

7 Presentation of officer reports

7.1 March 2021 Quarterly Performance Report

Abstract

The Quarterly Performance Report for March 2021 provides detailed reporting on financial and non-financial performance against both the Budget and Council Plan for the year.

Council's year to date surplus result of \$53.14 million is \$11.86 million above the September Amended Budget of \$41.28 million. The favourable variance is attributable to a number of factors which are outlined in **Section 3 of Attachment 1 – Financial Overview**.

The overall financial position at 31 March 2021 is satisfactory with a working capital ratio of 4.44 to 1 (includes reserve funds of \$20.89 million and 0.5% cash contingency for emergency response works).

For the March quarter, 14% of the 2020-21 annual commitments have been completed and a further 86% have been commenced. Achievements of the Strategic Indicators have been assessed at 79%. This has been impacted by ongoing Coronavirus (COVID-19) restrictions during the financial year.

Outcomes and next steps

That Council resolve to:

1. Receive and note the Quarterly Performance Report for March 2021 (**Attachment 1**).
2. Adopt the Full Year Forecast as identified in **Attachment 1**, as annexed to the minutes.
3. Receive and note the results of the Local Government Performance Reporting Framework (LGPRF) indicators and measures (**Attachment 2**).

Responsible director: Bruce Dobson, Director Customer and Transformation

1. Purpose

The purpose of this report is for Council to receive and note the March 2021 Quarterly Performance Report for the period ended 31 March (**refer Attachment 1**). This report is designed to provide performance reporting on both the Budget and Council Plan. In addition, this report seeks Council's adoption of the Full Year Forecast as identified in **Attachment 1**.

2. Policy implications and relevance to community plan and council plan

This report is consistent with the Council Plan 2017-21 and the Boroondara Community Plan. In particular, the Council Plan theme of Civic Leadership & Governance and the strategy "Ensure sound financial management while allocating resources to deliver strategic infrastructure and services that meet community needs".

3. Background

The March 2021 Quarterly Performance Report provides detailed reporting on financial and non-financial performance against both the Budget and Council Plan for the year.

The year to date and annual budget figures referred to in this report reflect the September 2020 Amended Budget, approved by Council on 21 September 2020.

Attachment 1: March Quarterly Performance Report 2021 (Incorporating Budget commitments, Council Plan performance, financial performance)

Attachment 2: Results of Local Government Performance Reporting Framework (LGPRF) indicators and measures

4. Outline of key issues/options

Financial

Year to date actual vs September Amended Budget

The year to date surplus result of \$53.14 million is \$11.86 million or 29% above the September Amended Budget of \$41.28 million. The favourable variance is attributable to a number of factors which are outlined in **Section 3 of Attachment 1 - Financial Overview**.

Full year forecast vs September Amended Budget

The 2020-21 Full Year Forecast of (\$10.31) million represents a reduction in the deficit outcome by \$3.19 million compared to the 2020-21 September Amended Budget deficit of (\$13.50) million.

The full year forecast result is the subject of an extensive review undertaken with departments during the March quarter. Council's 2020-21 initial financial position was heavily influenced by early COVID-19 impacts and Council officers continue to closely monitor the impacts on the financial position for the remainder of 2020-21.

Whilst the current forecast position indicates a reduced deficit outcome, COVID-19 continues to cause unfavourable financial impacts on Council's revenue streams primarily in user fees, statutory fees and fines and investment income. The 2020-21 full year forecast result estimates a further \$7.20 million reduction in budgeted revenue compared to the September Amended Budget 2020 bringing the total estimated net loss of recurrent operating revenue and expenditure impacts for the year to \$18.60 million.

Other variances included in the 2020-21 Full Year Forecast result include an increase in capital grants income of \$6.98 million offset by the loss on disposal of property, infrastructure, plant and equipment. The disposal of assets relates to the building, pool and play areas for the multi-year project Kew Recreation Centre (\$5.28) million (non-cash accounting entry).

In addition to the above variances, \$9.98 million has been identified in net forward commitments for priority projects to be completed in 2021-22 primarily due to expenditure delays as a result of COVID-19.

Closing cash and investments are forecast to be \$66.56 million which is \$7.32 million above the Annual September Amended Budget of \$59.24 million. This is primarily due to items noted above and the recognition of capital works forward commitments of \$15.17 million and priority projects forward commitments of \$9.98 million which will be carried forward to 2021-22, and offset by reduced income and higher expenditure in materials and services as previously noted.

Balance Sheet and Cash Flow Statement

Cash and investment holdings are \$133.02 million as at 31 March 2021 which has increased by \$18.68 million from 30 June 2020.

The Balance Sheet as at 31 March 2021 indicates a satisfactory result with total current assets of \$181.20 million and total current liabilities of \$40.77 million.

Council's current operating and cash flow position is sound. Council continues to monitor and review the financial impacts of COVID-19 on Council's operating budget.

Please refer to **page 40 and 41 of Attachment 1** for further detail.

Capital Works

Council's year to date performance in gross capital works expenditure is \$35.16 million which is \$23.70 million below year to date budget phasing of \$58.86 million (year to date actual and commitments as at 31 March 2021 equates to \$61.65 million) and includes committed expenditure for multi-year projects with the most significant being Kew Recreation Centre, Canterbury Community Precinct and Camberwell Community Centre.

Priority Projects

Council's year to date performance in gross priority project expenditure is \$17.35 million which is \$6.00 million below year to date budget phasing of \$23.35 million (year to date actual and commitments as at 31 March 2021 equates to \$19.69 million).

Refer to **Attachment 1 page 6 and 7** Executive overview for graphical representation of capital works and priority projects year to date budget, actual and committed expenditure.

Non-financial

The 2020-21 Budget contains 44 annual commitments. Information has also been collected on the eight commitments that have been continued from the 2019-20 financial year. For the March 2021 quarter, 14% of the 2020-21 annual commitments have been completed and a further 86% have been commenced.

The Council Plan 2017-21 contains 48 Strategic Indicators. The achievement of the Strategic Indicators reported quarterly indicates 15 (79%) were completed or above forecast. There have been some impacts from COVID-19 restrictions during the financial year. Please refer to **pages 36 to 37 of Attachment 1** for further detail.

See the Executive Overview in **Attachment 1** for more information.

Local Government Performance Reporting Framework (LGPRF)

There are 60 mandatory performance indicators included in the Framework under three thematic areas, 28 of which will be audited and included in Council's performance statement.

The assessment of LGPRF shows the majority of quarterly indicators are on track, with some indicators impacted by COVID-19 restrictions during the financial year. Refer to **Attachment 2** for further detail on LGPRF indicator results.

5. Consultation/communication

The Executive Leadership Team has reviewed and approved the report.

6. Financial and resource implications

Council's current operating and cash flow position is sound. Council continues to monitor and review the financial impacts of COVID-19 on Council's operating budget

7. Governance issues

The implications of this report have been assessed in accordance with the requirements of the Victorian Charter of Human Rights and Responsibilities.

8. Social and environmental issues

There are no direct impacts resulting from this report.

Manager: **Callista Clarke, Acting Chief Financial Officer**
Jennifer Reid, Manager Strategy and Performance

Report officer: Sapphire Allan, Management and Reporting Accountant
Kate McInnes, Corporate Reporting Lead

Attachment 1

City of Boroondara Quarterly Performance Report



www.boroondara.vic.gov.au

March
2021



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Executive overview and key highlights

Introduction

The March 2021 Quarterly Performance Report provides detailed reporting on performance against both the Budget and Council Plan for the year.

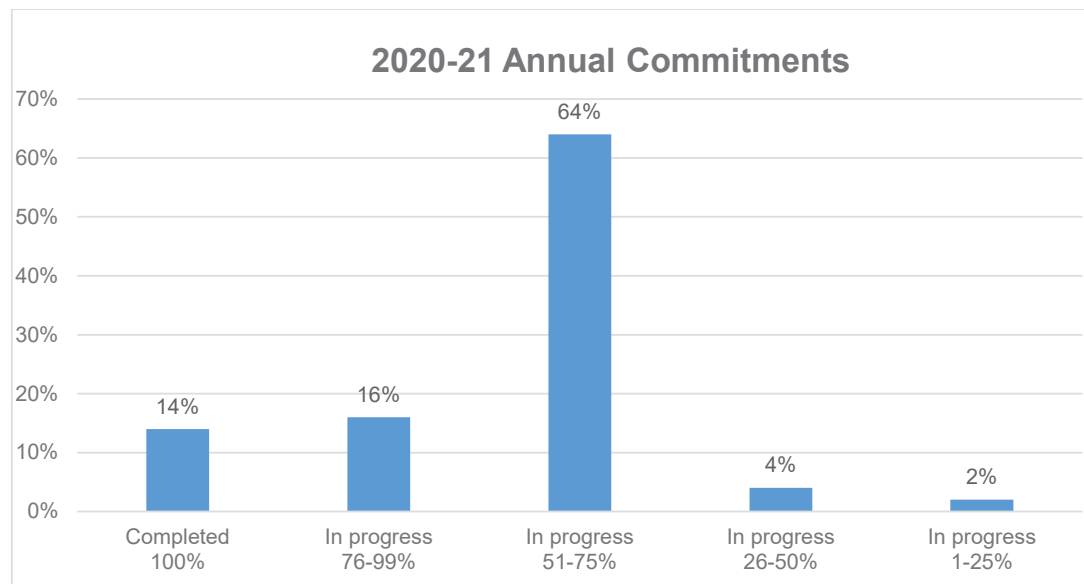
This executive overview will focus on a summary of financial and non-financial issues and key highlights, while **Section 1 - Directorate overviews** and **Section - 3 Financial and Performance Statements** will focus in greater detail on variances and key issues and events.

The year to date and annual budget referred to in this report reflects the September 2020 Amended Budget approved by Council on 21 September 2020 which includes the carry forward funding for final 2019-20 priority projects and capital works forward commitments.

The March 2021 full year forecast reflects the final result of the full year review of the annual financials to be undertaken during the year.

Performance against Annual Commitments

There are 44 Annual Commitments. For the quarter ended March 2021, achievement of Annual Commitments has been reported as per the following chart.

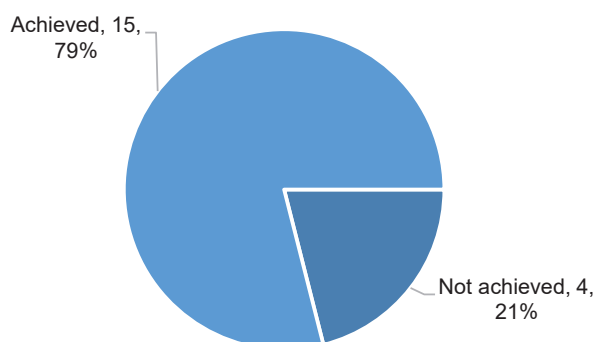


For the quarter ended March 2021, 14% of commitments have been completed and the remaining 86% have been commenced.

Performance of Strategic Indicators

The Council Plan 2017-21 has 48 Strategic Indicators; 19 indicators reported quarterly and 29 indicators reported annually at 30 June 2021. The status of the 19 Strategic Indicators reported quarterly has been assessed as follows. More detail can be found in **Section 2** of this report.

Strategic Indicators - Organisational Level (Year to date results compared to year to date forecasts)



Achievement of Strategic Indicators has been impacted by COVID-19 restrictions in Victoria during the financial year. Please refer to **pages 36 to 37** of **Attachment 1** for further details and explanations.

Key financial highlights and overview

Key financial summary	ANNUAL ORIGINAL BUDGET	YTD ACTUAL (1)	YTD BUDGET (2)	YTD VARIANCE (1) - (2)	YTD VARIANCE (1) / (2)	STATUS YTD VARIANCE	FULL YEAR MARCH FORECAST (3)	ANNUAL SEPTEMBER AMENDED BUDGET (3)	FORECAST VARIANCE (3) - (4)	STATUS FULL YEAR VARIANCE
	\$'000	\$'000	\$'000	\$'000	%		\$'000	\$'000	\$'000	
Surplus for the year	(7,389)	53,140	41,282	11,858	29%	✓	(10,309)	(13,496)	3,187	✓
Recurrent income	239,819	219,305	222,222	(2,917)	-1%	—	227,529	234,866	(7,337)	—
Recurrent expenditure	215,600	153,469	160,159	6,690	4%	✓	214,275	214,970	695	✓
Capital works										
Expenditure *	82,052	35,163	58,868	23,705	40%	✓	79,857	88,364	8,507	—
Priority projects										
Expenditure *	33,368	17,346	23,355	6,009	26%	✓	30,546	38,042	7,496	✗
Closing cash and investments **	65,194	133,017	97,335	35,682	37%	✓	66,555	59,239	7,316	✓

* Please refer to pages 50-51 & 57-58 for further explanation of variances.

** Refer to pages 40 & 41 for further details and explanation of closing cash and investments holdings and financial assets.

Status legend:

✓	Above budgeted revenue or under budgeted expenditure.
—	Below budgeted revenue or over budgeted expenditure by <10%.
✗	Below budgeted revenue or over budgeted expenditure by >10%.

The overall financial position at 31 March 2021 is satisfactory with a working capital ratio of 4.44 to 1 (includes cash contingency for emergency response works and reserve funds of \$20.89 million).

Surplus Result

Year to date actual vs. Year to date September Amended Budget

The favourable operating result against year to date budget of \$53.14 million is \$11.86 million or 29% above the September Amended Budget of \$41.28 million primarily due to a number of factors which are outlined in **Section 3 Financial Overview**.

Full year forecast vs. September Amended Budget

The 2020-21 Full Year Forecast of (\$10.31) million represents a reduction in the deficit outcome by \$3.19 million compared to the 2020-21 September Amended Budget deficit of (\$13.50) million.

The full year forecast result is the subject of an extensive review undertaken with departments during the March quarter. Council's 2020-21 initial financial position was heavily influenced by early COVID-19 impacts and Council officers continue to closely monitor the impacts on the financial position for the remainder of 2020-21.

Executive overview and key highlights

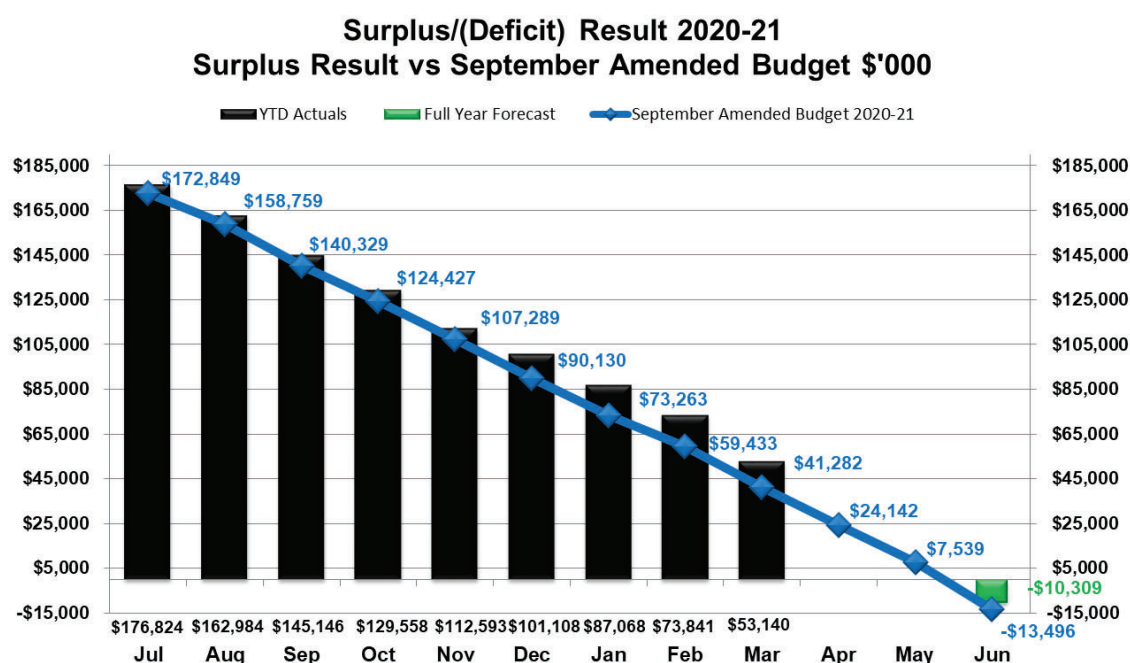
Attachment 1

Whilst the current forecast position indicates a reduced deficit outcome, COVID-19 continues to cause unfavourable financial impacts on Council's revenue streams primarily in user fees, statutory fees and fines and investment income. The 2020-21 full year forecast result estimates a further \$7.20 million reduction in budgeted revenue compared to the September Amended Budget 2020 bringing the total estimated net loss of recurrent operating revenue and expenditure impacts for the year to \$18.60 million.

Other variances included in the 2020-21 Full Year Forecast result include an increase in capital grants income of \$6.98 million offset by the loss on disposal of property, infrastructure, plant and equipment. The disposal of assets relates to the building, pool and play areas for the multi-year project Kew Recreation Centre (\$5.28) million (non-cash accounting entry).

In addition to the above variances, \$9.98 million has been identified in net forward commitments for priority projects to be completed in 2021-22 primarily due to expenditure delays as a result of COVID-19.

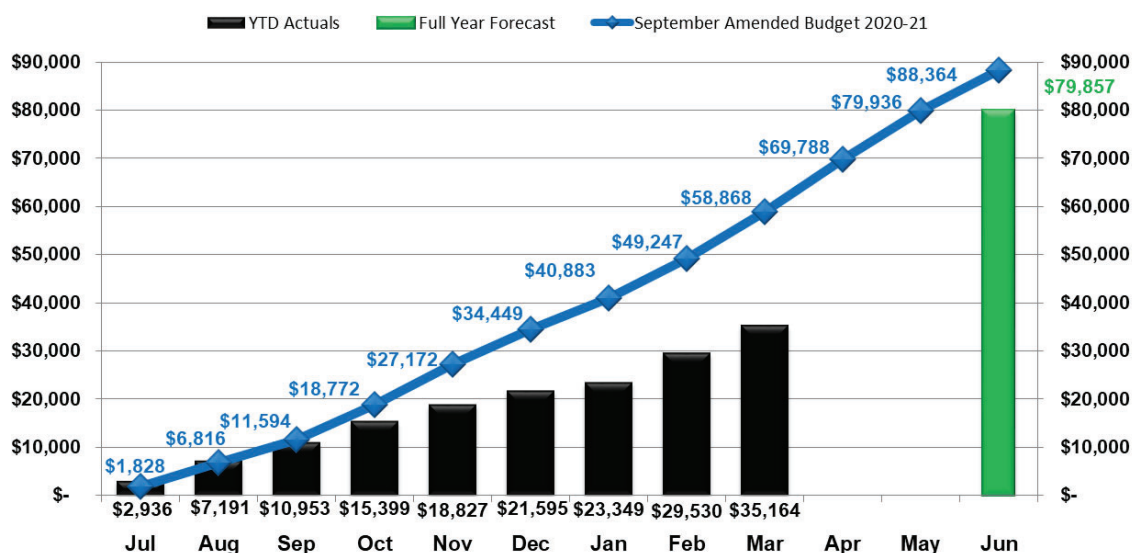
Closing cash and investments are forecast to be \$66.56 million which is \$7.32 million above the Annual September Amended Budget of \$59.24 million. This is primarily due to items noted above and the recognition of capital works forward commitments of \$15.17 million and priority projects forward commitments of \$9.98 million which will be carried forward to 2021-22, and offset by reduced income and higher expenditure in materials and services as previously noted.



Please refer to the graphical representation above of actual year to date surplus result versus the September Amended Budget.

Capital Works

Capital Works Projects 2020-21 Cumulative Budget vs Actual Expenditure All Projects - \$'000

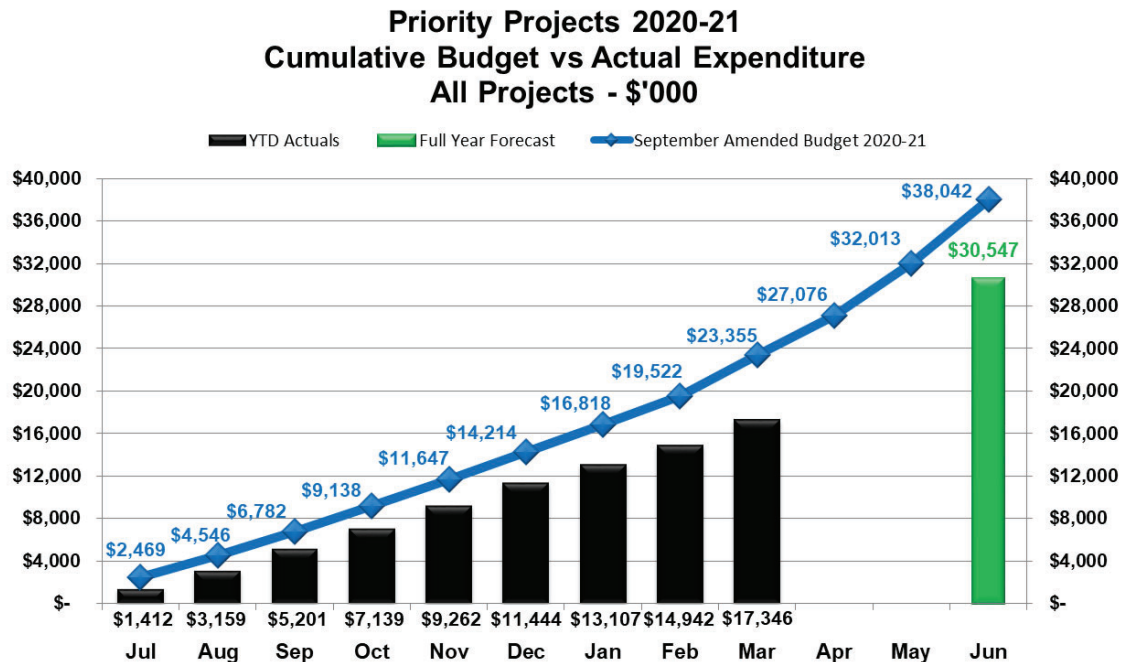


Council's year to date performance in gross Capital Works expenditure is \$35.16 million which is \$23.70 million below year to date budget phasing of \$58.86 million.

Capital Works committed expenditure as at 31 March 2021 is \$26.49 million (year to date actual and commitments equates to \$61.65 million) and includes committed expenditure for multi-year projects with the most significant being Kew Recreation Centre, Canterbury Community Precinct and Camberwell Community Centre.

Please refer to **Section 3.6 Capital Works performance** for further explanation.

Priority Projects



Council's year to date performance in gross Priority Project expenditure is \$17.35 million which is \$6.00 million below year to date budget phasing of \$23.35 million. The difference relates to timing of expenditure on various projects.

Priority Projects committed expenditure as at 31 March 2021 is \$2.34 million (year to date actual and commitments equates to \$19.69 million).

Please refer to **Section 3.7 Priority Projects performance** for further explanation.

1. Directorate overviews

1.1 Chief Executive

CEO's Office outcomes for the third quarter of 2020-21 include:

Chief Finance Office

Key outcomes

- Developed Council's draft Budget 2021-22.
- Internal audit on Budgeting and Forecasting completed.
- Developed the Proposed Revenue and Rating Plan 2021-2025 for consideration by Council.
- Progressed a number of rights of way discontinuance projects.
- Completed a number of public tenders with appropriate contracts awarded by either delegated role or by Council.

Governance and Legal

Key outcomes

- Oversaw the Meeting Procedure Training offered to Councillors by an external provider in January 2021.
- Managed the Citizen and Young Citizen of the Year Award Ceremony on Australia Day.
- Managed two Council meetings, two Services Delegated Committee meetings, four Urban Planning Delegated Committee meetings, and one Audit and Risk Committee meeting.
- Completed two Council Decision and Process reviews.
- Organised and conducted two Citizenship Ceremonies.
- Developed in collaboration with Councillors the Councillor Code of Conduct which was adopted by Council on 22 February 2021 and the Councillor Gift Policy which was adopted by Council on 29 March 2021.

1.2 Community Support

Community Support outcomes for the third quarter of 2020-21 include:

Arts and Cultural Services

Key outcomes

- The reopening of Hawthorn Arts Centre, Kew Court House and Town Hall Gallery has been a highlight of the third quarter. With venue users and audience members returning, activation and face to face event delivery have been well received by the community.
- The Summer in the Park program was delivered in a revised format and was well supported and attended by the community. For the first time, an event was held

in each ward across the municipality with 33 events delivered throughout the program.

- Attendance to Town Hall Gallery exhibition openings were booked out and each of the four performing arts events held were sold out prior to the performance night. The community has been appreciative of a COVID-safe environment to once again engage in the Arts.
- The official launch of the Maranoa Botanic Garden Florilegium was well-received. The launch was a lovely way to celebrate both the gardens and documentation of the work produced by local artists.

Community Planning and Development

Key outcomes

- The Boroondara Volunteer Expo was held on 17 March with a COVID-safe plan in place. There were 30 stallholders from local community organisations across a range of sectors who showcased their volunteer programs with 247 people attending to explore volunteer opportunities. The event received very positive feedback from organisations who received a number of expressions of interest to volunteer.
- To celebrate Neighbour Day and Harmony Week in March 2021, Council hosted three special events for the community to enjoy. The series of events called Neighbours in Harmony were held at the Balwyn Community Centre, the Hawthorn Community House and the Ashburton Community Centre. The community had the opportunity to hear from local residents about their stories of migration and could participate in cultural activities and programs.
- The first stage of community consultation for the Boroondara Community Plan refresh closed at the end of January 2021, with over 4,700 people telling Council what was most important to them. The second stage of consultation commenced in March 2021. A total of 180 participants were anonymously selected based on their age, gender and suburb to participate in two rounds of the Boroondara Conversations Workshops. The information from the two stages of consultation will be used to inform updates to the Boroondara Community Plan to ensure it represents the community's current needs and aspirations.
- The Community Grants Celebration was held online on 25 February to acknowledge recipients of grants in 2020-21. Hosted by the Mayor, attendees heard from keynote speaker Sheena Boughen OAM and panel members Rachel Morley, Executive Officer at Ashburton Community Centre, and Natalie Dixon-Monu, Coordinator Boroondara Community Outreach, with the focus on how community groups can manage fast moving changes in response to events such as the COVID-19 pandemic. Panel members gave tips and advice, discussed the benefit of strong partnerships within the community, how they adapted services and programs during Melbourne's lockdown and how this will shape their delivery in the future.

Health and Wellbeing Services

Key outcomes

- The opening of the new Canterbury Tennis Club took place and the renewal of the Camberwell sportsground pavilions was completed.
- Boroondara Youth supported the 'Future's So Bright' one day conference for young people with 98 young people attending.
- Boroondara Youth delivered an event for young women at Balwyn High School. Former Olympian Jacqui Cooper presented to 90 young female leaders to share her story of courage, resilience and tenacity to encourage and empower young people in attendance.
- Promoted early childhood education and care services by participating in the online library story time with an indigenous theme in February and for International Women's Day in March.

Library Services

Key outcomes

- On 2 January 2021, Council's library branches returned to full pre-COVID-19 opening hours.
- A high uptake of online programs continued during the quarter, supplemented by the reintroduction of limited in-house programming for children and community members in February.
- Library services and spaces continued to be modified in line with Council's COVID-safe Plan, with community meeting rooms opening up for bookings and additional study spaces for students being opened up.
- The Boroondara Photograph Competition launched in January and is open until the end of April.
- On 23 March 2021, the 'Through my window' and 'Our Boroondara Bubble' books were launched. These books captured the views of kindergarten and primary school aged children throughout the COVID-19 lockdown and were a great collaboration between the students and families of local kindergartens, primary schools, Council's Early years and Library Services.

Liveable Communities

Key outcomes

- Council was successful in receiving the grant from the Victorian Government to extend nominated outdoor dining sites across Boroondara until the end of June 2021, which will assist with community and business recovery post-COVID-19.
- Delivered the 'Thanks Boroondara' campaign, an initiative aimed at raising the profile of local businesses and thanking residents for supporting them throughout COVID-19. Throughout the six week campaign, 2,681 shoppers of local independent businesses entered a competition for the chance to win weekly \$50 vouchers and one large prize valued at \$3,000. Throughout the course of the campaign, 'personal thankers' handed out Thank You presents to local shoppers across Boroondara's eight strip shops.
- Hawthorn Makers Market reopened on 7 March located within the Hawthorn Arts Centre car park to ensure adherence to COVID-safe guidelines. The market will continue to operate on the 1st Sunday of the month. During COVID-19, the

market managers developed a Hawthorn Makers Market online shop with the support of Council which continues to provide exposure to stallholders outside of the market operating times.

1.3 Customer and Transformation

Customer and Transformation outcomes for the third quarter of 2020-21 include:

Chief Customer Office

Key outcomes

- Developed the new Community Engagement Policy which was adopted by Council on 22 February 2021.
- Reopened the Customer Service counter on the 27 January post COVID-19 restrictions.
- Conducted community surveys to evaluate the effectiveness of the different channels (i.e. phone, email, face-face) we use to communicate with our customers.
- Introduced the new Customer Connect function and a new Case Management model to resolve a greater number of customer enquiries at first point of contact, and improve customer experience and outcomes for complex queries.

Strategy and Performance

Key outcomes

- Facilitated the Council planning workshops to inform and prioritise projects and initiatives for inclusion in the Budget 2021-22.
- Finalised research that assists Council to better understand the value of implementing pedestrian counters for our local traders.
- In collaboration with Transformation and Technology, finalised procurement activities for three out of five tenders for technology platforms associated with delivery of the Transforming Boroondara Program.

Transformation and Technology

Key outcomes

- Continued to support a remote workforce with technology related needs.
- Multiple online forms were deployed to production.
- Successfully enabled paypal functionality on the asset protection online form as an optional payment method for customers.
- Finalised a project management toolkit to align with our existing Program Governance Management Framework.

1.4 People, Culture and Development

People, Culture and Development outcomes for the third quarter of 2020-21 include:

Key outcomes

- Developed a plan to enable staff to return to the office and work in a hybrid manner as part of our 'future of work' strategy.
- Commenced Enterprise Bargaining process.
- Reviewed Respectful Workplace Policy and Code of Conduct.

1.5 Places and Spaces

Places and Spaces outcomes for the third quarter of 2020-21 include:

Asset and Capital Planning

Key outcomes

- Improved reporting processes to capture tree root barriers and uploaded outstanding tree data collection actions onto the system, enabling officers to better maintain and report on the assets.
- The 2021 street leaf sweeping dates were finalised, and triggers and alerts for officers to commence the works were established. This information was communicated to the Customer Service team to assist in answering queries from residents.

Capital Projects

Key outcomes

- Successfully obtained the building permits for the Canterbury Community Precinct. Demolition and building works commenced in March 2021.
- Kew Recreation Centre is under demolition and construction has commenced.
- Construction of the Camberwell Community Centre is nearing completion.
- Playground renewals at Madeleine Reserve, Glen Iris, Pridmore and Yarra Bank Park are underway.

Environmental Sustainability and Open Spaces

Key outcomes

- Established the Climate Action Plan Advisory Group and completed phase 2 of consultation on the plan.
- Updated the Electrical Line Safety Plan.
- Completed the Freeway Golf Course consultation on options to respond to the North East Link Project.
- Implemented the Parks Turf Improvement Program.

Traffic and Transport

Key outcomes

- Contributed to the Local Roads and Community Infrastructure (LRCI) Program.
- Provided a detailed submission to the Level Crossing Removal Project for the removal of the Union Road and Mont Albert Road level crossings including ongoing input and advocacy.
- Completed the construction works associated with the Anniversary Trail realignment at Riversdale Park and Camberwell High School, and opened the path to the public.
- Wattle Road reconstruction works are well underway and six out of seven raised traffic treatments have been completed.
- Provided ongoing input and advocacy on the North East Link Project.

Facilities, Waste and Infrastructure

Key outcomes

- Completed 67% of Food Organics and Garden Organics (FOGO) rollout to Multi-Unit Developments (MUD) sites with 4-8 dwellings, and 9.3% to sites with 9-15 dwellings.
- Improved the rollout of FOGO to MUD's by contacting and explaining the benefits of FOGO to residents. The interaction with residents enabled them to be more receptive of the FOGO rollout.
- Planned and prepared for the Bulk Heavy Leaf Fall Program to commence in April 2021.
- Reviewed and improved the facilities reactive requests process by promoting the e-form to all building users.

Clayton Landfill performance

31 March 2021	YTD Actuals	YTD Budget	Variance	% Variance
Income	\$105,063	\$30,000	\$75,063	250%
Expenditure	\$1,566,258	\$2,427,750	(\$861,492)	-35%
Net Loss	(\$1,461,195)	(\$2,397,750)	\$936,555	39%

1.6 Urban Living

Urban Living outcomes for the third quarter of 2020-21 include:

Building Services

Key outcomes

- Continued to provide uninterrupted service to customers and ratepayers despite a gradual increase in workload.
- Continued to maintain the register of Swimming Pools and Spas and continued working on responding to owners advising on the relevant safety barrier standard applicable to their pool or spa.

Civic Services

Key outcomes

- Resumed parking enforcement following COVID-19 pandemic and associated easing of restrictions. With the increase in movement around Boroondara, the return of parking limits and enforcement ensures vehicle turnover in high traffic areas and helps maintain balanced access for all.
- Completed the Fire Prevention Program which ran from January to March 2021. A total of 423 properties were included in the program, with 282 properties inspected and a number of Notices to Comply and infringements issued.

Strategic and Statutory Planning

Key outcomes

- During the quarter, the Minister for Planning adopted Amendments C284 Part 1, C294 Part 2 and C306 which implement permanent heritage controls for properties identified in the Hawthorn, Kew and Kew East heritage gap studies respectively. The approval of these amendments has resulted in approximately 1,635 properties being protected in the heritage overlay.
- Two new tree eForms were launched during the quarter. Council receives over 1,100 tree applications and appeals every year for private property trees. These new online application and appeal forms will make it easier for our customers to understand their obligations when it comes to protecting the significant and protected trees within Boroondara. These forms also provide the convenience of allowing customers to access and submit the forms online and make payment upfront.
- On 18 March 2021 Council received orders from the VCAT affirming its refusal of an application related to using the existing heritage building for a medical centre and construction of a new childcare centre over basement car parking at 14 Balwyn Road. There was notable community interest in this matter having received 52 objections and there being 19 resident parties to the proceedings. The Tribunal found that the proposal sought too much for what the site's physical and policy context offered and that a more tempered response was required. This was a significant win for Council.

Section 2 Non-financial performance

Attachment 1

5.0 Summary of Commitment status

The 2020-21 Budget contains 44 annual commitments and 48 Strategic Indicators. The table below depicts the progress of annual commitments during the period. Achievements of Commitments and Strategic Indicators are detailed in the following pages.

Theme	Status				
	Completed 100%	In progress 76-99%	In progress 51-75%	In progress 26-50%	In progress 1-25%
Your Community, Services and Facilities	1	1	7	0	1
Your Parks and Green Spaces	0	0	3	1	0
The Environment	0	1	7	0	0
Neighbourhood Character and Heritage	1	1	0	0	0
Getting Around Boroondara	0	3	4	0	0
Your Local Shops and Businesses	1	0	2	0	0
Civic Leadership and Governance	3	1	5	1	0
Total	6	7	28	2	1

Annual Commitments

Attachment 1

Annual Commitments Performance

Theme 1: Your Community, Services and Facilities

1: Community services and facilities are high quality, inclusive and meet a variety of needs now and into the future.

Commitments	Status	Progress	Comments	Department
Commitment 1.1 Progress construction of the Canterbury Community Precinct to provide enhanced services to the local community.	In Progress	20%	This is a multi-year project. The builder Harris HMC have commenced Early Works (site establishment and demolition) with temporary fencing and vegetation clearing commencing March 2021. Project is planned for completion mid-late 2022.	Capital Projects
Commitment 1.2 Commence construction of the Kew Recreation Centre to create a state of the art recreation facility to meet current and future community needs.	In Progress	60%	This is a multi-year project. Demolition of all buildings has been completed and additional in ground works are in progress. Latent conditions and contaminated soil has been identified during this process, requiring the need for additional testing to determine whether the soil can be re-used on site. Community briefing sessions were held in February regarding the proposed Construction Management Plans (CMP) and updated letters to residents were distributed in March advising of CMP.	Capital Projects
Commitment 1.3 Complete construction of the Camberwell Community Centre to provide enhanced facilities to the local community. (Major initiative)	In Progress	95%	This project is in its final stage of construction. Occupants to move into the new facility by late April 2021.	Capital Projects
Commitment 1.4 Enhance the online offering of the Boroondara Library Service so that more community members can virtually connect with the library.	In Progress	75%	While some in-house programming has returned, online programs are still a popular option for library members and the use of online resources and collections remains high. The online Boroondara Photograph Competition launched in January 2021 with the theme of 'My Boroondara', with a number of high quality entries received during the quarter.	Library Services

Annual Commitments

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Commitments	Status	Progress	Comments	Department
Commitment 1.5 Promote Boroondara Arts to intergenerational audiences and targeted community groups to enhance access and program participation through education and accessibility tours.	In Progress	75%	<p>The Boroondara Arts program has been delivered both in-person and through online engagement activities which has seen uptake by school aged children, as well as people of all ages. This has included webinars, panel discussion in support of Town Hall Gallery exhibitions and Boroondara Creative Network forums.</p> <p>Town Hall Gallery Exhibition 'Reconfigured/Reconstructed' was delivered both in-person and online, including an artist video, online panel discussion and online described exhibition tour. The online tour/webinar event featured exhibiting artists speaking about their work and creative practice. The online described exhibition tour featured an accessibility specialist describing the exhibited works, to accommodate a visually impaired audience.</p>	Arts and Culture
Commitment 1.6 Maintain a register of Swimming Pools and Spas known to Council and maintain the register as required by the proposed Swimming Pool Safety legislation, to ensure all registered pools and spas meet current safety barrier requirements.	In Progress	55%	<p>To date, approximately 5,580 pools and spas have been registered via the Council's website.</p> <p>Building Services continue to maintain the register and are gradually working on responding to owners advising on the relevant safety barrier standard applicable to their pool or spa.</p>	Building Services

Annual Commitments

Attachment 1

Commitments	Status	Progress	Comments	Department
Commitment 1.7 Raise awareness of community safety in Boroondara through events, projects, advocacy and education.	In Progress	75%	To mark International Women's Day on 8 March 2021, Council held a range of activities throughout the month of March. The day aims to celebrate the achievements of women and contributes towards promoting gender equality, which is at the core of preventing violence against women. The activities held included a preschool storytime session on Wednesday 10 March, for young children and their parents/carers focused on celebrating women and girl's achievements. The Boroondara Creative Network also held a free panel discussion and light lunch on Saturday 6 March, which looked at how inspiring local women found ways to create throughout the pandemic, and how we can further support creative women to lead the recovery in the community. The Boroondara Volunteer Resource Centre also included an agenda item on its 30 March meeting about women in leadership from a volunteer/community sector perspective. The Community Planning and Development, in partnership with People Culture and Development, also undertook planning for how to support departments across the organisation to implement the requirements of the Gender Equality Act 2020, which came into effect on 31 March 2021.	Community Planning and Development
Commitment 1.8 Implement the Asset Management Plan to ensure Council Assets are managed appropriately for the community.	In Progress	75%	Community levels of service have been developed through a series of workshops. Condition survey for roads and paths is in progress. On-site work for roads has been completed and path on-site work is in progress. Asset Management Plans for each asset class and overall portfolio Plan are in progress. Policies for public lighting and road renewal are in progress.	Asset and Capital Planning

Annual Commitments

Attachment 1

Commitments	Status	Progress	Comments	Department
Commitment 1.9 Evaluate community engagement practices across Council to ensure they are inclusive and respectful of people with a disability.	In Progress	75%	The Community Engagement Policy was reviewed and updated to reflect inclusive engagement practices. The policy was endorsed by Council at end January 2021. The guidelines to inform the adoption of the policy and the methods through which inclusiveness can be achieved are currently being drafted.	Customer & Communication
Commitment 1.10 Deliver the "Boroondara Sports Club Awards" initiative which recognises and promotes clubs that support underrepresented groups, provide community benefit, support volunteers and promote the benefits of healthier living.	Completed	100%	Club awards were delivered in July 2020 and planning has begun for their delivery again in mid-late 2021.	Health and Wellbeing Services

Annual Commitments

Attachment 1

Theme 2: Your Parks and Green Spaces

2: Inviting and well-utilised community parks and green spaces.

Commitments	Status	Progress	Comments	Department
Commitment 2.1 Implement priority actions from the Shade Policy Implementation Plan to improve the provision of shade at playgrounds located at Yarra Bank Reserve, Hawthorn, Sir William Angliss Reserve, Hawthorn East, and Fenton Reserve, Kew.	In Progress	50%	Site selection and design has been completed. Construction of the shade structures is due to commence in April-May 2021.	Capital Projects
Commitment 2.2 Enhance sporting pavilions to be more accessible and better support a diverse range of user groups in response to community need.	In Progress	65%	As part of the implementation of the Diversity, Inclusion and Participation Program (DIPP), minor internal improvement works (such as upgrades to toilets and umpires rooms) were identified at a number of pavilions during the quarter. These improvements will be delivered over multiple years and will encourage broader participation.	Health and Wellbeing Services
Commitment 2.3 Commence the construction of a new Regional Playground at Victoria Park to improve recreational use opportunities for children and families.	In Progress	70%	The next community update is currently being finalised for April 2021. Design documentation was completed and the contract documentation has commenced. Early works and forward procurement of the project will commence from May 2021. Council has been successful in receiving a \$300,000 grant from the state government towards this project.	Capital Projects

Annual Commitments

Attachment 1

Commitments	Status	Progress	Comments	Department
Commitment 2.4 Design and deliver additional dog friendly play areas within existing parks and reserves to provide enhanced opportunities for social interaction for owners and their dogs.	In Progress	75%	Construction of the Gordon Barnard Reserve fenced dog play area has commenced and is due to be completed by the end of June 2021. Council has also commenced planning for the implementation of dog friendly support and infrastructure in Lynden Reserve, Markham Reserve and Boroondara Park.	Capital Projects

Annual Commitments

Attachment 1

Theme 3: The Environment

3: Our natural environment is healthy and sustainable for future generations.

Commitments	Status	Progress	Comments	Department
Commitment 3.1 Undertake an engagement process so that eight to ten schools and 100 students can participate in events that motivate and empower our young leaders to deliver improved sustainability outcomes for the local community.	In Progress	60%	A provider has been engaged and a project plan prepared. The main event is scheduled for late in the financial year to reduce the risk associated with COVID-19.	Environmental Sustainability and Open Space
Commitment 3.2 Reduce greenhouse gas emissions from Council's buildings by implementing cost effective energy efficiency upgrades/retrofits and installing solar photovoltaics (PV).	In Progress	60%	<p>Projects are on schedule despite delays with accessing sites due to COVID-19. Works are near completion for the expansion of solar analytics to an additional 16 sites. These works are due for completion in mid-April 2021 and will bring the total number of sites to 24.</p> <p>Sports ground pavilion building lighting upgrades are due to commence in early April 2021. The outdated and inefficient lights are being upgraded to efficient and reliable LED technology. An upgrade of the Hawthorn Library air conditioning system will be completed by early June 2021. The upgraded air conditioning system will be more efficient and reliable. These projects have long scoping times but short delivery times.</p>	Environmental Sustainability and Open Space

Annual Commitments

Attachment 1

Commitments	Status	Progress	Comments	Department
Commitment 3.3 Implement initiatives including the Backyard Biodiversity project, Wildlife not Weeds program and rollout of interpretive signage to enhance and maintain urban biodiversity sites across the municipality.	In Progress	65%	Implementation of the Urban Biodiversity Strategy for 2020-21 is continuing. Boroondara residents are being supported to join the City Nature Challenge which is an international Citizen Science event helping to document our local biodiversity. The annual Backyard Biodiversity Project will run during May and June, once again supporting Boroondara residents to create wildlife havens in their own backyards.	Environmental Sustainability and Open Space
Commitment 3.4 Educate, support and monitor Phase 1 FOGO. Implement Phase 2 FOGO to multi-unit developments and report on landfill diversion. (Major initiative)	In Progress	60%	A rollout of Food Organics and Garden Organics (FOGO) is continuing to Multi-Unit Developments (MUD) with approximately 67% of MUD sites with up to eight dwellings and 9.3% to sites with 9-15 dwellings transitioning over to FOGO. This quarter, residents were contacted to discuss the benefits of FOGO, prior to the rollout, which led to residents being more receptive of the FOGO initiative.	Environmental Sustainability and Open Space
Commitment 3.5 Explore ways to build resilience and support older adults to adapt to extreme weather events.	In Progress	60%	The Emergency Management Resilience Project, 'Resilient Boroondara', is progressing to inform Council on actions and initiatives to inform the development of a Community Resilience Framework in 2021-22.	Liveable Communities
Commitment 3.6 Implement actions from the Waste Minimisation and Recycling Strategy to continue to reduce waste sent to landfill, maximise recycling and provide efficient waste services to the Boroondara Community.	In Progress	70%	The implementation of Food Organics, Garden Organics (FOGO) Phase 2 to Multi-Unit Developments (MUDs) will continue through to the end of June 2021. Other actions, as detailed in the Strategy Implementation Plan, are continuing to progress. There is also a significant amount of work underway with the Victorian Government to transform kerbside recycling over the next 10 years and transform the current system into a circular economy, further contributing to maximising recycling.	Environmental Sustainability and Open Space

Annual Commitments

Attachment 1

Commitments	Status	Progress	Comments	Department
Commitment 3.7 Implement identified priority works at Council facilities (water harvesting, water recovery and water efficiency) to reduce tap water use and stormwater pollution.	In Progress	65%	Three sports pavilion retrofits have been completed. Contracts have been entered for an upgrade at Warner Reserve Pavilion, and rainwater harvesting upgrade works at Hays Paddock Pavilion. The project scope for a rainwater harvesting upgrade at Kew Depot is close to completion.	Environmental Sustainability and Open Space
Commitment 3.8 Engage with the community to develop a Climate Action Plan.	In Progress	80%	Community consultation was undertaken in August and September 2020 with 1,569 residents completing a survey. The results were published in December 2020. Further consultation was undertaken during March 2021 with results to be available early April.	Environmental Sustainability and Open Space

Annual Commitments

Attachment 1

Theme 4: Neighbourhood Character and Heritage

4: Protect the heritage and respect the character of the City to maintain amenity and liveability whilst recognising the need for appropriate, well-designed development for future generations.

Commitments	Status	Progress	Comments	Department
Commitment 4.1 Protect the City's heritage by continuing a municipal wide heritage assessment of all properties not currently subject to a heritage overlay in the Boroondara Planning Scheme. (Major initiative)	In Progress	95%	<p>The Panel Report for Amendment C308 Hawthorn East Heritage Gap Study was received in December 2020. Officers are reviewing this with a view to present a report on the Panel recommendations to the Urban Planning Delegated Committee (UPDC) on 3 May 2021.</p> <p>Exhibition of Amendment C333 Glen Iris Heritage Gap Study was undertaken from 8 February - 12 March 2021. Officers are reviewing submissions received during exhibition with a view to presenting a report on the exhibition outcomes to the Urban Planning Delegated Committee (UPDC) in June 2021.</p> <p>The Balwyn Heritage Study Peer review Stage 3 has commenced. Preliminary consultation on the draft study is anticipated to commence in Quarter 4.</p>	Strategic and Statutory Planning
Commitment 4.2 Provide education to owners and developers about heritage overlays to increase a culture of custodianship.	Completed	100%	A review of heritage related content on Council's website is now complete. Videos outlining the heritage assessment process and content specific to the Glen Iris and Ashburton heritage gap study amendment exhibition process have progressed. Frequently Asked Questions (FAQs) associated with the Glen Iris and Ashburton heritage gap study amendment exhibition process have now been completed.	Strategic and Statutory Planning

Annual Commitments

Attachment 1

Theme 5: Getting Around Boroondara***5: Travel options that are connected, safe, accessible, environmentally sustainable and well-designed.***

Commitments	Status	Progress	Comments	Department
Commitment 5.1 Explore opportunities and implement actions to enhance wayfinding lighting on paths and shared paths to increase use and improve safety. (Major initiative)	In Progress	80%	<p>Preliminary lighting designs for three sections of the shared paths in Grace Park, Winton Road Reserve and Ryburne Avenue are currently being reviewed and expected to be finalised in April 2021. Solar lighting along the Gardiners Creek Trail at Ryburne Avenue to be pursued and completed before 30 June 2021.</p> <p>Solar lighting in Pridmore Park to be installed in April / May 2021.</p> <p>Gardiners Creek Trail lighting between Patterson Reserve and Burke Road commissioned on Friday, 22 January 2021.</p>	Traffic and Transport
Commitment 5.2 Implement actions from adopted access plans and parking studies and other initiatives to improve safety, access and the effective management of parking, including Kendall Street and Inglesby Road access initiatives and construction of the Fairholm Grove northern car park following the completion of the Camberwell Community Centre.	In Progress	75%	<p>Raised threshold design for the Camberwell Road / Avenue Road / Crescent Road intersection is being modified in line with the Department of Transport's feedback and Road Safety Audit.</p> <p>Improvements to indented parking along Glen Iris Road near Ferndale Park were completed in February/March 2021.</p> <p>Indented parking improvements at the Boroondara Sports Complex have been completed.</p> <p>Other initiatives including new footpath along Kendall Street, laneway improvements for pedestrian safety on Camberwell Road, school crossing upgrade on Gordon Street and the footpath extension along Auburn Road south of Burgess Street are under development.</p>	Traffic and Transport

Annual Commitments

Attachment 1

Commitments	Status	Progress	Comments	Department
Commitment 5.3 Implement actions from the Road Safety Strategy to improve road safety for all road users including recommendations from an audit of school crossings.	In Progress	95%	During quarter three, small off road humps to address speeding issues in laneways were installed.	Traffic and Transport
Commitment 5.4 Upgrade existing treatments and introduce traffic management devices in response to identified safety concerns or community needs.	In Progress	80%	<p>Works along Wattle Road in Hawthorn are progressing well with raised intersection crosswalk treatments completed at six of the seven locations.</p> <p>United Energy works associated with the light pole relocation at the Muswell Hill / High Street intersection have been completed and approved by the Department of Transport. A Memorandum of Authorisation will be lodged with a Road Safety Audit approved Traffic Management Plan for the Department of Transport's final approval before commencing civil works. Works are anticipated to be completed before 30 June 2021.</p>	Traffic and Transport
Commitment 5.5 Advocate for the needs of the Boroondara community in relation to the North East Link project. (Major initiative)	In Progress	75%	<p>The North East Link is a multi-year project, likely to end in 2026. Council officers continue with advocacy work.</p> <p>Activities undertaken over this period include monitoring of early works sites at the Boroondara Tennis Centre, Freeway Golf Course and Koonung Creek Reserve. Service works and investigations into reconfiguring the Freeway Golf Course have progressed.</p>	Traffic and Transport

Annual Commitments

Attachment 1

Commitments	Status	Progress	Comments	Department
Commitment 5.6 Advocate to the Victorian Government for the needs of the Boroondara community in relation to Public Transport improvements for disability access and network linkages, Level Crossing Removal Projects, Walmer Street Bridge and The Boulevard upgrades.	In Progress	75%	<p>Awaiting feedback from Yarra Trams and the Victorian Government regarding Disability Discrimination Act (DDA) compliant tram stops in Boroondara. Officers continue to advocate for improvements.</p> <p>On 16 December 2020, the Heritage Council determined that the Walmer Street bridge is of State-level cultural heritage significance and is to be included in the Victorian Heritage Register. Officers are confirming the implications of this decision to determine the best way forward in addressing the safety and access issues whilst retaining the river bridge over the Yarra. A meeting with Heritage Victoria has been formally requested and this is expected to be held in April 2021.</p> <p>The Department of Transport is currently working with the Australian Government to determine the full scope of works to cover the Federal Government commitment of \$5 million for traffic treatments and CCTV cameras to improve safety and security on the Yarra Boulevard. The Department of Transport intends to commence stage one of the works which involve nine traffic treatments along Yarra Boulevard in mid-2021.</p>	Traffic and Transport
Commitment 5.7 Deliver Council's community transport service to vulnerable residents and explore ways to broaden its reach.	In Progress	75%	As a result of COVID-19, and on advice from the Australian Government Department of Health, transport services for older people have been on hold since March 2020. In February 2021, transport services resumed.	Liveable Communities

Annual Commitments

Attachment 1

Theme 6: Your Local Shops and Businesses

6: A vibrant local economy and shops that are accessible, attractive and a centre of community life.

Commitments	Status	Progress	Comments	Department
Commitment 6.1 Implement the Christmas in Boroondara program to promote the vitality of the City's shopping centres and support a festive community spirit.	Completed	100%	The Christmas in Boroondara program has been successfully delivered for 2020.	Liveable Communities
Commitment 6.2 Promote co-working spaces and opportunities which offer training, access to technology and tools to support start-up and emerging businesses in the City of Boroondara.	In Progress	75%	With the impact of COVID-19 still lingering, Council has been focusing on assisting local business with their digital expertise through dedicated workshops. By offering courses free of charge Council has provided opportunities for businesses to become online ready and reach their clientele. The Love Local Life social media and website has offered all businesses the opportunity to be included to either complement their own online suite, or become established online.	Liveable Communities
Commitment 6.3 Implement a Placemaking approach in the Glenferrie and Maling Road precincts to shape and design our public spaces and shopping centres, to increase social interaction, economic viability and enhance the health and wellbeing of our community. (Major initiative)	In Progress	75%	Council has completed the preparation of the Maling Road Placemaking Plan and is now working on implementation of key projects. Work on the draft Glenferrie Placemaking Plan continues with community consultation to occur in early 2021-22.	Liveable Communities

Annual Commitments

Attachment 1

Theme 7: Civic Leadership and Governance

7: Ensure that ethical, financial and socially responsible decision making reflects community needs and is based on principles of accountability, transparency, responsiveness and consultation.

Commitments	Status	Progress	Comments	Department
Commitment 7.1 Undertake community consultation for the review and refresh of the Boroondara Community Plan 2021-2031, and Council Plan 2021-2025, to assist Council to deliver on priorities most important to the community. (Major initiative)	In Progress	75%	<p>The first stage of community consultation for the Boroondara Community Plan refresh closed at the end of January 2021 with over 4,700 people telling Council what is most important to them.</p> <p>A total of 180 community members were anonymously selected based on their age, gender and suburb to participate in the second stage of consultations in March and April 2021. This selection method, called 'random sampling', was used to ensure the workshops reflect and represent Boroondara's population. The findings from Stage 1 are currently being reviewed and considered by the residents participating in the Boroondara Conversations workshops.</p> <p>The information from the two stages of consultation will be used to inform updates to the Boroondara Community Plan to ensure it represents the community's current needs and aspirations.</p>	Community Planning and Development
Commitment 7.2 Conduct the 2020 Council Election including the development and implementation of the Councillor induction program to familiarise the newly elected Council with their roles and responsibilities and the new issues, tasks and decisions before Council at the outset of their term	Completed	100%	<p>Close of voting for the 2020 Council Election was at 6.00pm on 23 October 2020. The declaration of the poll occurred on 9 November 2020 and 11 Councillors were sworn into office on 16 November 2020. The Councillor Induction Workshop was held from 19 to 21 November 2020 to familiarise the newly elected Council with their roles and responsibilities and the new issues, tasks and decisions before Council at the outset of their term.</p>	Governance and Legal

Annual Commitments

Attachment 1

Commitments	Status	Progress	Comments	Department
Commitment 7.3 Develop accessibility guidelines for Council's Information and Communication Technology (ICT) products and services, and include the guidelines in the specifications for all relevant products and services being developed or procured.	Completed	100%	The development of accessibility guidelines including specifications for Council's Information and Communication Technology (ICT) products and services has been completed.	Transformation and Technology
Commitment 7.4 Engage with strategic procurement aggregators (Municipal Association Victoria, Procurement Australia, State Purchasing Contracts) and with other Councils as appropriate to explore collaborative contract opportunities	In Progress	70%	Council continued to liaise with aggregators and Council procurement networks to discuss options for collaborative procurement opportunities in the future.	Chief Financial Office
Commitment 7.5 Facilitate community informed decision making through the implementation of an online community engagement tool which will enable customers to subscribe to, give feedback and see progress on projects and consultations. (Major initiative)	In Progress	70%	A community engagement tool has been selected and has been successfully used as part of the Boroondara Community Plan refresh initiative. The engagement tool will be used for another initiative before being rolled out for future deliberative community engagements.	Transformation and Technology
Commitment 7.6 Continue to enhance customer experience by transitioning high volume services with payments online and providing self service payment options.	In Progress	70%	Additional e-forms were introduced to digitise services for both Asset Management and Statutory Planning teams. These forms enable applications to be made online, along with payments where applicable. PayPal has also been implemented and will be rolled out across additional payment forms in the next quarter.	Transformation and Technology

Annual Commitments

Attachment 1

Commitments	Status	Progress	Comments	Department
Commitment 7.7 Ensure Council operates within a financially sustainable framework through preparation of the Annual Budget 2021-22 and the Strategic Resource Plan in-line with statutory requirements, and submit for consideration by Council.	In Progress	75%	Developed Council's Draft 2021-22 Budget.	Chief Financial Office
Commitment 7.8 Deliver year two actions of the Workforce Diversity and Inclusion Strategy which aims to create a more inclusive workplace and enable better outcomes for customers and the community.	In Progress	50%	Year 2 actions are all now in progress and on track for completion by 30 June 2021.	People, Culture and Development
Commitment 7.9 Implement line clearance management plan to meet requirements of the Electricity Safety (Electric Line Clearance) Regulations 2015.	In Progress	80%	The development of the annual 2021 Electric Line Clearance (ELC) Management Plan was completed and lodged with Energy Safe Victoria (ESV) on 31 March 2021. Ongoing vegetation compliance to satisfy the Regulations 2020 and the ELC Management Plan is in progress.	Environmental Sustainability and Open Space
Commitment 7.10 Deliver the mandatory candidate training for potential candidates for the 2020 Council Election, as prescribed by the Local Government Act 2020.	Completed	100%	Due to the COVID-19 pandemic, Local Government Victoria assumed responsibility for the mandatory candidate training for prospective candidates in the 2020 Council elections. Candidates were required to complete the mandatory training prior to nominating as a candidate. The closing date for nominations was 12 (noon) on 22 September 2020. Council assisted Local Government Victoria by promoting the online mandatory candidate training via the Council website and the Council social media channels.	Governance and Legal

Annual Commitments

Attachment 1

2019-20 Annual Commitments***2019-20 Annual Commitment***

The following Annual Commitments have been carried forward from 2019-20 for completion in the 2020-21 Financial Year.

Commitments	Status	Progress	Comments	Department
2019-20 Commitment 1.1: Review and update the Roads, Footpaths, Drainage and Building Asset Management Plans to ensure Council is continuing to provide assets that meet the needs of the community.	In Progress	60%	Asset class data and templates for Road and Paths, Drainage, Open Space and Buildings are being populated for the Asset Management Plan. Overarching Portfolio Asset Management Plan with long term expenditure forecasts is also being prepared consolidating outputs from the individual asset classes.	Asset and Capital Planning
2019-20 Commitment 1.2: Finalise the redevelopment of the Ashburton Seniors' Centre to create a space that is easily accessible, and better suited to deliver activities and services to seniors in the community. (Major initiative)	Completed	100%	The Ashburton Seniors Centre has been handed over to the tenant. A defect will be addressed over the contracted defect period.	Capital Projects
2019-20 Commitment 3.4: Deliver the Boroondara Sustainable Living Festival so that the community can learn new skills and be inspired to live more sustainably.	Deferred	40%	The 2021 Festival was cancelled due to the uncertainty around the COVID-19 restrictions. No budget commitments or spend have been made against the project. Delivery of the Sustainable Living Festival has been deferred to 2022.	Environmental Sustainability and Open Space
2019-20 Commitment 4.1: Review the Camberwell Junction Structure Plan and investigate the introduction of planning controls to ensure appropriate development in the centre.	In Progress	60%	A revised project scope is being prepared to align the project with Council's Placemaking Strategy. This has involved a review of Council's Placemaking Strategy, a review of previous technical reports prepared for the structure plan study area and the development of project costings to inform a brief to consultants.	Strategic and Statutory Planning

Annual Commitments

Attachment 1

Commitments	Status	Progress	Comments	Department
2019-20 Commitment 4.2: Protect the City's heritage by continuing a municipal wide heritage assessment of all properties not currently subject to a heritage overlay in the Boroondara Planning Scheme. (Major initiative)	In Progress	95%	Refer to 2020-21 Commitment 4.1 for details of the continued works.	Strategic and Statutory Planning
2019-20 Commitment 4.3: Conduct the Boroondara Urban Design Awards and implement a communications strategy to recognise and promote high-quality urban design that complements Boroondara's neighbourhood character and heritage and enhances its public realm.	Deferred	25%	Given State Government restrictions regarding COVID-19, the Urban Design Awards have been deferred.	Strategic and Statutory Planning
2019-20 Commitment 6.5: We will continue to revitalise our local strip shopping centres by implementing streetscape improvements at Auburn Village, Bellevue, Rathmines/Burke Road and Alamein/Victory Boulevard shopping centres.	Completed	100%	<p>Auburn Village's streetscape have been completed.</p> <p>Alamein/Victory Boulevard and Rathmines/ Burke Road shopping centres' streetscape improvement works have been completed.</p> <p>Bellevue Shopping Centre's design drawing package has been completed. Its implementation has been delayed until future financial years and the outcomes of the North East Link Project (NELP) and its impact on the shopping centre are known. All traders and Have Your Say respondents have been notified of the delay.</p>	Capital Projects

Annual Commitments

Attachment 1

Commitments	Status	Progress	Comments	Department
2019-20 Commitment 7.6: Ensure Council operates within a financially sustainable framework through preparation of the Annual Budget 2020-21 and the Strategic Resource Plan in-line with statutory requirements, and submit for consideration by Council by 30 June 2020.	Completed	100%	The 2020-21 Budget was adopted by Council on 20 July 2020.	Chief Financial Office

Non-Financial Performance			
2.9 Strategic Indicators			
Themes with performance measures appear in the following table. Strategic Indicators that have not achieved forecast or generated a large positive variance are listed with an explanation of the performance.			
Please note a "Tick (✓)" is used to highlight where the year to date forecast has been achieved.			
Strategic Indicators	YTD		Annual
	Actual	Forecast	Forecast
Your Community, Services and Facilities			
Overall participation in library services (includes loans, returns, visits, program attendances, e-books and audio loans, enquiries, reservations, wi-fi and virtual visits).	3,698,718	5,700,000	7,600,000
<i>Comment: Services and spaces within libraries are impacted by social distancing and COVID-safe plan guidelines. Further easing of restrictions (ie. wearing of masks are no longer required) has increased community confidence in using the libraries, along with increased in-house programming and opening up of limited study spaces. A 5 day snap lockdown in January did impact this total.</i>			
Participation in first MCH home visit	99%	90%	90%
✓			
Percentage of graffiti removed from Council owned assets within one business day of notification.	100%	97%	97%
✓			
Number of arts and cultural community events delivered by Council	144	75	100
✓			
Number of attendances by young people at Youth Services programs or services	2,759	3,000	4,000
<i>Comment: Youth programming has recommenced in person delivered at the Youth Hub and in schools. Programming will increase in Term 2, as schools have been focused on returning students to on-site learning.</i>			
The Environment			
Kerbside collection waste diverted from landfill (percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill).	68%	58%	58%
✓			
Neighbourhood Character and Heritage			
Number of complaints re Neighbourhood Character and Heritage (excluding objections to planning permit applications and submissions to strategic planning projects)	16	41	55
✓			
Percentage of 'Demolition Consents' under Section 29A of the Building Act by Building Services checked within 15 business days.	100%	100%	100%
✓			
Getting Around Boroondara			
Sealed local roads maintained to condition standards.	95%	95%	95%
✓			
Percentage completion of six-monthly defect inspections on Council roads and footpaths in higher risk locations.	100%	99%	99%
✓			

Section 2 Strategic Indicators

Attachment 1

Strategic Indicators	YTD		Annual
	Actual	Forecast	Forecast
Percentage of footpath defects remediated within the timeframes specified in the Road Management Plan	95%	95%	95%
✓			
Number of traffic counts and surveys.	12	128	170
<i>Comment: Traffic counts and surveys have been significantly impacted by COVID-19 as traffic conditions were not representative of typical conditions. Counts and surveys to resume in April after the school holidays.</i>			
Your Local Shops and Businesses			
Number of proactive strip shopping centre maintenance inspections completed.	984	750	1,000
✓			
Number of members of the Boroondara Business Network.	1,427	1,250	1,250
✓			
Number of participants in Council's business training activities.	1,379	975	1,300
✓			
Civic Leadership and Governance			
Percentage of Freedom of Information Requests responded to within prescribed timeframes.	100%	100%	100%
✓			
Average time callers wait before their call is answered	52	45	=< 45 seconds
<i>Comment: Slight increase in length of time to answer calls due to some challenges during the introduction of Customer Connect and associated training of transitioning staff and services. The Customer Connect function has been introduced to resolve a greater number of customer enquiries at first point of contact, and improve customer experience and outcomes for complex queries.</i>			
Number of cyber security incidents that have a Risk Consequence Rating of >= Moderate	0	0	0
✓			
Percentage of nominated Information Technology Projects initiated with a Privacy Impact Assessments completed	100%	100%	100%
✓			

Notes:

1. There are an additional 30 Strategic Indicators which will be reported annually at 30 June 2021.
2. Theme 2: Your Parks and Green Spaces consist of annual measures only and have not been included in the above table.

Section 3 - Financial and performance statements

Attachment 1

3. Financial and performance statements

3.1 Income statement

	ANNUAL ORIGINAL BUDGET	YTD ACTUAL (1)	YTD BUDGET (2)	YTD VARIANCE (1) - (2)	YTD VARIANCE %	FULL YEAR MARCH FORECAST (3)	ANNUAL SEPTEMBER AMENDED BUDGET (3)	MARCH FORECAST VARIANCE (3) - (4)
	\$'000s	\$'000s	\$'000s	\$'000s	%	\$'000s	\$'000s	\$'000s
Recurrent income								
Rates and charges	192,534	192,371	192,184	187	0%	192,503	192,384	119
Statutory fees and fines	14,056	4,969	7,198	(2,229)	-31%	6,692	11,182	(4,490)
User fees	11,577	5,941	6,866	(925)	-13%	7,847	10,089	(2,242)
Grants - operating	11,611	8,645	8,428	217	3%	10,990	11,053	(63)
Contributions - cash	4,424	4,232	3,930	302	8%	5,180	5,181	(1)
Contributions - non-monetary	-	21	-	21	100%	-	-	-
Rental income	2,070	1,128	1,221	(93)	-8%	1,825	1,827	(2)
Other income	2,047	1,572	1,645	(73)	-4%	1,992	2,150	(158)
Interest	1,500	426	750	(324)	-43%	500	1,000	(500)
Total recurrent income	239,819	219,305	222,222	(2,917)	-1%	227,529	234,866	(7,337)
Recurrent expenditure								
Employee costs	91,608	67,263	67,414	151	0%	91,570	90,779	(791)
Materials and services	70,533	49,153	54,171	5,018	9%	72,098	72,771	673
Bad and doubtful debts	1,746	928	769	(159)	-21%	1,822	1,846	24
Depreciation and amortisation ¹	37,873	26,794	26,794	-	0%	35,740	35,740	-
Amortisation - right of use assets	4,307	2,677	3,229	552	17%	3,621	4,307	686
Borrowing costs	1,342	1,012	1,012	-	0%	1,342	1,342	-
Finance costs - leases	337	238	252	14	6%	326	337	11
Other expenses	7,854	5,404	6,518	1,114	17%	7,756	7,848	92
Total recurrent expenditure	215,600	153,469	160,159	6,690	4%	214,275	214,970	695
Net recurrent operating surplus	24,219	65,836	62,063	3,773	6%	13,254	19,896	(6,642)
Non-recurrent income								
Priority projects income	1,046	1,349	424	925	218%	2,398	1,218	1,180
Capital works income	4,188	9,550	4,672	4,878	104%	13,882	6,906	6,976
Total non-recurrent income	5,234	10,899	5,096	5,803	114%	16,280	8,124	8,156
Non-recurrent expenditure								
Priority projects expenditure	33,368	17,346	23,355	6,009	26%	30,546	38,042	7,496
Total non-recurrent expenditure	33,368	17,346	23,355	6,009	26%	30,546	38,042	7,496
Net non recurrent operating surplus (deficit)	(28,134)	(6,447)	(18,259)	11,812	-65%	(14,266)	(29,918)	(15,652)
Net gain (loss) on disposal of property, infrastructure, plant and equipment	(3,474)	(6,249)	(2,522)	(3,727)	148%	(9,297)	(3,474)	(5,823)
Surplus/(Deficit) for the year ²	(7,389)	53,140	41,282	11,858	29%	(10,309)	(13,496)	3,187

Note: All numbers are rounded to the nearest thousand. Actual results are reported against the September Amended Budget approved by Council.

1. Depreciation and amortisation primarily relates to property, plant, equipment and infrastructure assets.
2. The year to date surplus result of \$53.14 million is \$11.86 million or 29% above the September Amended Budget of \$41.28 million primarily due to timing differences for income and expenditure. Refer to Section 3 Financial Overview for details on Council's financial performance.

Refer to **Section 3.5 Overview** for details on Council's financial performance.

Section 3 - Financial and performance statements

Attachment 1

3.2 Income statement by directorate

	ANNUAL ORIGINAL BUDGET	YTD ACTUAL	YTD BUDGET	YTD VARIANCE	YTD VARIANCE	FULL YEAR MARCH FORECAST	ANNUAL SEPTEMBER AMENDED BUDGET	MARCH FORECAST VARIANCE
	\$'000s	(1) \$'000s	(2) \$'000s	(1) - (2) \$'000s	%	(3) \$'000s	(3) \$'000s	(3) - (4) \$'000s
Income								
Rates and waste charges *	190,980	190,851	190,630	221	0%	190,980	190,830	150
Places & Spaces	3,230	2,003	1,696	307	18%	2,544	2,294	250
Community Support	14,969	9,002	9,870	(868)	-9%	11,601	13,247	(1,646)
Urban Living	19,631	9,519	11,792	(2,273)	-19%	12,074	17,427	(5,353)
Customer & Transformation	-	3	-	3	100%	3	-	3
CEO's Office	38	71	28	43	154%	54	38	16
Chief Financial Office	2,504	1,395	1,778	(383)	-22%	2,220	2,504	(284)
Total income	231,352	212,844	215,794	(2,950)	-1%	219,476	226,340	(6,864)
Expenditure								
Places & Spaces	69,482	49,598	51,651	2,053	4%	70,657	69,390	(1,267)
Community Support	40,431	28,200	31,489	3,289	10%	38,246	40,478	2,232
Urban Living	23,953	15,320	16,603	1,283	8%	22,160	23,405	1,245
Customer & Transformation	21,516	18,051	17,747	(304)	-2%	25,202	23,479	(1,723)
CEO's Office	5,614	4,941	5,056	115	2%	6,207	6,138	(69)
Chief Financial Office	6,351	4,208	4,464	256	6%	5,780	5,990	210
People, Culture & Development	3,415	2,371	2,483	112	5%	3,377	3,385	8
Depreciation and amortisation ***	37,873	26,794	26,794	-	0%	35,740	35,740	-
Total expenditure	208,635	149,483	156,287	6,804	4%	207,369	208,005	636
Net non departmental **	1,502	2,478	2,556	78	3%	1,150	1,561	(411)
Net loss on disposal of property, infrastructure, plant and equipment	(3,474)	(6,252)	(2,522)	3,730	-148%	(9,300)	(3,474)	(5,826)
Capital income	4,188	9,550	4,672	4,878	104%	13,882	6,906	6,976
Net priority projects	(32,322)	(15,997)	(22,931)	5,084	-22%	(28,148)	(36,824)	8,676
Surplus/(Deficit) for the year	(7,389)	53,140	41,282	11,858	29%	(10,309)	(13,496)	3,187

* Rate income includes interest on rates but excludes special rates which are included under the Chief Financial Office Directorate.

** Non departmental includes - Victorian Local Government Grants Commission funding, finance costs, interest on investments, open space developers contributions.

*** Depreciation and amortisation primarily relates to property, plant, equipment and infrastructure assets.

Note: All numbers are rounded to the nearest thousand. Actual results are reported against the September Amended Budget approved by Council.

Section 3 - Financial and performance statements

Attachment 1

3.3 Balance Sheet

	31 Mar 2021 \$'000	30 Jun 2020 \$'000	30 Mar 2020 \$'000
Current assets			
Cash and cash equivalents ¹	133,017	99,259	160,464
Other financial assets ¹	-	15,078	-
Trade and other receivables	47,027	21,347	42,427
Prepayments	1,160	1,956	901
Total current assets	181,204	137,640	203,792
Non-current assets			
Financial assets	4	4	4
Property, plant and equipment, infrastructure	3,555,496	3,555,629	3,407,495
Right of use assets	10,085	10,269	-
Intangible assets	348	348	980
Investment property	8,935	8,915	9,086
Total non-current assets	3,574,868	3,575,165	3,417,565
Total assets	3,756,072	3,712,805	3,621,357
Current liabilities			
Trade and other payables	7,135	19,125	18,282
Interest-bearing liabilities	614	1,573	582
Provisions	20,238	19,364	17,741
Trust funds and deposits	8,357	5,752	4,723
Unearned income	1,285	1,569	106
Lease liabilities	3,139	3,139	-
Total current liabilities	40,768	50,522	41,434
Non-current liabilities			
Provisions	2,042	2,042	1,987
Interest-bearing liabilities	23,213	23,213	24,785
Provision for investments in joint ventures	2,974	2,974	2,579
Lease liabilities	7,040	7,159	-
Total non-current liabilities	35,269	35,388	29,351
Total liabilities	76,037	85,910	70,785
Net assets	3,680,035	3,626,895	3,550,572
Equity			
Accumulated surplus	990,281	939,324	997,532
Asset revaluation reserve	2,668,868	2,668,868	2,534,337
Reserves ²	20,886	18,703	18,703
Total equity	3,680,035	3,626,895	3,550,572
Working capital ratio	4.44		

Note: All numbers are rounded to the nearest thousand.

1. Cash reflects balances in the general ledger not actual bank account balances.

2. Reserve funds comprise of Strategic Acquisition Fund (\$434,000), Open Space Development Fund (\$12.45 million) and Defined Benefits Superannuation future call up reserve (\$8.00 million).

Section 3 - Financial and performance statements

Attachment 1

3.4 Cash Flow Statement

	ANNUAL ORIGINAL BUDGET	YEAR TO DATE			ANNUAL SEPTEMBER AMENDED BUDGET
		ACTUAL (1)	SEPTEMBER AMENDED BUDGET (2)	VARIANCE (unfav) (1) - (2)	
	\$'000	\$'000	\$'000	\$'000	\$'000
Cash flows from operating activities					
Rates and waste charges ¹	192,434	165,383	163,527	1,856	188,854
Statutory fees and fines ²	11,140	4,657	6,428	(1,771)	7,837
User charges and other fines ³	13,131	5,761	7,553	(1,792)	11,496
Grants - operating	13,283	9,969	9,569	400	12,867
Grants - capital ⁴	4,188	9,446	4,672	4,774	6,571
Contributions - monetary	4,424	4,520	3,933	587	5,516
Interest received	1,500	532	747	(215)	1,000
Other receipts	4,529	2,858	3,151	(293)	4,375
Net GST refund	15,343	10,617	11,781	(1,164)	17,257
Trust funds and deposits taken ⁵	100	2,605	-	2,605	100
Employee costs	(101,804)	(76,972)	(77,964)	992	(101,940)
Materials and services ⁶	(103,769)	(67,580)	(79,092)	11,512	(105,777)
Short-term, low value and variable lease payments	(616)	(714)	(459)	(255)	(616)
Other payments ⁷	(7,875)	(5,488)	(6,620)	1,132	(8,057)
Net cash provided by/(used in) operating activities	46,008	65,594	47,226	18,368	39,483
Cash flows from investing activities					
Payments for property, infrastructure, plant and equipment ⁸	(82,053)	(42,347)	(58,869)	16,522	(88,364)
Proceeds from sale of property, plant and equipment	1,570	29	-	29	1,570
Net cash used in investing activities	(80,483)	(42,318)	(58,869)	16,551	(86,794)
Cash flows from financing activities					
Finance costs	(1,342)	(772)	(746)	(26)	(1,342)
Repayment of borrowings	(1,572)	(959)	(958)	(1)	(1,572)
Interest paid - lease liability	(337)	(239)	(253)	14	(337)
Repayment of lease liabilities	(4,536)	(2,626)	(3,402)	776	(4,536)
Net cash provided by (used in) financing activities	(7,787)	(4,596)	(5,359)	763	(7,787)
Net increase (decrease) in cash and cash equivalents	(42,262)	18,680	(17,002)	35,682	(55,098)
Cash and cash equivalents at beginning of year	107,456	114,337	114,337	-	114,337
Cash and cash equivalents at end of year	65,194	133,017	97,335	35,682	59,239

Note: All numbers are rounded to the nearest thousand.

1. Rates and waste charges higher than budget \$1.86 million due to timing of rates receivables.
2. Lower than budgeted statutory fees and fines (\$1.77 million) primarily due to parking related income.
3. Lower than budgeted user charges and other receipts from customers (\$1.79 million) due to timing and settlement of debtors.
4. Higher than budgeted capital grants received of \$4.77 million due to additional grants being received during the year.
5. Trust funds and deposits includes the fire services property levy received which relates to the timing of fire services property levy and levy interest amounts received and subsequently remitted to the State Revenue Office (SRO) which are to be made in four payments in accordance with Section 41(1) of the FSPL Act. An instalment is due and payable to the Commissioner of State Revenue 28 days after the due date of rates instalments. Levy monies are to be remitted to the SRO by the following dates each financial year - 28 October; 28 December; 28 March; and 28 June.
6. Materials and services are lower than budgeted due to timing of cash outflows \$11.51 million.
7. Other payments of \$1.13 million lower than anticipated due to timing of cash outflows.
8. Payments for property, plant and equipment differs from that presented in the capital works statement due to settlement of the 30 June 2020 creditors and forward commitment expenditure. Works delivered in the 2019-20 financial year have previously been brought to account and accrued against the 2019-20 capital works statement.

3.5 Overview

This section details Council's financial performance for the period ended 31 March 2021.

The annual budget referred to in this report reflects the September Amended Budget approved by Council on 21 September 2020.

The March 2021 full year forecast reflects the final result of the full year review of the annual financials to be undertaken during the year.

Operating budget

The year to date surplus result of \$53.11 million is \$11.83 million or 29% above the September Amended Budget surplus of \$41.28 million.

Year to date recurrent and non-recurrent income is ahead of budget by \$2.89 million, comprising recurrent income of (\$2.92 million) and non-recurrent income of \$5.80 million. The increase in non-recurrent income is primarily due to additional capital grants of \$4.00 million being received from the State Government North East Link project.

The year to date total recurrent and non-recurrent expenditure is \$12.67 million (\$6.66 million + \$6.01 million) below budget.

The following table includes explanations on major income and expenditure line variances over **\$75K** against the year to date budget.

Year to date actual vs. year to date budget variations

Income			
Income line	Expected variance (P)ermanent (T)iming	Explanation Year to date actual vs year to date budget variations	Full Year Forecast permanent variance from Amended Budget
Rates and charges \$187,000	P	Higher than budgeted income: <ul style="list-style-type: none"> \$187,000 - rates and charges income, primarily in supplementary income. 	\$119,000

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Income			
Income line	Expected variance (P)ermanent (T)iming	Explanation Year to date actual vs year to date budget variations	Full Year Forecast permanent variance from Amended Budget
Statutory fees and fines (\$2.23 million)	<p>P</p> <p>P</p> <p>P</p> <p>P</p> <p>P T/P</p>	<p>Lower than budgeted income:</p> <ul style="list-style-type: none"> • (\$1.86 million) - parking management income due to COVID-19 impacts. • (\$261,000) - infringement court charges income due to COVID-19 impacts - offset with infringement court filing fees expenditure. • (\$232,000) - swimming pool and spa registration income due to COVID-19. • (\$181,000) - swimming pool and spa service fees and charges due to COVID-19. <p>Partially offset by higher income:</p> <ul style="list-style-type: none"> • \$90,000 - tree control fines income. • \$78,000 - trade permits income. 	<p>(\$3.76 million)</p> <p>(\$292,000)</p> <p>(\$371,000)</p> <p>(\$228,000)</p> <p>\$60,000 (\$53,000)</p>
User fees (\$925,000)	<p>P</p> <p>P</p> <p>P</p>	<p>Lower than budgeted income:</p> <ul style="list-style-type: none"> • (\$596,000) - parking meter charges - fees waived due to COVID-19. • (\$411,000) - other service fees and charges, primarily in Leisure Aquatic Facilities due to lower contract payments. <p>Partially offset by higher income:</p> <ul style="list-style-type: none"> • \$93,000 - internal building permits income. 	<p>(\$924,000)</p> <p>(\$1.02 million)</p> <p>\$22,000</p>
Grants - operating \$217,000	T/P	<p>Higher than budgeted income:</p> <ul style="list-style-type: none"> • \$152,000 - grants operating - primarily due to School Crossing income ahead of year to date planned budget phasing. 	(\$70,000)
Contributions - cash \$302,000	T	<p>Higher than budgeted income:</p> <ul style="list-style-type: none"> • \$308,000 - developers open space contributions ahead of year to date planned budget phasing. 	
Rental income (\$93,000)	T/P	<p>Lower than budgeted income:</p> <ul style="list-style-type: none"> • (\$67,000) - leasing income, primarily in the Camberwell Fresh Food Market due to the impact of COVID-19 restrictions. 	\$4,000

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Income			
Income line	Expected variance (P)ermanent (T)iming	Explanation Year to date actual vs year to date budget variations	Full Year Forecast permanent variance from Amended Budget
Interest (\$324,000)	P	Lower than budgeted income: <ul style="list-style-type: none"> (\$324,000) - interest on investments - due to low investment earnings that are continuing in the current environment. 	(\$500,000)

Expenditure			
Expense line	Expected variance (P)ermanent (T)iming	Explanation Year to date actual vs year to date budget variations	Full Year Forecast permanent variance from Amended Budget
Bad and doubtful debts (\$159,000)	P	Higher than budgeted expenditure: <ul style="list-style-type: none"> (\$147,000) bad and doubtful debts primarily in Strategic and Statutory Planning. 	(\$224,000)
Employee costs \$151,000	P	Lower than budgeted expenditure: <ul style="list-style-type: none"> \$2.63 million net - salaries and associated costs and an increase in leave entitlements not taken. The year to date result includes redundancies as a result of the Organisation redesign and has been included in the full year forecast result. After adjusting for redundancies, the Full year forecast would result in a favourable outcome to employee costs in the September Amended Budget. 	\$2.00 million
	P	<ul style="list-style-type: none"> \$120,000 - apprentices and traineeships across the organisation. 	\$97,000
	P	Partially offset by higher than budgeted expenditure: <ul style="list-style-type: none"> (\$1.83 million) - temporary staff filling vacancies across the organisation. 	(\$2.1 million)
	P	<ul style="list-style-type: none"> (\$795,000) - overtime, casuals and relievers filling vacancies across the organisation 	(\$735,000)

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Expenditure			
Expense line	Expected variance (P)ermanent (T)iming	Explanation Year to date actual vs year to date budget variations	Full Year Forecast permanent variance from Amended Budget
Other expenses \$1.11 million	T/P	Lower than budgeted expenditure:	\$31,000
	T/P	<ul style="list-style-type: none"> \$415,000 - special rates expenditure behind planned budget phasing. \$411,000 - grants and subsidies behind planned budget phasing, primarily in Senior Citizen Centre grants. 	\$45,000
	P	<ul style="list-style-type: none"> \$259,000 - conferences and training across the organisation. 	\$261,000
	T	<ul style="list-style-type: none"> \$97,000 - internal audit fees behind planned budget phasing. 	
	T/P	<ul style="list-style-type: none"> \$83,000 - subscriptions and publications expenses. 	\$6,000
	P	Partially offset by higher than budgeted expenditure: <ul style="list-style-type: none"> (\$246,000) - leased assets across the organisation that are short term (less than 12 months) or low value in nature. In accordance with the requirements of the new accounting standard AASB 16 - Leases short term or low value leases will be expensed to the income statement. 	(\$278,000)
Amortisation - right of use assets \$552,000	P	Lower than budgeted expenditure: <ul style="list-style-type: none"> \$538,000 - a review was undertaken of right of use assets and has been reflected in the Full Year Forecast. The favourable variance has been partially offset by increase in short term assets above in "other expenses". 	\$686,000

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Expenditure			
Expense line	Expected variance (P)ermanent (T)iming	Explanation Year to date actual vs year to date budget variations	Full Year Forecast permanent variance from Amended Budget
Materials and services \$5.02 million	P	Lower than budgeted expenditure:	\$1.05 million
		• \$646,000 - trade services - due to more people returning (post lockdown) to use Boroondara's Leisure and Aquatic Facilities earlier than initially predicted, resulting in lower support payments.	
	T/P	• \$662,000 - trade services expense across the organisation.	(\$483,000)
	T/P	• \$662,000 - professional services and advice.	\$165,000
	T/P	• \$470,000 - consultant expense.	\$27,000
	T/P	• \$438,000 - electricity expense.	\$168,000
	P	• \$242,000 - petrol expense.	(\$160,000)
	P	• \$241,000 - infringement court filing fees, offset with infringement court charges income.	\$294,000
			\$292,000
	T/P	• \$192,000 - concrete expense.	\$20,000
	T/P	• \$168,000 - printing expense.	\$98,000
	T/P	• \$153,000 - postage expense.	\$123,000
	T/P	• \$145,000 - specialist tree work, park tree pruning and block tree pruning in Environmental Sustainability and Open Space.	\$130,000
	P	• \$136,000 - landscape contractor expense.	\$175,000
	T/P	• \$124,000 - legal fees expense.	\$29,000
	T/P	• \$107,000 - furniture maintenance.	\$103,000
	T/P	• \$101,000 - non staff catering expense.	\$64,000
	T/P	• \$98,000 - other rates and taxes.	\$58,000
	P	• \$85,000 - security cash collections expense.	\$107,000
	T/P	• \$82,000 - line-marking expense.	\$50,000
	T/P	• \$81,000 - cleaning of buildings expense.	\$45,000
		Offset by higher than budgeted expenditure:	
	T/P	• (\$435,000) - high voltage tree works in Environmental Sustainability and Open Space.	(\$290,000)

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Expenditure			
Expense line	Expected variance (P)ermanent (T)iming	Explanation Year to date actual vs year to date budget variations	Full Year Forecast permanent variance from Amended Budget
Materials and services cont. \$5.02 million	<p>T</p> <p>T/P</p> <p>P</p> <p>P</p> <p>P</p> <p>P</p> <p>T/P</p>	<p>Offset by higher than budgeted expenditure:</p> <ul style="list-style-type: none"> • (\$227,000) - capital works in progress (items expensed due to not meeting the asset capitalisation criteria - this is a non-cash accounting entry). • (\$202,000) - licencing and maintenance contracts. • (\$149,000) - online subscriptions. • (\$138,000) - telephone, internet and data cards expense. • (\$137,000) - drainage cleaning and maintenance expense. • (\$136,000) - stump removal expense. • (\$86,000) - fleet excess claims expense. 	<p></p> <p>(\$109,000)</p> <p>(\$154,000)</p> <p>(\$288,000)</p> <p>(\$201,000)</p> <p>(\$169,000)</p> <p>(\$44,000)</p>
Net loss on disposal of assets (\$3.76 million)	P	Asset disposals - the variance of \$3.76 million above budget is primarily due to the disposal of assets for multi-year project Kew Rec Centre including building, pool and play areas (non-cash).	(\$4.26 million)

Balance Sheet and Cash Flow Statement

Cash and investment holdings are \$133.02 million as at 31 March 2021 which has increased by \$18.68 million from 30 June 2020.

Total cash and investment holdings are \$35.68 million higher than year to date budget primarily due to:

- Lower payments for property, infrastructure, plant and equipment of \$16.52 million due to timing of cash outflows relating to the capital works program.
- Materials and services are lower than budget due to timing of outflows \$11.51 million.
- Higher than budgeted capital grants received of \$4.77 million due to additional grants being received during the year.
- Higher than budgeted rates and charges of \$1.86 million due to timing of rates receivables.
- Other payments of \$1.13 million lower than anticipated due to timing of outflows across the organisation.

Partially offset by:

- Lower than budgeted statutory fees and fines (\$1.77 million) primarily due to parking related income.
- Lower than budgeted user charges and other receipts from customers (\$1.79 million) due to timing and settlement of debtors.

The Balance Sheet as at 31 March 2021 indicates a satisfactory result with total current assets of \$181.20 million and total current liabilities of \$40.77 million.

The working capital ratio of 4.44 to 1 (includes a 0.5% or \$809,000 cash contingency for emergency response works and reserve funds of \$20.89 million) reflects the increase in current debtors resulting from the striking of the rates which will reduce by 30 June 2021 as Council funds its operating programs and capital works. The rate debt will be repaid over the remainder of the financial year in accordance with the payment options chosen by ratepayers.

During the 2020-21 year, the city encountered storm events which amounted to forecast expenditure of \$146,000. Considering these events, the cash contingency will be reduced by this amount.

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3.6 Capital Works performance

3.6.1 Capital Works Program summary

	ANNUAL ORIGINAL BUDGET	YTD ACTUAL (1)	YTD BUDGET (2)	YTD VARIANCE (1) - (2)	YTD VARIANCE %	COMMIT	FULL YEAR MARCH FORECAST (3)	ANNUAL SEPTEMBER AMENDED BUDGET (3)	MARCH FORECAST VARIANCE (3) - (4)
	\$'000s	\$'000s	\$'000s	\$'000s	%	\$'000s	\$'000s	\$'000s	\$'000s
Infrastructure									
Bridges	2,463	7	640	633	99%	-	36	2,463	2,427
Drainage	4,395	2,825	4,472	1,647	37%	462	5,461	5,651	190
Footpaths and cycleways	2,982	1,648	2,404	756	31%	96	3,187	3,073	(114)
Off street carparks	664	252	509	257	50%	2	930	680	(250)
Parks, open space and streetscapes	7,996	2,146	3,751	1,605	43%	1,413	7,634	6,956	(678)
Recreational, leisure & com facilities	2,771	970	3,097	2,127	69%	1,982	6,323	4,455	(1,868)
Roads	10,283	7,756	8,631	875	10%	40	12,520	11,486	(1,034)
Total Infrastructure	31,554	15,604	23,504	7,900	34%	3,995	36,091	34,764	(1,327)
Plant and Equipment									
Computers and telecommunications	1,744	464	1,547	1,083	70%	380	1,460	1,922	462
Fixtures, fittings and furniture	1,623	224	1,046	822	79%	218	1,685	1,705	20
Library books	985	515	727	212	29%	147	835	985	150
Plant machinery and equipment	1,627	2,439	2,423	(16)	-1%	138	2,783	2,711	(72)
Total Plant and Equipment	5,979	3,642	5,743	2,101	37%	883	6,763	7,323	560
Property									
Building	14,576	7,951	9,351	1,400	15%	3,650	12,183	14,108	1,925
Building improvements	311	45	183	138	75%	96	332	335	3
Major Projects	29,632	7,921	20,087	12,166	61%	17,870	24,488	31,834	7,346
Total Property	44,519	15,917	29,621	13,704	46%	21,616	37,003	46,277	9,274
Total capital works expenditure	82,052	35,163	58,868	23,705	40%	26,494	79,857	88,364	8,507
Represented by:									
Asset renewal expenditure	50,649	25,923	38,983	13,060	34%	18,537	52,885	53,545	660
Asset upgrade expenditure	5,451	1,374	3,873	2,499	65%	1,069	4,279	7,073	2,794
New asset expenditure	17,009	4,028	9,024	4,996	55%	4,539	13,820	15,562	1,742
Asset expansion expenditure	8,943	3,838	6,988	3,150	45%	2,349	8,873	12,184	3,311
Total capital works expenditure	82,052	35,163	58,868	23,705	40%	26,494	79,857	88,364	8,507

Note: All numbers are rounded to the nearest thousand. Actual results are reported against the September Amended Budget approved by Council.

3.6.2 Capital Works performance versus budget

Commentary (by exception)

Year to date actual vs. year to date September Amended Budget

Council's year to date performance in gross Capital Works expenditure is \$35.16 million which is \$23.70 million below year to date budget phasing of \$58.86 million. The most significant variances being:

- **72607, 72686 & 72776 - Kew Recreation Centre - (\$5.89 million)**
This is a multi-year project. Due to COVID-19 restrictions, there was a delay in commencement of demolition works that are now underway and due for completion late February 2021. Construction work commenced in early March 2021 with completion scheduled for in 2023. A proposed forward commitment of \$600,000 million has been reflected in the Full Year Forecast.
- **72769, 72770, 72771 & 72772. Canterbury Precinct - (\$5.67 million)**
This is a multi-year project. Contract was awarded September 2020 however there were delays in commencement of construction due to external authority approvals required to issue building permits. Construction commenced in March 2021 to renovate three existing buildings and construct a new single storey extension to the former bowls club building, including a basement carpark. Project is planned for completion in 2022. Due to the delay in commencement of construction, a proposed forward commitment of \$6.53 million has been reflected in the Full Year Forecast.
- **72693. Hawthorn Rowing Ramp - (\$644,000)**
The Hawthorn Rowing Ramp is one of the most popular along the Yarra and used by local schools and the public. Council has been working with Melbourne Water (MW) as the approving authority to guide the design. MW had a number of strict conditions that required a number of additional hydraulic studies that delayed commencement of works. Approvals have now been obtained and fabrication of pontoon offsite is underway.
- **72585. Walmer Street bridge - (\$596,000)**
The Heritage Council made a determination to heritage list the river bridge in December 2020 and this determination has impacted the delivery of this project to ensure the structural works maintain the heritage values. Re-design works and construction to occur in 2021-22, pending statutory approvals. A proposed forward commitment of \$2.40 million has been reflected in the Full Year Forecast.
- **71728. Condition 4 footpaths renewal - (\$458,000)**
Footpath renewal works are scheduled and underway after minor delays with recent COVID-19 restrictions. It is anticipated that all programmed works will be completed by the end of the financial year.

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- 72377. Sportsground Reconstruction Program - (\$453,000)**
There was a delay in the commencement of the project and during works due to COVID-19 restrictions. Works are being finalised and is scheduled for completion in April 2021.
- 72768. Diversity Inclusion and Participation (DIP) Pavilion program - (\$435,000)**
Multiple individual projects sit within the broader DIP program. Contracts have recently been awarded for pavilion improvement works to increase participation in sport at Dorothy Laver Reserve East, Howard Dawson Reserve, Victoria Road Reserve and St James Park. It is anticipated that the completion of the current DIP projects will be by September 2021. A proposed forward commitment of \$1.07 million has been reflected in the Full Year Forecast.
- 72797. Rathmines Reserve - (\$434,000)**
A tender was awarded at the Council meeting held on 22 February 2021, to undertake extensive internal alterations and additions to provide four change rooms and amenities, dual Umpires Rooms, First Aid Room, enlarged social room, public toilet facilities and improved kiosk and kitchen. Construction will commence in April 2021 for completion early 2022. A proposed forward commitment of \$200,000 million has been reflected in the Full Year Forecast.

Capital works committed expenditure as at 31 March 2021 is \$26.49 million (year to date actual and commitments equates to \$61.65 million) and includes committed expenditure for multi-year projects with the most significant being Kew Recreation Centre, Canterbury Community Precinct and Camberwell Community Centre.

Full Year Forecast vs September Amended Budget

Following the completion of the 2020-21 full year forecast review, gross capital works expenditure is now forecast to be \$79.86 million which is \$8.51 million below the September Amended Budget of \$88.36 million primarily due to a combination of proposed forward commitments and project adjustments.

Capital works income is now forecast to be \$13.88 million which is \$6.98 million above the September Amended Budget of \$6.90 million. Significant grants include:

- State Government North East Link Project of \$4.00 million to implement initiatives, the most significant being Freeway Golf Course works \$2.50 million and Balwyn Road pedestrian signals \$700,000.
- Victoria Department of Transport for commuter carparks at railway stations for Glenferrie \$750,000, Camberwell \$750,000 and Canterbury \$750,000.

Net savings - Review and monitoring of Capital Works Program

Throughout the course of the financial year, net savings arising from the tendering and construction of the capital works program will be referred to Council for consideration on a quarterly basis to enable Council to determine whether COVID-19 has created a need for Council to expend these net savings on initiatives which are consistent with the role of Council and will provide additional support to the Boroondara community. As at 31 March 2021, no permanent net savings have been identified.

Proposed forward commitments \$15.17 million to 2021-22

Proposed forward commitments to 2021-22 of \$15.17 million have been reflected in the Full Year Forecast. The full listing is provided on the next page.

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CAPITAL WORKS - PROPOSED FORWARD COMMITMENTS TO 2021-22		
Project Name & Number	Total Proposed Forward Commitments to 2021-22	Commentary
CAPITAL WORK EXPENDITURE		
PLACES and SPACES		
Capital Projects		
72012. Shopping Centre Improvement Plan - Implementation	\$200,000	Due to COVID-19 restrictions, works in shopping centres were delayed following requests from business owners. Works are now programmed to commence April 2021 with a planned completion date of August 2021.
72326. 605-609 Glenferrie Road community facility	\$383,500	This is a multi-year project. This project has been delayed due to the requirement of final agreements between stakeholders to complete documentation. Project is anticipated to be completed by June 2023.
72585. Walmer Street bridge	\$2,396,880	The Heritage Council made a determination to heritage list the river bridge in December 2020 and this determination has impacted the delivery of this project to ensure the structural works maintain the heritage values. Re-design works and construction to occur in 2021-22, pending statutory approvals.
72699. Shopping Centre Improvement Plan - Investigation and Design	\$38,553	This is a multi-year project. Detailed documentation to be completed to allow for final feedback from Department of Transport and Yarra Trams. In future years, construction is scheduled for Dickens Corner and Solway in 2022-23 and Riversdale in 2023-24.
72708. Alamein Community Centre	\$405,000	This is a multi-year project. There was a delay due to adjustments in the project scope, including reorganised on site parking which prolonged the design process. The builder was appointed in February 2021 with works to commence onsite in April 2021. Project is expected to be fully concluded by October 2021.
72712. Willsmere Park pavilion	\$50,000	This is a multi-year project. Following the completion of the concept design, the project is now in the schematic design phase. This will also include a longer advertisement period in the planning permit application process due to the current COVID-19 protocols of the Statutory Planning department. Construction is planned for early 2022 with the project expected to be completed during 2022-23.
72768. Diversity Inclusion and Participation (DIP) Pavilion Program	\$1,073,097	Multiple individual projects sit within the broader Diversity Inclusion and Participation (DIP) Pavilion Program. Contracts have recently been awarded for pavilion improvement works to increase participation in sport at Dorothy Laver Reserve East, Howard Dawson Reserve, Victoria Road Reserve and St James Park. It is anticipated that the completion of the current DIP projects will be by September 2021.
72797. Rathmines Reserve	\$200,000	A tender was awarded at the Council meeting held on 22 February 2021, to undertake extensive internal alterations and additions to provide four change rooms and amenities, dual Umpires Rooms, First Aid Room, enlarged social room, public toilet facilities and improved kiosk and kitchen. Construction will commence in April 2021 for completion early 2022.
72798. Lewin Reserve	\$270,000	Due to ongoing resident consultation, this project has been put on hold. Current proposals are to be reviewed and the briefing scope reassessed. This project is due for completion by June 2022.
72863. Fordham Avenue Kindergarten	\$20,000	COVID-19 resulted in extended engagement with stakeholders that has delayed architectural drawings, which are now scheduled for completion in the first quarter of 2021-22. Construction is anticipated for completion by June 2022.
72868. Macleay Park Pavilion	\$10,000	This is a multi-year project. Feedback and further consultation is required with service departments to finalise the scope of works. This project is due for completion by June 2022.
72910. Eric Raven Facilities	\$250,000	The scope for the acoustic works is under review by the client, which has resulted in a delay in delivery of this project. Works are now scheduled to be completed during 2021-22.
72913. Camberwell Commuter Car Park	\$670,000	Council recently received grant funding from the Federal Government for the upgrade of Commuter Car Parks across three sites (Camberwell, Glenferrie and Canterbury). Currently a request for quotation process is being undertaken to engage consultants who can provide preliminary traffic analysis, feasibility and functional layout investigations to understand the site opportunities and parameters. Following this stage, a further request for tender process will be undertaken to engage a larger management consultancy to assist with the overall implementation of these projects. Projects are anticipated for completion by June 2022.
72914. Canterbury Commuter Car Park	\$680,000	
72912. Glenferrie Commuter Car Park	\$650,000	

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CAPITAL WORKS - PROPOSED FORWARD COMMITMENTS TO 2021-22		
Project Name & Number	Total Adopted Forward Commitments to 2021-22	Commentary
CAPITAL WORK EXPENDITURE		
Capital Projects cont.		
72921. Ferndale Park	\$120,000	Design programme has been delayed due to a delay in the engagement of an architect/lead consultant. It is anticipated that design and documentation will be completed during 2021-22 with construction works to be completed by April 2023.
72922. Canterbury Sportsground	\$100,000	Design programme has been delayed due to a delay in the engagement of an architect/lead consultant. It is anticipated that design and documentation will be completed during 2021-22 and construction works to be completed by December 2022.
Total Capital Projects	\$7,517,030	
Facilities, Waste & Infrastructure		
72902. Riversdale Depot Masterplan	\$50,000	This project has been delayed by 12 months due to the COVID-19 restrictions in place for contractors visiting Riversdale Depot. This project is now scheduled for completion by June 2022.
Total Facilities, Waste & Infrastructure	\$50,000	
TOTAL PLACES AND SPACES	\$7,567,030	
COMMUNITY SUPPORT		
Liveable Communities		
71920. HACC - Minor Capital Grant	\$80,000	This funding was received from a Victorian Government grant for the purchase of minor capital associated with Council's aged care services. Due to COVID-19 impacts, expenditure was lower than anticipated and will project will now be completed by June 2022.
Total Liveable Communities	\$80,000	
TOTAL COMMUNITY SUPPORT	\$80,000	
CUSTOMER and TRANSFORMATION		
Transformation & Technology		
72761. Payroll System Upgrade	\$380,053	A preferred vendor was selected via a competitive tender process however implementation was paused due to availability of resources and timing of change impacts. This project is scheduled to resume in July 2021 and be completed by June 2022.
Total Transformation & Technology	\$380,053	
Chief Customer Office		
72903. Smart Safe in Customer Service	\$20,000	A smart safe for cash collection will be included in scope for our COVID-safe service strategy which will be developed in quarter four of 2020-21. This project is now due for completion by June 2022.
Total Chief Customer Office	\$20,000	
TOTAL CUSTOMER AND TRANSFORMATION	\$400,053	

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CAPITAL WORKS - PROPOSED FORWARD COMMITMENTS TO 2021-22		
Project Name & Number	Total Proposed Forward Commitments to 2021-22	Commentary
CAPITAL WORK EXPENDITURE		
MAJOR PROJECTS		
Major Projects		
72769. Canterbury Precinct (Renewal)	\$3,395,115	This is a multi-year project. Contract was awarded September 2020 however there were delays in commencement of construction due to external authority approvals required to issue building permits. Construction commenced in March 2021 to renovate three existing buildings and construct a new single storey extension to the former bowls club building, including a basement carpark. Project is planned for completion in 2022.
72770. Canterbury Precinct (Upgrade)	\$626,019	
72771. Canterbury Precinct (New)	\$1,252,039	
72772. Canterbury Precinct (Expansion)	\$1,252,039	
72776. Kew Recreation Centre (Expansion)	\$600,000	This is a multi-year project. Due to COVID-19 restrictions, there was a delay in commencement of demolition works that are now underway and due for completion late February 2021. Construction work commenced in early March 2021 with completion scheduled for in 2023.
TOTAL MAJOR PROJECTS	\$7,125,212	
Made up of:		
NEW CAPITAL - FORWARD COMMITMENTS TO 2021-22	\$2,020,645	
UPGRADE CAPITAL - FORWARD COMMITMENTS TO 2021-22	\$3,022,899	
EXPANSION CAPITAL - FORWARD COMMITMENTS TO 2021-22	\$3,145,136	
RENEWAL CAPITAL - FORWARD COMMITMENTS TO 2021-22	\$6,983,615	
GRAND TOTAL FORWARD EXPENDITURE COMMITMENTS TO 2021-22	\$15,172,295	
TOTAL NET FORWARD COMMITMENTS TO 2021-22	\$15,172,295	

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3.6.3 Major Projects Capital Works performance

**Major Projects - Progress Update
Expenditure
For the period ending 31 March 2021**

		YEAR TO DATE			ANNUAL		
		ACTUAL	SEPTEMBER AMENDED BUDGET	VARIANCE	FULL YEAR FORECAST	SEPTEMBER AMENDED BUDGET	FULL YEAR FORECAST VARIANCE
Ashburton Seniors Centre	1	1,177,884	1,542,898	365,014	1,322,898	1,542,898	220,000
Camberwell Community Centre	2	4,131,865	4,276,408	144,543	4,457,274	4,457,274	0
Canterbury Community Precinct	3	291,789	5,965,920	5,674,131	2,000,000	8,525,212	6,525,212
Kew Recreation Centre	4	2,230,840	8,121,777	5,890,937	16,527,652	17,127,652	600,000
Total		7,832,379	19,907,003	12,074,624	24,307,824	31,653,036	7,345,212

All projects overseen by Project Control Groups.

1. Ashburton Seniors Centre

This project achieved practical completion in September 2020 and the defects liability period expires in September 2021. A new tenant has now accommodated the building.

2. Camberwell Community Centre

This is a multi-year project that is expected to reach practical completion in April 2021. The tenants will commence occupancy of the new building late April 2021.

3. Canterbury Community Precinct

This is a multi-year project. Contract was awarded September 2020 however there were delays in commencement of construction due to external authority approvals required to issue building permits. Construction commenced in March 2021 to renovate three existing buildings and construct a new single storey extension to the former bowls club building, including a basement carpark. Project is planned for completion in 2022. Due to the delay in commencement of construction, a proposed forward commitment of \$6.53 million has been reflected in the Full Year Forecast.

4. Kew Recreation Centre

This is a multi-year project. Due to COVID-19 restrictions, there was a delay in commencement of demolition works that are now underway and due for completion late February 2021. Construction work commenced in early March 2021 with completion scheduled for in 2023. A proposed forward commitment of \$600,000 has been reflected in the Full Year Forecast.

3.7 Priority Projects performance

3.7.1 Priority Projects performance versus budget

Commentary (by exception)

Year to date actual vs. year to date September Amended Budget

Year to date actual performance in gross priority project expenditure is \$17.35 million which is \$6.00 million below year to date budget phasing primarily due to expenditure delays, the most significant being:

- **81082. BC1 Program Resources - (\$1.24 million)**
Resource recruitment continues with new project staff on-boarded as required, however recruitment of further key resources is still to occur. A proposed forward commitment of \$561,000 has been reflected in the Full Year Forecast.
- **81084. System Development & Implementation - (\$1.17 million)**
The current favourable variance is attributed to the timing of key system implementation contracts being awarded, that are expected in the last quarter of the 2020-21 financial year. Due to this delay, this will result in a favourable variance for the end of the financial year, and is required to be carried forward as committed expenditure against existing contracts. A proposed forward commitment of \$3.31 million has been reflected in the Full Year Forecast.
- **80863. Conduct of 2020 General Election and Councillor induction - (\$536,000)**
Conduct of 2020 General Election and Councillor Induction has been completed with the exception of the compulsory voting enforcement requirements under the Local Government Act. The Victorian Electoral Commission (VEC) is the responsible agency for undertaking compulsory voting enforcement and anticipates completing court proceedings during the 2021-22 financial year. A proposed forward commitment of \$80,000 has been reflected in the Full Year Forecast.
- **80955. Tree Strategy Action Plan Implementation - (\$469,000)**
Due to COVID-19, all non-essential tree renewal works scheduled for 2020-21 have been delayed. The Tree Management Guidelines are scheduled for delivery during 2021 and it is anticipated the project will be largely completed by end of 2021, with some renewal works to be completed during the 2021-22 financial year. A proposed forward commitment of \$354,000 has been reflected in the Full Year Forecast.
- **80850. Municipal Wide Heritage Assessment - (\$371,000)**
The Municipal Wide Heritage Gap Study is a five year project which has been delayed in the 2019-20 and 2020-21 financial years due to continuing COVID-19 restrictions. This specifically impacted on reporting on project milestones for the planning scheme amendments associated with the Hawthorn, Hawthorn East, Ashburton and Glen Iris heritage gap studies. The project is progressing with the

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final three studies of Hawthorn East, Glen Iris and Ashburton, which are at varying stages of the implementation process. A proposed forward commitment of \$328,000 has been reflected in the Full Year Forecast.

- **81074. New Swimming Pool & Spa Building Regulations resources - (\$233,000)**

Due to COVID-19, the Victorian State Government pushed back the deadline for pool and spa owners to register their pools and spas to 1 November 2020, from the previous date of 1 June 2020. As a result, recruitment was temporarily delayed for key resources. Recruitment continues with new staff on-boarded as required, however recruitment of a further three key resources is still to occur. There has been difficulty in filling some positions due to the shortage of Registered Building Surveyors and Inspectors in Victoria. Positions have been readvertised and recruitment process is continuing

- **81068. Removal of Union Rd Level Crossing - Advocacy to State Govt - (\$222,000)**

Council is providing ongoing input in to the Union Road Level Crossing Project, which is expected to run for the next two years. Officers are in the final stages of finalising grant funding agreements with the Level Crossing Removal Project. A proposed forward commitment of \$265,934 has been reflected in the Full Year Forecast.

Priority projects committed expenditure as at 31 March 2021 is \$2.34 million (year to date actual and commitments equates to \$19.69 million).

Full Year Forecast vs September Amended Budget

Following the completion of the 2020-21 full year forecast review, gross priority projects expenditure is now forecast to be \$30.55 million which is \$7.49 million below the September Amended Budget of \$38.04 million due to a combination of proposed forward commitments, project adjustments and savings.

Priority projects income is now forecast to be \$2.40 million which is \$1.18 million above the September Amended Budget of \$1.22 million primarily due to additional grant funding being received with the most significant grants being Working for Victoria \$788,000 and for Outdoor Dining COVID-19 \$500,000.

Proposed forward commitments \$9.98 million to 2020-21

Proposed forward commitment to 2021-22 of \$9.98 million has been reflected in the Full year forecast. The full listing is provided below.

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PRIORITY PROJECTS - PROPOSED FORWARD COMMITMENTS TO 2021-22		
Project Name & Number	Total Proposed Forward Commitments to 2021-22	Commentary
PRIORITY PROJECTS - PROPOSED FORWARD COMMITMENTS		
Places & Spaces		
Environmental Sustainability & Open Spaces		
80953. Parks and Infrastructure Asset Data Capture	\$56,090	Progress was delayed due to COVID-19 impacting the availability of consultants to undertake field work. The data collection is important to address gaps in our tree population data, and is anticipated to be completed in November 2021.
80955. Tree Strategy Action Plan Implementation	\$354,000	Due to COVID-19, all non-essential tree renewal works scheduled for 2020-21 have been delayed. The Tree Management Guidelines are scheduled for delivery during 2021 and it is anticipated the project will be largely completed by end of 2021, with some renewal works to be completed during the 2021-22 financial year.
81004. Sustainable Living Festival	\$42,647	The Sustainable Living Festival could not be held during 2020 due to COVID-19 restrictions, so this has now been postponed to September 2021.
Total Environmental Sustainability & Open Spaces	\$452,737	
Traffic and Transport		
80986. Dept of Transport- Community Road safety - Bike Ed Training	\$2,304	The bike education training program has been impacted due to the ongoing COVID-19 restrictions and the intermittent closure of schools. The program is externally funded through the Department of Transport (DoT) and the program is now expected to be completed by April 2022.
80987. Dept of Transport- Road Safety - Wiser Walker	\$1,900	Due to ongoing COVID-19 restrictions, the Wiser Walker program has been unable to hold face to face seminars. This program is externally funded through the Department of Transport (DoT) and the program is now planned to be delivered by December 2021.
80988. Dept of Transport - Community Road Safety - Wiser Driver	\$1,900	Due to ongoing COVID-19 restrictions, the Wiser Driver program has been unable to hold face to face seminars. This program is externally funded through the Department of Transport (DoT) and the program is now planned to be delivered by December 2021.
81068. Removal of Union Rd Level Crossing - Advocacy to State Govt	\$265,934	Council is providing ongoing input in to the Union Road Level Crossing Project, which is expected to run for the next two years. Officers are in the final stages of finalising grant funding agreements with the Level Crossing Removal Project.
Total Traffic and Transport	\$272,038	
Capital Projects		
80628. Project Management staff for delivery of Major Projects	\$20,000	This is a multi-year project. Funds are required to be carried forward for the project management consultants engaged to oversee Kew Recreation Centre.
80886. Neighbourhood Shopping Centre Improvements Pilot	\$30,000	Further community consultation on future priorities has been delayed due to COVID-19 social distancing requirements. In addition to this, recruitment delays of remaining project resources has contributed to the favourable variance within this project. It is anticipated for this project to be completed by March 2022.
81031. Auburn High School Concept Master Plan	\$55,499	The Auburn High School Master Plan has been completed to the draft stage. Project has been placed on hold at the request of Auburn High School and funding is required to be carried forward to complete the plan. Project is anticipated to be completed by mid-2022.
Total Capital Projects	\$105,499	
TOTAL PLACES & SPACES	\$774,184	

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PRIORITY PROJECTS - PROPOSED FORWARD COMMITMENTS TO 2021-22		
Project Name & Number	Total Proposed Forward Commitments to 2021-22	Commentary
CEO'S OFFICE		
Governance & Legal		
80863. Conduct of 2020 General Election and Councillor induction	\$80,000	Conduct of 2020 General Election and Councillor Induction has been completed with the exception of the compulsory voting enforcement requirements under the Local Government Act. The Victorian Electoral Commission (VEC) is the responsible agency for undertaking compulsory voting enforcement and anticipates completing court proceedings during the 2021-22 financial year.
Total Governance & Legal	\$80,000	
TOTAL CEO'S OFFICE	\$80,000	
URBAN LIVING		
Strategic & Statutory Planning		
80850. Municipal Wide Heritage Assessment	\$328,000	The Municipal Wide Heritage Gap Study is a five year project which has been delayed in the 2019-20 and 2020-21 financial years due to continuing COVID-19 restrictions. This specifically impacted on reporting on project milestones for the planning scheme amendments associated with the Hawthorn, Hawthorn East, Ashburton and Glen Iris heritage gap studies. The project is progressing with the final three studies of Hawthorn East, Glen Iris and Ashburton, which are at varying stages of the implementation process.
80908. Balwyn heritage study - Peer review	\$52,000	The project funds are required to deliver the Balwyn Heritage Study Peer Review Stage 3. The project was initially delayed due to State Government restrictions in relation to COVID-19. The project has commenced and is expected to be delivered by June 2022.
80940. Introduction of a Special Building Overlay	\$109,511	This is a multi-year project. Melbourne Water is currently updating their flood mapping model. This information is required to inform the planning scheme amendment. Work on the project will continue once the modelling is provided to Council. Project is anticipated to be fully concluded by June 2023.
81028. Statutory Planning Paper Files Scan on Demand	\$259,000	This is a multi-year project. The planning phase for this project has been completed. Arrangements have been put in place for the ordering and digitising of files, however, due to the current Government restrictions put in place due to the COVID-19 pandemic, this project has been placed on hold until arrangements can be made for the safe pick up of files from the municipal offices by the contractor. Project is scheduled for completion by June 2022.
Total Strategic & Statutory Planning	\$748,511	
TOTAL URBAN LIVING	\$748,511	

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PRIORITY PROJECTS - PROPOSED FORWARD COMMITMENTS TO 2021-22		
Project Name & Number	Total Proposed Forward Commitments to 2021-22	Commentary
PRIORITY PROJECTS - PROPOSED FORWARD COMMITMENTS		
COMMUNITY SUPPORT		
Liveable Communities		
80950. Community Service Partnership	\$72,142	The phasing of activities associated with the community service partnership were delayed due to COVID-19 restrictions. Project is expected to be completed by December 2021.
81010. Support for Residents of Canterbury Memorial Home Units	\$40,000	This project is required to provide support for the residents of Canterbury Memorial Home Units and to ensure Council's compliance with the Retirement Villages Act. Project is anticipated for completion by June 2022.
81020. Glenferrie Road Placemaking Project	\$98,000	There has been unforeseen delays in the Glenferrie Road Placemaking Project due to the impacts of COVID-19, which has resulted in event and activations cancellations. Project is expected to be completed by December 2021.
81048. Seniors Participation Grant	\$38,147	This is a multi-year project. This project has been delayed due to the project's objectives being focused on face to face social connections for Seniors who are considered high-risk to COVID 19. Project will now be delivered in the second half of 2021 and is expected to be fully completed by December 2021.
Total Liveable Communities	\$248,289	
Health and Wellbeing Services		
80964. Park Events management	\$50,000	This is a multi-year project, which supports the delivery of actions from the open space management framework review. Funding was not able to be utilised in 2020-21 due to the ongoing COVID-19 pandemic. This project is now anticipated to be completed by June 2022.
80965. Field Sports Strategy implementation & related policy review	\$176,244	This is a multi-year project, which supports the implementation of Field Sports Strategy actions. Funding was not able to be utilised in 2020-21 due to the ongoing COVID-19 pandemic. Project is expected to be completed by June 2022.
81016. Individual Grants Program - Low Income Earners or Other Disability	\$5,000	Clubs were closed for a significant period during the COVID-19 pandemic which has caused this project to be delayed. This project is scheduled for completion by December 2021.
81019. Digital Early Years Hub	\$40,000	The impact of COVID-19 on face-to-face services not occurring, in particular community events and activities, has not allowed planned improvements to functionality to be delivered. Project is expected to be completed by April 2022.
81025. Analysis of Access to Sporting Fields for Participation by G	\$100,455	This project has been delayed due to the COVID-19 pandemic. Winter sport was unable to be played during 2020, resulting in no analysis being undertaken. The project timeline has been extended to February 2022.
81051. Project Officer - Women's Australian Rules Football	\$97,987	This project has been delayed due to the COVID-19 pandemic, as no Women's Australian Rules Football was able to be played during 2020. Project is expected to be completed by February 2022.
81085. DET Kindergarten Infrastructure & Service Plans	\$15,000	This is a multi-year project which supports the roll out of three-year-old kindergarten planning across the municipality in 2022. This project is scheduled for completion by December 2021.
Total Health and Wellbeing Services	\$484,686	
TOTAL COMMUNITY SUPPORT	\$732,975	

Section 3 - Financial and performance statements

Attachment 1

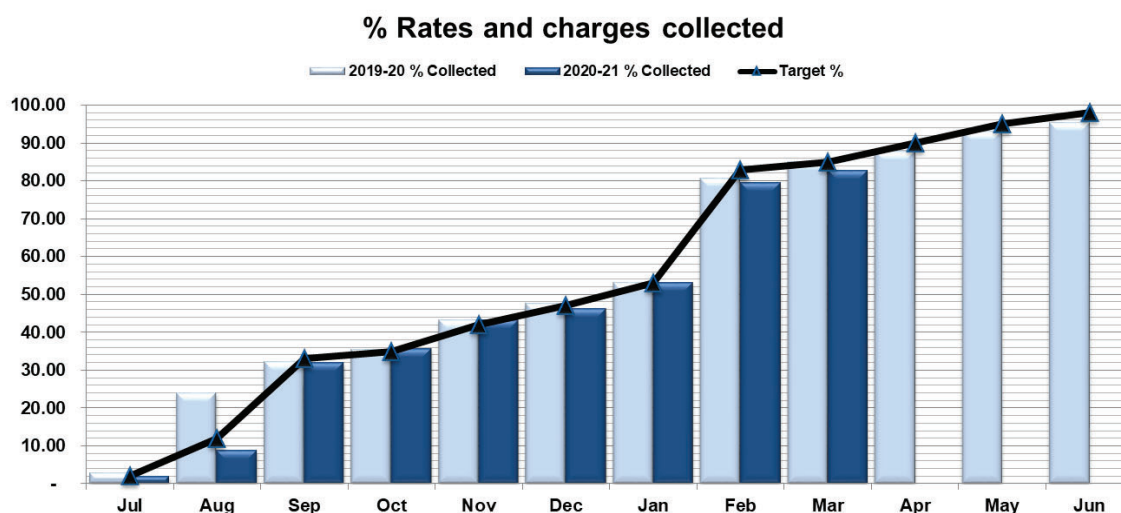
PRIORITY PROJECTS - PROPOSED FORWARD COMMITMENTS TO 2021-22		
Project Name & Number	Total Proposed Forward Commitments to 2021-22	Commentary
PRIORITY PROJECTS - PROPOSED FORWARD COMMITMENTS		
People, Culture and Development		
People, Culture and Development		
80861. People Culture and Development - Programs and Resources	\$147,712	This is a multi-year project. A number of initiatives were deferred in 2020-21 due to COVID-19 and organisation redesign work. Project is anticipated for completion by June 2022.
Total People, Culture and Development	\$147,712	
TOTAL PEOPLE, CULTURE AND DEVELOPMENT	\$147,712	
CUSTOMER AND TRANSFORMATION		
Chief Customer Office		
80947. Mobile Community Information	\$10,000	Mobile community information is developed for outdoor events to highlight the presence of City of Boroondara Council Officers and Councillors at community events. These will be reinstated as COVID-19 restrictions ease and events are reinstated.
81029. Information Asset Audit	\$100,000	Resource allocation and progression of Information Asset Audit activities has been impacted by the effects of COVID-19. Continuation of this work will commence as COVID-19 impacts ease.
Total Chief Customer Office	\$110,000	
Boroondara Customer First Program		
Boroondara Customer First Program	\$7,628,466	There has been a slight delay in awarding contracts for five major tenders that went through a two-step procurement activity. It is anticipated the five contracts will be awarded in quarter four of 2020-21. The Boroondara Customer First Program requires the carry forward to finalise commitments established under new and pre-existing contracts.
	\$0	
Total Boroondara Customer First Program	\$7,628,466	
TOTAL CUSTOMER AND TRANSFORMATION	\$7,738,466	
TOTAL FORWARD COMMITMENTS TO 2021-22	\$10,277,938	
PRIORITY PROJECT INCOME - CARRIED FORWARD		
81068. Removal of Union Rd Level Crossing - Advocacy to State Govt	(\$295,934)	Council is providing ongoing input in to the Union Road Level Crossing Project, which is expected to run for the next two years. Officers are in the final stages of finalising grant funding agreements with the Level Crossing Removal Project, to reimburse Council's costs.
	\$0	
	\$0	
TOTAL INCOME CARRIED FORWARD TO 2021-22	(\$295,934)	
TOTAL NET FORWARD COMMITMENTS TO 2021-22	\$9,982,004	

Section 3 - Financial and performance statements

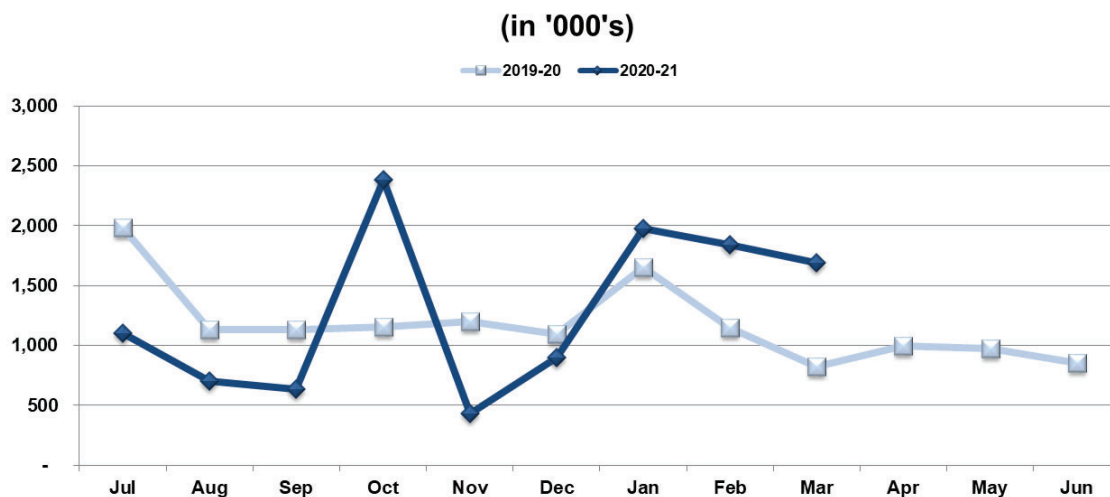
Attachment 1

3.8 Debtors

3.8.1 Rate debtors

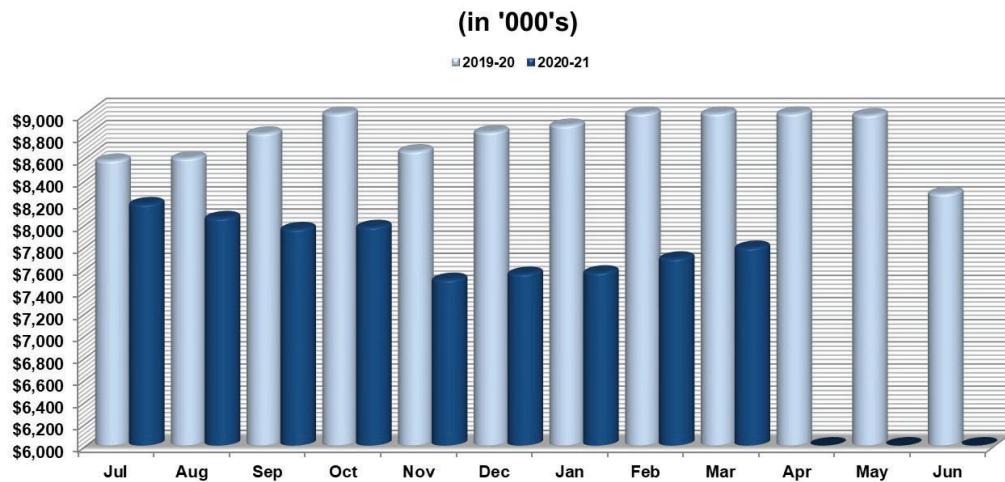


3.8.2 Sundry debtors



The sundry debtors balance at the end of 31 March 2021 is \$1,691,000 and is \$869,000 higher than the prior year. Balances will vary from year to year depending on individual transactions processed.

3.8.3 Infringement debtors



The outstanding 'infringement debtors' balance of \$7.79 million is \$1.41 million lower than the corresponding prior year period. This is primarily due to Parking Infringements debtors.

Council's COVID-19 financial assistance package to support residents, local business and community groups included suspension of ticket parking machine fees in paid parking areas until December 2020 to assist traders, shoppers and visitors.

In accordance with Victorian Government legislation, the majority of these fines are now in the hands of Fines Victoria for the management and collectability of the fines. Council has no control over Fines Victoria debt collection performance.

Section 4 - Corporate governance

Attachment 1

4. Corporate governance

4.1 Publicly tendered contracts greater than \$150,000 (goods and services) and \$200,000 or more (works)

Contracts Valued at \$150,000 or more (Goods and Services) and \$200,000 or more (Works)

The following table lists contracts for the provision of goods/services valued at \$150,000 or more, and contracts for the provision of works valued at \$200,000 or more that were awarded in the third quarter of 2020-21 (January - March 2021). The table summarises key information relating to the associated tender or expression of interest process. Section 186 of the *Local Government Act 2020* requires that all contracts valued at the above-mentioned amounts are awarded through a public tender or expression of interest process, or have a section 186 exemption.

Contract	Contract Name	Description	Contract Type	Award Date	Awarded By **	Contractor	Contractor History	Contract Term	Contract Value (ex GST)
2020/101	Union Road, Surrey Hills - 40km/h Electronic Speed Limit Signs	Supply and installation of electronic signage in Union Road, Surrey Hills	Public Tender	11/02/2021	Director	L&M Traffic Services Pty Ltd	New Contractor	To 30 June 2021	\$103,912
2020/253	Rathmines Reserve Pavilion- Alterations & Additions	Building alterations and additions	Selective Tender - State Government Construction Supplier Register	22/2/2021	Council	Bowden Corporation Pty Ltd	Contractor has provided similar services in the past.	7 months + 12 months Defects Liability Period	\$1,434,518
2020/297	Ferndale Park Pavilion Redevelopment - Architectural and Consultancy Services	Redevelopment of Ferndale Park Pavilion	Selective Tender - State Government Construction Supplier Register	8/1/2021	Daniel Freer	Atelier Wagner Architects	Contractor has provided similar services in the past.	19 months	\$216,145
2020/335	Alamein Neighbourhood Learning Centre - Renewal, Upgrade and Extension	Building Renewal, Upgrade and Extension Works	Selective Tender - State Government Construction Supplier Register	22/2/2021	Council	Alchemy Construct	Contractor has provided similar services in the past.	5 months + 12 months Defects Liability Period	\$1,411,091

** Contracts awarded by Directors is by delegation

Section 4 - Corporate governance

Attachment 1

4.2 Councillor expenses

As required by the Councillor Support and Resources Policy, the following costs or expenses were paid for, or reimbursed to Councillors in the year to date as at 31 March 2021 are reported below:

Ward	TOTAL FOR WARD	Information and Communication	Fares/Cabcharge /Parking	Travel/Vehicle/ Accomm	Other Expenses	Professional Development	Councillor Allowances
Cr. Jim Parke	\$ 24,310	\$ 466	\$ -	\$ -	\$ 103	\$ -	\$ 23,741
Bellevue Ward	\$ 24,310	\$ 466	\$ -	\$ -	\$ 103	\$ -	\$ 23,741
Cr. Felicity Sinfield	\$ 25,081	\$ 363	\$ -	\$ -	\$ 977	\$ -	\$ 23,741
Cotham Ward	\$ 25,081	\$ 363	\$ -	\$ -	\$ 977	\$ -	\$ 23,741
Cr. Coral Ross**	\$ 11,163	\$ 334	\$ -	\$ -	\$ -	\$ -	\$ 10,829
Cr. Victor Franco	\$ 13,310	\$ 191	\$ 5	\$ -	\$ 202	\$ -	\$ 12,912
Gardiner Ward	\$ 24,474	\$ 525	\$ 5	\$ -	\$ 202	\$ -	\$ 23,741
Cr. Steve Hurd**	\$ 12,196	\$ 246	\$ -	\$ -	\$ 1,121	\$ -	\$ 10,829
Cr. Wes Gault	\$ 13,142	\$ 127	\$ -	\$ -	\$ 103	\$ -	\$ 12,912
Glenferrie Ward	\$ 25,338	\$ 373	\$ -	\$ -	\$ 1,225	\$ -	\$ 23,741
Cr. Jack Wegman**	\$ 11,069	\$ 240	\$ -	\$ -	\$ -	\$ -	\$ 10,829
Cr. Di Gillies	\$ 13,193	\$ 127	\$ -	\$ -	\$ 154	\$ -	\$ 12,912
Junction Ward	\$ 24,262	\$ 368	\$ -	\$ -	\$ 154	\$ -	\$ 23,741
Cr. Lisa Hollingsworth	\$ 24,668	\$ 369	\$ -	\$ -	\$ 103	\$ 455	\$ 23,741
Lynden Ward	\$ 24,668	\$ 369	\$ -	\$ -	\$ 103	\$ 455	\$ 23,741
Cr. Jane Addis	\$ 24,289	\$ 389	\$ -	\$ 56	\$ 103	\$ -	\$ 23,741
Maling Ward	\$ 24,289	\$ 389	\$ -	\$ 56	\$ 103	\$ -	\$ 23,741
Cr. Cynthia Watson*	\$ 50,025	\$ 377	\$ -	\$ 166	\$ 193	\$ 109	\$ 49,179
Maranoa Ward	\$ 50,025	\$ 377	\$ -	\$ 166	\$ 193	\$ 109	\$ 49,179
Cr. Susan Biggar	\$ 14,486	\$ 193	\$ -	\$ -	\$ 154	\$ 1,227	\$ 12,912
Riversdale Ward	\$ 14,486	\$ 193	\$ -	\$ -	\$ 154	\$ 1,227	\$ 12,912
Cr. Garry Thompson*	\$ 50,908	\$ 363	\$ -	\$ -	\$ 154	\$ -	\$ 50,391
Solway Ward	\$ 50,908	\$ 363	\$ -	\$ -	\$ 154	\$ -	\$ 50,391
Cr. Phillip Healey **	\$ 11,085	\$ 256	\$ -	\$ -	\$ -	\$ -	\$ 10,829
Cr Nick Stavrou	\$ 13,177	\$ 163	\$ -	\$ -	\$ 103	\$ -	\$ 12,912
Studley Ward	\$ 24,262	\$ 419	\$ -	\$ -	\$ 103	\$ -	\$ 23,741
Year to date total	\$ 312,101	\$ 4,204	\$ 5	\$ 222	\$ 3,471	\$ 1,791	\$ 302,408

Section 4 - Corporate governance

Attachment 1

All information is produced directly from the financial ledger. The amounts claimed by Councillors vary for each Councillor. Not all Councillors claim motor vehicle or other expenses, and not all claims are made in time to be included in the relevant accounting period.

Other expenses

Other expenses include levies and charges, membership fees, minor equipment purchases, general administration and childcare expenses.

Fleet charges and fuel

The Councillor Support and Resources Policy provides that a fully maintained vehicle shall be available to the Mayor and relevant fleet and fuel expenses are attributed to the Mayor of the day. Total fleet charges and fuel costs for Councillor Cynthia Watson is \$7,327 and Mayor Garry Thompson is \$0.

Please Note

* Councillor for Maranoa Ward - Mayor up to 23 October 2020

* Councillor for Solway Ward - Mayor from 23 November 2020 (current)

*** Council Elections were held in October 2020. Expenses for former Councillors Coral Ross, Steve Hurd, Jack Wegman and Phillip Healey relate to the period 1 July 2020 to 23 October 2020 and have been disclosed separately in the above table.*

Expenses for returning Councillors (Councillors Jim Parke, Felicity Sinfield, Lisa Hollingsworth, Jane Addis, Cynthia Watson and Garry Thompson) relate to the period 1 July 2020 to 31 March 2021. Expenses for newly elected Councillors (Councillors Victor Franco, Wes Gault, Di Gillies, Susan Biggar and Nick Stavrou) relate to the period 16 November 2020 to 31 March 2021.

4.3 Chief Executive Officer Expenses

The following reimbursements were paid to the Chief Executive Officer in the year to date as at 31 March 2021:

YTD MAR 21	TOTAL		Information and	Fares/Cabcharge/	Travel/Vehicle/	Professional	Equipment		
			Communication	Parking	Accomm	Development	Purchases	Catering	
	Executive Management	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Year to date total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

All information is produced directly from the financial ledger.

Section 4 - Corporate governance

Attachment 1

4.4 Citizen decision and process review

There were two formal requests received from the community during this quarter for a review of decisions via the Council decision and review process.

4.5 Excess annual leave analysis

The following table shows the number of staff with more than 40 days annual leave accrued.

Key performance indicator	2019-20 YTD Results	2020-21 YTD Results
Employees with more than 40 days annual leave		
Total number	16	60
Percentage	1.6%	6.9%*

**Note: Increased percentage as a result of COVID-19 restrictions. Continual monitoring of this measure is being conducted via a monthly accountability report.*

Section 5 - Grants progress

Attachment 1

5. Grants progress report: 1 January - 31 March 2021

Grant applications completed/pending

Funding Body & Grant Program	Council Department	Council Project or Purpose	Closing Date or Date submitted	Amount Requested	Status and amount granted
School Crossing Supervisor program, Department of Transport	Traffic and Transport	Children Crossing Supervisor x 114	15/11/2019	\$344,337	Successful
ENJOY MAP for Health	Environmental Sustainability and Open Spaces	Victoria Park Regional Playground	01/06/2020	\$50,000	Pending
Department of Environment, Land, Water and Parks (DELWP) Local Parks Program	Environmental Sustainability and Open Spaces	Gordon Barnard Off leash park	12/8/2020	\$275,000	Successful
The Park Revitalisation Grants Program - Department of Land, Water & Planning (Vic)	Environmental Sustainability and Open Spaces	1) Victoria Park regional playground 2) Macleay Park raingarden & stormwater harvesting project	9/9/2020	1) \$300,000 2) \$300,000	1) Successful 2) Pending
CASI (Community Activation and Social Isolation)	Health and Wellbeing Services	Funding to get CALD groups, particularly international students, more active.	24/12/2020	\$40,000	Successful
Maternal and Child Health Workforce support grant - Department of Health & Human Services	Health and Wellbeing Services	Maternal and Child Health Workforce funding to support clinical placements for MCH students and graduates commencing study in 2021	20/2/2021	\$10,000	Successful
Local Councils Outdoor Eating and Entertainment Package (LCOEEP) Vic Gov	Local Economies Placemaking and Active Ageing	Outdoor dining package for local retailers	26/02/2021	\$200,000	Successful
Crime Prevention Vic Gov. Building Safer Communities 2021-22	Community Development and Planning	Stream 1 - Creating Safer Places Connecting safely: Canterbury Gardens and Mailing Road projects	01/03/2021	\$247,014	Pending

Section 5 - Grants progress

Attachment 1

Funding Body & Grant Program	Council Department	Council Project or Purpose	Closing Date or Date submitted	Amount Requested	Status and amount granted
Crime Prevention Vic Gov. Building Safer Communities 2021-22	Community Planning and Development	Stream 2 - Crime Prevention Innovation Fund Victorian Graffiti Register Statewide Development Program ** Joint project across City of Geelong, City of Darebin and authority by MAV	01/03/2021	\$207,400	Pending
Female Facilities and Water Safety Stream. Australian Government, Department of Health	Health and Wellbeing Services	Balwyn Park Female Change-room Upgrade Project	11/03/2021	\$60,000	Pending
Building Safer Communities Program, Department of Justice and Community Safety	Community Planning and Development	Lighting in and around Maling Road and Canterbury Community Gardens to address antisocial behaviour and increase perceptions of safety	15/03/2021	\$134,559	Pending
COVID-19 Vaccination Program Community Engagement Grant, Department of Health	Community Planning and Development	Raise awareness and engage with the local community, particularly vulnerable members, about the COVID-19 vaccination and its benefits.	20/03/2021	\$20,000	Successful
Sport and Recreation Victoria	Health and Wellbeing Services	1) Fritsch Holzer 2) Diversity and Inclusion Program 3) Camberwell Sharks Scoreboard	22/03/2021	1) \$2 million 2) \$230,000 3) \$17,000	Pending Pending Pending
Vic Health in conjunction with La Trobe University	Health and Wellbeing Services	To get more people active in gyms.	22/03/2021	Not advised	Pending
Australian Cricket Infrastructure Fund	Health and Wellbeing Services	Victoria Park South Cricket Nets	26/03/2021	\$30,000	Pending

Section 5 - Grants progress

Attachment 1

Statistics for 1 January - 31 March 2021

Grant Status	Number of grants
Grant applications submitted	12
Successful grants	7
Unsuccessful grants	0
Grants pending	11

**Note: Successful, unsuccessful and grants pending include the outcomes of the grants submitted prior to this quarter.*

Attachment 2

LGPRF Performance Indicators - Service Performance Indicators

For the period ending 31 March 2021

All measures

Measures - based on Financial year	Annual 2017-18	Annual 2018-19	Annual 2019-20	Q3 YTD 2019-20	Q3 YTD 2020-21	Q3 YTD Difference	Annual Materiality Threshold
Aquatic facilities							
AF1: User satisfaction with aquatic facilities (optional) (Defined as the satisfaction of users with the aquatic facility). <i>Comment: Annual Measure</i>	87	85	N/A	N/A	N/A	N/A	+ / - 5
AF2: Health inspections of aquatic facilities (number of inspections by an authorised officer within the meaning of the Public Health and Wellbeing Act 2008 carried out per Council aquatic facility). AF2.1 SUB KPI: Number of authorised officer inspections of Council aquatic facilities. AF2.2 SUB KPI: Number of Council aquatic facilities. <i>Comment: Priority was given to inspections for food premises with the easing of COVID-19 restrictions. Aquatic facilities inspections to resume next quarter.</i>	1.75 7 4	2.00 8 4	2.00 8 4	2.00 8 4	- - - 3	2.00	+ / - 1
AF6: Utilisation of aquatic facilities (number of visits to aquatic facilities per head of municipal population). AF6.1 SUB KPI: Number of visits to aquatic facilities. AF6.2 SUB KPI: Municipal population. <i>Comment: COVID-19 restrictions during quarter one and two have had an ongoing impact on the YTD results for this measure. Easing of restrictions during quarter three has seen an increase in attendance numbers, and if the eased restrictions continue will likely show an increase in aquatic facility utilisation during quarter four.</i>	14.30 2,566,545 179,446	14.58 2,643,637 181,289	10.32 1,890,901 183,199	10.35 1,876,403 181,289	3.51 - 642,611 183,023	6.84	+ / - 3 visits
AF7: Cost of aquatic facilities (direct cost to Council less any income received for providing aquatic facilities per visit). AF7.1 SUB KPI: Direct cost of aquatic facilities less income received. AF7.2 SUB KPI: Number of visits to aquatic facilities. <i>Comment: COVID-19 has impacted significantly on both YTD attendances and YTD financial performance.</i>	(\$0.82) (\$2,095,776) 2,566,545	(\$0.88) (\$2,327,571) 2,643,637	(\$0.03) (\$54,151) 1,890,901	(\$1.05) \$ (\$1,973,053) 1,876,673	3.67 \$2,357,737 642,611	\$4.72	+ / - \$1

Attachment 2

LGPRF Performance Indicators - Service Performance Indicators

For the period ending 31 March 2021

All measures

Measures - based on Financial year	Annual 2017-18	Annual 2018-19	Annual 2019-20	Q3 YTD 2019-20	Q3 YTD 2020-21	Q3 YTD Difference	Annual Materiality Threshold
Animal management							
AM1: Time taken to action animal requests (Days) (average no. days it has taken for Council to action animal management related requests).	2.43	1.42	1.58	1.50	1.23	-0.27	+ / - 1.5 days
AM1.1 SUB KPI: Number of days between receipt and first response action for all animal management requests.	20,747	11,667	13,683	8,515	8,507		
AM1.2 SUB KPI: Number of animal management requests.	8,540	8,194	8,648	5,680	6,919		
AM2: Animals reclaimed (percentage of collected registrable animals under the Domestic Animals Act 1994 reclaimed).	44%	51%	59%	59%	39%	-20.3%	+ / - 10%
AM2.1 SUB KPI: Number of animals reclaimed.	161	159	142	122	58		
AM2.2 SUB KPI: Number of animals collected (<i>excluding Feral animals</i>).	363	312	241	207	150		
<i>Comment: During the last two quarters, officers collected a higher than usual number of unregistered semi-owned cats (which are not usually registered) and therefore unable to be reclaimed.</i>							
AM5: Animals rehomed (percentage of collected registrable animals under the Domestic Animals Act 1994 that are rehomed).	N/A	N/A	10%	12%	13%	1.1%	+ / - 30%
AM5.1 SUB KPI: Number of animals rehomed.	-	-	25	24	19		
AM5.2 SUB KPI: Number of animals collected (<i>excluding Feral animals</i>).	363	312	241	207	150		
AM6: Cost of animal management service per population (cost to Council of the animal management service per population).	\$ 6.88	\$ 7.67	\$ 7.73	\$ 5.70	\$ 5.99	\$ 0.29	+ / - \$1
AM6.1 SUB KPI: Direct cost of the animal management service.	\$ 1,234,354	\$ 1,390,613	\$ 1,415,373	\$ 1,033,352	\$ 1,096,394		
AM6.2 SUB KPI: Municipal population.	179,446	181,289	183,199	181,289	183,023		
Performance statement - EXTERNALLY AUDITED							
AM7: Animal management prosecutions (percentage of successful animal management prosecutions).	100%	86%	100%	100%	100%	0%	+ / - 20%
AM7.1 SUB KPI: Number of successful animal management prosecutions.	17	6	5	5	4		
AM7.2 SUB KPI: Total number of animal management prosecutions.	17	7	5	5	4		

Attachment 2

LGPRF Performance Indicators - Service Performance Indicators

For the period ending 31 March 2021

All measures

Measures - based on Financial year	Annual 2017-18	Annual 2018-19	Annual 2019-20	Q3 YTD 2019-20	Q3 YTD 2020-21	Q3 YTD Difference	Annual Materiality Threshold
Governance							
G1: Council resolutions made at meetings closed to the public (percentage of Council resolutions made at an ordinary or special meeting of Council, or at a meeting of a special committee consisting only of Councillors, closed to the public under section 89(2) of the Act).	1.1%	2.1%	4.3%	5.1%	3.4%	-1.7%	+ / - 3%
G1.1 SUB KPI: 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.	3	5	8	7	5		
G1.2 SUB KPI: Number of Council resolutions made at ordinary or special meetings of Council or at meetings of a special committee consisting only of Councillors.	266	237	186	137	148		
G2: Satisfaction with community consultation and engagement (Defined as the community satisfaction rating out of 100 with the consultation and engagement efforts of the council. This includes consulting and engaging directly with the community on key local issues requiring decisions by council). <i>Comment: Annual Measure</i>	62	62	59	N/A	N/A	N/A	+ / - 5
G3: Councillor attendance at Council meetings (percentage of attendance at ordinary and special Council meetings by Councillors).	98%	97%	98%	98%	98%	1%	+ / - 10%
G3.1 SUB KPI: The sum of the number of Councillors who attended each ordinary and special Council meeting.	156	145	215	156	155		
G3.2 SUB KPI: Number of ordinary and special Council meetings.	16	15	22	16	14		
G4.2 SUB KPI: Number of Councillors elected at the last Council general election.	10	10	10	10	11		
G4: Cost of elected representation (direct cost of delivering Council's governance service per Councillor).	\$ 57,642	\$ 55,884	\$ 52,684	\$ 41,224	\$ 33,795	-\$ 7,429	+ / - \$5,000
G4.1 SUB KPI: Direct cost of the governance service.	\$ 576,423	\$ 558,836	\$ 526,837	\$ 412,242	\$ 371,743		
G4.2 SUB KPI: Number of Councillors elected at the last Council general election.	10	10	10	10	11		
Performance statement - EXTERNALLY AUDITED							
G5: Satisfaction with Council decisions (Defined as the community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community). <i>Comment: Annual Measure</i>	60	62	59	N/A	N/A	N/A	+ / - 5

Attachment 2

LGPRF Performance Indicators - Service Performance Indicators

For the period ending 31 March 2021

All measures

Measures - based on Financial year	Annual 2017-18	Annual 2018-19	Annual 2019-20	Q3 YTD 2019-20	Q3 YTD 2020-21	Q3 YTD Difference	Annual Materiality Threshold
Libraries							
LB1: Physical library collection usage (number of physical library collection item loans per physical library collection item).	5.31	5.10	3.69	3.52	1.92	- 1.60	+ / - 0.5 loans
LB1.1 SUB KPI: Number of physical library collection item loans.	2,299,922	2,374,888	1,595,204	1,518,124	844,064		
LB1.2 SUB KPI: Number of physical library collection items.	432,794	465,589	431,817	431,234	438,769		
<i>Comment: Physical loans are lower than previous years of the same quarter due to Library closures and reduced services and capacity limits as a result of COVID-19. Across this quarter, libraries returned to pre-COVID opening hours, with the exception of the 5 day snap lockdown in January 2021. Lending is still slightly lower than the same time as last year, with some members still hesitant to return to libraries. Confidence and attendance/loans rates have picked up since mid March when restrictions on the wearing of masks eased.</i>							
LB2: Recently purchased library collection (number of library collection items purchased in the last 5 years).	50.9%	50.7%	47.7%	49.66%	50.00%	0.34%	+ / - 7.5%
LB2.1 SUB KPI: Number of library collection items purchased in the last 5 years.	237,735	236,132	229,294	236,129	255,146		
LB2.2 SUB KPI: Number of library collection items.	466,828	465,589	480,375	475,484	510,284		
Performance statement - EXTERNALLY AUDITED							
LB4: Active library borrowers in municipality (percentage of the municipal population that are active library borrowers in the last three years).	24.9%	25.9%	25.0%	24.3%	21.9%	-2.4%	+ / - 5%
LB4.1 SUB KPI: Number of active library borrowers (2 years ago).	41,498	46,170	44,354	44,354	41,615		
LB4.1 SUB KPI: Number of active library borrowers (1 year ago).	46,170	44,354	48,648	41,615	46,331		
LB4.1 SUB KPI: Number of active library borrowers (This year).	44,354	48,648	43,139	46,331	32,005		
LB4.2 SUB KPI: Municipal population (2 years ago).	174,787	176,732	179,446	179,446	181,289		
LB4.2 SUB KPI: Municipal population (1 year ago).	176,732	179,446	181,289	181,289	183,199		
LB4.2 SUB KPI: Municipal population (This year).	179,446	181,289	183,199	183,199	183,023		
<i>Comment: While slightly lower than the total for quarter 3 last year, there has been a slight increase from quarter 2. This percentage will continue to be impacted by the COVID-19 closures across upcoming quarters/financial years.</i>							
LB5: Cost of library service per population (direct cost to Council of the library service per population).	\$ 46.05	\$ 50.39	\$ 49.71	\$ 37.12	\$ 36.50	-\$ 0.62	+ / - \$10
LB5.1 SUB KPI: Direct cost to Council of the library Service.	\$ 8,263,016	\$ 9,135,694	\$ 9,106,404	\$ 6,799,461	\$ 6,680,248		
LB5.2 SUB KPI: Municipal population.	179,446	181,289	183,199	183,199	183,023		

Attachment 2

LGPRF Performance Indicators - Service Performance Indicators

For the period ending 31 March 2021

All measures

Measures - based on Financial year	Annual 2017-18	Annual 2018-19	Annual 2019-20	Q3 YTD 2019-20	Q3 YTD 2020-21	Q3 YTD Difference	Annual Materiality Threshold
Maternal and Child Health							
MC2: Infant enrolments in the MCH service (percentage of infants enrolled in the MCH).	101%	101%	102%	101.5%	100.9%	-0.7%	+ / - 10%
MC2.1 SUB KPI: Number of infants enrolled in the MCH service	1,434	1,413	1,370	1,060	351		
MC2.2 SUB KPI: Number of birth notifications received.	1,414	1,400	1,349	1,044	348		
MC3: Cost of the MCH service (cost to Council of the MCH service per hour of service delivered).	\$ 72.34	\$ 70.72	\$ 71.89	\$ 70.78	\$ 69.51	-\$ 1.27	+ / - \$15
LGPRF (MC3.1) SUB KPI: Cost to Council of the MCH service.	\$ 1,953,928	\$ 2,192,636	\$ 2,324,010	\$ 1,716,128	\$ 1,768,819		
LGPRF (MC3.2) SUB KPI: Hours worked by MCH nurses.	27,012	31,004	32,328	24,246	25,446		
Performance statement - EXTERNALLY AUDITED							
MC4: Participation in the MCH service (percentage of children enrolled who participate in the MCH service).	80%	83%	82%	80%	78%	-2%	+ / - 10%
MC4.1 SUB KPI: Number of children who attend the MCH service at least once (in the year).	4,849	4,864	4,646	4,263	3,932		
MC4.2 SUB KPI: Number of children enrolled in the MCH service.	6,063	5,877	5,664	5,362	5,065		
<i>Comment: Not all children are due for a Key Age and Stage Visit each quarter. The quarterly Target is on track to reach the annual participation target.</i>							
MC5: Participation in MCH service by aboriginal children (percentage of Aboriginal children enrolled who participate in the MCH service).	96%	88%	100%	90%	92%	2%	+ / - 10%
MC5.1 SUB KPI: Number of aboriginal children who attend the MCH service at least once (in	24.5	11.0	17.5	14	18		
MC5.2 SUB KPI: Number of aboriginal children enrolled in the MCH service.	25.5	12.5	17.5	15	19		
<i>Comment: The quarterly target is on track to meet the annual target. Not all children who identify as Aboriginal are due for a Key Age and Stage visit in this quarter.</i>							
MC6: Participation in 4-week Key Age and Stage visit (percentage of infants enrolled in the MCH service who receive the first home visit).	N/A	N/A	99%	98%	94%	-4%	+ / - 10%
MC6.1 SUB KPI: Number of 4-week key age stage visits.	-	-	1,340	1,026	327		
MC1.2 SUB KPI: Number of birth notifications received.	1,414	1,400	1,349	1,044	348		

Attachment 2

LGPRF Performance Indicators - Service Performance Indicators

For the period ending 31 March 2021

All measures

Measures - based on Financial year	Annual 2017-18	Annual 2018-19	Annual 2019-20	Q3 YTD 2019-20	Q3 YTD 2020-21	Q3 YTD Difference	Annual Materiality Threshold
Roads							
R1: Sealed local road requests (Number of sealed local road requests per 100 kilometres of sealed local road).	90.5	63.2	66.8	54.8	42.1	- 12.7	+ / - 20 requests
R1.1 SUB KPI: Number of sealed local road requests.	509	355	378	310	238		
R1.2 SUB KPI: Kilometres of sealed local roads.	562	562	566	566	566		
R2: Sealed local roads below the intervention level (percentage of sealed local roads that are below the renewal intervention level set by Council and not requiring renewal).	97.5%	97.5%	95.8%	96.2%	94.7%	-1.5%	+ / - 10%
R2.1 SUB KPI: Number of kilometres of sealed local roads below the renewal intervention level set by Council.	548	548	541	543	536		
R2.2 SUB KPI: Kilometres of sealed local roads.	562	562	565	565	566		
R3: Cost of sealed local road reconstruction (direct reconstruction cost to Council per square metre of sealed local roads reconstructed).	\$ 93.5	\$ 90.6	\$ 91.5	\$ 89.8	\$ 102.0	\$ 12.19	+ / - \$25
R3.1 SUB KPI: Direct cost of sealed local road reconstruction.	\$ 5,180,737	\$ 7,135,806	\$ 5,254,947	\$ 4,193,571	\$ 4,501,523		
R3.2 SUB KPI: Square metres of sealed local roads reconstructed.	55,434	78,786	57,434	46,703	44,139		
R4: Cost of sealed local road resealing (direct resealing cost to Council per square metre of sealed local roads resealed).	\$ 24.2	\$ 19.6	\$ 20.2	\$ 18.2	\$ 24.5	\$ 6.29	+ / - \$10
R4.1 SUB KPI: Direct cost of sealed local road resealing.	\$ 2,115,506	\$ 3,449,828	\$ 4,339,232	\$ 2,592,086	\$ 1,606,726		
R4.2 SUB KPI: Square metres of sealed local roads resealed.	87,507	175,986	215,231	142,471	65,630		
<i>Comment: The cost of sealed local road resealing is higher than this time last year due to limitations on the type of resurfacing works that could be carried out. Microsurfacing is a cost effective type of resealing, which can only be laid during the warmer months. Microsurfacing could not be carried out as part of the 2020-21 resurfacing program, due to the company being based interstate, and COVID-19 restrictions preventing travel during the months that microsurfacing works were to be completed.</i>							
Performance statement - EXTERNALLY AUDITED							
R5: Satisfaction with sealed local roads (defined as the community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads). <i>Comment: Annual Measure</i>	73	71	72	N/A	N/A	N/A	+ / - 5

Attachment 2

LGPRF Performance Indicators - Service Performance Indicators

For the period ending 31 March 2021

All measures

Measures - based on Financial year	Annual 2017-18	Annual 2018-19	Annual 2019-20	Q3 YTD 2019-20	Q3 YTD 2020-21	Q3 YTD Difference	Annual Materiality Threshold
Statutory Planning							
SP1: Time taken to decide planning applications (median number of days between receipt of a planning application and a decision on the application).	105	119	98	104	88	- 16.00	+ / - 20 days
SP2: Planning applications decided within required timeframes (percentage of planning application decisions made within required timeframes).	59.7%	65.4%	73.8%	72.1%	86.8%	14.7%	+ / - 7.5%
SP2.1 SUB KPI: Number of planning application decisions made within required timeframes.	911	1,006	970	750	817		
SP2.2 SUB KPI: Number of planning application decisions made.	1,527	1,539	1,314	1,039	941		
SP3: Cost of statutory planning service (direct cost to Council of the statutory planning service per planning application).	\$ 3,472	4,019	3,740	\$ 4,718	\$ 4,002	-\$ 716	+ / - \$350
SP3.1 SUB KPI: Direct cost of the statutory planning service.	\$ 4,864,095	\$ 4,883,176	\$ 5,004,156	\$ 3,585,738	\$ 3,625,743		
SP3.2 SUB KPI: Number of planning applications received.	1,401	1,215	1,338	760	906		
Performance statement - EXTERNALLY AUDITED							
SP4: Council planning decisions upheld at VCAT (percentage of planning application decisions subject to review by VCAT and that were not set aside).	51.9%	40.8%	49.5%	51.2%	42.0%	-9.2%	+ / - 10%
SP4.1 SUB KPI: Number of VCAT decisions that did not set aside Council's decision in relation to a planning application.	40	31	49	43	21		
SP4.2 SUB KPI: Number of VCAT decisions in relation to planning applications.	77	76	99	84	50		
Comment: Including successful mediation at Compulsory Conferences, Council's success rate at VCAT for the year to date is 72%.							

Attachment 2

LGPRF Performance Indicators - Service Performance Indicators

For the period ending 31 March 2021

All measures

Measures - based on Financial year	Annual 2017-18	Annual 2018-19	Annual 2019-20	Q3 YTD 2019-20	Q3 YTD 2020-21	Q3 YTD Difference	Annual Materiality Threshold
Waste collection							
WC1: Kerbside bin collection requests (number of kerbside bin collection requests per 1,000 kerbside bin collection households).	197.09	210.99	328.53	159.53	224.52	64.99	+ / - 20 requests
WC1.1 SUB KPI: Number of kerbside garbage and recycling bin collection requests.	13,066	13,940	21,726	10,551	14,865		
WC1.2 SUB KPI: Number of kerbside bin collection households.	66,296	66,068	66,130	66,137	66,207		
<i>Comment: The change to the collection frequency of garbage bins with the introduction of the Food Organics and Garden Organics (FOGO) service resulted in elevated customer requests for missed bins.</i>							
WC2: Kerbside collection bins missed (number of kerbside collection bins missed per 10,000 scheduled kerbside collection bin lifts).	6.54	6.45	14.86	6.25	9.60	3.34	+ / - 5 bins
WC2.1 SUB KPI: Number of kerbside garbage and recycling collection bins missed.	4,301	4,253	9,422	3,093	3,660		
WC2.2 SUB KPI: Number of scheduled kerbside garbage and recycling collection bin lifts.	6,577,077	6,591,026	6,340,812	4,945,265	3,813,098		
<i>Comment: The change to the collection frequency of garbage bins with the introduction of the Food Organics and Garden Organics (FOGO) service resulted in elevated customer requests for missed bins.</i>							
WC3: Cost of kerbside garbage collection service (direct cost of the kerbside garbage bin collection service per kerbside garbage collection bin).	\$ 121.79	\$ 123.89	\$ 139.81	\$ 100.43	\$ 86.08	-\$ 14.35	+ / - \$20
WC3.1 SUB KPI: Direct cost of the kerbside garbage bin collection service.	\$ 7,810,061	\$ 7,899,769	\$ 8,927,996	\$ 6,409,313	\$ 5,513,047		
WC3.2 SUB KPI: Number of kerbside garbage collection bins.	64,127	63,764	63,860	63,817	64,046		
WC4: Cost of kerbside recyclables bin collection service (direct cost of the kerbside recyclables collection service per kerbside recyclables collection bin).	\$ 46.99	\$ 74.96	\$ 84.08	\$ 56.65	\$ 61.99	\$ 5.34	+ / - \$10
WC4.1 SUB KPI: Direct cost of the kerbside recyclables bin collection service.	\$ 2,948,367	\$ 4,716,842	\$ 5,308,482	\$ 3,573,036	\$ 3,929,817		
WC4.2 SUB KPI: Number of kerbside recyclables collection bins.	62,745	62,924	63,139	63,074	63,392		
<i>Comment: The increase to the cost of kerbside recyclables bin collection service from this time last year, is due to a change in contract and associated differences in the processing rate of recyclables. This change in contract was due to the original provider being unable to provide Council with recycling services any longer.</i>							
Performance statement - EXTERNALLY AUDITED							
WC5: Kerbside collection waste diverted from landfill (percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill).	48.70%	48.67%	53.09%	49.87%	67.93%	18.06%	+ / - 10%
WC5.1 SUB KPI: Weight of recyclables and green organics collected from kerbside bins.	33,874	32,835	38,051	26,358	36,727		
WC5.2 SUB KPI: Weight of garbage, recyclables and green organics collected from kerbside bins.	69,559	67,468	71,669	52,851	54,066		
<i>Comment: The target has been exceeded due to the food organics and garden organics (FOGO) program. The uptake of stage 2 FOGO in Multi-Unit Development's has also impacted this result.</i>							

Attachment 2

LGPRF Performance Indicators - Service Performance Indicators

For the period ending 31 March 2021

All measures

Measures - based on Financial year	Annual 2017-18	Annual 2018-19	Annual 2019-20	Q3 YTD 2019-20	Q3 YTD 2020-21	Q3 YTD Difference	Annual Materiality Threshold
Food safety							
FS3: Cost of food safety service							
(direct cost to Council of the food safety service per food premises registered by Council, or for which Council has received notification during the year).	\$ 397.85	\$ 350.64	\$ 365.58	\$ 277.77	\$ 309.10	\$ 31	+ / - \$75
FS3.1 SUB KPI: Direct cost of food safety service.	\$ 868,113	\$ 798,050	\$ 814,874	\$ 614,151	\$ 723,608		
FS3.2 SUB KPI: Number of food premises registered or notified in accordance with the Food Act 1984.	2,182	2,276	2,229	2,211	2,341		
<i>Comment: The YTD result continues to be impacted by the higher than normal cost during quarter two. Due to COVID-19 the sampling works originally scheduled in 2019-20 occurred in quarter two 2020, resulting in the higher than normal associated costs in quarter two.</i>							

Attachment 2

LGPRF Performance Indicators - Service Performance Indicators

For the period ending 31 March 2021

All measures

Measures - based on Calendar year	Annual 2017	Annual 2018	Annual 2019	Annual 2020	Q1 YTD 2020	Q1 YTD 2021	Q1 YTD Difference	Annual Materiality Threshold
Food safety								
FS1: Time taken to action food complaints (applicable from 1 July 2015) (average no. days taken for Council to action food complaints received from members of the public about the safety or handling of food for sale).	1.70	1.70	1.66	1.87	1.57	1.89	0.32	+ / - 2 days
FS1.1 SUB KPI: Number of days between receipt and first response action for all food complaints.	241	260	283	234	47	51		
FS1.2 SUB KPI: Number of food complaints.	142	153	170	125	30	27		
FS2: Food safety assessments (percentage of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment).	100%	100%	100%	100%	100%	100%	0%	+ / - 10%
FS2.1 SUB KPI: 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.	962	968	961	985	952	995		
FS2.2 SUB KPI: 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.	962	968	961	985	952	995		
Performance statement - EXTERNALLY AUDITED								
FS4: Critical and major non-compliance notifications (percentage of critical and major non-compliance outcome notifications that are followed up by Council).	99%	99%	99%	96%	92%	87%	-5%	+ / - 10%
FS4.1 SUB KPI: Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up.	451	396	427	236	55	80		
FS4.2 SUB KPI: Number of critical non-compliance notifications and major non-compliance notifications about food premises.	454	401	431	246	60	92		

Attachment 2

Indicator/measure	Annual 2017-18	Annual 2018-19	Annual 2019-20	Q3 YTD 2019-20	Q3 YTD 2020-21	Q3 YTD Difference	Annual Materiality Threshold
Sustainable Capacity Indicators							
Population							
Expenses per head of municipal population [Total expenses / Municipal population]	\$1,109	\$1,167	\$1,265	\$894	\$967	\$73	+ / - \$200
Infrastructure per head of municipal population [Value of infrastructure / Municipal population]	\$4,720	\$4,772	\$4,903	\$4,750	\$4,901	\$150	+ / - \$1,000
Population density per length of road [Municipal population / Kilometres of local roads]	318.59	321.86	323.22	323.22	323.22	0.00	+ / - 10 people
Own-source revenue							
Own-source revenue per head of municipal population [Own-source revenue / Municipal population]	\$1,180	\$1,206	\$1,214	\$1,189	\$1,127	-\$62	+ / - \$100
Recurrent grants							
Recurrent grants per head of municipal population [Recurrent grants / Municipal population]	\$86	\$79	\$73	\$52	\$48	-\$4	+ / - \$50
Disadvantage							
Relative Socio-Economic Disadvantage [Index of Relative Socio-Economic Disadvantage by decile]	10.00	10.00	10.00	10.00	10.00	0.00	+ / - 1 decile
Workforce turnover							
Percentage of staff turnover [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100	11.4%	8.1%	9.5%	8.2%	9.3%	1.0%	+ / - 2%
Staff resignations and terminations include any roles that are made redundant.							

Attachment 2

Indicator/measure	Annual 2017-18	Annual 2018-19	Annual 2019-20	Q3 YTD 2019-20	Q3 YTD 2020-21	Q3 YTD Difference	Annual Materiality Threshold
Financial Performance Indicators							
Efficiency							
Expenditure level *							
Expenses per property assessment [Total expenses / Number of property assessments]	\$2,578	\$2,723	\$2,952	\$2,095	\$2,256	\$161	+ / - \$200
Expenses per property assessment indicator is outside the thresholds primarily due to the timing of project expenditure levels for the 2020-21 financial year.							
Revenue level *							
Average rate per property assessment [General rates and Municipal charges / Number of property assessments]	New in 2020	New in 2020	\$2,006	\$2,015	\$2,062	\$47	+ / - \$100
Liquidity							
Working capital							
Current assets compared to current liabilities [Current assets / Current liabilities] x100	235.5%	300.8%	272.4%	490.8%	444.5%	-46.4%	+ / - 80%
Unrestricted cash							
Unrestricted cash compared to current liabilities [Unrestricted cash / Current liabilities] x100	-7.4%	160.6%	131.9%	344.9%	275.2%	-69.7%	+ / - 70%
The liquidity ratios are lower for the third quarter of 2020-21 primarily due to lower cash holdings and implementation of the new accounting standard for leases (AASB 16) at 30 June 2020. At 30 June 2020, the new accounting standard for leases was implemented requiring Council to bring the majority of operating leases on-balance sheet totalling \$3.14 million and is recognised in quarter three 2020-21 results. The lower cash balance is primarily due to the impact of COVID-19 on Council's revenue streams over the last quarter of 2019-20 and throughout 2020-21.							

Attachment 2

Indicator/measure	Annual 2017-18	Annual 2018-19	Annual 2019-20	Q3 YTD 2019-20	Q3 YTD 2020-21	Q3 YTD Difference	Annual Materiality Threshold
Obligations							
Loans and borrowings							
<i>Loans and borrowings compared to rates</i> [Interest bearing loans and borrowings / Rate revenue] x100	26.2%	14.7%	13.2%	13.5%	12.5%	-1.0%	+ / - 10%
<i>Loans and borrowings repayments compared to rates</i> [Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100	3.9%	11.3%	1.6%	0.9%	0.9%	0.0%	+ / - 2%
Indebtedness							
<i>Non-current liabilities compared to own source revenue</i> [Non-current liabilities / Own source revenue] x100	14.3%	13.4%	15.9%	13.5%	17.1%	3.6%	+ / - 5%
Asset renewal and upgrade *							
<i>Asset renewal and upgrade compared to depreciation</i> [Asset renewal and asset upgrade expense / Asset depreciation] x100	New in 2020	New in 2020	126.8%	97.8%	101.9%	4.1%	+ / - 30%
Operating position							
Adjusted underlying result *							
<i>Adjusted underlying surplus (or deficit)</i> [Adjusted underlying surplus (deficit)/ Adjusted underlying revenue] x100	12.7%	9.7%	2.1%	28.1%	18.2%	-9.9%	+ / - 5%
<i>In response to the COVID-19 pandemic, there have been impacts on revenue and expenditure streams for 2019-20 and 2020-21. This includes \$4.50 million of Council's financial assistance support for residents, local business and community groups.</i>							
Stability							
Rates concentration *							
<i>Rates compared to adjusted underlying revenue</i> [Rate revenue / Adjusted underlying revenue] x100	74.9%	76.2%	79.4%	82.4%	88.1%	5.7%	+ / - 5%
Rates effort							
<i>Rates compared to property values</i> [Rate revenue / Capital improved value of rateable properties in the municipality] x100	0.16%	0.14%	0.17%	0.17%	0.16%	0.0%	+ / - 0.10%

* This is an annual indicator. Timing of revenue and expenditure can vary throughout the year, distorting quarterly results.