

Annual Report 2018-19





The City of Boroondara is constituted under the *Local Government Act 1989* to provide leadership and good governance to the municipal district and the local community.

Council's roles include:

- 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.

The City of Boroondara is committed to effective and sustainable forms of democratic and corporate governance to ensure Council and its administration meet community priorities. Our community has many opportunities to provide input into Council decisions, including community consultation programs, public forums and submissions to Special Committees of Council.

About this report

Purpose




On 11 December 2017, Council adopted the Boroondara Community Plan 2017-27. The new Plan reflects our community's values, aspirations and priorities for the next 10 years. The Council Plan 2017-21 outlines seven Themes supported by seven Strategic Objectives as identified in the Boroondara Community Plan. Each Strategic Objective includes a number of strategies, which contain annual commitments detailed in the Budget 2018-19 adopted in June 2018.

The Annual Report 2018-19 documents the performance against the strategic indicators and commitments identified in the Council Plan 2017-21 and the Budget 2018-19.

The diagram below depicts the structure of the Council Plan 2017-21.

Themes	Describes our community's long-term priorities
Strategic objectives	Describes the outcomes we are seeking to achieve for the community
Strategies	Describes the areas we will focus on to achieve the strategic objectives
Strategic indicators	Describes how we will monitor our progress

The table below lists the Themes and Strategic Objectives in the Council Plan 2017-21.

Theme	Strategic Objectives
 Your Community, Services and Facilities	Community services and facilities are high quality, inclusive and meet a variety of needs now and into the future.
 Your Parks and Green Spaces	Inviting and well-utilised community parks and green spaces.
 The Environment	Our natural environment is healthy and sustainable for future generations.
 Neighbourhood Character and Heritage	Protect the heritage and respect the character of the City to maintain amenity and liveability whilst recognising the need for appropriate, well-designed development for future generations.
 Getting Around Boroondara	Travel options that are connected, safe, accessible, environmentally sustainable and well-designed.
 Your Local Shops and Businesses	A vibrant local economy and shops that are accessible, attractive and a centre of community life.
 Civic Leadership and Governance	Ensure that ethical, financial and socially responsible decision making reflect community needs and are based on principles of accountability, transparency, responsiveness and consultation.

The Budget 2018-19 defines actions that contribute to the successful delivery of the Council Plan 2017-21 during the financial year.

This Annual Report is divided into four parts:

1. Report of Operations
2. Financial statements
3. Performance statement
4. Indexes.

The Report of Operations contains information about our community, our councillors, our organisation, and most importantly, how we performed throughout the year. The section on our performance is divided into the seven themes of the Council Plan 2017-21.

The financial statements and performance statement provide detailed information that fulfils Council's financial reporting requirements.

Indexes are included for ease of reference to the content of this report.

Symbols in this report

Directorate

The following symbols identify the directorate or executive management team that has responsibility for delivery of each commitment.



CEO's office



City Planning



Environment and Infrastructure



Customer Experience and Business Transformation



Community Development



People, Culture and Development

Status

Council's progress against each commitment is illustrated by the following symbols:



Completed



Commenced



Not Required

Outcome

The outcome of the progress against each strategic indicator is illustrated as a percentage depicted by the following symbol:



0 100 Percentage indicators



Report of Operations

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

Council snapshot

Vision

A vibrant and inclusive City, meeting the needs and aspirations of its 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
Think customer experience	Always working with our customers experience in mind and taking pride in supporting our community.
Act with integrity	Doing the right thing, speaking up when it's important and striving to live our values every day.
Treat people with respect	Valuing each person for who they are by listening, understanding and showing that we care.
Work together as 'one'	Working together constructively to break down silos, putting our shared needs first and moving forward in a unified way.
Explore better ways	Challenging the status quo to improve things through curiosity,courage and learning.
Own it, follow through	Taking responsibility for what is ours and following through to ensure great results.

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 **181,289 people** (as at 30 June 2018).
- **25%** of the population is aged between 0 and 19 years, and **34%** 50 years and over.
- Boroondara has the **fifth largest** population in Victoria of people aged 85 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**.
- A **quarter** of Boroondara's employed residents work within the City of Boroondara and just **under a quarter** work in the City of Melbourne.
- The median household income in Boroondara was **\$2,083** per week, compared to **\$1,542** for Greater Melbourne.
- **14%** of Boroondara households live on less than **\$650** a week.

Fast facts



102 groups

received Council community grants



19,200

Indigenous trees, shrubs, grasses and groundcovers planted during the year



132,642

phone calls and 115,835 online requests responded



2.37 million

library items borrowed



1,215

planning applications received



77,549

rateable properties



67,468

tonnes of waste collected from kerbside bins



2.64 million

visits to Boroondara's leisure and aquatic centres



563 kilometres

of local roads

Highlights of the year

A summary of our achievements divided into the seven themes of our Council Plan:

Theme 1: Your Community, Services and Facilities

Strategic objective:

- Community services and facilities are high quality, inclusive and meet a variety of needs now and into the future.

Achievements:

- Officially opened the Greythorn Community Hub containing Trentwood at the Hub (a new neighbourhood house), Greythorn Library Lounge, Greythorn Early Childhood Centre, Greythorn Maternal and Child Health Centre, and community support and wellbeing services provided by Access Health and Community.
- Launched the new 'Add Life to Your Years' section of the website, designed to promote active ageing and provide health and wellbeing information for older people in our community to suit their individual needs.
- Special community event held at the Greythorn Community Hub to commemorate the centenary of Armistice Day in collaboration with the Balwyn North RSL.
- Provided over 70,000 hours of care to eligible elderly residents, enabling them to live at home independently under the Commonwealth Home Support Programme.
- Celebrated 20 years of the Boroondara Literary Awards in partnership with the Rotary Club of Balwyn.
- Launched the new library 'What's on' brochure.
- 'Book a Court' technology was installed at a number of tennis clubs across Boroondara to provide improved casual access to tennis facilities for the community.
- Conducted a pilot Pet Expo attracting more than 1,500 attendees who expressed support for a Pet Expo in the future. Fifteen stall holders provided a range of pet accessories and information for the benefit of pet owners and future pet owners.
- Completed the first stage of consultation for the Kew Recreation Centre, engaging with 1,500 community members. Council sought initial ideas and preferences on what is most important to the community and consolidated feedback to help develop a concept design for the new Centre.

Theme 2: Your Parks and Green Spaces

Strategic objective:

- Inviting and well-utilised community parks and green spaces.

Achievements:

- Sought feedback from the local community as part of the Playground Replacement Program. Council received over 100 responses that helped inform the development of the playground designs.
- Four new playgrounds, including shade structures, were delivered throughout the year with a focus on enhancing the lives of children and their families by providing additional and enriched opportunities for children to engage with the natural environment through play.
- Consulted with the local community and sports clubs regarding the Gordon Barnard Reserve raingarden and harvesting plan. Consultation results indicated community support for this approach to preserving valuable drinking water and preventing pollution from entering our waterways.

Theme 3: The Environment

Strategic objective:

- Our natural environment is healthy and sustainable for future generations.

Achievements:

- Supported the formation of a community working group at Willsmere Station Community Garden which has transitioned to a committee of management. This group has participated in the design and development of the new garden and will be responsible for its ongoing operation.
- Council has now completed \$2.56 million in energy efficiency upgrades at seven of Council's largest buildings as part of the Energy Performance contract. These works have been completed over two financial years 2017-18 and 2018-19.
- Collected detailed asset data for 45,000 trees in the City's parks, providing accessible up to date data about the City's park trees.
- Implemented the Paperless Office project to eliminate the physical mailing out of Building Permit documentation to applicants for a reduced environmental impact.

Theme 4: Neighbourhood Character and Heritage

Strategic objective:

- Protect the heritage and respect the character of the City to maintain amenity and liveability whilst recognising the need for appropriate, well-designed development for future generations.

Achievements:

- Progressing the Municipal Wide Heritage Gap Study that will identify and deliver greater protection of Boroondara's heritage for the long term through the inclusion of additional properties in the Heritage Overlay.
- Undertaken a successful communications campaign on reducing the rate of non-working smoke alarms, as measured at fires the Metropolitan Fire Brigade (MFB) attended in Boroondara.
- Consulted with relevant authorities in relation to the Victorian Statewide Cladding Audit, and have been involved in the process of auditing and enforcing buildings containing combustible cladding, ensuring essential safety measures are being maintained for the safety of the occupants.

Theme 5: Getting Around Boroondara

Strategic objective:

- Travel options that are connected, safe, accessible, environmentally sustainable and well-designed.

Achievements:

- Council's Community Transport service was reviewed and benchmarked with other like councils to design a service that is responsive to community need and ensures the most efficient service is delivered to the community. As a result of the review and benchmarking, a new bus route will be trialled to respond to local need.
- Continued advocacy on the North East Link (NEL), a proposed freeway-standard new road linking the Metropolitan Ring Road to the Eastern Freeway at Bulleen Road.

Theme 6: Your Local Shops and Businesses

Strategic objective:

- A vibrant local economy and shops that are accessible, attractive and a centre of community life.

Achievements:

- Introduced the new Boroondara Service Crew to the City's main retail precincts. The new Service Crew undertakes maintenance and cleaning activities, ensuring the quality presentation of the City's main retail areas.
- Implemented the Christmas in Boroondara program which included installation of 1,035 decorations across all 53 shopping centres.

- Supported local businesses to understand the importance of technology through a combination of initiatives, including free business mentoring, networking and associated information exchange between businesses and through the Experience Collective and Co-Lab programs.

Theme 7: Civic Leadership and Governance

Strategic objective:

- Ensure that ethical, financial and socially responsible decision making reflects community needs and is based on principles of accountability, transparency, responsiveness and consultation.

Achievements:

- Created and launched online forms for Council's booked waste services (hard waste, Christmas tree and bundled green waste collections), allowing customers to make requests 24/7 and providing a more efficient means of Council servicing those requests.
- Developed and launched online forms allowing customers to lodge and pay for residential parking permits, disabled parking permits and new animal registrations. This shift to a digital platform allows customers to have 24/7 access to permit applications and offers the ability to lodge the application with payment where applicable.
- Developed an electronic version of the Boroondara Bulletin.
- Conducted five pop-up Councils at festivals and farmers markets, allowing for increased community interactions with Council.
- Developed and adopted the Budget 2019-20 document in accordance with the Victorian Local Government Model Budget and aligned its structure to the Boroondara Community Plan 2017-27.

Challenges and future outlook

Challenges:

- Council worked with SalvoCare Eastern to respond to an increasing number of reports of homelessness which are becoming more complex. The lack of viable social housing options in Boroondara has compounded this issue.
- Ongoing challenges continue to present in the retention and recruitment of school crossing supervisors as a result of the retirement of what is predominantly an ageing workforce within our school crossing staff, and the difficulty to attract new crossing staff.
- Boroondara, like many Victorian Councils, faced significant challenges with ensuring kerbside recycling material was appropriately processed in February 2019 when Melbourne's primary recycling processing company was closed down by the Environment Protection Authority (EPA). The immediate challenges were to ensure kerbside collections were not interrupted and to minimise recycling sent to landfill. In addition to the crisis response actions, Council also undertook a range of actions to ensure the problem can be avoided or minimised in the future. This included contributing to the *Product Stewardship Act* update, and the Parliamentary Inquiry into recycling and waste management. Council initiated a range of communications to residents through our media channels, including a 10 week waste avoidance Facebook campaign, which had 18,807 views.
- The Minister for Planning has introduced a Planning Permit Exemption in the Boroondara Planning Scheme which allows property owners to act on a Building Permit for demolition, despite the introduction of interim heritage controls. The exemption has been applied specifically to Boroondara. The Minister's decision undermines the work undertaken through the Municipal Wide Heritage Gap Study to protect places of identified heritage value.
- There is ongoing community concern about the timely protection of heritage places in Boroondara. The challenge facing Council is effectively protecting places of heritage value within a statutory process where the Minister for Planning is the final decision maker and in the context of the planning permit exemptions introduced through the planning scheme.
- The ongoing Statewide Cladding Audit led by the Victorian Building Authority will continue to have implications on Council resources with additional enforcement inspection and follow up action required to be carried out by qualified and skilled Building Surveying staff.
- An increase in major developments (simultaneously in most cases) within the municipality has meant Council has had to focus more of its efforts into ensuring that developers manage their construction to minimise the impacts to the community.

- The evolving Australian retail environment continues to place significant pressure on Boroondara's shopping centres, particularly with regard to the growth of the online retail sector and recent investment in the expansion of existing 'hard top' centres.
- Council faced difficulty finding civil contractors due to the scale of civil works in the market place.
- Recognising and responding to the changing role of shopping centres as not only places to shop but also as community meeting places and work spaces which are integral to sustaining neighbourhood life.
- Increased building costs associated with a desire to provide more underground car parking to help minimise impacts on public open space and improve public amenity.

The Future:

- Ongoing focus on community building activities, including the provision of high quality facilities that support a range of important community services.
- Continue to support the vision of the Boroondara Community Plan for our community to support their wellbeing and aspirations.
- Diverting waste from landfill is a primary action in Council's Waste Minimisation and Recycling Strategy. In 2019-20 Council will be implementing the largest waste diversion project it has ever undertaken. This will see residents being able to put food waste into their green waste bins, with the collected material processed and turned into compost. The new Food Organics and Garden Organics collection (FOGO) provides a means for residents to divert almost half their landfill waste to this new service.
- Deliver the actions contained in the Asset Management Strategy 2019-24 which are directly aligned to Council's service delivery objectives.
- Implement industry best practice of Spatial and Assets data capture and data management, by providing sustainable mobile field technology and end to end integration to best serve the needs and aspirations of our customers and the community.
- By the end of August 2019, the receipt and processing of planning applications will be paperless. Following this, the remaining Statutory Planning services, including planning appeals enforcement and subdivision, will be transformed from paper based systems to paperless. Business optimisation will be particularly important and customer consultation and evaluation will be undertaken as part of this. The challenge will be to ensure changes to processes also deliver greater efficiencies and an improved customer experience.
- The State Government is seeking to review the Apartment Design Standards after only two years of operation. Changes to planning policies and controls require familiarisation and the updating of templates to ensure consistent decision making.
- Responding to significant State Government planning strategies or recommendations which are likely to have a direct influence on the Boroondara Planning Scheme and built form outcomes and liveability across the municipality.
- Co-design with the community vibrant places, particularly strip shopping centres, to deliver social, economic and environmental benefits which are valued by the community.
- Continue to deliver Council's annual building program to time, cost and quality standards.
- Prepare for the upcoming 2020 Victorian Local Government general elections.
- Upon the Local Government Bill being passed into law, develop a governance framework to ensure that Council is able to comply with its statutory obligations.
- Commence implementation of the initiatives outlined in the Boroondara Customer First Program roadmap in collaboration with customers, staff and other key stakeholders.
- Proactively use technology across a range of Council services and facilities to provide better outcomes for residents and businesses and enhance our customers' experience.
- Ensure our service delivery through digital technology meets customer needs through sound research and proactively seeking our community's input and testing of potential designs.



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A message from the Mayor

I am pleased to present the City of Boroondara's 2018-19 Annual Report.

A highlight of the 2018-19 reporting year has been the delivery of community projects that you told us are important to you. These are outlined in the Boroondara Community Plan, which is our 10-year vision for the future of Boroondara.



In this report Council will showcase a number of the projects completed this reporting year that address each of the seven priority themes in the Boroondara Community Plan.

We have continued to invest in our facilities with more than \$57.32 million committed to infrastructure projects throughout our municipality. Of this, we invested \$6.66 million on our much loved parks, open spaces and streetscapes and \$21.98 million in enhancing community buildings so that they meet your ongoing needs.

Construction commenced this year at Balwyn Community Centre. Benefits of the upgrade include the creation of new and functional spaces for community programs and groups, the relocation and expansion of the Balwyn Maternal and Child Health Centre and enhanced parklands and gardens.

Consultation has been undertaken to inform the complete transformation of the Kew Recreation Centre into a state of the art facility that is suitable for people of all ages and abilities.

We have also continued important planning for the redevelopment of Camberwell Community Centre and Ashburton Seniors Centre, both of which are expected to be completed next year and which will each better meet the needs of our growing and increasingly diverse population.

This year also saw the delivery of the Over 55s section on our website, which hosts over 600 health and wellbeing activities, events and services encouraging those aged 55 years and above to stay happy and healthy in Boroondara.

We continued the work to protect our City's heritage, with the implementation of the Municipal Wide Heritage Gap Study. This proactive initiative has identified over 5,000 heritage properties that sit outside existing Heritage Overlays across Boroondara, for protection.

It is important to highlight the many vital services that we deliver for our community. These include:

- \$8.22 million spent on library services, providing a seven day per week service across the City, with more than 1 million visits and nearly 2.4 million loans last year.
- \$3.28 million spent on aged, disability and health services. This includes the delivery of 70,813 hours of in-home care for the elderly and those with a disability, and 25,245 immunisations to infants and children across Boroondara.
- \$2.17 million spent on family and youth services, with 38 buildings also leased to community organisations which provide long day care, occasional care and kindergarten services at little or no cost.
- Collecting 67,468 tonnes of waste from kerbside bins.

All of these great achievements cannot occur without the support and partnership of our residents, community groups, local businesses and Council staff.

So, on behalf of my fellow Councillors and the organisation, I would like to thank you all for your interest and ongoing contributions to ensuring Boroondara continues to thrive.



Jane Addis
Mayor

Message from the CEO

I am pleased with the progress we have made this reporting year. We've continued to work hard on delivering what you told us was important to you through the Boroondara Community Plan.



Each year, we use the Annual Report as an opportunity to show our community how we've performed as an organisation, sharing with you our successes and also reflecting on areas in which we can improve for the future.

Strategic indicators for our performance are underpinned by the priority themes you identified in the Boroondara Community Plan. These strategic indicators form the Annual Commitments Council strives to achieve each year. I can report we met 92 per cent of our Annual Commitments this year, and our financial position continues to remain sound.

This year's Community Satisfaction Survey results are reflective of our achievements, with our residents rating our performance highly. This places us above the state-wide average yet again.

We are proud of this result, however we remain focused on making significant improvements to enhance the experience of all residents, business owners, visitors and the wider community.

The Boroondara Customer First Program has been developed to help us deliver these improvements, which will result in seamless, easy and empowering experiences for our community. This year, we developed a business case to understand the returns that would be generated as a result of continued investment in the Boroondara Customer First Program. It also outlines the various initiatives, associated costs and benefits for Council and our community as a result of the program.

Our community is already beginning to realise these benefits, with the implementation of our new online permit applications process for residential parking permits, disabled parking permits and new animal registrations. The shift to the digital application process enables our community to interact with us in their preferred way, 24 hours a day at a time convenient to them. It also provides the ability to lodge payments with their application in one smooth, simple transaction.

The grand opening for the \$17.2 million Greythorn Community Hub also took place this year, as the culmination of years of planning and in-depth consultation with our community. The hub is now a one-stop destination for much-needed community services and activities, including Trentwood at the Hub, Greythorn Library Lounge, Greythorn Early Childhood Centre and Maternal Child Health, as well as community support and wellbeing services provided by Access Health and Community.

Sustainability continues to remain at the forefront for Council, with the successful delivery of upgrades in line with the Energy Performance Contract. As an organisation, we have a responsibility to reduce our greenhouse gas emissions. Works were completed in June this year across seven of Council's largest buildings, which is expected to deliver \$250,000 worth of savings in energy consumption costs and over 1,760 tonnes in greenhouse gas emissions.

These achievements would not be possible without the help of our engaged, enthusiastic community. On behalf of Council, I'd like to thank you for your ongoing support and feedback which shapes the important work we do every day.

I'd also like to thank our dedicated Council staff whose contributions and continued hard work allow us to deliver the services and infrastructure our community needs and deserves.

I look forward to another year of working together to deliver for Boroondara.



Phillip Storer
 Chief Executive Officer

Financial summary

Financial summary

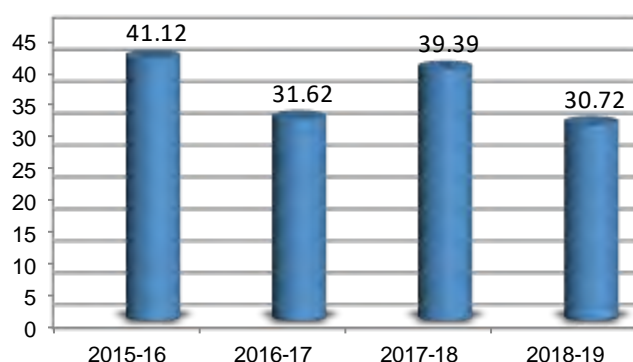
Council's financial position continues to remain sound. A summary of our performance is outlined below while detailed information is included within the Financial Statements and Performance Statement sections of this report.

Operating position

Council achieved a surplus of \$30.72 million in 2018-19. This surplus compares favourably to the original budget surplus of \$22.11 million. The favourable variance is primarily due to early receipt of the 2019-20 Victoria Grants Commission grant allocation of \$2.36 million. In addition, there were savings in other expenditure of \$0.73 million and materials and services of \$4.31 million.

The adjusted underlying surplus of Council – after removing non-recurrent capital grant income, monetary contributions and non-monetary asset contributions – is \$22.35 million. Sustaining a surplus underlying result is a necessary financial strategy in order to fund the renewal, upgrade and new asset programs for the \$3.41 billion net community assets under our control.

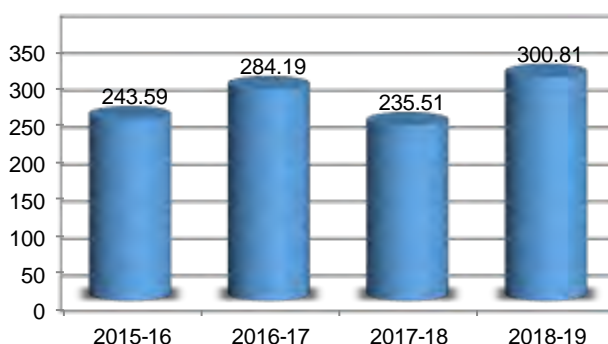
Net operating result (\$ million)



Liquidity

Cash has increased by \$84.52 million from the previous year due to the movement in funds invested in term deposits less than 90 days. 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 300.81% indicates a satisfactory financial position.

Working capital ratio %

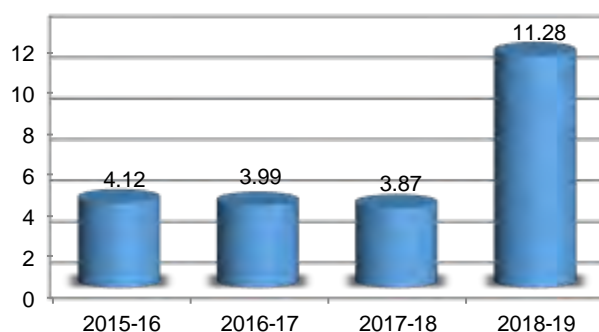


Obligations

Council ensures it maintains infrastructure assets at expected levels while continuing to deliver the services needed by the community. We invested \$43.98 million including the renewal of buildings (\$17.07 million), roads (\$11.54 million) and drainage (\$4.98 million) in renewal works during 2018-19.

This was funded from capital grants of \$1.96 million and cash flow from operations of \$42.02 million. At the end of 2018-19, Council's loans and borrowings repayment ratio – measured by comparing interest-bearing loans and borrowing repayments to rate revenue – was 11.28%. This is higher in 2018-19 due to full repayment of a loan in the financial year.

Loans and borrowings repayment ratio %



Asset renewal ratio is measured by comparing asset renewal expenditure to depreciation and was 133.55% in 2018-19. This is due in part to major renewal projects at Balwyn Tennis and former Bowls Pavilion, Hawthorn Arts Centre and Markham Reserve Pavilion.

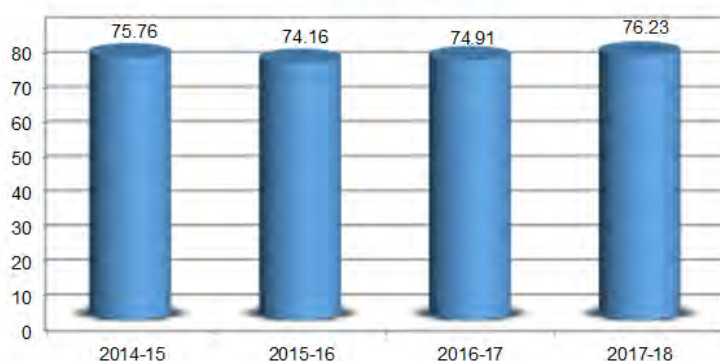
Asset renewal ratio %



Stability and efficiency

Council raises revenue from rates, user fees, fines, grants and contributions. Council's rates concentration, which compares rate revenue to adjusted underlying revenue, was 76.23% for 2018-19. Council is 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. This resulted in an average rate per residential assessment of \$2,314 including waste charges.

Rates concentration ratio %



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 building; 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 38.

Economic factors

The Australian economy is experiencing a period of low inflation, record low interest rates and low wage increases.

This has led to reduced investment income returns for Council's cash holdings while Council's fixed interest rate loans are still at pre-downturn levels. To address this Council has restructured its existing loans, where possible, and plans to pay down the vast majority of these existing loans to a large extent by 2023.

Due to rate capping introduced by the Victorian Government, the effect of the lower Consumer Price Index (CPI) has directly impacted Council's revenue and hence its future capacity to deliver services may be effected over time. This is compounded by the percentage increase in average weekly earnings across Australian economy being higher than CPI for all of the 2018-19 year. This means that the employment cost growth environment was higher than the increase in income Council receives.

Demand for Council services by residents is also increasing markedly because of population growth and increased density in residential development. 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 to open space to meet community demand is prohibitive. Other solutions, such as undergrounding of at level car parking facilities, are expensive and require careful analysis to maximise community benefit against limited Council resources.

Traffic and parking demands on local infrastructure are increasing as is being experienced by all inner metropolitan councils.

In summary, Boroondara is facing external factors that affect residential amenity, at a time when Council's ability to finance significant projects to improve amenity continues to be diminished by the Victorian Government's rate capping policy.

Major projects

Kew Recreation Centre

The Kew Recreation Centre will undergo a major transformation to become a state of the art facility suitable for all stages of life and catering to a wide range of health and wellbeing needs, whilst encouraging and fostering community interaction and social connection.

Rebuilding the Centre will encourage greater participation in physical and wellbeing activity and will have significant health and wellbeing benefits for the Boroondara community, particularly children and families, people with a disability and adults over the age of 50 years. The total estimated cost of the project is \$65.6 million and is expected to be completed in 2022.

Ashburton Seniors Centre

Council is redesigning and rebuilding a brand new Ashburton Seniors Centre with the aim of creating a space that is easily accessible and better suited to deliver activities and services for seniors in our

community. The \$7.7 million project of upgrading the Ashburton Seniors Centre is expected to be completed in 2020.

The new age-friendly centre will be a contemporary and accessible facility that will provide opportunities for senior residents to form social connections and participate in life-long learning, both of which are beneficial to their health and wellbeing.

Balwyn Community Centre

To better meet the needs of the community, a redevelopment of the Balwyn Community Centre is planned that will create additional functional spaces, improve the condition of the buildings and co-locate early years services onsite. The redeveloped Balwyn Community Centre will provide Maternal and Child Health services, occasional care for children, recreational activities, and learning programs for all ages.

Construction works on the new \$9.4 million Balwyn Community Centre commenced in early 2019. The new building will open in 2020.

Camberwell Community Centre

Council is building a new \$8.1 million Camberwell Community Centre to meet the demand for popular programs and activities.

The new two-storey building will be bigger and better configured to house all activities at the one location, including health and wellbeing, art and craft, languages and computing. South Camberwell Maternal and Child Health Centre will also be co-located in the new building, providing a Maternal and Child Health Centre in the middle of Camberwell for the first time. The design of the new centre was based on feedback received during community consultation, including suggestions and ideas from centre users and staff, local residents and traders.

Major achievements

Greythorn Community Hub Opening

The \$17.2 million Greythorn Community Hub (GCH) held its grand opening on 1 September 2018, located on the former Balwyn North RSL site at 2 Centre Way, Balwyn North. The new GCH was the culmination of years of planning and in-depth community consultation. More than 1,000 local residents attended the opening; a convenient, one-stop destination for much-needed community services and activities. In addition to housing the RSL, the GCH contains Trentwood at the Hub (a new neighbourhood house), Greythorn Library Lounge, Greythorn Early Childhood Centre, Greythorn Maternal and Child Health, and community support and wellbeing services provided by Access Health and Community. The GCH was made possible by the generosity of the Balwyn North RSL Sub-Branch, which provided a long-term lease to Council for part of the site.

Boroondara Literary Awards and Festival

In 2018-19, in partnership with the Rotary Club of Balwyn, library services celebrated 20 years of the Boroondara Literary Awards. This year a record number of over 1,470 entries of original prose and poetry were received, including submissions from 46 different local schools. Library services also held its first Boroondara Literary Festival to coincide with the Literary Awards. A variety of author talks, writing workshops and literary related technology talks were held throughout the festival. The successful Literary Festival contributed to the higher number of entries in the Literary Awards than previous years.

Awarded for innovation and excellence

The City of Boroondara was recognised in August 2018 for its status as an age-friendly city, receiving the National Innovation and Excellence award at the Australian Government's Better Practice Awards.

Presented by the Australian Government's Aged Care Quality Agency, the award acknowledged the success of Council's 'Creating an Age-Friendly Boroondara' strategy, a five-year plan to deliver tailored programs and services to older adults.

The 'Creating an Age-Friendly Boroondara' strategy has allowed Council to implement a variety of programs, services and activities, tailored to meet the diverse needs of the community. One of these

programs, the Casserole Club, has assisted over 50 socially isolated seniors in the community through access to regular homemade meals and social visits from local volunteer cooks.

This was the second time Boroondara has received national recognition for the City's age-friendly status. In 2012, Boroondara was one of only six Australian cities to be declared an Age-Friendly City by the World Health Organisation.

MAV Technology Awards for Excellence

In April 2019, the City of Boroondara received a 'highly commended' award at the Municipal Association of Victoria's (MAV) annual national Technology Awards for Excellence.

The award was for the Add Life To Your Years project entered in the Victorian Customer Experience Achievement of the Year Award category, a highly competitive field of more than 40 nominees and four finalists. The project encompassed both the creation of an online space where residents over the age of 55 and their families could find information about active ageing activities in the community, and a capacity building program that provided support and information to those with low confidence in using technology.

The annual national MAV Technology Awards for Excellence recognises outstanding achievements by local government digital and information and communications technology (ICT) practitioners to encourage innovation in local government service delivery for the people of Victoria, as well as nationally and internationally.

Aged Care Services

Under the Commonwealth Support Program, Council provided over 70,000 hours of care to eligible elderly residents (over the age of 65 years), enabling them to live at home independently. The care provided included domestic assistance, personal care and respite care (caring for a person whilst the primary family carer has a break). This care was provided by dedicated, competent and diligent staff committed to the support of seniors and vulnerable residents living in our community.

Commemoration of the Armistice Day

On 11 November 2018, a special community event was held at the Greythorn Community Hub to commemorate the centenary of Armistice Day. Delivered in collaboration with the Balwyn North RSL, this special event showcased Boroondara Brass, Camberwell Showtime Scouts and Hawthorn Pipe Band. The program of events featured symbolic lighting of war memorials across the municipality, community poppy making, and a visual art poppy installation at Greythorn Community Hub.

Balwyn Park Centre (formerly known as the Balwyn Park Bowling Club)

This new community facility provides a home for the Balwyn Park Tennis Club and Deepdene U3A along with seasonal use by the local football and cricket clubs. The tenants moved into the centre in May 2019. The facility occupies previously underutilised space and provides bookable community spaces and four new synthetic tennis courts to replace the Balwyn Park Tennis Club's existing courts (currently on the other side of Balwyn Park). The four new tennis courts are publicly accessible through the Book a Court online booking system. The tennis club and U3A have lease agreements for the use of their respective spaces and the football and cricket clubs have seasonal licence agreements for the use of shared space.

Willsmere Station Community Garden

The Willsmere Station Community Garden (formerly the Earl Street Community Garden) was created to foster a strong sense of place for the community and garden users. Residents have been involved with this project from the planning stages right through to concept design and the recent planting of the productive orchard on site. The name reflects the location's links to Boroondara's past and the historic train station, which was part of the old steam era Outer Circle Rail Line between 1891 and 1893. Due to strong community interest, garden plots will be allocated to Boroondara residents by the interim Committee of Management via a ballot.

Waste Services Online Forms

Council's booked waste services (hard waste, Christmas tree, and bundled green waste collections), have been transformed in 2018-19 with the development and implementation of new online forms.

These new online forms allow customers to make requests 24/7 and provide a more efficient means of Council servicing those requests.

Tackling Graffiti

In partnership with the Victorian Government, local businesses, schools, scout groups, Victoria Police and other public authorities, Council delivered several mural projects throughout Boroondara. These murals' striking colours and themes are a great addition to our City's streetscapes and discourage graffiti and vandalism around our shopping centres and train stations.

Online Permit Applications

The opportunity to complete transactions online has been developed and implemented for residential parking permits, disabled parking permits and new animal registrations. This shift to a digital platform not only enables customers to have 24/7 access to permit applications, but also offers the ability to lodge the application with payment. This streamlined approach embraces customer centricity, offers customer convenience and avoids the need for any further steps to be undertaken by the applicant.

Smoke Alarms

Non-working smoke alarms, as measured at fires the Metropolitan Fire Brigade (MFB) attended in Boroondara, was at 18% in December 2017, whereas the Metro average is 12%. Following a significant communication strategy implemented by Council officers, a thorough analysis of non-working smoke alarms was undertaken to target the messaging. As a result the rate of non-working smoking alarms has fallen to a low of 1.79% in June 2019. This is an extremely good community outcome for the safety of occupants in residential buildings.

Pilot Pet Expo

On 17 November 2018, Council conducted a pilot Pet Expo attracting more than 1,500 attendees who expressed support for a Pet Expo in the future. Fifteen stall holders provided a range of pet accessories and information for the benefit of pet owners and future pet owners. The event also featured an animal behaviourist who conducted a cat behaviour session, a pet nutrition session presented by a veterinarian and a dog training workshop delivered by a professional dog trainer. Given the success of this event Council is proposing to conduct another Pet Expo in 2020-21.

Cladding Safety

Council played a major role in lobbying the Victorian Government and the Victorian Building Authority (VBA) to take over 'Extreme' and 'High' risk rated buildings in relation to combustible cladding. As a result, the Minister of Planning appointed the VBA as the Municipal Building Surveyor (MBS) for over 20 buildings in Boroondara affected by combustible and/or non-compliant cladding to deal with the enforcement process. Council continues to consult with the VBA, Metropolitan Fire Brigade (MFB) and the Commonwealth Scientific and Industrial Research Organisation (CSIRO) and are involved in the process of auditing buildings containing combustible cladding.

Industry Recognition for Statutory Planning

During the year the Statutory Planning department received industry recognition for a range of achievements. In September, Council's Principal Planner was invited to be the guest speaker at the 2018 Victorian Planning and Environmental Law Association State Planning Conference. Council's subdivision officer won the Consulting Surveyors of Victoria Subdivision Officer of the Year Award in March. Also in March, the Paperless Office Project was awarded 'Highly Commended' in the Customer Experience category of the Municipal Association of Victoria (MAV) Technology Awards for Excellence.

Shopping Centre Service Crew

Council's new shopping centre service crew is an additional service focusing on the cleansing, repair and maintenance of Council's major local shopping centres. The crew is enhancing these areas by carrying out repairs, maintenance and cleansing of bins and street signs, and litter pick up. The crew is servicing selected shopping centres regularly, with the aim to make our shopping centres a more pleasant environment for all. The initiative to improve the way we take care of our shopping centres has been a welcome complement to the current shopping centre maintenance program by offering more immediate service for traders and shoppers.

Flood Mapping Study Adopted

On 11 June 2019, Council adopted the Flood Mapping Study following extensive community engagement which commenced in October 2017. The Study provides important information to residents and prospective residents of properties affected by flood, enabling them to make an informed decision about property ownership and design. The Study also provides a valid assessment of flood risk associated with stormwater runoff from a 1% Annual Exceedance Probability (AEP) rainfall event and allows officers to use provisions of the *Victorian Building Regulations 2018* to protect new buildings and work on affected land from adverse effects of this runoff.

Advocacy on North East Link Project

Council continued advocacy on the North East Link Project (NELP). Officers are providing input as part of the project's technical reference group to seek the best outcome possible for the Boroondara community. Council officers have also developed preferred design options for inclusion in the Bulleen Park land use planning project initiated by the NELP. Submissions on the Draft Public Environment Report and on the North East Link Environment Effects Statement were lodged during the period.

Christmas in Boroondara Program

Council implemented the Christmas in Boroondara program for the sixth consecutive year. This year the installation of decorations commenced on 12 November 2018 and took three days to complete. A total of 1,035 decorations were installed across all 53 shopping centres. New customised major Christmas tree installations and lighting displays were developed and installed, along with a refreshed suite of street decorations for the City's shopping centres.

WorkSafe Awards Finalist

In 2018-19 the City of Boroondara was accepted as a finalist in the annual Worksafe awards. Submitting an application under the category of 'Commitment to Workplace Health and Wellbeing,' Boroondara was recognised for its whole-of-organisation commitment to promoting health, safety and wellbeing at work through workplace practices that are inclusive of people of all ages and abilities.

Single Touch Payroll

The Australian Tax Office (ATO) introduced single touch payroll (STP) which requires all businesses with more than four employees to provide information such as salaries and wages, Pay as you go with holding amounts, and superannuation information each time they are paid. Boroondara Council was able to implement the STP requirements in full prior to the required compliance date.

Launch of the Digital Boroondara Bulletin

In response to an increasing community preference for Council to communicate via email, we developed an electronic version of Council's flagship publication, the Boroondara Bulletin. The aim of the project was to develop a dynamic and engaging digital Boroondara Bulletin that puts the customer at the centre of our work. Since launching in November 2018, eight editions of the digital Bulletin have been successfully delivered with the number of recipients opening the digital bulletin, and clicking on stories within it, well above industry averages. Further development of the digital Bulletin will take place in the 2019-20 financial year.

Electoral Representation Review 2019

Council prepared and submitted a response to the Victorian Electoral Commission (VEC) with respect to the Electoral Representation Review. Council reviewed the options that were put forward for consideration by VEC and made a submission supporting that Boroondara consist of 11 Councillors elected from 11 single-councillor wards.

Interactive Planning and Building Tool

The interactive planning and building tool was designed to assist customers considering developing their property to locate appropriate information on our website. The tool includes a 3D rotating tool which lead to clear step by step instructions for a range of permit application processes. It also provides customers with information on sustainability and access to the Victorian Heritage Database. The tool has been considered a success with over 1,000 customers now discovering Council's planning and building information on our website in an improved way.

Boroondara Customer First Program

The City of Boroondara is on a journey to deliver a seamless, easy and empowering experience to, and for, its community. The Boroondara Customer First Program has been developed to help achieve this vision. In 2018-19, a business case was developed to understand the returns that would be generated as a result of continued investment in the Boroondara Customer First Program. The Business Case contains a schedule of initiatives, along with costs and benefits to be realised to both Council and the community through this investment. Through investment of \$129 million in the Boroondara Customer First Program, Council can achieve \$182 million of financial benefits for the community and Council over the next 15 years. Continued investment as outlined in the business case was adopted as a part of the 2019-20 budget

More achievements are included in the Boroondara Community Plan section on page 21.

Organisational changes

On 9 July 2018, the Customer Experience and Business Transformation directorate was formed to support the implementation and embedding of the Customer Experience Improvement Strategy throughout the organisation, delivering on community priorities and placing customers at the centre of all interactions with Council. The new directorate brought together the Boroondara Customer First Program with the corresponding business as usual functions associated with the delivery of a digital transformation.

The departments of Economic Development, Finance and Corporate Planning and Commercial & Property Services continued their reporting relationship in the City Planning, Community Development and Environment and Infrastructure directorates respectively which changed during 2017-18 after changes were made to the Corporate Services directorate.

A further change came into effect from 18 April 2019, when Commercial and Property Services relocated to the Customer Experience and Business Transformation directorate providing further strength in procurement, risk management and audit program.

Boroondara Community Plan

On 11 December 2017, Council adopted the Boroondara Community Plan 2017-27. The new Plan reflects our community's values, aspirations and priorities for the next 10 years. It was decided for the first time to integrate the Municipal Public Health and Wellbeing Plan into the Community Plan, and make the Plan Council's key strategic document. This was to ensure the community's health and wellbeing priorities are at the centre of everything we do.

Community consultation was undertaken during 2016-17 and 11,845 responses were received from people who live, work, study or play in the municipality. Based on the feedback from the community, the Community Plan is structured around seven priority themes:

- Your Community, Services and Facilities
- Your Parks and Green Spaces
- The Environment
- Neighbourhood Character and Heritage
- Getting Around Boroondara
- Your Local Shops and Businesses
- Civic Leadership and Governance

As shown in the below diagram, the Boroondara Community Plan directly informs the Council Plan including the Long Term Financial Strategy, annual commitments and strategic indicators, and the Municipal Strategic Statement and Council strategies, plans and actions.







2018-19 Highlights

The Boroondara Community Plan is implemented through annual commitments set out in Council's budget which are developed to address the strategic objectives identified under each of the seven priority themes. This section highlights the performance against these strategic objectives during the financial year.

Theme 1: Your Community, Services and Facilities

Strategic objective 1: Community services and facilities are high quality, inclusive and meet a variety of needs now and into the future.

Commitment: Develop the Active Ageing Hub, an online platform for older adults, to increase local health and wellbeing information best suited to them.

Project overview: Council launched the new Over 55s section of the website at the Boroondara Seniors Festival on 9 October 2018. The tool allows website users to search from over 600 health and wellbeing activities, events and services for older adults in Boroondara by filtering to their specific interests under categories including:

- creative
- exercise
- learning
- social
- outings
- at home.

Users are also able to filter by location to find activities most convenient to them in their local area.

Extensive community consultation was undertaken to inform the concept design through focus groups and surveys. We engaged residents over the age of 55 and their adult children, as well as community and health practitioners to test and advise on the product's features and usability.

In addition, Council committed to undertake an extensive engagement strategy with a principle of flexible outreach. Since the launch, Council has delivered over 20 engagement activities at various locations across the municipality to promote the website and help people with low digital literacy.

Project aims: The Over 55s section of the website is part of the overarching Add Life campaign, which encourages older adults to stay healthy and happy in Boroondara. Developed in line with the Creating an Age Friendly Boroondara Strategy, the project set out to motivate and empower over 55s to engage in health and wellbeing opportunities in their local area.

The tool also focuses on educating older adults about the importance of health and wellbeing, by providing access to trusted health information via the Better Health Channel.

Project outcomes: The project has been well received by the community. Below are some key outcomes to date:

- We now have over 80 external activity providers promoted with over 600 activities and events listed at any given time.
- The most popular search category is 'exercise' and the top search terms are walking, yoga and cycling.
- Since the launch we have seen a 169% increase in page views to our content for older people and increased traffic to external activity provider websites by 609%.
- While a formal impact study is yet to be completed, early signs are positive with new members at Neighbourhood Houses reporting they had heard about their activity via the Over 55s section of the website.
- Boroondara Age Support Workers report that it is now easier to provide their clients with relevant, up-to-date information that best suits their unique needs.

For more information, visit the Over 55s section of our website at www.boroondara.vic.gov.au/over-55s

Theme 2: Your Parks and Green Spaces

Strategic objective 2: Inviting and well-utilised community parks and green spaces.

Commitment: Upgrade playgrounds at Canterbury Sports Ground, Ferndale Park and Gordon Street Reserve to provide high quality, safe and diverse play opportunities for children and families.

Project overview: The City of Boroondara is a family friendly City home to over 100 playgrounds. Through its Playground Replacement Program, Council is committed to enhancing the lives of children and their families by improving local playgrounds.

The playgrounds at Canterbury Sports Ground, Ferndale Park and Gordon Street Reserve were no longer meeting the needs of the community and were recently upgraded to current day standards.

The local community were consulted on the design of each playground. The feedback received assisted in giving each play space its own unique character. Council officers worked collaboratively and provided specialist advice for the design of each site.

Project aims: The projects set out to provide high quality, safe and diverse play opportunities for children and families. The upgrade works also improved accessibility to our playgrounds and provided increased shade opportunities.

Project outcomes: The new playgrounds have been very popular with the local community, seeing children of all ages and abilities gather with their families to enjoy the new equipment.

For more information, visit www.boroondara.vic.gov.au/improving-playgrounds

Theme 3: The Environment

Strategic objective 3: Our natural environment is healthy and sustainable for future generations.

Commitment: Reduce greenhouse gas emissions and energy costs at Council buildings by implementing low emissions technologies and energy efficiency upgrades identified in Council's Energy Performance Contract.

Project overview: Council operates a number of high-quality facilities, providing a variety of services for our community. These facilities use electricity and natural gas, which produce greenhouse gases and result in high financial costs.

In order to reduce greenhouse gas emissions and energy costs from these large Council buildings, Council implemented the Energy Performance Contract (EPC), investing in cost effective, low emissions technologies and energy efficient upgrades and retrofits to achieve this.

Through the Eastern Alliance for Greenhouse Action the City of Boroondara carried out a cross-council collaboration with Yarra Ranges, Maroondah and Knox to plan and tender the EPC. This collaboration allowed the partners to access a greater pool of expertise, share resources and leverage value from greater buying and negotiation power.

The EPC is performance based, using accepted industry standards, along with low risk, accountable methodology to deliver energy efficiency upgrades to buildings.

The EPC approach allowed Council to achieve substantial savings in energy use and associated greenhouse gas costs. It will also assist in achieving the emissions target included in Council's Our Low Carbon Future Strategy 2009.

The EPC project has prioritised upgrades at seven sites, Ashburton Pool and Recreation Centre (APARC), Boroondara Sports Complex (BSC), Hawthorn Town Hall, Hawthorn Aquatics and Leisure Centre and the three buildings of the Camberwell Municipal Offices.

Future work with the provider will measure and ensure the delivery of committed savings.

Project aims: The project set out to identify opportunities to improve the energy efficiency of Council buildings, and then act on these opportunities through the delivery of cost effective upgrades. The works were expected to deliver substantial savings in energy use, financial costs and greenhouse gas emissions.

Project outcomes: The works completed in June 2019 delivered the installation of \$2.5 million in energy efficiency upgrades across seven of Council's largest buildings. Works included upgrading pool heating at APARC and BSC to high efficiency boilers, high efficiency lighting upgrades across all sites, Heating Ventilation and Air Conditioning (HVAC) and building management upgrades, and a range of other energy efficiency technologies.

Annually, this is expected to result in savings over \$250,000 and 1,760 tonnes in greenhouse gases, meaning that the project will pay for itself within 10 years.

For more information, visit www.boroondara.vic.gov.au/low-carbon-future

Theme 4: Neighbourhood Character and Heritage

Strategic objective 4: Protect the heritage and respect the character of the City to maintain amenity and liveability whilst recognising the need for appropriate, well-designed development for future generations.

Commitment: Protect the City's heritage by continuing the Municipal Wide Heritage Study - a proactive assessment program of all properties outside the existing Heritage Overlay in the Boroondara Planning Scheme.

Project overview: Local heritage, neighbourhood character and careful management of new developments all contribute to Boroondara's uniqueness and liveability. Heritage overlays are in place to protect places of aesthetic, social or historical value.

The community has raised concerns with Council over many years about the loss of valuable heritage properties and precincts throughout Boroondara. This includes the loss of valued heritage properties that are not within the Heritage Overlay.

In response to these concerns, Council initiated the Municipal Wide Heritage Gap Study, the largest heritage work program undertaken in Boroondara's history. The project seeks to identify and protect heritage properties throughout Boroondara that are currently not included in the existing Heritage Overlay. The total cost of the Study is anticipated to exceed \$1.2 million over five years.

Project aims: The Municipal Wide Heritage Gap Study seeks to identify and protect heritage properties and precincts, consistent with the priorities set out in the adopted Heritage Action Plan 2016.

Project outcomes: Since the initiation of the Study over 5,000 heritage properties across Boroondara have been identified through suburb-based heritage assessments. Interim heritage controls have been applied to over 4,000 properties in Canterbury, Camberwell, Hawthorn, Kew and Hawthorn East combined. The final study for Ashburton will be completed shortly, prior to preliminary consultation commencing.

It is expected that the Municipal Wide Heritage Gap Study will identify and ultimately deliver greater protection of Boroondara's heritage for the long term through the inclusion of additional properties in the Heritage Overlay.

For more information about heritage in Boroondara, visit www.boroondara.vic.gov.au/heritage

Theme 5: Getting Around Boroondara

Strategic objective 5: Travel options that are connected, safe, accessible, environmentally sustainable and well-designed.

Commitment: Provide paths and infrastructure on Council managed land and advocate for walking and cycling initiatives on arterial roads to increase active and environmentally sustainable travel options for the community.

Project overview: There was a distinctive unmade path in Patterson Reserve adjacent to Reserve Road, which was well utilised by pedestrians, including many Melbourne University students. In winter the unmade path would deteriorate further with the rain leading to access difficulties. Given the high usage of the unmade track, Council proposed to seal the existing trail to improve access and safety for pedestrians.

The local community had the opportunity to review the proposed path and provide feedback. Discussions were also had with Council officers to discuss the path alignment, clearance to trees and the materials to be used on the new path. The preferred path materials involved Lilydale toppings with a small section in exposed aggregate concrete.

Project aims: The project set out to improve accessibility and safety for all users, including pedestrians in Patterson Reserve between Robinson Road and Kooyongkoot Road.

Project outcomes: The new accessible path, extending for 250 metres was completed in September 2018 and is enjoyed by many in the wider community.

For more information, contact the Coordinator Transport Management on 9278 4518.

Theme 6: Your Local Shops and Businesses

Strategic objective 6: A vibrant local economy and shops that are accessible, attractive and a centre of community life.

Commitment: Support local businesses to advance their use of technology to strengthen their business model and viability.

Project overview: Council developed and facilitated a number of successful, customer-centric social media workshops to educate local retailers in Boroondara.

Council engaged a social media expert to provide one-on-one, personalised mentoring sessions to interested retail centres. Each workshop was tailored to the unique, individual needs of each retailer to learn about:

- Facebook for business
- Instagram for business
- LinkedIn
- Search Engine Optimisation (SEO) and website statistics
- getting the best from technology in your business
- visual merchandising.

Project aims: Feedback from local businesses and trader associations indicated a shift from traditional approaches to marketing, particularly for retailers. Feedback also revealed that businesses were in need of a personalised approach to suit their individual social media needs.

Project outcomes: The program has been a success, with over 80% of session participants satisfied, and 100 sessions undertaken attracting over 1,500 participants from our local business community. Council is working with all local retail precincts to maximise the delivery of this program, now and into the future.

For more information, visit www.boroondara.vic.gov.au/on-demand-workshops

Theme 7: Civic Leadership and Governance

Strategic Objective 7: Ensure that ethical, financial and socially responsible decision making reflect community needs and are based on principles of accountability, transparency, responsiveness and consultation.

Commitment: During the facility renewal process, identify opportunities to support increased community group usage at sporting pavilions. Council's Assets Leasing and Licencing Policy will prompt multi-use of sporting facilities.

Project Overview: Sport and recreation pavilions are traditionally heavily utilised in the evening and over the weekend, however they are often underutilised during the day. Conversely, the growth of population in Boroondara and the ever expanding need from a variety of community groups and organisations has meant that difficulties have been experienced in finding space to run community programs during the day.

There was an opportunity during the project to consider how to incorporate use by other community organisations of sport and recreation pavilions during the day. This could improve the utilisation of the pavilions as well as meet the need of community groups for space.

The Community Pavilions - Sport and Recreation Policy was developed which encourages multi-use of sport and recreation pavilions in the community. The policy outlines standard component sizes for clubs, ensuring equitable use of resources and prioritises renewal based on service demand, functionality and condition.

Sporting clubs were engaged to help shape and develop the policy.

Project Aims: Overall the project aimed to better utilise sporting pavilions to ensure they benefit as many people in the community as possible, as well as ensuring the responsible usage of a Council asset.

Project Outcomes: The Community Pavilions - Sport and Recreation Policy was endorsed by Council.

The project has also seen new relationships created with the shared use of the newly built Matlock Centre by the Canterbury Neighbourhood Centre during the day and the Camberwell Hockey Club during the evening and on the weekend.

The project also formed the joint use of the newly built Balwyn Park Centre by U3A Deepdene, the Balwyn Park Tennis Club, Balwyn Football Club and the Balwyn Cricket Club.

For more information, contact the Senior Coordinator Recreation and Wellbeing on 9278 4765.





Our Council

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Our Council

City profile – Boroondara

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.

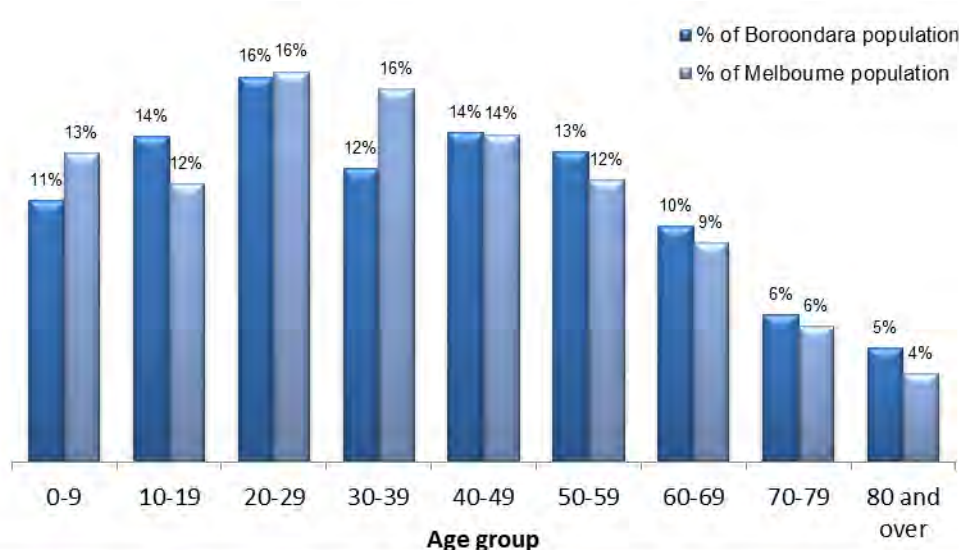
History

This area is the traditional land of the people of the Eastern Kulin Language Group. After surveying the area in 1837, Robert Hoddle declared it the 'Parish of Boroondara' and because the area was densely wooded, he took the word from the Woiwurrung language, translating it as 'where the ground is thickly shaded'.

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 181,289 people (at 30 June 2018). Compared with Greater Melbourne, we have a smaller proportion of young children and people aged 30 to 39, but a larger proportion of 10 to 19 year olds and people over 50 years. Of all 79 Victorian local government areas, Boroondara has the fifth largest population of people aged 85 years and over. At the 2016 Census 3.8% of the population needed assistance with daily living tasks.



Where are we from?

Boroondara is culturally and linguistically diverse. The proportion of Boroondara residents who were born overseas increased from 25.5% in 2006 to 30.9% in 2016. These residents were born in more than 145 countries and speak more than 120 languages.

At the 2016 Census, the majority of overseas born Boroondara residents had been born in a country where English is not a main language. Between 2006 and 2016 there was a large increase in the number of residents born in China and India in particular, and 57% of the Boroondara residents who first arrived in Australia to live during 2016 were born in one of these two countries.

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. 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

A quarter of Boroondara's employed residents work within the City of Boroondara and just under a quarter work in the City of Melbourne. Household income levels in Boroondara are higher than the Greater Melbourne average. At the 2016 Census, the median household income in Boroondara was \$2,083 per week, compared to \$1,542 for Greater Melbourne. Nonetheless, 14% of all Boroondara households are living on less than \$650 a week.

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 2016 Census, Boroondara had 69,282 dwellings, ranging from separate houses (55% of all dwellings) to medium and high density dwellings, which are more commonly found in Hawthorn and Hawthorn East. Boroondara's housing market is one of the most expensive in Victoria. About 1.1% of Boroondara's housing is social housing (provided for non-profit purposes), which includes community-based and public housing.

Transport

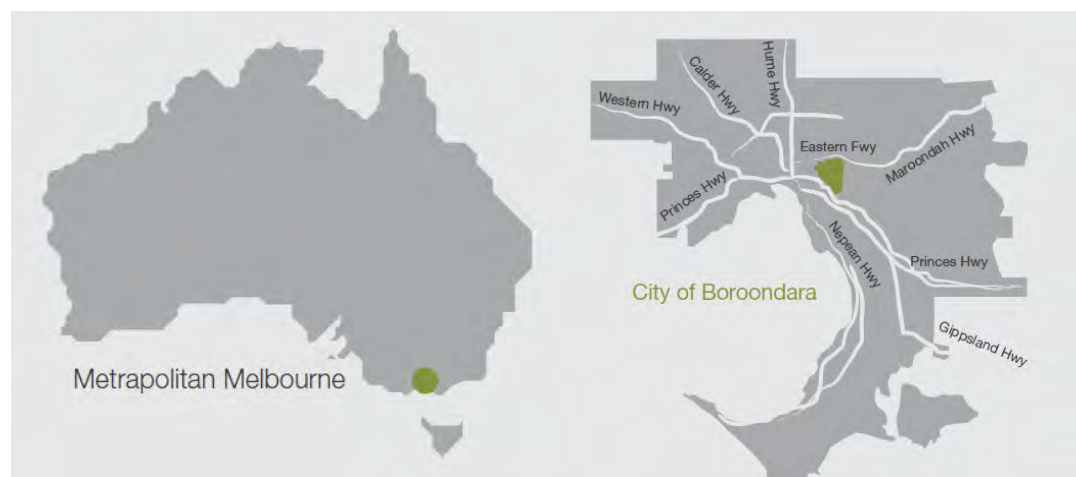
The City has extensive train, tram and bus transport routes, but still has areas without easy access to public transport. Our sustainable transport pathways continue to expand, with over 57km of on-road bicycle lanes on arterial and local roads. The City also has 31km of shared paths across major trails, including the Gardiners Creek, Anniversary/Outer Circle, Main Yarra and Koonung trails.

Open spaces

Boroondara has retained its green and leafy streets, parks and gardens due to water-wise and sustainable practices. The City is rich in its biodiversity and the array of flora and fauna; it has about 600 hectares of open space. 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>



A detailed map of the City and the ward boundaries is included on page 32.

Council offices

Camberwell office

8 Inglesby Road, Camberwell

Hawthorn Arts Centre

360 Burwood Road, Hawthorn

Kew Library

Corner Cotham Road and Civic Drive, Kew

Postal address

Private Bag 1
Camberwell VIC 3124

Website: www.boroondara.vic.gov.au

Telephone: 9278 4444

Email: boroondara@boroondara.vic.gov.au

Our Councillors

The City of Boroondara's 10 Council wards are represented by councillors, each elected by members of the community for a four-year term of office. The number of councillors was decided in consideration of equity of representation, the communities of interest, voter numbers and accountability to the community.

Ten 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 22 October 2016, the Boroondara community elected this Council for a four year term.



Cr Jane Addis, Mayor
Maling Ward

First elected: October 2012

T 9835 7845

M 0409 267 902

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



Cr Jim Parke
Bellevue Ward

First elected: October 2012

Mayor: 2015-16 and 2017-18

Mayor's office:

T 9278 4457

E 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



Cr Coral Ross
Gardiner Ward

First elected: March 2002

Mayor: 2007-08, 2013-14 and 2014-15

T 9835 7842

M 0438 005 225

E coral.ross@boroondara.vic.gov.au

Our Councillors (continued)



Cr Steve Hurd
Glenferrie Ward

First elected: October 2012

T 9835 7849

M 0417 708 182

E steve.hurd@boroondara.vic.gov.au



Cr Jack Wegman
Junction Ward

First elected: March 2002

Mayor: 2004-05, 2005-06, 2008-09, 2009-10 and 2012-13

T 9835 7843

E jack.wegman@boroondara.vic.gov.au



Cr Lisa Hollingsworth
Lynden Ward

First elected: October 2016

T 9835 7844

M 0417 908 485

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



Cr Cynthia Watson
Maranoa Ward

First elected: October 2016

T 9835 7846

M 0419 488 204

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



Cr Garry Thompson
Solway Ward

First elected: October 2016

T 9835 7847

M 0417 153 512

E garry.thompson@boroondara.vic.gov.au



Cr Phillip Healey
Studley Ward

First elected: November 2004

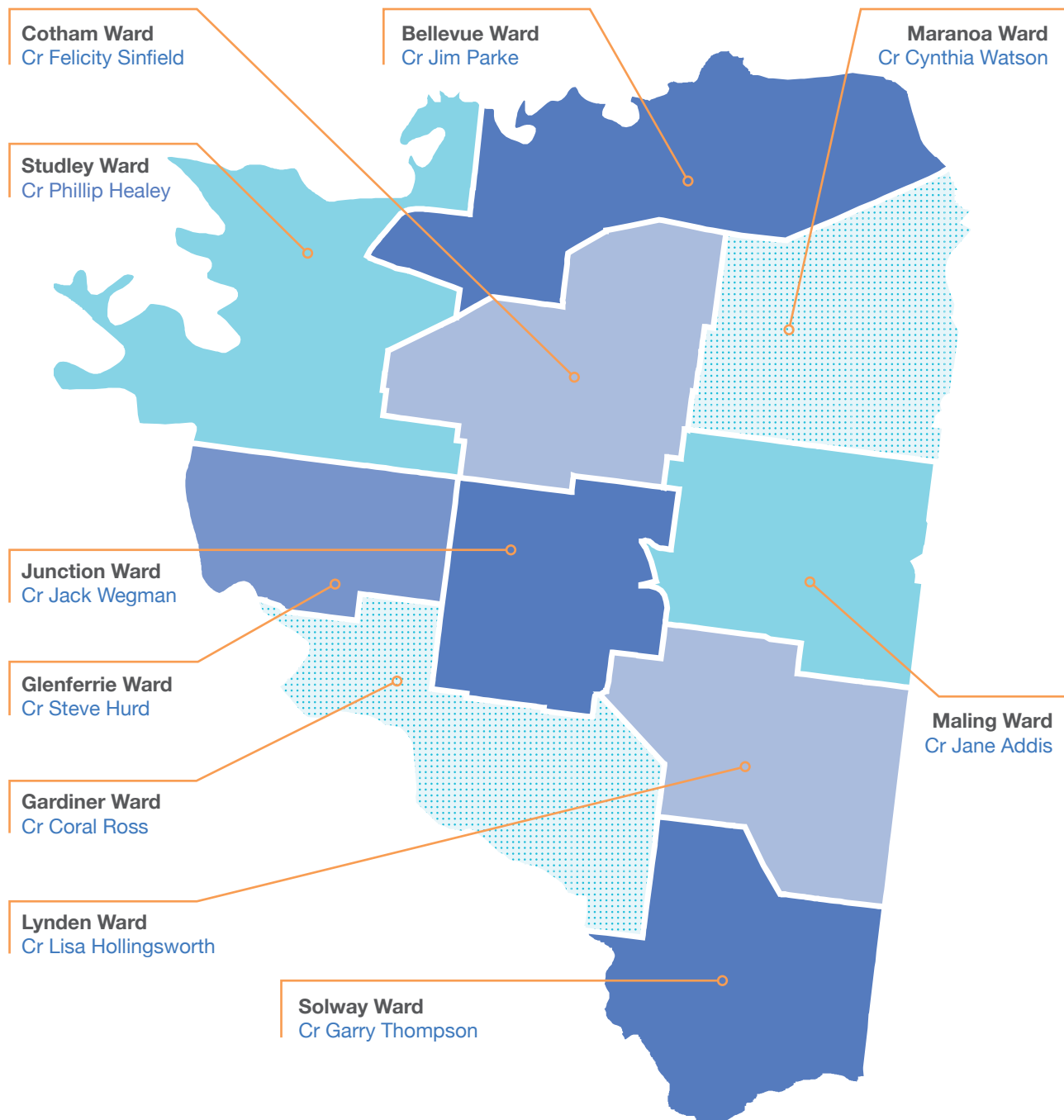
Mayor: 2006-07 and 2016-17

T 9835 7848

M 0437 374 773

E phillip.healey@boroondara.vic.gov.au

Council wards



City of Boroondara's 10 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.



Our people

- 33 Organisational structure
- 36 Council employees
- 37 Equal Opportunity Employment Program
- 37 Other employee matters



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 an executive manager form an Executive Leadership Team to lead the organisation:



Phillip Storer
Chief Executive Officer

T 9278 4455

Senior officers reporting directly to the Chief Executive Officer:



Shiran Wickramasinghe
Director City Planning

T 9278 4800

Areas of responsibility:

- Building services
- Economic Development
- Local laws
- Statutory planning
- Strategic planning



Carolyn McClean
Director Community Development

T 9278 4600

Areas of responsibility:

- Arts and cultural services
- Community planning and development
- Family, youth and recreation
- Finance and Corporate Planning
- Health, active ageing and disability services
- Library services



Bruce Dobson
Director Customer Experience and Business Transformation

T 9278 4300

Areas of responsibility:

- Customer First Program
- Chief Customer Office
- Chief Information Office
- Commercial and Property Services
- Internal Audit
- Legal Services

Senior officers reporting directly to the Chief Executive Officer:



Carolyn Terry (Acting)
Director Environment and Infrastructure

T 9278 4500

Areas of responsibility:

- Asset Management
- Environment and Sustainable Living
- Parks and Infrastructure
- Projects and Strategy
- Traffic and Transport



Gail Power (Acting)
Executive Manager People, Culture and Development

T 9278 4410

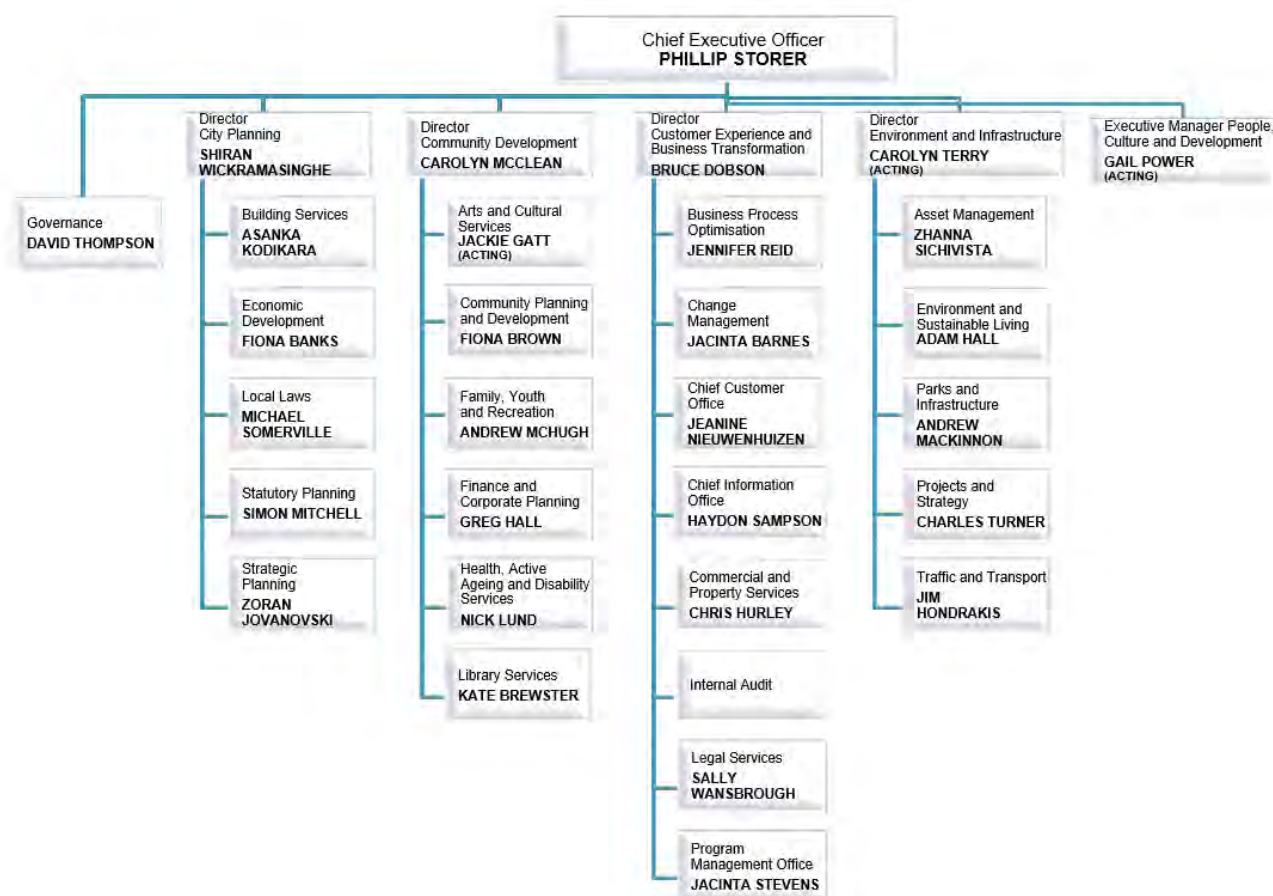
Areas of responsibility:

- Recruitment and selection
- Organisational development
- Learning and development
- Occupational Health and
- Safety (OHS)
- Equal opportunity
- Industrial relations
- Remuneration



The Senior Leadership Team (SLT) includes the Executive Leadership Team and all department managers. SLT 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 2019:



Council employees

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

Employment type/ gender	CEO's Office	City Planning	Community Development	Customer Experience and Business Transformation	Environment and Infrastructure	People, Culture and Development
Permanent FT - F	8.00	44.39	111.00	65.00	43.00	7.00
Permanent FT - M	2.00	53.64	28.84	57.00	161.28	7.00
Permanent PT - F	0.00	25.24	111.30	27.51	10.15	2.69
Permanent PT - M	0.00	12.14	13.31	1.74	2.57	0.84
Casual - Female	2.51	1.48	13.79	0.00	4.22	0.00
Casual - Male	0.14	2.55	2.39	0.47	0.90	0.14
Total	12.65	139.44	280.63	151.72	222.12	17.67

Legend: FT - Full time; PT - Part time; F - Female; M - Male.

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

Employment classification	Female FTE	Male FTE	Total FTE
Band 1	10.19	7.73	17.92
Band 2	1.05	3.32	4.37
Band 3	49.06	36.85	85.91
Band 4	106.90	31.28	138.18
Band 5	85.26	31.65	116.91
Band 6	82.56	46.00	128.56
Band 7	30.20	21.36	51.56
Band 8	26.95	19.27	46.22
Band not applicable	85.11	149.49	234.60
Total	477.28	346.95	824.23

Equal Employment Opportunity Program

Council has an Equal Employment Opportunity (EEO) Program designed to eliminate discrimination and promote equal opportunity.

Indicators that measure the effectiveness of the program and the results for the year are:

- Indicator: Percentage of employees undertaking Respectful Workplace Training (incorporating EEO). Target: 95%. Result: 95%
- Indicator: Number of contact officers to support staff. Target: 5 officers. Result: 5 officers
- Indicator: Number of Health Safety representatives across all sites. Target: 35 officers. Result: 35 officers

Contact details of EEO contact officers are published on the intranet and employee noticeboards to ensure all employees can access support.

Other employee matters

Culture Change

For the second year, there has been a strong focus on initiatives to evolve the culture of Boroondara and emphasise the role of leadership in driving cultural change. An important element of the program this year has been to link frameworks and expectations to the organisation values and leadership behaviour framework. The role of leadership in evolving cultural change has been highlighted in leadership forums and workshops; as well as the development of all senior leaders being a focus during the year.

Diversity and Inclusion

Council has been preparing a Diversity and Inclusion Plan to provide guidance and guidelines for all Council staff. Input into the plan was captured through a Council wide survey, and further considered with representation from all departments at a series of workshops. The Plan will have a 3-year action plan and commence in 2019-20.

Health, Safety and Wellbeing

Finalisation of the Occupational Health and Safety (OHS) Strategic Plan 2015-18 has established both a strong foundation and continuing pathway for significant improvement in the management of Health, Safety and Wellbeing (HSW) at Council. Consultation has commenced for the development of a new plan which will be completed in 2019-20. The OHS Strategic Plan has been integral in developing an informed proactive culture focussed on proactive risk management, safe design and injury prevention.

Some of the more significant risk management and injury prevention initiatives delivered have included HSW leadership training, department specific HSW plans, introduction of e-learning HSW module, continued delivery of onsite physiotherapy services and the introduction of new Employee Assistance Program (EAP) delivering an expanded suite of support services to leaders and employees. A monthly Health and Wellbeing program has contributed to significant and positive health and safety outcomes Council aims to achieve.

A heightened focus on health, safety and wellbeing over the past three years has translated into a reduction in injury and illness costs.

Work Experience Program

Council continues to be supportive to host work experience students during 2018-19. Work experience placements provide local year 10 secondary school students with enriching experiences in the workplace. In 2018-19, we undertook centralised administration for all prospective work experience placements and hosting all work experience students across various departments in designated one week blocks. The process provides efficient scheduling, placement, induction and work allocation processes; as well as providing a central point of communication for students and schools.



Our performance

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38	Council plan
39	How we are measured
40	Theme 1 - Your Community, Services and Facilities
51	Theme 2 - Your Parks and Green Spaces
53	Theme 3 - The Environment
57	Theme 4 - Neighbourhood Character and Heritage
61	Theme 5 - Getting around Boroondara
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Our performance

Planning and accountability

Council's short, medium and long term plans are influenced by community feedback, research and government policy.

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

The structure of Council's Planning Framework highlights the relationship between the Council Plan, the Annual Budget and service delivery. Refer to page 21 for further details.

Council Plan

Boroondara's Council Plan 2017-21 outlines our vision and strategic plan for the Council term. The Plan commits to long-term planning in building capacity in many areas, continuing to revitalise our City, focusing on our community services and delivering infrastructure and asset renewal projects.

The Budget 2018-19 outlines Council's commitments in support of the Strategic Objectives and other adopted strategies and plans.

The Council Plan 2017-21 was revised in June 2018 to align with the community priorities identified through extensive consultation in the Boroondara Community Plan 2017-27, Council's key strategic document that sets out the 10-year vision for the City's future.

This annual report documents the delivery of Council's seven Themes and seven Strategic Objectives supported by commitments detailed in the Council Plan 2017-21 and the Budget 2018-19. The documents were adopted by Council in June 2018.

Themes	Strategic Objective
Your Community, Services and Facilities	– Community services and facilities are high quality, inclusive and meet a variety of needs now and into the future.
Your Parks and Green Spaces	– Inviting and well-utilised community parks and green spaces.
The Environment	– Our natural environment is healthy and sustainable for future generations.
Neighbourhood Character and Heritage	– Protect the heritage and respect the character of the City to maintain amenity and liveability whilst recognising the need for appropriate, well-designed development for future generations.
Getting Around Boroondara	– Travel options that are connected, safe, accessible, environmentally sustainable and well-designed.
Your Local Shops and Businesses	– A vibrant local economy and shops that are accessible, attractive and a centre of community life.
Civic Leadership and Governance	– Ensure that ethical, financial and socially responsible decision making reflects community needs and is based on principles of accountability, transparency, responsiveness and consultation.

How we are measured


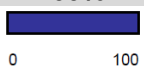






Our performance is reported against each theme in four ways:




1. Results of Strategic Indicators in the Council Plan.
2. Progress of major initiatives and commitments in the Budget.
3. Performance of services funded in the Budget.
4. Results of prescribed service performance indicators and measures.

Theme 1:











Your Community, Services and Facilities















Results of Strategic Indicators in the Council Plan:

Strategic Indicator	2017-18 Result	2018-19 Forecast	2018-19 Result	2019-20 Forecast
Strategic Objective Community services and facilities are high quality, inclusive and meet a variety of needs now and into the future.				
Overall participation in library services (includes loans, returns, visits, program attendances, e-books and audio loans, enquiries, reservations, Wi-Fi and virtual visits).	5,713,726	6,000,000	10,144,240 	10,000,000
<i>Comment: The forecast data provided for 2018-19 did not include unique catalogue hits. This data can now be included due to improved data collection methods.</i>				
Participation in first MCH home visit (percentage of infants enrolled in the MCH service who receive the first MCH home visit)	99%	95%	100% 	95%
Satisfaction with recreational facilities.	78	75	86 	78
Number of community organisations funded through the Community Strengthening Grants Program which includes, individual, annual and triennial grants	166	155	186 	155
Numbers of community groups using council facilities directly under a lease or licence agreement	187	187	188 	189
Food safety assessments (percentage of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment)	100%	100%	100% 	100%
Proportion of infants born who receive primary immunisations	94%	95%	96% 	95%
Percentage of graffiti removed from Council owned assets within one business day of notification.	95%	95%	97% 	95%

Strategic Indicator	2017-18 Result	2018-19 Forecast	2018-19 Result	2019-20 Forecast
Number of arts and cultural community events delivered by Council	175	140	157 	150
Number of young people attending Youth Services programs or services	4,664	4,200	4,990 	4,200
<i>Comment: Figures are calculated by the number of contacts with young people through programs and services of Boroondara Youth Services.</i>				
Number of people participating in active ageing programs and events	1,168	1,000	2,774 	1,200
<i>A number of events were held during this reporting period, including Seniors Week events; Centenarian events and Christmas event for people who are socially isolated.</i>				

Progress of commitments in the Budget:

Our Major Initiatives/Commitments	Responsible Directorate	Status
Major Initiative		
1.8 Commence construction of the new Camberwell Community Centre at 33-35 Fairholm Grove to provide additional space and underground parking to cater for existing programs and future demand.		
Commitments		
1.1 Inform the development and renewal of community facilities by analysing population trends with facility use data to prioritise investment in Council's facilities and meet the needs of the community.		
1.2 Commence the delivery of services at the Greythorn Community Hub to increase community access to childcare, maternal child health, library services, and neighbourhood house programs in the north east region of the City.		
1.3 Develop the Active Ageing Hub, an online platform for older adults, to increase local health and wellbeing information best suited to them.		
1.4 Construct a new community garden in Earl Street Kew, so that the local community has a place to gather, socialise, learn new skills and grow their own fresh fruit and vegetables.		

Our Major Initiatives/Commitments	Responsible Directorate	Status
1.5 Hold a series of workshops in partnership with neighbourhood houses aimed at increasing the range of life-long learning opportunities for residents of all ages.		
1.6 Promote the City's arts and culture venues as tourist attractions for locals and visitors.		
1.7 In partnership with the Boroondara Community Safety Advisory Committee and Victoria Police, advocate and respond to community safety issues, through community events, projects and education.		
1.9 Respond to the Australian Government strategy for Protecting Crowded Places from Terrorism, in partnership with Victoria Police.		
1.10 Develop the new Balwyn Park Tennis and Community Facility to provide space for broad community use, including the Deepdene U3A as well as additional open space through relocation of the existing tennis facilities to the disused former bowls site.		
1.11 Work in partnership with the Hawthorn Makers Market to establish their presence at the Hawthorn Arts Centre, by holding monthly evaluation meetings to consider future stallholders and event management to increase the patronage and vibrancy of the market.		
1.12 Improve casual access to tennis courts via the provision of 'book a court technology'.		

Performance of services funded in the Budget:

Service category	Description	Net Cost Actual <u>Budget</u> Variance \$'000
Arts and Cultural Services	<ul style="list-style-type: none"> arts and cultural initiatives and programs, such as exhibitions, festivals and events programs and manages Council's art facilities at the Town Hall Gallery, Kew Court House, Hawthorn Arts Centre and other community spaces provides flexible spaces for community hire, including meetings, community events, private bookings and conference facilities presents exhibitions including the collection of artworks in the Town Hall Gallery provides funding support for community arts and culture groups through funding, advice and advocacy. 	\$2,634 <u>\$2,433</u> \$201

Service category	Description	Net Cost Actual <u>Budget</u> Variance \$'000
Asset Management	<ul style="list-style-type: none"> provides proactive inspections of Council assets to ensure service standards are maintained manages an integrated asset management system to support the ongoing management and renewal of the community's assets develops and updates the five-year renewal program develops the financial forecast for assets for Council's long-term financial strategy promotes occupational health and safety on Council worksites manages Council's street lighting provides specialist knowledge for planning and subdivision permit referrals and development approvals. 	\$3,262 <u>\$3,422</u> (\$160)
Community Planning and Development	<ul style="list-style-type: none"> aims to enhance the health, wellbeing and safety of residents 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 works actively within the community on key community development activities, including men's shed and major projects provides support, advice and assistance to neighbourhood houses develops policies, strategies and plans that address community priorities monitors, forecasts and analyses community change and wellbeing undertakes extensive community research on behalf of Council departments and the community manages the Boroondara Community Grants Program of annual and operational triennial grants and the registered rooming house subsidy promotes, supports and assists the development of volunteering and civic participation through the Boroondara Volunteer Resource Centre Advocacy and project work to support community safety. 	\$3,118 <u>\$3,256</u> (\$138)

Service category	Description	Net Cost Actual <u>Budget</u> Variance \$'000
Family, Youth and Recreation	<ul style="list-style-type: none"> operates the Boroondara Maternal and Child Health support programs and services, Kindergarten Central Enrolment Scheme, Kew Traffic School, and the Boroondara 360 Youth Resource Centre undertakes strategic planning and policy development to facilitate access to active participation opportunities for the Boroondara community facilitates training and support for service providers and voluntary committees of management for early years and youth services and sport and recreation provides support and information, services and programs to young people and their families, sport and recreation groups and organisations to enhance health and wellbeing facilitates the development of integrated and coordinated services for children, young people and their families, sport and recreation clubs and organisations supports the inclusion of children into four-year old kindergarten programs through the provision of the Preschool Field Officer Program 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 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 and BMX Park manages leases for 87 facilities to sport and recreation groups, early years management operators and early years committees of management. 	\$2,167 <u>\$2,155</u> \$12
Health, Ageing and Disability Services	<ul style="list-style-type: none"> coordinates public health services including immunisation and environmental health provides home support services via the Active Service Model approach including home, personal and respite care, food services and property maintenance provides volunteer and community transport, and social support (including events and planned activity groups) coordinates emergency management (recovery) across the municipality manages Canterbury Memorial Home Units (23 independent living units) undertakes strategy and development with a focus on positive ageing and disability (including Metro Access). 	\$3,281 <u>\$4,363</u> (\$1,082)
Infrastructure Services	<ul style="list-style-type: none"> maintains the City's infrastructure including buildings, footpaths and roads, shopping centres, street furniture and signs. 	\$10,281 <u>\$9,180</u> \$1,101

Service category	Description	Net Cost Actual <u>Budget</u> Variance \$'000
Library Services	<ul style="list-style-type: none"> provides a large range of relevant, contemporary library collections and services: across five libraries, online and via home library services with a library 'lounge' opening in the Greythorn Community Hub provides welcoming community spaces for individual and group study, reflection, activity and discovery promotes, advocates for and supports literacy development, reader development, lifelong learning, creative and intellectual development provides family, children and adult library programs and activities creates enthusiasm for local and family history research and discovery creating connections with our local heritage provides opportunities to explore, learn and use new and emerging technology 	\$8,217 <u>\$7,986</u> \$231
Local Laws	<ul style="list-style-type: none"> delivers proactive patrol programs to maintain and promote safety and harmony within the community delivers administrative and field services in amenity and animal management delivers educational programs in responsible pet ownership, road safety, amenity regulation and fire prevention develops, implements and reviews appropriate local laws to achieve a safe and liveable environment 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 	\$1,274 <u>\$1,213</u> \$61
Sportsgrounds	<ul style="list-style-type: none"> works with over 300 sports clubs, across 23 sports codes at over 100 sports facilities/grounds. 	\$2,023 <u>\$1,886</u> \$137
Projects and Strategy	<ul style="list-style-type: none"> develops, manages, reports and delivers the approved Environment and Infrastructure Capital Works and Building Renewal programs ensuring best value for money provides project management and technical advice on Council's projects and infrastructure assets manages the capital works programs and reporting to successfully deliver projects on time and within budget investigates and develops strategic solutions for major stormwater issues, Council buildings and infrastructure assets encourages and develops innovative design into quality outcomes. 	\$3,299 <u>\$3,288</u> \$11

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

Service/indicator/measure	Results				Comments/Material variations
	2016	2017	2018	2019	
Animal management					
Timeliness Time taken to action animal management requests (Number of days between receipt and first response action for all management related requests)	3.53	3.86	2.43	1.42	Further system enhancements have enabled improved reliability and accuracy in capturing events that directly impact responses to requests.
Service standard Animals reclaimed (Number of animals reclaimed / Number of animals collected) x 100	43%	64%	44%	51%	
Service cost Cost of animal management service (Direct cost of the animal management service / Number of registered animals)	\$59	\$62	\$64	\$72	The Local Laws department was reviewed in 2018-19 to better reflect the allocation of animal management costs resulting in a shift in expenditure between cost centres.
Health and safety Animal management prosecutions (Number of successful animal management prosecutions).	14	3	17	6	A reduction in the number of serious dog attacks in 2018-19 resulted in less animal management prosecutions.
Aquatic Facilities					
Satisfaction User satisfaction with aquatic facilities. (Defined as the satisfaction of users with the aquatic facility)	91%	87%	87%	85%	

Service/indicator/measure	Results				Comments/Material variations
	2016	2017	2018	2019	
Service standard Health inspections of aquatic facilities (Number of authorised officer inspections of Council aquatic facilities / Number of Council aquatic facilities)	2	2	1.75	2	
Reportable safety incidents at aquatic facilities (Total number of WorkSafe reportable aquatic facility safety incidents)	2	5	4	4	
Service cost Cost of indoor aquatic facilities (Direct cost of indoor aquatic facilities less income received / Number of visits to outdoor aquatic facilities)	-\$0.81	-\$1.01	-\$0.82	-\$0.88	
Cost of outdoor aquatic facilities (Direct cost of outdoor aquatic facilities less income received / Number of visits to outdoor aquatic facilities)	N/A	N/A	N/A	N/A	
Utilisation Utilisation of aquatic facilities (Number of visits to aquatic facilities / Municipal population)	13	14	14	15	
Food safety					
Timeliness 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	1.6*	1.7**	1.7***	From 1 July 2016, this indicator is reported by calendar year. Previously this was reported by financial year.

Service/indicator/measure	Results				Comments/Material variations
	2016	2017	2018	2019	
Service standard 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 Food Act 1984 / Number of registered class 1 food premises and class 2 food premises that require an annual food safety assessment in accordance with the Food Act 1984) x 100	100%	100%*	100%**	100%***	From 1 July 2016, this indicator is reported by calendar year. Previously this was reported by financial year.
Service cost Cost of food safety service (Direct cost of the food safety service / Number of food premises registered or notified in accordance with the Food Act 1984)	\$403	\$444	\$398	\$351	
Health and safety 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%	98%*	99%**	99%***	From 1 July 2016, this indicator is reported by calendar year. Previously this was reported by financial year.
Maternal and Child Health					
Satisfaction Participation in first MCH home visit (Number of first MCH home visits / Number of birth notifications received) x 100	104%	100%	99%	100%	

Service/indicator/measure	Results				Comments/Material variations
	2016	2017	2018	2019	
Service standard Infant enrolments in MCH service (Number of infants enrolled in the MCH service (from birth notifications received) / Number of birth notifications received) x 100	97%	102%	101%	101%	
Service cost Cost of the MCH service (Cost of the MCH service / Hours worked by MCH nurses)	\$70	\$71	\$72	\$71	
Participation 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	80%	79%	80%	83%	
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	75%	100%	96%	88%	Children aged between 2.5 and 3.4 years are not required to attend Maternal and Child Health Services unless they have additional needs.
Libraries					
Utilisation Library collection usage (Number of library collection item loans / Number of library collection items)	5	5	5	5	
Resource standard Standard of library collection (Number of library collection items purchased in the last 5 years / Number of library collection items) x 100	52%	49%	51%	51%	
Service cost Cost of library service (Direct cost of the library service / Number of visits)	\$7	\$7	\$8	\$8	

Service/indicator/measure	Results				Comments/Material variations
	2016	2017	2018	2019	
Participation Active library members (Number of active library members / Municipal population) x 100	24%	26%	25%	27%	

* 2016 calendar year result




** 2017 calendar year result

*** 2018 calendar year result









Theme 2:











Your Parks and Green Spaces

Results of Strategic Indicators in the Council Plan:

Strategic Indicator	2017-18 Result	2018-19 Forecast	2018-19 Result	2019-20 Forecast
Strategic Objective Inviting and well-utilised community parks and green spaces.				
Customer Satisfaction survey, measures user satisfaction with a range of parks in Boroondara, benchmarked with participating councils	83%	80%	82% 	80%
Satisfaction with appearance of public areas	78	78	80 	78
Cost to maintain park turf per hectare	\$4,592	\$3,400	\$4,720 	\$4,754
<i>Comment: There was an error in denominator figure when calculating the 2018-19 forecast. The adjusted 2018-19 forecast with accurate denominator is \$4,638.</i>				

Progress of commitments in the Budget:

Our Major Initiatives/Commitments	Responsible Directorate	Status
Major Initiative		
2.1 Upgrade playgrounds at Canterbury Sports Ground, Ferndale Park and Gordon Street Reserve to provide high quality, safe and diverse play opportunities for children and families.		
Commitments		
2.2 Consider opportunities to create green space and provide underground parking as appropriate, in planning for capital projects.		
2.3 Explore opportunities to enter into joint use agreements, particularly with State Government property owners, which provide enhanced community access.		
2.4 Provide online information about family friendly playground facilities and infrastructure in Boroondara.		

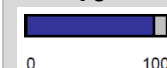


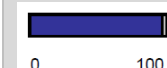

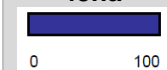
Our Major Initiatives/Commitments	Responsible Directorate	Status
2.5 Implement a pilot community pet expo to promote and support responsible pet ownership and provide a social opportunity for pet owners.		
2.6 Implement year one actions from the Field Sports Strategy to improve Council's assets and facilities to meet the current and future needs of the community.		
2.7 Implement additional shade measures at District Playgrounds located at Ferndale Park and Canterbury Sports Ground, as outlined in the recently adopted Shade Policy.		
2.8 Manage and maintain our tree assets into the future, by implementing the 2018-19 actions from the Tree Strategy Action Plan.		
2.9 Commence construction of a synthetic surface to increase participation in active sport.		

Performance of services funded in the Budget:













Service category	Description	Net Cost Actual Budget Variance \$'000
Infrastructure Services	<ul style="list-style-type: none"> manages bookings, events and applications associated with Boroondara's parks, gardens, reserves, sportsgrounds and pavilions manages and maintains built assets including playgrounds, barbeques, drinking fountains, park furniture, bins, fences and signs manages and maintains the Freeway Golf Course. 	\$1,978 <u>\$1,981</u> (\$3)
Parks and Gardens	<ul style="list-style-type: none"> manages and maintains Boroondara's parks, gardens and biodiversity sites maintains a significant and highly valued urban forest of street and park trees. 	\$11,157 <u>\$11,079</u> \$78
Environment and Sustainable Living	<ul style="list-style-type: none"> provides landscape design and urban design services to promote use, function and enjoyment of outdoor spaces by the community. 	\$555 <u>\$589</u> (\$34)

Theme 3: The Environment

Results of Strategic Indicators in the Council Plan:

Strategic Indicator	2017-18 Result	2018-19 Forecast	2018-19 Result	2019-20 Forecast
Strategic Objective				
Our natural environment is healthy and sustainable for future generations.				
Satisfaction with waste management	83	81	73 	77
<i>Comment: The drop in satisfaction correlates with external sector-wide issues regarding the processing of recycling materials.</i>				
Satisfaction with environmental sustainability	76	66	64 	65
<i>Comment: The result of 64 is within the margin of error (+/- 4.4%) of the survey.</i>				
Volume of harvested water (rain and stormwater) re-used within Council buildings and open space irrigation.	5ML	5ML	3ML 	6ML
<i>Comment: The lower than expected result was mainly due to a system fault resulting in damage to water harvesting treatment infrastructure at Hawthorn Aquatic & Leisure Centre and lower than expected use of Grace Park system due to power surge between maintenance visits which shut the system down for 3 months.</i>				
Tonnes of CO2 emissions from energy used in all Council-owned and operated buildings, street lighting, Council fleet, taxi and air travel. <i>Note: Information reported with a one year lag.</i>	22,483	Less than 22,500 tCO2e	22,826 tCO2e 	Less than 22,000 tCO2e
<i>Comment: Council's greenhouse gas emissions have increased from the previous financial year due to a combination of expanded building footprint and services along with higher usage and occupancy levels at Council facilities. Savings from the Energy Performance Contract Project will be realised in next year's result.</i>				
Kerbside collection waste diverted from landfill (percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill)	49%	48%	49% 	48%
Area of land managed for biodiversity (hectares)	N/A	42.8ha	43ha 	43.1ha

Progress of commitments in the Budget:

Our Major Initiatives/Commitments	Responsible Directorate	Status
Major Initiative		
3.3 Reduce greenhouse gas emissions and energy costs at Council buildings by implementing low emission technologies and energy efficiency upgrades identified in Council's Energy Performance Contract.		
Commitments		
3.1 Deliver Council's award winning Living for our Future program, focusing on healthy and sustainable themes such as saving water and energy, and enhancing the natural environment.		
3.2 Complete a review of Council's Significant Tree register, to assist in maintaining and protecting significant trees within the municipality.		
3.4 Design and construct the remaining priority stormwater harvesting and reuse projects (rain gardens and wetlands), so that we reduce pollution to the Yarra River, create wildlife habitat and improve local amenity.		
<i>Comment: Tender for construction of a raingarden at Gordon Barnard Reserve was completed during March 2019, with construction costs exceeding allocated budget. Officers have briefed Councillors about this budget shortfall and opportunities to address this. Subject to Councillor endorsement of the proposed approach, construction will occur during the first half of financial year 2019-20.</i>		
3.5 Reduce heatwave associated risks within the City to assist, educate and alert vulnerable community members of a declared heatwave to enhance their resilience to such an event.		
3.6 Commence the process of introducing a Special Building Overlay to identify properties at risk of flooding during a 1 in 100 year storm event.		

Performance of services funded in the Budget:

Service category	Description	Net Cost Actual Budget Variance \$'000
Environment and Sustainable Living	<ul style="list-style-type: none"> helps the Boroondara community to live more sustainably in response to emerging environmental challenges (e.g. climate change, water shortage, biodiversity conservation) promotes sustainability within built and natural environments in Boroondara develops and implements policies and strategies that set direction in environmental management, public space improvements, conservation of natural resources and sustainable development builds the capacity of Council to integrate environmental and sustainability issues into our buildings and public space improvements, daily operations and decision-making processes. 	\$1,091 \$1,066 \$25
Waste and Recycling	<ul style="list-style-type: none"> manages waste services, including kerbside bin based waste, green and recycling collections and hard waste collection service operates the Boroondara Recycling and Waste Centre. maintains the City's drainage 	\$19,817 \$21,135 (\$1,318)
Parks and Gardens	<ul style="list-style-type: none"> maintain and manage the City's biodiversity implement the street tree planting program. 	\$1,532 \$1,638 (\$106)
Drainage Management	<ul style="list-style-type: none"> implements strategies and engineering solutions for drainage issues manages permits relating to the asset protection local law and storm water drainage. 	\$381 \$369 \$12
Statutory Planning	<ul style="list-style-type: none"> administers Council's Tree Protection Local Law and assesses applications for tree removal. 	\$77 \$255 (\$178)

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

of material variation.




Service/indicator/measure	Results				Comments/Material variations
	2016	2017	2018	2019	
Waste Collection					
Satisfaction	180	168	197	211	
Kerbside bin collection requests (Number of kerbside garbage and recycling bin collection requests / Number of kerbside bin collection households) x 1,000					

Service/indicator/measure	Results				Comments/Material variations
	2016	2017	2018	2019	
Service standard Kerbside collection bins missed (Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts)	5	4	6	6	
Service cost Cost of kerbside garbage bin collection service (Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins)	\$119	\$120	\$122	\$124	
Cost of kerbside recyclables bin collection service (Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins)	\$34	\$33	\$47	\$75	The cost of recycling increased as a result of necessary recycling contract adjustments made due to ongoing recycling sector issues.
Waste diversion 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	48%	49%	49%	49%	







Theme 4:


Neighbourhood Character and Heritage

Results of Strategic Indicators in the Council Plan:

Strategic Indicator	2017-18 Result	2018-19 Forecast	2018-19 Result	2019-20 Forecast
Strategic Objective Protect the heritage and respect the character of the City to maintain amenity and liveability whilst recognising the need for appropriate, well-designed development for future generations.				
Number of complaints regarding Neighbourhood Character and Heritage (excluding objections to planning permit applications and submissions to strategic planning projects)	N/A	50	55 	50
<i>Comment: A number of complaints received in 2018-19 relates to significant community concern about the potential loss of 337 Auburn Road, Hawthorn. The issue relates to a decision made by the Minister for Planning to introduce a planning permit exemption in the Boroondara Planning Scheme, which would have allowed the heritage property to be demolished. This is despite an interim Heritage Overlay being introduced to the property in 2019. Council successfully advocated for the removal of the planning permit exemption, preventing the loss of the dwelling.</i>				
Percentage of 'Demolition Consents' under Section 29A of the Building Act by Building Services checked within 15 business days	100%	100%	100% 	100%
Proportion of the City investigated with a heritage gap study which identify Boroondara's heritage properties and precincts	N/A	50%	50% 	100%

Progress of commitments in the Budget:

Our Major Initiatives/Commitments	Responsible Directorate	Status
Major Initiative		
4.3 Protect the City's heritage by continuing a municipal wide heritage assessment of all properties not currently subject to a heritage overlay in the Boroondara Planning Scheme.		
Commitments		
4.1 Review Boroondara's Neighbourhood Character Precinct Statements in response to the introduction of the Reformed Residential Zones.		
4.2 Advocate to the State Government to gain greater control over planning decisions to protect Boroondara's character and amenity.		

Our Major Initiatives/Commitments	Responsible Directorate	Status
4.4 Review the Camberwell Junction Structure Plan and introduce planning controls to ensure appropriate development in the centre.		
<i>Comment: This is a two year project. The first year action to review the Camberwell Junction Structure Plan has been completed. This review identified deficiencies in content and a need for update. The second year will see the formulation of a revised structure plan followed by the implementation of planning controls.</i>		
4.5 Investigate the introduction of an Environmentally Sustainable Design Policy to the Boroondara Planning Scheme to facilitate sustainable development.		
4.6 Provide education to owners and developers about heritage overlays to increase a culture of custodianship.		
4.7 Engage in the reform of the Victoria Planning Provisions with an emphasis on retaining and enhancing local planning policies and controls which protect the City's heritage, character and amenity.		

Performance of services funded in the Budget:

Service category	Description	Net Cost Actual <u>Budget</u> Variance \$'000
Building Services	<ul style="list-style-type: none"> encourages desirable building design outcomes for amenity protection and to maintain consistent streetscapes assesses building permit applications, conducts mandatory inspections and issues occupancy permits/final certificates for buildings and structures provides property hazard and building permit history information to designers, solicitors, private building surveyors and ratepayers conducts property safety inspections including fire safety audits on high risk buildings and pool and spa safety barrier compliance inspections to ensure a safer built environment administers and enforces the <i>Building Act 1993</i> and Regulations including investigation of illegal and dangerous buildings to ensure public and occupant safety provides building regulatory and technical advice to residents and ratepayers. 	\$451 <u>\$697</u> (\$246)

Service category	Description	Net Cost Actual <u>Budget</u> Variance \$'000
Statutory Planning	<ul style="list-style-type: none"> processes and assesses planning applications in accordance with the <i>Planning and Environment Act 1987</i>, the Boroondara Planning Scheme and Council policies provides advice about development and land use proposals as well as providing information to assist the community in its understanding of these proposals investigates non-compliances with planning permits and the Boroondara Planning Scheme and takes appropriate enforcement action when necessary assesses applications to subdivide land or buildings under the <i>Subdivision Act 1988</i> defends Council planning decisions at the Victorian Civil and Administrative Tribunal. 	\$3,126 <u>\$3,444</u> (\$318)
Strategic Planning	<ul style="list-style-type: none"> advocates for and prepares land use policy and standards within the context of Victorian state policy promotes sustainable design and development and heritage conservation manages the Municipal Strategic Statement develops policies and plans to guide land use and development. 	\$1,559 <u>\$1,805</u> (\$246)







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

Service/indicator/measure	Results				Comments/Material variations
	2016	2017	2018	2019	
Statutory Planning					
Timeliness Time taken to decide planning applications (The median number of days between receipt of a planning application and a decision on the application)	78	89	105	-	PPARS data not available for Quarter 3 and 4.
Service standard 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	70%	64%	60%	-	PPARS data not available for Quarter 3 and 4.





Service/indicator/measure	Results				Comments/Material variations
	2016	2017	2018	2019	
Service cost Cost of statutory planning service (Direct cost of the statutory planning service / Number of planning applications received)	\$2,846	\$3,238	\$3,472	-	PPARS data not available for Quarter 3 and 4.
Decision making 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	61%	52%	52%	41%	Changes to processes at the Victorian Civil and Administrative Tribunal have seen greater emphasis being placed on mediation. The majority of Boroondara planning appeals are now subject to Compulsory Conferences. Council has had significant success in negotiating changes to proposals, in many cases, addressing Council and community concerns. When these are added to the percentage of decisions not set aside, Council's success rate at VCAT was 72% for the year.













Theme 5: Getting Around Boroondara

Results of Strategic Indicators in the Council Plan:

Strategic Indicator	2017-18 Result	2018-19 Forecast	2018-19 Result	2019-20 Forecast
Strategic Objective Travel options that are connected, safe, accessible, environmentally sustainable and well-designed.				
Satisfaction with sealed local roads	73	71	71 	73
Satisfaction with local shared paths for cycling and walking as a way to get around Boroondara	N/A	60	67 	67
Sealed local roads maintained to condition standards (percentage of sealed local roads that are below the renewal intervention level set by Council and not requiring renewal)	97%	98%	98% 	98%
Percentage completion of six-monthly defect inspections on Council roads and footpaths in higher risk locations	99%	99%	100% 	99%
Percentage of footpath defects remediated within the timeframes specified in the Road Management Plan	N/A	95%	96% 	95%
Number of traffic counts and surveys	168	150	196 	150

Progress of commitments in the Budget:

Our Major Initiatives/Commitments	Responsible Directorate	Status
Major Initiative		
5.7 Advocate for Option C (direct connection from the M80 to EastLink) and provide technical input to the North East Link project to help minimise the impacts on the Boroondara community.		
Commitments		
5.1 Improve specified Council managed pedestrian signals and traffic management treatments to ensure they meet current standards.		

Our Major Initiatives/Commitments	Responsible Directorate	Status
5.2 Advocate for new public transport services and improvements to service frequencies and enhance community transport options.		
5.3 Provide paths and infrastructure on Council managed land and advocate for walking and cycling initiatives on arterial roads to increase active and environmentally sustainable travel options for the community.		
5.4 Progressively implement recommendations from the school crossing infrastructure audit to provide safe and accessible crossings for the school community.		
5.5 Undertake a safety audit on the Gardiners Creek Trail to maintain and improve the amenity for pedestrians and cyclists.		
5.6 Implement actions from the Integrated Transport Strategy, Road Safety Strategy, Walkability Studies and Access Plans to improve community safety and accessibility.		
5.8 Conduct the review of the Boroondara Bicycle Strategy to ensure appropriate opportunities for on and off road cycling and improvement of Boroondara's bicycle network.		
<i>Comment: There was a need to seek further direction from councillors on the scope of the review. The review of the strategy commenced later than intended. Consultant tender submissions considered and consultant appointed. Consultation planned for late 2019 with review planned to be completed during the 2019-20 financial year.</i>		

Performance of services funded in the Budget:

Service category	Description	Net Cost Actual Budget Variance \$'000
Road Maintenance and Repair	<ul style="list-style-type: none"> road reinstatements following works and developments undertake road micro-surfacing and line marking 	\$1,076 <u>\$1,188</u> (\$112)
Local Laws	<ul style="list-style-type: none"> delivery of the School Crossing Supervision program through the provision of supervision at school crossings and the overall management and administration of the program delivers administrative and field services in parking management. 	(\$7,656) <u>(\$8,880)</u> \$1,224

Service category	Description	Net Cost Actual <u>Budget</u> Variance \$'000
Traffic and Transport	<ul style="list-style-type: none"> develops, assesses and implements engineering solutions that address the amenity of residential and commercial areas implements parking and traffic management strategies assesses traffic and parking implications of planning permit and rezoning applications assesses lane and parking bay occupation applications, street party applications and road closure applications investigates black spot accident locations and develops remedial treatments coordinates and implements sustainable transport initiatives including car share, green travel plans and a variety of active transport programs 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 advocates for improvements to public transport and sustainable transport initiatives develops feasibility studies and grant applications to state and federal authorities for accident black spot locations and pedestrian and bicycle improvement projects provides strategic transport planning advice and develops associated studies assesses high and heavy vehicle route applications. 	\$517 <u>\$807</u> (\$290)

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





of material variation:					
Service/indicator/measure	Result				Comments/Material variations
	2016	2017	2018	2019	
Roads					
Satisfaction Sealed local road requests (Number of sealed local road requests / Kilometres of sealed local roads) x 100	70	92	91	63	In 2018-19 we received fewer complaints regarding conditions of roads. This could be due to better maintenance or recent targeted renewals.
Condition Sealed local roads below the intervention level (Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads) x 100	98%	98%	97%	98%	

Service/indicator/measure	Result				Comments/Material variations
	2016	2017	2018	2019	
Service cost					
Cost of sealed local road reconstruction (Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed)	\$85	\$86	\$93	\$91	
Cost of sealed local road resealing (Direct cost of sealed local road resealing / Square metres of sealed local roads resealed)	\$16	\$20	\$24	\$20	
Satisfaction					
Satisfaction with sealed local roads (Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads).	73	71	73	71	





Theme 6:

Your Local Shops and Businesses

Results of Strategic Indicators in the Council Plan:

Strategic Indicator	2017-18 Result	2018-19 Forecast	2018-19 Result	2019-20 Forecast
Strategic Objective A vibrant local economy and shops that are accessible, attractive and a centre of community life.				
Community satisfaction with the quality of streetscapes in shopping centres, as a key means of attracting and retaining shops and businesses	N/A	60	55 	55
<i>Comment: The 2018-19 forecast (60) was set in early 2018 with no historic data available at the time. The 2018-19 result (55) will be used as the benchmark for future forecasts.</i>				
Number of proactive strip shopping centre maintenance inspections completed	202	230	1,041 	1,000
<i>Comment: The 2018-19 result is higher than forecasted due to the introduction of new service crews to replace the previous service for the proactive inspection of our shopping precincts.</i>				
Number of members of the Boroondara Business Network	1,115	1,200	1,238 	1,200
Number of participants in Council's business training activities	1,457	1,500	1,543 	1,500

Progress of commitments in the Budget:

Our Major Initiatives/Commitments	Responsible Directorate	Status
Major Initiative		
6.7 Implement the Laneway Strategy by revitalising Glenferrie Place, Hawthorn, to improve pedestrian accessibility and provide greater opportunities for people to stop, rest and socialise.		
Commitments		
6.1 Implement streetscape improvements works at Cookson Street Camberwell, to improve the vitality of our local strip shopping centres for local traders and the community.		
<i>Comment: Design has been completed, but implementation delayed due to issue regarding maintenance responsibilities of existing privately owned building basement skylights within the footpath. Council is negotiating with property owners to restore heritage glass tiles. Construction drawing package has been completed and the project has received VicRoads approval. Project due to be constructed in the 2019-20 financial year.</i>		

Our Major Initiatives/Commitments	Responsible Directorate	Status
6.2 Support home based and micro businesses by developing programs that encourage innovative practices.		
6.3 Encourage Neighbourhood Shopping Centres to undertake consumer research to help understand customer needs, including requirements for delivery services and opening hours.		
6.4 Implement the Christmas in Boroondara program to promote the vitality of the City's shopping centres and support a festive community spirit.		
6.5 Facilitate pop-up business hubs which offer training, access to technology and tools to support start-up and emerging businesses in the City of Boroondara.		
6.6 Support local businesses to advance their use of technology to strengthen their business model and viability.		








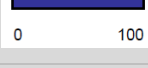
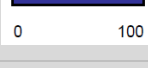
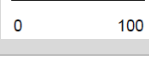
Performance of services funded in the Budget:

Service category	Description	Net Cost Actual <u>Budget</u> Variance \$'000
Economic Development	<ul style="list-style-type: none"> strengthens the viability of local businesses, including strip shopping centres and facilitates a special rates scheme for eight shopping centres manages the development and implementation of the Economic Development and Tourism Strategy for Council facilitates the Boroondara Business Network, the Boroondara Farmers Market, the Hawthorn Craft Market and supports the marketing for the Camberwell Fresh Food Market and the Camberwell Sunday Market supports new and established businesses, through training and mentor services facilitates regular networking opportunities for the local business community supports and promotes tourism opportunities across the municipality delivers the City-wide Christmas in Boroondara Program 	\$893 <u>\$875</u> \$18
Minor shopping centre maintenance	<ul style="list-style-type: none"> implements the Shopping Centre Landscape Program. 	\$59 <u>\$61</u> (\$2)






Theme 7:

Civic Leadership and Governance







Results of Strategic Indicators in the Council Plan:



Strategic Indicator	2017-18 Result	2018-19 Forecast	2018-19 Result	2019-20 Forecast
Strategic Objective Ensure that ethical, financial and socially responsible decision making reflect community needs and are based on principles of accountability, transparency, responsiveness and consultation.				
Satisfaction with community consultation and engagement	62	60	61 	62
Satisfaction with making community decisions	60	60	62 	60
Satisfaction with advocacy (Lobbying on behalf of the community)	57	58	58 	57
Satisfaction with informing the community	65	65	63 	65
<i>Comment: The result of 63 is within the margin of error (+/- 4.4%) of the survey.</i>				
Satisfaction with customer service	75	76	77 	75
Satisfaction with the overall performance of Council	72	71	71 	72
Current assets compared to current liabilities (current assets as a percentage of current liabilities)	235.5%	244.2%	300.8% 	252.6%
Asset renewal compared to depreciation (asset renewal expense as a percentage of depreciation)	137.7%	126.0%	130.7% 	110.4%
Loans and borrowings compared to rates (interest bearing loans and borrowings as a percentage of rate revenue)	26.2%	14.7%	14.7% 	13.2%
Percentage of Freedom of Information Requests responded to within prescribed timeframes	100%	100%	100% 	100%

City of Boroondara Annual Report 2018-19

Strategic Indicator	2017-18 Result	2018-19 Forecast	2018-19 Result	2019-20 Forecast
Average time callers wait before their call is answered	44 seconds	=< 45 seconds	68 seconds 	=< 45 seconds
<i>Comment: The result exceeded the forecast due to the challenges experienced in March Quarter. A number of vacancies were filled during the quarter, and the training load for new staff combined with increased call volumes regarding topics including the recycling issue contributed to these results. A number of actions were implemented to address this. The result has improved in the June Quarter and compliance is expected in 2019-20.</i>				
Percentage of capital projects completed at the conclusion of the financial year (based on number of projects)	96%	90%	93% 	90%
Percentage of adopted capital projects completed at the conclusion of the financial year (based on the most recent amended budget)	91%	90%	90% 	90%
WorkCover Employer performance rating	0.77	Less than 1 (better than industry average)	0.73 	Less than 1 (better than industry average)
Number of cyber security incidents that have a Risk Consequence Rating of ≥ Moderate	N/A	0	0 	0

Progress of commitments in the Budget:

Our Major Initiatives/Commitments	Responsible Directorate	Status
Major Initiative		
7.3 During the facility renewal process, identify opportunities to support increased community group usage at sporting pavilions. Council's Assets Leasing and Licencing Policy will prompt multi-use of sporting facilities.		
Commitments		
7.1 Collaborate with Regional Development Australia-Melbourne East and other relevant state and federal agencies on a regular basis to gain support for and help to deliver the Economic Development and Tourism Strategy within Boroondara.		
7.2 Host the Pop Up Council at ongoing festivals and farmers markets to ensure the community has opportunities to interact with Council and have input to Council decision making.		

Our Major Initiatives/Commitments	Responsible Directorate	Status
7.4 Ensure Council operates within a financially sustainable framework through preparation of the Annual Budget 2019-20 and the Strategic Resource Plan in-line with statutory requirements, and submit for consideration by Council by 30 June 2019.		

Performance of services funded in the Budget:

Service category	Description	Net Cost Actual <u>Budget</u> Variance \$'000
Commercial and Property Services	<ul style="list-style-type: none"> coordinates Audit Committee manages procurement and conduct of all public tenders manages rates and property services, including Council databases and communication of the rate payment options available to residents administers the purchasing system and purchasing card systems including training coordinates fleet management coordinates the Building and Property Working Group handles the administration and leasing of Council's property holdings including the Camberwell Fresh Food Market manages all acquisitions and disposals of land for Council manages the discontinuance and sales of the right of way's throughout Boroondara manages internal audit services to Council coordinates enterprise business risk for the organisation including Council's Crisis Management Plan and department Business Continuity Plans manages public liability, professional indemnity, motor vehicle and property claims 	\$3,246 <u>\$3,142</u> \$104
Corporate Solicitor	<ul style="list-style-type: none"> monitors and reports on legislative changes and impacts for Council operations provides advice on legal and regulatory matters and ad hoc legal advice within the organisation delivers training programs to develop Council officers' knowledge of relevant legal issues. 	\$183 <u>\$212</u> (\$29)
Council Operations	<ul style="list-style-type: none"> Costs associated with the operations of Camberwell and Hawthorn office locations, including maintenance and utilities. 	\$540 <u>\$575</u> (\$35)
Councillors, Chief Executive Officer, Executive Management and support staff	<ul style="list-style-type: none"> This area includes the Mayor, Councillors, Chief Executive Officer and Executive Leadership team and associated support. 	\$2,732 <u>\$2,657</u> \$75

Service category	Description	Net Cost Actual <u>Budget</u> Variance \$'000
Communications	<ul style="list-style-type: none"> manages the Boroondara brand and corporate communications channels and content delivers advocacy campaigns in collaboration with the responsible Director, CEO and Councillors provides a broad range of engagement tools to facilitate the capture of external feedback media relations and issues management develops strategic integrated communication, marketing and engagement plans for key initiatives linked to the Council Plan facilitates the delivery of the digital transformation to enhance customer experience at a first point of contact including translation services and multilingual communications implements the Customer Channel Strategy develops strategies and approaches to transform Council into a customer-centric organisation. 	\$3,010 <u>\$2,685</u> \$325
Customer Support & Information Management	<ul style="list-style-type: none"> provides an in-house advisory service to improve the quality of customer service in all areas of Council manages Corporate Information, archival and Customer Relationship Management system leads customer service and call centre functions of council coordinates improvement to service delivery to the community and within Council through the use of technology. 	\$3,679 <u>\$4,103</u> (\$424)
Finance and Corporate Planning	<ul style="list-style-type: none"> develops and delivers the annual planning cycle for the Council Plan and Budget develops the Annual business planning structure and templates and assists departments across Council to complete their Business Plans provides financial operations services including accounts payable produces the annual Budget and Long Term Financial Strategy and manages Council's budgeting/forecasting and financial reporting systems manages Council's reporting system and conducts performance reporting, including the Quarterly Performance Report, Monthly Performance Report, and the Annual Report provides external grant application support for significant project funding opportunities coordinates financial analysis and business cases for projects and provides advice on the pricing of services provides financial accounting services coordinates external audit. 	\$2,609 <u>\$2,830</u> (\$221)

Service category	Description	Net Cost Actual <u>Budget</u> Variance \$'000
Governance	<ul style="list-style-type: none"> provides counsel to Council, Councillors, the Chief Executive Officer and the Executive Leadership Team develops and implements strategies and policies manages Freedom of Information, Information Privacy, protected disclosures and internal ombudsman functions maintains statutory registers, authorisations and delegations administers the conduct of Council elections provides administrative and secretarial support to the elected Councillors and Council committees provides stewarding and catering services to the Camberwell function rooms coordinates civic events and citizenship ceremonies. 	\$1,902 <u>\$1,979</u> (\$77)
Information Technology	<ul style="list-style-type: none"> ensures effectiveness and reliability of computing and communication systems manages the implementation of the Boroondara Customer First Program, technology upgrades, maintenance and asset renewal programs facilitates data governance and information management to optimise data integrity and customer views provides information technology to support the delivery of services across multiple channels internally and to our customers facilitates data governance and information management activity across council to optimise data integrity. 	\$8,583 <u>\$9,504</u> (\$921)
Digital Services	<ul style="list-style-type: none"> develops the digital services platform to enable Council to significantly expand and ensure consistency of services offered online, such as online payments and service requests encourages thinking differently about how Council delivers services to the community more efficiently and effectively supports the business optimisation and change management programs to enable business process improvement and efficiency for customers supports the delivery of the Boroondara Customer First Program to improve our customers' experiences provides an in-house content development suite including print, design, video, photography, social media, digital and copy editing. 	\$1,184 <u>\$2,006</u> (\$822)

Service category	Description	Net Cost Actual <u>Budget</u> Variance \$'000
People, Culture and Development	<ul style="list-style-type: none"> delivers the functions of health, safety and well-being, human resources and organisational development and change provides specialist advice, service and policy development related to all aspects of the portfolio coordinates recruitment, industrial relations, remuneration, award/agreement interpretation and work-force planning facilitates and coordinates professional, leadership and cultural development programs coordinates Council's employee performance management system provides payroll services. 	\$2,956 <u>\$3,315</u> (\$359)

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

or material variation:

Service/indicator/measure	Result				Comments/Material variations
	2016	2017	2018	2019	
Governance					
Transparency 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	7%	3%	1%	2%	
Consultation and engagement Satisfaction with community consultation and engagement (Community satisfaction rating out of 100 with how council has performed on community consultation and engagement)	63	60	62	62	
Attendance Councillor attendance at council meetings (The sum of the number of councillors who attended each ordinary and special council meeting / (Number of ordinary	95%	99%	98%	97%	

Service/indicator/measure	Result				Comments/Material variations
	2016	2017	2018	2019	
and special council meetings) x (Number of councillors elected at the last council general election) x 100					
Service cost					
Cost of governance (Direct cost of the governance service / Number of councillors elected at the last council general election)	\$51,755	\$53,607	\$57,642	\$55,884	
Satisfaction					
Satisfaction with Council decisions (Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community).	61	60	60	62	



Council
Chamber

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Customer
Service



**BOROONDARA
CIVIC
PRECINCT**

Council Chamber



WATTLE ROOM
ACACIA ROOM
BOROONDARA ROOM
BLACKWOOD ROOM

Library



Boardroom



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.

We have 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 Special Committees. Council delegates the majority of its decision-making to employees, in accordance with adopted Council policies.

Council meetings

Council meetings are open to the public and usually held on the fourth Monday of each month. Members of the community are welcome to attend and observe these meetings, and submit a question to the Council. In 2018-19, Council held 12 ordinary Council meetings and three Special Council meetings.

Councillor attendance at Council meetings and Special Council meetings during 2018-19:

Councillors	Special Council Meeting	Council Meeting	Total
Cr Jane Addis (Mayor)	3	12	15
Cr Phillip Healey	3	11	14
Cr Lisa Hollingsworth	3	11	14
Cr Steve Hurd	2	11	13
Cr Jim Parke	2	12	14
Cr Coral Ross	2	10	12
Cr Felicity Sinfield	2	12	14
Cr Garry Thompson	3	10	13
Cr Cynthia Watson	2	11	13
Cr Jack Wegman	2	10	12

Section 66B of the *Local Government Act 1989* provides councillors the opportunity to seek from Council a leave of absence. The below table reflects the Council meetings in which councillors had Council-approved leave of absence and therefore were not present at the meeting.

Councillors	Council or Special Council Meeting dates where a councillor was granted a leave of absence
Cr Jane Addis (Mayor)	Nil
Cr Phillip Healey	23.07.2018
Cr Lisa Hollingsworth	22.10.2018
Cr Steve Hurd	11.06.2019
Cr Jim Parke	Nil
Cr Coral Ross	17.06.2019
Cr Felicity Sinfield	17.06.2019
Cr Garry Thompson	24.09.2018, 27.05.2019
Cr Cynthia Watson	17.06.2019
Cr Jack Wegman	27.05.2019, 11.06.2019, 17.06.2019

Special committees

Special committees established by Council and their purpose:

Special Committee	Councillors	Purpose
Urban Planning Special Committee	10	To consider matters in relation to land use and development in Boroondara
Services Special Committee	10	To consider matters that relate to the provision of services to the community of Boroondara
Management Performance Review Committee	4	To consider functions and powers in relation to the management of the Chief Executive Officer's Contract of Employment

Code of Conduct

The Local Government Act 1989 (the Act) requires Council to review its Councillor Code of Conduct within the period of four months at a special meeting solely for that purpose. The revised Councillor Code of Conduct 2017 was adopted at a Special Council Meeting on 13 February 2017 in accordance with the requirements of the Act.

Council's Code of Conduct 2017:

- sets out the standards of conduct expected of elected representatives
- endeavours to foster good working relations between councillors, the community and the Council administration to enable councillors to work constructively together in the best interests of the local community
- mandates councillor conduct designed to build public confidence in the integrity of local government.

Conflict of interest

Council requires conflicts of interest to be disclosed by councillors, members of special committees, Council officers and contractors. A conflict of interest occurs when a personal or private interest might compromise the ability to act in the public interest.

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

During 2018-19, 37 conflicts of interest were declared at Council and Special Committee meetings.

Councillor allowances

Councillors are entitled to receive an allowance while performing their duties. The mayor is also entitled to receive an allowance.

The State Government sets the upper and lower limits of all allowances paid to councillors and mayors. Councils are divided into three categories based on the income and population of each Council. Boroondara is recognised as a category three council.

Allowances paid to each councillor during the year:

Councillors	Allowance \$
Cr Jane Addis (Mayor) ¹	81,222
Cr Jim Parke ¹	59,038
Cr Phillip Healey	33,480
Cr Lisa Hollingsworth	33,480
Cr Steve Hurd	33,480
Cr Coral Ross	33,480
Cr Felicity Sinfield	33,480
Cr Garry Thompson	33,480
Cr Cynthia Watson	33,480
Cr Jack Wegman	33,480

At the Ordinary Council meeting on 26 June 2017, Council resolved to fix the allowances for the 2017-18 to 2020-21 financial years at \$29,630 per annum for Councillors and \$94,641 per annum for the Mayor, plus the equivalent of the superannuation guarantee contribution (9.5%). The Minister for Local Government approved annual adjustments of 2% to take effect from 1 December 2017 and 1 December 2018.

¹ Councillor Jim Parke - Mayor up to 7 November 2018, Councillor Jane Addis - Mayor from 7 November 2018 to present.

Councillor expenses

Councillors are reimbursed for expenses incurred while performing their duties.

Expenses for 2018-19 year are set out below:

Councillors	Information & Communication \$	Travel \$	Car Mileage \$	Other expenses \$	Child Care \$	Conference & Training \$	Total \$
Cr Jane Addis (Mayor)	952	1,226	0	55	0	1,468	3,701
Cr Jim Parke	1,164	292	5,599	17	0	8,871	15,943
Cr Phillip Healey	737	145	0	0	0	100	982
Cr Lisa Hollingsworth	2,685	220	0	0	0	659	3,564
Cr Steve Hurd	1,207	3,010	0	6,483	0	1,468	12,168
Cr Coral Ross	1,124	1,631	0	0	0	1,718	4,473
Cr Felicity Sinfield	807	666	0	68	2,369	1,126	5,036
Cr Garry Thompson	807	413	0	0	0	2,395	3,615
Cr Cynthia Watson	807	1,768	0	282	0	4,518	7,375
Cr Jack Wegman	807	0	0	0	0	0	807

Other expenses

Other expenses include levies and charges, memberships and general administration.

Fleet charges and fuel

The Councillor Support and Resources Policy provides that a fully maintained vehicle shall be available to the Mayor and relevant fleet and fuel expenses are attributed to the Mayor of the day. Total fleet charges and fuel costs for Councillor Jim Parke, the previous Mayor, were \$5,599, and for Councillor Jane Addis, the current Mayor, were \$0.

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 Committee

The Audit 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 2018-19:

Independent members	
Mr Alex Klos	November 2014 – current
Mr Andrew Dix (Chair)	May 2015 – current
Ms Claire Filson	May 2015 – current
Councillor members	
Cr Jim Parke	November 2016 – Current
Cr Lisa Hollingsworth	November 2017 – Current
Cr Cynthia Watson	November 2017 – Current

The Committee has three independent members and three councillors. Independent members are Mr Andrew Dix (Chair), Mr Alex Klos and Ms Claire Filson. 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 Committee meets four times a year. The internal auditors, Chief Executive Officer, Director Customer Experience and Business Transformation and Manager Commercial and Property Services attend all Audit 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 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 as Council's Internal Auditor. A risk based three-year Strategic Internal Audit Plan (SIAP) is prepared which 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 Committee annually.

The Internal Auditor attends each Audit 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 Committee meeting 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 Committee. The Audit Committee monitors all recommendations until completion.

Quality assurance is measured through client satisfaction surveys for each review, the annual Audit 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 2018-19:

- Purchasing, Supplier Management and Accounts Payable Review
- Cash Handling Review
- Follow Up of Prior Internal Audit Recommendations
- Waste Management Review
- Digital Transformation Project Phase 1
- General Supplementary Rates Review.

External audit

Council is audited externally by the Victorian Auditor-General's Office (VAGO). VAGO may appoint a representative to conduct the annual external audit. For 2018-19, the annual external audit of Council's Financial and Standard Statements, and Performance Statement was conducted by HLB Mann Judd, the VAGO representative.

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/NZS ISO 31000:2009 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:

Governance and Management Items		Assessment	Outcome
1	Community engagement policy (policy outlining Council's commitment to engaging with the community on matters of public interest)	Policy	YES
		Date of operation of current policy	10/12/2015
2	Community engagement guidelines (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
3	Strategic Resource Plan (plan under section 126 of the Act outlining the financial and non-financial resources required for at least the next 4 financial years)	Adopted in accordance with section 126 of the Act	YES
		Date of adoption	24/06/2019
4	Annual budget (plan under section 130 of the Act setting out the services to be provided and initiatives to be undertaken over the next 12 months and the funding and other resources required)	Adopted in accordance with section 130 of the Act	YES
		Date of adoption	24/06/2019
5	Asset management plans (plans that set out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)	Plans	YES
		Date of operation of current plans	
		Roads Asset Management Plan	February 2016
		Buildings Asset Management Plan	August 2017
		Paths Asset Management Plan	September 2016
		Drainage Asset Management Plan	September 2017
6	Rating strategy (strategy setting out the rating structure of council to levy rates and charges)	Open Space Asset Management Plan	June 2016
		Strategy	YES
		Date of operation of current strategy	26/06/2017
7	Risk policy (policy outlining Council's commitment and approach to minimising the risks to Council's operations)	Policy	YES
		Date of operation of current policy	25/02/2019

Governance and Management Items		Assessment	Outcome
8	Fraud policy (policy outlining Council's commitment and approach to minimising the risk of fraud)	Policy	YES
		Date of operation of current policy	25/06/2018
9	Municipal emergency management plan (plan under section 20 of the <i>Emergency Management Act 1986</i> for emergency prevention, response and recovery)	Prepared and maintained in accordance with section 20 of the <i>Emergency Management Act 1986</i>	YES
		Date of preparation	25/06/2018
10	Procurement policy (policy under section 186A the Act outlining the matters, practices and procedures that will apply to all purchases of goods, services and works)	Prepared and approved in accordance with Section 186A of the Act	YES
		Date of approval	11/06/2019

Governance and Management Items	Assessment	Outcome
11 Business continuity plan (plan setting out the actions that will be undertaken to ensure that key services continue to operate in the event of a disaster)	Plan	Yes
	Date of operation of current plan	
	People Culture & Development	September 2018
	Governance	September 2018
	Health, Active Aging and Disability	September 2018
	Family, Youth and Recreation	September 2018
	Arts and Culture	September 2018
	Finance and Corporate Planning	September 2018
	Library Services	September 2018
	Community Planning and Development	September 2018
	Chief Customer Office and Strategic Communications	September 2018
	Change Management, Project Management Office and Business Process Optimisation	September 2018
	Building Services	September 2018
	Local Laws	September 2018
	Statutory Planning	September 2018
	Commercial and Property Services	September 2018
	Parks and Infrastructure - Riversdale Depot and Kew Depot	September 2018
	Asset Management	September 2018
	Traffic and Transport	May 2019
	Projects and Strategy	May 2019
	Environment and Sustainable Living	May 2019

Governance and Management Items		Assessment	Outcome
12	Disaster recovery plan (plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)	Plan	YES
		Date of operation of current plan	15/11/2018
13	Risk management framework (framework outlining Council's approach to managing risks to the Council's operations)	Framework	YES
		Date of operation of current framework	25/02/2019
14	Audit committee (Advisory committee of Council under section 139 of the Act whose role is to oversee the integrity of Council's financial reporting, processes to manage risks to the Council's operations and for compliance with applicable legal, ethical and regulatory requirements)	Established in accordance with section 139 of the Act	YES
		Date of establishment	25/07/2011
		<i>Note: Boroondara has had an Audit Committee from the date of its establishment.</i>	
		<i>The Audit Committee Charter is reviewed annually. Councillor Committee members are nominated by Council on an annual basis. The current Audit Committee Charter was adopted by Council on 23 April 2018.</i>	
15	Internal audit (independent accounting professionals engaged by the Council to provide analyses and recommendations aimed at improving Council's governance, risk and management controls)	Engaged	YES
		Date of engagement of current provider	01/10/2017
16	Performance reporting framework (a set of indicators measuring financial and non-financial performance including the performance indicators referred to in section 131 of the act)	Framework	YES
		Date of operation of current framework	23/06/2015
17	Council plan reporting (report reviewing the performance of the Council against the Council Plan including the results in relation to the strategic indicators, for the first six months of the financial year)	Report	YES
		Date of operation of current report	25/02/2019
18	Financial reporting (quarterly statements to Council under section 138 of the Act comparing budgeted revenue and expenditure with actual revenue and expenditure)	Statements presented to Council in accordance with section 138(1) of the Act	YES
			27/05/2019
		Date statements presented	25/02/2019
			26/11/2018
19	Risk reporting (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	06/03/2019
			28/11/2018

Governance and Management Items	Assessment	Outcome
20 Performance reporting (six-monthly reports of indicators measuring the results against financial and non-financial performance, including the performance indicators referred to in section 131 of the Act)	Reports	YES
	Date of reports	27/05/2019
		25/02/2019
		26/11/2018
		27/08/2018
21 Annual report (annual report under sections 131, 132 and 133 of the Act to the community containing a report of operations and audited financial and performance statements)	Considered at a meeting of Council in accordance with section 134 of the Act	YES
	Date of consideration	22/10/2018
22 Councillor Code of Conduct (Code under section 76C of the Act setting out the conduct principles and the dispute resolution process to be followed by all councillors)	Reviewed in accordance with section 76C of the Act	YES
	Date reviewed	13/02/2017
23 Delegations (a document setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff)	Reviewed in accordance with section 98(6) of the Act	YES
	Date reviewed	
	Council to CEO	25/02/2019
	Council to Staff	25/02/2019
	Council to Committees	25/02/2019
24 Meeting procedures (a local law governing the conduct of meetings of Council and special committees)	Meeting procedures local law made in accordance with section 91(1) of the Act	YES
	Date local law made	27/03/2017

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



Jane Addis
Mayor

Dated: 26/08/19



Phillip Storer
Chief Executive Officer

Dated:

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 Act and Regulation 12 of the *Local Government (General) Regulations 2015*:

Available for inspection at Council offices

- the certified voters' roll for a Council election – for the period beginning on the certification date and ending 30 days after Election Day under section 24B of the Act
Note: The certified voters' roll for the 22 October 2016 General Election was available for public inspection from 17 September 2016 until 21 November 2016.
- information about any proposed special rate, special charge or combination of both under section 163 of the Act
Note: Any proposed declaration also requires a minimum 28 days of public notice. Proposals are available for inspection during the public notice period. See public notices or contact Council's Economic Development Department for information about existing or proposed Special Rate Schemes.
- copies of any quality or cost standards which have been adopted by Council under section 208F of the Act.
- register of delegations kept under sections 87(1) and 98(4) of the Act, including the date on which the last review took place under sections 86(6) and 98(6) of the Act (Reg 12)
- document containing details of all leases involving land which were entered into by the Council as lessor (Reg 12)
- register maintained under section 224(1A) of the Act of authorised officers appointed under that section (Reg 12)
- list of donations and grants made by the Council within the previous 12 months. (Reg 12)
- details of overseas or interstate travel undertaken in an official capacity by councillors or Council staff in the previous 12 months (Reg 12)
- public agendas and minutes of ordinary and special Council meetings and minutes of special committee meetings held in the previous 12 months (Reg 12).

Available from Council's website

- Council's election period policy (section 93B)
- copies of election campaign donation returns (section 62A)
- Council's policy in relation to the reimbursement of expenses for councillors and members of Council committees (section 75B)
- Councillor Code of Conduct (section 76C)
- copies of Boroondara's Local Laws (section 120)
Note: Any proposed local law also requires a minimum 28 days public notice and is available for inspection during the public notice period (section 119). See public notices or contact Council for information about any proposed local laws.
- the Council Plan (section 125)
Note: The proposed Council Plan also requires a minimum 28 days of public notice and is available for inspection during the public notice period. See public notices or contact Council for information about any proposed Council Plan.
- Strategic Resource Plan (section 126)
Note: The Strategic Resource Plan is summarised in the Council Plan, and incorporated into Council's Budget.

- the Council Budget or revised budget (section 130)
Note: The proposed Budget also requires a minimum 28 days of public notice and is available for inspection during the public notice period. See public notices or contact Council for information about any proposed budget.
- the Annual Report and the associated Auditors Report on the Financial Statements (sections 131, 132 and 133) *Note: Includes Council report on Best Value Principles compliance (section 208G).*
- information about any declared differential rates (section 161)
Note: Council does not have any declared differential rates. More information is available in Council's Rating Strategy 2017-21, adopted by Council on 26 June 2017.
- Council's Procurement Policy (section 186A)
- copies of the Preliminary and Final Reports from the last Electoral Representation Review (s219F).

Best Value

Compliance with the *Local Government Act 1989* requires Council to report to the community on its achievements in relation to the Best Value Principles at least once a year. Council's Best Value principles demonstrate commitment to continuous improvement and the pursuit of service excellence.

Council incorporates Best Value Principles through regular business planning and performance monitoring processes.

Continuous improvement

Our commitment to continuous improvement and innovation is supported by our Boroondara Customer First Program. The program focusses on three areas: people, projects and process improvement. The people stream includes a culture change program, involving employees in new ways of working. The project stream involves improving document and records systems, customer relationship systems and online services. The process improvement stream examines work processes with a view to improve them.

During the year the most significant continuous improvement activities included:

Theme 1: Your Community, Services and Facilities

- Boroondara Maternal and Child Health led a partnership of six neighbouring Councils in the Eastern Metropolitan Region (EMR) and East Division Department of Health and Human Services (DHHS) Child Protection, to develop and establish a communication framework between Child Protection, Out of Home Care and Maternal and Child Health. This communication framework is now embedded in professional practice and facilitates timely, coordinated care to families known to Child Protection and children in Out of Home Care in the EMR.
- The launch of the new library 'What's on' brochure has proved popular with our customers as they can now find all information on library events in one brochure released every season. Due to its success, the brochure will now be expanded to include collection information as well as human interest stories relevant to the use of Boroondara's Libraries.
- Town Hall Gallery Collection database infrastructure has been upgraded and is operational. Cleansing and updating of data continues, including a volunteer/student project to photograph items without images within the collection and update database images.
- Council has undertaken a review of the electronic devices used by field staff when visiting clients in their homes and will be replacing the existing devices with ones that will allow clients to electronically sign for jobs completed and documents received, limiting the need for paper.
- The introduction of the revised Australian Government Aged Care Quality Standards has prompted officers to undertake a self-assessment against the standards to review and plan for the next stage of improvements to the aged care services provided to eligible residents. Officers have looked at privacy of information, consent to services, consumer choice and service planning as well as how we receive feedback and respond to suggestions for service improvement.

Theme 2: Your Parks and Green Spaces

- Council completed the collection of detailed asset data for trees in the City's parks, providing up to date data about the City's 45,000 park trees. This is in addition to the details it already has about its 60,000 street trees. This was supplemented with the development and trial of a mobile app for proactive street tree assessments by Council. These improvements will assist maintaining the City's leafy streets and green parklands.

Theme 3: The Environment

- Council's booked waste services (hard waste, Christmas tree, and bundled green waste collections), have been transformed in 2018-19 with the development and implementation of new online forms. These new online forms allow customers to make requests 24/7 and provides a more efficient means of Council servicing those requests.

Theme 4: Neighbourhood Character and Heritage

- The Statutory Planning and Building Paperless Customer Service Counter was implemented enabling the digital display and assessment of development proposals.
- Developed a Council policy to eliminate the physical mailing out of Building Permit documentation to applicants. As of July 2019, Building Permit documentation is emailed to the applicant unless they provide a written request for a physical copy, resulting in a substantial cost saving to Council, time saved in the printing and mailing and a reduced environmental impact. Council also developed a policy to eliminate the mailing of Section 30 documentation to other councils when Building Permits are issued outside Boroondara.
- Established cross-departmental meetings to allow for better discussion and knowledge sharing between various departments on planning issues. This initiative has made Council officers more aware of the performance of local policies and planning controls in achieving desired development outcomes through the planning application assessment process.

Theme 5: Getting Around Boroondara

- Implemented audit recommendations for managing Road and Footpath Occupancy Permits leading to greater efficiency in processes.
- A Building over Easement (BOE) Layer has been deployed into Councils GIS mapping software, providing ease of identification of properties which have an approved Building over Easement. This initiative enables Council officers to provide timely responses to customers and the ability to case manage their workload effectively.

Theme 6: Your Local Shops and Businesses

- Through the distribution and collation of business event participant feedback forms, Council officers were able to identify and continuously improve the delivery of their Business Boroondara workshop series to ensure our customers' needs were being met. Improvements in direct response to customer feedback included changes to the timing and location of workshops, presentation of new topics/themes and repeats of previously successful workshops.

Theme 7: Civic Leadership and Governance

- A service catalogue was developed to articulate the complete list of services Council delivers, both to the community and within Council. It is a centralised resource for service planning and delivery, as well as resource planning. It will underpin the work undertaken by the Customer First Program.
- An Engagement strategy has been developed and implemented to ensure staff are consulted and engaged in projects that will improve the way in which our staff work and deliver services to our community. Timely, relevant and constructive engagement enhances project deliverables.
- As advisors to the Workplace Emergency Planning Committee (WEPC), officers facilitated a gap analysis of our Internal Emergency Response Procedures against Australian Standard AS. 3745 - 2010: Planning for Emergencies in Facilities. Whilst findings indicated substantial compliance, opportunities for improvement were identified and incorporated into an action plan for ongoing implementation before the WEPC.

- Residents can now register to receive their future rates notices electronically, make payments directly via our website rather than being re-directed to the Post BillPay website, and access online Change of Address and Direct Debit request forms.
- Council implemented a new Project Management System which allows the tracking of projects from initial proposal through to project completion, including quarterly reporting on all capital projects. This has provided project managers with one central place to report on the status of their projects, automatic connections to internal systems ensuring accurate and up to date financial figures and access to a full audit trail and the history of progress updates.
- Participated in Council's Occupational Health and Safety Framework pilot to test the new approach with a contract commencing from the procurement stage to facilitate the application of all framework documentation. This will allow for the accurate capture and reflection of the required time and resources which may be involved and will help inform the final framework.
- Completed the Enterprise Architecture initiative which has captured Council's Current State, Target State and Roadmap of projects and initiatives to achieve the target state. This was a key input into the Customer First Business Case.

Consultation

All departments are required to undertake internal and external consultation. Our Community Engagement Policy 2015 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: Your Community, Services and Facilities

- Council held the first stage of community consultation for the redevelopment of the Kew Recreation Centre (KRC), engaging with 1,500 people from the community. Council asked for initial ideas and preferences on what is most important to the community and consolidated feedback to help develop a concept design for the new Centre. During the first consultation phase, Council held meetings with community groups, sports clubs, schools and advisory committees. Council conducted community workshops and pop up sessions which were open to everyone to attend, as well as running a survey online and via hard copy for two months.
- A targeted library customer survey was undertaken in April 2019 which resulted in an 87% customer satisfaction rate for the Boroondara Library Service. The survey also provides detailed information on the importance and performance of all aspects of the library operation which will be used to guide future improvements.
- Consultation was undertaken with the local community to gain insight into community expectations of local festivals and events, and to determine how Council can better support local community groups through the Triennial Grants process.
- A community engagement process was undertaken to inform the community of the Alamein Neighbourhood and Learning Centre renewal. Over 120 centre users, volunteers, staff and management told us about their priorities for the renewal through an activity at the centre's Annual General Meeting (AGM), an online survey, and at one of two community workshops. A set of design principles were drafted to guide the concept plan, which will be developed in 2019-20.
- Internal and external consultation was undertaken as part of the sunset review of the Amenities Local Law. The consultation was conducted with neighbouring councils and internal departments. This enabled the opportunity to understand trends, issues and opportunities to improve the drafting, application and range of controls for consideration for inclusion in the future Local Law.
- Community members aged over 55 were involved throughout the planning and development of the Add Life to Your Years website and continue to be involved in its ongoing maintenance and promotion through the community engagement peer educator program. Workshops were held with older people, as well as their supporters/carers, to find out their views on ageing and what would support their health and wellbeing goals.

Theme 2: Your Parks and Green Spaces

- The playground replacement program sought feedback from the local community for four new playgrounds constructed this year. Council received over 100 responses that helped inform the development of the playgrounds designs.
- Council undertook consultation on a proposal to install a synthetic sports surface at Dorothy Laver Reserve West. After consideration of feedback, Council resolved to amend the proposal to provide the increased sporting opportunities via a natural turf solution.
- Council undertook consultation on the Myrtle Macleay Management Plan in August 2018. This plan outlined how Council proposed to manage the active sporting field assets at Myrtle and Macleay Parks.

Theme 3: The Environment

- In development of the Willsmere Station Community Garden (formerly Earl Street Community Garden) through 2017-18 and 2018-19, officers have supported the formation of a community working group which has transitioned to a committee of management. This group has participated in the design and development of the new garden and will be responsible for its ongoing operation.
- Feedback received from the local community and sports clubs about the Gordon Barnard Raingarden found that our community supports this approach to preserving valuable drinking water and preventing pollution from entering our waterways.

Theme 4: Neighbourhood Character and Heritage

- Council conducted a suburb-wide mail out with supporting website information regarding the Hawthorn Heritage Gap Assessment, the Kew Heritage Gap Assessment, the Hawthorn East Heritage Gap Assessment, and the proposal to apply a Heritage Overlay to numerous properties in these suburbs.
- Consultation with the Victorian Building Authority (VBA), Metropolitan Fire Brigade (MFB) and Fire Engineers from the Commonwealth Scientific and Industrial Research Organisation (CSIRO) and other organisations in relation to the State wide Cladding Audit. Council is involved in the process of auditing buildings containing combustible cladding and taking enforcement action on Owners Corporations ensuring essential safety measures are being maintained for the safety of the occupants.

Theme 5: Getting Around Boroondara

- Council sought community feedback on parking strategies for the Hassett Estate to deal with issues associated with the Coles development in Riversdale Road.
- Community consultation and meetings with Wattle Road residents and the Wattle Precinct Association for the development of a plan to reconstruct Wattle Road.

Theme 6: Your Local Shops and Businesses

- As part of Council's Placemaking project, Council officers undertook consumer research in Maling Road, Glenferrie Road (Hawthorn) and Camberwell Junction shopping centres.
- Consultation was undertaken to find a suitable location for a public toilet within the Union Road Shopping Centre in Surrey Hills. There are mixed views on this proposal within the community, and finding a suitable location has proven difficult. The project is currently on hold due to the recent announcement by the Victorian Government to underground the Union Road rail crossing.

Theme 7: Civic Leadership and Governance

- A community consultation process was undertaken regarding a naming proposal for a Council owned civic space located at 360 Burwood Road. The stakeholders included nearby owners, ratepayers, residents (residential and commercial), traders, special interest groups and the broader community to obtain feedback regarding the proposal. The community were encouraged to present their view to Council at the Services Special Committee Meeting on 8 October 2018. Council adopted the proposal in principle and are awaiting confirmation from the Geographic Names Victoria for gazettal.
- On 29 April 2019, Council resolved to endorse the proposed Budget 2019-20 for public notice and exhibition in accordance with section 223 of the Local Government Act 1989. In response to

the public notice, 24 written submissions were received. Each of the submissions were considered in light of the priorities facing Council and its overall plan and strategy. The Budget 2019-20 was adopted on 24 June 2019.

- Five Pop-up Councils were conducted at community festivals, providing opportunities for the community to interact with Council.
- Council encouraged the community to 'have their say' with respect to the Victorian Electoral Commission's (VEC's) Electoral Representation Review of City of Boroondara that was undertaken in 2019. The community were encouraged to have their say and provide input and feedback into the review and their suggested preferred electoral structure. Two public information sessions held in May 2019 by the VEC were promoted via Council's webpage and social forums to encourage participation at public hearing forums.

Benchmarking

Benchmarking is the practice of measuring Boroondara's performance and practices in key areas and comparing them with other 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 become more accountable to the community.

Benchmarking activities included:

Theme 1: Your Community, Services and Facilities

- Reviewed the Community Strengthening Grants Policy to align with the Boroondara Community Plan, Council's key strategic document, and examine operational procedures. To inform the review, Council conducted benchmarking against 11 Melbourne metropolitan councils comparing community grant policies and programs. This revealed that the City of Boroondara's grants offering is largely consistent with other councils but highlighted some differences for consideration in the revised policy.
- Benchmarking has been undertaken with other library services to ensure that our new technology will be set up and configured in the best way possible for our customers.
- Council's Community Transport service was compared with other like councils to design a service that is responsive to community need and ensures the most efficient service is delivered to the community. As a result of the review, a new bus route will be trialled to respond to local need. The service will be offered in Balwyn, which does not have the same extent of public transport options of other suburbs in the municipality.
- Consulted with other eastern metropolitan region councils to analyse *Food Act and Public Health & Wellbeing Act* registration fees. Fees were compared for the registration of food, beauty, tattoo, prescribed accommodation and hairdressing premises.
- The Summer in the Park outdoor series was reviewed against other similar outdoor events across a range of Victorian municipalities, to enhance delivery of the program to the community.
- Consulted with other councils on their approach of delivering public toilets as part of Boroondara's updated Public Toilet Strategy. This collaborative approach will assist with preferred suppliers in the marketplace and improving the functionality, amenity and cost of future public toilet deployment in Boroondara.

Theme 2: Your Parks and Green Spaces

- Council examined dedicated dog park facilities in other municipalities to inform the conceptual design of our proposed dog park.
- Council participated in an annual park user perception survey, which assesses and compares the experience of Boroondara's park users with those of other participating councils.

Theme 3: The Environment

- Benchmarking was undertaken on Local Government (LG) engagement programs for supporting adoption of environmental sustainability practices by small business and retail. This considered a range of engagement programs, including awards. Benchmarking was carried out using existing networks, including the LG Behaviour Change Network.

Theme 4: Neighbourhood Character and Heritage

- Boroondara is a member of the pilot group for the transformation of the Victoria Civil and Administrative Tribunal (VCAT) from paper based to paperless. The ideas generated through this pilot group will inform our own digital transformation of our VCAT processes.
- Benchmarking activities regularly occur in regard to preparation of best practice planning policy and planning controls. Findings from these exercises allowed Council to refine the scope of the Camberwell Junction Structure Plan review and to support Council's advocacy to the Minister for Planning to advance heritage protection of places identified in the Municipal Wide Heritage Gap Study.

Theme 5: Getting Around Boroondara

- Participated in the Municipal Association of Victoria (MAV) STEP Program annual review of asset management maturity, which includes benchmarking of measures against all other participating Victorian local governments.
- Council undertook service level comparison with other similar councils for street sweeping and Autumn Bulk Leaf Collection Program which will be used to inform the upcoming tender of the City's street sweeping contract in 2019-20.

Theme 6: Your Local Shops and Businesses

- Sought benchmarking information through the Regional Economic Development Officer's Forum, regarding council fees for business workshops and events. This information was used to set the maximum amount charged for business events.

Theme 7: Civic Leadership and Governance

- Investigations were conducted with other metropolitan councils to understand the various models available to the City of Boroondara and the range of fees and charges applied by others to commercial street furniture. This information will be used to inform the review of our Commercial Street Furniture Guidelines to ensure appropriate pricing for users and to capture innovative, effective and sustainable outcomes in the future.
- Benchmarking was undertaken against similar business transformation programs in other councils to identify the approach taken, challenges faced and transferable learning that could be applied.
- Through the development of the Customer First Business Case, various comparison activities were undertaken with other organisations to compare costs and initiatives proposed for Boroondara as part of this program.
- As a member of the LGPRO Governance Special Interest Group, Council officers participated in a range of benchmarking activities. These activities related to gifts, benefits and hospitality policies and procedures, councillor resources and support policies and procedures, and the election of the mayor and chairs and appointments of councillor delegates to advisory and external committees.
- Council officers collated and provided input to the Ombudsman Victoria's 'own motion enquiry revisiting local government complaint handling'. Officers collated information to populate on behalf of the City of Boroondara to complete the Local Government Complaint Handling Survey 2019. The survey aims to analyse and categorise results to measure councils across the State.
- Comparison was undertaken during the development of the digital Boroondara Bulletin project to understand the digital communications landscape for Victorian councils. This research enabled the project team to establish a minimal viable product (MVP) baseline for the development of our digital offering of our flagship publication, the Boroondara Bulletin.
- A benchmarking exercise has been undertaken to develop a policy framework around partnerships and sponsorship opportunities. This framework could be used to assist Council and external partners to achieve community outcomes within guidelines that were acceptable to Council.

Contracts

During the year Council did not enter into any contracts valued at \$150,000 or more for services or \$200,000 or more for works of a kind specified in section 186(5)(a) of the Act. One contract of a kind specified in section 186(5)(c) of the Act (Recyclables Collection and Processing Services) was extended for a period of 28 months. Council did not enter into any other contracts valued at \$150,000 or more for goods and services or \$200,000 or more for works without engaging in a competitive process.

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 Act to people (and families) in a caring relationship
- informing staff of the requirements of the Act at staff meetings
- defining the carer role and relationship to all staff including home support staff
- undertaking necessary changes to the Assessment and Care Planning process to include the carer
- 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 that intake and information about services is delivered in a timely manner, taking carer stress and fatigue into account, when looking at priority of access to services
- involving carers in all review processes with the clients, as well as seeking their specific feedback through Council surveys.

Disability Action Plan

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

Actions include:

- support the transition of clients to the National Disability Insurance Scheme (NDIS)
- advocate to the Australian and Victorian Governments for appropriate supports for people who do not qualify under the NDIS and in particular, people with psycho-social conditions
- support and encourage community organisations to provide programs and activities that people with a disability can participate in to improve their health and wellbeing through projects funded by the Annual Community Strengthening Grants and the Community Arts Venue Grants
- hold a biennial forum for community groups, local businesses and organisations to explore a key issue such as how to improve employment and volunteering opportunities for people with disabilities
- promote and celebrate International Day of People with Disability on 3 December.

Domestic Animal Management Plan

In accordance with the *Domestic Animals Act 1994*, Council prepares a Domestic Animal Management Plan every four years. The Domestic Animal Management Plan 2017-21 was adopted by Council on 23 October 2017. Except for two actions, all other actions for 2018-2019 have now been completed. With respect to the incomplete actions, one relies on system enhancements to be completed during 2019-20 and the other relies on the completion of the sunset review of the Amenity Local Law in December 2019.

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 in its annual report. 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 must publish a copy or summary of any Ministerial Direction in its annual report. Council did not receive any Ministerial Directions during the financial year.

Freedom of Information

Access to documents may be obtained through written request to the Freedom of Information Officer, as detailed in section 17 of the *Freedom of Information Act 1982* and in summary as follows:

- it should be in writing
- it should identify as clearly as possible which document is being requested
- it should be accompanied by the appropriate application fee (the fee may be waived in certain circumstances).

Requests for documents in the possession of Council should be addressed to the Freedom of Information Officer. Requests can also be lodged online or by email. 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 2018-19 Council processed 49 Freedom of Information applications.

Protected Disclosure Procedures

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

During 2018-19, there were no disclosures under section 13 notified by Council to the Independent Broad-based Anti-corruption Commission (IBAC).

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 in the delivery of services and when making decisions.

The City of Boroondara recognises and respects that everyone has the same human rights entitlement to allow them to participate in, and contribute to, society and our community. We recognise that all persons have equal 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 Equal Opportunity legislation 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 2018-19, one Charter of Human Rights-related complaint was made to Council.

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 an Information Privacy Policy that is available on our website.

During 2018-19, no formal complaints were 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:

- *Building Act 1993*
- *Domestic Animals Act 1994*
- *Environment Protection Act 1970*
- *Equal Opportunity Act 2010*
- *Food Act 1984*
- *Freedom of Information Act 1982*
- *Human Rights and Responsibilities Act 2006*
- *Information Privacy Act 2000*
- *Infringements Act 2006*
- *Land Acquisition and Compensation Act 1986*
- *Local Government Act 1989*
- *Local Government Amendment (Improved Governance) Act 2015*
- *Occupational Health and Safety Act 2004*
- *Planning and Environment Act 1987*
- *Protected Disclosure Act 2012*
- *Public Health and Wellbeing Act 2008*
- *Road Management Act 2004*
- *Road Safety Act 1986*
- *Sentencing Act 1991*
- *Subdivision Act 1988*
- *Valuation of Land Act 1960.*

Local Laws

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

- Amenity Local Law (incorporating amendments gazetted in September 2011, May 2012 and September 2012)
- Protection of Council Assets and Control of Building Sites Local Law 2011
- Smoke Free Areas Local Law 2012
- Street Numbering Local Law (incorporating amendments gazetted in September 2011)
- Tree Protection Local Law 2016 (adopted 22 August 2016 and gazetted in November 2016)
- Meeting Procedure Local Law 2017 (adopted 27 March 2017 and gazetted in April 2017).



PEARS

Roma
Tomatoes
\$1.50
Kilo

Continental
Cucumbers
\$2.20
Each



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 1989*, the *Local Government (Planning and Reporting) Regulations 2014*, Australian Accounting Standards and other mandatory professional reporting requirements.



Greg Hall, CPA
Principal Accounting Officer

Date: 10 | 09 | 2019
Camberwell

In our opinion the accompanying financial statements present fairly the financial transactions of the City of Boroondara for the year ended 30 June 2019 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 2014* to certify the financial statements in their final form.



Cr Jane Addis
Mayor

Date: 10 | 09 | 2019
Camberwell



Cr Cynthia Watson
Councillor

Date: 10 | 09 | 2019
Camberwell



Phillip Storer
Chief Executive Officer

Date: 10 | 09 | 2019
Camberwell

Independent Auditor's Report

To the Councillors of the City of Boroondara

Opinion	<p>I have audited the financial report of the City of Boroondara (the council) which comprises the:</p> <ul style="list-style-type: none"> • balance sheet as at 30 June 2019 • 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. <p>In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 2019 and its financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 6 of the <i>Local Government Act 1989</i> and applicable Australian Accounting Standards.</p>
Basis for Opinion	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the Financial Report</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. 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 <i>Code of Ethics for Professional Accountants</i> (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.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
Councillors' responsibilities for the financial report	<p>The Councillors of the council are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards and the <i>Local Government Act 1989</i>, 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.</p> <p>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.</p>

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


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

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

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

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

MELBOURNE
12 September 2019


Jonathan Kyvelidis
as delegate for the Auditor-General of Victoria

Comprehensive Income Statement

For the year ended 30 June 2019

	Note	2019 \$'000	2018 \$'000
Income			
Rates and charges	3.1	179,994	172,058
Statutory fees and fines	3.2	15,897	16,977
User fees	3.3	13,685	13,513
Grants - operating	3.4	14,917	15,085
Grants - capital	3.4	1,963	3,524
Contributions - monetary	3.5	5,959	6,636
Contributions - non-monetary assets	3.5	840	1,448
Other income	3.7	8,987	9,203
Total income		<u>242,242</u>	<u>238,444</u>
Expenses			
Employee costs	4.1	(92,288)	(84,239)
Materials and services	4.2	(68,846)	(62,675)
Depreciation and amortisation	4.3	(33,669)	(32,245)
Bad and doubtful debts	4.4	(1,643)	(1,107)
Borrowing costs	4.5	(1,652)	(2,348)
Other expenses	4.6	(10,811)	(10,385)
Net loss on disposal of property, infrastructure, plant and equipment	3.6	(2,288)	(5,186)
Share of net (losses) of associates and joint ventures	6.3	(326)	(871)
Total expenses		<u>(211,523)</u>	<u>(199,056)</u>
Surplus for the year		<u>30,719</u>	<u>39,388</u>
Other comprehensive income			
Items that will not be reclassified to surplus or deficit in future periods			
Net asset revaluation increment/(decrement)	6.2	(420,735)	241,195
Total comprehensive result		<u>(390,016)</u>	<u>280,583</u>

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

Balance Sheet

As at 30 June 2019

	Note	2019 \$'000	2018 \$'000
Assets			
Current assets			
Cash and cash equivalents	5.1 (a)	98,935	14,416
Trade and other receivables	5.1 (c)	17,790	15,813
Other financial assets	5.1 (b)	26,593	115,309
Inventories	5.2 (a)	31	26
Other assets	5.2 (b)	1,652	1,138
Total current assets		<u>145,001</u>	<u>146,702</u>
Non-current assets			
Other financial assets	5.1 (b)	4	4
Property, infrastructure, plant and equipment	6.2	3,402,127	3,804,699
Investment property	6.4	9,045	9,164
Intangible assets	5.2 (c)	880	1,297
Total non-current assets		<u>3,412,056</u>	<u>3,815,164</u>
Total assets		<u>3,557,057</u>	<u>3,961,866</u>
Liabilities			
Current liabilities			
Trade and other payables	5.3 (a)	25,605	24,186
Trust funds and deposits	5.3 (b)	4,036	3,245
Provisions	5.5	17,067	16,428
Interest-bearing loans and borrowings	5.4	1,495	18,432
Total current liabilities		<u>48,203</u>	<u>62,291</u>
Non-current liabilities			
Provisions	5.5	1,987	1,695
Provision for investments in associates and joint ventures	6.3	2,579	2,253
Interest-bearing loans and borrowings	5.4	24,785	26,280
Total non-current liabilities		<u>29,351</u>	<u>30,228</u>
Total liabilities		<u>77,554</u>	<u>92,519</u>
Net assets		<u>3,479,503</u>	<u>3,869,347</u>
Equity			
Accumulated surplus		927,776	898,046
Reserves	9.1	2,551,727	2,971,301
Total equity		<u>3,479,503</u>	<u>3,869,347</u>

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

Statement of Changes in Equity

For the year ended 30 June 2019

		Total	Accumulated Surplus	Revaluation Reserve	Other Reserves
		2019	2019	2019	2019
2019	Note	\$'000	\$'000	\$'000	\$'000
Balance at beginning of the financial year		3,869,347	898,046	2,956,198	15,103
Surplus for the year		30,719	30,719	-	-
Net asset revaluation increment/ (decrement)	9.1	(420,735)		(420,735)	-
Transfers to other reserves	9.1	-	(1,800)	-	1,800
Transfers from other reserves	9.1	-	639	(639)	-
Adjustment directly to equity		172	172	-	-
Balance at end of the financial year		3,479,503	927,776	2,534,824	16,903

		Total	Accumulated Surplus	Revaluation Reserve	Other Reserves
		2018	2018	2018	2018
2018		\$'000	\$'000	\$'000	\$'000
Balance at beginning of the financial year		3,600,829	872,531	2,715,886	12,412
Adjustment directly to equity	6.2	(12,065)	(12,065)	-	-
Adjusted balance at beginning of the financial year		3,588,764	860,466	2,715,886	12,412
Surplus for the year		39,388	39,388	-	-
Net asset revaluation increment	9.1	241,195	-	241,195	-
Transfers to other reserves	9.1	-	(2,974)	-	2,974
Transfers from other reserves	9.1	-	1,166	(883)	(283)
Balance at end of the financial year		3,869,347	898,046	2,956,198	15,103

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 2019

		2019 Inflows/ (Outflows) \$'000	2018 Inflows/ (Outflows) \$'000
	Note		
Cash flows from operating activities			
Rates and charges		178,468	171,009
Statutory fees and fines		13,643	15,136
User charges		14,342	13,189
Grants- operating		15,338	16,388
Grants- capital		2,064	3,524
Contributions monetary		6,203	6,634
Interest received		2,952	2,314
Trust funds and deposits taken		20,366	19,559
Other receipts		6,014	6,137
Net GST refund		11,579	11,683
Employee costs		(91,276)	(84,201)
Materials and services		(77,594)	(66,964)
Trust funds and deposits repaid		(19,574)	(19,636)
Other payments		(11,866)	(11,440)
Net cash provided by operating activities		70,659	83,332
Cash flows from investing activities			
Payments for property, infrastructure, plant and equipment		(54,777)	(63,058)
Proceeds from sale of property, infrastructure, plant and equipment		37	-
Payments for investments		(26,500)	(114,500)
Proceeds from sale of investments		115,216	83,105
Payments of loans and advances		12	33
Net cash provided/(used in) investing activities		33,988	(94,420)
Cash flows from financing activities			
Finance costs		(1,696)	(2,364)
Repayments of borrowings		(18,432)	(4,236)
Net cash used in financing activities		(20,128)	(6,600)
Net increase/(decrease) in cash and cash equivalents		84,519	(17,688)
Cash and cash equivalents at the beginning of the financial year		14,416	32,104
Cash and cash equivalents at the end of the financial year		98,935	14,416
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 2019

	2019 \$'000	2018 \$'000
Property		
Land improvements	-	43
Total land	-	43
Buildings	20,730	30,192
Building improvements	1,247	2,650
Total buildings	21,977	32,842
Total property	21,977	32,885
Plant and equipment		
Plant, machinery and equipment	2,061	1,289
Fixtures, fittings and furniture	1,324	304
Computers and telecommunications	1,588	1,269
Library books	1,005	979
Total plant and equipment	5,978	3,841
Infrastructure		
Roads	11,538	10,286
Bridges	82	35
Footpaths and cycleways	2,999	1,561
Drainage	4,979	3,908
Recreational, leisure and community facilities	2,683	1,963
Parks, open space and streetscapes	6,655	6,118
Off street car parks	431	1,024
Total infrastructure	29,367	24,895
Total capital works expenditure	57,322	61,621
Represented by:		
New asset expenditure	11,017	14,241
Asset renewal expenditure	43,985	43,265
Asset expansion expenditure	490	1,560
Asset upgrade expenditure	1,830	2,555
Total capital works expenditure	57,322	61,621

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

Notes to the Financial Report

OVERVIEW

Introduction

The City of Boroondara 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, other authoritative pronouncements of the Australian Accounting Standards Board, the *Local Government Act 1989*, and the *Local Government (Planning and Reporting) Regulations 2014*.

Significant accounting policies

(a) Basis of accounting

The accrual basis of accounting has been used in the preparation of these financial statements, 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.

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

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

- the fair value of land, buildings, infrastructure, plant and equipment (refer to Note 6.2)
- the determination of depreciation for buildings, infrastructure, plant and equipment (refer to Note 6.2)
- the determination of employee provisions (refer to Note 5.5)
- 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.

Notes to the Financial Report

Note 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 2014* 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.

The budget figures detailed below are those adopted by Council on 25 June 2018. The Budget was based on assumptions that were relevant at the time of adoption of the Budget. Council sets guidelines and parameters for revenue and expense targets in this budget in order to meet Council's business plan and financial performance targets for both the short and long-term. The budget did not reflect any changes to equity resulting from asset revaluations, as their impacts were not considered predictable.

These notes are prepared to meet the requirements of the *Local Government Act 1989* and the *Local Government (Planning and Reporting) Regulations 2014*.

1.1 Income and Expenditure

		Budget 2019 \$'000	Actual 2019 \$'000	Variance 2019 \$'000	Variance 2019 %
	Ref				
Income					
Rates and charges		180,050	179,994	(56)	(0.0)
Statutory fees and fines		16,133	15,897	(236)	(1.5)
User fees		13,891	13,685	(206)	(1.5)
Grants - operating	1	12,751	14,917	2,166	17.0
Grants - capital		1,970	1,963	(7)	(0.4)
Contributions - monetary	2	6,893	5,959	(934)	(13.5)
Contributions - non monetary	3	-	840	840	100.0
Other income	4	7,425	8,987	1,562	21.0
Total income		239,113	242,242	3,129	1.3
Expenses					
Employee costs		91,951	92,288	337	0.4
Materials and services	5	73,158	68,846	(4,312)	(5.9)
Bad and doubtful debts	6	1,056	1,643	587	55.6
Depreciation and amortisation		34,640	33,669	(971)	(2.8)
Borrowing costs		1,652	1,652	-	-
Other expenses		11,546	10,811	(735)	(6.4)
Net loss on disposal of property, infrastructure, plant and equipment	7	3,000	2,288	(712)	(23.7)
Share of net losses of associates and joint ventures	8	-	326	326	100.0
Total expenses		217,003	211,523	(5,480)	(2.6)
Surplus for the year		22,110	30,719	8,609	

Notes to the Financial Report

Note 1 - Performance against budget (cont.)

(i) Explanation of material variations

Variance Ref	Item	Explanation
1	Grants - operating	Grants - operating variance is due to receiving part of the Victorian Grants Commission funding for 2019-20 of \$2.36M in the current financial year.
2	Contributions - monetary	Developer open space contributions are difficult to predict as they are based upon building activity reaching completion. The 2018-19 contributions were lower than expected due to a decrease in the number of multi-dwelling developments and hence lower contributions were received. The annual budget is based on estimated completion of private sector development.
3	Contributions - non-monetary	Non-monetary contributions are difficult to predict from one year to the next. The 2018-19 non-monetary contributions relating to drainage assets for which Council is now responsible and various artworks and sculptures at Hawthorn Arts centre.
4	Other income	Other income is above budget due to higher than budgeted cash and other financial assets, resulting in higher interest on investments of \$709,000. Right of Way sales was \$111,000 above budget and traffic road closures income was \$259,000 above budget due to increased development activity.
5	Materials and services	Materials and services are lower than budget due to carry forwards for priority projects totalling \$3.17M, savings in licencing maintenance of \$848,000 primarily due to the delayed timing and reduced cost of a planned new system and \$1.13M associated with the block tree pruning contract.
6	Bad and doubtful debts	Bad and doubtful debts are higher than budget due to write offs determined by Fines Victoria outcomes (\$220,000) and a change in the calculation of provision for doubtful debt as per accounting standard AASB 9 Financial Instruments.
7	Net loss on disposal of property, infrastructure, plant and equipment	Net loss on disposal of property, infrastructure, plant and equipment are lower than budget due to the timing of the delivery of capital works.
8	Share of net losses of associates and joint ventures	The timing of budget information received for the landfill does not allow for its inclusion in Council's budget document.

Notes to the Financial Report

Note 1 - Performance against budget (cont.)

1.2 Capital works

		Budget	Actual	Variance	Variance
		2019	2019	2019	2019
	Ref	\$'000	\$'000	\$'000	%
Property					
Buildings	1	29,945	20,730	(9,215)	(30.8)
Building improvements	2	1,990	1,247	(743)	(37.3)
Total buildings		31,935	21,977	(9,958)	(31.2)
Total property		31,935	21,977	(9,958)	(31.2)
Plant and equipment					
Plant, machinery and equipment	3	1,615	2,061	446	27.6
Fixtures, fittings and furniture	4	1,070	1,324	254	23.7
Computers and telecommunications	5	2,401	1,588	(813)	(33.9)
Library books		985	1,005	20	2.0
Total Plant and equipment		6,071	5,978	(93)	(1.5)
Infrastructure					
Roads		11,138	11,538	400	3.6
Bridges	6	1,910	82	(1,828)	(95.7)
Footpaths and cycleways	7	3,721	2,999	(722)	(19.4)
Drainage		5,001	4,979	(22)	(0.4)
Recreational, leisure and community facilities	8	5,239	2,683	(2,556)	(48.8)
Parks, open space and streetscapes	9	7,927	6,655	(1,272)	(16.0)
Off street car parks	10	629	431	(198)	(31.5)
Total infrastructure		35,565	29,367	(6,198)	(17.4)
Total capital works expenditure		73,571	57,322	(16,249)	(22.1)
New asset expenditure		20,045	11,017	(9,028)	(45.0)
Asset renewal expenditure		43,637	43,985	348	0.8
Asset expansion expenditure		3,101	490	(2,611)	(84.2)
Asset upgrade expenditure		6,788	1,830	(4,958)	(73.0)
Total capital works expenditure		73,571	57,322	(16,249)	(22.1)

Notes to the Financial Report

Note 1 - Performance against budget (cont.)

(i) Explanation of material variations

Variance Item Ref	Explanation
1 Buildings	Buildings variance is primarily due to project timing of multi year projects including Ashburton Senior Citizens, Camberwell Community Centre, Balwyn Community Centre and Canterbury Community Precinct totalling \$7.01M.
2 Building improvements	Building improvements expenditure is lower than budget primarily due to the 2018-19 programmed expenditure being delivered ahead of schedule in 2017-18 for the Low Carbon Strategy implementation and the forward commitment of the upgrade to council building access security system project of \$110,000 to 2019-20.
3 Plant, machinery and equipment	Plant, machinery and equipment is higher than budget due to unexpected breakdown of equipment at the leisure centres.
4 Fixtures, fittings and furniture	Fixtures, fittings and furniture is higher than budget due to works for the information technology hardware renewal project at the libraries being offset by reduction in expenditure for other library projects.
5 Computers and telecommunications	Computers and telecommunications is lower than budget primarily due to carry forward of the following projects including Information security roadmap project (\$210,963), HACC - minor capital grant (\$165,545) and youth service case management system (\$128,000).
6 Bridges	Bridge expenditure was lower than budgeted due to the Walmer Street Bridge. The State government recently announced funding for a scoping study for this bridge. The upgrade of the section of bridge that Council is responsible for is therefore delayed, pending the outcome of the study, with the potential for the state government to fully fund the bridge construction.
7 Footpaths and cycleways	Footpaths and cycleways expenditure was lower than budget primarily due to the \$570,000 Cookson Street, Camberwell Precinct project being rescheduled for completion in early 2019-20.
8 Recreational, leisure and community facilities	Recreational, leisure and community facilities variance is due to the carry forward of Hawthorn rowing ramp project of \$391,010 and the construction phase of the sportsground synthetic surface project being discontinued following public consultation (\$1.90M).
9 Parks, open space and streetscapes	Parks, open spaces and streetscapes variance is primarily due to carry forward of projects including Surrey gardens rotunda (\$268,343), the Balwyn park concept master plan (150,000) and Chandler park wetlands implementation which has been discontinued due to the State Governments North East Link project. This funding has been reallocated to construct a rain garden at Gordon Barnard Reserve (\$398,979).
10 Off street car parks	Capital expenditure relating to off street car parks was lower than budget due to savings in resurfacing of car parks and access plans.

Notes to the Financial Report

Note 2.1 Analysis of Council results by program

Council delivers its functions and activities through the following programs.

2 (a) Environment and Infrastructure

The Environment and Infrastructure directorate is responsible for managing, maintaining and enhancing the public assets under the control of council to maximise their value to the community. The directorate includes the following departments:

- Asset Management
- Parks & Infrastructure
- Commercial and Property Services *
- Traffic & Transport
- Environment & Sustainable Living
- Projects & Strategy

City Planning

The City Planning directorate is responsible for strategic planning to protect and enhance the environment and liveability of the city. It also facilitates and promotes a high standard of community safety, health and amenity. The directorate includes the following departments:

- Local Laws
- Strategic Planning
- Statutory Planning
- Economic Development
- Building Services

Community Development

The Community Development directorate is responsible for enhancing community, family and cultural life, and facilitating or providing services that respond to community needs. The directorate includes the following departments:

- Health, Active Ageing & Disability Services
- Family, Youth & Recreation
- Community Planning & Development
- Library Services
- Finance & Corporate Planning
- Arts & Cultural Services

Customer Experience and Business Transformation

The Customer Experience and Business Transformation directorate leads the implementation of our business transformation by leading and embedding the Customer Experience Improvement Strategy into our organisation. The directorate includes the following departments:

- Chief Information Office
- Legal Services
- Project Change Management
- Internal Audit
- Commercial and Property Services*
- Chief Customer Office
- Project Management Office
- Business Process Optimisation
- Customer First Program

Chief Executive Office and Governance

Includes the Chief Executive Office and Governance department. The Governance department is responsible for providing open and transparent processes and strong accountability to the community, ensuring a high standard of democratic and corporate governance.

People, Culture and Development

The People, Culture and Development department makes sure Council has the right number of staff with the right skills and attitudes to provide excellent service to the community.

Notes to the Financial Report

Note 2.1 Analysis of Council results by program

2.1 (b) Summary of revenues, expenses, assets and capital expenses by program

2019

Chief Executive Office and Governance
 Environment and Infrastructure
 Community Development
 City Planning
 Customer Experience and Business Transformation
 People, Culture and Development

Income	Expenses	Surplus/ (Deficit)	Grants included in income	Total assets
\$'000	\$'000	\$'000	\$'000	\$'000
47	2,656	(2,609)	-	1,258
8,738	66,672	(57,935)	2,646	2,761,546
29,601	82,076	(52,474)	13,536	737,819
22,406	23,483	(1,077)	698	22,656
181,445	33,132	148,313	-	31,937
5	3,504	(3,499)	-	1,841
242,242	211,523	30,719	16,880	3,557,057

2018

Chief Executive Office and Governance
 Environment and Infrastructure
 Community Development
 City Planning
 Customer Experience and Business Transformation
 People, Culture and Development

Income	Expenses	Surplus/ (Deficit)	Grants included in income	Total assets
\$'000	\$'000	\$'000	\$'000	\$'000
205	2,495	(2,290)	-	1,194
9,832	60,110	(50,279)	3,981	3,108,872
31,313	82,297	(50,984)	13,995	797,217
22,995	22,376	619	633	23,068
174,099	28,020	146,079	-	29,601
-	3,757	(3,757)	-	1,914
238,444	199,056	39,388	18,609	3,961,866

Notes to the Financial Report

2019
\$'000

2018
\$'000

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 2018-19 was \$124.80 billion (2017-18: \$106.76 billion). The 2018-19 rate in the CIV dollar was 0.001219 (2017-18: 0.001381).

General rates	151,396	146,463
Cultural and recreational	67	51
Supplementary rates and rate adjustments	788	1,328
Waste management charge	25,679	22,335
Special rates and charges	1,512	1,339
Interest on rates and charges	552	542
Total rates and charges	179,994	172,058

The date of the latest general revaluation of land for rating purposes within the municipal district was 1 January 2018 and the valuation will be first applied in the rating year commencing 1 July 2018.

Annual rates and charges are recognised as revenues when Council issues annual rates notices.

Supplementary rates are recognised when a valuation and reassessment is completed and a supplementary rates notice issued.

3.2 - Statutory fees and fines

Infringements and costs	10,250	10,978
Court recoveries	1,252	1,210
Town planning fees	3,097	3,420
Land information certificates	166	188
Permits	1,132	1,181
Total statutory fees and fines	15,897	16,977

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

Aged and health services	1,880	2,004
Building services	1,224	1,065
Road occupancy, traffic and drainage	732	709
Child care/children's program	228	240
Parking	1,924	1,934
Leisure centre and recreation	4,232	3,832
Registrations and other permits	1,204	1,192
Waste management services	1,329	1,399
Other fees and charges	932	1,138
Total user fees	13,685	13,513

User fees are recognised as revenue when the service has been provided or council has otherwise earned the income.

Notes to the Financial Report

2019
\$'000

2018
\$'000

3.4 - Funding from other levels of government

Grants were received in respect of the following :

Summary of grants

Commonwealth funded grants	10,912	12,485
State funded grants	5,968	6,124
Total grants received	16,880	18,609

(a) Operating Grants

Recurrent - Commonwealth Government

Victoria Grants Commission	4,619	4,705
Aged care	4,158	4,488
Community safety	175	269
Senior citizen centres	166	186
Volunteer services	96	92

Recurrent - State Government

Aged care	1,542	1,868
Libraries	1,067	1,071
Maternal and child health	1,072	1,062
School crossing supervisors	683	634
Family and children	237	237
Volunteer services	60	60
Community safety	24	22
Senior citizen centres	12	14

Total recurrent operating grants

13,911 14,708

Non-recurrent - Commonwealth Government

Environmental planning	14	28
Other	9	-

Non-recurrent - State Government

Recycling	149	203
Community health	15	20
Community safety	78	19
Community transport	481	-
Family and children	68	-
Maternal and child health	56	41
Environmental planning	69	11
Libraries	46	35
Sports and recreation	6	17
Other	15	3

Total non-recurrent operating grants

1,006 377

Total operating grants

14,917 15,085

(b) Capital Grants

Recurrent - Commonwealth Government

Roads to recovery	395	797
Total recurrent capital grants	395	797

Notes to the Financial Report

2019	2018
\$'000	\$'000

3.4 - Funding from other levels of government (cont.)

Non-recurrent - Commonwealth Government

Community health	1,280	1,920
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Non-recurrent - State Government

Roads	250	-
Community safety	16	500
Environment planning	(2)	221
Sport and recreation	24	86
Total non-recurrent capital grants	1,568	2,727
Total capital grants	1,963	3,524

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

Balance at start of year	111	410
Received during the financial year and remained unspent at balance date	149	111
Received in prior years and spent during the financial year	(111)	(410)
Balance at year end of unspent grants	149	111

Grant income is recognised when Council obtains control of the contribution. Control is normally obtained upon receipt (or acquittal) or upon earlier notification that a grant has been secured.

3.5 - Contributions

Monetary	5,959	6,636
Non-monetary	840	1,448
Total contributions	6,799	8,084

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

Roads	-	1,435
Drains	522	10
Footpath	-	3
Other	318	-
Total non-monetary contributions	840	1,448

Monetary and non-monetary contributions are recognised as revenue when Council obtains control over the contributed asset.

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

Proceeds of sale	37	-
Written down value of assets sold, replaced and disposed	(2,325)	(5,186)
Total net loss on disposal of property, infrastructure, plant and equipment	(2,288)	(5,186)

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

Notes to the Financial Report

	2019 \$'000	2018 \$'000
3.7 - Other income		
Interest	3,209	3,064
Other rental income	2,581	2,939
Reimbursements	1,222	1,165
Right-of-way sales	406	412
Traffic and drainage	1,220	1,182
Other income	349	441
Total other income	8,987	9,203

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

Wages and salaries	70,880	64,266
WorkCover	609	958
Casual staff	5,992	5,623
Annual leave and long service leave	7,052	6,246
Superannuation	6,970	6,350
Fringe benefits tax	432	475
Other	353	321
Total employee costs	92,288	84,239

(b) Superannuation

Superannuation

Council made contributions to the following funds:

Defined benefit fund

Employer contributions to Local Authorities Superannuation Fund (Vision Super)

502	532
502	532

Employer contributions payable at reporting date.

- -

Accumulation funds

Employer contributions to Local Authorities Superannuation Fund (Vision Super)

Employer contributions - other funds

3,571	3,577
2,921	2,287
6,492	5,864

Employer contributions payable at reporting date.

117 106

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

Notes to the Financial Report

2019
\$'000

2018
\$'000

4.2 - Materials and services

Contract payments and trade services:

-Waste Collection	9,154	7,733
-Open Space	8,618	8,884
-Minor Projects	1,798	1,479
-Parking Management	1,247	1,314
-Other*	12,422	11,367
Building maintenance	3,985	3,880
General maintenance	3,397	2,681
Plant and equipment maintenance	2,243	2,127
Utilities	4,838	4,058
Consultants	8,421	7,188
Office and administration	4,501	4,502
Financial and legal	2,036	1,889
Information technology	4,319	3,869
Insurance	1,744	1,564
Other	123	140
Total materials and services	68,846	62,675

*This includes amounts individually under \$1.00 million where Council engages contractors to deliver services to the community.

4.3 - Depreciation and amortisation

Property	12,664	11,816
Plant and equipment	3,967	3,640
Infrastructure	16,117	15,780
Investment property	186	185
Total depreciation	32,934	31,422
Intangible assets	735	823
Total depreciation and amortisation	33,669	32,245

Refer to note 5.2(c) and 6.2 for a more detailed breakdown of depreciation and amortisation charges and accounting policy

4.4 - Bad and doubtful debts

Parking fine and local laws debtors	1,479	1,047
Other debtors	164	60
Total bad and doubtful debts	1,643	1,107

Movement in provisions for doubtful debts

Balance at the beginning of the year	1,559	1,295
New provisions recognised during the year	1,643	1,130
Amounts already provided for and written off as uncollectible	(1,135)	(866)
Balance at end of year	2,067	1,559

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. Bad debts are written off when identified.

Notes to the Financial Report

2019
\$'000

2018
\$'000

4.5 - Borrowing costs

Interest on borrowings	1,652	2,348
Total borrowing costs	1,652	2,348

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.

4.6 - Other expenses

Auditors' remuneration - VAGO - audit of the financial statements, performance statement and grant acquittals	73	67
Auditors' remuneration - internal	157	120
Councillors' allowances	408	400
Operating lease rentals	4,066	4,317
Community grants and contributions	2,921	2,657
Training and professional development	1,351	1,199
Special rate scheme expenditure	1,518	1,339
Other expenditure	317	286
Total other expenses	10,811	10,385

Note 5 - Our financial position

5.1 - Financial assets

(a) Cash and cash equivalents

Cash on hand	8	8
Cash at bank	10,594	6,591
Term deposits	88,333	7,817
Total cash and cash equivalents	98,935	14,416

(b) Other financial assets

Term deposits - current	26,593	115,309
Unlisted shares	4	4
Total other financial assets	26,597	115,313
Total financial assets	125,532	129,729

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

- Trust funds and deposits (Note 5.3)	4,036	3,245
Total restricted funds	4,036	3,245
Total unrestricted cash and cash equivalents	94,899	11,171

Notes to the Financial Report

2019
\$'000

2018
\$'000

5.1 - Financial assets (cont.)

Intended allocations

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

- Cash held to fund carried forward capital works	6,852	5,975
- Cash held to fund carried forward priority projects	3,565	3,216
- Reserves	16,903	15,103
Total funds subject to intended allocations	27,320	24,294

Cash and cash equivalents include cash on hand, deposits at call, and other highly liquid investments with original maturities of 90 days 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.

The unlisted shares are held with Procurement Australasia Limited.

(c) Trade and other receivables

Current

Rates debtors	6,886	5,692
Parking infringement debtors	8,268	7,149
Provision for doubtful debts - parking infringements	(1,972)	(1,474)
Loans and advances to community organisations	-	12
Other debtors	3,332	2,934
Provision for doubtful debts - other debtors	(96)	(86)
Net GST receivable	1,372	1,586
	17,790	15,813
Total trade and other receivables	17,790	15,813

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.

There is no material impact for AASB 9 - Financial Instruments in the 2017-18 year.

a) Ageing of receivables

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

Current (not yet due)	2,039	2,075
Past due by up to 30 days	420	161
Past due between 31 and 180 days	493	419
Past due between 181 and 365 days	106	110
Past due by more than 1 year	274	181
Total trade and other receivables	3,332	2,946

b) Ageing of individually impaired receivables

At balance date there were no other debtors representing financial assets that were impaired (2017-18 Nil).

Notes to the Financial Report

	2019 \$'000	2018 \$'000
5.2 - Non - financial assets		
(a) Inventories		
Inventories for distribution	16	12
Inventories held for sale	15	14
Total inventories	31	26

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

Prepayments	1,652	1,138
Total other assets	1,652	1,138

(c) Intangible assets

Software	880	1,297
Total intangible assets	880	1,297

	Software
Gross carrying amount	
Balance at 1 July 2017	3,280
Additions from internal developments	1,397
Balance at 1 July 2018	4,677
Additions from internal developments	367
Disposals	(1,289)
Balance at 30 June 2019	3,755
Accumulated amortisation and impairment	
Balance at 1 July 2017	(2,557)
Amortisation expense	(823)
Balance at 1 July 2018	(3,380)
Amortisation expense	(735)
Accumulated amortisation for disposals	1,240
Balance at 30 June 2019	(2,875)
Net book value at 30 June 2018	1,297
Net book value at 30 June 2019	880

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

	2019 \$'000	2018 \$'000
(a) Trade and other payables		
Trade and other payables	21,053	19,349
Accrued expenses	4,442	4,755
Prepaid income	110	82
Total trade and other payables	25,605	24,186
(b) Trust funds and deposits		
Refundable deposits	3,333	2,594
Fire services levy	512	418
Refundable contract deposits and retention monies	7	10
Balwyn Rotary Sunday Market trust funds	184	154
Sportsgrounds trust funds	-	69
Total trust funds and deposits	4,036	3,245

Notes to the Financial Report

5.3 - Payables (cont.)

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.

Trust funds collected from cessation of sportsground committees - Expenditure is restricted to the relevant sportsground.

5.4 - Interest-bearing liabilities

	2019 \$'000	2018 \$'000
Current		
Borrowings - secured	1,495	18,432
Non-current		
Borrowings - secured	24,785	26,280
Total	26,280	44,712

Borrowings are secured over the General Rates of Council as per section 148 of the *Local Government Act 1989*.

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

Not later than one year	1,495	18,432
Later than one year and not later than five years	6,879	6,530
Later than five years	17,906	19,750
	26,280	44,712

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.

Notes to the Financial Report

5.5 - Provisions

	Annual leave	Long service leave	Other	Total
	\$ '000	\$ '000	\$ '000	\$ '000
2019				
Balance at beginning of the financial year	5,357	12,441	327	18,123
Additional provisions	6,468	3,247	1,806	11,522
Amounts used	(6,213)	(2,723)	(1,732)	(10,668)
Increase in the discounted amount arising because of time and the effect of any change in the discount rate	14	63	-	77
Balance at the end of the financial year	5,626	13,028	401	19,054
2018				
Balance at beginning of the financial year	5,294	12,515	296	18,105
Additional provisions	6,544	2,785	1,770	11,099
Amounts used	(6,484)	(2,941)	(1,739)	(11,164)
Increase in the discounted amount arising because of time and the effect of any change in the discount rate	3	82	-	85
Balance at the end of the financial year	5,357	12,441	327	18,123

	2019 \$'000	2018 \$'000
(a) Employee provisions		
Current provisions expected to be settled within 12 months		
Annual leave	4,485	4,185
Long service leave	1,446	1,404
Other	401	327
	6,332	5,916
Current provisions expected to be settled after 12 months		
Annual leave	1,140	1,171
Long service leave	9,595	9,341
	10,735	10,512
Total current provisions	17,067	16,428
Non-current		
Long service leave	1,987	1,695
Total non-current provisions	1,987	1,695
Aggregate carrying amount of employee provisions:		
Current	17,067	16,428
Non-current	1,987	1,695
Total aggregate carrying amount of employee provisions	19,054	18,123
(b) Other		
Provision for rostered days off		
Current	401	327
	401	327

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

Wages and salaries and annual leave

Liabilities for wages and salaries, including non-monetary benefits and annual leave expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits in respect of employee services up to the reporting date, classified as current liabilities and measured at their nominal values.

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 non-current liabilities, measured at 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. LSL is measured at present value.

Unconditional LSL is disclosed as a current liability. 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.

Key assumptions:

- discount rate	1.32%	2.64%
- inflation rate	2.80%	2.55%
- settlement rate (years)	7	7

Notes to the Financial Report

	2019	2018
5.6 - Financing arrangements	\$'000	\$'000
Council has the following funding arrangements in place as at 30 June 2019:		
Credit card facilities	300	300
Borrowing facilities	26,280	44,713
Total facilities	26,580	45,013
Used facilities	26,408	44,866
Unused facilities	172	147

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.

	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
30 June 2019					
<u>Operating</u>					
Recycling	2,128	2,122	2,791	-	7,041
Garbage Collection	381	227	114	-	722
Open space management	10,322	5,372	5,340	-	21,034
Consultancies	2,268	1,735	630	-	4,633
Home care services	190	-	-	-	190
Cleaning contracts for council buildings	931	919	194	-	2,044
Information systems and technology	1,766	1,267	2,420	-	5,453
Maintenance	1,725	1,720	1,058	-	4,503
Other	6,074	4,431	6,455	1,098	18,058
Total operating commitments	25,785	17,793	19,002	1,098	63,678
<u>Capital</u>					
Buildings	16,538	2,570	4,556	49	23,713
Roads	6,810	6,648	6,891	-	20,349
Footpaths, laneways and car parks	8,489	8,465	11,341	-	28,295
Drainage	7,418	6,841	5,829	-	20,088
Recreational, leisure and community facilities	1,216	1,213	1,988	-	4,417
Computers and telecommunications	2,327	2,108	1,645	-	6,080
Library materials	2,249	2,242	68	-	4,559
Other	195	-	-	-	195
Total capital commitments	45,242	30,087	32,318	49	107,696
Total commitments after 30 June 2019	71,027	47,880	51,320	1,147	171,374

Notes to the Financial Report

5.7 - Commitments (cont.)

	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
30 June 2018					
<i>Operating</i>					
Recycling	2,323	2,128	4,914	-	9,365
Garbage collection	446	381	316	25	1,168
Open space management	10,577	9,551	8,815	674	29,617
Consultancies	2,308	1,868	2,167	-	6,343
Home care services	324	190	-	-	514
Cleaning contracts for council buildings	1,328	931	1,112	-	3,371
Information systems and technology	3,947	1,323	2,094	156	7,520
Other	4,576	4,209	4,747	1,298	14,830
Total operating commitments	25,829	20,581	24,165	2,153	72,728
<i>Capital</i>					
Buildings	15,541	3,490	3,266	153	22,450
Roads	6,791	6,810	13,539	-	27,140
Footpaths, laneways and car parks	8,465	8,489	19,807	-	36,761
Drainage	4,303	3,741	7,154	-	15,198
Library materials	2,242	2,249	2,310	-	6,801
Other	290	-	-	-	290
Total capital commitments	37,632	24,779	46,076	153	108,640
Total commitments after 30 June 2018	63,461	45,360	70,241	2,306	181,368

Operating lease commitments

	2019 \$'000	2018 \$'000
<i>(a) Operating lease commitments</i>		
At the reporting date, the Council had the following obligations under non-cancellable operating leases for the lease of equipment and land and buildings for use within Council's activities (these obligations are not recognised as liabilities):		
Not later than one year	3,882	2,352
Later than one year and not later than five years	8,173	3,739
Later than five years	102	121
	12,157	6,212

Lease payments for operating leases are required by the accounting standard to be recognised on a straight line basis, rather than expensed in the years in which they are incurred.

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) is 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.

Notes to the Financial Report

6.2 - Property, infrastructure, plant and equipment

Summary of property, infrastructure, plant and equipment

	At Fair Value 30 June 2018	Additions	Contributions	Revaluations	Depreciation	Disposal	Write-off	Impairment Reversals	**Transfers	At Fair Value 30 June 2019
Land	2,957,692	-	-	(420,735)	-	-	-	-	-	2,536,954
Buildings	292,289	-	-	-	(12,664)	(423)	-	-	17,122	296,324
Plant and Equipment	16,838	-	318	-	(3,967)	(456)	-	172	5,917	18,822
Infrastructure	516,978	-	522	-	(16,117)	(1,395)	-	-	23,885	523,873
Work in progress	20,902	57,322	-	-	-	-	(4,712)	-	(47,358)	26,154
	3,804,699	57,322	840	(420,735)	(32,748)	(2,274)	(4,712)	172	* (434)	3,402,127

Summary of Work in Progress

	Opening WIP	Additions	** Transfers	Write Offs	Closing WIP
Buildings	9,475	21,977	(21,004)	(1,515)	8,934
Plant and Equipment	310	6,182	(3,006)	(1,142)	2,344
Infrastructure	11,117	29,163	(23,348)	(2,056)	14,876
Total	20,902	57,322	(47,358)	(4,713)	26,154

* The \$0.4M is additions for Investment Property and Intangibles shown in Note 6.4 and Note 5.2 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

Notes to the Financial Report

6.2 - Property, infrastructure, plant and equipment (cont.)

(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 2018	2,573,381	384,311	2,957,692	449,305	449,305	9,475	3,416,472
Accumulated depreciation at 1 July 2018	-	-	-	(157,016)	(157,016)	-	(157,016)
	2,573,381	384,311	2,957,692	292,289	292,289	9,475	3,259,456
Movements in fair value							
Additions	-	-	-	-	-	21,977	21,977
Revaluation	(366,050)	(54,687)	(420,735)	-	-	-	(420,735)
Disposals	-	-	-	(1,124)	(1,124)	-	(1,124)
Write-offs	-	-	-	-	-	(1,515)	(1,515)
Transfers in (out)	-	-	-	17,122	17,122	(21,004)	(3,882)
	(366,050)	(54,687)	(420,735)	15,998	15,998	-	(405,279)
Movements in accumulated depreciation							
Depreciation and amortisation	-	-	-	(12,664)	(12,664)	-	(12,664)
Accumulated depreciation of disposals	-	-	-	701	701	-	701
	-	-	-	(11,963)	(11,963)	-	(11,963)
At fair value 30 June 2019	2,207,331	329,624	2,536,956	465,303	465,303	8,934	3,011,193
Accumulated depreciation at 30 June 2019	-	-	-	(168,979)	(168,979)	-	(168,979)
	2,207,331	329,624	2,536,954	296,324	296,324	8,934	2,842,212

Notes to the Financial Report

6.2 - Property, infrastructure, plant and equipment (cont.)

(b) Plant and Equipment

	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 1 July 2018	32,484	8,858	6,549	2,631	310	50,832
Accumulated depreciation at 1 July 2018	(21,405)	(5,618)	(5,090)	(1,572)	-	(33,684)
	11,079	3,240	1,459	1,059	310	17,148
Movements in fair value						
Additions	-	-	-	-	6,182	6,182
Contributions	319	-	-	-	-	319
Disposals	(207)	(3)	(2,305)	(1,088)	-	(3,603)
Write-offs	-	-	-	-	(1,142)	(1,142)
Impairment losses reversed in operating result	172	-	-	-	-	172
Transfers in (out)	3,776	589	495	1,057	(3,006)	2,911
	4,059	586	(1,810)	(31)	2,034	4,839
Movements in accumulated depreciation						
Depreciation and amortisation	(2,386)	(605)	(543)	(433)	-	(3,967)
Accumulated depreciation of disposals	201	3	2,293	650	-	3,147
	(2,185)	(602)	1,750	217	-	(821)
At fair value 30 June 2019	36,543	9,445	4,739	2,601	2,344	55,671
Accumulated depreciation at 30 June 2019	(23,590)	(6,220)	(3,340)	(1,355)	-	(34,505)
	12,954	3,225	1,399	1,245	2,344	21,166

Notes to the Financial Report

6.2 - Property, infrastructure, plant and equipment (cont.)

(c) Infrastructure

	Roads	Bridges	Footpaths and cycleways	Drainage	Recreational, leisure and Community	Parks open spaces and streetscapes	Off street car parks	Work in Progress	Total Infrastructure
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
At fair value 1 July 2018	576,993	14,211	139,868	210,295	47,911	27,982	38,755	11,117	1,067,130
Accumulated depreciation at 1 July 2018	(323,579)	(8,504)	(77,902)	(88,305)	(17,209)	(10,135)	(13,402)	-	(539,035)
	253,414	5,707	61,964	121,989	30,702	17,847	25,353	11,117	528,095
Movements in fair value									
Additions	-	-	-	-	-	-	-	29,163	29,163
Contributions	-	-	-	522	-	-	-	-	522
Disposals	(2,933)	-	(113)	(201)	(96)	(118)	-	-	(3,461)
Write-offs	-	-	-	-	-	-	-	(2,056)	(2,056)
Transfers in (out)	10,893	-	2,719	4,915	3,834	1,096	429	(23,348)	537
	7,960	-	2,606	5,236	3,738	978	429	3,759	24,705
Movements in accumulated depreciation									
Depreciation and amortisation	(7,559)	(152)	(1,912)	(2,534)	(2,075)	(1,252)	(634)	-	(16,117)
Accumulated depreciation of disposals	1,707	-	65	186	44	63	-	-	2,065
	(5,851)	(152)	(1,847)	(2,347)	(2,031)	(1,189)	(634)	-	(14,052)
At fair value 30 June 2019	584,953	14,211	142,473	215,531	51,649	28,959	39,184	14,876	1,091,836
Accumulated depreciation at 30 June 2019	(329,430)	(8,656)	(79,749)	(90,652)	(19,239)	(11,324)	(14,036)	-	(553,087)
	255,523	5,555	62,724	124,879	32,410	17,635	25,148	14,876	538,749
Total property, infrastructure, plant and equipment									3,402,127

Notes to the Financial Report

6.2 - Property, infrastructure, plant and equipment (cont.)

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

	Depreciate Period	Threshold Limit
	Years	\$'000
Property		
Land	N/A	-
Buildings		
Buildings	2-55	5
Plant and Equipment		
Plant, machinery and equipment	5-30	2
Arts and heritage	100	0
Fixtures, fittings and furniture	10	2
Computers and telecommunications	3-5	2
Library books	6	0
Infrastructure		
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	15-80	1
Parks, open space and streetscapes	15-100	1
Off street car parks	30-100	7
Intangible assets	3	5

Land under roads

Council recognises land under roads it controls on a **cost 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.

Notes to the Financial Report

6.2 - Property, infrastructure, plant and equipment (cont.)

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.

Finance leases

Leases of assets where substantially all the risks and rewards incidental to ownership of the asset, are transferred to the Council are classified as finance leases. Finance leases are capitalised, recording an asset and a liability at the lower of the fair value of the asset and the present value of the minimum lease payments, including any guaranteed residual value. Lease payments are allocated between the reduction of the lease liability and the interest expense. Leased assets are depreciated on a straight line basis over their estimated useful lives to the Council where it is likely that the Council will obtain ownership of the asset or over the term of the lease, whichever is the shorter. Council had no finance leases at reporting date.

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.

Any significant movements in the unobservable inputs for land and land under roads will have a significant impact on the fair value of these assets.

The date of the current valuation is detailed in the following table. An index based revaluation was conducted in the current year, this valuation was based on (14.23%) provided by Matheson Stephen Valuations Property Consultants. A full revaluation assessment of these assets will be conducted in 2019-20.

Details of the Council's land and buildings and information about the fair value hierarchy as at 30 June 2019 are as follows:

	Level 1	Level 2	Level 3	DoV
Land		329,624		Jan-19
Specialised land			2,207,331	Jan-19
Buildings			296,324	Jan-18
Total		329,624	2,503,655	

Valuation of infrastructure

Valuation of infrastructure assets has been determined by Zhanna Sichivitsa, Manager Asset Management, Bachelor of Landscape Architecture, Ph.D. Environmental Horticulture.

The date of the current valuation is detailed in the following table. No index based revaluation was conducted in the current year, this valuation was based on 2017-18, a full revaluation of these assets will be conducted in 2019-20.

Notes to the Financial Report

6.2 - Property, infrastructure, plant and equipment (cont.)

The valuation is at fair value based on 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 2019 are as follows:

	Level 1	Level 2	Level 3	DoV
Roads			255,523	Jun-18
Bridges			5,555	Jun-18
Footpaths and cycleways			62,724	Jun-18
Drainage			124,879	Jun-18
Recreational, leisure and community facilities			32,410	Jun-18
Parks, open space and streetscapes			17,635	Jun-18
Off Street Car Parks			25,147	Jun-18
Total			523,873	

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 \$38 and \$11,370 per square metre.

Specialised buildings are valued using a depreciated 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 depreciated 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.

	2019 \$'000	2018 \$'000
Reconciliation of specialised land		
Land under roads	1,650	1,922
Parks and reserves	953,975	1,112,019
Sports Grounds	776,704	905,618
Other	475,002	553,809
Total specialised land	2,207,331	2,573,368

Adjustments directly to equity

In 2017-18 financial year, an accounting policy change at Council determined that the asset class-Trees would be removed from Councils asset register prior to the current financial year. The adjustments to equity occurred in the 2016-17 financial year and was \$12,065,000 to **Infrastructure- Parks, open space and streetscapes**.

Notes to the Financial Report

2019	2018
\$'000	\$'000

6.3 - Investments in associates and joint arrangements

Background

The City of Boroondara has entered into a joint venture arrangement called South Eastern Regional Landfill, 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)

Council's share of accumulated surplus(deficit) at start of year	(3,893)	(3,022)
Reported surplus/(deficit) for year	(326)	(871)
Council's share of accumulated deficit at end of year	<u>(4,219)</u>	<u>(3,893)</u>

Movement in carrying value of specific investment

Carrying value of investment at start of year	(2,253)	(1,382)
Share of surplus/(deficit) for year	(326)	(871)
Carrying value of investment at end of year	<u>(2,579)</u>	<u>(2,253)</u>

Council's share of expenditure commitments

Commitments	-	14
	<u>-</u>	<u>14</u>

Associates are all entities over which Council has significant influence but not control or joint control.

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 in profit or loss and other comprehensive income respectively.

The landfill closed on the 29 January 2016. At balance date the landfill itself retains sufficient liquidity to fund the post closure capital works and the post closure After Care expenses for the medium term. It is however likely that Council funds will be required to be expended in support of the entity in the longer term.

Notes to the Financial Report

	2019 \$'000	2018 \$'000
6.4 - Investment property		
Gross carrying amount		
Balance at beginning of financial year	10,407	10,318
Additions	67	89
Balance at end of financial year	<u>10,474</u>	<u>10,407</u>
Accumulated amortisation and impairment		
Balance at beginning of the year	(1,243)	(1,058)
Depreciation expense	(186)	(185)
Balance at end of financial year	<u>(1,429)</u>	<u>(1,243)</u>
Net book value	<u>9,045</u>	<u>9,164</u>

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 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. AASB 140 paragraph 53 states that if an entity determines that the fair value of an investment property is not reliably determinable on a continuing basis, the entity shall measure that investment property using the cost model in AASB 116.

Notes to the Financial Report

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

Details of persons holding the position of Councillor or other members of key management personnel at any time during the year are:

Councillors

Councillor Jane Addis (Mayor from 8 Nov 2018 to current)
 Councillor Jim Parke (Mayor from 8 Nov 2017 to 7 Nov 2018)
 Councillor Phillip Healey
 Councillor Lisa Hollingsworth
 Councillor Steve Hurd
 Councillor Coral Ross
 Councillor Felicity Sinfield
 Councillor Garry Thompson
 Councillor Cynthia Watson
 Councillor Jack Wegman

Other KMPs

Director Environment and Infrastructure - Bruce Dobson (1 July 2018 to 5 April 2019)
 Acting Director Environment and Infrastructure - Carolyn Terry (from 6 April 2019)
 Director Community Development - Carolyn McClean
 Director Customer Experience and Business Transformation - Marilyn Kearney (1 July 2018 to 5 April 2019)
 Director Customer Experience and Business Transformation - Bruce Dobson (from 6 April 2019)
 Director City Planning - Shiran Wickramasinghe
 Executive Manager People Culture and Development - Carolyn Terry (1 July 2018 to 5 April 2019)

Chief Executive Officer Phillip Storer

	2019	2018
Total Number of Councillors	10	10
Chief Executive Officer and other Key Management Personnel	6	6
Total Key Management Personnel	16	16

(c) Remuneration of key management personnel

Total remuneration of key management personnel was as follows:

Short-term benefits	2,173	2,107
Post-employment benefits	170	162
Long-term benefits	40	45
Total	2,383	2,314

Notes to the Financial Report

7.1 Council and key management remuneration (cont.)

The numbers of key management personnel whose total remuneration from Council and any related entities, fall within the following bands:

	2019 No.	2018 No.
\$30,000 - \$39,999	8	8
\$50,000 - \$59,999	1	1
\$70,000 - \$79,999	-	1
\$80,000 - \$89,999	1	-
\$250,000 - \$259,999	1	-
\$260,000 - \$269,999	-	1
\$270,000 - \$279,999	-	1
\$310,000 - \$319,999	-	3
\$320,000 - \$329,999	4	-
\$430,000 - \$439,999	1	1
	16	16

(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 \$148,000

The number of Senior Officers are shown below in their relevant income bands:

Income range:	2019 No.	2018 No.
\$148,000 - \$149,999	-	2
\$150,000 - \$159,999	10	13
\$160,000 - \$169,999	7	4
\$170,000 - \$179,999	4	2
\$180,000 - \$189,999	6	6
\$190,000 - \$199,999	6	5
\$200,000 - \$209,999	6	1
\$210,000 - \$219,999	4	4
\$220,000 - \$229,999	4	3
\$250,000 - \$259,999	1	-
\$270,000 - \$279,999	1	-
	49	40
Total remuneration for the reporting year for Senior Officers included above, amounted to:	\$'000 9,203	\$'000 7,133

Notes to the Financial Report

7.2 Related party disclosure

(a) Transactions with related parties

During the period Council entered into the following transactions with related parties.

(a) Roadside Services and Solutions Pty Ltd

Councillor Jim Parke Mayor acquired a thirty percent share in Roadside Services and Solutions Pty Ltd on the 30 April 2018. For the year ended 30 June 2019, Council transactions with Roadside Services and Solutions Pty Ltd were valued at \$229,702 (excluding GST) for road line-marking.

(b) Municipal Association of Victoria (MAV)

Councillor Coral Ross was elected President of Municipal Association of Victoria on the 1 March 2019. For the year ended 30 June 2019, Council transactions with MAV were valued at \$154,256 (excluding GST) for a membership subscription, insurance and other professional services .

(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.

Notes to the Financial Report

Note 8 - Managing uncertainties

8.1 - Contingent assets and liabilities

(a) Contingent assets

As of 30 June 2019, there are no potential contingent assets.

(b) Contingent liabilities

- (a) Council is a party to an agreement signed under Section 173 of the Planning and Environmental Act in relation to proposed developments in Station Street Camberwell. This agreement was signed on 5 March 1996 pursuant to Planning Permit BOR/9941 and originally imposed certain planning conditions upon the owners of the land, including a limit on future floor area. The agreement also provided that Council would undertake the demolition, removal and relocation of the Public Transport Corporation substation and equipment situated in the Council car park to the west of the subject site and to construct car parking on this land. In the 2013-14 financial year, the Victorian Civil and Administrative Tribunal (VCAT) ruled that the originally proposed developments can proceed. There have been several previous VCAT and Supreme Court proceedings (to which Council was a party) in relation to the developments in Station Street Camberwell and the Section 173 Agreement. All previous VCAT and Supreme Court Cases have been finalised, however, Council will likely be liable for costs associated with these proceedings. As of 30 June 2019, the nature timing and quantum of costs associated with these proceedings have not been reliably determined. The nature, timing and costs associated with honouring the terms of the Section 173 Agreement have also not been reliably determined.
- (b) Council is presently involved in a number of confidential legal matters, which are being conducted through Council's solicitors. The estimated potential financial effect of these matters is unknown at reporting date. The estimate of the financial liability at reporting date representing Council's maximum exposure under its public liability insurance policy for trips and falls on road reserves and footpaths total \$140,000 (2017-18 \$476,000). This amount is contingent on the outcome of the resolution of these claims.
- (c) 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.

Future superannuation contributions

In addition to the disclosed contributions, City of Boroondara has paid unfunded liability payments to Vision Super totalling \$0 (2017-18 \$0). There were no contributions outstanding and no loans issued from or to the above schemes as at 30 June 2019. The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2019 are \$517,000.

(c) Guarantees for loans to other entities

During the previous four financial years, Council has resolved to act as a guarantor on loan facilities to various sporting clubs. The purpose of the loan funds was to assist with the cost of resurfacing of tennis courts and hockey subsurface to 'drought proof' the clubs. As at 30 June 2019, Council's maximum potential exposure is as follows:

	Amount outstanding 30-Jun-19	Year loan commenced
Community organisation		
Burwood Tennis Club	\$ 8,642	2007-08
	\$ 8,642	

As at 30 June 2019, the above sporting club has not defaulted on the required loan repayments and therefore no allowance for this contingency is required in the financial report.

The amount disclosed for financial guarantee in this note is the nominal amount of the underlying loan that is guaranteed by the Council, not the fair value of the financial guarantee.

Notes to the Financial Report

8.2 - Change in accounting standards

The following new AAS's have been issued that are not mandatory for the 30 June 2019 reporting period. Council has assessed these pending standards and has identified the following potential impacts will flow from the application of these standards in future reporting periods.

Revenue from contracts with customers (AASB 15) (applies 2019-20 for LG sector)

The standard shifts the focus from the transaction-level to a contract-based approach. Recognition is determined based on what the customer expects to be entitled to (rights and obligations), while measurement encompasses estimation by the entity of the amount expected to be entitled for performing under the contract. The full impact of this standard is not known however it is most likely to impact where contracts extend over time, where there are rights and obligations that may vary the timing or amount of the consideration, or where there are multiple performance elements. This has the potential to impact on the recognition of certain grant income. Council is currently assessing any impacts of this standard and have determined at this point there is no material impact.

Amendments to Australian Accounting Standards – Deferral of AASB 15 for Not-for-Profit Entities (AASB 2016-7) (applies 2019-20)

This Standard defers the mandatory effective date of AASB 15 for not-for-profit entities from 1 January 2018 to 1 January 2019.

Leases (AASB 16) (applies 2019-20)

The classification of leases as either finance leases or operating leases is eliminated for lessees. Leases will be recognised in the Balance Sheet by capitalising the present value of the minimum lease payments and showing a 'right-of-use' asset, while future lease payments will be recognised as a financial liability. The nature of the expense recognised in the profit or loss will change. Rather than being shown as rent, or as leasing costs, it will be recognised as depreciation on the 'right-of-use' asset, and an interest charge on the lease liability. The interest charge will be calculated using the effective interest method, which will result in a gradual reduction of interest expense over the lease term.

Council has elected to adopt the modified retrospective approach to the transition to the new lease standard. This will mean that only existing operating leases for non low value assets, with remaining terms greater than 12 months, will be recognised on transition (1 July 2019). Based on our current lease commitments and an assumption of a continuation of the current leasing arrangements Council expects that the transition to the new standard will see the initial recognition of approximately \$9.42 million in lease related assets and an equivalent liability

Income of Not-for-Profit Entities (AASB 1058) (applies 2019-20)

This standard replaces AASB 1004 Contributions and establishes revenue recognition principles for transactions where the consideration to acquire an asset is significantly less than fair value to enable a not-for-profit entity to further its objectives.

Notes to the Financial Report

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 1989*. 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

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.

Notes to the Financial Report

8.3 - Financial instruments (cont.)

(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% and -1% in market interest rates (AUD) from year-end rates of 2.21%.

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.

Notes to the Financial Report

8.4 - Fair value measurement (cont.)

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.

Land under roads

Council recognises land under roads it controls on a cost basis.

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.

Notes to the Financial Report

Note 9 - Other matters

9.1 - Reserves

	Balance at beginning of reporting period \$'000	Increment (decrement) \$'000	Reversal of previous revaluations for assets disposed \$'000	Balance at end of reporting period \$'000
(a) Asset revaluation reserves				
2019				
Property				
Land	2,642,103	(420,735)	(312)	2,221,056
Buildings and other structures	57,956	-	(327)	57,629
	2,700,059	(420,735)	(639)	2,278,685
Infrastructure				
Roads	163,661	-	-	163,661
Bridges	4,757	-	-	4,757
Footpaths and cycleways	37,086	-	-	37,086
Drainage	36,937	-	-	36,937
Carparks and access roads	13,698	-	-	13,698
	256,139	-	-	256,139
Sub-total property and infrastructure	2,956,198	(420,735)	(639)	2,534,824
Total asset revaluation reserves	2,956,198	(420,735)	(639)	2,534,824
2018				
Property				
Land	2,395,350	246,753	-	2,642,103
Buildings and other structures	52,532	6,307	(883)	57,956
	2,447,882	253,060	(883)	2,700,059
Infrastructure				
Roads	175,025	(11,364)	-	163,661
Bridges	3,846	911	-	4,757
Footpaths and cycleways	43,242	(6,156)	-	37,086
Drainage	34,030	2,907	-	36,937
Carparks and access roads	11,861	1,837	-	13,698
	268,004	(11,865)	-	256,139
Sub-total property and infrastructure	2,715,886	241,195	(883)	2,956,198
Total asset revaluation reserves	2,715,886	241,195	(883)	2,956,198

The asset revaluation reserve is used to record the movement in fair value of Council's assets over time.

Notes to the Financial Report

9.1 - Reserves (cont.)

	Balance at beginning of reporting period \$'000	Transfer from accumulated surplus \$'000	Transfer to accumulated surplus \$'000	Balance at end of reporting period \$'000
(b) Other reserves				
2019				
Strategic acquisition fund	434	-	-	434
Defined Benefit future call up fund	5,000	1,000	-	6,000
Open space development fund	9,669	800	-	10,469
Total other reserves	15,103	1,800	-	16,903
2018				
Drainage contributions reserve	283	-	(283)	-
Strategic acquisition fund	434	-	-	434
Defined Benefit future call up fund	4,000	1,000	-	5,000
Open space development fund	7,695	1,974	-	9,669
Total other reserves	12,412	2,974	(283)	15,103

The drainage contributions reserve represents non refundable contributions that are sought from developers to upgrade drainage as a result of development in the municipality.

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.

Notes to the Financial Report

	2019 \$'000	2018 \$'000
9.2 - Reconciliation of cash flows from operating activities to surplus/(deficit)		
Surplus for the period	30,719	39,388
Depreciation/amortisation	33,669	32,245
(Profit) /loss on disposal of property, infrastructure, plant and equipment	2,288	5,186
Share of joint venture (profits) / losses net of distributions	326	871
Works in progress not capitalised (expensed)	4,712	4,518
Contributions of non-monetary assets	(840)	(1,448)
Finance costs	1,652	2,348
Change in assets and liabilities:		
increase in trade and other receivables	(2,013)	(2,936)
(Increase)/decrease in prepayments	(514)	697
(Increase)/decrease in inventories	(5)	7
Increase/(decrease) in trust funds and deposits	792	(78)
Increase/(decrease) in trade and other payables	(1,084)	2,531
Increase in other liabilities	28	20
Increase/(decrease) in provisions	929	(17)
Net cash provided by operating activities	70,659	83,332

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.

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 2019, this was 9.5% as required under Superannuation Guarantee legislation).

Defined Benefit

Council does not use defined benefit accounting for its defined benefit obligations under the Fund's Defined Benefit category. This is because the Fund's Defined Benefit category is a pooled multi-employer sponsored plan. 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. For the year ended 30 June 2019, this rate was 9.5% of members' salaries (9.5% in 2017-18)

As at 30 June 2018, an interim actuarial investigation was completed. The vested benefit index (VBI) of the Defined Benefit category of which Council is a contributing employer was 106.0%. To determine the VBI, the fund Actuary used the following long-term assumptions:

Net investment returns 6.0% pa
Salary information 3.5% pa
Price inflation (CPI) 2.0% pa.

Notes to the Financial Report

9.3 - Superannuation (cont.)

Vision Super has advised that the estimated VBI at 30 June 2019 was 107.1%. The VBI is to be used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2018 interim 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.

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 purpose 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 City of Boroondara) 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 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 the employer's successor.

Defined benefit 2018 Interim actuarial investigation surplus amounts

The Fund's interim actuarial investigation as at 30 June 2018 identified the following in the defined benefit category of which Council is a contributing employer:

A VBI surplus of \$131.90 million.

A total service liability surplus of \$218.30 million.

A discounted accrued benefits surplus of \$249.10 million.

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 2018. Council was notified of the 30 June 2018 VBI during August 2018.

A interim actuarial investigation is being conducted for the Fund's position as at 30 June 2019. It is anticipated that this actuarial investigation will be completed by October 2019.



Performance Statement



Performance Statement

For the year ended 30 June 2019

Description of municipality

The City of Boroondara (the Council) is located in the inner eastern suburbs of Melbourne, between 5 and 10 kilometers 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 181,289 people (at 30 June 2018). Compared with greater Melbourne, we have a smaller proportion of young children and people aged 30 to 39, but a larger proportion of 10 to 19 year olds and people over 50 years. Of all 79 Victorian local government areas, Boroondara has the fifth largest population of people aged 85 years and over. At the 2016 Census 3.8% of the population needed assistance with daily living tasks.

Boroondara is culturally and linguistically diverse. The proportion of Boroondara residents who were born overseas increased from 25.5% in 2006 to 30.9% in 2016. Residents were born in more than 145 countries and spoke more than 120 languages.

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. 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 2019

Results

Indicator/measure	2016	2017	2018	2019	Material Variations
Own-source revenue <i>Own-source revenue per head of municipal population</i> (Own-source revenue/Municipal population)	\$1,133.54	\$1,160.91	\$1,180.03	\$1,205.61	
Recurrent grants <i>Recurrent grants per head of municipal population</i> (Recurrent grants/Municipal population)	\$73.84	\$98.97	\$86.40	\$78.91	The 2016-17 result includes the full year allocation of the Victoria Grants Commission (VGC) for 2016-17 and early receipt of the 2017-18 allocation (50% or \$2.26 million).
Population <i>Expenses per head of municipal population</i> (Total expenses/Municipal population)	\$1,038.02	\$1,120.37	\$1,109.28	\$1,166.77	
<i>Infrastructure per head of municipal population</i> (Value of infrastructure/Municipal population)	\$4,790.26	\$4,775.59	\$4,720.19	\$4,772.34	
<i>Population density per length of road</i> (Municipal population/Kilometres of local roads)	311.04	314.50	318.59	321.86	
Disadvantage <i>Relative Socio-Economic disadvantage</i> (Index of Relative Socio-Economic Disadvantage by decile)	10	10	10	10	

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 2019

Results

Indicator/measure	2016	2017	2018	2019	Material Variations
Aquatic facilities Utilisation <i>Utilisation of aquatic facilities</i> (Number of visits to aquatic facilities/Municipal population)	13	14	14	15	
Animal management Health and safety <i>Animal management prosecutions</i> (Number of successful animal management prosecutions)	14	3	17	6	A reduction in the number of serious dog attacks in 2018-19 resulted in less animal management prosecutions.
Food safety Health and safety <i>Critical and major outcome non-compliance notifications</i> (Number of critical non-compliance outcome notifications and major outcome non-compliance notifications about a food premises followed up/Number of critical non-compliance outcome notifications and major non-compliance outcome notifications about food premises) x 100	99%	99%	99%	99%	
Governance Satisfaction <i>Satisfaction with council decisions</i> (Community satisfaction rating out of 100 with the performance of council in making decisions in the interest of the community)	61	60	60	62	
Home and community care Participation <i>Participation in HACC service</i> (Number of people that received a HACC service/Municipal target population for HACC services) x 100 Participation Participation in HACC service by CALD people (Number of CALD people who receive a HACC service/Municipal target population in relation to CALD people for HACC services)	26%	N/A	N/A	N/A	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs.
Libraries Participation <i>Active library members</i> (Number of active library members/municipal population)x100	24%	26%	25%	27%	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs.
Maternal and child health Participation <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	80%	79%	80%	83%	
Participation <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	75%	100%	96%	88%	Children aged between 2.5 and 3.4 years are not required to attend Maternal and Child Health Services unless they have additional needs.
Roads Satisfaction <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)	73	71	73	71	

Service Performance Indicators
For the year ended 30 June 2019

Results					
Indicator/measure	2016	2017	2018	2019	Material Variations
Statutory Planning Decision making <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)	61%	52%	52%	41%	Changes to processes at the Victorian Civil and Administrative Tribunal have seen greater emphasis being placed on mediation. The majority of Boroondara planning appeals are now subject to Compulsory Conferences. Council has had significant success in negotiating changes to proposals, in many cases, addressing Council and community concerns. When these are added to the percentage of decisions not set aside, Council's success rate at VCAT was 72% for the year.
Waste collection Waste diversion <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	48%	49%	49%	49%	

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

"Community Care Common Standards" means the Community Care Common Standards for the delivery of HACC services, published from time to time by the Commonwealth

"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

Financial Performance Indicators

For the year ended 30 June 2019

Dimension/Indicator/measure	Results				Forecasts				Material Variations
	2016	2017	2018	2019	2020	2021	2022	2023	
Operating position Adjusted underlying result <i>Adjusted underlying surplus (or deficit)</i> (Adjusted underlying surplus (deficit)/Adjusted underlying revenue) x 100	14.19%	11.19%	12.66%	9.66%	4.10%	2.55%	1.83%	5.68%	The forecast result is due to the continued investment in priority projects including the Boroondara Customer First Program. These costs are expensed rather than capitalised and therefore impact Council's reported surplus. The result indicates Council is in a sustainable operating position which is required to fund renewal capital works in the municipality.
Liquidity Working capital <i>Current assets compared to current liabilities</i> (Current assets/Current liabilities) x 100	243.59%	284.19%	235.51%	300.81%	252.57%	164.47%	133.04%	146.75%	The 2018-19 working capital is higher compared to previous year due to reduction in current liabilities - interest-bearing loans and borrowings. A 20 year loan was refinanced in 2014-15 and repaid in full in 2018-19. The reduction in working capital in 2021-22 is due to the movement of Council's loans to current liabilities due to full loan payment scheduled for 2022-23 and Council's continued investment in priority projects including the Boroondara Customer First Program.
Unrestricted cash <i>Unrestricted cash compared to current liabilities</i> (Unrestricted cash/Current liabilities) x 100	53.51%	31.51%	-7.36%	160.63%	182.00%	93.95%	84.53%	82.26%	The increase in unrestricted cash is due to timing and classification of investments held at 30 June 2019. At the end of 30 June 2019 Council held higher amounts invested with a maturity date less than three months of \$88.33 million compared to 2018-19 of \$7.82 million. For 2019-20 onwards, Council does not forecast the level of funds held in greater than 90 day maturity term deposits. Hence prior years actual are not comparable with forecast years.
Obligations Loans and borrowings <i>Loans and borrowings compared to rates</i> (Interest bearing loans and borrowings/Rate revenue) x 100	33.09%	29.61%	26.19%	14.72%	13.24%	12.18%	37.46%	28.25%	The decrease in 2018-19 is due to the retirement of existing debt. A 20 year loan refinanced in 2014-15 was repaid in full in 2018-19. Council proposes to borrow \$52 million in 2022 and \$8 million in 2023 to fund significant infrastructure projects.
Loans and borrowings <i>Loans and borrowings repayments compared to rates</i> (Interest and principal repayments on interest bearing loans and borrowings/Rate revenue) x 100	4.12%	3.99%	3.87%	11.28%	1.56%	1.53%	2.02%	13.19%	The increase in 2018-19 is due to Council retiring existing debt. A 20 year loan refinanced in 2014-15 was repaid in full in 2018-19. Council proposed to borrow \$52 million in 2022 and \$8 million in 2023 to fund significant infrastructure projects.
Indebtedness <i>Non-current liabilities compared to own source revenue</i> (Non-current liabilities/Own source revenue) x 100	26.08%	23.34%	14.28%	13.43%	11.99%	11.06%	22.39%	22.75%	The reduction shows the scheduled and planned repayment of principal on Council's existing borrowings and proposed borrowings in 2022 (\$52 million) and 2023 (\$8 million).
Asset renewal <i>Asset renewal compared to depreciation</i> (Asset renewal expense/Asset depreciation) x 100	137.21%	117.56%	137.69%	133.55%	110.40%	152.64%	152.96%	117.81%	Based on Asset Renewal budgets and the timing of major projects. Increase in 2020-21 & 2021-22 due to planned major project expenditure.

Financial Performance Indicators

For the year ended 30 June 2019

Dimension/Indicator/measure	Results				Forecasts				Material Variations
	2016	2017	2018	2019	2020	2021	2022	2023	
Stability									
Rates concentration <i>Rates compared to adjusted underlying revenue</i> (Rate revenue/Adjusted underlying revenue) x 100	75.76%	74.16%	74.91%	76.23%	77.77%	76.74%	77.24%	77.25%	The general revaluation as at January 2018 was a significant change in property valuations with an overall increase of 15.87%. The general revaluation as at January 2019 showed a decrease of 11.0% which affected the rate in the dollar for 2019-20.
Rates effort <i>Rates compared to property values</i> (Rate revenue/Capital improved value of rateable properties in the municipality) x 100	0.15%	0.16%	0.16%	0.14%	0.17%	0.17%	0.17%	0.17%	
Efficiency									
Expenditure level <i>Expenses per property assessment</i> (Total expenses/Number of property assessments)	\$2,422	\$2,601	\$2,578	\$2,723	\$2,953	\$3,077	\$3,151	\$3,097	The variance is partially attributable to changes in operating models arising from service review as well as normal variances in departures. Forecast based on planned operational efficiency improvements.
Revenue level <i>Average residential rate per residential property assessment</i> (Residential rate revenue/Number of residential property assessments)	\$2,153	\$2,200	\$2,234	\$2,314	\$2,391	\$2,449	\$2,508	\$2,568	
Workforce turnover <i>Resignations and terminations compared to average staff</i> (Number of permanent staff resignations and terminations/Average number of permanent staff for the financial year) x 100	12.61%	12.11%	11.4%	8.1%	11.0%	12.0%	15.0%	12.0%	

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 2019

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 1989 and Local Government (Planning and Reporting) Regulations 2014.

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 2014 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 24 June 2019 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 1989* and the Local Government (Planning and Reporting) Regulations 2014.



Greg Hill, CPA
Principal Accounting Officer

Date: 10/09/2019
Camberwell

In our opinion, the accompanying performance statement of the City of Boroondara for the year ended 30 June 2019 presents fairly the results of council's performance in accordance with the *Local Government Act 1989* and the Local Government (Planning and Reporting) Regulations 2014.

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 2014 to certify this performance statement in its final form.



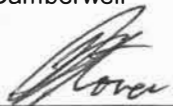
Cr Jane Addis
Mayor

Date: 10/09/2019
Camberwell



Cr Cynthia Watson
Councillor

Date: 10/09/2019
Camberwell



Phillip Storer
Chief Executive Officer

Date: 10/09/2019
Camberwell

Independent Auditor's Report

To the Councillors of the City of Boroondara

<p>Opinion</p>	<p>I have audited the accompanying performance statement of the City of Boroondara (the council) which comprises the:</p> <ul style="list-style-type: none"> • description of municipality for the year ended 30 June 2019 • sustainable capacity indicators for the year ended 30 June 2019 • service performance indicators for the year ended 30 June 2019 • financial performance indicators for the year ended 30 June 2019 • other information • certification of the performance statement. <p>In my opinion, the performance statement presents fairly, in all material respects, the performance of the council for the year ended 30 June 2019, in accordance with the performance reporting requirements of Part 6 of the <i>Local Government Act 1989</i>.</p>
<p>Basis for Opinion</p>	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Standards on Assurance Engagements. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the Performance Statement</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. 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 <i>Code of Ethics for Professional Accountants</i> (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.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
<p>Councillors' responsibilities for the performance statement</p>	<p>The Councillors of the council are responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the <i>Local Government Act 1989</i>, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the statement of performance that is free from material misstatement, whether due to fraud or error.</p>
<p>Auditor's responsibilities for the audit of the performance statement</p>	<p>As required by the <i>Audit Act 1994</i>, 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.</p> <p>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.</p>

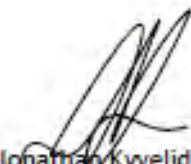
Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users taken on the basis of this performance statement.

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 the 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.

MELBOURNE
12 September 2019


Jonathan Kyvelidis
as delegate for the Auditor-General of Victoria

Glossary of terms	
Accrual accounting	System of accounting where items are brought to account and included in the Financial Statements as they are earned or incurred, rather than as they are received or paid.
Accumulated surplus	The value of all net assets accumulated over time.
Act	Refers to the <i>Local Government Act 1989</i> .
Advocacy	Proactively trying to influence a decision to be made through support and recommendation, for such things as causes, programs and policies.
Annual report	A report of the Council's operations of the previous financial year and contains a report of operations, audited financial statements and an audited performance statement.
Appropriateness	Indicators or measures that provide users with sufficient information to assess the extent to which an entity has achieved a pre-determined target, goal or outcome.
Asset management	Proactively manage the ongoing maintenance and development of Council's assets and facilities to meet the community's current and future needs.
Assets	Future economic benefits controlled by Council as a result of past transactions or other past events.
Balance sheet	A quantitative summary of Council's financial position at 30 June, including assets, liabilities and net equity.
Biodiversity	The variety of all life forms including animals, plants, micro-organisms and the ecosystems which they are a part of.
Budget	A plan setting out the services and initiatives to be funded for the financial year and how they will contribute to achieving the strategic objectives specified in the Council Plan.
Capital works	The expansion, renewal, upgrade and establishment of Council's assets.
Cash flow statement	Shows the expected net cash inflows and outflows in the form of reconciliation between opening and closing balances of total cash and investments for a year.
Comprehensive Income Statement	A financial statement highlighting the accounting surplus or deficit of Council. It provides an indication of whether the Council has sufficient revenue to meet expenses in the current year, including non-cash costs such as depreciation and amortisation expenditure. It also includes other comprehensive income items including net asset revaluation increment (decrements) reversals and share of other comprehensive income of associates and joint ventures accounted for by the equity method to arrive at a 'comprehensive result'. The comprehensive result equates to the moment in net assets or total equity from the prior year.

Glossary of terms	
Council Plan	This document sets out the medium term goals and objectives for the next four years as part of the overall strategic planning framework and strategic resource plan and is prepared under section 125 of the <i>Local Government Act 1989</i> .
Current assets	Assets where Council expects to receive the future economic benefit within the next twelve months unless the asset is restricted from being exchanged or used to settle a liability for at least twelve months after the reporting date.
Current liabilities	Liabilities where Council expects to fulfil its obligation within the next twelve months unless the Council does not have an unconditional right to defer settlement of the liability for at least twelve months after reporting date.
Depreciation and amortisation	An expense which recognises the value of a fixed asset as it is used up over time.
Equity	The residual interest in the assets of Council after deduction of its liabilities, which is made up of accumulated surplus and reserves. Total equity is also equal to net assets.
Expense	An outgoing payment made by Council.
Financial performance indicators	A prescribed set of indicators and measures that assess the effectiveness of financial management in a council covering operating position, liquidity, obligations, stability and efficiency.
Financial statements	The financial statements and notes prepared in accordance with the Local Government Model Financial Report, Australian Accounting Standards and other applicable standards as they apply to the general purpose financial reports and a statement of capital works and included in the annual report.
Financial year	The period of 12 months ending on 30 June each year.
Governance	Policies and protocols associated with both the functions of Council and of Council officers to ensure Council is open, transparent, inclusive and accountable to the community.
Grants – non-recurrent income	Grant income received for a ‘one off’ specific purpose, generally for a particular project.
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.

Glossary of terms	
Infringement Court	Refers to Penalty Enforcement by Registration of Infringement Notice. A system established under Schedule 7 of the <i>Magistrates Court Act 1989 (Vic)</i> to deal with unpaid fines.
Initiatives	Actions that are one-off in nature and/or lead to improvements in service.
Innovation	Process of working out new ways of doing things or doing something better than before.
Liabilities	Future sacrifices of economic benefits that Council is presently obliged to make to other entities as a result of past transactions or other past events.
Major initiative	Significant initiatives that will directly contribute to the achievement of the Council Plan during the current year and have a major focus in the budget.
Measure	How an indicator will be measured and takes the form of a computation, typically including a numerator and denominator.
Minister	The Minister for Local Government.
Net assets	The difference between total assets and total liabilities, which represents Council's net worth. Net assets are also equal to total equity.
Non-current assets	Assets where the future economic benefit is not expected to be received within the next twelve months or where the asset is restricted from being exchanged or used to settle a liability for at least twelve months after the reporting date.
Non-current liabilities	Liabilities where the obligation is not expected to be fulfilled within the next twelve months or where Council has a right to defer settlement of the liability for at least twelve months after reporting date.
Performance statement	A statement including the results of the prescribed service outcome indicators, financial performance indicators and sustainable capacity indicators for the financial year and included in the Annual Report.
Planning and accountability framework	The key statutory planning and reporting documents that are required to be prepared by councils to ensure accountability to local communities in the performance of functions and exercise of powers under the Act.
Property, infrastructure, plant and equipment assets	Often referred to as Fixed Assets. This is the largest component of Council's asset base or worth. This represents the value of all land, buildings, roads, footpaths, drains, bridges, vehicles, plant and equipment and so on, which are recorded on Council's asset register.
Regulations	The Local Government (Planning and Reporting) Regulations 2014
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	
Revenue	Revenue is the amount of money that Council actually receives from its activities, mostly from rates and services provided to customers and ratepayers.
Right-of-way	Former laneway no longer required for access to surrounding properties.
Risk management	A logical and systematic method of identifying, analysing, evaluating, treating, monitoring and communicating risks associated with any activity, function or process in a way that will enable organisations to achieve objectives and maximise business opportunities. Risk management is as much about identifying opportunities as avoiding or mitigating losses.
Services	Assistance, support, advice and other action undertaken by a council for the benefit of the local community.
Service outcome indicators	The prescribed service performance indicators to be included in the performance statement which measure whether the stated service objective has been achieved.
Service performance indicators	A prescribed set of indicators measuring the effectiveness and efficiency of council services covering appropriateness, quality, cost and service outcomes.
Statement of changes in equity	Summarises the movement in equity accounts during the year.
Strategic objectives	The outcomes a council is seeking to achieve over the next four years and included in the Council Plan.
Strategic Resource Plan	A plan of the financial and non-financial resources for at least the next four years required to achieve the strategic objectives in the Council Plan. It is also referred to as a long term financial plan.
Strategies	High level actions directed at achieving the strategic objectives in the Council Plan.
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.

Abbreviations

AAS	Australian Accounting Standards	FTE	Full Time Equivalent
AASB	Australian Accounting Standards Board	GCH	Greythorn Community Hub
AEP	Annual Exceedance Probability	GST	Goods and Services Tax
AGM	Annual General Meeting	HSW	Health, Safety and Wellbeing
APARC	Ashburton Pool and Recreation Centre	HVAC	Heating Ventilation and Air Conditioning
ATO	Australian Tax Office	IBAC	Independent Broad-based Anti-corruption Commission
AUD	Australian Dollar	IT	Information Technology
BBN	Business Boroondara Network	KJPGS	Kew Junction Parking Guidance System
BC1	Boroondara Customer First	km	kilometre
BCP	Boroondara Community Plan	km/hr	kilometre per hour
BKCES	The Boroondara Kindergarten Central Enrolment Scheme	KRC	Kew Recreation Centre
BMX	Bicycle Motocross	LAWAs	Local Area Work Agreements
BOE	Building over Easement	LG	Local Government
BSC	Boroondara Sports Complex	LGV	Local Government Victoria
BVRC	Boroondara Volunteer Resource Centre	LSL	Liability for Long Service Leave
CEO	Chief Executive Officer	MAV	Municipal Association of Victoria
CIV	Capital Improved Value	MBS	Municipal Building Surveyor
CO₂	Carbon Dioxide	MCH	Maternal and Child Health
CPA	Certified Practising Accountant	MFB	Metropolitan Fire Brigade
CPI	Consumer Price Index	ML	Megalitres
CRM	Customer Relationship Management	MSS	Municipal Strategic Statement
CSIRO	Commonwealth Scientific and Industrial Research Organisation	MVP	Minimal Viable Product
CSS	Community Satisfaction Survey	N/A	Not Applicable
DHHS	Department of Health and Human Services	NDIS	National Disability Insurance Scheme
EAP	Employee Assistance Program	NELP	North East Link Project
EEO	Equal Employment Opportunity	OHS	Occupational Health and Safety
EMR	Eastern Metropolitan Region	OVIC	Office of the Victorian Information Commissioner
EPA	Environment Protection Authority	PPARS	Planning Permit Activity Reporting System
EPC	Energy Performance Contract	RMP	Road Management Plan
FOGO	Food Organics and Garden Organics	RPEN	Regional Procurement Eastern Network

RSL	Returned and Services League Australia	VAGO	Victorian Auditor- General's Office
SEO	Search Engine Optimisation	VBA	Victorian Building Authority
SG	Super Guarantee	VBI	Vested Benefit Index
SIAP	Strategic Internal Audit plan	VCAT	Victorian Civil and Administrative Tribunal
SLT	Senior Leadership Team	VEC	Victorian Electoral Commission
STP	Single Touch Payroll	WACG	Web Accessibility Content Accessibility Guidelines
TAFE	Technical and Further Education	WEPC	Workplace Emergency Planning Committee
tCO₂e	Tonnes of Carbon Dioxide equivalent	WSUD	Water Sensitive Urban Design
U3A	University of the Third Age		

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360 Burwood Road, Hawthorn

Kew Library

Corner Cotham Road and Civic Drive Kew

Copies

For a copy of the City of Boroondara 2018-19 Annual Report, please call Customer Service on 9278 4444 or visit www.boroondara.vic.gov.au

Feedback

Feedback on this document is welcome.

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Acknowledgments

Council would like to thank all those who contributed to the development of the 2018-19 Annual Report.

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Vietnamese

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