

7 Presentation of officer reports

7.1 March 2022 Quarterly Performance Report

Executive Summary

Purpose

The Quarterly Performance Report for March 2022 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 December 2021 Report was adopted by Council on 28 February 2022.

The year to date and annual budget figures referred to in this report reflects 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.

The 2021-22 Full Year Forecast reflects the final result of the full year review of the annual financials to be undertaken during the year.

Key Issues

Financial performance

Year to date actual vs. October Amended Budget

Council's year to date surplus result of \$65.44 million is \$15.15 million above the October Amended Budget of \$50.29 million. The favourable variance is attributable to a number of factors which are outlined in **Section 3 of Attachment 1 – Financial Overview**.

The overall financial position at 31 March 2022 is satisfactory with a working capital ratio of 2.71 to 1 (includes reserve funds of \$22.47 million and 0.5% cash contingency for emergency response works).

Full year forecast vs. October Amended Budget

The 2021-22 Full Year Forecast of \$2.67 million represents an increase in the surplus result by \$3.41 million compared to the October 2021 Amended Budget deficit of (\$735,000).

Whilst the current forecast position indicates an improved surplus outcome, COVID-19 continues to cause unfavourable financial impacts on Council's revenue streams primarily in user fees and statutory fees and charges.

Non-financial performance

Annual Initiatives

For the March quarter, 21% of the 2021-22 annual initiatives have been completed and a further 73% have commenced and are on track to complete by the end of the financial year. However, 6% of Annual Initiatives have been delayed and are unlikely to be completed by the end of financial year. Commentary for these delayed annual initiatives is provided in the **Outline of Key issues/options** section of this report and commentary on the annual initiatives can be found on **pages 17-36 in Attachment 1**.

Strategic Indicators

Council has 16 strategic indicators that are measured quarterly. The achievement of the Strategic Indicators reported quarterly indicates 10 (62%) were completed or above forecast. COVID-19 continues to impact our achievement of several other Strategic Indicators.

Of the six strategic indicators where the target has not been achieved as at the end of Q3 there are 5 targets which are unlikely to be met at the end of financial year. Further details can be found in the **Outline of Key issues/options** section of this report and **on pages 37 and 38 in Attachment 1**. Also see the Executive Overview in **Attachment 1** for more information.

Officers' recommendation

That Council resolve to:

1. Receive and note the Quarterly Performance Report for March 2022 (**Attachment 1**).
2. Adopt the Full Year Forecast as identified in **Attachment 1**, as annexed to the minutes.
3. Adopt the amendments to the 2021-22 Fees and Charges Schedule (**Attachment 2**) as attached to the minutes.
4. Receive and note the results of the Local Government Performance Reporting Framework (LGPRF) indicators and measures (**Attachment 3**).

Responsible director: Mans Bassi, Director Customer and Transformation

1. Purpose

The purpose of this report is to provide Council the March 2022 Quarterly Performance Report for the period ended 31 March 2022 (**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 Boroondara Community Plan theme of Leadership & Governance and strategy 7.1 “Decision-making is transparent and accountable through open governance processes with timely communication and reporting” and 7.2 “Resources are responsibly allocated and used through sound financial and asset planning, procurement and risk management practices”.

3. Background

The March 2022 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, adopted by Council on 25 October 2021.

The 2021-22 Full Year Forecast reflects the final result of the full year review of the annual financials to be undertaken during the year.

Attachment 1: March Quarterly Performance Report 2022 (Incorporating Budget commitments, Boroondara Community Plan performance, financial performance)

Attachment 2: 2021-22 Amendment to the Fees and Charges Schedule

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

4. Outline of key issues/options

Financial

Year to date actual vs. October Amended Budget

The year to date surplus result of \$65.44 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 \$15.15 million or 30% is due to timing differences for income and expenditure across Council.

Full year forecast vs. October Amended Budget

The 2021-22 Full Year Forecast of \$2.67 million represents an increase in the surplus result by \$3.41 million compared to the October 2021 Amended Budget deficit of (\$735,000).

Whilst the current forecast position indicates an improved surplus outcome, COVID-19 continues to cause unfavourable financial impacts on Council's revenue streams primarily in user fees and statutory fees and charges.

Balance Sheet and Cash Flow Statement

Cash and investment holdings are \$114.16 million as at 31 March 2022 which has increased by \$19.21 million from 30 June 2021.

The Balance Sheet as at 31 March 2022 indicates a satisfactory result with total current assets of \$164.13 million and total current liabilities of \$60.53 million.

Please refer to **page 41 and 42 of Attachment 1** for further detail.

Capital works

Council's year to date performance in gross Capital Works expenditure is \$44.85 million which is \$14.02 million below year to date budget phasing of \$58.87 million (year to date actual and commitments as at 31 March 2022 equates to \$91.75 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 \$18.04 million which is \$9.62 million below year to date budget phasing of \$27.65 million (year to date actual and commitments as at 31 March 2022 equates to \$41.50 million).

Refer to Attachment 1 page 6 and 7 Executive overview for graphical representation of capital works and priority projects year to date budget, actual and committed expenditure. Further information on capital works is detailed on **page 51-52 in Attachment 1**.

Non-financial**Annual Initiatives**

The 2021-22 Budget contains 53 annual initiatives. Information has also been collected on two commitments that have been continued from the 2020-2021 financial year and two from the 2019-2020 financial year.

For the March 2022 quarter, 21% of the 2021-22 annual initiatives have been completed and a further 73% have commenced and are on track to complete by the end of the financial year. However, 6% of Annual Initiatives have been delayed and are unlikely to be completed by the end of the financial year. Commentary for these delayed annual initiatives has been provided in the table below and commentary on each annual initiative can be found on **pages 17-36 in Attachment 1**.

Details of the delayed annual initiatives

Delayed Annual Initiative	Commentary
Annual Initiative 1.13 - Progress the Canterbury Community Precinct to 95% construction to provide enhanced services to the local community.	Construction program delayed with COVID-19 related supply chain issues. The Canterbury Community Precinct stage 1 anticipated to reach 80% completion this financial year, with final completion of stage 1 by late 2022 and stage 2 work completed early 2023.
Annual Initiative 4.4 - Prepare an updated Heritage Action Plan to guide Council's future work program for heritage protection and advocacy.	The Heritage Action Plan is due for review in 2022 and although initial work has commenced, limited staff capacity has inhibited progress. The update to Heritage Action Plan is scheduled to recommence during the 2022/23 financial year, once current work on the Heritage Gaps Studies has been completed.
Annual Initiative 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.	Draft Glenferrie Place Plan requires revision following the Federal Government decision to withdraw commuter parking funding. Precinct's parking and financial strategies will be adapted to the new conditions and presented to Council for final adoption in late 2022. Preparation of a draft Camberwell Vision for future Place Plan and Structure Plan prepared with community engagement scheduled for later in 2022.

Strategic Indicators

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.

COVID-19 continues to impact our achievement of several other Strategic Indicators. Of the six strategic indicators where the target has not been achieved as at the end of Q3 there are 5 targets which are unlikely to be met at the end of financial year. Further details can be found **on pages 37 and 38 in Attachment 1**. Also see the Executive Overview in **Attachment 1** for more information.

Details of the strategic indicators not achieved in quarter 3:

Strategic Indicator not achieved in Quarter 3	Likely achievement of annual target in Quarter 4
Overall participation in library services (include loans, returns, visits, program attendances, e-books and audio loans, enquiries, reservations, wi-fi and virtual visits)	No - As a result of the COVID-19 impacts to library opening hours during lockdowns; limited programs able to be offered and reopening for vaccinated patrons only, the annual target may not be achieved this financial year. As community confidence continues to grow, it is expected this figure will improve each quarter in future.
Number of vaccinations administered.	Yes - 1006 vaccinations administered to date in April and a further 764 expected to be administered before the end of the month. 3600 are scheduled to be administered in May. Expecting to exceed the annual target by 1000 vaccinations.

Strategic Indicator not achieved in Quarter 3	Likely achievement of annual target in Quarter 4
Percentage of Council planning decisions upheld and decisions successfully mediated at VCAT.	No - The annual target of 70% is overstated given the different planning objectives and expectations of the Boroondara community. This target has been lowered for the next financial year.
Number of traffic counts and surveys used to investigate, assess and respond to traffic and parking issues.	No - Due to COVID-19, the department was unable to complete any traffic counts and surveys for the first eight months of the financial year. It is likely we will reach 100 at best as the last quarter has been affected by Easter.
Average daily bicycle users for Gardiners Creek Trail, the Anniversary Trail, Koonung Trail and Main Yarra Trail.	No - It is unlikely to reach the forecast of 3800, due to the influence of colder weather with Autumn (April May) and winter (June).
Number of calls abandoned when customers are trying to reach Council's customer service,	No - The result did not meet target due to continuing resourcing issues as an outcome of unplanned sick or carers leave due to COVID-19 and an increase in volumes due to severe weather events. Resourcing and upskilling will continue to be a focus to ensure all calls are answered as quickly as possible to avoid customers abandoning which can lead to customer dissatisfaction.

Local Government Performance Reporting Framework Measures

There are 58 mandatory performance indicators included in the Framework under three thematic areas, 28 of which will be audited and included in Council's performance statement.

The assessment of LGPRF shows most quarterly indicators are on track, with some indicators impacted by COVID-19 restrictions. Refer to **Attachment 3** for further detail on LGPRF indicator results.

5. Consultation/communication

The Executive Leadership Team has reviewed and approved the report.

6. Financial and resource implications

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

7. Governance issues

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

8. Social and environmental issues

There are no direct impacts resulting from this report.

Manager: **Amy Montalti, Chief Financial Officer**
Jennifer Reid, Manager Strategy and Performance

Report officer: Sapphire Allan, Coordinator Management Accounting
Georgina Wignall, Acting Coordinator Strategy, Planning and Reporting

Attachment 1

City of Boroondara

Quarterly Performance Report

March
2022



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Executive overview and key highlights

Introduction

The March 2022 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.

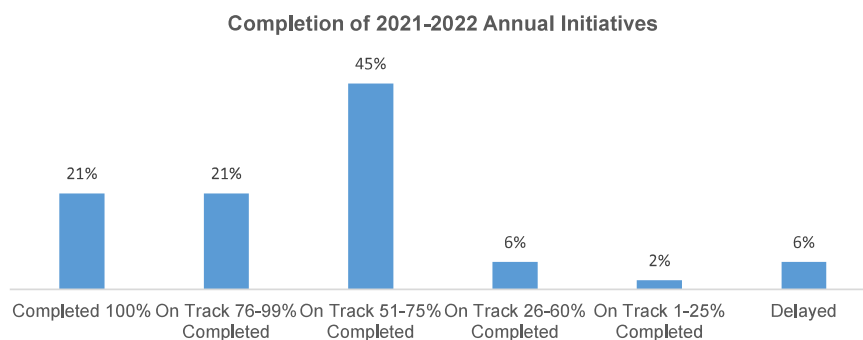
The year to date and annual budget referred to in this report reflects the October 2021 Amended Budget approved by Council on 25 October 2021 which includes the carry forward funding for final 2020-21 priority projects and capital works forward commitments.

The 2021-22 Full Year Forecast reflects the final result of the full year review of the annual financials to be undertaken during the year.

Performance against annual initiatives

There are 53 Annual Initiatives for financial year FY 2021-22. As at the quarter ended March 2022, 21% of initiatives have been completed and the remaining 79% are in progress. Most of the Annual Initiatives which are in progress are 'On Track' to be completed by the end of financial year. 6% of Annual Initiatives have been delayed and are unlikely to be completed by the end of financial year.

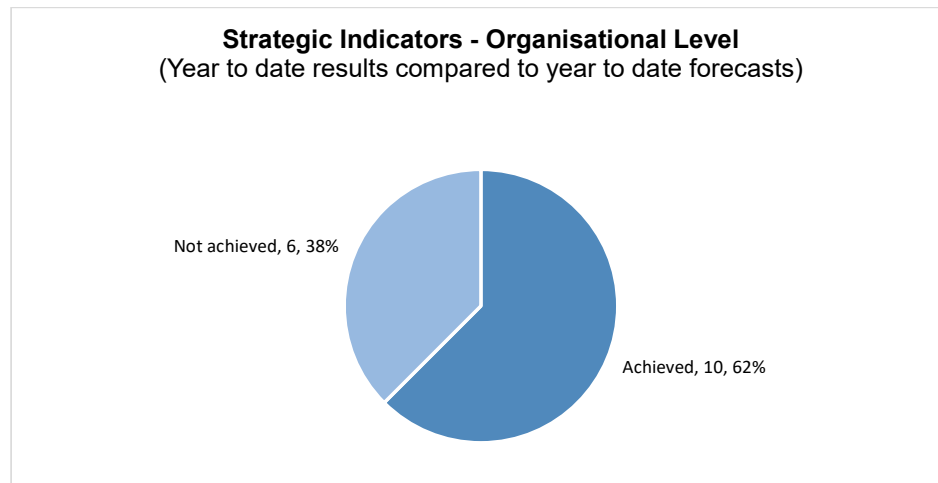
The progress of achieving the Annual Initiatives has been reported as per the following chart:



Please refer to **pages 17 to 51** of **Attachment 1** for further details and explanations.

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.



For the quarter ended March 2022, 62% of Strategic Indicators have been achieved. COVID-19 continues to impact our achievement of several other Strategic Indicators. Of the six strategic indicators where the target has not been achieved as at the end of Q3, there are 5 targets which are unlikely to be met at the end of financial year.

Please refer to **pages 38 to 39** 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 \$'000	YTD ACTUAL (1) \$'000	YTD BUDGET (2) \$'000	YTD VARIANCE (1) - (2) \$'000	YTD VARIANCE (1) / (2) %	STATUS YTD VARIANCE	FULL YEAR FORECAST (3) \$'000	ANNUAL OCTOBER AMENDED BUDGET (4) \$'000	FORECAST VARIANCE (3) - (4) \$'000	STATUS FULL YEAR VARIANCE
Surplus/(Deficit) for the year	9,012	65,439	50,291	15,148	30%	✓	2,671	(735)	3,406	✓
Recurrent income	253,495	232,495	231,527	968	0%	✓	241,001	243,851	(2,850)	—
Recurrent expenditure	219,827	152,975	161,043	8,068	5%	✓	219,276	221,267	1,991	✓
Capital works										
Expenditure *	101,586	44,854	58,872	14,018	24%	✓	91,841	99,690	7,849	✓
Priority projects										
Expenditure *	32,061	18,036	27,654	9,618	35%	✓	33,912	39,639	5,727	✓
Closing cash and investments **	103,278	114,159	85,026	29,133	34%	✓	107,787	100,065	7,722	✓

* Please refer to pages 51-52 & 58-59 for further explanation of variances.

** Refer to pages 41 & 42 for further details and explanation of closing cash and investments holdings and financial assets.

Status legend:

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

The overall financial position at 31 March 2022 is satisfactory with a working capital ratio of 2.71 to 1 (includes cash contingency for emergency response works and reserve funds of \$22.47 million).

Surplus Result

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

The favourable operating result against year to date budget of \$65.44 million is \$15.15 million or 30% above the October Amended Budget of \$50.29 million primarily due to a number of factors which are outlined in **Section 3 Financial Overview**.

Full Year Forecast vs. October Amended Budget

The 2021-22 Full Year Forecast of \$2.67 million represents an increase in the surplus result by \$3.41 million compared to the October 2021 Amended Budget deficit of (\$735,000).

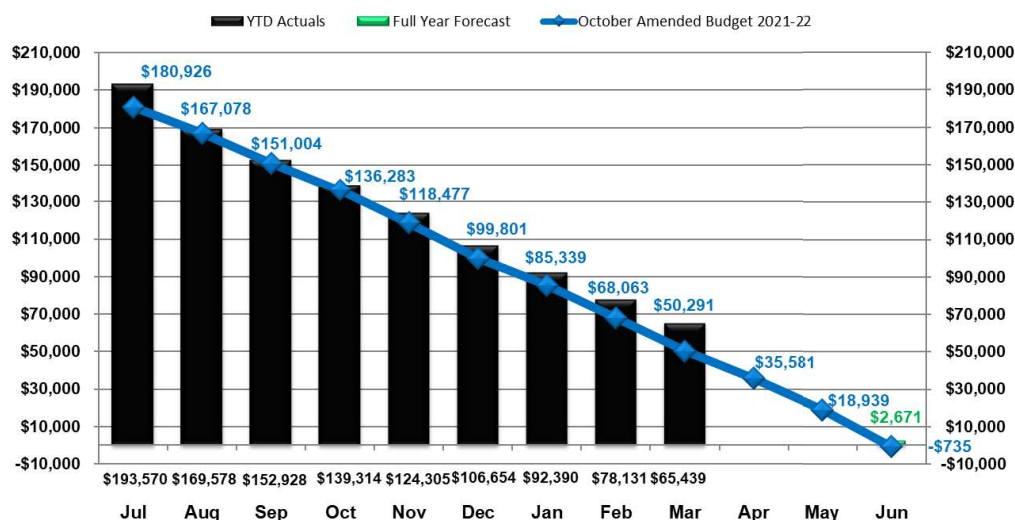
The full year forecast result is the subject of an extensive review undertaken with departments during the March quarter. Council's 2021-22 initial financial position was heavily influenced by early COVID-19 impacts and Council officers continue to closely monitor the impacts on the financial position for the remainder of 2021-22.

Whilst the current forecast position indicates an improved surplus outcome, COVID-19 continues to cause unfavourable financial impacts on Council's revenue streams primarily in user fees and statutory fees and charges. The 2021-22 full year forecast result estimates a further \$2.39 million reduction in budgeted revenue compared to the October 2021 Amended Budget bringing the total estimated net loss of recurrent operating revenue and expenditure impacts for the year to \$12.96 million.

Other variances included in the 2021-22 Full Year Forecast result include employee cost savings of \$1.26 million, lower expenditure for amortisation - right of use assets of \$553,000, lower expenditure in materials and services of \$249,000 and net priority projects carry forward of \$6.47 million. This is partially offset by lower priority projects income of (\$862,000) and an increase in bad debts of (\$133,000), primarily in asset protection.

Closing cash and investments are forecast to be \$107.79 million which is \$7.72 million above the October 2021 Amended Budget of \$100.07 million. This is primarily due to items noted above and the recognition of capital works forward commitments of \$8.51 million and priority projects forward commitments of \$6.47 million which will be carried forward to 2022-23.

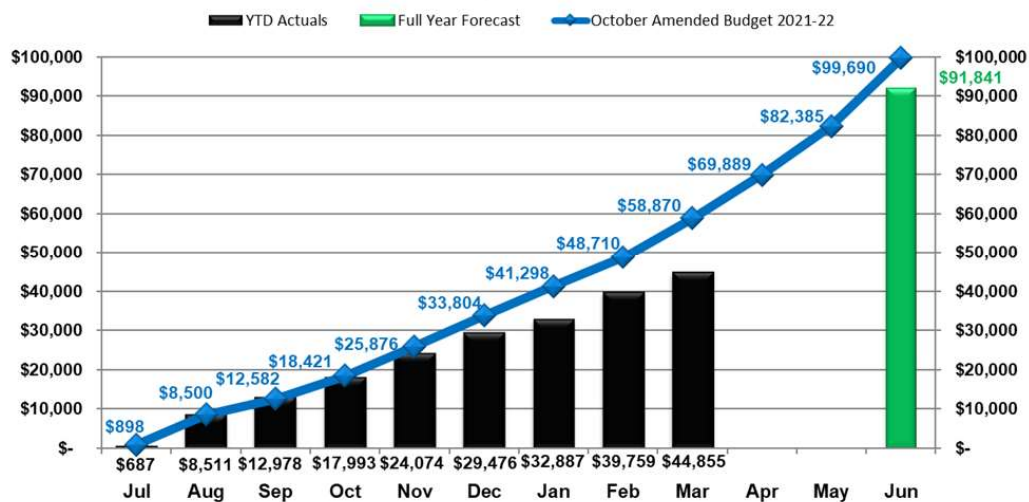
Surplus/(Deficit) Result 2021-22 Surplus Result vs October Amended Budget \$'000



Please refer to the graphical representation above of actual year to date surplus result versus the October 2021 Amended Budget.

Capital Works

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

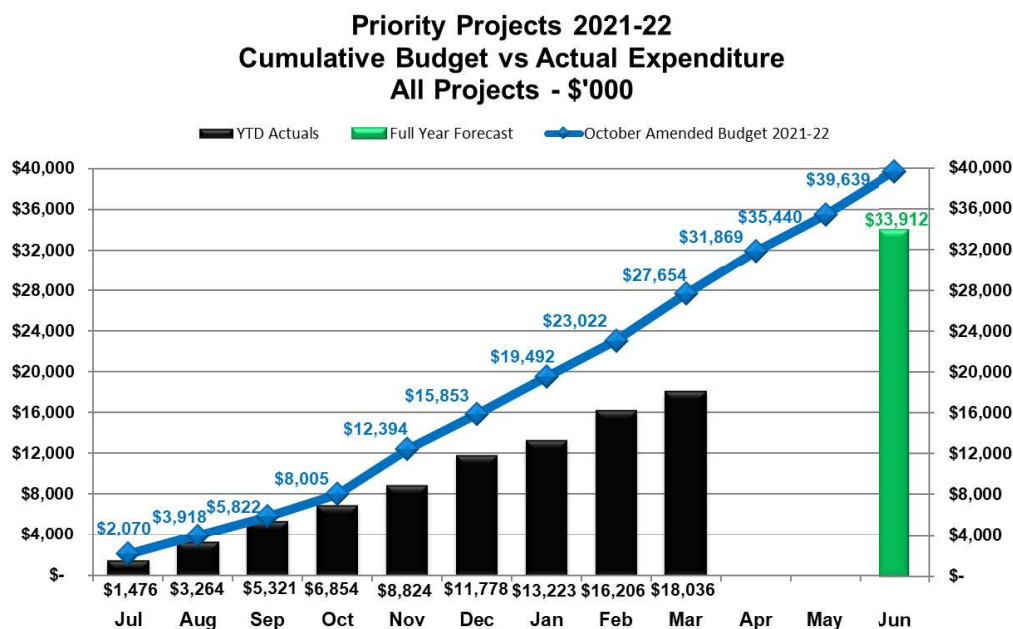


Council's year to date performance in gross capital works expenditure is \$44.85 million which is \$14.02 million below year to date budget phasing of \$58.87 million.

Capital works committed expenditure as 31 March 2022 is \$46.90 million (year to date actual and commitments equates to \$91.75 million) and includes committed expenditure for multi-year projects with the most significant being Kew Recreation Centre and Canterbury Community Precinct.

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

Priority Projects



Council's year to date performance in gross priority project expenditure is \$18.04 million which is \$9.62 million below year to date budget phasing of \$27.65 million. The difference relates to timing of expenditure on various projects.

Priority projects committed expenditure as at 31 March 2022 is \$23.46 million (year to date actual and commitments equates to \$41.50 million).

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

1. Directorate overviews

1.1 Chief Executive

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

Chief Finance Office

Key outcomes

- Planning Audit (February 3 to February 11) completed by Victorian Auditor-General's Office (VAGO).
- Developed Council's Draft Budget 2022-23.
- Developed and implemented new Procurement Policy and Framework templates.
- Reviewed the Naming of Council Managed Roads Features and Localities Policy ready for consideration by Council.
- Reviewed the Street Numbering Policy ready for consideration by Council.
- Reviewed the Telecommunications Facilities on Council Land or Facilities Policy ready for consideration by Council.

Governance and Legal

Key outcomes

- Managed three Council meetings, one Services Delegated Committee meetings, three Urban Planning Delegated Committee meetings, one Audit and Risk Committee meeting.
- Organised and conducted two in person citizenship ceremonies.
- Facilitated the submission of Initial and Bi-annual Personal Interest returns for Councillors and nominated officers.
- Responded to and finalised one informal Ombudsman request.

People, Culture and Development

Key outcomes

- Gender Equality Action Plan prepared and submitted to the Gender Equality Commission.
- Continued leadership and support of Council's COVID-19 response.

1.2 Community Support

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

Arts and Cultural Services

Key outcomes

- The ability to deliver the much-loved Summer in the Park program has been a highlight to date for 2022. With new elements introduced including Micro circus and Theatre in the Park, the program was well supported and some of the largest events delivered since the pandemic commenced.
- The Streetsounds program in support of outdoor dining has been incredibly well received by both shopping strip businesses and community members. People have enjoyed the music program providing entertainment as people reengaged with one another across our community.
- The launch of My Arts My Culture, showcasing 7 artists and how their culture has both influenced and informed their creative passion and art form. The exhibition at the Hawthorn Arts Centre captures a portrait of the artist and links to each artist video, (also available directly via the website) until 30 June 2022.

Community Planning and Development

Key outcomes

- The Boroondara Reconciliation Strategy 2022-26 was adopted at the Council meeting on 28 March 2022. This is a significant milestone in Council's reconciliation journey. Council worked collaboratively and consulted with local Aboriginal and Torres Strait Islander peoples and organisations to develop the Strategy, including Boroondara's Traditional Owners, the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation. The Strategy will officially be launched at an event in National Reconciliation Week (27 May to 3 June 2022).
- International Women's Day (IWD), which is on 8 March, is a global day celebrating the economic, political and social achievements of women past, present and future. To recognise the day this year, Council held a range of activities and events including arts events and performances, library talks and displays and fitness sessions. Council also featured stories of five inspirational women in Boroondara via social media posts and on Council's website.
- To celebrate Boroondara's cultural diversity during Harmony Week 2022, seven residents shared recipes and memories of their compelling migration stories in a suite of recipe cards. The cards were collated in an attractively designed keepsake presentation booklet and available in the libraries, customer service centres, community centres and via mail.
- The renewal of Alamein Neighbourhood and Learning Centre with new and upgraded spaces was completed in February 2022. Alamein Neighbourhood Learning has resumed classes and activities onsite, and an official Open Day event is planned for June 2022.

Health and Wellbeing Services

Key outcomes

- Boroondara Youth participated at Swinburne University's Welcome Back Week, engaging with 1500 new students over three days.
- Boroondara Families collaborated with Boroondara Arts for Family Fun in the Park in February with 700 attendees. Guests included PJ Masks and Peppa Pig.
- A Sports Club forum was held which provided clubs an update on the Good Sports Program and was also attended by Council's Volunteer Resource Centre, who provided information about volunteering in Boroondara.
- As part of the mental health wellbeing project Council successfully trained 35 members of the community in Youth Mental Health First Aid. This training helps those working with young people to provide mental health support. The community members have a combined reach of over 2,100 young people across the community.
- Access Health and Community has been awarded the Community Services Triennial Grant and this was endorsed by Council on 28 March 2022.
- The Immunisation Service has been busy running the Community, School, Adolescent and Flu immunisation programs. The School Immunisation Program is 76% underway with many Schools requiring extra catch-up sessions due to lock-downs in 2021. The Immunisation Service have been providing the community with additional Adolescent Immunisation sessions to increase the uptake of vaccination rates (particularly Human Papillomavirus) in the adolescent cohort. There has been a substantial number of adolescents attend these sessions.

Library Services

Key outcomes

- Continued to engage volunteers with DigiVol to transcribe handwritten Council minutes - to date, 344 volunteers have participated, completing 13,265 double pages of handwritten notes. A total of 87 years of transcribing has been completed and fully checked.
- Continued to offer a range of programs and events online, as interest in in-person events has not returned to pre-COVID-19 levels. Outdoor events have been trialed and to date, received positive feedback from community members.

Liveable Communities

Key outcomes

- The first Digital Literacy Network meeting was held and commenced with an in-person workshop to determine the needs and aspirations of the network. Network partners in attendance included, Bass Care, Camcare, Access Health, Boroondara Libraries, Boroondara Social Support, Neighbourhood Houses, Balwyn Evergreen, and Council officers.
- A further three functional fitness series commenced in across Boroondara in Ashburton, Camberwell and Kew with very positive initial results and feedback. These classes are designed to engage older people in fitness post lockdown and

provide guidance for them to continue their fitness journey after the series finishes with established programs such as at Boroondara's Leisure and Aquatic Facilities (managed by the YMCA) or Senior Centre programming.

- Installation of 5 new 'Bare to Beautiful' artist designed floral decals to activate vacant shop windows.
- Installation of 3 reinstated and 2 new parklets in Camberwell and Glenferrie precincts.
- Installation of Love Local Life branded signage on safety barriers across a range of parklets.
- Business engagement visits to 25 shopping precincts providing information on COVID Safe compliance measures and promoting Council's suite of business support services.

1.3 Customer and Transformation

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

Chief Customer Office

Key outcomes

- Community engagement for the three commuter car parks was completed with a significant community response to these initiatives.
- Launch of street sweeping map on the website that makes it easier for customers to identify when their street is being swept. This has significantly reduced the time it takes the community to find what they need.
- Recently adopted Reconciliation Strategy 2022-26 and the Boroondara Community Plan 2021-31 (incorporating the Council Plan 2021-25 and Municipal Public Health and Wellbeing Plan 2021-25) published on the website in an accessible format.
- The 'My Arts My Culture' campaign has been delivered and a new sub-brand of Boroondara Arts has been created for its 'Learn with Boroondara Arts' educational resources; this sub-brand will be applied to all Boroondara Arts educational resources both future and retrospectively.

Strategy and Performance

Key outcomes

- Strategic Indicator targets, Major Initiatives, Priority and Capital (new and upgrade) projects have been developed for the draft Annual Budget 2022-23 in line with the refreshed Boroondara Community Plan 2021-31 vision, strategic objectives and strategies.
- Ideation workshops were run with community members and Council officers to generate ideas that could activate our community to take climate action or facilitate community connection.
- A service design process has commenced to understand how the community want to transact with Council about their property and rates. The outcomes of this design work will be delivered through the initiatives in the Transforming Boroondara program.

- A Customer Experience Survey was designed and implemented to measure customer satisfaction with our immunisation service.
- Supported two major successful grant applications for the creation of an online account login and the digitisation of planning files with a combined worth of over \$580,000.

Transformation and Technology

Key outcomes

- A number of Data & Analytics dashboards have been completed which will assist in uplifting our ability to respond to customer cases more efficiently. Additional applications have also been implemented for field staff to provide internal teams up to date information which allows for the prioritisation of resources to those tasks most important to our community.
- We have completed the technical delivery of the new Intranet including content design and testing, and technical delivery of the Conquest upgrade. This upgrade will ensure field staff have access to review and update cases from within the field. This will provide an uplift to our ability in responding to community needs.
- The program of work designed to replace our Core Systems has commenced on-site and the implementation of Transforming Boroondara technology initiatives are progressing to plan.

1.4 Places and Spaces

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

Asset and Capital Planning

Key outcomes

- Completed asset spatial data cleansing process for Conquest Upgrade Phase 2.
- Configured and implemented a process to manage new 'Drop Edge' defect for footpath asset.
- Capital Planning is assisting with the Local Roads and Community Infrastructure Program (LCRI) phase 2 project due for delivery before the end of June 22. LCRI project status reports are being prepared by Project Managers for the March quarter, with the report to be supplied to the LCRI in mid-April.
- After extensive consultation across Council and with the community, the draft Boroondara Asset Plan is complete and will be presented to Council in May.

Capital Projects**Key outcomes**

- Successful grant bid of “Changing Places” toilet facility to provide greater choice of places to go for those with complex disabilities.
- Successful removal of the Rocket for restoration and return to Central Gardens.
- Successful completion of Solway Shopping Centre improvement works.

Environmental Sustainability and Open Spaces**Key outcomes**

- Launch of Solar Savers Program with significant community uptake.
- Tree Planting and Establishment contract awarded.
- Mont Albert Road tree renewal program commenced with tree removals completed.
- Freeway Golf Course construction continues and is on track.

Traffic and Transport**Key outcomes**

- Advocacy for further funding for the Walmer Street Bridge resulting in an increased level of Federal funding of \$1 million (subject to execution of a deed of agreement).
- Progressing of Melton Ave unique closure program for periodical closing of Melton Ave to support Burwood Village traders/businesses.
- Progressing of Paterson Reserve car park design and resolution of tree issues.

Facilities, Waste and Infrastructure**Key outcomes**

- Developed new communication plan for bulk leaf fall collection program.
- Reviewed hard waste collection zones.

1.5 Urban Living

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

Building Services**Key outcomes**

- Pool register was developed following the creation of the Eform portal on Council's website. As a result, Council has met its statutory obligations under the Building Act.
- Pool Registration and Enforcement external audit was completed with most management action recommendations implemented in quarter 3.

Civic Services

Key outcomes

- Review of the Annual Renewal Process for Animal Registrations has been undertaken. This involved communication with registered owners to promote easier and faster renewals and updating of data records. Footpath Trading Permits have also now been renewed from 1 April 2022 after 9 months of fee relief provided by Council during the Covid-19 pandemic.
- The annual Fire Hazard Management Program inspections of over 126 listed properties is on track, bringing them into compliance over the summer season so that they are not unsightly or a fire risk to the community.
- Annual permit renewals for Registered Food Premises have almost been completed for our 1,500 businesses across the municipality. The new SMS system was used for the first time to assist in creating awareness to ensure all businesses re-register on time and prompted hundreds of calls in advance of the deadline.
- Following community engagement on the issue, Council has endorsed a proposal to remove gates from the Victoria Park North Oval to bring about more balance as a shared community space for sporting clubs and dog. A timeline for the removal of the gates is in the process of being developed.

Strategic and Statutory Planning

Key outcomes

- Completion of the planning scheme amendments associated with the Ashburton Heritage Gap Studies and nearing completion of the Glen Iris scheme amendment process.
- Preparation of a draft Camberwell Vision for future Place Plan and Structure Plan prepared with community engagement scheduled for later in 2022.
- Advocacy to the Victorian Government's inquiry in the protections within the planning system.
- Successful assessment of 259 planning applications, 260 amendments and 262 Tree Protection Local Law applications.

Section 2 Non-financial performance (March 2022)**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%	On Track 76-99%	On Track 51-75%	On Track 26-50%	On Track 1-25%	Delayed
Community, Services and Facilities	4	4	7	0	0	1
Parks & Green Spaces	1	1	4	1	0	0
The Environment	1	3	2	0	0	0
Neighbourhood Character and Heritage	1	1	1	1	0	1
Moving Around	0	0	5	0	0	0
Local Economy	0	1	4	0	0	1
Leadership and Governance	4	1	1	1	1	0
Total	11	11	24	3	1	3

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.	On Track	85%	The refreshed Boroondara Volunteer Resource Centre Strategic Service Plan 2022 has been updated in line with developing COVID-19 trends. The Plan is being finalised, prior to submitting to Council for endorsement.	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.	On Track	90%	The renewed Alamein Neighbourhood Learning Centre with new and upgraded spaces was completed in February 2022. The Centre has resumed operating classes and activities from the site and an official open day event is planned for June 2022.	Community Planning and Development
1.3 - Undertake a Workplace Gender Audit and preparation of a Gender Equality Action Plan in order for people of all genders to have equal access to opportunities and resources provided by Council.	Complete	100%	Complete	People, Culture and Development

Annual Initiatives

Attachment 1

Initiatives	Status	Progress	Comments	Department
1.4 - Deliver a program to introduce and support older residents to improve their digital capabilities to access information and attend online community events to increase opportunities for social connection and reduce social isolation.	On Track	75%	Libraries continue to run 'Be Connected' programming, which offers a range of courses to improve participants' digital capabilities to access information online. Local Senior Centres have been engaged to provide a quote for Council to outsource programming specific to seniors and the activity of joining online events for socialisation in an effort to further reach the target audience.	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.	On Track	75%	Community engagement was undertaken in this quarter to better understand the needs and concerns of those over the age of 55 about extreme weather events. 208 people responded to the survey, providing valuable insights on the subject. Survey data is currently being collated and analysed and will inform the final 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.	On Track	75%	Total loans (digital and physical) have increased by 17% on the results from Quarter 2, 2021-22, with loans of hardcopy material increasing by 22.4% compared to Q2. A comparison of year to date totals between 2020-21 and 2021-22 identified a 22.7% increase in total loans, consisting of 33.4% increase in physical loans and a small (5%) decrease in online resources.	Library Services
1.7 - Increase Summer in the Park programming with two additional events to enhance the variety of program genres in the series and increased park location delivery across the municipality for local engagement and enjoyment.	Complete	100%	The 2022 'Summer in the Park' series delivered 18 free outdoor events every weekend from Saturday 5 February to Sunday 6 March, with the inclusion of new initiatives such as 'Theatre in the Park', 'Family Fun in the Park' and 'Micro Circus in the Park'. More than 4,000 people attended with event satisfaction rating over 93%. Events were delivered in line with State Government event regulations.	Arts and Culture

Annual Initiatives

Attachment 1

Initiatives	Status	Progress	Comments	Department
1.8 - Support ten creative activation and installations across parks, laneways and public realm areas to engage and increase community participation, positive social engagement and enjoyment of public spaces.	On Track	75%	Creative activation and installations which engage and increase community participation, positive social engagement and enjoyment of public spaces include: - 'APOMAWISH' installation continuing at Hawthorn Arts Centre throughout January and February - 'My Arts My Culture' installation at Hawthorn Arts Centre from March - 'Street Sounds' music and performance program - delivered in local community shopping precincts - 'Summer in the Park' series delivered 18 events with more than 4,000 attendees	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.	Complete	100%	25 grants have now been approved.	Health and Wellbeing Services
1.10 - Deliver targeted health and wellbeing programs for young people, including the Body Project, LGBTIQ+ support group, TAC L2P learner driver mentor program, Space4Us, and Solar Productions, to increase young people's confidence and mental wellbeing.	On Track	75%	Targeted programs delivered across the quarter include 'Cookin' Beets' life skills program, 'TAC L2P' learner driver mentor program, 'Youth Voice', 'Youth Parliament' and 'Solar Productions'. Officers are working with peak bodies to explore delivering the 'Body Project' and 'Space4Us'.	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%	Complete	Asset and Capital Planning

Annual Initiatives

Attachment 1

Initiatives	Status	Progress	Comments	Department
1.12 - Conduct a communications campaign to inform and educate pool and spa owners of their responsibilities under the new legislative requirements to register their pools and spas and maintain safety barriers.	On Track	75%	Building Services sent out 692 Pool and Spa construction advice letters to owners. The letters remind owners of their obligation of arranging an inspection of safety barriers by a Registered Pool Inspector and maintaining compliance at all times.	Building Services
1.13 - Progress the Canterbury Community Precinct to 95% construction to provide enhanced services to the local community. Major initiative	Delayed	65%	Construction program delayed with COVID-19 related supply chain issues. The Canterbury Community Precinct stage 1 anticipated to reach 80% completion this financial year, with final completion of stage1 by late 2022 and stage 2 work completed early 2023.	Capital Projects
1.14 - Progress the Kew Recreation Centre to at least 45% to create a recreation facility to meet current and future community needs. Major Initiative	On Track	75%	Project progressing well with impact of COVID-19 related shipping delays reduced with adjusted schedule of works by ADCO and construction on track to be at least 45% progressed by mid-2022.	Capital Projects
1.15 - Develop and adopt the Asset Plan in accordance with requirements of the Local Government Act 2020 to demonstrate the responsible and sustainable management of all Council assets for current and future communities.	On Track	80%	Draft Asset Plan is now completed and will be presented to Council in June.	Asset and Capital Planning
1.16 - Implement the Capital Works Renewal Program to ensure renewed assets will provide safe, accessible, fit for purpose assets for the use and benefit of the community.	On Track	80%	Capital Works delivery program allocated budget \$99.69M, YTD expenditure \$44.98M represents 45% of annual budget. The March Forecast has been finalised and is sitting at \$91.84M with carry forwards totaling \$8.5M. Capital renewal program 2022-23 to 2024-25 has been presented to Council.	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.	On Track	75%	Key projects are all successfully underway - Mont Albert Road, Morotai Ave, Lemon Road and St James Park.	Environmental Sustainability and Open Spaces
2.2 - Complete construction of play spaces at Deepdene Park, Deepdene; Central Gardens, Hawthorn; Hilda Street Reserve, Balwyn and the new Regional Playground at Victoria Park to improve recreational use opportunities for children and families. Major initiative	On Track	50%	Construction commenced and progressing at Victoria Park Regional Playground and Central Park Playground, with the rocket removed from site successfully for full refurbishment and safety modifications. Deepdene Park Playground to commence construction late April and Hilda Street to commence construction in May.	Capital Projects
2.3 - Engage 200 participants and activate 12 community spaces through the 'Fit Park Series', as part of the Activating Boroondara initiative.	On Track	75%	The Fit Park Series commenced on Sunday 6 March, with over 400 tickets sold across 6 sites and over 50 tickets sold to an International Women's Day event.	Health and Wellbeing Services
2.4 - Implement a targeted program to increase the planting of trees on local streets by 1000 per annum improving the green canopy coverage in our urban spaces for the enjoyment of future generations.	On Track	65%	Planting opportunities identified and stock ordered in preparation for planting season.	Environmental Sustainability and Open Spaces

Annual Initiatives

Attachment 1

Initiatives	Status	Progress	Comments	Department
2.5 - Develop a master plan for Gardiners Creek to establish and consolidate standards for infrastructure treatments, developing a continuous biodiversity corridor and open space network connecting neighbouring municipalities for the community to safely enjoy.	On Track	90%	Draft Masterplan has been completed and will be presented to Council in April 2022 to be released for community 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.	On Track	65%	Lights installed at Camberwell sportsground to light pedestrian path. Additional installation of solar lights planned at Fairview, Wallen and Peel St Reserves over coming months to improve safety and increase park use.	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.	Complete	100%	Complete.	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.	On Track	95%	1 hectare of individual sites, approximately 10,264 metres squared have been prepared 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.	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.	On Track	70%	Backyard Diversity Program will be run through May and June. There has been no activity in regards to this initiative during Quarter 3.	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.	On Track	85%	Recycled material use in road asphalt is a minimum of 20% and included in all road resurfacing and refurbishment works across Boroondara.	Capital Projects
3.4 - Implement the 2021-22 actions in Council's new Climate Action Plan to deliver a range of initiatives including LED lighting upgrades, heating and cooling upgrades to reduce Council's energy and greenhouse emissions and lowering of Council's use of gas and electricity to meet our climate related targets. Major initiative	On Track	75%	Solar panels are being installed on two community facilities with quotes for two more also received. Analysis of Council buildings for their capacity to support Electric Vehicle charging has been completed.	Environmental Sustainability and Open Spaces

Annual Initiatives

Attachment 1

Initiatives	Status	Progress	Comments	Department
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.	Complete	100%	Complete.	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.	On Track	80%	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. The rollout of FOGO to 16 - 24 dwellings has commenced with 52% complete in this segment. For 24+ dwellings, 5.5% has been completed. Overall Council has rolled out FOGO to 95% of residential households in the municipality	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.	On Track	80%	The majority of work on Council's Heritage Gap Study has been completed, with only the Glen Iris planning scheme amendment to be completed in the coming months. Further work continues to consider community nominations and individually significant properties.	Strategic and Statutory Planning
4.2 - Develop an Environmentally Sustainable Design Policy, and establish a dedicated Environmental Sustainable Design Officer role to promote sustainable design and support the assessment of planning applications to facilitate sustainable design outcomes. Major initiative	On Track	45%	A dedicated Environmentally Sustainable Development (ESD) Officer has been recruited and is assisting statutory planning with assessment of planning applications to facilitate sustainable design outcomes. Council continues to work with Council Alliance for a Sustainable Built Environment on the Elevating ESD Targets project and will present a draft policy to Council in the near future before proceeding with the planning scheme amendment process.	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.	Complete	100%	Complete.	Strategic and Statutory Planning

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.	Delayed	10%	The Heritage Action Plan is due for review in 2022 and although initial work has commenced, limited staff capacity has inhibited progress. The update to Heritage Action Plan is scheduled to recommence during the 2022/23 financial year, once current work on the Heritage Gap Studies has been completed.	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.	On Track	75%	Building Services conducted nine audits of 'Essential Safety Measures' in buildings containing combustible cladding when referred by the Victorian Building Authority.	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	On Track	75%	<p>The North East Link and Union Road level crossing removal projects are multi-year projects expected to be completed by 2027/28 and 2023 respectively.</p> <p>Activities to the of end March 2022 include the adoption of the Union Road Urban Design Advice, continued participation in design workshops, continued management of early works sites and continued conversations with the successful North East Link consortium, 'Spark'.</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.	On Track	75%	<p>Approval from Heritage Victoria received to replace Council's northern Walmer Street land bridge. Tenders to be presented to Council in April 2022 for award.</p> <p>Ongoing advocacy with Department of Transport (DoT) requesting that they commence construction of Yarra Boulevard traffic treatments as a priority. DoT has revised the scope to remove two intersections from the initial list of nine. Works are expected to commence once the CitiPower works associated with the light upgrades are completed in April. The two intersections which are located well away from the power supply grid will be treated with solar lighting as a separate package of works. Council officers provided feedback to DoT on the solar lighting and have accepted responsibility for operating costs on a shared basis with Council's contribution capped at 40% (DoT 60%) in accordance with the requirements of the Road Management Act.</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.	On Track	75%	<p>Council officers provided feedback to Department of Transport (DoT) officers on the feasibility study for the Hawthorn to Box Hill Strategic Cycling Corridor (SCC). DoT 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 SCC.</p> <ol style="list-style-type: none"> 1. Elgin Street to Glenferrie Road including an underpass at Power Street. 2. Burke Road to Stanhope Grove. <p>A consultant has been appointed to assist with these concept designs. The consultant is arranging a full feature survey and will be preparing initial concept plans with Council officer input. A stakeholder workshop with key stakeholders (VicTrack, Metro, DoT) will then be held.</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.	On Track	75%	<p>A draft Bicycle Strategy and draft Implementation Plan was approved by Council at its meeting of 13 December 2021 for community consultation. Community consultation on the draft strategy concluded on 28 February 2022. Officers are reviewing all feedback and will be amending the draft strategy.</p> <p>The updated strategy is intended to be put to Council for consideration and adoption by May/June 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.	On Track	75%	<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, bike repair stations and reconstruction of a path along the Ferndale Trail between Ferndale Road and Summerhill Road.</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 due to be completed by mid-2022.</p> <p>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. In-principal approval from the Department of Transport has been received.</p> <p>The design for the path link to the Anniversary Trail at Mont Albert Road is also intended to be refined by mid-2022. Consultation planned for late April/May 2022.</p> <p>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.	On Track	75%	Love Local Life (LLL) 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. There are 630 business listings which are used as the basis for our promotion on the Boroondaralife Facebook and Instagram channels with an average of 3 posts per week on each channel. Business Engagement (COVID-19 Safe) Officers also promote LLL to businesses they visit.	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.	On Track	70%	The development of a draft Economic Development and Tourism Strategy has been prepared in collaboration with input from external consultant's Urban Enterprise, who conducted an independent review of an economic profile analysis. The draft Economic Development and Tourism Strategy was developed with input from across the organisation and in consultation with local businesses and is currently being reviewed and refined with the aim to have a completed final draft by 30 June 2022 for approval by the Executive Leadership Team before being presented to Council.	Liveable Communities

Annual Initiatives

Attachment 1

Initiatives	Status	Progress	Comments	Department
6.3 - Adopt the Glenferrie Place Plan and commence a new placemaking project, focusing on Camberwell Junction, with the aim of shaping and designing our public spaces and shopping centres to increase social interaction and economic viability. Major initiative	Delayed	30%	The draft Glenferrie Place Plan requires revision following the Federal Government decision to withdraw commuter parking funding. Precinct's parking and financial strategies will be adapted to the new conditions and presented to Council for final adoption in late 2022. Preparation of a draft Camberwell Vision for future Place Plan and Structure Plan prepared with community engagement scheduled for later in 2022.	Strategic and Statutory Planning
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.	On Track	90%	With the easing of COVID-19 advice and restrictions the need for support for businesses has subsided in Quarter 3. Council has continued to provide the required services to businesses.	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.	On Track	75%	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.	On Track	75%	Inspections of shopping precincts 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. Major initiative	On Track	50%	Follow up consultation on the adopted Community Engagement Policy 2021 will occur in Quarter 4. The channel approach, which will outline preferred communication channels (e.g. email, phone, social media) for the community has been drafted and will be completed by mid- April.	Customer & Communication
7.2 - Ensure Council operates within a financially sustainable framework through preparation of the Annual Budget 2022-23 (plus three subsequent financial years) in-line with statutory requirements, and submit for consideration by Council. Major initiative	On Track	60%	Councillor Workshops have been held and the Draft 2022-23 Annual Budget is now being prepared for the Council meeting on 26 April 2022 Council meeting. Budget will be presented for public comment during April and May 2022 before adoption of the final 2022-23 Annual Budget on 27 June 2022.	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.	On Track	95%	Collaborative opportunities continue to be undertaken or discussed with the Municipal Association of Victoria, Procurement Australia and State Government entities.	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. Major Initiative	Complete	100%	Complete.	Community Planning and Development
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.	Complete	100%	Complete.	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.	Complete	100%	The Customer Experience Benchmarking Wave 2 Study is complete. The findings of the study have been shared with the Executive Leadership Team and key stakeholders and will be used to identify actions that will generate customer experience uplift and set an organisation-wide customer experience target aspiration which will be delivered through the Transforming Boroondara program.	Strategy and Performance
7.7 - Introduce an Enterprise Booking Tool enabling online ticketing, registrations and online bookings to provide the community with an easy-to-use events and booking system for Council facilities. Major initiative	On Track	30%	Phase 1 planning of technical solution, finance process and online experience is being finalised. Process mapping and alignment of Kew Traffic School, Active Aging, Libraries and Customer Care, Arts and Culture and Street Parties process mapping has commenced for phase 2.	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.	Complete	100%	Complete.	Transformation and Technology

Annual Initiatives

Attachment 1

Annual Commitments Performance 2020-2021

The following two 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%	There were 8517 swimming pools and/or spas registered at the end of the third quarter out of approximately 10,500 known pools and spas known to Council. By the end of the third quarter, Building Services has sent out 7244 Construction Date Advice letters to owners as required by the Building Regulations.	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.	Completed	100%	Completed	Capital Projects	Your Parks and Green Spaces

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	85%	Transport Asset Plan is 80% complete. Drainage Asset Plan is 80% complete. Open Space Asset Plan is 90% complete. Building Asset Plan is 30% complete. 10 Year Asset Plan is in the final draft stages and is due to be presented to Council on 27th June 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.	Delayed	30%	The Boroondara Urban Design Awards have been placed on hold due to the restrictions associated with the COVID-19 pandemic and will recommence during the 2022/23 financial year.	Strategic and Statutory Planning	Neighbourhood Character and Heritage

Section 2 Strategic Indicators

Attachment 1

Non-Financial Performance (March 2022)			
2.3 Strategic Indicators			
<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>Please Note: There are an additional 33 Strategic Indicators which will be reported annually at 30 June 2022. Theme 2: Parks & 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
Community, Services and Facilities			
Overall participation in library services (includes loans, returns, visits, program attendances, e-books and audio loans, enquiries, reservations, wi-fi and virtual visits).	4,796,840	5,700,000	7,600,000
<p><i>Comment: While the year-to-date figure relating to the overall participation in library services has improved compared to the same period of the previous year, it has not resumed to pre COVID-19 levels. As a result of the COVID-19 impacts to library opening hours during lockdowns; limited programs able to be offered and reopening for vaccinated patrons only, the annual target may not be achieved this financial year. As community confidence continues to grow, it is expected this figure will improve each quarter in future.</i></p>			
Percentage of graffiti removed from Council owned assets within one business day of notification.	100.00%	97%	97%
✓			
Number of arts and cultural community events delivered or supported by Council	145	75	100
✓			
Food safety assessments (percentage of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment)	100%	75%	100%
✓			
Number of vaccinations administered	13,133	13,500	18,000
<p><i>Comment: The number of vaccinations provided throughout the year has expected peaks and troughs. Vaccination numbers have increased this quarter due to the adolescent vacation program, school program and community programs. It is expected that the yearly target will be met by the end of financial year.</i></p>			
The Environment			
Kerbside collection waste diverted from landfill	72.55%	71%	71%
✓			
Neighbourhood Character and Heritage			
Percentage of 'Demolition Consents' under Section 29A of the Building Act by Building Services checked within 15 business days.	100.00%	100%	100%
✓			
Percentage of Council planning decisions upheld and decisions successfully mediated at VCAT.	45.8%	70%	70%
<p><i>Comment: Council continues to advocate through the VCAT process for decisions that align with our community's expectations. Due to the different planning objectives and expectations of the Boroondara community and VCAT, the yearly target is not expected to be met by the end of the financial year.</i></p>			
Average number of days to process a planning application	39	45	45
✓			
Number of traffic counts and surveys used to investigate, assess and respond to traffic and parking issues.	46	128	170
<p><i>Comment: Traffic counts and surveys recommenced with the relaxation of pandemic restrictions and the return of schools and return to office in February 2022. Efforts are being made to clear the backlog of traffic counts and surveys which had been held off due to the pandemic. It is not expected that the yearly target will be met by the end of financial year.</i></p>			

Section 2 Strategic Indicators

Attachment 1

Strategic Indicators	YTD		Annual
	Actual	Forecast	Forecast
Average daily bicycle users for Gardiners Creek Trail, the Anniversary Trail, Koonung Trail and Main Yarra Trail	3631	3800	3800
<i>Comment: Over the summer holiday period, good use was recorded on all trails with the Gardiners Creek trail still being the most highly used trail. With the holiday period, recreational bike use is expected to be higher and commuter bike use lower. It is not expected that the yearly target will be met by the end of financial year due to the influence of colder weather.</i>			
Local Economy			
Number of proactive strip shopping centre maintenance inspections completed.	996	900	1,200
✓			
Number of permits for outdoor trading	100%	60%	80%
✓			
Leadership and Governance			
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	4.9%	3.5%	3.5%
<i>Comment: The abandonment rate for external calls coming into Customer Connect for Q3 2022 is 4.9%. The result did not meet target due to continuing resourcing issues as an outcome of unplanned sick or carers leave due to COVID-19 as well as an increased volume of calls due to extreme weather events. Resourcing and upskilling will continue to be a focus to ensure all calls are answered as quickly as possible. It is not expected that the annual target will be achieved by the end of the financial year.</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 %	FULL YEAR FORECAST (3)	ANNUAL OCTOBER AMENDED BUDGET (4)	FULL YEAR FORECAST VARIANCE (3) - (4)
	\$'000s	\$'000s	\$'000s	\$'000s	%	\$'000s	\$'000s	\$'000s
Recurrent income								
Rates and charges	199,247	199,803	199,398	405	0%	199,484	199,398	86
Statutory fees and fines	16,515	7,722	7,908	(186)	-2%	10,166	10,648	(482)
User fees	15,751	7,214	6,843	371	5%	8,951	11,164	(2,213)
Grants - operating	11,227	10,374	9,130	1,244	14%	11,762	11,630	132
Contributions - cash	5,150	3,532	4,199	(667)	-16%	5,565	5,576	(11)
Rental income	2,690	1,911	1,719	192	11%	2,160	2,450	(290)
Other income	2,415	1,807	2,143	(336)	-16%	2,696	2,735	(39)
Interest	500	132	187	(55)	-29%	217	250	(33)
Total recurrent income	253,495	232,495	231,527	968	0%	241,001	243,851	(2,850)
Recurrent expenditure								
Employee costs	93,353	64,854	66,737	1,883	3%	92,243	93,499	1,256
Materials and services	73,270	49,960	54,974	5,014	9%	73,702	73,951	249
Bad and doubtful debts	1,790	773	1,097	324	30%	2,643	2,510	(133)
Depreciation and amortisation ¹	37,023	27,851	27,851	-	0%	37,149	37,149	-
Amortisation - right of use assets	4,095	2,657	3,070	413	13%	3,542	4,095	553
Borrowing costs	2,121	943	943	-	0%	2,121	2,121	-
Finance costs - leases	341	218	256	38	15%	290	342	52
Other expenses	7,834	5,719	6,115	396	6%	7,586	7,600	14
Total recurrent expenditure	219,827	152,975	161,043	8,068	5%	219,276	221,267	1,991
Net recurrent operating surplus	33,668	79,520	70,484	9,036	13%	21,725	22,584	(859)
Non-recurrent income								
Priority projects income	2,233	1,523	1,909	(386)	-20%	2,267	3,129	(862)
Capital works income	7,935	3,043	5,552	(2,509)	-45%	16,290	15,954	336
Total non-recurrent income	10,168	4,566	7,461	(2,895)	-39%	18,557	19,083	(526)
Non-recurrent expenditure								
Priority projects expenditure	32,061	18,036	27,654	9,618	35%	33,912	39,639	5,727
Total non-recurrent expenditure	32,061	18,036	27,654	9,618	35%	33,912	39,639	5,727
Net non recurrent operating surplus (deficit)	(21,893)	(13,470)	(20,193)	6,723	-33%	(15,355)	(20,556)	(5,201)
Net gain (loss) on disposal of property, infrastructure, plant and equipment	(2,763)	(611)	-	(611)	100%	(3,699)	(2,763)	(936)
Surplus/(Deficit) for the year ²	9,012	65,439	50,291	15,148	30%	2,671	(735)	3,406

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

1. Depreciation and amortisation primarily relates to property, plant, equipment and infrastructure assets.
2. The year to date surplus result of \$65.44 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 \$15.15 million or 30% is due to timing differences for income and expenditure.

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

Section 3 - Financial and performance statements

Attachment 1

3.2 Income statement by directorate

	ANNUAL ORIGINAL BUDGET	YTD ACTUAL (1)	YTD BUDGET (2)	YTD VARIANCE (1) - (2)	YTD VARIANCE %	FULL YEAR FORECAST (3)	ANNUAL OCTOBER AMENDED BUDGET (4)	FULL YEAR FORECAST VARIANCE (3) - (4)
	\$'000s	\$'000s	\$'000s	\$'000s	%	\$'000s	\$'000s	\$'000s
Income								
Rates and waste charges *	197,674	198,383	197,974	409	0%	198,065	197,974	91
Places & Spaces	3,332	1,308	1,823	(515)	-28%	1,727	2,372	(645)
Community Support	16,270	10,597	9,532	1,065	11%	11,959	13,253	(1,294)
Urban Living	24,924	14,167	13,111	1,056	8%	17,612	18,256	(644)
Customer & Transformation	-	1	-	1	100%	1	-	1
CEO's Office	51	21	38	(17)	-45%	24	51	(27)
Chief Financial Office	3,054	1,852	2,250	(398)	-18%	2,660	2,993	(333)
Total income	245,305	226,329	224,728	1,601	1%	232,048	234,899	(2,851)
Expenditure								
Places & Spaces	70,168	51,126	52,958	1,832	3%	71,187	71,692	505
Community Support	37,352	26,590	27,369	779	3%	37,098	37,451	353
Urban Living	24,746	15,210	16,894	1,684	10%	23,985	24,530	545
Customer & Transformation	27,316	17,994	20,341	2,347	12%	26,572	27,316	744
CEO's Office	6,240	4,567	4,989	422	8%	5,969	6,132	163
Chief Financial Office	5,708	3,651	4,143	492	12%	5,591	5,723	132
People, Culture & Development	3,529	3,063	2,522	(541)	-21%	4,051	3,529	(522)
Depreciation and amortisation **	37,023	27,851	27,851	-	0%	37,149	37,149	-
Total expenditure	212,082	150,052	157,067	7,015	4%	211,602	213,522	1,920
Net non departmental ***	445	3,244	2,823	(421)	-15%	1,280	1,207	73
Net loss on disposal of property, infrastructure, plant and equipment	(2,763)	(612)	-	612	100%	(3,700)	(2,763)	(937)
Capital income	7,935	3,043	5,552	(2,509)	-45%	16,290	15,954	336
Net priority projects	(29,828)	(16,513)	(25,745)	10,004	-39%	(31,645)	(36,510)	4,865
Surplus/(Deficit) for the year	9,012	65,439	50,291	15,148	30%	2,671	(735)	3,406

* 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. Actual results are reported against the October Amended Budget approved by Council.

Section 3 - Financial and performance statements

Attachment 1

3.3 Balance Sheet

	31 Mar 2022 \$'000	30 Jun 2021 \$'000	31 Mar 2021 \$'000
Current assets			
Cash and cash equivalents ¹	114,159	82,942	132,939
Other financial assets ¹	-	12,009	-
Trade and other receivables	48,711	24,562	47,106
Prepayments	1,256	2,682	1,160
Total current assets	164,126	122,195	181,205
Non-current assets			
Financial assets	4	4	4
Property, plant and equipment, infrastructure	4,053,295	4,038,119	3,555,495
Right of use assets	8,901	10,533	10,085
Intangible assets	584	584	348
Investment property	8,745	8,745	8,935
Total non-current assets	4,071,529	4,057,985	3,574,867
Total assets	4,235,655	4,180,180	3,756,072
Current liabilities			
Trade and other payables	12,623	22,809	8,103
Interest-bearing liabilities	651	1,674	614
Provisions	20,029	20,723	20,238
Trust funds and deposits	13,759	9,342	7,390
Unearned income	10,319	11,219	1,285
Lease liabilities	3,144	3,144	10,179
Total current liabilities	60,525	68,911	47,809
Non-current liabilities			
Provisions	2,024	2,024	2,042
Interest-bearing liabilities	21,539	21,539	23,213
Provision for investments in joint ventures	6,727	6,727	2,974
Lease liabilities	5,886	7,464	-
Total non-current liabilities	36,176	37,754	28,229
Total liabilities	96,701	106,665	76,038
Net assets	4,138,954	4,073,515	3,680,034
Equity			
Accumulated surplus	990,709	926,851	990,280
Asset revaluation reserve	3,125,778	3,125,778	2,668,868
Reserves ²	22,467	20,886	20,886
Total equity	4,138,954	4,073,515	3,680,034
Working capital ratio	2.71		

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 (\$14.03 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) \$'000	OCTOBER AMENDED BUDGET (2) \$'000	VARIANCE (unfav) (1) - (2) \$'000	
Cash flows from operating activities					
Rates and waste charges ¹	205,549	175,541	169,489	6,052	197,004
Statutory fees and fines	13,556	6,802	6,811	(9)	7,534
User charges and other fines	17,325	6,982	7,817	(835)	12,572
Grants - operating	14,567	11,709	11,659	50	5,251
Grants - capital ²	7,935	1,907	5,497	(3,590)	15,724
Contributions - monetary	5,150	3,801	4,253	(452)	5,806
Interest received	500	154	189	(35)	250
Other receipts	5,616	4,267	4,248	19	5,704
Net GST refund	16,615	11,840	11,905	(65)	19,053
Trust funds and deposits taken ³	100	4,417	-	4,417	100
Employee costs ⁴	(103,055)	(75,838)	(77,979)	2,141	(105,578)
Materials and services ⁵	(104,969)	(69,494)	(83,184)	13,690	(117,400)
Short-term, low value and variable lease payments	(597)	(777)	(450)	(327)	(597)
Other payments	(8,073)	(5,792)	(6,393)	601	(7,999)
Net cash provided by/(used in) operating activities	70,219	75,517	53,862	21,655	37,424
Cash flows from investing activities					
Payments for property, infrastructure, plant and equipment ⁶	(101,586)	(51,745)	(58,871)	7,126	(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
Net cash used in investing activities	(96,866)	(39,734)	(46,862)	7,128	(82,961)
Cash flows from financing activities					
Finance costs	(2,121)	(708)	(708)	-	(1,408)
Proceeds from borrowings	70,000	-	-	-	70,000
Repayment of borrowings	(1,674)	(1,023)	(1,022)	(1)	(1,674)
Interest paid - lease liability	(342)	(219)	(252)	33	(342)
Repayment of lease liabilities	(4,438)	(2,616)	(2,934)	318	(3,916)
Net cash provided by (used in) financing activities	61,425	(4,566)	(4,916)	350	62,660
Net increase (decrease) in cash and cash equivalents	34,778	31,217	2,084	29,133	17,123
Cash and cash equivalents at beginning of year	68,950	82,942	82,942	-	82,942
Cash and cash equivalents at end of year	103,728	114,159	85,026	29,133	100,065

Note: All numbers are rounded to the nearest thousand.

1. Rates and waste charges are higher than budget \$6.05 million due to timing of rates receivables.
2. Lower than budgeted capital grants (\$3.59 million) due to timing being behind of planned budget phasing.
3. Trust funds and deposits includes the fire services property levy received which relates to the timing of fire services property levy and levy interest amounts received and subsequently remitted to the State Revenue Office (SRO) which are to be made in four payments in accordance with Section 41(1) of the FSPL Act. An instalment is due and payable to the Commissioner of State Revenue 28 days after the due date of rates instalments. Levy monies are to be remitted to the SRO by the following dates each financial year - 28 October; 28 December; 28 March; and 28 June.
4. Employee costs are \$2.14 million lower than budgeted primarily due to staff vacancies across the organisation
5. Materials and services are lower than budgeted due to timing of cash outflows \$13.69 million.
6. 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.

3.5 Overview

This section details Council's financial performance for the period ended 31 March 2022.

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

The 2021-22 Full Year Forecast reflects the final result of the full year review of the annual financials to be undertaken during the year.

Operating budget

The year to date surplus result of \$65.44 million is \$15.15 million or 30% above the October Amended Budget surplus of \$50.29 million.

Year to date recurrent and non-recurrent income is below budget by (\$1.93) million, comprising recurrent income of \$968,000 and non-recurrent income of (\$2.90) million, while year to date total recurrent and non-recurrent expenditure is \$17.69 million (\$8.07 million + \$9.62 million) below budget.

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

Year to date actual vs. year to date budget variations

Income			
Income line	Expected variance (P)ermanent (T)iming	Explanation Year to date actual vs year to date budget variations	Full Year Forecast permanent variance from Amended Budget
Rates and charges (including waste) \$405,000	P	Higher than budgeted income: <ul style="list-style-type: none"> \$396,000 - rates and charges income, primarily in interest on rates. 	\$86,000
Grants - operating \$1.24 million	T/P	Higher than budgeted income: <ul style="list-style-type: none"> \$1.25 million - grants operating - primarily due to Commonwealth Home Support Programme funding received ahead of year to date planned budget phasing. 	\$130,000
Contributions Cash (\$667,000)	T	Lower than budgeted income: <ul style="list-style-type: none"> (\$650,000) - developers open space contributions behind year to date planned budget phasing. 	

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Income			
Income line	Expected variance (P)ermanent (T)iming	Explanation Year to date actual vs year to date budget variations	Full Year Forecast permanent variance from Amended Budget
Statutory fees and fines (\$186,000)	P	Lower than budgeted income: <ul style="list-style-type: none"> • (\$287,000) - trade permits income. • (\$204,000) - lodgement fee income, primarily in scheme control income. • (\$83,000) parking management income due to COVID-19 impacts. 	(\$372,000)
	P		(\$100,000)
	P		
	P	Partially offset by higher income: <ul style="list-style-type: none"> • \$353,000 - street furniture permits income - COVID-19 fee relief ended 31st March 2022 and decision was made to restart all existing permits on a new annual cycle. • \$78,000 - tree control fines income. 	(\$66,000)
	P		\$40,000
User fees \$371,000	T/P	Higher than budgeted income: <ul style="list-style-type: none"> • \$1.26 million - registrations income - Animal registration raised ahead of planned budget phasing. This will self-correct in April. • \$90,000 - parking meter charges. 	\$160,000
	T/P		(\$50,000)
	P	Partially offset by lower income: <ul style="list-style-type: none"> • (\$411,000) - other service fees and charges, primarily in general waste due to reduced usage in the transfer station during COVID-19 restrictions. • (\$283,000) - lodgement fees, primarily in swimming pool and spa registrations income. • (\$196,000) - fines income, primarily in revenue and property services. • (\$105,000) - other charges income, primarily in green waste due to reduced usage in the transfer station during COVID-19 restrictions. 	(\$1.59 million)
	P		(\$310,000)
	P		(\$250,000)
	P		(\$140,000)
Rental income \$192,000	T	Higher than budgeted income: <ul style="list-style-type: none"> • \$223,000 - leasing income, primarily in the Camberwell Fresh Food Market due to the impact of COVID-19 restrictions. 	(\$244,000)

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	Full Year Forecast permanent variance from Amended Budget
Other Income (\$336,000)	T	Lower than budgeted income: <ul style="list-style-type: none"> • (\$275,000) - fresh food market cost reimbursements. 	

Expenditure			
Expense line	Expected variance (P)ermanent (T)iming	Explanation Year to date actual vs year to date budget variations	Full Year Forecast permanent variance from Amended Budget
Employee costs \$1.88 million	P	Lower than budgeted expenditure: <ul style="list-style-type: none"> • \$3.55 million - salaries and associated costs primarily due to staff vacancies across the organisation. 	\$3.18 million
	P	<ul style="list-style-type: none"> • \$112,000 - apprentices and traineeships across the organisation. 	\$118,000
	P	Partially offset by higher than budgeted expenditure: <ul style="list-style-type: none"> • (\$1.40 million) - temporary staff filling vacancies across the organisation. 	(\$1.82 million)
	P	<ul style="list-style-type: none"> • (\$433,000) - overtime, casuals and relievers filling vacancies across the organisation. 	(\$401,000)
Amortisation - right of use assets \$413,000	P	Lower than budgeted expenditure: <ul style="list-style-type: none"> • \$400,000 - a review was undertaken of right of use assets and has been reflected in the Full Year Forecast. The favourable variance has been partially offset by increase in short term assets above in "other expenses". 	\$553,000
Bad and doubtful debts \$324,000	T	Lower than budgeted expenditure: <ul style="list-style-type: none"> • \$383,000 - bad and doubtful debts expense primarily in parking management. 	(\$133,000)

Section 3 - Financial and performance statements

Attachment 1

Expenditure			
Expense line	Expected variance (P)ermanent (T)iming	Explanation Year to date actual vs year to date budget variations	Full Year Forecast permanent variance from Amended Budget
Other expenses \$396,000	T/P	Lower than budgeted expenditure:	
		• \$341,000 - grants and subsidies behind planned budget phasing, primarily in Senior Citizen Centre grants.	\$324,000
	P	• \$226,000 - conferences and training across the organisation.	\$153,000
	T	• \$90,000 - special rates expenditure behind planned budget phasing.	\$5,000
		Partially offset by higher than budgeted expenditure:	
	P	• (\$299,000) - 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.	(\$398,000)

Section 3 - Financial and performance statements

Attachment 1

Expenditure			
Expense line	Expected variance (P)ermanent (T)iming	Explanation Year to date actual vs year to date budget variations	Full Year Forecast permanent variance from Amended Budget
Materials and services \$5.01 million	T	Lower than budgeted expenditure:	
		• \$982,000 - capital works in progress (items expensed due to not meeting the asset capitalisation criteria - this is a non-cash accounting entry).	
	P	• \$746,000 - waste recycling disposal expense.	\$836,000
	T/P	• \$704,000 - licencing and maintenance contracts expense.	\$2,000
	T/P	• \$690,000 - specialist tree work, high voltage works and block tree pruning in Environmental Sustainability and Open Space.	\$196,000
	T/P	• \$432,000 - professional services and advice expense.	(\$138,000)
	T/P	• \$313,000 - legal fees expense.	\$156,000
	T	• \$273,000 - application support expense.	
	P	• \$220,000 - electricity expense.	\$259,000
	T/P	• \$198,000 - consultants expense.	(\$281,000)
	T/P	• \$189,000 - fleet excess claims expense	\$184,000
	T/P	• \$167,000 - postage expense.	\$147,000
	T/P	• \$151,000 - landscape contractor expense.	\$70,000
	P	• \$132,000 - tipping fees expense.	\$377,000
	T	• \$131,000 - carpentry expenses.	
	P	• \$131,000 - stump removal expense.	\$150,000
	T/P	• \$124,000 - non-staff catering expense.	\$81,000
	T/P	• \$108,000 - water supply expense.	\$3,000
	P	• \$106,000 - printing expense.	\$141,000
	T/P	• \$103,000 - painting expense.	\$29,000
	T/P	• \$100,000 - line marking expense.	\$88,000
	P	• \$97,000 - petrol expense.	\$112,000
	T/P	• \$91,000 - other rates and taxes.	(\$1,000)
		• \$90,000 - contract revegetation works expense.	

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Expenditure			
Expense line	Expected variance (P)ermanent (T)iming	Explanation Year to date actual vs year to date budget variations	Full Year Forecast permanent variance from Amended Budget
Materials and services \$5.01 million cont.	T/P	Lower than budgeted expenditure cont: • \$83,000 - gas supply and maintenance expense.	\$72,000
	T/P	• \$80,000 - mechanical equipment maintenance expense.	\$54,000
	T/P	• \$76,000 - telephone, internet and data sim cards.	\$41,000
		Offset by higher than budgeted expenditure:	
	P	• (\$1.00 million) - trade services - Boroondara's Leisure and Aquatic Facilities support payments.	(\$1.20 million)
	T/P	• (\$336,000) - trade services expense across the organisation.	(\$290,000)
	T/P	• (\$319,000) - recruitment costs expense.	(\$240,000)
	P	• (\$196,000) - drainage cleaning and maintenance expense.	(\$231,000)
	T	• (\$179,000) - plumbing services expense.	(\$163,000)

Balance Sheet and Cash Flow Statement

Cash and investment holdings are \$114.16 million as at 31 March 2022 which has increased by \$19.21 million from 30 June 2021.

Total cash and investment holdings are \$29.13 million higher than year to date budget primarily due to:

- Lower than budgeted materials and services \$13.69 million due to timing of cash outflows.
- Lower payments for property, infrastructure, plant and equipment of \$7.13 million due to timing of cash outflows relating to the capital works program.
- Higher than budgeted rates and charges \$6.05 million due to timing of rates receivables.
- Employee costs are lower than budgeted primarily due to staff vacancies across the organisation.

Partially offset by:

- Grants - capital lower than budget (\$3.59 million) due to timing being behind of planned budget phasing.

The Balance Sheet as at 31 March 2022 indicates a satisfactory result with total current assets of \$164.13 million and total current liabilities of \$60.53 million.

The working capital ratio of 2.71 to 1 (includes a 0.5% or \$830,000 cash contingency for emergency response works and reserve funds of \$22.47 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.

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 March 2022 is \$687,037. Considering these events, the cash contingency will be reduced by this amount. Total forecast expenditure is expected to be around \$850,000.

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	FULL YEAR FORECAST (3)	ANNUAL OCTOBER AMENDED BUDGET (4)	FULL YEAR FORECAST VARIANCE (3) - (4)
	\$'000s	\$'000s	\$'000s	\$'000s	%	\$'000s	\$'000s	\$'000s	\$'000s
Infrastructure									
Bridges	2,461	129	68	(61)	-90%	3	1,065	1,065	-
Drainage	4,539	1,572	2,205	633	29%	336	4,966	4,774	(192)
Footpaths and cycleways	3,110	1,263	2,121	858	40%	56	2,858	2,854	(4)
Off street carparks	2,510	434	656	222	34%	57	1,568	1,855	287
Parks, open space and streetscapes	6,486	2,369	4,863	2,494	51%	3,541	8,590	9,046	456
Recreational, leisure & com facilities	3,721	2,717	3,585	868	24%	2,550	6,195	6,759	564
Roads	11,196	5,410	8,642	3,232	37%	61	11,443	12,091	648
Total Infrastructure	34,023	13,894	22,140	8,246	37%	6,604	36,685	38,444	1,759
Plant and Equipment									
Computers and telecommunications	1,381	357	1,589	1,232	78%	123	1,563	1,864	301
Fixtures, fittings and furniture	1,187	876	1,611	735	46%	155	1,860	2,380	520
Library books	990	619	720	101	14%	108	990	990	-
Plant machinery and equipment	1,338	827	1,044	217	21%	288	1,394	1,383	(11)
Total Plant and Equipment	4,896	2,679	4,964	2,285	46%	674	5,807	6,617	810
Property									
Building	20,255	7,139	9,751	2,612	27%	4,930	13,080	17,269	4,189
Building improvements	57	(7)	90	97	108%	46	93	93	-
Major Projects	42,355	21,149	21,927	778	4%	34,650	36,176	37,267	1,091
Total Property	62,667	28,281	31,768	3,487	11%	39,626	49,349	54,629	5,280
Total capital works expenditure	101,586	44,854	58,872	14,018	24%	46,904	91,841	99,690	7,849
Represented by:									
Asset renewal expenditure	64,144	34,648	44,025	9,377	21%	20,762	55,893	61,246	5,353
Asset upgrade expenditure	5,152	1,420	1,711	291	17%	995	4,596	4,868	272
New asset expenditure	18,108	5,820	10,043	4,223	42%	18,324	19,623	20,751	1,128
Asset expansion expenditure	14,182	2,966	3,093	127	4%	6,823	11,729	12,825	1,096
Total capital works expenditure	101,586	44,854	58,872	14,018	24%	46,904	91,841	99,690	7,849

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

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 \$44.85 million which is \$14.02 million below year to date budget phasing of \$58.87 million. The most significant variances being:

- **71636 & 71637 - Roads Resheeting and Full Road Reconstruction and Kerb Replacements - \$2.36 million**
Works are behind schedule with reduced staffing levels due to COVID-19 positive cases impacting scheduling. Additional contract crews are being sought to enable the programme to be completed by the end of the 2021-22 financial year.
- **72915 - Freeway Golf course reconfiguration works - \$737,000**
Works are slightly behind schedule due to delays in relocation of the Yarra East Main Sewer due to limited access to our site. Majority of the physical works are scheduled to be completed in April 2022 to enable grass to establish prior to reopening the golf course in late 2022.
- **72836 - Victoria Park regional playground - \$724,000**
Construction is well underway with the program scheduled for completion by mid 2022. Progress payments are tracking slightly behind forecast due to the initial delayed site establishment in February 2022 to align with the approved construction program.
- **72769, 72770, 72771 & 72772 - Canterbury Community Precinct - \$658,000**
This is a multi-year project. There have been a number of COVID-19 restrictions, including workforce reductions, construction industry shutdowns and supply chain delays that have resulted in the works program being slightly delayed. The delayed program will extend the work scheduled however the project is anticipated to remain on schedule for stage 1 works completion by late 2022, and stage 2 works extended to early 2023.
- **71794 - Future Information Technology expenditure - \$577,000**
Works have been delayed due to COVID-19 restrictions, which also continues to limit the availability of equipment and impact on the progress of the program. There is expected to be some underspend is expected at the end of the financial year.
- **72901 - Climate Action Plan - emissions reduction work - \$478,000**
A variety of projects are scheduled in accordance with the Climate Action Plan Implementation and will be delivered this financial year. Key projects include further solar panel installations on Council facilities and electric charging stations in Council owned public car parks for community use.

- **72665. Library IT Hardware Renewal - \$377,000**
The renewal project has been delayed due to the impacts of COVID-19 and associated limited availability of products and equipment. Camberwell and Greythorn libraries are due to be completed by the end of the 2021-22 financial year with Ashburton and Hawthorn libraries to commence shortly, after finalising architectural drawings. As a result, the program is progressing slower than anticipated with some underspend expected at the end of financial year.
- **72939. Concrete drain relining - \$369,000**
Concrete drain relining was impacted with Covid related delays in shipping of materials, with the program anticipated to be completed by mid 2022.
- **71728. Condition 4 Footpaths renewal - \$352,000**
The condition 4 footpath program is on track for the program to be completed in mid 2022 with additional work crews added to complete the program.
- **72918. Balwyn Pedestrian operated signals - \$347,000**
This is a multi-year project. Funding was confirmed and received from the North East Link Project in early 2021. Officers commenced working on the project in line with the Department of Transport's (DoT's) requirements to deliver this project. In principal approval has been received from DoT and officers are working to finalise the detail designs including tender documentation in consultation with DoT. Combination of site complexities and DoT's approval process have resulted in the delay. Works are scheduled to be completed by the end of 2022.
- **71824. Unscheduled Minor Buildings Works - \$315,000**
Unscheduled minor building works are allocated to various projects across community buildings such as roof replacements and unplanned building improvements. The program is anticipated to be completed by June 2022.
- **72958. Fintonia Street, Balwyn North Drainage works - \$300,000**
Scheduled works commenced in April 2022 with the program adjusted to meet contractor availability. Works to be completed by mid 2022.

Capital works committed expenditure as at 31 March 2022 is \$46.90 million (year to date actual and commitments equates to \$91.75 million) and includes committed expenditure for multi-year projects with the most significant being Kew Recreation Centre, Canterbury Community Precinct and Camberwell Community Centre.

Full Year Forecast vs October Amended Budget

Following the completion of the 2021-22 full year forecast review, gross capital works expenditure is now forecast to be \$91.84 million which is \$7.85 million below the October Amended Budget of \$99.69 million primarily due to a combination of proposed forward commitments and project adjustments.

Capital works income is now forecast to be \$16.29 million which is \$340,000 above the October Amended Budget of \$15.95 million primarily due to grant funding being received from the State Government for Outdoor Dining Activation program of \$275,000.

Proposed forward commitments \$8.51 million to 2022-23

Proposed forward commitments to 2022-23 of \$8.51 million have been reflected in the Full Year Forecast. The full listing is provided on the next page.

Section 3 - Financial and performance statements

Attachment 1

CAPITAL WORKS - PROPOSED FORWARD COMMITMENTS TO 2022-23		
Project Name & Number	Total Proposed Forward Commitments to 2022-23	Commentary
CAPITAL WORKS EXPENDITURE		
PLACES and SPACES		
Capital Projects		
71818. Kew Croquet Club Pavilion	\$174,105	This project has been delayed due to a change in scope of works by the Kew Croquet Club. It is currently in pre tender phase and works are now scheduled for completion in 2022-23.
72684. New Public Toilets	\$119,947	The new Public toilet project will convert existing toilet facilities at Camberwell Fresh Food Market to publicly accessible facilities for non-market days. The delivery of this project has been delayed as the works are associated with other development works at the market. The scope and design for the general market works were temporarily on hold throughout the year. This project is scheduled to be completed in early 2022-23.
72699. Shopping Centre Improvement Plan - Investigation and Design	\$20,000	The design of Dickens Corner Shopping Centre is at 80% detailed design. Due to COVID-19 impacts, consultation and completion of design has been delayed and is now scheduled for completion in 2022-23.
72712. Willsmere Park pavilion	\$1,117,000	This is a multi-year project. The project is in the schematic design phase and has been delayed due to design changes and as a consequence, there is a delay to the commencement of community consultation. It is anticipated that the schematic design and community consultation will be completed by June 2022. Construction is planned to commence in 2022-23 and scheduled for completion in 2023-24.
72757. Dog Off Leash Park	\$20,000	The delivery of the project was delayed due to a lack of contractor availability due to COVID-19 impacts. Works are scheduled for completion in 2022-23.
72977. Solar lighting in parks	\$60,000	Most of the projects have been completed with an additional park to be completed in 2022-23 to improve safety in open space.
72978. South Camberwell Tennis Club accessibility upgrade	\$4,350	The scope of works to improve the functionality of the centre is still under review. The appointed architect has started schematic design and the building surveyor will provide direction to establish the scope of works. Delivery of the works is scheduled for 2022-23.
72926. North Balwyn Senior Citizens Centre - Marwal Avenue	\$60,000	This is a multi-year project. Extensive consultation with internal stakeholders was required in order to establish the scope of works. The consultancy contract was awarded following clarification of scope of works to ensure all elements are captured. Construction works are scheduled to commence in 2022-23.
72929. Estrella Preschool	\$15,000	The timeline for the feasibility process has been moved to 2022-23. The scope of the project is still in negotiation with the Department of Education and Training. Design development has been scheduled for 2023-24 with construction to be completed in 2024-25.
72937. Hartwell South Reserve	\$20,000	This is a multi-year project. Extensive consultation with internal stakeholders was required in order to establish the scope of works. The project brief has been developed and the consultancy contract will be awarded. Design development will commence in 2022-23 with construction commencing in 2023-24.
72938. Highfield Park	\$20,000	This is a multi-year project. Extensive consultation with internal stakeholders was required in order to establish the scope of works. The project brief has been developed and the consultancy contract will be awarded. Design development will commence in 2022-23 with construction commencing in 2023-24.
72951. Hawthorn Community House - Minor works	\$40,000	The scope of works to improve the functionality of the centre is still under review. The appointed architect has started the schematic design and the building surveyor will provide direction to establish the scope of works. Delivery of the works is scheduled for 2022-23.
72952. Ashburton Community Centre - Minor Works	\$20,000	Design documentation updates are progressing in line with building surveyors requirements. Request for quotation for building works are about to be issued. Works are expected to commence 2021-22 and be completed early 2022-23.
72798. Lewin Reserve	\$200,000	Due to an extended consultation period, construction is now scheduled to start in 2022-23.
72848. Neighbourhood Shopping Centre Improvements Pilot - Maling Road	\$246,555	The project is awaiting authority approvals to enable construction to commence in April 2022. It is anticipated that works will be completed late August 2022.
72863. Fordham Avenue Kindergarten	\$850,000	The project is underway. It was initially delayed due to the tender submission for temporary accommodation and refurbishment coming in over budget. This led to a review of the project scope and major repair works were identified within budget. Works can only be carried out during school holidays and project is now scheduled to be completed by February 2023.

Section 3 - Financial and performance statements

Attachment 1

CAPITAL WORKS - PROPOSED FORWARD COMMITMENTS TO 2022-23		
Project Name & Number	Total Proposed Forward Commitments to 2022-23	Commentary
CAPITAL WORKS EXPENDITURE		
Capital Projects cont.		
72864. Through Road Childcare Centre	\$206,599	Project has been delayed due to latent structural conditions encountered on site and consultation required with Council's arborists. This project is scheduled to be completed early 2022-23.
72865.Y Street Ashburton - Community Services Building	\$8,768	This is a multi-year project. The fee for contract administration service will occur in the 2022-23 financial year. This project is scheduled for completion in 2022-23.
72982. Camberwell Fresh Food Market improvements	\$192,346	Confirmation of the scope for this project has been temporarily on hold throughout the year, delaying the design phase. The scope has now been confirmed and works are scheduled to commence before June 2022. This project is scheduled to be completed in early 2022-23.
72935. Lynden Park	\$90,000	This is a multi-year project and was delayed due to further consultation being required with the clubs. The project is scheduled to be completed in 2023-24.
72911. Frog Hollow Pavilion	\$155,000	This is a multi-year project. Project has been delayed due to clarification of scope and engagement of the design consultant team. Construction will commence in 2022-23 with completion expected during the 2023-24 financial year.
72921. Ferndale Park	\$135,000	This is a multi-year project and was delayed as a result of design changes. The project has been put on hold to complete the clubs consultation process. The project is in the schematic design stage and is scheduled for completion in 2023-24.
72922. Canterbury Sportsground	\$900,000	This project is currently on hold due to the ongoing consultation process with the clubs to approve the current scope of works. The project is in the design and development stage and is anticipated to be completed in 2022-23.
72924. Maranoa Gardens Groundskeeper building	\$25,000	Due to further exploration in siting options required, this will cause a delay in consultation with the community and as a result schematic design works are likely to also be delayed. Construction is scheduled to commence in 2023-24.
72925. Rowan Street Kindergarten	\$9,159	This is a multi-year project. Schematic design, design development and construction documentation works will now carry over into the 2022-23 financial year. This project is scheduled for construction to commence and be completed in 2022-23.
72927. Auburn South Preschool (Anderson Park)	\$60,000	This is a multi-year project. The project is in the concept design phase and has been delayed due to an extended period in establishing the scope of works. This project is scheduled for construction to commence and be completed in 2022-23.
72928. Anderson Road Family Centre	\$42,350	This is a multi-year project. The project is in the concept design phase and has been delayed due to an extended period in establishing the scope of works. This project is scheduled for construction to commence and be completed in 2022-23.
Total Capital Projects	\$4,811,179	
Environmental Sustainability and Open Space		
71624. Sportsground Training Lights renewal program	\$430,665	The sports grounds lights installation at Rathmines Reserve and Warner Reserve have been delayed due to the availability of the required materials as a direct result of the COVID-19 pandemic. Works are scheduled to be completed by March 2023.
71868. Oval Fences Renewal Program	\$130,000	The oval fence renewal at Victoria Park South has been delayed due to club funded works of the ground extension on the same oval. Both the fence and ground works are scheduled to be completed by December 2022.
Total Environmental Sustainability and Open Space	\$560,665	

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CAPITAL WORKS - PROPOSED FORWARD COMMITMENTS TO 2022-23		
Project Name & Number	Total Proposed Forward Commitments to 2022-23	Commentary
CAPITAL WORKS EXPENDITURE		
Traffic and Transport		
72918. Balwyn Pedestrian operated signals	\$400,000	This is a multi-year project. Funding was confirmed and received from the North East Link Project in early 2021. Officers commenced working on the project in line with the Department of Transport's (DoT's) requirements to deliver this project. In principal approval has been received from DoT and officers are working to finalise the detail designs including tender documentation in consultation with DoT. Combination of site complexities and DoT's approval process have resulted in the delay. Works are scheduled to be completed by the end of 2022.
Total Traffic and Transport	\$400,000	
TOTAL PLACES AND SPACES	\$5,771,844	
COMMUNITY SUPPORT		
Library Services		
72665. Library IT Hardware Renewal	\$500,000	Delays in shipping and installation of equipment, due to COVID-19, this project and associated funding will need to be carried forward to the next financial year. Works are scheduled to be expended in the first quarter of the 2022-23 financial year.
Total Library Services	\$500,000	
TOTAL COMMUNITY SUPPORT	\$500,000	
CUSTOMER and TRANSFORMATION		
Transformation & Technology		
72761. Payroll System Upgrade	\$175,460	The delivery of this project has been delayed due to issues arising from the initial tender evaluation process. It is now anticipated to be completed during the 2022-23 financial year.
Total Transformation & Technology	\$175,460	
TOTAL CUSTOMER AND TRANSFORMATION	\$175,460	
MAJOR PROJECTS		
Major Projects		
72769. Canterbury Precinct (Renewal)	\$2,000,000	This is a multi-year project. There have been a number of COVID-19 restrictions, including workforce reductions, construction industry shutdowns and supply chain delays that have resulted in the works program being slightly delayed. The delayed program will extend the work scheduled however the project is anticipated to remain on schedule for stage 1 works completion by late 2022, and stage 2 works extended to early 2023.
72986. Tuck Stand Feasibility	\$60,000	This is a multi-year project and is a significant heritage restoration project involving an initial feasibility study, from which an architectural design brief will be formulated for the tendering of suitable design consultants in 2022-23.
TOTAL MAJOR PROJECTS	\$2,060,000	
Made up of:		
NEW CAPITAL - FORWARD COMMITMENTS TO 2022-23	\$572,103	
UPGRADE CAPITAL - FORWARD COMMITMENTS TO 2022-23	\$266,555	
EXPANSION CAPITAL - FORWARD COMMITMENTS TO 2022-23	\$1,095,000	
RENEWAL CAPITAL - FORWARD COMMITMENTS TO 2022-23	\$6,573,646	
GRAND TOTAL FORWARD EXPENDITURE COMMITMENTS TO 2022-23	\$8,507,304	
TOTAL NET FORWARD COMMITMENTS TO 2022-23	\$8,507,304	

Section 3 - Financial and performance statements

Attachment 1

3.6.3 Major Projects Capital Works performance

Major Projects - Progress Update
Expenditure
For the period ending 31 March 2022

		YEAR TO DATE			ANNUAL		
		ACTUALS	OCTOBER AMENDED BUDGET	VARIANCE	FULL YEAR FORECAST	OCTOBER AMENDED BUDGET	FULL YEAR FORECAST VARIANCE
Kew Recreation Centre	1	17,189,702	17,256,990	67,288	29,791,255	29,791,255	0
Canterbury Community Precinct	2	3,860,369	4,517,907	657,538	6,175,060	7,200,000	1,024,940
Tuck Stand	3	10,878	40,000	29,122	100,000	160,000	60,000
Total		21,060,949	21,814,897	753,948	36,066,315	37,151,255	1,084,940

All projects overseen by Project Control Groups.

1. Kew Recreation Centre

This is a multi-year project. There have been a number of COVID-19 restrictions, with the most recent challenge being supply chain issues impacting steel arriving on site, resulting in the works program being slightly delayed. Although the delay will extend the programme works, it is anticipated that the project will still remain on schedule for completion by mid 2023.

2. Canterbury Community Precinct

This is a multi-year project. There have been a number of COVID-19 restrictions, including workforce reductions, construction industry shutdowns and supply chain delays that have resulted in the works program being slightly delayed. The delayed program will extend the work scheduled however the project is anticipated to remain on schedule for stage 1 works completion by late 2022, and stage 2 works extended to early 2023.

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 \$18.04 million which is \$9.62 million below year to date budget phasing primarily due to expenditure delays, the most significant being:

- **81084 - System Development and Implementation- \$3.91 million**
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 has commenced. Works will be accelerated, and the variance is expected to be reduced by the end of the 2021-22 financial year.
- **81082 - BC1 Program Resources - \$2.42 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.
- **80931 - North East Link - \$742,000**
The North East Link (NEL) is a multi-year project expected to be completed in 2027-28. The project has been primarily delayed due to COVID-19 related shutdowns across the construction sector, as well as the North East Link Program amending the design and delivery program and schedule, which has resulted in less expenditure in the first half of the year than anticipated.
- **81033. Energy Safe Victoria (ESV) power line clearance program - \$625,000**
There are significantly fewer trees that require works due to lower than anticipated pruning required under the high voltage works program and as part of Council's cyclic at risk tree management program. There has also been some logistical and coordination issues on behalf of CitiPower and United energy for powerline engineering alternatives, as well as slower than anticipated progress of the specialist live line pruning from the supplier. A proposed forward commitment of \$317,000 has been reflected in the Full Year Forecast.
- **80968. Boroondara Customer First Delivery and project support - \$487,000**
The current variance is a result of deferral of contract spending relating to the Transforming Boroondara program. As a result, the variance will be resolved late in the 2021-22 financial year. The project schedule has not been impacted.

- **80977 - Enterprise Change and Communications - \$348,000**

Project activity is currently on schedule. The variance is attributed to recruitment of roles in the program's change and governance teams which is currently being undertaken. This variance is expected to reduce as resources are on-boarded.

Priority projects committed expenditure as at 31 March 2022 is \$23.46 million (year to date actual and commitments equates to \$41.50 million).

Full Year Forecast vs October Amended Budget

Following the completion of the 2021-22 full year forecast review, gross priority projects expenditure is now forecast to be \$33.91 million which is \$5.73 million below the October Amended Budget of \$39.64 million due to a combination of proposed forward commitments, project adjustments and savings.

Priority projects income is now forecast to be \$2.27 million which is \$860,000 below the October Amended Budget of \$3.13 million primarily due to a reduction in grant funding from the State Government North East Link Project by \$1.11 million.

Proposed forward commitments \$6.47 million to 2022-23

Proposed forward commitment to 2022-23 of \$6.47 million has been reflected in the Full year forecast. The full listing is provided below.

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PRIORITY PROJECTS - PROPOSED FORWARD COMMITMENTS TO 2022-23		
Project Name & Number	Total Proposed Forward Commitments to 2022-23	Commentary
PRIORITY PROJECTS - PROPOSED FORWARD COMMITMENTS		
Places & Spaces		
Environmental Sustainability & Open Spaces		
80955. Tree Strategy Action Plan Implementation	\$694,468	Tree renewal projects have undergone a more extensive consultation program than originally anticipated, delaying their implementation. Works will now be completed by October 2022.
81004. Sustainable Living Festival	\$42,550	The Sustainable Living Festival was postponed to reduce the impacts of ongoing COVID-19 restrictions. As a result the festival will now be held in September 2022.
81033. Energy Safe Victoria (ESV) power line clearance program	\$316,650	There have been some delays in tree removal works due to limited contractor availability. The project has also encountered some logistical and coordination issues for powerline engineering alternatives, as well as slower than anticipated progress of the specialist live line pruning from the supplier. As a result the program of works will continue throughout the 2022-2023 financial year.
81104. Increased Street Tree Planting	\$168,722	Limited contractor availability for street tree planting has resulted in a slight delay to the original schedule. Planting will now be completed by September 2022.
Total Environmental Sustainability & Open Spaces	\$1,222,390	
Traffic and Transport		
81105. Box Hill to Hawthorn Strategic Cycling Corridor Investigation	\$40,000	Initial quotations for the project exceeded the allocated budget. As a result the project scope was refined, new quotations sought and a consultant appointed, leading to some delays. It is anticipated the project will be completed by November 2022.
Total Traffic and Transport	\$40,000	
Capital Projects		
80628. Project Management staff for delivery of Major Projects	\$25,000	Funding for project management support is aligned with the multi-year construction program for Kew Recreational Centre, which is a multi-year project. The Major Projects funding has been adjusted to reflect the works program and provide project management services until project completion. Project is now scheduled for completion by April 2023.
Total Capital Projects	\$25,000	
TOTAL PLACES & SPACES	\$1,287,390	
URBAN LIVING		
Strategic & Statutory Planning		
80850. Municipal Wide Heritage Assessment	\$90,000	Community nominations have resulted in further places requiring detailed assessments as part of the Municipal Wide Heritage Gap Study. The continued involvement from heritage consultants is therefore required for various implementation processes in the 2022-23 financial year. It is anticipated the project will be completed by June 2023.
80908. Balwyn heritage study - Peer review	\$20,000	COVID-19 related lockdowns have limited heritage the consultants ability to complete the relevant heritage assessments within the original timeframes. Implementation of their recommendations will now extend into the 2022-23 financial year. It is anticipated the project will be completed by June 2023.
80940. Introduction of a Special Building Overlay	\$129,511	This is a multi-year project. Melbourne Water have experienced delays in finalising flood modelling. Implementation of a special building overlay needs to be coordinated and processed concurrently between Council and Melbourne Water, with the new overlay expected to commence in the 2022-23 financial year, with an estimated completion by June 2023.
81026. Placemaking Implementation	\$162,366	Placemaking Implementation includes detailed technical design for capital projects, economic initiatives, upgrades to public assets, as well as other community arts and events. COVID-19 restrictions put in place during the 2021-22 financial year have delayed several of these initiatives, which are now anticipated to be completed by May 2023.
81028. Statutory Planning Paper Files Scan on Demand	\$234,600	The planning phase for this project has been completed and arrangements have been put in place for ordering and digitising of files. Due to COVID-19 restrictions the project has been placed on hold until July 2022, when consistent arrangements can be made for the ongoing safe collection of files from Council offices by the contractor. It is anticipated the project will be completed by June 2023.
Total Strategic & Statutory Planning	\$636,477	
TOTAL URBAN LIVING	\$636,477	

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PRIORITY PROJECTS - PROPOSED FORWARD COMMITMENTS TO 2022-23		
Project Name & Number	Total Proposed Forward Commitments to 2022-23	Commentary
PRIORITY PROJECTS - PROPOSED FORWARD COMMITMENTS		
COMMUNITY SUPPORT		
Community Planning and Development		
80853. Boroondara Community Plan	\$5,000	Printing of the Boroondara Community Plan (BCP) 2021-2031 has been delayed to the 2022-23 financial year to coincide with the anticipated adoption of Council's 2022-23 Annual Budget. Project expected to be fully concluded by August 2022.
Total Community Planning and Development	\$5,000	
Liveable Communities		
80691. Christmas in Boroondara Program	\$80,520	Council has introduced new decorations to the Christmas decoration suite to replace those that have been in circulation for more than six years. This are being rolled out over Christmas during 2021 and 2022 in major shopping centres across the municipality. Due to COVID-19 related supply chain issues, their replacement was required to span over two financial years. Council now expects to receive all new decorations by November 2022.
80879. Active Ageing Hub	\$10,543	The Active Ageing Hub was reduced in its capacity to offer information on activities in the community due to COVID-19 restrictions. Council is currently working on the website content to plan and develop features that will attract further engagement from community members. Project is anticipated for completion by June 2023.
81048. Seniors Participation Grant	\$26,453	Due to COVID-19 restrictions in place during the 2021-22 year, this has meant that it is unlikely all face-to-face aspects of the program will be delivered in the current financial year. Program is anticipated to be completed early 2022-23.
81130. Outdoor Dining - Council Parklet Program	\$130,000	This initiative was expanded due to the Victorian Government providing additional funding for the extension of the Outdoor Activation Program in November 2022. The project will now continue into 2022-23 and is expected to be fully concluded by December 2022.
Total Liveable Communities	\$247,516	
Health and Wellbeing Services		
81016. Individual Grants Program - Low Income Earners or Other Disabilities	\$2,462	As a result of COVID-19 restrictions, organised sport was heavily reduced during the year, resulting in some delays in program delivery. It is anticipated the project will be delivered by October 2022.
81019. Digital Early Years Hub	\$81,000	This is a multi-year project which supports the implementation of the Boroondara Digital Early Years hub. The impact of COVID-19 on face-to-face services not occurring for community events and activities, has limited community engagement opportunities. The project is scheduled for completion by April 2023.
81025. Analysis of Access to Sporting Fields for Participation	\$35,000	The site auditing component of the project has been delayed due to COVID-19 restrictions and the outcomes will be delivered in a number of stages. The project is expected to be fully concluded by December 2022.
81102. Develop Boroondara community-wide mental health and wellbeing	\$40,000	A number of health and wellbeing initiatives to address mental health and wellbeing were scheduled for the 2021-22 financial year. COVID-19 restrictions had significant implications on initiatives that were unable to be delivered online, and as a result these initiatives were put on hold. The project is now anticipated to be completed by December 2022.
Total Health and Wellbeing Services	\$158,462	
TOTAL COMMUNITY SUPPORT	\$410,978	
People, Culture and Development		
People, Culture and Development		
80844. Online OHS contractor management induction training	\$28,892	Occupational health and safety contractor management induction training was re-scheduled to follow the introduction of the new procurement software to avoid unnecessary duplication. It is anticipated the project will be completed June 2023.
81113. Diversity and Inclusion and Workforce Planning - Project Officer	\$79,602	This initiative was unable to be completed on time due to labour market challenges attracting suitably qualified resources. It is anticipated the project will now be completed in September 2022.
Total People, Culture and Development	\$108,494	
TOTAL PEOPLE, CULTURE AND DEVELOPMENT	\$108,494	

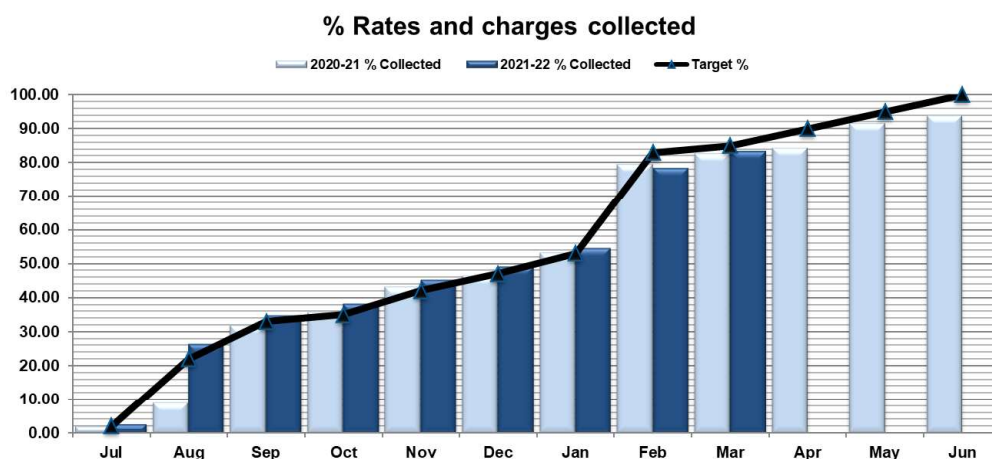
Section 3 - Financial and performance statements

Attachment 1

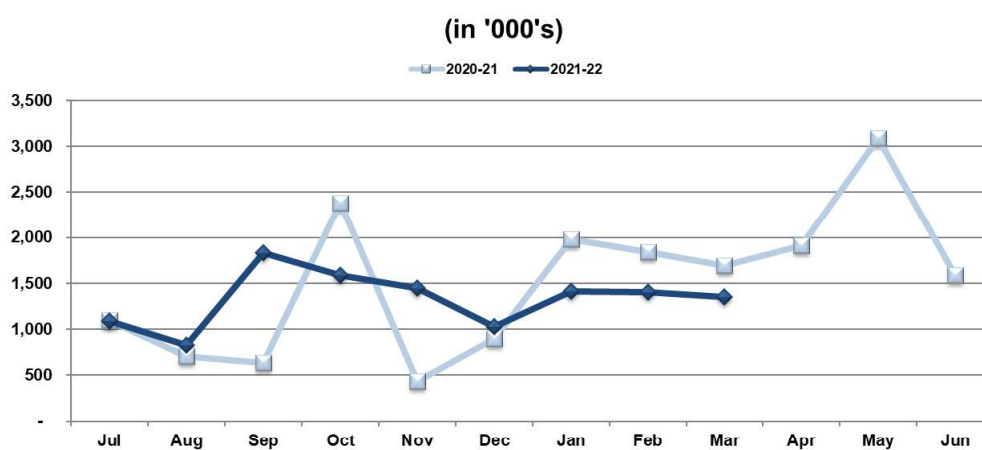
PRIORITY PROJECTS - PROPOSED FORWARD COMMITMENTS TO 2022-23		
Project Name & Number	Total Proposed Forward Commitments to 2022-23	Commentary
PRIORITY PROJECTS - PROPOSED FORWARD COMMITMENTS		
CUSTOMER AND TRANSFORMATION		
Customer and Communication		
81029. Information Asset Audit	\$200,434	Implementation of the findings from the Information Asset Audit was limited by reduced access to stakeholders due to continuing work from home requirements and restrictions to on-site activities as a result of COVID-19. The remainder of the recommendations are scheduled to be concluded by June 2023.
81030. Think Customer Experience Employee Engagement program	\$30,000	Implementation of the Think Customer Experience program will align with the delivery of the Customer Service Charter to ensure staff adoption and compliance with customer commitments. This will be delivered by December 2022.
Total Customer and Communication	\$230,434	
Boroondara Customer First Program		
Boroondara Customer First Program	\$3,798,735	There has been a slight delay in awarding contracts for the final major tender that went through a two-step procurement activity. The final contract was awarded in quarter two of 2021-22, with commencement delayed until quarter 3 of 2021-22. The Transforming Boroondara Program requires the carry forward to finalise commitments established under new and pre-existing contracts.
Total Boroondara Customer First Program	\$3,798,735	
TOTAL CUSTOMER AND TRANSFORMATION	\$4,029,169	
TOTAL FORWARD COMMITMENTS TO 2022-23	\$6,472,508	
TOTAL NET FORWARD COMMITMENTS TO 2022-23	\$6,472,508	

3.8 Debtors

3.8.1 Rate debtors

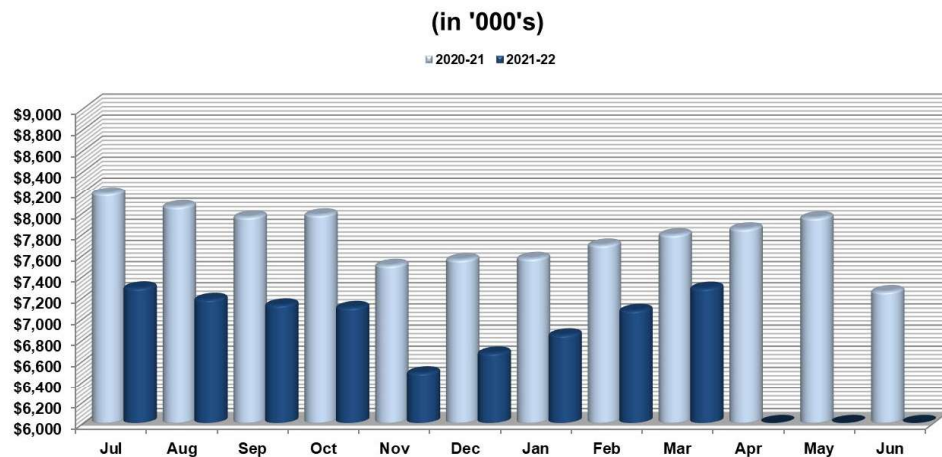


3.8.2 Sundry debtors



The sundry debtors balance at the end of 31 March 2022 is \$1,352,000 and is \$339,000 lower than the prior year. Balances will vary from year to year depending on individual transactions processed.

3.8.3 Infringement debtors



The outstanding 'infringement debtors' balance of \$7.28 million is \$505,000 lower than the corresponding prior year period. This is primarily due to Parking Infringements debtors.

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 \$500,000 (excluding GST) for goods, services and works.

Contracts Valued at \$500,000 or more (excluding GST) for Goods, Services and Works

The below table summarises key information relating to the awarded contracts in the third quarter of 2021-22 (1 January 2022 - 31 March 2022) valued at \$500,000 or more (excluding GST) in accordance with Council's adopted Procurement Policy 2021-25.

Contract	Contract Name	Description	Contract Type	Award Date	Awarded By **	Contractor	Contractor History	Contract Term	Contract Value (ex GST)
2021/71	Tree Planting an Establishment	Provide high quality tree planting and establishment services on a planned basis	Schedule of rates	28 March 2022	Council	Citywide Service Solutions Pty Ltd	Contractor has provided similar services to Council in the past	3 years + 2 x 2 years + 1 x 1 year optional extensions	Estimated \$1,033,595 per year
2021/207	Material Cartage and Leaf Disposal Services	Provide all Material Cartage and Leaf Disposal Services	Schedule of rates	28 February 2022	Council	Garden State Mulching Services	Existing Contractor	3 years + 1 x 2 year optional extension	\$1,200,000
2021/187	North Balwyn Tennis Club Pavilion - Construction/ Rectification	Construction of North Balwyn Tennis club pavilion	Lump sum	7 February 2022	Council	Stokes Rousseau Pty Ltd	Contractor has provided similar services to Council in the past	2 months	\$542,235

** Contracts awarded by Directors is by delegation

Section 4 - Corporate governance

Attachment 1

4.2 Councillor expenses

As required by the Councillor Support and Resources Policy, the following costs or expenses were paid for, or reimbursed to Councillors in the year to date as at 31 March 2022 are reported below:

	Ward	TOTAL FOR WARD	Information and Communication	Fares/Cabcharge/ Parking	Travel/Vehicle/ Accomm	Other Expenses	Professional Development	Councillor Allowances
YTD MARCH 2022	Councillor - Bellevue Ward	\$ 37,500	\$ 732	\$ -	\$ -	\$ -	\$ 10,827	\$ 25,941
	Councillor - Cotham Ward	\$ 35,306	\$ 538	\$ -	\$ -	\$ -	\$ 8,827	\$ 25,941
	Councillor - Gardiner Ward	\$ 28,156	\$ 685	\$ -	\$ 611	\$ 919	\$ -	\$ 25,941
	Councillor - Glenferrie Ward	\$ 26,889	\$ 609	\$ -	\$ -	\$ 234	\$ 105	\$ 25,941
	Councillor - Junction Ward	\$ 26,519	\$ 578	\$ -	\$ -	\$ -	\$ -	\$ 25,941
	Councillor - Lynden Ward	\$ 29,696	\$ 578	\$ -	\$ -	\$ -	\$ 3,177	\$ 25,941
	Councillor - Maling Ward (Mayor)*	\$ 53,816	\$ 690	\$ -	\$ 156	\$ 46	\$ -	\$ 52,924
	Councillor - Maranoa Ward	\$ 26,933	\$ 538	\$ -	\$ 477	\$ -	\$ 23	\$ 25,941
	Councillor - Solway Ward*	\$ 57,112	\$ 579	\$ -	\$ -	\$ 158	\$ -	\$ 56,375
	Councillor - Studley Ward	\$ 32,972	\$ 538	\$ -	\$ 507	\$ 273	\$ 7,273	\$ 25,941
	Councillor - Riversdale Ward	\$ 34,867	\$ 637	\$ -	\$ -	\$ 58	\$ 8,231	\$ 25,941
Year to date total		\$ 389,766	\$ 6,702	\$ -	\$ 737	\$ 1,142	\$ 38,417	\$ 342,768

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 Cr Garry Thompson was \$0 and for Mayor Jane Addis was \$156.

Please Note

* Councillor for Maling Ward - Mayor from 22 November 2021 (current)

* Councillor for Solway Ward - Mayor up to 22 November 2021

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 March 2022:

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

All information is produced directly from the financial ledger.

4.4 Citizen decision and process review

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

4.5 Excess annual leave analysis

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

Key performance indicator	2020-21 YTD Results	2021-22 YTD Results
Employees with more than 40 days annual leave		
Total number	60	27
Percentage	6.9%	2.36%

Section 4 - Corporate governance

Attachment 1

4.6 Confidentiality Agreements

No confidentiality agreements were entered into in quarter 3.

Section 5 - Grants progress

Attachment 1

5. Grants progress report: January 1 - March 31 2022 (Q3)

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
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
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
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
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	Successful
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		

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
		1 - Kew Recreation Centre 2 - Canterbury Community Precinct		\$110,000 \$110,000	Successful - \$26,000 Successful - \$100,000
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	Successful
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	\$140,000	Pending
Victorian Government - Sport and Recreation Victoria	Health and Wellbeing Services	Community Facilities - Kew Croquet Club redevelopment of lower court	23/11/2021	\$70,000	Pending
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
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	\$10,000	Successful
Department of Health - MCH Workforce Grant	Health and Wellbeing Services	Supporting MCH new graduates & student placements, including clinical supervision & study days.	01/01/2022	\$15,000	Successful

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 - Building Safer Communities	Community Planning and Development	Connecting Safely: Canterbury Gardens and Canterbury Community Precinct - addressing community safety issues, crime prevention and perceptions of safety.	01/02/2022	\$287,855	Pending
Victorian Government - Department of Jobs, Precincts and Regions	Liveable Communities	COVIDSafe Outdoor Activation Fund - Outdoor Trade and Activation Program	01/02/2022	\$275,000	Successful
Victorian Government, Department of Justice and Community Safety - Crime Prevention Innovation Fund	Health and Wellbeing Services	The project aims to mitigate the escalation of antisocial behaviour in the Glenferrie Road precinct in Hawthorn, with a targeted focus on young people and enhance service co-ordination for the target group.	08/02/2022	\$280,000	Pending
Victorian School Building Authority - Building Blocks Planning Stream	Health and Wellbeing Services	The Building Blocks Planning Stream supports kindergarten expansion building planning.	08/02/2022	\$150,000	Pending
Victorian Government, Department of Treasury and Finance - Regulation Reform Incentive Fund	Transformation and Technology	Creation of an online account login (CRM) solution that will improve the end-to-end permit application process for business	10/02/2022	\$355,000	Successful
Victorian Government, Department of Treasury and Finance - Regulation Reform Incentive Fund	Strategic and Statutory Planning	Digitising planning files to support faster access, faster assessment and processing of applications	10/02/2022	\$227,800	Successful
Australian Cricket Infrastructure Fund (ACIF)	Health and Wellbeing Services	Redevelopment of the Victoria Rd Reserve	10/02/2022	\$30,000	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
National Ageing Research Institute (NARI) - ENJOY MAP for Health	Environment and Sustainable Living	Seniors Functional Fitness Equipment at Victoria Park, Kew	07/03/2022	\$25,000	Successful
Federal Government -	Traffic and Transport	Construction of new Walmer Street land bridge	31/03/2022	\$1,000,000	Successful - \$1,000,000

Statistics for Jan 1 2022 - Mar 31 2022

Grant Status	Number of grants
Grant applications submitted	10
Successful grants	11
Unsuccessful grants	0
Grants pending	12

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

Attachment 2

2021-22 FEES AND CHARGES SCHEDULE

Fees and charges to be changed	Statutory Fee	UNIT	PROPOSED GST inclusive 2021-22 fee \$	ADOPTED GST inclusive 2021-22 fee \$	Fee increase \$	Fee increase %	GST applied at 10%	Policy / Strategy Act / Regulation	Pricing Policy Category
RENAMING OF FEES									
Urban Living - Civic Services									
Food Act registration and renewal - Initial and renewal registration									
Class 2: Initial Registration Fee	N	Per Premises	\$ 1,030.00	\$ 1,030.00	\$ -	0%	N	Pricing Policy	Market Pricing
Renamed to: Class 2/3A: Initial Registration Fee									
Class 2: Renewal of Registration Fee	N	Per Premises	\$ 863.00	\$ 863.00	\$ -	0%	N	Pricing Policy	Market Pricing
Renamed to: Class 2/3A: Renewal of Registration									
REMOVED FEES									
Urban Living - Civic Services									
Permits									
Permits - skip bins	N	Cost per one - three days	\$ -	\$ 69.00	-\$ 69.00	-100%	N	Pricing Policy	Disincentive Pricing
Permits - skip bins	N	Cost per four - seven days	\$ -	\$ 103.00	-\$ 103.00	-100%	N	Pricing Policy	Disincentive Pricing
Permits - skip bins	N	Cost more than seven days	\$ -	\$101 + \$6 per day	\$ -	N/A	N	Pricing Policy	Disincentive Pricing
NEW FEES									
Permits - skip bins application fee	N	Per application	\$ 27.00	\$ -	\$ 27.00	N/A	N	Pricing Policy	Accessible Pricing
Permits - skip bins	N	Per day	\$ 27.00	\$ -	\$ 27.00	N/A	N	Pricing Policy	Accessible Pricing
<p>Commentary for fees: In conjunction with our Transforming Boroondara Program, we are changing our fee structure for skip bin permits to make it easier and better for our customers to apply for and update/extend permits.</p> <p>The benefits of a new standardised daily rate are:</p> <ul style="list-style-type: none"> • Flexible permit date ranges for customers (e.g. daily rate with 30 day maximum). • Easier to understand by customers (compared to tiered rates currently). • Easier to update systems (online and back end) and charges. • Simpler coding for upfront online payments (e.g. how many days x daily rate = cost). • Makes it possible, in the future, for easy extensions and permit changes online (e.g. extend permit by 3 days = 3 days x daily rate = cost). • The ability for simple extensions will reduce the number of new applications in the future. • Pricing is more equitable and accessible for customers. • Application fee introduction covers Council's administrative costs. 									

Attachment 3

LGPRF Performance Indicators - Service Performance Indicators

For the period ending 31 March 2022

All measures

Measures - based on Financial year	Annual 2018-19	Annual 2019-20	Annual 2020-21	Q3 YTD 2020-21	Q3 YTD 2021-22	Q3 YTD Difference	Annual Materiality Threshold
Aquatic facilities							
AF1: User satisfaction with aquatic facilities (optional) (Defined as the satisfaction of users with the aquatic facility). <i>Comment: Annual Measure</i>	85	N/A	N/A	N/A	N/A	N/A	+ / - 5
AF2: Health inspections of aquatic facilities (number of inspections by an authorised officer within the meaning of the Public Health and Wellbeing Act 2008 carried out per Council aquatic facility).	2.00	2.00	0.33	-	1.00	1.00	+ / - 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	3		
<i>Comment: Annual target met in Q2.</i>							
AF6: Utilisation of aquatic facilities (number of visits to aquatic facilities per head of municipal population).	14.58	10.32	5.37	3.51	4.74	1.23	+ / - 3 visits
AF6.1 SUB KPI: Number of visits to aquatic facilities.	2,643,637	1,890,901	982,521	642,611	868,262		
AF6.2 SUB KPI: Municipal population.	181,289	183,199	183,023	183,023	183,023		
AF7: Cost of aquatic facilities (direct cost to Council less any income received for providing aquatic facilities per visit).	(\$0.88)	(\$0.03)	\$ 2.24	\$ 3.67	\$ 1.41	(\$2.26)	+ / - \$1
AF7.1 SUB KPI: Direct cost of aquatic facilities less income received.	(\$2,327,571)	(\$54,151)	\$2,196,737	\$2,357,737	\$1,220,000		
AF7.2 SUB KPI: Number of visits to aquatic facilities.	2,643,637	1,891,171	982,521	642,611	868,268		
<i>Comment: Comment: Attendances are now increasing as the impacts from the COVID-19 pandemic are reduced. This trend is expected to continue in quarter 4 however given impacts from earlier in the year, it is unlikely this measure will reach target expectations.</i>							

Attachment 3

LGPRF Performance Indicators - Service Performance Indicators

For the period ending 31 March 2022

All measures

Measures - based on Financial year	Annual 2018-19	Annual 2019-20	Annual 2020-21	Q3 YTD 2020-21	Q3 YTD 2021-22	Q3 YTD Difference	Annual Materiality Threshold
Animal management							
AM1: Time taken to action animal requests (Days) (average no. days it has taken for Council to action animal management related requests).	1.42	1.58	1.25	1.23	1.21	-0.02	+ / - 1.5 days
AM1.1 SUB KPI: Number of days between receipt and first response action for all animal management requests.	11,667	13,683	13,352	8,507	9,542		
AM1.2 SUB KPI: Number of animal management requests.	8,194	8,648	10,672	6,919	7,915		
AM2: Animals reclaimed (percentage of collected registrable animals under the Domestic Animals Act 1994 reclaimed).	51.0%	58.9%	47.6%	38.7%	70%	31.5%	+ / - 10%
AM2.1 SUB KPI: Number of animals reclaimed.	159	142	98	58	113		
AM2.2 SUB KPI: Number of animals collected (excluding Feral animals).	312	241	206	150	161		
<i>Comment: In this quarter, we saw an increase on the number of animals reclaimed as a result of higher levels of registrations. The increase in registrations meant we have more up to date contact details for owners.</i>							
AM5: Animals rehomed (percentage of collected registrable animals under the Domestic Animals Act 1994 that are rehomed).	N/A	10.4%	10.7%	12.7%	14%	1.0%	+ / - 30%
AM5.1 SUB KPI: Number of animals rehomed.	-	25	22	19	22		
AM5.2 SUB KPI: Number of animals collected (excluding Feral animals).	312	241	206	150	161		
AM6: Cost of animal management service per population (cost to Council of the animal management service per population).	\$ 7.67	\$ 7.73	\$ 7.84	\$ 5.99	\$ 5.60	-\$ 0.39	+ / - \$1
AM6.1 SUB KPI: Direct cost of the animal management service.	\$ 1,390,613	\$ 1,415,373	\$ 1,435,080	\$ 1,096,394	\$ 1,025,263		
AM6.2 SUB KPI: Municipal population.	181,289	183,199	183,023	183,023	183,023		
Performance statement - EXTERNALLY AUDITED							
AM7: Animal management prosecutions (percentage of successful animal management prosecutions).	86%	100%	100%	100%	100%	0%	+ / - 20%
AM7.1 SUB KPI: Number of successful animal management prosecutions.	6	5	12	4	7		
AM7.2 SUB KPI: Total number of animal management prosecutions.	7	5	12	4	7		

Attachment 3

LGPRF Performance Indicators - Service Performance Indicators

For the period ending 31 March 2022

All measures

Measures - based on Financial year	Annual 2018-19	Annual 2019-20	Annual 2020-21	Q3 YTD 2020-21	Q3 YTD 2021-22	Q3 YTD Difference	Annual Materiality Threshold
Governance							
G1: Council resolutions made at meetings closed to the public (percentage of Council resolutions made at an ordinary or special meeting of Council, or at a meeting of a special committee consisting only of Councillors, closed to the public under section 89(2) of the Act).	2.1%	4.8%	4.0%	3.4%	5.4%	2.1%	+ / - 3%
G1.1 SUB KPI: Number of Council resolutions made at ordinary or special meetings of Council, or at meetings of a special committee consisting only of Councillors, closed to the public.	5	9	8	5	8		
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	148	147		
G2: Satisfaction with community consultation and engagement (Defined as the community satisfaction rating out of 100 with the consultation and engagement efforts of the council. This includes consulting and engaging directly with the community on key local issues requiring decisions by council). <i>Comment: Annual Measure</i>	62	59	59	N/A	N/A	N/A	+ / - 5
G3: Councillor attendance at Council meetings (percentage of attendance at ordinary and special Council meetings by Councillors).	96.7%	97.7%	96.6%	98.1%	98%	0%	+ / - 10%
G3.1 SUB KPI: The sum of the number of Councillors who attended each ordinary and special Council meeting.	145	215	312	155	195		
G3.2 SUB KPI: Number of ordinary and special Council meetings.	15	22	29	14	18		
G3.2 SUB KPI: Number of Councillors elected at the last Council general election.	10	10	11	11	11		
G4: Cost of elected representation * (direct cost of delivering Council's governance service per Councillor).	\$ 55,883.59	\$ 52,683.66	\$ 47,095.37	\$ 33,794.79	\$ 39,943.64	\$ 6,149	+ / - \$5,000
G4.1 SUB KPI: Direct cost of the governance service.	\$ 558,836	\$ 526,837	\$ 518,049	\$ 371,743	\$ 439,380		
G4.2 SUB KPI: Number of Councillors elected at the last Council general election.	10	10	11	11	11		
<i>Due to COVID-19 and State mandated lockdowns during Q3 of the 2020-21 financial year, the majority of meetings were held virtually. This resulted in a reduction in the cost of elected representatives for this quarter. The State mandated lockdowns had been lifted by Q3 of the 2021-22 resulting in the majority of the meetings to be held in the Council Chamber.</i>							
Performance statement - EXTERNALLY AUDITED							
G5: Satisfaction with Council decisions (Defined as the community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community). <i>Comment: Annual Measure</i>	62	59	62	N/A	N/A	N/A	+ / - 5

*G4 cost of Elected Representation is an average cost across all Councillors, noting the allowances for the mayor are greater than for other elected representatives. For a ward breakdown, please see Attachment 1 section 4.2 Councillor Expenses.

Attachment 3

LGPRF Performance Indicators - Service Performance Indicators

For the period ending 31 March 2022

All measures

Measures - based on Financial year	Annual 2018-19	Annual 2019-20	Annual 2020-21	Q3 YTD 2020-21	Q3 YTD 2021-22	Q3 YTD Difference	Annual Materiality Threshold
Libraries							
LB1: Physical library collection usage (number of physical library collection item loans per physical library collection item).	5.10	3.69	2.89	1.92	2.38	0.46	+ / - 0.5 loans
LB1.1 SUB KPI: Number of physical library collection item loans.	2,374,888	1,595,204	1,255,425	844,064	1,001,729		
LB1.2 SUB KPI: Number of physical library collection items.	465,589	431,817	434,539	438,769	420,291		
<i>Comment: A positive increase has been observed in the number of library loans from the previous quarter. This could partially be attributed to the easing of COVID-19 restrictions and an observed slight increase in visitors to libraries (though not to pre-COVID-19 levels). Additionally, the request for book bundles in the Home Library Service remain high.</i>							
LB2: Recently purchased library collection (number of library collection items purchased in the last 5 years).	50.7%	47.7%	60.3%	50.0%	64.36%	14.36%	+ / - 7.5%
LB2.1 SUB KPI: Number of library collection items purchased in the last 5 years.	236,132	229,294	286,470	255,146	295,108		
LB2.2 SUB KPI: Number of library collection items.	465,589	480,375	474,902	510,284	458,534		
<i>Comment: Collection management ensures the library collections remain relevant and up-to-date for community use.</i>							
Performance statement - EXTERNALLY AUDITED							
LB4: Active library borrowers in municipality (percentage of the municipal population that are active library borrowers in the last three years).	25.9%	25.0%	21.8%	19.9%	18.8%	-1.1%	+ / - 5%
LB4.1 SUB KPI: Number of active library borrowers (2 years ago).	46,170	44,354	48,648	41,615	39,298		
LB4.1 SUB KPI: Number of active library borrowers (1 year ago).	44,354	48,648	43,139	39,298	28,164		
LB4.1 SUB KPI: Number of active library borrowers (This year).	48,648	43,139	27,318	28,164	35,666		
LB4.2 SUB KPI: Municipal population (2 years ago).	176,732	179,446	181,289	181,289	183,197		
LB4.2 SUB KPI: Municipal population (1 year ago).	179,446	181,289	183,199	183,197	183,023		
LB4.2 SUB KPI: Municipal population (This year).	181,289	183,199	183,023	183,023	183,023		
LB5: Cost of library service per population (direct cost to Council of the library service per population).	\$ 50.39	\$ 49.71	\$ 48.08	\$ 36.50	\$ 35.20	-\$ 1.30	+ / - \$10
LB5.1 SUB KPI: Direct cost to Council of the library Service.	\$ 9,135,694	\$ 9,106,404	\$ 8,800,487	\$ 6,680,248	\$ 6,442,664		
LB5.2 SUB KPI: Municipal population.	181,289	183,199	183,023	183,023	183,023		

Attachment 3

LGPRF Performance Indicators - Service Performance Indicators

For the period ending 31 March 2022

All measures

Measures - based on Financial year	Annual 2018-19	Annual 2019-20	Annual 2020-21	Q3 YTD 2020-21	Q3 YTD 2021-22	Q3 YTD Difference	Annual Materiality Threshold
Maternal and Child Health							
MC2: Infant enrolments in the MCH service (percentage of infants enrolled in the MCH).	101%	102%	100.4%	100.5%	101.1%	0.6%	+ / - 10%
MC2.1 SUB KPI: Number of infants enrolled in the MCH service	1,413	1,370	1,317	976	896		
MC2.2 SUB KPI: Number of birth notifications received.	1,400	1,349	1,312	971	886		
MC3: Cost of the MCH service (cost to Council of the MCH service per hour of service delivered).	\$ 70.72	\$ 71.89	\$ 70.77	\$ 66.95	\$ 70.79	\$ 3.83	+ / - \$15
LGPRF (MC3.1) SUB KPI: Cost to Council of the MCH service.	\$ 2,192,636	\$ 2,324,010	\$ 2,499,205	\$ 1,773,220	\$ 1,914,605		
LGPRF (MC3.2) SUB KPI: Hours worked by MCH nurses.	31,004	32,328	35,312	26,484	27,048		
Performance statement - EXTERNALLY AUDITED							
MC4: Participation in the MCH service (percentage of children enrolled who participate in the MCH service).	82.8%	82.0%	81.4%	77.6%	77%	-1%	+ / - 10%
MC4.1 SUB KPI: Number of children who attend the MCH service at least once (in the year).	4,864	4,646	4,412	3,932	3,770		
MC4.2 SUB KPI: Number of children enrolled in the MCH service.	5,877	5,664	5,417	5,065	4,912		
MC5: Participation in MCH service by aboriginal children - EXTERNALLY AUDITED (percentage of Aboriginal children enrolled who participate in the MCH service).	88.0%	100.0%	95.9%	92.1%	92%	0%	+ / - 10%
MC5.1 SUB KPI: Number of aboriginal children who attend the MCH service at least once (in the year).	11.0	17.5	23.5	18	24		
MC5.2 SUB KPI: Number of aboriginal children enrolled in the MCH service.	12.5	17.5	24.5	19	26		
MC6: Participation in 4-week Key Age and Stage visit (percentage of infants enrolled in the MCH service who receive the first home visit).	N/A	99.3%	102.1%	94.0%	98%	4%	+ / - 10%
MC6.1 SUB KPI: Number of 4-week key age stage visits.	-	1,340	348	327	284		
MC1.2 SUB KPI: Number of birth notifications received.	1,400	1,349	341	348	290		

Attachment 3

LGPRF Performance Indicators - Service Performance Indicators

For the period ending 31 March 2022

All measures

Measures - based on Financial year	Annual 2018-19	Annual 2019-20	Annual 2020-21	Q3 YTD 2020-21	Q3 YTD 2021-22	Q3 YTD Difference	Annual Materiality Threshold
Roads							
R1: Sealed local road requests (Number of sealed local road requests per 100 kilometres of sealed local road).	63.17	66.79	60.80	42.06	56.4	14.3	+ / - 20 requests
R1.1 SUB KPI: Number of sealed local road requests.	355	378	344	238	319		
R1.2 SUB KPI: Kilometres of sealed local roads.	562	566	566	566	566		
R2: Sealed local roads below the intervention level (percentage of sealed local roads that are below the renewal intervention level set by Council and not requiring renewal).	97.5%	95.8%	94.7%	94.7%	92.7%	-2.0%	+ / - 10%
R2.1 SUB KPI: Number of kilometres of sealed local roads below the renewal intervention level set by Council.	548	541	536	536	525		
R2.2 SUB KPI: Kilometres of sealed local roads.	562	565	566	566	566		
R3: Cost of sealed local road reconstruction (direct reconstruction cost to Council per square metre of sealed local roads reconstructed).	\$ 90.57	\$ 91.50	\$ 100.53	\$ 101.99	\$ 102.0	-\$ 0.03	+ / - \$25
R3.1 SUB KPI: Direct cost of sealed local road reconstruction.	\$ 7,135,806	\$ 5,254,947	\$ 6,084,644	\$ 4,501,523	\$ 3,933,543		
R3.2 SUB KPI: Square metres of sealed local roads reconstructed.	78,786	57,434	60,524	44,139	38,580		
R4: Cost of sealed local road resealing (direct resealing cost to Council per square metre of sealed local roads resealed).	\$ 19.60	\$ 20.16	\$ 24.43	\$ 24.48	\$ 28.5	\$ 4.03	+ / - \$10
R4.1 SUB KPI: Direct cost of sealed local road resealing.	\$ 3,449,828	\$ 4,339,232	\$ 2,074,634	\$ 1,606,726	\$ 686,919		
R4.2 SUB KPI: Square metres of sealed local roads resealed.	175,986	215,231	84,907	65,630	24,094		
Performance statement - EXTERNALLY AUDITED							
R5: Satisfaction with sealed local roads (defined as the community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads).	71	72	74	N/A	N/A	N/A	+ / - 5
<i>Comment: Annual Measure</i>							

Attachment 3

LGPRF Performance Indicators - Service Performance Indicators

For the period ending 31 March 2022

All measures

Measures - based on Financial year	Annual 2018-19	Annual 2019-20	Annual 2020-21	Q3 YTD 2020-21	Q3 YTD 2021-22	Q3 YTD Difference	Annual Materiality Threshold
Statutory Planning							
SP1: Time taken to decide planning applications (median number of days between receipt of a planning application and a decision on the application).	119	98	98	88	76	-	+ / - 20 days
SP2: Planning applications decided within required timeframes (percentage of planning application decisions made within required timeframes).	65.4%	73.8%	83.1%	86.8%	72.5%	-14.3%	+ / - 7.5%
SP2.1 SUB KPI: Number of planning application decisions made within required timeframes.	1,006	970	1,038	817	446		
SP2.2 SUB KPI: Number of planning application decisions made.	1,539	1,314	1,249	941	615		
<i>Comment: Statutory timeframes have increased recently due to a number of factors that are actively being addressed, including staff recruitment, heritage referral timeframes & process improvements. Due to these issues it is not expected that the yearly target will be met by the end of the financial year.</i>							
SP3: Cost of statutory planning service (direct cost to Council of the statutory planning service per planning application).	\$ 4,019.08	\$ 3,740.03	\$ 3,603.44	\$ 3,770.89	\$ 3,130	-\$ 641	+ / - \$350
SP3.1 SUB KPI: Direct cost of the statutory planning service.	\$ 4,883,176	\$ 5,004,156	\$ 4,716,898	\$ 3,416,427	\$ 3,258,284		
SP3.2 SUB KPI: Number of planning applications received.	1,215	1,338	1,309	906	1,041		
<i>Comment: Result is driven by turnover of staff resulting in a temporary reduction in expenditure on salaries and related expenses. There has also been a modest reduction in consultancy spend for various reasons. These factors are generally consistent with the tight labour market being experienced nationally and steps are being taken to resolve these and we anticipate reverting to normal expenditure through 2022</i>							
Performance statement - EXTERNALLY AUDITED							
SP4: Council planning decisions upheld at VCAT (percentage of planning application decisions subject to review by VCAT and that were not set aside).	40.8%	49.5%	49.3%	42.0%	45.8%	3.8%	+ / - 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	21	27		
SP4.2 SUB KPI: Number of VCAT decisions in relation to planning applications.	76	99	67	50	59		

Attachment 3

LGPRF Performance Indicators - Service Performance Indicators

For the period ending 31 March 2022

All measures

Measures - based on Financial year	Annual 2018-19	Annual 2019-20	Annual 2020-21	Q3 YTD 2020-21	Q3 YTD 2021-22	Q3 YTD Difference	Annual Materiality Threshold
Waste collection							
WC1: Kerbside bin collection requests (number of kerbside bin collection requests per 1,000 kerbside bin collection households).	210.99	328.53	284.86	224.52	131.02	- 93.50	+ / - 20 requests
WC1.1 SUB KPI: Number of kerbside garbage and recycling bin collection requests.	13,940	21,726	18,862	14,865	8,677		
WC1.2 SUB KPI: Number of kerbside bin collection households.	66,068	66,130	66,215	66,207	66,226		
Comment: The maturity of our kerbside collections has seen this result continually trend down for 6 consecutive quarters since implementing FOGO and changing waste collection frequencies.							
WC2: Kerbside collection bins missed (number of kerbside collection bins missed per 10,000 scheduled kerbside collection bin lifts).	6.45	14.86	9.08	9.60	6.09	- 3.51	+ / - 5 bins
WC2.1 SUB KPI: Number of kerbside garbage and recycling collection bins missed.	4,253	9,422	4,620	3,660	2,356		
WC2.2 SUB KPI: Number of scheduled kerbside garbage and recycling collection bin lifts.	6,591,026	6,340,812	5,086,259	3,813,098	3,867,108		
WC3: Cost of kerbside garbage collection service (direct cost of the kerbside garbage bin collection service per kerbside garbage collection bin).	\$ 123.89	\$ 139.81	\$ 115.22	\$ 86.08	\$ 84.71	-\$ 1.37	+ / - \$20
WC3.1 SUB KPI: Direct cost of the kerbside garbage bin collection service.	\$ 7,899,769	\$ 8,927,996	\$ 7,384,275	\$ 5,513,047	\$ 5,435,530		
WC3.2 SUB KPI: Number of kerbside garbage collection bins.	63,764	63,860	64,089	64,046	64,164		
WC4: Cost of kerbside recyclables bin collection service (direct cost of the kerbside recyclables collection service per kerbside recyclables collection bin).	\$ 74.96	\$ 84.08	\$ 83.15	\$ 61.99	\$ 71.26	\$ 9.26	+ / - \$10
WC4.1 SUB KPI: Direct cost of the kerbside recyclables bin collection service.	\$ 4,716,842	\$ 5,308,482	\$ 5,274,123	\$ 3,929,817	\$ 4,527,822		
WC4.2 SUB KPI: Number of kerbside recyclables collection bins.	62,924	63,139	63,426	63,392	63,542		
Comment: An accounting error in March 2022 has resulted in an over accrual of expenses for quarter 3. As the accounts have been closed for March this issue will be rectified in quarter 4, which is expected to reduce the direct cost of kerbside recyclables bin collections.							
Performance statement - EXTERNALLY AUDITED							
WC5: Kerbside collection waste diverted from landfill (percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill).	48.7%	53.1%	68.5%	67.9%	72.55%	4.63%	+ / - 10%
WC5.1 SUB KPI: Weight of recyclables and green organics collected from kerbside bins.	32,835	38,051	47,699	36,727	35,769		
WC5.2 SUB KPI: Weight of garbage, recyclables and green organics collected from kerbside bins.	67,468	71,669	69,613	54,066	49,299		

Attachment 3

LGPRF Performance Indicators - Service Performance Indicators

For the period ending 31 March 2022

All measures

Measures - based on Financial year	Annual 2018-19	Annual 2019-20	Annual 2020-21	Q3 YTD 2020-21	Q3 YTD 2021-22	Q3 YTD Difference	Annual Materiality Threshold
Food safety							
FS3: Cost of food safety service (direct cost to Council of the food safety service per food premises registered by Council, or for which Council has received notification during the year).	\$ 350.64	\$ 365.58	\$ 381	\$ 309	\$ 227.68	-\$ 81	+ / - \$75
FS3.1 SUB KPI: Direct cost of food safety service.	\$ 798,050	\$ 814,874	\$ 920,508	\$ 723,608	\$ 499,766		
FS3.2 SUB KPI: Number of food premises registered or notified in accordance with the Food Act 1984.	2,276	2,229	2,415	2,341	2,195		
Comment: Health Services had reduced expenditure in Q3 due to staff taking annual leave (to reduce high accumulated balances) and the absence of food sampling.							

Attachment 3

LGPRF Performance Indicators - Service Performance Indicators

For the period ending 31 March 2022

All measures

Measures - based on Calendar year	Annual 2019	Annual 2020	Annual 2021	Q1 YTD 2021	Q1 YTD 2022	Q1 YTD Difference	Annual Materiality Threshold
Food safety							
FS1: Time taken to action food complaints (applicable from 1 July 2015) (average no. days taken for Council to action food complaints received from members of the public about the safety or handling of food for sale).	1.66	1.87	1.42	1.89	2.00	0.11	+ / - 2 days
FS1.1 SUB KPI: Number of days between receipt and first response action for all food complaints.	283	234	111	51	30		
FS1.2 SUB KPI: Number of food complaints.	170	125	78	27	15		
FS2: Food safety assessments (percentage of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment).	100%	100%	100%	100%	100%	0%	+ / - 10%
FS2.1 SUB KPI: Number of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment in accordance with the Food Act 1984.	961	985	1,012	995	995		
FS2.2 SUB KPI: Number of registered class 1 food premises and class 2 food premises that require an annual food safety assessment in accordance with the Food Act 1984.	961	985	1,012	995	995		
Performance statement - EXTERNALLY AUDITED							
FS4: Critical and major non-compliance notifications (percentage of critical and major non-compliance outcome notifications that are followed up by Council).	99.1%	95.9%	89.7%	92.8%	86.4%	-6%	+ / - 10%
FS4.1 SUB KPI: Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up.	427	236	367	77	114		
FS4.2 SUB KPI: Number of critical non-compliance notifications and major non-compliance notifications about food premises.	431	246	409	83	132		

Attachment 3

LGPRF Performance Indicators - Sustainable Capacity and Financial Performance Indicators

For the period ending 31 March 2022

Indicator/measure	Annual 2017-18	Annual 2018-19	Annual 2019-20	Annual 2020-21	Q3 YTD 2020-21	Q3 YTD 2021-22	Q3 YTD Difference	Annual Materiality Threshold
Sustainable Capacity Indicators								
Population								
<i>Expenses per head of municipal population</i> [Total expenses / Municipal population]	\$1,109	\$1,167	\$1,265	\$1,363	\$967	\$938	-\$29	+ / - \$200
<i>Infrastructure per head of municipal population</i> [Value of infrastructure / Municipal population]	\$4,720	\$4,772	\$4,903	\$5,052	\$4,901	\$5,133	\$233	+ / - \$1,000
<i>Population density per length of road</i> [Municipal population / Kilometres of local roads]	318.59	321.86	323.22	321.66	323.22	321.66	-1.56	+ / - 10 people
Own-source revenue								
<i>Own-source revenue per head of municipal population</i> [Own-source revenue / Municipal population]	\$1,180	\$1,206	\$1,214	\$1,167	\$1,127	\$1,197	\$70	+ / - \$100
Recurrent grants								
<i>Recurrent grants per head of municipal population</i> [Recurrent grants / Municipal population]	\$86	\$79	\$73	\$69	\$48	\$58	\$10	+ / - \$50
Disadvantage								
<i>Relative Socio-Economic Disadvantage</i> [Index of Relative Socio-Economic Disadvantage by decile]	10.00	10.00	10.00	10.00	10.00	10.00	0.00	+ / - 1 decile
Workforce turnover								
<i>Percentage of staff turnover</i> [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%	9.3%	13.5%	4.3%	+ / - 2%

Attachment 3

LGPRF Performance Indicators - Sustainable Capacity and Financial Performance Indicators

For the period ending 31 March 2022

Indicator/measure	Annual 2017-18	Annual 2018-19	Annual 2019-20	Annual 2020-21	Q3 YTD 2020-21	Q3 YTD 2021-22	Q3 YTD Difference	Annual Materiality Threshold
Financial Performance Indicators								
Efficiency								
Expenditure level *								
Expenses per property assessment [Total expenses / Number of property assessments]	\$2,578	\$2,723	\$2,952	\$3,159	\$2,256	\$2,173	-\$83	+ / - \$200
Revenue level *								
Average rate per property assessment [General rates and Municipal charges / Number of property assessments]	New in 2020	New in 2020	\$2,006	\$2,050	\$2,062	\$2,102	\$40	+ / - \$100
Liquidity								
Working capital								
Current assets compared to current liabilities [Current assets / Current liabilities] x100	235.5%	300.8%	272.4%	177.3%	444.5%	271.2%	-173.3%	+ / - 80%
Unrestricted cash								
Unrestricted cash compared to current liabilities [Unrestricted cash / Current liabilities] x100	-7.4%	160.6%	131.9%	49.8%	275.2%	142.7%	-132.5%	+ / - 70%
The lower cash balance is primarily due to the impact of COVID-19 on Council's revenue streams for the 2021-22 financial year. Council's working capital is well above the minimum acceptable levels set out by Victorian Auditor General Office (VAGO) financial risk sustainability indicators of more than 100%.								

Attachment 3

LGPRF Performance Indicators - Sustainable Capacity and Financial Performance Indicators

For the period ending 31 March 2022

Indicator/measure	Annual 2017-18	Annual 2018-19	Annual 2019-20	Annual 2020-21	Q3 YTD 2020-21	Q3 YTD 2021-22	Q3 YTD Difference	Annual Materiality Threshold
Obligations								
Loans and borrowings								
Loans and borrowings compared to rates [Interest bearing loans and borrowings / Rate revenue] x100	26.2%	14.7%	13.2%	12.1%	12.5%	11.2%	-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%	0.9%	0.9%	0.0%	+ / - 2%
Indebtedness								
Non-current liabilities compared to own source revenue [Non-current liabilities / Own source revenue] x100	14.3%	13.4%	15.9%	17.7%	17.1%	16.5%	-0.6%	+ / - 5%
Asset renewal and upgrade *								
Asset renewal and upgrade compared to depreciation [Asset renewal and asset upgrade expense / Asset depreciation] x100	New in 2020	New in 2020	126.8%	153.2%	101.9%	129.5%	27.6%	+ / - 30%
Operating position								
Adjusted underlying result *								
Adjusted underlying surplus (or deficit) [Adjusted underlying surplus (deficit) / Adjusted underlying revenue]	12.7%	9.7%	2.1%	-9.2%	18.2%	25.6%	7.4%	+ / - 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.								
Stability								
Rates concentration *								
Rates compared to adjusted underlying revenue [Rate revenue / Adjusted underlying revenue] x100	74.9%	76.2%	79.4%	83.8%	88.1%	86.0%	-2.2%	+ / - 5%
Rates effort								
Rates compared to property values [Rate revenue / Capital improved value of rateable properties in the municipality] x100	0.16%	0.14%	0.17%	0.16%	0.16%	0.16%	0.0%	+ / - 0.10%

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