

Annual Plan

2015-16

The actions we will be undertaking this year.



BOROONDARA
City of Harmony

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Message from the Mayor

It is with pleasure that I present our blueprint for the actions we will undertake this year – the Annual Plan 2015-16. This Plan provides a clear vision for Boroondara. Driving our strategic direction during the coming year, it outlines our continued investment in community assets and plans to maintain a high quality of life for our community.

We continue our focus on debt reduction and for the third consecutive year, deliver the lowest rate increase in a decade (4.5 per cent). Council is committed to strong financial management and investment in our community facilities. We are committed to reducing our reliance upon rates and forecast to be debt free by 2026. While we remain opposed to rate capping, we are well equipped to handle the change.

Council manages a large number of community assets (almost \$2.7 billion) and delivers a multitude of services designed to meet community needs through all stages of life. We have a wonderfully diverse City, with more than 170,000 residents speaking more than 100 languages and a large portion is aged over 50 years. Inside Council doors, we also strive to be a caring employer.

Our Immunisation nurses administer 25,000 vaccinations per year; our waste trucks collect almost 38,000 tonnes of household waste and 21,000 tonnes of household recyclables; our Contact Centre staff respond to more than 201,000 phone calls and 8000 online requests; our Assessment and Home Support team provides almost 18,000 hours of aged care; our libraries process 2.45 million loans; and our works teams maintain 105 sportsgrounds, 2,268 kilometres of footpaths, 579 kilometres of roads and 692 kilometres of stormwater pipes every year. Last year we welcomed 774 new citizens in citizenship ceremonies which were very moving. Boroondara is also recognised for its aesthetic appeal; being rich in biodiversity and a huge array of flora and fauna. It takes a great deal of work to deliver and maintain such a diverse range of services and amenity within our City.

Several important and innovative initiatives will be delivered in line with the following strategic themes:

- **Strong and engaged communities** – we want you to engage with us in decision-making by responding to surveys, having your say about strategies and plans – we want to know how to better meet our community's needs in all that we do.
- **Sustainable environment** – we want our natural and urban environments to be improved in sustainable ways.



- **Enhanced amenity** – we want to work with you to protect and enhance the natural and built environment.
- **Quality facilities and assets** – we will continue to implement strategies for the development and ongoing renewal of Council's physical assets, ensuring their fitness for use for future generations.
- **Responsible management** – we will ensure sound financial and risk management across the organisation.

This year there will be significant investments in infrastructure as we maintain our commitment to building a better City both for today and for the future. Two major projects which will commence are the redevelopment of the Boroondara Sports Complex in Balwyn North and a new North East Community Hub in Balwyn North. Other exciting projects include the delivery of the 2015 Boroondara Sustainability Awards for Schools; implementation of the new Graffiti Strategy and provision of a storm water harvesting system for Grace Park and Glenferrie Oval. Local projects include planning for a Men's Shed at the North Balwyn Bowling Club; delivering streetscape improvements at Harp Village Shopping Centre and facilitation of a Parent Child Mother Goose Program conducted in Mandarin.

All of this work is undertaken in line with Council's 20-year plan, *Our City, Our Future*. I would like to thank everyone who has helped develop these objectives. Community input is paramount to shaping the future of our wonderful City, as it is your City and your future.

Cr Coral Ross
Mayor

Message from the CEO

It is both a privilege and a significant responsibility to work with Council and the community to make Boroondara a better place to live and work and to keep what is valued.

The Mayor in her message outlines the budget pressures, rating approach and project highlights for 2015 -16. I will not repeat them here. What I would like to do is share the work we are doing to ensure that our organisation offers its services in a contemporary way and how we will cut down on frustrating processes that get in the way of a good customer experience.

I am conscious that residents and businesses experience other organisations using a variety of digital devices and platforms to meet their needs, when and how they want to. We need to be able to make the same offer to our community to maintain the high level of trust and respect we have with our community.

What I mean by this is to provide an effortless experience for those dealing with Council by taking away unnecessary double handling, by improving our processes and IT systems and by putting the customer first in all that we do. We've all got horror stories of dealing with large organisations. I am determined to ensure Boroondara does not feature in those stories.

There is much evidence to support the management principle of 'improve the customer experience - efficiencies will follow'. It is on this premise that we embark on the Boroondara Customer First Program and I look forward to the challenge of improving our management systems, creating seamless and intuitive digital experiences and reviewing the work we do and how we do it.

The Boroondara Customer First Program has a number of projects being undertaken over the next few years.

We have started with our staff, explaining the need to refocus our processes to be less process focussed and transition to a more customer-centric operating model. Our ideal state would be to achieve invisibility i.e. you can satisfy your needs without having to approach Council or, as a minimum, your needs can be met with little need to deal directly with Council. As a regulator we will never be completely invisible but we can certainly improve our current focus on the experience we offer our community.

The response from our staff has been overwhelmingly positive as they have been involved in redesigning their work and their services and feel that their voices have been heard. Staff viewing current processes through this lens have been able to redesign processes which are more efficient and make more sense to the person trying to deal with Council.



One example of this is applying to Council to erect a fence. Currently, one request can involve up to five departments and may require the customer to complete up to 14 forms. Each department had a process that made sense to them. But it certainly didn't make sense to the applicant. This is now being changed.

A lot of this work will not be seen of course, but the benefits will flow through to our services and ultimately our community. One of these projects is looking at our digital capacity. Fundamentally we recognise that digital technology is critical to modernising and transforming our services.

Our digital services will be:

- available online, mobile-ready, easy to use and accessible
- designed with our customers
- offer value for money
- implemented so that, where appropriate, data can be made openly available.

We also recognise that not all members of the community can, or indeed wish to, access digital services equally and that consideration will always need to be given to their particular needs.

The key benefits will be that people are actively self-servicing and fulfilling their information and transaction needs due to Council services and information being more accessible, transparent and customer focused.

We have an exciting and demanding year ahead of us to keep the business of Council operating while transforming our work. I am very proud to have such a great team here at Boroondara and an excellent relationship with our Councillors and the community we serve. I am confident the Boroondara Customer First Program and the commitments we have made in this Annual Plan will assist us to achieve the Vision for our City, deliver a great customer experience and meet community expectations while balancing cost and quality.

Phil Storer
Chief Executive Officer

Our strategic plans

The Council Plan 2013–17 outlines the way we hope to achieve our goals for the four-year Council term. For each year of the Council Plan 2013-17, an Annual Plan will be developed. The Annual Plan details actions and initiatives to be taken in a given financial year of the four-year term.

The Council Plan 2013-17 describes the way we hope to achieve our vision and goals for the four-year Council term. Five themes have been outlined in the Council Plan:

- strong and engaged communities
- sustainable environment
- enhanced amenity
- quality facilities and assets
- responsible management.

The diagram below depicts the structure of the Council Plan.



The themes are supported by eight strategic objectives and 20 strategies. For each theme, major initiatives have been identified to be completed in 2015-16. Additionally, commitments to be actioned during the 2015-16 financial year have been identified for each strategy.

Details of the major initiatives and commitments are included in this Annual Plan 2015-16. As the guiding documents for the administration the Council Plan 2013-17 and Annual Plan 2015-16 should be read together.

Overview of the Council Plan

The following diagram shows the relationships for the Council Plan’s five themes, strategic objectives and strategies, and provides an outline of the key focus areas for Council’s service throughout the next four years.

The Council Plan’s five themes outline key focus areas for Council’s service throughout the next four years.

Themes	Strategic objectives	Strategies	
Strong and engaged communities	Our community has a say in matters of interest to them in achieving Boroondara’s vision. Community needs are identified and responses planned appropriately. Opportunities are provided to enable people in our community to be supported and involved.	Communications and engagement Community inclusion Local business Families and young people Health, ageing and disability Library services Arts and culture	C O M M I T M E N T S
Sustainable environment	Our natural and urban environment is improved in a sustainable way.	Living sustainably Parks, gardens and natural environment	
Enhanced amenity	The character of our neighbourhoods is protected and improved.	Land use, planning and building Parking, traffic and transport Safety and amenity	
Quality facilities and assets	The community’s current and future needs for assets and facilities are proactively managed.	Managing assets Leisure and sporting facilities	
Responsible management	Decision-making in the delivery of high quality services by capable and professional people reflect transparent, accountable and fair practices. Sound financial and risk management practices are carried out.	Governance Business support Customer responsiveness People support and development Financial management Risk management	

Annual Plan 2015-16

The Annual Plan 2015–16 outlines initiatives to be undertaken during this financial year that will contribute to successful delivery of the Council Plan 2013–17.

Each strategy is supported by a number of commitments. These commitments describe the actions to be taken by Council departments to deliver the Council Plan 2013–17.

Successful achievement of these actions is measured and monitored by performance measures and indicators. A comprehensive and transparent report is published in the Annual Report 2015-16 on the achievement for that financial year.

Council Plan 2013-17



Strategic indicators

Success in achieving the strategic objectives is measured by reporting against strategic indicators.

1. Strong and engaged communities

Strategic objective: our community has a say in matters of interest to them in achieving Boroondara's vision

Performance measure	Context	2015-16 Target	Department
Percentile ranking of community satisfaction with consultation and engagement measured through the Victorian Government Community Satisfaction Survey.	The 2013-14 actual was 63.	64	Communications and Engagement

Strategic objective: community needs are identified and responses planned appropriately

Performance measure	Context	2015-16 Target	Department
Development of all Council policies, strategies and plans are informed by the assessment of community needs.	This is a new measure.	100%	All departments

Strategic objective: opportunities are provided to enable people in our community to be supported and involved

Performance measure	Context	2015-16 Target	Department
Number of members of the Boroondara Business Network.	The 2013-14 actual was 1,780.	1,850	Economic Development
Percentage of users satisfied with training and support initiatives for local business.	The 2013-14 actual was 80%.	80%	Economic Development
Number of young people attending Youth Services' programs or services.	The 2013-14 actual was 2,357 Attendances are slightly lower than expected due to the relocation of the new Youth Resource Centre.	3,000	Family, Youth and Recreation

Strategic objective: opportunities are provided to enable people in our community to be supported and involved

Performance measure	Context	2015-16 Target	Department
Proportion of infants born that receive primary immunisations.	The 2013-14 actual was 92%.	90%	Health, Active Ageing and Disability Services
Participant satisfaction with Boroondara Maternal and Child Health service.	The 2013-14 actual was 94%.	95%	Family, Youth and Recreation
Proportion of registered premises that are inspected annually as required by the <i>Food Act 1984</i> and the <i>Public Health and Wellbeing Act 2008</i> .	The measure is for the period ending 31 December of the prior year. The result for 31 December 2014 was 100%.	100%	Health, Active Ageing and Disability Services
Percentage of clients satisfied with Home and Community Care services.	The 2013-14 actual was 98%.	92%	Health, Active Ageing and Disability Services
Percentage satisfaction of hire facilities for events at the Kew Court House.	The 2013-14 actual was 95%.	90%	Library, Arts and Cultural Services
Percentage of Boroondara residents who are active borrowers.	The 2013-14 actual was 32%.	30%	Library, Arts and Cultural Services
Overall participation in library services (includes loans, returns, visits, program attendances, e-books and audio loans, enquiries, reservations, wi-fi and virtual visits).	This is a new measure.	4,250,000	Library, Arts and Cultural Services
Number of community events programmed by Arts and Culture.	The 2013-14 actual was 65.	55	Library, Arts and Cultural Services



2. Sustainable environment

Strategic objective: our natural and urban environment is improved in a sustainable way

Performance measure	Context	2015-16 Target	Department
Tonnes of CO ₂ emissions from energy used in all Council owned and operated buildings, street lighting, Council fleet, taxi and air travel.	The Our Low Carbon Future Strategy - Action Plan Update 2012-16 sets the target of reducing corporate greenhouse gas emissions to 30-40% below 2007-08 levels by 2020. The 2013-14 actual was 23,866. The information is reported with a one year lag.	Less than 23,500 tCO ₂ e	Environment and Sustainable Living
Waste diversion from landfill, calculated as the proportion of the overall kerbside waste stream that is recycled (includes paper, bottles and green waste) instead of being disposed to landfill.	The 2013-14 actual was 53%. The target percentage for 2015-16 reflects a trend consistent with the broader sector of lower weights in recycling bins due to less paper and lighter plastic and glass containers.	48%	Infrastructure Services
Customer Satisfaction Survey measures user satisfaction with a range of parks in Boroondara, benchmarked with 17 other councils.	The 2013-14 actual was 85%.	83%	Parks and Gardens

3. Enhanced amenity

Strategic objective: the character of our neighbourhoods is protected and improved

Performance measure	Context	2015-16 Target	Department
Percentage of building permits approved within 30 days.	The 2013-14 actual was 99%.	95%	Building Services
Percentage of planning applications processed within 60 days.	The 2013-14 actual was 83%.	75%	Statutory Planning
Percentage of graffiti removed from Council owned assets within 48 hours of notification.	The 2013-14 actual was 96%.	95%	Infrastructure Services

4. Quality facilities and assets

Strategic objective: the community's current and future needs for assets and facilities are proactively managed

Performance measure	Context	2015-16 Target	Department
Percentage completion of six monthly defect inspections on Council roads and footpaths in higher risk locations.	The 2013-14 actual was 100%.	99%	Asset Management
Percentage of capital projects completed at the conclusion of the financial year (based on number of projects).	The 2013-14 actual was 95%. A target of 90% allows non-completion of capital projects due to unforeseen circumstances including consultation issues, adverse weather conditions and unpredicted soil condition.	90%	Projects and Strategy
Percentage of adopted capital programs completed at the conclusion of the financial year (based on the most recent amended budget).	The 2013-14 actual was 90%. A target of 90% allows non-completion of capital projects due to unforeseen circumstances including consultation issues, adverse weather conditions and unpredicted soil condition etc.	90%	Projects and Strategy
Number of proactive strip shopping centre maintenance inspections completed.	The 2013-14 actual was 191.	150	Infrastructure Services
Percentage of users satisfied with the Boroondara leisure and aquatic centres.	The 2013-14 actual was 87%.	85%	Family, Youth and Recreation



5. Responsible management

Strategic objective: decision-making in the delivery of high quality services by capable and professional people reflects transparent, accountable and fair behaviours

Performance measure	Context	2015-16 Target	Department
Percentage of Freedom of Information requests responded to within prescribed timeframes.	The 2013-14 actual was 100%.	100%	Governance
Percentage of electronic document management system action requests completed within service charter timeframes.	The 2013-14 actual was 95%.	92%	Information Technology
Average time callers wait before their call is answered.	The 2013-14 actual was 29 seconds.	< 35 seconds	Communications and Engagement
WorkCover employer performance rating.	The 2013-14 actual was 0.53.	Less than 1 (better than industry average)	People, Culture and Development

Strategic objective: sound financial and risk management practices are carried out

Performance measure	Context	2015-16 Target	Department
Adjusted Working Capital - measures the ability to pay existing liabilities in the next 12 months.	The 2013-14 actual was 1.67.	> 1.20 to 1	Finance and Corporate Planning
Indebtedness - measures total borrowings as a percentage of rates and charges revenue.	The 2013-14 actual was 33.01%.	33.11%	Finance and Corporate Planning
Renewal gap - comparison of the rate of spending on existing assets through renewing, restoring and replacing existing assets with depreciation.	The 2013-14 actual was 1.72.	1.49	Finance and Corporate Planning
Percentage completion of Audit Committee Annual Plan.	The 2013-14 actual was 100%. A target of 95% allows a minor amount of non-completion of the Annual Plan due to changed priorities.	95%	Commercial and Property Services

Major initiatives

Theme	Initiative
Strong and engaged communities	2.2 Conduct a survey of community mental health services in the City to identify demographic trends in mental health, monitor changes in the sector and support collaboration between providers to better assist those with mental health needs. Community Planning and Development Department
	3.1 Encourage community support of local businesses by continuing to enhance the Buy Local campaign for Boroondara, through participation in the Destination Melbourne Partnership program, mixed media promotions and championing www.boroondaralife.com.au . Economic Development Department
	6.3 Complete the design of the Balwyn Library Redevelopment Project to meet the current and future requirements of the community. Library, Arts and Cultural Services Department
Sustainable environment	9.2 Provide a more secure and sustainable water source for Grace Park and Glenferrie Oval by implementing a storm water harvesting system. Environment and Sustainable Living Department
	9.3 Contribute to the sustainable management of open space throughout the City by developing an Open Space Asset Management Plan. Parks and Gardens Department
Enhanced amenity	10.2 Protect the neighbourhood character, amenity and liveability of the City by completing the Boroondara Planning Scheme review. Strategic Planning Department
	12.2 Improve overall amenity of public spaces by implementing the new Graffiti Strategy. Infrastructure Services Department
Quality facilities and assets	13.1 Improve neighbourhood house services for the community by designing a purpose-built facility at Fairholm Grove, Camberwell in collaboration with the Camberwell Community Centre. Community Planning and Development Department
	13.5 Ensure the needs of the community are appropriately met in developing the design of the new Community Hub in Balwyn North. Projects and Strategy Department
	14.2 Enhance access to leisure and recreation facilities for the community by completing the construction of the Boroondara Sports Complex. Projects and Strategy Department
Responsible management	16.3 Enhance responsiveness to residents by implementation of the Customer Relationship Management System and replacing the Electronic Records Management System. Information Technology Department
	17.3 Enhance delivery of services to the community by implementing year one actions of the Customer Experience Improvement Strategy. Innovation Leader



1 Strong and engaged communities

Strategic objective

Our community has a say in matters of interest to them in achieving Boroondara's vision.

Strategy 1

Communications and engagement

We will develop and offer a range of communications and engagement opportunities to meet differing and emerging community needs.

2015–16 Commitments

- 1.1 Provide more efficient customer service and enhance community safety by designing a comprehensive brochure to better inform and educate the community of Council's requirements for the construction of fences.
Building Services Department
- 1.2 Develop a communication channels strategy with input from community research, to ensure the communication channels are aligned with community expectations and requirements.
Communications and Engagement Department
- 1.3 Provide the opportunity for the community to raise issues and provide views to inform Council's planning and performance by promoting the Boroondara Community Voice Panel.
Communications and Engagement Department



Strategic objective

Community needs are identified and responses planned appropriately.

Strategy 2

Community inclusion

We will monitor and plan for the community's changing needs, aspirations and opportunities to contribute to community life.

2015–16 Commitments

- 2.1 Collaborate with North Balwyn Rotary Club to commence planning a Men's Shed at the North Balwyn Bowling Club, to enhance social connections for men.
Community Planning and Development Department
- 2.2 Conduct a survey of community mental health services in the City to identify demographic trends in mental health, monitor changes in the sector and support collaboration between providers to better assist those with mental health needs.
Community Planning and Development Department
- 2.3 Research the features and benefits of naturally occurring retirement communities within the City to encourage and promote positive ageing.
Community Planning and Development Department
- 2.4 Preserve community memorabilia by supporting the North Balwyn RSL Club to record, digitise its important records, including the honour board.
Library, Arts and Cultural Services Department

Strategic objective

Opportunities are provided to enable people in our community to be supported and involved.

Strategy 3

Local business

We will facilitate a positive business and community spirit by welcoming appropriate business investment and supporting existing commerce and local shopping centres.

2015–16 Commitments

- 3.1 Encourage community support of local businesses by continuing to enhance the Buy Local campaign for Boroondara, through participation in the Destination Melbourne Partnership program, mixed media promotions and championing www.boroondaralife.com.au.
Economic Development Department
- 3.2 Foster the vitality of the City's shopping centres and support a festive community spirit by implementing the third year actions of the Christmas in Boroondara program.
Economic Development Department
- 3.3 Improve the vitality of Boroondara's local strip shopping centres by delivering streetscape improvements at Harp Village Shopping Centre.
Environment and Sustainable Living Department

Strategy 4

Families and young people

We will plan, lead and facilitate high quality services to meet the needs of children, young people and their families.

2015–16 Commitments

- 4.1 Support an evidence-based approach to addressing youth homelessness by facilitating a project to identify the nature and contributing factors in Boroondara.
Family, Youth and Recreation Department
- 4.2 Strengthen opportunities for families who have Mandarin as their first language to access parenting programs by facilitating a Parent Child Mother Goose Program conducted in Mandarin.
Family, Youth and Recreation Department
- 4.3 Improve the provision of early years services in Surrey Hills by upgrading the Surrey Hills Preschool to provide an additional kindergarten room and maternal and child health consulting suite.
Family, Youth and Recreation Department

Strategy 5

Health, ageing and disability

We will plan, facilitate and implement (where appropriate) programs to enhance the health, wellbeing and independence of Boroondara's community members, particularly older people and those with disabilities.

2015–16 Commitments

- 5.1 Advocate for the needs of people with a disability in Boroondara by implementing the year two actions in the Metro Access Community Building Plan 2014-19.
Health, Active Ageing and Disability Services Department
- 5.2 Create stronger communities and foster intergenerational contact by implementing the Age-friendly Boroondara Strategy and year two actions of the Positive Ageing Strategy to promote active ageing of older residents.
Health, Active Ageing and Disability Services Department

Strategy 6

Library services

We will continually evaluate our service and respond effectively to diverse and changing needs for knowledge and information.

2015–16 Commitments

- 6.1 Deliver on community expectations for library services by implementing year one actions identified in the Library Services Strategic Plan 2015-20.
Library, Arts and Cultural Services Department

- 6.2 Enable library services to respond to the changing needs of the community by conducting a review of the library services opening hours.
Library, Arts and Cultural Services Department

- 6.3 Complete the design of the Balwyn Library Redevelopment Project to meet the current and future requirements of the community.
Library, Arts and Cultural Services Department

Strategy 7

Arts and culture

We will provide services, programs and facilities for the community to participate in a broad range of arts and cultural activities.

2015–16 Commitments

- 7.1 Enhance arts and cultural life within Boroondara by implementing the 2015-16 year actions from the Hawthorn Arts Centre Business Plan.
Library, Arts and Cultural Services Department
- 7.2 Respond to community needs identified through the development of the Boroondara Arts Plan 2015-18 by delivering the year one actions.
Library, Arts and Cultural Services Department



2

Sustainable environment

Strategic objective

Our natural and urban environment is improved in a sustainable way.

Strategy 8

Living sustainably

We will promote sustainability through sound environmental practice.

2015–16 Commitments

8.1 Recognise and celebrate the environmental work of local students and school communities by delivering the 2015 Boroondara Sustainability Awards for Schools.

Environment and Sustainable Living Department

8.2 Engage the community and key stakeholders in activities to protect and enhance the local biodiversity by implementing year three actions from the Urban Biodiversity Strategy 2013-23.

Environment and Sustainable Living Department

Strategy 9

Parks, gardens and natural environment

We will apply sustainable practices in managing our parks, gardens and sportsgrounds.

2015–16 Commitments

9.1 Complete the design and community consultation for a potential wetland in Chandler Park, Kew that will contribute to future waterway health and local biodiversity.

Environment and Sustainable Living Department

9.2 Provide a more secure and sustainable water source for Grace Park and Glenferrie Oval by implementing a storm water harvesting system.

Environment and Sustainable Living Department

9.3 Contribute to the sustainable management of open space throughout the City by developing an Open Space Asset Management Plan.

Parks and Gardens Department



3

Enhanced amenity

Strategic objective

The character of our neighbourhoods is protected and improved.

Strategy 10

Land use, planning and building

We will engage with our community in striving for protection and enhancement of the natural and built environment.

2015–16 Commitments

- 10.1 Streamline the public notification process for planning permit applications to achieve greater efficiency and timeliness for applicants and objectors.
Statutory Planning Department

- 10.2 Protect the neighbourhood character, amenity and liveability of the City by completing the Boroondara Planning Scheme review.
Strategic Planning Department

- 10.3 Enhance and protect the neighbourhood character of the City by completing a Housing Strategy.
Strategic Planning Department

Strategy 11

Parking, traffic and transport

We will respond effectively and efficiently to community needs on parking, traffic and appropriate transport issues.

2015–16 Commitments

- 11.1 Enhance community transport options by advocating for improvements to train, tram and bus service frequency and operating hours.
Traffic and Transport Department

- 11.2 Maximise the efficiency of the community's parking facilities by commencing the review of the Parking Management Policy.
Traffic and Transport Department

- 11.3 Seek to improve the on-road bicycle network through infrastructure improvements and by advocating for improvements and applying for relevant funding opportunities.
Traffic and Transport Department

- 11.4 Ensure appropriate responses to traffic conditions by commencing the review of the Traffic Management Policy.
Traffic and Transport Department

Strategy 12

Safety and amenity

We will implement appropriate policies, strategies and practices that will improve neighbourhood amenity and safety.

2015–16 Commitments

- 12.1 Improve public safety and access at the Camberwell Sportsground by undertaking works to improve lighting, seating and disability access.
Environment and Sustainable Living Department

- 12.2 Improve overall amenity of public spaces by implementing the new Graffiti Strategy.
Infrastructure Services Department

- 12.3 Enhance the overall traffic safety and neighbourhood amenity by reviewing the Abandoned Vehicle Program to deliver an accountable and cost effective service.
Local Laws Department

- 12.4 Seek to improve community safety by continuing to advocate for the introduction of 40km/h speed limits in specific shopping strips including Surrey Hills, Burwood Village and Greythorn Shopping Centre.
Traffic and Transport Department



4

Quality facilities and assets

Strategic objective

The community's current and future needs for assets and facilities are proactively managed.

Strategy 13

Managing assets

We will implement strategies for the development and ongoing renewal of Council's physical assets.

2015–16 Commitments

13.1 Improve neighbourhood house services for the community by designing a purpose-built facility at Fairholm Grove, Camberwell in collaboration with the Camberwell Community Centre.

Community Planning and Development Department

13.2 Create a new public space for the community by completing the development of the civic space at 350 Burwood Road, Hawthorn.

Environment and Sustainable Living Department

13.3 Guide and promote the sustainable management and future development of Boroondara's street tree population by commencing development of a Street Tree Strategy.

Parks and Gardens Department

13.4 Support an increase in University of the Third Age membership and enhance social interaction opportunities by completing an extension of the existing building at Hawthorn.

Projects and Strategy Department

13.5 Ensure the needs of the community are appropriately met in developing the design of the new Community Hub in Balwyn North.

Projects and Strategy Department

Strategy 14

Leisure and sporting facilities

We will manage, develop and improve the City's leisure and sporting assets for long-term sustainability, amenity and public safety.

2015–16 Commitments

14.1 Increase the level of recreation opportunities by undertaking reconstruction works and installation of new sports lighting of the east oval at Gordon Barnard Reserve.

Parks and Gardens Department

14.2 Enhance access to leisure and recreation facilities for the community by completing the construction of the Boroondara Sports Complex.

Projects and Strategy Department



5

Responsible management

Strategic objective

Decision-making in the delivery of high quality services by capable and professional people reflects transparent, accountable and fair practices.

Strategy 15

Governance

We will ensure Council is open, transparent, inclusive and accountable to the community by having sound processes for making and implementing decisions.

2015–16 Commitments

- 15.1 Support the themes and objectives of the Council Plan 2013-17 by preparing the Annual Plan for the 2016-17 financial year.
Finance and Corporate Planning Department
- 15.2 Promote continued statutory compliance with the *Freedom of Information Act 1982* and *Privacy and Data Protection Act 2014* by conducting training across Council.
Governance Department

Strategy 16

Business support

We will continuously improve and implement processes for service delivery and reporting practices.

2015–16 Commitments

- 16.1 Inform service planning and delivery through enhanced stakeholder research by introducing an improved process to initiate research projects and communicate findings across the organisation.
Communications and Engagement Department
- 16.2 Provide an accurate and transparent record of Council's performance to the community through preparing the Annual Report 2014-15 and making this document available to the community and submitting to the Minister for Local Government by 30 September 2015.
Finance and Corporate Planning Department
- 16.3 Enhance responsiveness to residents by implementation of the Customer Relationship Management System and replacing the Electronic Records Management System.
Information Technology Department

Strategy 17

Customer responsiveness

We will support a culture of innovation and improvement to ensure we continue to offer a relevant, responsive and friendly service to the community.

2015–16 Commitments

- 17.1 Redesign our digital presence and online services to deliver a trusted, consistent and respected customer experience.
Communications and Engagement Department
- 17.2 Continue to improve the quality of customer service by conducting a mystery shopping program throughout the organisation and undertake coaching where necessary.
Communications and Engagement Department
- 17.3 Enhance delivery of services to the community by implementing year one actions of the Customer Experience Improvement Strategy.
Innovation Department

Strategy 18

People support and development

We will continuously improve capability for service delivery and ensure that the City of Boroondara is seen as an employer of choice.

2015–16 Commitments

- 18.1 Continue to build capabilities of staff by furthering the implementation of the Human Resource Information System with a focus on performance management and electronic learning.
People, Culture and Development Department
- 18.2 Foster the development of leadership capabilities to enable all leaders to create a culture of innovation and service improvement across Council.
People, Culture and Development Department



Strategic objective

Sound financial and risk management practices are carried out.

Strategy 19**Financial management**

We will provide customer-focused financial management processes, budget systems and valuation practices in accordance with professional standards and legislative requirements.

2015–16 Commitments

- 19.1 Undertake the Municipal Revaluation as at 1 January 2016 within budget and required legislation.
Commercial and Property Services Department
- 19.2 Ensure Council operates within a financially sustainable framework through preparation of the Annual Budget 2016-17 and Strategic Resource Plan in line with statutory requirements and submit for consideration by Council by 30 June 2016.
Finance and Corporate Planning Department
- 19.3 Maintain sound financial practices by completion of the Annual Financial Statements for the year ended 30 June 2015 and receive audit clearance by the legislated timeframe of 30 September each year.
Finance and Corporate Planning Department
- 19.4 Ensure prudent financial management is maintained with appropriate consideration of the proposed Victorian Government Rate Capping Policy for inclusion in Council's Long Term Financial Strategy.
Finance and Corporate Planning Department

Strategy 20**Risk management**

We will provide risk management processes in accordance with the relevant Australian standards and legislative requirements.

2015–16 Commitments

- 20.1 Ensure risk management processes remain aligned with legislative requirements by conducting a review and seeking Council endorsement of the Risk Management Framework.
Commercial and Property Services Department
- 20.2 Ensure the organisation has appropriate processes to receive and consider information about incidents, hazards and risks and to respond in a timely manner, encouraging a culture of open reporting and improvements, through the implementation of Council's OHS incident notification information management system.
People, Culture and Development Department

Local government performance measures

In accordance with the *Local Government Act 1989* Section 131(4), Council is now required to report on its performance against a common suite of indicators.

The measures included in the service performance, financial performance and sustainability capacity indicator tables below will be reported on in Council's Annual Report 2015-16. These indicators will form Council's Performance Statement and be subjected to external audit.

Service performance indicators

Indicator	Description	Measure
Governance		
Satisfaction	Councils make and implement decisions in the best interests of the community.	Satisfaction with Council decisions (community satisfaction rating out of 100 on how Council has performed in making decisions in the interest of the community).
Statutory Planning		
Decision-making	Planning application processing and decisions are consistent with the local planning scheme.	Council planning decisions upheld at VCAT (percentage of planning application decisions subject to review by VCAT and that were not set aside).
Roads		
Satisfaction	Sealed local road network is maintained and renewed to ensure that it is safe and efficient.	Satisfaction with sealed local roads (community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads).
Libraries		
Participation	Library resources are free, accessible and well utilised.	Active library members (percentage of the municipal population that are active library members).
Waste Collection		
Waste diversion	Amount of waste diverted from landfill is maximised.	Kerbside collection waste diverted from landfill (percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill).
Aquatic Facilities		
Utilisation	Aquatic facilities are safe, accessible and well utilised.	Utilisation of aquatic facilities (number of visits to aquatic facilities per head of municipal population).

Service performance indicators – continued

Indicator	Description	Measure
Animal management		
Health and safety	Animal management service protects the health and safety of animals, humans and the environment.	Animal management prosecutions (number of successful animal management prosecutions).
Food safety		
Health and safety	Food safety service protects public health by preventing the sale of unsafe food.	Critical and major non-compliance notifications (percentage of critical and major non-compliance outcome notifications that are followed up by Council).
Home and Community Care (HACC)		
Participation	People are supported to live independently and safely in their own community and home environment.	Participation in HACC service (percentage of the municipal target population that receive a HACC service). Participation in HACC service by CALD people (percentage of the municipal target population in relation to CALD people who receive a HACC service).
Maternal and Child Health (MCH)		
Participation	Councils promote healthy outcomes for children and their families.	Participation in the MCH service (percentage of children enrolled who participate in the MCH service). Participation in the MCH service by Aboriginal children (percentage of Aboriginal children enrolled who participate in the MCH service).



Financial performance indicators

Indicator	Description	Measure
Operating position		
Adjusted underlying result	An adjusted underlying surplus is generated in the ordinary course of business.	Adjusted underlying surplus (or deficit) (adjusted underlying surplus (or deficit) as a percentage of underlying revenue).
Liquidity		
Working capital	Sufficient working capital is available to pay bills as and when they fall due.	Current assets compared to current liabilities (current assets as a percentage of current liabilities).
Unrestricted cash	Sufficient cash that is free of restrictions is available to pay bills as and when they fall due.	Unrestricted cash compared to current liabilities (unrestricted cash as a percentage of current liabilities).
Obligations		
Loans and borrowings	Level of interest bearing loans and borrowings is appropriate to the size and nature of Council's activities.	Loans and borrowings compared to rates (interest bearing loans and borrowings as a percentage of rate revenue). Loans and borrowings repayments compared to rates (interest and principal repayments on interest bearing loans and borrowings as a percentage of rate revenue).
Indebtedness	Level of long term liabilities is appropriate to the size and nature of a councils activities.	Non-current liabilities compared to own source revenue (non-current liabilities as a percentage of own-source revenue).
Asset renewal	Assets are renewed as planned.	Asset renewal compared to depreciation (asset renewal expenses as a percentage of depreciation).
Stability		
Rates concentration	Revenue is generated from a range of sources.	Rates compared to adjusted underlying revenue (rate revenue as a percentage of adjusted underlying revenue).
Rates effort	Rating level is set based on the community's capacity to pay.	Rates compared to property values (rate revenue as a percentage of the capital improved value of rateable properties in the City).





Financial performance indicators – continued

Indicator	Description	Measure
Efficiency		
Expenditure level	Resources are used efficiently in the delivery of services.	Expenses per property assessment (total expenses per property assessment).
Revenue level	Resources are used efficiently in the delivery of services.	Average residential rate per residential property assessment (residential rate revenue per residential property assessment).
Workforce turnover	Resources are used efficiently in the delivery of services.	Resignations and terminations compared to average staff (number of permanent staff resignations and terminations as a percentage of average number of permanent staff).

Sustainable capacity indicators

Indicator	Description	Measure
Own-source revenue	Revenue is generated from a range of sources to fund the delivery of Council services to the community.	Own-source revenue per head of municipal population (own-source revenue per head of municipal population).
Recurrent grants	Revenue is generated from a range of sources to fund the delivery of Council services to the community.	Recurrent grants per head of municipal population (recurrent grants per head of municipal population).
Population	Population is a key driver of a Council's ability to fund the delivery of services to the community.	Expenses per head of municipal population (total expenses per head of municipal population). Infrastructure per head of municipal population (value of infrastructure per head of municipal population). Population density per length of road (municipal population per kilometre of local road).
Disadvantage	Disadvantage is a key driver of a Council's ability to fund the delivery of services to the community.	Relative socio-economic disadvantage (relative socio-economic disadvantage of the City).

Providing service to the community

City Planning

Building Services

- assesses building permit applications, conducts mandatory inspections and issues occupancy permits/final certificates for buildings and structures
- encourages desirable building design outcomes for amenity protection and to maintain consistent streetscapes
- provides property hazard and building permit history information to designers, solicitors, private building surveyors and ratepayers
- conducts property safety inspections including fire safety audits on high risk buildings and pool and spa safety barrier compliance inspections to ensure a safer built environment
- administers and enforces the *Building Act 1993* and regulations including investigation of illegal and dangerous buildings to ensure public and occupant safety.

Local Laws

- delivers proactive patrol programs to maintain and promote safety and harmony within the community
- delivers administrative and field services in parking, amenity and animal management
- processes and issues permits relating to traders, tradespersons, disabled parking, residential parking, animal registrations, excess animals, commercial waste bins, street furniture and other uses of Council-controlled land
- delivers educational programs in responsible pet ownership, road safety, amenity regulation and fire prevention
- develops, implements and reviews appropriate local laws to achieve a safe and liveable environment
- delivery of the School Crossing Supervision Program through the provision of supervision at school crossings and the overall management and administration of the program.

Statutory Planning

- processes and assesses planning applications in accordance with the *Planning and Environment Act 1987*, the Boroondara Planning Scheme and Council policies
- provides advice about development and land use proposals as well as providing information to assist the community in its understanding of these proposals
- investigates non-compliances with planning permits and the Boroondara Planning Scheme and takes appropriate enforcement action when necessary
- defends Council planning decisions at the Victorian Civil and Administrative Tribunal
- administers Council's Tree Protection Local Law and assesses applications for tree removal
- assesses applications to subdivide land or buildings under the *Subdivision Act 1988*.

Strategic Planning

- advocates for and prepares land use policy and standards within the context of Victorian state policy
- promotes sustainable design and development and heritage conservation
- manages the Municipal Strategic Statement
- develops policies and plans to guide land use and development.

Community Development

Community Planning and Development

- aims to enhance the health, wellbeing and safety of residents
- facilitates community connectedness, strengthens community capacity and responds to identified needs through the delivery of a range of programs, partnerships and networking opportunities for Boroondara's community

- works actively within the community on key community development activities, including men's sheds and major projects
- provides support, advice and assistance to neighbourhood houses
- develops policies, strategies and plans that address community priorities
- monitors, forecasts and analyses community change and wellbeing
- undertakes extensive community research on behalf of Council departments and the community
- prepares Council submissions in response to Australian and Victorian government enquiries and advocates on social issues impacting on the community
- manages the Boroondara Community Grants Program of annual and operational triennial grants and the registered rooming house subsidy
- promotes, supports and assists the development of volunteering and civic participation through the Boroondara Volunteer Resource Centre.

Family, Youth and Recreation

- operates the Boroondara Maternal and Child Health, Kindergarten Central Enrolment Scheme, Kew Occasional Child Care, Kew Traffic School, Parent Child Mother Goose program and the Boroondara Youth Resource Centre
- undertakes strategic planning and policy development to facilitate access to active participation opportunities for the Boroondara community
- facilitates training and support for service providers and voluntary committees of management for early years, youth services and sporting activities
- advocates on behalf of young people, children and their families
- provides support and information, activities and programs to young people and their families
- facilitates the development of integrated and coordinated services for children, young people and their families
- supports the inclusion of children into kindergarten and long day care services through the provision of the Preschool Field Officer and inclusion support programs
- facilitates long day care, occasional care and kindergarten services through the provision of 43

- buildings leased to the community and volunteer committees of management
- facilitates community support programs through the provision of annual funding in a deed of agreement with Camcare
- facilitates active participation of the community in physical activity through the provision of facilities and contract management of the Boroondara Leisure and Aquatic Centres, the Boroondara Tennis Centre and Junction Skate and BMX Park
- advocates on behalf of the community to facilitate sport and recreation participation needs
- facilitates recreation and sport activities through the provision of 75 leased facilities to sporting clubs and committees of management
- supports young people's health and wellbeing through delivery of services as part of the Headspace Hawthorn consortium.

Health, Active Ageing and Disability Services

- coordinates public health services including immunisation and environmental health
- provides home support services via the Active Service Model approach including home, personal and respite care, food services and property maintenance
- provides volunteer and community transport, and social support (including events and planned activity groups)
- coordinates emergency management (recovery) across the municipality
- manages Canterbury Memorial Home Units (23 independent living units)
- undertakes strategy and development with a focus on positive ageing and disability (including Metroaccess).

Library, Arts and Cultural Services

- provides a large range of relevant, contemporary library collections and services: in libraries, online and via home library services
- provides welcoming community spaces for individual and group study, reflection, activity and discovery
- promotes, advocates for and supports literacy development, reader development, lifelong learning, creative and intellectual development

- provides family, children and adult library programs and activities
- produces cultural programs and events for the community
- programs and manages cultural facilities at the Town Hall Gallery, Kew Court House and Hawthorn Arts Centre
- provides funding support for community arts and culture groups.

Corporate Services

Commercial and Property Services

- coordinates Audit Committee
- manages procurement and conduct of all public tenders
- manages rates and property services, including Council databases and communication of the rate payment options available to residents
- administers the purchasing system and purchasing card systems including training
- coordinates fleet management
- coordinates the Building and Property Working Group
- handles the administration and leasing of Council's property holdings including the Camberwell Fresh Food Market
- manages all acquisitions and disposals of land for Council
- manages the discontinuance and sales of the right of ways throughout Boroondara
- provides internal audit services to Council
- manages enterprise business risk for the organisation including Council's Crisis Management Plan and department Business Continuity plans
- manages public liability, professional indemnity, motor vehicle and property claims.

Economic Development

- strengthens the viability of local businesses, including strip shopping centres
- facilitates the Boroondara Business Network, the Boroondara Farmers Market and the Hawthorn Craft Market
- supports new and established businesses through training and mentor services

- facilitates regular networking opportunities for the local business community.
- supports and promotes tourism opportunities across the City.

Finance and Corporate Planning

- develops and delivers the annual planning cycle for the Council Plan and Budget
- provides financial operations services including accounts payable
- produces the annual Budget and Long Term Financial Strategy and manages Council's budgeting/forecasting and financial reporting systems
- provides payroll services
- manages Council's reporting system and conducts performance reporting, including the Quarterly Performance Report, Monthly Performance Report, Council's award-winning Annual Report and the Best Value Report
- provides external grant application support for significant project funding opportunities
- coordinates financial analysis and business cases for projects and provides advice on the pricing of services as well as National Competition Policy compliance
- provides financial accounting services
- coordinates external audit.

Information Technology

- coordinates improvement to service delivery to the community and within Council through the use of technology
- ensures effectiveness and reliability of computing and communication systems
- manages Council's corporate information and archival services.

People, Culture and Development

- delivers the functions of occupational health and safety, human resources and organisation development and learning
- provides specialist advice, service and policy development related to human resources and organisation development
- coordinates recruitment, industrial relations, remuneration, award/agreement interpretation and work evaluation

- facilitates and coordinates staff members' professional, leadership and cultural development programs and the Health and Wellbeing Program
- coordinates Council's employee performance management system.

Corporate Solicitor

- monitors and reports on legislative changes and impacts for Council operations
- provides advice on legal and regulatory matters and ad hoc legal advice within the organisation
- delivers training programs to develop Council officers' knowledge of relevant legal issues.

Environment and Infrastructure

Asset Management

- provides proactive inspections on Council assets to ensure service standards are maintained
- provides a corporate Asset Management system to support the ongoing management and renewal of the community's assets
- develops and updates the five-year renewal program for assets
- develops the financial forecast for assets for Council's long-term financial strategy
- promotes occupational health and safety on Council worksites
- manages permits relating to the asset protection local law and stormwater drainage
- implements the Street Lighting Policy
- implements strategies and engineering solutions for drainage issues, planning and subdivision permit referrals and development approvals.

Environment and Sustainable Living

- helps the Boroondara community to live more sustainably in response to emerging environmental challenges (e.g. climate change, water shortage, biodiversity conservation)
- promotes sustainability within built and natural environments in Boroondara
- develops and implements policies and strategies that set direction in environmental management, public space improvements, conservation of natural resources and sustainable development

- provides landscape design and urban design services to promote use, function and enjoyment of outdoor spaces by the community
- builds the capacity of Council to integrate environmental and sustainability issues into our buildings and public space improvements, daily operations and decision-making processes.

Infrastructure Services

- maintains the City's infrastructure including buildings, footpaths and roads, shopping centres, drains, street furniture and signs
- manages waste services, including kerbside bin based waste, green and recycling collections and hard waste collection service
- operates the Boroondara Recycling and Waste Centre.

Parks and Gardens

- manages and maintains Boroondara's parks, gardens and biodiversity sites
- works with over 300 sports clubs, across 23 sports codes at over 100 sports facilities/grounds
- provides streetscape and landscape features including garden beds, traffic management devices and shopping precincts
- provides a significant and highly valued urban forest of street and park trees
- manages and maintains built assets including playgrounds, barbecues, drinking fountains, park furniture, bins, fences and signs
- manages and maintains the Freeway Golf Course.

Innovation

- encourages thinking differently about the problems and opportunities the community faces to create new ways of working together
- develops strategies and approaches to deliver a customer-centric organisation
- supports the delivery of improved customer services online to enable easier online payments and customer requests
- implements the Process Improvement Program focusing on understanding, documenting and improving Council's processes
- focuses on promoting innovation and collaboration in our work through activities such as an online ideas portal, innovation challenges and other events.

Traffic and Transport

- develops, assesses and implements engineering solutions that address the amenity of residential and commercial areas
- implements parking and traffic management strategies
- assesses traffic and parking implications of planning permit and rezoning applications.
- assesses lane and parking bay occupation applications, street party applications and road closure applications
- investigates black spot accident locations and develops remedial treatments
- coordinates and implements sustainable transport initiatives including Car Share, TravelSmart programs and green travel plans
- designs, consults and implements transport projects including on road bicycle lanes, shared paths, road safety initiatives, pedestrian and bicycle improvements, disability access and traffic treatments
- advocates for improvements to public transport and sustainable transport initiatives
- develops feasibility studies and grant applications to state and federal authorities for accident black spot locations and pedestrian and bicycle improvement projects
- provides strategic transport planning advice and develops associated studies
- assesses high and heavy vehicle route applications.

Projects and Strategy

- develops, manages, reports and delivers the approved Environment and Infrastructure Capital Works and Building Renewal Programs ensuring best value for money
- provides project management and technical advice on Council's projects and infrastructure assets
- manages the capital works programs and reporting to successfully deliver projects on time and within budget
- investigates and develops strategic solutions for major stormwater issues, Council buildings and infrastructure assets
- encourages and develops innovative design into quality outcomes.

Communications and Engagement

- ensures a customer first culture is sustained across Council
- provides an in-house advisory service to improve the quality of customer service in all areas of Council
- provides an in-house print and design service
- provides an in-house writing, editing and digital media service
- delivers phone, online, reception and cashiering customer services; introducing digital services via webchat and social media in 2015
- provides a translation service and supports multilingual communications
- enhances and protects Council's reputation
- develops strategic integrated communication plans for key initiatives linked to the Council Plan
- delivers advocacy campaigns in collaboration with the responsible Director, CEO and Councillors
- undertakes a corporate research program to inform improved service outcomes
- offers, creates and maintains a broad range of engagement tools to facilitate the capture of external feedback, including e-kiosks, Boroondara Community Voice Panel and online survey tool.

Governance

- provides counsel to Council, Councillors, the CEO and the Executive Leadership Team
- develops and implements strategies and policies
- manages Freedom of Information, Information Privacy, protected disclosures and internal ombudsman functions
- maintains statutory registers, authorisations and delegations
- administers the conduct of Council elections
- provides administrative and secretarial support to the elected Councillors and Council committees
- provides stewarding and catering services to the Camberwell function rooms
- coordinates civic events and citizenship ceremonies.

Where your rates go

For every \$100 of expenditure Council delivers the following services



Capital Works and Priority Projects
\$30.51



Library, Arts and Cultural Services
\$6.69



Engineering and Traffic
\$2.45



Environment and Waste Management
\$13.45



Planning and Building
\$6.00



Communications and customer service
\$2.41



Health, Aged Community and Family Services
\$13.22



Roads, Footpaths, Safety and Drainage
\$5.81



Rates and Property Services
\$2.28



Parks, Gardens and Sportsgrounds
\$9.15



Local Laws Enforcement
\$5.32



***Leisure and Recreation and Civic Centres**
\$2.18



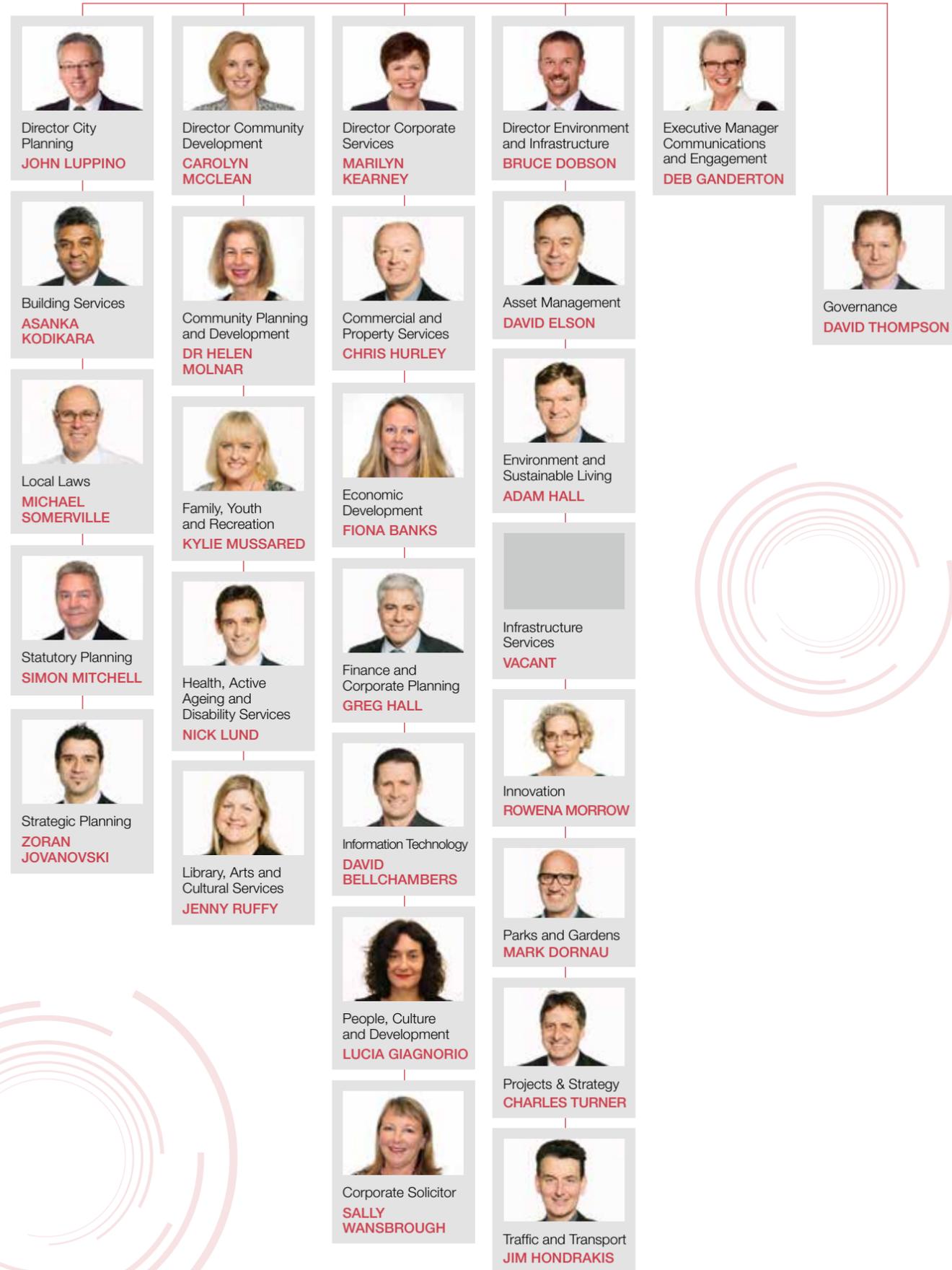
Economic development
\$0.53

*Excludes operating expenditure for five externally managed recreation centres.



Chief Executive Officer
PHILLIP STORER

Our organisation



Integrity

Acting honestly and ethically on all occasions.
Doing what we say we will do.
Ensuring that our service is characterised by openness and transparency.

Collaboration

Working inclusively with others to identify and meet their needs.
Building and sustaining sound relationships.
Encouraging effective engagement and participation.

Accountability

Taking full responsibility for our own decisions and actions.
Being professional, thorough and timely in our service delivery.
Seeking, providing and responding to feedback.

Innovation

Demonstrating foresight and creativity in meeting the challenges of the future.
Nurturing an environment in which innovative thinking is sought, encouraged and valued.
Continuously looking for improvements in our service delivery.

Respect

Treating all customers, stakeholders and colleagues with equality and consideration.
Caring about others and ensuring that they feel valued.
Listening, clarifying and responding appropriately when we communicate with others.

We live these values by displaying strong leadership as we support the community focus on enterprise and wellbeing.

Values



Contact us

General Information

Telephone: **9278 4444**

After hours emergencies: **9278 4444**

Email: boroondara@boroondara.vic.gov.au

Website: www.boroondara.vic.gov.au

Postal address

Private Bag 1

Camberwell VIC 3124

Customer Service centres

Camberwell office

8 Inglesby Road, Camberwell

Hawthorn Arts Centre

360 Burwood Road, Hawthorn

Kew Library

Corner Cotham Road and Civic Drive, Kew

Free interpreting service

9278 4002

For speech or hearing impaired

National Relay Service TTY 13 36 77

Speak and Listen 1300 555 727



BOROONDARA
City of Harmony

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