

7 Presentation of officer reports

7.1 March 2020 Quarterly Performance Report

Abstract

The Quarterly Performance Report for March 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 \$71.07 million is \$9.78 million above the September Amended Budget of \$61.29 million. The favourable year to date variance is attributable to a number of factors which are outlined in **Section 2 of Attachment 1 - Financial Overview**.

The overall financial position at 31 March 2020 is satisfactory with a working capital ratio of 4.91 to 1 (includes reserve funds of \$18.70 million and 0.5% cash contingency for emergency response works).

For the March quarter, 16% of the 2019-20 annual commitments have been completed and a further 80% have been commenced.

Achievements of the Strategic Indicators have been assessed at 79%.

Officers' recommendation

That Council resolve to receive and note the Quarterly Performance Report for March 2020 (**Attachment 1**).

Responsible director: Bruce Dobson
Customer Experience and Business Transformation

1. Purpose

The purpose of this report is for Council to receive and note the March 2020 Quarterly Performance Report for the period ended 31 March 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 March 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 2019 Amended Budget, approved by Council on 23 September 2019.

The March QPR typically includes the March Full Year Forecast. As the organisation is currently undertaking further reforecasting due to the impacts of the Coronavirus Disease (COVID-19) pandemic, the Full Year Forecast will be delayed. The Full Year Forecast is proposed to be presented to Council as part of the April 2020 Monthly Financial Report for endorsement.

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

4. Outline of key issues/options

Financial

The year to date surplus result of \$71.07 million as per the budget is due to the striking of full year annual rates in August 2019. 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 \$9.78 million or 16% is due to timing differences for income and expenditure across Council which are outlined below.

Balance Sheet and Cash Flow Statement

Cash and investment holdings are \$160.46 million as at 31 March 2020 which has increased by \$34.94 million from 30 June 2019.

The Balance Sheet as at 31 March 2020 indicates a satisfactory result with total current assets of \$203.90 million and total current liabilities of \$41.54 million.

Please refer to **page 18 and 19 of Attachment 1** for further detail.

Non-financial

The 2019-20 Budget contains 51 annual commitments. For the March quarter, 16% of the 2019-20 annual commitments have been completed and a further 80% have been commenced.

The Council Plan 2017-21 contains 49 Strategic Indicators. The achievement of the Strategic Indicators indicates 15 (79%) reported quarterly are completed or above forecast. Please refer to **pages 44 to 45 of Attachment 1** for further detail.

Refer Executive Overview in **Attachment 1** for more information.

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.

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: Greg Hall, Chief Financial Officer

Report officer: Sapphire Allan, Management & Reporting Accountant



Attachment 1

March
2020

City of Boroondara
**Quarterly Performance
Report**



www.boroondara.vic.gov.au

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Quarterly Performance Report – March 2020
Attachment 1

1. Executive Overview

1.1 Introduction and overview

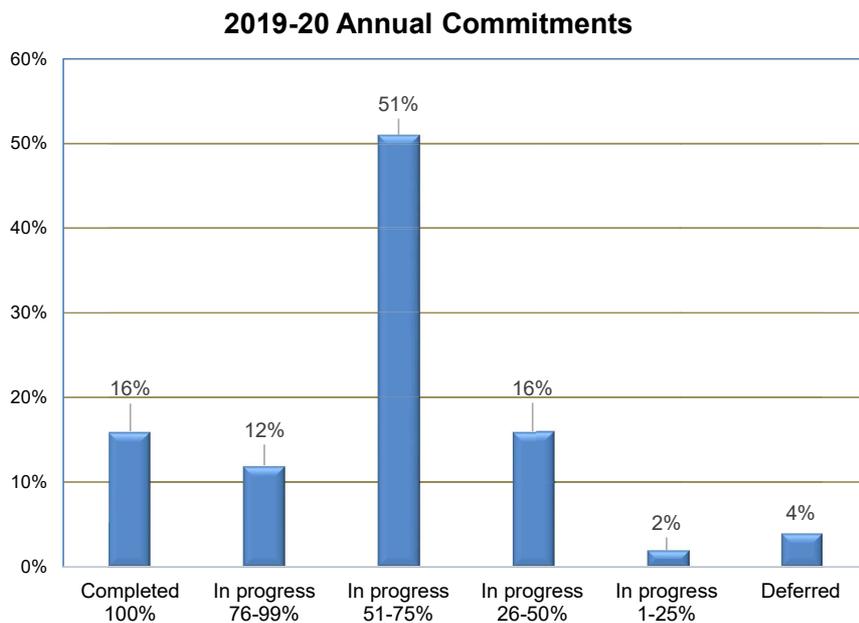
The Quarterly Financial Report for March 2020 has been prepared in accordance with Australian Accounting Standards.

This executive overview will focus on a summary of financial and non-financial issues and key highlights, while **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 2019 Amended Budget, approved by Council on 23 September 2019 which includes the carry forward funding for final 2018-19 priority projects and capital works forward commitments.

1.2 Performance against annual commitments

There are 51 annual commitments. For the quarter ended March 2020, achievement of annual commitments has been reported as per the following chart.



For the quarter ended March 2020, the 2019-20 annual commitments indicate that 16% of commitments have been completed and a further 80% have been commenced. In addition, 4% (2) of commitments have been deferred at this stage due to the issues related to the Coronavirus Disease (COVID-19) pandemic.

Annual commitments to the community include a range of activities that have been undertaken during the year.

The eight commitments completed are as follows:

- Investigation into the development of an online permit and registration portal has been completed. Initial outcomes resulted in the Animal registration, Residential Parking Permits and Disabled Permit renewals e-forms being introduced for use on the website by the customer.
- Managed the transition of the Annual Property Revaluation from the City of Boroondara to the Valuer-General to comply with State Government legislation.
- Developed a Digital Signage strategy to strategically guide the use of Council's digital signage throughout the municipality, with templates proposed to be piloted with the Kew Recreation Centre Capital Works project.
- The new draft healthy ageing Plan, 'Add life to your years - Healthy Ageing in Boroondara' was adopted by Council in December 2019.
- Works to reduce tap water use and stormwater pollution has been completed at Boroondara Sports Complex and Ferndale Park Pavilion.
- Four splitter islands have been constructed as part of the Road Safety Strategy to improve road safety for all road users.
- Completed the Christmas in Boroondara Program for 2019-20.
- Provided opportunities for the community to interact with Council at the Ashburton Festival and the Glenferrie Festival through the Pop-Up Council Program.

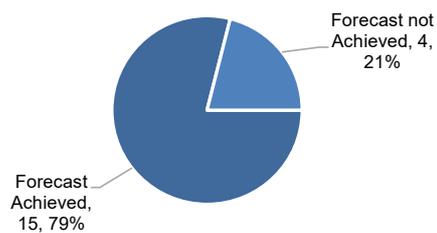
Refer to **Section 5** of this report for more information.

1.3 Performance of Strategic Indicators

The Council Plan 2017-21 has 49 Strategic Indicators; 19 indicators reported quarterly and 30 indicators reported annually at 30 June 2020. The status of the 19 Strategic Indicators reported quarterly has been assessed as follows. More detail can be found in **Section 5** of this report.

Strategic Indicators - Organisational Level

(Year to date results compared to year to date forecasts)



Quarterly Performance Report – March 2020

Attachment 1

1.4 Key financial highlights and overview

Key financial summary	ANNUAL ORIGINAL BUDGET \$'000	YTD ACTUAL (1) \$'000	YTD BUDGET (2) \$'000	YTD VARIANCE (1) - (2) \$'000	YTD VARIANCE (1) / (2) %	STATUS YTD VARIANCE	ANNUAL SEPTEMBER AMENDED BUDGET (3) \$'000
Surplus for the year	15,761	71,069	61,288	9,781	16%	✓	11,590
Recurrent income	244,917	233,125	230,996	2,129	1%	✓	244,191
Recurrent expenditure	205,100	150,062	153,287	3,225	2%	✓	207,541
Capital works							
Expenditure *	75,617	37,599	52,900	15,301	29%	✓	78,447
Priority projects							
Expenditure *	21,785	11,879	16,936	5,057	30%	✓	24,157
Closing cash and investments **	100,456	160,464	126,017	34,447	27%	✓	102,782

* Please refer to page 12-15 for further explanation of variances.

** Please refer to page 11 for further details and explanation of closing cash and investments.

Status legend:

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

The overall financial position at 31 March 2020 is satisfactory with a working capital ratio of 4.91 to 1 (including cash contingency for emergency response works and reserve funds of \$18.70 million).

Storm Event - November 2019 and January 2020

During November 2019 and January 2020, the City encountered hail and severe winds bringing down trees and causing damage to Council's assets. Actual expenditure as at 31 March 2020 is \$361,000. Considering these events, the cash contingency will be reduced by this amount.

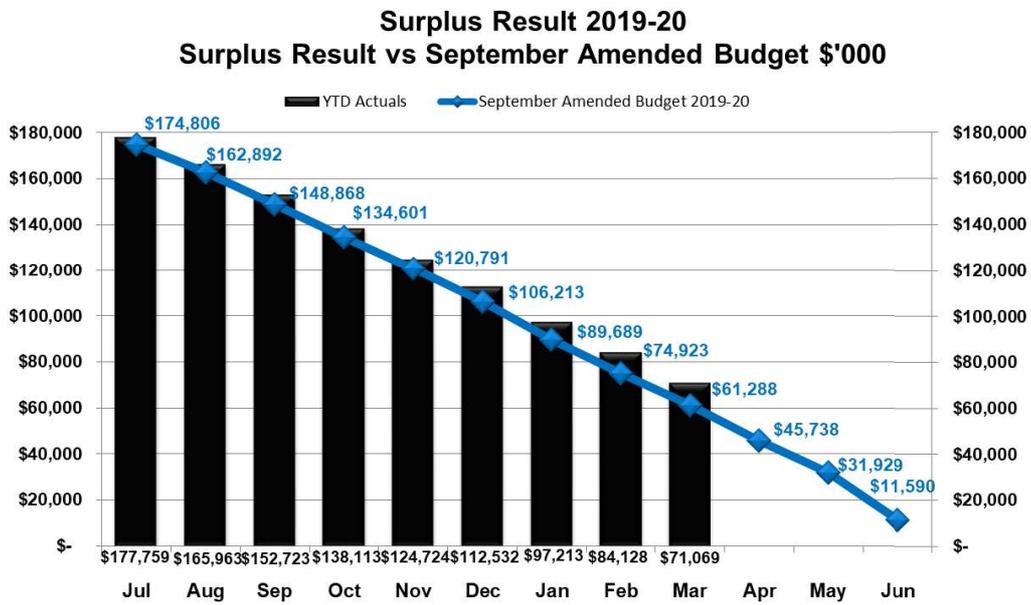
Quarterly Performance Report – March 2020 Attachment 1

Surplus Result

Year to date actual vs. September Amended Budget

The year to date surplus result of \$71.07 million as per the budget is due to the striking of full year annual rates in August 2019. 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 \$9.78 million or 16% is due to timing differences for income and expenditure across Council. Refer to **Section 2 Financial Overview** for details on Council's financial performance.

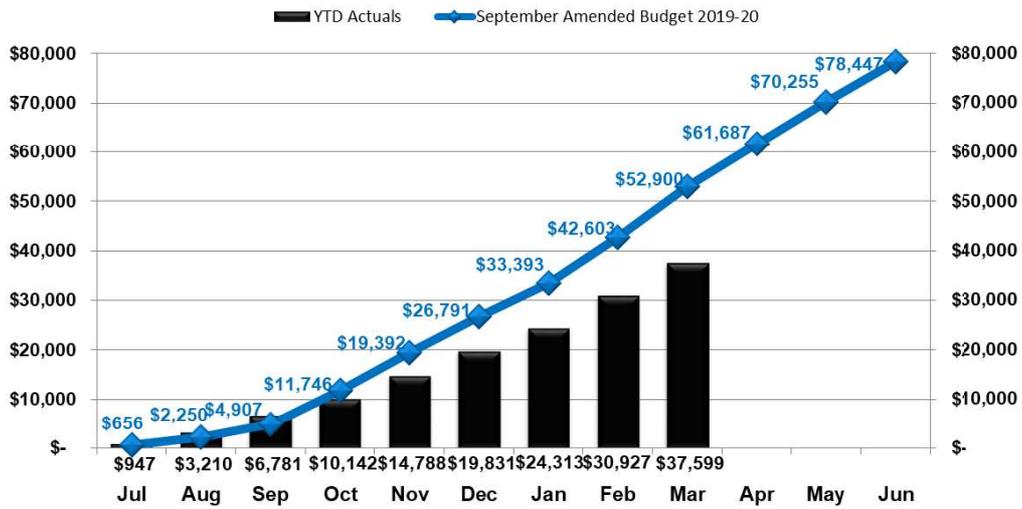
Please refer to the graphical representation below of actual year to date surplus result versus the September Amended Budget.



Quarterly Performance Report – March 2020 Attachment 1

Capital Works

**Capital Works Projects 2019-20
Cumulative Budget vs Actual Expenditure
All Projects - \$'000**



Council's year to date performance in gross capital works expenditure is \$37.60 million which is \$15.30 million below year to date budget phasing of \$52.90 million.

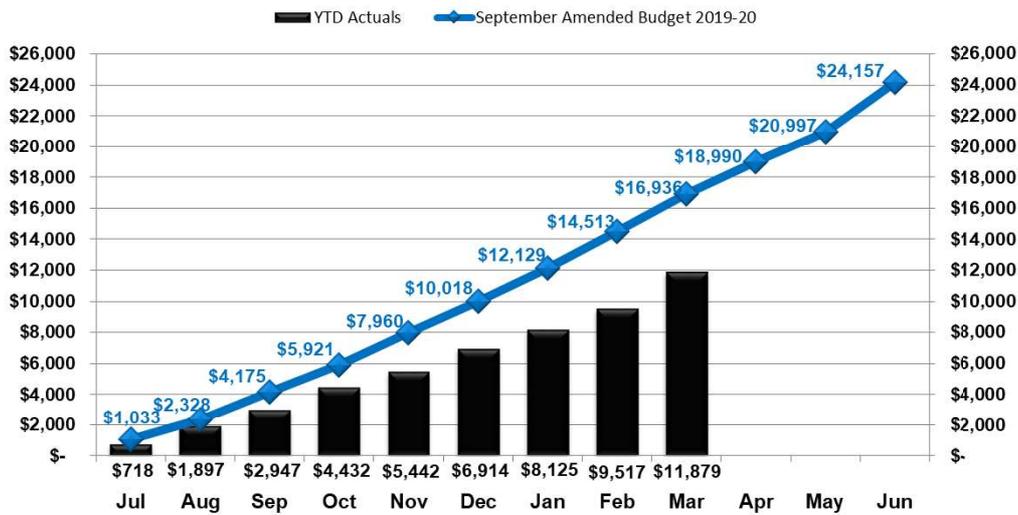
Capital works committed expenditure as at 31 March 2020 is \$22.36 million (year to date actual and commitments equates to \$59.96 million).

Please refer to **Section 2.4 Capital Works** for further explanation.

Quarterly Performance Report – March 2020 Attachment 1

Priority Projects

**Priority Projects 2019-20
Cumulative Budget vs Actual Expenditure
All Projects - \$'000**



Council's year to date performance in gross priority project expenditure is \$11.88 million which is \$5.06 million below year to date budget phasing of \$16.94 million.

Priority projects committed expenditure as at 31 March 2020 is \$2.88 million (year to date actual and commitments equates to \$14.76 million).

Please refer to **Section 2.3 Priority Projects** for further explanation.

Quarterly Performance Report – March 2020 Attachment 1

2. Financial overview

2.1 Income Statement

The year to date surplus result of \$71.07 million is \$9.78 million above the September Amended Budget surplus of \$61.29 million. The favourable result against year to date budget is due to a number of factors which are outlined below.

Year to date total recurrent and non-recurrent income is above budget by \$1.44 million comprising recurrent income of \$2.13 million and non-recurrent income of (\$690,000), while year to date total recurrent and non-recurrent expenditure is \$8.29 million (\$3.23 million + \$5.06 million) below budget.

The following table includes explanations on major income and expenditure line variances over \$75,000 against the year to date budget.

Definitions

Timing (T) = Year to date expenditure or income level is less/more than anticipated in the budget phasing. Anticipated this variance will correct by end of financial year without management action.

Permanent (P) = The dollars outlined as a permanent variance are anticipated to add/reduce the end of year result.

Forecast = Where a permanent variance has been determined, an expected full year forecast variance has been noted.

Phasing = When anticipated spread of expenditure/income across the financial year is expected to be spent/received.

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 \$369,000	P	Higher than budgeted income: <ul style="list-style-type: none"> \$369,000 - rates and charges primarily due to supplementary income.
Statutory fees and fines (\$674,000)	P P P T/P	Lower than budgeted income: <ul style="list-style-type: none"> (\$378,000) - parking related income. (\$204,000) - scheme control - lodgement fee income. (\$93,000) - perin court charges income. Higher than budgeted income: <ul style="list-style-type: none"> \$112,000 - trade permits income.

Quarterly Performance Report – March 2020

Attachment 1

Income		
Income line	Expected variance (P)ermanent (T)iming	Explanation Year to date actual vs year to date budget variations
User fees (\$202,000)	T/P T/P P P	<p>Lower than budgeted income:</p> <ul style="list-style-type: none"> • (\$268,000) - service fees and charges - primarily in Kew Traffic School and Asset Protection Services. • (\$153,000) - user fees and fines across a number of departments, primarily in Revenue & Property services. <p>Partially offset by higher income:</p> <ul style="list-style-type: none"> • \$167,000 - supplementary valuations income - this is the income Council receives from the sale of Supplementary Valuations to the State Revenue Office and Utility companies. Income has increased due to a higher than budgeted number of supplementary valuations being completed as a result of property developments in the municipality. • \$95,000 - internal building permits income.
Contributions - cash \$2.48 million	P	<p>Higher than budgeted income:</p> <ul style="list-style-type: none"> • \$2.43 million - developers open space contributions ahead of year to date planned budget phasing. A review of the full year forecast is underway and will reflect any amendments.
Rental income (\$194,000)	P	<p>Lower than budgeted income:</p> <ul style="list-style-type: none"> • (\$202,000) - lease income primarily due to due to timing of seasonal Sportsground rental income.
Other income \$421,000	T/P T/P	<p>Higher than budgeted income:</p> <ul style="list-style-type: none"> • \$333,000 - primarily in right of ways income and minor reimbursements across the organisation. Right of ways income is higher than planned budget phasing due to sale of land. The land adjoined commercially zoned property, therefore the market value was based on commercial value. • \$79,000 - Camberwell Fresh Food Market income.

Quarterly Performance Report – March 2020

Attachment 1

Expenditure		
Expense line	Expected variance (P)ermanent (T)iming	Explanation Year to date actual vs year to date budget variations
Employee costs \$884,000	T/P T/P T/P T/P	<p>Lower than budgeted expenditure:</p> <ul style="list-style-type: none"> \$4.35 million - salaries and associated costs primarily due to staff vacancies across the organisation. \$79,000 - apprentices and traineeships across the organisation. <p>Partially offset by higher expenditure:</p> <ul style="list-style-type: none"> (\$1.97 million) - temporary staff filling vacancies across the organisation. (\$1.54 million) - overtime, casuals and relievers filling vacancies across the organisation.
Materials and services \$1.26 million	T/P T T T/P T/P T T T/P T/P T/P T/P T/P T/P T/P T/P T T/P T T/P T/P T/P	<p>Lower than budgeted expenditure:</p> <ul style="list-style-type: none"> \$835,000 - professional services and advice. \$751,000 - specialist tree work and block tree pruning in Parks & Gardens. \$552,000 - trade services, primarily in recyclable collections, street tree planting program, facilities maintenance and digital services. \$330,000 - consultant expense. \$225,000 - electricity expense. \$193,000 - waste/recycling disposal. \$175,000 - legal fees expense. \$166,000 - application support. \$139,000 - carpentry services expense \$132,000 - landscape contractor expense. \$128,000 - water supply expense. \$109,000 - perin court filing expense. \$107,000 - telephone expense. \$106,000 - postage expense. \$77,000 - security cash collections expense. <p>Offset by higher than budgeted expenditure:</p> <ul style="list-style-type: none"> (\$1.23 million) - capital works in progress (items expensed due to not meeting the asset capitalisation criteria - this is a non-cash accounting entry). (\$847,000) - footpaths and reinstatements - concrete and asphalt. (\$658,000) - other rates and taxes - this relates to a Land Tax assessment being charged for the first time for land at Grace Park and the site occupied by Headspace. An objection has been lodged with the State Revenue Office and Council expects the assessment will be reversed. (\$307,000) - licencing and maintenance contracts. (\$150,000) - plumbing services expense. (\$85,000) - recruitment costs expense.

Expenditure		
Expense line	Expected variance (P)ermanent (T)iming	Explanation Year to date actual vs year to date budget variations
Other expenses \$1.01 million	T T/P T/P T/P	<p>Lower than budgeted expenditure primarily due to:</p> <ul style="list-style-type: none"> • \$276,000 - special rates expenditure behind planned budget phasing. • \$150,000 - leased assets (operating) primarily in green waste collections. • \$137,000 - grants and subsidies payable, primarily in Health, Ageing and Disability Services and Family, Youth & Recreation. • \$136,000 - training across the organisation.

2.2 Balance Sheet and Cash Flow Statement

Cash and investment holdings are \$160.46 million as at 31 March 2020 which has increased by \$34.94 million from 30 June 2019.

Total cash and investment holdings are \$34.45 million higher than year to date budget primarily due to:

- Lower payments for property, infrastructure, plant and equipment of \$18.36 million due to timing of cash outflows relating to the capital works program.
- Materials and services are lower than budget due to timing of outflows \$9.88 million.
- Higher than budgeted rates and charges of \$3.21 million due to timing and a slightly higher collection rate (85.29%) than anticipated (85%).
- Employee costs are lower than budgeted primarily due to staff vacancies across the organisation.
- Higher than budgeted developer open space contributions of \$1.65 million.
- Other payments of \$1.01 million lower than anticipated due to timing of cash outflows across the organisation.

Partially offset by:

- Statutory fees and fines lower than budget (\$1.09 million) primarily due to parking related income.

The Balance Sheet as at 31 March 2020 indicates a satisfactory result with total current assets of \$203.90 million and total current liabilities of \$41.54 million.

The working capital ratio of 4.91 to 1 (includes a 0.5% or \$787,000 cash contingency for emergency response works and reserve funds of \$18.70 million) reflects the increase in current debtors resulting from the striking of the rates which will reduce by 30 June 2020 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.

2.3 Priority Projects

Council's year to date performance in gross priority project expenditure is \$11.88 million which is \$5.06 million below year to date budget phasing primarily due to expenditure delays, most significant being:

- **80968. Boroondara Customer First Delivery and project support - (\$995,000)**
Project activity remains on schedule. Payments have been made under the agreed payment schedule with the External Delivery Partner. Due to a slight delay in Council receiving invoices based on deliverables completed, this will result in a favourable variance which will be reflected in the full year forecast.
- **80973. Enterprise Transactional Services & Payments - (\$612,000)**
Project activity remains on schedule, with the favourable variance attributed to the delayed recruitment of project resources. A favourable variance at the end of the financial year is expected to occur due to this delay.
- **81020. Glenferrie Road Placemaking Project - (\$581,000)**
Initial stakeholder engagement and community consultation has been completed and supporting technical analysis is in progress. Some events have been cancelled and activations postponed due to Coronavirus Disease (COVID-19) pandemic, however significant community input was still captured. Further community consultation will occur in July to get input on future priorities.
- **80886. Neighbourhood Shopping Centre Improvements Pilot - (\$353,000)**
Preliminary stakeholder engagement and initial community consultation has been completed and supporting technical analysis is in progress. Further community consultation has been planned for May to get input on future priorities, however this timing is subject to likely delays associated with COVID-19. Delays in recruitment of remaining project resources has contributed to the favourable variance within this project which will be reflected in the full year forecast.
- **81028. Statutory Planning Paper Files Scan on Demand - (\$238,000)**
The planning phase for this project has been completed. Arrangements have been put in place for the ordering and digitising of files, however, due to the current Government restrictions put in place due to the COVID-19 pandemic, this project has been placed on hold until arrangements can be made for the safe pick up of files from the municipal offices by the contractor.
- **81019. Commence Design and Implementation of a Digital Early Years - (\$194,000)**
Project budget is behind schedule due to a predicted higher spend towards the end of the project, as well as changes in how the hub will be launched due to the COVID-19 pandemic. Project activity remains on track to be completed by the end of the financial year.
- **81053. Recycling Campaign - (\$193,000)**
Recycling bin stickers were not produced to specification by the manufacturer and will need to be reprinted. The reprinting and redistribution will occur following the rollout of Food Organics and Garden Organics (FOGO) project.

- **80955. Tree Strategy Action Plan Implementation - (\$192,000)**

The implementation plan for the tree renewal project is now being reviewed in the context of the COVID-19 pandemic, which will result in this project being under spent at the end of year.

Priority projects committed expenditure as at 31 March 2020 is \$2.88 million (year to date actual and commitments equates to \$14.76 million).

Refer to **page 4 Executive overview** for graphical representation of priority projects year to date budget, actual and committed expenditure.

2.4 Capital Works

Council's year to date performance in gross capital works expenditure is \$37.60 million which is \$15.30 million below year to date budget phasing primarily due to expenditure delays, most significant being:

- **72243, 72764, 72853 & 72854. Ashburton Seniors Centre - (\$1.80 million)**
This project is currently under construction however the provision of temporary accommodation and some construction related issues have delayed progress. The project is now scheduled to be completed by late August 2020.
- **72507 & 72852. Camberwell Community Centre - (\$1.59 million)**
This is a multi-year project. Construction is under way, with basement excavation completed and structural works proceeding. The project is due for completion in December 2020.
- **72777. Food Organics/Waste & Recycling Centre Masterplan - (\$1.36 million)**
The tender for the supply of Food Organics and Garden Organics (FOGO) related products and services was endorsed at Council on 25 November 2019. Production of supplies has been completed and delivery to residents commenced on 9 March. The project is on schedule for FOGO to commence on 4 May 2020.
- **72012. Shopping Centre Improvement Plan - Implementation - (\$884,000)**
Works on various shopping centre road projects have experienced delays due to works being undertaken by other service authorities. The majority of these shopping centre road works should be completed by the end of the financial year.
- **72511, 72773 & 72774. Balwyn Community Centre - (\$996,000)**
Practical completion expected mid-April 2020. Provisional Certificate of Occupancy issued and service providers have commenced moving into the new facility.
- **72673. The Balwyn Park Concept Master Plan (BPCMP) Implementation - (\$621,000)**
Works are in progress and it is intended that the project will be completed by the end of the financial year.
- **72783. Gordon Barnard Reserve Raingarden & Stormwater Harvesting - (\$447,000)**
Works are 90% complete. Currently experiencing some delays with the supply of the pump system, however it is anticipated that works will be completed by the end of the financial year.
- **72583. Anniversary trail missing link through Riversdale Park - (\$441,000)**
The project is currently awaiting the land swap between Council and the Education Department to be finalised. Council is continuing to actively follow up the Education Department to finalise this exchange which will then enable the project to proceed.
- **72768. Pavilion works - increased participation in womens sport - (\$413,000)**
Works are out to tender with seven sites due to be completed by September 2020.

- **72826. Tower Hill Rd and Munro Ave, Ashburton Drainage Works - (\$320,000)**
Works have commenced and will be completed by the end of the financial year.

Capital works committed expenditure as at 31 March 2020 is \$22.36 million (year to date actual and commitments equates to \$59.96 million).

Refer to **page 3 Executive overview** for graphical representation of capital works year to date budget and actual expenditure.

2.5 Major Projects

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

		YEAR TO DATE			ANNUAL
		ACTUAL	SEPTEMBER AMENDED BUDGET	VARIANCE	SEPTEMBER AMENDED BUDGET
Tuck Stand	1	29,513	21,155	(8,358)	42,310
Balwyn Community Centre	2	4,043,526	5,039,912	996,386	5,039,912
Kew Recreation Centre	3	1,075,990	1,128,000	52,009	2,112,410
Canterbury Community Precinct	4	192,905	390,000	197,095	775,000
Ashburton Seniors Centre	5	2,069,254	3,864,286	1,795,032	6,772,967
Camberwell Community Centre	6	1,776,865	3,369,738	1,592,873	5,503,164
Total		9,188,052	13,813,091	4,625,038	20,245,763

All projects overseen by Project Control Groups.

1. Tuck Stand

This is a multi-year project. To date the service needs and associated area requirements have been investigated and initial

2. Balwyn Community Centre

Practical completion expected mid-April 2020. Provisional Certificate of Occupancy issued and service providers have commenced moving into the new facility.

3. Kew Recreation Centre

This is a multi-year project. A contract for Architectural and Consultancy Services has been awarded and project is currently in the detailed design phase. Construction programed to commence in September 2020 with completion planned for mid 2022.

4. Canterbury Community Precinct

This is a multi-year project. Town planning application has been submitted and detailed design is progressing. Construction programed to commence in August 2020 with completion planned for mid 2021.

5. Ashburton Seniors Centre

This is a multi-year project. This project is currently under construction however the provision of temporary accommodation and some construction related issues have delayed progress. The project is now scheduled to be completed by late August 2020.

6. Camberwell Community Centre

This is a multi-year project. Construction is under way, with basement excavation completed and structural works proceeding. The project is due for completion in December 2020.

3. Financial 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	188,807	189,433	189,064	369	0%	189,184
Statutory fees and fines	16,448	11,356	12,030	(674)	-6%	16,448
User fees	14,324	11,007	11,209	(202)	-2%	14,324
Grants - operating	11,869	8,887	8,959	(72)	-1%	11,438
Contributions - cash	5,269	6,525	4,044	2,481	61%	5,269
Rental income	2,777	1,888	2,082	(194)	-9%	2,777
Other income	2,623	2,380	1,959	421	21%	2,551
Interest	2,800	1,649	1,649	-	0%	2,200
Total recurrent income	244,917	233,125	230,996	2,129	1%	244,191
Recurrent expenditure						
Employee costs	88,933	64,721	65,605	884	1%	89,280
Materials and services	65,875	47,916	49,176	1,260	3%	67,040
Bad and doubtful debts	1,226	659	730	71	10%	1,663
Depreciation and amortisation	35,549	27,042	27,042	-	0%	36,070
Finance costs	1,424	1,079	1,076	(3)	0%	1,424
Other expenses	12,093	8,645	9,658	1,013	10%	12,064
Total recurrent expenditure	205,100	150,062	153,287	3,225	2%	207,541
Net recurrent operating surplus	39,817	83,063	77,709	5,354	7%	36,650
Non-recurrent income						
Priority projects income	375	597	397	200	50%	633
Capital works income	1,354	1,078	1,968	(890)	-45%	2,164
Total non-recurrent income	1,729	1,675	2,365	(690)	-29%	2,797
Non-recurrent expenditure						
Priority projects expenditure	21,785	11,879	16,936	5,057	30%	24,157
Total non-recurrent expenditure	21,785	11,879	16,936	5,057	30%	24,157
Net non recurrent operating surplus (deficit)	(20,056)	(10,204)	(14,571)	4,367	-30%	(21,360)
Net gain (loss) on disposal of property, infrastructure, plant and equipment	(4,000)	(1,790)	(1,850)	60	-3%	(3,700)
Surplus for the year ¹	15,761	71,069	61,288	9,781	16%	11,590

Note: All numbers are rounded to the nearest thousand.

- The year to date surplus result of \$71.07 million is due to the striking of full year annual rates in August 2019. 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 \$9.78 million or 16% is due to timing differences for income and expenditure. Refer to **Section 2 Financial Overview** for details on Council's financial performance.

3.2 Balance Sheet

	31 Mar 2020 \$'000	30 Jun 2019 \$'000	31 Mar 2019 \$'000
Current assets			
Cash and cash equivalents ¹	160,463	98,935	150,293
Other financial assets ¹	-	26,593	-
Trade and other receivables	42,534	17,821	37,021
Prepayments	901	1,652	73
Total current assets	203,898	145,001	187,387
Non-current assets			
Financial assets	4	4	4
Property, plant and equipment, infrastructure	3,407,497	3,402,127	3,808,877
Intangible assets	980	880	1,353
Investment property	9,086	9,045	9,164
Total non-current assets	3,417,567	3,412,056	3,819,398
Total assets	3,621,465	3,557,057	4,006,785
Current liabilities			
Trade and other payables	17,202	25,495	11,655
Interest-bearing loans and borrowings	582	1,495	555
Provisions	17,741	17,067	16,891
Trust funds and deposits	5,910	4,036	3,944
Prepaid income	106	110	119
Total current liabilities	41,541	48,203	33,164
Non-current liabilities			
Provisions	1,987	1,987	1,695
Interest-bearing loans and borrowings	24,785	24,785	26,280
Investments in associates	2,579	2,579	2,253
Total non-current liabilities	29,351	29,351	30,228
Total liabilities	70,892	77,554	63,392
Net assets	3,550,573	3,479,503	3,943,393
Equity			
Accumulated surplus	997,533	927,776	970,603
Asset revaluation reserve	2,534,337	2,534,824	2,955,887
Reserves ²	18,703	16,903	16,903
Total equity	3,550,573	3,479,503	3,943,393
Working capital ratio	4.91		

Note: All numbers are rounded to the nearest thousand.

1. Cash reflects balances in the general ledger not actual bank account balances.
2. Reserve funds comprise of Strategic Acquisition Fund (\$434,000), Open Space Development Fund (\$11.27 million) and Defined Benefits Superannuation future call up reserve (\$7.00 million).

Quarterly Performance Report – March 2020

Attachment 1

3.3 Statement of Cash Flows

	ANNUAL ORIGINAL BUDGET	YEAR TO DATE			ANNUAL SEPTEMBER AMENDED BUDGET
		YTD ACTUAL	YTD SEPTEMBER AMENDED BUDGET	YTD VARIANCE (unfav)	
	\$'000	(1)	(2)	(1) - (2)	\$'000
Cash flows from operating activities					
Rates and waste charges ¹	188,707	164,013	160,807	3,206	188,384
Statutory fees and fines ²	14,672	10,214	11,299	(1,085)	13,623
User charges and other fines	15,756	11,626	12,332	(706)	15,756
Grants - operating	13,230	9,753	10,114	(361)	13,032
Grants - capital	1,354	978	1,967	(989)	2,164
Contributions - monetary ³	5,269	6,763	4,044	2,719	5,269
Interest received	2,800	1,558	1,647	(89)	2,200
Other receipts	5,940	4,524	4,446	78	5,861
Net GST refund	13,307	9,003	10,559	(1,556)	14,138
Trust funds and deposits taken ⁴	100	1,874	-	1,874	591
Employee costs ⁵	(94,675)	(72,105)	(74,183)	2,078	(97,811)
Materials and services ⁶	(91,611)	(59,083)	(68,966)	9,883	(91,357)
Other payments ⁷	(13,238)	(9,539)	(10,546)	1,007	(13,230)
Net cash provided by operating activities	61,611	79,579	63,520	16,059	58,620
Cash flows from investing activities					
Payments for property, infrastructure, plant and equipment ⁸	(75,617)	(42,944)	(61,300)	18,356	(78,447)
Net cash used in investing activities	(75,617)	(42,913)	(61,300)	18,387	(78,447)
Cash flows from financing activities					
Finance costs	(1,424)	(817)	(818)	1	(1,424)
Repayment of borrowings	(1,495)	(913)	(913)	-	(1,495)
Net cash provided by (used in) financing activities	(2,919)	(1,730)	(1,731)	1	(2,919)
Net increase (decrease) in cash and cash equivalents	(16,925)	34,936	489	34,447	(22,746)
Cash and cash equivalents at beginning of year	117,381	125,528	125,528	-	125,528
Cash and cash equivalents at end of year	100,456	160,464	126,017	34,447	102,782

Note: All numbers are rounded to the nearest thousand.

- Rates and waste charges are higher than budget due to timing and a slightly higher collection rate (85.29%) than anticipated (85%).
- Lower than budgeted statutory fees and fines of (\$1.09 million) primarily due to parking related income.
- Contributions - monetary of \$2.72 million primarily relating to timing of developer contributions and local contributions.
- 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.
- Employee costs of \$2.08 million lower than budgeted primarily due to staff vacancies across the organisation.
- Materials and services are lower than budgeted due to timing of outflows \$9.88 million.
- Other payments of \$1.01 million lower than anticipated due to timing of cash outflows.
- Payments for property, plant and equipment differs from that presented in the capital works statement due to settlement of the 30 June 2019 creditors and forward commitment expenditure. Works delivered in the 2018-19 financial year have previously been brought to account and accrued against the 2018-19 capital works statement.

Quarterly Performance Report – March 2020

Attachment 1

3.4 Capital Works expenditure by asset group

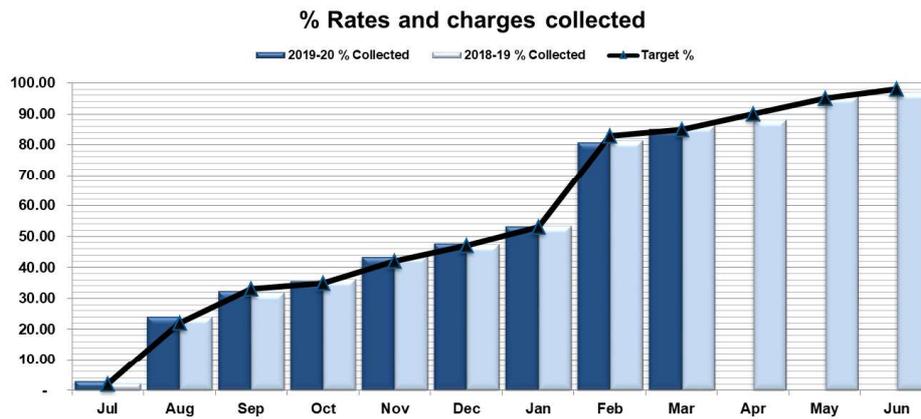
	ANNUAL ORIGINAL BUDGET	YTD ACTUAL	YTD BUDGET	YTD VARIANCE	YTD VARIANCE	COMMIT	ANNUAL SEPTEMBER AMENDED BUDGET
	\$'000s	(\$'000s)	(\$'000s)	(\$'000s)	%	\$'000s	(\$'000s)
Infrastructure							
Bridges	62	8	37	29	78%	-	62
Drainage	5,132	2,198	3,669	1,471	40%	518	5,474
Footpaths and cycleways	3,819	1,277	2,753	1,476	54%	258	3,819
Off street carparks	648	112	499	387	78%	2	678
Parks, open space and streetscapes	8,116	5,371	8,050	2,679	33%	2,551	10,036
Recreational, leisure & com facilities	3,238	1,349	1,525	176	12%	1,430	3,531
Roads	11,299	7,963	8,190	227	3%	255	11,881
Total Infrastructure	32,314	18,278	24,723	6,445	26%	5,014	35,481
Plant and Equipment							
Computers and telecommunications	2,581	1,351	1,775	424	24%	366	3,049
Fixtures, fittings and furniture	1,059	1,046	1,371	325	24%	177	1,489
Library books	985	765	824	59	7%	92	985
Plant machinery and equipment	2,731	1,542	1,565	23	1%	346	2,963
Total Plant and Equipment	7,356	4,704	5,535	831	15%	981	8,486
Property							
Building	14,985	5,259	8,600	3,341	39%	3,597	13,820
Building improvements	304	172	229	57	25%	32	414
Major Projects	20,658	9,186	13,813	4,627	33%	12,736	20,246
Total Property	35,947	14,617	22,642	8,025	35%	16,365	34,480
Total capital works expenditure	75,617	37,599	52,900	15,301	29%	22,360	78,447
Represented by:							
Asset renewal expenditure	39,246	22,077	25,879	3,802	15%	7,646	39,162
Asset upgrade expenditure	8,892	4,357	6,785	2,428	36%	2,716	9,988
New asset expenditure	15,494	8,099	12,873	4,774	37%	6,992	18,489
Asset expansion expenditure	11,985	3,066	7,363	4,297	58%	5,006	10,808
Total capital works expenditure	75,617	37,599	52,900	15,301	29%	22,360	78,447

Note: All numbers are rounded to the nearest thousand.

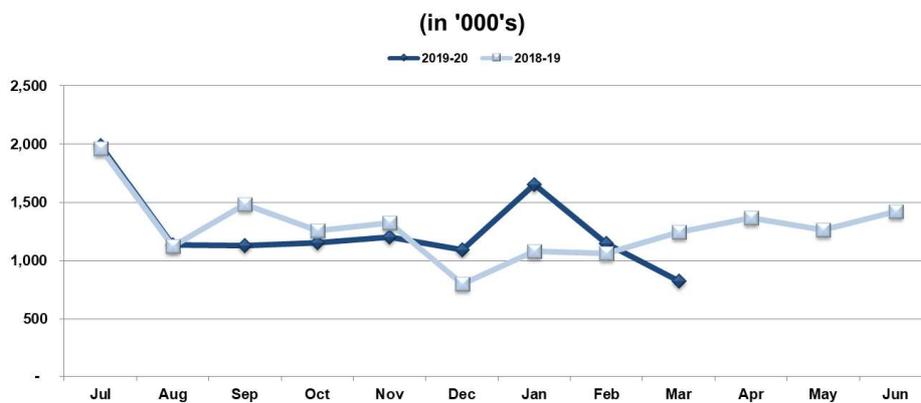
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3.5 Debtors

3.5.1 Rate Debtors



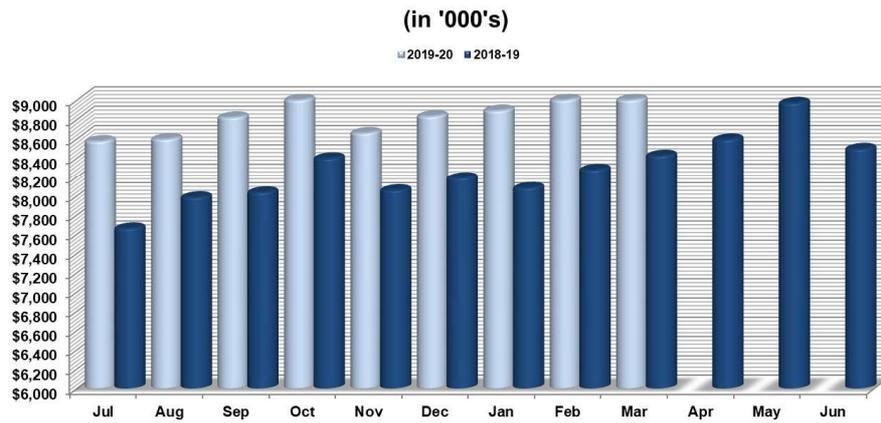
3.5.2 Sundry Debtors



The sundry debtors balance at the end of March 2020 is \$822,000 million and is \$424,000 lower than the prior year. Balances will vary from year to year depending on individual transactions processed.

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3.5.3 Infringement Debtors



The outstanding 'infringement debtors' balance of \$9.19 million is \$769,000 higher than the corresponding prior year period. This is primarily due to Parking Infringements debtors.

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

4. Corporate governance

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

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

The following table lists contracts for the provision of goods/services valued at \$150,000 or more, and contracts for the provision of works valued at \$200,000 or more that were awarded in the third quarter of 2019-20 (January - March 2020). The table summarises key information relating to the associated tender or expression of interest process. Section 186 of the *Local Government Act* 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)
2020/54	Energy - Natural Gas (PA reference 2206/0638)	Supply of retail natural gas for large and small sites	Procurement Australia contract	24 February 2020	Council	AGL Sales Pty Ltd (large sites) Origin Energy Pty Ltd (small sites)	Companies have provided services to Council in the past.	3 years	\$2,100,000
2020/85	Gardiners Creek Trail Light Schemes - Burke Road to Patterson Reserve	Supply and installation of a lighting scheme for Gardiners Creek Trail - Burke Road to Patterson Reserve	Public Tender	20 March 2020	Director	Wallgates Pty Ltd trading as 'Wallgates Electrical Services'	Wallgates Electrical Services recently completed a number of sportsground lighting projects for Council. Current member of Council's Electrical Services Annual Supply panel.	Fixed Term Project - 30 June 2020 + 52 Weeks Defects Liability Period.	\$352,521
2020/104	Camberwell Municipal Offices-Building 2 - Lift Replacement	Lift replacement for Camberwell Building 2	Selective Tender - State Government Construction Supplier Register	24 March 2020	Director	Schindler Lifts Australia Pty Ltd	New Contractor	Fixed Term Project - 28 Weeks + 52 Weeks Defects Liability Period	\$212,200

** Contracts awarded by Directors is by delegation

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Attachment 1

4.2 Councillor expenses

As required by the Councillor Support and Resources Policy, the following costs or expenses were paid for, or reimbursed to Councillors in the year to date as at 31 March 2020 are reported below:

Ward	TOTAL FOR	Information and	Fares/Cabcharge/	Travel/Vehicle/	Other	Professional	Councillor
	WARD	Communication	Parking	Accomm	Expenses	Development	Allowances
YTD MARCH 2020 Councillor - Bellevue Ward	\$ 30,260	\$ 574	\$ 108	\$ -	\$ -	\$ 4,035	\$ 25,542
Councillor - Cotham Ward	\$ 28,825	\$ 538	\$ 117	\$ 791	\$ 1,803	\$ 35	\$ 25,542
Councillor - Gardiner Ward	\$ 27,034	\$ 780	\$ -	\$ 54	\$ -	\$ 658	\$ 25,542
Councillor - Glenferrie Ward	\$ 36,757	\$ 636	\$ 491	\$ 3,354	\$ 6,733	\$ -	\$ 25,542
Councillor - Junction Ward	\$ 26,080	\$ 538	\$ -	\$ -	\$ -	\$ -	\$ 25,542
Councillor - Lynden Ward	\$ 26,468	\$ 572	\$ 55	\$ 101	\$ -	\$ 198	\$ 25,542
Councillor - Maling Ward (Mayor)*	\$ 53,205	\$ 580	\$ 27	\$ 1,088	\$ 5	\$ 50	\$ 51,464
Councillor - Maranoa Ward (Mayor)*	\$ 57,608	\$ 538	\$ 459	\$ 920	\$ 220	\$ 73	\$ 55,398
Councillor - Solway Ward	\$ 26,633	\$ 538	\$ -	\$ 553	\$ -	\$ -	\$ 25,542
Councillor - Studley Ward	\$ 26,531	\$ 749	\$ 121	\$ -	\$ -	\$ 119	\$ 25,542
Year to date total	\$ 339,400	\$ 6,043	\$ 1,379	\$ 6,861	\$ 8,751	\$ 5,168	\$ 311,197

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

Other expenses

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

Fleet charges and fuel

The Councillor Support and Resources Policy provides that a fully maintained vehicle shall be available to the Mayor and relevant fleet and fuel expenses are attributed to the Mayor of the day. Total fleet charges and fuel costs for Councillor Jane Addis is \$0 and Mayor Cynthia Watson is \$7,085.

Please Note

* Councillor for Maling Ward - Mayor up to 07 November 2019

* Councillor for Maranoa Ward - Mayor from 08 November 2019 (current)

4.3 Chief Executive Officer Expenses

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

YTD MAR 20	TOTAL	Information and Communication	Fares/Cabcharge/ Parking	Travel/Vehicle/ Accomm	Professional Development	Equipment Purchases	Catering
	Executive Management	\$ 296	\$ -	\$ -	\$ 136	\$ -	\$ -
Year to date total	\$ 296	\$ -	\$ -	\$ 136	\$ -	\$ -	\$ 160

All information is produced directly from the financial ledger.

4.4 Citizen decision and process review

There were no formal requests received from the community during this quarter for a review of decisions via the Council decision and review process.

4.5 Excess annual leave analysis

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

Key performance indicator	2018-19 Results	2019-20 YTD Results
Employees with more than 40 days annual leave		
Total number	7	16*
Percentage	0.7%	1.6%

*Note: Leave plans are in place for employees with excess annual Leave.

Quarterly Performance Report – March 2020

Attachment 1

5.0 Summary of Commitment status

The 2019-20 Budget contains 51 annual commitments and 49 Strategic Indicators. The table below depicts the progress of annual commitments during the period. Achievements of Commitments and Strategic Indicators are detailed in the following pages.

Theme	Status						
	Completed 100%	In progress 76-99%	In progress 51-75%	In progress 26-50%	In progress 1-25%	Not started	Deferred
Your Community, Services and Facilities	1	3	6	3	0	0	0
Your Parks and Green Spaces	0	0	3	1	0	0	0
The Environment	1	0	5	1	0	0	1
Neighbourhood Character and Heritage	0	1	1	0	0	0	1
Getting Around Boroondara	1	0	1	2	1	0	0
Your Local Shops and Businesses	1	0	5	1	0	0	0
Civic Leadership and Governance	4	2	5	0	0	0	0
Total	8	6	26	8	1	0	2

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: 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	30%	The initial focus is on the Building Asset Management Plan with the audit being undertaken this financial year. The tender is now being reviewed and will be awarded by 20 March 2020. A review of the data available to identify gaps in asset information of other categories (Roads, Footpaths and Drainage) to be undertaken. Initial observations indicate that specific areas require further data and inspections for analysis to develop appropriate asset management plans. The next priority asset classes for assessment include carparks, structural boardwalks, retaining walls and modelling the capacity of Council drainage networks. Additional inspection data sets will be subject to future years funding. We are also currently in the process of writing briefings for the audits of the following asset groups: Boardwalks (minor structures), carparks and retaining walls.	Asset Management
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)	In Progress	40%	On-site progress remains good with works currently 40% complete. Adjusted completion date 26 August 2020.	Projects and Strategy

Quarterly Performance Report – March 2020

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Commitments	Status	Progress	Comments	Department
Commitment 1.3: Commence the development of a new Creating an Age-friendly Boroondara Plan for 2019-24 to identify and respond to the environmental and social factors that contribute to age-friendliness and active ageing in the City.	Completed	100%	The new draft healthy ageing plan, 'Add life to your years - Healthy Ageing in Boroondara' was adopted by Council in December 2019. In addition, Council endorsed the 2020 actions for delivery.	Health, Ageing and Disability Services
Commitment 1.4: Develop and implement a campaign to promote volunteering across the Boroondara community to raise awareness of the benefits and impacts of volunteering, and encourage local residents to volunteer.	In Progress	75%	'Volunteers of Boroondara' campaign is now well underway and is focusing on the stories of 12 volunteers. Candidates have been selected, photoshoots are complete and written profiles have been drafted. A physical booklet template and digital website page are being developed. A launch event is planned for later in the year.	Community Planning and Development
Commitment 1.5: Commence a review of the Library Services Plan to ensure it aligns with current demands and trends across the municipality.	In Progress	80%	Draft of Library Services Plan developed.	Library Services
Commitment 1.6: Undertake consultation with children and young people to identify their health and wellbeing needs, in preparation to renew the Children and Young People's strategy action plan in 2020-21.	In Progress	80%	Community consultation for the children and young people action plan is almost complete with some further activities to be scheduled. So far we have reached 757 community members and 28 service providers. Service provider consultation is still occurring.	Family, Youth and Recreation
Commitment 1.7: Promote and support breastfeeding so babies in Boroondara get the best start to life.	In Progress	75%	Due to the COVID-19 social distancing requirements, breastfeeding support is now also being provided electronically by MCH nurses who specialise in breastfeeding management with the use of Facetime or Zoom.	Family, Youth and Recreation

Quarterly Performance Report – March 2020

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Commitments	Status	Progress	Comments	Department
Commitment 1.8: Progress detailed design of the Kew Recreation Centre concept plan based on the community feedback provided in stage two of the consultation.	In Progress	75%	Concept design was updated based on community feedback. This included adding a childcare facility, increasing the size of a studio, adding time controls to the Disraeli Street carpark entrance and considering improvements to the drop-off zone. Final design work is being completed in consultation with key stakeholders and neighbours.	Family, Youth and Recreation
Commitment 1.9: Produce a florilegium publication of the Maranoa Gardens flora in collaboration with the Balwyn Community Centre Botanical Art Group, to showcase the indigenous, local flora in the Maranoa Botanic Gardens, with hard copies and digital formats available.	In Progress	75%	Draft layout of book being completed, with next step including proofing and print. Planning has commenced for the launch, to be finalised in Quarter 4.	Arts and Culture
Commitment 1.10: Commence the development of the concept plan for the renewal of the Alamein Neighbourhood and Learning Centre to meet the demand for programs for people of all ages and backgrounds.	In Progress	60%	A contractor has been appointed and met a second time with the Alamein Neighbourhood Learning Centre. A draft initial plan is being developed.	Community Planning and Development
Commitment 1.11: Implement public safety and security measures in response to the Australian Government strategy for Protecting Crowded Places from Terrorism.	In Progress	50%	Reviewing list of works to be carried out over three years due to COVID-19 impact on the budget. Re-prioritising works and developing a new works program.	Parks and Infrastructure

Quarterly Performance Report – March 2020

Attachment 1

Commitments	Status	Progress	Comments	Department
Commitment 1.12: Monitor the Australian Government aged care reforms and their impact on Council and the Boroondara community, and respond accordingly.	In Progress	75%	Council continues to monitor the Australian Government aged care reforms and their impact on the Boroondara community and Council, and respond accordingly.	Health, Ageing and Disability Services
Commitment 1.13: Complete the redevelopment at the Balwyn Community Centre to provide increased community access to maternal child health, occasional care, recreational activities and learning programs for all ages.	In Progress	95%	Stakeholders have started to move into the facility. There is still minor construction on site and defects are being noted.	Projects and Strategy

Quarterly Performance Report – March 2020

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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 key sites across Boroondara.	In Progress	50%	Through Road and Grace Park Playground shade structure implementation is scheduled for April 2020. Markham Reserve Playground shade project initial community notification is scheduled to commence in April.	Environment and Sustainable Living
Commitment 2.2: Implement year one program actions to deliver accessible facilities enabling increased participation in sport. (Major initiative)	In Progress	75%	Design for wet area works program at seven sites on track to be completed this year. Works on track to be completed for three sites (Stradbroke Park, Burwood Reserve and HA Smith).	Parks and Infrastructure
Commitment 2.3: Undertake the design of the Regional Playground at Victoria Park to improve recreational use opportunities.	In Progress	70%	Site analysis and concept design is underway. Community engagement originally planned for April has been delayed due to COVID-19.	Environment and Sustainable Living
Commitment 2.4: Undertake research and generate a discussion paper providing information regarding the sports in the City facing the most significant shortfall in access to playing fields with a particular focus on those sporting codes experiencing challenges due to increased participation by girls and women.	In Progress	75%	Summer audits have been completed. Winter audits will be impacted by COVID-19 response by sporting associations. A report will be presented to Council prior to the end of 2019-20 outlining the findings from the summer research as well as the project next steps.	Parks and Infrastructure

Quarterly Performance Report – March 2020

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: Implement identified priority works at Council facilities (water harvesting, water recovery and water efficiency) to reduce tap water use and stormwater pollution.	Completed	100%	Priority works for this financial year (2019-20) are complete at Boroondara Sports Complex and Ferndale Park Pavilion.	Environment and Sustainable Living
Commitment 3.2: Reduce greenhouse gas emissions from Council's buildings by implementing cost effective energy efficiency upgrades/retrofits and installing solar photovoltaics (PV). (Major initiative)	In Progress	60%	Additional efficiency upgrade works identified through the Energy Performance Contract (EPC) process have been delivered. Installation of solar PV at 10 new sites will be undertaken in April and May.	Environment and Sustainable Living
Commitment 3.3: Enhance and maintain urban biodiversity across the municipality by implementing initiatives including the Backyard Biodiversity project, Wildlife not Weeds program and rollout of interpretive signage at biodiversity sites.	In Progress	55%	The COVID-19 situation has impacted on the delivery of a number of actions. Officers are currently developing alternative delivery methods and/or alternative actions. Project expenditure is expected to align with budget allocation.	Environment and Sustainable Living
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	65%	Festival postponed due to COVID-19. Providers notified on Monday 16 March.	Environment and Sustainable Living

Quarterly Performance Report – March 2020

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Commitments	Status	Progress	Comments	Department
Commitment 3.5: Deliver Council's award winning Living for our Future community engagement program to support the community to live well and sustainably.	In Progress	75%	Living for our Future January to June workshop program under review due to COVID-19 social distancing restrictions. Upcoming composting workshop cancelled, attendees have been notified. Workshop (face to face) delivery model under review and online/alternative delivery options being investigated. Remote delivery workshop/community support program being drafted.	Environment and Sustainable Living
Commitment 3.6: Progress actions associated with the introduction of a Food Organics and Garden Organics (FOGO) kerbside collection service to reduce the volume of waste going into landfill.	In Progress	75%	Delivery of FOGO infrastructure commenced Monday 9 March 2020 and will be completed by mid April 2020. FOGO collections will commence Monday 4 May 2020.	Parks and Infrastructure
Commitment 3.7: Progress the Tree Strategy action to introduce proactive renewal of ageing street and park trees.	In Progress	75%	Data analysis of suburb by suburb data complete, identifying species and locations of concern. The implementation plan is being reviewed in the context of COVID-19.	Parks and Infrastructure

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Attachment 1

Commitments	Status	Progress	Comments	Department
Commitment 3.8: Implement lighting upgrades using sustainable and energy efficient solutions wherever possible.	In Progress	30%	<p>Tender for the Gardiners Creek Trail lighting project has been awarded. Officers are working with the contractor to expedite the delivery of this project before 30 June 2020.</p> <p>Light upgrades at traffic treatments being pursued through CitiPower, e.g. a new light in Fordham Avenue for a new pedestrian zebra crossing at the shops is being investigated and implemented in collaboration with CitiPower. A revised detailed design has been prepared and submitted to CitiPower for Fordham Avenue, awaiting an offer of works from CitiPower to implement the new light in line with the revised design.</p>	Traffic and Transport

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Theme 4: Neighbourhood Character and Heritage

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

Commitments	Status	Progress	Comments	Department
Commitment 4.1: Review the Camberwell Junction Structure Plan and investigate the introduction of planning controls to ensure appropriate development in the centre.	In Progress	55%	Project has progressed with the scope aligned with the Place-Making Project and approach. Progress was slowed due to the resignation of the responsible staff member. A new project officer has been appointed. The project has also been delayed due to Government restrictions to combat COVID-19.	Strategic Planning
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	85%	The Municipal Wide Heritage Gap Study has continued to progress. The Panel report for C284 Hawthorn Heritage Gap Study and C294 Kew Heritage Gap Study were released. A report was also presented to the UPSC at the meeting on 3 February 2020 to consider submissions to C308 Hawthorn East Heritage Gap Study. Due to Government restrictions in relation to COVID-19, consideration of the Panel's recommendations to C294 Kew Heritage Gap Study was deferred.	Strategic Planning
Commitment 4.3: Conduct the Boroondara Urban Design Awards and implement a communications strategy to recognise and promote high-quality urban design that complements Boroondara's neighbourhood character and heritage and enhances its public realm.	Deferred	25%	Given Government restrictions to combat COVID-19, the Urban Design Awards have been deferred.	Statutory Planning

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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: Advocate for the needs of the Boroondara community in relation to the North East Link project. (Major initiative)	In Progress	75%	The Supreme Court challenge is progressing. Work continues on several legal agreements between North East Link Project (NELP) and City of Boroondara regarding a number of issues. Work continues on the early works package and site investigations.	Traffic and Transport
Commitment 5.2: Review the provision of disability parking to ensure current design standards and community needs are met.	In Progress	20%	Request for quotation has been issued to consultants to assist with the preparation of a report. The project involves auditing all Council managed off-street public car parks to review existing disability parking provisions and recommendations to meet the standards and community needs.	Traffic and Transport
Commitment 5.3: Implement actions from the Road Safety Strategy to improve road safety for all road users.	Completed	100%	Four splitter islands have been constructed. Almond Street, Campbell Road and Reading Avenue splitter islands were constructed in December 2019. Kasouka Road splitter island was constructed in late March 2020.	Traffic and Transport
Commitment 5.4: Explore opportunities and implement actions to enhance lighting on paths and shared paths to increase use and improve safety.	In Progress	30%	Tender for the Gardiners Creek Trail lighting project has been awarded. Officers are working with the contractor to expedite the delivery of this project before 30 June 2020.	Traffic and Transport

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Commitments	Status	Progress	Comments	Department
Commitment 5.5: Implement actions from adopted access plans and parking studies to improve safety, access and the effective management of parking.	In Progress	40%	<p>Good progress made on this commitment with a number of improvements / initiatives already completed.</p> <p>The remaining budget to be allocated to cover the variations for the Kew Junction Parking Guidance System.</p>	Traffic and Transport

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%	All city wide decorations were de-installed during mid-January 2020 and placed into storage for reuse. Planning is underway for the Christmas in Boroondara program for 2020.	Economic Development
Commitment 6.2: Promote and provide support to deliver the Camberwell Sunday Market, Hawthorn Makers Market, Camberwell Fresh Food Market and Boroondara Farmers Market.	In Progress	75%	Council continues to provide support to all four markets, which includes market day planning and promotion. During this quarter, a particular focus has been on finalising the Camberwell Sunday Market licence, which was executed during the quarter. Due to COVID-19, all four markets have been suspended from operating to limit transmission and protect the community.	Economic Development

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Commitments	Status	Progress	Comments	Department
Commitment 6.3: Continue to implement and promote the 'Buy Local' initiative to encourage Boroondara residents to shop within the municipality.	In Progress	75%	Council continues to promote a shop local ethos through regular articles in Council's various media platforms, including the Boroondara Bulletin and www.boroondaralife.com.au. Promotions have also included profiling all four markets operating in the City (Boroondara Farmers Market, Camberwell Fresh Food Market, Camberwell Sunday Market and the Hawthorn Makers Market). During this quarter, particular focus has been on responding to the impacts on our local businesses associated with COVID-19, namely business closures and restrictions on operating conditions in response to the State Government directives. Council officers have been working closely with the City's eight traders associations to develop and implement initiatives to support the local business community in the face of this unprecedented health and economic crisis.	Economic Development
Commitment 6.4: Deliver the Business in Boroondara program by providing a range of engaging and industry leading business support services that promote a thriving, connected and robust local economy and community.	In Progress	75%	10 events were held this quarter, however COVID-19 social distancing directives have impacted the program, resulting in the cancellation of planned events, including the cancellation of the 'Future's So Bright' youth entrepreneur conference scheduled for 17 March 2020. In recognition of the existing and predicted increased need for business support services, Council officers are developing and implementing alternative means of service delivery.	Economic Development

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Commitments	Status	Progress	Comments	Department
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.	In Progress	50%	Alamein/Victory Boulevard shopping centre implementation works have been completed and are within the contractor's maintenance period. Auburn Village construction of its streetscape works expected to commence after Easter in mid April. 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.	Environment and Sustainable Living
Commitment 6.6: Continue to service the City's retail area through the new Service Crew program.	In Progress	75%	The Service Crew is continuing to service the City's high profile retail areas, including the additional service improvement of undertaking footpath pressure washing.	Parks and Infrastructure
Commitment 6.7: Explore opportunities to undertake a placemaking approach in shaping and designing our public spaces and shopping centres, to increase social interaction, economic viability and enhancing the liveability of our community. (Major initiative)	In Progress	70%	Both placemaking projects are progressing on schedule with the Place Vision for Maling Road being completed to support the 'Vision & Priorities' engagement in May. Although some activations in Maling Road have been postponed due to COVID-19, design work is continuing for improvements to be delivered later in 2020. For the Glenferrie precinct, the 'Imagine Place' community engagement has been completed with a high number of community responses, even though two events had to be cancelled due to COVID-19. Technical analysis is continuing in the Glenferrie precinct and work has commenced on preparing the Place Vision.	Health, Ageing and Disability Services

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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: Conduct audits of Essential Safety Measures (fire safety audits) in buildings containing combustible cladding when brought to Council's attention.	In Progress	75%	Building Services attended the Advisory Reference Panel (ARP) meetings conducted by the Victorian Building Authority (VBA) to discuss any building in Boroondara that may have combustible cladding. Building Services also conduct inspections and takes appropriate enforcement action when required. Building Services have been reviewing the cladding files and following up with the owners and owners' corporations to resolve any outstanding issues. During this quarter Building Services have resolved 17 outstanding Notices or Orders in relation to combustible cladding.	Building Services
Commitment 7.2: Improve community safety by educating pool and spa owners of their responsibilities under the new legislative requirements to register pools and spas with Council and maintain safety barriers.	In Progress	80%	Building Services have received 1,100 swimming pool registrations in this quarter and sent 262 letters to swimming pool and spa owners directly to inform them of the date of construction of the swimming pool and/or spa, the applicable barrier standard and the date of when the inspection is required to be carried out. Building Services have also published information on Council's website and in the Bulletin.	Building Services
Commitment 7.3: Manage the transition of the Annual Property Revaluation from the City of Boroondara to the Valuer General to comply with State Government legislation.	Completed	100%	Completed.	Governance

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Commitments	Status	Progress	Comments	Department
Commitment 7.4: Improve the way we deliver services to the community to enable a better customer experience and increase business efficiency. (Major initiative)	In Progress	80%	A number of new digital forms have been delivered for customers including Report a Bin Problem and Maternal Day Stay. We have also made good progress in consolidating our payment gateways and introducing additional payment capabilities which are scheduled to go-live in the next quarter. We will also deploy additional digital forms for customers to use in the next quarter.	Boroondara Customer First
Commitment 7.5: Investigate development of an online permit and registration portal to enhance the customer experience when applying for and being issued permits and registrations.	Completed	100%	Investigation into the development of an online portal has been completed. As a result, animal registration, Residential Parking Permits and Disabled Permit renewal e-forms have been introduced on the website and are ready to be used by customers.	Local Laws
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.	In Progress	75%	Budget processes have been complicated by the impact of COVID-19. The budget internal steps had been almost completed when the extent and scope of the outbreak became evident. This has resulted in a full review of many aspects of the budget to determine Council's response to assist the community.	Finance and Corporate Planning
Commitment 7.7: Provide opportunities for the community to interact with Council at events and specific locations through the Pop-Up Council program.	Completed	100%	Pop-Up Councils were held at the Ashburton Festival and the Glenferrie Festival during Quarter 3. It is unlikely any further Pop-Up Councils will be held during the remainder of the financial year due to COVID-19 limitations.	Chief Customer Office

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Commitments	Status	Progress	Comments	Department
Commitment 7.8: Develop a Digital Signage strategy to strategically guide the use of Council's digital signage throughout the municipality.	Completed	100%	The Digital Signage Strategy was completed and presented to the Executive Leadership Team (ELT) with agreement that the Implementation and Policy Framework for Digital Signage would be piloted with the Kew Recreation Centre capital works project.	Chief Customer Office
Commitment 7.9: Explore opportunities to further develop mobile device management to provide efficient service delivery to our customers.	In Progress	75%	Rollout of new mobility devices to staff has been undertaken, including more effective remote connectivity for staff in the field. Wireless network upgrades have also improved connectivity for staff in the office away from their desk.	Chief Information Office
Commitment 7.10: Maintain and implement an integrated change plan that incorporates engagement, communication and training for all Customer First projects to ensure Council maintains seamless service delivery to the community.	In Progress	75%	Engagement, communication and training requirements based on change impact assessments are planned and implemented for projects in flight.	Boroondara Customer First
Commitment 7.11: Conduct an evaluation of communication channels to ensure Council is communicating to the community via their preferred channels.	In Progress	60%	An evaluation of our communication channels was completed with our community in June 2019. This research provided insight into our customers preferences for how they access Council information. The results will help inform how we communicate with our customers. Further evaluation is currently taking place (via the Customer Satisfaction Survey, which was undertaken in Quarter 3) to measure the effectiveness of the changes introduced in response to the previous year's evaluation.	Chief Customer Office

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Non-Financial Performance			
5.8 Strategic Indicators			
Themes with quarterly 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).	6,449,571	7,500,000	10,000,000
<i>Comment: Low volume due to library closures.</i>			
Participation in first MCH home visit	98%	95%	95%
✓			
Percentage of graffiti removed from Council owned assets within one business day of notification.	100%	95%	95%
✓			
Number of arts and cultural community events delivered by Council	120	113	150
✓			
Number of attendances by young people at Youth Services programs or services	4,714	3,150	4,200
✓			
The Environment			
Kerbside collection waste diverted from landfill (percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill).	49%	48%	48%
✓			
Neighbourhood Character and Heritage			
Number of complaints re Neighbourhood Character and Heritage (excluding objections to planning permit applications and submissions to strategic planning projects)	13	38	50
✓			
Percentage of 'Demolition Consents' under Section 29A of the Building Act by Building Services within checked 15 business days.	100%	100%	100%
✓			
Getting Around Boroondara			
Sealed local roads maintained to condition standards	95%	98%	98%
<i>Comment: The result is due to the change in intervention level to treat poor assets and very poor. Previously the intervention level was set at very poor. This change will allow earlier intervention and better address asset risk issues. There has been a small increase in road length due to the sealing of Delta Street.</i>			
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	98%	95%	95%
✓			
Number of traffic counts and surveys.	229	113	150
✓			

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Strategic Indicators	YTD		ANNUAL
	Actual	Forecast	Forecast
Your Local Shops and Businesses			
Number of proactive strip shopping centre maintenance inspections completed.	1,023	750	1,000
✓			
Number of members of the Boroondara Business Network.	1,321	1,200	1,200
✓			
Number of participants in Council's business training activities.	644	1,125	1,500
<i>Comment: Due to COVID-19 and associated State Government directives, 5 events were cancelled during the quarter. The Future's So Bright Conference scheduled for 17 March 2020 was cancelled. This was a keynote event for 2019-20, funded by a State Government Small Business Victoria grant. At the time of cancelling the 5 events, a total of 158 participants had registered to attend.</i>			

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	49	45	=< 45 seconds
<i>Comment: Call waiting time has been impacted in Quarter 3 by the February storm event and more recently the Coronavirus Pandemic.</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 2020.
2. Theme 2: Your Parks and Green Spaces consist of annual measures only and have not been included in the above table.