

# **City of Boroondara Annual Report 2021-22**

A full-page background image of a lush forest. Sunlight filters through the dense canopy of trees, creating a hazy, golden atmosphere. The light rays are visible as they stream down towards a calm body of water in the foreground, which reflects the surrounding greenery and the bright light. The trees have varying shades of green and yellow, suggesting an autumn or late summer setting. The overall mood is peaceful and natural.

## **Acknowledgement of Traditional Owners**

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

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## Welcome to the Annual Report 2021-22

The Annual Report 2021-22 documents the City of Boroondara's performance within the 2021-22 financial year (FY2021-22).

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

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

- **Planning:** working directly with the community to ensure community needs are anticipated and met, now and into the future.
- **Delivering:** directly delivering services, programs or facilities at the local level
- **Partnering:** working collaboratively with residents, community groups, the State and Federal Governments and other stakeholders to facilitate desired outcomes and build community capacity
- **Advocacy:** taking into account the diverse needs of our community and representing community interests to influence industry, peak bodies and associations, and State and Federal government decision making.

## About this report

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

This report details the FY2021-22 across the following sections:

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



## A decorative pattern consisting of a grid of circles on a dark blue background. The circles are arranged in a staggered fashion. Some circles are solid blue or solid orange. Others are split horizontally, with the top half being blue and the bottom half being orange. Some circles are white, appearing as semi-circles at the top or bottom of the grid. The pattern is symmetrical and repeats across the image.

## **Introduction**

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

## **Council snapshot**

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

### **Vision**

A sustainable and inclusive community.

### **Purpose**

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

### **Values**

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





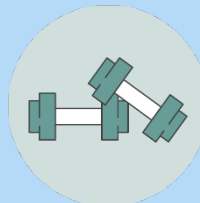

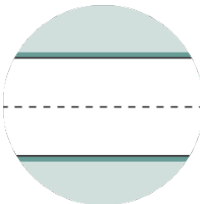




The six organisational values are outlined below:

Our values	What it means
 <b>Think customer experience</b>	<p>We always work with our customers' experience in mind and taking pride in supporting our community.</p>
 <b>Act with integrity</b>	<p>We do the right thing, speak up when it's important and strive to live our values every day.</p>
 <b>Treat people with respect</b>	<p>We value each person for who they are by listening, understanding and showing that we care.</p>
 <b>Work together as one</b>	<p>We work together to break down silos, putting our shared needs first to move forward in a unified way.</p>
 <b>Explore better ways</b>	<p>We challenge the status quo to improve things through curiosity, courage and learning.</p>
 <b>Own it, follow through</b>	<p>We take responsibility for what is ours and follow it through to ensure great results.</p>

## City profile

- The City of Boroondara includes the suburbs of Ashburton, Balwyn, Balwyn North, Camberwell, Canterbury, Deepdene, Hawthorn, Hawthorn East, Kew and Kew East, and parts of Glen Iris, Surrey Hills and Mont Albert.
- Boroondara has an estimated residential population of 176,632 people (as at 30 June 2021).
- 30% of the population is aged between 0 and 24 years, and 38% is aged 50 years and over.
- 31% of Boroondara residents were born overseas.
- Boroondara residents were born in more than 145 countries and speak more than 120 languages.
- Boroondara has one of the highest concentrations of schools of all Victorian local government areas.
- 25% of the population earned an income of \$2,000 or more per week in 2021.
- 19% of Boroondara residents volunteer.
- Boroondara has 53 shopping centres and strips, with the main shopping strips located at Camberwell Junction, Glenferrie Road, Hawthorn and Kew Junctions.

## Fast facts for FY2021-22

 <p><b>1.88 million library items borrowed</b></p>	 <p><b>64,053 tonnes of materials collected from kerbside bins. 46,229 tonnes were diverted from landfill.</b></p>	 <p><b>1.35 million visits to Boroondara's leisure and aquatic centres</b></p>
 <p>181,991 phone calls answered by Customer Connect</p>	 <p>654 kilometres of local roads and laneways managed by Council</p>	 <p>701 new trees planted during the year</p>
 <p>1,310 planning applications received</p>	 <p>208 groups received Council community grants</p>	 <p>2,317 Volunteer referrals by the Boroondara Volunteer Resource Centre</p>

## Message from the Mayor

It is my great pleasure to present the City of Boroondara's Annual Report FY2021-22.

Following two years of working with you to manage the challenges of the global pandemic, Council is planning for the opportunities and changes to come over the next decade.



Our newly endorsed Boroondara Community Plan 2021-31 underpins all that Council does and guides our decisions based upon what you have told us is important to you. This includes a commitment to the environment; protecting our heritage; supporting our local economy; caring for and increasing our trees and open spaces; and delivering the services that support us all to be healthy and fulfilled from the first weeks of our lives.

In challenging circumstances over the past reporting year, we delivered important services and projects that respond to each of the seven priority themes outlined in the Boroondara Community Plan.

We invested a total of \$27.22 million in infrastructure projects throughout the municipality; with \$6.41 million spent on our beautiful parks, open spaces and streetscapes; and \$45.79 million towards enhancing community buildings.

Kew Recreation Centre is undergoing a major redevelopment that will transform it into a modern facility catering to improve our health and wellbeing. Structural works have progressed well throughout the year and construction should be completed by mid-2023.

The Canterbury Community Precinct redevelopment will restore and upgrade the existing buildings in Canterbury Gardens to create a precinct that provides early years services and community programs for all ages. Building works have continued this year, with the next final stage of construction also scheduled for completion by early to mid-2023.

In June 2022, we officially opened the new Alamein Neighbourhood and Learning Centre in Ashburton. The building's renewal involved a complete upgrade to the centre and has provided a new state-of-the art computer room and all-purpose classroom to accommodate new workshops and remote learning opportunities for the community.

This year, we continued to deliver many vital services to support our whole community. These included:

- \$8.1 million spent on family and youth services, with 36 buildings also leased to community organisations providing long day care, occasional care and kindergarten services.
- \$8.8 million spent to deliver library services 7 days a week across the city. This enabled more than 465,000 library visits and nearly 1,772,000 loans over the past year.
- Collecting 64,053 tonnes of waste from kerbside bins, with 72 per cent of this material diverted from landfill.

Endorsing our new Reconciliation Strategy was a moment to celebrate this year. To develop the strategy, we worked collaboratively and consulted with local Aboriginal and Torres Strait Islander peoples and organisations including Boroondara's Traditional

Owners, the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation. Adopted by Council in March 2022, it is a significant milestone in our journey to progressing reconciliation in Boroondara.

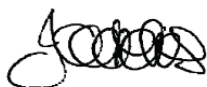
We have heard from the community that environmental sustainability remains more important than ever. In September 2021, Council endorsed our Climate Action Plan and at the same time, declared a Climate Emergency. Council's efforts are now focused on achieving our Council emission-reduction targets and supporting community members to meet the aspirational community target of becoming net-carbon neutral by 2035.

This past year we also developed a draft Master Plan for Gardiners Creek to make sure it is protected, cared for and improved for future generations to enjoy. Gardiners Creek (Kooyongkoot) is a much-loved waterway and a vital ecological corridor spanning the suburbs of Hawthorn, Hawthorn East, Glen Iris and Ashburton. Following feedback from the community, we hope to adopt the final master plan in October 2022 to help protect this environmental asset and ensure its future as a thriving waterway.

Our Boroondara Bicycle Strategy 2022 is the culmination of extensive community engagement, research and analysis. Formally adopted in July this year, the proposed bicycle network includes new and improved off-road paths and on-road connections to help make riding an attractive and possible option for all residents, workers and visitors to Boroondara.

These achievements are a credit to Council staff whose efforts and commitment have not wavered despite some trying circumstances this year. They also wouldn't be possible without the collective support and partnership of our residents, ratepayers, local traders, community groups and volunteers.

On behalf of my fellow Councillors, I extend my heartfelt thanks to everyone in our Boroondara community. Our ability to grow stronger and more vibrant post-COVID is a testament to our 180,000-strong community finding shared goals and supporting each other.



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**Cr Jane Addis**

Mayor

## Message from the CEO

I am pleased to share the progress we have made this year towards achieving our strategic objectives set out in the Boroondara Community Plan 2021-31.

We renewed our Boroondara Community Plan (the Plan) through extensive research and consultation to make sure we deliver what our community values most. Adopted in October 2021, the new Plan responds to changes in community priorities for the next 10 years and reflects our community's most recent experience during the COVID-19 global pandemic.

While COVID-19 has challenged us all, I am delighted to share we were able to deliver 91% of our Annual Initiatives of the past reporting year.

We also maintained our reputation as one of the top performing Councils in Victoria, as measured by the Victorian Government's latest state-wide Local Government Community Satisfaction Survey.

The survey results, while pleasing, also showed that consultation and engagement, and community decisions are areas for us to focus on. Related to this, we delivered a new consultation website mid last year ([engage.boroondara.vic.gov.au](https://engage.boroondara.vic.gov.au)) that makes it easy for our community to get involved in consultations and stay connected with Council's decision making. In the past reporting year, we welcomed community input on 55 consultations and received thousands of submissions across various projects, including redevelopment plans for sportsgrounds and playgrounds and long-term strategies such as our Climate Action Plan.

As a Council, we are dedicated to improving our service delivery wherever possible. This year, our Transforming Boroondara program yielded further cashable and non-cashable benefits. We have delivered tangible improvements this year for customer experience by providing more convenient online options for how you can connect with us. For example, residents can now use new interactive maps on our website to easily look up their street sweeping days, find out if their property is in the Heritage Overlay, and more. We upgraded our spatial data platform to make this possible and have also created new digital map-based tools for Council staff to use. These new tools are enabling more streamlined planning and execution of Council works, and faster responses when you contact us.

In 2021, we delivered Boroondara's Climate Action Plan to bring our extensive environmental sustainability commitments and strategies into one plan. Our Climate Action Plan calls for action by individuals, businesses and all levels of government over the next decade. Community feedback has shown enthusiastic support for the Plan, and for Council to prioritise ongoing action for our environment.

Over the past year, significant progress has also been made on our major construction projects. This is despite Council facing a number of pandemic-related impacts such as labour and material shortages, and price increases that are affecting the wider construction industry. We are working closely with our contractors to navigate these challenges and ensure our facilities remain high quality. This year works continued on the



new Kew Recreation Centre and community precinct in Canterbury. Following its refurbishment, the new Alamein Neighbourhood and Learning Centre was also officially opened in June 2022 with upgraded facilities for its popular classes and community programs.

I sincerely thank our Council staff for their ongoing efforts. Many staff have provided services to the community in environments where the risk of catching COVID-19 was ever present. They are our front line stars. I also extend my gratitude to everyone in our community who has helped us deliver such positive outcomes this year.

Surrounding these achievements, it is important to also acknowledge the challenging impact COVID-19 has had on Council resources. Our FY2021-22 budget was developed in a period of extended uncertainty and Council achieved a \$10.96 million surplus for the reporting year despite a total estimated net loss of \$41 million (over financial years 2019-20, 2020-21 and 2021-22).

Sadly COVID-19 is not yet behind us, and we continue to work with the community to find innovative ways to respond to, and recover from, this global pandemic.

This is reflected in our 2022-23 Council budget, with the prediction that we will return a \$6.61 million surplus while we work to deliver our shared 10-year vision for Boroondara.

With this clear goal in sight, I look forward to another productive year working together with our community.



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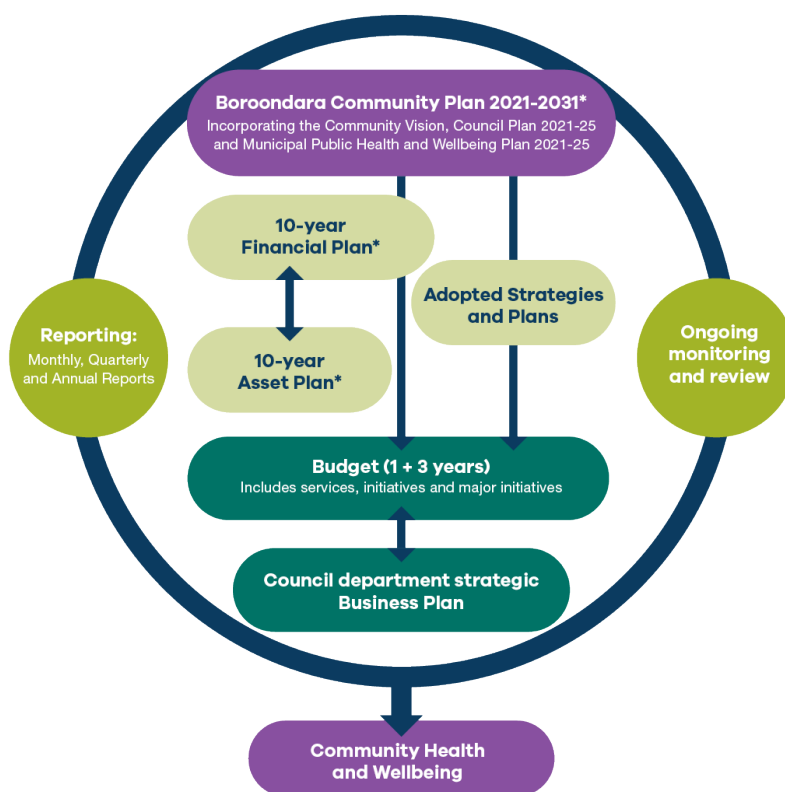
**Phillip Storer**

Chief Executive Officer

## Boroondara Community Plan

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

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



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

Our integrated planning and reporting framework includes our:

- Boroondara Community Plan which through community input describes what the community wants to achieve in the next 10 years as well as the outcomes Council aims to achieve during its term. Underpinned by our vision, the Plan's strategic objectives and strategies give clear areas of focus for Council.
- 10-year Financial Plan and 10-year Asset Plan, both of which detail our strategic planning and decision-making process for Council's future financial and asset resource allocation, mapped to the seven themes of the Plan.
- Adopted strategies, plans and policies which detail our medium-term goals for specific service areas and how these goals will be delivered and measured.



- Annual budget (1 + 3 years) which details the allocation of resources, services, initiatives, and associated performance indicators, mapped to the seven themes of the Boroondara Community Plan.
- Department Strategic Business Plans which detail the key actions that each department are undertaking to progress the delivery of each theme within the Plan.
- Monthly, quarterly and annual reporting to show progress on the delivery of these strategic documents, mapped to the seven themes of the Plan.

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

The Annual Report for the FY2021-22 maps our progress against delivering the Strategic Objectives of the Boroondara Community Plan.

## Showcasing our delivery of the Boroondara Community Plan

This section showcases what has been achieved within the FY2021-22 under each of the Plan's themes through:

- Case Studies: An in-depth overview of a key project that delivers on the Plan's themes;
- Major Achievements: significant achievements that have contributed to delivering on the Strategic Objectives set out in the Plan;
- Highlights: other highlights under each theme.

### Theme 1: Community, Services and Facilities

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

#### Theme 1 Case Study

##### Project overview

Summer in the Park is a popular annual program of arts and culture events, staging entertainment for all ages in some of Boroondara's favourite parks and gardens.



We were pleased to deliver an exciting summer program of free events in 2022, providing an opportunity for our local community to reconnect and enjoy a return to experiencing the arts in person.

## **Project aims**

The ability to once again host larger audiences this year enabled Council to pursue several goals for the Summer in the Park program, including:

- continuing the legacy of the series as a landmark event for local residents
- creatively activating public parks throughout the municipality
- creating an opportunity for Boroondara Arts and independent artists to reengage with audiences in a live setting, following extended COVID-19 restrictions.

## **Project outcomes**

The Boroondara community responded strongly to the Summer in the Park program. A total of 18 events were hosted for Summer in the Park throughout February and March 2022 providing many opportunities for people to come together and reconnect.

All events were free of charge with theatre performances offered for the first time as part of the program. Many people took the opportunity to host picnics with friends and family while enjoying the event within the magnificent Boroondara parks and gardens.

In total, over 4,000 attendees were attracted to a mixture of cinema, jazz, opera and theatre performances throughout the series. Family fun events as well as a 'Micro Circus' made sure that younger audiences were also entertained and engaged.

## **Theme 1 - Major achievements**

### **Alamein Neighbourhood and Learning Centre**

Alamein Neighbourhood and Learning Centre provides a range of learning and community services which support the local community. Council has upgraded the centre so it can better deliver the variety of services and programs valued by centre users. Key features of the upgrade include: a new reception space that is welcoming and enables confidentiality; new office accommodation with a meeting room that can be used by visiting services; a new kitchen and common area with an adjoining deck outside; additional classroom space for a craft workshop and a computer room; remote learning opportunities in classrooms, and bicycle parking and off street car parking, including a loading zone and accessible car park on the eastern side and a new car park to the western side.

The official opening was held on 25 June 2022.

### **New space for Bowen Street Community Centre**

A carefully considered design to make use of facilities from the former South Camberwell Maternal Health Centre (relocated to the Camberwell Community Centre in 2021) and to enhance the adjacent Bowen Street Community Centre was completed in November 2021. The new multipurpose centre provides spaces for the entire community to enjoy including a new, larger meeting room, art room with kitchenette, training facilities, an extended and updated kitchen and additional storage and upgraded amenities throughout.

## **Libraries launch new youth content hub**

Boroondara Library Service's new youth and children content hub brings together reading advice and age-tailored book tips. Reading introduces children to the world of storytelling, promotes discussion and helps parents to learn about their child's interests. The new online resource for parents is tailored to four specific age groups and outlines reading advice, tips and recommended book lists for young children. Our aim is to make sure parents and children have access to the resources they need to develop early literacy skills and kickstart a love of reading.

## **Theme 1 - Highlights of the year**

- Increased engagement with young people throughout the year with almost 9,000 engagements, including through the Transport Accident Commission L2P Program and partnerships delivered at Junction Skate and BMX Park, Boroondara Sports Complex and our Neighbourhood Houses (Kew Neighbourhood Learning Centre and Surrey Hills Neighbourhood Centre).
- Council hosted the 2021 Boroondara Sports Awards at the Hawthorn Arts Centre which was facilitated by SBS Sport host and broadcaster Megan Hustwaite and featured 2021 Norm Smith Medallist and Melbourne Football Club midfielder Christian Petracca as guest speaker. The awards recognised the important role sports clubs play in enhancing community health and wellbeing, increasing participation in physical activity and fostering social connection.
- Council developed and launched the Gender Equality Action Plan (GEAP) which outlines the data, consultation methods, the actions and measures to work towards gender equality as required under the *Gender Equality Act 2020*. It also upholds our commitment and application of the Gender Equality Principles.
- Council received certification as a Child Safe Organisation.
- Despite continued high COVID-19 numbers, Council staff were able to safely continue to provide services to vulnerable older people in their homes.
- Council delivered quality capital projects, ranging from sports pavilions, playgrounds, roof replacements, kindergarten and neighbourhood centre refurbishments, dog off lead area improvements, shopping centre improvements, to drain relining, footpaths, road refurbishment to install of parklets. Despite COVID-19 related challenges, Council successfully achieved completion of Rathmines Road Reserve Pavilion, Camberwell Community Centre, Gordon Barnard Dog off Lead area, Highfield and Solway Shopping Centres, Victoria Park Regional Playground and almost 100,000m<sup>2</sup> of road resealing and refurbishment works.
- Council's Library services remained open for the community despite being impacted by COVID-19. Some programs were successfully delivered online, such that they remain online today (bedtime storytime), while other programs were delivered safely with density limits, cleaning, careful planning and good communication with attendees. The re-introduction of the reservation and collect service ensured members who were not comfortable entering the library were able to collect items from outside the building, handed to them by officers.

- Arts and cultural events programming was delivered online and in person, with highlights including Street Sounds - 52 events with 5000 participants, Summer in the Park series - 18 events with 4200 audience members, 2022 Eisteddfod program - with more than 1000 entrants, My Arts My Culture - showcasing the diversity and talent of 8 artists and APOMAWISH involving primary schools and community members throughout the 2021 lockdown. The Town Hall Gallery visual arts programming has focused on online and in person experiences supporting community and professional artists. A focus has been on the engagement of a diverse audience and artists represented in exhibitions.



## Theme 2: Parks and Green Spaces

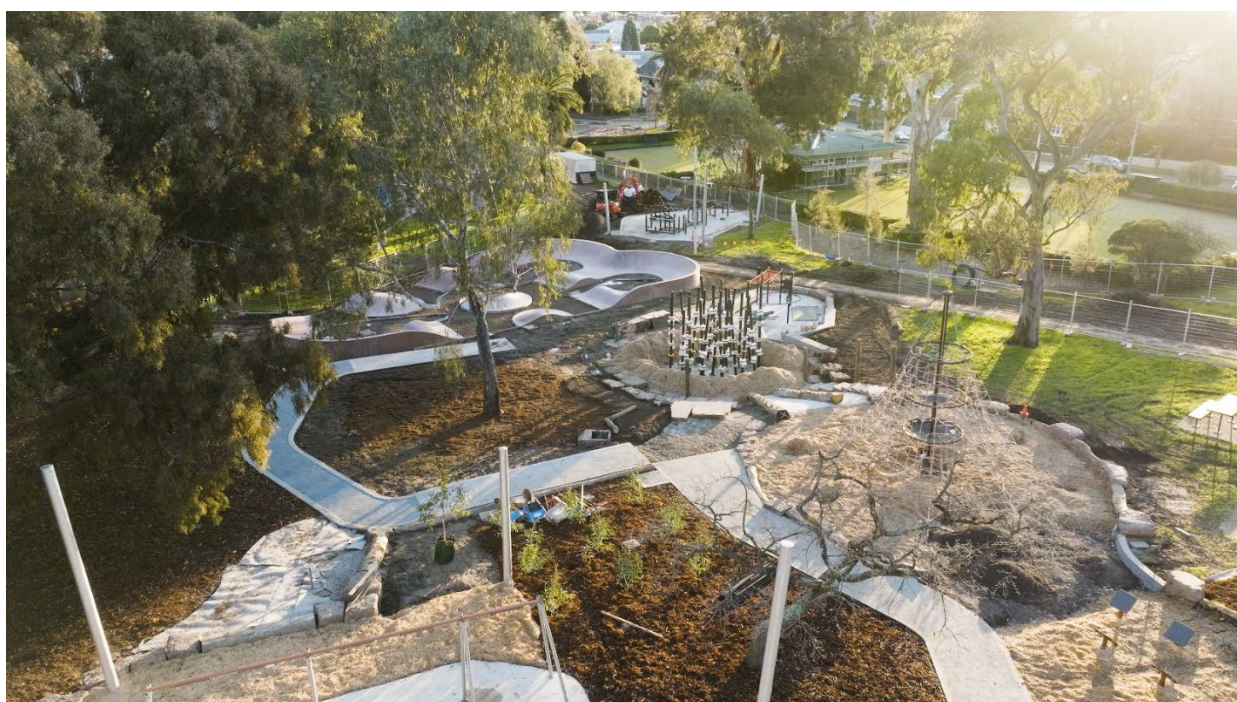
**Strategic objective:** Green and open spaces are provided, well-utilised and enhanced.

### Theme 2 Case Study

#### Project overview

Different improvements have been made to Victoria Park, Kew over recent years as part of the Victoria Park Concept Master Plan.

We have been working on the next upgrade to the northern playgrounds, creating a new, larger-scale regional playground.



#### Project aims

The regional playground aims to be a space where locals and visitors can:

- bring the family
- meet friends
- enjoy outdoor play
- be active, learn and develop new skills
- spend some quality time and have fun.

The project enhances park amenities, improves accessibility, and creates a place for the whole community to enjoy together.

#### Project outcomes

Feedback received from the community during two rounds of consultation helped to shape the design of the new playground:

- Consultation seeking ideas to help inform a draft concept design: November 2019.
- Consultation seeking feedback on the draft concept design: June and July 2020.

The exciting new playground includes the community's most popular themes to create a fun and inclusive design. Play equipment includes an accessible flying fox, a giant basket swing, Ninja Warrior-style elements, and revitalisation of the much-loved bluestone embankment inclusive of a new slide. There is a sensory nature trail, a family-friendly 'learn to scoot, skate and ride pump track', a fitness station and much more.

The park and regional playground are supported by additional park infrastructure including shade sails, improved picnic and barbecue facilities, restrooms (including a changing places facility), accessible car parking bays and pathways.

*The Victoria Park Regional Playground is supported by the Victorian Government through the Suburban Parks Program. We also received support from the National Ageing Research Institute for a dedicated seniors' fitness area, and from Kew Rotary for an accessible double barbecue.*

## **Theme 2 - Major achievements**

### **Deepdene Tennis Club**

Refurbishment of Deepdene Tennis Club facilities was finished in February 2022, creating a space for club members and the wider community to enjoy, with an interior facelift including new flooring, lighting, benchtops, new electronic access points and additional storage, as well as upgrades to toilet and shower facilities. The upgrade included a new accessible car park, a ramp up to the footpath and an upgraded footpath leading to the tennis court with handrails.

### **Completion of Gardiners Creek consultation**

We have recently consulted with our community on the draft Gardiners Creek (Kooyongkoot) Master Plan to make sure Gardiners Creek is protected, cared for and enhanced for future generations to enjoy. Gardiners Creek is a significant urban corridor in Boroondara that goes through the suburbs of Hawthorn, Hawthorn East, Glen Iris and Ashburton. The master plan will be presented to Council for endorsement in the 2022-23 financial year.

### **Rathmines Road Reserve pavilion renewal**

The renewal of the Rathmines Road Reserve pavilion, which is used for junior, senior and women's football and cricket, was completed in April 2022. The Pavilion underwent an internal refurbishment as well as external additions to help meet the needs of the sporting clubs and support increased junior and female sport participation.

The \$2.2 million project budget included a \$280,000 Federal Department of Health grant secured by the local sporting clubs. The first-floor level now provides a multi-purpose community kitchen and amenities space. The redeveloped Pavilion will be officially opened in the 2022-23 financial year.

## **Theme 2 - Highlights of the year**

- The Deepdene Reserve Playground was completed implementing the play themes most popular with the community, including a new train themed combination unit to replace the existing play unit. The new playground has increased accessibility for users with limited mobility and wheelchairs.
- The Central Gardens Rocket has been retained and restored. The rocket was taken off site in late March 2022 for restoration. The restoration will address safety and structural concerns so it can be enjoyed by future generations.
- Local residents, user groups and schools were consulted on the St James Park Master Plan to provide their feedback to help shape a future draft Master Plan.
- All park mowing contracts were incorporated into a single contract, providing consistency and a reduced cost for Council.



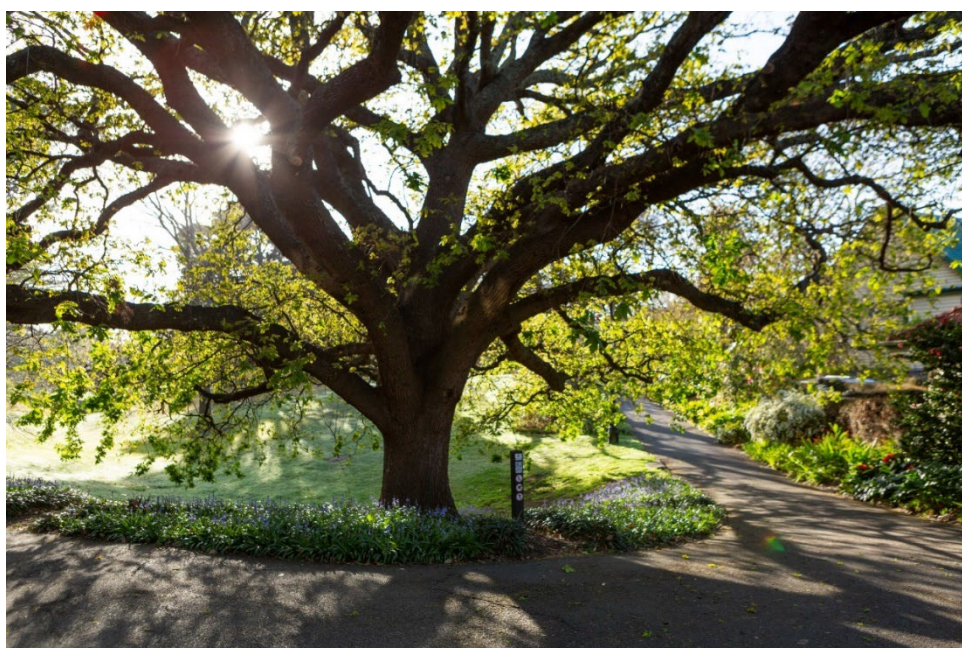
## Theme 3: The Environment

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

### Theme 3 Case Study

#### Project overview

We know environmental sustainability is an important issue for our community. In September 2021, Council declared a climate emergency at the same time as adopting our Climate Action Plan (CAP) which paves the way for how we will tackle climate change together with our community over the next 10 years.



Following extensive community consultation, the CAP was developed in recognition of the real and increasing threat climate change has on our environment, health and wellbeing and quality of life for current and future generations.

#### Project aims

Our vision is that everyone who lives, works and plays in Boroondara will come together to achieve the collective goals outlined in the CAP. These goals include:

- Council's targets
- Council is net carbon neutral by 2022
- 90 per cent Council actual emission reduction by 2030
- 100 per cent Council actual emission reduction by 2040

Our community's aspirational targets

- Boroondara is net carbon neutral by 2035
- 60 per cent Boroondara net emission reduction by 2030
- 100 per cent Boroondara actual emission reduction by 2040.

A number of supporting measures will be implemented by 2030 to help Council and our community achieve these targets.

### **Project outcomes**

The CAP and its supporting Implementation Plan were formally adopted by Council in late September 2021.

Actions we have delivered in the FY2021-22 include:

- holding a virtual launch event for the Climate Action Plan where we heard from some influential people working towards shaping a more sustainable future. The event provided participants with the inspiration to start, or continue, their sustainability journey, with practical tips on how we can all make a difference.
- providing a program of advice and support for Environmentally Sustainable Development (ESD) in private development
- helping residents and businesses access affordable, quality solar PV systems as part of a program developed by local government
- supporting our community to make their homes more sustainable and comfortable by providing quality home energy assessments
- delivering a sustainability leadership course, empowering community members with the skills, knowledge, and confidence to take environmental leadership action at a local level
- updating Council's Procurement Policy to have a greater emphasis on sustainability
- implementing revisions to other Council policies

We will continue to deliver actions and periodically track progress against our climate action targets.

## **Theme 3 - Major achievements**

### **Plastic Free Business pilot program**

Council partnered with Boomerang Alliance and is working with the Camberwell Centre Traders Association to deliver Council's Plastic Free Business Pilot Program, a six-month pilot program which has attracted 20 food and hospitality businesses in Camberwell. The program aims to support businesses transition away from and eliminate single use plastic items; as well as prepare them for the Victorian Government's Single-Use Plastic Free Ban on specific items, which comes into effect February 2023.

These businesses have been supported with sample products, in-store visits, free promotion through Council's media avenues and assistance as needed. The program also aims to create behaviour change among those that visit the businesses to consider

alternatives to single-use plastics. The results of the pilot program will be used to deliver a business wide plastic free program.

### **Environmentally Sustainable Design initiatives project**

Council has collaborated with 30 other Councils and the Council Alliance for a Sustainable Built Environment (CASBE) to develop an Environmentally Sustainable Development

(ESD) planning scheme provision. The new provisions will ensure that new developments will need to meet significantly improved standards in terms of their environmental features and performance which will improve environmental outcomes for many years to come. Council adopted the draft planning provisions in May 2022 and made a joint application to the Minister for Planning for authorisation to carry out a planning scheme amendment to introduce them in to the Boroondara Planning Scheme.

### **Home energy assessments**

Council partnered with the Australian Energy Foundation to offer our community quality home energy assessments for around half the regular price. The program helped people find where they can save money on energy builds and what upgrades could help them to reduce their emissions. By supporting people to understand how, when and why we use energy at home, at work or at school, we can help people to make smart energy choices and reduce their carbon footprint.

## **Theme 3 - Highlights of the year**

- As part of Council's Transforming Boroondara program, a Hard Waste Collection App for Council's hard waste drivers was introduced enabling officers more streamlined responses to customer requests and improved customer service delivery.
- Council re-used over 14,000,000 kg of crushed concrete in road base in FY2021-22.
- Council commenced the street tree renewal program on Mont Albert Road and began collecting increased data for measuring tree canopy cover.
- Council increased the area managed for biodiversity by 1 hectare, planting 27,365 plants.
- Council delivered our sustainability workshop and webinar program called Living for Our Future. In FY2021-22, we ran 24 Living for Our Future events (8 face to face and 16 webinars) on topics including urban agriculture, solar and batteries, encouraging biodiversity and all-electric homes.
- As part of the Climate Action Plan Implementation Plan, Council launched a Boroondara Sustainability Leadership Course taking 25 motivated individuals through five workshops covering topics such as creating a future vision, climate communication skills, behaviour change, community engagement, resourcing and financing.

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

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



## Theme 4 Case Study

### Project overview

Our Municipal-Wide Heritage Gap Study aims to protect valued heritage places and precincts by including them in a Heritage Overlay.

Including places in a Heritage Overlay means they need a planning permit from Council if property owners wish to demolish, alter, add or erect new buildings.

This program of work includes the Glen Iris Heritage Gap Study.



### Project aims

This suburb Gap Study aimed to identify and protect places and precincts of heritage value and help retain the local identity of Glen Iris.

Glen Iris boasts many properties with the unique and distinguishing characteristics of Melbourne houses built in the inter-war period between the First and Second World Wars. The inter-war style is architecturally and aesthetically significant for its global eclecticism, as it combines styles such as art deco, Californian bungalow and Spanish mission. These property features also represent a timeframe of significant development within Glen Iris.

### Project outcomes

In line with the Heritage Action Plan, a qualified heritage expert was engaged by Council to conduct the review.

After an extensive review process, including many stages of community consultation, the project is now in its final stage. Council has requested final approval from the Minister for Planning to protect 15 Glen Iris properties and 3 heritage precincts by permanently adding them to the Heritage Overlay.

Protecting places of aesthetic, social or historical value is incredibly important to Boroondara - both now and into the future.

## **Theme 4 - Major achievements**

### **Draft Glenferrie Place Plan**

The Draft Glenferrie Place Plan was released in late 2021 for community consultation with wide support for its vision and initiatives. Shortly after the community engagement on the draft plan, the Federal Government withdrew previously promised funding for the car park. As a result, the Plan requires adapting to the new conditions. Council is currently working on an updated version of the Place Plan's initiatives that will be shared with the Boroondara community in the near future.

### **Tree Protection and landscaping**

The approach to tree investigations and protections was reviewed and substantially enhanced to enhance knowledge and information in the community, ensure better tree retention, increased enforcement and improved tree and landscaping replacement. The Statutory Planning Arborist team investigated more than 250 potential breaches of the Tree Protection Local Law. In response to these matters 21 were prosecuted in the Magistrates Court of Victoria, and 85 infringements were issued, this being the highest level of enforcement in an effort to send a clear message to those in the community doing the wrong thing. Further, a new Landscape Compliance Officer role was created to undertake proactive inspections and enforcement of building sites, and to engage and build relationships with demolition contractors, builders and landscapers to protect trees on private land.

### **Swimming**

Following successful implementation of an online registration system for property owners to register swimming pools and spas due to introduction of new Building legislation by the State Government, a significant new process was established to ensure the community was informed of their obligations and swimming pools and spas were registered. A total of 8552 pools and spas were registered by 30 June 2022. This equates to approximately 94% of known pools and spas in Boroondara which will lead to improved community safety through increased compliance. Implementation of an e-form for lodgment of Swimming Pool Compliance (Form 23) and Non-Compliance (Form 24) Certificates as required by the Building Regulations following safety barrier inspections was part of this new process.

## Theme 4 - Highlights of the year

- In addition to the Glen Iris Heritage Gap Study, the Municipal Wide Heritage Gap Study has been completed with the adoption of planning scheme amendments for the Ashburton and Glen Iris Heritage Gap Studies.
- A Tree Protection Local Law Enforcement program has commenced.
- Commencement of background research and analysis for a new municipal housing strategy to support new directions for future housing and improved development outcomes.
- Influenced and guided improved outcomes for State Government Housing Projects including the Bills Street Development and Markham Estate Social Housing Project.
- Undertook initial community engagement for Camberwell Junction to learn about what people want for the future of the precinct to help shape a vision which underpins a new Structure Plan and Place Plan to guide future development and projects.
- Advocated for the community on reforms proposed to the planning system to ensure that there is a strong ongoing role for Council and ensure ongoing consultation on projects as well as seeking improved outcomes on processes, systems, building designs, ESD, heritage, landscaping and neighbourhood character.
- Ensured that the Government understands the impact of proposed changes to the Building System which places greater burden on Councils whilst ensuring that processes are well established to manage issues such as combustible cladding where Council has responsibility.
- Processes, systems and reporting updated within the Building Services area in response to an audit report which identified improvement opportunities. These changes ensure full compliance with Building legislation and have maintained and enhanced overall performance and quality of decisions.
- The process for undertaking the assessment of planning permit was undertaken which has not only reduced the processing timeframes but has enabled resourcing to be focused on achieving improved outcomes for planning proposals.
- Commencement of background research and analysis for a new municipal housing strategy to support new directions for future housing and improved development outcomes.



## Theme 5: Moving Around

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

### Theme 5 Case Study

#### Project overview

On 2 December 2020, the Victorian Government announced plans to fast track the removal of the level crossing at Union Road, Surrey Hills.

The project will lower the rail line under the roads into a trench and combine the existing Surrey Hills and Mont Albert stations into a new premium station. A new open space at Union Road is also proposed.



## **Project aims**

The aim of removing this level crossing is to improve safety and reduce congestion at the intersection.

As part of our role in the project, we have continued to:

- meet regularly with the Level Crossing Removal Project (LXRP) to advocate on behalf of our community
- work with the community and share their concerns and ideas with the LXRP.

We aim to ensure that the interests of our community are protected and impacts are minimised where possible.

We also advocated to the LXRP to ensure the new open space at Union Road is safe and accessible, enhances the environment and neighbourhood character and meets community needs.

## **Project outcomes**

In partnership with our community during two rounds of engagement and consultation, we developed an Urban Design Advice (UDA) document for the Surrey Hills level crossing removal project:

- Consultation to help inform the draft document: September 2021
- Consultation on the draft document: November and December 2021.

The UDA highlights the community's preferences, including a 15-metre-wide deck across the rail trench to help guide the LXRP's designs.

Following advocacy by Council and the community, the LXRP used our UDA to inform its designs. In March 2022, they announced the widened Union Road bridge will be included. In May 2022, they followed with releasing concept designs.

The widened bridge will connect with open spaces on either side of the rail trench in Surrey Hills. It will unite the north and south sides of the shopping centre, encourage active transport, improve accessibility and create more useable open space for everyone to enjoy.

## **Theme 5 - Major achievements**

### **Consultation on the Boroondara Bicycle Strategy**

Community and stakeholder consultation was carried out between 14 December 2021 and 28 February 2022 on the draft 2022 Boroondara Bicycle Strategy and Stage 1 Implementation Plan. The consultation process included an online workshop with key stakeholders, an online survey open to all residents and written submissions from interested stakeholders. The most significant themes noted via the community feedback were safety concerns for both cyclists and pedestrians and connectivity of the bicycle network. The draft Boroondara Bicycle Strategy will be put forward for adoption in FY 2022-23.



## Theme 5 - Highlights of the year

- An updated Road Management Plan which increases the safety for all users of transport infrastructure and includes 15 new interventions including vegetation clearances for footpaths for increased bike safety, footpath edge drop-offs for increased pedestrian safety, pedestrian and school crossing maintenance, and a number of new asphalt and gravel road interventions relating to both vehicle and pedestrian safety.
- In addition, Council reviewed response times and increased reporting details for road defects to ensure our roads and associated road infrastructure is safer for our community.
- An additional 15km of unmade laneways were added to Council's regular inspection program to make sure they are appropriately maintained and remain clear and safe for community use.
- A 40km/h speed limit along Union Road between Canterbury Road and Mont Albert Road during the hours of 7am - 7pm (all days) was implemented on 19 November 2021.
- Conducted 4 fully booked Bike Skills for Teenagers training in autumn school holidays that provided a total of 30 participants with the skills to travel independently by bike.
- Conducted well attended bike maintenance and bike riding skills training for adults that gave them more confidence to use a bike for transport. There were 32 attendances across our Hands-on Bike Maintenance, Back on the Bike - Relearning the Basics and the Adult Beginner 1 on 1 workshops.
- Conducted Road Safety Education Incursions for 684 students from 5 Boroondara Primary Schools to encourage safer behaviour of students and their parents at school drop off and pick up times and to encourage more use of active transport to school.
- Held 2 Wiser Driver and 1 Wiser Walker road safety for seniors programs to promote safe travel by car and walking as well as consideration of alternatives to being car dependent. The Wiser Driver road safety program was attended by 30 participants and the Wiser Walker road safety program by 10 participants.

## Theme 6: Local Economy

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

### Theme 6 - Case Study

#### Project overview

Council introduced expanded outdoor trading opportunities from late 2020 to help our local economy recover from the impacts of COVID-19. We installed temporary 'parklets' in some of our shopping strips to enable outdoor dining in repurposed car-parking spaces.

This activity was supported by funding from the Victorian Government's 'COVID Safe Outdoor Activation Fund 2021'.



#### Project aims

As COVID-19 restrictions eased, Council aimed to support local businesses to serve more customers in a COVID Safe manner. For hospitality, this included supporting outdoor dining through continued infrastructure and promotion.

Extending the parklets encouraged more patronage for our local traders in Ashburton, Camberwell, Balwyn, Hawthorn and Hawthorn East. As well as benefiting hospitality businesses, it encouraged more foot traffic into our shopping centres for the benefit of all surrounding businesses and the broader community.

## **Project outcomes**

The return of summer outdoor trading in 2021 and 2022 received a positive response from the community and traders. A significant portion of the Victorian Government's funding was allocated to extending the current parklet program until the end of January 2023.

This included:

- the extension of several parklets which had been in place since October 2020
- enhancements to some parklets through the addition of planters, fencing, decking and signage
- reinstating some parklets that had been removed during winter.

Pop-up dining in parklets was important for local recovery and made our streets more vibrant over summer. Customers loved the opportunity to dine al fresco, returning to their favourite local cafes, restaurants, pubs and bars.

We also supported local traders in this period by fast-tracking temporary footpath trading permits. In addition, we waived all permit fees through to the end of March 2022.

Following the success of this initiative, we've drafted new and updated outdoor trading guidelines to support businesses to safely trade outdoors in shared public spaces. After community consultation, we expect to adopt these new guidelines on the future use of footpaths and parking bays by the end of 2022.

## **Theme 6 - Major achievements**

### **COVID Safe Business Concierge program**

The COVID Safe Business Concierge program aims to help local businesses comply with Victorian Chief Health Officer directions in an effort to keep our community safe and our economy open.

Business Concierge Officers have been visiting Boroondara businesses to provide support, advice and resources to improve their COVID Safe practices including:

- answering questions
- working with businesses to help them meet the directions of the Victorian Chief Health Officer
- working to make sure staff and the wider community stay healthy and safe.

### **Training/support provided for small business**

The City of Boroondara delivered 66 business workshops, a free accredited business mentoring service and networking sessions that were attended by 602 local businesses and business people as part of the Business Boroondara program. Included in these figures were two Local Jobs Program Pilot workshops and a Business Sustainability and Energy Savers workshop.

Other Business Boroondara highlights were new workshop topics including:

- Decide, Delegate or Drown
- The Art of Optimism
- Creating Retail Theatre
- How to get the website you need
- How to be the star of your own marketing video
- Publishing video on social media
- Tips on creating a saleable business.

## **Theme 6 - Highlights of the year**

- Council collaborated with the Local Jobs Program pilot. The pilot involved 10 candidates who undertook a training course offered by Kew Neighbourhood Learning Centre to support upskilling of participants to meet local labour market needs. Participating businesses who hired participants could receive wage subsidies for each employee of up to \$10,000.
- Council promoted 'Buy Local' throughout FY2021-22 through the @boroondaralife social media channels, the Love Local Life website and cinema advertising of our four local markets. With over 600 business listings, the Love Local Life website is an online platform which exists to showcase local businesses and to make it easy for locals to support and purchase from local businesses.
- Council took part in the Mainstreets of Australia Week campaign in May, via an intensive ten-day social media campaign showcasing a range of smaller shopping centres from across Boroondara on @boroondaralife, resulting in high exposure for over 40 individual businesses.



## Theme 7: Governance and Leadership

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

### Theme 7 Case Study

#### Project overview

The Boroondara Reconciliation Strategy 2022-26 was developed to formalise Council's commitment to reconciliation in Boroondara. It represents a significant step on our reconciliation journey and builds on the reconciliation initiatives we were already implementing.

We developed our Strategy through listening to local Aboriginal and Torres Strait Islander peoples and organisations, including Boroondara's Traditional Owners, the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation (WWCHAC). This helped us to understand the role Council and our community can play in the reconciliation process.

As the reconciliation process involves the non-Aboriginal community working together with Aboriginal and Torres Strait Islander peoples, Council also asked for feedback from the broader community, local community service providers and local organisations. This helped us understand their views and ideas about how to be involved and progress reconciliation locally.



## **Project aims**

A collective vision for reconciliation in Boroondara was agreed: to create a welcoming community where the histories, cultures, knowledges, achievements and aspirations of Aboriginal and Torres Strait Islander peoples are acknowledged, respected, considered and celebrated.

The Reconciliation Strategy outlines the steps we will take to achieve this vision, centred on three key themes which emerged during consultation:

- 'Understand, Acknowledge and Respect'
- 'Relationships and Partnerships' and
- 'Governance and Leadership'.

## **Project outcomes**

The Boroondara Reconciliation Strategy was adopted in March 2022 by Council and formally launched on 2 June 2022 during National Reconciliation Week.

The Strategy provides a 4-year vision and action plan for implementing reconciliation initiatives with Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation (WWCHAC) and other stakeholders in the Aboriginal and Torres Strait Islander sector and the broader community.

We have set up an Internal Boroondara Reconciliation Advisory Committee to support the implementation of the Strategy.

As we continue our reconciliation journey, we are committed to listening to and learning from Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation (WWCHAC) and all local Aboriginal and Torres Strait Islander peoples. We will regularly review the actions in the Strategy to make sure they stay relevant and achievable.

## **Theme 7 - Major achievements**

### **Adoption of Asset Plan**

Our Boroondara Asset Plan 2022–23 to 2032–33 provides a 10-year strategic and financial plan to manage infrastructure assets owned and controlled by Council. These infrastructure assets support Council to deliver our services to the community, including buildings, outdoor sports facilities, parks, open space and streetscapes, drainage and roads and paths. The Asset Plan was adopted by Council on 27 June 2022 following an in-depth engagement process with the community.

### **Transition to a dedicated website for community consultation**

Boroondara's community engagement website is making it more convenient for community members to see and contribute to Council's decision making. The website has invited community members to participate in 55 consultations on 50 issues over the year, including reconciliation, additional car parking, locations for outdoor fitness equipment, future master planning for St James Park in Hawthorn, and renewal of the all-abilities playground in Hays Paddock in Kew. The website has attracted 8,700+ contributions with

more than 1,600 people signed up to receive updates on the consultation topics they are interested in.

## **Theme 7 - Highlights of the year**

- Council continues to be one of the top performing Council's in Victoria as measured by the Local Government Victoria Customer Satisfaction Survey.
- Council adopted the Long Term Financial Plan FY2021-22 to 2030-31.
- Council adopted the Boroondara Community Plan 2021-31 in October 2021. This is a significant achievement for Council and the community, responding to community feedback gathered during 2020-21, setting the strategic direction for the City of Boroondara and outlining how we will deliver our community's aspirations.
- Council adopted the Boroondara Reconciliation Strategy 2022-26, a significant step in Council's reconciliation journey as it formalises our commitment to reconciliation in Boroondara. The Strategy was developed by listening to local Aboriginal and Torres Strait Islander peoples and organisations to help us understand the role Council and our community can play in reconciliation. The Strategy provides a 4-year vision and action plan for implementing reconciliation initiatives with Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation (WWCHAC) and other stakeholders in the Aboriginal and Torres Strait Islander sector and the broader community.
- Council created the inaugural Boroondara Reconciliation Strategy communication materials and campaign in consultation with the Aboriginal and Torres Strait Islander Advisory Committee and young Indigenous artist Lewis Wandin-Bursill.
- Council redesigned how customer communications are handled and responded to which resulted in faster communication with customers, decreased handle times, ownership of correspondence from start to finish and placed the customer at the centre.
- Council focused on accessibility initiatives by creating plain language, accessible webpage versions of important council plans, including the Climate Action Plan, Reconciliation Strategy and our Annual Budget 2022-23. We also created an Easy Read survey for the Disability Action Plan and conducted an accessibility audit of the website. The findings of the audit will be implemented in the 2022-23 financial year.
- The implementation of eforms in October 2020 has successfully streamlined the lodgement of swimming pool compliance certificates this financial year.
- In response to the COVID-19 pandemic temporary provisions were inserted to allow Councils and regional libraries to conduct their meetings virtually. Council seamlessly accommodated the emergency provisions and transitioned in and out of the virtual environment depending on the prevailing pandemic situation.
- As part of Council's Transforming Boroondara program, we completed the Enterprise Collaboration project to support hybrid working and multi-location collaboration. This involved upgrading Council's email and Microsoft Office systems, delivering a new intranet site and introducing new collaboration tools through Microsoft Teams and SharePoint. The delivery of these tools has provided



improved collaboration opportunities, supported hybrid and remote working and provides the foundation for many of our future transformation initiatives.

- Council completed the Data & Analytics project, part of Council's Transforming Boroondara program, which provides an insights and analytics capability. Interactive maps for street sweeping, heritage buildings and significant trees are just some examples of what has been delivered as well as streamlined reporting and information sharing across the business. The platform also allows for the development of tools for use in the field, improving assignment of customer requests to field workers for completion and streamlining and improving customer service delivery.
- Council delivered enhancements to our rates notice. A service design project, part of Council's Transforming Boroondara Initiative, was completed to map the overall desired end-to-end experience of customers who transact with Council about their property and rates. As part of the community feedback received, the community felt it would be helpful to be reminded of priorities Council are delivering for the community as part of the rates notice. The new customer concept which was approved and an information leaflet to explain how rates are spent was included in the annual rates notice refresh.
- Council adopted the Partnership and Sponsorship Policy which enables Council with the opportunity to increase its capacity to deliver activities, events, services and projects by sharing the responsibilities, resources, benefits and risks with external organisations (including other government organisations, education institutions, private business and community organisations) through both Partnerships and Sponsorships.

## Challenges and future outlook

### Challenges

The COVID-19 pandemic has continued to be a challenge across all areas.

- For our arts and cultural programming, there were challenges associated with requirements for density quotas, COVID-19 vaccination status check ins and changing rules and requirements. Event attendance and cancellations continued to be turbulent throughout FY2021-22, with new COVID-19 variants impacting business continuity. Illness of event organisers and artists required some event delivery to be reconsidered or cancelled.
- Citizenship Ceremonies were impacted by COVID-19 capacity and density requirements as well as lock downs. While Council continued with some Covid Safe events and online ceremonies, the number of conferees naturalised during the year was lower.
- Council meetings needed to be conducted virtually at times, posing logistical challenges.
- The return to work of employees for cultural and team outcomes needed to be balanced against the occupational health and safety risk.
- Engagement with the community and holding community workshops took place online rather than face to face. This presented some barriers for participants who were unfamiliar with digital tools.
- There were impacts to community organisations that deliver projects funded by Council grants. Many projects were delayed and required changes to the proposed timelines and activities, which has required project variations.
- Recovery of outstanding rates and charges in a COVID-19 environment required an assessment of Council's approach towards debt collection. This needed a more empathetic, understanding response and the need to work with ratepayers on an individual basis to support their specific circumstances.
- Cost shifting from the State Government to Local Government without the necessary funding or revenue sources is placing greater pressure on the financial sustainability of Council and its ability to deliver services and infrastructure at the expected levels. Particular areas of current concern include the school crossing supervision program, maternal and child health, pre-schools, waste collection, electrical line clearance, state infrastructure projects and planning.

Other challenges included:

- Local businesses were impacted by major works activity in Union Road Surrey Hills due to the Level Crossing Removal Project (LXRP) and Glenferrie Road Hawthorn due to major tram upgrade works. Council advocated to LXRP and Yarra Trams authorities on behalf of these businesses to mitigate impacts in these areas. Council provided outreach and support to local businesses through Council's business support services.
- Contractor staff shortages and unavailability of materials made meeting defect compliance timelines under the Road Management Plan challenging.

- Boroondara experienced a significant storm event causing Council to receive a large number of tree work requests, which took a number of months to resolve.
- The last of the Local Government Act 2020 changes came into effect on 1 July 2021, involving further change to policies, procedures and reporting requirements.
- The impact of a volatile construction industry contributed to unprecedented cost escalations and supply chain delays making deliver of capital projects within time and budget challenging.
- There has been higher scrutiny of insurance risks from underwriters and increased rates offered by insurers. Despite this, Council secured a risk transfer program that remains sustainable in the long-term.

## The Future

Council will:

- Focus on using feedback obtained from new customer surveys to drive continuous improvement.
- Focus on the commencement of planning of Kew Library and on forming partnerships with community groups to offer joint education programs/events across all sites.
- Navigate the changing landscape in aged care services.
- Facilitate the economic recovery for businesses impacted by COVID-19.
- Increase our community engagement capability across the organisation.
- Continue to focus on standardising operating procedures and meeting regulatory standards.
- Continue making Boroondara greener through increased planting, enhanced service levels in parks and sportsgrounds and a commitment to reducing emissions.
- provide support to organisations as they seek to rebuild their programs, including support with the recruitment of volunteers.
- Continue delivering the Transforming Boroondara program initiatives which provide community benefits, while effectively maintaining delivery of services to the community.
- Assist the organisation to plan for and solve complex problems using data and facilitate creative solutions that place our community at the centre of what we do.
- Advocate for community and Council involvement in the planning system as new planning reforms are developed and implemented by the State Government.
- Seek to protect the interests of Council and the community with any new building reforms.
- Establish a strategic planning work program to ensure that planning for future changes in the municipality is undertaken so that growth and development can be appropriately managed as the community changes.

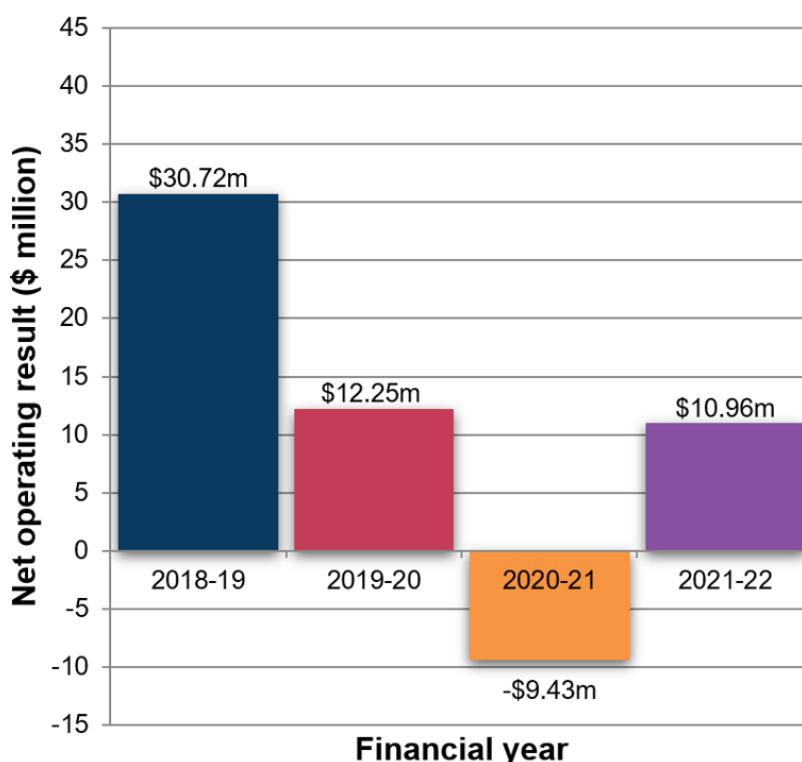
## Financial summary

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

### Operating position

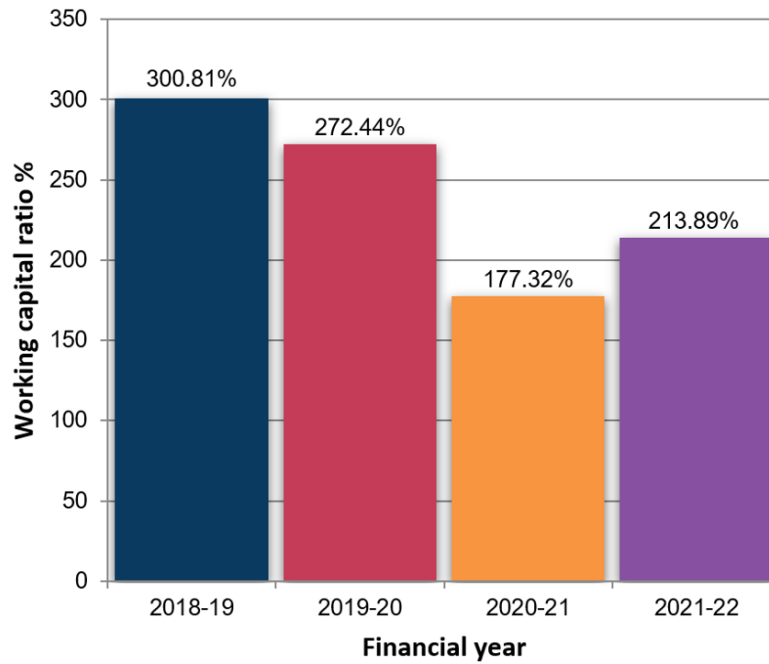
Council's net operating surplus for FY2021-22 is \$10.96 million. This surplus compares favourably to the original budget surplus of \$9.01 million. The favourable variance is primarily due to the impact of uncertainty surrounding the COVID-19 pandemic on Council's operations. Whilst there was unbudgeted impact on revenue, this was offset by reduced costs due to the restrictions causing an inability to progress a number of operating projects.

The adjusted underlying result of Council – after removing non-recurrent capital grant income, monetary contributions and non-monetary asset contributions – is \$2.2 million. The adjusted underlying result for FY2021-22 has normalised due to the impacts of COVID-19 in 2020-21 and resulting impacts on revenue and expenditure streams.



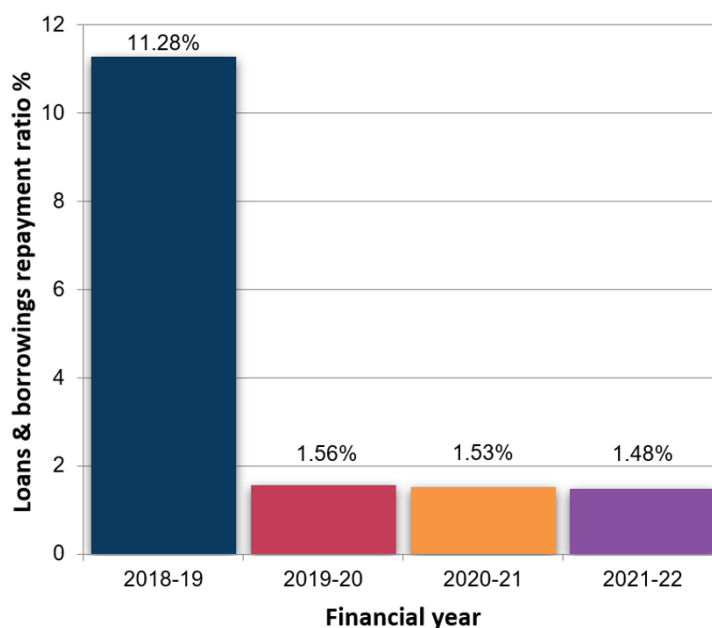
## Liquidity

The working capital ratio, which assesses Council's ability to meet current commitments, is calculated by measuring our current assets as a percentage of current liabilities. Our result of 213.89% indicates a satisfactory financial position.

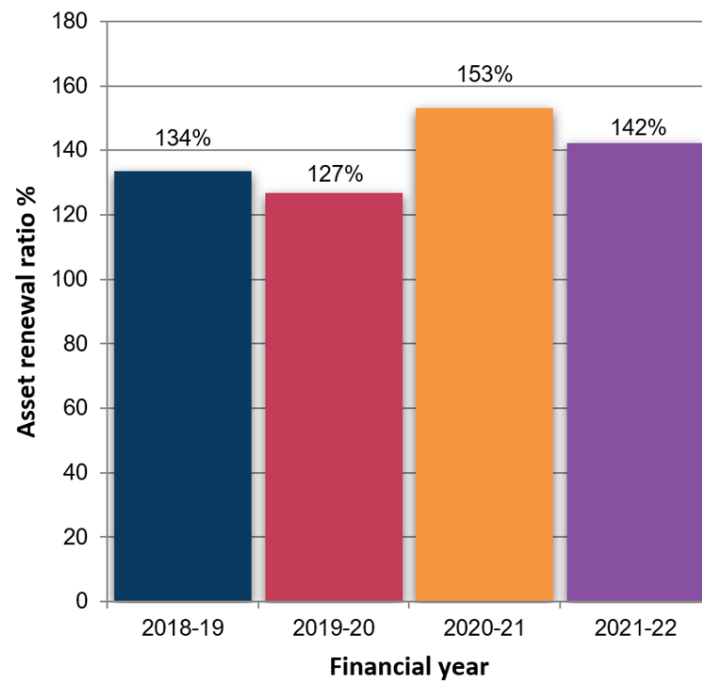


## Obligations

Council ensures it maintains infrastructure assets at expected levels while continuing to deliver the services needed by the community. We invested \$49.64 million in renewal works including the renewal of buildings (\$24.24 million), roads (\$10.23 million) and drainage (\$3.7 million) during FY2021-22. This was funded from capital grants of \$4.55 million and cash flow from operations of \$63.39 million. At the end of FY2021-22, Council's loans and borrowings repayment ratio – measured by comparing interest-bearing loans and borrowing repayments to rate revenue – was 1.48%. The higher ratio of 11.28% in the 2018-19 financial year was due to Council retiring existing debt. A 20-year loan was repaid in full that financial year, and as such the loan and borrowing repayments represented a higher portion of rates revenue for the year.



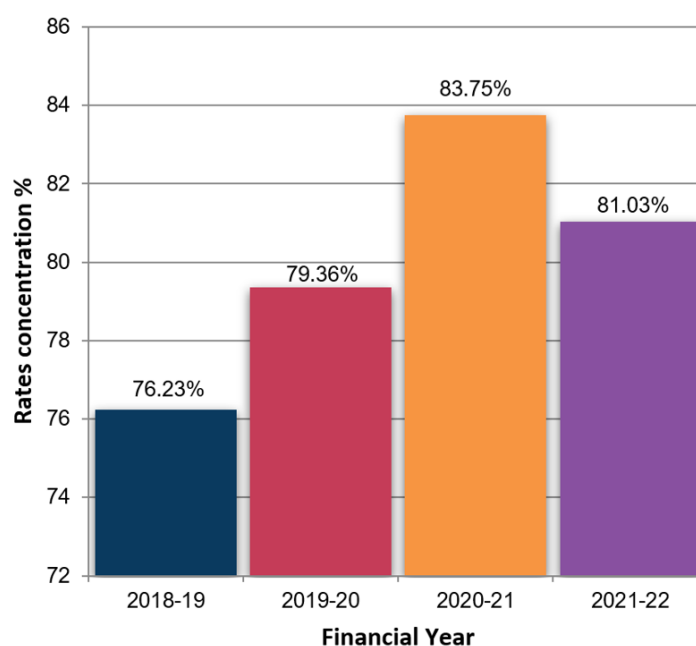
Asset renewal ratio is measured by comparing asset renewal and upgrade expenditure to depreciation and was 142% in FY2021-22. This is due to major renewal projects at Kew Recreation Centre, Canterbury and Community Precinct.





## Stability and efficiency

Council raises revenue from rates, user fees, fines, grants and contributions. Council's rates concentration, which compares rate revenue to adjusted underlying revenue, was 81.03% for FY2021-22. Council is very reliant on rates as a source of revenue because of statutory restrictions on many fees and charges and the inadequate increase in the payments from the Victorian Government to adequately fund services. In the prior year, non-rate revenue declined as an overall proportion of total revenue. In 2020-21, non-rate revenue included user fees and charges and Council's support package to the community which waived fees for some services to community groups and local businesses. This year, non-rate revenue has increased in proportion to rate revenue resulting in the decline of the rates concentration ratio due to reduced impacts of COVID-19 on Council's non rate revenue streams. The average rate per property assessment is \$2,065.



## Operations summary

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

## Economic factors

Inflation in Australia is rising rapidly and is expected to increase further over the coming year. There are widespread upward pressures on prices from strong demand, a tight labour market and capacity constraints in some sectors of the economy.

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

Cost escalation in the construction industry as a result of COVID-19 pandemic, which has disrupted global production and supply chains, will impact on Council's ability to deliver on a large forward capital works program. The pandemic is just one factor driving up prices. Extreme weather from wildfires, floods, labour shortages, fuel prices, freight cost, war in Ukraine, insurance premiums and other factors have all contributed to skyrocketing costs. Material costs for timber and steel have seen price rises of up to 40% and 50% respectively.

Boroondara's profitability continues to be impacted through reduced revenue as a result of the slow return by patrons to Council's Leisure and Aquatic facilities after forced closure of these facilities during the COVID-19 pandemic.

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

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

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

## Major projects

### **Kew Recreation Centre redevelopment (\$68 million over four years)**

The Kew Recreation Centre has been undergoing a major redevelopment that will see it transform into a modern facility that is suitable for all ages, abilities, and caters to a wide range of health and wellbeing needs. Demolition works were completed in February 2021 and construction is underway. The new centre will create a facility for the community to improve or maintain health and wellbeing, play team sports, connect with others and meet specialised health needs.

Works undertaken in FY2021-22 include civil excavation works and site preparation; installation of concrete slabs; pool bases and prefabricated vertical panels; installation of structural steel and site services; and procurement of long lead time specialist aquatic equipment.

The project is currently on track to be completed by mid-2023.

### **Canterbury Community Precinct (\$11.3 million)**

Council is creating a new precinct to provide early year's services and programs for all ages in our community. These buildings will be renewed internally to include fit-for-purpose, modern facilities while protecting and preserving the neighbourhood heritage and character of the buildings for future generations to enjoy.

Works include internal upgrades and heritage restoration works of the former Canterbury Bowling Club pavilion, Canterbury Maternal and Child Health Centre and former Canterbury Public Library demolition.

Works undertaken in FY2021-22 include civil excavation works and site preparation; installation of the new basement carpark and concrete slab; erection of structural steel and building form; roofing and external cladding to the new building and former bowls club; re-stumping of the former bowls; services rough-in (both buildings); and commencement of landscaping to external areas.

Construction of stage one is scheduled for completion by November 2022. The official opening date for stage one will be 18 November 2022. Stage two is scheduled to be completed in early to mid-2023.

### **Tuck Stand - Feasibility Study (\$160k in FY2021-22)**

Feasibility investigations to inform and support the redevelopment of the Michael Tuck Stand at Glenferrie Oval, Hawthorn, have progressed in FY2021-22, providing a robust grounding for progression of the project in 2022-23. Key deliverables achieved in FY2021-22 include confirmation of soil conditions; appointment of a structural engineer to re-assess the existing built form; thorough consultation with identified groups to inform user needs and potential spatial requirements; high level concept design planning and independent costing and development of the community consultation strategy (for implementation in 2022-23).

Funding for the redevelopment of the Tuck Stand has been included in the 2022-23 adopted budget. Next steps include appointment of a lead design consultant, further development of design plans, community consultation and obtaining authority approvals.

## **Our response to COVID-19 pandemic**

To continue providing support to our community to prepare for, respond to and recover from COVID-19, Council maintains various relief and recovery responses in line with our Municipal Emergency Management Plan and Pandemic Plan.

Over 400 calls were received through the COVID support hotline this financial year. Thirty of these were cases where people had more complex issues and were provided with further support.

Local community organisations have also continued to provide meals this financial year.

### **Coronavirus support hotline**

The dedicated coronavirus support hotline continues to provide emergency relief and referral services to residents wanting advice and support during COVID-19.

Psychological First Aid training is available to call centre staff enabling them to better respond to callers and to support their own wellbeing.

### **Coronavirus hub on website**

A dedicated COVID-19 hub is well established on the website, providing timely and clear information for residents and businesses on closures and changes to Council services and Council's response to the pandemic. Links to information on key health messages, testing sites, vaccination hubs and key contact details for various support services are also provided.

A Relief and Recovery Community Services Directory provides guidance and contact details on where residents can get assistance for a wide range of issues such as food and shopping, counselling, accommodation, finances and legal issues. A fact sheet with important COVID-19 related information translated into the five main languages spoken in Boroondara is also available.

## **Maintaining Council services during the pandemic**

Throughout the pandemic, Council has continued to deliver its critical community services while adapting to the various restrictions. Whether it be Maternal and Child Health appointments, Parks and Gardens maintenance or Waste collection, Council has ensured the continuity of those important services for our community.

### **Parking modifications**

During sporadic lockdowns throughout this financial year, Council continued to apply a modified parking enforcement approach where appropriate, including improved access to parking resources, longer parking times at key locations impacting community members and traders (e.g., shopping strips).

## **Support for local businesses**

Council continued to partner with the Local Jobs Program to support the growth of the hospitality workforce in Boroondara. By engaging with local trader associations, hospitality traders and training providers the program seeks to address a resourcing gap for the hospitality industry.

To support local cafes and restaurants, Council continued the COVID-19 Business Concierge and Hospitality Support Program, this outreach program is designed to be an engagement, support and guidance program supporting businesses in meeting their requirements operating under COVID-19 restrictions. At the conclusion of the program, Council had conducted over 3,000 face-to-face site visits, with alternative engagement having also been completed through emails, letters, phone calls and newsletter updates.

Love Local Life, a local business website and directory continues to promote Council's business community online and provide local businesses with marketing opportunities to highlight unique offerings, products and services. This initiative encourages residents to assist in economic recovery throughout the municipality by supporting and buying local to mitigate the impacts of COVID-19 on local businesses.

## **Support for community groups**

Council continued to support sporting clubs to respond to the challenges of COVID-19 throughout the FY2021-22.

Winter clubs were offered a discount on fees in the 2021 winter season due to restrictions limiting their ability to play.

Clubs were sent regular communications regarding any relevant changes in restrictions and any COVID-19 related grant opportunities.

## **Activities and events move online**

Exhibitions, events and workshop were made available online, enabling people to continue being socially engaged. This included the implementation of an online shop, allowing art sales to continue in support of local artists.

School holiday programs continued with online performances, workshops and events, and activity packs which were posted out to participants allowing them to engage with the arts from home. The Boroondara Creative Network stayed connected through online meetings.

School holiday packs were also made available during September 2021 when the community was in lockdown to keep young people engaged.

The home library book delivery service continued during sporadic lockdowns so people could order library materials to be delivered to them at home with many library activities moving online including children's story times, book clubs, local and family history workshops and the Boroondara Photograph Competition.

The beginning of 2022 saw renewed energy to reconnect with the Arts and a mixture of online and in person events have continued this year

The Boroondara Arts team continued to be agile in allowing community members to be socially engaged with the Arts. This included hosting online exhibitions, performances and panel discussions. Seasonal programs such as Summer in the Park and Boroondara Eisteddfod were planned and delivered with COVID safe environments considered to ensure audience and participants had a positive and engaging experience.

The Streetsounds music program has seen more than 50 events delivered throughout shopping precincts across the municipality to support reconnection and support for local traders.

## **Coordination with community organisations providing support**

Meetings have continued to be held with local community organisations who provide food and material aid to share experiences, resolve issues and ensure there is sufficient resources to meet demand. A contingency plan for food and material aid exists in the event of one of the key providers had to close due to COVID-19 infection.

In partnership with local community organisations, Council delivered accessible materials on the importance of COVID-19 vaccinations including the distribution of ads, videos, over 5,000 postcards and pocket guides to local residents, especially targeting over 65s and Council's vulnerable population and the general population. Council especially supported homelessness service providers to educate clients about COVID-19 vaccinations and support them to access COVID-19 vaccinations

Some Neighbourhood Houses and Council's aged services team have continued to run errands and provide shopping support to those residents without any other support.

## **Community connections**

The importance of community connectedness was promoted online and Connection Cards have continued to encourage people to get to know and provide support to their neighbours. Information was also provided on how Council services were modified so people could stay connected in different ways.

Social support calls were made to residents who required any of the above supports and included contacting elderly residents experiencing social isolation due to being house-bound. Social support phone calls involved conducting phone quizzes and crossword puzzles and also included walk and talks and welfare checks with senior residents.

Council communicated important health information and updates to eligibility for the national COVID-19 vaccine program to vulnerable persons in Boroondara with a campaign being rolled out through Council's communication channels. Priority communities were provided with promotional material to distribute to client groups to increase awareness and uptake of the COVID-19 vaccine program. Council also provided transport services for residents over the age of 65 to attend vaccination appointments.

## **Support for the local volunteer sector**

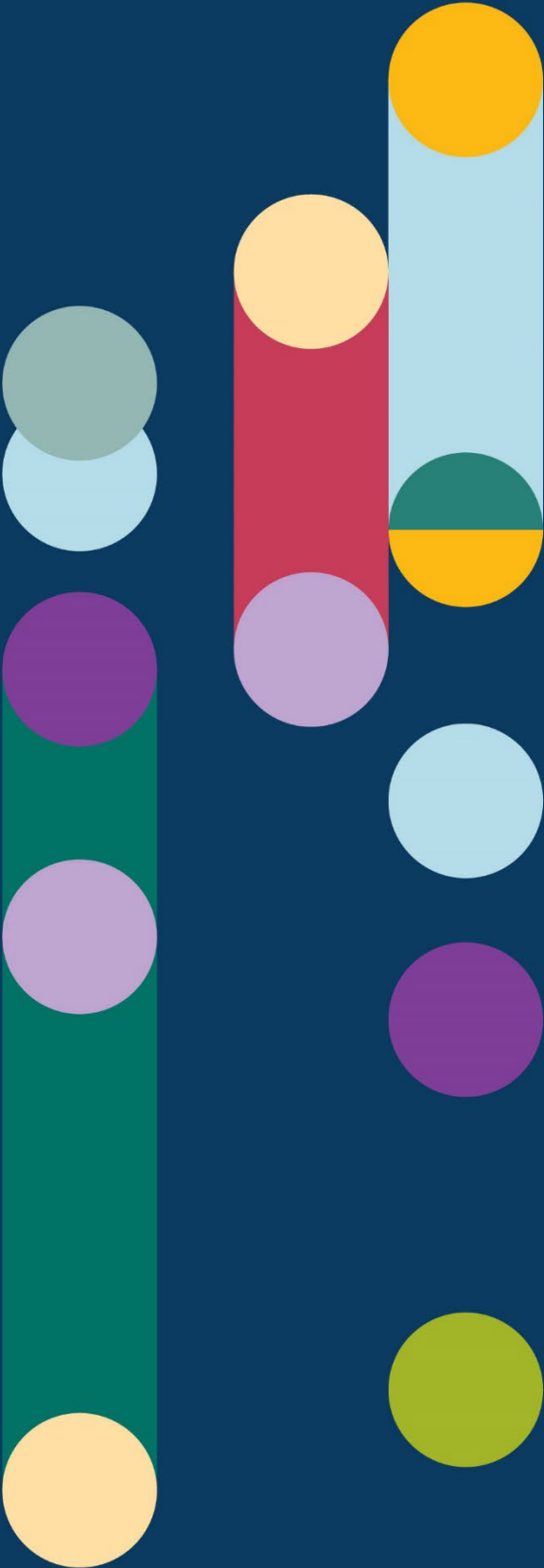
The Boroondara Volunteer Resource Centre (BVRC) has provided COVID-19 support to the local volunteer sector through a suite of tailored services. The BVRC has delivered seven workshops designed to build the capacity of volunteer-involving organisations to rebuild volunteer programs, with topics including 'Engaging Diverse Communities', 'Work Smarter not Harder' and 'Re-engaging with your Volunteers'.

The BVRC has also implemented a new bookings system to facilitate volunteer consultations via video conferencing, in addition to onsite and phone appointments, to ensure accessible and safe pathways to learn more about volunteering through COVID-19 outbreaks. In 2021, Council's Boroondara Volunteer Awards opened a special category to recognise local heroes through the pandemic, where Office of the Public Advocate's Susan Zammit was recognised by receiving the 'COVID-19 Recovery Outstanding Local Hero' award. The BVRC will continue to respond to the needs of Boroondara's volunteer community through the refreshed Strategic Service Plan, which has targeted actions to rebuild and strengthen volunteering in the community.





# Our Council



## City profile – Boroondara

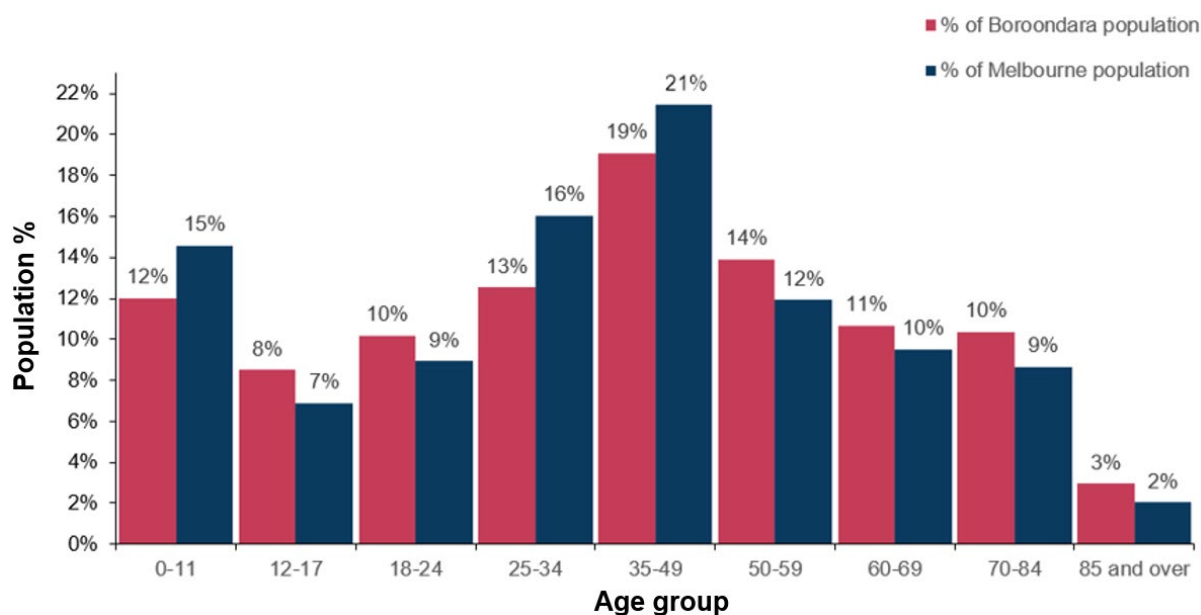
### History

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

After surveying the area in 1837, Robert Hoddle declared the area the 'Parish of Boroondara'. The first local government body was the Boroondara District Road Board, formed in 1854, which encompassed the areas that were to become Hawthorn, Kew and Camberwell. With the amalgamation of these cities in June 1994, the City of Boroondara was created.

### Population

Boroondara has an estimated residential population of 176,632 people (at 30 June 2021). Compared with Greater Melbourne, we have a smaller proportion of young children and people aged 25-49, but a larger proportion of 12- to 24-year-olds and people over 50 years old. In 2021, 4.5% of the population in City of Boroondara reported needing help in their daily living tasks.



## **Where are we from?**

Boroondara is culturally and linguistically diverse with residents coming from over 145 countries and speaking more than 120 languages. In 2021, 28.7% of people spoke a language other than English at home. The proportion of Boroondara residents who were born overseas increased from 30.9% in 2016 to 32.5% in 2021.

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

## **Education hub**

By area, Boroondara has one of the highest concentrations of schools of all Victorian local government areas, with 58 secondary, primary and special education schools, including 12 combined primary and secondary schools, as well as Swinburne University, Swinburne TAFE, the Hawthorn-Melbourne English Language Centre, and two Universities of the Third Age. Currently, 75 organisations offer a kindergarten program in Boroondara spanning across standalone kindergartens, long day care centres and independent schools.

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

## **Work and income**

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

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

## **Where do we shop?**

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

## **How do we live?**

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

## Transport

The City has extensive train, tram and bus transport routes, but still has areas without easy access to public transport. Our sustainable transport network continues to expand, with over 57km of on-road bicycle lanes on arterial and local roads. The City also has 35km of shared paths across major trails, including the Gardiners Creek, Anniversary/Outer Circle, Main Yarra and Koonung trails.

## Open spaces

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

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

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



## Council wards

### 11 Council wards

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



## City of Boroondara



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

## Council offices

### Camberwell office

8 Inglesby Road, Camberwell

### Postal address

Private Bag 1

Camberwell VIC 3124

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

**Telephone:** 9278 4444

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



## Our councillors

The City of Boroondara's 11 Council wards in FY2021-22 are represented by individual councillors, each elected by members of the community for a four-year term of office.

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



**Cr Jane Addis**

**Maling Ward**

First elected: October 2012

Mayor: FY2021-22

**T** 9835 7845

**M** 0409 267 902

**E** [jane.addis@boroondara.vic.gov.au](mailto:jane.addis@boroondara.vic.gov.au)



**Cr Wes Gault**

**Glenferrie Ward**

First elected: October 2020

Deputy Mayor: FY2021-22

**T** 9835 7849

**M** 0482 999 939

**E** [wes.gault@boroondara.vic.gov.au](mailto:wes.gault@boroondara.vic.gov.au)



**Cr Garry Thompson**

**Solway Ward**

First elected: October 2016

Mayor: 2020-21

Chair of the Urban Planning Delegated Committee

**T** 9278 4457

**M** 0417 153 512

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

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**Cr Jim Parke**

**Bellevue Ward**

First elected: October 2012

Mayor: 2015-16 and 2017-18

T 9835 7840

E [jim.parke@boroondara.vic.gov.au](mailto:jim.parke@boroondara.vic.gov.au)



**Cr Felicity Sinfield**

**Cotham Ward**

First elected: October 2016

T 9835 7841

M 0418 793 573

E [felicity.sinfield@boroondara.vic.gov.au](mailto:felicity.sinfield@boroondara.vic.gov.au)



**Cr Victor Franco**

**Gardiner Ward**

First elected: October 2020

T 9835 7842

M 0842 888 635

E [victor.franco@boroondara.vic.gov.au](mailto:victor.franco@boroondara.vic.gov.au)



**Cr Di Gillies**

**Junction Ward**

First elected: October 2020

T 9835 7843

M 0482 999 919

E [di.gillies@boroondara.vic.gov.au](mailto:di.gillies@boroondara.vic.gov.au)



**Cr Lisa Hollingsworth**

**Lynden Ward**

First elected: October 2016

Chair of the Services Delegated Committee

T 9835 7844

M 0417 908 485

E [lisa.hollingsworth@boroondara.vic.gov.au](mailto:lisa.hollingsworth@boroondara.vic.gov.au)



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**Cr Cynthia Watson**

**Maranoa Ward**

First elected: October 2016

Mayor: 2019-20

**T** 9835 7846

**M** 0419 488 204

**E** [cynthia.watson@boroondara.vic.gov.au](mailto:cynthia.watson@boroondara.vic.gov.au)

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**Cr Susan Biggar**

**Riversdale Ward**

First elected: October 2020

**T** 9835 7810

**M** 0482 999 959

**E** [susan.biggar@boroondara.vic.gov.au](mailto:susan.biggar@boroondara.vic.gov.au)

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**Cr Nick Stavrou**

**Studley Ward**

First elected: October 2020

**T** 9835 7848

**M** 0482 999 209

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

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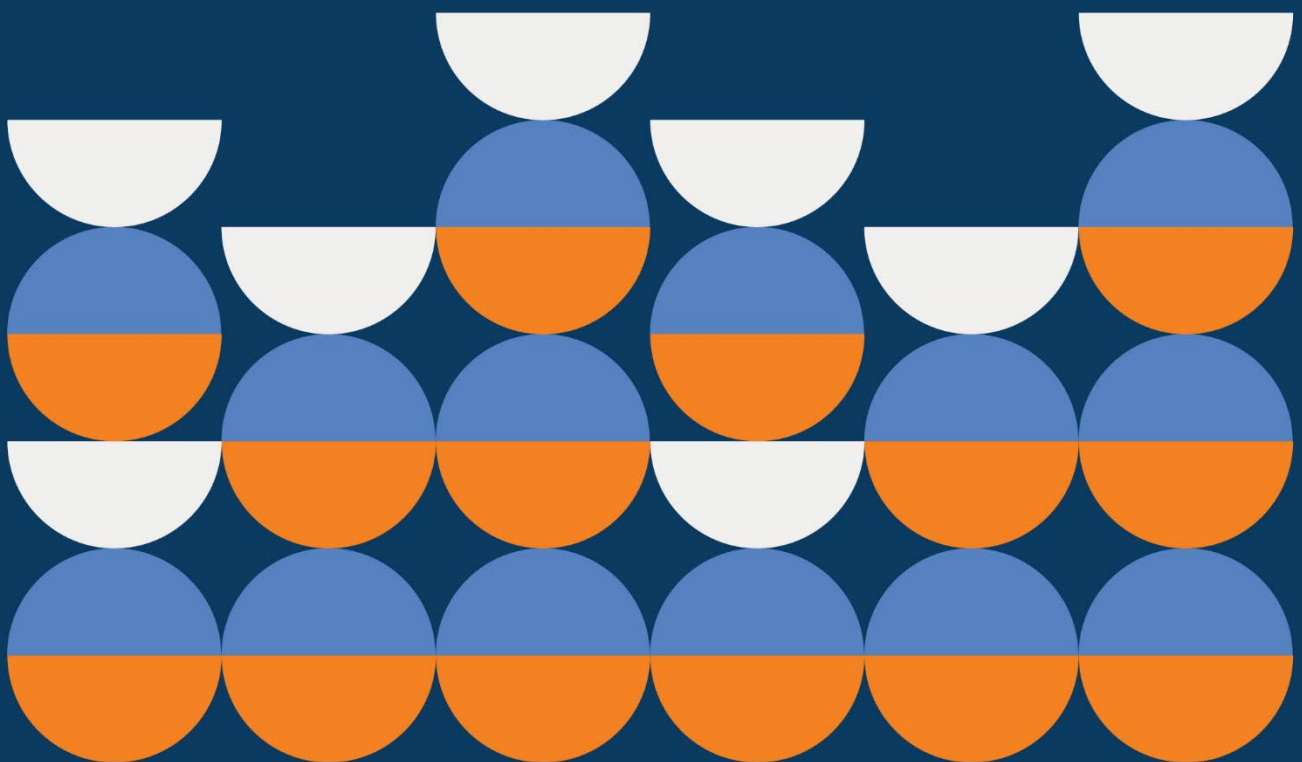




Repair Cafe  
MATT  
VOLUNTEER REPAIRER / MEMBER

FIXED

# Our people



## Organisational structure

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

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### **Phillip Storer**

#### **Chief Executive Officer**

T 9278 4457

Office of the CEO includes:

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



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### **Carolyn McClean**

#### **Director Community Support**

T 9278 4600

Areas of responsibility:

- Arts and Culture
- Community Planning and Development
- Health and Wellbeing Services
- Library Services
- Local Economies, Placemaking and Active Ageing



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### **Daniel Freer**

#### **Director Places and Spaces**

T 9278 4500

Areas of responsibility:

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







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**Scott Walker**

**Director Urban Living**

T 9278 4800

Areas of responsibility:

- Building Services
  - Civic Services
  - Strategic and Statutory Planning
- 



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**Mans Bassi**

**Director Customer and Transformation**

T 9278 4300

Areas of responsibility:

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



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**Mary-Anne Palatsides**

**Executive Manager People, Culture and Development**

T 9278 4410

Areas of responsibility:

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



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**Amy Montalti**

**Chief Financial Officer**

T 9278 4621

Areas of responsibility:

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



**Bryan Wee**

**Manager Governance and Legal**

**T 9278 4470**

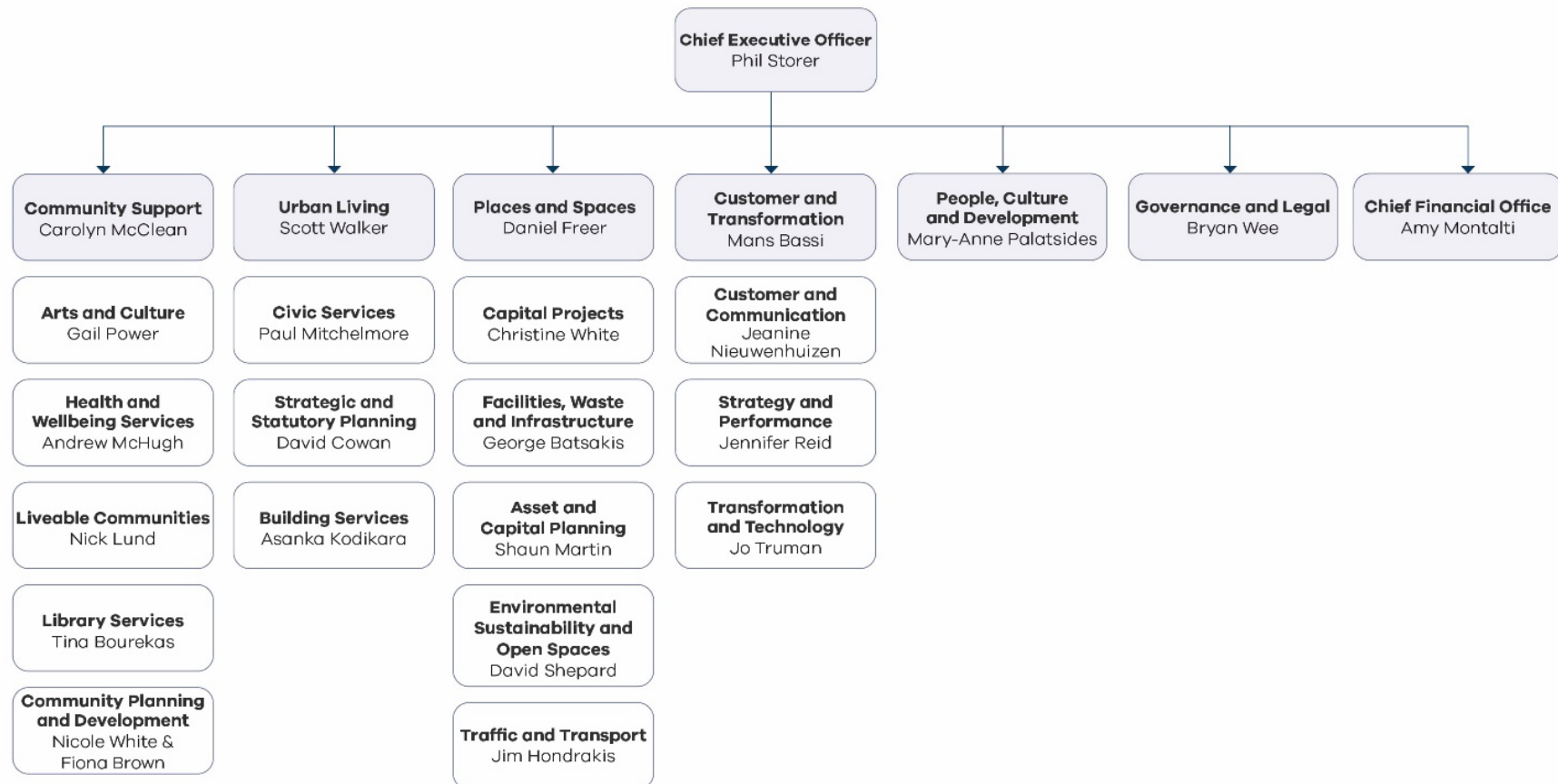
Areas of responsibility:

- Governance
  - Integrity
  - Legal
  - Risk and Assurance
- 

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



## The organisational structure as at 30 June 2022



## Council employees

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

Employment type / gender	CEO's Office	Community Support	Customer and Transformation	Places and Spaces	Urban Living	Total FTE
Permanent FT - F	36.38	105.24	86.00	33.11	43.52	<b>304.55</b>
Permanent FT - M	13.00	28.60	63.00	160.11	70.79	<b>335.50</b>
Permanent FT - X	0	0	0	0	0	<b>0</b>
Permanent PT - F	11.61	97.28	21.73	10.45	23.29	<b>164.36</b>
Permanent PT - M	1.85	9.29	2.80	4.10	15.13	<b>33.17</b>
Permanent PT - X	0	0	0	0	0	<b>0</b>
Casual - F	0.63	9.93	0	0	0.16	<b>10.72</b>
Casual - M	0.75	2.11	0	0.16	0.50	<b>3.52</b>
Casual - X	0	0	0	0	0	<b>0</b>
<b>Total</b>	<b>64.52</b>	<b>252.45</b>	<b>173.53</b>	<b>207.93</b>	<b>153.39</b>	<b>851.82</b>

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

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

Employment classification	Female FTE	Male FTE	Total FTE
Band 1	10.76	9.37	<b>20.14</b>
Band 2	0.54	2.70	<b>3.24</b>
Band 3	30.05	37.04	<b>67.09</b>
Band 4	102.76	34.65	<b>137.41</b>
Band 5	85.05	39.54	<b>124.59</b>
Band 6	94.22	56.73	<b>150.95</b>
Band 7	46.87	34.05	<b>80.92</b>
Band 8	29.96	20.16	<b>50.12</b>
Band not applicable	79.42	137.95	<b>217.37</b>
<b>Total</b>	<b>479.63</b>	<b>372.19</b>	<b>851.82</b>

## Equal Employment Opportunity Program

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

Equal Employment Opportunity is considered to be a critical component of our workplace culture. As such, all matters including our diversity data will be considered as we develop Council's Workforce Diversity and Inclusion Strategy 2022-25.

Throughout the year, we have also updated our Staff Code of Conduct, developed and launched our first Gender Equality Action Plan and sought feedback on equal opportunity matters as part of our organisational wide employee engagement survey.

Staff completed the Respectful Workplace Training to understand their Equal Employment Opportunity obligations. We also responded to the Victorian Auditor-General's Office (VAGO) Audit on local government regarding sexual harassment and launched mandatory training for all staff to raise their awareness and build skills in identifying and responding to workplace sexual harassment.

To join the City of Boroondara team and make a difference in our vibrant and growing community view Council's career opportunities [here](#).

## Other employee matters

### Organisational changes

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

The Workers Compensation and Return to Work function was brought back 'in-house' during the year for more effective management of Return to Work and support for our injured workers. This appears to have had an initial positive impact in reducing the organisational premium from \$1,384,754 (+ GST) to \$929,122 (+ GST).

### COVID-19 Workplace Implications

As the organisation returns to work in a hybrid model, public health recommendations and COVID-19 impacts have been considered.

Council has effectively managed uncertain and unprecedented workplace challenges, including:

- the development and implementation of a Mandatory Vaccination Policy
- following the Pandemic Orders and employment implications
- managing employee vaccination details
- managing COVID-19 case notifications and communication with leaders
- managing a proactive Rapid Antigen Test (RAT) surveillance program and its distribution; and
- monitoring and updating the requirements of Council's COVID Safe Plan.

## Health Safety and Wellbeing

Health, Safety and Wellbeing activity in FY2021-22 focused strongly on the organisation's continued response to COVID-19, including the provision of a range of mental health and wellbeing supports and return to work protocols which focused on minimising the risk of transmission within our workplace.

Throughout the year, Council used cloud connected “wearable technology” that helps to assess manual handling hazards employees may face when carrying out their role. A number of roles were assessed using the “wearable technology” and the data collected will be used to improve safe practices and ensure equipment or engineering controls are considered and implemented where required.

## Our Volunteers

### Boroondara Volunteer Resource Centre

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

Between 1 July 2021 and 30 June 2022, the BVRC assisted 1,616 prospective volunteers in finding relevant, meaningful volunteer opportunities. This included:

- 563 skilled professionals registered to volunteer their skills with the Boroondara Volunteer Skills Bank
- 2,317 role referrals made through the BVRC's volunteer portal, phone or face-to-face appointments with clients
- 3,172 expressions of interest received in volunteer roles promoted on behalf of local volunteer-involving organisations and Council volunteer programs
- 8 workshops delivered to volunteers and volunteer leaders to strengthen their knowledge and skills in their respective roles with a total 93 attendances recorded across all sessions. The BVRC also delivered 3 volunteering information webinars for 47 attendees and 62 recording views across all webinars.

### Volunteering with Council

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

### Events and Recognition

The BVRC has delivered three public events including the online Skilled Volunteer Meet, International Volunteer Day celebration and National Volunteer Week events.

The 2022 Boroondara Volunteer of the Year Award had one additional COVID-19 category to recognise volunteers that responded ‘above and beyond’ to the challenges presented by the pandemic.

The Award categories were:

- 2022 Boroondara Volunteer of the Year Award
- Volunteer Program Impact Award
- COVID-19 Recovery: Outstanding Local Hero

## **Engaging diverse volunteers**

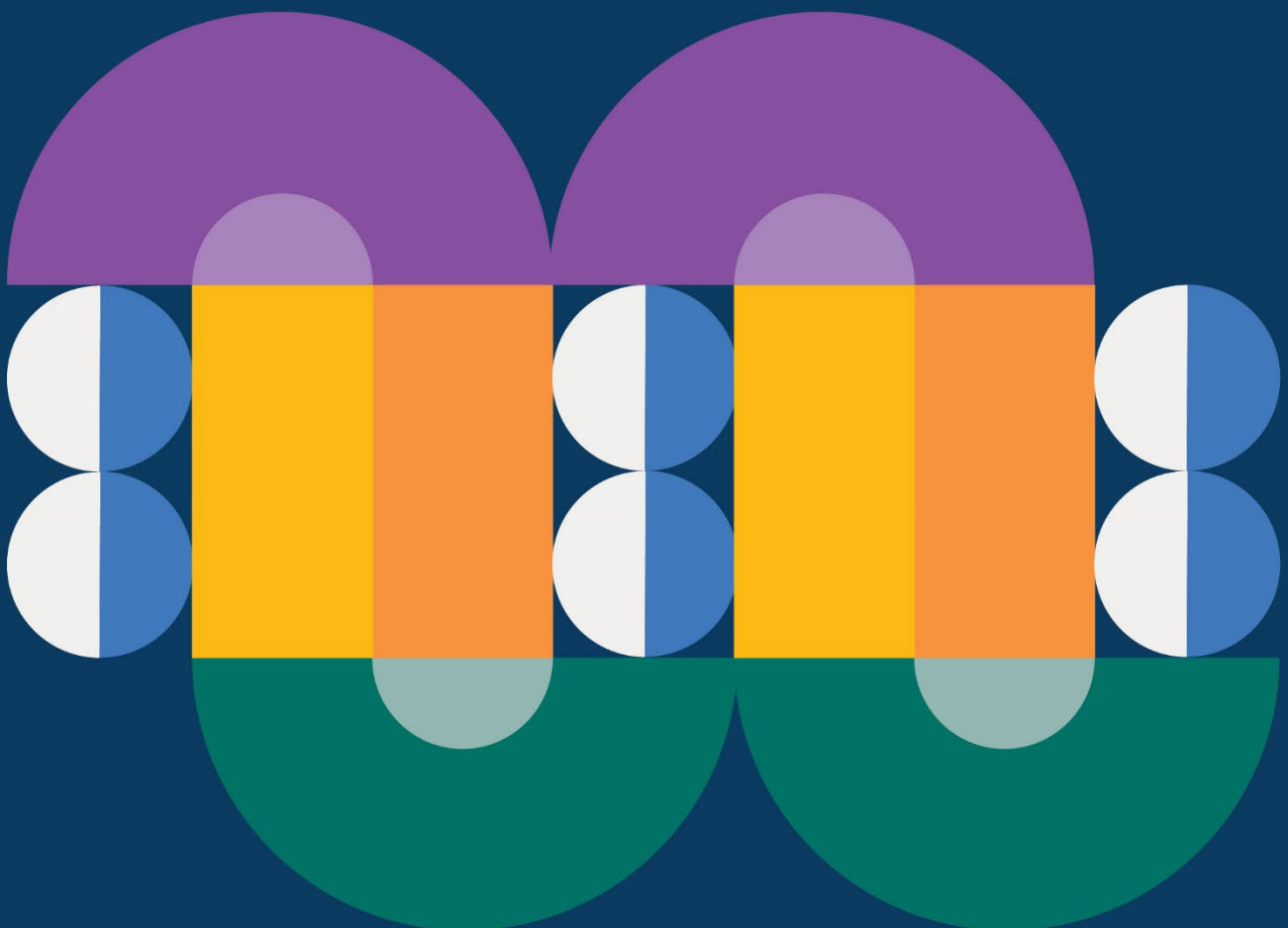
In August 2021, the BVRC received project funding through Volunteering Victoria to focus on building the capacity of volunteer involving organisations to break down barriers to volunteering for people with a disability, newly arrived migrants and Aboriginal and Torres Strait Islander People. The BVRC prepared resources, workshops, information sessions and a forum for volunteer involving organisations to build their capacity in engaging these volunteers. 238 attendees were recorded across all sessions.







# Our performance





## Our performance

### The Boroondara Community Plan

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

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

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

Each year, Council delivers an Annual Budget which demonstrates the resources we will allocate to ensure delivery of the Strategic Objectives of the Plan. The Annual Budget FY2021-22 adopted by Council in June 2021 outlines Council's initiatives, major initiatives and strategic indicator targets for the FY2021-22.

This annual report documents the delivery of Council's seven Themes and seven Strategic Objectives in the Plan against the commitments made in the FY2021-22 Annual Budget.

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

### How we are measured

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

- Results of strategic indicators set out in the Boroondara Community Plan.
- Progress of annual and major initiatives set out in the Annual Budget FY2021-22.
- Performance of services funded in the Annual Budget FY2021-22.
- Results of legislatively prescribed service performance indicators and measures.

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



## Theme 1

# Community, Services and Facilities



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

## Theme 1: Community, Services and Facilities

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

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

Strategic Indicator	2020-21 Result	2021-22 Forecast	2021-22 Result
<p>Overall participation in library services (includes loans, returns, visits, program attendances, e-books and audio loans, enquiries, reservations, wi-fi and virtual visits)</p> <p><i>Comment: Whilst the FY2021-22 result is below forecast, it has increased compared to the 2020-21 result, reflecting a growing confidence by the community in returning to library spaces. The return of in-person programming towards the end of April 2022 was positively received, particularly by families with young children, although social distancing guidelines do place some restrictions on the number of attendees per location.</i></p>	5,424,026	7,600,000	<b>6,513,131</b>
Percentage of graffiti removed from Council owned assets within one business day of notification	100%	97%	<b>100%</b>

Strategic Indicator	2020-21 Result	2021-22 Forecast	2021-22 Result
<p>Number of arts and cultural community events delivered or supported by Council</p> <p><i>Comment: There was growth in event delivery due to the lifting of COVID-19 restrictions and the ability to deliver in person performing arts events, workshops and exhibitions alongside digital programming events which offered increased accessibility for the community.</i></p>	190	100	<b>234</b>
Food safety assessments (percentage of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment)	96%	100%	<b>100%</b>
Number of vaccinations administered	N/A	18,000	<b>20,374</b>
Audience satisfaction with Boroondara Arts curated programs and events	N/A	70%	<b>85%</b>
<p>Satisfaction with recreational facilities</p> <p><i>Comment: While recreational facilities declined when compared to last year (down 3 points), recreational facilities remains significantly above both metro and state-wide averages. In fact, three in four residents rated recreational facilities as either 'good' or 'very good'. The decline in recreational services score is largely attributed to the following customer segments - personal users, men and residents aged 18 to 34 years, who rated Council's performance in this area significantly lower than they did in 2021.</i></p>	79	79	<b>76</b>

Strategic Indicator	2020-21 Result	2021-22 Forecast	2021-22 Result
Number of community groups using council facilities directly under a lease or license agreement	190	190	<b>192</b>
Number of people participating in active ageing programs and events	1,112	1,000	<b>1,105</b>
Number of attendances by young people at youth programs or services <i>Comment: Attendance has exceeded annual target due to increased youth programs and engagement which were delivered both online and in-person.</i>	4,592	4,000	<b>8,840</b>
Number of community organisations funded through the Community Strengthening Grant Program	204	175	<b>208</b>
Percentage of community strengthening grants provided to culturally and linguistically diverse and disability groups	N/A	17%	<b>18%</b>

## Progress of initiatives in the Budget

Our Initiatives	Status
1.1 Present a draft Boroondara Volunteer Resource Centre Strategic Service Plan aimed at increasing the number of volunteers referred to the community sector to a total of 2,300 and achieve an additional 25 new member organisations annually to provide services to facilitate a resilient and socially inclusive community.	Complete
1.2 Open the renewed Alamein Neighbourhood and Learning Centre to provide 10 additional sessions of neighbourhood house programs each week to meet the diverse needs of the community now and in the future	Complete
1.3 Undertake a Workplace Gender Audit and preparation of a Gender Equality Action Plan in order for people of all genders to have equal access to opportunities and resources provided by Council.	Complete
1.4 Deliver a program to introduce and support older residents to improve their digital capabilities to access information and attend online community events to increase opportunities for social connection and reduce social isolation.	Complete
1.5 Develop a Community Resilience Framework to support older adults to better adapt to extreme weather events in order to assist residents prevent any related health conditions.	Complete
1.6 Increase the number of physical and electronic loans by 5%, by reviewing and improving access to library collections in various formats in order to meet changing community demand.	Complete



Our Initiatives	Status
1.7 Increase Summer in the Park programming with two additional events to enhance the variety of program genres in the series and increased park location delivery across the municipality for local engagement and enjoyment.	Complete
1.8 Support ten creative activation and installations across parks, laneways and public realm areas to engage and increase community participation, positive social engagement and enjoyment of public spaces.	Complete
1.9 Provide 25 individual grants for low income earners or people facing disadvantage to enable their participation in sport and recreation.	Complete
1.10 Deliver targeted health and wellbeing programs for young people, including the Body Project, LGBTIQA+ support group, TAC L2P learner driver mentor program, Space4Us, and Solar Productions, to increase young people's confidence and mental wellbeing.	Complete
1.11 Adopt the revised Road Management Plan to provide a safe and accessible road and footpath network for the benefit of the community.	Complete
1.12 Conduct a communications campaign to inform and educate pool and spa owners of their responsibilities under the new legislative requirements to register their pools and spas and maintain safety barriers.	Complete



Our Initiatives	Status
<p>1.13 Progress the Canterbury Community Precinct to 95% construction to provide enhanced services to the local community.</p> <p><b>Major initiative</b></p> <p><i>Comment: The overall program is 85% complete. Construction program was delayed by COVID-19 related supply chain issues. The Canterbury Community Precinct Stage One works is anticipated to be completed by October 2022 and Stage two works is anticipated to be completed by early to mid-2023.</i></p>	Commenced - 85% Complete
<p>1.14 Progress the Kew Recreation Centre to at least 45% to create a recreation facility to meet current and future community needs.</p> <p><b>Major initiative</b></p>	Complete
<p>1.15 Develop and adopt the Asset Plan in accordance with requirements of the Local Government Act 2020 to demonstrate the responsible and sustainable management of all Council assets for current and future communities.</p>	Complete
<p>1.16 Implement the Capital Works Renewal Program to ensure renewed assets will provide safe, accessible, fit for purpose assets for the use and benefit of the community</p>	Complete

## Performance of services funded in the Budget

Definitions:

- **Actual:** Actuals are the recorded revenues and expenditures at a given point in time (as compared to a budget, which is only an estimate of revenues and expenditures)
- **Budget:** A budget is an estimation of revenue and expenses over a specified future period of time
- **Variance:** A variance is the difference between actual and budgeted income and expenditure

### Service category: Arts and Culture

Description	Actual Budget Variance \$'000
<p>This service:</p> <ul style="list-style-type: none"> <li>• provides arts and cultural initiatives and programs, such as exhibitions, festivals and events</li> <li>• programs and manages Council's art facilities at the Town Hall Gallery, Kew Court House, Hawthorn Arts Centre and other community spaces</li> <li>• provides flexible spaces for community and corporate hire, including meetings, community events, private bookings and conference facilities</li> <li>• provides stewardship, Audio Visual (AV) technical support and catering services for all Council's function spaces</li> <li>• oversees the management and care of Town Hall Gallery Collection</li> <li>• provides support for community arts and culture groups through funding, partnerships, advice and advocacy.</li> </ul>	<p><b>Actual: \$2,704</b>  <b><u>Budget: \$2,978</u></b>  <b>Variance: (\$274)</b></p>

## Service category: Asset Management

Description	Actual <u>Budget</u> Variance \$'000
<p>This service:</p> <ul style="list-style-type: none"> <li>• undertakes condition assessments of facilities and infrastructure assets to ensure service standards are maintained</li> <li>• develops and updates long term capital renewal works program for roads, footpaths, drains, bridges, buildings and open space assets</li> <li>• develops and implements policies, strategies and asset management plans</li> <li>• develops and reviews asset service levels and standards</li> <li>• develops and maintains and integrated asset management system to store and analyse asset data for asset planning purposes</li> <li>• develops the asset renewal investment strategy and financial asset forecasts to inform Council's long-term financial strategy</li> <li>• manages Council's street lighting including repairs, upgrades and provision of new assets</li> <li>• coordinates the development of Council's overall capital works renewal program and reports on annual progress</li> <li>• provides specialist advice for planning and subdivision permit referrals and development approvals</li> <li>• undertakes proactive defect inspections of road infrastructure in compliance with Council's Road Management Plan.</li> </ul>	<p><b>Actual: \$3,263</b>  <b><u>Budget: \$3,281</u></b>  <b>Variance: (\$18)</b></p>

## Service category: Capital Projects

Description	Actual <u>Budget</u> Variance \$'000
<p>This service:</p> <ul style="list-style-type: none"> <li>• provides project management and delivery of the approved capital works for landscape and design, civil and building renewal programs ensuring best value for money</li> <li>• provides project management and technical advice on Council's projects and infrastructure assets</li> <li>• manages the capital works programs to successfully deliver projects on time and within budget</li> <li>• investigates and develops strategic solutions for Council buildings and infrastructure assets</li> <li>• encourages and develops innovative design into quality outcomes.</li> </ul>	<p><b>Actual: \$2,505</b>  <b><u>Budget: \$2,773</u></b>  <b>Variance: (\$268)</b></p>

## Service category: Civic Services

Description	Actual <u>Budget</u> Variance \$'000
<p>This service:</p> <ul style="list-style-type: none"> <li>• delivers proactive patrol programs to maintain and promote safety and harmony within the community</li> <li>• delivers administrative and field services in amenity and animal management</li> <li>• delivers responsible pet ownership initiatives, road safety, amenity regulation and fire prevention</li> <li>• develops, implements and reviews appropriate local laws to achieve a safe and liveable environment</li> <li>• processes and issues permits relating to traders, tradespersons, disabled parking, residential parking, animal registrations, excess animals, commercial waste bins, street furniture and other uses of Council controlled land</li> <li>• registers and inspects food and health premises to ensure community safety</li> <li>• manages permits relating to storm water drainage.</li> </ul>	<p><b>Actual: \$776</b>  <b><u>Budget: \$994</u></b>  <b>Variance: (\$218)</b></p>

## Service category: Community Planning and Development

Description	Actual Budget Variance \$'000
<p>This service:</p> <ul style="list-style-type: none"> <li>• aims to enhance the health, wellbeing and safety of residents</li> <li>• facilitates community connectedness, strengthens community capacity and responds to identified needs through the delivery of a range of programs, partnerships and networking opportunities for Boroondara's community</li> <li>• works actively within the community on key community development activities, including major community infrastructure projects and community events</li> <li>• provides support, advice and assistance to neighbourhood houses and men's sheds</li> <li>• develops policies, strategies and plans that address community priorities including the Boroondara Community Plan</li> <li>• monitors, forecasts and analyses community change and wellbeing</li> <li>• undertakes extensive community research on behalf of Council departments and the community</li> <li>• undertakes community engagement to support key initiatives such as placemaking</li> <li>• manages the Boroondara Community Grants Program of annual, small (biannual) commemorative and triennial operational grants</li> <li>• promotes, supports and assists the development of volunteering and civic participation through the BVRC</li> <li>• advocacy and project work to support community safety.</li> </ul>	<p><b>Actual: \$3,588</b>  <b><u>Budget: \$3,800</u></b>  <b>Variance: (\$212)</b></p>

## Service category: Health and Wellbeing

Description	Actual Budget Variance \$'000
<p>This service:</p> <ul style="list-style-type: none"> <li>operates the Boroondara Maternal and Child Health support programs and services, Kindergarten Central Enrolment Scheme, Kew Traffic School, and the Boroondara Youth Hub</li> <li>undertakes strategic planning and policy development to facilitate access to active participation opportunities for the Boroondara community</li> <li>facilitates training and support for service providers and voluntary committees of management for early years and youth services and sport and recreation</li> <li>provides support and information, services and programs to young people and their families, sport and recreation groups and organisations to enhance health and wellbeing</li> <li>facilitates the development of integrated and coordinated services for children, young people and their families, sport and recreation clubs and organisations</li> <li>supports the inclusion of children into four-year old kindergarten programs through the provision of the Preschool Field Officer Program</li> <li>facilitates long day care, occasional care and kindergarten services through the provision of 43 buildings leased to early years management operators and volunteer committees of management</li> <li>facilitates participation opportunities by the community in physical activity through the provision of facilities and contract management of the Boroondara Leisure and Aquatic Facilities, the Boroondara Tennis Centre and Junction Skate &amp; BMX Park</li> <li>manages leases for 87 facilities to sport and recreation groups, early years management operators and early years committees of management</li> <li>works with over 150 sports clubs, across over 30 sports codes at over 100 sports facilities/grounds</li> <li>coordinates immunisation services.</li> </ul>	<p><b>Actual: \$6,910</b>  <b><u>Budget: \$1,452</u></b>  <b>Variance: \$5,458</b></p>

## Service category: Infrastructure Maintenance

Description	Actual <u>Budget</u> Variance \$'000
<p>This service:</p> <ul style="list-style-type: none"> <li>maintains the City's infrastructure including buildings, drainage, footpaths and roads, shopping centres, park/street furniture and signs.</li> </ul>	<p><b>Actual: \$11,855</b>  <b><u>Budget: \$10,472</u></b>  <b>Variance: \$1,383</b></p>



## Service category: Liveable Communities

Description	Actual <u>Budget</u> Variance \$'000
<p>This service:</p> <ul style="list-style-type: none"> <li>• provides home support services under the Commonwealth Home Support Programme including home, personal and respite care, and property maintenance</li> <li>• provides volunteer and community transport, and social support (including events and planned activity groups)</li> <li>• coordinates emergency management (recovery) across the municipality</li> <li>• undertakes strategy and development with a focus on positive ageing.</li> </ul>	<p><b>Actual: \$1,687</b>  <b><u>Budget: \$2,601</u></b>  <b>Variance: (\$914)</b></p>

## Service category: Library Services

Description	Actual <u>Budget</u> Variance \$'000
<p>This service:</p> <ul style="list-style-type: none"> <li>• provides a large range of relevant, contemporary library collections and services across five libraries and one library lounge, online and via home library services</li> <li>• provides welcoming community spaces for individual and group study, reflection, activity and discovery</li> <li>• promotes, advocates for and supports literacy development, reader development, lifelong learning, creative and intellectual development</li> <li>• provides family, children and adult library programs and activities</li> <li>• creates enthusiasm for local and family history research and discovery, creating connections with our local heritage</li> <li>• provides opportunities to explore, learn and use new and emerging technology.</li> </ul>	<p><b>Actual: \$7,925</b>  <b><u>Budget: \$8,212</u></b>  <b>Variance: (\$287)</b></p>

## Results of other service performance indicators and measures including explanation of material variation

### Animal Management

Measure	2018-19	2019-20	2020-21	2021-22	Comments
<b>Timeliness</b> Time taken to action animal management requests (Number of days between receipt and first response action for all management related requests / Number of animal management requests)	1.42	1.58	1.25	<b>1.16</b>	
<b>Service standard</b> Animals reclaimed (Number of animals reclaimed / Number of animals collected) x 100	51%	59%	48%	<b>68%</b>	<i>High rate of reclaimed animals continues in line with high registration levels. Increase in registrations means Council has more up to date contact details for pet owners, leading to higher reclaim rates.</i>

Measure	2018-19	2019-20	2020-21	2021-22	Comments
<b>Service standard</b> Animals rehomed (Number of animals rehomed / Number of animals collected) x 100	N/A	10.4%	10.7%	<b>17%</b>	<i>A higher number of cats being surrendered or brought in by the public has resulted in less reclaims (animals collected). The majority of animals brought in by the public were not registered so need to be adopted or fostered.</i>
<b>Service cost</b> Cost of animal management service per population (Direct cost of the animal management service / Municipal population)	\$7.67	\$7.73	\$7.84	<b>\$7.89</b>	
<b>Health and safety</b> Animal management prosecutions (Number of successful animal management prosecutions / Number of animal management prosecutions) x 100	N/A	100%	100%	<b>100%</b>	

## Aquatic Facilities

Measure	2018-19	2019-20	2020-21	2021-22	Comments
<b>Service standard</b> Health inspections of aquatic facilities (Number of authorised officer inspections of Council aquatic facilities / Number of Council aquatic facilities)	2	2	0.33	1	
<b>Utilisation</b> Utilisation of aquatic facilities (Number of visits to aquatic facilities / Municipal population)	15	10	5	7.65	
<b>Service cost</b> Cost of aquatic facilities (Direct cost of the aquatic facilities less income received / Number of visits to aquatic facilities)	N/A	-\$0.03	\$2.24	\$0.88	Cost change linked to lower participation levels due to lockdowns being lifted. Although not back to pre-pandemic levels, attendance is improving slowly.

## Food Safety

Measure	2018-19	2019-20	2020-21	2021-22	Comments
<b>Service cost</b> Cost of food safety service (Direct cost of the food safety service / Number of food premises registered or notified in accordance with the <i>Food Act 1984</i> )	\$351	\$366	\$381	\$318	

## Food Safety - Calendar Year measures (1 January 2021 to 31 December 2021)

Measure	2018-19	2019-20	2020-21	2021-22	Comments
<b>Timeliness</b> Time taken to action food complaints (Number of days between receipt and first response action for all food complaints / Number of food complaints)	1.7	1.7	1.7	1.4	

Measure	2018-19	2019-20	2020-21	2021-22	Comments
<b>Service standard</b> Food safety assessments (Number of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment in accordance with the <i>Food Act 1984</i> / Number of registered class 1 food premises and class 2 food premises that require an annual food safety assessment in accordance with the <i>Food Act 1984</i> ) x 100	100%	100%	100%	100%	
<b>Health and safety</b> Critical and major non-compliance outcome notifications (Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance notifications and major non-compliance notifications about food premises) x 100	99%	99%	96%	93%	



## Maternal and Child Health

Measure	2018-19	2019-20	2020-21	2021-22	Comments
<b>Service standard</b> Infant enrolments in MCH service (Number of infants enrolled in the MCH service (from birth notifications received) / Number of birth notifications received) x 100	101%	102%	100%	<b>101%</b>	<i>Result is above 100% as more infants have enrolled with Boroondara than birth notifications received.</i>
<b>Service cost</b> Cost of the MCH service (Cost of the MCH service / Hours worked by MCH nurses)	\$70.72	\$71.89	\$70.77	<b>\$75.27</b>	
<b>Participation</b> Participation in the MCH service (Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service) x 100	83%	82%	81%	<b>81%</b>	

Measure	2018-19	2019-20	2020-21	2021-22	Comments
Participation in the MCH service by Aboriginal children (Number of Aboriginal children who attend the MCH service at least once (in a year) / Number of Aboriginal children enrolled in the MCH service) x 100	88%	100%	96%	<b>93%</b>	
Participation in 4-week Key Age and Stage visit (Number of 4-week key age and stage visits / Number of birth notifications received) x100	N/A	99%	102%	<b>102%</b>	<i>Attendance for 4-week Key Age Stage (KAS) visits has been above birth notification received</i>

## Libraries

Measure	2018-19	2019-20	2020-21	2021-22	Comments
<b>Utilisation</b> Physical library collection usage (Number of physical library collection item loans / Number of physical library collection items)	5	4	3	3	
<b>Resource standard</b> Recently purchased library collection (Number of library collection items purchased in the last 5 years / Number of library collection items) x 100)	51%	48%	60%	63%	

Measure	2018-19	2019-20	2020-21	2021-22	Comments
<b>Participation</b> Active library borrowers in municipality (The sum of the number of active library borrowers in the last 3 financial years / The sum of the population in the last 3 financial years) x 100	27%	25%	22%	<b>21%</b>	
<b>Service cost</b> Cost of library service per population (Direct cost of the library service / Municipal population)	\$50	\$50	\$48	<b>\$50</b>	



## Theme 2

# Parks and Green Spaces

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



## Theme 2: Parks & Green Spaces

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

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

Strategic Indicator	2020-21 Result	2021-22 Forecast	2021-22 Result
User satisfaction with a range of parks in Boroondara, benchmarked with participating councils	N/A	80%	<b>80%</b>
<p>Satisfaction with appearance of public areas</p> <p><i>Comment: Appearance of public areas remains one of Boroondara's top performing areas in the Customer Satisfaction Survey achieving a rating of 79 in both 2022 and 2021. Boroondara remains significantly above both metro (72) and state-wide (71) averages.</i></p>	79	80	<b>79</b>
Number of trees on Council managed land.	N/A	35,000	<b>44,885</b>

## Progress of initiatives in the Budget

Our Initiatives	Status
2.1 Proactively manage and renew our ageing street and park trees by implementing year four of the Tree Strategy, to ensure the municipality's green canopy is preserved for the community to enjoy.	Complete
<p>2.2 Complete construction of play spaces at Deepdene Park, Deepdene; Central Gardens, Hawthorn; Hilda Street Reserve, Balwyn, and the new Regional Playground at Victoria Park to improve recreational use opportunities for children and families.</p> <p><b>Major initiative</b></p> <p><i>Comment - The Victoria Park Regional playground, Central Gardens and Deepdene are nearing completion with slight delays due to COVID-19 supply chain issues. Works anticipated for completion late July 2022 with Hilda Street to commence in August 2022 due to contractor availability.</i></p>	Commenced - 95% Complete
2.3 Engage 200 participants and activate 12 community spaces through the 'Fit Park Series', as part of the Activating Boroondara initiative.	Complete
2.4 Implement a targeted program to increase the planting of trees on local streets to 1,000 per annum improving the green canopy coverage in our urban spaces for the enjoyment of future generations.	Complete
2.5 Develop a master plan for Gardiners Creek to establish and consolidate standards for infrastructure treatments, developing a continuous biodiversity corridor and open space network connecting neighbouring municipalities for the community to safely enjoy.	Complete



Our Initiatives	Status
2.6 Install solar lights along 500 metres of Boroondara park paths to enhance the community usability of open spaces for longer periods of time each day and enhancing community safety.	Complete
2.7 Develop a plan to identify suitable open space areas to install outdoor exercise equipment for the community to access enabling more physical activity and social connectedness.	Complete

## Performance of services funded in the Budget

Definitions:

- **Actual:** Actuals are the recorded revenues and expenditures at a given point in time (as compared to a budget, which is only an estimate of revenues and expenditures)
- **Budget:** A budget is an estimation of revenue and expenses over a specified future period of time
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### Service category: Infrastructure Maintenance

Description	<b>Actual</b> <b><u>Budget</u></b> <b>Variance</b> <b>\$'000</b>
<p>This service:</p> <ul style="list-style-type: none"> <li>manages and maintains built assets including playgrounds, barbeques, drinking fountains, park furniture, bins, fences and signs.</li> </ul>	<p><b>Actual: \$718</b>  <b><u>Budget: \$822</u></b>  <b>Variance: (\$104)</b></p>

## Service category: Landscape and design

Description	Actual <u>Budget</u> Variance \$'000
<p>This service:</p> <ul style="list-style-type: none"> <li>provides landscape design and urban design services to promote use, function and enjoyment of outdoor spaces by the community.</li> </ul>	<p><b>Actual: \$438</b>  <b><u>Budget: \$429</u></b>  <b>Variance: \$9</b></p>

## Service category: Open Space

Description	Actual <u>Budget</u> Variance \$'000
<p>This service:</p> <ul style="list-style-type: none"> <li>manages and maintains Boroondara's parks, gardens, sportsgrounds and biodiversity sites</li> <li>manages and maintains the Freeway Golf Course</li> <li>maintains a significant and highly valued urban forest of street and park trees</li> <li>strategically plan and develop open space improvements to our parks, gardens, shopping centres and streetscapes.</li> </ul>	<p><b>Actual: \$16,611</b>  <b><u>Budget: \$14,724</u></b>  <b>Variance: \$1,887</b></p>



## Theme 3

# The Environment

The environment is considered in all decision-making.



## Theme 3: The Environment

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

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

Strategic Indicator	2020-21 Result	2021-22 Forecast	2021-22 Result
Satisfaction with environmental sustainability	67	65	<b>65</b>
Satisfaction with waste management	72	71	<b>73</b>
Percentage reduction of community emissions compared with 2020 emissions. <i>Comment: Data is not available for the FY2021-22 reporting period due to a one year lag in the data being available. Council will commence reporting on this next financial year with the data being reported ongoing with a one-year lag.</i>	N/A	10%	<b>N/A</b>
Percentage reduction of Council CO2 emissions compared with 2007-08 emissions.	N/A	80%	<b>81%</b>

Strategic Indicator	2020-21 Result	2021-22 Forecast	2021-22 Result
<p>Volume of harvested water (rain and stormwater) re-used within council buildings and open space irrigation</p> <p><i>Comment: 5.6 ML of harvested water was re-used within Council facilities. Harvested water is primarily used for irrigation. Rainfall during the FY2021-22 irrigation season was higher than recent periods resulting in a downturn in use of harvested water. This figure was also impacted by breakdown of some key facilities which are scheduled for reinstatement during 2022-23.</i></p>	8.5ML	7ML	<b>5.6ML</b>
Kerbside collection waste diverted from landfill (percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill)	69%	71%	<b>72%</b>
Area of land actively managed for biodiversity.	61ha	44ha	<b>62ha</b>

## Progress of initiatives in the Budget

Our Initiatives	Status
3.1 Implement the Biodiversity Asset Management Plan (BAMP) 2013-23 to continue the proposed development, upgrade, protection and maintenance of Boroondara's significant biodiversity sites.	Complete
3.2 Implement initiatives including the Backyard Biodiversity project, Wildlife not Weeds program and rollout of interpretive signage to enhance and maintain urban biodiversity sites across the municipality.	Complete

Our Initiatives	Status
3.3 Use a minimum of 20% of recycled materials that includes glass, plastics and toners in our asphalt products to resurface roads, to reduce the volume of material going to landfill.	Complete
<p>3.4. Implement the 2021-22 actions in Council's new Climate Action Plan to deliver a range of initiatives including LED lighting upgrades, heating and cooling upgrades to reduce Council's energy and greenhouse emissions and lowering of Council's use of gas and electricity to meet our climate related targets.</p> <p><b>Major initiative</b></p> <p><i>Comment: LED Lighting and Solar PV installations have proceeded during FY2021-22. Design work is underway for EV charging infrastructure and degasification. These projects will be completed in FY2022-23.</i></p>	Commenced - 85% Complete
3.5 Review street sweeping service to provide a more flexible approach to street cleaning that can respond better to the varying demands of the different locations to ensure a high standard of cleanliness.	Complete
3.6 Complete the implementation of the Food Organics and Garden Organics (FOGO) service to Multi Unit developments to further divert waste away from landfill.	Complete



## Performance of services funded in the Budget

Definitions:

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### Service category: Environmental Sustainability

Description	Actual <u>Budget</u> Variance \$'000
<p>This service:</p> <ul style="list-style-type: none"> <li>• helps the Boroondara community to live more sustainably in response to emerging environmental challenges (e.g., climate change, water shortage, biodiversity conservation)</li> <li>• promotes sustainability within built and natural environments in Boroondara</li> <li>• develops and implements policies and strategies that set direction in environmental management, public space improvements, conservation of natural resources and sustainable development</li> <li>• builds the capacity of Council to integrate environmental and sustainability issues into our buildings and public space improvements, daily operations and decision-making processes.</li> </ul>	<p><b>Actual: \$1,559</b>  <b><u>Budget: \$1,549</u></b>  <b>Variance: \$10</b></p>

## Service category: Drainage and Asset Management

Description	Actual <u>Budget</u> Variance \$'000
This service: <ul style="list-style-type: none"> <li>• develops and updates long term capital renewal works for drainage assets</li> <li>• develops and implements policies, strategies and engineering solutions to mitigate flooding and resolve drainage issues</li> <li>• Provides strategic flooding advice to inform the planning process.</li> </ul>	Actual: \$494 <u>Budget: \$460</u> Variance: \$34

## Service category: Open Space

Description	Actual <u>Budget</u> Variance \$'000
<p>This service:</p> <ul style="list-style-type: none"> <li>• maintains and manages the City's biodiversity</li> <li>• manages and maintains all trees on Council managed land including tree planting/establishment, maintenance and renewal programs.</li> </ul>	<p><b>Actual: \$1,376</b>  <b><u>Budget: \$1,531</u></b>  <b>Variance: (\$155)</b></p>

## Service category: Strategic and Statutory Planning

Description	Actual <u>Budget</u> Variance \$'000
<p>This service:</p> <ul style="list-style-type: none"> <li>administers Council's Tree Protection Local Law and assesses applications for tree removal.</li> </ul>	<p><b>Actual: \$188</b>  <b><u>Budget: \$238</u></b>  <b>Variance: (\$50)</b></p>

## Service category: Waste and Recycling

Description	Actual <u>Budget</u> Variance \$'000
<p>This service:</p> <ul style="list-style-type: none"> <li>manages waste services, including kerbside bin based waste, green, food and recycling collections, bundled green waste, Christmas tree and hard waste collection service</li> <li>operates the Boroondara Recycling and Waste Centre</li> <li>provides street sweeping services in the municipality and a bulk leaf fall collection program over autumn months.</li> </ul>	<p><b>Actual: \$24,435</b>  <b><u>Budget: \$24,038</u></b>  <b>Variance: \$397</b></p>

## Results of other service performance indicators and measures including explanation of material variation

### Waste Collection

Measure	2018-19	2019-20	2020-21	2021-22	Comments
<b>Satisfaction</b> Kerbside bin collection requests (Number of kerbside garbage and recycling bin collection requests / Number of kerbside bin collection households) x 1,000	211	329	285	<b>175</b>	<i>Council has experienced an overall improvement against this measure since FY20-21. This has continued as our contracts mature, and new service frequencies supported by Food Organics Garden Organics (FOGO) collections have become standard within the community.</i>

Measure	2018-19	2019-20	2020-21	2021-22	Comments
<b>Service standard</b> Kerbside collection bins missed (Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts) x 10,000	6	15	9	5	
<b>Service cost</b> Cost of kerbside garbage bin collection service (Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins)	\$124	\$140	\$115	\$114	

Measure	2018-19	2019-20	2020-21	2021-22	Comments
<b>Service cost</b> Cost of kerbside recyclables bin collection service (Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins)	\$75	\$84	\$83	<b>\$86</b>	
<b>Waste diversion</b> Kerbside collection waste diverted from landfill  (Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins) x 100	49%	53%	69%	<b>72%</b>	





## Theme 4



# Neighbourhood Character and Heritage

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

## Theme 4: Neighbourhood Character and Heritage

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

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

Strategic Indicator	2020-21 Result	2021-22 Forecast	2021-22 Result
Number of heritage planning scheme amendments considered by Council	N/A	5	<b>12</b>
Average number of days to process a planning application	N/A	45	<b>39</b>
Percentage of 'demolition consents' under section 29A of the Building Act by Building Services checked within 15 business days	100%	100%	<b>100%</b>
Percentage of Council planning decisions upheld and decisions successfully mediated at VCAT.	N/A	70%	<b>71%</b>

## Progress of initiatives in the Budget

Our Initiatives	Status
4.1 Protect the City's heritage by completing the Municipal Wide Heritage Gap Study including submission of the associated planning scheme amendments to the Minister for Planning to introduce the Heritage Overlay to all identified heritage properties.	Complete
4.2 Develop an Environmentally Sustainable Design Policy, and establish a dedicated Environmental Sustainable Design Officer role to promote sustainable design and support the assessment of planning applications to facilitate sustainable design outcomes.  <b>Major initiative</b>	Complete
4.3 Undertake advocacy to the State Government to change the threshold for the application of Heritage Overlays to enable protection of additional places of local heritage significance in Boroondara	Complete
4.4 Prepare an updated Heritage Action Plan to guide Council's future work program for heritage protection and advocacy.  <i>Comment: This action has not progressed due to resources being prioritised for community heritage nominations and completion of the Heritage Gap Studies this financial year. The Heritage Action Plan will recommence in 2022-23.</i>	Commenced - 10% Complete

Our Initiatives	Status
4.5 Conduct audits of Essential Safety Measures (fire safety audits) in buildings containing combustible cladding when referred by the Victorian Building Authority and take appropriate enforcement action to ensure public and occupant safety.	Complete

## Performance of services funded in the Budget

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### Service category: Asset Protection

Description	Actual <u>Budget</u> Variance \$'000
<p>This service:</p> <ul style="list-style-type: none"> <li>• protects public assets under the control of Council to minimise the impact of works by others on the community</li> <li>• manages public authority requests.</li> </ul>	<p><b>Actual: (\$1,020)</b>  <b><u>Budget: (\$707)</u></b>  <b>Variance: (\$313)</b></p>

## Service category: Building Services

Description	Actual Budget Variance \$'000
<p>This service:</p> <ul style="list-style-type: none"> <li>• encourages desirable building design outcomes for amenity protection and to maintain consistent streetscapes through the Report and Consent process</li> <li>• assesses building permit applications, conducts mandatory inspections and issues occupancy permits/final certificates for buildings and structures</li> <li>• provides property hazard and building permit history information to designers, solicitors, private building surveyors and ratepayers</li> <li>• conducts fire safety inspections and audits on public and/or high risk buildings to ensure life safety of occupants and the public</li> <li>• maintains a register of swimming pools and spas located within the municipality, conduct safety barrier compliance inspections when required to ensure a safer built environment</li> <li>• administers and enforces the Building Act 1993 and Building Regulations including investigation of illegal and dangerous buildings to ensure public and occupant safety</li> <li>• provides building regulatory and technical advice to residents and ratepayers.</li> <li>• assesses section 29A demolition requests in consultation with Strategic and Strategic Planning Department in accordance with the Building Act 1993.</li> </ul>	<p><b>Actual: \$449</b>  <b><u>Budget: \$396</u></b>  <b>Variance: \$53</b></p>

## Service category: Strategic and Statutory Planning

Description	Actual <u>Budget</u> Variance \$'000
<p>This service:</p> <ul style="list-style-type: none"> <li>processes and assesses planning applications in accordance with the Planning and Environment Act 1987, the Boroondara Planning Scheme and Council policies</li> <li>provides advice about development and land use proposals as well as providing information to assist the community in its understanding of these proposals</li> <li>investigates non-compliances with planning permits and the Boroondara Planning Scheme and takes appropriate enforcement action when necessary</li> <li>assesses applications to subdivide land or buildings under the Subdivision Act 1988</li> <li>defends Council planning decisions at the Victorian Civil and Administrative Tribunal.</li> <li>advocates for and prepares land use policy and standards within the context of Victorian state policy</li> <li>promotes sustainable design and development and heritage conservation</li> <li>manages the Municipal Strategic Statement</li> <li>develops policies and plans to guide land use and development.</li> <li>assesses traffic, parking and drainage implications of planning permit applications.</li> </ul>	<p><b>Actual: \$4,773</b>  <b><u>Budget: \$5,358</u></b>  <b>Variance: \$585</b></p>



## Results of other service performance indicators and measures including explanation of material variation

### Statutory Planning

Measure	2018-19	2019-20	2020-21	2021-22	Comments
<b>Timeliness</b> Time taken to decide planning applications (The median number of days between receipt of a planning application and a decision on the application)	119	98	98	<b>81</b>	<i>A reduction in processing timeframes for planning applications was successfully achieved refocusing resources within the statutory planning teams.</i>
Planning applications decided within required timeframes (Number of planning application decisions made within 60 days for regular permits and 10 days for VicSmart permits / Number of planning application decisions made X 100)	0%	76%	83%	<b>59%</b>	<i>Compliance with statutory timeframes across the FY2021-22 declined significantly (particularly during Q2-Q3) due to limited staffing combined with the impacts of COVID-19 leave. Statutory timeframes improved in Q4 and are projected to return to desirable levels in FY2022-23.</i>



Measure	2018-19	2019-20	2020-21	2021-22	Comments
<b>Service cost</b> Cost of statutory planning service (Direct cost of the statutory planning service / Number of planning applications received)	\$4,019	\$3,740	\$3,603	<b>\$3,617</b>	
<b>Decision making</b> Council planning decisions upheld at VCAT (Number of VCAT decisions that did not set aside Council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications) X 100	41%	49%	55%	<b>53%</b>	



## Theme 5

# Moving Around

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



## Theme 5: Moving Around

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

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

Strategic Indicator	2020-21 Result	2021-22 Forecast	2021-22 Result
<p>Satisfaction with sealed local roads</p> <p><i>Comment: Sealed local roads continue to be one of Boroondara's top performing areas in the Customer Satisfaction Survey, performing above both metro (65) and state-wide (53) averages. The decline in performance (result of 71 in 2022, compared to 74 in 2021) is not significant.</i></p>	74	73	<b>71</b>
<p>Satisfaction with local shared paths for cycling and walking as a way to get around Boroondara</p> <p><i>Comment: Satisfaction with local shared cycling and walking paths as a way to get around Boroondara remains stable with a rating of 61% satisfaction compared to 63% satisfaction in 2021. With the impact of the pandemic and associated lockdowns including a 5km radius, there was a marked increase in the use of our shared paths for cycling and walking leading to concerns with overcrowding, safety and litter. This may have been a factor in the slight reduction in satisfaction levels from the year before.</i></p>	63	67	<b>61%</b>

Strategic Indicator	2020-21 Result	2021-22 Forecast	2021-22 Result
<p>Percentage of sealed local roads that are below the renewal intervention level set in the Road Management Plan</p> <p><i>Comment: Based on new 5-year condition data, this shows an increase in roads rated as very poor. Renewal expenditure has been increased for the forward four years to bring road conditions back to target.</i></p>	95%	95%	<b>89%</b>
<p>Percentage of footpath inspections completed, and defects remediated within the timeframes as specified in the Road Management Plan</p> <p><i>Comment: The main contributor to not meeting the target is the difficulty ensuring contractors complete replacement of asphalt and concrete paths within specified time frames. There is minimal risk from this non-compliance from these activities since the intervention to remove any trip hazard has already been completed in the initial response. Excluding the section replacements, 95% of defects were remediated within the specified periods, which complies with the target.</i></p>	95%	95%	<b>87%</b>

Strategic Indicator	2020-21 Result	2021-22 Forecast	2021-22 Result
<p>Number of sustainable transport programs delivered to primary schools</p> <p><i>Comment: COVID-19 restrictions with extended periods of home learning have delayed the delivery of active and sustainable transport programs to schools for FY2021-22.</i></p> <p><i>Officers are completing planning works with a view to deliver programs during FY2022-23.</i></p>	N/A	2	0
<p>Number of traffic counts and surveys used to investigate, assess, and respond to traffic and parking issues.</p> <p><i>Comment: Traffic counts and surveys recommenced with the relaxation of COVID-19 pandemic restrictions and the return of schools and return to office in February 2022. Efforts are being made to clear the backlog of traffic counts and surveys which had been held off due to the pandemic.</i></p>	68	170	95

Strategic Indicator	2020-21 Result	2021-22 Forecast	2021-22 Result
Number of advocacy initiatives related to public transport services	N/A	10	<b>12</b>
<p>Average daily bicycle users for Gardiners Creek Trail, the Anniversary Trail, Koonung Trail and Main Yarra Trail.</p> <p><i>Comment: Bicycle use over the four main trails has been impacted by the pandemic lockdowns during the 2021-22 financial year with lockdown five at 12 days and lockdown six at 78 days. Commuter bicycle use has also been impacted by flexible working arrangements involving a combination of working from home and in the office.</i></p>	N/A	3800	<b>3,381</b>

## Progress of initiatives in the Budget

Our Initiatives	Status
<p>5.1 Advocate to the Victorian government to address the needs of the Boroondara community in relation to public and active transport, open space, urban design and environmental opportunities associated with the North East Link and Union Road Level Crossing Removal projects to ensure the community is represented in the decision making.</p> <p><b>Major initiative</b></p>	Complete
<p>5.2 Advocate to the Victorian Government for the needs of the Boroondara community in relation to Public Transport improvements for disability access and network linkages.</p>	Complete
<p>5.3 Advocate to the Victorian Government for the Box Hill to City cycling corridor project to ensure safe and accessible path is provided for the community.</p>	Complete
<p>5.4 Complete the review and adopt the Boroondara Bicycle Strategy to ensure appropriate opportunities for on and off road cycling and improvements to Boroondara's bicycle network.</p>	Complete
<p>5.5 Conduct a feasibility and design of improvements to the shared path networks responding to gaps where access, safety and improvements are required to facilitate increased pedestrian and cyclist access and usability.</p>	Complete

## Performance of services funded in the Budget

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### Service category: Civic Services

Description	Actual <u>Budget</u> Variance \$'000
<p>This service:</p> <ul style="list-style-type: none"> <li>• provides delivery of the School Crossing Supervision program through the provision of supervision at school crossings and the overall management and administration of the program</li> <li>• delivers administrative and field services in parking management</li> <li>• assesses full and part road closure applications relating to works.</li> </ul>	<p><b>Actual: (\$3,248)</b>  <b><u>Budget: (\$7,997)</u></b>  <b>Variance: \$4,749</b></p>



## Service category: Road Maintenance and Repair

Description	Actual <u>Budget</u> Variance \$'000
<p>This service:</p> <ul style="list-style-type: none"> <li>• provides road maintenance to meet road management plan requirements</li> <li>• undertakes road repairs and associated line marking</li> <li>• undertakes road reinstatements that require works following developments.</li> </ul>	<p><b>Actual: \$235</b>  <b><u>Budget: \$228</u></b>  <b>Variance: \$7</b></p>

## Service category: Traffic and Transport

Description	Actual Budget Variance \$'000
<p>This service:</p> <ul style="list-style-type: none"> <li>• develops, assesses and implements engineering solutions that address the amenity of residential and commercial areas</li> <li>• implements parking and traffic management strategies</li> <li>• assesses street party applications</li> <li>• investigates black spot accident locations and develops remedial treatments</li> <li>• coordinates and implements sustainable transport initiatives including car share, green travel plans and a variety of active transport programs</li> <li>• designs, consults and implements transport projects including on road bicycle lanes, shared paths, road safety initiatives, pedestrian and bicycle improvements, disability access and traffic treatments</li> <li>• advocates for improvements to public transport and sustainable transport initiatives</li> <li>• develops feasibility studies and grant applications to state and federal authorities for accident black spot locations and pedestrian and bicycle improvement projects</li> <li>• provides strategic transport planning advice and develops associated studies</li> <li>• assesses high and heavy vehicle route applications</li> <li>• provides input into major state government transport projects.</li> </ul>	<p><b>Actual: \$1,407</b>  <b><u>Budget: \$1,547</u></b>  <b>Variance: (\$140)</b></p>

## Results of other service performance indicators and measures including explanation of material variation

### Roads

Measure	2018-19	2019-20	2020-21	2021-22	Comments
<b><i>Satisfaction</i></b> Sealed local road requests (Number of sealed local road requests / Kilometres of sealed local roads) x 100	63	67	61	66	

Measure	2018-19	2019-20	2020-21	2021-22	Comments
<b>Condition</b> Sealed local roads maintained to condition standards (Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads) x 100	98%	96%	95%	<b>92%</b>	
<b>Service cost</b> Cost of sealed local road reconstruction (Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed)	\$91	\$92	\$101	<b>\$104</b>	

Measure	2018-19	2019-20	2020-21	2021-22	Comments
Cost of sealed local road resealing (Direct cost of sealed local road resealing / Square metres of sealed local roads resealed)	\$20	\$20	\$24	<b>\$27</b>	
<b>Satisfaction</b> Satisfaction with sealed local roads (Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads).	71	72	74	<b>71</b>	



## Theme 6



# Local Economy

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

## Theme 6: Local Economy

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

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

Strategic Indicator	2020-21 Result	2021-22 Forecast	2021-22 Result
Participant satisfaction in Council's business training activities	N/A	80%	<b>80%</b>
Satisfaction with work to improve quality of streetscapes in shopping precincts to attract and retain good shops and businesses	57%	55%	<b>59%</b>
Number of permits for outdoor trading	N/A	80	<b>83</b>
Number of proactive strip shopping centre maintenance inspections completed.	1,257	1,200	<b>1,313</b>

## Progress of initiatives in the Budget

Our Initiatives	Status
6.1 Promote "Buy Local" to Boroondara residents to encourage them to shop within the municipality to support the economic viability of businesses recovering from the 2020 COVID-19 related restrictions.	Complete
6.2 Develop a new Economic Development and Tourism Strategy focused on enhancing the vibrancy and economic sustainability of the local economy to provide employment opportunities and encourage residents and visitors	Complete
<p>6.3 Adopt the Glenferrie Place Plan and commence a new placemaking project, focusing on Camberwell Junction, with the aim of shaping and designing our public spaces and shopping centres to increase social interaction and economic viability.</p> <p><b>Major initiative</b></p> <p><i>Comment: The draft Glenferrie Place Plan is being reviewed following the Federal Government decision to withdraw commuter parking funding. The parking and financial strategies will be adapted to the new conditions and presented to Council for final adoption in late 2022.</i></p> <p><i>Camberwell Junction Place Plan running on track with draft Vision and Priorities currently being coordinated with Strategic Planning team to ensure relevance into the future.</i></p>	Commenced - 35% Complete
6.4 Continue to assist registered Food and Health businesses during the pandemic by delivering communication and advice regarding new public health guidelines within 7 days of publication by the Victorian government.	Complete



Our Initiatives	Status
6.5 Continue to proactively service the City's retail precincts through the Service Crew program to ensure our local shopping strips are clean, well maintained and attractive for the community to visit.	Complete
6.6 Undertake annual inspections in all retail precincts to develop a works program to maintain street furniture to revitalise the visual amenity of shopping precincts and create attractive places.	Complete

## Performance of services funded in the Budget

### Definitions:

- **Actual:** Actuals are the recorded revenues and expenditures at a given point in time (as compared to a budget, which is only an estimate of revenues and expenditures)
- **Budget:** A budget is an estimation of revenue and expenses over a specified future period of time
- **Variance:** A variance is the difference between actual and budgeted income and expenditure.

### Service category: Local Economies

Description	Actual <u>Budget</u> Variance \$'000
<p>This service:</p> <ul style="list-style-type: none"> <li>• manages the implementation of the Economic Development and Tourism Strategy for Council</li> <li>• strengthens the viability of local businesses, including strip shopping centres and facilitates eight special rates scheme for shopping centres</li> <li>• facilitates the Boroondara Business Network to support new and established businesses, through training and mentor services</li> <li>• facilitates the Boroondara Farmers Market, the Hawthorn Makers Market, the Camberwell Fresh Food Market and the Camberwell Sunday Market</li> </ul>	<p><b>Actual: \$1,660</b>  <b><u>Budget: \$1,887</u></b>  <b>Variance: (\$227)</b></p>

Description	Actual <u>Budget</u> Variance \$'000
<ul style="list-style-type: none"> <li>• facilitates the Vibrant Retail Precincts stream of Council's community grants program</li> <li>• facilitates regular networking opportunities for the local business community</li> <li>• supports and promotes tourism opportunities across the municipality</li> <li>• delivers the City-wide Christmas in Boroondara Program.</li> <li>• facilitates a placemaking approach in our public spaces and shopping centres to increase social interactions, economic viability and enhance the health and wellbeing of our community.</li> </ul>	

## Service category: Minor shopping centre upgrade and maintenance

Description	Actual <u>Budget</u> Variance \$'000
<p>This service:</p> <ul style="list-style-type: none"> <li>implements the Shopping Centre Improvement Program which delivers streetscape improvements to our small and medium sized shopping centres.</li> <li>undertakes proactive maintenance inspections by the shopping centre service crew and carry out maintenance and upkeep of these precincts.</li> </ul>	<p><b>Actual: \$307</b>  <b><u>Budget: \$244</u></b>  <b>Variance: \$63</b></p>



## Theme 7

# Governance and Leadership

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



## Theme 7: Leadership and Governance

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

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

Strategic Indicator	2020-21 Result	2021-22 Forecast	2021-22 Result
<p>Satisfaction with making community decisions</p> <p><i>Comment: Community decisions (61, down from 62) remained stable but continue to be our lowest performing service areas. Community expectations are significantly higher this year with the importance rating for both measures increasing, which is consistent with what is being seen at the metro and state level.</i></p>	62	62	<b>61</b>
Satisfaction with informing the community	64	63	<b>65</b>
Satisfaction with the overall performance of Council	70	71	<b>71</b>
Satisfaction with community consultation and engagement	59	54	<b>59</b>

Strategic Indicator	2020-21 Result	2021-22 Forecast	2021-22 Result
<p>Satisfaction with customer service</p> <p><i>Comment: While not a statistically significant decline, Council's customer service score of 72 is 3 points lower than in 2021 and in line with our result of 70 in 2020. This was consistent across state and metro with both groups decreasing by two points. Boroondara's customer service rating is in line with the Metropolitan group and significantly higher than the State-wide average for councils (index scores of 72 and 68 respectively). Customer Service is listed in the top 5 'best things about Council' for the second year in a row. Customers who communicated with council via the website rated the service the highest when compared to other channels (84, up from 83). Seven in 10 residents who have had contact with Council rated customer service as either 'good' or 'very good'.</i></p>	75	77	<b>72</b>
Percentage of freedom of information requests responded to within prescribed timeframes	100%	100%	<b>100%</b>
Current assets compared to current liabilities	177.32%	154.30%	<b>213.89%</b>

Strategic Indicator	2020-21 Result	2021-22 Forecast	2021-22 Result
<p>Percentage of adopted capital projects completed at the conclusion of the financial year (based on most recent amended budget)</p> <p><i>Comment: A summary of issues inhibiting project delivery of capital projects includes the following factors: Planning - Service Brief, Design/Scope changes, additional consultation due to scope changes, weather, building permit delays, Authority delays (e.g., Melbourne water, Department of Transport), budget increases-requiring approval from Council, COVID-19, availability of contractors, supply chain delays).</i></p>	83%	90%	<b>78%</b>
<p>Number of transactions initiated via our website</p>	N/A	49,955	<b>105,037</b>
<p>Number of calls abandoned when customers are trying to reach Council's customer service</p> <p><i>Comment: Resource shortages due to COVID-19 related absenteeism and increased volumes due to severe weather has impacted service quality and therefore some customers may abandon their call due to wait times. This has been addressed through reliable workforce planning and contingency programs to ensure the resources required to meet customer demands are in place and fewer customers call due to quicker response to original enquiry or improvements in web content to facilitate self-service.</i></p>	N/A	3.50%	<b>4.3%</b>



Strategic Indicator	2020-21 Result	2021-22 Forecast	2021-22 Result
Number of cyber security incidents that compromise user data	N/A	0	<b>0</b>
Access to Council's website (percentage of time available).	N/A	99.80%	<b>99.95%</b>

## Progress of initiatives in the Budget

Our Initiatives	Status
<p>7.1 Conduct a review of the Community Engagement Policy with further community consultation to ensure Council is meeting the community's expectations on how we engage with them.</p> <p><b>Major initiative</b></p>	Complete
<p>7.2 Ensure Council operates within a financially sustainable framework through preparation of the Budget 2022-23 (plus three subsequent financial years) in-line with statutory requirements, and submit for consideration by Council.</p> <p><b>Major initiative</b></p>	Complete
<p>7.3 Engage with strategic procurement aggregators (Municipal Association Victoria, Procurement Australia, and State Purchasing Contracts) and with other Councils as appropriate to explore collaborative contract opportunities.</p>	Complete

Our Initiatives	Status
<p>7.4 Adopt the refreshed Boroondara Community Plan 2021-31 to meet the needs of the community now and into the future and set the long-term strategic direction and vision for Council.</p> <p><b>Major initiative</b></p>	Complete
<p>7.5 Develop and implement a new Council Plan 2021-2025 in-line with the refreshed Boroondara Community Plan 2021-2031 to deliver on priorities most important to the community.</p>	Complete
<p>7.6 Undertake customer experience benchmarking to inform improvements to service delivery and the ease in which customers can transact with Council.</p>	Complete
<p>7.7 Introduce an Enterprise Booking Tool enabling online ticketing, registrations and online bookings to provide the community with an easy-to-use events and booking system for Council facilities.</p> <p><b>Major initiative</b></p>	Complete
<p>7.8 Develop a chat bot capability via Council's website, giving customers who are looking for immediate support for waste enquiries, an efficient new channel to resolve their enquiries quickly 24/7 on their preferred device at a time that suits them.</p>	Complete

## Performance of services funded in the Budget

Definitions:

- **Actual:** Actuals are the recorded revenues and expenditures at a given point in time (as compared to a budget, which is only an estimate of revenues and expenditures)
- **Budget:** A budget is an estimation of revenue and expenses over a specified future period of time
- **Variance:** A variance is the difference between actual and budgeted income and expenditure.

### Service category: Chief Financial Office

Description	Actual <u>Budget</u> Variance \$'000
<p>This service:</p> <ul style="list-style-type: none"> <li>• provides financial accounting services including accounts payable, receivable and treasury</li> <li>• produces the Budget (plus three subsequent financial years) and Financial Plan (10 years) and manages Council's budgeting/forecasting and financial reporting systems</li> <li>• conducts monthly financial reporting</li> <li>• coordinates financial analysis for projects and provides advice on the pricing of services</li> <li>• coordinates the external audit</li> <li>• manages procurement and conduct of all public tenders</li> </ul>	<p><b>Actual: \$2,522</b>  <b><u>Budget: \$3,085</u></b>  <b>Variance: (\$563)</b></p>

Description	Actual <u>Budget</u> Variance \$'000
<ul style="list-style-type: none"> <li>• manages rates and property services, including Council databases and communication of the rate payment options available to residents</li> <li>• administers the purchasing system and purchasing card systems including training</li> <li>• coordinates fleet management</li> <li>• coordinates the Building and Property Working Group</li> <li>• handles the administration and leasing of Council's property holdings including the Camberwell Fresh Food Market</li> <li>• manages all acquisitions and disposals of land for Council</li> <li>• manages the discontinuance and sales of the rights of way throughout Boroondara.</li> </ul>	

## Service category: Council Operations

Description	Actual <u>Budget</u> Variance \$'000
<p>This service:</p> <ul style="list-style-type: none"> <li>includes the operation of Camberwell and Hawthorn office locations, including maintenance, security and servicing of essential services such as lifts, extinguishers, exit signs, etc.</li> </ul>	<p><b>Actual: \$418</b>  <b><u>Budget: \$631</u></b>  <b>Variance: (\$213)</b></p>

## Service category: Councillors, Chief Executive Officer, Executive Management, and support staff

Description	Actual <u>Budget</u> Variance \$'000
<p>This service:</p> <ul style="list-style-type: none"> <li>includes the Mayor, Councillors, Chief Executive Officer and Executive Leadership team and associated support.</li> </ul>	<p><b>Actual: \$2,796</b>  <b><u>Budget: \$2,734</u></b>  <b>Variance: \$62</b></p>

## Service category: Customer Support and Corporate Information

Description	Actual <u>Budget</u> Variance \$'000
<p>This service:</p> <ul style="list-style-type: none"> <li>provides an in-house advisory service to improve the quality of customer service in all areas of Council</li> </ul>	<p><b>Actual: \$6,705</b>  <b><u>Budget: \$7,243</u></b>  <b>Variance: (\$538)</b></p>

Description	Actual Budget Variance \$'000
<ul style="list-style-type: none"> <li>• business owner of the Customer Relationship Management System, and the custodian of the Electronic Document Record Management System</li> <li>• manages the archiving function</li> <li>• leads customer service, call centre and incoming correspondence functions of council</li> <li>• coordinates improvement to service delivery to the community and within Council through the use of technology and process change</li> <li>• provides professional guidance and direction to ensure Council is compliant with Public Records Act 1973</li> <li>• responsible for managing customer engagement, including enquiries and complaints</li> <li>• provides a centralised approach to the first-contact customer interaction and a tiered support model for customer enquiries including case management.</li> </ul>	

## Service category: Digital

Description	Actual <u>Budget</u> Variance \$'000
<p>This service:</p> <ul style="list-style-type: none"> <li>• develops new public facing digital services and information based on customer requirements, evidence based research, best practice user experience and human centered service design principles and practices</li> <li>• develops and maintains standards for accessibility, information architecture, digital governance and technical website security management</li> <li>• provides key strategic support, advice and service design projects to the various technology teams to enable Council to significantly expand and improve digital services</li> <li>• provides a council wide corporate digital service to all departments in the development and ongoing management of new digital products, responsive mobile and online tools, engagement approaches, systems and digital capabilities in line with the goals of the Customer Experience Improvement Strategy (CEIS) and the Information and Communications Technology (ICT) Strategy.</li> </ul>	<p><b>Actual: \$1,453</b>  <b><u>Budget: \$2,005</u></b>  <b>Variance: (\$552)</b></p>



## Service category: Governance and Legal

Description	Actual <u>Budget</u> Variance \$'000
<p>This service:</p> <ul style="list-style-type: none"> <li>• provides counsel to Council, Councillors, the Chief Executive Officer and the Executive Leadership Team</li> <li>• develops and implements strategies and policies</li> <li>• manages Freedom of Information, Information Privacy and Data Protection, public interest disclosures and internal ombudsman functions</li> <li>• maintains statutory registers, authorisations and delegations</li> <li>• administers the conduct of Council elections</li> <li>• provides administrative and secretarial support to the elected Councillors and Council committees</li> <li>• coordinates civic events, citizenship ceremonies and Citizens of the Year Awards</li> <li>• coordinates Audit Committee</li> <li>• manages internal audit services to Council</li> <li>• coordinates enterprise business risk for the organisation including Council's Crisis Management Plan and department Business Continuity Plans</li> </ul>	<p><b>Actual: \$5,026</b>  <b><u>Budget: \$5,488</u></b>  <b>Variance: (\$462)</b></p>

Description	Actual <u>Budget</u> Variance \$'000
<ul style="list-style-type: none"> <li>• manages public liability, professional indemnity, motor vehicle and property claims</li> <li>• monitors and reports on legislative changes and impacts for Council operations</li> <li>• provides advice on legal and regulatory matters and ad hoc legal advice within the organisation</li> <li>• delivers training programs to develop Council officers' knowledge of relevant legal issues.</li> </ul>	

## Service category: Information Technology

Description	Actual <u>Budget</u> Variance \$'000
<p>This service:</p> <ul style="list-style-type: none"> <li>• through strong Information Technology governance practices, ensures cost and value for money principles underpin all investment decisions</li> <li>• ensures effectiveness and reliability of computing and communication systems</li> <li>• oversees and manages information security related risks to ensure sensitive customer and Council data remains secure and available only to those it is intended for</li> <li>• recommends and leads the selection of technology products and services that best align to organisational and/or customer needs</li> <li>• leads and supports the implementation of technology related initiatives that enable the required customer and organisational outcomes to be achieved.</li> </ul>	<p><b>Actual: \$10,047</b>  <b><u>Budget: \$11,352</u></b>  <b>Variance: (\$1,305)</b></p>

## Service category: People, Culture and Development

Description	Actual <u>Budget</u> Variance \$'000
<p>This service:</p> <ul style="list-style-type: none"> <li>• delivers the functions of health, safety and well-being, human resources, payroll and organisational development and change</li> <li>• provides specialist advice, service and policy development related to all aspects of the portfolio</li> <li>• coordinates recruitment, industrial relations, remuneration, award/agreement interpretation and work-force planning</li> <li>• facilitates and coordinates professional, leadership and cultural development programs</li> <li>• coordinates Council's employee performance management system.</li> </ul>	<p><b>Actual: \$3,920</b>  <b><u>Budget: \$3,529</u></b>  <b>Variance: \$391</b></p>

## Service category: Strategic Communications

Description	Actual <u>Budget</u> Variance \$'000
<p>This service:</p> <ul style="list-style-type: none"> <li>• manages the Boroondara brand and corporate communications channels and content</li> <li>• delivers advocacy campaigns in collaboration with the responsible Director, CEO and Councillors</li> <li>• provides a broad range of engagement tools to facilitate the capture of external feedback</li> <li>• media relations and issues management</li> <li>• develops strategic integrated communication, marketing and engagement plans for key initiatives linked to the Council Plan</li> <li>• responsible for the Customer Channel Strategy</li> <li>• provides an in-house online content development and publishing function involving content quality assurance and accessibility.</li> </ul>	<p><b>Actual: \$4,012</b>  <b><u>Budget: \$3,996</u></b>  <b>Variance: \$16</b></p>

## Service category: Strategy and Performance

Description	Actual <u>Budget</u> Variance \$'000
<p>This service:</p> <ul style="list-style-type: none"> <li>• develops and delivers the annual planning cycle for the Council Plan and Budget</li> <li>• develops the business planning structure and templates and assists departments across Council to complete their Strategic Business Plans</li> <li>• manages Council's reporting system and conducts performance reporting for the Quarterly Performance Report and the Annual Report</li> <li>• provides external grant application support for significant project funding opportunities</li> <li>• coordinates business cases for projects</li> <li>• develops high quality partnerships with public and private sector organisations</li> <li>• identifies and incubates a pipeline of innovation opportunities</li> <li>• develops and manages customer research activities including surveys, interviews and feedback via digital channels</li> <li>• oversight of key programs and projects to ensure deliverables and benefits are realised.</li> </ul>	<p><b>Actual: \$1,453</b>  <b><u>Budget: \$2,106</u></b>  <b>Variance: (\$653)</b></p>

## Results of other service performance indicators and measures including explanation of material variation

### Governance

Measure	2018-19	2019-20	2020-21	2021-22	Comments
<b>Transparency</b> Council decisions made at meetings closed to the public (Number of council resolutions made at ordinary or special meetings of council, or at meetings of a special committee consisting only of councillors closed to the public / Number of council resolutions made at ordinary or special meetings of council or at meetings of a special committee consisting only of councillors) x 100	2%	4.3%	4%	<b>4%</b>	
<b>Consultation and engagement</b> Satisfaction with community consultation and engagement (Community satisfaction rating out of 100 with how council has performed on community consultation and engagement)	62	59	59	<b>59</b>	

Measure	2018-19	2019-20	2020-21	2021-22	Comments
<b>Attendance</b> Councillor attendance at council meetings (The sum of the number of councillors who attended each ordinary and special council meeting / (Number of ordinary and special council meetings) x (Number of councillors elected at the last council general election) x 100	97%	98%	98%	<b>98%</b>	



Measure	2018-19	2019-20	2020-21	2021-22	Comments
<b>Service cost</b> Cost of elected representation (Direct cost of the governance service / Number of councillors elected at the last council general election)	\$55,884	\$52,684	\$47,095	<b>\$53,352</b>	<i>The increase to the cost of elected representation has two causes. Firstly, an increase in allowances to Councillors as mandated by the Local Government Act 2020 and directed by the Victorian Independent Remuneration Tribunal No 01-2022. The increase applied from 18 December 2021. Secondly, the resumption of in-person meetings following the COVID-19 pandemic and costs associated with conducting in-person meetings.</i>
<b>Satisfaction</b> Satisfaction with Council decisions (Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community)	62	59	62	<b>61</b>	



CROSS

CHECK-IN

Park Exercise Equipment



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For more information, visit [www.fitforparks.com](http://www.fitforparks.com)



**INSTRUCTIONS**

1. Sit on seat and place hands on hand grips
2. Push hand grips away until arms are fully extended
3. Slowly return arms to starting position
4. For a greater challenge, lift feet off ground

**REPETITIONS**

5 - 20 based on fitness level



For more information, visit [www.fitforparks.com](http://www.fitforparks.com)

**IMPORTANT:** If you have a medical condition, are aged over 65 or haven't exercised regularly for a long time, see your doctor for a medical check-up before using this equipment. This equipment is designed for use by people aged 16 and over. Please supervise younger adults and children aged over 11. Please supervise younger children around the equipment.

**FIT-FOR-PARKS**

Outdoor gym for all ages





# Governance Management



# Corporate Governance

## Governance

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

Council's role includes:

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

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

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

In April 2020, the *Local Government Act 2020* (the Act) was enacted. The Act was implemented in four transitional stages, the last stage occurred at the start of this financial year on 1 July 2021. On that date, all provisions of the Act not already in operation came into force.

## Council meetings

Council meetings are open to the public and usually scheduled on the fourth Monday of each month. In accordance with the requirements of the Governance Rules, additional, unscheduled Council meetings may be called when required. Members of the community are welcome to attend and observe these meetings either in person or online. They can also submit a question to the Council. In FY2021-22, Council held eighteen (18) Council meetings.

## Councillor attendance at Council meetings during FY2021-22:

Councillors	Total Council Meetings attended
Cr Jane Addis (Mayor)	18
Cr Wes Gault (Deputy Mayor)	18
Cr Jim Parke	17
Cr Felicity Sinfield	18
Cr Victor Franco	15
Cr Di Gillies	16
Cr Lisa Hollingsworth	18
Cr Cynthia Watson	16
Cr Susan Biggar	16
Cr Garry Thompson	16
Cr Nick Stavrou	18

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

Councillors	Council Meeting dates where a councillor was granted a leave of absence
Cr Jane Addis (Mayor)	
Cr Jim Parke	28 February 2022
Cr Felicity Sinfield	
Cr Victor Franco	
Cr Wes Gault	
Cr Di Gillies	6 June 2022
Cr Lisa Hollingsworth	20 June 2022
Cr Cynthia Watson	13 December 2021
Cr Susan Biggar	6 June 2022
Cr Garry Thompson	13 December 2021 11 April 2022
Cr Nick Stavrou	

## Delegated committees

Delegated committees established by Council and their purpose:

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

Special Committee	Councillors	Purpose
Management Performance Review Committee	Cr Garry Thompson Cr Cynthia Watson Cr Victor Franco Cr Jane Addis Cr Wes Gault	To consider functions and powers in relation to the management of the Chief Executive Officer's Contract of Employment  <i>This committee was revoked by resolution 13 December 2021 which sunsetted the delegated committee.</i>
Chief Executive Officer's Employment and Remuneration Delegated Committee	Cr Jane Addis (Chair) Cr Garry Thompson Cr Jim Parke Cr Felicity Sinfield Cr Victor Franco Cr Wes Gault Cr Di Gillies Cr Lisa Hollingsworth Cr Cynthia Watson Cr Susan Biggar Cr Nick Stavrou	The purposes of this Committee are to consider and make recommendations to Council regarding: <ul style="list-style-type: none"> <li>the selection and appointment of an Independent Advisor;</li> <li>independent advice received from time to time from the Independent Advisor;</li> <li>monitoring the Chief Executive Officer's performance against KPIs;</li> <li>annual review of the Chief Executive Officer's performance against the KPIs;</li> <li>the Chief Executive Officer's remuneration;</li> <li>provisions to be suggested for inclusion in the Contract of Employment from time to time.</li> </ul>



## Code of Conduct

The *Local Government Act 2020* (the Act) requires Council to review and adopt its Councillor Code of Conduct within four months after council elections. The revised Councillor Code of Conduct was adopted by Council Meeting on 22 February 2021 in accordance with the requirements of the Act.

Council's Code of Conduct:

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

## Conflict of interest

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

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

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

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

During FY2021-22, 17 conflicts of interest were declared at Council and Delegated Committee meetings.

## Councillor allowances

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

On 7 March 2022, the Remuneration Tribunal made determination 01/2022 that applies to all Mayors, Deputy Mayors and councillors in all Victorian councils. Councils are divided into three categories based on the income and population of each council. Boroondara is recognised as a category three council. Determination 01/2022 applied from 18 December 2021 with allowances back paid from that date. The value of the allowance in the determination includes superannuation.

Councillors are entitled to receive an allowance while performing their duties. The Mayor and Deputy Mayor are entitled to larger allowances.

Consequently, in this financial year, the Mayor, Deputy Mayor and councillors received allowances at two rates. Between 1 July 2021 and 17 December 2021, they received allowances at the rate fixed by Council in a meeting on 28 June 2021, where Council resolved to fix the allowances for the 2020-24 Council term at \$31,444 per annum for councillors and \$100,434 per annum for the Mayor, plus the equivalent of the superannuation guarantee contribution.

From 18 December 2021 to 30 June 2022, they received allowances at the rate fixed by the Remuneration Tribunal's Determination which includes superannuation. While the Remuneration Tribunal sets allowance rates for the Mayor, Deputy Mayor and councillors, section 39(5) of the Act allows individual councillors to elect to:

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

The Deputy Mayor elected to receive less than his full entitlement based on section 39(5) of the Act.

Allowances paid to each councillor during the year:

Councillors	Allowance
Cr Jane Addis (current Mayor)	\$89,872
Cr Garry Thompson (Mayor until November 2021)	\$65,267
Cr Wes Gault (Deputy Mayor)	\$41,749
Cr Jim Parke	\$35,333
Cr Felicity Sinfield	\$35,333
Cr Victor Franco	\$35,333
Cr Di Gillies	\$35,333
Cr Lisa Hollingsworth	\$35,333
Cr Cynthia Watson	\$35,333
Cr Susan Biggar	\$35,333
Cr Nick Stavrou	\$35,333

## Councillor expenses

Councillors are reimbursed for expenses incurred while performing their duties.

Expenses for the FY2021-22 year are set out below:

Councillors	Information and Communication (\$)	Accommodation Travel Vehicle (\$)	Other expenses (\$)	Professional Development (\$)	Total (\$)
Cr Jane Addis (Mayor)	\$963	\$446	\$119	-	<b>\$1,528</b>
Cr Jim Parke	\$1,000	-	-	\$10,827	<b>\$11,827</b>
Cr Felicity Sinfield	\$848	-	\$59	\$8,827	<b>\$9,734</b>
Cr Victor Franco	\$976	\$1,517	\$2,114	-	<b>\$4,607</b>
Cr Wes Gault	\$900	-	\$302	\$105	<b>\$1,307</b>
Cr Di Gillies	\$869	-	\$73	\$4,091	<b>\$5,033</b>
Cr Lisa Hollingsworth	\$869	\$497	\$1,183	\$3,259	<b>\$5,808</b>

Councillors	Information and Communication (\$)	Accommodation Travel Vehicle (\$)	Other expenses (\$)	Professional Development (\$)	Total (\$)
Cr Cynthia Watson	\$829	\$477	-	(\$23)*	<b>\$1,283</b>
Cr Susan Biggar	\$837	-	\$131	\$8,973	<b>\$9,941</b>
Cr Garry Thompson	\$870	-	\$158	-	<b>\$1,028</b>
Cr Nick Stavrou	\$829	(\$507)*	(\$58)*	\$7,273	<b>\$7,537</b>

\* Refund received for expenses incurred in the previous financial year.

### **Other expenses**

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

## Council Advisory Committees

This section provides an update on work undertaken by Council's Advisory Committees.

### Arts and Culture

Council Advisory Committee	Purpose of Committee	Comments
Boroondara Arts Advisory Committee	To provide feedback to support the promotion and delivery of arts programs in Boroondara.	The Boroondara Arts Advisory Committee has convened quarterly during 2022. Items considered in this forum have included specific curated programs and how best to engage local artists, ongoing mechanisms of support for local artists and community creative organisations, and the ability to consider sponsorship and partnership opportunities with Council.

Council Advisory Committee	Purpose of Committee	Comments
Boroondara Eisteddfod Advisory Committee	To provide support to Council in presenting the Boroondara Eisteddfod.	The Eisteddfod Advisory Committee meets 4-5 times per annum. The Committee provided support and feedback into the challenging delivery experienced during 2021 due to the COVID-19 pandemic. The ability to continue to deliver the Eisteddfod during 2020 and 2021 has resulted in record registrations for the 2022 program, which will be delivered in person. The Committee play a lead role in consideration of adjudicators, sponsors, volunteers and accompanists, as well as the Camerata Orchestra which will feature in the Piano Concerto finale.

## Community Planning and Development

Council Advisory Committee	Purpose of Committee	Comments
Boroondara Community Safety Advisory Committee	To foster a partnership approach to enhance safer communities by responding and providing feedback and information on community safety issues of concern to the community.	<p>The Boroondara Community Safety Advisory Committee met on 17 November 2021 and 23 February 2022.</p> <p>The most recent meeting was a hybrid meeting on Wednesday 25 May 2022 with the following agenda items discussed:</p> <ul style="list-style-type: none"> <li>• a presentation on the future directions for the Committee</li> <li>• a presentation on the refresh of the Disability Action Plan</li> <li>• a presentation and discussion on Community Safety month activities</li> <li>• a presentation from Swinburne University on the National Student Safety Survey</li> <li>• an update on graffiti management</li> <li>• an update on crime and safety</li> <li>• updates from members about crime and safety activities.</li> </ul>



Council Advisory Committee	Purpose of Committee	Comments
Boroondara Community Strengthening Grants Assessment Panel	To assess applications received through the Annual Community Strengthening Grants and Boroondara Triennial Operational Grants categories and to recommend funding allocations to Council.	The Boroondara Community Strengthening Grants Assessment Panel met to consider three rounds of community grants in FY2021-22, including the FY2021-22 Annual Grants (up to \$10,000), and two rounds of Small (Biannual) Grants (up to \$3,000). The Panel recommended a total of 137 applications for a range of projects and activities that will contribute to community strengthening across the three grant rounds.

Council Advisory Committee	Purpose of Committee	Comments
Boroondara Public Health and Wellbeing Advisory Committee	<p>To provide feedback on current and emerging health and wellbeing issues and trends for all life stages.</p> <p>To provide advice on external stakeholder health and wellbeing projects, and opportunities for advocacy.</p>	<p>The Boroondara Public Health and Wellbeing Advisory Committee (BPHWAC) met on 15 December 2021 and 21 March 2022.</p> <p>The most recent meeting was in person on 20 June 2022 at Council. The meeting included:</p> <ul style="list-style-type: none"> <li>• a presentation from YMCA sharing early findings from a recent evaluation of access and inclusion at YMCA centres, in collaboration with Deakin University</li> <li>• a presentation from Access Health and Community on the new Access to Community (A2C) program, which seeks to increase social connections and improve mental wellbeing of socially isolated residents</li> <li>• a presentation on the Boroondara Disability Action Plan refresh, seeking support and feedback from members to increase engagement of residents and service providers</li> <li>• information sharing by members.</li> </ul>

Council Advisory Committee	Purpose of Committee	Comments
Community Disability Advisory Committee	To advise Council on strategies for identifying and addressing disability access and inclusion issues within the City of Boroondara.	<p>The Community Disability Advisory Committee (CDAC) met on 8 December 2021 and 9 March 2022.</p> <p>The most recent meeting was a hybrid meeting on 15 June 2022. The meeting included:</p> <ul style="list-style-type: none"> <li>• a welcome and introduction to new Committee members</li> <li>• a presentation about Council's role in transport and transport infrastructure accessibility</li> <li>• a presentation about Council's role in disability access in the built environment</li> <li>• a presentation on the consultation plan for the review and refresh of the Boroondara Disability Action Plan</li> <li>• a facilitated discussion to inform the refresh of the Boroondara Disability Action Plan.</li> </ul>

## Health and Wellbeing Services

Council Advisory Committee	Purpose of Committee	Comments
Boroondara Early Years Advisory Committee	To advise Council on a diverse and comprehensive range of matters relating to the provision of coordinated and responsive quality early and middle years services for families and their children living, working or learning in Boroondara.	<p>The committee met on 18 November 2021 and 24 February 2022.</p> <p>The last meeting was held on 26 May 2022. Key discussions from last meeting related to a presentation about School Transitions from Helen Inglis (Kindergarten Improvement Advisor). Committee members gave updates.</p>

## Liveable Communities

Council Advisory Committee	Purpose of Committee	Comments
Marketplace Development Fund (MDF)	To determine on expenditure to promote Camberwell on Sundays and associated infrastructure with funds raised by Rotary.	The MDF Committee met quarterly throughout the year and embarked on a new marketing campaign involving the creation of monthly articles, showcasing the market and broader Camberwell precinct to encourage greater visitation to the market and a longer dwell time in the precinct by market goers. The MDF Committee has also been updated on key projects being undertaken within Camberwell such as the Camberwell Draft Place Plan and Structure Plan and enhancements to the Camberwell Fresh Food Market.
Add Life to Your Years Advisory Committee	To provide feedback to Council about a range of issues that may influence policy, service and program development as it affects older people.	Two advisory committee meetings were held in the first half of the financial year before a decision was made by Council November 2021 to no longer continue the advisory committee. Council officers will look at ways to continue to engage with those who are wanting to contribute to Boroondara as an Age-Friendly City.

## Management

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

### Audit and Risk Committee

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

Memberships during FY2021-22

Independent members	Date of membership
Mr John Watson (Chair)	Appointed 22 February 2021
Ms Freya Marsden	Appointed 25 February 2020
Ms Fiona Green	Appointed 22 February 2021

Councillor members	Date of membership
Cr Victor Franco	November 2020 - November 2021
Cr Cynthia Watson	November 2021 - current
Cr Nick Stavrou	November 2020 - current

## Attendance at Audit and Risk Committee meetings during FY2021-22:

Councillors	Total Committee Meetings attended
Mr John Watson (Chair)	4
Ms Freya Marsden	4
Ms Fiona Green	4
Cr Victor Franco	4
Cr Cynthia Watson	4
Cr Nick Stavrou	4

The Committee has three independent members and two councillors. Independent members as at 30 June 2022 were Mr John Watson, Ms Freya Marsden and Ms Fiona Green. Independent members are appointed for a three-year term, with a maximum of two terms. The chair is elected from the independent members.

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

## Internal audit

Council's internal audit provides independent and objective assurance that appropriate processes and controls are in place across Council. Pitcher Partners is the company appointed by Council as Internal Auditors. A risk based three-year Strategic Internal Audit Plan (SIAP) is prepared and considers Council's risk framework, the Council Plan, the impact of any change on operations, systems or the business environment, prior audit coverage and outcomes and management input. The SIAP is reviewed and approved by the Audit and Risk Committee annually.

The Internal Auditor attends each Audit and Risk Committee meeting to report on the status of the internal audit plan, provide an update on the implementation of audit recommendations and to present findings of completed reviews. The responsible director

and manager for each area reviewed are required to attend the Audit and Risk Committee meetings to respond to questions in relation to the review.

All audit issues identified in internal audit reports are risk rated. Recommendations are assigned to the responsible manager and tracked in Council's performance management system. Managers provide status updates quarterly which are reviewed by the Internal Auditor and reported to the Executive Leadership Team and the Audit and Risk Committee. The Audit and Risk Committee monitors all recommendations until completion.

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

The following internal audit reviews were commissioned as part of the internal audit plan for FY2021-22:

- Swimming pool registrations and safety of building structures
- Asset Management
- Legislative Compliance Management
- Human Resources Management
- Business Continuity Management
- Follow-Up Review
- Information Security.

## **External audit**

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

## **Risk management**

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

The Risk Management Framework and Policy addresses:

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



## Governance and Management Checklist

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

Commitments	Status
<b>1. Community engagement policy</b> (policy under section 55 of the Act outlining Council's commitment to engaging with the community on matters of public interest)	Adopted in accordance with section 55 of the Act: Yes  Date of operation of current policy: 22/02/2021
<b>2. Community engagement guidelines</b> (guidelines to assist staff to determine when and how to engage with the community)	Guidelines: Yes  Date of operation of current guidelines: 10/12/2015  <i>The Community Engagement Policy 2021-26 was adopted in February 2021. Refreshed guidelines are expected to be endorsed in September 2022.</i>
<b>3. Financial Plan</b> (plan under section 91 of the Act outlining the financial and non-financial resources required for at least the next 10 financial years)	Adopted in accordance with section 91 of the Act: Yes  Date of adoption: 25/10/2021
<b>4. Asset Plan</b> (plan under section 92 of the Act setting out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)	Adopted in accordance with section 92 of the Act: Yes  Date of operation of current plan  • Boroondara Asset Plan 2022-23 2023-33: 27/06/2022
<b>5. Revenue and Rating Plan</b> (plan under section 93 of the Act setting out the rating structure of Council to levy rates and charges)	Adopted in accordance with section 93 of the Act: Yes  Date of operation of current strategy: 28/06/2021

Commitments	Status
<b>6. Annual budget</b> (plan under section 94 of the Act setting out the services to be provided and initiatives to be undertaken over the next 12 months and the funding and other resources required)	Adopted in accordance with section 94 of the Act: Yes  Date of adoption: 27/06/2022
<b>7. Risk policy</b> (policy outlining Council's commitment and approach to minimising the risks to Council's operations)	Policy: Yes  Date of operation of current policy: 23/05/2022
<b>8. Fraud policy</b> (policy outlining Council's commitment and approach to minimising the risk of fraud)	Policy: Yes  Date of operation of current policy: 28/06/2021
<b>9. Municipal emergency management plan</b> (plan under section 20 of the <b><i>Emergency Management Act 1986</i></b> for emergency mitigation, response and recovery)	Prepared and maintained in accordance with section 20 of the <b><i>Emergency Management Act 1986</i></b> : Yes  Date of preparation: 29/05/2020
<b>10. Procurement policy</b> (policy under section 108 of the Act outlining the principles, processes and procedures that will apply to the purchase of goods and services by the Council)	Adopted in accordance with section 108 of the Act: Yes  Date of adoption: 13/12/2021

Commitments	Status
<p><b>11. Business continuity plan</b> (plan setting out the actions that will be taken to ensure that key services continue to operate in the event of a disaster)</p>	<p>Plan: Yes</p> <p>Date of operation of current plans</p> <ul style="list-style-type: none"> <li>• Arts and Culture: 14/10/2021</li> <li>• Asset and Capital Planning: 12/11/2020</li> <li>• Building Services: 14/10/2021</li> <li>• Business and Project Readiness: 16/11/2021</li> <li>• Capital Projects: 11/01/2021</li> <li>• Chief Financial Office: 24/12/2021</li> <li>• Civic Services: 18/11/2021</li> <li>• Community Planning and Development: 17/11/2020</li> <li>• Customer and Communication: 05/11/2021</li> <li>• Environmental Sustainability and Open Spaces: 21/12/2021</li> <li>• Governance and Legal: 22/10/2021</li> <li>• Health and Wellbeing Services: 25/10/2021</li> <li>• Library Services: 09/11/2020</li> <li>• Liveable Communities: 29/10/2021</li> <li>• People, Culture and Development: 25/10/2021</li> <li>• Strategic and Statutory Planning: 12/11/2020</li> <li>• Strategy and Performance: 21/12/2021</li> <li>• Traffic and Transport: 16/11/2021</li> <li>• Transformation and Technology: 19/10/2021</li> <li>• Facilities, Waste, and Infrastructure: 21/10/2021</li> </ul>
<p><b>12. Disaster recovery plan</b> (plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)</p>	<p>Plan: Yes</p> <p>Date of operation of current plan: 23/12/2021</p>

Commitments	Status
<b>13. Risk management framework</b> (framework outlining Council's approach to managing risks to the Council's operations)	Framework: Yes  Date of operation of current framework: 23/05/2022
<b>14. Audit and Risk Committee</b> (advisory committee of Council under section 53 and 54 of the Act)	Established in accordance with section 53 of the Act: Yes  Date of establishment: 28/06/2021  <i>Note: Council has had an Audit and Risk Committee from the date of its establishment.</i>  <i>The Audit and Risk Committee Charter is reviewed annually. Councillor Committee members are nominated by Council on an annual basis. The current Audit Committee Charter was adopted by Council on 28 June 2021.</i>
<b>15. Internal audit</b> (independent accounting professionals engaged by the Council to provide analyses and recommendations aimed at improving Council's governance, risk and management controls)	Engaged: Yes  Date of engagement of current provider: 1/10/2017
<b>16. Performance reporting framework</b> (a set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 98 of the Act)	Framework: Yes  Date of operation of current framework: 25/10/2021
<b>17. Council Plan reporting</b> (report reviewing the performance of the Council against the Council Plan including the results in relation to the strategic indicators for the first six month of the financial year)	Report: Yes  Date of operation of current report: 28/02/2022

Commitments	Status
<b>18. Quarterly budget reports</b> (quarterly reports to the Council under section 97 of the Act, comparing actual and budgeted results and an explanation of any material variations)	Reports presented to the Council in accordance with section 97(1) of the Act: Yes  Date statements presented: <ul style="list-style-type: none"> <li>• 23/08/2021</li> <li>• 13/12/2021</li> <li>• 28/02/2022, and</li> <li>• 06/06/2022</li> </ul>
<b>19. Risk reporting</b> (six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)	Reports: Yes Date of reports: <ul style="list-style-type: none"> <li>• 17/11/2021</li> <li>• 1/06/2022</li> </ul>
<b>20. Performance reports</b> (six-monthly reports of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 98 of the Act)	Reports: Yes Date of reports: <ul style="list-style-type: none"> <li>• 13/12/2021</li> <li>• 28/02/2022 and</li> <li>• 06/06/2022</li> </ul>
<b>21. Annual report</b> (annual report under sections 98 and 99 of the Act containing a report of operations and audited financial and performance statements)	Presented at a meeting of the Council in accordance with section 100 of the Act: Yes  Date of consideration: 25/10/2021
<b>22. Councillor Code of Conduct</b> (code under section 139 of the Act setting out the standards of conduct to be followed by councillors and other matters)	Reviewed in accordance with section 139 of the Act: Yes  Date reviewed: 22/02/2021

Commitments	Status
<b>23. Delegations</b> (documents setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff)	Delegations reviewed in accordance with section 11(7) of the Act and a register kept in accordance with sections 11(8) and 47(7) of the Act: Yes <ul style="list-style-type: none"> <li>• Date reviewed Council to Chief Executive Officer: 28/02/2022</li> <li>• Council to Staff: 28/02/2022</li> <li>• Council to Urban Planning Delegated Committee: 26/07/2021</li> <li>• Services Delegated Committee: 26/07/2021</li> <li>• Council to Management Performance and Review Delegated Committee: 27/09/2021 (Revoked by resolution 13 December 2021 thus sunsetting the delegated committee)</li> <li>• Chief Executive Officer Employment and Remuneration Delegated Committee: 28/02/2022</li> </ul>
<b>24. Meeting procedures</b> (governance Rules under section 60 of the Act governing the conduct of meetings of Council and delegated committees)	Governance Rules adopted in accordance with section 60 of the Act: Yes  Date Governance Rules adopted: 26/07/2021

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



Cr Jane Addis  
 Mayor  
 Date: 24 October 2022  
 Camberwell



Phillip Storer  
 Chief Executive Officer  
 Date: 24 October 2022  
 Camberwell

## Statutory information

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

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

Documents such as:

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

Process information such as:

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

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

- Governance Rules (including election period policy)
- Meeting Agendas;
- Minutes of Meetings;
- Audit and Risk Committee Charter;
- Instruments of Delegation for Delegated Committees;
- Gift Registers for Councillors and Council Staff;
- Travel Registers for Councillors and Council Staff;
- Registers of Conflicts of Interest disclosed by Councillors and Council Staff;
- Registers of Leases entered into by Council;
- Register of Delegations under sections 11(8) and 47(7);
- Register of Authorised Officers;
- Register of Election Campaign Donations as per section 307(2);
- Summary of Personal Interests;
- information about any proposed special rate, special charge or combination of both under section 163 of the Act;
- Councillor and a member of a delegated committee Expenses Policy;
- copies of Boroondara's Local Laws (section 75);
- information about any declared differential rates (section 161); and
- any other Registers or Records required by the Local Government Act 2020 (the Act) or any other Act.

## Continuous improvement

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

### Theme 1: Community, Services and Facilities

- The Annual Process for Animal Registrations and annual renewals was reviewed and enhanced. Approximately 25,000 registrations were reviewed and a number of improvements were made to improve the accuracy and speed of renewals for pet owners. Customers were contacted to update details prior to renewals in April 2022 so that data records could be cleansed and to enable registrations to be processed faster and more accurately. Website and registration payment terms were also updated to reduce upfront registration costs for pets under one year of age and so reducing the number of refunds needing to be processed after desexing.
- An Elections Promotional Guide was produced and published online prior to the Federal Election to communicate clear requirements to the community and candidates to increase compliance and simplify the permit process to support a free and fair election. It was reported that non-compliance was decreased in relation to prior elections within the municipality and candidates reported clearer understanding of guidelines from Council.
- The Active Ageing programs and events team have developed an events series to continue throughout the year instead of just for Christmas and Seniors month. The two events which have been delivered have been very successful with the first having nearly 70 attendees and the second having nearly 100 in attendance. This has led to the development of new communication channels with other community and aged care organisations to ensure the event information is widely accessible.
- Council has implemented improvements in how reports of homelessness are reported on and responded to. This has included refining the Standard Operating Procedures which provide guidance on roles when responding to reports. Council has also developed and distributed a Homelessness Food and Support Guide that provides information to community members and organisations about supports available to people experiencing homelessness or those at risk of homelessness. Council has begun developing content for an online training module for staff across the organisation to raise awareness of the Homelessness Protocol and how to make a report about a person who is homeless or at risk of homelessness.
- Improvements to design and function of the Camberwell Community Centre to provide a purpose built facility to support community programs and activities. The design reflects extensive consultation with centre participants, staff, committee of management and local residents.



- Library spaces were reviewed to ensure they met State Government social distancing guidelines, and maximised opportunities for seating and study facilities for community members and students.
- Volunteers were recruited through the DigiVol platform to assist with the transcription of historical handwritten Council minutes in order to make them more accessible to the community. More than 350 volunteers have completed 14,708 pages of transcription covering a period of 87 years.
- The rebranding of the Arts and Culture portfolio have strengthened the affiliation to City of Boroondara branding, included one umbrella brand for Boroondara Arts to have a consistent style and voice, and includes each of the three cultural facilities - Hawthorn Arts Centre, Town Hall Gallery and Kew Court House. This has improved customer experience and officer administration.
- Two dashboards have been created to improve the Capital Works and Strategic Asset Planning reporting processes. One dashboard is for Capital Works Reporting. This dashboard provides an overview of capital works spend, budget and forecast at both the project and overall financial year level. It surfaces projects off-track from a schedule or budget perspective so corrective action can be taken in a timely manner. The dashboard provides easy access to insights around capital works and removes the need for manual collation of data. The second dashboard is for Strategic Asset Planning. This dashboard provides an up-to-date overview of actual spending, budget, forecast, asset condition and replacement costs across the different asset types with an ability to analyse trends over time. This will inform Council of actions to be taken on an asset. It will enable informed decision-making with regards to renewal, upgrade or maintenance of assets that support extending the life of an asset with optimised spend and minimised disruption to the community.
- Three customer satisfaction surveys have been implemented across the following services, Immunisation, Maternal and Child Health and Kindergarten Central Enrolment Scheme. These surveys are sent to customers after their interactions with Council and the feedback collected assists Council in improving processes and customer experience.

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

- Development of a public realm assets manual that defines the style of furniture and other assets to be used in park developments.
- Revision of mowing heights and frequencies to enhance grass coverage, health and vigour and to reduce weed infestation.
- The Victoria Park Regional Playground incorporated trees sourced from the North East Link redevelopment. The tree logs have been repurposed to provide nature based play, as part of the playground which offers diverse and accessible play opportunities.

## **Theme 3: The Environment**

- Innovation process to consider how to make taking action on the climate easy, accessible and compelling for the community. This has resulted in the development of projects to communicate progress towards Council's targets, survey the community on their sustainable practices, provide tips for easy sustainable changes to make and to provide information to residents on the benefits of all electric homes. These projects will be launched early in FY 2022-23.
- The process of producing waste reports has been automated, making it easier to extract information to generate job lists for the waste team to address, improving efficiency and customer experience.
- A Hard Waste Collection App has been introduced, which now allows hard waste drivers to update notes and close requests in the field. This innovation has seen a switch from a paper-based system to a mobile on-site computing process that has resulted in a better customer experience and generated greater efficiencies.

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

- Planning reports have been streamlined to make them easier to read, which has improved planning assessment across different specialist inputs to achieve better overall development outcomes.
- The Protection of Council Assets and Control of Building Sites Local Law 2021 was created and adopted by Council to better regulate the thriving building sector and protect Council's assets by restoring them to their prior state after building works are completed. The new Local Law has been operationalised and Council continues to deliver permits for occupation of Council Land and Protection of Assets as well as education and enforcement for non-compliance.
- To improve Council's enforcement of the Tree Protection Local Law a new internal prosecution referral process commenced in February 2022. This has reduced investigating officer workloads, improved the efficiency of prosecuting offenders, and resulted in more successful outcomes at court.
- In early 2022, Council's Significant Tree Register was improved. Working together as one, our data, digital and trees teams transformed the significant trees register from a 600+ page static document into a user-friendly, interactive resource for our customers. Using the new interactive map on our website, customers can now search for any address in Boroondara to quickly discover any significant trees in the area which are an important part of the landscape and neighbourhood character.
- Implementation of two Dashboards Workload Reporting and KPI and Performance monitoring dashboards for Building Services and contribute to creating the Property on a Page Dashboard for Council.
- Successfully created a Building Infringement system to commence issuing Infringement notices for 'Building' breaches associated with pool & spa safety and non-compliant fire safety matters in public buildings.

## Theme 5: Moving Around

- Council resurfaced 44,534m<sup>2</sup> of roads and refurbished 54,273m<sup>2</sup> of roads in FY2021-22 to keep our community safe and on the move.
- Council has been progressively implementing lighting along the busiest sections of shared paths across the municipality to improve the level of safety and security for path users. The lighting generally involves the provision of light poles and associated energy efficient LED lamps and/or solar lighting with a preference for solar lighting where possible. The majority of the Gardiners Creek Trail shared path in Boroondara is now lit.
- Ongoing advocacy to the Victorian Government on initiatives to improve the level of safety for all road users and public confidence in e-mobility use and infrastructure.

## Theme 6: Local Economy

- New social support and transport programs have connected with a variety of local businesses and services to support client access to them. This includes local shopping precincts, local eateries and local cinemas.
- Innovative solution involving removable anti-terror bollards to allow for periodical closure of Melton Avenue, Camberwell for events at Burwood Village Shopping Centre. The key item involved finding rated anti-terror bollards that were lightweight to allow for quick installation and removal by hand. Each bollard involved internal connecting modules that were fastened onto a reinforced concrete footing.

## Theme 7: Leadership and Governance

- The Community Strengthening Grants Program has reviewed and updated its acquittal processes to assist organisations to report on the outcomes of their grants and ensure consistency in approach. This will improve reporting and evaluation of project outcomes and contribute to improved accountability and transparency of grants.
- Council has undertaken continuous improvement activities to enhance value and service in our strategic risk transfer program to ensure the delivery of the broadest risk and insurance program available to Council which aligns with insurer risk appetite, while not compromising the breadth of coverage under our programs.
- The new Quality Framework introduced for case management and permits work was expanded to include more services and terminals to capture real-time customer feedback and was installed in the Camberwell service area.
- Public data was harnessed to create more usable solutions for displaying important information such as significant trees and road sweeping days on our website. In both cases, the original way to find information was to use unwieldy PDFs, which was challenging for website visitors using a mobile phone or using a screen-reader. To overcome this, the data is now available via an easily searchable map.
- A web home page redesign included a 'top tasks' revamp. Top tasks are the most important tasks our users want to carry out on the website. Previously we had an area of the home page containing buttons providing users access to over 40 top

tasks at the top of the home page. We reduced the number of buttons to 9 and simplified the design. As a result, usage of Top Tasks by all users increased by 158% in the month after the introduction. Among mobile users, there was an even more impressive increase of 1900%.

- In July 2021, our chat bot on Council's website expanded to be site-wide and include the top 50 most frequently asked questions from across the organisation. These were derived from analytics and customer insights. In November 2021 we added another 47 frequently asked questions to the chat bot. There are now over 200 questions in the chat bot and the chat bot is more accurate in answering questions. Between Quarter 1 and 2 in the FY2021-22 financial year, the number of people using chat bot increased by 25%.

## Consultation

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

Engagement and consultation programs included:

### Theme 1: Community, Services and Facilities

- Two community consultation were conducted to inform the Macleay Park Oval 2 and the Victoria Road Reserve oval reconstruction. This included consultation with residents, Macleay Park Oval 2 sporting clubs, Victoria Road Reserve sporting clubs, AFL Victoria and Cricket Victoria.
- The Public Libraries Victoria survey was undertaken across 50 libraries in Victoria, with over 1,700 Boroondara Library users choosing to participate in the survey. The survey asked questions regarding the primary reason for visiting the library, frequency of visits, opening hours and satisfaction.
- Community consultation was undertaken on the renewal of Through Road Early Learning and Fordham Avenue Kindergarten.
- All regular users of Council's in-home aged care services were consulted on the proposed transition of in-home aged care services to an alternative provider as appointed by the Australian Government.
- Consultation was completed during the development of the Community Resilience Framework (Extreme Weather Events). A survey asking residents over the age of 55 how they prepare for and stay safe during extreme weather events was made available online and at Council's libraries and seniors centres. Hard copies were also provided to a number of residents who receive Council's social support services. Over 200 survey responses were received from residents over the age of 55 helping to identify factors which may make some older adults more vulnerable to extreme weather events as well as examples of community resilience which can be further enhanced. An additional survey was sent to organisations on Council's Municipal Emergency Management Planning Committee. The survey asked organisations for their challenges experienced during extreme weather events, understanding of community resilience and suggestions on how to build the resilience of older adults to better manage extreme weather events.

- Council facilitated workshops with 8 community members and 16 Council staff to gain insight and ideas as to how Council could facilitate greater community connection by reactivating public places, council assets and open spaces. These insights led to the development of seven concepts for Council to test and implement.
- With increased dog activity, damage to the sporting field and differing needs of pet owners and sporting clubs, a community consultation process was undertaken to determine whether or not to remove gates from the North Oval of Victoria Park. It was resolved by Council to remove the gates in April 2022 and as a result, compliance by pet owners to manage their dogs has increased noticeably.
- The Domestic Animal Management Plan (DAMP) 2021-2025 went out for community consultation in November 2021 for additional feedback. 14 submissions were received with most respondents in support of the plan. The DAMP was amended to address the matters raised as they relate particularly to cat containment and the impact of cats on the community and wildlife. The DAMP is reviewed and reported on annually thereby allowing the opportunity for an assessment on the progression of the proposed actions and level of success. It will also enable Council to continue to be responsive to emerging animal management issues.
- Council consulted with existing sports clubs, including the junior, senior and women's football, cricket club and local community on the upgrade of Rathmines Reserve Pavilion. The outcome provided a multipurpose community space, new kitchen and amenities spaces and new umpire and first aid room.
- Consultation occurs with artists, audiences and other key stakeholders throughout artistic and cultural program and event delivery. This consultation occurs across annual events such as Summer In the Park and the Boroondara Eisteddfod, as well as visual arts, performing arts and community programming. The outcomes of the consultation provide input into the programming decisions for the next season of delivery.
- To inform the refresh of the Boroondara Disability Action Plan (DAP) 2018-22, Council commenced community consultation in June 2022. The community survey was widely promoted via the Boroondara Bulletin, social media and e-newsletters. The community was provided with the opportunity to complete a survey (online or in hard copy) that was also available in Easy Read format. In addition, an AUSLAN video was provided to encourage participation and community members to submit an audio, video or written response to a key question. A survey was also distributed to community services and organisations who provide services to people with disability and these were supplemented with interviews with organisational representatives. A consultation session was also held during the Community Disability Advisory Committee meeting in June 2022. The feedback will be used to refresh the Boroondara Disability Action Plan ensuring it meets the needs of the community and improves access and inclusion for people with a disability.

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

- Local residents, user groups and schools were consulted on the St James Park Master Plan. Information provided will be used to create a draft Master Plan.
- The Victoria Park Regional Playground redesign drew on the extensive consultation undertaken in previous years. The final playground design was informed by the 220 responses received in round one consultation (online survey) in November 2019 and a further 257 responses in round two consultation in June 2020. These responses helped to shape an increase to overall green space, set back of public amenities and removal of one flying fox run. The Playground is now under construction and is scheduled for completion in August 2022.

## **Theme 3: The Environment**

- Consultation relating to the development of the Climate Action Plan was open to the whole community and positive feedback has been provided on Council's environmental ambitions.
- Residents along Mont Albert Road were consulted on the proposed tree renewal works along Mont Albert Road and some minor changes were made to the plan as a result.
- Two community facing workshops were run with 24 community members along with internal Council consultations to gain insight and ideas as to how Council could encourage the community to take climate action. These insights led to the development of seven concepts for Council to test and implement.

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

- Consultations with local Historical Societies have taken place regarding the Tuck Stand to better understand the benefits of creating a heritage centre for the community. Local Historical Societies have identified that a heritage centre would create an opportunity for individual heritage society collections to be centrally located and would therefore be more accessible to Boroondara residents.
- On-going community consultation is underway as part of the various Heritage Gap Studies. The focus will be on outcomes which are in the best interest of the community.
- A consultation panel with four other Council Municipal Building Surveyors was formed to peer review risks and enforcement processes for buildings containing combustible cladding.

## Theme 5: Moving Around

- Road resurfacing and renewals involves engaging with impacted residents about proposed works and to ensure access to private property is maintained during construction. Maintaining road condition is an important outcome to ensure road safety and compliance with regulations.
- Community consultation was undertaken during development of the Boroondara Bicycle Strategy, due for adoption by Council on Monday 11 July 2022. Significant community feedback was received with 664 responses to the online survey and 93 separate written submissions received by the closing date on 28 February 2022 and a further 103 submissions received by 10 May 2022. There were also 2963 page visits on the Bicycle Strategy consultation pages on our website. Use was also made of the Boroondara Bulletin with 74,000 copies distributed and electronic direct mail to 40,000 subscribers. Several meetings with groups of residents on site were also held.
- Construction has commenced on the Social and Affordable Housing Development at the former Markham Avenue social housing site to construct 111 homes for public housing tenants and 67 affordable homes. The construction has impacted parking and traffic access in the precinct. Extensive consultation with the community has occurred to develop and implement a traffic strategy to allow safe access and to provide parking opportunities for residents and their visitors.
- During the Melbourne Water sewer replacement works, investigations commenced to keep the one-way access in Creswick Street from Burwood Road to Denham Street permanently closed. Extensive consultation with residents, key stakeholders including sporting clubs and schools and information was placed at a number of locations on site. The extensive feedback received will be included in a report to Council for formal consideration on the matter.

## Theme 6: Local Economy

- The Business Concierge & Hospitality Support Program provided significant value to local businesses in Boroondara by providing a proactive outreach service. During the year over 4,300 businesses across Boroondara's 53 shopping centres engaged with the support program.
- Number of individual businesses (on site) visited 2853.
- Number of individual businesses engaged via other methods (emails, letters, phone calls) 1500.
- Draft Glenferrie Place Plan was subject to significant community consultation in late 2021 and high levels of community support was received for the draft Plan.
- In late 2021 the first phase of community consultation was undertaken for the Camberwell Placemaking project. The feedback will guide the preparation of the future Place Plan for this major Activity Centre.

## Theme 7: Leadership and Governance

- The draft Boroondara Community Plan 2021-31 was out for public exhibition from 24 August to 14 September 2021. Opportunities to comment on the draft Plan were promoted through various channels including Boroondara's social media, the Boroondara Bulletin and electronic mail to subscribers of the Boroondara Community Plan refresh 'keep informed' list and Council's stakeholder groups and networks. A total of 39 items of feedback were submitted by community members. The feedback was considered, relevant updates were made, and the Plan was adopted by Council at the Council meeting on 25 October 2021.
- Consultation was conducted in accordance with Council's Community Engagement Policy for the Proposed 2022-23 Annual Budget (+ 3 consecutive years). Public exhibition was for a period of 4 weeks from 28 April to 25 May 2022 for public comment and view. Public submissions were then heard at a Council meeting held 6 June 2022.
- Consultation was conducted in accordance with Council's Community Engagement Policy for the Long Term Financial Plan FY2021-22 to 2030-31. Public exhibition was for the period from 29 September to 11 October 2021 for public comment and view.
- In preparation for Council's 10 Year Asset Plan, we undertook community engagement through a community survey. This research aimed to better understand Boroondara residents' and businesses' expectations and perceptions regarding Council assets and their ability to support Council's services. This information was then used to inform the perceptions within the Asset Plan and will be used to develop strategies to meet community expectations focusing on alternative levels of service options through further community engagement. This information will ultimately be used to inform future upgrade, new and renewal budgets for each asset group.
- Council has made significant enhancements for customers to engage and interact with Council in the context of COVID-19 lockdowns. After consulting with the community, other councils and key internal stakeholders, Council introduced a web chat function, and a communications focused tool 'Live Local Life' encouraging residents to shop locally.
- Council undertook a community consultation process during July and August 2021 to inform the development of the Boroondara Reconciliation Strategy. This included 14 conversation style consultation sessions with 24 key stakeholders from the Aboriginal and Torres Strait Islander sector. Council also conducted pulse check surveys with the broader community and local community service providers and organisations to understand their views and ideas about how to be involved and progress reconciliation locally. The information gathered through the community consultation informed the development of the draft Boroondara Reconciliation Strategy, which was presented to Council in November 2021 for approval for public exhibition. The community was able to provide comment on the draft Strategy via the Engage website. Following the public exhibition of the draft Strategy, the community feedback was reviewed and the final Strategy was endorsed by Council on the 28 March 2022.



## Benchmarking

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

Benchmarking activities included:

### Theme 1: Community, Services and Facilities

- Benchmarking of other councils' implementation of Child Safe Standards was undertaken as part of Boroondara's certification with the Australian Childhood Foundation.
- Benchmarking of delivery models for commuter car parks was undertaken with Glen Eira City Council and Whitehorse City Council. Commuter car parks are no longer proceeding due to withdrawal of Federal Government funding.
- Council Benchmarked the capital works project delivery framework with Hobsons Bay Council and looked at State Government tools used to control project risks
- Benchmarking with other Councils in relation to Council fees and charges, including fees and charges for active ageing services, registration fees for animals, library fees and charges, facility fees, commercial vaccine service fees.
- Council benchmarked with the Eisteddfod network to understand annual comparisons regarding sections included in the program, participation fees and audience ticket fees.
- After receiving inquiries about the age allowed for children to attend libraries unaccompanied, officers undertook benchmarking with libraries across metropolitan councils to understand approaches at other councils for ages of unaccompanied children. The primary school age (12 years) was considered most appropriate for Boroondara and is the median age metropolitan councils use.
- With the impact of COVID-19 still high for the community, benchmarking with neighbouring councils was undertaken to explore Library programs delivered online; density limits for certain programs involving children and COVID-19 check in marshal requirements.
- Benchmarking with other councils to ascertain whether there were agreements in place for shopping trolley bays for commercial businesses across their municipality. This assisted with assessing the occupation of shopping trolley bays within Council's carparks.
- Benchmarking was undertaken across Victorian Councils with Walk Rest Talk (WRT) or equivalent programs that seek to increase participation in walking activities in local areas. Additionally, international benchmarking was undertaken to observe 'best practice' in walking programs from local governments outside of Australia, with cases drawn from Europe and Canada. Based on the benchmarking it was decided to: expand the WRT program to target cohorts beyond the 55yrs+ cohort to all ages, to maximise participation; increase emphasis on the social connection aspect of the program by linking walking routes to community

infrastructure (i.e., neighbourhood houses, community centres, recreation centres, local shopping precincts); develop themed walks to be more engaging to residents, as well as appealing to visitors, increasing visitation to Boroondara's local shopping precincts; and became a supporter of Victoria Walks and uploaded the walking routes to their platform (app), where higher rates of visitation will lead to increased participation.

- To inform the community consultation for the refresh of the Disability Action Plan, benchmarking was undertaken across other Victorian councils to identify best practice approaches to community consultation and engagement for people with disability. Benchmarking was also undertaken on the consultation methods used by the State Government in the development of its Disability Action Plan. The outcomes of the benchmarking informed the community engagement and consultation methods used for the community consultation, which commenced in June 2022.
- Benchmarking has commenced for the drainage maintenance service with Stonnington, Whitehorse and Manningham City Councils. We are currently analysing the data capture and working with the team to develop recommendations for service delivery improvements.

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

- The information obtained from benchmarking of herbicide usage in public areas has been utilised in determining our approach to weed management.
- Benchmarking of tree storm response practices. Limited documented practices were available; however, benchmarking information was used to refine and record our methodology for responding to storm events.

## **Theme 3: The Environment**

- Council benchmarked against the emission targets of other councils, other levels of Government and commercial organisations. The information gained from benchmarking was used to inform Council's target setting for the Climate Action Plan

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

- Benchmarking with other statutory planning teams in other councils to better understand their scope of work and the balance achieved between heritage work, planning scheme amendments and non-statutory strategic policy development.
- Benchmarking with statutory planning teams in other councils to understand their statutory processes and compare the level of detail in their respective planning reports, their approach to pre-application meetings and other key processes to ensure Boroondara is delivering a high standard of service to our customers.
- Benchmarking with the City of Stonnington, Mooney Valley City Council, City of Kingston and Yarra City Councils in relation to the processes being followed prior to making final decisions on Low to Medium risk rated buildings containing combustible cladding.

## **Theme 5: Moving Around**

- Benchmarking conducted during the procurement process for a Parking pay-by-phone app to offer more payment methods for customers and to implement better parking and traffic management strategies. Database Consultants Australia was ultimately selected, which is the same vendor for existing parking sentinels, providing efficiencies in existing technology and integration with Council systems. The Pay-by-phone software, PayStay, is due for implementation in August 2022.

## **Theme 6: Local Economy**

- Benchmarking was undertaken with neighbouring councils in relation to parklets and outdoor trade.
- Benchmarking was undertaken with metropolitan, regional, interstate and international councils in the development of Council's Economic Development and Tourism Plan.
- Benchmarking with other councils to better understand their placemaking activities and projects and lessons that Boroondara can learn and apply in enhancing our most valued places.

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

- Benchmarking with other Victorian Local Government Authorities to determine practices relevant to Council's internal Fraud Control and Corruption Committee. This information was utilised to ascertain best practices and inform continuous improvement initiatives.
- Benchmarking the cost of various insurance policies of Council against other councils.
- Benchmarking of commercial vaccine service fees across multiple councils, ensuring that our vaccine prices are responsibly set.
- Benchmarking undertaken across five other Local Government Authorities across Australia to identify key customer usability strengths and weaknesses for enterprise booking tools and event planning.
- The development of the Records and Information Management Policy included benchmarking with other councils including City of Dandenong, City of Stonnington, Cardinia Shire Council. Additionally, relevant standards and guidelines were considered from Public Record Office Victoria (PROV), University of Melbourne and Australian Standards.
- Benchmarking with other peer metro councils to understand senior role remuneration and staff turnover rates across the sector.

- Benchmarking with other local government organisations on the depth of actions in relation to Gender Equality Action Plans, as well as with the private sector and a peer review from the Equality Institute.
- Council undertook an exhaustive tender selection process for a software solution and delivery partner to deliver its Transforming Boroondara program. As part of the evaluation process, Council benchmarked relevant technology solutions in similar size and scale organisations, as well as references.
- Council engaged with industry experts and several other councils as it developed its Cloud Strategy, to assess and review industry trends and approaches to ensure the strategy is fit for purpose.
- Council engaged with industry experts on IT network security to review and assess industry trends and its options to progress the security roadmap.
- Benchmarking was undertaken on services and remuneration packages of Building Surveyors and Inspectors with councils such as Geelong and Banyule which provide similar services.
- Benchmarking on Building Permit fees with private firms was undertaken prior to providing fee proposals for large projects.
- To inform the development of the Boroondara Reconciliation Strategy, benchmarking was undertaken against 15 councils, including all councils in the Eastern Metropolitan Region. The benchmarking examined the work of each council, including the structure of their reconciliation documents, language used, collaborations with stakeholders and focus areas for action. This information helped guide the structure of the Boroondara Reconciliation Strategy 2022-26 and to assess what actions councils in a similar stage of their reconciliation journey were undertaking.
- Council participated in the Local Government Victoria Customer Satisfaction Survey which benchmarked Council performance and importance that our community places on service delivery areas against 67 local government areas across Victoria. These insights inform enhancements to our service delivery.
- Benchmarking conversations with 21 other councils across Australia to understand their approach and policy position regarding sponsorship and partnership. These conversations informed the development and ultimately adoption of the Sponsorship and Partnership Policy in February 2022.
- Council undertook benchmarking with seven other councils to understand how they were responding to changes under the *Local Government Act 2020*. Under the *Local Government Act 2020*, the requirement for Councils to undertake public exhibition on their budgets was removed. The consultation with other councils informed a refined approach to Council's consultation relevant to the Boroondara Community Plan and budget.

## Contracts

During this financial year all contracts valued at \$150,000 or more for goods and services or \$200,000 or more for works were entered into as a result of a competitive process or through the use of a pre-established local government or state government panel arrangement or state government pre-qualified authorised register.

On 13 December 2021 Council adopted a new Procurement Policy consistent with s 108 of the *Local Government Act 2020* (the Act) In accordance with this policy all contracts valued at \$500,000 or more were entered into as a result of a competitive process or through the use of a pre-established local government or state government panel arrangement or state government pre-qualified authorised register.

## Carers recognition

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

- Promoting the principles of the *Carers Recognition Act 2012* to people and families in a caring relationship
- Ensuring staff are aware of the requirements of the *Careers Recognition Act 2012*
- Defining the carer role and relationship to all staff including Home Support Staff
- Involving carers in the Assessment, Care Planning and Review process and actively seeking their feedback through Council surveys
- Reviewing all necessary policies and practice instructions to include the recognition of the carer and the care relationship
- Where required, collecting individual information about the carers to meet their own needs
- Ensuring information about services is delivered in a timely manner, taking carer stress and fatigue into account when looking at priority of access to services
- Recognising the special knowledge that carers have of the person in their care.

## Disability Action Plan

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

Actions implemented in FY2021-22 include:

- Council received funding from the Victorian Government's Changing Places Grants to install an accessible adult change table facility with a hoist at the Canterbury Community Precinct and the Kew Recreation Centre
- Works commenced on upgrades to Victoria Park that include all abilities play equipment, accessible landscape design, a sensory garden, fitness equipment for seniors and a Changing Places accessible toilet facility with an adult change table and hoist
- Community consultation was undertaken on a draft concept design for the playground at Hays Paddock, Kew, to ensure it remains accessible and inclusive for children of all abilities
- Membership of Council's Community Disability Advisory Committee was renewed to include increased participation of individuals with a lived experience of disability
- The Boroondara Volunteer Resource Centre delivered disability awareness training for community organisations and hosted an online Volunteering and Disability Discussion Forum in partnership with Eastern Volunteers supported by La Trobe Community Health.
- Community consultation commenced in June 2022 to inform the refresh of the Boroondara Disability Action Plan 2018-22.
- To celebrate International Day of People with a Disability, Council had two online arts exhibitions in December 2021; Working under the Shadow of Happiness and a described tour of Material Reverie. These exhibitions showcased the creativity and skills of artists with a disability.
- As part of the promotion of 16 days of Activism against Gender Based Violence in November 2021, Council promoted resources developed by Women's Health East's Margins to Mainstream Program, which had a focus on prevention of violence against women with disability and reducing ableism
- Digital wayfinding equipment for people with no or low vision was installed in Boroondara's leisure and aquatic facilities and online mapping about the venue was put on the YMCA website
- An All-Abilities Sports Festival was delivered at Boroondara Sports Complex, Balwyn
- Council's website was upgraded to include information about accessible recreation and sport opportunities
- The Inclusion Guide was developed for sport and recreation clubs based within Boroondara to help support sport and recreation clubs to be more inclusive for all members, including people with disability
- YMCA, in partnership with Disability Sport and Recreation and Council, was successful in receiving an AAA (Access for all abilities) Grant from Sport and Recreation Victoria to deliver a disability sports and recreation hub concept at Boroondara Sports Complex in late 2022
- An 'Inclusive Sports Club of the Year' category was added to the Boroondara Sports Awards in 2020, 2021 and will be awarded again in 2022.

## Domestic Animal Management Plan

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

Actions implemented in FY2021-22 include:

- Support for the opening of the Gordon Barnard Reserve in October 2021 as Council's first, fully enclosed dog park
- Completed audits of all Domestic Animal Businesses with no breaches detected
- Completed audits of all properties where dogs are declared dangerous, with no breaches detected
- Improved procedure on handling of Barking Dog Complaints by providing better education and information to customers to manage expectations and achieve better compliance

Improved procedure for Declaration of Dangerous/Menacing Dogs with the creation of a scoring matrix to allow for better and more consistent assessment by management as to whether to proceed with the respective declaration. This provides better outcomes for the community and better footing for Council if a decision is challenged in VCAT.

## Food Act Ministerial Directions

In accordance with section 7E of the *Food Act 1984*, Council is required to publish a summary of any Ministerial Directions received during the financial year. Council did not receive any Ministerial Directions during the financial year.

## Road Management Act Ministerial Direction

In accordance with section 22 of the *Road Management Act 2004*, Council is required to publish a summary of any Ministerial Directions received during the financial year. Council did not receive any Ministerial Directions during the financial year.

## Freedom of Information

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

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

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

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

In FY2021-22 Council received 74 Freedom of Information applications.

## Public Interest Disclosures

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

The *Public Interest Disclosures Act 2012* also requires Council to disclose certain conduct reported to Council to IBAC to assess. During FY2021-22, Council made two such disclosures.

## Charter of Human Rights and Responsibilities commitment

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

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

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

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

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

During FY2021-22, there were no formal complaints made to the Victorian Equal Opportunities and Human Rights Commission.



## Information on privacy commitment and complaints received

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

During FY2021-22, there were no formal complaints made to the Office of the Victorian Information Commissioner (OVIC) by Boroondara residents.

## Legislation impacting Council

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

- *Aboriginal Heritage Act 2006*
- *Aged Care Act 1997*
- *Associations Incorporation Reform Act 2012*
- *Australian Consumer Law*
- *Australian Copyright Act 1968 and any amendments*
- *Audit Act 1994*
- *Building Act 1993*
- *Building Regulations 2018*
- *Charter of Human Rights and Responsibilities Act 2006*
- *Child Wellbeing and Safety Act 2005*
- *Children Youth and Families Act 2005*
- *Children's Services Act 1996*
- *Children's Services Regulations 2020*
- *Climate Change Act 2017*
- *Disability Act 2006*
- *Domestic Animals Act 1994*
- *Domestic Animals Regulations 2015*
- *Education and Care Services National Law Act 2010*
- *Electricity Safety Act 1998*
- *Electricity Safety (Electric Line Clearance) Regulations 2020*
- *Electoral Act 2002*
- *Emergency Management Act 2013*
- *Environment Protection Act 2017*
- *Environmental Protection Regulations 2021*
- *Equal Opportunity Act 2010*
- *Family Violence Protection Act 2008*

- *Family Violence Protection Amendment (Information Sharing) Act 2017*
- *Fences Act 1968*
- *Filming Approval Act 2014*
- *Fire Services Property Levy Act 2012*
- *Fines Reform Act 2014*
- *Food Act 1984*
- *Freedom of Information Act 1982*
- *Gambling Regulation Act 2003*
- *Gender Equality Act 2020*
- *Graffiti Prevention Act 2007*
- *Health Records Act 2001*
- *Heavy Vehicle National Law 2012*
- *Heavy Vehicle National Law Application Act 2013*
- *Heritage Act 2017*
- *Housing Act 1983*
- *Independent Broad-Based Anti-Corruption Commission Act 2011*
- *Infringements Act 2006*
- *Infringements Regulations 2016*
- *Land Acquisition and Compensation Act 1986*
- *Land Acquisition and Compensation Regulations 2010*
- *Land Act 1958*
- *Liquor Control Reform Act 1998*
- *Local Government (Electoral) Regulations 2020*
- *Local Government (General) Regulations 2015*
- *Local Government (Governance and Integrity) Regulations 2020*
- *Local Government (Land Information) Regulations 2021*
- *Local Government (Long Service Leave) Regulations 2012*
- *Local Government (Planning and Reporting) Regulations 2020*
- *Local Government Act 1989*
- *Local Government Act 2020*
- *Major Transport Projects Facilitation Act 2009*
- *Occupational Health and Safety Act 2004*
- *Occupational Health and Safety Regulations 2017*
- *Planning and Environment (Fees) Regulations 2016*
- *Planning and Environment Act 1987*
- *Planning and Environment Regulations 2015*
- *Privacy and Data Protection Act 2014*
- *Public Health and Wellbeing Act 2008*
- *Public Interest Disclosures Act 2012*

- *Public Records Act 1973*
- *Public Health and Wellbeing Regulations 2019*
- *Public Health and Wellbeing (Prescribed Accommodation) Regulations 2020*
- *Residential Tenancies Act 1997*
- *Road Management (General) Regulations 2016*
- *Road Management (Works and Infrastructure) Regulations 2015*
- *Road Management Act 2004*
- *Road Safety (General) Regulations 2019*
- *Road Safety (Traffic Management) Regulations 2009*
- *Road Safety (Vehicles) Interim Regulations 2019*
- *Road Safety Act 1986*
- *Road Safety Road Rules 2017*
- *Rooming House Operators Act 2016*
- *Sport and Recreation Act 1972*
- *Subdivision (Fees) Regulations 2016*
- *Subdivision (Procedures) Regulations 2011*
- *Subdivision (Registrar's Requirements) Regulations 2011*
- *Subdivision Act 1988*
- *Summary Offences Act 1966*
- *Tobacco Act 1987*
- *Transfer of Land Act 1958*
- *Transport Integration Act 2010*
- *Transport (Safety Schemes Compliance and Enforcement) Act 2014*
- *Valuation of Land Act 1960*
- *Victorian Planning Authority Act 2017*
- *Victoria State Emergency Service Act 2005*
- *Victorian Civil and Administrative Tribunal Act 1998*
- *Working with Children Act 2005*

## **Local Laws**

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

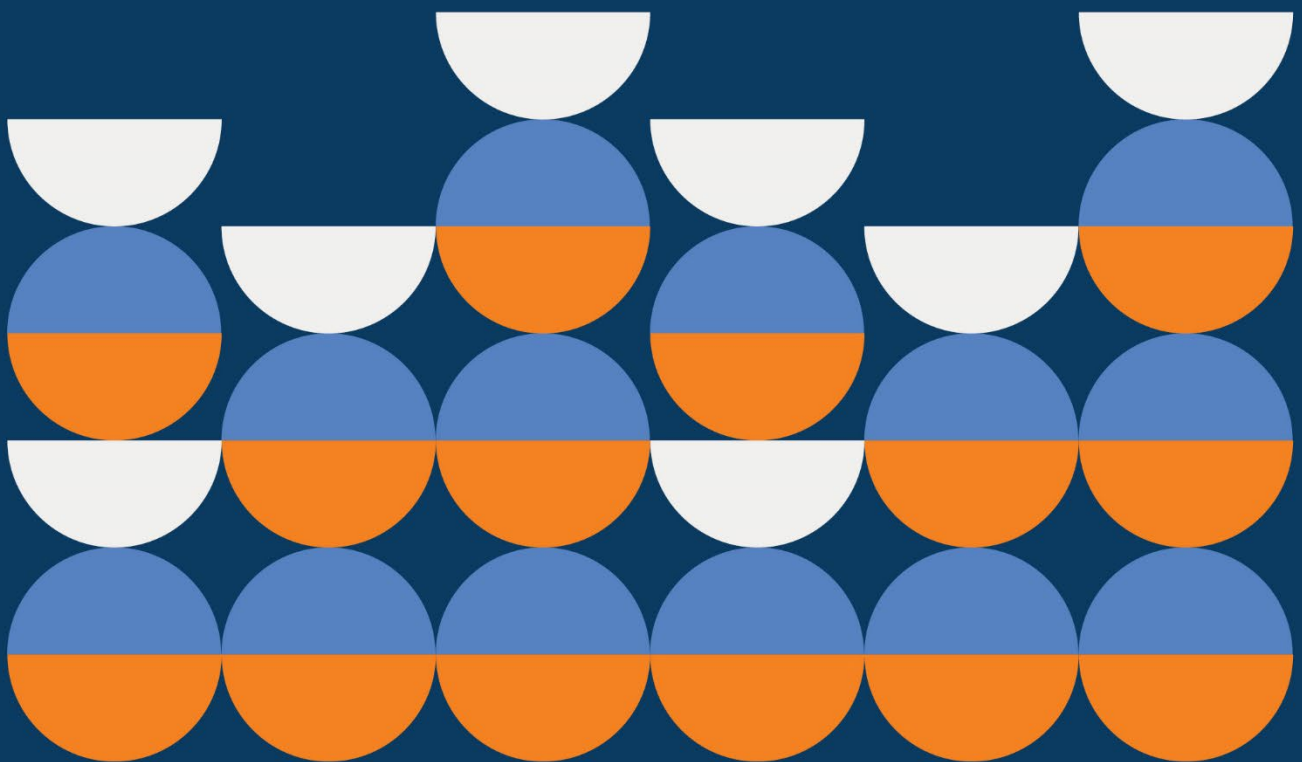
- *Amenity Local Law*
- *Protection of Council Assets and Control of Building Sites Local Law 2021*
- *Smoke Free Areas Local Law 2012*
- *Street Numbering Local Law*
- *Tree Protection Local Law 2016*
- *Common Seal and Conduct at Meetings*
- *Street Numbering Local Law*







# Financial Statements



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## Certification of the Financial Statements

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



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Amy Montalti, CPA  
Principal Accounting Officer  
Date:  
Camberwell



In our opinion, the accompanying financial statements present fairly the financial transactions of the Boroondara City Council for the year ended 30 June 2022 and the financial position of the Council as at that date.

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

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



---

Cr Jane Addis  
Mayor  
Date:  
Camberwell



---

Cr Nick Stavrou  
Councillor  
Date:  
Camberwell



---

Phillip Storer  
Chief Executive Officer  
Date:  
Camberwell

## Independent Auditor's Report



Victorian Auditor-General's Office

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

### Opinion

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

- balance sheet as at 30 June 2022
- comprehensive income statement for the year then ended
- statement of changes in equity for the year then ended
- statement of cash flows for the year then ended
- statement of capital works for the year then ended
- notes to the financial statements, including significant accounting policies
- certification of the financial statements.

In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 2022 and their financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 4 of the *Local Government Act 2020*, the *Local Government (Planning and Reporting) Regulations 2020* and applicable Australian Accounting Standards.

### Basis for Opinion

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

My independence is established by the *Constitution Act 1975*. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.

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

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

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

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

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

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

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Councillors
- conclude on the appropriateness of the Councillors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the council's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to

the date of my auditor's report. However, future events or conditions may cause the council to cease to continue as a going concern.

- evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

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



Travis Derricott  
*as delegate for the Auditor-General of Victoria*  
MELBOURNE  
7 October 2022

Level 31/35 Collins Street, Melbourne Vic 3000  
T 03 8601 7000  
[enquiries@audit.vic.gov.au](mailto:enquiries@audit.vic.gov.au)  
[www.audit.vic.gov.au](http://www.audit.vic.gov.au)

## Comprehensive Income Statement For the year ended 30 June 2022

### Income

	Note	2022 \$'000	2021 \$'000
Rates and charges	3.1	200,064	192,919
Statutory fees and fines	3.2	11,404	7,412
User fees	3.3	9,382	8,316
Grants – operating	3.4	16,989	14,202
Grants – capital	3.4	4,547	5,159
Contributions – monetary	3.5	4,901	6,994
Contributions – non-monetary assets	3.5	-	112
Other income	3.7	6,632	4,865
<b>Total income</b>	-	<b>253,919</b>	<b>239,979</b>

## Expenses

	Note	2022 \$'000	2021 \$'000
Employee costs	4.1 (a)	(101,825)	(102,785)
Materials and services	4.2	(85,598)	(83,307)
Depreciation	4.3	(36,602)	(35,655)
Amortisation – intangible assets	4.4	(335)	(498)
Amortisation – right of use assets	4.5	(3,614)	(3,611)
Bad and doubtful debts	4.6	(2,121)	(1,891)
Borrowing costs	4.7	(1,419)	(1,339)
Finance costs – leases	4.8	(288)	(322)
Other expenses	4.9	(7,700)	(7,721)
Net loss on disposal of property, infrastructure, plant and equipment	3.6	(4,142)	(8,536)
Share of net (losses) of joint ventures	6.3	687	(3,753)
<b>Total expenses</b>	-	(242,957)	(249,418)
<b>Surplus/(deficit) for the year</b>	-	<b>10,962</b>	<b>(9,439)</b>

## Other comprehensive income

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

	Note	2022 \$'000	2021 \$'000
Net asset revaluation increment	6.2	340,827	456,059
<b>Total other comprehensive income</b>	-	<b>340,827</b>	<b>456,059</b>
<b>Total comprehensive result</b>	-	<b>351,789</b>	<b>446,620</b>

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

## Balance Sheet

### As at 30 June 2022

#### Assets

##### Current assets

	Note	2022 \$'000	2021 \$'000
Cash and cash equivalents	5.1 (a)	71,342	82,942
Trade and other receivables	5.1 (d)	26,021	24,479
Other financial assets	5.1 (b)	79,000	12,009
Inventories	5.2 (a)	72	83
Other assets	5.2 (b)	2,373	2,682
<b>Total current assets</b>	-	178,808	122,195

##### Non-current assets

	Note	2022 \$'000	2021 \$'000
Other financial assets	5.1 (b)	4	4
Property, infrastructure, plant and equipment	6.2	4,410,082	4,038,119
Right-of-use assets	5.8	8,552	10,533
Investment property	6.4	8,756	8,745
Intangible assets	5.2 (c)	269	584
<b>Total non-current assets</b>	-	4,427,663	4,057,985
<b>Total assets</b>	-	4,606,471	4,180,180



## Liabilities

### Current liabilities

	Note	2022 \$'000	2021 \$'000
Trade and other payables	5.3 (a)	27,669	22,809
Trust funds and deposits	5.3 (b)	13,411	9,342
Unearned income/revenue	5.3 (c)	11,985	11,219
Provisions	5.5	19,750	20,723
Interest-bearing liabilities	5.4	7,579	1,674
Lease liabilities	5.8	3,206	3,144
<b>Total current liabilities</b>	-	83,600	68,911

### Non-current liabilities

	Note	2022 \$'000	2021 \$'000
Provisions	5.5	2,120	2,024
Provision for investments in joint ventures	6.3	6,040	6,727
Interest-bearing liabilities	5.4	83,960	21,539
Lease liabilities	5.8	5,447	7,464
<b>Total non-current liabilities</b>	-	97,567	37,754
<b>Total liabilities</b>	-	181,167	106,665
<b>Net assets</b>	-	<b>4,425,304</b>	<b>4,073,515</b>

## Equity

	Note	2022 \$'000	2021 \$'000
Accumulated surplus	-	935,342	926,851
Reserves	9.1	3,489,962	3,146,664
<b>Total equity</b>	-	<b>4,425,304</b>	<b>4,073,515</b>

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

## Statement of Changes in Equity For the year ended 30 June 2022

**2022**

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

## 2021

	Note	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
Balance at beginning of the financial year	-	3,626,895	939,324	2,668,868	18,703
Deficit for the year	-	(9,439)	(9,439)	-	-
Net asset revaluation increment/ (decrement)	6.2	456,059	-	456,059	-
Transfers to other reserves	9.1	-	(2,183)	-	2,183
Transfers from revaluation reserve	9.1	-	(851)	851	-
<b>Balance at end of the financial year</b>	-	<b>4,073,515</b>	<b>926,851</b>	<b>3,125,778</b>	<b>20,886</b>

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

## Statement of Cash Flows

For the year ended 30 June 2022

### Cash flows from operating activities

	Note	2022 Inflows/ (Outflows) \$'000	2021 Inflows/ (Outflows) \$'000
Rates and charges	-	199,666	188,720
Statutory fees and fines	-	9,701	6,816
User charges	-	9,265	8,383
Grants – operating	-	17,497	16,106
Grants – capital	-	5,131	13,349
Contributions – monetary	-	5,050	7,276
Interest received	-	249	556
Trust funds and deposits taken	-	28,433	25,157
Other receipts	-	6,524	4,545
Net GST refund	-	15,521	15,474
Employee costs	-	(104,147)	(100,864)
Materials and services	-	(91,507)	(92,827)
Short-term, low value and variable lease payments	-	(914)	(1,067)
Trust funds and deposits repaid	-	(24,365)	(21,566)
Other payments	-	(7,587)	(7,437)
<b>Net cash provided by operating activities</b>	9.2	<b>68,517</b>	<b>62,621</b>

## Cash flows from investing activities

	Note	2022 Inflows/ (Outflows) \$'000	2021 Inflows/ (Outflows) \$'000
Payments for property, infrastructure, plant and equipment	-	(76,317)	(75,229)
Proceeds from sale of property, infrastructure, plant and equipment	-	2	44
Payments for investments	-	(79,000)	(12,000)
Proceeds from sale of investments	-	12,009	15,069
<b>Net cash provided (used in) investing activities</b>	-	<b>(143,306)</b>	<b>(72,116)</b>

## Cash flows from financing activities

	Note	2022 Inflows/ (Outflows) \$'000	2021 Inflows/ (Outflows) \$'000
Finance costs	-	(1,261)	(1,362)
Proceeds from borrowings	-	70,000	-
Repayments of borrowings	-	(1,674)	(1,573)
Interest paid – lease liability	-	(288)	(322)
Repayment of lease liabilities	-	(3,588)	(3,565)
<b>Net cash provided by/(used in )financing activities</b>	-	<b>63,189</b>	<b>(6,822)</b>
Net increase/(decrease) in cash and cash equivalents	-	(11,600)	(16,317)
Cash and cash equivalents at the beginning of the financial year	-	82,942	99,259
<b>Cash and cash equivalents at the end of the financial year</b>	5.1 (a)	<b>71,342</b>	<b>82,942</b>
Financing arrangements	5.6	-	-
Restrictions on cash assets	5.1	-	-

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

## Statement of Capital Works

### For the year ended 30 June 2022

#### Property

	Note	2022 \$'000	2021 \$'000
Land improvements	-	-	-
<b>Total land</b>	-	-	-
Buildings	-	45,707	41,655
Building improvements	-	83	289
<b>Total buildings</b>	-	<b>45,790</b>	<b>41,944</b>
<b>Total property</b>	-	<b>45,790</b>	<b>41,944</b>

#### Plant and equipment

	Note	2022 \$'000	2021 \$'000
Plant, machinery and equipment	-	1,182	2,687
Fixtures, fittings and furniture	-	1,348	569
Computers and telecommunications	-	456	874
Library books	-	928	787
<b>Total plant and equipment</b>	-	<b>3,914</b>	<b>4,917</b>



## Infrastructure

	Note	2022 \$'000	2021 \$'000
Roads	-	10,275	11,797
Bridges	-	197	10
Footpaths and cycleways	-	2,096	3,291
Drainage	-	3,691	4,582
Recreational, leisure and community facilities	-	3,963	2,829
Parks, open space and streetscapes	-	6,408	5,502
Off street car parks	-	590	803
<b>Total infrastructure</b>	-	<b>27,220</b>	<b>28,814</b>
<b>Total capital works expenditure</b>	-	<b>76,924</b>	<b>75,675</b>

## Represented by:

	Note	2022 \$'000	2021 \$'000
New asset expenditure	-	15,987	11,844
Asset renewal expenditure	-	49,644	51,948
Asset expansion expenditure	-	8,852	9,190
Asset upgrade expenditure	-	2,441	2,693
<b>Total capital works expenditure</b>	-	<b>76,924</b>	<b>75,675</b>

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

# Notes to the Financial Statements

## Note 1 overview

### Introduction

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

### Statement of compliance

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

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

### Significant accounting policies

#### (a) Basis of accounting

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

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

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

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

Revisions to accounting estimates are recognised in the period in which the estimate is revised and also in future periods that are affected by the revision. Judgements and

assumptions made by management in the application of AAS's that have significant effects on the financial statements and estimates relate to:

- the fair value of land, buildings, infrastructure, plant and equipment (refer to Note 6.2)
- the determination of depreciation for buildings, infrastructure, plant and equipment (refer to Note 6.2)
- the determination of employee provisions (refer to Note 5.5)
- the determination of whether performance obligations are sufficiently specific so as to determine whether an arrangement is within the scope of AASB 15 Revenue from Contracts with Customers or AASB 1058 Income of Not-for-Profit Entities (refer to Note 3)
- the determination, in accordance with AASB 16 Leases, of the lease term, the estimation of the discount rate when not implicit in the lease and whether an arrangement is in substance short-term or low value (refer to Note 5.8)
- whether or not AASB 1059 Service Concession Arrangements: Grantors is applicable
- other areas requiring judgments

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

### **(b) Impacts of Covid-19**

During 2021-22 the COVID-19 pandemic continued to impact on Council's operations. Council has noted the following significant impacts on its financial operations:

- **Additional revenue** – Additional revenue of \$729K was received in grant funding during the year, largely relating to outdoor dining, business concierge and hospitality support programs.
- **Revenue reductions** – Revenue reductions of \$829K were experienced in the current financial year predominately due to reduced usage of the transfer station (\$521K) and capacity restrictions at the Freeway Golf Course (\$91K) and Boroondara Tennis Centre (\$58K).
- **Revenue foregone** – Council experienced foregone revenue of \$9.856 million predominately due to COVID-19 related closures and restrictions in the leisure and aquatic facility (\$3.9m) and in parking income (\$1m) and parking infringement income (\$4.8m) due to leniency in the enforcement of parking restrictions.
- **Additional costs** – Additional COVID-19 related expenditure was incurred of \$5.869 million was incurred predominately due to Boroondara's pandemic preparedness project (\$3.1m).

## Note 2.1 – Performance against budget

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

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

### 2.1.1 Income and Expenditure

#### Income

	Ref	Budget 2022 \$'000	Actual 2022 \$'000	Variance \$'000	Variance %
Rates and charges	-	199,247	200,064	817	0.4%
Statutory fees and fines	1	16,516	11,404	(5,112)	-31%
User fees	2	15,750	9,382	(6,368)	-40%
Grants – operating	3	13,460	16,989	3,529	26%
Grants – capital	4	7,935	4,547	(3,388)	-43%
Contributions – monetary	-	5,150	4,901	(249)	-5%
Other income	5	5,605	6,632	1,027	18%
<b>Total income</b>	-	<b>263,663</b>	<b>253,919</b>	<b>(9,744)</b>	<b>-4%</b>

## Expenses

	Ref	Budget 2022 \$'000	Actual 2022 \$'000	Variance \$'000	Variance %
Employee costs	6	103,469	101,825	(1,644)	-2%
Materials and services	7	94,991	85,598	(9,393)	-10%
Depreciation	-	37,023	36,602	(421)	-1%
Amortisation – intangible assets	8	-	335	335	100%
Amortisation – right of use assets	9	4,108	3,614	(494)	-12%
Bad and doubtful debts	10	1,790	2,121	331	18%
Borrowing costs	11	2,121	1,419	(702)	-33%
Finance costs – leases	12	342	288	(54)	-16%
Other expenses	-	8,044	7,700	(344)	-4%
Net loss on disposal of property, infrastructure, plant and equipment	13	2,763	4,142	1,379	50%
Share of net losses of joint ventures	14	-	(687)	(687)	100%
<b>Total expenses</b>	-	<b>254,651</b>	<b>242,957</b>	<b>(11,694)</b>	<b>-5%</b>
<b>Surplus for the year</b>	-	<b>9,012</b>	<b>10,962</b>	<b>1,950</b>	<b>-</b>

**(i) Explanation of material variances**

Variance Ref	Item	Explanation
1	Statutory fees and fines	Statutory fees and fines are unfavourable to budget as a result of COVID-19 lockdowns and subsequent restrictions unknown at the time of adopting the 2021/22 budget. The adopted budget was reviewed as part of Council's amended budget process in September 2021 and in this process the statutory fees and fines were reduced to \$10.648 million to account for the expected impact of these events. Key areas adjusted were parking infringements (\$4.8million), street furniture (\$228K) and infringement court charges (\$800K).
2	User fees	User fees are unfavourable to budget primarily due to the closure, restrictions/capacity limits as a result of COVID-19 on Leisure and Aquatic Facilities. Further general waste fees were unfavourable to budget due to reduced usage in the transfer station during COVID-19 restrictions. These COVID related events were unknown at the time of adopting the 21/22 budget. The adopted budget was reviewed as part of Council's amended budget process in September 2021 and in this process the user fees were reduced to \$11.164 million to account for the expected impact of these events.
3	Grants – operating	The favourable variance to budget is predominately due to the bought forward FY22/23 Federal Financial Assistance grants, where 75% was received for 2022/23 financial year in advance, that amounted to \$3.93 million and was budgeted at 50%.

Variance Ref	Item	Explanation
4	Grants – capital	Timing of projects completed and when the grant revenue was anticipated to be recognised as per the budget, still remains in the balance sheet as unearned income for actual results, as those projects have not yet been completed and hence the grant revenue cannot be recognised in accordance with AASB15. Additionally, there are also a number of grants that were budgeted to be received and will now be received in the 2022/23 financial year.
5	Other income	Other income was favourable to budget as a result of financial recovery from Ashburton Plant that was not budgeted (\$350K). In addition to this, asset protection income was \$450K favourable to budget. Council also received \$392K in unbudgeted income from the North East Link project for the temporary use of council land.
6	Employee Costs	This is primarily in Liveable Communities as staff vacancies remained unfilled due to a reduced demand for services as a result of COVID-19 and clients transitioning to alternate service providers.
7	Materials and services	Materials and services are favourable to budget by \$9.3 million. This was largely due to the completion rates on a number of operating projects that were carried forward from the previous financial year, that were impacted by the ongoing affects of COVID-19 restrictions and disruptions.
8	Amortisation – intangible assets	Amortisation for intangible assets was budgeted under depreciation and is disclosed separately in the financial statements.

Variance Ref	Item	Explanation
9	Amortisation – right of use assets	Amortisation of vehicles are budgeted based on an assumption of a full fleet of vehicles and there is movement during the year that varies the amount of amortisation charge.
10	Bad and doubtful debts	Bad and doubtful debts expense is unfavourable as a result of an increase in the number of debts outstanding greater than 12 months.
11	Borrowing costs	Borrowing costs is favourable to budget, as there was a lower amount of loan interest paid as a result of taking out the Treasury Corporation of Victoria loan later than anticipated.
12	Finance costs – leases	Finance costs are budgeted based on an assumption of a full fleet of vehicles and there is movement during the year that varies the amount of finance costs incurred.
13	Net loss on disposal of property, infrastructure, plant and equipment	Net loss on disposal of property, infrastructure, plant and equipment is higher than budget due to the timing of the delivery of capital works.
14	Share of net losses of associates and joint ventures	The timing of budget information received for the Regional Landfill Clayton South does not allow for its inclusion in Council's budget document and hence this is not budgeted for.



## 2.1.2 Capital works

### Property

	Ref	Budget 2022 \$'000	Actual 2022 \$'000	Variance \$'000	Variance %
Buildings	1	62,610	45,707	(16,903)	-27%
Building improvements	-	57	83	26	46%
<b>Total buildings</b>	-	<b>62,667</b>	<b>45,790</b>	<b>(16,877)</b>	-27%
<b>Total property</b>	-	<b>62,667</b>	<b>45,790</b>	<b>(16,877)</b>	-27%

### Plant and equipment

	Ref	Budget 2022 \$'000	Actual 2022 \$'000	Variance \$'000	Variance %
Plant, machinery and equipment	2	1,338	1,182	(156)	-12%
Fixtures, fittings and furniture	3	1,187	1,348	161	14%
Computers and telecommunications	4	1,381	456	(925)	-67%
Library books	-	990	928	(62)	-6%
<b>Total Plant and equipment</b>	-	<b>4,896</b>	<b>3,914</b>	<b>(982)</b>	-20%

## Infrastructure

	Ref	Budget 2022 \$'000	Actual 2022 \$'000	Variance \$'000	Variance %
Roads	-	11,196	10,275	(921)	-8%
Bridges	5	2,461	197	(2,264)	-92%
Footpaths and cycleways	6	3,110	2,096	(1,014)	-33%
Drainage	7	4,539	3,691	(848)	-19%
Recreational, leisure and community facilities	-	3,721	3,963	242	7%
Parks, open space and streetscapes	-	6,486	6,408	(78)	-1%
Off street car parks	8	2,510	590	(1,920)	-76%
<b>Total infrastructure</b>	-	<b>34,023</b>	<b>27,220</b>	<b>(6,803)</b>	-20%
<b>Total capital works expenditure</b>	-	<b>101,586</b>	<b>76,924</b>	<b>(24,662)</b>	-24%
New asset expenditure	-	18,108	15,987	(2,121)	-12%
Asset renewal expenditure	-	64,144	49,644	(14,500)	-23%
Asset expansion expenditure	-	14,182	8,852	(5,330)	-38%
Asset upgrade expenditure	-	5,152	2,441	(2,711)	-53%
<b>Total capital works expenditure</b>	-	<b>101,586</b>	<b>76,924</b>	<b>(24,662)</b>	-24%

**(i) Explanation of material variations**

Variance Ref	Item	Explanation
1	Buildings	The favourable variance to budget is primarily due to project timing of multi year projects for Canterbury Community Precinct and the Diversity Inclusion and Participation (DIP) Pavilion Program where project timeframes were impacted to ensure adequate community consultation could be undertaken. In addition to this, the Fordham Kindergarten experienced timing delays to align construction work with term holidays across multi years.
2	Plant, machinery and equipment	Plant, machinery and equipment had a favourable variance to budget predominately due to an underspend on outdoor exercise equipment in parks (\$187K). This has been delayed due to the price of steel quoting and manufacturing of equipment due to COVID-19.
3	Fixtures, fittings and furniture	Furniture, fixtures and fittings had an unfavourable variance to budget predominately due to a higher than anticipated spend required on the maintenance sheds at the Freeway Golf Course which was approved through the amended budget process (\$251K).

Variance Ref	Item	Explanation
4	Computers and telecommunications	Computers and telecommunications is favourable to budget predominately due to the timing of the spend on the future Information technology project (\$411K) and Audio-visual equipment replacement (\$103K). The COVID-19 restrictions and impact on global supply of technology equipment has impacted and delayed both projects.
5	Bridges	Bridges is favourable to budget as a result of the Walmer Street Bridge been delayed due to external statutory approvals to ensure compliance with heritage requirements and environmental values are protected. Works are anticipated to commence mid August 2022.
6	Footpaths and cycleways	Footpaths and cycleways is favourable to budget due to a delay in the Fordham Gardens Path Reconstruction project (\$463K). In addition to this, there was an underspend to budget in the safe on road bike lanes project (\$190K) due to delays in the design process, condition 4 footpath renewal (\$187K) due to issues with site access which impacted the ability to undertake the work and shared paths (\$120K) – delay due to more extensive community consultation undertaken.
7	Drainage	Drainage expenditure is favourable to budget, primarily due to the delay in authority approvals for Glenferrie Road drain relining with works been carried forward to 2022-23.

Variance Ref	Item	Explanation
8	Off street car parks	Off street car parks is favourable to budget due to works planned to support broader building projects. Due to slightly delayed programs the funding has been scheduled to align with broader precinct works.

## Note 2.2 – Analysis of Council results by program

### 2.2.1

Council delivers its functions and activities through the following programs.

#### Community Support

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

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

#### Places and Spaces

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

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

## **Urban Living**

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

- Civic Services
- Strategic & Statutory Planning
- Building Services

## **Customer and Transformation**

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

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

## **Office of the CEO**

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

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

### 2022

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

### 2021

Program	Income \$'000	Expenses \$'000	Surplus / (Deficit) \$'000	Grants included in income \$'000	Total assets \$'000
Community Support	11,848	43,223	(31,375)	7,634	703,638
Customer and Transformation	3	38,918	(38,915)	-	15,088
Office of the CEO*	206,301	71,645	134,657	5,367	119,712
Places & Spaces	8,583	73,657	(65,074)	5,647	3,322,478
Urban Living	13,244	21,975	(8,731)	713	19,263
<b>Total</b>	<b>239,979</b>	<b>249,418</b>	<b>(9,439)</b>	<b>19,361</b>	<b>4,180,180</b>

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

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

### 3.1 – Rates and charges

Council uses Capital Improved Value (CIV) as the basis of valuation of all properties within the municipal district. The CIV of a property is the value of the land and all improvements. The valuation base used to calculate general rates for 2021-22 was \$120.63 billion (2020-21: \$117.72 billion). The 2021-22 rate in the CIV dollar was 0.0013720849 (2020-21: 0.0013851685).

	2022 \$'000	2021 \$'000
General rates	164,674	160,996
Supplementary rates and rate adjustments	1,336	895
Waste management charge	31,402	28,956
Special rates and charges	1,416	1,520
Interest on rates and charges	1,236	552
<b>Total rates and charges</b>	<b>200,064</b>	<b>192,919</b>

The date of the latest general revaluation of land for rating purposes within the municipal district was 1 January 2022 and the valuation will be first applied in the rating year commencing 1 July 2022.



### 3.2 – Statutory fees and fines

	2022 \$'000	2021 \$'000
Infringements and costs	6,614	3,438
Court recoveries	586	354
Town planning fees	2,795	2,665
Land information certificates	251	203
Swimming pool registrations	239	182
Permits	919	570
<b>Total statutory fees and fines</b>	<b>11,404</b>	<b>7,412</b>

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

### 3.3 – User fees

	2022 \$'000	2021 \$'000
Aged and health services	1,719	731
Building services	1,498	1,474
Road occupancy, traffic and drainage	901	693
Child care/children's program	209	172
Parking	1,199	529
Leisure centre and recreation	690	1,750
Registrations and other permits	1,415	1,382
Waste management services	833	892
Other fees and charges	918	693
<b>Total user fees</b>	<b>9,382</b>	<b>8,316</b>

User fees by timing of revenue recognition	2022 \$'000	2021 \$'000
User fees recognised over time	111	56
User fees recognised at a point in time	9,271	8,260
<b>Total user fees</b>	<b>9,382</b>	<b>8,316</b>

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

### 3.4 – Funding from other levels of government

Grants were received in respect of the following:

#### Summary of grants

	2022 \$'000	2021 \$'000
Commonwealth funded grants	14,484	10,021
State funded grants	7,052	9,340
<b>Total grants received</b>	<b>21,536</b>	<b>19,361</b>

#### (a) Operating Grants

##### *Recurrent – Commonwealth Government*

	2022 \$'000	2021 \$'000
Financial Assistance Grants	6,485	4,658
Aged care	3,545	2,715
Community transport	461	217
Senior citizen centres	149	147
Volunteer services	85	146

**Recurrent – State Government**

	<b>2022 \$'000</b>	<b>2021 \$'000</b>
Aged care	847	835
Libraries	1,148	1,115
Maternal and child health	1,284	1,152
School crossing supervisors	703	689
Family and children	209	237
Community safety	258	194
Senior citizen centres	4	-
<b>Total recurrent operating grants</b>	<b>15,178</b>	<b>12,105</b>

**Non-recurrent – Commonwealth Government**

	<b>2022 \$'000</b>	<b>2021 \$'000</b>
Environmental planning	-	22
Libraries	7	-
Other	4	14

**Non-recurrent – State Government**

	<b>2022 \$'000</b>	<b>2021 \$'000</b>
Community health	42	104
Community safety	15	38
Community transport	642	283
Family and children	527	649
Maternal and child health	168	172
Libraries	43	47
Other	363	768
<b>Total non-recurrent operating grants</b>	<b>1,811</b>	<b>2,097</b>
<b>Total operating grants</b>	<b>16,989</b>	<b>14,202</b>

**(b) Capital Grants****Recurrent – Commonwealth Government**

	<b>2022 \$'000</b>	<b>2021 \$'000</b>
Roads to recovery	594	594
<b>Total recurrent capital grants</b>	<b>594</b>	<b>594</b>

**Non-recurrent – Commonwealth Government**

	<b>2022 \$'000</b>	<b>2021 \$'000</b>
Community health	208	268
Environmental planning	431	419
Buildings	314	67
Community Safety	566	-
Footpath	-	534
Roads	1,605	154
Sports and recreation	30	66

**Non-recurrent – State Government**

	<b>2022 \$'000</b>	<b>2021 \$'000</b>
Roads	240	661
Environmental planning	33	50
Buildings	526	2,150
Sports and recreation	-	196
<b>Total non-recurrent capital grants</b>	<b>3,953</b>	<b>4,565</b>
<b>Total capital grants</b>	<b>4,547</b>	<b>5,159</b>

**(c) Unspent grants received on condition that they be spent in a specific manner**  
**Operating**

	2022 \$'000	2021 \$'000
Balance at start of year	2,486	1,080
Received during the financial year and remained unspent at balance date	1,905	1,586
Received in prior years and spent during the financial year	(1,733)	(180)
<b>Balance at year end</b>	<b>2,658</b>	<b>2,486</b>

**Capital**

	2022 \$'000	2021 \$'000
Balance at start of year	8,622	432
Received during the financial year and remained unspent at balance date	2,414	8,622
Received in prior years and spent during the financial year	(1,830)	(432)
<b>Balance at year end</b>	<b>9,206</b>	<b>8,622</b>

**(d) Recognition of grant income**

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

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

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

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

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

	<b>2022 \$'000</b>	<b>2021 \$'000</b>
General purpose	6,485	4658
Other specific purpose grants	9,421	4700

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

	<b>2022 \$'000</b>	<b>2021 \$'000</b>
Specific purpose grants	5,630	10,003
	<b>21,536</b>	<b>19,361</b>

### **3.5 – Contributions**

	<b>2022 \$'000</b>	<b>2021 \$'000</b>
Monetary	4,901	6,994
Non-monetary	-	112
<b>Total contributions</b>	<b>4,901</b>	<b>7,106</b>

*Contributions of non-monetary asset were received in relation to the following asset classes.*



	2022 \$'000	2021 \$'000
Off-street car park	-	76
Artworks	-	7
Other	-	29
<b>Total non-monetary contributions</b>	<b>-</b>	<b>112</b>

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

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

	2022 \$'000	2021 \$'000
Proceeds of sale	2	44
Written down value of assets sold, replaced and disposed	(4,144)	(8,580)
<b>Total net loss on disposal of property, infrastructure, plant and equipment</b>	<b>(4,142)</b>	<b>(8,536)</b>

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

### 3.7 – Other income

	2022 \$'000	2021 \$'000
Interest	300	496
Other rental income	3,185	1,863
Reimbursements	979	1,200
Right-of-way sales	147	49
Traffic and drainage	1,285	1,072

	2022 \$'000	2021 \$'000
Other income	736	185
<b>Total other income</b>	<b>6,632</b>	<b>4,865</b>

Interest is recognised as it is earned.

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

## Note 4 – The cost of delivering services

### 4.1

#### (a) Employee Costs

	2022 \$'000	2021 \$'000
Wages and salaries	78,938	78,731
Workcover	1,294	1,028
Casual staff	5,064	5,294
Annual leave and long service leave	7,718	7,567
Superannuation	8,203	7,709
Fringe benefits tax	356	397
Other	252	2,059
<b>Total employee costs</b>	<b>101,825</b>	<b>102,785</b>

**(b) Superannuation*****Superannuation***

Council made contributions to the following funds:

***Defined benefit fund***

	<b>2022 \$'000</b>	<b>2021 \$'000</b>
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	310	386
Employer contributions – other funds	-	-
-	<b>310</b>	<b>386</b>
Employer contributions payable at reporting date.	-	-

***Accumulation funds***

	<b>2022 \$'000</b>	<b>2021 \$'000</b>
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	3,792	3,535
Employer contributions – other funds	4,101	3,431
-	<b>7,893</b>	<b>6,966</b>

	<b>2022 \$'000</b>	<b>2021 \$'000</b>
Employer contributions payable at reporting date.	66	192

Refer to Note 9.3 for further information relating to Council's superannuation obligations

## 4.2 – Materials and services

	2022 \$'000	2021 \$'000
Contract payments and trade services:	-	-
-Waste Collection	11,992	11,561
-Open Space	11,477	12,235
-Minor Projects	10,465	10,747
-Leisure and Aquatic Centre	1,195	1,375
-Other*	14,546	12,145
Building maintenance	4,111	4,186
General maintenance	4,411	4,045
Plant and equipment maintenance	2,309	1,880
Utilities	4,554	4,747
Consultants and Professional services & advice	6,137	6,337
Office and administration	4,673	3,961
Financial and legal	1,986	1,979
Information technology	5,092	5,197
Insurance	2,495	2,715
Other	155	195
<b>Total materials and services</b>	<b>85,598</b>	<b>83,307</b>

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

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

### 4.3 – Depreciation

	2022 \$'000	2021 \$'000
Property	14,445	13,917
Plant and equipment	4,189	4,150
Infrastructure	17,775	17,397
Investment property	193	191
<b>Total depreciation</b>	<b>36,602</b>	<b>35,655</b>

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

### 4.4 – Amortisation – intangible assets

	2022 \$'000	2021 \$'000
Software	335	498
<b>Total Amortisation – intangible assets</b>	<b>335</b>	<b>498</b>

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

### 4.5 – Amortisation – right of use assets

	2022 \$'000	2021 \$'000
Vehicles	3,595	3,592
Other	19	19
<b>Total Amortisation – right of use assets</b>	<b>3,614</b>	<b>3,611</b>

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

## 4.6 – Bad and doubtful debts

	2022 \$'000	2021 \$'000
Parking fines and local laws debtors	1,849	1,564
Other debtors	272	327
<b>Total bad and doubtful debts</b>	<b>2,121</b>	<b>1,891</b>

### Movement in provisions for doubtful debts

	2022 \$'000	2021 \$'000
Balance at the beginning of the year	2,750	2,462
New provisions recognised during the year	2,121	1,891
Amounts already provided for and written off as uncollectible	(2,057)	(1,603)
Balance at end of year	<b>2,814</b>	<b>2,750</b>

Provision for doubtful debt is recognised based on an expected credit loss model. This model considers both historic and forward looking information in determining the level of impairment.

## 4.7 – Borrowing costs

	2022 \$'000	2021 \$'000
Interest on borrowings	1,419	1,339
<b>Total borrowing costs</b>	<b>1,419</b>	<b>1,339</b>

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

#### 4.8 – Finance Costs – leases

	2022 \$'000	2021 \$'000
Interest – Lease Liabilities	288	322
<b>Total finance costs</b>	<b>288</b>	<b>322</b>

#### 4.9 – Other expenses

	2022 \$'000	2021 \$'000
Auditors' remuneration – VAGO – audit of the financial statements, performance statement and grant acquittals	92	70
Auditors' remuneration – Internal Audit	201	99
Councillors' allowances	480	416
Operating lease rentals	1,278	1,452
Community grants and contributions	2,866	2,971
Training and professional development	955	826
Special rate scheme expenditure	1,421	1,520
Other expenditure	407	367
<b>Total other expenses</b>	<b>7,700</b>	<b>7,721</b>

## Note 5 – Our financial position

### 5.1 – Financial assets

#### (a) Cash and cash equivalents

	2022 \$'000	2021 \$'000
Cash on hand	5	6
Cash at bank	25,920	29,592
Term deposits	45,417	53,344
<b>Total cash and cash equivalents</b>	<b>71,342</b>	<b>82,942</b>

#### (b) Other financial assets

	2021 \$'000	2022 \$'000
<b>Current</b> – Term deposits	79,000	12,009
<b>Non-current</b> – Unlisted shares	4	4
<b>Total other financial assets</b>	<b>79,004</b>	<b>12,013</b>
<b>Total financial assets</b>	<b>150,346</b>	<b>94,955</b>

#### (c) Restricted funds

Councils cash and cash equivalents are subject to external restrictions that limit amounts available for discretionary use. These include:

	2022 \$'000	2021 \$'000
Trust funds and deposits (Note 5.3)	13,411	9,342
<b>Total restricted funds</b>	<b>13,411</b>	<b>9,342</b>
<b>Total unrestricted cash and cash equivalents</b>	<b>57,931</b>	<b>73,600</b>



**Intended allocations**

Although not externally restricted the following amounts have been allocated for specific future purposes by Council:

	2022 \$'000	2021 \$'000
– Cash held to fund carried forward capital works	13,530	15,711
– Cash held to fund carried forward priority projects	15,528	14,614
– Reserves (Note 9.1)	23,467	20,886
<b>Total funds subject to intended allocations</b>	<b>52,525</b>	<b>51,211</b>

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

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

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

The unlisted shares are held with Procurement Australasia Limited.

**(d) Trade and other receivables****Current****Statutory receivables**

	2022 \$'000	2021 \$'000
Rates debtors	15,311	14,591
Parking infringement debtors	6,701	7,055
Provision for doubtful debts – parking infringements	(2,500)	(2,570)
Net GST receivable	2,369	1,872

**Non statutory receivables**

	2022 \$'000	2021 \$'000
Other debtors	4,454	3,711
Provision for doubtful debts – other debtors	(314)	(180)
Total current trade and other receivables	<b>26,021</b>	<b>24,479</b>

	2022 \$'000	2021 \$'000
<b>Total trade and other receivables</b>	<b>26,021</b>	<b>24,479</b>

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

**(e) Ageing of receivables**

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

	2022 \$'000	2021 \$'000
Current (not yet due)	1,313	2,540
Past due by up to 30 days	821	566
Past due between 31 and 180 days	1,630	248
Past due between 181 and 365 days	446	75
Past due by more than 1 year	244	282
Total trade and other receivables	<b>4,454</b>	<b>3,711</b>

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

At balance date there were no other debtors representing financial assets that were impaired (2021: Nil).

**5.2 – Non-financial assets****(a) Inventories*****Current***

	<b>2022 \$'000</b>	<b>2021 \$'000</b>
Inventories held for distribution	17	24
Inventories held for sale	55	59
<b>Total inventories</b>	<b>72</b>	<b>83</b>

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

**(b) Other assets*****Current***

	<b>2022 \$'000</b>	<b>2021 \$'000</b>
Prepayments	2,373	2,682
<b>Total other assets</b>	<b>2,373</b>	<b>2,682</b>

**(c) Intangible assets*****Non-current***

	<b>2022 \$'000</b>	<b>2021 \$'000</b>
Software	269	584
<b>Total intangible assets</b>	<b>269</b>	<b>584</b>

**Gross carrying amount**

	Software
Balance at 1 July 2021	4,589
Additions from internal developments	20
<b>Balance at 30 June 2022</b>	<b>4,609</b>

**Accumulated amortisation and impairment**

	Software
Balance at 1 July 2021	(4,005)
Amortisation expense	(335)
<b>Balance at 30 June 2022</b>	<b>(4,340)</b>
<b>Net book value at 30 June 2021</b>	<b>584</b>
<b>Net book value at 30 June 2022</b>	<b>269</b>

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

**5.3 – Payables, trust funds and deposits and unearned income/revenue****(a) Trade and other payables****Non-statutory payables – Current**

	2022 \$'000	2021 \$'000
Trade and other payables	23,954	13,019
Accrued expenses	3,715	9,790
<b>Total trade and other payables</b>	<b>27,669</b>	<b>22,809</b>

**(b) Trust funds and deposits*****Current***

	<b>2022 \$'000</b>	<b>2021 \$'000</b>
Refundable deposits	12,462	8,093
Fire services levy	700	999
Refundable contract deposits and retention monies	4	4
Balwyn Rotary Sunday Market trust funds	245	246
<b>Total trust funds and deposits</b>	<b>13,411</b>	<b>9,342</b>

**(c) Unearned income/revenue*****Current***

	<b>2022 \$'000</b>	<b>2021 \$'000</b>
Grants received in advance – operating	2,658	2,486
Grants received in advance – capital	9,206	8,622
Other	121	111
<b>Total unearned income/revenue</b>	<b>11,985</b>	<b>11,219</b>

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

***Purpose and nature of items***

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

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

**Retention Amounts** – Council has a contractual right to retain certain amounts until a contractor has met certain requirements or a related warrant or defect period has elapsed.

Subject to the satisfactory completion of the contractual obligations, or the elapsing of time, these amounts will be paid to the relevant contractor in line with Council's contractual obligations.

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

## 5.4 – Interest-bearing liabilities

### *Current*

	2022 \$'000	2021 \$'000
Treasury Corporation of Victoria borrowings – secured	5,789	-
Other Borrowings – secured	1,790	1,674
<b>Total Current interest-bearing liabilities</b>	<b>7,579</b>	<b>1,674</b>

### *Non-current*

	2022 \$'000	2021 \$'000
Treasury Corporation of Victoria borrowings – secured	64,211	-
Other Borrowings – secured	19,749	21,539
<b>Total Non-current interest-bearing liabilities</b>	<b>83,960</b>	<b>21,539</b>
<b>Total</b>	<b>91,539</b>	<b>23,213</b>

Borrowings are secured over the General Rates of Council.

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

	2022 \$'000	2021 \$'000
Not later than one year	7,579	1,674
Later than one year and not later than five years	33,238	7,696
Later than five years	50,722	13,843
-	<b>91,539</b>	<b>23,213</b>

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

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

## 5.5 – Provisions

### 2022

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

**2021**

	<b>Annual leave \$'000</b>	<b>Long service leave \$'000</b>	<b>Rostered day off \$'000</b>	<b>Total \$'000</b>
Balance at beginning of the financial year	6,930	13,934	542	21,406
Additional provisions	8,010	3,143	2,509	13,662
Amounts used	(7,008)	(2,769)	(2,542)	(12,319)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	7	(9)	-	(2)
Balance at the end of the financial year	<b>7,939</b>	<b>14,299</b>	<b>509</b>	<b>22,747</b>

**(a) Employee provisions*****Current provisions expected to be settled within 12 months***

	<b>2022 \$'000</b>	<b>2021 \$'000</b>
Annual leave	5,500	5,551
Long service leave	1,603	1,624
Other	523	509
-	<b>7,626</b>	<b>7,684</b>

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

	<b>2022 \$'000</b>	<b>2021 \$'000</b>
Annual leave	2,191	2,388
Long service leave	9,933	10,651
-	<b>12,124</b>	<b>13,039</b>
Total current employee provisions	<b>19,750</b>	<b>20,723</b>



**Non-current**

	<b>2022 \$'000</b>	<b>2021 \$'000</b>
Long service leave	2,120	2,024
Total non-current employee provisions	<b>2,120</b>	<b>2,024</b>
Aggregate carrying amount of employee provisions:		
Current	19,750	20,723
Non-current	2,120	2,024
Total aggregate carrying amount of employee provisions	<b>21,870</b>	<b>22,747</b>

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

***Annual leave***

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

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

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

***Long service leave***

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

## Key assumptions:

	2022	2021
– discount rate	3.69%	1.49%
– wage inflation rate	1.80%	1.80%

## 5.6 – Financing arrangements

Council has the following funding arrangements in place as at 30 June 2022:

	2022 \$'000	2021 \$'000
Credit card facilities	357	300
Other borrowing facilities	21,539	23,213
Treasury Corporation of Victoria facilities	70,000	-
Total facilities	<b>91,896</b>	<b>23,513</b>
Used facilities	<b>91,605</b>	<b>23,318</b>
Unused facilities	<b>291</b>	<b>195</b>

## 5.7 – Commitments

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

**(a) Commitments for expenditure****2022*****Operating***

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

**Capital**

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

**2021*****Operating***

	Not later than 1 year \$'000	Later than 1 year and not later than 2 years \$'000	Later than 2 years and not later than 5 years \$'000	Later than 5 years \$'000	Total \$'000
Cleaning contracts for council buildings	116	78	-	-	194
Consultancies	1,045	741	659	-	2,445
Home care services	179	61	-	-	240
Information systems and technology	1,545	1,174	267	-	2,986
Maintenance	1,336	325	8	-	1,669
Open space management	11,103	8,881	10,010	-	29,994
Other	9,250	7,101	8,125	448	24,924
Recycling	3,089	1,670	1,415	-	6,174
<b>Total</b>	<b>27,663</b>	<b>20,031</b>	<b>20,484</b>	<b>448</b>	<b>68,626</b>

***Capital***

	Not later than 1 year \$'000	Later than 1 year and not later than 2 years \$'000	Later than 2 years and not later than 5 years \$'000	Later than 5 years \$'000	Total \$'000
Buildings	41,191	13,218	351	-	54,760
Computers and telecommunications	1,159	419	68	-	1,646

	Not later than 1 year \$'000	Later than 1 year and not later than 2 years \$'000	Later than 2 years and not later than 5 years \$'000	Later than 5 years \$'000	Total \$'000
Drainage	4,858	971	-	-	5,829
Footpaths, shopping centre improvements, laneways, car parks	8,641	2,900	-	-	11,541
Information systems and technology	311	311	346	-	968
Library materials – Books and furnishings	2,312	2,244	4,488	-	9,044
Open Space Management	110	110	330	25	575
Other capital related	3,793	3,783	3,657	-	11,233
Recreational, leisure and community facilities	909	648	431	-	1,988
Landscaping	1,175	1,175	3,524	-	5,874
Roads	6,336	555	-	-	6,891
<b>Total</b>	<b>70,795</b>	<b>26,334</b>	<b>13,195</b>	<b>25</b>	<b>110,349</b>

## (b) Operating lease receivables

### *Operating lease receivables*

The Council has entered into commercial property leases on its investment properties as disclosed in note 6.4. These properties held under operating leases have remaining non-cancellable lease terms of between 0 and 23 years. All leases include a CPI based revision of the rental charge annually.

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

	2022 \$'000	2021 \$'000
Not later than one year	266	672
Later than one year and not later than five years	1,650	1,330
Later than five years	4,405	4,575
-	<b>6,321</b>	<b>6,577</b>

## 5.8 – Leases

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

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

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

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

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

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

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

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

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

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

Council has elected to apply the temporary option available under *AASB 16 Leases* which allows not-for-profit entities to not measure right-of-use assets at initial recognition at fair value in respect of leases that have significantly below-market terms.

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

### Right-of-use assets

	Vehicles \$'000	Other \$'000	Total \$'000
Balance at 1 July 2021	10,500	33	10,533
Additions	1,633	-	1,633
Amortisation charge	(3,595)	(19)	(3,614)
Balance at 30 June 2022	<b>8,538</b>	<b>14</b>	<b>8,552</b>



## Lease liabilities

Maturity analysis – contractual undiscounted cash flows

	2022 \$'000	2021 \$'000
Less than one year	3,415	3,407
One to five years	4,936	6,747
More than five years	846	1,191
Total undiscounted lease liabilities as at 30 June:	<b>9,197</b>	<b>11,345</b>

Lease liabilities included in the Balance Sheet at 30 June:

	2022 \$'000	2021 \$'000
Current	3,206	3,144
Non-current	5,447	7,464
Total lease liabilities	<b>8,653</b>	<b>10,608</b>

## Short-term and low value leases

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

Expenses relating to:

	2022 \$'000	2021 \$'000
Short-term leases	284	256
Leases of low value assets	537	558
Total	<b>821</b>	<b>814</b>

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

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

	<b>2022 \$'000</b>	<b>2021 \$'000</b>
Payable within one year	538	689
Payable later than one year but not later than five years	2,151	746
<b>Total lease commitments</b>	<b>2,689</b>	<b>1,435</b>

**Note 6 – Assets we manage****6.1 – Non current assets classified as held for sale**

Non-current assets classified as held for sale (including disposal groups) are measured at the lower of its carrying amount and fair value less costs of disposal, and are not subject to depreciation. Non-current assets, disposal groups and related liabilities and assets are treated as current and classified as held for sale if their carrying amount will be recovered through a sale transaction rather than through continuing use. This condition is regarded as met only when the sale is highly probable and the asset's sale (or disposal group sale) is expected to be completed within 12 months from the date of classification. Council has no non-current assets held for sale at reporting date.

## 6.2 – Property, infrastructure, plant and equipment

### Summary of property, infrastructure, plant and equipment

	Carrying amount 30 June 2021 \$'000	Additions \$'000	Contributions \$'000	Revaluations \$'000	Depreciation \$'000	Disposal \$'000	Write-off \$'000	Impairment Reversals \$'000	**Transfers \$'000	Carrying amount 30 June 2022 \$'000
Land	3,113,445	-	-	280,581	-	-	-	-	-	3,394,026
Buildings	316,645	-	-	42,925	(14,447)	(611)	-	-	8,748	353,260
Plant and Equipment	21,637	-	-	-	(4,188)	(651)	-	-	3,703	20,500
Infrastructure	541,564	-	-	17,321	(17,774)	(2,882)	-	-	21,352	559,581
Work in progress	44,828	76,924	-	-	-	-	(5,010)	-	(34,027)	82,715
-	<b>4,038,119</b>	<b>76,924</b>	-	<b>340,827</b>	<b>(36,409)</b>	<b>(4,144)</b>	<b>(5,010)</b>	-	<b>(224)</b>	<b>4,410,082</b>

### Summary of Works in Progress

	Opening WIP \$'000	Additions \$'000	**Transfers \$'000	Write Offs \$'000	Closing WIP \$'000
Buildings	32,144	45,791	(9,082)	(1,176)	67,677
Plant and Equipment	264	3,914	(2,728)	(1,091)	359
Infrastructure	12,420	27,219	(22,217)	(2,743)	14,679
Total	<b>44,828</b>	<b>76,924</b>	<b>(34,027)</b>	<b>(5,010)</b>	<b>82,715</b>

\* The \$0.22m is additions for Investment Property and Intangibles shown in Note 6.4 and Note 5.2 (c) respectively.

\*\* The differences between the two transfer totals relate to the classification of each project as budgeted, which appears in the WIP disclosure, compared to the actual classification of the asset determined at the time of capitalisation which appears in the summary of property, infrastructure, plant and equipment table.

**(a) Property**

	Land – specialised \$'000	Land – non specialised \$'000	Total Land \$'000	Buildings – non specialised \$'000	Total Buildings \$'000	Work in Progress \$'000	Total Property \$'000
At fair value 1 July 2021	2,690,827	422,618	3,113,445	512,658	512,658	32,144	3,658,247
Accumulated depreciation at 1 July 2021	-	-	-	(196,013)	(196,013)	-	(196,013)
-	2,690,827	422,618	3,113,445	316,645	316,645	32,144	<b>3,462,234</b>

**Movements in fair value**

	Land – specialised \$'000	Land – non specialised \$'000	Total Land \$'000	Buildings – non specialised \$'000	Total Buildings \$'000	Work in Progress \$'000	Total Property \$'000
Additions	-	-	-	8,749	8,749	45,791	54,540
Revaluation	254,725	25,856	280,581	17,366	17,366	-	297,947
Disposals	-	-	-	(1,284)	(1,284)	-	(1,284)
Write-offs	-	-	-	-	-	(1,176)	(1,176)
Transfers in (out)	-	-	-	-	-	(9,082)	(9,082)
-	254,725	25,856	280,581	24,831	24,831	35,533	<b>340,945</b>

***Movements in accumulated depreciation***

	Land – specialised \$'000	Land – non specialised \$'000	Total Land \$'000	Buildings – non specialised \$'000	Total Buildings \$'000	Work in Progress \$'000	Total Property \$'000
Depreciation and amortisation	-	-	-	(14,447)	(14,447)	-	(14,447)
Accumulated depreciation of disposals	-	-	-	672	672	-	672
Revaluation	-	-	-	25,559	25,559	-	25,559
-	-	-	-	11,784	11,784	-	<b>11,784</b>

	Land – specialised \$'000	Land – non specialised \$'000	Total Land \$'000	Buildings – non specialised \$'000	Total Buildings \$'000	Work in Progress \$'000	Total Property \$'000
At fair value 30 June 2022	2,945,552	448,474	3,394,026	537,489	537,489	67,677	3,999,192
Accumulated depreciation at 30 June 2022	-	-	-	(184,229)	(184,229)	-	(184,229)
Carrying amount	<b>2,945,552</b>	<b>448,474</b>	<b>3,394,026</b>	<b>353,260</b>	<b>353,260</b>	<b>67,677</b>	<b>3,814,963</b>



**(b) Plant and Equipment**

	<b>Plant, machinery and equipment \$'000</b>	<b>Fixtures fittings and furniture \$'000</b>	<b>Computers and telecommunication \$'000</b>	<b>Library books \$'000</b>	<b>Work in Progress \$'000</b>	<b>Total Plant and Equipment \$'000</b>
At fair value 1 July 2021	42,196	9,909	7,757	2,226	264	62,352
Accumulated depreciation at 1 July 2021	(27,361)	(7,316)	(4,708)	(1,066)	-	(40,451)
-	14,835	2,593	3,049	1,160	264	<b>21,901</b>

***Movements in fair value***

	Plant, machinery and equipment \$'000	Fixtures fittings and furniture \$'000	Computers and telecommunication \$'000	Library books \$'000	Work in Progress \$'000	Total Plant and Equipment \$'000
Additions	1,784	380	609	930	3,914	7,617
Disposals	(16)	(2)	-	(1,247)	-	(1,265)
Write-offs	-	-	-	-	(1,091)	(1,091)
Transfers in (out)	-	-	-	-	(2,728)	(2,728)
-	1,768	378	609	(317)	95	<b>2,533</b>

***Movements in accumulated depreciation***

	<b>Plant, machinery and equipment \$'000</b>	<b>Fixtures fittings and furniture \$'000</b>	<b>Computers and telecommunication \$'000</b>	<b>Library books \$'000</b>	<b>Work in Progress \$'000</b>	<b>Total Plant and Equipment \$'000</b>
Depreciation and amortisation	(2,273)	(584)	(1,014)	(318)	-	(4,189)
Accumulated depreciation of disposals	15	2	-	597	-	614
-	(2,258)	(582)	(1,014)	279	-	<b>(3,575)</b>

	Plant, machinery and equipment \$'000	Fixtures fittings and furniture \$'000	Computers and telecommunication \$'000	Library books \$'000	Work in Progress \$'000	Total Plant and Equipment \$'000
At fair value 30 June 2022	43,964	10,287	8,366	1,909	359	64,885
Accumulated depreciation at 30 June 2022	(29,619)	(7,898)	(5,722)	(787)	-	(44,026)
Carrying amount	<b>14,345</b>	<b>2,389</b>	<b>2,644</b>	<b>1,122</b>	<b>359</b>	<b>20,859</b>

**(c) Infrastructure**

	<b>Roads \$'000</b>	<b>Bridges \$'000</b>	<b>Footpaths and cycleways \$'000</b>	<b>Drainage \$'000</b>	<b>Recreational, leisure and Community \$'000</b>	<b>Parks open spaces and streetscapes \$'000</b>	<b>Off street car parks \$'000</b>	<b>Work in Progress \$'000</b>	<b>Total Infrastructure \$'000</b>
At fair value 1 July 2021	626,737	15,343	153,023	220,428	55,952	40,929	40,447	12,420	1,165,279
Accumulated depreciation at 1 July 2021	(361,401)	(9,607)	(89,031)	(98,222)	(23,671)	(14,127)	(15,236)	-	(611,295)
-	265,336	5,736	63,992	122,206	32,281	26,802	25,211	12,420	<b>553,984</b>

**Movements in fair value**

	<b>Roads \$'000</b>	<b>Bridges \$'000</b>	<b>Footpaths and cycleways \$'000</b>	<b>Drainage \$'000</b>	<b>Recreational, leisure and Community \$'000</b>	<b>Parks open spaces and streetscapes \$'000</b>	<b>Off street car parks \$'000</b>	<b>Work in Progress \$'000</b>	<b>Total Infrastructure \$'000</b>
Additions	9,159	-	3,068	3,394	1,784	3,543	404	27,219	48,571
Contributions	-	-	-	-	-	-	-	-	-
Revaluation	28,020	128	2,833	17,936	-	-	762	-	49,679

	<b>Roads \$'000</b>	<b>Bridges \$'000</b>	<b>Footpaths and cycleways \$'000</b>	<b>Drainage \$'000</b>	<b>Recreational, leisure and Community \$'000</b>	<b>Parks open spaces and streetscapes \$'000</b>	<b>Off street car parks \$'000</b>	<b>Work in Progress \$'000</b>	<b>Total Infrastructure \$'000</b>
Disposals	(3,908)	-	(1,843)	(210)	-	(138)	-	-	(6,099)
Write-offs	-	-	-	-	-	-	-	(2,743)	(2,743)
Transfers in (out)	-	-	-	-	-	-	-	(22,217)	(22,217)
-	33,271	128	4,058	21,120	1,784	3,405	1,166	2,259	<b>67,191</b>

***Movements in accumulated depreciation***

	<b>Roads \$'000</b>	<b>Bridges \$'000</b>	<b>Footpaths and cycleways \$'000</b>	<b>Drainage \$'000</b>	<b>Recreational, leisure and Community \$'000</b>	<b>Parks, open spaces and streetscapes \$'000</b>	<b>Off street car parks \$'000</b>	<b>Work in Progress \$'000</b>	<b>Total Infrastructure \$'000</b>
Depreciation and amortisation	(8,453)	(88)	(1,881)	(2,628)	(2,288)	(1,749)	(687)	-	(17,774)
Revaluation	(22,212)	(43)	(1,915)	(7,916)	-	-	(272)	-	(32,358)
Accumulated depreciation of disposals	2,209	-	706	208	-	92	2	-	3,217
-	(28,456)	(131)	(3,090)	(10,336)	(2,288)	(1,657)	(957)	-	<b>(46,915)</b>

	<b>Roads \$'000</b>	<b>Bridges \$'000</b>	<b>Footpaths and cycleways \$'000</b>	<b>Drainage \$'000</b>	<b>Recreational, leisure and Community \$'000</b>	<b>Parks, open spaces and streetscapes \$'000</b>	<b>Off street car parks \$'000</b>	<b>Work in Progress \$'000</b>	<b>Total Infrastructure \$'000</b>
At fair value 30 June 2022	660,008	15,471	157,081	241,548	57,736	44,334	41,613	14,679	1,232,470
Accumulated depreciation at 30 June 2022	(389,857)	(9,738)	(92,121)	(108,558)	(25,959)	(15,784)	(16,193)	-	(658,210)
Carrying amount	<b>270,151</b>	<b>5,733</b>	<b>64,960</b>	<b>132,990</b>	<b>31,777</b>	<b>28,550</b>	<b>25,420</b>	<b>14,679</b>	<b>574,260</b>

	<b>Roads \$'000</b>	<b>Bridges \$'000</b>	<b>Footpaths and cycleways \$'000</b>	<b>Drainage \$'000</b>	<b>Recreational, leisure and Community \$'000</b>	<b>Parks, open spaces and streetscapes \$'000</b>	<b>Off street car parks \$'000</b>	<b>Work in Progress \$'000</b>	<b>Total Infrastructure \$'000</b>
<b>Total property, infrastructure, plant and equipment</b>	-	-	-	-	-	-	-	-	<b>4,410,082</b>

## Acquisition

The purchase method of accounting is used for all acquisitions of assets, being the fair value of assets provided as consideration at the date of acquisition plus any incidental costs attributable to the acquisition. Fair value is the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date.

Where assets are constructed by Council, cost includes all materials used in construction, direct labour, borrowing costs incurred during construction, and an appropriate share of directly attributable variable and fixed overheads.

In accordance with Council's policy, the threshold limits have applied when recognising assets within an applicable asset class and unless otherwise stated are consistent with the prior year.

## Asset recognition thresholds and depreciation periods

### Property

	Depreciation Period Years	Threshold Limit \$'000
Land	N/A	–

### Buildings

	Depreciation Period Years	Threshold Limit \$'000
Buildings	2-55	5

### Plant and Equipment

	Depreciation Period Years	Threshold Limit \$'000
Plant, machinery and equipment	5-30	2
Arts and heritage	100	0
Fixtures, fittings and furniture	10	2
Computers and telecommunications	3-5	2



	Depreciation Period Years	Threshold Limit \$'000
Library books	6	0

### **Infrastructure**

	Depreciation Period Years	Threshold Limit \$'000
Road pavements and seals	30-100	7
Road substructure	100-150	7
Road kerb, channel and minor culverts	75	7
Bridges deck	50-130	7
Bridges substructure	50-130	7
Footpaths and cycle ways	20-85	7
Drainage	20-100	7
Recreational, leisure and community facilities	10-80	2
Parks, open space and streetscapes	15-100	2
Off street car parks	30-100	7
Intangible assets	3	5

### **Land under roads**

Council recognises land under roads it controls on a fair value basis.

### **Depreciation and amortisation**

Buildings, land improvements, plant and equipment, infrastructure, and other assets having limited useful lives are systematically depreciated over their useful lives to the Council in a manner which reflects consumption of the service potential embodied in those assets. Estimates of remaining useful lives and residual values are made on a regular basis with major asset classes reassessed annually. Depreciation rates and methods are reviewed annually.

Where assets have separate identifiable components that are subject to regular replacement, these components are assigned distinct useful lives and residual values and a separate depreciation rate is determined for each component.

Road earthworks are not depreciated on the basis that they are assessed as not having a limited useful life.

Straight line depreciation is charged based on the residual useful life as determined each year.

Depreciation periods used are listed below and are consistent with the prior year unless otherwise stated.

### **Repairs and maintenance**

Where the repair relates to the replacement of a component of an asset and the cost exceeds the capitalisation threshold the cost is capitalised and depreciated. The carrying value of the replaced asset is expensed.

### **Leasehold improvements**

Leasehold improvements are recognised at cost and are amortised over the unexpired period of the lease or the estimated useful life of the improvement, whichever is the shorter. Council does not have any leasehold improvements at reporting date.

### **Valuation of land and buildings**

Valuation of land and buildings were undertaken by a qualified independent valuer Matheson Stephen Valuations Property Consultants. The valuation of land and buildings is at fair value, being market value based on highest and best use permitted by relevant land planning provisions. Where land use is restricted through existing planning provisions the valuation is reduced to reflect this limitation. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.

Specialised land is valued at fair value using site values adjusted for englobo (undeveloped and/or unserviced) characteristics, access rights and private interests of other parties and entitlements of infrastructure assets and services. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.

To the extent that non-specialised land and non-specialised buildings do not contain significant, unobservable adjustments, these assets are classified as Level 2 under the market based direct comparison approach.

Any significant movements in the unobservable inputs for land and land under roads will have a significant impact on the fair value of these assets.

Details of the Council's land and buildings and information about the fair value hierarchy as at 30 June 2022 are as follows:

	Level 1	Level 2	Level 3	Date of Valuation
Land	-	186,706	261,768	Jan-22
Specialised land	-	73,971	2,871,581	Jan-22
Buildings	-		353,261	Jan-22
Total	-	260,677	3,486,610	

### Valuation of infrastructure

Valuation of infrastructure assets has been determined by Eric van Toor, Coordinator Strategic Asset Management, Bachelor of Engineering, Civil Engineering.

The date of the current valuation is detailed in the following table.

The valuation is at fair value based on current replacement cost less accumulated depreciation as at the date of valuation.

Details of the Council's infrastructure and information about the fair value hierarchy as at 30 June 2022 are as follows:

	Level 1	Level 2	Level 3	Date of Valuation
Roads	-	-	270,154	Jun-22
Bridges	-	-	5,732	Jun-22
Footpaths and cycleways	-	-	64,959	Jun-22
Drainage	-	-	132,989	Jun-22
Recreational, leisure and community facilities	-	-	31,777	-
Parks, open space and streetscapes	-	-	28,550	-
Other infrastructure	-	-	25,420	Jun-22
Total	-	-	559,581	-

## Description of significant unobservable inputs into level 3 valuations

**Specialised land and land under roads** is valued using a market based direct comparison technique. Significant unobservable inputs include the extent and impact of restriction of use and the market cost of land per square metre. The extent and impact of restrictions on use varies and results in a reduction to surrounding land values between 5% and 95%. The market value of land varies significantly depending on the location of the land and the current market conditions. Currently land values range between \$37 and \$12,593 per square metre.

**Specialised buildings** are valued using a current replacement cost technique. Significant unobservable inputs include the current replacement cost and remaining useful lives of buildings. The remaining useful lives of buildings are determined on the basis of the current condition of buildings and vary from 25 years to 55 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of buildings are sensitive to changes in expectations or requirements that could either shorten or extend the useful lives of buildings.

**Infrastructure assets** are valued based on the current replacement cost. Significant unobservable inputs include the current replacement cost and remaining useful lives of infrastructure. The remaining useful lives of infrastructure assets are determined on the basis of the current condition of the asset and vary from 5 years to 150 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of infrastructure are sensitive to changes in use, expectations or requirements that could either shorten or extend the useful lives of infrastructure assets.

### Reconciliation of specialised land

	2022 \$'000	2021 \$'000
Land under roads	2,170	2,220
Parks and reserves	1,248,579	1,166,097
Sports Grounds	1,065,405	941,895
Other	629,398	580,615
<b>Total specialised land</b>	<b>2,945,552</b>	<b>2,690,827</b>

## 6.3 – Investments in joint arrangements

### Background

The City of Boroondara has entered into a joint venture arrangement called Regional Landfill Clayton South, which has developed a refuse tip for a number of municipalities.

The Council has a 35.22% interest in the assets, liabilities, revenues and expenses of the joint venture. The remaining joint venture partners include City of Glen Eira, City of Monash, City of Whitehorse and City of Stonnington.

### Council's share of accumulated surplus(deficit)

	2022 \$'000	2021 \$'000
Council's share of accumulated surplus(deficit) at start of year	(8,367)	(4,614)
* Reported surplus/(deficit) for year	687	(3,753)
Council's share of accumulated deficit at end of year	<b>(7,680)</b>	<b>(8,367)</b>

### Movement in carrying value of specific investment

	2022 \$'000	2021 \$'000
Carrying value of investment at start of year	(6,727)	(2,974)
* Share of surplus/(deficit) for year	687	(3,753)
Carrying value of investment at end of year	<b>(6,040)</b>	<b>(6,727)</b>

\* Share of surplus/(deficit) is based on unaudited financial statements for 2022.

Investments in joint arrangements are classified as either joint operations or joint ventures depending on the contractual rights and obligations each investor has, rather than the legal structure of the joint arrangement.

For joint operations, Council recognises its direct right to its share of jointly held assets, liabilities, revenues and expenses of joint operations.

Council continues to account for Clayton Landfill under the equity method on the basis that Clayton Landfill operating results, assets and liabilities are not material individually or in aggregate. Under this method, the interests are initially recognised in the consolidated balance sheet at cost and adjusted thereafter to recognise Council's share of the post-acquisition profits or losses and movements in other comprehensive income respectively.

The landfill closed on the 29 January 2016. At balance date the landfill itself retains sufficient liquidity however it is likely that Council funds will be required to be expended in support of the entity to fund the post closure capital works and the post closure after care expenses.

Rehabilitation of the landfill comprising construction of the final cap and the installation of landfill gas and leachate extraction infrastructure has been completed. Remaining capital works to be undertaken is the construction of a stormwater detention basin. The provision

was formally assessed in 2015. A review was undertaken during the 2020-21 financial year by Mackenzie Environmental Pty Ltd on estimates of future costs to operate the closed landfill site in accordance with the *Environment Protection Act 2017* (the Act). The increase in provision relates to the expected post closure maintenance period costs after capping works are completed. The provision is based on the best information available to management at year end. This indicates aftercare costs of approximately \$1.034 million annually.

## 6.4 Investment property

### Gross carrying amount

	2022 \$'000	2021 \$'000
Balance at beginning of financial year	10,552	10,533
Additions	204	19
Balance at end of financial year	<b>10,756</b>	<b>10,552</b>

### Accumulated amortisation and impairment

	2022 \$'000	2021 \$'000
Balance at beginning of the year	(1,807)	(1,618)
Depreciation expense	(193)	(189)
Balance at end of financial year	<b>(2,000)</b>	<b>(1,807)</b>

	2022 \$'000	2021 \$'000
Net book value	<b>8,756</b>	<b>8,745</b>

Investment property is carried at cost and is depreciated on a straight line basis.

Investment property, comprising fresh food market stalls and a commercial shop is held to generate long-term rental yields. All tenant leases are on an arms length basis. Investment property is measured initially at cost, including transaction costs. Costs incurred subsequent to initial acquisition are capitalised when it is probable that future economic benefit in excess of the originally assessed performance of the asset will flow to the

Council. Rental income from the leasing of investment properties is recognised in the Comprehensive Income Statement on a straight line basis over the lease term.

## **Note 7 – People and relationships**

### **7.1 Council and key management remuneration**

#### **(a) Related parties**

Parent entity

City of Boroondara is the parent entity.

Subsidiaries and Associates

Interests in subsidiaries and associates are detailed in Note 6.3.

#### **(b) Key management personnel**

Key management personnel (KMP) are those people with the authority and responsibility for planning, directing and controlling the activities of City of Boroondara. The Councillors, Chief Executive Officer, Executive Directors, Executive Manager People Culture and Development, Chief Financial Officer and Executive Manager Governance are deemed KMP.

##### ***Councillors***

- Councillor Jane Addis (Mayor: 23 November 2021 – current)
- Councillor Garry Thompson (Mayor: 1 July 2021 – 22 November 2021)
- Councillor Wes Gault (Deputy Mayor: 23 November 2021 – current)
- Councillor Cynthia Watson (Deputy Mayor: 1 July 2021 – 22 November 2021)
- Councillor Jim Parke
- Councillor Lisa Hollingsworth
- Councillor Felicity Sinfield
- Councillor Susan Biggar
- Councillor Di Gillies
- Councillor Victor Franco
- Councillor Nick Stavrou

##### ***Chief Executive Officer***

- Phillip Storer

##### ***Other KMPs***

- Director Customer and Transformation – Bruce Dobson (1 July 2021 – 7 September 2021)

- Director Customer and Transformation – Mans Bassi (8 September 2021 – current)
- Director Places and Spaces – Daniel Freer
- Director Community Support – Carolyn McClean
- Director Urban Living – Shiran Wickramasinghe (1 July 2021 – 27 July 2021)
- Director Urban Living – Nick Lund (28 July 2021 – 26 September 2021)
- Director Urban Living – Scott Walker (27 September – current)
- Executive Manager People Culture and Development – Carolyn Terry (1 July 2021 – 28 January 2022)
- Executive Manager People Culture and Development – Ashlee Camm (29 January 2022 – 10 May 2022)
- Executive Manager People Culture and Development – Mary-Anne Palatsides (11 May 2022 to current)
- Executive Manager Governance and Legal – Bryan Wee (2 May 2022 – current)
- Chief Financial Officer – Amy Montalti (22 November 2021 – current)

	2022 No.	2021 No.
<b>Total Number of Councillors</b>	11	15
<b>Chief Executive Officer and other Key Management Personnel</b>	13	6
<b>Total Key Management Personnel</b>	<b>24</b>	<b>21</b>

### (c) Remuneration of key management personnel

Total remuneration of key management personnel was as follows:

	2022 \$'000	2021 \$'000
Short-term benefits	2,737	2,297
Post-employment benefits	162	179
Long-term benefits	44	48
Termination costs	244	-



	<b>2022 \$'000</b>	<b>2021 \$'000</b>
Total	<b>3,187</b>	<b>2,524</b>

The numbers of key management personnel whose total remuneration from Council and any related entities, fall within the following bands:

	<b>2022 No.</b>	<b>2021 No.</b>
\$10,000 – \$19,999	-	4
\$20,000 – \$29,999	1	5
\$30,000 – \$39,999	9	4
\$40,000 – \$49,999	2	-
\$50,000 – \$59,999	1	1
\$60,000 – \$69,999	1	-
\$70,000 – \$79,999	-	1
\$80,000 – \$89,999	1	-
\$130,000 – \$139,999	1	-
\$150,000 – \$159,999	1	-
\$190,000 – \$199,999	1	-
\$260,000 – \$269,999	1	-
\$270,000 – \$279,999	1	-
\$280,000 – \$289,999	-	1
\$330,000 – \$339,999	-	4
\$340,000 – \$349,999	2	-
\$350,000 – \$359,999	1	-
\$470,000 – \$479,999	-	1

	2022 No.	2021 No.
\$480,000 – \$489,999	1	-
-	<b>24</b>	<b>21</b>

#### (d) Senior Officer Remuneration

A Senior Officer is an officer of Council, other than Key Management Personnel, who:

- a) has management responsibilities and reports directly to the Chief Executive; or
- b) whose total annual remuneration exceeds \$151,000

The number of Senior Officers are shown below in their relevant income bands:

Income range	2022 No.	2021 No.
< \$151,000	11	17
\$151,000 – \$159,999	1	10
\$160,000 – \$169,999	2	12
\$170,000 – \$179,999	10	6
\$180,000 – \$189,999	8	5
\$190,000 – \$199,999	6	2
\$200,000 – \$209,999	8	3
\$210,000 – \$219,999	4	5
\$220,000 – \$229,999	3	3
\$230,000 – \$239,999	4	2
\$240,000 – \$249,999	1	1
\$250,000 – \$259,999	1	-
\$260,000 – \$269,999	1	-

Income range	2022 No.	2021 No.
\$280,000 – \$289,999	-	1
\$300,000 – \$309,999	1	-
\$310,000 – \$319,999	-	1
-	<b>61</b>	<b>68</b>

	\$'000	\$'000
Total remuneration for the reporting year for Senior Officers included above, amounted to:	<b>11,071</b>	<b>10,825</b>

## 7.2 Related party disclosure

### (a) Transactions with related parties

There were no transactions entered into with related parties.

### (b) Outstanding balances with related parties

There were no balances outstanding at the end of the reporting period in relation to transactions with related parties.

### (c) Loans to/from related parties

There were no aggregate amount of loans in existence at balance date that have been made, guaranteed or secured by the Council to a responsible person of the Council, or a related party of a responsible person.

### (d) Commitments to/from related parties

There were no aggregate amount of commitments in existence at balance date that have been made, guaranteed or secured by the Council to a related party.

## Note 8 – Managing uncertainties

### 8.1 – Contingent assets and liabilities

Contingent assets and contingent liabilities are not recognised in the Balance Sheet, but are disclosed and if quantifiable, are measured at nominal value. Contingent assets and liabilities are presented inclusive of GST receivable or payable, respectively.

### **(a) Contingent assets**

Contingent assets are possible assets that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Council.

As part of the State Government's North East Link project, there will be compulsory acquisition of Council land to enable the project to progress. Council will be compensated in accordance with the Land Acquisition and Compensation Act 1986.

### **(b) Contingent liabilities**

Contingent liabilities are:

- possible obligations that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Council; or
- present obligations that arise from past events but are not recognised because:
- it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation; or
- the amount of the obligation cannot be measured with sufficient reliability.

The following are potential contingencies to be considered by council:

#### ***Superannuation***

Council has obligations under a defined benefit superannuation scheme that may result in the need to make additional contributions to the scheme, matters relating to this potential obligation are outlined below. As a result of the volatility in financial markets the likelihood of making such contributions in future periods exists.

In addition to the disclosed contributions, City of Boroondara has not paid any unfunded liability payments to Vision Super (2020-21 \$nil). There were no contributions outstanding and no loans issued from or to the above schemes as at 30 June 2022.

### **(c) Guarantees for loans to other entities**

Council has guaranteed one loan for Hawthorn Malvern Hockey Club in the amount of \$300,000.

## **8.2 – Change in accounting standards**

Certain new Australian Accounting Standards and interpretations have been published that are not mandatory for the 30 June 2022 reporting period. Council assesses the impact of these new standards. As at 30 June 2022 there were no new accounting standards or interpretations issued by the AASB which are applicable for the year ending 30 June 2023 that are expected to impact Council.

## 8.3 – Financial instruments

### (a) Objectives and policies

The Council's principal financial instruments comprise cash assets, term deposits, receivables (excluding statutory receivables), payables (excluding statutory payables) and bank borrowings. Details of the significant accounting policies and methods adopted, including the criteria for recognition, the basis of measurement and the basis on which income and expenses are recognised, in respect of each class of financial asset, financial liability and equity instrument is disclosed in the Notes of the financial statements. Risk management is carried out by senior management under policies approved by the Council. These policies include identification and analysis of the risk exposure to Council and appropriate procedures, controls and risk minimisation.

### (b) Market risk

Market risk is the risk that the fair value or future cash flows of council financial instruments will fluctuate because of changes in market prices. The Council's exposure to market risk is primarily through interest rate risk with only insignificant exposure to other price risks and no exposure to foreign currency risk.

#### ***Interest rate risk***

Interest rate risk refers to the risk that the value of a financial instrument or cash flows associated with the instrument will fluctuate due to changes in market interest rates. Council's interest rate liability risk arises primarily from long term loans and borrowings at fixed rates which exposes council to fair value interest rate risk. Council does not hold any interest bearing financial instruments that are measured at fair value, and therefore has no exposure to fair value interest rate risk. Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Council has minimal exposure to cash flow interest rate risk through its cash and deposits that are at floating rates.

Investment of surplus funds is made with approved financial institutions under the *Local Government Act 2020*. Council manages interest rate risk by adopting an investment policy that ensures:

- diversification of investment product;
- monitoring of return on investment; and
- benchmarking of returns and comparison with budget.

There has been no significant change in the Council's exposure, or its objectives, policies and processes for managing interest rate risk or the methods used to measure this risk from the previous reporting period.

Interest rate movements have not been sufficiently significant during the year to have an impact on the Council's year end result.

### **(c) Credit risk**

Credit risk is the risk that a contracting entity will not complete its obligations under a financial instrument and cause us to make a financial loss. Council have exposure to credit risk on all financial assets included in our balance sheet. To help manage this risk:

- Council have a policy for establishing credit limits for the entities council deal with;
- Council may require collateral where appropriate; and
- Council only invest surplus funds with financial institutions which have a recognised credit rating specified in our investment policy.

Receivables consist of a large number of customers, spread across the ratepayer, business and government sectors. Credit risk associated with the Council's financial assets is minimal because the main debtor is secured by a charge over the rateable property.

There are no material financial assets which are individually determined to be impaired.

Council may also be subject to credit risk for transactions which are not included in the balance sheet, such as when we provide a guarantee for another party. Details of our contingent liabilities are disclosed in Note 8.1(b).

The maximum exposure to credit risk at the reporting date to recognised financial assets is the carrying amount, net of any provisions for impairment of those assets, as disclosed in the balance sheet and notes to the financial statements. Council does not hold any collateral.

### **(d) Liquidity risk**

Liquidity risk includes the risk that, as a result of our operational liquidity requirements or we will not have sufficient funds to settle a transaction when required, we will be forced to sell a financial asset at below value or may be unable to settle or recover a financial asset.

To help reduce these risks Council:

- have readily accessible standby facilities and other funding arrangements in place;
- have a liquidity portfolio structure that requires surplus funds to be invested within various bands of liquid instruments;
- monitor budget to actual performance on a regular basis; and
- set limits on borrowings relating to the percentage of loans to rate revenue and percentage of loan principal repayments to rate revenue.

The Council's maximum exposure to liquidity risk is the carrying amounts of financial liabilities as disclosed in the face of the balance sheet and the amounts related to financial guarantees disclosed in Note 8.1(c), and is deemed insignificant based on prior periods' data and current assessment of risk.

There has been no significant change in Council's exposure, or its objectives, policies and processes for managing liquidity risk or the methods used to measure this risk from the previous reporting period.

With the exception of borrowings, all financial liabilities are expected to be settled within normal terms of trade. Details of the maturity profile for borrowings are disclosed at Note 5.4.

Unless otherwise stated, the carrying amounts of financial instruments reflect their fair value.

#### **(e) Sensitivity disclosure analysis**

Taking into account past performance, future expectations, economic forecasts, and management's knowledge and experience of the financial markets, Council believes the following movements are 'reasonably possible' over the next 12 months:

- A parallel shift of +1.75% and – 1.75% in market interest rates (AUD) from year-end rates of 0.85%.

These movements will not have a material impact on the valuation of Council's financial assets and liabilities, nor will they have a material impact on the results of Council's operations.

## **8.4 – Fair value measurement**

### **Fair value hierarchy**

Council's financial assets and liabilities are not valued in accordance with the fair value hierarchy, Council's financial assets and liabilities are measured at amortised cost.

Council measures certain assets and liabilities at fair value where required or permitted by Australian Accounting Standards. AASB 13 Fair value measurement, aims to improve consistency and reduce complexity by providing a definition of fair value and a single source of fair value measurement and disclosure requirements for use across Australian Accounting Standards.

AASB 13 defines fair value as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. Fair value under AASB 13 is an exit price regardless of whether that price is directly observable or estimated using another valuation technique.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within a fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

- Level 1 — Quoted (unadjusted) market prices in active markets for identical assets or liabilities;
- Level 2 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable; and
- Level 3 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

For the purpose of fair value disclosures, Council has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above.

In addition, Council determines whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

### **Revaluation**

Subsequent to the initial recognition of assets, non-current physical assets, other than plant and equipment, are measured at their fair value, being the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. At balance date, the Council reviewed the carrying value of the individual classes of assets measured at fair value to ensure that each asset materially approximated its fair value. Where the carrying value materially differed from the fair value at balance date, the class of asset was revalued.

Fair value valuations are determined in accordance with a valuation hierarchy. Changes to the valuation hierarchy will only occur if an external change in the restrictions or limitations of use on an asset result in changes to the permissible or practical highest and best use of the asset. In addition, Council undertakes a formal revaluation of land, buildings, and infrastructure assets on a regular basis ranging from 2 to 5 years. The valuation is performed either by experienced Council officers or independent experts.



Where the assets are revalued, the revaluation increments are credited directly to the asset revaluation reserve except to the extent that an increment reverses a prior year decrement for that class of asset that had been recognised as an expense in which case the increment is recognised as revenue up to the amount of the expense. Revaluation decrements are recognised as an expense except where prior increments are included in the asset revaluation reserve for that class of asset in which case the decrement is taken to the reserve to the extent of the remaining increments. Within the same class of assets, revaluation increments and decrements within the year are offset.

### Impairment of assets

At each reporting date, the Council reviews the carrying value of its assets to determine whether there is any indication that these assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs to sell and value in use, is compared to the assets carrying value. Any excess of the assets carrying value over its recoverable amount is expensed to the comprehensive income statement, unless the asset is carried at the revalued amount in which case, the impairment loss is recognised directly against the revaluation surplus in respect of the same class of asset to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that same class of asset.

## 8.5 – Events occurring after balance date

No matters have occurred after balance date that require disclosure in the financial report.

## Note 9 – Other matters

### 9.1 – Reserves

#### (a) Asset revaluation reserves

2022

#### Property

	Balance at beginning of reporting period \$'000	Increment (decrement) \$'000	Reversal of previous revaluations for assets disposed	Balance at end of reporting period
Land	2,797,547	280,581	-	3,078,128
Buildings	70,710	42,925	(110)	113,525
-	<b>2,868,257</b>	<b>323,506</b>	<b>(110)</b>	<b>3,191,653</b>

**Infrastructure**

	Balance at beginning of reporting period \$'000	Increment (decrement) \$'000	Reversal of previous revaluations for assets disposed	Balance at end of reporting period
Roads	170,487	5,808	-	176,295
Bridges	5,253	85	-	5,338
Footpaths and cycleways	38,415	918	-	39,333
Drainage	29,816	10,020	-	39,836
Carparks and access roads	13,550	490	-	14,040
-	<b>257,521</b>	<b>17,321</b>	-	<b>274,842</b>

**Total asset revaluation reserves**

Balance at beginning of reporting period \$'000	Increment (decrement) \$'000	Reversal of previous revaluations for assets disposed	Balance at end of reporting period
<b>3,125,778</b>	<b>340,827</b>	<b>(110)</b>	<b>3,466,495</b>

**2021*****Property***

	Balance at beginning of reporting period \$'000	Increment (decrement) \$'000	Reversal of previous revaluations for assets disposed	Balance at end of reporting period
Land	2,341,488	456,059	-	2,797,547
Buildings and other structures	69,859	-	851	70,710
-	<b>2,411,347</b>	<b>456,059</b>	<b>851</b>	<b>2,868,257</b>

***Infrastructure***

	Balance at beginning of reporting period \$'000	Increment (decrement) \$'000	Reversal of previous revaluations for assets disposed	Balance at end of reporting period
Roads	170,487	-	-	170,487
Bridges	5,253	-	-	5,253
Footpaths and cycleways	38,415	-	-	38,415
Drainage	29,816	-	-	29,816
Carparks and access roads	13,550	-	-	13,550
-	<b>257,521</b>	-	-	<b>257,521</b>

**Total asset revaluation reserves**

Balance at beginning of reporting period \$'000	Increment (decrement) \$'000	Reversal of previous revaluations for assets disposed	Balance at end of reporting period
2,668,868	456,059	851	3,125,778

The asset revaluation reserve is used to record the movement in fair value of Council's assets over time.

**(b) Other reserves****2022**

	Balance at beginning of reporting period \$'000	Transfer from accumulated surplus \$'000	Transfer to accumulated surplus \$'000	Balance at end of reporting period \$'000
Strategic Acquisition fund	434	-	-	434
Defined Benefit future call up fund	8,000	1,000	-	9,000
Open Space development fund	12,452	1,581	-	14,033
<b>Total other reserves</b>	<b>20,886</b>	<b>2,581</b>	<b>-</b>	<b>23,467</b>

**2021**

	<b>Balance at beginning of reporting period \$'000</b>	<b>Transfer from accumulated surplus \$'000</b>	<b>Transfer to accumulated surplus \$'000</b>	<b>Balance at end of reporting period \$'000</b>
Strategic Acquisition fund	434	-	-	434
Defined Benefit future call up fund	7,000	1,000	-	8,000
Open Space development fund	11,269	1,183	-	12,452
<b>Total other reserves</b>	<b>18,703</b>	<b>2,183</b>	<b>-</b>	<b>20,886</b>

The Strategic Acquisition fund will be available for the purpose of acquiring new strategic assets where they are required for the provision of community services or for additional public open space.

The Open Space development fund allows for the acquisition of land within the municipality for conversion to public open space as it becomes available.

The Defined Benefit future call up fund has been created for use should a shortfall in the defined benefit superannuation fund be called by the Local Government Defined Benefit Superannuation Fund trustee.

## 9.2 – Reconciliation of cash flows from operating activities to surplus/(deficit)

	2022 \$'000	2021 \$'000
Surplus/(deficit) for the period	10,962	(9,439)
Depreciation and amortisation	40,551	39,764
Loss on disposal of property, infrastructure, plant and equipment	4,142	8,536
Share of joint venture (profits) / losses net of distributions	(687)	3,753
Impairment losses & reversals of impairment losses	-	-
Works in progress not capitalised (expensed)	5,010	4,558
Contributions of non-monetary assets	-	(112)
Borrowing costs	1,419	1,339
Finance costs leases	288	322
Change in assets and liabilities:	-	-
(Increase)/decrease in trade and other receivables	(919)	(3,020)
(Increase)/decrease in prepayments	309	(726)
(Increase)/decrease in inventories	11	(52)
(Decrease)/increase in trust funds and deposits	4,069	3,590
(Decrease)/increase in trade and other payables	3,495	3,130
(Decrease)/increase in unearned income/revenue	-	-
(Decrease)/increase in other liabilities	766	9,650
(Decrease)/increase in provisions	(899)	1,328
Net cash provided by operating activities	<b>68,517</b>	<b>62,621</b>

## 9.3 – Superannuation

Council makes the majority of its employer superannuation contributions in respect of its employees to the Local Authorities Superannuation Fund (the Fund). This Fund has two categories of membership, accumulation and defined benefit, each of which is funded differently. Obligations for contributions to the Fund are recognised as an expense in Comprehensive Operating Statement when they are made or due.

### **Accumulation**

The Fund's accumulation categories, Vision MySuper/Vision Super Saver, receive both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings (for the year ended 30 June 2022, this was 10% as required under Superannuation Guarantee (SG) legislation (2021: 9.5%)).

### **Defined Benefit**

Council does not use defined benefit accounting for its defined benefit obligations under the Fund's Defined Benefit category. This is because the Fund's Defined Benefit category is a pooled multi-employer sponsored plan.

There is no proportional split of the defined benefit liabilities, assets or costs between the participating employers as the defined benefit obligation is a floating obligation between the participating employers and the only time that the aggregate obligation is allocated to specific employers is when a call is made. As a result, the level of participation of Boroondara City Council in the Fund cannot be measured as a percentage compared with other participating employers. Therefore, the Fund Actuary is unable to allocate benefit liabilities, assets and costs between employers for the purposes of AASB 119.

### **Funding arrangements**

Council makes employer contributions to the Defined Benefit category of the Fund at rates determined by the Trustee on the advice of the Fund Actuary.

As at 30 June 2021, an interim actuarial investigation was held as the Fund provides lifetime pensions in the Defined Benefit category. The vested benefit index (VBI) of the Defined Benefit category of which [Employer name] is a contributing employer was 109.8%. The financial assumptions used to calculate the VBI were:

- Net investment returns 4.75% pa
- Salary information 2.75% pa
- Price inflation (CPI) 2.25% pa.

As at 30 June 2022, an interim actuarial investigation is underway as the Fund provides lifetime pensions in the Defined Benefit category. It is expected to be completed by 31 October 2022.

Vision Super has advised that the estimated VBI at 30 June 2022 was 102.2%. Council was notified of the 30 June 2022 VBI during August 2022 (2021: August 2021). The financial assumptions used to calculate the VBI were:

- Net investment returns 5.5% pa
- Salary information 2.5% pa to 30 June 2023, and 3.5% pa thereafter
- Price inflation (CPI) 3% pa.

The VBI is used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2021 actuarial investigation determined the Defined Benefit category was in a satisfactory financial position and that no change was necessary to the Defined Benefit category's funding arrangements from prior years.

## **Employer contributions**

### ***(a) Regular contributions***

On the basis of the results of the 2021 triennial actuarial investigation conducted by the Fund Actuary, Council makes employer contributions to the Fund's Defined Benefit category at rates determined by the Fund's Trustee. For the year ended 30 June 2022, this rate was 10% of members' salaries (9.5% in 2020-2021). This rate is expected to increase in line with any increases in the SG contribution rate and was reviewed as part of the 30 June 2020 triennial valuation.

In addition, Council reimburses the Fund to cover the excess of the benefits paid as a consequence of retrenchment above the funded resignation or retirement benefit.

### ***(b) Funding Calls***

If the Defined Benefit category is in an unsatisfactory financial position at an actuarial investigation or the Defined Benefit category's VBI is below its shortfall limit at any time other than the date of the actuarial investigation, the Defined Benefit category has a shortfall for the purposes of SPS 160 and the Fund is required to put a plan in place so that the shortfall is fully funded within three years of the shortfall occurring. The Fund monitors its VBI on a quarterly basis and the Fund has set its shortfall limit at 97%.

In the event that the Fund Actuary determines that there is a shortfall based on the above requirement, the Fund's participating employers (including Council) are required to make an employer contribution to cover the shortfall.

Using the agreed methodology, the shortfall amount is apportioned between the participating employers based on the pre-1 July 1993 and post-30 June 1993 service liabilities of the Fund's Defined Benefit category, together with the employer's payroll at 30 June 1993 and at the date the shortfall has been calculated.

Due to the nature of the contractual obligations between the participating employers and the Fund, and that the Fund includes lifetime pensioners and their reversionary beneficiaries, it is unlikely that the Fund will be wound up.

If there is a surplus in the Fund, the surplus cannot be returned to the participating employers.

In the event that a participating employer is wound-up, the defined benefit obligations of that employer will be transferred to that employer's successor.



### The 2021 interim actuarial investigation surplus amounts

An actuarial investigation is conducted annually for the Defined Benefit category of which Council is a contributing employer. Generally, a full actuarial investigation is conducted every three years and interim actuarial investigations are conducted for each intervening year. An interim investigation was conducted as at 30 June 2021 and the last full investigation was conducted as at 30 June 2020.

The Fund's actuarial investigations identified the following for the Defined Benefit category of which Council is a contributing employer:

	2021 (Interim) \$m	2020 (Triennial) \$m
– A VBI Surplus	214.7	100
– A total service liability surplus	270.3	200
– A discounted accrued benefits surplus	285.2	217.8

The VBI surplus means that the market value of the fund's assets supporting the defined benefit obligations exceed the vested benefits that the defined benefit members would have been entitled to if they had all exited on 30 June 2021.

The total service liability surplus means that the current value of the assets in the Fund's Defined Benefit category plus expected future contributions exceeds the value of expected future benefits and expenses as at 30 June 2021.

The discounted accrued benefit surplus means that the current value of the assets in the Fund's Defined Benefit category exceeds the value of benefits payable in the future but accrued in respect of service to 30 June 2021.

Council was notified of the 30 June 2021 VBI during August 2021 (2020: August 2020).

### The 2022 interim actuarial investigation

An interim actuarial investigation is being conducted for the Fund's position as at 30 June 2022 as the Fund provides lifetime pensions in the Defined Benefit category. It is anticipated that this actuarial investigation will be completed by October 2022. Council was notified of the 30 June 2022 VBI during August 2022 (2021: August 2021).

### **Superannuation contributions**

Contributions by Council (excluding any unfunded liability payments) to the above superannuation plans for the financial year ended 30 June 2022 are detailed below:

<b>Scheme</b>	<b>Type of Scheme</b>	<b>Rate</b>	<b>2022 \$'000</b>	<b>2021 \$'000</b>
Vision Super	Defined benefit	10% (2021:9.5%)	310	386
Vision Super	Accumulation fund	10% (2021:9.5%)	3,792	3,535
Other scheme	Accumulation fund	10% (2021:9.5%)	4,101	3,431

In addition to the above contributions, Council has paid unfunded liability payments to Vision Super totalling \$0 paid during the 2021-22 year (2020-21 \$0).

There were no contributions outstanding and no loans issued from or to the above schemes as at 30 June 2022.

The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2023 is \$400,000.

## **10 – New accounting standards**

### **Change in accounting policy**

There have been no changes to accounting policies in the 2021-22 year.

## **Performance Statement**

### **For the year ended 30 June 2022**

#### **Description of municipality**

The City of Boroondara (the Council) is located in the inner eastern suburbs of Melbourne, between 5 and 10 kilometres east of the Melbourne Central Business District and covers an area of 60 square kilometres. The Council includes the suburbs of Ashburton, Balwyn, Balwyn North, Camberwell, Canterbury, Deepdene, Hawthorn, Hawthorn East, Kew and Kew East, and parts of Glen Iris, Surrey Hills and Mont Albert.

Boroondara has an estimated residential population of 176,632 people (at 30 June 2021). In 2021, we had lower proportion of children (under 18) and a higher proportion of persons aged 60 or older than Greater Melbourne.

Boroondara is culturally and linguistically diverse. In 2021, 32.5% of residents were born overseas, compared with 35.7% in Greater Melbourne. Residents were born in more than 145 countries and spoke more than 120 languages and 28.7% of people spoke a language other than English at home in 2021.

By area, Boroondara has one of the highest concentrations of schools of all Victorian local government areas, with 58 secondary, primary and special education schools, including 12 combined primary and secondary schools, as well as Swinburne University, Swinburne TAFE, the Hawthorn-Melbourne English Language Centre and two Universities of the Third Age.

Currently, 75 organisations offer a kindergarten program in Boroondara spanning across standalone kindergartens, long day care centres and independent schools. The City also has 11 neighbourhood and community centres where residents can participate in programs focussing on health and wellbeing, languages, creative pursuits, the arts, cooking and technology.

## Sustainable Capacity Indicators

### For the year ended 30 June 2022

Indicator/measure	2019 Results	2020 Results	2021 Results	2022 Results	Material Variations
<b>Own-source revenue</b> <i>Own-source revenue per head of municipal population</i> (Own-source revenue/Municipal population)	\$1,206	\$1,214	\$1,167	\$1,288	Own-source revenue has been impacted by the COVID-19 pandemic for 2019-20, 2020-21 and 2021-22 years, with a reduction in revenue streams across user fees and charges.
<b>Recurrent grants</b> <i>Recurrent grants per head of municipal population</i> (Recurrent grants/Municipal population)	\$79	\$73	\$69	\$89	The 2021-22 result includes the Victoria Local Government Grants Commission (VLGGC) early receipt of the 2022-23 allocation (75% or \$3.93 million). There has also been a slight reduction in the population by 3.5% for 2021-22.

Indicator/measure	2019 Results	2020 Results	2021 Results	2022 Results	Material Variations
<b>Population</b> <i>Expenses per head of municipal population</i> (Total expenses/Municipal population)	\$1,167	\$1,265	\$1,363	\$1,375	Council continues to deliver services in accordance with its Long Term Financial Plan. There has been a decrease in the overall expenditure primarily due to the net loss disposal of property, plant and equipment and the joint venture arrangement with Regional Landfill Clayton South. This is partially offset by an increase in materials and services costs.
<i>Infrastructure per head of municipal population</i> (Value of infrastructure/Municipal population)	\$4,772	\$4,903	\$5,052	\$5,752	The result reflects Council's continued commitment to invest in high quality infrastructure. The increase in 2021-22 is primarily due to building works associated with Kew Recreation Centre and Canterbury Community Precinct as the facilities near completion. There has also been a slight reduction in the population by 3.5% for 2021-22.

Indicator/measure	2019 Results	2020 Results	2021 Results	2022 Results	Material Variations
<i>Population density per length of road</i> (Municipal population/Kilometres of local roads)	321.86	323.22	321.66	269.92	As part of our Road Management Plan review in 2021 as per the Road Management Act, Council agreed to include additional laneways under the revised plan, which has increased the road length reported against Local Government Reporting. The length of roads reported in 2021-22 was 654 kilometres compared to 569 kilometres in 2020-21.

Indicator/measure	2019 Results	2020 Results	2021 Results	2022 Results	Material Variations
<b>Disadvantage</b> <i>Relative Socio-Economic disadvantage</i> (Index of Relative Socio-Economic Disadvantage by decile)	10	10	10	10	
<b>Workforce turnover</b> <i>Percentage of staff turnover</i> [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100	8.1%	9.5%	12.8%	17.2%	The turnover variance is largely attributed to 'The Big Resignation' effect that all industries, including local government have been experiencing since early 2022. The current trend could be due to the 'self correction' of low voluntary turnover in the previous 2 COVID-19 affected years; and the trend of career and lifestyle change that has emerged following the COVID-19 uncertainty and impact. There is no

Indicator/measure	2019 Results	2020 Results	2021 Results	2022 Results	Material Variations
					discernible pattern in the turnover rates. Turnover continues to be closely monitored, noting that turnover is also an important way of energising an organisation; particularly one going through a transformation process.



## Definitions

"adjusted underlying revenue" means total income other than -

- (a) non-recurrent grants used to fund capital expenditure; and
- (b) non-monetary asset contributions; and
- (c) contributions to fund capital expenditure from sources other than those referred to in paragraphs (a) and (b)

"infrastructure" means non-current property, plant and equipment excluding land

"local road" means a sealed or unsealed road for which the council is the responsible road authority under the Road Management Act 2004

"population" means the resident population estimated by council

"own-source revenue" means adjusted underlying revenue other than revenue that is not under the control of council (including government grants)

"relative socio-economic disadvantage", in relation to a municipality, means the relative socio-economic disadvantage, expressed as a decile for the relevant financial year, of the area in which the municipality is located according to the index of Relative Socio-Economic Disadvantage (Catalogue Number 2033.0.55.001) of SEIFA

"SEIFA" means the Socio-Economic Indexes for Areas published from time to time by the Australian Bureau of Statistics on its internet website

"unrestricted cash" means all cash and cash equivalents other than restricted cash.

## Service Performance Indicators

### For the year ended 30 June 2022

Indicator/measure	2019 Results	2020 Results	2021 Results	2022 Results	Material Variations
<b>Aquatic facilities Utilisation</b> <i>Utilisation of aquatic facilities</i> (Number of visits to aquatic facilities/Municipal population)	15	10	5	8	The 2020-21 result was heavily impacted by COVID-19 restrictions. With the easing of restrictions in FY21-22 we have seen an increase in attendance numbers, although not at pre-pandemic levels.
<b>Animal management Health and safety</b> <i>Animal management prosecutions</i> (Number of successful animal management prosecutions / Total number of animal management prosecutions) x 100	N/A	100%	100%	100%	

Indicator/measure	2019 Results	2020 Results	2021 Results	2022 Results	Material Variations
<b>Food safety</b> <b>Health and safety</b> <i>Critical and major non-compliance outcome notifications</i> (Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up/Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises) x 100	99%	99%	96%	93%	
<b>Governance</b> <b>Satisfaction</b> <i>Satisfaction with council decisions</i> (Community satisfaction rating out of 100 with how council has performance in making decisions in the interest of the community)	62	59	62	61	

Indicator/measure	2019 Results	2020 Results	2021 Results	2022 Results	Material Variations
<b>Libraries Participation</b> <i>Active library borrowers in municipality</i> (Number of active library borrowers in the last three years/The sum of the population for the last three years) x100	27%	25%	22%	21%	COVID-19 has impacted on how the community uses libraries by restricting access and movement during lockdowns, reducing visitation and participation in programs and group gatherings due to density limits, that resulted in a decrease on the number of members visiting libraries and borrowing.
<b>Maternal and child health Participation</b> <i>Participation in the MCH service</i> (Number of children who attend the MCH service at least once in the year/Number of children who enrolled in the MCH service) x 100	83%	82%	81%	81%	
<b>Participation</b> <i>Participation in the MCH service by Aboriginal children</i> (Number of Aboriginal children who attend the MCH service at least once in the year/Number of Aboriginal children enrolled in the MCH service) x 100	88%	100%	96%	93%	Not all children who identify as Aboriginal are due for a Maternal Child Health check every year.

Indicator/measure	2019 Results	2020 Results	2021 Results	2022 Results	Material Variations
<b>Roads Satisfaction</b> <i>Satisfaction with sealed local roads</i> (Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads)	71	72	74	71	
<b>Statutory Planning Decision making</b> <i>Planning decisions upheld at VCAT</i> (Number of VCAT decisions that did not set aside council's decision in relation to a planning application/Number of VCAT decisions in relation to planning applications)x100	41%	49%	55%	53%	
<b>Waste collection</b> <b>Waste diversion</b> <i>Kerbside collection waste diverted from landfill</i> (Weight of recyclables and green organics collected from kerbside bins/Weight of garbage, recyclables and green organics collected from kerbside bins) x 100	49%	53%	69%	72%	With implementing Food Organics and Garden Organics (FOGO) to multi-unit developments; the diversion rate from landfill has increased.

RETIRED Indicator/measure	2019 Results	2020 Results	2021 Results	2022 Results	Comments
<b>Animal Management</b> <b>Health and safety</b> <i>Animal management prosecutions</i> [Number of successful animal management prosecutions]	6.00	Retired in 2020	Retired in 2020	Retired in 2020	From 1 July 2019, this measure was replaced by AM7, calculated as a percentage of successful animal management prosecutions.

## Definitions

"Aboriginal child" means a child who is an Aboriginal person

"Aboriginal person" has the same meaning as in the Aboriginal Heritage Act 2006

"active library member" means a member of a library who has borrowed a book from the library

"annual report" means an annual report prepared by a council under sections 131, 132 and 133 of the Act

"class 1 food premises" means food premises, within the meaning of the Food Act 1984, that have been declared as class 1 food premises under section 19C of that Act

"class 2 food premises" means food premises, within the meaning of the Food Act 1984, that have been declared as class 2 food premises under section 19C of that Act

"critical non-compliance outcome notification" means a notification received by council under section 19N(3) or (4) of the Food Act 1984, or advice given to council by an authorised officer under that Act, of a deficiency that poses an immediate serious threat to public health

"food premises" has the same meaning as the Food Act 1984

"local road" means a sealed or unsealed road for which the council is the responsible road authority under the Road Management Act 2004

"major non-compliance outcome notification" means a notification received by a council under section 19N(3) or (4) of the Food Act 1984, or advice given to council by an authorized officer under that Act, of a deficiency that does not pose an immediate serious threat to public health but may do so if no remedial action is taken

"MCH" means the Maternal and Child Health Service provided by a council to support the health and development of children within the municipality from birth until school age

"population" means the resident population estimated by council

"WorkSafe reportable aquatic facility safety incident" means an incident relating to a council aquatic facility that is required to be notified to the Victorian WorkCover Authority under Part 5 of the Occupational Health and Safety Act 2004.

## Financial Performance Indicators

### For the year ended 30 June 2022

Dimension / Indicator / measure	2019 Results	2020 Results	2021 Results	2022 Results	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	Material Variations
<b>Operating position</b> <b>Adjusted underlying result</b> <i>Adjusted underlying surplus (or deficit)</i> (Adjusted underlying surplus (deficit) / Adjusted underlying revenue) x 100	9.66%	2.13%	-9.16%	0.90%	-0.12%	5.64%	7.54%	8.18%	An indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives. The adjusted underlying result for 2019-20, 2020-21 and 2021-22 is due to the ongoing impacts of COVID-19 and the resulting impacts on revenue and expenditure streams. As Council continues to recover from the impacts of COVID-19, it is anticipated that the adjusted underlying result will



Dimension / Indicator / measure	2019 Results	2020 Results	2021 Results	2022 Results	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	Material Variations
									improve over the future year projections.
<b>Liquidity</b> <b>Working capital</b> <i>Current assets compared to current liabilities</i> (Current assets / Current liabilities) x 100	300.8%	272.4%	177.3%	213.9%	167.9%	160.4%	143.7%	147.9%	During the 2019-20 financial year, implementation of two new Accounting standards was introduced. Australian Accounting Standards Board 16 Leases (AASB 16 Leases) require Council to bring the majority of operating leases on balance sheet. AASB15 - Revenue from Contracts and Customers also required Council to recognise unearned income on balance sheet. The indicator was lower in 2020-21 due to the reduction

Dimension / Indicator / measure	2019 Results	2020 Results	2021 Results	2022 Results	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	Material Variations
									of cash reserves, an increase in unearned income due to additional capital grants received and an increase in trust funds and deposits. During 2021-22 current assets increased primarily due to Council holding \$79.00 million in other financial assets at 30 June 2022. Working capital remains well above the minimum sustainable level.
<b>Unrestricted cash</b> <i>Unrestricted cash compared to current liabilities</i> (Unrestricted cash / Current liabilities) x 100	160.6%	131.9%	49.8%	22.1%	90.3%	89.2%	78.0%	81.4%	The unrestricted cash is lower primarily due to a reduction of cash reserves. At 30 June 2022, Council held \$79.00 million in investments with a maturity date greater

Dimension / Indicator / measure	2019 Results	2020 Results	2021 Results	2022 Results	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	Material Variations
									<p>than three months. During 2022-23, term deposits will be redeemed and transferred to cash and cash equivalents. In 2020-21 and 2021-22, Council's own source revenue streams have significantly decreased as a result of the impacts of COVID-19. Also contributing to the result has been an increase in current liabilities for unearned income and trust funds and deposits. Unrestricted cash remains within a sustainable level.</p>

<b>Obligations</b> <b>Loans and borrowings</b> <i>Loans and borrowings compared to rates</i> (Interest bearing loans and borrowings / Rate revenue) x100	14.7%	13.2%	12.1%	46.1%	42.0%	36.8%	31.7%	26.7%	<p>The decrease over years 2018-19 to 2020-21 is due to a combination of higher rate revenue and lower principal repayments as Council continued to reduce existing debt. In 2012-13, Council continued with substantial investment in major building redevelopment works and borrowed \$29 million.</p> <p>The borrowings were at a fixed interest rate for 10 years and are due to be repaid in full in 2022-23. Council is currently reviewing its existing loan portfolio and looking at the opportunity to refinance the remainder of this loan for a further 10 years. Council also took out</p>
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									borrowings of \$70 million in 2021-22 to fund significant infrastructure projects.
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Dimension / Indicator / measure	2019 Results	2020 Results	2021 Results	2022 Results	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	Material Variations
<b>Loans and borrowings</b> <i>Loans and borrowings repayments compared to rates</i> (Interest and principal repayments on interest bearing loans and borrowings / Rate revenue) x100	11.3%	1.6%	1.5%	1.5%	14.5%	5.2%	5.1%	4.9%	A 20 year loan refinanced in 2014-15 was repaid in full in 2018-19. In 2012-13, Council continued with substantial investment in major building redevelopment works and borrowed \$29 million. The borrowings were at a fixed interest rate for 10 years and are due to be repaid in full in 2022-23. Council is currently reviewing its existing loan portfolio and looking at the opportunity to refinance the remainder of this loan for a further 10 years.

Dimension / Indicator / measure	2019 Results	2020 Results	2021 Results	2022 Results	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	Material Variations
<b>Indebtedness</b> <i>Non-current liabilities compared to own source revenue</i> (Non-current liabilities / Own source revenue) x 100	13.4%	15.9%	17.7%	42.9%	37.4%	33.3%	29.8%	24.9%	During the 2019-20 financial year the implementation of new Accounting standards was introduced. Australian Accounting Standards Board 16 Leases (AASB 16 Leases) require Council to bring the majority of operating leases on balance sheet. AASB15 - Revenue from Contracts and Customers also required Council to recognise unearned income on the balance sheet. In 2019-20, 2020-21 and 2021-22 Council's own source revenue decreased due to the ongoing impacts of

Dimension / Indicator / measure	2019 Results	2020 Results	2021 Results	2022 Results	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	Material Variations
									<p>COVID-19 on Councils revenue streams, primarily in user fees and fines. There has also been an increase in non-current liabilities in 2021-22 as Council took out borrowings of \$70 million to fund significant infrastructure projects.</p>



Dimension / Indicator / measure	2019 Results	2020 Results	2021 Results	2022 Results	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	Material Variations
<b>Asset renewal and upgrade</b> <i>Asset renewal and upgrade compared to depreciation</i> (Asset renewal and asset upgrade expense / Asset depreciation) x100	New in 2020	126.8%	153.2%	142.3%	145.4%	126.9%	129.0%	116.4%	The result is based on Asset Renewal budgets and the timing of major projects. Increases across 2020-21, 2021-22 and 2022-23 are due to planned major project expenditure, which demonstrates Council's ongoing commitment to invest in the renewal of its existing community infrastructure.

<b>Stability</b> <b>Rates</b> <b>concentration</b> <i>Rates compared to adjusted underlying revenue</i> (Rate revenue / Adjusted underlying revenue) x 100	76.2%	79.4%	83.8%	81.0%	80.2%	78.4%	78.6%	78.8%	Boroondara receives a very low level of financial assistance from the State Government therefore rate revenue will continue to be a key source of funding for the delivery of high quality services and infrastructure to the community. The adjusted underlying revenue for 2019-20, 2020-21 and 2021-22 was at reduced levels due to the ongoing impacts of COVID-19 on Councils revenue streams primarily in user fees and charges.
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Dimension / Indicator / measure	2019 Results	2020 Results	2021 Results	2022 Results	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	Material Variations
<b>Rates effort</b> <i>Rates compared to property values</i> (Rate revenue / Capital improved value of rateable properties in the municipality) x 100	0.14%	0.17%	0.16%	0.16%	0.15%	0.15%	0.15%	0.15%	
<b>Efficiency</b> <b>Expenditure level</b> <i>Expenses per property assessment</i> (Total expenses / Number of property assessments)	\$2,723	\$2,952	\$3,159	\$3,047	\$3,167	\$3,111	\$3,101	\$3,134	Council continues to deliver services in accordance with its Long Term Financial Plan. There has been a decrease in the overall expenditure primarily due to the net loss disposal of property, plant and equipment and the joint venture arrangement with Regional Landfill Clayton South. This is partially offset by an

Dimension / Indicator / measure	2019 Results	2020 Results	2021 Results	2022 Results	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	Material Variations
									increase in materials and services costs.
<b>Revenue level</b> <i>Average rate per property assessment</i> (General rates and Municipal charges / Number of property assessments)	New in 2020	\$2,006	\$2,050	\$2,082	\$2,132	\$2,174	\$2,217	\$2,261	Council's budgeted rate increase in 2020-21 was capped at 1.50%. The rate cap is set by the State Government's Fair Go Rates System (FGRS) and Council's forecast rate increases have been aligned to the forecast FGRS. Council is delivering services in accordance with its Long Term Financial Plan.

RETIRED Dimension / Indicator / measure	2019 Results	2020 Results	2021 Results	2022 Results	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	Comments
<i>Average residential rate per residential property assessment</i> [Residential rate revenue / Number of residential property assessments]	\$2,314	Retired in 2020	Retired in 2020	Retired in 2020	-	-	-	-	This measure was replaced by <i>Average rate per property assessment</i> for 2020.
<i>Asset renewal compared to depreciation</i> [Asset renewal expense / Asset depreciation] x100]	133.6%	Retired in 2020	Retired in 2020	Retired in 2020	-	-	-	-	This measure was replaced by <i>Asset renewal and upgrade compared to depreciation</i> for 2020.

## Definitions

"adjusted underlying revenue" means total income other than -

(a) non-recurrent grants used to fund capital expenditure; and

(b) non-monetary asset contributions; and

(c) contributions to fund capital expenditure from sources other than those referred to in paragraphs (a) and (b)

"adjusted underlying surplus (or deficit)" means adjusted underlying revenue less total expenditure

"asset renewal expenditure" means expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability

"current assets" has the same meaning as in the AAS

"current liabilities" has the same meaning as in the AAS

"non-current assets" means all assets other than current assets

"non-current liabilities" means all liabilities other than current liabilities

"non-recurrent grant" means a grant obtained on the condition that it be expended in a specified manner and is not expected to be received again during the period covered by a council's Strategic Resource Plan

"own-source revenue" means adjusted underlying revenue other than revenue that is not under the control of council (including government grants)

"population" means the resident population estimated by council

"rate revenue" means revenue from general rates, municipal charges, service rates and service charges

"recurrent grant" means a grant other than a non-recurrent grant

"residential rates" means revenue from general rates, municipal charges, service rates and service charges levied on residential properties

"restricted cash" means cash and cash equivalents, within the meaning of the AAS, that are not available for use other than for a purpose for which it is restricted, and includes cash to be used to fund capital works expenditure from the previous financial year

"unrestricted cash" means all cash and cash equivalents other than restricted cash.

## **Other Information**

### **For the year ended 30 June 2022**

#### **1. Basis of preparation**

Council is required to prepare and include a performance statement within its annual report. The performance statement includes the results of the prescribed sustainable capacity, service performance and financial performance indicators and measures together with a description of the municipal district and an explanation of material variations in the results. This statement has been prepared to meet the requirements of the Local Government Act 2020 and Local Government (Planning and Reporting) Regulations 2020.

Where applicable the results in the performance statement have been prepared on accounting bases consistent with those reported in the Financial Statements. The other results are based on information drawn from council information systems or from third parties (e.g. Australian Bureau of Statistics).

The performance statement presents the actual results for the current year and for the prescribed financial performance indicators and measures, the results forecast by the council's strategic resource plan. The Local Government (Planning and Reporting) Regulations 2020 requires explanation of any material variations in the results contained in the performance statement. Council has adopted materiality thresholds relevant to each indicator and measure and explanations have not been provided for variations below the materiality thresholds unless the variance is considered to be material because of its nature.

The forecast figures included in the performance statement are based on those adopted by council in its strategic resource plan on 20 July 2020 and which forms part of the council plan. The strategic resource plan includes estimates based on key assumptions about the future that were relevant at the time of adoption and aimed at achieving sustainability over the long term. Detailed information on the actual financial results is contained in the General Purpose Financial Statements. The strategic resource plan can be obtained by contacting council.

## Certification of Performance Statement

In my opinion, the accompanying performance statement has been prepared in accordance with the Local Government Act 2020 and the Local Government (Planning and Reporting) Regulations 2020.



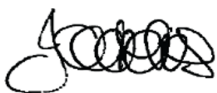
Amy Montalti, CPA  
Principal Accounting Officer  
Date: 26/09/2022  
Camberwell

In our opinion, the accompanying performance statement of the City of Boroondara for the year ended 30 June 2022 presents fairly the results of council's performance in accordance with the Local Government Act 2020 and the Local Government (Planning and Reporting) Regulations 2020.

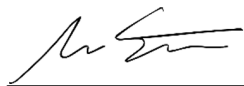
The performance statement contains the relevant performance indicators, measures and results in relation to service performance, financial performance and sustainable capacity.

At the date of signing, we are not aware of any circumstances that would render any particulars in the performance statement to be misleading or inaccurate.

We have been authorised by the council and by the Local Government (Planning and Reporting) Regulations 2020 to certify this performance statement in its final form.



Cr Jane Addis  
Mayor  
Date: 26/09/2022  
Camberwell



Cr Nick Stavrou  
Councillor  
Date: 26/9/2022  
Camberwell



Phillip Storer  
Chief Executive Officer



## Independent Auditor's Report



Victorian Auditor-General's Office

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

### Opinion

I have audited the accompanying performance statement of Boroondara City Council (the council) which comprises the:

- description of municipality for the year ended 30 June 2022
- sustainable capacity indicators for the year ended 30 June 2022
- service performance indicators for the year ended 30 June 2022
- financial performance indicators for the year ended 30 June 2022
- other information and
- certification of the performance statement.

In my opinion, the performance statement of Boroondara City Council in respect of the year ended 30 June 2022 presents fairly, in all material respects, in accordance with the performance reporting requirements of Part 4 of the *Local Government Act 2020* and *Local Government (Planning and Reporting) Regulations 2020*.

### Basis for Opinion

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

My independence is established by the *Constitution Act 1975*. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the performance statement in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

### Councillors' responsibilities for the performance statement

The Councillors are responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020* and for such internal control as the Councillors determines is necessary to enable the preparation and fair presentation of a performance statement that is free from material misstatement, whether due to fraud or error.

## Auditor's responsibilities for the audit of the performance statement

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

As part of an audit in accordance with the Australian Standards on Assurance Engagements, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the performance statement, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control
- evaluate the overall presentation, structure and content of the performance statement, including the disclosures, and whether performance statement represents the underlying events and results in a manner that achieves fair presentation.

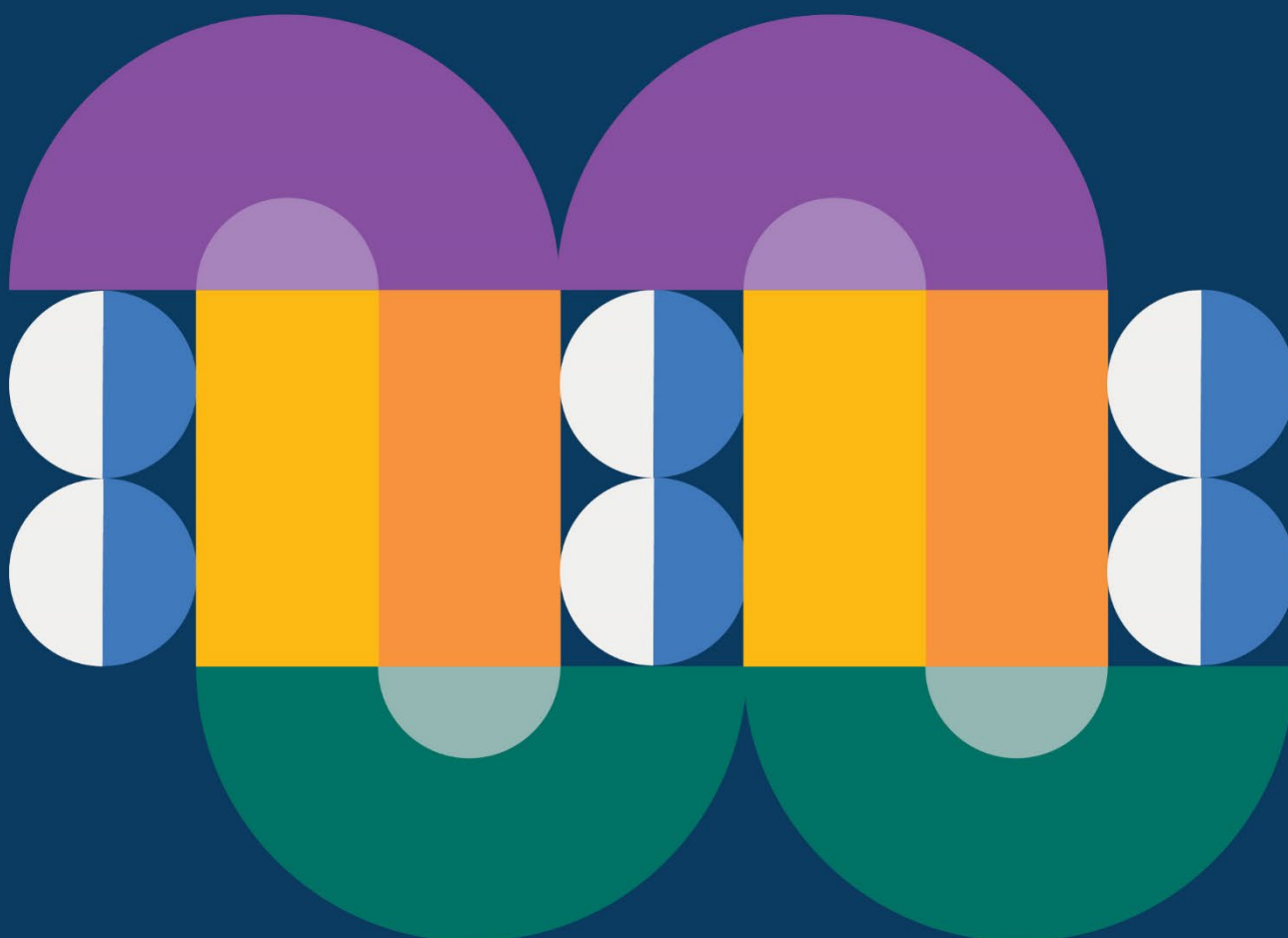
I communicate with the Councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.



Travis Derricott  
*as delegate for the Auditor-General of Victoria*  
MELBOURNE  
7 October 2022

Level 31/35 Collins Street, Melbourne Vic 3000  
T 03 8601 7000  
[enquiries@audit.vic.gov.au](mailto:enquiries@audit.vic.gov.au)  
[www.audit.vic.gov.au](http://www.audit.vic.gov.au)

# References



Glossary of terms	Definition
Current assets	Assets where Council expects to receive the future economic benefit within the next twelve months unless the asset is restricted from being exchanged or used to settle a liability for at least twelve months after the reporting date.
Current liabilities	Liabilities where Council expects to fulfil its obligation within the next twelve months unless the Council does not have an unconditional right to defer settlement of the liability for at least twelve months after reporting date.
Depreciation and amortisation	An expense which recognises the value of a fixed asset as it is used up over time.
Equity	The residual interest in the assets of Council after deduction of its liabilities, which is made up of accumulated surplus and reserves. Total equity is also equal to net assets.
Expense	An outgoing payment made by Council.
Financial performance indicators	A prescribed set of indicators and measures that assess the effectiveness of financial management in a council covering operating position, liquidity, obligations, stability and efficiency.
Financial statements	The financial statements and notes prepared in accordance with the Local Government Model Financial Report, Australian Accounting Standards and other applicable standards as they apply to the general purpose financial reports and a statement of capital works and included in the annual report.

Glossary of terms	Definition
Financial year	The period of 12 months ending on 30 June each year.
Governance	Policies and protocols associated with both the functions of Council and of Council officers to ensure Council is open, transparent, inclusive and accountable to the community.
Grants – non-recurrent income	Grant income received for a ‘one off’ specific purpose, generally for a particular project.
Grants – recurrent income	Grant income received on a regular basis (i.e. quarterly, annually) and granted to Council by another entity for specific or general purposes.
Indicator	What will be measured to assess performance.
Infrastructure	Physical assets of the entity or of another entity that contribute to meeting the public's need for access to major economic and social facilities and services.
Infringement Court	Refers to Penalty Enforcement by Registration of Infringement Notice. A system established under Schedule 7 of the <i>Magistrates Court Act 1989 (Vic)</i> to deal with unpaid fines.
Initiatives	Actions that are one-off in nature and/or lead to improvements in service.
Innovation	Process of working out new ways of doing things or doing something better than before.

Glossary of terms	Definition
Liabilities	Future sacrifices of economic benefits that Council is presently obliged to make to other entities as a result of past transactions or other past events.
Major initiative	Significant initiatives that will directly contribute to the achievement of the Council Plan during the current year and have a major focus in the budget.
Measure	How an indicator will be measured and takes the form of a computation, typically including a numerator and denominator.
Minister	The Minister for Local Government.
Net assets	The difference between total assets and total liabilities, which represents Council's net worth. Net assets are also equal to total equity.
Non-current assets	Assets where the future economic benefit is not expected to be received within the next twelve months or where the asset is restricted from being exchanged or used to settle a liability for at least twelve months after the reporting date.
Non-current liabilities	Liabilities where the obligation is not expected to be fulfilled within the next twelve months or where Council has a right to defer settlement of the liability for at least twelve months after reporting date.
Performance statement	A statement including the results of the prescribed service outcome indicators, financial performance indicators and sustainable capacity indicators for the financial year and included in the Annual Report.

Glossary of terms	Definition
Planning and accountability framework	The key statutory planning and reporting documents that are required to be prepared by councils to ensure accountability to local communities in the performance of functions and exercise of powers under the Act.
Property, infrastructure, plant and equipment assets	Often referred to as Fixed Assets. This is the largest component of Council's asset base or worth. This represents the value of all land, buildings, roads, footpaths, drains, bridges, vehicles, plant and equipment and so on, which are recorded on Council's asset register.
Regulations	The Local Government (Planning and Reporting) Regulations 2014
Relative Socio- Economic Disadvantage	Relative Socio-Economic Disadvantage is a general socio-economic index that summarises a range of information about the economic and social conditions of people and households within an area. The index includes only measures of relative disadvantage and is expressed as a decile for the relevant financial year of the area in which the municipality is located according to the Victorian Index of Relative Socio-Economic Disadvantage (Australian Bureau of Statistics Catalogue Number 2033.0.55.001).
Relevance	Indicators or measures that have a logical and consistent relationship to an entity's objectives and are linked to the outcomes to be achieved.
Report of operations	A report containing a description of the operations of the council during the financial year and included in the Annual Report.

Glossary of terms	Definition
Revenue	Revenue is the amount of money that Council actually receives from its activities, mostly from rates and services provided to customers and ratepayers.
Right-of-way	Former laneway no longer required for access to surrounding properties.
Risk management	A logical and systematic method of identifying, analysing, evaluating, treating, monitoring and communicating risks associated with any activity, function or process in a way that will enable organisations to achieve objectives and maximise business opportunities. Risk management is as much about identifying opportunities as avoiding or mitigating losses.
Services	Assistance, support, advice and other action undertaken by a council for the benefit of the local community.
Service outcome indicators	The prescribed service performance indicators to be included in the performance statement which measure whether the stated service objective has been achieved.
Service performance indicators	A prescribed set of indicators measuring the effectiveness and efficiency of council services covering appropriateness, quality, cost and service outcomes.
Statement of changes in equity	Summarises the movement in equity accounts during the year.



Glossary of terms	Definition
Strategic objectives	The outcomes a council is seeking to achieve over the next four years and included in the Council Plan.
Strategic Resource Plan	A plan of the financial and non-financial resources for at least the next four years required to achieve the strategic objectives in the Council Plan. It is also referred to as a long term financial plan.
Strategies	High level actions directed at achieving the strategic objectives in the Council Plan.
Surplus (deficit)	Represents the difference between total revenues, expenses, net gain (loss) on disposal of property, plant and equipment, infrastructure and share of net profits (losses) of associates and joint ventures accounted for by the equity method.
Sustainability	Meeting present day needs without compromising future generations ability to meet their needs.
Sustainable capacity indicators	A prescribed set of indicators measuring whether councils have the capacity to meet the agreed service and infrastructure needs of the local community and absorb foreseeable changes and unexpected shocks into the future covering financial performance, capacity and governance and management
Ward	Subdivision of the Council area into sections with an elected Councillor to represent the different sections.

Abbreviation	Meaning
A2C	Access to Community
AAA	Access for all abilities
AV	Audio Visual
BAMP	Biodiversity Asset Management Plan
BMX	Bicycle Motocross
BPHWAC	Boroondara Public Health and Wellbeing Advisory Committee
BVRC	Boroondara Volunteer Resource Centre
CAP	Climate Action Plan
CDAC	Community Disability Advisory Committee
CEIS	Customer Experience Improvement Strategy
CEO	Chief Executive Officer
CO2	Carbon Dioxide
COVID-19	Coronavirus disease 2019
Cr	Councillor

Abbreviation	Meaning
DAMP	Domestic Animal Management Plan
DAP	Boroondara Disability Action Plan
ESD	Environmentally Sustainable Development
FOGO	Food Organics and Garden Organics
FOI	Freedom of Information
FTE	Full Time Equivalent
GEAP	Gender Equality Action Plan
GST	Goods and Services Tax
ha	Hectares
IBAC	Independent Broad-based Anti-corruption Commission
ICT	Information and Communications Technology
KAS	Key Age Stage
LG	Local Government
LGAs	Local Government Areas

Abbreviation	Meaning
LGBTIQA+	Lesbian, gay, bisexual, transgender, intersex, queer/questioning, asexual
LGPro	Local Government Professionals
LGV	Local Government Victoria
LXRP	Level Crossing Removal Project
MCH	Maternal and Child Health
MDF	Marketplace Development Fund
MWHGP	Municipal Wide Heritage Gap Study
N/A	Not Applicable
OVIC	Office of the Victorian Information Commissioner
PROV	Public Record Office Victoria
PV	Photovoltaics
RAT	Rapid Antigen Test
SIAP	Strategic Internal Audit Plan
VCAT	Victorian Civil and Administrative Tribunal

Abbreviation	Meaning
VAGO	Victorian Auditor- General's Office
WRT	Walk Rest Talk
WWCHAC	Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation

Contact us

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Speak and Listen 1300 555 727

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