

COUNCIL MEETING

AGENDA



(Open to the public)

6.30pm, Monday 26 February 2024

Council Chamber, 8 Inglesby Road, Camberwell

Date of Issue: 16 February 2024

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 18 December 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 Bi-annual Report from the Audit and Risk Committee
 - 7.2 Contract 2023/213 - Record Storage and Imaging Services
 - 7.3 Economic Development Strategy
 - 7.4 Award of Contract 2023/119 Biodiversity Sites Maintenance Contract - Panel
 - 7.5 December 2023 Quarterly Performance Report
 - 7.6 Adoption of Election Period Policy
 - 7.7 Proposed removal of reserve status and sale of drainage reserve - Adjoining 68 to 110 Illawarra Road, 73 to 107 Kooyongkoot Road and 9A and 11 Reserve Road, Hawthorn

7.8 Instrument of Appointment and Authorisation - Environment Protection Act 2017

8 General business

9 Urgent business

10 Confidential business

10.1 Contract 2020/1 Term 2 - Boroondara Leisure and Aquatic Facilities

10.2. Audit and Risk Committee - Independent Members

Close of meeting

Table of contents

3	Deputations, presentations, petitions and public submissions.....	4
7	Presentation of officer reports	8
7.1	Bi-annual Report from the Audit and Risk Committee	8
7.2	Contract 2023/213 - Record Storage and Imaging Services	23
7.3	Economic Development Strategy	29
7.4	Award of Contract 2023/119 Biodiversity Sites Maintenance Contract - Panel.....	200
7.5	December 2023 Quarterly Performance Report.....	205
7.6	Adoption of Election Period Policy.....	320
7.7	Proposed removal of reserve status and sale of drainage reserve - Adjoining 68 to 110 Illawarra Road, 73 to 107 Kooyongkoot Road and 9A and 11 Reserve Road, Hawthorn.....	365
7.8	Instrument of Appointment and Authorisation - Environment Protection Act 2017	378

3 Deputations, presentations, petitions and public submissions

Council has received two (2) petitions. Details of the petitions are set out below.

No.	Ref. no.	Title / Description	No. of signatures	Referred to
1	CAS-1565576	Requesting Council introduce a 24 hour cat curfew	29	DUL
2	CAS-1571104	Requesting Council review maintenance of Alexandra Gardens and other heritage gardens	34	DPS

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

4 Informal Meetings of Councillors

Chapter 6 of the Council Governance Rules requires that a summary of matters discussed at an Informal Meeting of Councillors be reported to a Council meeting as soon as practicable.

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

Officers' recommendation

That Council resolve to receive and note the summary 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 4 September 2023	Cr Parke Cr Sinfield Cr Franco Cr Gault Cr Hollingsworth Cr Addis Cr Watson Cr Biggar Cr Thompson	Phillip Storer (CEO) Kate McCaughey (DCS) Scott Walker (DUL) Bryan Wee (MGL) David Cowan (MPP) Robert Costello (CSTRP) Jessica Donaldson (PSTRP) Elizabeth Manou (SGIO)	<ul style="list-style-type: none"> Housing Strategy Community Event 	Nil
Councillor Briefing & Discussion 27 November 2023	Cr Sinfield Cr Franco Cr Gault Cr Gillies Cr Addis Cr Watson Cr Biggar Cr Thompson Cr Stavrou	Phillip Storer (CEO) Daniel Freer (DPS) Kate McCaughey (DCS) Scott Walker (DUL) Amy Montalti (CFO) Bryan Wee (MGL) Jarrod Filosa (aMCP) David Cowan (MCF) Fiona Brown (MCPD) Andrew McHugh (MHWS) Tina Bourekas (MLS) Katherine Wright (SCSPR) Sam Taylor (SCSR) Danielle Calautti (PFDC) Michael Williams (SCSPO) Elizabeth Manou (SGIO) Deborah Frecker (RP)	<ul style="list-style-type: none"> Park Street Parking Facility Disability Access and Inclusion Plan Michael Tuck Stand and Glenferrie Oval Precinct Organised Sport Seasonal Allocation Policy Clayton Landfill 	Nil
Councillor Briefing & Discussion 11 December 2023	Cr Parke Cr Sinfield Cr Franco Cr Gault Cr Gillies Cr Hollingsworth Cr Addis Cr Watson Cr Biggar Cr Stavrou	Phillip Storer (CEO) Daniel Freer (DPS) Kate McCaughey (DCS) Scott Walker (DUL) Amy Montalti (CFO) Bryan Wee (MGL) Tina Bourekas (MLS) Michelle Forster (aMLC) Lucinda Bakhach (LEL) Aileen Carter (CLOCS) Alannah Smith (CLE) Elizabeth Manou (SGIO)	<ul style="list-style-type: none"> Kew Library Economic Development Strategy 	Nil

Record of Informal Meetings of Councillors

Assembly details	Councillor attendees	Officer attendees	Matters discussed	Conflict of Interest disclosures
Councillor Briefing & Discussion 18 December 2023	Cr Parke Cr Sinfield Cr Franco Cr Gillies Cr Hollingsworth Cr Addis Cr Watson Cr Biggar Cr Stavrou	Phillip Storer (CEO) Daniel Freer (DPS) Kate McCaughey (DSC) Scott Walker (DUL) Amy Montalti (CFO) Bryan Wee (MGL) Anthea Kypreos (MCP) Daniel Murphy (aMCS) Fiona Brown (MCPD) Andrew McHugh (MHWS) Graeme Mawson (SCCYPF) Katherine Wright (SCSPR) Jarrod Filosa (CBP) Mirella Manfre (CPAPA) Michael Hutchison (HSPR) Loretta Pepper (TLEYI) Andre Peters (PTTL) Elizabeth Manou (SGIO) Mila Sumner (SCP) Yvonne Hill (PPS)	<ul style="list-style-type: none"> Hamer Court Kindergarten accommodation Parking Permit Policy Media 	Nil

7 Presentation of officer reports

7.1 Bi-annual Report from the Audit and Risk Committee

Executive Summary

Purpose

This report presents to Council for tabling the Bi-annual Report for the Audit and Risk Committee for the period from 1 July 2023 to 31 December 2023 including results of the self-assessment survey as required by section 54(4) and 54(5) of the *Local Government Act 2020*.

Key Issues

The attached Bi-annual Report from the Audit and Risk Committee (**Attachment 1**) was provided to the CEO by the Chair of the Audit and Risk Committee to table at this Council meeting. It describes the activities of the Audit and Risk Committee for the period from 1 July 2023 to 31 December 2023 and includes results of the Committee's annual self assessment survey.

Next Steps

This report presents to Council the Bi-Annual Report for the period from 1 July 2023 to 31 December 2023 from the Audit and Risk committee as required by the *Local Government Act 2020*. The next Biannual report will be presented to Council following the June 2024 Audit and Risk Committee meeting.

Officers' recommendation

That Council resolve to accept the Bi-annual report for the period 1 July 2023 to 31 December 2023 from the Audit and Risk Committee including results of the self-assessment survey required by section 54(5)(4) of the *Local Government Act 2020* as contained in **Attachment 2** (as annexed to the minutes).

Responsible officer: **Phillip Storer, Chief Executive Officer**

1. Purpose

To present to Council for tabling the Audit and Risk Committee Bi-annual Report for 1 July 2023 to 31 December 2023.

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

As detailed in the Council Plan and the Boroondara Community Plan. In particular Objective 7 “Ensure that ethical financial and socially responsible decision making reflects community needs and is based on principles of accountability, transparency, responsiveness and consultation”.

Strategy 7.2: Ensure transparent decision making through open governance processes.

3. Background

Section 54 (5) of the *Local Government Act 2020* states:

“An Audit and Risk Committee must:

- a) prepare a biannual audit and risk report that describes the activities of the Audit and Risk Committee and includes its findings and recommendations; and*
- b) provide a copy of the biannual audit and risk report to the Chief Executive Officer for tabling at the next Council meeting.”*

Section 54(4) of the *Local Government Act 2020* states:

“An Audit and Risk Committee must:

- a) undertake an annual assessment of its performance against the Audit and Risk Committee Charter; and*
- b) provide a copy of the annual assessment to the Chief Executive Officer for tabling at the next Council meeting.”*

4. Outline of key issues/options

The attached Bi-annual Report from the Audit and Risk Committee (**Attachment 1**) was provided by the Chair of the Audit and Risk Committee to the CEO to table at this Council meeting.

5. Consultation/communication

Members of Council’s Audit and Risk Committee were consulted during the preparation of this Council report.

6. Financial and resource implications

Council's operating budget includes funding for its Audit and Risk Committee.

7. Governance issues

Officers involved in the preparation of this report have no conflict of interest, nor were any breaches to the Victorian Charter of Human Rights and Responsibilities identified.

Manager: Bryan Wee, Manager Governance and Legal

Report officer: Mai Mostafa, Senior Audit and Assurance Officer

Biannual audit and risk report describing the activities of the Audit and Risk Committee and its findings and recommendations

Introduction

Section 54(5) of the *Local Government Act 2020* ('the Act') states:

An Audit and Risk Committee must:

- (a) *prepare a biannual audit and risk report that describes the activities of the Audit and Risk Committee and includes its findings and recommendations; and*
- (b) *provide a copy of the biannual audit and risk report to the Chief Executive Officer for tabling at the next Council meeting.*

This report was prepared following the November 2023 Audit and Risk Committee meeting. The next Biannual report will be prepared following the June 2024 Audit and Risk Committee meeting.

Establishment of Audit and Risk Committee

Following adoption of the Act, a new Audit and Risk Committee was established by Council at its meeting of 24 August 2020. A new Audit and Risk Committee Charter was adopted ensuring Council complied with relevant provisions of the Act. The Audit and Risk Charter is reviewed for update annually.

Membership and attendance during the reporting period

The Audit and Risk Committee held two meetings in this reporting period. The first was on 3 October 2023 and the second on 15 November 2023. The members of the Audit and Risk Committee for these meetings were:

ARC Members	Attendance on 3 October 2023	Attendance on 15 November 2023
Mr John Watson (Chair and Independent member)	✓	✓
Cr Nick Stavrou (Councillor member)	✓	✓
Cr Jim Parke (Councillor member)	✓	✓
Ms Fiona Green (Independent member)	✓	✓
Ms Freya Marsden (Independent member)	✓	✓

Meetings of the Audit and Risk Committee, findings and recommendations

During the reporting period the following meetings of the Audit and Risk Committee have been held:

Meeting on 3 October 2023

Agenda items considered:

1. Standard Questions for tabling at ARC Meetings
2. Business Arising

3. Audit and Risk Committee Administrative Matters
4. Annual Financial Statements and Performance Statement for the year ended 30 June 2023
Quarterly Performance Report
5. Victorian Auditor-General's Final Management Letter and Closing Report - year ended 30 June 2023
6. 2022-23 Annual Report
7. Outcomes of IT Disaster Recovery Plan
8. Risk Management Update
9. Outcomes of Legal and Ethical Certification Program
10. Internal Audit Report - Follow Up Review
11. Internal Audit Report - Privacy/third-party Management of Information
12. Internal Audit Report - Special Rates and Charges Scheme
13. Internal Audit Update September 2023

Meeting on 15 November 2023

Agenda items considered:

1. Standard Questions for tabling at ARC meetings
2. Business Arising
3. Audit and Risk Committee Administrative Matters
4. Biannual Report including the results of self-assessment survey
5. Business Function Risk Assurance Map Report
6. Fraud and Corruption Control Group Activities Report
7. Transforming Boroondara Report
8. Quarterly Performance Report
9. Internal Audit Report - Road Management Plan
10. Internal Audit Update October 2023
11. Internal Review Oversight – Infringements ACT 2006 – Department of Justice and Community Safety

The relevant findings and recommendations from each meeting have been reported to Council through the respective Council reports entitled "Recommendations of Audit and Risk Committee Meeting" that are presented to Council after each Audit and Risk Committee meeting.

Audit and Risk Committee Work Plan

Section 54 of the Act requires Council to prepare and approve a Charter for the Audit and Risk Committee. The Charter specifies the functions and responsibilities of the Audit and Risk Committee, particularly those set out in section 54(2) of the Act. Sections 54(3), (4) and (5) of the Act requires the Audit and Risk Committee to perform other tasks.

The Audit and Risk Committee adopts an annual workplan each year. The annual workplan sets out reports to be presented to each meeting to allow the Audit and Risk Committee to discharge all the functions, responsibilities and tasks in the

Charter and the Act. **Attachment 1** to this report sets out the reports against the relevant section of the Charter or Act. It also shows when those reports are received by the Audit and Risk Committee to assure the Council that the Audit and Risk Committee is discharging its functions, responsibilities and statutory tasks.

Responding to Emerging Risks

The Committee, and management, continue to pay close attention to identifying and reviewing emerging risks. During the reporting period the Audit and Risk Committee received the “Chief Executive Officer Update” including briefings about current and emerging issues within the municipality and organisation. In addition, the Audit and Risk Committee received reports about:

- Risk Management updates including a summary of insurance arrangements and active insurance claims for the purposes of s 54(2)(c) of the *Local Government Act 2020*.
- The Outcomes of IT Disaster Recovery Plan Testing Report
- The status of Transforming Boroondara and key milestones.
- Strategic Risk Register Update including Presentation of the annual work plan
- Business Function Risk Assurance Map (BFRAM) Report
- Fraud and Corruption Control Group Activities Report

Internal Audit

Council's contracted provider of Internal Audit services is Crowe Findex. Crowe Findex were engaged by Council in December 2022.

Each meeting of the Committee provides an opportunity for the Committee to meet with the Internal Auditors in the absence of management.

All Internal Audit report recommendations are recorded on a register with their appropriate implementation actions and timeframes. This register of actions is formally followed up and progress is reported to the Committee at each meeting.

The progress of Internal Audit recommendations during the reporting period can be summarised as:

Category	Number
Number open at start of reporting period	6
Number added during reporting period	36
Number completed during reporting period	10
Number open at end of reporting period	32

Risk level of open recommendations	High	Moderate	Low
32 Open recommendations	7	19	6

The Committee considers management diligently actioned internal audit recommendations in this period. It also monitored actions not due and reported on actions past their due date.

Annual assessment of performance of the Audit and Risk Committee

Section 54(4) of the *Local Government Act 2020* (‘the Act’) states:

An Audit and Risk Committee must—

- (a) *undertake an annual assessment of its performance against the Audit and Risk Committee Charter; and*
- (b) *provide a copy of the annual assessment to the Chief Executive Officer for tabling at the next Council meeting.*

To assist the Committee to meet this obligation, an agreed self-assessment survey was distributed to the committee members.

A report compiling the survey responses has been prepared (**Attachment 2**).

Subject to any comments or feedback from the Committee on the attached survey outcomes, the survey outcomes will be presented to a future Council meeting in accordance with Section 54 (4) (b) of the Act.

At the request of the Audit and Risk Committee, the same survey was sent to Council’s Senior Management Group and Internal Auditors to complete. A report compiling the survey responses from this cohort is attached for the information of the Committee (**Attachment 3**). The results from this cohort are not required by legislation to be reported to Council.

Conclusion

The Committee looks forward to continuing to fulfil its role and working with management, Council and its auditors during the 2023-24 financial year and will provide its next Biannual report following the June 2024 Audit and Risk Committee meeting.

John Watson

Chair Audit and Risk Committee

Date 02/02/2024



Attachment 1**2023-24 Annual Workplan (relevant parts of the *Local Government Act 2020* and Audit and Risk Committee Charter noted)**

(An X denotes when a report is due. A green shaded box indicated the report was received. A yellow shaded box indicates a report is delayed. A red shaded box indicates a report was not received).

1 - Audit and Risk Committee Functions	Oct 23	15 Nov 23	Mar 24	June 24	Local Government Act or Charter reference
Bi-Annual Audit and Risk report of the activities, findings and recommendations of the Audit and Risk Committee for tabling at Council meeting. The November Report includes results of self-assessment survey: section 54(5)(4) <i>Local Government Act 2020</i>		X		X	Section 54(5) Local Government Act 2020 Section 54(4) Local Government Act 2020
Copies of all Audit and Risk Committee reports, agendas, minutes and formal resolutions for tabling at Council meeting.	X	X	X	X	Section 54(6) (b) Local Government Act 2020 Clause 7 Audit and Risk Committee Charter
Review of the Audit and Risk Committee Charter: Clause 7 <i>Audit and Risk Committee Charter</i>				X	Clause 7 Audit and Risk Committee Charter
Opportunity for Audit and Risk Committee to meet in camera with external auditors.	X	X	X	X	Appendix A (5) Audit and Risk Committee Charter
Annual review of the criteria for monitoring performance of the Committee for the coming financial year to be provided to the CEO for tabling at the next Council meeting: section 54(4) <i>Local Government Act 2020</i>				X	Section 54(4) Local Government Act 2020

2 - Risk Management Assessment	Oct 23	15 Nov 23	Mar 24	June 24	Act or Charter reference
Risk Management Update	X		X		Section 54(2) Local Government Act 2020
Strategic Risk Register Update including Presentation of the annual work plan		X			Clause 3 Audit and Risk Committee Charter
Report on the implementation of actions contained within the Risk Management Framework.				X	Clause 3 Audit and Risk Committee Charter
Occupational Health and Safety Report- including appropriate indicators and measures.			X		Clause 3 Audit and Risk Committee Charter
Fraud and Corruption Control Group Activities Report: section 54(2)(c) <i>Local Government Act 2020</i>		X			Section 54(2)(c) Local Government Act 2020 Clause 3 Audit and Risk Committee Charter
IT System Security Testing Report				X	Clause 3 Audit and Risk Committee Charter
Council Insurance Claims Statistics Report	X				Clause 3 Audit and Risk Committee Charter
Council’s Insurance Coverage Report	X				Clause 3 Audit and Risk Committee Charter
Business Function Risk Assurance Map (BFRAM) Report - utilisation and currency		X			Clause 3 Audit and Risk Committee Charter
Receive Business Enterprise Risk Committee Minutes	X	X	X	X	Clause 3 Audit and Risk Committee Charter
Transforming Boroondara Report	As required following key milestones				Clause 1.1 Audit and Risk Committee Charter Appendix A (1) Audit and Risk Committee Charter
Report an any “extreme operational risk”	As required based on risk arising				
IT Disaster Recovery Plan Testing Report	Annually with variable timing to allow for a “surprise disaster recovery exercise”				

3 - External Audit	Oct 23	15 Nov 23	Mar 24	June 24	Act or Charter reference
Meet with external auditors to review main issues relating to annual financial statements and receive and review the Audit Management Letter and the Management Representation Letter.	X				Section 54(2)(d) Local Government Act 2020 Clause 6 Audit and Risk Committee Charter
Meet with external auditors to review main issues relating to upcoming annual financial statements and review audit plan.				X	Appendix A (5) Audit and Risk Committee Charter
Review external audit reports and management response to matters arising.	X				Appendix A (5) Audit and Risk Committee Charter
Note annual external audit fee advised by Auditor-General				X	Appendix A (5) Audit and Risk Committee Charter
Receive reports to provide assurance that internal and external audit work is co-ordinated for maximum efficiency.	X				Section 54(2)(d) Local Government Act 2020 Clause 6 Audit and Risk Committee Charter

4 Internal Audit	Oct 23	15 Nov 23	Mar 24	June 24	Act or Charter reference
Review progress against the internal audit program	X	X	X	X	Clause 6 Audit and Risk Committee Charter
Review internal audit reports and management comments arising	X	X	X	X	Clause 3 Audit and Risk Committee Charter
Review the adequacy of the internal audit budget		X			Clause 6 Audit and Risk Committee Charter
Review the three year Strategic Internal Audit Plan			X		Clause 6 Audit and Risk Committee Charter

5 End of Financial Year Accounting & Reporting	Oct 23	Nov 23	Mar 24	June 24	Act or Charter reference
Review any major issues pertaining to upcoming annual financial statements				X	Section 54(2)(b) Local Government Act 2020
Receive and review annual financial statements	X				Clause 6 Audit and Risk Committee Charter
Receive update on clearance of prior year management letter points				X	Appendix A (3) Audit and Risk Committee Charter
Review annual report incorporating annual financial statements for the previous year prior to presentation to Council for adoption	X				
Recommend to Council the adoption of annual financial statements	X				
6 Management Accounting, Budgeting and Financial Reporting Practices	Oct 23	Nov 23	Mar 24	June 24	Act or Charter reference
Receive and Review Quarterly Performance Report to ensure relevance and integrity: section 54(2)(d) <i>Local Government Act 2020</i>	X	X	X	X	Section 54(2)(b) Local Government Act 2020 Appendix A (4) Audit and Risk Committee Charter
Review and recommend to the Council all significant accounting policy changes	As required based on any changes arising				Appendix A (3) Audit and Risk Committee Charter
7 Compliance with Laws and Regulations	Oct 23	Nov 23	Mar 24	June 24	Act or Charter reference
Annual Legal and Ethical Compliance Report	X				Clause 5 Audit and Risk Committee Charter Appendix A (2) Audit and Risk Committee Charter

Annual Gifts and Hospitality Register Report	X				Clause 5 Audit and Risk Committee Charter
Report on significant developments and changes in rules, regulations and laws governing Council operations	As required based on any changes arising				Section 54(2)(a) Local Government Act 2020
Report on compliance, or progress toward compliance, with significant changes in rules, regulations and laws governing Council operations	As required based on any changes arising				Section 54(2)(a) Local Government Act 2020

ATTACHMENT 3**Audit & Risk Committee - Self Assessment of Performance Survey 2023**

The Audit and Risk Committee is required by statute to conduct a self-assessment of its performance each year and report the results to Council.

To meet this requirement, a survey with 30 rated questions and 9 free text questions was distributed seeking Committee members' comments and scores on the following scale:

Less than adequate		Adequate		More than adequate	
1	2	3	4	5	6

All five Audit and Risk Committee members responded to the survey. The average score for questions is recorded below along with free text responses.

No	Question	Average Score
1	The Committee has monitored and reported on the systems and activities of Council in ensuring reliable financial reporting and management information.	5.5
2	The Committee has monitored and reported on the systems and activities of Council in ensuring high standards of corporate governance	5.5
3	The Committee has monitored and reported on the systems and activities of Council in ensuring appropriate application of accounting policies.	5.83
4	The Committee has monitored and reported on the systems and activities of Council in ensuring compliance with applicable laws and regulations.	5.67
5	The Committee has monitored and reported on the systems and activities of Council in ensuring effective and efficient internal audit functions.	5.67
6	The Committee has monitored and reported on the systems and activities of Council in ensuring effective and efficient external audit functions.	5.67
7	The Committee has monitored and reported on the systems and activities of Council in ensuring measures to provide early warning of any issues affecting the organisation's financial well-being.	5.17
8	The Committee has monitored and reported on the systems and activities of Council in ensuring the level and effectiveness of appropriate Business Continuity and Disaster Recovery Planning.	5
9	The has monitored and reported on the systems and activities of Council in ensuring maintenance and fostering an ethical environment.	5.5
10	Comments on questions 1 to 9. Free text field. Two responses received. <i>"Whilst I believe the ARC is functioning well, I have scored a number of responses as a 5 rather than a 6 because the effectiveness of the ARC is only as good as the information it receives."</i> <i>"The papers provided are of very good quality and detail to allow sufficient oversight."</i>	n/a
11	The Audit and Risk Committee has received whatever information, presentations, or explanations it considers necessary to fulfil its responsibilities.	5.5
12	Comment on question 11. Free text field. One response received: <i>"In addition to high-quality papers, management are always responsive to any requests for additional information."</i>	n/a

ATTACHMENT 3

No	Question	Average Score
13	The Committee has worked with management and Internal Audit to develop a framework for monitoring the multi-dimensional elements of corporate governance	5.67
14	Comment on question 13. Free text field. No response received.	n/a
15	The Committee has gained a level of assurance that systems are in place within Council to identify high risks.	5.5
16	The Committee has scheduled audit reviews in accordance with risk assessments.	5.67
17	The Committee has reviewed the accountability of Council's corporate governance arrangements.	5.5
18	The Committee has reviewed the effectiveness of internal control systems in place.	5.33
19	The Committee has made recommendations to address control deficiencies.	5.67
20	Comments on questions 15 to 19. Free text field. No response received.	n/a
21	The Committee has reviewed the effectiveness of management information including financial controls and reporting.	5.67
22	Comment on question 21. Free text field. No response received.	n/a
23	The Committee shall review reports outlining Developments and changes in the various rules, regulations and laws which relate generally to Council's business operations.	5.5
24	The Committee shall review reports outlining measures to ensure Council's compliance with legislation.	5.5
25	Comments on questions 23 and 24. Free text field. No response received.	n/a
26	The Committee will review the performance of internal audit.	5.33
27	The Committee will review the effectiveness of the annual external audit.	5.5
28	The Committee will recommend internal audit appointments to Council.	5
29	The Committee will provide a structured reporting line for internal and external audit.	5.5
30	The Committee will annually approve the Internal Audit Program and rolling three-year plan.	5.83
31	The Committee will Review and approve the Audit and Risk Committee Annual Plan.	5.83
32	Comments on questions 26 and 31. Free text field. Two responses received. <i>"Re Q 29, The ARC is reliant on Management to report back to the council."</i> <i>"There was some an amendment to the Charter this calendar year to address a perceived gap in appointment of a new internal auditor."</i>	n/a
33	Meetings have been conducted in accordance with the agenda issued by Governance.	5.83
34	Meeting agendas and supporting papers have been well structured and well written.	5.83
35	Meetings have been conducted to allow for full participation by all members.	5.83
36	Meetings have allowed Committee members to raise any issue they believe relevant.	5.67
37	Meetings have been conducted to allow for open, frank, and robust discussion of all matters raised.	5.83

ATTACHMENT 3

No	Question	Average Score
38	Comments on questions 33 and 37. Free text field. One response received. <i>"The meetings are very professionally conducted, allowing all members sufficient time to raise and discuss any matters that are relevant."</i>	n/a
39	Are there any other matters you believe should be raised as part of this assessment of the performance of the Audit and Risk Committee? One response received: <i>"I appreciate the positive and transparent relationship between the Committee and management. Thanks to the Chair for conducting the meetings in such a professional manner."</i>	n/a

7.2 Contract 2023/213 - Record Storage and Imaging Services

Executive Summary

Purpose

The purpose of this report is to seek Council approval to award Contract No. 2023/213 Record Storage and Imaging Services to Grace Records Management (Australia) Pty Ltd for the sum of \$1,231,808 excluding GST.

Background

Council requires a suitably qualified organisation to provide records storage and imaging services. The services include:

Record Storage Services

- Facility and records storage requirements
- Migration of records and data
- Records ordering and delivery
- Records disposal
- Secure destruction services

Imaging Services

- Overall imaging requirements
- Programmed scanning
- On-demand imaging service
- Digital Mailroom Services

Specifically, Councils operational business under this contract includes:

- Offsite storage and lodgement of inactive records
- Physical retrieval and delivery
- Secure destruction of inventory items
- Provision and exchange (collection) of secure destruction bins
- Sale of record storage boxes and barcodes
- Scan on demand delivery of files in facility storage
- Corporate Information back-scanning digitisation projects (not on demand) across all formats. I.e. micrographics, tape conversion, paper, plans, photo, and media.
- Digital Library platform including cloud storage and ordering of statutory planning files (paperless office initiative)

This contract will replace an existing MAV (Municipal Association of Victoria) contract which was a sole contractor arrangement awarded to Grace Management in 2011. This contract expired on 31 December 2023 at which time Council entered into a 3-month agreement with Grace Records Management (Contract 2023/222) to enable continuation of critical service delivery whilst an evaluation of the new panel of suppliers was undertaken.

Key Issues

Existing contractor relationship

- Grace Records has held a contractor relationship with Boroondara since 2011 with established relationships and processes
- While there are other vendors who provide a similar service offering to Grace Records, there is a significant operational overhead and exit costs associated with a change to vendor. Exit costs including box retrieval fees and new set up costs for digital platforms were factored into the evaluation.

Next Steps

Upon award of the contract, Council will oversee the management and execution of these services.

Confidentiality

Confidential information is contained in **Confidential Attachment 1**, as circulated in the confidential section of the agenda attachments. The information in this attachment is deemed to be confidential in accordance with Section 66(2)(a) and the definition of 'confidential information' in Section 3(1) of the Local Government Act 2020. The information relates to Council business information, being information that would prejudice the Council's position in commercial negotiations if prematurely released.

If discussion of the confidential information in the attachments to this report is required for Council to make a decision, Council may resolve to discuss the matter in a confidential session or to defer the matter to the confidential section of the agenda.

Officers' recommendation

That Council resolve:

1. To award Contract No. 2023/213, Record Storage and Imaging Services, to Grace Records ACN 93097110257 at their tendered schedule of rates for an initial contract period of three (3) years plus two (2) optional extension period/s of two (2) years to be exercised at the discretion of Council. The estimated total contract cost over seven (7) years (inclusive of extensions) is \$1,231,808 (excluding GST).
2. To authorise the Director Urban Living or Director Customer and Transformation (as appropriate at the time) to sign and execute the contracts on behalf of the Council and to authorise invoices to an amount not exceeding \$1,231,808 excluding GST.
3. To authorise the Director Urban Living or Director Customer and Transformation (as appropriate at the time) to negotiate and execute optional extension periods.
4. To note that expenditure under this contract has been provided for in Council's adopted budget for the financial year 2023/24 and expenditure in future years will be in accordance with the approved budget allocations.

Responsible director: **Scott Walker, Director Urban Living**

1. Purpose

The purpose of this report is for Council to give consideration to the awarding of Contract No. 2023/213, Record Storage and Imaging Services.

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

The Boroondara Community Plan (2021-31) is structured around the following seven priority themes:

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

The proposed contract for Record Storage and Imaging Services aligns with Priority Theme 7: Leadership and Governance:

- 7.1 - Decision-making is transparent and accountable through open governance processes with timely communication and reporting.
- 7.2 - Resources are responsibility allocated and used through sound financial and asset planning, procurement and risk management practices.

This procurement process has been carried out in accordance with the requirements of Council's Procurement Policy 2021-25.

3. Background

Council requires a suitably qualified organisation to provide records storage and imaging services. The services include:

Category 1: Record Storage Services

- Facility and records storage requirements
- Migration of records and data
- Records ordering and delivery
- Records disposal
- Secure destruction services

Category 2: Imaging Services

- Overall imaging requirements
- Programmed scanning
- On-demand imaging service
- Digital Mailroom Services

in accordance with the requirements of the specification.

Invitation to tender

In accordance with Council's Procurement Policy 2021-25, the tender was publicly advertised by MAV Procurement on behalf of Victorian Councils in The Age Local Government Tenders on 5 August 2023, and Tenderlink on 4 August 2023. The tender was open for a period of 21 days to the closing date of 2.00pm AEST 25 August 2023.

MAV received tenders from the following eight (8) suppliers:

- Advance Record Management Pty Ltd
- Manford Records Management Pty Ltd t/a Compu-Stor
- Datacom Information Technology Pty Ltd t/s DatacomIT
- Ecloud Business Services Pty Ltd t/a Exedee
- Grace Records Management (Australia) Pty Ltd t/a Grace Information Management
- Iron Mountain Australia Group Services Pty Ltd
- Shaw Enterprise Holdings Pty Ltd t/a Micro Image
- The Information Management Group Pty Ltd

At the completion of the tender, a panel of eight suppliers across the different categories were selected and between the 17 November 2023 and 11 January 2024, the panel supplier profile details with price schedules were progressively made available through VendorPanel.

4. Outline of key issues/options

The specification has been developed to ensure all work under this contract is to be performed by an experienced Contractor that will meet Councils mandatory requirements.

The evaluation panel applied the MAV Tender Evaluation Panel qualitative ranking to ensure a Contractor was chosen with the best ability to meet the specifications and deliver the services, in addition to the best value for money. Specifications include the range of services, capacity, credibility and capability, methodology, customer service and sustainability. Compliance with Public Records Office Victoria (PROV) requirements was also evaluated. Additionally, the evaluation panel assessed the cost of transfer in fees, digital setup and disengagement and exit fees from the current MAV supplier.

5. Collaborative Procurement Opportunities

Due to the specialist nature of the services, there is no opportunity for collaborative procurement for this Contract.

6. Consultation/communication

Contract No. 2023/213, Record Storage and Imaging Services has been informed by an understanding of current and future anticipated records storage services and imaging services. Internal consultation with high usage service departments such as Planning and technical experience from Corporate Information informed the review.

7. Financial and resource implications

Council's 2023-24 adopted budget contains a total allocation of \$429,618 for storage, destruction, and image scanning. This is inclusive of a \$256,618 priority project funding. At the time of writing the report, \$283,762 of the budget amount had been spent or committed to and \$145,856 remains.

Item	Value (excl. GST)
Storage	\$160,000
Destruction	\$13,000
Scan on Demand (Priority Project)	\$256,618
Total adopted budget allocation 2023-24	\$429,618
Funds spent or committed under existing contract	\$283,762
Total remaining adopted budget 2023-24	\$145,856

The estimated value of the contract for the initial three (3) years is \$584,250. The estimated value of two (2), 2-year optional extension periods is \$647,558. The estimated cumulative value over the maximum contract term is \$1,231,808 (excluding GST).

Council does not guarantee the appointed contractors a minimum quantity of work in relation to any of the contract components. The amount of works performed will be in accordance with the need and budgetary allocations each year.

Payment will be made in line with the respective Tenderer's Schedule of Rates.

8. Governance issues

No officers involved in the preparation of this report have a general or material conflict of interest requiring disclosure under chapter 5 of the Governance Rules of Boroondara City Council.

The recommendation contained in this report is compatible with the Charter of Human Rights and Responsibilities 2006 as it does not raise any human rights issues.

This tender process has been carried out in accordance with the requirements of Council's Procurement Policy 2021-25.

9. Social and environmental issues

No issues were identified.

10. Evaluation and review

The evaluation report is provided as **Confidential Attachment 1**.

As a result of the evaluation, the evaluation panel recommends that Council award Contract No. 2023/213 Record Storage and Imaging Services to:

- Grace Records Management (Australia) Pty Ltd (ABN 93097110257)

Manager: **Jeanine Nieuwenhuizen, Chief Customer Officer**

Report officer: Cathryn Phillips, Acting Coordinator Corporate Information

7.3 Economic Development Strategy

Executive Summary

Purpose

The purpose of this report is to seek endorsement of the:

- a. Economic Development Strategy (**Attachment 1**),
- b. Economic Development Action Plan 2023/24 - 2025/26 (**Attachment 2**), and
- c. Additional resources required to deliver core economic development programs.

The report also presents the 2023 Economic Development Strategy community consultation findings (**Attachment 3**).

Background

Broader context

The City of Boroondara's economy is shaped by its distinct 55 high streets and neighbourhood shopping centres. These precincts have experienced increasing pressures, in part due to the impact of changing shopping habits (such as towards online shopping) and responses and recovery to the global pandemic. More recently, the cost-of-living crisis, fuelled by international events and inflation, has provided further challenges for local shopping centres. The Economic Development Strategy (Strategy) and associated Economic Development Action Plan 2023/24 - 2025/26 (Action Plan) aim to enhance the health of the local economy.

Strategy development

At the 12 December 2022 Services Delegated Committee meeting, Councillors were presented with the draft Economic Development Strategy (formerly referred to as the Economic Development and Visitor Attraction Strategy) and draft Action Plan 2023/24 - 2025/26. At this meeting, Council resolved to undertake community consultation on the draft Strategy between 25 January and 10 March 2023. This consultation was the final step in a three-stage consultation process which included community consultation from December 2020 to April 2021 and a targeted stakeholder consultation undertaken from March to October 2021.

Delivering on the Boroondara Community Plan's Theme 6 - Local Economy

The Economic Development Strategy (the 'Strategy') is Council's key road map to delivering on the Boroondara Community Plan 2021-2031 Theme 6, Local Economy Strategic Objective to:

"...Support local businesses and enhance shopping precincts, fostering a strong economy and welcoming places for the community." (page 48)

The 2021 refresh of the Boroondara Community Plan 2021-2031 (BCP) identified Local Economy within the top three priority issues for our community (**Figure 1**). The importance of Local Economy to our community has risen since the 2017 BCP when it was the sixth ranked priority (**Figure 2**).

Strategy vision

In line with this Strategic Objective, the Strategy's vision is to:

- facilitate the maintenance and growth of a thriving economy and contribute to Boroondara's liveability.
- support and promote the municipality as a desirable destination for visitors through the growth of the visitor economy.

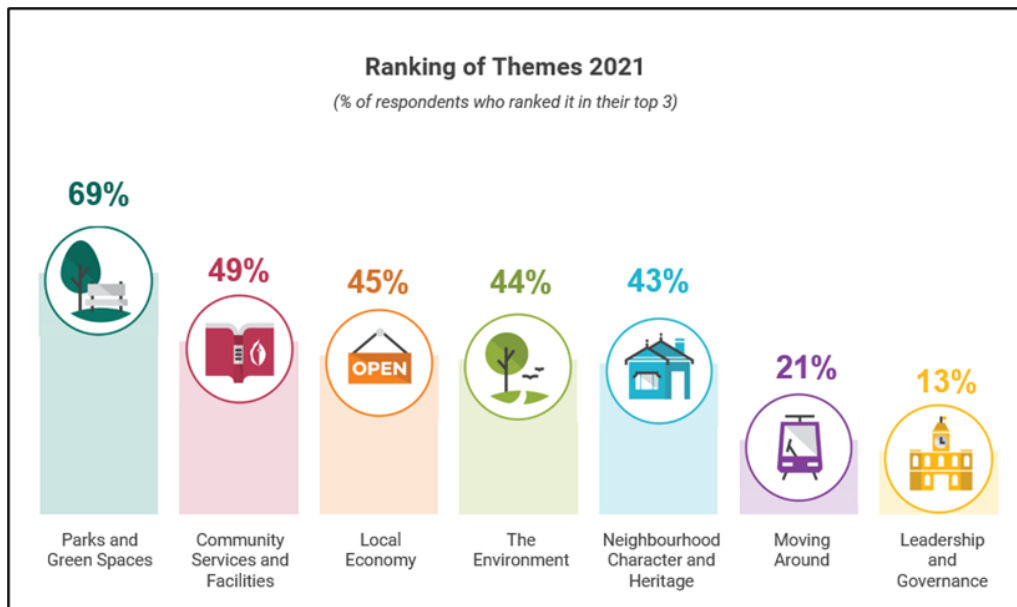


Figure 1: BCP 2021 Refresh - Theme rankings

(Source: Boroondara Community Plan Refresh 2021 Consultation results)

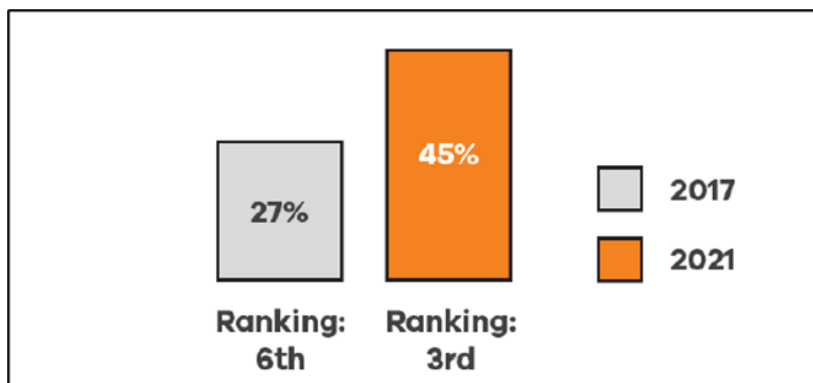


Figure 2: Local Economies Ranking - BCP 2017 to BCP refresh 2021

(Source: Boroondara Community Plan Refresh 2021 Consultation results)

Strategy priority areas

To deliver on this vision, the six-year Strategy identifies four priority areas:

- Priority 1 - Thriving Shopping Precincts
- Priority 2 - A Supported Business Community
- Priority 3 - A Sustainable, Circular and 'Smart' Local Economy
- Priority 4 - A Desirable Destination for Visitors.

Economic Development Strategy Action Plan

The six-year Strategy will be implemented through two three-year action plans. The first action plan period is proposed as 2023/24 - 2025/26. These actions complement Council's core economic development and business support programs (listed below). To ensure the actions remain relevant and respond to current and emerging issues and opportunities, a new action plan will be developed in 2026.

In response to community feedback, the Strategy (**Attachment 1**) and Action Plan (**Attachment 2**) were updated. Of note, the title of the strategy was simplified and a number of actions were added, consolidated, or amended.

Council's existing economic development core programs

Council currently delivers the following 14 economic development and business support programs (described in section 4 and **Table 2** of this report) which contribute to the delivery of the BCP's Theme 6 Local Economy. These programs also contribute to the realisation of the Strategy vision, and include:

1. Economic development program and policy development
2. Special Rate and Charge Schemes program (SR&CS)
3. Community Strengthening Grants (Vibrant Retail Precincts stream) program
4. Trader Association Liaison and Place-making Projects program
5. Business Support Service
6. Shopping Centre Improvement Program (SCIP)
7. Parklets program
8. Business Boroondara Events program
9. Economic participation program
10. Local business marketing and promotion program
11. Circular Economy program
12. Christmas in Boroondara program
13. Shopping Centre Activation program
14. Markets program.

Key Issues

Importance of the local economy to our community

The importance of the local economy to our community was highlighted in the recent findings from the 2023 Australian Liveability Census. *Place Score* surveyed more than 25,000 Australians to gauge overall liveability satisfaction and identify key attributes of each municipality. Boroondara ranked highest in Victoria and fourth nationally, with 'Local Business' its best performing attribute (**Table 1**). (Note: Place Score is an independent, for-profit social planning and data analysis company).

Ranking	Municipality	Best Performing Attribute
1	Boroondara	<ol style="list-style-type: none"> 1. Local businesses that provide for daily needs 2. Access to neighbourhood amenities 3. Landscaping and natural elements
2	Port Phillip	<ol style="list-style-type: none"> 1. Access to neighbourhood amenities 2. Connectivity 3. Spaces suitable for specific activities or special interests
3	Bayside	<ol style="list-style-type: none"> 1. Physical comfort 2. Access to neighbourhood amenities 3. Local businesses that provide for daily needs

Table 1: Melbourne's top three liveable local government areas and attributes

(Source: Place Score; The Age, 11 November 2023)

Consultation Findings

The third and final round of consultation on the Strategy occurred during January and March 2023. The consultation received 1,085 Engage Boroondara page visits, with 96 people providing contributions.

The Strategy was widely supported with approximately 79% of respondents providing positive and/or constructive feedback on the four proposed priorities of the draft Strategy. 'Thriving Shopping Precincts' was ranked most important by half of all respondents. A Community Engagement Summary is provided in **Attachment 3**.

Resourcing the Action Plan (2023/24 - 2025/26)

The six-year Strategy will be implemented through two three-year action plans. The first Action Plan (2023/24 - 2025/26) includes 24 actions (**Attachment 2**). These actions complement Council's existing economic development and business support programs identified above (and described in section 4 (**Table 2**) of this report).

Several actions will require additional resources (summarised in **Table 5**). Where this is the case, budget proposals will be submitted for consideration as part of the annual budget bid process where they can be considered against other priorities. Should these bids be unsuccessful, these actions will be reconsidered for possible inclusion in the subsequent Action Plan.

Resourcing core economic development programs

Since 2020 and the onset of the global COVID-19 pandemic, three of the 14 programs listed above (the Community Strengthening Grants, Parklet program, and Love Local Life website program), have been added to the team's core programming. Additional activity has generally increased in response to the Covid-19 pandemic and associated measures to support local businesses (both during and as part of recovery).

More generally, Council support for shopping centres and trader associations has also increased in recent years, through:

- the need for additional governance support and process improvements,
- increase in requests to support existing trader associations,
- support to establish new trader associations,
- investigations and project coordination responsibility for arts and placemaking projects and requests on Council land or assets
- demand for face-to-face business engagement, and
- support for major projects within shopping centres such as the Surrey Hills Level Crossing Removal Project (LXRP).

In addition, there has been community and organisational demand to broaden economic development programs into aspects of the local economy beyond a focus on shopping centres such as sustainability and circular economy initiatives, employment and training, and social and local procurement.

To resource the delivery of these additional responsibilities, respond to COVID-19 recovery, as well as increasing demand for trader support, three fixed-term roles were introduced into the Local Economies team from 2020. One of these roles has been partially funded by a Victorian Government Covid-19 grant. These contracted roles will conclude in June 2024 (2 roles) and December 2024 (1 role) and will impact the delivery of both core programs and the Strategy.

In order to respond to community feedback regarding the importance of local businesses and 'Thriving Shopping Precincts', and to ensure Strategy Priority areas can be delivered, additional ongoing resources (1.25 EFT) are requested from 1 January 2025 after the fixed-term roles cease.

The additional resources enable Council to deliver eight of 14 (57%) core programs (**Table 3**) and enhance the Local Economies' team capacity to deliver on key Action Plan items. The ongoing additional EFT costs would be \$95,778 in 2024/25 then \$1,761,571 over the remainder of the life of the Long Term Financial Strategy (refer **Table 6** and sections 4 and 6 of this report). In addition, the delivery of Strategy Action Plan items requiring additional project funding (**Table 5**) would be subject to the annual budget development process.

With the withdrawal of Covid-19 funding and the end of the fixed term contracts, there will be 2.8 EFT less staff within the Local Economies team. If the additional 1.25 EFT requested is approved there will still be 1.55 EFT less staff. In light of this, the following core programs will no longer be delivered, the implications of which are outlined in Section 4 (**Table 4**) of this report:

- Parklets program (relates to new parklets only)
- Shopping Centre Activation program.

Officers' recommendation

That Council resolve to:

1. Adopt the Economic Development Strategy (Attachment 1).
2. Endorse the Economic Development Action Plan 2023/24 - 2025/26 (Attachment 2).
3. Endorse funding for the additional resources required to deliver core economic development programs as described in Table 6 of this report.

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

1. Purpose

The purpose of this report is present the findings of community consultation on the Economic Development Strategy and to seek endorsement of the:

- a. Economic Development Strategy (**Attachment 1**),
- b. Economic Development Action Plan 2023/24 - 2025/26 (**Attachment 2**), and
- c. Additional resources required to deliver core economic development programs.

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

The Boroondara Community Plan (BCP) 2021-31 articulates Council's vision for 'a sustainable and inclusive community.' The BCP sets the long-term strategic directions for Council and informs, annual commitments and strategic indicators, and Council strategies, plans, policies and actions.

'Local Economy' is one of the BCP's seven priority themes which is driven by the following strategic objective:

"Support local businesses and enhance shopping precincts, fostering a strong economy and welcoming places for the community." (page 48)

Our community said:

"We value our shopping strips, including places where we can shop, socialise and dine out close to home. We strive to support locally owned businesses and want to attract more diverse businesses to our neighbourhoods to enable us to live locally and contribute to a thriving local economy". (page 46)

The Strategy is informed by and reflects the overall vision and objectives of the BCP, including 'Local Economy' (Theme 6) and its five strategies.

The 2021 refresh of the Boroondara Community Plan 2021-2031 (BCP) identified Local Economy within the top three priority issues for our community (**Figure 1**). The importance of Local Economy to our community has risen since the 2017 BCP when it was the sixth ranked priority (**Figure 2**).

In addition to the BCP, the following Council strategies, plans and policies help to inform economic development and tourism locally, including:

- Climate Action Plan (2021)
- Placemaking Framework (2019)
- Camberwell Junction Structure and Place Plan (2022) (draft)
- Revitalising Glenferrie: Glenferrie Road Place Plan (2021) (draft)
- Revitalising Maling Road: Maling Road Place Plan (2020)
- Shopping Centre Improvement Plan (2011)
- Add life to your years – Healthy Ageing in Boroondara (2019)
- Children and Young People Action Plan (2021)
- Disability Action Plan (2018-2022)
- Multicultural Action Plan (2019-2023).
- Boroondara Planning Scheme - Local policies
- Boroondara Housing Strategy 2015
- Boroondara Neighbourhood Centres and Commercial Corridor Guidelines 2014

- Boroondara Open Space Strategy 2013.

In addition to the above, the Strategy was informed by the Boroondara Economic Development Strategy - Context Report (Attachment 4) and consultation feedback.

3. Background

The Economic Development Strategy (the 'Strategy') provides a six-year vision to facilitate the maintenance and growth of a thriving economy and contribute to Boroondara's liveability. It is also designed to support and promote the municipality as a desirable destination for visitors through the growth of the visitor economy.

The Strategy is guided by the following four priorities and strategic objectives:

- **Priority 1 - Thriving Shopping Precincts**
Activate and enhance shopping precincts across Boroondara to ensure they offer vibrant places to meet and be entertained, access to job opportunities and green spaces, as well as meet the diverse shopping, social and service needs of residents, workers, businesses, and visitors.
- **Priority 2 - A Supported Business Community**
Promote business growth and investment in Boroondara that capitalises on existing industry specialisations and achieves successful economic and employment outcomes.
- **Priority 3 - A Sustainable, Circular, and 'Smart' Local Economy**
Encourage a flourishing local economy that embraces innovative models of business and supplies sustainable goods and services to our community.
- **Priority 4 - A Desirable Destination for Visitors**
Support the growth of tourism and the visitor economy by attracting non-local (i.e., Melbourne residents from outside Boroondara), regional and interstate visitors and increasing visitor spend.

The six-year Strategy will be implemented through two three-year action plans. The Economic Development Strategy Action Plan (2023/24 - 2025/26) includes 24 actions (**Attachment 2**). These actions are in addition to a range of existing economic development and business support programs and services (**Table 2**). To ensure the actions stay relevant and respond to current and emerging issues and opportunities, a new action plan will be developed in 2026.

At the 12 December 2022 Services Delegated Committee meeting, Councillors were presented with the draft Strategy and draft Action Plan. At this meeting, Council resolved to undertake community consultation on the draft Strategy between 25 January and 10 March 2023.

This consultation (Stage 3) built on two previous stages of engagement activities as outlined in Section 5: Consultation/communication.

Prior to the commencement of consultation in January 2023, and following the release of 2021 Census data, statistical data within the draft Strategy was updated.

4. Outline of key issues/options

Importance of the local economy to our community

The importance of the local economy to our community was highlighted in the recent findings from the 2023 Australian Liveability Census. *Place Score* surveyed more than 25,000 Australians to gauge overall liveability satisfaction and identify key attributes of each municipality.

Boroondara ranked highest in Victoria and fourth nationally, with 'Local Business' its best performing attribute (refer **Table 1**). (Note: Place Score is an independent, for-profit social planning and data analysis company).

Council's existing economic development core programs

Council currently delivers 14 economic development and business support programs (**Table 2**) which contribute to the delivery of the BCP's Theme 6 Local Economy. A definitive list of activities and initiatives is provided in the Strategy (**Attachment 1, Strategy pp. 17-18**). These programs will also contribute to realisation of the Strategy vision.

Core Economic Development Programs	Description	Strategic Theme
1. Economic development program and policy development	Development, implementation, management and continuous improvement of economic development programs and policy. This includes both economic and land use policies and advocacy.	All themes
2. Special Rate and Charge Schemes program (SR&CS)	Management and administration of 8 schemes.	Thriving Shopping Precincts
3. Community Strengthening Grants (Vibrant Retail Precincts stream) program	Assessment, administration and responsibility for acquittal of Council grants to Trader Associations	Thriving Shopping Precincts
4. Trader Association Liaison and Place-making Projects program	Engagement and support activities including general trader association governance and support, place-making projects and major project engagement	Thriving Shopping Precincts
5. Business Support Service	In-person and digital resources to help new and existing local businesses to navigate permits and follow-up applications; as well as online resources about how to start or grow business.	A Supported Business Community
6. Shopping Centre Improvement Program	Delivers streetscape improvements to small and medium sized shopping centres (in addition to major activity centres which are the focus of Placemaking projects). Note: This program also umbrellas initiatives to improve transport, access, safety and parking in and around Boroondara's shopping precincts.	Thriving Shopping Precincts
7. Parklets program	Permit assessment/ approval, community consultation and coordination of parklet installations	Thriving Shopping Precincts

Core Economic Development Programs	Description	Strategic Theme
8. Business Boroondara Events program	Networking and capacity building events	A Supported Business Community
9. Economic participation program	Activities and partnerships relating to employment and training and local and social procurement	A Supported Business Community
10. Local business marketing and promotion program	Boroondara Life (marketing via Facebook and Instagram) and Love Local Life (website and business directory) to showcase local businesses and visitor attractions	A Supported Business Community
11. Circular Economy program	Sustainability programs for businesses	A Sustainable, Circular and 'Smart' Economy
12. Christmas in Boroondara program	Annual Christmas Decorations installations, storage and renewal	A Desirable Destination for Visitors
13. Shopping Centre Activation program	Initiatives, activations and promotion to attract people to centres	A Desirable Destination for Visitors
14. Markets program	Oversight, support and promotion of local markets, including farmers/ makers markets (x2), Camberwell Sunday Market and Camberwell Fresh Food Market	A Desirable Destination for Visitors

Table 2: Council's core economic development programs

Since 2020 and the onset of the worldwide COVID-19 pandemic, three of the 14 programs listed in **Table 2**, (Community Strengthening Grants, Parklets, and Love Local Life website programs), have been added to the team's core programming. Additional activity has generally increased in response to the Covid-19 pandemic and associated measures to support local businesses (both during and as part of recovery). Activities associated with these three additional programs includes:

- Community Strengthening Grants program:
 - Assessment, administration, and responsibility for acquittal of Trader Association grants. Since 2020, this has included small grants (10), annual grants (18) and triennial grants (14) under the 'Vibrant Retail Precincts' stream.
 - Event concierge support for trader associations delivering events on Council land which are funded by Council triennial grants.
 - Previously managed by Arts and Culture.
- Parklet program:
 - Assessment of parklet applications, community consultation and coordination of parklet installations (20 parklets)

- Originally a temporary 'outdoor dining program' funded through a COVID grant (0.8 EFT). This is now an ongoing Council program. Funding for this role ends 30 June 2024.
- Love Local Life website:
 - Portal for business promotion (currently featuring 671 businesses) across all 53 Shopping centres which is particularly beneficial to those without a digital presence.
 - This was a COVID initiative which has continued due to high business interaction and value to traders.

More generally, Council support for shopping centres and trader associations has also increased in recent years, through:

- the need for additional governance support and process improvements (further highlighted by the recent internal audit on special rate and charge schemes),
- increase in requests to support existing trader associations,
- support to establish new trader associations,
- investigations and project coordination responsibility for arts and placemaking projects and requests on Council land or assets including for example:
 - Greythorn statues project,
 - Hartwell mural project,
 - Ashburton Village Ashy Dasher mural project,
 - Greythorn mosaic columns project,
 - Kew planter boxes project,
 - North Balwyn Village Gateway signage project,
 - Melton Ave and Myrniong St, Burwood Village bollard and signage projects,
- demand for face-to-face business engagement, and
- support for major projects within shopping centres such as the Surrey Hills Level Crossing Removal Project (LXRP), Glenferrie Road Tram Works, and North-East Link Program (NELP).

In addition, there has been community, sector and organisational demand to broaden economic development programs into aspects of the local economy beyond a focus on shopping centres in the following areas:

- sustainability and circular economy (including to deliver the Go Full Circle program),
- employment and training, including for those experiencing barriers, and
- social and local procurement.

Resourcing existing economic development core programs

To resource the delivery of these additional responsibilities, respond to COVID-19 recovery, as well as increasing demand for trader support, three fixed-term roles were introduced into the Local Economies team from 2020. One of these roles has been partially funded by a Victorian Government Covid-19 grant.

These contracted roles will conclude in June 2024 (2 roles) and December 2024 (1 role) and will impact the delivery of both core programs and the Strategy Action Plan.

To respond to community feedback regarding the importance of local businesses and 'Thriving Shopping Precincts', and to ensure Strategy Priority areas can be delivered, additional ongoing resources (1.25 EFT) are required from 1 January 2025, after the fixed-term roles cease.

The additional resources mean Council's economic development service would emphasize and promote Thriving Shopping Precincts, including the Local Business Marketing and Promotion program to raise the profile of Council's 53 shopping centres to drive visitation. This would allow Council to respond to the:

- growing importance of Local Economy to the community (now the third highest priority in the BCP),
- challenging retail landscape and need to support our shopping centres, and high streets in the wake of COVID-19 with associated changes in retail patterns and a downturn in economic conditions, and
- need for Council to continue to meet community expectations and support local businesses to grow and thrive.

The additional resources enable Council to deliver eight of 14 (57%) core programs (**Table 3**), partially deliver a further four core programs, and enhance the Local Economies' team capacity to deliver on key Action Plan items.

Fully delivered	Partial, reduced, or alternate delivery	Not delivered
Special Rate and Charge Schemes program (existing schemes only)	Economic development program and policy development	Parklets program (new parklets)
Community Strengthening Grants Program (Vibrant Retail Precincts stream)	Trader Association Liaison and Place-making Projects program	Shopping Centre Activation program
Business Boroondara Events Program	Economic participation program	
Local business marketing and promotion program (Love Local Life & Boroondara Life)	Circular Economy program	
Christmas in Boroondara program		
Markets program		
Business Support Service		
Shopping Centre Improvement Program		

Table 3: Delivery of core economic development programs (with proposed additional 1.25 EFT)

With the withdrawal of Covid-19 funding and the end of the fixed term contracts, there will be 2.8 EFT less staff within the Local Economies team. If the additional 1.25 EFT requested is approved there will still be 1.55 EFT less staff. In light of this, the following core programs will no longer be delivered, the implications of which are outlined in Section 4 (**Table 4**) of this report:

- Parklets program (relates to new parklets only)
- Shopping Centre Activation program.

The ongoing additional EFT costs would be \$95,778 in 2024/25 then \$1,761,571 over the remainder of the life of the Long Term Financial Strategy (refer **Table 6** and section 6 of this report).

Core Program / Action	Implication of non, partial or alternate delivery
Economic development program and policy development	Alternate delivery: Increased outsourcing of policy development.
Trader Association Liaison and Place-making Projects	Reduced or partial delivery: Face-to face-engagement would be limited and engagement related to non-Council major infrastructure would not occur as a business engagement service.
Economic participation program	Reduced or partial delivery: The following existing activities would be delivered: <ul style="list-style-type: none"> • Local and social procurement • Local jobs and training
Circular Economy program	Reduced or Partial delivery: The sustainability team will lead sustainable business initiatives with Local Economies playing a supporting role.
Parklets program	Non delivery: No new parklets - this includes assessment of new parklet applications, community consultation and coordination of parklet installations. Local Economies will continue to: <ul style="list-style-type: none"> • manage compliance with existing permits and • assess and issue permit renewals for existing permit holders.
Shopping Centre Activation program	Non delivery: The following activities would not be delivered: <ul style="list-style-type: none"> • Vacant shop front activation initiatives • Investigating up to 4 locations in open spaces/parks in Boroondara for use as pop-up food / beverage carts or trucks. • Promote and highlight shopping precincts, as well as significant parks and gardens in Boroondara such as Maranoa Botanic Gardens.

Table 4: Implications of partial or non-delivered core programs (even with proposed additional 1.25 EFT)

Strategy Action Plan and associated resourcing

As outlined above, the six-year Strategy will be implemented through two three-year action plans. In response to community feedback during stage 3 of the Strategy's consultation, some amendments were made to the 2023/24 - 2025/26 Action plan.

The first Action Plan (2023/24 - 2025/26) includes 24 actions (**Attachment 2**). An operational review, in anticipation of the Strategy endorsement, was undertaken in January 2024. This review considered the implementation of the Action Plan and identified several actions which will require additional resources (**Table 5**). Where this is the case, it is proposed that budget proposals are submitted for consideration as part of the annual budget bid process where they can be considered against other priorities.

To ensure the actions remain relevant and respond to current and emerging issues and opportunities, a new action plan will be developed in 2026.

Since the draft Strategy was developed, new Council strategies and plans have been developed (or are in the process of being developed), or existing ones have been refreshed. As a result of this, and in response to community feedback during stage 3 consultation, some actions within the Action Plan have been consolidated or updated.

Action	Description
Action 2	Review Council's Shopping Centre Improvement Plan (SCIP) 2011.
Action 4	Support local businesses to develop unique and marketable visitor offerings including investigation of a city-wide gift card program.
Action 6	Strengthen and streamline governance and reporting practices and processes related to special rate and charge schemes for marketing and business development of shopping precincts, including implementation of actions from the 2023 internal audit report regarding the special rate and charges schemes.
Action 7	Promote Boroondara as a visitor destination.
Action 8	Provide support to shopping precincts to diversify their business mix and attract investment through a range of methods, including the development of investment prospectuses.
Action 9	Pilot a two-year Shopping Precincts Events Program to encourage visitor attraction and build on industry-specific strengths of local areas (food, music, fashion, etc) and/ or local seasonal opportunities.

Table 5: Strategy actions requiring additional resources

5. Consultation/communication

Consultation

Three stages of extensive, strategic consultation, involving large numbers of key stakeholders and the wider community, informed the development of the Strategy and Action Plan:

- Stage 1: Community consultation (December 2020 and April 2021)
- Stage 2: Targeted key stakeholder consultation (March - October 2021)
- Stage 3: Consultation on the draft Strategy (25 January and 10 March 2023).

Following endorsement of the draft Strategy for consultation by Council (CB&D 12 December 2022), the third and final stage of community consultation was undertaken between 25 January and 10 March 2023.

The purpose of the consultation was to confirm the draft Strategy's four priorities resonated with the local community and to determine whether there was anything missing in the draft Strategy which might inform future actions to facilitate economic development and visitor attraction in Boroondara.

The third and final round of the draft Strategy's consultation employed a multi-channel approach (i.e., digital, printed and in-person approaches). Businesses, traders' associations, residents, community organisations and groups, as well as visitors to Boroondara were invited to provide feedback on the draft Strategy via the [Engage Boroondara](#) platform by:

- Ranking the four priorities of the draft Strategy in order of importance to them, and
- Providing comments on the draft Strategy and priorities.

During the Stage 3 consultation period, the Engage Boroondara webpage promoting the consultation attracted 1,085 page visits by 950 people, with 96 people providing contributions. Officers note this conversation rate is typical for a consultation page for municipal-wide strategies. A community engagement summary outlining the key findings and Council's responses is provided in **Attachment 3**.

Approximately 79% of respondents provided positive and/or constructive feedback on the four proposed priorities of the draft Strategy, with 'Thriving Shopping Precincts' ranked most important by half of respondents.

Communication

Any change to the current suite of programs offered by Local Economies will be communicated to stakeholders.

A communications plan will be developed to ensure consistent messaging to the business community to manage expectations.

6. Financial and resource implications

Three fixed-term roles were introduced into the Local Economies team from 2020 to resource the delivery of COVID-19 responses and recovery, as well as increasing demand for trader support. One of these roles has been partially funded by a Victorian Government Covid-19 grant. These contracted roles will conclude in June 2024 (2 roles) and December 2024 (1 role) and will impact the delivery of both core programs and the Strategy.

To respond to community feedback regarding the importance of local businesses and 'Thriving Shopping Precincts', and to ensure Strategy Priority areas can be delivered, additional ongoing resources (1.25 EFT) are requested from 1 January 2025, after the fixed-term roles cease.

These additional resources (1.25 EFT) are requested to be allocated ongoing within Council's Long Term Financial Strategy. Based on current rates, this would equate to \$95,778 in 2024/25 then \$1,761,571 over the remainder of the life of the Long Term Financial Strategy (**Table 6**).

Role	EFT	Cost	
		2024/25	2025/26 - 2033/24
Band 8	0.25	\$ 37,713*	\$ 438,834*
Band 6	1.0	\$ 58,065*	\$ 1,322,737*
Total	1.25	\$ 95,778*	\$ 1,761,571*

Table 6: Cost of additional resource

(*based on current assumptions)

Please note, the delivery of Strategy Action Plan items outlined in **Table 5** will require additional project funding and will be subject to the annual budget development process.

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.

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

No officers involved in the preparation of this report have a general or material conflict of interest requiring disclosure under chapter 5 of the Governance Rules of Boroondara City Council.

The recommendation contained in this report is compatible with the Charter of Human Rights and Responsibilities 2006 as it does not raise any human rights issues.

8. Social and environmental issues

The Strategy has been developed with a view to maintaining and enhancing the existing health of the local economy, with a focus on recovery and resilience building in light of the challenging economic context. The Strategy recognises the key role the local economy plays in contributing to the liveability and community wellbeing enjoyed by the Boroondara community as a whole and the potential to grow the visitor economy by creating a desirable destination for visitors.

9. Evaluation and review

As outlined in the Strategy section 'Monitoring and Evaluation of the Strategy', Council will implement, monitor and evaluate the priorities in the Strategy and actions outlined in the Action Plan (**Attachment 2**) to be undertaken by Council to facilitate economic development and tourism in Boroondara.

The Strategy will be reviewed every six years to ensure it continues to meet the needs of the local community and is aligned to the BCP, government priorities, along with the trends, opportunities and challenges faced by Boroondara's economy and community, including business stakeholders.

A new Action Plan will be developed in 2026 to ensure the actions stay relevant and respond to current and emerging issues and opportunities.

10. Conclusion

Consultation feedback received between 25 January - 10 March 2023 indicated there is general support for the Strategy, with the majority of comments and suggestions relating to the four priorities and strategic objectives/focus areas.

The Strategy will guide Council's actions over the coming years to boost economic development, liveability and visitation in Boroondara, ensuring increased opportunities for businesses, workers, residents and visitors to enjoy all it has to offer.

To maintain key levels of service and enable the delivery of most actions within the Action Plan, additional resources (1.25 EFT) are required. This will ensure Council can fully deliver 57% of core programs and enhance the Local Economies' team capacity to deliver on key Action Plan items. This will support and strengthen Boroondara's *Thriving Shopping Precincts*, the focus of which the community have told us is the most important priority for the Local Economy.

**Manager &
report officer:**

Michelle Forster, Manager Liveable Communities

Economic Development Strategy



BOROONDARA



Economic Development Strategy (February 2024)



Acknowledgement of Traditional Owners



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



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

Boroondara Community Plan 2021-2031

About this document

The City of Boroondara’s Economic Development Strategy (the Strategy) is founded on four key priorities, strategic objectives and associated actions to support and facilitate the maintenance and growth of a thriving economy and contribute positively to Boroondara’s liveability.

Informed by extensive research, economic and trends analysis impacting our economy and findings from engagement with local businesses, industry, stakeholders, and the wider community, the Strategy:

- Sets out the vision for a strong economy and outlines how this will positively contribute and impact our community
- Defines Council’s future key priorities, strategic objectives and associated actions
- Provides an overview of Council’s existing business support framework
- Identifies the challenges and opportunities facing our local economy – including external trends, influences and the impact and ongoing effects of COVID-19
- Provides an overview of the City of Boroondara’s economy, and
- Outlines how we will monitor and evaluate our Strategy.



Table of Contents

<i>Economic Development Strategy</i>	<i>i</i>
Executive summary	1
Council's Role in Economic Development	4
Policy Context	6
Local	6
Regional	6
State	7
Federal	7
International	8
State and Federal Policy Context	8
Local Context	13
Regional Context	13
Our Strategy for a Strong Economy	14
Supporting our Local Economy	16
Economic data and market research	17
Programs and initiatives	17
Grants and permits	17
Former COVID-19 business recovery and support	18
Marketing, business advice and support	18
Our Future Priorities	19
Key Priorities and Strategic Objectives	19
Priority 1: Thriving shopping precincts	21
Strategic objective 1	22
Focus areas for action	22
Priority 2: A supported business community	25
Strategic objective 2	26
Focus areas for action	26
Priority 3: A sustainable, circular and 'smart' local economy	29



Strategic objective 3 _____	30
Focus areas for action _____	30
Priority 4: A desirable destination for visitors _____	32
Strategic objective 4 _____	33
Focus areas for action _____	33
Boroondara's Competitive Advantage _____	35
Strengths _____	35
Challenges _____	35
External trends and influences _____	35
Key Strengths _____	36
Key Challenges _____	40
External Trends and Influences _____	43
COVID-19 Impacts and Business Recovery _____	43
Remote and flexible working arrangements _____	43
Workforce shortages _____	44
Co-working _____	44
Environmental Sustainability and Circular Economy _____	44
Transition of the retail industry _____	45
The 'Gig' Economy _____	45
Growing demand for health care _____	46
Global economic uncertainty _____	46
Rising inflation and cost of living pressures _____	46
Construction trends _____	47
Housing market _____	48
Adopting technological advancements and innovation _____	48
Developing the Strategy _____	50
Engagement framework _____	50
Review and analysis _____	51
Economic research and analysis – Independent review _____	51
Consultations to inform the Strategy (March - October 2021) _____	51



Background report informed by economic analysis and consultation key outcome priorities	52
Create the Strategy	52
Summary of Consultations	53
Summary of Key Findings	53
Findings from community consultations for the Boroondara Community Plan	53
Findings from industry consultations	54
Monitoring and Evaluation of the Strategy	55
Further Information	56
Contact	56
Acronyms and Glossary	58
Acronyms	58
Glossary of Terms	58
Key data sources	60



Executive summary

The City of Boroondara's Economic Development Strategy (the Strategy) outlines a vision, key priorities and associated strategic objectives to be delivered through an annual set of actions to support and facilitate the maintenance and growth of a thriving economy and contribute positively to Boroondara's liveability.

Boroondara's economy is comprised of 26,160 registered businesses, 98% of which are considered 'non-employing' or 'small businesses'.¹

The key industry sectors contributing to the business base include:

- Professional, Scientific & Technical Services – 5,163 businesses (20%)
- Rental, Hiring and Real Estate Services – 4,577 (17%)
- Health Care & Social Assistance – 3,328 (13%)
- Construction – 2,705 (10%)
- Financial & Insurance Services – 2,177 (8%)
- Retail Trade – 1,579 (6%)²

Boroondara's businesses and markets are important contributors to the maintenance and growth of the local economy given the role they play in providing employment, promoting local consumption (including resident and visitor spend), generating economic output, enhancing local amenity and driving business and/or residential investment and growth.

With almost 850,000 visitors in 2019³, the Boroondara visitor economy also generates considerable economic benefit to the area (5,781 jobs or 7% of total) and total output (\$983 million or 4% of total).

In addition to four markets, there are 53 shopping strips across the municipality with the main activity centres at Camberwell Junction, Glenferrie Road in Hawthorn and Kew Junction. These centres attract local and visitor spending, provide local

¹ Counts of Australian Businesses, Australian Bureau of Statistics (ABS), June 2022.

² Counts of Australian Businesses, Australian Bureau of Statistics (ABS), June 2022.

³ This figure is relatively high when compared to other ISEMP Councils, with Boroondara receiving almost the same rates of visitation as Stonnington (860,000) and greater levels of visitation than the municipalities of Bayside (560,000) and Glen Eira (460,000).



employment opportunities, primarily through retail, hospitality and/or professional services and perform an important role as social and community hubs.

Approximately a quarter (27%) of Boroondara's employed residents work within the municipality, with the same amount (27%) of Boroondara residents working in the Melbourne CBD.

Key local economic drivers and strengths

Boroondara's key local economic drivers and enablers are its diverse 53 shopping precincts and four markets, which attract local and visitor spending, provide local employment opportunities, primarily through retail, hospitality and/or professional services and perform an important role as social and community hubs.

As home to a large proportion of well-regarded public and independent schools, Swinburne University and a highly professional resident base and local workforce, the municipality is also an education and professional services hub, supported by a well serviced public transport network which provides easy access to the CBD and surrounding inner suburbs. Boroondara is also well serviced by public health facilities (including The Royal Talbot Rehabilitation Centre at The Austin Hospital, Kew) and private hospitals (including St Vincent's Private and Epworth Hawthorn) as well as allied health practices, which help contribute to liveability, health and wellbeing outcomes.

These strengths, coupled with other competitive advantages such as Boroondara's highly valued parks, gardens and open spaces and heritage character, facilitate and enhance the sustainability and growth of the local economy. In so doing, they play an important role in maintaining and supporting resident liveability and wellbeing, as well as retaining and/or attracting new residents, businesses, workers and visitors.

Boroondara Economic Snapshot 2021/22

 **\$12.4b**
Gross Regional Product

 **26,160**
Registered businesses

 **81,609**
Local jobs

Trends shaping this Strategy

The Strategy has been developed in the context of the role of economic development in Council's broader scope of work and strategic objectives.

The Strategy takes into consideration a range of external factors influencing economic development in Boroondara, including:

- the impact of COVID-19 and the importance of providing businesses with targeted support to promote recovery and resilience moving forward



- skills shortages in key industries
- the rise in remote and flexible work arrangements
- the increase in online shopping and the changing role of shopping precincts
- growing demand for health and aged-care services and
- the rise in business adoption of technology and environmentally sustainable practices.

The development of the Strategy has been informed by independent research and analysis on the economic and demographic context of Boroondara, as well as extensive consultations with diverse stakeholders.

Community feedback

Consultations highlighted the importance of Council providing a range of support to local businesses, particularly those operating in industries impacted negatively by COVID-19, as well as leveraging local assets such as parks, heritage assets, markets and events to facilitate visitation and spending. The results also indicated the value the community places on local shopping precincts, with ongoing investment in their maintenance and development and increased retail diversity being considered a high priority. The importance of building industry capacity to implement environmentally sustainable business practices and assist in the transition to a circular economy was also prevalent.

Our key priorities

In response, the Strategy is underpinned by four, key priorities to provide a foundation for the creation of vibrant, engaging precincts and destinations, and promote and positively influence Boroondara's economy.

- **Priority 1 - Thriving Shopping Precincts**
- **Priority 2 - A Supported Business Community**
- **Priority 3 - A Sustainable, Circular and 'Smart' Local Economy**
- **Priority 4 - A Desirable Destination for Visitors**

These priorities represent focus areas which are supported by strategic objectives and complemented by actions as economic drivers. The Action Plan outlines the specific actions we will take in 2023/2024, with annual action plans being developed for future years.



Council's Role in Economic Development

Local governments play a key role in facilitating economic development by attracting businesses and residents to municipalities. They aim to achieve this through strategic long-term actions and plans⁴.

A wide range of factors influence and contribute to the economic development of a municipality, many of which are beyond the direct influence or control of local government⁵.

A council's role in relation to local economic development is informed by the *Local Government Act 2020* which sets out the following overarching governance principles:

- priority is to be given to achieving the best outcomes for the municipal community, including future generations
- the economic, social and environmental sustainability of the municipal district, including mitigation and planning for climate change risks, is to be promoted
- the municipal community is to be engaged in strategic planning and strategic decision making
- innovation and continuous improvement is to be pursued
- collaboration with other councils and governments and statutory bodies is to be sought.

Council also has roles and functions under the *Planning and Environment Act 1987* as both the planning authority and responsible authority for the Boroondara Planning Scheme. The Scheme contains planning policies and provisions at the State, Regional and Local levels relating to land use and development and contains specific policy relating to economic development and tourism.

These policies and provisions may also relate to the land zoning (whether land can be used for certain commercial or industrial purposes), building heights and setbacks, as well as special planning controls relating to neighbourhood character, heritage, vegetation protection and flooding.

⁴ Victorian Auditor-General's Office (VAGO) - 8 March 2018

⁵ Ibid



Local government also has several specific powers to help facilitate economic development. These include entrepreneurial powers, the power to sell or lease land, declare and defer special rates and charge schemes and enter into contracts, which may also be subject to specific conditions and limitations⁶.

The City of Boroondara works in partnership with the Victorian and Australian Governments to create an enabling local environment which facilitates and promotes economic growth. Council is well positioned to do so due to knowledge of, and relationships with a diverse range of stakeholders in the local community, including local businesses.

Council is responsible for the delivery of the Strategy in the capacity of coordinator, enabler and facilitator. Council plays an important role in the economy and the community because of its everyday engagement with local businesses, business associations and residents and its links to other agencies, service providers and tiers of government.

While Council will lead on the delivery of a range of actions, some will require Council partnering with, and/or advocating to, external stakeholders to support economic development and social outcomes.

The Strategy will be reviewed every five years to ensure Council continues to meet the needs of the local community and is aligned to government priorities, along with the trends, opportunities and challenges faced by Boroondara's economy.

⁶ Ibid



Policy Context

Economic prosperity is important on both a national and local scale, enabling communities to improve their economic future⁷.

The purpose of economic development is ideally to deliver positive economic, social and environmental outcomes for the local community.

There are several key local, regional, state, federal and international strategies and plans considered relevant to economic development and visitor attraction in Boroondara.

Local

- Boroondara Community Plan 2021–31
- Healthy Ageing in Boroondara 2019
- Arts Plan 2015–2018
- Children and Young People in Action Plan 2021
- Climate Action Plan 2021
- Disability Action Plan 2018–2022
- Camberwell Junction Structure and Place Plan 2022 (draft)
- Glenferrie Road Place Plan 2021 (draft)
- Maling Road Place Plan 2020
- Multicultural Action Plan 2019–2023
- Shopping Centre Improvement Plan 2011
- Placemaking Framework 2019
- Boroondara Planning Scheme - Local policies
- Boroondara Housing Strategy 2015
- Boroondara Neighbourhood Centres and Commercial Corridor Guidelines 2014
- Boroondara Open Space Strategy 2013

Regional

- Inner Metropolitan Melbourne Local Jobs Plan 2021
- Inner Metropolitan Partnership – COVID Recovery 2021
- Inner Metropolitan Partnership Priorities
- Inner South East Metropolitan Land Use Framework Plan 2017–2050

⁷ VAGO 2018



- Inner South East Metropolitan Partnership Regional Framework 2020
- Inner South East Metropolitan Region: Five-year Plan for Jobs, Services and Infrastructure 2018–23
- Melbourne East 2020 Regional Plan
- Plan Melbourne 2017–2050
- Strategy for a Vibrant Local Economy in the Inner South East Region 2020
- Boroondara Planning Scheme - Regional policies

State

- Department of Jobs, Skills, Industry and Regions (DJSIR) Strategic Plan 2021–2025
- DJSIR Visitor Economy Recovery and Reform Plan 2021
- Invest Victoria International Investment Strategy
- Recycling Victoria: A New Economy 2020
- The Victorian Government's circular economy policy and plan, Recycling Victoria: a new economy 2020
- Victorian Budget 2022/23 Budget Paper 2: Strategy and Outlook
- Victorian Visitor Economy Masterplan Directions Paper 2022
- Victoria's Mental Health and Wellbeing Workforce Strategy 2021–2025
- Victorian Department of Education and Training Strategic Plan 2021–2025
- Victoria's Infrastructure Strategy 2021–2051
- Creative State 2025
- Victorian Skills Authority Victorian Skills Plan for 2022 into 2023
- Boroondara Planning Scheme - State policies

Federal

- Australia 2030: Prosperity Through Innovation Strategy 2017
- Australia's Long Term Emissions Reduction Strategy 2021
- Australia's Tech Future 2018
- Digital Transformation Strategy 2019
- Global Innovation Strategy 2016
- National Waste Policy and Action Plan 2019
- Smart Cities Plan 2016
- Federal Government Budget 2022–23 Budget Paper 1: Strategy and Outlook
- Australian Jobs and Skills Summit Issue Paper 2022
- Thrive 2030: The Re-imagined Visitor Economy Strategy 2022–2030
- National Reconstruction Fund 2022



International

- UN Sustainable Development Goals

Economic development is broadly informed by these strategies. The objective of local economic development is more than increased business activity and jobs growth, with a growing focus on improving the quality of life for all those who live, work, study in or visit an area, in a way that is environmentally sustainable.

At a macro-economic level, relevant economic development key strategies and policies from the Australian and Victorian Government, and local government regional forums identify current and future focus areas, implications, and opportunities which can influence economic growth within our city. These focus areas have helped inform the priorities and strategic direction of the Strategy.

A summary of relevant policy documents is provided in the Boroondara Economic Development Strategy Context Report.

State and Federal Policy Context

The Australian Government and the Victorian Government set out the broad policy and strategic context in relation to economic development. Strategies and policies aim to drive outcomes supporting consumers, employment, investment, education, tourism, innovation and sustainability outcomes.

Government has focused on economic recovery and growth by supporting local job creation, precinct activation and inclusive communities. The following demonstrates the key focus areas for economic development at a state and federal level, the subsequent policy responses and initiatives, as well as the implications for the Boroondara economy and community.

This helps to identify the policy context for Boroondara to inform the development of the Strategy and future directions for the local economy. Key trends have also been examined in this section and include⁸:

- Workforce shortages;
- Cost of living pressures;
- Tourism development and visitor attraction;

⁸ These macroeconomic trends, as well as other external economic influences, are provided in greater detail in the 'External Trends and Influences' section.



- Circular economy;
- COVID-19 recovery; and
- Technology and innovation.

Note: this includes recent trends which have impacted the national, state and local economies over the past 12-18 months.

Workforce Supply and Challenges for Key Sectors

Demand for workers significantly increased following the easing of public health restrictions in the second half of 2021, with the Australian and Victorian Governments focusing on building the skilled workforce supply to meet the needs of industry now and into the future.

The 2022-23 federal budget allocated \$2.8 billion for training the next generation of apprentices and \$2.2 billion to supporting Australian industries and universities to develop innovative companies and products. The reopening of international borders will continue to encourage skilled migration to address workforce shortages. Additionally, the 2022 federal Jobs and Skills summit brought together unions, employers, civil society and government, to address key workforce challenges. This will help support the government to focus on maintaining full employment, growing productivity, boosting job security, lifting participation, skills and training and delivering jobs for the industries of the future.

The Victorian Skills Authority's Victorian Skills Plan for 2022 into 2023 estimates Victoria will need an additional 373,000 workers across 13 key industries by 2025 and identifies actions for the Victorian Government to undertake to address priorities in skills provision. The Strategy recommends all levels of government partner with industry, employers, unions, training providers and learners to deliver these actions.

The Victorian Government is also aware of the significant workforce challenges facing the education system as population growth increases and international students continue to return to schools, TAFEs and universities. As outlined in the Department of Education and Training Strategic Strategy (2021-25), relevant state initiatives designed to overcome these challenges include:

- Victorian Academy of Teaching and Leadership, providing advanced professional learning for Victorian teachers and educational leaders.
- The Victorian Skills Authority, which will deliver a range of initiatives to strengthen the quality of teaching and training and improve pathways for skilled workers.



- The Free TAFE program, which is playing an important role in providing a pipeline of essential healthcare workers, such as nurses.
- The Victorian Higher Education State Investment Fund, providing significant investment in Victoria's universities to boost productivity and drive innovation.

The health sector is also experiencing labour shortages, which is impacting service provision. In response, Health Victoria is currently developing a Health Workforce Strategy which will outline the approach to long term workforce recovery, development, and growth, and identify immediate actions to support the state's health workforce. Additionally, the Victorian Government's Pandemic Repair Plan includes more than \$12 billion for the health system, improving emergency response and supporting healthcare workers following the impacts and disruptions of the pandemic.

Understanding and capitalising on government measures to combat labour shortages will be crucial to supporting Boroondara's economy, particularly the key sectors of healthcare, education and training, and retail trade which are top employing industries in the municipality and are experiencing workforce challenges.

Cost of Living Pressures

Australia has been affected by global inflationary pressures such as elevated oil prices and supply chain disruptions, with inflation expected to remain moderate and largely reflect domestic labour conditions in the medium-term. The Australian Government aims to address pressures on cost of living through a temporary and targeted cost of living package. This includes a \$420 cost of living tax offset for low- and middle-income earners, and a \$250 cost of living payment for eligible Australian pensioners, welfare recipients, veterans and concession card holders.

Current economic conditions impacting consumer and business sentiment – as well as local consumption rates – should be considered when identifying potential support mechanisms and future opportunities for economic development in Boroondara.

Tourism Development and Visitor Attraction

The Australian Government's THRIVE 2030 Strategy and Action Plan sets a long-term goal for the visitor economy to grow to \$230 billion by 2030, which will be achieved through workforce growth, enhancing visitor infrastructure and investing in high-quality tourism products.

In addition, the Victorian Government, Department of Jobs, Skills, Industry and Regions (DJSIR) has released a Visitor Economy Recovery and Reform Plan with



the aim of growing and rebuilding the domestic visitor economy. The Plan outlines several funding opportunities provided by the Victorian Government, including funding for products and infrastructure, industry strengthening, destination marketing and events.

The State Visitor Economy Masterplan is currently being developed to support the tourism sector and its communities to recover and flourish now and into the future. The Victorian Government has also funded Regional Tourism Boards to develop and implement tailored local workforce plans and projects to help create a thriving visitor economy that supports increased visitation to the state.

The 2022-23 State Budget also outlines \$246 million to help the tourism, creative and major event industries bounce back from the impacts of the pandemic, including international marketing campaigns, business event attraction and an events recovery and support program.

The Australian and Victorian Government tourism strategies should help inform future directions and initiatives to support Boroondara's visitor economy, particularly infrastructure investment and workforce attraction. There is also an opportunity to capitalise on existing funding and programs to help support event development and growth, which is a key factor for local visitation and visitor spend.

Circular Economy

Australia has committed to achieving net zero carbon emissions by 2050 and is on track to exceed the 2030 target with a reduction in emissions of up to 35 per cent projected by 2030. Emissions reductions targets will be achieved through driving down technology costs, enabling infrastructure deployment at scale, and adopting circular economy practices. Australia's strategic waste policy is now underpinned by circular economy principles, with targets to ban the export of some waste products, reduce total waste, increase the average rate of waste recovery and increase the use of recycled products by government and industry. The Australian Government supports the implementation of better waste management plans by state and territory governments, business and industry.

In addition, the State Climate Change Strategy (2021) provides a roadmap to achieving net-zero emissions by 2050. To achieve the emissions reduction targets, the Victorian Government has outlined emissions reduction objectives for each sector. This includes actions for energy, waste, industrial processes and product use, transport and community.



Subsequently, this has facilitated a major shift in the delivery of economic development practices towards a circular economy model. This is reflected in the Victorian Government's 10-year circular economy policy to set Victoria up for a more sustainable future. The circular economy seeks to reduce the environmental impacts of production and consumption, avoid waste with good design and effective recovery of materials which can be reused. It seeks to transform a linear economy mindset – take, use and throw away – and foster new ways of working to deliver new businesses, jobs, growth and improved environmental and social outcomes.

From 1 February 2023, the Victorian Government is banning the sale and supply of single-use plastic, this will include plastic items made from conventional, degradable and compostable materials, including bioplastics.

Council's Climate Action Plan (2021) helps support key circular economy initiatives such as energy efficiency and circular economy.

COVID-19 Recovery

Australian and Victorian Government support is crucial in assisting ongoing business recovery following the previous and ongoing impacts of COVID-19. Economic development will play a role in supporting future economic recovery at the local level, particularly for the hard-hit sectors of retail, hospitality, tourism and creative industries.

Technology and Innovation

Enhancing innovation, productivity and the technological capability of the Australian economy is a key objective of the Australian Government. The Australia 2030: Prosperity Through Innovation Strategy (2017) details the five strategic policy imperatives for achieving Australia's economic aspirations: education, industry, government, research and development and culture and ambition. Federal-level strategies also recognise the importance of Australia's industry, science and research collaboration, and technological and digital transformation.

Supporting small businesses to adopt digital technology and train and upskill employees with new tax incentives is a key economic development objective of the 2022-23 federal budget.

Given Boroondara's highly educated workforce, large proportion of small businesses and specialisation in professional services, economic development initiatives should consider opportunities in emerging and innovative industries. This could include start-ups, digital enterprises and entrepreneurship.



Local Context

Local strategies prepared by Council help to identify local priorities and context to inform economic development and tourism directions.

The Boroondara Community Plan's Vision is a critical document that articulates Council's priorities for *a sustainable and inclusive community*, with a specific objective to support local businesses, enhance shopping precincts and foster a strong economy and welcoming places for the community.

Boroondara's economic development strategies primarily focus on promoting local retail and shopping precincts, improving infrastructure and streetscapes and supporting local traders and businesses. These objectives are supported through Council's Placemaking Framework (2019), Shopping Centre Improvement Plan (2011) and various Place Plans for activity centres.

Council's Climate Action Plan (2021) helps support key circular economy initiatives such as energy efficiency and circular economy. This plan aims to achieve sustainable economic growth in Boroondara, in line with federal and state objectives, which will have implications for local economic development practices and future investments.

Regional Context

At a regional level, Boroondara is part of Metropolitan Melbourne's Inner South-East Partnership (ISEP), which is one of the six Metropolitan Partnerships established by the Victorian Government. The Partnership's vision is for a thriving and connected region that meets the needs of its diverse community, and it helps frame economic and community priorities.

At a regional level, economic development activities focus on social connection, vibrant economies, transport connectivity, sustainable environments and affordable housing. These objectives are delivered through activities such as business support, investment facilitation, place activation, skills and knowledge development, information and networking and grants. The Strategy for a Vibrant Local Economy in the Inner South East Region (2020) identified opportunities to expand and enhance these activities by taking a regional view about what and how economic development activities are pursued.



Our Strategy for a Strong Economy

The City of Boroondara's Economic Development Strategy is informed by and reflects the vision of Council's key strategic document - the Boroondara Community Plan (BCP) 2021 - 2031.



Figure 1 Boroondara Community Plan 2021 - 2031 Framework

The Strategy for economic development in Boroondara is strongly influenced by the community's voice to foster a strong **local economy**.

Theme 6, Local Economy is one of 7 key themes in the BCP (Figure 1) driven by the strategic objective to “**support local businesses and enhance shopping**”



precincts, fostering a strong economy and welcoming places for the community”.

This strategic objective is supported by the following five strategies, which will help frame the future strategic directions and opportunities for Boroondara.

- 6.1 Local retail precincts provide a gathering point for residents and attract shoppers through supporting initiatives which encourage a range of businesses needed by the community.
- 6.2 Local traders and businesses are supported by providing training and upskilling initiatives to maintain and increase viable businesses.
- 6.3 Shopping centres and strips are hubs of community activity through activating local shopping precincts.
- 6.4 Shopping centres are clean, well-maintained and inviting, through revitalising infrastructure and streetscapes and proactive renewal and maintenance.
- 6.5 Local visitation is increased through showcasing and promoting local shopping and attractions.

The Strategy’s four Economic Development key priorities below strongly supports and aligns with Theme 6 of Council’s BCP and the overall planning framework.

- Priority 1: Thriving shopping precincts
- Priority 2: A supported business community
- Priority 3: A sustainable, circular and 'smart' local economy
- Priority 4: A desirable destination for visitors

Our community said:

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

Boroondara Community Plan 2021-2031 - community feedback



Supporting our Local Economy

The City of Boroondara facilitates, promotes and enables aspects of economic development in Boroondara. While business, industry and higher tiers of government often drive economic development, Council influences the 'enabling environment' for prosperity. This includes the provision of services, infrastructure and support mechanisms required to facilitate economic activity.

Council contributes to economic development holistically by:

- developing and implementing a vision for the local economy;
- maintaining local planning policies that are supportive of business innovation, investment and appropriate industry growth;
- maintaining and advocating for local infrastructure, such as transport networks;
- ensuring availability of appropriately zoned commercial land;
- improving the amenity of streetscapes, particularly in key business areas;
- providing community services and facilities;
- maintaining 'lifestyle' attributes including the City's high-quality parks, wide, tree-lined streets and pedestrian pathways, extensive cycling paths and recreational facilities; heritage character and arts and cultural services;
- supporting and promoting businesses and key stakeholders within the business community, including traders' associations;
- promoting the area as a location to visit, invest and do business in;
- building capacity of local businesses and industry through the delivery of educational and professional development workshops, the facilitation of networking and dissemination of information;
- enabling sustainability and circular economy programs and services for business;
- profile and celebrate businesses demonstrating leadership in the implementation of environmental sustainable practices within their operations;
- advocating on behalf of the business community to relevant bodies including other levels of government for support and investment;
- partnering with relevant bodies, including Victorian and Australian Governments, community organisations and groups and other local councils to deliver initiatives which facilitate economic growth;
- sharing and collecting data to identify opportunities, challenges and trends; and,
- establishing marketing and business development funds within key shopping precincts.



A detailed overview of the City of Boroondara's precincts, visitor economy and economic and demographic profile is outlined in the Boroondara Economic Development Strategy Context Report.

The City of Boroondara has a dedicated Local Economies team responsible for delivering a comprehensive suite of ongoing programs, services and projects which align to the expressed needs of key stakeholders within Boroondara's business community.

Economic data and market research

- Continuous local business needs analysis
- Online economic data and analysis via Economy ID (an external economic modelling and analysis service)
- Pedestrian counters in key shopping centre locations to track visitation

Programs and initiatives

- Environmentally sustainable/circular economy activities
- Vacant shop front activation initiatives
- Annual city-wide Christmas in Boroondara program
- Placemaking projects and activities in Boroondara's public spaces and shopping centres to increase social interactions, economic viability and enhance the health and wellbeing of our community
- Business support activities to advance local businesses' uptake and use of digital technology
- 'Buy Local' campaigns
- Outdoor trading initiatives, including the annual parklet program across Boroondara
- Local markets support including the Boroondara Farmers' Market, the Hawthorn Maker's Market and the Camberwell Sunday Market in partnership with relevant stakeholders
- Camberwell Fresh Food Market in conjunction with a commercial managing agent.

Grants and permits

- Business support and assistance in applying for permits and setting up a new business (the Business Support Service)



- Grants programs to businesses and traders' associations to fund a range of activities including events, including Council's Community Grants program (annual, bi-annual and triennial grants), Vibrant Retail Precincts stream
- Grant information for business from other sources

Former COVID-19 business recovery and support

- COVIDSafe Business Concierge Program
- Face to face business engagement
- COVID-19 advice and support as required

Marketing, business advice and support

- Training workshops and events, networking opportunities and mentoring services
- Regular Business Boroondara e-newsletter
- Advice and support to traders' associations and groups (levied and non-levied), including assistance to establish new traders' associations
- Special rate and charge scheme programs to optimise business development and marketing in key shopping centres
- Advice and support to traders' associations on proposed initiatives on Council land and/or assets in shopping precincts, including murals and arts installations to reflect the area's unique strengths and enhance its sense of 'place'
- Profile and celebrate businesses demonstrating leadership in the implementation of environmental sustainable practices within their operations
- A dedicated Business Hub on Council's website providing information on support and resources available to business
- Love Local Life website and directory (consumer and business subscriber base)
- Boroondara Life Facebook and Instagram channels to showcase local businesses and visitor attractions
- Collaborate and network with other local governments and regional networks/groups on strategic initiatives
- Information and support to businesses impacted by major infrastructure projects
- Graffiti management program in shopping precincts in partnership with local traders' associations on the basis of a 50:50 co-contribution.



Our Future Priorities

Independent economic analysis and research along with findings from consultations identified four key priorities for Council in facilitating a vibrant local economy and driving positive social outcomes for residents, workers, students and visitors into the future.

The priorities focus on maximising Boroondara's competitive advantages and opportunities, while addressing and responding to challenges and external trends.

It should be noted that while Council is able to lead the planning and delivery of several actions designed to facilitate economic development, visitor attraction and social outcomes in Boroondara, there are some instances where Council's role is primarily to advocate to, or partner with, relevant external stakeholders.

Key Priorities and Strategic Objectives

The four, key priorities and strategic objectives below focus on creating thriving and engaging shopping precincts, a supported and resilient business community, an enabling environment which promotes 'smart' ways of working and sustainable business practices and a culture of buy and support local, and desirable tourism opportunities and destinations for metro Victorian and national visitors.

1. Thriving shopping precincts

Activate and enhance shopping precincts across Boroondara to ensure they offer vibrant places to meet and be entertained, access to job opportunities and green spaces, as well as meet the diverse shopping, social and service needs of residents, workers, businesses and visitors.

2. A supported business community

Promote business growth and investment in Boroondara that capitalises on existing industry specialisations and achieves successful economic and employment outcomes.

3. A Sustainable, Circular and 'Smart' Economy

Enable a flourishing local economy that embraces innovative models of business and supplies sustainable food and services to our community.

4. A desirable destination for visitors



Support the growth of the visitor economy by attracting non-local (i.e., Melbourne residents from outside Boroondara), regional and interstate visitors and increasing visitor spend.



Priority 1: Thriving shopping precincts





Strategic objective 1

Activate and enhance shopping precincts across Boroondara to ensure they offer vibrant places to meet and be entertained, access to job opportunities and green spaces, as well as meet the diverse shopping, social and service needs of residents, workers, businesses and visitors.

Focus areas for action

Create a unique 'Sense of Place'

Activity centres and shopping precincts are activated and lively destinations.

Encourage diverse retail, hospitality and personal service sectors

Diverse retail, hospitality and personal services will help provide amenity, generate output and create local jobs.

Support and enable traders' associations to activate and enhance shopping precincts

Leverage traders' associations to help activate shopping precincts, deliver events, drive visitation and encourage local consumption.

Facilitate investment in the maintenance, renewal and further development of shopping precincts to support resident liveability

In collaboration with other levels of government and industry peak bodies, advocate for investment in local shopping precincts to ensure they remain a key driver of economic, tourism and social activity.

Enable a diverse range of quality housing options within shopping precincts to allow for the needs of a diverse range of workers

Consider future housing needs as part of Council's Housing Strategy review and update and future Activity Centre Structure Plans.

Boroondara's shopping precincts are key drivers of local residential and business amenity, facilitating a range of economic and social benefits for the municipality. These include:

- supporting local businesses and employment across the municipality
- providing key retail, hospitality and personal services to meet the needs of residents, workers and visitors



- contributing to local consumption and business activity
- supporting a 'live local' environment
- promoting community engagement through public spaces and events
- attracting private and public investment into the City
- attracting visitation and spending.

Boroondara currently has 11 incorporated Traders' Associations, eight of which have a special rate and charge scheme in place to support marketing and business development activities. The trader associations are a highly effective mechanism in supporting and empowering businesses to work together for the betterment of their shopping centres. The associations also deliver significant community benefit through the delivery of a range of events, festivals and activations. They also leverage Council grants and information and collaborate on key projects enabling strong lines of communication between Council, other levels of government and local small businesses.

COVID-19, along with the growth of the digital economy has contributed to increased flexibility in many occupations, with 'telecommuting' and 'teleworking' work practices as well as hybrid working arrangements (i.e., working from home and the office) becoming more commonplace. These changes have contributed to the shift towards heightened 'localism' whereby people increasingly undertake many of their daily activities - working, shopping and socialising - local to where they live.

A key focus for Council is to continue to invest in, as well as support the maintenance, development, enhancement, activation and promotion of Boroondara's shopping precincts and other commercial centres. This is achieved through the development and implementation of a range of plans and strategies as well as diverse support services spanning across all Council directorates including the following:

- Oversight and administration of special rate and charge schemes in eight key shopping centres
- Development of Place Plans and Structure Plans to guide the development of specific commercial areas and networks
- Development and implementation of Shopping Centre Improvement Plans in specific shopping precincts
- Proactive maintenance schedules.

The facilitation of innovative approaches to activating these precincts such as outdoor dining initiatives, footpath trading and festival and event support which also facilitate the growth of the area's night-time economy.



Ongoing Council support will continue to be strategic and directed at improving the amenity and liveability of shopping precincts. This includes fostering a 'sense of place' which establishes each precinct as a unique destination. This will involve Council continuing to adopt a placemaking approach whereby a holistic vision is developed in consultation with key stakeholders to inform the delivery of economic, social, cultural and public realm initiatives. This will enable positive social and economic outcomes and facilitate the development of unique, vibrant and memorable places where people feel a sense of belonging.

Ongoing business support programs and projects will be aimed at streamlining Council processes and permits for business, promoting a 'live local' culture, activating and promoting shopping centres and supporting businesses and traders' associations.

Annual action plans support this priority and strategic objective. These actions are in addition to a range of existing programs and services Council delivers to facilitate economic development and visitor attraction to support the local business community.



Priority 2: A supported business community





Strategic objective 2

Promote business growth and investment in Boroondara that capitalises on existing industry specialisations and achieves successful economic and employment outcomes.

Focus areas for action

Create a conducive environment for 'Small' and 'Home-Based' businesses

Support the small business community to enable business development and growth without impacting residential amenity.

Encourage business investment and attraction

Facilitate the development of a diverse business mix in Boroondara through supporting existing businesses and attracting new ones to the municipality.

Promote business recovery and resilience

Support business recovery and resilience and build business capacity to respond to a changing environment through the provision of business support services, including information, training and resources.

Assist to facilitate employment and training outcomes

In partnership with relevant stakeholders, enable the delivery of employment and training outcomes for Boroondara's businesses and job seekers through a range of networking and promotional activities, and the development of information and resources.

Boroondara's economy is comprised of 26,160 registered businesses, 98% of which are considered 'non-employing' or 'small businesses.' Council's core role in economic development and visitor attraction is to create a thriving and productive environment for these businesses through providing business support, promoting business growth and facilitating business attraction.

The key industry sectors contributing to the business base include:

- Professional, Scientific & Technical Services – 5,163 businesses (20%)
- Rental, Hiring and Real Estate Services – 4,577 (17%)
- Health Care & Social Assistance – 3,328 (13%)
- Construction – 2,705 (10%)



- Financial & Insurance Services – 2,177 (8%)
- Retail Trade – 1,579 (6%)⁹

These industries are important contributors to the maintenance and growth of Boroondara's economy given the role they play in providing employment, promoting local consumption (including resident and visitor spend), generating economic output, enhancing local amenity and driving business and/or residential investment and growth.

There is an opportunity for Council to advocate to and collaborate with employment providers and learning institutions to support the attraction of new workers and support industries that are currently experiencing workforce shortages impacting their ability to remain viable. These industries include health care and social assistance, hospitality and retail.

In addition, Council plays a role in the creation of a conducive and supportive environment through the provision of:

- training and networking activities
- business mentoring
- promotional opportunities through Council's channels to showcase businesses to local consumers and visitors
- buy local campaigns which encourage local businesses and residents to purchase products and services from local suppliers.

These activities are particularly important as several small to medium businesses (and home-based businesses) are expected to grow in Boroondara, with smaller businesses typically requiring additional support as they lack the resources to maximise growth opportunities.

Business growth is expected to be driven by professional and financial services, which comprise almost one-fifth of the business base and are a key area of strength for Boroondara. Several Professional and Financial Services businesses are mostly located in existing activity centres and commercial corridors, where there is increasing competition for land from residential development. To ensure employment and economic growth can be realised in future, it will be an important consideration for Council to:

⁹ Counts of Australian Businesses, Australian Bureau of Statistics (ABS), June 2022.



- retain Commercial 2 zoned land to ensure ongoing and future opportunities for commercial and office uses within the municipality free of residential encroachment
- plan for appropriate levels of intensification of employment uses in Commercial 2 zoned land, supported by investment in local infrastructure and clear policy guidance
- plan for employment uses to be delivered on Commercial 1 zoned land, either through a mix of uses or as dedicated employment developments (retail and/or office)
- limit 'residential-only' developments in activity centres to ensure capacity remains to achieve economic objectives, floor space demand and centre functions,
- invest in centre improvements to attract business investment and activity to ensure Boroondara's centres have a competitive advantage, and
- investigate options to incentivise landlords to maintain and/or upgrade building facades and shop fronts in key shopping centres.

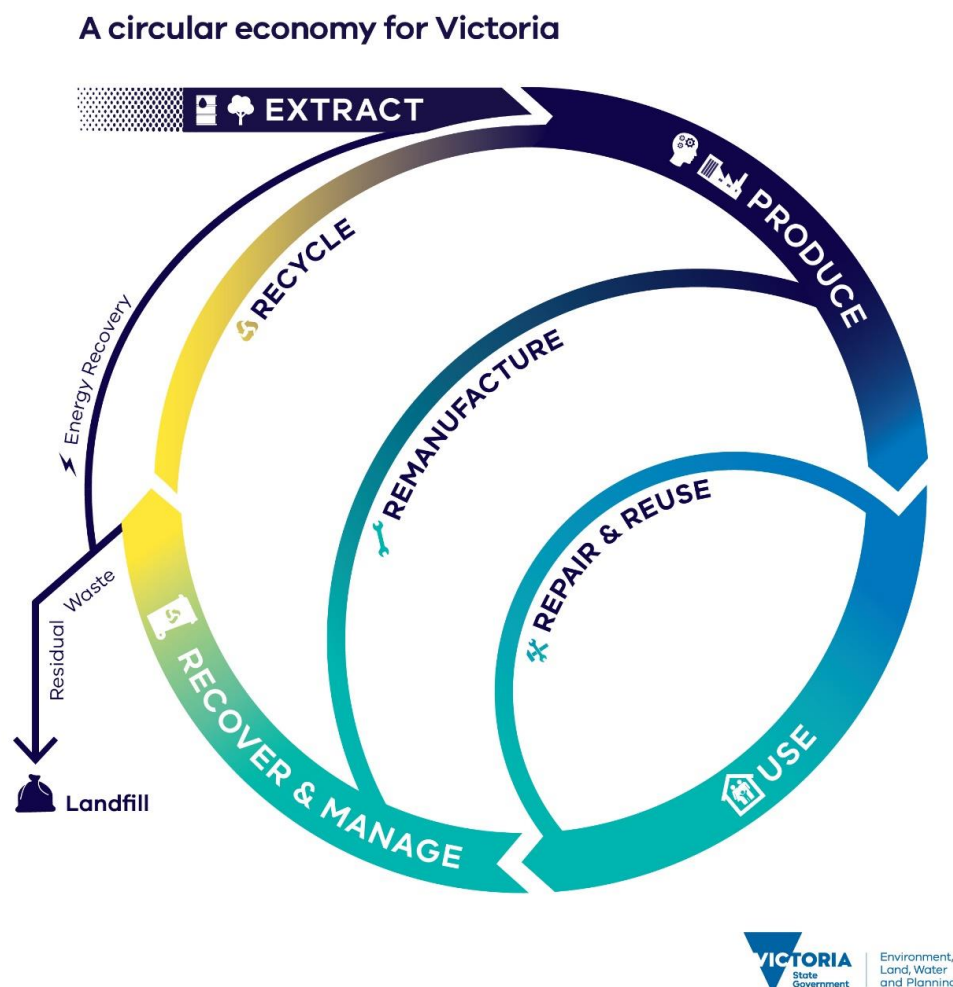
Crucial to sustaining and growing Boroondara's economy will be supporting key business sectors (e.g., retail, personal services and hospitality). Assisting these businesses to adapt to consumer trends and a changing business environment will also be important. As such, business support will focus on activities which assist to develop capabilities and resilience to overcome changes in the market.

Council will continue to focus on activities such as face to face business engagement and outreach, the delivery of information to businesses on market conditions and trends, best practice and innovative business models to respond to change along with ongoing training opportunities aimed at upskilling the capability of businesses to survive and thrive in a changing business environment.

Annual action plans support this priority and strategic objective. These actions are in addition to a range of existing programs and services Council delivers to facilitate economic development to support the local business community.



Priority 3: A sustainable, circular and 'smart' local economy





Strategic objective 3

Encourage a flourishing local economy that embraces innovative models of business and supplies sustainable goods and services to our community.

Focus areas for action

Support a future-focused 'smart' economy

Promote Boroondara as a place for the establishment of emerging 'preneur', start up and 'smart' businesses.

Support the development of a sustainable and circular 'green economy'

Support and promote 'green' business practices to create a more environmentally sustainable economy.

Facilitating the development of a sustainable, circular and 'smart' local economy is key to enhancing the efficiency and future growth of Boroondara's business base and economy more generally. This is driven by:

- the ongoing advancements in technology to facilitate evidence-based decisions and investments
- the improved efficiencies and reductions in waste through sustainable business practices
- circular economy opportunities to re-use waste (i.e., outputs) as a resource (i.e., inputs)
- government policy drivers for environmentally sustainable practices and achieving waste reduction goals.

Boroondara is well placed to use new technologies and facilitate businesses to become more environmentally sustainable and transition to a circular economy, which could benefit the local community and economy more broadly. Opportunities exist to leverage the education and research role of Swinburne University, partner with government and industry providers as well as the highly skilled local professional service sectors, to facilitate the development of a more sustainable and 'smart' local economy.

More specifically, creating an innovative and sustainable economy aligns to the current Federal Government's National Reconstruction Fund (NRF), a \$15 billion fund to finance projects that diversify and transform Australia's industry and economy. The NRF will assist to create more sustainable and high-value jobs for all Australians in a range of priority areas including renewables and low emissions



technologies; medical science; transport; agriculture, forestry and fisheries sectors; and defence capability. In working with industry to develop co-investment plans that identify high level investment opportunities, the NRF will assist Australian industry become more productive, take advantage of opportunities in a net zero economy and address supply change vulnerabilities.

Leveraging new and emerging technologies to support a smarter economy has begun with Council's Transforming Boroondara program to improve customer experiences and service delivery across Council, making it easier and more convenient for all customers including businesses to get the information and services they need. Embracing businesses using digital platforms or marketplaces (referred to as the gig economy) across health, transport, accommodation, education and hospitality and piloting custom initiatives such as smart parking, smart bins, e-charging stations and visitor counting devices, are designed to improve operational efficiencies for the community, address key issues (using an evidence base), improve Council's decision-making and enhance service delivery to strengthen a future focussed local economy.

In addition, Council, the community and industry has expressed the desire to grow the economy in a sustainable manner to minimise the impact to the environment. Key drivers in addition to consumer demand include local (as well as state and national) policies and plans – such as Boroondara's recently adopted Climate Action Plan 2021 – that seeks to reduce the City's environmental footprint. Opportunities identified for 'green' business practices include promotion of renewable energy, reduction of waste to landfill and circular economy practices that design out waste and pollution, keep products and materials in use for longer and positively impact the natural environment.

Council will focus on opportunities to engage with businesses to leverage new and emerging 'smart' technologies through education and capacity building to take up these new age trends to enable business efficiency and effectiveness and promote business growth.

Annual action plans support this priority and strategic objective. These actions are in addition to a range of existing programs and services Council delivers to facilitate economic development and support the local business community.



Priority 4: A desirable destination for visitors





Strategic objective 4

Support the growth of tourism and the visitor economy by attracting non-local (i.e., Melbourne residents from outside Boroondara), regional and interstate visitors and increasing visitor spend.

Focus areas for action

Enhance visitor amenity, infrastructure and services

Enhance the visitor experience and provide opportunities to generate increased visitor spend.

Support activation of key tourism assets

Leverage and enhance the City's assets to drive visitation.

Enhance the marketing and promotion of Boroondara as a visitor destination

Deliver initiatives that position Boroondara as a desirable visitor destination.

Maintain and diversify the events calendar

Provide a diverse calendar of community and visitor events to help promote Boroondara and increase visitor activity.

Growing the visitor economy is critical for economic growth, as it stimulates business investment, promotes local consumption and supports new local jobs. The benefits from tourism are derived from visitor spend, which flows through the economy and impacts a range of sectors including retail, service sectors, hospitality and transport.

The Boroondara visitor economy currently generates economic benefit (4% of total output) and supports local jobs (7% of total). Visitor spend is driven by the high-quality visitor amenity and access to retail and food offerings (via the shopping precincts), as well as events and markets.

To support ongoing economic growth, a priority for Council is to grow the value of the visitor economy. This is achieved by establishing the municipality as a desirable destination for visitors, which will increase visitation and maximise spend opportunities in Boroondara. Target markets identified include visitors from outside the municipality who can contribute to local consumption, including visitors based in Melbourne, Regional Victoria and beyond.



Development of the visitor economy requires a collaborative approach between Council, industry peak bodies, tourism operators and the private sector, focusing on:

- enhancing visitor amenity to maximise spend opportunities
- enhancing the night-time economy in key precincts
- activating key tourism assets to attract visitors and enhance the visitor experience
- attracting interest from the film and advertising sector for use of locations
- continuing and diversifying the delivery of events and markets.

Although development of the visitor economy requires private sector investment, Council will focus on support which includes advocacy, investing in Council-owned assets and continued marketing and promotion of the City's attractions, including shopping destinations, markets, recreational, arts and cultural activities and events and heritage attractions.

Annual action plans support this priority and strategic objective. These actions are in addition to a range of existing programs and services Council delivers to facilitate economic development and support the local business community.



Boroondara's Competitive Advantage

Council's role in economic development is as a conduit to business, connecting and supporting businesses to respond to challenges and opportunities for future growth.

Analysis of Boroondara's strengths, challenges, external trends and influences have informed the Strategy's priorities, strategic objectives and actions.

The 2023/24 action plan responds to the identified strengths and challenges outlined below.

Strengths

- Unique shopping precincts, many represented by strong traders' associations
- Localism
- Strategic location
- Professional service industries
- Education, research, health and innovation hub
- Events and markets
- Heritage
- Green open spaces

Challenges

- Transition of retail
- Movement and access
- Building back the economy post-pandemic
- Workforce shortages

External trends and influences

- Remote and flexible working arrangements
- Workforce shortages
- Co-working
- Environmental sustainability and circular economy
- Transition of the retail industry
- The 'gig' economy
- Growing demand for health care
- Global economic uncertainty
- Rising inflation and cost of living pressures
- Construction trends
- Housing market



- Adopting technological advancements and innovation
- COVID-19 impacts and business recovery

Boroondara’s key competitive advantage, leverages from the strengths of its strong economy (Table 1), while responding to its challenges (Table 2).

Key Strengths

Table 1: Boroondara’s Economy - Key Strengths

Strengths	Overview
Unique Shopping Precincts	<p>With 53 shopping precincts, including major activity centres and neighbourhood centres across the municipality, Boroondara provides a unique shopping and retail experience. These are key assets for Boroondara, which provide a distinct and local ‘village’ environment and drive local consumption, employment and business investment.</p> <p>The City’s shopping precincts are a particular strength of Boroondara, some of which are considered to be the best across Melbourne and interstate. They are a driver of local residential and business amenity and underpin Boroondara’s unique lifestyle offering including a range of entertainment and hospitality options. This lifestyle also attracts visitors from across Melbourne, Victoria and interstate. Boroondara can capitalise on this advantage, to retain local consumer expenditure and attract increasing numbers of visitors, by ensuring our shopping precincts are beautiful, well maintained, activated and engaging.</p>



Strengths	Overview
Localism	<p>New ways of working (particularly working from home) have refocused the community on our local neighbourhoods, services and shopping centres as places to complement our social, recreational and work lives.</p> <p>Planning outcomes are enhanced when our neighbourhoods are viewed holistically and those that live there are engaged in identifying their priorities for improvement and development with council. Boroondara is adopting a place-based approach referred to as Placemaking to create areas which are unique, relevant and “sticky”. This results in attracting and inspiring use and visitation, upholding their point of difference and reflecting the history, values and needs of the local communities that surround them.</p> <p>Great local places such as shopping and commercial precincts will thrive and compete as they attract residential, commercial, social and cultural engagement and investment and have meaning to those they service. Overseas research has also identified opportunities for ageing populations living near high streets to play an active role in re-invigorating local shopping precincts.¹⁰</p>
Strategic Location	<p>Boroondara is strategically located to the eastern edge of the Melbourne CBD, with high levels of connectivity through road, train and tram networks. This provides an advantage for many residents who commute to the Melbourne CBD for work, as well as lifestyle advantages through access to key services and amenity.</p> <p>In addition, Boroondara is a ‘gateway’ to the eastern suburbs, which provides access to labour and enhances connectivity for residents.</p>

¹⁰ Royal Institute of British Architects (Building Futures think-tank), *Silver Linings: The Active Third Age and the City*, 2015.



Strengths	Overview
Professional Service Industries	<p>Boroondara has a large business base, driven by professional and financial services requiring highly skilled and technical labour.</p> <p>Given Boroondara's strategic location in inner eastern metropolitan Melbourne (providing central access to other municipalities), as well as the qualified and educated resident workforce, the municipality is attractive to businesses providing highly technical and consultative services. These industries are usually located within commercial precincts as well as conducive to operating as home-based businesses attracted by the lifestyle amenity. They offer employment and a diversity of locally based service offerings.</p>
Education, Research, Health and Innovation Hub	<p>Boroondara includes one of the highest concentrations of public and private schools, which is a key driver for resident attraction, provides local employment opportunities and contributes to a highly educated population. The presence of Swinburne University delivers education and training opportunities and contributes to innovation and research within Boroondara.</p> <p>The Health Care and Social Assistance sector is the largest employer in relation to Full Time Equivalent jobs in 2021. These jobs are supported by public health facilities (including The Royal Talbot Rehabilitation Centre at The Austin Hospital, Kew) and private hospitals (including St Vincent's Private and Epworth Hawthorn) as well as allied health practices. These provide important services including to the disability and ageing population as well as those travelling from outside the municipality to access quality care.</p> <p>These are important assets that could be a significant driver of future research and innovation, facilitate industry collaboration (including co-location of aligned industry sectors) and provide further opportunities for growth and partnership with the education, research and health care industry.</p>
Events and Markets	<p>Boroondara provides a diverse range of events (including local events facilitated by Traders Associations) and markets to appeal to residents and attract visitors. These contribute to local consumption, drive tourism activity and showcase Boroondara as a desirable destination.</p>



Strengths	Overview
Heritage	Boroondara has a rich and diverse heritage and culture, which is exemplified by historic buildings, neighbourhood character, commercial building façades, monuments and plaques. This provides Boroondara with a unique value proposition which should be preserved and activated to make it a desirable and attractive destination for residents, workers and visitors.
Green Open Spaces	<p>Boroondara is well-served by green open spaces (with 264 parks and gardens).</p> <p>These are important assets for several reasons, including:</p> <ul style="list-style-type: none"> • provides natural amenity which contributes to liveability and attracts visitors • contributes to recreation activities (e.g., cycling, walking trails, etc.) that supports community engagement and wellbeing • provides infrastructure to support Boroondara's heritage, including plaques and memorials • increases awareness of the surrounding environment and promotes sustainability.



Key Challenges

Table 2: Boroondara's Economy - Key Challenges

Challenges	Overview
Transition of Retail	<p>Retail is a key industry sector for Boroondara, contributing to local business activity, supporting local jobs and driving local consumption. It also provides important community benefits by providing local amenity and services.</p> <p>The retail sector has undergone significant transition in recent years, given the rise of online retailing as well as competition from large scale shopping centres, which has seen a decline in local employment and increases in shopfront vacancies.</p> <p>It will be important to support the retail sector to ensure it continues to generate positive economic and social outcomes for Boroondara.</p>
Movement and Access	<p>Movement and access have been identified by stakeholders as challenges for accessing and visiting local shopping precincts which can impact the level of trade and local consumption.</p> <p>Key issues include:</p> <ul style="list-style-type: none"> • Busy roads and traffic around major activity centres (e.g. Camberwell, Kew and Glenferrie Road Hawthorn) impacts access for residents, workers and visitors. • Parking availability, which can limit access and dwell time at shopping precincts. This can impact customers as well as workers of local businesses, who require longer-term parking options. • Traffic and parking around major train stations. • Opportunity for greater active transport including bicycle access, walkability and pedestrian access around activity centres. • Ensuring adequate public transport provision and access. <p>These issues impact local business activity at shopping precincts and influence shoppers, visitors and workers.</p>



Challenges	Overview
Building back the economy post-pandemic	<p>Although, compared to other municipalities, Boroondara was less impacted by COVID-19, the pandemic has presented significant challenges, including:</p> <ul style="list-style-type: none"> • promoting business recovery for 'hard-hit' businesses that are consumer facing and other essential services impacted due to lockdowns. • supporting the rise in flexible and remote working and the subsequent increase in 'working from home' arrangements • facilitating the transition of many small businesses seeking to re-locate out of the CBD and City fringe areas, to be able to work closer to home. • fostering the growth in 'living locally' where residents are increasingly meeting daily needs – including purchasing goods, accessing services, participating in leisure/recreation activities – within their local community. • building the resilience of businesses to adapt to a changing work environment and shifting consumer preferences. <p>The recovery from COVID-19 provides ongoing opportunities for innovative policies and initiatives to support future growth and economic development. Council will adopt a collaborative approach with business and community sectors to help realise these opportunities and promote ongoing recovery.</p>



Challenges	Overview
Workforce shortages	<p>Boroondara, like many inner metropolitan council areas, has experienced workforce shortages in key service sectors, particularly during the height of the pandemic, including:</p> <ul style="list-style-type: none"> • Health Care (including Aged Care and Community Services such as NDIS). Growing demand for health care and community services has led to industry shortages. Without attracting sufficiently skilled workers, these shortages are likely to increase given the ageing of the population, which could impact service provision in Boroondara. • Hospitality The COVID-19 restrictions on travel and international border closures significantly reduced the hospitality workforce. Many existing staff have moved to more less affected industries, which has been accentuated by the loss of the migrant workforce. • Construction and Trades The demand for construction workers, including tradespeople, has increased given the expected dwelling and population growth in Boroondara, as well as major projects within Boroondara. This has increased the need for skilled workers to fulfill the demand and meet existing and future needs. <p>It will be important to advocate for and collaborate with relevant stakeholders to promote sufficient availability of skilled labour to meet industry needs and ensure key services are provided to residents.</p>



External Trends and Influences

A range of external macroeconomic trends influence state and national economies. These trends, as well as the implications for Boroondara have been considered in developing the Strategy and are summarised below.

COVID-19 Impacts and Business Recovery

COVID-19 had a significant impact on the global and national economy, as restrictions on business and travel impacted local communities and businesses. At the height of the pandemic (2020-2022), Victoria continued to adapt its COVID-19 response and recovery efforts.

Industries that are consumer facing and rely on population movements (i.e., retail, food and hospitality) have been significantly impacted in terms of loss of revenue and staff and may require more intensive business support. In addition, essential services – such as health and education – have been substantially affected in terms of operations (e.g. remote learning, delaying elective surgeries) and staff shortages. In particular, higher education (i.e. Swinburne University) has been impacted by a lack of international students over the course of the pandemic.

However, many industries in metropolitan areas have been less affected than others (particularly those not reliant on travel) such as professional and financial services.

Boroondara's economy was less affected by restrictions due to its business mix and was therefore well placed to recover from the impacts of COVID-19, compared to other municipalities. However, targeted support was still required for businesses from hard hit industries in Boroondara (i.e., hospitality, retail, personal services) and other essential services (i.e. health, education) impacted due to lockdowns.

Remote and flexible working arrangements

COVID-19 accelerated the rise of remote working, particularly for employees working in traditional 'office-based' industries (including professional and financial services), who now have greater flexibility to work outside the office environment. In addition, it provides opportunities for businesses to re-locate outside the CBD to areas closer to the business owners' place of residence. This could see businesses moving to Boroondara as more residents work remotely from home – due to flexible working arrangements – and the local population increase during work hours, impacting demand for business spaces/facilities as well as local consumption patterns.



This will likely have a significant impact on the Boroondara workforce, as professional and financial services are two of the largest employing sectors and could provide a more flexible working environment for employees. This will increase the average job containment rate, which can generate local consumption and also grow the demand for supporting facilities and infrastructure.

Workforce shortages

State-wide skills shortages exist in key industries such as hospitality, construction, childcare, community and aged care sectors. This is driven by a combination of increasing demand, lack of relevant employee skills/training and COVID-19 border closures depleting the migrant workforce. Ongoing workforce shortages in these sectors may adversely impact the operations of local businesses in these industries and affect the ability to provide quality core services for residents, workers and visitors.

Boroondara's service industries are experiencing workforce shortages, particularly aged care providers and hospitality. It will be important for these industries to access skilled labour to provide key services for residents.

Co-working

Three in five Australian workers (62%) see a hybrid model as their ideal arrangement, incorporating a mix of working from home and the workplace.¹¹ The advent of hybrid working, the significant number of home based businesses, the fact 98% of the business base in Boroondara is 'non-employing' or 'small' (i.e., less than 20 employees), as well as impacts such as the re-location of businesses away from the CBD and a growing start-ups sector heralds an opportunity for temporary business spaces and local co-working facilities. Benefits of enabling opportunities for collaboration and shared facilities are the maintenance and attraction of business locally and supplying fertile ground for shared resources, ideation and innovation.

Environmental Sustainability and Circular Economy

The recent adoption of Council's Climate Action Plan (2021) will contribute to Council playing an increased role in supporting businesses to become more environmentally sustainable and transition to a circular economy. Both the Victorian and Australian Governments have committed to reducing emissions by legislating a long-term target for emission reductions. Businesses are also transitioning to more environmentally

¹¹ Australia towards 2031 report: McCrindle Research Pty Ltd



sustainable practices and adopting circular business models to attract and retain the increasing number of consumers and staff who value sustainability and reducing their carbon footprint, as well as reduce business costs.

Transition of the retail industry

Retail spend can provide economic stimulus through direct expenditure and job creation, making it critical to local economic growth. The prevalence of online retailing, combined with the recent COVID-19 restrictions on trade and population movement has led to the decline in in-store retail. There has also been an increase in 'service-based' businesses operating in shopping precincts across metropolitan areas (e.g., hairdressers, accountants, gyms etc.), which has contributed to the reduction in traditional retail stores.

In addition, retail businesses now interact with consumers across multiple channels and mediums, including online advertising, in-store 'experiences' and social media engagements. This is becoming a core aspect of retail marketing to build the customer base and engender consumer loyalty.

The retail industry is an important driver of Boroondara's economy, as it supports a large proportion of local jobs and businesses, whilst playing a core role in the success of its shopping precincts and adding to the liveability of the city.

The 'Gig' Economy

'The gig economy' refers to contract, temporary and freelance work, which has grown in popularity in recent years. Whilst there are clear examples of the gig economy across platforms such as Uber, Airbnb and Airtasker, it has also extended into roles such as administration, hospitality, marketing and graphic design. It is predominantly underpinned by advancements in technology but is also driven by workers seeking flexibility, employer preferences, as well as the growing demand for niche skills, particularly across technology and creative industries.

The gig economy has accelerated since COVID-19, as many workers were required to seek additional sources of income and consumers were required to have goods and services home-delivered. As such, it is increasingly viewed as a 'full-time' job for workers and an integral part of daily life for those seeking services.¹²

¹² <https://www.forbes.com/sites/rebeccahenderson/2020/12/10/how-covid-19-has-transformed-the-gig-economy/?sh=229ce0156c99>



Growing demand for health care

Health care is the highest employing industry in Boroondara, and also a major driver of regional export value. Between 2016 and 2021, the number of jobs in the Health Care and Social Assistance industry increased by 1,730 and the value of regional exports generated by the sector annually increased by \$18 million.

As the population ages, there is expected to be growing demand for health care across Victoria and Australia, which will significantly increase health care spending, demand for services and future workforce needs.

This growth applies to Boroondara, with significant increases in the '65 years and over' cohort and this will likely increase the importance of local hospitals and allied health practices, as the need for health services and facilities increases, potentially influencing future health planning and development.

Global economic uncertainty

COVID-19 contributed to global supply shortages and commodity price volatility, which have since been exacerbated by the Russia-Ukraine war, lockdowns in China and flooding events across the east coast of Australia. The trajectory and duration of these events remain unpredictable, leading to global economic uncertainty in the short term. Consumer confidence has also fallen recently amid this economic climate, as well as due to rising interest rates¹³.

In the long term, the current price trends of energy and other commodities are expected to ease, and businesses will be able to invest to expand their capacity to respond to supply in a timely way¹⁴. There is an opportunity for Council to support business resilience during periods of economic uncertainty, and to provide strategic and policy support for diversification of the Boroondara economy.

Rising inflation and cost of living pressures

Price pressures from global oil, new dwelling purchases and tradable goods have led to an end to the low inflation period that endured for so long. Increased cost of daily essentials and basic services, and reductions in real incomes are a threat to residents' overall liveability and confidence levels. PWC's Victoria City Pulse (2022) revealed just 40% of Victorians feel financially secure. Inflation is expected to

¹³ RBA Statement on Monetary Policy, May 2022 – Economic Outlook

¹⁴ Ibid



continue into the future, however the response from government, business and households is uncertain given the historically high levels of employment.

Consumer sentiment has the potential to affect business activity in Boroondara in the short term. To support businesses' ongoing ability to respond to economic shocks, there is an opportunity for council to:

- Provide continued business support;
- Offer incentives to attract new businesses to the region; and
- Implement measures to create a more productive business environment.

Construction trends

Despite a record pipeline of construction expected in the residential sector¹⁵, dwelling investment has more recently been constrained due to a nation-wide shortage of construction materials and skilled labour.

However, these supply issues are expected to gradually abate, allowing the elevated pipeline to be worked through¹⁶. Interest rate increases are expected to soften demand but also increase the number of insolvencies in the residential building sector.

A modest decline in the Australian non-residential building sector is expected to continue over the next three years¹⁷. Offices, tourism, and retail continue to be the most impacted by the pandemic with construction activity in these sectors significantly lower than long term averages¹⁸.

Arcadis' Australian Construction Market View (2022) predicts that from 2023 onwards, material and energy cost increases will ease, whilst labour shortages in the building sector are likely to become the defining challenge of the decade.

Construction and property are two of Boroondara's largest industries, in terms of both employment and output. Given the uncertainty currently faced in this sector, industry diversification is important to avoid over-exposure to 'shocks' and achieve sustainable growth.

¹⁵ Australian Commonwealth Budget 2022/23 Budget Paper No. 1 Strategy and Outlook

¹⁶ Victorian Budget 2022/23 Budget Paper No. 2 – Strategy and Outlook

¹⁷ Australian Construction Industry Forum Forecasts, May 2022

¹⁸ Arcadis Australian Construction Market View, 2022



Housing market

In the March 2022 quarter, Greater Melbourne's house sales volume trended down by 42.5% and the average days on market for a house increased by 12 days to 50 days. Similarly, the sales volume for apartments in Greater Melbourne decreased 36.2% in the same period¹⁹. Interest rate increases, negative net migration and rising construction costs (for new developments) are driving these trends²⁰. An expected further interest rate increase is anticipated to dampen house prices and demand for new housing in 2022-23²¹.

It will be important to consider different types of housing to support residents during periods of housing market decline. A key objective of Plan Melbourne 2017-2050 is to facilitate the provision of and to increase the supply of affordable housing. Council will continue to support the delivery of a diverse range of housing types, including affordable and higher density housing, directed towards areas that are well located in relation to existing infrastructure, jobs, services and public transport such as activity centres, commercial corridors and some main roads, balanced with the commercial function of these areas.

Adopting technological advancements and innovation

As technology continues to evolve, Local Governments should ensure their operations and processes remain in lockstep with technology and digital infrastructure to improve:

- Efficiency through automation of routine processes
- Decision making through data collection and analytics, and
- Business and community access to information.

In relation to economic development, relevant opportunities include:

- Businesses accessing information via online portals (e.g. Google, LinkedIn, Facebook)
- Making data available via an Application Programming Interface (API) to local businesses and community members
- Online business engagement through portals such as Customer Relationship Management systems, and

¹⁹ Knight Frank Australian Residential Review, Q2 2022

²⁰ NAB Quarterly Australian Residential Property Survey Q2, 2022

²¹ Victorian Budget 2022/23 Budget Paper No. 2 – Strategy and Outlook



- Encouraging better approvals processes through the availability and access of information and concierge services.

Boroondara City Council already deliver many of these services and have implemented these processes across departments. Council should continue supporting innovative processes underpinned by technology to support and attract businesses, workers and investors through communication, engagement, information sharing, networking and collaboration.



Developing the Strategy

Engagement framework

Council developed an engagement framework underpinned by five key steps.

The engagement framework included staged consultations across the whole of council and community, business and industry stakeholders, and the Victorian and Australian governments as well as extensive economic analysis and research. The outcome of the analysis highlighted key priorities which informed the creation of the Strategy.

1. Review existing data and other relevant Plans

Review qualitative and quantitative data and Council BCP consultations.

2. Undertake economic research and analysis

Economic research and analysis on Boroondara's economy including an independent review.

3. Undertake consultations

Council and government representatives, business and stakeholder consultations to inform the new Strategy.

4. Develop a background report

Review findings of the consultations, economic analysis, research and develop the background report.

5. Develop a vision, key priorities, strategic objectives and actions

A customer centric and whole of Council customer engagement and interaction approach.

Customer Experience Improvement Strategy ²²(2014)

²² Strategic initiative 3.2: Improved whole-of-Council customer engagement and interaction approach



Following the engagement framework above, the following outcomes were achieved in each of the five steps.

Review and analysis

- 5,070 comments about our local economy, collected from 4,723 community members during the BCP consultation (between December 2020 and April 2021)
- Boroondara Conversations workshops with 149 participants
- BCP workshop with young people
- BCP workshop with local business owners
- Local and regional plans and strategies
- Previous Economic Development and Tourism Strategy

Economic research and analysis – Independent review

- Economic performance
- Demographic and socio-economic
- Competitive advantages and drivers of recent growth
- Employment workforce
- Visitor economy
- Impact of COVID-19

Consultations to inform the Strategy (March - October 2021)

- 10 Boroondara traders' associations²³
- 227 Boroondara's main industry and home-based businesses
 - 34 businesses (4 focus groups and workshops)
 - 191 survey respondents
 - 2 one-on-one interviews
- 4 local and regional stakeholders
- One-on-one interviews with Council officers and executives across 15 relevant departments

²³ At the time of consultation, there were 10 traders' associations



Background report informed by economic analysis and consultation key outcome priorities

- Community
- Activity Centres and Shopping Precincts
- Business Development and Support
- Workforce Development
- Environmental Sustainability
- Tourism

Create the Strategy

- 5,535 engagements
- Priority themes identified
- Extensive economic analysis and research



Summary of Consultations

Community consultations were undertaken between November 2020 and April 2021 to refresh the Boroondara Community Plan 2021 -2031 (BCP). This provided Council with the opportunity to hear directly from the community to ensure the updated BCP 2021 - 2031 responds to emerging trends, demands and changes to community priorities since 2017.

In addition, a holistic consultation process was undertaken, including a combination of surveys, focus groups, workshops and targeted one-on-one interviews with the following stakeholder groups between March and October 2021:

- Boroondara's Traders' Associations
- Local small business owners and operators (representing Professional and Financial Services, Health care; and Property businesses)
- Large employing businesses/organisations (with head offices in Boroondara)
- Local partners and representatives from relevant regional networks/partnerships and Victorian and Australian governments
- Community members, and
- Council officers and departments.

Summary of Key Findings

Findings from community consultations for the Boroondara Community Plan

Feedback on what matters to residents and the community more generally, including businesses, focused on the following points (refer to Figure 2 below):

- **'Your Local Shops and Businesses'** was the third ranked theme for Council to focus on over the next 10 years
 - 45% of survey respondents put 'Your Local Shops and Businesses' as a top 3 priority for Council (18% increase since 2017, ranking third in 2021 from sixth in 2017).
- **'Having shops nearby'** (8% in 2021) and 'supporting local business and employment' (6% in 2021) were topics which mattered the most to people under this theme.



Figure 2 BCP consultation findings on local businesses and shopping centres



Findings from industry consultations

The following topics are a summary of key consultation findings (March and October 2021) from Boroondara's businesses; local business owners and operators, traders' associations, industry stakeholders, local partners and representatives from relevant regional networks/partnerships and Council officers across several departments. These findings provide insight on what is important to Boroondara's business community.

Consultation key outcome priorities:

- Activity Centres and Shopping Precincts
- Business Development and Support
- Workforce Development
- Environmental Sustainability, and
- Tourism.



Monitoring and Evaluation of the Strategy

Council will implement, monitor and evaluate the priorities in the Strategy and actions outlined in the Action Plan 2023/24 - 2025/26.

The Strategy provides a six-year vision to facilitate the maintenance and growth of a thriving economy and contribute 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. The Strategy will be reviewed every six years to ensure it continues to meet the needs of the local community and is aligned to the BCP, government priorities, along with the trends, opportunities and challenges faced by Boroondara's economy and community, including business stakeholders.

The Strategy will be delivered through implementation of:

- **The Strategy's Action Plan:** An Action Plan that sets out a series of actions for each key priority outlined in this Strategy.
- **BCP 2021-2031:** Council's 10 year vision underpinned by 7 key themes, one of which is 'Local Economy' (Theme 6) that aspires to foster a strong local economy.

The Action Plan is a three-year implementation plan for delivering the Strategy. A new Action Plan will be developed in 2026 to ensure the actions stay relevant and respond to current and emerging issues and opportunities.

The Strategy will be monitored through quarterly and annual progress reports. Key tools to measure progress include, but are not limited to:

- City of Boroondara Annual Community Satisfaction survey
- Local Government Performance Reporting Framework
- Australian Business Register (ABR) data
- Australian Bureau of Statistics (ABS) Census data
- Tourism Research Australia
- Business Participant Feedback Surveys
- Google analytics
- Pedestrian counters.



Further Information

For all queries or feedback regarding the Strategy, please contact the responsible department below.

Contact

Liveable Communities Department

Telephone: (03) 9278 4444

Email: LocalEconomies@boroondara.vic.gov.au

Website: www.boroondara.vic.gov.au

For speech or hearing impaired:

National Relay Service TTY 13 36 77

Speak and Listen 1300 555 727

Free interpreting service: (03) 9278 4002

City of Boroondara

Private Bag 1

Camberwell Vic 3124





Acronyms and Glossary

Acronyms

ABR Australian Business Register

BCP Boroondara Community Plan

ISEMP Inner South-East Metropolitan Partnership

IVS International Visitor Survey

NVS National Visitor Survey

SEIFA Socio-Economic Index for Areas

SME Small to Medium Enterprises

TRA Tourism Research Australia

VAGO Victorian Auditor-General's Office

Glossary of Terms

Circular Economy

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

Daytrip Visitor

Those who travel for a round trip distance of at least 50 kilometres, are away from home for at least four hours, and who do not spend a night away from home as part of their travel. Same day travel as part of overnight travel is excluded.

Economic Output

The gross revenue generated by businesses/organisations in each of the industry sectors in a defined region. Gross revenue is also referred to as total sales or total income.



Employment

Represents the number of people employed by businesses/ organisations in each of the industry sectors in a defined region. Employment data presented in this report is destination of work data. That is, no inference is made as to where people in a defined region reside.

Gig Economy

Refers to contract, temporary and freelance work, which has grown in popularity in recent years.

Gross Regional Product

The total value of final goods and services produced in the region over the period of one year.

Imports

Sales of goods and services from industries located outside the City of Boroondara boundaries to resident households, businesses and other organisations within the area.

Inner South-East Partnership

A regional partnership including Bayside, Boroondara, Glen Eira and Stonnington City Councils. The partnership engages with local communities to inform its advice to the Victorian Government on the key priorities, recognising local communities are in the best position to understand the challenges and opportunities faced by the region.

International Visitor

A person is defined as an international visitor to Australia if they are currently a resident overseas, have been in Australia for less than one year and are aged 15 years or over.

Local Sales

Measure of the output of local industries that is sold locally. This includes sales to local consumers, businesses and other organisations. Local sales is equal to total output minus total exports.



Non-employing Business

A type of business with no employees. This may include a range of entity types, such as non-employing sole traders or any other businesses without employees.

Overnight Visitor

People aged 15 years and over who undertake an overnight trip of one night or more and at least 40 kilometres away from home are referred to as overnight visitors. Only those trips where the respondent is away from home for less than 12 months are in scope of the NVS.

Regional Exports

The value of goods and services exported outside of the defined region that have been generated by businesses / organisations in each of the industry sectors within the region.

SEIFA

Developed by the ABS, this measures the relative level of socio-economic advantage and disadvantage for a defined area. The index score is based on a weighted combination of census variables that reflect disadvantage (e.g., income, education, employment, etc.), which is then standardised around the national average score of 1,000. A higher score on the index reflects a lower level of disadvantage. Therefore, a score above 1,000 indicates a lower level of disadvantage relative to the national average, while a score below 1,000 indicates a higher level of disadvantage relative to the national average.

Small to Medium Enterprises

For statistical purposes, the ABS defines a business entity employing less than 20 employees as Small to Medium Enterprise.

Key data sources

Australian Bureau of Statistics (ABS)

ABS Census data is Australia's largest statistical collection, which helps estimate Australia's population, dwellings and demographic characteristics. It is based on responses received from private dwellings and individuals. The Census, which is conducted every five years, provides information for the entire country, including small geographic areas and small population groups.



Economy ID

Economy ID industry structure and industry sector profiles uses results from the ABS Census, as well as a National Accounts regional econometric model developed by National Economics (NIEIR). This model is based on replicating the outputs of the National Accounts framework for local areas such as LGAs, using a range of data sources to model the accounts to show local trends.

Profile ID

Profile ID analyses and converts raw ABS Census data into a demographic profile to inform Council, community groups, investors, business, students and the general public. The Profile ID data for Boroondara provides a demographic analysis based on results from the 2016, 2011, 2006, 2001, 1996 and 1991 Censuses of Population and Housing. The profile is updated with population estimates when the Australian Bureau of Statistics (ABS) releases new figures.

REMPAN Economy Profile

REMPAN Economy provides data into the performance of key sectors of the economy, which is provided by state, region and municipal areas. This is underpinned by the latest data from the ABS and includes estimates of employment, output, wages & salaries, imports, exports and gross regional product for 114 industries. The information is drawn from numerous ABS sources, including Census data, National Input Output Tables and Gross State Product.

Tourism Research Australia (TRA)

TRA provides statistics and research on both international and domestic tourism within Australia, including the value of tourism. This is based on two major surveys – for domestic and international visitors measuring the contribution of tourism and provides input into visitor spend for Australia's regions and smaller statistical areas.

Victoria in Future (VIF)

Victoria in Future is the official Victorian Government projection of population and households. Projections are based on trends and assumptions for births, life expectancy, migration, and living arrangements across all of Victoria. This report is released annually, with government agencies, planners and demographers using the adopted growth rates to forecast population and housing growth. VIF provides information for the state, municipal areas and smaller statistical areas.

Economic Development Strategy Action Plan 2023 - 2026

The Action Plan 2023 - 2026 ('Action Plan') outlines key projects and other initiatives to facilitate economic development and visitor attraction opportunities identified in the Economic Development Strategy ('Strategy'). The Action Plan groups initiatives under both the Boroondara Community Plan (BCP) theme and each of the Strategy's four priority areas.

The Action Plan is a three-year implementation plan for delivering the Strategy. The Action Plan includes 24 actions which will be delivered over the first three years of the Strategy. A new Action Plan will be developed in 2026. This will ensure the actions stay relevant and respond to current and emerging issues and opportunities. Some actions led by the Liveable Communities department will require additional resourcing beyond 2023-24. This is noted in the Action Plan where relevant.

Council's role in the delivery and implementation of the proposed actions can range as follows:

- **Lead role** - is the responsible Council department leading the action.
- **Support role** - is a collaboration of Council departments, government and industry stakeholders which support the actions. Council may also advocate and influence project delivery and decision making by representing key stakeholders.

These actions are in addition to a range of existing Council programs and services supporting economic development and the local business community.

No.	Action	Responsibility	Timeframe for delivery (FY)	Resources required	BCP Theme and Strategy
1	Establish an operational Cross-Council Shopping Precincts Coordination Group to plan, communicate and coordinate activities, works and emerging issues across Boroondara's 53 shopping centres.	Lead: Liveable Communities (Local Economies) Support: Capital Projects, Civic Services, Strategic and Statutory Planning, Traffic and Transport, Arts and Culture, Facilities, Waste and Infrastructure, Customer and Communication	2023/24 - 2024/25	Current operational budget	Theme 6 Strategy 6.1, 6.3, 6.4, 6.5
2	Review Council's Shopping Centre Improvement Plan (SCIP) 2011.	Lead: Liveable Communities (Local Economies) Support: Capital Projects	2023 - 2024 2024 - 2026	Current operational budget Subject to additional budget	Theme 1 and 6 Strategy 1.1, 1.6, 6.4
3	Promote the social and economic benefits of being an accessible and inclusive business for employees and customers with disability.	Lead: Liveable Communities (Local Economies) Support: Community Planning and Development, Customer and Communication	2023 - 2024 2024 - 2026	Current operational budget	Theme 1 and 6 Strategy 1.1, 1.2, 6.1, 6.6

No.	Action	Responsibility	Timeframe for delivery (FY)	Resources required	BCP Theme and Strategy
4	Support local businesses to develop unique and marketable visitor offerings including investigation of a city-wide gift card program.	Lead: Liveable Communities (Local Economies) Support: Strategic and Statutory Planning	2023 - 2024 2024 - 2025	Current operational budget Subject to additional budget	Theme 6 Strategy 6.2
5	Explore partnerships and networking opportunities to deliver employment and training outcomes. <ul style="list-style-type: none"> Improve coordination between local training and education providers, job service providers, industry and relevant state and federal government employment programs to facilitate employment and training outcomes, including those facing barriers and address workforce shortages amongst local businesses. Facilitate the delivery of a disability inclusive employment pilot program with relevant partners which places local people with disability into meaningful employment with local businesses. 	Lead: Liveable Communities (Local Economies) Community partners: Local training and education providers, job service providers, Local Jobs Program (Inner Metropolitan Melbourne Region), other state and federal programs facilitating employment outcomes and Traders' Associations.	2023 - 2024 2024 - 2026	Current operational budget	Theme 1, 6 and 7 Strategy 1.2, 1.5, 1.7, 6.2, 7.3

No.	Action	Responsibility	Timeframe for delivery (FY)	Resources required	BCP Theme and Strategy
6	Strengthen and streamline governance and reporting practices and processes related to special rate and charge schemes for marketing and business development of shopping precincts, including implementation of actions from the 2023 internal audit report regarding the special rate and charges schemes.	Lead: Liveable Communities (Local Economies)	2023 - 2024 2024 - 2026	Current operational budget Subject to additional budget	Theme 6 and 7 Strategy 6.1, 6.3, 6.5, 7.7
7	Promote Boroondara as a visitor destination, including: <ul style="list-style-type: none"> Investigating up to 4 locations in open spaces/parks in Boroondara for use as pop-up food / beverage carts or trucks. Promote and highlight shopping precincts, as well as significant parks and gardens in Boroondara such as Maranoa Botanic Gardens. 	Lead: Liveable Communities (Local Economies) Support: Customer and Communication, Civic Services, Strategic Communications, Environmental Sustainability and Open Spaces, Transformation and Technology, Strategic and Statutory Planning	2024/25 - 2025/26	Subject to additional budget	Theme 2 and 6 Strategy 2.1, 2.3, 6.1, 6.3, 6.5
8	Provide support to shopping precincts to diversify their business mix and attract	Lead: Liveable Communities (Local Economies)	2024/25 - 2025/26	Subject to additional budget	Theme 6 Strategy 6.2, 6.4

No.	Action	Responsibility	Timeframe for delivery (FY)	Resources required	BCP Theme and Strategy
	investment through a range of methods, including the development of investment prospectuses.	Support: Statutory and Strategic Planning			
9	Pilot a two-year Shopping Precincts Events Program to encourage visitor attraction and build on industry-specific strengths of local areas (food, music, fashion, etc) and/ or local seasonal opportunities.	Lead: Liveable Communities (Local Economies) Support: Arts and Culture, Traffic and Transport, Civic Services, Strategic and Statutory Planning Community partners: Traders' associations, local community organisations and groups, state and federal government, local businesses, schools, universities	2024/25 - 2025/26	Subject to additional budget	Theme 1 and 6 Strategy 1.1, 1.6, 6.1, 6.3, 6.5
10	Explore ways to connect older residents and seniors groups with their local shops and cafés, including shopping precinct tours which promote Council's health priorities, and/or with a focus on those who accept the seniors card discount.	Lead: Liveable Communities (Active Ageing team) Support: Liveable Communities (Local Economies)	2023 - 2024	Current operational budget	Theme 1 and 6 Strategy 1.1, 1.2, 1.6, 6.1, 6.3, 6.5

No.	Action	Responsibility	Timeframe for delivery (FY)	Resources required	BCP Theme and Strategy
11	Attract ‘satellite’ events of larger Melbourne signature activities, shows and festivals, film and television to be delivered on Council land and in Council facilities to drive visitation and spending to Boroondara.	Lead: Arts and Culture Support: Liveable Communities, Environmental Sustainability and Open Spaces, Customer and Communication, Civic Services	2023/24 - 2025/26	Current operational budget	Theme 1 and 6 Strategy 1.1, 1.3, 6.3, 6.5
12	Facilitate initiatives which support businesses to transition to a circular economy and become more sustainable: <ul style="list-style-type: none"> Encourage businesses to consider circular economy approaches through actions in the updated Boroondara Circular Economy Strategy (to be presented to Council for consideration in the Financial Year 23/24). Develop and promote programs and events which assist businesses to reduce the environmental impact of their operations and transition to a circular economy such as reducing waste to landfill, 	Lead: Environmental Sustainability and Open Spaces Support: Liveable Communities (Local Economies) Community partners: state and federal government, community organisations, other Councils, businesses, traders' associations	2023 - 2024 2024 - 2026	Current operational budget Government grants	Theme 3 and 6 Strategy 3.1, 3.3, 6.2

No.	Action	Responsibility	Timeframe for delivery (FY)	Resources required	BCP Theme and Strategy
	<p>improved energy and water efficiency, adoption of renewable energy sources and social/sustainable procurement.</p> <ul style="list-style-type: none"> • Provide businesses with support and resources to reduce and replace the use of single use plastics in operations with reusable alternatives in line with the State Government's ban on Single Use Plastics introduced in early 2023. 				
13	Develop an approach to electric vehicle charging that supports our local economy and facilitates increased visitation.	<p>Lead: Environmental Sustainability and Open Spaces</p> <p>Support: Liveable Communities</p>	2023/24 - 2025/26	Current operational budget	Theme 3 and 6 Strategy 3.1, 3.3, 6.4
14	<p>Support and/or implement a series of initiatives to improve transport, access, safety and parking in and around Boroondara's shopping precincts, including:</p> <ul style="list-style-type: none"> • Implementation of parking strategies based on adopted parking studies 	<p>Lead: Traffic and Transport</p> <p>Support: Civic Services, Facilities Waste and Infrastructure, Capital Projects, Environmental Sustainability and Open Spaces, Strategic and</p>	2023/24 - 2025/26	Current operational budget	Theme 5 and 6 Strategy 5.1 - 5.6, 6.4

No.	Action	Responsibility	Timeframe for delivery (FY)	Resources required	BCP Theme and Strategy
	<ul style="list-style-type: none"> • Delivery of Council's Integrated Transport Strategy (as it relates to shopping centres), • Undertake traffic management measures in neighbourhood shopping centres to improve amenity, safety and access, • Advocate for public transport improvements which enhance accessibility and quality of routes servicing activity centres • Provide better active transport links to shopping precincts, including provision of new and upgraded off-road paths, on-road cycling infrastructure and improved wayfinding as identified in the Boroondara Bicycle Strategy and Implementation Plan • Upgrades to public spaces, footpaths, lighting and other pedestrian improvements to prioritise and improve walkability and access within activity centres. 	Statutory Planning, Local Economies			
15	Implement the Shopping Centre Improvement Program which delivers streetscape improvements	Lead: Capital Projects	2023/24 - 2025/26	Current operational budget	Theme 1 and 6 Strategy 1.1, 1.6, 6.4

No.	Action	Responsibility	Timeframe for delivery (FY)	Resources required	BCP Theme and Strategy
	to small and medium sized shopping centres (in addition to shopping centres which are the focus of Placemaking projects).	Support: Liveable Communities, Capital Projects, Traffic and Transport, Environmental Sustainability and Open Spaces.			
16	Review Council's proactive maintenance inspections program and level of service for shopping precincts not represented by a traders' association.	Lead: Facilities Waste and Infrastructure	2023/24 - 2025/26	Current operational budget	Theme 6 Strategy 6.4
17	Plan for the economic vibrancy, future growth and public investment of Boroondara's network of activity centres and shopping centres through the coordination and delivery of the following complementary planning and placemaking projects: <ul style="list-style-type: none"> Develop a new Boroondara Activity Centre Strategy to guide future development and economic activity in centres across the municipality Promote economic vitality and prioritise public investment in these centres 	Lead: Strategic and Statutory Planning Support: Liveable Communities; Capital Projects, Arts and Culture, Traffic and Transport, Civic Services. Community partners: traders' associations.	2023/24 - 2025/26	Current operational budget	Theme 1 and 6 Strategy 1.1, 1.4, 1.6, 6.1, 6.3, 6.4, 6.5

No.	Action	Responsibility	Timeframe for delivery (FY)	Resources required	BCP Theme and Strategy
	by progressing a draft long-term placemaking strategy. <ul style="list-style-type: none"> Develop a new Structure & Place Plan for Camberwell Junction precinct. Continue to implement placemaking projects in Maling Road and Glenferrie precinct to support the revitalisation of these important centres. 				
18	Involve children, young people and their families in placemaking projects through engagement and activation opportunities.	Lead: Strategic and Statutory Planning Support: Health and Wellbeing Services	2023/24 - 2025/26	Current operational budget	Theme 1 and 6 Strategy 1.1, 1.6, 6.1, 6.3, 6.5
19	Develop the Customer Account Login facility feature providing a personalised, accurate, data driven, valuable and secure experience where business customers and residents can easily: <ul style="list-style-type: none"> Make requests and amend supporting information and data View and update their account information 	Lead: Transformation and Technology Support: Liveable Communities and Customer and Communication	2024/25 - 2025/26	Current operational budget	Theme 6 and 7 Strategy 6.2, 7.6, 7.7

No.	Action	Responsibility	Timeframe for delivery (FY)	Resources required	BCP Theme and Strategy
	<ul style="list-style-type: none"> View their service history and payments information with Council Subscribe to receive alerts, notifications, reminders and confirmations Notify Council of a change Understand, request progress updates and requirements. <p>The Customer Account Login will be accessible through the Council website and via mobile.</p>				
20	<p>Facilitate increased local job outcomes, including for those facing barriers to employment through increased local and social procurement:</p> <ul style="list-style-type: none"> Review Council's procurement policy to include a focus on social and local procurement and promote to key internal and external stakeholders. Investigate opportunities to support the local social enterprise/inclusive enterprise sector. 	<p>Lead: Chief Finance Office (Procurement)</p> <p>Support: Liveable Communities, Environmental Sustainability and Open Spaces, Health and Wellbeing Services</p> <p>Community partners: Local businesses</p>	2023/24 - 2025/26	Current operational budget	Theme 1, 6 and 7 Strategy 1.2, 1.5, 6.2, 7.2

No.	Action	Responsibility	Timeframe for delivery (FY)	Resources required	BCP Theme and Strategy
21	<p>Encourage ongoing provision of commercial floorspace in commercial zones consistent with their purpose:</p> <ul style="list-style-type: none"> • Support re-purposing of existing commercial floorspace to support new commercial uses. • Implement the relevant planning strategies with respect to Boroondara's network of activity centres and protect valued employment land in the Commercial 1 Zone from conversion to residential uses. • Support ongoing investment in infrastructure associated with commercial land to support employment generating uses in the commercial zones. • Further investigate the existing supply of commercial land in Boroondara and its capacity to accommodate future economic demand and 	<p>Lead: Statutory and Strategic Planning</p> <p>Support: Liveable Communities</p>	2023/24 - 2025/26	Current operational budget	<p>Theme 6</p> <p>Strategy 6.4</p>

No.	Action	Responsibility	Timeframe for delivery (FY)	Resources required	BCP Theme and Strategy
	employment generating development.				
22	Facilitate employment and training opportunities for young people: <ul style="list-style-type: none"> • Work with and support community partners to help facilitate and link young people with employment opportunities. • Explore opportunities and pathways to engage young people in working for Council. 	Lead: (a) Health and Wellbeing Services and (b) People, Culture and Development Support: (a) Liveable Communities and (b) Health and Wellbeing Services and Liveable Communities Community partners: Inner Eastern Local Learning and Employment Network, JobCo, employment agencies, businesses.	2023/24 - 2025/26	Current operational budget	Theme 1 Strategy 1.2, 1.5
23	Explore opportunities to use smart technologies and internet of things (IoT) to support Boroondara's business community and facilitate vibrant shopping precincts.	Lead: Transformation and Technology Support: Liveable Communities	2023/24 - 2025/26	Current operational budget	Theme 6 and 7 Strategy 6.4, 7.7
24	Advocate to the Victorian and Australian Government to invest in activity centres in the areas of infrastructure and placemaking to	Strategic and Statutory Planning; Liveable Communities; Capital Projects, Arts and Culture,	2023/24 - 2025/26	Current operational budget	Theme 1, 6 and 7 Strategy 1.1, 1.6, 6.4, 7.5

No.	Action	Responsibility	Timeframe for delivery (FY)	Resources required	BCP Theme and Strategy
	facilitate improved economic and social outcomes.	Traffic and Transport, Civic Services, Strategic and Statutory Planning			

Economic Development Strategy Community Engagement Summary

Public consultation: 25 January - 10 March 2023

Local Economies



Contents

Executive Summary 3

Introduction 5

Engagement activities 8

Participants 10

Findings 13

Appendix 1: Council’s response to feedback on the draft Strategy 17

Executive Summary

The draft Economic Development Strategy ('the draft Strategy') outlines priorities, strategic objectives and actions to support and facilitate the maintenance and growth of a thriving economy in Boroondara. The Strategy will contribute positively to Boroondara's liveability and help grow the visitor economy into the future, ensuring the area remains a great place to live, operate a business, work, study and play.

The draft Strategy is informed by and aligned to the overall vision of the Boroondara Community Strategy (BCP) 2021-31, including 'Local Economy' (Theme 6) and its five strategies.

Two stages of community consultation informed the development of the draft Strategy prior to the third and final stage of consultation between 25 January - 10 March 2023.

Findings from the Stage 3 consultation are the subject of this report.

During the Stage 3 consultation, key stakeholders including businesses, traders' associations, residents, visitors, community organisations and groups as well as visitors to Boroondara were invited to provide feedback on the draft Strategy via the [Engage Boroondara](#) platform by:

- Ranking the four priorities of the draft Strategy in order of importance to them:
 - Priority 1: Thriving and Engaging Activity Centres and Shopping Precincts
 - Priority 2: A Productive and Supported Business Community
 - Priority 3: An Environmentally Sustainable, Circular and Smart Economy
 - Priority 4: A Desirable Destination for Visitors
- Contributing comments on the draft Strategy and priorities.

The majority of the 96 respondents to the survey on Engage Boroondara were residents (76%), followed by owners/operators of a business (10%). Just over half of respondents were female (51%) and most were born in Australia and local to Boroondara, with one-fifth living in Hawthorn and just under half aged between 50 - 69 years.

Of those that responded to the survey, 43 respondents provided feedback which included comments, suggestions or concerns relating to the draft Strategy or specific locations within Boroondara (Surrey Hills, Canterbury, Camberwell and Glenferrie). Feedback was also received via email. **Appendix 1** includes details of this feedback and Council's response.

The majority of feedback received indicated general support for the draft Strategy, with most comments and suggestions relating to the four priorities and strategic objectives/focus areas.

Half of the respondents ranked 'Thriving and Engaging Activity Centres and Shopping Precincts' as the most important of the draft Strategy's four priorities. In addition, just under half of the comments and suggestions related to this priority, with feedback including the importance of providing ongoing maintenance, enhancements and activations; a diverse range of services and products, as well as areas where people can meet; more green spaces; and more outdoor dining to facilitate increased vibrancy and visitation to shopping precincts. Increased support to, as well as activation and promotion of the Union Road, Surrey Hills shopping precinct was also highlighted by a number of respondents.

'A Desirable Destination for Visitors' was another topic raised by approximately one-third of respondents. Most feedback relating to this area highlighted Council's role in leveraging Boroondara's parks, walking trails, history, heritage character and shopping precincts to attract visitors as well as improving how public spaces, including parks and carparks are utilised for markets and community events.

The importance of streets which are pedestrian friendly and well serviced by a range of transport modes was also raised, along with a small number of concerns about the perceived lack of car parking, including restrictions as well as the 40km/h speed limits zones.

'A Productive and Supported Business Community' was another key topic, with respondents highlighting the role of Council in attracting and supporting local businesses, along with assisting the growing number of employees working from home and those facing barriers to employment.

Facilitating 'Environmental Sustainability and the Circular Economy' was also highlighted by respondents as a key factor to consider when developing Boroondara's economy into the future.

Introduction

Purpose of the report

The purpose of this report is to summarise the findings of the Stage 3 consultations undertaken between 25 January and 10 March 2023 to develop the draft Strategy. The report provides an overview of both the engagement activities undertaken to promote the consultation and the feedback received.

Background

The draft Strategy outlines priorities, strategic objectives and actions to support and facilitate the maintenance and growth of a thriving economy in Boroondara. The proposed Strategy will contribute positively to Boroondara's liveability and help grow the visitor economy into the future.

The draft Strategy is informed by and aligned to the overall vision of the Boroondara Community Strategy (BCP) 2021-31, including 'Local Economy' (Theme 6) and its five strategies. In addition to the BCP, there are also several Council strategies, Strategies and policies which inform economic development and visitor attraction locally, including:

- Boroondara Community Strategy 2021–31
- Healthy Ageing in Boroondara 2019
- Arts Strategy 2015–2018
- Children and Young People in Action Strategy 2021
- Climate Action Strategy 2021
- Disability Action Strategy 2018–2022
- Camberwell Junction Structure and Place Plan 2022 (draft)
- Glenferrie Road Place Strategy 2021(draft)
- Maling Road Place Strategy 2020
- Multicultural Action Strategy 2019–2023
- Shopping Centre Improvement Strategy 2011
- Placemaking Framework 2019
- Boroondara Planning Scheme - Local policies
- Boroondara Housing Strategy 2015
- Boroondara Neighbourhood Centres and Commercial Corridor Guidelines 2014
- Boroondara Open Space Strategy 2013.

Prior to the consultation between 25 January - 10 March 2023, two stages of community consultation had informed the development of the draft Strategy and the following four key priorities and strategic objectives:

- Priority 1 - Thriving and Engaging Activity Centres and Shopping Precincts. Activate and enhance shopping precincts across Boroondara to ensure they offer vibrant places to meet and be entertained, access to job opportunities and green spaces, as well as meet the diverse shopping, social and service needs of residents, workers, businesses and visitors.

- Priority 2 - A Productive and Supported Business Community. Promote business growth and investment in Boroondara that capitalises on existing industry specialisations and achieves successful economic and employment outcomes.
- Priority 3 - An Environmentally Sustainable, Circular and 'Smart' Local Economy. Encourage a flourishing local economy that embraces innovative models of business and supplies sustainable goods and services to our community.
- Priority 4 - A Desirable Destination for Visitors. Support the growth of the visitor economy by attracting non-local (i.e., Melbourne residents from outside Boroondara), regional and interstate visitors and increasing visitor spend.

Stage 1:

Stage 1 involved community consultations between December 2020 and April 2021, including a review of:

- 5,070 comments about our local economy, collected from 4,723 community members during the BCP consultation,
- Boroondara conversations workshops with 149 participants,
- BCP workshop with young people, and
- BCP workshop with local business owners.

During Stage 1, feedback on what matters to residents and the community more generally, including businesses, focused on the following points:

- 'Your Local Shops and Businesses' was the third ranked theme for Council to focus on over the next 10 years
- 45% of survey respondents put 'Your Local Shops and Businesses' as a top 3 priority for Council (18% increase since 2017, ranking third in 2021, up from sixth in 2017).
- 'Having shops nearby' (8% in 2021) and 'supporting local business and employment' (6% in 2021) were topics which mattered the most to people under this theme.



Figure 1: What matters to the community - local shops and businesses

Source: BCP consultation findings on local businesses and shopping centres 2021

Stage 2:

Stage 2 occurred between March - October 2021 and involved consultations with:

- Boroondara's 10 traders' associations through a focus group (please note that since this consultation, there are now 11 traders' associations in Boroondara),
- Boroondara's businesses (the majority representing Boroondara's main industry sectors by number of registered businesses: Professional, Scientific and Technical Services; Financial and Insurance Services; Retail Trade which includes hospitality/food retailing; Health Care and Social Assistance) through:
 - four focus groups, including one specifically focused on home-based businesses, involving 34 businesses in total,
 - two online surveys, with 191 responses in total, one of which was focused specifically on understanding business involvement and interest in initiatives to become more environmentally sustainable,
- local partners and representatives from relevant regional networks/partnerships across Victorian and Australian Government, including the Local Jobs Program of Inner Melbourne Employment Region (Department of Education, Skills and Employment), the Inner South-East Metropolitan Partnership (Department of Jobs, Precincts and Regions) and the Department of Transport, along with Swinburne University through one-on-one interviews, and
- staged consultations across the whole of Council through one-on-one interviews. Key areas included Arts and Culture, Community Planning and Development, Library Services, Health and Wellbeing Services, Asset and Capital Planning, Capital Projects, Environmental Sustainability and Open Spaces, Facilities, Waste and Infrastructure, Traffic and Transport, Civic Services, Statutory and Strategic Planning, Placemaking, Transformation and Technology and the Chief Financial Office.

Key priorities identified for Boroondara's business community and local economy more generally during Stage 2 consultations were:

- Activity Centres and Shopping Precincts;
- Business Development and Support;
- Workforce Development;
- Environmental Sustainability; and,
- Tourism.

Stage 3:

The third and final stage of community consultation to develop the draft Strategy was undertaken between 25 January and 10 March 2023. Engagement activities undertaken during this stage of consultation, along with the feedback provided, are summarised in the following pages, with a summary of respondents' comments and Council's response outlined in Appendix 1.

Engagement activities

The draft Strategy was available for public consultation between 25 January and 10 March 2023.

To ensure a broad cross section of the community was reached, the consultation was promoted via a variety of channels to a diverse group of stakeholders.

Across all channels, the community was invited to provide feedback on the draft Strategy via the [Engage Boroondara](#) platform which included key information on the draft Strategy, the survey and contact details for further questions. Instructions on how to access translation and interpreting service was also included. A hard copy of the survey on Engage was available at Council's Camberwell Customer Service office.

The purpose of the consultation was for Council to confirm if the draft Strategy's four priorities resonated with the local community and to determine whether there was anything missing in the draft Strategy which might inform future actions to facilitate economic development and visitor attraction in Boroondara (beyond FY 23/24).

Key stakeholders targeted for the consultation included businesses, traders' associations, residents, visitors, community organisations and groups and visitors to Boroondara.

Respondents were invited to rank the four priorities of the draft Strategy in order of importance to them. They were also given the opportunity to provide comments on the draft Strategy and priorities. Key demographic information was also asked of respondents, including their relationship to Boroondara (for example - whether they were a resident, business manager/owner, visitor, student, involved in a traders' association), as well as their age, location and country of birth.

The consultation was promoted on a number of Council channels, including:

- February and March Boroondara Bulletin (both print and online)
 - 75,000 printed copies distributed each month - 72,000 to letterboxes, with a further 3,000 distributed via post, libraries and customer service centres,
 - eDM (Electronic Direct Mail) delivered to 38,000 subscribers;
- Social media (both City of Boroondara and Boroondara Life (Local Business) channels):
 - City of Boroondara:
 - Posts on Facebook, LinkedIn and Instagram (total 34,130 people reached), generating over 800 clicks to the Engage webpage.
 - Boroondara Life (Local Business)
 - 1 post on Facebook (total 10,692 people reached);
- A range of Council eDMs targeting different segments of Boroondara's community (including local businesses, community organisations/groups as

well as residents with interests in environmental sustainability, community development, arts and business); and

- Council's website.

To ensure the local business community were informed of the opportunity to provide feedback on the draft Strategy, Boroondara's 11 traders' associations were supplied with a 'communications pack' containing assets they could use to promote the draft Strategy to the businesses/traders within their shopping precincts. This included suggested key messages and images to include on their website, and in social media posts and emails.

Those that had contributed to the preliminary consultations to inform the draft Strategy were also notified of the public consultation.

Short video interviews ('vox pops') were also developed of five business owners/managers who each spoke to one of the draft Strategy's four priorities. This content was disseminated on social media and email to raise the profile of the consultation. The social media posts featuring the video interviews had 1,942 views.

Participants

During the consultation period, the Engage webpage promoting the consultation attracted 1,085 page visits, with 96 people providing contributions.

Key demographics of survey respondents are depicted in Figures 2-5 below. In summary:

- The majority (76%) were residents, followed by owners/operators of a business (10%). The remainder were mainly visitors to Boroondara or involved in a local traders' association, and
- Just over half of respondents were female (51%) and most were born in Australia and local to Boroondara, with one-fifth living in Hawthorn and just under half aged between 50 - 69 years.

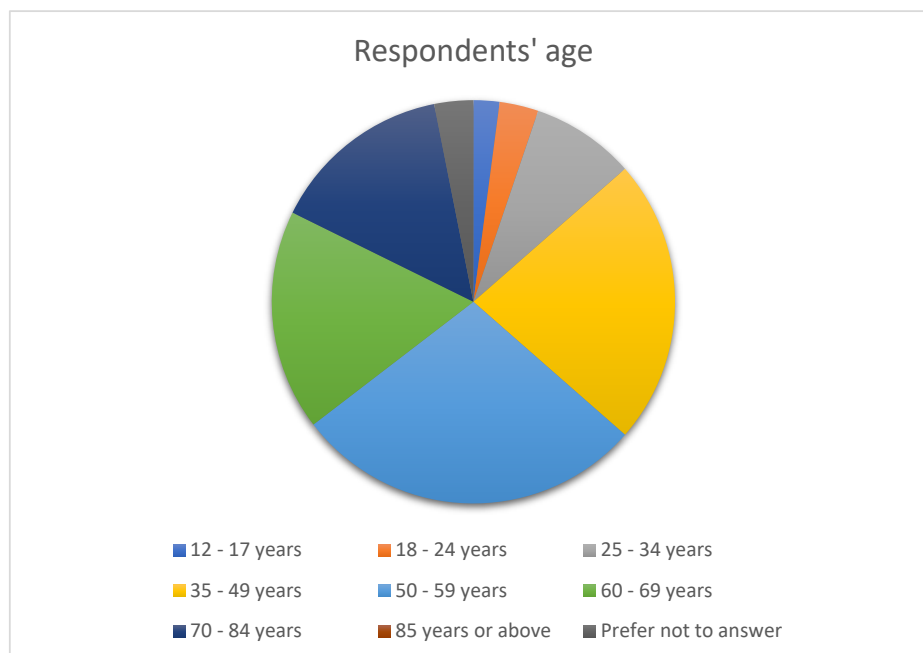


Figure 2: Age of survey respondents

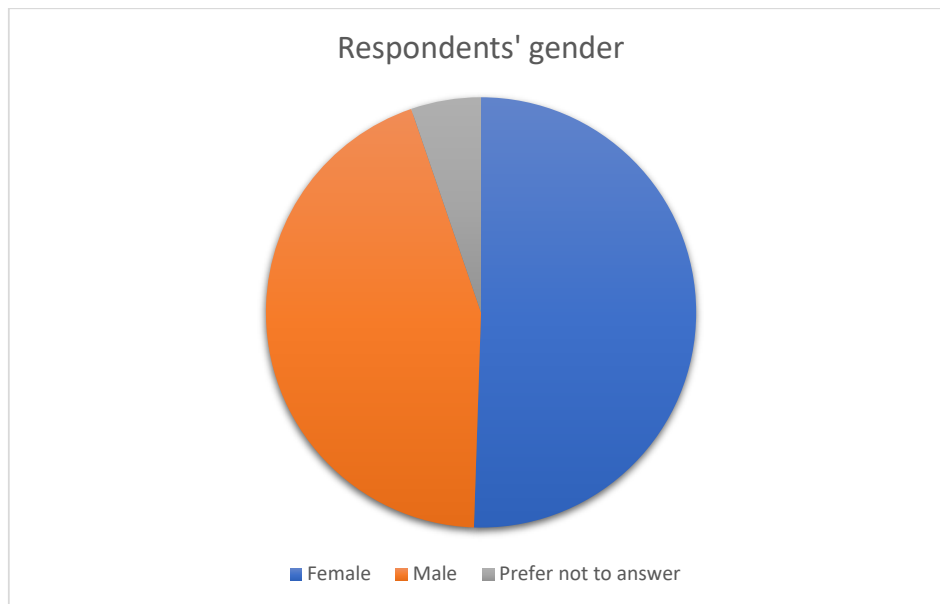


Figure 3: Gender of survey respondents

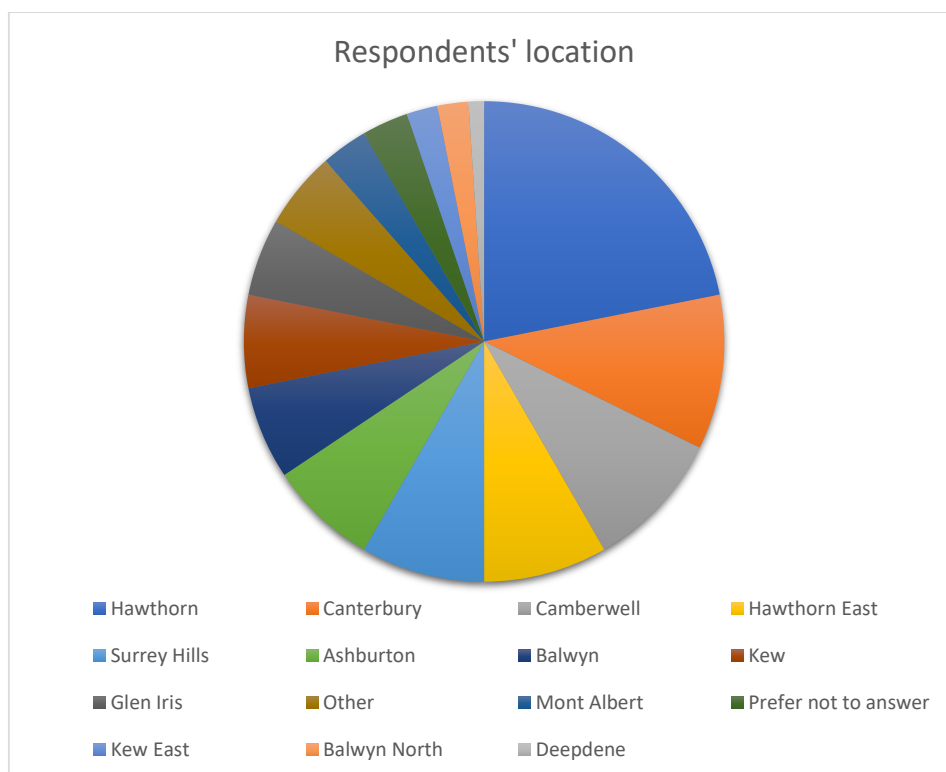


Figure 4: Location of survey respondents

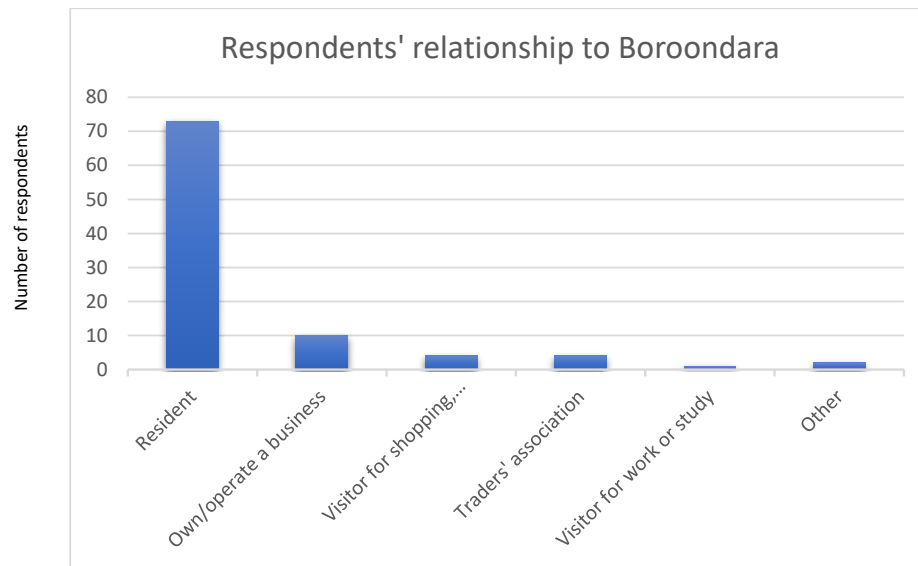


Figure 5: Relationship respondents have to Boroondara

Findings

During the consultation period, feedback was provided by the community, including businesses and traders' associations via Engage Boroondara and email.

The survey on Engage was completed by 96 people.

Ranking of the draft Strategy's four priorities

As shown in Figure 6, when asked to rank the four priorities of the draft Strategy in order of importance to them, half of the respondents (48) indicated 'Thriving and Engaging Activity Centres and Shopping Precincts' was the most important. Just over one-fifth of respondents (20) rated 'An Environmentally Sustainable, Circular and Smart Economy' as number one, with the same number of respondents (14) each rating 'A Desirable Destination for Visitors' and 'A Productive and Supported Business Community' as the most important.

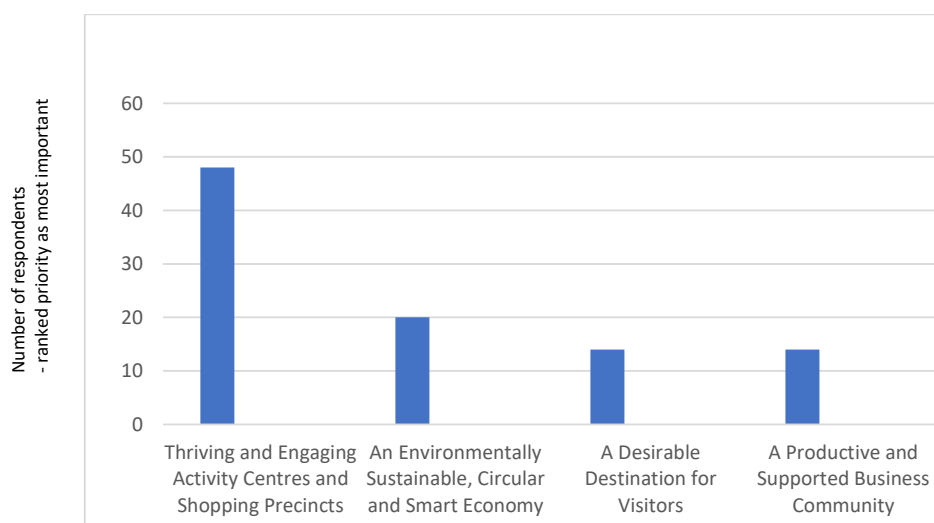


Figure 6: Ranking of the draft Strategy's four priorities

Summary of feedback provided in comments

Of those that responded to the survey, 43 respondents provided feedback which included comments, suggestions or concerns relating to the draft Strategy or specific locations within Boroondara (Surrey Hills, Canterbury, Camberwell and Glenferrie). Feedback was also received via email. Appendix 1 includes details of this feedback and Council's response. Table 1 below outlines the number of comments in relation to each general topic and Table 2 below summarises the sentiment of these comments.

Table 1: Number of comments for each general topic

Topics comments related to	Number of comments in relation to this topic
Thriving and Engaging Activity Centres and Shopping Precincts	21
A Desirable Destination for Visitors	14
A Productive and Supported Business Community	7
An Environmentally Sustainable and Circular Economy	6

Table 2: Sentiment of comments

Type of comment	Number of comments
Constructive/positive comments related to the Strategy's four proposed priorities	34 comments
Neutral comments, out of scope comments or concerns about specific locations (Surrey Hills, Canterbury, Camberwell Junction and Glenferrie)	8 comments
Negative comment related to the Strategy's four proposed priorities	1 comment
Total	43 comments

As shown in Table 2, the majority of feedback received indicated general support for the draft Strategy and its priorities, with most comments and suggestions relating to the four priorities and strategic objectives/focus areas, as shown in Table 1.

The following two quotes are indicative of this sentiment:

All of the 4 key priorities are important. It was hard to rank them as each is critical. I applaud the council for engaging in this process.

-Business owner, Ashburton

These are appropriate priorities to support and grow the economic success of Boroondara. It is also vital that there is a clear plan and vision so businesses, existing and new, can work towards the same goals.

-Traders' association

The negative comment about the Strategy stated that none of the priorities are of importance to ratepayers in Boroondara and made reference to rates being too high and their concerns about the presence of graffiti.

Just under half of the comments and suggestions related to 'Thriving and Engaging Activity Centres and Shopping Precincts (21 respondents).' In some instances, feedback provided by respondents covered a number of areas, including the importance of providing ongoing maintenance, enhancements and activations (9 respondents); a diverse range of services and products, as well as areas where people can meet (3 respondents); more green spaces (2 respondents); and more

outdoor dining areas (2 respondents) to facilitate increased vibrancy and visitation. Increased support to, as well as activation and promotion of the Union Road, Surrey Hills shopping precinct was also suggested (4 respondents).

To have an engaging precinct, we need diversity. The shopping strips need to have something that lures people to the space, not just food outlets. It also needs more cultural areas where people can meet.

-Resident, Mont Albert

'A Desirable Destination for Visitors' was another topic raised by approximately one-third of respondents (14 respondents). Several suggestions were put forward within this topic, including opportunities to better leverage Boroondara's parks, walking trails, history, heritage character and shopping precincts to attract visitors (5 respondents) and improve how public spaces, including parks as well as carparks are utilised for markets and community events (3 respondents).

A Desirable Destination for Visitors is key to making the other 3 priorities successful. Boroondara's destinations have so much to offer tourists whether they live in Melbourne, Victoria, Australia or overseas. The Yarra walks, our heritage streets and neighbourhoods, our parks, shopping strips, restaurants.

-Resident, Camberwell

By creating a sustainable, exciting shopping/event/arts destination people will come and businesses will be supported.

-Business owner, Surrey Hills

Another topic raised was the importance of streets which are pedestrian friendly, and well serviced by walking, cycling and public transport routes, in order to create and maintain thriving precincts which are desirable to visitors (7 respondents).

Dedicated, safe and connected active transport infrastructure - is critical to attracting visitors and locals to activity areas - as are pedestrian only/priority shopping areas and high quality landscapes.

-Resident, Canterbury

Traffic congestion, the perceived lack of car parking, including restrictions as well as the 40km/h speed limits zones were raised as impediments to a thriving local economy with a strong visitor base (4 respondents).

Creating an enabling environment for 'A Productive and Supported Business Community' was also a key issue (7 respondents). Within this, feedback from respondents raised a number of points, including Council's role in attracting and supporting local businesses (4 respondents) and assisting the growing number of employees working from home (3 respondents), including those who face barriers to employment (2 respondents).

Supporting local businesses is the most important element to ensure a vibrant and successful community.

-Resident, Camberwell

Another key topic was the importance of 'An Environmentally Sustainable and Circular Economy' (6 respondents).

A base in sustainability is the most important area to focus on. People will always find a way to make their business run but might not always prioritise the planet and people over profit.

-Resident, Hawthorn East

Appendix 1: Council's response to feedback on the draft Strategy

The following is a summary of feedback received via Council's Engage platform and direct email during the consultation period. The feedback is themed according to the four priorities of the Strategy.

Thriving Shopping Precincts

Just under half of the comments and suggestions related to 'Thriving Shopping Precincts (21 respondents).' Feedback on this topic included the importance of the following in facilitating increased vibrancy and visitation, with some respondents noting one or more of the following:

- Provide ongoing maintenance, enhancements and activations (9 respondents)

Council's response

In recognition of the important role shopping centres play in our community, Council invests in, as well as supports their maintenance, development, enhancement, activation and promotion through the development and implementation of a range of plans and strategies as well as diverse support services spanning all Council directorates. This includes but is not limited to the following:

- Oversight and administration of eight special rate and charge schemes in eight key shopping centres which facilitate marketing and business development
- Development of the Maling Road Place Plan, the draft Glenferrie Place Plan and the draft Camberwell Junction Structure and Place Plan to create and improve public spaces for people to stay, play and belong
- Development of Structure Plans to guide the development of specific commercial areas and networks
- Development and implementation of Shopping Centre Improvement Plans in specific shopping precincts
- Proactive maintenance including cleaning.

In addition, Council undertakes the following:

- Liaises with, and provides support to, traders' associations to optimise business development and marketing in key shopping precincts, and assist applications for permits and grants to deliver events and other activities.
- Provides advice and support to trader groups to incorporate (leading to the creation of new traders' associations)

- Delivers the annual City-wide Christmas decorations in Boroondara program.
- Provides a range of grants to fund the delivery of events and festivals
- Promotes the 53 shopping precincts within Boroondara on Council's website
- Investigates and delivers initiatives to activate vacant commercial properties in shopping precincts, such as the Bare to Beautiful vacant shopfront and Street Sounds music programs.

Strategic objectives, focus areas and actions

The following strategic objectives and focus areas, as well as actions within the draft Strategy indicate the importance Council places on this topic:

Priority 1: Thriving shopping precincts

Strategic objective 1:

Activate and enhance activity centres and shopping precincts across Boroondara to support diversity of uses and meet the needs of residents, businesses, workers and visitors.

Focus areas for action:

- Create a unique 'Sense of Place'
- Encourage diverse retail, hospitality and personal service sectors
- Support and enable traders' associations to activate and enhance shopping precincts
- Facilitate investment in the maintenance, renewal and further development of shopping precincts to support resident liveability.

Relevant actions within:

- BCP Theme 1: Community, Services and Facilities
 - BCP Theme 2: Parks and Gardens
 - BCP Theme 6: Local Economy
 - BCP Theme 7: Leadership and Governance.
- Diverse range of services and products, as well as areas where people can meet (3 respondents)

Council's response

The Maling Road Place Plan, the draft Glenferrie Place Plan and the draft Camberwell Junction Structure and Place Plan include a focus on facilitating increased retail diversity to enhance vibrancy and attract increased visitation, as well as creating memorable places and spaces for people to meet and recreate.

The last round of community engagement in relation to the draft Glenferrie Place Plan took place in March/April 2023 for the purposes of Council gaining: (a) feedback on the need to relocate carparking from the street to a nearby location and (b) an understanding on community preferences for how this relocation should be undertaken. This draft Plan will undergo a final round of updates to reflect community feedback and Council adoption prior to its adoption in the second half of 2023.

To date, two rounds of community consultation have shaped the draft Camberwell Junction Structure and Place Plan's strategies and objectives as well as recommended initiatives and actions. This draft Plan is currently being finalised and is expected to be shared with the community for feedback and direction in the second half of 2023.

In partnership with relevant external stakeholders such as Rotary, Council also supports and promotes Boroondara's markets – Camberwell Sunday Market, Hawthorn Craft Market, Camberwell Fresh Food Market and Boroondara Farmers Market - which provide a diverse range of products and services to the local community.

Council also undertakes a range of activities to showcase and promote the diverse range of products and services offered by businesses in Boroondara, including through the delivery of the:

- Boroondara Love Local Life website/directory which lists the diverse range of products and services provided by local businesses
- Boroondara Life social media channels
- Boroondara Business e-newsletter.

A range of Council grants, both one off and recurrent, are provided to traders' associations and other community organisations, including Neighbourhood Houses to fund the delivery of events and festivals and other initiatives which facilitate social connections.

Strategic objectives, focus areas and actions

The following strategic objectives and focus areas, as well as actions within the draft Strategy indicate the importance Council places on this topic:

Priority 1: Thriving shopping precincts

Strategic objective 1:

Activate and enhance activity centres and shopping precincts across Boroondara to support diversity of uses and meet the needs of residents, businesses, workers and visitors

Focus areas for action:

- Encourage diverse retail, hospitality and personal service sectors.

Priority 2: A supported business community

Strategic objective 2:

Promote business growth and investment in Boroondara that capitalises on existing industry specialisations and achieves successful economic and employment outcomes.

Focus areas for action:

- Encourage business investment and attraction
- Facilitate the development of a diverse business mix in Boroondara through supporting existing businesses and attracting new ones to the municipality.

Relevant actions within:

- BCP Theme 1: Community, Services and Facilities
- BCP Theme 2: Parks and Gardens
- BCP Theme 6: Local Economy

- More green spaces (2 respondents)

Council's response

The Maling Road Place Plan and the draft Glenferrie Place Plan include a focus on planting new street trees and landscaping to improve the overall amenity of the street, as well as provide additional shade. The draft Camberwell Junction Structure and Place Plan includes a focus on investing in the environment and landscaping to create a green and inviting precinct that will attract people to live and work.

The last round of community engagement in relation to the draft Glenferrie Place Plan took place in March/April 2023 for the purposes of Council gaining: (a) feedback on the need to relocate carparking from the street to a nearby location and (b) an understanding on community preferences for how this relocation should be undertaken. This draft Plan will undergo a final round of updates to reflect community feedback and Council adoption prior to its adoption in the second half of 2023.

To date, two rounds of community consultation have shaped the draft Camberwell Junction Structure and Place Plan's strategies and objectives as well as recommended initiatives and actions. This draft Plan is currently being finalised and is expected to be shared with the community for feedback and direction in the second half of 2023.

Council has recently undertaken several projects to add greenery into our shopping precincts, such as at Highfield Road/ Hunter Road shops in Camberwell and at Yerrin St/Whitehorse Road in Balwyn. We will continue to create more spaces for trees and gardens where we can in our shopping areas. This includes an additional six trees along Union Road, Surrey Hills as part of upgrades to the Surrey Hills Shopping Centre which commenced mid 2023.

Council is working towards increasing the number of street trees from 66,000 up to 80,000 by 2030 to grow our urban forest. We are also working on developing an Urban Greening Strategy which will be likely available for community consultation mid 2023.

When undertaking shopping centre improvement works, Council endeavours to increase greenery (including trees and/or garden beds). Site conditions, including built form, as well as the need to provide for car and pedestrian access influence how much greenery can be installed.

One of the five key themes of Council's Climate Action Plan, which aims for Council to be net carbon neutral by 2022 and for Boroondara to be net carbon neutral by 2035, is biodiversity and trees. Among other things, the Climate Action Plan gives significant consideration to how we can protect our existing canopy cover and improve on current levels. Relevant actions within BCP Theme 6: Local Economy.

- More outdoor dining areas (2 respondents)

Council's response

The Maling Road Place Plan, the draft Glenferrie Place Plan and the draft Camberwell Junction Structure and Place Plan include a focus on facilitating more and improved outdoor dining opportunities.

Council's recent adoption of the Outdoor Trading Policy and Parklet Guidelines will also assist to facilitate further outdoor dining spaces in Boroondara.

Strategic objectives, focus areas and actions

The following strategic objectives and focus areas, as well as actions within the draft Strategy indicate the importance Council places on this topic:

Priority 1: Thriving shopping precincts

Strategic objective 1:

Activate and enhance activity centres and shopping precincts across Boroondara to support diversity of uses and meet the needs of residents, businesses, workers and visitors.

Focus areas for action:

- Create a unique 'Sense of Place'
- Activity centres and shopping precincts are activated and lively destinations.

Priority 4: A desirable destination for visitors

Strategic objective 4:

Support the growth of the visitor economy by attracting non-local (i.e., Melbourne residents from outside Boroondara), regional and interstate visitors and increasing visitor spend.

Focus areas for action:

- Enhance visitor amenity, infrastructure and services
- Enhance the visitor experience and provide opportunities to generate increased visitor spend.

Relevant actions within BCP Theme 6: Local Economy.

- Increased support to, as well as activation and promotion of the Union Road, Surrey Hills shopping precinct (4 respondents)

Council's response

In the lead-up to, as well as during the works to remove the level crossing in Surrey Hills, Council offered a range of supports to the traders located in Union Road, Surrey Hills. This included:

- Providing advice and support to apply for Council grants, as well as information about other available grants
- Facilitating the development of the Union Road Surrey Hills Traders' Association, as well as providing ongoing support to the president and the committee
- Providing information and support to traders impacted by the works, including weekly to fortnightly visits (from February 2023) to check-in regarding any support they might need and to assist with any issues they are experiencing (where Council can influence)
- Advocating to the Level Crossing Removal Project (LXRP) authority (state government) on behalf of the traders, including regularly meeting with LXRP representatives to pass on feedback and requests.

As part of Council's regular Shopping Centre Improvement Program (SCIP) works, upgrades to the Surrey Hills Shopping Centre commenced from mid-2023 (when the LXRP's major works were completed and access was available). Community members were initially informed and consulted about the upgrades in 2019, however works were put on hold due to the planned level crossing removal works. The upgrades aim to improve the Centre's appearance and include refreshing the footpaths, garden beds, and forecourt of the Surrey Hills Neighbourhood Centre, creating a more pedestrian-friendly environment. We are also planting six new trees and installing furniture along Union Road.

Strategic objectives, focus areas and actions

The following strategic objectives and focus areas, as well as actions within the draft Strategy indicate the importance Council places on this topic:

Priority 1: Thriving shopping precincts

Strategic objective 1:

Activate and enhance activity centres and shopping precincts across Boroondara to support diversity of uses and meet the needs of residents, businesses, workers and visitors.

Focus areas for action:

- Create a unique 'Sense of Place'
- Encourage diverse retail, hospitality and personal service sectors
- Support and enable traders' associations to activate and enhance shopping precincts
- Facilitate investment in the maintenance, renewal and further development of shopping precincts to support resident liveability.

Priority 2: A supported business community

Strategic objective 2:

Promote business growth and investment in Boroondara that capitalises on existing industry specialisations and achieves successful economic and employment outcomes.

Focus areas for action:

- Promote business recovery and resilience

Relevant actions within BCP Theme 6: Local Economy.

A Desirable Destination for Visitors

'A Desirable Destination for Visitors' was another topic raised by approximately one-third of respondents (14). Several suggestions were put forward within this theme, with some respondents providing feedback on a range of areas, as outlined below.

- Opportunities to better leverage Boroondara's parks, walking trails, history, heritage character and shopping precincts to attract visitors (5 respondents)

Council's response

Council has a number of strategies and plans in place and undertakes a range of activities to highlight and showcase its unique assets and features, including its parks, walking trails, heritage character and shopping precincts.

The Maling Road Place Plan, the draft Glenferrie Place Plan and draft Camberwell Place Vision include a focus on promoting and showcasing Boroondara's well known and loved shopping precincts, as well as preserving and enhancing the heritage features within each one to reinforce the existing sense of place, history and community.

Council supports Boroondara's six historical societies, many of which organise events, displays and talks which showcase and promote local history.

Boroondara Open House Melbourne provides residents and visitors with the opportunity to visit Boroondara's diverse range of iconic and historical buildings, including the Hawthorn Arts Centre, Kew Court House, local churches, Hawthorn former tram depot and Villa Alba Museum.

Council offers a myriad of resources on its website for those interested in Boroondara's history, local events, along with 26 parks and gardens, including:

- Guides to help residents learn about the history of their house, family and local area
- Information on local parks and walking trails, including those of historical significance, some of which are further promoted on external websites
- A listing/directory, promoting events, festivals, exhibitions, programs and other initiatives delivered by Council, residents and community organisations.

Strategic objectives, focus areas and actions

The following strategic objectives and focus areas, as well as actions within the draft Strategy indicate the importance Council places on this topic:

Priority 4: A desirable destination for visitors

Strategic objective 4:

Support the growth of the visitor economy by attracting non-local (i.e., Melbourne residents from outside Boroondara), regional and interstate visitors and increasing visitor spend.

Focus areas for action:

- Enhance visitor amenity, infrastructure and services
- Enhance the visitor experience and provide opportunities to generate increased visitor spend.
- Support activation of key tourism assets
- Leverage and enhance the City's assets to drive visitation.
- Enhance the marketing and promotion of Boroondara as a visitor destination
- Deliver initiatives that position Boroondara as a desirable visitor destination.

Relevant actions within:

- BCP Theme 1: Community, Services and Facilities
- BCP Theme 2: Parks and Green Spaces
- BCP Theme 5: Moving Around
- BCP Theme 6: Local Economy

Feedback on this topic will also inform the development of future Council departments' business plan actions beyond FY 2023/24 and will be subject to Council's annual budget processes.

- Improve how public spaces, including parks as well as carparks are utilised for markets and community events (3 respondents)

Council's response

Council's Placemaking Framework outlines our approach to improving public spaces and how we can enhance the utilisation of Boroondara's key activity centres and shopping precincts.

The Maling Road Place Plan, draft Glenferrie Place Plan and draft Camberwell Junction Structure and Place Plan outline how Council, often in partnership with other stakeholders, *will re-imagine and activate spaces to create vibrant, memorable and social places and precincts where people feel a sense of belonging*. This has been evident through a range of activations through

Glenferrie and Maling Roads, some of which have been funded by Council, including the annual AutoClassico car show and Kristkindl events, and other pop-up initiatives such as decals on the pavement.

By providing funding and a range of in-kind supports, Council also facilitates the delivery of a range of activations delivered by traders' associations in public spaces, including seasonal events such as Halloween and Easter Egg hunts as well as the Surrey Hills Music Festival, Ashburton Festival and Glenferrie Festival.

Council's regular Shopping Centre Improvement Works Program outlines Council's approach to improving shopping centres in Boroondara, including how the assets within centres are utilised.

Council also utilises public land and carpark spaces to deliver a number of regular initiatives in partnership with external stakeholders, such as the Boroondara's Farmers Market and the Camberwell Sunday Market.

Council's Street Sounds program which involves performers and roving musicians performing across Boroondara's public spaces to create a sense of vibrancy and attract visitation is also another example of how Council uses public spaces.

When Council creates a new public space, consideration is given during the planning stage to how it can be utilised for events and other activations.

Feedback on this topic will also inform the development of future Council departments' business plan actions beyond FY 2023/24 and will be subject to Council's annual budget processes.

Strategic objectives, focus areas and actions

The following strategic objectives and focus areas, as well as actions within the draft Strategy indicate the importance Council places on this topic:

Priority 4: A desirable destination for visitors

Strategic objective 4:

Support the growth of the visitor economy by attracting non-local (i.e., Melbourne residents from outside Boroondara), regional and interstate visitors and increasing visitor spend.

Focus areas for action:

- Enhance visitor amenity, infrastructure and services
- Enhance the visitor experience and provide opportunities to generate increased visitor spend.
- Support activation of key tourism assets
- Leverage and enhance the City's assets to drive visitation.

- Enhance the marketing and promotion of Boroondara as a visitor destination
- Deliver initiatives that position Boroondara as a desirable visitor destination.

Relevant actions within:

- BCP Theme 1: Community, Services and Facilities
- BCP Theme 5: Moving Around
- BCP Theme 6: Local Economy

A number of respondents raised the impact of the following in relation to 'Thriving Shopping Precincts' and 'A Desirable Destination for Visitors':

- Importance of streets which are pedestrian friendly and well serviced by a range of transport modes, including walking, cycling and public transport routes (6 respondents)

Council's response

The Maling Place Plan, the draft Glenferrie Road Place Plan as well as the draft Camberwell Junction Structure and Place Plan outline actions planned by Council to improve the accessibility of Maling, Glenferrie and Burke Roads, including making them more inviting to pedestrians and cyclists and advocating to state government to improve public transport. For instance, one of the key projects in the Maling Road Place Plan includes improvements to the walkability and amenity of the street with generous footpaths and public spaces, safe crossings, places to sit and greenery which shades the street, as well as optimising the precinct's accessibility to visitors of all ages and modes of travel including walking, cycling, car and public transport.

The Boroondara Bicycle Strategy sets out the framework to improve bicycle infrastructure and increase mode share in the City of Boroondara and includes a series of initiatives and actions to provide better active transport links to shopping precincts, including provision of new and upgraded off-road paths, on-road cycling infrastructure and improved wayfinding.

Strategic objectives, focus areas and actions

The following strategic objectives and focus areas, as well as actions within the draft Strategy indicate the importance Council places on this topic:

Priority 1: Thriving shopping precincts

Strategic objective 1:

Activate and enhance activity centres and shopping precincts across Boroondara to support diversity of uses and meet the needs of residents, businesses, workers and visitors.

Focus area:

- Facilitate investment in the maintenance, renewal and further development of shopping precincts to support resident liveability.

Relevant actions within:

- BCP Theme 5: Moving Around
 - BCP Theme 6: Local Economy.
- The perceived lack of car parking, including restrictions as well as the 40km/h speed limits zones were raised as impediments to a thriving local economy with a strong visitor base (4 respondents)

Council's response

The Camberwell Junction Shopping Precinct, one of many shopping centres in Boroondara, is currently served by a significant parking supply with a mix of short-term (1 hour) and medium to long-term parking spaces (predominantly 2 hours). One hour parking spaces are generally located along arterial roads with two hour or longer-term parking available in side streets and off-street car parks.

The one hour parking restrictions, typically on Burke Road, Riversdale Road, Camberwell Road and in a section of Prospect Hill Road and Railway Parade are subject to a fee.

The fee with the one hour time restriction aims to ensure that these prime, convenient spaces would be available for the benefit of as many visitors/shoppers as possible throughout the day.

These spaces are highly utilised with a good level of turnover providing opportunities for shoppers/visitors to access these prime spaces.

Compliance with the one hour restrictions is also good with past studies showing that 80% of all shoppers/visitors stayed for 45 minutes or less.

Shoppers and visitors parking for longer durations are typically utilising the two hour off-street parking areas on either side of Burke Road.

In summary, the paid parking in any of the shopping precincts aims to encourage turnover of prime spaces to improve parking availability for the benefit of shoppers/visitors. The spaces are well used and the ticket machines offer a range of payment options. There are no intentions to remove the paid parking at this stage in time.

Consistent with its Road Safety Strategy, Council supports lower speed limits in high pedestrian activity areas such as shopping strips on main roads and at schools and has several applications with the Department of Transport & Planning (DTP) seeking approval for lower speed limits in several shopping precincts, including Whitehorse Road at the Deepdene Shopping Centre. Through Council advocacy, a number of strip shopping centres in Boroondara have been reduced to time based or permanent 40km/h speed limits. This includes Whitehorse Road in Balwyn, all three legs of Camberwell Junction (Burke Road, Camberwell Road, Riversdale Road), Auburn Road in Auburn Village, Glenferrie Road in Hawthorn, High Street in Kew, Toorak Road in Burwood Village and High Street in Ashburton. Lower speed limits at 40km/h are also in the final stages of being installed in Doncaster Road at Greythorn Shopping Centre and Toorak Road in Hartwell.

Reduced speed limits along high pedestrian activity areas such as strip shopping centres are aimed to improve the level of safety for all road users, especially vulnerable users including pedestrians and cyclists. This is also welcomed by local businesses and traders where they continue to provide support and advocate Council and the State Government for reduced speed limits along strip shopping centres.

The last round of community engagement in relation to the draft Glenferrie Place Plan took place in March/April 2023 for the purposes of Council gaining: (a) feedback on the need to relocate carparking from the street to a nearby location and (b) an understanding on community preferences for how this relocation should be undertaken. This draft Plan will undergo a final round of updates to reflect community feedback and Council adoption prior to its adoption in the second half of 2023.

Strategic objectives, focus areas and actions

The following strategic objectives and focus areas, as well as actions within the draft Strategy indicate the importance Council places on this topic:

Priority 1: Thriving shopping precincts

Strategic objective 1:

Activate and enhance activity centres and shopping precincts across Boroondara to support diversity of uses and meet the needs of residents, businesses, workers and visitors.

Focus area:

- Facilitate investment in the maintenance, renewal, and further development of shopping precincts to support resident liveability.

Relevant actions within BCP Theme 5: Moving Around.

A Supported Business Community

'A Supported Business Community' was another key topic (7 respondents). Respondents made one or several suggestions, as outlined below.

- Council's role in attracting and supporting local businesses (4 respondents)
- Assistance to the growing number of employees working from home (3 respondents)

Council's response

Council provides a range of programs and services to attract and support local businesses, including:

- Advice and support to businesses through the Boroondara Business Network, including training workshops and events, networking opportunities and mentoring services,
- Programs to support the transition to a circular economy and become more environmental, sustainable such as the Go Full Circle and Plastic Free programs,
- Oversight and administration of eight special rate and charge schemes in eight key shopping centres which facilitate marketing and business development,
- Resources and information, including a regular business e-newsletter and a dedicated Business Hub on Council's website with information on a range of supports and resources,
- Love Local Life website and directory (consumer and business subscriber base)
- Boroondara Life Facebook and Instagram channels to showcase and promote local businesses and visitor attractions,
- Advocacy to local, regional and state bodies, including government,
- Provision of economic data and analysis on Council's website about Boroondara's local economy, including labour force trends and key business industries
- Initiatives to encourage local residents and businesses to support and buy local, including buy local campaigns,
- Business Support Service to provide advice and guidance on setting up a business, including information on Council permits,
- Initiatives to activate vacant shopfronts such as the Bare to Beautiful program.

Throughout September - October 2022, Council undertook a consultation on a dedicated coworking space / shared office space to understand the community's interest in and support for the concept, and to help us investigate the viability of providing a dedicated community coworking space in the future.

Following a recent review of Council's role in facilitating training and job outcomes, including for those facing barriers, Council is currently investigating opportunities to:

- Improve the capability and motivation of local employers to provide employment opportunities for people with a disability,
- Support the local social enterprise sector,
- Increase Council spend with local businesses and social enterprises.

In the second half of 2023, Council will undertake a public consultation on its new Disability and Access Inclusion Plan which will include actions related to improving employment opportunities for people with a disability and promoting the benefits of doing so.

Strategic objectives, focus areas and actions

The following strategic objectives and focus areas, as well as actions within the draft Strategy indicate the importance Council places on this topic:

Priority 2: A supportive business community

Strategic objective 2:

Promote business growth and investment in Boroondara that capitalises on existing industry specialisations and achieves successful economic and employment outcomes.

Focus areas for action:

- Create a conducive environment for 'Small' and 'Home-Based' businesses
- Encourage business investment and attraction
- Promote business recovery and resilience
- Assist to facilitate employment and training outcomes.

Relevant actions within:

- BCP Theme 1: Community, Services and Facilities
- BCP Theme 6: Local Economy.

Feedback on this topic will also inform the development of future Council departments' business plan actions beyond FY 2023/24 and will be subject to Council's annual budget processes.

Sustainability and Circular Economy

The importance of promoting environmental sustainability and the circular economy was another key topic (6 respondents).

Council's response

Council's commitment to environmental sustainability is outlined in the Climate Action Plan, which aims for Council to be net carbon neutral by 2022 and for Boroondara to be net carbon neutral by 2035. The Climate Action Plan which has five key themes (energy efficiency and renewable energy, biodiversity and trees, water and waterways, transport and circular economy) aims to achieve sustainable economic growth in Boroondara, in line with federal and state objectives, which will have implications for local economic development practices and future investments.

Council delivers a range of initiatives to support local businesses to become more sustainable and transition to a circular economy. This includes the Go Full Circle training program to support local businesses to leverage the circular economy to drive stronger financial, environmental and social outcomes for their business and the Plastic Free program to support businesses to reduce and eliminate single use plastics in their operations.

Council also provides sustainability information and resources through its website and via workshops and webinars.

Priority 3: A sustainable, circular and 'smart' local economy

Strategic objective 3:

Encourage a flourishing local economy that embraces innovative models of business and supplies sustainable goods and services to our community.

Focus area for action:

- Support the development of a sustainable and circular 'green economy'

Relevant actions within BCP Theme 3: The Environment.

Boroondara Economic Development Strategy Context Report

This document contains:

- A list of relevant local, state, federal and international policies, strategies and frameworks which guide and inform the Boroondara Economic Development Strategy
- Background information on Boroondara's:
 - Economy, including economic profile, and economic specialisations, as well as profiles on business and industry, visitor economy and employment
 - Demographic profile, including key population, housing and dwelling, age and socio-economic indicators.

Contents page

Relevant Policy Documents	3
Local context	3
Regional context	8
State Government context	11
Federal Government context	16
International context	20
City of Boroondara Profile (2021)	22
Our City	23
Our Precincts	25
Economic Profile	28
Employment Profile	32
Business and Industry Profile	33
Visitor Economy Profile	35
Demographic Profile	40
Housing Forecast	41
Socio-Economic Profile	42

Relevant Policy Documents

Local context

Document	Summary
Arts Plan (2015-2018)	<p>The Boroondara Arts Plan was developed with the vision “<i>Boroondara is the home for vibrant and engaging arts experiences for all residents in order to enrich the lives of the Boroondara community.</i>”</p> <p>This is supported through the following themes, which will be considered to support future economic development objectives:</p> <ul style="list-style-type: none"> • Presentation: the development and presentation of Council’s curated arts programs in its cultural venues, outdoor spaces and non-traditional venues • Participation and accessibility: support for the community to achieve its arts participation goals, whether through Council-run activities or self-organisation • Venue management: the effective management of Council’s cultural facilities • Support and development: community cultural development and education programs, as well as support for artists in the Boroondara community • Communication: promoting Council’s venues and programs and driving the marketing and promotions planning and delivery to the Boroondara community • Advocacy: effective and relevant support for local creative industries.
Climate Action Plan (2021)	<p>This enables Council to respond to the threat climate change poses to the environment, the health and wellbeing of the community and to the quality of life of current and future generations. The aims of the Plan are for Council to be net carbon neutral by 2022 and for Boroondara to be net carbon neutral by 2035. The actions to achieve these targets – which will be supported by the recommendations of this report – are summarised in the Plan under the following five key themes:</p> <ul style="list-style-type: none"> • Energy efficiency and renewable energy • Biodiversity and trees • Water and waterways • Transport • Circular economy (waste).

Document	Summary
Placemaking Framework (2019)	<p>This document outlines the approach to improving public spaces. This will influence the future utilisation of Boroondara’s key activity centres and shopping precincts, which are critical to economic activity and job creation. The Framework defines placemaking as “<i>the re-imagining and activation of spaces to create vibrant, memorable and social places and precincts where people feel a sense of belonging</i>”. The principles to guide placemaking, listed below, will guide future investment in key precincts and economic development recommendations:</p> <ul style="list-style-type: none"> • Listen to the community • Collaborate with the community and key stakeholders • Create a culture of possibilities • Celebrate what makes a place unique • Be future focussed • Start by doing.
Revitalising Glenferrie: Glenferrie Road Place Plan (2021) (draft)	<p>The draft Glenferrie Road Place Plan (another key project borne out of the placemaking framework), sets out the vision for the future of the Glenferrie precinct, including cultural, economic and public realm initiatives, to ensure it continues to thrive in the future and delivered positive economic outcomes.</p> <p>The guiding principles underlying the future of this precinct are as follows:</p> <ul style="list-style-type: none"> • People-focussed streets • Lively local economy • Green at heart • Vibrant public spaces • Sustainable access • Distinctive Glenferrie.

Document	Summary
Revitalising Maling Road: Maling Road Place Plan (2020)	<p>The Maling Road Place Plan (another key project resulting out of the placemaking framework) will provide a range of public realm, economic, cultural and transport initiatives to revitalise the precinct's economy and community. The following principles support the key projects to activate this precinct, which will inform future economic development recommendations:</p> <ul style="list-style-type: none"> • Enhance and maintain the heritage character to reinforce the existing sense of place, history and community • Foster business diversity and extended trading hours catering to a wider range of visitors at different times • Revitalise theatre place and underutilised laneways as playful and vibrant public spaces that will attract visitors and host community events • Improve the walkability and amenity of the street with generous footpaths and public spaces, safe crossings, places to sit and greenery which shades the street • Optimise the precinct's accessibility to visitors of all ages and modes of travel including walking, cycling, car and public transport.
Camberwell Junction Structure and Place Plan	<p>The draft Camberwell Junction Structure and Place Plan (another key project resulting out of the placemaking framework) will guide key projects to revitalise the precinct, which will inform future economic development recommendations. The following key principles support key projects to activate the precinct:</p> <ul style="list-style-type: none"> • Promoting a robust and diverse economy • Expanding living opportunities • Designing a high-quality precinct • Creating spaces for people • Connecting Camberwell • Sustainability.
Shopping Centre Improvement Plan (2011)	<p>The Shopping Centre Improvement Plan was developed to provide a strategic approach to the improvements to shopping centres in Boroondara (a key social and economic asset), which will influence local consumption and economic activity in Boroondara. A plan for each shopping centre was prepared to outline any issues and opportunities for improvement, which were prioritised based on both the existing condition of the shopping centre (i.e., the existence or lack of basic elements), as well as the size of the shopping centre.</p>

Document	Summary
Add life to your years – Healthy Ageing in Boroondara (2019)	This is Council's plan for ensuring Boroondara is an age-friendly city which recognises and celebrates the integral role of older adults in the community, which includes a set of actions designed to improve age-friendliness in the City and will influence future infrastructure investment and service delivery (to be considered as part of the Economic Development and Tourism Strategy).
Children and Young People Action Plan (2021)	<p>This document provides strategic direction for Council to support the needs and aspirations of children, young people and their families who live, work and study in Boroondara.</p> <p>The vision of the Plan is to create “<i>a city where children and young people are valued, happy, healthy, safe and empowered to actively participate in our community</i>”. This will also influence future service provision and infrastructure funding, which is a key aspect of economic development.</p>
Disability Action Plan (2018-2022)	This plan aims to guide Council's actions to ensure people with a disability are able to participate in all aspects of community life. The goal is to “ <i>enable people with a disability to fulfil their potential as equal citizens by improving access and reducing barriers to participation in social, built, economic and natural places, services and activities</i> ”.
Multicultural Action Plan (2019-2023)	This outlines Council's commitment to supporting, promoting and celebrating the increasingly culturally diverse population in Boroondara. This will help inform economic development as eradicating barriers will increase social inclusion, improve employment access and enable business growth and development for all residents.
Boroondara Planning Scheme - Local policies	<p>Clauses 11 and 17 contain the most relevant local planning policies, including on:</p> <ul style="list-style-type: none"> • Camberwell Junction Major Activity Centre • Hawthorn–Glenferrie Road Major Activity Centre • Kew Junction Major Activity Centre • Neighbourhood centres, local centres, commercial corridors • Out-of-centre use and development.
Boroondara Housing Strategy 2015	<p>The Boroondara Housing Strategy outlines current and future housing needs to the year 2031, based on demographic trends and existing capacity.</p> <p>The strategy addresses neighbourhood character and heritage protection, while enabling appropriate housing development within firm design guidelines.</p>

Document	Summary
Boroondara Neighbourhood Centres and Commercial Corridor Guidelines 2014	<p>The Neighbourhood Centres and Commercial Corridor Guidelines (2014) detail mandatory maximum building heights, mandatory street wall heights, and preferred minimum upper-storey building setbacks to protect character and guide appropriate development in our retail and commercial precincts.</p> <p>These guidelines have been translated into the Boroondara Planning Scheme through Design and Development Overlay 16, Design and Development Overlay 17 and Neighbourhood Centres and Commercial Corridors Urban Design Policy (Clause 22.06)-external site.</p>
Boroondara Open Space Strategy 2013	<p>The Boroondara Open Space Strategy describes the ways we manage our network of public open spaces. The strategy extends from 2013 to 2026 and contains suburb-by-suburb open space programs.</p> <p>It responds to the community's priorities, including biodiversity maintenance, protecting cultural heritage, and promoting health and wellbeing, while protecting open space for the future.</p>
Boroondara Planning Scheme - Regional policies	<p>Clauses 11 and 17 contain the relevant regional planning policies, which for Boroondara relate to Metropolitan Melbourne, and also the Inner South East Metro region.</p>
Boroondara Planning Scheme - State policies	<p>Clauses 11 and 17 contain the most relevant state planning policies, including:</p> <ul style="list-style-type: none"> • Clause 11.03 - Planning for Places • Clause 17.01 - Employment • Clause 17.02 - Commercial • Clause 17.03 - Industry • Clause 17.04 - Tourism. <p>The State government also sets the head clauses for the zone and overlay controls available to use in the Boroondara Planning Scheme, shaping the tools that Council can use to guide land use and development.</p>

Regional context

Document	Summary
Inner Metropolitan Melbourne Local Jobs Plan (2020)	<p>The Inner Metropolitan Melbourne Local Jobs Plan identifies the key priorities for the Inner Metropolitan Region of Melbourne, with a focus on creating employment opportunities, meeting local employer demand and better skilling local job seekers. The following local priorities for the partnership region were identified in the document:</p> <ul style="list-style-type: none"> • maximising the benefits of existing Australian and Victorian government programs to create pathways into growth industries • brokering opportunities for skill development and employment, across all sectors, particularly skills in demand and ensuring apprenticeship and traineeship positions are filled • maximising the extent to which local positions are filled by local job seekers, including through ensuring local jobseekers are skilled to meet the needs of employers • reducing the labour market disadvantage of Youth, Culturally and Linguistically Diverse (CALD), Mature Aged and Indigenous Australians in the region • strengthening existing micro businesses and supporting pathways to self-employment through the New Enterprise Incentive Scheme (NEIS).
Metropolitan Partnerships – COVID-19 Recovery (2021)	<p>The 2020-21 Metropolitan Partnership Development Fund projects will assist Melbourne's suburbs to recover from the impacts of the COVID-19 pandemic. Funding of \$250,000 will be allocated to each of the six Metropolitan Partnerships for nominated projects.</p>
Inner Metropolitan Partnership Priorities (2017)	<p>The Inner Metropolitan Partnership is an advisory group to the Victorian Government, established with the aim of encouraging local communities to engage directly with government and advise on the region's priorities. The Partnership's vision for the region is to harness the opportunities growth provides in a way that supports a strong economy, a sustainable future and greater social inclusion. The following priority outcomes were provided to the Victorian Government in 2017:</p> <ul style="list-style-type: none"> • Rough sleeping and affordable housing: More support for those rough sleeping and increasing supply of affordable housing • Aboriginal children: Improve health and well-being, safety and educational outcomes for Aboriginal children • Innovation and creative economies: Retain and enhance places for local innovative and creative economies • Environment: Ensure environmental benefits and mitigating environmental impacts.

Document	Summary
Inner South East Metropolitan Land Use Framework Plan (2017-2050)	<p>The Inner South East Metropolitan Land Use Framework Plan is an extension of Plan Melbourne 2017-2050, specific to the Inner South East Region. The plan outlines strategic directions for six themes:</p> <ul style="list-style-type: none"> • Productivity • Housing • Integrated transport • Liveability • Strong communities • Sustainability and resilience.
Inner South East Metropolitan Partnership Regional Framework (2020)	<p>The purpose of the Inner South East Partnership is to identify and align regional priorities in order to secure funding and drive collaborative action in the Inner South-East Metropolitan region. The four main objectives of the partnership, outlined in the framework are:</p> <ul style="list-style-type: none"> • Affordable housing • Safe and reliable transport • Hubs attracting business and opportunities • A healthy environment with open spaces.
Inner South East Metropolitan Region: Five-year Plan for Jobs, Services and Infrastructure (2018-2023)	<p>The Inner South East Metropolitan Region Five-year Plan will assist all levels of government and the region's communities to work together to identify local challenges and opportunities and develop new approaches to enhance liveability and prosperity. The following priority outcomes were provided by the Partnership to the Victorian Government in 2017:</p> <ul style="list-style-type: none"> • Environment and open space: Increase the network of accessible public open space, supporting inclusive, vibrant and healthy neighbourhoods • Economy, industry and jobs: Encourage local employment hubs that support strong, local economies, fostering collaboration, innovation and education for small businesses to enable people and businesses to work flexibly, close to home • Affordable and social housing: Deliver the right mix of social and affordable housing through mandatory inclusionary zoning in new developments, and explore options for community housing developments • Transport connectivity: Improve the connectivity of all transport modes to cover sustainable, low-cost travel across the region, including north-south coverage, reducing the car dependency leading to associated health, environmental and economic problems.

Document	Summary
Melbourne East Regional Plan (2020)	<p>The Melbourne East 2020 Regional Plan was developed for the purpose of managing economic development and population growth in Melbourne's Eastern Metropolitan Council areas. The six regional priorities to drive long term economic growth, as outlined in the plan, are:</p> <ul style="list-style-type: none"> • Investment attraction: communicate the Melbourne East value proposition as Australia's premier lifestyle and business destination • Accommodation: extend the availability of suitable and affordable accommodation to meeting growing demand • Precinct activation: promote targeted place-based investment attraction which leverages existing strengths of activity centres, knowledge, health, research and development precinct • Connectivity: promote soft and hard infrastructure that supports and sustains jobs of the future, along with the liveability and amenity of the region • Employability: encourage work placements, internships, graduate placement and an employer culture which supports employee wellbeing • Import replacement: enable targeted high value import replacement (e.g., professional services currently imported into significant business precincts).

State Government context

Document	Summary
Department of Jobs, Skills, Industry and Regions (DJSIR) Strategic Plan (2019-2023)	<p>The DJSIR Strategic Plan is focused on growing Victoria's economy and ensuring it benefits all Victorians, with the aims to:</p> <ul style="list-style-type: none"> • create and maintain jobs • foster a competitive business environment • be a globally connected economy • build prosperous and liveable regions and precincts • grow vibrant, active and creative communities • support the transition to a sustainable economy • facilitate shared economic prosperity • foster a fair and inclusive society.
DJSIR Visitor Economy Recovery and Reform Plan (2021)	<p>This report was developed in response to COVID-19's significant negative economic impact on the Victorian visitor economy. The goal of the plan is for the industry to reach \$35 billion in annual visitor spend and generate 300,000 additional jobs by June 2024. The key themes identified in the plan as enablers of the visitor economy are:</p> <ul style="list-style-type: none"> • Products and infrastructure • Industry strengthening • Destination marketing • Events • Strategic collaboration and planning • Data and insights.
Invest Victoria International Investment Strategy (2020)	<p>Invest Victoria is the Victorian Government investment attraction agency, aiming to foster long term economic prosperity by enabling business opportunities and job creation for Victoria. The International Investment Strategy aims to attract global companies from emerging and growth industries that are crucial to the state's economy, with a particular focus on investments delivering the following:</p> <ul style="list-style-type: none"> • facilitate energy transition to enable emissions reduction • enhance capability and capacity to deliver the major transport infrastructure agenda • introduce new waste management solutions • activate priority precincts and regions.

Document	Summary
Plan Melbourne (2017-2050)	<p>Plan Melbourne is a long-term plan to accommodate Melbourne's future growth in population and employment. The following outcomes to drive Melbourne as a competitive, liveable and sustainable city are relevant to the City of Boroondara:</p> <ul style="list-style-type: none"> • Melbourne is a productive city that attracts investment, supports innovation and creates jobs • Melbourne provides housing choice close to jobs and services • Melbourne has an integrated transport system that connects people to jobs and services and goods to market • Melbourne is a distinctive and liveable city with quality design and amenity • Melbourne is a city of inclusive, vibrant and healthy neighbourhoods • Melbourne is a sustainable and resilient city. <p>Plan Melbourne nominates Camberwell Junction, Glenferrie-Hawthorn and Kew Junction as the City's Major Activity Centres.</p> <p>Plan Melbourne sets out to create a city of 20-minute neighbourhoods. The 20-minute neighbourhood concept is all about 'living locally' - giving people the ability to meet most of their everyday needs within a 20-minute walk, cycle or local public transport trip of their home.</p>
Recycling Victoria: A New Economy (2020)	<p>This is the Victorian Government's circular economy policy and 10-year action plan to deliver a cleaner, greener Victoria with less waste and pollution, better recycling, more jobs and a stronger economy. The following changes, which will influence future economic growth, are set to be implemented:</p> <ul style="list-style-type: none"> • by 2030, a new recycling system will be standard for households across the state • by 2022–23, a container deposit scheme will be implemented so empty cans and bottles can be swapped for cash • \$100 million will be invested to strengthen Victoria's waste and recycling industry, aiming to grow the local industry, create local jobs and drive innovation and new technologies • the waste and recycling sector will be regulated as an essential service with a new waste and recycling Act and a waste authority, to put an end to illegal and unsafe storage and stockpiling of waste • single use plastics will be banned across Victoria by February 2023 • the landfill levy will double.

Document	Summary
Victorian Budget 2022/23 Budget Paper 2: Strategy and Outlook	<p>The Victorian Government's Strategy and Outlook paper for the 2022/23 budget outlines the economic and conditions and outlook for Victoria, nationally and globally and summarises The Victorian Government's budget position and outlook. The plan outlines state government initiatives for the 2022/23 financial year, relating to the following themes:</p> <ul style="list-style-type: none"> • Pandemic Repair Plan • Education • Jobs • Supporting stronger communities, and • Better connected communities.
Victorian Visitor Economy Masterplan Directions Paper (2022)	<p>The Victorian Government released a directions paper in 2022, providing a high-level summary of the vision, mission, and the strategic directions for Victoria's visitor economy to test with stakeholders and seek public feedback, prior to developing the final Visitor Economy Masterplan. The seven strategic directions for Victoria's visitor economy are listed below:</p> <ul style="list-style-type: none"> • Draw people to Melbourne by building on its unique experiences and liveability, supporting its role as a gateway • Position Victoria as Australia's premier destination of choice for wellness travel • Curate a diverse range of arts and culture experiences across Victoria to create an all-encompassing 'living gallery' • Be led by Victoria's first peoples' communities to support distinctive and authentic first people's experiences • Deliver unique food and drink experiences to showcase Victoria's quality produce and provenance, and • Build on Victoria's one-of-a-kind expertise in delivering events.
Victoria's Mental Health and Wellbeing Workforce Strategy (2021-2024)	<p>Victoria's Mental Health and Wellbeing Workforce Strategy was delivered in response to the Royal Commission into Victoria's Mental Health System. The strategy sets out a coordinated and strategic approach to deliver the diverse, skilled and multidisciplinary workforce require for Victoria's reformed mental health and wellbeing system and outlines four priority areas:</p> <ul style="list-style-type: none"> • Building workforce supply • Building workforce skills, knowledge and capabilities • Supporting the safety, wellbeing and retention of the mental health and wellbeing workforce, and • Building system enablers for excellence in workforce.

Document	Summary
Victorian Department of Education and Training Strategic Plan (2021-2025)	The Department of Education and Training's Strategic Plan outlines priorities and programs to support Victoria's economic and social recovery, and continue the progress of ambitious Education State reforms. A number of initiatives are underway or planned for the development of the education workforce and the improvement of early childhood, school and higher education delivery.
Victoria's Infrastructure Strategy (2021-2051)	<p>Infrastructure Victoria's 30 year Strategy aims to help Victoria address existing infrastructure pressures, emerge stronger from the COVID-19 pandemic and be prepared for the future, with goals to:</p> <ul style="list-style-type: none"> • Prepare for population change • Foster healthy, safe and inclusive communities • Reduce disadvantage • Enable workforce participation • Lift productivity • Drive Victoria's changing, globally integrated economy • Promote sustainable production and consumption • Protect and enhance natural environments • Advance climate change mitigation and adaptation, and • Build resilience to shocks.
Creative State Strategy (2025)	<p>Creative Victoria's, Creative State Strategy 2025 was developed with the vision of fostering <i>"a state where creative people ideas and enterprises thrive, and where everyone has equitable access to and benefits from a rich creative culture."</i> The following objectives are outlined to achieve this vision:</p> <ul style="list-style-type: none"> • More and better job opportunities and pathways • Innovative creative products and experiences • Innovative creative products and experiences • Industry stability and growth • Equitable access to the creative industries, and • New audiences and markets.

Document	Summary
Victorian Skills Authority Victorian Skills Plan for 2022 into 2023	<p>Victorian Skills Authority's Victorian Skills Plan for 2022 into 2023 provides a roadmap to ensure Victoria has a skilled workforce to perform the jobs of the future. The Plan provides an overview of the labour market to date, estimating Victoria will need an additional 373,000 workers across 13 key industries by 2025. The following State Government actions to address workforce shortages are outlined in the plan:</p> <ul style="list-style-type: none"> • Start the VET journey at school • Enable learners and workers to make informed skilling and career choices • Expand opportunities and approaches for students to put theory into practice during their course • Build foundation skills to enhance workforce participation • Bridge the gender gap • Build skills to support Victoria's clean economy intentions • Create innovative solutions to support future skills development • Align qualifications to new needs • Build the VET Workforce • Expand reskilling and upskilling opportunities through skill sets, and • Drive for higher skills and progression through education and training.

Federal Government context

Document	Summary
Australia 2030: Prosperity Through Innovation Strategy (2017)	<p>This document plans for the sort of society and economy all Australians can aspire to by 2030. The Plan is underpinned by the following five strategic policy imperatives:</p> <ul style="list-style-type: none"> • Education: respond to the changing nature of work by equipping all Australians with skills relevant to 2030 • Industry: ensure Australia's ongoing prosperity by stimulating high-growth firms and raising productivity • Government: become a catalyst for innovation and be recognised as a global leader in innovative service delivery • Research and development: improve research and development effectiveness by increasing translation and commercialisation of research • Culture and ambition: enhance the national culture of innovation by launching ambitious National Missions.
Australia's Long Term Emissions Reduction Strategy (2021)	<p>This outlines the Australian Government's plan to reduce greenhouse gas emissions to 26%-28% below 2005 levels by 2030. The plan involves four key strategic directions:</p> <ul style="list-style-type: none"> • Driving down technology costs: accelerate the development of emerging technologies through The Technology Investment Roadmap • Enabling deployment at scale: building infrastructure, growing voluntary markets and providing finance and incentives • Seizing opportunities in new and traditional markets: Capitalise on the global shift to low emissions, while continuing to serve traditional markets • Fostering global collaboration: partnering and co-investing with other nations to accelerate innovation in low emissions technology and build resilience to climate impacts.
Australia's Tech Future (2018)	<p>This document aims for all Australians to experience an enhanced quality of life and share in the opportunities of a growing, globally competitive modern economy, enabled by technology. The four key areas outlined are:</p> <ul style="list-style-type: none"> • People: developing Australia's digital skills and leaving no one behind • Services: how government can better deliver digital services • Digital assets: building infrastructure and providing secure access to high-quality data • The enabling environment: maintaining our cyber security and reviewing our regulatory systems.

Document	Summary
Digital Transformation Strategy (2019)	The digital transformation strategy aims to deliver world leading digital services for the benefit for all Australians. The three strategic priorities to achieve this vision outlined in the document are a 'government that's easy to deal with', 'a government that's informed by you' and 'a government that's fit for the digital age'
Global Innovation Strategy (2016)	<p>This strategy presents an integrated and coordinated approach to advance Australia's international industry, science and research collaboration. The strategy will support economic and science diplomacy efforts to:</p> <ul style="list-style-type: none"> • foster, improve and promote international industry-research collaboration and whole of government global engagement, entrepreneurship, innovation, science and research • build strong research and business connections within the Asia-Pacific region • leverage Australian Government investment in international programmes to help foster and support a dynamic Australian innovation system.
National Waste Policy and Action Plan (2019)	<p>This plan sets out targets and actions to guide investment and national efforts regarding waste management, recycling and resource recovery to 2030. This plan is underpinned by circular economy principles for waste and supports the implementation of better waste management plans by state and territory governments, local government, business and industry. National targets are as follows:</p> <ul style="list-style-type: none"> • ban the export of waste plastic, paper, glass and tyres, commencing in the second half of 2020 • reduce total waste generated in Australia by 10% per person by 2030 • 80% average recovery rate from all waste streams by 2030 • significantly increase the use of recycled content by governments and industry • phase out problematic and unnecessary plastics by 2025 • halve the amount of organic waste sent to landfill by 2030 • make comprehensive, economy-wide and timely data publicly available to support better consumer, investment and policy decisions.

Document	Summary
Smart Cities Plan (2016)	<p>This sets out the Australian Government's vision for our cities, and our plan for maximising their potential. It includes three innovative pillars that will help provide the relevant data to assist in strategic planning and investments:</p> <ul style="list-style-type: none"> • Smart Investment • Smart Policy • Smart Technology.
Federal Government Budget 2022-23 Budget Paper 1: Strategy and Outlook	<p>The Federal Budget Strategy and Outlook 2022/23 outlines the national and global economic and fiscal outlook, as well as the following budget priorities for the 2022/23 period:</p> <ul style="list-style-type: none"> • Building a stronger and more productive economy • Helping Australians with cost of living pressures • Responding the floods in Queensland and New South Wales • Strengthening our regions and critical infrastructure • Guaranteeing essential services, and • Protecting our interests in an uncertain world.
Australian Jobs and Skills Summit Issue Paper (2022)	<p>The Jobs and Skills Summit (the Summit) will bring together Australians, including unions, employers, civil society, and government, to discuss our shared economic challenges and propose both immediate and long-term solutions. The summit will cover five broad themes:</p> <ul style="list-style-type: none"> • Maintaining full employment and growing productivity • Boosting job security and wages • Lifting participation and reducing barriers to employment • Delivering a high quality labour force through skills, training and migration, and • Maximising opportunities in the industries of the future. <p>This Issues Paper outlines the labour market challenges associated with these five themes.</p>

Document	Summary
National Reconstruction /Fund (2022)	<p>The National Reconstruction Fund 2022 will provide \$15 billion in finance for projects that diversify and transform Australia's industry and economy. The NRF aims to create more sustainable and high-value jobs for all Australians through targeted investments in the following priority areas:</p> <ul style="list-style-type: none"> • renewables and low emissions technologies • medical science • transport • value-add in the agriculture, forestry and fisheries sectors • value-add in resources • defence capability • enabling capabilities. <p>Expected outcomes of the NRF include assisting Australian industry move up the value chain to:</p> <ul style="list-style-type: none"> • become more productive • take advantage of opportunities in a net zero economy • address supply chain vulnerabilities.
Thrive 2030: The Re-imagined Visitor Economy Strategy (2022-2030)	<p>Thrive 2030 is a national strategy for Australia's visitor economy recovery and return to sustainable growth. The plan aims to boost the size of Australia's visitor economy to \$230 billion om 2030. The following policy priorities are outlined in the plan:</p> <ul style="list-style-type: none"> • Deliver success through comprehensive collaboration • Improve data and insights; • Grow a secure and resilient workforce • Embrace leading edge business strategies • Enhance visitor infrastructure • Build markets and attract visitors, and • Grow unique and high quality products.

International context

The United Nations' Sustainable Development Goals (SDGs) were developed in 2015, forming a part of the UN's global development framework (which informs economic development). There are 17 SDGs intended to be achieved by 2030 and are each comprised of specific targets and indicators. These are listed below and have been considered in the development of the Boroondara Economic Development and Tourism Strategy.

1. **End poverty** in all its forms everywhere
2. **End hunger**, achieve food security and improved nutrition and promote sustainable agriculture
3. Promote **healthy lives** and promote well-being for all at all ages
4. Ensure inclusive and equitable **quality education** and promote lifelong learning opportunities for all
5. Achieve **gender equality** and empower all women and girls
6. Ensure availability and sustainable management of **water and sanitation** for all
7. Ensure access to **affordable, reliable, sustainable and modern energy** for all
8. Promote sustained, inclusive and **sustainable economic growth**, full and productive employment and decent work for all
9. Build resilient **infrastructure**, promote inclusive and sustainable **industrialisation**, and foster **innovation**
10. **Reduce income inequality** within and among countries
11. **Sustainable cities**: Make cities and human settlements inclusive, safe, resilient and sustainable
12. Ensure **sustainable consumption and production** patterns
13. Take urgent action to **combat climate change** and its impacts by regulating emissions and promoting developments in renewable energy
14. **Life below water**: Conserve and sustainably use oceans, seas and marine resources for sustainable development
15. **Life on land**: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably managed forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss

16. Promote **peaceful and inclusive societies** for sustainable development, provide access to **justice** for all and build effective, accountable and **inclusive institutions** at all levels
17. Strengthen the means of implementation and revitalise the **global partnership** for sustainable development.

City of Boroondara Profile (2021)

Note

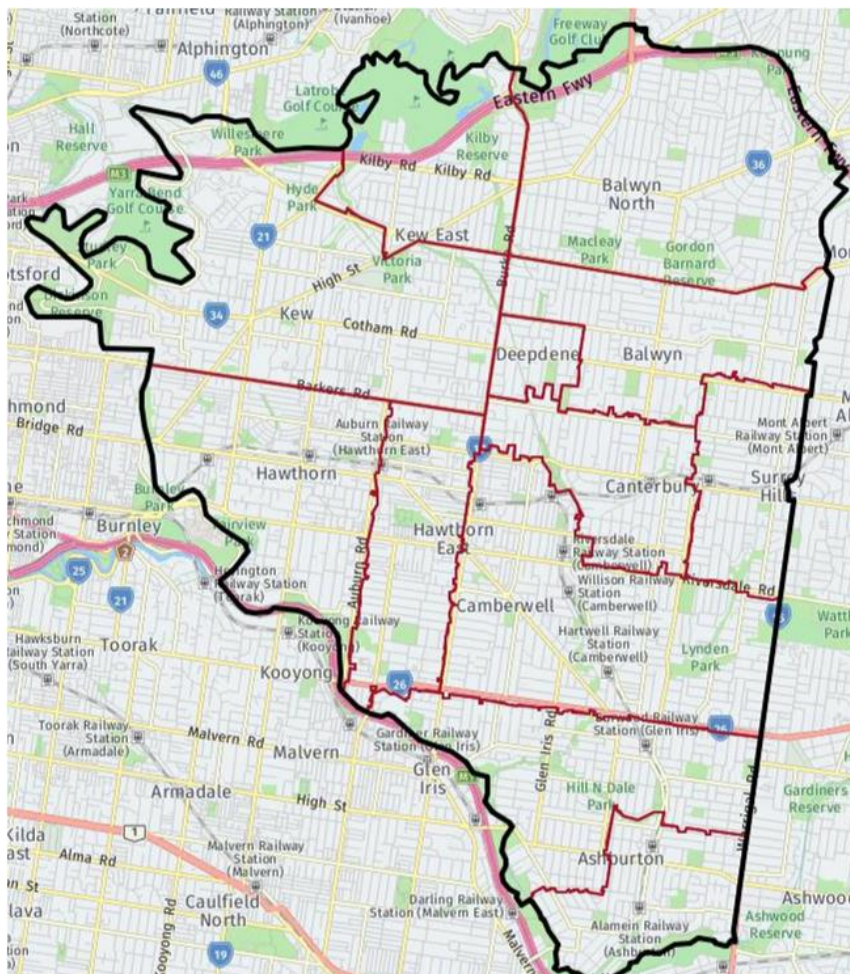
Some data included in this section has been compiled by Urban Enterprise from a combination of official sources of information including: REMPLAN, Economy ID, Australian Bureau of Statistics, Australian Business Register and Tourism Research Australia as well as Australia's leading economic modellers National Economics (NIEIR). The data presented reflects the most up-to-date information at the time of publication, which may vary by release date depending on the source.

Our City

The City of Boroondara covers 60 square kilometres in Melbourne's inner east, close to the eastern edge of the CBD, across its 13 suburbs.

The City of Boroondara includes the suburbs of Ashburton, Balwyn, Balwyn North (part), Camberwell, Canterbury, Deepdene, Glen Iris (part), Hawthorn, Hawthorn East, Kew, Kew East, Mont Albert (part) and Surrey Hills (part).

Figure 2: Boroondara's suburbs



Source: Id Consulting, City of Boroondara Economy ID, 2022, accessed 20 March 2023

Balwyn North, Mont Albert and Surrey Hills are shared with the City of Whitehorse, Glen Iris is shared with the City of Stonnington.

It is a highly developed and affluent municipality, consisting of key infrastructure and services to support residents, as well as a rich history and heritage represented by historic landmarks, homes and parks. Boroondara's assets include green open spaces, shopping precincts, local markets and a well-served public transport

network (trains, buses and trams) that supports movements to and from the CBD, as well as nearby inner metropolitan suburbs.

The municipality is well-known for its educational services, particularly its large proportion of reputable private and public schools, making it one of the highest concentrated student areas in Victoria. This includes the main Swinburne University campus in Hawthorn, which is a key economic driver and community asset for Boroondara and promotes education, training and innovation outcomes.

Boroondara is, therefore, a highly desirable place to live, providing ample employment opportunities and lifestyle benefits including a diverse retail mix, a high-quality hospitality and entertainment offering, public open spaces, access to public transport and close proximity and connectivity to the CBD.

Our Precincts

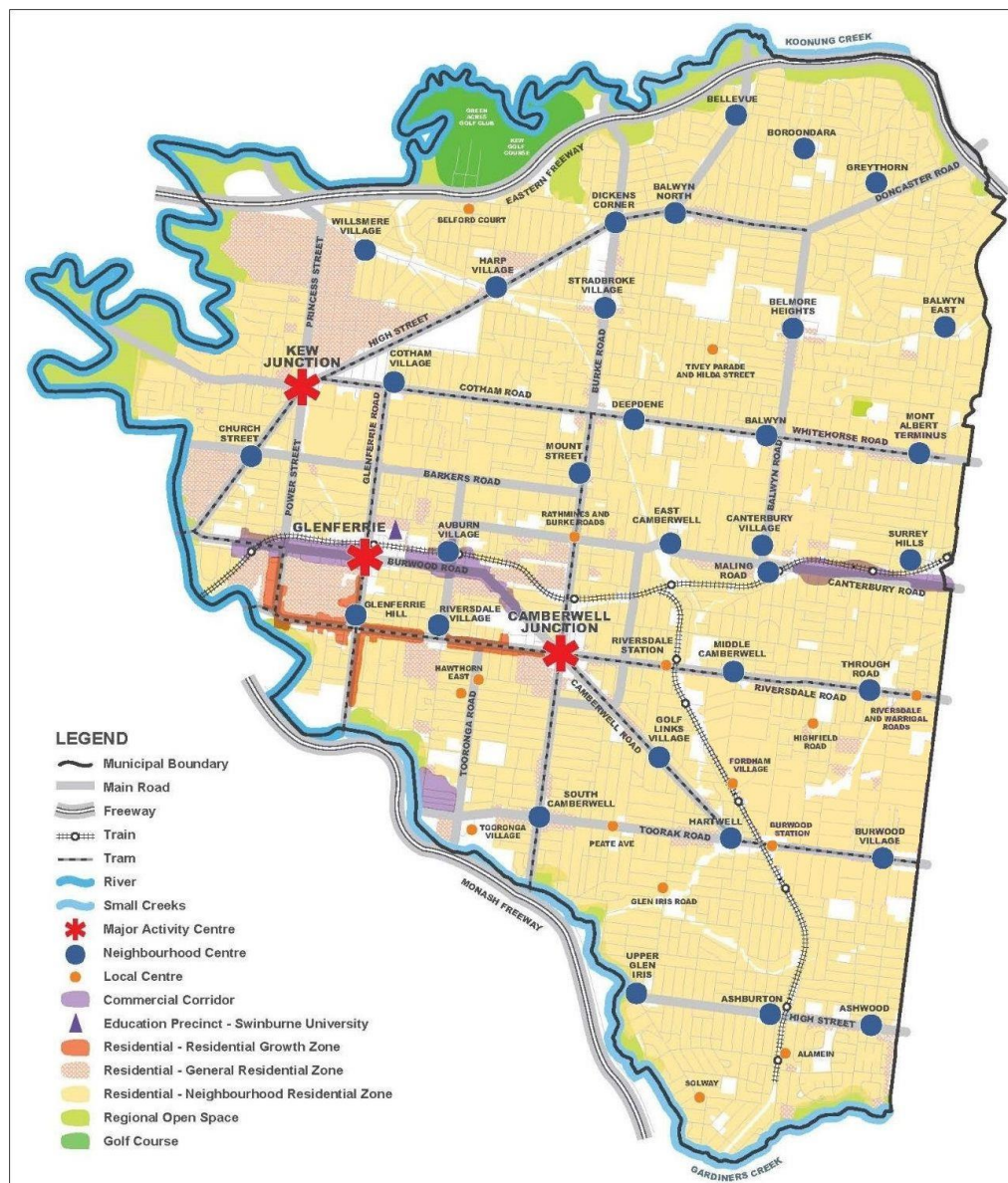
Economic and Employment Precincts

Boroondara is renowned for its established activity centres and shopping precincts. With 53 shopping centres in total, they service both residents and visitors, supporting local consumer spend and providing local employment opportunities, primarily through retail, hospitality, professional services businesses and commercial office spaces. As such, they provide an important social, economic, environmental and infrastructure role for the municipality.

The municipality also includes key commercial corridors, health and education precincts that deliver needed services to residents and support economic activity and local employment. A visual representation of the major activity and neighbourhood centres, employment precincts and other key assets for Boroondara are illustrated in the Figure 3, below which includes:

- major activity and neighbourhood centres at Camberwell Junction, Glenferrie Road Hawthorn and Kew Junction, which largely supports retail and hospitality businesses;
- the Swinburne University education precinct;
- significant commercial corridors – which provide an important social and economic role – in West Hawthorn, Burwood Road, Canterbury Road and Tooronga; and
- key public transport nodes and road transport infrastructure.

Figure 3 Boroondara's key precincts and assets



Source: Department of Transport and Planning - Boroondara Planning Scheme, 2023, accessed 22 March 2023

Activity Centre Traders' Associations

Eleven of Boroondara's activity centres and shopping precincts are represented and supported by the following traders' associations:

- Ashburton Traders' Association
- Auburn Village Traders' Association
- Burwood Village Traders' Association
- Camberwell Centre Association
- Glenferrie Road Shopping Centre Association
- Greythorn Traders' Association
- Hartwell Association of Residents and Traders
- Kew Junction Business Association
- Maling Road Business Association
- North Balwyn Village Traders' Association
- Union Road Surrey Hills Traders' Association.

The traders' associations provide key services on behalf of the shopping precincts to encourage local shopping. This includes business support, promotion/marketing activities, beautification/enhancements and event delivery.

These traders' associations (excluding Auburn Village, Hartwell and Union Road Surrey Hills) have requested Council support them to facilitate a *special rate and charge scheme*. This involves Council collecting on their behalf a special rate and charge from owners/occupiers, subject to the Scheme, which establishes a pool of funds which are allocated each year to support marketing and business development activities and events.

The Scheme benefits the local shopping precincts, as it provides resources for activation and business development activities. This also provides Council with a local and 'on the ground' partner to develop and deliver a range of initiatives in local shopping precincts aligned to the needs of traders and the community.

Economic Profile

The economic characteristics of Boroondara and implications for future growth, including key economic, employment and industry drivers are summarised below. This also includes an overview of the ongoing economic impacts of COVID-19 and potential areas of focus for future recovery efforts.

Boroondara economic snapshot

- \$12.4 billion Gross Regional Product 2021 ¹
- \$21.3 billion Economic Output 2021 ²¹
- \$4.8 billion Regional Export Value 2021 ²¹
- 81,609 Local jobs (2021) ²¹
- 26,160 Registered Businesses (June 2022) ²
- 27% Job Containment Rate (2021) ²¹

Top industries 2021 by output ²¹

1. Rental, Hiring & Real Estate Services – \$3.249 billion (15%)
2. Professional, Scientific and Technical Services – \$2.905 billion (14%)
3. Construction – \$2.877 billion (14%)

Top industries 2021 by employment ²¹

1. Health Care and Social Assistance – 14,584 (18%)
2. Professional, Scientific and Technical Services – 12,065 (15%)
3. Education and Training – 11,852 (15%)

Business counts by industry (2022) ²²

1. Professional, Scientific and Technical Services – 5,163 (20%)
2. Health Care and Social Assistance – 4,577 (17%)
3. Construction – 3,328 (13%)

Business counts by employment (2022) ²²

- 64% non-employing businesses
- 34% small to medium businesses (1 to 19 employees)

¹ Source: Id Consulting, City of Boroondara Economy ID, 2022, derived by Urban Enterprise, accessed 16th December 2022

² Source: Counts of Australian Businesses, Australian Bureau of Statistics (ABS), June 2022, accessed 16th December 2022

Total visitor economy (2015–19 average)

- 696,000 total visitation ³
- \$396 million total visitor spend ⁴

	Domestic daytrip	Domestic overnight	International
Proportion of visitors ²³	59%	34%	7%
Average spend per visitor ²⁴	\$102	\$859	\$3,025

Economic Specialisations

Boroondara's industry specialisations in terms of contribution to jobs, output and exports is summarised in Table 3 below.

Table 1: Industry Specialisations

Specialisation	Key Sectors	Local Jobs	Output (\$m)	Regional Exports (\$m)
Public sector and knowledge-based industries	Health Care & Social Assistance, Education & Training	26,436 (32%)	\$3,497 (16%)	\$1,052 (22%)
Professional service industries	Professional, Scientific and Technical Services, Financial and Insurance Services	21,005 (25%)	\$4,790 (23%)	\$1,791 (38%)
Population-driven industries	Retail Trade, Construction, Property	30,245 (36%)	\$21,265 (35%)	\$266 (6%)

Source: Id Consulting, City of Boroondara Economy ID, 2021, derived by Urban Enterprise.

Given these industries make up almost three-quarters of total jobs and output, they are fundamental to the function and productivity of the local economy. The performance of these specialisations and key industry sectors are explored throughout this section.

³ Source: National Visitor Survey (NVS), Tourism Research Australia (TRA), 2015-2019 5-year average, accessed 25th November 2021

⁴ Source: REMPLAN, 2021, accessed 25th November 2021

Public sector and knowledge-based industries



This includes key public services, such as health care, aged care and education, that promotes community wellbeing and engagement.

Boroondara has a high proportion of public and private schools, as well as the main Swinburne University campus. These are key community assets supporting jobs in the region, as well as providing training opportunities and promoting employment pathways for younger aged cohorts.

In addition, the ageing population is expected to generate increased demand for health and aged care services. These sectors will require additional staff and increased capacity (through infrastructure investment) to adequately service the population.

Professional service industries



This comprises 'white-collar' professions, within professional and financial service sectors, typically requiring highly skilled and qualified employees.

This is a particular area of strength for Boroondara, given the socio-economic make-up of its population and proximity to the CBD, which attracts these business types.

The number of businesses and jobs in these industries is high considering the limited employment land in Boroondara. It is likely; therefore, this industry is supported by a large proportion of home-based businesses. As such, these sectors are likely to be strengthened in the area given the growth in home-based businesses and remote working, which supports the re-location of many professional businesses away from the Melbourne CBD.

Therefore, providing targeted business support and infrastructure to nurture these industries will facilitate business growth and development and support positive economic outcomes.

Population-driven industries



This includes businesses that are directly impacted by the level of resident (and visitor) demand and relies on local consumption.

Retail Trade as well as Personal Services and Hospitality, provide significant value to Boroondara's economy, particularly through its well-renowned (and numerous) activity centres and shopping precincts. Therefore, it will be important to sustain and support this sector to stimulate business activity, create local jobs and promote local consumption (including resident and visitor spend). A thriving retail sector which meets the needs of the community will also minimise

expenditure leakages to other municipalities as residents will be more encouraged to 'spend local'.

In addition, the Construction and Property (i.e., Rental, Hiring & Real Estate Services) sectors also provide a significant economic contribution via residential construction. This is important for economic development as it supports population growth and provides local job opportunities, particularly flow-on benefits to local tradespeople and businesses within the supply chain.

Output Profile



Output in Boroondara is driven by the population-driven sectors of Property Services (\$3.2 billion or 15%) and Professional Services (\$2.9 billion or 14%), followed by Construction (\$2.9 billion or 14%). These industries also represent a competitive advantage, given they each contribute to a higher proportion of output compared to the Greater Melbourne average. Between 2016 and 2021, total output in Boroondara decreased by \$1.3 billion (6%). From 2016 and 2019, output increased moderately (\$336 million), but experienced a sharp decline between 2019 and 2021 (-\$1.6 billion) due to the economic impacts associated with the COVID-19 pandemic. However, the following industries experienced significant growth in output during the period:

- Health Care and Social Assistance (+\$261 million)
- Information Media and Telecommunications (+\$105 million)
- Financial and Insurance Services (+\$35 million)
- Education and Training (+\$30 million).⁵

These significant industries highlight strength and competitive advantage, that could be further leveraged to sustain economic prosperity in the region.

⁵ Id Consulting, City of Boroondara Economy ID, 2022, derived by Urban Enterprise.

Employment Profile

Employment by Industry

The top employing industries in 2021 – which indicate the areas of strength – include:

- Health Care and Social Assistance (14,584 jobs or 18%)
- Professional, Scientific and Technical Services (12,065 jobs or 15%)
- Education and Training (11,852 jobs or 15%)
- Retail Trade (9,842 jobs or 12%).⁶

These industries also represent a competitive advantage, given they each support a higher proportion of jobs compared to the Greater Melbourne average.

Between 2016-2021, Boroondara experienced a decline in local jobs, decreasing by 1,567 jobs (-2%). Between 2016 and 2019, the municipality experienced modest jobs growth (+1,445), however local jobs decreased by (-2,012 or 4%) between 2019 and 2021, which can be attributed to workforce shortages associated with the COVID-19 pandemic. Despite this, the following sectors experienced employment growth between 2016 and 2021:

- Health Care and Social Assistance (+1,730 jobs)
- Arts and Recreation Services (+228 jobs)
- Mining (+206 jobs)
- Professional, Scientific and Technical Services (+63 jobs)

This provides an indication of where industry growth is occurring and highlights the areas of strength and resilience that could be supported and leveraged to achieve future jobs growth.

Location of Work

The location of work for both resident workers (i.e., employed residents of Boroondara) and local workers (i.e. all people employed within the municipality). The following types of workers helps demonstrate both the availability of labour for local industry, as well as the propensity for residents to work within the municipality.⁷

Resident Workers

Boroondara has a job containment rate of 27% (i.e., the proportion of residents who both live and work in the municipality). This indicates over 70% – or over 60,000 – residents commute outside the municipality for work, with 27% travelling to the Melbourne CBD.

There are many reasons for resident workers to commute outside Boroondara, including the availability of jobs, the location of relevant industries and commuting times. In this instance, the proximity of the Melbourne CBD is a key attractor for

⁶ Id Consulting, City of Boroondara Economy ID, 2022, derived by Urban Enterprise.

⁷ Note: this data is derived from the 2021 Census at the time of analysis.

resident workers. However, due to the impact of COVID-19 and the rise of remote working – particularly for professional industries – the job containment rate is likely to increase as residents have the flexibility to work from home.

Typically, a higher rate of job containment is preferred, as it can indicate there are sufficient and suitable jobs available locally to support the local labour force. This also has a positive effect on local consumption, as more workers in Boroondara will increase opportunities for local spend (i.e., food, coffee) to support the business base. Therefore, Council will continue to monitor the job containment rate over time and identify opportunities to support resident workers in Boroondara, as well as local businesses.

In addition, around 22% (36,499) of residents work from home, which represents an increase of 31,167 (+585%) since 2016. This reflects the high number of residents employed in professional services and the rise in remote and flexible working following the impacts of the pandemic.

Local Workers

Conversely, 70% (or around 50,000) of local workers commute into Boroondara from another municipality. This rate is likely to change with the prevalence of remote working, as many local workers from outside Boroondara – particularly those in non-consumer facing industries (i.e. Professional and Financial Services) – will adopt hybrid working arrangements and work outside the municipality on a more regular basis. However, many workers in essential and/or consumer-facing industries (i.e. Health, Education, Retail) will continue to commute into Boroondara for work. It will be important for businesses to continue to attract workers from other municipalities to meet employment demand, as this will help mitigate any workforce shortages and also ensure businesses can deliver services to meet the needs of the population.

Business and Industry Profile

There were 26,160 businesses registered in Boroondara in 2022, which is the largest business base in the Inner South-East Metropolitan Partnership (ISEMP)⁸ council region.

The key industry sectors that contribute to the business base, which demonstrates relative areas of strength (and gaps), include:

- Professional, Scientific & Technical Services – 5,163 businesses (20%)
- Rental, Hiring and Real Estate Services – 4,577 (17%)
- Health Care & Social Assistance – 3,328 (13%)
- Construction – 2,705 (10%)
- Financial & Insurance Services – 2,177 (8%)
- Retail Trade – 1,579 (6%)⁹

⁸ Inner South-East Metropolitan Region Local Government Areas consist of Bayside City Council; Boroondara City Council; Glen Eira City Council; and Stonnington City Council.

⁹ Counts of Australian Businesses, ABS, June 2022

These industries reflect areas of strength for Boroondara in terms of total output and local employment and, therefore, should continue to be supported by Council to sustain positive economic outcomes for the municipality.

Other considerations with regard to the business profile are summarised below:

- The highest proportions of business counts by suburb aligns with the location of the major activity centres in the region, including in Kew, Camberwell and Hawthorn (approx. 14% for each) ¹⁰
- 98% of the business base are considered Small to Medium Enterprises (SMEs) and are either sole traders or employ less than 20 people (a large proportion of which are 'home-based' businesses). Therefore, while the business base is large, the direct contribution to employment is limited (which provides opportunities to support and grow existing businesses to achieve employment outcomes)¹¹.

¹⁰ Note: this data is derived from the 2020 Australian Business Register at the time of analysis.

¹¹ Counts of Australian Businesses, ABS, June 2022

Visitor Economy Profile

Please note the following data is provided up to 2019 to demonstrate the visitor economy profile prior to the onset of COVID-19, which has severely restricted travel through most of 2020 and 2021.

Overview

The Boroondara visitor economy provides an important contribution to the local economy, in terms of total employment (5,781 jobs or 7% of total) and total output (\$983 million or 4% of total).

For Boroondara, its strengths as a destination are based on high-quality amenity and services, which is provided through its shopping precincts, entertainment/leisure experiences and food offerings, as well as its heritage assets (such as historic homes, parks and gardens and monuments).

Boroondara's value proposition also includes its diverse and quality events calendar, which includes a range of one-off events (i.e. arts and culture, traders association events and festivals, such as the Glenferrie Festival) and regular markets (i.e. Camberwell Sunday Market, Boroondara Farmer's Market, Hawthorn Maker's Market).

The municipality is in an advantageous position to leverage its location and attract visitors from the Melbourne CBD as well as surrounding inner-metropolitan suburbs, including non-local (i.e., Melbourne residents from outside Boroondara), regional and interstate visitors. This delivers important economic benefits through increases in visitor spend (i.e., local consumption) and job creation.

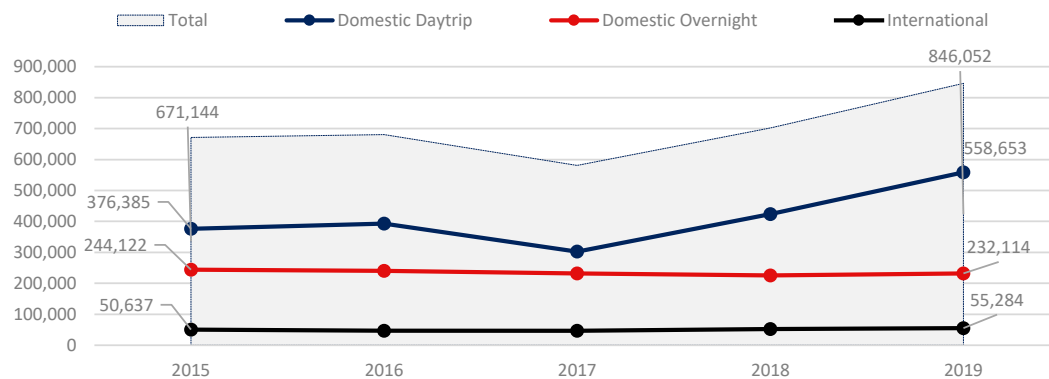
Visitation

In 2019, the municipality received almost 850,000 visitors¹², which consists of approx. 560,000 domestic daytrips (66%), 230,000 domestic overnight visitors (27%) and 50,000 international visitors (7%), as shown in Figure 4. This represents growth of around 175,000 or 6% p.a. since 2015, which is slightly more conservative than the growth experienced by the Melbourne tourism region over the same period (9% p.a.).¹³

Figure 4 Boroondara visitation 2015 - 2019

¹² This figure is relatively high when compared to other ISEMP Councils, with Boroondara receiving almost the same rates of visitation as Stonnington (860,000) and greater levels of visitation than the municipalities of Bayside (560,000) and Glen Eira (460,000).

¹³ However, given a daytrip visitor must travel at least 50km (according to official definitions), this data excludes people visiting from the surrounding Metropolitan Melbourne area – including the CBD. As such, the daytrip visitor numbers are understated, and the real figures are likely to be significantly greater.



Source: TRA, NVS and IVS, 2015-2019 year ending June 30

Visitor Expenditure

As visitor data is collected via surveys conducted by Tourism Research Australia (TRA), to account for small sample sizes and increase the reliability of results, the following presents visitor data as a 5-year average from 2015 to 2019. Boroondara's 5-year average visitation totals 696,123 visitors p.a.

As shown in Table 4, average visitor spend in Boroondara totals \$396 million p.a., driven by high-yielding domestic overnight (51%) and international (39%) visitors.

However, average spend per trip for daytrips (\$126), overnight (\$939), international (\$2,951) visitors are relatively lower than the Melbourne tourism region. This presents opportunities to capture additional yield through provision of quality products and commissionable experiences, which will increase the value of the visitor economy.

Table 2: Visitor Spend (5 year average 2016 to 2019)

Visitor Type	Visitation (2015-2019 Ave)	Ave Spend per Trip	Visitor Spend	%
Domestic Daytrip	410,888	\$102	\$41,910,544	11%
Domestic Overnight	234,716	\$859 ¹⁴	\$201,621,057	51%
International	50,519	\$3,025 ¹⁵	\$152,821,162	39%
Total	696,123		\$396,352,762	100%

Source: TRA, NVS and IVS, 2015-2019 year ending June 30; REMPLAN 2021; derived by Urban Enterprise

Visitor Trends and Preferences

Other key findings for the Boroondara visitor economy are summarised below:

- Hawthorn accounts for almost one-third of total visitation to Boroondara, which can be attributed to its well-established activity centres and proximity to Richmond. However, encouraging dispersal of visitors across Boroondara is important for the sustainable growth of the visitor economy, as it helps generate economic activity in a range of locations to support local business.
- The primary purpose of visit for all visitor types is 'visiting friends and relatives' (VFR), followed by 'holiday'. The VFR market is typically lower-yielding, while holiday visitors have a higher propensity to undertake (and spend on) a variety of activities and experiences.
- The most popular activities undertaken by visitors include VFR (52%), Eat out/dine out (46%) and shopping, the latter two attributed to the shopping precincts as a key driver of visitation. Therefore, investing in the maintenance and development of the shopping precincts will support visitation and sustain growth in the visitor economy.
- Most of the accommodation used by both domestic and international overnight visitors is a 'friends or relatives' property' (72%), which again aligns with the large VFR market. As this is non-commercial accommodation, it

¹⁴ Based on an average length of stay of 3 nights.

¹⁵ Based on an average length of stay of 24 nights.

constrains the level of visitor spend that could be generated by overnight stays. Therefore, the provision of suitable accommodation that meets gaps in the market (e.g., hotels, serviced apartments) could help grow the overnight market and increase yield.

Impact on Economic Output

Compared against monthly output generated in March 2020 (i.e., pre-COVID), the peak impact occurred in August 2020, which saw monthly output decline by \$121 million (-7%) as all sectors were adversely affected by the onset of restrictions.

In particular, the hardest hit industries were those which relied on population movements or were consumer facing, including Rental, Hiring & Real Estate Services (-\$20.5 million), Education & Training (-\$14.8 million) and Health Care & Social Assistance (-\$12 million).

However, the latest data for June 2021 shows the economy returned to growth, with monthly output *increasing* by \$14.2 million (0.8%) above pre-COVID levels. While most industries had recovered and contributed to growth, some industries continue to be affected and may require ongoing support, including Administrative & Support Services (-\$3.8 million), Information Media & Telecommunications (-\$2.1 million) and Arts & Recreation Services (-\$0.8 million).

Impact on Employment

Similar to output, the peak negative impact for monthly employed also occurred in August 2020 (-2,673 local jobs or -4%).

This decrease was driven by Education & Training (-550 jobs), Retail Trade (-513) and Health Care & Social Assistance (-381), while some of the 'white-collar' office industries – such as financial and professional services, were less affected.

The most recent data for June 2021 shows a marginal growth in employment (+324 jobs or +0.4%) from pre-COVID levels. This growth was driven by employment increases for each of the three hardest hit industries – Retail, Health Care and Education. However, industries that continue to be affected with employment loss includes Administrative & Support Services (-74), Arts & Recreation Services (-22) and Information Media & Telecommunications (-16).

The ongoing COVID-19 impacts on employment will need to be monitored over time, particularly as many industries (including Retail, Hospitality, Health and Education) are facing workforce shortages due to restricted border conditions and increasing local demand for employment.

Impact on The Visitor Economy

The impact on the visitor economy is calculated by comparing the average figures from 2015-2019 (i.e., pre-COVID) against the most recent data (2020-21 financial year).¹⁶ The impacts included:

- total visitation declined by 210,000 visitors (-30%), with significant decreases in the high-yielding domestic overnight (-62%) and international (-100%) markets. International visitation has suffered heavily across the state due to the closures to international borders.
- total visitor spend declined by \$279 million (-70%), given the substantial decline in overnight visitation and subsequent decreases in spend generated by the reduction of domestic overnight (-\$125 million) and absence of international (-\$153 million) visitors.

¹⁶ The figures for 2020 (year ending 30 June) were excluded, as this was only partially impacted by COVID-19 restrictions from March 2020 onwards.

Demographic Profile

Boroondara's demographic profile, including key population, housing and dwelling, age and socio-economic indicators to ensure all needs and challenges are considered for future economic development planning.

Population Forecast

At June 2021, Boroondara had an estimated resident population of 169,901.¹⁷ Boroondara's population profile below, demonstrates predicted population growth of 13% (to 192,344) by 2031.¹⁸

The Australian Government projects that Greater Melbourne will grow by 18% over the same period.¹⁹ The low rate of growth across the Boroondara municipality could be attributed to a range of factors, including the scarcity of major redevelopment opportunities and an ageing population. However, identifying localised areas of growth (i.e. Camberwell, Hawthorn East, Kew) is important as it will have implications for the location and supply of housing, infrastructure, services and amenity. This will influence Council's future planning and development activities.

Boroondara Population Profile

- Population forecast: 169,901 in 2021, with an increase of 13% predicted by 2031, to a population of 192,344.³⁷
- 436 residents identify as Aboriginal and/or Torres Strait Islander.²⁰
- More than 150 different countries represented, and more than 110 languages spoken.²¹
- 33% of residents were born overseas.³⁷
- 29% speak a language other than English at home.³⁷
- The top 3 languages other than English are Mandarin, Cantonese and Greek.³⁷
- 19% of residents volunteer, a drop on the pre-COVID rate.³⁷
- 7,516 residents need help in their day-to-day lives due to disability.³⁷
- 51% of residents identified as having a religion, while 45% reported no religious, or secular, beliefs.³⁷
- 52% of residents over 15 years have a Bachelor or Higher degree.³⁷
- 4.3% of the labour force are unemployed.³⁷ In June 2022 1,747 residents were receiving JobSeeker or Youth Allowance for job seekers.²²

¹⁷ .id 2022, [City of Boroondara community profile website](#), accessed 9 December 2022.

¹⁸ .id 2022, [City of Boroondara: Population, households and dwellings](#), City of Boroondara population forecast website, accessed 9 December 2022.

¹⁹ Australian Government Centre for Population 2022, [Projections of population changes in our capital cities and rest-of-state areas](#), accessed 7 December 2022.

²⁰ Australian Bureau of Statistics 2021, *Indigenous Status (INGP) by LGA (UR)*, [Census TableBuilder Pro], accessed 9 December 2022.

²¹ Australian Bureau of Statistics 2021, *4-digit level Country of Birth of Person (BPLP) & 4-digit level Language Used at Home (LANP) by LGA (UR)* [Census TableBuilder Pro], accessed 9 December 2022.

²² Department of Social Services 2022, 'DSS demographics - June 2022' [data set] [DSS Payment Demographic Data](#), accessed 8 December 2022.

Housing Forecast

In June 2021 there were 65,953 households living in Boroondara, expected to rise to 74,991 by 2031.²³ Boroondara's household profile below, provides a snapshot of current and forecast households, household types, weekly income expenditure, housing and dwelling types and property indicators.

Boroondara Household Profile

- 65,953 households lived in Boroondara in 2021, 74,991 households are expected to live in Boroondara by 2031.⁴³
- 18% of households have an income in the bottom quartile for Victoria (less than \$882 per week).²⁴
- 42% of households have an income in the top quartile for Victoria (more than \$2,946 per week).⁴⁴
- 22,003 households are couples with children, which is the most common household type.⁴⁴
- 610 households reported living in social and public housing.⁴⁴
- 426 people identified as homeless in 2016 (2021 estimates not available until 2023).⁴⁴
- \$451 is the median weekly rent, which is higher than the median for Greater Melbourne (\$390).⁴⁴
- \$3,000 is the median monthly mortgage repayment. The median for Greater Melbourne is \$2,000.²⁵
- 53% of dwellings are separate houses.⁴⁴

Age Profile

The largest age cohorts in Boroondara are currently *Parents and homebuilders (35 to 49 years)* (32,026 residents), followed by *Older workers and pre-retirees (50 to 59 years)* (23,324 residents) both of which contribute to the local labour force.^{26,27} *Young workforce (25 to 34 years)* (21,044 residents) come in a close third but at the 2016 Census were more numerous than *Older workers and pre-retirees*. This highlights an ageing workforce. More than half of Boroondara residents are either aged 0 to 24 years or over 60 years. These cohorts will demand key services including education, health and aged care.

The age profile is not expected to substantially shift between 2021 and 2031, however each age group is expected to increase, particularly *Parents and*

²³ .id 2022, [City of Boroondara: Population, households and dwellings](#), City of Boroondara population forecast website, accessed 9 December 2022.

²⁴ .id 2022, [City of Boroondara community profile website](#), accessed 9 December 2022.

²⁵ Australian Bureau of Statistics 2021, 'Median monthly mortgage repayments', [2021 Census QuickStats: Boroondara](#), accessed 9 December 2022.

²⁶ .id 2022, [City of Boroondara: Service age groups](#), City of Boroondara community profile website, accessed 8 December 2022.

²⁷ Service age groups are used as they divide the population into age categories that reflect typical life-stages. They indicate the level of demand for services that target people at different stages in life and how that demand is changing.

Homebuilders (+4,651 residents)²⁸. Boroondara's population of *Seniors and Elderly* (+3,671 residents) will also increase substantially, as part of the population ageing which can correspond with young couples and families moving to an area. The substantial growth in the number of *Tertiary education and independence age* residents (+3,539) is partly due to the predicted return of overseas student numbers, which dropped in recent years due to COVID and the related international border closures.

The age profile of a region helps demonstrate the potential scale of demand for aged-based services (e.g. education, health, aged care), as well as the future need for increases in the local labour force.

Socio-Economic Profile

The socio-economic profile of residents is typically identified through a combination of employment, income and education indicators. This information demonstrates the relative social and economic position of residents, which has implications for service and infrastructure provision.

Key points to note include:

- According to the Socio-Economic Index for Areas (SEIFA) Index of Relative Socio-economic Advantage and Disadvantage, Boroondara's score of 1,090 – which is above the national average score of 1,000, ranked Boroondara (along with Bayside) as the second most advantaged municipality in Victoria in 2021.²⁹
- Median weekly household income levels in Boroondara (\$2,311) are higher – by some 24% – when compared to the Greater Melbourne median (\$1,866).⁴⁹
- The unemployment rate for Boroondara (4.3%) is *lower* than the Greater Melbourne average (5.3%) in 2021 (and has been lower since at least the 2006 Census).⁴⁹
- Over half of the local workers in Boroondara are in high-income occupations, such as professionals (40%) and managers (20%), which typically require qualifications.⁴⁹

The socio-economic indicators show Boroondara has a high degree of wealth, typified by income, employment and occupation (complemented by other measures including home ownership rates). This contributes to positive economic outcomes as more affluent residents will have a higher propensity to spend, resulting in increased local consumption that supports local businesses (particularly retail and hospitality).

²⁸ .id 2020, [City of Boroondara: Forecast age structure - Service age groups](#), City of Boroondara population forecast website, accessed 8 December 2022.

²⁹ .id 2022, [City of Boroondara community profile website](#), accessed 9 May 2023.

7.4 Award of Contract 2023/119 Biodiversity Sites Maintenance Contract - Panel

Executive Summary

Purpose

The purpose of this report is to seek Council support to award Contract No. 2023/119 Biodiversity Site Maintenance Services – Panel, to a panel of contractors.

Background

This contract replaces Contract No. 2018/195 Revegetation Site Maintenance which will expire on 31 March 2024. The services include maintenance of existing biodiversity sites including Indigenous vegetation zones, wetlands and water sensitive urban design sites, as well as the creation and planting of new biodiversity zones in accordance with Council's Urban Biodiversity Strategy and Biodiversity Asset Management Plan.

This contract will provide biodiversity site maintenance services for an initial period of three (3) years with a possible two (2) year extension to a maximum period of five (5) years.

It is important to note that Council does not guarantee either a minimum quantity of work in relation to any of the contract components. The amount of work to be performed will be in accordance with need and budgetary allocations each year.

Next Steps

Upon award of the contract, officers will oversee the management and execution of these services.

Confidentiality

Confidential information is contained in **Attachment 1**, as circulated in the confidential section of the agenda attachments. The information in this attachment is deemed to be confidential in accordance with Section 66(2)(a) and the definition of 'confidential information' in Section 3(1) of the Local Government Act 2020. The information relates to private commercial information, being information provided by a business, commercial or financial undertaking that—(i) relates to trade secrets; or (ii) if released, would unreasonably expose the business, commercial or financial undertaking to disadvantage.

If discussion of the confidential information in the attachments to this report is required for Council to make a decision, Council may resolve to discuss the matter in a confidential session or to defer the matter to the confidential section of the agenda.

Officers' recommendation

That Council resolve to:

1. Award Contract No. 2023/119 Biodiversity Site Maintenance Services - Panel to the following three (3) contractors:

- Acacia Environmental Management Pty Ltd (ABN 88 108 191 466);
- Indigenous Design Environmental Services Pty Ltd trading as ID Ecological Management (ABN 64 081 044 144); and
- Felix Botanica the Trustee for The Chynoweth Family Trust (ABN 84 171 259 468),

At their tendered schedule of rates for an initial contract period of three (3) years plus an optional extension period of two (2) years to a maximum contract period of five (5) years. The estimated cumulative value over the maximum contract period is \$5,452,680.20 (including GST) including an annual CPI increase commencing from year two (2) of the contract.

The estimated cost to Council after the return of GST Input Credits is \$4,956,982.

2. Authorise the Director Places and Spaces to sign and execute the contracts on behalf of Council with the above contractors.
3. Authorise the Director Places and Spaces to negotiate and execute the optional extension period.
4. Note that expenditure under this contract is in accordance with Council's Adopted Budget for 2023/24. Future expenditure will be in accordance with the approved budget allocations.

Responsible director: Daniel Freer, Director Places and Spaces

1. Purpose

The purpose of this report is to seek Council support to award Contract No. 2023/119 Biodiversity Site Maintenance Services - Panel to a panel of contractors.

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

This contract aligns with the following themes and strategies in the Boroondara Community Plan (2021-31) and Council Plan (2021-25):

Theme Three - The Environment

Strategy 3.6 - Our biodiversity is conserved and maintained through improving the way we manage our diverse plants, animals and natural spaces.

This procurement process has been carried out in accordance with the requirements of Council's Procurement Policy 2021-25.

3. Background

Council requires a number of suitably qualified and experienced organisations to provide maintenance of existing biodiversity sites including Indigenous vegetation zones, wetlands and water sensitive urban design sites, as well as the creation and planting of new biodiversity zones in accordance with Council's Urban Biodiversity Strategy and Biodiversity Asset Management Plan.

ArcBlue was engaged as Probity Advisor for the procurement process related to this contract due to the value of the works. Ms Megan James from ArcBlue attended panel meetings, reviewed documentation, provide advice and a final report on the procurement process. ArcBlue provided a report on the procurement process and did not identify any issues.

The contract structure is a schedule of rates contract.

4. Outline of key issues/options

On Saturday 9 December 2023 a Request for Tender was released to the open market with an advertisement in the Local Government tenders section of The Age and on Council's tendering portal VendorPanel. The closing date for submissions was 2pm Friday 19 January 2024.

In response to the advertisement Council received eleven (11) submissions from the following tenderers:

- Acacia Environmental Management Pty Ltd;
- Dalki Garringa;
- Felix Botanica Pty Ltd the Trustee for The Chynoweth Family Trust;
- Graham J Petersen trading as Eco Repair;
- Hlm Aust Pty Ltd trading as Habitat Land Management;

- Indigenous Design Environmental Services Pty Ltd trading as ID Ecological Management;
- Munns Parks & Gardens Pty Ltd;
- Naturelinks Landscape Management Pty Ltd;
- The Regenerative Ecosystem Project trading as Regenerative Ecosystems;
- Tailored Ecology Pty Ltd trading as t/as TREC Land Services; and
- Themeda Ecology the Trustee for Hg Group.

The key considerations used to determine the outcome of the tender process were:

- Value for money;
- Skills, experience and availability of key personnel;
- Work planning methodology and management of contract;
- Proven past and relevant experience including capability, innovation and customer service;
- Commitment to the environment;
- Commitment to social procurement and implementing traditional; and ecological knowledge.

5. Collaborative Procurement Opportunities

Officers discussed with neighbouring Local Government organisations to determine the suitability of a collaborative procurement process. Unfortunately, the timing of other's contract arrangements meant that collaborative procurement was not possible.

6. Consultation/communication

Internal consultation across the appropriate services within the Environmental Sustainability and Open Spaces department informed the review and development of the specification and associated tender documents.

7. Financial and resource implications

Council's 2023/24 Amended Budget contains the following allocations:

Item	\$ ex GST
Water sensitive urban design maintenance	\$103,485
Biodiversity site maintenance	\$520,870
Infill planting	\$142,380
New biodiversity areas	\$230,000
TOTAL	\$996,735

This is a schedule of rates contract, expenditure under this contract will be in accordance with budget allocations.

The contract value has been estimated on current workloads and budget allocations with consideration of future increases in land managed for biodiversity and Consumer Price Index increases.

Subject to budgetary approval, the tender rates shall be reviewed annually and adjusted based on the movements in the Consumer Price Index (CPI) ABS Catalogue 6401.0, All Groups Index Table 1, Melbourne. This may be higher or lower than the estimate provided for in the contract.

Council does not guarantee the appointed contractors a minimum quantity of work in relation to any of the contract components. The amount of work will be in accordance with need and budgetary allocations each year. Payment will be made in line with the respective Tenderer's Schedule of Rates.

8. Governance issues

No officers involved in the preparation of this report have a general or material conflict of interest requiring disclosure under Chapter 5 of the Governance Rules of Boroondara City Council.

The recommendation contained in this report is compatible with the Charter of Human Rights and Responsibilities 2006 as it does not raise any human rights issues.

9. Social and environmental issues

Well maintained biodiversity areas contribute to the health and wellbeing of our community through access to natural vegetation. The expansion of biodiversity areas improves the liveability of Boroondara for our residents and native fauna.

10. Conclusion

The Evaluation Report is provided as **Confidential Attachment 1**. As a result of the evaluation, it is recommended Contract No. 2023/119 Biodiversity Site Maintenance - Panel is awarded to three (3) contractors.

Award of this contract will enable Council to be able to maintain its biodiversity areas and increase the area managed for its biodiversity values by one (1) hectare a year in line with the targets of the Climate Action Plan and Urban Biodiversity Strategy.

**Manager &
report officer:**

**David Shepard, Manager Environmental Sustainability &
Open Spaces**

7.5 December 2023 Quarterly Performance Report

Executive Summary

Purpose

The purpose of this report is to present to Council for adoption the December 2023 Quarterly Performance Report for the period ended 31 December 2023 (refer to **Attachment 1**). This report is designed to provide performance reporting on both the 2023-24 Annual Budget 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 2023-24 Fees and Charges schedule (refer to **Attachment 2**).

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 2023-24 Amended Budget, approved by Council on 23 October 2023, which includes the carry forward funding from 2022-23 priority projects and capital works forward commitments.

Key Issues

Financial performance

Year to date actual vs. year to date 2023-24 Amended Budget

Council's favourable operating result against year to date budget of \$123.27 million is \$6.30 million above the 2023-24 Amended Budget of \$116.97 million primarily due to a number of factors which are outlined in **Attachment 1**.

Capital works actual expenditure is \$25.64 million, which is \$1.72 million below year to date budget phasing of \$27.36 million. Priority projects expenditure of \$9.78 million is \$3.17 million below year to date budget of \$12.95 million.

Council's Balance Sheet and cash position are sound and depict a satisfactory result. At the end of December, Council's cash position stood at \$143.39 million or \$17.45 million above the year to date budget.

The overall financial position at 31 December 2023 is satisfactory with a working capital ratio of 4.58 to 1 (includes reserve funds of \$25.57 million and 0.5% cash contingency for emergency response works).

Please refer to **Attachment 1** (pages 64 to 65 and 71) for further detail.

Non-financial performance

Major Initiatives

The 2023-24 Annual Budget contains 43 major initiatives.

For the quarter ending December 2023, 9% (4 out of 43) of the 2023-24 major initiatives have been completed. A total of 91% (39 out of 43) of the major initiatives have commenced and are on track to be completed by the end of the financial year. Further details can be found in **Attachment 1** (pages 14 to 57).

Strategic Indicators

For the quarter ending December 2023, 70% (14 out of 20) of the strategic indicators are on track. A total of 15% (3 out of 20) are being monitored and are anticipated to achieve the target by the end of the financial year. A further 15% (3 out of 20) of the strategic indicators are At Risk and not on track to achieve target by the end of the financial year, with a comment provided below. Further details can be found in **Attachment 1** (pages 13 to 55).

Details of the strategic indicators At Risk and not on track to meet target at end of the financial year:

Strategic Indicator	Q2 YTD Result	Annual Target	Comments
Number of vaccinations administered.	7,086	20,400 - 20,600	Immunisation vaccines administered in Quarter 2 have consistently trended lower due to immunisation service programming. There is no flu program during this quarter. Central Immunisation Records Victoria (CIRV) software was rolled out in Quarter 1 and appointments continue to be reduced due to transitioning to this new software.
Percentage of graffiti removed from Council-owned assets within one business day of notification.	97%	100%	The Quarter 2 result has improved since last quarter. The year to date result and annual target delays are primarily due to the wet weather and contractor staff shortages.
Number of calls abandoned when customers are trying to reach Council's customer service.	4.03%	Less than or equal to 3.50%	The number of calls abandoned is currently 0.53% higher than the annual target of 3.50%. Work is being completed to understand how this can be improved to meet our target noting around 45% of callers who abandon, do so within 45 seconds of calling.

Local Government Performance Reporting Framework (LGPRF)

There are 59 mandatory performance indicators included in the LGPRF under 3 thematic areas:

- Service Performance Indicators
- Financial Performance Indicators
- Sustainable Capacity Indicators.

Of these LGPRF measures, 28 will be audited and included in Council's performance statement.

For the quarter ending December 2023, 95% (36 out of 38) of the non-financial LGPRF measures are on track. A total of 5% (2 out of 38) are being monitored and are anticipated to achieve the target by the end of the financial year.

There are currently no non-financial LGPRF measures which are not on track to achieve target by the end of the financial year. Further details can be found in **Attachment 1** (pages 18 to 58).

Amendments to the 2023-24 Fees and Charges schedule can be found in **Attachment 2**. This includes amendments to existing fees and charges and two new fees linked to the introduction of electric vehicle charging stations.

Officers' recommendation

That Council resolve to:

1. Adopt the Quarterly Performance Report for December 2023 (Attachment 1).
2. Adopt the amendments to the 2023-24 Fees and Charges Schedule (Attachment 2).

Responsible director: **Amy Montalti, Chief Financial Officer**

1. Purpose

The purpose of this report is to present to Council for adoption the December 2023 Quarterly Performance Report for the period ended 31 December 2023 (refer to **Attachment 1**). This report is designed to provide performance reporting on both the 2023-24 Annual Budget 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 2023-24 Fees and Charges schedule (refer to **Attachment 2**).

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

This report is consistent with the Boroondara Community Plan 2021-2031. In particular, Theme 7: Leadership and Governance:

- Strategy 7.1: Decision-making is transparent and accountable through open governance processes with timely communication and reporting.
- Strategy 7.2: Resources are responsibly allocated and used through sound financial and asset planning, procurement and risk management practices.

3. Background

The December 2023 Quarterly Performance Report provides detailed reporting on financial and non-financial performance against both the 2023-24 Annual Budget and Boroondara Community Plan 2021-31 (incorporating the Council Plan 2021-25 and Municipal Public Health and Wellbeing Plan 2021-25) for the year.

The year to date and annual budget figures referred to in this report reflects the 2023-24 Amended Budget, approved by Council on 23 October 2023.

Attachment 1: December 2023 Quarterly Performance Report (incorporating major initiatives, Boroondara Community Plan performance, Financial Performance and Local Government Performance Reporting Framework measures).

Attachment 2: Amendments to the 2023-24 Fees and Charges Schedule.

4. Outline of key issues/options

Financial performance

Year to date actual vs. year to date 2023-24 Amended Budget

The year to date surplus result of \$123.27 million as per the budget is due to the striking of full year annual rates in August 2023. 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 \$6.30 million or 5% is due to timing differences for income and expenditure across Council.

Balance Sheet and Cash Flow Statement

Cash and investment holdings are \$143.39 million as at 31 December 2023, which has decreased by \$2.86 million from 30 June 2023.

The Balance Sheet as at 31 December 2023 indicates a satisfactory result, with total current assets of \$274.62 million and total current liabilities of \$59.98 million.

Please refer to **Attachment 1** (pages 64 to 65 and 71) for further detail.

Capital works

Council's year to date performance in gross capital works expenditure is \$25.64 million which is \$1.72 million below year to date budget phasing of \$27.36 million. Capital works committed expenditure as at 31 December 2023 is \$34.68 million (year to date actual and commitments equates to \$60.32 million).

Priority projects

Council's year to date performance in gross priority project expenditure is \$9.78 million which is \$3.17 million below year to date budget phasing of \$12.95 million. The difference relates to timing of expenditure on various projects. Priority projects committed expenditure as at 31 December 2023 is \$16.67 million (year to date actual and commitments equates to \$26.45 million).

Refer to **Attachment 1** (pages 6 and 7) 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 in **Attachment 1** (pages 72 to 75).

Non-financial performance

Major Initiatives

The 2023-24 Budget contains 43 major initiatives.

For the quarter ending December 2023, 9% (4 out of 43) of the 2023-24 major initiatives have been completed. A total of 91% (39 out of 43) of the major initiatives have commenced and are on track to be completed by the end of the financial year. Further details can be found in **Attachment 1** (pages 14 to 57).

Strategic Indicators

For the quarter ending December 2023, 70% (14 out of 20) of strategic indicators are on track. A total of 15% (3 out of 20) are being monitored and are anticipated to achieve the target by the end of the financial year. A further 15% (3 out of 20) of the strategic indicators are At Risk and not on track to achieve target by the end of the financial year, with a comment provided below. Further details can be found in **Attachment 1** (pages 13 to 55).

Details of the strategic indicators At Risk and not on track to meet target at end of the financial year:

Strategic Indicator	Q2 YTD Result	Annual Target	Comments
Number of vaccinations administered.	7,086	20,400 - 20,600	Immunisation vaccines administered in Quarter 2 have consistently trended lower due to immunisation service programming. There is no flu program during this quarter. Central Immunisation Records Victoria (CIRV) software was rolled out in Quarter 1 and appointments continue to be reduced due to transitioning to this new software.
Percentage of graffiti removed from Council-owned assets within one business day of notification.	97%	100%	The Quarter 2 result has improved since last quarter. The year to date result and annual target delays are primarily due to the wet weather and contractor staff shortages.
Number of calls abandoned when customers are trying to reach Council's customer service.	4.03%	Less than or equal to 3.50%	The number of calls abandoned is currently 0.53% higher than the annual target of 3.50%. Work is being completed to understand how this can be improved to meet our target noting around 45% of callers who abandon, do so within 45 seconds of calling.

Local Government Performance Reporting Framework (LGPRF)

There are 59 mandatory performance indicators included in the LGPRF under three thematic areas:

- Service Performance Indicators
- Financial Performance Indicators
- Sustainable Capacity Indicators.

Of these LGPRF measures, 28 will be audited and included in Council's performance statement.

For the quarter ending December 2023, 95% (36 out of 38) of the non-financial LGPRF measures are on track. A total of 5% (2 out of 38) are being monitored and are anticipated to achieve the target by the end of the financial year. There are currently no non-financial LGPRF measures that are not on track to achieve target by the end of the financial year. Further details can be found in **Attachment 1** (pages 18 to 58).

Amendments to the 2023-24 Fees and Charges Schedule can be found in **Attachment 2**. This includes amendments to existing fees and charges and two new fees linked to the introduction of electric vehicle charging stations.

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. No officers involved in the preparation of this report have a general or material conflict of interest requiring disclosure under chapter 5 of the Governance Rules of Boroondara City Council.

The recommendation contained in this report is compatible with the Charter of Human Rights and Responsibilities 2006 as it does not raise any human rights issues.

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

October to December 2023

December 2023 | Quarterly Performance Report

Contents

1. Executive Overview and Key Highlights	1
1.1 Introduction	1
1.2 Performance against Major Initiatives	2
1.3 Performance of Strategic Indicators	3
2. Key Financial Highlights and overview	4
2.1 Surplus Result	5
2.2 Capital Works	6
2.3 Priority Projects	7
3. Non-Financial Performance	8
Theme 1: Community, Services and Facilities	11
Theme 2: Parks and Green Spaces	25
Theme 3: The Environment	29
Theme 4: Neighbourhood Character and Heritage	36
Theme 5: Moving Around	43
Theme 6: Local Economy	49
Theme 7: Leadership and Governance	53
4. Financial and Performance Statements	61
4.1 Income Statement	62
4.2 Income Statement by Directorate	63
4.3 Balance Sheet	64
4.4 Statement of Cash Flows	65
4.5 Overview	66
4.6 Balance Sheet and Cash Flow Statement	71
4.7 Capital Works performance	72
4.7.1 Capital Works Program summary	72
4.7.2 Capital Work performance versus budget	73
4.7.3 Major Projects Capital Works performance	74
4.8 Priority Projects performance	75
Priority Projects performance versus budget	75

December 2023 | Quarterly Performance Report

4.9 Debtors	76
4.9.1 Rate debtors	76
4.9.2 Sundry debtors	76
4.9.3 Infringement debtors	77
5. Corporate Governance	78
5.1 Publicly tendered contracts greater than \$500,000 (excluding GST) for goods, services and works	79
5.2 Councillor expenses	81
5.3 Chief Executive Officer expenses	82
5.4 Citizen decision and process review	82
5.5 Excess annual leave analysis	82
5.6 Confidentiality agreements	82
5.7 Council advisory committees	83
6. Governance Management Checklist	88
7. Grants Progress Report	94

December 2023 | Quarterly Performance Report

1. Executive overview and key highlights

1.1 Introduction

The December 2023 Quarterly Performance Report provides detailed reporting on performance against both the 2023-24 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 - Non-Financial Performance** 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 2023-24 Amended Budget approved by Council on 23 October 2023, which includes the carry forward funding for the final 2022-23 priority projects and capital works forward commitments.

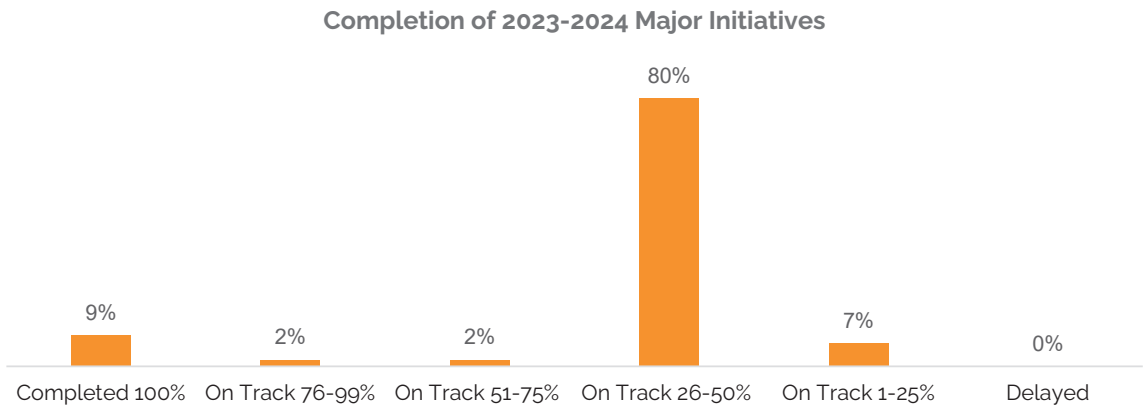
In accordance with Section 97(3) of the *Local Government Act 2020* the Chief Executive Officer is of the view that a revised budget is not required for the financial reporting period 31 December 2023. No variations have been made to the declared rates and charges or loan borrowings other than what has been approved in the 2023-24 Adopted Budget. Council's financial position is sound with a working capital of 4.58 as at 31 December 2023.

December 2023 | Quarterly Performance Report

1.2 Performance against Major Initiatives

There are 43 major initiatives for the financial year FY2023-24. For the quarter ending December 2023, 9% of initiatives have been completed. A total of 91% of the major initiatives have commenced and are on track to be completed by the end of the financial year.

The progress of achieving the major initiatives has been reported as per the following chart:



Please refer to **Section 3, pages 14 to 57** for further details.

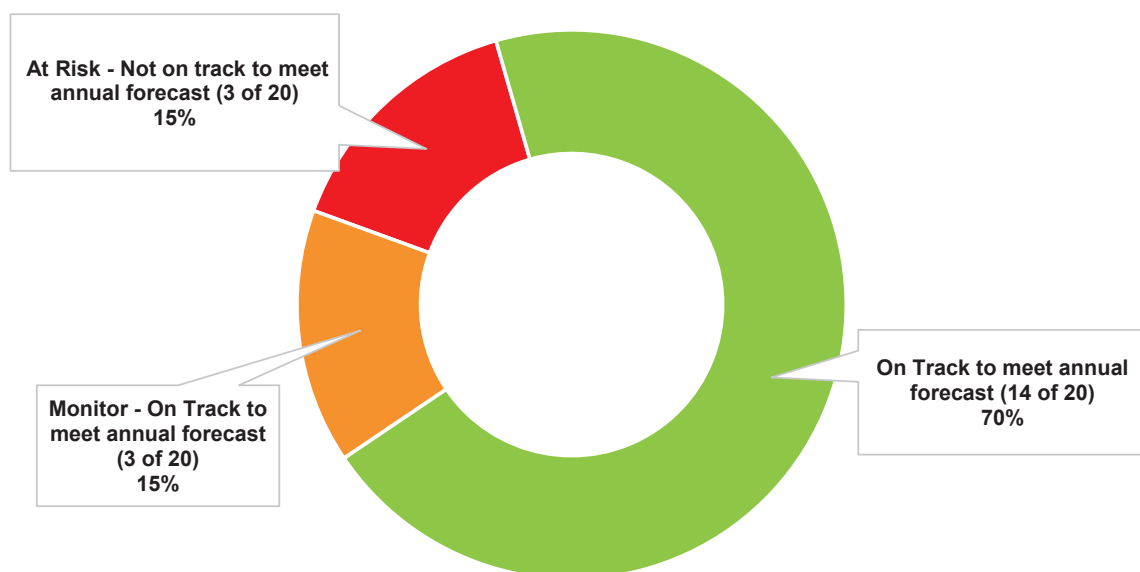
December 2023 | Quarterly Performance Report

1.3 Performance of Strategic Indicators

The Boroondara Community Plan 2021-31 contains 52 strategic indicators, of which 32 are annual measures. The remaining 20 are reported on a quarterly basis, with data being available quarterly on the progress towards the annual forecast.

For the quarter ending December 2023, 14 of the strategic indicators are on track to achieve target by the end of the financial year. Three of the strategic indicators are being monitored and anticipated to achieve target by the end of the financial year. Three of the strategic indicators are not on track to achieve the annual target by the end of the financial year.

Strategic Indicators reported on a quarterly basis (20 of 52 strategic indicators)



Please refer to **Section 3, pages 13 to 55** for further details and explanations.

December 2023 | Quarterly Performance Report

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	2023-24 AMENDED BUDGET (3) \$'000
Surplus/(Deficit) for the year	14,366	123,269	116,973	6,296	5%	✓	5,049
Recurrent income	271,435	241,369	240,044	1,325	1%	✓	265,028
Recurrent expenditure	233,216	112,889	115,117	2,228	2%	✓	237,591
Capital works							
Expenditure *	80,595	25,644	27,362	1,718	6%	✓	72,407
Priority projects							
Expenditure *	25,158	9,784	12,949	3,165	24%	✓	31,188
Closing cash and investments **	106,651	143,388	125,934	17,454	14%	✓	114,433

* Please refer to pages 69 & 75 for further explanation of variances.

** Refer to page 71 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 December 2023 is satisfactory with a working capital ratio of 4.58 to 1 (includes cash contingency for emergency response works and reserve funds of \$25.57 million).

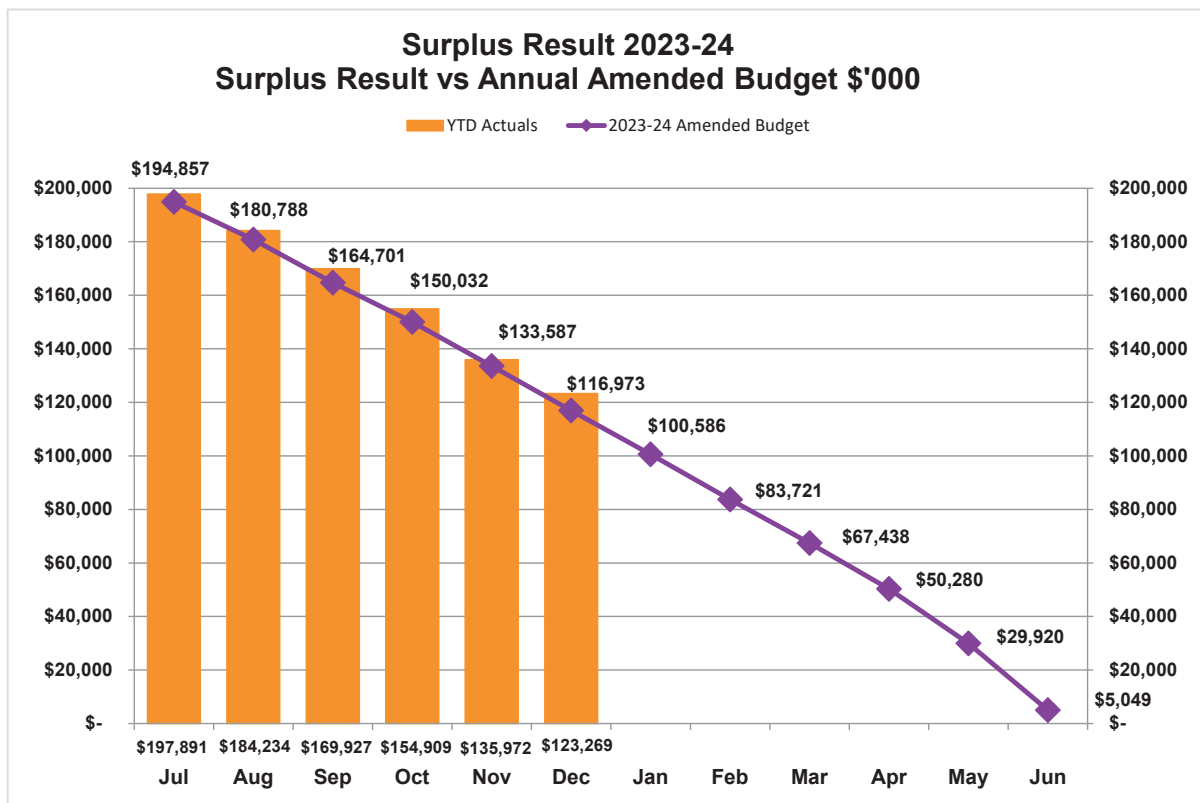
December 2023 | Quarterly Performance Report

2.1 Surplus Result

Year to date actual vs. Year to date 2023-24 Amended Budget

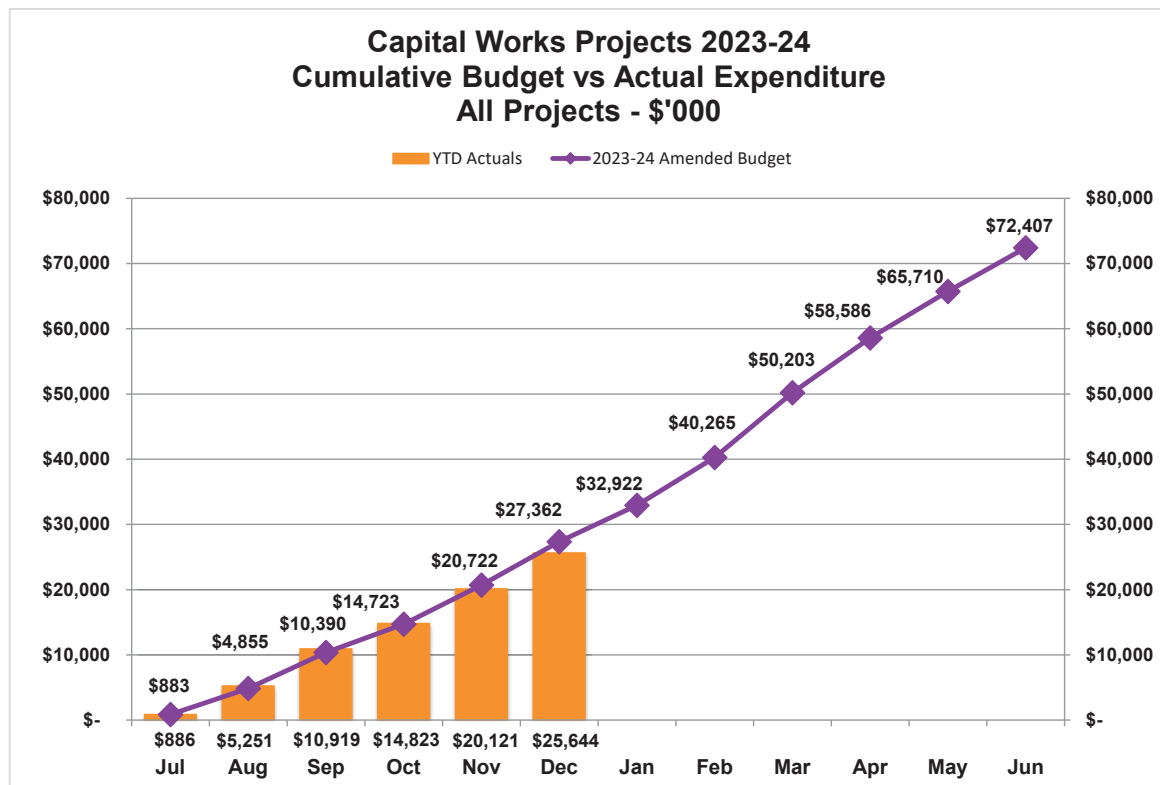
The year to date surplus result of \$123.27 million as per the budget is due to the striking of full year annual rates in August 2023. The surplus result will reduce over the course of the year as Council delivers services to the community. In addition, the favourable result against year to date budget of \$6.30 million or 5% is due to timing differences for income and expenditure across Council. Refer to **Section 4 Financial Performance** for details on Council's financial performance.

Please refer to the graphical representation below of actual year to date surplus result versus the 2023-24 Amended Budget.



December 2023 | Quarterly Performance Report

2.2 Capital Works



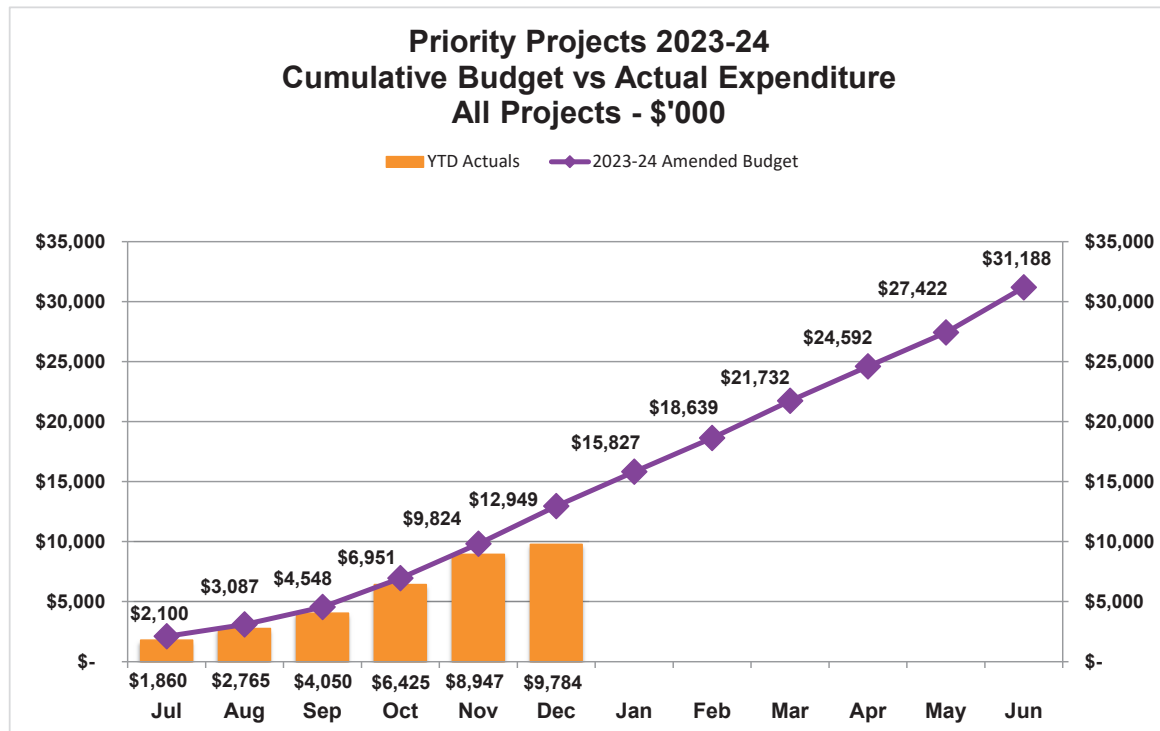
Council's year to date performance in gross capital works expenditure is \$25.64 million which is \$1.72 million below year to date budget phasing of \$27.36 million.

Capital works committed expenditure as at 31 December 2023 is \$34.68 million (year to date actual and commitments equates to \$60.32 million) and includes committed expenditure for multi-year projects with the most significant being Kew Recreation Centre, Willsmere Park pavilion, Lynden Park and the Park playground replacement program.

Please refer to **Section 4.7 Capital Works performance** for further explanation.

December 2023 | Quarterly Performance Report

2.3 Priority Projects



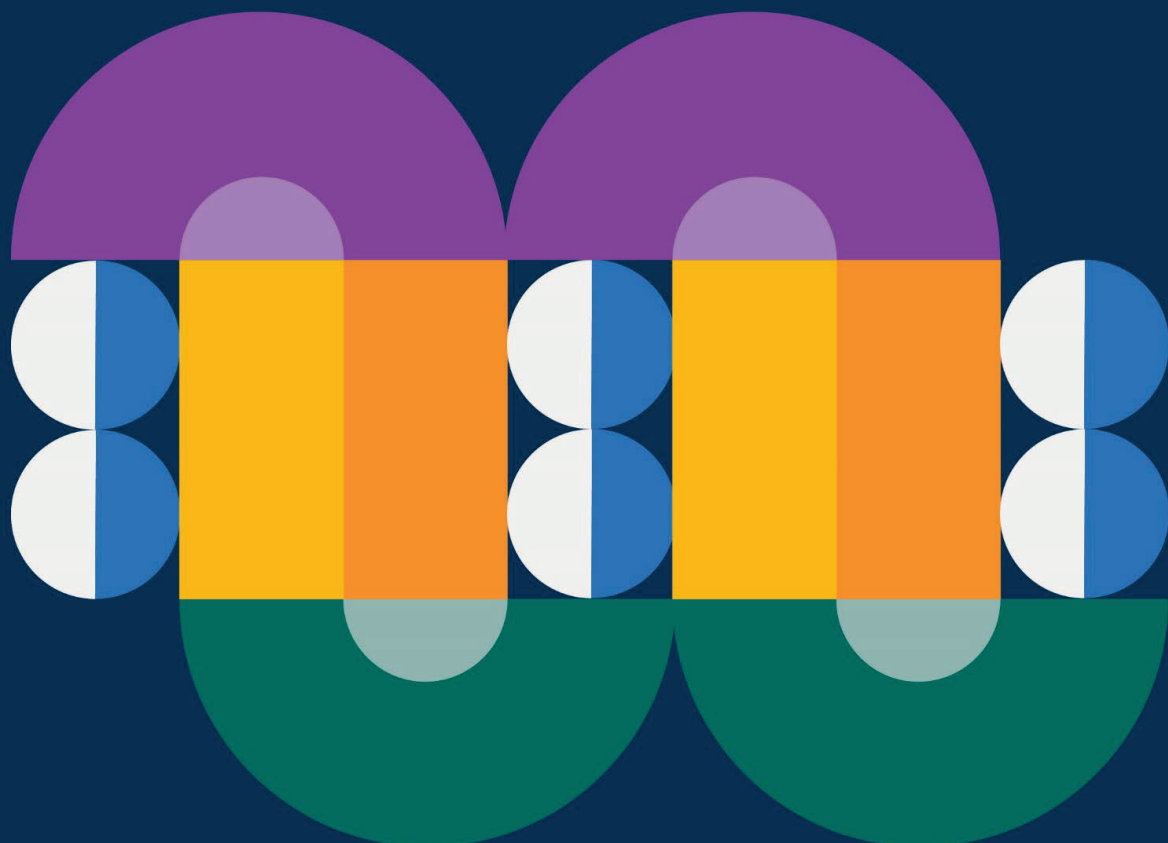
Council's year to date performance in gross priority project expenditure is \$9.78 million which is \$3.17 million below year to date budget phasing of \$12.95 million. The difference relates to timing of expenditure on various projects.

Priority projects committed expenditure as at 31 December 2023 is \$16.67 million (year to date actual and commitments equates to \$26.45 million).

Completion rate for Priority Projects is currently at 76% against the year to date budget. The organisation is currently working through a process to identify any potential carry forwards to the 2024-25 year.

Please refer to **Section 4.8 Priority Projects performance** for further explanation.

Our Performance



December 2023 | Quarterly Performance Report

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 2023-24 adopted by Council in June 2023 outlines Council's major initiatives and strategic indicator targets for the 2023-24 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 three ways:

- results of strategic indicators set out in the Annual Budget 2023-24
- progress of major initiatives set out in the Annual Budget 2023-24
- results of legislatively prescribed services performance indicators and measures.

December 2023 | Quarterly Performance Report

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.



December 2023 | Quarterly Performance Report

Community, Services and Facilities highlights

- Launch of inaugural Summer Salon Community Exhibition, in celebration of the 10-year anniversary of the Town Hall Gallery Community Exhibitions Program - featuring local artists and showcasing the breadth of talent our community has to offer.
- The completion of the 'Universally Repaired' community art project, which engaged more than 700 people in the second half of the year through workshops, social circles, student classrooms, panel discussions and community days.
- The Anderson Park Community Hub was officially reopened on 13 November 2023 following refurbishment. The hub is home to Auburn South Preschool, Auburn South Maternal and Child Health, and includes sporting change rooms and community spaces.
- Boroondara Literary Awards were held in October 2023, with attendance from Mayor Councillor Sinfield, the Balwyn Rotary president and the judges. Over 100 people attended and over 420 entries were received. This year we also had multiple schools join the writers for a school's program as part of the Literary Awards.
- The library Gift Giving Tree campaign was a success. Nearly 400 new books were donated to our libraries for "You Matter" a charity supporting women and children who have experienced family violence.
- The Boroondara Disability Access and Inclusion Plan 2024-28 was endorsed by councillors at the Council meeting on 18 December 2023. The Plan was informed by an extensive community consultation process and builds on the work of Council's previous disability action plans. A launch event will be held in early 2024.
- To mark International Volunteer Day in 2023, a celebration was held at Hawthorn Art Centre on 7 December 2023. The theme was celebrating cultural diversity in volunteering and included musical performances from Jason Khaw and Phil Sheppard. Through his music and reflections, Jason shared his experiences as a migrant and his journey to finding a sense of belonging and feeling at home in Australia. The event also included a keynote presentation from Daizy Mann, reflecting on her own personal experiences as a Boroondara local and international volunteer.
- Successful completion of the North Balwyn Seniors Centre Upgrade, with the official reopening event in October 2023 to coincide with the Seniors Festival.
- The second annual Boroondara Seniors Film Festival was held with six screenings, over three days, at the three partnering cinemas in October. It was a sold-out event with around 1,500 people attending. The festival was open to community short film submissions and around 200 appropriate submissions were received from all over the world.

December 2023 | Quarterly Performance Report

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
Number of attendances by young people at youth programs or services	On Track	8,188	8,500 - 13,000	Youth programs and services continue to evolve in order to promote high levels of engagement with young people.
Number of vaccinations administered	At Risk	7,086	20,400 - 20,600	Immunisation vaccines administered in Quarter 2 have consistently trended lower due to immunisation service programming. There is no flu program during this quarter. Central Immunisation Records Victoria (CIRV) software was rolled out in Quarter 1 and appointments continue to be reduced due to transitioning to this new software.
Number of arts and cultural community events delivered or supported by Council	On Track	107	120 - 150	Boroondara Arts delivered the final calendar of events for 2023, with increased numbers in Quarter 2 resulting from additional events added to accommodate wider community interest and engagement with the sustainability project Universally Repaired. Other arts and cultural events continued to be delivered at Town Hall Gallery, Hawthorn Arts Centre, Kew Court House and at local shopping precincts.
Attendance at Boroondara Arts curated program	Monitor	6,923	15,000	Quarter 2 numbers are less than quarterly target due to reduced delivery of cultural events in December and January allowing for the Christmas, New Year and School Holiday break. Annual target is still on track.
Overall participation in library services (includes loans, returns, visits programs attendance, e-books and	On Track	3,681,456	5,000,000 - 5,700,000	Library participation remains strong and above target. Higher levels of programming continues to encourage customers to

December 2023 | Quarterly Performance Report

Strategic Indicator	Status	YTD Actual Result	Annual Forecast	Comments
audio loans, enquiries, reservations, Wi-Fi and virtual visits)				use the library service. Boroondara Libraries E-Resource collection is also very popular.
Percentage of graffiti removed from Council-owned assets within one business day of notification	At Risk	97%	100%	The Quarter 2 result has improved since last quarter. The year to date result and annual target delays are primarily due to the wet weather and contractor staff shortages.
Number of community events and activities (workshops, talks, forums) offered to promote health and wellbeing, diversity and inclusion (culturally and linguistically diverse, First Nations, disability, gender and LGBTQIA+), and community safety	On Track	68	45 - 47	The Community Support directorate delivered 32 health and wellbeing events this quarter. These included activities for Community Safety Month, Mental Health Month, 16 days of Activism Against Gender Based Violence, International Day of People with Disability, International Volunteer Day, Victorian Seniors Festival, LGBTQIA+ Community Roundtable, two sessions for volunteer managers, parent information sessions, menopause information sessions and author talks.

Progress of Major Initiatives

	Our Initiatives	Status	Progress	Comments
1.1	Analyse and share demographic changes to the Boroondara community since 2016, by presenting the revised 2021 Census data and reviewing the social statistics pages on Council's website	Complete	100%	A review of the social statistics pages on Council's website was conducted using heat maps to assess areas of community interest. Based on this, the content has been revised and information updated to reflect the 2021 Census data. The updated web pages were available on Council's website in late 2023.
1.2	Plan and deliver events, projects, advocacy and education activities to improve community health and wellbeing by raising awareness of community	On Track	50%	Five events were delivered during Community Safety Month in October. These included:

December 2023 | Quarterly Performance Report

	Our Initiatives	Status	Progress	Comments
	safety issues, including prevention of violence against women, and building community resilience			<ul style="list-style-type: none"> three Community Safety Pop-Ups one safety themed story time the Emergency Services Family Fun Day. <p>Three events were also delivered during 16 Days of Activism against Gender Based Violence between 25 November 2023 and 10 December 2023. These included a workshop with Swinburne University students on respectful relationships, a money morning tea for women, and a dad and children's cooking demonstration.</p> <p>These events provided an opportunity for the community to connect with local organisations and emergency services, access information and build their knowledge on a range of issues including crime prevention, family violence and respectful relationships, financial safety, and social and community support.</p>
1.3	Support older people to understand, access and navigate the range of Council and other aged care services available to them through the provision of information sessions, dissemination of accessible digital and printed resources and connecting individuals with services where required	On Track	50%	In the last quarter, Active Ageing delivered two aged care information sessions to a seniors group and public housing estate residents, with 10 and 33 attendees respectively. Two client newsletters were disseminated to 279 clients and three monthly Seniors Clubs newsletters were disseminated to a total of 37 clubs. The Regional Assessment Service continues to link older residents into services available via My Aged Care and 1:1 additional assistance is offered where needed by the aged care navigator service.
1.4	Enhance community spaces by demolishing the Ferguson Stand to improve the visual and physical connection from Glenferrie Precinct to Grace Park	On Track	60%	Demolition of the Ferguson Stand is complete. Supporting landscape enhancement works will commence construction in early 2024. This includes pedestrian pathway connections, installation of turf, erection of

December 2023 | Quarterly Performance Report

	Our Initiatives	Status	Progress	Comments
				interpretative historical I-beams (from the original Ferguson Stand). Other public realm improvements will also be delivered in 2023-24.
1.5	Plan a contemporary and integrated Library experience by developing a concept design for the Kew Library project	On Track	20%	The community has been consulted on a Vision and Design Brief for the project. Officers have commenced a procurement process to engage a suitably qualified and experienced architectural design consultant to prepare the building design.
1.6	Enhance diversity and inclusion of sports facilities by commencing the construction of the Canterbury Sportsground, and Ferndale Park, Frog Hollow and Willsmere Pavilions	On Track	40%	Construction contracts for renewal and upgrade works at Willsmere Park and Canterbury Sports Group pavilions have been awarded by Council. Design and documentation for both Ferndale Park and Frog Hollow continue to be developed, with works contracts to be tendered in 2024.
1.7	Consider the needs and aspirations of our multicultural community identified through community consultation, by presenting to Council for endorsement a draft of the Multicultural Action Plan 2024-28	On Track	40%	The findings from the community consultation undertaken between March and June 2023, including a community survey, an organisational survey and meeting with multicultural groups, have been analysed. The findings will be used to help inform the development of the draft Multicultural Action Plan, which will be presented to Council for endorsement for public exhibition in 2024.
1.8	Build strong partnerships with neighbourhood houses to deliver community activities and programs which respond to community need by implementing year 1 actions in the Neighbourhood House Framework	On Track	50%	Council departments continued to build strong relationships with neighbourhood houses to deliver community programs, which respond to community need. Neighbourhood houses worked in partnership to create an annual action plan in response to the Neighbourhood House Framework Action Plan 2023-27. Each

December 2023 | Quarterly Performance Report

	Our Initiatives	Status	Progress	Comments
				<p>Neighbourhood house nominated a priority action to progress in 2023-24.</p> <p>In Quarter 2, activities and programs included:</p> <ul style="list-style-type: none"> Alamein Neighbourhood & Learning and Ashburton community Centre worked in collaboration to schedule Chatty Cafe's in Ashburton on Wednesdays and Thursdays weekly Alamein Neighbourhood & Learning and Craig Family Centre worked with the Boroondara Volunteer Resource Centre (BVRC) to source volunteers for the Committee of Management and tutoring positions Kew Neighbourhood Learning Centre and Alamein Neighbourhood & Learning partnered with Local Economies on the development of the Disability Inclusive Employment Program Trentwood at the Hub introduced a new program called 'Confidence Blossoms Life,' an English conversation class for local mandarin-speaking community members. The classes were planned with input from Women's Health East to ensure content and delivery are culturally appropriate, with Hub staff completing cultural competency training. There is high demand for classes and additional regular sessions were scheduled in term 4.
1.9	Support the equitable allocation of Council's sportsgrounds by presenting a draft Allocations and Fees and Charges Policy to Council for endorsement	On Track	50%	A draft policy was presented to councillors for feedback in November 2023. Club forums were held on 29 November 2023 and 4 December 2023 to provide an update on the development of the policy. Officers are collating club

December 2023 | Quarterly Performance Report

	Our Initiatives	Status	Progress	Comments
				feedback that will inform the draft policy, which will be considered by Council for community consultation.
1.10	Celebrate and promote the achievements of young people and those who work with young people by delivering the Boroondara Youth Awards	Complete	100%	The 2023 Boroondara Youth Awards celebration ceremony was held on Friday 22 September 2023. Winners were recognised across five categories: leadership, environment and sustainability, creative arts, inclusive program, and community work. A total of 31 nominations were received and 80 people attended the awards ceremony.
1.11	Commence renewal of the Tuck Stand with structural rectification works and continue the design and consultation for the full renewal	On Track	20%	Documentation for the structural rectification works of the Tuck Stand is progressing well and tenders will be invited in early 2024 for the construction works. In December 2023 Council endorsed the Vision & Design brief for the renewal of the Tuck Stand, enabling the procurement of a design consultant to progress.

Local Government Performance Indicators - Service Performance Indicators

Animal Management

Measure	Status	Last Year Result (Q2 YTD)	This Year Result (Q2 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	1.01	1.05	0.00 - 2.50	Measure is on track to meet target.

December 2023 | Quarterly Performance Report

Measure	Status	Last Year Result (Q2 YTD)	This Year Result (Q2 YTD)	Annual Target	Comments
AM2 - Animals reclaimed (The percentage of collected registrable animals under the <i>Domestic Animals Act 1994</i> reclaimed)	On Track	66.45%	61.59%	36 - 56%	High re-claim rate with four dogs out of the 40 animals reclaimed requiring registration upon release.
AM5 - Animals rehomed (The percentage of unclaimed collected registrable animals under the <i>Domestic Animals Act 1994</i> that are rehomed)	On Track	43.42%	49.21%	25 - 45%	High rehoming rate due with cats exceeding expectations. RSPCA reports that cats are commonly easier to rehome.
AM6 - Cost of animal management service per population (The direct cost of the animal management service per municipal population)	On Track	\$3.50	\$4.34	\$7.57 - \$9.57	Cost of Animal Management service was higher in Quarter 2 to offset the low Quarter 1 result. This was due to a delay in expenses being processed into the team account. Animal Levies charge payable to Department of Agriculture has also been processed this quarter. YTD Actual is on Track.
AM7 - Animal management prosecutions (AUDITED) (The percentage of successful animal management prosecutions)	On Track	100%	100%	80 - 100%	Measure is on track to meet target.

December 2023 | Quarterly Performance Report

Aquatic Facilities

Measure	Status	Last Year Result (Q2 YTD)	This Year Result (Q2 YTD)	Annual Target	Comments
AF2 - Health inspections of aquatic facilities (The number of inspections by an authorised officer within the meaning of the <i>Public Health and Wellbeing Act 2008</i> carried out per Council aquatic facility)	On Track	1.00	2.33	0.00 - 2.00	Boroondara conducted five inspections at three facilities. Boroondara Sports Complex and Hawthorn Aquatic and Leisure Centre were inspected twice this quarter as part of training for new officers.
AF6 - Utilisation of aquatic facilities (AUDITED) (Number of visits to aquatic facilities per head of Municipal population)	On Track	6.77	7.54	10.90 - 16.90	Measure is on track to meet target.
AF7 - Cost of aquatic facilities (The direct cost less any income received of providing aquatic facilities per visit)	On Track	(\$0.03)	(\$0.73)	(\$1.03) - \$0.97	Measure is on track to meet target.

Food Safety

Measure	Status	Last Year Result (Q2 YTD)	This Year Result (Q2 YTD)	Annual Target	Comments
FS3 - Cost of food safety service (The direct cost of the food safety service per food premises registered)	On Track	\$145.82	\$162.19	\$224.32 - \$374.32	Measure is on track to meet target.

December 2023 | Quarterly Performance Report

Measure	Status	Last Year Result (Q2 YTD)	This Year Result (Q2 YTD)	Annual Target	Comments
by Council, or for which Council has received notification, during the year)					

Food Safety - Calendar Year measures (1 January 2023 to 31 December 2023)

Measure	Status	Last Year Result (Q4 YTD)	This Year Result (Q4 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	1.57	2.20	1 - 4	Annual Target has been met.
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%	Annual Target has been met.
FS4 - Critical and major non-compliance outcome notifications (AUDITED) (The percentage of critical and major non-compliance outcome notifications that are followed up by Council)	On Track	98.20%	98.11%	88 - 100%	Annual Target has been met.

December 2023 | Quarterly Performance Report

Measure	Status	Last Year Result (Q4 YTD)	This Year Result (Q4 YTD)	Annual Target	Comments
FS5 - Food safety samples (The percentage of food samples obtained per required number of food samples)	On Track	N/A	101.24%	100%	New Measure for FY2023-24. The year end result has exceeded expectation as additional inspections were carried out as deemed necessary by the team. Annual Target has been met.

Maternal and Child Health

Measure	Status	Last Year Result (Q2 YTD)	This Year Result (Q2 YTD)	Annual Target	Comments
MC2 - Infant enrolments in MCH service (The percentage of infants enrolled in the MCH service)	On Track	100.90%	100.84%	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	\$75.48	\$80.16	\$64.12 - \$94.12	Measure is on track to meet target.
MC4 - Participation in the MCH service (AUDITED) (The percentage of children enrolled who participate in the MCH service (YTD))	On Track	71.21%	72.74%	73 - 93%	Not all children are due for a key age and stage visit for this quarter. Participation is on track for annual target.

December 2023 | Quarterly Performance Report

Measure	Status	Last Year Result (Q2 YTD)	This Year Result (Q2 YTD)	Annual Target	Comments
MC5 - Participation in the MCH service by Aboriginal children (AUDITED) (The percentage of Aboriginal children enrolled who participate in the MCH service (YTD))	On Track	82.98%	88.24%	80 - 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	100.36%	99.66%	90 - 100%	Measure is on track to meet target.

Libraries

Measure	Status	Last Year Result (Q2 YTD)	This Year Result (Q2 YTD)	Annual Target	Comments
LB2 - Recently purchased library collection (The percentage of the library collection that has been purchased in the last 5 years)	On Track	68.06%	62.32%	56.74 - 71.74%	Measure is on track to meet target.
LB5 - Cost of library service per population (The direct cost of the library service per population)	On Track	\$27.79	\$30.39	\$46.18 - \$66.18	Measure is on track to meet target.

December 2023 | Quarterly Performance Report

Measure	Status	Last Year Result (Q2 YTD)	This Year Result (Q2 YTD)	Annual Target	Comments
LB6 - Library loans per population (The number of collection item loans per population)	On Track	N/A	6.15	New Measure - no target set for 2023-24	New Measure for FY2023-24.
LB7 - Library membership (AUDITED) (The percentage of resident municipal population who are registered library members)	On Track	N/A	40.25%	New Measure - no target set for 2023-24	New Measure for FY2023-24.
LB8 - Library visits per population (The number of library visits per head of population)	On Track	N/A	2.63	New Measure - no target set for 2023-24	New Measure for FY2023-24.



Theme 2

Parks and Green Spaces

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



December 2023 | Quarterly Performance Report

Parks and Green Spaces highlights

- Record number of approximately 32,000 rounds of golf were played at the Freeway Golf Course across first half of this financial year.
- Construction works are underway at Lynden Park East, Victoria Road Reserve and Ashburton Park to renew the sports ground surfaces including new drainage, irrigation system and drought resistant turf. These renewals will provide higher quality playing surfaces that will allow increased participation.
- Construction works on the playground renewal at Hays Paddock commenced in late August 2023. Anticipated completion is mid 2024.

December 2023 | Quarterly Performance Report

Progress of Major Initiatives

	Our Initiatives	Status	Progress	Comments
2.1	Enhance recreational opportunities for children and families by completing construction of the local play space at Kate Campbell Reserve	On Track	15%	Construction works for the Kate Campbell project are scheduled to commence in late January 2024 and be completed by June 2024.
2.2	Enhance recreational opportunities for children and families by completing construction of the regional play space at Hays Paddock	On Track	30%	Hays Paddock playground upgrade works commenced in August 2023 and are progressing well. Demolition, salvage and site preparation works are complete, and steel works for the main custom play unit are nearing completion. The works are expected to be completed by mid-2024.
2.3	Improve the sporting experience in Boroondara by completing full sportsground reconstructions at Ashburton Park and Lynden Park East	On Track	50%	Works commenced on both projects during this quarter and are progressing well.
2.4	Consult with the community to develop the Macleay Park Master Plan to be endorsed by Council with a focus on improving community access and park experience	On Track	35%	Draft master plan has been prepared for Council approval prior to consultation.
2.5	Enhance social connection and the appreciation of Boroondara's parks and gardens through engagement with artists and the delivery of community events using the 2024 Summer in the Park series	On Track	50%	Summer in the Park 2024 program was launched, including five major headline events plus seven smaller 'bite-sized' events across the municipality. The program runs from Saturday 3 February 2024 until Sunday 10 March 2024, with information available on the City of Boroondara website and in the Boroondara Arts Season 1 program.
2.6	Provide sportsgrounds that are suitable for the use of community sporting clubs through an increased	On Track	50%	Grounds received extensive renovations over the September period resulting in all grounds going into

December 2023 | Quarterly Performance Report

	Our Initiatives	Status	Progress	Comments
	focus on maintenance and renewal of ground surfaces			spring and summer with a full turf coverage. Work is continuing on the development of a maintenance plan to place all grounds in a hierarchy and allocate a level of maintenance to each.



Theme 3

The Environment

The environment is considered in all decision-making.



December 2023 | Quarterly Performance Report

The Environment highlights

- Integrated the bundled green waste collections with Council's hard waste collection GIS system to facilitate more efficient operations.
- Facilitated the annual Detox your Home event at the Boroondara Waste and Recycling Centre in December 2023 in conjunction with Sustainability Victoria.

December 2023 | Quarterly Performance Report

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	72.11%	72 - 73%	Measure is on track to meet target.

Progress of our Major Initiatives

	Our Initiatives	Status	Progress	Comments
3.1	Reduce the volume of virgin construction materials on Council road projects, by using a minimum of 20% recycled materials including glass, plastics, and toners in our asphalt products to resurface roads	On Track	50%	All crushed rock used in Council's road projects is produced from recycled concrete and asphalt, using a minimum of 20% recycled material.
3.2	Progress towards meeting the targets of the Climate Action Plan to reduce Council and community emissions by implementing the 2023-24 actions of the Climate Action Plan Implementation Plan	On Track	30%	Council is net carbon neutral and multiple actions are underway to reduce our corporate energy use, such as installation of solar photovoltaics at Council buildings and electric vehicle chargers for Council Fleet. Community facing actions such as Solar Savers, Energy Savers and our Living for Our Future workshop program

December 2023 | Quarterly Performance Report

	Our Initiatives	Status	Progress	Comments
				<p>are being delivered to support the community to reduce emissions.</p> <p>The Climate Action Plan reported total municipal emissions as 1,804,000 tonnes CO₂-e for the 2019 year using the SnapShot community emissions tool. Since the Plan was published, the methodology has been refined and the emissions for 2019 were revised to 1,643,000 tonnes CO₂-e. The most recent data, for FY2020-21 has seen Boroondara municipal emissions decrease to 1,466,000 tonnes CO₂-e.</p>
3.3	Improve the green canopy coverage in our urban environment for the enjoyment of future generations by presenting the Urban Greening Strategy to Council for endorsement	On Track	35%	The draft strategy has been developed. The draft will be presented to councillors for approval in the first half of 2024 before it goes out for community consultation.
3.4	Improve the community's ability to access biodiversity and indigenous vegetation now and into the future by finalising the Biodiversity Asset Management Plan	On Track	90%	The Biodiversity Asset Management Plan is in draft form and almost complete. It will undergo community consultation as part of the Urban Biodiversity Strategy consultation in early 2024.
3.5	Identify options to support the uptake of electric vehicles and low emission vehicles by the Boroondara community through the implementation of electric vehicle charging stations in shopping centre carparks	On Track	30%	Electronic vehicle (EV) charging stations have now been installed at Hawthorn Aquatic and Leisure Centre and are awaiting line marking. Works are planned for Burwood Village and will begin January 2024. Agreements are being finalised for a commercial EV charging provider to install chargers in Camberwell. Negotiations are progressing for power pole mounted charger trials in Ashburton to be undertaken by United Energy.

December 2023 | Quarterly Performance Report

Local Government Performance Indicators - Service Performance Indicators

Waste Collection

Measure	Status	Last Year Result (Q2 YTD)	This Year Result (Q2 YTD)	Annual Target	Comments
WC2 - Kerbside collection bins missed (The number of kerbside collection bins missed per 10,000 scheduled kerbside collection bin lifts)	On Track	12.16	4.68	4.28 - 14.28	The Quarter 2 result of 2023-24 is a substantial improvement from the Quarter 2 result of 2022-23. This is largely due to improved performance by the kerbside recycling collections contractor. The kerbside recycling collections contractor commenced service in Boroondara on 1 November 2023, and the previous year's Quarter 2 survey results covered the Contractor's service initialisation period.
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	\$61.97	\$50.68	\$107 - \$147	The cost associated with this measure is slightly lower this quarter than previous results. This is due to the removal of FOGO from this measure following an assessment of what constitutes kerbside garbage. Therefore, the figure for this quarter more accurately represents the cost of kerbside garbage bin collection service per kerbside garbage collection bin.
WC4 - Cost of kerbside recyclables bin collection service (The direct cost of the kerbside recyclables collection service)	On Track	\$42.86	\$49.35	\$84 - \$104	Measure is on track to meet target.

December 2023 | Quarterly Performance Report

Measure	Status	Last Year Result (Q2 YTD)	This Year Result (Q2 YTD)	Annual Target	Comments
(including the contract cost of collection) per kerbside recyclables collection bin)					
WC5 - Kerbside collection waste diverted from landfill (AUDITED) (The percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill)	On Track	71.54%	72.11%	65 - 79%	Measure is on track to meet target.

December 2023 | Quarterly Performance Report

Clayton Landfill performance

31 December 2023	YTD Actuals	YTD Budget	Variance	% Variance
Income	\$1,083,062	\$20,000	\$1,063,062	5315%
Expenditure	\$485,270	\$1,109,820	(\$624,550)	(56%)
Net Profit	\$597,792	(\$1,089,820)	\$1,687,612	155%

The income variance is due to contributions from member councils being ahead of planned budgeted phasing. This is for capital works and post closure maintenance costs for 2023-24 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 (\$600,000).



Theme 4

Neighbourhood Character and Heritage

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



December 2023 | Quarterly Performance Report

Neighbourhood Character and Heritage highlights

- Building Services processed 192 Building Plan requests in the October-December quarter compared to 156 applications in the previous quarter.
- Building Services investigated and inspected 292 complaints in this quarter compared to 262 in the July - September quarter.
- Assessment of the first round of community heritage nominations is underway.
- Proactively responded to fire damage at individually significant heritage property at 7 Mangarra Road, Canterbury and progressed actions to address the issues and future of the site.
- Responded to the Victorian State Government Housing Statement with a submission that suggests changes to proposed planning reforms and reiterated the Boroondara position that Local Government is best placed to make planning decisions that affect the municipality.
- Council commenced an update to the tree protection local law to improve the way the local law protects the tree character of the municipality.

December 2023 | Quarterly Performance Report

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	32	30 - 40	Measure is on track to meet target.
Percentage of 'demolition consents' under section 29A of the Building Act 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	68.97%	45 - 55%	Council was able to settle a high proportion of applications prior to a hearing during this reporting period. The applications which proceeded to a merits hearing were often the consequence of other parties unwilling to resolve application flaws, meaning Council enjoyed a high prospect of success in those matters.
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	2	5 - 10	The number of 'out of time' appeals received is consistent with the previous quarter and improvement on the comparison to the same quarter in the previous financial year.

December 2023 | Quarterly Performance Report

Progress of our Major Initiatives

	Our Initiatives	Status	Progress	Comments
4.1	Continue to protect the heritage and history of Boroondara through presenting the revised Heritage Action Plan to Council for endorsement and commencing implementation of the plan	On Track	50%	Council has completed its review of the Heritage Action Plan 2016, which was presented to the Urban Planning Delegated Committee (UPDC). The Committee resolved to proceed with preparing a Heritage Strategy. Work is underway on the new Strategy and will continue into 2024.
4.2	Support appropriate housing in Boroondara through presenting the Boroondara Housing Strategy to Council for endorsement and consider associated planning scheme amendments	Complete	100%	The Boroondara Housing Strategy was formally adopted by Council in September 2023 and implementation has commenced.
4.3	Assist with protecting and celebrating Boroondara's heritage by commencing implementation of a Community Heritage Nomination Process	On Track	50%	The Community Heritage Nomination Process has been adopted by Council, staff have been recruited to key positions and application forms are now live on Council's website. The first round of community nominations is now being assessed.
4.4	Improve the experience for all participants in the statutory planning process by enhancing technologies and additional online capabilities	On Track	50%	Consultants assisted in preparing a Planning Permit application form as part of the Oracle CRM implementation.
4.5	Improve public and occupant safety by completing fire safety inspections of buildings that contain combustible cladding in response to referrals from the Victoria Building Authority	On Track	50%	Building Services has conducted 11 Essential Safety Measures inspections in this quarter compared to four in the previous quarter.

December 2023 | Quarterly Performance Report

	Our Initiatives	Status	Progress	Comments
				Building Surveyors from the Building Services Team have also attended a number of meetings with Cladding Safety Victoria (CSV) to discuss and resolve buildings containing combustible cladding.
4.6	Contribute to shaping Boroondara to be more liveable, safe, enjoyable and sustainable through enhanced enforcement of public amenity, construction activities and health standards. This includes increasing capability through technology, systems and complementing enforcement practices	On Track	50%	<p>Key highlights for Quarter 2 include:</p> <ul style="list-style-type: none"> Enforcement approaches and procedures: <ul style="list-style-type: none"> Parking operating procedures to begin monthly reviews and refresh starting February 2024. Technology research updates: <ul style="list-style-type: none"> Parking sensor technology has successfully appointed a vendor, with a contract award resolved by Council on 18 December 2023. New sensor network rollout will commence early 2024 PinForce software version update on launch pad for Quarter 4.

December 2023 | Quarterly Performance Report

Local Government Performance Indicators - Service Performance Indicators

Statutory Planning

Measure	Status	Last Year Result (Q2 YTD)	This Year Result (Q2 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)	On Track	104.50	99.50	82 - 122	Measure is on track to meet 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	54.94%	64.96%	65%	Measure is on track to meet target.
SP3 - Cost of statutory planning service (Direct cost of the statutory planning service / Number of planning applications received)	On Track	\$3,901.50	\$3,492.02	\$3,751.67 - \$4,451.67	The result is within the target range and reflects a higher number of applications received during the quarter.

December 2023 | Quarterly Performance Report

Measure	Status	Last Year Result (Q2 YTD)	This Year Result (Q2 YTD)	Annual Target	Comments
SP4 - Council planning decisions upheld at VCAT(AUDITED) (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	40%	66.67%	34 - 54%	<p>The Urban Planning team was able to settle a high proportion of applications prior to a hearing during this reporting period. Where an agreement is reached between parties, this translates to a consent order being issued by the Tribunal and these outcomes are not captured in this indicator.</p> <p>The applications that proceeded to a merits hearing were often the consequence of other parties unwilling to resolve application flaws, and in the quarter, there was a higher success in those matters which has contributed to a result that sits favourably above the target range.</p>



Theme 5

Moving Around

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



December 2023 | Quarterly Performance Report

Moving Around highlights

- The Walmer Street Bridge opened to the public on 21 December 2023, in conjunction with the City of Yarra.
- Council has advocated to the North East Link Program to ensure the community and Council interests are taken into account. This included a review of the Burke Road to Tram Road Urban Design and Landscape Plan (UDLP) and the preparation of a submission about the UDLP, which was adopted by Council on 27 November 2023.
- Completion of the main works at Union Road by the Level Crossing Removal Project and opening of the public open space.
- The Parking Sensor Technology project has successfully appointed a vendor. This project will enable a sensor rollout plan to be developed and implemented for the City of Boroondara over the next several years, which will improve parking compliance service provision to the community to achieve vehicle turnover, maintain safety and keep traffic moving in line with parking restrictions.

December 2023 | Quarterly Performance Report

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	Monitor	88	200 - 220	The second quarter was impacted by the December holiday period. No traffic counts or surveys are scheduled during December as traffic conditions are not representative.
Average daily bicycle users for Gardiners Creek Trail, the Anniversary Trail, Koonung Trail and Main Yarra Trail	Monitor	2,868	3,900 - 4,500	For the Gardiners Creek Trail, the average daily use was 1,569. The Anniversary Trail recorded an average daily use of 289, the Koonung Trail 509, and the Main Yarra Trail near Chandler Highway, 578. Commuter bike use has decreased during and post pandemic, and figures now likely reflect a hybrid working environment with lower commuter use.

Progress of our Major Initiatives

	Our Initiatives	Status	Progress	Comments
5.1	Improve safety, driver awareness and wayfinding of routes by installing shared lane markings along select informal bicycle routes identified in Boroondara's TravelSmart map and adopted Bicycle Strategy	On Track	50%	<p>Proposals for shared lane markings (bike sharrows) for the below mentioned locations have been prepared:</p> <ul style="list-style-type: none"> Prospect Hill Road at Highfield Road Bowler Street Roundabouts of Durham Rd / Kent Rd, Dent St / Albion Rd / Dunlop St and Dent St / Munro Ave. <p>These are due to be installed by April 2024. Other routes will also be examined.</p>

December 2023 | Quarterly Performance Report

	Our Initiatives	Status	Progress	Comments
5.2	Encourage use, improve safety and security of shared paths by progressively installing energy efficient lighting along the Anniversary Trail between Whitehorse Road and Canterbury Road	On Track	50%	<p>Installation of lighting for the Anniversary Trail between Whitehorse Road and Mont Albert Road commenced in mid-November 2023. All works are due to be completed by March 2024.</p> <p>A contract has been awarded for lighting of the Anniversary Trail between Mont Albert Road and Canterbury Road. These works will be completed during 2024.</p>
5.3	Provide an improved integrated bicycle network, by progressively implementing a range of on-road infrastructure initiatives	On Track	50%	<p>Preliminary designs to improve safety along three Council managed road sections, namely Auburn Road between Riversdale Road and Toorak Road, Kilby Road including Willsmere Road and Robinson Road have been prepared.</p> <p>Tee-intersections treatments involving signage, line marking, and green pavement markings have been prepared to improve the level of safety and access for cyclists. These are intended to be used on the existing on-road bike lanes in Union Road, Greythorn Road, Highfield Road and Willsmere Road. For the current financial year, the focus will be on treating intersections along Highfield Road and Willsmere Road.</p> <p>Concept plans have been prepared for Kilby Road and Willsmere Road involving physical separation for one section and a unique line marking treatment for the divided section of Kilby Road. These works are due to commence in March 2024 and completed by end June 2024.</p>
5.4	Represent the Boroondara community in decision making by advocating to the Victorian government	On Track	50%	Council has advocated to the North East Link Program (NELP) to ensure community and Council interests are

December 2023 | Quarterly Performance Report

	Our Initiatives	Status	Progress	Comments
	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 projects			<p>taken into account. Key issues and concerns in Quarter 2 of 2023-24 include review of the Burke Road to Tram Road Urban Design and Landscape Plan (UDLP), preparation of a submission about the UDLP, which was adopted by Council on 27 November 2023. Other matters include traffic management, vegetation retention, planting and site investigations in local parks and roads.</p> <p>Through the second quarter of 2023-24, officers have continued working with the Level Crossing Removal Project (LXRP) as their main works come to an end and the defects period commences.</p>

Local Government Performance Indicators - Service Performance Indicators

Roads

Measure	Status	Last Year Result (Q2 YTD)	This Year Result (Q2 YTD)	Annual Target	Comments
R1 - Sealed local road requests (The number of sealed local road requests per 100 kilometres of sealed local road)	On Track	55.68	42.12	77.22 - 117.22	Measure is on track to meet target.
R2 - Sealed local roads maintained to condition standards (AUDITED) (The percentage of sealed local roads that are below the renewal	On Track	91.14%	90.87%	82 - 100%	Measure is on track to meet target.

December 2023 | Quarterly Performance Report

Measure	Status	Last Year Result (Q2 YTD)	This Year Result (Q2 YTD)	Annual Target	Comments
intervention level set by Council and not requiring renewal)					
R3 - Cost of sealed local road reconstruction (Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed)	Monitor	\$107.18	\$130.52	\$89.85 - \$139.85	The current market rates for civil works relating to road reconstruction and resealing have increased over the past 12 months.
R4 - Cost of sealed local road resealing (Direct cost of sealed local road resealing / Square metres of sealed local roads resealed)	Monitor	\$27.17	\$34.66	\$19.74 - \$39.74	The current market rates for civil works relating to road reconstruction and resealing have increased over the past 12 months.



Theme 6

Local Economy

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



December 2023 | Quarterly Performance Report

Local Economy highlights

- The Glenferrie Place Plan was adopted by Council in December 2023.
- Successful completion of community consultation on the draft Camberwell Junction Structure and Place Plan.
- The draft Economic Development Strategy has undergone a public consultation phase and is expected to be endorsed at Council in February 2024.
- Council's 2023 Christmas decoration program was successfully delivered. A total of 2,500 decorations were installed throughout the municipality, including 501 pole wreaths, tree guards, flags and pedestrian crossing signage, adorning 53 shopping centres. Camberwell Civic Centre, Kew Court House, and Hawthorn Arts Centre were decorated with large wreaths, garlands, and lighting displays. Decorations communicated a traditional Christmas message of Love Peace Hope Joy - Christmas. Three traditional nativity scenes were also installed at the Camberwell Civic Centre and Hawthorn and Kew Libraries.

December 2023 | Quarterly Performance Report

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 proactive strip shopping centre maintenance inspections completed	On Track	647	1,250 - 1,350	Measure is on track to meet target.

Progress of our Major Initiatives

	Our Initiatives	Status	Progress	Comments
6.1	Enhance the economic sustainability of the local economy through the adoption of the Economic Development and Tourism Strategy and the implementation of the year one actions	On Track	35%	The Economic Development and Visitor Attraction Strategy is expected to be endorsed at Council in early 2024. Implementation of several year 1 actions have commenced.
6.2	Stimulate economic recovery and enhance the Glenferrie Road Precinct visitor experience by implementing the approved 2023-24 projects in the Glenferrie Place Plan	On Track	50%	Council formally adopted the Glenferrie Place Plan in December 2023. Work has commenced on Columbia Street upgrade design, which is currently being progressed by consultants with progress subject to VicTrack approvals.
6.3	Increase the vibrancy of the Camberwell Junction precinct by presenting to Council for endorsement the Camberwell Junction Structure and Place Plan, commencement of work on associated	On Track	50%	Consultation on the draft Camberwell Junction Structure and Place Plan was completed in December 2023 and work has already commenced on revisions to the plan based on community feedback.

December 2023 | Quarterly Performance Report

	Our Initiatives	Status	Progress	Comments
	planning scheme amendments and implementation of short-term initiatives			
6.4	Provide enhanced support to traders associations to ensure their long term viability through good governance practices and the provision of customised training and support materials	On Track	50%	<p>Eight traders' associations with a special rate and charge scheme are embarking on a new, online reporting platform in SmartyGrants. To support this change, the Local Economies Team has provided customised training and support materials. The development of the online reporting templates was underpinned by the outcomes of various stakeholder consultations, an online governance questionnaire, face to face engagement, and group and one-on-one user test training. The online platform is now live and ready for submissions of the first online report in February 2024.</p> <p>Further good governance advice and support has been provided in supporting associations with their AGM meetings and the transition of new committee members and marketing coordinators.</p>
6.5	Deliver the annual parklet program for hospitality businesses to enhance outdoor dining opportunities to support strong and activated shopping precincts	On Track	50%	<p>As part of the Council parklet program, 11 parklets are in place. This includes 10 individual parklets and one mega parklet on Camberwell Road comprising eight traders. One new trader parklet was activated during the reporting period and two public space parklets were activated in side street locations to support community use. These Council owned parklets were installed in Greythorn and Burwood Village and are expected to remain in place for 12-18 months, pending relocation to other parts of the municipality.</p>



Theme 7

Leadership and Governance

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



December 2023 | Quarterly Performance Report

Leadership and Governance highlights

- Upgrades to Council's website has resulted in improvements to accessibility and searchability, supporting customers to find the information and transact with Council more easily.
- The Transformation and Technology team moved into the first round of testing for the new finance system, replacing Council's outdated system with a cloud-based solution which will improve and streamline financial management.
- Council was a finalist in the Australian Access Awards 2023, within the government website category. The application focused on our efforts to improve accessibility and inclusion of our community's digital experience.
- Community members visiting our consultation website, Engage Boroondara, reached an all-time high of 22,224 unique individuals in Quarter 2. This is attributed to proactive campaigns to increase awareness of Boroondara's consultations.
- The Strategic Asset Management Team have prepared the draft Public Toilet Strategy, which is now undergoing the first round of community consultation in preparation for presentation to Councillors for adoption mid-2024.
- Delivery of two citizenship ceremonies on Saturday 28 October 2023, which conferred 280 citizens.

December 2023 | Quarterly Performance Report

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	At Risk	4.03%	Less than or equal to 3.50%	The number of calls abandoned is currently 0.53% higher than the annual target of 3.50%. Work is being completed to understand how this can be improved to meet our target noting around 45% of callers who abandon, do so within 45 seconds of calling.
Average time callers wait before their call is answered	On Track	36 seconds	45 - 60 seconds	Measure is on track to meet target.
Number of cyber security incidents that compromise user data	On Track	0	0	Measure is on track to meet target.
Number of visits to Council's website	On Track	545,017	1,000,000 - 1,100,000	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 2024-25 (plus three subsequent	On Track	40%	The Draft Target Budget for 2024-25 has been developed and reviewed by all Council departments. Proposed fees and charges for 2024-25 have been drafted and will be

December 2023 | Quarterly Performance Report

	Our Initiatives	Status	Progress	Comments
	financial years) in-line with statutory requirements and present to Council for endorsement			presented to the community as part of the Annual Budget mid-2024.
7.2	Progress reconciliation locally through activities and events in collaboration with community groups, service providers, networks and local schools by implementing year 2 actions of the Boroondara Reconciliation Strategy 2022-26	On Track	50%	<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 2 actions of the Boroondara Reconciliation Strategy 2022-26 (the Strategy).</p> <p>Key highlights in Quarter 2 include:</p> <ul style="list-style-type: none"> Engagement/collaboration with various stakeholders in the local Aboriginal and Torres Strait Islander sector about actions in the Strategy, including the newly formed Murnong First Peoples Gathering Place Steering Committee; Department of Families, Fairness and Housing, Mullum Mullum Indigenous Gathering Place; Inner East Local Aboriginal Network; Reconciliation Officers at councils in the Eastern Metropolitan Region, and individual stakeholders in the local Aboriginal and Torres Strait Islander sector Convening the 10th meeting of the internal Boroondara Reconciliation Advisory Committee on 27 November 2023 in-person at the new Murnong First Peoples Gathering Place in Glen Iris, with special guests attending from the Murnong First Peoples Gathering Place Steering Committee and Wurundjeri Woi-wurrung Elders Holding a cultural consultation session with Wurundjeri Woi-wurrung Elders on 5 October 2023 to discuss Council's Urban Biodiversity Strategy and Kew Library Redevelopment

December 2023 | Quarterly Performance Report

	Our Initiatives	Status	Progress	Comments
				<ul style="list-style-type: none"> Collaborative planning and delivery of the Eastern Region First Nations Employment and Cultural Safety Forum with six other local councils in the Eastern Metropolitan Region Disseminating the second issue of the Boroondara Reconciliation e-newsletter in December 2023.
7.3	Drive continued delivery of the Boroondara Community Plan 2021-31 by implementing a new Strategy Framework that provides an updated approach to strategy development, delivery, monitoring and evaluation	On Track	40%	<p>A future state Strategy Framework has been drafted for feedback and approval. Following the presentation and discussion, Strategy and Performance will commence the next steps to develop a report to take to councillors for endorsement.</p> <p>The major initiatives and capital works program are on track to deliver the initiatives identified which will deliver against the Boroondara Community Plan objectives.</p>
7.4	Enable effective strategic management of Council Assets by completing the detailed design and commencing the build of our new Strategic Asset management system	Complete	100%	The delivery of this project is now complete.
7.5	Protect customer and Council data by increasing our Cyber Security maturity against ISO27001 framework to minimise service disruptions and the risk of data security breaches	On Track	50%	Maturity continues to be improved through environment scans, phishing campaigns and updates to software versions.
7.6	Upgrade Council's telephony system to a cloud-based system to improve reliability, support hybrid working and enable future enhancement of customer service delivery	On Track	50%	Collaboration with other councils who have transitioned to a unified communications model has started, the project will begin early 2024.

December 2023 | Quarterly Performance Report

Local Government Performance Indicators - Service Performance Indicators

Governance

Measure	Status	Last Year Result (Q2 YTD)	This Year Result (Q2 YTD)	Annual Target	Comments
G1 - Council decisions made at meetings closed to the public (The percentage of Council resolutions made at a meeting of Council, or at a meeting of a delegated committee consisting only of Councillors, closed to the public under section 66(1) of the Act))	On Track	5.80%	3.74%	2 - 8%	Measure is on track to meet target.
G3 - Councillor attendance at Council meetings (The percentage of attendance at Council meetings by Councillors)	On Track	98.60%	94.32%	88 - 100%	Measure is on track to meet target.
G4 - Cost of elected representation (The direct cost of delivering council's governance service per councillor)	On Track	\$26,605.26	\$28,098.99	\$49,403 - \$59,403	Measure is on track to meet target.

December 2023 | Quarterly Performance Report

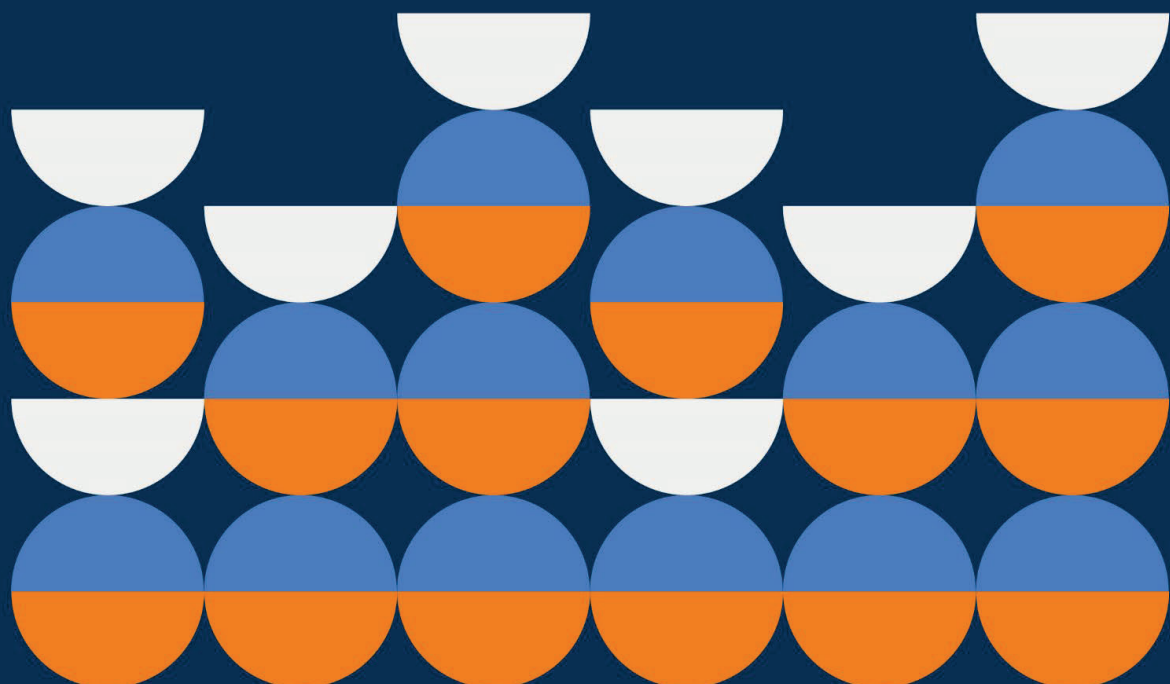
LGPRF Performance Indicators - Sustainable Capacity and Financial Performance Indicators				
For the period ending 31 December 2023				
Indicator/measure	Annual 2022-23	Q2 YTD 2022-23	Q2 YTD 2023-24	Q2 YTD Difference
Sustainable Capacity Indicators				
Population				
Expenses per head of municipal population [Total expenses / Municipal population]	\$1,518	\$683	\$725	\$42
Infrastructure per head of municipal population [Value of infrastructure / Municipal population]	\$6,227	\$5,582	\$6,267	\$686
Population density per length of road [Municipal population / Kilometres of local roads]	258.29	310.43	258.29	-\$52
The length of road used in the Q2 2022-23 result excluded the additional 95 kms of laneways Council agreed to include as part of the Road Management Plan review in 2021. The adjusted YTD result for 2022-23 was 269.92 with YTD difference of 12.				
Own-source revenue				
Own-source revenue per head of municipal population [Own-source revenue / Municipal population]	\$1,479	\$1,254	\$1,387	\$133
Recurrent grants				
Recurrent grants per head of municipal population [Recurrent grants / Municipal population]	\$78	\$27	\$16	-\$11
Disadvantage				
Relative Socio-Economic Disadvantage [Index of Relative Socio-Economic Disadvantage by decile]	10.00	10.00	10.00	0
Workforce turnover				
Percentage of staff turnover [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100	18.8%	13.7%	6.6%	-7.1%
The current turnover rate for Quarter 2 (Q2) is lower than expected, highlighting less staff turnover in the current period. The overall 2022-23 Year to Date (YTD) workforce turnover was impacted by the transfer of in home aged care services to MECWA as part of the Commonwealth Home Support Programme from 31 July 2022. The 2023-24 YTD result is currently trending less than the 2021-22 years Q2 result of 9%. Turnover continues to be closely monitored.				

December 2023 | Quarterly Performance Report

LGPRF Performance Indicators - Sustainable Capacity and Financial Performance Indicators				
For the period ending 31 December 2023				
Financial Performance Indicators				
Indicator/measure	Annual 2022-23	Q2 YTD 2022-23	Q2 YTD 2023-24	Q2 YTD Difference
Efficiency				
Expenditure level *				
Expenses per property assessment [Total expenses / Number of property assessments]	\$3,214	\$1,513	\$1,534	\$21
Revenue level *				
Average rate per property assessment [General rates and Municipal charges / Number of property assessments]	\$2,119	\$2,128	\$2,212	\$84
Liquidity				
Working capital				
Current assets compared to current liabilities [Current assets / Current liabilities] x100	224.1%	417.8%	457.9%	40%
Unrestricted cash				
Unrestricted cash compared to current liabilities [Unrestricted cash / Current liabilities] x100	20.6%	200.0%	184.8%	-15%
Obligations				
Loans and borrowings				
Loans and borrowings compared to rates [Interest bearing loans and borrowings / Rate revenue] x100	42.2%	43.6%	38.6%	-5%
Loans and borrowings repayments compared to rates [Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100	14.8%	2.9%	2.7%	0%
Indebtedness				
Non-current liabilities compared to own source revenue [Non-current liabilities / Own source revenue] x100	36.4%	43.6%	38.5%	-5%
Asset renewal and upgrade *				
Asset renewal and upgrade compared to depreciation [Asset renewal and asset upgrade expense / Asset depreciation]	125.5%	96.4%	112.9%	16%
Operating position				
Adjusted underlying result *				
Adjusted underlying surplus (or deficit) [Adjusted underlying surplus (deficit) / Adjusted underlying revenue] x100	3.4%	47.0%	48.6%	2%
Stability				
Rates concentration *				
Rates compared to adjusted underlying revenue [Rate revenue / Adjusted underlying revenue] x100	76.1%	88.6%	88.2%	0%
Rates effort				
Rates compared to property values [Rate revenue / Capital improved value of rateable properties in the municipality] x100	0.15%	0.15%	0.15%	0%

*This is an annual indicator. Timing of revenue and expenditure can vary throughout the year, distorting quarterly results.

Financial Performance



December 2023 | Quarterly Performance Report

4. Financial and performance statements

4.1 Income Statement

	ANNUAL ORIGINAL BUDGET	YTD ACTUAL (1)	YTD BUDGET (2)	YTD VARIANCE (1) - (2)	YTD VARIANCE	2023-24 AMENDED BUDGET (3)
	\$'000s	\$'000s	\$'000s	\$'000s	%	\$'000s
Recurrent income						
Rates and charges	212,058	212,330	211,783	547	0%	212,058
Statutory fees and fines	16,821	8,254	8,487	(233)	-3%	16,640
User fees	15,423	7,151	6,582	569	9%	13,309
Grants - operating	10,726	2,518	3,966	(1,448)	-37%	5,800
Contributions - cash	5,239	4,006	2,736	1,270	46%	5,239
Rental income	2,998	1,163	1,529	(366)	-24%	2,998
Other income	3,670	2,108	1,898	210	11%	3,670
Interest	4,500	3,839	3,063	776	25%	5,314
Total recurrent income	271,435	241,369	240,044	1,325	1%	265,028
Recurrent expenditure						
Employee costs	98,791	46,001	47,002	1,001	2%	98,212
Materials and services	77,284	38,284	39,583	1,299	3%	78,677
Bad and doubtful debts	2,357	444	511	67	13%	4,762
Depreciation and amortisation ¹	38,846	19,985	19,985	-	0%	39,987
Amortisation - right of use assets	4,399	2,203	2,203	-	0%	4,399
Borrowing costs	3,408	1,743	1,743	-	0%	3,408
Finance costs - leases	313	157	157	-	0%	313
Other expenses	7,818	4,072	3,933	(139)	-4%	7,833
Total recurrent expenditure	233,216	112,889	115,117	2,228	2%	237,591
Net recurrent operating surplus	38,219	128,480	124,927	3,553	3%	27,437
Non-recurrent income						
Priority projects income	830	1,372	1,470	(98)	-7%	2,914
Capital works income	3,238	3,296	3,525	(229)	-6%	8,649
Total non-recurrent income	4,068	4,668	4,995	(327)	-7%	11,563
Non-recurrent expenditure						
Priority projects expenditure	25,158	9,784	12,949	3,165	24%	31,188
Total non-recurrent expenditure	25,158	9,784	12,949	3,165	24%	31,188
Net non recurrent operating surplus (deficit)	(21,090)	(5,116)	(7,954)	2,838	-36%	(19,625)
Net gain (loss) on disposal of property, infrastructure, plant and equipment	(2,763)	(95)	-	(95)	100%	(2,763)
Surplus/(Deficit) for the year ²	14,366	123,269	116,973	6,296	5%	5,049

Note: All numbers are rounded to the nearest thousand.

1. Depreciation and amortisation primarily relates to property, plant, equipment and infrastructure assets.
2. The year to date surplus result of \$123.27 million as per the budget is due to the striking of full year annual rates in August 2023. 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 \$6.30 million or 5% is due to timing differences for income and expenditure. Refer to **Section 4.5 Financial Performance** for details on Council's financial performance.

December 2023 | Quarterly Performance Report

4.2 Income Statement by Directorate

	ANNUAL ORIGINAL BUDGET	YTD ACTUAL	YTD BUDGET	YTD VARIANCE	YTD VARIANCE	2023-24 AMENDED BUDGET
	\$'000s	(1) \$'000s	(2) \$'000s	(1) - (2) \$'000s	%	(3) \$'000s
Income						
Rates and waste charges *	210,609	210,823	210,334	489	0%	210,609
Places & Spaces	3,008	1,775	1,497	278	19%	3,008
Community Support	11,193	4,973	6,306	(1,333)	-21%	9,585
Urban Living	28,490	13,968	14,489	(521)	-4%	27,909
CEO's Office	52	28	26	2	8%	52
Chief Financial Office	3,251	1,698	1,680	18	1%	3,251
Total income	256,603	233,265	234,332	(1,067)	0%	254,414
Expenditure						
Places & Spaces	76,350	38,209	37,814	(395)	-1%	76,636
Community Support	34,976	16,917	17,564	647	4%	35,258
Urban Living	27,853	12,070	12,881	811	6%	30,460
Customer & Transformation	28,295	14,437	15,134	697	5%	28,541
CEO's Office	6,570	4,190	4,341	151	3%	6,584
Chief Financial Office	6,280	2,785	3,094	309	10%	6,307
People, Culture & Development	3,887	1,839	1,930	91	5%	3,907
Depreciation and amortisation **	38,846	19,985	19,985	-	0%	39,987
Total expenditure	223,057	110,432	112,743	2,311	2%	227,680
Net non departmental ***	4,673	5,647	3,338	(2,309)	-69%	703
Net loss on disposal of property, infrastructure, plant and equipment	(2,763)	(95)	-	95	100%	(2,763)
Capital income	3,238	3,296	3,525	(229)	-6%	8,649
Net priority projects	(24,328)	(8,412)	(11,479)	3,263	-28%	(28,274)
Surplus/(Deficit) for the year	14,366	123,269	116,973	6,296	5%	5,049

* Rate income includes interest on rates but excludes special rates which are included under the Community Support 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.

December 2023 | Quarterly Performance Report

4.3 Balance Sheet

	31 Dec 2023	30 Jun 2023	31 Dec 2022
	\$'000	\$'000	\$'000
Current assets			
Cash and cash equivalents ¹	143,388	66,751	143,693
Other financial assets ¹	-	79,500	-
Trade and other receivables	129,949	24,135	120,435
Prepayments	1,284	3,177	897
Total current assets	274,621	173,563	265,025
Non-current assets			
Financial assets	4	4	4
Property, plant and equipment, infrastructure	4,454,072	4,442,982	4,416,077
Right of use assets	6,090	7,176	7,136
Intangible assets	15	15	269
Investment property	18,105	18,105	8,756
Total non-current assets	4,478,286	4,468,282	4,432,242
Total assets	4,752,907	4,641,845	4,697,267
Current liabilities			
Trade and other payables	10,656	22,505	10,949
Interest-bearing liabilities	4,100	8,117	3,846
Provisions	19,777	19,844	19,348
Trust funds and deposits	16,923	16,032	14,265
Unearned income	5,543	7,981	11,921
Lease liabilities	2,980	2,980	7,614
Total current liabilities	59,979	77,459	67,943
Non-current liabilities			
Provisions	2,244	2,244	2,120
Interest-bearing liabilities	77,216	77,216	83,960
Provision for investments in joint ventures	7,557	7,557	6,040
Lease liabilities	3,536	4,266	-
Total non-current liabilities	90,553	91,283	92,120
Total liabilities	150,532	168,742	160,063
Net assets	4,602,375	4,473,103	4,537,204
Equity			
Accumulated surplus	1,082,112	958,843	1,047,241
Asset revaluation reserve	3,494,696	3,488,693	3,466,496
Reserves ²	25,567	25,567	23,467
Total equity	4,602,375	4,473,103	4,537,204
Working capital ratio	4.58		

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 (\$15.63 million) and Defined Benefits Superannuation future call up reserve (\$9.50 million).

December 2023 | Quarterly Performance Report

4.4 Statement of Cash Flows

	ANNUAL ORIGINAL BUDGET	YEAR TO DATE			2023-24 AMENDED BUDGET
		ACTUAL (1) \$'000	YTD ANNUAL BUDGET (2) \$'000	VARIANCE (unfav) (1) - (2) \$'000	
Cash flows from operating activities					
Rates and waste charges ¹	214,458	104,603	99,667	4,936	210,050
Statutory fees and fines ²	13,794	6,645	7,976	(1,331)	11,408
User charges and other fines	16,965	6,617	7,243	(626)	14,643
Grants - operating ³	12,208	4,037	5,972	(1,935)	3,534
Grants - capital ⁴	3,238	762	3,525	(2,763)	8,495
Contributions - monetary ⁵	5,239	4,246	2,738	1,508	5,239
Interest received	4,500	2,946	3,064	(118)	5,314
Other receipts	7,335	3,461	3,774	(313)	7,515
Net GST refund	15,292	7,984	7,541	443	15,657
Trust funds and deposits taken	100	891	-	891	100
Employee costs ⁶	(105,444)	(49,963)	(54,392)	4,429	(108,998)
Materials and services ⁷	(106,654)	(55,080)	(62,074)	6,994	(112,499)
Short-term, low value and variable lease payments	(589)	(398)	(294)	(104)	(589)
Other payments	(8,118)	(4,105)	(4,031)	(74)	(8,160)
Net cash provided by/(used in) operating activities	72,324	32,645	20,709	11,936	51,709
Cash flows from investing activities					
Payments for property, infrastructure, plant and equipment ⁸	(80,595)	(27,718)	(32,656)	4,938	(72,407)
Proceeds from sale of property, plant and equipment	4,720	(4)	-	(4)	4,720
Net proceeds / (payments) for investments	-	79,500	79,500	-	79,500
Net cash used in investing activities	(75,875)	51,778	46,844	4,934	11,813
Cash flows from financing activities					
Finance costs	(3,408)	(1,752)	(2,341)	589	(3,699)
Repayment of borrowings	(8,117)	(4,017)	(4,017)	-	(8,117)
Interest paid - lease liability	(313)	(158)	(158)	-	(315)
Repayment of lease liabilities	(6,130)	(1,859)	(1,854)	(5)	(3,709)
Net cash provided by (used in) financing activities	(17,968)	(7,786)	(8,370)	584	(15,840)
Net increase (decrease) in cash and cash equivalents	(21,519)	76,637	59,183	17,454	47,682
Cash and cash equivalents at beginning of year	128,170	66,751	66,751	-	66,751
Cash and cash equivalents at end of year	106,651	143,388	125,934	17,454	114,433

Note: All numbers are rounded to the nearest thousand.

1. Rates and waste charges are higher than budget due to timing and a higher collection rate (48.99%) than anticipated (47%).
2. Statutory fees and fines are \$1.33 million lower than budget primarily due to parking related income.
3. Grants operating are \$1.94 million lower than budget due to timing.
4. Grants capital are \$2.76 million lower than budget due to timing being behind planned budget phasing.
5. Higher than budgeted development open space contributions \$1.51 million due to timing.
6. Employee costs are \$4.43 million lower than budgeted primarily due to staff vacancies across the organisation.
7. Materials and Services are lower than budget due to timing of cash outflows \$6.99 million.
8. Payments for property, infrastructure, plant and equipment differs from that presented in the capital works statement due to settlement of the 30 June 2023 creditors and forward commitment expenditure. Works delivered in the 2022-23 financial year have previously been brought to account and accrued against the 2022-23 capital works statement.

December 2023 | Quarterly Performance Report

4.5 Overview

This section details Council's financial performance for the period ended 31 December 2023.

The annual budget referred to in this report reflects the 2023-24 Amended Budget approved by Council on 23 October 2023.

Operating budget

The year to date surplus result of \$123.27 million is \$6.30 million above the Amended Budget surplus of \$116.97 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 \$1.00 million comprising recurrent income of \$1.33 million and non-recurrent income of (\$327,000), while year to date total recurrent and non-recurrent expenditure is \$5.40 million (\$2.23 million + \$3.17 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
Rates and charges \$547,000	T	Higher than budgeted income: <ul style="list-style-type: none"> \$547,000 - rates and charges income, primarily in supplementary rates.

December 2023 | Quarterly Performance Report

Income		
Income line	Expected variance (P)ermanent (T)iming	Explanation Year to date actual vs year to date budget variations
Statutory fees and fines (\$233,000)	T T T T T	Lower than budgeted income: <ul style="list-style-type: none"> • (\$279,000) - parking management income. • (\$76,000) - local laws income. Offset by higher than budgeted income: <ul style="list-style-type: none"> • \$82,000 - skip bins income. • \$78,000 - trade permits income. • \$78,000 - lodgement fee income - primarily in scheme control income.
User Fees \$569,000	T T T T T	Higher than budgeted income: <ul style="list-style-type: none"> • \$785,000 - service fees and charges primarily in leisure and aquatic services management and Freeway golf course. • \$104,000 - parking meter charges. Offset by lower than budgeted income: <ul style="list-style-type: none"> • (\$156,000) - fines income primarily in revenue and property services. • (\$91,000) - other charges income primarily in transfer station. • (\$77,000) - registrations income primarily in animal registrations behind planned budget phasing.
Grants - operating (\$1.45 million)	T T T T T/P	Lower than budgeted income: <ul style="list-style-type: none"> • (\$1.16 million) - public libraries grant funding due to timing. • (\$203,000) - Community transport funding received lower than planned budget phasing. • (\$96,000) - maternal and child health sleep and settling received lower than planned budget phasing. • (\$87,000) - immunisation services due to timing. Offset by higher than budgeted income: <ul style="list-style-type: none"> • \$122,000 - Victorian Local Government Grants Commission funding received higher than planned budget phasing.
Contributions - Cash \$1.27 million	T T	Higher than budgeted income: <ul style="list-style-type: none"> • \$1.47 million - developers open space contributions received higher than planned budget phasing. Offset by lower than budgeted income: <ul style="list-style-type: none"> • (\$195,000) - local contributions primarily associated with Balwyn Rotary contribution to small annual community grants.

December 2023 | Quarterly Performance Report

Income		
Income line	Expected variance (P)ermanent (T)iming	Explanation Year to date actual vs year to date budget variations
Rental income (\$366,000)	T T T T	Lower than budgeted income: <ul style="list-style-type: none"> • (\$324,000) - sportsgrounds winter and summer tenancy income due to timing. • (\$126,000) - Camberwell Fresh Food Market lease income lower than planned budget phasing. • (\$121,000) - lease income of council premises lower than planned budget phasing. Offset by higher than budgeted income: <ul style="list-style-type: none"> • \$221,000 - Hawthorn arts centre lease income.
Other income \$210,000	T/P T T	Higher than budgeted income: <ul style="list-style-type: none"> • \$420,000 - other income due to the sale of right of ways. • \$80,000 - employee costs, training and professional development reimbursements at Hawthorn Arts Centre. Offset by lower than budgeted income: <ul style="list-style-type: none"> • (\$213,000) - road and footpath occupation income lower than planned budget phasing.
Interest \$776,000	T	Higher than budgeted income: <ul style="list-style-type: none"> • \$776,000 - managed interest - due to interest on investments.

Expenditure		
Expense line	Expected variance (P)ermanent (T)iming	Explanation Year to date actual vs year to date budget variations
Employee costs \$1.00 million	T T T T	Lower than budgeted expenditure: <ul style="list-style-type: none"> • \$2.79 million - salaries and associated costs primarily due to staff vacancies across the organisation. • \$102,000 - apprenticeships/traineeships. Offset by higher than budgeted expenditure: <ul style="list-style-type: none"> • (\$1.25 million) - temporary staff filling vacancies across the organisation. • (\$637,000) - overtime and casuals and relievers filling vacancies across the organisation.

December 2023 | Quarterly Performance Report

Expenditure		
Expense line	Expected variance (P)ermanent (T)iming	Explanation Year to date actual vs year to date budget variations
Materials and services \$1.30 million	T T T T T T T T T T T T T T T T T/P T T T T T/P T/P T/P T/P T T/P T/P T T	<p>Lower than budgeted expenditure:</p> <ul style="list-style-type: none"> \$821,000 - trade services across the organisation. \$554,000 - professional services and advice. \$296,000 - legal fees expense. \$241,000 - application support expense. \$219,000 - waste/recycling disposal expense. \$168,000 - specialist tree work, high voltage works, block, park and root tree pruning in Environmental Sustainability and Open Space. \$167,000 - cleaning buildings internal expense. \$153,000 - telephone/internet/data sim cards expense. \$132,000 - security/cash collections expense. \$129,000 - water supply expense. \$117,000 - painting services expense. \$112,000 - consultants expense. \$93,000 - insurance premium other expense. \$92,000 - printing expense. \$88,000 - other rates and taxes expense. \$86,000 - postage expense. \$79,000 - processing and mending materials expense. \$77,000 - vandalism and graffiti removal expense. <p>Offset by higher than budgeted expenditure:</p> <ul style="list-style-type: none"> (\$569,000) - instant turf expense. (\$358,000) - licensing and maintenance contracts expense. (\$238,000) - concrete expense. (\$226,000) - plumbing services expense. (216,000) - capital works in progress (items expensed due to not meeting the asset capitalisation criteria - this is a non-cash accounting-entry). (\$207,000) - open space contract variation expense. (\$147,000) - website license hosting expense. (\$143,000) - tyres expense. (\$92,000) - quarry products expense. (\$90,000) - mechanical equipment maintenance expense. (\$90,000) - pool filtration equipment maintenance expense. (\$89,000) - turf renovations expense. (\$84,000) - tipping fees expense. (\$84,000) - management fee expense.
Other expenses (\$139,000)	T	<p>Lower than budgeted expenditure:</p> <ul style="list-style-type: none"> \$142,000 - conferences seminars and training expense across the organisation.

December 2023 | Quarterly Performance Report

Expenditure		
Expense line	Expected variance (P)ermanent (T)iming	Explanation Year to date actual vs year to date budget variations
Other expenses cont.	<p>T</p> <p>T</p>	<p>Offset by higher than budgeted expenditure:</p> <ul style="list-style-type: none"> • (\$200,000) - grants and subsidies ahead of planned budget phasing primarily in community grants small annual and senior citizens centres. • (\$124,000) - lease assets across the organisation that are short term (less than 12 months) or low value in nature. In accordance with the requirements of accounting standard AASB 16 - Leases short term or low value leases will be expensed to the income statement.

December 2023 | Quarterly Performance Report

4.6 Balance Sheet and Cash Flow Statement

Cash and investment holdings are \$143.39 million as at 31 December 2023 which has decreased by \$2.86 million from 30 June 2023.

Total cash and investment holdings are \$17.45 million higher than year to date budget primarily due to:

- Lower payments for materials and services of \$6.99 million due to timing of cash outflows.
- Higher than budgeted rates and charges of \$4.94 million due to timing and a higher collection rate (48.99%) than anticipated of (47%).
- Property, infrastructure, plant and equipment of \$4.94 million due to timing of cash outflows relating to the capital works program.
- Higher than budgeted development open space contributions of \$1.51 million due to timing.
- Employee costs are lower than budget due to staff vacancies across the organisation.

partially offset by:

- Lower than budgeted capital grants income of (\$2.76 million) due to timing.
- Lower than budgeted grants operating of (\$1.94 million) due to timing.
- Lower than budgeted statutory fees and fines of (\$1.33 million) primarily due to parking related income.

The Balance Sheet as at 31 December 2023 indicates a satisfactory result with total current assets of \$274.62 million and total current liabilities of \$59.98 million.

The working capital ratio of 4.58 to 1 (includes a 0.5% or \$885,000 cash contingency for emergency response works and reserve funds of \$25.57 million) reflects the increase in current debtors resulting from the striking of the rates which will reduce by 30 June 2024 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.

December 2023 | Quarterly Performance Report

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	2023-24 AMENDED BUDGET (3)
	\$'000s	\$'000s	\$'000s	\$'000s	%	\$'000s	\$'000s
Infrastructure							
Bridges	67	884	905	21	2%	208	952
Drainage	5,244	3,171	3,358	187	6%	1,339	6,271
Footpaths and cycleways	2,388	938	1,126	188	17%	81	2,904
Off street carparks	852	112	571	459	80%	61	852
Parks, open space and streetscapes	6,537	3,308	3,817	509	13%	3,533	8,833
Recreational, leisure & com facilities	7,321	1,455	1,401	(54)	-4%	2,407	8,114
Roads	13,830	6,773	5,863	(910)	-16%	1,659	14,266
Total Infrastructure	36,239	16,641	17,041	400	2%	9,288	42,192
Plant and Equipment							
Computers and telecommunications	1,267	380	408	28	7%	163	1,673
Fixtures, fittings and furniture	1,682	312	361	49	14%	712	2,306
Library books	1,000	490	481	(9)	-2%	143	1,000
Plant machinery and equipment	1,269	441	393	(48)	-12%	4	1,269
Total Plant and Equipment	5,218	1,623	1,643	20	1%	1,022	6,248
Property							
Building	21,194	6,559	7,480	921	12%	10,096	19,020
Building improvements	352	21	60	39	65%	5	352
Major Projects	17,592	800	1,138	338	30%	14,273	4,595
Total Property	39,138	7,380	8,678	1,298	15%	24,374	23,967
Total capital works expenditure	80,595	25,644	27,362	1,718	6%	34,684	72,407
Represented by:							
Asset renewal expenditure	54,456	21,443	22,300	857	4%	25,786	54,243
Asset upgrade expenditure	1,587	1,127	1,125	(2)	0%	360	3,641
New asset expenditure	17,187	2,427	3,512	1,085	31%	6,182	11,913
Asset expansion expenditure	7,365	647	425	(222)	-52%	2,356	2,610
Total capital works expenditure	80,595	25,644	27,362	1,718	6%	34,684	72,407

Note: All numbers are rounded to the nearest thousand.

December 2023 | Quarterly Performance Report

4.7.2 Capital Works performance versus budget

Commentary (by exception)

Year to date actual vs. year to date 2023-24 Amended Budget

Council's year to date performance in gross capital works expenditure is \$25.64 million which is \$1.72 million below year to date budget phasing of \$27.36 million. The most significant variances being:

- **71636. Roads Resheeting - \$608,000**
Project has been delayed pending finalisation of the priority locations requiring works to be undertaken. Works will commence shortly across a range of sites and are anticipated to be completed by June 2024.
- **72935. Lynden Park - \$531,000**
Commencement of works was delayed while temporary accommodation options for tenants were resolved. Construction is now underway and is scheduled for completion by June 2024.
- **71866. Park playground replacement program implementation - \$438,000**
Hays Paddock was initially delayed due to contractor availability to undertake works. Construction commenced in August 2023 and are anticipated for completion June 2024. Works at Kate Campbell are scheduled to commence in March 2024.

Capital works committed expenditure as at 31 December 2023 is \$34.68 million (year to date actual and commitments equates to \$60.32 million).

December 2023 | Quarterly Performance Report

4.7.3 Major Projects Capital Works performance

Major Projects - Progress Update
Expenditure
For the period ending 31 December 2023

		YEAR TO DATE			ANNUAL
		ACTUALS	2023-24 AMENDED BUDGET	VARIANCE	2023-24 AMENDED BUDGET
Kew Recreation Centre	1	46,780	188,869	142,089	1,500,000
Tuck Stand	2	350,807	473,270	122,463	1,287,301
Library Redevelopment Kew	3	39,385	43,816	4,431	423,370
Canterbury Precinct	4	325,761	282,491	(43,270)	923,949
Total		436,972	705,955	268,983	3,210,671

All projects overseen by Project Control Groups.

1. Kew Recreation Centre

This is a multi-year project. Works have been delayed following a partial collapse of the steel roof structure on the 20 October 2022. Demolition of the partially collapsed steel roof structure has been completed. Further minor works will be undertaken on site while expert investigations continue and planning is undertaken for re-build. Industry experts will support planning to ensure all elements of this project are examined before construction resumes. Once a revised construction timeframe is confirmed, we will update the community.

2. Tuck Stand

This is a multi-year project. The project has been delayed due to ongoing condition and compliance investigations and scope confirmation. The estimated construction commencement date for this project is early 2026, with several minor works packages planned in the interim to address structural issues with the existing building.

3. Library Redevelopment Kew

This is a multi-year project. The project design brief is currently being finalised. It is anticipated that a consultant team will be engaged early in the 2024 calendar year.

4. Canterbury Community Precinct

This is a multi-year project. Stage 1 works were completed in March 2023 after initial delays caused by COVID-19, industry supply chain shortages and latent conditions. Stage 2 works have commenced, with some delays due to latent conditions and are expected to be completed by February 2024.

December 2023 | Quarterly Performance Report

4.8 Priority Projects

Commentary (by exception)

Year to date actual vs. year to date 2023-24 Amended Budget

Council's year to date performance in gross priority project expenditure is \$9.78 million which is \$3.17 million below year to date budget phasing of \$12.95 million. The most significant variances being:

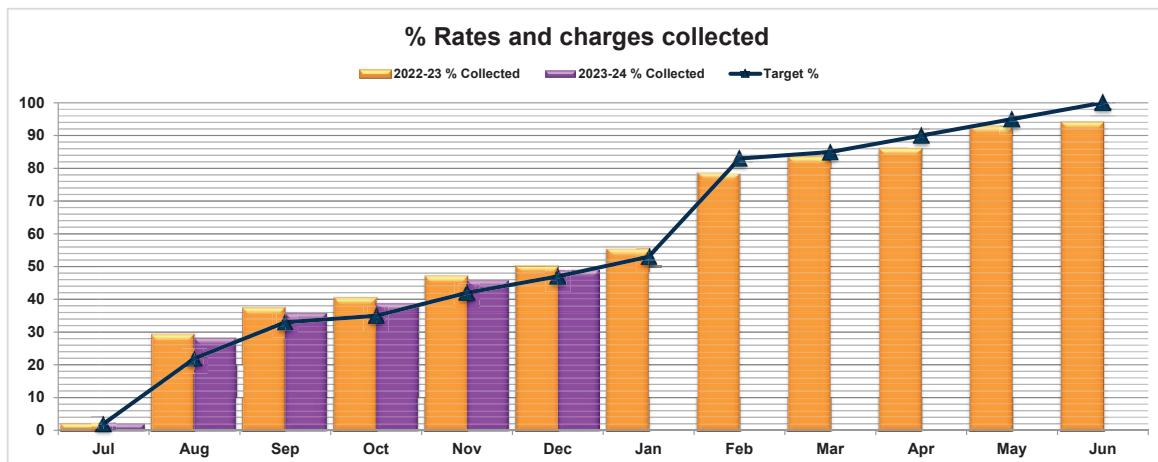
- **81084. System development and implementation - \$1.98 million**
In October 2022, the Transforming Boroondara Program Board and Transforming Boroondara Steering Committee endorsed a change request to re-baseline the Program. The revised schedule resulted in a change to the payment milestones, which has attributed to the variance.
- **81082. Program resources - \$255,000**
The existing variance primarily stems from the deferment of resourcing commitments to accommodate the later-than-expected commencement of the core systems implementation work. The variance will be carried forward to the next year to cater for Core projects Go-Live.

Priority projects committed expenditure as at 31 December 2023 is \$16.67 million (year to date actual and commitments equates to \$26.45 million).

December 2023 | Quarterly Performance Report

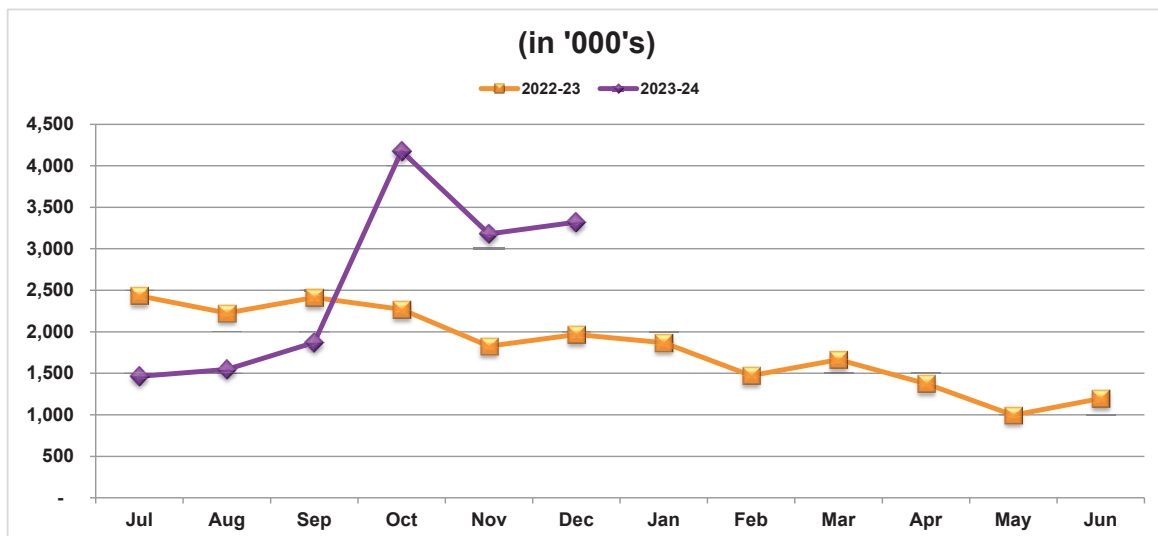
4.9 Debtors

4.9.1 Rate debtors



Rates and charges collection percentage at the end of December 2023 is 48.99% and is higher than the anticipated target of 47%. This is down from the 2022-23 year to date result of 50.23%.

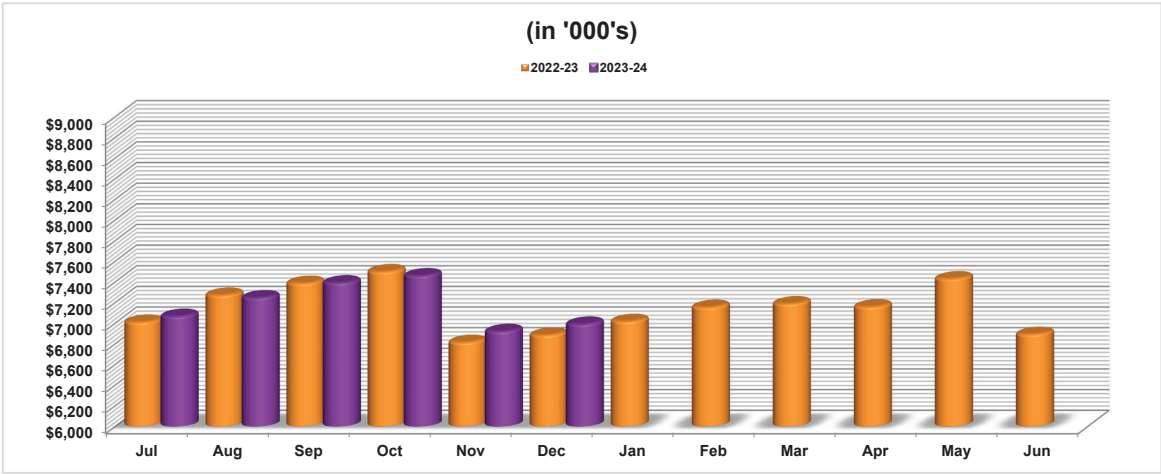
4.9.2 Sundry debtors



The sundry debtors balance at the end of 31 December 2023 is \$3.32 million and is \$1.35 million higher than the prior year. Balances will vary from year to year depending on individual transactions processed.

December 2023 | Quarterly Performance Report

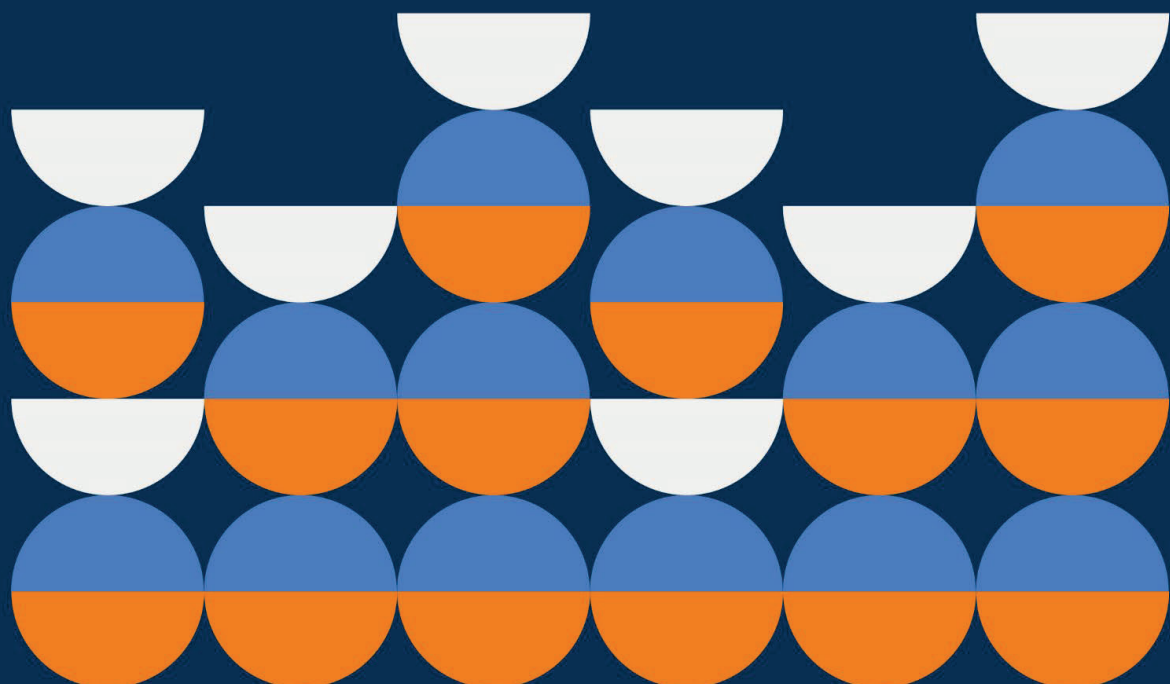
4.9.3 Infringement debtors



The outstanding 'infringement debtors' balance of \$6.99 million is \$107,000 higher 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



December 2023 | Quarterly Performance Report

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 second quarter of 2023-24 (1 October 2023 - 31 December 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)
2023/14	Carpet & Joinery Services - Annual Supply	Supply and delivery of a range of Carpet & Joinery services	Schedule of Rates	23 October 2023	Council	Panel Contract <ul style="list-style-type: none"> • Blended Services Group Pty Ltd • Building Impressions Pty Ltd • Impakt Constructions Pty Ltd • Keon Constructions Pty Ltd • Total Construction Maintenance Solutions 	A mixture of existing and new suppliers	3 years + 3x1 year optional extension.	\$2,720,765 and includes an allowance of 5% annually for CPI adjustment.
2023/58	Roofing Services - Panel	<ul style="list-style-type: none"> • Maintenance and repair, minor refurbishments of roofs, on Council buildings, and • Roof replacements 	Schedule of Rates	27 November 2023	Council	Panel Contract <ul style="list-style-type: none"> • CD Roofing Online • New Plumbing Solutions 	A mixture of existing and new suppliers	3 years + 2 year extension option.	\$3,564,032 and includes an allowance of 5% annually for

December 2023 | Quarterly Performance Report

Contract	Contract Name	Description	Contract Type	Award Date	Awarded By	Contractor	Contractor History	Contract Term	Contract Value (ex GST)
						<ul style="list-style-type: none"> • Reed Plumbing & Drainage Solutions Pty Ltd • Shield Plumbing Pty Ltd 			CPI adjustment.
2023/36	Dorothy Laver West Reserve - Playing Surface Renewal	Renewal of playing surface including new sand pit and adjustment to existing irrigation systems.	Lump Sum	27 November 2023	Council	Hendriksen Contractors Pty Ltd	Existing Supplier to Council	Approx. 3 months construction, plus 12 months for defects liability.	\$780,021
2023/159	Willsmere Park Pavilion - Building Construction	Upgrade the facilities in the existing pavilion building, including the changerooms and public toilet.	Lump Sum	27 November 2023	Council	Peach Construction Enterprise Pty Ltd	New Supplier to Council	Approx. 18 months.	\$3,870,692
2023/115	JJ McMahon Kindergarten Building Renewal	Renewal of kindergarten, new facilities and amenities, including refurbishments and partial landscaping.	Lump Sum	27 November 2023	Council	Bowden Corp Pty Ltd	Existing Supplier to Council	Approx. 12 months, not including defects liability.	\$2,371,645

December 2023 | Quarterly Performance Report

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 December 2023 are reported below:

	Ward	TOTAL FOR WARD	Information and Communication	Fares/Cabcharge/ Parking	Travel/Vehicle/ Accomm	Other Expenses	Professional Development	Councillor Allowances
YTD DEC 2023	Cr Jim Parke - Bellevue Ward	\$ 24,867	\$ 509	\$ 80	\$ -	\$ -	\$ 5,456	\$ 18,822
	Cr Felicity Sinfield - Cotham Ward*	\$ 65,300	\$ 316	\$ 149	\$ 9,207	\$ 418	\$ -	\$ 55,210
	Cr Victor Franco - Gardiner Ward	\$ 19,059	\$ 237	\$ -	\$ -	\$ -	\$ -	\$ 18,822
	Cr Wes Gault - Glenferrie Ward	\$ 19,827	\$ 316	\$ 266	\$ -	\$ 423	\$ -	\$ 18,822
	Cr Di Gillies - Junction Ward	\$ 19,188	\$ 225	\$ 32	\$ -	\$ 109	\$ -	\$ 18,822
	Cr Lisa Hollingsworth - Lynden Ward (Mayor)*	\$ 39,463	\$ 316	\$ -	\$ -	\$ 197	\$ 618	\$ 38,332
	Cr Jane Addis - Maling Ward	\$ 19,400	\$ 494	\$ -	\$ 84	\$ -	\$ -	\$ 18,822
	Cr Cynthia Watson - Maranoa Ward	\$ 21,125	\$ 240	\$ 317	\$ 356	\$ 790	\$ 600	\$ 18,822
	Cr Garry Thompson - Solway Ward	\$ 19,062	\$ 240	\$ -	\$ -	\$ -	\$ -	\$ 18,822
	Cr Nick Stavrou - Studley Ward	\$ 19,283	\$ 316	\$ -	\$ -	\$ 145	\$ -	\$ 18,822
	Cr Susan Biggar - Riversdale Ward	\$ 19,123	\$ 301	\$ -	\$ -	\$ -	\$ -	\$ 18,822
	Year to date total	\$ 285,697	\$ 3,510	\$ 844	\$ 9,647	\$ 2,082	\$ 6,674	\$ 262,940

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 Mayor Felicity Sinfield is \$9,207 and Mayor Lisa Hollingsworth is nil.

Please Note

* Councillor for Lynden Ward - Mayor from 20 November 2023 (current)

* Councillor for Cotham Ward - Mayor up to 19 November 2023

December 2023 | Quarterly Performance Report

5.3 Chief Executive Officer expenses

The following reimbursements were paid to the Chief Executive Officer year to date 31 December 2023:

YTD DEC 2023		TOTAL	Information and Communication	Fares/Cabcharge /Parking	Travel/Vehicle/ Accom	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	2022-23 YTD Results	2023-24 YTD Results
Employees with more than 40 days annual leave		
Total number	32	29
Percentage	3.32%	2.97%

5.6 Confidentiality agreements

There were no confidentiality agreements entered into for Quarter 2.

December 2023 | Quarterly Performance Report

5.7 Council advisory committees

This section provides an update on work undertaken by Council's external advisory committees.

Arts and Culture

Council Advisory Committee	Purpose of Committee	Comments
Boroondara Arts Advisory Committee	To provide feedback to support the promotion and delivery of arts programs in Boroondara.	No Boroondara Arts Advisory Committee meetings were held this quarter.
Boroondara Eisteddfod Advisory Committee	To provide support to Council in presenting the Boroondara Eisteddfod.	<p>Boroondara Eisteddfod Advisory Committee met on Friday 17 November 2023, 4:30-5:30pm via MS Teams. The following was discussed:</p> <ul style="list-style-type: none"> • 2023 Eisteddfod Report including review of 2023 program of events presented to Committee • five opportunities for Boroondara Eisteddfod winners and alumni to perform in 2023 at Council events and with Council partners were presented • 2024 Eisteddfod program was presented for approval, including: <ul style="list-style-type: none"> - competition schedule - marketing schedule - potential adjudicators - finals structure - additional recommendations for improvement • 2024 Eisteddfod Advisory Committee dates were tabled • advice to committee regarding end of tenure for outgoing committee member.

December 2023 | Quarterly Performance Report

Community Planning and Development

Council Advisory Committee	Purpose of Committee	Comments
Boroondara Community Safety Advisory Committee	To foster a partnership approach to enhance safer communities by responding and providing feedback and information on community safety issues of concern to the community.	<p>The Boroondara Community Safety Advisory Committee (BCSAC) met on 23 August 2023. The meeting included:</p> <ul style="list-style-type: none"> • a presentation on the National Anti-Scam Centre • an update on Council's activities related to graffiti management • an update from Victoria Police about current crime and safety issues in Boroondara • an update from members about their current activities and emerging priorities. <p>BCSAC also met on 22 November 2023. The meeting included:</p> <ul style="list-style-type: none"> • presentations on the draft Camberwell Junction Structure Plan that focused on Crime Prevention through Environmental Design (CPTED) • an evaluation of the 2023 Community Safety Month campaign • an update on Council's activities related to graffiti management • an update from Victoria Police about current crime and safety issues in Boroondara • an update from members about their current activities and emerging priorities.

December 2023 | Quarterly Performance Report

Council Advisory Committee	Purpose of Committee	Comments
Boroondara Community Strengthening Grants Assessment Panel	To assess applications received through the Annual Community Strengthening Grants and Boroondara Triennial Operational Grants categories and to recommend funding allocations to Council.	The Boroondara Community Strengthening Grants Assessment Panel met on 1, 3 and 8 August 2023 to assess the Annual Community Strengthening Grants recommendations. The recommended funding allocations were presented to Council on 9 October 2023 for endorsement.
Boroondara Public Health and Wellbeing Advisory Committee	<p>To provide feedback on current and emerging health and wellbeing issues and trends for all life stages.</p> <p>To provide advice on external stakeholder health and wellbeing projects, and opportunities for advocacy.</p>	<p>The Boroondara Public Health and Wellbeing Advisory Committee (BPHWAC) held a hybrid meeting on 28 August 2023. The agenda items included:</p> <ul style="list-style-type: none"> • a presentation and discussion on engaging with men in health and wellbeing activities • presentations on the Tuck Stand Redevelopment and the Kew Library Redevelopment • information sharing. <p>The BPHWAC also held a hybrid meeting on 13 November 2023. The agenda items included:</p> <ul style="list-style-type: none"> • an update on the Victorian Public Health and Wellbeing Plan 2023-27 • a presentation and discussion on Council's Mental Health and Wellbeing Initiative (LGBTQIA+ and target populations) • a presentation on the Draft Camberwell Junction Structure Plan • a discussion about the Wellbeing Conversations for 2024 • information sharing.

December 2023 | Quarterly Performance Report

Council Advisory Committee	Purpose of Committee	Comments
Community Disability Advisory Committee	To advise Council on strategies for identifying and addressing disability access and inclusion issues within the City of Boroondara.	<p>The Community Disability Advisory Committee (CDAC) met online on 18 October 2023. The agenda items included:</p> <ul style="list-style-type: none"> • an opportunity to provide final feedback on the draft Boroondara Disability Access and Inclusion Plan 2024-28 • presentations on Council's Disability Inclusive Employment Program and co-design pilot project • an update on the Disability Royal Commission Final Report and the Victorian Disability Inclusion Bill • an overview of Council programming for International Day of People with Disability • a discussion about the format of the final meeting for 2023. <p>CDAC also held a hybrid meeting on 6 December 2023. The agenda items included:</p> <ul style="list-style-type: none"> • an update on the adoption of the Boroondara Disability Access and Inclusion Plan 2024-28 • presentations on the Kew Library Redevelopment, the Draft Camberwell Junction Structure Plan, and the redevelopment of the Customer Service counter at the Council office at 8 Inglesby Road, Camberwell • a discussion on agenda items for 2024.

December 2023 | Quarterly Performance Report

Liveable Communities

Council Advisory Committee	Purpose of Committee	Comments
Marketplace Development Fund (MDF)	To determine on expenditure to promote Camberwell on Sundays and associated infrastructure with funds raised by Rotary.	The MDF Committee met twice during the reporting period, on 16 October 2023 and 13 November 2023. The MDF also delivered the second Kylie and Danni Day on 29 October 2023, in association with the Rotary Camberwell Sunday Market. The event was a great success and included Minogue impersonators, stilt walkers, DJ and trivia games.

December 2023 | Quarterly Performance Report

6. Governance and Management Checklist

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

Commitments	Status
1. Community engagement policy (Policy outlining Council's commitment to engaging with the community on matters of public interest)	Adopted in accordance with section 55 of the Act: Yes Date of operation of current policy: 22/02/2021
2. Community engagement guidelines (Guidelines to assist staff to determine when and how to engage with the community)	Guidelines: Yes Date of operation of current guidelines: 14/12/2022 The Community Engagement Policy 2021-26 was adopted in February 2021.
3. Financial Plan (Plan under section 91 of the Act outlining the financial and non-financial resources required for at least the next 10 financial years)	Adopted in accordance with section 91 of the Act: Yes Date of adoption: 25/10/2021
4. Asset Plan (Plan under section 92 of the Act setting out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)	Adopted in accordance with section 92 of the Act: Yes Date of adoption: Boroondara Asset Plan 2022-23 to 2032-33: 27/06/2022
5. Revenue and Rating Plan (Plan under section 93 of the Act setting out the rating structure of Council to levy rates and charges)	Adopted in accordance with section 93 of the Act: Yes Date of adoption: 28/06/2021
6. Annual Budget (Plan under section 94 of the Act setting out the services to be provided and initiatives to be undertaken during the budget year and the funding and other resources required)	Adopted in accordance with section 94 of the Act: Yes Date of adoption: 19/06/2023

December 2023 | Quarterly Performance Report

Commitments	Status
7. Risk policy (Policy outlining Council's commitment and approach to minimising the risks to Council's operations)	Policy: Yes Date of operation of current policy: 23/05/2022
8. Fraud policy (Policy outlining Council's commitment and approach to minimising the risk of fraud)	Policy: Yes Date of commencement of current policy: 28/06/2021
9. Municipal emergency management planning (Council's participation in meetings of the Municipal Emergency Management Planning Committee (MEMPC))	Meetings attended: Yes Date of MEMPC meetings hosted by Council: 7/09/2023 and 14/12/2023
10. Procurement policy (Policy under section 108 of the Act outlining the principles, processes and procedures that will apply to the purchase of goods and services by the Council)	Adopted in accordance with section 108 of the Act: Yes Date of adoption: 13/12/2021
11. Business continuity plan (Plan setting out the actions that will be taken to ensure that key services continue to operate in the event of a disaster)	Plan: Yes Date of operation of current plans: <ul style="list-style-type: none"> Arts and Culture: 14/11/2023 Asset and Capital Planning: 16/11/2023 Building Services: 14/11/2023 Capital Projects: 16/11/2023 Chief Financial Officer: 16/11/2023 Civic Services: 14/11/2023 Community Planning and Development: 16/11/2023 Customer and Communication: 16/11/2023 Environmental Sustainability and Open Spaces: 16/11/2023 Governance and Legal: 16/11/2023 Health and Wellbeing Services: 16/11/2023

Commitments	Status
	<ul style="list-style-type: none"> Library Services: 14/11/2023 Liveable Communities: 14/11/2023 Major Project Interface: 14/11/2023 People, Culture and Development: 16/11/2023 Planning and Placemaking: 03/03/2023 Strategy and Performance: 14/11/2023 Traffic and Transport: 16/11/2023 Transformation and Technology: 14/11/2023 Facilities, Waste and Infrastructure: 16/11/2023
12. Disaster recovery plan (Plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)	Plan: Yes Date of operation of current plan: 20/07/2023
13. Complaint policy (Policy under section 107 of the Act outlining Council's commitment and approach to managing complaints)	Policy developed in accordance with section 107 of the Act : Yes Date of commencement of policy: 06/12/2021
14. Workforce plan (Plan outlining Council's commitment and approach to planning the current and future workforce requirements of the organisation)	Plan developed in accordance with section 46 of the Act: Yes Date of commencement of current plan: 14/12/2021
15. Payment of rates and charges hardship policy (Policy outlining Council's commitment and approach to assisting ratepayers experiencing financial hardship or difficulty paying their rates)	Policy: Yes Date of commencement of current policy: 26/04/2021
16. Risk management framework (Framework outlining Council's approach to managing risks to the Council's operations)	Framework: Yes Date of operation of current framework: 23/05/2022

December 2023 | Quarterly Performance Report

Commitments	Status
17. Audit and Risk Committee (Advisory committee of Council under section 53 and section 54 of the Local Government Act whose role is to monitor the compliance of Council policies and procedures, monitor Council's financial reporting, monitor and provide advice on risk management, and provide oversight on internal and external audit functions)	Established in accordance with section 53 of the Act: Yes Date of establishment: 28/06/2021 Note: Council has had an Audit and Risk Committee from the date of its establishment. The Audit and Risk Committee Charter is reviewed annually. Councillor Committee members are nominated by Council on an annual basis. The current Audit and Risk Committee Charter was adopted by Council on 23/10/2023.
18. Internal audit (Independent accounting professionals engaged by the Council to provide analyses and recommendations aimed at improving Council's governance, risk and management controls)	Engaged: Yes Date of engagement of current provider: 19/12/2022
19. Performance Reporting Framework (A set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 98 of the <i>Local Government Act 2020</i>)	Framework: Yes Date of operation of current framework: 25/10/2021
20. Council Plan Reporting (Report reviewing the performance of the Council against the Council Plan including the results in relation to the strategic indicators for the first six month of the financial year)	Report: Yes Date of operation of report: 27/11/2023
21. Quarterly budget reports (Quarterly reports presented to Council under section 97 of the <i>Local Government Act 2020</i> comparing actual and budgeted results and an explanation of any material variations)	Reports presented to the Council in accordance with section 97(1) of the Act: Yes Date reports presented: <ul style="list-style-type: none"> 21/08/2023 27/11/2023

Commitments	Status
22. Risk reports (Six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)	Reports: Yes Date of reports: <ul style="list-style-type: none"> 23/10/2023 18/12/2023
23. Performance reports (Six-monthly reports of indicators measuring results against financial and non-financial performance including the performance indicators referred to in section 98 of the Act 2020)	Reports: Yes Date of reports: <ul style="list-style-type: none"> 27/02/2023 23/10/2023
24. Annual Report (Annual report under sections 98, 99 and 100 of the Act 2020 to the community containing a report of operations and audited financial and performance statements)	Considered at meeting of Council in accordance with section 100 of the Act 2020: Yes Date of consideration: 24/10/2022
25. Councillor Code of Conduct (Code under section 139 of the Act setting out the standards of conduct to be followed by Councillors and other matters)	Reviewed and adopted in accordance with section 139 of the Act: Date of review: 24/10/2022
26. Delegations (Documents setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff, in accordance with sections 11 and 47 of the Act)	Reviewed in accordance with section 11(7) of the Act and a register kept in accordance with sections 11(8) and 47(7) of the Act: Date of reviews: CEO powers, CEO (Powers VicSmart), CEO sub-delegation to Council staff, Council to Council staff all approved 18/12/2023 Council to CEO - approved 28/02/2022 Council to UPDC - 26/07/2021 Council to UPDC - 26/07/2021 Council to CEO Employment and Remuneration Delegated Committee - 9/03/2022 but then revoked on 18/12/2023

December 2023 | Quarterly Performance Report

Commitments	Status
27. Meeting Procedures (Governance Rules under section 60 of the Act governing the conduct of meetings of Council and delegated committees)	Governance Rules adopted in accordance with section 60 of the Act: Date the governance rules were adopted: 23/10/2023

December 2023 | Quarterly Performance Report

7. Grants Progress Report

Grant applications completed/pending for the December Quarter

Funding Body and Grant Program	Council Department	Council Project or Purpose	Closing Date Or Date submitted	Amount Requested	Status and amount granted
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	Unsuccessful
Department of Social Services (DSS) - Strong and Resilient Communities (SARC) Volunteering grant	Community Planning and Development	Volunteering Boroondara: strengthening diversity and inclusion.	12/05/2023	\$100,000	Successful
National Library of Australia - Community Heritage Grants 2023	Arts and Culture	Enhanced storage Town Hall Gallery Collection storerooms and conservation treatment for Collection items. This application seeks funding to purchase new shelving units for the Town Hall Gallery Collection storerooms and to undertake conservation treatment for a number of Collection items as recommended by Grimwade Conservation Services in the Town Hall Gallery Collection Preservation Needs Assessment 2021.	31/05/2023	\$13,531.25	Successful

December 2023 | Quarterly Performance Report

Funding Body and Grant Program	Council Department	Council Project or Purpose	Closing Date Or Date submitted	Amount Requested	Status and amount granted
Department of Education - Building Blocks Capacity Expansion	Health and Wellbeing Services	The JJ McMahon Memorial Kindergarten renewal includes the reconstruction of the original 1961 building, which is at the end of its life, securing kindergarten places for the future. The works will deliver safe, functional, and renewed infrastructure, providing the kindergarten a facility which will meet the growing needs of children and families in Kew. The project will secure and maintain existing capacity and provide additional capacity for licenced places in Kew.	23/06/2023	\$1,700,000	Pending
Department of Education - Building Blocks Inclusion	Health and Wellbeing Services	Funding for installation of children's toilet partitions at Boroondara Preschool was submitted through the Building Blocks Inclusion grant to the Victorian School Building Authority.	23/06/2023	\$8,654	Successful
Department of Education - Building Blocks Inclusion	Health and Wellbeing Services	Funding for installation of children's toilet partitions at The Merrell Kindergarten was submitted through the Building Blocks Inclusion grant to the Victorian School Building Authority.	23/06/2023	\$15,000	Successful
Department of Education - Building Blocks Improvement - 2023 Minor Infrastructure	Health and Wellbeing Services	West Hawthorn Early Childhood Centre Security upgrade. The planned works will include installation of duress alarm with electronic system controls to allow override switch in case of an emergency situation.	05/09/2023	\$9,332	Pending

December 2023 | Quarterly Performance Report

Funding Body and Grant Program	Council Department	Council Project or Purpose	Closing Date Or Date submitted	Amount Requested	Status and amount granted
Department of Education - Building Blocks Improvement Grant	Health and Wellbeing Services	Deepdene Preschool Renewal.	06/09/2023	\$750,000	Pending
Department of Education - Children's Week Grant - 2023	Health and Wellbeing Services	Boroondara Play Day - A special Boroondara Play Day at Kew Traffic School. With a range of fun activities on offer like art and craft, storytime and bike or scooter riding, the play sessions will showcase the 2023 theme by offering a range of play and relaxation opportunities.	12/09/2023	\$700	Pending
Safe and Equal - 16 Days of Activism Local Government Grassroots Initiative	Health and Wellbeing Services	16 Days of Activism Campaign 2023 - During 16 Days of Activism, City of Boroondara plans to deliver a suite of programs and activities to drive community awareness and build capacity in responding to gender-based violence.	12/09/2023	\$1,500	Successful
Linkages and Capacity Building - Department of Social Services	Health and Wellbeing Services	To further enhance Council's co-design project pilot outlined in the Boroondara Disability Access and Inclusion Plan 2024-28.	6/10/2023	\$313,674.41	Pending
National Australia Day Council	Governance and Legal	Australia Day Citizenship Ceremony.	26/10/2023	\$10,000	Successful
Multicultural Storytime Grant Program - Department of Health	Health and Wellbeing Services	Multicultural Storytime Grant will provide storytime in mandarin via three partner organisations across five locations. Storytime will have a health and wellbeing	16/11/2023	\$400,000	Pending

December 2023 | Quarterly Performance Report

Funding Body and Grant Program	Council Department	Council Project or Purpose	Closing Date Or Date submitted	Amount Requested	Status and amount granted
		theme, foster social connection and a connection to culture and language, as well as foster literacy and language skills.			
Local Sports Infrastructure Fund	Health and Wellbeing Services	Lighting three additional courts at City of Camberwell Tennis Club.	21/11/2023	\$44,200	Pending
Local Sports Infrastructure Fund	Health and Wellbeing Services	Conversion of lighting at Burwood Tennis Club to LED lighting.	21/11/2023	\$25,465	Pending
Local Sports Infrastructure Fund	Health and Wellbeing Services	Greythorn Park Pavilion Renewal - Design Phase.	28/11/2023	\$40,000	Pending
Local Sports Infrastructure Fund	Health and Wellbeing Services	Ferndale Park Pavilion Renewal - This project will inject renewal in the Ferndale pavilion to create a contemporary "fit for purpose" facility comprising upgraded amenities, flexible meeting spaces, umpire facilities, internal / external public toilets, first aid, kitchen and equipment storage and other key features that will improve pavilion function, accessibility, and sustainability for participants.	4/12/2023	\$150,000	Pending

December 2023 | Quarterly Performance Report

Funding Body and Grant Program	Council Department	Council Project or Purpose	Closing Date Or Date submitted	Amount Requested	Status and amount granted
Local Sports Infrastructure Fund	Health and Wellbeing Services	The Watson Park ground has been identified by Council for priority attention to address sub-standard oval drainage. Works will include installation of new sub-surface drainage, irrigation systems including a sand profile, new turf surface and reconstruction of the turf wicket and table.	4/12/2023	\$150,000	Pending
Green Links - DEECA	Environmental Sustainability and Open Spaces	Dorothy Laver Reserve West - biodiversity wetlands enhancement.	13/12/2023	\$25,000	Pending
Study Melbourne Inclusion Program	Health and Wellbeing Services	To create a series of videos covering a range of health and wellbeing topics to support international students studying and living in Victoria. Applied for in partnership with Swinburne University and the YMCA.	13/12/2023	\$65,000	Pending

December 2023 | Quarterly Performance Report

Grant Status	Number of Grants
Grant applications submitted	14
Successful grants	6
Unsuccessful grants	1
Grants pending	13

**Note: Totals provided in the table include grants submitted in the previous quarters and grants still pending outcome.*

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

2023-24 FEES AND CHARGES SCHEDULE

Fees and charges to be changed	Statutory Fee	UNIT	ADOPTED GST inclusive 2023-24 fee \$	PROPOSED GST inclusive 2023-24 fee \$	Fee increase \$	Fee increase %	GST applied at 10%	Policy / Strategy Act / Regulation	Pricing Policy Category
AMENDED FEES									
Civic Services - Health Services									
Public Health and Wellbeing Act registration and renewal [Initial Registration]									
Medium Risk Beauty Therapies [Initial Registration]. <i>Previously named 'Single operation - Skin penetration/Beauty therapies [Initial Registration]'.</i>	N	Per Premises	\$ 255.00	\$ 255.00	∞	∞	N	Pricing Policy	Market Pricing
High Risk Skin Penetration [Initial Registration] <i>Previously named 'Multiple operation - Hairdresser/Skin penetration/Beauty therapies [Initial Registration]'.</i>	N	Per Premises	\$ 296.00	\$ 296.00	∞	∞	N	Pricing Policy	Market Pricing
Public Health and Wellbeing Act registration and renewal [Renewal Registration]									
Medium Risk Beauty Therapies [Renwal Registration] <i>Previously named 'Single operation - Skin penetration/Beauty therapies [Renewal Registration]'.</i>	N	Per Premises	\$ 174.00	\$ 174.00	∞	∞	N	Pricing Policy	Market Pricing
High Risk Skin Penetration [Renwal Registration] <i>Previously named 'Multiple operation - Hairdresser/Skin penetration/Beauty therapies [Renewal Registration]'.</i>	N	Per Premises	\$ 208.00	\$ 208.00	∞	∞	N	Pricing Policy	Market Pricing
Commentary for amended fees: <i>The change in name is more customer-centric as it aligns with risk, instead of the number of practices. Each similar risk-based practice has common processes and can be grouped together during an inspection.</i>									

Attachment 2

2023-24 FEES AND CHARGES SCHEDULE

Fees and charges to be changed	Statutory Fee	UNIT	ADOPTED GST inclusive 2023-24 fee \$	PROPOSED GST inclusive 2023-24 fee \$	Fee increase \$	Fee increase %	GST applied at 10%	Policy / Strategy Act / Regulation	Pricing Policy Category
AMENDED FEES									
Community Support - Health and Wellbeing Services									
Meeting or Facility Room Hire									
Anderson Park Community Hub Small Meeting Room - Standard rate <i>Previously named 'Anderson Park Community Hub Small Meeting Room - Commercial Groups'.</i>	N	Per Hour	\$ 27.50	\$ 27.50	∞	∞	Y	Pricing Policy	Market Pricing
Anderson Park Community Hub Small Meeting Room - Discount Community rate <i>Previously named 'Anderson Park Community Hub Small Meeting Room - Community Groups'.</i>	N	Per Hour	\$ 4.50	\$ 4.50	∞	∞	Y	Pricing Policy	Accessible Pricing
Anderson Park Community Hub Large Meeting Room - Standard rate <i>Previously named 'Anderson Park Community Hub Large Meeting Room - Commercial Groups'.</i>	N	Per Hour	\$ 55.00	\$ 55.00	∞	∞	Y	Pricing Policy	Market Pricing
Anderson Park Community Hub Large Meeting - Discount Community rate <i>Previously named 'Anderson Park Community Hub Large Meeting - Community Groups'.</i>	N	Per Hour	\$ 8.00	\$ 8.00	∞	∞	Y	Pricing Policy	Accessible Pricing
Commentary for amended fees: Fee name change to align with other room hire categories across Council. Change from 'Commercial groups' to 'Standard rate' and 'Community groups' to 'Discount Community rate'.									

Attachment 2

2023-24 FEES AND CHARGES SCHEDULE

Fees and charges to be changed	Statutory Fee	UNIT	ADOPTED GST inclusive 2023-24 fee \$	PROPOSED GST inclusive 2023-24 fee \$	Fee increase \$	Fee increase %	GST applied at 10%	Policy / Strategy Act / Regulation	Pricing Policy Category
AMENDED FEES									
Booroondara Youth									
Boroondara Youth Hub hire - Not-for-profit youth providers- Monday to Friday normal business hours. <i>Previously named 'Boroondara Youth Hub hire - Not-for-profit youth providers'.</i>	N	Per Hour	No charge	No charge	∞	∞	Y	Pricing Policy	Accessible Pricing
Boroondara Youth Hub hire -For-profit youth providers- Monday to Friday normal business hours. <i>Previously named 'Boroondara Youth Hub Commerical hire - (Youth Related Programs only)'.</i>	N	Per Hour	\$ 72.50	\$ 72.50	∞	∞	Y	Pricing Policy	Market Pricing
Commentary for amended fees: <i>Fee name change to include days of the week and business hours.</i>									
Kindergarten Central Registration and Enrolment									
Kindergarten central registration and enrolment application fee - Three year old kindergarten.	N	Per Registration	\$ 29.00	No charge	\$ 29.00	100%	Y	Pricing Policy	Accessible Pricing
Kindergarten central registration and enrolment application fee - Four year old kindergarten.	N	Per Registration	\$ 29.00	No charge	\$ 29.00	100%	Y	Pricing Policy	Accessible Pricing
Commentary for amended fees: <i>Council have accepted an Administrative Support Grant from the State Government to cover costs for the current kindergarten central registration and enrolment application fee for three and four year old kindergarten. If the State Government's administrative support grant is not offered in future years, then Council may consider re-introduction of its kindergarten enrollment fee.</i>									

Attachment 2

2023-24 FEES AND CHARGES SCHEDULE

Fees and charges to be changed	Statutory Fee	UNIT	ADOPTED GST inclusive 2023-24 fee \$	PROPOSED GST inclusive 2023-24 fee \$	Fee increase \$	Fee increase %	GST applied at 10%	Policy / Strategy Act / Regulation	Pricing Policy Category
NEW FEES									
Community Support - Health and Wellbeing Services									
Boroondara Youth									
Boroondara Youth Hub hire - Supervising Youth Officer	N	Per hour minimum 3 hours	\$ -	\$ 69.00	∞	∞	Y	Pricing Policy	Market Pricing
Boroondara Youth Hub hire - Security Guard	N	Per hour per guard	\$ -	Up to a maximum of \$70	∞	∞	Y	Pricing Policy	Market Pricing
Boroondara Youth Hub hire - Public holiday staffing surcharge	N	Per Hour	\$ -	An additional 50% of staff cost rate	∞	∞	Y	Pricing Policy	Market Pricing
Boroondara Youth Hub hire - For-profit youth providers - Mon to Friday after hours (+ additional staffing charges)	N	Per Hour	\$ -	\$ 72.50	∞	∞	Y	Pricing Policy	Market Pricing
Boroondara Youth Hub hire - For-profit youth providers - Sat to Sun and Public Holidays (+ additional staffing charges)	N	Per Hour	\$ -	\$ 88.50	∞	∞	Y	Pricing Policy	Market Pricing
Boroondara Youth Hub hire - Not-for-profit youth providers - Sat to Sun and Public Holidays (+ additional staffing charges)	N	Per Hour	\$ -	\$ 44.50	∞	∞	Y	Pricing Policy	Accessible Pricing
Boroondara Youth Hub hire - Not-for-profit youth providers - Mon to Fri after hours (+ additional staffing charges)	N	Per Hour	\$ -	No Charge	∞	∞	Y	Pricing Policy	Accessible Pricing
Additional cleaning to Boroondara Youth Hub spaces	N	Per Booking	\$ -	Cost Recovery	∞	∞	Y	Pricing Policy	Full Cost Recovery Pricing
Damage or loss of Boroondara Youth Hub equipment	N	Per Booking	\$ -	Cost Recovery	∞	∞	Y	Pricing Policy	Full Cost Recovery Pricing
Commentary for new fees: New fees introduced to enable hiring of the Boroondara Youth Hub to youth providers and for profit youth providers outside of standard Youth Hub business hours. Staffing is required for all outside standard business hours usage of the Boroondara Youth Hub. Staffing is determined by the hirers' event requirements and considers other events occurring across the Hawthorn Arts Centre. Staffing charges are additional to the hub hire fee. Cleaning charge to be charged to hirer on a cost recovery basis if excessive cleaning required, at Council's discretion. Damage or loss of equipment to be charged to hirer on a cost recovery basis, at Council's discretion.									

Attachment 2

2023-24 FEES AND CHARGES SCHEDULE

Fees and charges to be changed	Statutory Fee	UNIT	ADOPTED GST inclusive 2023-24 fee \$	PROPOSED GST inclusive 2023-24 fee \$	Fee increase \$	Fee increase %	GST applied at 10%	Policy / Strategy Act / Regulation	Pricing Policy Category
NEW FEES									
Places and Spaces - Environmental Sustainability and Open Space									
Electric Vehicle Charging Stations									
Electric Vehicle Charging - DC Chargers	N	Per kWh	\$ -	\$ 0.44	∞	∞	Y	Pricing Policy	Market Pricing
Electric Vehicle Charging - AC Chargers	N	Per kWh	\$ -	\$ 0.22	∞	∞	Y	Pricing Policy	Market Pricing
Commentary for new fees: Council is installing Electric Vehicle (EV) chargers at major activity centres. The charging of a fee is primarily aiming for recovery of electricity and operational expenditure costs. The proposed charging rates of \$0.44/kWh and \$0.22/kWh for DC (50kW) and AC (22kW) chargers (incl. GST), respectively, are comparable with other Local government authorities (LGAs) while lower than most commercial service providers such as ENGIE and EVIE Networks. A typical transaction will be between \$5 and \$25.									

7.6 Adoption of Election Period Policy

Executive Summary

Purpose

This report presents an updated Election Period Policy (the **Policy**) for Council to consider adopting.

Background

Section 69(1) of the Local Government Act 2020 (the Act) requires an election period policy to be included in the Governance Rules. The Policy must prohibit any Council decision during the election period for a general election that:

- a) relates to the appointment or remuneration of the Chief Executive Officer but not to the appointment or remuneration of an Acting Chief Executive Officer; or
- b) commits the Council to expenditure exceeding one per cent of the Council's income from general rates, municipal charges and service rates and charges in the preceding financial year; or
- c) the Council considers could be reasonably deferred until the next Council is in place; or
- d) the Council considers should not be made during an election period.

The Policy must also prohibit any Council decision during the election period for a general election or a by-election that would enable the use of Council's resources in a way that is intended to influence, or is likely to influence, voting at the election.

Key Issues

Council has an existing policy which was adopted by Council on 24 August 2020.

In anticipation of Council elections in October 2024, officers considered the existing policy. While there have been no legislative changes to Council or candidate obligations during the election period since the existing policy was updated, the policy is outdated because:

- It refers to specific dates that relate to the 2020 elections.
- It uses outdated nomenclature – for example public consultation rather than community engagement.
- It uses outdated position titles in some instances.

Officers have updated these issues and included clarity on the certification process to be undertaken by the CEO. **Attachment 2** tracks changes for transparency.

Next Steps

Once adopted the Policy will be circulated to both Councillors and staff so they are aware of their obligations during the election period. The Policy will also be included in the Governance Rules which are available on the Council website.

Officers' recommendation

That Council resolve to adopt the revised Election Period Policy in **Attachment 1** (annexed to the minutes) and attach it to the Boroondara Governance Rules.

Responsible director: **Phillip Storer, Chief Executive Officer**

1. Purpose

The purpose of this report is for Council to consider and adopt the reviewed Election Period Policy (the Policy).

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

This policy supports the Boroondara Community Plan 2021-31 by addressing Theme 7: Leadership and Governance.

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

3. Background

Section 69(1) of the Local Government Act 2020 (the Act) prescribes the inclusion of an election period policy in the Governance Rules.

The Policy must prohibit any Council decision during the election period for a general election that:

- a) relates to the appointment or remuneration of the Chief Executive Officer but not to the appointment or remuneration of an Acting Chief Executive Officer; or
- b) commits the Council to expenditure exceeding one per cent of the Council's income from general rates, municipal charges and service rates and charges in the preceding financial year; or
- c) the Council considers could be reasonably deferred until the next Council is in place; or
- d) the Council considers should not be made during an election period.

The Policy must also prohibit any Council decision during the election period for a general election or a by-election that would enable the use of Council's resources in a way that is intended to influence, or is likely to influence, voting at the election.

The Policy was last reviewed and adopted by Council on 24 August 2020.

Officers reviewed the policy given the impending 2024 general election.

4. Outline of key issues/options

There have been no legislative changes to Council or candidate obligations during the election period since the adoption of the current policy. Officers have, however, suggested minor aspects of the Policy require updating to provide additional clarity. All changes are shown using tracked changes in **Attachment 2**.

The reviewed policy has been updated to use the current corporate policy template. Consequently, the numbering of the provisions in the reviewed policy are different to those in the existing policy.

Further the term “public consultation” has been amended to “community engagement” to align with the terminology in Council’s Community Engagement Policy.

The existing policy refers to specific dates in relation to the 2020 general election. These dates are no longer relevant and have been replaced with the provisions contained within the Act. These are more general and can apply to all future general elections and by-elections. Officers will develop guidelines for each future election which will include the particular dates of relevance.

A broad policy statement was included to encapsulate the intent of the Policy. This statement emphasises the importance of ordinary Council business continuing and the role of councillor and candidate remaining separate.

All other changes are administrative and do not alter the intent of the Policy.

5. Consultation/communication

No public consultation was conducted about the changes to the policy. While section 60 of the Act requires community engagement in developing or amending Governance Rules. Community engagement is not required by section 69 for the election period policy.

Once adopted the Policy will be made available on the Council website.

6. Financial and resource implications

The costs to review and adopt the election period policy were met within the current Governance and Legal departmental budget.

7. Governance issues

No officers involved in the preparation of this report have a general or material conflict of interest requiring disclosure under chapter 5 of the Governance Rules of Boroondara City Council.

The recommendation contained in this report is compatible with the Charter of Human Rights and Responsibilities 2006 as it does not raise any human rights issues.

8. Social and environmental issues

The adoption of the Policy will help to ensure that Council’s practices during the election period comply with its legal obligations under the Act.

When adopted the Policy will also promote transparent decision-making processes and high standards of integrity and accountability thus reinforcing public confidence in Council’s corporate governance.

**Manager and
report officer:**

Bryan Wee, Manager Governance and Legal



Election Period Policy

February 2024



Responsible Directorate: Chief Executive Officer
Authorised By: Council
Date of Adoption: 26 February 2024
Review Date: 26 February 2028



Acknowledgement of Traditional Owners

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



Table of contents

1	Introduction	6
1.1	Purpose	6
1.2	Scope.....	6
1.3	Corporate framework	6
2	Background	6
2.1	Policy environment	6
3	Policy statement.....	7
3.1	Responsibility.....	7
3.2	Decisions by Council	8
3.3	Community engagement.....	9
3.4	Council events	11
3.5	Council resources	12
3.6	Media services	14
3.7	Information	14
3.8	Assistance to candidates	15
3.9	Advertising signage on Council-controlled land.....	16
3.10	Breaches.....	16
4	Implementation and monitoring.....	17
4.1	Evaluation	17
4.2	Accountabilities	17
5	References.....	17
5.1	Related documents	17
5.2	Definitions	18



1 Introduction

1.1 Purpose

This policy has been developed to ensure the City of Boroondara Council general elections and by-elections are conducted in a manner that is ethical; fair and equitable; and are publicly perceived as such.

The policy contains:

- a) procedures intended to assist the Council in making appropriate decisions and using resources appropriately during the election period before an election;
- b) guidelines on public consultation and the scheduling of Council events; and
- c) procedures to ensure that access to information held by Council is made equally available and accessible to candidates during the election.

1.2 Scope

This policy applies to all Councillors, Candidates, Councillor-Candidates and members of council staff during the election period.

1.3 Corporate framework

This policy supports the Boroondara Community Plan 2021-31 by addressing Theme 7: Leadership and Governance.

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

2 Background

2.1 Policy context

Section 69(1) of the Local Government Act 2020 (the Act) requires a Council to include an election period policy in its Governance Rules. The Act states that an election period policy must prohibit any Council decision during the election period for a general election that:

- relates to the appointment or remuneration of the Chief Executive Officer; or
- omits the Council to expenditure exceeding one per cent of the Council's income from general rates, municipal charges and service rates and charges in the preceding financial year; or
- the Council considers could be reasonably deferred until the next Council is in place; or



- the Council considers should not be made during the election period.

An election period policy must also prohibit any Council decision during the election period that would enable the use of Council resources in a way that is intended to influence, or is likely to influence, voting at the election.

The Act prescribes the election period to start at the time that nominations close on nomination day and ends at 6pm on election day.

3 Policy statement

The ordinary business of Council will continue throughout the election period in a responsible and transparent manner and in accordance with statutory requirements as well as best practice.

The role of a Councillor must be kept separate from the role that a person may take as a Candidate (or prospective Candidate) in an election. A Councillor must avoid any conflicts, or appearance of conflict between the two roles and endeavour to demonstrate they understand the separation between the two roles.

3.1 Responsibility

3.1.1 Council

Council will function in accordance with this Election Period Policy during the election period.

3.1.2 Chief Executive Officer

In addition to the Chief Executive Officer's statutory responsibilities, the Chief Executive Officer will:

- Ensure as far as possible, that all councillors and officers are informed of the application of this policy at least 30 days prior to the commencement of the election period.
- Not include in the order of business for any Council meeting scheduled during the election period, any matters requiring prohibited decisions or matters that could be considered prohibited decisions.
- Ensure that matters of Council business requiring prohibited decisions are scheduled for Council to consider prior to the commencement of the election period or deferred where appropriate for determination by the incoming Council.

The Chief Executive Officer may issue guidelines to staff on the role and responsibilities of staff in the implementation of this policy.



The Chief Executive Officer may also issue guidelines to Councillors to inform them about changes to services, processes and procedures that may impact them in their role during the election period.

3.2 Decisions by Council

3.2.1 Decisions - Council and Delegated Committee meetings

During the election period reports to Council and Delegated Committee meetings will be carefully vetted to avoid listing matters on the agenda which could foreseeably influence voters' intentions at the forthcoming election; or encourage Councillor- candidates to use the matter as part of their election platform.

Councillors commit to refrain from moving motions on, or raising matters at Council or Delegated Committee meetings that could potentially influence voting at the election.

3.2.2 Decisions - Delegates

The ordinary, day-to-day business of local government must continue throughout the election period. That business will be conducted by Council, its delegates and staff in a responsible and transparent manner, in accordance with statutory requirements.

Most Council decisions are not made at meetings of the Council. Significant decision-making power is formally delegated to staff and the decision of a delegate is 'deemed' to be a decision by Council.

Because a delegate's decision is the same as a Council decision, the same constraints that apply to decisions made in Council and Delegated Committee meetings apply when delegates make decisions. Delegates should therefore give careful consideration to the exercise of their powers during the election period.

Should a delegate be required to make a decision under delegation in the ordinary course of Council business during the election period, the delegate must satisfy themselves beforehand that the decision is not a prohibited decision.

The following matters will also be considered a prohibited decision during the election period:

- Allocation of community grants;
- Direct funding to community organisations;
- Major planning scheme amendments; or
- Changes to strategic objectives and strategies in the Council Plan.



3.2.3 Invalid decisions

In accordance with section 69(4) of the *Act*, if the following decision are made during the **election period**, the decisions are invalid:

- relating to the appointment or remuneration of the Chief Executive Officer, but not the appointment or remuneration of an Acting Chief Executive Officer; and
- committing the Council to expenditure exceeding 1% of the Council's income from general rates, municipal charges and service rates and charges in the preceding financial year.

3.2.4 Compensation

In accordance with section 69(5) of the *Act*, any person who suffers any loss or damage as a result of acting in good faith on a Council decision that is determined to be invalid by a court of law, is entitled to compensation from the Council for that loss or damage.

3.3 Community engagement

Community engagement is an integral part of Council's policy development process and operations.

Council will not continue or commence community engagement on prohibited decisions or contentious and politically sensitive matters after the commencement of the election period.

It is strongly recommended that surveys, blogs, invitations for submissions, and other community engagement activities should be avoided during the election period. However, it is acknowledged that some community engagement activities may be necessary during the election period to facilitate the day-to-day business of Council.

Community engagement associated with activities and decisions which are the subject of statutory processes (for example, applications under the Planning and Environment Act 1987), can be expected to continue through the election period to ensure Council does not breach its statutory obligations.

Community engagement not associated with activities and decisions which are the subject of statutory processes shall only proceed if prior approval is given by the Chief Executive Officer.

Where community engagement has occurred prior to the election period but the report has not yet proceeded to a Council or Delegated Committee meeting, results of the consultation will also not be provided to a Council or Delegated Committee meeting until the election period has concluded.



Any community engagement that does proceed during the election period will be vetted for electoral matter and express or implicit links to the election.

3.3.1 Postponing consultation

Council reserves the right where possible and practicable, to postpone public consultation and any associated decisions where the matter is considered likely to affect voting in the election.

3.3.2 Council publications

Council must not publish material that contains electoral matter. The words “advertisement, handbill, pamphlet or notice” are to be interpreted broadly and will include, amongst other things:

- Brochures, pamphlets, handbills, flyers, magazines and books
- Newsletters and other circulars (hardcopy and/or electronic)
- New website material and social media posts
- Mass mail outs or letters to a large number of people
- Media releases
- Material to publicise a function or event
- Notices or posters placed on Council controlled property, including walls, noticeboards, and electronic noticeboards and screens.

New Council documents to be printed, published or distributed during the election period must first be certified by the Chief Executive Officer or delegate. They will review the document and must determine that document does not contain any electoral matter.

The certification process does not apply to the majority of documents published before the commencement of the election period or publication of any document required to be published in accordance with, or under, any Act or regulation.

3.3.3 Council publications including councillor information

References to councillors who are standing for re-election in Council publications printed, published or distributed during the election period could be considered electoral matter and will be carefully vetted during the certification process.

During the election period Councillor profile pages will be limited to names, contact details, date elected and councillor assignments. There will be no biographies or policy statements.

3.3.4 Existing publications

Existing publications will be reviewed before the start of the election period. Publications or material which is prominently displayed and might be regarded as likely to influence how



people vote may be temporarily removed from display. Any material so removed may still be provided to members of the community upon request.

In the context of Council's website, prominently displayed means content visible on the City of Boroondara's website: www.boroondara.vic.gov.au and all pages contained within.

3.3.5 Annual Report

Council is required by the Act to produce its Annual Report. In the year of a general election the Annual Report will be published during the election period. The Annual Report must not contain any material that could be regarded as overt electioneering or that inappropriately promotes individual councillors.

Any publication of an extract or summary of the Annual Report should not contain information that could be considered electoral matter.

3.3.6 Council and Delegated Committee meetings

Council is required by the Governance Rules to:

- Give public notice of Council meetings and Delegated Committee meetings; and
- Produce and make available agendas and minutes of Council meetings and Delegated Committee meetings.

To enable Council compliance with our statutory obligations and the Governance Rules both of the above categories of documents will continue to be published during the election period.

3.3.7 Social media

At the start of the election period a message will be posted on Council's social media channels and website stating these channels will have no new content added until after the election period unless it relates to existing Council services.

Any new publication on social media sites including Facebook, Twitter, Instagram, blogs and wiki pages created by Council during the election period should not contain information that could be considered electoral matter.

As public comments posted on Council's social media sites could be considered electoral matter, staff responsible for administering social media sites will, where possible, disable public commenting.

Where public commenting cannot be disabled, staff will monitor their respective sites during the election period and where possible, remove information that could be considered electoral matter as soon as reasonably practicable after it is posted.



3.4 Council events

Where practicable, civic and ceremonial Council events should not be scheduled during the election period. Civic and ceremonial events do not include routine events and programs conducted as part of Council's day-to-day activities (e.g. immunisation sessions, gallery exhibitions, library programs).

Any civic or ceremonial Council event held during the election period should meet one or more of the following criteria:

- It is a planned event endorsed by the current Council Plan;
- It is routinely held at the same time of year;
- It is a commemorative or anniversary event held on or near the anniversary date;
- It demonstrates a clear community benefit, or serves an educational or welfare purpose; or
- It contributes to cultural development, social awareness or sense of community identity.

Councillors may attend events as required by their Council duties but are not permitted to use these appearances for electioneering.

3.5 Council resources

3.5.1 Application of equipment and resources

Councillors may continue to use any Council equipment provided to them to facilitate their performance of normal Council duties during the election period. At no time can Council equipment be used to promote a councillor as an election candidate.

Council resources, including offices, staff, hospitality, services (including phone, internet, and email), property, equipment and stationary must be used exclusively for normal Council business during the election period and must not be used in connection with any election campaign or issue.

Councillor-candidates must not use Council resources in connection with any activities associated with their election campaigns, regardless of any entitlement to "reasonable personal use" of Council equipment under any other policy, protocol, or terms of use.

Councillor-candidates should also be mindful to manage any perceived conflicts even where a direct expense isn't incurred, this may include for example:

- Where campaign-related emails are received in a Council email account, send any responses from a private email and encourage the correspondent to use that account in future.
- Where campaign-related calls are received on a Council device, provide and



encourage the caller to use a non-council number for future calls.

3.5.2 Role of Council staff

Council staff will not be asked to undertake any tasks connected directly or indirectly with the election campaign of a councillor standing for re-election.

3.5.3 Councillors' entitlement to reimbursement

Reimbursements of councillors' out-of-pocket expenses during the election period will only apply to expenses incurred in the performance of normal Council duties, and not for expenses that support or are connected with a candidate's election campaign.

3.5.4 Council branding

No Council logos, letterheads, Council taken photos or other City of Boroondara Council branding may be used for, or linked in any way to, a candidate's election campaign.

3.5.5 Cessation of ward meetings

Ward meetings and ward-specific publications will not be arranged by Council during the election period.

3.5.6 Councillor correspondence

While the routine business of Council must continue, it is important that the administration is not perceived as providing Councillor-candidates any undue advantage whilst campaigning.

During the election period, any responses prepared by the administration in response to correspondence addressed to a Councillor-candidate, will be signed by the Chief Executive Officer or relevant Director or Manager as appropriate.

Such responses will acknowledge the administration is responding due to limitations imposed upon councillors during the election period.

3.5.7 Officers' discretion

The Council will ensure that due propriety is observed in the use of all Council resources, and Council staff are required to exercise appropriate discretion in that regard.

Where the use of Council resources appears to relate to the election campaign of a councillor standing for re-election, the matter must be referred to the Chief Executive Officer.



3.6 Media services

3.6.1 Restriction on services

New Council publicity during the election period will be restricted to communicating normal Council activities and initiatives and subject to approval by the Chief Executive Officer or delegate.

3.6.2 Media releases/spokespersons

Media releases during the election period will minimise references to specific councillors and will not identify any councillor in a manner that could promote a councillor as an election candidate. Where it is necessary to identify a spokesperson, the Chief Executive Officer or his delegate will be consulted.

3.6.3 Councillors

Councillors must not use their position as an elected representative or their access to Council staff and other Council resources to gain media attention during the election period in support of an election campaign.

3.6.4 Council employees

During the election period no Council employee may make any public statement that relates to an election issue unless prior approval from the Chief Executive Officer or delegate has been obtained.

3.7 Information

3.7.1 Candidates' access to information

Council recognises that all election candidates have certain rights to information relevant to their election campaigns from the Council administration subject to legislative constraints such as:

- Section 123 of the Act which prohibit Councillor-candidates from misusing or inappropriately making use of their position; and
- the Privacy and Data Protection Act 2014.

Councillors will continue to receive information that is necessary to fulfil their existing elected roles. Beyond that, only information that is readily available to any member of the community will be provided to any candidate.



3.7.2 Information request register

An Information Request Register will be maintained by the Manager Governance and Legal during the election period. This Register will be a public document and record requests by persons who identify themselves as candidates when seeking information relating to electoral matters or when making other general enquiries. The register will also record the responses provided.

Any candidate may, upon request, obtain information about the recorded requests made by another candidate as recorded in the Information Request Register and a copy of information given in response to the request.

The Manager Governance and Legal may, at their discretion, automatically circulate to all candidates, the response to any request recorded in the Information Request Register.

3.8 Assistance to candidates

All election related enquiries from candidates, whether sitting councillors or not, will be directed to the Election Manager or, where the matter is outside the responsibilities of the Election Manager, to the Chief Executive Officer or delegate.

3.8.1 Candidate information

Council will develop a Councillor Candidate Information Kit to assist them in running and nominating for Council. The Candidate Information Kit will be uploaded onto the election page of the Council website.

The Councillor Candidate Information Kit may include:

- Information about this policy;
- Information about nominating as a candidate;
- Information about other sources of information, including from the Victorian Electoral Commission and the Election Manager; or
- Information about election campaign donation returns.

3.8.2 Council staff

Upon becoming a candidate in a City of Boroondara Council election, the Council staff member must:

- Inform the Chief Executive Officer;
- Take leave from their duties at least for the duration of the election period in accordance with sections 34(2) and 256(8) the Act;



- Return any Council equipment (including, but not limited to, motor vehicles, telephones and computers), documents or information that is not available to the public at least for the duration of the election period; and
- If elected, immediately resign from their employed position at Council, in accordance with sections 34(2) and 256(8) Act.

3.8.3 Member of Council Delegated or Advisory Committees

Upon becoming a candidate, any person who is a member of one of Council's Delegated Committees or Advisory committees is expected to:

- Comply with this policy;
- Inform the Chief Executive Officer;
- Take leave from the Delegated Committee or Advisory committee
- Return any Council equipment, documents or information which is not available to the public for the duration of their candidacy and/or the election period; and
- If elected, immediately resign from the Delegated Committee or Advisory committee.

3.9 Advertising signage on Council-controlled land

Candidates and their supporters are not permitted to affix, attach or place advertising signs on Council-controlled land or a Council road during election campaigns including during the election period.

3.10 Breaches

Sections 123 of the Act prohibits Councillors from misusing or inappropriately making use of their position. A breach of section 123 attracts serious penalties, including possible imprisonment. Allegations of breaches of the Act are independently received and investigated by the Local Government Inspectorate.

Section 304 of the Act prohibits Councillors or a member of Council staff from using resources in a way that is intended to or likely to affect the result of an election.

In addition, section 304 of the Act also prohibits Councillors or a member of Council staff from using Council resources to intentionally or recklessly print, publish or distribute or cause, permit or authorise to be printed, published or distributed any electoral material during the election period on behalf of, or purporting to be on behalf of, the Council unless the electoral material only contains information about the election process or is otherwise required in accordance with, or under, any Act or regulation.



3.10.1 Councillor Code of Conduct

Allegations of breaches of this Policy will be dealt with under the Dispute Resolution Procedures of the Councillor Code of Conduct. The Chief Executive Officer will take the place of the Mayor in managing complaints received under the Election Period Policy.

Complaints must be directed to the Chief Executive Officer in writing, providing details of the alleged contravention, when it occurred and who it involved.

The Chief Executive Officer will assess the information and follow the provisions of the Dispute Resolution Procedures of the Councillor Code of Conduct including, where necessary, the appointment of an external arbiter.

4 Implementation and monitoring

4.1 Evaluation

Council will review and, if required, amend the policy prior to the next general or by-election.

4.2 Accountabilities

For all queries or feedback regarding this policy, please use the contact details for the responsible department below.

Position title	Contact number	Contact department email
Manager Governance and Legal	9278 4470	governanceteam@boroondara.vic.gov.au

5 References

5.1 Related documents

- Governance Rules
- Councillor Code of Conduct
- Election Period Guidelines for Council Staff
- Election Period Guidelines for Councillors



5.2 Definitions

Include a list of key terms and definitions if required.

Term	Definition
Advertising sign	<p>Means any placard, board, poster, banner, sign, card, structure or other similar device, whether portable or affixed or attached to any land, building, vehicle, trailer, person or other thing, used for the purpose of soliciting goods or services or displaying information but excludes any placard, board, poster, banner, sign, card or similar device attached to or on any vehicle or trailer:</p> <p>a) and used for the purpose of promoting a registered political party or a person's candidature or prospective candidature at an election; or</p> <p>b) if the use of the vehicle or trailer is ancillary to another use connected with activities being carried out on land (such as the use of a vehicle or trailer in connection with building or commercial activities being carried out on land).</p>
Candidate	<p>Means a person:</p> <p>1. Who has nominated as a candidate for an election under section 256 of the Act.</p>
<i>Chief Executive Officer</i> (CEO)	<p>Means the person appointed by a <i>Council</i> to be its <i>Chief Executive Officer</i> under section 44 of the <i>Act</i> or any person acting in that position; and/or</p> <p>a)</p>
Council	<p>Means the City of Boroondara Council and Boroondara City Council, whether constituted before or after the commencement of this Policy.</p>



Term	Definition
Council- controlled land	Means any land which <i>Council</i> , owns, occupies, manages, has leased or licensed to another person or is otherwise under <i>Council's</i> control and management, other than a road.
Councillor- Candidate	Means a current Councillor who has nominated, or is considering nominating for election in the 24 October 2020 <i>Council</i> elections.
Electioneering	Means any action, statement and or publication that contains material directly related to, or likely to influence, a Councillor's re-election or a candidate's election.
Election Manager	Means: a) The Victorian Electoral Commission; or b) The person appointed in writing by the Victorian Electoral Commission.
Electoral material	Means an advertisement, handbill, pamphlet or notice that contains electoral matter, but does not include an advertisement in a newspaper that is only announcing the holding of a meeting.



Term	Definition
Electoral matter	<p>Matter which is intended or likely to affect voting in an election but does not include any electoral material produced by or on behalf of the Election Manager for the purposes of conducting an election.</p> <p>Without limiting the generality of the definition of electoral matter, matter is to be taken to be intended or likely to affect voting in an election if it contains an express or implicit reference to, or comment on:</p> <ul style="list-style-type: none"> a) the election; or b) a candidate in the election; or c) an issue submitted to, or otherwise before, the voters in connection with the election. <p>Electoral matter includes material which:</p> <ul style="list-style-type: none"> • Publicises the strengths or weaknesses of a candidate • Advocates the policies of the <i>Council</i> or of a candidate • Responds to claims made by a candidate • Publicises the achievements of the elected <i>Council</i>.
Election period	<p>Means the period that:</p> <ul style="list-style-type: none"> • starts at the time that nominations close on nomination day; and • ends at 6 p.m. on election day;
Nomination Day	<p>Means the last day on which nominations to be a candidate at a <i>Council</i> election may be received in accordance with this <i>Act</i> and the regulations.</p>



Term	Definition
Prohibited decision	<p>Means any decision -</p> <ul style="list-style-type: none"> a) relating to the appointment or remuneration of a <i>Chief Executive Officer</i>, but not to the appointment or remuneration of an Acting <i>Chief Executive Officer</i>; or b) commits the <i>Council</i> to expenditure exceeding 1% of the <i>Council's</i> income from general rates, municipal charges and service rates and charges in the preceding financial year; or c) the <i>Council</i> considered could be reasonably deferred until the next <i>Council</i> is in place; or d) that <i>Council</i> considered should not be made during an election period; or e) that would enable the use of <i>Council's</i> resources in a way that is intended to influence voting at an election. f) Means an irrevocable decision that significantly affects the municipality.
Publication	<p>Means:</p> <ul style="list-style-type: none"> a) a published work in any form (e.g. hardcopy or digital) including but not limited to brochures, articles, letters, posters, policies, strategies, papers, letters, commentary. b) the act or process of publishing.
Publish	Means publish by any means including by publication on the Internet.
Community engagement	Means a process which involves an invitation or invitations to individuals, groups or organisations or the community generally to comment on an issue, proposed action or proposed policy, and includes discussion of that matter with the public.



Term	Definition
Road	<p>Road includes:</p> <ul style="list-style-type: none"> a) a street; and b) a right of way; and c) a public highway; and d) any land reserved or proclaimed as a street or road under the <i>Crown Land (Reserves) Act 1978</i> or the <i>Land Act 1958</i>; and e) a public road under the <i>Road Management Act 2004</i>; and f) a passage; and g) a cul de sac; and h) a by-pass; and i) a bridge or ford; and j) a footpath, bicycle path or nature strip; and k) any culvert or kerbing or other land; and l) works forming part of the Road
Staff, Council staff or Staff member	<p>Means any employee of <i>Council</i> whether permanent or temporary or casual, and includes contractors, and volunteers carrying out work for or on behalf of the City of Boroondara Council.</p>



Election Period Policy

February 2024



Responsible Directorate: Chief Executive Officer
Authorised By: Council
Date of Adoption: 26 February 2024
Review Date: 26 February 2028



Acknowledgement of Traditional Owners

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



Table of contents

1	Introduction	6
1.1	Purpose	6
1.2	Scope.....	6
1.3	Corporate framework	6
2	Background	6
2.1	Policy environment	6
3	Policy statement.....	7
3.1	Responsibility.....	7
3.2	Decisions by Council	8
3.3	Community engagement.....	9
3.4	Council events	11
3.5	Council resources	12
3.6	Media services	14
3.7	Information	14
3.8	Assistance to candidates	15
3.9	Advertising signage on Council-controlled land.....	16
3.10	Breaches.....	16
4	Implementation and monitoring.....	17
4.1	Evaluation	17
4.2	Accountabilities	17
5	References.....	17
5.1	Related documents	17
5.2	Definitions	18



1 Introduction

1.1 Purpose

This policy has been developed to ensure the City of Boroondara Council general elections ~~on Saturday 24 October 2020~~ (and ~~subsequent by-elections~~) are conducted in a manner that is ethical; fair and equitable; and are publicly perceived as such.

The policy contains:

- a) procedures intended to assist the Council in making appropriate decisions and using resources appropriately during the election period before an election;
- b) guidelines on public consultation and the scheduling of Council events; and
- c) procedures to ensure that access to information held by Council is made equally available and accessible to candidates during the election.

1.2 Scope

This policy applies to all Councillors, Candidates, Councillor-Candidates and members of council staff during the election period.

1.3 Corporate framework

This policy supports the Boroondara Community Plan 2021-31 by addressing Theme 7: Leadership and Governance.

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

2 Background

2.1 Policy context

Section 69(1) of the Local Government Act 2020 (the Act) requires a Council to include an election period policy in its Governance Rules. The Act states that an election period policy must prohibit any Council decision during the election period for a general election that:

- relates to the appointment or remuneration of the Chief Executive Officer; or
- omits the Council to expenditure exceeding one per cent of the Council's income from general rates, municipal charges and service rates and charges in the preceding financial year; or
- the Council considers could be reasonably deferred until the next Council is in place; or



- the Council considers should not be made during the election period.

An election period policy must also prohibit any Council decision during the election period that would enable the use of Council resources in a way that is intended to influence, or is likely to influence, voting at the election.

The Act prescribes the election period to start at the time that nominations close on nomination day and ends at 6pm on election day.

The 'election period' as defined by the Act for the 2020 local government elections will commence on 22 September 2020 and end at 6pm on election day, 24 October 2020.

This policy replaces the Election Period Policy adopted by Council on 25 November 2019.

3 Policy statement

The ordinary business of Council will continue throughout the election period in a responsible and transparent manner and in accordance with statutory requirements as well as best practice.

The role of a Councillor must be kept separate from the role that a person may take as a Candidate (or prospective Candidate) in an election. A Councillor must avoid any conflicts, or appearance of conflict between the two roles and endeavour to demonstrate they understand the separation between the two roles.

3.1 Responsibility

3.1.1 Council

Council will function in accordance with this Election Period Policy during the election period.

3.1.2 Chief Executive Officer

In addition to the Chief Executive Officer's statutory responsibilities, the Chief Executive Officer will:

- Ensure as far as possible, that all councillors and officers are informed of the application of this policy at least 30 days prior to the commencement of the election period.
- Not include in the order of business for any Council meeting scheduled during the election period, any matters requiring prohibited decisions or matters that could be considered prohibited decisions.
- Ensure that matters of Council business requiring prohibited decisions are scheduled for Council to consider prior to the commencement of the election



period or deferred where appropriate for determination by the incoming Council.

The Chief Executive Officer may issue guidelines to staff on the role and responsibilities of staff in the implementation of this policy.

The Chief Executive Officer may also issue guidelines to Councillors to inform them about changes to services, processes and procedures that may impact them in their role during the election period.

3.2 Decisions by Council

3.2.1 Decisions - Council and Delegated Committee meetings

During the election period reports to Council and Delegated Committee meetings will be carefully vetted to avoid listing matters on the agenda which could foreseeably influence voters' intentions at the forthcoming election; or encourage Councillor- candidates to use the matter as part of their election platform.

Councillors commit to refrain from moving motions on, or raising matters at Council or Delegated Committee meetings that could potentially influence voting at the election.

3.2.2 Decisions - Delegates

The ordinary, day-to-day business of local government must continue throughout the election period. That business will be conducted by Council, its delegates and staff in a responsible and transparent manner, in accordance with statutory requirements.

Most Council decisions are not made at meetings of the Council. Significant decision-making power is formally delegated to staff and the decision of a delegate is 'deemed' to be a decision by Council.

Because a delegate's decision is the same as a Council decision, the same constraints that apply to decisions made in Council and Delegated Committee meetings apply when delegates make decisions. Delegates should therefore give careful consideration to the exercise of their powers during the election period.

Should a delegate be required to make a decision under delegation in the ordinary course of Council business during the election period, the delegate must satisfy themselves beforehand that the decision is not a prohibited decision.

The following matters ~~will~~ ~~may~~ also be considered a prohibited decision during the election period:

- Allocation of community grants;
- Direct funding to community organisations;
- Major planning scheme amendments; or



- Changes to strategic objectives and strategies in the Council Plan.

3.2.3 Invalid decisions

In accordance with section 69(4) of the *Act*, if the following decision are made during the **election period**, the decisions are invalid:

- relating to the appointment or remuneration of the Chief Executive Officer, but not the appointment or remuneration of an Acting Chief Executive Officer; and
- committing the Council to expenditure exceeding 1% of the Council's income from general rates, municipal charges and service rates and charges in the preceding financial year.

3.2.4 Compensation

In accordance with section 69(5) of the *Act*, any person who suffers any loss or damage as a result of acting in good faith on a Council decision that is determined to be invalid by a court of law, is entitled to compensation from the Council for that loss or damage.

3.3 ~~Public consultation~~Community engagement

~~Consultation~~ Community engagement is an integral part of Council's policy development process and operations.

Council will not continue or commence ~~public consultation~~community engagement on prohibited decisions or contentious and politically sensitive matters after the commencement of the election period.

It is strongly recommended that surveys, blogs, invitations for submissions, and other community engagement activities should be avoided during the election period. However, it is acknowledged that some ~~public consultation~~community engagement activities may be necessary during the election period to facilitate the day-to-day business of Council.

~~Public consultation~~Community engagement associated with activities and decisions which are the subject of statutory processes (for example, applications under the Planning and Environment Act 1987), can be expected to continue through the election period to ensure Council does not breach its statutory obligations.

~~Public consultation~~Community engagement not associated with activities and decisions which are the subject of statutory processes shall only proceed if prior approval is given by the Chief Executive Officer.

Where community engagement has occurred prior to the election period but the report has not yet proceeded to a Council or Delegated Committee meeting, results of the consultation will also not be provided to a Council or Delegated Committee meeting until the election period has concluded.



Any ~~community engagement~~~~public consultation~~ that does proceed during the election period will be vetted for electoral matter and express or implicit links to the election.

3.3.1 Postponing consultation

Council reserves the right where possible and practicable, to postpone public consultation and any associated decisions where the matter is considered likely to affect voting in the election.

3.3.2 Council publications

Council must not publish ~~electoral~~ material that contains electoral matter. The words “advertisement, handbill, pamphlet or notice” are to be interpreted broadly and will include, amongst other things:

- Brochures, pamphlets, handbills, flyers, magazines and books
- Newsletters and other circulars (hardcopy and/or electronic)
- New website material and social media posts
- Mass mail outs or letters to a large number of people
- Media releases
- Material to publicise a function or event
- Notices or posters placed on Council controlled property, including walls, noticeboards, and electronic noticeboards and screens.

New Council documents to be printed, published or distributed during the election period must first be certified by the Chief Executive Officer or delegate. They will review the document and must determine that document does not contain any electoral matter.

The ~~certification process~~is does not apply to the ~~publishing of any~~majority of documents published before the commencement of the election period or publication of any document required to be published in accordance with, or under, any Act or regulation.

3.3.3 Council publications including councillor information

References to councillors who are standing for re-election in Council publications printed, published or distributed during the election period could be considered electoral matter and will be carefully vetted during the certification process.

During the election period Councillor profile pages will be limited to names, contact details, date elected and councillor assignments. There will be no biographies or policy statements.



3.3.4 Existing publications

Existing publications will be reviewed ~~before~~^{at} the start of the election period. Publications or material which is prominently displayed and might be regarded as likely to influence how people vote may be temporarily removed from display. Any material so removed may still be provided to members of the community upon request.

In the context of Council's website, prominently displayed means content visible on the City of Boroondara's website: www.boroondara.vic.gov.au and all pages contained within.

~~During the election period Councillor profile pages will be limited to names, contact details, date elected and councillor assignments. There will be no biographies or policy statements.~~

3.3.5 Annual Report

Council is required by the Act to produce its Annual Report. In the year of a general election ~~t~~^{The 2020-21} Annual Report will be published during the election period. The Annual Report ~~will~~^{must} not contain any material that could be regarded as overt electioneering or that inappropriately promotes individual councillors.

Any publication of an extract or summary of the Annual Report should not contain information that could be considered electoral matter.

3.3.6 Council and Delegated Committee meetings

Council is required by the Governance Rules to:

- Give public notice of Council meetings and Delegated Committee meetings; and
- Produce and make available agendas and minutes of Council meetings and Delegated Committee meetings.

To enable Council compliance with our statutory obligations and the Governance Rules both of the above categories of documents will continue to be published during the election period.

3.3.7 Social media

At the start of the election period a message will be posted on Council's social media channels and website stating these channels will have no new content added until after the election period unless it relates to existing Council services.

Any new publication on social media sites including Facebook, Twitter, Instagram, blogs and wiki pages created by Council during the election period should not contain information that could be considered electoral matter.



As public comments posted on Council's social media sites could be considered electoral matter, staff responsible for administering social media sites will, where possible, disable public commenting.

Where public commenting cannot be disabled, staff will monitor their respective sites during the election period and where possible, remove information that could be considered electoral matter as soon as reasonably practicable after it is posted.

3.4 Council events

Where practicable, civic and ceremonial Council events should not be scheduled during the election period. Civic and ceremonial events do not include routine events and programs conducted as part of Council's day-to-day activities (e.g. immunisation sessions, gallery exhibitions, library programs).

Any civic or ceremonial Council event held during the election period should meet one or more of the following criteria:

- It is a planned event endorsed by the current Council Plan;
- It is routinely held at the same time of year;
- It is a commemorative or anniversary event held on or near the anniversary date;
- It demonstrates a clear community benefit, or serves an educational or welfare purpose; or
- It contributes to cultural development, social awareness or sense of community identity.

Councillors may attend events as required by their Council ~~duties, but~~duties but are not permitted to use these appearances for electioneering.

3.5 Council resources

3.5.1 Application of equipment and resources

Councillors may continue to use any Council equipment provided to them to facilitate their performance of normal Council duties during the election period. At no time can Council equipment be used to promote a councillor as an election candidate.

Council resources, including offices, staff, hospitality, services (including phone, ~~internet~~internet, and email), property, equipment and stationary must be used exclusively for normal Council business during the election period and must not be used in connection with any election campaign or issue.

Councillor-candidates must not use Council resources in connection with any activities associated with their election campaigns, regardless of any entitlement to "reasonable personal use" of Council equipment under any other policy, protocol, or terms of use.



Councillor-candidates should also be mindful to manage any perceived conflicts even where a direct expense isn't incurred, this may include for example:

- Where campaign-related emails are received in a Council email account, send any responses from a private email and encourage the correspondent to use that account in future.
- Where campaign-related calls are received on a Council device, provide and encourage the caller to use a non-council number for future calls.

3.5.2 Role of ~~Governance Council~~ staff

~~The Secretary to the Mayor and Councillors, and other Governance staff, Council staff~~ will not be asked to undertake any tasks connected directly or indirectly with the election campaign of a councillor standing for re-election.

3.5.3 Councillors' entitlement to reimbursement

Reimbursements of councillors' out-of-pocket expenses during the election period will only apply to expenses incurred in the performance of normal Council duties, and not for expenses that support or are connected with a candidate's election campaign.

3.5.4 Council branding

No Council logos, letterheads, Council taken photos or other City of Boroondara Council branding may be used for, or linked in any way to, a candidate's election campaign.

3.5.5 Cessation of ward meetings

Ward meetings and ward-specific publications will not be arranged by Council during the election period.

3.5.6 Councillor correspondence

While the routine business of Council must continue, it is important that the administration is not perceived as providing Councillor-candidates any undue advantage whilst campaigning.

During the election period, any responses prepared by the administration in response to correspondence addressed to a Councillor-candidate, will ~~therefore~~ be signed by the Chief Executive Officer or relevant Director or Manager as appropriate.

~~Such responses will acknowledge the administration is responding due to limitations imposed upon councillors during the election period.~~



3.5.7 Officers' discretion

The Council will ensure that due propriety is observed in the use of all Council resources, and Council staff are required to exercise appropriate discretion in that regard.

Where the use of Council resources appears to relate to the election campaign of a councillor standing for re-election, the matter must be referred to the Chief Executive Officer.

3.6 Media services

3.6.1 Restriction on services

~~During the election period, Council resources must not be used in any way that might promote a councillor as an election candidate.~~

New Council publicity during the election period will be restricted to communicating normal Council activities and initiatives and subject to approval by the Chief Executive Officer Officer or delegate.

3.6.2 Media releases/spokespersons

Media releases during the election period will minimise references to specific councillors and will not identify any councillor in a manner that could promote a councillor as an election candidate. Where it is necessary to identify a spokesperson, the Chief Executive Officer or his delegate will be consulted.

3.6.3 Councillors

Councillors must not use their position as an elected representative or their access to Council staff and other Council resources to gain media attention during the election period in support of an election campaign.

3.6.4 Council employees

During the election period no Council employee may make any public statement that relates to an election issue unless prior approval from the Chief Executive Officer or delegate has been obtained.

3.7 Information

3.7.1 Candidates' access to information

Council recognises that all election candidates have certain rights to information relevant to their election campaigns from the Council administration subject to legislative constraints such as:



- Sections 123 of the Act which prohibit Councillor-candidates from misusing or inappropriately making use of their position; and
- the Privacy and Data Protection Act 2014.

Councillors will continue to receive information that is necessary to fulfil their existing elected roles. Beyond that, only information that is readily available to any member of the community will be provided to any candidate.

3.7.2 Information request register

An Information Request Register will be maintained by the Manager Governance and Legal during the election period. This Register will be a public document and record requests by persons who identify themselves as candidates when seeking information relating to electoral matters or when making other general enquiries. The register will also record the responses provided.

Any candidate may, upon request, obtain information about the recorded requests made by another candidate as recorded in the Information Request Register and a copy of information given in response to the request.

The Manager Governance and Legal may, at ~~his or her~~their discretion, automatically circulate to all candidates, the response to any request recorded in the Information Request Register.

3.8 Assistance to candidates

All election related enquiries from candidates, whether sitting councillors or not, will be directed to the Election Manager or, where the matter is outside the responsibilities of the Election Manager, to the Chief Executive Officer or delegate.

3.8.1 Candidate information

Council will ~~develop provide candidates with~~ a Councillor Candidate Information Kit to assist them in running and nominating for Council. The Candidate Information Kit will be uploaded onto the election page of the Council website.

The Councillor Candidate Information Kit may include:

- Information about this policy;
- Information about nominating as a candidate;
- Information about other sources of information, including from the Victorian Electoral Commission and the Election Manager; or
- Information about election campaign donation returns.



3.8.2 Council staff

Upon becoming a candidate in a City of Boroondara Council election, the Council staff member must:

- Inform the Chief Executive Officer;
- Take leave from their duties at least for the duration of the election period in accordance with sections 34(2) and 256(8) the Act;
- Return any Council equipment (including, but not limited to, motor vehicles, telephones and computers), documents or information that is not available to the public at least for the duration of the election period; and
- If elected, immediately resign from their employed position at Council, in accordance with sections 34(2) and 256(8) Act.

3.8.3 Member of Council Delegated or Advisory Committees

Upon becoming a candidate, any person who is a member of one of Council's Delegated Committees or Advisory committees is expected to:

- Comply with this policy;
- Inform the Chief Executive Officer;
- Take leave from the Delegated Committee or Advisory committee
- Return any Council equipment, documents or information which is not available to the public for the duration of their candidacy and/or the election period; and
- If elected, immediately resign from the Delegated Committee or Advisory committee.

3.9 Advertising signage on Council-controlled land

Candidates and their supporters are not permitted to affix, attach or place advertising signs on Council-controlled land or a Council road during election campaigns including during the election period.

3.10 Breaches

Sections 123 of the Act prohibits Councillors from misusing or inappropriately making use of their position. A breach of section 123 attracts serious penalties, including possible imprisonment. Allegations of breaches of the Act are independently received and investigated by the Local Government Inspectorate.

Section 304 of the Act prohibits Councillors or a member of Council staff from using resources in a way that is intended to or likely to affect the result of an election.



In addition, section 304 of the Act also prohibits Councillors or a member of Council staff from using Council resources to intentionally or recklessly print, publish or distribute or cause, permit or authorise to be printed, published or distributed any electoral material during the election period on behalf of, or purporting to be on behalf of, the Council unless the electoral material only contains information about the election process or is otherwise required in accordance with, or under, any Act or regulation.

3.10.1 Councillor Code of Conduct

Allegations of breaches of this Policy will be dealt with under the Dispute Resolution Procedures of the Councillor Code of Conduct. The Chief Executive Officer will take the place of the Mayor in managing complaints received under the Election Period Policy.

Complaints must be directed to the Chief Executive Officer in writing, providing details of the alleged contravention, when it occurred and who it involved.

The Chief Executive Officer will assess the information and follow the provisions of the Dispute Resolution Procedures of the Councillor Code of Conduct including, where necessary, the appointment of an external arbiter.

4 Implementation and monitoring

4.1 Evaluation

Council will review and, if required, amend the policy prior to the next general or by-election.

4.2 Accountabilities

For all queries or feedback regarding this policy, please use the contact details for the responsible department below.

Position title	Contact number	Contact department email
Manager Governance and Legal	9278 4470	governanceteam@boroondara.vic.gov.au

5 References

5.1 Related documents

- Governance Rules
- Councillor Code of Conduct



- Election Period Guidelines for Council Staff
- Election Period Guidelines for Councillors

5.2 Definitions

Include a list of key terms and definitions if required.

Term	Definition
Advertising sign	<p>Means any placard, board, poster, banner, sign, card, structure or other similar device, whether portable or affixed or attached to any land, building, vehicle, trailer, person or other thing, used for the purpose of soliciting goods or services or displaying information but excludes any placard, board, poster, banner, sign, card or similar device attached to or on any vehicle or trailer:</p> <p>a) and used for the purpose of promoting a registered political party or a person's candidature or prospective candidature at an election; or</p> <p>b) if the use of the vehicle or trailer is ancillary to another use connected with activities being carried out on land (such as the use of a vehicle or trailer in connection with building or commercial activities being carried out on land).</p>
Candidate	<p>Means a person:</p> <p>1. Who has nominated as a candidate for an election under section 256 of the Act.</p> <p>2. Who has:</p> <ul style="list-style-type: none"> • publicly expressed an intention to run as a candidate in the election; and or • a person who has formally nominated as a candidate in the election with the Election Manager. <p>A candidate is a "known candidate" when a person has actual knowledge of the candidate's identity and that they meet the above definition.</p>



Term	Definition
<i>Chief Executive Officer</i> (CEO)	Means the person appointed by a <i>Council</i> to be its <i>Chief Executive Officer</i> under section 44 of the <i>Act</i> or any person acting in that position; and/or a) The <i>Chief Executive Officer's</i> delegate b)a) — Such other person that the <i>Chief Executive Officer</i> selects for the purpose of giving effect to this Policy.
Council	Means the City of Boroondara Council and Boroondara City Council, whether constituted before or after the commencement of this Policy.
Council- controlled land	Means any land which <i>Council</i> , owns, occupies, manages, has leased or licensed to another person or is otherwise under <i>Council's</i> control and management, other than a road.
Councillor- Candidate	Means a current Councillor who has nominated, or is considering nominating for election in the 24 October 2020 <i>Council</i> elections.
Electioneering	Means any action, statement and or publication that contains material directly related to, or likely to influence, a Councillor's re-election or a candidate's election.
Election Manager	Means: a) The Victorian Electoral Commission; or b) The person appointed in writing by the Victorian Electoral Commission.



Term	Definition
Electoral material	Means an advertisement, handbill, pamphlet or notice that contains electoral matter, but does not include an advertisement in a newspaper that is only announcing the holding of a meeting.
Electoral matter	<p>Matter which is intended or likely to affect voting in an election but does not include any electoral material produced by or on behalf of the Election Manager for the purposes of conducting an election.</p> <p>Without limiting the generality of the definition of electoral matter, matter is to be taken to be intended or likely to affect voting in an election if it contains an express or implicit reference to, or comment on:</p> <ul style="list-style-type: none"> a) the election; or b) a candidate in the election; or c) an issue submitted to, or otherwise before, the voters in connection with the election. <p>Electoral matter includes material which:</p> <ul style="list-style-type: none"> • Publicises the strengths or weaknesses of a candidate • Advocates the policies of the <i>Council</i> or of a candidate • Responds to claims made by a candidate • Publicises the achievements of the elected <i>Council</i>.
Election period	<p>Means the period that:</p> <ul style="list-style-type: none"> • starts at the time that nominations close on nomination day; and • ends at 6 p.m. on election day; <p>[That is, 22 September 2020 through to 6pm on 24 October 2020].</p>



Term	Definition
Nomination Day	Means the last day on which nominations to be a candidate at a <i>Council</i> election may be received in accordance with this <i>Act</i> and the regulations.
Prohibited decision	Means any decision - <ul style="list-style-type: none"> a) relating to the appointment or remuneration of a <i>Chief Executive Officer</i>, but not to the appointment or remuneration of an Acting <i>Chief Executive Officer</i>; or b) commits the <i>Council</i> to expenditure exceeding 1% of the <i>Council's</i> income from general rates, municipal charges and service rates and charges in the preceding financial year; or c) the <i>Council</i> considered could be reasonably deferred until the next <i>Council</i> is in place; or d) that <i>Council</i> considered should not be made during an election period; or e) that would enable the use of <i>Council's</i> resources in a way that is intended to influence voting at an election. f) Means an irrevocable decision that significantly affects the municipality.
Publication	Means: <ul style="list-style-type: none"> a) a published work in any form (e.g. hardcopy or digital) including but not limited to brochures, articles, letters, posters, policies, strategies, papers, letters, commentary. b) the act or process of publishing.
Publish	Means publish by any means including by publication on the Internet.



Term	Definition
Public consultation <u>Community engagement</u>	Means a process which involves an invitation or invitations to individuals, groups or organisations or the community generally to comment on an issue, proposed action or proposed policy, and includes discussion of that matter with the public.
Road	<p>Road includes:</p> <ul style="list-style-type: none"> a) a street; and b) a right of way; and c) a public highway; and d) any land reserved or proclaimed as a street or road under the <i>Crown Land (Reserves) Act 1978</i> or the <i>Land Act 1958</i>; and e) a public road under the <i>Road Management Act 2004</i>; and f) a passage; and g) a cul de sac; and h) a by-pass; and i) a bridge or ford; and j) a footpath, bicycle path or nature strip; and k) any culvert or kerbing or other land; and l) works forming part of the Road
Staff, Council staff or Staff member	Means any employee of <i>Council</i> whether permanent or temporary or casual, and includes contractors, and volunteers carrying out work for or on behalf of the City of Boroondara Council.

7.7 Proposed removal of reserve status and sale of drainage reserve - Adjoining 68 to 110 Illawarra Road, 73 to 107 Kooyongkoot Road and 9A and 11 Reserve Road, Hawthorn

Executive Summary

Purpose

This report is to consider commencement of the statutory procedures to remove the reserve status (discontinue), take title and sell the 1.83m wide drainage reserve adjoining 68 to 110 Illawarra Road, 73 to 107 Kooyongkoot Road and 9A and 11 Reserve Road, Hawthorn.

Background

Council received a request from a property owner for the removal of reserve status (discontinuance) and sale of the drainage reserve land adjoining their property. The drainage reserve is located at the rear of 68 to 110 Illawarra Road, 73 to 107 Kooyongkoot Road and 9A and 11 Reserve Road, Hawthorn ("the Reserve").

In addition, a small part of the Reserve land south of 9A Reserve Road, Hawthorn forms part of Reserve Road. Consistent with its use, this land is proposed to be set aside as Road R1 in the proposed Plan of Subdivision.

Key Issues

- The Reserve is in the name of the original subdivider.
- The Reserve is considered by officers to be no longer required for the purpose for which it was reserved and is of little value to Council.
- The Reserve has been enclosed within many of the adjoining properties in Illawarra Road for in excess of 15 years.
- Any sale of Council land requires Council to comply with section 114 of the *Local Government Act 2020*.
- There is a Council drain and Yarra Valley Water asset located within the Reserve.
- Council's current policy provides that Council will take title to all unsold discontinued sections of Reserve.

Confidentiality

Confidential information is contained in **Attachment 5**, as circulated in the confidential section of the agenda attachments. The information in this attachment is deemed to be confidential in accordance with Section 66(2)(a) and the definition of 'confidential information' in Section 3(1) of the *Local Government Act 2020*. The information relates to Council business information, being information that would prejudice the Council's position in commercial negotiations if prematurely released.

If discussion of the confidential information in the attachments to this report is required for Council to make a decision, Council may resolve to discuss the matter in a confidential session or to defer the matter to the confidential section of the agenda.

Officers' recommendation

That Council resolve to:

1. Commence the statutory procedures under section 114 of the *Local Government Act 2020* to remove the reserve status and sell the land comprising the 1.83m wide drainage reserve adjoining 68 to 110 Illawarra Road, 73 to 107 Kooyongkoot Road and 9A and 11 Reserve Road, Hawthorn, shown hatched in **Attachment 1** and as Lots 1 to 16 (both inclusive) on the proposed plan of subdivision PS849085E in **Attachment 2** ("the Reserve"), to the owners of the adjoining properties, by private treaty in accordance with Council's Discontinuance of Roads and Reserves Policy 2022 ("Council's Policy").
2. Give notice of its intention to remove the reserve status and to sell the Reserve on Council's website stating that Council proposes to remove the reserve status, take title, and sell the Reserve to the owners of the adjoining properties, by private treaty, in accordance with Council's Policy.
3. Invite both written and verbal submissions on the proposed removal of the reserve status and sale.
4. Note a further report will be presented to a future meeting of the Services Delegated Committee of Council, should any submissions be received, to enable consideration of the submissions and for a decision on whether to proceed with the proposed removal of the reserve status and sale in full, in part or not to proceed with the removal of reserve status and sale.
5. Authorise the Chief Executive Officer, or such other person as the Chief Executive Officer approves, to undertake the necessary procedural steps to complete the formal procedures for the removal of the reserve status and land sales if no submissions are received.
6. Authorise the Chief Executive Officer, or such other person as the Chief Executive Officer approves, to sign all necessary documentation for the removal of the reserve status and land sales of the Reserve to the owners of the adjoining properties by private treaty in accordance with Principles 1, 2 and 3 of Council's Policy.
7. Authorise the Chief Executive Officer, or such other person as the Chief Executive Officer approves, to commence the sale process by undertaking community engagement consistent with section 114 of the *Local Government Act 2020* for any unsold lots.
8. Note procedures will be undertaken pursuant to part 4 of the *Planning and Environment Act 1987* and section 24A of the *Subdivision Act 1988* to remove the reserve status and subdivide the Reserve in preparation for its sale and future consolidation with purchasers' main titles.
9. Notwithstanding the present intention to sell the Reserve to the adjoining property owners detailed in the report, should submissions be received from other adjoining property owners or interested parties, Council reserves the right to sell the Reserve to any other interested property owners.

Responsible director: **Phillip Storer, Chief Executive Officer**

1. Purpose

This report is to consider commencement of the statutory procedures to remove the reserve status and sell the 1.83m wide drainage reserve adjoining 68 to 110 Illawarra Road, 73 to 107 Kooyongkoot Road and 9A and 11 Reserve Road, Hawthorn, shown hatched in **Attachment 1** and as Lots 1 to 16 on the proposed plan of subdivision PS849085E in **Attachment 2** ("the Reserve").

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

This matter is addressed under Council's Discontinuance of Roads and Reserves Policy 2022 ("Council's Policy").

Principles 1, 2 and 3 of section 4.2.8 of Council's Policy have been used in determining the purchase price of the Reserve.

Principle 1

"Council will offer land from a discontinued road or reserve to the abutting property owners for purchase at the current market value, as determined by Council's contract valuers. The valuations under this policy will reflect the additional value the subject parcel of land will add to the value of the existing property of the potential acquirer and will take into consideration the market value of land within the immediate locale having regard to the location of the subject land and characteristics including whether the land:

- Is incapable of being developed in its own right given the small land area;*
- Is only marketable to the adjoining owners;*
- Is long and narrow, and/or;*
- Is encumbered with an easement."*

Principle 2

"Council titled land will be offered at market value."

Principle 3

"When a property owner can demonstrate exclusive occupation of a non-Council titled road or reserve for 15 years or longer and the purchase price of a parcel of land is substantially higher than the cost of an adjoining owner acquiring the land via an adverse possession claim (where adverse possession claim criteria are satisfied) the purchase price maybe discounted to an amount equal to adverse possession costs (estimated at \$11,000 as at the date of adoption of this policy). This amount will be reviewed annually to ensure it reflects the current costs of an adverse possession claim."

Consistent with section 4.2.7 of Council's Policy, Council will take title to all unsold lots.

This report is consistent with the Boroondara Community Plan 2021-31 ("BCP"), incorporating the 10-year Community Vision, Council Plan 2021-25 and Municipal Public Health and Wellbeing Plan 2021-25.

In particular, strategy 7.1 which states "Decision-making is transparent and accountable through open governance processes with timely communication and reporting" is applicable.

It also supports Strategic Objective 7 of BCP, to “Ensure decisions are financially and socially responsible through transparent and ethical processes”.

3. Background

Council received a request from a property owner for the removal of the reserve status and sale of drainage reserve land adjoining their property. The 1.83m wide drainage reserve is located at the rear of 68 to 110 Illawarra Road, 73 to 107 Kooyongkoot Road and 9A and 11 Reserve Road, Hawthorn, shown hatched in **Attachment 1** (“the Reserve”). The owners of 78, 82, 90 and 110 Illawarra Road and 81 and 83 Kooyongkoot Road, Hawthorn, have conditionally offered to purchase the land from the Reserve. Consistent with its Policy, it is proposed Council will take title to all unsold lots.

The proposed plan of subdivision PS849085E in **Attachment 2** has been prepared, showing the reserve proposed for sale comprising Lots 1 to 16.

In addition, a small part of the Reserve land south of 9A Reserve Road, Hawthorn forms part of Reserve Road. Consistent with its use, this land is to be set aside as Road R1 in the proposed Plan of Subdivision.

See **Attachment 4** for an aerial view.

4. Outline of key issues/options

The Reserve is considered by officers to be no longer required for the purpose for which it was reserved and is of little value to Council. The majority of the Reserve has been occupied by the adjoining properties for in excess of 15 years, except the area comprising of Lots 5 and 6 as shown in **Attachment 2**.

Yarra Valley Water has a sewer in a section of the Reserve, and accordingly an easement for sewerage purposes will be created in favour of Yarra Valley Water over the Reserve, shown as E-2 on the proposed plan of subdivision PS849085E in **Attachment 2**.

Council has a drain within the Reserve and accordingly, a drainage easement will be created in favour of Council over the entire Reserve, shown as E-1 and E-2 on the proposed plan of subdivision PS849085E in **Attachment 2**.

A survey of the land has also identified the presence of a hiatus (or excess land) between the subdivision which created both the drainage reserve and the properties in Illawarra Road, and the adjoining subdivision which created the properties in Kooyongkoot Road. The hiatus varies in width from approximately 0.30m wide to 1.55m and is shown on the Land Status Plan in **Attachment 3**. There is no title to this land and as such Council cannot deal with it or gain title to it. If they wish, property owners in occupation of the hiatus are able to gain title to this land via either a Plan of Consolidation (based on survey) or an adverse possession claim (based on survey).

Council will be required to undertake procedures under part 4 of the *Planning and Environment Act 1987* and section 24A of the *Subdivision Act 1988* to vest the reserve in Council, remove reserve status from the land and subdivide the land into various lots in preparation for its sale and future consolidation with purchaser's main titles.

It is noted that the process to discontinue and sell the drainage reserve commenced in the latter part of 2019 and negotiations with the owners were undertaken in good faith well before the recent policy changes were adopted by Council in August 2022. As such sale consideration is being progressed under the terms of the previous policy.

5. Consultation/communication

Stakeholder engagement

Adjoining owners have also been consulted on the proposal and no objections to the proposal to remove the reserve status and sell the drainage reserve have been received to date. Six (6) property owners have made conditional offers to purchase the Reserve, in accordance with Council's former policy.

Service authorities have been consulted and no objections were received.

Internal Council departments have been consulted and no objections were received.

Statutory community engagement and consultation

The procedures under section 114 of the *Local Government Act 2020* require that Council publish a notice of its intention to remove the reserve status and sell the Reserve on Council's website and undertake a community engagement process in accordance with its community engagement policy before the sale of any land.

In order to provide a mechanism for feedback from interested parties as part of Council's community engagement process, the notice on Council's website will invite written submissions for consideration. The notice will advise any person can make a submission in relation to the proposed removal of the reserve status and sale. Furthermore, the notice will also include information advising that submitters may request to be heard in support of their written submission at a meeting of the Council or its committee on a date, time and place to be determined by Council prior to a decision being made.

In addition to the notice on Council's website, all abutting property owners will be advised of the proposal in writing and informed of the opportunity to make a submission.

If any submissions are received, a further report will be presented to a future meeting of the Services Delegated Committee of Council to enable the consideration of any submissions and for a decision on whether to remove the reserve status and sell the Reserve.

If no submissions are received, the Chief Executive Officer, or any such other person as the Chief Executive Officer approves, will undertake the necessary procedural steps to complete the formal procedures for the removal of the reserve status and sale of the Reserve, including the execution of all relevant documentation.

6. Financial and resource implications

If Council proceeds with the removal of the reserve status and sale of the Reserve, the sale of the land will generate once off income for Council together with the ability to rate the Reserve in the future.

Whilst owners under the current Policy would also be required to meet Council's costs associated with discontinuing and selling the Reserve, in this instance it is recommended that this requirement be dispensed with, having regard to the fact that negotiations with owners to purchase the land from the Reserve were significantly progressed well before the current Council Policy came into effect.

The owners of 78, 82, 90 and 110 Illawarra Road and 81 and 83 Kooyongkoot Road, Hawthorn, have signed conditional offers to purchase the Reserve from Council for the total sale price of \$99,825.00 (inclusive of GST). The purchase price comprises the following amounts shown in Table 1:

Table 1: Land sale revenue

Lot	Property	Land Occupied	Market Value	Capped Price	Total
7	78 Illawarra	Yes 15 years +	N/A	\$11,000	\$11,000
9	82 Illawarra	Yes 15 years +	N/A	\$11,000	\$11,000
13	90 Illawarra	Yes 15 years +	N/A	\$11,000	\$11,000
15	110 Illawarra	Yes 15 years +	N/A	\$11,000	\$11,000
5	81 Kooyongkoot	No	\$32,725	N/A	\$32,725
6	83 Kooyongkoot	No	\$23,100	N/A	\$23,100
				Total	\$99,825

See **Confidential Attachment 5** for a copy of the valuation report.

As discussed above, Council will take title to all unsold land, which can be offered for sale to abutting or occupying owners in the future at market value. Any occupiers will no longer be able to claim the land by adverse possession.

7. Governance issues

No officers involved in the preparation of this report have a general or material conflict of interest requiring disclosure under chapter 5 of the Governance Rules of Boroondara City Council.

The recommendation contained in this report is compatible with the Charter of Human Rights and Responsibilities 2006 as it does not raise any human rights issues.

8. Social and environmental issues

The proposed removal of the reserve status and sale of the Reserve is not expected to have a positive or negative impact on the community, social wellbeing or the environment.

9. Evaluation and review

Council's intended course of action has been reviewed from a legislative compliance perspective by Council's consultants, Macquarie Local Government Lawyers, and no issues have been identified.

10. Conclusion

It is considered appropriate that procedures be commenced for the removal of the reserve status and sale of the Reserve to the adjoining property owners in accordance with Council's Policy. Progressing the proposal will formalise the occupation of the Reserve by the majority of the adjoining property owners, which has prevailed for many years.

Manager: **Amy Montalti, Chief Financial Officer**

Report officer: Michael Hutchison, Head Strategic Property and Revenue



Data Source: Vicmap Property

0 10 20 30 40 50 60 70 80 90 100m
Scale of Metres (1:1,500)

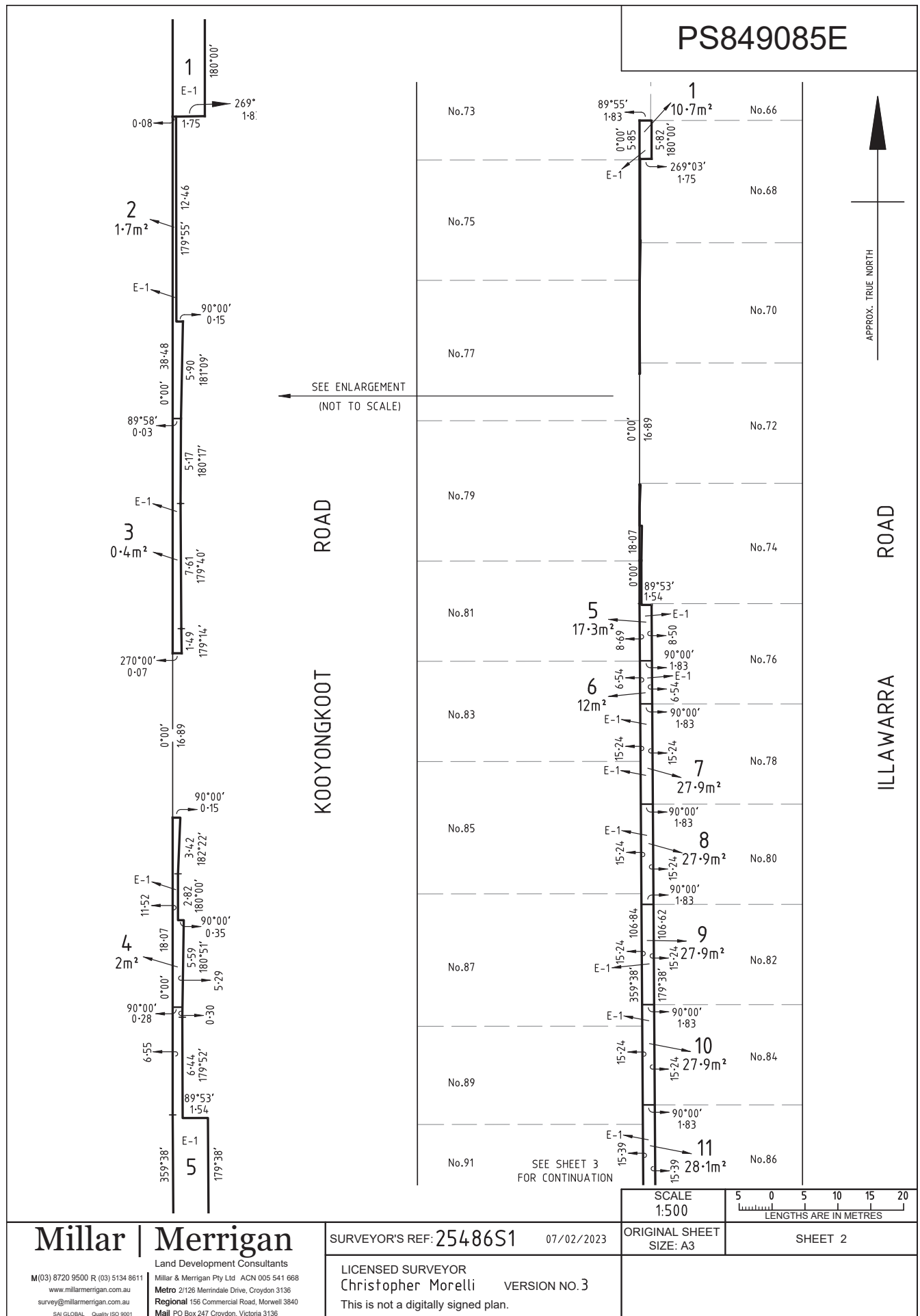
MGA Zone 55
Melways- 59 E2 (ed.42) Vicroads- 437 E10 (ed.8)
Created 09:38 AM on Nov 9, 2023

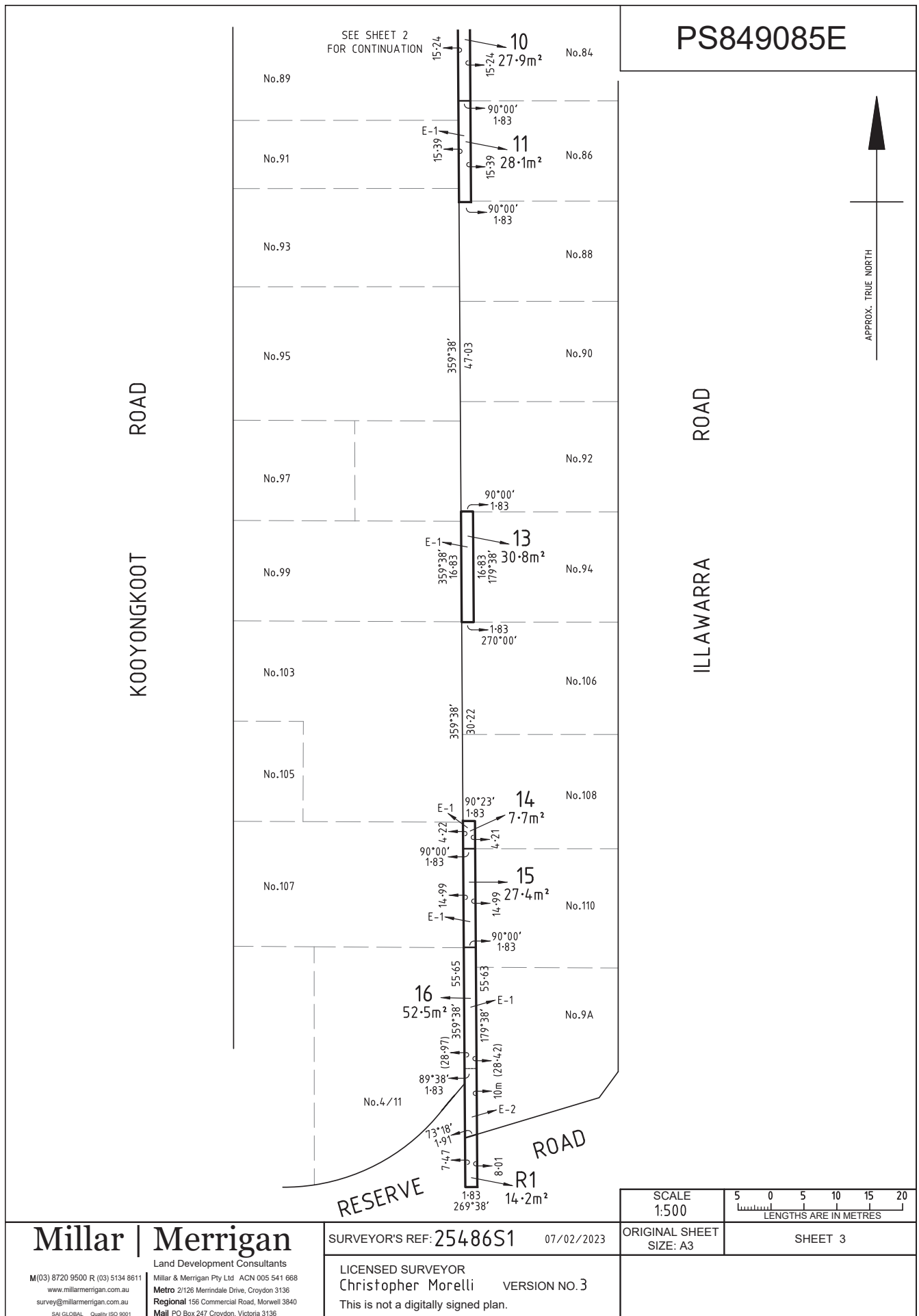
Co-ordinates of Plot Corners
NW 327268,5810716
SW 327276,5810379
MGA Zone 55

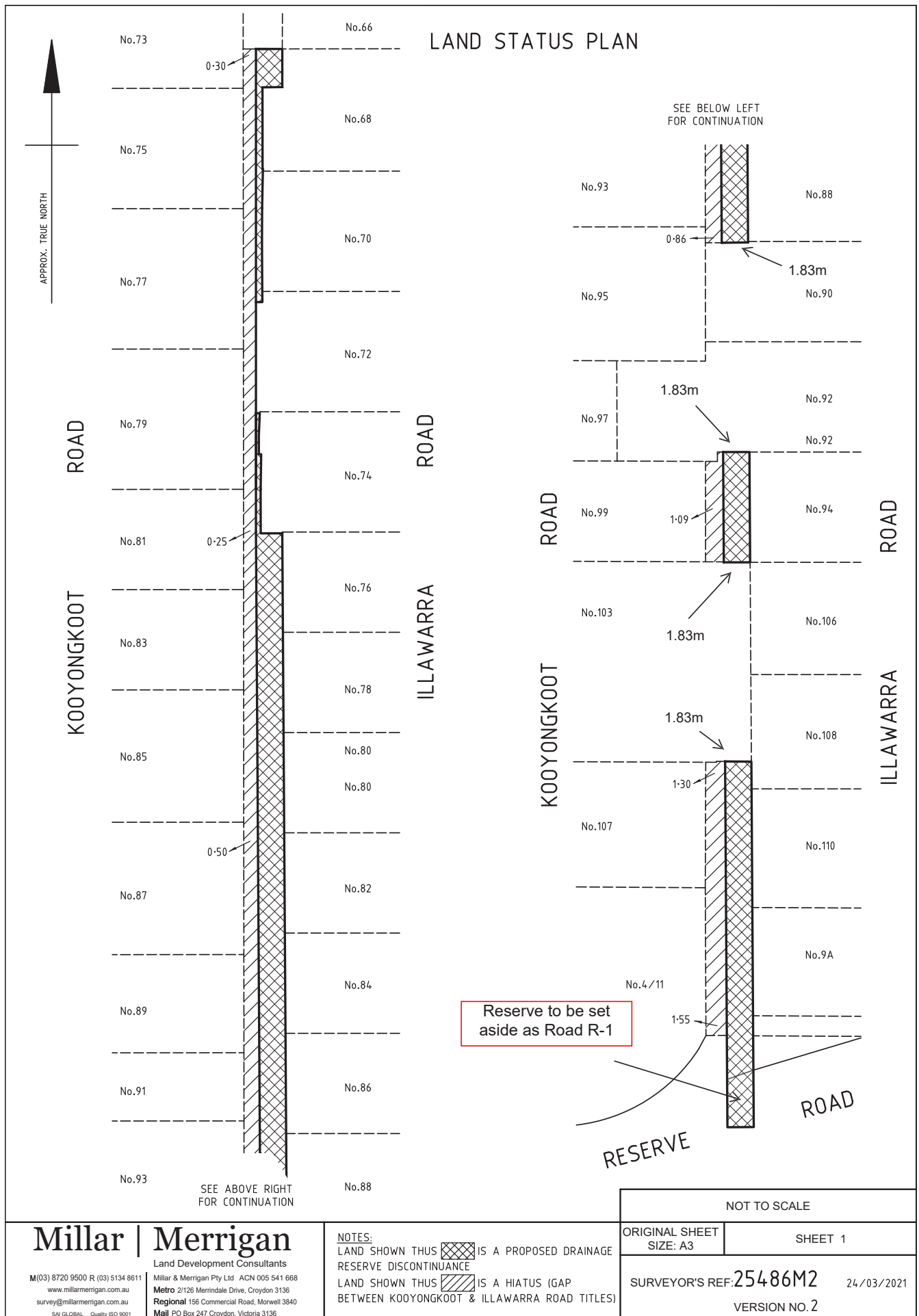
WARNING:
No warranty is given as to the accuracy or completeness of this map.
Dimensions are approximate.
For property dimensions, undertake a Title search.

Co-ordinates of Plot Corners
NE 327537,5810722
SE 327544,5810385
MGA Zone 55

PLAN OF SUBDIVISION UNDER SECTION 24A OF THE SUBDIVISION ACT 1988		EDITION 1		PS849085E	
LOCATION OF LAND PARISH: BOROONDARA CROWN PORTION: 2 (PART) TITLE REFERENCE: VOL.4371 FOL.009 (PART) LAST PLAN REFERENCE: TP906534X, LOT 1 POSTAL ADDRESS: (at time of subdivision) RESERVE ROAD, HAWTHORN, 3122. MGA CO-ORDINATES E: 327 410 ZONE: 55 (at approx centre of land N: 5810 570 GDA2020 in plan)		BOROONDARA CITY COUNCIL			
VESTING OF ROADS AND/OR RESERVES		NOTATIONS			
IDENTIFIER		COUNCIL/BODY/PERSON		PURPOSE OF THE PLAN: (i) TO VEST IN THE BOROONDARA CITY COUNCIL THOSE PARTS OF THE DRAINAGE RESERVE ON LP8095 CONTAINED IN VOL.4371 FOL.009 (TP906534X, LOT 1) AND SHOWN AS LOTS 1-11 & 13-16 (BOTH INCLUSIVE) AND ROAD R1 ON THIS PLAN. (ii) REMOVAL BY THE BOROONDARA CITY COUNCIL OF THE RESERVATION FROM THOSE PARTS OF THE DRAINAGE RESERVE ON LP8095 CONTAINED IN VOL.4371 FOL.009 (LOT 1 ON TP906534) AND SHOWN AS LOTS 1-11 & 13-16 (BOTH INCLUSIVE) AND ROAD R1 ON THIS PLAN. (iii) REMOVAL BY THE BOROONDARA CITY COUNCIL OF ALL EASEMENTS SET OUT IN LP8095 FROM THE LAND IN THIS PLAN. GROUND FOR VESTING AND REMOVAL: AS DIRECTED BY BOROONDARA CITY COUNCIL PLANNING PERMIT No.	
R1		BOROONDARA CITY COUNCIL			
NOTATIONS					
DEPTH LIMITATION DOES NOT APPLY					
SURVEY: This plan is based on survey STAGING This is not a staged subdivision. Planning Permit No. This survey has been connected to permanent marks No(s). 57, 278 In Proclaimed Survey Area No. ---					
EASEMENT INFORMATION					
LEGEND: A - Appurtenant Easement E - Encumbering Easement R - Encumbering Easement (Road)					
Easement Reference	Purpose	Width (Metres)	Origin	Land Benefited/In Favour Of	
E-1, E-2 E-2	DRAINAGE SEWERAGE	SEE DIAG. SEE DIAG.	THIS PLAN THIS PLAN	BOROONDARA CITY COUNCIL YARRA VALLEY WATER	
Millar Merrigan Land Development Consultants M(03) 8720 9500 R (03) 5134 8611 www.millarmerrigan.com.au survey@millarmerrigan.com.au SAI GLOBAL Quality ISO 9001		SURVEYOR'S REF: 25486S1 07/02/2023 LICENSED SURVEYOR Christopher Morelli This is not a digitally signed plan.		ORIGINAL SHEET SIZE: A3	SHEET 1 OF 3









7.8 Instrument of Appointment and Authorisation - Environment Protection Act 2017

Executive Summary

Purpose

The purpose of this report is for Council to consider executing an Instrument of Appointment and Authorisation under the *Environment Protection Act 2017* respectively.

The Instrument presented to Council is for the appointment and authorisation of staff from the Urban Living Directorate. This review deals with staffing arrangements and is distinct from the biannual authorisation reviews conducted in March and October of each year.

Background

Maddocks recommend that officers enforcing the *Environment Protection Act 2017* be authorised by Council resolution and that the Instruments of Appointment and Authorisation be refreshed on a regular basis.

Council last adopted an Instrument of Appointment and Authorisation under the *Environment Protection Act 2017* in December 2023.

Key Issues

Council subscribes to the Maddocks Authorisations and Delegations Service, and relevant advice has been considered in the preparation of this report and the Instruments of Appointment and Authorisation.

To ensure that the Instrument is up to date and accounts for staffing changes within the organisation, officers undertake a review of the Instrument bi-annually. There were no legislative changes relevant to the current review, the changes merely accommodate staffing arrangements in the Urban Living Directorate.

Officers are now presenting a refreshed Instrument of Appointment and Authorisation under the *Environment Protection Act 2017* (**Attachment 1**) for adoption.

Next Steps

The Instrument will be refreshed as needed to ensure any staffing changes within the Urban Living Directorate are captured.

Officers' recommendation

1. In the exercise of the power conferred by s 242(2) of the *Environment Protection Act 2017* and the Instrument of Delegation of the Environment Protection Authority under the *Environment Protection Act 2017* dated 4 June 2021, Council resolves that:
 - a) The members of Council staff referred to in the Instrument (**Attachment 1** as annexed to the minutes) be appointed and authorised as set out in the Instrument.
 - b) The Instrument comes into force immediately upon the common seal of Council being affixed to the Instrument and remains in force until Council determines to vary or revoke it.
 - c) The instrument be sealed.
 - d) On the coming into force of the Instrument all previous Instruments of appointment and authorisation under the *Environment Protection Act 2017* are revoked

Responsible director: **Phillip Storer, Chief Executive Officer**

1. Purpose

The purpose of this report is for Council to review and adopt the Instrument of Appointment and Authorisation under the *Environment Protection Act 2017* (**Attachment 1**).

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

The Instrument relates to Theme 7: Leadership and Governance in the Boroondara Community Plan 2021-2031.

The Instrument is consistent with Strategic Objective 7.1: Decision making is transparent and accountable through open governance processes with timely communication and reporting.

3. Background

Instrument of Appointment and Authorisation empowers relevant staff to exercise the powers granted to authorised officers by legislation or a local law.

The Instrument of Appointment and Authorisation prepared for Council's consideration is based on advice from the Maddocks Authorisations and Delegations Service.

Maddocks recommend that officers authorised under the *Environment Protection Act 2017* be authorised by Council resolution and that the Instrument of Appointment and Authorisation be refreshed on a regular basis. The Instrument is reviewed by Governance as required to ensure they are up to date. The previous review occurred in December 2023.

The *Environment Protection Act 2017* and *Environment Protection Regulations 2021* came into effect on 1 July 2021.

Council received formal notifications from the EPA in June 2021 to advise that they had delegated new powers to councils under the Act. The delegation applies to the regulation of:

- On-site wastewater management systems not exceeding 5000 litres on any day; and
- Noise from construction, demolition and removal of residential premises.

The Instrument of Appointment and Authorisation at Attachment 1 enables Council to take necessary steps to assume the new powers under the Act and the Regulations.

4. Outline of key issues/options

Where Council has sub-delegated EPA powers and functions under s 437(2) of the Act, the members of Council staff must be authorised officers under s 242(2) of the Act. As such, an Instrument of Appointment and Authorisation authorising officers from the Civic Services Department has been prepared at **Attachment 1** to this report.

Authorised officers from the Civic Services Department must exercise these powers in accordance with the EPA's approved Instrument of Direction.

The attached Instrument of Appointment and Authorisation under *Environment Protection Act 2017* (**Attachment 1**) are recommended for the effective and efficient operations of Council's activities, as well as to enable routine and administrative tasks to be carried out with consistency and certainty.

To ensure that the Instrument is up to date and accounts for staffing changes in the organisation, officers undertake a review of the Instruments bi-annually. There were no legislative changes relevant to the current review, as such the changes merely capture changes in staffing arrangements in the Urban Living Directorate.

5. Consultation/communication

Council subscribes to the Maddocks Authorisations and Delegations Service, which provides advice regarding legislative amendments and template instruments.

Consultation with the Urban Living Directorate has taken place in preparation of the proposed Instruments.

6. Financial and resource implications

The costs to prepare and adopt the revised Instruments are minimal and will be met within the current Governance and Legal departmental budget.

7. Governance issues

No officers involved in the preparation of this report have a general or material conflict of interest requiring disclosure under chapter 5 of the Governance Rules of Boroondara City Council.

The recommendation contained in this report is compatible with the Charter of Human Rights and Responsibilities 2006 as it does not raise any human rights issues.

8. Social and environmental issues

Effective and efficient delegations and authorisations will reinforce public confidence in the integrity of Council's decision-making processes and in the Council's ability to ensure good corporate governance within the municipality.

Manager: Bryan Wee, Manager Governance and Legal

Report officer: Liam Merrifield, Senior Governance Officer

Boroondara City Council

Instrument of Appointment and Authorisation
(*Environment Protection Act 2017*)

Instrument of Appointment and Authorisation (*Environment Protection Act 2017*)

In this instrument "**officer**" means -

Andre Peters	Parking and Traffic Team Leader
Alex Ilievski	Parking Officer
Alice Haskett	Prosecutions Officer
Anastasia Matete	Parking Officer
Andrew Salisbury	Senior Parking Officer
Brad McMahon	Supervisor Asset Protection Enforcement
Cailin Johnston	Senior Permits and Appeals Officer
Can Doruk	Parking Officer
Chris McKee	Parking Officer Casual
Ciaran Hartnett	Permits Officer
Danielle Facey	Permits Officer
Eileen Clinch	Animal Management Officer
Ellen Hill	Environmental Health Officer
Elita Schwab	Environmental Health Officer
Florin Boiciuc	Parking Officer
Gabriel Dorning	Animal Management Officer
Heidi Beecher	Asset Protection Enforcement Team Leader
Iona Mitchell	Permits Officer
Jai Ghotra	Permits Officer
James Sidonie	Animal Management Officer
Jamie Chinga	Parking Officer
Giuseppe (Joe) Luppino	Parking Officer
Joe Peluso	Parking Officer
John Privitelli	Local Laws Officer
Jorge Contreras	Parking Officer
Joseph Climacus	Parking Officer
Joseph Elbaum	Asset Protection Enforcement Officer
Jubaidul Jekab	Local Laws Officer
Junne Matondo	Technical Officer - Asset Protection
Karanvir Singh	Parking Officer
Katerina Sioulas	Environmental Health Officer
Leanne Roberts	Asset Protection Enforcement Officer
Leonardo (Leo) Manca	Coordinator Health, Projects and Prosecutions
Lorenzo Gullone	Environmental Health Officer
Matthew (Matt) Aitken	Prosecutions Lead
Matthew Juers	Environmental Health Officer
Michael Fraser	Permits Officer
Michael O'Connor	Senior Asset Protection Enforcement Officer
Michelle Cant	Parking Officer (Night)
Mirella Manfre	Coordinator Permits Appeals and Protection of Assets

Narmada Sarvajananarajan	Environmental Health Officer
Nigel Wright	Parking Officer
Nileshkumar Jani	Parking Officer
Noppawoot Suravilas	Parking Officer
Paul Bryan Mitchelmore	Manager Civic Services
Paul Howard	Local Laws Officer
Paul Teiwes	Parking Officer
Penelope Anastasiadis	Environmental Health Officer
Rachael Oats	Parking Officer
Philippa Lee Treloar	Asset Protection Enforcement Officer
Philip Montalto	Environmental Health Officer
Robert Marshall	Parking Officer
Robert Weis	Team Leader Health Services
Roselyn Lawton	Animal Management Officer
Rosetta (Rose) Locke	Local Laws Officer
Rohit Markan	Parking Officer
Sam Joseph	Technical Officer - Asset Protection
Sam Temov	Parking Officer
Scott Walker	Director Urban Living
Serena Horg	Coordinator Field Services
Sean Bell	Local Laws Officer
Shariq Ali	Parking Officer
Sharon Raju	Permits Officer
Shaun Whittle	Local Laws Officer
Simon Elliott	Landscape Compliance Officer
Stefanie Daniliuk	Local Laws Officer
Susie Bozinovska	Permits Officer
Tim O'Reilly	Parking Officer
Toolefua Samuelu	Technical Officer - Asset Protection
Tom Vandenbroek	Parking Officer
Virginie Geoffroy	Parking Officer (Night)
Warren Norton	Local Laws Officer
Will Carroll	Environmental Health Officer

By this instrument of appointment and authorisation Boroondara City Council –

1. under s 242(2) of the *Environment Protection Act 2017* ('**Act**') and the Instrument of Delegation of the Environment Protection Authority under the Act dated 4 June 2021 - appoints the officers to be authorised officers for the purposes of exercising the powers and functions set out in the Instrument of Direction of the Environment Protection Authority under the Act dated 4 June 2021.
2. under s 114(2) of the *Environment Protection Act 2017* - appoints the officers to be litter enforcement officers for the purposes of s 114(2) of the *Environment Protection Act 2017*.
3. under s 347(4) of the *Environment Protection Act 2017* authorises the officers to take proceedings against the *Environment Protection Act 2017* or the regulations under this Act.
4. under s 171 of the *Environment Protection Act 2017* – appoints the officers to be residential noise enforcement officers for the purposes of s 171 of the *Environment Protection Act 2017*.
5. under s 170 of the *Environment Protection Act 2017* authorises the officers to take proceedings against certain offences under the *Environment Protection Act 2017* or the regulations under this Act.
6. under s 242(2) of the *Environment Protection Act 2017* – appoints the officers for the purposes of the power or function delegated to Council under s 437(1) of the Act.

under –

- s 170(2), 170(4), 170(6) of the *Environment Protection Act 2017*
- s 347(4) of the *Environment Protection Act 2017*
- s 347(3) of the *Environment Protection Act 2017* and r 171 of the *Environment Protection Regulations 2021*
- s 347(7) of the *Environment Protection Act 2017*

authorises the officers generally to institute proceedings and represent Council in proceedings for offences against the Acts, Regulations and local laws described in this instrument.

It is declared that this instrument -

- a) comes into force immediately upon its execution
- b) remains in force until varied or revoked
- c) on the coming into force of this instrument, any previous Instruments of Appointment and Authorisation under the *Environment Protection Act 2017* or the regulations under this Act to the members of Council staff named above, are revoked.

This instrument is authorised by a resolution of the Boroondara City Council on 26 February 2024

The Common Seal of the Boroondara City Council was hereunto affixed in the presence of:

..... Chief Executive Officer

..... Mayor

..... Date