

COUNCIL MEETING

MINUTES



(Open to the public)

Monday 27 September 2021
Online - Delivered via Webex Events.

Commencement 6.39pm

Attendance

Councillor Garry Thompson (Mayor)
Councillor Jim Parke
Councillor Felicity Sinfield
Councillor Victor Franco
Councillor Wes Gault
Councillor Di Gillies
Councillor Lisa Hollingsworth
Councillor Jane Addis
Councillor Cynthia Watson
Councillor Susan Biggar
Councillor Nick Stavrou

Apologies Nil

<u>Officers</u>	Phillip Storer Daniel Freer Carolyn McClean Mans Bassi Nick Lund Scott Walker Shaun Martin Jim Hondrakis Kirstin Ritchie Nicole White David Shepard David Cowan Mick Jaensch Sam Taylor Mathew Dixon Graeme Mawson	Chief Executive Officer Director Places and Spaces Director Community Support Acting Director Customer and Transformation Acting Director Urban Living Director Urban Living Manager Asset and Capital Planning Manager Traffic and Transport Acting Manager Governance and Legal Manager Community Planning and Development Manager Environmental Sustainability and Open Spaces Acting Manager Strategic & Statutory Planning Acting Chief Financial Officer Senior Coordinator Sports and Recreation Coordinator Environmental Sustainability Acting Manager Health and Wellbeing Services
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BOROONDARA
City of Harmony

Elizabeth Manou
Kate Western
Nick Brennan
Eric van Toor

William Bullock
Kaitlyn Yeomans

Amy Shaw
Artuo Ruiz

Acting Coordinator Governance
Administration and Civic Events Officer
Senior Strategic Planner
Coordinator Strategic Asset
Management
Club Development Officer
Coordinator Strategy, Planning and
Reporting
Climate Action Plan Lead
Liveable Communities

Table of contents

1.	Adoption and confirmation of the minutes	4
2.	Declaration of conflict of interest of any councillor or council officer	4
3.	Deputations, presentations, petitions and public submissions	
3.1	Deputation	4
4.	Informal Meetings of Councillors	5
5.	Public question time	
PQT1	Nicholas Bieber of Hawthorn	6
PQT2	Joy Mettam of Hawthorn East	6
PQT3	Ian Hundley of Balwyn North	7
PQT4	Ian Hundley of Balwyn North	8
PQT5	Penny Trebilcock of Camberwell	8
PQT6	Kevin Bain of Hawthorn East	9
6.	Notices of motion	9
7.	Presentation of officer reports	
7.1	Amendment C341boro - 12-14 Tannock Street, Balwyn North Heritage Overlay - Adoption of amendment	10
7.2	Proposed Long Term Financial Plan 2021-22 to 2030-31 for Public Comment	11
7.3	Adoption of the Terms of Reference for the Boroondara Reconciliation Advisory Committee and the Camberwell Junction Precinct Advisory Committee	13
7.4	Instrument of Delegation from Council to Management Performance Review Delegated Committee	13
7.5	Climate Action Plan - adoption	14
7.6	Review of Road Management Plan	17
8.	General business	
8.1	Condolence motion - Former Councillor Dick Menting	18
9.	Urgent business	19
10.	Confidential business	
10.1	Hawthorn Malvern Hockey Centre	19

1. Adoption and confirmation of the minutes**MOTION**

Moved Councillor Hollingsworth

Seconded Councillor Gault

That the minutes of the Council meeting held on 23 August 2021 be adopted and confirmed.

CARRIED**2. Declaration of conflict of interest of any councillor or council officer**

Nil.

3. Deputations, presentations, petitions and public submissions**3.1 Deputation**

The **Mayor, Councillor Thompson** welcomed all individuals making a deputation to the Council meeting.

Each of the following deputations addressed Council separately with respect to the resolution of the Urban Planning Delegated Committee on 6 September 2021 concerning Urgent Business Item 5.2 titled 'Decriminalising Sex Work'.

- Matthew R - Sex Work Reform Victoria
- Cheryl Overs - Senior Research Fellow at the Michael Kirby Centre for Public Health and Human Rights at Monash University
- Teagan Larin - Coalition Against Trafficking in Women
- Fred Ackerman
- Bihong Wang - Rhema Chinese Christian Church of Melbourne
- Father Nicholas Georgiou - Greek Orthodox Parish Priest, The Presentation of our Lady to the Temple, North Balwyn
- Liz Chen
- Frank Rosenfieldt
- Yolanda Torrasi - Marketing Coordinator Greythorn Shopping Centre
- Russel Gray
- Caitlin Roper - Campaigns Manager Collective Shout
- Priscilla Mellado
- Jolyon Edwards - The Cleaning Shop Kew
- Caroline Norma - Senior Lecturer RMIT University

The Mayor, Councillor Thompson thanked those listed above for their deputation.



Procedural motion - Adjournment**MOTION**

Moved Councillor Watson

Seconded Councillor Biggar

That the Council meeting be adjourned due to technical issues.

CARRIED

The Council meeting was adjourned at 6.49pm.

Procedural motion - Resumption**MOTION**

Moved Councillor Sinfield

Seconded Councillor Parke

That the Council meeting be resumed.

CARRIED

The Council meeting resumed at 6.53pm with all councillors present.

4. Informal Meetings of Councillors

Chapter 6 of Council's Governance Rules requires that a summary of matters discussed at Informal Meetings of Councillors be reported to a Council meeting as soon as practicable.

The attached summary of Informal Meetings of Councillors (**Attachment 1**) is reported to Council in accordance with the requirements of the Governance Rules.

MOTION

Moved Councillor Sinfield

Seconded Councillor Stavrou

That Council resolve to receive and note the summary of Informal Meetings of Councillors, as annexed to the minutes.

CARRIED

5. Public question time

PQT1 Nicholas Bieber of Hawthorn

The **Mayor, Councillor Thompson** read the following question submitted with notice. The question was allowed in accordance with Chapter 2 of the Governance Rules. The question had previously been out in writing to a Councillor or a member of Council staff more than 10 working days before the Council meeting at which the question was submitted.

"Noting that Council is considering a recommendation to establish two new advisory committees, will Council also consider the establishment on an LGBTIQA+ advisory committee, as asked in writing of all Councillors in the lead up to the last local council elections"

The **Director Community Support** responded as follows:

Council is committed to providing services, facilities and programs which are inclusive of our diverse community.

While we do not have a specific LGBTIQA+ advisory committee, we do consider the health and wellbeing needs of our LGBTIQA+ community in the Boroondara Public Health and Wellbeing Advisory Committee, which is informed by the Boroondara Community Plan which includes the Municipal Health and Well Being Plan reflecting extensive consultation with a representative sample of residents and community health services and agencies, as well as health data.

The Health and Wellbeing Advisory Committee is comprised of residents and representatives from a number of organisations and they advise Council on current or emerging issues and trends for health and wellbeing in our community including for people who identify as LGBTIQA+. One community member was selected based on their interest in this area.

The **Mayor, Councillor Thompson** informed the meeting all councillors had received a copy of the question and a written response would be provided to Mr Bieber in due course.

PQT2 Joy Mettam of Hawthorn East

The **Mayor, Councillor Thompson** read the following question submitted with notice. The question relates to a matter on the agenda (Item 7.5 of the Officer Reports) for the current Council meeting and therefore was allowed in accordance with Chapter 2 of the Governance Rules.

"Why has the Council relied on surveys and other participatory engagement practices in consulting with the community to formulate its Climate Action Plan rather than more active deliberative engagement processes as set out in its Community Engagement Policy?"

The **Director Places and Spaces** responded as follows:

The Climate Action Plan consultation methodology was adopted as part of a Council resolution in March 2020 and commenced in mid 2020. Council's Community Engagement Policy was adopted in February 2021 but did not override previous Council resolutions.

However, the engagement plan and delivery of the engagement process for the development of the Climate Action Plan was in keeping with the guiding principles outlined on page 6 of Boroondara' Community Engagement Policy.

A high quality, broad based engagement process was undertaken and included the provision of relevant information to enable informed contributions from a cross section of the community including a representative cohort.

In addition to the specifically targeted consultation activities Council also undertook deliberative engagement to assist the development of the Boroondara Community Plan this year.

This process allowed a demographically representative group of residents to prioritise future focus areas for Council, including climate action and sustainability. Council is confident that the community views have been heard and are responded to by the Climate Action Plan.

The **Mayor, Councillor Thompson** informed the meeting all councillors had received a copy of the question and a written response would be provided to Ms Mettam in due course.

PQT3 Ian Hundley of Balwyn North

The **Mayor, Councillor Thompson** read the following question submitted with notice. The question was allowed in accordance with Chapter 2 of the Governance Rules. The question had previously been put in writing to a Councillor or a member of Council staff more than 10 working days before the Council meeting at which the question was submitted.

"While Council's submission to the Senate inquiry into the Commonwealth Urban Congestion Fund says it was first consulted in October 2019 on the Federal proposal to fund four railway car parks in Boroondara, but subsequently corrected to have been in March 2019 (see The Age newspaper on September 16, 2021), please release details of any Council views or support for the proposal conveyed to Kooyong M.P. Josh Frydenberg prior to the election promise to fund the car parks announced by the Liberal Party on May 1, 2019 (See Frydenberg media release of May 1, 2019, headed "Congestion busting projects announced for Kooyong")."

The **Director Places and Spaces** responded as follows:

Council's support to investigate park and ride services is outlined within its adopted Integrated Transport Strategy as an action as previously advised.

Council is undertaking feasibility studies to deliver a combination of long term and short term parking at Hawthorn, Camberwell and Canterbury.

This piece of work is not finalized and as such Council is yet to form a view. Council's submission to the Senate inquiry notes that Council officers were consulted; not that Council had expressed support.

The **Mayor, Councillor Thompson** informed the meeting all councillors had received a copy of the question and a written response would be provided to Mr Hundley in due course.

PQT4 Ian Hundley of Balwyn North

The **Mayor, Councillor Thompson** read the following question submitted with notice. The question was allowed in accordance with Chapter 2 of the Governance Rules. The question had previously been put in writing to a Councillor or a member of Council staff more than 10 working days before the Council meeting at which the question was submitted.

"Please advise of meetings of councillors which discussed the proposed censure of Cr. Victor Franco, prior to the adoption of such a motion at the Council meeting on July 26, 2021, including when these meetings were held, the identity of those who were invited to attend, and whether such meetings have been publicly recorded as informal meetings of councillors as are required to be reported at a subsequent Council meeting?"

The **Mayor, Councillor Thompson** responded as follows:

Conversations between councillors are not a matter for general discussion; particularly where the behaviour of a colleague is involved.

Meetings of councillors are reported only where there are at least six councillors and a council officer present for a scheduled meeting. In this case, there was no meeting and officers were only involved to check the legality of the motion presented to them by councillors.

The **Mayor, Councillor Thompson** informed the meeting all councillors had received a copy of the question and a written response would be provided to Mr Hundley in due course.

PQT5 Penny Trebilcock of Camberwell

The **Mayor, Councillor Thompson** advised that the question was disallowed in accordance with Chapter 2 of the Governance Rules. The question did not relate to a matter or matters on the agenda for the current Council meeting and the question had not previously been put in writing to a Councillor or a member of Council staff more than 10 working days before the Council meeting at which the question was submitted.

The **Mayor, Councillor Thompson** advised that a written response would be provided in due course.

PQT6 Kevin Bain of Hawthorn East

The **Mayor, Councillor Thompson** advised that the question was disallowed in accordance with Chapter 2 of the Governance Rules. The question did not relate to a matter or matters on the agenda for the current Council meeting and the question had not previously been put in writing to a Councillor or a member of Council staff more than 10 working days before the Council meeting at which the question was submitted.

The **Mayor, Councillor Thompson** advised that a written response would be provided in due course.

6. Notices of motion

Nil

7. Presentation of officer reports**Procedural motion****MOTION**

Moved Councillor Sinfield

Seconded Councillor Biggar

Council resolve the following items:

- 7.1 Amendment C341boro - 12-14 Tannock Street, Balwyn North Heritage Overlay - Adoption of amendment
- 7.2 Proposed Long Term Financial Plan 2021-22 to 2030-31 for Public Comment
- 7.3 Adoption of the Terms of Reference for the Boroondara Reconciliation Advisory Committee and the Camberwell Junction Precinct Advisory Committee
- 7.4 Instrument of Delegation from Council to Management Performance Review Delegated Committee
- 7.6 Review of the Road Management Plan

be moved en bloc as per the officers' recommendations outlined in the agenda noting the change to the motion for Item 7.1 changing the "Director City Planning" with "Director Urban Living" to reflect current position titles.

CARRIED

Procedural motion - Adjournment**MOTION**

Moved Councillor Sinfield

Seconded Councillor Parke

That the Council meeting be adjourned.

CARRIED

The Council meeting was adjourned at 8.24pm.

Procedural motion - Resumption**MOTION**

Moved Councillor Sinfield

Seconded Councillor Gault

That the Council meeting be resumed.

CARRIED

The Council meeting was resumed at 8.36pm with all councillors present.

7.1 Amendment C341boro - 12-14 Tannock Street, Balwyn North Heritage Overlay - Adoption of amendment

On 17 August 2020, the Urban Planning Special Committee (UPSC) resolved to commence a planning scheme amendment to introduce a Heritage Overlay over the property at 12-14 Tannock Street, Balwyn North.

This resolution followed a community petition advocating for protection of the property.

On 7 September 2020, the Minister for Planning granted authorisation for Council to prepare and exhibit Amendment C341boro to the Boroondara Planning Scheme. The amendment underwent public exhibition between 3 December 2020 and 1 February 2021. Through the exhibition period, a total of 35 submissions were received.

On 12 April 2021, the UPDC resolved to refer all submissions received to an independent Planning Panel for consideration.

A Planning Panel was held on 15 and 16 June 2021 to consider submissions to Amendment C341boro. The Panel's report and recommendations were received by Council on 8 July 2021.

The Panel supported Council's position on Amendment C341boro and did not recommend any changes be made to the amendment.

On 6 August the UPDC resolve to refer Amendment C341boro to an Ordinary Meeting of Council for adoption.

It is now recommended Council resolve to formally adopt Amendment C341boro and submit the amendment to the Minister for Planning for approval and incorporation into the Boroondara Planning Scheme.

MOTION

Moved Councillor Sinfield

Seconded Councillor Biggar

That Council resolve to:

- 1. Adopt Amendment C341boro to the Boroondara Planning Scheme, as shown in Attachments 1 and 2, in accordance with Section 29(1) of the *Planning and Environment Act 1987*.**
- 2. Submit Amendment C341boro to the Minister for Planning for approval in accordance with Section 31(1) of the *Planning and Environment Act 1987*.**
- 3. Authorise the Director Urban Living to undertake minor administrative changes to the amendment and associated planning controls that do not change the intent of the controls.**

CARRIED

7.2 Proposed Long Term Financial Plan 2021-22 to 2030-31 for Public Comment

The purpose of this report is to seek Council's endorsement of the proposed Long Term Financial Plan (LTFP) 2021-22 to 2030-31 (**Attachment 1**) for public comment from 29 September to 11 October 2021.

The proposed LTFP has been prepared in accordance with the new *Local Government Act 2020* (the Act); Council is required to prepare and adopt a 10 year financial plan by 31 October following each Council election.

The Long Term Financial Plan 2021-22 to 2030-31 (LTFP) forms part of the new Integrated Strategic Planning and Reporting Framework and must be prepared in accordance with the strategic planning principles outlined in Section 89 of the Act and the financial management principles in Section 101 of the Act.

During 2020-21, Council undertook a deliberative engagement process to assist in developing Council's key strategic documents, including the LTFP and the draft Boroondara Community Plan 2021-31 (BCP), which incorporates the 10 year Community Vision, Council Plan 2021-25 and the Municipal Public Health and Wellbeing Plan 2021-25. The deliberative engagement, consistent with Council's Community Engagement Policy 2021-26, involved two stages of community consultation and the results informed the development of Council's LTFP as required under *Local Government Act 2020*.

The LTFP is designed to ensure prudent, effective and efficient financial management of the organisation. The document underpins the sound financial management of Council's operations by providing information on key financial matters that require Council decisions.

The LTFP seeks to maintain and improve services and infrastructure as well as deliver projects and services that are valued by our community. This has to be done within the constraints of a State Government imposed cap on Council's revenue which has no regard for the significant loss of revenue (estimated total net loss of \$28 million over years 2019-20 and 2020-21) due to COVID-19 and the additional demands placed upon Council by a growing population.

The longer-term impact of COVID on our community and on our operations is still uncertain with restrictions continuing to impact Council's services and impacting Council's operational budgets. As such we recognise Council's proposed financial direction for future years may require changes.

MOTION

Moved Councillor Sinfield

Seconded Councillor Biggar

That Council resolve to endorse the proposed Long Term Financial Plan (LTFP) 2021-22 to 2030-31 (Attachment 1) for public comment from 29 September to 11 October 2021 as follows:

- 1. That the proposed Long Term Financial Plan (LTFP) 2021-22 to 2030-31, annexed to the minutes, be the proposed LTFP 2021-22 to 2030-31 developed by Council for the purposes of the *Local Government Act 2020*.**
- 2. That Council invites public comment on the proposed LTFP 2021-22 to 2030-31 in accordance with its Community Engagement Policy 2021-26.**
- 3. The Chief Executive Officer be authorised to effect any minor administrative changes which may be required to the proposed LTFP 2021-22 to 2030-31.**
- 4. That the proposed LTFP 2021-22 to 2030-31 be presented for adoption at a meeting of Council to be held on Monday 25 October 2021, after consideration of any comments received from the community and in accordance with Section 91 of the *Local Government Act 2020*.**

CARRIED



7.3 Adoption of the Terms of Reference for the Boroondara Reconciliation Advisory Committee and the Camberwell Junction Precinct Advisory Committee

Council has a number of established Advisory Committees with Councillor appointments made at its Special Meeting on 30 November 2020.

This report presents for Council adoption the Terms of Reference for two new advisory committees: the internal Boroondara Reconciliation Advisory Committee (**Attachment 1**) and the Camberwell Junction Precinct Advisory Committee (**Attachment 2**).

MOTION

Moved Councillor Sinfield

Seconded Councillor Biggar

That Council resolve to:

- 1. Adopt the Terms of Reference for the Boroondara Reconciliation Advisory Committee as provided in Attachment 1.**
- 2. Adopt the Terms of Reference for the Camberwell Junction Precinct Advisory Committee as provided in Attachment 2.**

CARRIED

7.4 Instrument of Delegation from Council to Management Performance Review Delegated Committee

Section 11(7) of the *Local Government Act 2020* (the Act) requires Council to review all delegations which have been made under section 11 of the Act within 12 months of a general election.

Council is therefore required to review the Instrument of Delegation from Council to the Management Performance Review Delegated Committee to ensure statutory compliance and to ensure the business of Council can continue to be carried out efficiently and in line with Council policies.

Council subscribes to the Maddocks Authorisation and Delegations service, which provides advice regarding legislative amendments and the provision of template instruments which are then tailored to organisational requirements.

The Act requires Council to develop, adopt and keep in force a Chief Executive Officer Employment and Remuneration Policy on or before 1 January 2022. It is proposed this policy will establish an advisory committee which will supersede the current Management Performance Review Delegated Committee.

For this reason, officers believe no changes to the structure of, or level of delegation to, the Committee is required at this time.

MOTION

Moved Councillor Sinfield

Seconded Councillor Biggar

That Council resolve:

- 1. To acknowledge a review of the Instrument of Delegation from Council to the Management Performance Review Delegated Committee has been completed.**
- 2. To note no changes to the Instrument of Delegation from Council to the Management Performance Review Delegated Committee are required.**
- 3. Upon the Chief Executive Officer Employment and Remuneration Policy being adopted by Council the Management Performance Review Delegated Committee is revoked.**

CARRIED

7.5 Climate Action Plan - adoption

This report presents the Climate Action Plan, (refer **Attachment 1**), and the supporting Implementation Plan, (refer **Attachment 2**) for adoption by Council. These Plans have been developed following three rounds of consultation with the Boroondara community. The Implementation Plan contains actions funded through a variety of budgets that will enable progression towards the Climate Action Plan targets. The draft Climate Action Plan was released for consultation during July and has been revised based on the feedback received, a summary of this feedback is shown in **Attachments 3 and 4**. The community has provided strong feedback on the importance of the Climate Action Plan through all stages of consultation for both this plan and the refresh of the Boroondara Community Plan. There is general recognition that our climate is changing and that Council and the community have the capacity to respond to this.

The Climate Action Plan sets targets for both Council operations and for the whole of Boroondara to reduce emissions and for other sustainability priorities. The Implementation Plan provides details of actions to be undertaken across the next two financial years which will enable Council and the community to progress towards these targets.

MOTION

Moved Councillor Gault

Seconded Councillor Gillies

That Council resolve to:

- 1. Adopt the Climate Action Plan (as annexed to the minutes as Attachment 1).**
- 2. Adopt the Climate Action Plan Implementation Plan 2021-2023 (as annexed to the minutes as Attachment 2).**

3. Note that an amended Climate Action Plan Implementation Plan 2021-2023 will be presented to Council subject to additional funding allocation made through a future budget allocation.
4. Acknowledge the community's strong support for Council to act on climate change and to now declare a Climate Emergency.
5. Note that all actions that flow from this declaration are included in items 1 and 2 above and any subsequent versions of these Plans adopted by Council.
6. Note funding for any actions arising as a consequence of the Climate Emergency declaration will be limited to and align with Council decisions taken in respect of budget allocations to implement an adopted Climate Action Plan and Climate Action Implementation Plan.

AMENDMENT

Moved Councillor Parke

Seconded Councillor Stavrou

That Council resolve to:

1. **Adopt the Climate Action Plan (as annexed to the minutes as Attachment 1).**
2. **Adopt the Climate Action Plan Implementation Plan 2021-2023 (as annexed to the minutes as Attachment 2).**
3. **Note that an amended Climate Action Plan Implementation Plan 2021-2023 will be presented to Council subject to additional funding allocation made through a future budget allocation.**

The Amendment was put and **CARRIED**

The Amendment became the substantive motion

The substantive motion was put and **CARRIED**

Procedural motion - Adjournment

MOTION

Moved Councillor Sinfield

Seconded Councillor Watson

That the Council meeting be adjourned.

CARRIED

The Council meeting was adjourned at 10.04pm

Procedural motion - Resumption**MOTION****Moved Councillor Sinfield****Seconded Councillor Stavrou****That the Council meeting be resumed.****CARRIED***The Council meeting was resumed at 10.26pm with all councillors present***MOTION****Moved Councillor Gault****Seconded Councillor Gillies****That Council resolve to:**

- 1. Acknowledge the community's strong support for Council to act on climate change and to now declare a Climate Emergency.**
- 2. Note that all actions that flow from this declaration are included in the Climate Action Plan and the Climate Action Plan Implementation Plan 2021-2023 and any subsequent versions of these Plans adopted by Council.**
- 3. Note funding for any actions arising as a consequence of the Climate Emergency declaration will be limited to and align with Council decisions taken in respect of budget allocations to implement an adopted Climate Action Plan and Climate Action Implementation Plan.**

CARRIED**Division****Councillor Franco called for a division****Affirmative**

Councillor Gault
Councillor Gillies
Councillor Hollingsworth
Councillor Addis
Councillor Biggar
Councillor Franco
Councillor Thompson (Mayor)

Negative

Councillor Parke
Councillor Watson
Councillor Sinfield
Councillor Stavrou

The Mayor, Councillor Thompson declared the Motion CARRIED

7.6 Review of Road Management Plan

In accordance with the Road Management Act 2004 and Road Management (General) Regulations 2016, Council has conducted a review of its Road Management Plan (RMP). The review has been completed and we recommend it to council for consideration and adoption.

The review undertaken was extensive and focused on all road and road infrastructure related service standards, our performance in meeting these standards and our relative standards and performance in comparison to similar councils. A full report of the review can be found in Road Management Plan Review 2021 and is available in **(Attachment 1)**.

As a result of the RMP review we have prepared a Draft Road Management Plan **(Attachment 2)**, that is consistent with the reviews findings and meets Council's current policy framework and directly addresses each of the four themes identified in the Code of Practice for Road Management Plans. Intervention standards in the current RMP were found to be appropriate, however additional interventions, increased detail for performance standards and revised response times have been included to reflect the range of activities carried out by Council in managing our road network.

To action these amendments, a public submission process is required to be initiated after adoption.

MOTION

Moved Councillor Sinfield

Seconded Councillor Biggar

That Council resolve to:

- 1. Approve the review of the Road Management Plan as outlined in (Attachment 1) Road Management Plan Review 2021.**
- 2. Commence the processes outlined in the Road Management (General) Regulations 2016, to progress the proposed draft Road Management Plan (Attachment 2), including public notice of its intention to amend the Road Management Plan and invite submissions to be made on the proposed plan.**
- 3. Receive and consider a further report summarising any submissions prior to consideration of adopting a final Road Management Plan.**

CARRIED

8. General business

8.1 Condolence motion - Former Councillor Dick Menting

Councillor Addis acknowledged the passing of former Maling Ward Councillor and resident Dick Menting. Councillor Addis then stated it was with a heavy heart I share the news with you and the community regarding the passing of Dick Menting.

Dick Menting was the former councillor for the Maling ward from 2004 until 2012.

Local sport was Dick's passion and he was proud to see sponsorships and grants provided to local clubs for things like scoreboards, club rooms, facilities and equipment.

At the same time he also felt great satisfaction in providing grants to schools, the Arts, disability services and community welfare organisations to support those vulnerable in our community.

He was a driving force behind the establishment of the first two community bank branches in Canterbury and Surrey Hills and later the opening of the Ashburton and Balwyn branches when the Commonwealth Bank closed their branch in Maling Road and left the precinct without a bank. He was passionate about community banking and remained a Director on the board until his passing.

Dick was a true community man, having dedicated the last 20 years of his life to his community.

On behalf of her colleagues and the Boroondara community, Councillor Addis expressed her deepest condolences to the Menting family.

MOTION

Moved Councillor Addis

Seconded Councillor Parke

Council resolve to write a letter of condolence to Dick Menting's family, expressing our sadness on his passing and thanking them for Dick's service to the Boroondara community.

CARRIED

Procedural motion - Continuance of Council Meeting

MOTION

Moved Councillor Parke

Seconded Councillor Biggar

That in accordance with Chapter 2, Division 2, Rule 16 of the Governance Rules the Council meeting continue to 11.30pm.

CARRIED



9. Urgent business

Nil

10. Confidential business**10.1 Hawthorn Malvern Hockey Centre****Procedural motion - Closure of Council meeting to the public****MOTION**

Moved Councillor Sinfield

Seconded Councillor Parke

- 1. That in accordance with sections 66(1) and 66(2)(a) of the Local Government Act 2020, the meeting be closed to the public for consideration of the agenda item titled 'Hawthorn Malvern Hockey Centre'.**
- 2. This agenda item is confidential information for the purposes of section 3(1) of the Local Government Act 2020 because it is private commercial information being information provided by a business, commercial or financial undertaking that relates to trade secrets or if released, would unreasonably expose the business, commercial or financial undertaking to disadvantage (section 3(1)(g)).**

CARRIED

The Council meeting was closed to the public at 10.44pm.

Procedural motion - Reopening of Council meeting to the public**MOTION**

Moved Councillor Addis

Seconded Councillor Sinfield

That the Council meeting be re-opened to the public.

CARRIED

The Council meeting was re-opened to the public at 11.11pm with all councillors present,

The meeting concluded at 11.11pm.

Confirmed

Chairperson

Date



MINUTES ATTACHMENTS



Council

Monday 27 September 2021

Attachments annexed to the minutes for the following items:

- 4. Informal Meetings of Councillors
- 7.2 Proposed Long Term Financial Plan 2021-22 to 2030-31
for Public Comment
- 7.5 Climate Action Plan - adoption

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Record of Informal Meetings of Councillors

Assembly details	Councillor attendees	Officer attendees	Matters discussed	Conflict of Interest disclosures
Councillor Briefing & Discussion 9 August 2021	Cr Garry Thompson Cr Jim Parke Cr Felicity Sinfield Cr Victor Franco Cr Wes Gault Cr Di Gillies Cr Lisa Hollingsworth Cr Jane Addis Cr Cynthia Watson Cr Susan Biggar Cr Nick Stavrou	Phillip Storer (CEO) Daniel Freer (DPS) Carolyn McClean (DCS) Nick Lund (aDUL) Bruce Dobson (DC&T) David Thompson (MG&L) David Cowan (HoP) Nicole White (MCP&D) Jennifer Reid (MS&P) Callista Clarke (aCFO) Kirstin Ritchie (COG) Helen Pavlidis (SGO)	<ul style="list-style-type: none"> Draft Glenferrie Place Plan Draft Boroondara Community Plan 2021-31 June 2021 Quarterly Financial Report National Flag Day Climate Action Plan Advisory Committee 	Nil
Councillor Briefing & Discussion 23 August 2021	Cr Garry Thompson Cr Jim Parke Cr Felicity Sinfield Cr Victor Franco Cr Wes Gault Cr Di Gillies Cr Lisa Hollingsworth Cr Jane Addis Cr Cynthia Watson Cr Susan Biggar Cr Nick Stavrou	Phillip Storer (CEO) Daniel Freer (DPS) Carolyn McClean (DCS) Nick Lund (aDUL) Bruce Dobson (DC&T) David Thompson (MG&L) David Shepard (MES&OS) David Cowan (HoP) Jeanine Nieuwenhuizen (CCO) Christine White (MCP) Christian Wilmsen (TLSTP) Cassandra Rea (CSTP) Lucinda Bakhach (LEL) Kirstin Ritchie (COG) Helen Pavlidis (SGO) Elizabeth Manou (SGO)	<ul style="list-style-type: none"> Planning Policy Framework Victorian Government Planning Reforms Outdoor Dining Project Kew Recreation Centre 	Nil
Ad Hoc Councillor Briefing & Discussion 23 August 2021	Cr Garry Thompson Cr Jim Parke Cr Felicity Sinfield Cr Victor Franco Cr Wes Gault Cr Di Gillies Cr Lisa Hollingsworth Cr Jane Addis Cr Cynthia Watson Cr Susan Biggar Cr Nick Stavrou	Phillip Storer (CEO) Daniel Freer (DPS) Nick Lund (aDUL) Bruce Dobson (DC&T) Simon Mitchell (MS&SP) Jim Hondrakis (MT&T) David Thompson (MG&L) Kirstin Ritchie (COG) Seuna Byrne (PP) Helen Pavlidis (SGO) Elizabeth Manou (SGO)	<ul style="list-style-type: none"> Homes Victoria Proposal 	Mayor, Councillor Thompson

Record of Informal Meetings of Councillors

Assembly details	Councillor attendees	Officer attendees	Matters discussed	Conflict of Interest disclosures
Councillor Briefing & Discussion 30 August 2021	Cr Garry Thompson Cr Jim Parke Cr Felicity Sinfield Cr Victor Franco Cr Wes Gault Cr Di Gillies Cr Lisa Hollingsworth Cr Jane Addis Cr Cynthia Watson Cr Susan Biggar Cr Nick Stavrou	Phillip Storer (CEO) Daniel Freer (DPS) Carolyn McClean (DCS) Nick Lund (aDUL) Bruce Dobson (DC&T) Mans Bassi (CTTO) David Thompson (MG&L) David Shepard (MES&OS) Jeanine Nieuwenhuizen (CCO) Gail Power (MA&C) Tina Bourekas (MLS) Alannah Matheson (CT) Carol Mitcham (HCC&CI) Kirstin Ritchie (COG) Helen Pavlidis (SGO)	<ul style="list-style-type: none"> • Mont Albert Road tree renewal • Customer Service Counters • Customer Service Responsiveness • Decriminalising sex work 	Nil



MINUTES ATTACHMENTS



Council

Monday 27 September 2021

Attachments as annexed to the resolution:

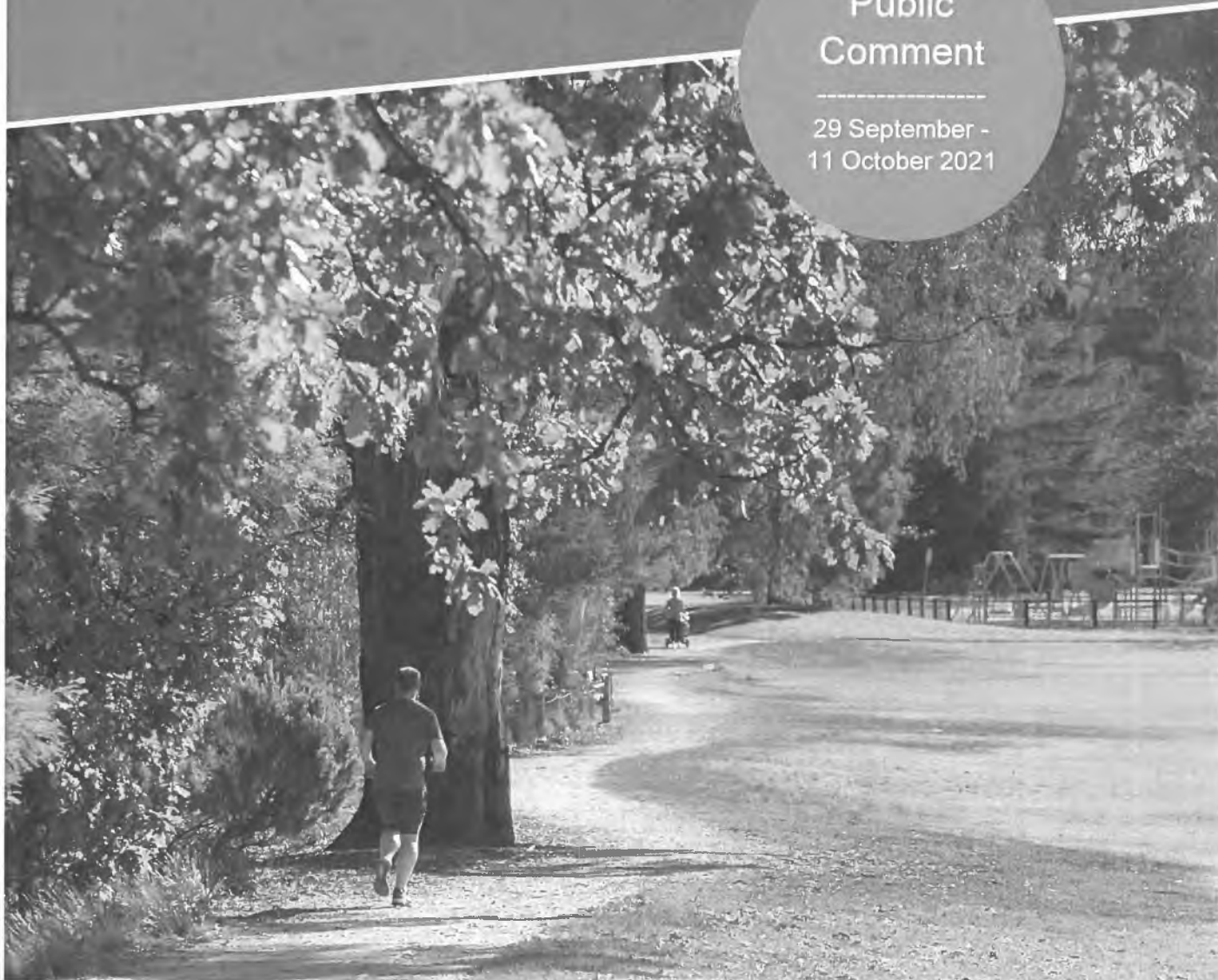
- 7.2 Proposed Long Term Financial Plan 2021-22 to 2030-31
for Public Comment

A handwritten signature in dark ink, located in the bottom right corner of the page. The signature is stylized and appears to be a cursive or semi-cursive script.

Proposed Long Term Financial Plan 2021-22 to 2030-31

Public
Comment

29 September -
11 October 2021



BOROONDARA
City of Harmony

DRAFT

Responsible Directorate: Chief Financial Office
Authorised By: Council
Date of Adoption: <To be confirmed>
Review Date: TBA
Policy Type: Council



Table of contents

1	Executive Summary	1
1.1	Purpose of the Long Term Financial Plan	1
1.2	Objectives of the Long Term Financial Plan	1
1.3	Key Outcomes/Challenges of this Long Term Financial Plan	2
1.4	Link to the Integrated Planning and Reporting Framework.....	2
2	Legislative Requirements.....	4
2.1	Financial Plan.....	4
2.2	Strategic Planning Principles.....	4
2.3	Service Performance Principles	5
2.4	Financial Management Principles.....	6
2.5	Community Engagement Principles.....	6
2.6	Local Government (Planning and Reporting) Regulations 2020.....	7
3	Financial Plan Context.....	8
3.1	Financial Sustainability	8
3.2	Financial Inputs and Assumptions to the Financial Plan Statements	8
4	Financial Plan Statements.....	14
4.1	Comprehensive Income Statement	15
4.2	Balance Sheet	16
4.3	Statement of Changes in Equity	17
4.4	Statement of Cash Flows	19
4.5	Statement of Capital Works.....	20
4.6	Statement of Human Resources (\$)	21
4.7	Statement of Human Resources (EFT)	24
4.8	Reserve Projections	27
5	Local Government Performance Reporting Framework (LGPRF)	28
6	Strategies and Plans.....	30
6.1	Borrowing Strategy	30
6.2	Asset Management Plan	32

Attachment 1

1 Executive Summary

1.1 Purpose of the Long Term Financial Plan

The Long Term Financial Plan (LTFP) is designed to ensure prudent, effective and efficient financial management of the organisation. This document underpins the sound financial management of Council's operations by providing information on key financial matters that require Council decisions.

The LTFP covers a 10 year period from 2021-22 to 2030-31. The LTFP is a decision making tool and is not intended to be a document that specifically indicates what services/proposals or funds should be allocated; rather it identifies Council's current and projected financial capacity to continue delivering high quality services, facilities and infrastructure, whilst living within our means.

The LTFP exists primarily to provide the following outcomes for the City of Boroondara (Council):

1. Establish a prudent and sound financial framework, combining and integrating financial strategies to achieve a planned outcome.
2. Establish a financial framework against which Council's strategies, policies and financial performance can be measured against.
3. Ensure that Council complies with sound financial management principles, as required by the *Local Government Act 2020* and plan for the long-term financial sustainability of Council (section 101).
4. Allow Council to meet the objectives of the *Local Government Act 2020* to promote the economic, social and environmental sustainability of the municipal district, including mitigation and planning for climate change risks (section 9(2)(c) and that the ongoing financial viability of the Council is to be ensured (section 9(2)(g)).
5. Develop, adopt and keep in force a Financial Plan for at least the next 10 financial years in accordance with its deliberative engagement practices (section 91).

1.2 Objectives of the Long Term Financial Plan

The key objective is financial sustainability in the medium and long-term, whilst still achieving Council's strategic objectives, underlines the development of the Plan.

The objectives and assumptions of this LTFP (not prioritised) are as follows:

- 1) Existing range and level of services maintained subject to any changes in government policy, legislation or community need.
- 2) Allowance for known new commitments plus minimum level of funding for new initiatives (both operational and capital) to enable Council to respond to the changing needs and wants of the community.
- 3) Surplus on operations growing to fund the renewal and enhancement of infrastructure and services.
- 4) Commit sufficient funds to asset renewal in accordance with Asset Management Plans to preserve community assets for the future and to diminish risk and liability for current and future Boroondara communities.
- 5) Maintain a responsible cash position.
- 6) Maximise Council's financial position each year in view of the rate cap constraint.
- 7) Financial sustainability is a fundamental principal underlying the LTFP.

Attachment 1

1.3 Key Outcomes/Challenges of this Long Term Financial Plan

COVID-19

Generally, Council assumes overall service levels will remain largely unchanged throughout the 10 year forward projection period. This Plan has been developed on the most current and best available information but is subject to change due to the dynamic health and economic crisis created by the global COVID-19.

The longer-term impact of COVID-19 on our community and on our operations is still uncertain with restrictions continuing to impact Council's services and impacting Council's operational budgets. As such, we recognise Council's proposed financial direction for future years may require changes.

Council's LTFP and impact of rate capping

The State Government Rate Capping System, introduced in 2016-17, restricts Council from increasing rate income above a capped amount. Each year the Minister for Local Government (the Minister) will set the rate cap that will specify the maximum increase in Councils' rates and charges for the forthcoming financial year. In circumstances where the rate cap is insufficient for a specific council's needs, Council can apply to the Essential Services Commission for a higher cap.

In December 2020 the Minister for Local Government announced that Victorian council rate rises would be capped at the forecast rate of inflation of 1.50 per cent in the 2021-22 financial year. 1.75 per cent is also forecast for 2022-23, followed by annual assumed rate increases from 2023-24 at a forecast Consumer Price Index (CPI) of 2.00 per cent.

Forecast rate increases

Financial Plan	Adopted Budget 2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31
CPI Forecast	1.50%	1.75%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%

The LTFP seeks to maintain and improve services and infrastructure as well as deliver projects and services that are valued by our community.

Despite Council being in a sound financial position with satisfactory liquidity requirements, cash flow and reserve balances, rate capping combined with the recent COVID-19 impacts presents a challenge to Council's longer term financial sustainability.

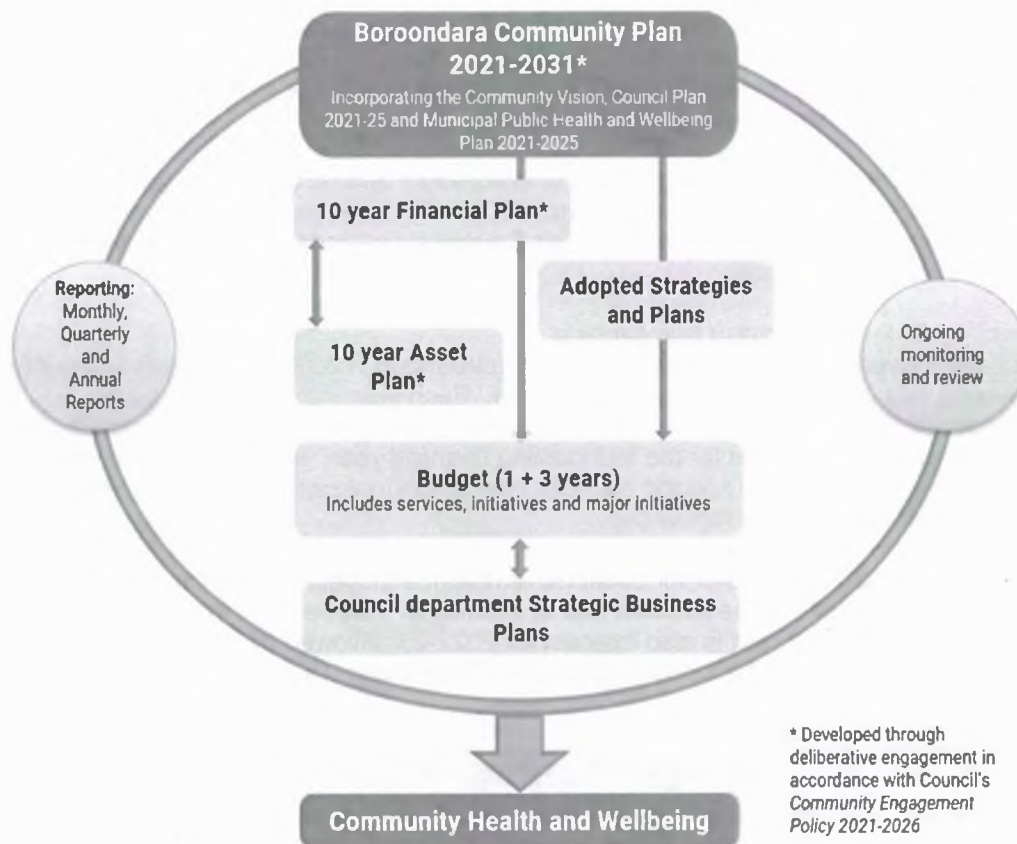
1.4 Link to the Integrated Planning and Reporting Framework

The Boroondara Community Plan (BCP) sets the community vision and long-term strategic direction for Council based on the values, aspirations and priorities the Boroondara community told us were important to them. Council has undertaken a deliberative engagement process to refresh the BCP which will be brought to Council for adoption in October 2021.

As shown in the following diagram, the BCP directly informs the Council Plan, the 10 year Financial Plan (LTFP), 10 year Asset Plan, Budget (1+3 years), and Council strategies, plans and initiatives.

Attachment 1

The LTFP fits into an overall Strategic Planning framework as outlined below:



The LTFP is the key tool that assists the strategic planning and decision-making process for Council's financial resource allocation over a 10 year period. The LTFP provides the mechanism to inform the Boroondara community of the long-term viability and financial health of the city.

Attachment 1

2 Legislative Requirements

2.1 Financial Plan

The *Local Government Act 2020* introduces a requirement for Victorian councils to develop, adopt and keep in force a Financial Plan covering at least the next 10 financial years. The requirements under the new Act mean councils must develop a Financial Plan that is publicly accessible. The specific legislative requirements for a Financial Plan are set out in section 91 of the Act as follows:

- A Council must develop, adopt and keep in force a Financial Plan in accordance with its deliberative engagement practices.
- The scope of a Financial Plan is a period of at least the next 10 financial years.
- A Financial Plan must include the following in the manner and form prescribed by the regulations—
 - a) statements describing the financial resources required to give effect to the Council Plan and other strategic plans of the Council;
 - b) information about the decisions and assumptions that underpin the forecasts in the statements specified in paragraph (a);
 - c) statements describing any other resource requirements that the Council considers appropriate to include in the 10 Year Financial Plan;
 - d) any other matters prescribed by the regulations.
- A Council must develop or review the 10 Year Financial Plan in accordance with its deliberative engagement practices and adopt the 10 Year Financial Plan by 31 October in the year following a general election.
- The LTFP adopted under subsection (4) has effect from 1 July in the year following a general election.

Section 91(1) and section 91(4) refer to **deliberative engagement practices**. The Act requires deliberative engagement practices to be incorporated into a council's community engagement policy.

2.2 Strategic Planning Principles

The LTFP provides a 10 year financially sustainable projection regarding how the actions of the Council Plan may be funded to achieve the Community Vision. As per section 89 of the *Local Government Act 2020*, the LTFP is developed in the context of the following strategic planning principles:

- Council has an integrated approach to planning, monitoring and performance reporting.
- Council's financial plan addresses the Community Vision by funding the aspirations of the Council Plan.
- The LTFP statements articulate the 10 year financial resources necessary to implement the goals and aspirations of the Council Plan to achieve the Community Vision.
- Council's strategic planning must identify and address the risks to effective implementation of the LTFP. The financial risks are included at **Section 2.4 Financial Management Principles**.
- The LTFP provides for the strategic planning principles of status monitoring of progress and reviews to identify and adapt to changing circumstances.

It is important to note that beyond these requirements of the Local Government Act 2020, Council has also established a range of financial and strategic planning principles which it applies to all financial management considerations. These principles are:

Attachment 1

- **Sustainable Budgeting Principle** - Council will implement a sustainable budget and financial plan that caters for short and long-term planning responsibilities.
- **Rating Revenue Principle** - Council will comply with the Victorian Government's rate capping legislation which limits rate increased to an amount set by the relevant Minister.
- **Pricing of Services Principle** - Council will set fees and charges for services having regard to Council's Pricing Policy.
- **Waste Management Principle** - Council will use waste management pricing strategies that encourage waste avoidance, minimisation and recycling
- **Intergovernment Funding Principle** - Council supports the Intergovernmental Agreement that requires other levels of government to fully fund services delivered on their behalf. Council will maximise the level of grants and subsidies received from Victorian and Australian Governments to achieve a better share of government taxes for the Boroondara community.
- **Employee Costs Principle** - Council will attract and retain suitable staff through remuneration levels and workplace policies, while ensuring that there is effective and efficient management of staff costs and number of employees.
- **Priority Projects Expenditure Principle** - Council will separately fund projects of a non-recurring operating nature.
- **Management of Expenditure Principle** - Council will review all Council expenditure.
- **Amended Budget Principle** - Council will amend the Budget for internal management reporting purposes to ensure prudent and transparent budgeting and financial planning.
- **Asset Management Principle** - Council will provide well-maintained community assets that are fit for their purpose and provide best possible community benefit.
- **Creating Community Assets Principle** - Council will ensure that the community has access to required community infrastructure, located to meet community needs and city wide priorities and designed with regard to current and future needs.
- **Property Holdings Principle** - Council will manage, acquire and dispose of property in the best interest of the Boroondara community.
- **Council Reserves Principle** - Council will maintain a series of cash backed reserves for use in predefined circumstances.
- **Concept Master Plan Principle** - Council will ensure that the short and long-term interests of the community are appropriately addressed.
- **Financial Principle** - Council will fund all operating and capital expenditure in a prudent, ethical and responsible manner. Council will seek and accept external funding contributions to a project where the acceptance of the funding will not compromise Council's principles or objectives.
- **Cash Management Principle** - Council will monitor its Working Capital Ratio (current assets/current liabilities) to ensure the maintenance of the required level of cash to meet operational requirements.

2.3 Service Performance Principles

The *Local Government Act 2020* requires Victorian councils to plan and deliver services in accordance with the service performance principles. Part 5 of the Act addresses council operations.

Council services are designed to be purposeful, targeted to community needs and value for money. The service performance principles are listed below:

- Services are provided in an equitable manner and are responsive to the diverse needs of the community. The draft BCP 2021-31 incorporating the Council Plan 2021-25 is designed to identify the key services and projects to be delivered to the community. The



Attachment 1

LTFP provides the mechanism to demonstrate how the service aspirations within the Council Plan may be funded.

- Services are accessible to the relevant users within the community.
- Council provides quality services that provide value for money to the community. The Local Government Performance Reporting Framework (LGPRF) is designed to communicate council's performance regarding the provision of quality and efficient services.
- Councils integrated planning and reporting framework highlights the measures required to achieve our strategic objectives. Service delivery improvements are informed through a variety of measures. Performance of these measures is reviewed by the Executive team and/or Councillors on a quarterly/annual basis.
- Council is currently developing a complaints policy for adoption prior to 31 December 2021 that considers and responds to community feedback and complaints in regards to service provision.

2.4 Financial Management Principles

Division 4 of Part 4 of the *Local Government Act 2020* addresses financial management. Section 101 of the Act sets out the financial management principles and the LTFP demonstrates the following financial management principles:

- Revenue, expenses, assets, liabilities, investments and financial transactions are managed in accordance with Council's financial policies and strategic plans.
- Financial policies and strategic plans (including the Revenue and Rating Plan) are designed to provide financial sustainability and envisages the community outcomes of the BCP 2017-27.
- Council maintains accounts and records that explain its financial operations and financial position (refer **Section 4 - Financial Statements**).

Management of the following financial risks:

- the financial viability of the Council (refer **Section 5 - Financial Performance Indicators** and **Section 3.1 Financial Sustainability**)
- the management of current and future liabilities of the Council. The estimated 10 year liabilities are disclosed on page 16 - **Balance Sheet**.

2.5 Community Engagement Principles

The *Local Government Act 2020* includes community engagement principles (section 56) and public transparency principles (section 58). The Act requires Victorian councils to adopt and maintain a public transparency policy (section 57) and to adopt and maintain a community engagement policy (section 55).

The Financial Plan is specifically referenced in section 55(2)(g) of the Act which requires (amongst other provisions) that a community engagement policy must:

- (g) include deliberative engagement practices which must include and address any matters prescribed by the regulations for the purposes of this paragraph and be capable of being applied to the development of the Community Vision, Council Plan, Financial Plan and Asset Plan.

During 2020-21, Council undertook a deliberative engagement process to assist in developing Council's key strategic documents including the draft BCP which incorporates the 10 year Community Vision, Council Plan 2021-25, the Municipal Public Health and Wellbeing Plan 2021-25, and informs the LTFP.

Attachment 1

The deliberative engagement process aligns with Council's Community Engagement Policy 2021-26 and involved two stages of community consultation.

The aggregated results from the two-stage community consultation informed Council's draft BCP and LTFP as required under the *Local Government Act 2020*.

2.6 Local Government (Planning and Reporting) Regulations 2020

The *Local Government (Planning and Reporting) Regulations 2020* (the regulations) came into operation on 24 October 2020. Part 2 of the regulations prescribe the information to be included in a LTFP.

The LTFP provides a 10 year financially sustainable projection regarding how the actions of the Council Plan may be funded to achieve the Community Vision.

At a minimum the LTFP is to include:

- financial statements for next the 10 years that includes Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows and Statement of Capital Works
- statement of capital works is to include ten year expenditure in relation to noncurrent assets, classified in accordance with the asset classes and asset expenditure types specified in the Local Government Model Financial Report and a summary of funding sources in relation to the planned capital works expenditure
- a statement of human resources that includes a summary of planned expenditure for the next 10 years in relation to permanent human resources and a summary of the planned number of permanent full time equivalent staff by organisational structure split between male, female and self-described gender.

Attachment 1

3 Financial Plan Context

This section describes the context and external/internal environment and consideration in determining the 10 year financial projections and assumptions.

3.1 Financial Sustainability

The key objective, which underlines the development of this LTFP is financial sustainability, while still achieving Council's strategic objectives as specified in the Council Plan.

Council has continued to build upon the commitment to sustainable budgeting and responsible financial management.

An important indicator of financial sustainability is the Underlying Result. This excludes capital income and developer contributions income (cash and non-cash) and proceeds from asset sales from the operating surplus. A positive underlying result is an indication of financial stability. A strong adjusted underlying surplus is required to fund Council's extensive capital works program and to ensure that it has sufficient reserves to meet financial challenges that may arise in the future.

The adjusted underlying result for 2020-21 is forecast at a deficit of (\$26.20) million due to actual and estimated impacts of COVID-19 and the resulting impacts on revenue and expenditure streams. From 2021-22 the underlying result forecasts improvement over the LTFP projections returning to positive underlying results. The 2021-22 budget underlying result includes priority project forward commitments from 2020-21.

Below is a snapshot of the operating and underlying result over the 10 year plan.

Indicator	Forecast		Projections								
	Actual	Budget									
	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'001	\$'002	\$'003	\$'004	\$'005	\$'006
Result for the year	(7,914)	9,012	19,209	22,060	27,237	30,399	32,371	33,768	34,901	37,268	38,856
Adjusted underlying result	(26,207)	(3,295)	12,740	16,769	21,339	24,894	26,755	28,040	29,059	31,309	32,778

Council's working capital ratio (current assets/current liabilities) will remain well over the minimum VAGO threshold of 1:1 during the life of this LTFP.

The working capital levels are required to be maintained in the current LTFP as Council has also committed further current assets to specific and restricted purposes, represented by the strategic acquisition fund, cash contingency - emergency response works provision, defined benefits superannuation call up fund, open space development fund and forward commitments which are internal allocations and do not meet the accounting definition of a liability.

3.2 Financial Inputs and Assumptions to the Financial Plan Statements

This section presents information regarding the assumptions that impact and influence Council's Financial Statements for the 10 years from 2021-22 to 2030-31.

The LTFP is updated in April and October each year in accordance with Council's budget and planning timetable. A process of consultation with Council departments, assessment of economic indicators and a sensitivity analysis is undertaken to achieve the objectives articulated in **Section 1**.

Attachment 1

Parameters used in developing this Long Term Financial Plan

Consumer Price Index (CPI) forecast

Council accesses a range of economic indicators and estimates to assist with the prediction of the long term financial position of Council. The Plan forecasts Consumer Price Index (CPI) over the 10 year period. The CPI forecast takes into account a number of sources including the Victorian Department of Treasury and Finance medium term forecasts and is then extrapolated over the 10 year period. Changes to these economic indicators will impact on the overall position described in the Financial Plan.

Financial Plan	Four Year Budget projections				Long term projections					
	Adopted Budget 2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31
CPI Forecast	1.50%	1.75%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%

Revenue assumptions

Rates and charges

Planning for future rate increases is an important component of the financial planning process. Rates for the 2021-22 year are based on the forecast CPI of 1.50% as set out by the Minister Local Government under the State Government Fair Go Rates System (FGRS). The cap applies to both general rates and municipal charges and is calculated on the basis of Council's average rates and charges. For the remaining years of the LTFP, base rate increases have been aligned to a rate cap of the forecast consumer price. Note that the Minister for Local Government announces the actual rate cap in December of the preceding year. This leaves very little time for budget preparation as a core element determining income is not available earlier in the budget preparation process.

The waste fees are charged at differential levels in accordance with Council's Waste Management Strategy. Council's waste fees are calculated to fully offset the costs of waste service provision.

Fees and charges

Council has considered that where cost recovery principles are adopted, fees and charges that have a substantial labour component in the delivery of the service be increased by the expected increase in labour costs. In 2021-22 this means that many fees and charges are increased by an average of 1.55%. This attempts to maintain the relationship of funding between user fees and general rate subsidy for each service. Where fees do not contain a labour component to deliver the service, the CPI forecast may be used instead.

Fees and charges set for the ensuing years are 2.05% in 2022-23 and then 2.30% for years thereafter.

Statutory fees and fines

The LTFP indexes statutory fees, set by State Government statute, according to the estimated annual rate of CPI. This is often a best case scenario given some fees are outside of the control by Council and therefore may be subject to increases less than CPI.

Grants - Operating and Capital

Grant revenue represents income usually received from other levels of government, such as the Victorian Local Government Grants Commission (VLGGC) and funding for specific projects from state or federal governments. Some grants are singular and attached to the delivery of specific projects, whilst others can be of a recurrent nature and may or may not

Attachment 1

be linked to the delivery of projects. Grant funding for recurrent expenses associated with capital projects is uncommon.

When preparing the LTFP, Council considers its project proposal pipeline, advocacy priorities, upcoming grant program opportunities, and co-funding options to determine what grants to apply for.

For the life of this plan, it has been assumed that recurrent specific purpose grant funding will increase by the forecast CPI.

Contributions

Contributions represent funds received by Council, usually from non-government sources, and are usually linked to projects. Contributions can be made to Council in the form of either cash payments or asset hand-overs.

Council receives funding from developers towards the creation of open space within the community in accordance with legislative requirements. Council receives these funds as part of its planning process. An annual acquittal process assesses Council's expenditure on open space meets its legislative obligations. As Council proactively spends more rate funds on development of open space assets within the city than received from developers in any year, no ongoing obligation is created.

Other income (including interest on investments income)

Interest on Investments income will also be one of Council's risks due to the significant financial impact it represents for the budget and forecast. We are already experiencing a low interest rate market. The fallout from COVID-19 and the continued impact that it is having on the Australian economy will continue to put greater pressure on investment income for Council and the local government sector.

Given the continued low interest rate environment, it is difficult for Council to ascertain with any certainty what actual investment returns are likely to be over the 10 years of the plan. With this in mind, it has become apparent that Council can no longer continue to rely on additional investment income over the life of the LTFP. Interest income is estimated to average around \$862,000 per annum over the 10 years of the Plan, and comprises interest earned from cash invested with financial institutions.

Also included under this category is income relating to a range of items such as lease and rental income from Council owned properties and miscellaneous items such as income for right of way sales which are forecast to increase by CPI.

Expenditure assumptions**Employee costs and superannuation**

Employee costs are largely driven by Council's Enterprise and Local Area Work Place Agreements (EA and LAWA) and align with the annual rate cap.

The Superannuation Guarantee Charge rate will increase from 9.50% to 10.00% and then incremented 0.5% each year until reaching 12% per cent by 1 July 2025. Should the Government revise the planned superannuation increases, the Plan will be amended at that point.

Council separately funds projects of a non-recurring operating nature identified in the Council Plan as Priority Projects. A number of Priority Projects expenditure is categorised under the employee costs category.



Attachment 1

Materials and Services

Materials and services costs (including Priority Projects) represents an average of 35% of expenditure across the LTFP. The assumption in materials and services is for an increase tied to CPI or similar.

This category is primarily made up of contracts to service providers. Where Council has existing contracts, all are negotiated to be as close to CPI as possible. Some of the larger contracts include insurances, mowing contractors, street lighting, waste tipping fees, recyclable waste, household and Food Organics Green Organics waste.

Council separately funds projects of a non-recurring operating nature identified in the Council Plan as Priority Projects and may be categorised under the materials and services category.

Net loss on disposal of assets

Net loss of disposal of assets include written down value of assets sold/disposed (non-cash) and comprise of asset sales for 1 Cherry Road, Balwyn scheduled to be sold in 2021-22 (\$1.57 million) and sale of "Chambly" 405 Camberwell Road, Camberwell (\$3.15 million); Disposals include the carrying amounts of various infrastructure asset classes, including footpath, drains and road replacement works completed and capitalised during the financial year.

The sale of assets will be considered in line with Council's Financial Strategy Principle **"Property Holdings Principle"** - *Council will manage, acquire and dispose of property in the best interest of the Boroondara community. Council recognises the importance of property holdings over the long term to community wellbeing.*

Bad and doubtful debts

Bad and doubtful debts are expected to increase marginally over the life of the LTFP and primarily relates to parking fines forwarded to the Infringements Court for collection and a consequent reduction in collection rates. This item may be further impacted by COVID-19 over the period of the LTFP.

Depreciation and amortisation

Depreciation estimates have been based on the projected capital spending contained within this LTFP document. Depreciation estimates may be influenced by future recognition and disposal of assets and how Council expends its capital works program.

Amortisation – right of use assets

Represents the estimated amortisation of leased (right-of-use) assets in accordance with the new Accounting Standard AASB 16 'Leases'. Leased assets primarily include Council's fleet vehicles.

Borrowing costs

Section 6.1 - Borrowing Strategy details Council's projected level of borrowings and finance costs. Council's projected loan indebtedness at 30 June 2021 is \$23.21 million.

Finance costs (interest on borrowings) are forecast at \$2.12 million in 2021-22. After an increase in year 2023, finance costs are estimated to decrease from 2024 due to retiring existing debt. In 2021-22, \$70 million in proposed new borrowings is to be drawn down to fund significant major projects including Kew Recreation Centre and Canterbury Community Precinct.

Attachment 1

Finance costs

Represents the estimated interest component of capitalised leases.

Other expenditure

Other expenses relate to a range of unclassified items including bank charges, audit fees, special rates and charges, community grants & contributions, low value assets and short term leases and is forecast to increase in line with CPI.

Reserves

Councils in Victorian Local Government have traditionally operated with reserve funds that are amounts of money set aside for specific purposes in later years. In general these funds do not have bank accounts of their own but are a theoretical split up of the cash surplus that Council has on hand. The following sections provide a picture of what reserve funds Council holds and their purpose. **Refer Section 4.8 - Projected Reserve Balances.**

Nature and purpose of current reserves

The following summary outlines the purpose of each current reserve and its typical inflows and outflows. The current reserve funds and contingency utilised by the City of Boroondara:

- Strategic acquisition fund
- Open Space Development Fund
- Defined Benefits Superannuation call up fund

Strategic Acquisition Fund

A fund for the purpose of acquiring new assets.

As strategic parcels of land may become available at short notice, Council has created a Strategic Acquisition Fund. This fund allows for the acquisition of strategic assets within the municipality as they become available.

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.

Open Space Development Fund

A fund for the purpose of acquiring land for use as public open space.

The LTFP has forecast \$800,000 to be allocated each year over the life of the LTFP to the Open Space Development Fund.

As strategic parcels of land may become available at short notice, Council has created an Open Space Development Fund. This fund allows for the acquisition of land within the municipality for conversion to public open space as it becomes available.

Defined Benefit Superannuation Fund

A fund for the purpose of meeting potential defined benefit superannuation calls as they arise.

Attachment 1

All councils in Victoria have a legal obligation to provide additional funds to the Local Government Defined Benefit Superannuation Fund (LGDBF) should a shortfall in the superannuation funds vested benefit index occur.

To ensure that services to the community are not otherwise affected and in order for Council to meet its obligations, Council has established its own Defined Benefit Superannuation Reserve for use should a call be made by the LGDBF trustee. The LTFP has forecast \$1 million to be allocated each year over the life of the LTFP.



Attachment 1

4 Financial Plan Statements

This section presents information regarding the LTFP Statements for the 10 years from 2021-22 to 2030-31.

- Comprehensive Income Statement
- Balance Sheet
- Statement of Changes in Equity
- Statement of Cash Flows
- Statement of Capital Works
- Statement of Human Resources
- Reserve Projections.

The following financial statements portray the projected financial position of Council over the next ten years.

The statements are prepared based on current knowledge and service levels and will no doubt be affected by various events which will occur in future years. It is important that the long-term financial outlook be revisited and updated on an annual basis. It should be noted that final decisions on the allocation of funds are undertaken through Council's Annual Budget process in accordance with the *Local Government Act 2020* (Section 94).

Attachment 1

4.1 Comprehensive Income Statement

	Forecast	Budget	Financial Plan Projections								
	Actual										
	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income											
Rates and charges	192,503	199,247	204,717	209,884	215,155	220,530	226,013	231,606	237,311	243,130	249,065
Statutory fees and fines	6,692	16,516	16,788	16,876	17,150	17,493	17,843	18,200	18,564	18,935	19,314
User fees	8,197	15,750	16,426	17,506	18,281	18,285	18,688	19,529	19,520	19,950	20,389
Grants - operating	15,379	13,460	14,345	14,551	14,761	14,709	15,003	15,303	15,609	15,921	16,240
Grants - capital	13,486	7,935	1,874	594	500	-	-	-	-	-	-
Contributions - monetary	5,582	5,150	5,376	5,484	5,593	5,705	5,819	5,936	6,054	6,175	6,299
Other income	4,365	5,605	6,434	6,234	6,393	6,515	6,722	6,831	6,987	7,236	7,406
Total income	246,204	263,663	265,961	271,128	277,834	283,237	290,089	297,406	304,045	311,348	318,713
Expenses											
Employee costs	104,161	103,469	101,782	104,520	102,573	105,214	108,123	111,113	114,186	117,343	120,636
Materials and services	89,783	94,991	85,327	86,150	88,817	88,090	90,147	92,005	93,975	95,796	97,652
Depreciation and amortisation	35,740	37,023	38,889	39,201	39,503	39,809	40,209	40,745	41,157	41,594	42,171
Amortisation - right of use assets	3,640	4,108	4,177	3,639	4,123	4,177	3,639	4,123	4,177	3,639	3,639
Bad and doubtful debts	1,822	1,790	1,821	1,858	1,895	1,933	1,971	2,011	2,051	2,092	2,134
Borrowing costs	1,342	2,121	2,781	1,542	1,350	1,152	973	797	617	432	243
Finance costs - leases	326	342	304	327	343	304	327	343	304	327	343
Other expenses	8,007	8,044	7,971	8,131	8,293	8,459	8,628	8,801	8,977	9,156	9,339
Net loss on disposal of property, plant and equipment, infrastructure	9,297	2,763	3,700	3,700	3,700	3,700	3,700	3,700	3,700	3,700	3,700
Total expenses	254,118	254,651	246,752	249,067	250,597	252,837	257,718	263,638	269,144	274,079	279,857
Surplus/(Deficit) for the year	(7,914)	9,012	19,209	22,060	27,237	30,399	32,371	33,768	34,901	37,268	38,856
Other comprehensive income items that will not be reclassified to surplus or deficit in future periods:											
Other	-	-	-	-	-	-	-	-	-	-	-
Total comprehensive result	(7,914)	9,012	19,209	22,060	27,237	30,399	32,371	33,768	34,901	37,268	38,856

Attachment 1

4.2 Balance Sheet

	Forecast Actual 2020-21 \$'000	Budget 2021-22 \$'000	Financial Plan Projections								
	2020-21 \$'000	2021-22 \$'000	2022-23 \$'000	2023-24 \$'000	2024-25 \$'000	2025-26 \$'000	2026-27 \$'000	2027-28 \$'000	2028-29 \$'000	2029-30 \$'000	2030-31 \$'000
Current assets											
Cash and cash equivalents	68,950	103,728	72,941	77,902	78,798	88,130	87,328	90,964	103,743	108,346	114,037
Trade and other receivables	26,343	21,211	19,439	19,593	19,750	19,910	20,073	20,240	20,410	20,584	20,761
Other assets	1,883	2,083	2,093	2,103	2,113	2,123	2,133	2,143	2,153	2,163	2,173
Total current assets	97,176	127,022	94,473	99,598	100,661	110,163	109,534	113,347	126,306	131,093	136,971
Non-current assets											
Trade and other receivables	4	4	4	4	4	4	4	4	4	4	4
Property, infrastructure, plant and equipment	3,585,946	3,638,526	3,665,291	3,677,378	3,699,700	3,715,308	3,742,794	3,767,696	3,784,482	3,811,058	3,838,183
Investment property	8,915	8,915	8,756	8,600	8,446	8,295	8,147	8,002	7,859	7,719	7,581
Right-of-use assets	10,947	9,394	6,529	7,890	9,267	6,402	7,081	6,758	6,881	7,560	6,476
Intangible assets	348	348	246	198	148	115	88	68	52	40	31
Total non-current assets	3,606,160	3,657,187	3,680,826	3,694,070	3,717,565	3,730,124	3,758,114	3,782,528	3,799,278	3,826,381	3,852,275
Total assets	3,703,336	3,784,208	3,775,299	3,793,668	3,818,226	3,840,287	3,867,648	3,895,875	3,925,584	3,957,474	3,989,246
Current liabilities											
Trade and other payables	17,684	22,184	22,550	22,975	24,283	24,647	25,017	25,394	25,778	26,170	26,568
Trust funds and deposits	5,852	5,952	6,052	6,152	6,252	6,352	6,452	6,552	6,652	6,752	6,852
Provisions	21,446	21,822	22,364	22,974	23,601	24,246	24,909	25,590	26,290	27,010	27,750
Interest-bearing liabilities	1,675	26,363	6,847	7,035	7,230	6,896	7,069	7,247	7,430	7,617	7,808
Lease liabilities	4,035	4,133	4,148	4,043	4,043	4,141	4,160	4,060	3,960	4,058	4,077
Total current liabilities	50,692	80,454	61,961	63,179	65,409	66,282	67,607	68,843	70,110	71,607	73,055
Non-current liabilities											
Provisions	2,132	2,170	2,225	2,287	2,351	2,417	2,485	2,555	2,627	2,701	2,777
Provision for investments in joint ventures	2,974	2,974	2,974	2,974	2,974	2,974	2,974	2,974	2,974	2,974	2,974
Interest-bearing liabilities	21,539	65,177	58,332	51,298	44,067	37,171	30,101	22,854	15,424	7,808	-
Lease liabilities	7,018	5,441	2,605	4,669	6,927	4,547	5,213	5,613	6,513	7,179	6,379
Total non-current liabilities	33,663	75,762	66,136	61,228	56,319	47,109	40,773	33,996	27,538	20,662	12,130
Total liabilities	84,355	156,216	128,097	124,407	121,728	113,391	108,380	102,839	97,648	92,269	85,185
Net assets	3,618,981	3,627,993	3,647,202	3,669,262	3,696,498	3,726,897	3,759,268	3,793,036	3,827,937	3,865,205	3,904,061

Attachment 1

4.3 Statement of Changes in Equity

	Total \$'000	Accumulated surplus \$'000	Revaluation reserve \$'000	Other reserves
2021 FORECAST ACTUAL				
Balance at beginning of the financial year	3,626,895	939,324	2,668,868	18,703
Surplus (deficit) for the year	(7,914)	(7,914)	-	-
Net asset revaluation increment (decrement)	-	-	-	-
Transfer to other reserves	-	(2,183)	-	2,183
Transfer from other reserves	-	-	-	-
Balance at end of the financial year	3,618,981	929,227	2,668,868	20,886
2022				
Balance at beginning of the financial year	3,618,981	929,227	2,668,868	20,886
Surplus (deficit) for the year	9,012	9,012	-	-
Net asset revaluation increment (decrement)	-	-	-	-
Transfer to other reserves	-	(1,800)	-	1,800
Transfer from other reserves	-	-	-	-
Balance at end of the financial year	3,627,993	936,439	2,668,868	22,686
2023				
Balance at beginning of the financial year	3,627,993	936,439	2,668,868	22,686
Surplus (deficit) for the year	19,209	19,209	-	-
Net asset revaluation increment (decrement)	-	-	-	-
Transfer to other reserves	-	(1,800)	-	1,800
Transfer from other reserves	-	-	-	-
Balance at end of the financial year	3,647,202	953,848	2,668,868	24,486
2024				
Balance at beginning of the financial year	3,647,202	953,848	2,668,868	24,486
Surplus (deficit) for the year	22,060	22,060	-	-
Net asset revaluation increment (decrement)	-	-	-	-
Transfer to other reserves	-	(1,800)	-	1,800
Transfer from other reserves	-	-	-	-
Balance at end of the financial year	3,669,262	974,108	2,668,868	26,286
2025				
Balance at beginning of the financial year	3,669,262	974,108	2,668,868	26,286
Surplus (deficit) for the year	27,237	27,237	-	-
Net asset revaluation increment (decrement)	-	-	-	-
Transfer to other reserves	-	(1,800)	-	1,800
Transfer from other reserves	-	-	-	-
Balance at end of the financial year	3,696,498	999,544	2,668,868	28,086
2026				
Balance at beginning of the financial year	3,696,498	999,544	2,668,868	28,086
Surplus (deficit) for the year	30,399	30,399	-	-
Net asset revaluation increment (decrement)	-	-	-	-
Transfer to other reserves	-	(1,800)	-	1,800
Transfer from other reserves	-	-	-	-
Balance at end of the financial year	3,726,897	1,028,143	2,668,868	29,886

Attachment 1

Statement of Changes in Equity (cont.)

	Total \$'000	Accumulated surplus \$'000	Revaluation reserve \$'000	Other reserves
2027				
Balance at beginning of the financial year	3,726,897	1,028,143	2,668,868	29,886
Surplus (deficit) for the year	32,371	32,371	-	-
Net asset revaluation increment (decrement)	-	-	-	-
Transfer to other reserves	-	(1,800)	-	1,800
Transfer from other reserves	-	-	-	-
Balance at end of the financial year	3,759,268	1,058,714	2,668,868	31,686
2028				
Balance at beginning of the financial year	3,759,268	1,058,714	2,668,868	31,686
Surplus (deficit) for the year	33,768	33,768	-	-
Net asset revaluation increment (decrement)	-	-	-	-
Transfer to other reserves	-	(1,800)	-	1,800
Transfer from other reserves	-	-	-	-
Balance at end of the financial year	3,793,036	1,090,682	2,668,868	33,486
2029				
Balance at beginning of the financial year	3,793,036	1,090,682	2,668,868	33,486
Surplus (deficit) for the year	34,901	34,901	-	-
Net asset revaluation increment (decrement)	-	-	-	-
Transfer to other reserves	-	(1,800)	-	1,800
Transfer from other reserves	-	-	-	-
Balance at end of the financial year	3,827,937	1,123,783	2,668,868	35,286
2030				
Balance at beginning of the financial year	3,827,937	1,123,783	2,668,868	35,286
Surplus (deficit) for the year	37,268	37,268	-	-
Net asset revaluation increment (decrement)	-	-	-	-
Transfer to other reserves	-	(1,800)	-	1,800
Transfer from other reserves	-	-	-	-
Balance at end of the financial year	3,865,205	1,159,251	2,668,868	37,086
2031				
Balance at beginning of the financial year	3,865,205	1,159,251	2,668,868	37,086
Surplus (deficit) for the year	38,856	38,856	-	-
Net asset revaluation increment (decrement)	-	-	-	-
Transfer to other reserves	-	(1,800)	-	1,800
Transfer from other reserves	-	-	-	-
Balance at end of the financial year	3,904,061	1,196,307	2,668,868	38,886



Attachment 1

4.4 Statement of Cash Flows

	Forecast	Budget	Financial Plan Projections								
	Actual										
	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
	Inflows	Inflows	Inflows	Inflows	Inflows	Inflows	Inflows	Inflows	Inflows	Inflows	Inflows
	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)
Cash flows from operating activities											
Rates and charges	188,973	205,549	206,409	209,730	214,998	220,370	225,850	231,439	237,141	242,956	248,888
Statutory fees and fines	3,373	13,556	15,047	15,018	15,255	15,560	15,872	16,189	16,513	16,843	17,180
User charges and other fines	9,017	17,325	18,069	19,257	20,109	20,114	20,557	21,482	21,472	21,945	22,428
Grants - operating	16,442	14,567	15,298	15,515	15,736	15,668	15,981	16,301	16,627	16,959	17,299
Grants - capital	13,486	7,935	1,874	594	500	-	-	-	-	-	-
Contributions - monetary	5,582	5,150	5,376	5,484	5,593	5,705	5,819	5,936	6,054	6,175	6,299
Interest received	500	500	1,037	729	779	788	881	873	910	1,037	1,083
Trust fund and deposits taken	20,775	20,875	20,975	21,075	21,175	21,275	21,375	21,475	21,575	21,675	21,775
Other receipts	4,252	5,616	5,936	6,054	6,175	6,300	6,425	6,554	6,685	6,819	6,955
Net GST refund / payment	15,659	16,615	13,415	11,962	13,211	12,519	13,909	13,793	13,259	14,398	14,647
Employee costs	(101,989)	(103,055)	(101,185)	(103,848)	(101,882)	(104,503)	(107,392)	(110,362)	(113,414)	(116,549)	(119,820)
Materials and services	(105,143)	(104,969)	(95,894)	(95,228)	(100,901)	(99,457)	(103,943)	(105,777)	(107,168)	(111,188)	(113,335)
Short term, low value and variable lease payments	(1,014)	(597)	(608)	(620)	(633)	(645)	(658)	(671)	(684)	(699)	(712)
Trust fund and deposits repaid	(20,675)	(20,775)	(20,875)	(20,975)	(21,075)	(21,175)	(21,275)	(21,375)	(21,475)	(21,575)	(21,675)
Other payments	(7,641)	(8,073)	(8,001)	(8,160)	(8,323)	(8,491)	(8,660)	(8,833)	(9,073)	(9,254)	(9,438)
Net cash provided by operating activities	41,597	70,219	76,875	76,588	80,717	84,028	84,742	87,025	88,422	89,543	91,574
Cash flows from investing activities											
Payments for property, plant and equipment	(79,857)	(101,586)	(73,669)	(59,455)	(68,322)	(61,934)	(73,220)	(71,181)	(63,485)	(72,716)	(73,849)
Proceeds from sale of property, plant and equipment	3	4,720	-	-	-	-	-	-	-	-	-
Proceeds (payments) for investments	15,078	-	-	-	-	-	-	-	-	-	-
Net cash provided by/(used in) investing activities	(64,776)	(96,866)	(73,669)	(59,455)	(68,322)	(61,934)	(73,220)	(71,181)	(63,485)	(72,716)	(73,849)
Cash flows from financing activities											
Finance costs	(1,342)	(2,121)	(2,781)	(1,542)	(475)	(1,230)	(1,053)	(879)	(701)	(518)	(331)
Proceeds from borrowings	-	70,000	-	-	-	-	-	-	-	-	-
Repayment of borrowings	(1,572)	(1,674)	(26,362)	(6,847)	(7,035)	(7,230)	(6,896)	(7,069)	(7,247)	(7,430)	(7,617)
Interest paid - lease liability	(326)	(342)	(304)	(327)	(343)	(304)	(327)	(343)	(304)	(327)	(343)
Repayment of lease liabilities	(3,890)	(4,438)	(4,546)	(3,456)	(3,646)	(3,998)	(4,047)	(3,916)	(3,906)	(3,951)	(3,742)
Net cash provided by/(used in) investing activities	(7,130)	61,425	(33,993)	(12,172)	(11,499)	(12,762)	(12,323)	(12,207)	(12,158)	(12,226)	(12,033)
Net increase (decrease) in cash and cash equivalents	(30,309)	34,778	(30,787)	4,961	896	9,332	(802)	3,637	12,779	4,602	5,692
Cash and cash equivalents at beginning of year	99,259	68,950	103,728	72,941	77,902	78,798	88,130	87,328	90,965	103,744	108,346
Cash and cash equivalents at end of year	68,950	103,728	72,941	77,902	78,798	88,130	87,328	90,965	103,744	108,346	114,037

Attachment 1

4.5 Statement of Capital Works

	Forecast	Budget	Financial Plan Projections								
	Actual		2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31
	2020-21										
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property											
Buildings	36,671	62,610	42,333	25,826	33,937	33,115	43,705	40,953	32,525	41,007	41,373
Building improvements	332	57	58	59	61						
Total buildings	37,003	62,667	42,391	25,885	33,998	33,115	43,705	40,953	32,525	41,007	41,373
Total property	37,003	62,667	42,391	25,885	33,998	33,115	43,705	40,953	32,525	41,007	41,373
Plant and equipment											
Plant, machinery and equipment	2,783	1,338	1,158	1,099	1,120	1,025	1,051	1,077	1,104	1,132	1,160
Fixtures, fittings and furniture	1,685	1,187	1,173	970	874	826	846	868	889	912	934
Computers and telecommunications	1,460	1,381	925	946	915	805	825	846	867	888	911
Library books	835	990	995	1,000	1,050	985	985	985	985	985	985
Total plant and equipment	6,763	4,896	4,251	4,015	3,959	3,641	3,707	3,775	3,845	3,917	3,990
Infrastructure											
Roads	12,520	11,196	11,433	11,901	12,058	11,928	12,226	12,532	12,845	13,166	13,495
Bridges	36	2,461	66	67	69	70	72	74	76	78	80
Footpaths and cycleways	3,187	3,110	2,448	2,639	2,660	1,771	1,816	1,861	1,908	1,955	2,004
Drainage	5,461	4,539	4,001	5,531	5,905	5,701	5,843	5,989	6,139	6,292	6,450
Recreational, leisure and community facilities	6,323	3,721	3,670	2,206	2,637	2,391	2,451	2,512	2,575	2,639	2,705
Parks, open space and streetscapes	7,634	6,486	4,888	6,679	6,490	2,758	2,827	2,898	2,970	3,044	3,120
Off street car parks	930	2,510	521	532	545	559	573	587	602	617	632
Total infrastructure	36,091	34,023	27,027	29,555	30,364	25,178	25,808	26,453	27,114	27,792	28,487
Total capital works expenditure	79,857	101,586	73,669	59,455	68,322	61,934	73,220	71,181	63,485	72,716	73,849
Represented by:											
New asset expenditure	13,820	18,108	19,949	13,864	17,288	7,009	8,044	12,599	9,538	17,621	17,986
Asset renewal expenditure	52,885	64,144	46,810	43,388	45,864	44,316	53,731	49,115	46,947	48,095	48,863
Asset upgrade expenditure	4,279	5,152	223	781	4,869	9,709	10,594	8,467	6,000	6,000	6,000
Asset expansion expenditure	8,873	14,182	6,687	1,422	300	900	850	1,000	1,000	1,000	1,000
Total capital works expenditure	79,857	101,586	73,669	59,455	68,322	61,934	73,220	71,181	63,485	72,716	73,849
Funding Sources represented by:											
Grants	13,882	7,935	1,874	594	500	-	-	-	-	-	-
Asset Sales	-	4,720	-	-	-	-	-	-	-	-	-
Council Cash	65,975	18,931	71,795	58,861	67,822	61,934	73,220	71,181	63,485	72,716	73,849
Borrowings	-	70,000	-	-	-	-	-	-	-	-	-
Total capital works expenditure	79,857	101,586	73,669	59,455	68,322	61,934	73,220	71,181	63,485	72,716	73,849

Attachment 1

4.6 Statement of Human Resources (\$)

	Forecast	Budget	Projections								
	Actual		2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31
	2020-21										
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Chief Executive Office*											
Permanent full time	1,665	1,610	1,669	1,725	1,783	1,844	1,895	1,949	2,003	2,059	2,117
Female	648	632	655	677	700	724	744	765	786	809	831
Male	1,017	978	1,014	1,048	1,083	1,120	1,151	1,183	1,217	1,251	1,286
Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Permanent part time	299	296	307	317	328	339	349	359	369	379	389
Female	299	296	307	317	328	339	349	359	369	379	389
Male	-	-	-	-	-	-	-	-	-	-	-
Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Total Chief Executive Office	1,964	1,906	1,976	2,042	2,111	2,183	2,244	2,308	2,372	2,438	2,506
Urban Living											
Permanent full time	12,981	13,890	14,402	14,883	15,386	15,911	16,356	16,814	17,285	17,769	18,266
Female	5,699	6,098	6,323	6,534	6,754	6,985	7,180	7,382	7,588	7,801	8,019
Male	7,282	7,792	8,079	8,349	8,631	8,926	9,176	9,432	9,697	9,968	10,247
Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Permanent part time	2,869	3,070	3,049	3,034	3,236	3,150	3,231	3,313	3,398	3,485	3,584
Female	2,065	2,210	2,195	2,184	2,330	2,268	2,326	2,385	2,446	2,508	2,580
Male	804	860	854	850	906	882	905	928	952	976	1,004
Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Total Urban Living	15,850	16,960	17,451	17,917	18,622	19,061	19,587	20,127	20,683	21,254	21,850

*Chief Executive Office includes Governance

Attachment 1

Statement of Human Resources (\$) (cont.)

	Forecast Actual 2020-21 \$'000	Budget 2021-22 \$'000	Projections								
			2022-23 \$'000	2023-24 \$'000	2024-25 \$'000	2025-26 \$'000	2026-27 \$'000	2027-28 \$'000	2028-29 \$'000	2029-30 \$'000	2030-31 \$'000
Places and Spaces											
Permanent full time	20,784	21,264	21,563	22,156	22,760	23,200	23,846	24,510	25,192	25,893	26,619
Female	3,311	3,403	3,306	3,396	3,450	3,422	3,517	3,615	3,716	3,819	3,926
Male	17,473	17,860	18,257	18,760	19,310	19,778	20,328	20,894	21,476	22,074	22,692
Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Permanent part time	1,243	1,219	1,110	1,121	1,237	926	949	971	995	1,018	1,048
Female	1,177	1,152	1,048	1,058	1,165	862	882	903	925	947	974
Male	66	67	63	64	72	65	66	68	70	71	73
Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Total Places and Spaces	22,027	22,483	22,673	23,277	23,997	24,126	24,795	25,481	26,187	26,911	27,667
Community Support											
Permanent full time	16,998	16,428	16,524	17,074	17,753	18,209	18,715	19,235	19,770	20,319	20,889
Female	13,427	13,392	13,681	14,136	14,699	15,076	15,495	15,926	16,368	16,823	17,295
Male	3,571	3,036	2,843	2,937	3,054	3,133	3,220	3,309	3,401	3,496	3,594
Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Permanent part time	10,021	10,355	10,600	10,822	11,194	11,506	11,823	12,149	12,484	12,828	13,188
Female	9,220	9,494	9,711	9,914	10,255	10,541	10,831	11,130	11,436	11,752	12,082
Male	800	860	889	908	939	965	992	1,019	1,048	1,076	1,107
Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Total Community Support	27,019	26,783	27,124	27,896	28,947	29,715	30,538	31,384	32,254	33,147	34,077
Customer and Transformation											
Permanent full time	18,395	22,592	20,305	20,790	15,939	16,861	17,326	17,803	18,294	18,798	19,326
Female	8,468	10,291	9,568	9,803	8,129	8,599	8,836	9,080	9,330	9,587	9,856
Male	9,927	12,301	10,737	10,987	7,810	8,262	8,490	8,724	8,964	9,211	9,470
Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Permanent part time	2,801	2,531	2,527	2,548	2,569	2,523	2,589	2,657	2,726	2,797	2,876
Female	2,522	2,204	2,200	2,219	2,218	2,179	2,236	2,295	2,354	2,416	2,484
Male	278	327	326	329	350	344	353	362	372	381	392
Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Total Customer and Transformation	21,196	25,123	22,832	23,338	18,508	19,384	19,915	20,460	21,020	21,595	22,202

Attachment 1

Statement of Human Resources (\$) (cont.)

	Forecast	Budget	Projections								
	Actual										
	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Chief Financial Office											
Permanent full time	3,010	2,875	2,981	3,081	3,185	3,293	3,386	3,480	3,578	3,678	3,781
Female	2,176	2,078	2,155	2,227	2,302	2,381	2,448	2,516	2,586	2,659	2,733
Male	834	797	826	854	882	912	938	964	991	1,019	1,048
Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Permanent part time	823	786	815	843	871	901	926	952	979	1,006	1,034
Female	725	693	718	742	767	794	816	839	862	886	911
Male	98	94	97	100	104	107	110	113	116	120	123
Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Total Chief Financial Office	3,833	3,661	3,796	3,924	4,056	4,194	4,312	4,432	4,557	4,684	4,815
People Culture and Development											
Permanent full time	2,438	2,247	2,033	2,101	2,172	2,246	2,309	2,374	2,441	2,509	2,579
Female	1,643	1,543	1,441	1,489	1,539	1,592	1,637	1,682	1,730	1,778	1,828
Male	795	704	592	612	633	654	673	692	711	731	751
Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Permanent part time	1,062	709	602	622	643	665	683	703	722	742	763
Female	961	607	496	513	530	548	563	579	595	612	629
Male	101	102	106	109	113	117	120	123	127	130	134
Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Total People Culture and Development	3,500	2,956	2,635	2,723	2,815	2,911	2,992	3,077	3,163	3,251	3,342
Total casuals temporary and other expenditure	8,772	3,597	3,295	3,403	3,517	3,640	3,740	3,844	3,950	4,063	4,177
Total staff expenditure	104,161	103,469	101,782	104,520	102,573	105,214	108,123	111,113	114,186	117,343	120,636

Attachment 1

4.7 Statement of Human Resources (EFT)

	Forecast Actual 2020-21	Budget 2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31
	Projections										
Chief Executive Office*											
Permanent full time	9.0	9.0	9.0	9.0	9.0	9.0	9.0	9.0	9.0	9.0	9.0
Female	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0
Male	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Permanent part time	2.7	2.7	2.7	2.7	2.7	2.7	2.7	2.7	2.7	2.7	2.7
Female	2.7	2.7	2.7	2.7	2.7	2.7	2.7	2.7	2.7	2.7	2.7
Male	-	-	-	-	-	-	-	-	-	-	-
Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Total Chief Executive Office	11.7	11.7	11.7	11.7	11.7	11.7	11.7	11.7	11.7	11.7	11.7
Urban Living											
Permanent full time	112.0	112.0	112.0	112.0	112.0	112.0	112.0	112.0	112.0	112.0	112.0
Female	50.0	50.0	50.0	50.0	50.0	50.0	50.0	50.0	50.0	50.0	50.0
Male	62.0	62.0	62.0	62.0	62.0	62.0	62.0	62.0	62.0	62.0	62.0
Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Permanent part time	41.8	42.2	41.1	40.2	40.2	40.2	40.2	40.2	40.2	40.2	40.2
Female	28.3	28.6	27.9	27.3	27.3	27.3	27.3	27.3	27.3	27.3	27.3
Male	13.4	13.6	13.2	12.9	12.9	12.9	12.9	12.9	12.9	12.9	12.9
Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Total Urban Living	153.8	154.2	153.1	152.2	152.2	152.2	152.2	152.2	152.2	152.2	152.2

*Chief Executive Office includes Governance

Attachment 1

Statement of Human Resources (EFT) (cont.)

	Forecast Actual 2020-21	Budget 2021-22	Projections								
	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31
Places and Spaces											
Permanent full time	196.0	195.0	192.0	190.0	189.0	188.0	188.0	188.0	188.0	188.0	188.0
Female	30.0	30.0	28.0	28.0	27.0	27.0	27.0	27.0	27.0	27.0	27.0
Male	166.0	165.0	164.0	162.0	162.0	161.0	161.0	161.0	161.0	161.0	161.0
Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Permanent part time	12.6	12.0	9.1	8.9	8.9	8.9	8.9	8.9	8.9	8.9	8.9
Female	11.7	11.1	8.2	8.1	8.1	8.1	8.1	8.1	8.1	8.1	8.1
Male	0.9	0.9	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8
Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Total Places and Spaces	208.6	207.0	201.1	198.9	197.9	196.9	196.9	196.9	196.9	196.9	196.9
Community Support											
Permanent full time	149.0	136.0	134.0	134.0	134.0	134.0	134.0	134.0	134.0	134.0	134.0
Female	121.0	115.0	113.0	113.0	113.0	113.0	113.0	113.0	113.0	113.0	113.0
Male	28.0	21.0	21.0	21.0	21.0	21.0	21.0	21.0	21.0	21.0	21.0
Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Permanent part time	113.4	109.8	108.9	107.9	107.9	107.9	107.9	107.9	107.9	107.9	107.9
Female	102.6	99.0	98.1	97.1	97.1	97.1	97.1	97.1	97.1	97.1	97.1
Male	10.8	10.8	10.8	10.7	10.7	10.7	10.7	10.7	10.7	10.7	10.7
Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Total Community Support	262.4	245.8	242.9	241.9	241.9	241.9	241.9	241.9	241.9	241.9	241.9
Customer and Transformation											
Permanent full time	168.0	171.0	170.0	169.0	121.0	121.0	121.0	121.0	121.0	121.0	121.0
Female	84.0	85.0	84.0	82.0	63.0	63.0	63.0	63.0	63.0	63.0	63.0
Male	84.0	86.0	86.0	87.0	58.0	58.0	58.0	58.0	58.0	58.0	58.0
Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Permanent part time	26.6	22.7	21.9	21.5	20.7	20.7	20.7	20.7	20.7	20.7	20.7
Female	23.8	20.0	19.3	18.8	18.1	18.1	18.1	18.1	18.1	18.1	18.1
Male	2.8	2.8	2.7	2.6	2.6	2.6	2.6	2.6	2.6	2.6	2.6
Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Total Customer and Transformation	194.6	193.7	191.9	190.5	141.7	141.7	141.7	141.7	141.7	141.7	141.7

Attachment 1

Statement of Human Resources (EFT) (cont.)

	Forecast Actual 2020-21	Budget 2021-22	Projections								
	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31
Chief Financial Office											
Permanent full time	23.0	23.0	23.0	23.0	23.0	23.0	23.0	23.0	23.0	23.0	23.0
Female	17.0	17.0	17.0	17.0	17.0	17.0	17.0	17.0	17.0	17.0	17.0
Male	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0
Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Permanent part time	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0
Female	7.2	7.2	7.2	7.2	7.2	7.2	7.2	7.2	7.2	7.2	7.2
Male	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8
Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Total Chief Financial Office	31.0	31.0	31.0	31.0	31.0	31.0	31.0	31.0	31.0	31.0	31.0
People Culture and Development											
Permanent full time	27.0	16.0	14.0	14.0	14.0	14.0	14.0	14.0	14.0	14.0	14.0
Female	17.0	11.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0
Male	10.0	5.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Permanent part time	13.2	4.9	4.1	4.1	4.1	4.1	4.1	4.1	4.1	4.1	4.1
Female	12.2	3.9	3.1	3.1	3.1	3.1	3.1	3.1	3.1	3.1	3.1
Male	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Total People Culture and Development	40.2	20.9	18.1	18.1	18.1	18.1	18.1	18.1	18.1	18.1	18.1
Total casual and temporary full time equivalent	33.9	32.6	28.6	28.6	28.6	28.6	28.6	28.6	28.6	28.6	28.6
Total staff numbers	936.1	897.0	878.5	872.8	823.0	822.0	822.0	822.0	822.0	822.0	822.0

Attachment 1

4.8 Reserve Projections

	Forecast Actual 2020-21 \$'000	Budget 2021-22 \$'000	Financial Plan Projections								
			2022-23 \$'000	2023-24 \$'000	2024-25 \$'000	2025-26 \$'000	2026-27 \$'000	2027-28 \$'000	2028-29 \$'000	2029-30 \$'000	2030-31 \$'000
Strategic Acquisition Fund Reserve											
Opening Balance	434	434	434	434	434	434	434	434	434	434	434
Transfer to reserve	-	-	-	-	-	-	-	-	-	-	-
Transfer from reserve	-	-	-	-	-	-	-	-	-	-	-
Closing balance	434	434	434	434	434	434	434	434	434	434	434
Defined Benefit future call up fund Reserve											
Opening Balance	7,000	8,000	9,000	10,000	11,000	12,000	13,000	14,000	15,000	16,000	17,000
Transfer to reserve	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Transfer from reserve	-	-	-	-	-	-	-	-	-	-	-
Closing balance	8,000	9,000	10,000	11,000	12,000	13,000	14,000	15,000	16,000	17,000	18,000
Open Space Development Fund Reserve											
Opening Balance	11,269	12,452	13,252	14,052	14,852	15,652	16,452	17,252	18,052	18,852	19,652
Transfer to reserve	1,183	800	800	800	800	800	800	800	800	800	800
Transfer from reserve	-	-	-	-	-	-	-	-	-	-	-
Closing balance	12,452	13,252	14,052	14,852	15,652	16,452	17,252	18,052	18,852	19,652	20,452
Reserve Summary											
Opening Balance	18,703	20,886	22,686	24,486	26,286	28,086	29,886	31,686	33,486	35,286	37,086
Transfer to reserve	2,183	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800
Transfer from reserve	-	-	-	-	-	-	-	-	-	-	-
Closing balance	20,886	22,686	24,486	26,286	28,086	29,886	31,686	33,486	35,286	37,086	38,886

Attachment 1

5 Local Government Performance Reporting Framework (LGPRF)

Financial Performance Indicators

The following table highlights Council's current and projected performance across a range of key financial performance indicators. These indicators provide a useful analysis of Council's financial position and performance and should be interpreted in the context of the organisation's objectives.

The financial performance indicators below are the prescribed financial performance indicators contained in *Local Government (Planning and Reporting) Regulations 2020*. These indicators provide a useful analysis of Council's financial position and performance and should be interpreted in the context of the organisation's objectives

Indicator	Measure	Forecast	Budget	Projections									Trend +/-
		Actual 2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	
Operating position													
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	-11.5%	-1.3%	4.9%	6.3%	7.8%	9.0%	9.4%	9.6%	9.7%	10.3%	10.5%	+
Liquidity													
Working capital	Current assets / current liabilities	191.7%	157.9%	152.5%	157.6%	153.9%	166.2%	162.0%	164.6%	180.2%	183.1%	187.5%	o
Unrestricted cash	Unrestricted cash / current liabilities	89.2%	105.1%	85.3%	90.1%	87.0%	98.6%	94.1%	96.4%	111.6%	114.4%	118.7%	o
Obligations													
Loans and borrowings	Interest-bearing loans and borrowings / rate revenue	12.2%	46.3%	32.1%	28.0%	24.0%	20.1%	16.6%	13.1%	9.7%	6.4%	3.2%	+
Loans and borrowings repayments	Interest and principal repayments on interest bearing loans and borrowings / rate revenue	1.5%	1.9%	14.3%	4.0%	3.5%	3.9%	3.5%	3.5%	3.4%	3.3%	3.2%	o
Indebtedness	Non-current liabilities / own source revenue	15.9%	32.0%	27.1%	24.4%	21.9%	17.9%	15.1%	12.3%	9.8%	7.1%	4.1%	+
Asset renewal and upgrade	Asset renewal and upgrade expense / Asset depreciation	159.9%	187.2%	120.9%	112.7%	128.4%	111.3%	133.6%	120.5%	114.1%	115.6%	115.9%	-
Stability													
Rates concentration	Rate revenue / adjusted underlying revenue	83.8%	78.6%	78.3%	78.3%	78.5%	78.8%	78.8%	78.8%	79.0%	79.0%	79.1%	o
Rates effort	Rate revenue / CIV of rateable properties in the municipality	0.16%	0.16%	0.17%	0.17%	0.17%	0.17%	0.17%	0.17%	0.17%	0.17%	0.17%	o
Efficiency													
Expenditure level	Total expenses / number of property assessments	\$3,237	\$3,224	\$3,105	\$3,114	\$3,114	\$3,122	\$3,163	\$3,216	\$3,263	\$3,303	\$3,352	o
Revenue level	Total rate revenue / Number of property assessments	\$2,061	\$2,097	\$2,134	\$2,176	\$2,220	\$2,263	\$2,308	\$2,353	\$2,399	\$2,445	\$2,492	o

Key to Forecast Trend:

- + Forecasts improvement in Council's financial performance/financial position indicator
- o Forecasts that Council's financial performance/financial position indicator will be steady
- Forecasts deterioration in Council's financial performance/financial position indicator

Attachment 1

Notes to Financial Performance Indicators (LGPRF)

The financial performance indicators are the prescribed financial performance indicators contained in Part 3 of Schedule 3 of the Local Government (Planning and Reporting) Regulations 2020. Results against these indicators will be reported in Council's Performance Statement included in the Annual Report.

1. **Adjusted underlying result:** An indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives. The adjusted underlying result for 2020-21 is due to actual and estimated impacts of COVID-19 and the resulting impacts on revenue and expenditure streams. From 2021-22 the underlying result forecasts improvement over the 10-year Financial Plan projections. The 2021-22 budget includes forward commitments from 2020-21 primarily due to the impacts of COVID-19 affecting the timing and delay of some projects.
2. **Working capital:** The working capital ratio expresses Council's short term ability to meet its liquidity requirements within the current financial year. Ratios below or nearing 100% indicate that Council may not be able to meet short term liabilities. Current assets to liabilities continue to remain at a healthy level across all years indicating sufficient liquidity.
3. **Loans and borrowings:** Reflects the extent of reliance on rate revenue to fund all Council's ongoing services. The forecast trend indicates Council's take up of borrowings in 2021-22 to fund significant major projects.
4. **Indebtedness:** This indicator compares non-current liabilities to own source revenue. Own Source revenue is defined as adjusted underlying revenue that is not under the control of Council (excluding government grants).
5. **Asset renewal and upgrade:** This percentage indicates the extent of Council's capital renewal expenditure against total depreciation expenditure, which represents the decline in value of existing capital assets. A percentage greater than 100 indicates Council is renewing and maintaining existing assets, whilst a percentage less than 100 indicates assets are deteriorating faster than they are being renewed and will require future capital expenditure to renew assets back to their existing condition.

Attachment 1

6 Strategies and Plans

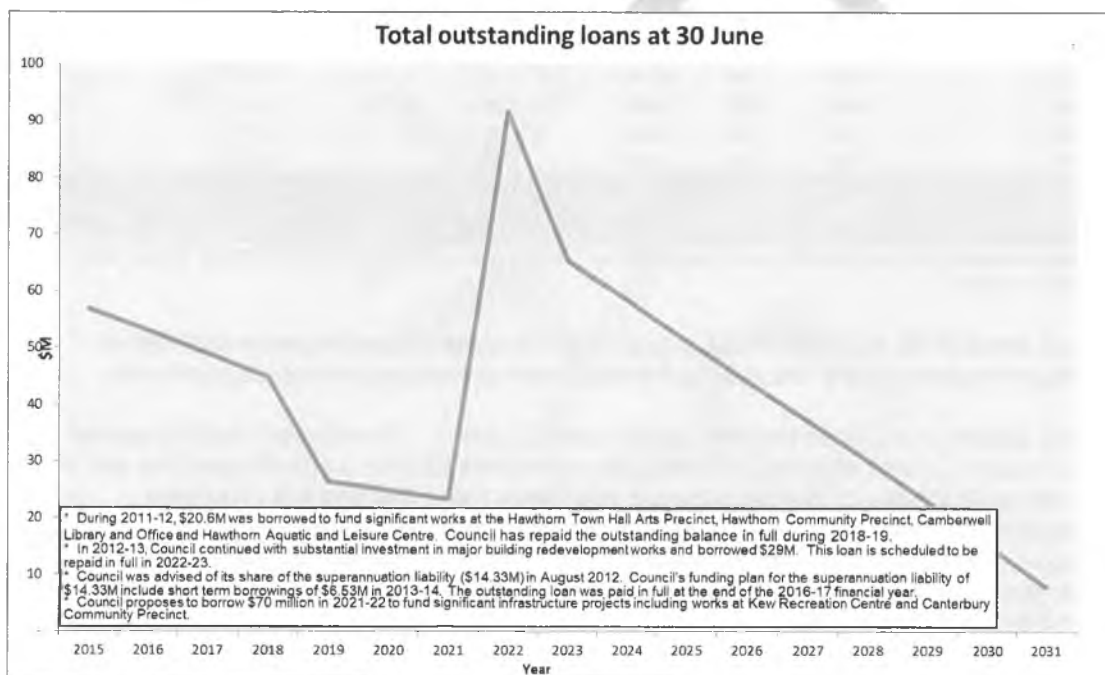
This section describes the strategies and plans that support the 10 year financial projections included in the LTFP.

6.1 Borrowing Strategy

Background to Council's current debt portfolio

The below table highlights Council's current position in respect of all interest-bearing liabilities and the movements that have occurred during the past three financial years, as well as the forecast borrowings balance at 30 June 2021.

	Actual Balance 30 June 2018 \$'000	Actual Balance 30 June 2019 \$'000	Actual Balance 30 June 2020 \$'000	Forecast Actual 30 June 2021 \$'000
Interest-bearing liabilities	44,712	26,280	24,786	23,214



Existing borrowings

During the 2012-13 financial year borrowings of \$29 million were undertaken to fund major building works. The borrowings was at a fixed interest rate for 10 years, and the LTFP provides for payment of the remaining balance in 2023.

In 2014-2015, Council reviewed its existing loan portfolio and took the opportunity to refinance long term debt to a four year loan. This provided decreased interest rates and interest savings to the community as well as providing increased financial capacity to enable future infrastructure programs.

During the 2020-21 year \$1.57 million in principal repayments on existing borrowings have been made. The outstanding amount borrowed is \$23.21 million as at 30 June 2021.

Attachment 1

The following table sets out future proposed borrowings, based on the forecast position of Council as at 30 June 2021.

Council is projected to be at low risk as defined by VAGO's financial sustainability risk indicator of Indebtedness and Liquidity through the entire period of the LTFP as shown below:

Financial year ending	\$'000's				Council Policy > 1.2 to 1	VAGO FINANCIAL SUSTAINABILITY RISK INDICATORS		
	New borrowings	Principal paid	Interest expense	Balance 30 June		LIQUIDITY	INTERNAL FINANCING	INDEBTEDNESS
2021	-	1,572	1,342	23,214	1.49	1.92	62.7%	15.9%
2022	70,000	1,674	2,121	91,540	1.29	1.58	79.0%	32.0%
2023	-	26,362	2,781	65,179	1.12	1.52	107.1%	27.1%
2024	-	6,847	1,542	58,333	1.15	1.58	130.1%	24.4%
2025	-	7,035	1,350	51,297	1.10	1.54	119.0%	21.9%
2026	-	7,230	1,152	44,067	1.20	1.66	135.7%	17.9%
2027	-	6,896	973	37,170	1.14	1.62	115.7%	15.1%
2028	-	7,069	797	30,101	1.15	1.65	122.3%	12.3%
2029	-	7,247	617	22,854	1.28	1.80	139.3%	9.8%
2030	-	7,430	432	15,425	1.30	1.83	123.1%	7.1%
2031	-	7,617	243	7,808	1.33	1.87	124.0%	4.1%
Total	70,000	86,979	13,350					

The forecast Internal Financing indicator for 2021 and 2022 are primarily due to the impacts of COVID-19 on revenue and expenditure streams.

Council monitors its Adjusted Working Capital Ratio (current assets/current liabilities) to ensure the maintenance of the required level of cash to meet operational requirements.

Council targets an adjusted working capital ratio of 1.2 to 1. The adjusted working capital ratio excludes Council adopted reserves which are funds held for a specific purpose and as such are not available for normal business operations (refer **Section 4.8 - Reserve Projections** for further details). Where operational or investment imperatives require, in a particular year(s), that the ratio falls below the target, Council's LTFP must demonstrate future capacity to recover to the target level. The above table projects, that Council will achieve this outcome by 2031.

Future Borrowing Strategy

City of Boroondara has accessed debt funding in the past years to complete a range of major infrastructure projects including Boroondara Sports Complex, buildings works and Kew and Hawthorn Aquatic and Leisure Centres, Hawthorn Community Precinct, Hawthorn Town Hall Arts Precinct and the Camberwell Library and Office. Loan borrowings were also accessed to pay for the Local Government Defined Benefit Superannuation Fund call.

Council's financial strategy principles do not allow borrowings to fund operational activities, rather debt is to be considered for the purchase of new or major renewal of long term community assets.

The current borrowing strategy is to retire existing debt over time to free up capacity to undertake new borrowings for significant infrastructure projects for the community. The repayment of outstanding debt competes for the same funding as Capital Works

Attachment 1

expenditure. Boroondara Council will consider debt for major community assets in accordance with its financial strategy principles.

Council proposes to borrow \$70 million in 2021-22 to fund significant infrastructure projects including works at Kew Recreation Centre and Canterbury Community Precinct.

6.2 Asset Management Plan

Council will plan and appropriately resource the necessary work on infrastructure to ensure that all assets are maintained fit for purpose. Accurate asset data and condition assessments will be drawn upon to inform the annual budgeting and works programs.

Integration to the Asset Plan is a key principle of the Council's strategic financial planning principles. The purpose of this integration is designed to ensure that future funding is allocated in a manner that supports service delivery in terms of the plans and the effective management of Council's assets into the future.

The Asset Plan identifies the operational and strategic practices which will ensure that Council manages assets across their life cycle in a financially sustainable manner. The Asset Plan, and associated asset management policies, provide council with a sound base to understand the risk associated with managing its assets for the community's benefit.

The Asset Management Plan is designed to inform the LTFP by identifying the amount of capital renewal, backlog and maintenance funding that is required over the life of each asset category. The level of funding will incorporate knowledge of asset condition, the risk assessment issues as well as the impact of reviewing and setting intervention and service levels for each asset class.

The Local Government Act 2020 Section 92 requires Council to develop, adopt and keep in force an Asset Plan in accordance with its deliberative engagement practices. Council must adopt an Asset Plan under Section 92 by 30 June 2022.

MINUTES ATTACHMENTS



Council

Monday 27 September 2021

Attachments as annexed to the resolution:

7.5 Climate Action Plan - adoption

Handwritten mark



Climate Action Plan

Our plan to deliver what is important to our community
to further reduce our city's environmental footprint.



Contents

Our plan	4
Our vision	6
Our role	7
Our response so far	8
Strategy	8
Projects	10
Our initiatives	11
Emissions in Boroondara	12
Council corporate emissions	12
Municipality-wide emissions	14
Community consultation informing the plan	16
Considerations in developing this plan	16
Targets	18
Council corporate greenhouse gas emissions targets	18
Community greenhouse emissions targets	19
Actions	22
How this plan links to other work and policies	30
Monitoring and reporting on our actions	31
Community suggestions for future action plans	32
Glossary	34

Our plan

We have developed Boroondara's Climate Action Plan to deliver what is important to our community and in recognition of the real and increasing threat to our environment, to our health and wellbeing, and to the quality of the lives of current and future generations as the result of our changing climate.

In 2017, Council produced the Boroondara Community Plan responding to the needs and aspirations of our community. It reflects major themes from the associated community consultation, including supporting sustainability and our natural environment. Since then, we have heard from our community more and more often that environmental sustainability, specifically climate change, is an important issue for Boroondara.

During 2020 and 2021, we consulted our community about refreshing the Boroondara Community Plan and about this Climate Action Plan. The feedback showed enthusiastic support for this Plan and for Council to prioritise action for our environment.

A successful response to climate change requires a holistic approach, new ways of thinking and shifts in how we live, work and play. It requires action by individuals, businesses and all levels of government.

This Plan outlines how Council will respond to this challenge and how we will work with our community and other levels of government to do the same.

At Council, we have already made big improvements, but we can build on these as we continue to adapt our own practices. As a local government, our

role extends beyond our own buildings, assets and operations to serve and support our community to mitigate threats, adapt and become more resilient.

We acknowledge the important global movement towards zero net emissions and that the City of Boroondara should be part of this movement.

Climate change is about more than just greenhouse gas emissions and this is reflected in this Plan. Even if all countries substantially reduce emissions now, it is too late to avoid some long-term changes to our environment. We must prepare to adapt to a warmer, more variable climate with more extreme weather events.

This will impact on both our people and biodiversity. It will affect how we travel, how we use water and how we live our lives. This Climate Action Plan will support the delivery of the Boroondara Community Plan and it will inform all other related strategies and actions, and set Boroondara on a path to a holistic response to these broad challenges.

Outcomes of the Climate Action Plan will be reported on an annual basis, and it will be reviewed and updated in five years.





Our vision

Boroondara is a vibrant and thriving city that lives within its means. We have the capacity to achieve our aspirations, and inspire others along the way. Our vision is that:

- Council and all those that live, work and play in Boroondara will come together in partnership to achieve our goals.
- Boroondara is a green and leafy city with healthy trees, plants and other thriving biodiversity. Our trees and plants absorb and store carbon dioxide emissions, provide habitat and our canopy provides shade and urban cooling.
- Our homes, businesses, schools and other buildings are efficient and resilient to the extremes of our environment. They make efficient use of renewable energy and they are constructed from sustainable materials.
- We travel using a range of convenient, reliable and healthy options. Walking and cycling provide safe and convenient exercise and transport. We use electric vehicles, powered by renewable energy, and other low emission forms of transport.
- We conserve our valuable drinking water and make use of alternatively harvested water in our efficient buildings, gardens and parks.
- Our environment is clean and unpolluted. The quality of our air and waterways is substantially improved.
- We make efficient use of our valuable resources. We avoid single-use items, and we reuse and repurpose. We recycle into a circular economy and make new things from our recycled resources.
- We are ready to incorporate new and evolving technologies that help us mitigate and adapt to climate change.
- We have a flourishing local economy that provides sustainable goods and services to our community.

Our role

We have an essential role to play in climate action. We can:

- Continue to lead, facilitate and support our community to reduce emissions.
- Build on our existing efforts to reduce greenhouse gas emissions from Council-run buildings and services.
- Act on the growing expectation of our community to take holistic action to reduce the impacts of climate change.
- Support our community to mitigate the threats and outcomes of climate change.
- Keep working towards sustainability and resilience within our organisation and for the broader community.
- Partner with councils, governments, agencies and groups to carry out or create opportunities for actions to reduce emissions.
- Play a role in emergency management where appropriate.
- Promote and provide opportunities to learn about climate change mitigation and adaptation through programs and partnerships.
- Take action to achieve net zero carbon neutrality in Council operations by 2022 and support the community to achieve net zero carbon neutrality by 2035.
- Advocate to other levels of government to take climate action.
- Actively incorporate climate change mitigation and management into any new Boroondara Council strategy and policy.
- Support staff to understand the targets and apply the actions of this plan.
- Prepare to adopt and adapt to new and evolving technology.

Our response so far

Strategy

At Council, we have policies and programs that seek to embed environmental sustainability into our operations and services, while also supporting our community to do the same.

The Boroondara Community Plan 2017–2027 (BCP) is Council's overarching strategic document. It guides our decisions and directly informs our annual plans and budgets, as well as all of our strategies, policies and actions.

The BCP has seven priority themes. Theme Three is The Environment and its strategic objective is: Our natural environment is healthy and sustainable for future generations.

Lead our community through advocacy and action to mitigate against and adapt to the impacts of climate change to minimise adverse impacts on community health and wellbeing, our natural environment and facilities and services.

Strategy 3.7 of the Boroondara Community Plan



Other themes and strategies from the BCP also guide our response to environmental sustainability and climate change.

These include:

- Theme Two: Your Parks and Green Spaces
- Theme Five: Getting Around Boroondara
- Theme Seven: Civic Governance and Leadership

The BCP includes the Boroondara Public Health and Wellbeing Plan (MPHWB). The Victorian Government *Climate Change Act 2017* requires that local governments must have regard to the potential impacts of climate change when preparing a MPHWB.

Council has policies and strategies that guide us to meet the objectives of the BCP.

These include:

- Our Low Carbon Future Strategy (2009–2020)
- Boroondara Urban Biodiversity Strategy (2013–2023)
- Boroondara Integrated Water Management Strategy (2014–2024)
- Boroondara Waste Minimisation and Recycling Strategy (2017)
- Boroondara Integrated Transport Strategy (2016)
- Boroondara Tree Strategy (2017–2027)
- Boroondara Sustainable Council Buildings Policy (2016)

The adoption of Council's Our Low Carbon Future – City of Boroondara Strategy (OLCFS) in 2009 set the direction for our climate change mitigation response. The strategy has been supported by three action plans, including the most recent Action Plan Update 2017–2020.

The 2009 strategy had core objectives:

1. Reduce Council's own greenhouse gas emissions
2. Reduce aggregate emissions for Australia
3. Reduce the impact of increasing energy prices on Council's budget
4. Reduce the impact of increasing energy prices on vulnerable sectors of the community
5. Support the Australian Government to introduce more ambitious greenhouse gas reduction targets
6. Increase local energy security through investment in renewable energy sources.

The strategy set us a target to reduce our corporate greenhouse gas emissions by 30 to 40 per cent below 2007/08 levels by 2020, and to support the reduction of community emissions by at least 50,000 tonnes of CO₂-e by 2020 through community programs and projects.

Projects

Actions from Our Low Carbon Future strategy focused on addressing key sources of greenhouse gas emissions from our buildings, street lighting and fleet vehicles.

We have made substantial progress in increasing the energy efficiency and low carbon technologies in Council-owned buildings. Significant initiatives and policies that we have delivered include:



- Powering more than 12,000 streetlights and 16 major City of Boroondara buildings with 100 per cent local renewable energy from a Gippsland wind farm until 2030. This accounts for over 85 per cent of Council's total electricity use.
- Upgrading over 7,000 streetlights with more efficient technologies.
- Installed cogeneration at Ashburton Pool and Recreation Centre in 2011 and at Hawthorn Aquatic and Leisure Centre in 2014. This technology uses natural gas to 'co' generate both heat and electricity onsite where and when it is needed.
- Installing solar PV (rooftop solar) on our buildings including our four aquatic centres. By June 2021, we installed, or had committed to, over 1,133 kW of Solar PV on all Council office, depot and community buildings.
- Delivering a broad suite of cost-effective energy efficiency upgrades at Council's largest buildings via an Energy Performance Contract (EPC) model as used in the Victorian Government's Efficient Government Building Program. This \$2.5M project is now saving 1,700 tonnes of CO₂-e per year and delivering annual savings of over \$250,000.
- During 2020/21 alone, Council implemented over \$1M in additional energy-saving initiatives drawing on what we learned from the EPC project.

Other initiatives

We also run other projects and programs that support environmental sustainability within Council and for our whole community. Key examples include:



- The Council Climate Change Risk Assessment (2020).
- The Sustainable Buildings Policy (2016) which ensures that all new or upgraded buildings are environmentally sustainable while still providing high quality spaces for the community. This policy requires that all Council building projects are equivalent to the 5 Star standard set by the Green Building Council of Australia's Design & As Built Tool.
- The launch in May 2020 of the Food Organics Garden Organics Program (FOGO), providing a huge boost to the diversion of organic materials away from landfill. This is one of the most significant changes in municipal waste management since the introduction of kerbside recycling.
- Supporting the uptake of behaviours and technology to improve residential energy efficiency through community education and incentives via programs such as our Living for our Future program.
- Engaging the Australian Energy Foundation to provide up-to-date and impartial energy efficiency and renewable energy advice and one-to-one support for residents and businesses.
- Discounts for residents on products such as worm farms and compost bins through our Compost Revolution program to divert organic waste from landfill.
- Supporting schools to embed sustainability in their operations and curriculum via programs such as the Teacher Environment Network.
- Constructing roads using recycled asphalt. Council uses asphalt containing materials such as recycled soft plastic bags, glass and leftover cartridge toners. We also reuse recovered asphalt from other Council road projects.
- Participation in the Eastern Alliance for Greenhouse Action where Boroondara is a member of the alliance of eastern suburb councils in Melbourne, combining to deliver programs to reduce greenhouse gas emissions and provide support for adapting to the impacts of climate change in our region.

Emissions in Boroondara

Council corporate emissions

As part of Boroondara's Our Low Carbon Future Strategy, we have monitored greenhouse gas emissions since 2007/08 across all Council-run buildings and services. In the baseline year these emissions were 26,837 tonnes of CO₂-e.

Due to ongoing efforts to reduce our greenhouse gas emissions and environmental footprint, corporate emissions are now below¹ 6,000 tonnes CO₂-e which represents a reduction of over 80 per cent compared with our baseline year.

Though this an excellent effort, a comparison of the municipal emissions and Council's corporate emissions reveals that Council is directly responsible for less than 1 per cent of municipal emissions. For this reason, we have an important role to play in supporting our community to tackle the greenhouse gas emissions of the broader municipality.

¹ Actual emissions for 2020/21 will be calculated prior to final endorsement of this Plan. From 1 July 2020, Council has purchased 100 per cent renewable electricity for the majority of buildings and street lighting. From 1 July 2020, annualised emissions are calculated to be 4,500 tonnes of CO₂-e. This result is partly driven by atypical Council operations in response to the COVID-19 pandemic.

We have reduced greenhouse gas emissions from Council-run buildings and services by 80 per cent since FY 2007/08

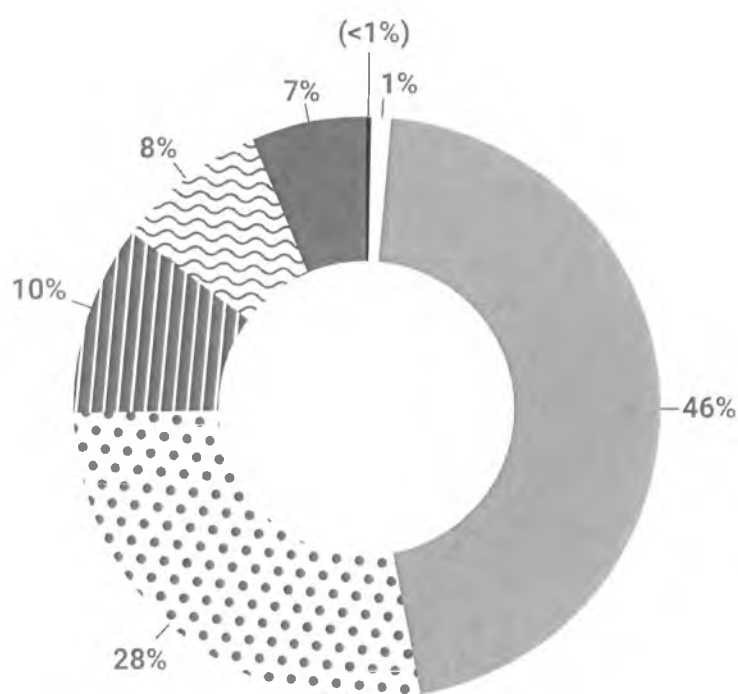
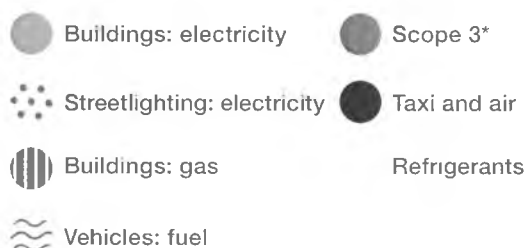


Figure one

Shows the breakdown of Council's corporate emissions by source. The 2007/08 baseline year is used for reference. At 2021, streetlighting electricity is 100 per cent renewable and over 90 per cent of building electricity is also renewable. Renewable electricity does not contribute to our greenhouse emissions total.



**Scope 3 emissions are indirect greenhouse gas emissions*

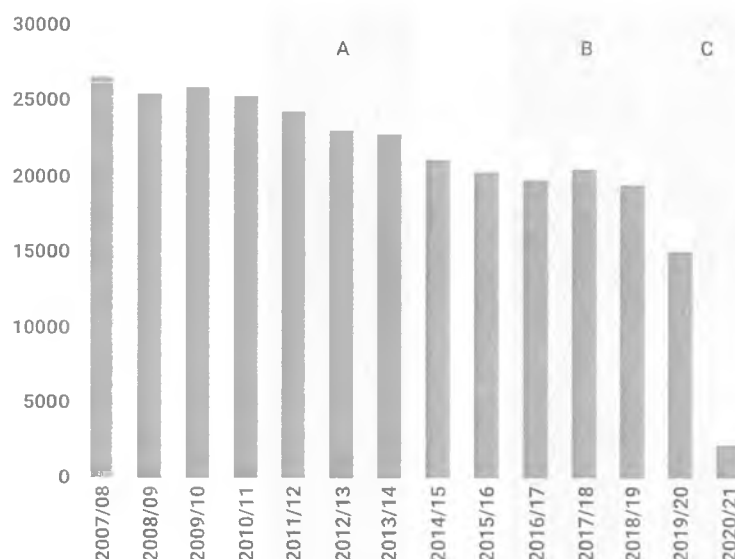


Figure two

Shows Council's corporate emissions over time.

The columns represent actual emissions. The white portion represents emissions from vehicle use which have been offset by the purchase of Australian Biodiversity Regeneration Offsets. The shaded portion represents net emissions after offsetting.

A = Renewable electricity for streetlights introduced

B = Energy Performance Contract begins

C = Power Purchase Agreement begins

Municipality-wide emissions

The Snapshot² database provides information on a subset of the greenhouse gas emissions for the Boroondara municipality. This includes emissions associated with electricity, natural gas, road transport and some elements of waste management. This data also provides a breakdown of emissions according to sector. The Snapshot database is the most readily available information about community emissions in Victorian Local Government areas.

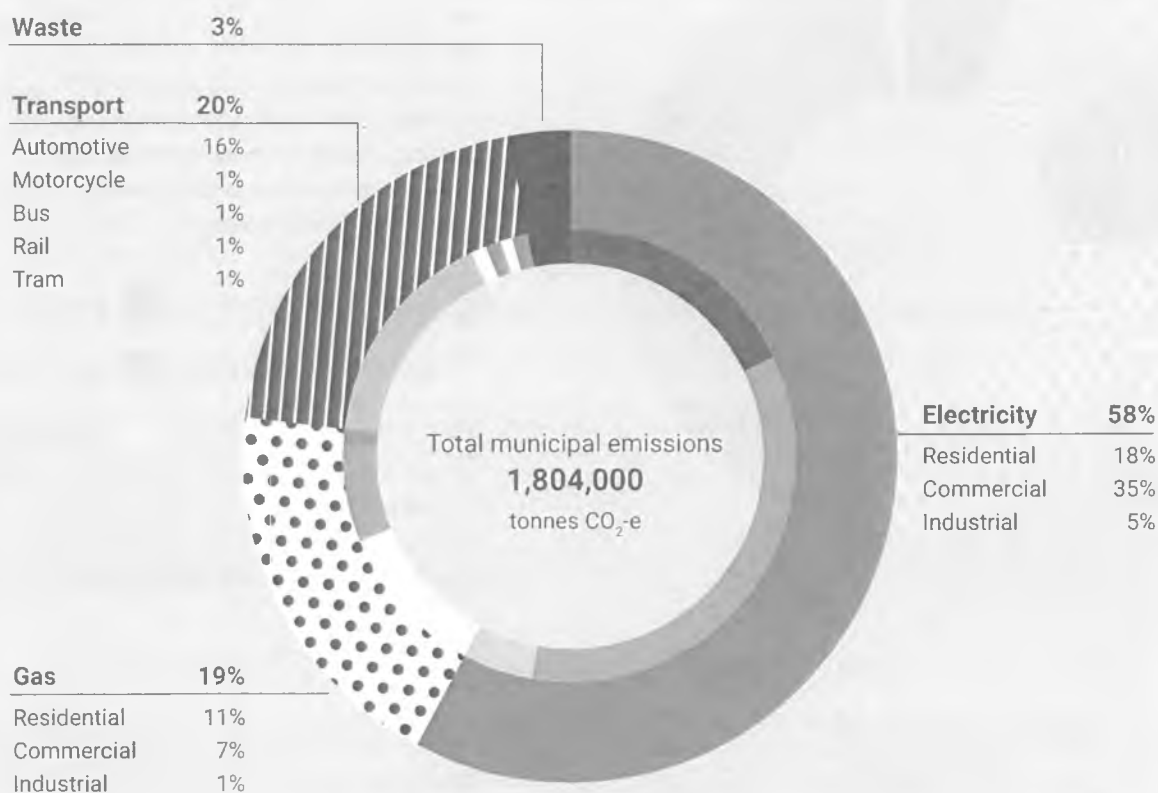


Figure three

2019 January – December, Boroondara municipal emissions snapshot

Shows the breakdown of sources of these emissions.

² <https://snapshotclimate.com.au/explore>

The corporate greenhouse gas emissions inventory and Snapshot data that we have tracked at Council mostly highlight the emissions related to the purchase of energy in the forms of fuel, natural gas and electricity by individuals, businesses and organisations. This provides a useful indicator of our collective environmental impact and is a useful tool to track our progress.

It is important to recognise that our environmental impact is made up of far more than our energy use alone. Decisions we all make every day contribute to our carbon footprint and impact on the environment. These include what we buy and use, how our food is produced, how we dispose of things and the materials used to build our homes, roads and cities.

In order to truly respond to the challenges of climate change, all of these factors should be considered when developing any plan or action to support environmental sustainability. It is also important to consider opportunities that are particularly relevant to Boroondara. Boroondara is well known for its leafy tree canopy. Our trees and plants provide an

important carbon sink, and by capturing groundwater they reduce flooding and erosion of our waterways. They also provide shade and urban cooling and are vital habitat for our wildlife.

The Plan gives significant consideration to our trees and ways that we can not only protect our existing canopy cover but actually improve on current levels.

Council's recent implementation of our Food Organics Garden Organics Program also has substantial implications for climate change. Diversion of organic material from landfill not only preserves a valuable resource, it also prevents the formation of methane which is a potent greenhouse gas.

Though we don't have a good estimate of average individual greenhouse gas emissions in Boroondara – as such analysis would be difficult, time consuming and expensive to undertake – we do know that there are many actions that we can take as a Council and as a community to reduce our collective impact and create a sustainable, vibrant future.

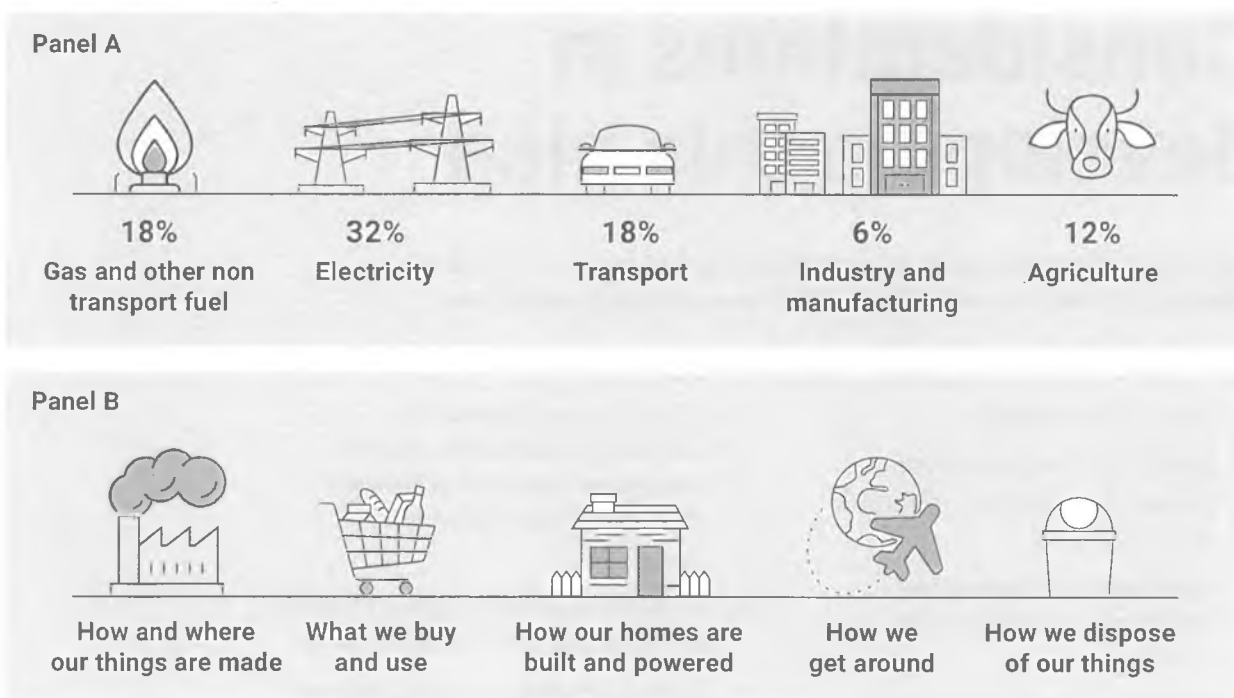


Figure four Greenhouse Gas Emissions Sources (Adapted from Australia State of the Environment Report (2016) and Australian National Greenhouse Accounts)

Panel A Shows the top five emissions sources in Australia and their approximate percentage contribution.

Panel B Shows how we contribute to Australian and global greenhouse gas emissions.

Community consultation informing the plan

We undertook consultation with our community about this Climate Action Plan in 2020.

During the first phase of the consultation, we heard from more than 1,500 community members who shared their feedback online, over the phone and in writing. One third of these community members were randomly selected to participate.

In March/April 2021 we did a follow up survey and workshops. This second phase of consultation told us we were mostly on the right track and that action to mitigate the Boroondara-wide contribution to climate change is

important and necessary, and that our community broadly supports Council to take bold action.

A survey report outlining the consultation process for this plan is published on Council's website.

During 2021, we undertook consultation on the refresh of the Boroondara Community Plan. Community feedback during this process has been considered and incorporated in the development of this Climate Action Plan. The details of the consultation will be publicised during 2021.

Considerations in developing this plan

This Climate Action Plan seeks to guide the City of Boroondara on the most effective path to reduce emissions and to a more sustainable environment.

In developing this plan, Council has considered:

- Community feedback
- Contributions to greenhouse gas emissions by operations managed by Council
- Contributions to greenhouse gas emissions by the Boroondara community
- The relationship between climate change and other previous and future environmental issues such as our biodiversity and the availability of water
- The sphere of influence and capacity to contribute to climate change mitigation and adaptation that Council has beyond our own operations
- Emission reductions required to avoid the worst impacts of climate change
- Metrics where data is available to us to track and report on the progress of Council and community emissions, and metrics where monitoring and reporting is unfeasible.



Targets

This Climate Action Plan defines targets³ for both Council and the municipality of Boroondara as a whole.

Council corporate greenhouse gas emissions targets

The majority of Council's electricity now comes from renewable energy. This has been an important factor in reducing our own corporate emissions by more than 80 per cent compared with our baseline year of 2007/08. This outcome is double Council's high range target of 40 per cent from the OLCFS. Many of the most cost-effective and best future opportunities for Council to further reduce energy use and costs are at facilities which are supplied by renewable electricity. Improvements at these facilities are important and will continue to be a priority for Council but will not help us achieve our new emissions target on their own.

In setting a corporate greenhouse gas target, Council's approach aligns with the following objectives:

- Reduce energy use and pollution
- Prioritise cleaner energy alternatives
- Pursue cost-effective approaches
- Pursue options that invest locally and offer lasting benefits for Boroondara.

In delivering the Plan, Council will continue to invest in energy efficiency, renewable energy and other local projects and programs that reduce our energy use and any emissions.

Council has set a target to be carbon neutral by 2022. This will be achieved through an investment in meaningful greenhouse gas offsets that are measurable and verifiable. Carbon neutrality has been deferred until one year after adoption of this Plan to allow Council to determine the most appropriate mechanism for achieving it.

As Council continues to improve our own operations, the requirement for offsets will reduce as our level of emissions will shrink as we use less and less greenhouse gases.

Council's approach to targets has considered both what can feasibly be achieved but also the importance of setting objectives that are difficult and will continue to push us as we strive to do better. We may not hit every target but if the opportunities arise, we will go further and sooner.

Targets will be reviewed as part of an update to the Climate Action Plan five years after adoption or sooner if required.

³ Reporting methodology may change during the life of the Plan and targets. Where methodology or other changes impact on reported progress, Council will publish the details of any changes and the impact of these changes on reported progress, ie changes in emissions factors or criteria for determining the extent of tree canopy



Community greenhouse emissions aspirational targets

Unlike Federal and State Governments, local governments do not have broad legislative or financial control over major community emissions sources. For example, electricity generation and distribution, transport policy, planning controls and agricultural regulations are mostly controlled by the State and Federal Governments. Additionally taxation and levies along with associated financial incentives are less available to local governments. Council recognises a role in all of these matters but can only partner in solutions and is not able to enforce an outcome.

The aspirational targets for the whole Boroondara community will be more difficult to achieve and will require efforts from Council and the whole community.

These targets reflect where we need to be to avoid the worst impacts of climate change, and will only be achievable if other levels of government and the Boroondara community are committed to the same path. Council cannot mandate a target like other levels of government, due to the different powers they hold that enable them to make decisions which directly influence the level of emissions. Meeting these targets will require productive partnerships with community members, businesses and institutions.

We have set targets that are challenging but achievable.

Council's corporate targets

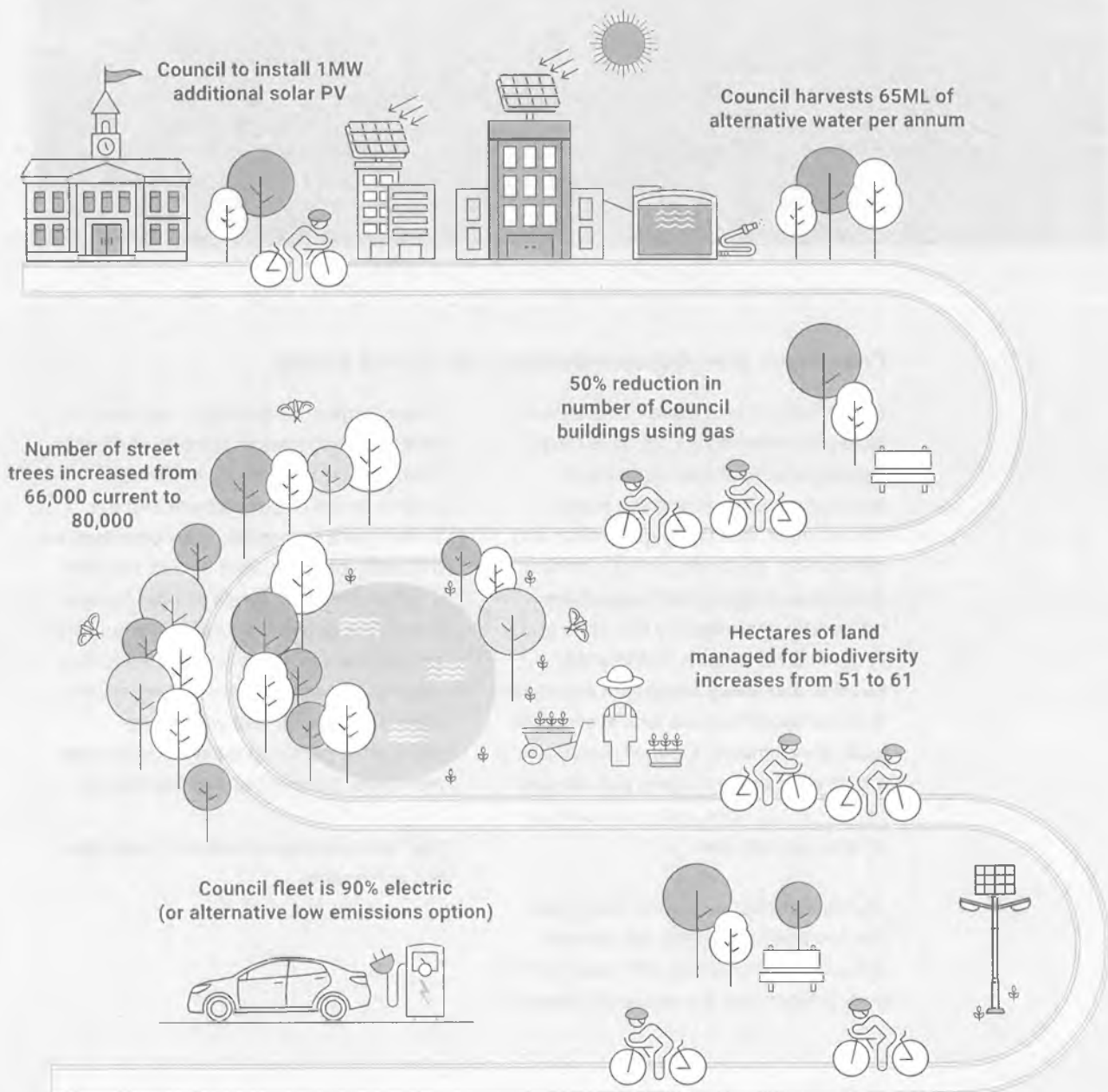


90% Council actual emission
reduction **by 2030**
(compared with FY 2007/08)

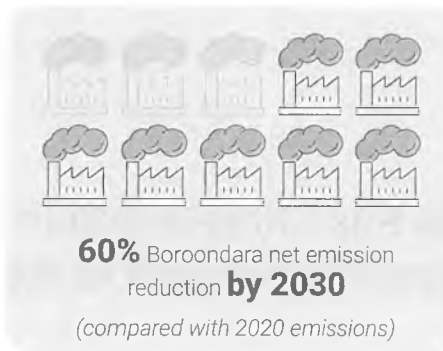


100% Council actual emission
reduction **by 2040**

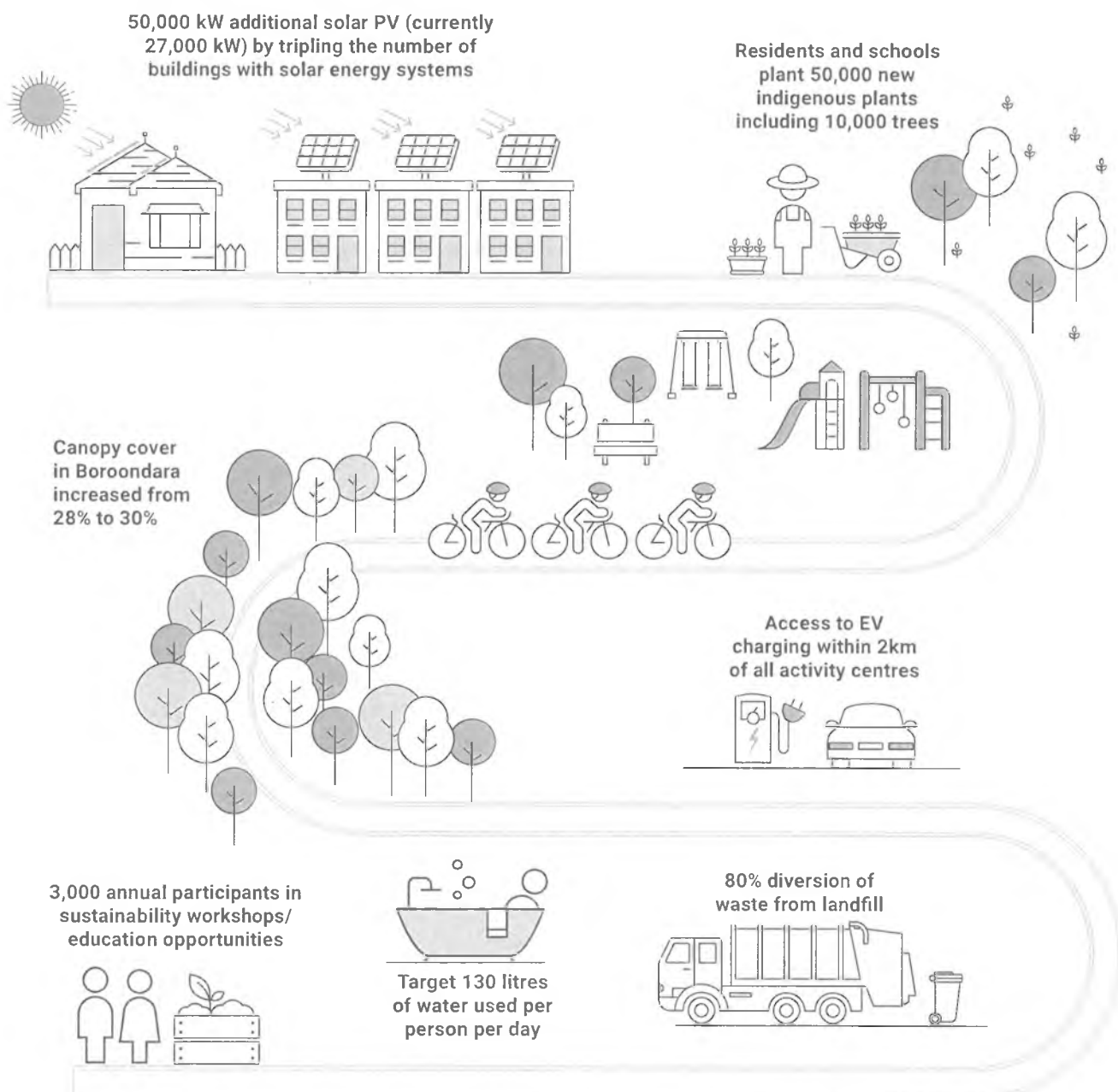
Supporting measures by 2030



Aspirational community targets



Supporting measures by 2030



Actions

The actions identified in this Climate Action Plan will set the municipality on a path to meet our targets.

Some of these actions are ready to roll out, and some require more planning and development. Other actions define how new or updated policy frameworks should be developed in order to allow us to meet our objectives and targets.

These actions have been identified as achievable priorities by our community and staff, and through researched best practice to mitigate and adapt to the effects of climate change.

Though some items require commitments from partners, or some technology to be more widely available, our action plan includes taking steps towards the implementation of those items when possible to do so.

As an example, around 8 per cent (based on 2007/08 levels, and making up a total of 40 per cent of emissions in 2021) of Council's greenhouse gas emissions from natural gas is used primarily to heat buildings and pools. A further 8 per cent (also based on 2007/08 levels) is from Council's vehicle fleet which includes large waste collection vehicles.

Council has set a target to halve the number of Council buildings using natural gas by 2030. This will be most readily achieved through the transition of smaller facilities and buildings to using electric

power exclusively. Council will also actively pursue opportunities to transition our larger facilities and aquatic centres off natural gas. Heat pump technology is currently the most viable solution for heating these facilities, but further work is required to demonstrate the operational and cost-effectiveness of this type of technology in the Melbourne climate. The timing for conversion of these larger facilities will mostly be determined by the development of viable technological solutions. Council will work with other Victorian councils to build knowledge and trial appropriate technologies.

Council has set a target to convert 90 per cent of our passenger fleet to electric vehicles (EVs) or an alternative low emissions technology by 2030. This transition will initially focus on light vehicles but will progressively include heavier vehicles where appropriate. Small EV and other low emissions vehicles are now readily available but further development is required before replacement of Council's larger vehicles is viable. Supporting infrastructure will also be required to make the transition feasible. Council will respond to opportunities presented by industry transformation throughout the life of the Plan.

Council's actions over the ten year life of the Plan are summarised under five key themes:



Energy efficiency and renewable energy



Biodiversity and trees



Water and waterways



Transport



Circular economy (waste)



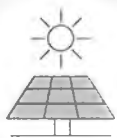
Actions which impact on more than one theme are captured as overarching actions.

Under each theme the actions are classified as:

- Council corporate actions
- Partnership actions
- Adaptation actions
- Policy and advocacy actions

These long-term and broad actions will be supported by more detailed actions identified in the Climate Action Plan Implementation Plans, theme-specific strategies and as part of Council's annual budget process.





Energy efficiency and renewable energy

Corporate actions

- 1.1 Implement and update Council's Sustainable Council Building Policy to progressively enhance the energy performance of Council buildings
- 1.2 Expand Council's renewable energy generation capacity by:
 - installing solar PV on all suitable buildings
 - installing batteries at suitable locations
 - supporting the use of solar PV at other locations
- 1.3 Progressively transition Council buildings off natural gas
- 1.4 Offset residual Council emissions from 2022
- 1.5 Convert remaining Council legacy lighting to LED technology
- 1.6 Progressively audit Council's building stock to identify energy efficiency opportunities.
- 1.7 Progressively upgrade major road streetlights to LED (subject to State Government co-funding and an updated business case)
- 1.8 Transition Council's small machines to electric powered alternatives.

Partnership actions

- 1.9 Implement a community solar PV, battery and energy efficiency bulk buy program
- 1.10 Assist large energy users to switch to renewable energy via Power Purchase Agreement or other mechanism
- 1.11 Provide advice and support to encourage ESD standards in building, renovation and development (beyond requirements of Planning Scheme and Building Regulations)
- 1.12 Deliver energy efficiency workshops, advice and support programs for community and businesses

- 1.13 Support businesses to reduce the environmental impact of their operations
- 1.14 Encourage community to offset residual emissions
- 1.15 Develop a program to support energy efficiency and renewable energy upgrades for Boroondara homes and businesses.

Adaptation actions

- 1.16 Maintain an Emergency Management Plan that considers likely impacts of climate change
- 1.17 Progressively enhance the Environmentally Sustainable Design (ESD) in Council buildings
- 1.18 Promote the benefits of cool roofs
- 1.19 Support vulnerable and low-income residents to upgrade home energy efficiency.

Policy and advocacy

- 1.20 Support increased ESD in Council's Planning Scheme through Council policy and advocacy
- 1.21 Advocate for the enhanced environmental sustainability standards for new commercial and residential developments
- 1.22 Advocate to State and Federal Government for the adoption of ambitious emission targets
- 1.23 Develop a Natural Gas Transition Plan to bring forward the adoption of low emissions alternatives to natural gas use at Council buildings.



Biodiversity and trees

Corporate actions

- 2.1 Increase area managed for biodiversity by 10 hectares from the current 51 hectares
- 2.2 Enhance habitat for biodiversity
- 2.3 Enhanced tree planting program to support transition of our urban canopy to one that is resilient and future proofed and provides shade and urban cooling

Partnership actions

- 2.4 Provide tree giveaways to schools, community groups and residents
- 2.5 Deliver education workshops and programs that support protection and enhancement of our biodiversity.

Adaptation actions

- 2.6 Include climate change criteria in Council's tree renewal and plant selection guidelines
- 2.7 Deliver a program of habitat restoration and the installation of nest boxes
- 2.8 Provide support for increasing the number of canopy trees and shade to reduce urban heat
- 2.9 Increase open space in gap areas
- 2.10 Review the Naturestrip Guidelines to facilitate using these spaces.

Policy and advocacy

- 2.11 Develop an Urban Forest/ Urban Greening Strategy for Boroondara with an associated planting plan
- 2.12 Expand and implement policies to protect trees on private land
- 2.13 Advocate to the Victorian Government to enhance tree protection on private land
- 2.14 Expand and enforce tree protection regulations for developers
- 2.15 Update the Boroondara Open Space Strategy.





Water and waterways

Corporate actions

- 3.1** Implement and update Council's Sustainable Council Building Policy to progressively enhance efficient water use at Council buildings
- 3.2** Continue to increase water harvesting at Council buildings, parks and sports grounds
- 3.3** Develop a new Integrated Water Management (IWM) infrastructure program: a prioritised plan to develop and implement new IWM projects (stormwater treatment, harvesting and reuse, litter management).

Partnership actions

- 3.4** Deliver sustainability workshops to enhance community capacity to use water sustainably
- 3.5** Provide water efficiency advice and support programs for businesses
- 3.6** Develop a cleaner building site program, targeting sediment runoff from development sites, and an engagement and enforcement program.

Adaptation actions

- 3.7** Progressively increase harvesting of alternative water and increase efficiency of water use to reduce reliance on mains water
- 3.8** Update and implement Council's Integrated Water Management Plan
- 3.9** Continue to build capacity of our infrastructure to withstand storm and flooding events.

Policy and advocacy

- 3.10** Maintain an Integrated Water Management Strategy and Action Plan for Boroondara
- 3.11** Implement and promote actions to reduce urban stormwater runoff including permeable surface requirements
- 3.12** Improved building site management preventing pollution to our waterways
- 3.13** Develop a winter irrigation strategy for Boroondara
- 3.14** Develop and implement updated soil management and irrigation management plans for healthier open space.





Transport

Corporate actions

- 4.1 Reduce the total number of vehicles in Council's fleet and accelerate the transition to electric-powered or other low emissions options
- 4.2 Identify and set aside land for fast charging stations including car-sharing models
- 4.3 Pursue opportunities to include electric vehicle and bicycle charging in all relevant Council civil works
- 4.4 Support flexible working arrangements for Council staff to reduce trips by motor vehicles
- 4.5 Require contractors to use low emission vehicles where practicable in new contracts.

Partnership actions

- 4.6 Promote sustainability programs and events to encourage more sustainable modes of transport
- 4.7 Support installation of electric vehicle and bicycle charging infrastructure
- 4.8 Support improved off-road shared or separated bicycle and pedestrian infrastructure
- 4.9 Connect the off-road cycling network through new links (on and off-road) including improved crossing facilities on main and local roads
- 4.10 Investigate and support more on-road bike lane facilities
- 4.11 Create and enhance walking routes to transport hubs
- 4.12 Deliver a range of sustainable transport events and programs for schools.

Adaptation actions

- 4.13 Implement Council's Shade Policy and pursue opportunities to enhance shade on walking routes
- 4.14 Install lighting for shared paths and paths in reserves and parks to encourage walking and cycling (with consideration of adverse impacts from light pollution).

Policy and advocacy

- 4.15 Review and update Council's Integrated Transport Strategy
- 4.16 Develop a Bicycle Strategy
- 4.17 Develop a Public Transport Strategy
- 4.18 Advocate for the reduction of freight emissions including incentives for electric trucks and anti-idling
- 4.19 Advocate for all Victorian transport projects to provide ready to use electric vehicle and bicycle charging infrastructure
- 4.20 Advocate for fast charging in service stations
- 4.21 Review Council's Car Share Policy and Procedures to provide support for sustainable transport
- 4.22 Advocate for the construction of location-appropriate DDA-compliant tram stops
- 4.23 Support local business hubs which reduce commuter travel
- 4.24 Develop a Council Fleet Transition Plan to support the adoption of low emission vehicles in Council operations.



Circular economy (waste)

Corporate actions

- 5.1 Increase recycling options available to the Boroondara community and support new recycling options for items such as solar PV panels
- 5.2 Increase the use of recycled materials in Council projects and operations
- 5.3 Eliminate non-essential use of single-use plastic at Council-sponsored and organised events
- 5.4 Develop opportunities to use FOGO compost in Council's open spaces and parks
- 5.5 Investigate opportunities to expand the FOGO program.

Adaptation actions

- 5.8 Support increased home food gardening and community gardening and composting
- 5.9 Explore options for waste disposal other than landfill.

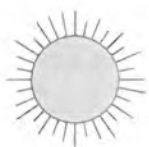
Policy and advocacy

- 5.10 Develop a Circular Economy Strategy for Boroondara to replace the current Waste Minimisation and Recycling Strategy
- 5.11 Advocate for greater environmental sustainability in the National Construction Code.

Partnership actions

- 5.6 Deliver workshops and support for:
 - Increased use of recycled materials
 - Reduced food waste
 - increased composting
- 5.7 Deliver business focused programs to:
 - Reduce food waste
 - Reduce packaging waste.





Overarching

Corporate actions

- 6.1 Report annually on Council's climate action performance
- 6.2 Include climate action education as part of staff induction
- 6.3 Increase funding for climate action grants as part of Council's grant program
- 6.4 Promote Council action on climate and the benefits of community action
- 6.5 Embed climate action into staff roles and responsibilities and performance management
- 6.6 Collaboration with other councils to increase collective impact
- 6.7 Introduce interim targets at least equal to those set by the State and Federal Governments
- 6.8 Consider environmental sustainability in investment decisions
- 6.9 Pursue opportunities to use smart technologies and IOT (Internet of Things) to achieve greater environmental sustainability
- 6.10 Provide training and resources for Councillors about climate change and other sustainability issues relevant to Boroondara.

Partnership actions

- 6.11 Provide workshop programs and sustainability festivals
- 6.12 Provide regular sustainability education and advice through Council's communication channels including the Boroondara Bulletin
- 6.13 Support greater sustainability measures through the planning permit assessment process including a new Environmentally Sustainable Development (ESD) Planning Officer position at Council
- 6.14 Continue to participate in the development of an Environmentally Sustainable Development (ESD) policy to include in the Boroondara Planning Scheme as part of Council's membership in the Council Alliance for a Sustainable Built Environment (CASBE)
- 6.15 Provide a program of sustainability support and advice for schools and young people.

Adaptation actions

- 6.16 Develop options for the use of alternative permeable and/or heat-reducing surfaces in roadways and pathways
- 6.17 Develop a Climate Action Plan/Risk Management Strategy for Boroondara
- 6.18 Implement actions to respond to climate change risks identified for Boroondara.

Policy and advocacy

- 6.19 Update our Procurement Policy, emphasising greater sustainability
- 6.20 Develop a Litter and Pollution Reduction Plan for Boroondara
- 6.21 Consider climate change impacts in relevant Council reports and decision-making
- 6.22 Embed climate action into all new and revised Council policies, processes and strategies
- 6.23 Advocate for and support greater Environmentally Sustainable Development (ESD) through the planning scheme
- 6.24 Pursue opportunities to improve air quality in Boroondara such as anti-idling education around schools
- 6.25 Pursue opportunities for enhanced data collection and monitoring for reporting on climate actions and impacts
- 6.26 Advocate to other levels of government and relevant agencies to provide funding for Local Government Authorities and communities to take action to respond to climate change.

How this plan links to other work and policies

The broad nature and impact of climate change means that it is not possible to capture all actions in a single document.

The Climate Action Plan will be supported by a range of other specific strategic documents, as outlined below. Some of these strategies already exist, and others will be developed or refreshed as part of the actions of this plan.

Our Boroondara Community Plan incorporates the Health and Wellbeing Plan which is required to respond to climate change under the *Local Government Act 2020*.

Strategic links will include:

- Urban Forest Strategy (New strategy as an action of this plan.)
- Open Space Strategy
- Integrated Water Management Strategy
- Urban Biodiversity Strategy
- Sustainable Transport Policy
- Public Lighting Policy (Refresh of our current policy to better integrate sustainability.)
- Sustainable Procurement (Refresh of our current policy to better integrate sustainability.)
- Council Fleet Policy (Refresh of our current policy to better integrate sustainability.)
- Circular Economy Strategy (Refresh of our Waste Minimisation and Recycling Strategy.)
- Climate Change Adaptation Plan (New strategy as an action of this plan.)



Monitoring and reporting on our actions

This plan will be periodically monitored to track our progress.

Annual monitoring and reporting will include:

- Greenhouse gas emissions for Council
- Snapshot emissions for community
- Waste, recycling and FOGO data
- Tree planting and renewal
- Water use and harvesting
- Biodiversity actions
- Workshops and community support programs.

The Climate Action Plan will be reviewed and updated in five years and the implementation plan will be updated every two years. These updates will include a community check-in survey.



Community suggestions for future action plans

During our consultation and planning for the Climate Action Plan, we received many ideas and suggestions from the Boroondara community, Council staff and technical experts.

Not all of these ideas could make it into the plan. Some are included, some

require further investigation and planning, some have been tried before, some are currently being tried by other Councils and others do not align with Council priorities. Whether these suggestions are able to be enacted or not, they are all worth recording for future consideration⁴.



4. Many of the comments have been paraphrased or combined with similar suggestions. Feedback opposing action was also received but has not been included in this list.

- Adapt infrastructure to climate change
- Backyard chickens
- Buying from bulk food shops
- Buying second hand
- Clean up our local waterways
- Councillors and Council staff should use sustainable transport
- Declare a climate emergency
- Divest from fossil fuels
- Dog poo composting
- Efficient glazing
- Energy efficient public lighting
- Expand FOGO
- Get rid of all plastic bags
- Growing our own fruit and vegetables
- Household batteries
- Increase permeable surfaces
- Keep cats inside at night
- LED lighting
- Less fast fashion
- More community gardens
- More focus on good building design
- More nesting boxes for biodiversity
- More sharing, possibly sharing cafes
- More sustainable planning and building controls
- Plant appropriate trees for the location
- Plant native gardens
- Promote Clean Up Australia Day
- Reduce air travel
- Reduce chemical and other pollution
- Reduce concrete use
- Reduce meat consumption
- Reduce the use of gas
- Repair broken items
- Simplify recycling
- Support a container deposit scheme
- Support bees and insects
- Support cycling
- Support edible plants on nature strips
- Support for apartment dwellers
- Support for renters
- Support schools and students
- Undertake cost benefit analysis before making decisions
- Use more renewable energy
- Using grey water
- Worm farms and home composting



Glossary

Actual carbon emissions total carbon emissions without offsets.

Carbon emissions amount of carbon dioxide released into the atmosphere by coal-fired power generators, transport, forest burning, slash-and-burn agriculture, etc.

Net carbon-neutrality a state in which an organisation or country balances its carbon emission against its carbon reductions to achieve zero net emissions of carbon dioxide.

Actual carbon emissions are defined by Council as emissions that do not include carbon emissions offsets. Actual carbon-neutrality requires all energy to be from zero carbon sources.

Circular economy an economy in which all the elements in the production cycle are reused or recycled, so that there is no pollution or waste.

Climate change a significant change in the usual climatic conditions persisting for an extended period, especially one thought to be caused by global warming.

CO2-e or carbon dioxide equivalent a term used to describe a standard unit used to measure carbon footprint. CO2-e includes carbon dioxide (CO2) and other more potent greenhouse gases such as methane. These gases are expressed as equivalent (-e) to CO2. 1kg of methane has an equivalent contribution to global warming to 25-28kg of CO2.

Cogenerator technology that uses natural gas to generate both heat and electricity, and is significantly more efficient than using energy from a single source.

Emissions offset a reduction in emissions made in order to compensate for emissions made elsewhere.

Electric vehicle a car or other vehicle that is powered using an electric motor, unlike traditional vehicles that use fuel and/or gases.

ESD Ecologically Sustainable Development or Environmentally Sustainable Design. These terms or other variations are often used interchangeably.

FOGO food organics and garden organics, often referring to collection services of these items.

Greenhouse gas one of a number of gases found in the atmosphere that contribute to the retention of heat by the process known as the greenhouse effect.

IOT the Internet of Things is the network of physical objects that are embedded with sensors, software and other technologies for the purpose of connecting and exchanging data with other devices and systems over the Internet.

IWM Integrated Water Management – the coordinated management of all components of the water cycle including water consumption, rainwater, stormwater, wastewater and

groundwater, to secure a range of benefits for the wider catchment.

Net carbon emissions actual carbon emissions minus emissions offsets.

Renewable energy energy from a renewable source, such as solar energy, wind energy or biomass. Sometimes also referred to as 'green energy' or 'green electricity'.

Scope 3 emissions are indirect greenhouse gas emissions that occur as a consequence of activities. For Council these include electricity transmission losses and taxi travel. Council treats streetlighting as Scope 2. More detail is available on request or at www.cleanenergyregulator.gov.au/NGER

Snapshot database CO₂ emissions snapshots for municipalities in Australia at snapshotclimate.com.au

Single-use items intended for disposal after only one use.

Solar PV (also known as solar photovoltaic) is technology that converts sunlight into electricity.

Urban cooling reducing heat levels in urban areas through efforts such as increased vegetation, shade and tree canopies.

Zero net emissions achieving a balance in the amount of greenhouse gas produced and the amount removed from the atmosphere.



For more information on the Climate Action Plan:



www.boroondara.vic.gov.au/CAP



boroondara@boroondara.vic.gov.au



9278 4444



Boroondara
Community Plan
2017-2027





Climate Action Plan

Implementation Plan 2021/22 and 2022/23

Contents

Introduction	2
Energy efficiency and renewable energy actions	4
Biodiversity and trees actions	6
Water and waterways actions	8
Transport actions	9
Circular economy (waste) actions	10
Overarching actions	12
Complementary activities	14

Introduction

The *Climate Action Plan (2021)* sets the direction for Council's response to the challenge of climate change over a ten-year period. This Implementation Plan defines the highest priority actions for implementation over the first two years. This Implementation Plan does not duplicate background information found in the Climate Action Plan, but presents tangible actions that will be undertaken by Council either alone or in partnership with our community or other organisations over the next two years.

Actions are grouped in tables according to the key themes of the Climate Action Plan. It is acknowledged that actions may support multiple themes and targets identified in the Climate Action Plan,

however to avoid duplication actions have been nominally placed against themes they appear to be most aligned with. In some cases, where an action has strong links to multiple themes, the action has been included in the Overarching actions section.

There is also a complementary activities section which highlights some of Council's many complementary activities that are consistent with the Climate Action Plan's vision and objectives.





Photo taken by John FitzGerald



Energy efficiency and renewable energy

Corporate action description	Time frame	Climate Action Plan linkage
1.1 Offset corporate greenhouse gas emissions to meet Council's carbon neutrality commitment.	21/22 22/23	This aligns with action 1.4 and supports the target of Council being net carbon neutral by 2022.
1.2 Install additional solar PV on three-four buildings.	21/22 22/23	This aligns with action 1.2 and supports the target to install 1MW additional solar PV on Council buildings by 2030.
1.3 Implement outstanding actions from audits completed prior to 2022.	21/22 22/23	This aligns with action 1.5 and supports the target of 90% Council actual emission reduction by 2030.
1.4 Purchase electric small plant and equipment such as chainsaws and blowers.	21/22	This aligns with action 1.8 and supports the target of 90% Council actual emission reduction by 2030.
1.5 Implement electric upgrades at four sites (natural gas disconnection).	22/23	This aligns with action 1.3 and supports the target of a 50% reduction in the number of Council buildings using gas by 2030.
1.6 Purchase green electricity for Council's small sites (approximately 20% of electricity used by Council).	21/22	This action supports the target of 90% Council actual emission reduction by 2030.
1.7 Continue replacing residential streetlights with efficient globes and technology. Over 7000 lights have already been upgraded.	Ongoing	This action supports the target of 90% Council actual emission reduction by 2030.
1.8 Purchase 100% renewable energy for Council's main buildings and streetlights via a Power Purchase Agreement. Since July 2020, approximately 80% of Council used electricity is generated at a Victorian wind farm.	Ongoing	This action supports the target of 90% Council actual emission reduction by 2030.
1.9 Update major road streetlight feasibility study and seek State Government funding to implement.	21/22	This aligns with action 1.7 and supports the target of 90% Council actual emission reduction by 2030.

Partnership action description	Time frame	Climate Action Plan linkage
1.10 Implement a solar PV bulk buy program for homes and businesses. Subject to feasibility, program will include additional products such as batteries and heat pumps.	21/22 22/23	This aligns with action 1.9 and supports the target of 50,000kW additional solar PV (currently 27,000 kW) on buildings in the community by 2030.
1.11 Develop and deliver a home and business energy audit program.	22/23	This aligns with action 1.15 and supports the target of 60% community emissions reduction by 2030.
1.12 Provide sustainability resources for loan via the Boroondara Libraries. Items including: <ul style="list-style-type: none"> • Power monitors for electricity audits • Simple thermal cameras to identify 'leaky' buildings. 	Ongoing	This aligns with action 1.12 and supports the target of 60% community emissions reduction by 2030.
1.13 Provide increased support for community leadership on climate action.	21/23 22/23	This aligns with action 1.12 and supports the target of 60% community emissions reduction by 2030.

Policy and advocacy action description	Time frame	Climate Action Plan linkage
1.14 Develop a natural gas transition plan for Council buildings with a focus on high emission sites including aquatic centres (subject to initial feasibility and analysis).	21/22	This supports target of a 50% reduction in the number of Council buildings using gas by 2030.



Biodiversity and trees

Corporate action description	Time frame	Climate Action Plan linkage
2.1 Develop a plan to increase tree canopy and biodiversity plantings over a two hectare area of the Freeway Golf Course and begin implementation of that plan.	22/23	This aligns with action 2.3 and supports the target for canopy cover in Boroondara to increase from 28% to 30%.
2.2 Increase the area managed for biodiversity by one hectare a year and continue maintain existing area (currently 51 hectares).	21/22 22/23	This aligns with action 2.1 and supports the target to have 61 hectares of land managed for biodiversity by 2030 (compared the current 51 ha).
2.3 Undertake annual street tree planting and renewal of 1000 trees per year.	21/22 22/23	This aligns with action 2.3 and supports the target to increase the number of street trees to 80,000 by 2030 (compared to the current 66,000).
2.4 Undertake a review of mowing frequencies to align with good turf practices, improved turf health and reduced resource use and increased carbon sequestration. Aim to decrease mowing by approximately 40%.	21/22	This action supports the target of 90% Council actual emission reduction by 2030.
2.5 Design and rebuild Maranoa Botanic Garden office space to include an environmental education facility (will be completed 2023/24).	21/22 22/23	This action supports the target to have 3,000 annual participants in sustainability workshops/ education opportunities.

Partnership action description	Time frame	Climate Action Plan linkage
2.6 Provide increased support for community groups working in biodiversity areas.	21/22 22/23	This aligns with action 2.2.
2.7 Deliver the Backyard Biodiversity Project annually to encourage and support residents to create indigenous habitat gardens.	21/22 22/23	This aligns with action 2.5 and supports the target for residents and schools to plant 50,000 new indigenous plants including 10,000 trees by 2030.
2.8 Develop a self-guided walking tour for Maranoa Botanic Gardens.	22/23	This action supports the target to have 3,000 annual participants in sustainability workshops/ education opportunities.
2.9 Provide 5,000 indigenous tube stock to schools, community groups and residents.	21/22 22/23	This aligns with action 2.4 and supports the target for residents and schools to plant 50,000 new indigenous plants including 10,000 trees by 2030.
2.10 Develop and deliver a weed swap initiative that allows residents to access free indigenous plants in return for removing environmental weeds from their garden.	21/22	This aligns with action 2.4 and supports the target for residents and schools to plant 50,000 new indigenous plants including 10,000 trees by 2030.

Adaptation action description	Time frame	Climate Action Plan linkage
2.11 Undertake a comprehensive audit of Council's tree population, including canopy cover, identification of planting opportunities, and assessment of tree health. This information is essential for future renewal and planting, and the development of an effective Urban Greening Strategy for Boroondara.	22/23	This aligns with action 2.11 and supports the target for canopy cover in Boroondara to increase from 28% to 30%.
2.12 Review and promote the Naturestrip Guidelines to facilitate use of these spaces to enhance biodiversity.	21/22	This aligns with action 2.10 and supports the target for canopy cover in Boroondara to increase from 28% to 30%.
2.13 Expand our log hollow habitat enhancement for sugar gliders program to include the installation and monitoring of log hollows for hollow dependent birds.	21/22 22/23	This aligns with action 2.7 to deliver a program of habitat restoration and install nest boxes.

Policy and advocacy action description	Time frame	Climate Action Plan linkage
2.14 Engage a Landscape Compliance Officer to audit planting required on private property as per conditions of planning permits.	22/23	This aligns with action 2.14 and supports the target for canopy cover in Boroondara to increase from 28% to 30%.



Water and waterways

Corporate action description	Time frame	Climate Action Plan linkage
3.1 Develop a new Integrated Water Management (IWM) infrastructure program: a prioritised plan to develop and implement new IWM projects (stormwater treatment, harvesting and reuse, litter management).	22/23	This aligns with action 3.3 and supports the target that Council harvests 65 ML of alternative water per annum.
3.2 Construct Councils next priority Water Harvesting Project – nominally at Macleay Park subject to community consultation in 2021/22.	22/23	This aligns with actions 3.2 and 3.7 and supports the target that Council harvests 65 ML of alternative water per annum.
3.3 Conduct an annual program of water efficiency retrofits.	Ongoing	This action will improve water efficiency across Council buildings.

Policy and advocacy action description	Time frame	Climate Action Plan linkage
3.4 Develop a program of winter irrigation of parks and open space using surplus water from our current and future raingardens and water harvesting facilities.	21/22 22/23	This aligns with action 3.13.
3.5 Develop a cleaner building site program, targeting sediment runoff from development sites, and an engagement and enforcement program.	22/23	This aligns with actions 3.6 and 3.12 and will prevent sand, soil, cement and other building materials from reaching waterways, resulting in a healthier environment.



Transport

Corporate action description	Time frame	Climate Action Plan linkage
4.1 Conduct electric vehicle charging feasibility analysis at Council's Camberwell offices and Kew and Riversdale depots.	21/22	This aligns with actions 4.1 and 4.24 and supports the target that Council fleet is 90% electric (or alternative low emissions option) by 2030.
4.2 Install fast charging stations at two community locations.	21/22	This aligns with action 4.7 and supports the target that there is access to EV charging within 2 km of all activity centres by 2030.
4.3 Develop a fleet transition plan for the transition of Council's and contractor operations fleets to EV.	22/23 (scope to be determined in 21/22)	This aligns with action 4.24 and supports the target that Council fleet is 90% electric (or alternative low emissions option) by 2030.
4.4 Develop an EV charging plan for Boroondara to support uptake of EV use in Boroondara particularly for: <ul style="list-style-type: none"> • residents unable to access off street parking • residents in multi-unit development • visitors to activity centres. 	22/23	This aligns with action 4.7 and supports the target that there is access to EV charging within 2km of all activity centres by 2030).
4.5 Complete feasibility study on connecting the off-road cycling network through new links (on and off road) including improved crossing facilities on main and local roads (e.g. Box Hill to Hawthorn Trail, Back Creek Bridge investigation and design).	21/22	This aligns with action 4.9 and supports the target of 60% community emissions reduction by 2030.

Policy and advocacy action description	Time frame	Climate Action Plan linkage
4.6 Release a bicycle strategy to set a framework to advance the cycling infrastructure and mode share in the Boroondara over the next 10 years.	21/22	This aligns with action 4.16 and supports the target of 60% community emissions reduction by 2030.
4.7 Develop a policy position about EV and e-bike charging infrastructure in all Council, State and Federal projects in Boroondara.	21/22	This action supports the target of 60% community emissions reduction by 2030.
4.8 Review Council's Car Share Policy and Procedures to identify options to support take up of EV and low emission vehicles by the Boroondara community.	22/23	This aligns with action 4.21 and supports the target of 60% community emissions reduction by 2030.



Circular economy (waste)

Corporate action description	Time frame	Climate Action Plan linkage
5.1 Continue to implement the FOGO program and identify opportunities to expand the service.	21/22 22/23	This aligns with action 5.5 and supports the target of 80% diversion of waste from landfill by 2030 (currently 69%).
5.2 When tendering for kerbside recycling collection and processing contract, seek options for the supply of EV as part of the service fleet.	21/22	This aligns with action 4.1 and supports the target that Council fleet is 90% electric (or alternative low emissions option) by 2030.
5.3 Review Council's public place waste and recycling infrastructure to identify efficiencies and gaps in service delivery. Implement recommendations from review.	21/22 22/23	This action supports the target of 80% diversion of waste from landfill by 2030 (currently 69%).
5.4 Monitor the market and seek opportunities to continue to expand the use of recycled materials in asphalt roads and path projects (currently approximately 20% recycled asphalt material is used in new asphalt projects).	Ongoing	This aligns with action 5.2 and will reduce the amount of virgin materials required in our road projects.
5.5 Review and deliver additional diversion through hard waste collection service improvements.	22/23	This aligns with action 5.9 and supports the target of 80% diversion of waste from landfill by 2030 (currently 69%).
5.6 Implement standard recycling bin materials acceptance list (subject to release by State Government).	22/23	This action supports the target of 80% diversion of waste from landfill by 2030 (currently 69%).
5.7 Provide additional community support and advice through a program of circular economy education and initiatives.	22/23	This aligns with action 5.6 and supports the target of 80% diversion of waste from landfill by 2030 (currently 69%).
5.8 Deliver a Plastic Free Pilot Program in Camberwell to support approx. 15 hospitality traders to reduce and eliminate appropriate single use plastics.	21/22	This is aligned with action 5.7 and supports the target of 80% diversion of waste from landfill by 2030 (currently 69%).
5.9 Develop kerbside recycling/FOGO contamination management program.	21/22	This action supports the target of 80% diversion of waste from landfill by 2030 (currently 69%).

Policy and advocacy action description	Time frame	Climate Action Plan linkage
5.10 Develop a Circular Economy Strategy for Boroondara to replace the current Waste Minimisation and Recycling Strategy.	22/23	This aligns with action 5.10 and supports the target of 80% diversion of waste from landfill by 2030 (currently 69%).
5.11 Develop Corporate Green Event and Single Use Plastic Minimisation Policy.	22/23	This aligns with action 5.3 and supports the target of 80% diversion of waste from landfill by 2030 (currently 69%).
5.12 Advocate for Container Deposit Scheme network operator to establish Container Deposit Scheme drop off network locations in Boroondara.	22/23	This action supports the target of 80% diversion of waste from landfill by 2030 (currently 69%).
5.13 Participate in the submission process for the National Construction Code 2025.	22/23	This aligns with action 5.11 that supports the target of 60% community emissions reduction by 2030.



Overarching

Corporate action description	Time frame	Climate Action Plan linkage
6.1 Update Council's Sustainable Council Building Policy.	21/22	This aligns with actions 1.1 and 3.1 and supports target of 90% Council actual emission reduction by 2030. The updated policy will enable progressive improvement to the environmental sustainability performance of Council buildings.
6.2 Engage an officer to increase support for community sustainability education and initiatives.	21/22 22/23	This aligns with actions 1.12, 2.5, 3.4, 4.6, 5.6, 6.11 and 6.15 and supports the target to have 3,000 participants each year in sustainability workshops or education opportunities.
6.3 Promote and provide updates on performance in delivering the Climate Action Plan.	Ongoing	This action will communicate our progress to the community.
6.4 Report annually on Council's Climate Action Plan activities.	Ongoing	This aligns with action 6.1 and will communicate our progress to the community.
6.5 Update Council's staff induction process to include climate change.	21/22	This aligns with action 6.2 and will ensure new staff are aware of climate change and Council's commitment to action.

Partnership action description	Time frame	Climate Action Plan linkage
6.6 Expand on the Living for Our Future workshop program, covering a diverse range of sustainability topics (circular economy, energy, electric vehicles, water, biodiversity, climate change).	22/23	This aligns with actions 6.11, 6.12, 1.12, 2.5, 3.4, 4.6 and 5.6 and supports the target to have 3,000 annual participants in sustainability workshops or education opportunities.
6.7 Increase funding for climate action grants as part of Council's grant program.	22/23	This aligns with action 6.3 and supports target of 60% community emissions reduction by 2030.
6.8 Provide support for Environmentally Sustainable Development (ESD) in private development through a program of advice and support.	22/23	This aligns with action 1.11 and supports the target of 60% community emissions reduction by 2030.
6.9 Hold a Sustainable Living Festival to engage with the community.	21/22	This aligns with action 6.11 and supports the target to have 3000 annual participants in sustainability workshops/ education opportunities.
6.10 Support greater sustainability measures through the planning permit assessment process through the recruitment of an Environmentally Sustainable Design (ESD) Officer (EFT 0.4) to implement ESD tools for the assessment of planning applications and contribute to policy development.	21/22	This aligns with action 6.13 and supports the target of 60% community emissions reduction by 2030.

Policy and advocacy action description	Time frame	Climate Action Plan linkage
6.11 Develop a Litter and Pollution Reduction Plan for Boroondara including engagement activities.	22/23	This aligns with action 6.20.
6.12 Collaborate on a joint research project with twenty-seven other Victorian councils and the Council Alliance for a Sustainable Built Environment (CASBE) that aims to elevate Environmentally Sustainable Development targets for new development. Consider a planning scheme amendment to implement the planning policy developed as part of the CASBE joint research project.	21/22 22/23	This aligns with action 6.23 and supports the target of 60% community emissions reduction by 2030.
6.13 Update Council's Procurement Policy to have a greater emphasis on sustainability.	21/22	This aligns with action 6.19 and will ensure consistency in sustainability criteria for Council purchases.
6.14 Provide a submission to the State Government with proposed Environmentally Sustainable Development standards for inclusion in Victorian Planning Schemes.	21/22	This aligns with action 6.23 and supports the target of 60% community emissions reduction by 2030.

Complementary activities

In addition to the above actions grouped by theme, we will continue to undertake complementary activities that support the broad goals and visions of the Climate Action Plan. Examples of complementary activities being undertaken by Council we will continue to undertake can be found in the table below.

Activities	Timeframe
Continue to participate in the Eastern Alliance for Greenhouse Action.	Ongoing
Maintain our Emergency Management Plan that considers likely impacts of climate change.	Ongoing
Pursue opportunities to use smart technologies and IOT (Internet of Things) to achieve greater environmental sustainability.	Ongoing
Continue to strengthen Council's emergency management preparedness through maintaining and building on existing relationships with external emergency management and response agencies and further enhancing the resilience of our community through community engagement initiatives.	Ongoing
Progressively increase the Environmentally Sustainable Design (ESD), including energy efficiency and renewable energy generation, at Council buildings via Council's renewal program in accordance with Council's Sustainable Council Building Policy.	21/22
Expand monitoring and detection programs to identify and repair leaks and water use inefficiencies.	Ongoing
Conduct annual inventory of Council's water use to track the success of our actions and inform future priority actions.	Ongoing
Review how we manage the entire tree lifecycle.	21/22 22/23
Collaborate with Melbourne Water and other local Councils on a Platypus Management Plan.	21/22



Continue to deliver and expand our biodiversity citizen science opportunities.	Ongoing
Develop a plan for the Boroondara section of the Gardiners Creek Corridor and partner with other stakeholders to deliver improvements.	21/22
Continue to facilitate the Teacher Environment Network in collaboration with City of Monash.	Ongoing
Promote and showcase businesses demonstrating leadership to become more environmentally sustainable - via Council's website, social media channels.	21/22
Convene a Local Government Circular Economy Network for council officers across Victoria for the purpose of sharing ideas, information and experiences in the circular economy space.	21/22 22/23
Incorporate environmentally sustainable initiatives into placemaking projects.	Ongoing
Continue to participate in the Metropolitan Waste and Resource Recovery Group South Eastern Alternative Waste Technology project.	Ongoing
Support improved off-road shared or separated bicycle and pedestrian infrastructure (Walmer St bridge, wayfinding strategy, pedestrian priority and accessibility on shared paths).	21/22 22/23
Advocate for improvements to tram stops and other public transport interchanges as part of the Glenferrie Road streetscape and station laneways upgrade.	Ongoing
Pursue opportunities to support community uptake of renewable energy or energy efficiency through Environmental Upgrade Agreements (EUAs) or alternative finance mechanisms.	21/22 22/23

For more information on the Climate Action Plan:



www.boroondara.vic.gov.au/CAP



boroondara@boroondara.vic.gov.au



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Boroondara
Community Plan
2017-2027



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