

7.3 December 2020 Quarterly Performance Report

Abstract

The Quarterly Performance Report for December 2020 provides detailed reporting on financial and non-financial performance against both the Budget and Council Plan for the year.

Council's year to date surplus result of \$101.11 million is \$10.98 million above the September Amended Budget of \$90.13 million. The favourable variance is attributable to a number of factors which are outlined in **Section 3 of Attachment 1 – Financial Overview**.

The overall financial position at 31 December 2020 is satisfactory with a working capital ratio of 5.72 to 1 (includes reserve funds of \$20.89 million and 0.5% cash contingency for emergency response works).

For the December quarter, 11% of the 2020-21 annual commitments have been completed and a further 89% have been commenced. Achievements of the Strategic Indicators have been assessed at 83%. This has been impacted by ongoing Coronavirus (COVID-19) restrictions.

Outcomes and next steps

That Council resolve to:

1. Receive and note the Quarterly Performance Report for December 2020 (Attachment 1).
2. Receive and note the results of the Local Government Performance Reporting Framework (LGPRF) indicators and measures (Attachment 2).
3. Review and note the Governance and Management Checklist (Attachment 3).

Responsible director: Bruce Dobson, Director Customer and Transformation

1. Purpose

The purpose of this report is for Council to receive and note the December 2020 Quarterly Performance Report for the period ended 31 December 2020 (**refer Attachment 1**). This report is designed to provide performance reporting on both the Budget and Council Plan.

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

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

3. Background

The December 2020 Quarterly Performance Report provides detailed reporting on financial and non-financial performance against both the Budget and Council Plan for the year.

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

Attachment 1: December Quarterly Performance Report 2020 (Incorporating Budget commitments, Council Plan performance, financial performance)

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

Attachment 3: Governance and Management Checklist

4. Outline of key issues/options

Financial

The year to date surplus result of \$101.11 million as per the budget is due to the striking of full year annual rates in August 2020. 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 \$10.98 million or 12% is primarily due to timing differences for income and expenditure across Council which are outlined in **Section 3 of Attachment 1**.

Balance Sheet and Cash Flow Statement

Cash, investment holdings and other financial assets are \$105.48 million as at 31 December 2020 which has decreased by \$8.85 million from 30 June 2020.

The Balance Sheet as at 31 December 2020 indicates a satisfactory result with total current assets of \$226.42 million and total current liabilities of \$39.58 million.

Please refer to **page 44 and 45 of Attachment 1** for further detail.

Capital Works

Council's year to date performance in gross Capital Works expenditure is \$21.59 million which is \$12.85 million below year to date budget phasing of \$34.44 million (year to date actual and commitments as at 31 December 2020 equates to \$42.43 million) and includes committed expenditure for multi-year projects with the most significant being Kew Recreation Centre, Canterbury Precinct and Camberwell Community Centre.

Priority Project

Council's year to date performance in gross priority project expenditure is \$11.44 million which is \$2.77 million below year to date budget phasing of \$14.21 million. The difference relates to timing of expenditure on various projects.

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

Non-financial

The 2020-21 Budget contains 44 annual commitments. Information has also been collected on the eight commitments that have been continued from the 2019-20 financial year. For the December 2020 quarter, 11% of the 2020-21 annual commitments have been completed and a further 89% have been commenced.

The Council Plan 2017-21 contains 48 Strategic Indicators. The achievement of the Strategic Indicators reported quarterly indicates 15 (83%) were completed or above forecast. There have been some impacts from ongoing COVID-19 restrictions. Please refer to **pages 40 to 41 of Attachment 1** for further detail.

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

Local Government Performance Reporting Framework (LGPRF)

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

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

5. Consultation/communication

The Executive Leadership Team has reviewed and approved the report.

6. Financial and resource implications

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

7. Governance issues

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

8. Social and environmental issues

There are no direct impacts resulting from this report.

Manager: Jennifer Reid, Manager Strategy and Performance

Report officer: Sapphire Allan, Management and Reporting Accountant

Attachment 1

City of Boroondara Quarterly Performance Report



www.boroondara.vic.gov.au

December
2020



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Executive overview and key highlights

Introduction

The December 2020 Quarterly Performance Report provides detailed reporting on performance against both the Budget and Council Plan for the year.

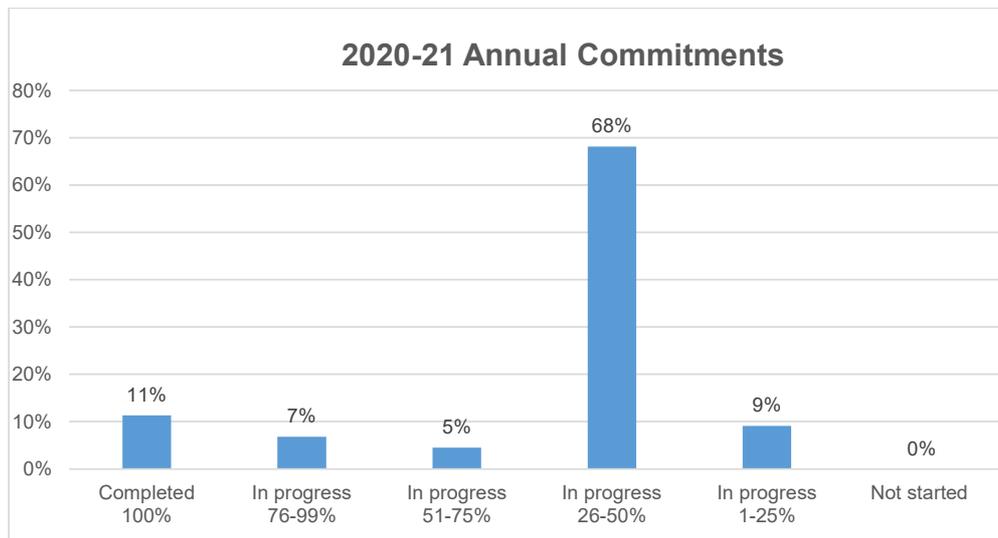
This executive overview will focus on a summary of financial and non-financial issues and key highlights, while **Section 1 - Directorate overviews** and **Section - 3 Financial and Performance Statements** will focus in greater detail on variances and key issues and events.

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

In accordance with Section 97(3) of the *Local Government Act 2020* the Chief Executive Officer is of the view that a revised budget is not required for the financial reporting period 31 December 2020. No variations have been made to the declared rates and charges or loan borrowings other than what has been approved in the 2020-21 Adopted Budget. Council's financial position is sound with a working capital of 5.72 as at 31 December 2020.

Performance against Annual Commitments

There are 44 Annual Commitments. For the quarter ended December 2020, achievement of Annual Commitments has been reported as per the following chart.

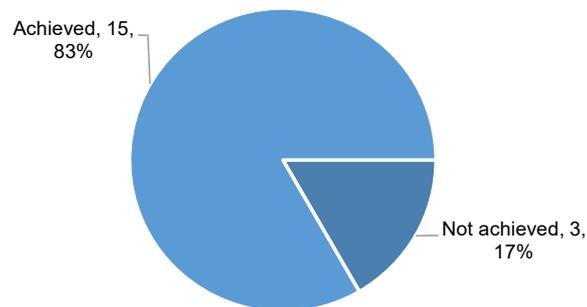


For the quarter ended December 2020, 11% of commitments have been completed and the remaining 89% have been commenced.

Performance of Strategic Indicators

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

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



Achievement of Strategic Indicators have been impacted by ongoing COVID-19 restrictions in Victoria. Please refer to **pages 40 to 41** of **Attachment 1** for further details and explanations.

Key financial highlights and overview

Key financial summary	ANNUAL ORIGINAL BUDGET	YTD ACTUAL (1)	YTD BUDGET (2)	YTD VARIANCE (1) - (2)	YTD VARIANCE (1) / (2)	STATUS YTD VARIANCE	ANNUAL SEPTEMBER AMENDED BUDGET (3)
	\$'000	\$'000	\$'000	\$'000	%		\$'000
Surplus for the year	(7,389)	101,108	90,130	10,978	12%	✓	(13,496)
Recurrent income	239,819	209,116	209,738	(622)	0%	—	234,866
Recurrent expenditure	215,600	105,314	107,830	2,516	2%	✓	214,970
Capital works							
Expenditure *	82,052	21,594	34,449	12,855	37%	✓	88,364
Priority projects							
Expenditure *	33,368	11,444	14,214	2,770	19%	✓	38,042
Closing cash and investments **	65,194	105,483	86,538	18,945	22%	✓	59,239

* Please refer to pages 51-53 & 54-56 for further explanation of variances.

** Refer to pages 43 & 44 for further details and explanation of closing cash and investments holdings and financial assets.

Status legend:

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

The overall financial position at 31 December 2020 is satisfactory with a working capital ratio of 5.72 to 1 (includes cash contingency for emergency response works and reserve funds of \$20.89 million).

Storm Event - November 2020

During November 2020, the City encountered severe winds bringing down trees and causing damage across a number of Council locations. Actual expenditure as at 31 December 2020 is \$44,427. Considering these events, the cash contingency will be reduced by this amount. Total forecast expenditure is expected to be around \$70,000.

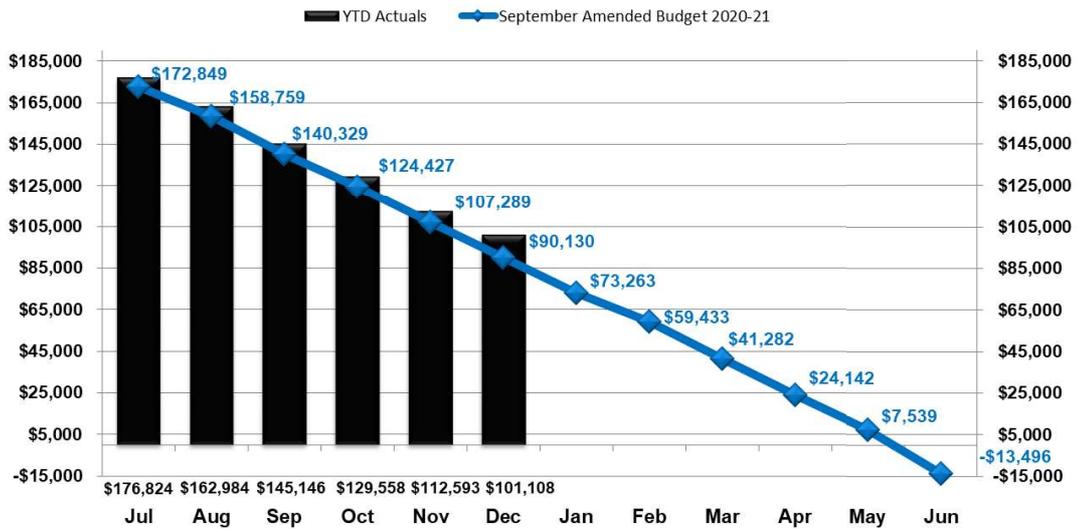
Surplus Result

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

The year to date surplus result of \$101.11 million is due to the striking of full year annual rates in August 2020. 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 \$10.98 million or 12% is primarily due to timing differences for income and expenditure across Council. Refer to **Section 3 Financial Overview** for details on Council's financial performance.

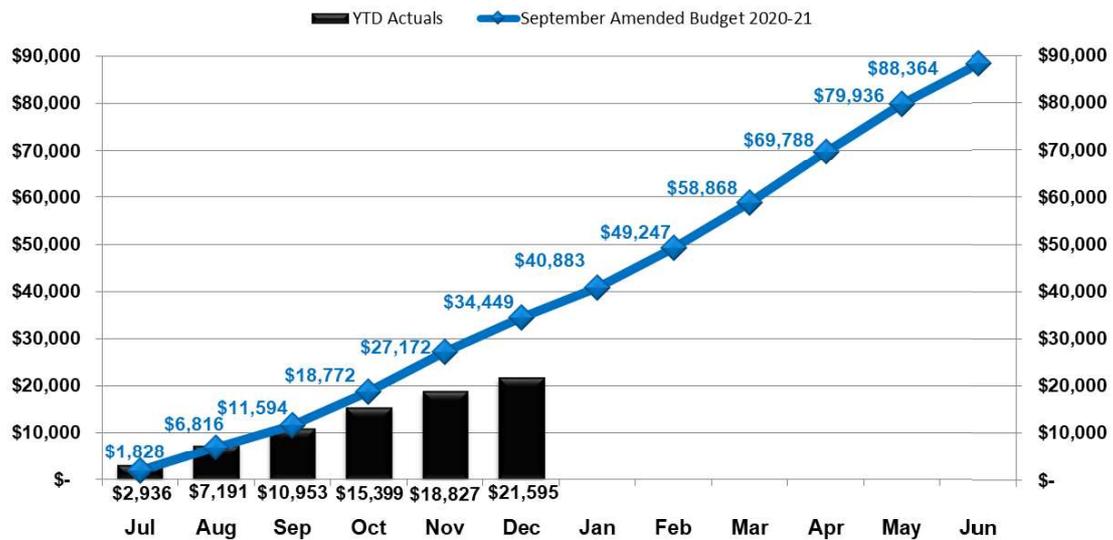
Please refer to the graphical representation below of actual year to date surplus result versus the September Amended Budget.

Surplus/(Deficit) Result 2020-21
Surplus Result vs September Amended Budget \$'000



Capital Works

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



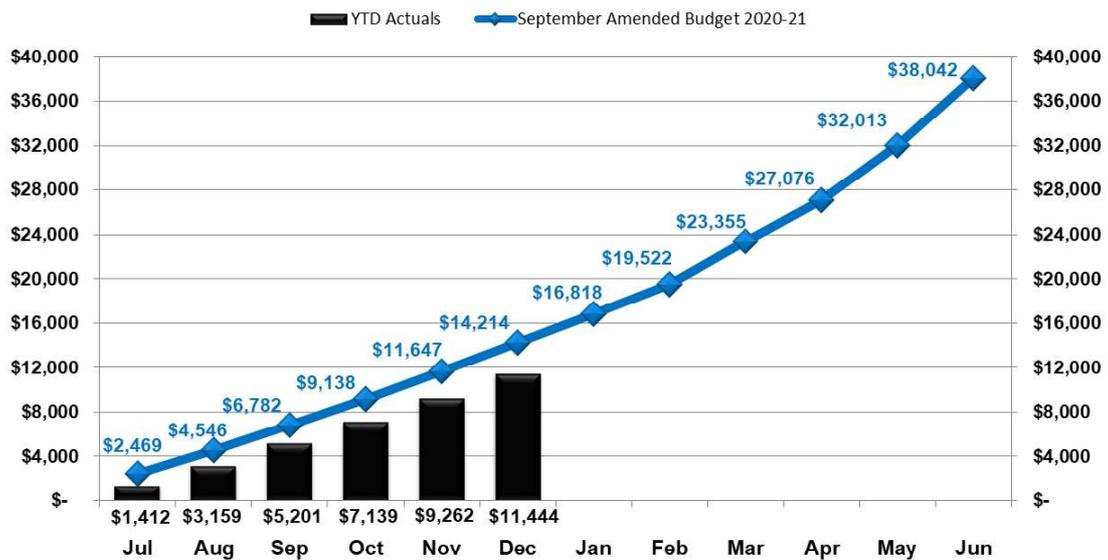
Council's year to date performance in gross Capital Works expenditure is \$21.59 million which is \$12.85 million below year to date budget phasing of \$34.44 million.

Capital Works committed expenditure as at 31 December 2020 is \$20.84 million (year to date actual and commitments equates to \$42.43 million) and includes committed expenditure for multi-year projects with the most significant being Kew Recreation Centre, Canterbury Precinct and Camberwell Community Centre.

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

Priority Projects

**Priority Projects 2020-21
Cumulative Budget vs Actual Expenditure
All Projects - \$'000**



Council’s year to date performance in gross Priority Project expenditure is \$11.44 million which is \$2.77 million below year to date budget phasing of \$14.21 million. The difference relates to timing of expenditure on various projects.

Priority Projects committed expenditure as at 31 December 2020 is \$4.20 million (year to date actual and commitments equates to \$15.64 million).

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

1. Directorate overviews

1.1 Chief Executive

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

Chief Finance Office

Key outcomes

- Completed the Essential Services Commission (ESC) Annual Compliance rate cap return for 2020-21 receiving compliance status from ESC.
- A target budget for 2021-22 has been developed and provided to all Council departments for review.
- Proposed fees and charges for 2021-22 have been developed and reviewed by Managers.
- Internal audit of budgeting and forecasting process commenced.
- Ongoing participation in Regional Procurement Network working groups (intra Council composition), with main focus on the new *Local Government Act 2020* requirements for Council's Procurement policy.
- Contract management awareness program material finalised with training expected to be conducted February/March 2021.
- Completed a number of public tenders with appropriate contracts awarded by either delegated role or by Council.

Governance and Legal

Key outcomes

- Managed four Special Council meetings, two Council meetings, one Services Delegated Committee meeting, one Urban Planning Delegated Committee meeting, one Audit and Risk Committee meeting and one Management Performance Review Delegated Committee meeting.
- Concluded the 2020 Council elections with the declaration of the poll on 9 November 2020 and 11 Councillors sworn into office on 16 November 2020.
- Delivered the Councillor Induction Workshop in November 2020.
- Achieved statutory compliance with the *Local Governance Act 2020* by completing all responsibilities associated with Election Campaign Donation Returns.
- In collaboration with the Transformation and Technology department delivered the Public Question Time e-form.
- Completed one Council Decision and Process review.
- Responded to one Honours-In-Confidence request from the Australian Honours and Awards Secretariat.

1.2 Community Support

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

Arts and Cultural Services

Key outcomes

- The Boroondara Eisteddfod Piano Concerto was delivered online, celebrating the finale of the only Eisteddfod in Australia to proceed during the pandemic lockdown. Over the course of 10 weeks of competition commencing from April, the 2020 Boroondara Eisteddfod received 441 digitally submitted entries and created a world-first category, the Virtual Ensemble. The Piano Concerto event traditionally closes the Eisteddfod. This year the event was postponed to accommodate live performances during COVID-19 restrictions and broadcasted in December 2020. At the close of the Eisteddfod the Winners Gallery had been viewed more than 9,000 times.
- The Christmas at Home program delivered online and face to face events for enjoyment by the community. The Magic on Glenferrie event was well patronised and saw almost 300 people visit the Town Hall Gallery on the night, and approximately 700 people attended the event in Beswicke Square. The online Christmas at Home concert was enjoyed by over 600 viewers. The concert was a delightful blend of local, community and professional artists for people to enjoy the spirit of the festive season at home.
- The Boroondara Creative Network was able to meet in person in December providing the community with the unique opportunity to network face to face.
- November and December 2020 saw the successful delivery of a number of events across Hawthorn Arts Centre and Camberwell Municipal Offices, including support for live streamed Council Meetings.
- The Maranoa Botanic Gardens Florilegium was published and made available for sale to the community through a new online platform in early December 2020. In excess of \$10,000 of product was sold prior to Christmas.

Community Planning and Development

Key outcomes

- The community consultation for the Boroondara Community Plan refresh commenced in December 2020 and will close on 29 January 2021. As part of the first stage of consultation, the community is being encouraged to complete an online survey, hosted on a new online engagement platform. The community has responded positively to the community consultation with 4,215 respondents completing a survey online or via telephone during December. In the second stage of consultation commencing in March 2021, the community will deliberate on the findings from the first stage. This will inform updates to the Boroondara Community Plan to ensure it meets the community's current needs and aspirations.
- As part of Community Safety Month in October, Council delivered a Community Safety Forum on Thursday 29 October 2020, which included presentations from Victoria Police, Fire Rescue Victoria, Ambulance Victoria, Victoria State Emergency Service and the Australian Red Cross. The forum had approximately

40 participants and covered a range of topics related to crime prevention and emergency preparedness. Stories were shared online about community organisations and volunteers who have been keeping our community safe during the COVID-19 pandemic and there was a safety feature in the October edition of the *Boroondara Bulletin*.

- As part of the international 16 Days of Activism Against Gender-Based Violence campaign, which ran from 25 November to 10 December 2020, Council delivered a number of events. These included two online story-time sessions for children on positive emotions and respectful relationships, with one for the general community and one session for kindergartens. Council also held a webinar called *Dad's Making a Difference*, which covered topics such as positive parenting, healthy masculinities and preventing family violence. Council partnered with other local governments in the Eastern Metropolitan Region to provide a webinar called *Women's resilience in lockdown*, which included a discussion between three women about their experiences surviving and thriving through the COVID-19 pandemic.
- The *Skilled Volunteer Meet* was delivered online on 17 November 2020 and 170 people registered to attend. 10 volunteer programs shared information about skilled volunteering opportunities. A local skilled volunteer shared her skilled volunteering experience and a community organisation talked about its positive partnership with a skilled volunteer project facilitated by the *Boroondara Volunteer Skills Bank*. A recording of the event was circulated to those who were not able to join the live event.
- On 3 December 2020, the *Boroondara Volunteer Resource Centre* ran a special online celebration to mark *International Volunteer Day*. 118 people registered. During the ceremony, the *Volunteers of Boroondara* campaign was presented, volunteer organisations acknowledged their volunteers, and the Mayor announced the *Boroondara Volunteer of the Year Awards*. In addition to the award of 2021 *Boroondara Volunteer of the Year*, two additional categories of award were announced in recognition of the effort of volunteers and organisations during COVID-19: *Outstanding Local Hero* and *COVID-19: Outstanding Innovative Program*.

Health and Wellbeing Services

Key outcomes

- The current Kew Recreation Centre (KRC) was demolished ahead of construction of the new KRC starting in early 2021.
- Sports clubs and the Boroondara Leisure and Aquatic Facilities (BLAF) are back operating at near full capacity following the COVID-19 pandemic.
- Renewal works were completed on a number of sports pavilions including the Canterbury Tennis Club, Victorian Weightlifting Centre and the Camberwell Sportsground Minor Pavilion. The Camberwell Main Pavilion is due for completion early 2021.
- Community consultation was undertaken on a number of sporting infrastructure upgrades at the Macleay Park sporting precinct including a ground reconstruction, scoreboard installation and LED globe replacement. Community feedback indicated support for the projects which will begin early 2021.

Library Services

Key outcomes

- During the COVID-19 pandemic, use of e-collections has increased and programs have been delivered online. Phone and email assistance has continued to be offered as well as a book delivery service for Boroondara residents.
- The library branches reopened on 9 November 2020 and have continued to modify physical service delivery in line with State restrictions and Council's COVIDSafe Plan. Physical service delivery has allowed library members to browse and borrow books; access personal computers, printing and photocopying; access newspapers and sit, read or study.
- To celebrate NAIDOC Week, the Library Service held an interactive story session on 9 November 2020. Parents, carers and children joined Rebecca Axford from the Wurundjeri Council to learn about the Wurundjeri's culture, language and Dreaming stories through storytelling, dance and song.
- The Boroondara Literary Awards is a partnership between the Rotary Club of Balwyn and the City of Boroondara. The Awards received 1,270 entries, with 757 submissions entered in the Open Short Story and 513 submissions entered in the Young Writers category. The 22nd annual Awards ceremony was successfully held online on 3 December 2020.

Liveable Communities

Key outcomes

- Approximately 25 new or existing business owners accessed the Business Support Service between October and December 2020, with at least one-third receiving information and advice on permit requirements from Strategic and Statutory Planning, Building Services, and Civic Services departments via an online pre-application meeting organised by Local Economies.
- Local Economies have worked with the Waste and Environment Sustainability teams to develop a survey to understand the waste generated and current waste management practices of businesses; whether there is interest to

participate in initiatives to reduce waste and become more environmentally sustainable; and the type of initiatives that would assist businesses to achieve this. The survey is currently being piloted with stallholders at Camberwell Fresh Food Market. Learnings from this survey will inform the roll-out of a survey between February and March 2021 to all traders in Boroondara.

- The Local Economies team worked with the Arts and Culture team to organise and promote Saturday morning music sessions to activate Maling Road. The team supported the Landscape team to implement the Council parklet in early December by assisting with communications with the Maling Road Business Association and traders.
- Installation of lighting upgrades, shared waste facility and a new parklet in Maling Road.
- New fresh food market, a laneway mural and public toilet refurbishment were delivered in the Glenferrie Precinct.
- Delivery of two rounds of outdoor trade spaces, including over 40 parklets and other spaces to support over 250 businesses across Boroondara.
- A large amount of feedback has been received from members of the Social Support Program who were delighted to receive a Boroondara Lions Christmas cake delivered by Council's Social Support and Transport staff.

1.3 Customer and Transformation

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

Chief Customer Office

Key outcomes

- Developed service instructions and training materials for around 380 services to support centralising customer service to a single team.
- Commenced implementation of the new department structure including the introduction of roles to support delivery of the adopted organisational structure.
- Completed an Information Asset Audit and produced an Information Asset Register that provides a summary of the findings and suggested actions and future projects. This will help us manage the high volume of information assets Council holds and ensure compliance with relevant records requirements.
- Developed and delivered information to the community and employees on the customer transformation work and other initiatives underway at Boroondara including COVID-19 recovery initiatives and service adjustments.

Strategy and Performance

Key outcomes

- Commenced the annual Strategic Business Planning process for 2021-22.
- Finalised research that assists Council to better understand the experience of customers who have interacted with Council across several service areas.
- Released five key tenders to the market for technology platforms associated with delivery of the Transforming Boroondara Program.

Transformation and Technology

Key outcomes

- Launch of a 'Love Local Life' website that allows local businesses to register and promote their business as part of Council's COVID-19 recovery initiative.
- Implemented an eCommerce capability on the Boroondara website allowing the community to purchase items online.
- Continued to support a remote workforce with technology related needs.
- Successfully completed the technology disaster recovery tests.
- New information technology operating model has been implemented.
- Multiple online forms were deployed to production and a large number of permits were enabled for BPAY payments.

1.4 People, Culture and Development

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

Key outcomes

- Completed Phase 2 and Phase 3 of the organisation redesign process which will assist Council to ensure our services are organised around the customer.
- Introduced the HealthAssist program to streamline staff access to holistic early intervention initiatives and generate better injury management outcomes.
- Trained 135 leaders across the organisation in how to lead their teams through change.

1.5 Places and Spaces

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

Asset and Capital Planning

Key outcomes

- Progressed improvements to data quality for tree assets through the Single View of Asset Project.
- Collaborated with the Transformation and Technology department to bulk upload outstanding tree data collection actions.

Capital Projects

Key outcomes

- Building permits for the Canterbury Community Precinct are currently being obtained for early 2021 commencement.
- Kew Recreation Centre under demolition.
- Camberwell Community Centre construction nearing completion.
- Ashburton Senior Citizen Centre completed.

- Playground renewal at Madeleine Reserve, Glen Iris, Pridmore and Yarra Bank Park.
- Successful delivery and completion of numerous Civil projects.

Environmental Sustainability and Open Spaces

Key outcomes

- Community consultation for the Climate Action Plan undertaken with over 1500 responses.
- Additional street tree pruning was undertaken to achieve compliance with Electricity Safety Victoria regulations for electricity line clearances..
- Increased security and cleansing in Parks in response to increased usage.

Traffic and Transport

Key outcomes

- Construction works associated with the Anniversary Trail realignment at Riversdale Park and Camberwell High School have been completed and the path has been opened to the public.
- Wattle Road reconstruction works are well underway and five out of seven raised traffic treatments have been completed.
- Works have been completed to implement a 40km/h speed limit along Valley Parade, Glen Iris.
- Successfully rolled out 36 parklets in shopping centres as part of the outdoor dining initiative in a short timeframe.
- Installation of Council's first permanent parklet in Maling Road as part of the placemaking project.

Facilities, Waste and Infrastructure

Key outcomes

- Completed 30% of Food Organics, Garden Organics (FOGO) rollout to Multi-Unit Developments (MUD) sites with up to eight dwellings.
- Carried out an acoustic audit of the recycling centre to establish if we are meeting Environmental Protection Authority (EPA) noise level thresholds. Had numerous meetings with adjoining resident to discuss outcomes of audit.
- Adopted a new business support model for teams.

Clayton Landfill performance

31 December 2020	YTD Actuals	YTD Budget	Variance	% Variance
Income	\$100,805	\$26,000	\$74,805	288%
Expenditure	\$940,704	\$1,325,500	(\$384,796)	-29%
Net Loss	(\$839,900)	(\$1,299,500)	\$459,600	35%

1.6 Urban Living

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

Building Services

Key outcomes

- Assisted in developing the second e-form for the lodgement of certificates associated with swimming pools and spas.

Civic Services

Key outcomes

- Statutory food sampling was completed for the 2020 calendar year.
- Environmental Health Officers contacted 939 food proprietors to provide assistance with the COVID-19 Outdoor Dining initiative, designed to stimulate the economic recovery of food businesses.
- COVIDSafe plan reviews have been prioritised for community groups utilising Council facilities.
- Fire Hazard letters have all been sent and inspections are continuing.

Strategic and Statutory Planning

Key outcomes

- On 15 December 2020, the Minister for Planning approved Amendment C318boro implementing the findings of the Balwyn Peer Review process by introducing the Heritage Overlay on a permanent basis to 15 new individual places and one new precinct. This includes selected identified properties in Balwyn, Balwyn North and Deepdene.
- On the same day, officers from the Department of Environment, Land, Water and Planning (DELWP) approved Amendment C334boro (Glen Iris Interim Heritage Overlay) under delegation from the Minister for Planning. The amendment introduces the Heritage Overlay on an interim basis to two heritage precincts (Mont Iris Estate and Environs and Summerhill Estate precincts) and 15 individually significant places as identified in the Glen Iris Heritage Gap Study.
- Four e-forms were successfully implemented during the quarter. The 'Request for written planning advice' e-form allows community members to find out if they need a planning permit in regard to a property they want to buy, renovate or develop. This was the first e-form developed to include an email address validation function.
- The 'Request for secondary consent' e-form allows property developers and others to apply to make amendments to a planning permit already granted to them by the Council.
- The 'Tree enquiry' e-form is used by customers to enquire about removing, pruning or doing works near a tree on a private property or enquire about a tree on a neighbouring property.
- An e-form has also been prepared to enable builders to apply online for extended construction hours.

Section 2 Non-financial performance

5. Summary of Commitment status

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

Theme	Status					Not started
	Completed 100%	In progress 76-99%	In progress 51-75%	In progress 26-50%	In progress 1-25%	
Your Community, Services and Facilities	1	1	0	6	2	0
Your Parks and Green Spaces	0	0	0	4	0	0
The Environment	0	0	1	6	1	0
Neighbourhood Character and Heritage	0	1	0	1	0	0
Getting Around Boroondara	0	1	1	5	0	0
Your Local Shops and Businesses	1	0	0	2	0	0
Civic Leadership and Governance	3	0	0	6	1	0
Total	5	3	2	30	4	0

Annual Commitments

Attachment 1

Annual Commitments Performance

Theme 1: Your Community, Services and Facilities

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

Commitments	Status	Progress	Comments	Department
Commitment 1.1: Progress construction of the Canterbury Community Precinct to provide enhanced services to the local community.	In Progress	15%	This is a multi-year project. A contract was awarded in September 2020 and the building permit application was lodged. There are delays with third party approvals from Melbourne Water. The site establishment and commencement of construction is anticipated for early 2021. Project is planned for completion mid-late 2022.	Capital Projects
Commitment 1.2: Commence construction of the Kew Recreation Centre to create a state of the art recreation facility to meet current and future community needs.	In Progress	15%	This is a multi-year project. Demolition of all buildings has been completed. In-ground demolition to occur in January and February 2021.	Capital Projects
Commitment 1.3: Complete construction of the Camberwell Community Centre to provide enhanced facilities to the local community. (Major initiative)	In Progress	80%	Construction is in progress and has reached 80% completion.	Capital Projects
Commitment 1.4: Enhance the online offering of the Boroondara Library Service so that more community members can virtually connect with the library.	In Progress	50%	During the COVID-19 pandemic, children and adult book collection and reading related programming have continued to be delivered online with positive results. The Boroondara Literary Awards ceremony was successfully held online on 3 December 2020.	Library Services

Annual Commitments

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Commitments	Status	Progress	Comments	Department
Commitment 1.5: Promote Boroondara Arts to intergenerational audiences and targeted community groups to enhance access and program participation through education and accessibility tours.	In Progress	50%	<p>The focus of Boroondara Arts program has been through online activity which has seen promotion for school aged children, as well as activities to be enjoyed by people of all ages. This has included webinars, panel discussion in support of Town Hall Gallery exhibitions, Boroondara Eisteddfod Encore performance and Boroondara Creative Network forums.</p> <p>The online Boroondara Eisteddfod Piano Concerto and Christmas at Home Concert were well attended by people of all ages. The in person December Boroondara Creative Network meeting and Magic on Glenferrie events were both well patronised.</p>	Arts and Culture
Commitment 1.6: Maintain a register of Swimming Pools and Spas known to Council and maintain the register as required by the proposed Swimming Pool Safety legislation, to ensure all registered pools and spas meet current safety barrier requirements.	In Progress	50%	<p>Due to the changes in the <i>Building Act 1993</i>, Building Services successfully created an online register to register pools and spas via Council's website. Building Services with the assistance of the Technology and Transformation department recently introduced a second e-form to lodge Certificates of Compliance and /or Non-Compliance as required by the Building Regulations for pools and spas following safety barrier compliance inspections. To date in excess of 5,350 pools and spas have been registered via the Council's website.</p>	Building Services

Annual Commitments

Attachment 1

Commitments	Status	Progress	Comments	Department
<p>Commitment 1.7: Raise awareness of community safety in Boroondara through events, projects, advocacy and education.</p>	In Progress	50%	<p>As part of Community Safety Month in October, Council delivered a Community Safety Forum on Thursday 29 October 2020, which included presentations from Victoria Police, Fire Rescue Victoria, Ambulance Victoria, Victoria State Emergency Service and the Australian Red Cross. The forum had approximately 40 participants and covered a range of topics related to crime prevention and emergency preparedness. Stories were also shared online about community organisations and volunteers who have been keeping our community safe during the COVID-19 pandemic and there was a safety feature in the October edition of the Boroondara Bulletin.</p> <p>As part of the international 16 Days of Activism Against Gender-Based Violence campaign, which ran from 25 November to 10 December 2020, Council also delivered a number of events. These included two online story time sessions for children on positive emotions and respectful relationships with one for the general community and the other session for kindergartens. Council also held a webinar called Dads making a difference on 9 December 2020, which covered topics such as positive parenting, healthy masculinities and preventing family violence. On 10 December 2020, Council also partnered with other councils in the Eastern Metropolitan Region to provide a webinar called Womens Resilience in Lockdown, which included a discussion between three women about their experiences surviving and thriving through the COVID-19 pandemic.</p>	Community Planning and Development

Annual Commitments

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Commitments	Status	Progress	Comments	Department
Commitment 1.8: Implement the Asset Management Plan to ensure Council Assets are managed appropriately for the community.	In Progress	50%	Development of the Asset Management Plans is continuing. The review of the roads and public lighting policies is in progress. Recent building condition audits have been used to develop the building renewal program for the next four years.	Asset and Capital Planning
Commitment 1.9: Evaluate community engagement practices across Council to ensure they are inclusive and respectful of people with a disability.	In Progress	50%	A revised Community Engagement Policy has been drafted to include a policy statement on deliberative engagement which seeks to ensure engagement programs are designed to reach all groups and individuals in the community including those that are more difficult to reach through traditional engagement approaches. This includes community members who live with a disability and their carers.	Chief Customer Office
Commitment 1.10: Deliver the "Boroondara Sports Club Awards" initiative which recognises and promotes clubs that support underrepresented groups, provide community benefit, support volunteers and promote the benefits of healthier living.	Completed	100%	Club awards were delivered in July 2020 and planning has begun for their delivery again in mid-late 2021.	Health and Wellbeing Services

Annual Commitments

Attachment 1

Theme 2: Your Parks and Green Spaces

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

Commitments	Status	Progress	Comments	Department
Commitment 2.1: Implement priority actions from the Shade Policy Implementation Plan to improve the provision of shade at playgrounds located at Yarra Bank Reserve, Hawthorn, Sir William Angliss Reserve, Hawthorn East, and Fenton Reserve, Kew.	In Progress	30%	Request for quote process for Sir William Angliss and Fenton reserves is nearly complete. Yarra Bank shade will be installed as part of the playground implementation in mid-2021.	Capital Projects
Commitment 2.2: Enhance sporting pavilions to be more accessible and better support a diverse range of user groups in response to community need.	In Progress	50%	As part of the first year of implementation of the Diversity, Inclusion and Participation Program (DIPP), three sporting pavilions (Burwood Reserve, H.A Smith and Stradbroke park) have had minor upgrades to their wet areas, first aid rooms and umpires rooms to ensure they are female friendly and/or fully accessible. These works are now complete and clubs are using the upgraded facilities. Pavilion improvements at Dorothy Laver Reserve West, Howard Dawson Reserve, St James Park and Victoria Park South are planned to commence in the coming months. Clubs using these pavilions have been communicated with.	Health and Wellbeing Services
Commitment 2.3: Commence the construction of a new Regional Playground at Victoria Park to improve recreational use opportunities for children and families.	In Progress	35%	Community update three is currently being finalised, to go live in January 2021. Design documentation 95% complete. Early works design packages underway for Adeney Avenue works (accessible carparking bays and line marking) and for site servicing requirements.	Capital Projects

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Commitments	Status	Progress	Comments	Department
Commitment 2.4: Design and deliver additional dog friendly play areas within existing parks and reserves to provide enhanced opportunities for social interaction for owners and their dogs.	In Progress	40%	Dog friendly play area at Gordon Barnard Reserve design complete for consultation in January/ February 2021 as the final stage of consultation.	Capital Projects

Annual Commitments

Attachment 1

Theme 3: The Environment

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

Commitments	Status	Progress	Comments	Department
Commitment 3.1: Undertake an engagement process so that eight to ten schools and 100 students can participate in events that motivate and empower our young leaders to deliver improved sustainability outcomes for the local community.	In Progress	30%	This project will be delivered in the second half of 2020-21. Contract negotiations are currently underway.	Environmental Sustainability and Open Space
Commitment 3.2: Reduce greenhouse gas emissions from Council's buildings by implementing cost effective energy efficiency upgrades/retrofits and installing solar photovoltaics (PV).	In Progress	45%	Projects are on schedule despite delays with accessing sites due to COVID-19. Works include the expansion of solar analytics to an additional 16 sites (24 in total), the installation of Solar PV at Ashburton Pool and Recreation Centre (APARC) and Hawthorn Aquatic Leisure Centre (HALC) and the upgrade of selective sports grounds and pavilions lights to LEDs. Scoping has been completed for all projects. Tenders are now being prepared for release early 2021. Projects have long scoping times but short delivery times.	Environmental Sustainability and Open Space
Commitment 3.3: Implement initiatives including the Backyard Biodiversity project, Wildlife not Weeds program and rollout of interpretive signage to enhance and maintain urban biodiversity sites across the municipality.	In Progress	35%	The majority of actions and expenditure for this project (including the Backyard Biodiversity Community Engagement Program) will occur in early 2021. Implementation of the Urban Biodiversity Strategy for 2020-21 is continuing, for example a camera trapping program that takes photos of wildlife movements has been organised to enhance ongoing log hollow monitoring.	Environmental Sustainability and Open Space

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Commitments	Status	Progress	Comments	Department
Commitment 3.4: Educate, support and monitor Phase 1 FOGO. Implement Phase 2 FOGO to multi-unit developments and report on landfill diversion. (Major initiative)	In Progress	50%	A rollout of Food Organics and Garden Organics (FOGO) is continuing to Multi-Unit Developments (MUD) with approximately 30% of MUD sites with up to 8 dwellings transitioning over to FOGO. Over 1,000 residents proactively filled in the forms to join this initiative. In the last quarter Council's diversion rate was over 70%, which is one of the highest in the state.	Environmental Sustainability and Open Space
Commitment 3.5: Explore ways to build resilience and support older adults to adapt to extreme weather events.	In Progress	40%	An Emergency Management Resilience Project, 'Resilient Boroondara', is currently in progress to inform Council on actions and initiatives to build resilience and support older adults to adapt to extreme weather events.	Liveable Communities
Commitment 3.6: Implement actions from the Waste Minimisation and Recycling Strategy to continue to reduce waste sent to landfill, maximise recycling and provide efficient waste services to the Boroondara Community.	In Progress	60%	The implementation of FOGO Phase 2 to Multi-Unit Developments (MUDs) will continue through to the end of June 2021. Other actions, as detailed in the Strategy Implementation Plan, are continuing to progress. Also, there is a significant amount of work underway with the Victorian Government to transform kerbside recycling over the next 10 years and transform the current system into a circular economy, further contributing to maximising recycling.	Environmental Sustainability and Open Space
Commitment 3.7: Implement identified priority works at Council facilities (water harvesting, water recovery and water efficiency) to reduce tap water use and stormwater pollution.	In Progress	15%	Work is ongoing to scope and prioritise water efficiency upgrades at Council facilities, across multiple sites. This will be delivered based on recent asset audit inspections by Facilities Maintenance. Contractors will be engaged in January 2021. This project is behind schedule however due to the small scale of works, the project will still be completed this financial year.	Environmental Sustainability and Open Space

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Commitments	Status	Progress	Comments	Department
Commitment 3.8: Engage with the community to develop a Climate Action Plan.	In Progress	50%	Community consultation was undertaken in August and September 2020 with 1,569 residents completing a survey. The results were published in December 2020. Planning is underway for further consultation during February 2021.	Environmental Sustainability and Open Space

Annual Commitments

Attachment 1

Theme 4: Neighbourhood Character and Heritage

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

Commitments	Status	Progress	Comments	Department
<p>Commitment 4.1: Protect the City's heritage by continuing a municipal wide heritage assessment of all properties not currently subject to a heritage overlay in the Boroondara Planning Scheme. (Major initiative)</p>	In Progress	90%	<p>The Panel Report for Amendment C308 Hawthorn East Heritage Gap Study was received in December 2020. Officers are reviewing this with a view to present a report on the Panel recommendations to the Urban Planning Delegated Committee (UPDC) in early 2021.</p> <p>Authorisation to exhibit Amendment C333 Glen Iris Heritage Gap Study was received on 7 September 2020. Exhibition of the amendment will commence on 4 February 2021. Authorisation to exhibit Amendment C337 Ashburton Heritage Gap Study was received on 27 October 2020. Exhibition of the amendment is expected to occur in March 2021.</p> <p>Amendment C306 Kew East and Mont Albert Heritage Gap Study was adopted by Council in September 2020 and submitted to the Minister for Planning for approval.</p> <p>On 15 December 2020, the Minister for Planning approved Amendment C318boro implementing the findings of the Balwyn Peer Review process by introducing Heritage Overlays on a permanent basis to 15 new individual places and one new precinct. This includes selected identified properties in Balwyn, Balwyn North and Deepdene.</p>	Strategic and Statutory Planning

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Commitments	Status	Progress	Comments	Department
<p>Commitment 4.2: Provide education to owners and developers about heritage overlays to increase a culture of custodianship.</p>	In Progress	65%	<p>A review of heritage related content on Council's website is being undertaken. Videos outlining the heritage assessment process and content specific to the Glen Iris and Ashburton heritage gap study amendment exhibition process was progressed. Frequently Asked Questions (FAQs) associated with the exhibition process for the Glen Iris and Ashburton heritage gap study amendment were also completed.</p>	Strategic and Statutory Planning

Annual Commitments

Attachment 1

Theme 5: Getting Around Boroondara

5: Travel options that are connected, safe, accessible, environmentally sustainable and well-designed.

Commitments	Status	Progress	Comments	Department
Commitment 5.1: Explore opportunities and implement actions to enhance wayfinding lighting on paths and shared paths to increase use and improve safety. (Major initiative)	In Progress	50%	Lighting designs for three sections of the shared paths in Grace Park, Winton Road Reserve and Ryburne Avenue are now underway and the full feature survey has already been completed. Gardiners Creek Trail lighting upgrade between Patterson Reserve and Burke Road is progressing well. The remaining hinged poles are being installed. Handrail lighting installation has been completed. The lighting scheme is expected to be commissioned in mid to late January 2021.	Traffic and Transport
Commitment 5.2: Implement actions from adopted access plans and parking studies and other initiatives to improve safety, access and the effective management of parking, including Kendall Street and Inglesby Road access initiatives and construction of the Fairholm Grove northern car park following the completion of the Camberwell Community Centre.	In Progress	35%	Raised threshold design for the Camberwell Road / Avenue Road / Crescent Road intersection is awaiting Department of Transport approval, ready for construction. Improvements to indented parking along Glen Iris Road near Ferndale Park have been issued for construction. Indented parking improvements at Boroondara Sports Complex are underway. Other initiatives including new footpath along Kendall Street, Camberwell Rd laneway improvements for pedestrian safety, Gordon Street school crossing upgrade and footpath extension along Auburn Road south of Burgess Street are under investigation.	Traffic and Transport

Annual Commitments

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Commitments	Status	Progress	Comments	Department
Commitment 5.3: Implement actions from the Road Safety Strategy to improve road safety for all road users including recommendations from an audit of school crossings.	In Progress	90%	A number of road safety improvement projects completed including speed cushions in Elgin Street, Clifton Street and Lynden Street. Proposal for speed humps in Maud Street car park is under investigation.	Traffic and Transport
Commitment 5.4: Upgrade existing treatments and introduce traffic management devices in response to identified safety concerns or community needs.	In Progress	60%	<p>Intersection improvements at Avenue Athol / Mont Albert Road have been completed.</p> <p>Works along Wattle Road in Hawthorn continued with raised intersection treatments in Vivian Grove completed.</p> <p>Awaiting United Energy works associated with the light pole relocation at Muswell Hill / High Street intersection prior to the intersection improvement works.</p> <p>New signal controllers have been installed at three pedestrian operated signals.</p>	Traffic and Transport
Commitment 5.5: Advocate for the needs of the Boroondara community in relation to the North East Link project. (Major initiative)	In Progress	50%	The North East Link is a multi-year project. Council officers continue advocacy work. Significant milestones achieved to 30 November 2020 include the execution of the Common Funding Agreement associated with the Settlement Agreement and a Memorandum of Understanding between the North East Link Project and Council. In addition, the Council submission to the Bulleen Park and Ride Urban Design and Landscape Plan was endorsed by Council at the 30 November 2020 Council meeting.	Traffic and Transport

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<p>Commitment 5.6: Advocate to the Victorian Government for the needs of the Boroondara community in relation to Public Transport improvements for disability access and network linkages, Level Crossing Removal Projects, Walmer Street Bridge and The Boulevard upgrades.</p>	<p>In Progress</p>	<p>50%</p>	<p>Awaiting feedback from Yarra Trams and the Victorian Government regarding Disability Discrimination Act (DDA) compliant tram stops in Boroondara. Officers continue to advocate for the improvements.</p> <p>Council's funding application for \$1.5 million to the Department of Infrastructure, Transport, Cities and Regional Development for the replacement of the path and northern land bridge for the Walmer Street Bridge has been successful. Officers are now awaiting a grant agreement to be sent to Council for signing. The works are in the order of \$2.4 million. Council has made provision for the shortfall of \$900,000 in its 2020-21 Budget.</p> <p>On 16 December 2020, the Heritage Council has determined that the Walmer Street bridge is of State-level cultural heritage significance and is to be included in the Victorian Heritage Register. Officers are confirming the finer details of this decision to determine the best way forward in addressing the safety and access issues whilst retaining the river bridge over the Yarra.</p> <p>The Department of Transport (DoT) is currently working with the Australian Government to determine the full scope of works to cover the commitment of \$5 million for traffic treatments and CCTV cameras to improve safety and security on Yarra Boulevard. DoT intends to commence Stage One of the works along Yara Boulevard in May/June 2021 and will be notifying the community early in 2021.</p>	<p>Traffic and Transport</p>
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Annual Commitments

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Commitments	Status	Progress	Comments	Department
			Victoria Police have recently deployed two mobile CCTV cameras trailers along Yarra Boulevard, part of the State Government program to improve the safety and security of all road users.	
Commitment 5.7: Deliver Councils community transport service to vulnerable residents and explore ways to broaden its reach.	In Progress	50%	As a result of COVID-19, and on advice from the Australian Government Department of Health, transport services for older people are currently on hold. Transport services have been used to deliver masks and library books to vulnerable residents. Planning is underway for the resumption of transport service in early 2021, pending State Government advice.	Liveable Communities

Annual Commitments

Attachment 1

Theme 6: Your Local Shops and Businesses

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

Commitments	Status	Progress	Comments	Department
Commitment 6.1: Implement the Christmas in Boroondara program to promote the vitality of the City's shopping centres and support a festive community spirit.	Completed	100%	The Christmas in Boroondara program has been successfully delivered for 2020.	Liveable Communities
Commitment 6.2: Promote co-working spaces and opportunities which offer training, access to technology and tools to support start-up and emerging businesses in the City of Boroondara.	In Progress	40%	COVID-19 has seen the cessation of some local services, such as privately operated co-working spaces. As these reopen they will be promoted via the Business Boroondara e-newsletter along with social media channel @boroondaralife.	Liveable Communities
Commitment 6.3: Implement a Placemaking approach in the Glenferrie and Maling Road precincts to shape and design our public spaces and shopping centres, to increase social interaction, economic viability and enhance the health and wellbeing of our community. (Major initiative)	In Progress	50%	Placemaking coordination for the Maling Road and Glenferrie placemaking projects is proceeding on schedule.	Liveable Communities

Annual Commitments

Attachment 1

Theme 7: Civic Leadership and Governance

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

Commitments	Status	Progress	Comments	Department
Commitment 7.1: Undertake community consultation for the review and refresh of the Boroondara Community Plan 2021-2031, and Council Plan 2021-2025, to assist Council to deliver on priorities most important to the community. (Major initiative)	In Progress	40%	The community consultation for the Boroondara Community Plan refresh commenced in December 2020 and will close on 29 January 2021. As part of the first stage of consultation, the community is being encouraged to complete an online survey, hosted on a new online engagement platform. The community has responded positively to the community consultation with 4,215 respondents completing a survey online or via telephone during December. In the second stage of consultation, commencing in March 2021, the community will deliberate on the findings from the first stage. This will inform an update to the Boroondara Community Plan to ensure it meets the community's current needs and aspirations.	Community Planning and Development
Commitment 7.2: Conduct the 2020 Council Election including the development and implementation of the Councillor induction program to familiarise the newly elected Council with their roles and responsibilities and the new issues, tasks and decisions before Council at the outset of their term	Completed	100%	Close of voting for the 2020 Council Election was at 6.00pm on 23 October 2020. The declaration of the poll occurred on 9 November 2020 and 11 Councillors were sworn into office on 16 November 2020. The Councillor Induction Workshop was held from 19 to 21 November 2020 to familiarise the newly elected Council with their roles and responsibilities and the new issues, tasks and decisions before Council at the outset of their term.	Governance and Legal

Annual Commitments

Attachment 1

Commitments	Status	Progress	Comments	Department
Commitment 7.3: Develop accessibility guidelines for Councils Information and Communication Technology (ICT) products and services, and include the guidelines in the specifications for all relevant products and services being developed or procured.	Completed	100%	The development of accessibility guidelines including specifications for Councils Information and Communication Technology (ICT) products and services has been completed ahead of schedule and provided to Transformation and Technology IT for their implementation.	Transformation and Technology
Commitment 7.4: Engage with strategic procurement aggregators (Municipal Association Victoria, Procurement Australia, State Purchasing Contracts) and with other Councils as appropriate to explore collaborative contract opportunities	In Progress	50%	Council continues to use aggregators for procurement where appropriate and has held ongoing meetings with procurement functions across the local government sector.	Chief Financial Office
Commitment 7.5: Facilitate community informed decision making through the implementation of an online community engagement tool which will enable customers to subscribe to, give feedback and see progress on projects and consultations. (Major initiative)	In Progress	50%	A community engagement tool has been selected and is currently in use as part of the Boroondara Community Plan refresh initiative.	Transformation and Technology
Commitment 7.6: Continue to enhance customer experience by transitioning high volume services with payments online and providing self service payment options.	Not Started	50%	Quarter 2 saw a number of e-forms introduced which digitise services for both Asset Management and Statutory Planning. These forms enable applications to be made online, along with payments where applicable. Work on integrating PayPal is also progressing well with a planned pilot in Quarter 3.	Transformation and Technology

Annual Commitments

Attachment 1

Commitments	Status	Progress	Comments	Department
Commitment 7.7: Ensure Council operates within a financially sustainable framework through preparation of the Annual Budget 2021-22 and the Strategic Resource Plan in-line with statutory requirements, and submit for consideration by Council.	In Progress	40%	A target budget for 2021-22 has been developed and provided to all Council departments for review. Proposed fees and charges for 2021-22 have been developed and reviewed by Managers.	Chief Financial Office
Commitment 7.8: Deliver year two actions of the Workforce Diversity and Inclusion Strategy which aims to create a more inclusive workplace and enable better outcomes for customers and the community.	In Progress	15%	Progress has been somewhat delayed due to department requirements to prioritise organisation redesign and COVID-19 response. With the organisation design process completed and COVID-19 planning and Return to Work Planning well progressed, this work will be prioritised in the new year. Actions have been allocated and are underway with work anticipated to accelerate in the remainder of the year to meet original timelines.	
Commitment 7.9: Implement line clearance management plan to meet requirements of the <i>Electricity Safety (Electric Line Clearance) Regulations 2015</i> .	In Progress	50%	The 2020 Electric Line Clearance (ELC) Management Plan is complete, submitted to Energy Safe Victoria (ESV) and is available on Councils website, per the requirements of the <i>Electric Safety (Electric Line Clearance) Regulations 2015 (now 2020)</i> . The development of the annual 2021 ELC Management Plan is started and will be lodged with ESV in 2021 in accordance with the submission deadlines of the <i>Regulations 2020</i> . Ongoing vegetation compliance management to satisfy the <i>Regulations 2020</i> and the ELC Management Plan is in progress. December annual progress on track.	Environmental Sustainability and Open Space

Annual Commitments

Attachment 1

Commitments	Status	Progress	Comments	Department
<p>Commitment 7.10: Deliver the mandatory candidate training for potential candidates for the 2020 Council Election, as prescribed by the Local Government Act 2020.</p>	Completed	100%	<p>Due to the COVID-19 pandemic, Local Government Victoria assumed responsibility for the mandatory candidate training for prospective candidates in the 2020 Council elections. Candidates were required to complete the mandatory training prior to nominating as a candidate. The closing date for nominations was 12 (noon) on 22 September 2020. Council assisted Local Government Victoria by promoting the online mandatory candidate training via the Council website and the Council social media channels.</p>	Governance and Legal

Annual Commitments

Attachment 1

2019-20 Annual Commitments

2019-20 Annual Commitment

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

Commitments	Status	Progress	Comments	Department
2019-20 Commitment 1.1: Review and update the Roads, Footpaths, Drainage and Building Asset Management Plans to ensure Council is continuing to provide assets that meet the needs of the community.	In Progress	55%	Asset Management Plan revisions for Buildings, Roads and Paths are in progress with Open Space and Drainage plans at commencement. A preliminary draft 10-year building renewal program has been prepared. Workshops have been held to establish building levels of service. Condition assessment tender for roads and footpaths has been signed with collection to start in January 2021.	Asset and Capital Planning
2019-20 Commitment 1.2: Finalise the redevelopment of the Ashburton Seniors' Centre to create a space that is easily accessible, and better suited to deliver activities and services to seniors in the community. (Major initiative)	Completed	100%	The Ashburton Seniors Centre has been handed over to the tenant. A number of defects will be addressed over a 12 month defect period.	Capital Projects
2019-20 Commitment 3.4: Deliver the Boroondara Sustainable Living Festival so that the community can learn new skills and be inspired to live more sustainably.	Deferred	40%	The 2021 Festival has been cancelled due to COVID-19 restriction uncertainty. No budget commitments or spend have been made against the project.	Environmental Sustainability and Open Space

Annual Commitments

Attachment 1

Commitments	Status	Progress	Comments	Department
2019-20 Commitment 4.1: Review the Camberwell Junction Structure Plan and investigate the introduction of planning controls to ensure appropriate development in the centre.	In Progress	60%	A revised project scope is being prepared to align the project with Council's Placemaking Strategy. This has involved a review of Council's Placemaking Strategy, a review of previous technical reports prepared for the structure plan study area and the development of project costings to inform a brief to consultants. Progress has been delayed due to the impacts of COVID-19.	Strategic and Statutory Planning
2019-20 Commitment 4.2: Protect the City's heritage by continuing a municipal wide heritage assessment of all properties not currently subject to a heritage overlay in the Boroondara Planning Scheme. (Major initiative)	In Progress	90%	Refer to 2020-21 Commitment 4.1 for details of the continued works.	Strategic and Statutory Planning
2019-20 Commitment 4.3: Conduct the Boroondara Urban Design Awards and implement a communications strategy to recognise and promote high-quality urban design that complements Boroondaras neighbourhood character and heritage and enhances its public realm.	Deferred	25%	Given State Government restrictions regarding COVID-19, the Urban Design Awards have been deferred.	Strategic and Statutory Planning

Annual Commitments

Attachment 1

Commitments	Status	Progress	Comments	Department
2019-20 Commitment 6.5: We will continue to revitalise our local strip shopping centres by implementing streetscape improvements at Auburn Village, Bellevue, Rathmines/Burke Road and Alamein/Victory Boulevard shopping centres.	Completed	100%	Auburn Village's streetscape have been completed. Alamein/Victory Boulevard and Rathmines/ Burke Road shopping centres' streetscape improvement works have been completed. Bellevue Shopping Centre's design drawing package has been completed. Its implementation has been delayed until the outcomes of the North East Link Project (NELP) and its impact on the shopping centre are known. All traders and Have Your Say respondents have been notified of the delay.	Capital Projects
2019-20 Commitment 7.6: Ensure Council operates within a financially sustainable framework through preparation of the Annual Budget 2020-21 and the Strategic Resource Plan in-line with statutory requirements, and submit for consideration by Council by 30 June 2020.	Completed	100%	The 2020-21 Budget was adopted by Council on 20 July 2020.	Chief Financial Office

Section 2 Strategic Indicators

Attachment 1

Non-Financial Performance			
2.9 Strategic Indicators			
Themes with performance measures appear in the following table. Strategic Indicators that have not achieved forecast or generated a large positive variance are listed with an explanation of the performance.			
Please note a "Tick (✓)" is used to highlight where the year to date forecast has been achieved.			
Strategic Indicators	YTD		Annual
	Actual	Forecast	Forecast
Your Community, Services and Facilities			
Overall participation in library services (includes loans, returns, visits, program attendances, e-books and audio loans, enquiries, reservations, wi-fi and virtual visits).	2,097,343	3,800,000	7,600,000
<i>Comment: COVID-19 necessitated library closures and reduced services which has resulted in decreased overall participation in the libraries. Considering the external environmental factors it is a favourable result.</i>			
Participation in first MCH home visit	101%	90%	90%
✓ <i>Quarterly home visit participation remains high during COVID-19. Figure includes first home visits to infants born outside of Victoria, who live in Boroondara, increasing the percentage to over 100%.</i>			
Percentage of graffiti removed from Council owned assets within one business day of notification.	100%	97%	97%
✓			
Number of arts and cultural community events delivered by Council	77	50	100
✓			
Number of attendances by young people at Youth Services programs or services	1,929	2,000	4,000
<i>Comment: All programs and services are now being provided online and although the number of programs provided have increased by 50% the numbers of participants has decreased by 22%. Benchmarking with other Local Government Authorities has shown this is consistent across the Eastern Metropolitan Region. Remote Learning has created an environment where by screen time for young people has significantly increased and informal conversation had with parents suggest that young people are encouraged to minimise or limit screen time in an extra curriculum space.</i>			
The Environment			
Kerbside collection waste diverted from landfill (percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill).	68%	58%	58%
✓			
Neighbourhood Character and Heritage			
Number of complaints re Neighbourhood Character and Heritage (excluding objections to planning permit applications and submissions to strategic planning projects)	15	28	55
✓			
Percentage of 'Demolition Consents' under Section 29A of the Building Act by Building Services checked within 15 business days.	100%	100%	100%
✓			
Getting Around Boroondara			
Sealed local roads maintained to condition standards.	95%	95%	95%
✓			
Percentage completion of six-monthly defect inspections on Council roads and footpaths in higher risk locations.	100%	99%	99%
✓			
Percentage of footpath defects remediated within the timeframes specified in the Road Management Plan	95%	95%	95%
✓			
Number of traffic counts and surveys.	0	85	170

Section 2 Strategic Indicators

Attachment 1

Strategic Indicators	YTD		Annual
	Actual	Forecast	Forecast
<i>Comment: Due to impact of Covid-19 it has not been possible to undertake traffic and parking surveys as the data is not representative of typical conditions. Subject to relaxation of Covid-19 measures, it may be possible to resume surveys in February 2021 with the return of school.</i>			
Your Local Shops and Businesses			
Number of proactive strip shopping centre maintenance inspections completed.	725	500	1,000
✓			
Number of members of the Boroondara Business Network.	1,391	1,250	1,250
✓			
Number of participants in Council's business training activities.	1,141	650	1,300
✓			
Civic Leadership and Governance			
Percentage of Freedom of Information Requests responded to within prescribed timeframes.	100%	100%	100%
✓			
Average time callers wait before their call is answered	47	45	=< 45 seconds
<i>Comment: Slight increase in length of time to answer calls due to some challenges in the remote COVID-19 working environment.</i>			
Number of cyber security incidents that have a Risk Consequence Rating of >= Moderate	0	0	0
✓			
Percentage of nominated Information Technology Projects initiated with a Privacy Impact Assessments completed	100%	100%	100%
✓			

Notes:

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

Section 3 - Financial and performance statements

Attachment 1

3. Financial and performance statements

3.1 Income statement

	ANNUAL ORIGINAL BUDGET	YTD ACTUAL (1)	YTD BUDGET (2)	YTD VARIANCE (1) - (2)	YTD VARIANCE	ANNUAL SEPTEMBER AMENDED BUDGET (3)
	\$'000s	\$'000s	\$'000s	\$'000s	%	\$'000s
Recurrent income						
Rates and charges	192,534	192,239	192,109	130	0%	192,384
Statutory fees and fines	14,056	3,059	3,492	(433)	-12%	11,182
User fees	11,577	2,694	3,014	(320)	-11%	10,089
Grants - operating	11,611	5,972	5,997	(25)	0%	11,053
Contributions - cash	4,424	3,240	2,650	590	22%	5,181
Rental income	2,070	571	846	(275)	-33%	1,827
Other income	2,047	1,015	1,130	(115)	-10%	2,150
Interest	1,500	326	500	(174)	-35%	1,000
Total recurrent income	239,819	209,116	209,738	(622)	0%	234,866
Recurrent expenditure						
Employee costs	91,608	45,849	45,467	(382)	-1%	90,779
Materials and services	70,533	33,944	36,900	2,956	8%	72,771
Bad and doubtful debts	1,746	924	769	(155)	-20%	1,846
Depreciation and amortisation ¹	37,873	17,863	17,863	-	0%	35,740
Amortisation - right of use assets	4,307	2,153	2,153	-	0%	4,307
Borrowing costs	1,342	686	686	-	0%	1,342
Finance costs - leases	337	168	168	-	0%	337
Other expenses	7,854	3,727	3,824	97	3%	7,848
Total recurrent expenditure	215,600	105,314	107,830	2,516	2%	214,970
Net recurrent operating surplus	24,219	103,802	101,908	1,894	2%	19,896
Non-recurrent income						
Priority projects income	1,046	983	228	755	331%	1,218
Capital works income	4,188	8,306	3,469	4,837	139%	6,906
Total non-recurrent income	5,234	9,289	3,697	5,592	151%	8,124
Non-recurrent expenditure						
Priority projects expenditure	33,368	11,444	14,214	2,770	19%	38,042
Total non-recurrent expenditure	33,368	11,444	14,214	2,770	19%	38,042
Net non recurrent operating surplus (deficit)	(28,134)	(2,155)	(10,517)	8,362	-80%	(29,918)
Net gain (loss) on disposal of property, infrastructure, plant and equipment	(3,474)	(539)	(1,261)	722	-57%	(3,474)
Surplus/(Deficit) for the year ²	(7,389)	101,108	90,130	10,978	12%	(13,496)

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

1. Depreciation and amortisation primarily relates to property, plant, equipment and infrastructure assets.
2. The year to date surplus result of \$101.11 million as per the budget is due to the striking of full year annual rates in August 2020. 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 \$10.98 million or 12% is primarily due to timing differences for income and expenditure. Refer to Section 2 Financial Overview for details on Council's financial performance.

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

Section 3 - Financial and performance statements

Attachment 1

3.2 Income statement by directorate

	ANNUAL ORIGINAL BUDGET	YTD ACTUAL	YTD BUDGET	YTD VARIANCE	YTD VARIANCE	ANNUAL SEPTEMBER AMENDED BUDGET
	\$'000s	(1) \$'000s	(2) \$'000s	(1) - (2) \$'000s	%	(3) \$'000s
Income						
Rates and waste charges *	190,980	190,716	190,555	161	0%	190,830
Places & Spaces	3,230	1,239	1,202	37	3%	2,294
Community Support	14,969	6,583	6,848	(265)	-4%	13,247
Urban Living	19,631	4,947	5,609	(662)	-12%	17,427
Customer & Transformation	-	2	-	2	100%	-
CEO's Office	38	51	19	32	168%	38
Chief Financial Office	2,504	865	1,228	(363)	-30%	2,504
Total income	231,352	204,403	205,461	(1,058)	-1%	226,340
Expenditure						
Places & Spaces	69,482	32,693	33,971	1,278	4%	69,390
Community Support	40,431	19,795	20,838	1,043	5%	40,478
Urban Living	23,953	10,863	11,512	649	6%	23,405
Customer & Transformation	21,516	13,227	12,655	(572)	-5%	23,479
CEO's Office	5,614	3,976	4,072	96	2%	6,138
Chief Financial Office	6,351	3,000	2,930	(70)	-2%	5,990
People, Culture & Development	3,415	1,626	1,697	71	4%	3,385
Depreciation and amortisation ***	37,873	17,865	17,865	-	0%	35,740
Total expenditure	208,635	103,045	105,540	2,495	2%	208,005
Net non departmental **	1,502	2,446	1,987	(459)	-23%	1,561
Net loss on disposal of property, infrastructure, plant and equipment	(3,474)	(541)	(1,261)	(720)	57%	(3,474)
Capital income	4,188	8,306	3,469	4,837	139%	6,906
Net priority projects	(32,322)	(10,461)	(13,986)	2,015	-14%	(36,824)
Surplus/(Deficit) for the year	(7,389)	101,108	90,130	10,978	12%	(13,496)

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

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

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

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

Section 3 - Financial and performance statements

Attachment 1

3.3 Balance Sheet

	31 Dec 2020	30 Jun 2020	31 Dec 2019
	\$'000	\$'000	\$'000
Current assets			
Cash and cash equivalents ¹	105,483	99,259	126,685
Other financial assets ¹	-	15,078	-
Trade and other receivables	119,999	21,347	115,797
Prepayments	936	1,956	810
Total current assets	226,418	137,640	243,292
Non-current assets			
Financial assets	4	4	4
Property, plant and equipment, infrastructure	3,557,407	3,555,629	3,400,965
Right of use assets	10,120	10,269	-
Intangible assets	348	348	980
Investment property	8,935	8,915	9,062
Total non-current assets	3,576,814	3,575,165	3,411,011
Total assets	3,803,232	3,712,805	3,654,303
Current liabilities			
Trade and other payables	6,627	19,125	10,215
Interest-bearing liabilities	802	1,573	759
Provisions	20,411	19,364	17,551
Trust funds and deposits	7,364	5,752	4,317
Unearned income	1,236	1,569	74
Lease liabilities	3,139	3,139	-
Total current liabilities	39,579	50,522	32,916
Non-current liabilities			
Provisions	2,042	2,042	1,987
Interest-bearing liabilities	23,213	23,213	24,785
Provision for investments in joint ventures	2,974	2,974	2,579
Lease liabilities	7,421	7,159	-
Total non-current liabilities	35,650	35,388	29,351
Total liabilities	75,229	85,910	62,267
Net assets	3,728,003	3,626,895	3,592,036
Equity			
Accumulated surplus	1,038,249	939,324	1,038,996
Asset revaluation reserve	2,668,868	2,668,868	2,534,337
Reserves ²	20,886	18,703	18,703
Total equity	3,728,003	3,626,895	3,592,036
Working capital ratio	5.72		

Note: All numbers are rounded to the nearest thousand.

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

Section 3 - Financial and performance statements

Attachment 1

3.4 Cash Flow Statement

	ANNUAL ORIGINAL BUDGET	YEAR TO DATE			ANNUAL SEPTEMBER AMENDED BUDGET
		SEPTEMBER			
		ACTUAL	AMENDED BUDGET	VARIANCE (unfav)	
	\$'000	(1) \$'000	(2) \$'000	(1) - (2) \$'000	\$'000
Cash flows from operating activities					
Rates and waste charges	192,434	90,076	90,421	(345)	188,854
Statutory fees and fines	11,140	2,957	2,723	234	7,837
User charges and other fines	13,131	3,343	3,315	28	11,496
Grants - operating	13,283	6,788	6,735	53	12,867
Grants - capital ¹	4,188	8,199	3,469	4,730	6,571
Contributions - monetary ²	4,424	3,471	2,653	818	5,516
Interest received	1,500	409	498	(89)	1,000
Other receipts ³	4,529	1,672	2,173	(501)	4,375
Net GST refund	15,343	7,737	7,405	332	17,257
Trust funds and deposits taken ⁴	100	1,612	-	1,612	100
Employee costs	(101,804)	(52,536)	(53,027)	491	(101,940)
Materials and services ⁵	(103,769)	(45,501)	(51,683)	6,182	(105,777)
Short-term, low value and variable lease payments	(616)	(573)	(306)	(267)	(616)
Other payments	(7,875)	(3,627)	(3,847)	220	(8,057)
Net cash provided by/(used in) operating activities	46,008	24,027	10,529	13,498	39,483
Cash flows from investing activities					
Payments for property, infrastructure, plant and equipment ⁶	(82,053)	(29,519)	(34,450)	4,931	(88,364)
Proceeds from sale of property, plant and equipment	1,570	30	-	30	1,570
Net cash used in investing activities	(80,483)	(29,489)	(34,450)	4,961	(86,794)
Cash flows from financing activities					
Finance costs	(1,342)	(696)	(670)	(26)	(1,342)
Repayment of borrowings	(1,572)	(771)	(771)	-	(1,572)
Interest paid - lease liability	(337)	(169)	(169)	-	(337)
Repayment of lease liabilities	(4,536)	(1,756)	(2,268)	512	(4,536)
Net cash provided by (used in) financing activities	(7,787)	(3,392)	(3,878)	486	(7,787)
Net increase (decrease) in cash and cash equivalents	(42,262)	(8,854)	(27,799)	18,945	(55,098)
Cash and cash equivalents at beginning of year	107,456	114,337	114,337	-	114,337
Cash and cash equivalents at end of year	65,194	105,483	86,538	18,945	59,239

Note: All numbers are rounded to the nearest thousand.

- Higher than budgeted capital grants received of \$4.73 million due to additional grants being received during the year.
- Developer contributions are \$818,000 higher than budgeted due to additional contributions received during the year.
- Other receipts are lower than budget (\$501,000) due to timing of receipts.
- 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.
- Materials and services are lower than budgeted due to timing of cash outflows \$6.18 million.
- Payments for property, plant and equipment differs from that presented in the capital works statement due to settlement of the 30 June 2020 creditors and forward commitment expenditure. Works delivered in the 2019-20 financial year have previously been brought to account and accrued against the 2019-20 capital works statement.

3.5 Overview

This section details Council's financial performance for the period ended 31 December 2020.

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

Operating budget

The year to date surplus result of \$101.11 million is \$10.98 million or 12% above the September Amended Budget surplus of \$90.13 million.

Year to date recurrent and non-recurrent income is ahead of budget by \$4.97 million, comprising recurrent income of (\$622,000) and non-recurrent income of \$5.59 million. The increase in non-recurrent income is primarily due to additional capital grants of \$4.00 million being received from the State Government North East Link project.

The year to date total recurrent and non-recurrent expenditure is \$5.29 million (\$2.52 million + \$2.77 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
Rates and Charges \$130,000	T	Higher than budgeted income: <ul style="list-style-type: none"> \$131,000 - general rates and charges income.
Statutory fees and fines (\$433,000)	T	Lower than budgeted income: <ul style="list-style-type: none"> (\$348,000) - parking management - primarily in fines income. (\$176,000) - infringement court charges income, previously called Perin Court. (\$121,000) - swimming pool and spa service fees and charges.
	T	
	T	
	T	

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
User fees (\$320,000)	T	Lower than budgeted income: <ul style="list-style-type: none"> • (\$404,000) - parking meter charges - fees waived due to COVID-19.
	T	Partially offset by higher income: <ul style="list-style-type: none"> • \$116,000 - other service fees and charges, primarily in Boroondara Tennis Centre and Freeway Golf Course.
Contributions - cash \$590,000	T	Higher than budgeted income: <ul style="list-style-type: none"> • \$590,000 - developers open space contributions ahead of year to date planned budget phasing. A full year forecast review is currently underway and will reflect any amendments.
Rental income (\$275,000)	P	Lower than budgeted income: <ul style="list-style-type: none"> • (\$112,000) - sportsground income - due to waiver of all sporting club fees until 31 December 2020. • (\$129,000) - leasing income, primarily in the Camberwell Fresh Food Market and Leasing due to the impact of COVID-19 restrictions.
	T	
Other income (\$115,000)	T	Lower than budgeted income: <ul style="list-style-type: none"> • (\$129,000) - other income, primarily in right of ways income.
Interest (\$174,000)	T	Lower than budgeted income: <ul style="list-style-type: none"> • (\$174,000) - interest on investments.

Expenditure		
Expenditure line	Expected variance (P)ermanent (T)iming	Explanation Full year to date actual vs September Amended budget variations
Employee costs (\$382,000)	P T/P T	<p>Higher than budgeted expenditure:</p> <ul style="list-style-type: none"> • (\$990,000) - temporary staff filling vacancies across the organisation. • (\$466,000) - overtime, casuals and relievers filling vacancies across the organisation. <p>Partially offset by lower than budgeted expenditure:</p> <ul style="list-style-type: none"> • \$1.06 million net - salaries and associated costs and an increase in leave entitlements not taken. The December year to date result includes redundancies as a result of the Organisation Design. A full year forecast review is currently underway to reflect final results, which will include ongoing savings from the organisation redesign.
Other expenses \$97,000	T P T	<p>Lower than budgeted expenditure:</p> <ul style="list-style-type: none"> • \$155,000 - conferences and training across the organisation. <p>Partially offset by higher expenditure:</p> <ul style="list-style-type: none"> • (\$199,000) - 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. • (\$101,000) - timing of special rates expenditure.
Bad and doubtful debts (\$155,000)	P	<p>Higher than budgeted expenditure:</p> <ul style="list-style-type: none"> • (\$147,000) - bad and doubtful debts primarily in Strategic and Statutory Planning.

Expenditure		
Expenditure line	Expected variance (P)ermanent (T)iming	Explanation Full year to date actual vs September Amended budget variations
Materials and services \$2.96 million	T/P	<p>Lower than budgeted expenditure:</p> <ul style="list-style-type: none"> • \$428,000 - trade services expense across the organisation. • \$312,000 - specialist tree work, high voltage works and block tree pruning in Environmental Sustainability and Open Space. • \$302,000 - professional services and advice. • \$236,000 - consultant expense. • \$207,000 - electricity expense. • \$193,000 - tipping fee expense, primarily due to increased usage in Food Organics Garden Organics. • \$167,000 - petrol expense. • \$162,000 - infringement court filing fees. • \$146,000 - postage expense. • \$128,000 - cleaning buildings internal. • \$105,000 - landscape contractor expense. • \$105,000 - water supply expense. • \$100,000 - printing expense. • \$83,000 - legal fee expense. <p>Offset by higher than budgeted expenditure:</p> <ul style="list-style-type: none"> • (\$208,000) - licencing and maintenance contracts. • (\$156,000) - telephone, internet and data cards expense. • (\$128,000) - drainage cleaning and maintenance. • (\$124,000) - waste/recycling disposal expense due to Food Organics Garden Organics. • (\$122,000) - online subscription expense, primarily due to an increase in online resources in Library Services due to COVID-19. • (\$116,000) - capital works in progress (items expensed due to not meeting the asset capitalisation criteria - this is a non-cash accounting entry). • (\$107,000) - stump removal - increased tree removals in response to an Energy Safe Victoria (ESV) audit.
	T	
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	P	

Balance Sheet and Cash Flow Statement

Cash and investment holdings are \$105.48 million as at 31 December 2020 which has decreased by \$8.85 million from 30 June 2020.

Total cash and investment holdings are \$18.95 million higher than year to date budget primarily due to:

- Materials and services are lower than budget due to timing of outflows \$6.18 million.
- Lower payments for property, infrastructure, plant and equipment of \$4.93 million due to timing of cash outflows relating to the capital works program.
- Higher than budgeted capital grants received of \$4.73 million due to additional grants being received during the year.
- Developer contribution are \$818,000 higher than budgeted due to additional contributions received during the year.

Partially offset by:

- Other receipts are lower than budget (\$501,000) due to timing of receipts.

The Balance Sheet as at 31 December 2020 indicates a satisfactory result with total current assets of \$266.42 million and total current liabilities of \$39.58 million.

The working capital ratio of 5.72 to 1 (includes a 0.5% or \$809,000 cash contingency for emergency response works and reserve funds of \$20.89 million) reflects the increase in current debtors resulting from the striking of the rates which will reduce by 30 June 2021 as Council funds its operating programs and capital works. The rate debt will be repaid over the remainder of the financial year in accordance with the payment options chosen by ratepayers.

Section 3 - Financial and performance statements

Attachment 1

3.6 Capital Works performance

3.6.1 Capital Works Program summary

	ANNUAL ORIGINAL BUDGET	YTD ACTUAL (1)	YTD BUDGET (2)	YTD VARIANCE (1) - (2)	YTD VARIANCE	COMMIT	ANNUAL SEPTEMBER AMENDED BUDGET (3)
	\$'000s	\$'000s	\$'000s	\$'000s	%	\$'000s	\$'000s
Infrastructure							
Bridges	2,463	6	20	14	70%	-	2,463
Drainage	4,395	1,750	2,854	1,104	39%	309	5,651
Footpaths and cycleways	2,982	1,357	1,745	388	22%	71	3,073
Off street carparks	664	117	299	182	61%	11	680
Parks, open space and streetscapes	7,996	1,164	1,761	597	34%	1,177	6,956
Recreational, leisure & com facilities	2,771	432	975	543	56%	1,918	4,455
Roads	10,283	3,961	5,567	1,606	29%	71	11,486
Total Infrastructure	31,554	8,787	13,221	4,434	34%	3,557	34,764
Plant and Equipment							
Computers and telecommunications	1,744	203	967	764	79%	196	1,922
Fixtures, fittings and furniture	1,623	75	515	440	85%	232	1,705
Library books	985	265	487	222	46%	153	985
Plant machinery and equipment	1,627	1,518	1,887	369	20%	297	2,711
Total Plant and Equipment	5,979	2,061	3,856	1,795	47%	878	7,323
Property							
Building	14,576	5,848	5,938	90	2%	3,085	14,109
Building improvements	311	(5)	15	20	133%	21	335
Major Projects	29,632	4,903	11,419	6,516	57%	13,300	31,833
Total Property	44,519	10,746	17,372	6,626	38%	16,406	46,277
Total capital works expenditure	82,052	21,594	34,449	12,855	37%	20,841	88,364
Represented by:							
Asset renewal expenditure	50,649	15,012	22,275	7,263	33%	13,802	53,545
Asset upgrade expenditure	5,451	503	1,556	1,053	68%	1,051	7,073
New asset expenditure	17,009	3,293	5,400	2,107	39%	3,196	15,562
Asset expansion expenditure	8,943	2,786	5,218	2,432	47%	2,792	12,184
Total capital works expenditure	82,052	21,594	34,449	12,855	37%	20,841	88,364

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

3.6.2 Capital Works performance versus budget

Commentary (by exception)

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

Council's year to date performance in gross Capital Works expenditure is \$21.59 million which is \$12.85 million below year to date budget phasing of \$34.44 million. The most significant variances being:

- **72607, 72686 & 72776 - Kew Recreation Centre - (\$2.91 million)**
This is a multi-year project. Due to COVID-19 restrictions, there was a delay in commencement of demolition works. Demolition is currently underway with construction anticipated to commence in March 2021. Original completion date was December 2022, however due to delays in commencement, the expected completion date is now mid-2023.
- **72769, 72770, 72771 & 72772. Canterbury Precinct - (\$2.71 million)**
This is a multi-year project. Contract was awarded September 2020 however there were delays in commencement of construction due to external authority approvals required to issue building permits. Construction is scheduled to commence early 2021 to renovate three existing buildings and construct a new single storey extension to the former bowls club building, including a basement carpark. Project is planned for completion mid-2022.
- **72507 & 72852. Camberwell Community Centre - (\$982,000)**
This is a multi-year project. There was a delay in the commencement of construction works, however construction is now well progressed with approximately 80% of works completed. Project is now scheduled for completion by March 2021.
- **71636. Roads Resheeting - (\$957,000)**
Road reconstruction works are behind schedule. It is anticipated that all programmed works will be completed by the end of the financial year.
- **72665. Library IT Hardware renewal - (\$390,000)**
Project was delayed due to COVID-19 restrictions, however it is now underway and due to be completed by 30 June 2021.

Capital works committed expenditure as at 31 December 2020 is \$20.84 million (year to date actual and commitments equates to \$42.43 million) and includes committed expenditure for multi-year projects with the most significant being Kew Recreation Centre, Canterbury Precinct and Camberwell Community Centre.

Net savings - Review and monitoring of Capital Works Program

Throughout the course of the financial year, net savings arising from the tendering and construction of the capital works program will be referred to Council for consideration on a quarterly basis to enable Council to determine whether COVID-19 has created a need for Council to expend these net savings on initiatives which are consistent with the role of Council and will provide additional support to the Boroondara community. As at 31 December 2020, no permanent net savings have been identified.

Capital Works Income

Capital Works income is \$8.31 million and is \$4.84 million above year to date budget phasing of \$3.47 million primarily due to additional grant funding of \$4.00 million being received from the State Government North East Link Project to implement initiatives with the most significant being Freeway Golf Course works \$2.50 million and Balwyn Road pedestrian signals \$700,000.

3.6.3 Major Projects Capital Works performance

**Major Projects - Progress Update
Expenditure
For the period ending 31 December 2020**

		YEAR TO DATE			ANNUAL
		ACTUAL	SEPTEMBER AMENDED BUDGET	VARIANCE	SEPTEMBER AMENDED BUDGET
Ashburton Seniors Centre	1	1,225,630	1,542,898	317,268	1,542,898
Camberwell Community Centre	2	2,798,243	3,279,926	481,683	4,457,274
Canterbury Community Precinct	3	64,918	2,774,590	2,709,672	8,525,212
Kew Recreation Centre	4	729,448	3,641,777	2,912,329	17,127,652
Total		4,818,240	11,239,191	6,420,951	31,653,036

All projects overseen by Project Control Groups.

1. Ashburton Seniors Centre

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

2. Camberwell Community Centre

This is a multi-year project. There was a delay in the commencement of construction works, however construction is now well progressed with approximately 80% of works completed. Project is now scheduled for completion by March 2021.

3. Canterbury Community Precinct

This is a multi-year project. Contract was awarded September 2020 however there were delays in commencement of construction due to external authority approvals required to issue building permits. Construction is scheduled to commence early 2021 to renovate three existing buildings and construct a new single storey extension to the former bowls club building, including a basement carpark. Project is planned for completion mid-2022.

4. Kew Recreation Centre

This is a multi-year project. Due to COVID-19 restrictions, there was a delay in commencement of demolition works. Demolition is currently underway with construction anticipated to commence in March 2021. Original completion date was December 2022, however due to delays in commencement, the expected completion date is now mid-2023

3.7 Priority Projects performance

3.7.1 Priority Projects performance versus budget

Commentary (by exception)

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

Year to date actual performance in gross priority project expenditure is \$11.44 million which is \$2.77 million below year to date budget phasing primarily due to expenditure delays, the most significant being:

- **81082. BC1 Program Resources - (\$366,000)**
Resource recruitment continues with new project staff on-boarded as required. This continued recruitment is leading to the favourable variance within this project.
- **80955. Tree Strategy Action Plan Implementation - (\$314,000)**
Due to COVID-19, all non-essential tree renewal works scheduled for 2020-21 have been delayed. The Tree Management Guidelines are scheduled for delivery during 2021 and it is anticipated the project will be largely completed by June 2021 with carryover some works to 2021-22. This will result in a favourable variance, which will be reflected in the Full Year Forecast.
- **81084. System Development & Implementation - (\$266,000)**
The current favourable variance is attributed to the timing of key system implementations that are expected in the second half of the 2020-21 financial year.
- **81081. BC1 Program Delivery Partner - (\$197,000)**
The current variance is attributed to the timing of invoices received from the external delivery partner during the Christmas/New Year period.
- **80850. Municipal Wide Heritage Assessment - (\$195,000)**
The Municipal Wide Heritage Gap Study is progressing with the final three studies of Hawthorn East, Glen Iris and Ashburton at varying stages of the implementation process. There will be additional expenditure in respect to the project this financial year.
- **80871. Biodiversity Strategy (Vegetation) Implementation - (\$178,000)**
Due to COVID-19 restrictions, all non-essential works have been delayed and planting postponed until autumn 2021. It is anticipated this project will be completed by June 2021.
- **80691. Christmas in Boroondara Program - (\$172,000)**
Supplier payments for the Christmas 2020 rollout will occur in February and March and deposit amounts for repair to existing decorations and purchase of new decorations will be expended by end 30 June 2021.

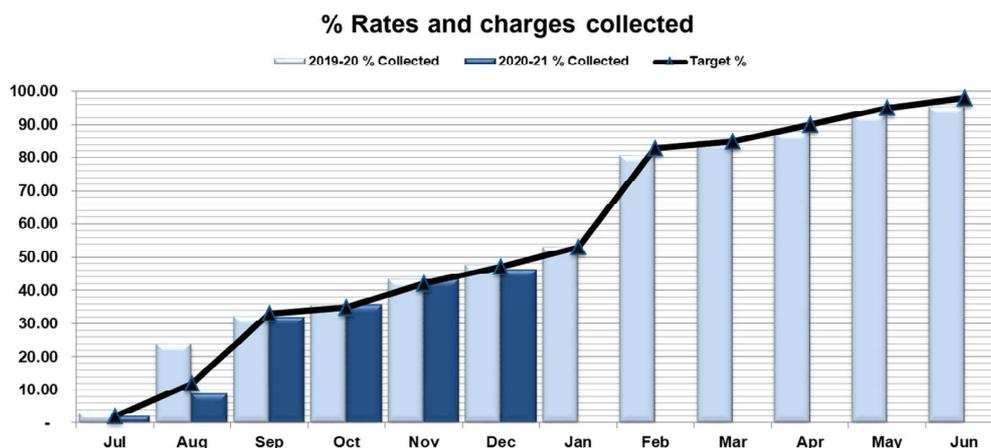
- **80741. Library Service - (\$166,000)**

The project allows for a review and increase of operational Library staffing requirements due to increases in Library usage and visitation. Delivery of this project has been delayed due to COVID-19 and will be implemented by 30 June 2021.

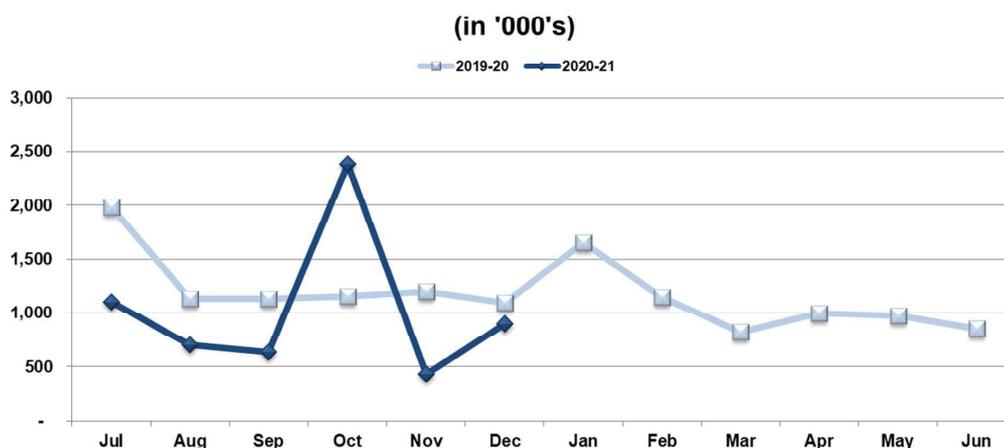
Priority projects committed expenditure as at 31 December 2020 is \$4.20 million (year to date actual and commitments equates to \$15.64 million).

3.8 Debtors

3.8.1 Rate debtors

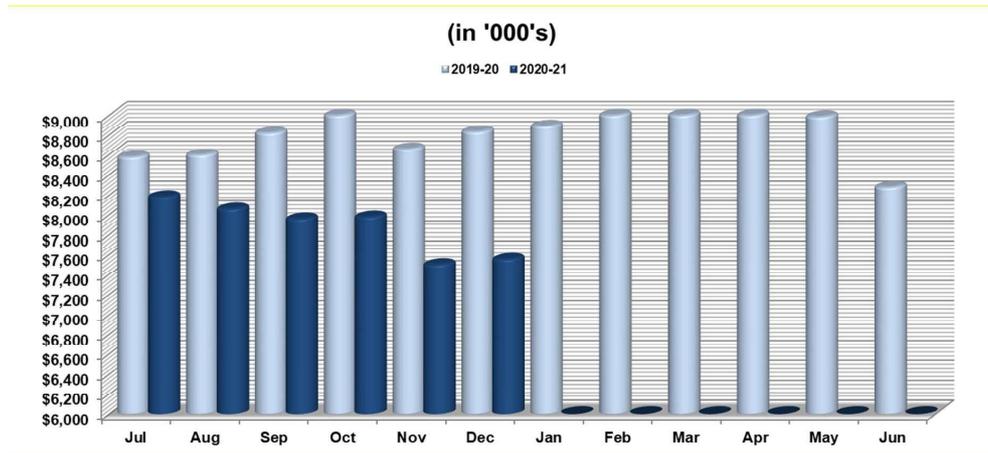


3.8.2 Sundry debtors



The sundry debtors balance at the end of 31 December 2020 is \$896,000 and is \$196,000 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 \$7.55 million is \$1.28 million lower than the corresponding prior year period. This is primarily due to Parking Infringements debtors.

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

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

Section 4 - Corporate governance

Attachment 1

4. Corporate governance

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

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

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

Contract	Contract Name	Description	Contract Type	Award Date	Awarded By **	Contractor	Contractor History	Contract Term	Contract Value (ex GST)
2020/95	Council Chambers Audio Visual Modernisation and Managed Services	Supply, installation and managed services for audio visual technology for Council Chambers and surrounding rooms	Lump Sum	30 November 2020	Council	Insight Systems Group Pty Ltd	Contractor has provided services to Council in the past	3 years 3 months	\$738,169
2020/138	Modernise Payroll Project - System Software	Provision of Electronic Time and Attendance, Rostering, Award Interpreter and Employee Self-Service software applications	Lump Sum	6 December 2020	Director	Tambla Limited	New Contractor	3 years plus 1 year option	\$468,598
2020/231	Youth Support Case Management Software	Cloud solution case management system for Youth Services	Public tender	26 October 2020	Director	Redbourne Business Services (Australia) Pty Ltd	New Contractor	5 years	\$230,374
2020/276	Camberwell Network Diversity - Palo Alto Firewall procurement	Supply and installation of a Palo Alto Firewall at the Camberwell Civic Offices	Lump Sum	10 November 2020	Director	Basis Networks Pty Ltd	New Contractor	1 month hardware delivery & installation plus 3 year maintenance period	\$246,944
2020/287	Roads and Footpaths Condition Survey	Roads and Footpaths Condition Survey	Schedule of Rates	26 November 2020	Director	Pavement Management Group Pty Ltd	New Contractor	Survey	\$227,335
2020/80	Turf Maintenance Equipment - Lease Supply and Maintain	Lease and supply x maintain 24 turf equipment for sportsgrounds and golf course.	Vendor Panel - MAV Contract	16 December 2020	Director	Darmac AG Pty Ltd AGCO Finance	Contractor has provided similar services to Council in the past.	60 months	\$359,538

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Contract	Contract Name	Description	Contract Type	Award Date	Awarded By **	Contractor	Contractor History	Contract Term	Contract Value (ex GST)
2020/299	Canterbury Sports Ground Pavilion - Architectural and Consultancy Services	Alterations and Additions to the Canterbury Sports Ground Pavilion - Architectural and Consultancy Services	Selective Tender - State Government Construction Supplier Register	5 November 2020	Director	DS Architects Pty Ltd	Contractor has provided similar services to Council in the past.	17/11/2022	\$191,140
2020/304	Willsmere Park Pavilion - Architectural and Consultancy Services	Renewal and upgrade of the Willsmere Park Pavilion - Architectural and Consultancy Services	Selective Tender - State Government Construction Supplier Register	5 November 2020	Director	Godfrey Spowers (Victoria) Pty Ltd	Contractor has provided similar services to Council in the past.	23/11/2020	\$175,670

** 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 December 2020 are reported below:

Ward	TOTAL FOR WARD	Information and Communication	Fares/Cabcharge /Parking	Travel/Vehicle/ Accomm	Other Expenses	Professional Development	Councillor Allowances
Cr. Jim Parke	\$ 14,542	\$ 277	\$ -	\$ -	\$ 103	\$ -	\$ 14,161
Bellevue Ward	\$ 14,542	\$ 277	\$ -	\$ -	\$ 103	\$ -	\$ 14,161
Cr. Felicity Sinfield	\$ 15,374	\$ 236	\$ -	\$ -	\$ 977	\$ -	\$ 14,161
Cotham Ward	\$ 15,374	\$ 236	\$ -	\$ -	\$ 977	\$ -	\$ 14,161
Cr. Coral Ross**	\$ 11,163	\$ 334	\$ -	\$ -	\$ -	\$ -	\$ 10,829
Cr. Victor Franco	\$ 3,435	\$ -	\$ -	\$ -	\$ 103	\$ -	\$ 3,332
Gardiner Ward	\$ 14,598	\$ 334	\$ -	\$ -	\$ 103	\$ -	\$ 14,161
Cr. Steve Hurd**	\$ 12,196	\$ 246	\$ -	\$ -	\$ 1,121	\$ -	\$ 10,829
Cr. Wes Gault	\$ 3,435	\$ -	\$ -	\$ -	\$ 103	\$ -	\$ 3,332
Glenferrie Ward	\$ 15,631	\$ 246	\$ -	\$ -	\$ 1,225	\$ -	\$ 14,161
Cr. Jack Wegman**	\$ 11,069	\$ 240	\$ -	\$ -	\$ -	\$ -	\$ 10,829
Cr. Di Gillies	\$ 3,435	\$ -	\$ -	\$ -	\$ 103	\$ -	\$ 3,332
Junction Ward	\$ 14,505	\$ 240	\$ -	\$ -	\$ 103	\$ -	\$ 14,161
Cr. Lisa Hollingsworth	\$ 14,465	\$ 201	\$ -	\$ -	\$ 103	\$ -	\$ 14,161
Lynden Ward	\$ 14,465	\$ 201	\$ -	\$ -	\$ 103	\$ -	\$ 14,161
Cr. Jane Addis	\$ 14,487	\$ 223	\$ -	\$ -	\$ 103	\$ -	\$ 14,161
Maling Ward	\$ 14,487	\$ 223	\$ -	\$ -	\$ 103	\$ -	\$ 14,161
Cr. Cynthia Watson*	\$ 39,599	\$ 236	\$ -	\$ -	\$ 143	\$ -	\$ 39,221
Maranoa Ward	\$ 39,599	\$ 236	\$ -	\$ -	\$ 143	\$ -	\$ 39,221
Cr. Susan Biggar	\$ 3,435	\$ -	\$ -	\$ -	\$ 103	\$ -	\$ 3,332
Riversdale Ward	\$ 3,435	\$ -	\$ -	\$ -	\$ 103	\$ -	\$ 3,332
Cr. Gary Thompson*	\$ 20,741	\$ 236	\$ -	\$ -	\$ 103	\$ -	\$ 20,402
Solway Ward	\$ 20,741	\$ 236	\$ -	\$ -	\$ 103	\$ -	\$ 20,402
Cr. Phillip Healey **	\$ 11,085	\$ 256	\$ -	\$ -	\$ -	\$ -	\$ 10,829
Cr Nick Stavrou	\$ 3,435	\$ -	\$ -	\$ -	\$ 103	\$ -	\$ 3,332
Studley Ward	\$ 14,520	\$ 256	\$ -	\$ -	\$ 103	\$ -	\$ 14,161
Year to date total	\$ 181,898	\$ 2,485	\$ -	\$ -	\$ 3,170	\$ -	\$ 176,244

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.

Section 4 - Corporate governance

Attachment 1

Other expenses

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

Fleet charges and fuel

The Councillor Support and Resources Policy provides that a fully maintained vehicle shall be available to the Mayor and relevant fleet and fuel expenses are attributed to the Mayor of the day. Total fleet charges and fuel costs for Councillor Cynthia Watson is \$4,512 and Mayor Garry Thompson is \$0.

Please Note

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

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

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

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

4.3 Chief Executive Officer Expenses

The following reimbursements were paid to the Chief Executive Officer in the year to date as at 31 December 2020:

YTD DEC 20	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 was one formal request received from the community during this quarter for a review of decisions via the Council decision and review process.

4.5 Excess annual leave analysis

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

Key performance indicator	2019-20 YTD Results	2020-21 YTD Results
Employees with more than 40 days annual leave		
Total number	31	122
Percentage	1.6%	6.3%*

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

4.6 Council Advisory Committees

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

Council Advisory Committee	Purpose of Committee	Comments
Arts and Culture		
Boroondara Eisteddfod Advisory Committee	To provide support to Council in presenting the Boroondara Eisteddfod	Final meeting held in December to discuss 30th anniversary of Boroondara Eisteddfod. Meetings booked for 2021 calendar year.
Town Hall Gallery Collection Advisory Committee	To provide feedback to Council in the management of the City's art and heritage collection	Meetings booked for 2021 calendar year.
Community Planning and Development		
Boroondara Community Strengthening Grants Assessment Panel	To assess applications received through the Annual Community Strengthening Grants and Boroondara Triennial Operational Grants categories and to recommend funding allocations to Council	Council has endorsed the recommendations of the Boroondara Community Strengthening Grants Assessment Panel for the Annual Community Strengthening Grants 20-21 and the Triennial Operational Grants 20-23.

Section 4 - Corporate governance

Attachment 1

Council Advisory Committee	Purpose of Committee	Comments
<p>Community Disability Advisory Committee (CDAC)</p>	<p>To advise Council on strategies for identifying and addressing disability access and inclusion issues within the City of Boroondara</p>	<p>The Boroondara Community Disability Advisory Committee met via Webex on Wednesday 9 December 2020. The meeting included the following agenda items:</p> <ul style="list-style-type: none"> -An update on actions from the Disability Action Plan over the past 12 months including an overview of the work that Council has undertaken to support employment for people with a disability. -A presentation about an online learning hub being developed by the Boroondara Volunteer Resource Centre in partnership with Eastern Volunteers. -Information updates provided by all members. -An update on the Boroondara Community Plan Refresh community consultation. -A discussion about planning for Committee meetings in 2021.

Section 4 - Corporate governance Attachment 1

Council Advisory Committee	Purpose of Committee	Comments
Boroondara Community Safety Advisory Committee	To foster a partnership approach to enhance safer communities by responding, and providing feedback and information on community safety issues of concern to the community	<p>The Boroondara Community Safety Advisory Committee met via Microsoft teams on Wednesday 9 December 2020. The following items were discussed:</p> <ol style="list-style-type: none"> 1) An update on Council's activities related to emergency management and COVID-19. 2) An update on Council's activities related to graffiti management. 3) An update from Victoria Police on crime and safety issues in Boroondara. 4) Information updates provided by all members. 5) A presentation on Council's Draft Children and Young People Action Plan 2020-25. 6) Planning for 2021 Committee meetings.

Section 4 - Corporate governance Attachment 1

Council Advisory Committee	Purpose of Committee	Comments
Boroondara Family Violence Network (BFVN)	To provide a forum for planning and development of community awareness strategies addressing family violence	<p>The Boroondara Family Violence Network (BFVN) met via Webex on Tuesday 20 November 2020 and discussed the following agenda items:</p> <ul style="list-style-type: none"> - A presentation from inTouch Multicultural Centre against Family Violence on its programs and services. - A discussion about Council's activities during the 16 Days of Activism against Gender-Based Violence campaign. - An overview of the process Council is undertaking to develop its Municipal Public Health and Wellbeing Plan 2021-25. - Program and agency sharing about how agencies are operating and any issues they are experiencing during COVID-19.

Section 4 - Corporate governance

Attachment 1

Council Advisory Committee	Purpose of Committee	Comments
Boroondara Public Health and Wellbeing Plan Advisory Committee	<p>To provide feedback on current and emerging health and wellbeing issues and trends for all life stages</p> <p>To provide advice on external stakeholder health and wellbeing projects, and opportunities for advocacy</p>	<p>The Boroondara Public Health and Wellbeing Advisory Committee met via Teams on Wednesday 16 December 2020. The meeting included the following agenda items:</p> <ul style="list-style-type: none"> - An overview of the Boroondara Community Plan Refresh, including integration of the Municipal Public Health and Wellbeing Plan 2021- 2025. - Presentation of the initial findings from the Municipal Public Health and Wellbeing Plan 2021-2025 survey. - Presentation on Council's Draft Children and Young People's Action Plan. - Information updates provided by members. - An update on the expression of interest process for community representatives to join the Committee. - Feedback was sought on planning for the Committee meetings in 2021.
Economic Development		
Marketplace Development Fund (MDF)	To determine on expenditure to promote Camberwell on Sundays and associated infrastructure with funds raised by Rotary	Maintaining communication with Marketplace Development Fund (MDF) committee to discuss and plan activities and promotion of the Camberwell Shopping precinct. There has been a hiatus in meeting and spend other than keeping social channels updated due to Covid-19.
Family, Youth and Recreation Services		
Boroondara Early Years Advisory Committee	To provide information and feedback for consideration by Council on issues relating to the provision of coordinated and responsive quality early year services for families and children living, working or studying in Boroondara	The quarterly meeting occurred virtually on the 15 October 2020 due to the current COVID-19 Pandemic. Major findings of the Children and Young People Draft Action Plan and adapted Library and Early Years Service delivery during COVID-19 were presented to the Committee for feedback.

Section 4 - Corporate governance

Attachment 1

Council Advisory Committee	Purpose of Committee	Comments
Boroondara Young People's Advisory Committee	To provide information and advice on issues relating to young people and their families living, working, studying or recreating in Boroondara	Council has determined that this advisory committee is no longer required. Officers have informed members. An alternative process for engaging with youth providers will be explored in 2021. The youth reference group is relaunching in 2021 to engage directly with young people.
Junction Skate & BMX Park Advisory Committee (JSBPAC)	To act in an advisory capacity on the management of the Junction Skate & BMX Park (JSBP) and support the ongoing provision of both residential amenity and recreation opportunities for young people	Council has determined that this advisory committee is no longer required due to the satisfactory management arrangements in place and officers are in the process of informing members.
Governance		
Boroondara - Swinburne University of Technology Collaborative Panel	To foster a partnership of a strong and cooperative relationship for the benefit of the Boroondara community through innovation within and around the Swinburne University of Technology campuses	The Boroondara and Swinburne University of Technology Collaborative Panel has been superseded by the establishment of the Glenferrie Precinct Development Plan Advisory Committee. The Glenferrie Precinct Development Plan Advisory Committee was established on 30 November 2020 as part of the annual Councillor Assignments. Matters previously under the auspice of the Boroondara and Swinburne University of Technology Collaborative Panel will now be considered by the new Glenferrie Precinct Development Plan Advisory Committee.
Citizen & Young Citizen of the Year Advisory Group	To assist and provide feedback to Officers in determining the Boroondara Citizen & Young Citizen of the Year	The Boroondara Citizen and Young Citizen of the year was determined in December 2020. The award winners will be announced at the annual City of Boroondara Australia Day Citizenship Ceremony on Tuesday 26 January 2021.

Section 4 - Corporate governance

Attachment 1

Council Advisory Committee	Purpose of Committee	Comments
Health, Active Ageing and Disability Services		
Add Life to Your Years Advisory Committee	To provide feedback to Council about a range of issues that may influence policy, service and program development as it affects older people	Advisory Committee appointees have now been confirmed and notified. The Committee will consist of five community members and six representatives from agencies in Boroondara. Meeting dates and times will be scheduled and confirmed with all committee members early in 2021.
Library Services		
Library Services Advisory Committee	To provide input into, feedback on and representation of community views on policy, planning and projects relating to Boroondara Library Service and advise Council of current and emerging issues and trends related to library services	In Quarter 2, the Library Services Advisory Committee terms of reference were reviewed following the November Council elections. The Advisory Committee will meet again in the new year.

Section 5 - Grants progress

Attachment 1

5. Grants progress report: 1 October - 31 December 2020

Grant applications completed/pending

Funding Body & Grant Program	Council Department	Council Project or Purpose	Closing Date or Date submitted	Amount Requested	Status and amount granted
<i>ENJOY MAP for Health</i>	Environment and Sustainable Living	Victoria Park Regional Playground	June 2020	\$50K	Pending
Community Safety Infrastructure Grant	Community Planning & Development	Canterbury Community Precinct & Maling Road placemaking	17/7/2020	\$465,717	Unsuccessful
<i>Children's week grants</i>	Health & Wellbeing Services and Arts & Culture	Boroondara Families Children's week	15/7/2020	\$1000	Successful \$770
<i>Department of Environment, Land, Water and Parks (DELWP) Local Parks Program</i>	Environmental Sustainability & Open Spaces	Gordon Barnard Off leash park	12/8/2020	\$275,000	Pending
<i>Department of jobs, precinct and regions (DJPR) - Lets Stay Connected fund</i>	Community Planning & development	Digital Device & Data library	20/8/2020	\$58,780.59	Unsuccessful
<i>The Park Revitalisation Grants Program - Department of Land, Water & Planning (Vic)</i>	Environmental Sustainability & Open Spaces	1) Victoria Park regional playground 2) Macleay Park raingarden & storm water harvesting project	9/9/2020	1) \$300,000 2) \$300,000	Pending
<i>Live Music Australia - Department of Infrastructure, Transport, Regional Development & Communications -Federal Government</i>	Arts and Culture	Friday Nights Live	11/9/2020	\$43,346	Unsuccessful

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
<i>Department of Education & training Building Blocks</i>	Health & Wellbeing Services	1)Renewal works for Fordham Avenue Kindergarten 2) Renewal works at Through Road Early Learning Centre	Sept 2020	1)\$300,000 2)\$300,000	Successful
<i>Victorian Government - Lets Stay connected Grant</i>	Community Planning & Development	Social isolation webinars joint application with six other Councils.	Sept 2020	\$29,720	Unsuccessful
<i>Department of Jobs, Precincts and Regions (DJPR) Local Councils Outdoor Eating & Entertainment package</i>	Local Economies, Placemaking and Active Ageing	Outdoor dining package for local retailers	October 2020	\$500,000	Successful
<i>MAV - MAV 16 Days of activism against gender-based violence campaign 2020</i>	Community Planning & Development	City of Boroondara 16 Days of Activism against Gender-Based Violence campaign 2020	21/10/2020	\$2,500	Successful
<i>Working for Victoria - State Government</i>	People, Culture and Development	Economic Survival and Jobs Package to assist people who have lost their jobs at this difficult time.	1/12/2020	\$788,218.00	Successful
<i>Department of Health and Human Services - Maternal Health Service agreement</i>	Health and Wellbeing services	2020-21 Maternal and Child Health service funding allocation	1/1/2020	\$1,049,075	Successful
<i>VicHealth -Reimagining health</i>	Health and Wellbeing services	International Student Activation Program	14/10/2020	\$25,000	Unsuccessful
<i>Melbourne Water - Corridors of Green</i>	Environmental Sustainability & Open Spaces	1) Chandler reserve 2) Glass Creek, Hays Paddock	15/7/2019	1)\$10,057 2)11,904	Successful

Section 5 - Grants progress

Attachment 1

Statistics for 1 October 2020 - 31 December 2020

Grant Status	Number of grants
Grant applications submitted	4
Successful grants	9
Unsuccessful grants	5
Grants pending	4

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

Attachment 2

LGPRF Performance Indicators - Service Performance Indicators

For the period ending 31 December 2020

All measures

Measures - based on Financial year	Annual 2016-17	Annual 2017-18	Annual 2018-19	Annual 2019-20	Q2 YTD 2019-20	Q2 YTD 2020-21	Q2 YTD Difference	Annual Materiality Threshold
Aquatic facilities								
AF1: User satisfaction with aquatic facilities (optional) (Defined as the satisfaction of users with the aquatic facility). <i>Comment: Annual Measure</i>	87	87	85	N/A	N/A	N/A	N/A	+ / - 5
AF2: Health inspections of aquatic facilities (number of inspections by an authorised officer within the meaning of the Public Health and Wellbeing Act 2008 carried out per Council aquatic facility). AF2.1 SUB KPI: Number of authorised officer inspections of Council aquatic facilities. AF2.2 SUB KPI: Number of Council aquatic facilities. <i>Comment: No health inspections were conducted due to covid restrictions.</i>	2.00	1.75	2.00	2.00	2.00	N/A	N/A	+ / - 1
AF6: Utilisation of aquatic facilities (number of visits to aquatic facilities per head of municipal population). AF6.1 SUB KPI: Number of visits to aquatic facilities. AF6.2 SUB KPI: Municipal population. <i>Comment: COVID-19 restrictions meant the facilities' capacities were limited for the majority of the quarter</i>	14.5	14.3	14.6	10.3	7.30	1.17	- 6.13	+ / - 3 visits
AF7: Cost of aquatic facilities (direct cost to Council less any income received for providing aquatic facilities per visit). AF7.1 SUB KPI: Direct cost of aquatic facilities less income received. AF7.2 SUB KPI: Number of visits to aquatic facilities. <i>Comment: COVID-19 has impacted significantly on both attendances and financial performance.</i>	(\$1.01)	(\$0.82)	(\$0.88)	(\$0.03)	(\$0.99)	\$ 10.49	1\$1.48	+ / - \$1

Attachment 2

LGPRF Performance Indicators - Service Performance Indicators

For the period ending 31 December 2020

All measures

Measures - based on Financial year	Annual 2016-17	Annual 2017-18	Annual 2018-19	Annual 2019-20	Q2 YTD 2019-20	Q2 YTD 2020-21	Q2 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).	3.86	2.43	1.42	1.58	1.5	1.22	- 0.3	+ / - 1.5 days
AM1.1 SUB KPI: Number of days between receipt and first response action for all animal management requests.	26,797	20,747	11,667	13,683	4,177	4,384		
AM1.2 SUB KPI: Number of animal management requests.	6,943	8,540	8,194	8,648	2,786	3,596		
AM2: Animals reclaimed (percentage of collected registrable animals under the Domestic Animals Act 1994 reclaimed).	64%	44%	51%	59%	54%	34%	-20.1%	+ / - 10%
AM2.1 SUB KPI: Number of animals reclaimed.	172	161	159	142	71	36		
AM2.2 SUB KPI: Number of animals collected (excluding Feral animals).	267	363	312	241	132	107		
<i>Comment: In this quarter, officers collected a higher than usual number of unregistered semi-owned cats, which are not usually registered and unable to be reclaimed.</i>								
AM5: Animals rehomed (percentage of collected registrable animals under the Domestic Animals Act 1994 that are rehomed).	N/A	N/A	N/A	10%	16%	13%	-2.82%	+ / - 30%
AM5.1 SUB KPI: Number of animals rehomed.	-	-	-	25	21	14		
AM5.2 SUB KPI: Number of animals collected (excluding Feral animals).	267	363	312	241	132	107		
<i>Comment: The number of semi-owned cats that would either be reclaimed or able to be rehomed, are euthanised due to medical issues or behavioural problems. The number of semi-owned cats picked up this quarter was higher than same time last year.</i>								
AM6: Cost of animal management service per population (cost to Council of the animal management service per population).	\$ 6.86	\$ 6.88	\$ 7.67	\$ 7.73	\$ 3.78	\$ 4.08	\$ 0.29	+ / - \$1
AM6.1 SUB KPI: Direct cost of the animal management service.	\$ 1,212,056	\$ 1,234,354	\$ 1,390,613	\$ 1,415,373	\$ 685,486	\$ 746,747		
AM6.2 SUB KPI: Municipal population.	176,732	179,446	181,289	183,199	181,289	183,199		
Performance statement - EXTERNALLY AUDITED								
AM7: Animal management prosecutions (percentage of successful animal management prosecutions).	100%	100%	86%	100%	100%	100%	0%	+ / - 20%
AM7.1 SUB KPI: Number of successful animal management prosecutions.	3	17	6	5	3	2		
AM7.2 SUB KPI: Total number of animal management prosecutions.	3	17	7	5	3	2		

Attachment 2

LGPRF Performance Indicators - Service Performance Indicators

For the period ending 31 December 2020

All measures

Measures - based on Financial year	Annual 2016-17	Annual 2017-18	Annual 2018-19	Annual 2019-20	Q2 YTD 2019-20	Q2 YTD 2020-21	Q2 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).	3.3%	1.1%	2.1%	4.3%	2%	4%	1.5%	+ / - 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.	9	3	5	8	2	4		
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.	271	266	237	186	100	113		
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>	60	62	62	59	N/A	N/A	N/A	+ / - 5
G3: Councillor attendance at Council meetings (percentage of attendance at ordinary and special Council meetings by Councillors).	99%	98%	97%	98%	99%	89%	-10%	+ / - 10%
G:3.1 SUB KPI: The sum of the number of Councillors who attended each ordinary and special Council meeting.	169	156	145	215	89	133		
G:3.2 SUB KPI: Number of ordinary and special Council meetings.	17	16	15	22	9	14		
G:4.2 SUB KPI: Number of Councillors elected at the last Council general election.	10	10	10	10	10	11		
<i>Comment: At the Special Council meeting on 12 October 2020 all ten (10) councillors were in attendance. At the Council general election on 24 October 2020, eleven (11) councillors were elected. Thereafter each councillor has been in attendance with the exception of one councillor who was not present at the Special Council meeting held on 30 November 2020.</i>								
G4: Cost of elected representation (direct cost of delivering Council's governance service per Councillor).	\$ 53,607	\$ 57,642	\$ 55,884	\$ 52,684	\$ 28,207	\$ 20,247	-\$ 7,960	+ / - \$5,000
G4.1 SUB KPI: Direct cost of the governance service.	\$ 536,068	\$ 576,423	\$ 558,836	\$ 526,837	\$ 282,072	\$ 222,714		
G4.2 SUB KPI: Number of Councillors elected at the last Council general election.	10	10	10	10	10	11		
<i>Comment: Incidental expenditure has been lower due to the Government directives around the COVID-19 pandemic.</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>	60	60	62	59	N/A	N/A	N/A	+ / - 5

Attachment 2

LGPRF Performance Indicators - Service Performance Indicators

For the period ending 31 December 2020

All measures

Measures - based on Financial year	Annual 2016-17	Annual 2017-18	Annual 2018-19	Annual 2019-20	Q2 YTD 2019-20	Q2 YTD 2020-21	Q2 YTD Difference	Annual Materiality Threshold
Libraries								
LB1: Physical library collection usage (number of physical library collection item loans per physical library collection item).	4.83	5.31	5.10	3.69	2.37	0.84	- 1.52	+ / - 0.5 loans
LB1.1 SUB KPI: Number of physical library collection item loans.	2,224,392	2,299,922	2,374,888	1,595,204	1,031,466	370,022		
LB1.2 SUB KPI: Number of physical library collection items.	460,094	432,794	465,589	431,817	436,088	439,504		
<i>Comment: Physical loans lower than previous years of the same Quarter due to Library closures or reduced services and capacity limits as a result of COVID-19. Lending continued for residents that have opted in to receive items via delivery and customers who collected items via our Click & Collect service from 14 September. The end of November saw the libraries open to greater capacity limits, but lending cannot be matched compared to when we were opened under normal operating conditions. It is worthy to note, due to the closures, on 28 October 88,426 items on loan were extended to a 12 November due date. Then on 6 November 91,845 items had their loans extended until 31 November. Then on 19 November 104,659 items had their loans extended until 4 January 2021. These renewal figures are not included in the statistic above.</i>								
LB2: Recently purchased library collection (number of library collection items purchased in the last 5 years).	49.3%	50.9%	50.7%	47.7%	50.09%	49.25%	-0.84%	+ / - 7.5%
LB2.1 SUB KPI: Number of library collection items purchased in the last 5 years.	237,787	237,735	236,132	229,294	237,715	248,872		
LB2.2 SUB KPI: Number of library collection items.	482,457	466,828	465,589	480,375	474,555	505,313		
<i>Comment: Collection regeneration for physical and eresources is an ongoing task within the library service and has continued throughout the COVID-19 period, with a particular focus on our eBook and eAudio collections.</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).	24.3%	24.9%	25.9%	25.0%	20.7%	21.2%	0.5%	+ / - 5%
LB4.1 SUB KPI: Number of active library borrowers (2 years ago).	39,890	41,498	46,170	44,354	32,132	35,968		
LB4.1 SUB KPI: Number of active library borrowers (1 year ago).	41,498	46,170	44,354	48,648	35,968	44,354		
LB4.1 SUB KPI: Number of active library borrowers (This year).	46,170	44,354	48,648	43,139	44,354	35,571		
LB4.2 SUB KPI: Municipal population (2 years ago).	172,612	174,787	176,732	179,446	179,446	181,289		
LB4.2 SUB KPI: Municipal population (1 year ago).	174,787	176,732	179,446	181,289	181,289	183,199		
LB4.2 SUB KPI: Municipal population (This year).	176,732	179,446	181,289	183,199	183,199	183,199		
<i>Comment: Library members have continued to borrow via our delivery and Click & Collect service for physical items during closures, which has been highly popular, along with borrowing our eResources. Customers returned once the libraries were able to open, even though the services have been reduced due to COVID-19.</i>								
LB5: Cost of library service per population (direct cost to Council of the library service per population).	\$ 44.53	\$ 46.05	\$ 50.39	\$ 49.71	\$ 25.59	\$ 24.69	-\$ 0.90	+ / - \$10
LB5.1 SUB KPI: Direct cost to Council of the library Service.	\$ 7,869,032	\$ 8,263,016	\$ 9,135,694	\$ 9,106,404	\$ 4,687,829	\$ 4,522,594		
LB5.2 SUB KPI: Municipal population.	176,732	179,446	181,289	183,199	183,199	183,199		

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LGPRF Performance Indicators - Service Performance Indicators

For the period ending 31 December 2020

All measures

Measures - based on Financial year	Annual 2016-17	Annual 2017-18	Annual 2018-19	Annual 2019-20	Q2 YTD 2019-20	Q2 YTD 2020-21	Q2 YTD Difference	Annual Materiality Threshold
Maternal and Child Health								
MC2: Infant enrolments in the MCH service (percentage of infants enrolled in the MCH).	102%	101%	101%	102%	101.4%	100.3%	-1.1%	+ / - 10%
MC2.1 SUB KPI: Number of infants enrolled in the MCH service	1,509	1,434	1,413	1,370	710	299		
MC2.2 SUB KPI: Number of birth notifications received.	1,485	1,414	1,400	1,349	700	298		
<i>Comment: Full enrolment in the MCH Service continues to occur during COVID-19 lockdown.</i>								
MC3: Cost of the MCH service (cost to Council of the MCH service per hour of service delivered).	\$ 71.32	\$ 72.34	\$ 70.72	\$ 71.89	\$ 67.77	\$ 71.20	\$ 3.44	+ / - \$15
LGPRF (MC3.1) SUB KPI: Cost to Council of the MCH service.	\$ 1,926,437	\$ 1,953,928	\$ 2,192,636	\$ 2,324,010	\$ 1,095,380	\$ 1,207,905		
LGPRF (MC3.2) SUB KPI: Hours worked by MCH nurses.	27,012	27,012	31,004	32,328	16,164	16,964		
Performance statement - EXTERNALLY AUDITED								
MC4: Participation in the MCH service (percentage of children enrolled who participate in the MCH service).	79%	80%	83%	82%	52%	72%	20%	+ / - 10%
MC4.1 SUB KPI: Number of children who attend the MCH service at least once (in the year).	5,058	4,849	4,864	4,646	2,593	3,391		
MC4.2 SUB KPI: Number of children enrolled in the MCH service.	6,427	6,063	5,877	5,664	5,029	4,714		
<i>Comment: Participation rates in Q2 were impacted by COVID-19. Participation expected to meet annual forecast range in 2021.</i>								
MC5: Participation in MCH service by aboriginal children (percentage of Aboriginal children enrolled who participate in the MCH service).	100%	96%	88%	100%	83%	84%	1%	+ / - 10%
MC5.1 SUB KPI: Number of aboriginal children who attend the MCH service at least once (in	15.5	24.5	11.0	17.5	12.0	13		
MC5.2 SUB KPI: Number of aboriginal children enrolled in the MCH service.	15.5	25.5	12.5	17.5	14.5	16		
<i>Comment: The quarterly target is on track to meet the annual target. Not all children who identify as Aboriginal are due for a Key Age and Stage visit in this quarter.</i>								
MC6: Participation in 4-week Key Age and Stage visit (percentage of infants enrolled in the MCH service who receive the first home visit).	N/A	N/A	N/A	99%	100%	99%	-2%	+ / - 10%
MC6.1 SUB KPI: Number of 4-week key age stage visits.	-	-	-	1,340	702	617		
MC1.2 SUB KPI: Number of birth notifications received.	1,485	1,414	1,400	1,349	700	626		
<i>Comment: The quarterly participation rate is higher than the birth notification rate, as the birth notification rate was higher in the previous quarter, with the higher number of visits reflective of this.</i>								

Attachment 2

LGPRF Performance Indicators - Service Performance Indicators

For the period ending 31 December 2020

All measures

Measures - based on Financial year	Annual 2016-17	Annual 2017-18	Annual 2018-19	Annual 2019-20	Q2 YTD 2019-20	Q2 YTD 2020-21	Q2 YTD Difference	Annual Materiality Threshold
Roads								
R1: Sealed local road requests (Number of sealed local road requests per 100 kilometres of sealed local road).	91.8	90.5	63.2	66.8	32.9	15.0	- 17.9	+ / - 20 requests
R1.1 SUB KPI: Number of sealed local road requests.	515	509	355	378	186	8,472		
R1.2 SUB KPI: Kilometres of sealed local roads.	561	562	562	566	565	56,587		
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).	98.0%	97.5%	97.5%	95.8%	97.0%	94.7%	-2.3%	+ / - 10%
R2.1 SUB KPI: Number of kilometres of sealed local roads below the renewal intervention level set by Council.	550	548	548	541	547	268,279		
R2.2 SUB KPI: Kilometres of sealed local roads.	561	562	562	565	565	283,217		
R3: Cost of sealed local road reconstruction (direct reconstruction cost to Council per square metre of sealed local roads reconstructed).	\$ 86.2	\$ 93.5	\$ 90.6	\$ 91.5	\$ 89.6	\$ 105.6	\$ 16.08	+ / - \$25
R3.1 SUB KPI: Direct cost of sealed local road reconstruction.	\$ 5,188,844	\$ 5,180,737	\$ 7,135,806	\$ 5,254,947	\$ 3,323,415	\$ 1,602,162		
R3.2 SUB KPI: Square metres of sealed local roads reconstructed.	60,226	55,434	78,786	57,434	37,107	15,166		
<i>Comment: No road resealing work was carried out this quarter due to COVID-19 restrictions.</i>								
R4: Cost of sealed local road resealing (direct resealing cost to Council per square metre of sealed local roads resealed).	\$ 19.73	\$ 24.2	\$ 19.6	\$ 20.2	\$ 26.8	\$ 28.5	\$ 1.76	+ / - \$10
R4.1 SUB KPI: Direct cost of sealed local road resealing.	\$ 5,707,563	\$ 2,115,506	\$ 3,449,828	\$ 4,339,232	\$ 1,039,384	\$ 269,052		
R4.2 SUB KPI: Square metres of sealed local roads resealed.	289,319	87,507	175,986	215,231	38,847	9,435		
<i>Comment: No road resurfacing was carried out this quarter as the main focus was on the reconstruction of kerb, channel, drainage and footpath works. Road resurfacing will recommence next quarter.</i>								
Performance statement - EXTERNALLY AUDITED								
R5: Satisfaction with sealed local roads (defined as the community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads).	71	73	71	72	N/A	N/A	N/A	+ / - 5
<i>Comment: Annual Measure</i>								

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LGPRF Performance Indicators - Service Performance Indicators

For the period ending 31 December 2020

All measures

Measures - based on Financial year	Annual 2016-17	Annual 2017-18	Annual 2018-19	Annual 2019-20	Q2 YTD 2019-20	Q2 YTD 2020-21	Q2 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).	89	105	119	98	103	81	- 22	+ / - 20 days
SP2: Planning applications decided within required timeframes (percentage of planning application decisions made within required timeframes).	64.0%	59.7%	65.4%	73.8%	70.2%	88.7%	18.5%	+ / - 7.5%
SP2.1 SUB KPI: Number of planning application decisions made within required timeframes.	1,138	911	1,006	970	500	638		
SP2.2 SUB KPI: Number of planning application decisions made.	1,777	1,527	1,539	1,314	713	720		
SP3: Cost of statutory planning service (direct cost to Council of the statutory planning service per planning application).	\$ 3,247	\$ 3,472	4,019	3,740	\$ 4,363	\$ 3,812	-\$ 551	+ / - \$350
SP3.1 SUB KPI: Direct cost of the statutory planning service.	\$ 4,643,144	\$ 4,864,095	\$ 4,883,176	\$ 5,004,156	\$ 2,395,492	\$ 2,523,537		
SP3.2 SUB KPI: Number of planning applications received.	1,430	1,401	1,215	1,338	549	662		
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).	52.2%	51.9%	40.8%	49.5%	62.1%	41.7%	-20.4%	+ / - 10%
SP4.1 SUB KPI: Number of VCAT decisions that did not set aside Council's decision in relation to a planning application.	35	40	31	49	36	15		
SP4.2 SUB KPI: Number of VCAT decisions in relation to planning applications.	67	77	76	99	58	36		
<i>Comment: The percentage of decisions not set aside by VCAT will vary with the types of applications received. Taking into account matters mediated on the basis of amended plans, Strategic and Statutory Planning's success rate at VCAT was 64% for the quarter.</i>								

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LGPRF Performance Indicators - Service Performance Indicators

For the period ending 31 December 2020

All measures

Measures - based on Financial year	Annual 2016-17	Annual 2017-18	Annual 2018-19	Annual 2019-20	Q2 YTD 2019-20	Q2 YTD 2020-21	Q2 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).	168.32	197.09	210.99	328.53	100.50	156.20	55.71	+ / - 20 requests
WC1.1 SUB KPI: Number of kerbside garbage and recycling bin collection requests.	11,132	13,066	13,940	21,726	6,642	10,332		
WC1.2 SUB KPI: Number of kerbside bin collection households.	66,136	66,296	66,068	66,130	66,090	66,144		
<i>Comment: The change to the collection frequency of garbage bins with the introduction of the Food Organics and Garden Organics (FOGO) service resulted in elevated customer requests for missed bins.</i>								
WC2: Kerbside collection bins missed (number of kerbside collection bins missed per 10,000 scheduled kerbside collection bin lifts).	4.09	6.54	6.45	14.86	6.02	10.56	4.54	+ / - 5 bins
WC2.1 SUB KPI: Number of kerbside garbage and recycling collection bins missed.	2,680	4,301	4,253	9,422	1,986	2,683		
WC2.2 SUB KPI: Number of scheduled kerbside garbage and recycling collection bin lifts.	6,551,259	6,577,077	6,591,026	6,340,812	3,297,125	2,540,680		
<i>Comment: The change to the collection frequency of garbage bins with the introduction of the Food Organics and Garden Organics (FOGO) service resulted in elevated customer requests for missed bins.</i>								
WC3: Cost of kerbside garbage collection service (direct cost of the kerbside garbage bin collection service per kerbside garbage collection bin).	\$ 119.83	\$ 122	\$ 124	\$ 140	\$ 65	\$ 63	-\$ 1.4	+ / - \$20
WC3.1 SUB KPI: Direct cost of the kerbside garbage bin collection service.	\$ 7,683,231	\$ 7,810,061	\$ 7,899,769	\$ 8,927,996	\$ 4,118,339	\$ 4,039,551		
WC3.2 SUB KPI: Number of kerbside garbage collection bins.	64,116	64,127	63,764	63,860	63,810	63,981		
WC4: Cost of kerbside recyclables bin collection service (direct cost of the kerbside recyclables collection service per kerbside recyclables collection bin).	\$ 33.19	\$ 46.99	\$ 74.96	\$ 84.08	\$ 37.45	\$ 40.12	\$ 2.67	+ / - \$10
WC4.1 SUB KPI: Direct cost of the kerbside recyclables bin collection service.	\$ 2,035,384	\$ 2,948,367	\$ 4,716,842	\$ 5,308,482	\$ 2,360,592	\$ 2,539,351		
WC4.2 SUB KPI: Number of kerbside recyclables collection bins.	61,324	62,745	62,924	63,139	63,035	63,298		
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).	48.81%	48.70%	48.67%	53.09%	49.63%	68.54%	18.92%	+ / - 10%
WC5.1 SUB KPI: Weight of recyclables and green organics collected from kerbside bins.	34,939	33,874	32,835	38,051	17,188	25,437		
WC5.2 SUB KPI: Weight of garbage, recyclables and green organics collected from kerbside bins.	71,580	69,559	67,468	71,669	34,635	37,110		
<i>Comment: Diversion rates in 2020-21 reflects improvements of Food Organics and Garden Organics (FOGO).</i>								

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LGPRF Performance Indicators - Service Performance Indicators

For the period ending 31 December 2020

All measures

Measures - based on Financial year	Annual 2016-17	Annual 2017-18	Annual 2018-19	Annual 2019-20	Q2 YTD 2019-20	Q2 YTD 2020-21	Q2 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).	\$ 444	\$ 398	\$ 351	\$ 366	\$ 174	\$ 195.53	\$ 22	+ / - \$75
FS3.1 SUB KPI: Direct cost of food safety service.	\$ 929,800	\$ 868,113	\$ 798,050	\$ 814,874	\$ 403,551	\$ 545,911		
FS3.2 SUB KPI: Number of food premises registered or notified in accordance with the Food Act 1984.	2,094	2,182	2,276	2,229	2,319	2,792		
<i>Comment: Food and Water sampling is conducted throughout the year, however it was suspended between March and June 2020 due to COVID-19. The increase in cost is due to sampling quotas concentrated towards the end of the year to achieve the yearly target. The number of food premises during Q2 was reduced as 66 businesses permanently closed.</i>								

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LGPRF Performance Indicators - Service Performance Indicators

For the period ending 31 December 2020

All measures

Measures - based on Calendar year	Annual 2016	Annual 2017	Annual 2018	Annual 2019	Q4 YTD 2019	Q4 YTD 2020	Annual difference 2019 vs 2020	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).	1.50	1.70	1.70	1.66	1.66	1.87	0.2	+ / - 2 days
FS1.1 SUB KPI: Number of days between receipt and first response action for all food complaints.	120	241	260	283	283	234		
FS1.2 SUB KPI: Number of food complaints.	80	142	153	170	170	125		
FS2: Food safety assessments								
(percentage of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment).	100%	100%	100%	100%	100%	100%	0%	+ / - 10%
FS2.1 SUB KPI: Number of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment in accordance with the Food Act 1984.	956	962	968	961	961	985		
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.	956	962	968	961	961	985		
Performance statement - EXTERNALLY AUDITED								
FS4: Critical and major non-compliance notifications (percentage of critical and major non-compliance outcome notifications that are followed up by Council).	99%	99%	99%	99%	94%	96%	2%	+ / - 10%
FS4.1 SUB KPI: Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up.	490	451	396	427	411	236		
FS4.2 SUB KPI: Number of critical non-compliance notifications and major non-compliance notifications about food premises.	493	454	401	431	437	246		

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Indicator/measure	Annual 2017-18	Annual 2018-19	Annual 2019-20	Q2 YTD 2019-20	Q2 YTD 2020-21	Q2 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	\$589	\$640	\$51	+ / - \$200
<i>Infrastructure per head of municipal population</i> [Value of infrastructure / Municipal population]	\$4,720	\$4,772	\$4,903	\$4,715	\$4,911	\$197	+ / - \$1,000
<i>Population density per length of road</i> [Municipal population / Kilometres of local roads]	318.59	321.86	323.22	323.22	323.22	0.00	+ / - 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	\$1,139	\$1,091	-\$47	+ / - \$100
Recurrent grants							
<i>Recurrent grants per head of municipal population</i> [Recurrent grants / Municipal population]	\$86	\$79	\$73	\$46	\$33	-\$13	+ / - \$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	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%	5.7%	6.1%	0.4%	+ / - 2%

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Indicator/measure	Annual 2017-18	Annual 2018-19	Annual 2019-20	Q2 YTD 2019-20	Q2 YTD 2020-21	Q2 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	\$1,381	\$1,494	\$113	+ / - \$200
<i>Expenses per property assessment indicator is outside the thresholds due to the timing of project expenditure levels for the 2020-21 financial year.</i>							
Revenue level *							
Average rate per property assessment [General rates and Municipal charges / Number of property assessments]	New in 2020	New in 2020	\$2,006	\$2,014	\$2,060	\$46	+ / - \$100
Liquidity							
Working capital							
Current assets compared to current liabilities [Current assets / Current liabilities] x100	235.5%	300.8%	272.4%	737.1%	572.1%	-165.0%	+ / - 80%
Unrestricted cash							
Unrestricted cash compared to current liabilities [Unrestricted cash / Current liabilities] x100	-7.4%	160.6%	131.9%	333.0%	216.4%	-116.6%	+ / - 70%
<i>The liquidity ratios are outside the thresholds for the second quarter of 2020-21 primarily due to lower cash holdings and implementation of the new accounting standard for leases (AASB 16) at 30 June 2020. At 30 June 2020, the new accounting standard for leases was implemented requiring Council to bring the majority of operating leases on-balance sheet totalling \$3.14 million and is recognised in quarter two 2020-21 results.</i>							
<i>The lower cash balance is primarily due to the impact of COVID-19 on Council's revenue streams over the last quarter of 2019-20 and first half of 2020-21.</i>							

Attachment 2

Indicator/measure	Annual 2017-18	Annual 2018-19	Annual 2019-20	Q2 YTD 2019-20	Q2 YTD 2020-21	Q2 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%	13.6%	12.6%	-1.0%	+ / - 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%	0.8%	1.3%	0.5%	+ / - 2%
Indebtedness							
Non-current liabilities compared to own source revenue [Non-current liabilities / Own source revenue] x100	14.3%	13.4%	15.9%	14.1%	17.8%	3.8%	+ / - 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%	78.5%	86.9%	8.4%	+ / - 30%
Operating position							
Adjusted underlying result *							
Adjusted underlying surplus (or deficit) [Adjusted underlying surplus (deficit) / Adjusted underlying revenue] x100	12.7%	9.7%	2.1%	50.3%	43.3%	-7.0%	+ / - 5%
<i>In response to the COVID-19 pandemic, there have been impacts on revenue and expenditure streams for 2019-20 and 2020-21. This includes \$4.50 million of Council's financial assistance support for residents, local business and community groups.</i>							
Stability							
Rates concentration *							
Rates compared to adjusted underlying revenue [Rate revenue / Adjusted underlying revenue] x100	74.9%	76.2%	79.4%	86.4%	92.2%	5.8%	+ / - 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%	0.17%	0.16%	0.0%	+ / - 0.10%

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

Attachment 3

Governance and Management Checklist

(as at 31 December 2020)

Governance and Management Items	Assessment	Outcome
1 Community engagement policy (policy outlining Council's commitment to engaging with the community on matters of public interest)	Policy Date of operation of current policy	YES 10/12/2015
2 Community engagement guidelines (guidelines to assist staff to determine when and how to engage with the community)	Guidelines Date of operation of current guidelines	YES 10/12/2015
3 Strategic Resource Plan (plan under section 126 of the Act outlining the financial and non-financial resources required for at least the next 4 financial years)	Adopted in accordance with section 126 of the Act Date of adoption	YES 20/07/2020
4 Annual budget (plan under section 130 of the Act setting out the services to be provided and initiatives to be undertaken over the next 12 months and the funding and other resources required)	Adopted in accordance with section 130 of the Act Date of adoption	YES 20/07/2020
5 Asset management plans (plans that set out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)	Plans Date of operation of current plans Roads Asset Management Plan Buildings Asset Management Plan Paths Asset Management Plan Drainage Asset Management Plan Open Space Asset Management Plan	YES February 2016 August 2017 September 2016 September 2017 June 2016
6 Rating strategy (strategy setting out the rating structure of council to levy rates and charges)	Strategy Date of operation of current strategy	YES 26/06/2017
7 Risk policy (policy outlining Council's commitment and approach to minimising the risks to Council's operations)	Policy Date of operation of current policy	YES 25/02/2019

Attachment 3

Governance and Management Items	Assessment	Outcome
8 Fraud policy (policy outlining Council's commitment and approach to minimising the risk of fraud)	Policy Date of operation of current policy	YES 02/01/2020
9 Municipal emergency management plan (plan under section 20 of the <i>Emergency Management Act</i> 1986 for emergency prevention, response and recovery)	Prepared and maintained in accordance with section 20 of the <i>Emergency Management Act</i> 1986 Date of preparation	YES 29/05/2020
10 Procurement policy (policy under section 186A the Act outlining the matters, practices and procedures that will apply to all purchases of goods, services and works)	Prepared and approved in accordance with Section 186A of the Act Date of approval	YES 22/06/2020

Attachment 3

Governance and Management Items	Assessment	Outcome
11 Business continuity plan (plan setting out the actions that will be undertaken to ensure that key services continue to operate in the event of a disaster)	Plan	Date of operation of current plan
	Governance and Legal	December 2020
	People Culture and Development	November 2020
	Chief Financial Office	November 2020
	Health and Wellbeing Services	November 2020
	Arts and Culture	November 2020
	Liveable Communities	November 2020
	Library Services	November 2020
	Community Planning and Development	November 2020
	Transformation and Technology	November 2020
	Customer and Communication	November 2020
	Strategy and Performance	November 2020
	Building Services	December 2020
	Civic Services	November 2020
	Strategic and Statutory Planning	November 2020
	Facilities, Waste and Infrastructure	November 2020
	Traffic and Transport	November 2020
Environment Sustainability and Open Spaces	November 2020	
Asset and Capital Planning	November 2020	
Capital Projects	January 2021	

Attachment 3

Governance and Management Items	Assessment	Outcome
12 Disaster recovery plan (plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)	Plan Date of operation of current plan	YES 08/11/2019
13 Risk management framework (framework outlining Council's approach to managing risks to the Council's operations)	Framework Date of operation of current framework	YES 25/02/2019
14 Audit and Risk Committee (role is to oversee the integrity of Council's financial reporting, processes to manage risks to the Council's operations and for compliance with applicable legal, ethical and regulatory requirements).	Established in accordance with section 53 of the Local Government Act 2020 Date of establishment <i>Note: Boroondara has had an Audit Committee from the date of its establishment.</i> <i>The Audit Committee Charter is reviewed annually. Councillor Committee members are nominated by Council on an annual basis. The current Audit Committee Charter was adopted by Council on 23 April 2018.</i>	YES 24/08/2020
15 Internal audit (independent accounting professionals engaged by the Council to provide analyses and recommendations aimed at improving Council's governance, risk and management controls)	Engaged Date of engagement of current provider	YES 01/10/2017
16 Performance reporting framework (a set of indicators measuring financial and non-financial performance including the performance indicators referred to in section 131 of the act)	Framework Date of operation of current framework	YES 23/06/2015
17 Council plan reporting (report reviewing the performance of the Council against the Council Plan including the results in relation to the strategic indicators, for the first six months of the financial year)	Report Date of operation of current report	YES 24/02/2020
18 Financial reporting (quarterly statements to Council under section 138 of the Act comparing budgeted revenue and expenditure with actual revenue and expenditure)	Statements presented to Council in accordance with section 138(1) of the Act Date statements presented	YES 14/12/2020 24/08/2020 25/05/2020 24/02/2020

Attachment 3

Governance and Management Items	Assessment	Outcome
19 Risk reporting (six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)	Reports Date of reports	YES 09/12/2020 12/05/2020
20 Performance reporting (six-monthly reports of indicators measuring the results against financial and non-financial performance, including the performance indicators referred to in section 131 of the Act)	Reports Date of reports	YES 14/12/2020 24/08/2020 25/05/2020 24/02/2020
21 Annual report (annual report under sections 131, 132 and 133 of the Act to the community containing a report of operations and audited financial and performance statements)	Considered at a meeting of Council in accordance with section 134 of the Act Date of consideration	YES 12/10/2020
22 Councillor Code of Conduct (Code under section 76C of the Act setting out the conduct principles and the dispute resolution process to be followed by all councillors)	Reviewed in accordance with section 76C of the Act Date reviewed	YES 13/02/2017
23 Delegations (a document setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff)	Reviewed in accordance with section 11 of the Local Government Act 2020 Date reviewed Council to CEO Council to Staff Council to Committees	YES 01/06/2020 01/09/2020 01/09/2020
24 Meeting procedures (Governance Rules developed with respect to the conduct of Council and Delegated Committee meetings)	Governance Rules were developed, adopted and remain in force in accordance with the section 60 of the Local Government Act 2020 Date commenced	YES 01/09/2020