

7.2 Boroondara Community Plan 2021-31

Abstract

The purpose of this report is to acknowledge, provide responses to the community input and to thank the 39 community members who submitted feedback during the public exhibition period of the Boroondara Community Plan 2021-31 (the Plan).¹ The report also seeks Council's adoption of the Plan (**Attachment 1**).

The Plan will replace the inaugural Boroondara Community Plan 2017-27, incorporating the 10-year Community Vision, Council Plan 2021-25 and Municipal Public Health and Wellbeing Plan 2021-25 (MPHWP) and will be Council's key strategic document for the next 10 years. The Plan, and the seven themes it is based on, will directly inform Council's suite of strategic documents including the 10-year Financial Plan, 10-year Asset Plan, Council's strategies, policies and plans, and the Annual Budget (1 + 3 subsequent years). As outlined below in Section 3, the Plan will also meet Council's legislative requirements under the *Local Government Act 2020* and the *Victorian Public Health and Wellbeing Act 2008*.

The community consultation undertaken in accordance with Council's *Community Engagement Policy 2021-26* to inform the Plan, provided Council with the opportunity to hear directly from the community over two-stages of consultation, during which over 5,000 community members were engaged. The first stage included a broad community survey and sought to capture views, including those of the 'silent majority', about what is most important to our community. The second stage included a series of 10 workshops, engaging residents reflective of our community's diversity, including young people, local traders and key health and wellbeing stakeholders. In these workshops, participants explored the findings from Stage 1 to consider how they would like to see Council focus its resources over the next 10 years. This robust process enabled Council to gain feedback on the existing Community Vision and seven themes of the inaugural Plan and ensured the renewed document is responsive to emerging trends, demands and changes to community priorities since 2017.

At the Council meeting on 23 August 2021, Council resolved to endorse the Plan to be placed on public exhibition from 24 August 2021 to 14 September 2021. Opportunities to comment on the Plan were promoted through various channels including Boroondara's social media, the Boroondara Bulletin and electronic mail to subscribers of the Boroondara Community Plan refresh 'keep informed' list and Council's stakeholder groups and networks.

Council thanks the 5,000 plus community members who had their say in Stage 1 and 2, and the 39 submitters who responded and provided feedback on the Plan. The feedback has been reviewed and suggested changes have been incorporated into the Plan (**Attachment 1**) or, where relevant, taken on notice to inform the development of supporting strategies and Council's department business plan actions.

This report also includes details of the submissions received and responses to the feedback in **Attachment 2**. The responses within the Attachment indicate which submissions have and have not resulted to a change in the Plan.

¹ A total of 39 feedback items were received, with one submitter requesting their submission and details remain anonymous.

Following adoption, the strategic indicators contained within the Boroondara Community Plan 2021-31, will supersede the strategic indicators contained within Council's adopted 2021-22 Budget and will be reported on in Council's 2021-22 Quarterly Performance Reports and Annual Report.

Officers' recommendation

That Council resolve to:

1. Thank submitters for their submissions.
2. Adopt the amended Boroondara Community Plan 2021-31, as annexed to minutes of the meeting as **Attachment 1**.
3. Note the strategic indicators contained within the Boroondara Community Plan 2021-31, will supersede the strategic indicators contained within Council's adopted 2021-22 Budget and will be reported on in Council's 2021-22 Quarterly Performance Reports and Annual Report.

Responsible director: Carolyn McClean, Director Community Support
Mans Bassi, Acting Director Customer & Transformation

1. Purpose

The purpose of this report is to acknowledge, provide responses to the community input and to thank the 39 community members who submitted feedback during the public exhibition period of the Boroondara Community Plan 2021-31 (the Plan).² The report also seeks Council's adoption of the Plan (**Attachment 1**).

The Plan was on public exhibition between 24 August and 14 September 2021. Feedback items received from the public exhibition period have been analysed and the responses have been documented, including changes to the Plan resulting from submissions (**Attachment 2**).

2. Policy implications and relevance to community plan and council plan

The Plan will replace the inaugural Boroondara Community Plan 2017-27, incorporating the 10-year Community Vision, Council Plan 2021-25 and Municipal Public Health and Wellbeing Plan 2021-25 (MPHWP) and will be Council's key strategic document for the next 10 years (**Attachment 1**). The Plan, and the seven themes it is based on, will directly inform Council's suite of strategic documents including the 10-year Financial Plan, 10-year Asset Plan, Council's strategies, policies and plans, and the Annual Budget (1 + 3 subsequent years). As outlined below in Section 3, the Plan will also meet Council's legislative requirements under the *Local Government Act 2020* and the *Victorian Public Health and Wellbeing Act 2008*.

The community consultation undertaken in accordance with Council's *Community Engagement Policy 2021-26* to inform the Plan, aligns to the priority theme of Civic Leadership and Governance in the Boroondara Community Plan 2017-27 by ensuring ethical, financial and socially responsible decision making reflects community needs. In particular, it directly supported the following strategy:

- Strategy 7.6: Engage the community in a review of the Boroondara Community Plan in 2021, to ensure Council services and facilities continue to meet community needs.

3. Background

The Plan replaces the inaugural Boroondara Community Plan 2017-27 and has been developed to meet Council's legislative requirements to deliver a 10-year Community Vision, Council Plan and MPHWP as outlined below. For the first time Council will integrate the Council Plan into the Plan, which will provide a direct line of sight from how the community sees the City of Boroondara's future to Council's delivery of the vision through its planning, actions and reporting.

² A total of 39 feedback items were received, with one submitter requesting their submission and details remain anonymous.

Local Government Act 2020

The *Local Government Act 2020* (the Act) created new legislative requirements for local government in Victoria. The Act (sections 88 and 90) states a council must produce a Community Vision and Council Plan through deliberative engagement by 31 October, in the year following a general election. Both documents must be developed or reviewed every four years in-line with council elections.

Specifically, the Act stipulates:

- **A Community Vision:** must be developed through deliberative engagement with the community and cover at least the next 10 years. It must describe the community's aspirations for the future.
- **A Council Plan:** must be developed through deliberative engagement with the community and must be for at least the next four years. It needs to include:
 - the strategic direction of the council
 - strategic objectives
 - strategies for achieving the objectives over at least the next four years
 - strategic indicators; and
 - a description of the council's initiatives and priorities for services, infrastructure and amenity.

The Victorian Public Health and Wellbeing Act 2008

Council is required to develop a MPHWP every four years, which may be integrated into Council's key strategic documents through an exemption granted under section 27 of the *Public Health and Wellbeing Act 2008*. An exemption does not change the requirements of what must be included in the MPHWP, which is stipulated in section 26(2) of the *Public Health and Wellbeing Act 2008*. It simply allows for an alternative way of considering and documenting municipal public health and wellbeing priorities.

A MPHWP must include:

- an examination of local health status and health determinants data,
- goals and strategies to support the achievement of maximum community health and wellbeing
- measures to prevent family violence and respond to the needs of victims of family violence in the local community
- community involvement in the development, implementation and evaluation; and
- how the Council will work in partnership with key stakeholders.

Additionally, the MPHWP must have regard to the Victorian Public Health and Wellbeing Plan 2019-23. The *Climate Change Act 2017* also states Council must have regard to the potential impacts of climate change when preparing a MPHWP.

Community consultation and engagement

From December 2020 to April 2021, an extensive community engagement and consultation program was undertaken to inform the renewal of the Boroondara Community Plan. Over 5,000 community members were engaged, with community members telling Council what was most important to them, and where they would like Council to allocate future resources.

A summary of community consultation and engagement results were presented at the Council meeting on 23 August 2021, when Council resolved to endorse the Plan to be placed on public exhibition from 24 August 2021 to 14 September 2021.

4. Outline of key issues/options

The Plan was presented to Council for endorsement for public exhibition on Monday 23 August 2021. During the public exhibition, community members were invited to provide written feedback on the Plan via the Engage Boroondara online platform (engage.boroondara.vic.gov.au/community-plan).

Community members were notified of the public exhibition period and the opportunity to provide feedback on the Plan via the following channels:

- promotion on Council's webpage
- a message from the Mayor in the September 2021 Boroondara Bulletin
- an article in the September 2021 Boroondara Bulletin - print edition, approximately 76,000 printed copies delivered to all residents and digital edition sent to approximately 40,000 residents
- electronic mail with a message from the Mayor delivered to 2,637 community members who had opted-in to stay informed of the development of the Plan
- electronic mail to the Boroondara Public Health and Wellbeing Plan Advisory Committee, Boroondara Community Safety Advisory Committee, Community Disability Advisory Committee and Early Years Advisory Committee; and
- social media promotion, including a Facebook reach of 3,289 people, with 199 post engagements, 60 reactions, 17 comments and three shares.

In total, 39 submissions were received. A summary of the submissions, along with Council's response to each one is included in **Attachment 2**. Council's responses within the Attachment indicate which submissions have and have not resulted to a change in the Plan.

Based on the submissions received, two changes are proposed to the Plan, which are noted in **Attachment 2**. Overall, the following updates have been made:

- a statistic has been added to the community snapshot on page 8 of the Plan, noting '54% of residents have a religious affiliation'
- the service description for 'Liveable Communities' under Theme 1: Community, Services and Facilities has been updated to:
 - provide active ageing services
 - coordinate emergency management (recovery) across the municipality
 - undertake strategy and development with a focus on positive ageing.

Based on officer review, two strategic indicators have been removed:

- length of converted shared paths or new facilities to provide separate paths for pedestrians and bicycle riders: This will be delivered through actions under Strategy 5.3 'Shared paths and footpaths are fit-for-purpose through continued improvements to surface condition and lighting' and Strategy 5.4 'Off-road bike paths and on-road cycling lanes are interconnected and safe through expanding access and infrastructure for cyclists'.
- annual percentage increase of tree cover on Council managed land: This indicator duplicates the information measured through strategic indicator - number of trees on Council managed land. Through target setting the increase of tree cover will be measured.

The Plan incorporates the MPHWP, following the legislative requirements stipulated in Section 27 of the *Health and Wellbeing Act 2008*. The Plan was presented to the Secretary of the Department of Health with a letter seeking an exemption to include public health and wellbeing matters in a strategic plan of Council. Council has received advice from the Department of Health confirming the Plan has been approved.

The strategic indicators contained within the adopted Plan will supersede the strategic indicators contained within Council's adopted 2021-22 Budget and will be reported on in Council's 2021-22 Quarterly Performance Reports and Annual Report.

The updated Plan incorporating proposed changes is presented in **Attachment 1**.

Following adoption, the Plan will be available on Council's website from 26 October and formally launched with a designed copy in early 2022.

5. Consultation/communication

An extensive community engagement and consultation process was undertaken to inform the development of the Plan, with further feedback received during the public exhibition period informing changes as outlined in **Attachment 2**.

Our community plays a key role in the implementation of the Plan and will be able to have their say through a range of forums and by participating in consultation activities on Council policies, strategies and plans.

Council will also continue communicating with residents about how their priorities are being delivered and provide opportunities for their feedback on our progress against the Plan. The community will be able to participate in consultation at the beginning of each Council term to ensure the Plan remains relevant over the next 10 years.

6. Financial and resource implications

The costs associated with the development of the Plan has been met within existing resources. Any strategic actions requiring funding will be considered

during each year's Council's budget deliberations and will also, where appropriate, inform external submissions for funding.

7. Governance issues

The implications of this report have been assessed in accordance with the requirements of the *Victorian Charter of Human Rights and Responsibilities Act 2006*. None of the implications of this report have the potential to contravene the rights outlined in the Charter.

The officers responsible for this report have no direct or indirect interests requiring disclosure.

8. Social and environmental issues

The Plan has been developed in order to maintain and enhance the health, wellbeing and safety of the community. The social and environmental priorities identified by the community will inform Council's decision-making in the development of Council plans, policies and strategies.

9. Evaluation and review

In-line with Council's legislative requirements under the *Local Government Act 2020* and the Victorian *Public Health and Wellbeing Act 2008*, a review of the Boroondara Community Plan 2021-31 will be undertaken during the next Council term in 2025-26. This will ensure Council's approach to achieving the strategic vision is responsive to changing needs in our community and provides ongoing opportunities to strengthen partnerships in the delivery of the Plan.

10. Conclusion

The Plan is informed by an extensive community consultation process to ensure the renewed document is responsive to emerging trends, demands and changes to community priorities since 2017. Following adoption, the Plan will replace the inaugural Boroondara Community Plan and will directly inform Council's suite of strategic documents including the 10-year Financial Plan, 10-year Asset Plan, Council's strategies, policies and plans, and the Annual Budget (1 + 3 subsequent years).

Manager: **Nicole White, Manager Community Planning and Development**

Jennifer Reid, Manager Strategy and Performance

Report officer: **Elanna Nolan, Health Planning Team Leader**



Boroondara Community Plan 2021-2031

Incorporating the 10-year Community Vision, Council Plan 2021-25 and Municipal Public Health and Wellbeing Plan 2021-25



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Acknowledgement of Country

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

About the Plan

The Boroondara Community Plan 2021-31 (the Plan) sets out the 10 year vision for the City of Boroondara based on the aspirations of our community and the priorities they told us were important.

By renewing the inaugural Boroondara Community Plan 2017-27, the new Plan captures and responds to the changes in community priorities, which have occurred since the development of the Boroondara Community Plan 2017-27, and is reflective of the community's experience during the COVID-19 global pandemic.

The Plan balances the needs of our community today, while recognising the challenges, opportunities and changes to come over the next decade.

Developed through a deliberative engagement process with our community, the Plan builds on what already makes Boroondara a great place to live, work, study and recreate. It paints a picture of what the community values most in the City of Boroondara and demonstrates how Council will practically bring our community's vision to life, for the benefit of all community members.

The Plan incorporates the 10-year Community Vision, the Council Plan 2021-25 and the Municipal Public Health and Wellbeing Plan 2021-25, responding to Council's requirements under the *Local Government Act 2020* and the *Victorian Public Health and Wellbeing Act 2008* (see Appendix 1).

Our community's vision

A sustainable and inclusive community

When asked what they value most about Boroondara, our community described Boroondara's unique attributes - our leafy neighbourhoods, parks and playgrounds, the heritage character of our streets and the relaxed and peaceful nature of the area. Meaningful community connections were valued as supporting a sense of safety, personal wellbeing and belonging for all.

Our community expressed how important it is for all community members, especially those in need, to be considered by Council in our planning, delivery, partnership and advocacy. They expressed a desire to ensure the features we enjoy in Boroondara are protected and enhanced for future generations. The community were clear we need to care for the environment, support sustainability and have a robust response to climate change.

Based on what our community told us they value most, the vision statement sets a common goal for Council and the community for the future of Boroondara over the next 10 years.

Cascading from this vision, the Plan details the community's aspirations and priorities across seven themes and how Council will work together with our community and partners to deliver them.

Thank you

Councillors would like to thank and acknowledge every community member who has taken the time to tell us what is important to them in Boroondara. Thousands of community members right across Boroondara have provided their views through surveys, workshops, on the phone and online. These insights have been provided with such enthusiasm and passion for our community's future.

Thank you also to our Council staff, local community groups, organisations and businesses who had an input and worked with our community to make sure as many voices as possible were heard to develop the Plan.

Preamble

After decades of relative stability and security, many of us have been overwhelmed by the recent pace of cascading and compounding health, social, economic and ecological change. This feeling has been brought home as we have seen rapid technological advancements, experienced an ongoing global pandemic and the effects of extreme weather events, including bushfires, floods and storms.

Over the next 10 years, we can build on the strengths and connections within our community, and those forged through the global pandemic, as we adjust to our changed conditions. Doing so will enable us to continue building our resilience to this increased pace of change.

Recently we have seen our households, families, neighbourhoods, communities, businesses and organisations band together, navigate uncertainty and pioneer new ways of doing things. We have looked out for each other, recognising the impacts of the pandemic have been experienced differently by members of our community. We have learned to innovate at home, in parks and open spaces, schools and workplaces, clubs, and via online apps and digital platforms. These will be the lessons we take forward, enabling us to navigate the global pandemic and thrive.

We will continue to see changes to the way we live, socialise, work, commute and connect in coming years. We recognise too, the real threat to our environment, to our health and wellbeing, and to the quality of life of current and future generations resulting from climate change. How we approach and respond to these changes will be what matters.

Focusing on the demands of today, while exploring the possibilities of tomorrow is an important balancing act. This means recognising and building on the rich histories, heritage and community connections already present in the City of Boroondara, while continuing to embrace data, digital technology and innovative ways to resolve increasingly complicated problems. Most importantly, it requires us to work together: leading, learning, creating and sharing.

The Boroondara Community Plan focuses our efforts on seven priority themes the community told us are most important, and our commitment under each of these themes will see us work side by side with our community to harness all of our strengths to shape our future. Using this framework, together with the community, we will continue to collaborate with partners to embrace diversity, foster inclusion, conserve heritage, protect the environment, support our business community and enable local initiatives to emerge. These are the essential building blocks, which will continue to make Boroondara resilient.

This Plan sets the basis for how we will work together over the next 10 years to create 'a sustainable and inclusive community'.

Message from Councillors

In the City of Boroondara, we have a passionate, highly engaged and diverse community.

Our community embraces the lifestyle and opportunities which come with living in Boroondara; the heritage and character of our neighbourhoods, our parks and green spaces, bustling shopping centres, and services which help people live healthy, fulfilling lives.

The last couple of years have taught all of us our circumstances and collective outlook rarely remain static and we have learnt the importance of quickly adapting to these circumstances and supporting each other in order for our community to continue to thrive and make the most of the many opportunities which exist in Boroondara.

In the context of 2021, we have all experienced significant changes to our everyday lives as a result of the COVID-19 pandemic, bushfires across our country, and other changes which have impacted the way we live, work, study and recreate.

With this in mind, it was more important than ever to check in with our community and ensure the Boroondara Community Plan continues to meet their needs and aspirations.

After hearing the views of just over 5,000 community members who told us what is important to them throughout the community consultation, we are now pleased to present the Boroondara Community Plan 2021-31.

The Boroondara Community Plan is a guiding document which sets out the 10-year vision for Boroondara based on the values, aspirations and priorities of our community. It is a roadmap to guide Council's areas of focus and the work we do, which is why it remains imperative to listen to our community and make sure a variety of views are represented within the Plan.

The valuable feedback we received from our community confirmed we are on the right track in delivering what's most important to you. The consultation told us the seven themes which emerged in 2017, when we received 11,845 responses from our community to inform the inaugural Boroondara Community Plan, are still relevant to the people here in our City today.

Unsurprisingly, some of those key themes are now more important to our community than before. Since 2017, we have seen an increase in the importance our community places on parks and green spaces and local shops and businesses.

We also heard environmental sustainability remains more important than ever, and our community would like to see a strong focus placed on protecting our natural environment for future generations.

Our community told us the features they are proud of in our City; Boroondara's leafy streets, beautiful parks and open spaces and our neighbourhood character and heritage, should remain a focus for Council.

Meanwhile, our services, facilities and activities continue to play a pivotal role in fostering community connection and contributing to people's health and wellbeing in Boroondara.

While the COVID-19 pandemic has impacted our four year budget, careful planning has ensured we remain in a strong financial position to be able to deliver on the priorities outlined

in this Plan. Among these, we look forward to progressing our Climate Action Plan, improving our community's interactions with Council by Transforming Boroondara, undertaking exciting placemaking initiatives and developing and implementing our Reconciliation Strategy. We will continue to provide the services and infrastructure which contribute to Boroondara being a highly desirable place to live, work, study and recreate, and provide leadership on issues most important to our community.

Our sincere and heartfelt thanks goes to everyone who contributed their feedback to renew the Boroondara Community Plan. We've heard your passionate voices and look forward to working with you to deliver on our shared priorities.

Cr Garry Thompson, Mayor, Solway Ward

Cr Jim Parke, Bellevue Ward

Cr Felicity Sinfield, Cotham Ward

Cr Victor Franco, Gardiner Ward

Cr Wes Gault, Glenferrie Ward

Cr Di Gillies, Junction Ward

Cr Lisa Hollingsworth, Lynden Ward

Cr Jane Addis, Maling Ward

Cr Cynthia Watson, Deputy Mayor, Maranoa Ward

Cr Susan Biggar, Riversdale Ward

Cr Nick Stavrou, Studley Ward

Community snapshot

The City of Boroondara's name is derived from the Woi-wurrung language meaning 'where the ground is thickly shaded'. It is made up of suburbs including Ashburton, Balwyn, Balwyn North, Camberwell, Canterbury, Deepdene, Hawthorn, Hawthorn East, Kew and Kew East, and parts of Glen Iris, Mont Albert and Surrey Hills.

Who we are¹

183,023

people live in Boroondara.²

197,734

people are predicted to live in Boroondara by 2031, an increase of 8%.³

324

residents identify as Aboriginal and/or Torres Strait Islander.

6,406

residents need help in their day-to-day lives due to a disability.

27%

of residents speak a language other than English at home. The three most common languages spoken after English are Mandarin, Cantonese and Greek.

145

different countries of origin with more than 120 languages spoken.

31%

of residents were born overseas.

54%

of residents have a religious affiliation.

47%

of residents over 15 years have a Bachelor degree or higher.

26%

of residents volunteer.

6%

of the working age population are unemployed. In May 2021, a total of 2,704 residents were receiving JobSeeker and youth allowance benefits.⁴

How we live¹

62,794

households live in Boroondara.

75,880

households are expected to live in Boroondara by 2031.³

22,060

households are couples with children, which is the most common household type.

18%

of households have a weekly income of less than \$740, the lowest income quartile for Victoria.

43%

of households have a weekly income of over \$2395, the highest income quartile for Victoria.

757

households live in social and public housing.

55%

of dwellings are separate houses.

¹ Demographic information is from the Census of Population and Housing, 2016 unless otherwise specified.

² ABS, Estimated Resident Population, 2020.

³ Id Consulting, 2020, City of Boroondara population forecast.

⁴ Department of Social Services - JobSeeker and Youth Allowance recipients, 2021.

426

people identified as homeless.

\$415

is the median weekly rent, which is higher than the median for Greater Melbourne (\$355).

\$2,412

is the median monthly mortgage repayment. The median for Greater Melbourne is \$1,829.

Our Economy¹**27,210**

registered businesses in Boroondara in 2020.⁵

71,353

people employed in local jobs in Boroondara.

53

shopping centres and strips are in Boroondara.⁶

⁵ ABS, Counts of Australian Businesses, including Entries and Exits, 2016 to 2020.

⁶ City of Boroondara, Economic Development & Tourism Strategy 2016 - 2021.

Our health and wellbeing

The following is a summary of selected data on the health status of the Boroondara community. Detailed information on Boroondara's population and health is available on Council's social statistics website: www.boroondara.vic.gov.au/about-council/history-and-demographics.

General health, wellbeing, and quality of life

53%

of residents report their health as excellent or very good compared to 42% of Victorians.⁷

87

years is the median life expectancy of Boroondara residents, well above the Victorian average of 82.⁸

Cancer is the leading cause of premature death in Boroondara at an annual rate of 68 per 100,000 compared to 94 per 100,000 in Victoria.

Mental wellbeing and social connection

85%

of residents rate their feeling of life being worthwhile as high or very high.

9%

of residents report high to very high levels of psychological distress compared to 13% of Victorians. More women in Boroondara experience high levels of psychological distress compared to men (10% and 8% respectively).⁹

69%

of residents agree that people in their neighbourhood are willing to help each other compared to 74% of Victorians.

52%

of residents agree 'this is a close knit neighbourhood' compared to 59% of Victorians.¹⁰

23%

of households in Boroondara are lone person households which increases the risk of loneliness and isolation.¹¹

Climate change and its impacts on health

52%

of Boroondara's land cover is made up of hard surfaces including roofs, driveways and roads, which contribute to the urban heat island effect.¹² In Boroondara, the number of annual days where the temperature is over 35°C will increase, leading to a rise in the frequency and duration of heatwaves.¹³

Preventing all forms of violence

69%

of residents feel safe walking alone at night.¹⁴

1,046

family violence incidents were reported in Boroondara in year ending March 2021, an increase of 16% since 2020.¹⁵

⁷ Victorian Population Health Survey, 2017 unless otherwise specified.

⁸ Public Health Information Development Unit, 2020, Social Health Atlas of Australia - Data by LGA.

⁹ Public Health Information Development Unit, 2020, Social Health Atlas of Australia - Data by LGA.

¹⁰ Statistical Data for Victorian Communities, 2016, Indicators of health, housing, community, education,

employment, transport and safety in metropolitan municipalities, Victoria.

¹¹ ABS, 2016, Census of Population and Housing.

¹² Greenspace Consultant, 2017, Boroondara Canopy Cover Assessment 2006 to 2016.

¹³ CSIRO, 2019, Climate Change in Australia.

¹⁴ VicHealth Indicators Survey, 2015.

¹⁵ Crime Statistic Agency, 2021.

Reducing alcohol harm**67%**

of Boroondara adults are at an increased risk of harm from alcohol compared to 60% of Victorians. Women living in Boroondara have a significantly higher lifetime risk of alcohol related harm compared to Victorian women (61% and 51% respectively).

Increasing healthy eating**5%**

of Boroondara residents eat enough vegetables compared to 4% of Victorians.

Increasing active living**58%**

of residents get enough physical activity compared to 51% of Victorians. Slightly more men than women in Boroondara met the guidelines for physical activity (59% and 57% respectively).

Renewing the Boroondara Community Plan

Building on the inaugural Boroondara Community Plan developed in 2016-17, in 2020 we started the process of renewing the Plan to reflect our community's values, aspirations and priorities for the next 10 years.

To ensure the Plan continues to reflect the voice of Boroondara, we wanted to hear directly from our community.

The inaugural Plan was developed following Council's largest ever consultation in 2016-17, with 11,845 responses received from people who live, work, study or recreate in Boroondara. In our promise to review the Plan in 2020-21, we checked back in and heard from over 5,000 community members, proving again our community is passionate and enthusiastic about telling us what is important to them now and into the future.

Following the same consultation approach used to develop the Plan in 2016-17, our community were engaged over two stages. Repeating this process allowed us to identify shifts in community priorities since 2017, along with emerging trends and issues, to inform the renewed Plan.

1. Stage 1 - the ideas phase

Between December 2020 and January 2021, we received 4,723 responses from the Boroondara community to the question, "What's important to you in Boroondara?"

This open-ended question was designed to ensure we were hearing about all issues the community thought were important. We also asked the community to tell us which inaugural Boroondara Community Plan themes were most important to them and the aspects they thought Council should focus on over the next 10 years. See questions below in Figure 1.

Stage 1: What we asked the community

Q1. What's important to you in Boroondara?

Q2a. Of these 7 priority themes, what do you think are the three most important for Boroondara over the next 10 years?

Q2b What aspects of your top priority theme do you think Council should focus on for the next 10 years?



Figure 1: Key questions asked in the Stage 1 community survey, December 2020 - January 2021

2. Stage 2 - prioritisation

In the second stage of consultation, Council hosted 10 workshops, including:

- Boroondara Conversations workshops (total of seven workshops)
- Youth workshop
- Trader workshop
- Health and Wellbeing workshop.

The Boroondara Conversations had the highest number of people of the Stage 2 workshops. In total, 149 residents representing the demographics of our community attended the workshops. The participants developed a deeper understanding of the factors influencing Council's decision making, before weighing up short and long-term trade-offs and prioritising where they thought Council should focus its resources over the next 10 years. In these sessions, participants also explored the community's aspirations and deliberated the community vision statement.

The remaining three workshops ensured Council was hearing important insights from younger community members, local traders/business operators and key health and wellbeing agencies and service providers.

3. Stage 3 - identification of health and wellbeing priorities

To identify the health priorities of the Plan, data about the health and wellbeing of the Boroondara community was examined, with reference to the Victorian Public Health and Wellbeing Plan 2019-23. Additionally, we heard from 347 community members, via an online survey, who identified their concerns and how they thought Council could best contribute to our community's health and wellbeing.

Building on our wellbeing commitment developed in 2017, we engaged local health and wellbeing agency partners and stakeholders, and the Boroondara Public Health and Wellbeing Advisory Committee to guide health priority setting.

4. Stage 4 - plan development

Through the consultation process, we heard what our community values most about Boroondara, as well as their concerns, hopes and aspirations for the future.

We used this feedback to inform the development of our community's vision, health priorities and the strategic objectives, strategies, and strategic indicators related to the Plan's seven themes.

Outlined below is further information about who we heard from.

Who we heard from¹⁶**Responses were received from the following age groups****123**

respondents were aged between 14 and 17.

226

respondents were aged between 18 and 24.

964

respondents were aged between 25 and 39.

2,464

respondents were aged between 40 and 64.

911

respondents were aged between 65 and 79.

158

respondents were aged 80 or over.

Gender**2,905**

respondents were females.

1,864

respondents were males.

112

respondents preferred to self-describe or not answer.

Other characteristics**761**

respondents were born in a country where English is not a main language.

1,363

respondents were parents of a child/ren younger than 14.

3,957

respondents lived in Boroondara in 2016.

1,368

respondents work or own a business in Boroondara.

People from right across Boroondara responded**290**

respondents lived in Ashburton.

359

respondents lived in Balwyn.

466

respondents lived in Balwyn North.

674

respondents lived in Camberwell.

259

respondents lived in Canterbury.

55

respondents lived in Deepdene.

473

respondents lived in Glen Iris.

677

respondents lived in Hawthorn.

393

respondents lived in Hawthorn East.

667

respondents lived in Kew.

172

respondents lived in Kew East.

273

respondents lived in Surrey Hills.

48

respondents lived outside Boroondara

¹⁶ Total figure is 4,881 and includes responses to Stage 1 community survey and Stage 2 Boroondara Conversations and youth workshops. Not all figures add up to 4,881 as not all participants provided age or suburb data. Community health and wellbeing survey, Trader and Health and Wellbeing workshops participation is not included in total numbers presented. Targeted surveying methods were used to ensure the sample of respondents was as representative as possible of the broader Boroondara community on key demographic factors.

Boroondara Community Plan overview

The 10-year Boroondara Community Plan incorporates the Community Vision, four-year Council plan and four-year Municipal Public Health and Wellbeing Plan. The Plan sets the strategic direction for Council and demonstrates how we will deliver the community's aspirations while protecting, improving and promoting our community's health and wellbeing.

The Plan is structured around seven themes as expressed by the community in 2017.¹⁷ Checking back in with our community in 2020-21, we confirmed these themes still represent what our community want us to focus on over the next 10 years:

- Community, Services and Facilities
- Parks and Green Spaces
- The Environment
- Neighbourhood Character and Heritage
- Moving Around
- Local Economy
- Leadership and Governance

As shown in Figure 2, these seven themes work together with our six health priorities to provide a robust foundation for achieving our community's vision and our health priorities to create a healthy, inclusive and resilient community.



Figure 2: Boroondara Community Plan seven themes and health priorities

¹⁷ Theme names have been changed in response to community sentiment and are presented in no particular order.

Our wellbeing commitment

Our health and wellbeing is influenced by much more than our individual choices.

Good physical, mental and social health starts in our community, through opportunities to connect, participate and access what we need in order to make healthy choices.

Through the Plan, we are committed to enhancing wellbeing for people who live, work, study or recreate in the municipality as an outcome of everything we do. We will strive to provide a high quality of liveability through our planning, services, places and spaces to enable all members of the community to make healthy choices. We will prioritise action focusing on improving health in order to achieve our community's vision for Boroondara's future.

Our commitment to wellbeing is guided by the *Victorian Charter of Human Rights and Responsibilities Act 2006*, which recognises all people have equal rights to Council services and facilities and the key role the community plays in decision-making.

This commitment implies a focus on equity – fair access to resources – so community members of all ages, genders, sexualities, religions, backgrounds, locations and abilities have the same opportunities to achieve good health and wellbeing.

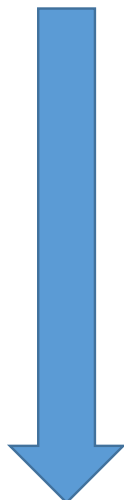
We will work together with our community and local organisations to make good health and wellbeing a reality for all by embedding our health priorities within the seven themes to ensure health and wellbeing is at the centre of everything we do (see Appendix 2).

How to read the Plan

Under each theme, the Plan details what the community told us they value, what Council could do to deliver on these priorities and how we will keep track of our progress and measure our success.

The Plan links what we heard from the community under each theme to Council's commitments within the Council Plan.

Each theme outlines:



What the community said	What the community said was most important to them.
Strategic objectives	What the community wants to achieve in the next 10 years.
Strategies	What outcomes Council will seek to achieve over the next four years in pursuit of the strategic objective.
Strategic indicators	What measures Council will monitor and collect to demonstrate and report on progress in achieving the strategic objective.
Services	The services Council provides to the community which indicate our priorities to deliver on the strategic objective.

Council's role

There are four key ways Council can act to implement the Plan, as listed below.

Plan - Council works with the community to ensure community needs are anticipated and met now and in the future.

Deliver - Council directly delivers services, programs or facilities at the local level.

Partner - Council works collaboratively with residents, community groups, the State and Federal Government and other stakeholders to facilitate desired outcomes and build community capacity.

Advocate - Council represents community interests to influence industry, peak bodies and associations, and State and Federal Government decision making.

In the following section, each strategy lists some of the key ways Council can act to implement the Plan.

Theme 1: Community, Services and Facilities

Our community said:

We value safe and clean public places, and facilities and events where people of all ages and backgrounds can interact, learn and be active. We value health and wellbeing services for all community members, especially those in need. These contribute to our sense of connection and the harmony we value across the whole community.

Strategic objective Community services and facilities are high quality, sustainable, inclusive and strengthen resilience.					
Strategies		Council's Role			
		Plan	Deliver	Partner	Advocate
1.1	Neighbourhoods and community spaces facilitate social connections and belonging by providing, maintaining and activating places for people to meet, organise activities and celebrate events.	✓	✓	✓	✓
1.2	Health and wellbeing is improved through delivering, facilitating and advocating for services and programs that are accessible and affordable.	✓	✓	✓	✓
1.3	Arts and culture are showcased by increasing opportunities to participate in artistic and cultural programming.	✓	✓	✓	✓
1.4	Facilities and sports precincts encourage equal access through social planning, delivery, asset maintenance and renewal activities.	✓	✓	✓	✓
1.5	Life-long learning is supported by delivering and working with our community and partners to meet the broad range of interests within the community.	✓	✓	✓	✓
1.6	Residents and visitors feel safe in public spaces through encouraging local activity and creating and maintaining civic areas.	✓	✓	✓	✓
1.7	Community resilience, safety and public health are improved by working in partnership with community and government organisations.	✓	✓	✓	✓
Strategic indicators					
<ul style="list-style-type: none">audience satisfaction with Boroondara Arts curated programs and eventssatisfaction with recreational facilitiesnumber of community groups using council facilities directly under a lease or license agreementfood safety assessments (percentage of registered class 1 food premises and class 2 food premises receiving an annual food safety assessment)number of people participating in active ageing programs and events					

- number of attendances by young people at youth programs or services
- number of vaccinations administered
- number of arts and cultural community events delivered or supported by Council
- overall participation in library services (includes loans, returns, visits programs attendance, e-books and audio loans, enquiries, reservations, Wi-Fi and virtual visits)
- number of community organisations funded through the Community Strengthening Grant Program
- percentage of community strengthening grants provided to culturally and linguistically diverse and disability groups
- percentage of graffiti removed from Council owned assets within one business day of notification.

Services

Service Category	Service Description
Arts and Culture	<ul style="list-style-type: none"> • arts and cultural initiatives and programs, such as exhibitions, festivals and events • program and manage Council's art facilities at the Town Hall Gallery, Kew Court House, Hawthorn Arts Centre and other community spaces • provide flexible spaces for community and corporate hire, including meetings, community events, private bookings and conference facilities • oversee the management and care of Town Hall Gallery Collection • support for community arts and culture groups through funding, partnerships, advice and advocacy.
Asset Management	<ul style="list-style-type: none"> • undertake condition assessments of facilities and infrastructure assets to ensure service standards are maintained • develop and update long term capital renewal works program for roads, footpaths, drains, bridges, buildings and open space assets • develop and implement policies, strategies and asset management plans • develop the asset renewal investment strategy and financial asset forecasts to inform Council's long-term financial strategy • manage Council's street lighting including repairs, upgrades and provision of new assets • coordinate the development of Council's overall capital works renewal program and reports on annual progress • undertake proactive defect inspections of road infrastructure in compliance with Council's Road Management Plan.
Capital Projects	<ul style="list-style-type: none"> • project management and delivery of the approved capital works for landscape and design, civil and building renewal programs ensuring best value for money • manage the capital works programs to successfully deliver projects on time and within budget • encourage and develop innovative design into quality outcomes.

Civic Services	<ul style="list-style-type: none"> • deliver proactive patrol programs to maintain and promote safety and harmony within the community • deliver administrative and field services in amenity and animal management • deliver responsible pet ownership initiatives, road safety, amenity regulation and fire prevention • develop, implement and review appropriate local laws to achieve a safe and liveable environment • process and issue permits relating to traders, tradespersons, disabled parking, residential parking, animal registrations, excess animals, commercial waste bins, street furniture and other uses of Council controlled land • register and inspect food and health premises to ensure community safety • manage permits relating to storm water drainage.
Community Planning and Development	<ul style="list-style-type: none"> • facilitate community connectedness, strengthen community capacity and respond to identified needs through the delivery of a range of programs, partnerships and networking opportunities for Boroondara's community • work actively within the community on key community development activities, including major community infrastructure projects and community events • provide support, advice and assistance to neighbourhood houses and men's sheds • develop policies, strategies and plans that address community priorities including the Boroondara Community Plan • monitor, forecast and analyse community change and wellbeing • undertake extensive community research on behalf of Council departments and the community • manage the Boroondara Community Grants Program of annual, small (biannual), commemorative and triennial operational grants • promote, support and assist the development of volunteering and civic participation through the Boroondara Volunteer Resource Centre • advocacy and project work to support community safety.

Health and wellbeing	<ul style="list-style-type: none"> • operate the Boroondara Maternal and Child Health support programs and services, Kindergarten Central Enrolment Scheme, Kew Traffic School, and the Boroondara Youth Hub • undertake strategic planning and policy development to facilitate access to active participation opportunities for the Boroondara community • facilitate training and support for service providers and voluntary committees of management for early years and youth services and sport and recreation • provide support and information, services and programs to young people and their families, sport and recreation groups and organisations to enhance health and wellbeing • facilitate the development of integrated and coordinated services for children, young people and their families, sport and recreation clubs and organisations • support the inclusion of children into four-year old kindergarten programs through the provision of the Preschool Field Officer Program • facilitate long day care, occasional care and kindergarten services through the provision of 43 buildings leased to early years management operators and volunteer committees of management • facilitate participation opportunities by the community in physical activity through the provision of facilities and contract management of the Boroondara Leisure and Aquatic Facilities, the Boroondara Tennis Centre and Junction Skate & BMX Park • manage leases for 87 facilities to sport and recreation groups, early years management operators and early years committees of management • work with over 150 sports clubs, across over 30 sports codes at over 100 sports facilities/grounds • coordinate immunisation services.
Infrastructure maintenance	<ul style="list-style-type: none"> • maintain the City's infrastructure including buildings, drainage, footpaths and roads, shopping centres, park/street furniture and signs.
Liveable Communities	<ul style="list-style-type: none"> • provide active ageing services • coordinate emergency management (recovery) across the municipality • undertake strategy and development with a focus on positive ageing.
Library Services	<ul style="list-style-type: none"> • provide a large range of relevant, contemporary library collections and services across five libraries and one library lounge, online and via home library services • provide welcoming community spaces for individual and group study, reflection, activity and discovery • promote, advocate for and support literacy development, reader development, lifelong learning and creative and intellectual development • provide family, children and adult library programs and activities • create enthusiasm for local and family history research and discovery, creating connections with our local heritage • provide opportunities to explore, learn and use new and emerging technology.

Theme 2: Parks & Green Spaces

Our community said:

We are proud and protective of Boroondara's beautiful parks and open spaces. Seating, playgrounds, toilets, shade and recreation facilities make our open spaces more enjoyable for all residents. We connect with each other in green and open spaces and value the opportunities to exercise, relax and appreciate nature.

Strategic objective Green and open spaces are provided, well-utilised and enhanced.					
Strategies		Council's Role			
		Plan	Deliver	Partner	Advocate
2.1	Parks and green spaces enable sport and recreation opportunities by maintaining and improving recreation spaces and equipment.	✓	✓		
2.2	Our sustainable urban forest is preserved and increased through managing and renewing our open space trees and understory growth.		✓	✓	✓
2.3	Parks and green spaces are accessible and appealing through maintaining, improving and increasing amenities.	✓	✓	✓	
2.4	Green spaces are maintained and increased through management practices and investigating opportunities to acquire or modify existing land.	✓	✓	✓	✓
2.5	Playgrounds are engaging and safe by improving shading and renewing and diversifying equipment.	✓	✓		
Strategic indicators					
<ul style="list-style-type: none">• user satisfaction with a range of parks in Boroondara, benchmarked with participating councils• satisfaction with appearance of public areas• number of trees on Council managed land.					
Services					
Service Category	Service Description				
Infrastructure Maintenance	<ul style="list-style-type: none">• manage and maintain built assets including playgrounds, barbeques, drinking fountains, park furniture, bins, fences and signs.				
Landscape and Design	<ul style="list-style-type: none">• provide landscape design and urban design services to promote use, function and enjoyment of outdoor spaces by the community.				

Open Space	<ul style="list-style-type: none">• manage and maintain Boroondara's parks, gardens, sportsgrounds and biodiversity sites• manage and maintain the Freeway Golf Course• maintain a significant and highly valued urban forest of street and park trees• strategically plan and develop open space improvements to our parks, gardens, shopping centres and streetscapes• manage bookings, events and applications associated with Boroondara parks, gardens, reserves, sports grounds and pavilions.
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Theme 3: The Environment

Our community said:

We value leadership in environmental sustainability and the adoption of practices to prepare our community for the impacts of climate change. We believe in adapting new ways to recycle and manage waste, as part of our commitment to the environment. We value the protection of our natural environment to ensure a healthy and resilient environment for future generations.

Strategic objective The Environment is considered in all decision making.					
Strategies		Council's Role			
		Plan	Deliver	Partner	Advocate
3.1	Community resilience and capacity to live sustainably is increased through advocacy, education and resources.	✓		✓	✓
3.2	The environmental impact of Council facilities and assets is further reduced through implementing sustainable practices.	✓	✓		
3.3	Municipal and household waste is reduced through initiatives to prevent, reduce, reuse and recycle.		✓	✓	
3.4	Trees and vegetation on private land are valued through promoting and encouraging our community to retain and enhance greenery.			✓	✓
3.5	Our leafy streetscapes are maintained and improved through advocating for careful project planning by government regulatory and project authorities, supported by the increased planting of resilient species.	✓	✓		✓
3.6	Our biodiversity is conserved and maintained through improving the way we manage our diverse plants, animals and natural spaces.	✓	✓	✓	✓
Strategic Indicators					
<ul style="list-style-type: none">• satisfaction with environmental sustainability• satisfaction with waste management• percentage reduction of community emissions compared with 2020 emissions• percentage reduction of Council CO2 emissions compared with 2007-08 emissions• volume of harvested water (rain and stormwater) re-used within council buildings and open space irrigation• kerbside collection waste diverted from landfill (percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill)• area of land actively managed for biodiversity.					

Services	
Service Category	Service Description
Environmental Sustainability	<ul style="list-style-type: none"> • help the Boroondara community to live more sustainably in response to emerging environmental challenges (e.g. climate change, water shortage, biodiversity conservation) • promote sustainability within built and natural environments in Boroondara • develop and implement policies and strategies that set direction in environmental management, public space improvements, conservation of natural resources and sustainable development • build the capacity of Council to integrate environmentally sustainable approaches into our buildings and public space improvements, daily operations and decision-making processes.
Open Space	<ul style="list-style-type: none"> • maintain and manage the City's biodiversity • maintain and manage all trees on Council managed land including tree planting/establishment, maintenance and renewal programs.
Strategic and Statutory Planning	<ul style="list-style-type: none"> • administer Council's Tree Protection Local Law and assesses applications for tree removal.
Waste and Recycling	<ul style="list-style-type: none"> • manage waste services, including kerbside bin-based waste, green, food and recycling collections, bundled green waste, Christmas tree and hard waste collection service • operate the Boroondara Recycling and Waste Centre • provide street sweeping services in the municipality and a bulk leaf fall collection program over autumn months.

Theme 4: Neighbourhood Character and Heritage

Our community said:

We value our local heritage. We value Council's advocacy to protect the distinct character of our neighbourhood streets and carefully regulate new development. Diversity in housing size and affordability is also important to us. We value these things because they contribute to Boroondara's uniqueness, making it an attractive place to live, work and recreate.

Strategic objective Protect the heritage and respect the character of Boroondara, while facilitating appropriate, well-designed development.					
Strategies		Council's Role			
		Plan	Deliver	Partner	Advocate
4.1	Boroondara's heritage places are protected through ongoing implementation of heritage protection controls in the Boroondara Planning Scheme.		✓		✓
4.2	The history of Boroondara's heritage places is respected and celebrated through community education.		✓	✓	
4.3	Development does not adversely impact heritage places through the application of controls and policies set out in the Boroondara Planning Scheme.	✓			✓
4.4	New development positively contributes to amenity and liveability through design excellence.	✓			✓
4.5	Better development outcomes are achieved through advocacy to State Government and industry bodies for changes to planning controls and policies.				✓
Strategic indicators					
<ul style="list-style-type: none">• number of heritage planning scheme amendments considered by Council• average number of days to process a planning application• percentage of 'demolition consents' under section 29A of the Building Act by Building Services checked within 15 business days• percentage of Council planning decisions upheld and decisions successfully mediated at VCAT.					

Services	
Service Category	Service Description
Asset Protection	<ul style="list-style-type: none"> • protect public assets under the control of Council to minimise the impact of works by others on the community
Building Services	<ul style="list-style-type: none"> • encourage desirable building design outcomes for amenity protection and to maintain consistent streetscapes through the Report and Consent process • assess building permit applications, conduct mandatory inspections and issue occupancy permits/final certificates for buildings and structures • provide property hazard and building permit history information to designers, solicitors, private building surveyors and ratepayers • conduct fire safety inspections and audits on public and/or high risk buildings to ensure life safety of occupants and the public • maintain a register of swimming pools and spas located within the municipality, conduct safety barrier compliance inspections when required to ensure a safer built environment • administer and enforce the Building Act 1993 and Building Regulations including investigation of illegal and dangerous buildings to ensure public and occupant safety • provide building regulatory and technical advice to residents and ratepayers in relation to local planning policy • assess section 29A demolition requests in accordance with the Building Act 1993.
Strategic and Statutory Planning	<ul style="list-style-type: none"> • process and assess planning applications in accordance with the Planning and Environment Act 1987, the Boroondara Planning Scheme and Council policies • provide advice about development and land use proposals as well as providing information to assist the community in its understanding of these proposals • investigate non-compliances with planning permits and the Boroondara Planning Scheme and take appropriate enforcement action when necessary • assess applications to subdivide land or buildings under the Subdivision Act 1988 • defend Council planning decisions at the Victorian Civil and Administrative Tribunal • advocate for and prepare land use policy and standards within the context of Victorian State policy • promote sustainable design and development and heritage conservation • manage the Municipal Strategic Statement • develop policies and plans to guide land use and development. • assess traffic, parking and drainage implications of planning permit applications.

Theme 5: Moving Around

Our community said:

We value access to private, public and active transport options to move around Boroondara. We value measures to alleviate traffic congestion and having safe and interconnected cycling and walking options, including well-maintained footpaths for pedestrians. We value these because the convenience, time savings and reduced environmental impact associated with excellent transport can enhance quality of life at all life-stages.

Strategic objective Travel options are safe, efficient and accessible, with active and public transport encouraged.					
Strategies		Council's Role			
		Plan	Deliver	Partner	Advocate
5.1	Safe roads are provided through proactive maintenance, renewal and community education.	✓	✓	✓	✓
5.2	Traffic congestion is better managed through advocacy to State and Federal governments for changes to main roads				✓
5.3	Shared paths and footpaths are fit-for-purpose through continued improvements to surface condition and lighting.	✓	✓		✓
5.4	Off-road bike paths and on-road cycling lanes are interconnected and safe through expanding access and infrastructure for cyclists.	✓	✓		✓
5.5	Sustainable transport use is encouraged and supported through delivery of green travel programs and advocacy to State and Federal Governments.	✓	✓	✓	✓
5.6	Emerging transport options including e-mobility are planned for by exploring initiatives that increase safety and public confidence in e-mobility use and infrastructure.	✓			✓
Strategic indicators					
<ul style="list-style-type: none">• satisfaction with sealed local roads• satisfaction with local shared paths for cycling and walking as a way to get around Boroondara• percentage of sealed local roads that are below the renewal intervention level set in the Road Management Plan• percentage of footpath inspections completed and defects remediated within the timeframes as specified in the Road Management Plan					

- number of sustainable transport programs delivered to primary schools
- number of traffic counts and surveys used to investigate, assess and respond to traffic and parking issues
- number of advocacy initiatives related to public transport services
- average daily bicycle users for Gardiners Creek Trail, the Anniversary Trail, Koonung Trail and Main Yarra Trail.

Services

Service Category	Service Description
Civic Services	<ul style="list-style-type: none"> • deliver the School Crossing Supervisor program through the provision of supervision at school crossings and the overall management and administration of the program • deliver administrative and field services in parking management • assess full and part road closure applications relating to works.
Road Maintenance and Repair	<ul style="list-style-type: none"> • road maintenance to meet road management plan requirements • undertake road repairs and associated line marking • road reinstatements that require works following developments.
Traffic and Transport	<ul style="list-style-type: none"> • develop, assess and implement engineering solutions which address the amenity of residential and commercial areas • implement parking and traffic management strategies • assess street party applications • investigate black spot accident locations and develop remedial treatments • coordinate and implement sustainable transport initiatives including car share, green travel plans, school travel plans and a variety of active transport programs • design, consult and implement transport projects including on road bicycle lanes, shared paths, road safety initiatives, pedestrian and bicycle improvements, disability access and traffic treatments • advocate for improvements to public transport and sustainable transport initiatives • develop feasibility studies and grant applications to State and Federal authorities for accident black spot locations and pedestrian and bicycle improvement projects • provide strategic transport planning advice and develop associated studies • assess high and heavy vehicle route applications • provide input into major State government transport projects.

Theme 6: Local Economy

Our community said:

We value our shopping strips, including places where we can shop, socialise and dine out close to home. We strive to support locally owned businesses and want to attract more diverse businesses to our neighbourhoods to enable us to live locally and contribute to a thriving local economy.

Strategic objective Support local businesses and enhance shopping precincts, fostering a strong economy and welcoming places for the community.					
Strategies		Council's Role			
		Plan	Deliver	Partner	Advocate
6.1	Local retail precincts provide a gathering point for residents and attract shoppers through supporting initiatives which encourage a range of businesses needed by the community.	✓	✓	✓	✓
6.2	Local traders and businesses are supported by providing training and upskilling initiatives to maintain and increase viable businesses.		✓	✓	✓
6.3	Shopping centres and strips are hubs of community activity through activating local shopping precincts.	✓	✓	✓	✓
6.4	Shopping centres are clean, well-maintained and inviting , through revitalising infrastructure and streetscapes and proactive renewal and maintenance.		✓		
6.5	Local visitation is increased through showcasing and promoting local shopping and attractions.	✓		✓	✓
Strategic indicators					
<ul style="list-style-type: none">• participant satisfaction in Council's business training activities• satisfaction with work to improve quality of streetscapes in shopping precincts to attract and retain good shops and businesses• number of permits for outdoor trading• number of proactive strip shopping centre maintenance inspections completed.					

Services	
Service Category	Service Description
Local Economies	<ul style="list-style-type: none"> • manage the implementation of the Economic Development and Tourism Plan for Council • strengthen the viability of local businesses, including strip shopping centres, and facilitate eight special rates schemes for shopping centres • facilitate the Boroondara Business Network to support new and established businesses, through training and mentoring services • facilitate the Boroondara Farmers Market, the Hawthorn Makers Market, the Camberwell Fresh Food Market and the Camberwell Sunday Market • facilitate the Vibrant Retail Precincts stream of Council's community grants program • facilitate regular networking opportunities for the local business community • support and promote tourism opportunities across the municipality • deliver the City-wide Christmas in Boroondara Program • facilitate a placemaking approach in our public spaces and shopping centres to increase social interactions, economic viability and enhance the health and wellbeing of our community.
Minor Shopping Centre Upgrade and Maintenance	<ul style="list-style-type: none"> • implement the Shopping Centre Improvement Program, which delivers streetscape improvements to our small and medium sized shopping centres • undertake proactive maintenance inspections by the shopping centre service crew and carry out maintenance and upkeep of these precincts.

Theme 7: Leadership and Governance

Our community said:

We value strong, respectful Council leaders who govern responsibly by ensuring decisions are transparent and resources are carefully allocated. We expect to be consulted and learn about services and facilities provided by Council through a variety of communications channels so all members of our community, including hardly reached groups, are empowered to have their say and make the most of what Council offers. Where issues are outside Council's direct control, we value Council advocating on the priorities important to our community and keeping us informed.

Strategic objective Ensure decisions are financially and socially responsible through transparent and ethical processes.					
Strategies		Council's Role			
		Plan	Deliver	Partner	Advocate
7.1	Decision-making is transparent and accountable through open governance processes with timely communication and reporting.		✓		
7.2	Resources are responsibly allocated and used through sound financial and asset planning, procurement and risk management practices.	✓	✓		
7.3	Deliver the Boroondara Community Plan through partnerships with our community and a high performing focused organisation.	✓	✓	✓	✓
7.4	The voices of our community are heard through engagement strategies to allow effective representation on current and long-term community needs.	✓	✓	✓	
7.5	The community's interests are represented by Council , through leadership and strong advocacy to external stakeholders.	✓		✓	✓
7.6	Convenient and accessible choices for interacting with Council are provided , by offering various options for services and engagement.	✓	✓		
7.7	Services are enhanced through improvements to Council's technology, data, processes and performance.	✓	✓		
7.8	Celebrate and recognise Aboriginal and Torres Strait Islander cultures, knowledge and heritage through implementing initiatives in partnership with our community and stakeholders.	✓	✓	✓	✓

Strategic indicators	
<ul style="list-style-type: none"> • satisfaction with making community decisions • satisfaction with informing the community • satisfaction with the overall performance of Council • satisfaction with community consultation and engagement • satisfaction with customer service • percentage of freedom of information requests responded to within prescribed timeframes • current assets compared to current liabilities • percentage of adopted capital projects completed at the conclusion of the financial year (based on most recent amended budget) • number of transactions initiated via our website • number of calls abandoned when customers are trying to reach Council's customer service • number of cyber security incidents that compromise user data • access to Council's website (percentage of time available). 	
Services	
Service Category	Service Description
Chief Financial Office	<ul style="list-style-type: none"> • produce the Budget (plus three subsequent financial years) and Financial Plan (10 years) and manage Council's budgeting/forecasting and financial reporting systems • manage procurement and conduct of all public tenders • manage rates and property services, including Council databases and communication of the rate payment options available to residents • handle the administration and leasing of Council's property holdings including the Camberwell Fresh Food Market • manage all acquisitions and disposals of land for Council.
Council Operations	<ul style="list-style-type: none"> • operation of Camberwell and Hawthorn office locations, including maintenance, security and servicing of essential services such as lifts, extinguishers, exit signs, etc.
Customer Support and Corporate Information	<ul style="list-style-type: none"> • coordinate improvement to service delivery to the community and within Council through the use of technology and process change • manage customer engagement, including enquiries and complaints • provide a centralised approach to the first-contact customer interaction and a tiered support model for customer enquiries including case management.
Digital	<ul style="list-style-type: none"> • develop new public facing digital services and information based on customer requirements, evidence based research, best practice user experience and human centered service design principles and practices.

Governance and Legal	<ul style="list-style-type: none"> • manage Freedom of Information, Information Privacy and Data Protection, public interest disclosures and internal ombudsman functions • maintain statutory registers, authorisations and delegations • administer the conduct of Council elections • coordinate civic events, citizenship ceremonies and Citizens of the Year Awards • coordinate enterprise business risk for the organisation including Council's Crisis Management Plan and department Business Continuity Plans • manage public liability, professional indemnity, motor vehicle and property claims • monitor and report on legislative changes and impacts for Council operations.
Information Technology	<ul style="list-style-type: none"> • through strong Information Technology governance practices, ensure cost and value for money principles underpin all investment decisions • oversee and manage information security related risks to ensure sensitive customer and Council data remains secure and available only to those it is intended for • lead and support the implementation of technology related initiatives which enable the required customer and organisational outcomes to be achieved.
People, Culture and Development	<ul style="list-style-type: none"> • deliver the functions of health, safety and wellbeing, human resources, payroll and organisational development • coordinate recruitment, employee relations, remuneration, award/agreement interpretation and work-force planning.
Strategic Communications	<ul style="list-style-type: none"> • manage the Boroondara brand and corporate communications channels and content • deliver advocacy campaigns in collaboration with the responsible Director, CEO and Councillors • provide a broad range of engagement tools to facilitate the capture of external feedback.
Strategy and Performance	<ul style="list-style-type: none"> • develop and deliver the annual planning cycle for the Council Plan and Budget • manage Council's reporting system and conduct performance reporting for the Quarterly Performance Report and the Annual Report • provide external grant application support for significant project funding opportunities • develop high quality partnerships with public and private sector organisations.

Our health priorities

Overall, the Boroondara community reports good health and quality of life, and this is further evidenced by data relating to a large range of personal, social, economic, and environmental factors which influence health status.

However, the data does reveal some areas of concern which require additional attention over the next four years. Outlined below are the six health priorities for Council to focus on which emerged through research and consultation undertaken to inform the development of the Municipal Public Health and Wellbeing Plan 2021-25. These are informed by the Victorian Public Health and Wellbeing Plan 2019-2023 health priorities and represent the most significant preventable causes of poor health and wellbeing in Boroondara, as well as those areas where our organisation and our partners can make changes to positively influence the health outcomes of our community.

	Health priority outcomes and why they matter
Improving mental wellbeing and social connection	<p><i>People feel connected to others, have a sense of belonging, can cope with the usual stresses of life, and have opportunities and capacity to contribute to community life.</i></p> <p>Mental health is an essential ingredient of individual and community wellbeing and significantly contributes to the social, cultural and economic life of our City. The benefits of preventing mental ill health and supporting social connection at all life stages are not just for the individual, but for the whole community.</p>
Tackling climate change and its impacts on health	<p><i>Communities are resilient and safe through adapting to and preventing the health impacts of climate change.</i></p> <p>Climate change affects our health and wellbeing in a variety of ways, including through the impacts of extreme events, worsening air quality and effects on our mental health. Actions to mitigate and adapt to climate change can have direct and indirect health co-benefits, from promoting active modes of travel which also reduce air pollution, to increasing our tree canopy and reducing the urban heat island effect. Efforts to tackle climate change, through sustainable living practices, represent one of the greatest opportunities to improve health this century.</p>
Preventing all forms of violence	<p><i>People feel safe, respected and live their lives free from violence.</i></p> <p>We all have a right to feel safe and respected, and to live our lives free from violence. Family violence has a profound impact on health and wellbeing with far-reaching impacts including deteriorated physical and mental health, loss of housing, loss or limited access to employment, precarious financial security, isolation and alienation of extended family/social support and, in extreme cases, death.</p>
Reducing harmful alcohol use	<p><i>People are supported and encouraged to make healthy choices to reduce harmful alcohol use.</i></p> <p>Alcohol-related harm is a significant preventable health issue. Drinking too much can lead to harmful short-term and long-term effects. It can have</p>

	negative impacts on a person's mental and physical health and their families and the broader community.
Increasing healthy eating	<p><i>Nutritious food is accessible to all with healthy choices supported and encouraged.</i></p> <p>Reduced fruit and vegetable intake is linked to a range of poor health outcomes and increased risk of non-communicable diseases. There are also significant co-benefits of increasing healthy eating, from improving mental and physical health to helping mitigate climate change.</p>
Increasing active living	<p><i>Physical activity is encouraged, supported and easily incorporated into daily life.</i></p> <p>Incorporating physical activity into each day is associated with and can prevent many non-communicable diseases such as heart disease, some cancers, diabetes, musculoskeletal conditions and depression. Increased physical activity is also a health co-benefit of taking action on climate change through reduced car dependency by engaging in active travel.</p>

Addressing health and wellbeing inequities

While a life-stage approach will be adopted to address the health priorities, it is also necessary to focus actions on the health inequities which are apparent in the wellbeing outcomes for particular population groups. Research conducted on disadvantage has identified these groups as including, but not limited to: older people living alone, sole-parent families, Aboriginal and Torres Strait Islander peoples, people with a disability, carers, young people who are disengaged from the workforce and learning, LGBTQIA+ community members, people with limited proficiency in English, people who are homeless and social housing tenants. This approach is supported by our wellbeing commitment set out in this Plan.

Each year, an annual action plan will outline how these health priorities will be implemented. Annual action plans and evaluation reports will be available online at <https://www.boroondara.vic.gov.au/about-council/council-administration/policies-plans-and-strategies/reports/boroondara-community-plan/our-health-priorities>.

Health indicators will be regularly updated and available at <https://www.boroondara.vic.gov.au/about-council/history-and-demographics/health-statistics/health-priorities-statistics>.

Implementing the Plan

Our integrated planning and reporting framework

As shown in Figure 3, the Plan directly informs Council's suite of strategic documents within our integrated planning and reporting framework.



Figure 3: Council's integrated planning and reporting framework

Our integrated planning and reporting framework includes our:

- ten year Financial Plan and 10 year Asset Plan, which detail our strategic planning and decision-making process for Council's future financial and asset resource allocation, mapped to the seven themes of the Plan
- adopted strategies, plans and policies which detail our medium term goals for specific service areas and how these goals will be delivered and measured. Future strategies, plans and policies will demonstrate a link to at least one of the Plan's themes. A list of publicly available policies, plans and strategies is available online at <https://www.boroondara.vic.gov.au/about-council/council-administration/policies-plans-and-strategies>
- annual budget (1 + 3 years) informed by our annual department Strategic Business Plans, which details the allocation of resources, services, initiatives, and associated performance indicators, mapped to the seven themes of the Plan
- monthly, quarterly and annual reporting to show progress on the delivery of these strategic documents, mapped to the seven themes of the Plan.

Each of these documents, where possible, aligns to the seven themes of the Plan, creating consistency and complete integration of the community's aspirations and priorities across our planning, budgeting, asset management and reporting.

This integrated planning and reporting approach provides a line of sight through every department in Council to achieve and report back on our community's vision and our wellbeing commitment. It enables our organisation, our community and our partners to adapt and prioritise strategies and actions, which are responsive to community needs and legislative changes, as they emerge and change over time.

Evaluating, refreshing and reporting on the Plan

In demonstrating our commitment to delivering on the Plan, our integrated planning and reporting framework involves comprehensive monitoring, reporting and evaluation of Council's performance.

This includes monitoring and reporting against the annual initiatives and strategic indicators to demonstrate progress against the Plan. The strategic indicators include outcome indicators, which assess the overall impact and achievement of the strategic objectives, and output indicators, which measure specific activities.

To ensure accountability and transparency, we will publish Council's financial and non-financial progress against the annual initiatives, strategic indicators, and other key performance indicators set by departments or required by legislation, including the Local Government Performance Reporting Framework (LGPRF) in the Quarterly Performance Reports (QPR) and Annual Report.

Health and liveability indicators will be monitored to track our community's health and wellbeing using local, regional and State level data in line with the Victorian Public Health Outcomes Framework. While Council has a limited service delivery role as it relates to health services, Council actively seeks to advocate to health agencies, State and the Federal Government regarding needed health and wellbeing services to meet the needs of the community. This data will be reported against annual health priority action plans, which can be found at <https://www.boroondara.vic.gov.au/about-council/council-administration/policies-plans-and-strategies/reports/boroondara-community-plan/our-health-priorities>.

The Plan sets a 10 year outlook and we will check in with the community at the end of each Council term (four years) to ensure alignment with new trends, demands and changes to government and community priorities. Council will use a deliberative engagement process to ensure we continue to reflect the aspirations and priorities of our community in all that we do.

Partnerships

Delivering the Plan together

Delivery of the Plan will require collaborative partnerships between Council and a range of stakeholders including community members and groups, service providers, local industries, peak bodies and associations, and State and Federal Government.

To support this approach, our partners will be able to work with us in a number of ways including partnering on regional working groups, and providing feedback and submissions on specific projects through public exhibition and consultation. Working together will ensure both Council and our partners have access to the best available information, and can coordinate our efforts to achieve the greatest impact.

In addition to these partnership opportunities, we will continue to convene the Boroondara Public Health and Wellbeing Advisory Committee, which will provide advice on the implementation of our Municipal Public Health and Wellbeing Plan. This will provide the opportunity for key stakeholders to identify areas for joint action and to provide advice about the implementation of community health and wellbeing actions. Key members of the advisory committee will be our health promotion funded organisations: Department of Families, Fairness and Housing, Department of Health, Access Health and Community, Inner East Primary Care Partnership, Women's Health East and Eastern Melbourne Primary Health Network.

Keeping in touch with the community

Our community plays a key role in the implementation of the Plan and will be able to have their say on the implementation of the Plan. Community participation is encouraged through a range of forums including advisory committees, and by participating in consultation activities on draft Council policies and strategies, some of which include infrastructure renewals, placemaking visions and plans, and structure plans.

We will provide opportunities for the community to provide feedback on our progress as we implement the Plan and to participate in consultation at the beginning of each Council term to ensure the Plan remains relevant.

We look forward to your continued involvement with the Boroondara Community Plan.

Councillors and wards

Each of the City of Boroondara's councillors represent one of our 11 Council wards. Our councillors have each been elected by members of the community for a four year term of office.



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Appendix 1 - Responsibilities under the Public Health and Wellbeing Act

The *Public Health and Wellbeing Act 2008* states a Municipal Public Health and Wellbeing Plan (MPHWP) must have regard to the Victorian Public Health and Wellbeing Plan 2019-23, and specify measures to prevent family violence and respond to the needs of victims of family violence in the local community. The *Climate Change Act 2017* also states Council must have regard to the potential impacts of climate change when preparing a MPHWP.

Through the implementation of the Boroondara Community Plan 2021-31, we will have regard to the strategic directions set out in the [Victorian Public Health and Wellbeing Plan 2019-2023](#) and will adopt the following components to address health and wellbeing:

- improvements at every stage of life
- place-based approaches
- promoting health and wellbeing outcomes and reducing inequalities, in particular through improving mental wellbeing, tackling climate change and its health impacts, preventing all forms of violence, reducing harmful alcohol use, promoting healthier eating and active living.

Council will also have regard to our responsibility in relation to climate change, to provide leadership and good governance, as set out in the section 17 of the *Victorian Climate Change Act 2017*. We will do this through the implementation of a large number of strategies which can be broadly captured by the following directions:

- protecting and preserving our trees, nature and open space
- showing leadership in reducing the environmental impact of our facilities and services
- supporting our community to reduce their environmental impact through reduced waste generation and diverting waste from landfill.

Council will also have regard to the recommendations of the Royal Commission into Family Violence by working with our community and partners to address and prevent family violence by:

- designing and supporting safe facilities and public environments for all
- promoting and supporting the participation of girls and women in all areas of community life, Council services and facilities through respectful and inclusive practices to improve equity
- creating strong neighbourhoods that promote respectful and supportive social connection
- ensuring Council services are equipped to respond, where appropriate, to all forms of family violence
- working with partners to address family violence and initiatives, which can contribute to a community that values equality and respect
- undertaking our requirements as per the *Gender Equality Act 2020* and in particular, the requirement to do gender impact assessments of all new policies, programs and services that directly and significantly impact the public, as well as those up for review.

Appendix 2 - Municipal Health and Wellbeing Plan summary

Strategies under all seven BCP themes will contribute to creating the conditions for community health and wellbeing. The below table highlights key strategies, which will directly contribute to each of the six health priorities.

BCP Theme	Key BCP strategy	Improving mental wellbeing and social connection	Tackling climate change and its impacts on health	Preventing all forms of violence	Reducing harmful alcohol use	Increasing healthy eating	Increasing active living
Theme 1: Community, Services & Facilities	1.1 Neighbourhoods and community spaces facilitate social connections and belonging by providing, maintaining and activating places for people to meet, organise activities and celebrate events.	✓	✓	✓	✓	✓	✓
	1.2 Health and wellbeing is improved through delivering, facilitating and advocating for services and programs that are accessible and affordable.	✓	✓	✓	✓	✓	✓
	1.3 Arts and culture are showcased by increasing opportunities to participate in artistic and cultural programming.	✓	✓	✓	✓	✓	✓
	1.4 Facilities and sports precincts encourage equal access through social planning, delivery, asset maintenance and renewal activities.	✓		✓	✓		✓
	1.5 Life-long learning is supported by delivering and working with our community and partners to meet the broad range of interests within the community.	✓	✓			✓	
	1.6 Residents and visitors feel safe in public spaces through encouraging local activity and creating and maintaining civic areas.	✓		✓			✓
	1.7 Community resilience, safety and public health are improved by working in partnership with community and government organisations.	✓		✓	✓		
Theme 2: Parks & Gardens	2.1 Parks and green spaces enable sport and recreation opportunities by maintaining and improving recreation spaces and equipment.	✓					✓
	2.2 Our sustainable urban forest is preserved and increased through managing and renewing our open space trees and understory growth.		✓				
	2.3 Parks and green spaces are accessible and appealing through maintaining, improving and increasing amenities.	✓					✓
	2.4 Green spaces are maintained and increased through management practices and investigating opportunities to acquire or modify existing land.		✓			✓	✓
	2.5 Playgrounds are engaging and safe by improving shading and renewing and diversifying equipment.	✓					✓

BCP Theme	Key BCP strategy	Improving mental wellbeing and social connection	Tackling climate change and its impacts on health	Preventing all forms of violence	Reducing harmful alcohol use	Increasing healthy eating	Increasing active living
Theme 3: The Environment	3.1 Community resilience and capacity to live sustainably is increased through advocacy, education and resources.	✓	✓			✓	
	3.2 The environmental impact of Council facilities and assets is further reduced through implementing sustainable practices.		✓				
	3.3 Municipal and household waste is reduced through initiatives to prevent, reduce, reuse and recycle.		✓				
	3.4 Trees and vegetation on private land are valued through promoting and encouraging our community to retain and enhance greenery.		✓				
	3.5 Our leafy streetscapes are maintained and improved through advocating for careful project planning by government and project authorities, supported by the increased planting of resilient species.		✓				
	3.6 Our biodiversity is conserved and maintained through improving the way we manage our diverse plants, animals and natural spaces.		✓				
Theme 4: Neighbourhood Character & Heritage	4.2 The history of Boroondara's heritage places is respected and celebrated through community education.	✓					✓
	4.4 New development positively contributes to amenity and liveability through design excellence.	✓					✓
Theme 5: Moving Around	5.1 Safe roads and footpaths are provided through proactive maintenance, renewal and community education.						✓
	5.3 Shared paths and footpaths are fit-for-purpose through continued improvements to surface condition and lighting.			✓			✓
	5.4 Off-road bike paths and on-road cycling lanes are interconnected and safe through expanding access and infrastructure for cyclists.		✓				✓
	5.5 Sustainable transport use is encouraged and supported through delivery of green travel programs and advocacy to State and Federal Governments.		✓				
	5.6 Emerging transport options including e-mobility are planned for by exploring initiatives that increase safety and public confidence in e-mobility use and infrastructure.		✓				
Theme 6: Local Economy	6.3 Shopping centres and strips are hubs of community activity through activating local shopping precincts.	✓					
	6.5 Local visitation is increased through showcasing and promoting local shopping and attractions.	✓					✓

BCP Theme	Key BCP strategy	Improving mental wellbeing and social connection	Tackling climate change and its impacts on health	Preventing all forms of violence	Reducing harmful alcohol use	Increasing healthy eating	Increasing active living
Theme 7: Leadership & Governance	7.2 Resources are responsibly allocated and used through sound financial and asset planning, procurement and risk management practices.					✓	
	7.4 The voices of our community are heard through engagement strategies to allow effective representation on current and long-term community needs.	✓					
	7.8 Celebrate and recognise Aboriginal and Torres Strait Islander cultures, knowledge and heritage through implementing initiatives in partnership with our community and stakeholders.	✓					

Attachment 2: Boroondara Community Plan 2021-31 feedback summary and Council response

How to read this table:

Column 1: Feedback item number and name. Where names are withheld, this has been at the submitter's request.

Column 2: Feedback. Where feedback covers multiple topics, these have been responded to separately. Where a submission included extensive background commentary, excerpts which highlight the key points relating to the Boroondara Community Plan have been included below alongside the relevant response.

Column 3: Directorate(s). The relevant Directorate to provide a response to the feedback item.

Column 4: Relevant theme(s). The most relevant themes or component of the Plan are listed.

Column 5: Council response. Includes detail of Council response to the submission and proposed changes to the Boroondara Community Plan 2021-31 (the Plan).

Feedback item number and submitter name (where provided)	Feedback	Directorate(s)	Submission refers to	Council response
1. Rosie Ganino (Ref: 5803)	Climate change. Nowhere near strong enough on Climate.	Places & Spaces	Theme 3	Theme 3 of the Boroondara Community Plan 2021-31 recognises Council's commitment to action on climate change and this is further articulated in the Climate Action Plan .
2. Paul Dover (Ref: 5804)	Traffic management in Canterbury. Good but very generic. As a resident of Maling Road I notice 'through' traffic is increasing consistently. It appears to come from Canterbury Road so traverses the main shopping/cafe strip. I know it is a 40kph zone and there is a sort of 'speed hump', but it is still a concern. I am wondering if Council has entertained the simple and low cost option of making this strip (between Canterbury Rd and Scott St) a pedestrian mall? Thanks, Paul	Places & Spaces	Theme 5	Theme 5 of the Boroondara Community Plan 2021-31 recognises Council's role in relation to traffic management and as it is Council's key strategic document it does not provide details on specific projects. However, as part of the Maling Road Place Plan, recommendations include reconfiguring Maling Road to one way between Canterbury Road and Bryson Street (southbound direction) with pavement upgrades and safer pedestrian crossings including removal of some parking to create wider footpaths. The final design and implementation of the streetscape, including the level of car parking removal, will be determined following further consultation with traders, stakeholders and the community. A pedestrian mall would create access difficulties for shoppers and visitors to the centre including deliveries as well as significantly distributing traffic to Wattle Valley Road. The one way proposal was considered to be the most suitable in achieving safety, access, streetscape and other place making initiatives.
3. Alan Wilson (Ref: 5805)	Tree management. Overall good. A couple of implementation comments: 1. Trees. Hopefully we all agree that trees contribute to a pleasant environment, encourage birds/wildlife, and are also utilitarian by providing shade and being natural 'air conditioners'. Many new developments seem to 'clear fell' a block and the subsequent dwelling(s) leave no space for decent sized trees. It would be good if every house block had to grow one or two decent trees. Council could possibly contribute to the continuing upkeep of old, high cover trees rather than leave the cost of something which benefits the community in general to the single rate payer with the tree(s).	Urban Living	Theme 2 Theme 3 Theme 4	The importance of trees is recognised in Themes 2 and 3 of the Boroondara Community Plan 2021-31. Boroondara is also one of a small number of councils to have enacted a tree Protection Local Law. The Local Law requires owners to obtain a Local Law permit before removing trees over a specified size. The Local Law also provides for the protection of significant trees which have been identified throughout the municipality. Whilst we provide free arboricultural advice regarding trees on our significant tree register, Council does not provide funds to owners to maintain private property.

Attachment 2: Boroondara Community Plan 2021-31 feedback summary and Council response

Feedback item number and submitter name (where provided)	Feedback	Directorate(s)	Submission refers to	Council response
	<p>Solar access regulation.</p> <p>2. Access to the northern sun. (1 above would need to be implemented with this in mind.) It would be good if every dwelling was guaranteed access to the northern sun. In winter this means passive heating is possible. For the whole year it enables members of Boroondara (ha! your spell checker does not include our council!) to contribute to lessening the human impact on the earth by the installation of solar PVs and/or solar HWSs.</p>	Urban Living	Theme 4 Theme 3	Theme 5 of the Boroondara Community Plan 2021-31 recognises the importance of appropriate, well-designed development. In relation to solar access regulations, the State government sets standards in planning schemes and the Victoria Building Regulations to allow adequate solar access to north facing habitable room windows.
4. Margaret O'Connor (Ref: 5806)	<p>Addressing climate change in relation to parks and green spaces.</p> <p>While there is a connection in Theme 3 between the environment & climate, protecting green spaces & parks (Theme 2) needs a note about their role in climate change, by cooling the area and providing green coverage for photosynthesis.</p>	Places & Spaces	Theme 2 Theme 3	The link between Theme 2 and Theme 3 is recognised, however duplication in the Boroondara Community Plan 2021-31 has been avoided as much as possible.
5. Submitter 5 (Ref: 5807)	<p>Community vision.</p> <p>I understand the "sustainable" part in the summary description (sustainable and inclusive) but I don't understand the "inclusive" part. The information says that community members were concerned about looking after the disadvantaged, so I would understand "concerned" instead of "inclusive"? But on another page it says that 52% of people say "this is a close knit neighbourhood" compared to 59% of Victorians, which would say to me that we are less inclusive & connected than other parts of Victoria. If it's going to be "sustainable and inclusive" it would be great to understand why this is the tagline. It just doesn't feel like the story fits the tagline at the moment. Thanks.</p>	Community Support	Theme 1 Community Vision	<p>The purpose of the community vision statement in the Boroondara Community Plan 2021-31 is to:</p> <ul style="list-style-type: none"> describe the community's aspirations for the future of the municipality stretch our thinking and be authentic and meaningful to the community and Council, while also being memorable and easy to communicate; and guide Council's decision-making to achieve our community's aspirations. <p>Our community's vision statement - "a sustainable and inclusive community" reflects what our community told us about their aspirations for Boroondara, over two stages of consultation. Broadly, we heard over the next 10 years, environmental sustainability is important to our community and they greatly valued our unique parks and green spaces. We heard it is important that both our community and Council cares for all community members, to foster inclusivity and social connection.</p> <p>Data from 2016 indicates, just over half of our residents (52%) feel they live in 'a close knit neighbourhood.' However, we heard from residents that particularly since the pandemic, our community are looking to connect with their neighbours. This was reflected in responses to the broad community survey undertaken between December 2020 and January 2021, as well as in response to the community health and wellbeing survey undertaken in November 2020.</p> <p>Furthermore, during the Boroondara Conversations workshops, residents expressed a strong desire to see a future state of Boroondara, which is socially connected and inclusive. Using the word "inclusive" in the vision statement will ensure our community's goal for social connection and belonging will guide Council's decision-making over the next ten years.</p>
6. Paul Nieuwenhuizen (Ref: 5810)	<p>Tree management on private land.</p> <p>Strategy 3.4 - Protect and increase canopy tree cover on private land to maintain neighbourhood character and amenity. Sounds good, but so many properties have and continue be totally cleared of all greenery and replaced with fence to fence buildings, leaving no space for an effective garden.</p>	Urban Living	Theme 3	The importance of trees is recognised in Themes 2 and 3 of the Boroondara Community Plan 2021-31. Boroondara is also one of a small number of councils to have enacted a tree Protection Local Law. The Local Law requires owners to obtain a Local Law permit before removing trees over a specified size. Whilst the purpose of the Local law is to ensure the established treed character of Boroondara is maintained, Council is required to assess the structure health and safety of trees which may justify their removal. Where possible, Council requires replacement tree planting. Standards regarding the siting of building and their size are largely set by the State government. Council has previously advocated to amend these standards, however, this has not led to changes to date.

Attachment 2: Boroondara Community Plan 2021-31 feedback summary and Council response

Feedback item number and submitter name (where provided)	Feedback	Directorate(s)	Submission refers to	Council response
7. Benjamin Dickson (Ref: 5811)	Maintaining and improving biodiversity. In maintaining and improving biodiversity, please plant only native trees and plants. Discontinue planting non Australian natives even on nature strips and particularly in the parks.	Places & Spaces	Theme 3 Theme 2	The importance of trees and plants on the biodiversity of the municipality is recognised in Themes 2 and 3 of the Boroondara Community Plan 2021-31. There are diverse opinions on species selections ranging from all indigenous to all exotic. Council currently utilises a combination of species, both native and exotic, and selects individual trees for their site suitability and in accordance with neighbourhood character.
8. Kenneth Millstead (Ref: 5812)	Planting for shade on busy roads. One addition I would like to see: The tiny decorative trees lining our busy roads and intersections provide no shade. Walking down Burke Road on a summers day is stifling, many degrees hotter than necessary. Please give us real trees in these places.	Places & Spaces	Theme 2	The importance of trees is recognised in Themes 2 and 3 of the Boroondara Community Plan 2021-31. Increasing tree canopy cover is a priority for Council and targets are being set through the Climate Action Plan . Further work will also be undertaken to develop an Urban Greening Strategy for Boroondara to help guide action across the municipality, including along our busy roads and intersections.
9. Esther Anderson (Ref: 5813)	Providing public toilets near playgrounds. I'm hoping that the plan to engage the community includes public toilets in parks that have playgrounds. In particular, Lyndon Park. Many times I've been asked by elderly people with their grandkids, if there's a toilet nearby. (There isn't, because the sports pavilion toilets are nearly always closed). The toilet at Coopers Reserve is great, but too far for little kids and elderly people to walk from Lyndon park.	Places & Spaces Community Support	Theme 1 Theme 2	The importance of maintaining, improving and increasing amenities, such as toilets in parks, is recognised in Theme 2 of the Boroondara Community Plan 2021-31. The Lyndon Park Pavilion renewal is scheduled for renewal in 2022-23 and will include an external unisex public toilet, consistent with Council's Development and Funding of Community Pavilions - Sports & Recreation Policy . The new toilet will be open to the public from dawn to dusk and support all park users.
10. Richard Hill (Ref: 5814)	Measuring biodiversity. If biodiversity is an objective, it should be measured. Community members like myself would happily contribute to bird of butterfly counts, species identification in their garden or neighbourhood and so on. Such activity would also promote community awareness of the issue of biodiversity.	Places & Spaces	Theme 3	The important role of maintaining and conserving our biodiversity is recognised in Theme 3 of the Boroondara Community Plan 2021-31 and detailed reporting on biodiversity is considered through Council's Urban Biodiversity Strategy . A new implementation plan and targets is due to be created this financial year.
11. Submitter 11 (Ref: 5815)	Resource allocation. In providing services it is essential that allocation of funds and work is proportional to the percentage of the population affected and that excessive amounts are not allocated to fringe minorities.	Places & Spaces	General	Council is committed to ensuring resources are responsibility allocated and used through Theme 7 of the Boroondara Community Plan 2021-31. In setting Council's Annual Budget, Council considers all services and respective service levels from a value for money perspective having regard to the community benefit they provide. It is not practical or realistic to allocate Council funding on a basis that is proportional to those who use these services. For example, the maternal and child health service supports far fewer community members than our library services but both are essential to community wellbeing. Council cannot decide to exclude a certain number of new babies from the maternal and child health service because a proportionate allocation of funds produces this result.

Attachment 2: Boroondara Community Plan 2021-31 feedback summary and Council response

Feedback item number and submitter name (where provided)	Feedback	Directorate(s)	Submission refers to	Council response
	<p>Road and path management.</p> <p>Also, there is a reference to provision of projects and facilities. This is an area where major improvement is needed as in the past few years the Council has been incredibly wasteful in doing jobs twice over; executing unneeded changes; letting outside contractors recommend actions and spend money where it is not needed - for example the resurfacing of Fairholm Grove road service which was in good condition and not fixing the footpath which was what was needed. Also the changes at the corner of Station and Prospect Hill Road which created safety problems and no longer adequately controls traffic movement and facilitates illegal Right Hand Turns into Prospect Hill Road. Council needs to employ their own experienced professional engineers.</p>	CFO	Theme 7	<p>Council's role in managing roads and paths is recognised in Theme 5 of the Boroondara Community Plan 2021-31 and in particular through the following strategic objective and strategy:</p> <ul style="list-style-type: none"> Strategic Objective 5: Travel options are safe, efficient and accessible, with active and public transport encouraged Strategy 5.1: Safe roads are provided through proactive maintenance, renewal and community education. <p>Council is guided by condition ratings and inspections for road resurfacing, road refurbishment and footpath works. Fairholm Grove was funded under the road resurfacing program.</p> <p>Council has experienced engineers for the design and delivery of projects including road infrastructure improvements. The intersection of Prospect Hill Road and Station Street was reconfigured in 2014 to improve the level of safety and access for pedestrians and motorists. Refinements to the linemarking were also undertaken in 2014 following the reconfiguration. Previously the intersection was an accident blackspot location. Since the reconfiguration, the intersection is no longer an accident blackspot location.</p>
	<p>Trees on private land.</p> <p>For trees on residential sites, Council should also be planning and delivering, not just partnering.</p>	Urban Living	Theme 4	<p>Trees are a major part of the Boroondara landscape. They offer us many benefits, such as helping to cool air temperatures in hot weather, increasing property values, providing privacy and contributing to biodiversity. These important roles of trees are recognised in Themes 2 and 3 of the Boroondara Community Plan 2021-31. In addition, Council's Tree Protection Local Law protects significant trees and canopy trees across the municipality, including on residential sites.</p>
<p>12. Steph Luxmoore (Ref: 5816)</p>	<p>Cycling infrastructure.</p> <p>I'm pleased to see cycling details included against the Moving Ahead theme in the Plan.</p> <p>However there's little to address bike paths with non-recreational intent. While you can cycle in via the Anniversary Trail, for example, to get to a different suburb, once there navigating busy roads to the main community areas is dangerous. Getting to these dedicated bike paths is dangerous. Often children's schools aren't located off these trails. Has there been any consideration given to roads that provide connectivity between main community hubs such as Burwood road? Getting from Camberwell Junction to Hawthorn (Glenferrie) isn't a safe ride and is only accessible in part via the bike paths in the Plan. Each connection requires extensive on-road cycling without clear cycling paths indicated on roads.</p> <p>I had hoped this council would look to others like Yarra City Council who have dedicated funds to improving on-road cycling infrastructure. If that pandemic has taught us anything it's that activities such as cycling offer great exercise as well as transport options.</p> <p>Could you please confirm whether there's any intent to improve cycling infrastructure other than already dedicated cycling paths?</p>	Places & Spaces	<p>Theme 5</p> <p>Theme 2</p>	<p>The Boroondara Community Plan 2021-31 includes a strategy which recognises the importance of on road cycling lanes that are connected and safe, namely:</p> <ul style="list-style-type: none"> Strategy 5.4: Off-road bike paths and on-road cycling lanes are interconnected and safe through expanding access and infrastructure for cyclists. <p>Council's Budget for 2021/22 includes a specific allocation for 'Safe on Road Bicycle Lanes' at \$200,000 with foreshadowed funding of equivalent amounts for the next three financial years.</p> <p>This funding is directed towards Council's local roads for new on road cycling infrastructure as well as improvements to existing on road cycling infrastructure. For main roads under the control of the Department of Transport (DoT), Council's role is to advocate for new and improved infrastructure, noting these improvements would be delivered by the DoT.</p> <p>Council's Bicycle Strategy is also under review to drive the development, improvement and expansion of Boroondara's bicycle network within a 10-year period. On road cycling infrastructure will be a key focus in the strategy.</p>
<p>13. Denis Fitzgerald (Ref: 5817)</p>	<p>Noting religious affiliation.</p>	Community Support	Health and wellbeing	<p>Council recognises the important role religious and faith-based organisations play in contributing to the wellbeing of our community. As the Boroondara Community Plan 2021-31 is Council's key strategic document, it does not capture all the groups and organisations Council works with to promote health and</p>

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	<p>Thanks for the opportunity to contribute. I welcome the work that has gone into the document, and the consultative process.</p> <p>There is no mention of faith or religion in the draft. This seems to be an omission, given the large number of residents involved in faith-based communities, and the relevance of those communities to the wellbeing of members and of the community more generally.</p> <p>I recommend the insertion of a further dot point under 'health and wellbeing' on page 21:</p> <ul style="list-style-type: none"> • work with the wide range of religious communities and faith-based organisations within the municipality to facilitate their contribution to the general wellbeing of our community 			<p>wellbeing as this content is captured in other plans, strategies or policies of Council, which are informed by the Plan. One of these documents is the Boroondara Multicultural Action Plan 2019-23, which is Council's overarching commitment to supporting, promoting and celebrating our increasingly culturally diverse population.</p> <p>Existing actions in the Boroondara Multicultural Action Plan 2019-23 support the feedback namely, 'To convene the Boroondara Interfaith Network and work with its members to hold events for all the community to promote harmony and social cohesion'. Furthermore, our work with religious and faith based communities forms part of our wellbeing commitment on page 16 of the Boroondara Community Plan 2021-31 which "implies a focus on equity – fair access to resources – so community members of all ages, genders, sexualities, religions, backgrounds, locations and abilities have the same opportunities to achieve good health and wellbeing".</p> <p>The following change is proposed to the Plan 2021-31:</p> <ul style="list-style-type: none"> • Include the following statistic in the community snapshot on page 8: 54% of residents have a religious affiliation.
14. Elizabeth Connell (Ref: 5819)	<p>Length of document.</p> <p>Very long. Have read the main ideas and would/will have to spend ages reading the full content, however this is only a draft so what actually happens is another thing!</p>	Community Support	General	The submitter's comments are noted.
15. Josie McCarthy (Ref: 5820)	<p>Bicycle infrastructure.</p> <p>Looks good. Please increase the visibility of the need for a bicycle path connecting Box Hill to Hawthorn Station through the plan</p>	Places & Spaces	Theme 5	<p>Theme 5 of the Boroondara Community Plan 2021-31 recognises Council's role in relation to bicycle paths and as it is Council's key strategic document it does not provide details on specific projects. However, the need for the Box Hill to Hawthorn Strategic Cycling Corridor is reflected in Council's Bicycle Strategy and has been raised strongly through community consultation for the new Bicycle Strategy currently under development.</p> <p>Council officers have been working with the Department of Transport for a safe, connected, direct and accessible path along the railway corridor.</p> <p>Council has also allocated funding during 2021/22 for feasibility studies to examine specific sections of the corridor in Hawthorn (Power Street to Glenferrie Road including options under Power Street and over Glenferrie Road) and in Camberwell (Burke Road to Stanhope Grove including options under Stanhope Grove).</p> <p>Subject to approvals, it is intended these feasibility studies be put to the State Government for funding approval and delivery.</p> <p>The Box Hill to Hawthorn Strategic Cycling Corridor is aligned with the following Boroondara Community Plan 2021-31 strategy 5.4:</p> <ul style="list-style-type: none"> • 'Off-road bike paths and on-road cycling lanes are interconnected and safe through expanding access and infrastructure for cyclists'.
16. Submitter 16 (Ref: 5821)	<p>Tree management.</p> <p>3.4 No strategic indicator for achieving this objective. Trees are being cut down on private land, eg 32 Leura Grove Hawthorn East, 1m diameter cut down 26 Aug.</p>	Urban Living	Theme 4	<p>The importance of trees is recognised in Themes 2 and 3 of the Boroondara Community Plan 2021-31. Council commissioned a report in 2017 on changes to tree canopy cover across the municipality over a 10 year period. The assessment found tree canopy cover in Boroondara increased from 24.3 per cent to 25.0 per cent between 2006 and 2016.</p> <p>Additionally, increasing tree canopy cover is a priority for Council and targets are being set through the Climate Action Plan.</p>

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	<p>Design excellence regulation.</p> <p>4.4 No strategy to ensure the objective of design excellence. Huge, ugly houses taking up most of the block are being erected in Hawthorn East, eg top of Leura Grove, after block is cleared. This is severely impacting streetscape and character.</p>	Urban Living	Theme 4	<p>Most single dwellings do not need Council approval. There is no opportunity for Council to influence the design where a planning permit is not required. The siting of dwellings, including the site coverage, permeability and setbacks are subject to the standards set by the State Government in the Victoria Building Regulations. Council has advocated to the State Government for additional controls over single dwellings, but unfortunately the State Government has not been prepared to change legislation.</p> <p>Council's role in advocacy is outlined under strategy 4.5:</p> <ul style="list-style-type: none"> Better development outcomes are achieved through advocacy to State Government and industry bodies for changes to planning controls and policies.
<p>17. Submitter 17</p> <p>(Ref: 5823)</p>	<p>Playground design.</p> <p>Boroondara have some of the worst playgrounds in Australia.</p> <p>Playgrounds at councils all over the country are getting renovations including:</p> <ul style="list-style-type: none"> - secure fencing with childproof gates - interesting and modern structures created with natural materials <p>The following statement in the community plan is fundamentally flawed:</p> <p>2.5 Playgrounds are engaging and safe by improving shading and renewing and diversifying equipment.</p> <p>1. Playgrounds are engaging where natural materials and good playground designers are used (not off the shelf designers without a track record in excellent playground design but a history of buying stock equipment and simply providing the council with mock ups of variously painted stock play equipment).</p> <p>2. Playground safety is improved by installing childproof fencing around the play area. This is becoming standard across the country.</p> <p>***Please stop employing playground designers who are stuck in the 1990s.***</p> <p>Please survey who is currently designing the best playgrounds and use those people.</p> <p>For example: Royal Park Nature Playground Quarries Park Playground Wooden playgrounds within Camberwell Primary School Artplay Playground Bollygum Park Playground Valley Reserve SPARC Playgrounds around Little Bay NSW</p>	Places & Spaces	Theme 3	<p>Strategy 2.5 within the Boroondara Community Plan 2021-31 sets the outcome Council is seeking to achieve over the next four years, rather than a statement of current state. Council's Playground Strategy guides the development of playgrounds and is due for review to ensure we are meeting current standards and expectations. For each site, Council engages with the local community to hear their views and input into the design process to ensure each playground responds to community expectations.</p>
<p>18. Kerry Angwin</p> <p>(Ref: 5824)</p>	<p>Engagement and recognition of Traditional Owners.</p> <p>Descriptive reference is given to Aboriginal people, & intention to partner. What is utterly - so obviously - missing, especially having upfront acknowledged the origin of the word</p>	Community Support	Theme 7	<p>Council is committed to working with the Traditional Owners, the Wurundjeri Woi-wurrung peoples, and this commitment is captured in Strategy 7.8 - Celebrate and recognise Aboriginal and Torres Strait Islander cultures, knowledge and heritages through implementing initiatives in partnership with our community and stakeholders.</p>

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	'Boroondara' is active commitment and strategy to work with Traditional Owners to look after the land and physical environment that is the geography of Boroondara. We all live on Aboriginal land and we need to not just acknowledge this, but own that we do - care for it. Why is this absent? Does the Council not have an advisory group of Traditional Owner representatives? Why not?			<p>Council is also currently in the process of developing a draft Boroondara Reconciliation Strategy, which will be out for public exhibition later this year. The Strategy will include a four-year action plan for reconciliation in the municipality and set a clear roadmap for implementing reconciliation initiatives in collaboration with Aboriginal and Torres Strait Islander peoples and the broader community.</p> <p>As part of the process of developing and implementing the Strategy, Council is meeting regularly with Wurundjeri Woi-wurrung Elders and staff to seek their input into the Strategy. The Wurundjeri Woi-wurrung Elders and staff will also regularly attend an Internal Advisory Committee which is being formed to oversee the Strategy.</p> <p>The actions Council will undertake in partnership with the Wurundjeri Woi-wurrung will be captured in the draft Boroondara Reconciliation Strategy.</p>
19. David Lightfoot (Ref: 5825)	Structure of the Plan. Thanks for the opportunity to comment on the plan. I would make the following suggestions. 1. That the themes are ordered from most important (according to respondents) to least (e.g. Parks & green spaces first)	Community Support	General	<p>While we received feedback from the community as part of the consultation to renew the Boroondara Community Plan 2021-31, the themes were not included in any particular order. They are, however, consistent with the theme order from the Boroondara Community Plan 2017-27. The reason they have not been ordered by ranking is that Council sees them all as important. Under each theme there are essential services, programs and policies that together shape our community, neighbourhoods and City, contributing to overall community health and wellbeing.</p>
	Indicators. 2. That specific goals/KPIs & aspirations be listed rather than the current non-specific. For example, what actual "annual percentage increase of tree cover on Council managed land" are you aiming for? Without an actual increase to aim for there will be no driver to improve. Similarly there is no sustainability goal for council buildings etc, just a mediocre phrase "build the capacity of Council to integrate environmentally sustainable approaches into our buildings". You need to have a goal like. "By the end of the decade Council will have world leading sustainable building practises based on [Appropriate benchmarking]". Similarly there needs to be a statement of emission reduction with a goal date for net zero emissions. Without actual goals the plan is just non-binding aspiration without a hope of actually coming about. There are a number of Indicators that were put forward at the community forums that do not appear in the plan. Please go through the notes from these important meetings & add them in. Some include; Revegetation with indigenous flora of grassed areas in linear parks (e.g. out circle trail, anniversary trail etc); INCREASE (not just maintain) and manage biodiversity through increased wooded and forested areas; encourage uptake of EV/zero emission vehicles through charging infrastructure & discounts on rates/parking etc.; significant increase in availability of electronic books in libraries such that they match or overtake the physical catalogue by the end of 2025; Encourage use of council owned leisure and aquatic facilities by subsidising resident access fees, allowing family memberships & free entry for pensioners and health care card holders.	Customer & Transformation Places & Spaces Community Support	Theme 3	<p>The Boroondara Community Plan 2021-31 outlines seven strategic objectives which highlight the outcomes the community are seeking to achieve over a 10 year horizon. For each strategic objective, a set of strategies define how Council will deliver the outcomes within the strategic objectives over a four year period. Additionally, the Plan contains a set of strategic indicators designed to measure implementation of each of the seven strategic objectives.</p> <p>The implementation of the Plan's four year strategies will be reflected in the form of annual initiatives in Council's Annual Budget documents each year and will include detailed funding requirements for each action. The budget sets forecasts for each of the strategic indicators and is reviewed and prepared annually to ensure contextual factors are taken into consideration when prioritising annual initiatives.</p> <p>To ensure accountability and transparency, Council's financial performance against the Annual Budget, and non-financial progress against the strategic indicators contained within the plan, is reported on throughout the year through the Council's Quarterly Performance Reports and Annual Report which are made publicly available.</p> <p>Council's series of adopted strategies, plans and policies detail Council's medium term goals for specific service areas and how these goals will be delivered and measured. In prioritising the strategic objectives and strategies in the Boroondara Community Plan 2021-31, Council has reviewed all of the content from the deliberative engagement process alongside the internal and external environments in which we operate now and into the future and the content contained within our adopted strategies, policies and plans.</p> <p>In relation to the specific suggestions, Council is confident that these are addressed through Council's suite of strategic documents or operational mechanisms:</p> <ul style="list-style-type: none"> • Council's goals on sustainable buildings are included in the Climate Action Plan and delivery is supported through the implementation of the Sustainable Buildings Policy. • Council has set targets for emission for both its operations and those of the whole community in the Climate Action Plan with net zero emissions to be achieved by Council in 2022. • Council's Urban Biodiversity Strategy sets the direction on revegetation with indigenous flora with a target of increasing the area managed for its biodiversity values by 1ha each year. • Council's position and intent for action on electric vehicles are covered in the Climate Action Plan. • Council Library Services, is committed to supporting the changing needs of the Boroondara community. At present, approximately 65% of the budget is allocated to print and audio visual items and 35% committed to e-books, audio-books, e-magazines and e-resources. Council anticipates

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	I look forward to seeing then next draft.			<p>these figures will continue to change as the demand for electronic books and general e-resources increase in future.</p> <ul style="list-style-type: none"> The YMCA operates Boroondara's Leisure and Aquatic Facilities (BLAF) and has a range of affordable options. This includes reduced rates for means tested concession card holders or specific memberships to suit older adults, including reduced pricing for off peak access.
20. Submitter 20 (Ref: 5826)	<p>Rates.</p> <p>Lower rates.</p>	CFO	Theme 7	<p>Council is committed through Theme 7 of the Boroondara Community Plan 2021-31 to ensuring decisions are financially and socially responsible through transparent and ethical processes. Boroondara City Council, like all Victorian councils, needs to balance the needs of its residents for ongoing local government service provision and infrastructure whilst keeping rates as low as possible to achieve this outcome. Council is satisfied that current 2021-22 Annual Budget achieves this balance, as much is practicably possible in this current environment which is heavily impacted by COVID-19.</p> <p>Council has stewardship over more than \$3.6 billion dollars of community assets such as roads, footpaths, drains, public open space, and public buildings used by the community groups and residents. Maintaining these assets on behalf of the community is a significant financial commitment. In addition, Council provides services to the community such as five libraries and four recreation centres in addition to immunisation services, maternal and child health and home and community care to name but a few of the many services. These services are highly valued by the residents with millions of visitations to our Council facilities and hundreds of thousands of contact hours with individual members of the public each year. Council seeks to continually increase the quality and efficiency of the services it provides in order to ensure the services provided are Best Value for Boroondara residents.</p> <p>The COVID-19 pandemic made 2020 a challenging time for Boroondara residents, businesses, community groups and the wider community. Despite the challenges of the pandemic, Council will continue to deliver what it promised, while balancing the needs of our diverse community into the future.</p> <p>COVID-19 has had a significant impact upon Council's resources. For the first time in its history, Boroondara City Council was in deficit for the 2020-21 year. While there is a clear and responsible path to recovery, the total estimated net loss of \$28 million (over financial years 2019-20 and 2020-21) creates a challenging circumstance for Council. As our population grows, the demand for services increases and the impact of the State Government's rate cap makes no allowance for this.</p> <p>It should be noted Council has complied with the State Government rate capping since its introduction in 2016 and the rate increase applied in 2021-22 was an historic low of 1.50% It should be noted the state government does not apply such a limitation to its own sources of revenue because the reality is that a revenue cap applied indiscriminately will have long term impacts on the capacity for governments at any level to respond to changing community needs and expectations, let alone a changing financial/economic environment.</p>
	<p>Schools.</p> <p>Investment and support for local schools.</p>	Community Support	Theme 1	<p>Investment in schools, including government, Catholic and independent schools, rests within the responsibility of their respective governing bodies and the Victorian Government.</p> <p>Council delivers supports to schools through a variety of child and youth development programs. This includes programs funded by the Victorian Government, such as the School Focused Youth Service.</p>
	<p>Waste management.</p> <p>Improve current rubbish collection frequency.</p>	Places & Spaces	Theme 3	<p>Theme 3 of the Boroondara Community Plan 2021-31 recognises Council's role in relation to waste management. With the introduction of Food Organics and Garden Organics (FOGO) Council considered a number of options for waste collection frequencies. The weekly FOGO and recycling collection and fortnightly garbage collection have seen waste diversion rates consistently at 70%, which is industry leading.</p>
	<p>Density.</p> <p>Slow high density development.</p>	Urban Living	Theme 4	<p>Council's commitment to protecting heritage, respecting neighbourhood character and facilitating appropriate development is outlined in Theme 4 of the Boroondara Community Plan 2021-31 and Council's planning policy. However, State government planning policy seeks to increase housing opportunities in middle ring suburbs to address the unsustainable outward growth of Melbourne. Council is required to apply</p>

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				this policy. Our local planning policy directs higher density development to activity centres and main roads, away from our quiet residential streets. Council has succeeded in having over 90% of the municipality included in the Neighbourhood Residential Zone, which is the most restrictive residential zone available to apply. This zone discourages larger apartment style development.
21. Kellie Johnston (Ref: 5827)	Climate change. I was disappointed that there was no target to net zero emissions for our community in response to the immediate threat of climate change. The environmental targets were vague, weak and underwhelming.	Places & Spaces	Theme 3	Theme 3 of the Boroondara Community Plan 2021-31 recognises Council's role in relation to climate change and as it is Council's key strategic document it does not provide all the details on specific projects/targets. However, Council's commitment to action on climate is articulated in the Climate Action Plan .
22. Robert Djundjek (Ref: 5831)	General feedback, including Council's COVID response. This is a completely ineffective way to provide feedback: - the document is very difficult to digest & there is/are no clear priority/ies especially during a pandemic for all ratepayers - COVID is only mentioned 3 times in the document - this would suggest the council is completely out of touch with how the future might look - where is the complete SWOT analysis to identify the needs taking into account all threats - all major projects & spend don't take into account that we be able to gather outdoors let alone indoors without major restrictions for sometime - there is no cost saving measure considered in all of the above especially when all resources/projects won't be able to be utilised & staffing needs to reconsidered across all council areas - many ratepayers are doing it very tough during COVID - this isn't even considered & there is no proposed relief to be passed onto ratepayers at a time there has been significant saving for the council - there should be an urgent survey of ratepayers on what do they value the council delivers everyday - etc, etc	Community Support Customer & Transformation	General Theme 1 Theme 7	<p>Opportunities to participate in the community consultation for the development of the Boroondara Community Plan 2021-31 were widely promoted and distributed through the community and to relevant networks and organisations. Over 4,700 members of the community participated in the stage one survey seeking to understand what is important to our community. In stage two, 149 residents took part in the Boroondara Conversations workshops from across our community. Additionally, Council heard from young people, local traders and business owners, and health and wellbeing stakeholders in more targeted workshops to ensure views from across our community were represented to guide the our community vision and Council's priorities for the next 10 years. A diversity of views and feedback gathered across these two stages was analysed, with input from Council officers to take into account other relevant operational data and considerations. The result of this extensive process is a Plan, which reflects in-depth engagement with our community and their priorities.</p> <p>Based on the outcomes of this process, the Plan outlines objectives and strategies that the community has engaged with Council to define and prioritise. These objectives and strategies highlight the outcomes the community are seeking to achieve over a 10 year horizon and how Council will deliver these outcomes over a four year period. In prioritising these strategies, the community and Council considered the external and internal environments in which we operate now and into the future. The implementation of these strategies will be reflected in the form of annual initiatives in Council's Annual Budget documents each year and will include detailed funding requirements for each action. The budget is reviewed and prepared annually to ensure contextual factors are taken into consideration when prioritising annual initiatives.</p> <p>Council acknowledges the COVID-19 pandemic is a challenging time for Boroondara residents, businesses, community groups and the wider community. Despite the challenges, we are committed to continue to providing support to our communities to prepare for, respond to and recover from COVID-19. Council has activated various relief and recovery responses in line with our Municipal Emergency Management Plan and Pandemic Plan. A \$4.5 million financial assistance package continues to provide tangible support to residents, businesses and community groups during COVID-19. This package contains a range of initiatives, including the waiver of various types of permit fees. Ratepayers are able to seek assistance through Boroondara's existing Financial Hardship Policy.</p> <p>COVID-19 has had a significant impact upon Council's resources. For the first time in its history, Boroondara City Council was in deficit for the 2020-21 year. While there is a clear and responsible path to recovery, the total estimated net loss of \$28 million (over financial years 2019-20 and 2020-21) creates a challenging circumstance for Council. As our population grows, the demand for services increases and the impact of the State Government's rate cap makes no allowance for this.</p>
23. Submitter 23 (Ref: 5832)	Indicator for road fatalities and injuries. Good to see that sustainable transport is included in the Plan. I would like to see an indicator/target for measurement that includes deaths/serious injuries on Boroondara's roads. Would also like to see an item for lower speed limits and advocacy against building new freeways (e.g. North East Link).	Places & Spaces	Theme 5	<p>The Victorian Government's Road Safety Strategy 2021-2030 has a vision of zero deaths by 2050 and an objective of halving road deaths and progressively reducing serious injuries by 2030.</p> <p>Under Strategy 5.1 'Safe roads are provided through proactive maintenance, renewal and community education' Council will advocate to the responsible authorities to implement measures that reduce fatalities and injuries on main roads.</p>

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				<p>One example of our advocacy efforts is the introduction of lower speed limits of 40 km/h in shopping strips/centres. Council has been instrumental in the numerous 40 km/h speed limits that are already in place in our shopping strips/centres. Council officers are working with the Department of Transport on the delivery of a 40 km/h speed limit in Doncaster Road for the Greythorn Shopping Centre and have several other detailed funding applications in place for other centres.</p> <p>As distinct to shopping strips/centres, lower speed limits for residential streets are considered and implemented to address site specific safety, access and speeding issues.</p> <p>For major State Government projects such as the North East Link, Council has assessed project impacts on the Boroondara community and formed its view on a case by case basis.</p>
24. Jennifer Rogan (Ref: 5834)	<p>General feedback.</p> <p>Well laid out and straight forward. Great key points.</p>	n/a	General	Submitter's comments have been noted.
25. Leonie Chapman (Ref: 5836)	<p>Waste management and littering.</p> <p>Under Theme 3 (The Environment), I strongly believe there should also be a focus on litter control/awareness programs. While most areas around Glen Iris are litter-free, there are isolated areas such as land adjacent to M1 Freeway (including overhead walkways) and litter in Gardiner/Back Creek which have constant litter problems. Perhaps the council could support and promote programs such as 'Love your street' (or equivalent program) to eliminate these litter hot-spots. A focus on getting litter out of our water-ways is important as it is contributing to plastics in waterways, etc. Many Thanks.</p>	Places & Spaces	Theme 3	Theme 3 of the Boroondara Community Plan 2021-31 recognises Council's role in relation to the environment and as it is Council's key strategic document it does not provide details on specific projects. However, Council's Climate Action Plan includes actions responding to litter and pollution including an action to Develop a Litter and Pollution Reduction Plan for Boroondara.
26. Karen Cowling (Ref: 5841)	<p>Supporting older people.</p> <p>I thought it was a good plan just thinking about what the elderly have been through over the last couple of years can we help them recover by thinking about this.</p> <p>I just would like to see more availability for the aged to be included in to the community, like holding further music and concert or dancing options for the aged to not only socialize but feel healthy emotions joy from the music with other and also with mirroring others alongside exercise.</p>	Community Support	Theme 1	<p>Council supports the health and wellbeing of older people by providing and promoting opportunities to remain active and engaged.</p> <p>Council is funded by the Australian Government, through the Commonwealth Home Support Program (CHSP) to provide Social Support (group social excursions) and Transport service to people aged 65 years and over. These services support older people to remain active and engaged with their local community.</p> <p>Council's Add Life to your Years website also list activities in Boroondara specifically aimed at people aged over 55. Over 90 organisations, clubs and community centres in Boroondara provide inspiring, engaging activities including, but not limited to, social outings, creative activities, information sessions and exercise, which promote the health and wellbeing of older people in Boroondara.</p> <p>Based on feedback, the following change to the Plan is proposed under service description for Liveable Communities:</p> <ul style="list-style-type: none"> • Provide active ageing services • Coordinate emergency management (recovery) across the municipality • Undertake strategy and development with a focus on positive ageing.
	<p>Animal friendly parks.</p> <p>I also wonder about the parks being more inclusive for animals in that the council provides poop doggy bags and drinking spots around the park for dogs to drink from. More fences around areas that lead on to the road to reduce risk of animals being run over. Rather than the alternative be put the dog on a lead. Animals should have rights to be free running to exercise.</p>	Places & Spaces	Theme 2	Theme 2 of the Boroondara Community Plan 2021-31 outlines Council's approach to parks and green spaces. Boroondara has recently completed construction of a new fenced dog play area at Gordon Barnard Reserve. We continue to explore possibilities for more dog play areas within the municipality while balancing the demand for many other types of open space usage too.

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27. Robert Griffith (Ref: 5843)	Neighbourhood character and appropriate development. My main area of concern is in the Neighborhood Character area. My principal issue is in the overall 'push' for increased population density in the area which I feel is strongly against many of the items in the Neighborhood Character Study, particularly in my precinct, 54. This precinct is noted as 1 and 2 story character and garden settings, yet there is a slow, but steady increase in multi-unit developments being permitted that is eroding this character. I was part of a group of owners that had to take a challenge to the Supreme Court to stop a developer from proceeding. I would like to believe that Council/Planning would more strongly honour the principles in this Community Plan and the Neighborhood Character document. The onus should not be on individual homeowners who have to resort to funding legal challenges to such 'inappropriate' development.	Urban Living	Theme 4	Council's commitment to protecting heritage, respecting neighbourhood character and facilitating appropriate development is outlined in Theme 4 of the Boroondara Community Plan 2021-31 and Council's planning policy. However, Council's policy directions must be generally consistent with the overall planning direction set by the Victorian Government. The State Government's planning policy is to increase housing opportunity in middle ring suburbs to address Melbourne's unsustainable outward spread. Many of the planning outcomes raised in the submission are a result of the State Government's policy direction. Council's local planning policy aims to direct higher density housing to specific areas such as activity centres and main roads. However, zoning provisions generally allow for multi-unit developments to occur in established residential areas. It is important to note Council is unable to introduce planning controls that contradict State Government planning policy. The State Government has the final say on which planning policies and controls are implemented or not. Council has succeeded in having over 90% of the municipality included in the Neighbourhood Residential Zone, which is the most restrictive residential zone available.
28. Kathryn Cook (Ref: 5846)	Plan structure and feedback process. You have written your community plan in a way that makes it hard for the community to easily understand what your objectives are. Not only are many parts of the community plan document inaccessible, you have not prioritised informing the community on what you want them to provide feedback on. By providing a free text field here for feedback you have made it difficult for community members to provide concise feedback, and you have made it more difficult for council staff to be able to sort through this data. It is great that you did community consultation originally in order to put this plan together, but the way you are seeking feedback for this stage of the plan feels like you are just ticking a box and not actually providing the community with the tools to give real and quantifiable feedback for you to put in place.	Community Support	General	Council's multi-stage consultation process to renew the Boroondara Community Plan 2021-31 began in December 2020 with a broad community survey where we asked the community to respond to a blue sky question: "What is important to you in Boroondara?" This broad question was paired with more specific questions relating to community priorities over the next 10 years, using the framework of the Plan's seven themes. We received 4,723 responses to this community survey, which included a representative sample of our community. Following the broad community survey, residents were invited to submit expressions of interest (EOI) to participate in the Boroondara Conversations workshops. 149 residents, representing the broader Boroondara population, then participated in a series of workshops with specific activities drilling down into community priorities. Additional workshops were run to ensure we also heard from our business community, young people and our health and wellbeing stakeholders. Given the extensive consultation so far, and the specific inputs we've sought through the survey questions and workshop activities, the decision to allow for open field feedback during the public exhibition phase was chosen to ensure the community had the opportunity to determine the specific aspects they wanted to comment on.
29. Stephen Clarke (Ref: 5847)	Electric vehicles and solar panels. 1. No mention of impact of electric vehicles: - plan to migrate council's fleet of cars and trucks to electric. - provision of publicly-accessible charge points in council car parks. - provision of on-street charge points for residents without off-street parking. 2. Further installation of solar panels at council's properties. 3. No mention of planning for disposal and recycling of spent solar panels.	Places & Spaces	Theme 5 Theme 3	Theme 3 of the Boroondara Community Plan 2021-31 recognises Council's commitment to action on climate. More specifically, Council's position and intent for action on electric vehicles and solar panels are covered in the Climate Action Plan .
30. John Smith (Ref: 5854)	Open space amenity, management and design. More water features, fountains and fish ponds throughout parks and streets would be necessary. I would also suggest building or renovating an existing park to be Asian-themed with rock works, pavilions, water fountains, koi ponds etc. to reflect Boroondara's multicultural and diverse community. There would also need to be better maintenance of public parks and	Places & Spaces	Theme 2	Council's approach to open space management and design is outlined under Theme 1 and Theme 2 of the Boroondara Community Plan 2021-31. More detailed requests can be considered through a range of other strategic documents as they are developed including the Boroondara Open Space Strategy , site specific master plans, Place Plans and Public Lighting Strategy. Both the Maling Road Placemaking Project and the Glenferrie Road Placemaking Project are underway with the aims of improving public places in these centres. Further details on these projects are available on Council's website.

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	streets with more street cleaning and maintenance of trees. More seating areas and some pedestrian only roads and zones would be necessary in the major shopping areas in Boroondara (Glenferrie, Camberwell Junction, Kew Junction, Balwyn). There also needs to be more proactive graffiti removal in major shopping areas and along parks and trails. There needs to be more to CCTV to reduce crime. Last of all, there needs to be more and brighter lighting of the streets at night to improve safety and feeling of security of pedestrians.			<p>Place Plans are also intended for other centres over time as funding is available.</p> <p>Partnership agreements have been established with Shopping Centre Trader Associations to remove graffiti on private property via a proactive program. Along trails and parks there is a proactive inspection regime to inspect and remove graffiti.</p> <p>Council operates a number of CCTV systems across the city and provides vision to Victoria Police as requested.</p> <p>Council understands the importance of safe and appropriate lighting across the municipality and is currently in the process of reviewing our Public Lighting Policy 2005. The review will be the basis to improving lighting across council, in a considered measured approach. Where there are individual lighting concerns, we ask the community raise these through our customer service team so we can inspect and rectify as appropriate.</p>
31. Annette Therese (Ref: 5855)	<p>Shopping precinct and open space design and amenity.</p> <p>The major shopping areas in Boroondara (Glenferrie, Kew Junction, Camberwell Junction and Balwyn) need to be overhauled. Shops and restaurants should close later at night and be open for longer similar to Kingsway in Glen Waverley. There also needs to be more pedestrian only zones to make these shopping areas more walkable. Something that can be used as a model would be the Chatswood area in Sydney. In addition, there needs to be more lighting on the streets at night and more graffiti removal to reduce anti-social behaviour and improve safety. Moreover, an existing park should be renovated, or a new one built, to become a classical Chinese garden, fit with pavilions, koi ponds, water features. Other existing parks should have a fish pond or other water features.</p>	Places & Spaces	Theme 6 Theme 2	<p>Theme 1 and Theme 2 of the Boroondara Community Plan 2021-31 outline Council's commitment to high quality, well-utilised and safe community facilities and open spaces. More detailed requests can be considered through a range of other strategic documents as they are developed including the Boroondara Open Space Strategy, site specific master plans, Place Plans and Public Lighting Strategy.</p> <p>Both the Maling Road Placemaking Project and the Glenferrie Road Placemaking Project are underway with the aims of improving public places in these centres. Further details on these projects are available on Council's website.</p> <p>Place Plans are also intended for other centres as funding is available.</p> <p>Council has a Graffiti Management Strategy with a multi-faceted approach to remove and report graffiti. The strategy sets out a proactive, coordinated and collaborative approach to graffiti management in Boroondara.</p> <p>Council understands the importance of safe and appropriate lighting across the municipality and is currently in the process of reviewing our Public Lighting Policy 2005. The review will be the basis to improving lighting across council, in a considered measured approach. Where there are individual lighting concerns, we ask the community raise these through our customer service team so we can inspect and rectify as appropriate.</p>
32. Robyn Clarke (Ref: NA)	<p>Electric vehicles and biodiversity.</p> <ol style="list-style-type: none"> Any strategy or comment concerning the use of electrical vehicles, either for council use or private use and how they are to be accommodated within Boroondara shire. As electrical vehicles will be the standard within 15 years, I am surprised there has been no mention of them anywhere in the 10 year plan. Any strategy or comment on the maintenance of existing wildlife corridors and the reintroduction of endemic low level vegetation for smaller birds which are an essential part of biodiversity and are sorely absent from Boroondara. This relates to inappropriate planting of non-endemic trees, including Western Australian gums, within public green spaces and playing fields, and minimal low level protective planting for small birds. There is no point encouraging individuals to plant small if the council doesn't do it too. This should be a long term goal – to get back the biodiversity in Boroondara. 	Places & Spaces	Theme 2	<p>Theme 3 of the Boroondara Community Plan 2021-31 recognises Council's commitment to action on climate. More specifically, Council's position and intent for action on electric vehicles is covered in the Climate Action Plan.</p> <p>Likewise, Theme 3 outlines Council's commitment to biodiversity, which is articulated in more detail through the Urban Biodiversity Strategy 2013-2023. The Climate Action Plan has also identified the need to develop an Urban Greening Strategy which will further strengthen Council's position.</p>
	Transport for older people.	Community Support	Theme 1	Theme 1 of the Boroondara Community Plan 2021-31 outlines Council's commitment to supporting community health and wellbeing through accessible and inclusive services, including through partnerships

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	3. The use of voluntary driving services for Boroondara residents to attend non-medical appointments. While voluntary transport currently exists for medical appointments there is no service for non-medical activities. If the current trend of good elderly health continues in Australia over the next 10 years, Boroondara needs to develop strategies which will assist in the transport of elderly individuals to appointments including physical activities so that their mental and physical health can be maintained when they can no longer transport themselves or get public transport.			<p>with other levels of government. Council is funded by the Australian Government, through the Commonwealth Home Support Program (CHSP) to provide Transport service to people aged 65 years and over. These services support older people to remain active and engaged with their local community.</p> <p>Council's Volunteer Transport program provides a door-to-door transport option for older people to attend essential medical appointments where other means of transport are not suitable.</p> <p>Council's Community bus service offers transport to a wider range of destinations across the municipality including local shopping centres, libraries, senior citizen clubs and community health centres.</p> <p>Residents must be registered with My Aged Care and be assessed for eligibility to access these services.</p>
33. Barry Elliott (Ref: 5894)	<p>Plan review process.</p> <p>I am disappointed that there appears no mention of an efficient and effective review process as to the use of rate payers funds. Regular reviews of efficiency and effectiveness are a vitally important measure of any management structure, especially on exiting on public funds. Most rate payer's connection to local government does not extend far beyond having their rubbish collected. They simply wish for the quiet enjoyment of their lives and hopefully having some confidence that their taxes & charges are well spent. Local government's ability to live in an insulated world, while being all very convinced of their own importance is well known. What measures are in place to make sure Boroondara local government stays real & efficient?</p>	CFO Customer & Transformation	Theme 7	<p>Council's commitment to financially and socially responsible decision making, through transparent and ethical processes is outlined under Theme 7 of the Boroondara Community Plan 2021-31. In preparing its Annual Budgets, Council is constantly reviewing the level of resources it applies to each and every service. It should be noted with the fixed cap on its rates imposed by State Government, an increasing population requiring services and with the costs of providing services increasing at a higher rate than the rate cap, Council has to constantly strive to do better, be more efficient and effective to simply avoid having to reduce service levels on an annual basis.</p> <p>Council's approach to being innovative and pushing the boundaries of service delivery efficiencies is best evidenced by its investment in its Transforming Boroondara program focused on using digital technology to place the customer at the centre of everything we do. This program, when fully implemented, will make doing business with Council effective from a customer viewpoint but equally drive savings to Council in the service delivery costs. This program has already delivered \$2.3m in labour savings with more to come over the six year life of the transformation.</p> <p>In developing the inaugural Boroondara Community Plan, Council engaged with 11,500 members of our community. We are fortunate to have 185,000 residents many of whom actively engage with us and, unlike other levels of government and the private sector, we are highly accessible, accountable and live in anything but an insulated world. Council engages with its community through the provision of more than 130 different services, the vast majority of which have nothing to do with the collection of waste.</p>
34. Submitter 34 (Ref: 5950)	<p>Plan content and delivery.</p> <p>Very comprehensive.</p> <p>Of course it is a challenge to find good KPIs for many of the commitments.</p> <p>Also absence of information on financial and other resources to be allocated to these tasks means that it is impossible to get a feel for how well all parts of the plan will be addressed - perhaps inevitable.</p> <p>Would be good if this plan could contain a few areas of Council involvement where it will attempt to deliver exemplar performance showing the way for other Councils to follow (for example, on some climate change issues). To be in the vanguard and to demonstrate particular leadership.</p>	Customer & Transformation	General	<p>The Boroondara Community Plan 2021-31 directly informs Council's suite of strategic documents within our integrated planning and reporting framework, including:</p> <ul style="list-style-type: none"> Annual budget (1 + 3 years), which details the allocation of resources, services, initiatives, and associated performance indicators, mapped to the seven themes of the Plan. ten year Financial Plan and 10 year Asset Plan, which detail our strategic planning and decision-making process for Council's future financial and asset resource allocation, mapped to the seven themes of the Plan adopted strategies, plans and policies which detail our medium term goals for specific service areas and how these goals will be delivered and measured. <p>Each of these documents, where possible, aligns to the seven themes of the Plan, creating consistency and complete integration of the community's aspirations and priorities across all of Council's work. The strategic documents demonstrate Council's implementation of the Plan through our planning, budgeting, asset management and reporting.</p>
35. Rod Fuller (Ref: 6007)	<p>Plan content and climate change.</p> <p>Overall it's a broad based commendable plan for the next 10 years. It appears to have addressed many of the issues that have emerged since 2017, not the least being the impact of</p>	Customer & Transformation	General	<p>The Boroondara Community Plan 2021-31 directly informs Council's suite of strategic documents within our integrated planning and reporting framework, including:</p> <ul style="list-style-type: none"> Annual budget (1 + 3 years), which details the allocation of resources, services, initiatives, and associated performance indicators, mapped to the seven themes of the Plan.

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	<p>COVID-19.</p> <p>It however could benefit by cross referencing/ the linking of its themes to the council's Climate Action Plan, Boroondara Integrated Transport Strategy 8 Nov. 2006 and other plans. This is essential to ensure the feasibility studies, development and planning of projects and improvements are aligned with the themes and strategies of all of the Council's Plans and strategic objectives. The importance of this cannot be understated with the growing impacts of the current rate of climate change and the anxiety it is causing many in our community.</p>			<ul style="list-style-type: none"> ten year Financial Plan and 10 year Asset Plan, which detail our strategic planning and decision-making process for Council's future financial and asset resource allocation, mapped to the seven themes of the Plan adopted strategies, plans and policies which detail our medium term goals for specific service areas and how these goals will be delivered and measured. <p>Each of these documents, where possible, aligns to the seven themes of the Plan, creating consistency and complete integration of the community's aspirations and priorities across all of Council's work. The suite of strategic documents demonstrate Council's implementation of the Plan through our planning, budgeting, asset management and reporting.</p> <p>In relation to the specific suggestions, Council is confident these are addressed through Council's suite of strategic documents or operational mechanisms, including through Council's Climate Action Plan.</p>
36. Greg Price (Ref: 6012)	<p>General feedback across themes.</p> <p>For the most part the community plan is excellent and reflects the themes and discussions of the contemporary issues discussed in the community and at the sessions I attended.</p> <p>Theme 1: I think some other good strategic indicator would be: - the number of food safety issues reported or detected, as this is the ultimate goal of food safety. Inspections are great and necessary, but health outcomes are the goal. - the vaccination rates in Boroondara. While the total number of vaccinations is important, the real indicator is the percentage of the population that have been reached or influenced to vaccinate. (Assuming you can get the data because of private vaccination, etc.)</p> <p>Theme 4: There is a disconnect between what the community considers as "heritage" compared to the technical objectives and definitions used by planning professionals. This became evident during the gap studies, particularly around how little communities understood what heritage protection entails and the disconnect between what the broad base of residents and localised communities generally wanted versus what was actually implemented. The overarching theme community theme is amenity and aesthetics. There doesn't seem to be a full end-to-end plan regarding heritage and neighbourhood amenity other than "protect everything possible". This entire area needs more consultation, study and work - particular as there are a diverse range of views and interests. Council has made some great efforts in this area, but the implementation hasn't matched expectations based on ongoing feedback, the consultation sessions and community discussions. The strategic indicators listed are workflow measures, not measurements of objective outcomes.</p> <p>Theme 7: I think issues that aren't properly addressed are overall transparency and openness regarding policy formation and decision making. There have been many ongoing issues in this area and the objectives don't reflect community desires.</p>	Community Support	Theme 1	<p>Council does not provide all of the vaccinations to the population in Boroondara. Like GP's and others, Council acts as a service provider of some vaccines, and undertakes immunisations according to the numbers set out in the contract with the State and Australian government. It is those levels of government which determine Council's immunisation program. Medical clinics and some pharmacies also provide vaccinations. Hence, Council is not in the position to influence the percentage of people receiving immunisations in the community, so would not be able to set a target for delivery for the whole population. In addition,</p> <p>Boroondara does not have access to vaccination percentages for the following age groups:</p> <ul style="list-style-type: none"> 12-15 months of age 24-27months of age 60-63 months of age <p>Please note Council does not provide any vaccinations against COVID-19.</p>
		Urban Living	Theme 1 Theme 4	<p>Council's commitment to protecting heritage, respecting neighbourhood character and facilitating appropriate development is outlined in Theme 4 of the Boroondara Community Plan 2021-31 and Council's planning policy. However, Council's policy directions must be generally consistent with the overall planning direction set by the Victorian Government.</p> <p>The State Government's planning policy is to increase housing opportunity in middle ring suburbs to address Melbourne's unsustainable outward spread. Council's local planning policy aims to direct higher density housing to specific areas such as activity centres and main roads. However, zoning provisions generally allow for multi-unit developments to occur in established residential areas.</p> <p>Council has succeeded in having over 90% of the municipality included in the Neighbourhood Residential Zone, which discourages larger apartment style development.</p> <p>In regard to food safety, Council's high level reporting is included under Theme 1 of the Plan. However, Council also publicly reports on a number of mandatory food safety indicators, set by the Victorian Government. The indicators include: time taken to action food complaints, percentage of required food safety assessments undertaken, and percentage of critical and major non-compliance outcome notifications followed up by council. These indicators are appropriate outcome based measures to ensure Council is meeting its obligations in protecting public health.</p>
		Customer & Transformation	Theme 7 General	<p>Opportunities to participate in the community consultation for the development of the Boroondara Community Plan 2021-31 were widely promoted and distributed through the community and to relevant networks and organisations. Over 4,700 members of the community participated in the phase 1 survey seeking to understand what is important to our community. In stage 2, 149 residents took part in the Boroondara Conversations workshops from across our community. Additionally, Council heard from young people, local traders and business owners, and health and wellbeing stakeholders in more targeted workshops to ensure views from across our community were represented to guide the our community vision and Council's priorities for the next 10 years. A diversity of views and feedback gathered across these two</p>

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	Great work!			<p>stages was analysed, with input from Council officers to take into account other relevant operational data and considerations. The result of this extensive process is a Plan, which reflects in depth engagement with our community and their priorities. In prioritising the content in the Plan, the community and Council considered the external and internal environments in which we operate now and into the future.</p> <p>The Plan outlines seven strategic objectives which highlight the outcomes the community are seeking to achieve over a 10 year horizon. For each strategic objective, a set of strategies define how Council will deliver the outcomes within the strategic objectives over a four year period. Additionally, the plan contains a set of strategic indicators designed to measure implementation of each of the seven strategic objectives.</p> <p>The implementation of the Plan's four year strategies will be reflected in the form of annual initiatives in Council's Annual Budget documents each year, detailed funding requirements for each action and forecasts for each strategic indicator.</p> <p>To ensure accountability and transparency, Council's financial performance against the Annual Budget, and non-financial progress against the strategic indicators contained within the plan, is reported on throughout the year through the Council's Quarterly Performance Reports and Annual Report which are made publicly available.</p>
37. Karina Orbea Garces (Ref: 6013)	<p>Public recreation spaces.</p> <p>I think more common public spaces like basketball and tennis courts are required.</p>	Places & Spaces	Theme 2	Strategy 2.1 of the Boroondara Community Plan 2021-31 is 'Parks and green spaces enable sport and recreation opportunities by maintaining and improving recreation spaces and equipment', which includes public basketball and tennis courts. More detailed requests can be considered through a range of other strategic documents as they are developed including the Boroondara Open Space Strategy , Sport and Recreation Strategy and site specific master plans.
38. Submitter 38 (Ref: 5822)	<p>Library access.</p> <p><i>Submitter requested their details remain anonymous and submission confidential. Council's response to the feedback is, however, included.</i></p>	Community Support	Theme 1	Theme 1 of the Boroondara Community Plan 2021-31 outlines Council's approach to high quality and inclusive community services and facilities. Public Libraries receive limited funding from the Victorian Government with the requirement that library services are available for all individuals with a Victorian residential address. As such, membership to public libraries in Victoria, including all Boroondara Libraries, is open to all, upon proof of a Victorian residential address. There is no charge to join any public library in Victoria.
39. Joy Mettam on behalf of Lighter Footprints (Ref: NA)	<p>Climate emergency.</p> <p>Our attention is focused on matters that relate to:</p> <ul style="list-style-type: none"> the climate emergency being regarded as the most important priority of the Community Plan; the process by which this plan was developed; and the need for this process to be backed by objective data, analysis and expert knowledge. <p>The climate emergency should be the pre-eminent concern of the Community Plan: The recently released report of the Intergovernmental Panel on Climate Change (IPCC) provides us all with yet another warning of the calamity that awaits our world and demonstrates that nowhere near enough has been done by all levels of government to manage this threat. This includes governments at all levels re-examining and re-ordering their priorities and immediately allocating more resources to fend off the worst effects of the crisis.</p> <p>This message should be more than sufficient for climate change to be made the number one issue for Boroondara's Community Plan over the next decade.</p>	Places & Spaces	General Theme 2	The Boroondara Community Plan 2021-31 reflects the community concern about the impact of climate change and addresses this through strategies in Themes 2, 3 and 5. Council's commitment to action on climate change is articulated in the Climate Action Plan and the immediate actions to be undertaken are included in the Climate Action Plan Implementation Plan 2021-23.

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	<p>The draft Community Plan acknowledges the level of community concern about the impact of climate change and their desire for the Council to respond robustly to this threat. It is also seen as an important health priority informing the development of the Municipal Public Health and Wellbeing Plan 2021-25.</p> <p>There is not, however a strong sense in the Plan of the depth and urgency of this threat or the need for immediate and decisive action to adapt to and mitigate the impact of climate change as spelt out by the IPCC report. There needs to a recognition in the Community Plan that the longer decision makers delay action, the costlier and more complex it will become.</p> <p>Boroondara prides itself on being a financially well managed organisation. The capacity to anticipate future threats to its budgets is a decisive element in protecting this reputation. Unless the Council immediately factors the impact of climate change into all decision making, it will be faced with a rapidly increasing bill to cover the cost of adapting to and mitigating this threat.</p>			
	<p>Plan development process.</p> <p>The ten year timeframe for the Community Plan brings considerable challenges in creating a plan that is sufficiently comprehensive and robust to identify, anticipate and gives appropriate weight to all relevant factors and developments over this period.</p> <p>Good planning demands a thorough analysis of the current situation, how this has changed over time and what are the likely trends over the next decade. Without this, it will be impossible to predict the emerging opportunities or identify the strengths that can be harnessed to capture these opportunities. Such analysis is also important to alert planners to the weaknesses and threats that will get in the way of achieving the community vision.</p> <p>We see there are major weaknesses in the way the Plan was developed to ensure it is sufficiently robust and flexible to respond to these demands.</p> <p>The Community Plan relies heavily on surveys of Boroondara community members conducted in December 2020 and January 2021. This engagement has produced a range of subjectively based opinions that are likely to reflect immediate concerns rather than longer term perspectives.</p> <p>This is particularly so with the COVID-19 pandemic which have significant ongoing effects, both short-term and longer-term. A wide range of bodies, as diverse as Infrastructure Victoria and the Australian Competition and Consumer Commission, are weighing what these consequences may be.</p>	Community Support	General	<p>The Boroondara Community Plan 2021-31 is underpinned by a robust research methodology, extensive consultation and input, including data examination by subject matter experts.</p> <p>The research methodology, which was originally developed in 2016-17, was reproduced and updated for the purposes of the Plan's renewal in 2020-21. This methodology has been considered best practice across Victorian local governments and has been recognised as such through an industry award. Returning to this process in 2020-21 has allowed for longitudinal analysis, providing a benchmark for understanding both shifts in priorities across the community and emerging issues, particularly through the consultation's first stage: a broad community survey. An extensive communications and engagement plan blending online and face-to-face interaction was designed to promote a high level of participation in the survey, resulting in 4,723 community members having their say. To ensure Council heard from 'the silent majority', the survey was administered via telephone to a demographically representative sample of 1,893 residents. Target quotas set for the telephone survey included gender, age-group, birth in a non-English speaking country, and suburb of residence to ensure the views of all cohorts across the community were heard.</p> <p>Council's commitment to ensuring representation across the community extended to the Boroondara Conversations workshops during the second stage of consultation. In addition to holding workshops with health and wellbeing stakeholders, the local business community and young people, of the 800+ residents who submitted expressions of interest to participate in the Boroondara Conversations workshops, a sample of 397 residents representing our community's demographics were invited to participate. A total of 149 participants attended the series of workshops, which required 7-hours of face-to-face participation supported by additional online engagement. With participants split into three cohorts, it was possible to isolate and compare what we were hearing across cohorts, providing a control measure. The consistency of what we heard and the priorities between groups provides Council with confidence in the consultation results.</p> <p>Throughout all stages of the Plan development, including two-stages of consultation, COVID-19 has been a factor for consideration - from the coding and analysis of survey responses, to the workshop activities in which stage 1 results were deliberated by workshop participants. Workshop activities were designed to explicitly ensure Council was hearing both the immediate priorities for our community over the next 1-4 years, and priorities over the next 5-10 years. In both 1-4 and 5-10 year timeframes, participants consistently prioritised 'Become more environmentally friendly', indicating while day-to-day concerns are</p>

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	<p>It is likely the immediate and anticipated impacts of the pandemic would have been foremost in the minds of respondents when answering the survey. This may be the reason for the marked change in respondents' views for some major themes (Parks and green spaces, local shops and businesses, and getting around Boroondara) in 2021 compared to those registered in a similar Council survey in 2017. It is noteworthy that these three elements relate to day-to-day life in closer proximity to where we live, where we are now necessarily spending most of our time.</p> <p>We consider more should have been done to ensure this opinion is informed by a deeper understanding of the issues and how they are likely to change over time and less reflective of personal experience. A good plan requires evidence not opinion.</p> <p>The survey is a useful device to prepare for and support the development of the Plan. It will help identify what issues are important in people's minds and to encourage interest and participation. It is not however a good instrument for developing an informed and objective basis for the Plan. Responses will too often reflect people's immediate concerns to the detriment of longer term issues. Participation will also be skewed towards the more vocal and active and those wanting to push a particular theme.</p> <p>The use of workshops may provide some counterbalance to the downsides of the survey but these need to carefully planned and implemented to provide more objective and informed views. However, the draft provides little evidence that the five workshops were structured in such a way as to be capable of producing what is required for a long term vision or a robust, comprehensive roadmap.</p> <p>To be effective, the workshops would need to be structured quite differently to the process apparently used here. They ought to comprise a sufficiently large and representative sample of the community, be provided with a clear remit of their task, have access to reliable information and expert knowledge, be allocated sufficient time and resources to give considered attention to the matters before them and produce a publicly available report of their deliberations.</p> <p>The draft Plan fails to include any detailed analysis of the social, economic and demographic aspects of Boroondara over time. It is not sufficient to simply list the characteristics of our region to identify the problems and what needs to be done. It requires a concerted effort by all involved to dig into this data, analyse the detail, assess it against other relevant sources of information and check its validity against available expert knowledge.</p> <p>The demographic characteristics of the local region is a particularly important area for analysis. A thorough</p>			<p>front-of-mind for our community (many influenced by COVID-19), so too are longer-term and bigger picture concerns. The result of which can be seen in:</p> <ul style="list-style-type: none"> • our community vision - A sustainable and inclusive community; • Theme 3 strategic objective - 'The Environment is considered in all decision making'; • all Theme 3 strategies; and • the health priority, 'Tackling climate change and its impacts on health'. <p>Combining a commitment to community representation with a commitment to rigorous deliberative engagement, Council's subject matter experts were actively involved in the Boroondara Conversations workshops and responded to over 90 specific questions submitted via the online engagement platform used to support the workshop participants. During the workshops, subject matter experts worked with community members to both respond directly to community concerns and questions, sharing their expertise, relevant data and contextual information to ensure all participants were armed with the knowledge necessary to undertake informed and rigorous deliberation on the topics important to the broader community.</p> <p>Following the two-stage consultation, results were considered alongside current and forecast data across all areas in which Council plans, delivers, advocates and partners. Council subject matter experts played a key role in contextualising community priorities in relation to operational environments and future challenges and opportunities.</p> <p>Importantly, the scale and depth of the Boroondara Community Plan 2021-31 consultation meets and goes beyond what the <i>Local Government Act 2020</i> requires and what majority of local governments across Victoria have undertaken, reflecting Council's commitment to broad, representative and informed community consultation.</p>

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	<p>understanding of population trends and changes in composition over the last decade and projections into the future will help planners identify persistent and emerging issues that need to be tackled. This will provide the evidence required for identifying the strengths that can be built on and the weaknesses or gaps that need to be dealt with.</p> <p>Thank you for this opportunity to comment on the draft Community Plan. We would welcome the opportunity to discuss our submission with Councillors and Council officers.</p>			