



14.1 FINANCIAL UPDATE: FIRST QUARTER 2020-21 FINANCIAL REVIEW INCLUDING LIVE LOVE LOCAL FUNDING AND BUDGET 2021/22 RATE CAPPING CONSIDERATION

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1. PURPOSE

- 1.1 To provide Council with an overview of the results of the first quarter 2020/21 performance to budget and seek approval for several unbudgeted items to be funded from the surplus.
- 1.2 To note Council's financial strategy, which includes not applying for a higher rates cap for Budget 2021/22 (which Council is required to inform the Essential Services Commission of by 31 January 2021).

2. EXECUTIVE SUMMARY

- 2.1 A fiscal budget is adopted by Council for the following financial year by June 30 each year. An extension was provided by the Minister of Local Government for 2020/21 due to the uncertainty of COVID-19.
- 2.2 Budget 2020/21 was adopted at the 19 August 2020 Council meeting. It included the estimated financial impact of COVID-19 based on the first lockdown following extensive modelling and discussion with councillors and our community.
- 2.3 Budget 2020/21 addressed the forecast \$21 million revenue impact for 2020/21 due to COVID-19 by implementing several initiatives such as efficiency savings, service reductions, and a mix of capital portfolio reduction and deferral to future years.
- 2.4 Our commitment to supporting our community is demonstrated in Budget 2020/21 with the Economic and Social Recovery (Live Love Local) package of \$5.6 million adding to the \$2.8 million in support provided in 2019/20. Further initiatives are to be considered and funded from the \$1.7 million of savings from the one-off cancellation of the St Kilda Festival in this first quarter review.
- 2.5 Since the Budget, the situation has been changing at a fast pace with a high degree of uncertainty and disruption. Our financial forecasts need to be continuously adjusted to reflect new information.
- 2.6 Following the first quarter Budget 2020/21 review, the organisation is projecting a full year net cash surplus of \$1.05 million. This is marginally lower than the budgeted \$1.14 million cash surplus by \$0.09 million. The cash surplus is impacted by net revenue reductions of \$1.37 million which are largely offset by lower expenditure of \$0.95m.
- 2.7 As part of the first quarter budget review, four funding requests up to \$0.71 million have been put forward for Council consideration. This is to be funded from the forecast cash surplus.



- 2.8 Due to the uncertainty of the Fishermans Bend Stimulus Package (part of a budget proposal by the Department of Jobs, Precincts and Regions) that may not meet the Commonwealth Government Local Roads and Infrastructure Funding criteria, it is proposed that the \$0.28 million of funding be allocated to the Rotary Park Upgrade so that Stage 2 (Playground) could be brought forward, combined, procured and constructed with Stage 1.
- 2.9 Three projects endorsed in the Council Plan have updated information confirming increases to original estimates. They require Council approval to be included in Budget 2021/22 and 2022/23 so that the tenders could be awarded in 2020/21. These projects include the Garden City Shared Bike Path \$0.43 million, Wattie Watson Oval Construction soil contamination remediation \$0.30 million and Citywide Spatial Economics and Employment Framework \$0.12 million.
- 2.10 An Economic and Social Package (Live Love Local) of \$1.52 million has been put forward for Council consideration. This is to be funded from savings from the one-off suspension of St Kilda Festival.
- 2.11 Financial discipline is the foundation stone of our financial strategy. Our 10-Year Financial Plan identified a rates cap challenge of \$108m, which was increased from the prior year due to new waste services to be introduced over the next few years and waste costs escalating at a higher rate than the rates cap.
- 2.12 We forecast approximately \$75 million to be found from efficiency savings related to the Customer Experience program and other initiatives. The remaining \$33 million will likely require service reductions and/ or a waste charge.
- 2.13 We expect to continue to meet the Victoria Auditor-General Office (VAGO) financial sustainability overall low risk indicators over the medium to long-term.
- 2.14 Our Financial strategy approved in the Council Plan continues to be appropriate in the short-term. This includes not seeking above rates cap increases.
- 2.15 The Executive Leadership Team is not recommending that Council seek an above rates cap increase Budget 2021/22. Note, Council is required to inform the Essential Service Commission for an above rates cap variation by 31 January 2021.

3. RECOMMENDATION

That Council:

- 3.1 Notes that following the first quarter 2020/21 budget review the organisation is projecting a full year cumulative cash surplus of \$1.05 million which is \$0.09 million unfavourable compared to budget of \$1.14 million.
- 3.2 Notes attachment 1 – Financial Statements with accompanying explanatory notes and Aged Debtor Balance Report.
- 3.3 Approves up to \$0.71 million of additional funding request (see attachment 2 – Budget Requests September 2020 for more details) including:
 - 3.3.1 \$0.40 million Summer Management Program (noting application for Victorian Government funding in progress)
 - 3.3.2 \$0.11 million Heritage Program
 - 3.3.3 \$0.17 million Pressure Cleaning of Key Hospitality Sites



- 3.3.4 \$0.03 million Kerferd Road (Herbert and Montague Streets) Safety Trail
- 3.4 Approves the re-allocation of the \$0.27 million of Local Roads and Community Infrastructure Program funding to the Rotary Park Upgrade so that Stage 2 (playground) could be brought forward and delivered with Stage 1.
- 3.5 Approves the re-prioritisation of the \$1.7m budget previously allocated to the St Kilda Festival to the Live Love Local program to support the local economy including the following initiatives in 2020/21 (refer to attachment 3 – Proposed Social and Economic Recovery Initiatives):
 - 3.5.1 Reduction of registration fees (\$166,412)
 - 3.5.2 Waiving of footpath trading fees (\$284,000)
 - 3.5.3 Further rental waivers for Council tenants (capped) (\$300,000)
 - 3.5.4 Temporary hostile vehicle mitigation – Acland St (\$5,700)
 - 3.5.5 Data and measurement – core (\$20,000)
 - 3.5.6 Additional shopfront activations (\$100,000)
 - 3.5.7 Seed funding for activity centres (\$100,000)
 - 3.5.8 COVID Safe community and live music event support (\$200,000)
 - 3.5.9 Further Arts Rescue Grants (\$100,000)
 - 3.5.10 Carlisle Art Space fee waiver (\$15,000)
 - 3.5.11 One-off recovery grants for COPP’s key Arts Organisations (\$120,000)
 - 3.5.12 Shop Local Marketing Campaign (\$100,000)
- 3.6 Approves cost increases for three existing projects (Garden City Shared Paths \$0.43 million, Wattie Watson Soil contamination \$0.30 million and City-wide Spatial Economic & Employment Framework \$0.12 million) to be included in Budgets 2021/22 and 2022/23 so that tenders can be awarded, and projects progressed this year.
- 3.7 Notes Council will receive \$3.2 million of Commonwealth Government Local Roads and Community Infrastructure Program Extension for projects that provide short-term employment and community benefits through improved roads, accessibility or amenity. Officers are developing a project list that meets the criteria (cost increases for Garden City Shared Bike Path and Wattie Watson Oval Construction considered).
- 3.8 Notes Council will be allocated a share of the Victorian Government’s recently announced \$13 million of new and improved cycling routes program.
- 3.9 Notes Officers have applied for a 25% refund to the 2020 Congestion Levy already paid to the Victorian Government.
- 3.10 Notes Council’s Financial Strategy and in particular not applying for an above rates cap variation for Budget 2021/22.

4. KEY POINTS/ISSUES

The First Quarter 2020/21 Financial Result

- 4.1 The organisation carries out monthly review of all operating revenue and expenditure as well as the project portfolio.



4.2 The results of the first quarter 2020/21 review are presented to Council using two sets of performance reporting instruments:

4.2.1 The Comprehensive Income Statement Converted to Cash.

4.2.2 The Victorian Auditor General Office's (VAGO) Financial Sustainability Indicators.

Comprehensive Income Statement Converted to Cash.

4.2.3 We use the Comprehensive Income Statement Converted to Cash to ensure prudent financial management by maintaining a modest cumulative cash surplus.

4.2.4 The first quarter 2020/21 review expects Council to achieve a cumulative cash surplus for 2020/21 of \$1.05 million (excluding the additional initiatives subject to Council consideration), a decrease of \$0.09 million on Budget 2020/21 (Attachment 1).

4.2.5 A net unfavourable operating result by \$0.39 million:

- Net revenue reduction of \$1.34 million mostly due to COVID-19 lockdown restrictions impacted parking revenue, rent from commercial tenants, market stallholder rent and hall hire.
- Unbudgeted funding from the Victorian and Commonwealth Governments and unexpected supplementary rates (budget reduced for expected COVID-19 delays) are favourable offsets.
- Net expenditure savings of \$0.95 million due to enterprise vacant positions not filled during the lockdown period, lower expenditure related to lower parking revenue (doubtful debts, registrations of infringements), and landfill levy increase delayed until 2021/22 financial year.

4.2.6 Net Capital Portfolio spend reduced by \$1.88m mainly due to:

- \$1.8m Project deferrals (Luna Park and Palais Revitalisation project including hostile vehicle mitigation and Garden City Shared Bike Path).
- Commonwealth Blackspot program funding for Fitzroy St and Loch St was not successful. Project will not go ahead in 2020/21.

4.2.7 Reserves drawdown decreased by \$1.74 million due to project works deferred to 2021/22.

4.2.8 Details of forecast updates that impact the current financial year are set out in Attachment 1.

Assessment against VAGO Financial Sustainability Indicators

4.2.9 Council's decision-making is reflected by the principles of sound financial management, to ensure our financial position is sustainable. We assess our financial performance using the VAGO financial sustainability indicators.

4.2.10 The first quarter 2020/21 review indicates an overall medium risk financial sustainability rating for Council highlighted by the seven VAGO financial indicators below:

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Indicator	Budget 2020/21	September 2020	Variance	Risk
Net Result %	(7.9%)	(8.2%)	(0.3%)	Medium
Adjusted Underlying Result %	(11.0%)	(11.1%)	(0.1%)	High
Working Capital %	227%	251%	24%	Low
Internal Financing %	71%	75%	4%	Medium
Indebtedness %	1.5%	2.2%	(0.7%)	Low
Capital Replacement %	123%	116%	(7%)	Medium
Infrastructure Renewal Gap %	117%	110%	(7%)	Low
Overall financial sustainability risk rating	Medium	Medium	No change	Medium

4.2.11 The indicators generally need to be considered from a medium-term trend perspective rather than annual basis. A medium rating over one or two years is acceptable particularly in response to an event such as COVID-19 but over the medium to long-term, Council aims to achieve a low risk rating overall.

Net Result %:

4.2.12 The net result ratio assesses Council's ability to generate enough funds for asset renewals.

4.2.13 A \$17.3 million operating deficit was budgeted for 2020/21 due to the inclusion of:

- \$9.6 million non-recurrent Customer Experience Program expenditure (this project will provide better and more responsive customer service whilst delivering a more efficient enterprise). In accordance with the Council approved Business Case this program is largely funded from reserves to be repaid over time from efficiency savings – this is reflected in the long-term financial plan.
- The remaining \$7.7 million of operating deficit mainly relates to the financial impact of COVID-19 which has been addressed from a mix of project scope reductions and deferrals to future years.

4.2.14 The first quarter review forecasts a marginal deterioration to the full year operating result by \$0.4 million to a deficit of \$17.7 million, (0.8%) of total income. This is mainly due to the greater financial impact from COVID-19 lockdown restrictions which have been partially offset by lower expenditure and unbudgeted funding from Victorian and Commonwealth Governments.

Adjusted Underlying Result %:

4.2.15 This assesses ability to generate surplus in the ordinary course of business excluding non-recurrent capital grants and contributions to fund capital expenditure from net result.

4.2.16 An underlying deficit was budgeted for 2020/21 due to the inclusion of the non-recurrent Customer Experience Program expenditure and because Council relies on external funding/contributions to fund our infrastructure



assets works. For instance, Open Space Contributions are collected, held in reserve to fund upgrades, expansion and new of public space.

- 4.2.17 The first quarter review forecasts a marginal unfavourable result due to the same factors highlighted in the Net Result ratio.

Work Capital %:

- 4.2.18 This working capital ratio assesses Council's ability to pay short-term liabilities as they fall due (current assets/ current liabilities).
- 4.2.19 The Budget 2020/21 includes a working capital ratio of 227%.
- 4.2.20 The first quarter review shows an improvement to 251% mainly due to deferred capital expenditure to be incurred in 2021/22.

Internal Financial %:

- 4.2.21 The internal financial ratio assesses Council's ability to finance capital works using cash generated from its operations. A ratio below 100 means cash reserves or borrowing are being used to fund capital works, which is acceptable on occasions.
- 4.2.22 The Budget 2020/21 (71%) includes the non-recurrent Customer Experience Program expenditure which is partly funded from a drawdown on reserve. Future financial benefits are expected to be significantly higher than the program costs.
- 4.2.23 The first quarter review indicates Council is expected to achieve a ratio of 75%, which is a 4% improvement due to project deferrals.

Indebtedness %:

- 4.2.24 The indebtedness ratio assesses Council's ability to repay its non-current debt from its own source revenue.
- 4.2.25 This indicator shows a low risk for Council as the ratio of 1.5% for Budget 2020/21 is significantly lower than the 40% target.
- 4.2.26 The first quarter review shows Council is on track to achieve budget.

Capital Replacement %:

- 4.2.27 The capital replacement ratio assesses whether Council's overall spend in renewing, growing and improving its asset base is enough.
- 4.2.28 The Budget 2020/21 includes a ratio of 123%.
- 4.2.29 The first quarter review indicates a reduction to 116% mainly due to the net capital expenditure reduction of \$1.88 million (works deferred to 2021/22).
- 4.2.30 As part of the Council Plan and Budget review with the new Council, term Asset Management Plan will be developed including renewal, replacement and expansion program to ensure council's assets are appropriately invested in and grown over time.

Infrastructure Renewal Gap %:

- 4.2.31 The infrastructure renewal gap ratio assesses Council's spend on its asset base is keeping up with the rate of asset depletion (depreciation).



- 4.2.32 The Budget 2020/21 ratio of 117% indicates enough provision in the capital program for asset renewal and upgrade.
- 4.2.33 The first quarter review forecasts a decrease to 110%. This is still above the 100% required for a low risk rating.

The first quarter financial review result

- 4.3 The quarterly review process is also used to identify and assess urgent and unbudgeted expenditure proposals or in the CEO report.
- 4.4 Four funding requests have been identified as part of the first quarter review for Council consideration totalling \$0.71 million (see attachment 2 – Budget Requests September 2020 for more details).
 - 4.4.1 A budget request of \$0.40 million for the Summer Management Program in response to COVID-19 risks. The new regulation means that risks have increased from previous years with regards to management of high-risk sites, density management, physical distancing and larger number using the beaches due to restrictions on travel.
 - Increased resourcing is required for local law officers, operations staff, communication plan, cleaning, security, infrastructure, social distancing circles and signage.
 - This will provide coverage, monitoring and enforcement of our public space hot spots, including 11 km of foreshore and key reserves.
 - Council has also applied for funding from the Victorian Government to support expanded operations this summer.
 - 4.4.2 A budget request of \$0.11 million for the Heritage Program due to higher than estimated consultancy fee.
 - This program is necessary in order to mitigate risks associated with redevelopment of potential Heritage Overlay sites.
 - Financial and reputational damage can be avoided by commissioning a comprehensive review of Heritage Overlay precincts. The additional budget will fund preliminary review of HO8 and review heritage controls for existing significant places in HO7.
 - 4.4.3 A budget request of \$0.17 million for additional pressure cleaning up to June 2021 of key hospitality sites in response to increased outdoor dining.
 - Traders are requesting pressure and extra bin cleaning in place to enhance the amenity around their outdoor dining sites.
 - The service would be spread across the municipality and would concentrate on our hot spot areas and core activity centres to assist in local COVID recovery. Sites include Fitzroy St, Acland St, Bay St, Clarendon St, Ormond Rd and Carlisle St.
 - 4.4.4 A total budget request of \$0.45 million over 2020/21 (\$0.35 million) and 2021/22 (\$0.01 million) for Safety Improvements Trial at Kerferd Road (Montague and Herbert Streets) over a six-month period. This funds safety risk mitigation measures and the collection of data for the evaluation of trial.



The purpose of the trial is to deter through traffic, encourage compliance with the speed limit and improve the safety for people walking, bike riding and driving on these local streets.

- 4.5 The first quarter review also includes the re-allocation of the \$0.28 million Commonwealth Government Local Road and Infrastructure Funding which had been allocated to Fishermans Bend as part of a budget proposal by the Department of Jobs Precincts and Regions.
- 4.6 Due to uncertainty of this Stimulus Package meeting the funding criteria, it is proposed that the funds be allocated to the Rotary Park Upgrade so that Stage 2 (Playground) could be brought forward, combined, procured and constructed with Stage 1. The 2021/22 budget allocation for Stage 2 will not be required.
- 4.7 There are three projects with updated increases to original estimate. They require early Council approval to be included in Budgets 2021/22 and 2022/23 so that tenders can be awarded in 2020/21.
- 4.7.1 Garden City Shared Bike Path requires an increase of \$0.43 million in financial year 2021/22 following completion of tender documentation, an independent Road Safety Audit and CitiPower advice identified additional costs relating four intersection upgrades (stormwater/CitiPower) and raised crossings.
- It is proposed that the tender will be awarded in 2020/21 and construction works rescheduled to commence in the fourth quarter.
- 4.7.2 Wattie Watson Oval Construction requires additional budget of \$0.30 million in financial year 2021/22 for soil contamination remediation. Budget was prepared based on Category C soil contamination. Based on the presence of contaminated soil at the adjacent Esplanade Oval, soil contamination consisted primarily of Category A and B.
- Proposed treatment is to progress with above-grade/crushed rock reconstruction model which will require less excavation and limit the additional cost to \$0.30 million.
 - It is proposed the tender to take place in February 2021 to obtain best price before other ground renovations tender. Construction expected to take place post winter season.
- 4.7.3 Citywide Spatial Economics and Employment Framework (SEEF) require a total of \$0.12 million over financial years 2020/21 and 2022/23.
- An economic, employment and housing data, assessment and capacity model that will inform upcoming Strategic Planning projects, including the South Melbourne Structure Plan and other future structure plans. This baseline framework is necessary to ultimately justify changes to the Port Phillip Planning Scheme which require Ministerial approval. This project will also assist Council in positioning for economic recovery post COVID-19 and provide scenarios for future economic growth and employment generation.
 - Council to endorse a total \$0.12 million budget increase so that the tender can be awarded and progressed in 2020/21.

Budget 2021/22 – Above Rates Cap Variation



- 4.8 Financial discipline is the foundation stone of our financial strategy. Our 10-Year Financial Plan identified a rates cap challenge of \$108m, which was increased from the prior year due to new waste services to be introduced over the next few years and waste costs escalating at a higher rate than the rates cap.
- 4.9 We forecast approximately \$75 million to be found from efficiency savings related to the Customer Experience program and other initiatives. The remaining \$33 million will likely require service reductions and/ or a waste charge.
- 4.10 We expect to continue to meet the Victoria Auditor-General Office (VAGO) financial sustainability overall low risk indicators over the medium to long-term.
- 4.11 Our Financial strategy approved in the Council Plan continues to be appropriate in the short-term. This includes not seeking above rates cap increases. Note, Council is required to inform the Essential Service Commission for a rates cap variation by 31 January 2021.
- 4.12 The Executive Leadership Team does not recommend that Council seek an above rates cap increase Budget 2021/22

Quarantined funds from one-off cancellation of 2021 St Kilda Festival

- 4.13 On Wednesday 19 August 2020, the then-Council agreed to 'suspend the 2021 St Kilda Festival and quarantine the \$1.7m savings in reserve for a one-off spend on economic and cultural recovery activities –to be determined by Council at later date when impacts are better known and restrictions ease'.
- 4.14 A set of criteria was subsequently developed to support the preparation of this proposal for the consideration of Council.
- 4.15 The criteria included that each initiative proposed must:
 - 4.15.1 Be unable to access State or Federal funds for this purpose
 - 4.15.2 Support economic or cultural recovery of our City
 - 4.15.3 Not replicate initiatives already being undertaken by Council
 - 4.15.4 Make a discernible difference to our trader/business or cultural community
 - 4.15.5 Be easy to administer
 - 4.15.6 Be measurable in relation to impact
 - 4.15.7 Each initiative proposed should ideally:
 - 4.15.8 Make a longer-term contribution to the cultural or economic life of the City
- 4.16 The proposed initiatives include:
 - 4.16.1 Reduce registration fees for food premises (25%) and health premises (50%) for 2020/21 at a cost of \$166,412.
 - 4.16.2 Offer a further 6-month waiver of footpath trading fees at a cost of \$284,000
 - 4.16.3 Provide further rental waivers for Council tenants continuing to feel the most impact of COVID-19 at a cost of up to \$300,000
 - 4.16.4 Erect temporary hostile vehicle mitigation infrastructure for Acland Street at a cost of \$5,700



- 4.16.5 Invest in gathering data and ensuring measurement of all economic activations at a cost of \$20,000 for the core program or \$50,000 for a wider program
- 4.16.6 Fund additional vacant shop front activation activity at a cost of \$100,000
- 4.16.7 Create seed funding programs for activity centres without trader associations at a cost of \$100,000
- 4.16.8 Create a COVID-safe community event and live music support fund at a cost of \$200,000
- 4.16.9 Provide further Arts Rescue Grants at a cost of \$100,000
- 4.16.10 Provide Carlisle Art Space exhibitor fee waivers at a cost of \$15,000
- 4.16.11 Make one off recovery grants to COPP's key arts organisations at a cost of up to \$120,000
- 4.16.12 Deliver an extensive 'Shop Local' Marketing campaign at a cost of \$100,000
- 4.17 An additional range of options have been provided for further consideration by Council:
 - 4.17.1 Fund the Port Melbourne Business Association's Electric Safari Bus at a cost of \$15,000
 - 4.17.2 Produce a public art activation program called 'Side Streets' at a cost of \$100,000
 - 4.17.3 Deliver the Boon Wurrung Language Project mural initiative at a cost of \$150,000
- 4.18 The total cost for all recommended initiatives will go up to \$1.51m leaving approximately \$0.23 million for use on the additional items proposed or further initiatives to be proposed and agreed down the track.

5. CONSULTATION AND STAKEHOLDERS

- 5.1 The budget review and consideration of unbudgeted initiatives has been conducted after engagement with relevant stakeholders from across the business.
- 5.2 The economic initiatives proposed under the \$1.7m Live Love Local program have been developed in consultation with Council's Prosperous Port Phillip Business Advisory Group
- 5.3 The cultural initiatives have been developed with feedback from the Art and Soul Advisory Body and Council's First Nations Advisory Group.

6. LEGAL AND RISK IMPLICATIONS

- 6.1 Proposed additional budget request for Summer Management Program will reduce the risk of community transmission of COVID-19 and increase safety for the community.
- 6.2 Proposed additional budget request for the Heritage Program will reduce the risk of inappropriate development over potential heritage overlay sites.
- 6.3 Proposed additional budget request for Kerferd Road Safety Improvement Trial will reduce the safety risk for people walking and bike riding in across and along Kerferd Road.



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6.4 As outlined in section 4, the Council's financial sustainability risk is considered medium based on projections resulting from the first quarter review (as budgeted). While we are hopeful of a progressive recovery from COVID-19, there is still high levels of uncertainty and the broader social and economic impacts are likely to be felt for years not months. Maintaining some financial buffer and budget agility to respond to changing circumstances will be important.

7. FINANCIAL IMPACT

7.1 The first quarter review forecasts a year end cash surplus of \$1.0 million which is marginally below budget.

7.2 If Council approves the additional items recommended by the Executive Leadership Team, then the cash surplus will reduce to \$0.34 million. Noting Council is seeking funding for the Summer Management program from the Victorian Government and if successful, the cash surplus will be \$0.74 million.

8. ENVIRONMENTAL IMPACT

8.1 The additional support for the Heritage Program will help ensure our cultural heritage is appropriately protected and retained.

9. COMMUNITY IMPACT

9.1 The proposed initiatives will directly benefit the community members and support to the local economy.

10. ALIGNMENT TO COUNCIL PLAN AND COUNCIL POLICY

10.1 Council's actions on this matter support Direction 6 "*Our Commitment to you – a financially sustainable, high-performing, well-governed organisation that puts the community first*".

11. IMPLEMENTATION STRATEGY

11.1 TIMELINE

11.1.1 The initiatives proposed can commence immediately if approved by Council.

11.2 COMMUNICATION

11.2.1 Since the Budget was set new information on the costs of initiatives and accuracy of forecasts has been received. These changes are reflected in updated forecasts in the monthly CEO report.

12. OFFICER DIRECT OR INDIRECT INTEREST

12.1 No officers involved in the preparation of this report have any direct or indirect interest in the matter.

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ATTACHMENTS

- 1. Financial Statements with accompanying explanatory notes and Aged Debtor Balance Report - September 2020**
- 2. Budget Requests - September 2020**
- 3. Social and Economic Recovery Initiatives**