



BOROONDARA
City of Harmony

Best Value Boroondara 2010-11



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Purpose of the Best Value report

This Best Value Boroondara Report provides accountability to the community on the performance of Council during the 2010-11 financial year. It demonstrates Council's commitment to continuous improvement and the pursuit of service excellence.

Compliance with the *Local Government Act 1989* requires Council to report to the community on its achievements in relation to the Best Value principles at least once a year. This Best Value Boroondara report satisfies this legislative requirement.

The planning and reporting framework that was followed during 2010-11 has been extracted from the Council Plan 2011. This framework is subject to an annual review and is updated accordingly.

Please contact the Business Development department on 9278 4444 for further information on the Best Value Boroondara report.

An introduction to Best Value

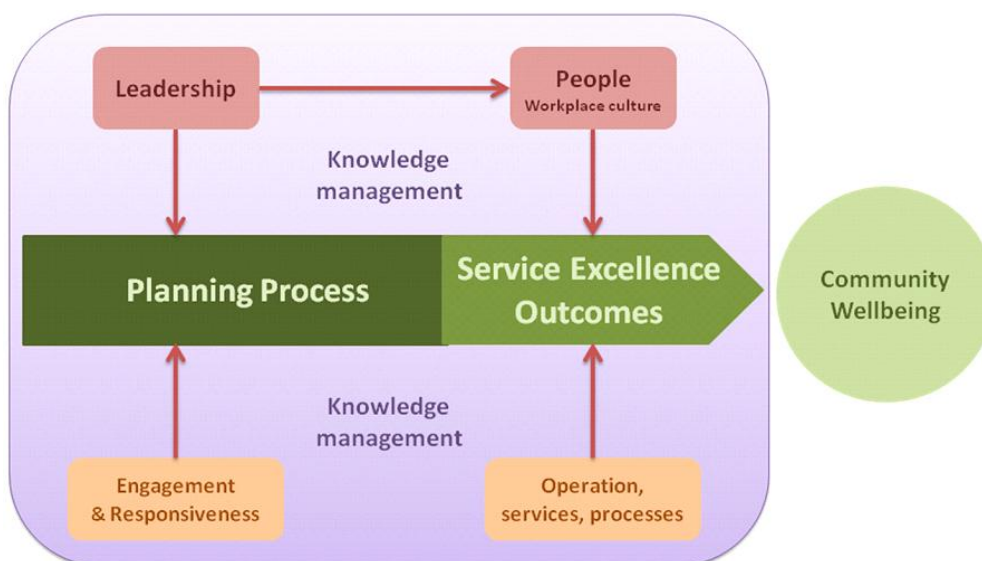
In December 1999, the Victorian State Parliament passed the *Local Government (Best Value Principles) Act 1999*, which required Councils to review all their services against six Best Value principles.

The Best Value principles set out in Section 208B are:

1. All services provided by a Council must meet quality and cost standards.
2. All services provided by a Council must be responsive to the needs of the community.
3. Each service provided by a Council must be accessible to those members of the community for whom the service is intended.
4. A Council must achieve continuous improvement in the provision of services for its community.
5. A Council must develop a program of regular consultation with its community in relation to the services it provides.
6. A Council must report regularly to its community on its achievements in relation to Best Value.

Boroondara's Continuous Improvement (CI) model was developed five years ago and has become the core of every departmental Business Plan. All Boroondara employees play a part in building a strategy that meets the needs of the community and delivers value for money services. The CI model depicted below takes into consideration all aspects of the Best Value principles.

Continuous improvement model



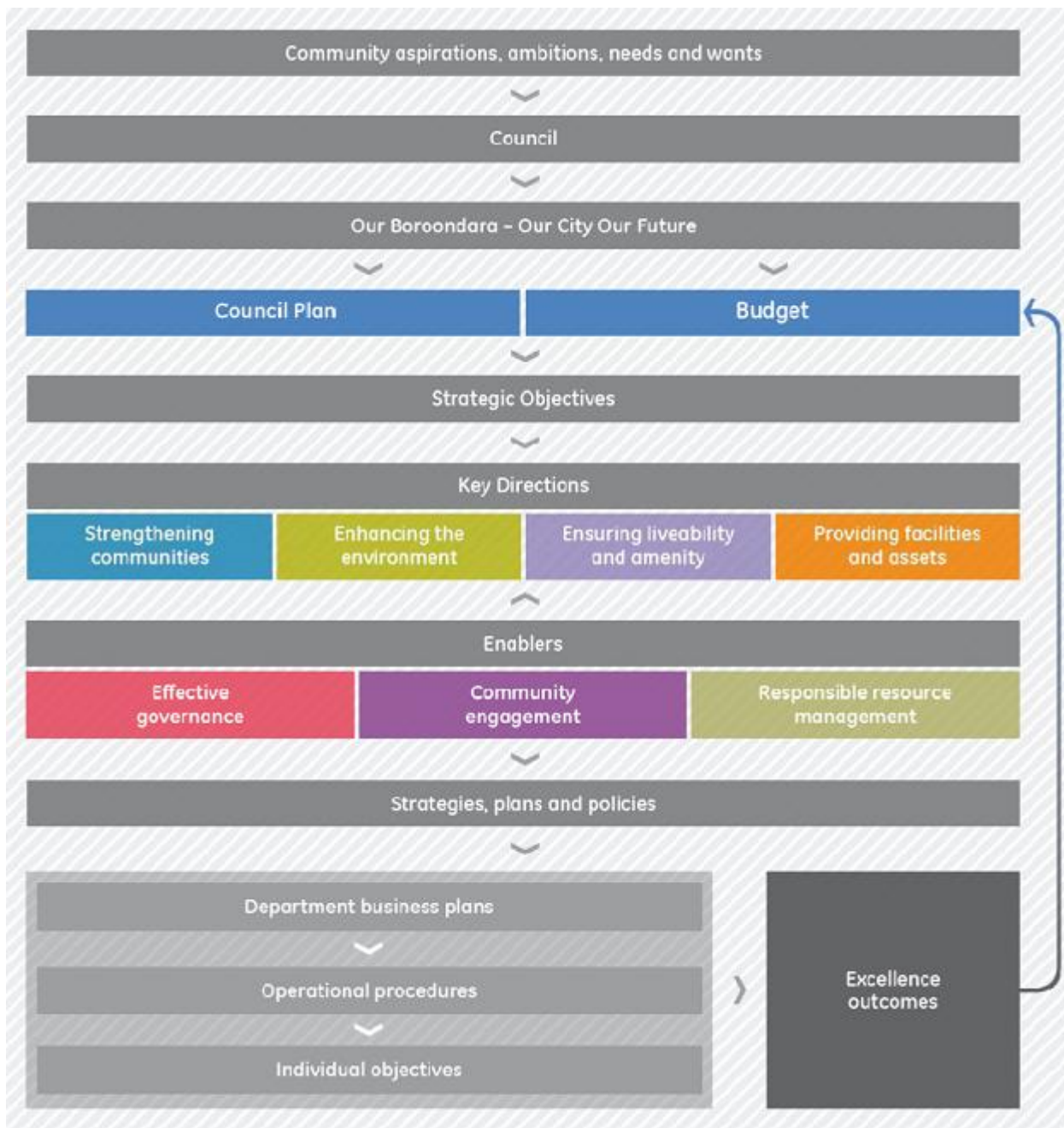


The Best Value review process is beneficial in enabling the City of Boroondara to ensure that its services meet the changing needs of the community. Departments report on Best Value to the Executive Management Group twice per year. The ongoing review and monitoring ensures that there is a continued awareness of continuous improvement activities throughout the organisation.

Planning for service excellence

An integrated Corporate Planning Framework ensures that strategies and financial resources are aligned in order to deliver Boroondara's Council Plan. Community consultation and engagement are essential in this process.

Our 2010-11 Planning Framework





Structure of this report

The City of Boroondara has followed a set program for departmental reviews since the Best Value Principles were passed into legislation. Extensive Best Value reviews have been completed for each department and since that time departments have undergone continuous improvement activities on a regular basis.

This report provides an update on the continuing activities being undertaken by each department (in alphabetical order) based on the structure detailed below.

Service profile

The service profile is a summary of the department's core services, and their key functions and responsibilities. The department's equivalent full time staff and gross operating expenditure for 2010-11 has also been provided to indicate the resources required to deliver the particular services.

Continuous improvement

Boroondara's Continuous Improvement model draws upon elements from the Australian Business Excellence Framework and provides a platform for service enhancement opportunities to be incorporated into short and long term planning. Every year during business planning, departments use each of the Continuous Improvement model elements (refer to continuous improvement model diagram on page 1) as a framework for facilitated discussion to build strategies that will enable service excellence outcomes and improved community wellbeing.

Consultation

All departments are required to undertake both internal and external consultation. Community Engagement Policy 2010 ensures open communication, and that Council actively responds to community concerns. Meaningful community engagement is essential for Council to represent the community, to know what the community wants when making decisions and to provide high standards of leadership.

Benchmarking

Benchmarking is the practice of measuring Boroondara's performance and practices in key areas and comparing them with other similar organisations in order to find ways of achieving better results. Comparison could be with other local governments or private sector organisations. A Benchmarking Toolkit is available developed to assist departments to undertake this activity on a regular basis. Benchmarking services often reveals the performance gaps that need to be closed; helps find the 'best practices' in a particular area and ultimately helps Council to become more accountable to the community.

Key Strategic Activities and Strategic Indicators

Key Strategic Activity and Strategic Indicator, measures and targets have been identified for the 2010-11 financial year in accordance with the *Local Government Act 1989*. The aim of these measures is to demonstrate Council's progress towards the achievement of the Key Directions outlined in the Council Plan 2010-2015. At the end of the financial year the outcome for each Key Strategic Activity's measure is audited by the Victorian Auditor-General's Office. The results of both measures are included in Council's Annual Report.

Quality and cost standards

The quality and cost standards were created and maintained in accordance with Best Value legislation. These performance measures were developed to portray key performance indicators of departmental service standards in both quality and cost.

Output indicators

Output indicators demonstrate completion of a particular activity or service within the financial year.



Arts and Culture

Equivalent full time staff	8.6
2010-11 Gross operating expenditure	\$1,326,445

Service profile

The Arts and Culture Department has responsibility for:

- Managing the Hawthorn Town Hall and Town Hall Gallery.
- Managing funding for cultural groups and culture facilities and programs to improve opportunities for participation and funding.
- Providing innovative cultural and community programs including the Boroondara Eisteddfod and the concert series.

Continuous improvement activities

Developed new actions for the 2012 Eisteddfod resulting from a review of this year's competition.

Implemented online registration and payment system for the 2011 Eisteddfod.

Reviewed Occupational Health and Safety (OHS) practices around the work place by implementing regular staff checks of Arts and Cultural Services work area.

Consultation

Consultation undertaken in relation to Boroondara Public Art Strategy 2010, Boroondara Community Festivals and Events Policy 2010.

Kew Court House Reference Group met in May 2011 to discuss operational matters concerning the Kew Court House.

Community members on the Project Control Group for Kew Court House redevelopment were consulted about building works, key operational issues and marketing/branding.

Volunteers, adjudicators, speech and drama competitors and teachers were surveyed during the Eisteddfod in May as part of evaluation of the event. This consultation has resulted in new actions being developed for the 2012 program.

Consultation undertaken with the Hawthorn Craft Market Committee in relation to the redevelopment of the Hawthorn Town Hall.

Benchmarking

Benchmarking was conducted as part of the Draft Performing Arts Group Plan to determine the amount of funds (via grants) that neighbouring Council's provide to their performing arts groups.

Benchmarking also focused on the level of subsidy that neighbouring Councils' provide to their performing arts groups for venue hire. This information guided the pricing for hire of the new facility.



Key Strategic Activities and Strategic Indicators	2008-09 Result	2009-10 Result	2010-11 Target	2010-11 Result
N/A				
Quality and Cost Standards	2008-09 Result	2009-10 Result	2010-11 Target	2010-11 Result
Growth in attendance at indoor (winter) concerts compared to previous year	259%	43%	10%	5%
<i>The concert series strategy changed between 2007-08 and 2008-09 which caused a substantial increase in attendance for 2008-09.</i>				
Customer satisfaction rating at Summer Music Series	N/A	92%	80%	90%
Cost of arts and cultural services per rate notice	N/A	N/A	\$18.34	\$15.17
Output Indicators	2008-09 Result	2009-10 Result	2010-11 Result	2010-11 Result
Art register contacts	170	131	131	131
Average of craft market attendances per month	1,508	1,887	670	670
<i>Craft Market attendances were more accurately calculated in 2010-11 and came in lower than in previous years. The impact of competing markets and habits of customers shopping on line may have also been a contributing factor.</i>				
Number of exhibitions at Town Hall Gallery	14	15	12	12
Number of hits on Town Hall Gallery weblog	N/A	11,281	15,353	15,353
Number of attendances per Summer series concert	N/A	670	350	350
<i>Jazz in Canterbury Gardens usually attracts approx 800 however it was cancelled in 2011 due to wet weather conditions.</i>				
Town Hall Gallery attendance other than openings	6,325	8,047	7,096	7,096

N/A - Information not available for that year.



Asset Management

Equivalent full time staff	10.4
2010-11 Gross operating expenditure	\$1,017,307

Service profile

The Asset Management Department has responsibility for:

- Implementation and administration of Council's asset management system.
- Ensuring that service standards are developed and renewed for Council assets.
- Integrating the financial aspects of asset management plans with Council's Long Term Financial Strategy.
- Coordinating Occupational Health and Safety compliance for all Environment and Infrastructure contractors
- Monitoring the condition and performance of Council's road and drainage assets.

Continuous improvement activities

The Environment and Infrastructure Directorate's Continuous Improvement Working Group has met regularly and has completed projects on the Community Consultation Process and Identifying and Documenting Organisational Roles. These projects identify the appropriate types of consultation for various projects and provide a solution to assist the identification of the responsible staff for the myriad of tasks undertaken by people within the organisation.

Consultation

Consultation with internal stakeholders is ongoing and is part of Asset Management's continuous improvement program. Ongoing meetings are held between Environment and Infrastructure Directorate and Asset Management Department staff to discuss needs and issues.

Benchmarking

The Municipal Association of Victoria (MAV) self assessment was completed. The information from this program collates Asset Management comparative data for all Victorian Local Governments. Also the Department of Planning and Community Development (DPCD) data collection was submitted and the Victoria Grants Commission survey was also submitted.

Key Strategic Activities and Strategic Indicators	2008-09 Result	2009-10 Result	2010-11 Target	2010-11 Result
Assets and facilities - Undertake condition assessments for all asset classes in accordance with the frequency prescribed in the adopted asset management plans	100%	100%	100%	100%

Quality and Cost Standards	2008-09 Result	2009-10 Result	2010-11 Target	2010-11 Result
Cost of asset management per resident	\$5.56	\$5.78	\$6.73	\$6.00
6-monthly defect inspections of all high risk Council roads	100%	100%	100%	100%
Number of monthly reports completed on contractor work site safety audits	12	12	12	11
Percentage of paths and kerb and channel network for which rolling condition assessments completed	20%	20%	20%	20%
Percentage of contractors audited annually on work site safety issues	98%	98%	95%	98%
Annual defect inspection of all Council roads	100%	100%	100%	100%



Quality and Cost Standards	2008-09 Result	2009-10 Result	2010-11 Target	2010-11 Result
Annual defect inspection of all Council car parks	100%	100%	100%	100%
Annual condition rating of car parks achieved	100%	100%	100%	100%

Output Indicators	2008-09 Result	2009-10 Result	2010-11 Result
Number of additional mobile computer units put into use	5 units	16 units	0 units
Number of actions processed with Conquest	39,495	37,946	42,455
Number of contractor work site safety inspections completed	495	669	620

N/A - Information not available for that year.



Building Services

Equivalent full time staff	13.7
2010-11 Gross operating expenditure	\$1,332,735

Service profile

The Building Services Department has responsibility for:

- Providing technical and regulatory advice, issuing building permits, conducting mandatory building inspections, issuing occupancy permits and final certificates.
- Encouraging desirable building design outcomes when varying building 'siting' regulations to ensure consistent streetscapes and amenity protection to neighbouring properties.
- Administration and enforcement of the Building Act and Regulations regarding dangerous and non-complying buildings including responding to emergencies, conducting fire safety audits on public buildings and carrying out pool/spa barrier safety compliance inspections.
- Providing building and property safety information to designers, ratepayers, solicitors and private building surveyors and maintaining of building related public registers.
- Assessing and issuing occupancy permits for places of public entertainment, hoarding permits and consents regarding public protection and representing Council at the Building Appeals Board.

Continuous improvement activities

The Building Services Department in consultation with the Information Technology Department and Corporate Information team has reviewed Building Services functions and procedures to improve efficiency. Following the review, processes in the Property and Rating system have been changed with new templates included for applications associated with the Building Administration unit. Further changes are proposed for other types of applications including Building Permits and Report and Consent forms to be addressed in 2011-12.

Corporate Information is now managing the Building Services Department archives through an external contractor. This process is working well with most files being sent to Building Services electronically, registered in the Enterprise Content Management (ECM) system.

Consultation

Regular consultation between Corporate Information and Information Technology is being carried out to improve records management, systems and processes.

Regular meetings between Engineering and Traffic and Building Services are now held for greater collaboration and consultation on various enforcement matters.

Consultation between Building Services, Statutory Planning, Strategic Planning, Health Services and Local Laws takes place on a regular basis on operational matters.

Benchmarking

Building Administration benchmarked the solicitor 's requests response letters with Bayside, Kingston and Stonnington City Councils in order to create improved and automated response letters for Boroondara Building Services. This will reduce time taken for processing of applications.

Building Approvals unit regularly benchmark external building permit fees with private building surveyors.

Building Services, Information Technology and Corporate Information staff have visited similar other Councils to benchmark services and processes.



Key Strategic Activities and Strategic Indicators	2008-09 Result	2009-10 Result	2010-11 Target	2010-11 Result
Urban planning and building - percentage of building permits checked within 10 days	N/A	100%	95%	100%
Quality and Cost Standards	2008-09 Result	2009-10 Result	2010-11 Target	2010-11 Result
Percentage of swimming pool complaints which are inspected and followed up	100%	100%	100%	100%
Cost of issuing 'consent and report' decision for variations	\$158	\$152	\$194	\$181
Working days in which 100 per cent of requests for "non-priority service" property advice from solicitors answered by Building Services	12 days	12 days	Within 12 days	10 days
Working days in which 100 per cent of requests for "non-priority service" property advice from private building surveyors answered by Building Services	10 days	8 days	Within 12 days	10 days
Working days in which 100 per cent response for consent and report on siting matters	16 days	15 days	Within 15 days	15 days
Working days in which 100 per cent response for report and consent on demolition consents (S29A)	15 days	7 days	Within 15 days	8 days
Number of commercial/Council buildings which are inspected for essential safety measures	32	142	50	50
Cost of issuing building permits by Building Services	N/A	\$998	\$1,052	\$740

Output Indicators	2008-09 Result	2009-10 Result	2010-11 Result
Number of assessment of applications for variations to the Building Regulations	798	1,184	959
Number of building permits issued by Building Services	255	252	305
Number of building permits issued in Boroondara (Private and Council)	2,332	3,011	2,821
Number of inspections of building permits issued	1,719	1,514	1,162
<p><i>The number of inspections is reflective of the number of building permits issued. The number of building permit applications declined in the 2010-11 due to the rise in interest rates and the uncertainty of economic environment which has a direct affect on the building industry. Furthermore, majority of the building permit applications have been associated with more simpler building projects rather than complex ones, warranting fewer inspections.</i></p>			
Number of responses to property advice letters	3,790	4,628	4,329
Number of safety audits on buildings, swimming pools and dangerous structures	353	451	94
<p><i>Number of audits are higher in 2008-09 and 2009-10 as Building Services carried out inspections of Council buildings including assessing existing buildings and auditing the Essential Safety Measures maintenance contractors, and also some additional inspections relating to Commercial buildings. Also in mid 2009 the Building Regulations required residential care buildings and shared accommodation buildings to have upgraded fire services (retrospective requirement). Building Services carried out an audit prior to the introduction of these buildings to determine whether compliance had been achieved to comply with new requirements.</i></p>			

N/A - Information not available for that year.



Business Development

Equivalent full time staff	8.1
2010-11 Gross operating expenditure	\$1,052,624

Service profile

The Business Development Department has responsibility for:

- Developing the integrated Annual Budget and Long Term Financial Strategy.
- Conducting performance reporting, including Council's award winning Annual Report and the Best Value Report.
- Coordinating financial analysis for projects and advising on the pricing of services as well as Local Government Improvement Incentive Program (LGIIP) compliance.
- Providing external grant application support for significant project funding opportunities.
- Providing internal services related to audit, process improvement and benchmarking.

Continuous improvement activities

Business Development have been assisting other departments undertake continuous improvement work. Work has been predominantly undertaken with Local Laws and Health, Ageing and Disability Services. Additional departments in need of assistance have been identified for 2011-12. Progress to date has included:

- Local Laws continuous improvement review completed and implementation plan agreed with Manager of the Department. Team members are assisting with the implementation of improvement actions working with IT staff and Local Laws.
- Scoping document for a continuous improvement review of Aged Services, processes has been approved. Business Development team members have commenced interviews with relevant Aged Services staff.
- Scoping has begun for a continuous improvement review for Accounts Payable.
- A review of correspondence results from a Mystery Shopping service has been undertaken including collaboration with Corporate Information.

Other continuous improvement work within Business Development has included:

- PowerBudget implementation completed replacing Business One software.
- Long Term Financial Strategy (LTFS) model upgraded to make the implementation of manual adjustments easier and more transparent.
- System enhancements to Interplan were included in production in November 2010. The new features streamline processes for Internal Audit and Strategy/Plan reporting in particular.

Consultation

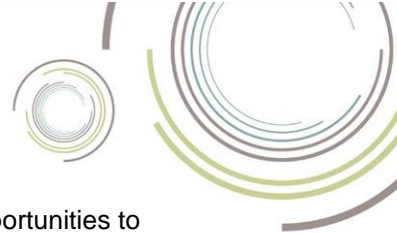
Internal consultation on services is undertaken throughout the year. Items consulted on during 2010-11 include:

- Performance measures for the Council Plan and business plans.
- Escalation factor for capital works for 2011-12 carry forwards and 2011-12 Budget.
- Correspondence handling procedures.
- Strategies and Plans reporting, including frequency of reporting.
- Strategic Resource Plan for Council Plan.
- Continuous improvement programs in Environment and Infrastructure.
- Council reporting to Victorian Government for Essential Services Commission report.
- Capital Works and Priority Projects bids.
- Draft Operating Budget elements.

Benchmarking

Annual benchmarking of financial performance based on prior year Annual Reports has been undertaken.

Sponsorship opportunities information for the proposed Eco-Living Centre accessed through other local governments.



Involvement in the Essential Services Commission (ESC) Pilot Program has provided opportunities to benchmark data with over 33 Councils across Victoria.

Fees and charges data benchmarked on a variety of Council services during the budget development process. Financial results for other Councils were also benchmarked at that time.

Grants officer meetings coordinated across more than 30 Councils to develop shared approach and methods of grant submissions.

Benchmarking of other local governments and corporate Annual Reports undertaken to further improve Boroondara's Annual Report.

Key Strategic Activities and Strategic Indicators	2008-09 Result	2009-10 Result	2010-11 Target	2010-11 Result
Financial management - working capital ratio	1.52 to 1	1.52 to 1	1.24 to 1	1.47 to 1
Financial management - Level of indebtedness per rate assessment	\$524.18	N/A	\$667	\$571
Financial management - Percentage completion of annual internal audit plan	110%	100%	100%	112.5%
Quality and Cost Standards	2008-09 Result	2009-10 Result	2010-11 Target	2010-11 Result
Budget completion - Budget adopted by 30 June each year	Achieved	Achieved	Achieved	Achieved
Internal audit costs variance to budget	+2.1%	+5%	+/- 10%	1.2%
Actual operating expenditure result variance to adopted Budget	+3%	-1.1%	+/- 5%	0.29%
Actual operating income result variance to Adopted Budget	+3.3%	+2.6%	+/- 5%	+7.7%
<i>Included \$8.66M of granted non monetary assets arising from two major developments in the municipality. Excluding the granted non monetary assets the result would be +2.4%.</i>				
Achieve bronze award or better in Australasian Reporting Awards	Achieved Gold	Achieved Gold	Achieved Bronze	Achieved Gold
Performance reports presented to Council within defined timelines	11	11	11	11
Cost of supporting Council's corporate reporting and budgeting as a percentage of total operating expenditure	0.6%	0.6%	0.6%	0.6%
Output Indicators	2008-09 Result	2009-10 Result	2010-11 Result	2010-11 Result
Number of people trained in Interplan	79	33	18	
<i>System has been fully implemented. Only maintenance level training conducted for new staff.</i>				
Number of grant applications submitted	23	31	36	
<i>Excludes grants provided via service agreements.</i>				

N/A - Information not available for that year.



Community Planning

Equivalent full time staff	11.2
2010-11 Gross operating expenditure	\$1,662,291

Service profile

The Community Planning Department has responsibility for:

- Researching, monitoring and forecasting community change and wellbeing.
- Developing policies and strategies in response to community priorities and federal and state initiatives.
- Advocating to Australian, Victorian or regional bodies on key issues impacting on the community.
- Managing the Community Development Program of annual and operational triennial grants.
- Facilitating community connectedness and strengthening community capacity through the delivery of a range of skill development, partnership and networking opportunities for Boroondara's community sector.

Continuous improvement activities

During the year Community Planning has conducted the following continuous improvement activities:

- Implementation of new directions for the Boroondara Interfaith Network, including new Terms of Reference and a twelve-month Interfaith Engagement Program. Two successful events have been held to date and the membership base for this network has grown.
- Further improvements to community development grants documentation.
- Review of the content of the Gaming Policy in response to Victorian Government changes in legislation.
- Launch of International Student Information web page.
- Participation in the Municipal Public Health and Wellbeing Plan evaluation project with other Councils and the Department of Health in the Eastern Region.
- Review of the Social Housing Policy 2008-11.
- Planning for participation in Planning Institute of Australia health and land use planning information and training.
- Involvement in Primary Care Partnership's health promotion projects.
- Population and Place Alliance profile review and development participation.
- Planning and implementation for Recognising Indigenous Culture and Heritage Policy including events, internal and external networks, and NAIDOC and Reconciliation Weeks activities.
- Completion of the Clearinghouse project to increase access to information about relevant policy and research undertaken in life stage and diversity categories.
- Directions developed for information about population forecasting.
- Review of the operational grant guidelines to assist applicants to make relevant high quality applications.
- Planning for community research promotion, including Know Your Community newsletter.
- Review and directions for application of Victoria in the Future forecasts for Boroondara and *id forecasting*.
- Update of the community facilities database.
- Implementation of a system to review research and data information quality.
- Continuation of the review of the Social Profile of Boroondara.
- Review of operation of the Community Partnerships Forum and implementation of new processes to improve effectiveness.
- Research and development of action plan about older women and homelessness.

Consultation

Consultation undertaken with members of the Boroondara Interfaith Network around the Terms of Reference and Interfaith Engagement Program.

Community consultations as part of the Ashburton Library and Learning Centre upgrade have included: three community information sessions with members of the public, one workshop with Library staff and one with Ashburton Community centre committee members and staff, 400 random telephone calls, and online surveys and e-kiosk surveys.

Community consultation undertaken as part of the mental health and wellbeing and Our Boroondara - Our City Our Future community wellbeing indicator research project with over 500 residents and service providers.



Community consultation has also been undertaken on Culturally and Linguistically Diverse Communities (CALD) Outreach Project.

Service provider consultation has been undertaken for the Older Women and Homelessness Research Project.

Benchmarking

Community Planning undertakes benchmarking with the Australian, Victorian and other local governments as part of policy, strategy, program and planning development. During 2010-11 benchmarking was undertaken with other Councils on mental health and wellbeing, Interfaith networks, women's charter developments, CCTV initiatives in other local government areas, and community wellbeing indicators.

Benchmarking was also undertaken with other eastern metropolitan region councils on Social and Affordable Housing Policies, Gaming Policy and respite advocacy.

Benchmarking was also undertaken on homelessness among older women, and housing needs for older people and people with a disability. This included literature and policy review and benchmarking with other local government authorities.

Key Strategic Activities and Strategic Indicators	2008-09 Result	2009-10 Result	2010-11 Target	2010-11 Result
Community connection - Number of groups assisted by community grants	66	88	75	107
Quality and Cost Standards	2008-09 Result	2009-10 Result	2010-11 Target	2010-11 Result
Council support for Committees of Management - Number of individuals attending the 'Boroondara OnBoard' workshops	364	353	200	351
Applicants' satisfaction with the annual grants information and procedures	70%	70%	75%	85%
Satisfaction with Boroondara 'OnBoard' Program	93%	95%	80%	95%
Cost per resident of Community Planning department	\$8.38	\$9.36	\$9.93	\$9.80
Output Indicators	2008-09 Result	2009-10 Result	2010-11 Result	
Number of Community 'OnBoard' workshops delivered	12	8	8	
Number of community research requests completed for Council staff and other stakeholders	N/A	N/A	133	

N/A - Information not available for that year.



Communications and Engagement

Equivalent Full Time Staff	30.7
2010-11 Gross operating expenditure	\$3,493,294

Service profile

- Works across Council to put the community first in customer service, communications, community engagement, research and service improvement, web, print and e-business solutions.
- Leads internal and external engagement practice.

Continuous improvement activities

All Communications and Engagement staff attended team development days with the objective of finding ways to work together more effectively and to streamline work practices within the department.

Engagement staff have attended professional development courses related to best practice community engagement and communications.

Developed a call coaching program for Ageing and Disability Services to assist them to improve the service provided in that department. Promoted and implemented a corporate phone number style for high call volume departments, which appeared for the first time in the White Pages.

A draft Customer Service Charter has been developed, its aim is to improve the service provided to the community by all Council staff having a shared understanding of Council's service expectations.

A training program for Customer Service staff has been developed to improve service quality to meet best practice standards as identified in the mystery shopper program. The program was commenced in March 2011.

The processing of faxed credit card payments has been centralised to Camberwell cashiers to meet audit requirements. As part of this process, Customer Service has developed and implemented a credit card payment form template, as recommended by the Auditor. The aim is to minimise errors, make processing of payments more efficient and ensure compliance with Privacy Act.

The new Intranet was launched in January 2011. A considerable part of this project was the implementation of a more user friendly new content management system.

Consultation

Internal consultation regarding the website and Internet continues through the Online Users Group (OUG). A key focus of the consultation with the OUG members has been to understand user needs to inform the development of the new intranet and content management system which was launched in January.

Customer Service has been consulting with internal stakeholders and other Councils as part of their Council Plan commitment to improve after hours service.

A number of community engagement activities have been undertaken to raise community awareness about the draft Activity Centres Strategy (ACS). Over 150 community members participated in the Community Summit at the Hawthorn Town Hall. Other activities for the draft ACS included an open house session, walking tours with the strategic planners as well as a special Urban Planning Special Committee (UPSC) meeting to hear community presentations. In addition online opportunities have been created for community feedback on the draft ACS by blog, Facebook and twitter to capture the younger demographic.

A number of positive contacts have been made with Boroondara youth through the community summit and are liaising with Swinburne University to improve our Social Media youth audience.



Benchmarking

The Customer Service Call Centre has been benchmarked against 50 councils across Australia. Boroondara was delighted to be ranked sixth, and will continue to build on this service.

Communications and Engagement facilitated a cross-Council mystery shopping program to benchmark the service delivery of seven of our busiest customer facing departments against best practice. The report will identify areas of strengths and weaknesses in service delivery. Customer Service has provided follow up support to these departments where necessary to assist them to meet best practice standards.

Key Strategic Activities and Strategic Indicators	2008-09 Result	2009-10 Result	2010-11 Target	2010-11 Result
Capacity building - Percentile ranking of community satisfaction with Council's engagement in decision-making on key local issues	61	63	64	62
<i>The sample size has a margin of error of three.</i>				
Undertaking Research - Percentile ranking of community satisfaction rating with council's interaction and responsiveness in dealing with the public	74	71	75	74
<i>The sample size has a margin of error of three.</i>				
Capacity building - Average time callers wait before their call is answered	N/A	N/A	≤ 25 seconds	15.33 seconds
Capacity building - Percentage of callers who hang up after 20 seconds	N/A	N/A	≤ 2%	1.48%
Undertaking research - Percentage awareness of core Council services	N/A	N/A	70%	72%
Offering a range of ways to communicate and engage - Percentage satisfaction with quality of internal support and advice on communications, engagement and customer service	N/A	N/A	70%	84%

Quality and Cost Standards	2008-09 Result	2009-10 Result	2010-11 Target	2010-11 Result
Customer Service cost per contact	\$4.47	\$4.55	\$4.95	\$4.76
Culture of engagement at Boroondara - Level of internal satisfaction with Customer Service	N/A	88%	70%	N/A
Transaction error rate	<1%	<1%	<1%	0.04%
Level of internal satisfaction with e-communications service from the online users group	N/A	100%	70%	100%
Democratic and engaged communities - Organisational awareness of the aim to improve Council's capacity for engagement	N/A	90%	80%	93%
Engagement and Research Quality - Level set with internal users of this service	N/A	100%	70%	100%
Level of internal satisfaction with communication service	N/A	N/A	10% improvement	10%
Cost of producing publications across the organisation	N/A	N/A	10% reduction	12%



Output Indicators	2008-09 Result	2009-10 Result	2010-11 Result
Editions of the Councillor News Update	15	4	9
Number of media enquiries	237	119	118
Number of media releases	111	138	77
<i>Offset by an increase in media briefings which is a more effective method.</i>			
Total calls answered by the Contact Centre	223,165	203,497	211,943
Number of counter enquiries	N/A	59,434	55,701
Total customer contacts	N/A	262,931	267,644
Boroondara website - Number of visits	744,600	615,329	1,030,795

N/A - Information not available for that year.



Economic Development

Equivalent full time staff	2.6
2010-11 Gross operating expenditure	\$1,333,986

Service Profile

The Economic Development Department has responsibility for:

- Strengthening the viability of local businesses including home based business and strip shopping centres.
- Facilitating the Boroondara Business Network.
- Facilitating opportunities to increase opportunities for local employment.

Continuous improvement activities

Continually reviewing department processes to ensure effective information management. A new system has been introduced in conjunction with the Contact Centre to reduce all abandonment rates arising due to the small size of the team. Staff have attended training sessions in the Enterprise Content Management system (ECM) and call handling.

Consultation

Consultation and engagement with traders in relation to the implementation of the visual merchandising training project.

Consultation undertaken with traders association presidents, marketing and promotions coordinators and relevant Council department representatives as part of a project undertaking a strategic review of Council's current model of support for its shopping centres.

Consultation with the traders associations marketing and promotions coordinators in relation to their operational needs and how Council's suite of services may assist.

Consultation and communication with the Boroondara Farmers Market stallholders and Rotary Club of Glenferrie in relation to preparations for the 100th Farmers Market held on 18 June 2011.

Consultation has been undertaken in relation to the special rate and charge schemes for Burwood and Camberwell Shopping Centres.

Regular meetings with marketing and promotions coordinators and/or presidents (formerly at Committee meetings and Annual General Meetings) and informally. Conducted four Presidents and Coordinators quarterly meeting.

Benchmarking

Benchmarking occurs within the department as required to conduct a strategic review of Council's approach to management and support of its shopping centres. The benchmarking evaluated examples from a local, national and international perspective. A specialist consultant was appointed to assist Council with the review and analysis of options.

Key Strategic Activities and Strategic Indicators	2008-09 Result	2009-10 Result	2010-11 Target	2010-11 Result
Local business - Percentile ranking of community satisfaction with Economic Development	62	64	66	61
<i>The sample size has a margin of error of three.</i>				
Local business - Number of training seminars provided to local business	30	22	30	30



Quality and Cost Standards	2008-09 Result	2009-10 Result	2010-11 Target	2010-11 Result
Satisfaction with business seminar content	N/A	70%	70%	70%
Economic Development department cost per resident in Boroondara	\$5.17	\$3.89	\$3.10	\$2.92
Cost associated with local business development in Boroondara (cost per commercial assessment)	\$5.59	\$15.67	\$11.36	\$8.29
<i>Consultancy was required for the new Boroondara Business Advisory Service resulting in a higher than expected 2009-10 result.</i>				
Output Indicators	2008-09 Result	2009-10 Result	2010-11 Result	2010-11 Result
Number of Boroondara Farmers Markets	12	12	15	15
Attendance at Boroondara Farmers Markets	21,443	19,487	20,599	20,599
Meetings held with trader association coordinators	4	10	22	22
<i>During 2010-11 there was a strong focus on supporting the City's trader associations, and the shopping centres they represent. This approach resulted in a number of collaborative projects and activities between Council and the trader associations, which necessitated the need for an increased number of meetings with the trader association co-ordinators in comparison to previous years. In addition, the Camberwell Shopping Centre and Burwood Village special rates and charges schemes were renewed, which required a number of meetings with the relevant co-ordinators to progress these processes.</i>				
Number of members of the Boroondara Business Network	1,038	1,397	1,500	1,500

N/A - Information not available for that year.



Engineering and Traffic

Equivalent full time staff	23
2010-11 Gross operating expenditure	\$3,552,967

Service profile

The Engineering and Traffic Department has responsibility for:

- Developing, assessing and implementing engineering solutions that address the amenity of residential and commercial areas.
- Implementing parking and traffic management strategies and engineering solutions including drainage issues, planning and subdivision permit referrals and development approvals, lane and parking bay occupation applications and investigation of black spot accident locations.
- Managing permits relating to the Asset Protection Local Law.
- Implementing the street lighting policy.
- Coordinating and implementing sustainable transport initiatives including TravelSmart programs and improvement to the City's bicycle and pedestrian network.

Continuous improvement activities

During the year Engineering and Traffic has conducted the following continuous improvement activities:

- Innovative solutions implemented involving refinement of the dial before you dig process.
- Mobile computing introduced for efficiencies in the field.
- Early advance system developed in the Enterprise Content Management (ECM) to minimise non-compliant items.

Consultation

Consultation is undertaken on a regular basis throughout the year. They take a variety of forms and topics. During the year consultation has included letter dropping 110 properties along Normanby Road location regarding possible changes to bus routes 548 and 624.

Consultation was undertaken with 850 households in Bellevue Estate, Balwyn North regarding the proposal to ban right turns from Bulleen Road into side streets during morning peak periods on weekdays.

Benchmarking

Benchmarking has been undertaken by works permit team to glean improvements in asset management and driveway crossover applications systems. Benchmarking has also been undertaken in the traffic and transport areas to refine and improve processes.

Key Strategic Activities and Strategic Indicators	2008-09 Result	2009-10 Result	2010-11 Target	2010-11 Result
Natural environment - Increase in the kilometres of on-road and off-road bike paths throughout the city	N/A	1.3km	2.4km	1.8km
<i>The result was less than target mainly due to the Glen Iris Road bike lanes scope of works changing to include a crossing facility which resulted in a deferral of on-road bike lane works to 2011-12.</i>				
Parking, traffic and transport - Percentile ranking of community satisfaction rating with traffic management and parking	57	58	58	61



Quality and Cost Standards	2008-09 Result	2009-10 Result	2010-11 Target	2010-11 Result
Percentage of developer traffic planning applications answered within four weeks	100%	100%	95%	98%
Percentage of street party plan applications answered within six weeks	100%	100%	100%	100%
Cost of traffic and drainage enquiries per resident	\$5.65	\$5.22	\$5.30	\$5.34
Percentage of legal points of discharge applications processed within two weeks	100%	100%	100%	100%
Cost of issuing asset protection permits	\$169	\$193	\$163	\$180
Cost of issuing works permits	\$288	\$283	\$369	\$352
Percentage of correspondence which has been acknowledged within 10 working days	97%	98%	90%	98%

Output Indicators	2008-09 Result	2009-10 Result	2010-11 Result
Number of asset protection permits issued.	883	1,215	1,127
Number of building over easement applications processed	111	132	88
Number of legal point of discharge applications processed	762	870	785
Number of road opening permits issued	585	519	507
Number of street lighting referrals assessed	198	131	134
Number of asset protection audits	1,516	1,525	1,240
<i>Officers have rationalised the inspection process to focus on high risk construction sites and the reduction of building activity in the industry has led to a reduced number of sites to inspect.</i>			
Number of crane permit applications processed	24	31	27
Number of planning permit referrals assessed	477	480	579
Number of public authority works applications processed	249	323	316
Number of road closure applications processed	421	258	210
Number of stormwater inspections	146	145	158
Number of street party applications processed	34	39	28
Number of traffic and drainage correspondence items	2,628	2,859	4,467
<i>There has been a significant increase in drainage correspondences largely as a result of the peak storm events in early 2011.</i>			
Number of traffic counts and surveys	337	308	213
<i>The reduction in formal surveys by contractors was due to increased 'observations' of parking activity in streets by officers.</i>			
Number of vehicle cross over permits issued	506	449	437
Number of works permits issued	1,160	968	944
Number of town planning referrals completed	N/A	N/A	573
Number of written traffic enquiries	2,528	3,100	2,520

N/A - Information not available for that year.



Environment and Sustainable Living

Equivalent full time staff	12.1
2010-11 Gross operating expenditure	\$ 1,215,645

Service profile

The Environment and Sustainable Living Department has responsibility for:

- Promoting sustainability within built and natural environments in Boroondara.
- Building capacity to integrate environmental and sustainability issues into our buildings and public space improvements, daily operations and decision-making processes.
- Identifying, developing and implementing policies and strategies that set direction in environmental management, public space improvements, conservation of natural resources and sustainable development.
- Undertaking landscape design and construction works to promote use and enjoyment of outdoor spaces by the community.
- Helping the Boroondara community to live more sustainably in response to emerging environmental challenges.

Continuous improvement activities

Continuous improvement activity over the past year has included:

- High staff attendance at evening talks and seminars, including the organisation of various seminars as part of affiliations with professional bodies.
- Staff involvement with committees of professional bodies and institutes.
- Staff participation in the Continuous Improvement System process being facilitated by Asset Management. This includes involvement in the "Project Handover", "Community Consultation", "Identifying and Documenting Organisational Roles" and "Managing Continuous Improvement System Documentation" working groups.
- Ongoing work on the Landscape and Design Operations Manual.
- Preparation of draft Computer Aided Design (CAD) guidelines for landscape documentation.
- Preparation of standards, schedules and specifications sheets for standard Council furniture, materials and fixtures.
- Enhancement of the departmental induction kit and desktop reference folder.
- Staff training in Enterprise Content Management (ECM) system.
- Review and updating of all ECM indexes.
- Review of Concept Master Planning process in response to the recent adoption of the Communication and Engagement Framework.
- Staff involvement in guest lectures at RMIT and Melbourne Universities.
- Development of a draft costing model to incorporate cost escalations into concept master plan costings.

Consultation

Internal consultation has been undertaken for:

- Finalisation of the sustainable buildings policy and guidelines.
- Roll-out of the worm farm system across Camberwell office kitchenettes.
- Possible lighting efficiency retrofits at Balwyn Library.

External stakeholder consultation has been undertaken for:

- The Shopping Centre Improvement Plan and related designs including meetings with traders.
- Consultation with the local community regarding implementation of the Glenferrie Oval Grace Park and LE Bray Reserve Concept Master Plan.
- Meeting with traders regarding the progress of the Greythorn Shopping Centre picnic area.
- Notice of applications for planning permits related to implementation of works at Grace Park and Glenferrie Oval, Hawthorn.
- Meeting with Ashburton Traders Association and Solway Karnak Road traders regarding concept design and documentation of works as part of the Shopping Centre Improvement Plan.
- Backyard Biodiversity project through participant evaluation forms and final workshop.
- Living for our Future workshops.



Benchmarking

Benchmarking has been undertaken in relation to:

- Status of water strategies and integrated water management and biodiversity management strategies and plans at other metropolitan local councils. State and Federal policy statements also reviewed.
- Research of heritage plaques and historic signs within other local councils and authorities.
- Research relating to best practise in Water Sensitive Urban Design (locally and internationally).
- Living for our Future workshops through participant evaluation forms.
- Glenferrie Oval and Grace Park, Hawthorn Water Management Plan through a peer review.

External surveys were completed for:

- Municipal Association of Victoria (MAV) relating to environment and sustainability in local councils.
- Department of Sustainability and Environment (DSE) relating to the Sustainability Accord.
- Local Governments for Sustainability (ICLEI) relating to benefits of Cities for Climate Protection (CCP) Australia program.

Key Strategic Activities and Strategic Indicators	2008-09 Result	2009-10 Result	2010-11 Target	2010-11 Result
Built environment - Tonnes of CO2 emissions from energy used in all Council owned and operated buildings, street lighting, Council fleet, taxi and air travel	N/A	26,695 tonnes	Less than prior year actual	26,804 tonnes
<i>Primarily due to the delay in commissioning of the Ashburton Co-generation project which impacted the 2009-10 emissions result.</i>				
Natural environment - Mains and carted recycled water consumption	206,282kl	196,617kl	Less than 250,000kl	159,356kl
Built environment - Number of participants attending Living for our Future workshops	175	709	175	524
Natural environment - Percentage of Council budget expended on 'environmentally preferred' purchases (ECO-buy)	5%	7%	Greater than the Victorian ECO-buy members average	N/A
Quality and Cost Standards	2008-09 Result	2009-10 Result	2010-11 Target	2010-11 Result
Percentage of priority projects completed - Landscape and Design	94%	91%	90%	100%
Percentage of capital works projects completed - Landscape and Design	94%	95%	90%	100%
Percentage of priority projects completed - Environmental Planning	95%	96%	90%	100%
Percentage of capital works projects completed - Environmental Planning	95%	90%	90%	100%
Percentage of priority projects delivered within allocated budget - Landscape and Design	N/A	100%	90%	85%
Percentage of capital works projects delivered within allocated budget - Landscape and Design	N/A	100%	90%	90%
Percentage of priority projects delivered within allocated budget - Environmental Planning	N/A	100%	90%	100%
Percentage of capital works projects delivered within allocated budget - Environmental Planning	N/A	100%	90%	86%

N/A - Information not available for that year.



Output Indicators	2008-09 Result	2009-10 Result	2010-11 Result
Number of landscape plan referrals assessed	151	64	36
<i>Given the standard conditions and information now available to Statutory Planners they have generally been completing the landscape plan assessments for applications other than the larger multi unit developments or where particular outcomes are sought such as screening or where a site is located in an area with recognised environmental or landscape significance.</i>			
Number of Living for Our Future workshops delivered	16	24	18
Number of projects that Environment and Sustainable Living input has been requested by other departments	N/A	16	13

N/A - Information not available for that year.



Family Services

Equivalent full time staff	36.9
2010-11 Gross operating expenditure	\$4,253,551

Service profile

The Family Services Department has responsibility for:

- Providing Maternal and Child Health, Family Day Care and occasional care service.
- Facilitating the provision of occasional care, long day care and kindergarten places.
- Facilitating the inclusion of children with additional needs into Commonwealth and State funded children's services.
- Providing information and referral to families and training and support for service providers including the coordination of the Boroondara Kindergarten Central Enrolment scheme.
- Providing individual, group support and information provision to young people, their families, carers and service providers.

Continuous improvement activities

Family Day Care and Kew Occasional Care policies and procedures, staff handbooks, information booklets and Educator contracts have been reviewed and updated in line with National Quality Framework, Early Years Learning Framework and Victorian Early Years Learning and Development Framework.

All Family Day Care Educators have received extended home visits to assist with the implementation of National Quality Framework.

Professional development provided at Carer's meeting on interpretation of legislation, and how that relates to carer's operational practices including program development.

Review and endorsement of amended Kindergarten Central Enrolment Policy in November 2010. A key outcome of this achievement will be the enhancement of local residents access to kindergartens in their local neighbourhood.

Facilitation of training session for Maternal and Child Health nurses to strengthen integrated service delivery.

Initiation and facilitation of an Executive Network Group for voluntary committee of management in children's services.

Joint local early years network presentation by Warren Cann followed by a review of the framework and terms of reference for the local early years network based on feedback from the group.

Consultation

Consultation commenced with the eight Occasional Care Services who receive government funding for the take-a-break Program to better understand and ascertain future perceived implications regarding cessation of funding in December 2011.

Ongoing consultation with community and representatives of the Minifie Park Childcare Centre during September/October to finalise concept plans. Concept plans endorsed by Council in November 2010.

Consultation with representatives of the Boroondara Kindergarten Central Enrolment Scheme advisory committee to develop amended policy for consideration by Council. The Policy was endorsed by Council in November 2010.

Design working group meetings held with the representatives of Manresa and Glenferrie Early Childhood committee of management to finalise plans for the Early Years facility within Hawthorn Community Precinct.

Consultation with kindergarten services to ascertain progress in moving towards Council of Australian Governments (COAG) Early Years reforms and Universal Access.



Benchmarking

Benchmarking with other local governments has been undertaken in relation to:

- Youth program development fees.
- Kindergarten central enrolment application fees.
- Occasional childcare hourly rate.
- Family Day Care service use levy.
- Wages and conditions for staff working in the Preschool Field Officer Program.

Key Strategic Activities and Strategic Indicators	2008-09 Result	2009-10 Result	2010-11 Target	2010-11 Result
Families, children and young people - Percentage participation of children in the three and a half year old maternal and child health check	62%	66%	65%	73%
Families, children and young people - Number of attendances by young people in programs or services provided by Youth Services	2,300	2,100	2,300	2,570

Quality and Cost Standards	2008-09 Result	2009-10 Result	2010-11 Target	2010-11 Result
Compliance with budgeted expenditure for Family Day Care Operational	0%	-3%	+/- 5%	-4.67%
Compliance with budgeted expenditure for Maternal and Child Health services	+2%	-5%	+/- 5%	0.44%
Compliance with budgeted expenditure for Youth services	-13%	-4%	+/- 5%	-14.78%
<i>Vacancies in 2010-11 have resulted in salaries being below budget which is the reason for Youth services being 14.78 per cent below budgeted expenditure.</i>				
Compliance with budgeted expenditure for Children's services	N/A	-1%	+/- 5%	-2.49%
Compliance with budgeted expenditure for Early Years services	N/A	-17%	+/- 5%	-9.72%
<i>Vacancies in 2010-11 have resulted in salaries being below budget which is the reason for Early Years services being 9.72 per cent below budgeted expenditure.</i>				
Participant satisfaction with Council-managed occasional care programs	85%	100%	80%	95%
Participant satisfaction with inclusion support programs (PSFO and ISF)	99%	100%	80%	100%
Participant satisfaction in delivery of Youth Services programs	N/A	90%	80%	90%
Participant satisfaction with Boroondara Maternal and Child Health service	N/A	95%	80%	97%
Total number of long day care and family day care places provided in the municipality	N/A	N/A	1,431	1,635



Output Indicators	2008-09 Result	2009-10 Result	2010-11 Result
Number of children applied via the Boroondara Kindergarten Central Enrolment scheme	1,665	1,308	1,545
Number of children currently enrolled in Family Day Care	189	140	127
<i>Decrease in number of care providers has resulted in less placements of children. Figures fluctuate during holiday periods due to casual care for school holidays.</i>			
Number of families participating in Maternal and Child Health Lactation Support program	217	223	236
Youth support sessions - number of sessions	211	363	578
<i>Ongoing review and development of youth outreach and counseling positions has led to an increase in the number of support sessions.</i>			
Number of Early Years Advisory Committee meetings facilitated per annum	3	4	4
Number of Family Services training sessions conducted for both staff and families	20	70	92
Facilitation of Youth Providers Network (one per quarter)	N/A	4	4
Number of information sessions provided for parents of children and young people	N/A	13	33
Number of programs facilitated for young people	N/A	N/A	19
Service Utilisation of Council-managed Occasional Care (Kew/Hawthorn)	N/A	82	89
Support and information sessions for voluntary committees of management	N/A	37	87

N/A - Information not available for that year.



Financial Services

Equivalent full time staff	34.6
2010-11 Gross operating expenditure	\$4,103,468

Service profile

The Financial Services Department has responsibility for:

- Managing financial accounting.
- Managing rates and property services, including Council databases and communication of rate payment options available to residents.
- Managing accounts payable and receivable, procurement and conduct of all public tenders.
- Managing payroll services.
- Coordinating Audit Committee and external audit.

Continuous improvement activities

Continuous improvement as follows:

- Upgrade of Finance One (financial system) successfully completed.
- Upgrade to the valuation system VM2020 completed.
- Financial Services progressed the 'Smart Reg' function of the Enterprise Content Management (ECM) system to make registration of documents easier.
- Completed policy reviews include Discontinuance, Procurement, Purchasing Cards and Contract and Tendering Probity Policies.
- Participation in Local Government Victoria sponsored review and benchmarking project covering the functions of the Procurement team. Review outcomes will assist in identifying improvement opportunities for inclusion in future Business Plans.
- Commenced planning and scoping a Continuous Improvement review of the Accounts Payable function to commence in August 2011 and to be conducted by Business Analysts from the Business Development Department.

Consultation

Consultation is underway on a number of Right of Way discontinuance projects.

Procurement team is participating in a Local Government Victoria sponsored benchmarking program which will involve consultation and benchmarking with a number of neighbouring councils. Outcomes of the exercise will be used to frame the future direction for the Procurement function and any best practice/continuous improvement opportunities identified will be incorporated into future Business Plan development.

Benchmarking

Participated in benchmarking of internal audit hours and fees with neighbouring councils.

Shared data regarding procurement resources with neighbouring councils.

Participation in Local Government Victoria sponsored review and benchmarking project covering the functions of the Procurement team. Review outcomes will assist in identifying improvement opportunities for inclusion in future Business Plans.

Participated in motor vehicle policy benchmarking exercise conducted by City of Darebin.

Key Strategic Activities and Strategic Indicators	2008-09 Result	2009-10 Result	2010-11 Target	2010-11 Result
Governance - Completion of Audit Committee annual plan	100%	100%	95%	100%



Quality and Cost Standards	2008-09 Result	2009-10 Result	2010-11 Target	2010-11 Result
Annual Financial Statements completed in the approved format with Auditor General clearance	100%	100%	100%	100%
Processing of all public tenders in accordance with legislative guidelines and Council's Contracts and Tendering Probity Policy	100%	100%	100%	100%
Alignment of purchasing card system in accordance with the approved guidelines and policies	100%	100%	100%	100%
Annual Fringe Benefit Tax (FBT) return to be reviewed by external experts prior to lodgement	100%	100%	100%	100%
Annual FBT return to be lodged per legislative deadline	100%	100%	100%	100%
Electronic fund transfer payments as a proportion of total payments	78%	81%	75%	83%
Variance of investment returns to the USB Warburg benchmark rates	N/A	5.56%	Equal or greater return	6.65%
Variance of Right of Ways sales revenue target to budget	N/A	-30%	+/- 10%	-25%
<i>Right of way income target was not achieved during 2010-11. Community interest in acquiring discontinued Right of Ways was very low.</i>				
Ensure investment portfolio is consistent with Executive Management Group approved Treasury Policy	100%	100%	100%	100%
Percentage of rates collected by year end	99%	99%	98%	98.6%
Variance of FBT expense to budget estimates	+10%	+7.82%	+/- 10%	-5%
Cost of external audit compared to budget	0%	-14.40%	+/- 10%	-6%
Electronic fund transfers for pays delivered to bank by 3pm each day	100%	100%	100%	100%
Timeframe within which 100 per cent of payroll errors (regardless of source of error) are rectified and pay adjustment made (where required)	2 Days	2 Days	2 Days	2 Days
Output Indicators	2008-09 Result	2009-10 Result	2010-11 Target	2010-11 Result
Number of land information certificates issued	6,405	6,375		5,956
Number of payments processed to suppliers	12,136	11,055		11,168
Number of rate notices sent	N/A	70,052		71,209
Response to Finance One User Issues within 24 hours	100%	100%		100%
Tenders dealt with in terms of Probity Policy and associated timelines	100%	100%		100%
Percentage Land Information Certificates issued within three days	100%	100%		100%

N/A - Information not available for that year.



Governance

Equivalent full time staff	8
2010-11 Gross operating expenditure	\$1,478,513

Service profile

The Governance Department has responsibility for:

- Providing secretarial and administrative support to Councillors, Council and Committees.
- Maintaining statutory registers, authorisations and delegations.
- Administering conduct of Council elections.
- Managing Freedom of Information, Information Privacy, Whistleblowers Protection and internal Ombudsman responsibilities.
- Coordinating citizenship ceremonies and civic events.

Continuous improvement activities

Collaboration with the Maternal and Child Health (MCH) team to produce streamline data collection from MCH clients including the development of a privacy brochure.

Working with Corporate Information to improve departmental record keeping and maximise the effective use of Council's electronic document management system.

Collaboration with Information Technology Department to improve the audiovisual equipment available in meetings rooms in the Camberwell offices.

Working with Business Development on the Strategy, Plan and Policy register.

Consultation

The Meeting Procedure Local Law was placed on public exhibition during the year and feedback was sought from the Boroondara community.

Governance continue to consult with planning staff prior to the Urban Planning Special Committee meeting and investigate opportunities to provide support to staff as well as streamline procedures at these meetings.

Consultation with stakeholders regarding the management structure for the Camberwell Facilities team to ensure the team continues to deliver on organisational expectations.

Invited all other directorates to participate in the development of the Governance Business Plan for 2011-12 to ensure the team continues to deliver positive outcomes for the organisation.

In collaboration with Council's Corporate Solicitor, Governance has also consulted with a number of departments to determine their information privacy training needs.

Consultation was also undertaken on a range of matters including Whistleblowers and Information Privacy, legislation, Governance protocols and procedures and statutory compliance.

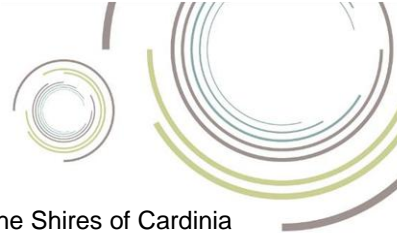
Benchmarking

Governance participates in the benchmarking activities of the Municipal Association of Victoria Governance Officer Group and draws on these results as required.

During the year, Governance has been involved in surveys regarding business paper preparation, payment of Councillor and Mayoral allowances, and remuneration of audit committee members.

Benchmarking data has been sought for the development of a catering tender.

Targeted benchmarking has also been undertaken with respect to the Councillor Code of Conduct and Meeting Procedure Local Law.



Benchmarking has also been undertaken on governance practices with City of Knox, and the Shires of Cardinia and Yarra Ranges.

Key Strategic Activities and Strategic Indicators	2008-09 Result	2009-10 Result	2010-11 Target	2010-11 Result
Governance - Percentile ranking of community satisfaction with the Council's advocacy and community representation on key local issues	64	65	65	61
<i>Council continues to work with residents and community groups on advocacy campaigns, and the development of a strategic approach to advocacy to ensure community issues are dealt with appropriately. The sample size has a margin of error of 3.</i>				
Governance - Percentile ranking of community satisfaction with the overall performance generally of the Council	67	70	70	69
<i>The sample size has a margin of error of three.</i>				
Quality and Cost Standards	2008-09 Result	2009-10 Result	2010-11 Target	2010-11 Result
Governance department cost per resident in Boroondara	N/A	\$7.33	\$8.58	\$7.64
Citizenship ceremony cost per candidate	N/A	\$96.08	\$91.97	\$83.21
Percentage of primary and ordinary returns completed and returned to Governance within the legislative timeline	N/A	100%	100%	99%
Percentage of Council/Committee minutes ready for distribution within seven days of the meeting date	N/A	80%	85%	100%
Output Indicators	2008-09 Result	2009-10 Result	2010-11 Result	
New citizens declared	681	936	812	
Number of citizenship ceremonies held	5	6	6	
Number of formal requests received from the community for a review of decisions via the Council Decision and Review Process	N/A	N/A	4	
Number of Freedom of Information requests received	45	37	43	
Number of ward meetings held	3	4	4	
Total number of Council Committee meetings	61	60	67	

N/A - Information not available for that year.



Health, Ageing and Disability Services

Equivalent full time staff	156.4
2010-11 Gross operating expenditure	\$11,511,022

Service profile

The Health, Ageing and Disability Services Department has responsibility for:

- Encouraging active and healthy ageing.
- Providing a range of community care services including home care, social support, respite and health promotion activities to assist frail older people, people of all ages with disabilities and their carers to remain at home in the community.
- Coordinating the immunisation program for families with babies, young children and students.
- Providing public environmental health services including education to food premises, premises inspected for infection control and complaints related to noise, air, rubbish and water.

Continuous improvement activities

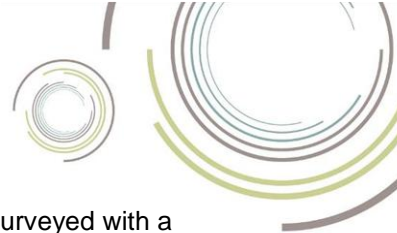
Continuous improvement activities over the past year included:

- Ageing and Disability Services call centre monitoring and reviewing delivery of customer service performance.
- Review of afterhours service and transition to a new service provider.
- Update of food services standard operating procedures.
- Inclusion of tactile spots on meal containers to assist vision impaired clients to identify sweets or vegetables.
- Health, Ageing and Disability Services workplace review completed and results communicated to staff.
- Successful applications for two Active Service Model grants in Volunteering and to develop a Food Independence.
- Completion of 'Innovation and Development of Disability Services offered at the City of Boroondara' project.
- Reduction in cash handling processes in favour of invoicing systems in Community Transport.
- Home Support Staff (HSS) roster pick up centralised to Health, Ageing and Disability Services to increase face to face communication between HSS, their Team Leaders and Administration Staff. This initiative also minimises the risk of potential breaches of resident confidentiality.
- Training for all staff involved in emergency relief management, including training on Emergency Relief Centre standard operating guidelines for staff across the organisation.
- Review of Home and Community Care fees, leading to changes in processes.
- Transition to Community Chef meal provision.
- Review of Certificate III Training providers.
- Review of Occupational Health and Safety (OHS) practises and introduction of Home Support Staff task risk assessments.
- Update of Home Support Staff handbook.
- Review of staff working conditions through Local Area Workplace Agreements (LAWA) negotiations in Ageing and Disability Services, Immunisation and Health Services.

Consultation

Consultation completed during the year includes:

- Clients receiving Community Chef meals were surveyed in February 2011, with 81 per cent of respondents rating their satisfaction with meals as good to excellent.
- Clients have been consulted about the Community Bus and Property Maintenance programs.
- Creating an Age Friendly Boroondara Reference Committee has been consulted about actions for 2011-12 to implement strategy.
- Clients and families of disability services have been surveyed to provide feedback regarding Council's younger persons respite services.
- All Health, Ageing and Disability Services staff were provided the opportunity to complete a workplace review to explore staff perspectives working in the department and identify service improvements.
- Over 100 service providers and people with disabilities and their families during the development phase of the Community Building Plan.
- Joint training provided for Ageing and Disability Services assessment officers across the region.



- Client satisfaction survey undertaken on Ageing and Disability Services, 200 people surveyed with a response return of 28.5 per cent and overall satisfaction rating of 97.7 per cent.
- Consultation with older adults who currently use motorised mobility devices about forming user groups.

Benchmarking

Benchmarking completed in relation to:

- Fees and charges for Home and Community Care (HACC) services with other Councils.
- After hours on call services provided by other Councils.
- Systems and processes for the Home Delivered Meals Service with other Councils.
- Fees and charges for the Home Delivered Meals Service with other Councils.
- Service delivery of five other Councils for Community Bus and Property Maintenance programs.
- Benchmarking of four other Councils for Innovation and Development of Disability Services project.
- Benchmarking with other services in regards to home support staff bandings.
- Employment conditions as part of Local Area Workplace Agreement (LAWA) process.
- Staff qualifications for inclusion in position descriptions.

Key Strategic Activities and Strategic Indicators	2008-09 Result	2009-10 Result	2010-11 Target	2010-11 Result
Healthy ageing - Increase in the number of support hours provided for ageing and disability services	N/A	N/A	5%	5%
Healthy ageing - Percentage completion of the Year Two actions from the Positive Ageing Strategy	N/A	N/A	100%	100%
Public health - Proportion of registered premises that receive at least one full compliance assessment annually	N/A	97%	95%	98%
Public health - Proportion of infants born annually that receive primary immunisations	93%	91%	93%	93%
Quality and Cost Standards	2008-09 Result	2009-10 Result	2010-11 Target	2010-11 Result
Percentage of Home and Community Care (HACC) client satisfaction surveys returned with target satisfaction rating	97%	93%	85%	100%
Percentage of health client satisfaction surveys returned with target satisfaction rating	90%	N/A	80%	95%
Health Ageing and Disability Services variance of no more than 5% budget forecast vs actual (net income and expenditure)	N/A	N/A	+/- 5%	2.2%



Output Indicators	2008-09 Result	2009-10 Result	2010-11 Result
Food safety audits	2,071	1,870	1,776
Home care hours	65,772	67,540	69,563
Number of group based hours	N/A	20,339	19,628
Personal care hours	27,965	42,672	43,638
Respite care hours	16,307	16,129	15,541
Number of complaints relating to noise, air, and water pollution investigated	717	699	691
Number of hours of Council funded Community and Volunteer transport	4,194	10,857	10,453
Number of premises that are inspected for infection control	590	269	346
Number of vaccinations administered	25,391	23,900	23,211
Number of property maintenance hours	N/A	3,772	3,857
Number of meals on wheels provided	32,220	32,877	37,040
Number of assessment hours provided	N/A	6,787	7,419

N/A - Information not available for that year.



Information Technology

Equivalent full time staff	37.4
2010-11 Gross operating expenditure	\$6,684,633

Service profile

The Information Technology Department has responsibility for:

- Coordinating improvement to service delivery to the community and within Council through the use of technology.
- Ensuring effectiveness and reliability of computing and communication systems.
- Managing Council's corporate information and archival services.

Continuous improvement activities

Continuous improvement activities have included:

- Creation of electronic forms for the Human Resources and Building Services department project to put online job applications in place.
- Introduction of Sharepoint software for review and short listing of job applicants.
- Eliminating Network drives for a pilot in the Information Technology department, ensuring that all corporate documents are stored in Enterprise Content Management (ECM) system.
- Training underway for entire organisation in the statutory requirements of the Public Records Office of Victoria.
- Reviewing and updating of all ECM indexes.
- Moving data from network drive into ECM.
- Staff participation in the Continuous Improvement System process being facilitated by Asset Management.
- Staff participation in the Local Laws continuous improvement review being facilitated by Business Development.

Consultation

Consultation during the year include:

- Consultation with departments on Online booking and payment systems.
- Worked with Projects and Strategy to improve document management and use of ECM.
- Consultation with Contract Management to utilise SharePoint and manage tenders more effectively.
- Consultation with departments on changes associated with the new version of Property and Rating software.
- Departmental consultation regarding mobile computing and upgrade of printing and faxing solutions across the organisation.
- Consultation with Local Laws to address process improvements, with particular input into Property and Rating, ECM and mobilising laptops for field officers.
- Consultation with Human Resources to identify any opportunities to manage forms more efficiently.

Benchmarking

Benchmarking has been undertaken in relation to:

- Support and response from the major vendor Technology One.
- Staff qualifications.
- Hours of service provided.
- Level of service provided.

External surveys were completed for the Municipal Association of Victoria (MAV) relating to:

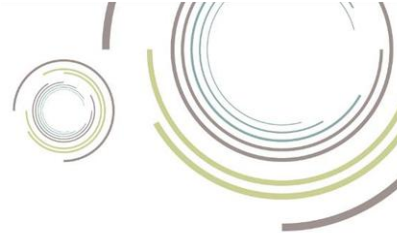
- Information Technology software application environment.
- Information Technology hardware environment.
- Disaster Recovery capabilities.

Benchmarking has also been undertaken with City of Gosford to identify any opportunities for improvements.



Key Strategic Activities and Strategic Indicators	2008-09 Result	2009-10 Result	2010-11 Target	2010-11 Result
Capacity building - Percentage of ECM action requests completed within service charter timeframes	88%	92%	90%	95%
Business support - System availability of corporate applications	95%	99%	96%	99.4%
Quality and Cost Standards	2008-09 Result	2009-10 Result	2010-11 Target	2010-11 Result
Percentage of IT Service Desk calls completed and closed	92%	97%	90%	97%
Total Cost of Corporate Information Department against number of constituents	\$5.76	\$6.98	\$8.04	\$8.21
Overall Service Desk satisfaction level of internal customers	91%	91.6%	90%	91%
Costs of providing IT systems, support cost per PC/Laptop and equipment supplied. (Support costs to include staff, software licences and hardware maintenance)	\$845	\$1,380	\$1,445	\$1,711
<i>2010-11 result is due to the reduction of number of printers by 75.</i>				
Percentage of organisation's compliance with customer service charter for auctioning requests	89%	97%	98%	100%
Output Indicators	2008-09 Result	2009-10 Result	2010-11 Result	
Number of documents registered in ECM	N/A	111,039	153,894	
Number of mail items processed annually	N/A	349,689	403,600	
Total Number of IT related equipment. Total includes desktop PC's, laptops, printers, mobile phones, scanners, server equipment etc	3,580	3,785	3,563	
Volume of service desk calls - calls closed	22,805	25,230	27,856	
Volume of service desk calls - total number of calls	24,422	25,918	27,844	
Uptime for major systems	95%	99%	99%	
Number of IT Service Desk calls closed within target response time	91%	96%	97%	

N/A - Information not available for that year.



Infrastructure Services

Equivalent full time staff	70.7
2010-11 Gross operating expenditure	\$24,402,279

Service profile

The Infrastructure Services Department has responsibility for:

- Maintaining the City's infrastructure.
- Managing waste services, including green and hard waste collection and kerb-side recycling.
- Operating the Riversdale Waste Transfer Station.

Continuous improvement activities

Participated in the Environment and Infrastructure Continuous Improvement Working Group. A number of actions have been undertaken including:

- Relaunch of the Riversdale Express (internal fortnightly communication flyer) for all team members at Riversdale Depot to keep the team updated on changes being implemented.
- A number of Key Performance Indicators (KPIs) in relation to customer service have been developed to allow for tracking of performance over time.
- A "Rapid Response" team has been initiated to deal with emergency situations which are outside normal scheduled operations.
- A number of meetings have been held with trader groups to look at ways an integrated Council wide approach can be developed to address the needs of the traders.
- A standardised template for documenting processes via the Continuous Improvement Working Group has been developed. "Project handover" has been the first item to be workshopped and documented.
- A standard operating procedure in relation to private hedges which impact on public access has been developed.
- Global Positioning System (GPS) units have been installed in all the rubbish trucks to aid with route scheduling and reduce missed bins.
- An audit matrix has been developed in conjunction with Parks and Gardens to assess streets for inclusion in the heavy leaf fall program.

Consultation

Consultations with a range of trader groups has been completed to refine the "one stop shop" processes being developed by Infrastructure Services to handle maintenance issues and long term Capital Works requests. A timetable of walk-throughs has been developed for 2011 and all issues are being photo documented and logged onto Council's customer service request system. Feedback from the trader groups to date has been very positive.

A customer satisfaction survey has sought feedback on satisfaction and the importance of recycling and waste services offered by Council. The response was very positive.

A media campaign has been developed to advise residents of the heavy leaf fall program started in April 2011. Residents who live in heavy leaf fall streets also received a letter outlining the program.

Consultation with the Municipal Emergency Management Planning Committee has taken place to review the Boroondara Municipal Emergency Management Plan.

Consultation and information provision was provided to residents regarding this year's Hard Rubbish Collection Service.

A calendar outlining the street sweeping program was developed and sent out to all residents.

An A-Z Guide outlining the range of recycling and waste services Council provides was sent out to all properties.

Benchmarking

Council has benchmarked with other Councils the methods of service delivery associated with hard rubbish collection. This information will be used to guide the review of the Hard Waste Program delivered by Council.



Key Strategic Activities and Strategic Indicators	2008-09 Result	2009-10 Result	2010-11 Target	2010-11 Result
Waste and recycling - Waste diversion from landfill, calculated as the proportion of the overall kerbside waste stream that is recycled instead of being disposed to landfill	51%	52%	54%	53%
<i>Council continues to promote recycling across Boroondara.</i>				
Assets and facilities - Percentile ranking of community satisfaction with local roads and footpaths	66	67	66	67
Waste and recycling - Percentile ranking of community satisfaction with waste management	80	78	79	78
<i>The sample size has a margin of error of three.</i>				
Assets and facilities - Percentage of building maintenance action requests completed in accordance with proactive building program	97%	N/A	85%	99%
Safety and amenity - Percentage of graffiti removed from Council owned assets within 48 hour timeframe	98%	99%	95%	99%
Quality and Cost Standards	2008-09 Result	2009-10 Result	2010-11 Target	2010-11 Result
Infrastructure Services - Actual expenditure vs. budget.	+2.5%	-1.5%	+/-2%	0.03%
Facilities management - Percentage satisfaction of cleaning standard in public toilets/bbq	90%	96%	96%	96%
Waste management – cost per bin	\$198	\$190	\$187	\$213
Waste operations - percentage of garbage, green waste and recyclables bins collected on designated day	98%	99.9%	99%	99%
Drainage and cleansing - percentage swept on scheduled day	96%	92%	95%	96%
Number of drainage pits cleaned/inspected per year	17,912	23,679	15,000	14,317
Drainage and cleansing - percentage of street drainage system clear	97%	99%	70%	94%
Output Indicators	2008-09 Result	2009-10 Result	2010-11 Result	
Graffiti removal requests completed	5,321	4,643	4,165	
Green waste collected (tonnes)	13,816	15,576	17,325	
Household recyclables (commingled) collected (tonnes)	24,772	24,052	22,810	
Household waste going to landfill (tonnes)	35,724	35,500	34,645	
Number of Bridges Maintained	27	27	27	
Number of Buildings Maintained (Asset Management)	252	260	242	
Percentage of streets swept every 4 weeks	95%	95%	96%	

N/A - Information not available for that year



Leisure and Sport

Equivalent full time staff	11.1
2010-11 Gross operating expenditure	\$4,731,453

Service profile

The Leisure and Sport department has responsibility for:

- Managing Council's leisure and aquatic centres, the Boroondara Tennis Centre, Kew Traffic School, and Junction Skate and BMX Park.
- Assisting the extensive network of neighbourhood houses by managing service agreements and providing operation and strategic support.
- Monitoring leased and licensed sporting and community facilities and works with tenant groups.

Continuous improvement activities

Continuous improvement activities included:

- Tender development and evaluation for the Leisure and Aquatic Centres management contract.
- Tender specification development for management of the Junction Skate and BMX park.
- Planning for Hawthorn Aquatic Leisure Centre redevelopment and Kew Recreation Centre extension particularly in relation to business, operational and transitional plans.
- Research into historical utility costs for sporting clubs to determine the cost allocation to these clubs.
- Review processes for sports administration.
- Electronic bookings for sports grounds.
- Review process for Kew Traffic School bookings.
- Review 20/20 cricket provision within the municipality.
- Policy development on capital contributions particularly with regards to sustainable sports surfaces.

Consultation

Community consultation has been undertaken for:

- Hawthorn Aquatic and Leisure Centre Redevelopment.
- Capital Works developments on sporting grounds and neighbourhood houses as required.
- Hays Paddock, Kew East pavilion refurbishment.
- Ashburton Community Centre and Library redevelopment.
- Advisory Committee for Junction Skate and BMX park input into tender specification for future management.
- Draft Neighbourhood House Resourcing Policy development.
- Boroondara Netball Centre pavilion extension.
- Infrastructure developments on sporting grounds.
- Hawthorn rowing facilities.

Benchmarking

Benchmarking has focused on:

- Leisure and Aquatic Centre tender process through development of tender specifications and the conduct of an Expression of Interest process.
- Facility design through the concept planning of Hawthorn Aquatic and Leisure Centre, Kew Recreation Centre redevelopment and Hawthorn Town Hall redevelopment
- Development of draft Neighbourhood House Resourcing Policy.
- Junction Skate and BMX Park tender process.
- Allocation of utility costs for sports clubs use of pavilions.
- Provision of 20/20 cricket arrangements regarding boundary dimensions.



Key Strategic Activities and Strategic Indicators	2008-09 Result	2009-10 Result	2010-11 Target	2010-11 Result
Recreation and culture - Percentile ranking of community satisfaction rating with recreational facilities	78	78	78	80

The sample size has a margin of error of three.

Quality and Cost Standards	2008-09 Result	2009-10 Result	2010-11 Target	2010-11 Result
Number of attendances at Kew Traffic School	5,145	4,868	4,500	6,119
Cost of leisure and sport services per rate notice	\$84.13	\$81.46	\$66.63	\$66.44

Output Indicators	2008-09 Result	2009-10 Result	2010-11 Result
Number of Attendances at Ashburton Pool and Recreation Centre	831,641	844,789	857,433
Number of Attendances at Balwyn Leisure Centre	154,389	130,602	156,371
Number of Attendances at Boroondara Sports Complex	687,722	505,834	654,384
Number of Attendances at Hawthorn Aquatic and Leisure Centre	371,455	407,684	351,164
Number of Attendances at Kew Recreation Centre	678,662	677,062	670,015
Number of schools utilising Kew Traffic School	117	91	98

N/A - Information not available for that year.



Library Services and Volunteer Development

Equivalent full time staff	73.9
2010-11 Gross operating expenditure	\$6,016,450

Service profile

The Library Services and Volunteer Development Department has responsibility for:

- Providing a large range of library collections and services: in libraries, online and via a home library service.
- Providing family, children and adult library programs.
- Promoting, supporting, and assisting the development of volunteering and civic participation through the Boroondara Volunteer Resource Centre (BVRC).

Continuous improvement activities

Building works occurred at Hawthorn Library during February/March to replace the circulation and information desks with a new loans/returns space which incorporates an RFID (Radio Frequency ID) returns sorter. As a consequence of this change at Hawthorn Library, all libraries are now operating with RFID activated at all staff and self serve points. This along with the implementation of RFID self-serve in all branches has resulted in considerably reduced manual handling for all staff.

Review of in-house collections services was undertaken, resulting in further outsourcing of library materials processing and proposed outsourcing of some cataloguing.

Use of a Wiki commenced for staff rosters and other procedures and information sheets are gradually being added to this site to improve efficiency and availability.

BVRC's agency and volunteer database has been enhanced and modified to meet operational requirements.

Internal Council volunteer network has been established for staff that manage volunteers in their work. The network is a peer support forum for those Council staff managing volunteers.

Participated in the Leading the Way Program to develop a greater understanding of the National Standards for Volunteer-Involving Organisations and how to implement them across Council services.

An audit was undertaken of all Council volunteer programs to determine their compliance with the National Standards for Volunteer-Involving Organisations. These audits will support work in 2011-12 to implement the Standards more fully across Council.

Consultation

Consultation was undertaken during 2010/11 in relation to the Ashburton Library and Community Precinct. Consultation consisted of telephone and online surveys as well as internal focus groups for library and community centre staff and external focus groups for library and community centre users and the general community.

In August 2010 BVRC organised a regional conference, in conjunction with Eastern and Monash Volunteer Resource Centres, entitled 'Strengthening Communities through Volunteering'. The conference was targeted at community organisations as a professional development activity to improve their knowledge and that of their organisations. 146 people attended.

International Year of the Volunteer (IYV) Agency Forum consulted with over forty member agencies to seek their thoughts on what has occurred in the volunteer sector in the last ten years since IYV, where the sector is at now and where it needs to go. 42 agencies attended.

Internal consultation with Health Ageing and Disability Services regarding the funding proposal from Victorian Government to develop processes and procedures to better implement the Active Service Model (ACM) with volunteers working in Home and Community Care (HACC) funded programs.



Benchmarking

Benchmarking was undertaken in relation to setting fees and charges for the 2011-12 budget.

Key Strategic Activities and Strategic Indicators	2008-09 Result	2009-10 Result	2010-11 Target	2010-11 Result
Library services - Percentage of registered borrowers who are residents of Boroondara	N/A	N/A	80%	85%
Volunteering – Number of volunteer referrals facilitated by Boroondara Volunteer Resource Centre	1,255	1,168	820	1,134
Quality and Cost Standards	2008-09 Result	2009-10 Result	2010-11 Target	2010-11 Result
Library transactions - Number of transactions with library members, (includes visits, loans, returns, program attendances, enquiries, reservations and website hits)	9,638,991	10,407,695	7,400,000	10,917,055
Library services cost per transaction	\$0.58	\$0.56	\$0.59	\$0.55
Cost per active library member	\$124	\$130	\$134	\$139
Number of active library members	45,173	44,855	45,500	43,207
Output Indicators	2008-09 Result	2009-10 Result	2010-11 Result	
Library loans	2,678,546	2,663,089	2,605,126	
Library program attendance	29,223	27,753	28,138	
Library visits	996,527	993,419	931,883	
Number of adult and children's library programs	1,935	2,016	2,128	
Number of home delivery services provided	51,203	50,413	47,648	
Number of items in collection	463,847	516,673	512,530	
Number of library website hits	2,989,671	4,401,143	4,875,416	
Reference desk enquires	79,543	75,872	76,605	
Agency members of Boroondara Volunteer Resource Centre	202	226	247	
Participants at BVRC training workshops	134	165	208	
Attendees at Boroondara Volunteer Expo	687	717	627	
Number of unique library website visits	N/A	628,145	472,254	

N/A - Information not available for that year.



Local Laws

Equivalent full time staff	53.5
2010-11 Gross operating expenditure	\$6,692,452

Service profile

The Local Laws Department has responsibility for:

- Developing and implementing appropriate local laws to achieve a safe environment.
- Managing parking and animal management issues.
- Delivering education programs in responsible pet ownership, road safety, and local laws.
- Processing permit applications relating to traders, street furniture, animal registrations.
- Managing school crossing supervision and enforcement patrols.

Continuous improvement activities

Met with software providers to investigate wireless technology to detect permits and instantly provide their validity status for use by officers in parking, local laws and animal management enforcement, thereby producing efficiency and productivity gains.

Completed the new Residential Parking Permit Policy which was adopted by Council in July 2011.

Improved infringement appeal online application through e-communications introducing 'the completion of mandatory fields' approach in order to ensure that the applicant's name and address are captured in the application. The capturing of such information is a legislative requirement which previously was not being met.

Through consultation with Communications Department, all Local Laws related applications are now accessible and available for submission online, which streamlines the application process and increases efficiency through the automated population of applications.

Commenced implementation of the outcomes identified in the Local Laws Departmental continuous improvement review completed in December 2010. Implementation has focused on processes, procedures and systems.

Implemented strategies and enhanced rostering to improve abandoned call rate and Enterprise Content Management (ECM) task management.

Introduced process improvements for school crossing supervision program and infringement appeal process.

Met with Infrastructure Services regarding the development of a better approach to communication and response to rubbish dumping arising from incidence of flooding and similar events.

Introduction of Animal Registration Lifetime Tags resulting in administrative efficiency gains and cost benefit outcomes. Local Laws and Animal Management officers undertook refresher animal handling training which included the provision of new and updated knowledge and skills.

Consultation

Consultation completed during the year includes:

- Consultation with Information Technology staff to explore system improvements to the operation of the annual fire prevention program with the view to streamline the process through automation and the introduction of other systems such as EView.
- Consultation with Corporate Information regarding the processing of cheques to address the issue of meeting critical timelines, resulting in the development/implementation of a modified procedure.
- Meeting with Corporate Information team regarding compliance with the Corporate Customer Service Charter for responses to correspondence, resulting in the introduction of a procedure to acknowledge infringement appeal letters within the corporate timeline standards.
- Ongoing consultation with Business Development and Information Technology departments as part of the Local Laws Continuous Improvement Review.
- Community consultation for Residential Parking Permit Policy adopted in July 2011.



- Regular meetings with Parks and Gardens to respond to issues and identify opportunities for improvement.
- Consultation with Information Technology and Business Development to improve infringement appeals processes.
- Consultation with Coles Supermarkets and Engineering and Traffic to examine the electronic shopping trolley control system to understand its capacity to contain trolleys to supermarket sites, thereby preventing issues arising from the presence of trolleys on Council controlled land.

Benchmarking

Benchmarking with other local government users of the Property and Rating system to identify approaches used to produce automated response letters to infringement appeal letters.

Benchmarking has also been undertaken with other Councils for the following:

- 'Lifetime Animal Registration Tags', on general approach and replacement tags.
- Parking infringement notices to gauge approaches on legislative requirements.
- Management of shopping trolleys.
- Residential Parking strategies.
- Dangerous dog declarations.
- Smoking in public places.
- Infringement appeal process.

Key Strategic Activities and Strategic Indicators	2008-09 Result	2009-10 Result	2010-11 Target	2010-11 Result
Parking, traffic and transport - Number of proactive street patrols conducted annually	13,899	10,042	12,000	16,135
<i>A different approach to patrols has produced improved performance; however there is a need to review the collection of statistical data to ensure greater consistency and more reliable targets in the future.</i>				
Safety and amenity - Percentile ranking of community satisfaction rating for the enforcement of local laws	68	65	68	67
<i>The sample size has a margin of error of three.</i>				
Quality and Cost Standards	2008-09 Result	2009-10 Result	2010-11 Target	2010-11 Result
Percentage withdrawal of parking infringements due to officer error	0.9%	0.5%	<2%	0.3%
Scheduled patrols of shopping centre precincts on a priority basis:				
Priority one – Daily presence (patrols)	2,102	6,029	5,000	4,837
<i>A different approach to patrols has produced improved performance; however there is a need to review the collection of statistical data to ensure greater consistency and more reliable targets in the future.</i>				
Priority two – Two to three patrols per week (patrols)	1,741	962	480	994
Priority three – One to two patrols per week (patrols)	3,121	1,431	1,440	1,202
<i>These patrols relate to shopping centre precincts with priorities allocated on the basis of shopping centre size and general amount of pedestrian and vehicular traffic activity. 'Priority three' patrols were underachieved due to an increased focus on 'Priority five' patrols arising from higher levels of activity and traffic volume in 'Priority five' locations.</i>				
Priority four – One patrol per fortnight (patrols)	1,787	448	400	327
Priority five – One patrol per month (patrols)	1,560	196	180	326
Average cost per parking infringement notice issued	\$41.25	\$41.88	\$44.98	\$46.32



Output Indicators	2008-09 Result	2009-10 Result	2010-11 Result
Number of footpath furniture permits issued to traders	773	666	983
Number of residential parking permits issued	11,688	11,613	11,977
Number of supervised school crossings	100	100	100
Patrols of parks and shared footpaths	2,150	2,359	2,276
Percentage of infringement appeals completed within the statutory timeframe	N/A	N/A	98.4%
Number of parking infringement notices issued	91,325	87,657	88,282
Number of neighbourhood patrols of streets	11,383	N/A	5,307
Number of visitor parking permits issued	2,112	2,217	3,229

N/A - Information not available for that year.



Parks and Gardens

Equivalent full time staff	59.9
2010-11 Gross operating expenditure	\$11,138,273

Service profile

The Parks and Gardens Department has responsibility for:

- Managing and maintaining parks, gardens, bushland and indigenous revegetation sites, sportsgrounds and garden beds associated with traffic control devices.
- Maintaining and managing street and park trees.
- Managing park assets including playgrounds, barbeques, drinking fountains, park furniture, bins, fences and signage.
- Managing the Freeway Golf Course.

Continuous improvement activities

A second Park Ranger has been appointed to ensure coverage for some after-hours and weekends activities. This will assist with customer service particularly with park usage on weekends.

The Eco Gecko mascot has been launched to promote environmental sustainable awareness to staff and external stakeholders.

New staff messaging system introduced, improving communication and collaboration across teams in the department. Standard Operating Procedures have been created to record and standardise this system, ensuring consistent workflows and improved knowledge management.

Electronic wedding booking brochures for promotional purposes have been completed.

The Environment team has extended revegetation beds along Gardiners Creek in Dorothy Laver Reserve and along Koonung Creek in Freeway Golf Course in preparation for planting next year.

The Parks and Gardens Manager is representing Council on the MAV Electrical Line Clearance Reference Group which includes representatives from 18 metro and peri-urban Councils, MAV and Energy Safe Victoria.

Completed review of Open Space Services Specification, which updated service levels, inventories and sites.

Parks and Gardens Management team has completed draft asset management plans for sportsgrounds and environment sites.

Process and system review has been initiated regarding street tree pruning requests. This includes review of roles and responsibilities for officers involved as well and review of ECM and Conquest practices and processes.

Consultation

Consultation has been completed for a number of projects including:

- Draft Hays Paddock Plan and Steering Committee.
- Playground Replacement Consultation - Outer Circle Linear Park, Deepdene and Macleay Park.
- Freeway Golf Course Management contract preparation engagement with course member clubs.
- Morang Road Community Orchard, Hawthorn.
- Anderson Park, Hawthorn East results of face to face park user surveys by Integrated Open Space Services (IOSS).
- Dog off lead enclosed area at former Anderson Park Bowling Club site Hawthorn.
- Howard Dawson Reserve, Glen Iris training lights installation.
- Coombs Avenue, Kew naturestrip.
- Norway Reserve, Canterbury half-court.
- John August Reserve, Canterbury playground and furniture.
- Playgrounds at Grace Park Hawthorn, South Surrey Park Surrey Hills and Markham Reserve Ashburton.



- Boroondara Park, Canterbury fence and furniture.
- Fordham Gardens, Camberwell pond redevelopment and landscaping on site consultation and information day.
- Anderson park final plan for refurbishment of old bowling club site.
- Biodiversity Corridors Plan weed management for Prosper Parade, Glen Iris, Dorothy Laver Reserve, Welfare Parade, Ashburton, Kelvin Grove, Ashburton.
- Street Tree replacement program at Madden Street, Balwyn North has been completed.

Benchmarking

Council has participated in the annual Parks and Gardens IOSS face to face - customer satisfaction survey for 2011. A satisfaction rating of 80 per cent was achieved.

Benchmarking has been undertaken for the Arboricultural services via whole of City block pruning tender and Open Space Services tender.

Key Strategic Activities and Strategic Indicators	2008-09 Result	2009-10 Result	2010-11 Target	2010-11 Result
Natural environment - Enhance biodiversity corridors across the city by planting additional indigenous trees, shrubs, grasses and groundcovers	N/A	N/A	30,000	39,556
Parks, gardens and sportsgrounds - Percentile ranking of monthly quality audits of 18 parks measuring the appearance of public open space areas.	N/A	N/A	80	80
Parks, gardens and sportsgrounds - Independent face to face customer satisfaction survey, measures user satisfaction with a range of parks in Boroondara, benchmarked with 17 other Councils	73%	81%	76%	80%

Quality and Cost Standards	2008-09 Result	2009-10 Result	2010-11 Target	2010-11 Result
Annual audit of golf course turf quality	83%	87%	87%	88%
Annual audit of sportsground turf quality	N/A	N/A	80%	87%
Internal traffic management device horticulture Audit	88%	91%	80%	85%
Cost of providing parks, gardens, sportsgrounds and open sporting amenities per resident in Boroondara	\$66.26	\$65.61	\$66.16	\$65.71

Output Indicators	2008-09 Result	2009-10 Result	2010-11 Result
Number of rounds played at the Freeway Golf Course	60,960	65,358	54,767
Quality of parks - Internal park perception audit	88%	89%	81%
<i>High rainfall and more frequent wet weather was the primary cause of the reduction of rounds played.</i>			

N/A - Information not available for that year.



People, Culture and Development

Equivalent full time staff	13.6
2010-11 Gross operating expenditure	\$3,727,195

Service profile

The People, Culture and Development Department has responsibility for:

- Providing specialist advice, service and policy development in a range of human resources disciplines.
- Coordinating recruitment, industrial relations, remuneration, Award/agreement interpretation and work evaluation.
- Managing Occupational Health and Safety, WorkCover, risk management and insurance.
- Facilitating and coordinating staff members' professional and leadership development programs.
- Managing Council's business planning process and development of the Council Plan.
- Monitoring and managing organisational cultural development strategies.
- Coordinating Council's performance management system.
- Managing Council's organisational health and wellbeing program.

Continuous improvement activities

Continuous improvement activities included:

- Local Area Workplace Arrangement (LAWA) rationalisation to reduce the number of industrial agreements continues. Statutory and Strategic Planning now form part of one LAWA and agreement has been reached to amalgamate the Municipal Services Agreement and the Engineering Services Agreement.
- Continued liaison with Business Development Department and Communications and Engagement Directorate around communicating the organisation values.
- Providing online recruitment applications to managers and team leaders.
- Discussions with different defibrillator vendors to develop a business case to propose their implementation.
- Strategic rollout program for all eLearning modules, particularly those that are compliance-based.
- Improved processes for the registration of staff members into corporate learning programs.
- Enhanced internal communication practices with staff members including the liaison with Communications and Engagement Directorate.
- Implementation of the recommended changes to development and delivery of the employee value proposition.

Consultation

Job applications are now provided online to the relevant manager, who has been trained by Human Resources staff. Feedback is regularly sought in order to improve this service.

Staff Representative Group (SRG) consultation occurs on a six week cycle, issues such as OHS and employment conditions have been discussed during the year.

Policies are reviewed and consultation sought from relevant stakeholders before they are submitted to EMG and SRG for approval.

Consultation has occurred for People, Opportunities and Possibilities (POP) Program, induction, health and wellbeing programs, the business planning process and corporate learning programs content and delivery.

Consultation has also occurred for review of the Performance Review and Enhancement Program (PREP) process and for the delivery of the Employee Opinion Survey 2011.



Benchmarking

Benchmarking with other Councils has been undertaken for:

- First aid/emergency response options.
- Salaries.
- Building Services.
- Policies (Code of Conduct).

Salaries for specific industry groups are also being benchmarked amongst selected Councils.

Benchmarking was completed via the Organisational Alignment Survey (OAS) data. Specific learning and development operational benchmarking was undertaken for the corporate induction.

Key Strategic Activities and Strategic Indicators	2008-09 Result	2009-10 Result	2010-11 Target	2010-11 Result
Our people resources - Percentage of employees continuing employment with Council annually	91%	89%	88%	92%
Our people resources - Overall satisfaction with the organisation as measured in the bi-annual employee satisfaction survey	71.5%	N/A	Remain in the first quartile of surveyed organisations	N/A
Quality and Cost Standards	2008-09 Result	2009-10 Result	2010-11 Target	2010-11 Result
Number of Workplace and Work practice OH&S Inspections undertaken	24	59	20	66
Recruitment and Retention Costs - Percentage of total operating employment costs	1.60%	1.16%	1%	1.09%
Cost of Workcover as a percentage of employment costs	1.62%	1.98%	<4%	1.47%
Average cost of repairing Council's motor vehicle fleet (excluding waste trucks and buses)	\$1,269	\$1,272	\$2,650	\$1,240
Proportion of all motor vehicle claims where council is at fault	53%	52.7%	<50%	48.5%
Cost of workplace injury absences	N/A	\$142,615	\$275,000	\$264,769
Percentage of non OHS claims decisions provided within five working days upon receipt of all relevant documentation	67%	100%	75%	75%
Percentage of OHS committee meetings attended by Senior Management	N/A	100%	75%	75%
Expenditure on Health and Wellbeing program per EFT	\$1.83	\$12.93	\$20.99	\$8.36
Learning and Development expenditure per EFT (excluding Council Plan and individual department training budgets)	\$1,148	\$892	\$1,116	\$1,003



Output Indicators	2008-09 Result	2009-10 Result	2010-11 Result
Number of policies reviewed or developed	37	16	26
Number of positions backfilled via casual staff bank	67	31	38
Staff exceeding 12 days sick leave	149	178	167
LifeBalance@Boroondara Program activities provided (hours)	N/A	N/A	250
Number of staff members assigned required eLearning modules	N/A	N/A	208
Learning and Development sessions provided (hours)	690	615	414
<i>Difference due to variance in sessions throughout the year and also due to the improved reporting methods.</i>			

N/A - Information not available for that year.



Projects and Strategy

Equivalent full time staff	18.2
2010-11 Gross operating expenditure	\$3,734,728

Service profile

The Projects and Strategy Department has responsibility for:

- Developing and managing the approved Environment and Infrastructure capital works program ensuring best value for money.
- Investigating and developing solutions to major drainage issues.
- Facilitating and improving the environmental management of Council's drainage system.
- Incorporating environmentally sustainable design principles into building and engineering projects.

Continuous improvement activities

Continuous improvement activities have been completed including:

- Continued improvement in the Environment and Infrastructure Continuous Improvement System (CIS).
- Ongoing development and review of documentation to a standardised format.
- Use of flowcharts from CIS for insurance audits to demonstrate process.
- Review of consultation practices following adoption of the Community Engagement Policy.
- Ongoing development and review of documentation to a standardised format.

Consultation

Consultation is undertaken on a range of issues relating to Capital Works projects, both internal and external, ranging from informing residents of works to community meetings to discuss projects.

As part of the Environment and Infrastructure Continuous Improvement System, a project has been completed where the directorate's consultation activities have been integrated with the Community Engagement Policy that was adopted in December 2010.

A web based survey was used to consult on a preferred location for a public toilet in Yarra Bank Reserve.

Benchmarking

Results from the state wide Building Insurance audit were reviewed to determine areas for improvement.

Key Strategic Activities and Strategic Indicators	2008-09 Result	2009-10 Result	2010-11 Target	2010-11 Result
Projects - Percentage of adopted capital works new and renewal projects completed at the conclusion of the financial year	91%	92%	90%	95%
<i>Relates to the 2010-11 adopted budget.</i>				
Quality and Cost Standards	2008-09 Result	2009-10 Result	2010-11 Target	2010-11 Result
Enhancement of drainage network - Review of high risk drainage catchment plans in accordance with the <i>Drainage Strategy</i> - Number of catchments	1	1	1	1
Cost of design and delivery of Capital Works program allocated to the department per Boroondara resident	\$13.23	\$13.65	\$14.44	\$13.94



Statutory Planning

Equivalent full time staff	39.1
2010-11 Gross operating expenditure	\$4,732,594

Service profile

The Statutory Planning Department has responsibility for:

- Processing planning applications and providing advice about development and land use proposals that require a planning permit.
- Encouraging quality planning outcomes and investigating non-compliances through implementation of the Boroondara Planning Scheme.
- Consulting with the community and applicants on development and land use proposals.
- Representing Council at the Victorian Civil and Administrative Tribunal.
- Processing applications for tree removal (under Council's Tree Protection Local Law 1F) and certification of subdivision plans.

Continuous improvement activities

The Statutory Planning Department has undertaken a review of its processes to both streamline and improve the handling of its applications at the Victorian Civil and Administrative Tribunal (VCAT). Taking the approach that each application at the Tribunal is handled differently depending on the type of appeal (for example: refusal, conditions, objector), Statutory Planning has produced checklists that instruct planners on how to handle each step along the appeal process from the lodging of a new application, to the hearing phase and receipt of the Tribunal's final order.

Templates have also been created that correspond to the checklists to produce every kind of document that may be required in a VCAT appeal.

Electronic referral of planning applications to Landscape and Design and Strategic Planning Departments was introduced during the year. Referral through the ECM tasklist allows better management of responses.

A new information sheet, "Understanding Planning Terms" has been created. The information sheet provides a plain English glossary for the public and is available on the Council website and the Planning Counter.

A new folder for sharing of information on property enquiries to improve consistency of advice was produced. Report templates were amended to reflect the new State Planning Policy Framework introduced into all Planning Schemes. A quick reference sheet for phone enquires providing information covering common planning enquiries for use by staff was also developed.

New information and standard letters were produced to address the changes in process introduced by Consumer Affairs Victoria (Liquor Licensing) for applicants seeking liquor licenses. Covering letters were also updated for Notices of Decision and Permits to provide information on approvals that might be required from other departments. An information sheet on Liquor Licenses was created to assist planners and customer service staff when answering queries from prospective licensees and preparing submissions to Consumer Affairs Victoria.

New ICON reports have been introduced during the year. These provide simple and comprehensive reporting to enhance workload management. The reports are able to chart past or current application numbers, type and time by officer and can also identify applications by suburb or ward.

Implementation of Public Notice Online Project has also been completed. Advertising material is now automatically posted online once public notice of planning applications is given. Previously this material was only available in hard copy at the municipal offices during office hours.

The notice of review information contained on Permits, Notices of Decision and Refusals has been reviewed during the year and updated to meet the requirements of the Planning and Environment Regulations. A new report template for requests to extend the commencement or completion dates for planning permits has been created and is now available for planners. The template includes up to date criteria for assessing requests.



Consultation

During the year planning staff held 707 pre-application meetings with prospective applicants, their designers and consultants. Statutory Planning gave notice of 719 planning applications, providing an opportunity for the community to have input into planning decisions. In addition, 20 consultation meetings involving planning applicants and objectors were held out of office hours.

The Urban Planning Committee (UPC) provides an opportunity for applicants and objectors to address Councillors before decisions are made on planning applications. During the year, 23 UPC Meetings were held.

Benchmarking

Statutory Planning provides the Department of Planning and Community Development (DPCD) with statistical information as part of its Planning Permit Activity Reporting Program. For the last reporting period, the median processing time for planning applications in Boroondara was 46% better than metropolitan average.

The Victorian Civil and Administrative Appeals Tribunal (VCAT) released the 2009-10 figures in October. These show that Boroondara is number five out of the top 20 Councils in terms of number of applications for appeal to the Tribunal, with a total of 159 applications. This is the same position we were in last financial year, however in 2007-08, Boroondara had the most appeals. The top Councils in terms of appeals are Stonnington (201), Mornington Peninsula Shire Council (192), Yarra (189), and Port Phillip (160). Boroondara had three out of the top 20 suburbs, with Hawthorn at number 15 (28 applications), Camberwell at number 16 (27 applications) and Kew at number 18 (26 applications).

On 4 March 2011, the Consulting Surveyors Victoria awarded Boroondara Council a high commendation for established urban municipal excellence.

Key Strategic Activities and Strategic Indicators	2008-09 Result	2009-10 Result	2010-11 Target	2010-11 Result
Appropriate land use and development - Percentile ranking of community satisfaction rating with Town Planning policy and approvals	57	54	57	52
<i>The sample size has a margin of error of three.</i>				
Urban planning and building - Percentage of planning applications processed within 60 days	72%	90%	80%	82%
Urban planning and building - Average days taken to process an application	46	35	45	38
Quality and Cost Standards	2008-09 Result	2009-10 Result	2010-11 Target	2010-11 Result
Average number of days to certify a plan of subdivision	N/A	N/A	49	12
Percentage of tree permits processed within eight business days	N/A	N/A	80%	89%
Percentage of requests for further information sent within 21 days	63%	58%	70%	55%
<i>While the number of requests for further information sent within 21 days of receipt of a planning is still below the target figure, it should be noted that 95% were sent within the statutory timeframe of 28 days.</i>				
Percentage of appeals against failure to determine	10%	11%	<12.5%	10%
Cost per planning permit decision	\$2,519	\$2,391	\$2,788	\$2,356



Output Indicators	2008-09 Result	2009-10 Result	2010-11 Result
Enforcement complaints - Number of complaints received	370	307	296
Enforcement complaints - Number of enforcement investigations closed	385	329	265
Enforcement complaints - Number of ongoing enforcement investigations	92	61	70
General Enquiries - Average time to process (days)	20	13	12
General Enquiries - Number of enquiries closed	831	813	714
General Enquiries - Number of enquiries received	884	834	797
Information requests issued within 28 days of the application	94%	99%	96%
Median days for determining a planning application	N/A	N/A	91
Number of appeals against planning decisions	140	143	177
Number of certifications decided.	N/A	N/A	169
Number of certifications received.	N/A	N/A	178
Number of information requests	708	708	815
Number of planning applications decided	1,232	1,094	1,214
Number of planning applications received	1,121	1,158	1,296
Request for amendments - Average time to process	25	22	25
Request for amendments - Number of amendments received	733	909	899
Request for amendments - Number of decisions made	975	882	871
Tree Protection Law 1F - Average time to process (Days)	5	4	5
Tree Protection Law 1F - Number of applications determined	957	1,001	1,066
Tree Protection Law 1F - Number of applications received	976	968	1,084
VCAT - Number of decisions made by Victorian Civil and Administrative Tribunal	156	156	158
VCAT - Percentage of appeals allowed by Victorian Civil and Administrative Tribunal	21%	21%	19%
VCAT - Percentage of appeals disallowed by Victorian Civil and Administrative Tribunal	72%	76%	75%
VCAT - Percentage of appeals resolved by mediation by Victorian Civil and Administrative Tribunal	6%	3%	5%

N/A - Information not available for that year.



Strategic Planning

Equivalent full time staff	12
2010-11 Gross operating expenditure	\$1,243,715

Service profile

The Strategic Planning Department has responsibility for:

- Developing policies and plans to guide land use and development.
- Advocating for and preparing land use policy and standards within the context of State Policy.
- Managing the Municipal Strategic Statement.
- Promoting sustainable design and development and heritage conservation.

Continuous improvement activities

Continuous improvement activity over the past year has included:

- Consolidated reporting for all ward meetings to allow ease of cross reference and communication between team members.
- Review of Local Government amendment practices relating to Victorian Heritage Register sites to ascertain best practice in applying heritage controls.
- Future scanning to identify best practice planning policy/strategies nationally and internationally in order to determine future strategic planning projects.
- Translation of Council's Schedule of Gradings word document into a mapped EView layer to enable improved access to heritage gradings for Council staff, particularly Statutory and Strategic Planning staff.
- Production of the Boroondara Heritage Database which provides online access to heritage information for properties currently in a heritage overlay.
- Refinement of Council's process for assessing demolition applications under the S29A of the *Building Act 1993* aimed at preventing the demolition of potentially significant heritage places (informed by the heritage planning benchmarking exercise).
- Update with Department of Planning and Community Development on recently completed and forthcoming strategic work.

Consultation

Consultation was undertaken for the following projects:

- Kew Junction Commercial Heritage study.
- Amendments C116 - Heritage Overlay (HO) for 629 Canterbury Road, Surrey Hills.
- Amendment C130 - HO removal from 311A Barkers Road, Kew.
- Amendment C123 - Variation to single dwelling covenant at 250 to 252 Doncaster Road, Balwyn North.
- Amendment C91 - Introduce a particular provision to allow office use at 347 and 347A Riversdale Road, Hawthorn East.
- Amendment C121 - Rezoning from R1Z to B1Z and introduction of Design and Development Overlay (DDO) at 32-36 Princess Street, Kew and 11-15 Brougham Street, Kew (Leo's supermarket expansion).
- Amendment C132 - HO for 420 Camberwell Road, Camberwell (Camberwell Sportsground).
- Open Space Municipal Wide Survey.
- Kew Heritage Precincts.
- Surrey Hills and Canterbury Hills Estate Heritage Study.
- Community Workshop on the Thematic Environmental History.
- Phase 1 of consultation on the Activity Centres Strategy.
- Hawthorn Heritage Precincts Study.

Benchmarking

Review of Local Government amendment practices relating to:

- Victorian Heritage Register sites to ascertain best practice in applying heritage controls.
- Assessment of Section 29A demolition applications.
- Processing of ad-hoc requests for heritage assessments and prioritisation of gap studies



The following documents have been used for benchmarking purposes:

- Open Space Survey techniques benchmarked with Cities of Melbourne, Moonee Valley and Whitehorse.
- City of Monash Parking Precinct Plan.
- City of Whitehorse and Knox City Council Housing Strategies and Residential Design Guidelines.
- Heritage Strategies and amendments from City of Stonnington and City of Yarra, and Heritage Victoria.
- City of Darebin and City of Moonee Valley housing survey forms and reports.
- City of Moonee Valley Open Space Strategy and amendment process.
- City of Whitehorse and City of Yarra design and development overlay controls.

Key Strategic Activities and Strategic Indicators	2008-09 Result	2009-10 Result	2010-11 Target	2010-11 Result
Appropriate land use and development - Development of planning scheme amendments for the Balwyn Structure Plan and Kew Structure Plan	N/A	N/A	Council to exhibit	Amendments developed. Awaiting ministerial approval to exhibit.
Preservation of neighbourhood character - Percentile ranking of community satisfaction rating with Town Planning policy and approvals	57	54	57	52
<i>The sample size has a margin of error of three.</i>				
Quality and Cost Standards	2008-09 Result	2009-10 Result	2010-11 Target	2010-11 Result
Reduction in the number of correctional amendments to the planning scheme	6	3	<8	4
Number of rezoning requests prepared by proponents	0	1	2	0

N/A - Information not available for that year.