

7 Presentation of officer reports

7.1 June 2020 Quarterly Performance Report

Abstract

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

Council achieved a full year operating surplus of \$12.26 million which is \$669,000 above the September Amended Budget of \$11.59 million. The favourable variance is attributable to a number of factors which are outlined in **Section 3 of Attachment 1 – Financial Overview**.

The overall financial position at 30 June 2020 is satisfactory with a working capital ratio of 2.72 to 1 (includes reserve funds of \$18.70 million and 0.5% cash contingency for emergency response works).

For the year ended 30 June 2020, the 2019-20 annual commitments indicate 84% of commitments have been completed. Achievements of the Strategic Indicators have been assessed at 74%.

Officers' recommendation

That Council resolve to:

1. Receive and note the Quarterly Performance Report for June 2020 and adopt the final forward commitment listing and amendments for capital works and priority projects as outlined in **(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 evaluation of the Governance and Management Checklist **(Attachment 3)**.

Responsible director: **Carolyn McClean**
 Community Development

1. Purpose

The purpose of this report is for Council to receive and note the June 2020 Quarterly Performance Report for the period ended 30 June 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 June 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.

Attachment 1: June Quarterly Performance Report 2020
 (Incorporating Budget commitments, Council Plan performance, financial performance which includes the final forward commitment listing and amendments for capital works and priority projects)

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

Attachment 3: Evaluation of Governance and Management checklist

4. Outline of key issues/options

Financial

The full year operating surplus of \$12.26 million is \$669,000 above the September Amended Budget surplus of \$11.59 million.

Full year actual vs. Full year forecast

The full year forecast was presented to Council on 22 June 2020. The full year net operating surplus of \$12.26 million is \$2.00 million above the full year forecast of \$10.26 million.

Highlights of significant favourable variances across income and expenditure lines above the full year forecast include user fees and fines of \$592,000, statutory fees and fines of \$551,000, traffic road closure income of \$416,000, open space development contributions of \$383,000, Camberwell Fresh Food market income \$192,000 and Depreciation and amortisation of \$1.54 million favourable.

Balance Sheet and Cash Flow Statement

Cash, investment holdings and other financial assets are \$114.38 million as at 30 June 2020 which has increased by \$11.19 million from 30 June 2019.

The Balance Sheet as at 30 June 2020 indicates a satisfactory result with total current assets of \$137.64 million and total current liabilities of \$50.52 million.

Please refer to **page 45 and 46** of **Attachment 1** for further detail.

Non-financial

The 2019-20 Budget contains 51 annual commitments. For the June quarter, 84% of the 2019-20 annual commitments have been completed and a further 12% have been commenced.

The Council Plan 2017-21 contains 49 Strategic Indicators. The achievement of the Strategic Indicators indicates 36 (74%) were completed or above forecast. Please refer to **pages 39 to 42** of **Attachment 1** for further detail.

Local Government Performance Reporting Framework (LGPRF)

There are 59 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 that 44 of the 55 indicators with year on year comparable data are within the materiality threshold. Refer to **Attachment 2** for further detail on LGPRF indicator results.

An evaluation of the Governance and Management Checklist is also included in **Attachment 3**.

5. Consultation/communication

The Executive Leadership Team has reviewed and approved the report.

6. Financial and resource implications

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

7. Governance issues

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

8. Social and environmental issues

There are no direct impacts resulting from this report.

Manager: Callista Clarke, Acting Chief Financial Officer

Report officer: Sapphire Allan, Management & Reporting Accountant



City of Boroondara Quarterly Performance Report

June
2020



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Executive overview and key highlights

Introduction

The June 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 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.

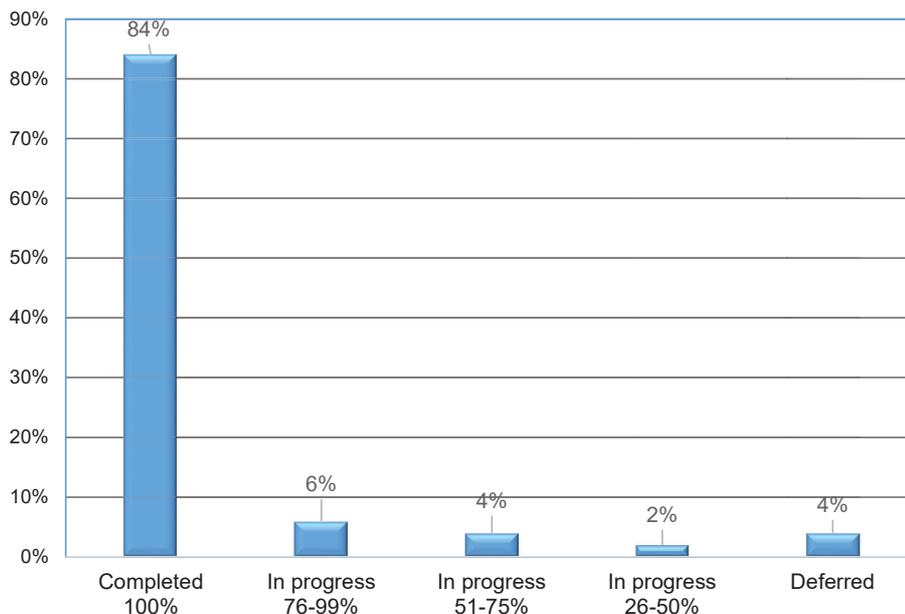
The full year forecast reflects the final result of the full year review of the annual financials undertaken during the year.

The full year forecast result included immediate and short term responses to the estimated impacts of the Coronavirus Disease (COVID-19) pandemic outbreak on Council's revenue and expenditure streams. This included Council's COVID-19 financial assistance package to support residents, local business and community groups. The financial assistance package of \$4.50 million commenced in April 2020 and has an effect over both the 2019-20 and 2020-21 financial years.

Performance against annual commitments

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

2019-20 Annual Commitments



For the quarter ended June 2020, the 2019-20 annual commitments indicate that 84% of commitments have been completed.

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

- Completed the investigation into the development of an online permit and registration portal.
- Implemented public safety and security measures in response to the Australian Government strategy for Protecting Crowded Places from Terrorism.
- Completed the redevelopment of the Balwyn Community Centre.
- Developed a dedicated webpage to promote volunteering across the Boroondara community.
- Promoted and supported breastfeeding in Boroondara.
- Progressed the Kew Recreation Centre redevelopment to tender.
- Produced a Florilegium to showcase the Maranoa Botanic Gardens.
- Implemented priority actions from the Shade Policy Implementation Plan.
- Implemented year one program actions to deliver accessible facilities which enable increased participation in sport.
- Carried out major water harvesting and treatment works at Boroondara Sports Complex.
- Continued to enhance and maintain urban biodiversity across the municipality.

- Delivered the Living for our Future community engagement program.
- Rolled out the Food Organics and Garden Organics (FOGO) kerbside collection service.
- Completed the 2019-20 Tree Strategy action plan.
- Continued to advocate for the community seeking to minimise the impact that the North East Link project will have on Boroondara.
- Finalised the report into the provision of disability parking.
- Implemented actions from the Road Safety Strategy.
- Implemented the Christmas in Boroondara program.
- Promoted and provided support to deliver the Camberwell Sunday Market, Hawthorn Makers Market, Camberwell Fresh Food Market and Boroondara Farmers Market.
- Delivered the Business in Boroondara program.
- The Service Crew completed another successful year in servicing the City's high profile retail areas.
- Conducted audits of Essential Safety Measures (fire safety audits) in buildings containing combustible cladding when brought to Council's attention.
- Maintained and implemented an integrated change plan that incorporates engagement, communication and training for all Customer First projects.
- Conducted an evaluation of communication channels to ensure Council is communicating to the community via their preferred channels.
- Published information for pool and spa owners on Council's website.
- Introduced digital forms, BPAY and Interactive Voice Response payment options.
- Implemented the Pop-Up Council program.

The strategies and plans identified for review and development in the Annual Plan have been undertaken:

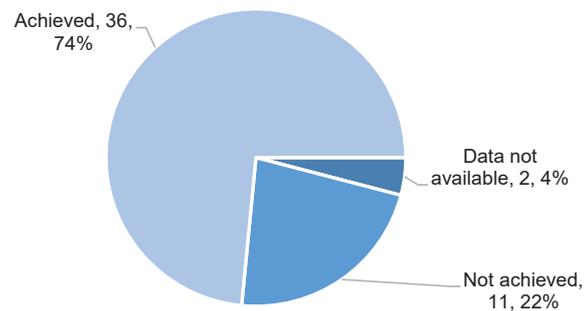
- Adoption of the healthy ageing Plan, 'Add life to your years - Healthy Ageing in Boroondara'.
- Development of the Digital Signage strategy.
- Finalisation of the concept plan for the renewal of the Alamein Neighbourhood and Learning Centre.
- Finalisation of the draft Library Services Plan.
- Community engagement in preparation to renew the Children and Young People's strategy action plan.

Refer to **Section 2** of this report for more information.

Performance of Strategic Indicators

The Council Plan 2017-21 has 49 Strategic Indicators. For the year ended June 2020 the status of the Strategic Indicators 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 39 to 42** of **Attachment 1** for further details and explanations.

Key financial highlights and overview

Key financial summary	ANNUAL ORIGINAL BUDGET	SEPTEMBER		FULL YEAR VARIANCE (1) - (2)	VARIANCE (1) / (2) %	STATUS YTD VARIANCE	FULL YEAR FORECAST (3)	FULL YEAR ACTUAL TO FORECAST VARIANCE (1) - (3)	STATUS FULL YEAR VARIANCE
	\$'000	FULL YEAR ACTUAL (1) \$'000	AMENDED BUDGET (2) \$'000						
Surplus for the year	15,761	12,259	11,590	669	6%	✓	10,256	2,003	✓
Recurrent income	244,917	241,855	244,191	(2,336)	-1%	—	240,430	1,425	✓
Recurrent expenditure	205,100	207,744	207,541	(203)	0%	—	209,092	1,348	✓
Capital works									
Expenditure *	75,617	63,436	78,448	15,012	19%	✓	73,042	9,606	✗
Priority projects									
Expenditure *	21,785	18,958	24,157	5,199	22%	✓	20,729	1,771	—
Closing cash and investments **	100,456	99,259	102,782	(3,523)	-3%	—	117,381	(18,122)	—

* Please refer to pages 54-55 & 62-63 for further explanation of variances.

** Refer to pages 45 & 46 for further details and explanation of closing cash and investments holdings and financial assets.

Status legend:

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

The overall financial position at 30 June 2020 is satisfactory with a working capital ratio of 2.72 to 1 (includes cash contingency for emergency response works and reserve funds of \$18.70 million).

Surplus Result

Full year actual vs. year to date September Amended Budget

The full year net operating surplus of \$12.26 million is \$669,000 above the September Amended Budget surplus of \$11.59 million. Refer to **Section 3 Financial Overview** for details on Council's financial performance.

Full year actual vs. Full year forecast

The full year net operating surplus of \$12.26 million is \$2.00 million above the full year forecast of \$10.26 million.

Highlights of significant favourable variances across income and expenditure lines above the full year forecast include the following:

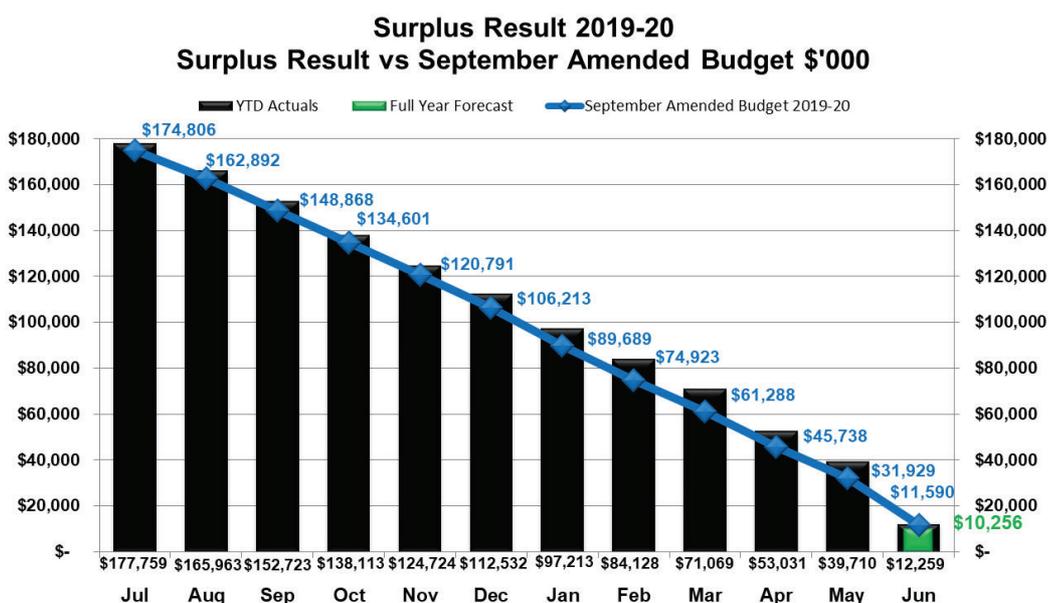
- Favourable user fees and fines of \$592,000.
- Favourable statutory fees and fines of \$551,000.
- Traffic road closure income of \$416,000.
- Open space development contributions of \$383,000.
- Favourable Camberwell Fresh Food market income \$192,000.
- Depreciation and amortisation of \$1.54 million favourable.

This surplus is partially offset by:

- Employee costs unfavourable \$817,000 (\$554,000 favourable against September Amended Budget) - primarily relating to an increase in parental leave taken and employee leave entitlements not taken during 2019-20 offset by staff vacancies and impacts of COVID-19 primarily in Local Laws.
- Lower operating grants \$819,000 - mainly due to the implementation of the new accounting standard AASB15 - Revenue from Contracts with Customers. The variance primarily relates to the Commonwealth Home Support Programme (CHSP) grants of \$905,000 and represent unspent grants where performance obligations have not been met at 30 June 2020 under an enforceable contract. Due to the ongoing COVID-19 restrictions in Victoria, Commonwealth Home Support Programme target outputs (hours) for service delivery were not achieved in 2019-20 and have been transferred to unearned revenue in the Balance Sheet. The income will be recognised when performance obligations have been satisfied in 2020-21.
- \$1.54 million unfavourable - capital works in progress expenditure written off due to not meeting asset capitalisation criteria.
- \$955,000 - loss on disposal of property, infrastructure, plant and equipment.
- \$395,000 - Council's share (net loss) of the Joint Venture at the Regional Landfill Clayton South. The interim result is based on unaudited financial statements of Regional Landfill Clayton South.

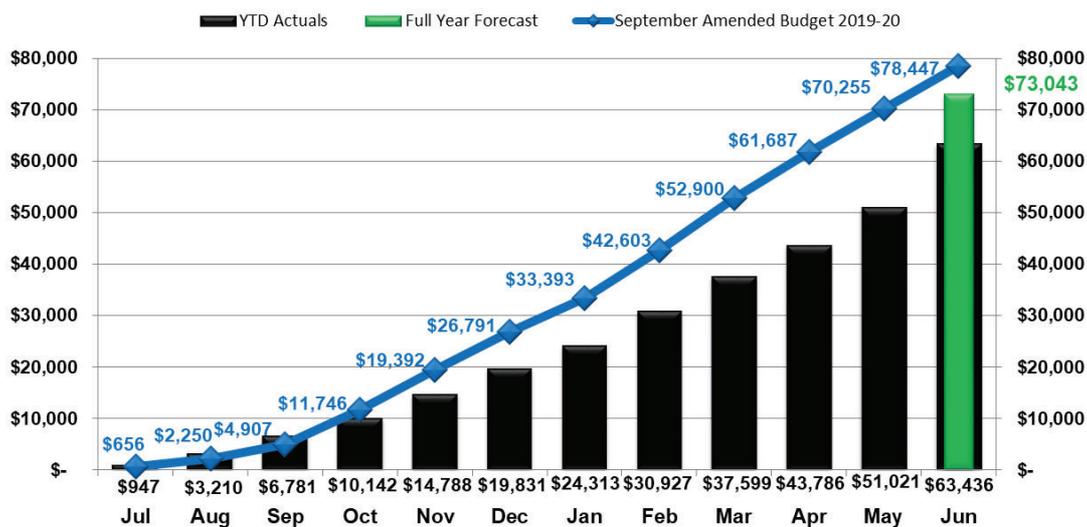
In addition to the above variances, a further \$3.07 million has been identified in net forward commitments for priority projects to be completed in 2020-21. Total forward commitments to 2020-21 is \$7.85 million.

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



Capital Works

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



Council completed 81% of the September Amended Budget Capital Works expenditure. A total of 88% (or 496 of 561) of projects were completed during the financial year. The calculation for percentage completion is based on the most recent amended budget adjusted for deferred projects approved by Council.

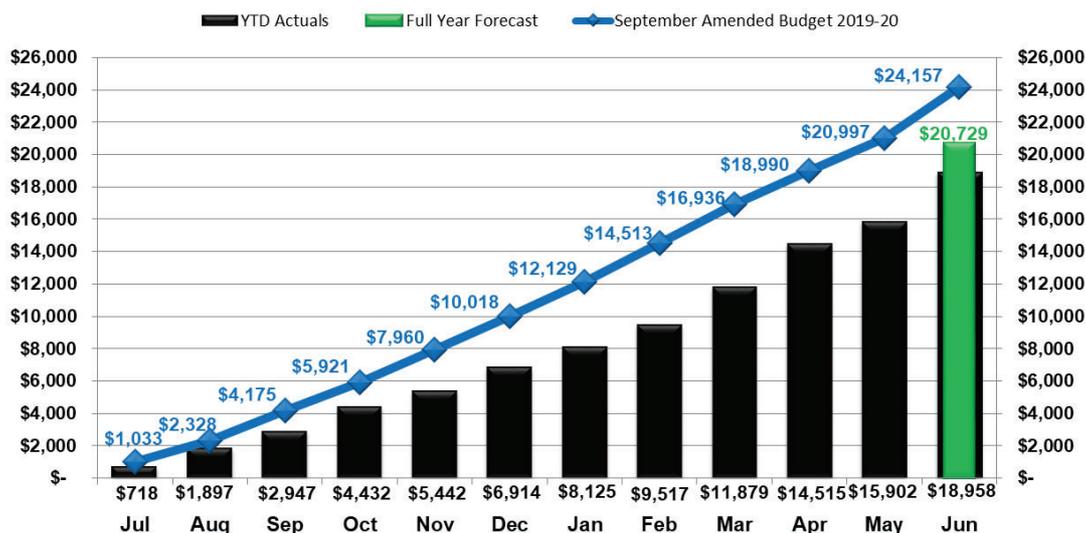
The Full Year Forecast was presented to Council on 22 June 2020. Council completed 87% of the Full Year Forecast capital works expenditure.

Council's full year actual performance in gross capital works expenditure is \$63.44 million which is \$15.01 million below budget of \$78.45 million, primarily due to expenditure delays and due to ongoing COVID-19 restrictions in Victoria, some planned capital projects could not proceed. \$5.41 million of this variance was reflected in the Full Year Forecast.

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

Priority Projects

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



Council's full year actual performance in gross priority project expenditure is \$18.96 million which is \$5.20 million below the full year budget of \$24.16 million, primarily due to expenditure delays. \$3.43 million of this variance was reflected in the Full Year Forecast.

Due to the ongoing COVID-19 restrictions in Victoria, some planned priority projects could not proceed. Please refer to **Section 3.7 Priority Projects performance** for further explanation.

1. Directorate overviews

1.1 CEO's Office

CEO's Office outcomes for the last quarter of 2019-20 include:

Governance

Key outcomes

- Hosted 18 virtual meetings of the Council to enable councillors to participate in the meetings remotely by electronic means of communication.
- Completed the Local Government Inspectorate Compliance Audit on councillor submitted interests returns.
- Assisted in the completion of two Primary Returns for senior officers.
- Commenced planning and implemented progression of relevant parts of the Local Government Act 2020 to ensure Council achieves statutory compliance.
- Completed four informal Ombudsman enquiries.
- Investigated and resolved five allegations of breach of privacy.
- Completed one Council Decision and Process review.
- Organised four citizenship ceremonies. Regrettably these had to be cancelled due to COVID-19 Stage 3 restrictions.
- Commenced preparations for the forthcoming Council elections in October 2020.

1.2 City Planning

City Planning outcomes for the last quarter of 2019-20 include:

Building Services

Key outcomes

- Building Services, together with Boroondara Customer First and the IT departments have deployed the Swimming Pool and Spa Registration e-form and 'Register' as part of the newly introduced Building regulations in relation to Swimming Pool and Spa safety barriers.
- The entire Building Service department has been able to work from home with short notice and transform into a digital based office using an electronic format for most of its applications. Hard copy files are still required to carry out inspections for building permits and enforcement inspections.

Economic Development

Key outcomes

- On 4 May, Council resolved to renew the Balwyn North Shopping Centre special rate and charge scheme (marketing and promotion for a further five years 2020-2025).
- Council business workshops and business mentoring pivoted to online delivery resulting in 36 business events being delivered differently.
- The Small Business Resilience Grants Program was launched and attracted 78 applications.

- The Thanks Boroondara Buy Local campaign was conceived and a consultant was procured to execute a launch in mid-July. The program is to be rolled out over six weeks.
- Council agreed to an additional allocation of \$120,000 to support small businesses via a range of marketing strategies.

Local Laws

Key outcomes

- In response to the COVID-19 restrictions imposed in Victoria, and Council's \$4.5 million relief package to the municipality:
 - Rebates for commercial street furniture permits for local traders were offered.
 - Fees for quarterly trader parking permits were waived.
 - Time restrictions for parking in and around hospitals, Centrelink offices and underutilised carparks were not enforced.
 - Ticket parking machine fees were suspended in paid parking areas to assist traders, shoppers and visitors.
 - Support to local traders was provided to expand their footpath trading capacity to enable social distancing.
- Implemented BPAY as an alternative infringement payment option. BPAY details are now printed on infringement notices.

Statutory Planning

Key outcomes

- Statutory Planning has processed more planning applications and Tree Protection Local Law applications this quarter than in the preceding quarters for the year.
- The number of enforcement investigations closed exceeded the previous two quarters.
- Timeframes have also been reduced, with the average time taken to determine a planning application for the quarter being the best since 2013 and the average time to determine a Tree Local Law application the best since 2016.
- A remote phone hunt group was also established enabling this important service to continue with around 180 phone calls being received through this arrangement each day.
- COVID-19 has also brought challenges to the operation of the Victoria Civil and Administrative Tribunal (VCAT). During the quarter Boroondara's Statutory Planning Department was chosen to pilot a video conference hearing for a planning appeal. VCAT has now commenced remote hearings for Councils across Victoria. VCAT has also invited officers to advise of their experiences in appeal proceedings generally.
- Dashboards were introduced as part of the Statutory Planning Paperless Project to enable staff to better manage workflow. During the quarter, dashboards were upgraded to include referral information to enable this part of the application process to be better managed. Officers can now monitor critical milestones for referrals.
- During the quarter Statutory Planning participated in the Better Approvals project. The program seeks to streamline the various approvals necessary for small

businesses. The collaboration with a range of Council Departments has resulted in a new pre-application and concierge service for small businesses.

Strategic Planning

Key outcomes

- The Urban Planning Special Committee (UPSC) endorsed the final form of Amendment C305 in June 2020 to include buildings within the Methodist Ladies' College in the Heritage Overlay. The amendment will be submitted to the Minister for Planning for approval following Council's adoption in July 2020.
- An independent Planning Panel hearing was held in May 2020 to consider submissions to the Balwyn Heritage Review. The Panel also released its findings on the amendment in June 2020.

1.3 Community Development

Community Development outcomes for the last quarter of 2019-20 include:

Arts and Cultural Services

Key outcomes

- Re-imagined the 2020 Boroondara Eisteddfod from a live performance event to delivering as a solely digital event. This provided a unique opportunity for the community during COVID-19 restrictions and received exceptional community response with 384 participants. The online Winners Gallery on the Boroondara Arts web hub proved a clear success with more than 3,500 unique views of online winning performances.
- Development of the Town Hall Gallery online exhibitions, now a permanent and growing community resource on the Boroondara Arts web hub.
- Delivered the first ever online broadcast of Boroondara Arts event: Inventi Ensemble - The Planets.
- Delivered online creative networking seminars and events.
- Triennial Grants - Creative Stream experienced record applications and funding recommendations endorsed by Council.

Community Planning and Development

Key outcomes

- Completed the Balwyn Community Centre upgrade and relocated the centre from its temporary premises to the new building.
- Launched the Volunteers of Boroondara campaign during National Volunteer Week in May with a dedicated webpage, digital booklet, social media campaign and message from the Mayor (video and letter) promoting volunteering, including a profile of 12 volunteers.
- Community OnBoard and other capacity building workshops for organisations, as well as network meetings, were transitioned online in response to COVID-19.
- The Boroondara Volunteer Centre managed a significant increase in volunteer enquiries and was able to support community organisations seeking volunteers to assist with relief efforts in response to COVID-19.

Research highlights include:

- In May 2020, 541 residents completed an online survey as part of the second phase of community engagement for the Maling Road Placemaking Project. The survey which was conducted online due to COVID-19, was promoted through Council's social media channels. Key stakeholders were invited to participate in an online workshop to learn more about the Place Vision. The Place Vision outlined a collective vision for the future of the precinct and identified opportunities for its future.
- In May 2020, Council conducted a survey with 41 service providers to understand the impact of the COVID-19 pandemic on these organisations and groups. The information gathered through this process will be used to inform the development of a Recovery Plan.

Family, Youth and Recreation

Key outcomes

- Maternal and Child Health has continued to deliver consultations and programs throughout COVID-19 via Telehealth platforms or face to face where social distancing can be accommodated. Vulnerable families and babies less than eight weeks have been prioritised for face to face contact.
- The Kew Recreation Centre concept design was finalised with the contract due to be tendered shortly.
- The inaugural Boroondara Club Award finalists were announced with the awards ceremony moved to an online platform
- A number of activities were completed to provide support to sports clubs and early years services during the quarter, including online forums, provision of information and advice related to COVID-19 and general support.

Finance and Corporate Planning

Key outcomes

- Council budget preparations were impacted by the outbreak of the COVID-19 pandemic, the scope of which became evident just as the budget preparation was completing. This required the Finance Team to effectively re-do significant elements of the budget process in a very limited number of weeks while dealing with the general uncertainty around the effects of COVID-19 on Council and the community as a whole.
- AASB16 Leases standard has been implemented across Council's financial systems and reporting. The new standard now displays leases as liabilities on Council's balance sheet.
- Council's Corporate Planning and Reporting System, "Pulse" has been configured, ready to commence the planning process for 2021-22 which commences in August/September 2020.
- The Finance department's expertise has been heavily relied upon by Boroondara Customer First to deliver a new payment gateway system. The new system is now working adequately following months of input and testing by financial accounting. The new gateway can be used to create more payment options for a greater range of council services over the next several years.

Health, Active Ageing and Disability Services

Key outcomes

- In response to the COVID-19 pandemic, Council has provided significant Relief and Recovery services to our community since the beginning of March 2020. This includes the establishment of a dedicated relief hotline, a specialised case management for vulnerable members of our community, the development of an online community services directory specific to the challenges of COVID-19 and a dedicated COVID-19 website hub segmenting information into categories - support for businesses and residents, closures and changes to Council services and translated information, and assisting our clubs, groups and associations through templates, information and free training to return to a COVID-safe environment.
- All teams within the Health, Active Ageing and Disability Services department have adjusted their service offerings to meet the challenges of the COVID-19 Pandemic. This includes:
 - Immunisation provision via a single infections controlled facility
 - Environmental Health Officers providing education to businesses and reviewing COVID-safe plans for clubs and organisations using Council buildings
 - Aged care services being modified to ensure services continue safely, events and meetings with the community being held online
 - The Add Life to Years online hub being modified for online/remote activities
 - Placemaking consultations being facilitated online with the community.

Library Services

Key outcomes

- During the COVID-19 restrictions, the Boroondara Library Service offered access to electronic collections and resources, phone and email assistance, online events, videoed storytimes and a book delivery service for Boroondara residents. Library staff also worked in the crisis support phone centre and with immunisation services.
- Since reopening, the Library Service has enabled collection of reserved material, a new book bundle service - Librarian selected items based upon the reading preference of borrowers, and book browsing. Access to electronic collections and resources, phone and email assistance, online events and videoed storytimes have continued as have book deliveries for those Boroondara residents who are unable to come to our libraries.
- The Boroondara Photograph Competition themed Portraits of Boroondara, included a category to highlight Women of Boroondara. The competition closed in April and encouraged photos to be entered of admirable Boroondara woman, taken in any year.

1.4 Customer Experience and Business Transformation

Customer Experience and Business Transformation outcomes for the last quarter of 2019-20 include:

Boroondara Customer First

Key outcomes

- Deloitte and Council have finalised all work stream milestones outlined under Stage 1a of the Customer First Delivery Partner contract.
- New payment options were implemented for customers covering Local Laws and Health department infringements and payment plans, phone payments for debtors, rates, animal registrations and infringements and day stay visits.
- New e-forms were implemented providing an easier way for customers to contact Council and reducing internal processing time, allowing for quicker responses. These forms include Report a bin problem, Report a tree issue, and Report an issue which combines eight categories into a single easy to use form.
- Improved data accuracy by reducing duplicate information in Council systems, ensuring information is sent to the correct address the first time.
- Automated creation and update of Name, Address and Application requests in the Property and Rating system through web services, reducing manual entry and the time lapse between a customer request and the availability of the request in Property and Rating ready for the business area to action.

Chief Customer Office

Key outcomes

- Launched the Early Years Hub in May 2020 on time and on budget.
- Developed in collaboration with local parents and carers as well as early years educators, Boroondara Families is the result of comprehensive research around what is most important to our community when it comes to raising children from birth to eight years of age.
- CRM training program developed and implemented across the organization.
- Transaction processing of inbound emails transitioned from Corporate Information to Customer Support finalising the centralising of all inbound enquiry processing.
- Responded to and processed a large number of community queries following the COVID-19 restrictions and introduction of the Food Organics, Garden Organics (FOGO) service.
- Completed Information Asset Audit and produced an Information Asset Register which will inform ongoing compliance with record keeping.
- Developed and delivered a recycling education strategy, informing the community of Council waste and recycling programs and encouraging community members to undertake best practice recycling methods

Chief Information Office

Key outcomes

- Completing activities to enable working from home arrangements for approximately 900 staff, including IT staff as well, was a major achievement in the circumstances and timeframe achieved.
- Enabled live streaming of Council Meetings via Webex Events and assisted all Councillors.
- Provided IT support for the re-opening of Council facilities to the public.
- Presentation of three Reports to the Audit Committee in May covering November 2019 Disaster Recovery Test, Results of IT Security Testing and a Progress update on Information Security Maturity across Council.
- Completed implementation of Project Portfolio Management Tool (Project Central) including the introduction of project time-sheeting to assist with improved resource planning.
- Remobilised a number of projects following the re-prioritisation of effort to COVID-19 related activities in April - May. These projects include Modernise Payroll, Council Chamber Audio Visual Uplift, Youth Services Case Management System
- Continued to make significant progress on upgrading Council's door security system, implementing parking sensors for Kew Junction and the Network Resiliency project.

Commercial and Property Services

Key outcomes

- Revised and updated Procurement Policy approved by Council, effective 1 July 2020.
- Completed a number of public tenders with appropriate contracts awarded by either delegated role or by Council.
- All insurances across Council reviewed and new policies in place, effective 1 July 2020.
- Assessed and completed a number of under and over excess insurance claims.

Corporate Solicitor

Key outcomes

- 42 New Internal Matters and 21 External Matters were considered and processed during the quarter.

1.5 Environment and Infrastructure

Environment and Infrastructure outcomes for the last quarter of 2019-20 include:

Asset Management

Key outcomes

- TreeServ data integration with Conquest is working in test environment and will be going to production this month.
- Weave touch screen support has been added for better map control when working on field devices.
- New Weave Layer North East Link Assessment giving greater visibility for planning and planning applications.
- Building audit contract 90% complete.

Environment and Sustainable Living

Key outcomes

- Completion of implementation of Highfield and Greythorn playground projects, shade installation to Markham and Through Rd Reserves and installation of Mural at Yerrin Street.
- Commencement of Stage 2 consultation for Victoria Park Regional Playground - project received the highest organic reach of any post we have ever posted, reaching over 31,000 users.
- Progression of implementation of Cookson Street and Balwyn Park Concept Master Plan Stage 2.
- Progression of design of Victoria Park, Pridmore, Yarra Bank, Nettleton and Madeline Reserve playgrounds, Cotham Village, Dickens Corner and Highfield shopping centres, Balwyn Park Stage 3, Placemaking Projects, Mayoresses courtyard, Balwyn laneway (off Yerrin St) and Eglington Reserve basketball key.

Parks and Infrastructure

Key outcomes

- Commencement of new Food Organics, Garden Organics (FOGO) service on 4 May, generating landfill diversion of approximately 70%.
- Completion of Dorothy Laver Reserve West works.
- Renaming Maranoa Gardens to Maranoa Botanic Gardens.
- The new waste e-form reduced missed bin collection times from 98% collected in three days, down to 98% collected in one day.

Clayton Landfill performance

30 June 2020	YTD Actuals	YTD Budget	Variance	% Variance
Income	\$461,678	\$347,000	\$114,678	33%
Expenditure	\$4,385,903	\$3,691,000	\$694,903	19%
Net Loss	(\$3,924,225)	(\$3,344,000)	(\$580,225)	-17%

Expenditure is over budget primarily due to cell capping works required to remediate the site (\$505,000).

Projects and Strategy**Key outcomes**

- Balwyn Community Centre completed and operational. Defects liability in process.
- Canterbury Community Precinct currently out for tendering. Planning application submitted.
- Kew Recreation Centre currently out for tendering.
- Camberwell Office Forecourt improvements were completed.
- Camberwell Community Centre construction in progress.
- Ashburton Senior Citizen Centre construction in progress.
- Sink hole in Kew remedial works completed.
- Completion of Surrey Gardens Rotunda.
- Camberwell Sports Ground under construction.
- Office refurbishments at City of Boroondara in progress.
- Delivery and completion of numerous Civil projects.

Traffic and Transport**Key outcomes**

- Finalised construction access licence with the Department of Education and Training to allow Council to commence construction of the Anniversary Trail at Riversdale Park and associated car park relocation works.
- Stage 1 of the construction works associated with the Anniversary Trail realignment at Riversdale Park and Camberwell High School are nearing completion.
- Detailed designs for Wattle Road reconstruction works have been completed and works have been issued for construction.
- Kilby Road / Belford Road intersection improvement works, fully funded under the Federal Blackspot Program, have been completed.
- Received approval from the Department of Transport to implement 40km/h speed limit along Valley Parade, Glen Iris.

1.6 People, Culture and Development

People, Culture and Development outcomes for the last quarter of 2019-20 include:

Key outcomes

- Significantly contributed and co-led and continue to contribute to Council's COVID-19 response.
- Launched the Recruitment, Selection and Onboarding training program.
- The re-design of a number of programs to be able to continue virtually.
- Delivered the first virtual leadership roundtable event.
- Supported the People Pulse discussions across Council.

Section 2 Non-financial performance

Attachment 1

2.0 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				Deferred
	Completed 100%	In progress 76-99%	In progress 51-75%	In progress 26-50%	
Your Community, Services and Facilities	11	1	0	1	0
Your Parks and Green Spaces	4	0	0	0	0
The Environment	7	0	0	0	1
Neighbourhood Character and Heritage	0	1	1	0	1
Getting Around Boroondara	5	0	0	0	0
Your Local Shops and Businesses	6	0	1	0	0
Civic Leadership and Governance	10	1	0	0	0
Total	43	3	2	1	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	50%	A new program for the review and development of Asset Management Plans using up to date condition audit data has been established. The Building Audit is 90% complete with data ready for analysis. Roads and footpaths audits will be completed in 2020-21. The existing Asset Management Plans for Buildings, Roads and Paths will be reviewed in 2020-21.	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	90%	Construction work is approximately 90% complete. The project is expected to be completed in August 2020.	Projects and Strategy
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

Section 2 - Annual Commitments

Attachment 1

Commitments	Status	Progress	Comments	Department
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.	Completed	100%	To coincide with National Volunteer Week, the Boroondara Volunteer Resource Centre launched the 'Volunteers of Boroondara' campaign to drive volunteerism in the community. A dedicated webpage, digital booklet, social media campaign and message from the Mayor (video and letter) were delivered. In response to COVID-19, the physical launch event and roving gallery was postponed, but will be rescheduled when it is safe to do so.	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.	Completed	100%	The draft plan has been finalised. Community consultation will be undertaken on the draft Library Services Plan to ensure it aligns with current demands and trends across the municipality.	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.	Completed	100%	Community engagement has been completed with just under 1,000 responses received. This information is now being used to generate actions as part of the action plan and a report is being prepared.	Family, Youth and Recreation
Commitment 1.7: Promote and support breastfeeding so babies in Boroondara get the best start to life.	Completed	100%	Breast Feeding support is now offered face to face with the opportunity for families to attend drop in sessions at East Kew or Glen Iris East Maternal and Child Health centres or at a dedicated appointment time with a Maternal and Child Health nurse who specialises in Lactation. A Telehealth Lactation consultation remains available if families prefer not to attend in person.	Family, Youth and Recreation

Section 2 - Annual Commitments

Attachment 1

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.	Completed	100%	The Kew Recreation Centre redevelopment is now progressing to tender, following the completion of a design in consultation with key stakeholders and a number of community consultations.	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.	Completed	100%	A Florilegium has been produced to showcase the Maranoa Botanic Gardens. Publication and proofing delays were experienced due to COVID-19 restrictions. Planning for a launch will continue for a date later in the year when there is more stability in the community to hold events.	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.	Completed	100%	A concept plan for the renewal of the Alamein Neighbourhood and Learning Centre has been finalised and discussed with the centre representatives. It provides more functional spaces to meet the demand for programs for people of all ages and backgrounds.	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.	Completed	100%	2019-20 works completed. Works included improved lighting, CCTV, and perimeter security at the Hawthorn Arts Centre precinct.	Parks and Infrastructure
Commitment 1.12: Monitor the Australian Government aged care reforms and their impact on Council and the Boroondara community, and respond accordingly.	Completed	100%	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

Section 2 - Annual Commitments

Attachment 1

Commitments	Status	Progress	Comments	Department
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.	Completed	100%	Project completed.	Projects and Strategy

Section 2 - 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 key sites across Boroondara.	Completed	100%	Grace Park Playground, Markham Reserve Playground and Through Road Playground shade structure implementations are completed.	Environment and Sustainable Living
Commitment 2.2: Implement year one program actions to deliver accessible facilities enabling increased participation in sport. (Major initiative)	Completed	100%	The 2019-20 program is completed. This included the design, consultation and contractor engagement for the following projects. Amenity areas and external lighting at: - Stradbroke Park - Burwood Reserve - HA Smith Reserve External lighting at: - Dorothy Laver Reserve West - St James Park - Victoria Park South - Howard Dawson Reserve	Parks and Infrastructure
Commitment 2.3: Undertake the design of the Regional Playground at Victoria Park to improve recreational use opportunities.	Completed	100%	Community Consultation on the draft concept design, has been finalised. Construction is anticipated to commence in 2021	Environment and Sustainable Living

Section 2 - Annual Commitments

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Commitments	Status	Progress	Comments	Department
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.	Completed	100%	The 2019-20 program of work has been completed. This included an audit and assessment of the Summer 2019-20 season. This was presented to Councillors on Monday 22 June 2020.	Parks and Infrastructure

Section 2 - 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: 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. Major water harvesting and treatment works were carried out at Boroondara Sports Complex.	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)	Completed	100%	The majority of planned works are now completed including the installation of eight new solar photovoltaics (PV) systems. Measurement and verification works associated with the Energy Performance Contract (EPC) have been deferred due to the impact of COVID-19. These works required monitoring of the building performance during normal operations.	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.	Completed	100%	The COVID-19 restrictions impacted on the delivery of a number of actions, however the majority of actions were completed successfully (all but two actions were able to be delivered). We were unable to run planned nature-based activities to engage new residents and weed workshops with Friends Groups. The Backyard Biodiversity project was modified and delivered online, resulting in significant savings.	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	50%	Festival cancelled on Monday 16 March due to COVID-19.	Environment and Sustainable Living

Section 2 - Annual Commitments

Attachment 1

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.	Completed	100%	<p>The 2019-20 Living for our Future program has been delivered within budget and on time. Some modifications were made to the workshop plan due to COVID-19 restrictions i.e. some workshops were deferred and new engagement resources developed. The Australian Energy Foundation advice service was delivered without significant impact from COVID-19. The Teacher Environment Network was delivered with one network meeting cancelled due to COVID-19 restrictions.</p> <p>Three online composting video presentations were developed with the Waste team to support Composting Week and Food Organics and Garden Organics (FOGO) and are available online. A native bee picture competition was run to support World Bee Day. A re-useable nappy webinar was delivered in collaboration with the Waste team to support FOGO. Officers are planning a more comprehensive online program for July - December 2020.</p>	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.	Completed	100%	<p>The 2019-20 program of work has been completed. This included the implementation of Phase 1, being the rollout of Food Organics and Garden Organics (FOGO) to single dwellings, and units in blocks of two or three. The new FOGO service commenced on 4 May 2020, generating landfill diversion of approximately 70%.</p>	Parks and Infrastructure

Section 2 - Annual Commitments

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Commitments	Status	Progress	Comments	Department
Commitment 3.7: Progress the Tree Strategy action to introduce proactive renewal of ageing street and park trees.	Completed	100%	The 2019-20 program of works is completed. This included data analysis of suburb by suburb data, identifying species and locations of concern, and the planning for the first batch of tree replacements. The 2019-20 physical works plan was amended due to COVID-19 restrictions.	Parks and Infrastructure
Commitment 3.8: Implement lighting upgrades using sustainable and energy efficient solutions wherever possible.	Completed	100%	<p>Works underway to install lighting along the Gardiners Creek Trail between Patterson Reserve and Burke Road. Officers are working with AusNet Services to satisfy their requirements for light poles within their easement along a section of the lighting corridor. These works are anticipated to be completed by August 2020.</p> <p>A new energy efficient light to be installed in Fordham Avenue for the proposed pedestrian zebra crossing near the shops by CitiPower. The offer of works by CitiPower was received and accepted by Council in mid-May 2020. CitiPower to arrange the installation of the new light by September 2020.</p>	Traffic and Transport

Section 2 - 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
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%	Progress has been delayed due to the impacts of COVID-19. 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.	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%	Progress on the project has slowed due to the impact of COVID-19 and the restriction on community members being able to attend public Council meetings. However the Directions Hearing for Amendment 308 Hawthorn East Heritage Gap Study was held in April.	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 State Government restrictions to combat COVID-19, the Urban Design Awards have been deferred.	Statutory Planning

Section 2 - 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: Advocate for the needs of the Boroondara community in relation to the North East Link project. (Major initiative)	Completed	100%	<p>Advocacy work continues concurrent to the legal challenge in the Supreme Court.</p> <p>Early works negotiations and discussions are continuing. The Memorandum of Understanding between Council and the North East Link Project (NELP) is under negotiation.</p>	Traffic and Transport
Commitment 5.2: Review the provision of disability parking to ensure current design standards and community needs are met.	Completed	100%	<p>The project involved auditing all Council managed off-street public car parks to review existing disability parking provisions and recommendations to meet the standards and community needs.</p> <p>The report was finalised in June 2020. Officers will develop an action plan to implement the recommendations progressively.</p>	Traffic and Transport
Commitment 5.3: Implement actions from the Road Safety Strategy to improve road safety for all road users.	Completed	100%	<p>New splitter islands have been constructed in Almond Street, Campbell Road, Reading Avenue and Kasouka Road in order to improve the level of safety for all road users. New speed trailer as an education tool also purchased.</p>	Traffic and Transport

Section 2 - Annual Commitments

Attachment 1

Commitments	Status	Progress	Comments	Department
<p>Commitment 5.4: Explore opportunities and implement actions to enhance lighting on paths and shared paths to increase use and improve safety.</p>	<p>Completed</p>	<p>100%</p>	<p>Works underway to install lighting along the Gardiners Creek Trail between Patterson Reserve and Burke Road. Officers are working with AusNet Services to satisfy their requirements for light poles within their easement along a section of the lighting corridor. This triggered the need to have hinged light poles within the Ausnet easement. These works are anticipated to be completed by August 2020.</p> <p>Scoping documents are also being prepared for the 2020-21 program.</p>	<p>Traffic and Transport</p>
<p>Commitment 5.5: Implement actions from adopted access plans and parking studies to improve safety, access and the effective management of parking.</p>	<p>Completed</p>	<p>100%</p>	<p>A number of improvements were completed in order to improve safety, access and the effective management of parking, including:</p> <ol style="list-style-type: none"> 1. New footpaths in Glan Avon Road, Stanley Terrace, Strathwyn Place and Kendall Street. 2. Parking and access improvements at Trinity Manor in Kitchener Street and at the Boroondara Sports Complex. 	<p>Traffic and Transport</p>

Section 2 - 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's decorations and lighting displays were successfully implemented for Christmas 2019, as planned. COVID-19 has impacted on supply chains associated with the provision of decorations for Christmas 2021, as a result, Council has had to reschedule the finalisation and delivery of new decorations and installations into 2020-21. On this basis, funds allocated to be spent on the Program in 2019-20, will need to be carried forward into 2020-21. The carry forward funds will be spent on new Christmas installations and lighting displays to be delivered for Christmas 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.	Completed	100%	Council continues to provide support to all four markets, which includes market day planning and promotion. Due to COVID-19, three markets were suspended from operating to limit transmission and protect the community. Hawthorn Makers and Camberwell Sunday Markets remain suspended. Boroondara Farmers Market which resumed on 30 May required coordination of COVID safe planning and execution. Camberwell Fresh Food Market required management of COVID safe measures and the execution of a new Click and Collect service along with management of leasing arrangements and requests.	Economic Development

Section 2 - Annual Commitments

Attachment 1

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.	Completed	100%	Council has promoted a shop local ethos via a range of Council's media platforms, including the Boroondara Bulletin, Ward Newsletters, Business E-newsletters and Boroondaralife Facebook and Instagram channels. During the last quarter of the year, particular focus has been on responding to the impact 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 quickly developed targeted information and access to links online on Councils Business Hub in response to COVID-19 to support business continuity. Economic Development has also been working closely with the City's eight traders associations to develop and implement initiatives to support the local business community including the development of a buy local campaign #ThanksBoroondara due for release mid-July.	Economic Development

Section 2 - Annual Commitments

Attachment 1

Commitments	Status	Progress	Comments	Department
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.	Completed	100%	46 business workshops were held in the first three quarters of the year. During the last quarter, due to COVID-19 social distancing directives and predicting the need for increased need for business support services, Council officers pivoted business workshops online. 36 highly subscribed events were presented at different times throughout the day and evening on a broad range of topics. The free business mentoring service provided business access to 84 sessions across the year and pivoted online enabling access to the service by businesses dealing with the challenges of COVID-19. The pandemic impacted on the overall 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 and face to face networking sessions.	Economic Development
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	75%	Auburn Village's streetscape implementation is underway. 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.	Environment and Sustainable Living

Section 2 - Annual Commitments

Attachment 1

Commitments	Status	Progress	Comments	Department
Commitment 6.6: Continue to service the City's retail area through the new Service Crew program.	Completed	100%	The Service Crew completed another successful year in servicing the City's high profile retail areas. This year the service was expanded to include 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)	Completed	100%	Both placemaking projects are progressing to schedule with the Place Vision for Maling Road nearing completion. 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 project has been completed with a high number of community responses, even though two events were 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

Section 2 - 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: Conduct audits of Essential Safety Measures (fire safety audits) in buildings containing combustible cladding when brought to Council's attention.	Completed	100%	Building Services attended the Advisory Reference Panel (ARP) meetings conducted by the Victorian Building Authority (VBA) to discuss buildings in Boroondara that may have combustible cladding. Building Services also conducted inspections and took appropriate enforcement action when required. Building Services have been reviewing the cladding files and following up with the owners and Owner's Corporations (OC) to resolve any outstanding imminent safety issues.	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.	Completed	100%	Building Services have received approximately 3,328 Swimming Pool registrations in this quarter and sent 596 letters to Swimming Pools and Spa owners advising them of the date of construction of the Swimming Pool and/or Spa and the applicable barrier standard. Building Services have also published information on Council's website to pool owners on how to register their swimming pools. They have published additional information regarding when barrier inspections are required depending on the age of the swimming pool.	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%	The Valuer General now undertakes the annual revaluation for Boroondara properties.	Governance

Section 2 - Annual Commitments

Attachment 1

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)	Completed	100%	Additional digital forms have been delivered for customers including Report an Issue which covers eight different categories and 40 service types. BPAY and Interactive Voice Response (IVR) payments have also been implemented for customers to pay for certain services without incurring a surcharge. A number of internal systems improvements have been implemented allowing data to be entered into the supporting systems without the need for manual intervention. This results in improved business efficiencies as we shift towards digital self service.	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 of this has been carried out over the year, resulting in the development of e-forms for online application for Animal Registration, and for Disabled Parking Permits. Further investigation has been carried out for Skip Bins and Commercial Street Furniture, and interim work on a new Payment Portal to allow BPAY as one of the options for payment, will support further work in this area.	Health, Ageing and Disability Services
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	95%	Preparation of the budget was on schedule but required significant review and additional consultation with Councillors due to the financial impacts to Council caused by the COVID-19 pandemic. The hearing of public submissions occurred on 13 July 2020 and adoption of the budget is scheduled for 20 July	Finance and Corporate Planning

Section 2 - Annual Commitments

Attachment 1

Commitments	Status	Progress	Comments	Department
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 conducted during the year. The use of Pop-Up Councils was paused through Quarter 4 due to social distancing requirements as an outcome of COVID-19.	Chief Customer Office
Commitment 7.8: Develop a Digital Signage strategy to strategically guide the use of Councils digital signage throughout the municipality.	Completed	100%	The Digital Signage Strategy was completed. The Implementation and Policy Framework for Digital Signage will 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.	Completed	100%	Final improvements to capability and capacity for remote access include recent internet link upgrades, rolling out Microsoft AlwaysOn VPN, increasing SIM card numbers on laptops and increasing capacity for Horizon virtual client connections. This has provided improved mobility experience and reliability and has been realised and tested during COVID-19 arrangements.	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.	Completed	100%	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.	Completed	100%	Additional questions were included in the 2020 Community Satisfaction Survey to provide insight to channel preference and Council performance against those preferences.	Chief Customer Office

Section 2 Strategic Indicators

Attachment 1

Non-Financial Performance		
2.8 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	Annual	
	Actual	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).	7,256,257	10,000,000
<i>Comment: All libraries were closed in April and May, re-opening with significantly reduced services in June 2020 due to COVID-19. Therefore the result has been impacted by significantly reduced visitation, loans, returns and library catalogue usage.</i>		
Participation in first MCH home visit	99%	95%
✓		
Satisfaction with recreational facilities	79	78
✓		
Number of community organisations/individuals funded through the Community Strengthening Grants Program which includes, individual, annual and triennial grant	163	155
✓		
Numbers of community groups using council facilities directly under a lease or licence agreement	189	189
✓		
Food safety assessments (percentage of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment)	100%	100%
✓		
Proportion of infants born who receive primary immunisations	N/A	95%
<i>Comment: Data not available.</i>		
Percentage of graffiti removed from Council owned assets within one business day of notification	100%	95%
✓		
Number of arts and cultural community events delivered by Council	141	150
<i>Comment: Due to COVID-19 restrictions, all scheduled delivery of arts and cultural community events were cancelled or postponed. A new and innovative program of online and digital experiences and events was developed and delivered to the community during this quarter, engaging the community with creative activity.</i>		
Number of attendances by young people at Youth Services programs or services	6,338	4,200
✓		
Number of people participating in active ageing programs and events	2,151	1,200
✓		
Your Parks and Green Spaces		
Customer Satisfaction survey measures user satisfaction with a range of parks in Boroondara, benchmarked with participating councils	84%	80%
✓		

Section 2 Strategic Indicators

Attachment 1

Strategic Indicators	Annual	
	Actual	Forecast
Satisfaction with appearance of public areas	80	78
✓		
Cost to maintain park turf per hectare	\$ 4,822	\$ 4,754
<i>Comment: Result is slightly above the forecast.</i>		

The Environment		
Satisfaction with waste management	71	77
<i>Comment: There was significant disruption in the recycling sector in 2019 with the temporary closure of a processing facility in February 2019, and the permanent closure of a facility in July 2019 which has impacted community confidence in the recycling industry broadly.</i>		
Satisfaction with environmental sustainability	61	65
✓ <i>Comment: The result of 61 is within margin of error (+/- 4.4%) of the survey. The result may also reflect general sentiment of parts of the community relating to the response of all levels of government in relation to climate change and the impact of the campaign for Council to declare a climate emergency in particular.</i>		
Volume of harvested water (rain and stormwater) re-used within Council buildings and open space irrigation	N/A	6ML
<i>Comment: Data not available until September 2020.</i>		
Tonnes of CO2 emissions from energy used in all Council-owned and operated buildings, street lighting, Council fleet, taxi and air travel Note: Information reported with a one year lag.	21,788 tCO2e	Less than 22,000 tCO2e
✓		
Kerbside collection waste diverted from landfill (percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill).	53%	48%
✓		
Area of land managed for biodiversity (hectares)	44.2	43.1
✓		

Neighbourhood Character and Heritage		
Number of complaints re Neighbourhood Character and Heritage (excluding objections to planning permit applications and submissions to strategic planning projects)	16	50
✓		
Percentage of 'Demolition Consents' under Section 29A of the Building Act by Building Services within checked 15 business days.	100%	100%
✓		
Proportion of suburbs investigated by the Municipal Wide Heritage Gap Study	100%	100%
✓		

Getting Around Boroondara		
Satisfaction with sealed local roads	72	73
✓ <i>Comment: The result of 72 is within the margin of error (+/- 4.4%) of the survey.</i>		
Satisfaction with local shared paths for cycling and walking as a way to get around Boroondara	58%	67%
<i>Comment: Use of our shared paths is increasing leading to a greater focus on improving and expanding our shared path network. Delays in the delivery of key projects in the replacement of the Walmer Street Bridge and the realignment of the Anniversary Trail at Riversdale Park may have contributed to the result. Replacement of the Walmer Street land bridge is subject to negotiations with the state government as it is a regional path and Council is awaiting the state government's next budget to ascertain whether funds have been allocated. In the event no funds are allocated by the state government, Council has included funds in its 2020-21 program for reinstatement of the current bridge but this will not meet current day demands or provide an integrated solution with the rest of the bridge network in the City of Yarra. Realignment of the Anniversary Trail at Riversdale Park will be completed in 2020. A greater focus will also be spent on maintaining our shared path network in 2020-21.</i>		

Section 2 Strategic Indicators

Attachment 1

Strategic Indicators	Annual	
	Actual	Forecast
Sealed local roads maintained to condition standards	95%	98%
<i>Comment: The result is due to the change in intervention level to treat poor assets and very poor assets. This change will allow for earlier intervention and better addressing of asset risk issues into the future.</i>		
Percentage completion of six-monthly defect inspections on Council roads and footpaths in higher risk locations.	100%	99%
✓		
Percentage of footpath defects remediated within the timeframes specified in the Road Management Plan	92%	95%
<i>Comment: This target was not met due to one panel contractor not available to carry out works due to COVID-19 impacts.</i>		
Number of traffic counts and surveys.	229	150
✓		

Your Local Shops and Businesses		
Community satisfaction with the quality of streetscapes in shopping centres, as a key means of attracting and retaining shops and businesses	53%	55%
✓ <i>Comment: Streetscape improvement projects were completed at Rathmines/Burke Roads and Alamein shopping centres in 2019-20, including the provision of new seating areas and greenery. Positive feedback has been received from the local community and traders about the works. A placemaking program is underway which will help to improve the community's experience of our shopping centres in Maling Road and Glenferrie Road Hawthorn. The result of 53 is within the maximum margin of error (+/- 4.4%) of the survey.</i>		
Number of proactive strip shopping centre maintenance inspections completed.	1,295	1,000
✓		
Number of members of the Boroondara Business Network.	1,323	1,200
✓		
Number of participants in Council's business training activities.	1,040	1,500
<i>Comment: Due to COVID-19 and associated State Government directives, five events were cancelled during Quarter 3. 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.</i>		

Civic Leadership and Governance		
Satisfaction with community consultation and engagement	59	62
✓ <i>Comment: The result of 59 is within the margin of error (+/- 4.4%) of the survey. There remain opportunities to improve how we engage our community and this will be a focus for the coming year.</i>		
Satisfaction with making community decisions	59	60
✓ <i>Comment: The result of 59 is within the margin of error (+/- 4.4%) of the survey. This is always a challenging indicator because the community presents Council with competing and conflicting expectations.</i>		
Satisfaction with advocacy (Lobbying on behalf of the community)	57	57
✓		
Satisfaction with informing the community	61	65
✓ <i>Comment: The result of 61 is within the margin of error (+/- 4.4%) of the survey. There are opportunities to improve the use of the different channels available to Council for the purposes of communication. Unfortunately, it is a common experience that some members of the community choose not to read information sent to them and will then raise concerns about not being consulted. We have to overcome this challenge.</i>		

Section 2 Strategic Indicators

Attachment 1

Strategic Indicators	Annual	
	Actual	Forecast
Satisfaction with customer service	71	75
✓ <i>Comment: The result of 71 is within the margin of error (+/- 4.4%) of the survey. While there was a reduction in the satisfaction with customer service across the state, there is a need to improve this result and a redesign of Council's organisation structure is underway to remove some of the factors which inhibit the provision of the higher standards of customer service to which we aspire.</i>		
Satisfaction with the overall performance of Council	71	72
✓ <i>Comment: The result of 71 is within the margin of error (+/- 4.4%) of the survey and the same result as the previous year. Given there has been a reduction in the overall performance rating for the sector generally and in the metropolitan cohort, maintenance of our overall performance rating is a good result. There have been a number of negative reports regarding issues which have arisen in the sector and it is perhaps not surprising the results more generally have fallen.</i>		
Current assets compared to current liabilities (current assets as a percentage of current liabilities)	272.4%	252.6%
✓		
Asset renewal and upgrade compared to depreciation (asset renewal and upgrade expense as a percentage of depreciation)	126.8%	124.5%
✓		
Loans and borrowings compared to rates (interest bearing loans and borrowings as a percentage of rate revenue)	13.2%	13.2%
✓		
Percentage of Freedom of Information Requests responded to within prescribed timeframes.	100%	100%
✓		
Average time callers wait before their call is answered	59	=< 45 seconds
<i>Comment: Call waiting time was significantly impacted by the disruption caused by the transition of the team from office to home due to COVID-19 and the rollout of FOGO due to the unprecedented volume of customer contacts.</i>		
Percentage of capital projects completed at the conclusion of the financial year (based on number of projects)	88%	90.0%
<i>Comment: This result is due to delays in commencing works due to obtaining planning permits, along with design, budget and stakeholder changes and also the delays due to COVID-19 pandemic.</i>		
Percentage of adopted capital projects completed at the conclusion of the financial year (based on the most recent amended budget)	81.0%	90.0%
<i>Comment: This result is due to delays in commencing works due to obtaining planning permits, along with design, budget and stakeholder changes and also the delays due to COVID-19 pandemic.</i>		
Workcover Employer performance rating.	0.85	Less than 1 (better than industry average)
✓		
Percentage of nominated Information Technology Projects initiated with a Privacy Impact Assessments completed	100%	100%
✓		
Number of cyber security incidents that have a Risk Consequence Rating of >= Moderate	0	0
✓		

Section 3 - Financial and performance statements

Attachment 1

3. Financial and performance statements

3.1 Income statement

	ANNUAL ORIGINAL BUDGET \$'000s	FULL YEAR				ANNUAL		
		SEPTEMBER		FULL YEAR VARIANCE \$'000s	VARIANCE %	FULL YEAR FORECAST \$'000s	ACTUAL TO FULL YEAR FORECAST	
		FULL YEAR ACTUAL (1) \$'000s	AMENDED BUDGET (2) \$'000s				VARIANCE (1) - (2) \$'000s	VARIANCE (1) - (3) \$'000s
Recurrent income								
Rates and charges	188,807	189,426	189,184	242	0%	189,442	(16)	0%
Statutory fees and fines	16,448	13,005	16,447	(3,442)	-21%	12,454	551	4%
User fees	14,324	12,207	14,325	(2,118)	-15%	11,615	592	5%
Grants - operating	11,869	12,981	11,438	1,543	13%	13,800	(819)	-6%
Contributions - cash	5,269	6,908	5,269	1,639	31%	6,537	371	6%
Rental income	2,777	2,169	2,777	(608)	-22%	1,890	279	15%
Other income	2,623	3,048	2,551	497	19%	2,492	556	22%
Interest	2,800	2,111	2,200	(89)	-4%	2,200	(89)	-4%
Total recurrent income	244,917	241,855	244,191	(2,336)	-1%	240,430	1,425	1%
Recurrent expenditure								
Employee costs	88,933	88,726	89,280	554	1%	87,909	(817)	1%
Materials and services	65,875	70,233	67,040	(3,193)	-5%	70,781	548	-1%
Bad and doubtful debts	1,226	1,516	1,663	147	9%	1,661	145	-9%
Depreciation and amortisation	35,549	34,533	36,070	1,537	4%	36,070	1,537	-4%
Amortisation - right of use assets ¹	-	3,038	-	(3,038)	100%	3,355	317	-9%
Borrowing costs	1,424	1,428	1,424	(4)	0%	1,424	(4)	0%
Finance costs - leases ¹	-	269	-	(269)	100%	280	11	-4%
Other expenses	12,093	8,001	12,064	4,063	34%	7,612	(389)	5%
Total recurrent expenditure	205,100	207,744	207,541	(203)	0%	209,092	1,348	-1%
Net recurrent operating surplus	39,817	34,111	36,650	(2,539)	-7%	31,338	2,773	9%
Non-recurrent income								
Priority projects income	375	599	633	(34)	-5%	824	(225)	-27%
Capital works income	1,354	1,526	2,164	(638)	-29%	2,492	(966)	-39%
Total non-recurrent income	1,729	2,125	2,797	(672)	-24%	3,316	(1,191)	-36%
Non-recurrent expenditure								
Priority projects expenditure	21,785	18,958	24,157	5,199	22%	20,729	1,771	-9%
Total non-recurrent expenditure	21,785	18,958	24,157	5,199	22%	20,729	1,771	-9%
Net non recurrent operating surplus (deficit)	(20,056)	(16,833)	(21,360)	4,527	-21%	(17,413)	580	-3%
Net loss on disposal of property, infrastructure, plant and equipment	(4,000)	(4,624)	(3,700)	(924)	25%	(3,669)	(955)	26%
Share of net loss of associates and joint ventures accounted for by the equity method	-	(395)	-	(395)	100%	-	(395)	0%
Surplus for the year	15,761	12,259	11,590	669	6%	10,256	2,003	20%

Note: All numbers are rounded to the nearest thousand.

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

1. Amortisation and Finance costs are due to the implementation of the new accounting standard, Australia Accounting Standards Board 16 Leases (AASB 16 Leases) and is primarily offset by a reduction in other expenditure.

Section 3 - Financial and performance statements

Attachment 1

3.2 Income statement by directorate

	ANNUAL ORIGINAL BUDGET \$'000s	FULL YEAR				ANNUAL		
		FULL YEAR ACTUAL (1) \$'000s	SEPTEMBER AMENDED BUDGET (2) \$'000s	FULL YEAR VARIANCE (1) - (2) \$'000s	VARIANCE %	FULL YEAR FORECAST (3) \$'000s	ACTUAL TO FULL YEAR FORECAST	
							VARIANCE (1) - (3) \$'000s	VARIANCE
Income								
Rates and waste charges *	187,246	187,911	187,661	250	0%	187,925	(14)	0%
Environment and Infrastructure	5,488	5,359	5,490	(131)	-2%	4,518	841	19%
Community Development	15,416	12,425	14,986	(2,561)	-17%	13,149	(724)	-6%
City Planning	23,150	19,262	23,133	(3,871)	-17%	18,518	744	4%
Customer Experience and Business Transform	3,125	2,861	3,053	(192)	-6%	2,722	139	5%
CEO's Office	26	18	26	(8)	-31%	27	(9)	-33%
Total income	234,451	227,836	234,349	(6,513)	-3%	226,859	977	0%
Expenditure								
Environment and Infrastructure	67,746	70,439	68,380	(2,059)	-3%	69,887	552	1%
Community Development	38,481	38,413	38,418	5	0%	39,154	(741)	-2%
City Planning	23,731	23,059	24,326	1,267	5%	23,138	(79)	0%
Customer Experience and Business Transform	26,954	26,397	27,045	648	2%	26,935	(538)	-2%
CEO's Office	2,723	2,564	2,723	159	6%	2,743	(179)	-7%
People, Culture & Development	3,346	3,222	3,346	124	4%	3,332	(110)	-3%
Depreciation and amortisation	35,549	34,533	36,070	1,537	4%	36,070	(1,537)	-4%
Total expenditure	198,530	198,627	200,308	1,681	1%	201,259	(2,632)	-1%
Net non departmental **	3,896	4,902	2,609	(2,293)	-88%	5,738	(836)	-15%
Net loss on disposal of property, infrastructure, plant and equipment	(4,000)	(4,624)	(3,700)	924	-25%	(3,669)		
Share of net gain (loss) of joint venture accounted for by the equity method	-	(395)	-	395	100%	-	(395)	0%
Capital income	1,354	1,526	2,164	(638)	-29%	2,492	(966)	-39%
Net priority projects	(21,410)	(18,359)	(23,524)	5,233	-22%	(19,905)	1,546	-8%
Surplus for the year	15,761	12,259	11,590	669	6%	10,256	2,003	20%

* Rate income includes interest on rates but excludes special rates which are included under the City Planning Directorate.

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

Note: All numbers are rounded to the nearest thousand.

3.3 Balance Sheet

	30 Jun 2020	30 Jun 2019
	\$'000	\$'000
Current assets		
Cash and cash equivalents ¹	99,259	98,935
Other financial assets ¹	15,078	26,593
Trade and other receivables	21,347	17,821
Prepayments	1,956	1,652
Total current assets	137,640	145,001
Non-current assets		
Financial assets	4	4
Property, plant and equipment, infrastructure	3,555,629	3,402,127
Right of use assets	10,269	-
Intangible assets	348	880
Investment property	8,915	9,045
Total non-current assets	3,575,165	3,412,056
Total assets	3,712,805	3,557,057
Current liabilities		
Trade and other payables	19,125	25,495
Interest-bearing loans and borrowings	1,573	1,495
Provisions	19,364	17,067
Trust funds and deposits	5,752	4,036
Prepaid income	1,569	110
Lease liabilities	3,139	-
Total current liabilities	50,522	48,203
Non-current liabilities		
Provisions	2,042	1,987
Interest-bearing loans and borrowings	23,213	24,785
Investments in associates	2,974	2,579
Lease liabilities	7,159	-
Total non-current liabilities	35,388	29,351
Total liabilities	85,910	77,554
Net assets	3,626,895	3,479,503
Equity		
Accumulated surplus	939,324	927,776
Asset revaluation reserve	2,668,868	2,534,824
Reserves ²	18,703	16,903
Total equity	3,626,895	3,479,503
Working capital ratio	2.72	

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).

Section 3 - Financial and performance statements

Attachment 1

3.4 Cash Flow Statement

	ANNUAL ORIGINAL BUDGET	FULL YEAR			ANNUAL SEPTEMBER AMENDED BUDGET
		ACTUAL	SEPTEMBER AMENDED BUDGET	VARIANCE	
		(1)	(2)	(1) - (2)	
	\$'000	\$'000	\$'000	\$'000	\$'000
Cash flows from operating activities					
Rates and waste charges ¹	188,707	186,246	188,384	(2,138)	188,384
Statutory fees and fines ²	14,672	12,089	13,623	(1,534)	13,623
User charges and other fines	15,756	12,282	15,756	(3,474)	15,756
Grants - operating	13,230	15,388	13,032	2,356	13,032
Grants - capital	1,354	1,179	2,164	(985)	2,164
Contributions - monetary ³	5,269	7,167	5,269	1,898	5,269
Interest received	2,800	2,296	2,200	96	2,200
Other receipts	5,940	5,751	5,861	(110)	5,861
Net GST refund	13,307	12,993	14,138	(1,145)	14,138
Trust funds and deposits taken ⁴	100	1,716	591	1,125	591
Employee costs ⁵	(94,675)	(95,511)	(97,811)	2,300	(97,811)
Materials and services ⁶	(91,611)	(92,663)	(91,357)	(1,306)	(91,357)
Short-term, low value and variable lease payments ⁷	-	(1,476)	-	(1,476)	-
Other payments ⁷	(13,238)	(7,338)	(13,230)	5,892	(13,230)
Net cash provided by operating activities	61,611	60,120	58,620	1,500	58,620
Cash flows from investing activities					
Payments for property, infrastructure, plant and equipment ⁸	(75,617)	(65,108)	(78,447)	13,339	(78,447)
Proceeds from sale of property, plant and equipment	-	31	-	31	-
Net proceeds / (payments) for investments ⁹	-	11,515	-	11,515	-
Net cash used in investing activities	(75,617)	(53,562)	(78,447)	24,885	(78,447)
Cash flows from financing activities					
Finance costs	(1,424)	(1,440)	(1,424)	(16)	(1,424)
Repayment of borrowings	(1,495)	(1,494)	(1,495)	1	(1,495)
Interest paid - lease liability ¹⁰	-	(270)	-	(270)	-
Repayment of lease liabilities ¹⁰	-	(3,030)	-	(3,030)	-
Net cash provided by (used in) financing activities	(2,919)	(6,234)	(2,919)	(3,315)	(2,919)
Net increase (decrease) in cash and cash equivalents	(16,925)	324	(22,746)	23,070	(22,746)
Cash and cash equivalents at beginning of year ⁹	117,381	98,935	125,528	(26,593)	125,528
Cash and cash equivalents at end of year	100,456	99,259	102,782	(3,523)	102,782

Note: All numbers are rounded to the nearest thousand.

- Rates and waste charges are lower than budget due to timing and lower collection rate (95.54%) than anticipated (98%).
- Statutory fees and fines of (\$1.53 million) lower than budgeted primarily due to parking related income.
- Developer contributions \$1.89 million higher than budgeted due to additional contributions received during the year.
- 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 \$2.30 million lower than budgeted primarily due to staff vacancies across the organisation and an increase in annual leave entitlements not taken during the 2019-20 financial year.
- Materials and services are higher than budget due to timing of cash outflows. As a result of COVID-19, creditor payment terms were changed to 14 days resulting in higher cash outflows.
- Short term, low value and variable lease payments were previously recognised under "Other payments". These payments are to be recognised separately under the new accounting standard Australia Accounting Standards Board 16 Leases (AASB 16) and consist primarily of low value and short-term leases with a lease term of 12 months or less.
- 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.
- The proceeds / (payments) for investments should be read in conjunction with the beginning and end of year cash and cash equivalents line item. At balance date Council held \$15.08 million in investments that did not qualify as a cash equivalent because their maturity dates were greater than three months and are represented in the net proceeds / (payments) for investments line item (\$26.59 million proceeds less payments of \$15.08 million = \$11.51 million). The September Amended Budget classified all investments held by Council as cash equivalents as these are difficult to predict.
- Repayment of lease liabilities and interest paid represent Council's lease payments for the 2019-20 financial year under the new accounting standard AASB16 Leases previously recognised under "Other payments".

3.5 Overview

This section details Council's financial performance for the period ended 30 June 2020.

While the annual budget referred to in this report reflects the September Amended Budget approved by Council on 23 September 2019, it should also be noted that the Full Year Forecast presented to Council on 22 June 2020 predicted a net operating surplus result of \$10.26 million.

Operating budget

The full year net operating surplus of \$12.26 million is \$669,000 or 6% above the September Amended Budget surplus of \$11.59 million.

Full year recurrent and non-recurrent income is below budget by (\$3.01 million), comprising recurrent income of (\$2.34 million) and non-recurrent income of (\$672,000). The full year total recurrent and non-recurrent expenditure is above budget by \$4.99 million, comprising of recurrent expenditure of (\$203,000) and non-recurrent expenditure of \$5.20 million.

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

Full year actual vs. September Amended Budget variations

Income	
Income line	Explanation Full year actual vs September Amended budget variations
Rates and Charges \$242,000	<p>Higher than budgeted income:</p> <ul style="list-style-type: none"> \$242,000 - rates and charges primarily due to supplementary income.
Statutory fees and fines (\$3.44 million)	<p>Lower than budgeted income:</p> <ul style="list-style-type: none"> (\$2.66 million) - parking related income reduced due to COVID-19 support measures. (\$285,000) - scheme control - lodgement fee income due to COVID-19. (\$229,000) - street furniture permits income due to COVID-19 support measures. (\$188,000) - perin court charges income due to COVID-19. (\$105,000) - tree control fines income. <p>Partially offset by higher income:</p> <ul style="list-style-type: none"> \$255,000 - swimming pool registrations income. \$84,000 - scheme control - other charges income.

Income	
Income line	Explanation Full year actual vs September Amended budget variations
User fees (\$2.12 million)	<p>Lower than budgeted income:</p> <ul style="list-style-type: none"> • (\$914,000) - Leisure and Aquatic facilities service fees and charges due to lower contract payments, due to COVID-19 closures. • (\$527,000) - other service fees and charges - primarily in Boroondara Tennis Centre and Kew Traffic School due to COVID-19 closures. • (\$532,000) - parking meter charges. • (\$228,000) - 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"> • \$161,000 - 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. • \$107,000 - internal building permits income.
Grants - operating \$1.54 million	<p>Higher than budgeted income:</p> <ul style="list-style-type: none"> • \$2.43 million - Victoria Grants Commission - the Commonwealth Government advised in late May 2020 the amount of \$2.43 million or 50% of the 2020-21 allocation be brought forward and paid in June 2020. The allocation is based on the 2019-20 year, final allocation is not yet known. <p>Partially offset by lower than budgeted income:</p> <ul style="list-style-type: none"> • (\$496,000) - grant funding across a number of departments - primarily due to the implementation of the new accounting standard AASB15 - Revenue from Contracts with Customers.
Contributions - cash \$1.64 million	<p>Higher than budgeted income:</p> <ul style="list-style-type: none"> • \$1.62 million - developers open space contributions.
Rental income (\$608,000)	<p>Lower than budgeted income:</p> <ul style="list-style-type: none"> • (\$230,000) - seasonal Sportsground rental income due to the closure of sportsgrounds. • (\$152,000) - Camberwell Fresh Food Market income due to COVID-19 rental adjustments. • (\$119,000) - leasing income due to COVID-19 closures. • (\$106,000) - rental/hire income primarily in Sportsgrounds.

Income	
Income line	Explanation Full year actual vs September Amended budget variations
Other income \$497,000	<p>Higher than budgeted income:</p> <ul style="list-style-type: none"> \$432,000 - other income primarily in traffic and right of ways income. This is higher than planned budget due to sale of land. The land adjoined commercially zoned property, therefore the market value was based on commercial value. \$91,000 - other reimbursements income. \$77,000 - Camberwell Fresh Food Market reimbursements income.
Interest (\$89,000)	<p>Lower than budgeted income:</p> <ul style="list-style-type: none"> (\$89,000) - interest on investments.
Expenditure	
Expenditure line	Explanation Full year to date actual vs September Amended budget variations
Employee costs \$554,000	<p>Lower than budgeted expenditure:</p> <ul style="list-style-type: none"> \$4.80 million - salaries and associated costs primarily due to staff vacancies across the organisation and impacts of COVID-19 in Local Laws. \$115,000 - apprentices and traineeships across the organisation. <p>Partially offset by higher expenditure:</p> <ul style="list-style-type: none"> increase in parental leave taken and leave entitlements not taken during the 2019-20 financial year (\$2.64 million) - temporary staff filling vacancies across the organisation. (\$1.87 million) - overtime, casuals and relievers filling vacancies across the organisation.
Bad and doubtful debts \$147,000	<p>Lower than budgeted expenditure:</p> <ul style="list-style-type: none"> \$218,000 - doubtful debts primarily in parking management.
Depreciation and amortisation \$1.54 million	<p>Lower than budgeted expenditure:</p> <ul style="list-style-type: none"> \$1.54 million - variance is 4% of total depreciation and amortisation budget for Property, Infrastructure & Plant and Equipment.

Expenditure	
Expenditure line	Explanation Full year to date actual vs September Amended budget variations
Materials and services (\$3.19 million)	<p>Higher than budgeted expenditure:</p> <ul style="list-style-type: none"> • (\$1.68 million) - Leisure and Aquatic facilities - unexpected costs as a result of the impact COVID-19 has had on the fitness and aquatic industry. • (\$1.54 million) - capital works in progress (items expensed due to not meeting the asset capitalisation criteria. • (\$1.40 million) - footpaths and reinstatements - concrete and asphalt. • (\$298,000) - specialist tree work and block tree pruning in Parks & Gardens. • (\$234,000) - waste/recycling disposal expense. • (\$230,000) - plumbing services expense. • (\$193,000) - licencing and maintenance contracts. • (\$167,000) - cleaning buildings internal expense. • (\$157,000) - equipment maintenance expense. • (\$151,000) - on-line subscriptions expense. • (\$129,000) - fleet vehicle excess claims expense. • (\$107,000) - drainage cleaning and maintenance. <p>Offset by lower than budgeted expenditure:</p> <ul style="list-style-type: none"> • \$968,000 - professional services and advice. • \$409,000 - trade services, primarily in street sweeping, rejuvenation road works, digital and street tree planting program. • \$220,000 - application support. • \$204,000 - consultant expense. • \$201,000 - electricity expense. • \$180,000 - legal fees expense. • \$145,000 - perin court filing expense due to COVID-19. • \$132,000 - carpentry services expense. • \$132,000 - other rates and taxes expense. • \$120,000 - landscape contractor expense. • \$104,000 - security cash collections expense. • \$96,000 - petrol expense. • \$84,000 - linemarking expense. • \$82,000 - painting expense. • \$78,000 - gas supply and maintenance expense.

Expenditure	
Expenditure line	Explanation Full year to date actual vs September Amended budget variations
Other expenses (excluding Fleet and leased assets) \$493,000	<p>Lower than budgeted expenditure:</p> <ul style="list-style-type: none"> \$176,000 - training across the organisation. \$115,000 - conferences and seminars across the organisation. <p>Partially offset by higher expenditure:</p> <ul style="list-style-type: none"> (\$92,000) - grants and subsidies across the organisation.
Amortisation - right of use assets (\$3.04 million)	During the 2019-20 financial year the implementation of the new Accounting standard, Australian Accounting Standards Board 16 Leases (AASB 16 Leases) has taken effect and requires Council to bring the majority of operating leases (primarily fleet charges and leased assets) on-balance sheet.
Finance costs - leases (\$269,000)	Amortisation - right of use assets and Finance costs - leases represent the accounting change and is primarily offset by a reduction in other expenses as shown below:
Other expenses - Fleet and leased assets \$3.56 million	<p>Lower than budgeted expenditure:</p> <ul style="list-style-type: none"> \$3.56 million in other expenses - fleet and leased asset charges. <p>Offset by higher than budgeted expenditure:</p> <ul style="list-style-type: none"> (\$3.04 million) - amortisation - right of use assets. (\$270,000) - finance costs - leases.
Share of net gain of associates and Joint Ventures accounted for by the equity method (\$395,000)	<p>(\$395,000) - relates to Councils share of Joint Venture in the Clayton Landfill site.</p> <p>This is an accounting policy entry only (non-cash) and is based on interim result of the Clayton Landfill site.</p>

Balance Sheet and Cash Flow Statement

Cash, investment holdings and other financial assets are \$114.38 million as at 30 June 2020 which has decreased by \$11.19 million from 30 June 2019.

Total cash and investment holdings are \$3.52 million lower than the September Amended budget and primarily relates to the timing and classification of investments held at 30 June 2020 in accordance with accounting standards.

The beginning and end of year cash and cash equivalents balances should be read in conjunction with the proceeds / (payments) for investments line item.

At balance date, Council held \$15.08 million in investments that did not qualify as a cash equivalent because their maturity dates were greater than three months and are represented in the net proceeds / (payments) for investments line item (\$26.59 million proceeds less payments of \$15.08 million = \$11.51 million).

The September amended budget classified all investments held by Council as cash equivalents as these are difficult to predict and for the purposes of management reporting is clearer and does not require a distinction to be made.

Factors contributing to the lower cash and investment holdings are as follows:

- Rates and waste charges lower than budget primarily due to uncollected rates being lower than budget assumptions. Overall the percentage of rates collected at 30 June is slightly below (95.54%) the target collection rate of 98%.
- Statutory fees and fines of \$1.53 million lower than budgeted primarily due to COVID-19 financial assistance measures for parking related income.
- Materials and services are higher than budget due to timing of cash outflows. As a result of COVID-19 creditor payment terms were changed to 14 days resulting in higher cash outflows.
- Net proceeds / (payments) for investments represent term deposits redeemed during the year and/or invested for greater than three months at 30 June 2020. The term deposits at balance date will be redeemed during 2020-21 (primarily in July and August totaling \$15 million) and transferred to cash or term deposits with a shorter maturity than three months. The classification is in accordance with Australian Accounting Standards.

Partially offset by:

- Lower payments for property, infrastructure, plant and equipment of \$13.34 million due to timing of cash outflows relating to the capital works program and forward commitment expenditure.
- Employee costs are lower than budgeted primarily due to staff vacancies across the organisation and employee leave entitlements not taken during the 2019-20 financial year.

The Balance Sheet as at 30 June 2020 indicates a satisfactory result with total current assets of \$137.64 million and total current liabilities of \$50.52 million (working capital of 2.72 to 1) depicts a satisfactory financial position.

Section 3 - Financial and performance statements

Attachment 1

3.6 Capital Works performance

3.6.1 Capital Works Program summary

	ANNUAL ORIGINAL BUDGET \$'000s	FULL YEAR				COMMIT \$'000s	ANNUAL		
		SEPTEMBER		FULL YEAR VARIANCE (1) - (2) \$'000s	VARIANCE %		ACTUAL TO FULL YEAR		
		FULL YEAR ACTUAL (1) \$'000s	AMENDED BUDGET (2) \$'000s				FULL YEAR FORECAST (3) \$'000s	VARIANCE (1) - (3) \$'000s	VARIANCE
Infrastructure									
Bridges	62	27	62	35	56%	-	32	5	16%
Drainage	5,132	4,298	5,474	1,176	21%	147	5,367	1,069	20%
Footpaths and cycleways	3,819	2,539	3,819	1,280	34%	135	2,899	360	12%
Off street carparks	648	404	678	274	40%	15	598	194	32%
Parks, open space and streetscapes	8,116	9,081	10,036	955	10%	768	10,284	1,203	12%
Recreational, leisure & com facilities	3,238	1,903	3,531	1,628	46%	1,148	3,222	1,319	41%
Roads	11,299	11,736	11,881	145	1%	26	12,092	356	3%
Total Infrastructure	32,314	29,988	35,481	5,493	15%	2,239	34,494	4,506	13%
Plant and Equipment									
Computers and telecommunications	2,581	1,834	3,049	1,215	40%	113	2,007	173	9%
Fixtures, fittings and furniture	1,059	1,554	1,489	(65)	-4%	243	1,652	98	6%
Library books	985	902	985	83	8%	7	985	83	8%
Plant machinery and equipment	2,731	2,033	2,963	930	31%	751	2,973	940	32%
Total Plant and Equipment	7,356	6,323	8,486	2,163	25%	1,114	7,617	1,294	17%
Property									
Building	14,985	10,890	13,821	2,931	21%	3,395	12,471	1,581	13%
Building improvements	304	349	414	65	16%	7	414	65	16%
Major Projects	20,658	15,886	20,246	4,360	22%	6,603	18,046	2,160	12%
Total Property	35,947	27,125	34,481	7,356	21%	10,005	30,931	3,806	12%
Total capital works expenditure	75,617	63,436	78,448	15,012	19%	13,358	73,042	9,606	13%
Represented by:									
Asset renewal expenditure	39,246	35,616	39,162	3,546	9%	5,639	38,214	2,598	7%
Asset upgrade expenditure	8,892	6,863	9,988	3,125	31%	1,093	8,653	1,790	26%
New asset expenditure	15,494	14,889	18,489	3,600	19%	3,237	16,378	1,489	10%
Asset expansion expenditure	11,985	6,068	10,809	4,741	44%	3,389	9,797	3,729	61%
Total capital works expenditure	75,617	63,436	78,448	15,012	19%	13,358	73,042	9,606	13%

Note: All numbers are rounded to the nearest thousand.

3.6.2 Capital Works performance versus budget

Commentary (by exception)

Full year actual vs. year to date September Amended Budget

Council completed 81% of the September Amended Budget Capital Works expenditure. A total of 88% (or 496 of 561) of projects were completed during the financial year. The calculation for percentage completion is based on the most recent amended budget adjusted for deferred projects approved by Council.

Council's full year performance in gross Capital Works expenditure is \$63.44 million which is \$15.01 million below the September Amended Budget year to date budget phasing. This is primarily due to expenditure delays and COVID-19 restrictions in Victoria and have resulted in some planned projects not proceeding or delayed, the most significant being:

- **72507 & 72852. Camberwell Community Centre - (\$2.30 million)**
This is a multi-year project. There was a delay in the commencement of construction works, however construction is in progress and is scheduled for completion in December 2020. Total proposed forward commitment to 2020-21 is \$2.30 million.
- **72243, 72764, 72853 & 72854. Ashburton Seniors Centre - (\$1.54 million)**
This is a multi-year project. Construction works for this project are 90% complete. The southern car park works are now underway and the fitout of the new building is continuing. Project is scheduled for completion in August 2020. Total proposed forward commitment to 2020-21 is \$1.54 million.
- **72768. Diversity Inclusion and Participation (DIP) Pavilion Program - (\$1.15 million)**
The delivery of this project was delayed due to challenges with establishing the service levels for Diversity, Inclusion and Participation Program and associated consultation. This project is currently underway and work is now scheduled to be completed by December 2020. Total proposed forward commitment to 2020-21 is \$1.15 million.
- **72693. Hawthorn Rowing Ramp - (\$698,000)**
This is a multi-year project. Melbourne Water has approved the revised design in principle, and the final documentation will be provided and signed off by Melbourne Water along with permit approvals. Contractor to confirm the availability of the subcontractor to complete the works during January 2021. Total proposed forward commitment to 2020-21 is \$748,000.
- **72714. Victoria Road Reserve - (\$682,000)**
This is a multi-year project and was delayed due to changes in the Sports Services Diversity, Inclusion and Participation Program, and requirements from the club. The project is in the design development stage and it is anticipated that

the project will be completed by February 2021. Total proposed forward commitment to 2020-21 is \$614,000.

- **72758. Council Chamber Audiovisual (AV) Uplift - (\$588,000)**
This initiative has recommenced following a short pause due to the COVID-19 pandemic. The tender process is underway to source the professional services and devices to support the initiative. The schedule for implementation is to occur by the end of the 2020. Total proposed forward commitment to 2020-21 is \$588,000.
- **72012. Shopping Centre Improvement Plan - Implementation - (\$457,000)**
The delivery of Bellevue Shopping Centre Improvement works was delayed due to a delay in trader feedback and requirements imposed by VicRoads. It is anticipated that all works will be completed in 2020-21. Total proposed forward commitment to 2020-21 is \$457,000.
- **72830. Ashburton Pool and Recreation Centre Refurbishment - (\$434,000)**
The construction and mechanical ventilation works have commenced on site and is scheduled for completion in November 2020. Total proposed forward commitment to 2020-21 is \$594,000.
- **72583. Anniversary trail missing link through Riversdale Park - (\$430,000)**
This is a multi-year project. Works on the Anniversary Trail missing link through Riversdale Park has been delayed pending the land transfer between Council and the Department of Education. It is anticipated that works will be completed by October 2020. Total proposed forward commitment to 2020-21 is \$430,000.

Full year Capital Works income of \$1.53 million has been received which is \$638,000 below the September Amended Budget of \$2.16 million, primarily due to timing of grant income for Canterbury Community Precinct. The income is expected to be received early 2021.

Total proposed forward commitments (net) \$14.09 million to 2020-21

An additional \$8.67 million (net) forward commitments have been identified to the amount foreshadowed in the 2020-21 Adopted Budget. The total net forward commitments to be completed in 2020-21 is \$14.09 million. The full listing is provided on the following pages.

Section 3 - Financial and performance statements

Attachment 1

CAPITAL WORKS - PROPOSED FORWARD COMMITMENTS TO 2020-21				
Project Name & Number	Total Adopted Forward Commitments to 2020-21	Movement	Total Final Forward Commitments to 2020-21	Commentary
CAPITAL WORK EXPENDITURE				
ENVIRONMENT & INFRASTRUCTURE				
Projects and Strategy				
71491. Traffic Management Devices	\$0	\$219,889	\$219,889	Wattle Road refurbishment raised platform works have been delayed due to extensive consultation. Works will be commencing July 2020 and are scheduled for completion November 2020.
71659. Bicycle Strategy Implementation	\$110,000	\$26,811	\$136,811	The installation of lighting on the Anniversary trail missing link through Riversdale Park has been delayed pending the land transfer between Council and the Department of Education. It is anticipated that works will be completed by end of October 2020.
72012. Shopping Centre Improvement Plan - Implementation	\$200,000	\$256,767	\$456,767	The delivery of Bellevue Shopping Centre Improvement works was delayed due to a delay in trader feedback and requirements imposed by VicRoads. It is anticipated that all works will be completed in 2020-21.
72099. Bicycle & Pedestrian Trails - Implementation of Safety Audit	\$0	\$132,041	\$132,041	The Pedestrian trail on the Anniversary Trail missing link through Riversdale Park has been delayed pending the land transfer between Council and the Department of Education. It is anticipated that works will be completed by end October 2020.
72326. 605-609 Glenferrie Road community facility	\$0	\$383,500	\$383,500	This is a multi-year project. Council is in ongoing discussions with the RSL sub-branch.
72482. Balwyn Tennis and former Bowls Pavilion (Balwyn Tennis)	\$0	\$145,456	\$145,456	Post completion works are required on the northern infrastructure. Works are programmed for completion in 2020-21.
72501. Camberwell Sports ground - Masterplan Implementation	\$0	\$77,190	\$77,190	The construction phase is almost complete. Planting was delayed due to poor weather and it is anticipated that it will be completed by October 2020.
72583. Anniversary trail missing link through Riversdale Park	\$497,750	(\$67,491)	\$430,259	This is a multi-year project. Works on the Anniversary Trail missing link through Riversdale Park has been delayed pending the land transfer between Council and the Department of Education. It is anticipated that works will be completed by October 2020.
72624. Canterbury Tennis pavilion	\$250,000	(\$229,717)	\$20,283	Construction is progressing well. The project was delayed due to the installation of the temporary accommodation for the Club at the start of the project and due to some latent site conditions (underground drainage and sewer connections). The project is scheduled for completion by September 2020.
72673. The Balwyn Park Concept Masterplan (BPCMP) - implementation	\$0	\$300,000	\$300,000	Stage 2 completion of contract was delayed due to product delivery issues from overseas as a result of the COVID-19 pandemic, and unusual weather. Works are planned to be completed by the end of August 2020. The implementation of Stage 3 is unfunded as a result of changes to the foreshadowed budget due to the COVID-19 pandemic. Stage 3 sketch design is complete. This stage will progress to design development and not proceed further until the implementation of the stage is funded.
72677. Honour Avenue shared zone works	\$0	\$199,703	\$199,703	The progress of this project has been delayed as a result of the adjacent school undertaking works affecting the proposed works. It is due for completion in September 2020.
72678. Balwyn Shopping Centre streetscape improvements	\$0	\$48,857	\$48,857	The proposed carry forward amount is to fund wayfinding sign installation in the shopping precinct. Works are expected to be completed by September 2020.
72684. New Public Toilets	\$0	\$235,720	\$235,720	The project has been delayed due to extensive consultation. It is currently in the design concept stage and is scheduled for completion in the 2020-21 financial year.
72693. Hawthorn Rowing Ramp	\$0	\$748,429	\$748,429	This is a multi-year project. Melbourne Water has approved the revised design in principle, and the final documentation will be provided and signed off by Melbourne Water along with permit approvals. Contractor to confirm the availability of the subcontractor to complete the works during January 2021.
72707. Weightlifting Centre Glenferrie Oval	\$0	\$50,037	\$50,037	The project is underway. There was a delay in the supply of floor inserts. The revised expected completion date is August 2020.
72714. Victoria Road Reserve	\$600,000	\$14,403	\$614,403	This is a multi-year project and was delayed due to changes in the Sports Services Diversity, Inclusion and Participation Program, and requirements from the club. The project is in the design development stage and it is anticipated that the project will be completed by February 2021.
72768. Diversity Inclusion and Participation (DIP) Pavilion Program	\$200,000	\$946,195	\$1,146,195	The delivery of this project was delayed due to challenges with establishing the service levels for Diversity, Inclusion and Participation Program and associated consultation. This project is currently underway and work is now scheduled to be completed by December 2020.
72784. Kew Traffic School storage facilities	\$200,000	\$361,585	\$561,585	This project was delayed as a result of design changes. Works have commenced and it is due for completion end September 2020.

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CAPITAL WORKS - PROPOSED FORWARD COMMITMENTS TO 2020-21				
Project Name & Number	Total Adopted Forward Commitments to 2020-21	Movement	Total Final Forward Commitments to 2020-21	Commentary
CAPITAL WORK EXPENDITURE				
Projects and Strategy continued				
72790. Library RFID associated building works	\$0	\$78,612	\$78,612	The fabrication of awnings has commenced and due for installation by end July 2020.
72795. Camberwell Building 2 lift replacement	\$50,000	\$66,865	\$116,865	The delivery of this project has been delayed due to adjustments to the contract conditions requested by the contractor, which are now resolved. The tender has been awarded and the project is scheduled for completion December 2020.
72796. Camberwell Sports ground - minor pavilion	\$0	\$86,070	\$86,070	This is a multi-year project. The project is under construction and scheduled to be completed by December 2020.
72805. Riverdale Road, Camberwell - Drainage Works	\$0	\$158,577	\$158,577	The COVID-19 pandemic has resulted in the delay of quotes received from contractors. These works are now scheduled to be completed in 2020-21.
72809. Fortuna & Sunburst Avenues (easement), Balwyn North Drainage	\$0	\$498,467	\$498,467	This project was delayed due to a lengthy consultation process with residents and suitable contractors to undertake this complex work by relining and upgrading the existing 150mm diameter drain. It is anticipated that works will be completed in 2020-21.
72813. Richards Avenue, Glen Iris, No's 8 and 10 - Drainage Works	\$0	\$15,066	\$15,066	Project works are to be continued in 2020-21 and completed in July 2020.
72817. Relowe Crescent, Balwyn, No 2 - Drainage Works	\$0	\$24,157	\$24,157	Project works are to be continued in 2020-21 and completed in July 2020.
72824. Amery Street, Ashburton - Drainage Works	\$0	\$21,001	\$21,001	This is a two year project. Construction works are well underway and due for completion in 2020-21.
72830. Ashburton Pool and Recreation Centre mechanical air handling	\$0	\$593,766	\$593,766	The construction and mechanical ventilation works have commenced on site and is scheduled for completion in November 2020.
72709. West Hawthorn Preschool - Brook Street	\$0	\$43,119	\$43,119	This is a multi-year project. Project currently in tender and due to Council meeting at the end of August 2020. It is scheduled for completion in 2020-21.
Total Projects and Strategy	\$2,107,750	\$5,435,075	\$7,542,825	
Traffic and Transport				
72695. VicRoads Camberwell Junction Safe System Infrastructure Program	\$0	\$75,557	\$75,557	VicRoads made funding of up to \$630,000 available to design and construct 10 threshold treatments in Camberwell Junction Shopping Centre. The threshold treatment construction works at Cookson street were completed in June 2020. The final invoice has been set to VicRoads for payment.
72763. Shared Path and Park Lighting	\$0	\$192,956	\$192,956	The lighting design was required to be amended in line with Ausnet's requirements. This triggered the need to have hinged light poles within Ausnet easement. Accordingly the contractor has been advised of the changed scope. The luminaries for the light poles are sourced from overseas and COVID-19 has impacted on the delivery time frames for the materials. Works are anticipated to be completed in the first quarter of 2020-21.
72838. Dynamic Parking Guidance Systems	\$0	\$58,567	\$58,567	Draft design and specifications have been prepared by the consultant. The documentation will be reviewed and finalised. Due to the COVID-19 impact, the budget for the installation of this scheme will be pushed back at least two financial years. Following a final design, officers will lodge applications with CitiPower to provide supply pits near dynamic sign locations.
72860. Union Rd - Surrey Hills - Lower Speed Limit between Canterbury	\$0	\$170,639	\$170,639	Tender submissions have been reviewed and evaluated. The procurement team is undertaking the required corporate scorecard checks prior to awarding the tender. Due to the COVID-19 Pandemic impacts and resourcing, the project will now be completed early in the 2020-21 Financial year. The project will be fully funded by the Australia Government under the Federal Government Accident Black Spot Program.
Total Traffic and Transport	\$0	\$497,719	\$497,719	
Asset Management				
72355. Future drainage renewal planning	\$0	\$80,000	\$80,000	The Drainage Design program was delayed and there is a need to carry forward \$80,000 to complete what was required for the 2019-20 financial year. The designs associated with the carry forward amount are expected to be completed by the end of August 2020.
Total Asset Management	\$0	\$80,000	\$80,000	

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CAPITAL WORKS - PROPOSED FORWARD COMMITMENTS TO 2020-21				
Project Name & Number	Total Adopted Forward Commitments to 2020-21	Movement	Total Final Forward Commitments to 2020-21	Commentary
CAPITAL WORK EXPENDITURE				
Environment and Sustainable Living				
72197. Low Carbon Strategy Implementation - Energy Performance Contract	\$0	\$23,233	\$23,233	Finalisation of Energy Performance Contract requires measurement and verification of building energy consumption during normal building operations in order to prove energy savings have been achieved. The COVID-19 pandemic has resulted in a partial delay in completion of this final phase of the Energy Performance Contract. This is anticipated to be completed in 2020-21.
72699. Shopping Centre Improvement Plan - Investigation and Design	\$0	\$10,254	\$10,254	Highfield Road implementation drawings have been completed and Colham Village implementation drawings are to be handed over in July 2020 to the Projects and Strategy department for delivery. The COVID-19 pandemic has resulted in deferment for Dickens corner to 2022-23.
72757. Dog Off Leash Park	\$97,603	\$50,000	\$147,603	The proposed Dog Off-leash Park at Gordon Barnard Reserve is behind schedule due to delays associated with taking a report to Council and hear public submissions under COVID-19 social distancing restrictions. A report is now scheduled to go to a Special Services Committee meeting in August 2020. Pending Council's decision on whether the project should proceed in this location or not, officers will prepare a concept design in preparation for implementing the project later this financial year.
72834. Integrated Water Management Strategy (IWMS)	\$0	\$115,227	\$115,227	Project was postponed to 2020-21 to allow consideration of new community driven proposals at Macleay Park. It is anticipated that this project will be completed in 2020-21.
72836. Victoria Park Regional Playground	\$0	\$121,291	\$121,291	Community consultation is currently open for feedback on the draft concept design, closing mid July 2020. This consultation was delayed due to the COVID-19 pandemic disruption. Subject to consultation feedback, the design phase of this project is anticipated for completion in late 2020. Construction is anticipated to commence in 2021.
72848. Neighbourhood Shopping Centre Improvements Pilot - Maling Road	\$25,000	\$0	\$25,000	The project awaits the adoption of the Maling Road Place plan. This project will continue in 2020-21 and is due for completion by end June 2021.
Total Environment and Sustainable Living	\$122,603	\$320,005	\$442,608	
Parks and Infrastructure				
71624. Sportsground Training Lights renewal program	\$0	\$292,575	\$292,575	This project encountered a significant defective issue with the light poles installed at Gordon Barnard Reserve. New poles will be manufactured and installed with anticipated completion in October 2020.
71778. Minor Sportsground Improvements	\$0	\$45,997	\$45,997	The scoreboard consultation process caused a delay in the delivery of this project. Consultation will proceed in July and it is anticipated that the installation will be completed by October 2020.
71868. Oval Fences Renewal Program	\$0	\$36,947	\$36,947	The scoreboard consultation process included the anticipated fence works programmed for the Eric Raven Reserve. Consultation will proceed in July and it is anticipated that the installation will be completed by October 2020.
71869. Cricket Practice Nets Renewal Program	\$0	\$83,101	\$83,101	The delivery of this project was impacted by wet weather conditions. It is anticipated that it will be completed August 2020.
72377. Sportsground Reconstruction Program	\$0	\$113,926	\$113,926	Works remain to be completed and were impacted by wet weather conditions. Works are now expected to be completed by August 2020.
72802. Riversdale Depot - Upgrade external staircase to Transfer Station	\$0	\$30,000	\$30,000	The COVID-19 pandemic resulted in the delay of quotes received from contractors. These works are now scheduled to be completed in 2020-21.
72823. Boroondara Sports Complex - Upgrade of stormwater drainage	\$0	\$40,000	\$40,000	There was a delay in commencing these works due to the COVID-19 pandemic as the preferred contractor was reluctant to commence works until the COVID-19 risk eased. Work will commence in the last quarter of 2020 and due for completion in 2020-21.
72840. Implementation of Public Safety Security Measures	\$0	\$68,000	\$68,000	The project works will continue in 2020-21 and are scheduled for completion September 2020.
72858. Kew Neighbourhood House - Boom Gate	\$0	\$16,579	\$16,579	The project works will continue in 2020-21 and are scheduled for completion August 2020.
Total Parks and Infrastructure	\$0	\$727,125	\$727,125	
TOTAL ENVIRONMENT & INFRASTRUCTURE	\$2,230,353	\$7,059,924	\$9,290,277	

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CAPITAL WORKS - PROPOSED FORWARD COMMITMENTS TO 2020-21				
Project Name & Number	Total Adopted Forward Commitments to 2020-21	Movement	Total Final Forward Commitments to 2020-21	Commentary
CAPITAL WORK EXPENDITURE				
CEO'S OFFICE				
Governance				
72841. Upgrade/Enhancement to Doc Assembler	\$0	\$20,000	\$20,000	This project will be resumed in the 2020-21 financial year. Progress was interrupted by the COVID-19 Pandemic causing limited access to and availability of internal staff resources and the vendor reassessing its service delivery methods under COVID-19 conditions.
TOTAL CEO'S OFFICE	\$0	\$20,000	\$20,000	
Total CEO'S OFFICE	\$1,172,603	\$4,552,732	\$5,725,335	
CUSTOMER EXPERIENCE AND BUSINESS TRANSFORMATION				
Chief Information Office				
72756. Youth Services Case Management System	\$30,000	\$92,236	\$122,236	Procurement is underway to source the software required to support the initiative. The solution is scheduled to be implemented in October 2020.
72758. Council Chamber Audiovisual (AV) Uplift	\$300,000	\$288,492	\$588,492	This initiative has recommenced following a short pause due to the COVID-19 pandemic. The tender process is underway to source the professional services and devices to support the initiative. The schedule for implementation is to occur by the end of the 2020.
72766. Information Security Roadmap	\$100,000	\$34,729	\$134,729	The initiative is to support the information security framework development. Security policies, standards and guidelines are scheduled to be develop over the current financial year and the next. Additional security software scheduled to be procured and implemented in June 2021.
72847. Improve the Councils Network Service Diversity	\$450,000	(\$150,288)	\$299,712	This initiative is underway to procure the devices and infrastructure with a tender underway. The implementation for the proposed solution to occur in September 2020.
Total Chief Information Office	\$880,000	\$265,169	\$1,145,169	
TOTAL CUSTOMER EXPERIENCE AND BUSINESS TRANSFORMATION	\$880,000	\$265,169	\$1,145,169	
PEOPLE CULTURE AND DEVELOPMENT				
People Culture and Development				
72761. Payroll System Upgrade	\$0	\$250,405	\$250,405	The tender evaluation process was delayed due to COVID-19 pandemic. The tender evaluation process is now almost complete. Contract negotiations/documentation will proceed in July. The project will be implemented in 2020-21.
Total People Culture and Development	\$0	\$250,405	\$250,405	
TOTAL PEOPLE CULTURE AND DEVELOPMENT	\$0	\$250,405	\$250,405	
COMMUNITY DEVELOPMENT				
Arts and Culture				
71877. Town Hall Gallery Collection Acquisitions	\$0	\$143,581	\$143,581	The process to acquire artwork into the Town Hall Gallery collection has been enhanced during 2019-20. Several acquisitions have been purchased, with a limited number of works still to be finalised for acquisition in 2020-21.
72565. Boroondara Arts	\$0	\$13,972	\$13,972	The COVID-19 pandemic has delayed the arrival of ordered equipment. Delivery of the renewed portable staging is expected in 2020.
72843. Enhance Hawthorn Arts Centre Entrances	\$0	\$50,000	\$50,000	The COVID-19 pandemic resulted in venue closure and restricted progress on this project. It is anticipated to be completed in 2020.
Total Arts and Culture	\$0	\$207,553	\$207,553	
Health, Ageing & Disability Services				
71920. HACC - Minor Capital Grant	\$107,067	(\$18,706)	\$88,361	This funding was received from a Victorian Government grant for the purchase of minor capital associated with Council's aged care services. Following a review it has been decided that the fund's will be used in 2020-21 to purchase minor equipment in response to the aged care reforms.
TOTAL HEALTH, AGEING & DISABILITY SERVICES	\$107,067	(\$18,706)	\$88,361	
TOTAL COMMUNITY DEVELOPMENT	\$107,067	\$188,847	\$295,914	

Section 3 - Financial and performance statements

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CAPITAL WORKS - PROPOSED FORWARD COMMITMENTS TO 2020-21				
Project Name & Number	Total Adopted Forward Commitments to 2020-21	Movement	Total Final Forward Commitments to 2020-21	Commentary
CAPITAL WORK EXPENDITURE				
MAJOR PROJECTS				
Major Projects				
72764. Ashburton Seniors Centre	\$600,000	\$213	\$600,213	This is a multi-year project. Construction works for this project are 90% complete. The southern car park works are now underway and the fitout of the new building is continuing. Project is scheduled for completion in August 2020.
72854. Ashburton Seniors Centre (Expansion)		\$911,506	\$911,506	
72243. Ashburton Seniors Centre		\$31,179	\$31,179	
72411. Greythorn Community Hub		\$80,000	\$80,000	The forward commitment is required to finalise the completion of minor works that will be completed in 2020-21.
72507. Camberwell Community Centre	\$500,000	(\$67,067)	\$432,933	This is a multi-year project. There was a delay in the commencement of construction works, however construction is in progress and is scheduled for completion in December 2020.
72852. Camberwell Community Centre (Expansion)	\$800,000	\$1,062,609	\$1,862,609	
72769. Canterbury Precinct (renewal)*	\$310,500	(\$45,482)	\$265,018	This is a multi-year project. The project is now in the tender phase and is due for contract award in the latter part of August 2020 with expected construction site establishment in September 2020. Project is planned for completion by December 2021.
72773. Balwyn Community Centre (Upgrade)	\$0	\$100,000	\$100,000	Building works were completed in May 2020. Due to the COVID-19 pandemic, Balwyn Community Centre has not been formally opened. Minor post completion works are required and is programmed for completion in 2020-21. The defects and liability period expires in May 2021.
72776. Kew Recreation Centre (Expansion)	\$0	\$127,652	\$127,652	This is a multi-year project. The project is now in the tender phase and due for contract award in September 2020 with expected construction site establishment in September/October 2020. It is programmed for completion in December 2022.
TOTAL MAJOR PROJECTS	\$2,210,500	\$2,200,610	\$4,411,110	
Made up of:				
NEW CAPITAL - FORWARD COMMITMENTS TO 2020-21	\$2,114,817	\$2,331,532	\$4,446,349	
UPGRADE CAPITAL - FORWARD COMMITMENTS TO 2020-21	\$902,603	\$1,222,102	\$2,124,705	
EXPANSION CAPITAL - FORWARD COMMITMENTS TO 2020-21	\$1,000,000	\$3,240,918	\$4,240,918	
RENEWAL CAPITAL - FORWARD COMMITMENTS TO 2020-21	\$1,410,500	\$3,190,403	\$4,600,903	
GRAND TOTAL FORWARD EXPENDITURE COMMITMENTS TO 2020-21	\$5,427,920	\$9,984,955	\$15,412,875	
<i>* Adjusted for project escalation.</i>				
Project Name & Number	Total Adopted Forward Commitments to 2020-21	Movement	Total Final Forward Commitments to 2019-20	Commentary
CAPITAL INCOME - CARRIED FORWARD				
72862. Muswell Hill and High Street intersection improvements	\$0	\$6,760	\$6,760	Balance of Vic Roads Safe System Road Infrastructure Program (SSRIP) grant to be recognised in 2020-21.
72771. Canterbury Precinct (New)	\$0	\$800,000	\$800,000	Grant funding scheduled to be received in October 2020.
72860. Union Rd - Surrey Hills - Lower Speed Limit b/n Canterbury	\$0	\$176,540	\$176,540	Grant funding from the Department of Transport expected to be received in 2020-21.
72693. Hawthorn Rowing Ramp	\$0	\$334,750	\$334,750	Balance of contribution to be received for the project.
TOTAL INCOME CARRIED FORWARD TO 2020-21	\$0	\$1,318,050	\$1,318,050	
TOTAL NET FORWARD COMMITMENTS TO 2020-21	\$5,427,920	\$8,666,905	\$14,094,825	
<i>* Adjusted for project escalation.</i>				

3.6.3 Major Projects Capital Works performance

Major Projects - Progress Update Expenditure For the period ending 30 June 2020

		YEAR TO DATE			ANNUAL		
		SEPTEMBER			FULL YEAR FORECAST	SEPTEMBER AMENDED BUDGET	FULL YEAR FORECAST VARIANCE
		ACTUAL	BUDGET	VARIANCE			
Tuck Stand	1	49,400	42,310	(7,090)	42,310	42,310	0
Balwyn Community Centre	2	4,871,596	5,039,912	168,316	5,039,912	5,039,912	0
Kew Recreation Centre	3	1,989,075	2,112,410	123,335	2,112,410	2,112,410	0
Canterbury Community Precinct	4	338,809	775,000	436,191	475,000	775,000	300,000
Ashburton Seniors Centre	5	5,230,069	6,772,967	1,542,898	6,172,967	6,772,967	600,000
Camberwell Community Centre	6	3,207,622	5,503,164	2,295,542	4,203,164	5,503,164	1,300,000
Total		15,686,571	20,245,763	4,559,192	18,045,763	20,245,763	2,200,000

All projects overseen by Project Control Groups.

1. Tuck Stand

The Tuck Stand has been deferred until 2025-26 and has been included in our Long Term Financial Strategy draft program, until such time the impact of the COVID-19 pandemic is fully understood, and it may be further adjusted in the future.

2. Balwyn Community Centre

Building works were completed in May 2020. Due to the COVID-19 pandemic, Balwyn Community Centre has not been formally opened. Minor post completion works are required and is programmed for completion in 2020-21. The defects and liability period expires in May 2021.

3. Kew Recreation Centre

This is a multi-year project. The project is now in the tender phase and due for contract award in September 2020 with the expected construction site establishment in September/October 2020. Project is planned for completion by December 2022.

4. Canterbury Community Precinct

This is a multi-year project. The project is now in the tender phase and is due for contract award in the latter part of August 2020 with expected construction site establishment in September 2020. Project is planned for completion by December 2021.

5. Ashburton Seniors Centre

This is a multi-year project. Construction works for this project are 90% complete. The southern car park works are now underway and the fitout of the new building is continuing. Project is scheduled for completion in August 2020.

6. Camberwell Community Centre

This is a multi-year project. There was a delay in the commencement of construction works, however construction is in progress and is scheduled for completion in December 2020.

3.7 Priority Projects performance

3.7.1 Priority Projects performance versus budget

Commentary (by exception)

Full year actual vs. year to date September Amended Budget

Full year actual performance in gross priority project expenditure is \$18.96 million which is \$5.20 million below the September Amended Budget year to date budget phasing. Due to expenditure delays and the ongoing COVID-19 restrictions in Victoria, some planned priority projects could not proceed or were partly delayed, the most significant being:

- **80968 - Boroondara Customer First Delivery and project support - (\$1.91 million)**
Project activity remains on schedule, with the variance generally in line with forecast and relating to delivery partner. Due to the COVID-19 pandemic there were some minor additional savings on stationery, equipment purchases, training and other miscellaneous items.
- **80973 - Enterprise Transactional Services & Payments - (\$706,000)**
Project activity has remained on schedule with the favourable variance attributed to resources not required by the project during this financial year. The project is anticipated for completion by March 2021.
- **81020 - Glenferrie Road Placemaking Project - (\$650,000)**
Initial stakeholder engagement and community consultation has been completed and supporting technical analysis is in progress. Further community consultation will occur in July to get input on future priorities. A favourable variance is attributed to the unexpected delays in staff recruitment and the impacts from the COVID-19 pandemic. Total proposed forward commitment to 2020-21 is \$650,000.
- **81028 - Statutory Planning Paper Files Scan on Demand - (\$323,000)**
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. Total proposed forward commitment to 2020-21 is \$104,000.
- **80886 - Neighbourhood Shopping Centre Improvements Pilot - (\$307,000)**
Preliminary stakeholder engagement and initial community consultation has been completed and supporting technical analysis is in progress. Further community consultation on future priorities has been delayed due to COVID-19 social distancing requirements. Delays in recruitment of remaining project resources has contributed to the favourable variance within this project. Total proposed forward commitment to 2020-21 is \$307,000.

- **80955 - Tree Strategy Action Plan Implementation - (\$305,000)**

The Tree Management Guidelines review is almost complete and is planned for publication in August 2020. The tree renewal program of 30 trees for Mont Albert Rd will be partially completed by 30 June 2020. The removal of 22 trees identified as dead or significantly dying will be completed by 30 June 2020, with a further 8 trees planned for removal by 30 June 2021. The project has been delayed due to resource availability, staffing changes and the identification of priority trees for renewal, including replacement species selection. Total proposed forward commitment to 2020-21 is \$305,000.

This has partially been offset by over expenditure in the following projects:

- **81033. Energy Safe Victoria (ESV) power line clearance program - \$1.01 million**

Energy Safe Victoria (ESV) issued Council with audit data identifying non-compliant trees under power lines. At receipt of this information, Council was in a tender process to appoint a contractor to provide tree maintenance services. Due to the urgency of these works, ESV directed CitiPower to make Council's trees compliant, and due to the proximity of these trees to high voltage lines, the majority of this work was completed using live line resources with weekend and after-hours works. The cost for this is approximately 10 times of the standard line clearance works and was not budgeted.

- **80931. North East Link - \$420,000**

Council's input to the North East Link project is ongoing, with participation in and representation at the Inquiry and Advisory Committee panel hearing in late 2019, and the subsequent legal challenge in the Supreme Court of Victoria critical advocacy activities for the Council and community through 2019-20. The costs associated with both critical advocacy activities was greater than anticipated. All legal costs are shared with the Council alliance of Boroondara, Banyule and Whitehorse councils.

Priority Project income of \$617,000 has been received which is \$16,000 below the September Amended Budget of \$632,000.

Total proposed forward commitments (net) \$7.85 million to 2020-21

An additional \$3.07 million (net) forward commitments have been identified to the amount foreshadowed in the 2020-21 Adopted Budget. The total net forward commitments to be completed in 2020-21 is \$7.85 million. The full listing is provided on the following pages.

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PRIORITY PROJECTS - PROPOSED FORWARD COMMITMENTS TO 2020-21				
Project Name & Number	Total Adopted Forward Commitments 2020-21	Movement	Total Proposed Forward Commitments to 2020-21	Commentary
PRIORITY PROJECTS - PROPOSED FORWARD COMMITMENTS				
ENVIRONMENT AND INFRASTRUCTURE				
Environment and Sustainable Living				
80662. Urban Biodiversity Strategy (UBS) Imp - Priority Action	\$0	\$55,000	\$55,000	Engagement with communities and schools for the Urban Biodiversity Strategy have been postponed due to COVID-19 restrictions. It is anticipated that this will commence once social distancing measures have been relaxed with the project scheduled for completion by June 2021.
80886. Neighbourhood Shopping Centre Improvements Pilot	\$180,000	\$127,420	\$307,420	Preliminary stakeholder engagement and initial community consultation has been completed and supporting technical analysis is in progress. Further community consultation on future priorities has been delayed due to COVID-19 social distancing requirements. Delays in recruitment of remaining project resources has contributed to the favourable variance within this project.
81008. Review and Update Climate Change Risk Assessment	\$0	\$20,347	\$20,347	The project is nearing completion but has been delayed mainly due to impacts of COVID-19, which requires a high level of staff engagement. The project methodology was amended to allow delivery with social distancing measures in place, however the project has been delayed as a result. Project is anticipated for completion in early 2020-21.
81024. Integrated Water Management Plan for Back Creek East (Medlow)	\$0	\$9,505	\$9,505	Consultation has been delayed due to impacts of COVID-19. Project is anticipated for completion in early 2020-21.
81031. Auburn High School Concept Master Plan	\$0	\$55,499	\$55,499	Site analysis has been completed the scope refined. Due to resourcing and COVID-19 restrictions, there has been a delay in this project. As restrictions have eased, project has recommenced and is currently planned for completion by October 2020.
81052. Repair and Maintenance Historic Glass Blocks Cookson Street	\$0	\$100,000	\$100,000	Contract will now be completed in early 2020-21, to align with the revised supply timeline following disruption from COVID-19.
Total Environment and Sustainable Living	\$180,000	\$367,771	\$547,771	
Traffic and Transport				
80942. Boroondara Bicycle Strategy review	\$0	\$20,817	\$20,817	This is a multi-year project. The draft consultation summary report has been received and is currently being reviewed by officers. The draft strategy is expected to be prepared late in 2020 for the purposes of community consultation. The strategy is due to be presented to Council for consideration and adoption during 2020-21.
80985. VicRoads Community Road Safety - Safe to School 2018-19	\$0	\$3,891	\$3,891	This project involves working with two schools. Due to the impacts of COVID-19, meetings with the schools and parents/carers were not able to be undertaken. The project is expected to be completed late in 2020.
80986. VicRoads Community Road safety - Bike Ed Training 2018-19	\$0	\$824	\$824	Two Glen Iris Primary School teachers were trained in Bike Ed in March 2020. The courses booked for Term 2 were cancelled due to the impacts of COVID-19 and due to ongoing restrictions, no courses have been held. This program is externally funded through the Department of Transport (DoT) and they have provided an extension until 30 December 2020.
80987. VicRoads Community Road Safety - Wiser Walker 2018-19	\$0	\$1,900	\$1,900	The Wiser Walker courses had to be cancelled due to the impacts of COVID-19 and due to ongoing restrictions, no courses have been held. This program is externally funded through the Department of Transport (DoT) and they have provided an extension until 30 December 2020.
Total Traffic and Transport	\$0	\$27,432	\$27,432	

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PRIORITY PROJECTS - PROPOSED FORWARD COMMITMENTS TO 2020-21				
Project Name & Number	Total Adopted Forward Commitments 2020-21	Movement	Total Proposed Forward Commitments to 2020-21	Commentary
PRIORITY PROJECTS - PROPOSED FORWARD COMMITMENTS				
Infrastructure Services				
80858. Waste minimisation strategy - external expert advice	\$20,000	\$17,055	\$37,055	This is a multi-year project. Due to the tendering and procurement hiatus at both an organisational and state government procurement level, the review and tendering of the recycling collection and disposal contract will now be completed during 2020-21, to align with revised tendering timelines due to the COVID-19 pandemic disruption. A consultant will be engaged to commence the review of the recycling and disposal contract which expires in November 2022.
81034. Graffiti Removal Pilot Program	\$0	\$165,000	\$165,000	The State Government has not confirmed when the program will start. The project is now deferred until 2021-22 and 2022-23.
81053. Recycling Campaign	\$0	\$156,380	\$156,380	The project was unable to be completed during the 2019-20 year due to the cessation of recycling audits by the reprocessor, as part of their COVID-19 infection control protocols at their Materials Recovery Facilities (MRFs). The recycling campaign completion is depending on the ability to carry out detailed audits of the recycling from Boroondara. Depending on current COVID-19 restrictions, the reprocessor may or may not recommence audits by November 2020.
Total Infrastructure Services	\$20,000	\$338,435	\$358,435	
Parks and Gardens				
80941. Parks and Infrastructure - One Way of Working Implementation	\$21,176	(\$13,400)	\$7,776	This is a multi-year project. Project activity remains on schedule, with the favourable variance attributed to the Project Lead resource commencing 3 months later than planned in the project initiation year. The 2020-21 program is anticipated for completion by October 2021.
80953. Parks and Infrastructure Asset Data Capture	\$15,000	\$21,240	\$36,240	This is a multi-year project. The remaining funds are to contribute towards the programmed data capture and is scheduled for completion by September 2020.
80955. Tree Strategy Action Plan Implementation	\$180,000	\$125,460	\$305,460	The Tree Management Guidelines review is almost complete and is planned for publication in August 2020. The tree renewal program of 30 trees for Mont Albert Rd will be partially completed by 30 June 2020. The removal of 22 trees identified as dead or significantly dying will be completed by 30 June 2020, with a further 8 trees planned for removal by 30 June 2021. The project has been delayed due to resource availability, staffing changes and the identification of priority trees for renewal, including replacement species selection.
80964. Park Events management	\$50,000	\$3,337	\$53,337	This is a multi-year project. This project supports the delivery of actions from the open space management framework review. This project is scheduled for completion by June 2021.
80965. Field Sports Strategy implementation & related policy review	\$51,800	(\$98)	\$51,702	This is a multi-year project. This project supports the implementation of Field Sports Strategy actions. Project is expected to be completed by June 2021.
80982. Sport Development Officer	\$19,354	(\$16,312)	\$3,042	This is a multi-year project. Due to the impacts of COVID-19 recruitment for this role has been delayed. Implementation of the Diversity, Inclusion and Participation Program will commence in the 2020-21 financial year.
81025. Analysis of Access to Sporting Fields for Participation	\$66,909	(\$6,441)	\$60,468	This is a multi-year project. This project supports the development of the sportsground provision, which will be reported to Council by the end of 2021.
Total Parks and Gardens	\$404,239	\$113,786	\$518,025	
Projects & Strategy				
80628. Project Management staff for delivery of Major Projects	\$0	\$36,000	\$36,000	This is a multi-year project. Due to the impacts of COVID-19 recruitment for this role has been delayed. Funds are required to be carried forward for the project management of the major capital works services.
Total Projects & Strategy	\$0	\$36,000	\$36,000	
TOTAL ENVIRONMENT & INFRASTRUCTURE	\$604,239	\$883,424	\$1,487,663	

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PRIORITY PROJECTS - PROPOSED FORWARD COMMITMENTS TO 2020-21				
Project Name & Number	Total Adopted Forward Commitments 2020-21	Movement	Total Proposed Forward Commitments to 2020-21	Commentary
PRIORITY PROJECTS - PROPOSED FORWARD COMMITMENTS				
CITY PLANNING				
Strategic Planning				
80850. Municipal Wide Heritage Assessment	\$220,000	\$48,968	\$268,968	The Municipal Wide Heritage Gap Study is a five year project which commenced in August 2016. The project has continued to progress during Year 4 of the project with the Panel hearing process for the Hawthorn and Kew Heritage Gap Studies being completed. Public consultation on the Hawthorn East Heritage Gap Study and draft Ashburton and Glen Iris Heritage Gap Studies were also undertaken. Due to State Government restrictions in relation to COVID-19, further progression of the project has been delayed. The project is expected to be completed by 30 June 2021.
80908. Balwyn heritage study - Peer review	\$0	\$9,647	\$9,647	Due to State Government restrictions in relation to COVID-19, further progression of the project has been delayed. The project is expected to be completed by the end of December 2020.
80940. Introduction of a Special Building Overlay	\$129,511	\$0	\$129,511	This project cannot commence until Melbourne Water completes their own consultation process on proposed areas for inclusion in the Special Building Overlay. Due to State Government restrictions in relation to COVID-19, Melbourne Water has not yet commenced consultation.
Total Strategic Planning	\$349,511	\$58,615	\$408,126	
Statutory Planning				
81028. Statutory Planning Paper Files Scan on Demand	\$0	\$104,000	\$104,000	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.
Total Statutory Planning	\$0	\$104,000	\$104,000	
Local Laws				
81035. Payment of parking by phone app	\$0	\$10,000	\$10,000	Investigation on the mobile parking technology has been undertaken. Implementation will commence in 2020-21 and will be completed by June 2021.
80962. Online Access to Parking Infringement Photos	\$0	\$34,257	\$34,257	The software and professional services have been procured to enhance the PinForce software. These funds will be used towards the online subscription until April 2021.
Total Local Laws	\$0	\$44,257	\$44,257	
Economic Development				
80691. Christmas in Boroondara Program	\$0	\$98,080	\$98,080	Due to unavoidable COVID-19 supply related issues, this project has been unable to progress. It is anticipated that the project will be completed by December 2020.
Total Economic Development	\$0	\$98,080	\$98,080	
TOTAL CITY PLANNING	\$349,511	\$304,952	\$654,463	

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PRIORITY PROJECTS - PROPOSED FORWARD COMMITMENTS TO 2020-21				
Project Name & Number	Total Adopted Forward Commitments 2020-21	Movement	Total Proposed Forward Commitments to 2020-21	Commentary
PRIORITY PROJECTS - PROPOSED FORWARD COMMITMENTS				
COMMUNITY DEVELOPMENT				
Community Planning and Development				
80813. Balwyn Community Centre Opening	\$15,000	\$0	\$15,000	The Balwyn Community Centre opening has been postponed due to COVID-19. The project is largely dependent on when large gatherings can occur again. The launch is anticipated to be held once State Government directions allow such gatherings needed for a launch.
80936. Access & Inclusion Plan Project Imp - Disability Programming	\$19,175	(\$1)	\$19,174	Programs and events related to the access and inclusion plan have been postponed due to COVID-19. It is anticipated that the activities will commence once social distancing measures have been relaxed. Project is expected to be completed by March 2021.
80938. Review the Cultural Diversity Plan	\$0	\$9,821	\$9,821	The Draft Multicultural Action Plan was adopted on 10 February 2020. Due to COVID-19, a number of events and programming were postponed, including Council's Harmony Day event in Central Gardens, where the Plan was going to be officially launched. It is anticipated that the activities will commence once social distancing measures have been relaxed. The project is expected to be completed by June 2021.
80957. Annual Grants Small - Innovation Grant	\$5,286	\$0	\$5,286	The funds for the Annual Community Grants 2019-20 are underspent so this allocation will be carried forward to the 2020-21 Annual Community Grants program. The project will be completed by June 2021.
81002. Faces of Volunteering in Boroondara Communication	\$0	\$18,103	\$18,103	The Faces of Volunteering project included an exhibition and photographs of 12 volunteers in Boroondara. The project launch and exhibition was unable to take place due to COVID-19 and will be completed by May 2021.
81012. Respond to Reports of Homelessness	\$0	\$30,988	\$30,988	There has been a delay in the project officer commencing in the role. The project is expected to be completed by June 2021.
81060. Depart of Justice - Community Safety Fund - Shining Shierlaw	\$0	\$1,511	\$1,511	The first phase of the project has included the design component. The second phase will include the upgrade of lighting in Shierlaw Avenue, Canterbury, and is expected to be completed by October 2020.
Total Community Planning and Development	\$39,461	\$60,422	\$99,883	
Health, Ageing and Disability Services				
80879. Active Ageing Hub	\$0	\$17,185	\$17,185	Enhancements required for Council's Over 55's online hub have been delayed due to the impacts of COVID-19. Project is anticipated for completion by September 2020.
80950. Community Service Partnership	\$0	\$97,142	\$97,142	This project is required for legal advice and consultancy in relation to obligations associated with Council managed sites.
80961. Council's strategic response on public safety and security	\$0	\$140,000	\$140,000	Council's requirements to meet it's obligations in relation to the Australian Government's Protecting Crowded Places from Terrorism Strategy was delayed due to the impact of COVID-19. Project is expected to be completed by September 2020.
81010. Support for Residents of Canterbury Memorial Home Units	\$0	\$50,000	\$50,000	This project is required to provide support for the residents of Canterbury Memorial Home Units and to ensure Council's compliance with the Retirement Villages Act. Project is anticipated for completion by March 2021.
81020. Glenferrie Road Placemaking Project	\$500,000	\$149,852	\$649,852	Initial stakeholder engagement and community consultation has been completed and supporting technical analysis is in progress. Further community consultation will occur in July to get input on future priorities. A favourable variance is attributed to the unexpected delays in staff recruitment and the impacts from the COVID-19 pandemic impacting the engagement aspects of this project.
81048. Seniors Participation Grant	\$55,774	(\$40)	\$55,734	The Seniors Participation Grant project is a multi-year project designed to run over 18 months, however due to the COVID-19 pandemic, this project is now on hold. It is proposed that the project will commence again once social distancing measures have been relaxed, due to the project's objectives being focused on face to face social connections for Seniors who are considered high-risk to COVID-19.
Total Health, Ageing and Disability Services	\$555,774	\$454,139	\$1,009,913	

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Project Name & Number	Total Adopted Forward Commitments 2020-21	Movement	Total Proposed Forward Commitments to 2020-21	Commentary
PRIORITY PROJECTS - PROPOSED FORWARD COMMITMENTS				
Family Youth and Recreation				
80999. DET - Kindergarten Centre Enrolment Development Grant	\$0	\$4,544	\$4,544	External grant funds to be spent on improvements to Boroondara Kindergarten Central Enrolment Scheme (BKCES) system to support identification of early start kindergarten enrolments. Funds to be fully expended on promotion of Early Start Kindergarten by December 2020.
81015. Boroondara Sports Club Awards	\$0	\$4,468	\$4,468	The awards ceremony was cancelled due to COVID-19 restrictions and an awards video produced. The remainder will be spent on promotion by December 2020.
81016. Individual Grants Program - Low Income Earners	\$0	\$3,200	\$3,200	Clubs were closed for a significant period during the COVID-19 pandemic which has caused this project to be delayed. The grants will be even more important when community sport resumes and more people will be eligible.
81017. Boroondara Sport and Recreation Strategy - Household Survey	\$0	\$56,090	\$56,090	The implementation of this project was delayed due to the onset of the COVID-19 pandemic, however a contract has now been awarded. This project is scheduled for completion by December 2020.
81018. Audit Leased Sporting Facilities - Tree Roots	\$0	\$29,303	\$29,303	Project works associated with this audit were delayed due to COVID-19. Funds will be used for projects highlighted as required by the audit and are expected to be completed by December 2020.
81019. Commence Design and Implementation of a Digital Early Years	\$95,000	\$19,935	\$114,935	Community engagement activities promoting and resourcing the digital hub have been postponed due to restrictions as a result of COVID-19. In 2020-21, the funds will resource a public launch and ongoing community awareness activities. This project is scheduled for completion by March 2021.
81022. Consultation for the Children and Young People's Strategy	\$0	\$9,946	\$9,946	There has been a slight delay to broader project timeframes due to COVID-19 limiting consultation methods. Funds will be used to communicate with the community regarding the consultation undertaken and seeking feedback on the draft strategy action plan in 2020-21.
81044. Project Support for delivery of Major Projects - FAMS	\$0	\$26,417	\$26,417	Budget was underspent due to team members needing to take on some additional tasks. Funding will be required in 2020-21 to provide direct support to key infrastructure projects to primarily act as a liaison with stakeholders.
81047. VicRoads TAC L2P Program	\$0	\$17,808	\$17,808	This is a multi-year project. Full funding was not received as program was put on hold. This was the first year the program was run and this has incurred set up costs which will be offset by the 2020-21 grant.
81057. Kew Traffic School Stronger Communities Grant	\$0	\$6,290	\$6,290	This project is for the contribution towards the party room renewal at Kew Traffic School. Funds have been committed to be expended by 30 September 2020 when renewal works are complete.
Total Family Youth and Recreation	\$95,000	\$178,002	\$273,002	
Library Services				
80930. Be Connected Program	\$0	\$5,831	\$5,831	Council was successful in obtaining a grant to support the Be Connected Program. Program delivery is expected to be completed by December 2020.
81013. Placemaking for Mayoress's Courtyard (Adjacent to Camberwell Library)	\$0	\$45,153	\$45,153	The feasibility study has identified courtyard works which are expected to be completed by March 2021.
81027. Investigate Library Service Measures	\$0	\$50,000	\$50,000	The scope and business case have been developed with a business analyst to implement the recommendations by December 2020.
81045. Project support for delivery of Major Projects - Libraries	\$0	\$31,667	\$31,667	Strategic work with the historical societies was put on hold during the COVID-19 pandemic. This work will be completed once social distancing measures have been relaxed and workshops are able to be held. This project is anticipated for completion by March 2021.
Total Library Services	\$0	\$132,651	\$132,651	

Section 3 - Financial and performance statements

Attachment 1

PRIORITY PROJECTS - PROPOSED FORWARD COMMITMENTS TO 2020-21				
Project Name & Number	Total Adopted Forward Commitments 2020-21	Movement	Total Proposed Forward Commitments to 2020-21	Commentary
PRIORITY PROJECTS - PROPOSED FORWARD COMMITMENTS				
Arts and Cultural Services				
80902. Box Office and ticketing system replacement	\$0	\$12,872	\$12,872	Testing of the access entry controls has been delayed due to venue closures resulting from COVID-19 pandemic. This will now occur in late 2020 to allow final purchase associated with this project.
80994. Town Hall Gallery Significant Assessment	\$0	\$4,500	\$4,500	Council was successful in obtaining a grant to support the a preservation needs assessment of the Town Hall Gallery Collection. Access to the Collection has been delayed due to venue closure. Program delivery is expected to be completed by November 2020.
81061. Florilegium	\$0	\$59,550	\$59,550	Due to COVID-19 closures and restrictions, the publisher has rescheduled publication deadlines. Launch will be rescheduled to accommodate revised timelines.
Total Arts and Cultural Services	\$0	\$76,923	\$76,923	
Finance and Corporate Planning				
80960. Develop and Implement a revised Strategic Business Planning	\$0	\$38,085	\$38,085	Due to COVID-19, staff in this area were taken off line to work on the community response and recovery. The remaining funds will be used to support the project management of the Boroondara Community Plan in the new financial year.
Total Finance and Corporate Planning	\$0	\$38,085	\$38,085	
TOTAL COMMUNITY DEVELOPMENT	\$690,235	\$940,221	\$1,630,456	
People, Culture and Development				
People, Culture and Development				
80844. Online OHS contractor management induction training	\$0	\$30,000	\$30,000	Due to COVID-19, resources across the organisation were re-prioritised which has resulted in a delay in project delivery. Resources were reassigned to the project in June 2020 and it is anticipated for completion by December 2020.
80861. People Culture and Development - Programs and Resources	\$30,000	\$133,460	\$163,460	This is a multi-year project. Change management activities initially planned for 2019-20 will be deferred until 2020-21 so that it more closely aligns with the Customer First program organisational change impacts. It is anticipated the program will be completed by June 2021.
Total People, Culture and Development	\$30,000	\$163,460	\$193,460	
TOTAL PEOPLE, CULTURE AND DEVELOPMENT	\$30,000	\$163,460	\$193,460	
CUSTOMER EXPERIENCE AND BUSINESS TRANSFORMATION				
Chief Information Office				
80903. Prop & Rating bus. requirements specification development	\$0	\$54,313	\$54,313	The software and professional services have been procured to enhance the Property and Rating system. The activities are scheduled for completion in September 2020.
80904. Library Systems Support	\$29,718	(\$3,280)	\$26,438	The Library RFID project was completed February 2020. The remaining funds are to support the transition to operation activities and are scheduled to be completed by September 2020.
80954. Data Mobility Project	\$140,000	\$62,220	\$202,220	The remote access solutions have been implemented. The proposed carry forward is to fund the software subscription and professional services to enable mobility services scheduled in May 2021.
81055. IT Service Management Upgrade	\$265,000	\$2,517	\$267,517	Due to the COVID-19 pandemic, this project was on hold and has recently recommenced. The revised target date for implementation is by April 2021 with the proposed carry forward to fund the software subscription and professional services to configure the IT Service Management software.
Total Chief Information Office	\$434,718	\$115,770	\$550,488	

Section 3 - Financial and performance statements

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PRIORITY PROJECTS - PROPOSED FORWARD COMMITMENTS TO 2020-21				
Project Name & Number	Total Adopted Forward Commitments 2020-21	Movement	Total Proposed Forward Commitments to 2020-21	Commentary
PRIORITY PROJECTS - PROPOSED FORWARD COMMITMENTS				
Chief Customer Office				
80893. Customer centricity support project	\$128,923	(\$240)	\$128,683	The Customer insights role has been recruited in a limited tenure position to undertake this project. The funds will be carried forward to 2020-21 to fund the remaining period of the role. Project is anticipated for completion by June 2021.
80899. Boroondara Arts Brand development	\$0	\$30,000	\$30,000	This project has been delayed until 2020-21 to allow the finalisation of the City of Boroondara branding guidelines as these will inform the development of the Arts brand guidelines which is a sub-brand. The project is expected to be completed by June 2021.
80946. Communications channel evaluation	\$0	\$16,146	\$16,146	The evaluation was delivered through the Community Satisfaction Survey without incurring additional cost. It is recommended all remaining funds are carried forward to enable a closer look at communication expectations post the closure of Progress Leader which will increase dependency on Council communications as a source of local information. Project is anticipated for completion by April 2021.
80947. Mobile Community Information	\$0	\$20,000	\$20,000	Promotional material such as marquees and banners have been developed to highlight the presence of City of Boroondara Council Officers and Councillors at community events. As community events are rescheduled post COVID-19 restrictions, further material will be required. Project is expected to be fully concluded by June 2021.
80969. Improving Community Information Access to Services	\$0	\$54,670	\$54,670	This project was able to be delivered with fewer resources than expected leading to cost savings which will be directed to further website improvements in 2020-21 as informed by our customers. The project will be completed by June 2021.
81006. Customer Service Functional Review	\$0	\$64,325	\$64,325	The final report on the Customer Service functional review has been drafted and provides a framework that guides Council support the changing role of the contact centre and service functions. The review focused on four key areas: people, channels, technology and performance measures. Project is expected to be completed by December 2020.
81007. Service Design and Research	\$0	\$30,013	\$30,013	This project is to fund the implementation of project recommendations in alignment with the Innovation Framework. This project is scheduled for completion by June 2021.
81029. Information Asset Audit	\$0	\$61,184	\$61,184	This project is to fund implementation of the Information Asset Audit recommendations. This project is scheduled for completion by June 2021.
81030. Think Customer Experience Employee Engagement program	\$0	\$50,000	\$50,000	Program was placed on hold to allow for finalisation of the Customer Service Review. Funding to be carried forward to enable delivery of people-focused recommendations. Project is expected to be completed by December 2020.
81032. Customer Services Officers	\$0	\$15,075	\$15,075	Due to a delay in the initial recruitment phase, one of the roles is continuing until end of September 2020 to support projected enquiry volumes.
Total Chief Customer Office	\$128,923	\$341,173	\$470,096	

Section 3 - Financial and performance statements

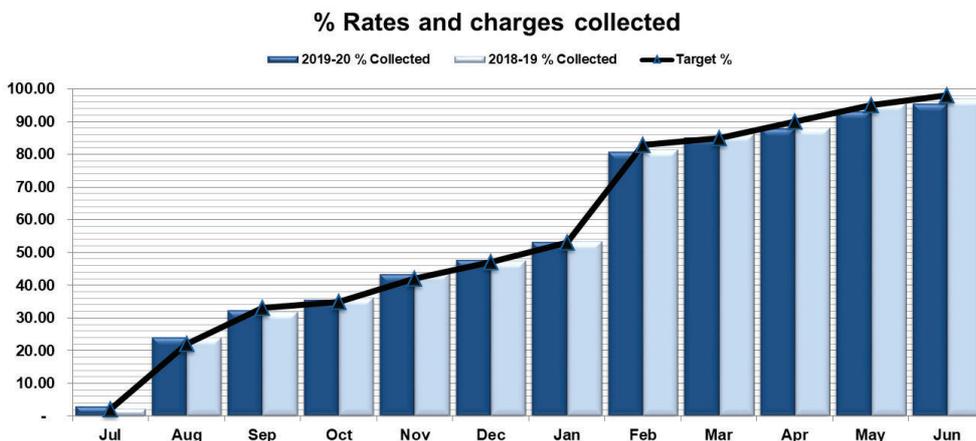
Attachment 1

PRIORITY PROJECTS - PROPOSED FORWARD COMMITMENTS TO 2020-21				
Project Name & Number	Total Adopted Forward Commitments 2020-21	Movement	Total Proposed Forward Commitments to 2020-21	Commentary
PRIORITY PROJECTS - PROPOSED FORWARD COMMITMENTS				
Boroondara Customer First Program				
Boroondara Customer First Program	\$2,547,992	\$583,746	\$3,131,738	The Boroondara Customer First Program requires the carry forward to finalise commitments established under pre-existing contracts.
Total Boroondara Customer First Program	\$2,547,992	\$583,746	\$3,131,738	
TOTAL CUSTOMER EXPERIENCE AND BUSINESS TRANSFORMATION	\$3,111,633	\$1,040,689	\$4,152,322	
TOTAL FORWARD COMMITMENTS TO 2020-21	\$4,785,618	\$3,332,746	\$8,118,364	
PRIORITY PROJECT INCOME - CARRIED FORWARD				
81034. Graffiti Removal Pilot Program	\$0	(\$165,000)	(\$165,000)	The State Government has not confirmed when the program will start. The project is now deferred until 2021-22 and 2022-
81057. Kew Traffic School Stronger Communities Grant	\$0	(\$9,074)	(\$9,074)	Balance of grant funding to be recognised in 2020-21 (received in 2019-20).
81047. VicRoads TAC L2P Program	\$0	(\$24,000)	(\$24,000)	Balance of grant funding to be received in 2020-21.
80985. Vicroads Community Road Safety - Safe to School 2018-19	\$0	(\$3,891)	(\$3,891)	Balance of grant funding to be recognised in 2020-21.
81048. Seniors Participation Grant	\$0	(\$55,733)	(\$55,733)	Balance of grant funding to be recognised in 2020-21.
81060. Depart of Justice - Community Safety Fund	\$0	(\$1,511)	(\$1,511)	Balance of grant funding to be recognised in 2020-21.
80986. VicRoads Community Road safety - Bike Ed Training 2018-19	\$0	(\$824)	(\$824)	Balance of grant funding to be recognised in 2020-21.
80987. VicRoads Community Road Safety - Wiser Walker 2018-19	\$0	(\$1,900)	(\$1,900)	Balance of grant funding to be recognised in 2020-21.
80994. Town Hall Gallery Significant Assessment	\$0	(\$4,500)	(\$4,500)	Balance of grant funding to be recognised in 2020-21.
TOTAL INCOME CARRIED FORWARD TO 2020-21	\$0	(\$266,433)	(\$266,433)	
TOTAL NET FORWARD COMMITMENTS TO 2020-21	\$4,785,618	\$3,066,313	\$7,851,931	

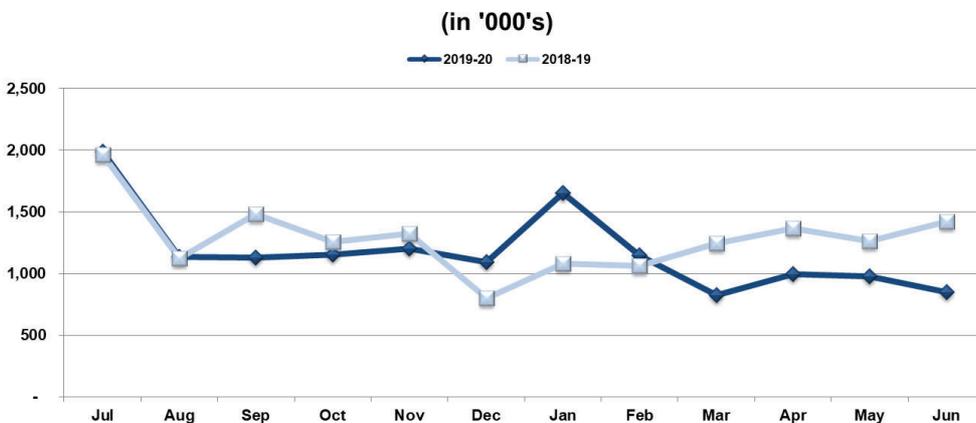
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3.8 Debtors

3.8.1 Rate debtors

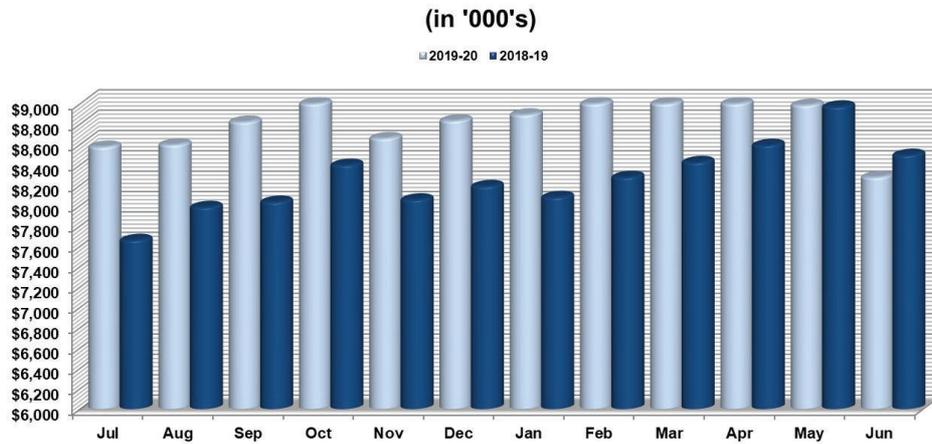


3.8.2 Sundry debtors



The sundry debtors balance at the end of June 2020 is \$851,000 and is \$570,000 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 \$8.28 million is \$218,000 lower than the corresponding prior year period. This is primarily due to Parking Infringements debtors.

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

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 (April - June 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)
2019/158	Kew Traffic School Redevelopment Works	Building redevelopment works at Kew Traffic School	Selective Tender - State Government Construction Supplier Register	11 May 2020	Council	Stokes Rousseau Pty Ltd	Contractor has undertaken projects for Council in the past	4mths+12mths Defects Liability Period	\$634,017
2020/2	Open Space Project Design Panel	Panel of Design Consultants - TBA	EOI - Appoint Panel	4 May 2020	Council	Endeavour Turf Professional P/L Hill & Canning Consulting Engineers P/L Land Design Partnership Pty Ltd Michael Smith & Associates Landscape Architecture & Urban Design Pacific Coast Design P/L Ten Buuren Irrigation Designs P/L Ways With Water P/L Webb Australia Group (Vic) Pty Ltd	New Contractors	Initial term 3 years with options for two further extensions of 1 year each	Quotation Panel - Values to be determined per project

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Contract	Contract Name	Description	Contract Type	Award Date	Awarded By **	Contractor	Contractor History	Contract Term	Contract Value (ex GST)
2020/73	Hawthorn Arts Centre-Clock Tower Refurbishment	Building refurbishment works at Hawthorn Arts Centre Clock Tower	Selective Tender - State Government Construction Supplier Register	28 April 2020	Director	Ivy Constructions Pty Ltd	Contractor has provided similar works for Council	3mths+12mths Defects Liability Period	\$263,764
2020/118	Camberwell Sports Ground Pavilions - Renewal and Upgrade	Renewal and upgrade works for the Camberwell Sports Ground Pavilions.	Selective Tender - State Government Construction Supplier Register	11 May 2020	Council	Simbuilt Pty Ltd	Contractor has undertaken similar works in the past	7mths+12mths Defects Liability Period	\$1,829,304
2020/127	Building Assessment - Consultancy Services	Assessment of 210 Buildings and 44 minor structures	Public Tender	14 April 2020	Director	Macutex Pty Ltd as trustee for Macutex Unit Trust	New Consultant	6 months	\$184,520
2020/164	Ashburton Pool and Recreation Centre - Amenities Refurbishment	Building refurbishment works at Ashburton Pool and Recreation Centre amenities facilities	Selective Tender - State Government Construction Supplier Register	29 May 2020	Director	4 Dimensions Building Contractors Pty Ltd	Contractor has performed similar works for Council in the past	4mths+12mths Defects Liability Period	\$435,017

** Contracts awarded by Directors is by delegation

4.2 Councillor expenses

As required by the Councillor Support and Resources Policy, the following costs or expenses were paid for, or reimbursed to Councillors in the year to date as at 30 June 2020 are reported below:

	Ward	TOTAL FOR WARD	Information and Communication	Fares/Cabcharge/ Parking	Travel/Vehicle/ Accomm	Other Expenses	Professional Development	Councillor Allowances
YTD JUNE 2020	Councillor - Bellevue Ward	\$ 39,146	\$ 853	\$ 108	\$ -	\$ -	\$ 4,035	\$ 34,150
	Councillor - Cotham Ward	\$ 37,673	\$ 757	\$ 137	\$ 791	\$ 1,803	\$ 35	\$ 34,150
	Councillor - Gardiner Ward	\$ 36,001	\$ 1,139	\$ -	\$ 54	\$ -	\$ 658	\$ 34,150
	Councillor - Glenferrie Ward	\$ 46,945	\$ 949	\$ 491	\$ 3,354	\$ 8,001	\$ -	\$ 34,150
	Councillor - Junction Ward	\$ 34,907	\$ 757	\$ -	\$ -	\$ -	\$ -	\$ 34,150
	Councillor - Lynden Ward	\$ 35,331	\$ 827	\$ 55	\$ 101	\$ -	\$ 198	\$ 34,150
	Councillor - Maling Ward (Mayor)*	\$ 62,053	\$ 821	\$ 27	\$ 1,088	\$ 5	\$ 50	\$ 60,072
	Councillor - Maranoa Ward (Mayor)*	\$ 85,382	\$ 757	\$ 459	\$ 920	\$ 281	\$ 73	\$ 82,892
	Councillor - Solway Ward	\$ 35,460	\$ 757	\$ -	\$ 553	\$ -	\$ -	\$ 34,150
	Councillor - Studley Ward	\$ 35,272	\$ 848	\$ 155	\$ -	\$ -	\$ 119	\$ 34,150
	Year to date total	\$ 448,170	\$ 8,465	\$ 1,432	\$ 6,861	\$ 10,080	\$ 5,168	\$ 416,164

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 \$10,930.

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 30 June 2020:

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

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	2018-19 Results	2019-20 Results
Employees with more than 40 days annual leave		
Total number	7	35*
Percentage	0.7%	3.52%

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

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	No Committee meeting was scheduled for Quarter 4, however the Committee were provided regular updates via email regarding the new online format to deliver the 2020 Eisteddfod.
Town Hall Gallery Collection Advisory Committee	To provide feedback to Council in the management of the City's art and heritage collection	In December 2019, Council endorsed the establishment of the Boroondara Arts Advisory Committee. All current members and responsibilities of the Town Hall Gallery Collection Advisory Committee are transferred to the newly formed Committee. The first meeting of the Boroondara Arts Advisory Committee was scheduled for 5 May 2020 but postponed due to COVID-19 restrictions. The Boroondara Arts Advisory Committee is next scheduled to meet on 08 August 2020.
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 2019-20 and the Triennial Operational Grants 2020-23.

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>Disability Advisory Committee met on Wednesday 11 March 2020 and included the following agenda items:</p> <ul style="list-style-type: none"> -The YMCA Community Recreation Outreach Program (CROP) for people living with mental health conditions. -The personal safety identification project for young adults living with Autism run by the Chinese Parents Support Network. - Feedback was sought about the inclusion of children and young people with a disability to inform the development of the Boroondara Children and Young People Strategy. - Feedback was sought about the customer experience of people with a disability in Boroondara to inform the Customer Experience Improvement Strategy. <p>The June meeting for the Community Disability Advisory Committee has been postponed until Wednesday 29 July to suit member's availability.</p>

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 on 26 February and on 27 May 2020.</p> <p>At the February meeting the following items were discussed:</p> <ul style="list-style-type: none"> - An update from Victoria Police about CommConnect, a community precinct policing model. - An update on Council's activities related to emergency management. - An update on Council's activities related to graffiti management. - An update from Victoria Police on crime and safety issues in Boroondara. - An overview of Council's road safety projects in 2020. - An update on Council's Shining Sheirlaw project. - Information updates were provided by members. <p>The Committee met online on 27 May 2020. The following items were discussed:</p> <ul style="list-style-type: none"> - An update on Council's activities related to emergency management and COVID-19. - An update on Council's activities related to graffiti management. - An update from Victoria Police on crime and safety issues in Boroondara. - Information updates were provided by members.

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 on Tuesday 10 March 2020 and on 12 May 2020.</p> <p>At the March meeting the following items were discussed:</p> <ul style="list-style-type: none"> - A presentation from You Matter, which supports women in Boroondara starting a new life post family violence experiences. - A group discussion around a local case study to determine pathways for a client or support worker to enter Family Violence service systems in Boroondara. - Program and agency sharing about upcoming activities. <p>The May meeting met online included the following agenda items:</p> <ul style="list-style-type: none"> - A presentation from the Eastern Domestic Violence Outreach Service (EDVOS) on its services, capacity and caseloads during COVID-19. - Discussion and information sharing about the Victoria Police's Financial Elder Abuse Eastern Region Pilot Trial. - Review of Council's International Women's Day event held on Wednesday 11 March 2020. - Program and agency sharing about how agencies are operating and any issues 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 on 11 March and on 4 June 2020.</p> <p>The March meeting included the following agenda items:</p> <ul style="list-style-type: none"> - A presentation and discussion on a research project Council is planning on reducing harmful alcohol use. - Members initial feedback was sought on which of the health priorities in the Victorian Public Health and Wellbeing Plan 2019-23 are a priority for them. - A presentation from the Master of Dietetics students on placement with Council about their work assessing the healthy food and drink environment at the Camberwell Civic Centre. - Consultation on the development of Council's Children and Young People Action Plan 2021-25. <p>The meeting held on 4 June 2020 included the following agenda items:</p> <ul style="list-style-type: none"> - A presentation on Council's COVID-19 relief and recovery effort. - A discussion about how organisations have adapted/modified their services or tried new initiatives due to COVID-19 to support mental health and social connection.
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. Other than keeping social channels updated due to COVID-19, there has been a hiatus in meeting and spend.
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	Due to the current COVID-19 pandemic, the first and second quarterly 2020 meetings were cancelled to allow Early Years Representatives on the committee the opportunity to focus on their own organisational needs. A meeting has been scheduled for 16 July 2020

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	The March 2020 Boroondara Young People's Advisory Committee meeting was cancelled due to the COVID-19 pandemic. The Boroondara Young People's Advisory Committee met on 29 June 2020. Results of community consultation informing the draft Children and Young People's Action plan was shared and discussed, as well as proposed updates to the committee's terms of reference.
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	The Junction Skate & BMX (JSBP) Advisory Committee continues to meet to consider initiatives to support the JSBP and to minimise impacts on resident amenity. Due to COVID-19 pandemic the meeting scheduled was cancelled, with the next meeting due to take place in September 2020.
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 Manager Governance and Associate Director Collaboration & Partnership had a meeting in March 2020 to facilitate connections for colleagues and to raise matters of mutual interest.
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 of the Year was announced on 26 January 2020. No Young Citizen of the Year was awarded in 2020.

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	The Add life to Your Years Advisory Committee met in November 2019 for its last meeting prior to the adoption of the new Healthy Ageing Plan and the Actions for 2020. An Expression of Interest process was undertaken in February 2020 to form a new Advisory Committee. A list of all applicants was compiled for consideration and appointment to the Committee. Due to COVID-19 the process has been temporarily put on hold but all applicants have been emailed and thanked for their application.
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	<p>In Quarter 3 a successful dinner was held for International Women's Day at the Hawthorn Town where the Women in Boroondara Local Government exhibition was launched. This exhibition celebrates the women leaders who have served as mayors in the City of Boroondara and former cities of Kew, Camberwell and Hawthorn. The exhibition booklet, Tracing Her Steps: Women in Boroondara Local Government is now available online. The Boroondara Photograph Competition themed Portraits of Boroondara includes a category to highlight Women of Boroondara with entries due at the end of April. The competition encourages those to enter photos of admirable Boroondara woman, taken in any year.</p> <p>In Quarter 4, the Boroondara Photograph Competition themed Portraits of Boroondara, included a category to highlight Women of Boroondara. The competition closed in April and encouraged photos to be entered of admirable Boroondara woman, taken in any year.</p>

5. Grants progress report: 1 April - 30 June 2020

Grant applications completed/pending

Funding Body & Grant Program	Council Department	Council Project or Purpose	Closing Date or Date Submitted	Amount Requested	Status
<i>Department of Health</i> Driving Social Inclusion through Sport and Physical Activity	Family, Youth & Recreation	Address inclusion issues for vulnerable and disadvantaged individuals and enhance wellbeing	12/12/2019	\$60,000	Unsuccessful
<i>Public Record Office Victoria</i> Local History Grants program	Arts and Cultural Services	Boroondara Arts Heritage Program - Primary School Education Tour Program	08/01/2020	\$14,350	Pending
<i>Department of Infrastructure, Transport, Regional Development and Communications</i> National Awards for Local Government	Community Planning and Development	Greythorn Community Hub	07/02/2020	Not financial	Unsuccessful
<i>Sport and Recreation Victoria</i> Local Sports Infrastructure Fund	Family, Youth & Recreation, and Parks and Infrastructure	1) Kew Recreation Centre redevelopment 2) Hawthorn Malvern Hockey Centre Pavilion upgrade 3) Camberwell Sports Ground upgrade	14/02/2020	1) \$2 million 2) \$250,000 3) \$250,000	1) Successful \$2 million 2) Pending 3) Pending
<i>Department of Premier and Cabinet</i> 75th Anniversary of the End of WWII	Arts and Cultural Services	Boroondara Remembers: Stories of WWII	24/02/2020	\$25,750	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
Department of Industry, Innovation & Science Communities Environment Program	Environment Sustainable Living	Installation of Litter trap on Saxby Road, Gardiners Creek, Glen Iris	28/02/2020	\$20,000	Successful \$20,000
ENJOY MAP for Health	Environment, Sustainable Living	Victorian Park regional Playground		\$50,000	Pending
Vic Roads Community Road Safety	Traffic and Transport	1) Bike Education Programs 2) Safe to School 3) Wiser Driver 4) Wiser Walker, Wiser Traveller	11/03/2020	1) \$2,220 2) \$12,000 3) \$1,900 4) \$1,900	Successful = \$17,070
Federal government	Traffic and Transport	Replacement of the northern land bridge component of the Walmer Street Bridge (Main Yarra Trail)	30/4/2020	\$2.315 million Granted \$1.5 million	Successful= \$1.5 million
Maternal Child Health workforce support grant	Maternal and Child Services	Support clinical placements for MCH nursing students commencing in 2020	28/4/2020	\$15,000 (x 2 grants)	Successful \$10,000 \$5,000
COVID19 Youth response Fund (Foundations of Young Australians)	Youth 360	Solar Productions Social Imagination Project	7/5/2020	\$5,000	Pending
<i>Community Heritage grant 2019</i>	Arts & Culture	Town hall gallery preservation needs assessment	27/4/2020	\$4,500	Pending
Children's week grants	Family Youth & Recreation, and Arts & Culture			\$1,000	Pending
Victorian Government Department of Health & Human Services	Health, Active Ageing and Disability Services	Community activation and social isolation initiative for COVID19	30/6/2020	\$33,860	Successful \$33,860

Section 5 - Grants progress

Attachment 1

Funding Body & Grant Program	Council Department	Council Project or Purpose	Closing Date or Date Submitted	Amount Requested	Status
Community Sports Infrastructure stimulus program	Family Youth & Recreation, and Sports and Events	1)Fritsch Holzer reserve highball stadium, Netball and sports ground redevelopment project 2) Lewin reserve 3) Rathmines Road and Vic Roads reserves	19/6/2020	1) \$10 million 2) \$2.031 million 3) \$3.17 million	Pending = \$15.2 million
Traffic Accident Commission (TAC)	Family Youth & Recreation	L2P Learner driver program for 2020-21 (year 2 of funding)		\$51,250	Successful
Department of Transport	Traffic and Transport	School crossing supervisor program July -Sept 2020 (114 supervisors)		\$172,186.50	Successful
Local Roads and Community Infrastructure Program (Australian Federal Government)	Traffic and Transport	Support jobs and deliver priority local road and community infrastructure programs		\$593,811	Successful (predetermined allocation by Government)

Statistics for 1 April 2020 - 30 June 2020

Grant Status	Number of grants
Grant applications submitted	3
Successful grants	8
Unsuccessful grants	3
Grants pending	7

Attachment 2

LGPRF Performance Indicators - Service Performance Indicators

For the year ending 30 June 2020

All measures

Measures - based on Financial year	Annual 2016-17	Annual 2017-18	Annual 2018-19	Annual 2019-20	Annual difference 2018-19 vs 2019-20	Annual Materiality Threshold
Aquatic facilities						
AF1: User satisfaction with aquatic facilities (optional) (Defined as the satisfaction of users with the aquatic facility). <i>Comment: CERM surveying was not carried out in early 2020 due to the facilities being closed because of the COVID-19 pandemic.</i>	87	87	85	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.	2.00	1.75	2.00	2.00	-	+ / - 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: Visitations heavily impacted by COVID-19.</i>	14.5	14.3	14.6	10.3	-	4.3 + / - 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: The COVID-19 pandemic meant the facilities were fully closed for the majority of the quarter, with Council responsible for ongoing operating costs.</i>	(\$1.01)	(\$0.82)	(\$0.88)	(\$0.03)	\$0.85	+ / - \$1

Attachment 2

LGPRF Performance Indicators - Service Performance Indicators

For the year ending 30 June 2020

All measures

Measures - based on Financial year	Annual 2016-17	Annual 2017-18	Annual 2018-19	Annual 2019-20	Annual difference 2018-19 vs 2019-20	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	0.16	+ / - 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		
AM1.2 SUB KPI: Number of animal management requests.	6,943	8,540	8,194	8,648		
AM2: Animals reclaimed (percentage of collected registrable animals under the Domestic Animals Act 1994 reclaimed).	64%	44%	51%	59%	8%	+ / - 10%
AM2.1 SUB KPI: Number of animals reclaimed.	172	161	159	142		
AM2.2 SUB KPI: Number of animals collected (<i>excluding Feral animals</i>). <i>Comment: 2019-20 figures exclude feral animals.</i>	267	363	312	241		
AM5: Animals rehomed (percentage of collected registrable animals under the Domestic Animals Act 1994 that are rehomed).	N/A	N/A	N/A	10%	N/A	+ / - 30%
AM5.1 SUB KPI: Number of animals rehomed.	-	-	-	25		
AM5.2 SUB KPI: Number of animals collected (<i>excluding Feral animals</i>). <i>Comment: New measure in 2019-20. Data not available for previous periods.</i>	267	363	312	241		
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	\$ 0.06	+ / - \$1
AM6.1 SUB KPI: Direct cost of the animal management service.	\$ 1,212,056	\$ 1,234,354	\$ 1,390,613	\$ 1,415,373		
AM6.2 SUB KPI: Municipal population.	176,732	179,446	181,289	183,199		
Performance statement - EXTERNALLY AUDITED						
AM7: Animal management prosecutions (percentage of successful animal management prosecutions).	100%	100%	86%	100%	14%	+ / - 20%
AM7.1 SUB KPI: Number of successful animal management prosecutions.	3	17	6	5		
AM7.2 SUB KPI: Total number of animal management prosecutions. <i>Comment: Measure changed in 2019-20. Historic figures have been updated.</i>	3	17	7	5		

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Attachment 2

LGPRF Performance Indicators - Service Performance Indicators

For the year ending 30 June 2020

All measures

Measures - based on Financial year	Annual 2016-17	Annual 2017-18	Annual 2018-19	Annual 2019-20	Annual difference 2018-19 vs 2019-20	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%	4.8%	2.7%	+ / - 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	9		
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		
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: The result is in line with the Metropolitan group average, but significantly higher than the State-wide average.</i>	60	62	62	59 -	3	+ / - 5
G3: Councillor attendance at Council meetings (percentage of attendance at ordinary and special Council meetings by Councillors).	99%	98%	97%	98%	1%	+ / - 10%
G3.1 SUB KPI: The sum of the number of Councillors who attended each ordinary and special Council meeting.	169	156	145	215		
G3.2 SUB KPI: Number of ordinary and special Council meetings.	17	16	15	22		
G4.2 SUB KPI: Number of Councillors elected at the last Council general election.	10	10	10	10		
G4: Cost of elected representation (direct cost of delivering Council's governance service per Councillor).	\$ 53,607	\$ 57,642	\$ 55,884	\$ 52,684	-\$ 3,200	+ / - \$5,000
G4.1 SUB KPI: Direct cost of the governance service.	\$ 536,068	\$ 576,423	\$ 558,836	\$ 526,837		
G4.2 SUB KPI: Number of Councillors elected at the last Council general election.	10	10	10	10		
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).	60	60	62	59 -	3	+ / - 5

Attachment 2

LGPRF Performance Indicators - Service Performance Indicators

For the year ending 30 June 2020

All measures

Measures - based on Financial year	Annual 2016-17	Annual 2017-18	Annual 2018-19	Annual 2019-20	Annual difference 2018-19 vs 2019-20	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	- 1.41	+ / - 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		
LB1.2 SUB KPI: Number of physical library collection items.	460,094	432,794	465,589	431,817		
<i>Comment: All libraries closed in April and May, re-opening with significantly reduced services in June 2020 due to COVID 19. A book delivery service for Boroondara residents was implemented during the closure with very positive feedback from the community.</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%	-3.0%	+ / - 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		
LB2.2 SUB KPI: Number of library collection items.	482,457	466,828	465,589	480,375		
<i>Comment: Stayed on track despite all libraries closed in April and May, re-opening with significantly reduced services in June 2020 due to COVID 19. Last quarter purchasing focus was on eResources due to customers predominantly having access to our eResources during library closures, however physical book purchasing and accessioning continued. Less weeding occurred during the closure period, which is reflected in a slight drop in the percentage for the quarter.</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%	-0.9%	+ / - 5%
LB4.1 SUB KPI: Number of active library borrowers (2 years ago).	39,890	41,498	46,170	44,354		
LB4.1 SUB KPI: Number of active library borrowers (1 year ago).	41,498	46,170	44,354	48,648		
LB4.1 SUB KPI: Number of active library borrowers (This year).	46,170	44,354	48,648	43,139		
LB4.2 SUB KPI: Municipal population (2 years ago).	172,612	174,787	176,732	179,446		
LB4.2 SUB KPI: Municipal population (1 year ago).	174,787	176,732	179,446	181,289		
LB4.2 SUB KPI: Municipal population (This year).	176,732	179,446	181,289	183,199		
<i>Comment: Measure changed in 2019-20 from 'Active library members' to 'Active library borrowers' with changes to the numerator and the denominator to extend the calculation to the last three years. Updated historic data to reflect the change.</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	-\$ 0.69	+ / - \$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		
LB5.2 SUB KPI: Municipal population.	176,732	179,446	181,289	183,199		

Attachment 2

LGPRF Performance Indicators - Service Performance Indicators

For the year ending 30 June 2020

All measures

Measures - based on Financial year	Annual 2016-17	Annual 2017-18	Annual 2018-19	Annual 2019-20	Annual difference 2018-19 vs 2019-20	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%	1%	+ / - 10%
MC2.1 SUB KPI: Number of infants enrolled in the MCH service	1,509	1,434	1,413	1,370		
MC2.2 SUB KPI: Number of birth notifications received.	1,485	1,414	1,400	1,349		
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	\$1.17	+ / - \$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		
LGPRF (MC3.2) SUB KPI: Hours worked by MCH nurses.	27,012	27,012	31,004	32,328		
Performance statement - EXTERNALLY AUDITED						
MC4: Participation in the MCH service (percentage of children enrolled who participate in the MCH service).	79%	80%	83%	82%	-1%	+ / - 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		
MC4.2 SUB KPI: Number of children enrolled in the MCH service.	6,427	6,063	5,877	5,664		
<i>Comment: Some children enrolled in the MCH Service are not due for key age and stage visits during the 2019-2020 financial year.</i>						
MC5: Participation in MCH service by aboriginal children (percentage of Aboriginal children enrolled who participate in the MCH service).	100%	96%	88%	100%	12%	+ / - 10%
MC5.1 SUB KPI: Number of aboriginal children who attend the MCH service at least once (in the year).	15.5	24.5	11.0	17.5		
MC5.2 SUB KPI: Number of aboriginal children enrolled in the MCH service.	15.5	25.5	12.5	17.5		
<i>Comment: Target exceeded. All children who identify as Aboriginal have attended all required Key Age and Stage visits.</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%	N/A	+ / - 10%
MC6.1 SUB KPI: Number of 4-week key age stage visits.	-	-	-	1,340		
MC1.2 SUB KPI: Number of birth notifications received.	1,485	1,414	1,400	1,349		
<i>Comment: New measure in 2019-20. Data not available for previous periods.</i>						

Attachment 2

LGPRF Performance Indicators - Service Performance Indicators

For the year ending 30 June 2020

All measures

Measures - based on Financial year	Annual 2016-17	Annual 2017-18	Annual 2018-19	Annual 2019-20	Annual difference 2018-19 vs 2019-20	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	3.6	+ / - 20 requests
R1.1 SUB KPI: Number of sealed local road requests.	515	509	355	378		
R1.2 SUB KPI: Kilometres of sealed local roads.	561	562	562	566		
R2: Sealed local roads below the intervention level (percentage of sealed local roads that are below the renewal intervention level set by Council and not requiring renewal).	98.0%	97.5%	97.5%	95.8%	-1.7%	+ / - 10%
R2.1 SUB KPI: Number of kilometres of sealed local roads below the renewal intervention level set by Council.	550	548	548	541		
R2.2 SUB KPI: Kilometres of sealed local roads.	561	562	562	565		
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	\$ 91.50	\$0.9	+ / - \$25
R3.1 SUB KPI: Direct cost of sealed local road reconstruction.	\$ 5,188,844	\$ 5,180,737	\$ 7,135,806	\$ 5,254,947		
R3.2 SUB KPI: Square metres of sealed local roads reconstructed.	60,226	55,434	78,786	57,434		
R4: Cost of sealed local road resealing (direct resealing cost to Council per square metre of sealed local roads resealed).	\$ 19.73	\$ 24.18	\$ 19.60	\$ 20.16	\$0.56	+ / - \$10
R4.1 SUB KPI: Direct cost of sealed local road resealing.	\$ 5,707,563	\$ 2,115,506	\$ 3,449,828	\$ 4,339,232		
R4.2 SUB KPI: Square metres of sealed local roads resealed.	289,319	87,507	175,986	215,231		
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	1	+ / - 5

Attachment 2

LGPRF Performance Indicators - Service Performance Indicators

For the year ending 30 June 2020

All measures

Measures - based on Financial year	Annual 2016-17	Annual 2017-18	Annual 2018-19	Annual 2019-20	Annual difference 2018-19 vs 2019-20	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). <i>Comment: The reduction in median time compared to 2018/19 reflects the slowing of the housing and commercial property markets as well as the COVID-19 pandemic, which has led to less larger and more complex planning applications being lodged. It is also a reflection of the improved average processing times achieved for the year.</i>	89	105	119	98	-21	+ / - 20 days
SP2: Planning applications decided within required timeframes (percentage of planning application decisions made within required timeframes). SP2.1 SUB KPI: Number of planning application decisions made within required timeframes. SP2.2 SUB KPI: Number of planning application decisions made. <i>Comment: The increase in the percentage of applications processed within the specified time frames is a result of the reduction in overall application numbers as a result of the slowing housing and commercial property markets, improved processing times and the implementation of measures to improve timeframes for minor VicSmart planning applications.</i>	64.0%	59.7%	65.4%	73.8%	8.4%	+ / - 7.5%
SP3: Cost of statutory planning service (direct cost to Council of the statutory planning service per planning application). SP3.1 SUB KPI: Direct cost of the statutory planning service. SP3.2 SUB KPI: Number of planning applications received. <i>Comment: Measure changed in 2019-20 to include total applications in the denominator.</i>	\$ 3,247	\$ 3,472	4,019	\$ 3,740	-\$ 279	+ / - \$350
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). SP4.1 SUB KPI: Number of VCAT decisions that did not set aside Council's decision in relation to a planning application. SP4.2 SUB KPI: Number of VCAT decisions in relation to planning applications.	52.2%	51.9%	40.8%	49.5%	8.7%	+ / - 10%

Attachment 2

LGPRF Performance Indicators - Service Performance Indicators

For the year ending 30 June 2020

All measures

Measures - based on Financial year	Annual 2016-17	Annual 2017-18	Annual 2018-19	Annual 2019-20	Annual difference 2018-19 vs 2019-20	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	117.54	+ / - 20 requests
WC1.1 SUB KPI: Number of kerbside garbage and recycling bin collection requests.	11,132	13,066	13,940	21,726		
WC1.2 SUB KPI: Number of kerbside bin collection households.	66,136	66,296	66,068	66,130		
<i>Comment: The introduction of the new FOGO service including a change to the collection frequency of garbage bins. This resulted in elevated customer requests for missed bins during the changeover period.</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	8.41	+ / - 5 bins
WC2.1 SUB KPI: Number of kerbside garbage and recycling collection bins missed.	2,680	4,301	4,253	9,422		
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		
<i>Comment: The introduction of the new FOGO service including a change to the collection frequency of garbage bins. This resulted in elevated customer requests for missed bins during the changeover period.</i>						
WC3: Cost of kerbside garbage collection service (direct cost of the kerbside garbage bin collection service per kerbside garbage collection bin).	\$ 119.83	\$ 121.79	\$ 123.89	\$ 139.81	\$ 15.92	+ / - \$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		
WC3.2 SUB KPI: Number of kerbside garbage collection bins.	64,116	64,127	63,764	63,860		
<i>Comment:</i>						
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	\$ 9.12	+ / - \$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		
WC4.2 SUB KPI: Number of kerbside recyclables collection bins.	61,324	62,745	62,924	63,139		
<i>Comment: Comment required</i>						

Attachment 2

LGPRF Performance Indicators - Service Performance Indicators

For the year ending 30 June 2020

All measures

Measures - based on Financial year	Annual 2016-17	Annual 2017-18	Annual 2018-19	Annual 2019-20	Annual difference 2018-19 vs 2019-20	Annual Materiality Threshold
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%	4.43%	+ / - 10%
WC5.1 SUB KPI: Weight of recyclables and green organics collected from kerbside bins.	34,939	33,874	32,835	38,051		
WC5.2 SUB KPI: Weight of garbage, recyclables and green organics collected from kerbside bins.	71,580	69,559	67,468	71,669		
<i>Comment: Two months of FOGO (May and June 2020), generated an uplift in landfill diversion.</i>						
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	\$15	+ / - \$75
FS3.1 SUB KPI: Direct cost of food safety service.	\$ 929,800	\$ 868,113	\$ 798,050	\$ 814,874		
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		

Attachment 2

LGPRF Performance Indicators - Service Performance Indicators

For the period ending 30 June 2020

All measures

Measures - based on Calendar year	Annual 2016	Annual 2017	Annual 2018	Annual 2019	Q2 YTD 2019	Q2 YTD 2020	Q2 YTD Difference	Annual Materiality Threshold
Food safety								
FS1: Time taken to action food complaints (applicable from 1 July 2015) (average no. days taken for Council to action food complaints received from members of the public about the safety or handling of food for sale).	1.50	1.70	1.70	1.66	1.20	1.60	0.40	+ / - 2 days
FS1.1 SUB KPI: Number of days between receipt and first response action for all food complaints.	120	241	260	283	102	104		
FS1.2 SUB KPI: Number of food complaints.	80	142	153	170	85	65		
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	988	963		
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	988	963		
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%	99%	93%	-5%	+ / - 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	213	100		
FS4.2 SUB KPI: Number of critical non-compliance notifications and major non-compliance notifications about food premises.	493	454	401	431	216	107		
<i>Comment: Although Council endeavours to follow up all critical and major non-compliance notifications within the specified timeframes, due to the impact of the COVID-19 pandemic some food premises have not been operating at the time of the scheduled follow up inspection. Officers have been engaging with food premises proprietors to ensure follow up inspections occur prior to the business reopening when COVID-19 restrictions ease.</i>								

Attachment 2

Indicator/measure	Annual 2016-17	Annual 2017-18	Annual 2018-19	Annual 2019-20	Annual Difference 2018-19 vs 2019-20	Annual Materiality Threshold
Sustainable Capacity Indicators						
Population						
<i>Expenses per head of municipal population</i> [Total expenses / Municipal population]	\$1,120	\$1,109	\$1,167	\$1,265	\$98	+ / - \$200
<i>Infrastructure per head of municipal population</i> [Value of infrastructure / Municipal population]	\$4,776	\$4,720	\$4,772	\$4,903	\$131	+ / - \$1,000
<i>Population density per length of road</i> [Municipal population / Kilometres of local roads]	314.50	318.59	321.86	323.22	1.37	+ / - 10 people
Own-source revenue						
<i>Own-source revenue per head of municipal population</i> [Own-source revenue / Municipal population]	\$1,161	\$1,180	\$1,206	\$1,214	\$8	+ / - \$100
Recurrent grants						
<i>Recurrent grants per head of municipal population</i> [Recurrent grants / Municipal population]	\$99	\$86	\$79	\$73	-\$5	+ / - \$50
Disadvantage						
<i>Relative Socio-Economic Disadvantage</i> [Index of Relative Socio-Economic Disadvantage by decile]	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	12.1%	11.4%	8.1%	9.5%	1.3%	+ / - 2%

Attachment 2

Indicator/measure	Annual 2016-17	Annual 2017-18	Annual 2018-19	Annual 2019-20	Annual Difference 2018-19 vs 2019-20	Annual Materiality Threshold
Financial Performance Indicators						
Efficiency						
Expenditure level *						
<i>Expenses per property assessment</i> ¹ [Total expenses / Number of property assessments]	\$2,601	\$2,578	\$2,723	\$2,952	\$229	+ / - \$200
Revenue level *						
<i>Average rate per property assessment</i> [General rates and Municipal charges / Number of property assessments]	\$1,880	\$1,915	\$1,960	\$2,006	\$46.43	+ / - \$100
Liquidity						
Working capital						
<i>Current assets compared to current liabilities</i> [Current assets / Current liabilities] x100	284.2%	235.5%	300.8%	272.4%	-28.4%	+ / - 80%
Unrestricted cash						
<i>Unrestricted cash compared to current liabilities</i> [Unrestricted cash / Current liabilities] x100	31.5%	-7.4%	160.6%	131.9%	-28.7%	+ / - 70%

Attachment 2

Indicator/measure	Annual 2016-17	Annual 2017-18	Annual 2018-19	Annual 2019-20	Annual Difference 2018-19 vs 2019-20	Annual Materiality Threshold
Obligations						
Loans and borrowings						
<i>Loans and borrowings compared to rates</i> [Interest bearing loans and borrowings / Rate revenue] x100	29.6%	26.2%	14.7%	13.2%	-1.5%	+ / - 10%
<i>Loans and borrowings repayments compared to rates</i> [Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100	4.0%	3.9%	11.3%	1.6%	-9.7%	+ / - 2%
Indebtedness						
<i>Non-current liabilities compared to own source revenue</i> [Non-current liabilities / Own source revenue] x100	23.3%	14.3%	13.4%	15.9%	2.5%	+ / - 5%
Asset renewal and upgrade *						
<i>Asset renewal and upgrade compared to depreciation</i> [Asset renewal and asset upgrade expense / Asset depreciation] x100	New in 2020	New in 2020	New in 2020	126.8%	New in 2020	+ / - 30%
Operating position						
Adjusted underlying result *						
<i>Adjusted underlying surplus (or deficit) ¹</i> [Adjusted underlying surplus (deficit) / Adjusted underlying revenue] x100	11.2%	12.7%	9.7%	2.1%	-7.5%	+ / - 5%
Stability						
Rates concentration *						
<i>Rates compared to adjusted underlying revenue</i> [Rate revenue / Adjusted underlying revenue] x100	74.2%	74.9%	76.2%	79.4%	3.1%	+ / - 5%
Rates effort						
<i>Rates compared to property values</i> [Rate revenue / Capital improved value of rateable properties in the municipality] x100	0.16%	0.16%	0.14%	0.17%	0.0%	+ / - 0.10%

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

1. Expenses per property assessment and Adjusted underlying surplus (or deficit):

In response to the COVID-19 pandemic, there have been impacts on revenue and expenditure streams for 2019-20 and the 2020-21 Budget. This includes \$4.50 million of Council's financial assistance support for residents, local business and community groups.

Attachment 3

Governance and Management Checklist

(as at 30 June 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 1986</i> for emergency prevention, response and recovery)	Prepared and maintained in accordance with section 20 of the <i>Emergency Management Act 1986</i> Date of preparation	YES 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	Yes
	Date of operation of current plan	
	People Culture & Development	November 2019
	Governance	November 2019
	Health, Active Aging and Disability	November 2019
	Family, Youth and Recreation	November 2019
	Arts and Culture	November 2019
	Finance and Corporate Planning	November 2019
	Library Services	November 2019
	Community Planning and Development	September 2018
	Chief Customer Office and Strategic Communications	November 2019
	Change Management, Project Management Office and Business Process Optimisation	September 2018
	Building Services	November 2019
	Local Laws	November 2019
	Statutory Planning	September 2018
	Commercial and Property Services	November 2019
	Parks and Infrastructure - Riversdale Depot and Kew Depot	January 2020
	Asset Management	September 2018
	Traffic and Transport	May 2019
	Projects and Strategy	May 2019
Environment and Sustainable Living	May 2019	

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 committee (Advisory committee of Council under section 139 of the Act whose 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 139 of the Act 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 11 June 2019.</i>	YES 11/06/2019
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 25/05/2020 24/02/2020 25/11/2019 26/08/2019

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 13/11/2019 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 25/05/2020 24/02/2020 25/11/2019 26/08/2019
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 28/10/2019
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 98(6) of the Act Date reviewed Council to CEO Council to Staff Council to Committees	YES 01/06/2020 23/09/2019 27/02/2017
24 Meeting procedures (a local law governing the conduct of meetings of Council and special committees)	Meeting procedures local law made in accordance with section 91(1) of the Act Date local law made	YES 27/03/2017