

## 7.2 December 2021 Quarterly Performance Report

### Executive Summary

#### Purpose

The Quarterly Performance Report for December 2021 provides detailed reporting on financial and non-financial performance against both the Boroondara Community Plan 2021-31 and the Budget for the year.

#### Background

At the end of each quarter, a Quarterly Performance Report is prepared and adopted at Council. The September 2021 Report was adopted by Council on 13 December 2021.

The year to date and annual budget figures referred to in this report reflect the October 2021 Amended Budget, approved by Council on 25 October 2021 which includes the carry forward funding from 2020-21 priority projects and capital works forward commitments.

#### Key issues

#### **Financial performance**

Council's year to date surplus result of \$106.65 million is \$6.85 million above the October Amended Budget of \$99.80 million. The favourable variance is attributable to a number of factors which are outlined in **Section 3 of Attachment 1 – Financial Overview**.

The overall financial position at 31 December 2021 is satisfactory with a working capital ratio of 3.59 to 1 (includes reserve funds of \$20.89 million and 0.5% cash contingency for emergency response works).

#### **Non-financial performance**

#### ***Annual Initiatives***

Progress has been made on all annual initiatives for the financial year 2021-2022. Council has completed 11% of these annual initiatives and has commenced a further 89%. This progress is comparable to Quarter 2 2020-2021. Please refer to **pages 21 to 43 of Attachment 1** for detailed commentary on the status of each annual initiative.

#### ***Strategic Indicators***

Council has 16 strategic indicators that are measured quarterly. In Quarter 2 Council achieved 62% of these strategic indicator targets, a decrease from 82% achievement in Quarter 1. There have been some impacts from ongoing COVID-19 restrictions. Please refer to **pages 44 and 45 of Attachment 1** for detailed reporting of strategic indicators.

## Outcomes and next steps

That Council resolve to:

1. Receive and note the Quarterly Performance Report for December 2021 **(Attachment 1)**.
2. Receive and note the results of the Local Government Performance Reporting Framework (LGPRF) indicators and measures **(Attachment 2)**.
3. Receive and note the Governance and Management Checklist **(Attachment 3)**.

**Responsible director: Mans Bassi**  
**Customer and Transformation**

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## 1. Purpose

The purpose of this report is to provide Council the December 2021 Quarterly Performance Report for the period ended 31 December 2021 (**refer Attachment 1**). This report is designed to provide performance reporting on 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).

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

This report is consistent with the Boroondara Community Plan 2021-2031. In particular, the 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 December 2021 Quarterly Performance Report provides detailed reporting on financial and non-financial performance against both the Boroondara Community Plan 2021-31 and Budget for the year.

The year to date and Annual Budget figures referred to in this report reflect the October 2021 Adopted Budget, approved by Council on 25 October 2021.

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

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

**Attachment 3:** Governance and Management Checklist

## 4. Outline of key issues/options

### Financial

The year to date surplus result of \$106.65 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 \$6.85 million or 7% is due to timing differences for income and expenditure across Council.

### Balance Sheet and Cash Flow Statement

Cash and investment holdings are \$86.95 million as at 31 December 2021 which has decreased by \$8.00 million from 30 June 2021.

The Balance Sheet as at 31 December 2021 indicates a satisfactory result with total current assets of \$208.34 million and total current liabilities of \$58.00 million.

Please refer to **page 48 and 49 of Attachment 1** for further detail.

### **Capital works**

Council's year to date performance in gross Capital Works expenditure is \$29.48 million which is \$4.32 million below year to date budget phasing of \$33.80 million (year to date actual and commitments as at 31 December 2021 equates to \$80.41 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 \$11.78 million which is \$4.07 million below year to date budget phasing of \$15.85 million (year to date actual and commitments as at 31 December 2021 equates to \$36.38 million).

Refer to **Attachment 1 page 8 and 9 Executive overview** for graphical representation of capital works and priority projects year to date budget, actual and committed expenditure. Further information on capital works is detailed on **page 56 in Attachment 1**.

### **Non-financial**

The 2021-22 Budget contains 53 annual initiatives. Information has also been collected on the seven commitments that have been continued from the 2019-20 and 2020-2021 financial year. For the December 2021 quarter, 11% of the 2021-22 annual initiatives have been completed and a further 89% have been commenced. To note: There was an error identified in Quarter 1 reporting, Executive Summary. It stated 14% of annual initiatives had been completed, the percentage should have been reported as 6%.

The Boroondara Community Plan 2021-2031 contains 50 Strategic Indicators. 16 of these indicators are reported quarterly. The achievement of the Strategic Indicators reported quarterly indicates 10 (62%) were completed or above forecast. This represents a decrease from 82% achievement in Quarter 1. There have been some impacts from ongoing COVID-19 restrictions.. Please refer to **pages 44 and 45 of Attachment 1** for further detail.

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

There are 58 mandatory performance indicators included in the Local Government Performance Reporting Framework (LGPRF) under three thematic areas, 28 of which will be audited and included in Council's performance statement.

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

The Governance and Management Checklist is **Attachment 3**.

## **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 & 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



[www.boroondara.vic.gov.au](http://www.boroondara.vic.gov.au)

December  
2021



# Contents

<b>Executive overview and key highlights.....</b>	<b>3</b>
Introduction .....	3
Performance against Annual Initiatives.....	4
Performance of Strategic Indicators .....	5
Key financial highlights and overview .....	6
Surplus Result .....	7
Capital Works .....	8
Priority Projects .....	9
<b>1. Directorate overviews .....</b>	<b>10</b>
<b>2. Non-financial performance .....</b>	<b>20</b>
2.0 Summary of annual initiative status .....	20
2.1 Theme 1: Community, Services and Facilities .....	21
2.2 Theme 2: Parks & Green Spaces .....	26
2.3 Theme 3: The Environment .....	28
2.4 Theme 4: Neighbourhood Character and Heritage .....	30
2.5 Theme 5: Moving Around .....	32
2.6 Theme 6: Local Economy .....	35
2.7 Theme 7: Leadership and Governance .....	37
2.8 Annual Commitments carried over 2019-21 .....	41
2.9 Strategic Indicators .....	44



<b>3.Financial and performance statements .....</b>	<b>46</b>
3.1 Income statement.....	46
3.2 Income statement by directorate .....	47
3.3 Balance Sheet .....	48
3.4 Cash Flow Statement.....	49
3.5 Overview.....	50
3.6 Capital Works performance .....	55
3.6.1 Capital Works Program summary .....	55
3.6.2 Capital Works performance versus budget.....	56
3.6.3 Major Projects Capital Works performance .....	57
3.7 Priority Projects performance .....	58
3.7.1 Priority Projects performance versus budget.....	58
3.8 Debtors .....	59
3.8.1 Rate debtors.....	59
3.8.2 Sundry debtors.....	59
3.8.3 Infringement debtors .....	60
<b>4.Corporate governance .....</b>	<b>61</b>
4.1 Publicly tendered contracts greater than \$150,000 (goods and services) and \$200,000 or more (works) .....	61
4.2 Councillor expenses.....	63
4.3 Chief Executive Officer expenses .....	64
4.4 Citizen decision and process review .....	64
4.5 Excess annual leave analysis .....	64
4.6 Confidentiality Agreements.....	65
4.7 Council Advisory Committees .....	66
<b>5.Grants progress .....</b>	<b>69</b>
5.0 Grants progress report.....	69



## Executive overview and key highlights

### Introduction

The December 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).

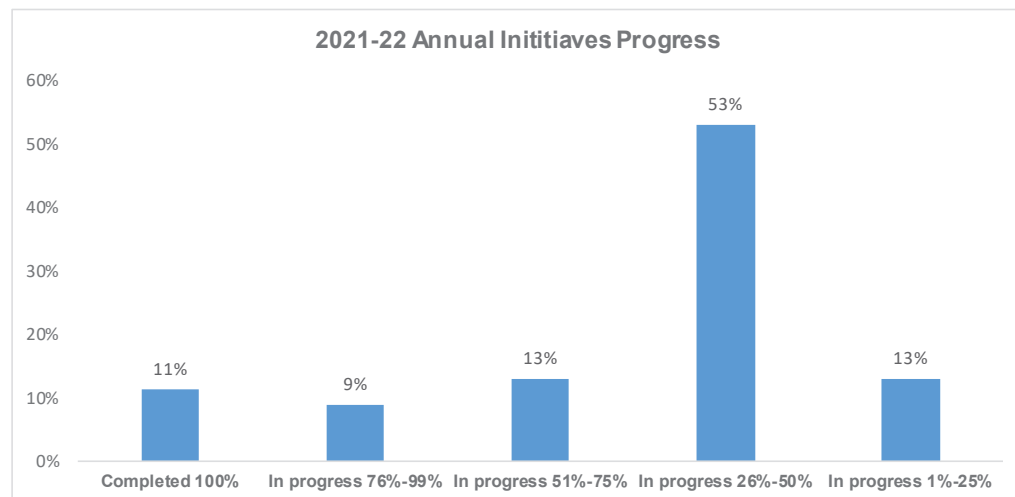
This executive overview will focus on a summary of financial and non-financial issues and key highlights, while **Section 1 - Directorate overviews** and **Section - 3 Financial and Performance Statements** will focus in greater detail on variances and key issues and events.

The year to date and annual budget referred to in this report reflects the October 2021 Amended Budget approved by Council on 25 October 2021 which includes the carry forward funding for final 2020-21 priority projects and capital works forward commitments.

In accordance with Section 97(3) of the *Local Government Act 2020* the Chief Executive Officer is of the view that a revised budget is not required for the financial reporting period 31 December 2021. No variations have been made to the declared rates and charges or loan borrowings other than what has been approved in the 2021-22 Adopted Budget. Council's financial position is sound with a working capital of 3.59 as at 31 December 2021.

### Performance against Annual Initiatives

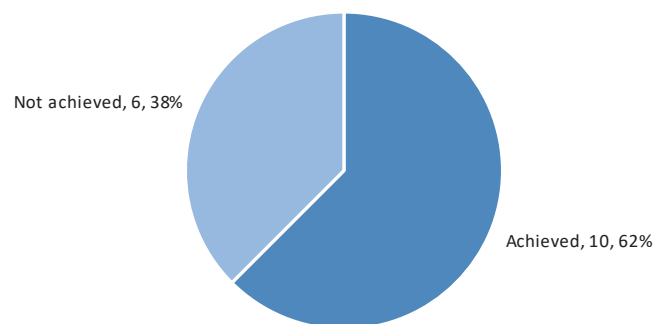
There are 53 annual initiatives for FY 2021-2022. For the quarter ended December 2021, the 2021-22 annual initiatives indicate that 11% of initiatives have been completed and a further 89% have been commenced.



## Performance of Strategic Indicators

The Boroondara Community Plan (BCP) 2021-2031, has 50 Strategic Indicators; 16 indicators reported quarterly, and 34 indicators reported annually at 30 June 2022. The status of the 16 Strategic Indicators reported quarterly has been assessed as follows. More detail can be found in **Section 2** of this report.

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



Achievement of Strategic Indicators have been impacted by ongoing COVID-19 restrictions in Victoria. Please refer to **pages 44 to 45** of **Attachment 1** for further details and explanations.

## Executive overview and key highlights

## Attachment 1

## Key financial highlights and overview

Key financial summary	ANNUAL ORIGINAL BUDGET	YTD ACTUAL (1) \$'000	YTD BUDGET (2) \$'000	YTD VARIANCE (1) - (2) \$'000	YTD VARIANCE (1) / (2) %	STATUS YTD VARIANCE	ANNUAL OCTOBER AMENDED BUDGET (3) \$'000
<b>Surplus/(Deficit) for the year</b>	9,012	106,654	99,801	6,853	7%	✓	(735)
<b>Recurrent income</b>	253,495	220,293	221,542	(1,249)	-1%	-	243,851
<b>Recurrent expenditure</b>	219,827	104,477	109,501	5,024	5%	✓	221,267
<b>Capital works</b>							
Expenditure *	101,586	29,476	33,804	4,328	13%	✓	99,690
<b>Priority projects</b>							
Expenditure *	32,061	11,778	15,853	4,075	26%	✓	39,639
<b>Closing cash and investments **</b>	103,728	86,954	73,403	13,551	18%	✓	100,065

\*Please refer to pages 56 & 58 for further explanation of variances.

\*\* Refer to pages 48 & 49 for further details and explanation of closing cash and investments holdings and financial assets.

## Status legend:

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

The overall financial position at 31 December 2021 is satisfactory with a working capital ratio of 3.59 to 1 (includes cash contingency for emergency response works and reserve funds of \$20.89 million).

## Storm Event - October 2021

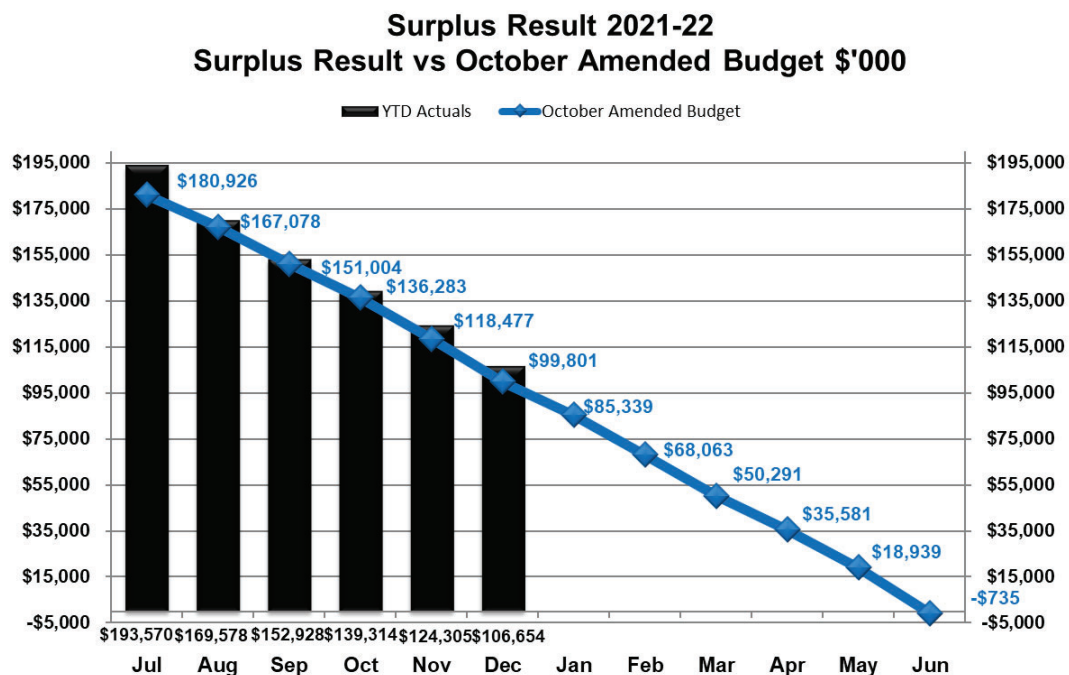
During October 2021, the City encountered severe winds bringing down trees and causing damage across a number of Council locations. Actual expenditure as at 31 December 2021 is \$414,110. Considering these events, the cash contingency will be reduced by this amount. Total forecast expenditure is expected to be around \$750,000

## Surplus Result

### Year to date actual vs. Year to date October Amended Budget

The year to date surplus result of \$106.65 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 \$6.85 million or 7% 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 October Amended Budget.

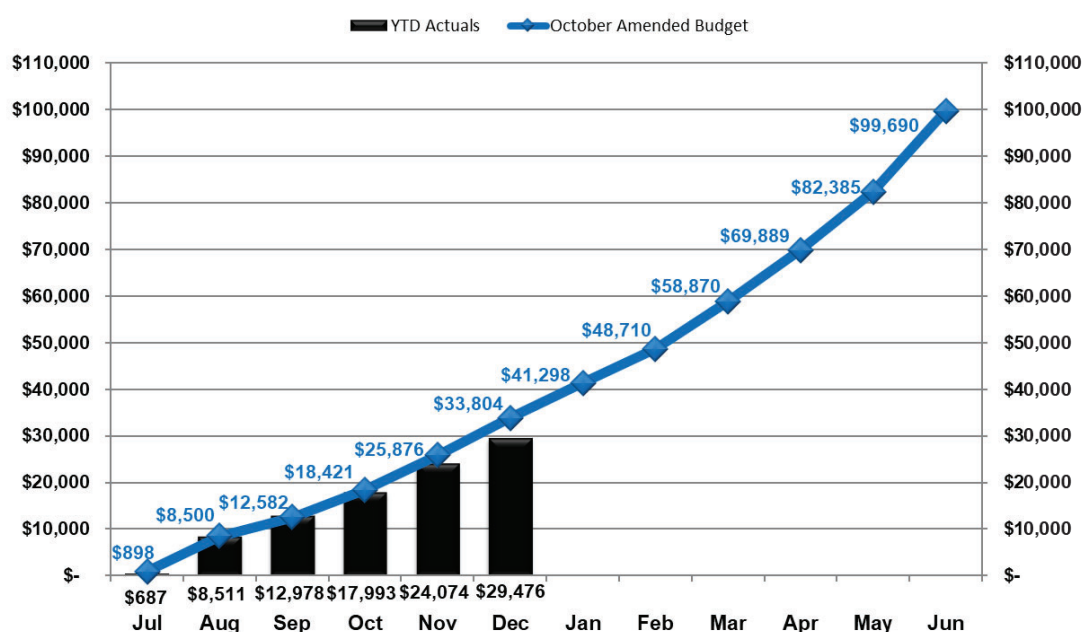


Executive overview and key highlights

Attachment 1

## 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 \$29.48 million which is \$4.32 million below year to date budget phasing of \$33.80 million.

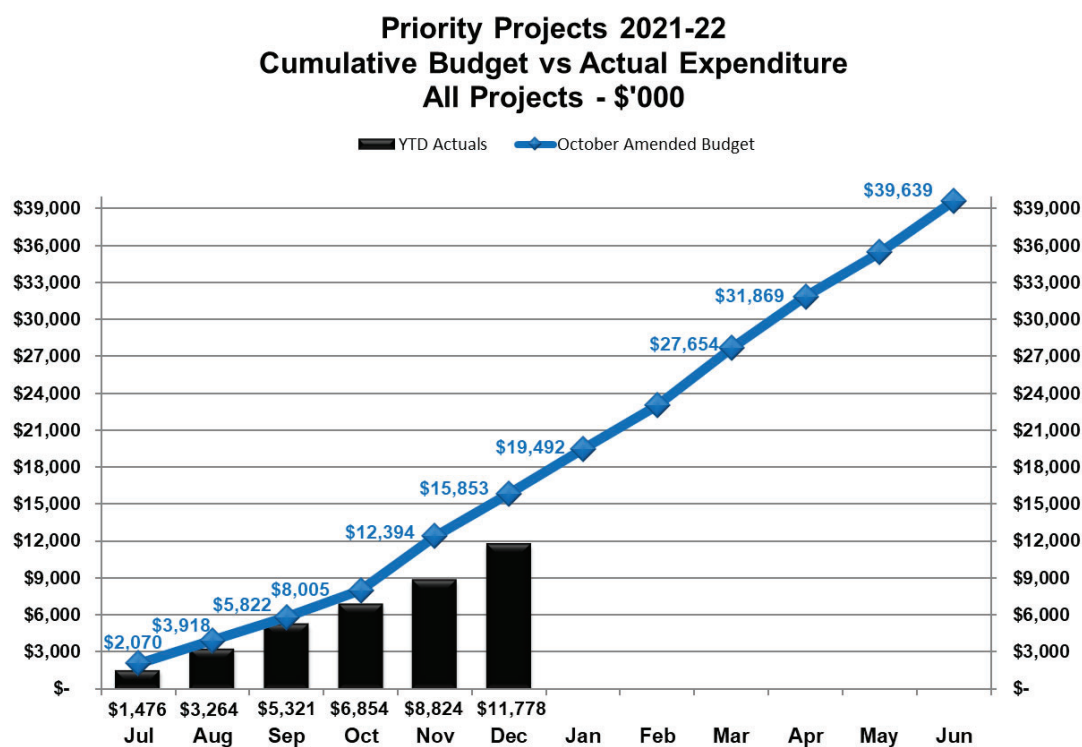
Capital works committed expenditure as at 31 December 2021 is \$50.93 million (year to date actual and commitments equates to \$80.41 million) and includes committed expenditure for multi-year projects with the most significant being Kew Recreation Centre and Canterbury Community Precinct.

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

Executive overview and key highlights

Attachment 1

## Priority Projects



Council's year to date performance in gross priority project expenditure is \$11.78 million which is \$4.07 million below year to date budget phasing of \$15.85 million. The difference relates to timing of expenditure on various projects.

Priority projects committed expenditure as at 31 December 2021 is \$24.60 million (year to date actual and commitments equates to \$36.38 million).

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

## 1. Directorate overviews

### 1.1 Chief Executive

CEO's Office outcomes for the second quarter of 2021-22 include:

#### **Chief Finance Office**

##### **Key outcomes**

- Council's Long Term Financial Plan was adopted 25 October 2021.
- Victorian Local Government Grants Commission (VLGGC) Questionnaire 2020-21 was finalised and submitted to VLGGC.
- The new Discontinuance of Roads and Reserves Policy was adopted by Council on 13 December 2021.
- Completed a number of public tenders with appropriate contracts awarded by either delegated role or by Council.
- New Procurement Policy 2021-25 adopted 13 December 2021 which takes effect from 1 January 2022.
- Training sessions across the organisation were run for the new procurement e-tendering platform available from 1 January 2022.

#### **Governance and Legal**

##### **Key outcomes**

- Managed six Council meetings, two Services Delegated Committee meetings, five Urban Planning Delegated Committee meetings, one Audit and Risk Committee meeting and two Management Performance Review Delegated Committee meeting.
- Completed one Council Decision and Process reviews.
- Organised and conducted one in person citizenship ceremony and twelve online citizenship ceremonies.
- Completed one Honours-in-Confidence request for information.
- Assisted in two Councillor ward meetings.
- Developed the template for Terms of Reference for Advisory Committees of Council.

#### **People, Culture and Development**

##### **Key outcomes**

- Continued leadership and support of Council's COVID-19 response including response to mandatory vaccinations for staff.
- Finalisation of the Workforce Plan 2021-25 which ensures we can deliver the programs and services set out in the Boroondara Community Plan and have the right number of people with the right skills in the right place at the right time for now and into the future.
- Child Safety training was provided for all leaders.
- Ongoing support for embedding organisation design including facilitated stocktake sessions with some teams.



## Section 1 - Directorate overviews

## Attachment 1

- Gender equality consultations - When developing the Gender Equality Action Plan (GEAP), Council must consult with the governing body of the entity, employees, employee representatives (such as unions) and any other relevant person. At least 2 rounds of consultation should be conducted. Prior to the development of strategies and measures, the initial round of consultation was developed to share the results of the gender audit with employees, that was required to be developed by the 1st December 2021. Further consultation will facilitate feedback about proposed strategies and measures to be included in the GEAP.

## 1.2 Community Support

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

### Arts and Cultural Services

#### Key outcomes

- Our arts and culture venues reopened in early November allowing events to be delivered in the final two months of the year, with community groups, schools and corporate organisations assisted to deliver key events.
- The community project to create the APOMAWISH installation at Hawthorn Arts Centre engaged more than 700 participants, creating a magical installation of pom poms and wishes of hope and joy for the future. This project afforded an important engagement opportunity across the Community during Melbourne's sixth lockdown.
- The ability to support and assist the Kew community to recommence a Christmas event, showcased the strength of the community to come together in support of one another and local artists to showcase the many talents for enjoyment of 250 plus audience members.

### Community Planning and Development

#### Key outcomes

- At the Services Delegated Committee meeting on 15 November 2021, the draft Boroondara Reconciliation Strategy was endorsed for public exhibition from 16 November to 14 December. The opportunity to comment on the draft Strategy was promoted through Council's communication channels and to key stakeholders who participated in the community consultation, which informed the development of the draft Strategy. The public exhibition period has closed and all feedback received is being reviewed and any relevant amendments will be made to the Strategy before it is presented to Council for adoption in early 2022. An official lunch of the Strategy will be held in Reconciliation Week 2022.
- To recognise the 16 Days of Activism Against Gender-Based Violence Campaign, Council delivered a suite of capacity building activities to strengthen the community's ability to recognise and respond to family/gender-based violence. Activities included two workshops with local family violence specialist service, EDVOS, on the '3Rs of Family Violence' (Recognise, Respond and Refer), a webinar featuring author and investigative journalist, Jess Hill on the topic of 'Understanding Controlling Behaviours' (delivered in

## Section 1 - Directorate overviews

## Attachment 1

partnership with six inner-east LGAs) and a paid social media campaign to build community awareness. Council received a grant of \$1,200 to support the delivery of the 16 Days activities, funded through Safe and Equal, the peak body for specialist family violence services that provide support to victim survivors in Victoria.

- The Gender Impact Assessment Pilot Project was delivered during the second half of 2021. The Pilot Project involved 15 staff across the organisation who applied the draft Gender Impact Assessment toolkit across four policies, programs and services. The participants in the project also received tailored training to understand principles of gender equity and intersectionality and were coached through the process to complete a Gender Impact Assessment. The Gender Impact Assessment toolkit and supporting resources are being reviewed based on the learnings from the pilot project and will be finalised in early 2022.
- The Boroondara Volunteer Resource Centre coordinated the Boroondara Volunteer Awards to celebrate the achievements of the local volunteer community. To recognise the many ways volunteers make a contribution in Boroondara, two additional award categories were open, as well as the 'Boroondara Volunteer of the Year Award' - namely the 'COVID-19 Recovery: Local Hero Award' and 'Volunteer Program Impact Award'. Across the three categories, 24 nominations were received. Award winners were announced by the Mayor of Boroondara at Council's International Volunteer celebration on Thursday 2 December 2021, which was held at the Hawthorn Arts Centre with the event streamed online.

## Health and Wellbeing Services

### Key outcomes

- In November the inaugural in person sports awards were held. Awards were distributed across 6 categories, and it was a great way to recognise the many benefits that sports clubs in Boroondara bring to the local community.
- 'The Social Imagination Project' is a finalist in the LG Pro 2022 Awards for Excellence. Entered in the Special Projects Category, the project celebrates the artwork created by young people during lockdown in 2020. The winner will be announced at a dinner in February 2022.
- Despite COVID-19 restrictions, the community and secondary school Immunisation Programme continued. Sessions were moved from within the community back to the Camberwell Civic Centre to enable more people to attend (almost double the number of bookings in the same period of time). School sessions were transferred to the Camberwell Civic Centre where possible.
- As part of a project to improve the mental health outcomes of 0–25-year-olds, 35 members of the community have been trained in Youth Mental Health First Aid. Participants who completed the course work are involved with over 2,100 young people through various sporting clubs, Scouts, Guides and youth programs in the community.

## Library Services

### Key outcomes

- All libraries re-opened to the public on 29 October 2021 for double vaccinated visitors. This resulted in the number of loans (physical and digital) being 52.75% higher in Quarter 2, 2021-22, than for the same period last financial year (mainly due to lockdowns related to COVID-19).
- Successful completion of Boroondara Literary Awards, for the 22nd Year, with an online Awards Ceremony. This is a joint venture with Balwyn Rotary.
- Multiple online events were delivered, and the English conversation classes provided a much-needed platform for social connection throughout COVID-19 lockdowns.

## Liveable Communities

### Key outcomes

- The annual Leonda Lunch for Vulnerable older residents returned in December 2021 after COVID-19 restrictions prevented the event from being held in person in 2020. This special event was presented by the City of Boroondara in conjunction with the management of Leonda by the Yarra for older people who may not otherwise enjoy a social Christmas celebration.
- The Seniors Event toolkit launched in December 2021. This Event Toolkit aims to support Seniors Clubs and groups to run successful, safe and engaging events for their members and the wider community. It provides practical advice, tips and resources to assist with organising community events in the City of Boroondara.

## Section 1 - Directorate overviews

## Attachment 1

- The Christmas in Boroondara program was successfully rolled out through November and December and included a total of 2591 decorations installed across 53 shopping centres incorporating Christmas branded tree guards and pedestrian barrier signage, flags, footpath decals and shopfront decals. The program also involved installations of large signature Christmas trees, garlands and significant lighting displays on the Camberwell Town Hall, Hawthorn Arts Centre and Kew Court House. The traditional nativity scene was based at the Camberwell Civic Offices.

This year's decorations introduced a new element to replace a number of spiral trees that have been in circulation for more than 6 years. The branding for Christmas this year was also updated communicating a traditional Christmas message of Love Peace Hope Joy - Christmas.

The Christmas in Boroondara gift giving program was delivered in partnership with Council's Library service and involved community donations of gifts or books. All gifts were provided to vulnerable and marginalised children within our municipality through the Craig Neighbourhood House.

- As part of the Bare to Beautiful program, a series of 12 music events were delivered throughout November and December. This involved musicians roving out the front or close to the vacant commercial shopfronts participating in the Bare to Beautiful program across six shopping precincts in Boroondara - Ashburton, Hartwell, Camberwell, Balwyn North, Greythorn, Kew. Where the Bare to Beautiful shopfront location has little foot traffic/visitation (for example, it might be at the end of a precinct) or where the precinct had parklets and other outdoor trading set up, the musician/performer roved throughout the area.
- Throughout November and December, Council partnered with the Local Jobs Program in the Inner Metropolitan Melbourne Region, along with local traders, traders' associations, a job services provider and a training provider to deliver a pilot program aimed at addressing workforce shortages amongst seven 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 pilot is in the process of being evaluated, which includes the development of case studies and there are plans to commence a second round of the program in the first half of 2022 in response to the ongoing workforce shortages experienced by hospitality traders.

### 1.3 Customer and Transformation

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

#### Customer and Communication

##### Key outcomes

## Section 1 - Directorate overviews

## Attachment 1

- A Customer Connect business partner model has been implemented to strengthen collaboration across the organisation and improve processes, relationships and customer experience.
- The Incoming Mail Business Continuity Plan has been refreshed and will allow us to continue processing Australia Post mail in the event of restricted site access or major staffing issues.
- 465 boxes of time-expired records were approved for destruction in this quarter. This highlights the increasing attention we are paying to ensuring records' lifecycles are completed in a timely manner.
- A new traffic high for a single consultation on Engage Boroondara was achieved. This was the draft Glenferrie Rd Place Plan, with 3,498 unique visitors visiting the consultation pages on 4,845 occasions over a 6 week period of engagement between 26 October and 6 December
- In November, we expanded the chat bot to a site wide function (it was previously only on a few pages). We added another 47 frequently asked questions to the chat bot and now have more than 190 questions in it. Unique users of chat bot increased by 33% between Q1 and Q2.

**Strategy and Performance****Key outcomes**

- Council surveyed 1000 people who had interacted with Civic, Building, Facilities, Waste and Infrastructure, Customer and Communication, Environmental Sustainability and Open Spaces and Health and Wellbeing Services between June - August 2021 to understand customer experience insights and drive service improvements.
- Strategic Business Planning has been undertaken in line with the refreshed Boroondara Community Plan 2021-31 vision, strategic objectives and strategies.
- Discovery work has been undertaken to identify innovative approaches to activate our community to take climate action.
- Discovery work has been undertaken to identify innovative approaches to facilitate community connection.
- Service design has been completed on hard waste and the trees life cycle (planting, maintenance and removal). Council have worked with customers and business stakeholders to understand their needs and how we can better meet them. These outcomes will be delivered through the initiatives in the Transforming Boroondara program.

**Transformation and Technology****Key outcomes**

- Continued to support remote and hybrid working for Council meetings and employees.
- Completed the first stage of enterprise collaboration roll-out, which included upgrading Outlook and deploying MS Teams and Office 365 to all employees.

- The contract was awarded for delivery of Core Systems to improve Council's service delivery and progress the delivery of the Transforming Boroondara Program.
- Implementation of Transforming Boroondara initiatives are progressing to plan.

## 1.4 Places and Spaces

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

### **Asset and Capital Planning**

#### **Key outcomes**

- Road Management Plan 2021 gazetted and adopted by Council.
- Awarded contracts for Power Street Carpark lighting and four solar lighting projects as part of the Local Roads and Community Infrastructure (LRCI) Grant program.
- Development of a new Strategic Asset Planning Dashboard which will combine asset and finance information in a real-time, dynamic environment. As a result, what once took weeks to produce is now available with relevant, timely information for the decisions we are making today.
- Commenced a review and clean-up of data of the Road Register to ensure consistency with the revised Road Management Plan 2021.
- Develop a model to measure usage capacity of sports grounds for ranking performance and condition, to support Sportsground Provision Project.

### **Capital Projects**

#### **Key outcomes**

- Councillors undertook a site tour of Kew Recreation Centre to see building progress.
- Successful official openings at Gordon Barnard Fenced Off Leash Reserve and Yarra Banks Playground.
- Successful tender awards for Victoria Park Regional Playground and Macleay Park Pavilion.

### **Environmental Sustainability and Open Spaces**

#### **Key outcomes**

- Solar panels installed at Ashburton and Hawthorn Aquatic Centres.
- Significant progress on Freeway Golf reconfiguration works.
- Significant response to the large storm event in October that resulted in over 1500 tree work requests.

**Traffic and Transport****Key outcomes**

- A 40km/h speed limit along Union Road between Canterbury Road and Mont Albert Road during the hours of 7am - 7pm (all days) was implemented on 19 November 2021.
- Council received approval to replace Council's Walmer Street land bridge on 21 December 2022 and the tender process for construction is underway.
- Council endorsed the draft Bicycle Strategy and draft Implementation Plan for community consultation on 13 December 2021.

**Facilities, Waste and Infrastructure****Key outcomes**

- Advertised the Recycling and Food Organics and Garden Organics (FOGO)/ Green Waste processing tender.
- Awarded the Drainage Pit Clearances and Associated Services - Annual Supply contract which will provide Council with proactive and reactive stormwater pit cleaning. This will provide a well-maintained drainage network to minimize floods and ensure the public's safety.
- Awarded the Plumbing and Irrigation Services - Annual Supply contract to supply the provision of maintenance and repair of plumbing services to Council buildings and facilities and Council's irrigation systems including parks and sportsgrounds. This will provide well-maintained Council buildings and sport grounds in a safe environment to achieve broader community use.

*Clayton Landfill performance*

31 December 2021	YTD Actuals	YTD Budget	Variance	% Variance
<b>Income*</b>	\$2,003,874	\$31,000	\$1,972,874	6364%
<b>Expenditure</b>	\$1,153,167	\$1,393,120	(\$239,953)	-17%
<b>Net Loss</b>	\$850,707	(\$1,362,120)	\$2,212,827	162%

*\*Includes contributions from member Councils towards capital works and post closure maintenance costs for 2021-22 as part of the Clayton South Regional Landfill User Group Agreement.*



## 1.5 Urban Living

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

### **Building Services**

#### **Key outcomes**

- Building Services received a total number of 9970 customer enquiries in this quarter and achieved an average compliance rate of 96.4% well above the corporate benchmark being in Oct - 97.84%, Nov - 96.75% and Dec - 94.78%.
- Building Services in conjunction with Transformation and Technology created an electronic Building Notices and Orders Public Register which is available for the general public to view.

### **Civic Services**

#### **Key outcomes**

- The Protection of Council Assets and Control of Building Sites Local Law was reviewed and adopted by Council to provide (1) new clauses to address concerns around building sites (2) plain language so it can be more easily understood (3) an increase in the number of infringements and their penalties (4) a widening of responsibility for breaches of the Local Law.
- After 5 months of eased parking restrictions, full parking services and enforcement resumed across the municipality on 15 November. A 2-week notice period was provided.
- Annual permit renewals for Registered Food Premises have commenced for 1,500 businesses across the municipality, with a new SMS system being used for the first time to assist in creating awareness to ensure all businesses re-register on time.
- The Annual Fire Hazard Management Program commenced to ensure the safe maintenance of over 125 listed, vacant properties across the municipality during the summer period.

### **Strategic and Statutory Planning**

#### **Key outcomes**

- Completion of community consultation on the Draft Glenferrie Place Plan with feedback considered and incorporated.
- Completion of independent panel hearings for Glen Iris and Ashburton Heritage Gap Studies.
- Adoption of amendments seeking the introduction of Heritage Overlays to the Kew Hebrew Congregation, McIntyre House and re-grading of Currajong House.
- Preparation of submissions to the Victorian Government's Draft Regional Land Use Framework Plans and proposed ResCode operation reforms.
- Assessment of a record of number (974) of Tree Protection Local Law applications.

**Section 2 Non-financial performance (December 2021)****Attachment 1****2.0 Summary of Initiative status**

The 2021-22 Budget contains 53 annual initiatives and 50 Strategic Indicators. 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	2	2	1	9	2
Parks and Green Spaces	0	0	0	6	1
The Environment	1	1	1	3	0
Neighbourhood Character and Heritage	1	1	1	0	2
Moving Around	0	0	0	5	0
Local Economy	0	0	2	4	0
Leadership and Governance	2	1	2	1	2
<b>Total</b>	<b>6</b>	<b>5</b>	<b>7</b>	<b>28</b>	<b>7</b>

Annual Initiatives

Attachment 1

## Annual Initiatives Performance

### Theme 1: Community, Services and Facilities

*Community services and facilities are high quality, sustainable, inclusive and strengthen resilience*

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	80%	The renewed Boroondara Volunteer Resource Centre Strategic Service Plan is being finalised following extensive consultation to understand the needs of the local volunteer sector, including prospective volunteers, volunteers, volunteer-involving organisations and Council volunteer programs. Emerging COVID-19 trends will be reflected in the Plan's overarching objectives and goals.	Community Planning and Development
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	90%	<p>The Alamein Neighbourhood and Learning centre is nearly complete with practical completion now scheduled in mid-January. Recent shutdowns and COVID-19 restrictions have delayed the project completion.</p> <p>The renewed Alamein Neighbourhood and Learning centre will open and deliver programs to the community from February 2022, with an official opening early in 2022. The centre has undertaken detailed planning, including expanded programs and services that respond to community need.</p>	Community Planning and Development

21

## Annual Initiatives

## Attachment 1

Initiatives	Status	Progress	Comments	Department
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.	Complete	100%	The Gender Equality Audit has been completed and was submitted to the Gender Equality Commission by the 1st December.	People, Culture and Development
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 class utilising the 'Be Connected' model has been designed to teach older residents how to connect into online events to increase social connection opportunities. Given the recent lock-downs and on-going restrictions during the reporting period, and the need to hold the classes in person, classes are yet to be delivered. Officers will look for new opportunities to deliver these classes across the next two quarters.	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	50%	Officers have been researching the impact of extreme weather events on older people, and have designed a consultation strategy that will engage various cohorts with varying abilities and backgrounds which will inform the final Community Resilience Framework.	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	50%	Libraries reopened for double vaccinated visitors from 29 October 2021 with the number of physical loans increasing significantly once visitors returned. While there was slight decrease in the use of online resources by 6%, interest in online material remains high. Total loans (physical and digital) for 2021-22 in Quarter 2 are 421,809, an increase of 15.7% on Quarter 1, and an increase of 52.76% on the same period in 2020-21.	Library Services

## Annual Initiatives

## Attachment 1

Initiatives	Status	Progress	Comments	Department
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	50%	Planning and programming for Summer in the Park 2022 is well underway, with 18 events planned across 5 weekends in February and March 2022. Theatre in the Park, Family Fun Day in the Park and micro Circus in the Park events will be included for the first time in the program. Events will be adjusted as required in line with State Government event regulations.	Arts and Culture
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	50%	Creative activation and installations which engage and increase community participation, positive social engagement and enjoyment of public spaces delivered to date include: All Aboard Travel Through Time mural - installation of a 40 metre temporary collaborative community art project involving over 400 grade 1 and 2 students from seven primary schools local to Maling Road. APOMAWISH installation at Hawthorn Arts Centre - 726 participants. Street Sounds music and performance program - delivered in local community shopping precincts. Christmas Magic on Glenferrie - more than 250 participants enjoyed Christmas entertainment and activities in Beswicke Square and Hawthorn Arts Centre and surrounds.	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	25%	Six grants have been processed and it is expected this number will increase now that more people are back playing sport. This initiative has been promoted recently to increase awareness among eligible applicants.	Health and Wellbeing Services

## Annual Initiatives

## Attachment 1

Initiatives	Status	Progress	Comments	Department
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	50%	Targeted programs delivered across the quarter include Cookin' Beets life skills program, TAC L2P learner driver mentor program, Youth Voice, Youth Parliament; and the 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.	Complete	100%	The Road Management Plan 2021 was adopted by Council on 29 November 2021.	Asset and Capital Planning
Annual Initiative 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	65%	In September 2021 Building Services mailed out 4100 reminder letters to owners advising them of the requirement to register their Pool and/or Spa. Building Services in conjunction with Communications Team also published numerous articles in the Boroondara Bulletin and posted information on Council's Facebook page targeting certain areas (suburbs). Reminder messages were also recorded on Council's "on hold" messaging system to inform and notify residents.	Building Services
1.13 - Progress the Canterbury Community Precinct to 95% construction to provide enhanced services to the local community. <b>Major initiative</b>	In Progress	40%	Canterbury Community Precinct is well underway. The project schedule has been impacted with COVID-19 construction restrictions impacting the construction program to 80-85% completion this financial year with works anticipated to be completed late 2022.	Capital Projects

## Annual Initiatives

## Attachment 1

Initiatives	Status	Progress	Comments	Department
1.14 - Progress the Kew Recreation Centre to at least 45% to create a recreation facility to meet current and future community needs. <b>Major Initiative</b>	In Progress	45%	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. Full workforce numbers have returned in November, with anticipated steel delays associated with shipping. Impact on program and strategies to reduce impact is being considered by ADCO, the construction company contracted to build the Kew Recreation Centre.	Capital Projects
Annual Initiative 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	50%	The procurement process to find a suitable market researcher to undertake community consultation is underway and will be completed by the end of January, with consultation occurring in February. The Asset Plan outline is complete and engagement has commenced with relevant service managers for each asset class. The draft Asset Plan will be presented to Council in May 2022.	Asset and Capital Planning
Annual Initiative 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	45%	The Capital Works Renewal Program is currently running at 93% of forecasted expenditure. However, it is slightly behind schedule due to the impacts of COVID-19 site lockdowns.	Asset and Capital Planning

Annual Initiatives

Attachment 1

## Theme 2: Parks & Green Spaces

*Green and open spaces are provided, well-utilised and enhanced*

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	40%	Year Four works are underway. Renewal works on Mont Albert Road are to commence late January and St James Park renewal will commence in Autumn.  The final design of the Morotai Avenue renewal is to be sent to residents mid January, with work to be completed by end of year. A species survey for infill planting will be sent to residents of Lemon Road in late January.	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. <b>Major initiative</b>	In Progress	30%	Tenders have been awarded for Regional Playground at Victoria Park, Deepdene and Central Gardens and are all scheduled to begin in February and March 2022. Hilda St tender evaluation is complete works are due to commence in March/April 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	45%	Fit Park Series currently scheduled to run February - April 2022. Series running slightly earlier this year in response to feedback for sessions to be held in warmer months. Detailed planning has been completed for the series.	Health and Wellbeing Services



## Annual Initiatives

## Attachment 1

Initiatives	Status	Progress	Comments	Department
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. Additional planting will be undertaken in the 2022 planting season (Mar - June).	Environmental Sustainability and Open Spaces
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	50%	Background research has been completed. Draft Master Plan being created to present to Council in March prior to release for public consultation.	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	35%	The scoping document has been completed with likely locations finalised. 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	35%	A plan for suitable open space areas for outdoor exercise equipment has been developed. During this financial year equipment will be installed at Ashburton Park, Highfield Park, Sir William Angliss Reserve and Hays Paddock and future sites have been selected to ensure equitable distribution across the municipality.	Environmental Sustainability and Open Spaces

Annual Initiatives

Attachment 1

### Theme 3: The Environment

*The Environment is considered in all decision making*

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%	We have prepared 11 individual sites, approximately 10,264 m2 in preparation for planting 27,365 plants. Sites are located within the following parks - Back Creek Reserve, Beckett Park, Burke Road Billabong, Chandler Park, Freeway Golf Course, Fritsch Holzer Reserve, Hays Paddock, Lynden Park, Patterson Reserve, South Surrey Park and on the Willsmere Darebin trail. Planting of these sites will be completed in Autumn	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	50%	Planning for the Backyard Biodiversity Project has been undertaken with the project scheduled for the second half of the financial year. Officers have recently focused on preparatory works for the development of an Urban Greening Strategy and significant biodiversity enhancements as part of the Freeway Golf Course Redevelopment.	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	45%	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

## Annual Initiatives

## Attachment 1

Initiatives	Status	Progress	Comments	Department
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. <b>Major initiative</b>	In Progress	45%	Implementation of actions from the Climate Action Plan are continuing. A community solar bulk buy has started. Tenders are currently at market for solar photo voltaic. Electric vehicle transition planning is underway. Tenders are about to be released for natural gas transition planning.	Environmental Sustainability and Open Spaces
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
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	70%	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  The Phase Two rollout of FOGO to multi-unit dwellings (MUDs), where Council currently provides service, commenced in October 2020. As of 1 Jan 2022, Phase Two, which is 4 - 15 dwellings, is 100% complete.  We have commenced the rollout of FOGO to 16 - 24 dwellings (48.1% complete) and 24+ dwellings (5.5% complete).	Facilities, Waste and Infrastructure

Annual Initiatives

Attachment 1

## Theme 4: Neighbourhood Character and Heritage

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

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%	Panel hearings for Glen Iris and Ashburton concluded in November/December 2021. The panel report for Ashburton has been released and officers are preparing a report for consideration by the Urban Planning Delegated Committee in February 2022. Panel report for Glen Iris is expected in January 2022. Both amendments are expected to be adopted prior to the end of the current financial year.	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. <b>Major initiative</b>	In Progress	25%	A dedicated Environmental Sustainable Design Officer has been recruited and is assisting statutory planning with assessment of planning applications to facilitate sustainable design outcomes. Investigations into Environmentally Sustainable Design Policy will commence in 2022.	Strategic and Statutory Planning
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.	Completed	100%	No further advocacy on this issues has been undertaken. The Minister for Planning has responded to earlier advocacy letters by advising there is no intention to review the relevant Practice Note.	Strategic and Statutory Planning

30

## Annual Initiatives

Attachment 1

Initiatives	Status	Progress	Comments	Department
4.4 - Prepare an updated Heritage Action Plan to guide Council's future work program for heritage protection and advocacy.	In Progress	10%	Implementation of the Municipal Wide Heritage Gap Study has been the priority as outlined in the Heritage Action Plan (HAP). Due to resource constraints and other priorities the HAP update has been put on hold for now'.	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	70%	Lockdowns in Victoria prevented the Victorian Building Authority from conducting combustible cladding audits in buildings which also resulted in a reduced number of Essential Safety Measures (ESM) inspections compared to previous quarters. However, Council continued to liaise with Owners Corporation Managers to achieve compliance with ESMs on existing Buildings that were subject to enforcement, with many been made to comply. Compliance inspections were conducted during the recent lockdowns to ensure safety of the occupants and general public.	Building Services

Annual Initiatives

Attachment 1

**Theme 5: Moving Around***Travel options 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	40%	<p>The North East Link (NEL) and Union Road level crossing removal projects are multi-year projects expected to be completed by 2027/28 and 2024/25 respectively.</p> <p>Activities to end November 2021 include preparation of a draft Union Road Urban Design Advice and receiving Council approval to take the document to public consultation, continued participation in design workshops, continued management of early works sites and an introduction to the NEL successful consortium.</p>	Traffic and Transport
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	50%	<p>Council officers met with the Department of Transport's (DoT) Tram Development and Network Planning Integration teams in September 2021 to discuss Camberwell Placemaking and the disability compliant (DDA) tram stop program. The DDA tram stop strategy was due to be submitted to the Victorian Government for consideration in October/November 2021. Once approved, Council will be approached to discuss proposals in Boroondara, likely to occur early in 2022.</p> <p>Approval from Heritage Victoria received on 21 December 2021 to replace Council's northern Walmer Street land bridge. Tender process underway.</p> <p>Ongoing advocacy with DoT requesting that they commence construction of Yarra Boulevard traffic treatments as a priority.</p>	Traffic and Transport

## Annual Initiatives

## Attachment 1

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	50%	<p>Council officers provided feedback to Department of Transport officers on the feasibility study for the Hawthorn to Box Hill Strategic Cycling Corridor. Department of Transport officers have submitted this study report to the State Government for funding consideration.</p> <p>Council officers will be developing concept design options for the following two sections of the Box Hill to Hawthorn Strategic Cycling Corridor.</p> <ol style="list-style-type: none"> <li>1. Elgin Street to Glenferrie Road including an underpass at Power Street.</li> <li>2. Burke Road to Stanhope Grove.</li> </ol> <p>A consultant has been appointed to assist with the feasibility studies which will include concept designs.</p>	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	50%	<p>A draft Bicycle Strategy and draft Implementation Plan was approved by Council at its meeting of 13 December 2021 for community consultation. The draft strategy is out for community consultation until 28 February 2022. The strategy is intended to be put to Council for consideration and adoption by April/May 2022.</p>	Traffic and Transport

## Annual Initiatives

## Attachment 1

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	50%	<p>Various projects and initiatives are currently underway including potential separate paths for pedestrians and cyclists along the Anniversary Trail between Laurel Rail Link and Ryburne Ave, a path link in Hays Paddock, bike repair stations and upgrades along Ferndale Trail. Notification letters have been distributed in December to inform the community of the proposed improvements.</p> <p>Lighting along popular shared paths is also being implemented to improve the level of safety. Lighting for the Grace Park shared path is proposed in 2022. A contract has been awarded for the proposed lighting scheme along the Outer Circle Trail between High Street and Normanby Road. Options for lighting of the Gardiners Creek Trail underpass at Toorak Road are being investigated and awaiting Department of Transport approval. Lighting of the Anniversary Trail between Shalless Drive and Fordham Avenue is also due to be implemented by mid 2022.</p>	Traffic and Transport



Annual Initiatives

Attachment 1

## Theme 6: Local Economy

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

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	50%	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. The business subscriber base continued to grow this quarter.	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	60%	Consultation to develop the new Economic Development and Tourism Plan ('the Plan') via focus groups, workshops, online surveys and one-on-one interviews has been concluded and an analysis of Boroondara's economy has been undertaken to inform the next stages of the plan's development, including key strategic directions and opportunities for the future.	Liveable Communities
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. <b>Major initiative</b>	In Progress	30%	The draft Glenferrie Place Plan public exhibition completed in early December 2021 with final adoption likely to occur in April/May 2022. Camberwell Junction Precinct Placemaking stages 1 (understanding place) and 2 (imagining place) were completed. The Draft Place Vision is due to be completed by early 2022 with community engagement currently scheduled for March-April 2022.	Liveable Communities

35

## Annual Initiatives

## Attachment 1

Initiatives	Status	Progress	Comments	Department
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	75%	Council responded to easing of restrictions in October by ensuring businesses were aware to continue following a COVIDSafe plan, vaccine mandates and to provide updates regarding mask restrictions.	Civic Services
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	50%	Boroondara has a total of 54 shopping precincts and these are all serviced at different frequencies. The primary function is to clean rubbish bins, street furniture, street signage, carry out minor maintenance and spot cleaning of 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	50%	Inspections of shopping centres occur through a scheduled program.	Facilities, Waste and Infrastructure

Annual Initiatives

Attachment 1

## Theme 7: Leadership and Governance

*Ensure decisions are financially and socially responsible through transparent and ethical processes*

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. <b>Major initiative</b>	In Progress	50%	Community consultation (including face to face via Council pop-ups) 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. <b>Major initiative</b>	In Progress	20%	The Draft Target Budget for 2022-23 has been developed and provided to all Council departments for review ahead of Councillor planning and budget workshops scheduled for February and March. Proposed fees and charges for 2022-23 have been developed and reviewed by Managers.	Management Accounting
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	90%	Council has embedded collaborative procurement in the new Procurement Policy 2021-25, which was adopted in December 2021. Officers continue to utilise MAV, Procurement Australia and State Government panel arrangements for procurement activities.	Procurement

## Annual Initiatives

## Attachment 1

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. <b>Major Initiative</b>	Completed	100%	<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 who had their say in a survey, as well as a series of workshops involving people from all different cohorts to ensure the views of our diverse community were represented. This process has proved 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 from 24 August to 14 September 2021, with a total of 39 items of feedback submitted by community members. The feedback was considered and relevant updates were made to the draft Plan, which was adopted by Council at the meeting on 25 October 2021.</p>	Community Planning and Development

## Annual Initiatives

Attachment 1

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	60%	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). The BCP was endorsed by Council on 25 October 2021. Throughout November and December 2021, Council has planned for the delivery of the strategies within the BCP through Council's Strategic Business Planning process. Updates have also been made to our performance monitoring framework and reports to ensure we are tracking delivery against the BCP.	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	75%	In October, Council surveyed 1000 people who had interacted with Civic, Building, Facilities, Waste and Infrastructure, Customer and Communication, Environmental Sustainability and Open Spaces and Health and Wellbeing Services between June - August to understand customer experience insights. Further qualitative analysis is currently underway due to be completed in the coming weeks. Key results and insights will be disseminated across the organisation to drive service improvements in early 2022.	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. <b>Major initiative</b>	In Progress	15%	First phase of discovery investigating current processes has been completed, with works now underway to define future processes and state for all areas, including target Solution Architecture to define key integration points and dependencies. High level engagement with business stakeholders is being undertaken to optimise the future use of a single enterprise booking tool across the organisation.	Transformation and Technology

## Annual Initiatives

Attachment 1

Initiatives	Status	Progress	Comments	Department
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 was completed in Quarter 1 2021-22. The chat bot is now in use for customer enquiries about popular waste items and in excess of 180 questions across council. Uptake of the chat bot channel has been steadily increasing month on month. This quarter, a total of 8652 unique users used the bot to serve themselves.	Transformation and Technology

## Annual Initiatives

## Attachment 1

## Annual Commitments Performance 2020-2021

The following five commitments have been continued from the 2020-2021 financial year.

Commitment	Status	Progress	Comments	Department	Theme
Annual Commitment FY20/21 - 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	In Progress	80%	Council currently have 8,338 swimming pools and/or spas registered by owners via Council's website. This equates to 79.4% based on approximately 10,500 known pools and spas known to Council. To date, Building Services has also sent out 6,511 'Construction date advise letters' to owners as required by the Building Regulations, which equates to 78% of already registered pools and spas. Building Services continues to process registrations and send out advise letters to owners.	Building Services	Leadership and Governance
Annual Commitment FY20/21 - Commitment 2.1 Implement priority actions from the Shade Policy Implementation Plan to improve the provision of shade at playgrounds located at Yarra Bank Reserve, Hawthorn, Sir William Angliss Reserve, Hawthorn East, and Fenton Reserve, Kew.	In Progress	40%	Shade installed at Yarra Bank Reserve with Sir William Angliss and Fenton to be completed early 2022.	Capital Projects	Your Parks and Green Spaces

## Annual Initiatives

Attachment 1

Commitment	Status	Progress	Comments	Department	Theme
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	Completed	100%	Sustainable Schools Program was conducted in term 4 2021 with 10 schools participating.	Environmental Sustainability and Open Spaces	The Environment
Annual Commitment FY20/21 - Commitment 3.2 Reduce greenhouse gas emissions from Council's buildings by implementing cost effective energy efficiency upgrades/retrofits and installing solar photovoltaics (PV).	Completed	100%	Solar panels have been installed at Ashburton and Hawthorn aquatic centres. Prices are being sought for further panel installations.	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.	Completed	100%	Construction of the Fairholm Grove car park completed. Kendall Street underpass design completed and awaiting Department of Transport final approval. Implementation subject to future funding.	Traffic and Transport	Getting Around Boroondara



Annual Initiatives

Attachment 1

## Annual Commitments Performance 2019-2020

The following two commitments have been continued from the 2019-2020 financial year.

Commitment	Status	Progress	Comments	Department	Theme
Annual Commitment FY19/20 - Commitment 1.1: Review and update the Roads, Footpaths, Drainage and Building Asset Management Plans to ensure Council is continuing to provide assets that meet the needs of the community.	In Progress	70%	Transport Asset Plan 60% complete Drainage Asset Plan 60% complete Open Space Asset Plan 80% complete Building Asset Plan 30% complete The asset plans will be completed as part of the Council 10 Year Asset Plan due to be adopted by Council July 2022	Asset and Capital Planning	Your Community, Services and Facilities
Annual Commitment FY19/20 - Commitment 4.3: Conduct the Boroondara Urban Design Awards and implement a communications strategy to recognise and promote high-quality urban design that complements Boroondara's neighbourhood character and heritage and enhances its public realm.	Deferred	30%	The Boroondara Urban Design Awards have been placed on hold due to the restrictions associated with the COVID-19 pandemic.	Strategic and Statutory Planning	Neighbourhood Character and Heritage

## Section 2 Strategic Indicators

## Attachment 1

Non-Financial Performance (December 2021)			
<b>2.3 Strategic Indicators</b>			
<p>The Boroondara Community Plan 2021-2031 contains 50 Strategic Indicators, with 16 reported on quarterly and 34 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.</p> <p><b>Please Note:</b> There are an additional 33 Strategic Indicators which will be reported annually at 30 June 2022. Theme 2: Parks &amp; 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
<b>Community, Services and Facilities</b>			
Overall participation in library services (includes loans, returns, visits, program attendances, e-books and audio loans, enquiries, reservations, wi-fi and virtual visits).	3,081,237	3,800,000	7,600,000
<p><i>Comment: While the figure is slightly below target due to COVID-19 lockdown restrictions in October, it is 18.87% higher in comparison to Quarter 2 (last year) 2020-21. All libraries reopened for fully vaccinated visitors on 29 October 2021 and while there has been a significant increase in loans of physical items since then, there may be some hesitancy in the community to return to the library.</i></p>			
Percentage of graffiti removed from Council owned assets within one business day of notification.	100%	97%	97%
✓			
Number of arts and cultural community events delivered or supported by Council	75	50	100
✓			
Food safety assessments (percentage of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment)	87%	50%	100%
✓			
Number of vaccinations administered	6,295	9,000	18,000
<p><i>Comment: The number of vaccinations provided throughout the year has expected peaks and troughs. February and March will see vaccination numbers increase 4 fold as the adolescent vaccination program, undertaken annually, commences in schools</i></p>			
<b>The Environment</b>			
Kerbside collection waste diverted from landfill	72.7%	71%	71%
✓			
<b>Neighbourhood Character and Heritage</b>			
Percentage of 'Demolition Consents' under Section 29A of the Building Act by Building Services checked within 15 business days.	100.00%	100%	100%
✓			
Percentage of Council planning decisions upheld and decisions successfully mediated at VCAT.	64%	70%	70%
<p><i>Comment: Council continues to advocate through the VCAT process for decisions that align with our community's expectations</i></p>			
Average number of days to process a planning application	36	45	45
✓			
<b>Moving Around</b>			

## Section 2 Strategic Indicators

## Attachment 1

Strategic Indicators	YTD		Annual
	Actual	Forecast	Forecast
Number of traffic counts and surveys used to investigate, assess and respond to traffic and parking issues.	0	85	170
<i>Comment: No traffic counts and surveys were conducted in this quarter to investigate, assess and respond to traffic and parking issues because of extended COVID-19 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>			
Average daily bicycle users for Gardiners Creek Trail, the Anniversary Trail, Koonung Trail and Main Yarra Trail	3668	3800	3800
<i>Comment: The COVID-19 lockdown, which was still occurring during the quarter, did impact bicycle travel within and through the municipality. The staged relaxing of restrictions also, anecdotally, would have had many more residents visiting each other or go on holidays in place of riding. Furthermore work from home was heavily encouraged such that the commute numbers were also likely down.</i>			
<b>Local Economy</b>			
Number of proactive strip shopping centre maintenance inspections completed.	676	600	1,200
✓			
Number of permits for outdoor trading	100%	40%	80%
✓			
<b>Leadership and Governance</b>			
Percentage of Freedom of Information Requests responded to within prescribed timeframes.	100%	100%	100%
✓			
Number of cyber security incidents that compromise user data	0	0	0
✓			
Number of calls abandoned when customers are trying to reach Council's customer service	10	3.5%	3.5%
<i>Comment: A peak in call volumes related to, several extreme weather events through the quarter combined with ongoing staffing shortages due to impacts of COVID-19 resulted in delays to answering calls</i>			

## Section 3 - Financial and performance statements

## Attachment 1

## 3. Financial and performance statements

## 3.1 Income statement

	ANNUAL ORIGINAL BUDGET	YTD ACTUAL (1)	YTD BUDGET (2)	YTD VARIANCE (1) - (2)	YTD VARIANCE %	ANNUAL OCTOBER AMENDED BUDGET (3)
	\$'000s	\$'000s	\$'000s	\$'000s	%	\$'000s
<b>Recurrent income</b>						
Rates and charges	199,247	199,173	199,123	50	0%	199,398
Statutory fees and fines	16,515	4,584	5,187	(603)	-12%	10,648
User fees	15,751	4,212	4,871	(659)	-14%	11,164
Grants - operating	11,227	8,020	6,782	1,238	18%	11,630
Contributions - cash	5,150	1,840	2,795	(955)	-34%	5,576
Rental income	2,690	1,147	1,171	(24)	-2%	2,450
Other income	2,415	1,217	1,488	(271)	-18%	2,735
Interest	500	100	125	(25)	-20%	250
<b>Total recurrent income</b>	<b>253,495</b>	<b>220,293</b>	<b>221,542</b>	<b>(1,249)</b>	<b>-1%</b>	<b>243,851</b>
<b>Recurrent expenditure</b>						
Employee costs	93,353	45,402	46,328	926	2%	93,499
Materials and services	73,270	33,647	37,156	3,509	9%	73,951
Bad and doubtful debts	1,790	773	1,082	309	29%	2,510
Depreciation and amortisation <sup>1</sup>	37,023	18,567	18,567	-	0%	37,149
Amortisation - right of use assets	4,095	2,047	2,047	-	0%	4,095
Borrowing costs	2,121	640	640	-	0%	2,121
Finance costs - leases	341	170	170	-	0%	342
Other expenses	7,834	3,231	3,511	280	8%	7,600
<b>Total recurrent expenditure</b>	<b>219,827</b>	<b>104,477</b>	<b>109,501</b>	<b>5,024</b>	<b>5%</b>	<b>221,267</b>
<b>Net recurrent operating surplus</b>	<b>33,668</b>	<b>115,816</b>	<b>112,041</b>	<b>3,775</b>	<b>3%</b>	<b>22,584</b>
<b>Non-recurrent income</b>						
Priority projects income	2,233	1,031	1,060	(29)	-3%	3,129
Capital works income	7,935	2,011	2,553	(542)	-21%	15,954
<b>Total non-recurrent income</b>	<b>10,168</b>	<b>3,042</b>	<b>3,613</b>	<b>(571)</b>	<b>-16%</b>	<b>19,083</b>
<b>Non-recurrent expenditure</b>						
Priority projects expenditure	32,061	11,778	15,853	4,075	26%	39,639
<b>Total non-recurrent expenditure</b>	<b>32,061</b>	<b>11,778</b>	<b>15,853</b>	<b>4,075</b>	<b>26%</b>	<b>39,639</b>
<b>Net non recurrent operating surplus (deficit)</b>	<b>(21,893)</b>	<b>(8,736)</b>	<b>(12,240)</b>	<b>3,504</b>	<b>-29%</b>	<b>(20,556)</b>
<b>Net gain (loss) on disposal of property, infrastructure, plant and equipment</b>	<b>(2,763)</b>	<b>(426)</b>	<b>-</b>	<b>(426)</b>	<b>100%</b>	<b>(2,763)</b>
<b>Surplus/(Deficit) for the year <sup>2</sup></b>	<b>9,012</b>	<b>106,654</b>	<b>99,801</b>	<b>6,853</b>	<b>7%</b>	<b>(735)</b>

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 \$106.65 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 \$6.85 million or 7% 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

	ANNUAL ORIGINAL BUDGET	YTD ACTUAL (1) \$'000s	YTD BUDGET (2) \$'000s	YTD VARIANCE (1) - (2) \$'000s	YTD VARIANCE %	ANNUAL OCTOBER AMENDED BUDGET (3) \$'000s
<b>Income</b>						
Rates and waste charges *	197,674	197,753	197,699	54	0%	197,974
Places & Spaces	3,332	908	1,263	(355)	-28%	2,372
Community Support	16,270	8,137	7,261	876	12%	13,253
Urban Living	24,924	8,472	9,251	(779)	-8%	18,256
CEO's Office	51	17	25	(8)	-32%	51
Chief Financial Office	3,054	1,298	1,393	(95)	-7%	2,993
<b>Total income</b>	<b>245,305</b>	<b>216,585</b>	<b>216,892</b>	<b>(307)</b>	<b>0%</b>	<b>234,899</b>
<b>Expenditure</b>						
Places & Spaces	70,168	33,941	35,872	1,931	5%	71,692
Community Support	38,002	18,052	18,545	493	3%	38,101
Urban Living	24,096	10,805	11,744	939	8%	23,880
Customer & Transformation	27,316	13,117	14,220	1,103	8%	27,316
CEO's Office	6,240	3,786	4,014	228	6%	6,132
Chief Financial Office	5,708	2,606	2,867	261	9%	5,723
People, Culture & Development	3,529	2,156	1,757	(399)	-23%	3,529
Depreciation and amortisation **	37,023	18,567	18,567	-	0%	37,149
<b>Total expenditure</b>	<b>212,082</b>	<b>103,030</b>	<b>107,586</b>	<b>4,556</b>	<b>4%</b>	<b>213,522</b>
Net non departmental ***	445	2,261	2,735	474	17%	1,207
Net loss on disposal of property, infrastructure, plant and equipment	(2,763)	(426)	-	426	100%	(2,763)
Capital income	7,935	2,011	2,553	(542)	-21%	15,954
Net priority projects	(29,828)	(10,747)	(14,793)	4,104	-28%	(36,510)
<b>Surplus/(Deficit) for the year</b>	<b>9,012</b>	<b>106,654</b>	<b>99,801</b>	<b>6,853</b>	<b>7%</b>	<b>(735)</b>

\* 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

	31 Dec 2021 \$'000	30 Jun 2021 \$'000	31 Dec 2020 \$'000
<b>Current assets</b>			
Cash and cash equivalents <sup>1</sup>	86,954	82,942	105,406
Other financial assets <sup>1</sup>	-	12,009	-
Trade and other receivables	120,044	24,562	119,971
Prepayments	1,337	2,682	936
<b>Total current assets</b>	<b>208,335</b>	<b>122,195</b>	<b>226,313</b>
<b>Non-current assets</b>			
Financial assets	4	4	4
Property, plant and equipment, infrastructure	4,048,032	4,038,119	3,557,407
Right of use assets	9,203	10,533	10,120
Intangible assets	584	584	348
Investment property	8,745	8,745	8,935
<b>Total non-current assets</b>	<b>4,066,568</b>	<b>4,057,985</b>	<b>3,576,814</b>
<b>Total assets</b>	<b>4,274,903</b>	<b>4,180,180</b>	<b>3,803,127</b>
<b>Current liabilities</b>			
Trade and other payables	10,304	22,809	7,519
Interest-bearing liabilities	851	1,674	802
Provisions	20,678	20,723	20,410
Trust funds and deposits	12,415	9,342	6,366
Unearned income	10,610	11,219	1,236
Lease liabilities	3,144	3,144	10,559
<b>Total current liabilities</b>	<b>58,002</b>	<b>68,911</b>	<b>46,892</b>
<b>Non-current liabilities</b>			
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	6,440	7,464	-
<b>Total non-current liabilities</b>	<b>36,730</b>	<b>37,754</b>	<b>28,229</b>
<b>Total liabilities</b>	<b>94,732</b>	<b>106,665</b>	<b>75,121</b>
<b>Net assets</b>	<b>4,180,171</b>	<b>4,073,515</b>	<b>3,728,006</b>
<b>Equity</b>			
Accumulated surplus	1,033,507	926,851	1,038,252
Asset revaluation reserve	3,125,778	3,125,778	2,668,868
Reserves <sup>2</sup>	20,886	20,886	20,886
<b>Total equity</b>	<b>4,180,171</b>	<b>4,073,515</b>	<b>3,728,006</b>
<b>Working capital ratio</b>	<b>3.59</b>		

Note: All numbers are rounded to the nearest thousand.

1. Cash reflects balances in the general ledger not actual bank account balances.
2. Reserve funds comprise of Strategic Acquisition Fund (\$434,000), Open Space Development Fund (\$12.45 million) and Defined Benefits Superannuation future call up reserve (\$8.00 million).

## Section 3 - Financial and performance statements

## Attachment 1

## 3.4 Cash Flow Statement

	ANNUAL ORIGINAL BUDGET	YEAR TO DATE			ANNUAL OCTOBER AMENDED BUDGET
		YTD ACTUAL (1)	OCTOBER AMENDED BUDGET (2)	VARIANCE (unfav) (1) - (2)	
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Cash flows from operating activities</b>					
Rates and waste charges <sup>1</sup>	205,549	101,248	93,718	7,530	197,004
Statutory fees and fines	13,556	4,274	4,105	169	7,534
User charges and other fines	17,325	5,167	5,649	(482)	12,572
Grants - operating	14,567	8,835	8,207	628	5,251
Grants - capital <sup>2</sup>	7,935	1,231	2,499	(1,268)	15,724
Contributions - monetary <sup>3</sup>	5,150	2,004	2,849	(845)	5,806
Interest received	500	97	126	(29)	250
Other receipts	5,616	2,862	2,924	(62)	5,704
Net GST refund	16,615	8,198	7,038	1,160	19,053
Trust funds and deposits taken <sup>4</sup>	100	3,073	-	3,073	100
Employee costs <sup>5</sup>	(103,055)	(53,295)	(54,572)	1,277	(105,578)
Materials and services <sup>6</sup>	(104,969)	(44,947)	(52,768)	7,821	(117,400)
Short-term, low value and variable lease payments	(597)	(542)	(300)	(242)	(597)
Other payments	(8,073)	(3,178)	(3,627)	449	(7,999)
<b>Net cash provided by/(used in) operating activities</b>	<b>70,219</b>	<b>35,026</b>	<b>15,848</b>	<b>19,178</b>	<b>37,424</b>
<b>Cash flows from investing activities</b>					
Payments for property, infrastructure, plant and equipment <sup>7</sup>	(101,586)	(39,638)	(33,805)	(5,833)	(99,690)
Proceeds from sale of property, plant and equipment	4,720	2	-	2	4,720
Net proceeds / (payments) for investments	-	12,009	12,009	-	12,009
<b>Net cash used in investing activities</b>	<b>(96,866)</b>	<b>(27,627)</b>	<b>(21,796)</b>	<b>(5,831)</b>	<b>(82,961)</b>
<b>Cash flows from financing activities</b>					
Finance costs	(2,121)	(645)	(645)	-	(1,408)
Proceeds from borrowings	70,000	-	-	-	70,000
Repayment of borrowings	(1,674)	(823)	(822)	(1)	(1,674)
Interest paid - lease liability	(342)	(171)	(168)	(3)	(342)
Repayment of lease liabilities	(4,438)	(1,748)	(1,956)	208	(3,916)
<b>Net cash provided by (used in) financing activities</b>	<b>61,425</b>	<b>(3,387)</b>	<b>(3,591)</b>	<b>204</b>	<b>62,660</b>
Net increase (decrease) in cash and cash equivalents	34,778	4,012	(9,539)	13,551	17,123
Cash and cash equivalents at beginning of year	68,950	82,942	82,942	-	82,942
<b>Cash and cash equivalents at end of year</b>	<b>103,728</b>	<b>86,954</b>	<b>73,403</b>	<b>13,551</b>	<b>100,065</b>

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 (49.31%) than anticipated (47%).
2. Lower than budgeted capital grants (\$1.27 million) due to timing being behind of planned budget phasing.
3. Lower than budgeted developer contributions (\$845,000) due to timing.
4. 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.
5. Employee costs are \$1.28 million lower than budgeted primarily due to staff vacancies across the organisation.
6. Materials and services are lower than budgeted due to timing of cash outflows \$7.82 million.
7. 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.

## Section 3 - Financial and performance statements

## Attachment 1

### 3.5 Overview

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

The year to date and annual budget referred to in this report reflects the October 2021 Amended Budget approved by Council on 25 October 2021.

#### Operating budget

The year to date surplus result of \$106.65 million is \$6.85 million or 7% above the October Amended Budget surplus of \$99.80 million.

Year to date recurrent and non-recurrent income is below budget by (\$1.82) million, comprising recurrent income of (\$1.25 million) and non-recurrent income of (\$571,000), while year to date total recurrent and non-recurrent expenditure is \$9.10 million (\$5.02 million + \$4.08 million) below budget.

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

#### Year to date actual vs. year to date budget variations

Income		
Income line	Expected variance (P)ermanent (T)iming	Explanation Year to date actual vs year to date budget variations
Statutory fees and fines (\$603,000)	P  T	<b>Lower than budgeted income:</b> <ul style="list-style-type: none"> <li>• (\$556,000) - parking management income due to COVID-19 impacts.</li> <li>• (\$123,000) - trade permits income.</li> </ul>
User fees (\$659,000)	T  T  T	<b>Lower than budgeted income:</b> <ul style="list-style-type: none"> <li>• (\$269,000) - service fees and charges, primarily in Transfer Station and Yard Maintenance due to reduced usage during COVID-19 restrictions.</li> <li>• (\$197,000) - lodgement fee income, primarily in swimming pool and spa registrations.</li> <li>• (\$122,000) - fines income, primarily in revenue and property services.</li> </ul>
Grants - operating \$1.24 million	T	<b>Higher than budgeted income:</b> <ul style="list-style-type: none"> <li>• \$1.24 million - grants operating - primarily due to Commonwealth Home Support Programme funding received ahead of year to date planned budget phasing.</li> </ul>



## 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 (\$955,000)	T	<b>Lower than budgeted income:</b> <ul style="list-style-type: none"> <li>• (\$968,000) - developers open space contributions behind year to date planned budget phasing.</li> </ul>
Other Income (\$271,000)	T T  T	<b>Lower than budgeted income:</b> <ul style="list-style-type: none"> <li>• (\$213,000) - fresh food market cost reimbursements.</li> <li>• (\$117,000) - other income, primarily right of ways income.</li> </ul> <b>Partially Offset Higher than budgeted income:</b> <ul style="list-style-type: none"> <li>• \$99,000 - other reimbursements primarily in Fire Services Levy Administration.</li> </ul>

Expenditure		
Expenditure line	Expected variance (P)ermanent (T)iming	Explanation Full year to date actual vs year to date budget variations
Employee costs \$926,000	T T  T T	<b>Lower than budgeted expenditure:</b> <ul style="list-style-type: none"> <li>• \$2.13 million - salaries and associated costs primarily due to staff vacancies across the organisation.</li> <li>• \$145,000 - apprentices and traineeships across the organisation.</li> </ul> <b>Partially offset by higher expenditure:</b> <ul style="list-style-type: none"> <li>• (\$1.11 million) - temporary staff filling vacancies across the organisation.</li> <li>• (\$278,000) - overtime, casuals and relievers filling vacancies across the organisation.</li> </ul>

## 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
Other expenses \$280,000	T	<b>Lower than budgeted expenditure:</b> <ul style="list-style-type: none"> <li>\$324,000 - grants and subsidies behind planned budget phasing, primarily in Operational Social Support Grants and Senior Citizen Centre grants.</li> <li>\$114,000 - Conferences, seminars and training expense across the organisation.</li> <li>\$78,000 - timing of special rates expenditure.</li> </ul> <b>Partially offset by higher than budgeted expenditure:</b> <ul style="list-style-type: none"> <li>(\$206,000) - 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.</li> </ul>
	T	
	T	
	T	
Bad and doubtful debts \$309,000	T	<b>Lower than budgeted expenditure:</b> <ul style="list-style-type: none"> <li>\$309,000 - bad and doubtful debts expense primarily in parking management.</li> </ul>

## 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 \$3.51 million	T	<b>Lower than budgeted expenditure:</b>
		• \$625,000 - specialist tree work, high voltage works and block tree pruning in Environmental Sustainability and Open Space.
	T	• \$511,000 - waste recycling disposal expense.
	T	• \$378,000 - capital works in progress (items expensed due to not meeting the asset capitalisation criteria - this is a non-cash accounting entry).
	T	• \$192,000 - water supply expense.
	T	• \$187,000 - licencing and maintenance contracts.
	T	• \$171,000 - electricity expense.
	T	• \$153,000 - fleet excess claims expense
	T	• \$134,000 - professional services and advice.
	T	• \$118,000 - telephone, internet and data sim cards.
	T	• \$115,000 - legal fees.
	T	• \$98,000 - carpentry expenses.
	T	• \$92,000 - non staff catering expense.
	T	• \$88,000 - stump removal expense.
	T	• \$85,000 - tipping fees expense.
	T	• \$82,000 - application support expense.
	T	• \$80,000 - postage expense.
	T	• \$76,000 - petrol expense.
	T	• \$76,000 - landscape contractor expense.
		<b>Offset by higher than budgeted expenditure:</b>
	T	• (\$242,000) - trade services expenses across the organisation.
	T	• (\$173,000) - recruitment costs across the organisation.
	T	• (\$93,000) - on-line subscriptions expense.
	T	• (\$87,000) - path maintenance expense.
	T	• (\$80,000) - drainage cleaning and maintenance expense.
	T	• (\$80,000) - concrete expense.

**Balance Sheet and Cash Flow Statement**

Cash and investment holdings are \$86.95 million as at 31 December 2021 which has decreased by \$8.00 million from 30 June 2021.

Total cash and investment holdings are \$13.55 million higher than year to date budget primarily due to:

- Lower than budgeted materials and services \$7.82 million due to timing of cash outflows.
- Higher than budgeted rates and charges \$7.53 million due to timing and slightly higher collection rate (49.31%) than anticipated (47%).
- Employee costs are lower than budgeted primarily due to staff vacancies across the organisation.

Partially offset by:

- Higher payments for property, infrastructure, plant and equipment of (\$5.83 million) due to timing of cash outflows relating to the capital works program.
- Grants - capital lower than budget (\$1.27 million) due to timing being behind of planned budget phasing.
- Developer contributions lower than budget (\$845,000) due to timing.

The Balance Sheet as at 31 December indicates a satisfactory result with total current assets of \$208.34 million and total current liabilities of \$58.00 million.

The working capital ratio of 3.59 to 1 (includes a 0.5% or \$830,000 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

	ANNUAL ORIGINAL BUDGET	YTD ACTUAL (1)	YTD BUDGET (2)	YTD VARIANCE (1) - (2)	YTD VARIANCE %	COMMIT	ANNUAL OCTOBER AMENDED BUDGET (3)
	\$'000s	\$'000s	\$'000s	\$'000s	%	\$'000s	\$'000s
<b>Infrastructure</b>							
Bridges	2,461	91	41	(50)	-122%	27	1,065
Drainage	4,539	971	1,011	40	4%	112	4,774
Footpaths and cycleways	3,110	887	1,406	519	37%	60	2,854
Off street carparks	2,510	283	428	145	34%	144	1,855
Parks, open space and streetscapes	6,486	951	1,889	938	50%	885	9,046
Recreational, leisure & com facilities	3,721	1,642	1,812	170	9%	3,429	6,759
Roads	11,196	3,389	4,820	1,431	30%	103	12,091
<b>Total Infrastructure</b>	<b>34,023</b>	<b>8,214</b>	<b>11,407</b>	<b>3,193</b>	<b>28%</b>	<b>4,760</b>	<b>38,444</b>
<b>Plant and Equipment</b>							
Computers and telecommunications	1,381	165	706	541	77%	191	1,864
Fixtures, fittings and furniture	1,187	661	980	319	33%	178	2,380
Library books	990	453	480	27	6%	110	990
Plant machinery and equipment	1,338	507	577	70	12%	371	1,383
<b>Total Plant and Equipment</b>	<b>4,896</b>	<b>1,786</b>	<b>2,743</b>	<b>957</b>	<b>35%</b>	<b>850</b>	<b>6,617</b>
<b>Property</b>							
Building	20,255	4,635	5,020	385	8%	4,360	17,269
Building improvements	57	(11)	59	70	119%	34	93
Major Projects	42,355	14,852	14,575	(277)	-2%	40,924	37,267
<b>Total Property</b>	<b>62,667</b>	<b>19,476</b>	<b>19,654</b>	<b>178</b>	<b>1%</b>	<b>45,318</b>	<b>54,629</b>
<b>Total capital works expenditure</b>	<b>101,586</b>	<b>29,476</b>	<b>33,804</b>	<b>4,328</b>	<b>13%</b>	<b>50,928</b>	<b>99,690</b>
<b>Represented by:</b>							
Asset renewal expenditure	64,144	22,994	27,379	4,385	16%	25,407	61,246
Asset upgrade expenditure	5,152	834	1,135	301	27%	1,128	4,868
New asset expenditure	18,108	3,027	3,426	399	12%	17,726	20,751
Asset expansion expenditure	14,182	2,621	1,864	(757)	-41%	6,667	12,825
<b>Total capital works expenditure</b>	<b>101,586</b>	<b>29,476</b>	<b>33,804</b>	<b>4,328</b>	<b>13%</b>	<b>50,928</b>	<b>99,690</b>

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 October Amended Budget

Council's year to date performance in gross Capital Works expenditure is \$29.48 million which is \$4.32 million below year to date budget phasing of \$33.80 million. The most significant variances being:

- **71794 & 71636 - Full Road Reconstruction and Kerb Replacements and Roads Resheeting - \$1.30 million**  
*Works have been delayed due to COVID-19 restrictions limiting the number of people allowed on site and recently with reduced staffing levels due to COVID-19 positive cases impacting scheduling. Pending a return to full works from February 2022, works are programmed to be completed by the end of the financial year.*
- **71794. Future Information Technology Expenditure - \$419,000**  
*Works have been delayed due to COVID-19 restrictions limiting access to sites and reducing availability of equipment. Pending restrictions easing, programs will progress and works are anticipated to be completed by the end of the financial year.*
- **72769, 72770, 72771 & 72772. Canterbury Community Precinct - \$242,000**  
*This is a multi-year project. There have been a number of COVID-19 impacts, including workforce reductions and supply chain delays, that have resulted in works being delayed. The delayed program will extend the work scheduled however the project is anticipated to remain on track for completion by late 2022.*
- **72915. Freeway Golf Course reconfiguration works - \$232,000**  
*Works are progressing on schedule, Council is awaiting invoices for progress payments to date. Physical works are scheduled to be completed in April 2022 to enable grass to establish prior to reopening the golf course in late 2022.*
- **72901. Climate Action Plan - emissions reduction work - \$231,000**  
*Solar panel installations at Hawthorn and Ashburton aquatic centres have been completed. A variety of other projects are scheduled in accordance with the Implementation Plan and will be completed this financial year.*
- **72959. Gladstone Street, Kew Drainage works - \$220,000**  
*Drainage works will occur over the next four months as scheduling has been impacted due to COVID-19 construction impacts.*

Capital works committed expenditure as at 31 December 2021 is \$50.93 million (year to date actual and commitments equates to \$80.41 million).

**3.6.3 Major Projects Capital Works performance**

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

		YEAR TO DATE			ANNUAL
		ACTUALS	OCTOBER AMENDED BUDGET	VARIANCE	OCTOBER AMENDED BUDGET
Kew Recreation Centre	1	12,470,995	11,899,482	(571,513)	29,791,255
Canterbury Community Precinct	2	2,326,112	2,567,907	241,795	7,200,000
Tuck Stand	3	0	0	0	160,000
<b>Total</b>		<b>14,797,107</b>	<b>14,467,389</b>	<b>(329,718)</b>	<b>37,151,255</b>

All projects overseen by Project Control Groups.

**1. Kew Recreation Centre**

This is a multi-year project. The budget is tracking ahead of schedule with cost of soil contamination works. There have been a number of COVID-19 restrictions, including workforce reductions, that have resulted in programmed works being delayed. It is anticipated all works programmed for 2021-22 to be completed by the end of the financial year, pending supply chain delays. Project remains on track for completion by mid 2023.

**2. Canterbury Community Precinct**

This is a multi-year project. There have been a number of COVID-19 impacts, including workforce reductions and supply chain delays, that have resulted in works being delayed. The delayed program will extend the work scheduled however the project is anticipated to remain on track 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 October Amended Budget

Year to date actual performance in gross priority project expenditure is \$11.78 million which is \$4.07 million below year to date budget phasing primarily due to expenditure delays, the most significant being:

- **81082. BC1 Program Resources - \$1.61 million**  
*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.*
- **81084. System Development and Implementation - \$829,000**  
*This variance has arisen due to a delay completing negotiations for the core applications system implementation work that is part of the Transforming Boroondara program. Negotiations are now complete, and work is scheduled to commence in the next quarter. Works will be accelerated and the variance is expected to be reduced by the end of the 2021-22 financial year.*
- **80931. North East Link - \$335,000**  
*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 half of the year than anticipated.*
- **80968. Boroondara Customer First Delivery and Project Support - \$294,000**  
*The current variance is a result of deferral of contract spending relating to the Transforming Boroondara program into the next quarter. As a result, the variance will be resolved early in the third quarter of the 2021-22 financial year. The project schedule has not been impacted.*
- **80977. Enterprise Change and Communications - \$198,000**  
*Project activity is currently on schedule. The variance is attributed to recruitment of new roles in the program's governance team which is currently being undertaken. This variance is expected to reduce as resources are on-boarded.*

Priority projects committed expenditure as at 31 December 2021 is \$24.60 million (year to date actual and commitments equates to \$36.38 million).

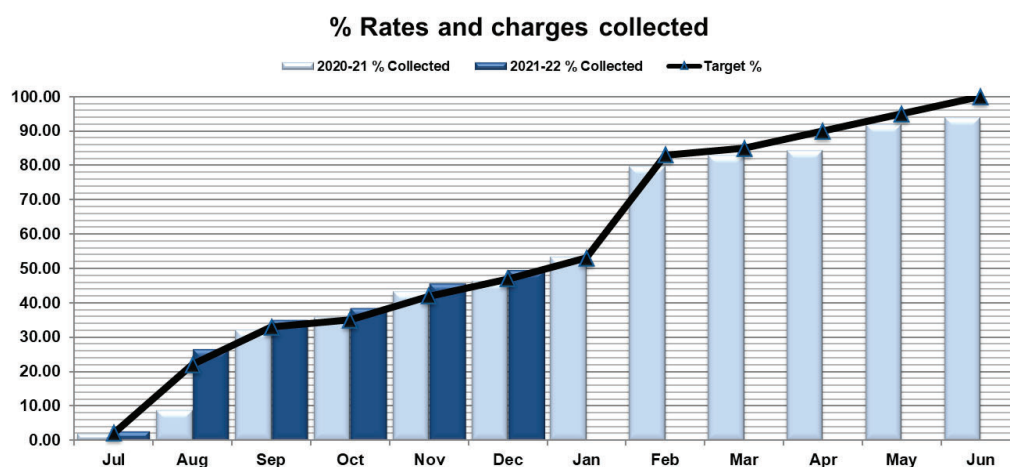


## Section 3 - Financial and performance statements

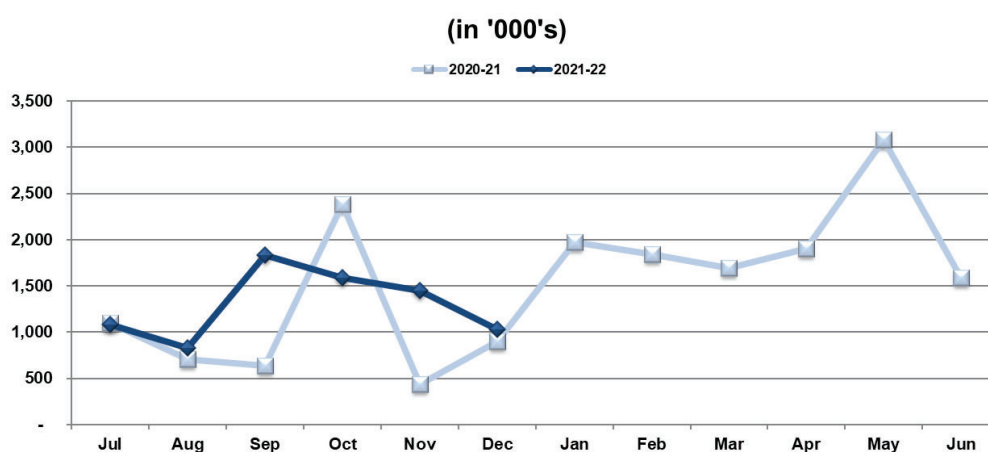
## Attachment 1

## 3.8 Debtors

## 3.8.1 Rate debtors



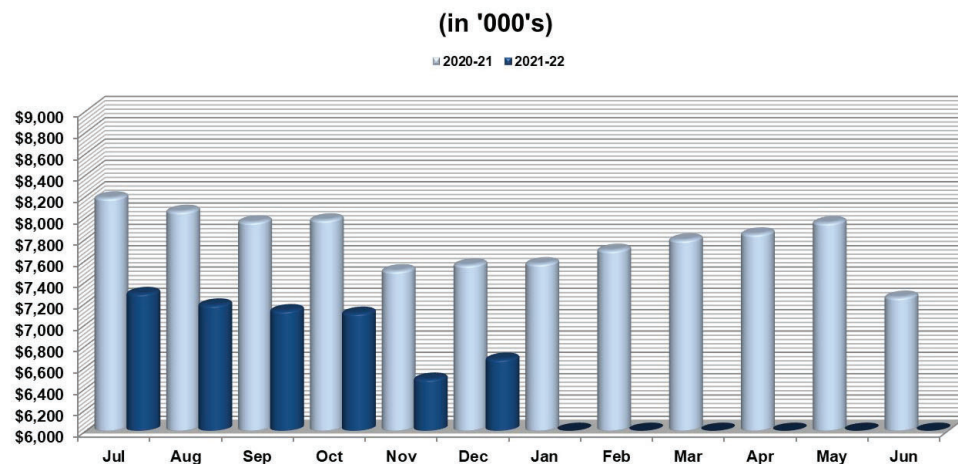
## 3.8.2 Sundry debtors



*The sundry debtors balance at the end of December 2021 is \$1.03 million and is \$134,000 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 \$6.67 million is \$883,000 lower than the corresponding prior year period. This is primarily due to Parking Infringements debtors.*

*Due to COVID-19 restrictions, Council 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 the second quarter of 2021-22 (1 October 2021 - 31 December 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)
2021/46	Plumbing and Irrigation Services - Annual Supply	Panel of Contractors Plumbing and Irrigation Services -	Schedule of Rates	25/10/2021	Council	RMS Groundworks, Century rain, Think Water, Ashburton Plumbing, Hydrotech Services, Plumbtrax and Ontime building trades	New and Existing	5 years	\$4,070,790
2021/58	Architectural and Lead Consultancy Services - Panel Contract	Panel of Architectural Consultants	Schedule of Rates	25/10/2021	Council	Canvas Projects Pty Ltd, Content Studios Pty Ltd, Croxon Ramsay Pty Ltd; DS Architects Pty Ltd, Daryl Jackson Pty Ltd, Kennedy Nolan Architects Pty Ltd, Millar Associates Pty Ltd and Godfrey Spowers Victoria Pty Ltd	All Consultants have previously provided services to Council in the past	3yrs+2yrs	\$12,500,000
2021/148	Through Road Early Learning Centre Refurbishment Works	Building refurbishment works at Through Road Early Learning Centre	Lump Sum	25/10/2021	Council	Harris HMC Interiors (Vic) Pty Ltd	Contractor has provided similar services to Council in the past	6mths+12mths Defects Liability Period	\$1,003,540
2021/147	Lynden Park Pavilion Renewal and Upgrade - Architectural and Consultancy Services	Architectural and consultancy services for the Lynden Park Pavilion Renewal and Upgrade project	Lump Sum	28/10/2021	Director	Millar Associates Pty Ltd	Consultant has provided similar services to Council in the past	2 years	\$196,075
2020/267	Victoria Park, Kew - Regional Playground Construction	Construction of regional playground at Victoria Park, Kew	Lump Sum	29/11/2021	Council	Warrandale Industries Pty Ltd	New Contractor	6mths+12mths Defects Liability Period	\$2,060,965
2021/133	Macleay Park Pavilion Alterations	Building construction alterations at Macleay Park Pavilion	Lump Sum	29/11/2021	Council	4 Dimensions Building Contractors Pty Ltd	Contractor has provided similar services to Council in the past	4mths+12mths Defects Liability Period	\$695,070

## Section 4 - Corporate governance

## Attachment 1

Contract	Contract Name	Description	Contract Type	Award Date	Awarded By	Contractor	Contractor History	Contract Term	Contract Value (ex GST)
2021/101	Drainage Pit Clearances and Associated Services	Drain Pit clearances	Schedule of Rates	13/12/2021	Council	MetroEnviro Maintenance Pty Ltd	Contractor has provided similar services to Council in the past	3 years + 2 years	\$705,630
2021/226	Retail Energy - Electricity - Small Sites	Retail green power electricity for Council's small sites through Procurement Australia contract	Schedule of Rates	13/12/2021	Council	AGL	Contractor has provided similar services to Council in the past	3 years	\$1,041,000
2021/58A	Maranoa Gardens Admin and Education Building - Architectural and Consultancy Services	Architectural and consultancy services for the Maranoa Gardens Admin and Education Building project	Lump Sum	21/12/2021	Director	Kennedy Nolan Architects Pty Ltd	Consultant has provided similar services in the past	4 years	\$222,300
2021/109	Central Gardens Playground Replacement Construction	Construction of playground at Central Gardens, Hawthorn	Lump Sum	21/12/2021	Director	Yellowstone Landscaping Pty Ltd	Contractor has provided similar services to Council in the past	4mths+12mths Defects Liability Period	\$304,136
2021/134	Victoria Park North Pavilion Alteration - DIPP	Building alteration works at Victoria Park North Pavilion as part of the DIP project	Lump Sum	23/12/2021	Director	Ducon Maintenance Pty Ltd	Contractor has provided similar services to Council in the past	3mths+12mths Defects Liability Period	\$278,931
2021/169	Balwyn Park Pavilion Construction Alterations - DIPP	Building alteration works at Balwyn Park Pavilion as part of the DIP project	Lump Sum	23/12/2021	Director	Bowden Corporation Pty Ltd	Contractor has provided similar services to Council in the past	3mths+12mths Defects Liability Period	\$227,620
2020/202	Valuation Services	Adhoc valuation services	Schedule of Rates	23/12/2021	Chief Financial Officer	Matheson Stephen Valuations Australia Pty Ltd	Consultant has provided similar services to Council in the past	5 years	\$288,750
2020/215	Core Systems	Implementation of Core Systems (Finance, Asset Management, Procurement, Property & Rating and Customer Relationship Management and Managed Services	Fixed Price	25/10/2021	Council	allaboutXpert Australia Pty Ltd	New Contractor	5 years	\$16,828,932

## Section 4 - Corporate governance

## Attachment 1

## 4.2 Councillor expenses

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

	Ward	TOTAL FOR WARD	Information and Communication	Fares/Cabcharge/ Parking	Travel/Vehicle/ Accomm	Other Expenses	Professional Development	Councillor Allowances
YTD DECEMBER 2021	Councillor - Bellevue Ward	\$ 23,662	\$ 473	\$ -	\$ -	\$ -	\$ 5,895	\$ 17,294
	Councillor - Cotham Ward	\$ 21,582	\$ 393	\$ -	\$ -	\$ -	\$ 3,895	\$ 17,294
	Councillor - Gardiner Ward	\$ 18,445	\$ 540	\$ 375	\$ 236	\$ -	\$ -	\$ 17,294
	Councillor - Glenferrie Ward	\$ 17,790	\$ 391	\$ -	\$ -	\$ -	\$ 105	\$ 17,294
	Councillor - Junction Ward	\$ 17,804	\$ 433	\$ -	\$ -	\$ -	\$ 77	\$ 17,294
	Councillor - Lynden Ward	\$ 20,904	\$ 433	\$ -	\$ -	\$ -	\$ 3,177	\$ 17,294
	Councillor - Maling Ward (Mayor)*	\$ 25,965	\$ 458	\$ -	\$ 156	\$ 46	\$ -	\$ 25,305
	Councillor - Maranoa Ward	\$ 18,014	\$ 393	\$ -	\$ 350	\$ -	\$ 23	\$ 17,294
	Councillor - Solway Ward (Mayor)*	\$ 48,320	\$ 434	\$ -	\$ -	\$ 158	\$ -	\$ 47,728
	Councillor - Studley Ward	\$ 16,907	\$ 393	\$ -	\$ 507	\$ 273	\$ -	\$ 17,294
	Councillor - Riversdale Ward	\$ 17,799	\$ 391	\$ -	\$ -	\$ 58	\$ 55	\$ 17,294
	<b>Year to date total</b>	<b>\$ 247,192</b>	<b>\$ 4,731</b>	<b>\$ 375</b>	<b>\$ 234</b>	<b>\$ 10</b>	<b>\$ 13,182</b>	<b>\$ 228,680</b>

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

**Other expenses**

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

**Fleet charges and fuel**

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

**Please Note**

\* Councillor for Solway Ward - Mayor up to 21 November 2021

\* Councillor for Maling Ward - Mayor from 22 November 2021 (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 31 December 2021:

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

All information is produced directly from the financial ledger.

### 4.4 Citizen decision and process review

There was one formal request 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	31	122
Percentage	1.6%	6.3%*

\*Note: Increased percentage as a result of COVID-19 restrictions. It is anticipated the percentage will drop significantly following the December/ January holiday period.

## Section 4 - Corporate governance

## Attachment 1

## 4.6 Confidentiality Agreements

The following confidentiality agreements were entered into:

Date	Nature	Directorate	Staff Member by Title	Other Party	Matter	Notes
9/12/21	Confidentiality Agreement	Community Support	Manager Health and Wellbeing Services	Department of Education and Training	The development of the Fritsch Holzer Reserve in Hawthorn East.	

## 4.7 Council Advisory Committees

This section provides an update on work undertaken by Council's Advisory Committees

Council Advisory Committee	Purpose of Committee	Comments
<b>Arts and Culture</b>		
Boroondara Arts Advisory Committee	To provide feedback to support the promotion and delivery of arts programs in Boroondara	No meetings held this quarter.
Boroondara Eisteddfod Advisory Committee	To provide support to Council in presenting the Boroondara Eisteddfod	The final meeting for 2021 was held on Friday 19 November. A highlight of the discussion was the completion of the 2021 Boroondara Eisteddfod which had concluded only that month, after rescheduling and reformatting the program due to disruption of COVID-19 pandemic throughout 2021. Departing members of the Advisory Committee were also thanked for their significant contribution.
<b>Community Planning and Development</b>		
<i>Boroondara Community Safety Advisory Committee</i>	To foster a partnership approach to enhance safer communities by responding, and providing feedback and information on community safety issues of concern to the community	The Boroondara Community Safety Advisory Committee met via Microsoft Teams on Wednesday 17 November 2021. The following items were discussed: <ul style="list-style-type: none"> <li>• Presentation from Crime Stoppers Victoria.</li> <li>• Emergency management update from the City of Boroondara.</li> <li>• Crime and safety update from Boroondara Police.</li> <li>• Round table updates from attendees.</li> <li>• Graffiti management update from the City of Boroondara.</li> <li>• Committee planning for 2022.</li> </ul>
Boroondara Community Strengthening Grants Assessment Panel	To assess applications received through the Annual Community Strengthening Grants and Boroondara Triennial Operational Grants categories and to recommend funding allocations to Council	The Annual Community Strengthening Grant Assessment Panel met on 10 and 19 May to consider the applications for Round 1 of the 2021-22 Small Grants (up to \$3,000) and recommended 42 applications totalling \$83,450.80. The Panel met on 2, 9 and 16 August to consider applications for the 2021-22 Annual Grants (up to \$10,000) and recommended 55 applications totalling \$294,050.53. The Panel met on 13 December to consider Round 2 of the Small Grants.



## Section 4 - Corporate Governance

## Attachment 1

Council Advisory Committee	Purpose of Committee	Comments
Boroondara Public Health and Wellbeing Advisory Committee	To provide feedback on current and emerging health and wellbeing issues and trends for all life stages	The Boroondara Public Health and Wellbeing Advisory Committee (BPHWPAC) was convened on 15 December 2021 online via Microsoft Teams. The meeting included: <ul style="list-style-type: none"> <li>- presentation on Council's relief and recovery activities</li> <li>- round table update regarding members' activities transitioning into a 90% vaccination state</li> <li>- presentation on Mind Mental Health and Wellbeing pop-up centres for pandemic support, which will be provided to our residents to assist in alleviating pressure on existing community health service providers including those represented in the BPHWAC</li> <li>- update from Access Community Health on the updated State Government Health Promotion draft guidelines.</li> </ul>
Community Disability Advisory Committee	To advise Council on strategies for identifying and addressing disability access and inclusion issues within the City of Boroondara	The Community Disability Advisory Committee (CDAC) was convened on 8 December 2021 online via Microsoft Teams. The meeting presentations included: <ul style="list-style-type: none"> <li>- proposed Maling Road Laneway Upgrades discussion, regarding any feedback to improve pedestrian access, greening and lighting in the laneway next to Canterbury Station</li> <li>- Kew Recreation Centre - Development of the sensory room. Members were invited to provide feedback on the proposed concept</li> <li>- presentation on improving opportunities for people with a disability to volunteer</li> <li>- general update on COVID-19 vaccines and people with a disability</li> <li>- round table update.</li> </ul>
<b>Health and Wellbeing Services</b>		
Boroondara Early Years Advisory Committee	To advise Council on a diverse and comprehensive range of matters relating to the provision of coordinated and responsive quality early and middle years services for families and their children living, working or learning in Boroondara	Last meeting held on 18 November 2021. Key discussions from last meeting included a presentation from Boroondara Neighbourhood Watch 4 Kids and an update in regards to the Early Years Kindergarten Reforms, particularly three year old kindergarten and school readiness funding. Next meeting scheduled for 24th February 2022.
<b>Liveable Communities</b>		

## Section 4 - Corporate Governance

## Attachment 1

Council Advisory Committee	Purpose of Committee	Comments
Marketplace Development Fund (MDF)	To determine on expenditure to promote Camberwell on Sundays and associated infrastructure with funds raised by Rotary	A meeting of the Marketplace Development Fund was held in October 2021 to discuss expenditure to promote Camberwell on Sundays and associated infrastructure with funds raised by Rotary.

## Section 5 - Grants progress

Attachment 1

## 5. Grants progress report: October 1 - December 31 2021 (Q2)

## Grant applications completed/pending for this quarter

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	Unsuccessful
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	Unsuccessful
Australian Cricket Infrastructure Fund - My Cricket Community	Health and Wellbeing Services	Victoria Park South Cricket Nets	26/03/2021	\$30,000	Unsuccessful
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

## 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 Department of Health - 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
Victorian Department of Health - Vaccine Ambassador Program	Community Planning and Development	Supporting local pathways to vaccination	15/09/2021	\$20,000	Successful
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
National Library of Australia - Community Heritage Grants Program	Arts and Culture	Preservation of Public Art in the Town Hall Gallery Collection	08/10/2021	\$7,190	Successful
Victorian School Building Authority - Building Blocks Planning	Health and Wellbeing Services	Support planning for early years infrastructure	10/10/2021	\$150,000	Successful
Victorian Government, Sport and Recreation Victoria - World Games Fund	Health and Wellbeing Services	Upgrade of the Warner Reserve sportsground lighting to environmentally friendly LED lighting	27/10/2021	\$144,950	Pending
Victorian Government, Department of Families, Fairness and Housing - Changing Places Grants	Capital Projects	Changing places fully accessible public toilets with change tables and hoists for people with severe or profound disability.	05/11/2021		
		1 - Kew Recreation Centre		\$110,000	Pending

## Section 5 - Grants progress

Attachment 1

Funding Body & Grant Program	Council Department	Council Project or Purpose	Closing Date or Date submitted	Amount Requested	Status and amount granted
		2 - Canterbury Community Precinct		\$110,000	Pending
Victorian Government, Youth Central - FReeZA 2022-2024 Grants Program	Children, Young People and Families	Solar Productions delivers live music and cultural events by young people for young people.	12/11/2021	\$105,000	Successful
Victorian Government, Department of Families, Fairness and Housing - Engage	Children, Young People and Families	Grow! Boroondara is a youth development program designed to equip and empower young people to create, learn and grow.	12/11/2021	\$180,000	Successful \$135,000
Victoria Government, DELWP - Destination Charging	Environmental Sustainability and Open Spaces	Electrical vehicle charging stations - community accessible chargers in Glenferrie Shopping District and Burwood Village	18/11/2021	\$60,000	Successful
Disability Sport and Recreation	Health and Wellbeing Services	Joint application with YMCA Victoria for 10 sport wheelchairs, activations and capacity building	18/11/2021	\$148,000	Pending
Victorian Government - Sport and Recreation Victoria	Health and Wellbeing Services	Female Friendly Facilities - Lewin sportsground pavilion	23/11/2021	\$800,000	Pending
Victorian Government - Sport and Recreation Victoria	Health and Wellbeing Services	Community Sports Lighting - Rathmines Road Reserve Project	23/11/2021	\$125,000	Pending
Victorian Government - Sport and Recreation Victoria	Health and Wellbeing Services	Community Facilities - Kew Croquet Club redevelopment of lower court	23/11/2021	\$50,000	Pending

## Section 5 - Grants progress

Attachment 1

Funding Body & Grant Program	Council Department	Council Project or Purpose	Closing Date or Date submitted	Amount Requested	Status and amount granted
Victorian Government - Sport and Recreation Victoria	Health and Wellbeing Services	Planning - Boroondara Leisure and Aquatic Facilities (BLAF) future planning study	23/11/2021	\$30,000	Pending
Victorian Government - Department of Jobs, Precincts and Regions	Liveable Communities	Outdoor Trade and Activation Program	13/12/2021	\$300,000	Successful
Magistrates' Court - Magistrates' Court fund	Health and Wellbeing Services	L2P Support - Supporting learners to attain their driving hours for their P's.	21/12/2021	\$5,000	Pending

## Statistics for Oct 1 2021 - Dec 31 2021

Grant Status	Number of grants
Grant applications submitted	18
Successful grants	7
Unsuccessful grants	4
Grants pending	12

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

**LGPRF Performance Indicators - Service Performance Indicators**

For the period ending 31 December 2021

**All measures**

Measures - based on Financial year	Annual 2018-19	Annual 2019-20	Annual 2020-21	Q2 YTD 2020-21	Q2 YTD 2021-22	Q2 YTD Difference	Annual Materiality Threshold
<b>Aquatic facilities</b>							
<b>AF1: User satisfaction with aquatic facilities (optional)</b> (Defined as the satisfaction of users with the aquatic facility).	85	N/A	N/A	N/A	N/A	N/A	+ / - 5
<i>Comment: Annual Measure</i>							
<b>AF2: Health inspections of aquatic facilities</b> (number of inspections by an authorised officer within the meaning of the Public Health and Wellbeing Act 2008 carried out per Council aquatic facility).	2.00	2.00	0.33	0	1.00	1.0	+ / - 1
AF2.1 SUB KPI: Number of authorised officer inspections of Council aquatic facilities.	8	8	1	-	3		
AF2.2 SUB KPI: Number of Council aquatic facilities.	4	4	3	-	3		
<b>AF6: Utilisation of aquatic facilities</b> (number of visits to aquatic facilities per head of municipal population).	14.58	10.32	5.37	1.17	2.19	1.01	+ / - 3 visits
AF6.1 SUB KPI: Number of visits to aquatic facilities.	2,643,637	1,890,901	982,521	215,013	399,926		
AF6.2 SUB KPI: Municipal population.	181,289	183,199	183,023	183,199	183,023		
<b>AF7: Cost of aquatic facilities</b> (direct cost to Council less any income received for providing aquatic facilities per visit).	(\$0.88)	(\$0.03)	\$ 2.24	\$ 10.49	\$ 2.30	(\$8.19)	+ / - \$1
AF7.1 SUB KPI: Direct cost of aquatic facilities less income received.	(\$2,327,571)	(\$54,151)	\$2,196,737	\$2,256,173	\$920,000		
AF7.2 SUB KPI: Number of visits to aquatic facilities.	2,643,637	1,891,171	982,521	215,013	399,926		
<i>Comment: The measure has improved due to increased attendances and income relative to the previous year.</i>							

**LGPRF Performance Indicators - Service Performance Indicators**

For the period ending 31 December 2021

**All measures**

Measures - based on Financial year	Annual 2018-19	Annual 2019-20	Annual 2020-21	Q2 YTD 2020-21	Q2 YTD 2021-22	Q2 YTD Difference	Annual Materiality Threshold
<b>Animal management</b>							
<b>AM1: Time taken to action animal requests (Days)</b> (average no. days it has taken for Council to action animal management related requests).	<b>1.42</b>	<b>1.58</b>	<b>1.25</b>	<b>1.22</b>	<b>1.28</b>	<b>0.06</b>	<b>+ / - 1.5 days</b>
AM1.1 SUB KPI: Number of days between receipt and first response action for all animal management requests.	11,667	13,683	13,352	4,384	6,774		
AM1.2 SUB KPI: Number of animal management requests.	8,194	8,648	10,672	3,596	5,280		
<b>AM2: Animals reclaimed</b> (percentage of collected registrable animals under the Domestic Animals Act 1994 reclaimed).	<b>51.0%</b>	<b>58.9%</b>	<b>47.6%</b>	<b>33.6%</b>	<b>72.9%</b>	<b>39.3%</b>	<b>+ / - 10%</b>
AM2.1 SUB KPI: Number of animals reclaimed.	159	142	98	36	70		
AM2.2 SUB KPI: Number of animals collected (excluding Feral animals).	312	241	206	107	96		
<i>Comment: In this quarter a significant number of animals were reclaimed by owners due to high registration levels.</i>							
<b>AM5: Animals rehomed</b> (percentage of collected registrable animals under the Domestic Animals Act 1994 that are rehomed).	<b>N/A</b>	<b>10.4%</b>	<b>10.7%</b>	<b>13.1%</b>	<b>12.5%</b>	<b>-0.6%</b>	<b>+ / - 30%</b>
AM5.1 SUB KPI: Number of animals rehomed.	-	25	22	14	12		
AM5.2 SUB KPI: Number of animals collected (excluding Feral animals).	312	241	206	107	96		
<b>AM6: Cost of animal management service per population</b> (cost to Council of the animal management service per population).	<b>\$ 7.67</b>	<b>\$ 7.73</b>	<b>\$ 7.84</b>	<b>\$ 4.08</b>	<b>\$ 4.01</b>	<b>-\$ 0.07</b>	<b>+ / - \$1</b>
AM6.1 SUB KPI: Direct cost of the animal management service.	\$ 1,390,613	\$ 1,415,373	\$ 1,435,080	\$ 746,747	\$ 733,662		
AM6.2 SUB KPI: Municipal population.	181,289	183,199	183,023	183,199	183,023		
<b>Performance statement - EXTERNALLY AUDITED</b>							
<b>AM7: Animal management prosecutions</b> (percentage of successful animal management prosecutions).	<b>86%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>0%</b>	<b>+ / - 20%</b>
AM7.1 SUB KPI: Number of successful animal management prosecutions.	6	5	12	2	3		
AM7.2 SUB KPI: Total number of animal management prosecutions.	7	5	12	2	3		



**LGPRF Performance Indicators - Service Performance Indicators**

For the period ending 31 December 2021

**All measures**

Measures - based on Financial year	Annual 2018-19	Annual 2019-20	Annual 2020-21	Q2 YTD 2020-21	Q2 YTD 2021-22	Q2 YTD Difference	Annual Materiality Threshold
<b>Governance</b>							
<b>G1: Council resolutions made at meetings closed to the public</b> (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%	3.5%	6.6%	3.06%	+ / - 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	4	7		
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	113	106		
<i>Comment: Increased Council resolutions made at meetings closed to the public due to matters relating to private commercial information that would prejudice Council position in commercial negotiations if prematurely released.</i>							
<b>G2: Satisfaction with community consultation and engagement</b> (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	59	N/A	N/A	N/A	+ / - 5
<b>G3: Councillor attendance at Council meetings</b> (percentage of attendance at ordinary and special Council meetings by Councillors).	96.7%	97.7%	96.6%	97.8%	98.8%	1.0%	+ / - 10%
G3.1 SUB KPI: The sum of the number of Councillors who attended each ordinary and special Council meeting.	145	215	312	133	163		
G3.2 SUB KPI: Number of ordinary and special Council meetings.	15	22	29	12	15		
G4.2 SUB KPI: Number of Councillors elected at the last Council general election.	10	10	11	11	11		
<b>G4: Cost of elected representation</b> (direct cost of delivering Council's governance service per Councillor).	\$ 55,883.59	\$ 52,683.66	\$ 47,095.37	\$ 20,246.72	\$ 24,541.89	\$ 4,295.16	+ / - \$5,000
G4.1 SUB KPI: Direct cost of the governance service.	\$ 558,836	\$ 526,837	\$ 518,049	\$ 222,714	\$ 269,961		
G4.2 SUB KPI: Number of Councillors elected at the last Council general election.	10	10	11	11	11		
<i>Comment: The minor increase in the cost of elected representation reflects the change to electoral boundaries which saw eleven wards contested at the November 2020 Election rather than the previous ten.</i>							
<b>Performance statement - EXTERNALLY AUDITED</b>							
<b>G5: Satisfaction with Council decisions</b> (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	62	N/A	N/A	N/A	+ / - 5

**LGPRF Performance Indicators - Service Performance Indicators**

For the period ending 31 December 2021

**All measures**

Measures - based on Financial year	Annual 2018-19	Annual 2019-20	Annual 2020-21	Q2 YTD 2020-21	Q2 YTD 2021-22	Q2 YTD Difference	Annual Materiality Threshold
<b>Libraries</b>							
<b>LB1: Physical library collection usage</b> (number of physical library collection item loans per physical library collection item).	<b>5.10</b>	<b>3.69</b>	<b>2.89</b>	<b>1.00</b>	<b>1.37</b>	<b>0.37</b>	<b>+ / - 0.5 loans</b>
LB1.1 SUB KPI: Number of physical library collection item loans.	2,374,888	1,595,204	1,255,425	370,022	596,325		
LB1.2 SUB KPI: Number of physical library collection items.	465,589	431,817	434,539	370,022	433,771		
<i>Comment: Library Services operated a Click &amp; collect service across October, prior to opening to fully vaccinated visitors on 29 October 2021. Since reopening there has been an increase in physical loans; an average of 40,000 more each month.</i>							
<b>LB2: Recently purchased library collection</b> (number of library collection items purchased in the last 5 years).	<b>50.7%</b>	<b>47.7%</b>	<b>60.3%</b>	<b>49.3%</b>	<b>58.9%</b>	<b>9.7%</b>	<b>+ / - 7.5%</b>
LB2.1 SUB KPI: Number of library collection items purchased in the last 5 years.	236,132	229,294	286,470	248,872	281,818		
LB2.2 SUB KPI: Number of library collection items.	465,589	480,375	474,902	505,313	478,070		
<i>Comment: Regular ongoing collection management ensures the physical collection is relevant, up to date and in good condition, while a demand for online resources ensures more ebooks, eaudio and emagazines are purchased.</i>							
<b>Performance statement - EXTERNALLY AUDITED</b>							
<b>LB4: Active library borrowers in municipality</b> (percentage of the municipal population that are active library borrowers in the last three years).	<b>25.9%</b>	<b>25.0%</b>	<b>21.8%</b>	<b>21.2%</b>	<b>22.0%</b>	<b>0.8%</b>	<b>+ / - 5%</b>
LB4.1 SUB KPI: Number of active library borrowers (2 years ago).	46,170	44,354	48,648	35,968	44,354		
LB4.1 SUB KPI: Number of active library borrowers (1 year ago).	44,354	48,648	43,139	44,354	35,571		
LB4.1 SUB KPI: Number of active library borrowers (This year).	48,648	43,139	27,318	35,571	40,888		
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		
<b>LB5: Cost of library service per population</b> (direct cost to Council of the library service per population).	<b>\$ 50.39</b>	<b>\$ 49.71</b>	<b>\$ 48.08</b>	<b>\$ 24.69</b>	<b>\$ 24.34</b>	<b>-\$ 0.34</b>	<b>+ / - \$10</b>
LB5.1 SUB KPI: Direct cost to Council of the library Service.	\$ 9,135,694	\$ 9,106,404	\$ 8,800,487	\$ 4,522,594	\$ 4,455,454		
LB5.2 SUB KPI: Municipal population.	181,289	183,199	183,023	183,199	183,023		

**LGPRF Performance Indicators - Service Performance Indicators**

For the period ending 31 December 2021

**All measures**

Measures - based on Financial year	Annual 2018-19	Annual 2019-20	Annual 2020-21	Q2 YTD 2020-21	Q2 YTD 2021-22	Q2 YTD Difference	Annual Materiality Threshold
<b>Maternal and Child Health</b>							
<b>MC2: Infant enrolments in the MCH service</b> (percentage of infants enrolled in the MCH).	<b>101%</b>	<b>102%</b>	<b>100.0%</b>	<b>100.3%</b>	<b>100.7%</b>	<b>0.3%</b>	<b>+ / - 10%</b>
MC2.1 SUB KPI: Number of infants enrolled in the MCH service	1,413	1,370	341	299	295		
MC2.2 SUB KPI: Number of birth notifications received.	1,400	1,349	341	298	293		
<b>MC3: Cost of the MCH service</b> (cost to Council of the MCH service per hour of service delivered).	<b>\$ 70.72</b>	<b>\$ 71.89</b>	<b>\$ 70.77</b>	<b>\$ 68.66</b>	<b>\$ 76.21</b>	<b>\$ 7.56</b>	<b>+ / - \$15</b>
LGPRF (MC3.1) SUB KPI: Cost to Council of the MCH service.	\$ 2,192,636	\$ 2,324,010	\$ 2,499,205	\$ 1,212,192	\$ 1,374,287		
LGPRF (MC3.2) SUB KPI: Hours worked by MCH nurses.	31,004	32,328	35,312	17,656	18,032		
<b>Performance statement - EXTERNALLY AUDITED</b>							
<b>MC4: Participation in the MCH service</b> (percentage of children enrolled who participate in the MCH service).	<b>82.8%</b>	<b>82.0%</b>	<b>81.4%</b>	<b>71.9%</b>	<b>49.8%</b>	<b>-22.1%</b>	<b>+ / - 10%</b>
MC4.1 SUB KPI: Number of children who attend the MCH service at least once (in the year).	4,864	4,646	4,412	3,391	2,292		
MC4.2 SUB KPI: Number of children enrolled in the MCH service.	5,877	5,664	5,417	4,714	4,600		
<i>Comment: Not all children were due for Key Age and Stage attendance this quarter. Annual participation is on target.</i>							
<b>MC5: Participation in MCH service by aboriginal children - EXTERNALLY AUDITED</b> (percentage of Aboriginal children enrolled who participate in the MCH service).	<b>88.0%</b>	<b>100.0%</b>	<b>95.9%</b>	<b>83.9%</b>	<b>59.0%</b>	<b>-24.9%</b>	<b>+ / - 10%</b>
MC5.1 SUB KPI: Number of aboriginal children who attend the MCH service at least once (in	11.0	17.5	23.5	13.0	12		
MC5.2 SUB KPI: Number of aboriginal children enrolled in the MCH service.	12.5	17.5	24.5	15.5	20		
<i>Comment: Not all children who identify as Aboriginal are due for Key Age and Stage Visits in this quarter. Annual participation is on target.</i>							
<b>MC6: Participation in 4-week Key Age and Stage visit</b> (percentage of infants enrolled in the MCH service who receive the first home visit).	<b>N/A</b>	<b>99.3%</b>	<b>102.1%</b>	<b>98.6%</b>	<b>101.0%</b>	<b>2.5%</b>	<b>+ / - 10%</b>
MC6.1 SUB KPI: Number of 4-week key age stage visits.	-	1,340	348	617	296		
MC1.2 SUB KPI: Number of birth notifications received.	1,400	1,349	341	626	293		

**LGPRF Performance Indicators - Service Performance Indicators**

For the period ending 31 December 2021

**All measures**

Measures - based on Financial year	Annual 2018-19	Annual 2019-20	Annual 2020-21	Q2 YTD 2020-21	Q2 YTD 2021-22	Q2 YTD Difference	Annual Materiality Threshold
<b>Roads</b>							
<b>R1: Sealed local road requests</b> (Number of sealed local road requests per 100 kilometres of sealed local road).	<b>63.17</b>	<b>66.79</b>	<b>60.80</b>	<b>27.57</b>	<b>41.18</b>	<b>13.61</b>	<b>+ / - 20 requests</b>
R1.1 SUB KPI: Number of sealed local road requests.	355	378	344	156	233		
R1.2 SUB KPI: Kilometres of sealed local roads.	562	566	566	566	566		
<i>Comment: The increase in sealed local road requests is attributed to the increased community presence in the local areas during the COVID-19 lockdowns. In addition, this increase in requests is reflected across other asset classes like footpaths, curb and channel, and open space assets.</i>							
<b>R2: Sealed local roads below the intervention level</b> (percentage of sealed local roads that are below the renewal intervention level set by Council and not requiring renewal).	<b>97.5%</b>	<b>95.8%</b>	<b>94.7%</b>	<b>94.7%</b>	<b>94.7%</b>	<b>0.0%</b>	<b>+ / - 10%</b>
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		
<b>R3: Cost of sealed local road reconstruction</b> (direct reconstruction cost to Council per square metre of sealed local roads reconstructed).	<b>\$ 90.57</b>	<b>\$ 91.50</b>	<b>\$ 100.53</b>	<b>\$ 105.64</b>	<b>\$ 101.51</b>	<b>-\$ 4.13</b>	<b>+ / - \$25</b>
R3.1 SUB KPI: Direct cost of sealed local road reconstruction.	\$ 7,135,806	\$ 5,254,947	\$ 6,084,644	\$ 1,602,162	\$ 3,203,710		
R3.2 SUB KPI: Square metres of sealed local roads reconstructed.	78,786	57,434	60,524	15,166	31,560		
<b>R4: Cost of sealed local road resealing</b> (direct resealing cost to Council per square metre of sealed local roads resealed).	<b>\$ 19.60</b>	<b>\$ 20.16</b>	<b>\$ 24.43</b>	<b>\$ 28.52</b>	<b>\$ 29.14</b>	<b>\$ 0.62</b>	<b>+ / - \$10</b>
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		
<b>Performance statement - EXTERNALLY AUDITED</b>							
<b>R5: Satisfaction with sealed local roads</b> (defined as the community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads).	<b>71</b>	<b>72</b>	<b>74</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>+ / - 5</b>
<i>Comment: Annual Measure</i>							

**LGPRF Performance Indicators - Service Performance Indicators**

For the period ending 31 December 2021

**All measures**

Measures - based on Financial year	Annual 2018-19	Annual 2019-20	Annual 2020-21	Q2 YTD 2020-21	Q2 YTD 2021-22	Q2 YTD Difference	Annual Materiality Threshold
<b>Statutory Planning</b>							
<b>SP1: Time taken to decide planning applications</b> (median number of days between receipt of a planning application and a decision on the application).	119	98	98	81	83	2	+ / - 20 days
<b>SP2: Planning applications decided within required timeframes</b> (percentage of planning application decisions made within required timeframes).	65.4%	73.8%	83.1%	88.4%	80.2%	-8.2%	+ / - 7.5%
SP2.1 SUB KPI: Number of planning application decisions made within required timeframes.	1,006	970	1,038	562	300		
SP2.2 SUB KPI: Number of planning application decisions made.	1,539	1,314	1,249	636	374		
<i>Comment: The Statutory Planning teams have experienced some reduced capacity during the second quarter due to COVID-19 impacts on staffing availability.</i>							
<b>SP3: Cost of statutory planning service</b> (direct cost to Council of the statutory planning service per planning application).	\$ 4,019.08	\$ 3,740.03	\$ 3,603.44	\$ 3,601.20	\$ 3,140.58	-\$ 460.62	+ / - \$350
SP3.1 SUB KPI: Direct cost of the statutory planning service.	\$ 4,883,176	\$ 5,004,156	\$ 4,716,898	\$ 2,383,994	\$ 2,336,589		
SP3.2 SUB KPI: Number of planning applications received.	1,215	1,338	1,309	662	744		
<i>Comment: The Statutory Planning teams have experienced reduced budget spend during the second quarter due to COVID-19 impacts on staffing availability.</i>							
<b>Performance statement - EXTERNALLY AUDITED</b>							
<b>SP4: Council planning decisions upheld at VCAT</b> (percentage of planning application decisions subject to review by VCAT and that were not set aside).	40.8%	49.5%	49.3%	41.7%	53.1%	11.4%	+ / - 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	15	31		
SP4.2 SUB KPI: Number of VCAT decisions in relation to planning applications.	76	99	67	36	58		
<i>Comment: Council continues to advocate through the VCAT process for decisions that align with our community's expectations</i>							

**LGPRF Performance Indicators - Service Performance Indicators**

For the period ending 31 December 2021

**All measures**

Measures - based on Financial year	Annual 2018-19	Annual 2019-20	Annual 2020-21	Q2 YTD 2020-21	Q2 YTD 2021-22	Q2 YTD Difference	Annual Materiality Threshold
<b>Waste collection</b>							
<b>WC1: Kerbside bin collection requests</b> (number of kerbside bin collection requests per 1,000 kerbside bin collection households).	<b>210.99</b>	<b>328.53</b>	<b>284.86</b>	<b>156.20</b>	<b>94.94</b>	- <b>61.27</b>	<b>+ / - 20 requests</b>
WC1.1 SUB KPI: Number of kerbside garbage and recycling bin collection requests.	13,940	21,726	18,862	10,332	6,286		
WC1.2 SUB KPI: Number of kerbside bin collection households.	66,068	66,130	66,215	66,144	66,213		
<b>WC2: Kerbside collection bins missed</b> (number of kerbside collection bins missed per 10,000 scheduled kerbside collection bin lifts).	<b>6.45</b>	<b>14.86</b>	<b>9.08</b>	<b>10.56</b>	<b>6.60</b>	- <b>3.96</b>	<b>+ / - 5 bins</b>
WC2.1 SUB KPI: Number of kerbside garbage and recycling collection bins missed.	4,253	9,422	4,620	2,683	1,679		
WC2.2 SUB KPI: Number of scheduled kerbside garbage and recycling collection bin lifts.	6,591,026	6,340,812	5,086,259	2,540,680	2,542,588		
<b>WC3: Cost of kerbside garbage collection service</b> (direct cost of the kerbside garbage bin collection service per kerbside garbage collection bin).	<b>\$ 123.89</b>	<b>\$ 139.81</b>	<b>\$ 115.22</b>	<b>\$ 63.14</b>	<b>\$ 54.77</b>	<b>-\$ 8.36</b>	<b>+ / - \$20</b>
WC3.1 SUB KPI: Direct cost of the kerbside garbage bin collection service.	\$ 7,899,769	\$ 8,927,996	\$ 7,384,275	\$ 4,039,551	\$ 3,512,249		
WC3.2 SUB KPI: Number of kerbside garbage collection bins.	63,764	63,860	64,089	63,981	64,124		
<b>WC4: Cost of kerbside recyclables bin collection service</b> (direct cost of the kerbside recyclables collection service per kerbside recyclables collection bin).	<b>\$ 74.96</b>	<b>\$ 84.08</b>	<b>\$ 83.15</b>	<b>\$ 40.12</b>	<b>\$ 41.01</b>	<b>\$ 0.89</b>	<b>+ / - \$10</b>
WC4.1 SUB KPI: Direct cost of the kerbside recyclables bin collection service.	\$ 4,716,842	\$ 5,308,482	\$ 5,274,123	\$ 2,539,351	\$ 2,595,141		
WC4.2 SUB KPI: Number of kerbside recyclables collection bins.	62,924	63,139	63,426	63,298	63,281		
<b>Performance statement - EXTERNALLY AUDITED</b>							
<b>WC5: Kerbside collection waste diverted from landfill</b> (percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill).	<b>48.7%</b>	<b>53.1%</b>	<b>68.5%</b>	<b>68.5%</b>	<b>72.7%</b>	<b>4.2%</b>	<b>+ / - 10%</b>
WC5.1 SUB KPI: Weight of recyclables and green organics collected from kerbside bins.	32,835	38,051	47,699	25,437	24,974		
WC5.2 SUB KPI: Weight of garbage, recyclables and green organics collected from kerbside bins.	67,468	71,669	69,613	37,110	34,339		

**LGPRF Performance Indicators - Service Performance Indicators**

For the period ending 31 December 2021

**All measures**

Measures - based on Financial year	Annual 2018-19	Annual 2019-20	Annual 2020-21	Q2 YTD 2020-21	Q2 YTD 2021-22	Q2 YTD Difference	Annual Materiality Threshold
<b>Food safety</b>							
<b>FS3: Cost of food safety service</b> (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	\$ 196	\$ 178.9	-\$ 16.64	+ / - \$75
FS3.1 SUB KPI: Direct cost of food safety service.	\$ 798,050	\$ 814,874	\$ 920,508	\$ 545,911	\$ 383,530		
FS3.2 SUB KPI: Number of food premises registered or notified in accordance with the Food Act 1984.	2,276	2,229	2,415	2,792	2,144		

**LGPRF Performance Indicators - Service Performance Indicators**

For the period ending 31 December 2021

**All measures**

Measures - based on Calendar year	Annual 2017	Annual 2018	Annual 2019	Annual 2020	Q4 YTD 2020	Q4 YTD 2021	Annual difference 2020 vs 2021	Annual Materiality Threshold
<b>Food safety</b>								
<b>FS1: Time taken to action food complaints (applicable from 1 July 2015)</b> (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).	<b>1.70</b>	<b>1.70</b>	<b>1.66</b>	<b>1.87</b>	<b>1.87</b>	<b>1.42</b>	<b>-</b>	<b>0.4</b>
FS1.1 SUB KPI: Number of days between receipt and first response action for all food complaints.	241	260	283	234	234	111		
FS1.2 SUB KPI: Number of food complaints.	142	153	170	125	125	78		
<b>FS2: Food safety assessments</b> (percentage of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment).	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>0%</b>	<b>+ / - 10%</b>
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	985	1,012		
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	985	1,012		
<b>Performance statement - EXTERNALLY AUDITED</b>								
<b>FS4: Critical and major non-compliance notifications</b> (percentage of critical and major non-compliance outcome notifications that are followed up by Council).	<b>99%</b>	<b>99%</b>	<b>99%</b>	<b>96%</b>	<b>96%</b>	<b>90%</b>	<b>-6%</b>	<b>+ / - 10%</b>
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	236	367		
FS4.2 SUB KPI: Number of critical non-compliance notifications and major non-compliance notifications about food premises.	454	401	431	246	246	409		



## Attachment 2

## LGPRF Performance Indicators - Sustainable Capacity and Financial Performance Indicators

For the period ending 31 December 2021

Indicator/measure	Annual 2017-18	Annual 2018-19	Annual 2019-20	Annual 2020-21	Q2 YTD 2020-21	Q2 YTD 2021-22	Q2 YTD Difference	Annual Materiality Threshold
<b>Sustainable Capacity Indicators</b>								
<b>Population</b>								
Expenses per head of municipal population [Total expenses / Municipal population]	\$1,109	\$1,167	\$1,265	\$1,363	\$640	\$637	-\$3	+ / - \$200
Infrastructure per head of municipal population [Value of infrastructure / Municipal population]	\$4,720	\$4,772	\$4,903	\$5,052	\$4,911	\$5,106	\$195	+ / - \$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
<b>Own-source revenue</b>								
Own-source revenue per head of municipal population [Own-source revenue / Municipal population]	\$1,180	\$1,206	\$1,214	\$1,167	\$1,092	\$1,152	\$61	+ / - \$100
<b>Recurrent grants</b>								
Recurrent grants per head of municipal population [Recurrent grants / Municipal population]	\$86	\$79	\$73	\$69	\$33	\$44	\$11	+ / - \$50
<b>Disadvantage</b>								
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
<b>Workforce turnover</b>								
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%	6.1%	9.2%	3.1%	+ / - 2%
The workforce turnover variance is largely attributable to a higher than usual volume of departures and retirements across the organisation.								

## Attachment 2

## LGPRF Performance Indicators - Sustainable Capacity and Financial Performance Indicators

For the period ending 31 December 2021

Indicator/measure	Annual 2017-18	Annual 2018-19	Annual 2019-20	Annual 2020-21	Q2 YTD 2020-21	Q2 YTD 2021-22	Q2 YTD Difference	Annual Materiality Threshold
<b>Financial Performance Indicators</b>								
<b>Efficiency</b>								
<b>Expenditure level *</b>								
Expenses per property assessment [Total expenses / Number of property assessments]	\$2,578	\$2,723	\$2,952	\$3,159	\$1,494	\$1,477	-\$17	+ / - \$200
<b>Revenue level *</b>								
Average rate per property assessment [General rates and Municipal charges / Number of property assessments]	New in 2020	New in 2020	\$2,006	\$2,050	\$2,060	\$2,101	\$41	+ / - \$100
<b>Liquidity</b>								
<b>Working capital</b>								
Current assets compared to current liabilities [Current assets / Current liabilities] x100	235.5%	300.8%	272.4%	177.3%	572.1%	359.2%	-212.9%	+ / - 80%
<b>Unrestricted cash</b>								
Unrestricted cash compared to current liabilities [Unrestricted cash / Current liabilities] x100	-7.4%	160.6%	131.9%	49.8%	216.4%	109.1%	-107.3%	+ / - 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 2

## LGPRF Performance Indicators - Sustainable Capacity and Financial Performance Indicators

For the period ending 31 December 2021

Indicator/measure	Annual 2017-18	Annual 2018-19	Annual 2019-20	Annual 2020-21	Q2 YTD 2020-21	Q2 YTD 2021-22	Q2 YTD Difference	Annual Materiality Threshold
<b>Obligations</b>								
<b>Loans and borrowings</b>								
Loans and borrowings compared to rates [Interest bearing loans and borrowings / Rate revenue] x100	26.2%	14.7%	13.2%	12.1%	12.6%	11.3%	-1.3%	+ / - 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%	1.3%	0.7%	-0.5%	+ / - 2%
<b>Indebtedness</b>								
Non-current liabilities compared to own source revenue [Non-current liabilities / Own source revenue] x100	14.3%	13.4%	15.9%	17.7%	17.8%	17.4%	-0.4%	+ / - 5%
<b>Asset renewal and upgrade *</b>								
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%	86.9%	128.3%	41.5%	+ / - 30%
<b>Operating position</b>								
<b>Adjusted underlying result *</b>								
Adjusted underlying surplus (or deficit) [Adjusted underlying surplus (deficit) / Adjusted underlying revenue]	12.7%	9.7%	2.1%	-9.2%	43.3%	46.9%	3.6%	+ / - 5%
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.								
<b>Stability</b>								
<b>Rates concentration *</b>								
Rates compared to adjusted underlying revenue [Rate revenue / Adjusted underlying revenue] x100	74.9%	76.2%	79.4%	83.8%	92.1%	90.0%	-2.1%	+ / - 5%
<b>Rates effort</b>								
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.

## Governance and Management Checklist

(as at 31 December 2021)

Commitments	Status	Progress
1. <b>Community engagement policy</b> (policy under section 55 of the Act outlining Council's commitment to engaging with the community on matters of public interest)	Adopted in accordance with section 55 of the Act  Date of operation of current policy	Yes  February 2021
2. <b>Community engagement guidelines</b> Guidelines to assist staff to determine when and how to engage with the community	Guidelines  Date of operation of current guidelines	Yes  June 2021
3. <b>Financial Plan</b> Plan under section 91 of the Act outlining the financial and non-financial resources required for at least the next 10 financial years	Adopted in accordance with section 91 of the Act  Date of adoption	Yes  October 2021
4. <b>Asset Plan</b> Plan under section 92 of the Act setting out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years	Adopted in accordance with section 92 of the Act  Date of operation of current plans  Roads Asset Management Plan  Buildings Asset Management Plan  Paths Asset Management Plan  Drainage Asset Management Plan  Open Space Asset Management Plan	Yes   February 2016  August 2017  September 2016  September 2017  June 2016
5. <b>Revenue and Rating Plan 2021-25</b> Replaces Council's existing Rating Strategy Plan. The Revenue and Rating Plan establishes the revenue raising framework within which the Council proposes to work (plan under section 93 of the Act setting out the rating structure of Council to levy rates and charges)	Adopted in accordance with section 93 of the Act  Date of operation of current strategy	Yes  June 2021

## Attachment 3

6. <b>Annual budget</b> Plan under section 94 of the Act setting out the services to be provided and initiatives to be undertaken during the budget year and the funding and other resources required	Adopted in accordance with section 94 of the Act  Date of adoption	Yes  June 2021
7. <b>Risk policy</b> Policy outlining Council's commitment and approach to minimising the risks to Council's operations	Policy  Date of operation of current policy	Yes  February 2019
8. <b>Fraud policy</b> Policy outlining Council's commitment and approach to minimising the risk of fraud	Policy  Date of operation of current policy	Yes  June 2021
9. <b>Municipal emergency management plan</b> Plan under section 20 of the <i>Emergency Management Act 1986</i> for emergency prevention, response and recovery	Prepared and maintained in accordance with section 20 of the <i>Emergency Management Act 1986</i>  Date of preparation	Yes  May 2020
10. <b>Procurement policy</b> Policy under section 108 of the Act outlining the principles, processes and procedures that will apply to the purchase of goods and services by the Council	Adopted in accordance with section 108 of the Act  Date of adoption	Yes  December 2021
11. <b>Business continuity plan</b> Plan setting out the actions that will be taken to ensure that key services continue to operate in the event of a disaster	Plan  Date of operation of current plan  Arts and Culture  Asset and Capital Planning  Building Services  Business and Project Readiness  Capital Projects  Chief Financial Office  Civic Services  Community Planning and Development	Yes    October 2021  November 2020  October 2021  November 2021  January 2021  December 2021  November 2021  November 2020

**Attachment 3**

	Customer and Communication	November 2021
	Environmental Sustainability and Open Spaces	December 2021
	Governance and Legal	October 2021
	Health and Wellbeing Services	October 2021
	Library Services	November 2020
	Liveable Communities	October 2021
	People, Culture and Development	October 2021
	Strategic and Statutory Planning	November 2020
	Strategy and Performance	December 2021
	Traffic and Transport	November 2021
	Transformation and Technology	October 2021
	Facilities, Waste and Infrastructure	October 2021
12. <b>Disaster recovery plan</b> Plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster	Plan  Date of operation of current plan	Yes  December 2021
13. <b>Risk management framework</b> Framework outlining Council's approach to managing risks to the Council's operations	Framework  Date of operation of current framework	Yes  February 2019
14. <b>Audit and Risk Committee</b> (Advisory committee of Council under section 53 of the Act whose role is to	Established in accordance with section 53 of the Act	Yes

## Attachment 3

monitor the compliance of Council policies and procedures with the overarching governance principles; and the Local Government Act, the regulations and any Ministerial directions; monitor Council financial and performance reporting; monitor and provide advice on risk management and fraud prevention systems and controls; and oversee internal and external audit functions.)	Date of establishment  <i>Note: Boroondara has had an Audit Committee from the date of its establishment.</i>  <i>The Audit Committee Charter is reviewed annually. Councillor Committee members are nominated by Council on an annual basis. The current Audit Committee Charter was adopted by Council on 28 June 2021.</i>	August 2020
<b>15. Internal audit</b> Independent accounting professionals engaged by the Council to provide analyses and recommendations aimed at improving Council's governance, risk and management controls	Engaged  Date of engagement of current provider	Yes  October 2017
<b>16. Performance reporting framework</b> (a set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 98 of the Act)	Framework  Date of operation of current framework	Yes  June 2015
<b>17. Council Plan reporting</b> Report reviewing the performance of the Council against the Council Plan including the results in relation to the strategic indicators for the first six month of the financial year	Report  Date of operation of current report	Yes  December 2021
<b>18. Quarterly budget reports</b> (quarterly reports to the Council under section 97 of the Act, comparing actual and budgeted results and an explanation of any material variations)	Reports presented to the Council in accordance with section 97(1) of the Act  Date statements presented	Yes  August 2021 December 2021
<b>19. Risk reporting</b> Six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies	Reports  Date of reports	Yes  November 2021
<b>20. Performance reports</b> Six-monthly reports of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 98 of the Act	Reports  Date of reports	Yes  August 2021 December 2021
<b>21. Annual report</b> Annual report under sections 98 and 99	Presented at a meeting of the Council in	Yes

## Attachment 3

of the Act containing a report of operations and audited financial and performance statements	accordance with section 100 of the Act	October 2021
	Date of consideration	
22. <b>Councillor Code of Conduct</b> Code under section 139 of the Act setting out the standards of conduct to be followed by Councillors and other matters.	Reviewed in accordance with section 139 of the Act	Yes
	Date reviewed	February 2021
23. <b>Delegations</b> Documents setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff, in accordance with sections 11 and 47 of the Act	Reviewed in accordance with section 11(7) of the Act and a register kept in accordance with sections 11(8) and 47(7) of the Act	Yes
	Date reviewed Council to CEO	June 2021
	Council to Staff	June 2021
	Council to Urban Planning Delegated Committee	July 2021
	Services Delegated Committee	July 2021
	Council to Management Performance and Review Delegated Committee	September 2021
		<i>This Instrument was revoked by Council resolution on 13 December 2021 thus sunsetting the MPRDC.</i>
24. <b>Meeting procedures</b> (Governance Rules under section 60 of the Act governing the conduct of meetings of Council and delegated committees)	Governance Rules adopted in accordance with section 60 of the Act	Yes
	Date Governance Rules adopted	July 2021