

# City of Boroondara Annual Report 2022-23





## **Acknowledgement of Traditional Owners**

**The city of Boroondara acknowledges the Wurundjeri Woi-wurrung people as the Traditional Owners and original custodians of this land, and we pay our respects to their Elders past and present.**

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## Welcome to the Annual Report 2022-23

The Annual Report 2022-23 documents the City of Boroondara's performance within the 2022-23 financial year (FY2022-23).

The City of Boroondara is established through and governed by the *Local Government Act 2020* and is committed to our community's vision to create 'a sustainable and inclusive community' in Boroondara.

To deliver on that vision, Council's roles include:

### Planning

Working directly with the community to ensure community needs are anticipated and met, now and into the future.

### Delivering

Directly delivering services, programs or facilities at the local level.

### Partnering

Working collaboratively with residents, community groups, the State and Federal Governments and other stakeholders to facilitate desired outcomes and build community capacity.

### Advocacy

Taking into account the diverse needs of our community and representing community interests to influence industry, peak bodies and associations, and State and Federal government decision making.

## About this report

The report contains information about our community, our councillors, our organisation, and most importantly, how we performed throughout the year.

This report details the FY2022-23 across the following sections:

1. Report of Operations
2. Our Council
3. Our People
4. Our Performance
5. Governance and Management
6. Financial Statements
7. Performance Statement



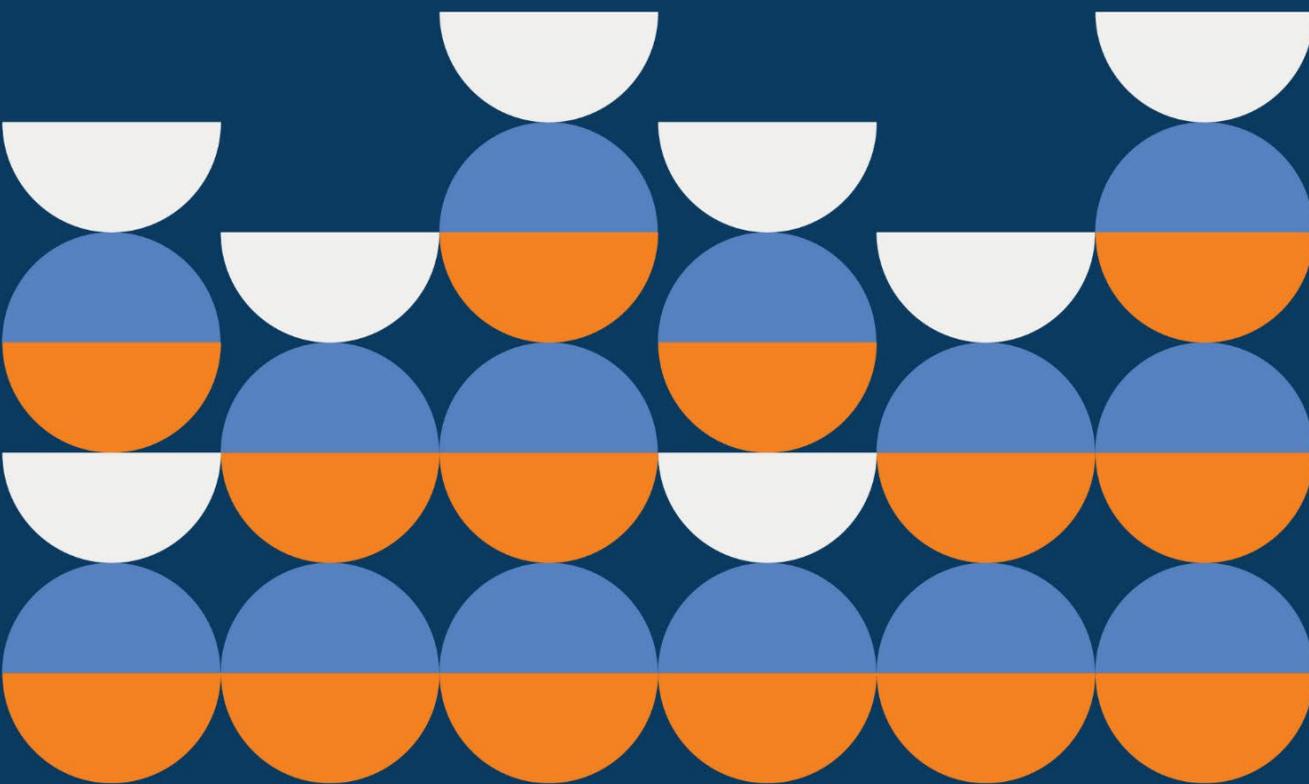
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HALL

CAMBERWELL  
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Station →  
Council Office →

# Report of Operations



## Introduction

The Report of Operations is our primary means of advising the Boroondara community about our operations and performance during the financial year.

## Council Snapshot

Our vision represents our commitment to the community outlined in the Boroondara Community Plan 2021-31. Our purpose and values describe how we will work together to achieve our goals for the community.

### Vision

A sustainable and inclusive community.

### Purpose

We work together to deliver the community priorities and place our customers at the centre of everything we do.

### Values

We will create a collaborative and customer-centric culture which connects our people to our purpose, inspires them to be their best, and provides a great place to work.

The six organisational values are outlined below:

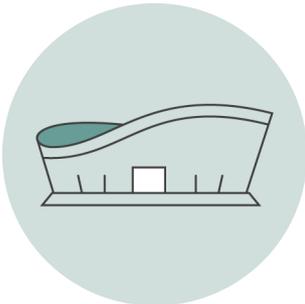
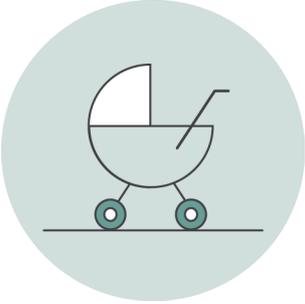
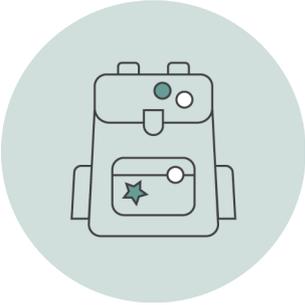
Our values	What it means
 <p><b>Think customer experience</b></p>	<p>We always work with our customers' experience in mind and taking pride in supporting our community.</p>
 <p><b>Act with integrity</b></p>	<p>We do the right thing, speak up when it's important and strive to live our values every day.</p>
 <p><b>Treat people with respect</b></p>	<p>We value each person for who they are by listening, understanding, and showing that we care.</p>

Our values	What it means
 <p><b>Work together as one</b></p>	<p>We work together to break down silos, putting our shared needs first to move forward in a unified way.</p>
 <p><b>Explore better ways</b></p>	<p>We challenge the status quo to improve things through curiosity, courage, and learning.</p>
 <p><b>Own it, follow through</b></p>	<p>We take responsibility for what is ours and follow it through to ensure great results.</p>

## City profile

- The City of Boroondara includes the suburbs of Ashburton, Balwyn, Balwyn North (part), Camberwell, Canterbury, Deepdene, Glen Iris (part), Hawthorn, Hawthorn East, Kew, Kew East, Mont Albert (part) and Surrey Hills (part).
- Boroondara has an estimated residential population of 169,411 people (as at 30 June 2022).
- 30% of the population is aged between 0 and 24 years, and 38% is aged 50 years and over.
- 32% of Boroondara residents were born overseas.
- Boroondara residents were born in more than 150 countries and speak more than 120 languages.
- Boroondara has one of the highest concentrations of schools of all Victorian local government areas.
- 25% of the population earned an income of \$2,000 or more per week in 2021.
- 19% of Boroondara residents volunteer.
- Boroondara has 53 shopping centres and strips, with the main shopping strips located at Camberwell Junction, Glenferrie Road, Hawthorn, and Kew Junctions.

## Fast facts for FY2022-23

 <p><b>309 arts and cultural community events delivered or supported</b></p>	 <p><b>61,694 tonnes of materials collected from kerbside bins. 44,181 tonnes were diverted from landfill</b></p>	 <p><b>54 sportsgrounds maintained</b></p>
 <p><b>17,952 hours of support provided to older people to remain active in our community</b></p>	 <p><b>4,843 children supported through Boroondara Maternal and Child Health Services</b></p>	 <p><b>2,069 new trees planted</b></p>
 <p><b>20,342 attendances by young people at youth programs or services</b></p>	 <p><b>126 groups received Council community grants</b></p>	 <p><b>2,329 volunteer referrals by the Boroondara Volunteer Resource Centre</b></p>



## Message from the Mayor

I am pleased to present the City of Boroondara's Annual Report for 2022-23.

Together we have achieved some great milestones for our community and continued to deliver against the Boroondara Community Plan that sets our 10-year strategic direction for Council.

This year, we have continued to invest in community assets in line with the priorities you have told us are most important to you. This included investing \$29.30 million in key infrastructure projects, \$4.37 million spent on our neighbourhood parks and open spaces and \$11.68 million dedicated to roads.

Our Boroondara Community Plan also captures the importance our community places on having facilities and events where people of all ages and backgrounds can interact, learn and be active. In support of this priority, we invested \$23.21 million towards enhancing community buildings and completed works for several important sports facilities, kindergartens and seniors centre renewals.

A highlight was opening stage one of the new Canterbury Community Precinct for our community's use in March 2023. Sitting next to Canterbury Gardens, this major redevelopment has created a central and convenient hub to access maternal and child health and early years services, as well as community programs for all ages.

Over this reporting period, we also completed upgrades for Through Road Early Learning and Fordham Avenue Kindergarten in Camberwell and Rowen Street Kindergarten in Glen Iris. We upgraded the Y Street Community Services building in Ashburton, to enable Camcare to continue providing a range of valued support services for the local community. We also refurbished the North Balwyn Seniors Centre that has supported older residents in the area for over 40 years.

At the time of sharing this report, construction is nearing completion for Anderson Park Community Hub in Hawthorn East and the Lewin Reserve Pavilion in Glen Iris. Other works have also commenced to upgrade Lynden Park Pavilion in Camberwell. The Ferguson Stand at Glenferrie Oval was demolished this year, creating additional open space in Hawthorn. We received feedback from the community to help shape the future landscape plan for this new open space, which sits within one of our community's most loved sporting and community facilities. We also sought community feedback on pavilion designs for Canterbury Sports Ground, Ferndale Park, Frog Hollow Reserve and Willsmere Park including an upgrade to the Jack Gervasoni Pavilion.

It is essential we maintain high-quality infrastructure for the health, safety and everyday enjoyment of everyone in Boroondara. With this in mind, Council adopted our revised Asset Management Policy in November 2022. This policy sets out a structured and coordinated approach for the management of all of Council's infrastructure assets including buildings, park infrastructure, sports facilities, bridges, carparks, public lighting,

and our road, path and drainage networks. This will help ensure our infrastructure provides the greatest benefit and delivers the best value to our community over the long term.

We know our community values our local heritage, making this a key theme of the Boroondara Community Plan. We have continued to focus on moderating development, density and style to suit the existing character of Boroondara and allocated funding in our 2023-24 Budget to help streamline and better support planning applications, submissions and decisions.

At the same time, diversity in housing size and affordability is also important to you. In 2023, we updated and welcomed your feedback on our draft Housing Strategy to plan for our community's housing needs over the next 15 years. You can read more about this strategy and its considerations to protect heritage and neighbourhood character and effectively guide future development as an achievement in this Annual Report.

This year Council contributed to keeping us healthy and fulfilled, delivering many important services including:

- \$6.83 million spent on family and youth services, with 36 buildings also leased to community organisations providing long day care, occasional care and kindergarten services
- \$3.68 million spent on arts and cultural services and events
- \$9.55 million spent to provide Library Services attracting 792,912 visits to our six libraries with more than 2,032,551 library loans made this year
- 44,181 tonnes of household waste that was collected and diverted from landfill through our Council kerbside services.

I commend our Council staff who are as committed as I am to delivering all services to the high standard our community needs and expects.

On behalf of my fellow councillors, I would also like to thank everyone in our community for your continued support this year. Our residents, ratepayers, local traders, community groups and volunteers are all as passionate and hardworking as ever. As a life-long resident of Boroondara, I have been honoured to serve our City as your Mayor this year.

This Annual Report summarises a full and exciting year with many achievements we can all be proud of. Council's considered decision-making and long-term planning in this period will ensure Boroondara continues to be a wonderful place to live, work and visit well into the future.



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**Cr Felicity Sinfield**  
Mayor



## Message from the CEO

Each year, this Annual Report provides an important opportunity to reflect on Council's performance for the community.

I take great pride in sharing the continued progress we have made towards achieving our strategic objectives this year. The Boroondara Community Plan 2021-31 defines these objectives and guides the structure for this Annual Report. This means the achievements and highlights we are sharing from the past year all align to the 7 priority themes of the Plan that our community told us are most important.

I am pleased to share we commenced all planned Major Initiatives aligned to the Boroondara Community Plan this year and were able to deliver 84% to completion. Of the 8 initiatives that were not completed this reporting period, half are tracking at 90% or above towards completion at the time of writing this report.

This year we saw Victorians' expectations of their local council rise consistently across the state. At the same time, we have managed to maintain our service standards against a higher community benchmark. The latest Community Satisfaction Survey shows the City of Boroondara continues to lead the way as one of the highest performing councils in Victoria, with an overall performance index score of 67.

As a Council, we are committed to providing excellent customer service and driving further improvements in how we deliver our services. This year several improvements to the customer experience were achieved through our Transforming Boroondara program. We were able to digitise our hard waste processes and create a more seamless and responsive service for customers, with wait times reduced from 4-6 weeks to 3 weeks or less for a booked hard waste collection. This improvement was recently awarded the MAV Technology Customer Experience award, for delivering a simple yet cost effective solution for a commonly faced issue by many councils.

We also improved our responsiveness to community requests by maximising the use of tablets out in the field and delivered an important mobile software upgrade. From maintaining our beautiful trees, to road and footpath works, taking care of drainage maintenance, turf and playground audits, many of our field teams can now complete inspections and respond to maintenance requests more efficiently, wherever they are.

I am pleased to also share we have made real progress on our Climate Action Plan. We have delivered and commenced work on around 40 actions and achieved a key milestone in becoming net carbon neutral as an organisation. In 2023, we also started developing our new Tree Canopy Strategy and will share this in the coming months for community feedback. This strategy will guide Council and our community to protect and increase our tree canopy into the future, with the potential to positively impact our environment and our community's wellbeing for future generations.

Wurundjeri Woi-wurrung Elders, the Traditional Owners of Boroondara, worked with us to develop our Boroondara Reconciliation Strategy 2022-26, and were consulted on a range of projects over this past year, including the development of the Gardiners Creek (Kooyongkoot) Master Plan and Council's revised Naming Policy. The Wurundjeri Woi-

wurrung Elders will continue to play a key role as we work to deliver our actions in the Boroondara Reconciliation Strategy 2022-26.

As we reflect on the past year, I invite you to learn more through this report about our most recent efforts to progress reconciliation locally through respectful, flexible and genuine relationships.

As well as extending my sincere thanks to our Council staff for their ongoing hard work, I want to also acknowledge the resilience and strength of character shown by many this year. I am fortunate to lead a team who invests so much of themselves to deliver for Boroondara. I am also deeply grateful for everyone in our community who has helped to achieve many positive outcomes this year in line with our vision for a sustainable and inclusive community.

Our Budget for 2022-23 aimed to maintain and improve Council services and infrastructure, as well as deliver projects and services that are valued by our community. Council achieved a surplus result of \$24.24 million for the reporting year.

Tightening economic conditions are continuing to impact everyone in our community, Council included. In particular, we are accounting for significant cost escalations affecting existing and planned community construction projects.

Our Budget for 2023-24 reflects responsible and prudent financial management for both the year ahead and for the future. It also focuses on what is most important to our community funding various projects and initiatives to support the environment, protect the character of our neighbourhoods and care for community members.

As this year draws to a close, I look forward to your support to build on the success of the past 12 months. Together, let's aim to make 2023-24 a safe, happy and healthy year ahead for everyone in our community.



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**Phillip Storer**

Chief Executive Officer

## Boroondara Community Plan

The Boroondara Community Plan 2021-31 (the Plan) sets out the 10-year vision for Council based on the aspirations of our community and the seven priority themes the community told us were important. The Plan incorporates the 10-year Community Vision, the Council Plan 2021-25 and the Municipal Public Health and Wellbeing Plan 2021-25, responding to Council’s requirements under the *Local Government Act 2020* and the *Victorian Public Health and Wellbeing Act 2008*.

As shown in the diagram below, the Plan directly informs Council’s suite of strategic documents within our integrated planning and reporting framework.



\*Developed through deliberative engagement in accordance with Council’s Community Engagement Policy 2021-2026.

Our integrated planning and reporting framework includes our:

- Boroondara Community Plan which through community input describes what the community wants to achieve in the next 10 years as well as the outcomes Council aims

to achieve during its term. Underpinned by our vision, the Plan's strategic objectives and strategies give clear areas of focus for Council

- 10-year Financial Plan and 10-year Asset Plan, both of which detail our strategic planning and decision-making process for Council's future financial and asset resource allocation, mapped to the seven themes of the Plan
- Adopted strategies, plans and policies which detail our medium-term goals for specific service areas and how these goals will be delivered and measured
- Annual budget (1 + 3 years) which details the allocation of resources, services, initiatives, and associated performance indicators, mapped to the seven themes of the Plan
- Department Strategic Business Plans which detail the key actions each department are undertaking to progress the delivery of each theme within the Plan
- Monthly, quarterly, and annual reporting to show progress on the delivery of these strategic documents, mapped to the seven themes of the Plan.

Each of these documents, where possible, aligns to the seven themes of the Plan, creating consistency and complete integration of the community's aspirations and priorities across our planning, budgeting, asset management and reporting. This integrated planning and reporting approach provides a line of sight through every department in Council to achieve and report back on our community's vision and our wellbeing commitment. It enables our organisation, our community and our partners to adapt and prioritise strategies and actions, which are responsive to community needs and legislative changes as they emerge and change over time.

The Annual Report for the FY2022-23 maps our progress against delivering the Strategic Objectives of the Plan.

## Showcasing our delivery of the Boroondara Community Plan

This section showcases what has been achieved within the FY2022-23 under each of the Plan's themes through:

- Major Achievements: significant achievements (major initiatives funded in the Annual Budget) which have contributed to delivering on the Strategic Objectives set out in the Plan.
- Highlights: other highlights under each theme.

### Theme 1: Community, Services and Facilities

#### Major Achievement

**Strategic objective:** Community services and facilities are high quality, sustainable, inclusive and strengthen resilience.

**Major Initiative 1.6:** Enhance the provision of early years education, disability and recreation services to the local community by completing the construction of the Canterbury Community Precinct and supporting the coordination of the community agencies on site to work together to optimise service provision.

#### Project overview:

The new Canterbury Community Precinct provides a central hub for community health, education and children's services, which have previously been operating in various locations in Canterbury. These services include:

- Canterbury Neighbourhood Centre including the Canterbury Community Garden, Canterbury Maternal and Child Health
- Playstation Occasional Care
- Canterbury Gardens Kindergarten
- Canterbury Toy Library
- Interchange Inner East
- Surrey Hills Historical Society
- Canterbury History Group.

Located in Canterbury Gardens, the precinct features a new main building, as well as renewed buildings. These include the former Canterbury Maternal Child Health building, as well as the former Canterbury Bowls Club pavilion, and the former Canterbury Public Library which are both historically significant.



### **Project aims:**

The development of the Canterbury Community Precinct aims to:

- create a precinct which provides early years services and community programs for all ages in our community
- co-locate services in one convenient location to ensure the ongoing delivery of high-quality and easily accessible services for the community
- create a facility that complements and celebrates the local character and heritage of the area.

### **Project outcomes:**

The new main building and the renewed former Canterbury Bowls Pavilion located on Kendall Street opened for community use in March 2023. The Canterbury Neighbourhood Centre, Canterbury Community Garden, Canterbury Maternal and Child Health Centre, Canterbury Gardens Kindergarten, Playstation Occasional Care, and the Canterbury Toy Library are now all operating on site.

The second stage of works are underway to refurbish the former Canterbury Maternal and Child Health Centre and the former Canterbury Public Library buildings. These buildings will be home to Interchange Inner East and the historical societies once works are completed in late 2023.

## Theme 1 - Community, Services and Facilities

### Highlights of the year

- The City of Boroondara won the 2023 Australian Landfill and Transfer Station Award in the Outstanding Innovation, Project or Facility - Transfer Station category. The award recognises best practice and innovation in landfill and transfer station facilities.
- In March 2023, Council launched the Neighbourhood House Framework. This framework articulates a shared vision and commitment of Council and the neighbourhood houses to work in partnership to deliver accessible and inclusive services and programs that build community wellbeing, connectivity and provide opportunities for people to participate in community life. It captures the many ways Council supports the neighbourhood houses and builds on our existing relationship and mutual obligation to work in partnership to create vibrant and resilient communities that thrive, grow, and connect. The framework includes an annual action plan.
- The Hawthorn Rowing Ramp was opened, supporting access to the Yarra River for community events such as rowing regattas.
- In early 2023, Boroondara Arts delivered a successful season of Summer in the Park outdoor arts and culture events to a warm and highly enthusiastic response from the community. The 2023 Summer in the Park series delivered 16 free outdoor events across five weekends from Saturday 4 February to Sunday 5 March as more than 5,000 people flocked to the series in the gorgeous surrounds of Boroondara's parks and gardens. Overall satisfaction rating for the 2023 season was over 94%. Boroondara's parks and gardens proved to be a successful venue for these events, with the community rating the venue satisfaction at 95%.
- Council observed a marked increase in the involvement of young people throughout the year, with the number of participants attending youth programs or services surpassing 20,000. This is largely attributed to the implementation of effective youth programming, as well as the improved environment created by the post COVID-19 pandemic, which has enabled young people to be more actively involved in their local communities.
- Held annually, the Boroondara Sports Awards program recognises the important role sports clubs play in enhancing community health and wellbeing. The 2022 Boroondara Sport and Recreation Awards were held at the Hawthorn Arts Centre in September 2022.
- The Boroondara Youth Awards were held in October 2022 at the Hawthorn Arts Centre. The awards recognise the important role young people and youth focused organisations play in contributing to a safer and more resilient community.
- In October 2022, the Active Ageing team hosted the inaugural Seniors Film Festival. The festival included a mix of short and feature length films curated to showcase and celebrate the stories of seniors and combat negative stereotypes. The event was a sell-out with over 1,000 older people attending in-person film screenings across three Boroondara Cinemas - the Rivoli, Palace and Lido.

- Active Ageing, in partnership with the Hawthorn Arts Centre delivered the seniors event 'Dear Doris' at Hawthorn Town Hall to over 90 attendees in May 2023. The combination of a wonderful venue and performers along with extra staff support and transport ensured the event was both enjoyable and accessible.
- The Boroondara Photograph Competition received over 500 entries. The official presentation of awards was held in mid-July 2023, with winning entries on display at the Celebrate Boroondara exhibition at the Town Hall Gallery in the Hawthorn Arts Centre from 12 July to 26 August 2023.
- The Boroondara Literary Awards is a young writer's competition which includes prose and poetry categories for young people who live, work or study in Boroondara, while the Open Short Story competition is open to all Victorian residents. It is in partnership with the Rotary Club of Balwyn and over 700 entries were received.
- Completion of Y Street Ashburton facility to support CamCare services in their delivery of community programs and services to the Boroondara community.
- A team of young people participated in the 2023 YMCA Victoria Youth Parliament, successfully drafting, debating and passing their 'Travel Emission Reduction Strategies Bill 2023'. Participation in Youth Parliament empowers the voices of young people to be heard in the Victorian Parliament on issues important to them.
- 300 people enjoyed the all-ages tour headlined by Cry Club, held at the Hawthorn Arts Centre. The live music event was organised by young people in the Solar Productions Music and Events Committee.
- Record engagement with the Boroondara Eisteddfod with more than 1,000 registrations and more than 2,000 participants engaging in performance, learning and competition activities. Continuing until September, the Eisteddfod draws local community and musicians from other municipalities to participate in the competition, showcased throughout the Hawthorn Arts Centre.
- The Health Services team has protected the health and safety of the community by improving health, hygiene, and compliance standards of all registered food premises. This includes reducing the prevalence of repeat offenders and changing the behaviour of operators to take accountability for their obligations under the *Food Act 1984*.

## Theme 2: Parks and Green Spaces

### Major Achievement

**Strategic objective:** Green and open spaces are provided, well-utilised and enhanced.

**Major Initiative 2.1:** Improve the sporting experience in Boroondara by setting and meeting service standards for all turf sports areas.

#### Project overview:

Freeway Golf Course is a premier public access golf facility located in Balwyn North. It is owned by the City of Boroondara and managed by our new operating partners, GreenSpace Management.

In the FY2022-23, we completed a significant redevelopment of the Freeway Golf Course. We needed to reconfigure the course within a smaller footprint of land due to the North East Link Program acquisition of land from the course to build the new North East Link ramps.



#### Project aims:

Our community shared feedback to inform the new course design which was developed by leading golf architects Pacific Coast Design in collaboration with Council Officers. A strong focus was placed on environmental sustainability and biodiversity.

We aimed to:

- deliver a high quality, enjoyable 18-hole championship golf course experience for players
- ensure safety issues were addressed
- provide several access points to the club house, carpark and amenities
- maximise course distance despite the loss of land

- minimise impacts to the native flora and fauna and improve biodiversity by planting extra trees and understorey vegetation.

### **Project outcomes:**

The redevelopment took place between late-2021 and early-2023. The new course officially reopened in March 2023. Key features include:

- a reconfigured 4,694-metre course
- a new practice putting green which has increased in size by 35%
- 3.1 hectares of new turf
- new timber-faced bunkers
- 5,000 new native plants
- 104 new native trees
- 2.8 kilometres of new pathways, including some sections of porous lane made up of 60% recycled tyres.

Usage levels of the new course have far exceeded expectations and we have received positive feedback from our community since its reopening. For more information about the course, visit: <http://www.boroondara.vic.gov.au/freeway-golf-course-facility>

## **Theme 2 - Parks and Green Spaces**

### **Highlights of the year**

- The Central Gardens Playground project is complete and reflects community feedback for retaining the much-loved Rocket from 1966, which has been carefully restored. The Rocket now sits as the hero amongst a space themed playground, with a new mission control, swings, and shade structures. Renewal has resulted in an updated space themed playground focusing on the original 1960s steel rocket, renovated to ensure it is enjoyed for generations to come. The playground now offers greater accessibility, new play equipment, hidden alien treasures, feature galaxy shade structures and renewed soft landscaping.
- The Victoria Park Regional Playground project is complete, consolidating two local playgrounds and a slide into one regional playground. The new playground includes a mix of play opportunities for children of all ages and abilities. Key features include an adventure trail, accessible sand and water play, accessible traditional equipment, sensory art elements, a pump track, a fitness station, and a dedicated senior's exercise park.
- Seasonal renovations for our sportsgrounds have been completed on time despite weather impacts. All sportsgrounds are now ready for summer sporting competitions to be played which will support the health and wellbeing of the community.

## Theme 3: The Environment

### Major Achievement

**Strategic objective:** The environment is considered in all decision making.

**Major Initiative 3.5:** Protect the Gardiners Creek now and into the future through the development and adoption of a Masterplan for the Gardiners Creek considering recreational, active transport, biodiversity, and environmental initiatives.

#### Project overview:

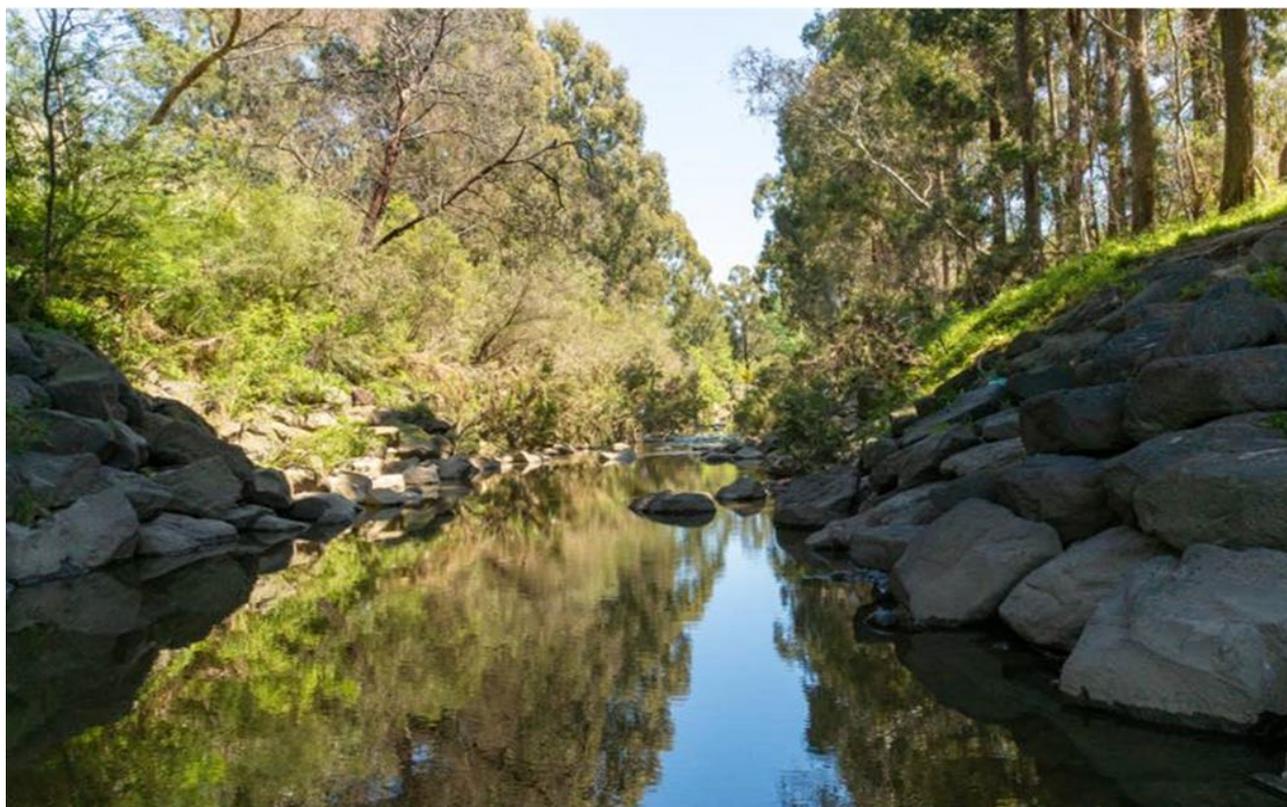
Gardiners Creek is a significant urban green corridor in Boroondara spanning the suburbs of Hawthorn, Hawthorn East, Glen Iris and Ashburton.

Many public spaces run alongside the creek in our local area, including:

- sportsgrounds
- recreational areas
- open spaces
- shared paths
- commuter cycling routes.

To ensure Gardiners Creek continues to be protected, cared for, and enhanced for future generations to enjoy, we've developed a master plan to guide planning in the area over the next 10 years.

The Master Plan was shaped through extensive research and community consultation to balance the needs of Gardiners Creek's various users.



## Project aims:

Our vision is to create a more sustainable, cleaner and safer Gardiners Creek catchment within the City of Boroondara by:

- improving the entry points, access and safety
- enhancing the rich and biodiverse area
- managing water and drainage with careful urban design
- improving water quality
- improving signage and how people get around the area
- recognising and celebrating Aboriginal histories and cultures.

## Project outcomes:

Council unanimously endorsed the Gardiners Creek (Kooyongkoot) Master Plan in October 2022.

The Master Plan provides us with a series of guiding principles and actions that we will deliver across the entire area over the next 10 years.

In April 2023, we celebrated the official launch of the Gardiners Creek (Kooyongkoot) Regional Collaboration. We are working together with 15 other organisations, including Melbourne Water and Bicycle Network, to improve the cultural, amenity, and environmental value of the Gardiners Creek catchment.

Highlights you can expect to see in coming years include:

- improved connections to Toorak Road by building a shared pedestrian link/bridge at Back Creek Reserve
- upgrading the four bridges between Nettleton Park and Dorothy Laver Reserve West to meet Australian standards
- Council advocating for improvements to the Toorak Road underpass in Hawthorn, so it becomes less prone to flooding and silt build-up.

## Theme 3 - The Environment

### Highlights of the year

- A new recycling contract has been awarded to SOLO, for the delivery of a reliable and high-quality collections service. It supports sustainable and circular economy outcomes, which continues to be a priority as part of the Council's Climate Action Plan, whilst meeting and exceeding diversion from landfill targets.
- As a result of the process review, the number of generic waste enquiries across our Customer Relationship Management system has decreased. A large proportion of these enquiries related to the replacement of old/damaged bins, requests for upsizing/downsizing, service complaints, and missing bins. Offering a waste service that has a low number of missed bins requests and a proactive bin maintenance program, provides a reliable service to meet our high resource recovery rate and deliver quality service outcomes to the community.
- The installation of sensors in litter bins known to overflow has allowed for tracking usage levels and providing remote reporting on near overflowing bins. This has

assisted in adjusting the sizing of litter bins and the consideration of the installation of big belly bins in certain locations.

- Introduction and adoption of the mobile asset management system to improve work efficiency and customer engagement. Mobile technology allows for Council staff to complete inspections and respond to maintenance requests more efficiently from the field.

## Theme 4: Neighbourhood Character and Heritage

### Major Achievement

**Strategic objective:** Protect the heritage and respect the character of Boroondara, while facilitating appropriate, well-designed development.

**Major Initiative 4.1:** Support the provision of appropriate housing in Boroondara through review of the Boroondara Housing Strategy 2015, community consultation and presenting a draft updated Boroondara Housing Strategy to Council.

### Project overview:

We have updated our Housing Strategy to plan for our community's housing needs over the next 15 years.

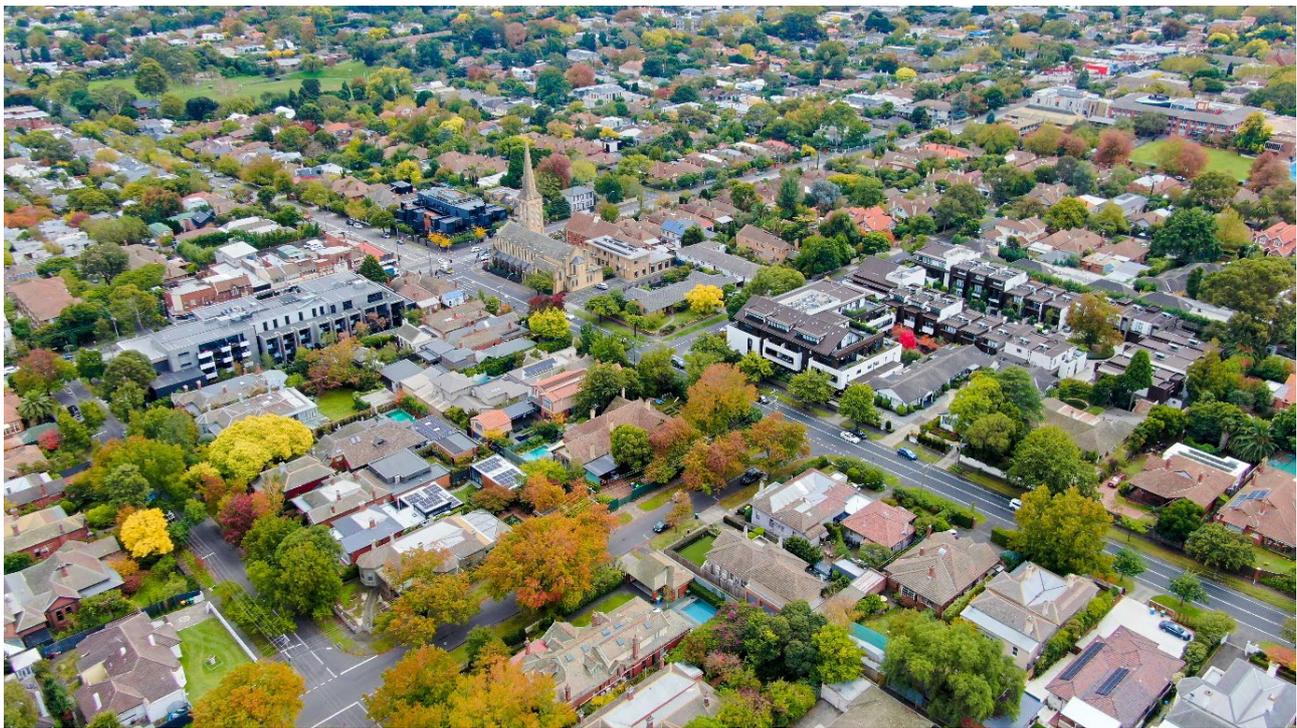
In doing so, we considered the latest evidence, Census data and projections to understand changes to population, how our community lives, changes to housing needs and current and upcoming housing challenges.

Our population continues its ageing trend, with an increase in people over 65 (15% in 2011 and 18% in 2021). Most households are couples with children (34%) and there has also been an increase in single-person and couple-only households. Most houses in Boroondara are stand-alone (53%), followed by medium density (such as townhouses, 29%) and high-density homes (such as apartments, 18%).

Our Housing Strategy is also underpinned by what our community values, including:

- neighbourhood character
- heritage
- green spaces
- responsible, sustainable and high-quality development
- liveability.

We shared the draft strategy with the community for feedback between May-June 2023.



### **Project aims:**

Our Housing Strategy aims to guide different types of housing to appropriate locations, providing diverse housing choices for current and future residents which is critical in supporting a healthy and vibrant Boroondara.

Consultation with the community confirmed three strategic directions to respond to Boroondara's housing needs and challenges. These are:

1. Housing diversity in appropriate locations.
2. Housing that is sustainable and achieves design excellence.
3. Housing that meets the needs of all residents, now and in the future.

### **Project outcomes:**

After community consultation, your feedback helped us identify where further consideration, refinement, or actions were needed. This has informed the final Boroondara Housing Strategy, adopted by Council on 18 September 2023.

For more information, visit our website: <https://www.boroondara.vic.gov.au/boroondara-housing-strategy>

Actions within the strategy will help Council support communities, rental providers, community housing providers, developers and the State Government to work together to meet the housing needs of Boroondara now and into the future.

## Theme 4 - Neighbourhood Character and Heritage

### Highlights of the year

- The Draft Urban Greening Strategy has been completed. This strategy will guide and set out clear targets and directions on how we can protect the existing public and private tree canopy and do more to increase our canopy coverage and urban forest extents.
- Maling Road streetscape options community consultation has been successfully completed. Streetscape improvements include more space for greenery, social interaction, public seating and outdoor dining.
- Finalised a new Community Heritage Nomination process to enable community submissions with new information which supports a site having heritage protection.
- The Boroondara Urban Design Awards returned in 2023, following a break during the pandemic, with the winners announced in Council Chambers on 26 June. Over 60 nominations were received across six categories including a newly introduced Best Sustainable Development award.
- In support of the Urban Design Awards, Council has developed a draft Design Excellence Guide, which is scheduled for public release later this year. The purpose of the Guide is to highlight the importance of high-quality design in new development in Boroondara and better communicate existing policy in the Planning Scheme.
- Building Services took part in advocacy with regards to the proposed Building Reform by the State Government, which recommended Municipal Building Surveyor (MBS) to conduct inspections and make recommendations to Private Building Surveyors (PBS) prior to issuing an occupancy permits for Class 2 Residential projects. The advocacy successfully influenced the withdrawal of the key concern from the proposed legislation.
- Following successful implementation of an online registration system for property owners to register swimming pools and spas, 8,725 pools and spas were registered by 30 June 2023. This equates to approximately 97% of known pools and spas in Boroondara.
- Boroondara ratepayers now have the ability to lodge Section 29A Demolition Consent applications online without having to lodge them at the counter or via email.
- Private Building Surveyors now have the ability to lodge Section 30 Building permit and associated documents and pay the statutory fee online via the newly created e-form and payment portal without having to send them by email.

## Theme 5: Moving Around

### Major Achievement

**Strategic objective:** Travel options are safe, efficient and accessible with active and public transport encouraged.

**Major Initiative 5.6:** Represent the Boroondara community in decision making by advocating to the Victorian government in relation to public and active transport, open space, urban design and environmental opportunities associated with the North East Link and the Union Road Level Crossing Removal projects.

### Project overview:

The North East Link (NEL) and Union Road Level Crossing Removal (LXR) are two major Victorian Government infrastructure projects impacting our community. Since their announcement, we have been advocating on behalf of and with our community for positive outcomes for Boroondara.



### Project aims:

In FY2022-23 financial year, we focused on:

- reviewing and monitoring designs, early works and construction works associated with the NEL and Union Road level crossing removal projects in Boroondara
- ensuring the projects, despite their significant impacts, leave a positive legacy for the local community
- ensuring our community's needs are taken into account by listening to our residents and advocating on their behalf
- building relationships with key stakeholders throughout the project areas.

## Project outcomes:

Our efforts this year enabled us to secure funding from North East Link Program (NELP) for canopy tree planting at Freeway Golf Course and maintenance of NELP-funded canopy trees at Hyde Park.

In addition, we continued to:

- identify sites for further tree planting to offset NEL tree removal
- review plans for site investigations planned by NELP and their contractors to ensure impacts on residents and amenity were reduced where possible.

We worked closely with Level Crossing Removal Project (LXRP) throughout the Big Dig (mid-February to late-May 2023) which was a difficult time for residents and traders. We advocated for shuttle buses to provide local transport and shopping incentives to support local traders. During this period, we ensured services such as bin collections continued as normal and endeavoured to protect parking spaces in the village. Our work with LXRP also involved refining designs for the extended Union Road Bridge and open space to provide green spaces that support community activity, connection and relaxation in the Surrey Hills shopping precinct.

Find out more about our NEL advocacy efforts at:

<https://www.boroondara.vic.gov.au/advocacy-engagement-north-east-link-project>

Find out more about the Union Road open space at:

<https://www.boroondara.vic.gov.au/surrey-hills-level-crossing-removal-outcome>

## Theme 5 - Moving Around

### Highlights of the year

- Parking Services Technology was delivered in the form of new Parking Sensors for the Camberwell Junction and the PayStay Parking App, which provides an additional payment option for motorists. These provide improved services and parking availability for the City of Boroondara.
- Council adopted the Boroondara Bicycle Strategy. The guiding principles of the Boroondara Bicycle Strategy include creating a connected, complete, and safe bicycle network. The initiatives contained in the Implementation Plan aim to deliver on these principles for the benefit of the community.
- Following several years of advocacy and detailed funding applications, the Department of Transport and Planning (DTP) commenced works for the time based 40 km/h speed limit for Doncaster Road in mid-January 2022 and the new speed limit was commissioned in May 2023.
- At Hartwell Shopping Centre, the 40km/h speed limit aims to improve safety along the shopping strip and for school children, parents and carers walking to and from the nearby Hartwell Primary School. Speed limit signs were commissioned in June 2023.

- The Asset Protection Team has increased community safety through increased building and construction compliance on council land as well as reduced costs for Council to repair damaged assets.

## Theme 6: Local Economy

### Major Achievement

**Strategic objective 6:** Support local businesses and enhance shopping precincts, fostering a strong economy and welcoming places for the community.

**Major Initiative 6.1:** Support business COVID-19 recovery through targeted programs and initiatives such as promoting Main Street Australia week, provision of business information workshops, mentoring, outdoor activation in shopping centres and buy local programs.

### Project overview:

Supporting businesses to reboot and encouraging the community to shop and dine locally has been a continued focus over the past year.

We have been able to facilitate continued outdoor trading, resume regular Council-run business information events and complete the first phase of upgrades for the Camberwell Fresh Food Market.

### Project aims:

Our community has told us they want to support local businesses and shopping precincts.

We've continued to support traders through their COVID-19 recovery with a variety of activities that aim to:

- enhance our shopping precincts
- support continued and safe outdoor trading
- deliver valued information and networking opportunities for our business community.

### Project outcomes:

Council adopted the Outdoor Trading Policy and Guidelines in November 2022 which included the transition to a parklet permit program for eligible businesses. This provides a way for businesses to extend their trading footprint using 'parklets' (repurposed car-parking spaces) that help to activate our shopping precincts.

In December 2022, we also delivered the first phase of upgrades for the Camberwell Fresh Food Market. New seating areas have been installed to encourage customers to stay longer to enjoy the market. We have also been working with the market to attract new tenants to increase the diversity of stallholders.

We introduced the Go Full Circle program in 2022 in partnership with three neighbouring councils. Through a series of workshops, this program supports local participating businesses to build their capacity to operate in a more environmentally sustainable way, while also attracting new customers.

Council ran a total of 50 business workshops and events this year providing valuable education and networking opportunities for our local business and not-for-profit community. In response to growing demand, we will continue to run frequent events in 2023-24 to support local businesses to connect with each other and continue to develop new skills.

## Theme 6 - Local Economy

### Highlights of the year

- The updated Draft Glenferrie Place Plan was released for community consultation in early 2023. Substantial feedback was received from local residents, and traders and was generally supportive of the Plan, with targeted feedback sought on specific car parking options.
- Council resolved to declare the proposed Ashburton, Greythorn and Maling Road Shopping and Business Centre - Marketing and Business Development Funds for a further five years from 2023-2028. Council facilitated the renewal of the schemes to enable marketing, promotion, centre management and business development activities associated with the encouragement of commerce in the centres, which provide support to approximately 300 local businesses and benefit communities across three precincts.
- Local Economies successfully transitioned parklets from the previously delivered Victorian Government COVID-19 recovery grants program to the Council parklet program. The transition saw 15 traders supported across seven parklets and one mega parklet, along with two new parklet applications currently in the review stage at the time of writing this report.
- Council is preparing a Camberwell Junction Structure and Place Plan to revitalise this important centre as an attractive metropolitan destination and to guide future growth so that it protects what locals love about the centre. Council completed community consultation on the Place Vision in 2022 and has developed the draft Structure and Place Plan to an advanced stage ready for community consultation in late 2023.

## Theme 7: Governance and Leadership

### Major Achievement

**Strategic Objective:** Ensure decisions are financially and socially responsible through transparent and ethical processes.

**Major Initiative 7.7:** Work with Aboriginal and Torres Strait Islander peoples and the community to promote and support reconciliation in Boroondara by implementing Year 1 actions of the Boroondara Reconciliation Strategy 2022-26.

### Project overview:

Part of the vision of the Boroondara Reconciliation Strategy is to strengthen relationships with Aboriginal and Torres Strait Islander organisations and peoples so we can work in partnership together, and with our broader community, to progress reconciliation locally.



### **Project aims:**

During Year 1 of the Strategy, we aimed to strengthen existing relationships and hear from diverse voices from the Aboriginal and Torres Strait Islander sector on a range of local projects.

We have a strong foundation to build on and continue to develop respectful, flexible, genuine relationships built on cultural understanding and reciprocity with Aboriginal and Torres Strait Islander peoples and organisations.

### **Project outcomes:**

This year, councillors and Council officers who make up our internal Boroondara Reconciliation Advisory Committee heard from a range of presenters including Elders from Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation and local Aboriginal and Torres Strait Islander peoples and organisations.

Council officers also met regularly with Wurundjeri Woi-wurrung Elders to consult on a range of projects including the development of the Gardiners Creek (Kooyongkoot) Master Plan and the City of Boroondara Sport and Recreation Inclusion Guide, which will be available on our website later this year. These cultural consultations were also an opportunity to keep the Elders informed about the progress of our Reconciliation Strategy actions.

Council also hosted a special information session (pictured above) to thank a diverse range of stakeholders from the local Aboriginal and Torres Strait Islander sector and express our gratitude for their time, contribution, and expertise during Year 1 of the Strategy.

## Theme 7 - Governance and Leadership

### Highlights of the year

- The rate of citizens for conferral has increased fourfold. In response, Council has increased the number of citizenship ceremonies and offered different formats to meet demand, while meeting budget and offering a memorable experience for new conferees.
- Audit opinion on Annual Financial Statements 30 June 2022 and all deliverables completed within the timeframes allocated.
- Budget preparation and adoption of the 2023-24 Annual Budget by Council on 19 June 2023.
- Adoption of policies, including Naming Policy, Discontinuance of Roads and Reserves Policy and Telecommunications Facilities Policy.
- The development of a Library Intranet was created to support frontline customer service activities and includes news articles, procedures and troubleshooting information to help resource staff when supporting customers.
- Boroondara Libraries has actively sought opportunities to work in partnership with other Council departments and local community groups. These have included working with the Rotary Club of Balwyn for the Boroondara Literary Awards, supporting pop-ups in library foyers with Jobs Victoria and Electrify Boroondara, Crime Stoppers/Victoria Police on pedestrian safety, 'What if...' seminars in partnership with Swinburne University and Sustainability week storytime with Sustainability and Parks and Gardens teams.
- Council's Customer Connect team was nominated for the Local Government Professionals (LGPro) Community impact award. We were finalists in the customer impact category for our mission in transforming customer experience.
- Corporate Information, in partnership with Statutory Planning, finalised the Planning File digitisation project, launching the self-service platform for the Planning team and arranging the uplift of +23,000 files from our premises to offsite storage for digitisation on demand.
- A new multilingual translation tool has been trialled on Council's consultation website, Engage Boroondara. This new function proved effective in enabling community members to choose from 10 languages when participating in Boroondara's Multicultural Action Plan consultation. Further trials are planned prior to rollout for all consultations.
- Delivered the first release of the Core Systems Program with the implementation of the Predictive Asset Management system. This system provides the ability for detailed assessment, analysis and modelling of Council's asset management and maintenance spend to optimise the management of community assets.
- Asset Management Policy 2022 was completed and adopted by Council on 28 November 2022. This policy sets out the principles by which Council ensures its

infrastructure assets are managed, providing the best value to the Boroondara community in the long term.

- The delivery of further enhancements to Council's website has enabled our community to search and locate the information they require more easily. These include the accessibility of Council's website, enhancing the availability of data on the website, and improvements to the e-forms system, including the introduction of 2 new e-forms, for Section 29A and Section 30 building permits, to facilitate the process of transactions with Council.
- Completed the delivery of fully automated on-line skip bin permits, in partnership with Service Victoria. This provides a streamlined way for businesses to apply for skip bin permits and reduces the administrative overheads associated with these permits for our business customers.
- Under a Memorandum of Understanding (MoU) a three-year strategic partnership has been signed between Swinburne University of Technology and City of Boroondara. The focus on the partnership will be on identifying resources, projects and activities which will support and align with the Boroondara Community Plan 2021-31 and Swinburne's 2025 Moonshot Strategy. Council and Swinburne plan to strengthen their collaboration to achieve greater impact and outcomes for their joint and respective communities.
- The first Annual Action Planning Workshop with neighbourhood house managers and Council staff was held on 4 May 2023. Participants identified actions from the Neighbourhood House Framework Action Plan they would work on collaboratively to deliver programs and activities that respond to community need and support health and wellbeing.

## Challenges and Future Outlook

### Challenges:

- Building Services issued over 1,300 'Notices to Comply' to pool and spa owners who had not lodged their Certificate of Compliance (Form 23) by the deadline. The letter provided owners an additional two weeks to respond and outlined the penalties for non-compliance with the Building Regulation. This resulted in Building Services staff having to answer a large number of enquiries regarding lodging of certificates and extension requests. This posed a significant workload management challenge, with a high number of cases, calls and face-to-face enquiries.
- Dealing with buildings comprising of combustible cladding and enforcement of same.
- Recruiting and retaining Registered Building Practitioners (RBP) in our competitive environment has been challenging.
- The COVID-19 pandemic necessitated significant modifications to Council and Delegated committee meeting protocols, officer attendance, and technology integration in order to deliver meetings in accordance with the stringent requirements

set out in both the *Local Government Act 2020* and the governance rules. These changes were necessitated by COVID-19 and unexpected absences or modifications.

- During the demolition process of the Ferguson Stand, it was necessary to relocate two Community Bands (Boroondara Brass, Glenferrie Brass) to a new home. In collaboration with the bands, storage solutions were developed, and a shared multi-purpose space was identified to accommodate the bands for weekly rehearsals. The bands' flexibility and collaboration with their committees of management enabled the challenge of finding suitable accommodation to be met.
- Staffing levels have fluctuated at regular intervals throughout the year due to the effects of the COVID-19 pandemic and influenza on the workforce in various departments. Staff have worked together to maintain service levels.
- On 24 June, Central Immunisation Records Victoria (CIRV) software was launched. This was both a project for change management and a change in our operations. During the transition, the immunisation service was retained.
- In response to homelessness reports received from staff and members of the community, Council continues to provide outreach services to homelessness service providers. However, outreach staff are unable to provide outreach services outside of regular business hours, making contact with those sleeping rough an ongoing challenge.
- Following the COVID-19 pandemic, volunteering remains a challenge, with fewer volunteers attending events, workshops, and applications for volunteer roles.
- Revenue and Property Services - Local Government Legislation amendments - Changes to processes involving debt recovery due to changes to the *Local Government Legislation Amendment (Rating and Other Matters) Act 2022*.
- The lack of clarity regarding the future funding framework for the Commonwealth Home Support Program (CHSP) has posed a significant challenge to the Active Ageing team, both in terms of staff morale and the capacity to plan for the future of the service. This has been compounded by the impending closure of the Regional Assessment Service.
- The Local Economies Team has faced a significant challenge in relation to the ongoing effects of major project works on local businesses in Union Road, Surrey Hills, as a result of the Level Crossing Removal Project.
- Transformation & Technology continues to face difficulties with global supply chains resulting in delays in the delivery of equipment. Additionally, the team has faced resource constraints which have had an impact on the delivery of key priorities.
- The Capital Projects team have faced challenges in the delivery of projects on time and within budget, as construction material costs have increased because of the COVID-19 pandemic, a lack of supply and an increase in labour costs.
- Strategic Communications continues to strive to meet the expectations of the community regarding the availability of information in a timely manner and across multiple platforms. There is a growing desire for content to be accessible immediately and for individual queries to be answered through a simple search or direct message

through social media channels. Council provides a vast amount of information online, however, some queries are complex or have dependencies, meaning that instant answers, personalised to the individual, may not be available.

- The COVID-19 pandemic has posed a challenge to the community's access to library services and programs. While some members continue to opt for online activities and events, others have expressed a desire to return to face-to-face activities.

## The Future:

- The primary focus for the year 2023-24 is to maintain a high level of excellence in the provision of services, programs, and facilities to the Boroondara community, with a particular emphasis on a range of key services, projects, and policies.
- The implementation of the People Strategy will serve as a focal point that will serve as a visual and textual framework for the development and implementation of people and culture activities over the next two to three years.
- The negotiation for our next Enterprise Agreement will be a focus.
- The challenge and opportunity for the Planning and Placemaking Department is to enhance officer education and professional development to allow Council to better adapt to the evolving trends in the development sector and economy. Demand for residential and new developments is expected to increase significantly in 2023-24 in response to population increases, while the local economic and business landscape may be subject to recessionary economic conditions.
- Maintain excellence oversight of service transformation in event coordination and client experience when planning and executing events.
- Building Services overall outlook and objective will be to be an innovative, progressive and highly engaged department to serve Boroondara customers and residents with a compassionate and customer focused service.

The challenges will be:

- to recruit suitably qualified and experienced Building Surveyors and Inspectors to deliver statutory functions
- dealing with enforcement with regards to combustible cladding associated with high rise buildings
- completion of swimming pool registrations, lodgement of certificates and subsequent infringements.
- The Facilities, Waste and Infrastructure department's outlook is to provide reliable services and respond to customer queries quickly.

Objectives will be:

- tracking commitments and promises made to residents
- a program of OHS contractor audits that are planned, recorded and reported
- contract Managers to performance manage contracts as specified
- introduce mobile computing to waste delivery/bin repairs service

- align services such as moving service crew to street signs and furniture team.
- Boroondara Libraries top priority for the next year is to develop a shared vision of a modern Library service that responds to the evolving needs of the community in the post COVID-19 era, including flexible spaces to host programming, outdoor events and the overall design of library spaces.
- Boroondara Libraries will utilise its efforts over the next twelve months on the ongoing construction of a new Kew Library that will cater to the needs and aspirations of the local community.
- The Asset and Capital Planning department is looking forward to an exciting year ahead; while continuing to manage council assets on a business-as-usual basis, we are looking forward to the continued upgrade of our Asset Management Systems through the Transforming Boroondara Program. We will continue to incorporate new systems into our workflows, such as Assetic Predictor, a new modelling software that will enhance our ability to plan and deliver our long-term asset renewal program, and Conquest 4 asset management system upgrade, which will provide increased field functionality for improved asset information capture. Both systems provide increased benefits to the community by ensuring assets are fit for purpose and meet community expectations.

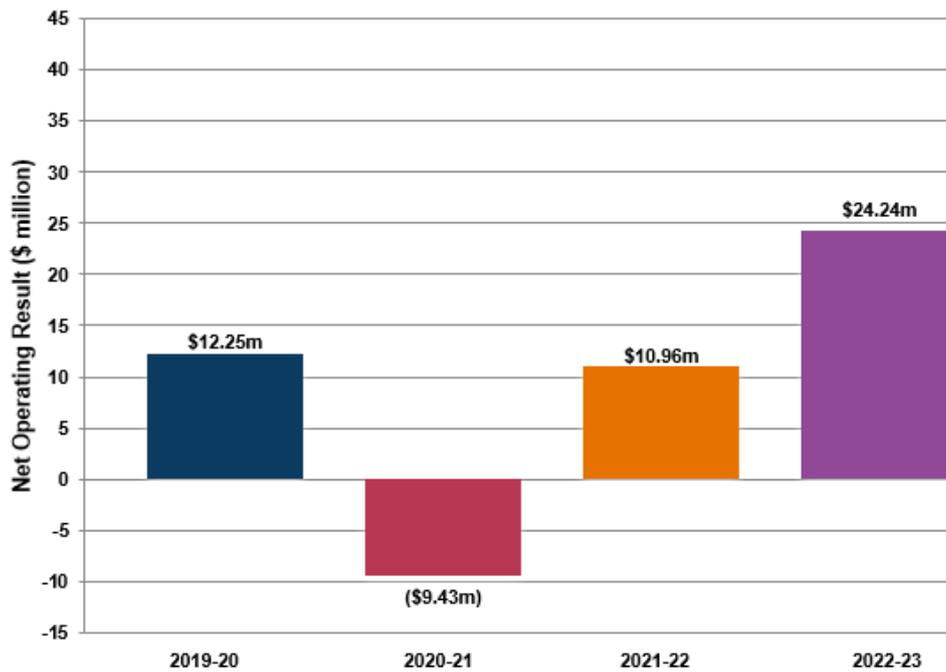
## Financial Summary

A summary of our performance is outlined below while detailed information is included within the Financial Statements and Performance Statement sections of this report.

### Operating position

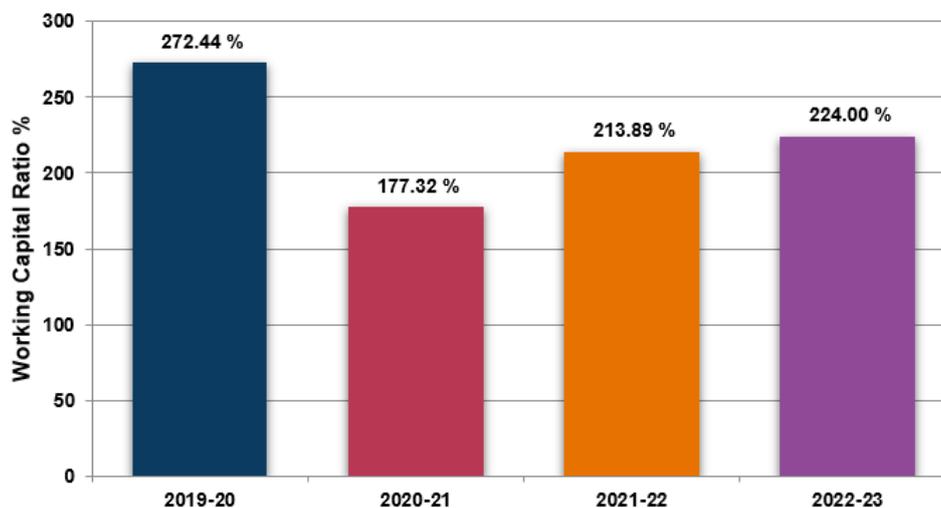
Council's net operating surplus for 2022-23 is \$24.24 million. This surplus compares favourably to the original budget surplus of \$6.61 million. The favourable variance is primarily due to the favourable impact of higher than anticipated interest rates, which generated a higher return on investment; unanticipated capital grants received and a required fair value adjustment resulting from a change in accounting policy on Council's investment properties. This favourable variance was partially offset by continued COVID-19 impacts on Council's leisure and aquatic facilities.

The adjusted underlying result of Council – after removing non-recurrent capital grant income, monetary contributions and non-monetary asset contributions – is \$8.9 million. The adjusted underlying result for 2022-23 has normalised due to the impacts of COVID-19 in 2021-22 and resulting impacts on revenue and expenditure streams.



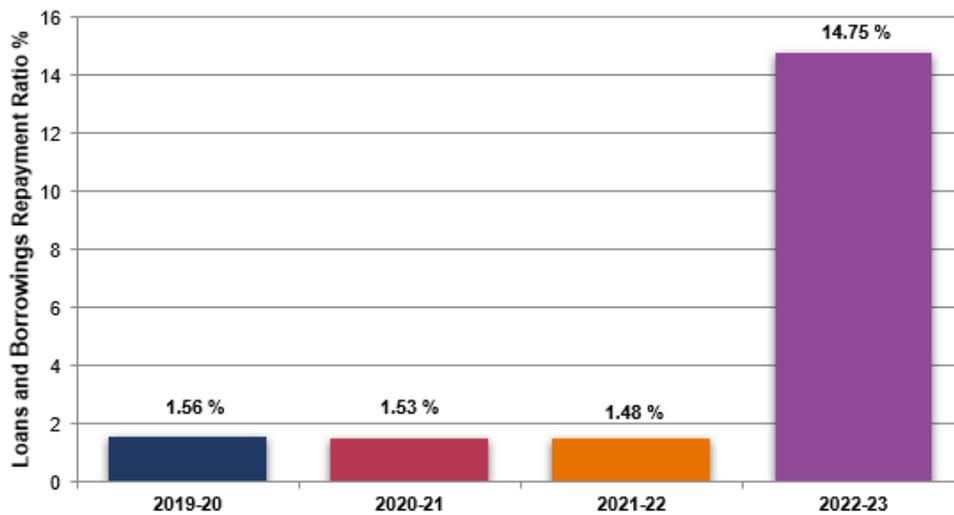
## Liquidity

The working capital ratio, which assesses Council's ability to meet current commitments, is calculated by measuring our current assets as a percentage of current liabilities. Our result of 224% indicates a satisfactory financial position.

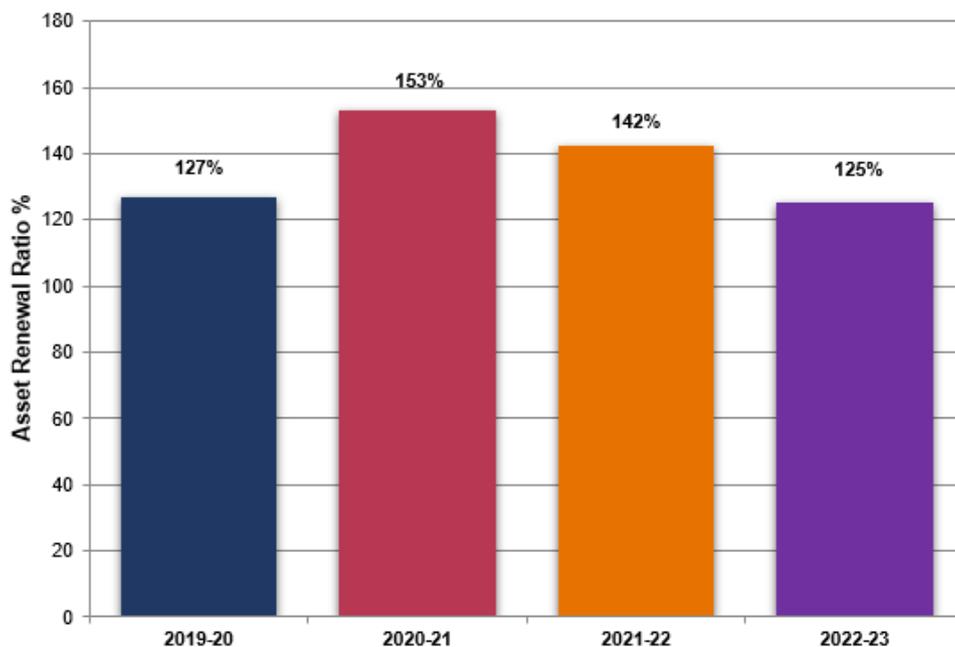


## Obligations

Council ensures it maintains infrastructure assets at expected levels while continuing to deliver the services needed by the community. We invested \$43.49 million in renewal works including the renewal of buildings (\$17.47 million), roads (\$10.27 million) and drainage (\$3.69 million) during 2022-23. This was funded from capital grants of \$10 million and cash flow from operations of \$33.49 million. At the end of 2022-23, Council's loans and borrowings repayment ratio – measured by comparing interest-bearing loans and borrowing repayments to rate revenue – was 14.75%. This increased significantly to the prior year value of 1.48%, which is reflective of the first full year of the repayment of the \$70 million Treasury Corporation Victoria loan that was drawn in June 2022.

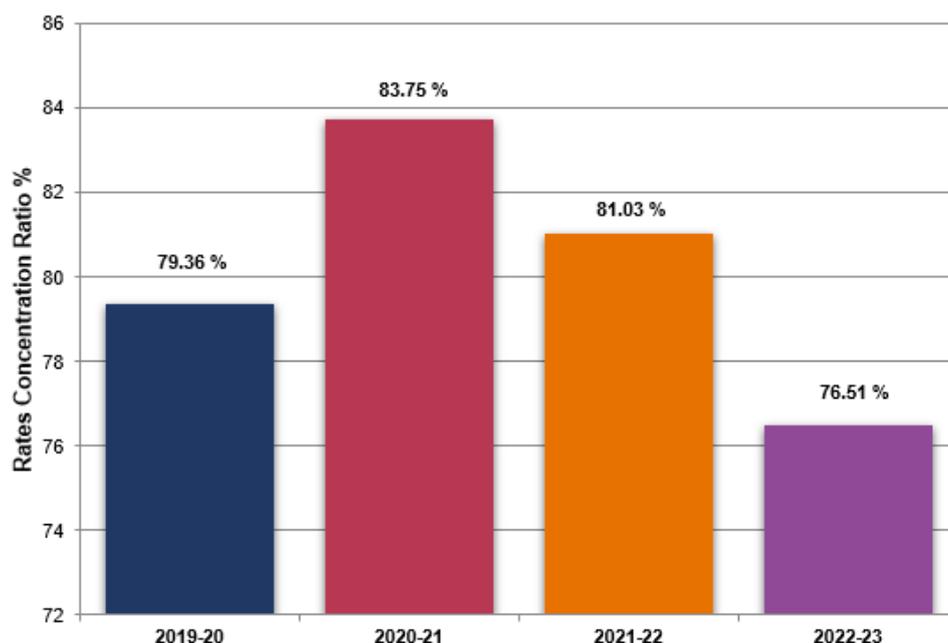


Asset renewal ratio is measured by comparing asset renewal and upgrade expenditure to depreciation and was 125% in 2022-23. This is a slight decline on previous years due to a review of the timing of planned renewal projects, in the context of rising construction costs, resulting in some planned works being deferred to be undertaken in future years.



## Stability and efficiency

Council raises revenue from rates, user fees, fines, grants and contributions. Council's rates concentration, which compares rate revenue to adjusted underlying revenue, was 76.51% for 2022-23. Council is very reliant on rates as a source of revenue because of statutory restrictions on many fees and charges and the inadequate increase in the payments from the Victorian Government to adequately fund services. In 2022-23, non-rate revenue has increased in proportion to rate revenue resulting in the decline of the rates concentration ratio due to the continued recovery of Council's non rate revenue streams, which have been impacted by COVID-19 in prior years.



## Operations Summary

Council delivers a broad range of services ranging from libraries, family and children’s services, traffic regulation, open space, youth facilities, waste management and community strengthening; to business development, planning for appropriate development and ensuring accountability of Council’s budget. These services and community infrastructure support the wellbeing and prosperity of our community. More details about our services are in the Our Performance section on page 69.

### Economic factors

Inflation in Australia has risen rapidly in FY2022-23. There has been continued widespread upward pressures on prices from strong demand, a tight labour market and capacity constraints in some sectors of the economy. Cost of living pressures are also impacting households.

The 2022-23 Budget is largely based on a recovery of normal activity levels post the COVID-19 pandemic. Boroondara’s strong financial management resulting in a positive year end result is critical in enabling Council to address the ongoing requirement for asset renewal to ensure Council’s facilities meet community needs and are fit for purpose.

Cost escalation in the construction industry as a result of the COVID-19 pandemic, which has disrupted global production and supply chains, is continuing to impact on Council’s ability to deliver on a large forward capital works program. Material costs for timber and steel have seen price rises of up to 40% and 50% respectively with no sign that prices will revert to pre-pandemic levels. Labour shortages are continuing to impact the construction industry.

Boroondara’s financial position continues to be impacted through reduced revenue as a result of the slow return by patrons to Council’s leisure and aquatic facilities after forced closure of these facilities during the COVID-19 pandemic. Adding to this is the impact of the roof collapse at the Kew Recreation Centre. Delayed construction as a result of the

roof collapse will have a flow on effect on Council's revenue due to a delayed re-opening of the centre.

An associated issue is the reduction of the traditional backyard across areas of the municipality, created by Victorian Government Planning rules for higher density, which has increased the demand by residents on Council's open space, parks and sporting facilities. The cost of land in the municipality to acquire and convert residential land to open space is prohibitive. Other solutions, such as undergrounding of car parking facilities, are also expensive and require careful analysis to maximise community benefit against limited Council resources.

Higher interest rates will support increased investment income returns for Council's cash holdings while Council's fixed interest rate loans provide repayment certainty for the future term of the loans.

In summary, Boroondara is facing external factors which are increasing cost pressures on Council services and facilities while facing the need to maintain assets appropriately. Council's capacity to meet these obligations is challenged by the State Government imposed cap on revenue; a cap the state does not apply to itself.

## Major Projects

### **Kew Recreation Centre redevelopment (\$73.1 million over four years)**

The Kew Recreation Centre has been undergoing a major redevelopment which will see it transform into a modern facility suitable for all ages, abilities, catering to a wide range of health and wellbeing needs.

The new centre will provide a facility for the community to improve or maintain health and wellbeing, play team sports, connect with others and meet specialised health needs.

Construction works progressed through to October 2022, prior to a structural steel collapse in one section of the building. Since the collapse, Council has taken the necessary steps to ensure all elements of this project are examined by industry experts before construction resumes. This will ensure Council proceeds with full confidence that the final structure is safe and secure. Council continues to work with all relevant authorities since the collapse.

Updates on this project will be made available on Council's project page - Projects and major works | City of Boroondara:

(<https://www.boroondara.vic.gov.au/about-council/projects-and-major-works>)

### **Canterbury Community Precinct (\$3.7 million in FY2022-23)**

Council is creating a new precinct to provide services and programs for community members of all ages.

Three buildings located in Canterbury Gardens are being extended and renewed internally to provide fit for purpose, modern facilities, while protecting and preserving the neighbourhood heritage and character of the buildings for future generations to enjoy. Works include internal upgrades, heritage restoration and additions to the former

Canterbury Bowling Club pavilion, Canterbury Maternal and Child Health Centre (MCHC) and the former Canterbury Public Library.

Stage One works are complete and open for community use, including the new Canterbury Neighbourhood Centre, kindergarten, community gardens and toy library. Stage One included the upgrade and restoration of the former Canterbury Bowling Pavilion. Stage Two works have commenced and include restoration and refurbishment of the former MCHC building and Canterbury Public Library and is anticipated for completion late 2023.

### **Tuck Stand (\$484.5k in FY2022-23)**

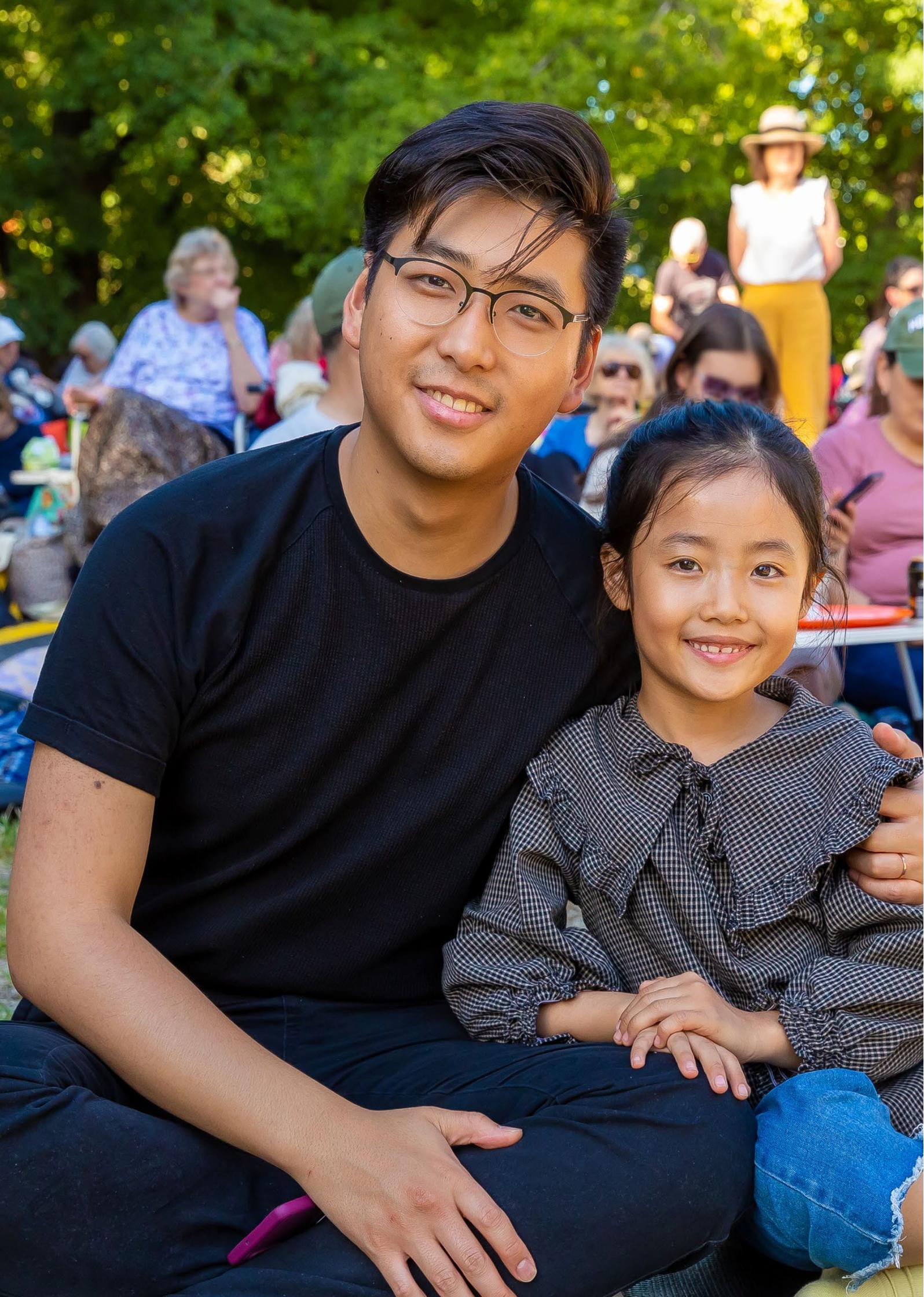
Council is planning for the redevelopment of the Tuck Stand and Glenferrie Oval precinct. In 2022-23 works have been progressed to undertake feasibility investigations to inform and support the draft vision and future direction for the Tuck Stand. Community consultation on the draft vision will be presented to the community and stakeholders for feedback in September 2023. The refurbished facility is anticipated to support community sporting use of the Glenferrie Oval, as well as a multi-purpose space for the wider community. The draft vision also intends to provide a shared community and heritage space to provide opportunities to support community connection, heritage, cultural and arts activity for social wellbeing.

This is a multi-year project and Council will appoint a consultancy team to support the development of the design. Early works are anticipated in 2023-24 for demolition of non-structural internal elements and repair of structural items requiring works.

### **Kew Library Redevelopment (\$164.2k in FY2022-23)**

Council is planning for the redevelopment of the Kew Library. In 2022-23 works have been progressed to undertake feasibility investigations to inform and support the draft vision and future direction for the Kew Library. The draft vision and design brief has been developed using 2017 community consultation and will be presented to the community and stakeholders for feedback in 2023-24. The vision supports the Boroondara Library Services Plan to provide an 'inspirational Library Service where community is central and everyone feels welcome'.

This is a multi-year project and Council will appoint a consultancy team to support the development of design options to support the vision and meet community needs.



# Our Council



## City Profile – Boroondara

### History

The area now known as the City of Boroondara is located on the traditional lands of the Wurundjeri Woi-wurrung people in the inner eastern suburbs of Melbourne and includes the suburbs of Ashburton, Balwyn, Balwyn North, Camberwell, Canterbury, Deepdene, Hawthorn, Hawthorn East, Kew and Kew East, and parts of Glen Iris, Surrey Hills and Mont Albert. The City of Boroondara's name is derived from the Woi-wurrung language meaning 'where the ground is thickly shaded.' The Wurundjeri Woi-wurrung community has a strong historical, cultural, and spiritual connection to their traditional lands and waterways. They continue to practice the responsibilities bestowed by their ancestors of protecting, preserving, and managing the land and waterways in accordance with culture and traditions.

After surveying the area in 1837, Robert Hoddle declared the area the 'Parish of Boroondara'. The first local government body formed in 1854 was the Boroondara District Road Board. It encompassed the areas that were to become Hawthorn, Kew, and Camberwell and focussed on the management of local infrastructure.

The Municipality of Hawthorn was formed on 26 June 1860, including the suburbs of Hawthorn and Hawthorn East, in response to local citizens wanting to address identified social needs rather than just infrastructure. The Town of Hawthorn was declared in 1887 and it was gazetted City of Hawthorn on 12 September 1890.

The Municipal District of Kew was formed on 18 December 1860, and followed Hawthorn's lead in successfully breaking away from the Boroondara District Road Board. This new municipality included the suburbs of Kew and Kew East. It was declared the Borough of Kew on 1 October 1863, gazetted as the Town of Kew on 14 December 1910, and again as the City of Kew on 1 March 1921.

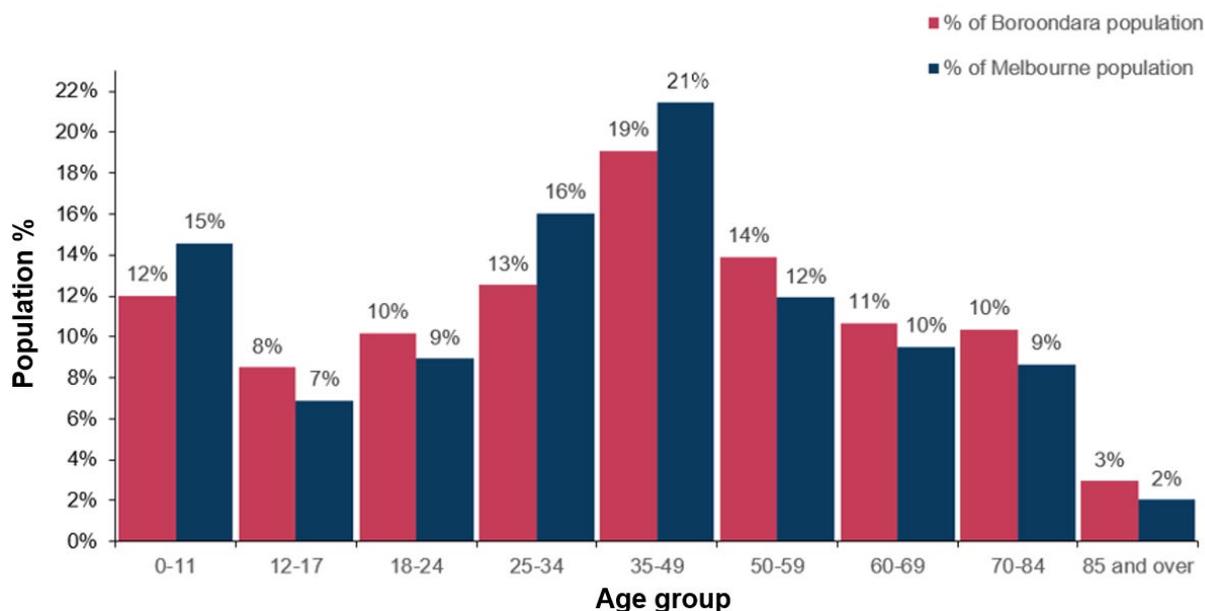
The Boroondara District Road Board continued to serve the suburbs of Ashburton, Balwyn, Balwyn North, Camberwell, Canterbury, Deepdene, and parts of Glen Iris, Surrey Hills and Mont Albert until it became the Shire of Boroondara in 1871. In 1902 it became the Shire of Camberwell and Boroondara, before it was gazetted in 1906 as the Town of Camberwell, and again as the City of Camberwell in 1914. The City of Camberwell became further established with housing in the 1950's, with major housing estates being built in Balwyn North and Ashburton.

With the amalgamation of these cities on 22 June 1994, the City of Boroondara was created. The new City was governed by three commissioners until the first Council was elected by the people in 1996.

The City of Boroondara's logo reflects on the history and geography of the City. The terracotta colour represents the earth and expresses early Aboriginal influence, and the green colour represents vegetation. The Yarra River and Gardiner's Creek, which make up a large portion of Boroondara's boundary are depicted on the left, with the structured shape to the right representing the settlement and the leafy surroundings, and the overall shape representing a leaf. The circle within the leaf represents the community embraced by all these elements.

## Population

Boroondara has an estimated residential population of 169,411 people (at 30 June 2022). Compared with Greater Melbourne, we have a smaller proportion of young children and people aged 25-49, but a larger proportion of 12 to 24 year olds and people over 50 years old. In 2021, 4.5% of the population in City of Boroondara reported needing help in their daily living tasks.



## Where are we from?

Boroondara is culturally and linguistically diverse with residents coming from over 150 countries and speaking more than 120 languages. In 2021, 28.7% of people spoke a language other than English at home. The proportion of Boroondara residents who were born overseas increased from 30.9% in 2016 to 32.5% in 2021.

At the 2021 Census, the majority of overseas born Boroondara residents were born in a country where English is not a main language. Between 2016 and 2021 there was an increase in the number of residents born in China and Malaysia, in particular.

## Education hub

By area, Boroondara has one of the highest concentrations of schools of all Victorian local government areas, with 56 secondary, primary and special education schools, including 13 combined primary and secondary schools, as well as Swinburne University of Technology, the Hawthorn-Melbourne English Language Centre, and two Universities of the Third Age. Currently, 82 organisations offer a kindergarten program in Boroondara spanning across standalone kindergartens, long day care centres and independent schools.

The City also has 11 neighbourhood and community centres where residents can participate in programs focussing on health and wellbeing, languages, creative pursuits, the arts, cooking and technology.

## Work and income

At the 2021 Census, 24.9% of the City of Boroondara population earned an income of \$2,000 or more per week. The 2021 Census data demonstrates that for income levels in the City of Boroondara compared to Greater Melbourne, there is a higher proportion of people earning a high income (those earning \$2,000 per week or more) and a lower proportion of low-income people (those earning less than \$500 per week).

The Census was undertaken on 10 August 2021 during a period when a number of locations across Australia were under lockdown restrictions, including the City of Boroondara. In August 2021, 36% of employed Australians had an agreement to work flexible hours and 41% regularly worked from home. There has been a rise of flexible working and a shift to hybrid models of working (working from home some days, and on-site other days).

## Where do we shop?

Boroondara has a strong retail/commercial sector. Boroondara has 53 shopping centres and strips, with the main shopping strips located at Camberwell Junction, Glenferrie Road, Hawthorn and Kew Junctions.

## How do we live?

At the 2021 Census, Boroondara had 72,812 dwellings, ranging from separate houses (53% of all dwellings) to medium and high-density dwellings. The total number of dwellings in City of Boroondara increased by 3,530 between 2016 and 2021.

## Transport

The City has extensive train, tram and bus transport routes, but still has areas without easy access to public transport. Our sustainable transport network continues to expand, with over 57km of on-road bicycle lanes on arterial and local roads. The City also has 37km of shared paths across major trails, including the Gardiners Creek, Anniversary/Outer Circle, Main Yarra and Koonung trails.

## Open spaces

The City is rich in its biodiversity and array of flora and fauna; it has about 600 hectares of open space. Boroondara has retained its green and leafy streets, parks and gardens and the majority of residents have access to public open space close to their home.

Like other municipalities, a challenge ahead will be to maintain the standard of our current environment, liveability and heritage amidst the impacts of climate change, water shortages, increased pollution, and increasing population densities and development.

For more information and statistics about the City of Boroondara, go to <https://www.boroondara.vic.gov.au/about-council/history-and-demographics>.

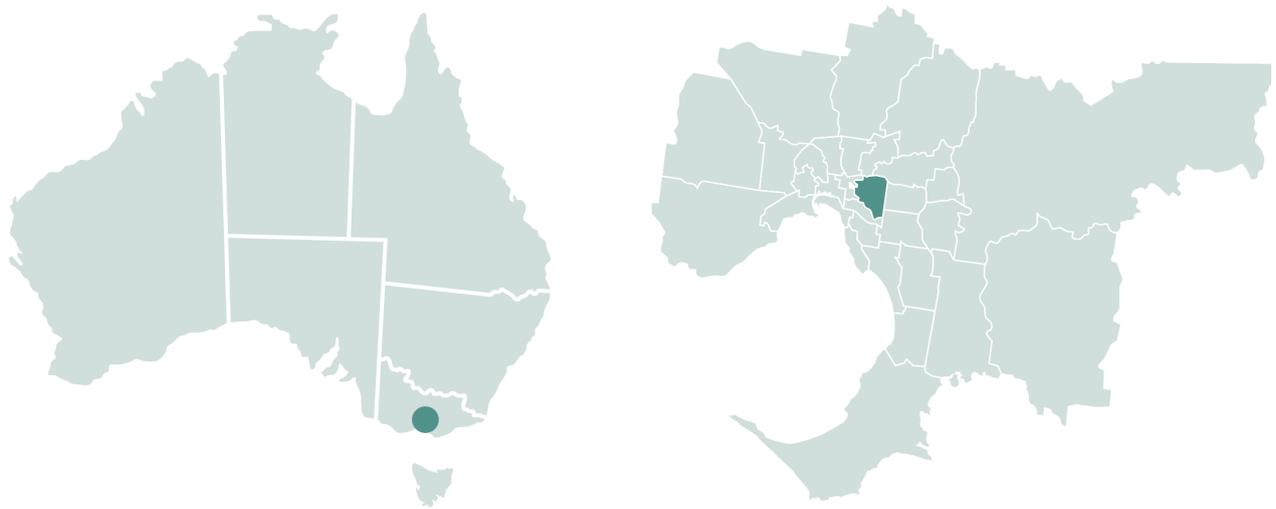
## Council Wards

### 11 Council wards

The names of the wards were chosen to reflect the communities they represent. Ward names have significance for the areas covered, honouring significant people and landmarks in Boroondara's rich history.



# City of Boroondara



*Map of Australia and map of Metropolitan Melbourne showing the location of City of Boroondara.*

## Council Offices

### Camberwell office

8 Inglesby Road, Camberwell

### Postal address

Private Bag 1

Camberwell VIC 3124

**Website:** [www.boroondara.vic.gov.au](http://www.boroondara.vic.gov.au)

**Telephone:** (03) 9278 4444

**Email:** [boroondara@boroondara.vic.gov.au](mailto:boroondara@boroondara.vic.gov.au)

## Our Councillors

The City of Boroondara's 11 Council wards in FY2022-23 are represented by individual councillors, each elected by members of the community for a four-year term of office.

The 11 councillors are the elected representatives of all residents and ratepayers across the City. They are responsible for setting the strategic direction of the municipality, developing policy, identifying service standards and monitoring the performance of the organisation. On 24 October 2020, the Boroondara community elected this Council for a four-year term.



**Cr Felicity Sinfield**

**Cotham Ward**

**First elected:** October 2016

**Mayor:** 2022-23

**T** 9835 7841

**M** 0418 793 573

**E** felicity.sinfield@boroondara.vic.gov.au

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**Cr Lisa Hollingsworth**

**Lynden Ward**

**First elected:** October 2016

**Deputy Mayor:** 2022-23

**T** 9835 7844

**M** 0417 908 485

**E** lisa.hollingsworth@boroondara.vic.gov.au

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**Cr Jim Parke**

**Bellevue Ward**

**First elected:** October 2012

**Mayor:** 2015-16 and 2017-18

**T** 9835 7840

**E** jim.parke@boroondara.vic.gov.au

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**Cr Victor Franco**

**Gardiner Ward**

**First elected:** October 2020

**T** 9835 7842

**M** 0842 888 635

**E** victor.franco@boroondara.vic.gov.au



**Cr Wes Gault**

**Glenferrie Ward**

**First elected:** October 2020

**Deputy Major:** 2021-22

**T** 9835 7849

**M** 0482 999 939

**E** wes.gault@boroondara.vic.gov.au

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**Cr Di Gillies**

**Junction Ward**

**First elected:** October 2020

**Chair of the Services Delegated Committee**

**T** 9835 7843

**M** 0482 999 919

**E** di.gillies@boroondara.vic.gov.au

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**Cr Jane Addis**

**Maling Ward**

**First elected:** October 2012

**Mayor:** 2021-22

**T** 9835 7845

**M** 0409 267 902

**E** jane.addis@boroondara.vic.gov.au

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**Cr Cynthia Watson**

**Maranoa Ward**

**First elected:** October 2016

**Mayor:** 2019-20

**T** 9835 7846

**M** 0419 488 204

**E** cynthia.watson@boroondara.vic.gov.au

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**Cr Susan Biggar**

**Riversdale Ward**

**First elected:** October 2020

**T** 9835 7810

**M** 0482 999 959

**E** susan.biggar@boroondara.vic.gov.au



**Cr Garry Thompson**

**Solway Ward**

**First elected:** October 2016

**Mayor:** 2020-21

**T** 9278 4457

**M** 0417 153 512

**E** [garry.thompson@boroondara.vic.gov.au](mailto:garry.thompson@boroondara.vic.gov.au)

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**Cr Nick Stavrou**

**Studley Ward**

**First elected:** October 2020

**Chair of the Urban Planning Delegated Committee**

**T** 9835 7848

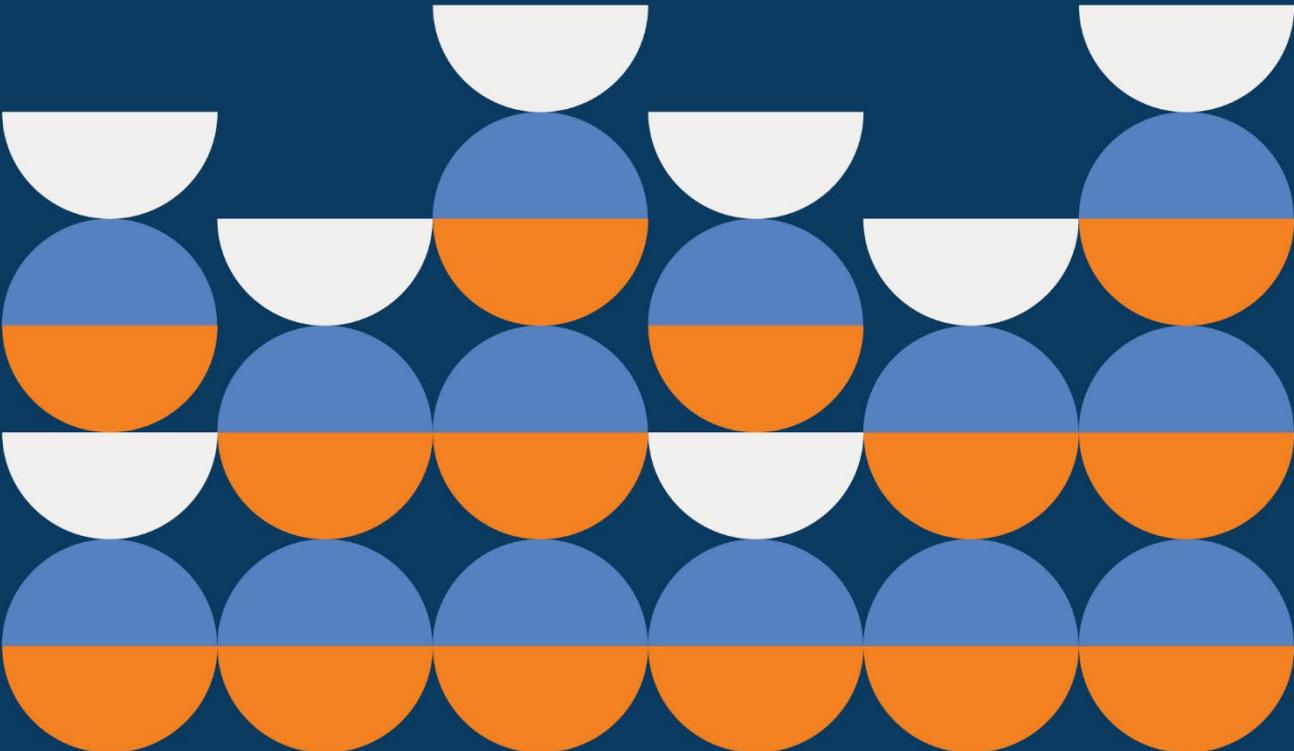
**M** 0482 999 209

**E** [nick.stavrou@boroondara.vic.gov.au](mailto:nick.stavrou@boroondara.vic.gov.au)

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# Our People



## Organisational Structure

Council is the governing body that appoints a Chief Executive Officer (CEO), who has responsibility for the day-to-day leadership of the organisation. The CEO, four directors and three senior leaders form an Executive Leadership Team to lead the organisation:



**Phillip Storer**

**Chief Executive Officer**

T 9278 4457

**Office of the CEO includes:**

- Chief Financial Office
  - Governance and Legal
  - People, Culture and Development
- 



**Kate McCaughey**

**Director Community Support**

T 9278 4600

**Areas of responsibility:**

- Arts and Culture
  - Community Planning and Development
  - Health and Wellbeing Services
  - Library Services
  - Liveable Communities
- 



**Scott Walker**

**Director Urban Living**

T 9278 4800

**Areas of responsibility:**

- Building Services
  - Civic Services
  - Planning and Placemaking
- 



**Daniel Freer**

**Director Places and Spaces**

T 9278 4500

**Areas of responsibility:**

- Asset and Capital Planning
- Capital Projects
- Environmental Sustainability and Open Spaces
- Facilities, Waste and Infrastructure
- Traffic and Transport



**Mans Bassi**

**Director Customer and Transformation**

T 9278 4300

**Areas of responsibility:**

- Customer and Communication
  - Strategy and Performance
  - Transformation and Technology
- 



**Mary-Anne Palatsides**

**Executive Manager People, Culture and Development**

T 9278 4410

**Areas of responsibility:**

- Change Management
  - Employee Relations
  - Health, Safety and Wellbeing
  - Organisational Development
  - Workforce Planning and Recruitment
- 



**Amy Montalti**

**Chief Financial Officer**

T 9278 4621

**Areas of responsibility:**

- Financial Accounting
  - Management Accounting
  - Procurement
  - Revenue and Property Services
- 



**Bryan Wee**

**Manager Governance and Legal**

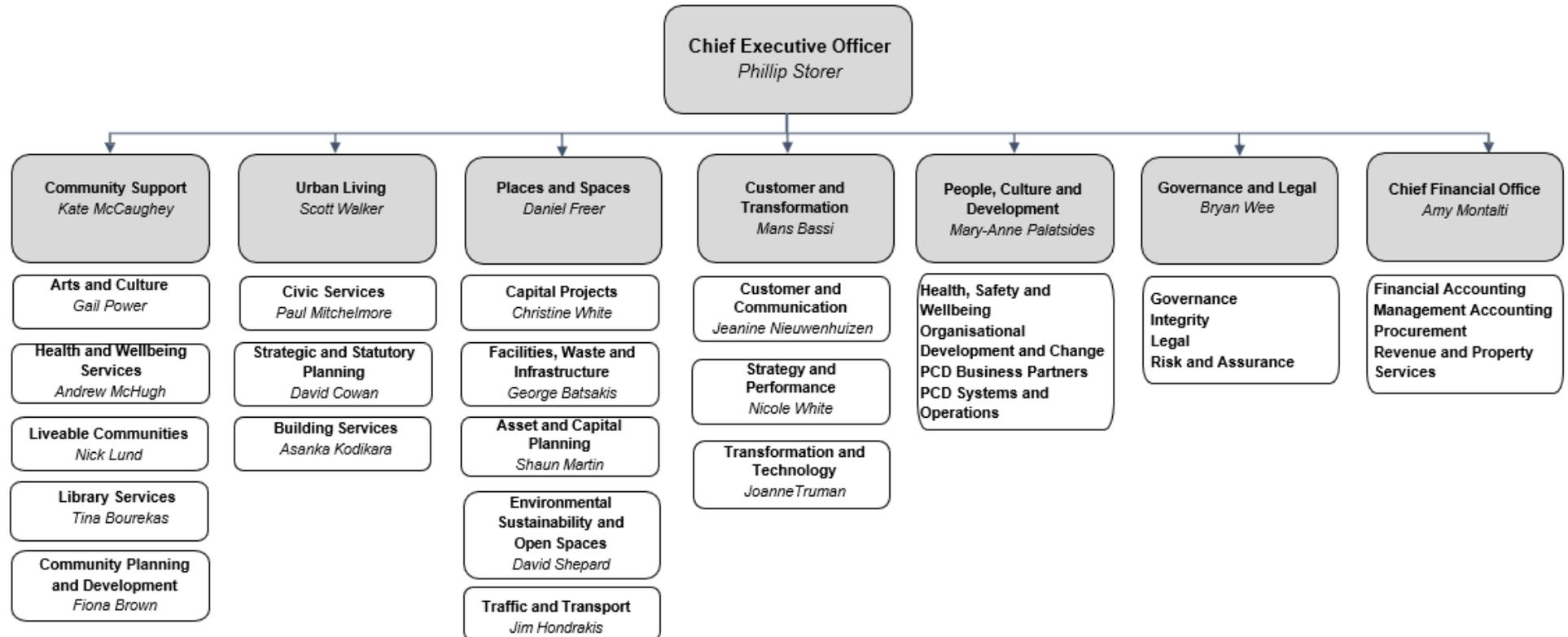
T 9278 4470

**Areas of responsibility:**

- Governance
- Integrity
- Legal
- Risk and Assurance

The Senior Leadership Team includes the Executive Leadership Team and all department managers. The Senior Leadership Team has a broad skill set and gender, age, sector, and geographical diversity, contributing to the strength of the administration.

### The organisational structure as at 30 June 2023:



## Council Employees

A summary of full time equivalent (FTE) Council employees by organisational structure, employment type and gender:

Employment type / gender	CEO's Office	Community Support	Customer and Transformation	Places and Spaces	Urban Living	Total
	FTE	FTE	FTE	FTE	FTE	FTE
Permanent FT - F	37.00	97.84	76.00	32.12	42.54	<b>285.50</b>
Permanent FT - M	17.00	25.61	64.00	164.08	80.03	<b>350.72</b>
Permanent FT - X	0	0	1.00	0	0	<b>1.00</b>
Permanent PT - F	14.69	64.94	26.37	11.68	26.11	<b>143.79</b>
Permanent PT - M	1.05	3.04	3.90	5.57	12.93	<b>26.49</b>
Permanent PT - X	0	0	0	0	0	<b>0</b>
Casual - F	0.88	11.56	0	0	1.02	<b>13.46</b>
Casual - M	0.29	2.53	0	0	0.64	<b>3.46</b>
Casual - X	0	0	0	0	0	<b>0</b>
<b>Total</b>	<b>70.91</b>	<b>205.52</b>	<b>171.27</b>	<b>213.45</b>	<b>163.27</b>	<b>824.42</b>

**Legend:** FT - Full time; PT - Part time; F - Female; M - Male; X - Self-described gender

A summary of full time equivalent (FTE) employees categorised by employment classification and gender:

Employment Classification*	Female FTE	Male FTE	Persons of Self-described gender FTE	Total FTE
Band 1	10.05	7.81	0	<b>17.86</b>
Band 2	0	1.00	0	<b>1.00</b>
Band 3	7.45	32.98	0	<b>40.43</b>
Band 4	96.92	40.93	1.00	<b>138.85</b>
Band 5	78.63	38.91	0	<b>117.54</b>
Band 6	85.06	62.31	0	<b>147.37</b>
Band 7	59.08	37.29	0	<b>96.37</b>
Band 8	24.91	18.00	0	<b>42.91</b>
Band not applicable	80.65	141.44	0	<b>222.09</b>
<b>Total</b>	<b>442.75</b>	<b>380.67</b>	<b>1.00</b>	<b>824.42</b>

\* Roles are classified by Bands in accordance with the *City of Boroondara Enterprise Agreement 2021*

## Equal Employment Opportunity Program

Council has a multi-faceted Workplace Diversity and Inclusion Strategy which encompasses equal opportunity.

Equal Employment Opportunity is considered to be a critical component of our workplace culture. As such, all matters including our diversity data have been considered as we implement Council's Workforce Diversity and Inclusion Strategy 2022-2025.

Throughout the year, we have also updated our Respectful Workplace Policy in line with legislative changes, worked through actions associated with our Gender Equality Action Plan and sought feedback on equal opportunity matters across the organisation.

We continue to respond to the VAGO Audit on local government regarding sexual harassment and continued our anonymous reporting hotline.

To join the City of Boroondara team and make a difference in our vibrant and growing community view Council's career opportunities, go to <https://www.boroondara.vic.gov.au/about-council/jobs-and-careers>.

## Other Employee Matters

### Organisational changes

No major organisational changes have occurred over the last 12 months.

The Transforming Boroondara Program continues to be a significant focus. We are mid-way through implementing our capability plan designed to build our organisational capability to support the Program, as well as continuing to support the cultural change framework to all our activities to create sustainable and embedded change within teams and across the organisation.

The organisation continues to support organisational secondments and internal transfers between departments to support employee development and cross-functional learning.

We continued our commitment to our cultural agenda by monitoring satisfaction levels across the organisation and have implemented a range of connection and positive cultural initiatives, including leadership development.

### COVID-19 Workplace Implications

The Occupational Health and Safety team in conjunction with the Pandemic Planning team have been supporting the organisation in implementing recommendations arising from public health advice and COVID-19 impacts.

The team has effectively managed the uncertain and unprecedented, including:

- supporting organisational COVID-19 controls
- monitored the effectiveness of our Mandatory Vaccination Policy
- managing COVID-19 case notifications and communication with leaders

- managing the proactive RAT surveillance program and its distribution, and
- monitoring the update and requirements of Council's COVID-19 Safe Plan.

## Health safety and wellbeing

The Health, Safety and Wellbeing (HSW) Strategy actions completed include:

- conducting a review of our safety management system to ensure our health and safety practices are effective and continue to meet legislative compliance
- a reviewed pre-Employment Medical process, including both physical and psychosocial assessments for higher-risk roles
- the introduction of a new OHS contractor management system
- Work from Home Checklists have been developed and launched for those on flexible work arrangements
- Online workplace inspections has been reviewed through Council's online OHS platform
- Health Safety and Wellbeing Plans and action plans continue in Departments organisationally
- Health and Wellbeing Program based on the Victorian Government's Healthy Achievement Program.

## Our Volunteers

### Boroondara Volunteer Resource Centre

The Boroondara Volunteer Resource Centre (BVRC) provides a suite of free volunteer services to support the local volunteer sector, including prospective volunteers, current volunteers, volunteer-involving organisations and Council volunteer programs.

Between 1 July 2022 and 30 June 2023, the BVRC assisted 1,543 prospective volunteers in finding relevant, meaningful volunteer opportunities. This included:

- 546 skilled professionals registered to volunteer their skills with the Boroondara Volunteer Skills Bank
- 2,412 role referrals made through the BVRC's volunteer portal, phone or face-to-face appointments with clients
- 3,058 expressions of interest received in volunteer roles promoted on behalf of local volunteer-involving organisations and Council volunteer programs
- 9 workshops delivered to volunteers and volunteer leaders to strengthen their knowledge and skills in their respective roles with a total 161 attendances recorded across all sessions.

## **Volunteering with Council**

Council operates 17 volunteer programs, including Boroondara Youth Voice, Friends of Groups, Boroondara Cooks, Boroondara Eisteddfod, Community Transport, English Conversation Club, Home Library Service, L2P Driving Program, Seniors Exercise Park Champions and Town Hall Gallery.

## **Events and recognition**

The BVRC has delivered three public events including the International Volunteer Day celebration where the recipients of the Volunteer of the Year and Volunteer Program Impact Award were announced, the Boroondara Volunteer Expo and National Volunteer Week events.

## **COVID-19 recovery and engaging diverse volunteers**

### **Accelerate project**

The BVRC provided support to community organisations through Accelerate, which focused on engaging and retaining volunteers following the pandemic and fostering diverse and inclusive volunteer programs. As part of this work, six videos were developed on stories of volunteering from diverse cohorts to engage more people from these groups in volunteering and to inform the community what it's like to volunteer, the time commitments and the support and training available. The project also included a series of workshops for volunteer and volunteer managers, translated volunteering information postcards and a Resource Hub of tipsheets, templates and audit tools for managers of volunteers.

### **Volunteer management activity (VMA)**

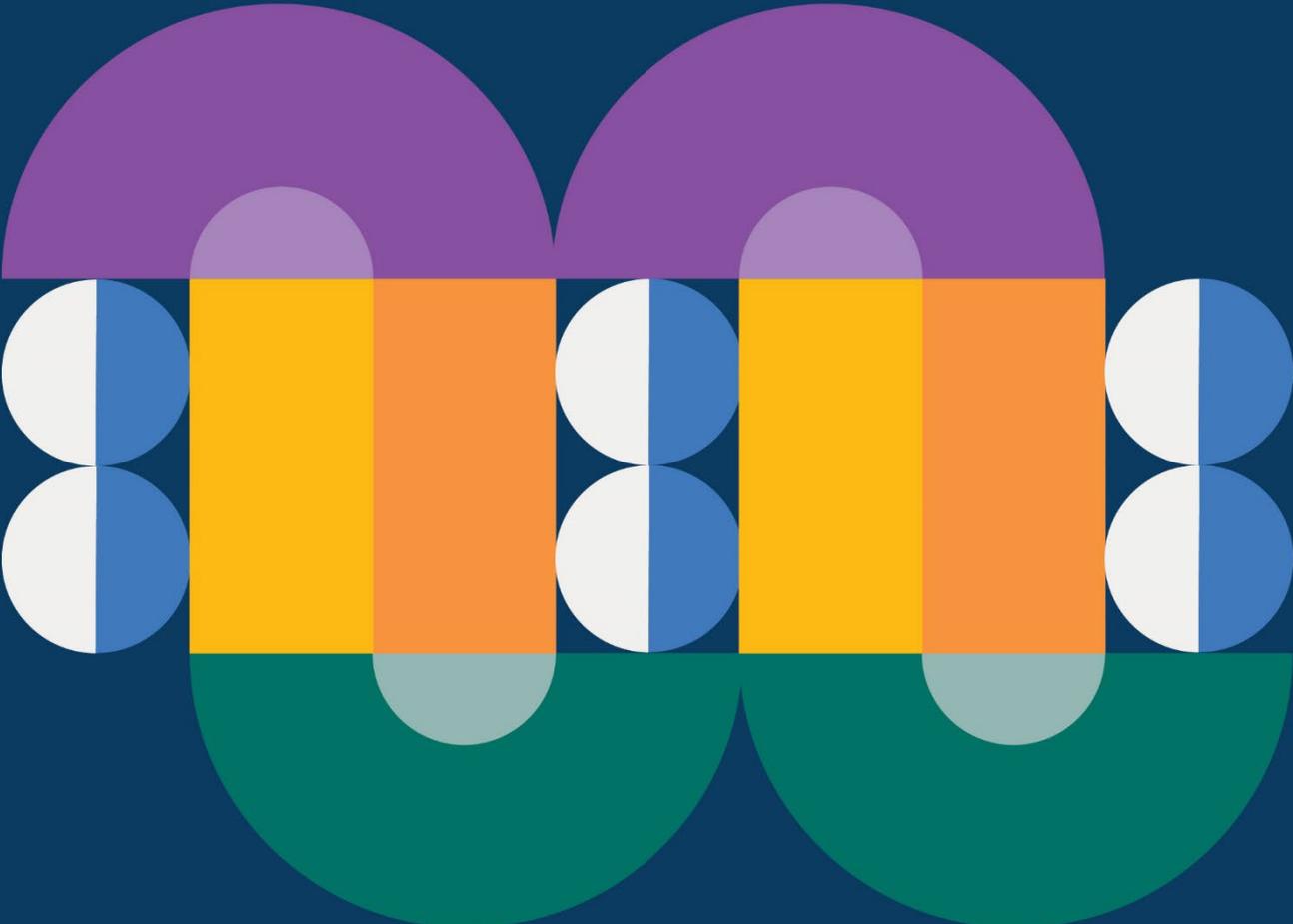
In July 2022, the BVRC became a delivery partner for the VMA project in the Eastern Metro Region led by Eastern Volunteers Strengthening Communities. A four-year strategy and action plan has been developed to reduce barriers to volunteering for people with disability and newly arrived migrants. A separate strategy is being developed for Aboriginal and Torres Strait Islander people.



Add life  
to your years

[www.boroondara.vic.gov.au/add-life](http://www.boroondara.vic.gov.au/add-life)

# Our Performance



## The Boroondara Community Plan

The Boroondara Community Plan 2021–31 (the Plan) sets out the 10-year vision for Council based on the aspirations of our community and the seven priority themes the community told us are important.

The Plan incorporates the 10-year Community Vision, the Council Plan 2021-25 and the Municipal Public Health and Wellbeing Plan 2021-25, responding to Council's requirements under the *Local Government Act 2020* and the *Victorian Public Health and Wellbeing Act 2008*.

Council takes an integrated approach to planning and reporting, with the Plan directly informing the short, medium, and long-term goals of Council. Through integrating the seven themes of the Plan across our key strategic documents, this ensures consistency and alignment with the community's aspirations and priorities across our planning, budgeting, asset management and reporting.

Each year, Council delivers an Annual Budget which demonstrates the resources we will allocate to ensure delivery of the Strategic Objectives of the Plan. The Annual Budget FY2022-23 adopted by Council in June 2022, outlines Council's initiatives, Major Initiatives, and strategic indicator targets for the FY2022-23.

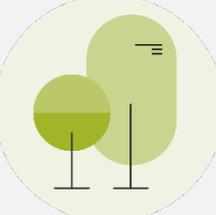
This report documents the delivery of Council's seven themes and seven Strategic Objectives in the Plan against the commitments made in the FY2022-23 Annual Budget.

Our ongoing monitoring and reporting of performance through monthly, quarterly, and annual reports ensures we are accountable, transparent and comply with legislation.

### How we are measured

Our performance is reported in this section against each Boroondara Community Plan theme in four ways:

- results of strategic indicators set out in the Boroondara Community Plan
- progress of Major Initiatives set out in the Annual Budget FY2022-23
- performance of services funded in the Annual Budget FY2022-23
- results of legislatively prescribed service performance indicators and measures.

Themes	Strategic Objective
 <p><b>Community, Services and Facilities</b></p>	<p>Community services and facilities are high quality, sustainable, inclusive and strengthen resilience.</p>
 <p><b>Parks &amp; Green Spaces</b></p>	<p>Green and open spaces are provided, well-utilised and enhanced.</p>
 <p><b>The Environment</b></p>	<p>The Environment is considered in all decision making.</p>
 <p><b>Neighbourhood Character and Heritage</b></p>	<p>Protect the heritage and respect the character of Boroondara, while facilitating appropriate, well-designed development.</p>
 <p><b>Moving Around</b></p>	<p>Travel options are safe, efficient and accessible, with active and public transport encouraged.</p>
 <p><b>Local Economy</b></p>	<p>Support local businesses and enhance shopping precincts, fostering a strong economy and welcoming places for the community.</p>
 <p><b>Leadership and Governance</b></p>	<p>Ensure decisions are financially and socially responsible through transparent and ethical processes.</p>



## Theme 1

# Community, Services and Facilities



Community services and facilities are high-quality, sustainable, inclusive and strengthen resilience.

## Theme 1: Community, Services and Facilities

### Results of Strategic Indicators in the Boroondara Community Plan

Strategic Objective: Community services and facilities are high quality, sustainable, inclusive and strengthen resilience.

Strategic Indicator	2021-22 Result	2022-23 Forecast	2022-23 Result
<p>Overall participation in library services (includes loans, returns, visits, program attendances, e-books and audio loans, enquiries, reservations, wi-fi and virtual visits).</p> <p><i>Comment: Overall participation in library services continued to grow across 2022-23, increasing by more than 750,000 than in 2021-22, and is at its highest level since the COVID-19 pandemic began. In comparison, the 2022-23 total is 72% of the pre-pandemic figure of 10,144,240 (from 2018-19) highlighting the impact the pandemic had on participation rates across Boroondara's libraries.</i></p>	6,513,131	5,000,000 - 5,700,000	<b>7,308,642</b>
<p>Percentage of graffiti removed from Council owned assets within one business day of notification.</p> <p><i>Comment: The target was not met due to OHS issues. Some jobs required safety access equipment and it took longer than expected to complete graffiti removal. Quarter 4 was also subject to wet weather conditions which delayed removal.</i></p>	100%	100%	<b>98%</b>
<p>Number of arts and cultural community events delivered or supported by Council.</p> <p><i>Comment: More than 300 arts and cultural community events were delivered or supported by Council with more than 25,000 people attending throughout the year. This number includes the Eisteddfod performers and audience attendees of 2,948.</i></p>	234	100 - 190	<b>309</b>
<p>Food safety assessments (percentage of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment).</p>	100%	100%	<b>100%</b>

Strategic Indicator	2021-22 Result	2022-23 Forecast	2022-23 Result
<p>Number of vaccinations administered.</p> <p><i>Comment: The number of vaccines administered in FY2022-23 is lower due to a National Immunisation Program change to reduce the number of vaccine dosages on Year 7 schedule.</i></p>	20,374	21,432	<b>18,804</b>
<p>Audience satisfaction with Boroondara Arts curated programs and events.</p> <p><i>Comment: Audiences continue to provide strong positive feedback with medium to high satisfaction ratings across all Boroondara Arts curated programs and events.</i></p>	85%	70 - 75%	<b>93%</b>
<p>Satisfaction with recreational facilities.</p> <p><i>Comment: Recreational Facilities remains one of Boroondara's top three performing areas in the Customer Satisfaction Survey. There was a decline in this rating across the state and Boroondara remains on par with metro (68) and significantly above state-wide (68) averages.</i></p>	76	79 - 81	<b>72</b>
<p>Number of community groups using council facilities directly under a lease or license agreement.</p>	192	190	<b>190</b>
<p>Number of people participating in active ageing programs and events.</p> <p><i>Comment: 1,221 older people participated in active ageing programs and events. This included attendance at the inaugural Seniors Film Festival (approximately 1,000 attendees) and those who participate regularly in Social Support activities.</i></p>	1,105	1,000 - 1,200	<b>1,221</b>
<p>Number of attendances by young people at youth programs or services.</p> <p><i>Comment: Attendances are significantly higher due to strong youth programming and the post COVID-19 environment being more conducive to young people participating in</i></p>	8,840	4,000 - 4,700	<b>20,342</b>

Strategic Indicator	2021-22 Result	2022-23 Forecast	2022-23 Result
<p><i>community life. This has been supported through increased activations with young people at youth programs, community events, with community partners, the Young Men's Christian Association (YMCA), schools and Swinburne University of Technology.</i></p>			
<p>Number of community organisations funded through the Community Strengthening Grant Program.</p> <p><i>Comment: The annual target has been exceeded due to a high number of grant funding in the Active Community category.</i></p>	208	175 - 178	<b>198</b>
<p>Percentage of community strengthening grants provided to culturally and linguistically diverse and disability groups.</p> <p><i>Comment: In 2022, fewer community grant applications were received from all groups due to the backlog of funded activities paused during COVID-19 pandemic.</i></p>	18%	17 - 18%	<b>11%</b>

## Progress of Major Initiatives in the Budget

	Our Major Initiatives	Status
1.1	<p>Inform Council's planning and strategic direction to align its delivery of services to meet community need by undertaking an analysis of the 2021 ABS data to identify current and projected changes in Boroondara's population.</p>	Complete
1.2	<p>Consider the needs and aspirations of people with a disability identified through community consultation by presenting a draft of the Boroondara Disability Action Plan 2023-27 to Council.</p> <p><i>Comment: People with disability, their families, and carers, as well as community groups and organisations that support and advocate for people with disability were consulted to understand the needs and aspirations of people with disability. Key elements of the draft Plan were presented to the</i></p>	Commenced - 90% complete

	Our Major Initiatives	Status
	<p><i>Boroondara Community Disability Advisory Committee at its meetings including the meeting held on 31 May 2023 for feedback.</i></p> <p><i>Officers are reviewing and incorporating feedback into the draft Plan, which will be presented to Council for endorsement for public exhibition in the first half of 2023-24.</i></p> <p><i>The draft Plan will guide Council's efforts to improve the experience of people with disability living, working, studying and visiting Boroondara. It provides a four-year vision and a two-year implementation plan for delivering actions. A new implementation plan will be developed at the end of 2025.</i></p>	
1.3	Support older people to understand and navigate the Aged Care system by hosting information sessions and providing written and digital information on My Aged Care and commonwealth funded aged care services.	Complete
1.4	Connect people living with a disability in Boroondara to physical activity opportunities by developing a Disability Sports Hub in collaboration with Disability Sport and Recreation (DSR) and the YMCA.	Complete
1.5	<p>Create an all-ability recreation facility to meet current and future community needs by completing the construction of the Kew Recreation Centre.</p> <p><i>Comment: Construction of Kew Recreation Centre has been delayed due to the collapse of a section of the roof structure. Due to ongoing investigation and remediation activities the project is reported as reduced progress to reflect deconstruction works.</i></p>	Commenced - 50% complete

	Our Major Initiatives	Status
1.6	<p>Enhance the provision of early years education, disability and recreation services to the local community by completing the construction of the Canterbury Community Precinct and supporting the coordination of the community agencies on site to work together to optimise service provision.</p> <p><i>Comment: Construction of Canterbury Community Centre Stage 1 has been completed and open to the community for use. Stage 2 works commenced mid-April 2023 and is due for completion mid-late 2023.</i></p>	Commenced - 90% complete
1.7	<p>Enrich and empower the community by providing high quality community-focused library collections, programs, facilities, and services through implementation of the 2022-23 actions from the Boroondara Library Action Plan 2020-2025.</p>	Complete
1.8	<p>Support Local Historical societies to boost community access to their collections, which includes support to develop a model of operation at the Canterbury Community Precinct.</p>	Complete
1.9	<p>Make precincts easier to navigate and improve the consistency, readability, placement, and accessibility of signage by developing and adopting a Signage Strategy that outlines the style and use of signs that support facilities.</p> <p><i>Comment: At the commencement of the review of the Signage Style Guide it was identified the current City of Boroondara logo was not accessible and therefore non-compliant with the WCAG 2.0 legislative guidelines. This introduced additional scope to review as a critical input to the Signage Style Guide. The outcome of the review triggered a new project that involved a refresh of the logo, strapline and colour palette. This refreshed logo will now be applied the Signage Style Guide which will be delivered by December 2023.</i></p>	Commenced - 40% complete

## Performance of services funded in the Budget

Definitions:

**Net Cost Actual:** Actuals are the recorded revenues and expenditures at a given point in time

**Net Cost Budget:** A budget is an estimation of revenue and expenses over a specified future period of time

**Difference:** A difference is the variance between actual and budgeted income and expenditure

### Services Operating Budget

Service Category	Description	Net Cost Actual Net Cost Budget Difference \$'000
<b>Arts and Culture</b>	<ul style="list-style-type: none"> <li>arts and cultural initiatives and programs, such as exhibitions, festivals, and events</li> <li>program and manage Council's art facilities at the Town Hall Gallery, Kew Court House, Hawthorn Arts Centre and other community spaces</li> <li>oversee the management and care of Town Hall Gallery Collection</li> <li>provide flexible spaces for community and corporate hire, including meetings, community events, private bookings and conference facilities</li> <li>support for community arts and culture groups through funding, partnerships, advice and advocacy</li> <li>provide stewardship, Audio Visual (AV) technical support and catering services for all Council's function spaces.</li> </ul>	<p><b>\$2,768</b></p> <p><b><u>\$3,230</u></b></p> <p><b>(\$462)</b></p>
<b>Asset Management</b>	<ul style="list-style-type: none"> <li>undertake condition assessments of facilities and infrastructure assets to ensure service standards are maintained</li> </ul>	<p><b>\$3,364</b></p> <p><b><u>\$3,413</u></b></p> <p><b>(\$49)</b></p>

Service Category	Description	Net Cost Actual <u>Net Cost Budget</u> Difference \$'000
	<ul style="list-style-type: none"> <li>• develop and update long-term capital renewal works program for roads, footpaths, drains, bridges, buildings and open space assets</li> <li>• develop and implement policies, strategies and asset management plans</li> <li>• develop the asset renewal investment strategy and financial asset forecasts to inform Council’s long-term financial strategy</li> <li>• manage Council’s street lighting, including repairs, upgrades and provision of new assets</li> <li>• coordinate the development of Council’s overall capital works renewal program and report on annual progress</li> <li>• undertake proactive defect inspections of road infrastructure in compliance with Council’s Road Management Plan</li> <li>• develop and review asset service levels and standards</li> <li>• develop and maintain an integrated asset management system to store and analyse asset data for asset planning purposes. Provide specialist advice for planning and subdivision permit referrals and development approvals.</li> </ul>	
<b>Capital Projects</b>	<ul style="list-style-type: none"> <li>• project management and delivery of the approved capital works for landscape and design, and civil and building renewal programs ensuring best value for money</li> <li>• manage the capital works programs to successfully deliver projects on time and within budget</li> <li>• encourage and develop innovative design into quality outcomes</li> </ul>	<p><b>\$2,824</b> <b><u>\$2,860</u></b> <b>(\$36)</b></p>

Service Category	Description	Net Cost Actual <u>Net Cost Budget</u> Difference \$'000
	<ul style="list-style-type: none"> <li>provide project management and technical advice on Council's projects and infrastructure assets</li> <li>investigate and develop strategic solutions for Council buildings and infrastructure assets.</li> </ul>	
<b>Civic Services</b>	<ul style="list-style-type: none"> <li>deliver proactive patrol programs to maintain and promote safety and harmony within the community</li> <li>deliver administrative and field services in amenity and animal management</li> <li>deliver initiatives for responsible pet ownership, road safety, amenity regulation and fire prevention</li> <li>develop, implement and review appropriate local laws to achieve a safe and liveable environment</li> <li>process and issue permits relating to traders, tradespersons, disabled parking, residential parking, animal registrations, excess animals, commercial waste bins, street furniture and other uses of Council controlled land</li> <li>register and inspect food and health premises to ensure community safety</li> <li>manage permits relating to storm water drainage.</li> </ul>	<p><b>\$5,004</b> <b><u>\$1,968</u></b> <b>\$3,036</b></p>
<b>Community Planning and Development</b>	<ul style="list-style-type: none"> <li>facilitate community connectedness, strengthen community capacity and respond to identified needs through the delivery of a range of programs, partnerships and networking opportunities for Boroondara's community</li> </ul>	<p><b>\$3,512</b> <b><u>\$4,036</u></b> <b>(\$524)</b></p>

Service Category	Description	Net Cost Actual <u>Net Cost Budget</u> Difference \$'000
	<ul style="list-style-type: none"> <li>• work actively within the community on key community development activities, including major community infrastructure projects and community events</li> <li>• provide support, advice and assistance to neighbourhood houses and men’s sheds</li> <li>• develop policies, strategies and plans that address community priorities, including the Boroondara Community Plan</li> <li>• monitor, forecast and analyse community change and wellbeing</li> <li>• undertake extensive community research on behalf of Council departments and the community</li> <li>• manage the Boroondara Community Grants Program of annual, small (biannual), commemorative and triennial operational grants</li> <li>• promote, support and assist the development of volunteering and civic participation through the Boroondara Volunteer Resource Centre</li> <li>• undertake advocacy and project work to support community safety</li> <li>• aim to enhance the health, wellbeing and safety of residents</li> <li>• undertake community engagement to support key initiatives such as placemaking</li> <li>• coordinate the implementation of the Boroondara Reconciliation Strategy, the Public Health and Wellbeing Plan, the Disability Action Plan, the Multicultural Action Plan and the Boroondara Volunteer Resource Centre Strategic Service Plan.</li> </ul>	

Service Category	Description	<b>Net Cost Actual</b> <u><b>Net Cost Budget</b></u> <b>Difference</b> <b>\$'000</b>
<b>Health and Wellbeing</b>	<ul style="list-style-type: none"> <li>• operate the Boroondara Maternal and Child Health support programs and services, Kindergarten Central Enrolment Scheme, Kew Traffic School and the Boroondara Youth Hub</li> <li>• undertake strategic planning and policy development to facilitate access to active participation opportunities for the Boroondara community</li> <li>• facilitate training and support for service providers and voluntary committees of management for early years and youth services and sport and recreation</li> <li>• provide support, information, services and programs to young people and their families, and sport and recreation groups and organisations to enhance health and wellbeing</li> <li>• facilitate the development of integrated and coordinated services for children, young people and their families and sport and recreation clubs and organisations</li> <li>• support the inclusion of children into kindergarten programs through the provision of the Preschool Field Officer Program</li> <li>• facilitate long day care, occasional care and kindergarten services through the provision of 43 buildings leased to early years management operators and volunteer committees of management</li> <li>• facilitate opportunities for participation in physical activities in the community through the provision of facilities and contract management of the Boroondara Leisure and Aquatic Facilities, the Boroondara Tennis Centre and Junction Skate and BMX Park</li> </ul>	<b>\$5,936</b> <u><b>\$1,800</b></u> <b>\$4,136</b>

Service Category	Description	Net Cost Actual <u>Net Cost Budget</u> Difference \$'000
	<ul style="list-style-type: none"> <li>manage leases for 87 facilities to sport and recreation groups, early years management operators and early years committees of management</li> <li>work with more than 150 sports clubs, across more than 30 sports codes at more than 100 sports facilities/grounds</li> <li>coordinate immunisation services.</li> </ul>	
<b>Infrastructure Maintenance</b>	<ul style="list-style-type: none"> <li>maintain the City's infrastructure, including buildings, drainage, footpaths and roads, shopping centres, park/street furniture and signs.</li> </ul>	<p><b>\$13,823</b> <b><u>\$11,506</u></b> <b>\$2,317</b></p>
<b>Liveable Communities</b>	<ul style="list-style-type: none"> <li>provide active ageing services</li> <li>coordinate emergency management (recovery) across the municipality</li> <li>undertake strategy and development with a focus on positive ageing</li> <li>provide volunteer and community transport, and social support (including events and planned activity groups)</li> <li>provide home support services under the Commonwealth Home Support Program including home, personal and respite care, and property maintenance.</li> </ul>	<p><b>\$3,494</b> <b><u>\$2,598</u></b> <b>\$896</b></p>
<b>Library Services</b>	<ul style="list-style-type: none"> <li>provide a large range of relevant, contemporary library collections and services across five libraries and one library lounge, as well as online and via home library services</li> </ul>	<p><b>\$8,238</b> <b><u>\$8,547</u></b> <b>(\$309)</b></p>

Service Category	Description	Net Cost Actual Net Cost Budget Difference \$'000
	<ul style="list-style-type: none"> <li>• provide welcoming community spaces for individual and group study, reflection, activity and discovery</li> <li>• promote, advocate for and support literacy development, reader development, lifelong learning and creative and intellectual development</li> <li>• provide family, children and adult library programs and activities</li> <li>• create enthusiasm for local and family history research and discovery by creating connections with our local heritage</li> <li>• provide opportunities to explore, learn and use new and emerging technology.</li> </ul>	

## Results of other service performance indicators and measures

### Animal Management

Measure	2019-20 Result	2020-21 Result	2021-22 Result	2022-23 Result	Comments
<p><b>Timeliness</b></p> <p>Time taken to action animal management requests</p> <p>(Number of days between receipt and first response action for all</p>	1.58	1.25	1.16	<b>1.00</b>	<p>Quarter 4 shows a continuation of strong responses to animal management requests, whether by administration teams or the field officer team. The benefits from a thorough cleanse and review of renewals in the last quarter mean Council has a</p>

Measure	2019-20 Result	2020-21 Result	2021-22 Result	2022-23 Result	Comments
management requests / Number of animal management requests)					more accurate customer record database with which to respond to requests with.
<b>Service standard</b> Animals reclaimed (Number of animals reclaimed / Number of animals collected) x 100	59%	48%	68%	<b>67%</b>	Annual reclaims for Dogs and Cats were 83% and 17% respectively. Dogs continue to perform strongly and Council's promotional activities to encourage owners to register and microchip greatly assists in reuniting them. Cats are traditionally harder to achieve compliance with from owners and Council continues to focus on this.
<b>Service standard</b> Animals rehomed (Number of animals rehomed / Number of animals collected) x 100	10.4%	10.7%	17%	<b>54%</b>	Annual rehoming for Dogs and Cats was 13% and 87% respectively. Adoptions continue to remain steady and RSPCA is considered as performing well in their efforts to find new homes for animals. The higher rehoming for Cats is largely due to kitten litters brought in, which given their young age, have a higher probability for domestication and rehoming.
<b>Service cost</b> Cost of animal management service per population	\$7.73	\$7.84	\$7.89	<b>\$8.57</b>	The animal management team continue to run with no unnecessary backfilling or over time taken. The team continue to perform well and operate within budgets.

Measure	2019-20 Result	2020-21 Result	2021-22 Result	2022-23 Result	Comments
(Direct cost of the animal management service / Municipal population)					
<b>Health and safety</b> Animal management prosecutions (Number of successful animal management prosecutions / Number of animal management prosecutions) x 100	100%	100%	100%	<b>100%</b>	All prosecutions continued to have a 100% success rate. For the 2022-23 financial year we prosecuted the following: <ul style="list-style-type: none"> <li>• failure to register a cat and/or a dog</li> <li>• dog at large</li> <li>• a non-serious dog attack</li> <li>• multiple serious dog attacks</li> <li>• contravening Council Order</li> <li>• causing a nuisance</li> <li>• obstruct/hinder authorised officer</li> <li>• dog rush.</li> </ul>

## Aquatic Facilities

Measure	2019-20 Result	2020-21 Result	2021-22 Result	2022-23 Result	Comments
<b>Service standard</b> Health inspections of aquatic facilities	2	0.33	1	<b>1</b>	A health inspection was completed at each Council-owned facility in line with Council's standard practice.

Measure	2019-20 Result	2020-21 Result	2021-22 Result	2022-23 Result	Comments
(Number of authorised officer inspections of Council aquatic facilities / Number of Council aquatic facilities)					
<p><b>Utilisation</b></p> <p>Utilisation of aquatic facilities</p> <p>(Number of visits to aquatic facilities / Municipal population)</p>	10	5	8	<b>14</b>	Performance is above target range which demonstrates increasing attendances across the facilities following reduced use during the COVID-19 pandemic and recovery.
<p><b>Service cost</b></p> <p>Cost of aquatic facilities</p> <p>(Direct cost of the aquatic facilities less income received / Number of visits to aquatic facilities)</p>	-\$0.03	\$2.24	\$0.88	<b>-\$0.03</b>	While general attendances are increasing, leisure and aquatic centre memberships are still impacted by the COVID-19 pandemic and also cost of living pressures. Memberships are the key income generator, and this is having a negative impact on financial performance. The pandemic resulted in less attendance and revenue which came at a cost to Council. Attendance and revenue is gradually building up again resulting in the centres returning a modest income.

## Food Safety

Measure	2019-20	2020-21	2021-22	2022-23	Comments
<p><b>Service cost</b></p> <p>Cost of food safety service (Direct cost of the food safety service / Number of food premises registered or notified in accordance with the <i>Food Act 1984</i>)</p>	\$366	\$381	\$318	<b>\$299</b>	The overall result for the year is within range. Last quarter's result is slightly above the target due to the addition of temporary staff to the team to fill a vacancy. This was necessary to ensure the ongoing work met statutory requirements. The overall target for the year is still well within range and recruitment is now underway for the final role to be filled within the team.

## Food Safety - Calendar Year measures (1 January 2022 to 31 December 2022)

Measure	2019-20 Result	2020-21 Result	2021-22 Result	2022-23 Result	Comments
<p><b>Timeliness</b></p> <p>Time taken to action food complaints (Number of days between receipt and first response action for all food complaints / Number of food complaints)</p>	1.7	1.7	1.4	<b>1.7</b>	Health Services continues to prioritise complaints related to food premises.
<p><b>Service standard</b></p> <p>Food safety assessments</p>	100%	100%	100%	<b>100%</b>	The Health Services team continues to place a high priority on completing

Measure	2019-20 Result	2020-21 Result	2021-22 Result	2022-23 Result	Comments
(Number of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment in accordance with the <i>Food Act 1984</i> / Number of registered class 1 food premises and class 2 food premises that require an annual food safety assessment in accordance with the <i>Food Act 1984</i> ) x 100					inspections at Class 1 and Class 2 food premises to protect public health.
<p><b>Health and safety</b></p> <p>Critical and major non-compliance outcome notifications</p> <p>(Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance notifications and major non-compliance notifications about food premises) x 100</p>	99%	96%	93%	<b>98%</b>	The Health Services team continue to prioritise following up premises that receive a major/critical non-compliant inspection rating.

## Maternal and Child Health

Measure	2019-20 Result	2020-21 Result	2021-22 Result	2022-23 Result	Comments
<p><b>Service standard</b></p> <p>Infant enrolments in MCH service (Number of infants enrolled in the MCH service (from birth notifications received) / Number of birth notifications received) x 100</p>	102%	100%	101%	<b>101%</b>	Infant enrolment is greater than birth notifications received due to enrolments of infants born outside of Boroondara.
<p><b>Service cost</b></p> <p>Cost of the MCH service (Cost of the MCH service / Hours worked by MCH nurses)</p>	\$71.89	\$70.77	\$75.27	<b>\$79.12</b>	The Boroondara Maternal and Child Health (MCH) service offers a comprehensive range of services supporting children and families from birth to five years of age and the end of year result is on target. In addition to the universal key age and stage visits, the Boroondara MCH service facilitates additional programs including a breastfeeding support service, maternal mental health support groups, sleep outreach, and early parenting day stay.
<p><b>Participation</b></p> <p>Participation in the MCH service (Number of children who attend the MCH service at least once (in the</p>	82%	81%	81%	<b>83%</b>	Result is in line with expectations. This measure is variable depending on how many children are due for appointments in the period.

Measure	2019-20 Result	2020-21 Result	2021-22 Result	2022-23 Result	Comments
year) / Number of children enrolled in the MCH service) x 100					
<p><b>Participation</b></p> <p>Participation in the MCH service by Aboriginal children</p> <p>(Number of Aboriginal children who attend the MCH service at least once (in a year) / Number of Aboriginal children enrolled in the MCH service) x 100</p>	100%	96%	93%	<b>90%</b>	Result is in line with expectations. This measure is variable depending on how many children are due for appointments in the period.
<p><b>Satisfaction</b></p> <p>Participation in 4-week Key Age and Stage visit</p> <p>(Number of 4-week key age and stage visits / Number of birth notifications received) x100</p>	99%	102%	102%	<b>100%</b>	Participation remains high for the 4-week Key Age and Stage visit.

## Libraries

Measure	2019-20 Result	2020-21 Result	2021-22 Result	2022-23 Result	Comments
<p><b>Utilisation</b></p> <p>Physical library collection usage (Number of physical library collection item loans / Number of physical library collection items)</p>	4	3	3	4	Loans of physical items continue to be strong, exceeding the annual target, and are higher than for the same period last year.
<p><b>Resource standard</b></p> <p>Recently purchased library collection (Number of library collection items purchased in the last five years / Number of library collection items) x 100)</p>	48%	60%	63%	64%	The age of the collection over the last three years is comparable. This meets modern library standards and the annual target has been met.
<p><b>Participation</b></p> <p>Active library borrowers in municipality (The sum of the number of active library borrowers in the last three financial years / The sum of the population in the last three financial years) x 100</p>	25%	22%	21%	20%	Visitor and borrower activity is returning to pre-pandemic levels, with community confidence in visiting public spaces at its highest level in three years.

Measure	2019-20 Result	2020-21 Result	2021-22 Result	2022-23 Result	Comments
<p><b>Service cost</b> Cost of library service per population (Direct cost of the library service / Municipal population)</p>	\$50	\$48	\$50	<b>\$56</b>	The target is not met due to a combination of factors, most notably a decrease in Boroondara's population total and increasing costs for software licences.



## Theme 2

# Parks and Green Spaces

Green and open spaces are provided, well-utilised and enhanced.



## Theme 2: Parks & Green Spaces

### Results of Strategic Indicators in the Boroondara Community Plan

Strategic Objective: Green and open spaces are provided, well-utilised and enhanced.

Strategic Indicator	2021-22 Result	2022-23 Forecast	2022-23 Result
User satisfaction with a range of parks in Boroondara, benchmarked with participating councils.	80	80 - 82	<b>80</b>
Satisfaction with appearance of public areas. <i>Comment: Appearance of public areas remains one of Boroondara's top three performing areas in the Customer Satisfaction Survey. The result has reduced by 7 index points in 2023, however, we are still performing higher than the benchmark of metropolitan (index score of 68) and statewide (index score of 67) levels.</i>	79	80 - 82	<b>72</b>
Number of trees on Council managed land. <i>Comment: Through our work for the development of a Tree Canopy Strategy we have been able to improve the quality and accuracy of our data.</i>	44,885	111,100 - 112,000	<b>115,762</b>

## Progress of Major Initiatives in the Budget

	Our Major Initiatives	Status
2.1	Improve the sporting experience in Boroondara by setting and meeting service standards for all turf sports areas.	Complete
2.2	Improve the community access and experience in parks by implementing new grass management practices and proactively managing mowing contracts.	Complete
2.3	<p>Enhance recreational opportunities for children and families by commencing construction of the play space at Hays Paddock and completing construction of the play spaces at Grovedale and Kate Campbell.</p> <p><i>Comment: Hays Paddock Playground contract awarded with construction planned to commence mid-2023. Grovedale Playground is 95% complete with final swing to be installed mid-July. Mary MacKillop Playground construction works are underway with a minor delay caused by re-design to protect tree roots uncovered during demolition. Works anticipated to be completed late August 2023.</i></p>	Commenced - 95% complete
2.4	Provide family friendly local community opportunities for enjoyment and social connection via the delivery of the 2023 Summer in the Park series showcasing cinema, music and theatre performances.	Complete
2.5	Improve the health of the Boroondara community, by working with the YMCA to support programming of physical activity opportunities in Boroondara's parks and sports grounds.	Complete

## Performance of services funded in the Budget

Definitions:

**Net Cost Actual:** Actuals are the recorded revenues and expenditures at a given point in time

**Net Cost Budget:** A budget is an estimation of revenue and expenses over a specified future period of time

**Difference:** A difference is the variance between actual and budgeted income and expenditure

### Services Operating Budget

Service Category	Description	Net Cost Actual Net Cost Budget Difference \$'000
<b>Infrastructure Maintenance</b>	<ul style="list-style-type: none"> <li>manage and maintain built assets including playgrounds, barbeques, drinking fountains, park furniture, bins, fences and signs.</li> </ul>	<b>\$808</b> <b><u>\$826</u></b> <b>(\$18)</b>
<b>Landscape and design</b>	<ul style="list-style-type: none"> <li>provide landscape design and urban design services to promote use, function and enjoyment of outdoor spaces by the community.</li> </ul>	<b>\$464</b> <b><u>\$458</u></b> <b>\$6</b>
<b>Open Space</b>	<ul style="list-style-type: none"> <li>manage and maintain Boroondara's parks, gardens, sportsgrounds and biodiversity sites</li> <li>manage and maintain the Freeway Golf Course</li> <li>maintain a significant and highly valued urban forest of street and park trees</li> </ul>	<b>\$17,329</b> <b><u>\$15,566</u></b> <b>\$1,763</b>

Service Category	Description	Net Cost Actual <u>Net Cost Budget</u> Difference \$'000
	<ul style="list-style-type: none"> <li>• strategically plan and develop open space improvements to our parks, gardens, shopping centres and streetscapes</li> <li>• manage bookings, events and applications associated with Boroondara parks, gardens, reserves, sports grounds and pavilions.</li> </ul>	



## Theme 3

# The Environment

The environment is considered in all decision-making.



## Theme 3: The Environment

### Results of the Strategic Indicators in the Boroondara Community Plan

Strategic Objective: The environment is considered in all decision making.

Strategic Indicator	2021-22 Result	2022-23 Forecast	2022-23 Result
<p>Satisfaction with environmental sustainability.</p> <p><i>Comment: Council became net-carbon neutral during 2022-23 and continued to deliver an extensive environmental sustainability education program. This result was on par with 2022 and above both state and metro averages.</i></p>	65	67 - 69	<b>64</b>
<p>Satisfaction with waste management.</p>	73	71 - 74	<b>71</b>
<p>Percentage reduction of community emissions compared with 2020 emissions</p> <p><i>Comment: Council is providing education and programs from the Climate Action Plan to support our community to achieve this aspirational community target.</i></p>	N/A	14 - 18%	<b>10%</b>
<p>Percentage reduction of Council CO2 emissions compared with 2007-08 emissions.</p>	81%	82 - 85%	<b>100%</b>
<p>Volume of harvested water (rain and stormwater) re-used within council buildings and open space irrigation.</p> <p><i>Comment: 6.7 ML of water was harvested and reused saving valuable drinking water. This volume was lower than expected delay in the completion of capital projects and requirements for unscheduled maintenance of key systems.</i></p>	5.6ML	15ML - 16ML	<b>6.7ML</b>
<p>Kerbside collection waste diverted from landfill (percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill).</p>	72%	72 - 73%	<b>72%</b>

Strategic Indicator	2021-22 Result	2022-23 Forecast	2022-23 Result
Area of land actively managed for biodiversity.	62ha	63 - 64ha	<b>63ha</b>

## Progress of Major Initiatives in the Budget

	Our Major Initiatives	Status
3.1	Progress towards the targets to reduce Council and community emissions established in the Climate Action Plan by implementing the actions detailed in the Climate Action Plan Implementation Plan for 2022-23.	Complete
3.2	Enable monitoring of community progress towards the Community emissions targets in the Climate Action Plan through the implementation of a community emissions measurement model.	Complete
3.3	Improve the green canopy coverage in our urban spaces for the enjoyment of future generations by implementing a targeted program to increase the planting of trees on local streets by 1,000 per annum.	Complete
3.4	Improve the community's ability to access biodiversity and indigenous vegetation now and into the future by ensuring information on the location and size of biodiversity areas are accurately recorded.	Complete
3.5	Protect the Gardiners Creek now and into the future through the development and adoption of a Masterplan for the Gardiners Creek giving consideration to recreational, active transport, biodiversity and environmental initiatives.	Complete
3.6	Create an Urban Greening Strategy to protect and enhance our landscapes, trees and green cover in response to the challenges of climate, urban heating and urban densification.	Complete
3.7	Reduce the volume of materials going to landfill by using a minimum of 20% of recycled materials including glass, plastics and toners in our asphalt products to resurface roads.	Complete

	Our Major Initiatives	Status
3.8	Provide the community with more options to divert polystyrene from landfill by identifying new partnerships for the disposal of expanded polystyrene.	Complete
3.9	Commence gradual bin lid replacement to meet Victorian Government requirement to comply with standard bin colours by 2030.	Complete

## Performance of services funded in the Budget

Definitions:

**Net Cost Actual:** Actuals are the recorded revenues and expenditures at a given point in time

**Net Cost Budget:** A budget is an estimation of revenue and expenses over a specified future period of time

**Difference:** A difference is the variance between actual and budgeted income and expenditure

## Services Operating Budget

Service category	Description	Net Cost Actual Net Cost Budget Difference \$'000
<b>Environmental Sustainability</b>	<ul style="list-style-type: none"> <li>help the Boroondara community live more sustainably in response to emerging environmental challenges (e.g., climate change, water shortage, biodiversity conservation)</li> <li>promote sustainability within built and natural environments in Boroondara</li> </ul>	<b>\$1,543</b> <u><b>\$1,593</b></u> <b>(\$50)</b>

Service category	Description	Net Cost Actual <u>Net Cost Budget</u> Difference \$'000
	<ul style="list-style-type: none"> <li>develop and implement policies and strategies that set direction in environmental management, public space improvements, conservation of natural resources and sustainable development</li> <li>build the capacity of Council to integrate environmentally sustainable approaches into our building and public space improvements, daily operations and decision-making processes.</li> </ul>	
<b>Drainage and Asset Management</b>	<ul style="list-style-type: none"> <li>develop and update long term capital renewal works for drainage assets</li> <li>develop and implement policies, strategies and engineering solutions to mitigate flooding and resolve drainage issues</li> <li>provide strategic flooding advice to inform the planning process.</li> </ul>	<p><b>\$557</b> <b><u>\$548</u></b> <b>\$9</b></p>
<b>Open Space</b>	<ul style="list-style-type: none"> <li>maintain and manage the City's biodiversity</li> <li>maintain and manage all trees on Council managed land, including tree planting/establishment, maintenance and renewal programs.</li> </ul>	<p><b>\$1,545</b> <b><u>\$1,589</u></b> <b>(\$44)</b></p>
<b>Strategic and Statutory Planning</b>	<ul style="list-style-type: none"> <li>administer Council's Tree Protection Local Law and assess applications for tree removal.</li> </ul>	<p><b>\$188</b> <b><u>\$266</u></b> <b>(\$78)</b></p>
<b>Waste and Recycling</b>	<ul style="list-style-type: none"> <li>manage waste services, including curb side bin-based waste, green, food and recycling collections, bundled green waste, and Christmas tree and hard waste collection service</li> </ul>	<p><b>\$24,711</b> <b><u>\$23,755</u></b> <b>\$956</b></p>

Service category	Description	Net Cost Actual Net Cost Budget Difference \$'000
	<ul style="list-style-type: none"> <li>operate the Boroondara Recycling and Waste Centre</li> <li>provide street sweeping services in the municipality and a bulk leaf fall collection program over autumn months.</li> </ul>	

## Results of other service performance indicators and measures

### Waste Collection

Measure	2019-20 Result	2020-21 Result	2021-22 Result	2022-23 Result	Comments
<b>Satisfaction</b> Kerbside bin collection requests (Number of kerbside garbage and recycling bin collection requests / Number of kerbside bin collection households) x 1,000	329	285	175	<b>188</b>	The annual target has been achieved. There was a reduction in quarter 4 due to fewer requests for bins maintenance/replacement and uncollected bins.
<b>Service standard</b> Kerbside collection bins missed (Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside	15	9	5	<b>9</b>	Council transitioned to a new recycling collection contractor and experienced service delivery issues through this transition. The quarter 4 result indicated

Measure	2019-20 Result	2020-21 Result	2021-22 Result	2022-23 Result	Comments
garbage and recycling collection bin lifts) x 10,000					improvement in this area, although insufficient to meet the annual target.
<p><b>Service cost</b></p> <p>Cost of kerbside garbage bin collection service</p> <p>(Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins)</p>	\$140	\$115	\$114	<b>\$127</b>	The service cost was higher as there was a greater demand and cost in sourcing drivers from temporary staffing agencies due to challenges backfilling vacant positions and a higher number of full-time drivers on limited duties or extended sick leave.
<p><b>Service cost</b></p> <p>Cost of kerbside recyclables bin collection service</p> <p>(Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins)</p>	\$84	\$83	\$86	<b>\$94</b>	A new contract commenced in 2022-23, resulting in a cost increase due to labour and fuel cost pressures. However, this has been offset by higher compaction rates to minimise transportation costs.
<p><b>Waste diversion</b></p> <p>Kerbside collection waste diverted from landfill</p> <p>(Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and</p>	53%	69%	72%	<b>72%</b>	The Food Organics and Garden Organics (FOGO) service has been a success, with the diversion rate increasing since 2020 and meeting the annual target of 72% in 2022-23. This places Boroondara near the top of the waste diversion tables in both a State and National context.

Measure	2019-20 Result	2020-21 Result	2021-22 Result	2022-23 Result	Comments
green organics collected from kerbside bins) x 100					



## Theme 4

# Neighbourhood Character and Heritage



Protect the heritage and respect the character of Boroondara, while facilitating appropriate, well-designed development.

## Theme 4: Neighbourhood Character and Heritage

### Results of the Strategic Indicators in the Boroondara Community Plan

Strategic Objective: Protect the heritage and respect the character of Boroondara, while facilitating appropriate, well-designed development.

Strategic Indicator	2021-22 Result	2022-23 Forecast	2022-23 Result
Number of heritage planning scheme amendments considered by Council.	12	5 - 6	<b>5</b>
Average number of days to process a planning application.	39	35 - 45	<b>37.5</b>
Percentage of 'demolition consents' under section 29A of the <i>Building Act</i> by Building Services checked within 15 business days.	100%	100%	<b>100%</b>
<p>Percentage of Council planning decisions upheld and decisions successfully mediated at VCAT.</p> <p><i>Comment: The results of this VCAT measure reflect the high proportion of cases which were successfully mediated by consent, without the need to proceed to a merits hearing. This could be attributed to VCAT listing a greater number of applications for a compulsory conference (mediation) since the commencement of 2023.</i></p>	71%	45 - 55%	<b>71%</b>
<p>Number of "out of time" planning reviews at VCAT where the appeal was lodged more than two weeks after the final consultation with the applicant or objector(s).</p> <p><i>Comment: Results have been positive with a total of only four "out of time" planning review appeals lodged for FY2022-23.</i></p>	N/A	5 - 15	<b>4</b>

## Progress of Major Initiatives in the Budget

	Our Major Initiatives	Status
4.1	Support the provision of appropriate housing in Boroondara through review of the Boroondara Housing Strategy 2015, community consultation and presenting a draft updated Boroondara Housing Strategy to Council and consideration of associated planning scheme changes including residential zones.	Complete
4.2	Enhance protection of Boroondara's heritage assets by preparing and presenting to Council for endorsement an updated Heritage Action Plan to guide Council's future work program for heritage protection advocacy.	Complete
4.3	Facilitate sustainable development by investigating the introduction of an Environmentally Sustainable Design Policy to the Boroondara Planning Scheme.	Complete
4.4	Improve pool & spa safety and life safety for our community through investigating and implementing a new Building Infringement Notice for specified Pool & Spa safety breaches and non-compliance of Essential Safety Measures (ESM) in Class 2-9 public buildings.	Complete
4.5	Celebrate & protect Boroondara's heritage by updating the Heritage Action Plan and establishing a process for assessing community heritage nominations.	Complete

## Performance of services funded in the Budget

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### Services Operating Budget

Service category	Description	Net Cost Actual Net Cost Budget Difference \$'000
<b>Asset Protection</b>	<ul style="list-style-type: none"> <li>protect public assets under the control of Council to minimise the impact of works by others on the community</li> <li>manage public authority requests.</li> </ul>	<p>(\$1,358) <u>(\$1,517)</u> \$159</p>
<b>Building Services</b>	<ul style="list-style-type: none"> <li>encourage desirable building design outcomes for amenity protection and to maintain consistent streetscapes through the Report and Consent process</li> <li>assess building permit applications, conduct mandatory inspections and issue occupancy permits/final certificates for buildings and structures</li> <li>provide property hazard and building permit history information to designers, solicitors, private building surveyors and ratepayers</li> <li>conduct fire safety inspections and audits on public and/or high-risk buildings to ensure safety of occupants and the public</li> </ul>	<p>\$636 <u>\$586</u> \$50</p>

Service category	Description	Net Cost Actual <u>Net Cost Budget</u> Difference \$'000
	<ul style="list-style-type: none"> <li>maintain a register of swimming pools and spas located within the municipality and conduct safety barrier compliance inspections when required to ensure a safer built environment</li> <li>administer and enforce the <i>Building Act 1993</i> and Building Regulations, including investigation of illegal and dangerous buildings to ensure public and occupant safety</li> <li>provide building regulatory and technical advice to residents and ratepayers in relation to local planning policy</li> <li>assess section 29A demolition requests in accordance with the <i>Building Act 1993</i>.</li> </ul>	
<b>Strategic and Statutory Planning</b>	<ul style="list-style-type: none"> <li>process and assess planning applications in accordance with the <i>Planning and Environment Act 1987</i>, the Boroondara Planning Scheme and Council policies</li> <li>provide advice about development and land use proposals, as well as information to assist the community in its understanding of these proposals</li> <li>investigate non-compliances with planning permits and the Boroondara Planning Scheme and take appropriate enforcement action when necessary</li> <li>assess applications to subdivide land or buildings under the <i>Subdivision Act 1988</i></li> <li>defend Council planning decisions at the Victorian Civil and Administrative Tribunal (VCAT)</li> <li>advocate for and prepare land use policy and standards within the context of Victorian State policy</li> <li>promote sustainable design and development and heritage conservation</li> </ul>	<p><b>\$5,333</b> <b><u>\$5,490</u></b> <b>(\$157)</b></p>

Service category	Description	Net Cost Actual Net Cost Budget Difference \$'000
	<ul style="list-style-type: none"> <li>manage the Municipal Strategic Statement</li> <li>develop policies and plans to guide land use and development</li> <li>assess traffic, parking and drainage implications of planning permit applications.</li> </ul>	

## Results of other service performance indicators and measures

### Statutory Planning

Measure	2019-20 Result	2020-21 Result	2021-22 Result	2022-23 Result	Comments
<p><b>Timeliness</b></p> <p>Time taken to decide planning applications</p> <p>(The median number of days between receipt of a planning application and a decision on the application)</p>	98	98	81	<b>102</b>	Timeframes during the 2022-23 financial year went outside the target range primarily due to delays in heritage referral advice from expert consultants. The Planning and Placemaking department have been working on resolving the reasons for those delays. Timeframes during quarter 4 are now within the target range and expected to remain so into 2023-24.

Measure	2019-20 Result	2020-21 Result	2021-22 Result	2022-23 Result	Comments
<p><b>Service Standard</b></p> <p>Planning applications decided within required timeframes</p> <p>(Number of planning application decisions made within 60 days for regular permits and 10 days for VicSmart permits / Number of planning application decisions made X 100)</p>	76%	83%	59%	<b>59%</b>	Council continues to achieve the target range for the percentage of regular and VicSmart planning application decisions made within legislated timeframes.
<p><b>Service cost</b></p> <p>Cost of statutory planning service</p> <p>(Direct cost of the statutory planning service / Number of planning applications received)</p>	\$3,740	\$3,603	\$3,617	<b>\$4,102</b>	The average cost per application has been elevated throughout much of the 2022-23 financial year due to a reduction in the number of applications received, resulting from a broad downturn in the development industry.

Measure	2019-20 Result	2020-21 Result	2021-22 Result	2022-23 Result	Comments
<p><b>Decision making</b></p> <p>Council planning decisions upheld at VCAT</p> <p>(Number of VCAT decisions that did not set aside Council’s decision in relation to a planning application / Number of VCAT decisions in relation to planning applications) X 100</p>	49%	55%	53%	<b>44%</b>	Overall, a lower proportion of cases proceeded to a merits hearing in this reporting period, with a greater proportion of cases resolving prior by consent or withdrawal.



## Theme 5

# Moving Around

Travel options are safe, efficient and accessible, with active and public transport encourage.



## Theme 5: Moving Around

### Results of the Strategic Indicators in the Boroondara Community Plan

Strategic Objective: Travel options are safe, efficient and accessible, with active and public transport encouraged.

Strategic Indicator	2021-22 Result	2022-23 Forecast	2022-23 Result
<p>Satisfaction with sealed local roads.</p> <p><i>Comment: The City of Boroondara has seen a decline of four index points from 71 to 67 in the Customer Satisfaction Survey Results for Sealed Local Roads. Significant adverse rain events in October/November 2022 resulted in increased road defects, which may have contributed to this result. Considering the broader context when interpreting the results, our performance on sealed local roads is six points higher than metro (61) and 19 points higher than statewide level (48).</i></p>	71	73 - 76	<b>67</b>
<p>Satisfaction with local shared paths for cycling and walking as a way to get around Boroondara.</p> <p><i>Comment: Satisfaction with local shared paths for cycling and walking remains stable with a rating of 61% satisfied. In line with perception last year, social factors in how people now live and work in their local areas means there continues to be a larger proportion of people utilising these spaces than pre-COVID.</i></p> <p><i>The closure of the Walmer Street Bridge for the construction of a new northern land bridge, the lack of action by the Department of Transport and Planning on progressing significant projects such as the Anniversary Trail crossing at Toorak Road and a delay in delivering some of the lighting initiatives for sections of the Anniversary Trail may have been a factor in satisfaction levels from the year before.</i></p>	61%	67 - 70%	<b>61%</b>

Strategic Indicator	2021-22 Result	2022-23 Forecast	2022-23 Result
<p>Percentage of sealed local roads that are below the renewal intervention level set in the Road Management Plan.</p> <p><i>Comment: Council identified an increase in roads below our intervention level through our 2021 road condition audit. Increased funding has seen a 1.64% improvement on the 2021-22 result, and additional funding and new modelling indicate that we will return to the annual target by the end of the 2025-26 financial year.</i></p>	89%	95 - 100%	<b>91%</b>
<p>Percentage of footpath inspections and make safe actions completed within the timeframes as specified in the Road Management Plan.</p>	87%	95 - 100%	<b>95%</b>
<p>Number of sustainable transport programs delivered to primary schools.</p> <p><i>Comment: The following programs were delivered:</i></p> <ul style="list-style-type: none"> <li>• <i>Boroondara Active and Safe Schools program (two schools)</i></li> <li>• <i>Road Safety Education program (two schools)</i></li> <li>• <i>Walk or wheel program was held, with the information being made accessible to all primary school students in January of 2023</i></li> <li>• <i>Twelve teachers from different schools were provided with Bike Ed training through the Cycling Safe Bike Education Instructor training.</i></li> </ul>	0	2 - 8	<b>6</b>
<p>Number of traffic counts and surveys used to investigate, assess, and respond to traffic and parking issues.</p> <p><i>Comment: Following COVID-19 impacted years, traffic counts and surveys recommenced with a significant increase to 171 from the 95 for the 2021-22 financial year. The annual target for this financial year was impacted by the extended Union Road closure between</i></p>	95	200 - 220	<b>171</b>

Strategic Indicator	2021-22 Result	2022-23 Forecast	2022-23 Result
<i>February and May 2023, which affected counts and surveys in parts of Surrey Hills, Canterbury and Balwyn.</i>			
<p>Number of advocacy initiatives related to public transport services.</p> <p><i>Comment: The number of advocacy initiatives involved a range of issues for train, tram and bus initiatives including new disability tram stops, Union Road level crossing works, bus initiatives for the North East Link project, provision of shelters and tram renewal infrastructure works.</i></p>	12	10 - 15	<b>19</b>
<p>Average daily bicycle users for Gardiners Creek Trail, the Anniversary Trail, Koonung Trail and Main Yarra Trail.</p> <p><i>Comment: Seasonal influence over autumn and start of winter impacting on bicycle use. Annual target not met and impacted by adverse weather in quarters 1 and 2 with a very wet winter and spring.</i></p>	3,381	3,900 - 4,500	<b>3,239</b>

## Progress of Major Initiatives in the Budget

	Our Major Initiatives	Status
5.1	Seek to provide an integrated bicycle network that is safe, connected, protected, efficient and appealing to bicycle users of all ages and abilities by developing and adopting a bicycle strategy.	Complete
5.2	Provide a safe and accessible shared path for the community by advocating to the Victorian Government for the Box Hill to City cycling corridor project.	Complete

	<b>Our Major Initiatives</b>	<b>Status</b>
5.3	Encourage public transport use and improve access and safety through a range of infrastructure initiatives for the Walmer Street Bridge, Yarra Boulevard and public transport services including disability access through advocacy with the Victorian Government.	Complete
5.4	Improve safety and security of shared paths and paths by progressively installing energy efficient lighting. <i>Comment: Council is progressively lighting the extensive network of shared paths and paths with a focus on the Anniversary Trail between Whitehorse Road and Mont Albert Road.</i>	Commenced - 75% complete
5.5	Encourage sustainable travel options by undertaking bicycle promotional and behaviour change programs for children including travel plans for primary and high schools and Safe Routes to School initiatives.	Complete
5.6	Represent the Boroondara community in decision making by advocating to the Victorian government in relation to public and active transport, open space, urban design and environmental opportunities associated with the North East Link and the Union Road Level Crossing Removal project.	Complete

## Performance of services funded in the Budget

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### Services Operating Budget

Service category	Description	Net Cost Actual Net Cost Budget Difference \$'000
<b>Civic Services</b>	<ul style="list-style-type: none"> <li>deliver the School Crossing Supervisor program through the provision of supervision at school crossings and the overall management and administration of the program</li> <li>deliver administrative and field services in parking management</li> <li>assess full and part road closure applications relating to works.</li> </ul>	<b>\$9,407</b> <u><b>\$7,363</b></u> <b>(\$2,044)</b>
<b>Road Maintenance and Repair</b>	<ul style="list-style-type: none"> <li>road maintenance to meet road management plan requirements</li> <li>undertake road repairs and associated line marking</li> <li>road reinstatements that require works following developments.</li> </ul>	<b>\$722</b> <u><b>\$1,254</b></u> <b>(\$532)</b>
<b>Traffic and Transport</b>	<ul style="list-style-type: none"> <li>develop, assess and implement engineering solutions which address the amenity of residential and commercial areas</li> <li>implement parking and traffic management strategies</li> </ul>	<b>\$1,510</b> <u><b>\$1,580</b></u> <b>(\$70)</b>

Service category	Description	Net Cost Actual <u>Net Cost Budget</u> Difference \$'000
	<ul style="list-style-type: none"> <li>• assess street party applications</li> <li>• investigate black-spot accident locations and develop remedial treatments</li> <li>• coordinate and implement sustainable transport initiatives, including car share, green travel plans, school travel plans and a variety of active transport programs</li> <li>• design, consult and implement transport projects, including on- road bicycle lanes, shared paths, road safety initiatives, pedestrian and bicycle improvements, disability access and traffic treatments</li> <li>• advocate for improvements to public transport and sustainable transport initiatives</li> <li>• develop feasibility studies and grant applications to State and Federal authorities for accident black-spot locations and pedestrian and bicycle improvement projects</li> <li>• provide strategic transport planning advice and develop associated studies</li> <li>• assess high and heavy vehicle route applications</li> <li>• provide input into major State Government transport projects.</li> </ul>	

## Results of other service performance indicators and measures

### Roads

Measure	2019-20 Result	2020-21 Result	2021-22 Result	2022-23 Result	Comments
<p><b>Satisfaction</b></p> <p>Sealed local road requests (Number of sealed local road requests / Kilometres of sealed local roads) x 100</p>	67	61	66	<b>97</b>	Significant rainfall events in April (119mm) and May 2023 (88mm) have resulted in increased road maintenance requests for the quarter.
<p><b>Condition</b></p> <p>Sealed local roads maintained to condition standards (Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads) x 100</p>	96%	95%	92%	<b>91%</b>	Council has allocated an appropriate budget and is working to ensure that sealed local roads are maintained to the applicable standard.
<p><b>Service cost</b></p> <p>Cost of sealed local road reconstruction (Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed)</p>	\$92	\$101	\$104	<b>\$115</b>	Panel of contracts for asphalt, concrete, blue stone, and associated construction works have been re-tendered in late 2022. The new contract rates are higher due to cost escalations across the construction industry and reflect current market value.

Measure	2019-20 Result	2020-21 Result	2021-22 Result	2022-23 Result	Comments
<p><b>Service cost</b> Cost of sealed local road resealing (Direct cost of sealed local road resealing / Square metres of sealed local roads resealed)</p>	\$20	\$24	\$27	<b>\$30</b>	Road Resurfacing and Associated Services was tendered under Procurement Australia to establish a new contract panel. The new contract rates are higher due to cost escalations across the construction industry and reflect current market value.
<p><b>Satisfaction</b> Satisfaction with sealed local roads (Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads).</p>	72	74	71	<b>67</b>	<p>Council has seen a decline of 4 points from 71% to 67% in the Customer Satisfaction Survey Results for the Sealed Local Roads category. Significant adverse rain events in October/November 2022 and April/May 2023, resulting in increased road defects, have contributed to this result.</p> <p>Boroondara continues to perform above both the metro 61% and state 48% averages, which have also declined by 4 and 5 points, respectively from metro 65% and state 53%.</p>



## Theme 6

# Local Economy

Support local businesses and enhance shopping precincts, fostering a strong economy and welcoming places for the community.



## Theme 6: Local Economy

### Results of the Strategic Indicators in the Boroondara Community Plan

Strategic Objective: Support local businesses and enhance shopping precincts, fostering a strong economy and welcoming places for the community.

Strategic Indicator	2021-22 Result	2022-23 Forecast	2022-23 Result
Participant satisfaction in Council's business training activities.	80%	80 - 85%	<b>80%</b>
<p>Satisfaction with work to improve quality of streetscapes in shopping precincts to attract and retain good shops and businesses.</p> <p><i>Comment: Community satisfaction with work to improve quality of streetscapes in shopping precincts has decreased by 9% from 2022 in the Community Satisfaction Survey.</i></p> <p><i>Streetscape improvement projects were completed at Bellevue and Solway in 2022. A placemaking program is underway, which will help to improve the community's experience of our shopping centres in Maling Road, Canterbury, Glenferrie Road, Hawthorn &amp; Camberwell Junction. Streetscape designs for future upgrades have received positive community responses in 2022-23. Furthermore, Council has established the Boroondara Service Crew. The primary function of this crew is to clean rubbish bins, street furniture, street signage, carry out minor maintenance and spot cleaning of footpaths.</i></p>	59%	57 - 58%	<b>50%</b>
<p>Number of permits for outdoor trading.</p> <p><i>Comment: We have seen an uptake in more outdoor trading activity as economic recovery from the pandemic continues. Council has also invested in an increase in</i></p>	83	120 - 130	<b>165</b>

Strategic Indicator	2021-22 Result	2022-23 Forecast	2022-23 Result
<i>promotion of outdoor dining through its new Outdoor Trading Policy and Guidelines which went out for community consultation in 2022 before being adopted by Council.</i>			
Number of proactive strip shopping centre maintenance inspections completed.	1,313	1,250 - 1,500	<b>1,349</b>

## Progress of Major Initiatives in the Budget

	Our Major Initiatives	Status
6.1	Support business COVID-19 recovery through targeted programs and initiatives such as promoting Main Street Australia week, provision of business information workshops, mentoring, outdoor activation in shopping centres and buy local programs.	Complete
6.2	Enhance the vibrancy and economic sustainability of the local economy by the completion of the Economic Development and Tourism Plan in consultation with the business community.  <i>Comment: The draft Economic Development and Tourism Strategy was updated following feedback provided during the public consultation period (25 January - 10 March 2023). A Council report seeking endorsement for the Strategy has been prepared and will be presented to Council in the second half of 2023.</i>	Commenced - 90% complete
6.3	Increase the vibrancy of the Glenferrie Road precinct and aid the economic recovery of local traders following the impacts of the COVID-19 pandemic on the local economy by implementing short-term 2022-2023 projects in the Glenferrie Place Plan.	Complete

	<b>Our Major Initiatives</b>	<b>Status</b>
6.4	Increase the vibrancy of the Maling Road precinct and aid the economic recovery of local traders following the impacts of the COVID-19 pandemic on the local economy by implementing short-term 2022-2023 projects in the Maling Road Place Plan.	Complete
6.5	Promote the Camberwell Junction Precinct as a major economic centre in metropolitan Melbourne through the completion of the draft Camberwell Place Plan, community engagement and review of the Camberwell Junction Structure Plan.	Complete
6.6	Revitalise Boroondara's most important precincts by progressing a draft long-term placemaking strategy that identifies and prioritises investment in key activity centres across the city.	Complete

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### Services Operating Budget

Service category	Description	Net Cost Actual <u>Net Cost Budget</u> Difference \$'000
Local Economies	<ul style="list-style-type: none"> <li>• manage the implementation of the Economic Development and Tourism Plan for Council</li> <li>• facilitate eight special rates schemes for shopping centres</li> <li>• facilitate the Boroondara Business Network to support new and established businesses through training and mentoring services</li> <li>• facilitate the Boroondara Farmers Market, the Hawthorn Makers Market, the Camberwell Fresh Food Market and the Camberwell Sunday Market</li> <li>• facilitate the Vibrant Retail Precincts stream of Council's community grants program</li> <li>• facilitate regular networking opportunities for the local business community</li> <li>• support and promote tourism opportunities across the municipality</li> <li>• deliver the City-wide Christmas in Boroondara Program</li> </ul>	<p>\$1,838</p> <p><u>\$1,925</u></p> <p>(\$87)</p>

Service category	Description	<b>Net Cost Actual</b> <b>Net Cost Budget</b> <b>Difference</b> <b>\$'000</b>
	<ul style="list-style-type: none"> <li>facilitate a placemaking approach to our public spaces and shopping centres to increase social interactions, economic viability and enhance the health and wellbeing of our community.</li> </ul>	
<b>Minor shopping centre upgrade and maintenance</b>	<ul style="list-style-type: none"> <li>implement the Shopping Centre Improvement Program, which delivers streetscape improvements to our small and medium- sized shopping centres</li> <li>undertake proactive maintenance inspections by the shopping centre service crew and carry out maintenance and upkeep of these precincts.</li> </ul>	<b>\$368</b> <b><u>\$331</u></b> <b>\$37</b>



## Theme 7

# Governance and Leadership

Ensure decisions are financially and socially responsible through transparent and ethical processes.



## Theme 7: Leadership and Governance

### Results of the Strategic Indicators in the Boroondara Community Plan

Strategic Objective: Ensure decisions are financially and socially responsible through transparent and ethical processes.

Strategic Indicator	2021-22 Result	2022-23 Forecast	2022-23 Result
<p>Satisfaction with making community decisions.</p> <p><i>Comment: Satisfaction with Council making decisions in the interest of the Community has remained at the same level as the previous nine years. Council will continue to place the community interests at the centre of their decision-making.</i></p>	61	61 - 63	<b>59</b>
<p>Satisfaction with informing the community.</p>	65	65 - 67	<b>65</b>
<p>Satisfaction with the overall performance of Council.</p> <p><i>Comment: Boroondara continues to be one of the highest performing councils with an overall performance score of 67. While this is a decline of four points from 2022, this mirrors the declines recorded across the sector where almost all participating councils in the CSS received lower overall performance index scores compared to last year.</i></p> <p><i>Within a challenging landscape of lower consumer sentiment and financial pressures experienced by households, Boroondara continues to perform in line with or higher than the Metropolitan (index score of 62) and Statewide (index score of 56) averages for councils on all service areas which is a positive result.</i></p>	71	71 - 72	<b>67</b>
<p>Satisfaction with community consultation and engagement.</p> <p><i>Comment: Satisfaction with community consultation and community engagement resulted in an index score of 59. This is consistent with previous years and performance across statewide and metro groups.</i></p>	59	62 - 64	<b>59</b>

Strategic Indicator	2021-22 Result	2022-23 Forecast	2022-23 Result
<p><i>Further community research was conducted last year to gain deeper insights into what underpins the community perception of Council's performance on consultation and engagement. The deep dive identified a number of opportunities to promote community awareness of consultation and engagement, use clearer language, increase our focus on consultations on hyper-local issues, and improve how we close the loop with the customer after consultations to assist with shifting this perception.</i></p>			
<p>Satisfaction with customer service.</p> <p><i>Comment: Providing excellent customer service which meets the expectations of the community continues to be a focus area for Council. Initiatives are in place across all service areas to ensure our aspiration is always to put the customer at the centre of what we do are achieved to the satisfaction of our residents.</i></p>	72	77 - 79	<b>73</b>
<p>Percentage of Freedom of Information requests responded to within prescribed timeframes.</p>	100%	100%	<b>100%</b>
<p>Current assets compared to current liabilities.</p>	213.89%	201.97%	<b>224.08%</b>
<p>Percentage of adopted capital projects completed at the conclusion of the financial year (based on most recent amended budget).</p> <p><i>Comment: A summary of issues inhibiting project delivery of capital projects includes the following factors: WorkSafe investigation, delayed community consultations, additional consultation due to scope changes, weather, building permit delays, authority delays (e.g., Metro Trains Melbourne, Department of Transport &amp; Planning), global supplies shortage &amp; long lead time, availability of contractors, low tender submissions.</i></p>	78%	90 - 95%	<b>78%</b>

Strategic Indicator	2021-22 Result	2022-23 Forecast	2022-23 Result
<p>Number of transactions initiated via our website.</p> <p><i>Comment: Council continues to improve its website to make it easier for our community to interact with us in a way that suits them. Improvements and additions to the available e-forms means more customers are able to self-serve for a variety of services, applications and permits, exceeding our target.</i></p>	105,037	68,330 – 70,000	<b>100,084</b>
<p>Number of calls abandoned when customers are trying to reach Council's customer service.</p> <p><i>Comment: Council met its target of 3.5% in quarters 3 and quarters 4. The full year result did not meet the KPI of 3.5% due to quarter 1 and quarter 2 impacts relating to resource capacity caused by illness, challenges with a new waste service provider and an increase in calls due to severe weather.</i></p>	4.3%	3 - 3.50%	<b>5.50%</b>
<p>Average time callers wait before their call is answered.</p> <p><i>Comment: Through the 4th quarter, our customers waited 39 seconds on average for the call to be answered, which is well below the KPI of less than 60 seconds. This is a significant improvement on the previous quarter and is an outcome of a stable workforce, improvements to onboarding of new staff, coaching and training and stability in our technology platforms.</i></p> <p><i>For the full year to date, our customers waited on average 68 seconds for their call to be answered, which is greater than our KPI of less than 60 seconds. This is an outcome of resourcing challenges in quarter 1 and unexpected call volumes in quarter 2 as an outcome of a change in vendor for recycling collections.</i></p>	N/A	45-60 seconds	<b>70</b>
<p>Number of cyber security incidents that compromise user data.</p>	0	0	<b>0</b>

Strategic Indicator	2021-22 Result	2022-23 Forecast	2022-23 Result
Access to Council’s website (percentage of time available).	99.95%	99.80 - 100%	<b>99.99%</b>

## Progress of Major Initiatives in the Budget

	Our Major Initiatives	Status
7.1	Ensure Council operates within a financially sustainable framework through preparation of the Annual Budget 2023-24 (plus three subsequent financial years) in-line with statutory requirements and submit for consideration by Council.	Complete
7.2	Services are designed to deliver enhanced customer and business value through the review of a minimum of 3 ‘customer facing’ services using a service design approach.	Complete
7.3	Performance reporting is engaging and fit-for-purpose for the community and decision-makers through implementing enhancements to our reporting mechanisms and communication methods.	Complete
7.4	Enable effective management of customer requests by completing the detailed design and commencing the build of our new customer and relationship management system.	Complete
7.5	Enhance management of property and rating activities, including management of customer enquiries for rates, permits, infringements and land information by completing the detailed design and commencing the build of our new property and rating system.	Complete
7.6	Improve customer experience and satisfaction by implementing the Customer Charter and communicating our service principles to the community.	Commenced - 20% complete

	Our Major Initiatives	Status
	<p><i>Comment: The Customer Charter has been reviewed and areas for improvement identified including revising the Customer Charter to contemporise the message to meet current community expectations and address customer and team member understanding of the service commitments. The Customer Charter (now Customer Promise) has been reworded and introduced as an improvement initiative in the August Boroondara Bulletin with further communication scheduled for September/October 2023.</i></p>	
7.7	<p>Work with Aboriginal and Torres Strait Islander peoples and the community to promote and support reconciliation in Boroondara by implementing year 1 actions of the Boroondara Reconciliation Strategy 2022-26.</p>	Complete
7.8	<p>Educate our community on council's decision-making processes by refreshing the video content available on council's website.</p>	Complete
7.9	<p>Protect customer privacy and data through securely managing, monitoring and enhancing current software to minimise service disruptions and the risk of data security breaches.</p>	Complete

## Performance of services funded in the Budget

Definitions:

**Net Cost Actual:** Actuals are the recorded revenues and expenditures at a given point in time

**Net Cost Budget:** A budget is an estimation of revenue and expenses over a specified future period of time

**Difference:** A difference is the variance between actual and budgeted income and expenditure

### Service Operating Budget

Service category	Description	Net Cost Actual Net Cost Budget Difference \$'000
<b>Chief Financial Office</b>	<ul style="list-style-type: none"> <li>• produce the Budget (plus three subsequent financial years) and Financial Plan (10 years) and manage Council's budgeting/ forecasting and financial reporting systems</li> <li>• manage procurement and conduct of all public tenders</li> <li>• manage all acquisitions and disposals of land for Council</li> <li>• manage rates and property services, including Council databases and communication of the rate payment options available to residents</li> <li>• handle the administration and leasing of Council's property holdings, including the Camberwell Fresh Food Market</li> <li>• provide financial accounting services including accounts payable, receivable and treasury</li> <li>• conduct monthly financial reporting</li> </ul>	<b>\$3,605</b> <b><u>\$3,708</u></b> <b>(\$103)</b>

Service category	Description	Net Cost Actual <u>Net Cost Budget</u> Difference \$'000
	<ul style="list-style-type: none"> <li>• coordinate financial analysis for projects and provides advice on the pricing of services</li> <li>• coordinate the external audit</li> <li>• administer the purchasing system and purchasing card systems including training</li> <li>• coordinate fleet management</li> <li>• coordinate the Building and Property Working Group</li> <li>• manage the discontinuance and sales of the rights of way throughout Boroondara.</li> </ul>	
<b>Council Operations</b>	<ul style="list-style-type: none"> <li>• operation of Camberwell and Hawthorn office locations, including maintenance, security and servicing of essential services such as lifts, extinguishers, exit signs, etc.</li> </ul>	<b>\$436</b> <u><b>\$381</b></u> <b>\$55</b>
<b>Councillors, Chief Executive Officer, Executive Management, and support staff</b>	<ul style="list-style-type: none"> <li>• this area includes the Mayor, Councillors, Chief Executive Officer and Executive Leadership team and associated support.</li> </ul>	<b>\$2,997</b> <u><b>\$2,885</b></u> <b>\$112</b>
<b>Customer Support and</b>	<ul style="list-style-type: none"> <li>• coordinate improvement of service delivery to the community and within Council through the use of technology and process change</li> </ul>	<b>\$7,121</b> <u><b>\$7,336</b></u> <b>(\$215)</b>

Service category	Description	Net Cost Actual <u>Net Cost Budget</u> Difference \$'000
<b>Corporate Information</b>	<ul style="list-style-type: none"> <li>manage customer engagement, including enquiries and complaints model for customer enquiries including case management.</li> <li>provide a centralised approach to the first-contact customer interaction and a tiered support model for customer enquiries, including case management.</li> <li>provide an in-house advisory service to improve the quality of customer service in all areas of Council</li> <li>business owner of the Customer Relationship Management System, and the custodian of the Electronic Document Record Management System</li> <li>manage the archiving function lead customer service, call centre and incoming correspondence functions of council</li> <li>provide professional guidance and direction to ensure Council is compliant with <i>Public Records Act 1973</i>.</li> </ul>	
<b>Digital</b>	<ul style="list-style-type: none"> <li>develop new public facing digital services and information based on customer requirements, evidence based research, best practice user experience and human centered service design principles and practices</li> <li>develop and maintain standards for accessibility, information architecture, digital governance and technical website security management</li> <li>provide key strategic support, advice and service design projects to the various technology teams to enable Council to significantly expand and improve digital services</li> </ul>	<p><b>\$1,357</b> <b><u>\$1,978</u></b> <b>(\$621)</b></p>

Service category	Description	Net Cost Actual <u>Net Cost Budget</u> Difference \$'000
	<ul style="list-style-type: none"> <li>provides a Council wide corporate digital service to all departments in the development and ongoing management of new digital products, responsive mobile and online tools, engagement approaches, systems and digital capabilities in line with the goals of the Customer Experience Improvement Strategy (CEIS) and the Information and Communications Technology (ICT) Strategy.</li> </ul>	
<b>Governance and Legal</b>	<ul style="list-style-type: none"> <li>manage Freedom of Information, Information Privacy and Data Protection, public interest disclosures and internal ombudsman functions</li> <li>maintain statutory registers, authorisations and delegations</li> <li>administer the conduct of Council elections</li> <li>coordinate civic events, citizenship ceremonies and Citizens of the Year Awards</li> <li>coordinate enterprise business risk for the organisation, including Council's Crisis Management Plan and department Business Continuity Plans</li> <li>manage public liability, professional indemnity, motor vehicle and property claims</li> <li>monitor and report on legislative changes and impacts for Council operations.</li> <li>provide counsel to Council, Councillors, the Chief Executive Officer and the Executive Leadership Team</li> <li>develop and implement strategies and policies</li> <li>provide administrative and secretarial support to the elected Councillors and Council committees</li> </ul>	<p><b>\$4,996</b> <b><u>\$5,727</u></b> <b>(\$731)</b></p>

Service category	Description	Net Cost Actual <u>Net Cost Budget</u> Difference \$'000
	<ul style="list-style-type: none"> <li>• coordinate Audit Committee</li> <li>• manage internal audit services to Council</li> <li>• provide advice on legal and regulatory matters and ad hoc legal advice within the organisation</li> <li>• deliver training programs to develop Council officers' knowledge of relevant legal issues.</li> </ul>	
<b>Information Technology</b>	<ul style="list-style-type: none"> <li>• through strong information technology governance practices, ensure cost and value for money principles underpin all investment decisions</li> <li>• oversee and manage information security-related risks to ensure sensitive customer and Council data remains secure and available only for those whom it is intended</li> <li>• lead and support the implementation of technology related initiatives which enable the required customer and organisational outcomes to be achieved</li> <li>• ensure effectiveness and reliability of computing and communication systems</li> <li>• recommend and lead the selection of technology products and services that best align to organisational and/or customer needs</li> <li>• provide project management and governance support for information technology projects.</li> </ul>	<p><b>\$10,967</b> <b><u>\$11,020</u></b> <b>(\$53)</b></p>

Service category	Description	Net Cost Actual <u>Net Cost Budget</u> Difference \$'000
<b>People, Culture and Development</b>	<ul style="list-style-type: none"> <li>• deliver the functions of health, safety and wellbeing, human resources, payroll and organisational development</li> <li>• coordinate recruitment, employee relations, remuneration, award/agreement interpretation and workforce planning</li> <li>• provide specialist advice, service and policy development related to all aspects of the portfolio</li> <li>• facilitate and coordinate professional, leadership and cultural development programs</li> <li>• coordinate Council's employee performance management system.</li> </ul>	<b>\$3,711</b> <u><b>\$3,752</b></u> <b>(\$41)</b>
<b>Strategic Communications</b>	<ul style="list-style-type: none"> <li>• manage the Boroondara brand and corporate communications channels and content</li> <li>• deliver advocacy campaigns in collaboration with the responsible Director, CEO and Councillors</li> <li>• provide a broad range of engagement tools to facilitate the capture of external feedback</li> <li>• media relations and issues management</li> <li>• develop strategic integrated communication, marketing and engagement plans for key initiatives linked to the Council Plan</li> <li>• responsible for the Customer Channel Strategy</li> <li>• provide an in-house online content development and publishing function involving content quality assurance and accessibility.</li> </ul>	<b>\$4,470</b> <u><b>\$4,197</b></u> <b>\$273</b>

Service category	Description	<b>Net Cost Actual</b> <u><b>Net Cost Budget</b></u> <b>Difference</b> <b>\$'000</b>
<b>Strategy and Performance</b>	<ul style="list-style-type: none"> <li>• develop and deliver the annual planning cycle for the Council Plan and Budget</li> <li>• manage Council’s reporting system and conduct performance reporting for the Quarterly Performance Report and the Annual Report</li> <li>• provide external grant application support for significant project funding opportunities</li> <li>• develop high quality partnerships with public and private sector organisations</li> <li>• develop the business planning structure and templates and assist departments across Council to complete their Strategic Business Plans</li> <li>• coordinate the submission and approval process for new budget requests for priority projects, new expenditure, capital works (new and upgrade).</li> <li>• identify and incubate a pipeline of innovation opportunities</li> <li>• develop and manage customer research activities including surveys, interviews and feedback via digital channels.</li> </ul>	<b>\$1,842</b> <u><b>\$1,730</b></u> <b>\$112</b>

## Results of other service performance indicators and measures

### Governance

Measure	2019-20 Result	2020-21 Result	2021-22 Result	2022-23 Result	Comments
<p><b>Transparency</b></p> <p>Council decisions made at meetings closed to the public</p> <p>(Number of council resolutions made at meetings of Council, or at meetings of a delegated committee consisting only of Councillors, closed to public / Number of council resolutions made at meetings of Council or at meetings of a delegated committee consisting only of councillors) x 100</p>	4.3%	4%	4%	<b>5%</b>	Within the quarter all decisions made by Council or a Delegated Committee were made in a meeting open to the public. This is because there were no items which met the met the definition of confidential business within the <i>Local Government Act 2020</i> .
<p><b>Consultation and Engagement</b></p> <p>Satisfaction with community consultation and engagement</p> <p>(Community satisfaction rating out of 100 with how council has performed on community consultation and engagement)</p>	59	59	59	<b>59</b>	In 2023, almost all councils that participated in the Victorian Local Government Annual Community Satisfaction Survey (CSS) received lower overall performance index scores than in 2022. This trend is reflective across the state with almost all individual service areas and core measures declining significantly for the second consecutive year. Despite this trend, our overall

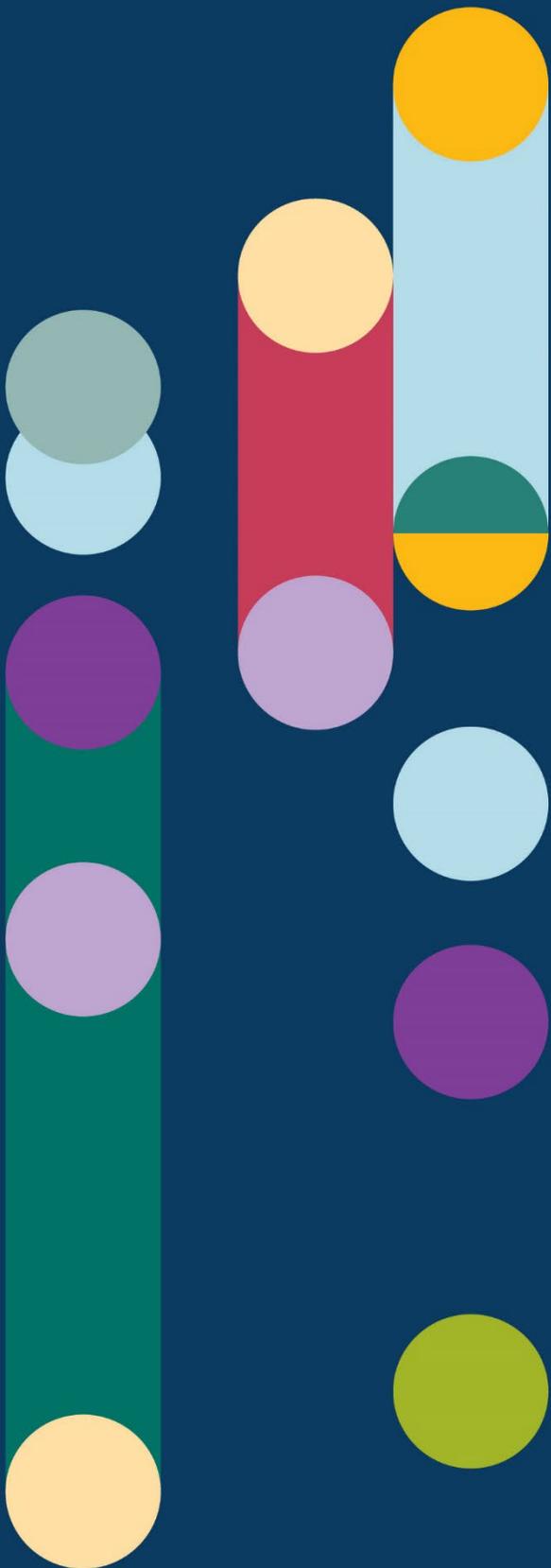
Measure	2019-20 Result	2020-21 Result	2021-22 Result	2022-23 Result	Comments
					<p>performance is still performing significantly higher compared to the metro and state-wide levels. Our score in consultation and engagement is also significantly higher compared to the metro and state-wide levels. Further research was conducted last year to gain deeper insights into the factors affecting community perception of Council's performance in consultation and engagement. This investigation resulted in the identification of 14 quick wins, 9 of which have now been implemented. Some of these actions include promoting community awareness of consultation and engagement, employing clearer language in our communications, intensifying our focus on hyper-local issues during consultations, and enhancing our follow-up procedures after consultations to ensure that community voices are not only heard but also valued. Initial results indicate a higher level of community awareness and higher participation in consultation and engagement (excluding the December to February period).</p>

Measure	2019-20 Result	2020-21 Result	2021-22 Result	2022-23 Result	Comments
<p><b>Attendance</b></p> <p>Councillor attendance at council meetings</p> <p>(The sum of the number of councillors who attended each council meeting / (Number of council meetings) x (Number of councillors elected at the last council general election) x 100</p>	98%	98%	98%	<b>98%</b>	Three councillors were an apology for three separate Council and Delegated Committee meetings during the quarter without a leave of absence.
<p><b>Service cost</b></p> <p>Cost of elected representation</p> <p>(Direct cost of the governance service / Number of councillors elected at the last council general election)</p>	\$52,684	\$47,095	\$53,352	<b>\$54,403</b>	The cost of elected representation is slightly higher compared to 2021-22 due to the frequency of Council meetings increasing.
<p><b>Satisfaction</b></p> <p>Satisfaction with Council decisions</p> <p>(Community satisfaction rating out of 100 with the performance of council in making decisions in the interest of the community)</p>	59	62	61	<b>59</b>	In 2023, almost all councils that participated in the Victorian Local Government Annual Community Satisfaction Survey (CSS) received lower overall performance index scores than in 2022. This trend is reflective across the state with almost all individual service areas and core measures declining significantly for the second consecutive

Measure	2019-20 Result	2020-21 Result	2021-22 Result	2022-23 Result	Comments
					<p>year. Despite this trend, our overall performance is still performing significantly higher compared to the metro and state-wide levels. Our score in community decisions is also significantly higher compared to the metro and state-wide levels. Perception in this area has historically been difficult to shift and Council has performed consistently on this measure between 59 and 63 for the past 10 years.</p>



# Governance Management



## Corporate Governance

### Governance

Council provides leadership and good governance to the municipal district and the local community.

Council's role includes:

- taking into account the diverse needs of our community in decision-making
- providing leadership by establishing strategic objectives and monitoring achievements
- ensuring resources are managed in a responsible and accountable manner
- advocating the interests of our community to other communities and governments
- fostering community cohesion and encouraging active participation in civic life.

Council maintains strong relationships with other tiers of government, neighbouring councils and organisations such as electricity and water distributors.

Formal decision-making processes are conducted through Council meetings and Delegated Committees. Council also delegates some decision-making to Council officers in accordance with policies that have been adopted by Council.

### Council meetings

Council meetings are open to the public and usually scheduled on the fourth Monday of each month. In accordance with the requirements of the Governance Rules, additional unscheduled Council meetings are called when required. Members of the community are welcome to attend and observe these meetings either in person or online. They can also submit a question to the Council. In FY2022-23, Council held eighteen (18) Council meetings.

Councillor attendance at Council meetings during FY2022-23:

Councillors	Total Council Meetings attended
Cr Felicity Sinfield (Mayor)	18
Cr Lisa Hollingsworth (Deputy Mayor)	16
Cr Jim Parke	18
Cr Victor Franco	17
Cr Wes Gault	18
Cr Di Gillies	18
Cr Jane Addis	18

Councillors	Total Council Meetings attended
Cr Cynthia Watson	13
Cr Susan Biggar	14
Cr Garry Thompson	16
Cr Nick Stavrou	16

Section 35 of the *Local Government Act 2020* (the Act) provides councillors the opportunity to seek from Council a leave of absence. The table below reflects the Council meetings which councillors had Council-approved leave of absence and therefore were not present at the meeting.

Councillors	Council Meeting dates where a councillor was granted a leave of absence
Cr Felicity Sinfield (Mayor)	
Cr Lisa Hollingsworth (Deputy Mayor)	19 June 2023
Cr Jim Parke	
Cr Victor Franco	26 June 2023
Cr Wes Gault	
Cr Di Gillies	
Cr Jane Addis	
Cr Cynthia Watson	14 November 2022, 21 November 2022, 28 November 2022, 22 May 2023
Cr Susan Biggar	26 July 2022, 14 November 2022
Cr Garry Thompson	28 November 2022, 26 June 2023
Cr Nick Stavrou	14 November 2022, 21 November 2022

## Delegated committees

Delegated committees established by Council and their purpose:

Special Committee	Councillors	Purpose
Urban Planning Delegated Committee	Cr Nick Stavrou (Chair) Cr Garry Thompson (Chair to November 2023) Cr Jane Addis Cr Jim Parke Cr Felicity Sinfield Cr Victor Franco Cr Wes Gault Cr Di Gillies Cr Lisa Hollingsworth Cr Cynthia Watson Cr Susan Biggar	To consider matters under the <i>Planning and Environment Act 1987</i> and the <i>Building Act 1993</i> .
Services Delegated Committee	Cr Di Gillies (Chair) Cr Lisa Hollingsworth (Chair to November 2023) Cr Jane Addis Cr Jim Parke Cr Felicity Sinfield Cr Victor Franco Cr Wes Gault Cr Cynthia Watson Cr Susan Biggar Cr Garry Thompson Cr Nick Stavrou	To consider matters that relate to the provision of services to the community of Boroondara.

Special Committee	Councillors	Purpose
Chief Executive Officer's Employment and Remuneration Delegated Committee	Cr Jane Addis (Chair) Cr Garry Thompson Cr Jim Parke Cr Felicity Sinfield Cr Victor Franco Cr Wes Gault Cr Di Gillies Cr Lisa Hollingsworth Cr Cynthia Watson Cr Susan Biggar Cr Nick Stavrou	To consider and make recommendations to Council regarding: <ul style="list-style-type: none"> <li>the selection and appointment of an Independent Advisor</li> <li>independent advice received from time to time from the Independent Advisor</li> <li>monitoring the Chief Executive Officer's performance against KPIs</li> <li>annual review of the Chief Executive Officer's performance against the KPIs</li> <li>the Chief Executive Officer's remuneration</li> <li>provisions to be suggested for inclusion in the Contract of Employment from time to time.</li> </ul>

## Code of conduct

The *Local Government Act 2020* (the Act) requires Council to review and adopt its Councillor Code of Conduct within four months after council elections. The Councillor Code of Conduct was adopted at the Council Meeting on 22 February 2021 in accordance with the requirements of the Act. A revised Councillor Code of Conduct was then adopted by resolution at the Council meeting held on 24 October 2022. Council's Code of Conduct:

- includes prescribed standards of conduct expected of councillors
- endeavours to foster good working relations between councillors, the community, and the Council administration to enable councillors to work together in the best interests of the local community
- mandates councillor conduct designed to build public confidence in the integrity of local government
- details the internal arbitration process to address accusations of a breach of the prescribed standards of conduct.

## Conflict of interest

Council requires conflicts of interest to be disclosed by councillors, members of delegated committees, Council officers and contractors.

A person has a general conflict of interest if an impartial, fair-minded person would consider the person's private interests could result in that person acting in a manner that is contrary to their public duty.

A person has a material conflict of interest if an affected person would gain a benefit or suffer a loss depending on the outcome of the matter.

While the procedures for making disclosures vary depending on the particular role and circumstances, in general they involve disclosing the relevant interest in accordance with the Governance Rules and then stepping aside from the relevant decision-making process or from the exercise of the public duty.

During FY2022-23, 17 conflicts of interest were declared at Council and Delegated Committee meetings.

## Councillor allowances

Under the *Local Government Act 2020* (the Act), Mayoral, Deputy Mayoral and Councillor allowances are now decided by the Victorian Independent Remuneration Tribunal (the Remuneration Tribunal).

On 7 March 2022, the Remuneration Tribunal made determination 01/2022 that applies to all Mayors, Deputy Mayors and councillors in all Victorian councils. This determination was varied and consolidated on 8 December 2022.

Councils are divided into three categories based on the income and population of each council. Boroondara is recognised as a Category 3 council. The value of the allowance in the determination includes superannuation.

Councillors are entitled to receive an allowance while performing their duties. The Mayor and Deputy Mayor are entitled to larger allowances. On 9 December 2022, Council elected a new Mayor and Deputy Mayor resulting in changes in allowances for four Councillors from this date.

Determination 01/2022 includes annual increases in allowances from 18 December each year of the five years duration of this determination. As a result, all councillors' allowances increased on 18 December 2022.

Finally, section 39(5) of the Act allows individual councillors to elect to:

- receive the entire allowance to which they are entitled; or
- receive a specified part of the allowance to which they are entitled; or
- receive no allowance.

During the last financial year, two councillors elected to receive less than the allowance that they were entitled to.

Allowances paid to each councillor during the year:

Councillors	Allowance
Cr Felicity Sinfield (Mayor from 9 December 2022)	\$85,727.48
Cr Jane Addis (Mayor until 9 December 2022)	\$73,440.50
Cr Lisa Hollingsworth (Deputy Mayor from 9 December 2022)	\$50,752.39
Cr Wes Gault (Deputy Mayor until 9 December 2022)	\$42,291.98
Cr Jim Parke	\$36,829.64
Cr Victor Franco	\$36,829.64
Cr Di Gillies	\$36,829.64
Cr Cynthia Watson	\$33,831.97
Cr Susan Biggar	\$36,829.64
Cr Garry Thompson	\$36,829.64
Cr Nick Stavrou	\$34,226.18

## Councillor expenses

Councillors are reimbursed for expenses incurred while performing their duties. Expenses for the FY2022-23 year are set out below:

Councillors	Information and Communication (\$)	Accommodation Travel Vehicle (\$)	Other expenses (\$)	Professional Development (\$)	Total (\$)
Cr Felicity Sinfield (Mayor)	976	7,559	1626	-	10,161
Cr Jim Parke	909	49	-	-	958
Cr Victor Franco	975	849	134	564	2,522
Cr Wes Gault	900	-	236	8,343	9,479
Cr Di Gillies	776	-	-	7,632	8,408
Cr Lisa Hollingsworth (Deputy Mayor)	976	1,201	91	3,370	5,638
Cr Jane Addis	1,216	563	165	-	1,944
Cr Cynthia Watson	976	3,008	1206	-	5,190
Cr Garry Thompson	976	-	-	399	1,375
Cr Nick Stavrou	976	-	73	1,154	2,203
Cr Susan Biggar	800	-	171	86	1,057

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 \$489 and Mayor Felicity Sinfield is \$5,638.

### Please Note

\* Councillor for Cotham Ward - Mayor from 9 December 2022 (current) and \* Councillor for Maling Ward - Mayor up to 8 December 2022

## Council advisory committees

This section provides an update on work undertaken by Council's advisory committees.

### Arts and Culture

Council Advisory Committee	Purpose of Committee	Comments
Boroondara Arts Advisory Committee	To provide feedback to support the promotion and delivery of arts programs in Boroondara.	The Boroondara Arts Advisory Committee has convened twice this year in March and June. Items considered by the councillor committee members included deaccession of specified works, donations to the Town Hall Gallery Collection and guiding principles for policy documents.
Boroondara Eisteddfod Advisory Committee	To provide support to Council in presenting the Boroondara Eisteddfod.	The Eisteddfod Advisory Committee has convened twice this year, in March and May. Items considered by the committee included final preparations and confirmation of details for the start of the 2023 Boroondara Eisteddfod.

### Community Planning and Development

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.	The Boroondara Community Safety Advisory Committee (BCSAC) met on 24 August, 23 November 2022 and on 22 February 2023.  The most recent meeting was a hybrid meeting held on Wednesday 24 May 2023 with the following agenda items discussed:

Council Advisory Committee	Purpose of Committee	Comments
		<ul style="list-style-type: none"> <li>• a presentation about the Glenferrie Oval revitalisation project and how Crime Prevention Through Environmental Design (CPTED) principles inform Council projects</li> <li>• an update on planning for Community Safety Month in October 2023</li> <li>• an update on Council's activities related to graffiti management</li> <li>• an update from Victoria Police about current crime and safety issues in Boroondara</li> <li>• an update from members about their current activities and emerging priorities.</li> </ul>
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.	<p>Recommendations for the 2023-26 Triennial Operational Grants were adopted by Council on 26 June 2023.</p> <p>The Community Strengthening Grants Review Panel met on 2 and 9 May 2023 to review the Small Grant applications. The Panel comprised three Councillors (Cr Sinfield, Cr Parke and Cr Stavrou). A report with recommendations was presented to Council on 10 July 2023. The recommended funding allocations focused on new activities and equipment purchases which align with Council's strategic objectives and priorities to deliver outcomes in alignment with the grant objectives.</p>

Council Advisory Committee	Purpose of Committee	Comments
		<p>Applications for the 2023-24 Annual Community Strengthening Grants opened on Monday 24 April 2023 and closed on Sunday 28 May 2023. Applications are being assessed.</p>
<p>Boroondara Public Health and Wellbeing Advisory Committee</p>	<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 (BPHWAC) met on 5 September, 28 November 2022 and 6 March 2023.</p> <p>The most recent meeting was a hybrid meeting held on Monday 5 June 2023 with the following agenda items discussed:</p> <ul style="list-style-type: none"> <li>• a progress report on Council’s alcohol harm community profile research project</li> <li>• a discussion on Council’s initiatives in the healthy eating space</li> <li>• a presentation discussion on Council’s Municipal Public Health and Wellbeing Annual Action Plan 2023-24 and Women’s Health Week initiatives</li> <li>• information sharing by members.</li> </ul>
<p>Community Disability Advisory Committee</p>	<p>To advise Council on strategies for identifying and addressing disability access and inclusion issues within the City of Boroondara.</p>	<p>The Boroondara Community Disability Advisory Committee (BCDAC) met on 14 September 2022, 30 November 2022, and 15 February 2023.</p> <p>The most recent meeting was held online on Wednesday 31 May 2023 and the following agenda items were discussed:</p>

Council Advisory Committee	Purpose of Committee	Comments
		<ul style="list-style-type: none"> <li>ways to improve disability inclusion in Library Services</li> <li>the draft Boroondara Disability Access and Inclusion Plan 2023-27</li> <li>the Public Realm Asset Manual.</li> </ul>

### Health and Wellbeing Services

Council Advisory Committee	Purpose of Committee	Comments
Boroondara Early Years Advisory Committee	To advise Council on a diverse and comprehensive range of matters relating to the provision of coordinated and responsive quality early and middle years services for families and their children living, working or learning in Boroondara.	The Early Years Advisory Committee has been dissolved. The Early Years and Middle Years Partnership Forum has commenced with a range of community agencies.

### Liveable Communities

Council Advisory Committee	Purpose of Committee	Comments
Marketplace Development Fund (MDF)	To determine on expenditure to promote Camberwell on Sundays and associated infrastructure with funds raised by Rotary.	The MDF meets regularly to determine on expenditure to promote Camberwell on Sundays. This year expenditure has been allocated to Assemblo to deliver an annual marketing program

Council Advisory Committee	Purpose of Committee	Comments
		including a series of articles for social media channels and four events during the year.  The Market Development Fund met on the following months: <ul style="list-style-type: none"> <li>• July 2022</li> <li>• September 2022</li> <li>• November 2022</li> <li>• February 2023</li> <li>• May 2023.</li> </ul>

## Formalised partnerships

Partnerships which have been entered into via formal agreement during FY2022-23 (e.g., Memorandum of Understanding)

Partnership Title and/or Purpose	Partner(s)	New or Renewal
Common Model Provisions (CMP) Project to co-design model provisions for three agreed local government permit types and develop a set of common provisions to consider for adoption by participating councils to reduce the regulatory burden on businesses and councils.	<ul style="list-style-type: none"> <li>• Department of Treasury and Finance</li> <li>• Melton City Council</li> <li>• Brimbank City Council</li> <li>• Greater Shepparton City Council</li> <li>• Moorabool Shire Council</li> <li>• Yarra City Council</li> </ul>	New

Partnership Title and/or Purpose	Partner(s)	New or Renewal
An alliance that focuses on protecting and improving the cultural, amenity and environmental value of the Gardiners Creek catchment for the benefit of the community and the environment.	<ul style="list-style-type: none"> <li>• Monash Council</li> <li>• AFL Victoria</li> <li>• Bicycle Network</li> <li>• Cricket Victoria</li> <li>• Deakin University</li> <li>• Field Naturalists Club of Victoria</li> <li>• Football Victoria</li> <li>• City of Glen Eira</li> <li>• Golf Australia</li> <li>• Kooyongkoot Alliance</li> <li>• Melbourne Water</li> <li>• City of Stonnington</li> <li>• Whitehorse City Council</li> <li>• Yarra Riverkeeper</li> <li>• Yarra Valley Water</li> </ul>	New
Boroondara Arts partnering with Musica Viva to present the prestigious Melbourne International Chamber Music Competition.	<ul style="list-style-type: none"> <li>• Musica Viva</li> </ul>	New
The partnership will focus on identifying resources, projects and activities which will support and align with the City's Boroondara Community Plan 2021-31 and Swinburne's 2025 Moonshot Strategy.	<ul style="list-style-type: none"> <li>• Swinburne University</li> </ul>	Renewal
Licence agreement signed with Melbourne Metro Train in 2023 to facilitate construction works to improve access to Maling Road laneway / entrance to Canterbury Station.	<ul style="list-style-type: none"> <li>• Melbourne Metro Train</li> </ul>	New

Partnership Title and/or Purpose	Partner(s)	New or Renewal
Partnership to deliver the 'Cooking up Connections' project with a Metropolitan Partnership Development Fund grant from State Government. Boroondara is the project lead.	<ul style="list-style-type: none"> <li>Bayside Council</li> <li>Glen Eira Council</li> </ul>	New
Partnership to deliver a life story filmmaking workshop as part of the Boroondara Seniors Film Festival.	<ul style="list-style-type: none"> <li>Hawthorn Community House</li> <li>Positive Ageing Digital Storytelling Inter-generational Project (PADSIP)</li> </ul>	New
Circular Resource Practices in Business Precincts - Willsmere Village Pilot. Led by Whittlesea City Council, the project is partially funded by the Circular Economy Councils Fund, delivered by Reground on behalf of Sustainability Victoria and the Victorian State Government. Reground will support businesses at Willsmere Village working collaboratively to implement different waste and recycling models to see effective, circular waste management systems implemented.	<ul style="list-style-type: none"> <li>Whittlesea City Council</li> </ul>	New
A new partnership agreement was entered into with Cirque du Soil as the new delivery partner for the Go Full Circle 2023 program. The Go Full Circle program is aimed at helping small businesses learn circular economy principles and balance economic, environmental, and social objectives.	<ul style="list-style-type: none"> <li>Cirque du Soil</li> </ul>	New

## Management

Council has implemented statutory and better practice items to strengthen its management framework. Strong governance and management frameworks lead to better decision-making by Council. The Act requires Council to undertake an assessment against a Governance and Management Checklist. Council's Governance and Management Checklist results are set out in the following pages. The below items have been highlighted as important components of the management framework:

### Audit and Risk Committee

The Audit and Risk Committee oversees and monitors the effectiveness of Council in carrying out its responsibilities for accountable financial management, good corporate governance, maintaining an effective system of internal control and risk management and fostering an ethical environment.

Memberships during FY2022-23:

Independent members	Date of membership
Mr John Watson (Chair)	Appointed 22 February 2021, reappointed as Chair on 27 July 2023
Ms Freya Marsden	Appointed 25 February 2020, reappointed 27 February 2023
Ms Fiona Green	Appointed 22 February 2021

Councillor members	Date of membership
Cr Cynthia Watson	November 2021 - December 2022
Cr Nick Stavrou	November 2020 - current
Cr Jim Parke	December 2022 - current

Attendance at Audit and Risk Committee meetings during FY2022-23:

Councillors	Total Committee Meetings attended
Mr John Watson (Chair)	4 of 4
Ms Freya Marsden	4 of 4
Ms Fiona Green	4 of 4
Cr Cynthia Watson	1 of 1
Cr Nick Stavrou	4 of 4
Cr Jim Parke	2 of 3

The Committee has three independent members and two councillors. Independent members as at 30 June 2023 were Mr John Watson, Ms Freya Marsden and Ms Fiona Green. Independent members are appointed for a three-year term, with a maximum of two terms. The chair is elected from the independent members. Ms Freya Marsden was re-appointed for a second term in February 2023.

The Audit and Risk Committee meets four times a year. The internal auditors, Chief Executive Officer and Manager Governance and Legal attend all Audit and Risk Committee meetings. Other management representatives attend as required to present reports. The external auditors attend in May and September each year to present the audit plan and independent audit report. Recommendations from each Audit and Risk Committee meeting are subsequently reported to and considered by Council.

## Internal audit

Council's internal audit provides independent and objective assurance that appropriate processes and controls are in place across Council. Crowe Findex is the firm appointed by Council as Internal Auditors replacing Pitcher Partners in December 2022.

A risk based three-year Strategic Internal Audit Plan (SIAP) is prepared and considers Council's risk framework, the Council Plan, the impact of any change on operations, systems or the business environment, prior audit coverage and outcomes and management input. The SIAP is reviewed and approved by the Audit and Risk Committee annually.

The internal auditor attends each Audit and Risk Committee meeting to report on the status of the internal audit plan, provide an update on the implementation of audit recommendations and to present findings of completed reviews. The responsible Director and Manager for each area reviewed are required to attend the Audit and Risk Committee meetings to respond to questions in relation to the review.

All audit issues identified in internal audit reports are risk rated. Recommendations are assigned to the responsible manager and tracked in Council's performance management

system. Managers provide status updates quarterly which are reviewed by the Internal Auditor and reported to the Executive Leadership Team and the Audit and Risk Committee. The Audit and Risk Committee monitors all recommendations until completion.

Quality assurance is measured through client satisfaction surveys for each review, the annual Audit and Risk Committee self-assessment, completion of the internal audit plan and benchmarking against other internal audit functions.

The following internal audit reviews were conducted as part of the internal audit plan for FY2022-23:

- Asset Management
- Business Continuity Planning
- Legislative Compliance Management
- Follow Up review (commenced)
- Privacy and Third Party (commenced)
- Panel Contractors (commenced)
- Special Charge Scheme (commenced).

## External audit

Council is audited externally by the Victorian Auditor-General's Office (VAGO).

## Risk management

Council has a Risk Management Framework and Policy in line with current best practice in the management of business enterprise risks and current AS ISO 31000:2018 guidelines.

The Risk Management Framework and Policy addresses:

- risk management culture and branding
- communication and training
- best practice in risk management
- responsibilities of and to internal and external stakeholders
- risk registers and risk management software development
- the Council planning cycle, budget cycle and annual audit cycle
- a performance measurement system to determine the effectiveness of the framework.

## Governance and Management Checklist

Results of Council's assessment against the prescribed governance and management checklist:

Commitments	Status
<p><b>1. Community engagement policy</b> (policy under section 55 of the Act outlining Council's commitment to engaging with the community on matters of public interest)</p>	<p>Adopted in accordance with section 55 of the Act: Yes Date of operation of current policy: 22/02/2021</p>
<p><b>2. Community engagement guidelines</b> (guidelines to assist staff to determine when and how to engage with the community)</p>	<p>Guidelines: Yes Date of operation of current guidelines: 14/12/2022 The Community Engagement Policy 2021-26 was adopted in February 2021.</p>
<p><b>3. Financial Plan</b> (plan under section 91 of the Act outlining the financial and non-financial resources required for at least the next 10 financial years)</p>	<p>Adopted in accordance with section 91 of the Act: Yes Date of adoption: 25/10/2021</p>
<p><b>4. Asset Plan</b> (plan under section 92 of the Act setting out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)</p>	<p>Adopted in accordance with section 92 of the Act: Yes Date of operation of current plan: Boroondara Asset Plan 2022-23 to 2032-33: 27/06/2022</p>
<p><b>5. Revenue and Rating Plan</b> (plan under section 93 of the Act setting out the rating structure of Council to levy rates and charges)</p>	<p>Adopted in accordance with section 93 of the Act: Yes Date of operation of current strategy: 28/06/2021</p>
<p><b>6. Annual budget</b> (plan under section 94 of the Act setting out the services to be</p>	<p>Adopted in accordance with section 94 of the Act: Yes Date of adoption: 19/06/2023</p>

Commitments	Status
provided and initiatives to be undertaken over the next 12 months and the funding and other resources required)	
<b>7. Risk policy</b> (policy outlining Council’s commitment and approach to minimising the risks to Council’s operations)	Policy: Yes Date of operation of current policy: 23/05/2022
<b>8. Fraud policy</b> (policy outlining Council’s commitment and approach to minimising the risk of fraud)	Policy: Yes Date of operation of current policy: 28/06/2021
<b>9. Municipal emergency management plan</b> (plan under section 60ADB of the <i>Emergency Management Act 2013</i> for emergency mitigation, response and recovery)	Prepared and maintained in accordance with section 60ADB of the <i>Emergency Management Act 2013</i> : Yes Date of preparation: 25/05/2023 Approved by Regional Emergency Management Planning Committee on 23 August 2023.
<b>10. Procurement policy</b> (policy under section 108 of the Act outlining the principles, processes and procedures that will apply to the purchase of goods and services by the Council)	Adopted in accordance with section 108 of the Act: Yes Date of adoption: 13/12/2021
<b>11. Business continuity plan</b> (plan setting out the actions that will be taken to ensure that key services continue to operate in the event of a disaster)	Plan: Yes Date of adoption: 16/02/2021 Date of operation of current plans <ul style="list-style-type: none"> <li>• Arts and Culture: 06/09/2022</li> </ul>

Commitments	Status
	<ul style="list-style-type: none"> <li>• Asset and Capital Planning: 14/02/2023</li> <li>• Building Services: 26/09/2022</li> <li>• Capital Projects: 17/02/2023</li> <li>• Chief Financial Office: 20/02/2023</li> <li>• Civic Services: 20/09/2022</li> <li>• Community Planning and Development: 27/02/2023</li> <li>• Customer and Communication: 20/02/2023</li> <li>• Environmental Sustainability and Open Spaces: 28/02/2023</li> <li>• Governance and Legal: 03/03/2023</li> <li>• Health and Wellbeing Services: 20/09/2022</li> <li>• Library Services: 21/02/2023</li> <li>• Liveable Communities: 06/09/2023</li> <li>• Major Project Interface: 20/02/2023</li> <li>• People, Culture and Development: 06/03/2023</li> <li>• Planning and Placemaking: 03/03/2023</li> <li>• Strategy and Performance: 21/12/2021</li> <li>• Traffic and Transport: 16/02/2023</li> <li>• Transformation and Technology: 16/02/2023</li> <li>• Facilities, Waste and Infrastructure: 03/03/2023</li> </ul>

Commitments	Status
<p><b>12. Disaster recovery plan</b> (plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)</p>	<p>Plan: Yes Date of operation of current plan: 20/07/2023</p>
<p><b>13. Risk management framework</b> (framework outlining Council's approach to managing risks to the Council's operations)</p>	<p>Framework: Yes Date of operation of current framework: 23/05/2022</p>
<p><b>14. Audit and Risk Committee</b> (advisory committee of Council under section 53 and 54 of the Act)</p>	<p>Established in accordance with section 53 and 54 of the Act: Yes Date of establishment: 28/06/2021 Note: Council has had an Audit and Risk Committee from the date of its establishment. The Audit and Risk 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 25 July 2022.</p>
<p><b>15. Internal audit</b> (independent accounting professionals engaged by the Council to provide analyses and recommendations aimed at improving Council's governance, risk and management controls)</p>	<p>Engaged: Yes Date of engagement of current provider: 19/12/2022</p>
<p><b>16. Performance reporting framework</b> (a set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 98 of the <i>Local Government Act 2020</i>)</p>	<p>Framework: Yes Date of operation of current framework: 25/10/2021</p>

Commitments	Status
<p><b>17. Council Plan reporting</b> (report reviewing the performance of the Council against the Council Plan including the results in relation to the strategic indicators for the first six month of the financial year)</p>	<p>Report: Yes Date of operation of current report: 27/02/2023</p>
<p><b>18. Financial reporting</b> (quarterly statements to the Council under section 97(1) of the <i>Local Government Act 2020</i>, comparing actual and budgeted results and an explanation of any material variations)</p>	<p>Reports presented to the Council in accordance with section 97(1) of the Act: Yes Date statements presented:</p> <ul style="list-style-type: none"> <li>• 22/08/2022</li> <li>• 28/11/2022</li> <li>• 27/02/2023</li> <li>• 22/05/2023</li> </ul>
<p><b>19. Risk reporting</b> (six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)</p>	<p>Reports: Yes Date of reports:</p> <ul style="list-style-type: none"> <li>• 27/02/2023</li> <li>• 26/06/2023</li> <li>• 22/05/2023</li> </ul>
<p><b>20. Performance reporting</b> (six-monthly reports of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 98 of the Act)</p>	<p>Reports: Yes Date of reports:</p> <ul style="list-style-type: none"> <li>• 28/11/2022</li> <li>• 27/02/2023</li> </ul>

Commitments	Status
	<ul style="list-style-type: none"> <li>22/05/2023</li> </ul>
<p><b>21. Annual report</b> (annual report under sections 98 and 99 of the <i>Local Government Act 2020</i> containing a report of operations and audited financial and performance statements)</p>	<p>Presented at a meeting of the Council in accordance with section 100 of the Act: Yes Date of adoption: 24/10/2022</p>
<p><b>22. Councillor Code of Conduct</b> (code under section 139 of the Act setting out the standards of conduct to be followed by councillors and other matters)</p>	<p>Reviewed in accordance with section 139 of the Act: Yes Date of adoption: 24/10/2022</p>
<p><b>23. Delegations</b> (documents setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff, in accordance with sections 11 and 47 of the Act)</p>	<p>Delegations reviewed in accordance with section 11(7) of the Act and a register kept in accordance with sections 11(8) and 47(7) of the Act: Yes</p> <ul style="list-style-type: none"> <li>CEO Powers - 01/06/2023</li> <li>CEO powers (Vic Smart) - 07/03/2022</li> <li>CEO sub-delegation to CFO, DCS, DCT, DPS, DUL and EMPDC (all separate instruments) - 07/03/2022</li> <li>CEO sub-delegation to Council staff - 16/01/2023</li> <li>Council to CEO - 28/02/2022</li> <li>Council to Council staff - 27/03/2023</li> <li>Council to SDC - 26/07/2021</li> <li>Council to UPDC - 26/07/2021</li> <li>Council to CEOERDC - 09/03/2022</li> </ul>

Commitments	Status
<b>24. Meeting procedures</b> (Governance Rules under section 60 of the Act governing the conduct of meetings of Council and delegated committees)	Governance Rules adopted in accordance with section 60 of the Act: Yes  Date Governance Rules adopted: 26/09/2022

I certify that this information presents fairly the status of Council's governance and management arrangements.



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**Cr Felicity Sinfield**  
**Mayor**  
Date: 25/09/2023  
Camberwell



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**Phillip Storer**  
**Chief Executive Officer**  
Date: 25/09/2023  
Camberwell

## Statutory Information

The following information is provided in accordance with legislative and other requirements applying to Council.

The following documents are available for inspection as required by the *Local Government Act 2020* (the Act) and Council's Public Transparency Policy:

### Documents such as:

- Plans and Reports adopted by Council
- Council Policies
- Project and Service Plans
- Service Agreements, Contracts, Leases and Licences
- relevant technical reports and/or research which inform Council's decision making.

### Process information such as:

- application processes for approvals, permits, grants, access to Council services
- decision-making processes
- Guidelines and Manuals
- Community Engagement Processes
- Complaints Handling Processes.

### The following Council Information will be available at Council offices or on Council's website:

- Governance Rules (including election period policy)
- Meeting agendas
- Minutes of meetings
- Audit and Risk Committee Charter
- Instruments of Delegation for Delegated Committees
- Gift Registers for Councillors and Council Staff
- Travel Registers for Councillors and Council Staff
- Registers of Conflicts of Interest disclosed by Councillors and Council Staff
- Registers of Leases entered into by Council
- Register of Delegations under sections 11(8) and 47(7)
- Register of Authorised Officers
- Register of Election Campaign Donations as per section 307(2)
- Summary of Personal Interests

- information about any proposed special rate, special charge or combination of both under section 163 of the Act
- Councillor and a member of a delegated committee Expenses Policy
- copies of Boroondara's Local Laws (section 75)
- information about any declared differential rates (section 161)
- any other Registers or Records required by the *Local Government Act 2020* (the Act) or any other Act.

## Continuous improvement

Our commitment to continuous improvement and innovation is supported by our Transforming Boroondara program. The program focuses on three areas: people, systems and process improvement. The people stream includes both our community and our employees with a focus on new ways of working to improve responsiveness and uplift in service delivery. The systems stream involves improving our technology, business and records systems, customer relationship systems and online services. The process improvement stream examines work processes with a view to improve them to deliver customer experiences that meet our community's expectations. During the year, the most significant continuous improvement activities included:

### Theme 1: Community, Services and Facilities

- Council has established a new procedure for missed bins and bin repairs. Customers are now called back at the end of the day to inform them we visited their property to remove and return the bin to the Riversdale Depot for repair. The caller also informs the customer on when a new bin will be delivered. In addition, we are also updating customers via a phone call when we have gone to collect a missed bin and it was not presented or could not be found. This process has reduced the number of complaints and callbacks from customers. On average, we are calling approximately 10-20 customers a day.
- The Skip Bin Permit Process was reviewed on behalf of Services Victoria. To streamline the permit process, a new automated digital e-form was created. The e-form takes the payment upfront and reduces Council's debt liability. The debt has been reduced to almost \$0 as at 30 June 2023.
- The Drainage Service Team has moved to an electronic workflow process for the drainage service. Previously, the team would collect the jobs from a tray each morning. Now the drainage team are assigned the job via the Conquest system, which they access via a mobile device. This ensures faster job updates and removes duplication from Council's corporate systems.
- The Health Services Team evaluated and streamlined its annual renewal process for about 1,500 businesses each year. The review was finalised in November 2022 and resulted in efficiencies for the Administration Team in reducing the amount of time spent on renewing businesses.

- Council reviewed its standard operating procedures for the Homelessness Protocol. The review of the process ensures that staff are clear about the process for responding to reports of homelessness.
- The Summer in the Park program is a popular outdoor series of events held each year. The program continued to be delivered through the pandemic with significant changes to the scale and location of event delivery. The community provided feedback on these changes, some of which have been integrated into the 2023 program. Updates include the ability to interact in small intimate performances where the community can directly participate and engage with the artists, lighter footprint of infrastructure on the parks and gardens and enhanced lighting, and use of environmentally friendly materials.
- Council has introduced an updated Technology Membership Card for individuals aged over 18 years to access computers and printing services, along with gaining access to online resources. The membership only requires proof of name and is valid for two years, rather than the previous seven-day temporary membership that was limited to printing and computer access.
- Library officers undertook a review and analysis of junior non-fiction and folio (large items) usage at Kew Library and determined it was under-utilised. As a result, a merge of these collections was trialled, together with a change of location of these books, to see if this would improve use (number of loans). Usage figures (number of loans) have increased by over 20% and feedback from library members is very positive.
- A review of the Seniors Group Grants Program was undertaken, which identified several improvement opportunities to deliver a more equitable and accessible grants program, which will support more groups to provide valuable, healthy ageing programs and activities for Boroondara residents. As a result of this review, applications will now be undertaken via Smarty Grants, in line with other Council grants programs.

## **Theme 2: Parks and Green Spaces**

- The Capital Projects Team are developing a Project Management Framework to provide a consistent process across Council to plan, execute and monitor projects.
- The introduction of a mobile-friendly version of our Asset Management System has enabled staff to generate and execute tasks in the field, resulting in increased productivity, timeliness, and quality of service.

## **Theme 3: The Environment**

- The Bulk Leaf Collection service was reviewed. Updates included the installation of signs in streets which displayed service dates and requests for vehicles to be parked off the street for better service. Furthermore, residents can find the dates of service by typing their address into a form on Council's webpage. In addition, Council trialled a fortnightly street sweeping service, rather than monthly, during the bulk leaf collection period to provide a higher service level to all streets during autumn.

- The exploration and utilisation of recycled and low energy products in projects to reduce landfill and energy consumption has been undertaken. Projects include porous pavements, the use of recycled concrete as a sub-base and the recycling of plastics.
- The Capital Projects Team has updated their project checklist to incorporate learnings from previous projects. An example is the inclusion of the identification of trees near future construction sites, which require retention and protection during construction.

#### **Theme 4: Neighbourhood Character and Heritage**

- The Strategic Planning Team has received councillor endorsement to implement a new Community Heritage Nomination Process to consider heritage proposals from members of the community. This process is largely complete and implementation will commence in July 2023.
- Statutory Planning Teams have been working on a range of process improvements including pre-application processes. Potential applicants will be encouraged to use a new pre-application process which provides more formal written advice from Council planners prior to the submission of a planning application.
- A cross-department effort to improve how we assess and process drainage matters to improve efficiency and customer service levels has occurred.

#### **Theme 5: Moving Around**

- The Asset and Capital Planning Team have reviewed and updated our Street Light Assessment Process. Through an audit of all Council-owned lighting and the procurement of lighting assessment desktop software, requests can now be assessed by Council staff, improving response times resulting in cost savings that have been redirected to lighting upgrades.
- The Parking Services Administration Team has reviewed and improved our Infringement Review process to ensure better compliance with legislative practices under the *Infringements Act 2006*. The e-form has been enhanced to give more upfront information to the customer when submitting their application for a review. This also assists with faster review times by Infringement Review Officers within the team.
- Infringement Appeals templates have also been updated, alongside letters to make them more responsive to customers' individual circumstances.
- Fortnightly meetings with the Transport Management Team have been implemented to proactively monitor and progress projects and contribute to the development of a forward works program to identify, guide and plan for future works.

#### **Theme 6: Local Economy**

- In 2022, Council partnered with the cities of Melbourne and Stonnington, Sustainability Victoria, and Circular Economy Victoria to deliver the inaugural Go Full Circle Program. The program supports small businesses to learn circular economy

principles and balance economic, environmental, and social objectives through a series of workshops and consultation sessions. In a first of its kind, this program targeted businesses in the retail and services sectors.

- A Monitoring and Evaluation Report was also developed to comprehensively review the program from inception to completion and provided recommendations for enhancement opportunities going forward.
- The Special Rate and Charge Schemes underwent a comprehensive review, including an update of procedure documents, checklists, and templates ready for the 2023-24 financial year.
- The Local Economies Team have introduced an ongoing parklet program to activate local shopping precincts, enabling local businesses to contribute to expanding their dining spaces by applying for a seasonal or annual parklet.
- Local Economies, in conjunction with the Environmental Sustainability and the Open Space department, initiated and delivered the Go Full Circle Program. This program was designed for local, small-medium sized businesses in the hospitality, retail and services industries, to assist them to incorporate sustainability practices into their businesses, to drive stronger environmental and social outcomes for their businesses and the community.
- The Local Economies Team has developed and implemented a cross-Council working group focussed on Boroondara's shopping centres to improve collaboration and enhance Council supported services to these valued community assets.

## **Theme 7: Leadership and Governance**

- Significant changes were made to the Citizenship Ceremony process, which included the increase in both the number of ceremonies conducted as well as the number of citizens conferred.
- The Strategic Asset Management Team have delivered the Asset Management Policy and Strategy. The purpose of the Strategy is to enable continuous improvement in how Council plans for and manages its infrastructure assets to ensure it provides the greatest value to the Boroondara community.
- The Drainage Team, in collaboration with the Planning Department, have developed Engineering Guidelines to provide developers, engineers, and planners with consistent standards for designing and developing infrastructure within Boroondara. The primary objectives of these Guidelines are to:
  - Document Council's standards for the municipality's design and development of infrastructure
  - Ensure quality infrastructure is delivered to the benefit of the residents and community.

The guidelines will now be incorporated within the planning process to improve information and requirements for those undertaking property development within Boroondara.

- The 2021-22 Annual Report has been streamlined and improved to provide an accessible and more readable design of the document for the intended audience, our community.
- The successful roll out of two Innovation Academies has seen 16 staff from across the organisation learn Council's innovation process and apply it to real world challenges and opportunities, in an effort to make change that adds value to the organisation.
- The Customer Research and Insights Team have updated the Voice of the Customer Program, with the aim to deliver a holistic suite of customer feedback programs to enable effective customer experience performance measurement as well as continuous analysis, reporting and insight into overall trends in customer satisfaction and service experience.
- Council has continued to develop our relationship with the Traditional Owners, the Wurundjeri Woi-Wurrung Cultural Heritage Aboriginal Corporation, through regular cultural consultation sessions and the Internal Boroondara Reconciliation Advisory Committee. Council has adopted a flexible approach to working with the Wurundjeri Woi-wurrung Elders to ensure we build and develop respectful, genuine relationships focused on trust, cultural understanding and reciprocity and continue to improve the process for consulting with the Elders on key projects.
- Council's Customer Connect Team has worked with the Digital Team to integrate pet amendment and parking permit webforms to Council's Customer Relationship Management system. This process update has eliminated the requirement of manual registration of emails, which has increased staff capacity to resolve customer's enquiries more efficiently and effectively.
- Improvement to website content to assist customers find information more easily and to ultimately self-serve has been undertaken on the following pages - abandoned vehicles, Christmas tree collections, noise complaints, business support service and accessible parking permits.
- The Strategic Communications Team continues to focus on accessibility initiatives to improve the usability of our Council communications channels for everyone in our community. This year we made improvements to the design of Council publications and templates. We also trailed a new multilingual translation tool on Council's consultation website, Engage Boroondara. This new function proved effective in enabling community members to choose from 10 languages when participating in Boroondara's Multicultural Action Plan consultation. Accessibility remains a priority and we are investigating further ways we can improve our customer's experience when using our communications channels.
- Council's People Culture and Development Team has updated the pre-employment medical to now include mental health checks to support reasonable adjustments and to prevent injuries.
- A new survey was created to understand customer experience and identify improvement opportunities related to the Preschool Field Officer program.

Kindergarten teachers are surveyed after receiving capacity building support from the program.

- The Immunisation Service implemented a customer satisfaction survey, which is sent to customers after every Immunisation session. The feedback collected assists in improving processes and customer experience.
- Our annual Maternal and Child Health survey was sent to Boroondara families to complete. The feedback collected assists in improving processes and customer experience.
- With the support of the Cyber Security Team in Council, Libraries are continuously reviewing policies and procedures related to customer data. Consequently, several changes have occurred including changes to the self-service kiosks and encryption of library notices.
- Council's Contracts Team has implemented the VendorPanel Advanced Contracts for improved contract management.
- The Property Team have introduced an e-form to receive building permit documentation pursuant to section 30 of the *Building Act 1993* and associated lodgement fees electronically by Private Building Surveyors (PBS). In addition, an e-form to receive applications and associated fees electronically has been implemented pursuant to section 29a of the *Building Act 1993*.

## Consultation

All departments are required to undertake internal and external consultation. Our Community Engagement Policy 2021-26 ensures we communicate openly and actively in response to community concerns. Meaningful community engagement is essential for Council to represent the community and provide high standards of leadership.

Engagement and consultation programs included:

### Theme 1: Community, Services and Facilities

- Council officers worked with early childhood services to consult on the renewal of JJ McMahon Memorial Kindergarten and Rowen Street Kindergarten.
- Council officers worked with relevant stakeholders to consult on the renewals of Willsmere Reserve, Lynden Park, Ferndale Park, Canterbury Sportsground and Frog Hollow pavilions. Consultation included drop-in sessions, mail outs to residents, site signage and surveys via the Engage Platform. All projects are now progressing with relevant feedback incorporated.
- The Immunisation Service Team has onboarded the Victorian Department of Health's web-based platform, Central Immunisation Records Victoria (CIRV). Relevant stakeholders internally were consulted as well as the Department of Health to ensure data security, transparency and accessibility was maintained. All consulted representatives supported the use of CIRV. This software implementation is progressing with relevant feedback incorporated.

- Lynden Park Pavilion consultation engaged sports users, neighbourhood centres and the broader community to help shape the design of the pavilion.
- Feedback has been sought from stakeholders and audiences after each performing arts event (including Summer in the Park and Eisteddfod programs). This consultation informs future programming decisions, venue utilisation and selection of artist.
- During 2022-23, participants attending library events were surveyed about their experience attending events and asked what they would like to see in the future. Based on the feedback received, most events have reverted to be held in-person with a limited number continuing to be held online across 2023-24 to meet community needs.

## **Theme 2: Parks and Green Spaces**

- Community consultation on Hays Paddock shaped the re-design of a popular regional playground. Consultation was held with specialised stakeholders, which support the community with disabilities. The outcome is an exciting playground, with a billabong theme. Construction will commence soon.
- Community consultation on the Ferguson Stand demolition and landscape works provided valuable feedback. The former Ferguson Stand has been demolished and the space has been returned to public open space. Pedestrian access between the Michael Tuck Stand and Weightlifting Centre, and access via the nearby rail underpass from Lynch Street has been kept.

## **Theme 3: The Environment**

- The Sustainable Habits Survey was undertaken to provide insights into the actions our residents are taking to minimise their impact on the climate. Council is utilising the data to highlight what our residents are doing well and to take into consideration suggestions for areas of improvement.
- Community consultation on the Myrtle and Macleay Park Master Plan gathered information from residents and sporting clubs who utilise the reserves to inform a design for the park. The draft master plan will be created based on these inputs and will be made available for further consultation in 2023-24.
- Community consultation on the Willsmere Pavilion has led to the development of an alternative draft design in a different location of the reserve. This alternative design includes the same spaces as the previous design but shifts its location further to the western side of the existing pavilion. As per the original design, this alternative location still ensures the new pavilion will allow free flow of flood waters and won't cause any significant rise in flood level. This alternative draft design is shaped around the existing trees to minimise impact on them. Following the second consultation, results will be shared with the community in September 2023.
- Lynden Pavilion community consultation led to the development of new and upgraded change rooms with female-friendly facilities, as well as a new unisex toilet that people can access from outside of the building 7 days a week. Other features included

improved access to both ovals, car parks and the pathways to the pavilion, upgrades to the umpire's room, first aid room and increased storage.

- Mary MacKillop Playground community consultation resulted in retention of the castle theme playground, play options for younger and older children like rockers, swings and netball hoop, and timber style play unit with turret roof and slides.
- Community consultation carried out for John August Reserve dog off lead areas resulted in making the park safer for everyone. The design provides a safe and accessible entrance to the park for people on bikes, people with prams, people with wheelchairs, and people walking their dog and improves the look of Mont Albert Road entrance through greenery and new plantings. Additional seating, picnic table and drinking fountain will further improve the reserve for community use and enjoyment.

#### **Theme 4: Neighbourhood Character and Heritage**

- The draft Housing Strategy was released for community consultation in early 2023. Feedback was received from across the municipality and was generally supportive of the draft.
- The Municipal Building Surveyor and Senior Technical Advisor regularly consulted the following State Government Agencies:
  - Cladding Safety Victoria (CSV) with the aim of finding solutions for low risk rated buildings with combustible cladding.
  - Fire Rescue Victoria (FRV) with regards to conducting Essential Safety Measures (ESM) audits and checking for maintenance in high rise buildings.
  - Building Services took part in the stakeholder consultation process for the proposed *Building Act 1993* Amendment and Building and Planning reform in Victoria.
  - The Building Services Team was consulted by the Department of Treasury and Finance with regards to common Council and Statutory Permit Applications, including the regulatory requirements involving construction projects associated with businesses and property owners. The aim of this consultation was to map and streamline processes during the life of a project to assist the State Government understand the 'regulation and construction journey', including the costs associated with typical small to medium scale building projects.

#### **Theme 5: Moving Around**

- Council formally considered and adopted the Boroondara Bicycle Strategy in July 2022. A high level of community feedback was received with a total of 664 responses to the online survey and a further 195 written submissions. There were also 2,963 page visits on the Bicycle Strategy consultation pages on our website.
- During the Melbourne Water sewer replacement works, investigations commenced to keep the one-way access in Creswick Street from Burwood Road to Denham Street permanently closed. Extensive area wide consultation occurred through letter drops to residents, key stakeholders including sporting clubs and schools and information

was placed at several locations on site. Meetings with key stakeholders also occurred. The extensive feedback received was included in a report to Council and Council resolved to proceed with the closure in December 2022.

- In late 2022, community consultation was undertaken on the proposal for a ramp connection to the Anniversary Trail at Mont Albert Road to improve access, safety, and security. Residents within a 500m radius of the site as well as users of the Anniversary Trail were consulted through consultation posters at strategic locations of the trail. Feedback was encouraged through the Engage Boroondara website and social media. Council approved the proposal on 10 July 2023.

## Theme 6: Local Economy

- Community Consultation was undertaken in October 2022, as part of the new Footpath Trading Policy and Guidelines for Outdoor Dining, Outdoor Structures and Parklets. Businesses supported the guidelines to promote small business and support community activation.
- The updated draft Glenferrie Place Plan was released for community consultation in early 2023. Substantial feedback was received from residents and traders, with targeted feedback sought on specific car parking options.
- The Camberwell Junction Place Vision was released for community consultation in late 2022. Feedback was received from residents and traders who were generally supportive of the Vision.
- Consultations to seek feedback on the draft Economic Development and Tourism Strategy (now the draft Economic Development and Visitor Enhancement Strategy) was undertaken between 25 January and 10 March 2023. Key stakeholders including businesses, traders' associations, residents, visitors, community organisations and groups as well as visitors to Boroondara were invited to provide feedback on the draft Strategy via the Engage Boroondara platform.

A total of 96 respondents responded to the survey, of which 43 provided comments or suggestions. Most of the comments and suggestions were related to the four priority areas of the draft strategy. Half of the respondents ranked 'Thriving and Engaging Activity Centres and Shopping Precincts' as the most relevant priority area.

- Consultations on introducing three new Special Rate and Charge Schemes for Ashburton, Maling Road and Greythorn were undertaken. During the public consultation period, two of the Scheme areas received submissions, as outlined below:
  - Ashburton: One submission in the form of a valid objection was lodged in respect of one property that will be subject to the Proposed Scheme
  - Maling Road: One submission in the form of a valid objection was lodged in respect of one property
  - Greythorn: No submissions received.
- Community consultation was conducted from 23 August 2022 to 20 September 2022 on the new and updated Boroondara Outdoor Trading Guidelines, which brought the

existing footpath trading into the new outdoor trading package that offers parklets (previously delivered through the Victorian Government COVID-recovery grants program) and outdoor dining structures. Key stakeholders were engaged including traders, trader associations, current outdoor trading permit holders and the community. A total of 161 respondents provided comment. Due to the overall positive feedback, Council endorsed the Boroondara Outdoor Trading Policy and Guidelines, including Parklet Guidelines in November 2022.

## **Theme 7: Leadership and Governance**

- Focus group discussions were held with residents to gain feedback on their understanding of consultation and engagement and their expectations. The results informed an improvement project to raise awareness and communication of consultation opportunities and outcomes among residents.
- An annual survey with residents to understand customer experience across ten Council service areas was undertaken in late 2022. This survey aims to understand the journey of customers who have had a direct interaction with Council and specific areas of satisfaction. Importantly this survey tracks against Council's customer satisfaction target of 75%. A key outcome of the survey was specific actions based on the insights developed by each Manager of the ten service areas, which will be tracked across 2023-24.
- Consultation was undertaken with youth-focused organisations, other youth departments in local councils, and council's Youth Voice Reference Group to better understand ways that Council can better engage with young people. The consultation resulted with a focus on increasing the voice of young people in council decision making.
- Consultation was undertaken with seven neighbouring inner-city local councils to better understand the under provision of community sport and recreation facilities. The consultation helped validate action already being undertaken by Council's Sport and Recreation Team, as well as uncovering opportunities to better measure their overall usage and the resulting benefit to the community.
- To inform the development of the next Multicultural Action Plan, community consultation was undertaken in April 2023. Council received 216 responses with over 50 completed in languages other than English. A survey was also undertaken of community organisations that work with our culturally diverse community with 56 surveys completed. Analysis of the findings will inform the development of Council's next Multicultural Action Plan.
- As part of Council's service improvement work on improving the infringement appeals process, the team consulted with relevant internal stakeholders with the aim of streamlining processes and templates and improving responsiveness to infringement appeals.
- Consultation with the Internal Boroondara Reconciliation Advisory Committee around Reconciliation Week and NAIDOC week programming, acknowledgement of country and acknowledgement of country at children's events.

## Benchmarking

Benchmarking is the practice of measuring Boroondara's performance and practices in key areas and comparing them with similar organisations to find ways of achieving better results. Comparison could be with other local governments or private sector organisations. Benchmarking our services often reveals performance gaps that need to be closed, helps find the best practices in a particular area and ultimately helps Council to be more accountable to the community.

Benchmarking activities included:

### Theme 1: Community, Services and Facilities

The following key benchmarking activities under Theme 1 included:

- Kindergarten central registration and enrolment of other councils' implementation of software to facilitate the electronic registration and enrolment of children in kindergarten to meet the State Government's priority of access and kindergarten funding criteria.
- Sport and Recreation allocation and fees and charges with similar councils to help support policy development.
- Understand how local governments in the Eastern Metropolitan Region and surrounds were approaching activities related to the Prevention of Violence Against Women to inform our approach to the 16 Days of Activism campaign and other activities. This resulted in a more consistent approach to targeted capacity building programs for the community.
- Event sponsorship opportunities with 16 local councils across Australia. The insight will inform opportunities seeking external sponsorship support in the future.
- Venue, equipment and AV equipment fees and charges to inform recommendations for annual fees and charges review. Benchmarking is conducted with venues owned and operated by other local government authorities and commercially operated venues.
- A review of public exhibition policies to inform the development of new policy documents. Public and private galleries policy context have been assessed and considered.
- Library services (Monash, Whitehorse, Manningham, Melbourne and Port Phillip) who had a similar collection profile and size as Boroondara was undertaken. Information was sourced on collection sizes and loans to identify turnover rates and then compared to Boroondara providing an understanding on what collections were performing well and what areas could be improved or reduced.
- Benchmarking of high demand collections at Yarra Plenty, Merri-bek, Yarra, Casey, Cardinia, Mildura and Ballarat libraries, in preparation for the launch of Boroondara's Most Wanted collection in July 2023. Information reviewed included loan duration, whether items could be reserved and if there were limits on how many could be borrowed at a time.

- Inspection fees for the Health Services Team was undertaken across comparable councils. The fee will be applied by Environmental Health Officer discretion for businesses repeatedly failing health inspections. The fee is a deterrent to offenders and to ensure swift turnaround of remedies applied for businesses which need to improve health standards.

## **Theme 2: Parks and Green Spaces**

The following key benchmarking activities under Theme 2 included:

- The design of regional playgrounds - Council officers visited other local governments such as Mill Park Adventure Playground, to look at play elements, maintenance issues and take learnings. The outcome was improved detailing in documentation of Hays Paddock based on insights from other projects.
- Benchmarking of two dog off leash parks with fencing. This assisted in design recommendation for John August reserve to not fully fence the site, to ensure a welcoming open space for all.
- Benchmarking with 15 other councils on processes for managing sportsground conditions assisted Council to develop a protocol for managing usage levels when poor weather conditions are experienced.
- In developing the design brief for the Maranoa Botanical Gardens building renewal, six other sites were visited to understand the types of services that could be incorporated.

## **Theme 3: The Environment**

The following key benchmarking activities under Theme 3 included:

- The drainage service was benchmarked against the City of Whitehorse, Stonnington and Kingston. The purpose was to document the City of Boroondara's existing maintenance practices and enable Council to understand how other municipalities with similar levels of urbanisation undertake drainage maintenance activities and the level of resourcing directed to maintain the drainage network.
- The Park Assets Team was benchmarked against the City of Stonnington. The purpose was to detail how this team is set up to deliver the service and reporting lines. The outcome of this benchmarking was to commence a notice of change and adopt relocating this service and reporting lines to Environmental Sustainability and Open Spaces.
- Other councils' approach to tree protection as part of the Urban Greening Strategy.

## **Theme 4: Neighbourhood Character and Heritage**

The following key benchmarking activities under Theme 4 included:

- How Melbourne councils manage and assess their heritage applications, including though the use of internal heritage staff and external heritage consultants.

- Population growth and housing supply rates of other similar municipalities as part of the draft Housing Strategy.
- Comparison of salaries across similar councils for the new Asset Protection Enforcement Team. This team will be responsible for inspecting and enforcing the *Asset Protection Local Law 2021*, to improve compliance with construction projects on Council land, improve community safety, and protect Council assets.

### **Theme 5: Moving Around**

- Benchmarking was undertaken during early stages of a review of the Boroondara Parking Permit Policy. This benchmarking examined the variety of approaches metropolitan Melbourne councils are taking to allocating residential and business parking permits as urban density increases and movement becomes more congested. Work on the policy review will continue in 2023-24.

### **Theme 6: Local Economy**

The following key benchmarking activities under Theme 6 included:

- The Special Rate and Charge Scheme governance and management approaches across similar councils.
- The development of strategies to address workforce needs in the municipality post COVID-19.
- Benchmarking across comparable councils as part of the new Footpath Trading Policy and Guidelines for Outdoor Dining, Outdoor Structures and Parklets. Guidelines were adopted by Council in November 2022 as being priced appropriately for permit fees and charges for businesses wanting to trade outdoors and activate our community.

### **Theme 7: Leadership and Governance**

The following key benchmarking activities under Theme 7 included:

- Commercial vaccine immunisation service fees across multiple councils, ensuring our vaccine prices are responsibly set.
- The refresh of the Boroondara Disability Action Plan 2018-22 involved benchmarking against the Inclusive Victoria: State Disability Plan 2022-26 and 11 other Victorian council disability action plans. The benchmarking looked at consultation approaches, actions, and evaluation methods.
- The Boroondara Multicultural Action Plan 2019-23 benchmarking against councils across Victoria was undertaken including councils using the HIVE translation tool. The benchmarking looked at consultation methods to inform Council's approach to the community consultation for the development of our next Multicultural Action Plan.
- Council's Seniors Group Grants Program benchmarking was undertaken with 18 Local Governments as part of a review. Benchmarking compared how programs were delivered, how they were administered, and the overall level of funding provided by each council specifically for seniors.

- Approaches and depth of actions in relation to Workforce Planning and COVID-19 responses, staff turnover and regular senior role remuneration benchmarking against peer metro councils.
- The Local Government Community Satisfaction Survey, which is a state-wide survey conducted by an independent research consultant, JWS Research, coordinated by the Department of Government Services on behalf of Victorian councils. The survey data provides us with the local community's perspective on our service delivery performance over the past year and is a useful insight into where Council should focus efforts. Boroondara continues to be one of the highest performing councils with an overall performance score of 67. When asked what the best things about Council are, the top three responses were parks and gardens, waste management, and library services. Community decisions and consultation and community engagement continue to be the lowest performing areas. Further investigation will be undertaken to understand the areas of decline to uncover root causes and determine whether the declines are a consequence of external factors beyond Council's control.
- Council's policy position on external sponsorship with 20 other local councils across Australia. The information informed a review of the Partnerships and Sponsorship Policy.
- Innovation Academy training program benchmarking with other local councils in Australia and New Zealand. While we uncovered synergies, the Academy appears to be a one-of-a-kind program within Australian local government.
- Policy positions, best practice, and contract management framework across comparable councils.
- The Revenue and Property Services Team benchmarked trolley bay pricing.
- Cyber security maturity (external advisor). This review is aligned against best practices defined within the AS/NZS ISO/IEC 27001:2015 Information Security Management Standard Maturity Review. This maturity assessment was used to update Council's cyber security roadmap.
- Benchmarking across neighbouring Library Services (Monash, Yarra, Glen Eira, Stonnington, Darebin, Whitehorse, Manningham, and Yarra Plenty) to review charges associated with meeting room hire, printing and copying, inter-library loan, lost and damaged materials, replacement membership cards, and local history images. Updated fees and charges were endorsed at the Council meeting in June 2023, with updated charges applying from 1 July 2023.
- The Governance, Risk and Legal Teams reviewed security across Council Chambers, the approach to prayer in council meetings, insurance premiums, live streaming and publication of Council meetings and numbers of citizens approved in different Council areas.
- Council fees and charges for drainage plan assessment resulting in the inclusion of a drainage plan re-assessment fee.

## Contracts

During this financial year all contracts valued at \$500,000 or more were entered into as a result of a competitive process or through the use of a pre-established local government or state government panel arrangement or state government pre-qualified authorised register.

Council issued 20 tenders in 2022-2023 covering the following service categories:

- Environmental and Heritage Services
- Construction and Operations
- Building Trade, Repairs and Maintenance
- Waste Management
- Mechanical Plant, Equipment and Services
- Electrical Services
- Sport and Recreation Equipment and Services
- Professional Services.

Council did not enter any other contract valued at \$500,000 or more for goods or services without engaging in a competitive process as per Council's Procurement Policy.

## Carers recognition

Council has taken all practicable measures to comply with its responsibilities described in the *Carers Recognition Act 2012* by:

- promoting the principles of the *Carers Recognition Act 2012* to people (and families) in a caring relationship
- ensuring staff are aware of the requirements of the *Carers Recognition Act 2012*
- defining the carer role and relationship to all staff
- officers participated in Local Government Carer Friendly Training through Carers Victoria
- involving carers in the Assessment, Care Planning and Review process and actively seeking their feedback through Council surveys
- reviewing all necessary policies and practice instructions to include the recognition of the carer and the care relationship
- where required, collecting individual information about the carers to meet their own needs
- ensuring information about services is delivered in a timely manner, taking carer stress and fatigue into account, when looking at priority of access to services
- recognising the special knowledge that carers have of the person in their care.

## Disability action plan

In accordance with section 38 of the *Disability Act 2006*, Council has a Disability Action Plan 2018-22.

Actions implemented in FY2022-23 include:

- The Boroondara Community Disability Advisory Committee was consulted on the refresh of Council's Disability Action Plan with feedback sought on key elements at meetings throughout the year.
- Access Keys were developed for:
  - Boroondara Leisure and Aquatic Facilities
  - Kew Traffic School
  - Boroondara Youth Hub.
- Two Changing Places facilities were built and opened in Canterbury Community Precinct and Victoria Park Regional Playground. The Canterbury Community Precinct facility was funded by a grant from the Victorian Government.
- The new playground at Victoria Park was completed and developed to offer a genuinely inclusive experience.
- To recognise International Day of People with Disability, Boroondara Libraries promoted a booklist and Boroondara Arts presented 'Through Our Eyes' by QArt Studio, a community exhibition. The QArt Studio is a professionally operated art studio in Kew. Within the studio, artists with intellectual disabilities are given support by qualified managers to achieve the creative vision for their artworks and designs. An event was also held for staff, with a guest speaker who provided information about simple practices staff could implement to be more inclusive.
- To mark World Autism Awareness Day, Autism in the Workplace training was provided to Council staff and a session was delivered for community organisations. Council also hosted community events:
  - calm Storytime
  - relaxed Kew Traffic School session
  - slow yoga sessions at the Youth Hub.
- Vision Australia completed usability testing of City of Boroondara's website.
- An Accessibility Community of Practice was established for Council staff to share information about best practice related to disability access.
- An Inclusive Meetings and Events Guide was developed for Council staff which provides information about how to design meetings, activities and events where everyone can participate.
- Two organisations providing services to people with disability were awarded Triennial Operational Grants for 2023-26.

- The Boroondara Volunteer Resource Centre (BVRC):
  - received funding through the Emerging Stronger Grant program to reactivate volunteering post COVID-19 and strengthen volunteering in diverse cohorts. As part of this, the BVRC developed videos featuring volunteers from diverse cohorts including people with a disability
  - received Volunteer Management Activity (VMA) 2022-2026 funding through Volunteering Victoria as part of a consortium with Eastern Volunteers to develop a four-year strategy to reduce barriers to volunteering opportunities for three priority groups including people with disability.
- The Y delivered a disability sports and recreation hub at Boroondara Sports Complex. The hub was funded through an AAA Grant from the Victorian Government.

## Domestic animal management plan

Council's Domestic Animal Management Plan 2021-25 (DAMP) was adopted by Council on 28 February 2022 and is a legislative requirement under the *Domestic Animals Act 1994*.

Actions implemented in FY2022-23 include:

- Year 1 Review of the DAMP (2022) showed we made notable progress, particularly around Objective 3 - reducing the incidence and impact of nuisance created by dogs and cats and Objective 4 - minimising the risk of attacks by dogs on people and animals. At the same time, however, Council recognises that it has not been able to achieve the desired level of effort on tackling Objective 6 - Over-population and euthanasia of cats and dogs and this will be a focus for 2023.

## Food Act Ministerial directions

In accordance with section 7E of the *Food Act 1984*, Council is required to publish a summary of any Ministerial Directions received during the financial year.

Council did not receive any Ministerial Directions during the financial year.

## Road Management Act Ministerial direction

In accordance with section 22 of the *Road Management Act 2004*, Council is required to publish a summary of any Ministerial Directions received during the financial year.

Council did not receive any Ministerial Directions during the financial year.

## Infrastructure and development contributions

In accordance with section 46GM and 46QD of the *Planning and Environment Act 1987*, a council that is a collecting or development agency must prepare and give a report to the Minister for Planning on infrastructure and development contributions including levies and works in kind. The report must be published in a council's annual report.

For the 2022-23 year the following information about infrastructure and development contributions is disclosed. City of Boroondara does not contain any Development Contributions Plan Overlays in its municipality, however, funds have been raised through the requirement for developers to make a Public Open Space Contribution to Council pursuant to Clause 53.01 of the Boroondara Planning Scheme and Section 18 of the *Subdivision Act 1988*.

In the 2022-23 financial year, a total of \$6.146 million was received by Council in Public Open Space Contributions. These contributions generally range from three lot subdivisions to apartment building subdivisions with hundreds of dwellings.

The largest Public Open Space Contribution received by Council was for a mixed-use development located at 196-202 Burwood Road, Hawthorn. The development contained 236 dwellings, four cafes, and one gymnasium and contributed \$1.7 million to Council.

## Freedom of information

The *Freedom of Information Act 1982* gives the community a legal right to access certain documents by making a request to the Freedom of Information Officer. The request must meet section 17 of the *Freedom of Information Act 1982* by:

- being in writing
- identifying as clearly as possible what document, or documents, are requested
- being accompanied by the appropriate application fee unless a request for a fee waiver is accepted.

Requests should be addressed to the Freedom of Information Officer. Requests can also be lodged via post or by email to [Boroondara@boroondara.vic.gov.au](mailto:Boroondara@boroondara.vic.gov.au).

Access charges may also apply once documents have been processed and a decision on access is made (e.g., photocopying and search and retrieval charges).

In FY2022-23 Council received 63 Freedom of Information applications.

## Public interest disclosures

The *Public Interest Disclosures Act 2012* protects people who complain about improper or corrupt conduct within the public sector, including local councils. Guidance on how to make a public interest complaint is available on Council's website as well as the website of the Independent Broad-based Anti-corruption Commission (IBAC). You can also contact Council's Public Interest Disclosure Coordinator who is the Manager, Governance and Legal.

The *Public Interest Disclosures Act 2012* also requires Council to disclose certain conduct reported to Council to IBAC to assess. During FY2022-23, Council made no such disclosures.

## Protected disclosure procedures

In accordance with section 69 of the *Protected Disclosure Act 2012* a council must include in their annual report information about how to access the procedures established by the council under Part 9 of the Act. It is also required to provide certain information about the number and types of protected disclosures complaints investigated during the financial year.

The *Protected Disclosure Act 2012* aims to ensure openness and accountability in government by encouraging people to disclose improper conduct within the public sector and provide protection for people who make disclosures. Procedures on how to make a disclosure are publicly available council's website.

During FY2022-23 no disclosures were notified to Council officers appointed to receive disclosures, or to IBAC.

## Charter of Human Rights and Responsibilities commitment

The *Victorian Charter of Human Rights and Responsibilities Act 2006* (the charter) is legislation that protects the human rights of all people in Victoria. The Charter requires all public authorities and their employees to act compatibly with human rights when delivering services and making decisions.

The City of Boroondara recognises and respects that everyone has human rights which entitle them to participate in, and contribute to, society and our community.

We recognise all persons have rights in the provision of, and access to, Council services and facilities. We also recognise that, at times, such rights may be limited, insofar as to strike a balance between individual rights and the protection of public interest.

The Charter complements other laws such as the *Equal Opportunity Act 2010* and protects basic rights such as freedom of speech, freedom from forced work and freedom from degrading treatment which previously had no legal protection. The Charter lists 20 rights that help all people to live with freedom, respect, equality and dignity.

Council has developed a Human Rights Compatibility Assessment Tool to assist employees reviewing decisions or policies. It specifies that Council must observe the rights set out in the Charter when making decisions, creating local laws, setting policies or providing services. The assessment tool is designed to help employees undertake a thorough and methodical assessment of any proposed policy, plan, procedure or decision and to identify whether it has an impact on any of the rights protected in the Charter.

During FY2022-23, there was one formal complaint made to the Victorian Equal Opportunities and Human Rights Commission. That complaint is still being assessed and responded to.

## Information on privacy commitment and complaints received

Council is committed to protecting the personal privacy of residents and ratepayers. Council will only collect, use or disclose personal information where it is necessary to perform Council functions or where authorised or required by law. Council has a Privacy and Data Protection Policy that is available on our website.

During FY2022-23, there were no formal complaints made to the Office of the Victorian Information Commissioner (OVIC) by Boroondara residents.

## Legislation impacting Council

Council has responsibilities under a wide range of Victorian and Commonwealth legislation. Some of the key Acts and Regulations that affect Council are:

- *Aboriginal Heritage Act 2006*
- *Age Discrimination Act 2004*
- *Aged Care Act 1997*
- *Associations Incorporation Reform Act 2012*
- *Australian Consumer Law*
- *Australian Copyright Act 1968 and any amendments*
- *Australian Human Rights Commission Act 1986*
- *Audit Act 1994*
- *Building Act 1993*
- *Building Interim Regulations 2017*
- *Building Regulations 2018*
- *Catchment and Land Protection Act 1994*
- *Charter of Human Rights and Responsibilities Act 2006*
- *Child Wellbeing and Safety Act 2005*
- *Children Youth and Families Act 2005*
- *Children's Services Act 1996*
- *Children's Services Regulations 2020*
- *Circular Economy (Waste Reduction and Recycling) Act 2021*
- *Climate Change Act 2017*
- *Climate Change Act 2022*
- *Conservations, Forest and Lands Act 1987*
- *Country Fire Authority Act 1958*

- *Country Fire Authority Regulations 2014*
- *Cultural and Recreational Lands Act 1963*
- *Dangerous Goods Act 1985*
- *Dangerous Goods (Explosives) Regulations 2011*
- *Disability Act 2006*
- *Domestic Animals Act 1994*
- *Domestic Animals Regulations 2015*
- *Development Victoria Act 2003*
- *Disability Discrimination Act 1992 (Cth)*
- *Domestic Building Contracts Act 1995*
- *Drugs, Poisons and Controlled Substances Act 1981*
- *Drugs, Poisons and Controlled Substances Regulation 2017*
- *Education and Care Services National Law Act 2010*
- *Educations and Training Reform Act 2006*
- *Electricity Safety Act 1998*
- *Electricity Safety (Electric Line Clearance) Regulations 2020*
- *Electoral Act 2002*
- *Emergency Management Act 2013*
- *Environment Protection Act 2017*
- *Environmental Protection Regulations 2021*
- *Equal Opportunity Act 2010*
- *Estate Agents Act 1980*
- *Family Violence Protection Act 2008*
- *Family Violence Protection Amendment (Information Sharing) Act 2017*
- *Fair Work Act 2009 (Cth)*
- *Fences Act 1968*
- *Filming Approval Act 2014*
- *Fire Services Property Levy Act 2012*
- *Fines Reform Act 2014*
- *Flora and Fauna Guarantee Act 1984*
- *Food Act 1984*
- *Freedom of Information Act 1982*

- *Gambling Regulation Act 2003*
- *Gender Equality Act 2020*
- *Graffiti Prevention Act 2007*
- *Health Records Act 2001*
- *Health Services Act 2001*
- *Heavy Vehicle National Law 2012*
- *Heavy Vehicle National Law Application Act 2013*
- *Heritage Act 2017*
- *Housing Act 1983*
- *Impounding of Livestock Act 1994*
- *Independent Broad-Based Anti-Corruption Commission Act 2011*
- *Infringements Act 2006*
- *Infringements Regulations 2016*
- *Land Acquisition and Compensation Act 1986*
- *Land Acquisition and Compensation Regulations 2010*
- *Land Act 1958*
- *Liquor Control Reform Act 1998*
- *Local Government (Electoral) Regulations 2020*
- *Local Government (General) Regulations 2015*
- *Local Government (Governance and Integrity) Regulations 2020*
- *Local Government (Land Information) Regulations 2021*
- *Local Government (Long Service Leave) Regulations 2012*
- *Local Government (Planning and Reporting) Regulations 2020*
- *Local Government Act 1989*
- *Local Government Act 2020*
- *Magistrates Court Act 1989*
- *Major Transport Projects Facilitation Act 2009*
- *Mineral Resources (Sustainable Development) Act 1990*
- *National Parks Act 1975*
- *Occupational Health and Safety Act 2004*
- *Occupational Health and Safety Regulations 2017*
- *Pipelines Act 2005*

- *Planning and Environment (Fees) Regulations 2016*
- *Planning and Environment Act 1987*
- *Planning and Environment Regulations 2015*
- *Privacy and Data Protection Act 2014*
- *Public Administration Act 2004*
- *Public Health and Wellbeing Act 2008*
- *Public Interest Disclosures Act 2012*
- *Public Records Act 1973*
- *Public Health and Wellbeing Regulations 2019*
- *Public Health and Wellbeing (Prescribed Accommodation) Regulations 2020*
- *Racial and Religious Tolerance Act 2001*
- *Racial Discrimination Act 1975 (Cth)*
- *Rail Safety Act 2006*
- *Residential Tenancies Act 1997*
- *Residential Tenancies (Caravan Parks and Moveable Dwellings Registration and Standards) Regulations 2010*
- *Road Management (General) Regulations 2016*
- *Road Management (Works and Infrastructure) Regulations 2015*
- *Road Management Act 2004*
- *Road Safety (General) Regulations 2019*
- *Road Safety (Traffic Management) Regulations 2009*
- *Road Safety (Vehicles) Interim Regulations 2019*
- *Road Safety Act 1986*
- *Road Safety Road Rules 2017*
- *Rooming House Operators Act 2016*
- *Second-Hand Dealers and Pawnbrokers Act 1989*
- *Sex Discrimination Act 1984 (Cth)*
- *Sex Work Act 1994*
- *Sheriff Act 2009*
- *Sport and Recreation Act 1972*
- *Subdivision (Fees) Regulations 2016*
- *Subdivision (Procedures) Regulations 2011*

- *Subdivision (Registrar's Requirements) Regulations 2021*
- *Subdivision Act 1988*
- *Summary Offences Act 1966*
- *Taxation Administration Act 1997*
- *The Australian Immunisation Register Act 2015 (Cth)*
- *Tobacco Act 1987*
- *Transfer of Land Act 1958*
- *Transport Integration Act 2010*
- *Transport (Safety Schemes Compliance and Enforcement) Act 2014*
- *Urban Renewal Authority Victoria Act 2003*
- *Valuation of Land Act 1960*
- *Victoria Grants Commission Act 1976*
- *Victorian Data Sharing Act 2017*
- *Victorian Energy Efficiency Target (Project-Based Activities) Regulations 2017*
- *Victorian Environmental Assessment Council Act 2001*
- *Victorian Inspectorate Act 2011*
- *Victorian Planning Authority Act 2017*
- *Victorian State Emergency Service Act 2005*
- *Victorian Civil and Administrative Tribunal Act 1998*
- *Water Act 1989*
- *Work Health and Safety Act 2011 (Cth)*
- *Worker Screening Act 2020*
- *Working with Children Act 2005.*

## **Local Laws**

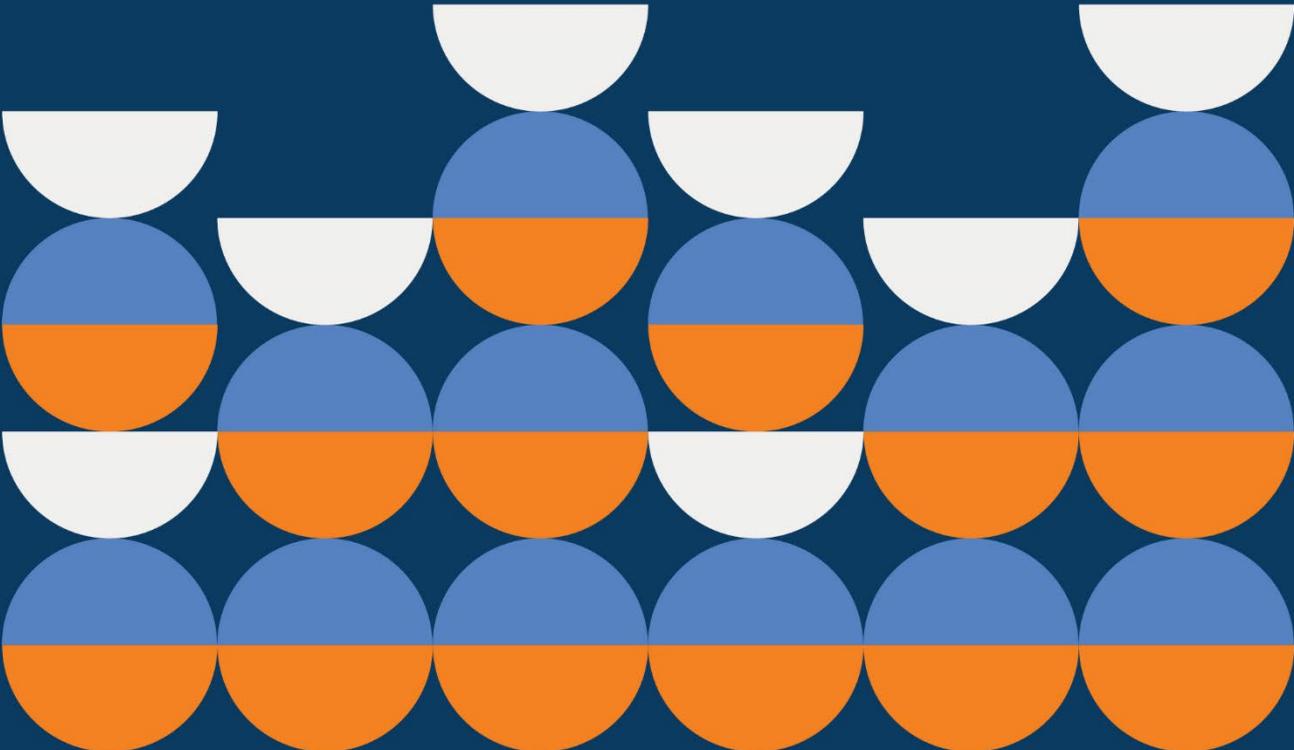
Council's local laws are listed below. More information can be found on our website.

- Amenity Local Law
- Protection of Council Assets and Control of Building Sites Local Law 2021
- Smoke Free Areas Local Law 2012
- Street Numbering Local Law
- Tree Protection Local Law 2016
- Common Seal and Conduct at Meetings.



# Annual Financial Report

For the year ended 30 June 2023



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# Financial Report

## Certification of the Financial Statements

In my opinion, the accompanying financial statements have been prepared in accordance with the *Local Government Act 2020*, the *Local Government (Planning and Reporting) Regulations 2020*, the Australian Accounting Standards and other mandatory professional reporting requirements.



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Amy Montalti, CPA

**Principal Accounting Officer**

Date: 09.10.2023

Camberwell

In our opinion, the accompanying financial statements present fairly the financial transactions of the Boroondara City Council for the year ended 30 June 2023 and the financial position of the Council as at that date.

As at the date of signing, we are not aware of any circumstances which would render any particulars in the financial statements to be misleading or inaccurate.

We have been authorised by the Council and by the *Local Government (Planning and Reporting) Regulations 2020* to certify the financial statements in their final form.



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Cr Felicity Sinfield

**Mayor**

Date: 09.10.2023

Camberwell



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Cr Jim Parke

**Councillor**

Date: 09.10.2023

Camberwell



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Phillip Storer

**Chief Executive Officer**

Date: 09.10.2023

Camberwell



Victorian Auditor-General's Office

***To the Councillors of Boroondara City Council***

## **Opinion**

I have audited the financial report of Boroondara City Council (the council) which comprises the:

- balance sheet as at 30 June 2023
- comprehensive income statement for the year then ended
- statement of changes in equity for the year then ended
- statement of cash flows for the year then ended
- statement of capital works for the year then ended
- notes to the financial statements, including significant accounting policies
- certification of the financial statements.

In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 2023 and their financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 4 of the *Local Government Act 2020*, the *Local Government (Planning and Reporting) Regulations 2020* and applicable Australian Accounting Standards.

## **Basis for Opinion**

I have conducted my audit in accordance with the *Audit Act 1994* which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the *Auditor's Responsibilities for the Audit of the Financial Report* section of my report.

My independence is established by the *Constitution Act 1975*. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's *APES 110 Code of Ethics for Professional*

*Accountants* (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

## **Councillors' responsibilities for the financial report**

The Councillors of the council are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards, the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the Councillors are responsible for assessing the council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.

## **Auditor's responsibilities for the audit of the financial report**

As required by the Audit Act 1994, my responsibility is to express an opinion on the financial report based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also: identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Councillors
- conclude on the appropriateness of the Councillors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the council's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the council to cease to continue as a going concern.
- evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.



MELBOURNE  
16 October 2023

Travis Derricott  
*as delegate for the Auditor-General of Victoria*

# Financial Statements

## Comprehensive Income Statement

For the year ended 30 June 2023

### Income / Revenue

	Note	2023 \$'000	2022 \$'000
Rates and charges	3.1	203,874	200,064
Statutory fees and fines	3.2	16,343	11,404
User fees	3.3	10,057	9,382
Grants – operating	3.4	14,665	16,989
Grants – capital	3.4	10,003	4,547
Contributions – monetary	3.5	6,146	4,901
Other income	3.7	11,889	6,632
Fair value adjustments for investment property	6.4	8,480	-
Share of net gain of joint ventures	6.3	-	-
<b>Total income</b>		<b>281,457</b>	<b>253,919</b>

**Expenses**

	<b>Note</b>	<b>2023 \$'000</b>	<b>2022 \$'000</b>
Employee costs	4.1 (a)	(104,378)	(101,825)
Materials and services	4.2	(90,275)	(85,598)
Depreciation	4.3	(38,127)	(36,602)
Amortisation – intangible assets	4.4	(322)	(335)
Amortisation – right of use assets	4.5	(3,645)	(3,614)
Bad and doubtful debts - allowance for impairment losses	4.6	(4,416)	(2,121)
Borrowing costs	4.7	(3,938)	(1,419)
Finance costs – leases	4.8	(247)	(288)
Other expenses	4.9	(7,175)	(7,700)
Net loss on disposal of property, infrastructure, plant and equipment	3.6	(3,178)	(4,142)
Share of net (losses) of joint ventures	6.3	(1,517)	687
<b>Total expenses</b>		<b>(257,218)</b>	<b>(242,957)</b>
<b>Surplus/(deficit) for the year</b>		<b>24,239</b>	<b>10,962</b>

## Other comprehensive income

Items that will not be reclassified to surplus or deficit in future periods

	Note	2023 \$'000	2022 \$'000
Net asset revaluation increment	6.2	29,564	340,827
<b>Total other comprehensive income</b>		<b>29,564</b>	<b>340,827</b>
<b>Total comprehensive result</b>		<b>53,803</b>	<b>351,789</b>

The above comprehensive income statement should be read in conjunction with the accompanying notes.

## Balance Sheet

As at 30 June 2023

### Assets

#### Current assets

	Note	2023 \$'000	2022 \$'000
Cash and cash equivalents	5.1 (a)	66,751	71,342
Trade and other receivables	5.1 (d)	24,060	26,021
Other financial assets	5.1 (b)	79,500	79,000
Inventories	5.2 (a)	75	72
Prepayments	5.2 (b)	3,177	2,373
Non-current assets classified as held for sale	6.1	-	-
<b>Total current assets</b>		<b>173,563</b>	<b>178,808</b>

**Non-current assets**

	<b>Note</b>	<b>2023 \$'000</b>	<b>2022 \$'000</b>
Other financial assets	5.1 (b)	4	4
Property, infrastructure, plant and equipment	6.2	4,448,984	4,410,082
Right-of-use assets	5.8	7,176	8,552
Investment property	6.4	18,105	8,756
Intangible assets	5.2 (c)	15	269
<b>Total non-current assets</b>		<b>4,474,284</b>	<b>4,427,663</b>
<b>Total assets</b>		<b>4,647,847</b>	<b>4,606,471</b>

**Liabilities****Current liabilities**

	<b>Note</b>	<b>2023 \$'000</b>	<b>2022 \$'000</b>
Trade and other payables	5.3 (a)	19,739	27,669
Trust funds and deposits	5.3 (b)	16,032	13,411
Unearned income/revenue	5.3 (c)	10,746	11,985
Provisions	5.5	19,843	19,750
Interest-bearing liabilities	5.4	8,117	7,579
Lease liabilities	5.8	2,980	3,206
<b>Total current liabilities</b>		<b>77,457</b>	<b>83,600</b>

**Non-current liabilities**

	Note	2023 \$'000	2022 \$'000
Provisions	5.5	2,244	2,120
Provision for investments in joint ventures	6.3	7,557	6,040
Interest-bearing liabilities	5.4	77,216	83,960
Lease liabilities	5.8	4,266	5,447
<b>Total non-current liabilities</b>		91,283	97,567
<b>Total liabilities</b>		168,740	181,167
<b>Net assets</b>		<b>4,479,107</b>	<b>4,425,304</b>

**Equity**

	Note	2023 \$'000	2022 \$'000
Accumulated surplus		958,846	935,342
Reserves	9.1	3,520,261	3,489,962
<b>Total equity</b>		<b>4,479,107</b>	<b>4,425,304</b>

The above balance sheet should be read in conjunction with the accompanying notes.

**Statement of Changes in Equity****For the year ended 30 June 2023****2023**

	<b>Note</b>	<b>Total \$'000</b>	<b>Accumulated Surplus \$'000</b>	<b>Revaluation Reserve \$'000</b>	<b>Other Reserves \$'000</b>
Balance at beginning of the financial year		4,425,304	935,342	3,466,495	23,467
Surplus/(Deficit) for the year		24,239	24,239	-	-
Net asset revaluation increment/ (decrement)	6.2	29,564	-	29,564	-
Transfers to other reserves	9.1	-	(2,100)	-	2,100
Transfers from revaluation reserve	9.1	-	1,365	(1,365)	-
<b>Balance at end of the financial year</b>		<b>4,479,107</b>	<b>958,846</b>	<b>3,494,694</b>	<b>25,567</b>

	<b>Note</b>	<b>Total \$'000</b>	<b>Accumulated Surplus \$'000</b>	<b>Revaluation Reserve \$'000</b>	<b>Other Reserves \$'000</b>
Balance at beginning of the financial year		4,073,515	926,851	3,125,778	20,886
Deficit for the year		10,962	10,962	-	-
Net asset revaluation increment/ (decrement)	6.2	340,827	-	340,827	-
Transfers to other reserves	9.1	-	(2,581)	-	2,581
Transfers from revaluation reserve	9.1	-	110	(110)	-
<b>Balance at end of the financial year</b>		<b>4,425,304</b>	<b>935,342</b>	<b>3,466,495</b>	<b>23,467</b>

The above statement of changes in equity should be read in conjunction with the accompanying notes.

**Statement of Cash Flows****For the year ended 30 June 2023****Cash flows from operating activities**

	Note	2023 Inflows/ (Outflows) \$'000	2022 Inflows/ (Outflows) \$'000
Rates and charges		203,086	199,666
Statutory fees and fines		14,424	9,701
User charges		11,683	9,265
Grants – operating		14,901	17,497
Grants – capital		6,037	5,131
Contributions – monetary		6,355	5,050
Interest received		4,631	249
Trust funds and deposits taken		28,648	28,433
Other receipts		6,782	6,524
Net GST refund		15,169	15,521
Employee costs		(103,718)	(104,147)
Materials and services		(100,353)	(91,507)
Short-term, low value and variable lease payments		(823)	(914)
Trust funds and deposits repaid		(26,027)	(24,365)
Other payments		(7,079)	(7,587)
<b>Net cash provided by operating activities</b>	9.2	<b>73,716</b>	<b>68,517</b>

## Cash flows from investing activities

	Note	2023 Inflows/ (Outflows) \$'000	2022 Inflows/ (Outflows) \$'000
Payments for property, infrastructure, plant and equipment		(63,716)	(76,317)
Proceeds from sale of property, infrastructure, plant and equipment		5	2
Payments for investments		(500)	(79,000)
Proceeds from sale of investments		-	12,009
<b>Net cash provided (used in) investing activities</b>		<b>(64,211)</b>	<b>(143,306)</b>

City of Boroondara 2022/2023 Financial Report  
**Cash flows from financing activities**

	Note	2023 Inflows/ (Outflows) \$'000	2022 Inflows/ (Outflows) \$'000
Finance costs		(3,967)	(1,261)
Proceeds from borrowings		19,700	70,000
Repayments of borrowings		(25,906)	(1,674)
Interest paid – lease liability		(247)	(288)
Repayment of lease liabilities		(3,676)	(3,588)
<b>Net cash provided by/(used in )financing activities</b>		<b>(14,096)</b>	<b>63,189</b>
Net increase/(decrease) in cash and cash equivalents		(4,591)	(11,600)
Cash and cash equivalents at the beginning of the financial year		71,342	82,942
<b>Cash and cash equivalents at the end of the financial year</b>	5.1 (a)	<b>66,751</b>	<b>71,342</b>
Financing arrangements	5.6		
Restrictions on cash assets	5.1		

The above statement of cash flow should be read in conjunction with the accompanying notes.

## Statement of Capital Works

For the year ended 30 June 2023

### Property

	Note	2023 \$'000	2022 \$'000
Buildings		23,163	45,707
Building improvements		46	83
<b>Total buildings</b>		<b>23,209</b>	<b>45,790</b>
<b>Total property</b>		<b>23,209</b>	<b>45,790</b>

### Plant and equipment

	Note	2023 \$'000	2022 \$'000
Plant, machinery and equipment		1,321	1,182
Fixtures, fittings and furniture		625	1,348
Computers and telecommunications		1,185	456
Library books		1,003	928
<b>Total plant and equipment</b>		<b>4,134</b>	<b>3,914</b>

**Infrastructure**

	Note	2023 \$'000	2022 \$'000
Roads		11,683	10,275
Bridges		3,015	197
Footpaths and cycleways		1,859	2,096
Drainage		4,578	3,691
Recreational, leisure and community facilities		3,401	3,963
Parks, open space and streetscapes		4,371	6,408
Off street car parks		395	590
<b>Total infrastructure</b>		<b>29,302</b>	<b>27,220</b>
<b>Total capital works expenditure</b>		<b>56,645</b>	<b>76,924</b>

**Represented by:**

	Note	2023 \$'000	2022 \$'000
New asset expenditure		7,439	15,987
Asset renewal expenditure		43,489	49,644
Asset expansion expenditure		1,366	8,852
Asset upgrade expenditure		4,351	2,441
<b>Total capital works expenditure</b>		<b>56,645</b>	<b>76,924</b>

The above statement of capital works should be read in conjunction with the accompanying notes.

## Notes to the Financial Statements

### Note 1 – Overview

#### Introduction

The Boroondara City Council, referred to as City of Boroondara throughout this report, was established by an Order of the Governor in Council on 22 June 1994 and is a body corporate. The Council's main office is located at 8 Inglesby Road, Camberwell.

#### Statement of compliance

These financial statements are a general purpose financial report that consists of a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows, Statement of Capital Works and notes accompanying these financial statements. The general purpose financial report complies with Australian Accounting Standards (AAS), other authoritative pronouncements of the Australian Accounting Standards Board, the *Local Government Act 2020*, and the *Local Government (Planning and Reporting) Regulations 2020*.

The Council is a not-for-profit entity and therefore applies the additional AUS paragraphs applicable to a not-for-profit entity under the Australian Accounting Standards.

#### Significant accounting policies

##### (a) Basis of accounting

Accounting policies are selected and applied in a manner which ensures that the resulting financial information satisfies the concepts of relevance and reliability, thereby ensuring that the substance of the underlying transactions or other events is reported. Accounting policies applied are disclosed in sections where the related balance or financial statement matter is disclosed.

The accrual basis of accounting has been used in the preparation of these financial statements, except for the cash flow information, whereby assets, liabilities, equity, income and expenses are recognised in the reporting period to which they relate, regardless of when cash is received or paid.

The financial statements are based on the historical cost convention unless a different measurement basis is specifically disclosed in the notes to the financial statements.

The financial statements have been prepared on a going concern basis. The financial statements are in Australian dollars. The amounts presented in the financial statements have been rounded to the nearest thousand dollars unless otherwise specified. Minor discrepancies in tables between totals and the sum of components are due to rounding.

Judgements, estimates and assumptions are required to be made about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and associated judgements are based on professional judgement derived from historical experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

Revisions to accounting estimates are recognised in the period in which the estimate is revised and also in future periods that are affected by the revision. Judgements and assumptions made by management in the application of AAS's that have significant effects on the financial statements and estimates relate to:

- the fair value of land, buildings, infrastructure, plant and equipment (refer to Note 6.2)
- the determination of depreciation for buildings, infrastructure, plant and equipment (refer to Note 6.2)
- the determination of employee provisions (refer to Note 5.5)
- the determination of whether performance obligations are sufficiently specific so as to determine whether an arrangement is within the scope of *AASB 15 Revenue from Contracts with Customers* or *AASB 1058 Income of Not-for-Profit Entities* (refer to Note 3)
- the determination, in accordance with *AASB 16 Leases*, of the lease term, the estimation of the discount rate when not implicit in the lease and whether an arrangement is in substance short-term or low value (refer to Note 5.8)
- other areas requiring judgments

Unless otherwise stated, all accounting policies are consistent with those applied in the prior year. Where appropriate, comparative figures have been amended to accord with current presentation and disclosure has been made of any material changes to comparatives.

## Goods and Services Tax (GST)

Income and expenses are recognised net of the amount of associated GST. Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the taxation authority is included with other receivables or payables in the balance sheet.

### (b) Impacts of Covid-19

During 2022-23 the COVID-19 pandemic continued to impact on Council's operations. Council has noted the following significant impacts on its financial operations:

- **Additional revenue** – Additional revenue of \$562K was received in grant funding during the year, largely relating to outdoor dining, business concierge and hospitality support programs.
- **Revenue foregone** – Council experienced foregone revenue of \$4.156 million due to impacts on Council's leisure and aquatic centres. This has been driven by the guaranteed fixed fee arrangement with the YMCA at Boroondara Leisure and Aquatic facility, and ongoing negotiations on the amount of revenue forgiven from the impact of COVID-19 on the leisure centre.
- **Expenditure reduction** – Council experienced a reduction of expenditure of \$228K predominately due to a reduction in Perin filing fees.
- **Additional costs** – Additional COVID-19 related expenditure was incurred of \$1.992 million was incurred predominately due to Boroondara's pandemic preparedness project (\$1.052 million) and outdoor dining (\$248K).

## Note 2 – Analysis of our results

### Note 2.1 – Performance against budget

The performance against budget notes compare Council's financial plan, expressed through its annual budget, with actual performance. The *Local Government (Planning and Reporting) Regulations 2020* requires explanation of any material variances. Council has adopted a materiality threshold of greater than 10 percent or \$1,000,000 where further explanation is warranted. Explanations have not been provided for variations below the materiality threshold unless the variance is considered to be material because of its nature.

These notes are prepared to meet the requirements of the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.

## 2.1.1 Income and Expenditure

### Income

	Ref	Budget 2023 \$'000	Actual 2023 \$'000	Variance \$'000	Variance %
Rates and charges		203,581	203,874	293	0.1%
Statutory fees and fines	1	14,245	16,343	2,098	15%
User fees	2	16,728	10,057	(6,671)	-40%
Grants – operating	3	11,590	14,665	3,075	27%
Grants – capital	4	2,616	10,003	7,387	282%
Contributions – monetary	5	5,079	6,146	1,067	21%
Fair value adjustments for investment property	6	-	8,480	8,480	100%
Other income	7	5,288	11,889	6,601	125%
<b>Total income</b>		<b>259,127</b>	<b>281,457</b>	<b>22,330</b>	<b>9%</b>

## Expenses

	Ref	Budget 2023 \$'000	Actual 2023 \$'000	Variance \$'000	Variance %
Employee costs		104,260	104,378	118	0.1%
Materials and services		89,813	90,275	462	1%
Depreciation		38,454	38,127	(327)	-1%
Amortisation – intangible assets		-	322	322	100%
Amortisation – right of use assets		4,347	3,645	(702)	-16%
Bad and doubtful debts – allowance for impairment losses	8	1,818	4,416	2,598	143%
Borrowing costs	9	2,781	3,938	1,157	42%
Finance costs – leases		323	247	(76)	-24%
Other expenses		7,961	7,175	(786)	-10%
Net loss on disposal of property, infrastructure, plant and equipment		2,763	3,178	415	15%
Share of net losses of joint ventures	10	-	1,517	1,517	100%
<b>Total expenses</b>		<b>252,520</b>	<b>257,218</b>	<b>4,698</b>	<b>2%</b>
<b>Surplus for the year</b>		<b>6,607</b>	<b>24,239</b>	<b>17,632</b>	

**(i) Explanation of material variances**

<b>Variance Ref</b>	<b>Item</b>	<b>Explanation</b>
1	Statutory fees and fines	The favourable variance to budget is predominately due to higher infringements and costs as a result of a larger number of infringements raised compared to the prior year, with the level of traffic and travel throughout the municipality normalising to pre-COVID-19 levels.
2	User fees	The unfavourable variance to budget is predominately due to the COVID impacts on Council's leisure and aquatic centres. This has been driven by the guaranteed fixed fee arrangement with the YMCA at Boroondara Leisure and Aquatic facility, and ongoing negotiations on the amount of revenue forgiven from the impact of COVID-19 on the leisure centre.
3	Grants – operating	The favourable variance to budget is predominately due to the bought forward FY23/24 Federal Financial Assistance grants, where 100% was received for 2023/24 financial year in advance, that amounted to \$5.35 million and was budgeted at 75%. This has been offset by a reduction of aged care recurrent funding of \$2.45 million, associated with the transition of aged care services in Boroondara to the Australian Government's nominated provider.

Variance Ref	Item	Explanation
4	Grants – capital	<p>The favourable variance to budget is predominately due to the unbudgeted grants received and partially completed/completed in the buildings category, in relation to:</p> <ul style="list-style-type: none"> <li>• Canterbury Precinct – additional \$594K</li> <li>• Lewin Reserve \$508K</li> <li>• Through Road Childcare Centre \$402K</li> <li>• Bellevue Shopping Centre Improvement project \$500K</li> <li>• Lynden Park \$448K</li> <li>• Camberwell Fresh Food market improvements \$514K</li> </ul> <p>In addition to the above unbudgeted grants, City of Boroondara were successful in securing funding for Freeway Golf course reconfiguration works and administration building to the amount of \$2.5 million.</p>

Variance Ref	Item	Explanation
5	Contributions - monetary	<p>The favourable variance to budget is attributable to the timing of contributions received in the open space allocation. This varies year on year. City of Boroondara does not contain any Development Contributions Plan Overlays in its municipality, however, funds have been raised through the requirement for developers to make a Public Open Space Contribution to Council pursuant to Clause 53.01 of the Boroondara Planning Scheme and Section 18 of the Subdivision Act (1988).</p> <p>In the 2022-23 financial year, a total of \$6.146 million was received by Council in Public Open Space Contributions. These contributions generally range from three lot subdivisions to apartment building subdivisions with hundreds of dwellings.</p> <p>The largest Public Open Space Contribution received by Council was for a mixed-use development located at 196-202 Burwood Road, Hawthorn. The development contained 236 dwellings, 4 cafes, and 1 gymnasium and contributed \$1.7 million to Council.</p>

Variance Ref	Item	Explanation
6	Fair value adjustments for investment property	There has been a change in accounting policy on Investment Properties in the 22/23 financial year. This has resulted in the investment properties been accounted for the first time at fair value - being the price that would be received to sell the investment properties between market participants. Given that the investment properties were previously accounted for at the cost they were acquired for, the movement in values between the prior year and the current year is a material movement to that experienced in previous years. Under this accounting standard, the movement in investment property values is now accounted for in the Income Statement.
7	Other income	Other income was favourable to budget due to a larger amount of interest income received than anticipated. This was due to higher than anticipated interest rates on cash held, as a result of interest rate rises during the year.
8	Bad and doubtful debts	A review of the doubtful debt methodology and underlying assumptions around collectability of outstanding parking infringements was undertaken during the 2022-23 financial year. As part of this process, some of the key assumptions required updating to better align with current collectability rates. The revised assumptions have resulted in an increase in the portion of parking management debts considered doubtful.

Variance Ref	Item	Explanation
9	Borrowing costs	The FY22/23 original budget was set before the Treasury Corporation Victoria loan contract was signed in June 2022. At the time of the setting the budget, it was unknown that interest rates would increase adding a cost to this loan, which were adjusted in the 2022/23 amended budget.
14	Share of net losses of associates and joint ventures	The timing of budget information received for the Regional Landfill Clayton South does not allow for its inclusion in Council's budget document and hence this is not budgeted for.

## 2.1.2 Capital works

### Property

	Ref	Budget 2023 \$'000	Actual 2023 \$'000	Variance \$'000	Variance %
Buildings	1	44,376	23,163	(21,213)	-48%
Building improvements		58	46	(12)	-21%
<b>Total buildings</b>		<b>44,434</b>	<b>23,209</b>	<b>(21,225)</b>	<b>-48%</b>
<b>Total property</b>		<b>44,434</b>	<b>23,209</b>	<b>(21,225)</b>	<b>-48%</b>

### Plant and equipment

	Ref	Budget 2023 \$'000	Actual 2023 \$'000	Variance \$'000	Variance %
Plant, machinery and equipment		1,363	1,321	(42)	-3%
Fixtures, fittings and furniture	2	1,655	625	(1,030)	-62%
Computers and telecommunications		1,062	1,185	123	12%
Library books		995	1,003	8	1%
<b>Total Plant and equipment</b>		<b>5,075</b>	<b>4,134</b>	<b>(941)</b>	<b>-19%</b>

## Infrastructure

	Ref	Budget 2023 \$'000	Actual 2023 \$'000	Variance \$'000	Variance %
Roads		12,551	11,683	(868)	-7%
Bridges	3	1,459	3,015	1,556	107%
Footpaths and cycleways		2,100	1,859	(241)	-11%
Drainage		4,218	4,578	360	9%
Recreational, leisure and community facilities		3,639	3,401	(238)	-7%
Parks, open space and streetscapes		4,693	4,371	(322)	-7%
Off street car parks		721	395	(326)	-45%
<b>Total infrastructure</b>		<b>29,381</b>	<b>29,302</b>	<b>(79)</b>	0%
<b>Total capital works expenditure</b>		<b>78,890</b>	<b>56,645</b>	<b>(22,245)</b>	-28%
New asset expenditure		16,946	7,439	(9,507)	-56%
Asset renewal expenditure		53,595	43,489	(10,106)	-19%
Asset expansion expenditure		2,315	1,366	(949)	-41%
Asset upgrade expenditure		6,034	4,351	(1,683)	-28%
<b>Total capital works expenditure</b>		<b>78,890</b>	<b>56,645</b>	<b>(22,245)</b>	-28%

**(i) Explanation of material variations**

<b>Variance Ref</b>	<b>Item</b>	<b>Explanation</b>
1	Buildings	The favourable variance to budget is primarily due to project timing for the Kew Recreation Centre. This is a multi-year project. Works have been delayed due to the structural steel collapse on the 20th October 2022.
2	Fixtures, fittings and furniture	Furniture, fixtures and fittings had a favourable variance to budget predominately due to the Library IT Hardware Renewal project. Return chutes and sorters have been ordered for Hawthorn and Ashburton Libraries. This is a multi-year project that involves building related works to be undertaken at each site to accommodate the upgraded sorters and return chutes. The building works need to be completed before the new equipment can be installed. It is now anticipated the project will be completed by March 2024.
3	Bridges	Bridges is unfavourable to budget as a result of the Walmer Street Bridge experiencing adverse site conditions and requiring additional spend in the current year.

## **Note 2.2 – Analysis of Council results by program**

### **2.2.1 Programs**

Council delivers its functions and activities through the following programs.

#### **Community Support**

The Community Support directorate are the community care specialists. We foster equity, connectedness and inclusivity through the provision of services & programs that meet community needs, support community jobs and a thriving economy, while also caring for our community throughout their health, learning and wellbeing journeys. The directorate includes the following departments:

- Arts & Culture
- Community Planning & Development
- Library Services
- Health & Wellbeing Services
- Liveable Communities

#### **Places and Spaces**

The Places and Spaces directorate are specialists who create and maintain our facilities, open spaces and infrastructure. We design and champion the physical environment to deliver the experience our community desires – we do this to keep Boroondara clean, beautiful and working. The directorate includes the following departments:

- Asset & Capital Planning
- Environmental Sustainability & Open Spaces
- Traffic & Transport
- Facilities, Waste & Infrastructure
- Capital Projects

## **Urban Living**

The Urban Living directorate are specialists who provide expertise to our community in navigating land use and development controls, guidelines and policy applying to their property and neighbourhood. We endeavour to protect neighbourhood character, amenity and the health of the community to deliver high liveability and community prosperity. The directorate includes the following departments:

- Civic Services
- Strategic & Statutory Planning
- Building Services

## **Customer and Transformation**

The Customer and Transformation directorate lead the organisation to place the customer at the centre of everything we do and deliver a more seamless, convenient and empowering customer experience when interacting with council. We also lead the organisation into the future, helping set the strategy for the organisation through two way consultation with our highly valued SMEs in conjunction with a strong customer segment insight led approach. We deliver on strategic priorities through our multi-disciplinary delivery and innovation teams that make sure to leverage business SMEs:

- Customer & Communication
- Transformation & Technology
- Strategy & Performance

## **Office of the CEO**

Includes the Chief Executive Office, Chief Financial Office, People Culture & Development and Governance department. We provide a range of specialised expertise and support services to the rest of the business, enabling them to focus on their specialist areas to provide maximum value to our community and stakeholders.

**2.2.2 Summary of income, expenses, assets and capital expenses by program**

**2023**

<b>Program</b>	<b>Income \$'000</b>	<b>Expenses \$'000</b>	<b>Surplus / (Deficit) \$'000</b>	<b>Grants included in income \$'000</b>	<b>Total assets \$'000</b>
Community Support	11,758	38,898	(27,140)	6,387	770,523
Places & Spaces	13,178	81,977	(68,799)	10,436	3,665,733
Urban Living	25,462	28,456	(2,994)	867	21,344
Customer and Transformation	374	39,430	(39,056)	373	16,429
Office of the CEO*	230,685	68,457	162,228	6,606	173,818
<b>Total</b>	<b>281,457</b>	<b>257,218</b>	<b>24,239</b>	<b>24,669</b>	<b>4,647,847</b>

**2022**

<b>Program</b>	<b>Income \$'000</b>	<b>Expenses \$'000</b>	<b>Surplus / (Deficit) \$'000</b>	<b>Grants included in income \$'000</b>	<b>Total assets \$'000</b>
Community Support	13,041	42,106	(29,065)	8,881	780,623
Places & Spaces	8,184	75,862	(67,678)	5,353	3,611,802
Urban Living	19,400	23,362	(3,962)	738	21,005
Customer and Transformation	1	38,365	(38,364)	-	15,476
Office of the CEO*	213,293	63,262	150,031	6,564	177,566
<b>Total</b>	<b>253,919</b>	<b>242,957</b>	<b>10,962</b>	<b>21,536</b>	<b>4,606,472</b>

\*Includes Revenue and Property Services function – rates and charges income.

## Note 3 – Funding for the delivery of our services

### 3.1 – Rates and charges

Council uses Capital Improved Value (CIV) as the basis of valuation of all properties within the municipal district. The CIV of a property is the value of the land and all improvements. The valuation base used to calculate general rates for 2022-23 was \$134.34 billion (2021-22: \$120.63 billion). The 2022-23 rate in the CIV dollar was 0.12653020 (2021-22: 0.13720849).

	2023 \$'000	2022 \$'000
General rates	168,982	164,674
Supplementary rates and rate adjustments	650	1,336
Waste management charge	31,582	31,402
Special rates and charges	1,413	1,416
Interest on rates and charges	1,247	1,236
<b>Total rates and charges</b>	<b>203,874</b>	<b>200,064</b>

The date of the latest general revaluation of land for rating purposes within the municipal district was 1 January 2023 and the valuation will be applied in the rating year commencing 1 July 2023.

Annual rates and charges are recognised as revenues when Council issues annual rates notices. Supplementary rates are recognised when a valuation and reassessment is completed and a supplementary rates notice issued.

### 3.2 – Statutory fees and fines

	2023 \$'000	2022 \$'000
Infringements and costs	11,238	6,614
Court recoveries	1,102	586
Town planning fees	2,470	2,795
Land information certificates	207	251
Swimming pool registrations	58	239
Permits	1,268	919
<b>Total statutory fees and fines</b>	<b>16,343</b>	<b>11,404</b>

Statutory fees and fines (including parking fees and fines) are recognised as revenue when the service has been provided, the payment is received, or when the penalty has been applied, whichever first occurs.

**3.3 – User fees**

	<b>2023 \$'000</b>	<b>2022 \$'000</b>
Aged and health services	1,490	1,719
Building services	1,457	1,498
Road occupancy, traffic and drainage	804	901
Child care/children's program	272	209
Parking	1,672	1,199
Leisure centre and recreation	917	690
Registrations and other permits	1,270	1,415
Waste management services	1,123	833
Other fees and charges	1,052	918
<b>Total user fees</b>	<b>10,057</b>	<b>9,382</b>

<b>User fees by timing of revenue recognition</b>	<b>2023 \$'000</b>	<b>2022 \$'000</b>
User fees recognised over time	120	111
User fees recognised at a point in time	9,937	9,271
<b>Total user fees</b>	<b>10,057</b>	<b>9,382</b>

User fees are recognised as revenue at a point in time, or over time, when (or as) the performance obligation is satisfied. Recognition is based on the underlying contractual terms.

### 3.4 – Funding from other levels of government

Grants were received in respect of the following:

#### Summary of grants

	<b>2023 \$'000</b>	<b>2022 \$'000</b>
Commonwealth funded grants	10,666	14,484
State funded grants	14,002	7,052
<b>Total grants received</b>	<b>24,668</b>	<b>21,536</b>

#### (a) Operating Grants

##### Recurrent – Commonwealth Government

	<b>2023 \$'000</b>	<b>2022 \$'000</b>
Financial Assistance Grants	6,567	6,485
Aged care	1,091	3,545
Community transport	423	461
Senior citizen centres	-	149
Volunteer services	86	85

**Recurrent – State Government**

	<b>2023 \$'000</b>	<b>2022 \$'000</b>
Aged care	844	847
Libraries	1,151	1,148
Maternal and child health	1,210	1,284
School crossing supervisors	842	703
Family and children	220	209
Community safety	223	258
Senior citizen centres	-	4
<b>Total recurrent operating grants</b>	<b>12,657</b>	<b>15,178</b>

**Non-recurrent – Commonwealth Government**

	<b>2023 \$'000</b>	<b>2022 \$'000</b>
Environmental planning	5	-
Libraries	-	7
Other	35	4

**Non-recurrent – State Government**

	<b>2023 \$'000</b>	<b>2022 \$'000</b>
Recycling	412	-
Community health	133	42
Community safety	198	15
Community transport	2	642
Family and children	356	527
Maternal and child health	144	168
Libraries	65	43
Other	638	363
<b>Total non-recurrent operating grants</b>	<b>2,008</b>	<b>1,811</b>
<b>Total operating grants</b>	<b>14,665</b>	<b>16,989</b>

**(b) Capital Grants**

**Recurrent – Commonwealth Government**

	<b>2023 \$'000</b>	<b>2022 \$'000</b>
Roads to recovery	594	594
<b>Total recurrent capital grants</b>	<b>594</b>	<b>594</b>

**Non-recurrent – Commonwealth Government**

	<b>2023 \$'000</b>	<b>2022 \$'000</b>
Community health	375	208
Environmental planning	-	431
Buildings	729	314
Community Safety	141	566
Roads	469	1,605
Sports and recreation	151	30

**Non-recurrent – State Government**

	<b>2023 \$'000</b>	<b>2022 \$'000</b>
Roads	192	240
Environmental planning	23	33
Buildings	4,111	526
Bridges	350	-
Sports and recreation	2,868	-
<b>Total non-recurrent capital grants</b>	<b>9,409</b>	<b>3,953</b>
<b>Total capital grants</b>	<b>10,003</b>	<b>4,547</b>

### (c) Recognition of grant income

Before recognising funding from government grants as revenue the Council assesses whether there is a contract that is enforceable and has sufficiently specific performance obligations in accordance with AASB 15 Revenue from Contracts with Customers. When both these conditions are satisfied, the Council:

- identifies each performance obligation relating to revenue under the contract/agreement
- determines the transaction price
- recognises a contract liability for its obligations under the agreement
- recognises revenue as it satisfies its performance obligations, at the time or over time when services are rendered.

Where the contract is not enforceable and/or does not have sufficiently specific performance obligations, the Council applies AASB 1058 Income for Not-for-Profit Entities.

Grant revenue with sufficiently specific performance obligations is recognised over time as the performance obligations specified in the underlying agreement are met. Where performance obligations are not sufficiently specific, grants are recognised on the earlier of receipt or when an unconditional right to receipt has been established. Grants relating to capital projects are generally recognised progressively as the capital project is completed. The following table provides a summary of the accounting framework under which grants are recognised.

#### Income recognised under AASB 1058 Income of Not-for-Profit Entities

	2023 \$'000	2022 \$'000
General purpose	6,567	6,485
Other specific purpose grants	15,174	9,421

**Revenue recognised under AASB 15 Revenue from Contracts with Customers**

	<b>2023 \$'000</b>	<b>2022 \$'000</b>
Specific purpose grants	2,927	5,260
	<b>24,668</b>	<b>21,536</b>

**(d) Unspecified grants received on condition that they be spent in a specific manner**

**Operating**

	<b>2023 \$'000</b>	<b>2022 \$'000</b>
Balance at start of year	2,658	2,486
Received during the financial year and remained unspent at balance date	1,142	1,905
Received in prior years and spent during the financial year	(1,058)	(1,733)
<b>Balance at year end</b>	<b>2,742</b>	<b>2,658</b>

**Capital**

	<b>2023 \$'000</b>	<b>2022 \$'000</b>
Balance at start of year	9,206	8,622
Received during the financial year and remained unspent at balance date	1,823	2,414
Received in prior years and spent during the financial year	(5,790)	(1,830)
<b>Balance at year end</b>	<b>5,239</b>	<b>9,206</b>

Unspent grants are determined and disclosed on a cash basis.

### 3.5 – Contributions

	2023 \$'000	2022 \$'000
Monetary	6,146	4,901
<b>Total contributions</b>	<b>6,146</b>	<b>4,901</b>

Monetary and non monetary contributions are recognised as revenue at their fair value when Council obtains control over the contributed asset.

### 3.6 – Net loss on disposal of property, infrastructure, plant and equipment

	2023 \$'000	2022 \$'000
Proceeds of sale	3	2
Written down value of assets sold, replaced and disposed	(3,181)	(4,144)
<b>Total net loss on disposal of property, infrastructure, plant and equipment</b>	<b>(3,178)</b>	<b>(4,142)</b>

The profit or loss on sale of an asset is determined when control of the asset has passed to the buyer.

### 3.7 – Other income

	2023 \$'000	2022 \$'000
Interest	5,333	300
Other rental income	3,015	3,185
Reimbursements	1,415	979

	<b>2023 \$'000</b>	<b>2022 \$'000</b>
Right-of-way sales	325	147
Traffic and drainage	1,599	1,285
Other income	202	736
<b>Total other income</b>	<b>11,889</b>	<b>6,632</b>

Interest is recognised as it is earned.

Other income is measured at the fair value of the consideration received or receivable and is recognised when Council gains control over the right to receive the income.

## **Note 4 – The cost of delivering services**

### **4.1 – Employee Costs**

#### **(a) Employee Costs**

	<b>2023 \$'000</b>	<b>2022 \$'000</b>
Wages and salaries	77,693	78,938
Workcover	902	1,294
Casual staff	6,143	5,064
Annual leave and long service leave	8,586	7,718
Superannuation	8,481	8,203
Fringe benefits tax	396	356
Other	2,177	252
<b>Total employee costs</b>	<b>104,378</b>	<b>101,825</b>

**(b) Superannuation**

**Superannuation**

Council made contributions to the following funds:

**Defined benefit fund**

	<b>2023 \$'000</b>	<b>2022 \$'000</b>
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	244	310
	<b>244</b>	<b>310</b>

**Accumulation funds**

	<b>2023 \$'000</b>	<b>2022 \$'000</b>
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	3,751	3,792
Employer contributions – other funds	4,537	4,101
	<b>8,288</b>	<b>7,893</b>

	<b>2023 \$'000</b>	<b>2022 \$'000</b>
Employer contributions payable at reporting date.	-	66

Contributions made exclude amounts accrued at balance date. Refer to note 9.3 for further information relating to Council's superannuation obligations.

## 4.2 – Materials and services

	2023 \$'000	2022 \$'000
Contract payments and trade services:		
-Waste Collection	12,340	11,992
-Open Space	12,532	11,477
-Minor Projects	8,328	10,465
-Leisure and Aquatic Centre	-	1,195
-Other*	15,575	14,546
Building maintenance	4,446	4,111
General maintenance	6,155	4,411
Plant and equipment maintenance	2,780	2,309
Utilities	4,611	4,554
Consultants and Professional services & advice	6,333	6,137
Office and administration	5,074	4,673
Financial and legal	2,173	1,986
Information technology	7,176	5,092
Insurance	2,752	2,495
Other	-	155
<b>Total materials and services</b>	<b>90,275</b>	<b>85,598</b>

Expenses are recognised as they are incurred and reported in the financial year to which they relate.

\*This includes amounts individually under \$1 million where Council engages contractors to deliver services to the community.

### 4.3 – Depreciation

	2023 \$'000	2022 \$'000
Property	15,108	14,445
Plant and equipment	4,250	4,189
Infrastructure	18,769	17,775
Investment property	-	193
<b>Total depreciation</b>	<b>38,127</b>	<b>36,602</b>

Refer to note 6.2 and 6.4 for a more detailed breakdown of depreciation charges and accounting policy.

### 4.4 – Amortisation – intangible assets

	2023 \$'000	2022 \$'000
Software	322	335
<b>Total Amortisation – intangible assets</b>	<b>322</b>	<b>335</b>

Refer to note 5.2(c) for a more detailed breakdown of amortisation charges and accounting policy.

### 4.5 – Amortisation – right of use assets

	2023 \$'000	2022 \$'000
Vehicles	3,631	3,595
Other	14	19
<b>Total Amortisation – right of use assets</b>	<b>3,645</b>	<b>3,614</b>

Refer to note 5.8 for a more detailed breakdown of amortisation charges and accounting policy.

#### 4.6 – Bad and doubtful debts

	2023 \$'000	2022 \$'000
Parking fines and local laws debtors	4,335	1,849
Other debtors	81	272
<b>Total bad and doubtful debts</b>	<b>4,416</b>	<b>2,121</b>

#### Movement in provisions for doubtful debts

	2023 \$'000	2022 \$'000
Balance at the beginning of the year	2,814	2,750
New provisions recognised during the year	4,416	2,121
Amounts already provided for and written off as uncollectible	(1,941)	(2,057)
Balance at end of year	<b>5,289</b>	<b>2,814</b>

An allowance for impairment losses in respect of debtors is recognised based on an expected credit loss model. This model considers both historic and forward looking information in determining the level of impairment.

#### 4.7 – Borrowing costs

	2023 \$'000	2022 \$'000
Interest on borrowings	3,938	1,419
<b>Total borrowing costs</b>	<b>3,938</b>	<b>1,419</b>

Borrowing costs are recognised as an expense in the period in which they are incurred, except where they are capitalised as part of a qualifying asset constructed by Council.

#### 4.8 – Finance Costs – leases

	2023 \$'000	2022 \$'000
Interest – Lease Liabilities	247	288
<b>Total finance costs</b>	<b>247</b>	<b>288</b>

#### 4.9 – Other expenses

	2023 \$'000	2022 \$'000
Auditors' remuneration – VAGO – audit of the financial statements, performance statement and grant acquittals	90	92
Auditors' remuneration – Internal Audit	141	201
Councillors' allowances	513	480
Operating lease rentals	999	1,278
Community grants and contributions	2,545	2,866
Training and professional development	1,081	955
Special rate scheme expenditure	1,415	1,421
Other expenditure	391	407
<b>Total other expenses</b>	<b>7,175</b>	<b>7,700</b>

## Note 5 – Our financial position

### 5.1 – Financial assets

#### (a) Cash and cash equivalents

	2023 \$'000	2022 \$'000
Cash on hand	5	5
Cash at bank	18,499	25,920
Term deposits	48,247	45,417
<b>Total cash and cash equivalents</b>	<b>66,751</b>	<b>71,342</b>

#### (b) Other financial assets

##### Current

	2022 \$'000	2023 \$'000
Term deposits	79,500	79,000
<b>Total current other financial assets</b>	<b>79,500</b>	<b>79,500</b>

##### Non-current

	2023 \$'000	2022 \$'000
Unlisted shares	4	4
<b>Total non-current other financial assets</b>	<b>4</b>	<b>4</b>
<b>Total other financial assets</b>	<b>79,504</b>	<b>79,004</b>
<b>Total financial assets</b>	<b>146,255</b>	<b>150,346</b>

**(c) Financial asset notes**

Cash and cash equivalents include cash on hand, deposits at call, and other highly liquid investments with original maturities of 3 months or less, net of outstanding bank overdrafts.

Other financial assets are valued at fair value, at balance date. Term deposits are measured at original cost. Any unrealised gains and losses on holdings at balance date are recognised as either a revenue or expense.

Other financial assets include term deposits and those with original maturity dates of three to 12 months are classified as current, whilst term deposits with maturity dates greater than 12 months are classified as non-current.

The unlisted shares are held with Procurement Australasia Limited.

**(d) Trade and other receivables**

**Current**

**Statutory receivables**

	<b>2023 \$'000</b>	<b>2022 \$'000</b>
Rates debtors	16,131	15,311
Parking infringement debtors	6,678	6,701
Provision for doubtful debts – parking infringements	(4,676)	(2,500)
Net GST receivable	2,326	2,369

**Non-statutory receivables**

	<b>2023</b> <b>\$'000</b>	<b>2022</b> <b>\$'000</b>
Other debtors	4,213	4,454
Provision for doubtful debts – other debtors	(612)	(314)
<b>Total current trade and other receivables</b>	<b>24,060</b>	<b>26,021</b>

	<b>2023</b> <b>\$'000</b>	<b>2022</b> <b>\$'000</b>
<b>Total trade and other receivables</b>	<b>24,060</b>	<b>26,021</b>

Short term receivables are carried at invoice amount. A provision for doubtful debts is recognised when there is objective evidence that an impairment has occurred. Long term receivables are carried at amortised cost using the effective interest rate method.

**(e) Ageing of receivables**

The ageing of the Council's trade & other receivables (excluding statutory receivables) that are not impaired was:

	<b>2023</b> <b>\$'000</b>	<b>2022</b> <b>\$'000</b>
Current (not yet due)	557	1,313
Past due by up to 30 days	1,223	821
Past due between 31 and 180 days	1,509	1,630
Past due between 181 and 365 days	470	446
Past due by more than 1 year	454	244
<b>Total trade and other receivables</b>	<b>4,213</b>	<b>4,454</b>

**(f) Ageing of individually impaired receivables**

At balance date there were no other debtors representing financial assets that were impaired (2022: Nil).

**5.2 – Non-financial assets**

**(a) Inventories**

**Current**

	<b>2023 \$'000</b>	<b>2022 \$'000</b>
Inventories held for distribution	34	17
Inventories held for sale	41	55
<b>Total inventories</b>	<b>75</b>	<b>72</b>

Inventories held for distribution are measured at cost, adjusted when applicable for any loss of service potential. All other inventories, including land held for sale, are measured at the lower of cost and net realisable value. Where inventories are acquired for no cost or nominal consideration, they are measured at current replacement cost at the date of acquisition.

**(b) Other assets**

**Current**

	<b>2023 \$'000</b>	<b>2022 \$'000</b>
Prepayments	3,177	2,373
<b>Total other assets</b>	<b>3,177</b>	<b>2,373</b>

### (c) Intangible assets

#### Non-current

	2023 \$'000	2022 \$'000
Software	15	269
<b>Total intangible assets</b>	<b>15</b>	<b>269</b>

#### Gross carrying amount

	Software
Balance at 1 July 2022	4,609
Additions from internal developments	68
<b>Balance at 30 June 2022</b>	<b>4,677</b>

#### Accumulated amortisation and impairment

	Software
Balance at 1 July 2022	(4,340)
Amortisation expense	(322)
<b>Balance at 30 June 2023</b>	<b>(4,662)</b>
<b>Net book value at 30 June 2022</b>	<b>269</b>
<b>Net book value at 30 June 2023</b>	<b>15</b>

Intangible assets with finite lives are amortised as an expense on a systematic basis over the asset's useful life. Amortisation is generally calculated on a straight line basis, at a rate that allocates the asset value, less any estimated residual value over its estimated useful life. Estimates of the remaining useful lives and amortisation method are reviewed at least annually, and adjustments made where appropriate.

### 5.3 – Payables, trust funds and deposits and unearned income/revenue

#### (a) Trade and other payables

##### Non-statutory payables – Current

	2023 \$'000	2022 \$'000
Trade and other payables	14,416	21,521
Accrued expenses	5,323	3,715
<b>Total trade and other payables</b>	<b>19,739</b>	<b>25,236</b>

#### (b) Trust funds and deposits

##### Current

	2023 \$'000	2022 \$'000
Refundable deposits	15,027	12,462
Fire services levy	742	700
Refundable contract deposits and retention monies	5	4
Balwyn Rotary Sunday Market trust funds	258	245
<b>Total trust funds and deposits</b>	<b>16,032</b>	<b>13,411</b>

## (c) Unearned income/revenue

### Current

	<b>2023 \$'000</b>	<b>2022 \$'000</b>
Grants received in advance – operating	2,742	2,658
Grants received in advance – capital	5,239	9,206
Other	2,765	2,554
<b>Total unearned income/revenue</b>	<b>10,746</b>	<b>14,418</b>

Unearned income/revenue represents contract liabilities and reflect consideration received in advance in respect of government funding. Unearned income/revenue are derecognised and recorded as revenue when promised goods and services are transferred to the customer. Refer to Note 3.

Amounts received as deposits and retention amounts controlled by Council are recognised as trust funds until they are returned, transferred in accordance with the purpose of the receipt, or forfeited. Trust funds that are forfeited, resulting in Council gaining control of the funds, are to be recognised as revenue at the time of forfeit.

### Purpose and nature of items

**Refundable deposits** – Deposits are taken by Council as a form of surety in a number of circumstances, including in relation to building works, tender deposits, contract deposits and the use of civic facilities.

**Fire Service Levy** – Council is the collection agent for fire services levy on behalf of the State Government. Council remits amounts received on a quarterly basis. Amounts disclosed here will be remitted to the State Government in line with that process.

**Retention Amounts** – Council has a contractual right to retain certain amounts until a contractor has met certain requirements or a related warrant or defect period has elapsed. Subject to the satisfactory completion of the contractual obligations, or the elapsing of time, these amounts will be paid to the relevant contractor in line with Council's contractual obligations.

Trust funds held on behalf of the operation of the Balwyn Rotary Sunday Market – Profits and losses are transferred each month when they exceed \$5,000.

## 5.4 – Interest-bearing liabilities

### Current

	2023 \$'000	2022 \$'000
Treasury Corporation of Victoria borrowings – secured	7,671	5,789
Other Borrowings – secured	446	1,790
<b>Total Current interest-bearing liabilities</b>	<b>8,117</b>	<b>7,579</b>

### Non-current

	2023 \$'000	2022 \$'000
Treasury Corporation of Victoria borrowings – secured	76,240	64,211
Other Borrowings – secured	976	19,749
<b>Total Non-current interest-bearing liabilities</b>	<b>77,216</b>	<b>83,960</b>
<b>Total</b>	<b>85,333</b>	<b>91,539</b>

Borrowings are secured over the General Rates of Council.

a) The maturity profile for Council's borrowings is:

	<b>2023 \$'000</b>	<b>2022 \$'000</b>
Not later than one year	8,117	7,579
Later than one year and not later than five years	34,953	33,238
Later than five years	42,263	50,722
	<b>85,333</b>	<b>91,539</b>

Borrowings are initially measured at fair value, being the cost of the interest bearing liabilities, net of transaction costs. The measurement basis subsequent to initial recognition depends on whether the Council has categorised its interest-bearing liabilities as either financial liabilities designated at fair value through the profit and loss, or financial liabilities at amortised cost. Any difference between the initial recognised amount and the redemption value is recognised in net result over the period of the borrowing using the effective interest method.

The classification depends on the nature and purpose of the interest bearing liabilities. The Council determines the classification of its interest bearing liabilities at initial recognition.

**5.5 – Provisions****2023**

	<b>Annual leave \$'000</b>	<b>Long service leave \$'000</b>	<b>Rostered day off \$'000</b>	<b>Total \$'000</b>
Balance at beginning of the financial year	7,691	13,656	523	21,870
Additional provisions	7,751	3,800	2,448	13,999
Amounts used	(8,059)	3,800	(2,359)	(13,701)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	(33)	(48)	-	(81)
Balance at the end of the financial year	<b>7,350</b>	<b>14,125</b>	<b>612</b>	<b>22,087</b>
<i>Provisions - current</i>	<b>7,350</b>	<b>11,881</b>	<b>612</b>	<b>19,843</b>
<i>Provisions – non-current</i>	-	<b>2,244</b>	-	<b>2,244</b>

**2022**

	<b>Annual leave \$'000</b>	<b>Long service leave \$'000</b>	<b>Rostered day off \$'000</b>	<b>Total \$'000</b>
Balance at beginning of the financial year	7,939	14,299	509	22,747
Additional provisions	7,231	4,705	2,229	14,165
Amounts used	(7,418)	(5,216)	(2,215)	(14,849)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	(61)	(132)	-	(193)
Balance at the end of the financial year	<b>7,691</b>	<b>13,656</b>	<b>523</b>	<b>21,870</b>
<i>Provisions - current</i>	<b>7,691</b>	<b>11,536</b>	<b>523</b>	<b>19,750</b>
<i>Provisions – non-current</i>	-	<b>2,120</b>	-	<b>2,120</b>

**(a) Employee provisions**

**Current provisions expected to be settled within 12 months**

	<b>2023 \$'000</b>	<b>2022 \$'000</b>
Annual leave	5,448	5,500
Long service leave	1,595	1,603
Other	612	523
	<b>7,655</b>	<b>7,626</b>

### Current provisions expected to be settled after 12 months

	2023 \$'000	2022 \$'000
Annual leave	1,902	2,191
Long service leave	10,286	9,933
	<b>12,188</b>	<b>12,124</b>
Total current employee provisions	<b>19,843</b>	<b>19,750</b>

### Non-current

	2023 \$'000	2022 \$'000
Long service leave	2,244	2,120
Total non-current employee provisions	<b>2,244</b>	<b>2,120</b>
Aggregate carrying amount of employee provisions:		
Current	19,843	19,750
Non-current	2,244	2,120
Total aggregate carrying amount of employee provisions	<b>22,087</b>	<b>21,870</b>

The calculation of employee costs and benefits includes all relevant on-costs and are calculated as follows at reporting date.

#### *Annual leave*

A liability for annual leave is recognised in the provision for employee benefits as a current liability because the Council does not have an unconditional right to defer settlement of the liability. Liabilities for annual leave are measured at:

- nominal value if the Council expects to wholly settle the liability within 12 months
- present value if the Council does not expect to wholly settle within 12 months.

Liabilities that are not expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits as current liabilities, measured at the present value of the amounts expected to be paid when the liabilities are settled using the remuneration rate expected to apply at the time of settlement.

*Long service leave*

Liability for long service leave (LSL) is recognised in the provision for employee benefits. Unconditional LSL is disclosed as a current liability as the Council does not have an unconditional right to defer settlement. Unconditional LSL is measured at nominal value if expected to be settled within 12 months or at present value if not expected to be settled within 12 months. Conditional LSL that has been accrued, where an employee is yet to reach a qualifying term of employment, is disclosed as a non-current liability and measured at present value.

Key assumptions:

	<b>2023</b>	<b>2022</b>
– discount rate	4.06%	3.69%
– wage inflation rate	3.30%	1.80%

## 5.6 – Financing arrangements

Council has the following funding arrangements in place as at 30 June 2023:

	<b>2023 \$'000</b>	<b>2022 \$'000</b>
Credit card facilities	373	357
Other borrowing facilities	1,422	21,539
Treasury Corporation of Victoria facilities	83,911	70,000
<b>Total facilities</b>	<b>85,706</b>	<b>91,896</b>
<b>Used facilities</b>	<b>85,446</b>	<b>91,605</b>
<b>Unused facilities</b>	<b>260</b>	<b>291</b>

## 5.7 – Commitments

The Council has entered into the following commitments. Commitments are not recognised in the Balance Sheet. Commitments are disclosed at their nominal value and presented inclusive of the GST payable.

**(a) Commitments for expenditure**

**2023**

**Operating**

	<b>Not later than 1 year \$'000</b>	<b>Later than 1 year and not later than 2 years \$'000</b>	<b>Later than 2 years and not later than 5 years \$'000</b>	<b>Later than 5 years \$'000</b>	<b>Total \$'000</b>
Cleaning contracts for council buildings	2,562	2,555	-	-	5,117
Consultancies	380	378	139	-	897
Home care services	-	-	-	-	-
Information systems and technology	1,793	1,013	255	-	3,061
Maintenance	2,060	2,040	525	-	4,625
Open space management	13,163	12,066	15,202	-	40,431
Other	7,579	2,474	2,816	-	12,869
Financial Services	203	203	254	-	660
Food and garden organics processing	6,836	6,817	14,214	-	27,867
Recycling	5,885	5,314	11,417	-	22,616
<b>Total</b>	<b>40,461</b>	<b>32,860</b>	<b>44,822</b>	<b>-</b>	<b>118,143</b>

**Capital**

	<b>Not later than 1 year \$'000</b>	<b>Later than 1 year and not later than 2 years \$'000</b>	<b>Later than 2 years and not later than 5 years \$'000</b>	<b>Later than 5 years \$'000</b>	<b>Total \$'000</b>
Buildings	11,966	4,597	31	-	16,594
Computers and telecommunications	68	-	-	-	68
Drainage	3,296	3,287	8,275	-	14,858
Information systems and technology	4,988	4,764	5,662	-	15,414
Library materials – Books and furnishings	2,250	2,244	-	-	4,494
Open Space Management	710	668	135	-	1,513
Vehicles	466	465	1,389	-	2,320
Concrete, bluestone and other materials	10,598	10,569	26,611	-	47,778
Other capital related	3,138	410	109	-	3,657
Recreational, leisure and community facilities	431	-	-	-	431
Landscaping	1,178	1,175	1,175	-	3,528
Roads	6,861	6,842	3,206	-	16,909
<b>Total</b>	<b>49,950</b>	<b>35,021</b>	<b>46,593</b>	<b>-</b>	<b>127,564</b>

**2022****Operating**

	<b>Not later than 1 year \$'000</b>	<b>Later than 1 year and not later than 2 years \$'000</b>	<b>Later than 2 years and not later than 5 years \$'000</b>	<b>Later than 5 years \$'000</b>	<b>Total \$'000</b>
Cleaning contracts for council buildings	2,632	2,562	2,555	-	7,749
Consultancies	805	380	920	-	2,105
Home care services	61	-	-	-	61
Information systems and technology	1,174	267	-	-	1,441
Maintenance	325	8	-	-	333
Open space management	16,929	11,984	25,483	1,020	55,416
Other	8,378	7,208	4,876	167	20,629
Food and garden organics processing	6,249	6,817	20,452	568	34,086
Recycling	1,670	986	428	-	3,084
<b>Total</b>	<b>38,223</b>	<b>30,212</b>	<b>54,714</b>	<b>1,755</b>	<b>124,904</b>

**Capital**

	<b>Not later than 1 year \$'000</b>	<b>Later than 1 year and not later than 2 years \$'000</b>	<b>Later than 2 years and not later than 5 years \$'000</b>	<b>Later than 5 years \$'000</b>	<b>Total \$'000</b>
Buildings	19,154	5,001	1,685	-	25,840
Computers and telecommunications	419	68	-	-	487
Drainage	971	-	-	-	971
Footpaths, shopping centre improvements, laneways, car parks	2,900	-	-	-	2,900
Information systems and technology	381	262	256	-	899
Library materials – Books and furnishings	2,244	2,250	4,482	-	8,976
Open Space Management	709	710	803	-	2,222
Other capital related	4,192	3,138	629	-	7,959
Recreational, leisure and community facilities	648	431	-	-	1,079
Landscaping	1,175	1,178	3,521	-	5,874
Roads	3,560	-	-	-	3,560
<b>Total</b>	<b>36,353</b>	<b>13,038</b>	<b>11,376</b>	<b>-</b>	<b>60,767</b>

**(b) Operating lease receivables**

The Council has entered into commercial property leases on its investment properties as disclosed in note 6.4. These properties held under operating leases have remaining non-cancellable lease terms of up to 22 years. All leases include a CPI based revision of the rental charge annually.

Future undiscounted minimum rentals receivable under non-cancellable operating leases are as follows:

	<b>2023 \$'000</b>	<b>2022 \$'000</b>
Not later than one year	794	266
Later than one year and not later than five years	2,279	1,650
Later than five years	4,284	4,405
	<b>7,357</b>	<b>6,321</b>

## 5.8 – Leases

At inception of a contract, all entities would assess whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To identify whether a contract conveys the right to control the use of an identified asset, it is necessary to assess whether:

- The contract involves the use of an identified asset;
- The customer has the right to obtain substantially all of the economic benefits from use of the asset throughout the period of use; and
- The contract has the right to direct the use of the asset.

This policy is applied to contracts entered into, or changed, on or after 1 July 2019.

As a lessee, Council recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost which comprises the initial amount of the lease liability adjusted for:

- any lease payments made at or before the commencement date less any lease incentives received; plus
- any initial direct costs incurred; and
- an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located.

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. The estimated useful lives of right-of-use assets are determined on the same basis as those of property, plant and equipment. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain measurements of the lease liability.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, an appropriate incremental borrowing rate. Generally, Council uses an appropriate incremental borrowing rate as the discount rate.

Lease payments included in the measurement of the lease liability comprise the following:

- Fixed payments
- Variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date;
- Amounts expected to be payable under a residual value guarantee; and
- The exercise price under a purchase option that Council is reasonably certain to exercise, lease payments in an optional renewal period if Council is reasonably certain to exercise an extension option, and penalties for early termination of a lease unless Council is reasonably certain not to terminate early.

When the lease liability is re-measured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

Under AASB 16 Leases, Council as a not-for-profit entity has elected not to measure right-of-use assets at initial recognition at fair value in respect of leases that have significantly below-market terms.

Peppercorn Leases that Council has entered into include leasing of land, car parks and footpaths. Due to the temporary relief granted under AASB 2018-8, peppercorn leases have not been recognised in the balance sheet.

## Right-of-use assets

	Vehicles \$'000	Other \$'000	Total \$'000
Balance at 1 July 2022	8,538	14	8,552
Additions	2,269	-	2,269
Disposals	(1,017)	-	(1,017)
Amortisation charge	(3,631)	(14)	(3,645)
Amortisation of disposals	1,017	-	1,017
Balance at 30 June 2023	<b>7,176</b>	-	<b>7,176</b>

## Lease liabilities

Maturity analysis – contractual undiscounted cash flows

	2023 \$'000	2022 \$'000
Less than one year	3,155	3,415
One to five years	3,960	4,936
More than five years	569	846
Total undiscounted lease liabilities as at 30 June:	<b>7,684</b>	<b>9,197</b>

Lease liabilities included in the Balance Sheet at 30 June:

	<b>2023</b> <b>\$'000</b>	<b>2022</b> <b>\$'000</b>
Current	2,980	3,206
Non-current	4,266	5,447
<b>Total lease liabilities</b>	<b>7,246</b>	<b>8,653</b>

### **Short-term and low value leases**

Council has elected not to recognise right-of-use assets and lease liabilities for short-term leases of machinery that have a lease term of 12 months or less and leases of low-value assets (individual assets worth less than existing capitalisation thresholds for a like asset up to a maximum of AUD\$10,000), including IT equipment. Council recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

#### **Expenses relating to:**

	<b>2023</b> <b>\$'000</b>	<b>2022</b> <b>\$'000</b>
Short-term leases	240	284
Leases of low value assets	529	537
<b>Total</b>	<b>769</b>	<b>821</b>

## **Non-cancellable lease commitments – Short-term and low-value leases**

Commitments for minimum lease payments for short-term and low-value leases are payable as follows:

	<b>2023 \$'000</b>	<b>2022 \$'000</b>
Payable within one year	529	538
Payable later than one year but not later than five years	2,116	2,151
<b>Total lease commitments</b>	<b>2,645</b>	<b>2,689</b>

## **Note 6 – Assets we manage**

### **6.1 – Non current assets classified as held for sale**

Non-current assets classified as held for sale (including disposal groups) are measured at the lower of its carrying amount and fair value less costs of disposal, and are not subject to depreciation. Non-current assets, disposal groups and related liabilities and assets are treated as current and classified as held for sale if their carrying amount will be recovered through a sale transaction rather than through continuing use. This condition is regarded as met only when the sale is highly probable and the asset's sale (or disposal group sale) is expected to be completed within 12 months from the date of classification. Council has no non-current assets held for sale at reporting date.

## 6.2 – Property, infrastructure, plant and equipment

### Summary of property, infrastructure, plant and equipment

	Carrying amount 30 June 2021 \$'000	Additions \$'000	Contributions \$'000	Revaluations \$'000	Depreciation \$'000	Disposal \$'000	Write-off \$'000	*Transfers \$'000	Carrying amount 30 June 2022 \$'000
Land	3,394,026	-	-	-	-	-	-	-	3,394,026
Buildings	353,260	-	-	-	(15,108)	(1,182)	-	19,157	356,127
Plant and Equipment	20,500	-	-	-	(4,250)	(526)	-	4,636	20,360
Infrastructure	559,581	-	-	29,564	(18,769)	(1,473)	-	24,785	593,688
Work in progress	82,715	56,645	-	-	-	-	(5,058)	(49,519)	84,783
	<b>4,410,082</b>	<b>56,645</b>	-	<b>29,564</b>	<b>(38,127)</b>	<b>(3,181)</b>	<b>(5,058)</b>	<b>(941)</b>	<b>4,448,984</b>

### Summary of Works in Progress

	Opening WIP \$'000	Additions \$'000	**Transfers \$'000	Write Offs \$'000	Closing WIP \$'000
Buildings	67,677	23,209	(19,770)	(1,841)	69,275
Plant and Equipment	359	4,134	(3,362)	(644)	487
Infrastructure	14,679	29,302	(26,387)	(2,573)	15,021
<b>Total</b>	<b>82,715</b>	<b>56,645</b>	<b>(49,519)</b>	<b>(5,058)</b>	<b>84,783</b>

\* The net transfers of \$941K is represented by transfers from work in progress to other financial categories including Investment property and Intangibles shown in Note 6.4 and Note 5.2 (c) respectively.

**(a) Property**

	<b>Land – specialised \$'000</b>	<b>Land – non specialised \$'000</b>	<b>Total Land \$'000</b>	<b>Buildings – non specialised \$'000</b>	<b>Total Buildings \$'000</b>	<b>Work in Progress \$'000</b>	<b>TOTAL PROPERTY \$'000</b>
At fair value 1 July 2022	2,945,552	448,474	3,394,026	537,489	537,489	67,677	3,999,192
Accumulated depreciation at 1 July 2022	-	-	-	(184,229)	(184,229)	-	(184,229)
	2,945,552	448,474	3,394,026	353,260	353,260	67,677	<b>3,814,963</b>

**Movements in fair value**

	<b>Land – specialised \$'000</b>	<b>Land – non specialised \$'000</b>	<b>Total Land \$'000</b>	<b>Buildings – non specialised \$'000</b>	<b>Total Buildings \$'000</b>	<b>Work in Progress \$'000</b>	<b>TOTAL PROPERTY \$'000</b>
Additions	-	-	-	19,157	19,157	23,209	42,366
Revaluation	-	-	-	-	-	-	-
Disposals	-	-	-	(2,512)	(2,512)	-	(2,512)
Write-offs	-	-	-	-	-	(1,841)	(1,841)
Transfers in (out)	-	-	-	-	-	(19,770)	(19,770)
	-	-	-	16,645	16,645	1,598	<b>18,243</b>

**Movements in accumulated depreciation**

	<b>Land – specialised \$'000</b>	<b>Land – non specialised \$'000</b>	<b>Total Land \$'000</b>	<b>Buildings – non specialised \$'000</b>	<b>Total Buildings \$'000</b>	<b>Work in Progress \$'000</b>	<b>TOTAL PROPERTY \$'000</b>
Depreciation and amortisation	-	-	-	(15,108)	(15,108)	-	(15,108)
Accumulated depreciation of disposals	-	-	-	1,330	1,330	-	1,330
	-	-	-	(13,778)	(13,778)	-	<b>13,778</b>

	<b>Land – specialised \$'000</b>	<b>Land – non specialised \$'000</b>	<b>Total Land \$'000</b>	<b>Buildings – non specialised \$'000</b>	<b>Total Buildings \$'000</b>	<b>Work in Progress \$'000</b>	<b>TOTAL PROPERTY \$'000</b>
At fair value 30 June 2023	2,945,552	448,474	3,394,026	554,134	554,134	69,275	4,107,435
Accumulated depreciation at 30 June 2023	-	-	-	(198,007)	(198,009)	-	(198,007)
Carrying amount	<b>2,945,552</b>	<b>448,474</b>	<b>3,394,026</b>	<b>356,127</b>	<b>356,127</b>	<b>69,275</b>	<b>3,819,428</b>

**(b) Plant and Equipment**

	<b>Plant, machinery and equipment \$'000</b>	<b>Fixtures fittings and furniture \$'000</b>	<b>Computers and telecommunication \$'000</b>	<b>Library books \$'000</b>	<b>Work in Progress \$'000</b>	<b>TOTAL PLANT AND EQUIPMENT \$'000</b>
At fair value 1 July 2022	43,610	10,287	8,376	1,909	359	64,541
Accumulated depreciation at 1 July 2022	(29,263)	(7,898)	(5,734)	(787)	-	(43,682)
	14,347	2,389	2,642	1,122	359	<b>20,859</b>

**Movements in fair value**

	<b>Plant, machinery and equipment \$'000</b>	<b>Fixtures fittings and furniture \$'000</b>	<b>Computers and telecommunication \$'000</b>	<b>Library books \$'000</b>	<b>Work in Progress \$'000</b>	<b>TOTAL PLANT AND EQUIPMENT \$'000</b>
Additions	2,582	452	599	1,003	4,134	8,770
Disposals	-	-	-	(895)	-	(895)
Write-offs	-	-	-	-	(644)	(644)
Transfers in (out)	-	-	-	-	(3,362)	(3,362)
	2,582	452	599	108	128	<b>3,869</b>

**Movements in accumulated depreciation**

	<b>Plant, machinery and equipment \$'000</b>	<b>Fixtures fittings and furniture \$'000</b>	<b>Computers and telecommunication \$'000</b>	<b>Library books \$'000</b>	<b>Work in Progress \$'000</b>	<b>TOTAL PLANT AND EQUIPMEN T \$'000</b>
Depreciation and amortisation	(2,373)	(551)	(990)	(336)	-	(4,250)
Accumulated depreciation of disposals	-	-	-	369	-	369
	(2,373)	(551)	(990)	33	-	<b>(3,881)</b>

	<b>Plant, machinery and equipment \$'000</b>	<b>Fixtures fittings and furniture \$'000</b>	<b>Computers and telecommunication \$'000</b>	<b>Library books \$'000</b>	<b>Work in Progress \$'000</b>	<b>TOTAL PLANT AND EQUIPME NT \$'000</b>
At fair value 30 June 2023	46,192	10,739	8,975	2,017	487	68,410
Accumulated depreciation at 30 June 2023	(31,636)	(8,449)	(6,724)	(754)	-	(47,563)
Carrying amount	<b>14,556</b>	<b>2,290</b>	<b>2,251</b>	<b>1,263</b>	<b>487</b>	<b>20,847</b>

**(c) Infrastructure**

	<b>Roads \$'000</b>	<b>Bridges \$'000</b>	<b>Footpaths and cycleways \$'000</b>	<b>Drainage \$'000</b>	<b>Recreational, leisure and Community \$'000</b>	<b>Parks open spaces and streetscapes \$'000</b>	<b>Off street car parks \$'000</b>	<b>Work in Progress \$'000</b>	<b>Total Infrastructure \$'000</b>
At fair value 1 July 2022	660,008	15,471	157,081	241,548	57,736	44,334	41,613	14,679	1,232,470
Accumulated depreciation at 1 July 2022	(389,857)	(9,738)	(92,121)	(108,558)	(25,959)	(15,784)	(16,193)	-	(658,210)
	270,151	5,733	64,960	132,990	31,777	28,550	25,420	14,679	<b>574,260</b>

**Movements in fair value**

	<b>Roads \$'000</b>	<b>Bridges \$'000</b>	<b>Footpaths and cycleways \$'000</b>	<b>Drainage \$'000</b>	<b>Recreational, leisure and Community \$'000</b>	<b>Parks open spaces and streetscapes \$'000</b>	<b>Off street car parks \$'000</b>	<b>Work in Progress \$'000</b>	<b>Total Infrastructure \$'000</b>
Additions	10,845	-	2,041	2,964	1,986	6,624	325	29,302	54,087
Contributions	-	-	-	-	-	-	-	-	-
Revaluation	69,941	1,820	49,286	43,372	-	-	874	-	165,293
Disposals	(4,027)	-	(146)	(180)	-	(1)	(64)	-	(4,418)
Write-offs	-	-	-	-	-	-	-	(2,573)	(2,573)
Transfers in (out)	-	-	-	-	-	-	-	(26,387)	(26,387)
	<b>76,759</b>	<b>1,820</b>	<b>51,181</b>	<b>46,156</b>	<b>1,986</b>	<b>6,623</b>	<b>1,135</b>	<b>342</b>	<b>186,002</b>

**Movements in accumulated depreciation**

	<b>Roads \$'000</b>	<b>Bridges \$'000</b>	<b>Footpaths and cycleways \$'000</b>	<b>Drainage \$'000</b>	<b>Recreational, leisure and Community \$'000</b>	<b>Parks, open spaces and streetscapes \$'000</b>	<b>Off street car parks \$'000</b>	<b>Work in Progress \$'000</b>	<b>Total Infrastructure \$'000</b>
Depreciation and amortisation	(8,803)	(277)	(1,983)	(2,865)	(2,340)	(1,929)	(572)	-	(18,769)
Revaluation	(70,127)	(839)	(28,175)	(35,646)	-	-	(942)	-	(135,729)
Accumulated depreciation of disposals	2,655	-	102	167	-	-	21	-	2,945
	<b>(76,275)</b>	<b>(1,116)</b>	<b>(30,056)</b>	<b>(38,344)</b>	<b>(2,340)</b>	<b>(1,929)</b>	<b>(1,493)</b>	<b>-</b>	<b>(151,553)</b>

	<b>Roads \$'000</b>	<b>Bridges \$'000</b>	<b>Footpaths and cycleways \$'000</b>	<b>Drainage \$'000</b>	<b>Recreational, leisure and Community \$'000</b>	<b>Parks, open spaces and streetscapes \$'000</b>	<b>Off street car parks \$'000</b>	<b>Work in Progress \$'000</b>	<b>Total Infrastructure \$'000</b>
At fair value 30 June 2023	736,767	17,291	208,262	287,704	59,722	50,957	42,748	15,021	1,418,472
Accumulated depreciation at 30 June 2023	(466,132)	(10,854)	(122,177)	(146,902)	(28,299)	(17,713)	(17,686)	-	(809,763)
Carrying amount	<b>270,635</b>	<b>6,437</b>	<b>86,085</b>	<b>140,802</b>	<b>31,423</b>	<b>33,244</b>	<b>25,062</b>	<b>15,021</b>	<b>608,709</b>

	<b>Roads \$'000</b>	<b>Bridges \$'000</b>	<b>Footpaths and cycleways \$'000</b>	<b>Drainage \$'000</b>	<b>Recreational, leisure and Community \$'000</b>	<b>Parks, open spaces and streetscapes \$'000</b>	<b>Off street car parks \$'000</b>	<b>Work in Progress \$'000</b>	<b>Total Infrastructure \$'000</b>
<b>Total property, infrastructure, plant and equipment</b>									<b>4,448,984</b>

### Acquisition

The purchase method of accounting is used for all acquisitions of assets, being the fair value of assets provided as consideration at the date of acquisition plus any incidental costs attributable to the acquisition. Fair value is the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date.

Where assets are constructed by Council, cost includes all materials used in construction, direct labour, borrowing costs incurred during construction, and an appropriate share of directly attributable variable and fixed overheads.

In accordance with Council's policy, the threshold limits have applied when recognising assets within an applicable asset class and unless otherwise stated are consistent with the prior year.

### Asset recognition thresholds and depreciation periods

#### Property

	Depreciation Period Years	Threshold Limit \$'000
Land	N/A	–

#### Buildings

	Depreciation Period Years	Threshold Limit \$'000
Buildings	2-55	5

## Plant and equipment

	<b>Depreciation Period Years</b>	<b>Threshold Limit \$'000</b>
Plant, machinery and equipment	5-30	2
Arts and heritage	100	0
Fixtures, fittings and furniture	10	2
Computers and telecommunications	3-5	2
Library books	6	0

## Infrastructure

	Depreciation Period Years	Threshold Limit \$'000
Road pavements and seals	30-100	7
Road substructure	100-150	7
Road kerb, channel and minor culverts	75	7
Bridges deck	50-130	7
Bridges substructure	50-130	7
Footpaths and cycle ways	20-85	7
Drainage	20-100	7
Recreational, leisure and community facilities	10-80	2
Parks, open space and streetscapes	15-100	2
Off street car parks	30-100	7
Intangible assets	3	5

### *Land under roads*

Council recognises land under roads it controls on a fair value basis.

### *Depreciation and amortisation*

Buildings, land improvements, plant and equipment, infrastructure, and other assets having limited useful lives are systematically depreciated over their useful lives to the Council in a manner which reflects consumption of the service potential embodied in those assets. Estimates of remaining useful lives and residual values are made on a regular basis with major asset classes reassessed annually. Depreciation rates and methods are reviewed annually.

Where assets have separate identifiable components that are subject to regular replacement, these components are assigned distinct useful lives and residual values and a separate depreciation rate is determined for each component.

Road earthworks are not depreciated on the basis that they are assessed as not having a limited useful life.

Straight line depreciation is charged based on the residual useful life as determined each year.

Depreciation periods used are listed below and are consistent with the prior year unless otherwise stated.

### *Repairs and maintenance*

Where the repair relates to the replacement of a component of an asset and the cost exceeds the capitalisation threshold the cost is capitalised and depreciated. The carrying value of the replaced asset is expensed.

## **Valuation of land and buildings**

Valuation of land and buildings were undertaken by a qualified independent valuer Matheson Stephen Valuations Property Consultants. The valuation of land and buildings is at fair value, being market value based on highest and best use permitted by relevant land planning provisions. Where land use is restricted through existing planning provisions the valuation is reduced to reflect this limitation. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.

Specialised land is valued at fair value using site values adjusted for englobo (undeveloped and/or unserviced) characteristics, access rights and private interests of other parties and entitlements of infrastructure assets and services. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.

To the extent that non-specialised land and non-specialised buildings do not contain significant, unobservable adjustments, these assets are classified as Level 2 under the market based direct comparison approach.

Any significant movements in the unobservable inputs for land and land under roads will have a significant impact on the fair value of these assets.

The date and type of the current valuation is detailed in the following table. A full revaluation of these assets will be conducted in 2023/24.

Details of the Council's land and buildings and information about the fair value hierarchy as at 30 June 2023 are as follows:

	<b>Level 1</b>	<b>Level 2</b>	<b>Level 3</b>	<b>Date of Valuation</b>	<b>Type of Valuation</b>
Land	-	186,706	261,768	Jan-22	Full
Specialised land	-	73,971	2,871,581	Jan-22	Full
Buildings	-	122,829	233,298	Jan-22	Full
Total	-	383,506	3,366,647		

### **Valuation of infrastructure**

Valuation of infrastructure assets has been determined by Eric van Toor, Coordinator Strategic Asset Management, Bachelor of Engineering, Civil Engineering.

The date of the current valuation is detailed in the following table.

The valuation is at fair value based on current replacement cost less accumulated depreciation as at the date of valuation.

Details of the Council's infrastructure and information about the fair value hierarchy as at 30 June 2023 are as follows:

	Level 1	Level 2	Level 3	Date of Valuation	Type of Valuation
Roads	-	-	270,635	Jun-23	Full
Bridges	-	-	6,437	Jun-23	Full
Footpaths and cycleways	-	-	86,085	Jun-23	Full
Drainage	-	-	140,802	Jun-23	Full
Recreational, leisure and community facilities	-	-	31,423		
Parks, open space and streetscapes	-	-	33,244		
Other infrastructure	-	-	25,062	Jun-23	Full
Total	-	-	593,688		

### Description of significant unobservable inputs into level 3 valuations

**Specialised land and land under roads** is valued using a market based direct comparison technique. Significant unobservable inputs include the extent and impact of restriction of use and the market cost of land per square metre. The extent and impact of restrictions on use varies and results in a reduction to surrounding land values between 5% and 95%. The market value of land varies significantly depending on the location of the land and the current market conditions. Currently land values range between \$37 and \$12,593 per square metre.

**Specialised buildings** are valued using a current replacement cost technique. Significant unobservable inputs include the current replacement cost and remaining useful lives of buildings. Current replacement costs are calculated on a square metre basis and ranges from \$210 to \$325,161 per square metre. The remaining useful lives of buildings are

determined on the basis of the current condition of buildings and vary from 25 years to 55 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of buildings are sensitive to changes in expectations or requirements that could either shorten or extend the useful lives of buildings.

**Infrastructure assets** are valued based on the current replacement cost. Significant unobservable inputs include the current replacement cost and remaining useful lives of infrastructure. The remaining useful lives of infrastructure assets are determined on the basis of the current condition of the asset and vary from 5 years to 150 years.

Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of infrastructure are sensitive to changes in use, expectations or requirements that could either shorten or extend the useful lives of infrastructure assets.

#### Reconciliation of specialised land

	<b>2023</b> <b>\$'000</b>	<b>2022</b> <b>\$'000</b>
Land under roads	2,170	2,170
Parks and reserves	1,248,579	1,248,579
Sports Grounds	1,065,405	1,065,405
Other	629,398	629,398
<b>Total specialised land</b>	<b>2,945,552</b>	<b>2,945,552</b>

## 6.3 – Investments in joint arrangements

### (a) Investments in joint arrangements

	<b>2023</b> <b>\$'000</b>	<b>2022</b> <b>\$'000</b>
Investment in Regional Landfill Clayton South	(7,557)	(6,040)

### Background

The City of Boroondara has entered into a joint venture arrangement called Regional Landfill Clayton South, which has developed a refuse tip for a number of municipalities. The Council has a 35.22% interest in the assets, liabilities, revenues and expenses of the joint venture. The remaining joint venture partners include City of Glen Eira, City of Monash, City of Whitehorse and City of Stonnington.

	<b>2023</b> <b>\$'000</b>	<b>2022</b> <b>\$'000</b>
<b>Fair value of Council's investment in Regional Landfill Clayton South</b>	(7,557)	(6,040)

### Council's share of accumulated surplus (deficit)

	<b>2023</b> <b>\$'000</b>	<b>2022</b> <b>\$'000</b>
Council's share of accumulated surplus(deficit) at start of year	(7,680)	(8,367)
* Reported surplus/(deficit) for year	1,517	687
Council's share of accumulated deficit at end of year	<b>(9,197)</b>	<b>(7,680)</b>

**Movement in carrying value of specific investment**

	<b>2023</b> <b>\$'000</b>	<b>2022</b> <b>\$'000</b>
Carrying value of investment at start of year	(6,040)	(6,727)
* Share of surplus/(deficit) for year	(1,517)	687
Carrying value of investment at end of year	<b>(7,557)</b>	<b>(6,040)</b>

\* Share of surplus/(deficit) is based on unaudited financial statements for 2023.

Investments in joint arrangements are classified as either joint operations or joint ventures depending on the contractual rights and obligations each investor has, rather than the legal structure of the joint arrangement.

For joint operations, Council recognises its direct right to its share of jointly held assets, liabilities, revenues and expenses of joint operations.

Council continues to account for Clayton Landfill under the equity method on the basis that Clayton Landfill operating results, assets and liabilities are not material individually or in aggregate. Under this method, the interests are initially recognised in the consolidated balance sheet at cost and adjusted thereafter to recognise Council's share of the post-acquisition profits or losses and movements in other comprehensive income respectively.

The landfill closed on the 29 January 2016. At balance date the landfill itself retains sufficient liquidity however it is likely that Council funds will be required to be expended in support of the entity to fund the post closure capital works and the post closure after care expenses.

Rehabilitation of the landfill comprising construction of the final cap and the installation of landfill gas and leachate extraction infrastructure has been completed. Remaining capital works to be undertaken is the construction of a stormwater detention basin. The provision was formally assessed in 2015. A review was undertaken during the 2020-21 financial year by Mackenzie Environmental Pty Ltd on estimates of future costs to operate the closed landfill site in accordance with the *Environment Protection Act 2017* (the Act). The increase in provision relates to the expected post closure maintenance period costs after capping works are completed. The provision is based on the best information available to

management at year end. This indicates aftercare costs of approximately \$1.034 million annually.

Interests in joint ventures are accounted for using the equity method. Under this method, the interests are initially recognised in the consolidated balance sheet at cost and adjusted thereafter to recognise Council’s share of the post-acquisition profits or losses and movements in other comprehensive income in profit or loss and other comprehensive income respectively.

## 6.4 Investment property

	<b>2023</b> <b>\$'000</b> <b>Fair Value</b>	<b>2022</b> <b>\$'000</b> <b>Cost</b>
Balance at beginning of financial year	8,756	8,745
Additions	869	204
Depreciation expense	-	(193)
Fair value adjustments	8,480	-
Balance at end of financial year	<b>18,105</b>	<b>8,756</b>

Investment property, comprising fresh food market stalls and a commercial shop, is held to generate long term rental yields. Investment property is measured initially at cost, including transaction costs. Costs are incurred subsequent to initial acquisition are capitalised when it is probable that future economic benefit in excess of the originally assessed performance of the asset will flow to the Council. Subsequent to initial recognition at cost, investment property is carried at fair value, determined annually by independent valuers. Changes to fair value are recorded in the comprehensive income statement in the period that they arise. Refer to note 10 Changes in accounting policy for further details.

### Valuation of investment property

Valuation of investment property has been determined in accordance with the CIV for that particular site under advice from Matheson Stephen Valuations Property Consultants. The valuation is at fair value, based on the current market value for the property.

## **Note 7 – People and relationships**

### **7.1 Council and key management remuneration**

#### **(a) Related parties**

Parent entity

City of Boroondara is the parent entity.

Subsidiaries and Associates

Interests in subsidiaries and associates are detailed in Note 6.3.

#### **(b) Key management personnel**

Key management personnel (KMP) are those people with the authority and responsibility for planning, directing and controlling the activities of City of Boroondara. The Councillors, Chief Executive Officer, Executive Directors, Executive Manager People Culture and Development, Chief Financial Officer and Executive Manager Governance are deemed KMP.

#### **Councillors**

- Councillor Jane Addis (Mayor: 23 November 2021 – 8 December 2022)
- Councillor Felicity Sinfield (Mayor: 9 December 2022 – current)
- Councillor Wes Gault (Deputy Mayor: 23 November 2021 – 8 December 2022)
- Councillor Lisa Hollingsworth (Deputy Mayor: 9 December 2022 – current)
- Councillor Garry Thompson
- Councillor Cynthia Watson
- Councillor Jim Parke
- Councillor Lisa Hollingsworth
- Councillor Susan Biggar
- Councillor Di Gillies
- Councillor Victor Franco
- Councillor Nick Stavrou

#### **Chief Executive Officer**

- Phillip Storer

## Other KMPs

- Director Customer and Transformation – Mans Bassi
- Director Places and Spaces – Daniel Freer
- Director Community Support – Carolyn McClean (1 July 2022 – 30 June 2023)
- Director Community Support – Kate McCaughey (8 February 2023 - current)
- Director Urban Living – Scott Walker
- Executive Manager People Culture and Development – Mary-Anne Palatsides
- Executive Manager Governance and Legal – Bryan Wee
- Chief Financial Officer – Amy Montalti

	<b>2023</b>	<b>2022</b>
	<b>No.</b>	<b>No.</b>
<b>Total Number of Councillors</b>	11	11
<b>Chief Executive Officer and other Key Management Personnel</b>	9	13
<b>Total Key Management Personnel</b>	<b>20</b>	<b>24</b>

**(c) Remuneration of key management personnel**

Remuneration comprises employee benefits including all forms of consideration paid, payable or provided by Council, or on behalf of the Council, in exchange for services rendered. Remuneration of Key Management Personnel and Other senior staff is disclosed in the following categories.

**Short-term employee benefits** include amounts such as wages, salaries, annual leave or sick leave that are usually paid or payable on a regular basis, as well as non-monetary benefits such as allowances and free or subsidised goods or services.

**Other long-term employee benefits** include long service leave, other long service leave benefits or deferred compensation.

**Post-employment benefits** include pensions, and other retirement benefits paid or payable on a discrete basis when employment has ceased.

**Termination benefits** include termination of employment payments, such as severance packages.

Total remuneration of key management personnel was as follows:

	<b>2023</b> <b>\$'000</b>	<b>2022</b> <b>\$'000</b>
Short-term benefits	3,175	2,737
Post-employment benefits	66	162
Long-term benefits	211	44
Termination costs	-	244
<b>Total</b>	<b>3,452</b>	<b>3,187</b>

The numbers of key management personnel whose total remuneration from Council and any related entities, fall within the following bands:

	<b>2023 No.</b>	<b>2022 No.</b>
\$20,000 – \$29,999	-	1
\$30,000 – \$39,999	7	9
\$40,000 – \$49,999	1	2
\$50,000 – \$59,999	1	1
\$60,000 – \$69,999	-	1
\$70,000 – \$79,999	1	-
\$80,000 – \$89,999	1	1
\$130,000 – \$139,999	1	1
\$150,000 – \$159,999	-	1
\$190,000 – \$199,999	-	1
\$240,000 – \$249,999	1	-
\$260,000 – \$269,999	-	1
\$270,000 – \$279,999	-	1
\$280,000 – \$289,999	1	-
\$300,000 – \$309,999	1	-
\$340,000 – \$349,999	-	2
\$350,000 – \$359,999	3	1
\$420,000 – \$429,999	1	-
\$480,000 – \$489,999	-	1
\$490,000 – \$499,999	1	-

	<b>2023 No.</b>	<b>2022 No.</b>
	<b>20</b>	<b>24</b>

**(d) Remuneration of other senior staff**

Other senior staff are officers of Council, other than Key Management Personnel, whose total remuneration exceeds \$160,000 and who report directly to a member of the KMP.\*

Total remuneration of other senior staff was as follows:

	<b>2023 \$'000</b>	<b>2022 \$'000</b>
Short-term benefits	4,331	4,062
Other long-term benefits	108	101
Post-employment benefits	448	386
<b>Total</b>	<b>4,887</b>	<b>4,549</b>

The number of Senior Officers are shown below in their relevant income bands:

<b>Income range</b>	<b>2023 No.</b>	<b>2022 No.</b>
\$160,000 – \$169,999	2	1
\$170,000 – \$179,000	-	1
\$180,000 – \$189,999	2	2
\$190,000 – \$199,999	-	1
\$200,000 – \$209,999	5	5
\$210,000 – \$219,999	3	3
\$220,000 – \$229,999	4	2
\$230,000 – \$239,999	1	3
\$240,000 – \$249,999	1	-
\$250,000 – \$259,999	1	1
\$260,000 – \$269,999	1	1
\$290,000 – \$299,999	1	-
\$300,000 – \$309,999	1	1
	<b>22</b>	<b>21</b>

	<b>\$'000</b>	<b>\$'000</b>
Total remuneration for the reporting year for Senior Officers included above, amounted to:	<b>4,887,309</b>	<b>4,549,156</b>

## **7.2 Related party disclosure**

### **(a) Transactions with related parties**

There were no transactions entered into with related parties.

### **(b) Outstanding balances with related parties**

There were no balances outstanding at the end of the reporting period in relation to transactions with related parties.

### **(c) Loans to/from related parties**

There were no aggregate amount of loans in existence at balance date that have been made, guaranteed or secured by the Council to a responsible person of the Council, or a related party of a responsible person.

### **(d) Commitments to/from related parties**

There were no aggregate amount of commitments in existence at balance date that have been made, guaranteed or secured by the Council to a related party.

## **Note 8 – Managing uncertainties**

### **8.1 – Contingent assets and liabilities**

Contingent assets and contingent liabilities are not recognised in the Balance Sheet, but are disclosed and if quantifiable, are measured at nominal value. Contingent assets and liabilities are presented inclusive of GST receivable or payable, respectively.

#### **(a) Contingent assets**

Contingent assets are possible assets that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Council.

As part of the State Government's North East Link project, there will be compulsory acquisition of Council land to enable the project to progress. Council will be compensated in accordance with the Land Acquisition and Compensation Act 1986.

## **(b) Contingent liabilities**

Contingent liabilities are:

- possible obligations that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Council; or
- present obligations that arise from past events but are not recognised because:
- it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation; or
- the amount of the obligation cannot be measured with sufficient reliability.

The following are potential contingencies to be considered by council:

### **Superannuation**

Council has obligations under a defined benefit superannuation scheme that may result in the need to make additional contributions to the scheme, matters relating to this potential obligation are outlined below. As a result of the volatility in financial markets the likelihood of making such contributions in future periods exists.

In addition to the disclosed contributions, City of Boroondara has not paid any unfunded liability payments to Vision Super (2021-22 \$nil). There were no contributions outstanding and no loans issued from or to the above schemes as at 30 June 2023.

## **8.2 – Change in accounting standards**

Certain new Australian Accounting Standards and interpretations have been published that are not mandatory for the 30 June 2023 reporting period. Council assesses the impact of these new standards. As at 30 June 2023 there were no new accounting standards or interpretations issued by the AASB which are applicable for the year ending 30 June 2024 that are expected to impact Council.

## **8.3 – Financial instruments**

### **(a) Objectives and policies**

The Council's principal financial instruments comprise cash assets, term deposits, receivables (excluding statutory receivables), payables (excluding statutory payables) and

bank borrowings. Details of the significant accounting policies and methods adopted, including the criteria for recognition, the basis of measurement and the basis on which income and expenses are recognised, in respect of each class of financial asset, financial liability and equity instrument is disclosed in the Notes of the financial statements. Risk management is carried out by senior management under policies approved by the Council. These policies include identification and analysis of the risk exposure to Council and appropriate procedures, controls and risk minimisation.

## **(b) Market risk**

Market risk is the risk that the fair value or future cash flows of council financial instruments will fluctuate because of changes in market prices. The Council's exposure to market risk is primarily through interest rate risk with only insignificant exposure to other price risks and no exposure to foreign currency risk.

### **Interest rate risk**

Interest rate risk refers to the risk that the value of a financial instrument or cash flows associated with the instrument will fluctuate due to changes in market interest rates. Council's interest rate liability risk arises primarily from long term loans and borrowings at fixed rates which exposes council to fair value interest rate risk. Council does not hold any interest bearing financial instruments that are measured at fair value, and therefore has no exposure to fair value interest rate risk. Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Council has minimal exposure to cash flow interest rate risk through its cash and deposits that are at floating rates.

Investment of surplus funds is made with approved financial institutions under the *Local Government Act 2020*. Council manages interest rate risk by adopting an investment policy that ensures:

- diversification of investment product;
- monitoring of return on investment; and
- benchmarking of returns and comparison with budget.

There has been no significant change in the Council's exposure, or its objectives, policies and processes for managing interest rate risk or the methods used to measure this risk from the previous reporting period.

Interest rate movements have not been sufficiently significant during the year to have an impact on the Council's year end result.

### **(c) Credit risk**

Credit risk is the risk that a contracting entity will not complete its obligations under a financial instrument and cause us to make a financial loss. Council have exposure to credit risk on all financial assets included in our balance sheet. To help manage this risk:

- Council have a policy for establishing credit limits for the entities council deal with;
- Council may require collateral where appropriate; and
- Council only invest surplus funds with financial institutions which have a recognised credit rating specified in our investment policy.

Receivables consist of a large number of customers, spread across the ratepayer, business and government sectors. Credit risk associated with the Council's financial assets is minimal because the main debtor is secured by a charge over the rateable property.

There are no material financial assets which are individually determined to be impaired.

Council may also be subject to credit risk for transactions which are not included in the balance sheet, such as when we provide a guarantee for another party. Details of our contingent liabilities are disclosed in Note 8.1(b).

The maximum exposure to credit risk at the reporting date to recognised financial assets is the carrying amount, net of any provisions for impairment of those assets, as disclosed in the balance sheet and notes to the financial statements. Council does not hold any collateral.

### **(d) Liquidity risk**

Liquidity risk includes the risk that, as a result of our operational liquidity requirements or we will not have sufficient funds to settle a transaction when required, we will be forced to sell a financial asset at below value or may be unable to settle or recover a financial asset.

To help reduce these risks Council:

- have readily accessible standby facilities and other funding arrangements in place;
- have a liquidity portfolio structure that requires surplus funds to be invested within various bands of liquid instruments;
- monitor budget to actual performance on a regular basis; and
- set limits on borrowings relating to the percentage of loans to rate revenue and percentage of loan principal repayments to rate revenue.

The Council's maximum exposure to liquidity risk is the carrying amounts of financial liabilities as disclosed in the face of the balance sheet and is deemed insignificant based on prior periods' data and current assessment of risk.

There has been no significant change in Council's exposure, or its objectives, policies and processes for managing liquidity risk or the methods used to measure this risk from the previous reporting period.

With the exception of borrowings, all financial liabilities are expected to be settled within normal terms of trade. Details of the maturity profile for borrowings are disclosed at Note 5.4.

Unless otherwise stated, the carrying amounts of financial instruments reflect their fair value.

### **(e) Sensitivity disclosure analysis**

Taking into account past performance, future expectations, economic forecasts, and management's knowledge and experience of the financial markets, Council believes the following movements are 'reasonably possible' over the next 12 months:

- A parallel shift of +1% and – 1 % in market interest rates (AUD) from year-end rates of 4.1%.

These movements will not have a material impact on the valuation of Council's financial assets and liabilities, nor will they have a material impact on the results of Council's operations.

## **8.4 – Fair value measurement**

### **Fair value hierarchy**

Council's financial assets and liabilities are not valued in accordance with the fair value hierarchy, Council's financial assets and liabilities are measured at amortised cost.

Council measures certain assets and liabilities at fair value where required or permitted by Australian Accounting Standards. AASB 13 Fair value measurement, aims to improve consistency and reduce complexity by providing a definition of fair value and a single source of fair value measurement and disclosure requirements for use across Australian Accounting Standards.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within a fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

- Level 1 — Quoted (unadjusted) market prices in active markets for identical assets or liabilities;
- Level 2 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable; and
- Level 3 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

For the purpose of fair value disclosures, Council has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above.

In addition, Council determines whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

### **Revaluation**

Subsequent to the initial recognition of assets, non-current physical assets, other than plant and equipment, are measured at their fair value, being the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. At balance date, the Council reviewed the carrying value of the individual classes of assets measured at fair value to ensure that

each asset materially approximated its fair value. Where the carrying value materially differed from the fair value at balance date, the class of asset was revalued.

Fair value valuations are determined in accordance with a valuation hierarchy. Changes to the valuation hierarchy will only occur if an external change in the restrictions or limitations of use on an asset result in changes to the permissible or practical highest and best use of the asset. In addition, Council undertakes a formal revaluation of land, buildings, and infrastructure assets on a regular basis ranging from 2 to 5 years. The valuation is performed either by experienced Council officers or independent experts. The following table sets out the frequency of revaluations by asset class.

<b>Asset class</b>	<b>Revaluation frequency</b>
Land	2 years
Buildings	2 years
Roads	2 years
Bridges	2 years
Footpaths and cycleways	2 years
Drainage	2 years
Other infrastructure	2 years

Where the assets are revalued, the revaluation increments are credited directly to the asset revaluation reserve except to the extent that an increment reverses a prior year decrement for that class of asset that had been recognised as an expense in which case the increment is recognised as revenue up to the amount of the expense. Revaluation decrements are recognised as an expense except where prior increments are included in the asset revaluation reserve for that class of asset in which case the decrement is taken to the reserve to the extent of the remaining increments. Within the same class of assets, revaluation increments and decrements within the year are offset.

### **Impairment of assets**

At each reporting date, the Council reviews the carrying value of its assets to determine whether there is any indication that these assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less

costs to sell and value in use, is compared to the assets carrying value. Any excess of the assets carrying value over its recoverable amount is expensed to the comprehensive income statement, unless the asset is carried at the revalued amount in which case, the impairment loss is recognised directly against the revaluation surplus in respect of the same class of asset to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that same class of asset.

## 8.5 – Events occurring after balance date

No matters have occurred after balance date that require disclosure in the financial report.

## Note 9 – Other matters

### 9.1 – Reserves

#### (a) Asset revaluation reserves

2023

#### Property

	Balance at beginning of reporting period \$'000	Increment (decrement) \$'000	Reversal of previous revaluations for assets disposed	Balance at end of reporting period
Land	3,078,128	-	(755)	3,077,373
Buildings	113,525	-	(610)	112,915
	<b>3,191,653</b>	-	<b>(1,365)</b>	<b>3,190,288</b>

**Infrastructure**

	<b>Balance at beginning of reporting period \$'000</b>	<b>Increment (decrement) \$'000</b>	<b>Reversal of previous revaluations for assets disposed</b>	<b>Balance at end of reporting period</b>
Roads	176,295	(186)	-	176,109
Bridges	5,338	981	-	6,319
Footpaths and cycleways	39,333	21,111	-	60,444
Drainage	39,386	7,726	-	47,462
Carparks and access roads	14,040	(68)	-	13,972
	<b>274,842</b>	<b>29,564</b>	-	<b>304,406</b>

**Total Asset Revaluation Reserves**

<b>Balance at beginning of reporting period \$'000</b>	<b>Increment (decrement) \$'000</b>	<b>Reversal of previous revaluations for assets disposed</b>	<b>Balance at end of reporting period</b>
<b>3,466,495</b>	<b>29,564</b>	<b>(1,365)</b>	<b>3,494,694</b>

**2022**

**Property**

	<b>Balance at beginning of reporting period \$'000</b>	<b>Increment (decrement) \$'000</b>	<b>Reversal of previous revaluations for assets disposed</b>	<b>Balance at end of reporting period</b>
Land	2,797,547	280,581	-	3,078,128
Buildings and other structures	70,710	42,925	(110)	113,525
	<b>2,868,257</b>	<b>323,506</b>	<b>(110)</b>	<b>3,191,653</b>

**Infrastructure**

	<b>Balance at beginning of reporting period \$'000</b>	<b>Increment (decrement) \$'000</b>	<b>Reversal of previous revaluations for assets disposed</b>	<b>Balance at end of reporting period</b>
Roads	170,487	5,808	-	176,295
Bridges	5,253	85	-	5,338
Footpaths and cycleways	38,415	918	-	39,333
Drainage	29,816	10,020	-	39,836
Carparks and access roads	13,550	490	-	14,040
	<b>257,521</b>	<b>17,321</b>	-	<b>274,842</b>

**Total Asset Revaluation Reserves**

<b>Balance at beginning of reporting period \$'000</b>	<b>Increment (decrement) \$'000</b>	<b>Reversal of previous revaluations for assets disposed</b>	<b>Balance at end of reporting period</b>
<b>3,125,778</b>	<b>240,827</b>	<b>(110)</b>	<b>3,466,495</b>

The asset revaluation reserve is used to record the movement in fair value of Council's assets over time.

**(b) Other reserves**

**2023**

	<b>Balance at beginning of reporting period \$'000</b>	<b>Transfer from accumulated surplus \$'000</b>	<b>Transfer to accumulated surplus \$'000</b>	<b>Balance at end of reporting period \$'000</b>
Strategic Acquisition fund	434	-	-	434
Defined Benefit future call up fund	9,000	500	-	9,500
Open Space development fund	14,033	1,600	-	15,633
<b>Total other reserves</b>	<b>23,467</b>	<b>2,100</b>	<b>-</b>	<b>25,567</b>

**2022**

	<b>Balance at beginning of reporting period \$'000</b>	<b>Transfer from accumulated surplus \$'000</b>	<b>Transfer to accumulated surplus \$'000</b>	<b>Balance at end of reporting period \$'000</b>
Strategic Acquisition fund	434	-	-	434
Defined Benefit future call up fund	8,000	1,000	-	9,000
Open Space development fund	12,452	1,581	-	14,033
<b>Total other reserves</b>	<b>20,886</b>	<b>2,581</b>	<b>-</b>	<b>23,467</b>

The Strategic Acquisition fund will be available for the purpose of acquiring new strategic assets where they are required for the provision of community services or for additional public open space.

The Open Space development fund allows for the acquisition of land within the municipality for conversion to public open space as it becomes available.

The Defined Benefit future call up fund has been created for use should a shortfall in the defined benefit superannuation fund be called by the Local Government Defined Benefit Superannuation Fund trustee.

## 9.2 – Reconciliation of cash flows from operating activities to surplus/(deficit)

	<b>2023</b>	<b>2022</b>
	<b>\$'000</b>	<b>\$'000</b>
Surplus/(deficit) for the period	24,239	10,962
Depreciation and amortisation	42,094	40,551
Loss on disposal of property, infrastructure, plant and equipment	3,178	4,142
Share of joint venture (profits) / losses net of distributions	(8,477)	-
Impairment losses & reversals of impairment losses	1,517	(687)
Works in progress not capitalised (expensed)	5,058	5,010
Borrowing costs	3,938	1,419
Finance costs leases	247	288
Change in assets and liabilities:		
(Increase)/decrease in trade and other receivables	1,961	(919)
(Increase)/decrease in prepayments	(804)	309
(Increase)/decrease in inventories	(3)	11
(Decrease)/increase in trust funds and deposits	2,621	4,069
(Decrease)/increase in trade and other payables	1,924	3,495
(Decrease)/increase in unearned income/revenue	(4,004)	766
(Decrease)/increase in provisions	227	(899)
<b>Net cash provided by operating activities</b>	<b>73,716</b>	<b>68,517</b>

## **9.3 – Superannuation**

Council makes the majority of its employer superannuation contributions in respect of its employees to the Local Authorities Superannuation Fund (the Fund). This Fund has two categories of membership, accumulation and defined benefit, each of which is funded differently. Obligations for contributions to the Fund are recognised as an expense in Comprehensive Operating Statement when they are made or due.

### **Accumulation**

The Fund's accumulation categories, Vision MySuper/Vision Super Saver, receive both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings (for the year ended 30 June 2023, this was 10.5% as required under Superannuation Guarantee (SG) legislation (2022: 10%)).

The Superannuation Guarantee (SG) rate will eventually increase to 12% from 1 July 2025 based on the current SG legislation.

### **Defined Benefit**

Council does not use defined benefit accounting for its defined benefit obligations under the Fund's Defined Benefit category. This is because the Fund's Defined Benefit category is a pooled multi-employer sponsored plan.

There is no proportional split of the defined benefit liabilities, assets or costs between the participating employers as the defined benefit obligation is a floating obligation between the participating employers and the only time that the aggregate obligation is allocated to specific employers is when a call is made. As a result, the level of participation of Boroondara City Council in the Fund cannot be measured as a percentage compared with other participating employers. Therefore, the Fund Actuary is unable to allocate benefit liabilities, assets and costs between employers for the purposes of AASB 119.

### **Funding arrangements**

Council makes employer contributions to the Defined Benefit category of the Fund at rates determined by the Trustee on the advice of the Fund Actuary.

A triennial actuarial review is currently underway for the Defined Benefit category as at 30 June 2023 as the Fund provides lifetime pensions in the Defined Benefit category. It is expected to be completed by 31 October 2023.

Vision Super has advised that the estimated VBI at 30 June 2023 was 104.1%. The financial assumptions used to calculate the VBI were:

- Net investment returns 5.7% pa
- Salary information 3.5% pa
- Price inflation (CPI) 2.8% pa.

An interim actuarial investigation as at 30 June 2022 was conducted and was completed by the due date of 31 October 2022. The vested benefit index (VBI) of the Defined Benefit category of which Council is a contributing employer was 102.2%. The financial assumptions used to calculate the VBI were:

- Net investment returns 5.5% pa
- Salary information 2.5% pa to 30 June 2023, and 3.5% pa thereafter
- Price inflation (CPI) 3% pa.

Council were notified of the 30 June 2022 VBI during August 2023 (2022: August 2022).

The VBI is used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2022 actuarial investigation determined the Defined Benefit category was in a satisfactory financial position and that no change was necessary to the Defined Benefit category's funding arrangements from prior years.

## **Employer contributions**

### **(a) Regular contributions**

On the basis of the results of the 2022 interim actuarial investigation conducted by the Fund Actuary, Council makes employer contributions to the Fund's Defined Benefit category at rates determined by the Fund's Trustee. For the year ended 30 June 2023, this rate was 10.5% of members' salaries (10.0% in 2021-2022). This rate is expected to increase in line with any increases in the SG contribution rate and was reviewed as part of the 30 June 2022 interim valuation.

In addition, Council reimburses the Fund to cover the excess of the benefits paid as a consequence of retrenchment above the funded resignation or retirement benefit.

**(b) Funding calls**

If the Defined Benefit category is in an unsatisfactory financial position at an actuarial investigation or the Defined Benefit category's VBI is below its shortfall limit at any time other than the date of the actuarial investigation, the Defined Benefit category has a shortfall for the purposes of SPS 160 and the Fund is required to put a plan in place so that the shortfall is fully funded within three years of the shortfall occurring. The Fund monitors its VBI on a quarterly basis and the Fund has set its shortfall limit at 97%.

In the event that the Fund Actuary determines that there is a shortfall based on the above requirement, the Fund's participating employers (including Council) are required to make an employer contribution to cover the shortfall.

Using the agreed methodology, the shortfall amount is apportioned between the participating employers based on the pre-1 July 1993 and post-30 June 1993 service liabilities of the Fund's Defined Benefit category, together with the employer's payroll at 30 June 1993 and at the date the shortfall has been calculated.

Due to the nature of the contractual obligations between the participating employers and the Fund, and that the Fund includes lifetime pensioners and their reversionary beneficiaries, it is unlikely that the Fund will be wound up.

If there is a surplus in the Fund, the surplus cannot be returned to the participating employers.

In the event that a participating employer is wound-up, the defined benefit obligations of that employer will be transferred to that employer's successor.

## The 2022 interim actuarial investigation surplus amounts

An actuarial investigation is conducted annually for the Defined Benefit category of which Council is a contributing employer. Generally, a full actuarial investigation is conducted every three years and interim actuarial investigations are conducted for each intervening year. An interim investigation was conducted as at 30 June 2022 and the last full investigation was conducted as at 30 June 2020.

The Fund's actuarial investigations identified the following for the Defined Benefit category of which Council is a contributing employer:

	<b>2023 (Interim) \$m</b>	<b>2022 (Triennial) \$m</b>
– A VBI Surplus	44.6	214.7
– A total service liability surplus	105.8	270.3
– A discounted accrued benefits surplus	111.9	285.2

The VBI surplus means that the market value of the fund's assets supporting the defined benefit obligations exceed the vested benefits that the defined benefit members would have been entitled to if they had all exited on 30 June 2022.

The total service liability surplus means that the current value of the assets in the Fund's Defined Benefit category plus expected future contributions exceeds the value of expected future benefits and expenses as at 30 June 2022.

The discounted accrued benefit surplus means that the current value of the assets in the Fund's Defined Benefit category exceeds the value of benefits payable in the future but accrued in respect of service to 30 June 2022.

### Superannuation contributions

Contributions by Council (excluding any unfunded liability payments) to the above superannuation plans for the financial year ended 30 June 2023 are detailed below:

<b>Scheme</b>	<b>Type of Scheme</b>	<b>Rate</b>	<b>2023 \$'000</b>	<b>2022 \$'000</b>
Vision Super	Defined benefit	10.5% (2022:10.0%)	244	310
Vision Super	Accumulation fund	10.5% (2022:10.0%)	3,751	3,792
Other scheme	Accumulation fund	10.5% (2022:10.0%)	4,537	4,101

In addition to the above contributions, Council has paid unfunded liability payments to Vision Super totalling \$0 paid during the 2022-23 year (2021-22 \$0).

There were no contributions outstanding and no loans issued from or to the above schemes as at 30 June 2023.

The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2024 is \$400,000.

## Note 10 – Change in accounting policy

The Council has previously recorded investment properties at cost. In 2022-23 Council elected to change its accounting policy to align with the Local Government Model Financial Report. This has resulted in the investment properties been accounted for the first time at fair value – being the price that would be received to sell the investment properties between market participants. The movement in investment property values is now accounted for in the Income Statement. In the 2022/23 financial year, this resulted in a \$8.4 million adjustment to income.

# Performance Statement

For the Year Ended 30 June 2023



# **Performance Statement**

## **For the year ended 30 June 2023**

### **Description of municipality**

The City of Boroondara (the Council) is located in the inner eastern suburbs of Melbourne, between 5 and 10 kilometres east of the Melbourne Central Business District and covers an area of 60 square kilometres. The Council includes the suburbs of Ashburton, Balwyn, Balwyn North, Camberwell, Canterbury, Deepdene, Hawthorn, Hawthorn East, Kew and Kew East, and parts of Glen Iris, Surrey Hills and Mont Albert.

Boroondara has an estimated residential population of 169,411 people (at 30 June 2022). In 2021, we had lower proportion of children (under 15) and a higher proportion of persons aged 65 or older than Greater Melbourne.

Boroondara is culturally and linguistically diverse. In 2021, 32.5% of residents were born overseas, compared with 35.7% in Greater Melbourne. Residents were born in more than 150 countries and spoke more than 120 languages and 28.7% of people spoke a language other than English at home in 2021.

By area, Boroondara has one of the highest concentrations of schools of all Victorian local government areas, with 56 secondary, primary and special education schools, including 13 combined primary and secondary schools, as well as Swinburne University of Technology, the Hawthorn-Melbourne English Language Centre and two Universities of the Third Age.

Currently, 82 organisations offer a kindergarten program in Boroondara spanning across standalone kindergartens, long day care centres and independent schools. The City also has 11 neighbourhood and community centres where residents can participate in programs focussing on health and wellbeing, languages, creative pursuits, the arts, cooking and technology.

## Sustainable Capacity Indicators

### For the year ended 30 June 2023

Indicator/measure	2020 Results	2021 Results	2022 Results	2023 Results	Material Variations
<b>Own-source revenue</b> <i>Own-source revenue per head of municipal population</i> (Own-source revenue/Municipal population)	\$1,214	\$1,167	\$1,288	<b>\$1,479</b>	Own-source revenue has been impacted by the COVID-19 pandemic for 2019-20, 2020-21 and 2021-22 years, with a reduction in revenue streams across user fees and charges. In 2022-23 Council's own source revenue increased primarily in user fees and fines due to a decline in ongoing COVID-19 impacts on Council's operations. The result has also been impacted by a slight decline in the population by 4.1%.
<b>Recurrent grants</b> <i>Recurrent grants per head of municipal population</i> (Recurrent grants/Municipal population)	\$73	\$69	\$89	<b>\$78</b>	The 2022-23 result includes the Victoria Local Government Grants Commission (VLGGC) early receipt of the 2023-24 allocation (100% or \$5.35 million). This has been offset by a reduction in aged care recurrent grant funding of \$2.45 million associated with the transition of aged care services in Boroondara to the Australian Government's nominated provider. There has also been a slight reduction in the population by 4.1% for 2022-23.

Indicator/measure	2020 Results	2021 Results	2022 Results	2023 Results	Material Variations
<p><b>Population</b>  <i>Expenses per head of municipal population</i>                      (Total expenses/Municipal population)</p>	\$1,265	\$1,363	\$1,375	<b>\$1,518</b>	Council continues to deliver services in accordance with its Long Term Financial Plan. There has been an increase in the overall expenditure primarily due to bad and doubtful debts, borrowing costs and materials and services. There has also been a slight reduction in the population by 4.1% for 2022-23.
<p><b>Population</b>  <i>Infrastructure per head of municipal population</i>                      (Value of infrastructure/Municipal population)</p>	\$4,903	\$5,052	\$5,752	<b>\$6,227</b>	The result reflects Council's continued commitment to invest in high quality infrastructure. The increase in 2022-23 is primarily due to the completion of building and infrastructure projects and the revaluation of infrastructure assets during the year. There has also been a slight reduction in the population by 4.1% for 2022-23.
<p><b>Population</b>  <i>Population density per length of road</i>                      (Municipal population/Kilometres of local roads)</p>	323.22	321.66	269.92	<b>258.29</b>	As part of our Road Management Plan review in 2021 as per the Road Management Act, Council agreed to include additional laneways under the revised plan, which has increased the road length reported against Local Government Reporting. The length of roads reported in 2021-22 was 654 kilometres compared to 569 kilometres in 2020-21. There

Indicator/measure	2020 Results	2021 Results	2022 Results	2023 Results	Material Variations
					has also been a slight reduction in the population by 4.1% for 2022-23.
<b>Disadvantage</b> <i>Relative Socio-Economic disadvantage</i> (Index of Relative Socio-Economic Disadvantage by decile)	10	10	10	<b>10</b>	The Socio-Economic Disadvantage indicator remains consistent and the result reflects a low level of socio-economic disadvantage.
<b>Workforce turnover</b> <i>Percentage of staff turnover</i> [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x 100	9.5%	12.8%	17.1%	<b>18.8%</b>	This year's workforce turnover was impacted by the transfer of in home aged care services to MECWACARE as part of the Commonwealth Home Support Programme from 31 July 2022. Excluding figures associated with this transfer and redundant positions, the turnover rate for this year would have been 12.10%. This reflects the lowest since 2020. Turnover continues to be closely monitored.

## Definitions

"adjusted underlying revenue" means total income other than -

- (a) non-recurrent grants used to fund capital expenditure; and
- (b) non-monetary asset contributions; and
- (c) contributions to fund capital expenditure from sources other than those referred to in paragraphs (a) and (b)

"infrastructure" means non-current property, plant and equipment excluding land

"local road" means a sealed or unsealed road for which the council is the responsible road authority under the Road Management Act 2004

"population" means the resident population estimated by council

"own-source revenue" means adjusted underlying revenue other than revenue that is not under the control of council (including government grants)

"relative socio-economic disadvantage", in relation to a municipality, means the relative socio-economic disadvantage, expressed as a decile for the relevant financial year, of the area in which the municipality is located according to the index of Relative Socio-Economic Disadvantage (Catalogue Number 2033.0.55.001) of SEIFA

"SEIFA" means the Socio-Economic Indexes for Areas published from time to time by the Australian Bureau of Statistics on its internet website

"unrestricted cash" means all cash and cash equivalents other than restricted cash.

## Service Performance Indicators For the year ended 30 June 2023

Indicator/measure	2020 Results	2021 Results	2022 Results	2023 Results	Material Variations
<b>Aquatic facilities Utilisation</b> <i>Utilisation of aquatic facilities</i> (Number of visits to aquatic facilities/Municipal population)	10	5	8	<b>14</b>	Performance is above target range which demonstrates increasing attendances across the facilities following reduced use during the COVID-19 pandemic and recovery.
<b>Animal management Health and safety</b> <i>Animal management prosecutions</i> (Number of successful animal	100%	100%	100%	<b>100%</b>	All prosecutions continued to have a 100% success rate. For the 2022-23 financial year we prosecuted the following:

Indicator/measure	2020 Results	2021 Results	2022 Results	2023 Results	Material Variations
management prosecutions / Total number of animal management prosecutions) x 100					<ul style="list-style-type: none"> <li>• failure to register a cat and/or a dog</li> <li>• dog at large</li> <li>• a non-serious dog attack</li> <li>• multiple serious dog attacks</li> <li>• Contravening Council Order</li> <li>• causing a nuisance</li> <li>• obstruct/hinder authorised officer</li> <li>• dog rush.</li> </ul>
<p><b>Food safety</b>  <b>Health and safety</b>  <i>Critical and major non-compliance outcome notifications</i>                      (Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up/Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises) x 100</p>	99%	96%	93%	<b>98%</b>	The Health Services team continue to prioritise following up premises that receive a major/critical non-compliant inspection rating.
<p><b>Governance</b>  <b>Satisfaction</b>  <i>Satisfaction with council decisions</i></p>	59	62	61	<b>59</b>	In 2023, almost all councils that participated in the Victorian Local Government Annual Community Satisfaction Survey (CSS) received

Indicator/measure	2020 Results	2021 Results	2022 Results	2023 Results	Material Variations
(Community satisfaction rating out of 100 with how council has performance in making decisions in the interest of the community)					lower overall performance index scores than in 2022. This trend is reflective across the state with almost all individual service areas and core measures declining significantly for the second consecutive year. Despite this trend, our overall performance is still performing significantly higher compared to the metro and state-wide levels. Our score in community decisions is also significantly higher compared to the metro and state-wide levels. Perception in this area has historically been difficult to shift and Council has performed consistently on this measure between 59 and 63 for the past 10 years.
<p><b>Libraries Participation</b>  <i>Active library borrowers in municipality</i>                      (The sum of the number of active library borrowers in the last three financial years/The sum of the population in the last three financial years) x 100</p>	25%	22%	21%	<b>20%</b>	Visitor and borrower activity is returning to pre-pandemic levels, with community confidence in visiting public spaces at its highest level in three years.

Indicator/measure	2020 Results	2021 Results	2022 Results	2023 Results	Material Variations
<b>Maternal and child health Participation</b> <i>Participation in the MCH service</i> (Number of children who attend the MCH service at least once in the year/Number of children who enrolled in the MCH service) x 100	82%	81%	81%	<b>83%</b>	Result is in line with expectations. This measure is variable depending on how many children are due for appointments in the period.
<b>Participation</b> <i>Participation in the MCH service by Aboriginal children</i> (Number of Aboriginal children who attend the MCH service at least once in the year/Number of Aboriginal children enrolled in the MCH service) x 100	100%	96%	93%	<b>90%</b>	Result is in line with expectations. This measure is variable depending on how many children are due for appointments in the period.
<b>Roads Satisfaction</b> <i>Satisfaction with sealed local roads</i> (Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads)	72	74	71	<b>67</b>	<p>The City of Boroondara has seen a decline of 4 points from 71% to 67% in the Customer Satisfaction Survey Results for the Sealed Local Roads category. Significant adverse rain events in October/November 2022 and April/May 2023, resulting in increased road defects, have contributed to this result.</p> <p>The City of Boroondara continues to perform above both the metro 61% and state 48% averages, which have also declined by 4 and 5</p>

Indicator/measure	2020 Results	2021 Results	2022 Results	2023 Results	Material Variations
					points, respectively from metro 65% and state 53%.
<b>Statutory Planning Decision making</b> <i>Planning decisions upheld at VCAT</i> (Number of VCAT decisions that did not set aside council's decision in relation to a planning application/Number of VCAT decisions in relation to planning applications) x 100	49%	55%	53%	<b>44%</b>	Overall, a lower proportion of cases proceeded to a merits hearing in this reporting period, with a greater proportion of cases resolving prior by consent or withdrawal.
<b>Waste collection Waste diversion</b> <i>Kerbside collection waste diverted from landfill</i> (Weight of recyclables and green organics collected from kerbside bins/Weight of garbage, recyclables and green organics collected from kerbside bins) x 100	53%	69%	72%	<b>72%</b>	The Food Organics and Garden Organics (FOGO) service has been a success, with the diversion rate increasing since 2020 and meeting the annual target of 72% in 2022-23. This places Boroondara near the top of the waste diversion tables in both a State and National context.

## Definitions

"Aboriginal child" means a child who is an Aboriginal person

"Aboriginal person" has the same meaning as in the Aboriginal Heritage Act 2006

"active library member" means a member of a library who has borrowed a book from the library

"annual report" means an annual report prepared by a council under sections 131, 132 and 133 of the Act

"class 1 food premises" means food premises, within the meaning of the Food Act 1984, that have been declared as class 1 food premises under section 19C of that Act

"class 2 food premises" means food premises, within the meaning of the Food Act 1984, that have been declared as class 2 food premises under section 19C of that Act

"critical non-compliance outcome notification" means a notification received by council under section 19N(3) or (4) of the Food Act 1984, or advice given to council by an authorised officer under that Act, of a deficiency that poses an immediate serious threat to public health

"food premises" has the same meaning as the Food Act 1984

"local road" means a sealed or unsealed road for which the council is the responsible road authority under the Road Management Act 2004

"major non-compliance outcome notification" means a notification received by a council under section 19N(3) or (4) of the Food Act 1984, or advice given to council by an authorized officer under that Act, of a deficiency that does not pose an immediate serious threat to public health but may do so if no remedial action is taken

"MCH" means the Maternal and Child Health Service provided by a council to support the health and development of children within the municipality from birth until school age

"population" means the resident population estimated by council

"WorkSafe reportable aquatic facility safety incident" means an incident relating to a council aquatic facility that is required to be notified to the Victorian WorkCover Authority under Part 5 of the Occupational Health and Safety Act 2004.

## Financial Performance Indicators

### For the year ended 30 June 2023

Dimension / Indicator / measure	2020 Results	2021 Results	2022 Results	2023 Results	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	Material Variations
<b>Operating position</b> <b>Adjusted underlying result</b> <i>Adjusted underlying surplus (or deficit)</i> (Adjusted underlying surplus (deficit) / Adjusted underlying revenue) x 100	2.13%	-9.16%	0.90%	3.35%	2.51%	9.41%	9.74%	9.83%	The adjusted underlying result for 2019-20, 2020-21 and 2021-22 was due to the ongoing impacts of COVID-19 and the resulting impacts on revenue and expenditure streams. For 2022-23 Council saw a reduction in the impacts of COVID-19 on its operations. It is anticipated that the adjusted underlying result will improve over the future year projections.
<b>Liquidity</b> <b>Working capital</b> <i>Current assets compared to current liabilities</i> (Current assets /	272.4%	177.3%	213.9%	224.1%	169.0%	167.2%	162.3%	164.4%	The indicator was lower in 2020-21 due to the reduction of cash reserves, an increase in unearned income due to additional capital grants received and an increase in trust funds

Dimension / Indicator / measure	2020 Results	2021 Results	2022 Results	2023 Results	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	Material Variations
Current liabilities) x 100									and deposits. The result for 2022-23 year has increased from the prior year due to current assets having higher pre-payments coupled with an increase in the repayment of borrowings and the timing of trade and other payables under current liabilities. Working capital remains well above the minimum sustainable level.
<b>Unrestricted cash</b> <i>Unrestricted cash compared to current liabilities</i> (Unrestricted cash / Current liabilities) x 100	131.9%	49.8%	22.1%	20.6%	95.3%	99.0%	98.9%	101.0%	The unrestricted cash is lower primarily due to a reduction of cash reserves. In 2020-21 and 2021-22, Council's own source revenue streams decreased as a result of the impacts of COVID-19, however it is starting to recover. At 30 June 2023, Council held \$79.50 million in investments with a

Dimension / Indicator / measure	2020 Results	2021 Results	2022 Results	2023 Results	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	Material Variations
									maturity date greater than three months. During 2023-24, term deposits will be redeemed and transferred to cash and cash equivalents. Unrestricted cash remains within a sustainable level.
<b>Obligations</b> <b>Loans and borrowings</b> <i>Loans and borrowings compared to rates</i> (Interest bearing loans and borrowings / Rate revenue) x100	13.2%	12.1%	46.1%	42.2%	36.7%	31.7%	26.8%	22.3%	The decrease over years 2019-20 to 2020-21 is due to a combination of higher rate revenue and lower principal repayments as Council continued to reduce existing debt. In 2012-13, Council continued with substantial investment in major building redevelopment works and borrowed \$29 million. The borrowings were at a fixed interest rate for 10 years and were due to be repaid in

Dimension / Indicator / measure	2020 Results	2021 Results	2022 Results	2023 Results	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	Material Variations
									full in 2022-23. Council reviewed its existing loan portfolio in 2022-23 and refinanced the remainder of this loan for a further 10 years. Council also took out borrowings of \$70 million in 2021-22 to fund significant infrastructure projects. All existing borrowings are projected to be repaid by 2033.
<b>Loans and borrowings</b> <i>Loans and borrowings repayments compared to rates</i> (Interest and principal repayments on interest bearing loans and borrowings / Rate revenue) x100	1.6%	1.5%	1.5%	14.8%	5.5%	5.3%	5.2%	4.8%	In 2012-13, Council continued with substantial investment in major building redevelopment works and borrowed \$29 million. The borrowings were at a fixed interest rate for 10 years and were due to be repaid in full in 2022-23. Council reviewed its existing loan portfolio in 2022-23 and refinanced the remainder

Dimension / Indicator / measure	2020 Results	2021 Results	2022 Results	2023 Results	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	Material Variations
									of this loan for a further 10 years. Council took out borrowings of \$70 million in 2021-22 to fund significant infrastructure projects. All existing borrowings are projected to be repaid by 2033.
<b>Indebtedness</b> <i>Non-current liabilities compared to own source revenue</i> (Non-current liabilities / Own source revenue) x 100	15.9%	17.7%	42.9%	36.4%	32.8%	29.4%	24.5%	20.9%	In 2019-20, 2020-21 and 2021-22 Council's own source revenue decreased due to the ongoing impacts of COVID-19 on Councils revenue streams, primarily in user fees and fines. There was also an increase in non-current liabilities in 2021-22 as Council took out borrowings of \$70 million to fund significant infrastructure projects. In 2022-23 Council's own source revenue increased primarily in

Dimension / Indicator / measure	2020 Results	2021 Results	2022 Results	2023 Results	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	Material Variations
									user fees and fines due to a decline in ongoing COVID-19 impacts on Council's operations. Council also reviewed its existing loan portfolio in 2022-23 and refinanced the remainder of its 2012-13 loan for a further 10 years.
<b>Asset renewal and upgrade</b> <i>Asset renewal and upgrade compared to depreciation</i> (Asset renewal and asset upgrade expense / Asset depreciation) x100	126.8%	153.2%	142.3%	125.5%	144.3%	143.4%	158.2%	144.5%	The result is based on Asset Renewal budgets and the timing of major projects. Increases across 2020-21 and 2021-22 are due to planned major project expenditure, which demonstrates Council's ongoing commitment to invest in the renewal of its existing community infrastructure. The timing of planned renewal projects was reviewed during 2022-23, in the context of

Dimension / Indicator / measure	2020 Results	2021 Results	2022 Results	2023 Results	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	Material Variations
									<p>rising construction costs, resulting in some planned works being deferred to be undertaken in future years (including the Kew Recreation Centre due to the structural steel collapse in October 2022). Forecast years remain steady.</p>

Dimension / Indicator / measure	2020 Results	2021 Results	2022 Results	2023 Results	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	Material Variations
<p><b>Stability</b></p> <p><b>Rates concentration</b></p> <p><i>Rates compared to adjusted underlying revenue</i></p> <p>(Rate revenue / Adjusted underlying revenue) x 100</p>	79.4%	83.8%	81.0%	76.1%	78.6%	79.3%	79.5%	79.7%	<p>Boroondara receives a very low level of financial assistance from the State Government therefore rate revenue will continue to be a key source of funding for the delivery of high-quality services and infrastructure to the community. The adjusted underlying revenue for 2019-20, 2020-21 and 2021-22 was at reduced levels due to the ongoing impacts of COVID-19 on Councils revenue streams primarily in user fees and charges. The adjusted underlying revenue for 2022-23 improved compared to previous years due to a reduction in COVID-19 impacts across Council services.</p>

Dimension / Indicator / measure	2020 Results	2021 Results	2022 Results	2023 Results	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	Material Variations
<p><b>Rates effort</b>  <i>Rates compared to property values</i>                      (Rate revenue / Capital improved value of rateable properties in the municipality) x 100</p>	0.17%	0.16%	0.16%	0.15%	0.15%	0.16%	0.16%	0.16%	<p>Boroondara receives a very low level of financial assistance from the State Government therefore rate revenue will continue to be a key source of funding for the delivery of high-quality services and infrastructure to the community. The adjusted underlying revenue for 2019-20, 2020-21 and 2021-22 was at reduced levels due to the ongoing impacts of COVID-19 on Councils revenue streams primarily in user fees and charges. The adjusted underlying revenue for 2022-23 improved compared to previous years due to a reduction in COVID-19 impacts across Council services.</p>

Dimension / Indicator / measure	2020 Results	2021 Results	2022 Results	2023 Results	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	Material Variations
<p><b>Efficiency</b></p> <p><b>Expenditure level</b>  <i>Expenses per property assessment</i>                      (Total expenses / Number of property assessments)</p>	\$2,952	\$3,159	\$3,047	\$3,214	\$3,262	\$3,080	\$3,134	\$3,193	<p>Council continues to deliver services in accordance with its Long Term Financial Plan. There has been an increase in the overall expenditure primarily due to bad and doubtful debts, increased borrowing costs and materials and services. This is partially offset by a decrease to the net loss disposal of property, plant and equipment and other expenses.</p>
<p><b>Revenue level</b>  <i>Average rate revenue per property assessment</i>                      (Total rate revenue (General rates and Municipal charges) / Number</p>	\$2,006	\$2,050	\$2,082	\$2,119	\$2,206	\$2,261	\$2,316	\$2,373	<p>Council's budgeted rate increase in 2022-23 was capped at 1.75%. The rate cap is set by the State Government's Fair Go Rates System (FGRS) and Council's forecast rate increases have been aligned to the forecast FGRS. The forecast rate increase for</p>

Dimension / Indicator / measure	2020 Results	2021 Results	2022 Results	2023 Results	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	Material Variations
of property assessments)									2023-24 has been set at 3.5%. Council is delivering services in accordance with its Long Term Financial Plan.

## Definitions

"adjusted underlying revenue" means total income other than -

(a) non-recurrent grants used to fund capital expenditure; and

(b) non-monetary asset contributions; and

(c) contributions to fund capital expenditure from sources other than those referred to in paragraphs (a) and (b)

"adjusted underlying surplus (or deficit)" means adjusted underlying revenue less total expenditure

"asset renewal expenditure" means expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability

"current assets" has the same meaning as in the AAS

"current liabilities" has the same meaning as in the AAS

"non-current assets" means all assets other than current assets

"non-current liabilities" means all liabilities other than current liabilities

"non-recurrent grant" means a grant obtained on the condition that it be expended in a specified manner and is not expected to be received again during the period covered by a council's Strategic Resource Plan

"own-source revenue" means adjusted underlying revenue other than revenue that is not under the control of council (including government grants)

"population" means the resident population estimated by council

"rate revenue" means revenue from general rates, municipal charges, service rates and service charges

"recurrent grant" means a grant other than a non-recurrent grant

"residential rates" means revenue from general rates, municipal charges, service rates and service charges levied on residential properties

"restricted cash" means cash and cash equivalents, within the meaning of the AAS, that are not available for use other than for a purpose for which it is restricted, and includes cash to be used to fund capital works expenditure from the previous financial year

"unrestricted cash" means all cash and cash equivalents other than restricted cash.

## **Other Information**

### **For the year ended 30 June 2023**

#### **1. Basis of preparation**

Council is required to prepare and include a performance statement within its annual report. The performance statement includes the results of the prescribed sustainable capacity, service performance and financial performance indicators and measures together with a description of the municipal district and an explanation of material variations in the results. This statement has been prepared to meet the requirements of the *Local Government Act 2020* and *Local Government (Planning and Reporting) Regulations 2020*.

Where applicable the results in the performance statement have been prepared on accounting bases consistent with those reported in the Financial Statements. The other results are based on information drawn from council information systems or from third parties (e.g. Australian Bureau of Statistics).

The performance statement presents the actual results for the current year and for the prescribed financial performance indicators and measures, the results forecast by the council's strategic resource plan. The *Local Government (Planning and Reporting) Regulations 2020* requires explanation of any material variations in the results contained in the performance statement. Council has adopted materiality thresholds relevant to each indicator and measure and explanations have not been provided for variations below the materiality thresholds unless the variance is considered to be material because of its nature.

The forecast figures included in the performance statement are based on those adopted by Council in its 2023-24 Annual Budget which forms part of the council plan. The strategic resource plan includes estimates based on key assumptions about the future that were relevant at the time of adoption and aimed at achieving sustainability over the long term. Detailed information on the actual financial results is contained in the General Purpose Financial Statements. The strategic resource plan can be obtained by contacting Council.

## Certification of Performance Statement

In my opinion, the accompanying performance statement has been prepared in accordance with the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.



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Amy Montalti, CPA  
**Principal Accounting Officer**  
Date: 09.10.2023  
Camberwell

In our opinion, the accompanying performance statement of the City of Boroondara for the year ended 30 June 2023 presents fairly the results of council's performance in accordance with the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.

The performance statement contains the relevant performance indicators, measures and results in relation to service performance, financial performance and sustainable capacity.

At the date of signing, we are not aware of any circumstances that would render any particulars in the performance statement to be misleading or inaccurate.

We have been authorised by the council and by the *Local Government (Planning and Reporting) Regulations 2020* to certify this performance statement in its final form.



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Cr Felicity Sinfield  
**Mayor**  
Date: 09.10.2023  
Camberwell



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Cr Jim Parke

**Councillor**

Date: 09.10.2023

Camberwell



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Phillip Storer

**Chief Executive Officer**

Date: 09.10.2023

Camberwell

## Independent Auditor's Report



Victorian Auditor-General's Office

***To the Councillors of Boroondara City Council***

### Opinion

I have audited the accompanying performance statement of Boroondara City Council (the council) which comprises the:

- description of municipality for the year ended 30 June 2023
- sustainable capacity indicators for the year ended 30 June 2023
- service performance indicators for the year ended 30 June 2023
- financial performance indicators for the year ended 30 June 2023
- other information and
- certification of the performance statement.

In my opinion, the performance statement of Boroondara City Council in respect of the year ended 30 June 2023 presents fairly, in all material respects, in accordance with the performance reporting requirements of Part 4 of the *Local Government Act 2020* and *Local Government (Planning and Reporting) Regulations 2020*.

### Basis for Opinion

I have conducted my audit in accordance with the *Audit Act 1994* which incorporates the Australian Standards on Assurance Engagements. I further describe my responsibilities under that Act and those standards in *the Auditor's Responsibilities for the Audit of the performance statement* section of my report.

My independence is established by the *Constitution Act 1975*. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional*

*Accountants* (the Code) that are relevant to my audit of the performance statement in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

## **Councillors' responsibilities for the performance statement**

The Councillors are responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020* and for such internal control as the Councillors determines is necessary to enable the preparation and fair presentation of a performance statement that is free from material misstatement, whether due to fraud or error.

## **Auditor's responsibilities for the audit of the performance statement**

As required by the *Audit Act 1994*, my responsibility is to express an opinion on the performance statement based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the performance statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Standards on Assurance Engagements will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users taken on the basis of this performance statement.

As part of an audit in accordance with the Australian Standards on Assurance Engagements, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the performance statement, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and

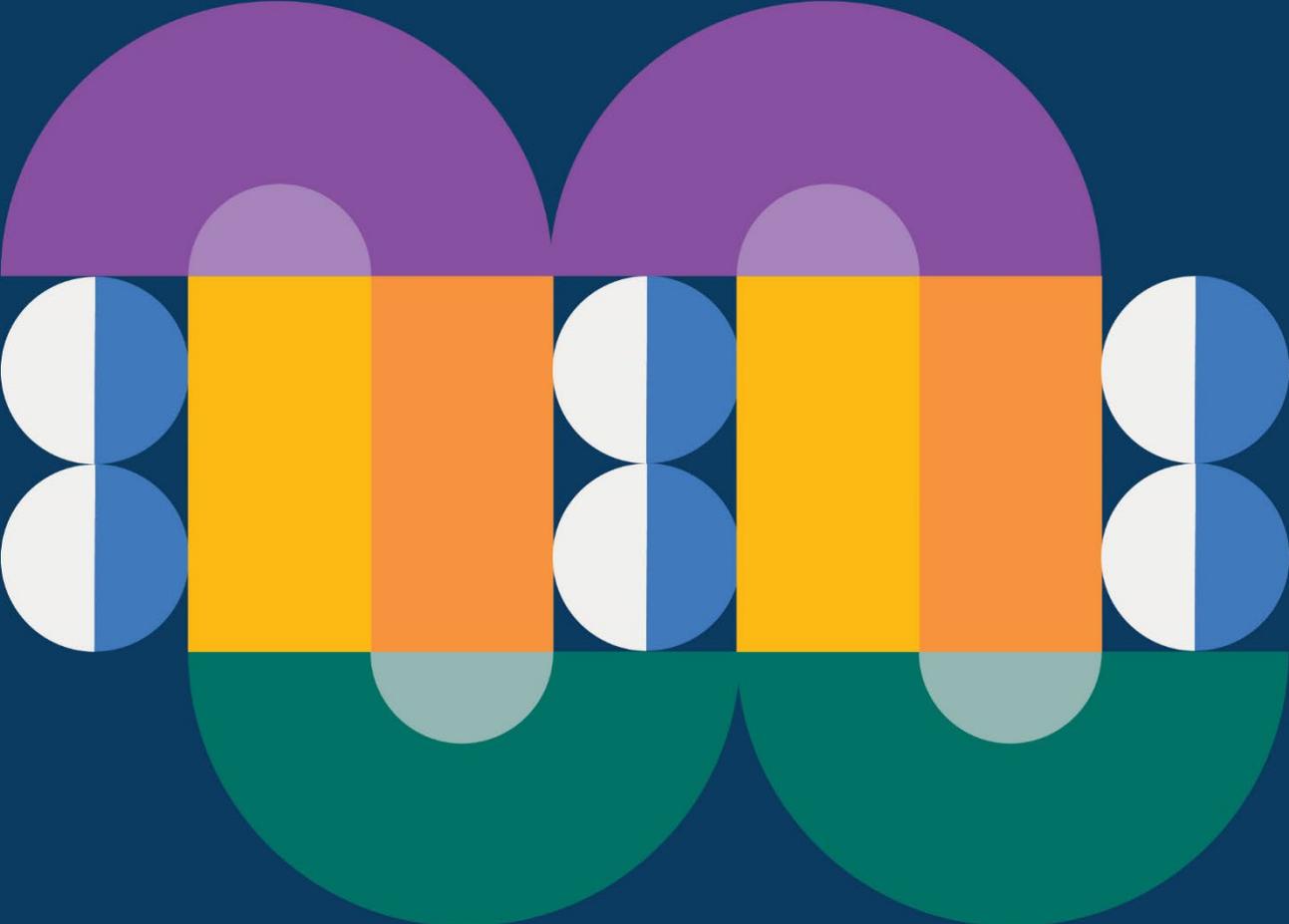
appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control
- evaluate the overall presentation, structure and content of the performance statement, including the disclosures, and whether performance statement represents the underlying events and results in a manner that achieves fair presentation.

I communicate with the Councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.



# References



Glossary of terms	Definition
Current assets	Assets where Council expects to receive the future economic benefit within the next twelve months unless the asset is restricted from being exchanged or used to settle a liability for at least twelve months after the reporting date.
Current liabilities	Liabilities where Council expects to fulfil its obligation within the next twelve months unless the Council does not have an unconditional right to defer settlement of the liability for at least twelve months after reporting date.
Depreciation and amortisation	An expense which recognises the value of a fixed asset as it is used up over time.
Equity	The residual interest in the assets of Council after deduction of its liabilities, which is made up of accumulated surplus and reserves. Total equity is also equal to net assets.
Expense	An outgoing payment made by Council.
Financial performance indicators	A prescribed set of indicators and measures that assess the effectiveness of financial management in a council covering operating position, liquidity, obligations, stability and efficiency.
Financial statements	The financial statements and notes prepared in accordance with the Local Government Model Financial Report, Australian Accounting Standards and other applicable standards as they apply to the general purpose financial reports and a statement of capital works and included in the annual report.
Financial year	The period of 12 months ending on 30 June each year.
Governance	Policies and protocols associated with both the functions of Council and of Council officers to ensure Council is open, transparent, inclusive and accountable to the community.
Grants – non-recurrent income	Grant income received for a ‘one off’ specific purpose, generally for a particular project.

Glossary of terms	Definition
Grants – recurrent income	Grant income received on a regular basis (i.e. quarterly, annually) and granted to Council by another entity for specific or general purposes.
Indicator	What will be measured to assess performance.
Infrastructure	Physical assets of the entity or of another entity that contribute to meeting the public's need for access to major economic and social facilities and services.
Infringement Court	Refers to Penalty Enforcement by Registration of Infringement Notice. A system established under Schedule 7 of the <i>Magistrates Court Act 1989 (Vic)</i> to deal with unpaid fines.
Initiatives	Actions that are one-off in nature and/or lead to improvements in service.
Innovation	Process of working out new ways of doing things or doing something better than before.
Liabilities	Future sacrifices of economic benefits that Council is presently obliged to make to other entities as a result of past transactions or other past events.
Major initiative	Significant initiatives that will directly contribute to the achievement of the Council Plan during the current year and have a major focus in the budget.
Measure	How an indicator will be measured and takes the form of a computation, typically including a numerator and denominator.
Minister	The Minister for Local Government.
Net assets	The difference between total assets and total liabilities, which represents Council's net worth. Net assets are also equal to total equity.
Non-current assets	Assets where the future economic benefit is not expected to be received within the next twelve months or where the asset is restricted from being exchanged or used to settle a liability for at least twelve months after the reporting date.

Glossary of terms	Definition
Non-current liabilities	Liabilities where the obligation is not expected to be fulfilled within the next twelve months or where Council has a right to defer settlement of the liability for at least twelve months after reporting date.
Performance statement	A statement including the results of the prescribed service outcome indicators, financial performance indicators and sustainable capacity indicators for the financial year and included in the Annual Report.
Planning and accountability framework	The key statutory planning and reporting documents that are required to be prepared by councils to ensure accountability to local communities in the performance of functions and exercise of powers under the Act.
Property, infrastructure, plant and equipment assets	Often referred to as Fixed Assets. This is the largest component of Council's asset base or worth. This represents the value of all land, buildings, roads, footpaths, drains, bridges, vehicles, plant and equipment and so on, which are recorded on Council's asset register.
Regulations	The Local Government (Planning and Reporting) Regulations 2020.
Relative Socio-Economic Disadvantage	Relative Socio-Economic Disadvantage is a general socio-economic index that summarises a range of information about the economic and social conditions of people and households within an area. The index includes only measures of relative disadvantage and is expressed as a decile for the relevant financial year of the area in which the municipality is located according to the Victorian Index of Relative Socio-Economic Disadvantage (Australian Bureau of Statistics Catalogue Number 2033.0.55.001).
Relevance	Indicators or measures that have a logical and consistent relationship to an entity's objectives and are linked to the outcomes to be achieved.
Report of operations	A report containing a description of the operations of the council during the financial year and included in the Annual Report.

Glossary of terms	Definition
Revenue	Revenue is the amount of money that Council actually receives from its activities, mostly from rates and services provided to customers and ratepayers.
Right-of-way	Former laneway no longer required for access to surrounding properties.
Risk management	A logical and systematic method of identifying, analysing, evaluating, treating, monitoring and communicating risks associated with any activity, function or process in a way that will enable organisations to achieve objectives and maximise business opportunities. Risk management is as much about identifying opportunities as avoiding or mitigating losses.
Services	Assistance, support, advice and other action undertaken by a council for the benefit of the local community.
Service outcome indicators	The prescribed service performance indicators to be included in the performance statement which measure whether the stated service objective has been achieved.
Service performance indicators	A prescribed set of indicators measuring the effectiveness and efficiency of council services covering appropriateness, quality, cost and service outcomes.
Statement of changes in equity	Summarises the movement in equity accounts during the year.
Strategic objectives	The outcomes a council is seeking to achieve over the next four years and included in the Council Plan.
Strategic Resource Plan	A plan of the financial and non-financial resources for at least the next four years required to achieve the strategic objectives in the Council Plan. It is also referred to as a long term financial plan.
Strategies	High level actions directed at achieving the strategic objectives in the Council Plan.

Glossary of terms	Definition
Surplus (deficit)	Represents the difference between total revenues, expenses, net gain (loss) on disposal of property, plant and equipment, infrastructure and share of net profits (losses) of associates and joint ventures accounted for by the equity method.
Sustainability	Meeting present day needs without compromising future generations ability to meet their needs.
Sustainable capacity indicators	A prescribed set of indicators measuring whether councils have the capacity to meet the agreed service and infrastructure needs of the local community and absorb foreseeable changes and unexpected shocks into the future covering financial performance, capacity and governance and management
Ward	Subdivision of the Council area into sections with an elected Councillor to represent the different sections.

Abbreviation	Meaning
AAA	Access for all abilities
ASA	Average Speed to Answer
AV	Audio Visual
BCDAC	Boroondara Community Disability Advisory Committee
BCSAC	Boroondara Community Safety Advisory Committee
BMX	Bicycle Motocross
BPHWAC	Boroondara Public Health and Wellbeing Advisory Committee
BVRC	Boroondara Volunteer Resource Centre
CAP	Climate Action Plan
CEIS	Customer Experience Improvement Strategy
CEO	Chief Executive Officer
CIRV	Central Immunisation Records Victoria
CIV	Capital Improved Value
CMP	Common Model Provisions
CO2	Carbon Dioxide
COVID-19	Coronavirus disease 2019
CPTED	Crime Prevention Through Environmental Design
Cr	Councillor
CSS	Community Satisfaction Survey
CSV	Cladding Safety Victoria
DAMP	Domestic Animal Management Plan
DSR	Disability Sport and Recreation
DTP	Department of Transport and Planning

ESM	Essential Safety Measures
FGRS	Fair Go Rates System
FOGO	Food Organics and Garden Organics
FRV	Fire Rescue Victoria
FTE	Full Time Equivalent
GST	Goods and Services Tax
HSW	Health, Safety and Wellbeing
IBAC	Independent Broad-based Anti- corruption Commission
ICT	Information and Communications Technology
LGPro	Local Government Professionals
LXR	Level Crossing Removal
LXRP	Level Crossing Removal Project
MBS	Municipal Building Surveyor
MCH	Maternal and Child Health
MCHC	Maternal and Child Health Centre
MDF	Marketplace Development Fund
N/A	Not Applicable
NEL	North East Link
NELP	North East Link Program
OVIC	Office of the Victorian Information Commissioner
PADSIP	Positive Ageing Digital Storytelling Inter-generational Project
PBS	Private Building Surveyor
SIAP	Strategic Internal Audit Plan
VCAT	Victorian Civil and Administrative Tribunal

VAGO	Victorian Auditor- General's Office
VLGGC	Victoria Local Government Grants Commission
VMA	Volunteer Management Activity
WRT	Walk Rest Talk
WWCHAC	Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation
YMCA	Young Men's Christian Association

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