

7.7 September 2021 Quarterly Performance Report

Abstract

The Quarterly Performance Report for September 2021 provides detailed reporting on financial and non-financial performance against both the Annual Budget 2021-22 and Boroondara Community Plan 2021-31 (incorporating the Council Plan 2021-25 and Municipal Public Health and Wellbeing Plan 2021-25) for the year.

Council's year to date surplus result of \$152.93 million is \$1.02 million above the Annual Original Budget of \$151.91 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 30 September 2021 is satisfactory with a working capital ratio of 4.12 to 1 (includes reserve funds of \$20.89 million and 0.5% cash contingency for emergency response works).

For the September quarter, 14% of the 2021-22 annual initiatives have been completed and a further 86% have been commenced. Achievements of the Strategic Indicators have been assessed at 82%. This has been impacted by ongoing COVID-19 restrictions as well as a telephony issue, which has now been rectified.

Officers' recommendation

That Council resolve to:

1. Receive and note the Quarterly Performance Report for September 2021 (**Attachment 1**).
2. Adopt the proposed payment card surcharge rates for 2021-22 included in **Attachment 2**.
3. Receive and note the results of the Local Government Performance Reporting Framework (LGPRF) indicators and measures (**Attachment 3**).

Responsible director: Mans Bassi, Acting Director Customer and Transformation

1. Purpose

The purpose of this report is to provide Council the September 2021 Quarterly Performance Report for the period ended 30 September 2021 (**refer Attachment 1**). This report is designed to provide performance reporting on both the Annual Budget 2021 and Boroondara Community Plan 2021-31 (incorporating the Council Plan 2021-25 and Municipal Public Health and Wellbeing Plan 2021-25). In addition, this report seeks Council's adoption of the proposed payment card surcharge rates (**refer Attachment 2**).

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

This report is consistent with the the Boroondara Community Plan 2021-2031. In particular, the Council Plan theme of Leadership & Governance and strategy 7.1 "Decision-making is transparent and accountable through open governance processes with timely communication and reporting" and 7.2 "Resources are responsibly allocated and used through sound financial and asset planning, procurement and risk management practices".

3. Background

The September 2021 Quarterly Performance Report provides detailed reporting on financial and non-financial performance against both the Annual Budget 2021 and Boroondara Community Plan 2021-31 (incorporating the Council Plan 2021-25 and Municipal Public Health and Wellbeing Plan 2021-25) for the year.

The year to date and annual budget figures referred to in this report reflect the original Adopted Budget.

Attachment 1: September Quarterly Performance Report 2021 (Incorporating Budget commitments, Boroondara Community Plan performance, financial performance)

Attachment 2: Adoption of proposed payment card surcharge rates

Attachment 3: Results of Local Government Performance Reporting Framework (LGPRF) indicators and measures

4. Outline of key issues/options

Financial

The year to date surplus result of \$152.93 million as per the budget is due to the striking of full year annual rates in August 2021. The surplus result will reduce over the course of the year as Council delivers services to the community. In addition, the favourable result against year to date budget of \$1.02 million or 1% is due to timing differences for income and expenditure across Council which are outlined below.

Balance Sheet and Cash Flow Statement

Cash, investment holdings and other financial assets are \$116.45 million as at 30 September 2021 which has increased by \$21.49 million from 30 June 2021.

The Balance Sheet as at 30 September 2021 indicates a satisfactory result with total current assets of \$267.61 million and total current liabilities of \$64.89 million.

Please refer to **page 43 and 44 of Attachment 1** for further detail.

Capital Works

Council's year to date performance in gross Capital Works expenditure is \$12.98 million which is \$640,000 below year to date budget phasing of \$13.62 million (year to date actual and commitments as at 30 September 2021 equates to \$69.41 million) and includes committed expenditure for multi-year projects with the most significant being Kew Recreation Centre and Canterbury Community Precinct.

Priority Projects

Council's year to date performance in gross priority project expenditure is \$5.32 million which is \$252,000 below year to date budget phasing of \$5.57 million. The difference relates to timing of expenditure on various projects.

Refer to **Attachment 1 page 5 and 6** Executive overview for graphical representation of capital works and priority projects year to date budget, actual and committed expenditure.

Non-financial

The Annual Budget 2021-22 contains 53 annual initiatives. For the September 2021 quarter, 14% of the 2021-2022 annual initiatives have been completed and a further 86% have been commenced. Information has also been collected on six initiatives that have been continued from 2020-2021 financial year and two initiatives which have been continued from the 2019-2020 financial year.

The Boroondara Community Plan 2021-2031 contains 50 Strategic Indicators, with 17 reported on quarterly and 33 reported on annually. These strategic indicators supersede those listed in the Annual Budget 2021-22. The achievement of the Strategic Indicators reported quarterly indicates 14 (84%) were completed or above forecast. There have been some impacts from ongoing COVID-19 restrictions as well as a telephony issue, that has now been rectified. Please refer to **pages 38 to 39 of Attachment 1** for further detail.

Payment card surcharge rates

The annual review of Council's payment card surcharge in line with the Reserve Bank of Australia regulations and information provided by Council's bank has been conducted. The proposed surcharge rates for 2021-22 are as follows:

1. No surcharge on debit cards.
2. The credit card surcharge for Visa and Master card credit cards be set at 1.03%.
3. The credit card surcharge for American Express remains at 1.48%.

It is proposed these payment card surcharge rates come into effect on 3 January 2022. Further information can be found in **Attachment 2**.

Local Government Performance Reporting Framework (LGPRF)

There are 58 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. Refer to **Attachment 3** 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: Jennifer Reid, Manager Strategy and Performance
Amy Montalti, Chief Financial Officer

Report officer: Teri Nolan, Corporate Reporting Lead
Sapphire Allan, Acting Coordinator Management Accounting

Attachment 1

City of Boroondara

Quarterly Performance Report

September
2021



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Executive overview and key highlights

Introduction

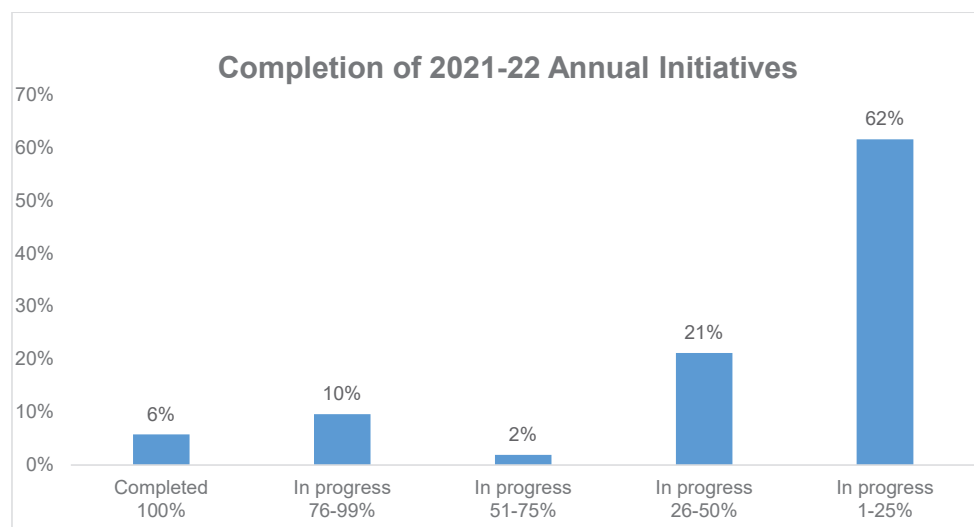
The September 2021 Quarterly Performance Report provides detailed reporting on performance against both the 2021-22 Budget and the Boroondara Community Plan (BCP) 2021-31 (incorporating the 10-year Community Vision, Council Plan 2021-25 and Municipal Public Health and Wellbeing Plan 2021-25).

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 Adopted Budget.

Performance against annual initiatives

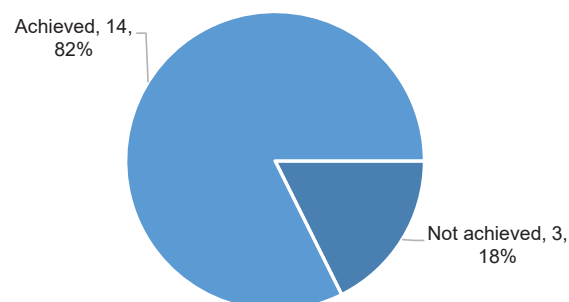
There are 53 annual initiatives for FY 2021-2022. For the quarter ended September 2021, the 2021-22 annual initiatives indicate that 14% of initiatives have been completed and a further 86% have been commenced.



Performance of Strategic Indicators

The Boroondara Community Plan (BCP) 2021-2031, has 50 Strategic Indicators; 17 indicators reported quarterly and 33 indicators reported annually at 30 June 2022. The status of the 17 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 two Strategic Indicators have been impacted by ongoing COVID-19 restrictions in Victoria. One Strategic Indicator has been impacted by a telephony issue. Please refer to **pages 38 to 39** of **Attachment 1** for further details and explanations.

Key financial highlights and overview

Key financial summary	YTD ACTUAL (1) \$'000	YTD BUDGET (2) \$'000	YTD VARIANCE (1) - (2) \$'000	YTD VARIANCE (1) / (2) %	STATUS YTD VARIANCE	ANNUAL ORIGINAL BUDGET \$'000
Surplus/(Deficit) for the year	152,928	151,913	1,015	1%	✓	9,012
Recurrent income	208,787	211,230	(2,443)	-1%	—	253,495
Recurrent expenditure	52,190	54,744	2,554	5%	✓	219,827
Capital works						
Expenditure *	12,978	13,618	640	5%	✓	101,586
Priority projects						
Expenditure *	5,321	5,573	252	5%	✓	32,061
Closing cash and investments **	116,445	82,007	34,438	42%	✓	65,194

* Please refer to pages 50 & 52 for further explanation of variances.

** Refer to pages 43 & 44 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%.

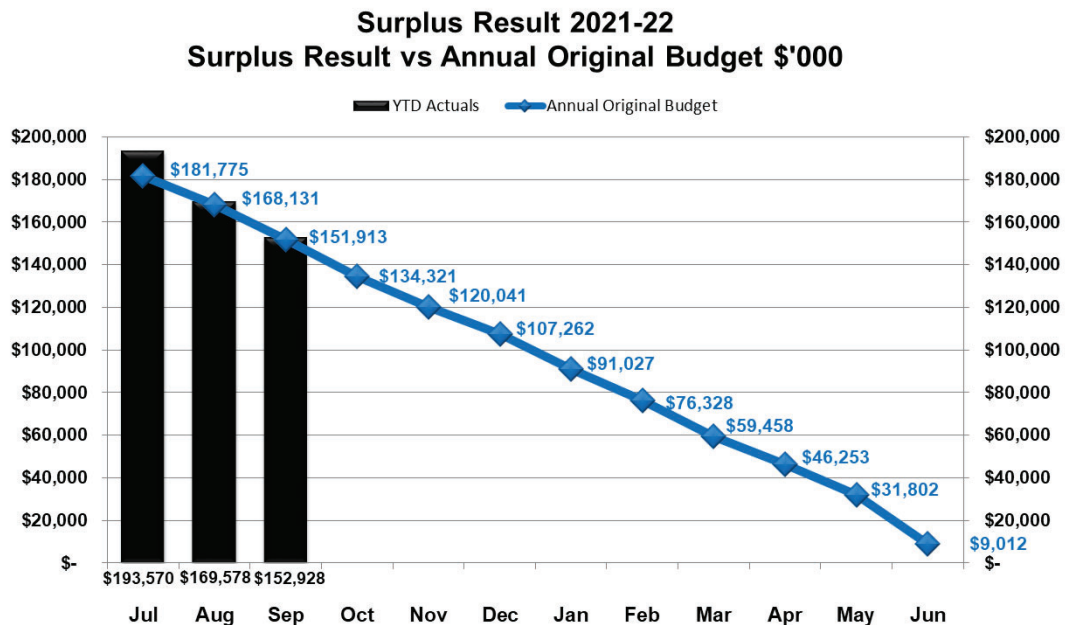
The overall financial position at 30 September 2021 is satisfactory with a working capital ratio of 4.12 to 1 (includes cash contingency for emergency response works and reserve funds of \$20.89 million).

Surplus Result

Year to date actual vs. Year to date Annual Original Budget

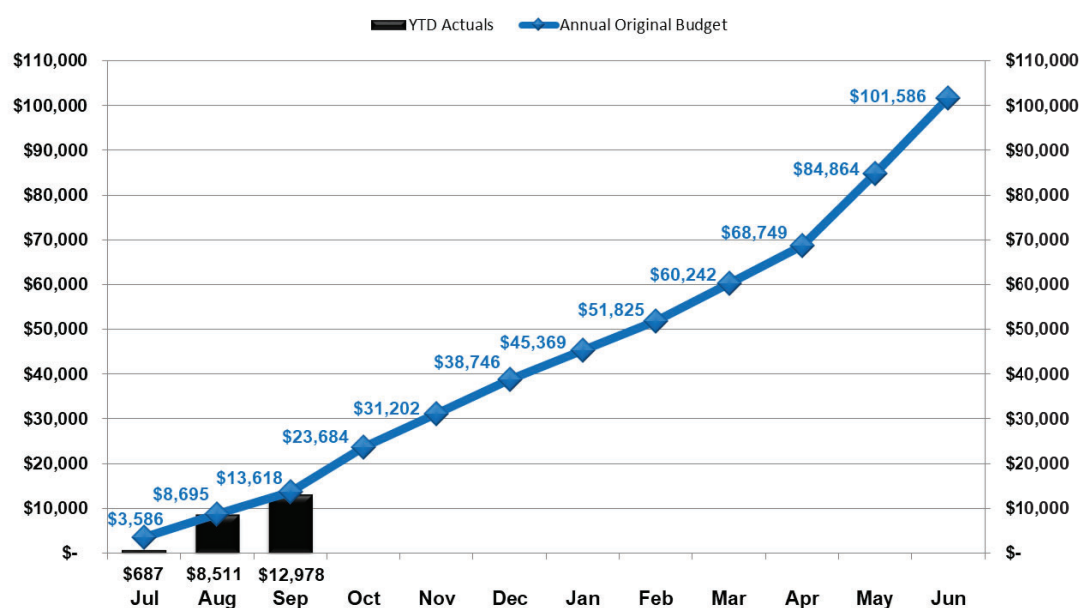
The year to date surplus result of \$152.93 million as per the budget is due to the striking of full year annual rates in August 2021. The surplus result will reduce over the course of the year as Council delivers services to the community. In addition, the favourable result against year to date budget of \$1.02 million or 1% is due to timing differences for income and expenditure across Council. Refer to **Section 3 Financial Overview** for details on Council's financial performance.

Please refer to the graphical representation below of actual year to date surplus result versus the Annual Original Budget.



Capital Works

Capital Works Projects 2021-22 Cumulative Budget vs Actual Expenditure All Projects - \$'000

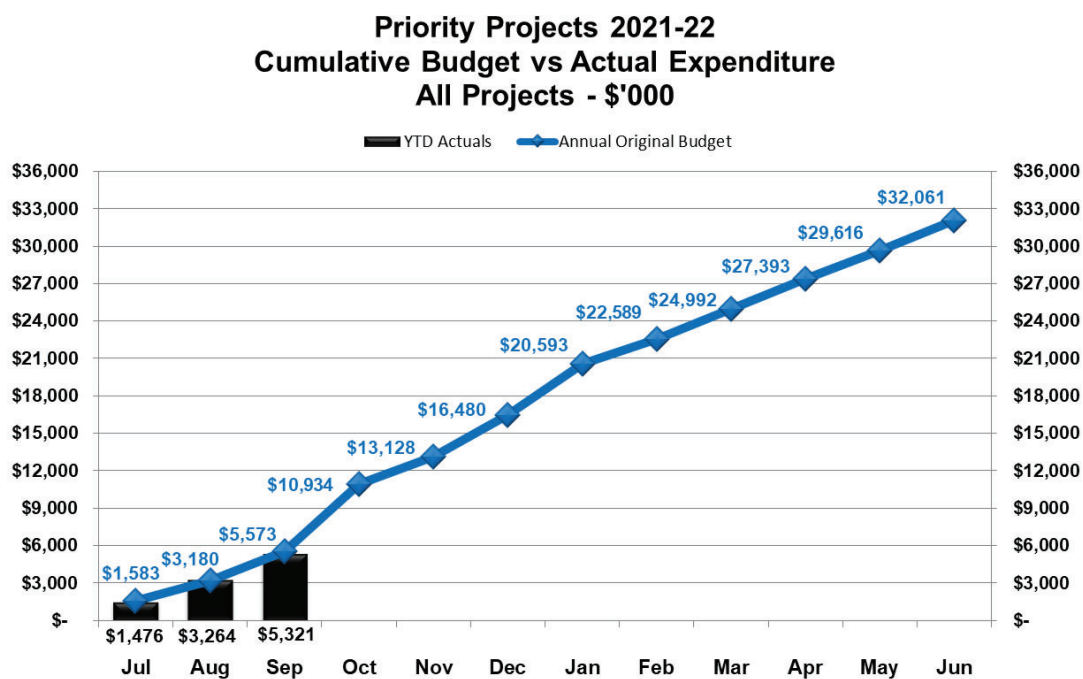


Council's year to date performance in gross capital works expenditure is \$12.98 million which is \$640,000 below year to date budget phasing of \$13.62 million.

Capital works committed expenditure as at 30 September 2021 is \$56.43 million (year to date actual and commitments equates to \$69.41 million) and includes committed expenditure for multi-year projects with the most significant being Kew Recreation Centre and Canterbury Community Precinct.

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 \$5.32 million which is \$252,000 below year to date budget phasing of \$5.57 million. The difference relates to timing of expenditure on various projects.

Priority projects committed expenditure as at 30 September 2021 is \$6.74 million (year to date actual and commitments equates to \$12.06 million).

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

1. Directorate overviews

1.1 Chief Executive

Chief Executive Office outcomes for the first quarter of 2021-22 include:

Chief Financial Office

Key outcomes

- Council underwent the annual external audit from the Victorian Auditor-General's Office and was provided with a clear audit opinion.
- Council's Long Term Financial Plan 2021-2031 has been developed and prepared in accordance with the *Local Government Act 2020* and is currently out for public comment.
- Completed a number of public tenders with appropriate contracts awarded by either delegated role or by Council.
- The new draft Procurement Policy 2021-25 has been developed in accordance with the *Local Government Act 2020*.

Governance and Legal

Key outcomes

- Managed three Council meetings, three Services Delegated Committee meetings, three Urban Planning Delegated Committee meetings, and one Audit and Risk Committee meeting.
- Completed three Council Decision and Process reviews.
- Organised and conducted one in person citizenship ceremony and nineteen online citizenship ceremonies.
- Oversaw the celebrations for National Flag Day on 3 September 2021.

People, Culture and Development

Key outcomes

- Ran a virtual Leadership Roundtable where important key leadership messages and learnings were shared.
- Coordinated a series of Resilience workshops for staff.
- Continue to manage the internal response to COVID-19 to ensure COVID-19 guidelines are adhered to and staff are supported.

1.2 Community Support

Community Support outcomes for the first quarter of 2021-22 include:

Liveable Communities

Key outcomes

- Council, for its part in the Eastern Metropolitan Region Ageism campaign, has been announced as a finalist in the Local Government Professionals Active Ageing & Wellbeing Awards. The Campaign involving seven Eastern Metropolitan Region councils has raised awareness among community members, Council employees and traders associations of the implications of ageism.
- Social Support Services have been modified to keep older people engaged during periods of lockdown. In lieu of face-to-face activities and excursions, weekly group phone quizzes have been made available. The popularity of these activities continues to grow and there are now nine separate quizzes each week.
- Beginning in July, Council partnered with the Local Jobs Program in the Inner Metropolitan Melbourne Region, along with local traders, traders' associations and a training provider to deliver a pilot program aimed at addressing workforce shortages amongst hospitality traders and supporting job seekers to obtain training and employment. Participating hospitality traders have the opportunity to access grants and wage subsidies as a result of their involvement in the program.
- The Business Concierge (CovidSafe) program has been established to provide practical support for businesses to maintain COVIDSafe environments and help keep everyone safe and open. Newly appointed Concierge officers have engaged directly with 212 businesses to assist them with COVIDSafe compliance, general questions and other practical assistance as required.

Arts and Culture

Key outcomes

- The first quarter has seen significant disruption to service due to COVID-19 restrictions and venue closures. It has been possible to move some program delivery online across both visual and performing arts. Audience uptake has been strong.
- Highlights have also included Yarn bombing in Glenferrie Road Shopping Precinct, and All Aboard: Travel through time mural installed, which is a colourful collage composition of selected student work. Both installations have brightened local shopping areas.
- Open House Melbourne, once again needing to move online, saw more than 13,500 participants engage in the participating Boroondara venues through 2021. Notably Camberwell Civic Precinct was included for the first time.

Community Planning and Development

Key outcomes

- Community consultation to inform the draft development of the Boroondara Reconciliation Strategy:
 - To inform the development of the draft Boroondara Reconciliation Strategy, Council undertook a community consultation process during July and August 2021. This included holding 14 conversation style consultation sessions with 24 key stakeholders from the Aboriginal and Torres Strait Islander sector. These consultation sessions were facilitated by an Aboriginal consultant and enabled Council to hear directly about the aspirations for reconciliation locally in Boroondara and opportunities for action and collaboration with the Aboriginal and Torres Strait Islander sector and peoples.
 - Council also conducted pulse check surveys with the broad community and local community service providers and organisations to understand their views and ideas about how to be involved and progress reconciliation locally.
 - The information gathered through the community consultation sessions will inform the development of the draft Boroondara Reconciliation Strategy, which will be presented to Council in late 2021.
- The draft Boroondara Community Plan 2021-31 (Plan) (incorporating the 10-year Community Vision, the Council Plan 2021-25 and the Municipal Public Health and Wellbeing Plan 2021-25) was presented for public exhibition between 24 August and 14 September 2021, with a total of 39 items of feedback submitted by community members. The feedback has been considered and relevant updates have been made to the draft Plan, which will be presented to Council for adoption at the Council meeting on 25 October 2021.

Library Services

Key outcomes

- Photograph Competition Awards evening (hosted online), where multiple awards were handed out to residents in different categories.
- 200 people virtually attended the Melbourne Writers Festival Local Libraries Program: Alice Pung in conversation. Pung spoke to her new novel "One Hundred Days"

Health and Wellbeing Services

Key outcomes

- In July The Boroondara Sports Complex (BSC) was accredited with Life Saving Victoria's (LSV) prized Platinum Pool award, joining an exclusive club of just 39 Victorian aquatic facilities currently holding the accreditation. Awarded to aquatic facilities providing outstanding levels of safety, to achieve Platinum Pool status the BSC had to undertake a rigorous series of assessments to ensure it met all of LSV's criteria for the accreditation.
- A number of actions have occurred across the Boroondara Leisure and Aquatic Facilities (BLAF) to improve accessibility. These include machines

designed specifically for people with sensory, cognitive and/or physical disabilities installed at the Ashburton Pool and Recreation Centre, the installation of BindiMaps across the BLAF to help with wayfinding, particularly for people with vision impairment and the creation of Access Keys, which are customised accessibility guides that provide accurate and convenient information about accessing venues, events and programs at the click of a button.

- Council entered a team of young people into the Victorian Youth Parliament in partnership with the YMCA. Young people presented a bill for online delivery of mental health support, which was successfully passed. One of the Boroondara team members was selected as the 'best debater on the program for 2021'.
- An online parent information session was delivered with Dr Michael Carr-Gregg, on 'riding the coronacoaster', with over nine hundred registrations.
- Continued to provide Council's community and secondary school Immunisation Programme. We have been agile, moving sessions from within the community back to the Camberwell Civic Centre to enable more people to attend (almost double the amount of bookings in the same period of time). School sessions have been transferred to the Camberwell Civic Centre where possible.

1.3 Customer and Transformation

Customer and Transformation outcomes for the first quarter of 2021-22 include:

Transformation and Technology

Key outcomes

- Continued to support remote and hybrid working for Council meetings and employees.
- Progressed work on an enterprise collaboration tool, with first stage go-live achieved.
- Delivered a Chatbot to support community enquiries for waste services
- Upgraded Council's website technical platform for improved searched functionality and stability of the platform.

Customer and Communication

Key outcomes

- Introduced and trained Customer Connect staff in the Clear, Kind, Easy communication framework to establish written communication standards and provide team members with the skills to respond to customer enquiries in a way that meets customer expectations.
- Process optimisation workshops completed for skip bin permits, animal registration, kinder enrolments and residential parking permits.
- Delivered 'verbal self-defence' training for all Customer Connect staff to assist with adaptability, clear communication and customer responsiveness.
- Engage Boroondara, Council's new online engagement tool, was successfully launched at the end of June 2021. Since then, we have uploaded 14 key Council projects for community consultation, including: Camberwell Junction Placemaking project, Victoria State Government's Level Crossing Removal Project, Road Management Plan and Boroondara Reconciliation Strategy.
- COVID Communication - we commenced #keepitupBoroondara campaign, a social media campaign promoting positive vaccination messages. The last post (on 30 September 2021) celebrated reaching over 80% 1st jab vaccination rates and we achieved a very high engagement rate of 14.4%, significantly higher than our benchmark of 4%. Council is partnering with AccessHealth to ensure this message also reaches vulnerable members of the community including those who speak languages other than English, older residents and homeless.
- Due to the absence of in-person events (COVID-19 restrictions), we produced a virtual opening of the Camberwell Community Centre. This three minute video, was condensed to short speeches from councillors and the director of Community Support, along with a plaque unveiling and footage of the new centre. The virtual launch was very well received by stakeholders.

Strategy and Performance

Key outcomes

- An Internet of Things (IoT) Quick Start Guide and Implementation guide have been drafted. The guides enable Council to explore opportunities and potential grants that utilise IoT - physical devices connected through the internet that collect and share data.
- Our Customer Experience benchmarking survey has been prepared and will be in the field in October 2021. This survey enables us to understand if our efforts in transforming our customer experience into a seamless, convenient, and empowering one are successful.
- Service design has commenced on hard waste and the trees lifecycle (planting, maintenance and removal). Council have worked with customers to understand their needs and how we can better meet them. These outcomes will be delivered through the initiatives in the Transforming Boroondara program.
- Exploratory conversations have taken place with Swinburne University, Digital Twin Victoria, Melbourne Water and the City of Casey to understand opportunities to partner and deliver shared outcomes.

1.4 Urban Living

Urban Living outcomes for the first quarter of 2021-22 include:

Building Services

Key outcomes

- Following sending out reminder letters to property owners to register their pools and spas, Building Services was successful in gaining over 1700 new pool and spa registrations.

Civic Services

Key outcomes

- Health team have completed 89% of scheduled premises inspections for 2021 with 100% scheduled to be reached by the end of November.
- Supported the delivery of 3,000 information sheets to all shop owners within the trading areas of Boroondara for the commencement of outdoor trading.
- Successful commencement of the annual Fire Prevention Program.

Strategic and Statutory Planning

Key outcomes

- Approval of Amendment C308 (Hawthorn East Heritage Gap Study) by the Minister for Planning
- Completion of the exhibition process for Glen Iris (C333) and Ashburton (C337) Heritage Gap Study amendments.
- Endorsement of a draft Planning Policy Framework ensuring local planning policies are accurately translated into the new planning scheme structure.
- Commencement of the Camberwell Junction Placemaking Project to revitalise this important economic and cultural centre.
- Council commissioned extensive 'yarn-bombing' throughout the Glenferrie precinct in August transforming the streetscapes into colourful woolly wonderlands.

1.5 Places and Spaces

Places and Spaces outcomes for the first quarter of 2021-22 include:

Traffic and Transport

Key outcomes

- Union Road Level Crossing Removal - Completed community consultation on a new area open space to be constructed as part of the project. Consultation ran from 8 - 28 September 2021. Community feedback will feed into development of an Urban Design Framework to guide the design of the open space and inform further investigations into the Strategic Cycling Corridor located nearby.
- Continuing to work with the Department of Transport and Heritage Victoria on the Walmer Street Bridge.

Asset and Capital Planning

Key outcomes

- Review of Road Management Plan completed and accepted by Council on 27 September 2021. Draft Road Management Plan is open for public review.
- Completed the 4 year project for relocation and upgrade of Council storm-water drain and storm-water onsite detention system at 2-18 Markham Avenue

Capital Projects

Key outcomes

- High quality open space projects delivered at Gordon Barnard Reserve Dog Off Leash Park and Yarra Bank Playground.
- Successful retention of the heritage Rocket at Central Gardens.

Environmental Sustainability and Open Spaces

Key outcomes

- Public consultation on the draft Climate Action Plan and adoption of the finalised Plan and supporting Climate Action Plan Implementation Plan.
- Award of contract and commencement of construction of Freeway Golf Course realignment works required in response to North East Link land acquisition.
- Implementation of new schedules for parks staff to improve efficiencies and staff safety.
- Schools Sustainability Summit delivered.

Facilities, Waste and Infrastructure

Key outcomes

- Commenced collaborative tender process with Stonnington City Council for Recycling and Food Organics Garden Organics collection/processing services.
- Recruitment for customer service roles at the Riversdale Depot Gatehouse.
- Introduced the use of TripStop in footpaths to minimise deflections and extend a concrete bay's life.
- Ordered the first electric transit truck in the organisation to be used in the Park Assets team.

Clayton Landfill performance

30 September 2021	YTD Actuals	YTD Budget	Variance	% Variance
Income	\$1,984,283	\$500	\$1,983,783	396757%
Expenditure	\$631,800	\$748,060	(\$116,260)	-16%
Net Loss	\$1,352,483	(\$747,560)	\$2,100,043	281%

Section 2 Non-financial performance

Attachment 1

2.0 Summary of Annual Initiative status

The 2021-22 Budget contains 53 annual initiatives. The table below depicts the progress of annual initiatives during the period. Achievements of Annual Initiatives 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%
Community, Services and Facilities	1	2	1	3	9
Parks and Green Spaces	0	0	0	0	7
The Environment	1	1	0	2	2
Neighbourhood Character and Heritage	0	1	0	2	2
Moving Around	0	0	0	1	4
Local Economy	0	0	0	2	4
Leadership and Governance	1	1	0	2	4
Total	3	5	1	12	32

Annual Initiatives

Attachment 1

Annual Initiatives Performance 2021 - 2022

Theme 1: Community, Services and Facilities

1: Community services and facilities are high quality, sustainable, inclusive and strengthen resilience.

Annual Initiatives	Status	Progress	Comments	Department
1.1 - Present a draft Boroondara Volunteer Resource Centre Strategic Service Plan aimed at increasing the number of volunteers referred to the community sector to a total of 2,300 and achieve an additional 25 new member organisations annually to provide services to facilitate a resilient and socially inclusive community.	In Progress	70%	A renewed Boroondara Volunteer Resource Centre Strategic Service Plan is being drafted following consultation with the local volunteer sector, including volunteer-involving organisations, Council volunteer programs, volunteers and prospective volunteers. It will be presented to Council in early 2022 for adoption.	Community Planning and Development

Annual Initiatives

Attachment 1

Annual Initiatives	Status	Progress	Comments	Department
1.2 - Open the renewed Alamein Neighbourhood and Learning Centre to provide 10 additional sessions of neighbourhood house programs each week to meet the diverse needs of the community now and in the future.	In Progress	80%	<p>The Alamein Neighbourhood and Learning Centre is currently under construction. Practical completion was expected at the end of October 2021 however the recent construction shutdown may alter the timing of practical completion slightly.</p> <p>The renewed Alamein Neighbourhood and Learning Centre is expected to open and deliver programs to the community in early 2022.</p>	Community Planning and Development
1.3 - Undertake a Workplace Gender Audit and preparation of a Gender Equality Action Plan in order for people of all genders to have equal access to opportunities and resources provided by Council.	In Progress	30%	<p>In line with Council's obligations under the Gender Equality Act 2020, Council has undertaken a Workplace Gender Audit in line with the Commission's reporting requirements. The Gender Equality Action Plan is in development and will seek to align with Council's broader Diversity & Inclusion Strategy and Workforce Plan.</p> <p>In addition, Council is also undertaking a Gender Impact Assessment Pilot Project. The pilot project, which is being led by an external consultant, involves developing tools and resources to support staff from across the organisation to undertake Gender Impact Assessment's.</p>	People, Culture and Development

Annual Initiatives

Attachment 1

Annual Initiatives	Status	Progress	Comments	Department
1.4 - Deliver a program to introduce and support older residents to improve their digital capabilities to access information and attend online community events to increase opportunities for social connection and reduce social isolation.	In Progress	10%	A Be Connected class was developed to introduce and support older people to learn how to access and participate in online Seniors Festival activities and events. Unfortunately, due to Victorian State Government restrictions, these classes were unable to be held in person and were deemed unsuitable to be moved online. Other programming will be considered which will enable older adults to increase their abilities online upon restrictions lifting.	Liveable Communities
1.5 - Develop a Community Resilience Framework to support older adults to better adapt to extreme weather events in order to assist residents prevent any related health conditions.	In Progress	10%	A project scoping document and implementation plan has been drafted for review. Consultation to inform the framework and associated operational actions will be completed with stakeholders in the second half of the year. A final copy of the framework will be available in June 2022	Liveable Communities
1.6 - Increase the number of physical and electronic loans by 5%, by reviewing and improving access to library collections in various formats in order to meet changing community demand.	In Progress	25%	Lockdown restrictions in July and from 4 August, have impacted on total loans (physical and digital). Current loans for 2021-22 in Quarter 1 are 364,066, an increase of 79.65% on the same quarter in 2020-21, but a decrease of 26.58% on Quarter 4, 2020-21 when libraries were open. Click & Collect services for reservations and book bundles remain strong, as does the use of online resources (ebooks, eaudio, emagazines and online databases).	Library Services
1.7 - Increase Summer in the Park programming with two additional events to enhance the variety of program genres in the series and increased park location delivery across the municipality for local engagement and enjoyment.	In Progress	10%	Planning and programming for Summer in the Park 2022 has commenced. Theatre in the Park will be included for the first time in the program.	Arts and Culture

Annual Initiatives

Attachment 1

Annual Initiatives	Status	Progress	Comments	Department
1.8 - Support ten creative activation and installations across parks, laneways and public realm areas to engage and increase community participation, positive social engagement and enjoyment of public spaces.	In Progress	20%	Two creative activation and installations delivered this quarter, which engage and increase community participation, positive social engagement and enjoyment of public spaces: - Yarn installation along Glenferrie Road, Hawthorn. - Craft Contemporary APOMAWISH pompom project engaging local schools in the creation of a community art installation at Hawthorn Arts Centre. Some programming was unable to be delivered due to COVID-19 restrictions.	Arts and Culture
1.9 - Provide 25 individual grants for low income earners or people facing disadvantage to enable their participation in sport and recreation.	In Progress	20%	Grant applications have been limited due to the COVID-19 pandemic, however social media promotion is confirmed and will occur in mid October prior to when summer community sport can resume.	Health and Wellbeing Services
1.10 - Deliver targeted health and wellbeing programs for young people, including the Body Project, LGBTIQ+ support group, TAC L2P learner driver mentor program, Space4Us, and Solar Productions, to increase young people's confidence and mental wellbeing.	In Progress	25%	Targeted programs have been delivered across the quarter, including Skittles, an LGBTIQ+ social support program; the Body Project at Kew High School; and a Cultural Immersion Program for young people identifying as Aboriginal and/or Torres Strait Islander.	Health and Wellbeing Services
1.11 - Adopt the revised Road Management Plan to provide a safe and accessible road and footpath network for the benefit of the community.	In Progress	80%	Council reviewed the draft Road Management Plan at the meeting on 27 September 2021. The draft plan is now being made available for public comment. Following the consideration of any public submissions, the final Road Management Plan will be presented to council for adoption in December.	Asset and Capital Planning

Annual Initiatives

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Annual Initiatives	Status	Progress	Comments	Department
1.12 - Conduct a communications campaign to inform and educate pool and spa owners of their responsibilities under the new legislative requirements to register their pools and spas and maintain safety barriers.	In Progress	100%	The Swimming Pools Safety Communication plan was updated and actioned. Council's website has been updated and an article appeared in the Boroondara Bulletin covering pool and spa safety.	Building Services
1.13 -Progress the Canterbury Community Precinct to 95% construction to provide enhanced services to the local community. Major initiative	In Progress	30%	Canterbury Community Precinct is well underway. The project schedule has been delayed with the number of workers on site reduced and construction industry 2 week shutdown, in accordance with COVID-19 restrictions.	Capital Projects
1.14 - Progress the Kew Recreation Centre to at least 45% to create a recreation facility to meet current and future community needs. Major Initiative	In Progress	35%	Kew Recreation Centre is well underway. The project schedule has been delayed with impacts from reduced workers on site and construction industry 2 weeks shutdown, in accordance with COVID-19 restrictions.	Capital Projects
1.15 - Develop and adopt the Asset Plan in accordance with requirements of the Local Government Act 2020 to demonstrate the responsible and sustainable management of all Council assets for current and future communities.	In Progress	20%	The draft Asset Plan is being prepared by officers with plans to present it to Council in March/April 2022.	Asset and Capital Planning
1.16 - Implement the Capital Works Renewal Program to ensure renewed assets will provide safe, accessible, fit for purpose assets for the use and benefit of the community.	In Progress	15%	Implementation of the current program is behind schedule due to restrictions on the number of people allowed on site. It is expected to return to schedule later in the year when restrictions ease.	Asset and Capital Planning

Annual Initiatives

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Theme 2: Parks and Green Spaces

2: Green and open spaces are provided, well-utilised and enhanced.

Annual Initiatives	Status	Progress	Comments	Department
2.1 - Proactively manage and renew our ageing street and park trees by implementing year four of the Tree Strategy, to ensure the municipality's green canopy is preserved for the community to enjoy.	In Progress	25%	Year four works are underway, including consultation for the renewal of declining and dead trees on Mont Albert Rd and St James park, and the assessment and renewal of at risk trees in streets and parks.	Environmental Sustainability and Open Spaces
2.2 - Complete construction of play spaces at Deepdene Park, Deepdene; Central Gardens, Hawthorn; Hilda Street Reserve, Balwyn and the new Regional Playground at Victoria Park to improve recreational use opportunities for children and families. Major initiative	In Progress	20%	Hilda St and Deepdene play spaces are to be tendered in October 2021. Victoria Park playground tender currently being assessed with construction to commence early 2022. Central Gardens playground construction also to commence early 2022.	Capital Projects
2.3 - Engage 200 participants and activate 12 community spaces through the 'Fit Park Series', as part of the Activating Boroondara initiative.	In Progress	20%	Planning continuing for 2021/22 Fit Park Series. Program to run in the second half of financial year.	Health and Wellbeing Services
2.4 - Implement a targeted program to increase the planting of trees on local streets by 1000 per annum improving the green canopy coverage in our urban spaces for the enjoyment of future generations.	In Progress	25%	Assessment of planting opportunities for 1000 additional trees has commenced, subject to capacity and COVID-19 restrictions. Additional planting will be undertaken in the 2022 planting season (May-Sep)	Environmental Sustainability and Open Spaces

Annual Initiatives

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Annual Initiatives	Status	Progress	Comments	Department
2.5 - Develop a master plan for Gardiners Creek to establish and consolidate standards for infrastructure treatments, developing a continuous biodiversity corridor and open space network connecting neighbouring municipalities for the community to safely enjoy.	In Progress	25%	Background research work completed to inform the Gardiners Creek Master Plan. An Advisory Group has been established and several meetings held.	Environmental Sustainability and Open Spaces
2.6 - Install solar lights along 500 metres of Boroondara park paths to enhance the community usability of open spaces for longer periods of time each day and enhancing community safety.	In Progress	25%	The scoping document has been completed with likely locations finalized. The project will now progress to design and quotation.	Environmental Sustainability and Open Spaces
2.7 - Develop a plan to identify suitable open space areas to install outdoor exercise equipment for the community to access enabling more physical activity and social connectedness.	In Progress	25%	Scoping document is well under way with likely locations finalized. Design is set to commence by end of October.	Environmental Sustainability and Open Spaces

Annual Initiatives

Attachment 1

Theme 3: The Environment***3: The Environment is considered in all decision making.***

Annual Initiatives	Status	Progress	Comments	Department
3.1 - Implement the Biodiversity Asset Management Plan (BAMP) 2013-23 to continue the proposed development, upgrade, protection and maintenance of Boroondara's significant biodiversity sites.	In Progress	90%	For the 2021-22 financial year we have prepared 11 individual sites, approximately 10,264 m2, for planting 27,365 plants.	Environmental Sustainability and Open Spaces
3.2 - 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	25%	A program of works for this current financial year is currently being planned and will soon commence following the adoption of the Climate Action Plan on 27 September 2021.	Environmental Sustainability and Open Spaces
3.3 - Use a minimum of 20% of recycled materials that includes glass, plastics and toners in our asphalt products to resurface roads, to reduce the volume of material going to landfill.	In Progress	30%	Recycled material use in road asphalt is a minimum of 20% and included in all road resurfacing and refurbishment works across the city.	Capital Projects
3.4 - Implement the 2021-22 actions in Council's new Climate Action Plan to deliver a range of initiatives including LED lighting upgrades, heating and cooling upgrades to reduce Council's energy and greenhouse emissions and lowering of Council's use of gas and electricity to meet our climate related targets. Major initiative.	In Progress	25%	The Climate Action Plan was endorsed in September 2021 with major implementation activities planned for implementation from October.	Environmental Sustainability and Open Spaces

Annual Initiatives

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Annual Initiatives	Status	Progress	Comments	Department
Annual Initiative 3.5 - Review street sweeping service to provide a more flexible approach to street cleaning that can respond better to the varying demands of the different locations to ensure a high standard of cleanliness.	Completed	100%	In Q1 of the 2021-22 financial year, we have reviewed the bulk leaf fall collection program and added and removed streets from the program to better respond to demands of different locations and ensure a high level of cleanliness.	Facilities, Waste and Infrastructure
Initiative 3.6 -Complete the implementation of the Food Organics and Garden Organics (FOGO) service to Multi Unit developments to further divert waste away from landfill.	In Progress	50%	<p>Council implemented Phase One of its FOGO collection service on 4 May 2020 for all single residential dwellings and multi-units of up to four dwellings</p> <p>The Phase Two rollout of FOGO to multi-unit dwellings where Council currently provides service, commenced in October 2020. As of 30 September 2021, Phase Two, which is 4 - 15 dwellings, is 100% complete. We have commenced the rollout of FOGO to 16 - 24 dwellings. We are 48% complete in this segment.</p>	Facilities, Waste and Infrastructure

Annual Initiatives

Attachment 1

Theme 4: Neighbourhood Character and Heritage

4: Protect the heritage and respect the character of Boroondara, while facilitating appropriate, well-designed development.

Annual Initiatives	Status	Progress	Comments	Department
4.1 - Protect the City's heritage by completing the Municipal Wide Heritage Gap Study including submission of the associated planning scheme amendments to the Minister for Planning to introduce the Heritage Overlay to all identified heritage properties.	In Progress	80%	Majority of suburb studies and amendments now completed with only Glen Iris and Ashburton outstanding. Requests for appointment of independent panels to consider submissions to the Glen Iris and Ashburton Heritage Gap Study amendments have been lodged. Directions hearing for Ashburton has been held with hearing scheduled for 3 November. Directions hearing for the Glen Iris amendment scheduled for late October with hearing in late November/early December.	Strategic and Statutory Planning
4.2 - Develop an Environmentally Sustainable Design Policy, and establish a dedicated Environmental Sustainable Design Officer role to promote sustainable design and support the assessment of planning applications to facilitate sustainable design outcomes. Major initiative	In Progress	15%	Work on Environmentally Sustainable Design (ESD) Policy has commenced and ESD Officer has been recruited.	Strategic and Statutory Planning

Annual Initiatives

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Annual Initiatives	Status	Progress	Comments	Department
4.3 - Undertake advocacy to the State Government to change the threshold for the application of Heritage Overlays to enable protection of additional places of local heritage significance in Boroondara.	In Progress	50%	Letters advocating for the protection of individual 'contributory' places were sent to the Minister for Planning, Heritage Council of Victoria, MAV, National Trust and Royal Historical Society. Minister for Planning has advised he has no intention to introduce a new category of heritage places. Council is currently considering the best approach how to further advocate to State Government advocacy on the threshold for Heritage Overlays.	Strategic and Statutory Planning
4.4 - Prepare an updated Heritage Action Plan to guide Council's future work program for heritage protection and advocacy.	In Progress	10%	Work has commenced on updating the Heritage Action Plan to guide Council's future heritage work.	Strategic and Statutory Planning
4.5 - Conduct audits of Essential Safety Measures (fire safety audits) in buildings containing combustible cladding when referred by the Victorian Building Authority and take appropriate enforcement action to ensure public and occupant safety.	In Progress	50%	<p>Essential Safety Measures (ESM) and fire safety audits in buildings containing combustible cladding referred by the Victorian Building Authority (VBA) and taking appropriate enforcement action is ongoing with additional referrals made by the VBA to Council. Of the approximately 120 properties inspected initiated by the State-wide Cladding Audit, approximately half have successfully been brought into compliance following Building Services taking enforcement action.</p> <p>Building Services continue to work with the Victorian Building Authority in considering recommendations of enforcement action related to buildings containing combustible cladding and non-compliant essential safety measures. Building Services also assists Cladding Safety Victoria (CSV) with their rectification program by providing documentation and, when requested provide guidance and advice on enforcement action already taken by Council on the above buildings.</p>	Building Services

Annual Initiatives

Attachment 1

Theme 5: Moving Around

5: Travel options that are safe, efficient and accessible, with active and public transport encouraged.

Initiatives	Status	Progress	Comments	Department
5.1 - Advocate to the Victorian government to address the needs of the Boroondara community in relation to public and active transport, open space, urban design and environmental opportunities associated with the North East Link and Union Road Level Crossing Removal projects to ensure the community is represented in the decision making. Major initiative	In Progress	25%	<p>The Union Road level crossing removal is a multi-year project expected to be completed by 2023/24.</p> <p>Activities to end September 2021 include participation in early works design and alignment workshops, safety in design workshops and completion of the first round of Council led community consultation about the Union Road public open space and potential decking across the rail trench.</p>	Traffic and Transport

Annual Initiatives

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Initiatives	Status	Progress	Comments	Department
5.2 - Advocate to the Victorian Government for the needs of the Boroondara community in relation to Public Transport improvements for disability access and network linkages, Walmer Street Bridge and Yarra Boulevard upgrades.	In Progress	25%	<p>Awaiting feedback from Yarra Trams and the Victorian Government regarding Disability Discrimination Act compliant tram stops in Boroondara. Officers continue to advocate for improvements with an aim to write to Yarra Trams and DoT again to seek clarifications on the Disability Discrimination Act tram stop rollout for Boroondara.</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 was held in April 2021. Council officers have undertaken a Heritage Impact Assessment and Cultural Heritage Management Plan before lodging an application with the Heritage Council of Victoria seeking approval to replace Council's northern land bridge. The application is due to be lodged by early October 2021.</p> <p>The Department of Transport has received approval from the Federal Government and determined 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 the coming months and anticipate to complete all works by late-2022. DoT are resolving issues with lighting before the tender is awarded.</p>	Traffic and Transport

Annual Initiatives

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Initiatives	Status	Progress	Comments	Department
5.3 - Advocate to the Victorian Government for the Box Hill to City cycling corridor project to ensure safe and accessible path is provided for the community.	In Progress	25%	<p>Council officers worked with DoT officers to assist them with the feasibility study for the Hawthorn to Box Hill Strategic Cycling Corridor (SCC). DoT officers have submitted this study report to the State Government. DoT officers are also developing several concept design options for the length between East Camberwell and Surrey Hills. These options have been shared with Council and will be discussed.</p> <p>In addition to this, Council officers will be developing concept design options for the following two sections of the Box Hill to Hawthorn SCC.</p> <ol style="list-style-type: none"> 1. Elgin Street to Glenferrie Road including an underpass at Power Street. 2. Burke Road to Stanhope Grove. 	Traffic and Transport
5.4 - Complete the review and adopt the Boroondara Bicycle Strategy to ensure appropriate opportunities for on and off road cycling and improvements to Boroondara's bicycle network.	In Progress	35%	The review and adoption of the Boroondara Bicycle Strategy is on-track. An initial draft Strategy has been prepared by officers for consideration by Councillors and then community consultation in late 2021/early 2022	Traffic and Transport

Annual Initiatives

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Initiatives	Status	Progress	Comments	Department
5.5 - Conduct a feasibility and design of improvements to the shared path networks responding to gaps where access, safety and improvements are required to facilitate increased pedestrian and cyclist access and usability.	In Progress	15%	<p>Various projects and initiatives are currently underway including a potential mode separation along the Anniversary Trail between Laurel Rail Link and Ryburne Ave, Path link in Hays Paddock, bike repair stations, upgrades along Ferndale Trail. Site meetings are being organised to discuss the scope of works along Hays Paddock and Ferndale Trail.</p> <p>Lighting along popular shared paths is also being implemented to improve the level of safety along the shared paths. Lighting design for the Grace Park shared path is currently being finalised. Notification letters have been posted for the proposed lighting scheme along the Outer Circle Trail between High Street and Normanby Road. Options for lighting at the Gardiners Creek Trail underpass at Toorak Road being investigated. Anniversary Trail between Shalless Drive and Fordham Avenue is also being investigated.</p>	Traffic and Transport

Annual Initiatives

Attachment 1

Theme 6: Local Economy

6: Support local businesses and enhance shopping precincts, fostering a strong economy and welcoming places for the community.

Annual Initiatives	Status	Progress	Comments	Department
6.1 - Promote "Buy Local" to Boroondara residents to encourage them to shop within the municipality to support the economic viability of businesses recovering from the 2020 COVID-19 related restrictions.	In Progress	30%	Love Local Life is an online platform to showcase local businesses and to make it easy for locals to support and purchase from local businesses. The website and business directory are supported by the Boroondaralife Facebook and Instagram channels. Businesses and residents are continually encouraged to sign up via a range of communication channels to build the directory and subscriber base.	Liveable Communities
6.2 - Develop a new Economic Development and Tourism Strategy focused on enhancing the vibrancy and economic sustainability of the local economy to provide employment opportunities and encourage residents and visitors to support local businesses.	In Progress	40%	Engagement to inform the development of the plan has commenced with a range of stakeholders including an online survey for businesses on Engage Boroondara which has been promoted to Trader Associations, a database of local businesses, via the Biz Bits e-newsletter and on Council's social media channels. Facilitated workshops with Trader Association Marketing Coordinators and home based businesses have been planned. Consultants have been engaged to deliver a thorough economic analysis and background paper. Interviews have been conducted with a broad range of internal staff. Desktop research and benchmarking of a range of Economic Development Strategies from across Australia and internationally has been undertaken.	Liveable Communities

Annual Initiatives

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Annual Initiatives	Status	Progress	Comments	Department
6.3 - Adopt the Glenferrie Place Plan and commence a new placemaking project, focusing on Camberwell Junction, with the aim of shaping and designing our public spaces and shopping centres to increase social interaction and economic viability. Major initiative	In Progress	25%	Draft Glenferrie Place Plan public exhibition to commence in late October 2021 with final adoption likely to occur in March 2022. Camberwell Junction Precinct Placemaking stages 1 (understanding place) and 2 (imagining place) underway. Early community engagement open from mid September to mid October. Draft Place Vision due to be completed by end of 2021 with community engagement currently scheduled for February-March 2022.	Liveable Communities
6.4 - Continue to assist registered Food and Health businesses during the pandemic by delivering communication and advice regarding new public health guidelines within 7 days of publication by the Victorian government.	In Progress	25%	Information related to the COVID-19 pandemic is regularly reported to food and health registered businesses via Council's database, onsite visits from authorised workers and Council's social media channels.	Facilities, Waste and Infrastructure
6.5 - Continue to proactively service the City's retail precincts through the Service Crew program to ensure our local shopping strips are clean, well maintained and attractive for the community to visit.	In Progress	25%	The Boroondara Service Crew has serviced Boroondara's 54 shopping precincts at varying frequencies. The Service Crew cleans rubbish bins, street furniture, street signage, conducts minor maintenance and spot cleans footpaths along these precincts.	Facilities, Waste and Infrastructure
6.6 - Undertake annual inspections in all retail precincts to develop a works program to maintain street furniture to revitalise the visual amenity of shopping precincts and create attractive places.	In Progress	20%	Completed two Shopping Centre audits, of the nine primary shopping precincts for investigation.	Facilities, Waste and Infrastructure

Annual Initiatives

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Theme 7: Leadership and Governance

7: Ensure decisions are financially and socially responsible through transparent and ethical processes.

Annual Initiatives	Status	Progress	Comments	Department
7.1 - Conduct a review of the Community Engagement Policy with further community consultation to ensure Council is meeting the community's expectations on how we engage with them. Major initiative	In Progress	10%	The Community Engagement Policy was endorsed on 22 February 2021 and at the time it was recommended it was reviewed in 12 months with further consultation with the community to enable a wider range of consultation approaches including face to face. Planning for this consultation has commenced and will take place in Q3 2021/22.	Customer & Communication
7.2 - Ensure Council operates within a financially sustainable framework through preparation of the Annual Budget 2022-23 (plus three subsequent financial years) in-line with statutory requirements, and submit for consideration by Council. Major initiative	In Progress	10%	Amended budget for 2021-22 is currently being prepared and will form the basis for development of next years budget 2022-23.	Chief Financial Office
7.3 - Engage with strategic procurement aggregators (Municipal Association Victoria, Procurement Australia, and State Purchasing Contracts) and with other Councils as appropriate to explore collaborative contract opportunities.	In Progress	35%	Council has embedded collaborative procurement in the new Procurement Policy, to be adopted in December 2021. Officers continue to utilise MAV, Procurement Australia and State Government panel arrangements for procurement activities.	Chief Financial Office

Annual Initiatives

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Annual Initiatives	Status	Progress	Comments	Department
7.4 - Adopt the refreshed Boroondara Community Plan 2021-31 to meet the needs of the community now and into the future and set the long-term strategic direction and vision for Council. Major Initiative	In Progress	90%	<p>The draft Boroondara Community Plan 2021-31 (Plan) sets out the 10-year vision for the City of Boroondara based on the aspirations of our community and the priorities they told us were important. The Plan incorporates the 10-year Community Vision, the Council Plan 2021-25 and the Municipal Public Health and Wellbeing Plan 2021-25, responding to Council's requirements under the Local Government Act 2020 and the Victorian Public Health and Wellbeing Act 2008. The inaugural Plan was developed following Council's largest ever consultation in 2016-17, with 11,845 responses received from people who live, work, study or recreate in Boroondara. In our promise to review the Plan in 2020-21, we checked back in and heard from over 5,000 community members, proving again our community is passionate and enthusiastic about telling us what is important to them now and into the future.</p> <p>The draft Plan was on public exhibition between 24 August to 14 September 2021, with a total of 39 items of feedback submitted by community members. The feedback has been considered and relevant updates have been made to the draft Plan, which will be presented to Council for adoption at the Council meeting on 25 October 2021.</p>	Community Planning and Development

Annual Initiatives

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Annual Initiatives	Status	Progress	Comments	Department
7.5 - Develop and implement a new Council Plan 2021-2025 in line with the refreshed Boroondara Community Plan 2021-2031 to deliver on priorities most important to the community.	In Progress	40%	For the 2021-25 period, the City of Boroondara's Council Plan has been incorporated into the draft Boroondara Community Plan 2021-31 (BCP) (incorporating the Council Plan 2021-25 and Municipal Public Health and Wellbeing Plan 2021-25). A draft of the BCP was shared for public exhibition and comment between 24 August 2021 and 14 September 2021. The BCP will be presented for endorsement by Council on 25 October 2021.	Strategy and Performance
7.6 - Undertake customer experience benchmarking to inform improvements to service delivery and the ease in which customers can transact with Council.	In Progress	25%	The questionnaire design has been completed for the second wave of the Customer Experience Benchmarking Study undertaken annually for Council to assess year on year experience improvements in Civic, Building, Facilities, Waste and Infrastructure Services. Field work is expected to commence in October 2021.	Strategy and Performance
7.7 - Introduce an Enterprise Booking Tool enabling online ticketing, registrations and online bookings to provide the community with an easy-to-use events and booking system for Council facilities. Major initiative	In Progress	10%	Initial kick off with the vendor and scoping of resource requirements, establishment of governance processes, assignment of business owner and stakeholder change matrix currently in development. Implementation is planned to commence in the coming quarter.	Transformation and Technology
7.8 - Develop a chat bot capability via Council's website, giving customers who are looking for immediate support for waste enquiries, an efficient new channel to resolve their enquiries quickly 24/7 on their preferred device at a time that suits them.	Completed	100%	This action has been completed with the chat bot now in use for customer enquiries about popular waste items and 75 top questions across council. Number of questions asked by customers in August was 156. Continuous improvement of the bot continues with ongoing refinement to questions and answers.	Transformation and Technology

Annual Initiatives

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Annual Commitments Performance 2020-2021

Commitments	Status	Progress	Comments	Department	Theme
2020-21 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	75%	In progress	To date Council has received 7,700 Pool and Spa applications for registration and Building Services have processed 4,149 of these application by providing a response letter to the owners as required by the Building Regulations. Recently Building Services completed a mailout of reminder letter to property owners that have not yet registered their pools or spas with Council. As a result of the mailout, Building Services received 1,755 new registration applications. It is assumed the total number of pools and spas in Boroondara will now be less than 10,500 due to notifications received from property owners where they have advised that their pool or spa has been removed or decommissioned over the years.	Building Services	Leadership and Governance
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.	80%	In progress	Footings have been installed, with the structures to be installed mid-late November.	Capital Projects	Your Parks and Green Spaces
Commitment 2.3 Commence the construction of a new Regional Playground at Victoria Park to improve recreational use	100%	Completed	This is a multi-year project with community consultation and detailed design completed in 2020-21. Construction commenced in 2020-21 with the civil works to provide disability access	Capital Projects	Your Parks and Green Space

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Annual Initiatives

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opportunities for children and families			parking and line marking to support the playground. The playground has been tendered with construction to commence in February 2022		
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	90%	In progress	Teacher Professional Development, School Incursions and Main Summit event completed. Final Summit Project Sharing/Celebration event was cancelled due to implications of extend remote schooling. School project video presentations are being prepared as an alternative. Final completion is due by the end of December 2021.	Environmental Sustainability and Open Spaces	The Environment
2020-21 Commitment 3.2 Reduce greenhouse gas emissions from Council's buildings by implementing cost effective energy efficiency upgrades/retrofits and installing solar photovoltaics (PV).	90%	In progress	Works are underway to install Solar PV works at Hawthorn Aquatic and Ashburton Pool and Recreation Centre with works scheduled for completion late 2021.	Environmental Sustainability and Open Spaces	The Environment
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.	80%	In progress	The 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 a Road Safety Audit. Improvements to indented parking along Glen Iris Road near Ferndale Park were completed in February/March 2021. Indented parking improvements at the Boroondara Sports Complex, a school crossing upgrade on Gordon Street and the footpath extension along Auburn Road south of Burgess Street have been completed. Other initiatives including a new footpath along Kendall Street, laneway improvements for pedestrian safety on Camberwell Road and in	Traffic and Transport	Getting Around Boroondara

Annual Initiatives

Attachment 1

			the Inglesby Road car park are under development and subject to approvals and funding. The Fairholm Grove northern car park was constructed following the completion of the Camberwell Community Centre		
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Annual Commitments Performance 2019 - 2020

Commitments	Status	Progress	Comments	Department	Theme
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	70%	Open Space, Road and Drainage asset plans are close to completion. Due to staff turnover in the Strategic Asset Team, the Building Asset Plan still requires a substantial amount of work. However, the plans will be completed this year as part of the 2021 Local Government Asset Plan requirements.	Asset Management	Your Community, Services and Facilities
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	30%	At this stage, this Commitment is deferred to next calendar year 2022 due to COVID restrictions and lockdowns, which prevented site inspections. If conditions go back to normal, we anticipate this project to recommence sometime next calendar year.	Statutory Planning	Neighbourhood Character and Heritage

Section 2 Strategic Indicators

Attachment 1

Non-Financial Performance			
2.3 Strategic Indicators			
<p>The Boroondara Community Plan 2021-2031 contains 50 Strategic Indicators, with 17 reported on quarterly and 33 reported on annually. These strategic indicators supersede those listed in the Annual Budget 2021-22. 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: There are an additional 33 Strategic Indicators which will be reported annually at 30 June 2022. Theme 2: Your Parks and Green Spaces consist of annual measures only and have not been included in the table.</p> <p>Please note a "Tick (✓)" is used to highlight where the year to date forecast has been achieved.</p>			
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).	1,562,062	1,900,000	7,600,000
<p><i>Comment: While the figure is slightly below target due to lockdown restrictions, it is higher in comparison to Quarter 1 (last year) 2020-21. During lockdown periods, the Library Service has been operating a Click and Collect service for reservations and book bundles, and offering a range of online programs that continue to be popular amongst members, and has kept participation strong despite the restrictions.</i></p>			
Percentage of graffiti removed from Council owned assets within one business day of notification.	100.00%	97%	97%
✓			
Number of arts and cultural community events delivered or supported by Council	41	25	100
✓			
Food safety assessments (percentage of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment)	42.07%	25%	100%
✓			
Number of vaccinations administered	3,113	4,500	18,000
<p><i>Comment: The lower immunisations delivered relate to some customers being deterred from attendance due to infection rates of COVID-19 and the Chief Health Officer's requirements for density quotients within facilities limiting session capacities</i></p>			
The Environment			
Kerbside collection waste diverted from landfill	71.08%	62%	76%
✓			
Neighbourhood Character and Heritage			
Percentage of 'Demolition Consents' under Section 29A of the Building Act by Building Services checked within 15 business days.	100.00%	25%	100%
✓			
Percentage of Council planning decisions upheld and decisions successfully mediated at VCAT.	62.00%	70%	70%
<p><i>Comment: Indicates that VCAT decisions continue to be inconsistent with Council aspirations for development in Boroondara</i></p>			
Average number of days to process a planning application	34	45	45
✓			
Moving Around Boroondara			
Number of traffic counts and surveys used to investigate, assess and respond to traffic and parking issues.	0	18	18
<p><i>Comment: No traffic counts and surveys have been conducted in Q1 of 2021/22 to investigate, assess and respond to traffic and parking issues because of Covid lockdowns and school holidays. Traffic counts and surveys must be completed when traffic conditions are representative of normal conditions, usually mid-week in a week free of public holidays and school holidays.</i></p>			
Average daily bicycle users for Gardiners Creek Trail, the Anniversary Trail, Koonung Trail and Main Yarra Trail	3670	950	3800
✓			

Section 2 Strategic Indicators

Attachment 1

Strategic Indicators	YTD		Annual
	Actual	Forecast	Forecast
Local Economy			
Number of proactive strip shopping centre maintenance inspections completed.	316	300	1,200
✓			
Participant satisfaction in Council's business training activities	80%	80%	80%
✓			
Number of permits for outdoor trading	0	0	#NA
Leadership and Governance			
Percentage of Freedom of Information Requests responded to within prescribed timeframes.	100%	100%	100%
✓			
Number of cyber security incidents that have a Risk Consequence Rating of >= Moderate	0	0	0
✓			
Number of calls abandoned when customers are trying to reach Council's customer service	10	3	3
<i>Comment: A telephony issue was identified in August that caused a high number of calls to abandon before connecting to a Customer Service Officer. This was identified as an issue with the Telco network and a correction applied to the networking layer to address the issue. This telephony issue has significantly inflated the abandon rate.</i>			

Section 3 - Financial and performance statements

Attachment 1

3. Financial and performance statements

3.1 Income statement

	YTD ACTUAL (1) \$'000s	YTD BUDGET (2) \$'000s	YTD VARIANCE (1) - (2) \$'000s	YTD VARIANCE %	ANNUAL ORIGINAL BUDGET \$'000s
Recurrent income					
Rates and charges	198,562	198,734	(172)	0%	199,247
Statutory fees and fines	2,119	4,127	(2,008)	-49%	16,516
User fees	1,610	2,234	(624)	-28%	15,750
Grants - operating	3,922	3,569	353	10%	11,227
Contributions - cash	1,173	1,300	(127)	-10%	5,150
Rental income	517	558	(41)	-7%	2,690
Other income	836	583	253	43%	2,415
Interest	48	125	(77)	-62%	500
Total recurrent income	208,787	211,230	(2,443)	-1%	253,495
Recurrent expenditure					
Employee costs	22,028	22,616	588	3%	93,353
Materials and services	17,620	19,454	1,834	9%	73,270
Bad and doubtful debts	2	14	12	86%	1,790
Depreciation and amortisation ¹	9,252	9,252	-	0%	37,023
Amortisation - right of use assets	1,023	1,023	-	0%	4,095
Borrowing costs	321	321	-	0%	2,121
Finance costs - leases	85	85	-	0%	341
Other expenses	1,859	1,979	120	6%	7,834
Total recurrent expenditure	52,190	54,744	2,554	5%	219,827
Net recurrent operating surplus	156,597	156,486	111	0%	33,668
Non-recurrent income					
Priority projects income	346	-	346	100%	2,233
Capital works income	1,306	1,000	306	31%	7,935
Total non-recurrent income	1,652	1,000	652	65%	10,168
Non-recurrent expenditure					
Priority projects expenditure	5,321	5,573	252	5%	32,061
Total non-recurrent expenditure	5,321	5,573	252	5%	32,061
Net non recurrent operating surplus (deficit)	(3,669)	(4,573)	904	-20%	(21,893)
Net gain (loss) on disposal of property, infrastructure, plant and equipment	-	-	-	0%	(2,763)
Surplus/(Deficit) for the year ²	152,928	151,913	1,015	1%	9,012

Note: All numbers are rounded to the nearest thousand.

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

1. Depreciation and amortisation primarily relates to property, plant, equipment and infrastructure assets.
2. The year to date surplus result of \$152.93 million as per the budget is due to the striking of full year annual rates in August 2021. The surplus result will reduce over the course of the year as Council delivers services to the community. In addition, the favourable result against year to date budget of \$1.02 million or 1% is due to timing differences for income and expenditure. Refer to Section 3.5 Financial Overview for details on Council's financial performance.

Section 3 - Financial and performance statements

Attachment 1

3.2 Income statement by directorate

	YTD ACTUAL (1) \$'000s	YTD BUDGET (2) \$'000s	YTD VARIANCE (1) - (2) \$'000s	YTD VARIANCE %	ANNUAL ORIGINAL BUDGET \$'000s
Income					
Rates and waste charges *	197,141	197,161	(20)	0%	197,674
Places & Spaces	487	809	(322)	-40%	3,332
Community Support	4,346	4,203	143	3%	16,270
Urban Living	3,863	6,234	(2,371)	-38%	24,924
CEO's Office	2	13	(11)	-85%	51
Chief Financial Office	644	763	(119)	-16%	3,054
Total income	206,483	209,183	(2,700)	-1%	245,305
Expenditure					
Places & Spaces	16,464	17,634	1,170	7%	70,168
Community Support	8,705	9,492	787	8%	38,002
Urban Living	4,916	5,333	417	8%	24,096
Customer & Transformation	7,149	7,198	49	1%	27,316
CEO's Office	2,781	3,032	251	8%	6,240
Chief Financial Office	1,334	1,371	37	3%	5,708
People, Culture & Development	1,036	861	(175)	-20%	3,529
Depreciation and amortisation **	9,252	9,252	-	0%	37,023
Total expenditure	51,637	54,173	2,536	5%	212,082
Net non departmental ***	1,751	1,476	(275)	-19%	445
Net loss on disposal of property, infrastructure, plant and equipment	-	-	-	0%	(2,763)
Capital income	1,306	1,000	306	31%	7,935
Net priority projects	(4,975)	(5,573)	(94)	2%	(29,828)
Surplus/(Deficit) for the year	152,928	151,913	1,015	1%	9,012

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

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

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

Note: All numbers are rounded to the nearest thousand.

Section 3 - Financial and performance statements

Attachment 1

3.3 Balance Sheet

	30 Sep 2021 \$'000	30 Jun 2021 \$'000	30 Sep 2020 \$'000
Current assets			
Cash and cash equivalents ¹	116,445	82,942	128,281
Other financial assets ¹	-	12,009	-
Trade and other receivables	149,632	24,562	148,132
Prepayments	1,536	2,682	949
Total current assets	267,613	122,195	277,362
Non-current assets			
Financial assets	4	4	4
Property, plant and equipment, infrastructure	4,041,756	4,038,119	3,557,226
Right of use assets	9,808	10,533	9,948
Intangible assets	584	584	348
Investment property	8,745	8,745	8,915
Total non-current assets	4,060,897	4,057,985	3,576,441
Total assets	4,328,510	4,180,180	3,853,803
Current liabilities			
Trade and other payables	10,523	22,809	14,721
Interest-bearing liabilities	1,479	1,674	1,390
Provisions	20,952	20,723	20,437
Trust funds and deposits	18,153	9,342	5,740
Unearned income	10,640	11,219	1,245
Lease liabilities	3,144	3,144	10,000
Total current liabilities	64,891	68,911	53,533
Non-current liabilities			
Provisions	2,024	2,024	2,042
Interest-bearing liabilities	21,539	21,539	23,213
Provision for investments in joint ventures	6,727	6,727	2,974
Lease liabilities	6,886	7,464	-
Total non-current liabilities	37,176	37,754	28,229
Total liabilities	102,067	106,665	81,762
Net assets	4,226,443	4,073,515	3,772,041
Equity			
Accumulated surplus	1,079,779	926,851	1,082,287
Asset revaluation reserve	3,125,778	3,125,778	2,668,868
Reserves ²	20,886	20,886	20,886
Total equity	4,226,443	4,073,515	3,772,041
Working capital ratio	4.12		

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

	YEAR TO DATE			ANNUAL ORIGINAL BUDGET
	YTD ACTUAL (1) \$'000	YTD ANNUAL ORIGINAL BUDGET (2) \$'000	VARIANCE (unfav) (1) - (2) \$'000	
Cash flows from operating activities				
Rates and waste charges ¹	70,974	65,751	5,223	205,549
Statutory fees and fines ²	2,251	4,113	(1,862)	13,556
User charges and other fines	2,248	2,458	(210)	17,325
Grants - operating	4,087	3,866	221	14,567
Grants - capital	594	1,000	(406)	7,935
Contributions - monetary	1,212	1,301	(89)	5,150
Interest received	49	126	(77)	500
Other receipts	1,783	1,256	527	5,616
Net GST refund	4,614	3,247	1,367	16,615
Trust funds and deposits taken ³	8,811	-	8,811	100
Employee costs	(27,102)	(26,514)	(588)	(103,055)
Materials and services ⁴	(24,841)	(26,306)	1,465	(104,969)
Short-term, low value and variable lease payments	(265)	(150)	(115)	(597)
Other payments	(1,858)	(2,016)	158	(8,073)
Net cash provided by/(used in) operating activities	42,555	28,132	14,423	70,219
Cash flows from investing activities				
Payments for property, infrastructure, plant and equipment ⁵	(19,833)	(13,618)	(6,215)	(101,586)
Proceeds from sale of property, plant and equipment	-	-	-	4,720
Net cash used in investing activities	(19,833)	(13,618)	(6,215)	(96,866)
Cash flows from financing activities				
Finance costs	(68)	(69)	1	(2,121)
Proceeds from borrowings	-	-	-	70,000
Repayment of borrowings	(195)	(194)	(1)	(1,674)
Interest paid - lease liability	(85)	(84)	(1)	(342)
Repayment of lease liabilities	(880)	(1,110)	230	(4,438)
Net cash provided by (used in) financing activities	(1,228)	(1,457)	229	61,425
Net increase (decrease) in cash and cash equivalents	21,494	13,057	8,437	34,778
Cash and cash equivalents at beginning of year ⁶	94,951	68,950	26,001	68,950
Cash and cash equivalents at end of year	116,445	82,007	34,438	103,728

Note: All numbers are rounded to the nearest thousand.

1. Rates and waste charges are higher than budget due to timing and a higher collection rate (35.03%) than anticipated (33%).
2. Lower than budgeted statutory fees and fines (\$1.86 million) primarily due to parking related income.
3. 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.
4. Materials and services are lower than budgeted due to timing of cash outflows \$1.46 million.
5. Payments for property, plant and equipment differs from that presented in the capital works statement due to settlement of the 30 June 2021 creditors and forward commitment expenditure. Works delivered in the 2020-21 financial year have previously been brought to account and accrued against the 2020-21 capital works statement.
6. For management reporting purposes, cash and cash equivalents at the beginning of the year include investments of \$12.01 million. These investments (term deposits) were classified as financial assets at 30 June 2021 as their maturity dates were greater than three months. The investments have been redeemed during the first quarter of 2021 and classified as cash equivalents.

Section 3 - Financial and performance statements

Attachment 1

3.5 Overview

This section details Council's financial performance for the period ended 30 September 2021.

The year to date and Annual Original Budget referred to in this report reflects the Original Adopted Budget.

Operating budget

The year to date surplus result of \$152.93 million is \$1.02 million or 1% above the Annual Original Budget surplus of \$151.91 million.

Year to date recurrent and non-recurrent income is below budget by (\$1.79) million, comprising recurrent income of (\$2.44 million) and non-recurrent income of \$652,000, while year to date total recurrent and non-recurrent expenditure is \$2.80 million (\$2.55 million + \$252,000) 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
Rates and Charges (\$172,000)	T	Lower than budgeted income: <ul style="list-style-type: none"> (\$174,000) - rates and charges income, primarily in supplementary rates and special rates.
Statutory fees and fines (\$2.01 million)	P P	Lower than budgeted income: <ul style="list-style-type: none"> (\$1.79 million) - parking management income due to COVID-19 impacts. (\$197,000) - infringement court charges income due to COVID-19 impacts - offset with infringement court filing fees expenditure.
User fees (\$624,000)	P T	Lower than budgeted income: <ul style="list-style-type: none"> (\$328,000) - parking meter charges - fees waived due to COVID-19 impacts. (\$159,000) - other service fees and charges, primarily in Transfer Station and Yard Maintenance due to reduced usage during COVID-19 restrictions.
Grants - operating \$353,000	T	Higher than budgeted income: <ul style="list-style-type: none"> \$280,000 - grants operating - primarily due to Community Transport income ahead of year to date planned budget phasing.

Section 3 - Financial and performance statements

Attachment 1

Income		
Income line	Expected variance (P)ermanent (T)iming	Explanation Year to date actual vs year to date budget variations
Contributions - cash (\$127,000)	T	Lower than budgeted income: <ul style="list-style-type: none"> (\$136,000) - developers open space contributions behind year to date planned budget phasing.
Other Income \$253,000	P	Higher than budgeted income: <ul style="list-style-type: none"> \$343,000 - other income - primarily in non-departmental due to financial recovery from Ashburton Plant.
Interest (\$77,000)	P	Lower than budgeted income: <ul style="list-style-type: none"> (\$77,000) - interest on investments - due to low investment earnings that are continuing in the current environment.

Expenditure		
Expenditure line	Expected variance (P)ermanent (T)iming	Explanation Full year to date actual vs year to date budget variations
Employee costs \$588,000	T	Lower than budgeted expenditure: <ul style="list-style-type: none"> \$1.12 million - salaries and associated costs primarily due to staff vacancies across the organisation.
	T	Partially offset by higher expenditure: <ul style="list-style-type: none"> (\$428,000) - temporary staff filling vacancies across the organisation.
	T	<ul style="list-style-type: none"> (\$197,000) - overtime, casuals and relievers filling vacancies across the organisation.
Other expenses \$120,000	T	Lower than budgeted expenditure: <ul style="list-style-type: none"> \$142,000 - grants and subsidies behind planned budget phasing, primarily in Operational Social Support Grants and Senior Citizen Centre grants.
	T	Offset by higher than budgeted expenditure: <ul style="list-style-type: none"> (\$105,000) - 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.

Section 3 - Financial and performance statements

Attachment 1

Expenditure		
Expenditure line	Expected variance (P)ermanent (T)iming	Explanation Full year to date actual vs year to date budget variations
Materials and services <i>\$1.83 million</i>	T	Lower than budgeted expenditure: <ul style="list-style-type: none"> \$628,000 - waste/recycling disposal behind due to planned budget phasing. \$185,000 - professional services and advice across the organisation. \$183,000 - infringement court filing fees, offset with infringement court charges income. \$149,000 - electricity. \$88,000 - printing expense. \$78,000 - water supply expense. \$76,000 - insurance premiums, decrease to Council's public liability and building insurance expenses influenced by movements in the insurance markets.
	T	
	P	
	T	
	T	
	T	
	P	
	T	Offset by higher than budgeted expenditure: <ul style="list-style-type: none"> (\$403,000) - licencing and maintenance contracts. (\$184,000) - specialist tree work, high voltage works and block tree pruning in Environmental Sustainability and Open Space.
	T	

Balance Sheet and Cash Flow Statement

Cash and investment holdings are \$116.45 million as at 30 September 2021 which has increased by \$21.49 million from 30 June 2021.

Total cash and investment holdings are \$34.44 million higher than year to date budget primarily due to the opening balance of the cash and cash equivalents at the beginning of the year being \$26.00 million higher than budget. This was a result of having a higher cash balance at the end of 30 June 2021 largely due to the forward commitments from 2020-21 for Priority Projects of \$4.63 million and Capital Works of \$539,000, which were previously identified in the June 2021 Quarterly Financial Report, and also due to additional unearned grants received at 30 June 2021 of \$8.62 million for Capital Works.

Other favourable variances contributing to the higher cash and investment holdings are trust funds and deposits of \$8.81 million primarily due to receiving Fire Service Property Levies (FSPL) of \$7.36 million. Council collects the fire service property levy on behalf of the State Government and remits the levies to the State Revenue Office in four payments in accordance with Section 41(1) of Fire Services Property Levy Act (FSPL). This item is not provided for in the Annual Budget as all monies received during the financial year are forwarded on to the State Revenue Office. The accounting treatment is in accordance with that approved by the Victorian Auditor-General's Office. In addition to this, rates and charges of \$5.22 million higher than budget due to timing and a higher collection rate (35.03%) than anticipated (33%) and materials and services of \$1.46 million lower than budget due to timing of outflows.

This is partially offset by higher payments for property, infrastructure, plant and equipment of (\$6.22 million) due to timing of cash outflows relating to the capital works program and lower than budgeted statutory fees and fines (\$1.86 million) primarily due to parking related income.

The Balance Sheet as at 30 September 2021 indicates a satisfactory result with total current assets of \$267.61 million and total current liabilities of \$64.89 million.

The working capital ratio of 4.12 to 1 (includes a 0.5% or \$829,000 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 2022 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.

Section 3 - Financial and performance statements

Attachment 1

3.6 Capital Works performance

3.6.1 Capital Works Program summary

	YTD ACTUAL (1) \$'000s	YTD BUDGET (2) \$'000s	YTD VARIANCE (1) - (2) \$'000s	YTD VARIANCE %	COMMIT \$'000s	ANNUAL ORIGINAL BUDGET \$'000s
Infrastructure						
Bridges	24	16	(8)	-50%	37	2,461
Drainage	205	198	(7)	-4%	298	4,539
Footpaths and cycleways	364	484	120	25%	99	3,110
Off street carparks	141	245	104	42%	188	2,510
Parks, open space and streetscapes	563	655	92	14%	766	6,486
Recreational, leisure & com facilities	295	15	(280)	-1867%	3,405	3,721
Roads	1,322	1,519	197	13%	54	11,196
Total Infrastructure	2,914	3,132	218	7%	4,847	34,023
Plant and Equipment						
Computers and telecommunications	61	87	26	30%	256	1,381
Fixtures, fittings and furniture	131	170	39	23%	294	1,187
Library books	217	270	53	20%	142	990
Plant machinery and equipment	227	214	(13)	-6%	119	1,338
Total Plant and Equipment	636	741	105	14%	811	4,896
Property						
Building	1,540	1,399	(141)	-10%	3,690	20,255
Building improvements	1	3	2	67%	-	57
Major Projects	7,887	8,343	456	5%	47,084	42,355
Total Property	9,428	9,745	317	3%	50,774	62,667
Total capital works expenditure	12,978	13,618	640	5%	56,432	101,586
Represented by:						
Asset renewal expenditure	9,092	9,748	656	7%	29,597	64,144
Asset upgrade expenditure	153	104	(49)	-47%	857	5,152
New asset expenditure	2,227	2,093	(134)	-6%	18,335	18,108
Asset expansion expenditure	1,506	1,673	167	10%	7,643	14,182
Total capital works expenditure	12,978	13,618	640	5%	56,432	101,586

Note: All numbers are rounded to the nearest thousand.

3.6.2 Capital Works performance versus budget

Commentary (by exception)

Year to date actual vs. year to date Annual Original Budget

Council's year to date performance in gross Capital Works expenditure is \$12.98 million which is \$640,000 below year to date budget phasing of \$13.62 million. The most significant variances being:

- **72607, 72686 & 72776 - Kew Recreation Centre - \$464,000**
This is a multi-year project. Works have been delayed due to COVID-19 restrictions limiting the number of people allowed on site and the recent shutdown of the construction industry. Pending the workforce resuming to full capacity by November 2021, it is anticipated all programmed works for 2021-22 will be completed by 30 June 2022, with the project planned for full completion in 2023.
- **71637. Full Road Reconstruction and Kerb Replacements - \$322,000**
Works have been delayed due to COVID-19 restrictions limiting the number of people allowed on site. As restrictions are eased, works will resume at full capacity and all works are programmed to be completed by the end of the financial year.
- **72708. Alamein Community Centre - \$121,000**
Works have been delayed due to COVID-19 restrictions limiting the number of people allowed on site and the recent shutdown of the construction industry. As restrictions ease, works will resume to full capacity and works are anticipated to be completed late 2021.

Capital works committed expenditure as at 30 September 2021 is \$56.43 million (year to date actual and commitments equates to \$69.41 million).

3.6.3 Major Projects Capital Works performance

**Major Projects - Progress Update
Expenditure
For the period ending 30 September 2021**

		YEAR TO DATE			ANNUAL
		ACTUALS	ORIGINAL ADOPTED BUDGET	VARIANCE	ORIGINAL ADOPTED BUDGET
Kew Recreation Centre	1	6,480,555	6,944,092	463,537	33,600,000
Canterbury Community Precinct	2	1,383,297	1,400,000	16,703	8,595,212
Tuck Stand	3	0	0	0	160,000
Total		7,863,852	8,344,092	480,240	42,355,212

All projects overseen by Project Control Groups.

1. Kew Recreation Centre

This is a multi-year project. Works have been delayed due to COVID-19 restrictions limiting the number of people allowed on site and the recent shutdown of the construction industry. Pending the workforce resuming to full capacity by November 2021, it is anticipated all programmed works for 2021-22 will be completed by 30 June 2022, with the project planned for full completion in 2023.

2. Canterbury Community Precinct

This is a multi-year project. Works have been delayed due to COVID-19 restrictions limiting the number of people allowed on site and the recent shutdown of the construction industry. Due to these delays, this will extend the work programmed however it is anticipated that the project will remain on schedule for completion by late 2022.

3. Tuck Stand

Project has feasibility funding to identify service needs and develop a project brief.

3.7 Priority Projects performance

3.7.1 Priority Projects performance versus budget

Commentary (by exception)

Year to date actual vs. year to date Annual Original Budget

Year to date actual performance in gross priority project expenditure is \$5.32 million which is \$252,000 below year to date budget phasing primarily due to expenditure delays, the most significant being:

- **81082. BC1 Program Resources - \$680,000**
Project activity is currently on schedule. The current variance is attributed to recruitment for roles across the program taking longer in the COVID-19 environment. This variance is expected to reduce as new resources are on-boarded.
- **80931. North East Link - \$172,000**
The North East Link (NEL) is a multi-year project, expected to be completed in 2026-27. The project has been primarily delayed due to COVID-19 restrictions and recent shutdowns across the construction sector, which has resulted in less expenditure in the first quarter than anticipated.
- **81068. Removal of Union Road Level Crossing - Advocacy to State Government - \$171,000**
Council is providing ongoing input in to the Union Road Level Crossing Project, which is expected to run until 2023. The planned use of consultants and other contractors has not been as significant as planned, with a reduction in actual spend and commitments reflecting this.

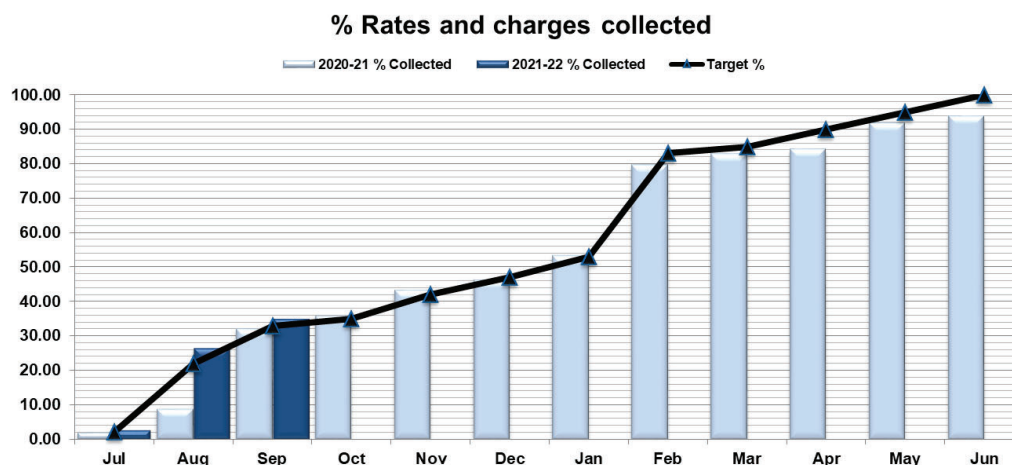
Priority projects committed expenditure as at 30 September 2021 is \$6.74 million (year to date actual and commitments equates to \$12.06 million).

Section 3 - Financial and performance statements

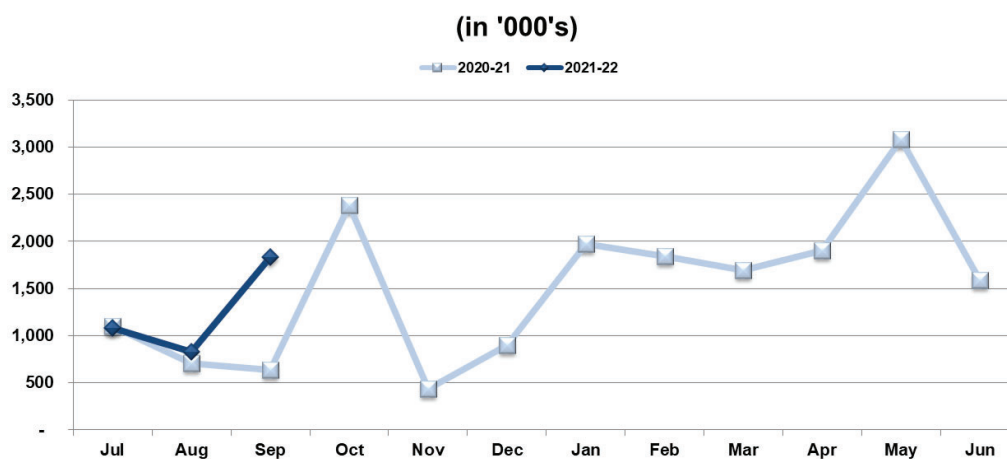
Attachment 1

3.8 Debtors

3.8.1 Rate debtors



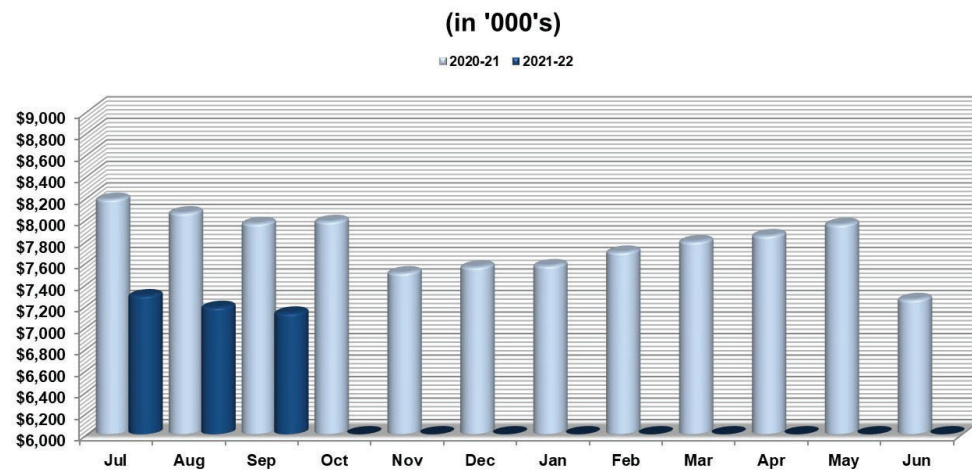
3.8.2 Sundry debtors



The sundry debtors balance at the end of September 2021 is \$1.83 million and is \$1.19 million higher than the prior year. Balances will vary from year to year depending on individual transactions processed.

Section 3 - Financial and performance statements

Attachment 1

3.8.3 Infringement debtors

The outstanding 'infringement debtors' balance of \$7.13 million is \$832,000 lower than the corresponding prior year period. This is primarily due to Parking Infringements debtors.

Due to the current COVID-19 restrictions, Council has suspended ticket parking machine fees in paid parking areas 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)

In accordance with section 186 of the Local Government Act 1989, the following contracts were awarded in quarter one of 2021-22 (July - September 2021) as a result of either a public tender or expression of interest process or through the use of pre-established panel arrangements, as authorised by the Minister for Local Government or contracts awarded under an approved Ministerial exemption.

Contract	Contract Name	Description	Contract Type	Award Date	Awarded By **	Contractor	Contractor History	Contract Term	Contract Value (ex GST)
2020/153	Supply and Delivery of Horticultural Chemicals and Fertilisers	Supply and Delivery of Horticultural Chemicals and Fertilisers	Schedule of Prices	23 August 2021	Council	Living Turf K & B Adams P/L Green Turf Solutions P/L Oasis Turf Amgrow Australia P/L	Living Turf & Greenway Turf are new suppliers, remaining suppliers previously used	Initial term 4 years with two options of three years each to a maximum term of 10 years	\$2,428,500
2020/306	Professional Services Panel	Panel of Technical Writers	Schedule of Rates	3 August 2021	Director	CT Management Group P/L Inside-Out Consulting IV Water P/L	New	5 years	Quotation
2021/3	Freeway Golf Course - Turf Reconstruction Works	North East Link Impacted and funded works plus Council funded renewal works at the Freeway Golf Course.	Project	26 July 2021	Council	SJM Turf and Civil Pty Ltd	Company has provided works for Council in the past	8mths plus 12 mths Defects Liability Period	\$2,018,548
2021/31	Freeway Golf Maintenance Shed Extension	Extension of maintenance shed at Freeway Golf Course	Project	23 August 2021	Council	Simbuilt Pty Ltd	Company has provided works for Council in the past	3mths plus 12mths Defects Liability Period	\$659,400
2021/55	Internet Services - Installation	Installation new internet link	Victorian Government TPAMS panel arrangement	5 August 2021	Director	Telstra and Optus	Companies have provided services to Council in the past	3 years	\$374,544
2021/126	Camberwell Building One - Roof Replacement	Replacement of roof on Camberwell Building One	Project	27 September 2021	Director	Craig Stewart Dunn trading as CD Roofing Online	Company is a panel member under Council's Roofing Services panel contract	3mths plus 12 mths Defects Liability Period	\$378,060

** 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 30 September 2021 are reported below:

	Ward	TOTAL FOR WARD	Information and Communication	Fares/Cabcharge /Parking	Travel/Vehicle/ Accomm	Other Expenses	Professional Development	Councillor Allowances
YTD SEPTEMBER 2021	Councillor - Bellevue Ward	\$ 14,774	\$ 232	\$ -	\$ -	\$ -	\$ 5,895	\$ 8,647
	Councillor - Cotham Ward	\$ 12,733	\$ 191	\$ -	\$ -	\$ -	\$ 3,895	\$ 8,647
	Councillor - Gardiner Ward	\$ 9,449	\$ 191	\$ 375	\$ 236	\$ -	\$ -	\$ 8,647
	Councillor - Glenferrie Ward	\$ 8,943	\$ 191	\$ -	\$ -	\$ -	\$ 105	\$ 8,647
	Councillor - Junction Ward	\$ 8,915	\$ 191	\$ -	\$ -	\$ -	\$ 77	\$ 8,647
	Councillor - Lynden Ward	\$ 12,038	\$ 191	\$ -	\$ -	\$ -	\$ 3,200	\$ 8,647
	Councillor - Maling Ward	\$ 8,956	\$ 205	\$ -	\$ 105	\$ -	\$ -	\$ 8,647
	Councillor - Maranoa Ward	\$ 9,188	\$ 191	\$ -	\$ 350	\$ -	\$ -	\$ 8,647
	Councillor - Riversdale Ward	\$ 8,974	\$ 191	\$ -	\$ -	\$ 58	\$ 78	\$ 8,647
	Councillor - Solway Ward (Mayor)*	\$ 28,470	\$ 192	\$ -	\$ -	\$ 158	\$ -	\$ 28,119
	Councillor - Studley Ward	\$ 8,058	\$ 191	\$ -	\$ 507	\$ 273	\$ -	\$ 8,647
	Year to date total	\$ 130,498	\$ 2,156	\$ 375	\$ 183	-\$ 56	\$ 13,250	\$ 114,590

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 Mayor Garry Thompson is \$0.

Please Note

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

Section 4 - Corporate governance

Attachment 1

4.3 Chief Executive Officer Expenses

The following reimbursements were paid to the Chief Executive Officer in the year to date as at 30 September 2021:

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

All information is produced directly from the financial ledger.

4.4 Citizen decision and process review

There were three 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	72	31
Percentage	7.2%	3.0%

Section 5 - Grants progress

Attachment 1

5. Grants progress report: 1 July - 30 September 2021 (Q1)

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
Victoria Government, Crime Prevention - Building Safer Communities 2021-22	Community Planning and Development	Stream 2 - Crime Prevention Innovation Fund Victorian Graffiti Register Statewide Development Program ** This is a joint project/application across City of Geelong, City of Darebin and authority by MAV	01/03/2021	\$207,400	Pending
Vic Health in conjunction with La Trobe University - Local Government Partnership	Health and Wellbeing Services	To get more people active in gyms	22/03/2021	\$50,000	Pending
Australian Cricket Infrastructure Fund - My Cricket Community	Health and Wellbeing Services	Victoria Park South Cricket Nets	26/03/2021	\$30,000	Pending
National Library of Australia - Community Heritage Grant	Community and Cultural Programming	Preservation of Public Art in the Town Hall Gallery Collection	11/05/2021	\$12,940	Successful \$7,190
Respect Victoria, Domestic Violence Victoria, Domestic Violence Resource Centre Victoria	Community Planning and Development	16 Days of Activism against Gender-Based Violence grassroots initiative	02/08/2021	\$1,200	Successful \$1200

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
Victorian Government, Department of Land Water - Destination Charging Across Victoria	Environmental Sustainability and Open Spaces	DC vehicle charging at Burwood Shopping Strip and Glenferrie Shopping Strip	13/08/2021	\$60,000	Pending
WorkSafe - WorkSafe grants program	Health and Wellbeing Services	Health and safety for workers	18/08/2021	\$50,000	Pending
Budget Direct Community Grant	Health and Wellbeing Services	Kew Traffic School - Safety Sessions	03/09/2021	\$2,500	Pending
Local council Adolescent Vaccination Grants	Health and Wellbeing Services	Adolescent Youth Grant for LGA's to assist with promoting and educating youth around the importance of the HPV vaccine	03/09/2021	\$45,000	Pending
Tyre Stewardship Australia	Environmental Sustainability and Open Spaces	Change path material at Freeway Golf Course reconfiguration works to a product which incorporates recycled tyres	27/09/2021	\$450,000	Pending

Section 5 - Grants progress

Attachment 1

Statistics for July 1 2021 - Sept 30 2021

Grant Status	Number of grants
Grant applications submitted	6
Successful grants	2
Unsuccessful grants	0
Grants pending	8

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

Attachment 2**Payment Card Surcharge Rates**

Regulations from the Reserve Bank of Australia with respect to payment card surcharging require that organisations only levy a surcharge equal to the cost of acceptance of transactions through these channels.

The cost of acceptance incurred by Council for the 2020-21 year are as follows.

Card Type	Cost of Acceptance
Mastercard Credit	1.03%
Visa Credit	1.03%
Mastercard Debit	0.48%
Visa Debit	0.61%
American Express	1.48%

In 2020-2021 Council removed the surcharge on debit cards and applied a surcharge only on credit cards. The same approach is to be considered this year.

As per the 2021-22 Adopted Fees and Charges, the Credit card payment surcharge is the fee the credit card provider imposes on Council - the cost of acceptance. The fee is recovered by Council via credit card payments option (credit card surcharge).

American Express have offered a rate reduction of 0.80% plus GST which Council have accepted.

The proposed surcharge rates for 2021-22 is as follows:

Card Type	Cost of Acceptance 2020-2021	Proposed Cost of Acceptance 2021-22
Mastercard and Visa Credit Cards	1.04%	1.03%
Mastercard and Visa Debit Cards	0.00%	0.00%
American Express	1.48%	0.88%

It is recommended that the change in surcharging rates be effective from 3 January 2022.

Attachment 3

LGPRF Performance Indicators - Service Performance Indicators

For the period ending 30 September 2021

All measures

Measures - based on Financial year	Annual 2018-19	Annual 2019-20	Annual 2020-21	Q1 YTD 2020-21	Q1 YTD 2021-22	Q1 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>	85	N/A	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: Aquatic facilities have been restricted from opening due to the Chief Health Officer's directions. Inspections have not been able to be carried out.</i>	2.00 8 4	2.00 8 4	0.33 1 3	N/A - -	- - 3	N/A	+ / - 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.	14.58 2,643,637 181,289	10.32 1,890,901 183,199	5.37 982,521 183,023	0.08 14,357 181,300	0.62 113,338 183,023	0.54	+ / - 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.	(\$0.88) (\$2,327,571) 2,643,637	(\$0.03) (\$54,151) 1,891,171	\$ 2.24 \$2,196,737 982,521	\$ 93.12 \$1,336,947 14,357	-\$ 2.43 (\$275,000) 113,338	-\$ 95.55	+ / - \$1

Attachment 3

LGPRF Performance Indicators - Service Performance Indicators

For the period ending 30 September 2021

All measures

Measures - based on Financial year	Annual 2018-19	Annual 2019-20	Annual 2020-21	Q1 YTD 2020-21	Q1 YTD 2021-22	Q1 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).	1.42	1.58	1.25	1.27	1.34	0.07	+ / - 1.5 days
AM1.1 SUB KPI: Number of days between receipt and first response action for all animal management requests.	11,667	13,683	13,352	2,439	4,961		
AM1.2 SUB KPI: Number of animal management requests.	8,194	8,648	10,672	1,913	3,701		
AM2: Animals reclaimed (percentage of collected registrable animals under the Domestic Animals Act 1994 reclaimed).							
AM2.1 SUB KPI: Number of animals reclaimed.	159	142	98	12	39		
AM2.2 SUB KPI: Number of animals collected (excluding Feral animals).	312	241	206	48	55		
AM5: Animals rehomed (percentage of collected registrable animals under the Domestic Animals Act 1994 that are rehomed).							
AM5.1 SUB KPI: Number of animals rehomed.	-	25	22	3	8		
AM5.2 SUB KPI: Number of animals collected (excluding Feral animals).	312	241	206	48	55		
<i>Comment: Rehoming rates for this quarter have been reduced due to a high number of dogs being successfully reclaimed by their owners.</i>							
AM6: Cost of animal management service per population (cost to Council of the animal management service per population).	\$ 7.67	\$ 7.73	\$ 7.84	\$ 2.06	\$ 2.10	\$ 0.0	+ / - \$1
AM6.1 SUB KPI: Direct cost of the animal management service.	\$ 1,390,613	\$ 1,415,373	\$ 1,435,080	\$ 378,144	\$ 383,616		
AM6.2 SUB KPI: Municipal population.	181,289	183,199	183,023	183,199	183,023		
Performance statement - EXTERNALLY AUDITED							
AM7: Animal management prosecutions (percentage of successful animal management prosecutions).	86%	100%	100%	0%	100%	100%	+ / - 20%
AM7.1 SUB KPI: Number of successful animal management prosecutions.	6	5	12	-	1		
AM7.2 SUB KPI: Total number of animal management prosecutions.	7	5	12	-	1		

Attachment 3

LGPRF Performance Indicators - Service Performance Indicators

For the period ending 30 September 2021

All measures

Measures - based on Financial year	Annual 2018-19	Annual 2019-20	Annual 2020-21	Q1 YTD 2020-21	Q1 YTD 2021-22	Q1 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).	2.1%	4.8%	4.0%	3.4%	2.5%	-1%	+ / - 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.	5	9	8	3	1		
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.	237	186	202	87	40		
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	59	N/A	N/A	N/A	N/A	+ / - 5
G3: Councillor attendance at Council meetings (percentage of attendance at ordinary and special Council meetings by Councillors).	97%	98%	97%	99%	100%	1%	+ / - 10%
G:3.1 SUB KPI: The sum of the number of Councillors who attended each ordinary and special Council meeting.	145	215	312	69	110		
G:3.2 SUB KPI: Number of ordinary and special Council meetings.	15	22	29	6	10		
G:4.2 SUB KPI: Number of Councillors elected at the last Council general election.	10	10	11	11	11		
G4: Cost of elected representation (direct cost of delivering Council's governance service per Councillor).	\$ 55,884	\$ 52,684	\$ 47,095	\$ 11,387	\$ 12,530	\$ 1,142	+ / - \$5,000
G4.1 SUB KPI: Direct cost of the governance service.	\$ 558,836	\$ 526,837	\$ 518,049	\$ 113,875	\$ 137,826		
G4.2 SUB KPI: Number of Councillors elected at the last Council general election.	10	10	11	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>	62	59	N/A	N/A	N/A	N/A	+ / - 5

Attachment 3

LGPRF Performance Indicators - Service Performance Indicators

For the period ending 30 September 2021

All measures

Measures - based on Financial year	Annual 2018-19	Annual 2019-20	Annual 2020-21	Q1 YTD 2020-21	Q1 YTD 2021-22	Q1 YTD Difference	Annual Materiality Threshold
Libraries							
LB1: Physical library collection usage (number of physical library collection item loans per physical library collection item).	5.10	3.69	2.89	0.22	0.61	0.39	+ / - 0.5 loans
LB1.1 SUB KPI: Number of physical library collection item loans.	2,374,888	1,595,204	1,255,425	94,091	265,144		
LB1.2 SUB KPI: Number of physical library collection items.	465,589	431,817	434,539	437,048	435,766		
LB2: Recently purchased library collection (number of library collection items purchased in the last 5 years).	50.7%	47.7%	60.32%	47.78%	59.30%	11.51%	+ / - 7.5%
LB2.1 SUB KPI: Number of library collection items purchased in the last 5 years.	236,132	229,294	286,470	228,884	290,725		
LB2.2 SUB KPI: Number of library collection items.	465,589	480,375	474,902	479,026	490,301		
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).	25.9%	25.0%	21.8%	13.2%	17.5%	4.3%	+ / - 5%
LB4.1 SUB KPI: Number of active library borrowers (2 years ago).	46,170	44,354	48,648	28,615	27,667		
LB4.1 SUB KPI: Number of active library borrowers (1 year ago).	44,354	48,648	43,139	27,667	16,026		
LB4.1 SUB KPI: Number of active library borrowers (This year).	48,648	43,139	27,318	16,026	52,497		
LB4.2 SUB KPI: Municipal population (2 years ago).	176,732	179,446	181,289	181,289	183,199		
LB4.2 SUB KPI: Municipal population (1 year ago).	179,446	181,289	183,199	183,199	183,023		
LB4.2 SUB KPI: Municipal population (This year).	181,289	183,199	183,023	183,023	183,023		
LB5: Cost of library service per population (direct cost to Council of the library service per population).	\$ 50.39	\$ 49.71	\$ 48.08	\$ 12.59	\$ 13.27	\$ 0.67	+ / - \$10
LB5.1 SUB KPI: Direct cost to Council of the library Service.	\$ 9,135,694	\$ 9,106,404	\$ 8,800,487	\$ 2,307,192	\$ 2,428,003		
LB5.2 SUB KPI: Municipal population.	181,289	183,199	183,023	183,199	183,023		

Attachment 3

LGPRF Performance Indicators - Service Performance Indicators

For the period ending 30 September 2021

All measures

Measures - based on Financial year	Annual 2018-19	Annual 2019-20	Annual 2020-21	Q1 YTD 2020-21	Q1 YTD 2021-22	Q1 YTD Difference	Annual Materiality Threshold
Maternal and Child Health							
MC2: Infant enrolments in the MCH service (percentage of infants enrolled in the MCH).	101%	102%	100.0%	100.3%	102.3%	2.0%	+ / - 10%
MC2.1 SUB KPI: Number of infants enrolled in the MCH service	1,413	1,370	341	326	310		
MC2.2 SUB KPI: Number of birth notifications received.	1,400	1,349	341	325	303		
<i>Comment: Increased operational costs due to impact of Covid-19 on service provision</i>							
MC3: Cost of the MCH service (cost to Council of the MCH service per hour of service delivered).	\$ 70.72	\$ 71.89	\$ 70.77	\$ 63.67	\$ 72.49	\$ 8.82	+ / - \$15
LGPRF (MC3.1) SUB KPI: Cost to Council of the MCH service.	\$ 2,192,636	\$ 2,324,010	\$ 2,499,205	\$ 562,062	\$ 653,553		
LGPRF (MC3.2) SUB KPI: Hours worked by MCH nurses.	31,004	32,328	35,312	8,828	9,016		
Performance statement - EXTERNALLY AUDITED							
MC4: Participation in the MCH service (percentage of children enrolled who participate in the MCH service).	83%	82%	81%	53%	54%	1%	+ / - 10%
MC4.1 SUB KPI: Number of children who attend the MCH service at least once (in the year).	4,864	4,646	4,412	2,361	2,318		
MC4.2 SUB KPI: Number of children enrolled in the MCH service.	5,877	5,664	5,417	4,436	4,274		
MC5: Participation in MCH service by aboriginal children (percentage of Aboriginal children enrolled who participate in the MCH service).	88%	100%	96%	61%	59%	-2%	+ / - 10%
MC5.1 SUB KPI: Number of aboriginal children who attend the MCH service at least once (in the year).	11.0	17.5	23.5	10	12		
MC5.2 SUB KPI: Number of aboriginal children enrolled in the MCH service.	12.5	17.5	24.5	16	20		
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	99%	102%	94%	107%	13%	+ / - 10%
MC6.1 SUB KPI: Number of 4-week key age stage visits.	-	1,340	348	304	323		
MC1.2 SUB KPI: Number of birth notifications received.	1,400	1,349	341	325	303		

Attachment 3

LGPRF Performance Indicators - Service Performance Indicators

For the period ending 30 September 2021

All measures

Measures - based on Financial year	Annual 2018-19	Annual 2019-20	Annual 2020-21	Q1 YTD 2020-21	Q1 YTD 2021-22	Q1 YTD Difference	Annual Materiality Threshold
Roads							
R1: Sealed local road requests (Number of sealed local road requests per 100 kilometres of sealed local road).	63.2	66.8	60.8	12.7	20.9	8.1	+ / - 20 requests
R1.1 SUB KPI: Number of sealed local road requests.	355	378	344	72	118		
R1.2 SUB KPI: Kilometres of sealed local roads.	562	566	566	566	566		
<i>Comment: Number of request slightly above target range, which reflects the increase in requests across other asset classes like footpaths and open space assets. We attribute this to a more significant community presence in the local area due to COVID 19.</i>							
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%	95.8%	94.7%	94.7%	94.7%	0.0%	+ / - 10%
R2.1 SUB KPI: Number of kilometres of sealed local roads below the renewal intervention level set by Council.	548	541	536	536	536		
R2.2 SUB KPI: Kilometres of sealed local roads.	562	565	566	566	566		
R3: Cost of sealed local road reconstruction (direct reconstruction cost to Council per square metre of sealed local roads reconstructed).	\$ 90.6	\$ 91.5	\$ 100.5	\$ 105.6	\$ 96.5	-\$ 9.1	+ / - \$25
R3.1 SUB KPI: Direct cost of sealed local road reconstruction.	\$ 7,135,806	\$ 5,254,947	\$ 6,084,644	\$ 1,602,162	\$ 1,230,179		
R3.2 SUB KPI: Square metres of sealed local roads reconstructed.	78,786	57,434	60,524	15,166	12,747		
R4: Cost of sealed local road resealing (direct resealing cost to Council per square metre of sealed local roads resealed).	\$ 19.6	\$ 20.2	\$ 24.4	\$ 28.5	\$ 29.1	\$ 0.6	+ / - \$10
R4.1 SUB KPI: Direct cost of sealed local road resealing.	\$ 3,449,828	\$ 4,339,232	\$ 2,074,634	\$ 269,052	\$ 498,471		
R4.2 SUB KPI: Square metres of sealed local roads resealed.	175,986	215,231	84,907	9,435	17,107		
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).	71	72	74	N/A	N/A	N/A	+ / - 5
<i>Comment: Annual Measure</i>							

Attachment 3

LGPRF Performance Indicators - Service Performance Indicators

For the period ending 30 September 2021

All measures

Measures - based on Financial year	Annual 2018-19	Annual 2019-20	Annual 2020-21	Q1 YTD 2020-21	Q1 YTD 2021-22	Q1 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).	119	98	98	78	34	-	44	+ / - 20 days
SP2: Planning applications decided within required timeframes (percentage of planning application decisions made within required timeframes).	65.4%	73.8%	83.1%	88.6%	82.2%	-6.3%		+ / - 7.5%
SP2.1 SUB KPI: Number of planning application decisions made within required timeframes.	1,006	970	1,038	248	236			
SP2.2 SUB KPI: Number of planning application decisions made.	1,539	1,314	1,249	280	287			
SP3: Cost of statutory planning service (direct cost to Council of the statutory planning service per planning application).	4,019	3,740	\$ 3,603	\$ 3,630	\$ 3,107	-\$	523	+ / - \$350
SP3.1 SUB KPI: Direct cost of the statutory planning service.	\$ 4,883,176	\$ 5,004,156	\$ 4,716,898	\$ 1,132,456	\$ 1,165,004			
SP3.2 SUB KPI: Number of planning applications received.	1,215	1,338	1,309	312	375			
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).	40.8%	49.5%	49.3%	52.6%	62.1%	9.4%		+ / - 10%
SP4.1 SUB KPI: Number of VCAT decisions that did not set aside Council's decision in relation to a planning application.	31	49	33	10	18			
SP4.2 SUB KPI: Number of VCAT decisions in relation to planning applications.	76	99	67	19	29			

Attachment 3

LGPRF Performance Indicators - Service Performance Indicators

For the period ending 30 September 2021

All measures

Measures - based on Financial year	Annual 2018-19	Annual 2019-20	Annual 2020-21	Q1 YTD 2020-21	Q1 YTD 2021-22	Q1 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).	210.99	328.53	284.86	84.12	51.99	- 32.13	+ / - 20 requests
WC1.1 SUB KPI: Number of kerbside garbage and recycling bin collection requests.	13,940	21,726	18,862	5,570	3,443		
WC1.2 SUB KPI: Number of kerbside bin collection households.	66,068	66,130	66,215	66,212	66,223		
WC2: Kerbside collection bins missed (number of kerbside collection bins missed per 10,000 scheduled kerbside collection bin lifts).	6.45	14.86	9.08	11.24	5.86	- 5.38	+ / - 5 bins
WC2.1 SUB KPI: Number of kerbside garbage and recycling collection bins missed.	4,253	9,422	4,620	1,428	745		
WC2.2 SUB KPI: Number of scheduled kerbside garbage and recycling collection bin lifts.	6,591,026	6,340,812	5,086,259	1,269,939	1,271,067		
WC3: Cost of kerbside garbage collection service (direct cost of the kerbside garbage bin collection service per kerbside garbage collection bin).	\$ 123.89	\$ 139.81	\$ 115	\$ 33	\$ 33	\$ 0.35	+ / - \$20
WC3.1 SUB KPI: Direct cost of the kerbside garbage bin collection service.	\$ 7,899,769	\$ 8,927,996	\$ 7,384,275	\$ 2,089,035	\$ 2,116,933		
WC3.2 SUB KPI: Number of kerbside garbage collection bins.	63,764	63,860	64,089	63,924	64,087		
WC4: Cost of kerbside recyclables bin collection service (direct cost of the kerbside recyclables collection service per kerbside recyclables collection bin).	\$ 74.96	\$ 84.08	\$ 83.15	\$ 20.02	\$ 19.62	\$ 0.40	+ / - \$10
WC4.1 SUB KPI: Direct cost of the kerbside recyclables bin collection service.	\$ 4,716,842	\$ 5,308,482	\$ 5,274,123	\$ 1,266,359	\$ 1,241,137		
WC4.2 SUB KPI: Number of kerbside recyclables collection bins.	62,924	63,139	63,426	63,267	63,266		
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).	48.67%	53.09%	68.52%	67.70%	71.08%	3.38%	+ / - 10%
WC5.1 SUB KPI: Weight of recyclables and green organics collected from kerbside bins.	32,835	38,051	47,699	11,777	11,492		
WC5.2 SUB KPI: Weight of garbage, recyclables and green organics collected from kerbside bins.	67,468	71,669	69,613	17,396	16,169		

Attachment 3

LGPRF Performance Indicators - Service Performance Indicators

For the period ending 30 September 2021

All measures

Measures - based on Financial year	Annual 2018-19	Annual 2019-20	Annual 2020-21	Q1 YTD 2020-21	Q1 YTD 2021-22	Q1 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).	\$ 350.64	\$ 365.58	\$ 381	\$ 88	\$ 77	-\$ 10.81	+ / - \$75
FS3.1 SUB KPI: Direct cost of food safety service.	\$ 798,050	\$ 814,874	\$ 920,508	\$ 204,199	\$ 184,868		
FS3.2 SUB KPI: Number of food premises registered or notified in accordance with the Food Act 1984.	2,276	2,229	2,415	2,328	2,404		

Attachment 3

LGPRF Performance Indicators - Service Performance Indicators

For the period ending 30 September 2021

All measures

Measures - based on Calendar year	Annual 2017	Annual 2018	Annual 2019	Annual 2020	Q3 YTD 2020	Q3 YTD 2021	Q3 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%	21%	26%	5%	+ / - 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	198	259		
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%	98%	6%	+ / - 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	82		

Attachment 3

LGPRF Performance Indicators - Sustainable Capacity and Financial Performance Indicators

For the period ending 30 September 2021

Indicator/measure	Annual 2017-18	Annual 2018-19	Annual 2019-20	Annual 2020-21	Q1 YTD 2020-21	Q1 YTD 2021-22	Q1 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	\$1,363	\$307	\$314	\$7	+ / - \$200
Infrastructure per head of municipal population [Value of infrastructure / Municipal population]	\$4,720	\$4,772	\$4,903	\$5,052	\$4,910	\$5,070	\$160	+ / - \$1,000
Population density per length of road [Municipal population / Kilometres of local roads]	318.59	321.86	323.22	321.66	323.22	321.66	-1.56	+ / - 10 people
Own-source revenue								
Own-source revenue per head of municipal population [Own-source revenue / Municipal population]	\$1,180	\$1,206	\$1,214	\$1,167	\$1,068	\$1,115	\$47	+ / - \$100
Recurrent grants								
Recurrent grants per head of municipal population [Recurrent grants / Municipal population]	\$86	\$79	\$73	\$69	\$15	\$21	\$6	+ / - \$50
Disadvantage								
Relative Socio-Economic Disadvantage [Index of Relative Socio-Economic Disadvantage by decile]	10.00	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%	12.8%	2.2%	5.0%	2.8%	+ / - 2%
The workforce turnover variance is largely attributable to a higher than usual volume of departures and retirements across the organisation.								

Attachment 3

LGPRF Performance Indicators - Sustainable Capacity and Financial Performance Indicators

For the period ending 30 September 2021

Indicator/measure	Annual 2017-18	Annual 2018-19	Annual 2019-20	Annual 2020-21	Q1 YTD 2020-21	Q1 YTD 2021-22	Q1 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	\$3,159	\$717	\$728	\$11	+ / - \$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	\$2,050	\$2,058	\$2,099	\$41	+ / - \$100
Liquidity								
Working capital								
Current assets compared to current liabilities [Current assets / Current liabilities] x100	235.5%	300.8%	272.4%	177.3%	593.7%	412.4%	-181.3%	+ / - 80%
Unrestricted cash								
Unrestricted cash compared to current liabilities [Unrestricted cash / Current liabilities] x100	-7.4%	160.6%	131.9%	49.8%	221.5%	149.9%	-71.6%	+ / - 70%
The lower cash balance is primarily due to the impact of COVID-19 on Council's revenue streams for the 2021-22 financial year. Council's working capital is well above the minimum acceptable levels set out by Victorian Auditor General Office (VAGO) financial risk sustainability indicators of more than 100%.								

Attachment 3

LGPRF Performance Indicators - Sustainable Capacity and Financial Performance Indicators

For the period ending 30 September 2021

Indicator/measure	Annual 2017-18	Annual 2018-19	Annual 2019-20	Annual 2020-21	Q1 YTD 2020-21	Q1 YTD 2021-22	Q1 YTD Difference	Annual Materiality Threshold
Obligations								
Loans and borrowings								
Loans and borrowings compared to rates [Interest bearing loans and borrowings / Rate revenue] x100	26.2%	14.7%	13.2%	12.1%	12.9%	11.7%	-1.2%	+ / - 10%
Loans and borrowings repayments compared to rates [Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100	3.9%	11.3%	1.6%	1.5%	0.1%	0.1%	0.0%	+ / - 2%
Indebtedness								
Non-current liabilities compared to own source revenue [Non-current liabilities / Own source revenue] x100	14.3%	13.4%	15.9%	17.7%	18.0%	18.2%	0.3%	+ / - 5%
Asset renewal and upgrade *								
Asset renewal and upgrade compared to depreciation [Asset renewal and asset upgrade expense / Asset depreciation] x100	New in 2020	New in 2020	126.8%	153.2%	79.4%	99.9%	20.5%	+ / - 30%
Operating position								
Adjusted underlying result *								
Adjusted underlying surplus (or deficit) [Adjusted underlying surplus (deficit) / Adjusted underlying revenue]	12.7%	9.7%	2.1%	-9.2%	71.7%	72.4%	0.7%	+ / - 5%
<i>In response to the COVID-19 pandemic, there have been impacts on revenue and expenditure streams for 2019-20, 2020-21 and 2021-22 financial years.</i>								
Stability								
Rates concentration *								
Rates compared to adjusted underlying revenue [Rate revenue / Adjusted underlying revenue] x100	74.9%	76.2%	79.4%	83.8%	96.0%	94.7%	-1.3%	+ / - 5%
Rates effort								
Rates compared to property values [Rate revenue / Capital improved value of rateable properties in the municipality] x100	0.16%	0.14%	0.17%	0.16%	0.16%	0.16%	0.0%	+ / - 0.10%

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