

COUNCIL MEETING

AGENDA



(Open to the public)

6.30pm, Monday 22 May 2023

Council Chamber, 8 Inglesby Road, Camberwell

Date of Issue: 12 May 2023

Please note: No audio, video, photographic or any other recording of proceedings at Council or Delegated Committee meetings is permitted without written authority from Council.

Order of Business

- 1 Adoption and confirmation of the minutes of the Council meeting held on 17 April 2023**
- 2 Declaration of conflict of interest of any councillor or council officer**
- 3 Deputations, presentations, petitions and public submissions**
- 4 Informal Meetings of Councillors**
- 5 Public question time**
- 6 Notices of motion**
- 7 Presentation of officer reports**
 - 7.1 Ashburton Shopping and Business Centre - Marketing and Business Development Fund
 - 7.2 Greythorn Shopping and Business Centre - Marketing and Business Development Fund
 - 7.3 Maling Road Shopping and Business Centre - Marketing and Business Development Fund
 - 7.4 Public Realm Asset Manual
 - 7.5 MAV Membership
 - 7.6 March 2023 Quarterly Performance Report
- 8 General business**

9 Urgent business

10 Confidential business

Close of meeting

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3 Deputations, presentations, petitions and public submissions

Abstract

Council has received one (1) petition. Details of the petition is set out below.

No.	Ref. no.	Title / Description	No. of signatures	Referred to
1	CAS1388570	"We the undersigned, do not support the recommendations of the Wattle Rd Heritage study neither do we support the approach that has been used to come to this point"	63	DUL

Legend:

DCS	Director Community Support	DUL	Director Urban Living
DC&T	Director Customer and Transformation	DP&S	Director Places & Spaces
		GOV	Governance & Legal

Officers' recommendation

That Council resolve:

1. To receive and note the petition.
2. To note that the petition has been referred to the relevant director for consideration and to advise the first named signatory to the petition that they will receive a response from the Mayor in due course advising of Council's action.

4 Informal Meetings of Councillors

Abstract

Chapter 6 of the Council Governance Rules requires a summary of the matters discussed at a meeting of Councillors that:

- is scheduled or planned for the purpose of discussing the business of Council or briefing Councillors;
- is attended by a majority of councillors;
- is attended by at least one member of Council staff; and
- is not a Council meeting, Delegated Committee meeting or Community Asset Committee meeting

are tabled at the next convenient Council meeting.

The attached record of Informal Meetings of Councillors (**Attachment 1**) is reported to Council in accordance with this requirement.

Officers' recommendation

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

Record of Informal Meetings of Councillors

Assembly details	Councillor attendees	Officer attendees	Matters discussed	Conflict of Interest disclosures
Councillor Briefing & Discussion 20 March 2023	Cr Sinfield Cr Stavrou Cr Hollingsworth Cr Gault Cr Parke Cr Biggar Cr Addis Cr Thompson Cr Watson Cr Gillies	Phillip Storer (CEO) Daniel Freer (DPS) Kate McCaughey (DCS) Mans Bassi (DCT) Scott Walker (DUL) Bryan Wee (MGL) David Cowan (MPP) Christian Wilmsen (CTRP) Elizabeth Manou (SGI)	<ul style="list-style-type: none"> Community Nomination Process The Voice Community Engagement Meeting Agendas 	Nil
Councillor Planning and Budget Workshop 24 March 2023	Cr Sinfield Cr Stavrou Cr Hollingsworth Cr Gault Cr Parke Cr Biggar Cr Addis Cr Thompson Cr Watson Cr Gillies	Phillip Storer (CEO) Daniel Freer (DPS) Kate McCaughey (DCS) Mans Bassi (DCT) Scott Walker (DUL) Bryan Wee (MGL) Amy Montalti (CFO) Mary-Anne Palatsides (EMPCD) Shaun Martin (MACP) Nicole White (MSP) Sapphire Allan (MA) Kaitlyn Yeomans (CSPR)	<ul style="list-style-type: none"> Draft Budget 2023-2024 Planning matters 	Cr Thompson
Councillor Briefing & Discussion 27 March 2023	Cr Sinfield Cr Stavrou Cr Hollingsworth Cr Gault Cr Parke Cr Biggar Cr Addis Cr Thompson Cr Watson Cr Gillies Cr Franco	Phillip Storer (CEO) Daniel Freer (DPS) Kate McCaughey (DCS) Mans Bassi (DCT) Scott Walker (DUL) Bryan Wee (MGL) Amy Montalti (CFO) David Cowan (MPP) Jim Hondrakis (MTT) Fiona Brown (MCPD) Liam Merrifield (SGO)	<ul style="list-style-type: none"> Maling Road Diversity and Inclusion 	Nil

Record of Informal Meetings of Councillors

Assembly details	Councillor attendees	Officer attendees	Matters discussed	Conflict of Interest disclosures
Councillor Briefing & Discussion 3 April 2023	Cr Sinfield Cr Stavrou Cr Hollingsworth Cr Gault Cr Parke Cr Biggar Cr Addis Cr Thompson Cr Watson Cr Gillies Cr Franco	Phillip Storer (CEO) Daniel Freer (DPS) Kate McCaughey (DCS) Scott Walker (DUL) Bryan Wee (MGL) Clare Davey (LT) Andrea Lomdahl (PPM) Liam Merrifield (SGO)	<ul style="list-style-type: none"> North East Link Kew Recreation Centre Councillor Portraits 	Nil
Councillor Briefing & Discussion 17 April 2023	Cr Sinfield Cr Stavrou Cr Hollingsworth Cr Gault Cr Parke Cr Addis Cr Thompson Cr Watson Cr Gillies Cr Franco	Phillip Storer (CEO) Daniel Freer (DPS) Kate McCaughey (DCS) Mans Bassi (DCT) Scott Walker (DUL) Bryan Wee (MGL) Mary-Anne Palatsides (EMPCD) Sapphire Allan (aCFO) Christine White (MCP) Katherine Stakula (HSC) Jarrod Filosa (CBP) Rachael Meredith (OCDL) Elizabeth Manou (SGI)	<ul style="list-style-type: none"> Planning and Placemaking Kew Recreation Centre Engagement Survey Budget 2023-2024 	Cr Thompson

7 Presentation of officer reports

7.1 Ashburton Shopping and Business Centre - Marketing and Business Development Fund

Executive Summary

Purpose

The purpose of this report is for Council to:

- consider submissions and objections received following public notice of its intention to declare a special rate and charge for a marketing and business development fund for the Ashburton Shopping and Business Centre (**Centre**), and
- determine whether to declare the Proposed Ashburton Special Rate and Charge Scheme (**Proposed Scheme**).

Background

The Ashburton Shopping and Business Centre's current five year special rate and charge scheme is due to expire on 30 June 2023. The Scheme funds marketing and business development initiatives in the Centre. The Ashburton Shopping Centre entre Traders Association (**ASCTA**) requested Council declare a renewed special rate and charge scheme to apply for five years from 1 July 2023 to 30 June 2028.

On 28 November 2022, Council resolved to commence the statutory process to declare the Proposed Scheme by giving public notice in February 2023 of the Proposed Scheme in response to the ASCTA's request. Public notice of the Proposed Scheme was made on 4 February 2023 in The Age newspaper and on Council's website, and individual notices were mailed to each affected property owner and occupier. Council invited submissions and objections regarding the Proposed Scheme to be lodged by 6 March 2023.

Key Issues

A summary of the submissions and objections to the Proposed Scheme received during the public notice period is outlined below.

Submissions

Council received **one submission** in response to the public notice from one property occupier within the Scheme area.

The submission received indicated opposition to the Scheme, the details of which are provided below. The submission did not include a request to be heard in accordance with Section 223(1)(a)(iv) of the Local Government Act 1989 (**Act**).

Objections

Any person who is liable for or otherwise required to pay the Ashburton special rate or charge is entitled to object in writing.

Council received **one valid objection** from such persons, a property occupier, who represented one property.

Council officers were able to establish a right to object for the one rateable property to which the objection relates, as a result of documentary evidence provided with the submission and based on liability for the Special Rate and Charge. As such, Council officers consider bona fide objections were made with respect to a total of one property. This equates to 0.71% of the 140 rateable properties in the Proposed Scheme. Because objections were received in respect of fewer than 50% of those properties to be included in the Scheme, Council is permitted to resolve to declare the Proposed Scheme but must still consider the submission made in relation to the Proposed Scheme.

Implications of submission

In the objector's submission, the property occupier advised that as a Medical Centre they are providing an essential service to the proposed zone and surrounding community and feel that they should not be subject to the Special Rate and Charge.

A copy of the submission received is contained within **Confidential Attachment 6** to this report.

Council officers consider that the low number of submissions and objections may be attributed to the value provided by the ASCTA in supporting businesses throughout COVID-19, increasing communication and information sharing, and seeking to identify ways to provide assistance through unprecedented times. Over the past five years, the ASCTA introduced a number of new initiatives to drive spending in businesses, and the Marketing Coordinator spent time visiting businesses face to face to engage them in the ASCTA's activities and provide a more personalised service. In recognition of the ASCTA's contribution and engagement with its traders, it was awarded the 2021 Mainstreet Australia Committee of Management of the Year.

Council officers are of the opinion that the submission received does not warrant any change to the declaration of the Proposed Scheme.

Further consideration is given to the submission in Section 4 of the report.

Declaration of the Proposed Scheme will ensure support for a comprehensive marketing and business development program, which will provide a special benefit for businesses and commercial property owners in the Centre.

If declared, the Proposed Scheme will apply for five years commencing 1 July 2023 and ending on 30 June 2028 and will raise approximately \$96,393 in the first year, with a total levy of approximately \$481,965 expected over five years.

The amount levied will increase each year consistent with the March quarter Consumer Price Index (All Groups, Melbourne) (**CPI**) which will be applied to the rate in the dollar and the minimum and maximum charges, along with any increases in the Capital Improved Value (**CIV**) of rateable properties during the life of the Proposed Scheme.

Confidentiality

Confidential information is contained in **Attachment 6**, as circulated in the confidential section of the agenda attachments, in accordance with Section 66(2)(a) and the definitions of “confidential information” in Section 3(1) of the Local Government Act 2020. The information relates to personal information, being information which if released would result in the unreasonable disclosure of information about any person or their personal affairs.

Council has obtained legal advice which has been considered as part of preparing this report.

Officers' recommendation

That Council resolve to:

1. Receive and note the written submission and objection.
2. Declare the Ashburton Special Rate and Charge in accordance with Section 163 of the *Local Government Act 1989 (Act)* as follows:
 - a. an Ashburton Special Rate and Charge be declared for a period of five years commencing on 1 July 2023 and concluding on 30 June 2028.
 - b. the Ashburton Special Rate and Charge be declared for the purpose of defraying expenses of advertising, promotion, centre management, business development and other incidental expenses associated with the encouragement of commerce in the Ashburton Shopping and Business Centre (**Centre**), which:
 - i. Council considers is, or will be, of special benefit to those persons required to pay the Ashburton Special Rate and Charge; and
 - ii. arises out of Council's functions of:
 - encouraging and promoting economic sustainability, commerce, retail activity and employment opportunities in and around the Ashburton Special Rate and Charge area and the broader municipal district; and
 - providing good governance in its municipal district for the benefit and wellbeing of the municipal community.
 - c. the Ashburton Special Rate and Charge so declared will be assessed and levied in accordance with the following:
 - i. A rate of 0.055 cents in the dollar of the Capital Improved Value (**CIV**) will be levied on each rateable property in the proposed Scheme;
 - ii. Ground level properties fronting Welfare Parade and properties which only have an entrance from Ashburn Grove will be subject to a minimum charge of \$300 per annum and maximum charge of \$400 per annum;
 - iii. All other ground level properties will be subject to a minimum charge of \$550 per annum and maximum of \$2,500 per annum;

- iv. All upper level properties will be subject to a minimum charge of \$300 and maximum of \$400 per annum;
 - v. The quantum of the rate in the dollar of the CIV of each rateable property in the area, and the quantum of the minimum, will be adjusted on 1 July 2024 and on each anniversary of that date by the March quarter Consumer Price Index (All Groups, Melbourne) (**CPI**) during the 12 months preceding the end of that March quarter; and
 - vi. The CIV of each parcel of rateable land is the CIV of that parcel of land at the time of levying the special rate and charge in each year. The CIV may change in the period during which the Ashburton Special Rate and Charge Scheme is in force, reflecting any revaluations and supplementary valuations which take place.
- d. the area for which the Ashburton Special Rate and Charge is so declared is the area highlighted in the plan annexed to this report (Area) (Attachment 2). For the purposes of this paragraph, the Area can be described generally as ground level and upper level properties in the area comprising:
- i. High Street:
 - from Johnston Street to Carool Road (odd numbers only);
 - from Munro Avenue to Morotai Avenue (even numbers only);
 - Highgate Grove (odd numbers only); and
 - as well as properties in arcades;
 - ii. Ground level properties with frontage in Welfare Parade; and properties which only have an entrance from Ashburn Grove.
- e. the land in relation to which the Ashburton Special Rate and Charge will be declared is all land within the Area primarily used, or adapted or designed to be used, for commercial purposes.
- f. the total cost of performing the function and the total amount of the special rate and charge to be levied is approximately \$96,393 in the first year, with a total levy of approximately \$481,965 over the five years of the scheme, having regard to adjustments in the CIV of the rateable properties and the application of CPI to the rate in the dollar and minimum and maximum charges as described in paragraph 2(c) of this resolution or such other amount as is lawfully levied as a consequence of this resolution.
- g. the benefit ratio, being the estimated proportion of the total benefits of the Ashburton Special Rate and Charge to which the performance of the function or the exercise of the power relates (including all special benefits and community benefits) that will accrue as special benefits to all of the persons who are liable to pay the Ashburton Special Rate and Charge, is 100%, as the community benefit is considered to be nil.
- h. the criteria to be used as the basis for levying the Ashburton Special Rate and Charge is ownership of any land described in paragraph 2(e) of this resolution.

- i. the ratepayers for the land described in paragraph 2(e) of this resolution will be required to pay the Ashburton Special Rate and Charge on the same date or dates as Council's general rates are due.
 - j. Council will, subject to the Act, require a person to pay interest on any special rate and charge the person is liable to pay that has not been paid to the date specified for its payment.
3. Write to the owners and occupiers of properties within the Ashburton Special Rate and Charge scheme advising them of the decision embodied in this resolution and associated appeal rights.
4. Authorise the Director Community Support to enter into an agreement with the Ashburton Shopping Centre Traders Association in relation to expenditure of the Ashburton Special Rate and Charge scheme proceeds.
5. Authorise the Director Community Support to levy the Ashburton Special Rate and Charge in accordance with Section 163(4) of the Local Government Act 1989.

Responsible director: Kate McCaughey, Director Community Support

1. Purpose

The purpose of this report is for Council to:

- consider submissions and objections received following public notice of its intention to declare a special rate and charge for a marketing and business development fund for the Ashburton Shopping and Business Centre (**Centre**), and
- determine whether to declare the Proposed Ashburton Special Rate and Charge Scheme (**Proposed Scheme**).

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

Activity centres play an important economic and community role in the City of Boroondara. There are over 5,000 businesses in 53 centres in the municipal district. Council recognises the valuable role a special rate and charge scheme plays in providing support for commercial centres in Boroondara and provides support to facilitate the preparation and implementation of these schemes.

The Boroondara Community Plan 2021-2031 notes a key theme as “Local Economy” which contains strategies such as “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”, “shopping centres and strips are hubs of community activity through activating local shopping precincts”, and “local visitation is increased through showcasing and promoting local shopping and attractions.”

The Proposed Scheme also supports Council’s current Economic Development and Tourism Strategy and its key objective to “facilitate the development of best in class neighbourhood shopping centres throughout the City”. A related action in this regard is to “continue with the special rate and charge scheme program and associated support and liaison with trader associations and groups to optimise business development and marketing in key shopping centres.” The current strategy is concluding and a new draft Strategy has been prepared (including community consultation), and is due to be presented to Council in mid-2023.

3. Background

The Centre has been designated as one of thirty-one “Neighbourhood Centres” in Clause 21.08 of the Boroondara Planning Scheme which states, “Neighbourhood centres provide a vital component of the City’s activities and are integral to the local economy. They provide a focus for goods, services and employment and are an important focal point for community life and interaction.”

Consequently, the Centre is expected to continue to be a focal point for a wide range of economic and social activities, including retail, commercial offices, community and civic facilities, as well as leisure and entertainment uses; and be a successful and vibrant shopping centre which serves the needs of local residents and visitors.

A special rate and charge scheme was first introduced in the Centre in 1998 and there have been continuous renewals since. During this time, the ASCTA has implemented the schemes with Council's oversight and has undertaken a wide range of activities associated with the promotion and marketing of the Centre.

The Centre's current five year special rate and charge scheme is due to expire on 30 June 2023. The scheme funds marketing and business development initiatives in the Centre. The ASCTA has requested Council declare a renewed special rate and charge scheme to apply for five years from 1 July 2023 to 30 June 2028.

During the past five years, the Centre has experienced a significant increase in marketing and promotional activity undertaken by the ASCTA and supported by the marketing and business development fund. These include:

- employing a new part-time marketing coordinator;
- improving the online presence of the Centre through development of a new website and increased Facebook and Instagram presence;
- delivering an extensive calendar of events, including Ashburton Festival, Easter, Mothers' Day, Grand Final Day, Halloween on High, Remembrance Day and Christmas;
- engaging regularly with traders via e-bulletins on demand, online groups and face-to-face Co-ordinator visits;
- developing and distributing a welcome pack for new businesses;
- printing and supplying new and high quality Ashburton branded environmentally friendly shopping bags;
- supporting traders during the pandemic through the provision of resources and information about restrictions, government grants and other opportunities;
- undertaking trader and customer research via online and face to face surveys;
- delivering business advice and professional development programs;
- contributing to Council's ongoing graffiti removal program;
- continuing to lobby for streetscape and traffic improvements;
- successfully applying for government grants to increase funding for the association; and
- liaising and advocating on behalf of the Centre to Council.

The new five year Ashburton Strategic Business Plan 2023 - 2028 (**Strategic Plan**) (**Attachment 3**) outlines a number of objectives aimed at keeping the Centre viable and growing. It includes:

- promoting High Street, Ashburton as a shopping centre of choice for the region with a distinctive community feel;
- seeking continual improvements to the appearance, signage, maintenance, infrastructure, and safety of the Centre with a high priority on addressing issues related to customer parking and accessibility and ensuring environmental sustainability;
- maintaining the CCTV for the Centre;
- continuing to grow internal trader support;
- seeking alternative funding via grants and sponsorship;
- continuing to foster relationships with community groups/sporting groups to grow our traditional customer base;

- continuing to maintain a strong social media presence for the Centre; and
- continuing to advocate on behalf of businesses to all levels of government.

If the Proposed Scheme is declared, it will assist the ASCTA in implementing strategies and actions to realise the objectives as set out in the Strategic Plan in the coming years. As outlined in the Strategic Plan, these include:

- promotional and marketing activities to increase awareness of the Centre and its brand;
- relationship building with a range of external stakeholders, including other shopping precincts with a levy in place, local trader groups and community organisations; and
- encouraging property owners and tenants to improve the appearance of, and area surrounding their buildings.

The Strategic Plan estimates the cost of undertaking the proposed marketing, community and business development initiatives outlined in the Strategic Plan will require an annual budget of approximately \$96,393 in 2023-24, with Consumer Price Index (**CPI**) increases each year.

If declared, the Proposed Scheme will provide funds to assist the ASCTA in competing with other single owner hard-top centres, such as Chadstone, Doncaster and the CBD, some of which have marketing and promotions budgets which are understood to be over \$1,000,000 per year.

In the interests of supporting the ongoing viability of the Centre, the ASCTA formally wrote to Council on 13 October 2022 (**Attachment 4**) requesting Council renew the Current Scheme, which is due to expire on 30 June 2023. A plan of the Proposed Scheme area (**Attachment 2**) and details of the Proposed Scheme (**Attachment 1**) are further discussed in the next section of this report.

Special rate and charge schemes are active in seven other shopping centres within Boroondara and support marketing and promotional activities. They reflect an important co-operative initiative between Council and the respective trader associations in continuing to actively promote and support local businesses and the ongoing viability of the shopping centres.

Public notice of the Proposed Scheme

There are currently 140 rateable properties included in the Proposed Scheme area. At its meeting on 28 November 2022, Council resolved to give notice under Section 163 of the *Local Government Act 1989* (**Act**) of its intention to declare a special rate and charge for the Centre.

On 4 February 2023, Council gave public notice of the Proposed Scheme and provided written notice to affected property owners and occupiers.

Council invited submissions and objections regarding the Proposed Scheme to be lodged by 6 March 2023, and one submission in the form of an objection was received. Council officers have considered the submission and further discuss the findings in the following section of this report.

Local Government Act

Despite the introduction of the Local Government Act 2020 (2020 Act), the legislative scheme governing Council declarations for rates currently remains under Part 8, Division 1 of the 1989 Act. Presently, there is no equivalent provision in the 2020 Act. Therefore, section 163 of the 1989 Act still applies to defraying expenses of advertising, promotion, centre management, business development and other incidental expenses associated with the encouragement of commerce in centres and is still applicable to Council's scheme renewal processes.

4. Outline of key issues/options

The request for a special rate and charge scheme to fund promotion, marketing and business development activities in a shopping centre must be considered by Council in line with the provisions of the Act. The Act contains several requirements to be followed by Council when considering whether to declare a special rate and charge scheme. These primarily relate to the method of calculating the levy (**Attachment 1**) and the consideration of submissions and objections (**Attachment 5**).

Section 163A of the Act entitles any person to make a submission in relation to Council's proposal to declare the Scheme.

In accordance with Section 223(1)(d)(i) of the Act, Council or a committee of the Council must consider all submissions and reports made in respect of the Scheme. Furthermore, in accordance with Section 223(1)(b), a person making a submission may request to appear in person at a meeting of Council to be heard in respect of that submission.

Further, a person who is required to pay the special rate and charge is entitled to exercise a right of objection pursuant to Section 163B of the Act. This right of objection is in addition to the right to make a submission.

Ordinarily, it is the owner of a property who has the right to object to a Proposed Scheme, as they are liable to pay the special rate or charge. However, an occupier (tenant) may object (instead of the property owner) if the occupier submits documentary evidence with their objection showing it is a condition of their lease requiring the occupier to pay any special rate/charge for the property.

In accordance with Section 163B(6) of the Act, Council cannot proceed to introduce a special rate or charge if Council receives objections from persons who will be required to pay the special rate or special charge in respect of a majority of the rateable properties on which the special rate or special charge would be imposed.

Submission to the Proposed Scheme

During the public notice period, Council received one submission in regard to the Proposed Scheme, from the occupier of a property that will be subject to it.

The submission indicated opposition to the Scheme, the details of which are provided below. The submission did not include a request to be heard at a meeting of Council.

Objection to the Proposed Scheme

Council received one valid objection representing one property, indicating opposition to the Proposed Scheme.

The objection received from the property occupier was accompanied by documentary evidence of the right to object based on liability for the Special Rate and Charge. Accordingly, Council considers this to be bona fide objection.

The valid objection equates to 0.71% of the 140 rateable properties in the Proposed Scheme. Because fewer than 50% of the properties in respect of which the Scheme would be imposed lodged an objection, Council is permitted to declare the Proposed Scheme but must still consider the concerns raised.

Analysis of the submissions and objections

The submission in the form of an objection received by Council made comments regarding the Proposed Scheme. Council must consider these comments prior to determining whether to declare the Proposed Scheme.

The reason for objecting to the Proposed Scheme is summarised below:

The property occupier advised that as a Medical Centre they are providing an essential service to the proposed zone and surrounding community, and feel that they should not be subject to the Special Rate and Charge.

Council officers' analysis

Section 155 of the Act provides that a Council may declare a range of rates and charges on rateable land. Of specific relevance, Section 163 of the Act applies to defraying expenses of advertising, promotion, centre management, business development and other incidental expenses associated with the encouragement of commerce in centres.

The special rate and charge is proposed to be levied on all rateable land primarily used, or adapted or designed to be used, for commercial purposes within the Ashburton Shopping and Business Centre. Under Section 154 of the Act, a Medical Centre does not fit under the definition of land that is not rateable. In addition, as the subject property is primarily used for commercial purposes it is subject to the Special Rate and Charge.

Furthermore, the Proposed Scheme is designed as a comprehensive marketing and business development program to benefit all businesses in the Centre. The five year Strategic Business Plan (**Attachment 3**) adopted by the ASCTA does not focus solely on the promotion of retail business activities, but also outlines a series of marketing and business development initiatives intended to provide special benefits to a wide range of businesses in the Centre.

5. Consultation/communication

On 4 February 2023, a Public Notice declaring Council's intention to introduce an Ashburton Special Rate and Charge for a marketing and business development fund was published in The Age newspaper and on Council's website. In addition, a letter was sent to all affected property owners and occupiers outlining the details of the Proposed Scheme and providing information on how a submission or objection could be made within the public notice period. Submissions and objections were required to be lodged by 6 March 2023.

One submission in the form of a valid objection was lodged in respect of a total of one property that will be subject to the Proposed Scheme. This equates to approximately 0.71% of the 140 rateable properties in the Proposed Scheme.

If Council decides to declare the Proposed Scheme, all affected property owners and occupiers will be notified of Council's decision and appeal rights under Sections 185 and 185AA of the Act.

6. Financial and resource implications

It is intended the Proposed Scheme will be in place for a period of five years between 1 July 2023 and 30 June 2028.

In the first year of the Proposed Scheme, the total amount to be raised is estimated to be \$96,393, with a total levy of approximately \$481,965 expected over five years. The amount levied is likely to increase each year given the application of the CPI to the rate in the dollar and the minimum charges, along with likely increases in the CIV of rateable properties over the life of the Proposed Scheme.

If the Proposed Scheme is declared, Council will administer the Ashburton Special Rate and Charge by levying notices and collecting payments. These proceeds will then be distributed to the ASCTA in two instalments each year to spend in accordance with an agreement entered into with Council, and ASCTA's strategic and annual business plans.

There is an administrative cost involved in facilitating the Proposed Scheme, ensuring that the monies are collected and business plans and financial reports, upon which the expenditure is based, are submitted to Council. These costs are accommodated within the Liveable Communities departmental operating budget.

7. Governance issues

The officers responsible for this report have no general or material conflicts of interest requiring disclosure.

The list of prescribed human rights contained in the Victorian Charter of Human Rights and Responsibilities has been reviewed and it is considered the proposed actions contained in this report present no breaches of, or infringements upon, those prescribed rights.

8. Social and environmental issues

Supporting the continuing viability of local shopping centres through promotion and marketing funds provides a positive impact on community and social wellbeing by offering the local community places for interaction.

Providing local shopping centres gives residents the option to travel less to obtain goods and services, and in doing so, provides an environmental benefit.

9. Evaluation and review

If the Proposed Scheme is declared, Council will enter into an agreement with the ASCTA in relation to expenditure of the proceeds.

Under this agreement, the ASCTA will be required to submit an annual budget and business plan to Council each new financial year. The ASCTA will also be required to provide financial statements and reports. A member of the Liveable Communities department will attend the ASCTA's Annual General Meeting. Payment of funds raised under the Proposed Scheme to the ASCTA will be dependent upon the ASCTA complying with its obligations under the agreement. This ensures a level of accountability concerning the use of funds raised under the Proposed Scheme.

10. Conclusion

The process outlined in this report provides a summary of submissions received following public notice of Council's intention to declare a special rate and charge for a marketing and business development fund for the Ashburton Shopping and Business Centre, for the purposes of Council's consideration of declaring the scheme.

The request before Council for the Proposed Scheme represents an ongoing commitment by the ASCTA to a coordinated and unified approach to promoting the Centre and ensuring its continued long-term viability. It is considered the continuation of the special rate and charge through the Proposed Scheme is an appropriate and important cooperative initiative between ASCTA and Council that will confer a range of benefits on the persons required to pay the special rate and charge.

Manager: Nick Lund, Manager Liveable Communities

Report officer: Lucinda Bakhach, Local Economies Lead

Attachment 1 - Details of the Proposed Ashburton Special Rate and Charge

Duration

It is proposed that the Ashburton Special Rate and Charge (**Proposed Scheme**) for the Ashburton Shopping and Business Centre (**Centre**) be declared for a period of five years commencing on 1 July 2023 and concluding on 30 June 2028.

Purpose

The Proposed Scheme will be declared for the purpose of defraying expenses of advertising, promotion, centre management, business development and other incidental expenses associated with the encouragement of commerce in the Centre, which Council considers is or will be of special benefit to those persons required to pay the special rate and charge.

Council will administer the Proposed Scheme and levy and collect payments. These payments will then be distributed to the Ashburton Shopping Centre Traders Association (**ASCTA**) to fulfill the purposes outlined above through its administrative, marketing, engagement and promotional activities.

Funds from the Proposed Scheme may also be spent on the ASCTA's administrative and management costs. For example, the ASCTA may employ a part-time bookkeeper to assist with preparation of the budget and financial records relating to the implementation of the Proposed Scheme, the salary of whom may be paid for out of the Proposed Scheme funds. The role of such a person is limited to management and administration of the Proposed Scheme, and may not be used for the carrying out of the ASCTA's affairs generally.

The above activities are all associated with the encouragement of commerce, retail and professional activity and employment at the Centre. The Proposed Scheme will enhance the viability of the precinct as a commercial, retail and professional area through increased economic activity. This, in turn, will confer a special benefit on all of the commercial properties located in and around the Centre that are liable to pay the Ashburton Special Rate and Charge.

Area

The Proposed Scheme will apply to all rateable properties located in the relevant area within the Centre that are used, or adapted or designed to be used, primarily for commercial purposes.

The Proposed Scheme area is shown in the plan of the Ashburton Special Rate and Charge Area. The area can be described as follows:

- i. Ground level and upper level properties in the area comprising:

High Street:

- from Johnston Street to Carool Road (odd numbers only);
- from Munro Avenue to Morotai Avenue (even numbers only);
- Highgate Grove (odd numbers only); and
- as well as properties in arcades;

- ii. Ground level properties with frontage in Welfare Parade; and Properties which only have an entrance from Ashburn Grove.

Maximum Total Levy

Before declaring a special rate and charge scheme, Council must determine the “total amount” of the special rate and charge to be levied. The total amount may not exceed the maximum total amount calculated by the formula:

$$R \times C = S$$

where –

R is the benefit ratio, being the estimated proportion of the total benefits of the scheme to which the performance of the function or the exercise of the power relates (including all special benefits and community benefits) that will accrue as special benefits to all of the persons who are liable to pay the special rate and charge;

C is the total cost of the performance of the function or the exercise of the power; and

S is the maximum amount that may be levied from all persons who are liable to pay the special rate and charge.

This formula is set out in accordance with section 163(2A) of the *Local Government Act* 1989 and the *Ministerial Guideline on Special Rates and Charges* published in September 2004.

Benefit ratio – ‘R’

A further formula is used to determine the benefit ratio (R):

$$\frac{\text{TSB (in)}}{\text{TSB (in) + TSB (out) + TCB}} = R$$

TSB (in) is the estimated total special benefit for those properties that Council proposes to include in the scheme.

TSB (out) is the estimated total special benefit for those properties with an identified special benefit that Council does not propose to include in the scheme.

TCB is the estimated total community benefit.

This formula is set out in accordance with section 163(2B) of the *Local Government Act* 1989 and the *Ministerial Guideline on Special Rates and Charges* published in September 2004.

With respect to the total special benefits, it is determined that all rateable properties used, or adapted or designed to be used, primarily for commercial purposes in the Centre (as generally described above in the section under “**Area**”) will receive a special benefit from all of the activities undertaken with funds raised under the Proposed Scheme.

With respect to community benefits, there are no community benefits included in the Proposed Scheme. Any benefits to people visiting the businesses in the Centre are included in the special benefits conferred on those businesses.

The calculation of the benefit ratio is therefore as follows:

$$\frac{1.0 (100\%)}{1.0 (100\%) + 0 + 0} = 1.0 (100\%)$$

Total cost of the service – ‘C’

The total cost of the Proposed Scheme is approximately \$481,965 or such other amount as is lawfully levied as a consequence of the declaration. This figure is supported by the ASTA based on their previous expenditure, and five year strategic business and financial plan.

Maximum amount – ‘S’

Having calculated the total cost and the benefit ratio, the maximum total levy, in accordance with section 163(2A) of the Local Government Act 1989, is \$481,965 or such other amount as is lawfully levied as a consequence of the declaration. Council intends to levy this amount under the Proposed Scheme.

Apportionment

The determination of apportionment criteria (or the basis of distribution of the Ashburton Special Rate and Charge) is a separate process from the calculation of the maximum total levy.

It is proposed that the Ashburton Special Rate and Charge will be assessed and levied as follows.

- i. A rate of 0.055 cents in the dollar of the Capital Improved Value (**CIV**) will be levied on each rateable property in the proposed Scheme.
- ii. Ground level properties fronting Welfare Parade and properties which only have an entrance from Ashburn Grove will be subject to a minimum charge of \$300 per annum and maximum charge of \$400 per annum.
- iii. All other ground level properties will be subject to a minimum charge of \$550 per annum and maximum of \$2,500 per annum.
- iv. All upper level properties will be subject to a minimum charge of \$300 and maximum of \$400 per annum.

It is further proposed that the persons liable to pay the Ashburton Special Rate and Charge will do so on the same date/s as Council's general rates are due, and that they be required to pay interest on any amount which has not been paid.

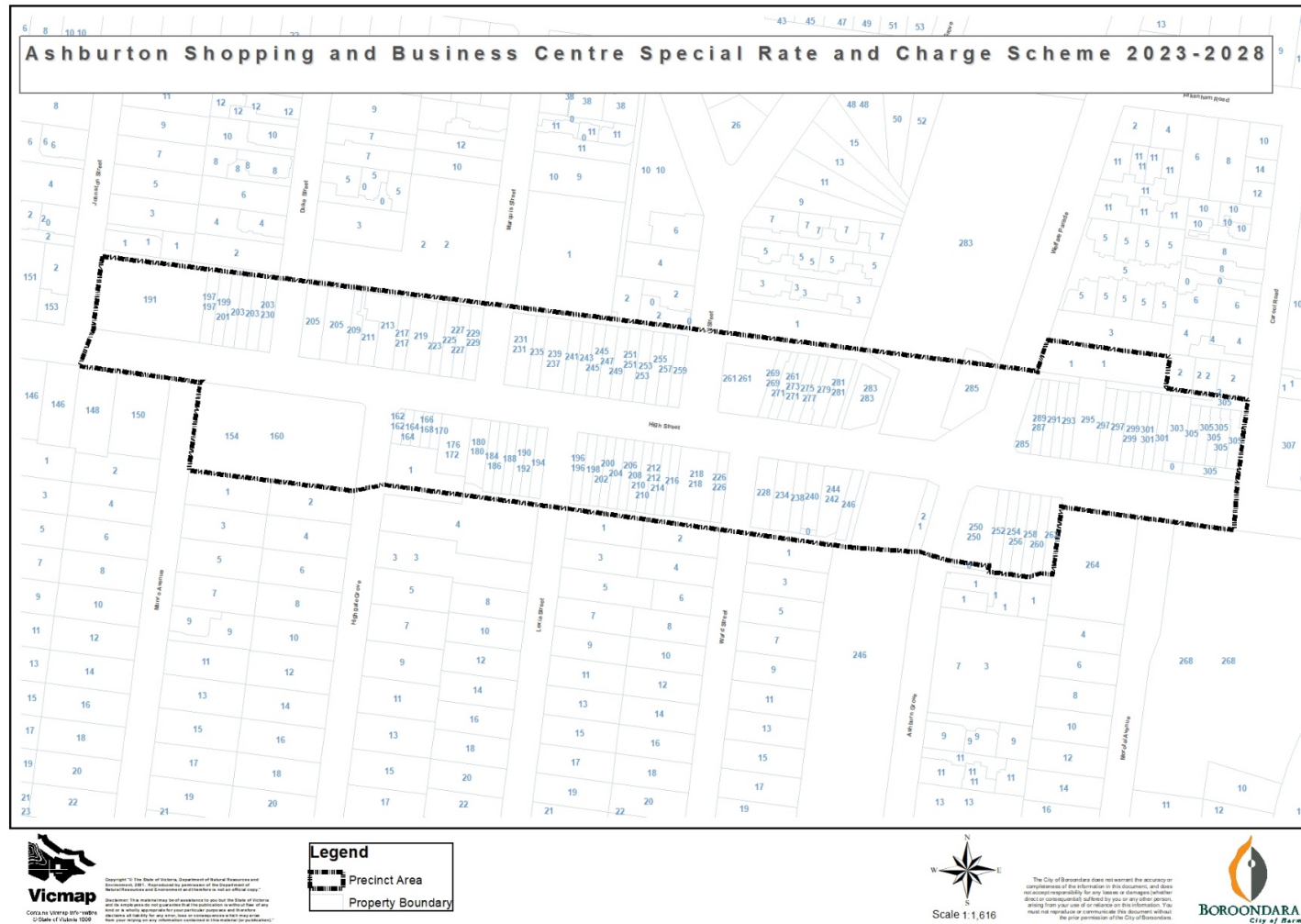
The quantum of the rate in the dollar of the CIV of each rateable property in the area, and the quantum of the minimum charges, will be adjusted on 1 July 2024 and on each anniversary of that date by the March quarter Consumer Price Index (All Groups, Melbourne) (**CPI**) during the 12 months preceding the end of that March quarter.

The CIV of each parcel of rateable land is the CIV of the parcel of land at the time of levying the Ashburton Special Rate and Charge in each year. The CIV may change in

the period during which the Proposed Scheme is in force, reflecting any revaluations and supplementary valuations which take place.

Attachment 2 - Plan of Proposed Scheme Area

Proposed Ashburton special rate and charge scheme 2023 - 2028 (the Plan)



ASHBURTON

— VILLAGE 3147 —



Ashburton Shopping Centre Traders Association Inc.

A0034472R

Five Year Strategic Plan

2023-2028

CONTENTS

- Introduction
- Ashburton Traders Association Information
- Demographics of Ashburton
- Profile of Ashburton Village
- Ashburton Shopping Centre Traders Association Governance
- Finances
- Future Directions
- Special Rate Scheme
- Financial Strategy
- 5 Year Plan
- SWOT analysis
- Community Participation
- Customer Feedback
- Marketing Strategies
- Marketing Co-ordinator
- Evaluations



INTRODUCTION

This 5-year Strategic Plan for Ashburton Village has been put together by the Ashburton Shopping Centre Association Committee. Input into the plan has been sought from traders in the precinct and key stakeholders, considering the successes of the previous five-year plan for the Village, learnings from our annual plans, changes in trading conditions and through our associations success in receiving grants to further add to our budget and the programs we have the added capacity to deliver.

The Covid-19 Pandemic dramatically changed the role of our association with marketing taking a back seat to advocacy and communication over the last two years. We provided much needed support to our businesses who were negotiating unforeseen circumstances such as renegotiating leases, applying for, and accessing all levels of Government support packages and complying with restrictions and lockdowns imposed on their businesses by government. These unfortunate circumstances however created increased engagement and reliance on our association. The Ashburton Shopping Centre Traders Association acted quickly to apply for a diverse range of grants available to assist association and the businesses they represent and have been successful in receiving many. This is now an avenue we can look to achieve additional funding for our precinct in the future.

With an uncertain economic time still ahead of us, we have decided to slightly increase the rate in order to raise enough funds to maintain the level of marketing and promotional support currently provided to the Centre and its traders, being conscious not to impose future financial hardship and stress on our businesses. Our rate will increase marginally from .05 cents in the dollar to .055. This will raise approx. \$96,393 in year one. We feel a sense of responsibility after the last two years to remain flexible in our planning to best respond to the needs of our businesses, our community, and the shopping precinct.

The 5-year Strategic Business Plan is based on:

- The statement of purpose of the Ashburton Shopping Centre Traders Association
- The Ashburton Traders Association Marketing/Business Plan for 2022/2023 (attached)
- Ashburton Market Research Report from data collected from 2021 Australian Census
- Various other council strategies and policies
- Boroondara Economic Development Strategies and other Council Strategies
- Input from our committee and businesses that make up Ashburton Village

STATEMENT OF PURPOSE

The Ashburton Shopping Centre Traders Association is an incorporated body representing 130 + businesses. The Statement of Purposes of the Association is as follows:

- To act as the central co-ordinating body to revitalise/grow and protect the Ashburton Shopping Centre
- To direct and manage funds collected for marketing and business improvement
- To organise marketing, promotion, and business development opportunities to enhance the shopping centre
- To communicate regularly with all traders and business operators in the centre
- To endeavour to assist in improving the mix of businesses in the centre

- To support individual businesses by providing them with opportunities to access professional development and support
- To liaise with Council on matters of mutual concern to improve the centre and businesses within it
- To advocate on behalf of businesses to all levels of government
- To provide information and support to assist businesses in accessing financial support, negotiating leases, and complying with imposed restrictions throughout the Covid -19 Pandemic
- Accessing grants and financial assistance from all levels of government to assist our association in supporting Ashburton Village and the businesses we represent.

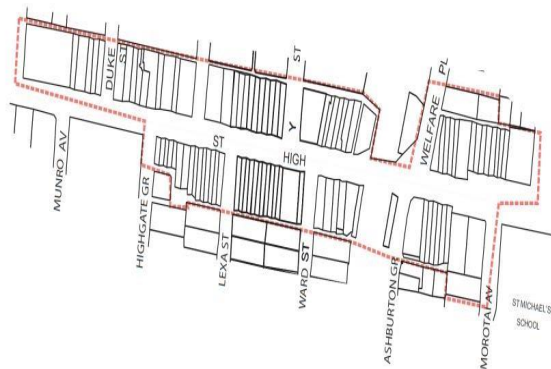
DEMOGRAPHICS OF ASHBURTON

The population of Ashburton as of 2021 stands at 7952. Of this total, 3940 or 49.5% are female and 4012 or 50.5% are male. The median age is forty-one. The total dwellings within Ashburton (enumerated) are 2714 with 77.8% identifying as a family household with the average number of people per household being 2.8. 54.2% of Ashburton's population are married or in a de facto relationship. The average number of children per household is 1.8. The estimated Resident Population of Ashburton in 2017 was 8338 so there has been a decline in number since previous census collection periods. The median weekly household income in Ashburton is \$2743 compared to the median weekly household income for Melbourne being \$1759. Median monthly mortgage repayments in Ashburton are \$3000 and median weekly rental payments are \$455. These figures clearly indicated that Ashburton is a family orientated suburb with on average, a higher income than other suburbs in Melbourne. Ashburton also boasts an average life span of 89 years which is the longest living lifespan of any suburb in Melbourne!

2. PROFILE OF ASHBURTON VILLAGE

Ashburton is a Neighbourhood Activity Centre of 130+ business premises, located along High Street between Munro Avenue and Morotai Avenue. A plan of the centre below.

Extent of Ashburton Neighbourhood Activity Centre



Ashburton provides a broad range of local convenience retail and commercial facilities as well as community facilities. Two primary schools are located on the periphery of the centre (Ashburton Primary and St Michael's Primary). The Ashburton Community Centre and Library are located to the west of the Village, within the retail area. Ashburton train station is adjacent to the centre up the eastern end and a bus service runs the length of High St. Ashburton Village has a very stable mix of businesses and tenancies, and it is a more stable centre than its surrounding peers. Several long-term vacant properties have recently been leased and there has been five new gyms and allied health providers setting up in Ashburton. We now however only have two banks with the other three withdrawing in the last 5 years. We also have two new licensed businesses – Two Doors Brewing and Oydis Wine Bar opening in our Village thanks to the relaxing of the dry area rules that once governed Camberwell and Ashburton Village.

The Ferndale Trail traverses Ashburton Village along the Alamein rail line, which is a highly popular walking trail with a resulting positive flow on impact on our Village. The Alamein railway line also provides walking and bike paths with direct access to Ashburton Village.

ASHBURTON TRADERS ASSOCIATION GOVERNANCES

The Ashburton Shopping Centre Traders Association operates through a Committee of Management (all of which are current business owners/traders/volunteers within the precinct) and a contracted marketing coordinator/executive assistant. The Association is funded by a special rate administered by the City of Boroondara, receiving two instalments annually upon presentation of a Business Plan and the revised 5 Year Strategic Plan. Reports against these plans are required by council to trigger the instalments. The annual amount raised ranges from an initial approx. \$92,000 per annum and will be increased by CPI annually. In addition, the association seeks grants for our annual festival and for other business support initiatives through other levels of government.

Details of the current Committee and co-ordinator as of end September 2022 are as follows:

PRESIDENT	BOB STENSHOLT	BENDIGO BANK
VICE PRESIDENT	JEFF ARMSTRONG	SAMARINDA
SECRETARY	KARLENE COKER	R & R SKINCARE
TREASURER	KATHY KOULOURIS	BENDIGO BANK
COMMITTEE	PAUL KLOOSTER	ASHBURTON MEATS
	NICK COKER	BENDIGO BANK
	LESLEY GEMMELL	ASHBURTON SOCCER
	ALEX HARPER	ASHBURTON IGA
	MICHAEL MOBBS	M2 FINANCIAL SERVICES
MARKETING	ALEX HUME	

FINANCES

All invoices for payment are sent through to our President and Treasurer for approval prior to payment. A record of all invoices is kept on file and our bookkeeping systems is monitored via XERO accounting software package.

All payments and receipts have been reconciled at the end of each month by the Marketing Co-ordinator/Executive Assistant and similarly all Taxation regulations are met with Quarterly BAS Statements sent through to the ATO. Nickless Miller Accountants yearly audit the Associations finances. The reports are presented at the Annual General Meeting of the Association, traditionally held within five months of the end of the fiscal year.

Committee Meetings are held monthly which include President's report, Treasurer's Report and marketing update and promotional events.

Minutes of the meetings are held by the Marketing Co-ordinator/Executive Assistant with minutes of each meeting and sent to Council Economic Development officer. Xero reports are generated and provided to council as per the six-monthly reporting cycle and at the end of the fiscal year.

FUTURE DIRECTIONS

The recommended strategies for a further 5 years to sustain the management and communication processes are:

- To continue to work with council to ensure the Traders Association is a key organisation within the City of Boroondara.
- Continue to elect an active Committee each year working together for the greater good of the Village.
- Continue to organise regular meetings of the Committee for their input and evaluation to direct and monitor the agreed program of activities.
- Work to achieve greater business involvement in the Ashburton Traders Association
- Continue to develop and implement our yearly updated Business Marketing Plan with targeted appropriate promotions.
- Continue to take a very pro-active role with the City of Boroondara and other levels of Government to facilitate improvements for our businesses and Village.
- Encourage businesses to work together and support one another.
- Continue a strong relationship with the many community organisations within Ashburton.
- Communicate with all Ashburton Village businesses regularly, distributing informative email Bulletins, using WhatsApp, phone and in person visits by the co-ordinator
- Continue to organise business networking events to encourage business to business networking and engagement with the association. Included in these events are the AGM and Christmas Party.
- To continue to foster a cohesive approach to all social and professional interactions.
- Work together with and grow our relationships with our fellow Boroondara Traders Associations and offer support to other small neighbourhood centres where appropriate.
- Continue to provide support for businesses post pandemic
- Continue to actively source and apply for grants to assist our association and businesses

SPECIAL RATE SCHEME

Ashburton was one of the first main streets in Melbourne to organise a special rate scheme. Established in 1989, this scheme has continued to fund the activities of the Traders Association. Since the inception of the Scheme the rate renewals have increased by approximately 3% increments in each of the following four years. The special rate at the commencement of the current scheme in 2023 will be approx. \$96,393/pa. This funding is paramount to the longevity of the Association and the ongoing success of Ashburton Village. The committee recognize the need for alternative funding sources via grants, sponsorships, event, and stallholder participation as part of our events. As such, we will continue to apply for such funds going forward to assist with the overall budget the association has to spend.

Financial Strategy

It is estimated that the annual cost of undertaking the proposed marketing and community development initiatives outlined in the Business Plan commencing in year 1 begins at \$96,393. This excludes the costs of undertaking major infrastructure or other physical improvement projects in the centre. A general breakdown follows:

	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
ACCOUNTING/BOOKKEEPING	\$1000	\$1000	\$1000	\$1000	\$1000
INSURANCES	\$3500	\$3600	\$3700	\$3800	\$3900
MARKETING CO ORDINATOR	\$50000	\$50000	\$50500	\$51500	\$52000
PROMOTIONS & EVENTS	\$12000	\$12000	\$12000	\$12000	\$13000
OUTDOOR ADVERTISING	\$2000	\$2000	\$2000	\$3000	\$3000
SOCIAL MEDIA/WEBSITE	\$2000	\$1000	\$1000	\$1500	\$2000
TRADER COSTS/FUNCIONS	\$3200	\$3000	\$3000	\$3000	\$4000
FESTIVAL	\$8000	\$8500	\$8500	\$9000	\$9500
GRAFFITI REMOVAL/CCTV	\$2500	\$2500	\$2700	\$2500	\$2700
SHOPPING BAGS	\$7000	\$7500	\$7800	\$7800	\$7800
OTHER CONTINGENCY	\$5193	\$7703	\$9073	\$9205	\$7500
TOTAL	\$96393	\$98803	\$101273	\$103805	\$106400
<i>*Notes; following years budgeted on guesstimate cpi increase of 2.5%</i>					

The Traders Association will continue to have a financial accounting system in place. This is to meet the reporting requirements of both Consumer Affairs Victoria and the City of Boroondara's contract with Business Associations relating to the special rate. The association utilizes Xero, allowing for financial reporting to always be available.

5 YEAR VISION

In July 2022, the Association held a Strategic Planning Meeting identifying Ashburton Village's Strengths, Weaknesses, Opportunities for the 5-year plan.

SWOT ANALYSIS OF ASHBURTON VILLAGE

STRENGTHS

The traders considered the following strengths of Ashburton Village to be:

- Sense of community
- Friendliness of local and loyal traders
- Business operators who know their customers by name
- Good business mix and big product range (you can find all you need)
- Strong relationships with community groups
- Variety of quality Fresh food offerings
- Distinctive local character of the Village
- Strong branding Ashburton Village 3147
- Well located pedestrian crossings making it easy to cross High St
- Proximity to transport and accessibility to railway station
- Proximity to local schools
- Ashburton Community Centre and Library located in the Village
- Stable population
- Free and good car parking for the centre on either side of High St
- Strong and committed Business Association
- Success of ATA in receiving additional funding via grants
- Strong and positive relationship with the City of Boorondara
- Marketing and development Special Rate Scheme
- Staunch support of the Special Rate Scheme levy
- CCTV within the Village, increasing safety
- Proactive graffiti removal program
- Strong database of all businesses in our precinct
- New businesses opening offering a night-time economy

WEAKNESSES

- The traders considered the following weaknesses of Ashburton Village to be:
- Busy traffic conditions
- Clearways along High St
- Proximity to Chadstone
- Loss of banks
- Tough retail conditions post covid
- Online purchasing
- Lack of extended trading hours (night-time / 7-day)
- Inconsistent trading hours
- Weak night-time economy
- Covid 19 pandemic

OPPORTUNITIES

- The traders considered the following opportunities could be explored to strengthen relationships and increase promotion, vibrancy, and activity to the Village:
- Enhance relationships with community groups
- New customers have been attracted to the Village post covid
- People working from home and visiting the Village during the day
- Working with real estate agents to attract appropriate and needed tenants
- Capitalise on accessibility to the Village, free car parking, public transport
- Increase advocacy by Association
- Council's Business Concierge to assist new businesses in opening
- Greater grant opportunities for the association to apply for
- Professional development and training seminars
- Encourage night-time economy to meet consumer demand.
- Increase social media presence and awareness
- Investigate a cross marketing mix and promotion with traders
- Collectively promote the Ashburton Village, logo, and branding
- Further customer surveys to identify needs, wants and new customers
- Seek connection with local clubs and community organisations
- Increased amount of people shopping locally due to the covid who discovered they could purchase all they needed in Ashburton Village

THREATS

- The traders considered the following threats to be:
- Increased competition of nearby centres and similar main street shopping centres, such as Camberwell, Burwood, Ashwood, and Chadstone.
- The demand to meet consumer needs with other nearby centres trading 7 days or extended hours.
- Rising cost for businesses, including increase and deferred payments from the pandemic period
- Lack of staff
- Lack control of quality and maintenance of business owned properties
- Increased competition of online sales / online retailing meeting consumer demand
- Lack control of business mix
- Threat of retail and service home-based businesses

COMMUNITY PARTICIPATION

Over the years, the Ashburton Shopping Centre Association has organised an extraordinarily successful annual street festival traditionally held in February, attracting up to 15,000 people to a closed off High Street as well as other promotions throughout the year. These include Easter, Mother's Day, Grand Final, Remembrance Day, and Christmas. The Association has worked closely with Council to facilitate street landscaping and a community square meeting place at Ashburton Square with seating, a stage area, and a clock. This has been a terrific addition to our Village allowing for an area for people to eat al fresco and has been very well received. In 2021 and 2022 we were unable to hold our annual festival due to the Covid 19 pandemic. We are excited to hold a new and improved event on Sunday 26th February 2023 but have maintained our connection to local participating community groups and are encouraging them again participate as we recognise that they too have been impacted by the pandemic.

We are working to build a stronger relationship with the Ashburton Community Centre and Library located in our centre. We have run two successful Halloween on High events with the Ashburton Community Centre. This partnership is a priority for both our organisations.

CUSTOMER FEEDBACK

Surveys held in 2021 identified key likes and strengths of the centre according to our customers. These included knowing the traders and the traders knowing the customers, vast variety of fresh food, accessibility (parking and pedestrian crossings), friendliness, cafes, and personal service offered by traders.

There was a desire for more night-time venues (which has been addressed by the recent addition of Two Doors Brewing and Oydis) and the closure of the major banks was seen as a negative for the Village. There is a desire for a larger supermarket and traffic is busy on the weekends. The Ashburton IGA did incredibly well over the pandemic in keeping up with the demands of our community and we are confident that it supports our community incredibly well. The IGA is complimented by the fresh fruit, butchers, and bakers within the precinct.

The state of the footpaths is often considered a negative and the increasing traffic flow through High St remains a safety concern particularly with an increased bike riding and walking along the Ferndale Trail. We endeavour to work with council in the coming years to improve the safety of this area.

MARKETING

The marketing program is to continue to focus on its unique branding statement as well as key strategic marketing initiatives and promotional events. The marketing objectives of the association are as follows:

SPECIFIC OBJECTIVES OF THE STRATEGIC BUSINESS PLAN

- Promote High Street Ashburton as a shopping centre of choice for the region with a distinctive community feel
- Seek continual improvements to the appearance, signage, maintenance, infrastructure, and safety of the precinct with a high priority on customer parking, disabled services, and environmentally friendly fixtures.
- Maintaining the CCTV for the centre
- To continue to grow our internal trader support
- Seek alternative funding via grants and sponsorship
- Continue to foster relationships with community groups/sporting groups to grow our traditional customer base.
- Continue to maintain a strong social media presence for Ashburton Village
- Continue to advocate on behalf of our businesses to all levels of government.

STRATEGIES

- Continue to use our logo on all correspondence and promotion
- Continue to promote the brand on the www.AshburtonVillage3147.com.au website, Instagram and Facebook and grow our followers through sharing members posts and allocating funds towards paid Facebook advertising.

- Encourage property owners and tenants to improve the appearance of buildings and maintain the footpath outside their properties and front and rear of their properties.
- Communicate with our businesses via trader bulletins, co-ordinator visits and our WhatsApp group.
- Maintain an up-to-date email database.
- Build a community database for quarterly emailed newsletters about what is happening in Ashburton Village.
- Build and further enhance our relationships with other Boroondara Levied shopping centres and offer support where appropriate to smaller neighbourhood centres.
- Print advertising where applicable – but moving to electronic mediums such as social media, internet, Apps, outdoor advertising.
- Establish and continue to leverage the strong relationships with the large amount of community groups within Ashburton.
- Community Noticeboard to advertise promotional events and other activities in the centre and community.
- Continue to market the centre through media releases and free listings.
- Support and promote the presence and use of our CCTV cameras by the Police.
- Maintain our half yearly collections for Camcare in conjunction with the Boroondara Lions

ADVERTISING and PROMOTIONAL TACTICS

The Traders' Association will utilise the following tactical responses to meet our specific objectives:

<u>Tactical Responses External:</u>
--

- | |
|---|
| • Posts on (Instagram/Facebook) five times a week |
| • Continue to diversify advertising (print, outdoor, Google, Website) |
| • Increased signage in/around the Village; utilize tree guards and flags |
| • Regular entertainers and promotions around key calendar events (Mother's and Father's Day, Grand Final, Christmas, Easter, Halloween) |
| • Annual Ashburton Community Festival |
| • Seek out increased support and relationships with community groups |
| • Ashburton Shopping Bags |

<u>Tactical Responses Internal:</u>
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- | |
|--|
| • Bulletins to all traders on demand and use of WhatsApp |
| • Monthly committee meetings |
| • Trader meetings/social events |
| • Work collectively with the other Boroondara Traders Associations |
| • Increased communications between Boroondara Council/Traders' Association |
| • Increased offerings of Council initiatives to members |
| • Annual survey of traders via Survey Monkey |
| • Offer professional development opportunities for Ashburton Businesses |

CALENDAR OF KEY EVENTS

The following activities are being suggested for the 2022-2023 year.

<i>Month</i>	<i>Event/Activity</i>
<i>July</i>	WINTER PROMOTION
<i>August</i>	FATHERS DAY PROMOTION
<i>September</i>	GRAND FINAL DAY
<i>October</i>	HALLOWEEN IN CONJUNCTION WITH ACC AGM
<i>November</i>	INSTALLATION OF CHRISTMAS DECORATIONS & MUSIC; REMEMBERANCE DAY
<i>December</i>	CHRISTMAS PROMOTION TRADER CHRISTMAS PARTY
<i>January</i>	
<i>February</i>	ASHBURTON COMMUNITY FESTIVAL
<i>March</i>	
<i>April</i>	EASTER
<i>May</i>	MOTHER'S DAY PROMOTION
<i>June</i>	EOFY

MARKETING CO-ORDINATOR

The Trader's Association is committed to continuing to employ a part-time co-ordinator on a contracted basis. Key strategies for the coordinator to achieve this are:

<i>Focus on the branding, strategic marketing & promotional initiatives, as outlined in yearly Marketing/Promotional plan</i>
<i>Communicate with all businesses in the centre emailed trader bulletins, dedicated WhatsApp Group, call to action emails and personal visits to business premises</i>
<i>Maintain and build a strong relationship with local community, sporting groups & residents to continue to foster ongoing connections with the centre during promotions and develop stronger loyalty from these groups towards the centre</i>
<i>Continue to work closely with and under the direction of the management of committee elected at the time.</i>

The contracted marketing position is based on a yearly review with the committee performing an overall evaluation of the contractor.

BENCHMARKING/EVALUATIONS

- Key performance indicators (KPI's) to be considered as part of the evaluation are:
- Extent of completion of projects specified in the Business Plan and success thereof
- Trader participation in activities and promotions
- Trader Feedback
- Engagement of traders
- Ability to provide feedback from the traders to the committee
- Positive business and customer perceptions about individual promotions and advertising campaigns
- Feedback to be sought from community groups encouraging growth or areas of improvement
- Positive business perceptions about changes in the overall profile and trading performance of the centre
- Elevated level of financial accountability with treasury and committee accountable for payments and receipts.
- End of year audited financial reports





Lucinda Bakhach
Local Economies Lead
City of Boroondara
8 Inglesby Road,
Camberwell
VIC 3124

Thursday 13th October 2022

Re – Ashburton Shopping Centre Traders Association - Special Rate Levy Renewal

Dear Lucinda,

On behalf of the committee of the Ashburton Shopping Centre Traders Association, I am writing to you to ask that the City of Boroondara initiate the process of renewing the Special Rate Levy for Ashburton Village.

For the upcoming renewal we would like to request the following.


- A renewal for a 5-year term (July 2023 – June 2028).
- The current rateable area be maintained with the area covering High Street Ashburton from Carool Rd in the east to Johnston St in the west and encompassing businesses in Welfare Parade.
- That the Ashburton Community Centre, Ashy Opp Shop, and the Ashburton Library be community members of our association and not subject to any levy.
- That the level of rate for all properties be rated at .055 cents in the dollar of the Capital Improved Value (CIV) be levied on each rateable property in the proposed scheme.
- Ground level properties will be subject to a minimum charge of \$550 per annum and maximum of \$2,500 per annum with the exception of ground level properties fronting Welfare Parade and properties which only have an entrance from Ashburn Grove where a lower minimum charge of \$300 per annum and maximum of \$400 per annum applies. All upper floor properties will be subject to a minimum charge of \$300 per annum and maximum of \$400 per annum.
- That the rate increases by CPI annually from the previous year.

Our rate has successfully been in place for over 27 years with our association maintaining a high level of engagement with our businesses and the Ashburton community. We recognise the ongoing challenges faced by businesses in a post covid world and have therefore decided not to increase the rate for the next five-year period apart from the CPI increases. Ashburton Shopping Centre Association has been successful in receiving several grants from all levels of government adding to our funding pool and to the initiatives we are able to deliver for our Village.

Our association very much values our relationship with the City of Boroondara and we look forward to again working collaboratively with council on initiatives such as Christmas, outdoor dining, and ongoing support for our businesses. We appreciate council's support for the Ashburton Community Festival, Halloween on High and for the positive ways in which we work together.

We look forward to the confirmation of this request and assisting in the renewal process.

Kind regards,



Bob Stensholt
President

Ashburton Shopping Centre Traders Association Inc.

info@ashburtonvillage3147.com.au

ASHBURTON SHOPPING CENTRE ASSOCIATION INC. ABN – 21 318 372 644
PO BOX 108, ASHBURTON. VIC. 3147

Attachment 5 - Objections and Submissions

Objection/Submission process pursuant to the *Local Government Act 1989*

Section 163(1) of the *Local Government Act 1989* (**Act**) empowers a council to declare a special rate and charge for the purposes of defraying expenses in relation to the council's functions and powers if the council considers that it will be of special benefit to the persons required to pay the special rate and charge.

Submissions and Objections

Section 163A of the Act allows any person to make a submission in relation to Council's proposed declaration. Submissions must be lodged within twenty-eight (28) days after the date on which a public notice is published, and will be considered in accordance with section 223 of the Act.

In addition, any person who will be required to pay a special rate and charge is also entitled to exercise a right of objection under section 163B of the Act.

Section 163B(4) provides that any person who will be required to pay the special rate and charge is entitled to exercise the right of objection. Section 163B(5) goes on to state that, for the purposes of sub-section (4), a person who is an occupier is entitled to exercise the right of objection if the person submits documentary evidence with their objection which shows that it is a condition of the lease under which the person is an occupier that the person is to pay the special rate and charge.

Objections must be in writing and lodged within twenty-eight (28) days of the date of a public notice. Where the person making an objection is an occupier under a lease, the objection in writing must include the documentary evidence showing the person is to pay the special rate and charge in order for the objection to be considered a 'valid objection'.

During the period for lodging objections or submissions, Council officers will contact those who have made objections that are not supported by adequate documentary evidence and provide them with the opportunity to provide such evidence by the conclusion of the public consultation period.

Objections and Council's decision

Where a special rate and charge is proposed to recover an amount that exceeds two thirds of the total cost of a scheme, a council can only make a declaration under section 163(1) of the Act after complying with the objection process set out in section 163B of the Act.

Significantly, Council cannot proceed to declare a special rate and charge if Council receives valid objections in respect of more than 50% of the rateable properties on which the special rate and charge would be imposed. In circumstances where Council receives valid objections in respect of more than 50% of the rateable properties on which the special rate and charge would be imposed, Council may also discontinue the submissions process described above.

7.2 Greythorn Shopping and Business Centre - Marketing and Business Development Fund

Executive Summary

Purpose

The purpose of this report is for Council to:

- consider submissions and objections received following public notice of its intention to declare a special rate and charge for a marketing and business development fund for the Greythorn Shopping and Business Centre (**Centre**), and
- determine whether to declare the Proposed Greythorn Special Rate and Charge Scheme (**Proposed Scheme**).

Background

The Greythorn Shopping and Business Centre's current five year special rate and charge scheme is due to expire on 30 June 2023. The Scheme funds marketing and business development initiatives in the Centre. The Greythorn Traders Association (**GTA**) requested Council declare a renewed special rate and charge scheme to apply for five years from 1 July 2023 to 30 June 2028.

On 28 November 2022, Council resolved to commence the statutory process to declare the Proposed Scheme by giving public notice in February 2023 of the Proposed Scheme in response to the GTA's request. Public notice of the Proposed Scheme was made on 4 February 2023 in The Age newspaper and on Council's website, and individual notices were mailed to each affected property owner and occupier. Council invited submissions and objections regarding the Proposed Scheme to be lodged by 6 March 2023.

Key Issues

A summary of the submissions and objections to the Proposed Scheme received during the public notice period is outlined below.

Submissions

Council received **no submissions** in response to the public notice.

Objections

Any person who is liable for or otherwise required to pay the Greythorn special rate or charge is entitled to object in writing. Council received **no objections** from such persons.

As no objections were received from the 73 rateable properties in the Proposed Scheme, Council is permitted to resolve to declare the Proposed Scheme.

Implications of submissions

Council officers consider that the absence of any submissions and objections may be attributed to the value provided by the GTA in supporting businesses throughout COVID-19, increasing communication and information sharing, and seeking to identify ways to provide assistance through unprecedented times. Over the past five years, the GTA introduced a number of new initiatives to drive spending in businesses, and the Marketing Coordinator spent time visiting businesses face to face to engage them in the GTA's activities and provide a more personalised service.

Council officers are of the opinion that as there were no submissions received, no change is warranted to the declaration of the Proposed Scheme.

Declaration of the Proposed Scheme will ensure support for a comprehensive marketing and business development program, which will provide a special benefit for businesses and commercial property owners in the Centre.

If declared, the Proposed Scheme will apply for five years commencing 1 July 2023 and ending on 30 June 2028 and will raise approximately \$77,780 in the first year, with a total levy of approximately \$388,900 expected over five years.

The amount levied will increase each year consistent with the March quarter Consumer Price Index (All Groups, Melbourne) (**CPI**) which will be applied to the rate in the dollar and the minimum charges, along with any increases in the Capital Improved Value (**CIV**) of rateable properties during the life of the Proposed Scheme.

Council has obtained legal advice which has been considered as part of preparing this report.

Officers' recommendation

That Council resolve to

1. Declare the Greythorn Special Rate and Charge in accordance with Section 163 of the *Local Government Act 1989* (**Act**) as follows:
 - a. a Greythorn Special Rate and Charge be declared for a period of five years commencing on 1 July 2023 and concluding on 30 June 2028.
 - b. the Greythorn Special Rate and Charge be declared for the purpose of defraying expenses of advertising, promotion, centre management, business development and other incidental expenses associated with the encouragement of commerce in the Greythorn Shopping and Business Centre (**Centre**), which:
 - i. Council considers is, or will be, of special benefit to those persons required to pay the Greythorn Special Rate and Charge; and
 - ii. arises out of Council's functions of:
 - encouraging and promoting economic sustainability, commerce, retail activity and employment opportunities in and around the Greythorn Special Rate and Charge area and the broader municipal district; and

- providing good governance in its municipal district for the benefit and wellbeing of the municipal community.
- c. the Greythorn Special Rate and Charge so declared will be assessed and levied in accordance with the following:
 - i. A rate of 0.112 cents in the dollar of the Capital Improved Value (CIV) will be levied on each rateable property in the proposed Scheme;
 - ii. Ground and upper level properties will be subject to a minimum charge of \$415 per annum;
 - iii. No maximum charge per occupancy;
 - iv. The quantum of the rate in the dollar of the CIV of each rateable property in the area, and the quantum of the minimum charges will be adjusted on 1 July 2024 and on each anniversary of that date by the March quarter Consumer Price Index (All Groups, Melbourne) (CPI) during the 12 months preceding the end of that March quarter; and
 - v. The CIV of each parcel of rateable land is the CIV of that parcel of land at the time of levying the special rate and charge in each year. The CIV may change in the period during which the Greythorn Special Rate and Charge Scheme is in force, reflecting any revaluations and supplementary valuations which take place.
- d. the area for which the Greythorn Special Rate and Charge is so declared is the area highlighted in the plan annexed to this report (**Area**) (**Attachment 2**). For the purposes of this paragraph, the Area can be described generally as ground level properties and upper level properties in the area comprising:
 - i. Doncaster Road:
 - from Sylvander Street to Trentwood Avenue (odd numbers only);
 - from Harrington Avenue to 308 Doncaster Road (even numbers only); and
 - as well as properties in arcades;
 - ii. Sylvander Street (odd numbers only),
 - iii. Tannock Street, Centre Way, Agnes Avenue and Harrington Avenue.
- e. the land in relation to which the Greythorn Special Rate and Charge will be declared is all land within the Area (**Attachment 2**) primarily used, or adapted or designed to be used, for commercial purposes.
- f. the total cost of performing the function and the total amount of the Greythorn Special Rate and Charge to be levied is approximately \$77,780 in the first year, with a total levy of approximately \$388,900 over the five years of the scheme, having regard to adjustments in the CIV of the rateable properties and the application of CPI to the rate in the dollar and minimum charges as described in paragraph 2(c) of this resolution or such other amount as is lawfully levied as a consequence of this resolution.

- g. the benefit ratio, being the estimated proportion of the total benefits of the Greythorn Special Rate and Charge to which the performance of the function or the exercise of the power relates (including all special benefits and community benefits) that will accrue as special benefits to all of the persons who are liable to pay the Greythorn Special Rate and Charge, is 100%, as the community benefit is considered to be nil.
 - h. the criteria to be used as the basis for levying the Greythorn Special Rate and Charge is ownership of any land described in paragraph 2(e) of this resolution.
 - i. the ratepayers for the land described in paragraph 2(e) of this resolution will be required to pay the Greythorn Special Rate and Charge on the same date or dates as Council's general rates are due.
 - j. Council will, subject to the Act, require a person to pay interest on any special rate and charge the person is liable to pay that has not been paid to the date specified for its payment.
2. Write to the owners and occupiers of properties within the Greythorn Special Rate and Charge scheme advising them of the decision embodied in this resolution and associated appeal rights.
3. Authorise the Director Community Support to enter into an agreement with the Greythorn Traders Association in relation to expenditure of the Greythorn Special Rate and Charge scheme proceeds.
4. Authorise the Director Community Support to levy the Greythorn Special Rate and Charge in accordance with Section 163(4) of the *Local Government Act 1989*.

Responsible director: Kate McCaughey, Director Community Support

1. Purpose

The purpose of this report is for Council to:

- consider submissions and objections received following public notice of its intention to declare a special rate and charge for a marketing and business development fund for the Greythorn Shopping and Business Centre (**Centre**), and
- determine whether to declare the Proposed Greythorn Special Rate and Charge Scheme (**Proposed Scheme**).

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

Activity centres play an important economic and community role in the City of Boroondara. There are over 5,000 businesses in 53 centres in the municipal district. Council recognises the valuable role a special rate and charge scheme plays in providing support for commercial centres in Boroondara and provides support to facilitate the preparation and implementation of these schemes.

The Boroondara Community Plan 2021-2031 notes a key theme as “Local Economy” which contains strategies such as “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”, “shopping centres and strips are hubs of community activity through activating local shopping precincts”, and “local visitation is increased through showcasing and promoting local shopping and attractions”.

The Proposed Scheme also supports Council’s current Economic Development and Tourism Strategy and its key objective to “facilitate the development of best in class neighbourhood shopping centres throughout the City”. A related action in this regard is to “continue with the special rate and charge scheme program and associated support and liaison with trader associations and groups to optimise business development and marketing in key shopping centres”. The current strategy is concluding and a new draft Strategy has been prepared (including community consultation), and is due to be presented to Council in mid-2023.

3. Background

The Centre has been designated as one of thirty-one “Neighbourhood Centres” in Clause 21.08 of the Boroondara Planning Scheme which states, “Neighbourhood centres provide a vital component of the City’s activities and are integral to the local economy. They provide a focus for goods, services and employment and are an important focal point for community life and interaction.”

Consequently, the Centre is expected to continue to be a focal point for a wide range of economic and social activities, including retail, commercial offices, community and civic facilities, as well as leisure and entertainment uses; and be a successful and vibrant shopping centre which serves the needs of local residents and visitors.

A special rate and charge scheme was first introduced in the Centre in 1997 and there have been continuous renewals since. During this time, the GTA has implemented the schemes with Council's oversight and has undertaken a wide range of activities associated with the promotion and marketing of the Centre.

The Centre's current five year special rate and charge scheme is due to expire on 30 June 2023. The scheme funds marketing and business development initiatives in the Centre. The GTA has requested Council declare a renewed special rate and charge scheme to apply for five years from 1 July 2023 to 30 June 2028.

During the past five years, the Centre has experienced a significant increase in marketing and promotional activity undertaken by the GTA and supported by the marketing and business development fund. These include:

- organising yearly and regular events and activations (Halloween event, Street Sounds music program, Christmas raffle draw, Santa visits);
- organising regular promotions and vouchers such as the Mothers' Day giveaway;
- developing and maintaining strong relationships with a range of external community organisations and stakeholders, including the Greythorn Community Hub and a local retirement home;
- improving the online presence of the Centre through development of a new website and enhanced social media presence;
- undertaking promotional activities to raise the profile of traders in the Centre through direct mailouts to shoppers and the development of a database of shoppers;
- creating a 'storytelling walk' through the installation of six sculptures in the Centre and directional street signage;
- supporting traders during the pandemic through the provision of resources and information about restrictions, government grants and other opportunities;
- successfully applying for government grants to increase funding for the association;
- developing a welcome pack for new traders to the Centre;
- contributing to Council's ongoing graffiti removal program;
- continuing to lobby for streetscape and traffic improvements; and
- liaising and advocating on behalf of the Centre to Council.

The new five year Greythorn Strategic Business Plan 2023 - 2028 (**Strategic Plan**) (**Attachment 3**) aims for "Greythorn Central to be an inviting village destination filled with a journey of discovery experiences for people in local communities in the eastern suburbs as well as attracting people from other communities who want to take a journey of discovery learning the history and development of this small neighbourhood tucked in one of Melbourne's most affluent suburbs."

Opportunities continue to be developed to discover a local shopping strip for places to eat, shop, meet friendly people with an authentic service. The lively, convenient one-stop shopping centre that provides an interesting range of eateries, goods and services for all cultural groups and creates a placemaking setting to encourage visitors and shoppers to choose Greythorn and stay longer at the centre.”

In support of the vision, the Strategic Plan 2023 - 2028 has five specific goals aimed at keeping the Centre viable and growing, including:

- encouraging continual improvements to the streetscape and directory as well as encourage safety within the Centre’s area of operation to make it a more desirable place to shop and visit;
- supporting local businesses by offering marketing, training and other forms of cooperation to boost best practices and dynamic business operations;
- encouraging retailers to participate in the association and maintain and manage an efficient and effective association;
- partnering with community organisations to promote a village feel of community and cohesion to foster stronger and more robust business activity in the shopping district; and
- forming a strong identity for the strip to give it, its own unique feel, style and purpose and differentiate it from other shopping strips.

If the Proposed Scheme is declared, it will assist the GTA in implementing strategies and actions to realise the vision and goals as set out in the Strategic Plan in the coming years. As outlined in the Strategic Plan, these include:

- marketing and promotional activities to increase visitation to the Centre and raise the profile of its traders;
- initiatives to improve the streetscape and buildings in the Centre as well as traffic and car parking, along with activities to develop partnerships with community and business stakeholders; and
- a number of other strategies aimed at building the capacity of traders and ensuring the GTA remains relevant and valuable to its members and their needs.

The Strategic Plan estimates the cost of undertaking the proposed marketing, community and business development initiatives outlined in the Strategic Plan will require an annual budget of approximately \$86,000 in 2023-24 (this includes annual income from a proposed grant through Council’s Community Strengthening Triennial Operational Grant), with Consumer Price Index (**CPI**) increases each year.

If declared, the Proposed Scheme will provide funds to assist the GTA in competing with other single owner hard-top centres, such as Chadstone, Doncaster and the CBD, some of which have marketing and promotions budgets which are understood to be over \$1,000,000 per year.

In the interests of supporting the ongoing viability of the Centre, the GTA formally wrote to Council on 9 September 2022 (**Attachment 4**) requesting Council renew the Current Scheme, which is due to expire on 30 June 2023. A plan of the Proposed Scheme area (**Attachment 2**) and details of the Proposed Scheme (**Attachment 1**) are further discussed in the next section of this report.

Special rate and charge schemes are active in seven other shopping centres within Boroondara and support marketing and promotional activities. They reflect an important co-operative initiative between Council and the respective trader associations in continuing to actively promote and support local businesses and the ongoing viability of the shopping centres.

Public notice of the Proposed Scheme

There are currently 73 rateable properties included in the Proposed Scheme area. At its meeting on 28 November 2022, Council resolved to give notice under Section 163 of the *Local Government Act 1989 (Act)* of its intention to declare a special rate and charge for the Centre.

On 4 February 2023, Council gave public notice of the Proposed Scheme and provided written notice to affected property owners and occupiers.

Council invited submissions and objections regarding the Proposed Scheme to be lodged by 6 March 2023, and no submissions and no objections were received.

Local Government Act

Despite the introduction of the Local Government Act 2020 (2020 Act), the legislative scheme governing Council declarations for rates currently remains under Part 8, Division 1 of the 1989 Act. Presently, there is no equivalent provision in the 2020 Act. Therefore, section 163 of the 1989 Act still applies to defraying expenses of advertising, promotion, centre management, business development and other incidental expenses associated with the encouragement of commerce in centres and is still applicable to Council's scheme renewal processes.

4. Outline of key issues/options

The request for a special rate and charge scheme to fund promotion, marketing and business development activities in a shopping centre must be considered by Council in line with the provisions of the Act. The Act contains several requirements to be followed by Council when considering whether to declare a special rate and charge scheme. These primarily relate to the method of calculating the levy (**Attachment 1**) and the consideration of submissions and objections (**Attachment 5**).

Section 163A of the Act entitles any person to make a submission in relation to Council's proposal to declare the Scheme.

In accordance with Section 223(1)(d)(i) of the Act, Council or a committee of the Council must consider all submissions and reports made in respect of the Scheme. Furthermore, in accordance with Section 223(1)(b), a person making a submission may request to appear in person at a meeting of Council to be heard in respect of that submission.

Further, a person who is required to pay the special rate and charge is entitled to exercise a right of objection pursuant to Section 163B of the Act. This right of objection is in addition to the right to make a submission.

Ordinarily, it is the owner of a property who has the right to object to a Proposed Scheme, as they are liable to pay the special rate or charge. However, an occupier (tenant) may object (instead of the property owner) if the occupier submits documentary evidence with their objection showing it is a condition of their lease requiring the occupier to pay any special rate/charge for the property.

In accordance with Section 163B(6) of the Act, Council cannot proceed to introduce a special rate or charge if Council receives objections from persons who will be required to pay the special rate or special charge in respect of a majority of the rateable properties on which the special rate or special charge would be imposed.

Submissions to the Proposed Scheme

Council received **no submissions** about the Proposed Scheme.

Objections to the Proposed Scheme

Council received **no objections** to the Proposed Scheme.

The valid objections equate to 0% of the 73 rateable properties in the Proposed Scheme. Because fewer than 50% of the properties in respect of which the Scheme would be imposed lodged an objection, Council is permitted to declare the Proposed Scheme.

Analysis of the submissions and objections

No submissions or objections were received by Council, therefore there are no comments to consider prior to determining whether to declare the Proposed Scheme.

5. Consultation/communication

On 4 February 2023, a Public Notice declaring Council's intention to introduce a Greythorn Special Rate and Charge for a marketing and business development fund was published in The Age newspaper and on Council's website. In addition, a letter was sent to all affected property owners and occupiers outlining the details of the Proposed Scheme and providing information on how a submission or objection could be made within the public notice period. Submissions and objections were required to be lodged by 6 March 2023.

No objections and no submissions were lodged in respect to properties that will be subject to the Proposed Scheme.

If Council decides to declare the Proposed Scheme, all affected property owners and occupiers will be notified of Council's decision and appeal rights under Sections 185 and 185AA of the Act.

6. Financial and resource implications

It is intended the Proposed Scheme will be in place for a period of five years between 1 July 2023 and 30 June 2028.

In the first year of the Proposed Scheme, the total amount to be raised is estimated to be \$77,780, with a total levy of approximately \$388,900 expected over five years. The amount levied is likely to increase each year given the application of the CPI to the rate in the dollar and the minimum charges, along with likely increases in the CIV of rateable properties over the life of the Proposed Scheme.

If the Proposed Scheme is declared, Council will administer the Greythorn Special Rate and Charge by levying notices and collecting payments. These proceeds will then be distributed to the GTA in two instalments each year to spend in accordance with an agreement entered into with Council, and GTA's strategic and annual business plans.

There is an administrative cost involved in facilitating the Proposed Scheme, ensuring that the monies are collected and business plans and financial reports, upon which the expenditure is based, are submitted to Council. These costs are accommodated within the Liveable Communities departmental operating budget.

7. Governance issues

The officers responsible for this report have no general or material conflicts of interest requiring disclosure.

The list of prescribed human rights contained in the Victorian Charter of Human Rights and Responsibilities has been reviewed and it is considered the proposed actions contained in this report present no breaches of, or infringements upon, those prescribed rights.

8. Social and environmental issues

Supporting the continuing viability of local shopping centres through promotion and marketing funds provides a positive impact on community and social wellbeing by offering the local community places for interaction.

Providing local shopping centres gives residents the option to travel less to obtain goods and services, and in doing so, provides an environmental benefit.

9. Evaluation and review

If the Proposed Scheme is declared, Council will enter into an agreement with the GTA in relation to expenditure of the proceeds.

Under this agreement, the GTA will be required to submit an annual budget and business plan to Council each new financial year. The GTA will also be required to provide financial statements and reports. A member of the Liveable Communities department will attend the GTA's Annual General Meeting.

Payment of funds raised under the Proposed Scheme to the GTA will be dependent upon the GTA complying with its obligations under the agreement. This ensures a level of accountability concerning the use of funds raised under the Proposed Scheme.

10. Conclusion

The process outlined in this report provides a summary of submissions received following public notice of Council's intention to declare a special rate and charge for a marketing and business development fund for the Greythorn Shopping and Business Centre, for the purposes of Council's consideration of declaring the scheme.

The request before Council for the Proposed Scheme represents an ongoing commitment by the GTA to a coordinated and unified approach to promoting the Centre and ensuring its continued long-term viability. It is considered the continuation of the special rate and charge through the Proposed Scheme is an appropriate and important cooperative initiative between GTA and Council that will confer a range of benefits on the persons required to pay the special rate and charge.

Manager: Nick Lund Manager Liveable Communities

Report officer: Lucinda Bakhach, Lead Local Economies

Attachment 1 - Details of the Proposed Greythorn Special Rate and Charge

Duration

It is proposed that the Greythorn Special Rate and Charge (**Proposed Scheme**) for the Greythorn Shopping and Business Centre (**Centre**) be declared for a period of five years commencing on 1 July 2023 and concluding on 30 June 2028.

Purpose

The Proposed Scheme will be declared for the purpose of defraying expenses of advertising, promotion, centre management, business development and other incidental expenses associated with the encouragement of commerce in the Centre, which Council considers is or will be of special benefit to those persons required to pay the special rate and charge.

Council will administer the Proposed Scheme and levy and collect payments. These payments will then be distributed to the Greythorn Traders Association (**GTA**) to fulfill the purposes outlined above through its administrative, marketing, engagement and promotional activities.

Funds from the Proposed Scheme may also be spent on the GTA's administrative and management costs. For example, the GTA may employ a part-time bookkeeper to assist with preparation of the budget and financial records relating to the implementation of the Proposed Scheme, the salary of whom may be paid for out of the Proposed Scheme funds. The role of such a person is limited to management and administration of the Proposed Scheme, and may not be used for the carrying out of the GTA's affairs generally.

The above activities are all associated with the encouragement of commerce, retail and professional activity and employment at the Centre. The Proposed Scheme will enhance the viability of the precinct as a commercial, retail and professional area through increased economic activity. This, in turn, will confer a special benefit on all of the commercial properties located in and around the Centre that are liable to pay the Greythorn Special Rate and Charge.

Area

The Proposed Scheme will apply to all rateable properties located in the relevant area within the Centre that are used, or adapted or designed to be used, primarily for commercial purposes. The Proposed Scheme area is shown in the plan of the Greythorn Special Rate and Charge Area. The area can be described generally as ground level properties and upper-level properties in the area comprising:

- i. Doncaster Road:
 - from Sylvander Street to Trentwood Avenue (odd numbers only);
 - from Harrington Avenue to 308 Doncaster Road (even numbers only); and
 - as well as properties in arcades;
- ii. Sylvander Street (odd numbers only),
- iii. Tannock Street, Centre Way, Agnes Avenue and Harrington Avenue.

Maximum Total Levy

Before declaring a special rate and charge scheme, Council must determine the “total amount” of the special rate and charge to be levied. The total amount may not exceed the maximum total amount calculated by the formula:

$$R \times C = S$$

where –

R is the benefit ratio, being the estimated proportion of the total benefits of the scheme to which the performance of the function or the exercise of the power relates (including all special benefits and community benefits) that will accrue as special benefits to all of the persons who are liable to pay the special rate and charge;

C is the total cost of the performance of the function or the exercise of the power; and

S is the maximum amount that may be levied from all persons who are liable to pay the special rate and charge.

This formula is set out in accordance with section 163(2A) of the *Local Government Act* 1989 and the *Ministerial Guideline on Special Rates and Charges* published in September 2004.

Benefit ratio – ‘R’

A further formula is used to determine the benefit ratio (R):

$$\frac{\text{TSB (in)}}{\text{TSB (in) + TSB (out) + TCB}} = R$$

TSB (in) is the estimated total special benefit for those properties that Council proposes to include in the scheme.

TSB (out) is the estimated total special benefit for those properties with an identified special benefit that Council does not propose to include in the scheme.

TCB is the estimated total community benefit.

This formula is set out in accordance with section 163(2B) of the *Local Government Act* 1989 and the *Ministerial Guideline on Special Rates and Charges* published in September 2004.

With respect to the total special benefits, it is determined that all rateable properties used, or adapted or designed to be used, primarily for commercial purposes in the Centre (as generally described above in the section under “**Area**”) will receive a special benefit from all of the activities undertaken with funds raised under the Proposed Scheme.

With respect to community benefits, there are no community benefits included in the

Proposed Scheme. Any benefits to people visiting the businesses in the Centre are included in the special benefits conferred on those businesses.

The calculation of the benefit ratio is therefore as follows:

$$\frac{1.0 (100\%)}{1.0 (100\%) + 0 + 0} = 1.0 (100\%)$$

Total cost of the service – ‘C’

The total cost of the Proposed Scheme is approximately \$388,901 or such other amount as is lawfully levied as a consequence of the declaration. This figure is supported by the GTA based on their previous expenditure, and five year strategic business and financial plan.

Maximum amount – ‘S’

Having calculated the total cost and the benefit ratio, the maximum total levy, in accordance with section 163(2A) of the *Local Government Act 1989*, is \$388,901 or such other amount as is lawfully levied as a consequence of the declaration. Council intends to levy this amount under the Proposed Scheme.

Apportionment

The determination of apportionment criteria (or the basis of distribution of the Greythorn Special Rate and Charge) is a separate process from the calculation of the maximum total levy.

It is proposed that the Greythorn Special Rate and Charge will be assessed and levied as follows:

- i. In the first year a rate of 0.112 cents in the dollar of the Capital Improved Value (**CIV**) of each rateable property in the Proposed Scheme area, subject to the following minimum charge per occupancy per annum:

Precinct	Minimum per annum
<p>Ground and upper-level properties in the area comprising:</p> <ul style="list-style-type: none"> i. Doncaster Road <ul style="list-style-type: none"> • from Sylvander Street to Trentwood Avenue (odd numbers only) • from Harrington Avenue to 308 Doncaster Road (even numbers only) • as well as properties in arcades ii. Sylvander Street (odd numbers only) iii. Tannock Street, Centre Way, Agnes Avenue, Harrington Avenue 	<p>Minimum \$415</p>

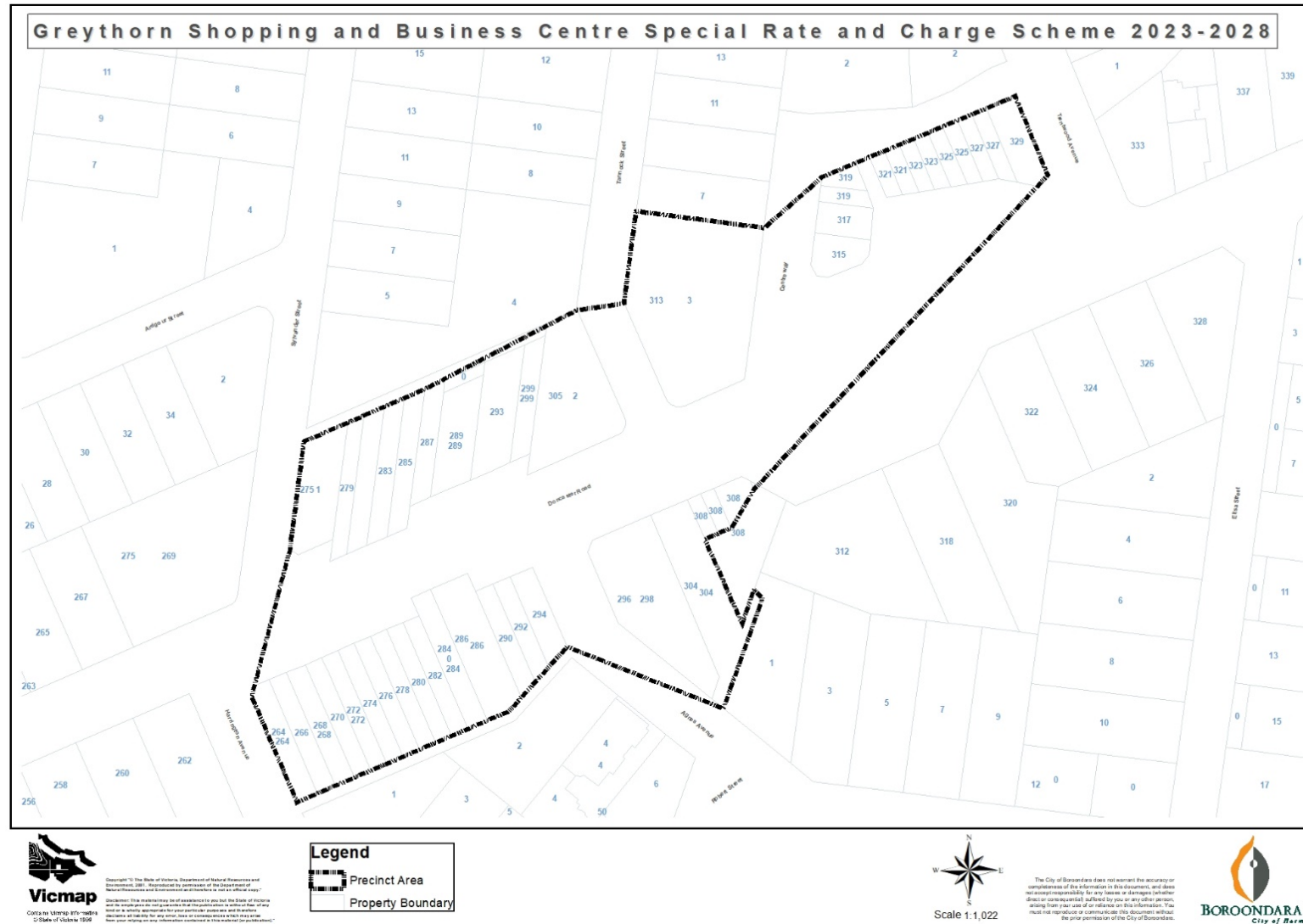
It is further proposed that the persons liable to pay the Greythorn Special Rate and Charge will do so on the same date/s as Council's general rates are due, and that they be required to pay interest on any amount which has not been paid.

The quantum of the rate in the dollar of the CIV of each rateable property in the area, and the quantum of the minimum charges, will be adjusted on 1 July 2024 and on each anniversary of that date by the March quarter Consumer Price Index (All Groups, Melbourne) (**CPI**) during the 12 months preceding the end of that March quarter.

The CIV of each parcel of rateable land is the CIV of the parcel of land at the time of levying the Greythorn Special Rate and Charge in each year. The CIV may change in the period during which the Proposed Scheme is in force, reflecting any revaluations and supplementary valuations which take place.

Attachment 2 - Plan of Proposed Scheme Area

Proposed Greythorn special rate and charge scheme 2023 - 2028 (the Plan)





**Greythorn
Central**

Discover the difference

Strategic Plan

2023-2028

**Prepared by
Greythorn Traders' Association**

August-September 2022

INTRODUCTION

The purpose of this report is to outline a five-year Strategic Business Plan for Greythorn Central (to be referred to as the Centre herewith). The Plan provides a vision for the Centre and strategies and actions to achieve it. The Plan has been prepared through a consultative process involving Committee members and general members from the Greythorn Traders' Association (GTA) and Greythorn Central businesses. The Strategic Plan reflects the collective traders' vision and direction for the Centre.

The GTA is an incorporated body representing owners and business operators of approximately 73 properties in the Centre. Chart 1 on page 16, details the mix of Greythorn Central businesses as at June 2022.

The Statement of Purposes of the Association is as follows:

- ☐ *To act as the central co-ordinating body to seek improvements to Greythorn Central*
- ☐ *To organise marketing, promotions and business development programs to enhance the shopping centre*
- ☐ *To communicate regularly with business operators in the centre through formal meetings, newsletters, social gatherings and visits from committee members and the centre co-ordinator*
- ☐ *To liaise and lobby with City of Boroondara Council and government on matters to improve the centre.*

The Traders' Association operates through a Committee of Management and employs a marketing coordinator. The centre has been fortunate to have continuity in having the services of the same marketing coordinator since July 2014.

2. PROFILE OF THE CENTRE

Location

Greythorn Central is located in the fast-growing precinct of Balwyn North that borders the Eastern Freeway occupying approximately 9,800 square metres, located along Doncaster Road between Sylvander Street/Harrington Avenue and Trentwood Avenue. Greythorn Central is at the heart of a thriving development precinct, further enhanced in recent years with the redevelopment of the Greythorn Community Hub. It has become a destination precinct for shoppers and diners from across the Melbourne metropolitan region who are keen to enjoy shopping and dining in a place-making setting which offers a historical and cultural walk of arts chronicling the history and development of this iconic shopping precinct.

Offer

Located in a leafy stretch of Doncaster Road, Greythorn Central offers more than 70 retail shops, cafes, restaurants, supermarkets, medical and professional services to capture all cultural groups and professional and health services. A good selection of services includes a

small (IGA) and larger (Aldi) supermarkets, post office and health services such as dental, medical, optometry and chiropractic and wellness services at one convenient location. Professional offices are located above many of the street-level retail businesses and the centre is renowned to have minimal vacancies due to its outstanding and personalised customer service. The same carried through during COVID with minimal vacancies being experienced.

The Centre is a friendly and welcoming streetscape. It has benefited from a revitalisation program in recent years and new paddle signage was installed in May 2022 to give people an easy way-finding directory along the shopping strip. This makes shopping at Greythorn Central an easy navigation experience to its local community.

Economic catchment

Approximately 21,859 people live in the primary catchment area of Balwyn North. Add the population of nearby Balwyn of 14,759 and Kew East of 7,066 and the catchment population totals some: 43,684.

The 2021 census showed the following statistics of the 167,896 residents in the City of Boroondara:

Babies and Presschoolers 0-4 years	4.0%
Primary schoolers 5-11	7.9%
Secondary schoolers 12-17 years	8.5%
Tertiary education and independence 18-24 years	10.2%
Young workforce 25-34 years	12.5%
Parents and homebuilders 35-49 years	21.5%
Older workers and pre-retirees 50-59 years	11.9%
Empty nesters and retirees 60-69 years	10.7%
Seniors 70-84 years	10.4%
Elderly 85 and over	3.0%

† City of Boroondara Community Profile - <https://profile.id.com.au/boroondara/service-age-groups>

Business Mix

Details of Greythorn Central Business Activity Mix, as at June 2022, is outlined in section 7 Monitoring and Evaluation Program (Chart 1 Greythorn Central Business Activity Mix).

Special Rate and Charge Scheme Plan

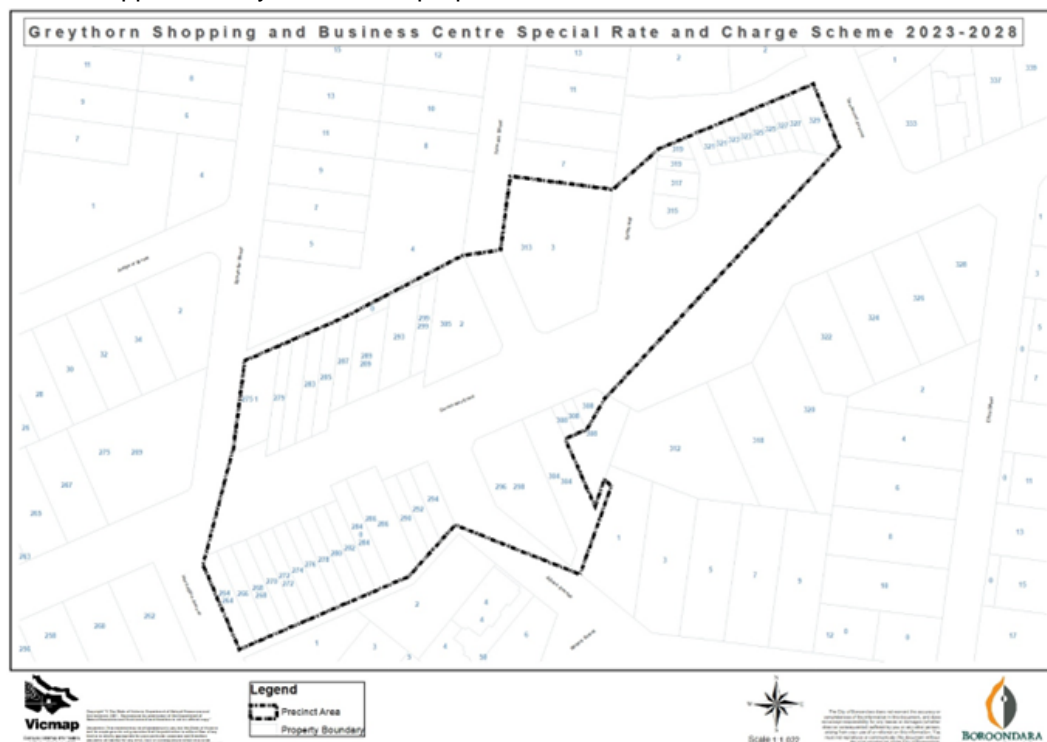
In 2013, Council declared a special rate and charge for the Centre. In the first year of the Scheme, the total rate was estimated to be \$48,000. However, over the term of the Scheme

(1 July 2013 - 30 June 2023), this sum is adjusted in accordance with any revaluations or supplementary valuations that are processed each year. The Consumer Price Index (All Groups Melbourne) was also applied each year to allow for likely further cost increases over the term of the proposed Scheme.

Administration of the Scheme took place through Council collecting the special rate and charge proceeds, and then distributing this to the GTA in two instalments each year to spend in accordance with the annual business plan.

The 2023-2028 special rate and charge scheme plan boundary area is shown below.

It covers approximately 73 rateable properties in the Centre.



To resource and support this five year strategic plan, the GTA will be writing to Council to request that it facilitates a renewal of the special rate and charge scheme for a further five years from 1 July 2023 to 30 June 2028 to support the activities and strategies proposed in this five year strategic plan.

Marketing and Business Development Activities

Over the last four years, the following activities have been undertaken or facilitated by the GTA funded by the special rate and charge scheme.

Yearly promotions

- Mother's Day giveaways
- Halloween event
- Christmas raffle draw
- Greythorn Soul

Greythorn Traders' Association | Five Year Strategic Business Plan 2023-2028

- Special voucher giveaways
- Sounds of the Streets of Greythorn
- Santa visits
- Footpath Beautification decals

Other initiatives GTA funds and co-sponsors:

- ☐ Christmas decorations on the strip with additional decals
- ☐ Lobbied to have gardens upgraded on the strip
- ☐ Lobbied for better car park lighting on the strip
- ☐ Lobbied for 40km zone at Greythorn
- ☐ Yearly contact with retirement homes updating offerings at Greythorn Central
- ☐ New directional street signage at Greythorn
- ☐ Monthly newsletter
- ☐ Upgraded social media campaigns and active Facebook presence
- ☐ Website reworked and relaunched
- ☐ Greythorn Soul produced digitally
- ☐ Active on stopping graffiti attacks on the strip and immediate clean-up program
- ☐ Created a storytelling walk through the history and development of Greythorn with the installation of six statues along the shopping strip.
- ☐ Welcome pack and welcome introduction prepared for new businesses
- ☐ Facebook promotions and regular social media posting to promote the Greythorn Central
- ☐ Sharing of news story information of new businesses on the strip with the wider community through direct mail outs to shoppers.
- ☐ Set up database of shoppers. A membership database of 700 interested members.

Over the last four years there has also been significant improvements made to the Centre, such as a

- ☐ the revitalisation program which saw three years of funds advanced for \$1 million spent on improving the gardens, footpath and parking at Greythorn Central.
- ☐ Completion of the North-East Community Hub (NE Hub) (\$17.2 million community meeting place and multipurpose venue which houses the North Balwyn RSL sub-branch and is home to a neighbourhood house, a childcare centre and a maternal and child health centre).

3. KEY ISSUES AND OPPORTUNITIES

Regular engagement with local businesses and members of the GTA throughout the periods, and newsletter distribution with the traders has identified the following strengths, weaknesses, opportunities and threats for Greythorn Central.

Strengths

The local traders considered the following strengths of Greythorn Central to be:

- ☐ Strong and loyal local community support / personal shopping experience
- ☐ Friendly community atmosphere
- ☐ Long established and well known, friendly traders
- ☐ Destination businesses - shoppers come from near and a far (statistics from Halloween event surveys)
- ☐ Key anchors that help drive traffic are Australia Post, Aldi, Food Works, Dunyazad destination restaurant.
- ☐ Variety of good products and services, with a range of convenience shops and services in the personal, professional and food industries.
- ☐ Recent installation of six statues which chronicle the history and development of the Greythorn area.
- ☐ Zero tolerance to graffiti
- ☐ Very low vacancy rates
- ☐ Accessibility to roads and transport
- ☐ Free and available car parking
- ☐ Proximity of local schools
- ☐ Increase and change in population / demographics
- ☐ Strong partnerships with local schools, community organisations, North East Community Hub, North Balwyn Rotary Club, real estate agents and City of Boroondara
- ☐ The operations of the North East Community Hub which houses a library, childcare centre and numerous community groups
- ☐ Strong Association and demonstrated advocacy
- ☐ Improvement of Trentwood shops with bins being enclosed in rubbish enclosure.

- ☐ Clean up of back of shops at Trentwood
- ☐ Installation of wheel stops in all car parks on Doncaster Road and Trentwood to stop cars from jumping the kerb and damaging shop fronts

Weaknesses

The local traders considered the following weaknesses of Greythorn Central to be:

- ☐ Loss of banks. There are no banks and no ATMs any longer at Greythorn.
- ☐ The forward position of the Aldi and supermarket divides the shopping strip of the top end to the bottom end at Trentwood
- ☐ Doncaster Road is a very busy road
- ☐ car parking times are limited on the side of Trentwood Avenue
- ☐ lack of some business shop presentation / visual merchandising
- ☐ increase of community use of Centre rubbish bins
- ☐ lack of extended business trading hours
- ☐ lack of strong trader support, contribution and participation in Centre initiatives
- ☐ small Traders' Association committee / membership
- ☐ impact of the loss of upmarket, quality clothing stores – no clothes stores left at Greythorn
- ☐ too many similar businesses. Greater variety of businesses required
- ☐ limitations on physical improvements to properties
- ☐ lack of communication and support of property owners / land lords

Opportunities

The following opportunities continued to be canvassed:

- ☐ Seek trader traction to increase trading hours to 7 day trading, extended or night time trading hours (depending on the type of business) to meet consumer demand.
- ☐ Communicate with traders and increase awareness of the effects of parking in close proximity to the Centre, which decreases parking for shoppers.
- ☐ Encourage and attract quality, unique and diverse range of business offerings for the Centre
- ☐ Encourage an anchor business to set up in one of the two major buildings at Greythorn – the two former bank premises on corners of Sylvander Street and also at Agnes Avneue.

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- ☐ Increase communication, awareness and support of property owners / land lords
- ☐ Encourage more landlords to upgrade their buildings
- ☐ Seek opportunities and initiatives to increase growth and vibrancy of the Centre
- ☐ Increase community engagement and collective communication from traders
- ☐ Continue to maintain in good condition outdoor beautification
- ☐ Encourage environmental, safety and awareness campaigns and initiatives
- ☐ Explore collective Centre trader online shopping and campaigns (use of Centre website, online promotions and online store)
- ☐ Encourage traders to promote the Greythorn Central-Discover the Difference, logo and branding
- ☐ Attract children-focused businesses, such as a book shop, children / toy stores
- ☐ Explore the attraction of a farmer's market to the Centre
- ☐ Opportunity to seek value-added collective group campaigns for services and utilities
- ☐ Increase continued advocacy through the Association

Advocate with local councillors, to increase communication as the community does to advocate for local businesses

Advocate to Council for better infrastructure to counter act sole use of cars e.g. lobby for the tram line to be extended to Greythorn

Advocate to Council for waiving parking permits for Centre traders. Current waivers exist for residents of new NE Hub and Aldi.

Investigate and lobby to identify future planning developments of businesses at Greythorn

Threats

The local traders considered the following threats to be:

- ☐ Loss of key anchor and destination businesses such as banks may limit traffic to the centre
- ☐ A major threat to the Centre is Westfield Doncaster, located close in proximity to Greythorn Central (causing the loss of upmarket clothing stores in the Centre).
- ☐ Other similar main street shopping centres, in close proximity are North Balwyn, Kew and Camberwell.
- ☐ Rising cost for businesses, including increase in rental property.

- ☐ Keeping the status quo - the fear of moving forward with modern or different approaches
- ☐ Online retailing meeting consumer demand and the growth of Amazon with low prices, vast selection and fast delivery.
- ☐ The demand to meet consumer needs with other nearby centres trading 7 days or extended hours.
- ☐ Attracting the same business type in the Centre, in place of a diverse business mix may limit the Centre's offering.

4. FUTURE DIRECTIONS

Vision

Greythorn Central is to be an inviting village destination filled with a journey of discovery experiences for people in local communities in the eastern suburbs as well as attracting people from other communities who want to take a journey of discovery learning the history and development of this small neighbourhood tucked in one of Melbourne's most affluent suburbs. Opportunities continue to be developed to discover a local shopping strip for places to eat, shop, meet friendly people with an authentic service. The lively, convenient one-stop shopping centre that provides an interesting range of eateries, goods and services for all cultural groups and creates a placemaking setting to encourage visitors and shoppers to choose Greythorn and stay longer at the centre.

The centre will capitalise on the number of food establishments and iconic shops to become a hub of community activity by providing a mix of uses in a friendly community setting.

Goals

Ongoing trader engagement over the years has identified the following goals to enhance, attract and revitalise Greythorn Central and increase trader engagement.

The Goals represent the key strategic directions the committee will pursue over the next five years.

- 1. Encourage continual improvements to the streetscape and directory as well as encourage safety within the centre's area of operation to make it a more desirable place to shop and visit.**
- 2. Support local businesses by offering marketing, training and other forms of cooperation to boost best practices and dynamic business operations.**
- 3. Encourage retailers to participate in the Association and maintain and manage an efficient and effective Association.**
- 4. Partner with community organisations to promote a village feel of community and cohesion to foster stronger and more robust business activity in the shopping district.**

5. Form a strong identity for the strip to give it, its own unique feel, style and purpose and differentiate it from other shopping strips.

Principles and Values

The principles that are important to the Traders' Association are:

- ☐ Innovating to identify attractive marketing initiatives
- ☐ Lobbying to achieve improvements in amenity
- ☐ Supporting individual and collective businesses
- ☐ Maintaining diversity of businesses
- ☐ Maintaining commitment for effectively connecting with the community
- ☐ Being transparent and accountable.

Our values are:

- ☐ Personal commitment to our stakeholders
- ☐ Mutual assistance and support
- ☐ Willingness to work together as a professional association
- ☐ Honesty and integrity.

5. STRATEGIES

The following strategies aim to pursue the goals of the Association.

Streetscape and Centre Improvements

- ☐ Lobby Council for improvements and maintenance to pavements, footpaths, laneways, graffiti removal, bins, cleaning, safety and enhancing the environment and sustainability of the centre
- ☐ Improve footpaths where showing deterioration as planned in council's streetscape improvements strategies and plans
- ☐ Form an 'anti-vandalism and safety' community group for better protection of assets and assist to curb crime and vandalism.
- ☐ Engage with landowners to update and improve their buildings
- ☐ Lobby for a placemaking zone in Agnes Avenue

Traffic Improvements

- ☐ Advocate to government for street and car park surveillance (CCTV)
- ☐ Advocate to Council for appropriate location where traders can park and make use of the North East Community Hub car park for traders.
- ☐ Advocate to better patrol illegal U-turns on Doncaster Road shopping strip
- ☐ Advocate to ensure the pedestrian crossing markings are well maintained and the lights signal for pedestrian is longer to allow for elderly people to cross Doncaster Road

Community and business partnerships and sponsorships

- ☐ Enhance community partnerships with the Greythorn Falcons, local Cancer Council, RSL, North Balwyn Rotary Club, Greythorn Bowling Club, North Balwyn Rotary Club; Trentwood at the Hub, Greythorn Early Learning and Childcare Centre, the five local schools
- ☐ Investigate productive two-way public partnerships with community and sporting groups and local schools
- ☐ Nurture new partnerships with the NE Community Hub
- ☐ Investigate private partnerships and strengthen business partnerships and sponsorships with local traders to donate prizes and engage with the Association's promotional endeavours

Association Management

- ☐ Regularly seek feedback from members
- ☐ Continue to build on a database of members/categories
- ☐ Further develop and promote the Greythorn Central 'Discover the Difference' brand
- ☐ Undertake further consultations with traders and consumers via online surveys.
- ☐ Increase communication, awareness and support of property owners / landlords
- ☐ Meet regulatory and reporting requirements

Member Support

- ☐ Advise members of professional development, seminars, presentations and conferences likely to be of value

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- ☐ Encourage cross-marketing to strengthen local businesses
- ☐ Explore opportunities for joint initiatives and cost-savings

Marketing

- ☐ Increase growth and vibrancy of the centre
- ☐ Conduct events on key dates of the calendar year
- ☐ Implement annual advertising and promotion programs, utilising cross-marketing tools and social media
- ☐ Identify new marketing and promotional initiatives such as development of business profiles and trader brochures
- ☐ Keep growing the annual Halloween Festival, Sounds of the Greythorn Streets program, investigate and entrepreneur's market to be held yearly.
- ☐ Opportunity to seek value added collective group campaigns for services and utilities
- ☐ Encourage environmental, safety and awareness campaigns and initiatives
- ☐ Explore collective centre trader online shopping and campaigns
- ☐ Opportunities with lessees, tenants and community groups residing in the new North East Community Hub.
- ☐ Increase social media presence and membership/followers
- ☐ Explore a cross-marketing and communication mix to engage with community
- ☐ Encourage and attract a diverse business mix in the Centre
- ☐ Encourage traders to promote the Greythorn Central, Discover the Difference, logo and branding

These strategies will be detailed further in annual Business Plans and modified annually, as required.

6. MANAGEMENT

This is a key priority. For the success of an ongoing centre improvement program at Greythorn Central, it is critical to sustain a strong traders' association.

Effective two-way communication with members and other stakeholders is a critical factor. It will be an ongoing priority for the management committee.

The committee is committed to ensuring sound financial planning and management and meeting the reporting requirements of the government; City of Boroondara and Consumer Affairs Victoria.

Centre Coordinator

The Association has engaged a professional part-time Centre Marketing Coordinator to oversee the marketing and business development activities.

The Association

The strategies to sustain the management and communication processes are:

- ☐ Continue to elect an active committee each year with representation from different types of businesses in the centre
- ☐ Organise monthly meetings of the committee to direct and monitor the agreed program of activities through appropriate governance practices
- ☐ Lobby the City of Boroondara and other Government agencies to achieve improvements in the centre
- ☐ Encourage teamwork among members and the development of a strong local community and precinct identity
- ☐ Communicate with traders regularly. Continue to prepare and distribute a monthly newsletter and minutes and to make regular visits to keep businesses up to date with proposed new events and activities in the centre
- ☐ Ensure the Five Year Strategic Plan is made available to all traders at the centre

Financial Strategy

The Association will concentrate initially on governance, membership and a cross mix of marketing and promotions, including strengthening its on-line presence. Longer term, the focus of the organisation will be to develop sustainable marketing and business development partnerships. This will include:

- ☐ Distributing the financial plan at trader meetings and provide regular updates on budget tracking.
- ☐ Annually updating the budget to align with the annual marketing and activities plan.
- ☐ Identifying and applying to council and other organisations on an annual basis for grants for specific projects, promotions and events (e.g. community grants that are valued up to \$10,000).
- ☐ Seeking sustainable marketing partnership and sponsorship programs to provide short term, and ongoing program funding from local businesses to support marketing and business development activities.

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The GTA proposes the next five-year plan is funded through the special rate and charge scheme on the basis of the following:

- There are approximately 73 rateable properties in the centre (based on recent ground truth from valuers)
- It is estimated in the first year (2023-2024) the Scheme will raise approximately \$77,780.20
- Estimated total over 5 years without application of CPI on 1 July each year (first year total \$ x 5): \$388,901.00 (2023-28)
- a rate of 0.112 cents in the dollar of the Capital Improved Value (CIV) will be levied on each rateable property in the proposed Scheme
- Ground and upper level properties will be subject to a minimum charge of \$415
- No maximum charge per occupancy
- CPI will be applied each year to the rate in the dollar and minimum charge.

Implementation

An indicative, financial implementation plan seeking funding from multiple sources is provided here:

Financial strategy	Indicative budget cost
Streetscape and Centre improvements	\$2,000
Traffic improvements	\$1,000
Community and business partnerships & sponsorships	\$2,000
Association management	\$2,000
Member support	\$1,000
Marketing and promotions	\$40,000
Marketing coordinator	\$30,000
In kind donation / support	-
Proposed annual cost	\$78,000
Halloween Event Grant (City of Boroondara 2023-2026 submission to be made and hopeful of \$8,000 - \$9,000p.a. for three years til the next renewal)	\$ 8,000
Total	\$86,000

Note:

An annual budget of approximately \$78,000 is required to support the strategic plan. We are hopeful this will be supplemented by a grant for Halloween, from the City of Boroondara of \$8,000 - \$9,000 p.a. (three-year funding contract effective from 2023-2026 and rolled over for a further three years with an additional application of \$8,000 - \$9,000 p.a.),

The trading environment is currently difficult as everyone re-establishes themselves following COVID, and the management committee realises this aspect for the initial phase of the plan. The Association's activities continue to innovate to meet the market conditions of the direction the association wishes to take the marketing of the centre. It also recognises the need to provide value to members that they perceive as justifying the costs.

The committee is committed to analysing trader's needs, implementing targeted activities and delivering visible benefits to Association members.

An audit of the Association's annual income and expenditure is to continue to be prepared at the end of the Association's financial year and presented to the Association's AGM as well as to the City of Boroondara.

7. MONITORING AND EVALUATION PROGRAM

The degree of achievement of strategies outlined in the Five Year Strategic Plan is to be evaluated at regular intervals throughout each financial year.

The Five-Year Plan will be fully reviewed each year in conjunction with the development of the Business Plan for the following year. Any modifications and additions will be made on a rolling annual basis.

If the special rate and charge scheme is declared by council an agreement will be entered into with the GTA in relation to expenditure of the proceeds from the scheme. Under this agreement, there will be a requirement for an annual budget and business plan to be submitted by the GTA to council for approval generally prior to the end of each financial year. The annual budget and plan will need to be in strategic alignment with this five-year strategic plan. The GTA will also be required to provide financial statements and reports prior to the disbursement of funds. We trust we will receive strong support and assistance from the Economic Development department with the preparation of our reports to ensure they comply with council's requirements. We are a very small association and this council support is imperative to us which in recent years has been removed.

Management Committee

The Committee members of the Association for 2022-23 are:

President Mr Gabriel Crema – Representing Inspire Fitness for Well-Being

Vice President Mr Terry Zafirou – KX Pilates

Treasurer Mr Joseph Yap – First National Real Estate

Secretary Rita Alessio -Yours Now Mine

Ordinary Members Paula Monaco – Boroondara Eye Care

Scott Huang – Top Digital

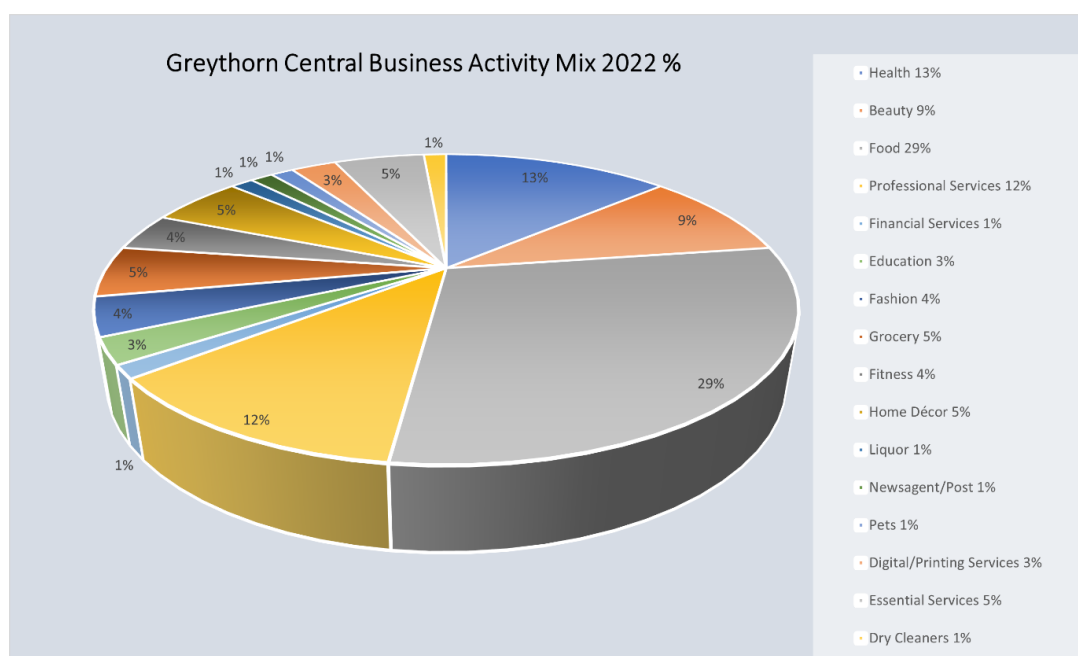
Michael Costanzo – Chef in a Box

Spiros Ziras – Dough Addict

Gracia Anggraini - Kobodi

Centre Co-ordinator Yolanda Torrisi

Chart 1: Greythorn Central Business Activity Mix as at June 2022



Greythorn Central's top three business types

The chart above indicates the business types at Greythorn Central, the largest business type is Food by way of cafes, takeaways and restaurants 29%, Health and Beauty 13% followed by Professional Services 12%.

Appendix 1 – Greythorn special rate and charge scheme business list

Based on the business directory, there are 73 properties in Greythorn Central as at June 2022. For an updated listing of all businesses visit www.greythorncentral.com.au. Below is the current list of businesses at Greythorn as at 30 September 2022.

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Business name	Business Address	Category
A & C Financial Solutions	264C Doncaster Road	Financial services
Aldi	313 Doncaster Road	Supermarket
All About You Skin Clinic	Level1/285 Doncaster Road	Hair & beauty
Atlantic Seafood Fish & Chips	325 Doncaster Road	Takeaway
Balwyn Kebab	276 Doncaster Road	Takeaway
Bare Bella Beauty	Suite 3a, 291 Doncaster Road	Hair & beauty
Beacon Lighting	304 Doncaster Road	Household goods
Bel Air Hairdressing	2/308 Doncaster Road	Hair & beauty
Better MultiSensory Learning	Level 1, 279 Doncaster Road	Educational
Bit Loud Digital	Suite A, 264 Doncaster Road	Professional services
Bite Me	323A Doncaster Road	Takeaway
Bluestar Living	1C Agnes Avenue	Professional services
Boroondara Eye Care	264 Doncaster Road	Medical services
Bradley Lawyers	2/296 Doncaster Road	Professional services
Browns Body Corporate	Harrington Avenue	Professional services
Caffé Romeo	319 Doncaster Road	Café / takeaway
Catherine Bird Massage	Suite 3a, 291 Doncaster Road	Health & wellbeing
Chef in a Box	307 Doncaster Road	Food / butcher
Comfort Feet	Shop 4/296-302 Doncaster Road	Health & wellbeing
Commercial Control	268 Doncaster Road	Professional services
Creative Framing	278 Doncaster Road	Home décor
David Grooming for Man	1 Sylvander Street	Hair & beauty
Designer Hair Studios	286 Doncaster Road	Hair & beauty
Dobsons	274 Doncaster Road	Fashion/school supplies
Dough Addict	321a Doncaster Road	Takeaway
Dunyazad	329 Doncaster Road	Restaurant
Elite Myotherapy (in same premises Inspire Fitness)	279 Doncaster Road	Health & wellbeing
Eyecare	298 Doncaster Road	Medical services
First National Real Estate Balwyn North	Suite 1, 291 Doncaster Road	Real Estate
Flightpath	Suite 2, 291 Doncaster Road	Professional services
Flooring Expert	3/308 Doncaster Road	Household goods/service
Foodworks	293-295 Doncaster Road	Supermarket
Greekery	327 Doncaster Road	Takeaway
Greythorn Amcal Pharmacy	297-301 Doncaster Road	Pharmacy
Greythorn Bread & Cake Kitchen	289 Doncaster Road	Food/takeaway
Greythorn Cellars	309-311 Doncaster Road	Bottle shop
Greythorn Drycleaners	281 Doncaster Road	Drycleaner
Greythorn Post, Lotto and News	272 Doncaster Road	Post Office/Newsagency
Hair by Hardeep	Suite 3, 291 Doncaster Road	Hair & beauty
Inspire Fitness for Wellbeing	317 Doncaster Road	Health & wellbeing

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Instyle Hair & Beauty	300 Doncaster Road	Hair & beauty
Jolly Miller	315 Doncaster Road	Café / takeaway
Kitchen Home & Gifts	282 Doncaster Road	Home & café
Kobodi	2 & 2A Tannock Street	Health & wellbeing
KX Pilates & Barre Balwyn North	Level 1, 296 Doncaster Road	Health & wellbeing
Malaysia Station	283 Doncaster Rd	Restaurant
Math Minds	190 Doncaster Rd;	Educational services
Mazark & Associates Pty Ltd Architects	286A Doncaster Road, Balwyn North	Professional services
Melbourne Ballet Company	1 st Floor 309 Doncaster Road	Educational services
Mr Tanuki	319A Doncaster Road	Café / takeaway
MyoRevive Muscle Therapies	279 Doncaster Road	Health & wellbeing
Nakanaka	270 Doncaster Road	Restaurant
No. 1 Flooring	305 Doncaster Road	Home and décor
Performance Edge Psychology	264C Doncaster Road	Health & wellbeing
Prosperous Fortune Mini Mart	1B Sylvander Street	Groceries
Red Lantern	327A Doncaster Road	Restaurant
Regent Estate Agents	266 Doncaster Road	Real Estate
Rooster & Co	325A Doncaster Road	Takeaway
Salon Embee	Level 1, Suite 4, 289-291 Doncaster Road	Hair & beauty
Seven Seasons Art Learning	1A Agnes Avenue	Gifts/educational
Subway	Shop 2, 308 Doncaster Road	Takeaway
Sushi Café	292 Doncaster Road	Takeaway
Taipei Delight	296 Doncaster Road	Café / takeaway
Tesoro Gastronomia	280 Doncaster Road	Café/ takeaway
Thai Massage and Flexibility Studio	1B Agnes St	Health & wellbeing
Top Digital Colour	1A Sylvander Street	Printing – Professional
Travelling Bandit	287 Doncaster Road	Café / takeaway
Viva La Fruit	291 Doncaster Road	Food retail
Wardika Concept Salon and Spa	285 Doncaster Road	Hair & beauty
Well by Design Chiropractic	279 Doncaster Road	Health & wellbeing
Yours, Now Mine	321 Doncaster Road	Fashion/accessories
Yuppy Puppy Day Spa	288 Doncaster Road	Pets



Attachment 4 - Letter from Association



9 September 2022

Lucinda Bakach
Manager Economic Development
City of Boroondara
8 Inglesby Road
CAMBERWELL 3124

Dear Lucinda and Economic Development Team
Proposed New Association Special Rate and Charge, 2023 - 2028

On behalf of the Association Committee, I am writing to request Council to undertake the statutory processes associated with the declaration of a new special rate and charge scheme for Greythorn Traders Association Incorporated, as outlined below.

The proposed special rate and charge has been developed in line with the Association's current five year Strategic Business Plan, which will be reviewed and issued for the same period as that covered by the proposed new scheme. A copy of the current Plan is included here:



The purpose of the new scheme is for advertising, promotion, centre management, business development and other incidental activities associated with the encouragement of commerce in the precinct.

The scheme is proposed to operate for a period of five years from 1 July 2023 to 30 June 2028.

The proposed properties to be covered by the new special rate and charge are within the Greythorn precinct. Please refer to the attachment entitled, Greythorn SR&CS 2013–18. These consist of commercial properties in:

- Doncaster Road on the North side between Sylvander Street (including the commercial properties in Sylvander Street and the rear Car Park area) and Trentwood Avenue (including the commercial properties in Trentwood Avenue).
- Doncaster Road on the South side between Harrington Avenue (including the commercial properties in Harrington Avenue) to Agnes Avenue (including the Car Park area at rear).
- Doncaster Road on the South side between Agnes Street (including the commercial properties in Agnes Street) to, but not including the Fire Station (including the Car Park area at rear).

An invitation is being extended to the North Balwyn Medical Centre and the Dental Room if they wish to become associate members to be charged at the yearly minimum charge fee of \$415. They will not be eligible for voting rights.

The total cost of the proposed scheme is equivalent to the total amount raised by the special rate and charge in accordance with the formulae outlined below. It is estimated that the total cost in 2023-2024 is in the order of approx. \$79,000 expected to be raised in Year 1 of the Scheme (subject to ground truthing/auditing by an external organisation).

Proposal of a special rate and charge formulae to be applied to the Area as follows:

- A rate of 0.112 cents in the dollar applied to the capital improved value of each property used, adapted or designed for commercial purposes with:
- Ground and upper level properties will be subject to a minimum charge of \$415 per year and no maximum charge per occupancy.
- CPI to be applied on 1 July each year after the Scheme commences to the rate in the dollar and minimum charge.

The Association considers that the special benefits of the proposed new scheme will flow solely to the owners and business operators liable to pay the special rate and charge. As such, the community benefit in fiscal terms is considered to be nil.

The special benefits that the Association considers are as follows:

- Conducting an efficient and effective Association Management Committee
- Employing a part-time qualified Marketing Coordinator
- Sustaining the Greythorn Shopping Centre brand and signage
- Enhancing community partnerships
- Social media and digital marketing across all available channels
- Liaising with Council for precinct appearance improvements
- Organising marketing, promotion and business development programs including:
 - An extensive Christmas promotion
 - A special Halloween event
 - Mothers Day promotions

- Business assistance (e.g. Council education seminars and advice on website development and point-of-sale advertising)
- Publicising Greythorn events in the media
- Communicating regularly with traders and other business operators
- Arranging periodic member meetings
- Maintaining a Greythorn website with links to member websites
- Arranging graffiti removal
- Improving public safety (e.g. traffic control)
- Monitoring Council policies and programs relevant to Greythorn businesses.

I recommend that Council commence the statutory processes for declaring the proposed new special rate and charge as soon as possible.

Yours sincerely

Gabriele Crema

President

Greythorn Traders Association

Attachment 5 - Objections and Submissions

Objection/Submission process pursuant to the *Local Government Act 1989*

Section 163(1) of the *Local Government Act 1989* (**Act**) empowers a council to declare a special rate and charge for the purposes of defraying expenses in relation to the council's functions and powers if the council considers that it will be of special benefit to the persons required to pay the special rate and charge.

Submissions and Objections

Section 163A of the Act allows any person to make a submission in relation to Council's proposed declaration. Submissions must be lodged within twenty-eight (28) days after the date on which a public notice is published, and will be considered in accordance with section 223 of the Act.

In addition, any person who will be required to pay a special rate and charge is also entitled to exercise a right of objection under section 163B of the Act.

Section 163B(4) provides that any person who will be required to pay the special rate and charge is entitled to exercise the right of objection. Section 163B(5) goes on to state that, for the purposes of sub-section (4), a person who is an occupier is entitled to exercise the right of objection if the person submits documentary evidence with their objection which shows that it is a condition of the lease under which the person is an occupier that the person is to pay the special rate and charge.

Objections must be in writing and lodged within twenty-eight (28) days of the date of a public notice. Where the person making an objection is an occupier under a lease, the objection in writing must include the documentary evidence showing the person is to pay the special rate and charge in order for the objection to be considered a 'valid objection'.

During the period for lodging objections or submissions, Council officers will contact those who have made objections that are not supported by adequate documentary evidence and provide them with the opportunity to provide such evidence by the conclusion of the public consultation period.

Objections and Council's decision

Where a special rate and charge is proposed to recover an amount that exceeds two thirds of the total cost of a scheme, a council can only make a declaration under section 163(1) of the Act after complying with the objection process set out in section 163B of the Act.

Significantly, Council cannot proceed to declare a special rate and charge if Council receives valid objections in respect of more than 50% of the rateable properties on which the special rate and charge would be imposed. In circumstances where Council receives valid objections in respect of more than 50% of the rateable properties on which the special rate and charge would be imposed, Council may also discontinue the submissions process described above.

7.3 Maling Road Shopping and Business Centre - Marketing and Business Development Fund

Executive Summary

Purpose

The purpose of this report is for Council to:

- consider submissions and objections received following public notice of its intention to declare a special rate and charge for a marketing and business development fund for the Maling Road Shopping and Business Centre (**Centre**), and
- determine whether to declare the Proposed Maling Road Special Rate and Charge Scheme (**Proposed Scheme**).

Background

The Maling Road Shopping and Business Centre's current five year special rate and charge scheme is due to expire on 30 June 2023. The Scheme funds marketing and business development initiatives in the Centre. The Maling Road Business Association (**MRBA**) requested Council declare a renewed special rate and charge scheme to apply for five years from 1 July 2023 to 30 June 2028.

On 28 November 2022, Council resolved to commence the statutory process to declare the Proposed Scheme by giving public notice in February 2023 of the Proposed Scheme in response to the MRBA's request. Public notice of the Proposed Scheme was made on 4 February 2023 in The Age newspaper and on Council's website, and individual notices were mailed to each affected property owner and occupier. Council invited submissions and objections regarding the Proposed Scheme to be lodged by 6 March 2023.

Key Issues

A summary of the submissions and objections to the Proposed Scheme received during the public notice period is outlined below.

Submissions

Council received **one submission** in response to the public notice from one property owner within the Scheme area.

The submission received indicated partial opposition to the Scheme, the details of which are provided below. The submission did not include a request to be heard in accordance with Section 223(1)(a)(iv) of the *Local Government Act 1989* (**Act**).

Objections

Any person who is liable for or otherwise required to pay the Maling Road special rate or charge is entitled to object in writing. Council received **one valid objection** from such persons, a property owner, who represented one property.

Council officers were able to establish a right to object for the one rateable property to which the objection relates by matching the submitter with Council's rates record of property owners.

As such, Council officers consider bona fide objections were made with respect to a total of one property. This equates to 1.25% of the 80 rateable properties in the Proposed Scheme. Because objections were received in respect of fewer than 50% of those properties to be included in the Scheme, Council is permitted to resolve to declare the Proposed Scheme but must still consider the submission made.

Implications of submission

In the objector's submission, the property owner advised that while they support the scheme that benefits retail tenant occupiers only, there is no benefit to their first floor office tenant and they should be excluded from the scheme.

A copy of the submission received is contained within **Confidential Attachment 6** to this report.

Council officers consider the low number of submissions and objections may be attributed to the value provided by the MRBA in supporting businesses throughout COVID-19, increasing communication and information sharing, and seeking to identify ways to provide assistance through unprecedented times. Over the past five years, the MRBA introduced a number of new initiatives to drive spending in businesses, and the Marketing Coordinator spent time visiting businesses face to face to engage them in the MRBA's activities and provide a more personalised service.

Council officers are of the opinion the submission received does not warrant any change to the declaration of the Proposed Scheme.

Further consideration is given to the submission in Section 4 of the report.

Declaration of the Proposed Scheme will ensure support for a comprehensive marketing and business development program, which will provide a special benefit for businesses and commercial property owners in the Centre.

If declared, the Proposed Scheme will apply for five years commencing 1 July 2023 and ending on 30 June 2028 and will raise approximately \$70,000 in the first year, with a total levy of approximately \$350,000 expected over five years.

The amount levied will increase each year consistent with the March quarter Consumer Price Index (All Groups, Melbourne) (**CPI**) which will be applied to the rate in the dollar and the minimum and maximum charges, along with any increases in the Capital Improved Value (**CIV**) of rateable properties during the life of the Proposed Scheme.

Confidentiality

Confidential information is contained in **Attachment 6**, as circulated in the confidential section of the agenda attachments, in accordance with Section 66(2)(a) and the definitions of "confidential information" in Section 3(1) of the *Local Government Act 2020*. The information relates to personal information, being information which if released would result in the unreasonable disclosure of information about any person or their personal affairs.

Council has obtained legal advice which has been considered as part of preparing this report.

Officers' recommendation

That Council resolve to

1. Receive and note the written submission and objection.
2. Declare the Maling Road Special Rate and Charge in accordance with Section 163 of the *Local Government Act 1989* (**Act**) as follows:
 - a. a Maling Road Special Rate and Charge be declared for a period of five years commencing on 1 July 2023 and concluding on 30 June 2028.
 - b. the Maling Road Special Rate and Charge be declared for the purpose of defraying expenses of advertising, promotion, centre management, business development and other incidental expenses associated with the encouragement of commerce in the Maling Road Shopping and Business Centre (**Centre**), which:
 - c.
 - i. Council considers is, or will be, of special benefit to those persons required to pay the Maling Road Special Rate and Charge; and
 - ii. arises out of Council's functions of:
 - encouraging and promoting economic sustainability, commerce, retail activity and employment opportunities in and around the Maling Road Special Rate and Charge area and the broader municipal district; and
 - providing good governance in its municipal district for the benefit and wellbeing of the municipal community.
 - d. the Maling Road Special Rate and Charge so declared will be assessed and levied in accordance with the following:
 - i. A rate of 0.08422 cents in the dollar of the Capital Improved Value (**CIV**) will be levied on each rateable property in the proposed Scheme;
 - ii. Ground level properties will be subject to a minimum charge of \$736 and maximum of \$1,021 per annum;
 - iii. All upper level properties will be subject to a minimum charge of \$446 and maximum of \$578 per annum;
 - iv. The quantum of the rate in the dollar of the CIV of each rateable property in the area, and the quantum of the minimum and maximum charges will be adjusted on 1 July 2024 and on each anniversary of that date by the March quarter Consumer Price Index (All Groups, Melbourne) (**CPI**) during the 12 months preceding the end of that March quarter; and
 - v. The CIV of each parcel of rateable land is the CIV of that parcel of land at the time of levying the special rate and charge in each year. The CIV may change in the period during which the Maling Road Special Rate and Charge Scheme is in force, reflecting any revaluations and supplementary valuations which take place.

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- e. the area for which the Maling Road Special Rate and Charge is so declared is the area highlighted in the plan annexed to this report (**Area**) (**Attachment 2**). For the purposes of this paragraph, the Area can be described generally as ground level properties and upper level properties in the area comprising:
 - i. Maling Road:
 - from 85 to 141(odd numbers only);
 - from 60 to 122 (even numbers only); and
 - Theatre Place;
 - ii. Canterbury Road (even numbers only) from the railway line to Wattle Valley Road;
 - iii. Wattle Valley Road (1 Wattle Valley Road as part of property 208 Canterbury Road); and
 - iv. Bryson Street 1A and 2 to 8.
 - f. the land in relation to which the Maling Road Special Rate and Charge will be declared is all land within the Area primarily used, or adapted or designed to be used, for commercial purposes.
 - g. the total cost of performing the function and the total amount of the special rate and charge to be levied is approximately \$70,000 in the first year, with a total levy of approximately \$350,000 over the five years of the scheme, having regard to adjustments in the CIV of the rateable properties and the application of CPI to the rate in the dollar and minimum and maximum charges as described in paragraph 2(c) of this resolution or such other amount as is lawfully levied as a consequence of this resolution.
 - h. the benefit ratio, being the estimated proportion of the total benefits of the Maling Road Special Rate and Charge to which the performance of the function or the exercise of the power relates (including all special benefits and community benefits) that will accrue as special benefits to all of the persons who are liable to pay the Maling Road Special Rate and Charge, is 100%, as the community benefit is considered to be nil.
 - i. the criteria to be used as the basis for levying the Maling Road Special Rate and Charge is ownership of any land described in paragraph 2(e) of this resolution.
 - j. the ratepayers for the land described in paragraph 2(e) of this resolution will be required to pay the Maling Road Special Rate and Charge on the same date or dates as Council's general rates are due.
 - k. Council will, subject to the Act, require a person to pay interest on any special rate and charge the person is liable to pay that has not been paid to the date specified for its payment.
3. Write to the owners and occupiers of properties within the Maling Road Special Rate and Charge scheme advising them of the decision embodied in this resolution and associated appeal rights.
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4. Authorise the Director Community Support to enter into an agreement with the Maling Road Business Association in relation to expenditure of the Maling Road Special Rate and Charge scheme proceeds.
5. Authorise the Director Community Support to levy the Maling Road Special Rate and Charge in accordance with Section 163(4) of the *Local Government Act 1989*.

Responsible director: **Kate McCaughey, Director Community Support**

1. Purpose

The purpose of this report is for Council to:

- consider submissions and objections received following public notice of its intention to declare a special rate and charge for a marketing and business development fund for the Maling Road Shopping and Business Centre (**Centre**), and
- determine whether to declare the Proposed Maling Road Special Rate and Charge Scheme (**Proposed Scheme**).

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

Activity centres play an important economic and community role in the City of Boroondara. There are over 5,000 businesses in 53 centres in the municipal district. Council recognises the valuable role a special rate and charge scheme plays in providing support for commercial centres in Boroondara and provides support to facilitate the preparation and implementation of these schemes.

The Boroondara Community Plan 2021-2031 notes a key theme as “Local Economy” which contains strategies such as “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”, “shopping centres and strips are hubs of community activity through activating local shopping precincts”, and “local visitation is increased through showcasing and promoting local shopping and attractions”.

The Proposed Scheme also supports Council’s current Economic Development and Tourism Strategy and its key objective to “facilitate the development of best in class neighbourhood shopping centres throughout the City”. A related action in this regard is to “continue with the special rate and charge scheme program and associated support and liaison with trader associations and groups to optimise business development and marketing in key shopping centres”. The current strategy is concluding and a new draft Strategy has been prepared (including community consultation), and is due to be presented to Council in mid-2023.

3. Background

The Centre has been designated as one of thirty-one “Neighbourhood Centres” in Clause 21.08 of the Boroondara Planning Scheme which states, “Neighbourhood centres provide a vital component of the City’s activities and are integral to the local economy. They provide a focus for goods, services and employment and are an important focal point for community life and interaction.”

Consequently the Centre is expected to continue to be a focal point for a wide range of economic and social activities, including retail, commercial offices, community and civic facilities, as well as leisure and entertainment uses; and be a successful and vibrant shopping centre which serves the needs of local residents and visitors.

A special rate and charge scheme was first introduced in the Centre in 1998 and there have been continuous renewals since. During this time, the MRBA has implemented the schemes with Council's oversight and has undertaken a wide range of activities associated with the promotion and marketing of the Centre.

The Centre's current five year special rate and charge scheme is due to expire on 30 June 2023. The scheme funds marketing and business development initiatives in the Centre. The MRBA has requested Council declare a renewed special rate and charge scheme to apply for five years from 1 July 2023 to 30 June 2028.

During the past five years, the Centre has experienced a significant increase in marketing and promotional activity undertaken by the MRBA and supported by the marketing and business development fund. These include:

- employing a part-time Marketing Coordinator for the Centre;
- marketing, advertising and promoting the Centre;
- organising events at the Centre e.g. the iconic Kristkindl Christmas Festival, Auto Classico event, Theatre Place movie night, Easter egg hunt, Mother's Day, and Halloween;
- launching and overseeing the Maling Road gift card program, the Scratch and Win campaign and other seasonal promotions;
- improving the online presence of the Centre and its businesses through the development of an online business directory on its website with an average of 1,000 visits per month;
- enhancing the Centre's social media presence and email bulletins to traders;
- providing input and advice into Council's Maling Road placemaking program;
- supporting traders during the pandemic through the provision of resources and information about restrictions, government grants and other opportunities;
- successfully applying for government grants to increase funding for the association;
- contributing to Council's ongoing graffiti removal program;
- continuing to lobby for streetscape and traffic improvements;
- liaising and advocating on behalf of the Centre to Council and other relevant stakeholders; and
- building closer partnerships with Council, local community organisations and school groups.

The new five year Maling Road Strategic Business Plan 2023 - 2028 (**Strategic Plan**) (**Attachment 3**) states "Maling Road will continue to distinguish itself as the iconic shopping village offering an extraordinary experience making all customers feel like a local. The character of the centre will be maintained and enhanced by providing development opportunities that respect the heritage value of the area. The role of the centre will not undergo significant change.

The centre will continue to strengthen its metropolitan wide reputation as a village of distinction. This will be enhanced by the marketing vision.”

In support of the vision, the Strategic Plan 2023 - 2028 has the following goals and objectives aimed at keeping the Centre viable and growing. It includes:

- promoting the centre as a special shopping environment with a range of interesting events and activities throughout the year;
- helping maintain an attractive mix of businesses in the centre to maintain a productive partnership with Council to improve infrastructure and precinct presentation;
- working towards increasing customer traffic and retail turnover to assist improvements to business performance;
- developing more interest and enthusiasm by all the businesses to promote the centre and become involved in the work of the association;
- maintaining regular two-way communication with members and with community groups;
- identifying and deliver business development programs of value to the members;
- improving awareness of range of businesses, amenities, promotions, and events;
- developing a ‘brand’ and ‘personality’ for the precinct to give it a strong image and identity for both customers and the traders to buy into;
- encouraging public transport and bike riding for both customers and local businesses’ staff;
- building on the Centre’s position as tourist destination in Boroondara;
- increasing customer visitation; and
- attracting quality businesses to the area.

If the Proposed Scheme is declared, it will assist the MRBA to implement strategies and actions to realise the vision, goals and objectives as set out in the Strategic Plan in the coming years. As outlined in the Strategic Plan, these include:

- marketing and public relations activities such as events, social media and email campaigns; and
- community development initiatives to engage and build relationships local organisations and schools.

A range of business development activities will also be prioritised, including professional development programs to build the skills of local traders and initiatives to increase the diversity of businesses in the Centre. Other key strategies include activities to improve the Centre.

The Strategic Plan estimates the cost of undertaking the proposed marketing, community and business development initiatives outlined in the Strategic Plan will require an annual budget of approximately \$121,220 in 2023-24, with Consumer Price Index (**CPI**) increases each year. This amount is made up of approximately \$70,000 of scheme funds, \$19,000 in Council grants if successfully received, and the remainder in sponsorships.

If declared, the Proposed Scheme will provide funds to assist the MRBA in competing with other single owner hard-top centres, such as Chadstone, Doncaster and the CBD, some of which have marketing and promotions budgets which are understood to be over \$1,000,000 per year.

In the interests of supporting the ongoing viability of the Centre, the MRBA formally wrote to Council on 31 August 2022 (**Attachment 4**) requesting Council renew the Current Scheme, which is due to expire on 30 June 2023. A plan of the Proposed Scheme area (**Attachment 2**) and details of the Proposed Scheme (**Attachment 1**) are further discussed in the next section of this report.

Special rate and charge schemes are active in seven other shopping centres within Boroondara and support marketing and promotional activities. They reflect an important co-operative initiative between Council and the respective trader associations in continuing to actively promote and support local businesses and the ongoing viability of the shopping centres.

Public notice of the Proposed Scheme

There are currently 80 rateable properties included in the Proposed Scheme area. At its meeting on 28 November 2022, Council resolved to give notice under Section 163 of the *Local Government Act 1989* (**Act**) of its intention to declare a special rate and charge for the Centre.

On 4 February 2023, Council gave public notice of the Proposed Scheme and provided written notice to affected property owners and occupiers.

Council invited submissions and objections regarding the Proposed Scheme to be lodged by 6 March 2023, and one submission in the form of an objection was received. Council officers have considered the submission and further discuss the findings in the following section of this report.

Local Government Act

Despite the introduction of the *Local Government Act 2020* (2020 Act), the legislative scheme governing Council declarations for rates currently remains under Part 8, Division 1 of the 1989 Act. Presently, there is no equivalent provision in the 2020 Act. Therefore, section 163 of the 1989 Act still applies to defraying expenses of advertising, promotion, centre management, business development and other incidental expenses associated with the encouragement of commerce in centres and is still applicable to Council's scheme renewal processes.

4. Outline of key issues

The request for a special rate and charge scheme to fund promotion, marketing and business development activities in a shopping centre must be considered by Council in line with the provisions of the Act. The Act contains several requirements to be followed by Council when considering whether to declare a special rate and charge scheme. These primarily relate to the method of calculating the levy (**Attachment 1**) and the consideration of submissions and objections (**Attachment 5**).

Section 163A of the Act entitles any person to make a submission in relation to Council's proposal to declare the Scheme.

In accordance with Section 223(1)(d)(i) of the Act, Council or a committee of the Council must consider all submissions and reports made in respect of the Scheme. Furthermore, in accordance with Section 223(1)(b), a person making a submission may request to appear in person at a meeting of Council to be heard in respect of that submission.

Further, a person who is required to pay the special rate and charge is entitled to exercise a right of objection pursuant to Section 163B of the Act. This right of objection is in addition to the right to make a submission.

Ordinarily, it is the owner of a property who has the right to object to a Proposed Scheme, as they are liable to pay the special rate or charge. However, an occupier (tenant) may object (instead of the property owner) if the occupier submits documentary evidence with their objection showing it is a condition of their lease requiring the occupier to pay any special rate/charge for the property.

In accordance with Section 163B(6) of the Act, Council cannot proceed to introduce a special rate or charge if Council receives objections from persons who will be required to pay the special rate or special charge in respect of a majority of the rateable properties on which the special rate or special charge would be imposed.

Submission to the Proposed Scheme

During the public notice period, Council received **one submission** in regard to the Proposed Scheme, from the owner of a property that will be subject to it. The submission indicated partial opposition to the Scheme, the details of which are provided below. The submission did not include a request to be heard at a meeting of Council.

Objections to the Proposed Scheme

Council received one valid objection representing one property, indicating partial opposition to the Proposed Scheme.

The objection received from the property owner was based on their right to object as an owner of a property subject to the Special Rate and Charge. Council officers were able to match the submitter with Council's rates record of property owners. Accordingly, Council considers this to be bona fide objection.

The valid objection equates to 1.25% of the 80 rateable properties in the Proposed Scheme. Because fewer than 50% of the properties in respect of which the Scheme would be imposed lodged an objection, Council is permitted to declare the Proposed Scheme but must still consider the concerns raised.

Analysis of the submissions and objections

The submission in the form of an objection received by Council made comments regarding the Proposed Scheme. Council must consider these comments prior to determining whether to declare the Proposed Scheme.

The reason for objecting to the Proposed Scheme is summarised below:

The property owner advised that they support the scheme that benefits retail tenant occupiers only. There is no benefit to their first floor small office tenant, which should be excluded from the scheme.

Council officers' analysis

Section 155 of the Act provides that a Council may declare a range of rates and charges on rateable land. Of specific relevance, Section 163 of the Act applies to defraying expenses of advertising, promotion, centre management, business development and other incidental expenses associated with the encouragement of commerce in centres.

The special rate and charge is proposed to be levied on all rateable land primarily used, or adapted or designed to be used, for commercial purposes within the Maling Road Shopping and Business Centre. Under Section 154 of the Act, a first floor office does not fit under the definition of land that is not rateable. In addition, as the subject property is primarily used for commercial purposes it is subject to the Special Rate and Charge.

Furthermore, the Proposed Scheme is designed as a comprehensive marketing and business development program to benefit all businesses in the Centre. The five year Strategic Business Plan (**Attachment 3**) adopted by the MRBA does not focus solely on the promotion of retail business activities, but also outlines a series of marketing and business development initiatives intended to provide special benefits to a wide range of businesses in the Centre.

5. Consultation/communication

On 4 February 2023, a Public Notice declaring Council's intention to introduce a Maling Road Special Rate and Charge for a marketing and business development fund was published in The Age newspaper and on Council's website. In addition, a letter was sent to all affected property owners and occupiers outlining the details of the Proposed Scheme and providing information on how a submission or objection could be made within the public notice period. Submissions and objections were required to be lodged by 6 March 2023.

One submission in the form of a valid objection was lodged in respect of a total of one property that will be subject to the Proposed Scheme. This equates to approximately 1.25% of the 80 rateable properties in the Proposed Scheme.

If Council decides to declare the Proposed Scheme, all affected property owners and occupiers will be notified of Council's decision and appeal rights under Sections 185 and 185AA of the Act.

6. Financial and resource implications

It is intended the Proposed Scheme will be in place for a period of five years between 1 July 2023 and 30 June 2028.

In the first year of the Proposed Scheme, the total amount to be raised is estimated to be \$70,000, with a total levy of approximately \$350,000 expected over five years. The amount levied is likely to increase each year given the application of the CPI to the rate in the dollar and the minimum charges, along with likely increases in the CIV of rateable properties over the life of the Proposed Scheme.

If the Proposed Scheme is declared, Council will administer the Maling Road Special Rate and Charge by levying notices and collecting payments. These proceeds will then be distributed to the MRBA in two instalments each year to spend in accordance with an agreement entered into with Council, and MRBA's strategic and annual business plans.

There is an administrative cost involved in facilitating the Proposed Scheme, ensuring that the monies are collected and business plans and financial reports, upon which the expenditure is based, are submitted to Council. These costs are accommodated within the Liveable Communities departmental operating budget.

7. Governance issues

The officers responsible for this report have no general or material conflicts of interest requiring disclosure.

The list of prescribed human rights contained in the Victorian Charter of Human Rights and Responsibilities has been reviewed and it is considered the proposed actions contained in this report present no breaches of, or infringements upon, those prescribed rights.

8. Social and environmental issues

Supporting the continuing viability of local shopping centres through promotion and marketing funds provides a positive impact on community and social wellbeing by offering the local community places for interaction.

Providing local shopping centres gives residents the option to travel less to obtain goods and services, and in doing so, provides an environmental benefit.

9. Evaluation and review

If the Proposed Scheme is declared, Council will enter into an agreement with the MRBA in relation to expenditure of the proceeds.

Under this agreement, the MRBA will be required to submit an annual budget and business plan to Council each new financial year. The MRBA will also be required to provide financial statements and reports. A member of the Liveable Communities department will attend the MRBA's Annual General Meeting.

Payment of funds raised under the Proposed Scheme to the MRBA will be dependent upon the MRBA complying with its obligations under the agreement. This ensures a level of accountability concerning the use of funds raised under the Proposed Scheme.

10. Conclusion

The process outlined in this report provides a summary of submissions received following public notice of Council's intention to declare a special rate and charge for a marketing and business development fund for the Maling Road Shopping and Business Centre, for the purposes of Council's consideration of declaring the scheme.

The request before Council for the Proposed Scheme represents an ongoing commitment by the MRBA to a coordinated and unified approach to promoting the Centre and ensuring its continued long-term viability. It is considered the continuation of the special rate and charge through the Proposed Scheme is an appropriate and important cooperative initiative between MRBA and Council that will confer a range of benefits on the persons required to pay the special rate and charge.

Manager: **Nick Lund, Manager Liveable Communities**

Report officer: Lucinda Bakhach, Local Economies Lead

Attachment 1 - Details of the Proposed Maling Road Special Rate and Charge

Duration

It is proposed that the Maling Road Special Rate and Charge (**Proposed Scheme**) for the Maling Road Shopping and Business Centre (**Centre**) be declared for a period of five years commencing on 1 July 2023 and concluding on 30 June 2028.

Purpose

The Proposed Scheme will be declared for the purpose of defraying expenses of advertising, promotion, centre management, business development and other incidental expenses associated with the encouragement of commerce in the Centre, which Council considers is or will be of special benefit to those persons required to pay the special rate and charge.

Council will administer the Proposed Scheme and levy and collect payments. These payments will then be distributed to the Maling Road Business Association (**MRBA**) to fulfill the purposes outlined above through its administrative, marketing, engagement and promotional activities.

Funds from the Proposed Scheme may also be spent on the MRBA's administrative and management costs. For example, the MRBA may employ a part-time bookkeeper to assist with preparation of the budget and financial records relating to the implementation of the Proposed Scheme, the salary of whom may be paid for out of the Proposed Scheme funds. The role of such a person is limited to management and administration of the Proposed Scheme, and may not be used for the carrying out of the MRBA's affairs generally.

The above activities are all associated with the encouragement of commerce, retail and professional activity and employment at the Centre. The Proposed Scheme will enhance the viability of the precinct as a commercial, retail and professional area through increased economic activity. This, in turn, will confer a special benefit on all of the commercial properties located in and around the Centre that are liable to pay the Maling Road Special Rate and Charge.

Area

The Proposed Scheme will apply to all rateable properties located in the relevant area within the Centre that are used, or adapted or designed to be used, primarily for commercial purposes.

The Proposed Scheme area is shown in the plan of the Maling Road Special Rate and Charge Area. For the purposes of this paragraph, the Area can be described generally as ground level properties and upper-level properties in the area comprising:

- i. Maling Road:
 - from 85 to 141(odd numbers only);
 - from 60 to 122 (even numbers only); and
 - Theatre Place;
- ii. Canterbury Road (even numbers only) from the railway line to Wattle Valley Road;

- iii. Wattle Valley Road (1 Wattle Valley Road as part of property 208 Canterbury Road); and
- iv. Bryson Street 1A and 2 to 8.

Maximum Total Levy

Before declaring a special rate and charge scheme, Council must determine the “total amount” of the special rate and charge to be levied. The total amount may not exceed the maximum total amount calculated by the formula:

$$R \times C = S$$

where –

R is the benefit ratio, being the estimated proportion of the total benefits of the scheme to which the performance of the function or the exercise of the power relates (including all special benefits and community benefits) that will accrue as special benefits to all of the persons who are liable to pay the special rate and charge;

C is the total cost of the performance of the function or the exercise of the power; and

S is the maximum amount that may be levied from all persons who are liable to pay the special rate and charge.

This formula is set out in accordance with section 163(2A) of the *Local Government Act* 1989 and the *Ministerial Guideline on Special Rates and Charges* published in September 2004.

Benefit ratio – ‘R’

A further formula is used to determine the benefit ratio (R):

$$\frac{\text{TSB (in)}}{\text{TSB (in)} + \text{TSB (out)} + \text{TCB}} = R$$

TSB (in) is the estimated total special benefit for those properties that Council proposes to include in the scheme.

TSB (out) is the estimated total special benefit for those properties with an identified special benefit that Council does not propose to include in the scheme.

TCB is the estimated total community benefit.

This formula is set out in accordance with section 163(2B) of the *Local Government Act* 1989 and the *Ministerial Guideline on Special Rates and Charges* published in September 2004.

With respect to the total special benefits, it is determined that all rateable properties used, or adapted or designed to be used, primarily for commercial purposes in the Centre (as generally described above in the section under “**Area**”) will receive a special benefit from all of the activities undertaken with funds raised under the Proposed Scheme.

With respect to community benefits, there are no community benefits included in the Proposed Scheme. Any benefits to people visiting the businesses in the Centre are included in the special benefits conferred on those businesses.

The calculation of the benefit ratio is therefore as follows:

$$\frac{1.0 (100\%)}{1.0 (100\%) + 0 + 0} = 1.0 (100\%)$$

Total cost of the service – ‘C’

The total cost of the Proposed Scheme is approximately \$350,000 or such other amount as is lawfully levied as a consequence of the declaration. This figure is supported by the MRBA based on their previous expenditure, and five year strategic business and financial plan.

Maximum amount – ‘S’

Having calculated the total cost and the benefit ratio, the maximum total levy, in accordance with section 163(2A) of *the Local Government Act 1989*, is \$350,000 or such other amount as is lawfully levied as a consequence of the declaration. Council intends to levy this amount under the Proposed Scheme.

Apportionment

The determination of apportionment criteria (or the basis of distribution of the Maling Road Special Rate and Charge) is a separate process from the calculation of the maximum total levy.

It is proposed that the Maling Road Special Rate and Charge will be assessed and levied as follows:

- i. In the first year a rate of 0.08422 cents in the dollar of the Capital Improved Value (**CIV**) of each rateable property in the Proposed Scheme area, subject to the following minimum and maximum charges per occupancy per annum:

Precinct	Minimum and Maximum per annum
Ground level properties in the area comprising: Maling Road <ul style="list-style-type: none"> • from 85 to 141 (odd numbers only) • from 60 to 122 (even numbers only) • Theatre Place Canterbury Road (even numbers only) from the	<u>Ground level</u> Minimum \$736 Maximum \$1021

railway line to Wattle Valley Road Wattle Valley Road (1 Wattle Valley Road as part of property 208 Canterbury Road) Bryson Street 1A and 2 to 8	
Upper level properties in the area comprising: Maling Road <ul style="list-style-type: none"> from 85 to 141 (odd numbers only) from 60 to 122 (even numbers only) Theatre Place Canterbury Road (even numbers only) from the railway line to Wattle Valley Road Wattle Valley Road (1 Wattle Valley Road as part of property 208 Canterbury Road) Bryson Street 1A and 2 to 8	<u>Upper level/s</u> Minimum \$446 Maximum \$578

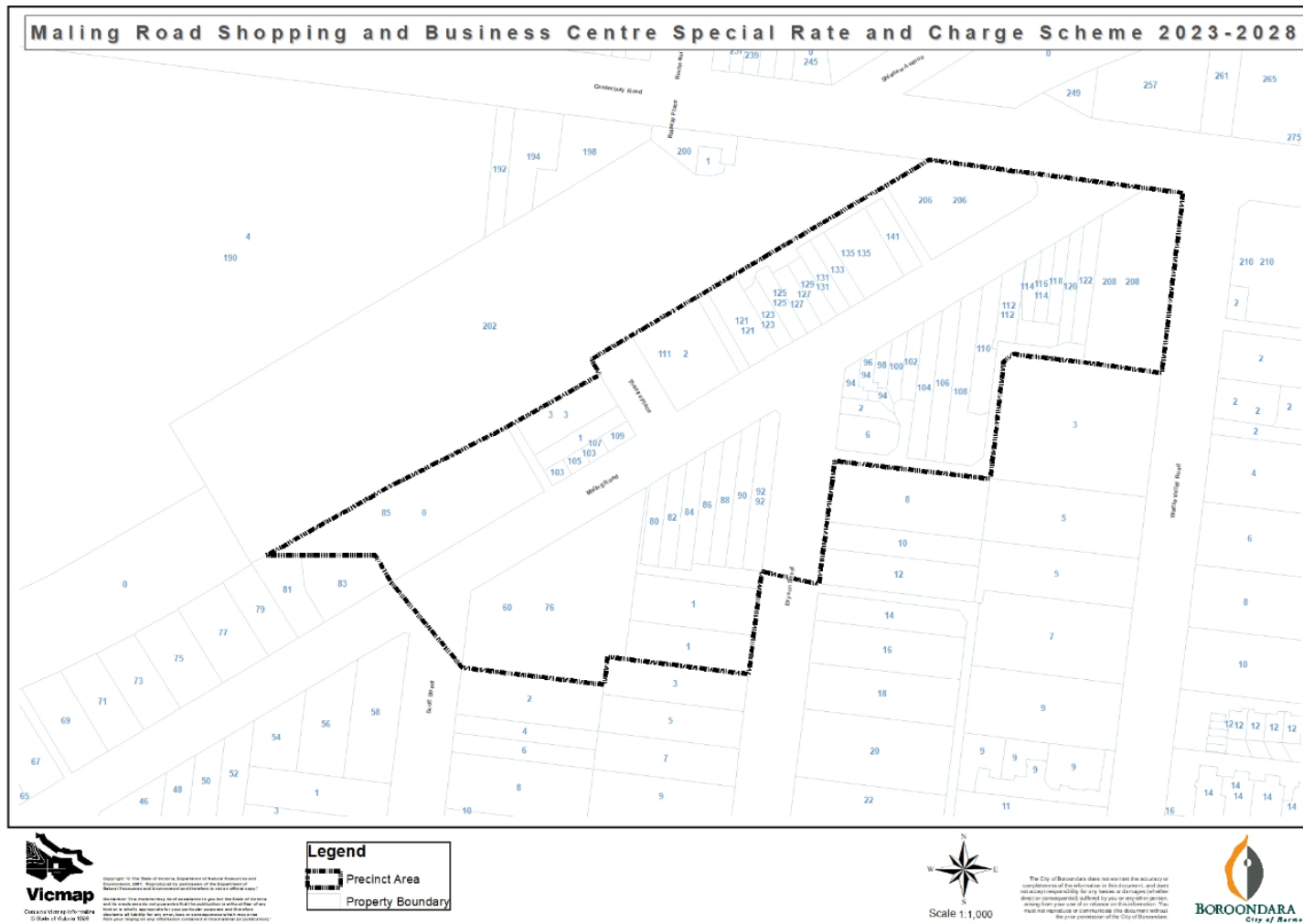
It is further proposed that the persons liable to pay the Maling Road Special Rate and Charge will do so on the same date/s as Council's general rates are due, and that they be required to pay interest on any amount which has not been paid.

The quantum of the rate in the dollar of the CIV of each rateable property in the area, and the quantum of the minimum and maximum charges, will be adjusted on 1 July 2024 and on each anniversary of that date by the March quarter Consumer Price Index (All Groups, Melbourne) (**CPI**) during the 12 months preceding the end of that March quarter.

The CIV of each parcel of rateable land is the CIV of the parcel of land at the time of levying the Maling Road Special Rate and Charge in each year. The CIV may change in the period during which the Proposed Scheme is in force, reflecting any revaluations and supplementary valuations which take place.

Attachment 2 - Plan of Proposed Scheme Area

Proposed Maling Road special rate and charge scheme 2023 - 2028 (the Plan)



Maling Road Business Association Strategic Business Plan 1



Strategic Business Plan

2023-2028

Prepared by
Maling Road Business Association Inc.
October 2022

Maling Road Business Association Inc.

Maling Road Business Association Strategic Business Plan 2**1. INTRODUCTION**

The purpose of this report is to outline an ambitious five-year Strategic Business Plan for the Maling Road Precinct. The Plan provides a consolidated vision for the centre together with an integrated set of strategies to achieve the vision and improve the centre. The Plan, funded by the City of Boroondara, has been prepared in a very consultative process involving representatives from the Maling Road Business Association and Council, with assistance from Creative Community Enterprises

The Business Plan is based on:

- The statement of purposes of the Association
- The Maling Road Business Association Plan for 2022/2027
- Maling Road Place Making Consultation
- Business Survey (October 2022)
- Workshop discussion with representatives from the Association in October

The Maling Road Business Association is an incorporated body currently representing owners and business operators of approximately 80 rateables units consisting of approximately 80 businesses. The Statement of Purposes of the Association is as follows:

- To generate and manage the collective marketing, promotion, advertising and business development activities for the Maling Road Traders;
- To manage the affairs of the Association;
- To engage with the business owners and operators, represent their interests and work with them for the collective benefit of the Maling Road Shopping Centre;
- To develop positive relationships with our key stakeholders who impact and influence the role and function of the Maling Road Shopping Centre.
- To engage in such other activities as may benefit the Maling Road/Canterbury community.

The Association operates through a Committee of Management and a centre coordinator. The Association is funded by a special rate levied by the City of Boroondara, currently raising approximately \$ 67,000 in 2022/23. In addition, Council provided \$ 15,000 in 2020/21 for the KrisKindle annual event. Details of the Committee and coordinator as well as the special rate are provided in the Appendix.

Maling Road Business Association Inc.

Maling Road Business Association Strategic Business Plan

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2. PROFILE OF THE CENTRE

Maling Road is a premier tourist attraction situated in the heart of the leafy eastern suburbs of Boroondara. Located only 12km from the Melbourne CBD it is well serviced by a local metro station on its doorstep. The compact heritage listed precinct consists of 80 business premises. A plan of the centre is illustrated in Figure 1.



Figure 1 Extent of the Maling Road Activity Centre

Maling Road Business Association Inc.

Maling Road Business Association Strategic Business Plan

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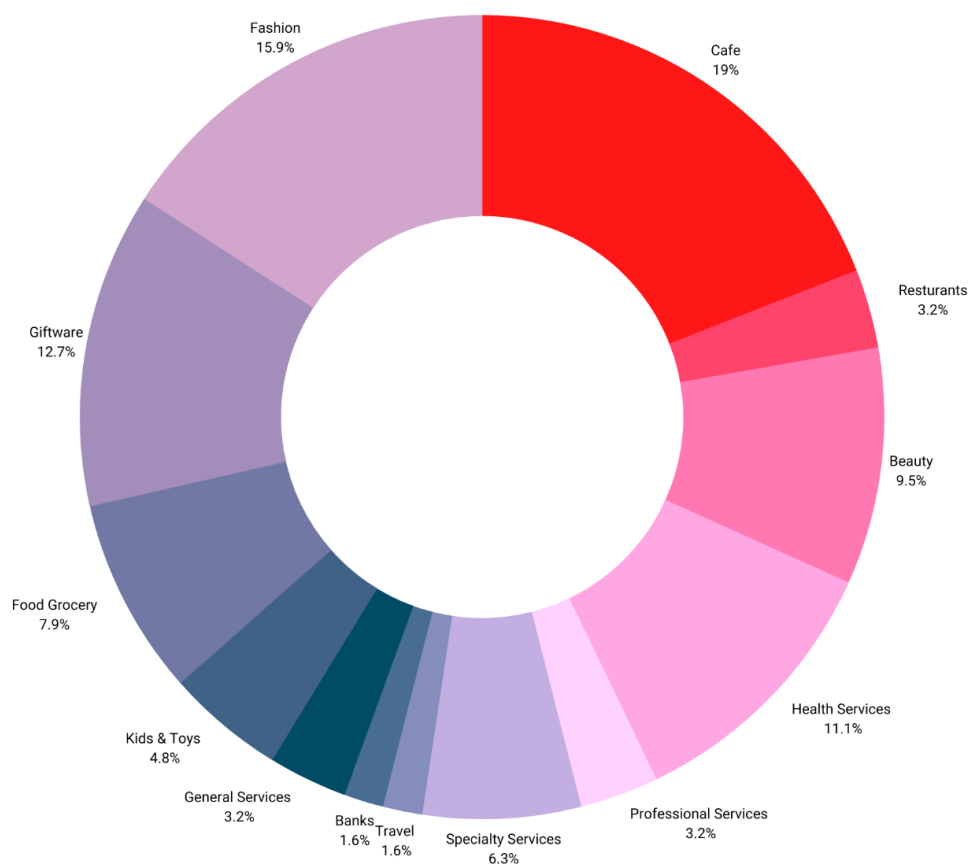
Extent of the Maling Road Precinct

The Maling Road Precinct has a total retail and commercial area of approximately 4,000 square metres in 2022 is a focal point for a wide range of economic and social activities, including retail facilities, commercial offices, higher educational, community and civic facilities, as well as leisure and entertainment uses.

Maling Road serves as both a convenience centre for residents (with basic items provided by the mall supermarket, fresh food outlets, the news agency/post office, chemist, bank, and hairdressers) as well as a specialist destination centre in areas such as fashion and home wares.

Maling Road is a highly successful and vibrant shopping & community precinct that serves the needs of residents, as well as tourists and visitors from all over Melbourne. The primary retail catchment area is within a 3-kilometre radius of the centre.

Maling Road Business Mix October 2022



Maling Road Business Association Inc.

Maling Road Strategic Business Plan 5

3. MARKETING OVERVIEW

Over the last 5 years, the marketing program undertaken by the Maling Road Business Association has focused on delivering events and in centre promotions to best provide a vehicle for our traders to capitalize on residents and encourage them to re-engage with the local businesses. Some of the below activities were postponed due to the COVID 19 restrictions in 2020/2021

Auto Clasico is Maling Roads Largest event, attracting locals and visitors from all over Melbourne's East, consists of over 200 classic cars entertainment and traders extending trade to the outdoors. Auto Clasico is very well received by all traders and is one of the biggest trading days in the year for Maling Road Businesses. This event will be continued over the next special rate period.

Christmas Kriskindl is Maling Roads annual Christmas event, which is extremely popular with local families and traders alike. Consists of closing Maling Road to traffic, music, rides, visit from Santa free family activities and a beer garden for the adults. The event was canceled in 2019 due to weather conditions and again in 2020 due to the COVID 19 pandemic restrictions – Theatre Place movie night replaced the 2020 event. – KrisKindle will continue into the new rate period with modifications.

Theatre Place Movie Night a one-off free community event, provided locals with a safe way to gather outside during Melbourne's restrictions.

Scratch & Win Campaign, outside of the Auto Classico event this promotion was by far the most successful run. Promotion made possible by VIC state government traders grants round 1. Spend and receive scratchy cards quantity dependent on \$ spend offering cash and product prizes. This was well received by local shoppers and traders. Over 90% of traders participated in this promotion.

VIP Shopping Events run in November outside of Covid 19. The event had limited success and will not be repeated.

Maling Road Gift Card was launched in 2018 has been very well received.

Easter Egg Hunt annual easter egg hunt, big favorite of local families, bringing many new visitors into the precinct.

Halloween, annual event, involving give aways and entertainment

Shop & Win Mother's Day & Father's Day purchase in a business and go into the draw to win a hamper made up of local businesses products

www.mailingroad.com.au went from a landing page to a business directory with an average of 1000 views per month

Social Media the MRBA is active on 2 social media platforms, Facebook has 3682 followers with an average year on year growth of 10% and Instagram has 1633 followers with an average growth of 7% year on year.

Communication. The MRBA regularly communicates to its membership with regular emails and face to face discussions

Community Partnering & Engagement. The MRBA are truly part of the community, with strong mutually beneficial partnerships with Canterbury Community Action Group, Canterbury Friends, Canterbury Community House, Canterbury Football Club as well as local schools both senior and junior

Maling Road Business Association Inc.

Maling Road Strategic Business Plan 6

4. CONSULTATION & FEEDBACK

Community Consultation External.

The people that make up the Maling Road Canterbury Community have been consulted in several different ways over the last five years about what they want from their precinct, previously those consultations have been narrowly skewed towards the desired outcomes of the MRMB membership. In 2019 the City of Boroondara initiated the Maling Road Placemaking Project, where more than 1700 people were consulted and shared their ideas and thoughts about Maling Road, this included 45 business owners MRBA members which equates to over 50% of the MRBA members. The MRBA have used the results of this consultation in its development of the 5-year strategic plan.

The Draft Place Plan for revitalizing Maling Road is included in the Appendix

Community Consultation Key Findings.

1. Enhance and maintain the heritage character to reinforce the existing sense of place, history and community.
2. Foster business diversity and extend trading hours catering to a wider range of visitors at different times.
3. Revitalise Theatre Place and underutilised laneways as playful and vibrant public spaces that will attract visitors and host community events.
4. Improve the walkability and amenity of the street with generous footpaths and public spaces, safe crossings, places to sit and greenery that shades the street.
5. Optimise the precincts accessibility to visitors of all ages and modes of travel including, walking, cycling, car and public transport.

What our customers like about us:

- The personalised service
- The friendliness of the shop owners and staff
- The village/community feel
- The attractive heritage/aesthetic charm
- Quality stores
- Small retailers who try harder

Business Sentiment & Understanding of the MRBA and the Special Rate & Charge

A survey of all businesses was conducted independently by Creative Community Enterprises on being engaged in October 2022

All businesses who were asked about their awareness of the MRBA, their events, website, and social channels (Sample Size 68 businesses owners/principals)

- 100% of businesses were aware of the MRBA
- 100% were aware of the Special Rate
- 100% were aware of some previous some activities along with the website and Social Channels.

When asked if they would like to see the Special Rate for marketing continue and be renewed for period of 2023 -2028, 100% of those asked said YES.

Maling Road Business Association Inc.

Maling Road Strategic Business Plan

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5. KEY ISSUES AND OPPORTUNITIES

These key issues and opportunities are taken from research, feedback from the traders and from the centre coordinators. Not all will be actioned, but they provide an insight into the passion that many have for Maling Road. The biggest inhibitor for Maling Road is the lack of funds to be able to promote the centre to its maximum value.

Strengths

- Compact nature with a village atmosphere
- Great range of both food product shops, food services, and professional services
- Specialist niche in fashion and home wares
- Long established quality businesses
- Professional presentation in some shops
- Friendly traders providing exceptional customer service
- Leisurely pace and tranquil
- Strong local community support with a strong sense of belonging
- Charming Heritage infrastructure but dynamic
- An 'experience' destination. Unique and go to destination.
- Unique stores
- Loyal customers
- Well known throughout the community
- Tourist destination
- Low vacancy rate

Weaknesses

- Limited funding sources to execute coordinated marketing programs
- Complacency among trader group
- Poor participation and response for street beautification from landlords.
- Perception of old world and out of date not progressive
- Some poor quality shops
- A gap in local community not shopping at Maling Road.
- Limited Car Parking for the centre and staff and the Railway car park
- Too many cafes
- Poor and non-atmospheric lighting
- Theatre Place needs to be used for more community events to create a destination point for people outside the local area.
- Empty shops at the bottom of Bradshaws developments/apartment have remained empty ever since the apartments were built
- High rents
- Lack of Nighttime Economy
- No Suitable high-end grocer

Maling Road Business Association Inc.

Maling Road Strategic Business Plan

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Opportunities

- More streamlined promotional calendar
- Strengthening relationships with community, community groups, Council, landlords and traders
- Strengthen relationship with Metro
- Continuing professional development programs and investigate one on one opportunities
- Welcome pack for new businesses
- Business profile to give to real estate agents and potential new businesses
- Maximising the use of Theatre Place, possibly to local schools and clubs
- Maximising marketing value for dollar
- New signage opportunities
- New electronic gift card
- Investigate marketing to tourism mediums
- Investigate new funding opportunities (sponsorships, grants)
- Become a more hip street and attract businesses such as Laurent
- Late night dining/trade
- More street events like Auto Classico – investigate e.g. food and wine event, musical jazz event
- More engagement with local community groups
- Investigate targeting younger market
- Investigate opportunities to tie in with school events
- Investigate opportunities to tie in with events at the gardens
- Investigate further winter events
- Tie in with food and wine festival
- Investigate on-going marketing – not just for events/promotions
- Investigate the use of a local ambassador
- Investigate Heritage week opportunities
- Leverage Bendigo Bank more
- Investigate Movies night, live entertainment
- Major promotions every 3 months
- Investigate the possibility of tourist bus visits or local retirement homes/RSL
- Music in the street
- Maintain the uniqueness of the street – let people know it will be a unique experience
- City of Boroondara's Placemaking project for Maling Road
- Increase in people with liquor license
- VIP evenings by invitation not days to make the customer feel special
- Happy hour in the morning to bring people to the street after school drop off
- Street art and handicraft shows
- More trader involvement
- A boutique deli

Maling Road Business Association Inc.

Maling Road Strategic Business Plan 9**Threats**

- Increasing competition from Chadstone and Camberwell, customers wanting big brands
- Deteriorating physical appearance
- Super stores and Online Shopping
- Increasingly high rents for properties in the centre
- Changing consumer shopping habits
- Economic Downturn Global
- Lack of maintenance in businesses and shop fronts
- Parking limitations

4. FUTURE DIRECTIONS**Vision**

Maling Road will continue to distinguish itself as the iconic shopping village offering an extraordinary experience making all customers feel like a local. The character of the centre will be maintained and enhanced by providing development opportunities that respect the heritage value of the area. The role of the centre will not undergo significant change. The centre will continue to strengthen its metropolitan wide reputation as a village of distinction. This will be enhanced by the marketing vision.

Goals

- To promote the centre as a special shopping environment with a range of interesting events and activities throughout the year
- To help maintain an attractive mix of businesses in the centre to maintain a productive partnership with Council to improve infrastructure and precinct presentation
- To work towards increasing customer traffic and retail turnover to assist improvements to business performance
- To potentially develop more interest and enthusiasm by all the businesses to promote the centre and become involved in the work of the Association
- To maintain regular two-way communication with members and with community groups
- To identify and deliver business development programs of value to the members.

Objectives

- To improve awareness of range of businesses, amenities, promotions, and events
- To develop our 'brand' and 'personality' for the precinct to give it a strong image and identity for both our customers and the traders to buy into
- To encourage public transport and bike riders, [both customers and staff]
- To build on Centre's position as tourist destination in Boroondara
- To increase customer visitation
- To attract quality businesses to the area

Maling Road Business Association Inc.

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Mission Statement of the Association

To promote and market the Maling Road precinct as a convenient essential provider of goods and services to internal and external customers

Principles and Values

The values that underpin the precinct are for all our members and stakeholders to work together with integrity, consideration, respect and support toward each other, staff, customers, visitors, and the local community. The values that drive our Association are accountability, openness, cooperation, and responsiveness.

5. STRATEGIES AND ACTIONS

The following set of strategies and actions aims to realise the vision for the Maling Road Precinct

The Key priorities over the next five years are:

5.1 Marketing and Public Relations

This is the major priority of the Association's work. The marketing program is to continue with the current branding statement as well as continuing the emphasis on special promotional events. More engagement with property owners about the overall marketing approach is to occur. The recommended strategies are:

Strategic Marketing

- Digital Marketing
 - Revamp www.malingroad.com.au improving user interface, enabling businesses to update listing, articles and events make more interactive
 - Improve the engagement of the Association website, increase traffic via social channels
 - Improve reach and engagement of social media channels
 - Regular EDM's re events, promotions, businesses
 - Digital monthly newsletter
 - Increase digital content about businesses and Maling Road experiences (Video's, Photography, Stories)
 - Make greater use of the City of Boroondara's website and Facebook to promote images and stories about the Precinct
 - Get all businesses to have an online presence
- Destination Marketing
 - Work to establish Maling Road as a stronger tourist destination through involvement with the Destination Melbourne program and other tourism opportunities.
 - Postcards TV, Broadsheet Features
 - Trip advisor
- Greater use of Theatre Place for activations that deliver ROI for businesses and community
- Develop traditional media strategy to speak to older demographic of local area
 - Local Advertising (Canterbury Community House Collaboration)
 - Flyers, letterbox drops (what's on and business news)
- Promotional Activities to increase reach of social media channels and promote specific business categories

Maling Road Business Association Inc.

Maling Road Strategic Business Plan 11**Special Promotional Events**

- **Kris Krindle** to become an event run over the whole of December, with specific days and events targeting young families with others targeting adults to enjoy the village and shop.
- **Auto Clasico** – May each year

5.2 Community Development

Community development is an important spin-off of the current marketing and promotional strategies being undertaken by the Association. The recommended strategies for the future are:

- Continue to involve schools, kindergartens, sporting clubs, artist groups and other community organisation in the Centre's promotional activities, particularly the Kris Kindle and Auto Clasico.
- Continue to organize and provide shop and give gift cards for community groups
- Designate a particular charity such as Rotary to which the Association would develop partnership and sponsorship arrangements
- Develop links and mutual support measures with local community organisation such as the Canterbury Community House, Canterbury Friends, and the Canterbury Action Group

5.3 Business Development**Retaining and Improving Existing Businesses**

It is important to have continuous upgrading, development, and renewal of products/services, shopfronts and service. The recommended strategies over the long term are:

- Continue to inform and encourage businesses to participate in professional development and training programs (including those seminars and workshops organised by the City of Boroondara) to build up their skills and make improvements to individual shops and offices
- Assist businesses in developing an online component of their business through developing a website
- Apply collective pressure on businesses to make improvements to shop facades, signage, and internal presentation to project a smarter more engaging image
- Create an online prospectus for Maling Road to encourage new businesses into the precinct
- Enhance website develop a trader portal:
 - Provide relevant information that will enable businesses to make better decisions
 - Trader Offers
 - Digital Welcome Pack

Maling Road Business Association Inc.

Maling Road Strategic Business Plan 12**Improving the Business Mix by Attracting Appropriate New Businesses**

It is recommended that the following measures be taken to strengthen the Centre's business mix:

- Monitor Maling Roads business mix to identify gaps and develop a list of desired new businesses(e.g. boutique or unique businesses)
- Develop a brief prospectus for investors outlining the case for establishing the proposed new operations in the centre, indicating its current mix, primary catchment area, sociodemographic profile, and future vision
- Approach landlords and real estate agencies and encourage them to attract the desired new businesses, suggest pop-ups for empty stores
- Directly approach the desired new types of businesses and present them with the prospectus, and encourage them to locate at Maling Road

5.4 Car Parking, Streetscape and Infrastructure Improvements

This is a key priority. The recommended strategies are:

- The Below recommendations have been superseded by the adoption of the Maling Road Place Plan, which the traders association fully supports.
- Encourage landowners to make improvements to buildings in the centre, particularly facades and rear of buildings
- Lobby to improve the appearance of the railway line bridge including lighting of the bridge at night
- Encourage the organisation of transport planning research to establish the modes of transport used to access different parts of the Precinct, the period of visitation for different types of activities, perceived problems, and desired solutions
- Promote alternatives to car travel to and in the Precinct, such as walking, cycling, and public transport by encouraging improvements to infrastructure (e.g., location of and frequency of bicycle racks) supporting these alternatives

Maling Road Business Association Inc.

Maling Road Strategic Business Plan 13**6. MANAGEMENT AND FINANCE**

For the success of an ongoing business development and marketing program in Maling Road, it is critical to sustain a strong association with a professional part time coordinator. The recommended strategies are:

6.1 Maling Road Business Association

The recommended strategies to sustain and improve the management and communication processes are:

- Continue to elect a strong Committee each year. Work to ensure that there is an appropriate representation on the Committee from different types of businesses with different skills in different parts of the centre. Develop a succession plan for the executive members.
- Continue to organise regular meetings of the Committee to direct and monitor the agreed program of activities
- Establish Committee members as representatives/ambassadors for designated precincts in the centre. Encourage regular street walking and visits by Committee members to businesses in their respective precincts as a means to enhance the Committee's visibility
- Work to achieve more active involvement in the Association from businesses with fresh ideas
- Continue to take a very pro-active role with the City of Boroondara and other Government agencies in facilitating improvements in the centre. Encourage Council to continue to provide regular audits of public infrastructure and ongoing infrastructure maintenance
- Continue to communicate and connect effectively with businesses in the centre. Continue to prepare and distribute a monthly newsletter and to make regular visits to keep businesses up to date with proposed new events and activities in the centre
- Ensure all committee members understand their rights and responsibilities under the relevant legislation
- Conduct Governance Audit on a yearly basis
- Benchmark MRBA with other like business associations yearly

6.2 Centre and Marketing Coordinator

The Association is committed to continuing to employ a centre and marketing coordinator for 25 hours per week. The key strategies going forward for the coordinator to achieve this are:

- To generate funding/income streams other than the special rate and/or charge scheme or grants from the City of Boroondara to fund further marketing and business development opportunities
- Expand the branding, strategic marketing, and promotional initiatives, as outlined above
- Continue to communicate the marketing agenda with all businesses in the wider centre through regular electronic updates and personal visits to business premises.
- Continue to encourage all businesses to develop their electronic communication and social networking

Maling Road Business Association Inc.

Maling Road Strategic Business Plan 14

capability, starting in the first instance with email

- Continue to maintain strong relationships with the local community to continue to foster ongoing connections with the centre including during centre promotions and develop stronger loyalty from these groups towards the centre
- Undertake discussions with property owners and real estate agents to encourage improvements to the appearance of buildings in the centre as well as to encourage appropriate new businesses to be interested in establishing in the centre as vacancies arise
- Continue to inform businesses about training programs to motivate and educate them to make improvements to their businesses
- Continue to lobby, with the Committee executive, Council and other Government agencies to achieve the recommended car parking and streetscape improvement priorities outlined above

6.3 Financial Strategy

The proposed Maling Road program has been based on an annual special rate of \$70,000 plus income generated by events, advertising and sponsorship. The proposed scheme factor in annual CPI increases also assist in keeping pace with increase in costs, however understanding the challenging economic landscape and the increased need to keep cost to businesses at a minimum and the increased ability of the association to raise funds through other means the committee decided to request council to decrease the percentage rate and adjust the minimum and maximum charges of the proposed scheme.

The MRBA proposes the next five-year plan is funded through the special rate and charge scheme based on the following:

- A rate of 0.08 422 cents in the dollar of the Capital Improved Value (CIV) will be levied on each rateables property in the proposed Scheme.
- Ground level properties will be subject to a minimum charge of \$736 and maximum of \$1,021.
- All upper-level properties will be subject to a minimum charge of \$446 and maximum of \$578.
- Consumer Price Index (All Groups Melbourne) (CPI) will be applied each year to the rate in the dollar and the minimum and maximum charges

It is estimated that the cost of undertaking the proposed marketing, community, and business development initiatives as outline in the Strategic Business Plan will be approximately \$121,220 in 2023. A strategic breakdown of the overall budget in 2023, this will form the base plan for the period of 2023/2028 among key activities is estimated as follows:

Maling Road Business Association Inc.

Maling Road Strategic Business Plan

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Year 1 Budget 2023/24	
Income	Budget
Special Rate Marketing Levy (CofB)	\$70,000.00
Grants - Triennial Grants Auspice Auto Classico*	\$16,000.00
Grants - Community Grants (CofB)	\$3,000.00
Sponsorship - Auto Classico	\$8,700.00
Community Grant Bendigo Bank	\$7,000.00
Grants Triennial Grants Christmas Event*	\$16,520.00
TOTAL INCOME	\$121,220.00
Administration	Budget
Marketing Co Ordinator 16hours per week	\$49,920.00
Accountant & Auditor	\$4,240.00
Xero Subscription	\$640.00
Mainstreet membership	\$200.00
Fees & Permits	\$300.00
Insurance & Public Liability	\$1,000.00
Postage	\$200.00
Committee Meetings	\$200.00
AGM Expenses	\$1,000.00
TOTAL	\$57,700.00
Events	Budget
Auto Classico	\$25,000.00
Christmas	\$20,000.00
Easter	\$2,000.00
Social Media - Filming / website	\$10,520.00
Mother's Day	\$3,000.00
Father's Day	\$3,000.00
TOTAL	\$63,520.00
TOTAL EXPENSES	\$121,220.00
TOTAL INCOME	\$121,220.00

*Subject to successfully receiving a further three years of Council's Triennial grants (2024 – 2027) to deliver these events

Maling Road Business Association Inc.

Maling Road Strategic Business Plan 16

The MRBA will expand its program while offering its members a reduction in the \$ rate, this will be achieved through generating income outside of the special rate levy:

- Sponsorship
- Grants: Local Government, VIC State Government

The Association will continue to have a financial accountability system in place to meet the reporting requirements of both Consumer Affairs Victoria and the City of Boroondara's Contract with Business Associations relating to the special rate.

6.4 Monitoring and Evaluation

The degree of achievement of the actions outlined in the Business Plan is to be evaluated at regular intervals throughout each financial year.

Key performance indicators to be included in the evaluation are:

- extent of completion of projects specified in the Business Plan
- extent of business involvement and engagement with the Association Committee
- level of business participation in activities and promotions
- business and customer perceptions about the success of individual promotions and advertising campaigns
- business perceptions about changes in the overall profile and trading performance of the centre
- financial accountability
- Business Survey conducted yearly
- Customer Survey conducted yearly
- Income v's Outgoings

An evaluation report is to be prepared for the Association at the end of each financial year of the program. The report is to address the degree of compliance with the performance indicators outlined above. It is to be submitted to Council as part of the accountability requirements for the program. It also is to be used as a basis for developing a more detailed action program and budget for the following financial year.

A simple chart is to be developed and regularly updated during each financial year of the five-year program. The chart is to indicate, for each strategy in the Business Plan, the progress in achievement and the overall outcomes after completion

Appendix

The Appendix provides further background information on the Maling Road precinct, its management committee, centre coordinator and special rate details.

Maling Road Business Association Inc.

Maling Road Strategic Business Plan 17

The Maling Road Placemaking Report

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Management Committee

The Committee of the Maling Road Business Association and Centre Coordinator for 2021/2022 are:

- President – Athena Katopodis
- Vice President – Peter Barclay
- Secretary – Susan Benedos
- Treasurer – Maggie Stamoulis
- Centre Marketing Manager – Creative Community Enterprises
 - Steve Williams
 - Leonie Beckett
- Committee Members
 - Bee Horwood

Current Special Rate Details

The Association is funded primarily by a special rate and charge scheme covering 80 ratable properties in the centre. In the first year Council declared a special rate and charge for the centre raised \$67,000 with a CPI increment in each of the following five years. The current special rate and charge scheme expires on 30 June 2023, thus the need to support a further renewal to continue marketing and business development activities in the centre.

Maling Road Business Association Inc.



Maling Road Business Association
2 Theatre Place
Canterbury, Victoria 3126

31st of August 2022

Attention Ms Lucinda Bakhach
Local Economies Lead
City of Boroondara
Private Bag 1
CAMBERWELL VIC 3124

Dear Lucinda

Maling Road Business Association MARKETING AND BUSINESS DEVELOPMENT FUND

The current five-year Marketing and Business Development Fund concludes in June 2023 at the Maling Road Business Association.

It been widely agreed that the special rate levy has been beneficial for businesses in the Maling Road retail & business precinct. The business association requests to renew the scheme for a further five years. The period we are requesting will encompass July 2023 until June 30 2028.

On behalf of the Maling Road Business Association, I request that the Council initiates a process for a rate and/or charge to continue the marketing, promotion, and business development of the precinct.

The purpose of the scheme is for advertising, promotion, association management, business development, activations and events and other incidental activities associated with the encouragement of commerce in Maling Road Retail & Business Precinct. The scheme is proposed to operate for a period of 5 years from July 1, 2023 to June 30, 2028

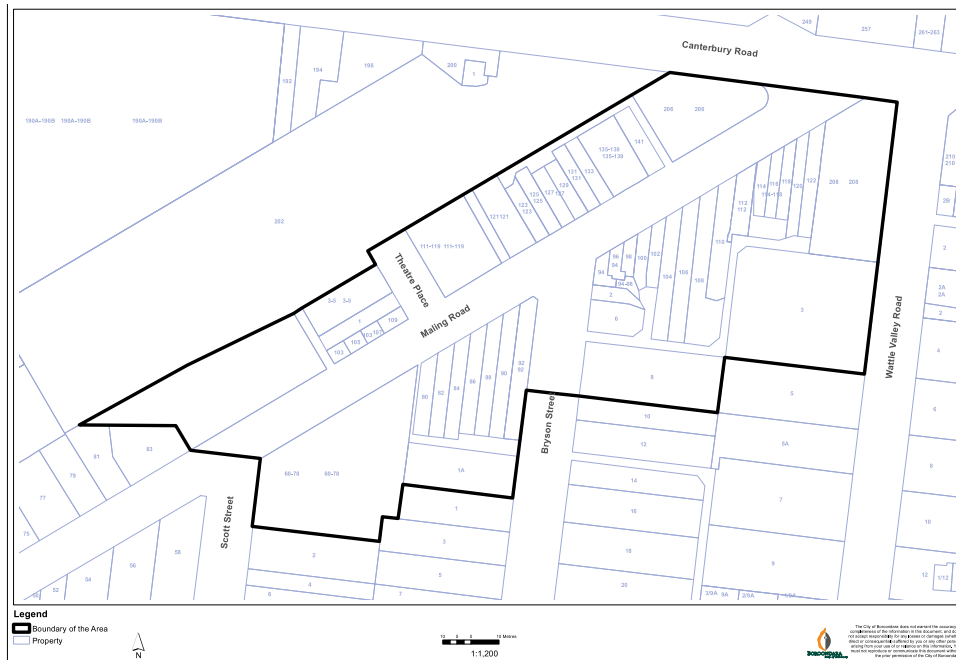
The proposed properties to be covered by the renewed special rate and charge scheme are reflected in the attached plan. The area can generally be described as all ground and upper level commercial properties in Maling Road Retail and Business Precinct are comprising of:

- Maling Road and associated side streets between Canterbury Road Maling Road
- Wattle Valley Road (Canterbury Rd) and associated side street between Bryson St and Scott St

Maling Road is known for its cafes, essential services, historical buildings and recently for its Auto Classico and Kris Kringle event at Christmas time. The precinct, with an estimate number of 80 businesses, has a strong role as a meeting place for locals.



Map of Maling Road Business Association Precinct



For the period between July 1 2023 through to June 30 2028 each property in the Special Rate Levy is to pay the applicable rate of 0.08422 cents in the dollar of the respective property's Capital Improved Value. For all properties in the proposed scheme, the calculation comprises of:

A rate of 0.08422 cents in the dollar of the Capital Improved Value (CIV) will be levied on each rateable property in the proposed Scheme.

- Ground level properties will be subject to a minimum charge of \$736 and maximum of \$1,021 per annum.
- All upper level properties will be subject to a minimum charge of \$446 and maximum of \$578 per annum.
- Consumer Price Index (All Groups Melbourne) (CPI) will be applied on 1 July each year after the Scheme commences to the rate in the dollar and the minimum and maximum charges.

Therefore, it is anticipated the proposed scheme will raise approximately \$70,000 in the first year with a total levy of approximately \$350,000 over the life of the scheme, to carry out its marketing, promotion, and business development program. The proposed Special Rate levy will be in-line with the strategic Business Plan 2023-2028 and a copy will be forwarded to Council by mid October 2022.

The Maling Road Business Association would like to acknowledge the support from City of Boroondara Council and in particular Local Economies Team in supporting the Maling Road Business Precinct.

Yours sincerely

President

Maling Road Business Association

Attachment 5 - Objections and Submissions

Objection/Submission process pursuant to the *Local Government Act 1989*

Section 163(1) of the *Local Government Act 1989* (**Act**) empowers a council to declare a special rate and charge for the purposes of defraying expenses in relation to the council's functions and powers if the council considers that it will be of special benefit to the persons required to pay the special rate and charge.

Submissions and Objections

Section 163A of the Act allows any person to make a submission in relation to Council's proposed declaration. Submissions must be lodged within twenty-eight (28) days after the date on which a public notice is published, and will be considered in accordance with section 223 of the Act.

In addition, any person who will be required to pay a special rate and charge is also entitled to exercise a right of objection under section 163B of the Act.

Section 163B(4) provides that any person who will be required to pay the special rate and charge is entitled to exercise the right of objection. Section 163B(5) goes on to state that, for the purposes of sub-section (4), a person who is an occupier is entitled to exercise the right of objection if the person submits documentary evidence with their objection which shows that it is a condition of the lease under which the person is an occupier that the person is to pay the special rate and charge.

Objections must be in writing and lodged within twenty-eight (28) days of the date of a public notice. Where the person making an objection is an occupier under a lease, the objection in writing must include the documentary evidence showing the person is to pay the special rate and charge in order for the objection to be considered a 'valid objection'.

During the period for lodging objections or submissions, Council officers will contact those who have made objections that are not supported by adequate documentary evidence and provide them with the opportunity to provide such evidence by the conclusion of the public consultation period.

Objections and Council's decision

Where a special rate and charge is proposed to recover an amount that exceeds two thirds of the total cost of a scheme, a council can only make a declaration under section 163(1) of the Act after complying with the objection process set out in section 163B of the Act.

Significantly, Council cannot proceed to declare a special rate and charge if Council receives valid objections in respect of more than 50% of the rateable properties on which the special rate and charge would be imposed. In circumstances where Council receives valid objections in respect of more than 50% of the rateable properties on which the special rate and charge would be imposed, Council may also discontinue the submissions process described above.

7.4 Public Realm Asset Manual

Executive Summary

Purpose

To seek Council consideration and endorsement of the Public Realm Asset Manual (**Attachment 1**).

Background

In 1999 Council adopted a suite of furniture styles for streetscapes and shopping centres (**Attachment 2**). This suite of furniture included stainless steel litter bins, seats, bollards and tree guards. The look and style of these assets have changed over the past two decades due to supply constraints, changes to the Australian Standards and new materials becoming available that are more sustainable.

The Public Realm Asset Manual (PRAM) provides direction for replacement of existing furniture assets and implementation of new furniture assets across the municipality. This manual commits to the highest standards of accessibility and presentation of our open space assets, as well as recycling, upcycling, and the re-use of materials wherever possible (aligning with the expectations of the Boroondara community). This document includes park classifications with an associated furniture palette and siting principles to locate assets in the public realm.

Key Issues

As there was a Council resolution adopting furniture styles a further resolution is required to provide updated guidance for furniture installation.

The proposed styles included in the PRAM reflect the up-to-date furniture palettes being used in our streetscapes and shopping centres as well as proposing additional styles. Almost all furniture currently being used does not exactly align in style with the previously endorsed 1999 furniture suite.

The PRAM proposes a discontinuation of six furniture styles due to issues associated with accessibility (e.g., furniture too low or difficult for a wheelchair to access). These furniture styles are to be replaced with new styles that meet current Australian Standards and suit the Boroondara neighbourhood context/character.

The PRAM simplifies park classifications and furniture styles through the discontinuation of 'garden' and 'conservation' furniture types (noted in Council Standard Drawings). These changes simplify our furniture styles across our municipality, which subsequently reduces a sense of clutter and reduces the quantity of styles needed to be purchased, stored and maintained which will provide long-term cost savings under this new model.

As we receive feedback on furniture styles through individual projects, we will aim to resolve community concerns and update the PRAM if required.

Next Steps

Following formal Council endorsement all furniture installations will be in accordance with the PRAM. This document will be promoted to inform the community.

Officers' recommendation

That Council resolve to:

1. Endorse the Public Realm Asset Manual (**Attachment 1**).
2. Delegate authority to the Director Places and Spaces to update the Public Realm Asset Manual as required in response to changes in Australian Standards, waste management practices and operational circumstances.

Responsible director: Daniel Freer, Director Places and Spaces

1. Purpose

To seek Council consideration and endorsement on the Public Realm Asset Manual (**Attachment 1**).

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

Relevant actions from the Boroondara Community Plan (2021-2031) include:

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.

2.3 Parks and green spaces are accessible and appealing through maintaining, improving and increasing amenities.

3.2 The environmental impact of Council facilities and assets is further reduced through implementing sustainable practices.

6.4 Shopping centres are clean, well-maintained and inviting, through revitalising infrastructure and streetscapes and proactive renewal and maintenance.

7.1 Decision-making is transparent and accountable through open governance processes with timely communication and reporting.

7.5 The community's interests are represented by Council through leadership and strong advocacy to external stakeholders.

3. Background

In 1999 Council adopted a suite of furniture styles for streetscapes and shopping centres (**Attachment 2**). This suite of furniture included stainless steel litter bins, seats, bollards and tree guards. The look and style of these assets have changed over the past two decades due to supply constraints, changes to the Australian Standards and more sustainable materials becoming available.

The Public Realm Asset Manual (PRAM) provides direction for replacement of existing furniture assets and implementation of new furniture assets across the municipality. This strategy commits to the highest standards of accessibility and presentation of our open space assets, as well as recycling, upcycling, and the re-use of materials wherever possible (aligning with the expectations of the Boroondara community). This document includes park classifications with an associated furniture palette and siting principles to locate assets in the public realm.

4. Outline of key issues/options

As there was a Council resolution adopting furniture styles a further resolution is required to provide updated guidance for furniture installation. The recommendation includes delegation to the Director Places and Spaces to update the PRAM in future, if required, to enable the organisation to respond quickly to any changes in standards or community requirements.

Over time it has become difficult to comply with the previously endorsed 1999 furniture suite due to changes in Australian Standards and availability of styles. The proposed styles included in PRAM reflect the up-to-date furniture palettes currently being used in our streetscapes and shopping centres as well as proposing additional styles.

The PRAM proposes a discontinuation of six furniture styles due to issues associated with accessibility (e.g., furniture too low or difficult for a wheelchair to access). These furniture styles are to be replaced with new styles that meet current Australian Standards and suit the Boroondara neighbourhood context/character.

The PRAM provides simple park and streetscape classifications. Furniture styles are selected to suit the different classifications. The PRAM also details siting principles for furniture to assist with implementation to maximise accessibility, amenity, safety and to minimise maintenance.

Consultation/communication

Internal consultation:

Sport and Recreation, Asset Management, Capital Works, Landscape Design, Placemaking, Parks, Traffic and Transport, Procurement and Social Inclusion have been consulted with through the development of this document, with general support for the purpose and development of this strategy.

External consultation:

Accessibility of furniture was discussed with an external Access Consultant to confirm the appropriate heights for new furniture styles. It was agreed upon that a height of 470mm would be adopted under this document across all furniture styles. This height is suitable and appropriate for various age groups and disabilities and within the requirements of the Australian Standards.

5. Financial and resource implications

The PRAM will reduce the number of different furniture styles across the municipality reduce a sense of clutter and support the procurement and maintenance teams. This will provide cost savings by reducing the quantity of styles that are purchased, maintained and stored.

To avoid product wastage as we transition to the new furniture styles, a replacement strategy is proposed in the PRAM. This strategy states:

“Replacement should be scheduled either at the end of an asset's lifespan or in accordance with the Asset Replacement Plan's prioritisation. Replacing assets can also be delivered in association with a capital works project to provide a consistent outcome for a park or precinct.

To avoid excess wastage of discontinued products, accessible stock remaining in depot storage should be used as replacement for low priority sites, prior to adopting the new replacement style. Always recycle, upcycle and re-use materials wherever possible”.

Beyond this, we will manage our ‘end of life’ assets via the following disposal processes (as per our current disposal policy):

- We may store/refurbish the entirety of the asset to use as a replacement at another location;
- We may decommission materials from the asset to use as spare parts for other existing assets;
- We may sell the product online;
- We may directly recycle materials from the asset (e.g. metals are 100% recyclable);
- Some materials may not be suitable for recycling, in this instance we are continuously investigating new methods to better recycle or re-use these materials before landfill is chosen as the disposal method; and/or
- In select circumstances we may donate the product to a community service organisation or charity (though we would not be donating assets that are a hazard or do not meet current accessibility standards).

6. Governance issues

Officers and coordinators involved in the preparation of this report have no conflict of interest. The list of prescribed human rights contained in the Victorian Charter of Human Rights and Responsibilities has been reviewed in accordance with Council's Human Rights Compatibility Assessment Tool and it is considered the proposed actions contained in this report represent no breaches of, or infringements upon, those prescribed rights.

7. Social and environmental issues

This document will have significant positive community and environmental benefits as per below:

- Furniture styles and siting principles have been reviewed and considered for accessibility and safety, ensuring improved usage conditions for our diverse community.
- Furniture has been reviewed to consider sustainable and local products where possible. Some of the newly proposed furniture styles are available from suppliers actively reducing their emissions and registering with Climate Active.
- There is a strong emphasis throughout the document on recycling, upcycling and re-using materials wherever possible.

8. Evaluation and review

Feedback on furniture in the public realm is constantly received. This feedback is considered to identify any challenges with specific furniture. Changes to standards or availability of furniture may also result in the need to alter the range of furniture selected. Where an update is required to the strategy, the proposed change will be presented to the Director Places and Spaces for consideration and approval.

9. Conclusion

A new PRAM will set clear standards for our capital and renewal works in parks and streetscapes to provide consistency and quality across the municipality. The selected furniture styles celebrate the character of Boroondara while also supporting the needs of our diverse community.

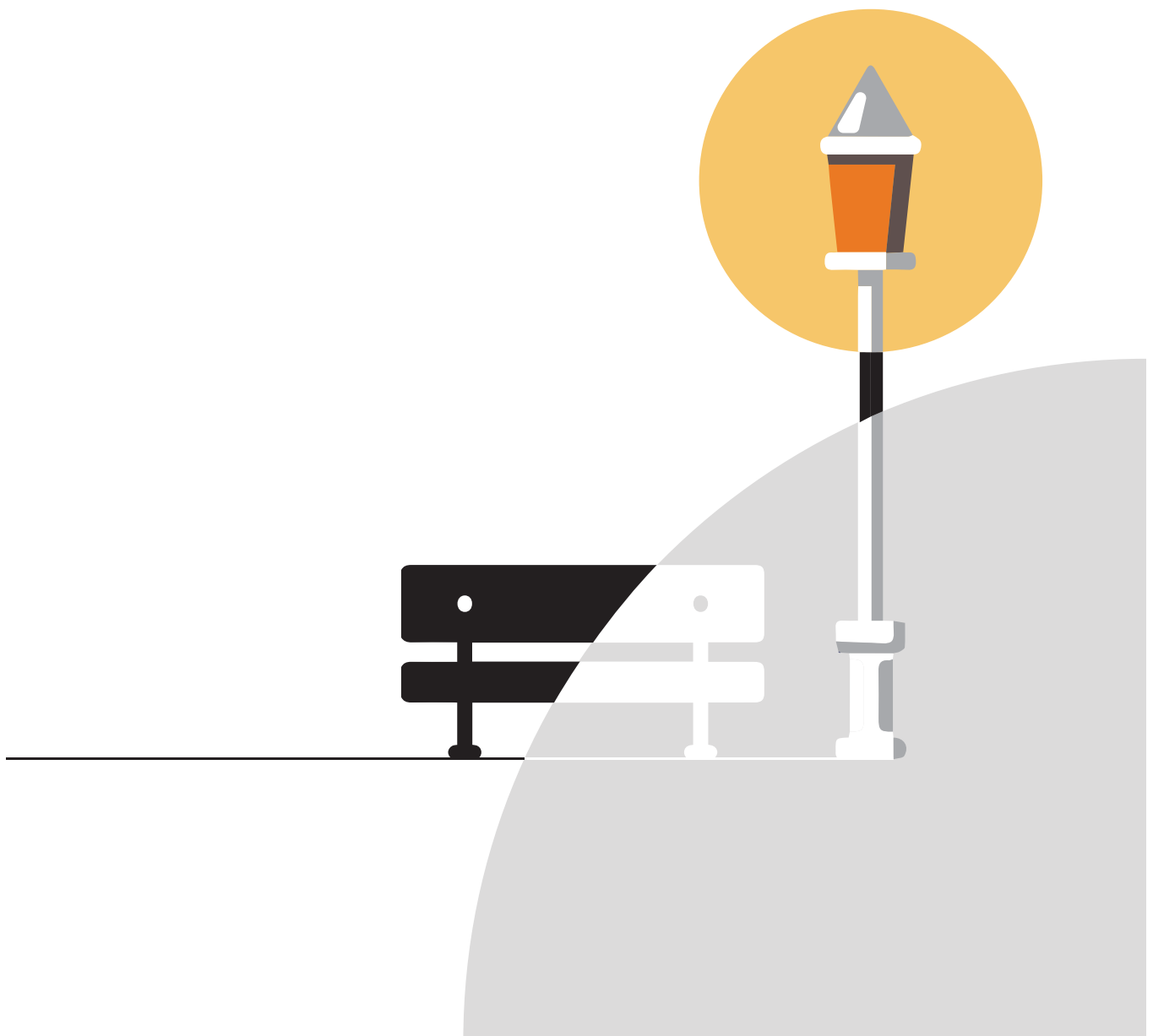
Manager: David Shepard, Manager Environmental Sustainability & Open Spaces

Report officer: Brendon Burke, Senior Landscape Architect



PUBLIC REALM ASSET MANUAL

CITY OF BOROONDARA



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Revision No:	Description:	Revision Date:
A	Preliminary draft -- LD	26/07/2021
B	Revised draft	14/09/2022
C	Revised draft	07/11/2022
D	Revised draft	20/02/2023
E	Final edition - A	01/05/2023

1 INTRODUCTION

1.1 PURPOSE

The Public Realm Asset Manual (PRAM) provides direction for replacement and implementation of furniture assets across the municipality of Boroondara. This strategy commits to the highest standards of accessibility and presentation of our open space assets, as well as recycling, upcycling, and the re-use of materials wherever possible (aligning with the expectations of the Boroondara community).

This document includes park classifications, a furniture palette for parks and streetscapes and siting principles to locate assets in open space.

2 INTRODUCTION

1.2 PUBLIC REALM ASSET MANUAL EXTENT

This Public Realm Asset Manual applies to all public open space areas within the municipality of Boroondara.



1 INTRODUCTION

1.3 PARK TYPES BY SUBURB

The park types nominated in this section are classified as either 'Reserve' or 'Formal'. Section 2 of this document notes the nominated furniture style associated with these park classifications. Should existing park furniture not align with the specified park type classification, a site inspection and decision should be made based on the prevailing character of the area.

ASHBURTON



- Reserve / parkland / sporting oval
- Pedestrian Ways

The suburb of Ashburton has a predominately native streetscape and park landscape character.

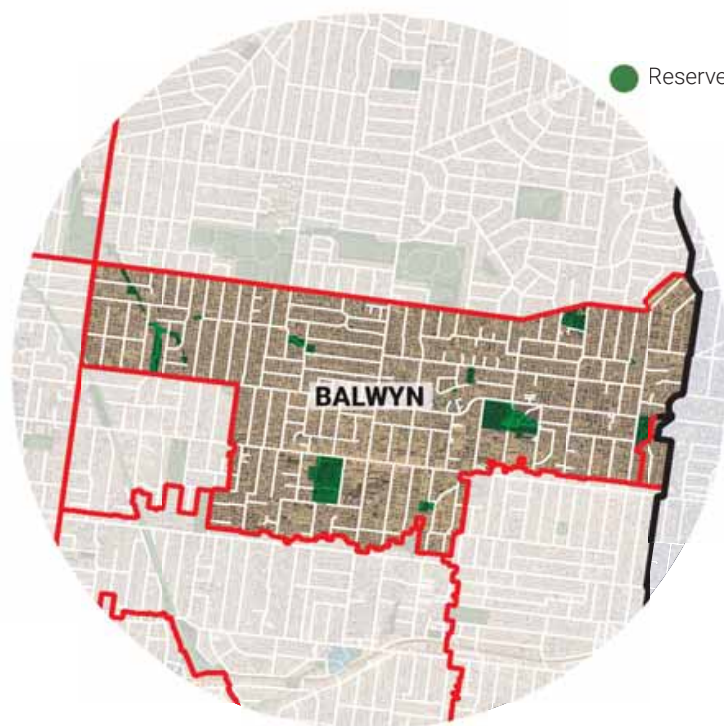
The majority of open space in this suburb is designated for active use through the variety of sporting reserves and the bicycle corridor to the south (Gardiners Creek Corridor).

PARK NAME	PARK TYPE	FURNITURE STYLE
Alamein Community Garden	Reserve/park	Reserve
Ashburn Grove Road Reserve	Reserve/park	Reserve
Ashburton Park	Reserve/park	Reserve
Dorothy Laver Reserve	Reserve/park	Reserve
Dunlop Street Reserve	Reserve/park	Reserve
June Crescent Reserve	Reserve/park	Reserve
Markham Reserve	Reserve/park	Reserve
OCLP Yuile St to Ryburne Av	Pedestrian way	Reserve
Pitt Street Reserve	Reserve/park	Reserve
Ryburne Avenue Reserve	Reserve/park	Reserve
Warner Reserve	Reserve/park	Reserve
Watson Park	Reserve/park	Reserve
Winton Road Reserve	Reserve/park	Reserve

1 INTRODUCTION

1.3 PARK TYPES BY SUBURB

BALWYN



The suburb of Balwyn has a predominately native streetscape and park landscape character.

The majority of open space in this suburb is designated for passive recreational use through a variety of parks and gardens.

PARK NAME	PARK TYPE	FURNITURE STYLE
Balwyn Park	Reserve/park	Reserve
Beckett Park	Formal	Formal
Hilda Street Reserve	Reserve/park	Reserve
King Street Chain - Birdwood St South Side to Belmore Rd	Reserve/park	Reserve
King Street Chain - Naroo Street Reserve	Reserve/park	Reserve
Linckens Crescent Reserve	Reserve/park	Reserve
Minifie Park	Reserve/park	Reserve
Mont Albert Park	Reserve/park	Reserve
Nott Street Reserve	Reserve/park	Reserve
Nungerner Street Land	Reserve/park	Reserve
Winmallee Road Reserve	Reserve/park	Reserve
Maranoa Gardens	Formal	Formal

1 INTRODUCTION

1.3 PARK TYPES BY SUBURB

BALWYN NORTH



● Reserve / parkland

The suburb of Balwyn North has a predominately native streetscape and park landscape character.

The majority of open space in this suburb is designated for active use through the variety of large sporting reserves.

PARK NAME	PARK TYPE	FURNITURE STYLE
Cascade Street Reserve	Formal	Formal
Columba Street Reserve	Reserve/park	Reserve
Eva Tilley Reserve	Formal	Formal
Gordon Barnard Reserve	Reserve/park	Reserve
Greythorn Park	Reserve/park	Reserve
Hislop Park	Reserve/park	Reserve
Jacka Street Reserve	Reserve/park	Reserve
King Street Chain - Belmore Rd to Burke Rd	Reserve/park	Reserve
Koonung Creek Reserve	Reserve/park	Reserve
Kosciusko Street Chain - Gould St to Kosciusko Rd	Reserve/park	Reserve
Kyora Parade Reserve	Reserve/park	Reserve
Leigh Park	Reserve/park	Reserve
Leonis Avenue Reserve	Reserve/park	Reserve
Macleay Park	Reserve/park	Reserve

PARK NAME	PARK TYPE	FURNITURE STYLE
Musca Street Reserve	Reserve/park	Reserve
Myrtle Park	Reserve/park	Reserve
Ray Drive Reserve	Reserve/park	Reserve
Rumpf Avenue Reserve	Reserve/park	Reserve
Winfield Road Reserve	Reserve/park	Reserve
Yarra Flats Reserve	Reserve/park	Reserve

1 INTRODUCTION

1.3 PARK TYPES BY SUBURB

CAMBERWELL



The suburb of Camberwell has an exotic streetscape and park landscape character, transitioning to native species to the eastern boundary.

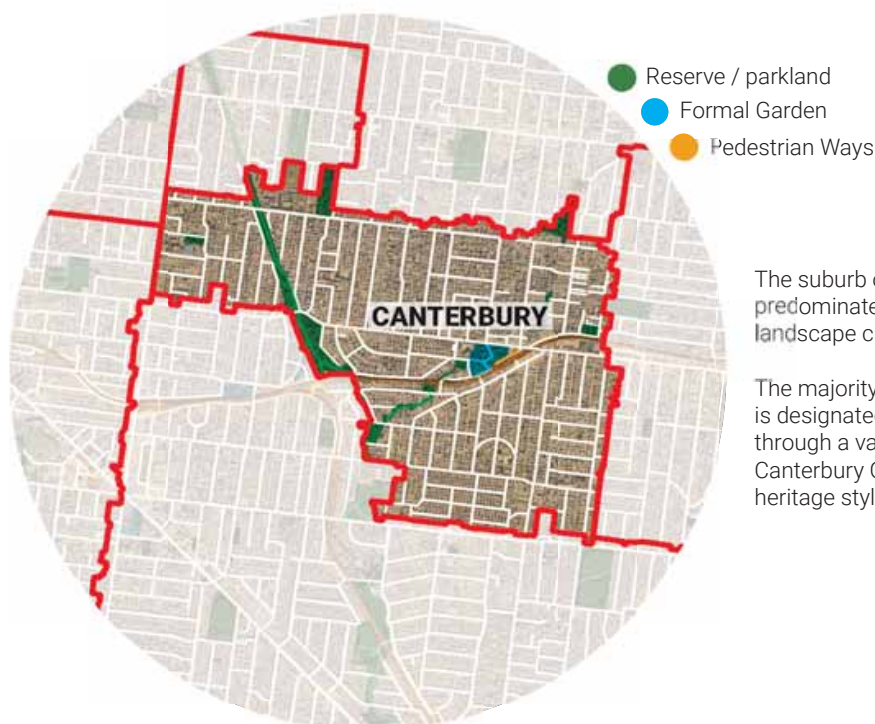
There is an even distribution of open space types in this suburb such as sporting reserves, parks, pedestrian ways and formal gardens.

PARK NAME	PARK TYPE	FURNITURE STYLE	PARK NAME	PARK TYPE	FURNITURE STYLE
Allambee Ave Reserve	Formal	Formal	Lynden Park	Reserve/park	Reserve
Avenue Road Reserve	Reserve/park	Reserve	Murdoch Street Reserve	Reserve/park	Reserve
Bowen Gardens	Formal	Formal	Nelson Road Reserve	Reserve/park	Reserve
Brinsley Road Reserve	Reserve/park	Reserve	OCLP - Matlock Reserve	Reserve/park	Reserve
Camberwell Road Reserve	Reserve/park	Reserve	OCLP O1 - Myrtle Road Reserve (North of Warburton Rd)	Reserve/park	Reserve
Camberwell Road and Seymour Grove Reserve	Reserve/park	Reserve	OCLP R - Hartwell Station Reserve	Reserve/park	Reserve
Camberwell Sports Ground	Reserve/park	Reserve	OCLP - Hartwell Hill Rd to Toorak Rd	Pedestrian ways	Reserve
Cooper Reserve	Reserve/park	Reserve	Radnor Street Reserve	Reserve/park	Reserve
Cornell Street Reserve	Reserve/park	Reserve	Read Gardens	Formal	Formal
Fairmont Avenue Reserve	Formal	Formal	Riversdale Park	Reserve/park	Reserve
Fordham Avenue Road Reserve	Reserve/park	Reserve	Sefton Place Reserve	Reserve/park	Reserve
Fordham Gardens	Formal	Formal	Through Road Reserve	Reserve/park	Reserve
Frog Hollow Reserve	Reserve/park	Reserve	Trafalgar Road Reserve	Reserve/park	Reserve
Highfield Park	Reserve/park	Reserve	Willison Park	Reserve/park	Reserve
Lower Reserve	Formal	Formal			

1 INTRODUCTION

1.3 PARK TYPES BY SUBURB

CANTERBURY



The suburb of Canterbury has a **predominately** exotic streetscape and park landscape character.

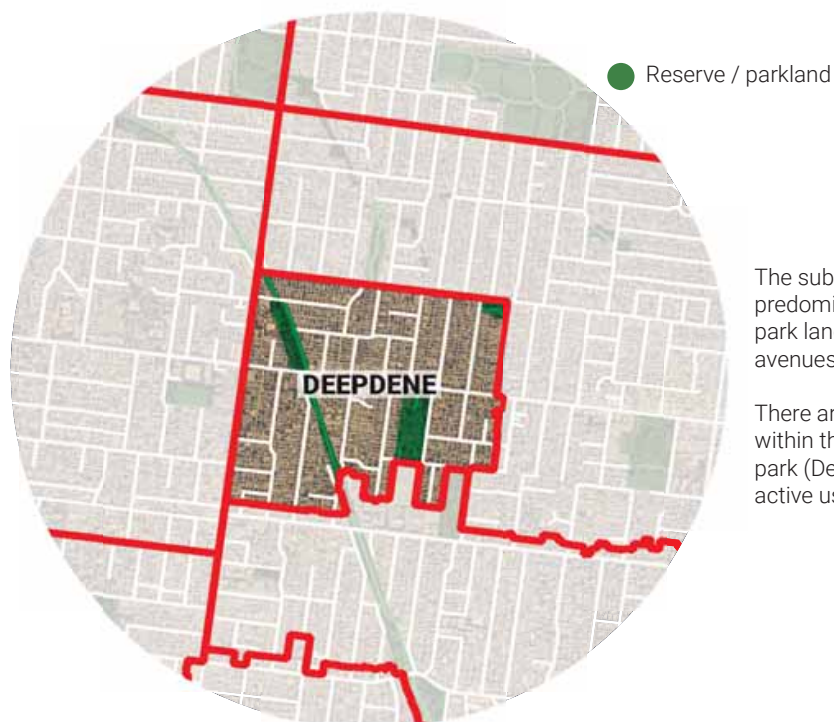
The majority of open space in this suburb is designated for passive recreational use through a variety of parks and gardens. Canterbury Gardens is a significant formal heritage style park in this suburb.

PARK NAME	PARK TYPE	FURNITURE STYLE
Boroondara Park	Formal	Formal
Canterbury Gardens	Formal	Formal
Chaucer Crescent Reserve	Formal	Formal
Colville Reserve	Formal	Formal
John August Reserve	Reserve/park	Reserve
Belmont Park	Reserve/park	Reserve
Norway Reserve	Reserve/park	Reserve
OCLP L - Barnsbury Rd to Mont Albert Rd	Reserve/park	Reserve
OCLP - Mont Albert Rd to Shenley Ground	Reserve/park	Reserve
OCLP O2 - Myrtle Road Reserve (South of Warburton Rd)	Reserve/park	Reserve
Shrublands Creek Reserve	Reserve/park	Reserve
Warburton Road Land	Reserve/park	Reserve
Warburton Road Reserve	Reserve/park	Reserve

1 INTRODUCTION

1.3 PARK TYPES BY SUBURB

DEEPDENE



The suburb of Deepdene has a predominately native streetscape and park landscape character with some small avenues/pockets of exotic species.

There are few public open space parks within this suburb, the most significant park (Deepdene Park), is designated for active uses.

PARK NAME	PARK TYPE	FURNITURE STYLE
Deepdene Park	Reserve/park	Reserve
Gordon Street Reserve	Reserve/park	Reserve
OCLP - Burke Rd to Barnsbury Rd	Reserve/park	Reserve

1 INTRODUCTION

1.3 PARK TYPES BY SUBURB

GLEN IRIS



The suburb of Glen Iris has a predominately native streetscape and park landscape character.

There is a mix of open space types in this suburb such as sporting reserves and 'green link' corridors adjoining Gardiners Creek.

PARK NAME	PARK TYPE	FURNITURE STYLE
Back Creek Reserve - Dawson Dv to Toorak Rd	Reserve/park	Reserve
Brixton Rise Reserve	Reserve/park	Reserve
Burke Road South Reserve	Reserve/park	Reserve
Burwood Reserve	Reserve/park	Reserve
Chaley Street Reserve	Formal	Formal
Eric Raven Reserve	Reserve/park	Reserve
Ferndale Park	Reserve/park	Reserve
Ferndale Road Reserve	Reserve/park	Reserve
Gardiners Creek Linear Park - Burke Rd to Tooronga Rd	Pedestrian way	Reserve
Hartwell Sports Ground	Reserve/park	Reserve
Hill 'n' Dale Park	Reserve/park	Reserve
Howard Dawson Reserve	Reserve/park	Reserve
Liston Street Reserve	Reserve/park	Reserve

PARK NAME	PARK TYPE	FURNITURE STYLE
Madeline Street Reserve	Reserve/park	Reserve
Muswell Hill Reserve	Reserve/park	Reserve
Nettleton Park	Reserve/park	Reserve
OCLP - Toorak Rd to Adrian St	Pedestrian way	Reserve
Sinclair Avenue Reserve	Reserve/park	Reserve
Summerhill Linear Park	Reserve/park	Reserve
Summerhill Park	Reserve/park	Reserve
Trent Street Reserve	Reserve/park	Reserve
Welfare Parade Indigenous Reserve	Reserve/park	Reserve

1 INTRODUCTION

1.3 PARK TYPES BY SUBURB

HAWTHORN



- Reserve / parkland / sporting oval
- Formal Garden
- Pedestrian Ways

The suburb of Hawthorn has a predominately exotic streetscape and park landscape character.

The majority of open space in this suburb is designated for passive open space. There is also a large number of formal themed heritage gardens.

PARK NAME	PARK TYPE	FURNITURE STYLE
Appian Way	Reserve/park	Reserve
Auburn Road Reserve	Formal	Formal
Central Gardens	Formal	Formal
Creswick Street Reserve	Formal	Formal
Dean Avenue Reserve	Reserve/park	Reserve
Elphin Grove Reserve	Formal	Formal
Fairview Park	Reserve/park	Reserve
Fashoda Street Reserve	Reserve/park	Reserve
Gardiners Creek Pedestrian Culvert	Pedestrian way	Reserve
Glenferrie Oval	Reserve/park	Reserve
Grace Park	Reserve/park	Reserve
H A Smith Reserve	Reserve/park	Reserve
Hull Street Reserve	Reserve/park	Reserve
Illawarra Road Reserve	Reserve/park	Reserve
Kooyongkoot Road Reserve	Reserve/park	Reserve
LE Bray Reserve - Chrystobel Cr to Kinkora Rd	Reserve/park	Reserve

PARK NAME	PARK TYPE	FURNITURE TYPE
Mason Street Reserve	Reserve/park	Reserve
Morang Road Reserve	Reserve/park	Reserve
Muir Street Reserve	Reserve/park	Reserve
Patterson Reserve	Reserve/park	Reserve
Power Avenue Reserve	Reserve/park	Reserve
Pridmore Park	Reserve/park	Reserve
Riversdale Corner	Formal	Formal
Scotch Circuit Reserve	Reserve/park	Reserve
Scotsburn Street Reserve	Reserve/park	Reserve
Scullin Park	Reserve/park	Reserve
Smart Street Reserve	Reserve/park	Reserve
St James Park	Formal	Formal
Wallen Reserve	Reserve/park	Reserve
Wurundjeri Gardens	Reserve/park	Reserve
Yarra Bank Reserve	Formal	Formal
Yarra Street Land	Reserve/park	Reserve

1 INTRODUCTION

1.3 PARK TYPES BY SUBURB

HAWTHORN EAST



The suburb of Hawthorn East has a predominately native streetscape and park landscape character with some small avenues/pockets of exotic species.

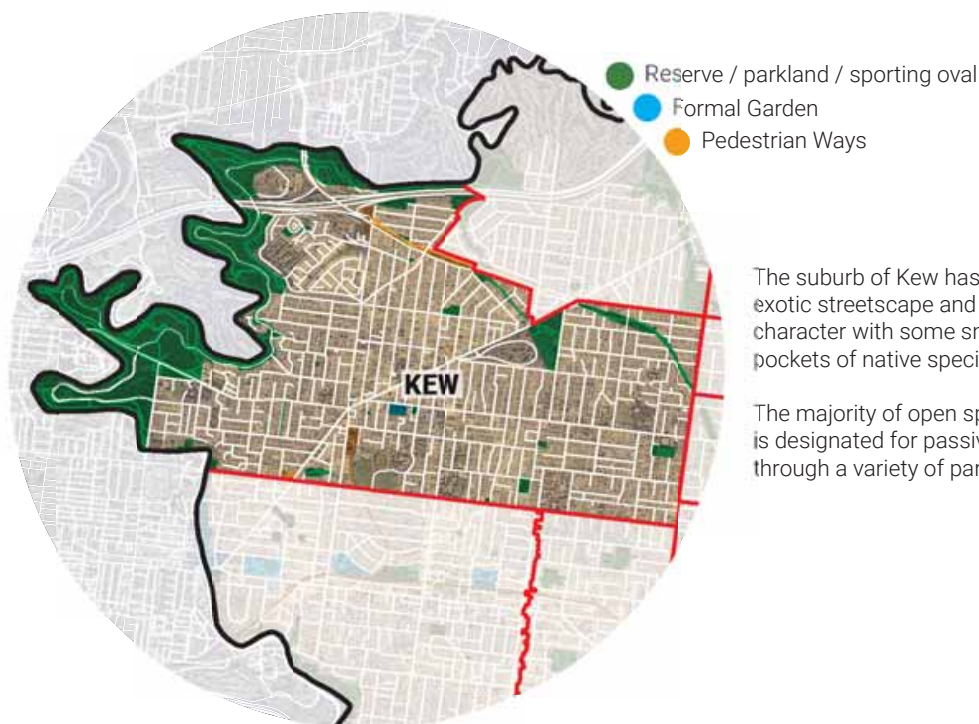
The majority of open space in this suburb is designated for active use through the variety of sporting reserves.

PARK NAME	PARK THEME	FURNITURE STYLE
Anderson Park	Formal	Formal
Cato Park	Formal	Formal
Gardiners Creek Linear Park- Tooronga Rd to Toorak Rd	Pedestrian ways	Reserve
Junction Skate Park	Reserve/park	Reserve
Rathmines Reserve	Reserve/park	Reserve
Sir William Angliss Reserve	Reserve/park	Reserve
Swinburne Recreation Reserve	Reserve/park	Reserve
Symonds Street Reserve	Reserve/park	Reserve
Victoria Road Reserve	Reserve/park	Reserve

1 INTRODUCTION

1.3 PARK TYPES BY SUBURB

KEW



The suburb of Kew has a predominately exotic streetscape and park landscape character with some small avenues/ pockets of native species.

The majority of open space in this suburb is designated for passive recreational use through a variety of parks and gardens.

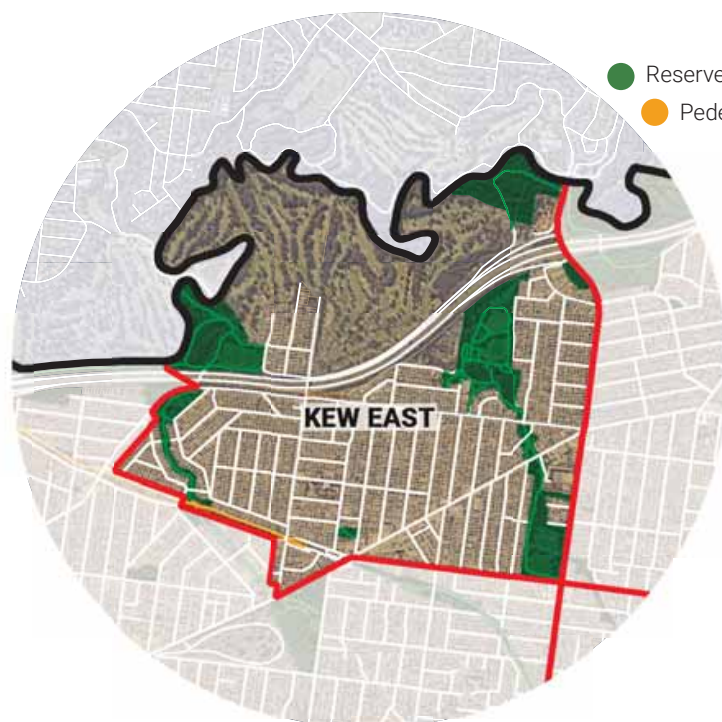
PARK NAME	PARK TYPE	FURNITURE STYLE
Alexandra Gardens	Formal	Formal
Chandler Park	Reserve/park	Reserve
Childers Park North	Reserve/park	Reserve
Childers Park South	Reserve/park	Reserve
Davis Street Reserve	Reserve/park	Reserve
Dorothy Rogers Reserve	Reserve/park	Reserve
Edgevale Reserve	Formal	Formal
Eglinton Reserve	Formal	Formal
Fenton Reserve	Reserve/park	Reserve
Fitzwilliam Street Reserve	Reserve/park	Reserve
Foley Reserve	Reserve/park	Reserve
Jack O'Toole Reserve	Reserve/park	Reserve
Kate Campbell Reserve	Reserve/park	Reserve
Kellett Reserve	Reserve/park	Reserve
Molesworth Street Reserve	Reserve/park	Reserve
Princess St to Burke Rd	Reserve/park	Reserve
Peel Street Reserve	Reserve/park	Reserve

PARK NAME	PARK TYPE	FURNITURE STYLE
Petrie Square	Reserve/park	Reserve
Raoul Wallenberg Gardens	Reserve/park	Reserve
Reservoir Reserve	Reserve/park	Reserve
Sir William Street Reserve	Reserve/park	Reserve
Stevenson Street Reserve	Reserve/park	Reserve
Vaughan Crescent Reserve East	Reserve/park	Reserve
Vaughan Crescent Reserve West	Reserve/park	Reserve
Victoria Park	Reserve/park	Reserve
Walmer Street Land	Reserve/park	Reserve
Recreation Hall Reserve	Reserve/park	Reserve
Park Avenue Reserve	Reserve/park	Reserve

1 INTRODUCTION

1.3 PARK TYPES BY SUBURB

KEW EAST



● Reserve / parkland / sporting oval

● Pedestrian Ways

The suburb of Kew East has a predominately native streetscape and park landscape character with some small avenues/pockets of exotic species.

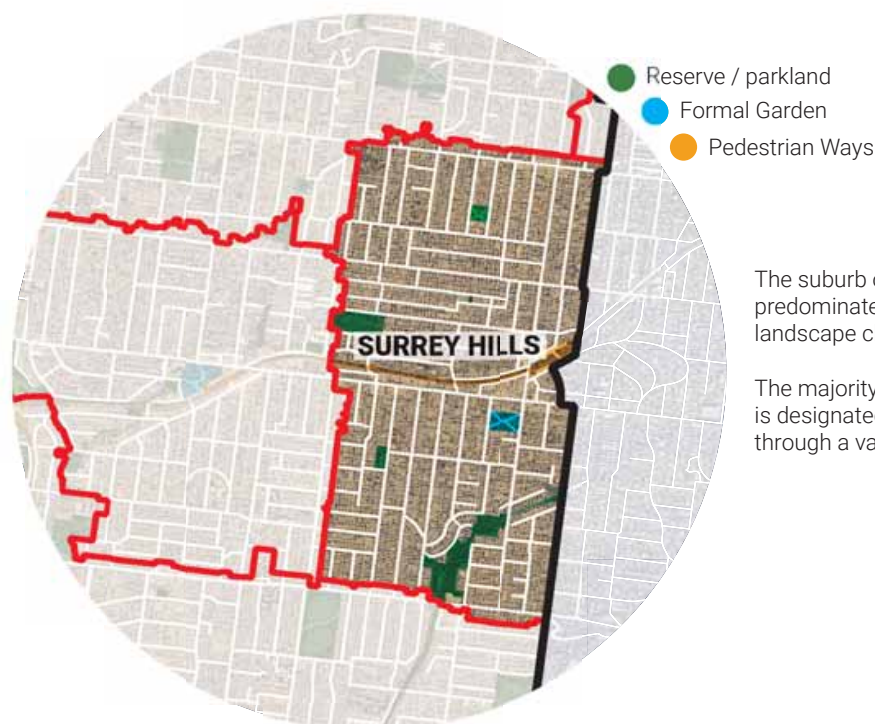
The majority of open space in this suburb is designated for passive recreational use through a variety of parks and gardens.

PARK NAME	PARK TYPE	FURNITURE STYLE
Connor Street Reserve	Reserve/park	Reserve
Harrison Reserve	Reserve/park	Reserve
Hays Paddock	Reserve/park	Reserve
Hyde Park	Reserve/park	Reserve
OCLP - Spruzen Av to High St	Reserve/park	Reserve
Stradbroke Park	Reserve/park	Reserve
Willsmere Park	Reserve/park	Reserve
Windella Avenue Reserve	Reserve/park	Reserve

1 INTRODUCTION

1.3 PARK TYPES BY SUBURB

SURREY HILLS



The suburb of Surrey Hills has a predominately exotic streetscape and park landscape character.

The majority of open space in this suburb is designated for passive recreational use through a variety of parks and gardens.

PARK NAME	PARK TYPE	FURNITURE STYLE
Canterbury Sports Ground	Reserve/park	Reserve
Empress Road Reserve	Formal	Formal
Grovedale Park	Reserve/park	Reserve
Mary MacKillop Reserve	Reserve/park	Reserve
South Surrey Park	Reserve/park	Reserve
Surrey Gardens	Formal	Formal

2 STANDARD FURNITURE PALETTE

FURNITURE STYLE SYMBOL LEGEND

FURNITURE STYLE LEGEND



This product is suitable for high-use areas
(i.e., popular parks, playgrounds and picnic areas)



This product is robust and can be located to lower pedestrian traffic areas
(i.e., conservation areas and nature trails)



This product is suitable for individuals with mobility challenges as it has been specifically designed to provide greater accessibility and ease of use
(this also includes aiming to provide a connecting path to the asset or placing it adjacent to an existing path)



The product is suitable for shopping centres



The product is suitable for heritage sites
(i.e., formal gardens and heritage shopping centres)



The product is suitable for contemporary sites
(i.e., reserve parks and contemporary shopping centres)

Refer Boroondara Standard Drawings for furniture details:

<https://www.boroondara.vic.gov.au/parking-roads/roads-and-footpaths/standard-drawings>

All furniture to comply with AS1428, designing for access and mobility.

All seating heights to be a custom height of 470mm (suitable for elderly users).

2 STANDARD FURNITURE PALETTE

All reference images are not an indication of the exact product we intend to use but represent the characteristics we intend to match to ensure a cohesive style in our parks and open spaces.
Refer section 1 for park furniture style designation.

2.1 RESERVE FURNITURE STYLE

RESERVE FURNITURE STYLE



PR1

SEAT WITH BACK AND ARMRESTS

FR12 - Boroondara furniture detail reference.



PR2

TABLE SETTING

FR22 - Boroondara furniture detail reference.

NOTE: Consider the inclusion of a shorter bench on one side to allow a wheelchair to sit at the table (not just to sit at the end).



PR3

BENCH SEAT



PR4

PLATFORM BENCH



2 STANDARD FURNITURE PALETTE

2.1 RESERVE FURNITURE STYLE

RESERVE FURNITURE STYLE



PR5

STEEL FRAME SEAT WITH BACK AND ARMRESTS

B2 - Boroondara furniture detail reference.



2 STANDARD FURNITURE PALETTE

2.2 FORMAL FURNITURE STYLE

FORMAL FURNITURE STYLE



PR6

FORMAL PARK SEAT

NOTE: Rear leg splay can be a tripping hazard if not positioned correctly.



PR7

FORMAL TABLE SETTING

NOTE: Consider the inclusion of a shorter bench on one side to allow a wheelchair to sit at the table (not just to sit at the end).



2 STANDARD FURNITURE PALETTE

2.3 UNIVERSAL FURNITURE

UNIVERSAL FURNITURE



PR8

METAL SURROUND (lock and top insert) (LITTER)

FR03 - Boroondara furniture detail reference.



PR9

METAL SURROUND (lock and top insert) (RECYCLING)

FR04 - Boroondara furniture detail reference.



Any changes associated with bins will be in accordance with the Public Place Service Standards (currently in development).



PR10

CURVED STAINLESS STEEL BIKE HOOP

FR05 - Boroondara furniture detail reference.



2 STANDARD FURNITURE PALETTE

2.3 UNIVERSAL FURNITURE

UNIVERSAL FURNITURE



PR11

STAINLESS STEEL WATER REFILL STATION

FR31 - Boroondara furniture detail reference.

Dog bowl addition to drinking fountain should be considered in accordance with Local Laws. i.e., do not include a dog bowl on the drinking fountain within 10 metres of a playground.



PR12

STEEL DRINKING FOUNTAIN

FR32 - Boroondara furniture detail reference.

Dog bowl addition to drinking fountain should be considered in accordance with Local Laws. i.e., do not include a dog bowl on the drinking fountain within 10 metres of a playground.



2 STANDARD FURNITURE PALETTE

2.3 UNIVERSAL FURNITURE

UNIVERSAL FURNITURE



PR13

SINGLE ACCESSIBLE BARBECUE UNIT



PR14

DOUBLE ACCESSIBLE BARBECUE UNIT



PR15

ELECTRIC SMART BARBECUE COOKTOP

Barbecue cooktop fixed to the above barbecue unit options.



PR16

SMART BARBECUE SENSOR COMMUNICATOR

Device to control barbecue remotely (for maintenance)

Quantity principles:

Quantity of barbecues should be considered based on park usage/popularity, matching the likely demand of the asset.

2 STANDARD FURNITURE PALETTE

2.4 SHOPPING CENTRES - CONTEMPORARY STYLE

SHOPPING CENTRES

Style application checklist

The below contemporary style is applicable when one of the following criteria are met:

- ☐ The shopping centre is not in a heritage overlay (if partly within a heritage overlay - refer the next criteria).
- ☐ If there is no heritage overlay, a personal assessment of the streetscape character is required to determine the style of furniture to use (if there is significant heritage character in the architectural built form or existing public realm assets, this style does not apply, refer heritage style page 25).



PR17

CONTEMPORARY SEAT

NOTE: Finish and mounting type and style subject to site location and design consideration.



PR18

CONTEMPORARY SEAT (alternative option)

NOTE: Finish and mounting type and style subject to site location and design consideration.



2 STANDARD FURNITURE PALETTE

2.5 SHOPPING CENTRES - HERITAGE STYLE

SHOPPING CENTRES

Style application checklist

The below heritage style is applicable when one of the following criteria are met:

- ☐ The shopping centre is in a heritage overlay (if not entirely within a heritage overlay, or an overlay is not present - refer the next criteria).
- ☐ If there is no heritage overlay, a personal assessment of the streetscape character is required to determine the style of furniture to use (if there is significant heritage character in the architectural built form or existing public realm assets, this style applies).



PR19 HERITAGE SEAT

Colour: Brunswick Green powdercoat to steel elements.



PR6 FORMAL PARK SEAT (alternative option)

Colour: Brunswick Green powdercoat to steel elements.

NOTE: Rear leg splay can be a tripping hazard if not positioned correctly.



2 STANDARD FURNITURE PALETTE

2.6 SHOPPING CENTRES - UNIVERSAL

SHOPPING CENTRES



PR20

TREE GUARD

FR40 - Boroondara furniture detail reference.

NOTE: Where possible aim for the tree pit to be open to sky for natural irrigation.



PR21

CLIMBER FRAME

FR41 - Boroondara furniture detail reference.

NOTE: Where possible aim for the tree pit to be open to sky for natural irrigation.



2 STANDARD FURNITURE PALETTE

2.7 FENCING

FENCING



PR22

RECYCLED PLASTIC BOLLARD (100mm)

FE01 - Boroondara furniture detail reference.

H

C



PR23

RECYCLED PLASTIC POST AND RAIL

FE03 - Boroondara furniture detail reference.

H

C



PR24

RECYCLED PLASTIC POST AND MESH

FE04 - Boroondara furniture detail reference.

H

C

NOTE: The above fencing types are not applicable to sports ground oval surrounds.

2 STANDARD FURNITURE PALETTE

2.8 OTHER

OTHER



INFORMAL LOG BENCH

Informal log bench, repurposed from logs sourced from projects such as Level Crossing Removals or North East Link project (where logs meet the below standard).

Supply and Installation Details:

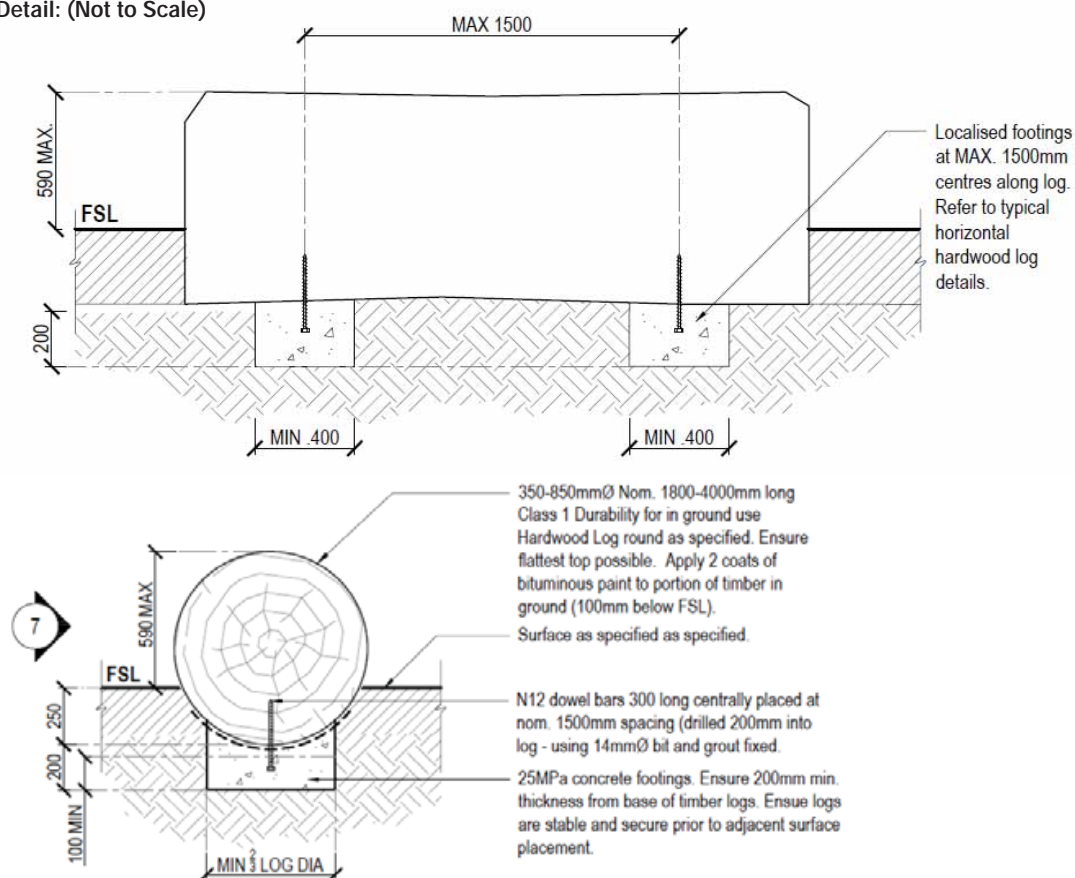
All logs to be Class 1 Durability for in ground use Hardwood (Ironbark or Greybox).

Selected logs to avoid entrapment hazards (see Australian Standard AS 4685.1:2021 Playground equipment and surfacing, general safety requirements and test methods, Standards Australia).

All edges and faces to be rounded and sanded smooth. Logs to be devoid of cracks and openings which may progressively worsen over time. Logs to have large reasonably flat tops or low curvature rounded. Any areas that may result in splinters should be sanded accordingly.

Apply 2 coats of Diggers Eco In-Ground Timber Protecta paint or similar approved to any part of timber embedded to concrete footing.

Detail: (Not to Scale)



2 STANDARD FURNITURE PALETTE

2.8 OTHER

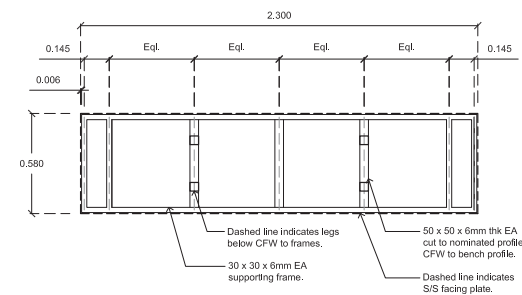
OTHER



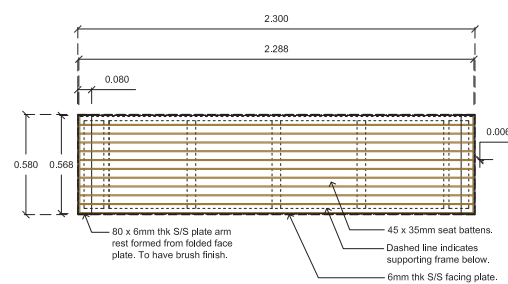
CUSTOM SEAT (BACK & ARM RESTS)

Custom furniture used on Yerrin Street Improvement project.

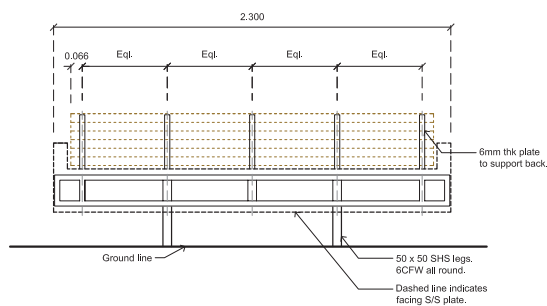
Details below referenced from Yerrin Street Improvement package.



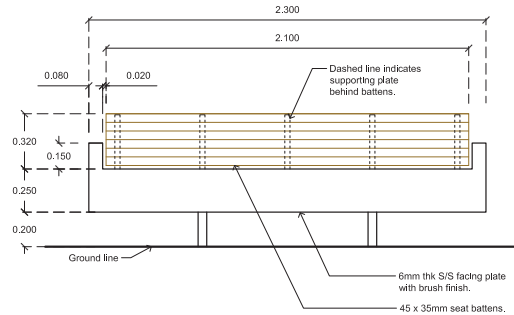
01 | SEAT TYPE SUA - SUB STRUCTURE
Plan Scale 1:10



02 | SEAT TYPE SUA - STRUCTURE
Plan Scale 1:10



03 | SEAT TYPE SUA - SUB STRUCTURE
Elevation Scale 1:10



04 | SEAT TYPE SUA - STRUCTURE
Elevation Scale 1:10

2 STANDARD FURNITURE PALETTE

2.8 OTHER

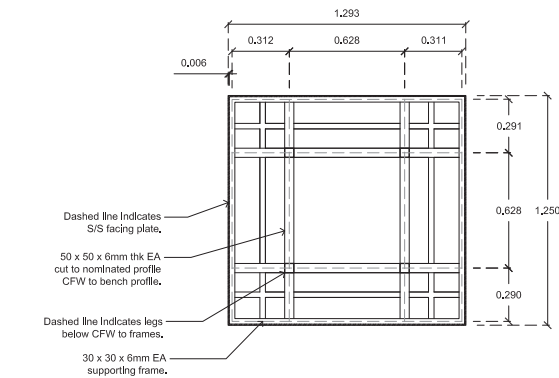
OTHER



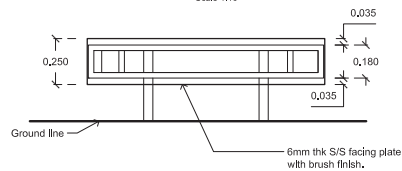
CUSTOM PLATFORM BENCH

Custom furniture used on Yerrin Street Improvement project.

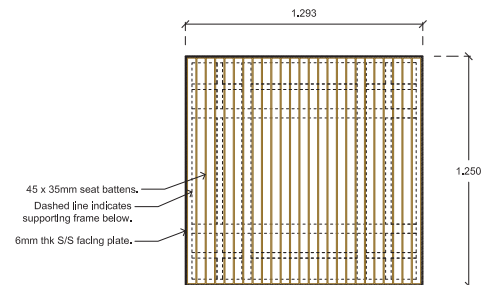
Details below referenced from Yerrin Street Improvement package.



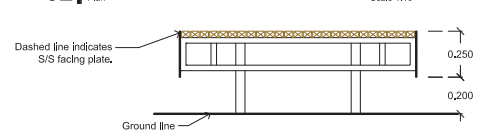
01 | SEAT TYPE SUC - SUB STRUCTURE
Plan Scale 1:10



03 | SEAT TYPE SUC - SUB STRUCTURE
Elevation Scale 1:10



02 | SEAT TYPE SUC - STRUCTURE
Plan Scale 1:10



04 | SEAT TYPE SUC - STRUCTURE
Elevation Scale 1:10

2 STANDARD FURNITURE PALETTE

2.8 OTHER

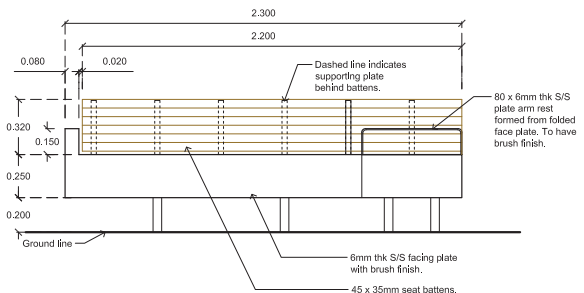
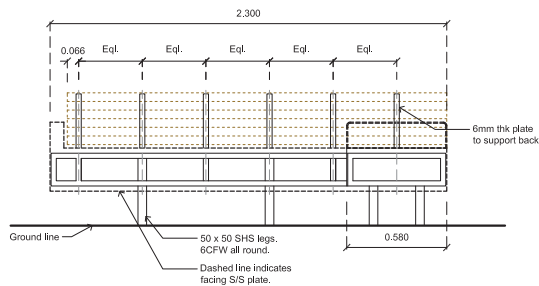
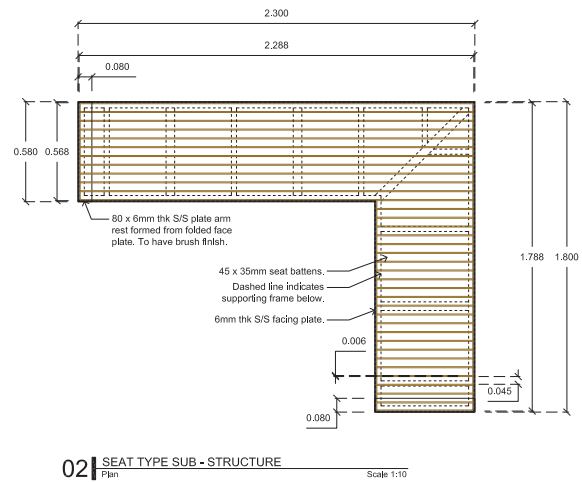
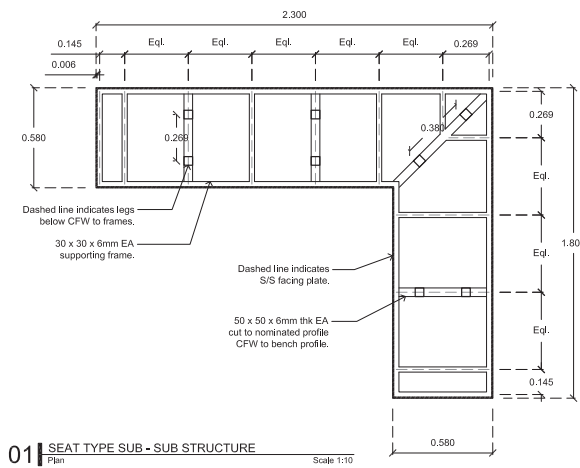
OTHER



CUSTOM CORNER SEAT (L SHAPE)

Custom furniture used on Yerrin Street Improvement project.

Details below referenced from Yerrin Street Improvement package.



2 STANDARD FURNITURE PALETTE

CUSTOM FURNITURE GENERAL STANDARDS

When designing custom street furniture, the following objectives should be achieved:

- Always recycle, upcycle and re-use materials where possible.
- Exhibit high resistance to vandalism.
- To be durable against weathering and deterioration
- To be suitable for use by people with a wide range of needs including children, the aged and people with disabilities.
- To have a low cost over the life of the asset (low ongoing maintenance requirements), with easy to procure replacement materials.
- Preference for locally sourced sustainable materials (sourced as close to the site as possible).
- Preference for manufacturing to be from businesses within Australia.

Custom furniture should only be utilised in high-use activity nodes such as shopping centres and high-profile playgrounds.

Paint finishes should be selected on the basis of superior resistance to fading, vandal resistance and appropriateness for the surface they are coating. Note that paint finishes are prone to scratching and eroding. Stainless steel should be preferred over paint.

Anti-graffiti coatings should be considered for surfaces likely to be affected by graffiti.

Where practical, combine or co-locate two or more street furniture functions into a custom single object to reduce the appearance of cluttered assets.

Seats should be designed to avoid sharp edges and entrapment hazards (see Australian Standard AS 4685.1 for finger and head entrapments). Within these requirements, street furniture may be designed to enhance the unique character of the space.

For guidance on siting assets in the public realm, refer section 4 of this document.

RELATED CODES OF PRACTICE AND GUIDELINES

Legislation

Disability Discrimination Act 1992
Discrimination Act 1991

Industry standards

AS 4685.1:2021 Playground equipment and surfacing, general safety requirements and test methods, Standards Australia.

AS 2890.3 Parking Facilities. Part 3: Bicycle Parking Facilities, Standards Australia.

Sustainability

Guide to Sustainable materials - BREATHE

2 STANDARD FURNITURE PALETTE

ASSET SUMMARY & REPLACEMENT STRATEGY

Replacement should be scheduled either at the end of an asset's lifespan or in accordance with the Asset Replacement Plan's prioritisation. Replacing assets can also be delivered in association with a capital works project to provide a consistent outcome for a park or precinct. To avoid excess wastage of discontinued products, accessible stock remaining in depot storage should be used as replacement for low priority sites, prior to adopting the new replacement style. Always recycle, upcycle and re-use materials wherever possible.

EX. CODE	PARK ASSET NAME	DISCONTINUE?	REPLACE WITH? (NEW CODE)	REPLACEMENT PLAN
FR01	Street Seat (Metal)	Yes	PR1*, PR5*, PR6* *Based on park character	Low priority - 'end of life' replacement
FR02	Street Seat (Metal with armrests)	Yes	PR1*, PR5*, PR6* *Based on park character	Low priority - 'end of life' replacement
FR03	Bin Surround (Rubbish)	Yes	PR8	Low priority - 'end of life' replacement
FR04	Bin Surround (Recycle)	Yes	PR9	Low priority - 'end of life' replacement
FR05	Bike Leaning Rail	No	No change in character/asset	Ongoing - 'end of life' replacement
FR09	Heritage Style Seat (Streets)	Yes	PR6	Low priority - 'end of life' replacement
FR10	Park Seats (Heritage)	Yes	PR6	High profile sites priority replacement (refer section 1 for sites)
FR11	Park Seats (Garden)	Yes	PR6	Low priority - 'end of life' replacement
FR12	Park Seats (Reserve)	No	No change in character/asset	Ongoing - 'end of life' replacement
FR13	Park Seats (Conservation)	Yes	PR5	Low priority - 'end of life' replacement
FR20	Picnic Setting (Heritage)	Yes	PR7	High profile sites priority replacement (refer section 1 for sites)
FR21	Picnic Setting (Garden)	Yes	PR7	Low priority - 'end of life' replacement
FR22	Picnic Setting (Reserve)	No	No change in character/asset	Ongoing - 'end of life' replacement
FR23	Picnic Setting (Conservation)	Yes	PR2	Low priority - 'end of life' replacement
FR30	Drinking Fountain (Heritage)	Yes	PR11	High profile sites priority replacement (refer section 1 for sites)
FR31	Drinking Fountain (High Profile)	No	No change in character/asset	Ongoing - 'end of life' replacement
FR32	Drinking Fountain (Local profile)	No	No change in character/asset	Ongoing - 'end of life' replacement
FR40	Tree Guard	No	No change in character/asset	Ongoing - 'end of life' replacement
FR41	Climber Frame	No	No change in character/asset	Ongoing - 'end of life' replacement
FE01	Bollard timber posts	Yes	PR22	Low priority - 'end of life' replacement
FE03	Timber post and rail	No	PR23	Low priority - 'end of life' replacement
FE04	Post and rail with mesh	No	PR24	Low priority - 'end of life' replacement

3 ASSET SITING PRINCIPLES

3.1 PRINCIPLES FOR PLACEMENT

Furniture siting and selection should respond to the demands of the public and the physical location. The number of street furniture items is a direct response to the requirements of the space.

Furniture should be sited to focus on an activity or a view and take advantage of seasonal change, especially winter sun and summer shade. Where possible site street furniture in ways that provide shelter from the rain and other local weather patterns. The siting of street furniture also should reflect the needs of different sections of the community including the aged, the young and the physically challenged.

Furniture and utilities infrastructure are installed and managed by many public bodies, agencies and service providers. Locating objects in the public realm can affect the accessibility, functionality and safety of a place. The location, design and management of objects in a public space, can support street function, complement existing activities and contribute to a sense of place. Poorly located objects can contribute to diminished safety, and physical and visual clutter. Rational layout can assist the visually impaired to use the space safely.

Furniture works best when the components have common design elements and are sited in regular patterns. Aligning street furniture with kerbs, walls and buildings may be a way of establishing patterns. Alignment in siting improves rhythm and subsequently the visual coherence of a streetscape. Positioning seats next to walls or fences, bins next to poles or lights, further assists in reducing visual clutter.

This next section will introduce general principles for the placement and siting of furniture in the public realm.



Community Gardens - Kew

3 ASSET SITING PRINCIPLES

3.2 SEATS

In high volume locations, it is desirable to provide access to seats every 60 metres. This may increase to every 50 metres in areas of intense activity. Seats are important where pedestrians congregate to wait. Seating may be required for bus stops, taxi ranks and outside public buildings.

Seating is a major component in spaces that are created primarily for relaxing or resting such as in our parks and gardens. Seating in these spaces should be designed for longer duration sitting. Multiple seats within nearby proximity may be required in central locations where they can be placed to encourage conversation or to generate a sense of place. This form of seating can be inwardly facing or facing a view-line and should be visible but not intrusive. Seating should be sited in a manner that does not obstruct a view, activity or desire line with consideration of safety in the placement of seating adjacent to any roads.

Seats in secluded areas should be sited near or directly under street lighting. Avoid locating seats in grass where maintenance of the grass around and beneath the seat will be difficult. Also avoid placing seats around trees where they collect leaf litter and impact roots.

Seating should be located within shaded positions and areas of full sun to allow for options during different seasons and weather conditions.



Example seat with backrests and armrests

3.3 PICNIC SETTINGS

Picnic settings, often used in picnic areas, should be constructed from durable materials and be easy to clean and maintain. They should be designed to provide access to at least part of the table by people in wheelchairs (allowing a wheelchair to comfortably sit with adequate leg space, either at the end or side of picnic setting).

Picnic settings should be installed on and fixed to a concrete slab. Placing table/seats on grass increases maintenance requirements and should be avoided.

Aim for the picnic setting to be accessed by a wheelchair.



Example formal table setting

3 ASSET SITING PRINCIPLES

QUICK WIN OBJECTIVES:

SEATING AND PICNIC SETTINGS

- Aim for street/park furniture to be sited somewhere accessible and convenient for users.
- Locate seats near public transport stops, in parks and plazas, and along pedestrian routes.



- Place seats where people gather and linger, and at locations where people can enjoy views or watch activities.
- Place seats on main pedestrian routes at 60-100m intervals depending on the space.



- Allow small clusters of seating where appropriate to accommodate group enjoyment and encourage conversation.
- Seating in secluded areas to be clearly visible to passing users and under street lighting where possible.



- Avoid siting seats where there will be a clash with park maintenance such as in grass areas.
- Aim for seats to abut paths as to avoid grass wear and tare where possible.
- Encourage neat and routine rhythm when siting seating e.g. align seating with kerbs buildings and footpaths.
- Seating should be located within shaded positions and areas of full sun to make the most of each season.
- Aim for picnic settings to allow for wheelchair access.

3 ASSET SITING PRINCIPLES

3.4 LITTER BINS

For extended siting principles, refer to the Public Place Service Standards (currently in development).

Bins should be at all site entry and exit points, as well as focal activity points which are likely to create waste (i.e. picnic areas, subject to wastage levels). Positioning bins near entry points also supports ease of collection.

Placement should consider and maintain views and vistas.

Placement should consolidate infrastructure and assets together in open spaces.

Aim to have waste bins placed a minimum distance of 2m from public eating or play areas. Ensure clear access (at least 2m) on each side of bin / bin group.

The siting of bins should not impede wheelchair access and the bin height should be appropriate for wheelchair and child access.



Example metal surround (litter and recycling)

3.5 BICYCLE RACKS

Bicycle rack design and siting should conform to *Australian Standard AS 2890.3*.

Bicycle racks should be sited in all commercial centres and other cycling destinations. The cycle racks should be sited as near to the immediate destination as possible and in full public view. They should be easily accessible from the cycle path, footpath and road.

The siting of bicycle racks should not impede wheelchair or pedestrian access. Bicycle racks should not be placed immediately in front of building entrances or shop fronts.

3.6 DRINKING FOUNTAINS

Drinking fountains should generally be sited in high-use areas where pedestrian traffic is more significant.

Our parks, playgrounds and sporting precincts are of high demand for water fountains due to active recreation use.

Aim to have drinking fountains that are accessible to all.

3.7 BARBECUES

Barbecues are distributed at nodes of activity and should be easily accessible from car parks and for maintenance.

Barbecues should be accessible for all.

Seats, tables, bins and shelters should be located in close proximity to barbecues to create a functional and successful space.



Example steel drinking fountain

3 ASSET SITING PRINCIPLES

QUICK WIN OBJECTIVES:

LITTER BINS

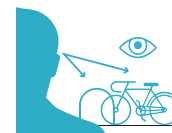
- Bins should be at all site entry and exit points, as well as focal activity points which are likely to create waste (i.e. picnic areas).
- Placement should consolidate infrastructure and assets together in open spaces.
- Placement should consider and maintain views and vistas.
- Aim to have waste bins placed a minimum distance of 2m from public eating or play areas. Ensure clear access (at least 2m) on each side of bin/bin group.



The siting of bins should not impede wheelchair access and the bin height should be appropriate for wheelchair and child access.

BICYCLE RACKS

- Bicycle racks to be sited in accordance with *Australian Standard AS 2890.3*.
- Bicycle racks should be located as near to the immediate destination as possible.
- Bicycle racks should be located in full public view as a crime prevention method.



- Bicycle racks should not be placed immediately in front of building entrances or shop fronts.

DRINKING FOUNTAINS

- Place drinking fountains in high use areas at parks, playgrounds, sporting precincts and shopping centres.
- Drinking fountains to be accessible to all.

BARBECUES

- Barbecues to be sited near nodes of activity and easily accessible from car parks.



- Seats, tables, bins and shelter should be located in close proximity to barbecues.
- Barbecues should be accessible for all.

GENERAL POLICY COMMITTEE AGENDA**22 FEBRUARY 1999****GPC 02. CITY OF BOROONDARA STREET FURNITURE
SUITE****FILE NO: 50/510/00003**

After an eighteen month trial and investigation, a standard suite of street furniture for the City is proposed. The benefit of a standard suite is that it will provide a uniform and consistent appearance of street furniture across the city, improve response times in carrying out repairs and lower the supply costs due to the purchase of larger quantities in bulk.

RECOMMENDATION

That Council adopt the standard suite of street furniture as detailed in the attachments in the report.

Seat
bin
tree guard
bollard

GENERAL POLICY COMMITTEE AGENDA**22 FEBRUARY 1999**

AUTHOR: PETER EDWARDS -
TEAM MEMBER, TRAFFIC AND ENVIRONMENT

AUTHORISED: CRAIG CINQUEGRANA -
CO-ORDINATOR, TRAFFIC AND ENVIRONMENT

FILE NO: 50/510/00003**1. Introduction**

The purpose of this report is to seek Council approval for the adoption of a ~~standard suite of street furniture (seat, rubbish bin, tree guard and bollard)~~.

The objective of a standard suite of street furniture is to:

- * provide a high quality, uniform and consistent appearance of street furniture across the City;
- * ~~improve response time~~ in repairing and replacing damaged street furniture;
- * ~~reduce supply costs~~, due to the larger quantities of furniture which can be purchased in bulk;
- * minimise maintenance requirements.

2. Background

There is a wide variety of styles of street furniture across the City. In some individual shopping centres, a range of styles of street furniture exists. Due to the numerous styles, it is sometimes difficult to repair, replace and maintain these items because of lack of stock. This leads to a further degradation of the streetscape environment with inconsistent and sometimes incompatible street furniture being introduced into the environment.

A standard suite of street furniture for the City would overcome this issue.

Such a standard suite would ~~not necessarily constrain choices~~ in all shopping centres. For example, in some heritage shopping centres it may be appropriate to use heritage seating or bollards. In these situations Council will be in a position to make a decision to vary from the standard suite based on aesthetic considerations and by assessing the additional capital and maintenance costs of departing from the standard suite.

3. Corporate Plan Context

Council's commitment to providing a city wide standard for street furniture and implementation of a program is specifically identified in the Corporate Plan.

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Mission Statement Element 2 (Maintain and Develop the City's Infrastructure) refers to this important aspect of the city's streetscapes in Annual Outcomes 2.1.3 and 2.1.4 which state as follows:

2.1.3 Review the City's buildings and facilities and implement plans for development and maintenance.

2.1.4 Work with local communities and business associations to establish locally identifiable and vibrant activity centres.

4. Review of the existing street furniture

A team of Council officers from Infrastructure and Planning and Economic Development carried out an extensive review of street furniture throughout the City and other municipalities. This activity was undertaken to provide a benchmark for the development of a suite of street furniture for shopping centres. To complement this survey, group discussions, and design development, including the construction of some prototype street furniture was undertaken. The result of this work is the identification of a suitable suite of street furniture which is high quality, attractive, functional and has low maintenance requirements.

Due to the narrow footpaths at many of the shopping centres, it was identified that the existing tree guards and rubbish bins were out of scale and appeared too large and overpowering. To overcome this issue, particular attention has been paid to these items to ensure that they are 'slim' and in scale with the environment.

4.1 Consultation

To ensure traders had input into the choice, sample areas in the Camberwell Junction had prototype furniture installed. The trial areas were installed approximately eighteen months ago.

Discussions with a trader group revealed that there has been positive support for the style and type of street furniture which has been trialed.

The eighteen month trial allowed Infrastructure officers to ascertain the durability and maintenance requirements of the furniture. Minor amendments to the furniture have been identified which should enhance its performance

5. Street furniture

5.1 General

A standard suite of street furniture will promote an aesthetic theme and unity throughout the city.

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- * staff safety and health is not compromised by cleaning or emptying of the waste receptacle;
- * small opening to the bin so that 'garbage bags' full of rubbish cannot be thrown into the bin.

Mobile bins (wheelie bins) are the preferred waste receptacle due to their mobility and ease of emptying by using the hydraulic arms on garbage trucks. These bins minimise the likelihood of cleansing staff sustaining injuries while emptying the bin.

Mobile bins are available in 80, 120 and 240 litre sizes. The 120 litre bin is the preferred size as it provides reasonable level of waste storage, is not overly heavy when filled with waste and is easy to manoeuvre. The 80 litre bin would require a smaller bin surround, however it would require more frequent emptying. Cleansing staff would have to bend to move the 80 litre mobile bin due to its lower height which may result in back injuries (similar injuries can be experienced from lifting the receptacles from the 55 litre litter bins). It has been previously noted that this is an issue with the 80 litre mobile bins. The 240 litre bins once enclosed in a bin surround, would be too large and overpowering an item for the streetscape.

5.2.1 *Prototype litter bin*

The prototype litter bin trialed at Camberwell Junction is based on the standard Melbourne City Council design. The bin surround is perhaps too large and intrusive considering the relatively narrow footpaths of the strip shopping centres around the City. There are opportunities to reduce the footprint of this style of bin.

Further, the powder coated lids were found to perform poorly as the colour was often scratched off by litter, and from the cleaning regime.

5.2.2 *Preferred litter bin*

The preferred litter bin would consist of a 120 litre mobile bin enclosed in a powder coated mild steel frame (refer to the sketch of the bin in Attachment A). A pattern of a stylised Boroondara corporate logo would be cut out of the frame. A stainless steel hood would complement the appearance of the bin and is also an integral component of the litter bin design. The hood:

- * does not allow rubbish to be visible to pedestrians;
- * is cleaned more quickly as only the throat of the hood is likely to become dirty;
- * minimises rubbish blowing out of the bin;
- * prevents animals and birds feeding on food scraps;
- * discourages people attempting to dump garbage bags of rubbish into the bin.

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Stainless steel was selected for the hood due to its appearance, ease of cleaning and hard wearing properties. Other materials were considered, such as powder coat finishes but in a shopping centre environment more regular and ongoing maintenance would be required compared to stainless steel.

5.2.3 *Cost of the preferred litter bin*

The initial unit cost of the bin to supply and install is around \$1,000 (for 50 units) however this cost will reduce when litter bins are purchased in larger quantities (\$860 for 200 units). The existing 120 litre litter bins in the major shopping centres cost around \$1000 to supply and install.

It is anticipated that maintenance costs for the new bins will be considerably lower because of the design enhancements already discussed.

5.3 Seat

The stainless steel seats which have been trialed at Camberwell Junction have performed very well (refer to Attachment B for a detail of the preferred seat). The stainless steel slats require minimal maintenance and suffer only slight damage. Skateboarders who slide their skateboards along the seat occasionally cause minor damage. The powder coated, or timber seats suffer considerable damage from this type of treatment.

It should be noted that stainless steel material was selected for its appearance, ease of cleaning and hard wearing properties. Other materials were considered, such as powder coat finishes and timber but more regular and on going maintenance would be required, compared to stainless steel.

These seats currently do not have any corporate badging however it proposed to incorporate the stylised Boroondara corporate logo on the end flanges.

5.3.1 *Cost of the preferred seat*

The initial unit cost to supply and install these seats is around \$1,500 to \$1,700. A significant portion of the seat's cost is in the stainless steel slats. Seats with wooden slats or powdered coated finishes cost approximately \$800 to \$1200.

5.4 Tree guard and surround

The essential features of a tree guard and surround are:

- * protection for the tree (from cars, people, shopping trolleys);
- * enhancement of the appearance of the streetscape;

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- * safe and easy maintenance of the trees;
- * water and air are able to enter around the base of the tree;
- * does not lead to significant compaction of soil around the tree roots;
- * easy maintenance and discouraged weed growth; and
- * protects trees from vandalism.

5.4.1 *Prototype tree guard*

A 600 mm square tree guard was trialed at Camberwell Junction. This tree guard appeared too large and overpowering along the footpath. Further, due to its large size, maintenance staff, on occasions, found it difficult to remove rubbish which had accumulated at the base of the tree.

A further tree guard was fabricated, which consisted of a 300 mm circular frame. While significantly smaller, the vertical bar spacing was insufficient to allow maintenance staff to fit their hands through to carry out maintenance and remove rubbish.

5.4.2 *Preferred tree guard*

The preferred tree guard consists of a 375 mm diameter frame, with a stainless steel band with stylised Boroondara logo cut outs (refer to Attachment C). This frame is suitable for standard trees which are placed in shopping centres. The diameter of the frame is considerably smaller than the existing 600 mm square frames which have been trialed at Camberwell Junction.

At the base of the tree, it is proposed to use a granulated rubber product that has a similar appearance to asphalt. This product is flexible and satisfies all of the essential features which were identified for tree surrounds. Further, this product would allow footpaths to be washed down without any loss of soil around the tree base. There are no regular maintenance requirements for the granulated rubber products. An example of this material can be seen around the plane trees in Butler Street, Camberwell.

Conventional steel grated tree surrounds were discounted as weeds can grow through the grates. On occasions these grates can cause a trip hazard if the edge of the surround is lifted by tree roots. Generally these types of surround cost approximately \$400.

5.4.3 *Cost of the preferred tree guard and surround*

The initial unit cost to supply and install the tree guard is \$600 for 100 units, (\$580 for 200 units) and the granulated rubber surround is \$45. At this stage, there is no regular maintenance requirements for either the tree guard or surround.

The unit cost to supply and install the existing tree guard and surround unit, at Camberwell Junction, was around \$1000.

GENERAL POLICY COMMITTEE AGENDA**22 FEBRUARY 1999****5.5 Bollard****5.5.1 *Prototype bollard***

The bollards trialed at the Camberwell Junction performed well. A minor design issue was identified with the aluminium caps at the end of the bollards. These convex caps, due to the thin gauge of the aluminium were being pushed inwards to form a concave shape. To overcome this issue, it is proposed to increase the gauge of the material used in cap so that it will maintain its shape.

5.5.2 *Preferred bollard*

Bollards, due to the nature of their use, are generally damaged frequently and an 'off the shelf' bollard is proposed (Refer to Attachment C).

5.5.3 *Cost of the preferred bollard*

The unit cost to supply and install a bollard is approximately \$200.

6. Conclusion

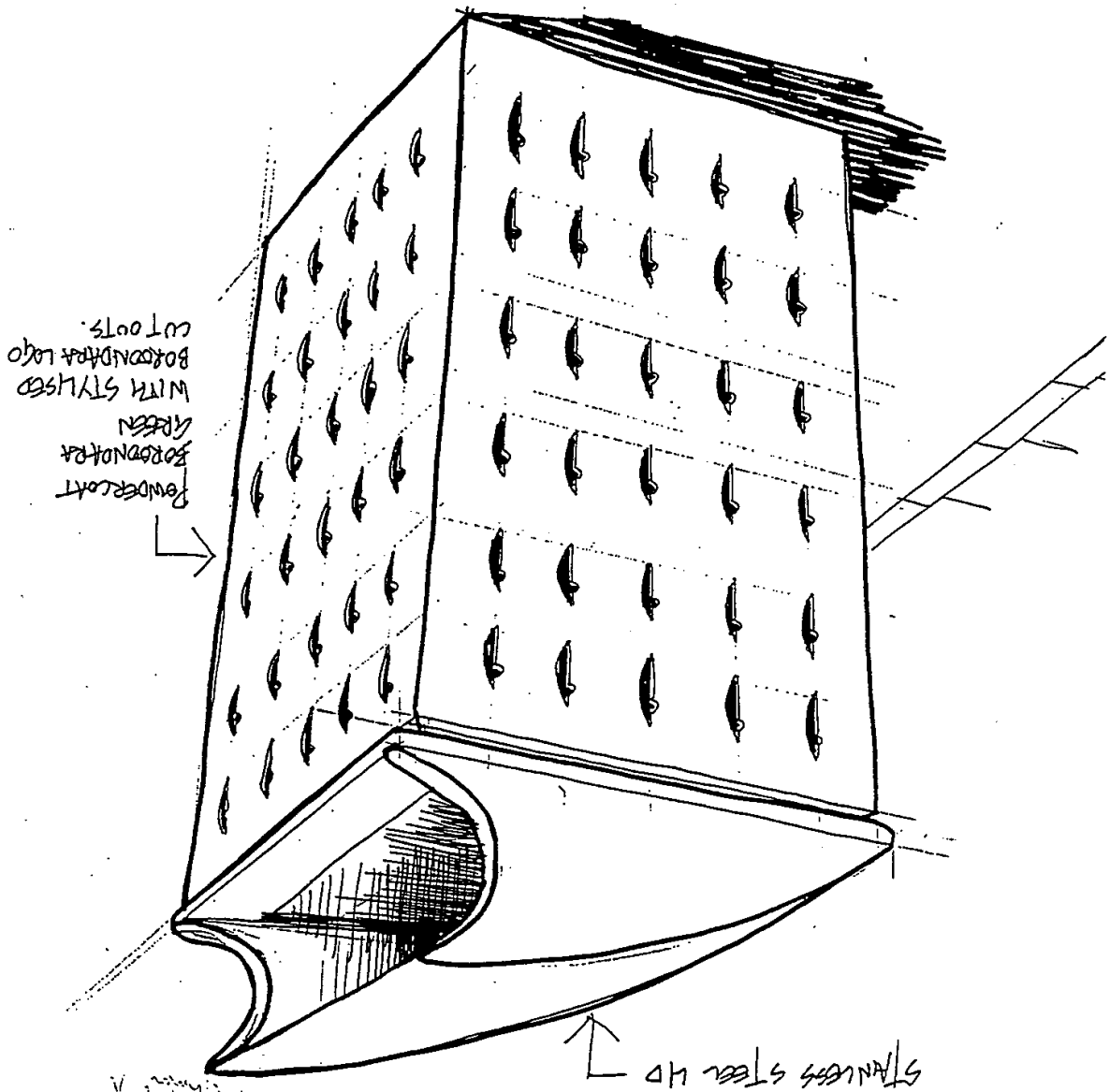
After an eighteen month trial and investigation, a standard suite of street furniture for the City of Boroondara is proposed. The benefits of a standard suite would be:

- * a uniform and consistent appearance of street furniture across the City;
- * improve the response time in repairing and replacing damaged street furniture;
- * lower supply costs, due to purchase of larger quantities of furniture in bulk;
- * minimise the maintenance costs.

The result of this work is the identification of a suitable suite of street furniture which is high quality, attractive, functional and has low maintenance requirements.

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RUBBISH BIN SURROUND
FOR 120 LT BIN

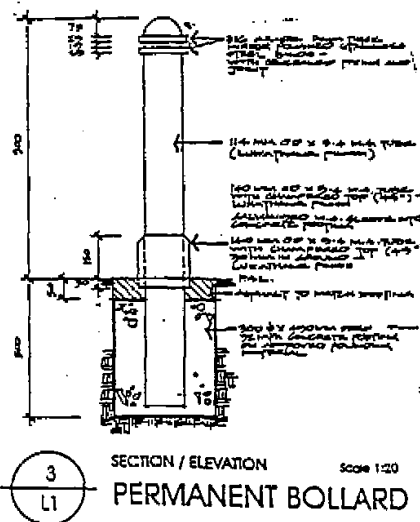
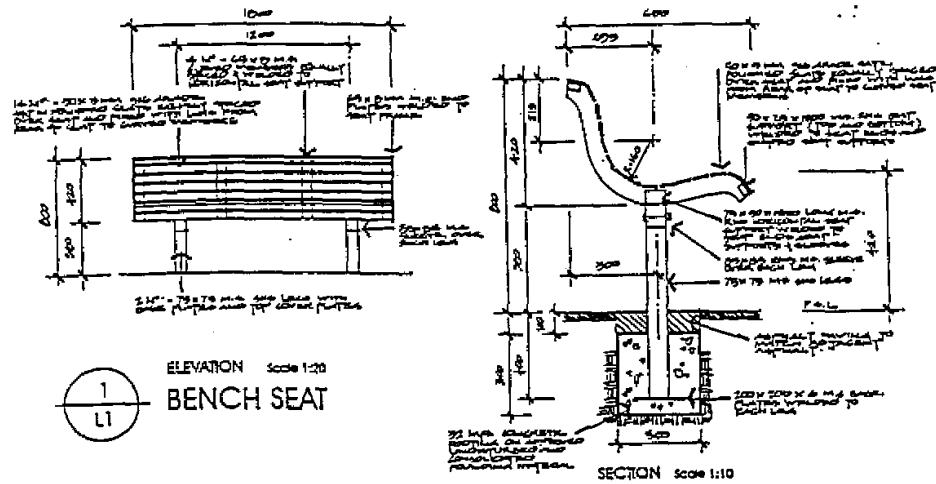


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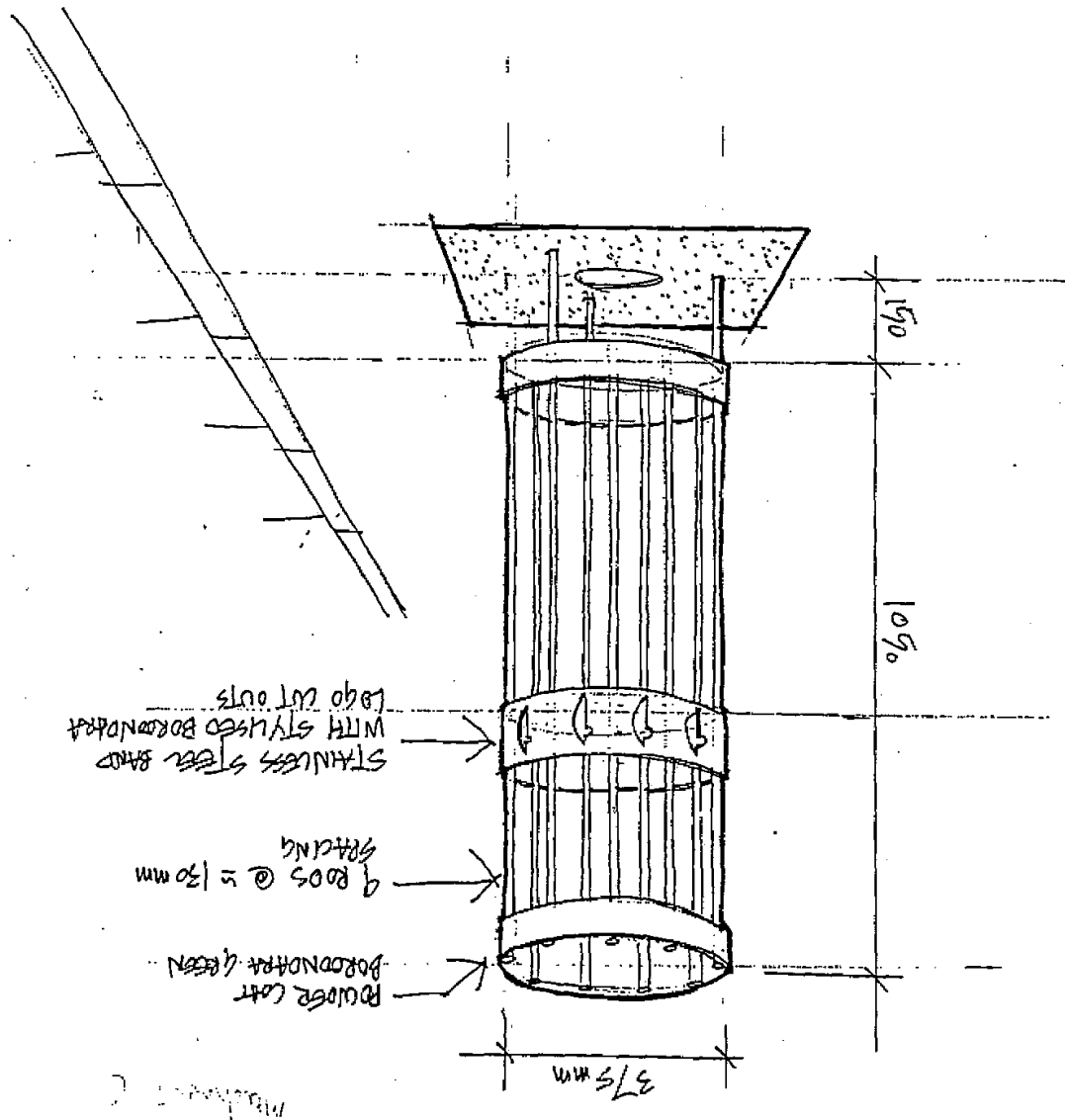
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TREE GUARD FOR
STANDARD TREES



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GENERAL POLICY COMMITTEE AGENDA

7.5 MAV Membership

Executive Summary

As a result of changes to the Municipal Association of Victoria (“MAV”) Rules, Council will be bound to two-year membership terms and a six month notice period to withdraw from MAV from 31 December 2022.

Following initial discussions with Councillors, Council gave notice to the MAV that it intended to withdraw from the MAV before 31 December 2022, effective 1 July 2023. Consequently, MAV has decided its regional groupings.

Officers seek a formal resolution from Council about MAV membership.

Purpose

This report briefs Councillors about Council’s use of its MAV membership. Based on that information, Council can consider whether to remain a member of the MAV.

Key Issues

MAV provides five types of services. In deciding whether the MAV’s annual fee of about \$78,000 represents value for money, officers considered Council’s use of MAV services and financial savings from MAV membership:

1 - Policy and Advocacy - Officers consider that Council does not significantly benefit from MAV’s policy and advocacy services. It is not reliant on MAV for policy development as compared to some other Councils.

Officers also have not found significant benefit from MAV’s advocacy. MAV’s advocacy for Council as a metropolitan Council is reduced following changes to MAV Rules to remove plural voting. It is also affected by its regional grouping with the City of Melbourne and other inner-city Councils instead of Monash and Whitehorse City Councils.

2 - Governance and legislation – Council seldom relies on MAV for assistance for its internal and external governance matters. Officers do acknowledge that MAV’s legislative updates can be helpful.

3 - Sector development – Councillors and council officers do occasionally attend MAV training and conferences. Leaving MAV will have some impact given that while most training remains available at an increased cost, many conferences and networking events are exclusive to MAV members.

Council does not rely on MAV to facilitate innovation and digital transformation with greater maturity and sufficient resourcing of its own.

4 - Insurance services – Council requires insurance in a market that is limited. While officers believe that MAV is likely to continue to insure Council as a non-member there is also likely to be an additional fee. MAV has not committed to what that fee will be but officers estimate it could be between \$5,000 and \$60,000 per annum (up to 5% of Council’s premium).

5 - Procurement – Council contracts for a range of goods and services either procured through MAV or on MAV panels. Using MAV contracts and panels saves some staffing costs for Council and reduces time by obviating the need to conduct public tenders for these goods and services. Officers also believe that MAV also obtains better rates by leveraging a larger the purchasing power of its membership.

Financially, officers consider that MAV membership saves Council over \$100,000 annually.

Officers' recommendation

That Council resolve to remain a member of the Municipal Association of Victoria.

Responsible director: **Phillip Storer, Chief Executive Officer**

1. Purpose

This report briefs Councillors about Council's use of its Municipal Association of Victoria ("MAV") membership. Based on that information, Council can consider whether or not to remain a member of the MAV.

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

MAV membership can support Council in achieving policy and financial goals in Boroondara Community Plan theme 7 – Leadership and Governance.

3. Background

Changes to MAV rules

In May 2021, MAV resolved to update its rules. It subsequently released a position paper in about November 2021, and Council made submissions to MAV about that position paper in March 2022.

In mid-August 2022, MAV released draft proposed Rules, and called a special meeting of the State Council on 16 September 2022 to discuss them. At that meeting, MAV resolved to adopt the new rules.

The new MAV Rules came into effect in October 2022 after they received approval as delegated legislation from the Governor in Council.

Critically, the new MAV Rules require a member Council to give six months' notice to leave MAV and pay the full subscription for a two-year period.

The next subscription period commences on 1 July 2023. Consequently, Council was required to give notice to withdraw by 31 December 2022, or it would be required to pay two years' subscription from 1 July 2023 to 30 June 2025 in order to withdraw from MAV.

Following discussions with Councillors and before this Council meeting, by letter dated 23 December 2022, the Chief Executive Officer gave notice to MAV of an intention to cease to be a participating member from 1 July 2023 in accordance with the MAV Rules.

Two other changes to MAV rules relevant to the factors below are that:

- Non-participating (non-member) councils can obtain MAV services for a fee if the MAV CEO agrees. This will likely include insurance services. MAV has indicated that any services that MAV decides to provide to non-member councils will be provided at either full cost recovery or a commercial rate that includes corporate overheads and covers any disbenefits to member councils.
- Boroondara and other larger councils lost plural voting in the MAV Council. As a result of this change, regional councils will command 48 votes compared to 31 votes held by metropolitan councils.

Regional Groupings and the MAV Board

MAV membership is divided into ten regional groups of councils – five metropolitan groups and five regional groups. Each of those groups elects a representative to the MAV Board. The Board also has an elected President. Currently for the next two-year period, both presidential candidates are from regional councils.

The City of Boroondara was previously in a regional grouping comprising Boroondara, Stonington, Glen Eira, Bayside and Kingston City Councils. This was changed recently so now the City of Boroondara is in the Inner Metropolitan South-East region comprising Boroondara, Stonington, Glen Eira, Bayside, Melbourne, Yarra and Port Phillip City Councils.

Council sought to be in an alternate proposed regional grouping with Monash and Whitehorse City Councils instead of Melbourne, Yarra and Port Phillip City Councils because the City of Boroondara considered its demographics and services were more closely aligned Monash and Whitehorse City Councils as opposed to Melbourne, Yarra and Port Phillip. MAV did not select this option.

MAV membership fees

Council's 2021/2022 MAV membership fee was \$77,859.10. The subscription covers a financial year from 1 July 2022 to 30 June 2023.

4. Outline of key issues/options

Use of services

A key factor to Council remaining in MAV is balancing the benefit Council derives from using MAV services against the fee Council pays to discern if membership delivers value to Council. MAV provides five key services to councils and Council's use of each service is set out below.

1 - Policy and Advocacy - Developing policy for councils (for example during the pandemic) and advocating local government interests across the sector by producing submissions and reports.

Officers consider that Council does not significantly benefit from MAV's policy and advocacy services. Council has mature and capable resourcing to develop policy for both general business needs and emerging risks. It is not reliant on MAV for policy development as compared to smaller regional Councils.

While Council regularly contributes to MAV State Council motions, officers also have not found significant benefit from MAV's advocacy. Council resubmitted several motions at successive MAV State Councils such as vegetation around power lines and funding for maternal and child health services.

This position is unlikely to improve for Council. The new MAV rules to remove plural voting has diluted the influence of metropolitan councils even though they represent almost 75% of Victoria's population. The current 79 council members is made up of 31 metropolitan councils and 48 rural councils. The single vote for all councils in the new rules gives greater influence to the 48 rural councils even though they represent 25% of the Victorian population.

Issues where there may be a divergence in views between rural councils include time to cease old growth logging and location of renewable energy like windfarms.

2 - Governance and legislation – *Supporting councils by developing governance processes and protocols as well as providing advice to assist councils on internal and external governance matters.*

Council seldom relies on MAV for assistance for its internal and external governance matters. Officers do acknowledge that MAV's legislative updates can be helpful.

3 - Sector development – *Training and support services to help councillors and councils improve capability. Working with councils to be more efficient by innovation, digital transformation, and collaboration.*

Councillors and council officers do occasionally attend MAV training and conferences. Leaving MAV will have some impact given that while some training remains available at an increased cost, many conferences and networking events are exclusive to MAV members.

Council does not rely on MAV to facilitate innovation and digital transformation with greater maturity and sufficient resourcing of its own.

4 - Insurance services – *MAV provides a range of insurance products on a not-for-profit basis including the Liability Mutual Insurance (LMI) that Council purchases providing public liability and professional indemnity.*

Council requires insurance in a market that is limited. MAV's role in providing insurance was statutorily created in 1993 after Municipal Mutual collapsed and councils could not find appropriate coverage. Council previously left MAV and sought coverage from a private insurer but had to return to MAV when that insurer withdrew from the market.

Under the new MAV Rules MAV can insure Council even if Council was not a member where the MAV CEO agrees. MAV verbally advised officers that it would do so but has not responded in writing.

MAV also verbally advised officers an additional fee would be imposed on non-member councils for insurance. As noted above, MAV advised in writing it would supply services to non-members on the basis of "full cost recovery or a commercial rate that includes corporate overheads".

Council wrote to MAV to ask what that fee would be and how that fee would be calculated, but MAV has not responded. Officers understand Bayside Council were verbally advised that the fee would be about \$5,000 - \$10,000, noting that Bayside would have a different premium and risk profile to Boroondara.

Officers note that the MAV insurance premium is over \$1.2m per year. Consequently, if the MAV charged percentage fee, say 2.5 per cent, it would already equate to over \$30,000 per annum.

5 - Procurement – *Lastly, MAV provides not for profit procurement support by leveraging the combined purchasing power of its 79 member councils to negotiate discounts and better value for money solutions.*

Council contracts for a goods and services either procured through MAV or on MAV panels including: Microsoft licences; bill payment services; debt finance; plant machine equipment; trucks vans and buses; and specialised truck bodies.

Using MAV contracts and panels saves some staffing costs for Council and significant time to conduct public tenders for these goods and services. Officers also believe that MAV obtains better rates by leveraging the purchasing power of its membership.

Financial value

Another key factor is balancing the membership fee of \$77,859.10 against any additional costs that Council would incur, and any savings Council may benefit from by retaining MAV membership. Officers have identified the following additional costs or savings.

Insurance – As noted, MAV indicated that it would charge an additional fee to provide LMI insurance to Council if it was not a member of MAV. MAV have not indicated what that fee is which would be at the discretion of MAV. The fee could range from \$5,000 to \$60,000 (based on a 5% fee). Alternate options are limited, particularly as a single council, with renewals due by 30 June 2023.

Procurement savings from purchasing power – The list below itemises goods and services that Council currently procures through MAV panels excluding where those goods and services could alternatively be obtained through other panels like the State government or Procurement Australia:

Service	FY 22 spend
Australian Standards - SAI Global*	\$16,708*
Bill Payment Services – Australia Post	\$29,122
Disaster recovery and backup services – VM Ware	\$98,280
Records Storage and Imaging Services - Grace	\$63,094
Total	\$207,204
5% saving	\$10,360

*This is the amount SAI Global invoiced Council for the previous financial year, but the MAV suggested that Council would pay \$43,000 for this service if Council was not a member of the MAV.

Savings – Officers have identified two savings from MAV membership:

- ***Playground equipment*** - officers have identified a potential saving moving forward for playground equipment. MAV has negotiated an 18% discount for playground equipment. Noting that last year Council spent about \$511,609 on playground equipment, that equates to a potential saving of \$92,089.
- ***Maternal Child Health Nurse biannual conference*** – MAV provide a biannual day-long conference which Council's 40 MCH staff attend. MAV indicated that non-member council staff could attend this conference in the future at cost. Officers conservatively estimate the cost of the conference at \$400 per head (a similar private conference is priced at \$900 for two days). Consequently, this is an estimated cost saving of about \$32,000.

5. Consultation/communication

In preparing this report, officers consulted with other Councils and reviewed material about procurement and insurance.

6. Financial and resource implications

The direct financial impact is Council's MAV membership fee, currently \$77,859.10 per annum. On the other hand, officers estimate that membership of MAV saves Council over \$100,000 annually.

7. Governance issues

No officers involved in preparing this report have any general or material interest in this matter.

8. Social and environmental issues

Council's MAV membership does not have any direct or significant impact on community/ social well-being and/or the environment.

**Manager &
Report officer:**

Bryan Wee, Manager, Governance and Legal

7.6 March 2023 Quarterly Performance Report

Executive Summary

Purpose

The Quarter 3 Performance Report for March 2023 provides detailed reporting on financial and non-financial performance against both the Boroondara Community Plan 2021-31 and the Budget for the year.

Background

At the end of each quarter, a Quarterly Performance Report is prepared and adopted at Council.

The year-to-date and annual budget figures referred to in this report reflects the 2022-23 Amended Budget, approved by Council on 14 November 2022, which includes the carry forward funding from 2021-22 priority projects and capital works forward commitments.

The 2022-23 Full Year Forecast reflects the final result of the full year review of the annual financials to be undertaken during the year.

Key Issues

Financial performance

Year-to-Date Actuals vs. 2022-23 Amended Budget

Council's favourable operating result against year-to-date budget of \$70.13 million is \$9.02 million or 15% above the 2022-23 Amended Budget of \$61.11 million primarily due to a number of factors which are outlined in **Attachment 1**.

The overall financial position as 31 March 2023 is satisfactory with a working capital ratio of 3.42 to 1 (includes reserve funds of \$23.47 million and 0.5% cash contingency for emergency response works).

Full year forecast vs 2022-23 Amended Budget

The 2022-23 Full Year Forecast of \$12.96 million represents an increase in the surplus result by \$10.68 million above the 2022-23 Amended Budget surplus of \$2.28 million.

Non-financial performance

Major Initiatives

For the quarter ending March 2023, 14% (7 out of 49) of the 2022-23 major initiatives have been completed. A total of 80% (39 of 49) of the major initiatives have commenced and are on track to be completed by the end of the financial year. Six percent (6%) (3 out of 49) of the major initiatives have commenced but due to delays are not anticipated to be completed by the end of financial year. Further details can be found on **pages 15 to 70 in Attachment 1**.

Strategic Indicators

The Boroondara Community Plan 2021-31 and Annual Budget 2022-23 contain 52 strategic indicators of which 33 are annual measures. The remaining 19 are reported on a quarterly basis, demonstrating the progress towards the annual forecast.

Quarter 3 data indicates five of the strategic indicators are not on track to be achieved by the end of the financial year, with commentary provided in the **Outline of key issues/options** section of this report and on **pages 14 to 67 in Attachment 1**. Also see the **Executive Overview in Attachment 1** for more information.

Local Government Performance Reporting Framework (LGPRF)

The assessment of LGPRF measures shows most quarterly indicators are on track, with four of the non-financial LGPRF measures not on track to meet target at end of financial year, with comments provided below. Further details can be found on **pages 20 to 72 in Attachment 1**.

Officers' recommendation

That Council resolve to:

1. Receive and note the Quarterly Performance Report for March 2023 (**Attachment 1**).
2. Adopt the Full Year Forecast as identified in **Attachment 1**, as annexed to the minutes.
3. Adopt the proposed Amendments to the 2022-23 Fees and Charges Schedule (**Attachment 2**) as annexed to the minutes.

Responsible director: Mans Bassi, Director Customer and Transformation

1. Purpose

The purpose of this report is to provide Council the March 2023 Quarterly Performance Report for the period ended 31 March 2023 (**refer Attachment 1**). This report is designed to provide performance reporting on both the Annual Budget 2022-23 and Boroondara Community Plan 2021-31 (incorporating the Community Vision, Council Plan 2021-25 and Municipal Public Health and Wellbeing Plan 2021-25). Council is also requested to adopt the amendments to the 2022-23 Fees & Charges (**refer Attachment 2**).

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

This report is consistent with the Boroondara Community Plan 2021-31. In particular, the Council Plan theme of Leadership & Governance and strategy 7.1 “Decision-making is transparent and accountable through open governance processes with timely communication and reporting” and 7.2 “Resources are responsibly allocated and used through sound financial and asset planning, procurement and risk management practices”.

3. Background

The March 2023 Quarterly Performance Report provides detailed reporting on financial and non-financial performance against both the Boroondara Community Plan 2021-31 and Budget for the year.

The year to date and annual budget figures referred to in this report reflects the 2022-23 Amended Budget, approved by Council on 14 November 2022.

The 2022-23 Full Year Forecast reflects the final result of the full year review of the annual financials to be undertaken during the year.

Attachment 1: March Quarterly Performance Report 2023 (Incorporating Major Initiatives, Boroondara Community Plan Performance, Financial Performance and Local Government Performance Reporting Framework measures).

Attachment 2: 2022-23 Amendment to the Fees and Charges Schedule

4. Outline of key issues/options

Year-to-date actual vs. Year-to-date 2022-23 Amended Budget

The year-to-date surplus result of \$70.13 million as per the budget is due to the striking of full year annual rates in August 2022. The surplus result will reduce over the course of the year as Council delivers services to the community. In addition, the favourable result against year-to-date budget of \$9.02 million or 15% is due to timing differences for income and expenditure across Council.

Full year forecast vs 2022-23 Amended Budget

The 2022-23 Full Year Forecast of \$12.96 million represents an increase in the surplus result by \$10.68 million above the 2022-23 Amended Budget surplus of \$2.28 million.

The operating surplus has increased primarily due to higher than anticipated interest on investments by \$2.40 million due to favourable market conditions, employee cost savings of \$1.28 million, other income of \$875,000 and developers open space contributions of \$615,000.

Closing cash and investments are forecast to be \$128.17 million which is \$12.55 million above the 2022-23 Amended Budget of \$115.62 million. This is primarily due to items noted above and the recognition of capital works forward commitments of \$5.55 million and priority projects forward commitments of \$9.68 million which will be carried forward to 2023-24.

Balance Sheet and Cash Flow Statement

Cash and investment holdings are \$173.61 million as of 31 March 2023 which has increased by \$23.27 million from 30 June 2022.

The Balance Sheet as of 31 March 2023 indicates a satisfactory result with total current assets of \$225.24 million and total current liabilities of \$65.90 million.

Please refer to **pages 78 to 79 of Attachment 1** for further detail.

Capital works

Council's year to date performance in gross Capital works expenditure is \$36.53 million which is \$2.60 million below year to date budget phasing of \$39.13 million (year to date actual and commitments as of 31 March 2023 equates to \$66.70 million).

Priority projects

Council's year to date performance in gross priority project expenditure is \$15.50 million which is \$3.98 million below year-to-date budget phasing of \$19.48 million (year to date actual and commitments as of 31 March 2023 equates to \$33.63 million).

Refer to **Attachment 1 pages 6 and 7 Executive overview** for graphical representation of capital works and priority projects year to date budget, actual and committed expenditure.

Further information on capital works and priority projects is detailed on **pages 86 to 97 in Attachment 1**.

Non-financial performance

Major Initiatives

The 2022-23 Annual Budget contains 49 major initiatives. For the quarter ending March 2023, 14% (7 out of 49) of the 2022-23 major initiatives have been completed and a further 80% (39 of 49) have commenced and are on track to be completed by the end of the financial year. Six percent (6%) (3 out of 49) are delayed and not anticipated to be completed by the end of financial year, with commentary provided in the table below and on **pages 15 to 70 in Attachment 1**. Also see the **Executive Overview in Attachment 1** for more information.

Details of the major initiatives not on track to be completed by end of financial year:

Major Initiatives not on track to be completed by end of financial year	Comments
1.5: Create an all-ability recreation facility to meet current and future community needs by completing the construction of the Kew Recreation Centre	Construction of Kew Recreation Centre has been delayed due to the collapse of the roof and WorkSafe investigation. The steel is currently being removed due for completion late April and transported to a venue for further testing and investigation by WorkSafe.
5.2: Provide a safe and accessible shared path for the community by advocating to the Victorian Government for the Box Hill to City cycling corridor project	<p>Council officers have commenced the feasibility studies for two sections of the Box Hill to Hawthorn Strategic Cycling Corridor (SCC).</p> <p>These sections are:</p> <ol style="list-style-type: none"> 1. Elgin Street to Glenferrie Road including an underpass at Power Street 2. Burke Road to Stanhope Grove. <p>A consultant has been appointed to assist with the feasibility studies and concept designs. Consultation with key stakeholders (VicTrack, Metro Trains, Department of Transport) and the community is proposed and then Council will formally consider the studies. Subject to Council approval, the studies would then be presented to the State Government for funding consideration and approval.</p> <p>For the above mentioned two studies in progress, there is a need to undertake an extended feature survey of the railway corridor to supplement preliminary survey work. There has been delays in finalising how the survey would be undertaken in close proximity to passing trains and in seeking approvals from both VicTrack and Metro Trains.</p> <p>These feasibility studies are complex and involve several key stakeholders in VicTrack, Metro Trains and the Department of Transport and Planning.</p> <p>Expected completion is end June 2024.</p>

Major Initiatives not on track to be completed by end of financial year	Comments
	One more section of the Box Hill to Hawthorn SCC will be investigated and this section is intended to be from Auburn Road to Burke Road. This is in the process of evaluating tender submissions.
5.4: Improve safety and security of shared paths and paths by progressively installing energy efficient lighting.	<p>The Grace Park shared path lighting works were completed in August 2022.</p> <p>Following approvals and support from the Department of Transport and Melbourne Water in late 2022, solar lighting for the Gardiners Creek Trail underpass at Toorak Road was installed in early February 2023.</p> <p>A request for quotation for lighting the Anniversary Trail between Whitehorse Road and Mont Albert Road has been issued and the project is intended to be awarded by mid-May 2023. The project is expected to be completed by September 2023.</p>

Strategic Indicators

The Boroondara Community Plan 2021-31 and Annual Budget 2022-23 contain 52 strategic indicators of which 33 are annual measures. The remaining 19 are reported on a quarterly basis. Quarter 3 data indicates five of the strategic indicators reported on quarterly are not on track to be achieved by the end of the financial year, with commentary provided in the table below and on **pages 14 to 67 in Attachment 1**. Also see the **Executive Overview in Attachment 1** for more information.

Details of the strategic indicators not on track to meet annual forecast:

Strategic Indicator not on track to meet annual forecast	Comments
Percentage of graffiti removed from Council- owned assets within one business day of notification	<p>The target of one business day was not met for all requests due to Occupational Health and Safety (OHS) requirements. Some jobs required safety access equipment, which resulted in taking longer than expected to complete graffiti removal.</p> <p>The annual target will not be met due to this issue and the contractor's staff shortages.</p>

Strategic Indicator not on track to meet annual forecast	Comments
Number of vaccinations administered	The number of vaccines administered in this quarter is lower than the previous year due to scheduling of Year 10 visits to later in the year following Human papillomavirus vaccines (HPV) immunisation schedule changes.
Average daily bicycle users for Gardiners Creek Trail, the Anniversary Trail, Koonung Trail and Main Yarra Trail	The Gardiners Creek Trail continues to be the busiest trail with an average daily figure of 1860 bike riders in the quarter. The Koonung Trail and Main Yarra Trail also experience good use with figures of 612 and 677 users respectively. The Anniversary Trail recorded an average daily figure of 346 users. It is likely the annual target will not be achieved due to adverse weather in Quarters 1 and 2.
Number of calls abandoned when customers are trying to reach Council's customer service Percentage of abandoned calls	<p>The abandonment rate significantly improved in Quarter 3 to 3.30%, despite increased call volumes due to pet registration renewals in March 2023. We are aiming to reduce the abandonment rate through ongoing efforts to optimise our call centre operations and further equip agents with the necessary skills, knowledge and tools to reduce the average call handling times.</p> <p>Overall, the percentage of abandoned calls for the year to date is above our service target due to resourcing challenges in Quarter 1 and a significant increase in call volume in Quarter 2 caused by disruptions in recycling services.</p>
Average time callers wait before their call is answered	The average time callers wait before their call is answered improved this quarter and was within the Quarter 3 target. Despite increased call volumes due to pet registration renewals in March we maintained an average speed of answer of 50 seconds.

Strategic Indicator not on track to meet annual forecast	Comments
	<p>However, in the year-to-date period, our customers experienced longer wait times than the target due to peak demand and resourcing challenges in Quarter 1, and a surge in call volume in Quarter 2 due to unexpected disruptions to recycling services.</p> <p>We are committed to achieving our target by monitoring call volumes in real-time and identifying areas for improvement to optimise operations.</p>

Local Government Performance Reporting Framework Measures (LGPRF)

There are 58 mandatory performance indicators included in the LGPRF under three thematic areas, 28 of which will be audited and included in Council's performance statement. Of these 26 are reported on a quarterly basis (two measures are reported on annually):

- Service Performance Indicators
- Financial Performance Indicators
- Sustainable Capacity Indicators.

The assessment of LGPRF shows most quarterly indicators are on track, with four of the non-financial LGPRF measures not on track to meet target at end of financial year, with comments provided below. Further details can be found on **pages 20 to 72 in Attachment 1**:

Details of the non-financial LGPRF measures not on track to meet annual forecast:

Non-financial LGPRF Measure target not on track to meet annual forecast	Comments
AM2: Animals reclaimed	<p>For this quarter, 100% of dogs admitted to the pound were reclaimed, which is an excellent result.</p> <p>Unfortunately, the overall result for the quarter is skewed by the high number of kittens and cats admitted and not reclaimed. This quarter saw a 90% increase in stray cats/kittens, compared to the previous quarter.</p> <p>This spike in admits was expected, as the quarter was in the midst of a booming kitten season, which is typically experienced during the warmer months of the year in Melbourne.</p>

Non-financial LGPRF Measure target not on track to meet annual forecast	Comments
G1: Council decisions made at meetings closed to the public	It is current tradition and practice to not hold Council or delegated Committee meetings in January. The first meeting of the year is not until February. Consequently, there are less reports being tabled at Council and Committee meetings during this quarter. Within the quarter there were only two items which met the definition of confidential business within the Local Government Act 2020 and were therefore able to be resolved in a meeting closed to members of the public. In both instances Council resolved to make the resolutions public after the Council meeting. These resolutions have now been published on Council's external website.
SP1 - Time taken to decide planning applications	Assessment timeframes exceeded expectations in Quarter 1 due to changes to staffing and processes and a focus on managing older applications. Application timeframes improved in Quarter 2 to bring them closer to target range. Unfortunately, the timeframe data has increased again in Quarter 3 and will be reviewed to achieve the target range by end of Quarter 4. The average for the year is still expected to exceed the target.
WC2 - Kerbside collection bins missed	Council transitioned to a new recycling contractor and performance is being measured. It is anticipated that the annual target will not be met.

5. Consultation/communication

The Executive Leadership Team has reviewed and approved the report.

6. Financial and resource implications

Council's current operating and cash flow position is sound. Council continues to monitor and review the financial impacts of COVID-19 on Council's operating budget.

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.

8. Social and environmental issues

There are no direct impacts resulting from this report.

Manager: Nicole White, Manager Strategy and Performance
Amy Montalti, Chief Financial Officer

Report officer: Freda Duraku, Corporate Reporting Lead
Sapphire Allan, Coordinator Management Accounting



Quarterly Performance Report

January to March 2023

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1. Executive overview and key highlights

1.1 Introduction

The March 2023 Quarterly Performance Report provides detailed reporting on performance against both the 2022-23 Annual Budget and the Boroondara Community Plan (BCP) 2021-31 (incorporating the 10-year Community Vision, Council Plan 2021-25 and Municipal Public Health and Wellbeing Plan 2021-25).

This executive overview will focus on a summary of financial and non-financial issues and key highlights, while **Section 3 - Directorate overviews** and **Section 4 - Financial and Performance Statements** will focus in greater detail on variances and key issues and events.

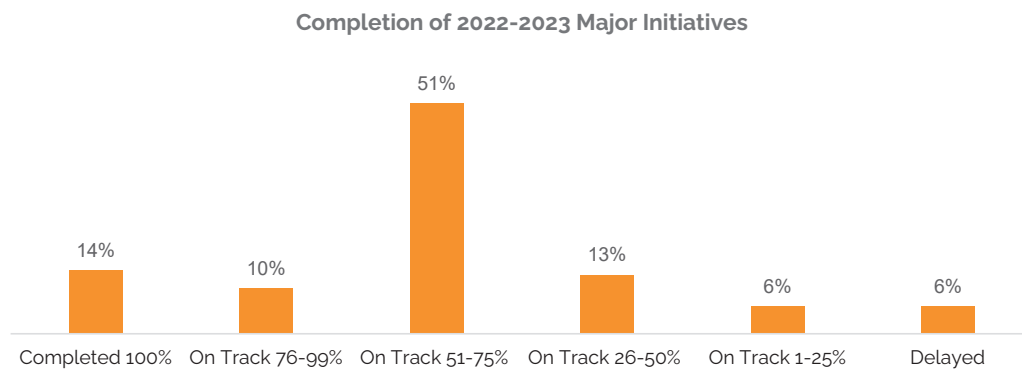
The year to date and annual budget referred to in this report reflects the 2022-23 Amended Budget approved by Council on 14 November 2022, which includes the carry forward funding for final 2021-22 priority projects and capital works forward commitments.

The 2022-23 Full Year Forecast reflects the final result of the full year review of the annual financials to be undertaken during the year.

1.2 Performance against Major Initiatives

There are 49 Major Initiatives for the financial year FY 2022-23. For the quarter ending March 2023, 14% of initiatives have been completed. Eighty percent (80%) of the major initiatives have commenced and are on track to be completed by the end of the financial year. Six percent (6%) are delayed and are not anticipated to be completed by end of the financial year.

The progress of achieving the Major Initiatives has been reported as per the following chart:



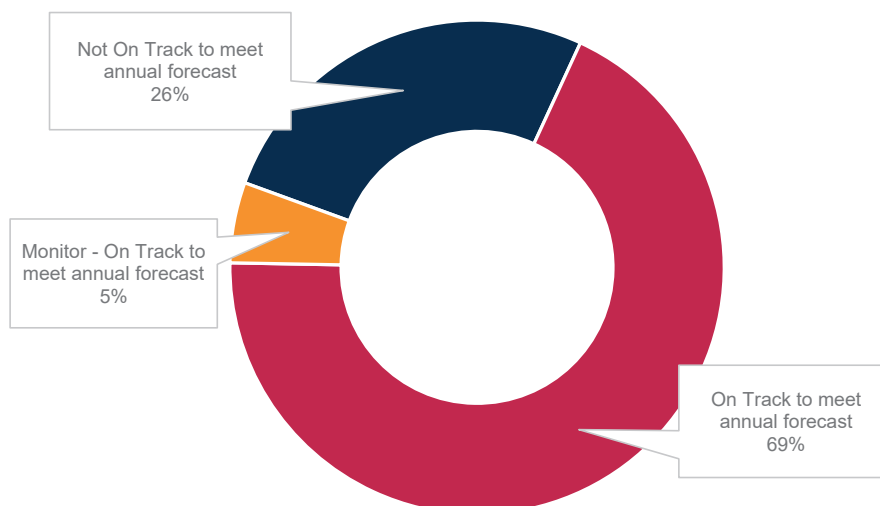
Please refer to **pages 15 to 70** for further details and explanations.

1.3 Performance of Strategic Indicators

The Boroondara Community Plan 2021-31 contains 52 strategic indicators, of which 33 are annual measures. The remaining 19 are reported on a quarterly basis, with data being available quarterly on the progress towards the annual forecast.

For the quarter ending March 2023, 13 of the strategic indicators are on track to achieve target by the end of the financial year. One of the strategic indicators is being monitored and anticipated to achieve target by the end of the financial year. Five (5) of the strategic indicators are not on track to achieve the annual target by the end of the financial year, with commentary provided in **Section 3** of this report.

Strategic Indicators reported on a quarterly basis (19 of 52 Strategic Indicators)



Please refer to **pages 14 to 67** for further details and explanations.

2. Key financial highlights and overview

Key financial summary	ANNUAL ORIGINAL BUDGET \$'000	YTD ACTUAL (1) \$'000	YTD BUDGET (2) \$'000	YTD VARIANCE (1) - (2) \$'000	YTD VARIANCE (1) / (2) %	STATUS YTD VARIANCE	FULL YEAR FORECAST (3) \$'000	2022-23 AMENDED BUDGET (3) \$'000	FORECAST VARIANCE (3) - (4) \$'000	STATUS FULL YEAR VARIANCE
Surplus/(Deficit) for the year	6,607	70,127	61,106	9,021	15%	✓	12,956	2,280	10,676	✓
Recurrent income	255,177	242,169	239,325	2,844	1%	✓	253,359	249,618	3,741	✓
Recurrent expenditure	226,608	160,540	163,404	2,864	2%	✓	227,738	226,757	(981)	—
Capital works Expenditure *	78,890	36,527	39,125	2,598	7%	✓	68,125	73,702	5,577	✓
Priority projects Expenditure *	23,148	15,496	19,482	3,986	20%	✓	26,420	34,799	8,379	✓
Closing cash and investments **	87,121	173,608	155,398	18,210	12%	✓	128,170	115,616	12,554	✓

* Please refer to pages 87 & 94 for further explanation of variances.

** Refer to page 85 for further details and explanation of closing cash and investments holdings and financial assets.

Status legend:

✓	Above budgeted revenue or under budgeted expenditure.
—	Below budgeted revenue or over budgeted expenditure by <10%.
✗	Below budgeted revenue or over budgeted expenditure by >10%.

The overall financial position at 31 March 2023 is satisfactory with a working capital ratio of 3.42 to 1 (includes cash contingency for emergency response works and reserve funds of \$23.47 million).

2.1 Surplus Result

Year to date actual vs. Year to date 2022-23 Amended Budget

The year to date surplus result of \$70.13 million as per the budget is due to the striking of full year annual rates in August 2022. The surplus result will reduce over the course of the year as Council delivers services to the community. In addition the favourable result against year to date budget of \$9.02 million or 15% is due to timing differences for income and expenditure across Council. Refer to **Section 4 Financial Performance** for details on Council's financial performance.

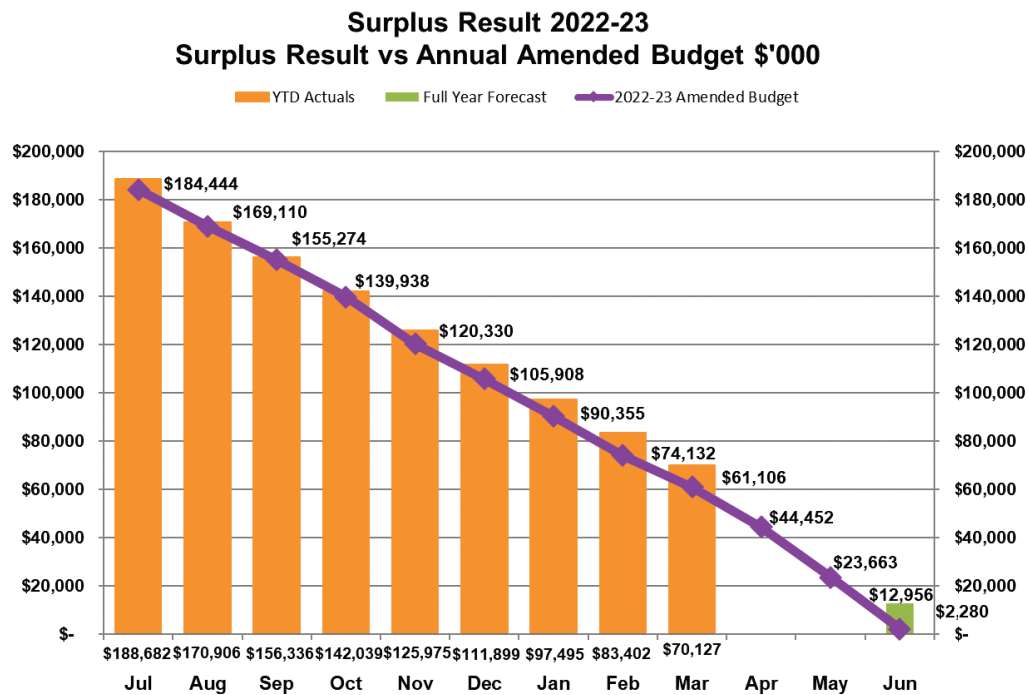
Full Year Forecast vs. 2022-23 Amended Budget

The 2022-23 Full Year Forecast of \$12.96 million represents an increase in the surplus result by \$10.68 million above the 2022-23 Amended Budget surplus of \$2.28 million.

The full year forecast result is the subject of an extensive review undertaken with departments during the March quarter. The current forecast position indicates an improved surplus outcome due to higher interest income of \$2.40 million, employee cost savings of \$1.28 million, lower expenditure for amortisation - right of use assets of \$707,000 and net priority project carry forwards of \$9.68 million. This is partially offset by an increase in materials and service expenditure of \$3.14 million and a decrease in user fees of (\$523,000), priority projects income of (\$498,000) and statutory fees and fines income (\$355,000).

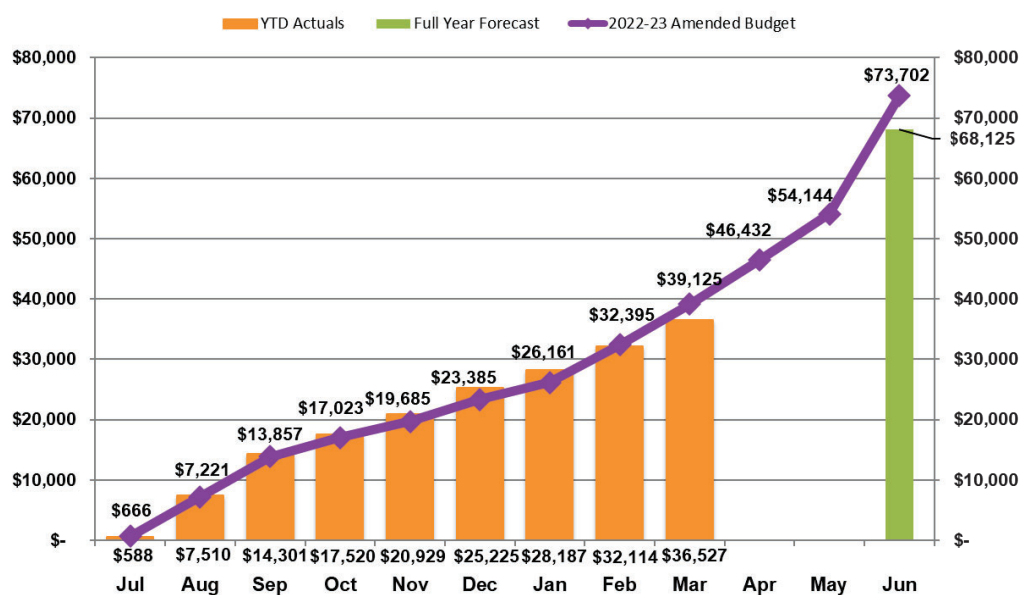
Closing cash and investments are forecast to be \$128.17 million which is \$12.55 million above the 2022-23 Amended Budget of \$115.62 million. This is primarily due to items noted above and the recognition of capital works forward commitments of \$5.55 million and priority projects forward commitments of \$9.68 million which will be carried forward to 2023-24.

Please refer to the graphical representation below of actual year to date surplus result versus the 2022-23 Amended Budget.



2.2 Capital Works

Capital Works Projects 2022-23
Cumulative Budget vs Actual Expenditure
All Projects - \$'000

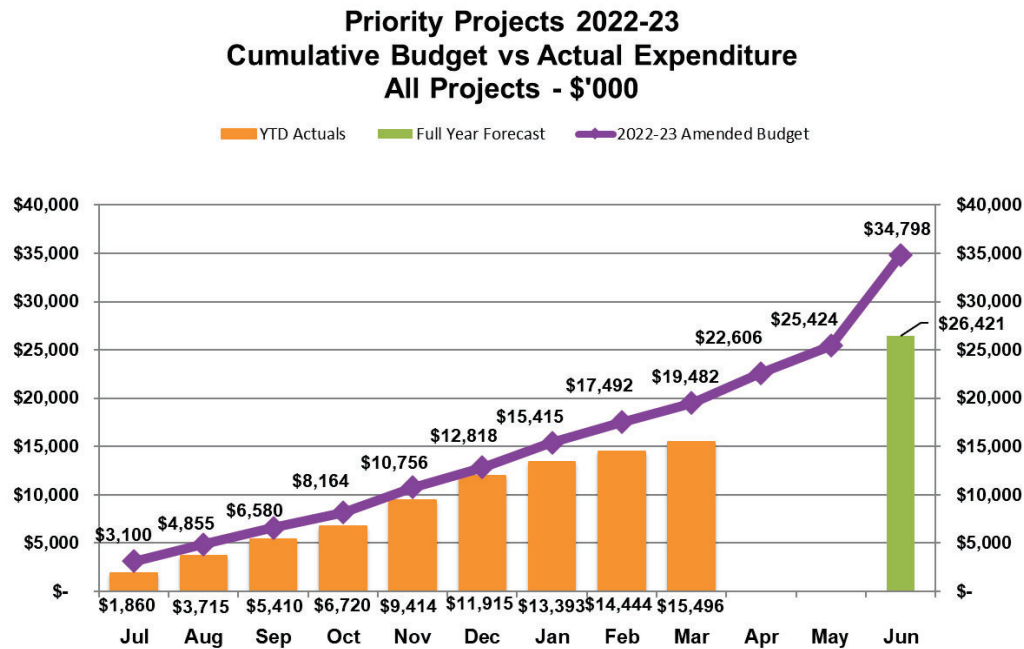


Council's year to date performance in gross capital works expenditure is \$36.53 million which is \$2.60 million below year to date budget phasing of \$39.13 million.

Capital works committed expenditure as 31 March 2023 is \$30.17 million (year to date actual and commitments equates to \$66.70 million) and includes committed expenditure for multi-year projects with the most significant being Kew Recreation Centre.

Please refer to **Section 4.7 Capital Works performance** for further explanation.

2.3 Priority Projects

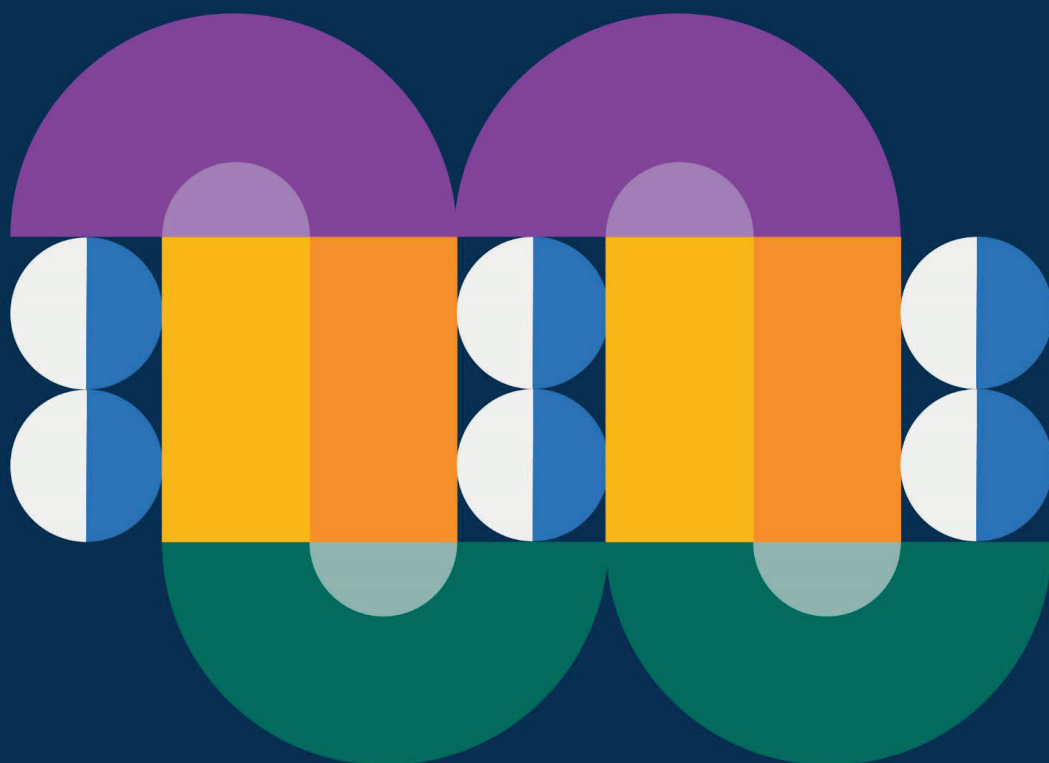


Council's year to date performance in gross priority project expenditure is \$15.50 million which is \$3.98 million below year to date budget phasing of \$19.48 million. The difference relates to timing of expenditure on various projects.

Priority projects committed expenditure as at 31 March 2023 is \$18.13 million (year to date actual and commitments equates to \$33.63 million).

Please refer to **Section 4.8 Priority Projects performance** for further explanation.

Our Performance



Our Performance

The Boroondara Community Plan

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

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

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

Each year, Council delivers an Annual Budget which demonstrates the resources we will allocate to ensure delivery of the Strategic Objectives of the Plan. The Annual Budget 2022-23 adopted by Council in June 2022 outlines Council's major initiatives and strategic indicator targets for the 2022-23 financial year.

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

How we are measured

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

- Results of strategic indicators set out in the Annual Budget 2022-23.
- Progress of major initiatives set out in the Annual Budget 2022-23.
- Results of legislatively prescribed service performance indicators and measures.

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



Theme 1

Community, Services and Facilities

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



Community, Services and Facilities highlights

- On Wednesday 8 March 2023, Council hosted its annual International Women's Day Breakfast at the Hawthorn Arts Centre:
 - To align with the 2023 International Women's Day theme of #EmbraceEquity, guests heard from the Mayor, and keynote speaker, Helen Kapalos, about the importance of diversity and inclusion in achieving gender equity. They also enjoyed a musical performance by artist Emily Soon
 - The event was attended by approximately 100 people from all ages and backgrounds from across Boroondara, including residents and representatives from local community agencies
 - Councillors, young leaders, cultural champions and representatives from sporting clubs and businesses volunteered their time on the day to act as table hosts, and support community conversations about leadership and making a difference in our local spheres of influence
 - Participants provided positive feedback about the event overall, noting it was a great opportunity to connect with other community members on this issue and celebrate the achievements of women.
- To assist Council to promote and celebrate Cultural Diversity Week, a range of activities were held between 11 and 21 March 2023 including:
 - Development and promotion of free recipe cards featuring migration stories and recipes from different cultures
 - Holding community cooking demonstrations at the:
 - Shirdi Sai Temple in Camberwell on 19 March 2023
 - Balwyn Community Centre on 16 March 2023
 - Boroondara Youth Hub on 24 March 2023
 - Lighting up the Hawthorn Arts Centre on 21 March 2023 to recognise the International Day for the Elimination of Racial Discrimination.
- The Boroondara Volunteer Expo was held on 22 March 2023 at the Hawthorn Arts Centre, with exhibits from 45 community organisations showcasing diverse volunteer opportunities to the community. Fifty-three expressions of interest were received from community groups interested in hosting an exhibit at the event. The Expo was attended by over 340 community members who expressed interest in volunteering following the COVID-19 pandemic.
- The inaugural Boroondara Sports club accreditation scheme was launched, with 10 clubs gaining accreditation across the gold, silver, and bronze levels. The program rewards clubs that provide a safe, inclusive, and welcoming environment for all players, spectators, and volunteers.
- Street sweeping service frequency increased to fortnightly during Autumn this year for streets not included in the bulk leaf collection program. This is part of a trial to provide better service across all Boroondara streets.
- The Active Ageing team launched the Seniors Exercise Equipment at Victoria Park, Kew, with an Open Day in February 2023. A team of trained volunteers were on-site to demonstrate how the exercise equipment could be used to benefit older adults, with exercises to improve balance, mobility, and strength. Approximately 150 older people attended the Open Day and many more attended the come and try sessions in March 2023.
- Last Days of Summer engaged more than 370 children and young people at the Hawthorn Arts Centre, presented by Boroondara Arts in collaboration with Boroondara Library Service, and Boroondara Youth and Families. This fun-filled event included creative workshops, arts activities, gardening, storytime and pop-up library, games, musical performances and safety tips from Kew Traffic School.
- Street Sounds took music to the local shopping and community precincts, creating vibrant entertainment as the community shopped, dined, and explored the local area. More than 1,200 people enjoyed the summer entertainment in across January.

- Free arts and cultural events engaged more than 6,500 people from the Boroondara community and surrounding municipalities, with arts, cultural and musical entertainment.
- The Library Service supported a number of book sales as part of its ongoing partnerships with the Kew Historical Society and the Ashburton Community Centre this Quarter.
- Books continue to be donated to Maternal Child Health Centres via the Little Libraries program.
- Received almost 1000 new book requests from community members during this reporting period, with officers able to fulfill 73% of these requests.
- 16,633 young people engaged at large events, which has been supported through increased activations with youth programs, community events, community partners, schools and Swinburne University of Technology.

Strategic Indicator Results

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

Strategic Indicator	Status	YTD Actual Result	Annual Forecast	Comments
Food safety assessments (percentage of registered class 1 food premises and class 2 food premises receiving an annual food safety assessment)	Monitor	73.63%	100%	Target remains on track and Health Services has worked diligently to inspect Class 1 and Class 2 food premises and addressing non-compliances to prevent foodborne illness in the public.
Number of attendances by young people at youth programs or services	On Track	16,633	4,000 - 4,700	Engagements are significantly higher due to the post COVID-19 environment being more conducive to young people participating in community life. This has been supported through increased activations with young people at youth programs, community events, with community partners, schools and Swinburne University of Technology.
Number of vaccinations administered	Monitor	11,594	21,432	The number of vaccines administered in this Quarter is lower than the previous year due to scheduling of Year 10 visits to later in the year following Human papillomavirus (HPV) immunisation schedule changes.
Number of arts and cultural community events delivered or supported by Council	On Track	180	100 - 190	Measure is on track to meet target.
Overall participation in library services (includes loans, returns, visits programs attendance, e-books and audio loans, enquiries, reservations, Wi-Fi and virtual visits)	On Track	5,455,619	5,000,000 - 5,700,000	Overall participation in library services has grown across Quarter 3, with an increase in visitation, attendance at events and loans. Study spaces continue to be well utilised across all sites, library enquiries have increased and the number of members

Strategic Indicator	Status	YTD Actual Result	Annual Forecast	Comments
				using the Wi-Fi is at its highest since Quarter 3, 2019-20.
Percentage of graffiti removed from Council-owned assets within one business day of notification	Monitor	98.19%	100%	<p>The target of one business day was not met for all requests due to OHS requirements. Some jobs required safety access equipment, which resulted in taking longer than expected to complete graffiti removal.</p> <p>The annual target will not be met due to this issue and the contractor's staff shortages.</p>

Progress of Major Initiatives

Our Initiatives	Status	Progress	Comments
1.1: Inform Council's planning and strategic direction to align its delivery of services to meet community need by undertaking an analysis of the 2021 ABS data to identify current and projected changes in Boroondara's population	On Track	95%	<p>Most of 2021 Australian Bureau of Statistics Census data has been released. The Socio-Economic Indexes for Areas (SEIFA), which is the last data release, will be updated in mid-2023.</p> <p>Data continues to be shared across Council and has been used to inform the development of key strategic documents, such as the refresh of the Disability Action Plan and the Boroondara Housing Strategy.</p> <p>The Social Research Team has also continued to present data at department meetings and provide ongoing support via a research request service.</p> <p>Council's social statistics website pages are also being updated.</p>

Our Initiatives	Status	Progress	Comments
<p>1.2: Consider the needs and aspirations of people with a disability identified through community consultation by presenting a draft of the Boroondara Disability Action Plan 2023-27 to Council</p>	On Track	80%	<p>Findings from the community consultation in 2022 and extensive research have been used to inform the development of the draft Boroondara Disability Access and Inclusion Plan 2023-2027, which will be presented to Council for endorsement for public feedback in mid-2023. People with disability, their families, and carers, as well as community groups and organisations that support and advocate for people with disability were consulted to understand their needs and aspirations.</p> <p>The draft Plan will guide Council's efforts to improve Boroondara for people with disability. It provides a four-year vision and a two-year implementation plan for delivering actions. A new implementation plan will be developed at the end of 2025.</p> <p>For the first time Council marked World Autism Awareness Day on 2 April 2023.</p>

Our Initiatives	Status	Progress	Comments
			<p>This is in response to feedback received during the consultation the community wanted more activities and understanding of people with neurodiversity. To mark this date, Council hosted:</p> <ul style="list-style-type: none"> • a calm storytime • relaxed Kew Traffic School session • sensory friendly activities • slow yoga sessions at the Youth Hub. <p>Council also used this opportunity to promote our Access Keys, Social Stories, an autism booklist and Amaze (a leading autism organisation).</p>
<p>1.3: Support older people to understand and navigate the Aged Care system by hosting information sessions and providing written and digital information on My Aged Care and commonwealth funded aged care services</p>	On Track	75%	<p>Council assisted older people to understand and navigate the aged care system in a number of ways, including:</p> <ul style="list-style-type: none"> • Development of a resource to inform residents on the services available from Council and how to access services from alternative providers • Delivered two in-person aged care information sessions in providing participants with information on My Aged Care and how to book an assessment • Providing information to Seniors Club presidents and to Seniors group members on Australian Government webinars relating to My Aged Care and the Commonwealth Support Program.

Our Initiatives	Status	Progress	Comments
1.4: Connect people living with a disability in Boroondara to physical activity opportunities by developing a Disability Sports Hub in collaboration with Disability Sport and Recreation (DSR) and the YMCA	On Track	75%	The Boroondara Disability Sport and Recreation Hub is now live and six new sports wheelchairs are available for use at the Boroondara Sports Complex.
1.5: Create an all-ability recreation facility to meet current and future community needs by completing the construction of the Kew Recreation Centre	Delayed	60%	Construction of Kew Recreation Centre has been delayed due to the collapse of the roof and WorkSafe investigation. Steel currently being removed, due for completion late April, and transported to a venue for further testing and investigation by WorkSafe.
1.6: Enhance the provision of early years education, disability and recreation services to the local community by completing the construction of the Canterbury Community Precinct and supporting the coordination of the community agencies on site to work together to optimise service provision	On Track	80%	Construction of Canterbury Community Centre Stage has been completed and open to the community for use. Stage 2 works commenced mid-April 2023 and due for completion mid-late 2023.
1.7: Enrich and empower the community by providing high quality community-focused library collections, programs, facilities and services through implementation of the 2022-23 actions from the Boroondara Library Action Plan 2020 - 2025	On Track	75%	<p>Highlights from the Boroondara Library Services Plan in Quarter 3 are:</p> <ul style="list-style-type: none"> • Last days of summer school holiday program on 19 January 2023 - a collaborative event across Council teams which celebrated the final days of summer holidays with a free fun-filled day for the whole family • The Big Summer Read ran across January 2023. This state-wide reading program encouraged young people to continue reading (and developing their literacy skills) over the summer holidays. A total of 240 young people registered reading more than 1,200 books during the summary holidays

Our Initiatives	Status	Progress	Comments
			<ul style="list-style-type: none"> Boroondara Photograph competition opened on 6 March 2023 with the theme of 'Celebrate Boroondara'. The competition is open to photographers of all ages and is seeking entries that recognise the diversity and heritage of Boroondara's places, spaces, and people. The competition closes on Sunday 21 May 2023 Booklists celebrating Boroondara's hottest 100 adult fiction titles 2022, International Women's Day, and contemporary and historical romance reads were promoted across the Quarter A series of events took place to celebrate Cultural Diversity week (21-27 March 2023), including a Bollywood demonstration and workshop at Balwyn Library, Japanese tea ceremony at Camberwell Library, Makepisi: the sounds of South Africa in the Parkview Room and Storytelling and Music from South Africa at Ashburton Library.
1.8: Support Local Historical societies to boost community access to their collections, which includes support to develop a model of operation at the Canterbury Community Precinct	On Track	75%	Canterbury Community Precinct Stage Two is due to commence in the near future. Officers continue to meet monthly with all historical societies, keeping them up to date with the building works and promote collaborative working.
1.9: Make precincts easier to navigate and improve the consistency, readability, placement and accessibility of signage by developing and adopting a Signage Strategy that outlines the style and use of signs that support facilities	On Track	40%	Initial scoping of this project has identified City of Boroondara logo and brand identity requires updating to ensure it complies with accessibility standards. A review of the brand will now occur and set the foundations for development of the signage strategy.

Local Government Performance Indicators - Service Performance Indicators

Animal Management

Measure	Status	Last Year Result (Q3 YTD)	This Year Result (Q3 YTD)	Annual Target	Comments
AM1 Time taken to action animal management requests (The average number of days it has taken for Council to action animal management related requests)	On Track	1.21	1.00	0.34 - 2.66	Measure is on track to meet target.
AM2 Animals reclaimed (The percentage of collected registrable animals under the Domestic Animals Act 1994 reclaimed)	Monitor	70.19%	49.06%	61% - 75%	<p>For this Quarter, 100% of dogs admitted to the pound were reclaimed, which is an excellent result.</p> <p>Unfortunately, the overall result for the Quarter is skewed by the high number of kittens and cats admitted and not reclaimed. This Quarter saw a 90% increase in stray cats/kittens, compared to the previous Quarter.</p> <p>This spike was expected this Quarter due to the midst of a booming kitten season, which is typically experienced during the warmer months of the year in Melbourne.</p>

Measure	Status	Last Year Result (Q3 YTD)	This Year Result (Q3 YTD)	Annual Target	Comments
AM5 Animals rehomed (The percentage of collected registrable animals under the Domestic Animals Act 1994 that are rehomed)	On Track	13.66%	35.62%	12% - 22%	<p>There was an 8.3% increase in adoptions this Quarter compared to the last, (which was also above average.) The increase was recorded in cat adoptions, which was expected due to seasonal impact of kitten season, (predominantly in the warmer months in Melbourne). The RSPCA advised Council that kitten season seemed to be delayed this year, with the spike in kitten admissions reported only in the last Quarter.</p> <p>Surrendered/admitted stray kittens go through foster care and then become registrable for adoption.</p> <p>This is a high Quarterly result compared to target, which is pleasing and demonstrates a good standard of practice by the RPSCA to increase rehoming rates.</p>
AM6 Cost of animal management service per population (The direct cost of the animal management service per municipal population)	Monitor	\$5.80	\$7.04	\$7 - \$9	<p>Whilst there is a short term, higher expenditure allocation for Quarter 3, it is expected that these costs will be reduced to be within target range at the end of the year.</p>

Measure	Status	Last Year Result (Q3 YTD)	This Year Result (Q3 YTD)	Annual Target	Comments
AM7 - AUDITED Animal management prosecutions (The percentage of successful animal management prosecutions)	On Track	100%	100%	80% - 100%	Measure is on track to meet target.

Aquatic Facilities

Measure	Status	Last Year Result (Q3 YTD)	This Year Result (Q3 YTD)	Annual Target	Comments
AF2 Health inspections of aquatic facilities (The number of inspections by an authorised officer within the meaning of the Public Health and Wellbeing Act 2008 carried out per Council aquatic facility)	On Track	1.00	1.00	1 - 2	Measure is on track to meet target.

Measure	Status	Last Year Result (Q3 YTD)	This Year Result (Q3 YTD)	Annual Target	Comments
AF6 - AUDITED Utilisation of aquatic facilities (Number of visits to aquatic facilities per head of Municipal population)	On Track	4.92	10.48	4.65 - 10.65	The result is tracking higher than expected this Quarter, however membership numbers and attendances are still being impacted by the COVID-19 pandemic, with many people still unwilling to return to gym environments.
AF7 Cost of aquatic facilities (The direct cost less any income received of providing aquatic facilities per visit)	Monitor	\$1.03	-\$0.02	\$0 - \$1.88	Leisure and aquatic centre memberships and attendances are still impacted by the COVID-19 pandemic, which is having a negative impact on financial performance.

Food Safety

Measure	Status	Last Year Result (Q3 YTD)	This Year Result (Q3 YTD)	Annual Target	Comments
FS3 Cost of food safety service (The direct cost of the food safety service per food premises registered by Council, or for which Council has received notification, during the year)	On Track	\$223.40	\$212.09	\$242.64 - \$392.64	Measure is on track to meet target.

Food Safety - Calendar Year measures (1 January 2023 to 31 December 2023)

Measure	Status	Last Year Result (Q1 YTD)	This Year Result (Q1 YTD)	Annual Target	Comments
FS1 Time taken to action food complaints (The average number of days it has taken for Council to action food complaints received from members of the public about the safety or handling of food for sale)	On Track	2.00	2.67	0.58 - 3.42	Measure is on track to meet target.

Measure	Status	Last Year Result (Q1 YTD)	This Year Result (Q1 YTD)	Annual Target	Comments
FS2 Food safety assessments (The percentage of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment)	On Track	100%	100%	90% - 100%	Measure is on track to meet target.
FS4 - AUDITED Critical and major non-compliance outcome notifications (The percentage of critical and major non-compliance outcome notifications that are followed up by Council)	On Track	86.36%	93.33%	83% - 100%	Measure is on track to meet target.

Maternal and Child Health

Measure	Status	Last Year Result (Q3 YTD)	This Year Result (Q3 YTD)	Annual Target	Comments
MC2 Infant enrolments in MCH service (The percentage of infants enrolled in the MCH service)	On Track	101.23%	100.86%	91% - 100%	Infant enrolment is greater than birth notifications received due to enrolments of infants born outside of Boroondara.
MC3 Cost of the MCH service (The cost of the MCH service per hour of service delivered)	On Track	\$70.86	\$73.66	\$60 - \$90	Measure is on track to meet target.
MC4 - AUDITED Participation in the MCH service (The percentage of children enrolled who participate in the MCH service (YTD))	On Track	76.76%	79.21%	73% - 89%	Measure is on track to meet target.

Measure	Status	Last Year Result (Q3 YTD)	This Year Result (Q3 YTD)	Annual Target	Comments
MC5 - AUDITED Participation in the MCH service by Aboriginal children (The percentage of Aboriginal children enrolled who participate in the MCH service (YTD))	On Track	92.31%	83.93%	83% - 100%	Measure is on track to meet target.
MC6 Participation in 4-week Key Age and Stage visit (The percentage of infants enrolled in the MCH service who participated in 4-week Key Age and Stage visit).	On Track	101.68%	100.37%	92% - 100%	There has been more infants seen for 4-week key age and stage visits than birth notifications received, due to families with newborns who normally reside outside of Boroondara, temporarily living with extended family in Boroondara during the perinatal period.

Libraries

Measure	Status	Last Year Result (Q3 YTD)	This Year Result (Q3 YTD)	Annual Target	Comments
LB1 Physical library collection usage (The number of physical library collection item loans per physical library collection item)	On Track	2.38	2.98	1.63 - 8.37	Loans of physical items continue to be strong, exceeding the Quarterly target, and are slightly higher than for the same period last year.
LB2 Recently purchased library collection (The percentage of the library collection that has been purchased in the last 5 years)	On Track	64.36%	65.21%	55.15% - 70.15%	Measure is on track to meet target.
LB4 - AUDITED Active library borrowers in municipality (The percentage of the municipal population that are active library borrowers)	On Track	20.27%	20.70%	20% - 22%	Measure is on track to meet target.

Measure	Status	Last Year Result (Q3 YTD)	This Year Result (Q3 YTD)	Annual Target	Comments
LB5 Cost of library service per population (The direct cost of the library service per population)	On Track	\$36.55	\$39.66	\$40 - \$60	The cost of Library service per population is within the target range for the quarter and is on track to achieve the annual target range.



Theme 2

Parks and Green Spaces

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



Parks and Green Spaces highlights

- Freeway Golf Course reopened for public use on 1 March 2023 and experienced high levels of usage throughout its first month of operation.
- Risk fencing was completed at Burwood Reserve as part of a project to improve the safety of sportsgrounds.
- Audits of lighting took place across all leased sports clubs to support a program to help fund the renewal of these assets.
- All sportsgrounds were prepared for winter season sports with the installation of goal posts and additional maintenance work to improve surfaces.
- The Hawthorn Rowing Pontoon project is now complete. The new 80m floating landing will provide access to the river for key stakeholders, including Hawthorn Rowing Club, Xavier and Genazzano as well as the general public. It will also be a great piece of infrastructure to support the Head of Yarra rowing regatta, the biggest event of its kind in the Southern hemisphere.
- Boroondara Arts closed another successful season of Summer in the Park outdoor arts and culture events to a warm and highly enthusiastic response from the community:
 - The 2023 Summer in the Park series delivered 16 free outdoor events across five weekends from Saturday 4 February to Sunday 5 March, as more than 5,000 people flocked to the series in the gorgeous surrounds of Boroondara's parks and gardens
 - The community enjoyed the diverse offering of event styles, from headline events such as jazz and opera, to the new Bite-Sized initiative, designed to engage and connect with local communities and activate smaller parks and gardens throughout Boroondara
 - Overall satisfaction rating for the 2023 season was over 94%. Boroondara's parks and gardens proved to be a successful venue for these events, with the community rating the venue satisfaction at 95%.

Progress of Major Initiatives

Our Initiatives	Status	Progress	Comments
2.1: Improve the sporting experience in Boroondara by setting and meeting service standards for all turf sports areas	On Track	75%	The golf course is currently being maintained at an excellent standard. Some sportsgrounds required additional works to bring them back to standard after a cool and wet spring and summer combined with heavy usage. These grounds are now ready for winter usage.
2.2: Improve the community access and experience in parks by implementing new grass management practices and proactively managing mowing contracts	On Track	70%	A workshop was held with an external contractor to plan for a better approach to grass management practices. Reporting is improving and mowing frequency is being reviewed to ensure good outcomes for the community.
2.3: Enhance recreational opportunities for children and families by commencing construction of the play space at Hays Paddock and completing construction of the play spaces at Grovedale and Mary MacKillop	On Track	70%	Community feedback on the draft concept design for Hays Paddock helped shape the final design. Construction is anticipated to commence mid-2023. Grovedale and Mary MacKillop Playground construction works will commence late April/early May 2023. Construction of Mary MacKillop is anticipated to commence in April 2023 and completion before end June 2023 (weather permitting).
2.4: Provide family friendly local community opportunities for enjoyment and social connection via the delivery of the 2023 Summer in the Park series showcasing cinema, music and theatre performances	Complete	100%	Boroondara Arts closed another successful season of Summer in the Park outdoor arts and culture events to a warm and highly enthusiastic response from the community. The 2023 Summer in the Park series delivered 16 free outdoor events across five weekends from Saturday 4 February to Sunday 5 March as more than 5,000 people flocked to the series in the gorgeous surrounds of Boroondara's parks and gardens.

Our Initiatives	Status	Progress	Comments
			<p>Highlights from the season included:</p> <ul style="list-style-type: none"> • Hundreds of families enjoying performances from Bluey and Boroondara Eisteddfod winners, Harambee a Capella at Family Fun in the Park • Over 1,800 patrons enjoying Boroondara Arts' first self-produced opera, La Boheme at Canterbury Gardens • Riversdale Park ringing out with Back to the Future and Boroondara's inaugural Short Film Festival • A side-splitting season of "Dinner Anyone?", a brand-new comedy, commissioned by Boroondara Arts and developed by local artistic group, ARTS ETC Collective. <p>The community enjoyed the diverse offering of event styles, from headline events such as jazz and opera, to the new Bite-Sized initiative, designed to engage and connect with local communities and activate smaller parks and gardens throughout Boroondara.</p> <p>Overall satisfaction rating for the 2023 season was over 94%. Boroondara's parks and gardens proved to be a successful venue for these events, with the community rating the venue satisfaction at 95%.</p>
<p>2.5: Improve the health of the Boroondara community, by working with the YMCA to support programming of physical activity opportunities in Boroondara's parks and sports grounds</p>	On Track	75%	<p>The 2023 Fit Park Series commenced in early March and will run until the end of May 2023. Sessions will run every Sunday at Boroondara parks and sportsgrounds and include a range of different programs including yoga, Pilates and Tai Chi. A special event was held on International Women's Day as part of the Fit Park Series at Central Gardens in Hawthorn. An aquathon event was also completed at Boroondara Sports Complex/Gordon Barnard Reserve</p>

Our Initiatives	Status	Progress	Comments
			on 16 and 28 February. A total of 72 participants competed across the two races with ages ranging from 10 - 70 years.



Theme 3

The Environment

The environment is considered in all decision-making.



The Environment highlights

- Processes were reviewed and significantly reduced general waste enquiries in the Customer Relationship Management (CRM) System from over 300 to under 100. Many of these enquiries are about bin replacements due to age/damage, upsizing and downsizing requests, service complaints and missed bins. The current unresolved cases involve investigating the number of bins the customer has, visiting their premises, or awaiting further information from the customer.
- Formalisation on the working relationship with new community group Electrify Boroondara. The group has a particular focus on electrification as a pathway to emissions reduction. Council will work with Electrify Boroondara to support the community reduce greenhouse gas emissions.
- Street tree planting plans for winter were finalised to build upon the 1235 trees already planted this financial year.
- Council has delivered six community workshops and engagement activities about sustainable living, including topics such as Electric Vehicles and a Children's Vegetable Growing activity. A further 16 workshops have been scheduled prior to the end of the financial year.

Strategic Indicator Results

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

Strategic Indicator	Status	YTD Actual Result	Annual Forecast	Comments
Kerbside collection waste diverted from landfill (percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill)	On Track	71.71%	72-73%	Measure is on track to meet target.

Progress of our Major Initiatives:

Our Initiatives	Status	Progress	Comments
3.1: Progress towards the targets to reduce Council and community emissions established in the Climate Action Plan by implementing the actions detailed in the Climate Action Plan Implementation Plan for 2022-23	On Track	50%	Multiple actions are underway to reduce corporate emissions. Council is net carbon neutral and continues to roll out more solar photovoltaics at Council buildings and has begun installing electric vehicle chargers for Council fleet and our community. Community facing actions such as the Solar Savers program and Sustainability Leadership program are being delivered to support community emissions and reductions. Council has recently confirmed an Advisory role for the Electrify Boroondara community group.

Our Initiatives	Status	Progress	Comments
3.2: Enable monitoring of community progress towards the Community emissions targets in the Climate Action Plan through the implementation of a community emissions measurement model	On Track	45%	Officers have identified a range of new data sources to track, analyse and report on community greenhouse gas emissions. An expert consultant has been engaged to assist in refining methodology to monitor and report on community emissions.
3.3: Improve the green canopy coverage in our urban spaces for the enjoyment of future generations by implementing a targeted program to increase the planting of trees on local streets by 1000 per annum	On Track	65%	Council's tree planting program will resume in May 2023. There has been no change to the total number of trees (1,234) planted by Council since Quarter 2.
3.4: Improve the community's ability to access biodiversity and indigenous vegetation now and into the future by ensuring information on the location and size of biodiversity areas are accurately recorded	Complete	100%	This initiative was completed in Quarter 2 of the Quarterly Performance Report. Council manages over 51 hectares of land as high value biodiversity sites. Mapping of biodiversity sites is ongoing this financial year. The Biodiversity Asset Management Plan (BAMP) is being updated to reflect the zones currently being managed and zones for future management.
3.5: Protect the Gardiners Creek now and into the future through the development and adoption of a Masterplan for the Gardiners Creek giving consideration to recreational, active transport, biodiversity and environmental initiatives	Complete	100%	This initiative was completed in Quarter 2 of the Quarterly Performance Report. The Gardiners Creek Masterplan was formally endorsed by Council on Monday 10 October 2022.

Our Initiatives	Status	Progress	Comments
3.6: Create an Urban Greening Strategy to protect and enhance our landscapes, trees and green cover in response to the challenges of climate, urban heating and urban densification	On Track	40%	Development of the strategy has commenced with the first two internal workshops completed. Draft strategy to be completed by end of the financial year. Community consultation to be undertaken in 2023-24.
3.7: Reduce the volume of materials going to landfill by using a minimum of 20% of recycled materials including glass, plastics and toners in our asphalt products to resurface roads	On Track	75%	All resurface and refurbishments of roads in Quarter 3 include asphalt materials with a minimum of 20% recycled products, which reduces materials going to landfill.
3.8: Provide the community with more options to divert polystyrene from landfill by identifying new partnerships for the disposal of expanded polystyrene	On Track	70%	Currently investigating which providers can receive, process and recycle polystyrene. Thereafter, Council will engage providers who collect this material and transport to a 3rd party who will reuse the material and divert it from landfill.
3.9: Commence gradual bin lid replacement to meet Victorian Government requirement to comply with standard bin colours by 2030	On Track	60%	We have commenced replacements for all bins requiring new lids or delivery of new bins. A total of 5,825 replacements have been completed year to date. This will be business as usual till the end of 2028, when extra funding is needed for a bulk replacement of bin lids.

Local Government Performance Indicators - Service Performance Indicators

Waste Collection

Measure	Status	Last Year Result (Q3 YTD)	This Year Result (Q3TD)	Annual Target	Comments
WC1 Kerbside bin collection requests (The number of kerbside bin collection requests per 1,000 kerbside bin collection household)	Monitor	131.02	159.12	155 - 195	There was a reduction in Quarter 3, due to fewer request for bins maintenance and uncollected bins. It is anticipated that the annual target will be met.
WC2 Kerbside collection bins missed (The number of kerbside collection bins missed per 10,000 scheduled kerbside collection bin lifts)	Monitor	6.09	10.78	0 - 10	Council transitioned to a new recycling contractor and performance is being measured. It is anticipated that the annual target will not be met.

Measure	Status	Last Year Result (Q3 YTD)	This Year Result (Q3TD)	Annual Target	Comments
WC3 Cost of kerbside garbage bin collection service (The direct cost of the kerbside garbage bin collection service per kerbside garbage collection bin)	On Track	\$84.71	\$91.82	\$94 - \$134	Measure is on track to meet target.
WC4 Cost of kerbside recyclables bin collection service (The direct cost of the kerbside recyclables collection service (including the contract cost of collection) per kerbside recyclables collection bin)	On Track	\$71.26	\$70.40	\$76 - \$96	Measure is on track to meet target.
WC5 - AUDITED Kerbside collection waste diverted from landfill (The percentage of garbage, recyclables and green organics collected from	On Track	72.55%	71.71%	65% - 79%	Measure is on track to meet target.

Measure	Status	Last Year Result (Q3 YTD)	This Year Result (Q3TD)	Annual Target	Comments
kerbside bins that is diverted from landfill)					

Clayton Landfill performance

31 March 2023	YTD Actuals	YTD Budget	Variance	% Variance
Income	\$1,605,886	\$20,000	\$1,585,886	7929%
Expenditure	\$674,518	\$1,591,680	(\$917,162)	(58%)
Net Profit	\$931,367	(\$1,571,680)	\$2,503,047	159%

The income variance includes contributions from member Councils towards capital works and post closure maintenance costs for 2022-23 as part of the Clayton South Regional Landfill User Group Agreement. Expenditure is under budget primarily due to delays in the cell capping works required to remediate the site (\$594,000).



Theme 4

Neighbourhood Character and Heritage

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



Neighbourhood Character and Heritage highlights

- Successful reduction in assessment timeframes for planning permits and subdivision applications.
- Improvement in proportion of Council decisions upheld and mediated at Victorian Civil and Administrative Tribunal (VCAT).
- Draft Glenferrie Place Plan successfully commenced community consultation.
- Building Services issued the Occupancy Permit for the Kendall Street Canterbury Community Centre in February 2023, following the completion of the project.
- Building Services has registered 8,671 out of an estimated 9,000 known pools and spas in Boroondara, which equates to 96.34%. This is a significant achievement considering the high number of known pools and spas within the municipality, which allows Council to monitor the safety and compliance of pool and spa barriers.
- The community can now enjoy Canterbury Community Precinct, Stage 1, including the former heritage bowls club.

Strategic Indicator Results

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

Strategic Indicator	Status	YTD Actual Result	Annual Forecast	Comments
Average number of days to process a planning application	On Track	39.00	35-45	Measure is on track to meet target.
Percentage of 'demolition consents' under section 29A of the <i>Building Act</i> by Building Services checked within 15 business days	On Track	100%	100%	Measure is on track to meet target.
Percentage of Council planning decisions upheld, and decisions successfully mediated at the Victorian Civil and Administrative Tribunal (VCAT)	On Track	73.68%	45-55%	Strong advocacy and high quality in officer decision making has contributed to a high number of Council decisions being successfully upheld by the Victorian Civil and Administrative Tribunal (VCAT), although it is noted that success rate can significantly fluctuate each Quarter due to low volume of cases.
Number of "out of time" planning reviews at VCAT where the appeal was lodged more than two weeks after the final consultation with the applicant or objectors)	On Track	4	5-15	Measure is on track to meet target.

Progress of our Major Initiatives:

Our Initiatives	Status	Progress	Comments
4.1: Support the provision of appropriate housing in Boroondara through review of the Boroondara Housing Strategy 2015, community consultation and presenting a draft updated Boroondara Housing Strategy to Council and consideration of associated planning scheme changes including residential zones	On Track	70%	The Draft Housing Strategy has been prepared and is currently undergoing an update based on an internal review and workshops. The Plan is scheduled for public consultation in May.
4.2: Enhance protection of Boroondara's heritage assets by preparing and presenting to Council for endorsement an updated Heritage Action Plan to guide Council's future work program for heritage protection advocacy	On Track	55%	The Heritage Action Plan review is progressing with a status report recently provided to the Heritage Advisory Committee, with a further presentation scheduled for April 2023.
4.3: Facilitate sustainable development by investigating the introduction of an Environmentally Sustainable Design Policy to the Boroondara Planning Scheme	On Track	50%	This action is awaiting a decision from the Minister of Planning before the amendment can progress.
4.4: Improve pool & spa safety and life safety for our community through investigating and implementing a new Building Infringement Notice for specified Pool & Spa safety breaches and non-compliance of Essential Safety Measures (ESM) in Class 2-9 public buildings	Complete	100%	The initiative was completed in Quarter 2 of the Quarterly Performance Report: Building Services has successfully developed processes for issuing Building Infringement Notices for pool safety breaches in Class 1 residential properties and non-compliant Essential Safety Measures in Class 2 public buildings.
4.5: Celebrate & protect Boroondara's heritage by updating the Heritage Action Plan and establishing a process for assessing community heritage nominations	On Track	75%	A Community Heritage Nomination Process will be delivered in 2023 and an updated Heritage Action Plan is progressing to guide Council's future work program for heritage protection advocacy.

Local Government Performance Indicators - Service Performance Indicators

Statutory Planning

Measure	Status	Last Year Result (Q3 YTD)	This Year Result (Q3 YTD)	Annual Target	Comments
SP1 Time taken to decide planning applications (The median number of days between receipt of a planning application and a decision on the application)	Monitor	75.67	107.67	61 - 101	Assessment timeframes exceeded expectations in Quarter 1 due to changes to staffing and processes and a focus on managing older applications. Application timeframes improved in Quarter 2 to bring them closer to target range. Unfortunately, the timeframe data has increased again in Quarter 3 and will be reviewed to achieve the target range by end of Quarter 4. The average for the year is still expected to exceed the target.
SP2 Planning applications decided within required timeframes (Number of planning application decisions made within 60 days for regular permits and 10 days for VicSmart permits / Number of planning application decisions made X 100)	On Track	63.69%	56.52%	54.82% - 63.72%	Council continues to achieve the target range for the percentage of regular and VicSmart planning application decisions made within legislated time frames.

Measure	Status	Last Year Result (Q3 YTD)	This Year Result (Q3 YTD)	Annual Target	Comments
SP3 Cost of statutory planning service (Direct cost of the statutory planning service / Number of planning applications received)	Monitor	\$3,140.99	\$3,866.48	\$3,267 - \$3,967	The average cost per application has been elevated in Quarter 3 due to a reduction in the number of applications received, resulting from a cyclical downturn in the development industry. Application volumes have started to rise back to historic levels in late March and April.
SP4 - AUDITED Council planning decisions upheld at VCAT (Number of VCAT decisions that did not set aside Council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications) X 100	On Track	51.61%	52.38%	47% - 58%	Measure is on track to meet target.



Theme 5

Moving Around

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



Moving Around highlights

- Construction of the Walmer Street Bridge to deliver a safe access path across the river is progressing well. The project is due for completion in August 2023. Council's grant application to the Federal government for an additional \$1 million for the construction of the Walmer Street Land Bridge was successful and approved on 15 March 2023.
- Completion of the Hawthorn Rowing Ramp to support active communities to access the river frontage.
- Implementation of a new electronic document, e-form, and website content for Infringement Appeals for our Permits and Appeals Team. This has improved our online services to deliver enhanced customer experience to meet our communities' expectations. On average since the implementation there has been a reduction in approximately 54 appeals per week. This means the team can work through appeals faster and customers are better informed up front about what constitutes a valid appeal under legislation.

Strategic Indicator Results

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

Strategic Indicator	Status	YTD Actual Result	Annual Forecast	Comment
Number of traffic counts and surveys used to investigate, assess and respond to traffic and parking issues	On Track	151	200-220	Measure is on track to meet target.
Average daily bicycle users for Gardiners Creek Trail, the Anniversary Trail, Koonung Trail and Main Yarra Trail	Monitor	3,448	3,900 - 4,500	The Gardiners Creek Trail continues to be the busiest trail, with an average daily figure of 1860 bike riders this Quarter. The Koonung Trail and Main Yarra Trail also experienced good use with figures of 612 and 677 respectively. The Anniversary Trail recorded an average daily figure of 346. It is likely the annual target will not be achieved due to adverse weather in Quarters 1 and 2.

Progress of our Major Initiatives:

Our Initiatives	Status	Progress	Comments
5.1: Seek to provide an integrated bicycle network that is safe, connected, protected, efficient and appealing to bicycle users of all ages and abilities by developing and adopting a bicycle strategy	Complete	100%	The initiative was completed in Quarter 2 of the Quarterly Performance Report: Council formally considered and adopted the Boroondara Bicycle Strategy on Monday 11 July 2022 at the Services Delegated Committee Meeting.

Our Initiatives	Status	Progress	Comments
			The guiding principles of the Boroondara Bicycle Strategy include creating a connected, complete, and safe bicycle network. The initiatives contained in the Implementation Plan aim to deliver on these principles for the benefit of the community.
5.2: Provide a safe and accessible shared path for the community by advocating to the Victorian Government for the Box Hill to City cycling corridor project	Delayed	35%	<p>Council officers have commenced the feasibility studies for two sections of the Box Hill to Hawthorn Strategic Cycling Corridor (SCC).</p> <p>These sections are:</p> <ol style="list-style-type: none"> 1. Elgin Street to Glenferrie Road including an underpass at Power Street 2. Burke Road to Stanhope Grove. <p>A consultant has been appointed to assist with the feasibility studies and concept designs. Consultation with key stakeholders (VicTrack, Metro Trains, Department of Transport) and the community is proposed and then Council will formally consider the studies. Subject to Council approval, the studies would then be presented to the State Government for funding consideration and approval.</p> <p>For the above mentioned two studies in progress, there is a need to undertake an extended feature survey of the railway corridor to supplement preliminary survey work and there have been delays in finalising how the survey would be undertaken in close</p>

Our Initiatives	Status	Progress	Comments
			<p>proximity to passing trains and in seeking approvals from both VicTrack and Metro Trains.</p> <p>These feasibility studies are complex and involve a number of key stakeholders in VicTrack, Metro Trains and the Department of Transport and Planning.</p> <p>Expected completion is end June 2024.</p> <p>One more section of the Box Hill to Hawthorn SCC will be investigated and this section is intended to be from Auburn Road to Burke Road. This is in the process of evaluating tender submissions.</p>
<p>5.3: Encourage public transport use and improve access and safety through a range of infrastructure initiatives for the Walmer Street Bridge, Yarra Boulevard and public transport services including disability access through advocacy with the Victorian Government</p>	On Track	75%	<p>Council officers met with the Department of Transport and Planning's (DTP) Tram Development and Network Planning Integration teams in July 2022 to discuss Camberwell Placemaking and the disability compliant Disability Discrimination Act 1995 (DDA) tram stop program. There is no funding commitment from the State Government to consider design investigations for DDA tram stops in Boroondara at this stage. Council will continue to work with the DTP and advocate for DDA tram stops.</p> <p>On 17 August 2022, the Walmer Street Bridge was closed to the public and construction works commenced. The works are expected to be completed by early August 2023 (dependent on weather conditions).</p>

Our Initiatives	Status	Progress	Comments
			For the Yarra Boulevard upgrades, the Department of Transport and Planning (DTP) has commenced works with the completion of lighting at several locations. The treatments at the Walmer Street end, near the Studley Park Road off-ramp, Yarra Street and Yarravale Road are completed and now works are currently underway at Molesworth Street. The DTP works program extends into late 2023.
5.4: Improve safety and security of shared paths and paths by progressively installing energy efficient lighting	Delayed	70%	<p>The Grace Park shared path lighting works were completed in August 2022.</p> <p>Following approvals and support from the Department of Transport and Melbourne Water in late 2022, solar lighting for the Gardiners Creek Trail underpass at Toorak Road was installed in early February 2023.</p> <p>A request for quotation for lighting the Anniversary Trail between Whitehorse Road and Mont Albert Road has been issued and the project is intended to be awarded by mid-May 2023. The project is expected to be completed by September 2023.</p>
5.5: Encourage sustainable travel options by undertaking bicycle promotional and behaviour change programs for children including travel plans for primary and high schools and Safe Routes to School initiatives	On Track	70%	<p>A consultant has been appointed to assist with the Boroondara Active and Safe School (BASS) program and Road Safety Incursions.</p> <p>Council is working with Deepdene Primary School to deliver the BASS program and the development of a school travel plan.</p>

Our Initiatives	Status	Progress	Comments
			Road Safety Education Incursions to Our Lady of Good Counsel Primary School in Deepdene and St Bridget's Primary School in Balwyn North are proposed for 2023.
5.6: Represent the Boroondara community in decision making by advocating to the Victorian government in relation to public and active transport, open space, urban design and environmental opportunities associated with the North East Link and the Union Road Level Crossing Removal project	On Track	75%	<p>The North East Link and Union Road level crossing removal are both multi-year State government projects.</p> <p>Works to end Quarter 3 include acquisition of the former Boroondara Tennis Centre and associated preparation of a claim for compensation, start of work on the Koonung Creek Reserve Master Plan and associated community engagement, the start of the Level Crossing Removal Project (LXRP) 'big dig' on 17 February 2023 and ongoing community conversations and advocacy.</p>

Local Government Performance Indicators - Service Performance Indicators

Roads

Measure	Status	Last Year Result (Q3 YTD)	This Year Result (Q3 YTD)	Annual Target	Comments
R1 Sealed local road requests (Number of sealed local road requests / Kilometres of sealed local roads) x 100	Monitor	56.38	72.12	46.14 - 86.14	An increase of rainfall over the 2022 calendar year has resulted in an increase in the number of potholes in the road and in turn an increase in the number of requests.
R2 Sealed local roads maintained to condition standards (Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads) x 100	On Track	92.71%	90.80%	82% - 100%	Measure is on track to meet target.

Measure	Status	Last Year Result (Q3 YTD)	This Year Result (Q3 YTD)	Annual Target	Comments
R3 Cost of sealed local road reconstruction (Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed)	On Track	\$101.96	\$110.51	\$79 - \$129	Measure is on track to meet target.
R4 Cost of sealed local road resealing (Direct cost of sealed local road resealing / Square metres of sealed local roads resealed)	On Track	\$28.51	\$28.30	\$17 - \$37	Measure is on track to meet target.



Theme 6

Local Economy

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



Local Economy highlights

- The Permits and Appeals team fielded and supported a rare opportunity of hosting a major Hollywood film production within Surrey Hills. The permit was for a 5-day filming request, including a full day closure of a residential street, which had not been serviced in recent history by the team. The shoot received state-wide media and strong community support. The model process will be translated into an enhanced Boroondara Filming Guide later in the year to support economic prosperity in Boroondara.
- The Local Economies team completed the draft Economic Development and Tourism Plan Consultation. The draft plan outlines the vision, key priorities and associated strategic objectives to facilitate the maintenance and growth of a thriving economy and contribute positively to Boroondara's liveability. It is also designed to support tourism through the growth of the visitor economy, including the promotion of Boroondara as a desirable destination for visitors. Community consultation occurred between 25 January and 10 March 2023 with results of the consultation subject to a further report to Council in May 2023.
- 'Ready Set Work' cafe operations course was delivered by Jesuit Social Services, through a partnership at the Boroondara Youth Hub, supporting young people to gain qualifications and experience to enter the hospitality workforce.
- Building Services issued the Occupancy Permit for the Camberwell Market Food Court Hub following successful completion of recent additions and alterations.

Strategic Indicator Results

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

Strategic Indicator	Status	YTD Actual Result	Annual Forecast	Comments
Number of permits for outdoor trading	On Track	129	120 - 130	Active compliance check of non-complaint sites has resulted in an increase in permit applications.
Number of proactive strip shopping centre maintenance inspections completed	On Track	1013	1,250 - 1,500	Measure is on track to meet target.

Progress of our Major Initiatives:

Our Initiatives	Status	Progress	Comments
6.1: Support business COVID-19 recovery through targeted programs and initiatives such as promoting Main Street Australia week, provision of business information workshops, mentoring, outdoor activation in shopping centres and buy local programs	On Track	70%	<p>Council continues to support local businesses through the provision of workshops which provide guidance on regular business activities, such as developing a business plan, creating a marketing strategy, what to consider when structuring your business website/online presence and maintaining business records (bookkeeping). In addition to this, we monitor and respond to the changing landscape of business needs to ensure our local businesses have the insight and tools they require to evolve and follow business trends.</p> <p>We continue to promote local businesses via the @boroondaralife social media channels, along with the Love Local Life website and the Business Boroondara eNewsletter. We regularly receive requests from local business to be featured on these platforms.</p> <p>In addition, we are currently developing the Mainstreets of Australia Week program, which will entail featuring retailers from our smaller shopping centres on our @boroondaralife social media channels, which will in turn provide wider exposure to our unique business offering.</p>
6.2: Enhance the vibrancy and economic sustainability of the local economy by the completion of the Economic Development and Tourism Plan in consultation with the business community	On Track	85%	The Economic Development and Tourism Plan is being finalised following a period of public consultation undertaken between 25 January and 10 March 2023.

Our Initiatives	Status	Progress	Comments
6.3: Increase the vibrancy of the Glenferrie Road precinct and aid the economic recovery of local traders following the impacts of the COVID-19 pandemic on the local economy by implementing short-term 2022-2023 projects in the Glenferrie Place Plan	On Track	60%	The Draft Glenferrie Place Plan community engagement is currently open until early May 2023. Design work is progressing well for station laneway improvements.
6.4: Increase the vibrancy of the Maling Road precinct and aid the economic recovery of local traders following the impacts of the COVID-19 pandemic on the local economy by implementing short-term 2022-2023 projects in the Maling Road Place Plan	On Track	55%	Implementation of upgrades to Maling Road laneways continues to progress. Maling Road Place Plan's streetscape design options will be out for community consultation from April to May 2023.
6.5: Promote the Camberwell Junction Precinct as a major economic centre in metropolitan Melbourne through the completion of the draft Camberwell Place Plan, community engagement and review of the Camberwell Junction Structure Plan	On Track	60%	Work on the Camberwell Junction project is progressing on schedule with the draft Structure and Place Plan to be completed in mid-2023 for community consultation.
6.6: Revitalise Boroondara's most important precincts by progressing a draft long-term placemaking strategy that identifies and prioritises investment in key activity centres across the city	On Track	50%	A long-term placemaking strategy is being prepared to guide and prioritise future investment and is scheduled for completion in 2023.



Theme 7

Leadership and Governance

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



Leadership and Governance highlights

- Asset Management Strategy is complete. The Strategy ensures our community assets are well maintained, fit for their purpose, and provide best value to the Boroondara community in the long-term.
- Delivered a Civic Ceremony and opening for Beswicke Square. Granted citizenship for 461 citizens this quarter, which exceeds the number year to date (311) significantly.
- Completed the implementation of VendorPanel Advanced Contracts for improved contract management.
- Council has commenced preparation of the 2023-24 Draft Budget.
- Continued to progress on the delivery of Council's Transforming Boroondara Program. Council's project team is working closely with the core systems vendor and is currently in the design phase for the first release of the new Customer Relationship Management (CRM) and Finance systems, as well as the predictive asset management system.
- Delivered further improvements to Council's website, making it easier for our community to search and find the information they're looking for when they need it. This includes improvements which make Council's website more accessible, improving data available on the website (e.g., street sweeping schedule and trees data), and improvements to e-forms, making it easier for customers to transact with Council.
- The successful completion of the Digitisation of Planning Files project and completion of Internal Audit actions. Successfully piloted using Engage Boroondara to host a Strategic Planning consultation, resulting in time efficiencies and an improved user experience.
- Skip bin permits transitioned to Service Victoria, bypassing the boroondara@boroondara inbox and processed directly in Property & Rating. An internal helpline and real-time monitoring also introduced to reduce hand offs and improve contact resolution for customers.
- Strategy and Performance have undertaken a Customer Experience Performance Tracking Study, which annually surveys a sample of Boroondara community members, who have had a recent interaction with a range of Council services. The objective of this research is to understand how the City of Boroondara is tracking against an overall organisation-wide customer satisfaction target set at 75%. Fieldwork was conducted between 23 November and 19 December 2022 with n=960 community members completing the online survey. The results were delivered in January 2023 with Council achieving an overall satisfaction score of 65%.
- Strategy and Performance reviewed Council's Non-Recurrent Grants Process. The changes implemented create a more streamlined and efficient experience for both those applying for and managing these grants, and ensure we are meeting legislative requirements while actively seeking funding opportunities.

Strategic Indicator Results

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

Strategic Indicator	Status	YTD Actual Result	Annual Forecast	Comments
Percentage of freedom of information requests responded to within prescribed timeframes	On Track	100%	100%	Measure is on track to meet target.
Number of calls abandoned when customers are trying to reach Council's customer service	Monitor	6.06%	3% - 3.5%	<p>The abandonment rate significantly improved in quarter 3 to 3.30%, despite increased call volumes due to pet registration renewals in March 2023. We are aiming to reduce the abandonment rate through ongoing efforts to optimise our call centre operations and further equip agents with the necessary skills, knowledge and tools to reduce the average call handling times.</p> <p>Overall, the percentage of abandoned calls for the year to date is above our service target due to resourcing challenges in Quarter 1 and a significant increase in call volume in Quarter 2 caused by disruptions in recycling services.</p>
Average time callers wait before their call is answered	Monitor	80 seconds	45 - 60 seconds	The average time callers wait before their call is answered improved this quarter and was within the Quarter 3 target. Despite increased call volumes due to pet registration renewals in March we maintained an average speed of answer of 50 seconds.

Strategic Indicator	Status	YTD Actual Result	Annual Forecast	Comments
				<p>However, in the year-to-date period, our customers experienced longer wait times than the target due to peak demand and resourcing challenges in Quarter 1, and a surge in call volume in Quarter 2 due to unexpected disruptions to recycling services.</p> <p>We are committed to achieving target by monitoring call volumes in real-time and identifying areas for improvement to optimise operations.</p>
Number of cyber security incidents that compromise user data	On Track	0	0	Measure is on track to meet target.

Progress of our Major Initiatives:

Our Initiatives	Status	Progress	Comments
7.1: Ensure Council operates within a financially sustainable framework through preparation of the Annual Budget 2023-24 (plus three subsequent financial years) in-line with statutory requirements, and submit for consideration by Council	On Track	60%	Councillor Workshops have been held and the Draft 2023-24 Annual Budget is now being prepared for Council endorsement in May 2023.
7.2: Services are designed to deliver enhanced customer and business value through the review of a minimum of 3 'customer facing' services using a service design approach	Complete	100%	Process reviews, including customer research, for infringement appeals, health premises registrations and skip bin permits are complete. Further reviews are underway to improve the process for sports ground bookings, and to update the process (including improved e-form and payment options) for certain building permits.

Our Initiatives	Status	Progress	Comments
7.3: Performance reporting is engaging and fit-for-purpose for the community and decision-makers through implementing enhancements to our reporting mechanisms and communication methods	Complete	100%	The initiative was completed in Quarter 2 of the Quarterly Performance Report: Council's performance reporting has been updated to better align Council's achievements to the themes of the Boroondara Community Plan 2021-31. The Annual Report 2021-22 was endorsed in October 2022. The September Quarterly Performance Report was endorsed in November 2022 and is the first performance report endorsed using new templates that have been established to meet accessibility requirements, be more engaging and align the content, performance measures and branding to the Boroondara Community Plan 2021-31. The new reporting templates will continue to be refined to ensure they remain fit-for purpose.
7.4: Enable effective management of customer requests by completing the detailed design and commencing the build of our new customer and relationship management system	On Track	25%	The detailed design phase has commenced for the new Customer Relationship Management (CRM) system, which expected to be completed this financial year. The new CRM is scheduled to go live late in 2023.
7.5: Enhance management of property and rating activities, including management of customer enquiries for rates, permits, infringements and land information by completing the detailed design and commencing the build of our new property and rating system	On Track	20%	The team is currently in the design phase of the new Customer Relationship Management (CRM) system and finance releases as part of the core systems upgrade. Due to vendor related delays in starting the project, the program has been re-baselined and the new approved schedule shows phase 1 of CRM to be delivered late in 2023.

Our Initiatives	Status	Progress	Comments
7.6: Improve customer experience and satisfaction by implementing the Customer Charter and communicating our service principles to the community	On Track	20%	The Customer Promise has been drafted and will be released for consultation with key internal stakeholders in Quarter 4. It is due to be finalised by June 30.
7.7: Work with Aboriginal and Torres Strait Islander peoples and the community to promote and support reconciliation in Boroondara by implementing year 1 actions of the Boroondara Reconciliation Strategy 2022-26	On Track	75%	<p>Council continues to strengthen relationships with local Aboriginal and Torres Strait Islander stakeholders and seek advice and/or identify opportunities for collaboration in implementing year 1 actions of the Boroondara Reconciliation Strategy 2022-26. Work in Quarter 3 includes:</p> <ul style="list-style-type: none"> Regular internal communications with various departments responsible for year one actions including: <ul style="list-style-type: none"> Environment Sustainability and Open Spaces Library Services Arts and Culture Sports and Recreation Children, Young People and Families People Culture and Development. Convening the Boroondara Reconciliation Advisory Committee in February 2023, with special guests from Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation and Connecting Home Staff cultural immersion session at the Murnong Gallery at St Oswald's in Glen Iris with a tour of the 'Visions of Hope' exhibition

Our Initiatives	Status	Progress	Comments
			<ul style="list-style-type: none"> Discussions with various stakeholders in the local Aboriginal and Torres Strait Islander sector about future project collaboration Planning for staff cultural immersion and cultural awareness sessions, Reconciliation Week and NAIDCO week activities Development and endorsement of Council's new Naming Policy featuring a commitment to support Traditional Owner language Delivery of a session on 30 March 2023 for local stakeholders in the Aboriginal and Torres Strait Islander sector to thank them for their involvement in the development and/or implementation of the Strategy and to provide an update on progress.
7.8: Educate our community on Council's decision making processes by refreshing the video content available on Council's website	On Track	85%	Content updated on website and video currently being reviewed. The update will result in combining four videos into one short video.
7.9: Protect customer privacy and data through securely managing, monitoring and enhancing current software to minimise service disruptions and the risk of data security breaches	On Track	75%	Cyber security risk assessment has been completed, and overall maturity has increased. The cyber security roadmap has been updated to reflect the action plan for the coming year. Baseline and training activities for phishing campaign have been completed.

Local Government Performance Indicators - Service Performance Indicators

Governance

Measure	Status	Last Year Result (Q3 YTD)	This Year Result (Q3 YTD)	Annual Target	Comments
G1 Council decisions made at meetings closed to the public (Number of Council resolutions made at ordinary or special meetings of Council, or at meetings of a special committee consisting only of Councillors closed to the public / Number of Council resolutions made at ordinary or special meetings of Council or at meetings of a special committee consisting only of Councillors) x 100	Monitor	5.44%	5.58%	3.65% - 4.47%	It is current tradition and practice to not hold Council or delegated Committee meetings in January. The first meeting of the year is not until February. Consequently, there are less reports being tabled at Council and Committee meetings during this quarter. Within the quarter there were only two items which met the definition of confidential business within the Local Government Act 2020 and were therefore able to be resolved in a meeting closed to members of the public. In both instances Council resolved to make the resolutions public after the Council meeting. These resolutions have now been published on Council's external website.
G3 Councillor attendance at Council meetings (The sum of the number of Councillors who attended	On Track	98.48%	97.73%	88% - 100%	Measure is on track to meet target.

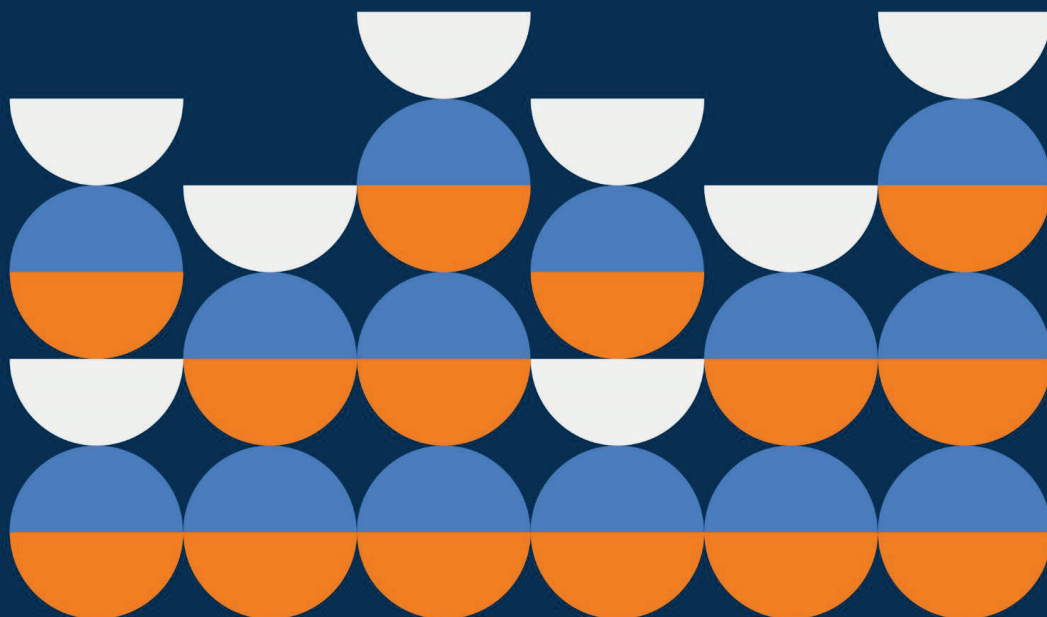
Measure	Status	Last Year Result (Q3 YTD)	This Year Result (Q3 YTD)	Annual Target	Comments
each ordinary and special Council meeting / (Number of ordinary and special Council meetings) x (Number of Councillors elected at the last Council general election) x 100					
G4 Cost of elected representation (Direct cost of the governance service / Number of Councillors elected at the last Council general election)	On Track	\$38,677.27	\$38,602.27	\$48,351.91 - \$58,351.91	Measure is on track to meet target.

LGPRF Performance Indicators - Sustainable Capacity and Financial Performance Indicators				
For the period ending 31 March 2023				
Indicator/measure	Annual 2021-22	Q3 YTD 2021-22	Q3 YTD 2022-23	Q3 YTD Difference
Sustainable Capacity Indicators				
Population				
Expenses per head of municipal population [Total expenses / Municipal population]	\$1,375	\$938	\$997	\$59
Infrastructure per head of municipal population [Value of infrastructure / Municipal population]	\$5,752	\$5,133	\$5,594	\$460
Population density per length of road [Municipal population / Kilometres of local roads]	310.43	321.66	310.43	-11.23
Own-source revenue				
Own-source revenue per head of municipal population [Own-source revenue / Municipal population]	\$1,288	\$1,197	\$1,311	\$114
Recurrent grants				
Recurrent grants per head of municipal population [Recurrent grants / Municipal population]	\$89	\$58	\$37	-\$21
Disadvantage				
Relative Socio-Economic Disadvantage [Index of Relative Socio-Economic Disadvantage by decile]	10.00	10.00	10.00	0.00
Workforce turnover				
Percentage of staff turnover [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100	17.1%	13.5%	15.9%	2.4%

LGPRF Performance Indicators - Sustainable Capacity and Financial Performance Indicators				
For the period ending 31 March 2023				
Financial Performance Indicators				
Indicator/measure	Annual 2021-22	Q3 YTD 2021-22	Q3 YTD 2022-23	Q3 YTD Difference
Efficiency				
Expenditure level *				
Expenses per property assessment [Total expenses / Number of property assessments]	\$3,047	\$2,173	\$2,208	\$35
Revenue level *				
Average rate per property assessment [General rates and Municipal charges / Number of property assessments]	\$2,082	\$2,102	\$2,128	\$25
Liquidity				
Working capital				
Current assets compared to current liabilities [Current assets / Current liabilities] x100	213.9%	271.2%	341.8%	70.6%
Unrestricted cash				
Unrestricted cash compared to current liabilities [Unrestricted cash / Current liabilities] x100	22.1%	142.7%	217.4%	74.7%
Obligations				
Loans and borrowings				
Loans and borrowings compared to rates [Interest bearing loans and borrowings / Rate revenue] x100	46.1%	11.2%	43.3%	32.2%
Loans and borrowings repayments compared to rates [Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100	1.5%	0.9%	3.0%	2.1%
Indebtedness				
Non-current liabilities compared to own source revenue [Non-current liabilities / Own source revenue] x100	42.9%	16.5%	41.6%	25.1%
Asset renewal and upgrade *				
Asset renewal and upgrade compared to depreciation [Asset renewal and asset upgrade expense / Asset depreciation] x100	142.3%	129.5%	100.8%	-28.7%
Operating position				
Adjusted underlying result *				
Adjusted underlying surplus (or deficit) [Adjusted underlying surplus (deficit) / Adjusted underlying revenue] x100	0.9%	25.6%	26.5%	0.9%
Stability				
Rates concentration *				
Rates compared to adjusted underlying revenue [Rate revenue / Adjusted underlying revenue] x100	81.0%	86.0%	84.4%	-1.6%
Rates effort				
Rates compared to property values [Rate revenue / Capital improved value of rateable properties in the municipality] x100	0.16%	0.16%	0.15%	0.0%

*This is an annual indicator. Timing of revenue and expenditure can vary throughout the year, distorting quarterly results.

Financial Performance



4. Financial and performance statements

4.1 Income Statement

	ANNUAL ORIGINAL BUDGET	YTD ACTUAL	YTD BUDGET	YTD VARIANCE	YTD VARIANCE	FULL YEAR FORECAST	2022-23 AMENDED BUDGET	FULL YEAR FORECAST VARIANCE
	\$'000s	(1) \$'000s	(2) \$'000s	(1) - (2) \$'000s	%	(3) \$'000s	(3) \$'000s	(3) - (4) \$'000s
Recurrent income								
Rates and charges	203,580	203,517	203,627	(110)	0%	203,619	203,627	(8)
Statutory fees and fines	14,245	11,109	11,771	(662)	-6%	15,159	15,514	(355)
User fees	16,728	8,601	9,578	(977)	-10%	11,344	11,867	(523)
Grants - operating	10,257	5,862	5,832	30	1%	7,446	7,093	353
Contributions - cash	5,079	5,010	3,818	1,192	31%	5,694	5,079	615
Rental income	2,430	2,092	1,702	390	23%	2,814	2,430	384
Other income	2,508	2,413	1,872	541	29%	3,383	2,508	875
Interest	350	3,565	1,125	2,440	217%	3,900	1,500	2,400
Total recurrent income	255,177	242,169	239,325	2,844	1%	253,359	249,618	3,741
Recurrent expenditure								
Employee costs	97,599	67,539	68,762	1,223	2%	94,842	96,119	1,277
Materials and services	73,556	52,187	52,698	511	1%	76,798	73,655	(3,143)
Bad and doubtful debts	1,818	628	614	(14)	-2%	2,139	2,140	1
Depreciation and amortisation ¹	38,454	28,829	28,829	-	0%	38,454	38,454	-
Amortisation - right of use assets	4,331	2,728	3,247	519	16%	3,624	4,331	707
Borrowing costs	2,781	2,993	2,993	-	0%	3,952	3,952	-
Finance costs - leases	322	188	241	53	22%	248	322	74
Other expenses	7,747	5,448	6,020	572	10%	7,681	7,784	103
Total recurrent expenditure	226,608	160,540	163,404	2,864	2%	227,738	226,757	(981)
Net recurrent operating surplus	28,569	81,629	75,921	5,708	8%	25,621	22,861	2,760
Non-recurrent income								
Priority projects income	1,333	1,372	2,169	(797)	-37%	2,472	2,970	(498)
Capital works income	2,616	2,650	2,498	152	6%	14,983	14,011	972
Total non-recurrent income	3,949	4,022	4,667	(645)	-14%	17,455	16,981	474
Non-recurrent expenditure								
Priority projects expenditure	23,148	15,496	19,482	3,986	20%	26,420	34,799	8,379
Total non-recurrent expenditure	23,148	15,496	19,482	3,986	20%	26,420	34,799	8,379
Net non recurrent operating surplus (deficit)	(19,199)	(11,474)	(14,815)	3,341	-23%	(8,965)	(17,818)	(8,853)
Net gain (loss) on disposal of property, infrastructure, plant and equipment	(2,763)	(28)	-	(28)	100%	(3,700)	(2,763)	(937)
Surplus/(Deficit) for the year ²	6,607	70,127	61,106	9,021	15%	12,956	2,280	10,676

Note: All numbers are rounded to the nearest thousand. Actual results are reported against the 2022-23 Amended Budget approved by Council.

1. Depreciation and amortisation primarily relates to property, plant, equipment and infrastructure assets.
2. The year to date surplus result of \$70.13 million as per the budget is due to the striking of full year annual rates in August 2022. The surplus result will reduce over the course of the year as Council delivers services to the community. In addition, the favourable result against year to date budget of \$9.02 million or 15% is due to timing differences for income and expenditure.

Refer to **Section 4.5 Financial Performance** for details on Council's financial performance.

4.2 Income Statement by Directorate

	ANNUAL ORIGINAL BUDGET	YTD ACTUAL (1)	YTD BUDGET (2)	YTD VARIANCE (1) - (2)	YTD VARIANCE %	FULL YEAR FORECAST (3)	2022-23 AMENDED BUDGET (3)	FULL YEAR FORECAST VARIANCE (3) - (4)
	\$'000s	\$'000s	\$'000s	\$'000s	%	\$'000s	\$'000s	\$'000s
Income								
Rates and waste charges *	202,206	202,104	202,206	(102)	0%	202,206	202,206	-
Places & Spaces	2,605	1,908	1,861	47	3%	2,677	2,605	72
Community Support	16,063	7,134	6,882	252	4%	8,855	8,361	494
Urban Living	24,385	19,488	20,114	(626)	-3%	25,717	25,474	243
Customer & Transformation	-	1	-	1	100%	1	-	1
CEO's Office	52	48	39	9	23%	54	52	2
Chief Financial Office	2,912	1,922	2,220	(298)	-13%	2,942	2,912	30
People Culture & Development	-	(1)	-	(1)	100%	-	-	-
Total income	248,223	232,604	233,322	(718)	0%	242,452	241,610	842
Expenditure								
Places & Spaces	72,540	52,581	53,065	484	1%	74,751	73,066	(1,685)
Community Support	38,338	26,466	27,419	953	3%	36,389	36,732	343
Urban Living	25,469	16,898	17,506	608	3%	25,610	25,791	181
Customer & Transformation	26,930	19,043	20,112	1,069	5%	26,418	27,002	584
CEO's Office	6,535	4,677	5,206	529	10%	6,226	6,362	136
Chief Financial Office	5,886	4,047	4,253	206	5%	6,448	5,886	(562)
People, Culture & Development	3,752	2,508	2,762	254	9%	3,707	3,752	45
Depreciation and amortisation **	38,454	28,829	28,829	-	0%	38,454	38,454	-
Total expenditure	217,904	155,049	159,152	4,103	3%	218,003	217,045	(958)
Net non departmental ***	(1,750)	4,075	1,751	(2,324)	-133%	1,172	(1,704)	2,876
Net loss on disposal of property, infrastructure, plant and equipment	(2,763)	(29)	-	29	100%	(3,700)	(2,763)	(937)
Capital income	2,616	2,650	2,498	152	6%	14,983	14,011	972
Net priority projects	(21,815)	(14,124)	(17,313)	4,783	-28%	(23,948)	(31,829)	7,881
Surplus/(Deficit) for the year	6,607	70,127	61,106	9,021	15%	12,956	2,280	10,676

* Rate income includes interest on rates but excludes special rates which are included under the Chief Financial Office Directorate.

** Depreciation and amortisation primarily relates to property, plant, equipment and infrastructure assets.

*** Non departmental includes - Victorian Local Government Grants Commission funding, finance costs, interest on investments, open space developers contributions.

Note: All numbers are rounded to the nearest thousand. Actual results are reported against the 2022-23 Amended Budget approved by Council.

4.3 Balance Sheet

	31 Mar 2023 \$'000	30 Jun 2022 \$'000	31 Mar 2022 \$'000
Current assets			
Cash and cash equivalents ¹	173,608	71,342	114,150
Other financial assets ¹	-	79,000	-
Trade and other receivables	50,680	26,093	48,721
Prepayments	947	2,373	1,256
Total current assets	225,235	178,808	164,127
Non-current assets			
Financial assets	4	4	4
Property, plant and equipment, infrastructure	4,416,062	4,410,083	4,053,295
Right of use assets	7,424	8,552	8,901
Intangible assets	269	269	584
Investment property	8,759	8,756	8,745
Total non-current assets	4,432,518	4,427,664	4,071,529
Total assets	4,657,753	4,606,472	4,235,656
Current liabilities			
Trade and other payables	12,091	27,671	14,344
Interest-bearing liabilities	3,634	7,579	651
Provisions	19,072	19,749	20,029
Trust funds and deposits	16,289	13,411	12,039
Unearned income	11,611	11,985	10,319
Lease liabilities	3,206	3,206	9,030
Total current liabilities	65,903	83,601	66,412
Non-current liabilities			
Provisions	2,120	2,120	2,024
Interest-bearing liabilities	83,960	83,960	21,539
Provision for investments in joint ventures	6,040	6,040	6,727
Lease liabilities	4,301	5,447	-
Total non-current liabilities	96,421	97,567	30,290
Total liabilities	162,324	181,168	96,702
Net assets	4,495,429	4,425,304	4,138,954
Equity			
Accumulated surplus	1,005,466	935,341	990,709
Asset revaluation reserve	3,466,496	3,466,496	3,125,778
Reserves ²	23,467	23,467	22,467
Total equity	4,495,429	4,425,304	4,138,954
Working capital ratio	3.42		

Note: All numbers are rounded to the nearest thousand.

1. Cash reflects balances in the general ledger not actual bank account balances.
2. Reserve funds comprise of Strategic Acquisition Fund (\$434,000), Open Space Development Fund (\$14.03 million) and Defined Benefits Superannuation future call up reserve (\$9.00 million).

4.4 Statement of Cash Flows

	ANNUAL ORIGINAL BUDGET	YEAR TO DATE			2022-23 AMENDED BUDGET
		YTD			
		ACTUAL (1)	ANNUAL AMENDED BUDGET (2)	VARIANCE (unfav) (1) - (2)	
	\$'000	\$'000	\$'000	\$'000	\$'000
Cash flows from operating activities					
Rates and waste charges ¹	205,981	178,750	173,084	5,666	201,537
Statutory fees and fines ²	11,757	8,960	11,158	(2,198)	12,852
User charges and other fines	18,401	9,949	10,536	(587)	13,056
Grants - operating ³	12,618	7,595	8,712	(1,117)	4,911
Grants - capital	2,616	2,001	2,499	(498)	13,836
Contributions - monetary ⁴	5,079	5,501	3,822	1,679	5,254
Interest received ⁵	350	2,867	1,125	1,742	1,500
Other receipts	5,432	5,051	3,932	1,119	5,432
Net GST refund	14,221	10,750	9,699	1,051	16,203
Trust funds and deposits taken ⁶	100	2,878	-	2,878	100
Employee costs ⁷	(103,667)	(74,439)	(77,497)	3,058	(105,691)
Materials and services ⁸	(101,138)	(77,202)	(82,307)	5,105	(112,405)
Short-term, low value and variable lease payments	(596)	(603)	(447)	(156)	(596)
Other payments	(8,002)	(5,461)	(6,250)	789	(8,112)
Net cash provided by/(used in) operating activities	63,152	76,597	58,066	18,531	47,877
Cash flows from investing activities					
Payments for property, infrastructure, plant and equipment	(78,889)	(44,348)	(44,625)	277	(73,702)
Proceeds from sale of property, plant and equipment	4,720	(2)	-	(2)	4,720
Net proceeds / (payments) for investments	-	79,000	79,000	-	79,000
Net cash used in investing activities	(74,169)	34,650	34,375	275	10,018
Cash flows from financing activities					
Finance costs	(2,859)	(2,082)	(2,082)	-	(4,272)
Proceeds from borrowings	19,700	-	-	-	19,700
Repayment of borrowings	(26,362)	(3,945)	(3,945)	-	(25,907)
Interest paid - lease liability	(323)	(189)	(243)	54	(323)
Repayment of lease liabilities	(3,733)	(2,765)	(2,115)	(650)	(2,819)
Net cash provided by (used in) financing activities	(13,577)	(8,981)	(8,385)	(596)	(13,621)
Net increase (decrease) in cash and cash equivalents	(24,594)	102,266	84,056	18,210	44,274
Cash and cash equivalents at beginning of year	111,715	71,342	71,342	-	71,342
Cash and cash equivalents at end of year	87,121	173,608	155,398	18,210	115,616

Note: All numbers are rounded to the nearest thousand.

1. Rates and waste charges are higher than budget due to timing and a lower collection rate (83.47%) than anticipated (85%).
2. Statutory fees and fines are \$2.20 million lower than budget due to timing.
3. Grants operating are \$1.12 million lower than budget due to timing.
4. Higher than planned developer open space contributions of \$1.68 million due to timing.
5. Higher than budgeted interest received of \$1.72 million due to interest on investments.
6. Trust funds and deposits includes the fire services property levy received which relates to the timing of fire services property levy and levy interest amounts received and subsequently remitted to the State Revenue Office (SRO) which are to be made in four payments in accordance with Section 41(1) of the FSPL Act. An instalment is due and payable to the Commissioner of State Revenue 28 days after the due date of rates instalments. Levy monies are to be remitted to the SRO by the following dates each financial year - 28 October; 28 December; 28 March; and 28 June.
7. Employee costs are \$3.06 million lower than budgeted primarily due to staff vacancies across the organisation.
8. Materials and Services are lower than budget due to timing of cash outflows \$5.11 million.

4.5 Overview

This section details Council's financial performance for the period ended 31 March 2023.

The year to date and annual budget referred to in this report reflects the 2022-23 Amended Budget approved by Council on 14 November 2022.

The 2022-23 Full Year Forecast reflects the final result of the full year review of the annual financials to be undertaken during the year.

Operating budget

The year to date surplus result of \$70.13 million is \$9.02 million above the Amended Budget surplus of \$61.11 million. The favourable result against year to date budget is due to a number of factors which are outlined below.

Year to date total recurrent and non-recurrent income is above budget by \$2.20 million comprising recurrent income of \$2.84 million and non-recurrent income of (\$645,000), while year to date total recurrent and non-recurrent expenditure is \$6.85 million (\$2.86 million + \$3.99 million) below budget.

The following table includes explanations on major income and expenditure line variances over **\$75,000** against the year to date budget.

Definitions

Timing (T) = Year to date expenditure or income level is less/more than anticipated in the budget phasing. Anticipated this variance will correct by end of financial year without management action.

Permanent (P) = The dollars outlined as a permanent variance are anticipated to add/reduce the end of year result.

Forecast = Where a permanent variance has been determined, an expected full year forecast variance has been noted.

Phasing = When anticipated spread of expenditure/income across the financial year is expected to be spent/received.

Year to date actual vs. year to date budget variations.

Income			
Income line	Expected variance (P)ermanent (T)iming	Explanation Year to date actual vs year to date budget variations	Full Year Forecast permanent variance from Amended Budget
Rates and charges (\$110,000)	T	Lower than budgeted income: <ul style="list-style-type: none"> (\$287,000) - rates and charges income, primarily in supplementary rates. 	

Income			
Income line	Expected variance (P)ermanent (T)iming	Explanation Year to date actual vs year to date budget variations	Full Year Forecast permanent variance from Amended Budget
Statutory fees and fines (\$662,000)	P T T P T/P	Lower than budgeted income: <ul style="list-style-type: none"> • (\$486,000) - lodgement fee income - primarily in scheme control income. • (\$219,000) - parking management income. • (\$154,000) - street furniture permits. Offset by higher than budgeted income: <ul style="list-style-type: none"> • \$154,000 - skip bins income. • \$87,000 - fines income primarily in tree control. 	(\$500,000) \$231,000 \$25,000
User fees (\$977,000)	P T/P T/P	Lower than budgeted income: <ul style="list-style-type: none"> • (\$571,000) - service fees and charges primarily in Freeway Golf Course and Asset Protection. • (\$406,000) - registrations income primarily in health services and animal registrations behind planned budget phasing. Offset by higher than budgeted income: <ul style="list-style-type: none"> • \$146,000 - Infringements Court Charges. 	(\$662,000) \$102,000 \$38,000
Contributions - Cash \$1.19 million	T/P T/P	Higher than budgeted income: <ul style="list-style-type: none"> • \$1.06 million - developers open space contributions received higher than planned budget phasing. • \$129,000 - local contributions primarily associated with Balwyn rotary contribution to small annual community grants program. 	\$500,000 \$115,000
Rental income \$390,000	T/P P P	Higher than budgeted income: <ul style="list-style-type: none"> • \$257,000 - rental/hire income - primarily at Hawthorn Arts Centre from October to December with some venue hirers returning for the first time since 2019 and Formal Gardens higher than planned budget phasing. • \$195,000 - lease income primarily at Hawthorn Arts Centre higher than planned budget phasing. Offset by lower than budgeted income: <ul style="list-style-type: none"> • (\$127,000) - lease income primarily at Camberwell Fresh Food Market lower than planned budget phasing. 	\$250,000 \$210,000 (\$127,000)

Income			
Income line	Expected variance (P)ermanent (T)iming	Explanation Year to date actual vs year to date budget variations	Full Year Forecast permanent variance from Amended Budget
Other income \$541,000	P T	Higher than budgeted income: <ul style="list-style-type: none"> \$372,000- road and footpath occupation income higher than planned budget phasing. \$91,000 - right of ways income higher than planned budget phasing. 	\$566,000
Interest \$2.44 million	T/P	Higher than budgeted income: <ul style="list-style-type: none"> \$2.44 million - managed interest - due to interest on investments. 	\$2.40 million

Expenditure			
Expense line	Expected variance (P)ermanent (T)iming	Explanation Year to date actual vs year to date budget variations	Full Year Forecast permanent variance from Amended Budget
Employee costs \$1.22 million	T/P T/P T/P T/P	Lower than budgeted expenditure: <ul style="list-style-type: none"> \$4.48 million - salaries and associated costs primarily due to staff vacancies across the organisation. \$167,000 -apprenticeships/traineeships. Offset by higher than budgeted expenditure: <ul style="list-style-type: none"> (\$2.99 million) - temporary staff filling vacancies across the organisation. (\$404,000) - overtime and casuals and relievers filling vacancies across the organisation. 	\$3.74 million \$132,000 (\$2.21 million) (\$323,000)

Expenditure			
Expense line	Expected variance (P)ermanent (T)iming	Explanation Year to date actual vs year to date budget variations	Full Year Forecast permanent variance from Amended Budget
Materials and services \$511,000		Lower than budgeted expenditure: <ul style="list-style-type: none"> \$972,000 - professional services and advice across the organisation. \$391,000 - legal fees expense. \$375,000 - consultants expense. \$345,000 - application support expense. \$313,000 - waste recycling disposal expense. \$293,000 - trade services across the organisation. \$209,000 - telephone/internet/data sim cards expense. \$194,000 - water supply expense. \$188,000 - mowing contractors expense. \$169,000 - vandalism and graffiti removal expense. \$139,000 - other rates and taxes expense. \$139,000 - below excess claims fleet expense. \$123,000 - online subscriptions expense. \$109,000 - postage expense. \$102,000 - painting services expense. \$94,000 - mechanical equipment maintenance expense. \$90,000 - cleaning buildings internal expense. \$78,000 - insurance premiums, decrease to Council's public liability and building insurance expenses influenced by movements in the insurance markets. Offset by higher than budgeted expenditure: <ul style="list-style-type: none"> (\$1.17 million) - capital works in progress (items expensed due to not meeting the asset capitalisation criteria - this is a non-cash accounting entry). (\$959,000) - concrete expense. (\$372,000) - licencing/maintenance contracts expense. (\$304,000) - specialist tree work, high voltage works, block, root and park tree pruning in Environmental Sustainability and Open Space. 	\$264,000 \$99,000 (\$171,000) \$261,000 (\$918,000) (\$34,000) \$107,000 \$79,000 (\$304,000) (\$67,000) (\$74,000) (\$4,000) \$45,000 \$118,000 (\$146,000) (\$670,000) (\$154,000) (\$176,000)

Expenditure			
Expense line	Expected variance (P)ermanent (T)iming	Explanation Year to date actual vs year to date budget variations	Full Year Forecast permanent variance from Amended Budget
<i>Materials and services cont.</i>	T/P T/P P T/P P P T/P P T/P T P T P	<ul style="list-style-type: none"> • (\$205,000) - recruitment costs expense. • (\$167,000) - plumbing services expense. • (\$154,000) - instant turf expense. • (\$152,000) - infringements court filing fees expense. • (\$140,000) - distillate expense. • (\$121,000) - drainage cleansing expense. • (\$116,000) - open space contract - variations expense. • (\$112,000) - equipment purchase expense. • (\$96,000) - spares expense. • (\$84,000) - below excess claims public liability expense. • (\$79,000) - hardware expense. • (\$77,000) - website license/hosting expense. • (\$77,000) - tipping fees expense. 	(\$81,000) (\$133,000) (\$35,000) (\$39,000) (\$259,000) (\$218,000) (\$45,000) (\$140,000) (\$20,000) (\$107,000) (\$122,000)
Amortisation - right of use assets \$519,000	P	Lower than budgeted expenditure: <ul style="list-style-type: none"> • \$500,000 - a review was undertaken of right of use assets and has been reflected in the Full Year Forecast. The favourable variance has been partially offset by increase in short term assets below in "other expenses". 	\$707,000
Other expenses \$572,000	T/P T/P P T P	Lower than budgeted expenditure: <ul style="list-style-type: none"> • \$203,000 - conferences seminars training expense across the organisation. • \$184,000 - special rates expenditure behind planned budget phasing. • \$101,000 - grants and subsidies behind planned budget phasing primarily in small annual grants. • \$80,000 - internal audit fees expense. Offset by higher than budgeted expenditure: <ul style="list-style-type: none"> • (\$151,000) - Leased assets across the organisation that are short term (less than 12 months) or low value in nature. In accordance with the requirements of the new accounting standard AASB 16 - Leases short term or low value leases will be expensed to the income statement. 	\$38,000 \$8,000 \$350,000 (\$248,000)

4.6 Balance Sheet and Cash Flow Statement

Cash and investment holdings are \$173.61 million as at 31 March 2023 which has increased by \$23.27 million from 30 June 2022.

Total cash and investment holdings are \$18.21 million higher than year to date budget primarily due to

- Higher than budgeted rates and charges \$5.67 million due to timing.
- Lower than budgeted materials and services \$5.11 million due to timing of cash outflows.
- Higher than budgeted interest received of \$1.74 million due to interest on investments.
- Higher than budgeted developer open space contributions of \$1.68 million due to timing.
- Employee costs are lower than budgeted primarily due to staff vacancies across the organisation.

Partially offset by:

- Lower than budgeted statutory fees and fines (\$2.20 million) due to timing.
- Lower than budgeted grants operating of (\$1.12 million) due to timing.

The Balance Sheet as at 31 March 2023 indicates a satisfactory result with total current assets of \$225.24 million and total current liabilities of \$65.90 million.

The working capital ratio of 3.42 to 1 (includes a 0.5% or \$848,000 cash contingency for emergency response works and reserve funds of \$23.47 million) reflects the increase in current debtors resulting from the striking of the rates which will reduce by 30 June 2023 as Council funds its operating programs and capital works. The rate debt will be repaid over the remainder of the financial year in accordance with the payment options chosen by ratepayers.

4.7 Capital Works

4.7.1 Capital Works Program summary

	ANNUAL ORIGINAL BUDGET	YTD ACTUAL (1)	YTD BUDGET (2)	YTD VARIANCE (1) - (2)	YTD VARIANCE %	COMMIT	FULL YEAR FORECAST (3)	2022-23 AMENDED BUDGET (3)	FULL YEAR FORECAST VARIANCE (3) - (4)
	\$'000s	\$'000s	\$'000s	\$'000s	%	\$'000s	\$'000s	\$'000s	\$'000s
Infrastructure									
Bridges	1,459	2,058	2,040	(18)	-1%	1,476	3,900	2,265	(1,635)
Drainage	4,218	2,020	2,749	729	27%	1,045	5,596	5,443	(153)
Footpaths and cycleways	2,100	1,166	1,141	(25)	-2%	154	2,241	2,481	240
Off street carparks	721	303	444	141	32%	15	464	671	207
Parks, open space and streetscapes	4,693	3,133	3,427	294	9%	724	6,565	6,509	(56)
Recreational, leisure & com facilities	3,639	2,140	2,442	302	12%	852	3,864	5,878	2,014
Roads	12,551	7,513	6,604	(909)	-14%	382	11,908	13,446	1,538
Total Infrastructure	29,381	18,333	18,847	514	3%	4,648	34,538	36,693	2,155
Plant and Equipment									
Computers and telecommunications	1,062	817	999	182	18%	378	1,763	2,123	360
Fixtures, fittings and furniture	1,655	269	1,072	803	75%	642	1,515	2,208	693
Library books	995	636	714	78	11%	128	995	995	-
Plant machinery and equipment	1,363	827	1,001	174	17%	157	1,492	1,654	162
Total Plant and Equipment	5,075	2,549	3,786	1,237	33%	1,305	5,765	6,980	1,215
Property									
Building	22,740	7,730	8,275	545	7%	9,407	17,278	18,706	1,428
Building improvements	58	4	52	48	92%	18	58	58	-
Major Projects	21,636	7,911	8,165	254	3%	14,792	10,486	11,265	779
Total Property	44,434	15,645	16,492	847	5%	24,217	27,822	30,029	2,207
Total capital works expenditure	78,890	36,527	39,125	2,598	7%	30,170	68,125	73,702	5,577
Represented by:									
Asset renewal expenditure	53,595	26,144	27,496	1,352	5%	19,689	48,598	53,849	5,251
Asset upgrade expenditure	2,315	2,922	3,149	227	7%	1,900	5,969	4,419	(1,550)
New asset expenditure	16,946	6,168	7,115	947	13%	6,366	11,284	12,915	1,631
Asset expansion expenditure	6,034	1,293	1,365	72	5%	2,215	2,274	2,519	245
Total capital works expenditure	78,890	36,527	39,125	2,598	7%	30,170	68,125	73,702	5,577

Note: All numbers are rounded to the nearest thousand.

4.7.2 Capital Works performance versus budget

Commentary (by exception)

Year to date actual vs. year to date Annual Amended Budget

Council's year to date performance in gross capital works expenditure is \$36.53 million which is \$2.60 million below year to date budget phasing of \$39.13 million. The most significant variances being:

- **72665. Library IT Hardware Renewal - (\$495,000)**
Return chutes and sorters have been ordered for Hawthorn and Ashburton Libraries. This is a multi-year project that involves building related works to be undertaken at each site to accommodate the upgraded sorters and return chutes. The building works need to be completed before the new equipment can be installed. It is now anticipated the project will be completed by March 2024. A proposed forward commitment to 2023-24 of \$660,224 has been reflected in the full year forecast.
- **72684. New Public toilets - (\$425,000)**
New public toilets project is funding works to be undertaken at Lynden Park Pavilion and Camberwell Fresh Food Market to improve toilets and accessibility. The works program was delayed to align with the construction timeline for Lynden Park Pavilion.
- **72939. Concrete drain relining - (\$379,000)**
Project delivery was delayed due to contractor availability. Works anticipated to commence in April 2023 with works planned for completion by June 2023.
- **72769. Canterbury Community Precinct (Renewal) - (\$360,000)**
This is a multi-year project. There have been a number of COVID-19 restrictions, including workforce reductions, construction industry shutdowns and supply chain delays which have resulted in the works program being slightly delayed. The delayed program will extend the work scheduled, with stage 1 works recently completed in March 2023, and stage 2 works scheduled to commence April 2023. It is anticipated the completion of stage 2 works will be in 2023.
- **72863. Fordham Avenue Kindergarten - (\$323,000)**
Project delivery has been delayed so work can be completed during Easter and school holiday periods to minimise impacts to kindergarten services. The project is anticipated to be completed by September 2023. A proposed forward commitment of \$218,007 has been reflected in the full year forecast.
- **71794. Future Information Technology Expenditure - (\$259,000)**
Due to on-going global shortages of certain equipment and component parts, along with supply chain issues, the project has been delayed. The project is expected to be completed by December 2023. A proposed forward commitment to 2023-24 of \$200,000 has been reflected in the full year forecast.

Capital works committed expenditure as at 31 March 2023 is \$30.17 million (year to date actual and commitments equates to \$66.70 million).

Full Year Forecast vs 2022-23 Amended Budget

Following the completion of the 2022-23 full year forecast review, gross capital works expenditure is now forecast to be \$68.13 million which is \$5.58 million below the 2022-23 Amended Budget of \$73.70 million primarily due to a combination of proposed forward commitments, savings and project adjustments.

Capital works income is now forecast to be \$14.98 million which is \$972,000 above the 2022-23 Amended Budget of \$14.01 million primarily due to grant funding being received from the State Government for Lynden Park, Rowen Street Kindergarten and Anderson Road Family Centre.

Proposed forward commitments \$5.55 million to 2023-24

Proposed forward commitments to 2023-24 of \$5.55 million have been reflected in the Full Year Forecast. The full listing is provided on the next page.

CAPITAL WORKS - PROPOSED FORWARD COMMITMENTS TO 2023-24		
Project Name & Number	Total Proposed Forward Commitments to 2023-24	Commentary
CAPITAL WORKS EXPENDITURE - PROPOSED FORWARD COMMITMENTS		
PLACES and SPACES		
Capital Projects		
72698. Park Playground Replacement Program - Investigation and Design	\$20,000	A Council meeting to award the contract for the playground renewal works at Hays Paddock Playground occurred in April 2023. Works are anticipated to commence December 2023 and are anticipated to be completed by June 2024.
72699. Shopping Centre Improvement Plan - Investigation and Design	\$20,000	Project delayed pending final approval by the road authority Department of Transport and Planning (DOTP) for design. Construction is expected to commence in 2024.
72798. Lewin Reserve	\$585,147	On site construction progress has been delayed. Works are scheduled to be completed in early 2023-24 financial year.
72863. Fordham Avenue Kindergarten	\$218,007	Project delivery has been delayed so work can be completed during Easter and school holiday periods to minimise impacts to kindergarten services. The final stage of works is planned for completion by September 2023.
72911. Frog Hollow Pavilion	\$50,000	This is a multi-year project. Feedback on the concept design was received back from the club representative and incorporated into the final design. Community consultation on the plan occurred in March 2023. Construction is planned for 2023-24 and 2024-25.
72921. Ferndale Park	\$100,047	This is a multi-year project. Works carried forward due to extensive community consultation process. Construction is planned for 2023-24 and 2024-25.
72922. Canterbury Sportsground	\$55,000	This is a multi-year project. Feedback on the concept design was received back from the club and incorporated into the final design. Community consultation on the plan occurred in March 2023. Construction is planned for 2023-24 and 2024-25.
72925. Rowen Street Kindergarten	\$200,000	The main construction works are underway and is scheduled for completion by mid 2023. Minor works will continue into 2023-24.
72928. Anderson Road Family Centre	\$150,000	This is a multi-year project. External grant funding has been received during 2022-23 from Department of Education. Balance of grant funded project works to be completed by the end of the 2023 calendar year.
72935. Lynden Park	\$195,000	This is a multi-year project. Initial tender submission construction cost estimates were higher than anticipated for this project. The project went out to tender a second time to seek more competitive tender estimates delaying the construction commencement date. Construction is due to commence late May 2023 and will continue through to June 2024.
72951. Hawthorn Community House - Feasibility Works	\$30,000	Delivery of minor works has been delayed due to limited availability of specialist contractors. Works will be completed in early 2023-24 financial year.
72968. Fritsch Holzer Stadium and Sportsground	\$650,000	This is a multi year project. This is a potential contribution towards a Victoria School Building Authority (VSBA) project at Fritsch Holzer Reserve. Discussions with the VSBA are ongoing.
72970. Surrey Hills Shopping Centre	\$47,897	Due to the State Government Level Crossing Removal Project (LXRP) construction has been delayed. Access to the area controlled by LXRP is scheduled to occur from June 2023. The project is anticipated to be completed by June 2024.
72981. Maranoa Gardens Community Room and Groundskeeper Building	\$120,000	Several concept designs have been developed for this project. The project scope will be reviewed and progress concept designs this financial year. Construction is planned for 2025-26.
Total Capital Projects	\$2,441,098	

CAPITAL WORKS - PROPOSED FORWARD COMMITMENTS TO 2023-24		
Project Name & Number	Total Proposed Forward Commitments to 2023-24	Commentary
CAPITAL WORKS EXPENDITURE - PROPOSED FORWARD COMMITMENTS		
Environmental Sustainability and Open Space		
71868. Oval Fences Renewal Program	\$140,000	Due to low submissions, Victoria Road Reserve has been rescope and will go out to public tender in April 2023. Works are programmed to commence in September 2023.
71869. Cricket Practise Nets Renewal Program	\$207,570	
72377. Sportsground Reconstruction Program	\$959,815	
72378. Sportsground Drainage Program	\$53,315	
72754. Field Sports Strategy Implementation	\$171,930	
73049. South Oval Upgrade Victoria Park, Kew	\$86,202	Multiple projects underway. Electric vehicle (EV) contracts and solar photovoltaic (PV) contract with value over \$400K are about to be awarded. Works will continue into 2023-24 financial year and are expected to be completed in September 2023.
72901. Climate Action Plan - emissions reduction work	\$300,000	
Total Environmental Sustainability and Open Space	\$1,918,832	
Facilities, Waste & Infrastructure		
72902. Riversdale Depot Masterplan	\$75,000	Commencement of feasibility investigations has been delayed pending finalisation of the project brief. Services will continue into 2023-24.
Total Facilities, Waste & Infrastructure	\$75,000	
Traffic and Transport		
72918. Balwyn Pedestrian operated signals	\$300,000	The detailed designs for the proposed pedestrian operated signals in Balwyn Road at Gordon Barnard Reserve are in the final stages of approval from the Department of Transport and Planning (DTP), formerly VicRoads. Subject to the final approval, the tender advertisement will occur in May 2023 and be awarded in June 2023. Installation of signals is expected by November 2023.
Total Traffic and Transport	\$300,000	
TOTAL PLACES AND SPACES	\$4,734,930	

CAPITAL WORKS - PROPOSED FORWARD COMMITMENTS TO 2023-24		
Project Name & Number	Total Proposed Forward Commitments to 2023-24	Commentary
CAPITAL WORKS EXPENDITURE - PROPOSED FORWARD COMMITMENTS		
COMMUNITY SUPPORT		
Liveable Communities		
71920. HACC - Minor Capital Grant	\$5,000	This funding is from a State Government grant for minor capital associated with Council's aged care services. It is expected to be fully expended by the end of the 2023-24 financial year.
Total Liveable Communities	\$5,000	
Library Services		
71568. Library & Office Furniture	\$10,000	In addition to the furniture upgrade for Camberwell Library, furniture will also be ordered for the outside area to help activate the outdoor space. The project is anticipated to be completed in September 2023.
72665. Library IT Hardware Renewal	\$660,224	Return chutes and sorters have been ordered for Hawthorn and Ashburton Libraries. This is a multi-year project that involves building related works to be undertaken at each site to accommodate the upgraded sorters and return chutes. The building works need to be completed before the new equipment can be installed. It is anticipated the project will be completed by March 2024.
72751. Library Shelving	\$53,645	Shelving for the new "Most Wanted" collection is being ordered and will be expended this financial year. Additionally repairs to some units in some libraries is also being ordered. Additional shelving will be required next financial year to create a Local History Hub at Hawthorn Library and for additional Kew Library display shelving following the redevelopment.
Total Library Services	\$723,869	
TOTAL COMMUNITY SUPPORT	\$728,869	
CUSTOMER and TRANSFORMATION		
Transformation & Technology		
71794. Future Information Technology Expenditure	\$200,000	Due to on-going global shortages of certain equipment and component parts, along with supply chain issues, the project has been delayed. The project is expected to be completed by December 2023.
72756. Youth Services Case Management System	\$55,513	Due to dependency on completion of the Enterprise Booking Tool project, which is now scheduled to be completed in May 2023, planned works have been deferred to commence in 2023-24 financial year with completion expected in December 2023.
72761. Payroll System Upgrade	\$100,000	Project is in the final design stage with the expectation to commence build stage in March. Due to vendor resourcing issues, completion will be delayed into 2023-24 financial year.
Total Transformation & Technology	\$355,513	
CUSTOMER and TRANSFORMATION		
Customer and Communication		
72903. Smart Safe in Customer Service	\$20,000	Delivery of a new smart safe to support secure cash collection needs to align to the development of a new Property and Rating system which will be delivered as part of Transforming Boroondara and the core system upgrade. The project is anticipated to be completed by the end of the 2023-24 financial year.
Total Customer and Communication	\$20,000	
TOTAL CUSTOMER AND TRANSFORMATION	\$375,513	

CAPITAL WORKS - PROPOSED FORWARD COMMITMENTS TO 2023-24		
Project Name & Number	Total Proposed Forward Commitments to 2023-24	Commentary
CAPITAL WORKS EXPENDITURE - PROPOSED FORWARD COMMITMENTS		
MAJOR PROJECTS		
Major Projects		
72852. Camberwell Community Centre (Expansion)	\$20,000	Delivery of minor acoustic improvement works will be staged to appropriately assess the impact of various measures being implemented. Works will be completed in early 2023-24 financial year.
72607. Kew Recreation Centre (Renewal)	\$740,360	Works have been delayed due to the structural steel collapse on 20 October 2022. Demolition of the fallen structure commenced on 7 February 2023. Once the cause is established as part of Worksafe investigations and financial implications are known, these will be considered as part of the development of future Budgets. Project practical completion is now anticipated in early 2025.
TOTAL MAJOR PROJECTS	\$760,360	
Made up of:		
NEW CAPITAL - FORWARD COMMITMENTS TO 2023-24	\$1,509,827	
UPGRADE CAPITAL - FORWARD COMMITMENTS TO 2023-24	\$141,715	
EXPANSION CAPITAL - FORWARD COMMITMENTS TO 2023-24	\$175,047	
RENEWAL CAPITAL - FORWARD COMMITMENTS TO 2023-24	\$4,773,083	
GRAND TOTAL FORWARD EXPENDITURE COMMITMENTS TO 2023-24	\$6,599,672	
CAPITAL WORKS INCOME		
72585. Walmer Street bridge	(\$1,050,000)	Balance of grant funding to be received and recognised in 2023-24.
TOTAL INCOME CARRIED FORWARD TO 2023-24	(\$1,050,000)	
TOTAL NET FORWARD COMMITMENTS TO 2023-24	\$5,549,672	

4.7.3 Major Projects Capital Works performance

**Major Projects - Progress Update
Expenditure
For the period ending 31 March 2023**

		YEAR TO DATE			2022-23		
		ACTUALS	AMENDED BUDGET	VARIANCE	FULL YEAR FORECAST	AMENDED BUDGET	FULL YEAR FORECAST VARIANCE
Kew Recreation Centre	1	4,368,596	4,278,767	(89,829)	5,359,640	6,100,000	740,360
Canterbury Community Precinct	2	3,323,803	3,766,270	442,467	4,482,580	4,482,580	0
Tuck Stand	3	106,141	45,230	(60,911)	469,764	469,764	0
Library Redevelopment Kew	4	112,497	74,308	(38,189)	164,188	164,188	0
Total		7,911,037	8,164,575	253,538	10,476,172	11,216,532	740,360

All projects overseen by Project Control Groups.

1. Kew Recreation Centre

This is a multi-year project. Works have been delayed due to the structural steel collapse on the 20th October 2022. Demolition of the fallen structure commenced on 7th February 2023. Once the cause is established as part of Worksafe investigations and financial implications are known, these will be considered as part of the development of future Budgets. Project practical completion is now anticipated in early 2025. A proposed forward commitment to 2023-24 of \$740,360 has been reflected in the full year forecast.

2. Canterbury Community Precinct

This is a multi-year project. There have been a number of COVID-19 restrictions, including workforce reductions, construction industry shutdowns and supply chain delays that have resulted in the works program being slightly delayed. The delayed program will extend the work scheduled, with stage 1 works recently completed in March 2023, and stage 2 works scheduled to commence mid April 2023. It is anticipated the completion of stage 2 will be mid-late 2023.

3. Tuck Stand

This is a multi-year project. Feasibility investigations to determine the appropriate service and tenant mix to occupy a redeveloped Tuck Stand building are advanced and have considered spatial allocations, physical limitations and opportunities, cost planning, ancillary infrastructure upgrades and broader precinct requirements. The project will commence with early works to repair structural issues and demolish remaining internal fittings in 2023-24. Community consultation will be undertaken mid-late 2023 to finalise project scope prior to the design of a new internal layout to support community use.

4. Library Redevelopment Kew

This is a multi-year project. Consultants have been engaged to commence early concept design and cost estimates. Design is scheduled to commence during 2023-24.

4.8 Priority Projects

Commentary (by exception)

Year to date actual vs. year to date Annual Amended Budget

Council's year to date performance in gross priority project expenditure is \$15.50 million which is \$3.98 million below year to date budget phasing of \$19.48 million.

There are minor variances (favourable)/unfavourable across multiple projects with the most significant being:

- **81084. System Development and Implementation- (\$2.69 million)**
In October 2022 the Transforming Boroondara Program Board and Transforming Boroondara Steering Committee endorsed the change request for the Program. This was due to the vendor delays in commencing the Core Initiative. A proposed forward commitment to 2023-24 of \$6.45 million has been reflected in the full year forecast.
- **81029. Information Asset Audit - (\$233,000)**
Implementation of the digital disposal initiatives will align to the core uplift and will be delivered through the Transforming Boroondara program. The project is expected to be completed by June 2024. A proposed forward commitment to 2023-24 of \$200,000 has been reflected in the full year forecast.
- **81130. Outdoor Dining - Council Parklet Program - (\$128,000)**
Project finalisation was impacted by delays in receiving Department of Transport and Planning approval for parklets on State roads. Project is anticipated for completion by September 2023. A proposed forward commitment to 2023-24 of \$120,000 has been reflected in the full year forecast.

Priority projects committed expenditure as at 31 March 2023 is \$18.13 million (year to date actual and commitments equates to \$33.63 million).

Full Year Forecast vs 2022-23 Amended Budget

Following the completion of the 2022-23 full year forecast review, gross priority projects expenditure is now forecast to be \$26.42 million which is \$8.38 million below the 2022-23 Amended Budget of \$34.80 million due to a combination of proposed forward commitments, project adjustments and savings.

Priority projects income is now forecast to be \$2.47 million which is \$500,000 below the 2022-23 Amended Budget of \$2.97 million primarily due to a decrease in grant funding from the State Government.

Proposed forward commitments \$9.68 million to 2023-24

Proposed forward commitments to 2023-24 of \$9.68 million has been reflected in the Full Year Forecast. The full listing is provided below.

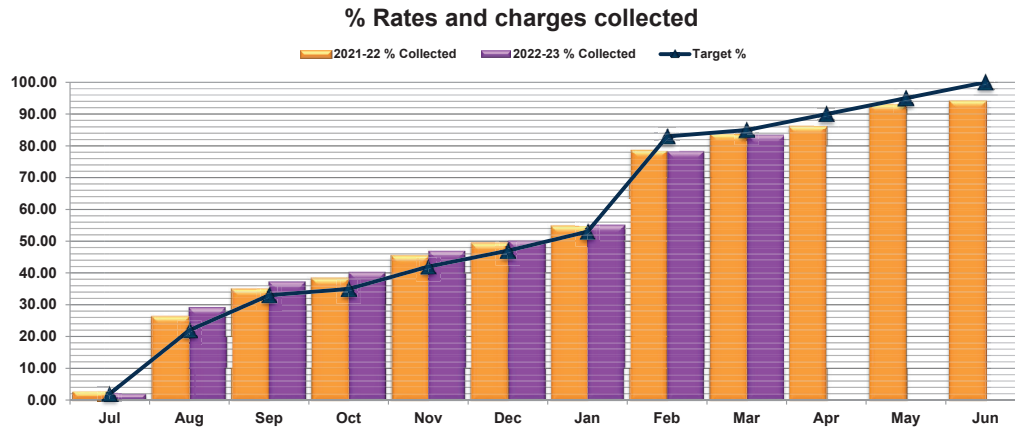
PRIORITY PROJECTS - PROPOSED FORWARD COMMITMENTS TO 2023-24		
Project Name & Number	Total Proposed Forward Commitments 2023-24	Commentary
PRIORITY PROJECTS - PROPOSED FORWARD COMMITMENTS		
Places & Spaces		
Environmental Sustainability & Open Spaces		
80955. Tree Strategy Action Plan Implementation	\$751,845	This is a multi-year project for various tree renewals in parks and streets. A number of tree removals and replacement planting projects will be completed by June 2023. Further street tree renewal projects will be completed by June 2024 and are expected to continue into 2024-25.
81033. Energy Safe Victoria (ESV) power line clearance program	\$1,296,278	This is a multi-year project to improve compliance with powerline regulations, while retaining our canopy cover. Pruning works have been undertaken as per the Energy Safe Victoria powerline clearance audit and removal of trees identified as being in poor condition through Council's cyclic tree inspection program. Further works of this nature will continue into the first half of the 2023-24 financial year.
Total Environmental Sustainability & Open Spaces	\$2,048,123	
Traffic and Transport		
81105. Box Hill to Hawthorn Strategic Cycling Corridor - Investigat	\$197,313	Project delivery was impacted by complexity of the feasibility studies involving a number of stakeholders from VicTrack, Metro Trains and the Department of Transport and Planning. There are three feasibility studies of which two are in progress. It is anticipated that the project will be completed by June 2024.
Total Traffic and Transport	\$197,313	
Capital Projects		
80628. Project Management staff for delivery of Major Projects	\$86,000	Funding for project management support is aligned with the multi-year construction program for Kew Recreational Centre. The major project funding has been adjusted to reflect the delayed works program associated with roof collapse and adjusted project management services. Further details regarding likely project timelines will be shared once all necessary investigations have been complete.
Total Capital Projects	\$86,000	
Major Projects Interface		
81068. Removal of Union Rd Level Crossing - Advocacy to State Govt	\$50,000	The Union Road, Surrey Hills level crossing removal is a multi-year State Government major transport project led by the Level Crossing Removal Project. The level crossing removal is expected to be completed by December 2023.
Total Major Projects Interface	\$50,000	
TOTAL PLACES & SPACES	\$2,381,436	

PRIORITY PROJECTS - PROPOSED FORWARD COMMITMENTS TO 2023-24		
Project Name & Number	Total Proposed Forward Commitments 2023-24	Commentary
PRIORITY PROJECTS - PROPOSED FORWARD COMMITMENTS		
URBAN LIVING		
Planning and Placemaking		
81026. Placemaking Implementation	\$121,092	This is a multi-year project. The Placemaking coordination and implementation for Camberwell Junction, Glenferrie and Maling Road placemaking projects are progressing well, after project delays in 2022. The updated Draft Glenferrie Place Plan is out for public consultation. Implementation on Maling Road projects are progressing with consultation on streetscape options due to commence in April 2023. The Draft Camberwell Junction Structure and Place Plan is nearing completion and will be released for public consultation in mid 2023. Project tasks assigned for 2023-24 financial year are anticipated to be completed by June 2024.
81028. Statutory Planning Paper Files Scan on Demand	\$234,600	After initial delays due to the ongoing COVID-19 restrictions, work has now commenced for the safe collection of files from Council offices by the contractor. Council has received funding from the Victorian Government Regulation Reform Incentive Fund to continue this project. It is anticipated the project will be completed in the 2023 calendar year.
Total Planning and Placemaking	\$355,692	
TOTAL URBAN LIVING	\$355,692	
COMMUNITY SUPPORT		
Library Services		
81045. Project support for delivery of Major Projects - Libraries	\$56,879	Funding for project management support is aligned with the multi-year construction program for Kew Library redevelopment, which is a multi-year project. The major project funding has been adjusted to reflect the works program and provide project management services until project completion. Kew Library is scheduled for completion in the 2025-26 financial year.
Total Library Services	\$56,879	
Liveable Communities		
81130. Outdoor Dining - Council Parklet Program	\$120,000	Project finalisation was impacted by delays in receiving Department of Transport and Planning approval for parklets on State roads. Project is anticipated for completion by September 2023.
Total Liveable Communities	\$120,000	
Health and Wellbeing Services		
81133. Implement an Infrastructure Grant for Leased Sporting Clubs	\$50,000	This is a multi-year project. An audit had to be completed prior to commencing the program to assist in the prioritisation of potential sites and development of program guidelines, application forms and other documentation. The program is now open to clubs leasing Council sporting facilities with responsibility to fund playing surface lighting projects. Further dedicated funding is expected during the 2023-24 financial year with the current year spend to be completed by February 2024.
81144. DET Kinder Planning Grant 2022	\$61,160	This is a multi-year project funded by a State Government grant. Activities relating to this funding will be delivered in full during 2023-24 financial year. Project is scheduled for completion by July 2024.
Total Health and Wellbeing Services	\$111,160	
TOTAL COMMUNITY SUPPORT	\$288,039	

PRIORITY PROJECTS - PROPOSED FORWARD COMMITMENTS TO 2023-24		
Project Name & Number	Total Proposed Forward Commitments 2023-24	Commentary
PRIORITY PROJECTS - PROPOSED FORWARD COMMITMENTS		
CUSTOMER AND TRANSFORMATION		
Customer and Communication		
81029. Information Asset Audit	\$200,000	Implementation of the digital disposal initiatives will align to the Core Uplift and will be delivered through the Transforming Boroondara initiative. Project is expected to be completed by June 2024.
Total Customer and Communication	\$200,000	
Transforming Boroondara Program		
Boroondara Customer First Program	\$6,452,756	The Transforming Boroondara Program is on track to its revised delivery schedule, as endorsed at the October 2022 Program Board and Steering Committee. The revised project delivery schedule and associated expenditure is within the parameters of the initial budget. The delay in this project is attributed to the vendor related delay in starting of the Core Initiative.
Total Boroondara Customer First Program	\$6,452,756	
TOTAL CUSTOMER AND TRANSFORMATION	\$6,652,756	
TOTAL FORWARD COMMITMENTS TO 2023-24	\$9,677,923	
TOTAL INCOME CARRIED FORWARD TO 2022-23	\$0	
TOTAL NET FORWARD COMMITMENTS TO 2023-24	\$9,677,923	

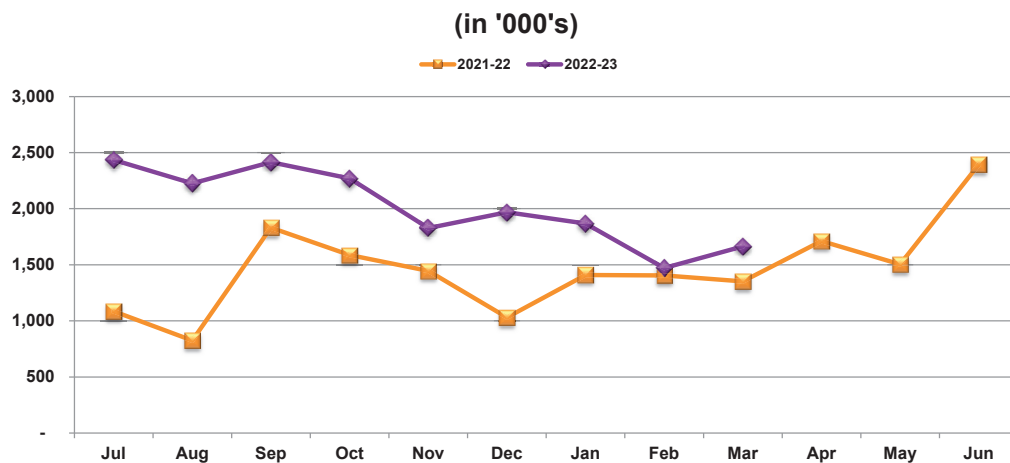
4.9 Debtors

4.9.1 Rate debtors



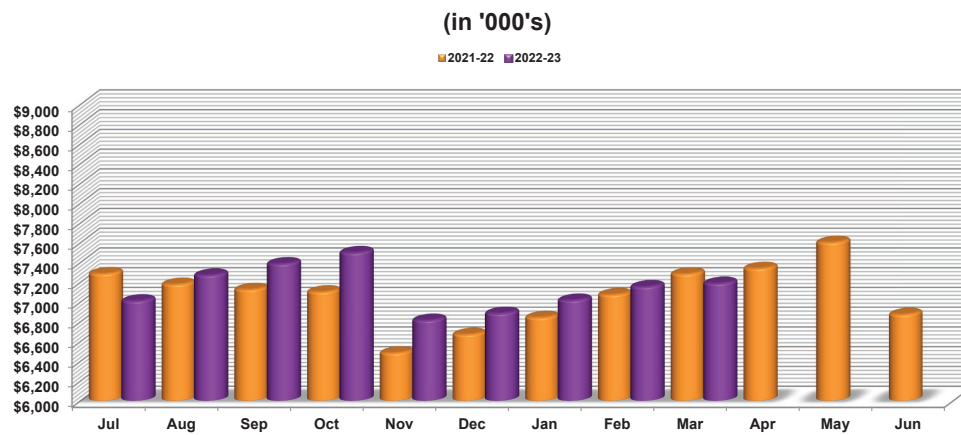
Rates and charges collection percentage at the end of March 2023 is 83.47% and is lower than the anticipated target of 85%. This is down from the 2022-23 year to date result of 83.52%.

4.9.2 Sundry debtors



The sundry debtors balance at the end of 31 March 2023 is \$1.66 million and is \$312,000 higher than the prior year. Balances will vary from year to year depending on individual transactions processed.

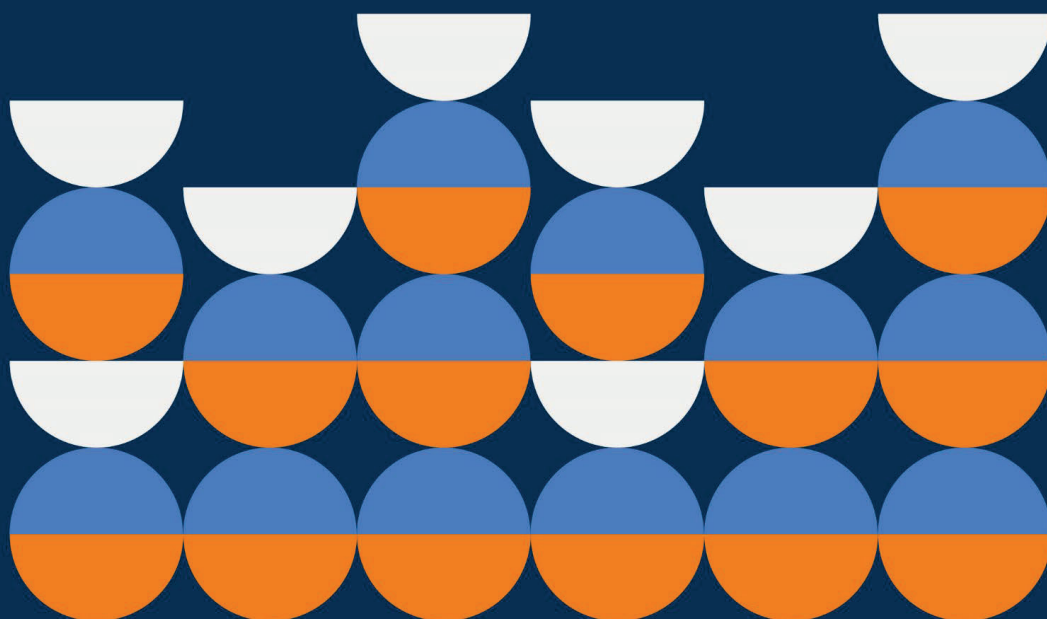
4.9.3 Infringement debtors



The outstanding 'infringement debtors' balance of \$7.19 million is \$95,000 lower than the corresponding prior year period. This is primarily due to Parking Infringements debtors.

In accordance with Victorian Government legislation, the majority of these fines are now in the hands of Fines Victoria for the management and collectability of the fines. Council has no control over Fines Victoria debt collection performance.

Corporate Governance



5. Corporate governance

5.1 Publicly tendered contracts greater than \$500,000 (excluding GST) for goods, services and works.

Contracts Valued at \$500,000 or more (excluding GST) for Goods, Services and Works

The below table summarises key information relating to the awarded contracts in the third quarter of 2022-23 (1 January 2023 - 31 March 2023) valued at \$500,000 or more (excluding GST) in accordance with Council's adopted Procurement Policy 2021-25.

Contract	Contract Name	Description	Contract Type	Award Date	Awarded By	Contractor	Contractor History	Contract Term	Contract Value (ex GST)
2022/131	Transactional Banking Services	Provide reliable payment options and banking solutions	Schedule of rates	27 March 2023	Council	Commonwealth Bank of Australia	Existing supplier to Council	3.5 years + 2 year optional extensions	\$1,014,739
2022/28	Electrical Services	Supply and delivery of a range of electrical services	Schedule of rates	27 March 2023	Council	<ul style="list-style-type: none"> Wallgates Electrical HA Saunders Electrical Pty Ltd City West Electrical Pty Ltd Commlec Services Pty Ltd Alert Electrical Group 	A mixture of existing and new suppliers	3 years + 3 x 1 year optional extensions	\$1,884,630

5.2 Councillor expenses

As required by the Councillor Support and Resources Policy, the following costs or expenses were paid for, or reimbursed to Councillors year-to-date 31 March 2023 are reported below:

	Ward	TOTAL FOR WARD	Information and Communication	Fares/Cabcharge/ Parking	Travel/Vehicle/ Accomm	Other Expenses	Professional Development	Councillor Allowances
YTD MARCH 2023	Councillor - Bellevue Ward	\$ 27,425	\$ 446	\$ -	\$ -	\$ -	\$ -	\$ 26,979
	Councillor - Cotham Ward (Mayor)*	\$ 56,893	\$ 598	\$ -	\$ 3,141	\$ 30	\$ -	\$ 53,124
	Councillor - Gardiner Ward	\$ 29,201	\$ 674	\$ 195	\$ 655	\$ 134	\$ 564	\$ 26,979
	Councillor - Glenferrie Ward	\$ 41,052	\$ 598	\$ -	\$ -	\$ 69	\$ 7,944	\$ 32,441
	Councillor - Junction Ward	\$ 35,037	\$ 513	\$ -	\$ -	\$ -	\$ 7,545	\$ 26,979
	Councillor - Lynden Ward	\$ 39,041	\$ 598	\$ 139	\$ 578	\$ -	\$ 3,275	\$ 34,451
	Councillor - Maling Ward	\$ 64,890	\$ 917	\$ 40	\$ 333	\$ 10	\$ -	\$ 63,590
	Councillor - Maranoa Ward	\$ 24,968	\$ 674	\$ -	\$ 313	\$ -	\$ -	\$ 23,981
	Councillor - Solway Ward	\$ 27,577	\$ 598	\$ -	\$ -	\$ -	\$ -	\$ 26,979
	Councillor - Studley Ward	\$ 26,205	\$ 674	\$ -	\$ -	\$ -	\$ 1,155	\$ 24,376
	Councillor - Riversdale Ward	\$ 27,477	\$ 498	\$ -	\$ -	\$ -	\$ -	\$ 26,979
	Year to date total	\$ 399,766	\$ 6,788	\$ 374	\$ 5,020	\$ 243	\$ 20,483	\$ 366,858

All information is produced directly from the financial ledger. The amounts claimed by Councillors vary for each Councillor. Not all Councillors claim motor vehicle or other expenses, and not all claims are made in time to be included in the relevant accounting period.

Other expenses

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

Fleet charges and fuel

The Councillor Support and Resources Policy provides that a fully maintained vehicle shall be available to the Mayor and relevant fleet and fuel expenses are attributed to the Mayor of the day. Total fleet charges and fuel costs for Councillor Jane Addis is \$333 and Mayor Felicity Sinfield is \$3,141.

Please Note

* Councillor for Cotham Ward - Mayor from 9 December 2022 (current)

* Councillor for Maling Ward - Mayor up to 8 December 2022

5.3 Chief Executive Officer Expenses

The following reimbursements were paid to the Chief Executive Officer year-to-date 31 March 2023:

YTD MAR 23		TOTAL	Information and Communication	Fares/Cabcharge/Parking	Travel/Vehicle/Accomm	Other Expenses	Professional Development	Equipment Purchases	Catering
	Executive Management	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Year to date total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

All information is produced directly from the financial ledger.

5.4 Citizen decision and process review

There were no requests received from the community during this quarter for a review of decisions via the Council decision and review process.

5.5 Excess annual leave analysis

Key Performance Indicator	2021-22 YTD Results	2022-23 YTD Results
Employees with more than 40 days annual leave		
Total number	23	36
Percentage	1.99%	3.70%

5.6 Confidentiality Agreements

No confidentiality agreements entered in Quarter 3.

6. Grants progress report

Grant applications completed/pending for the March Quarter

Funding Body and Grant Program	Council Department	Council Project or Purpose	Closing Date Or Date submitted	Amount Requested	Status and amount granted
VicHealth - JumpStart!	Health and Wellbeing Services	Café Club is a job readiness and life skills program which aims to build social connections through focussing on food and hospitality. Participants will undertake workshops including barista training, resume writing, and food preparation.	14/09/2022	\$47,500	Unsuccessful
YACVic - HEY Grant	Health and Wellbeing Services	Film Festival will invite local young people (16 - 25 years) to take part in an evening of celebration, inclusion, and entertainment at the local Lido Cinemas. The festival will showcase independent films made by and sharing the stories of LGBTQIA+ identifying young people.	28/09/2022	\$10,000	Unsuccessful
Victoria Department of Education and Training - CALD Outreach Initiative	Health and Wellbeing Services	Build and strengthen connections with families from culturally and linguistically diverse (CALD) backgrounds, to ensure families have a strong understanding of the benefits of early childhood education and support families to register their children in funded kindergarten programs.	29/09/2022	\$218,500	Pending

Funding Body and Grant Program	Council Department	Council Project or Purpose	Closing Date Or Date submitted	Amount Requested	Status and amount granted
Federal Government - Department of Infrastructure, Transport, Regional Development, Communications and the Arts	Traffic and Transport	Walmer Street Bridge reconstruction.	28/11/2022	\$1,000,000	Successful
Victorian State Government - Study Melbourne Inclusion Program	Health and Wellbeing Services	International Youth Engagement Directory	27/01/2023	\$57,432	Unsuccessful
Creative Victoria - Eisteddfod Grants - Royal South Street Society	Arts and Culture	Support for the 2023 Boroondara Eisteddfod	30/01/2023	\$4,900	Pending
Public Office of Victoria - Local History Grant Program	Arts and Culture	To support an oral history project to be undertaken for the redevelopment of the Glenferrie Oval Precinct	30/01/2023	\$15,000	Pending
Sport and Recreation Victoria - 2022/23 Local Sports Infrastructure Fund (Round 2)	Health and Wellbeing Services	Boroondara Leisure and Aquatic Facilities (BLAF) Planning Study	27/02/2023	\$40,000	Pending

Funding Body and Grant Program	Council Department	Council Project or Purpose	Closing Date Or Date submitted	Amount Requested	Status and amount granted
Victorian State Government - Victorian Youth Fest	Health and Wellbeing Services	Take the Stage - a Dive into Diversity. Boroondara Youth will support the delivery of a podcast and three film interviews which will be curated, facilitated, and edited by young people.	09/03/2023	\$2,000	Pending
Sustainability Victoria - SV Circular Economy Council's Fund	Environmental Sustainability and Open Spaces	Go Full Circle - implementation. Will see the iteration and further implementation of a recently completed pilot which addressed a gap in training and support available for businesses in hospitality and retail sectors to realise circular economy opportunities.	10/03/2023	\$260,000	Pending
Sustainability Victoria - Circular Economy Household Education Fund – Round 3	Environmental Sustainability and Open Spaces	Boroondara's targeted contamination minimisation education. The campaign will focus on compliance of both the FOGO and comingled recycling streams.	10/03/2023	\$30,000	Pending
Department of Social Services - Strong and Resilient Communities (SARC) Program	Community Planning and Development	Applied for on behalf of the Boroondara Volunteer Resource Centre. The program will provide increased support to recruit, train and support volunteers from identified target groups.	26/03/2023	\$100,000	Pending
Cricket Victoria - Infrastructure Fund	Health and Wellbeing Services	Ashburton Park Sportsground Reconstruction Project.	26/03/2023	\$30,000	Pending

Grant Status	Number of Grants
Grant applications submitted	9
Successful grants	1
Unsuccessful grants	3
Grants pending	9

Contact us

Website: www.boroondara.vic.gov.au
Email: boroondara@boroondara.vic.gov.au
Telephone: 9278 4444
After hours emergencies: 9278 4444

Postal address:

Private Bag 1
Camberwell VIC 3124

Customer Service centre:

Camberwell office
8 Inglesby Road, Camberwell

For speech or hearing impaired:

National Relay Service TTY 13 36 77
Speak and Listen 1300 555 727

Free interpreting service: 9278 4002



Attachment 2

2022-23 FEES AND CHARGES SCHEDULE

Fees and charges to be changed	Statutory Fee	UNIT	ADOPTED GST inclusive 2022-23 fee \$	PROPOSED GST inclusive 2022-23 fee \$	Fee increase \$	Fee increase %	GST applied at 10%	Policy / Strategy Act / Regulation	Pricing Policy Category
NEW FEES									
Community Support - Arts and Culture									
Other Fees and Charges									
Venue Rehearsal fee - Main Hall - subsidised rate	N	Per hour minimum 3 hours	\$ -	50% of venue hire rate for subsidised rates	∞	∞	Y	Pricing Policy	Accessible Pricing
Venue Rehearsal fee - Chandelier Room - subsidised rate	N	Per hour minimum 3 hours	\$ -	50% of venue hire rate for subsidised rates	∞	∞	Y	Pricing Policy	Accessible Pricing
Venue bump in fee - Main Hall - subsidised rate	N	Per hour minimum 3 hours	\$ -	50% of venue hire rate for subsidised rates	∞	∞	Y	Pricing Policy	Accessible Pricing
Venue bump in fee - Chandelier Room - subsidised rate	N	Per hour minimum 3 hours	\$ -	50% of venue hire rate for subsidised rates	∞	∞	Y	Pricing Policy	Accessible Pricing
Venue bump out fee - Main Hall - subsidised rate	N	Per hour minimum 3 hours	\$ -	50% of venue hire rate for subsidised rates	∞	∞	Y	Pricing Policy	Accessible Pricing
Venue bump out fee - Chandelier Room - subsidised rate	N	Per hour minimum 3 hours	\$ -	50% of venue hire rate for subsidised rates	∞	∞	Y	Pricing Policy	Accessible Pricing
Commentary for fees: Venue rehearsal fee and bump in/bump out fees have been introduced for premium performance rooms - Main Hall and Chandelier Room. A subsidy is proposed to be afforded to community organisations eligible for subsidised rates.									