

Annual Plan

2016-17

The actions we will be undertaking this year.



BOROONDARA
City of Harmony

Contents

Message from the Mayor	5
Our strategic plans	6
Overview of the Council Plan	7
Annual Plan 2016-17	7
Strategic indicators	8
Major initiatives	15
Theme 1 Strong and engaged communities	16
Theme 2 Sustainable environment	21
Theme 3 Enhanced amenity	22
Theme 4 Quality facilities and assets	24
Theme 5 Responsible management	25
Local government performance measures	28
Providing service to the community	34
Where your rates go	41
Our organisation	42
Our values	43

Our councillors

Which ward do you call home? If you are unsure which ward you reside in, phone **9278 4444** or visit boroondara.vic.gov.au/ward-map to find out.



Cr Jim Parke Mayor

Bellevue Ward

Including parts of Kew East and Balwyn North

Ph: 9278 4457

Twitter: @JimParke

jim.parke@boroondara.vic.gov.au



Cr Heinz Kreutz

Lynden Ward

Including parts of Camberwell, Glen Iris and Canterbury

Ph: 9835 7844 or 0438 006 656

heinz.kreutz@boroondara.vic.gov.au



Cr Judith Voce

Cotham Ward

Including Deepdene and parts of Kew, Kew East, Balwyn and Balwyn North

Ph: 9835 7841 or 0409 887 097

judith.voce@boroondara.vic.gov.au



Cr Jane Addis

Maling Ward

Including parts of Canterbury, Surrey Hills and Balwyn

Ph: 9835 7845 or 0409 267 902

jane.addis@boroondara.vic.gov.au



Cr Coral Ross

Gardiner Ward

Including parts of Hawthorn, Hawthorn East, Camberwell and Glen Iris

Ph: 9835 7842 or 0438 005 225

Twitter: @CoraltRoss
coral.ross@boroondara.vic.gov.au



Cr Philip Mallis

Maranoa Ward

Including parts of Balwyn, Balwyn North and Mont Albert

Ph: 9835 7846 or 0418 564 410

Twitter: @philipmallis
philip.mallis@boroondara.vic.gov.au



Cr Steve Hurd

Glenferrie Ward

Including parts of Hawthorn and Hawthorn West

Ph: 9835 7849 or 0417 708 182

steve.hurd@boroondara.vic.gov.au



Cr Kevin Chow

Solway Ward

Including parts of Ashburton and Glen Iris

Ph: 9835 7847 or 0427 544 328

Twitter: @kevinchow01
kevin.chow@boroondara.vic.gov.au



Cr Jack Wegman

Junction Ward

Including parts of Hawthorn East, Camberwell and Canterbury

Ph: 9835 7843 or 0438 011 665

jack.wegman@boroondara.vic.gov.au



Cr Phillip Healey

Studley Ward

Including parts of Kew and Kew East

Ph: 9835 7848 or 0437 374 773

phillip.healey@boroondara.vic.gov.au

Message from the Mayor

It takes a true partnership to run a great City. I am pleased to say that we have such a partnership here in Boroondara - a partnership between citizens, elected representatives and committed, professional staff.

We take great pride in the planning that has gone into the 2013-17 Council Plan which sets out our vision and priorities for the City, and the 2016-17 Annual Plan which sets out what we will deliver this year. To get the whole picture this plan should be read with the Council Plan. All plans are available on our website.

We share the community's expectation that we manage our financial resources prudently and that we get value for the money we spend. To do this, we are looking at our operations and processes to make sure they meet expectations in an efficient and cost-effective way.

We expect to be debt free by 2026, as we are paying off our loans faster, and making significant interest payment savings. Of note we have reduced debt by \$9.77 million during this Council's term.

We are transforming the way we work to be part of an increasingly digital world and to keep up with changing community expectations. We are investing significant sums of money in this transformation program and we need your help to make sure that it is meeting real needs. There will be many opportunities for you to test our online services and information this year and we ask that you work with us to make our digital presence the best it can be.

We continue our investment in the infrastructure of the City and maintain our commitment to building a better City now and for the future.

Significant construction projects for this year include:

- \$5.5 million on construction of the North East Community Hub (\$17.3 million total to be completed in 2017-18)
- \$4.2 million on construction of the Balwyn Library redevelopment (\$7.7 million total to be completed in 2017-18)

“ We are transforming the way we work to be part of an increasingly digital world and to keep up with changing community expectations. ”

Some major initiatives include:

- \$3.3 million on improving Council's online services
- \$853,000 on improvements to our shopping centres
- \$250,000 on reducing greenhouse gas emissions from Council buildings (three year project with a total of \$2 million)
- \$250,000 on a Boroondara-wide heritage assessment (five year project with a total of \$1.3 million).

Our commitment to providing services to residents remains strong as evidenced by:

- \$8.1 million to be spent on library services to provide seven day a week service across the City
- \$13.4 million will be spent on aged, disability and health services. Services include immunisation, aged care and disability support for vulnerable members of our community
- \$4.7 million will be spent on families and youth services such as maternal and child health and the Headspace Hawthorn consortium.

Accountability is vital to achieve the level of trust and respect needed to run a City effectively. We report on every commitment made in this plan and our financial performance to our community and to the Auditor General. All of our Annual Reports are publicly available on our website.

This is your City, your workplace and your community. I am very proud to be part of all three.

Cr Jim Parke
Mayor



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 has been developed. The Annual Plan details actions and initiatives for each 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.

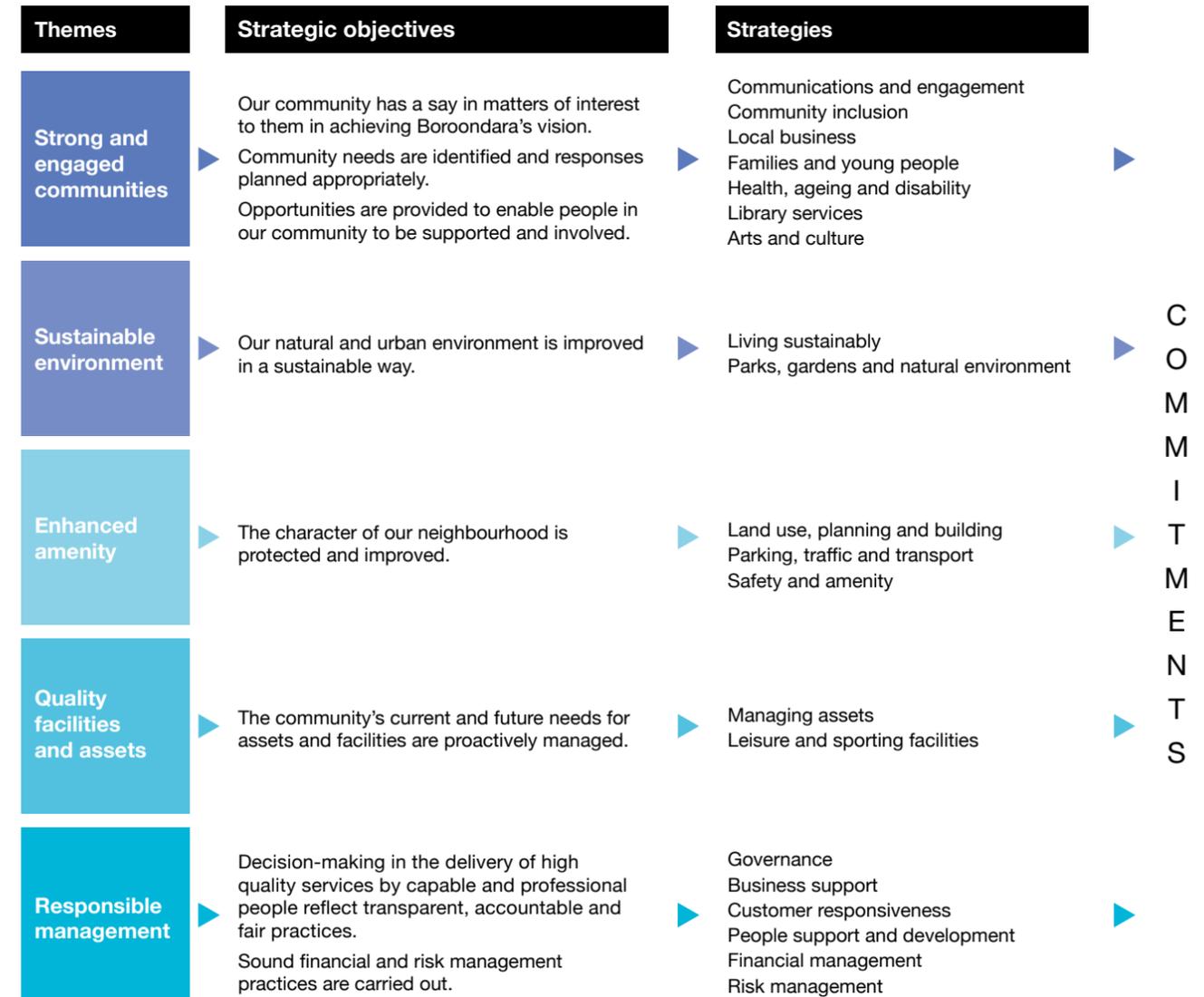


The themes are supported by eight strategic objectives and 20 strategies. For each theme, major initiatives have been identified to be completed in 2016-17. Additionally, commitments to be actioned during the 2016-17 financial year have been identified for each strategy.

Details of the major initiatives and commitments are included in this Annual Plan 2016-17. As the guiding documents for the administration the Council Plan 2013-17 and Annual Plan 2016-17 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 for the 2013-17 period.



Annual Plan 2016-17

The Annual Plan 2016-17 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.



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	2016-17 Target	Department
Percentile ranking of community satisfaction with consultation and engagement measured through the Victorian Government Community Satisfaction Survey.	The 2014-15 actual was 62.	64	Communications and Customer Experience

Strategic objective: community needs are identified and responses planned appropriately

Performance measure	Context	2016-17 Target	Department
Development of community focused Council policies, strategies and plans are informed by the assessment of community needs.	This was a new measure for 2015-16.	100%	All departments

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

Performance measure	Context	2016-17 Target	Department
Number of members of the Boroondara Business Network.	The 2014-15 actual was 1,910.	1,900	Economic Development
Percentage of users satisfied with training and support initiatives for local business.	The 2014-15 actual was 80%.	80%	Economic Development
Number of young people attending Youth Services' programs or services.	The 2014-15 actual was 3,661.	3,500	Family, Youth and Recreation

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

Performance measure	Context	2016-17 Target	Department
Proportion of infants born that receive primary immunisations.	The 2014-15 actual was 92%.	90%	Health, Active Ageing and Disability Services
Participant satisfaction with Boroondara Maternal and Child Health service.	The 2014-15 actual was 99%.	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 2015 was 100%.	100%	Health, Active Ageing and Disability Services
Percentage of clients satisfied with Home and Community Care services.	The 2014-15 actual was 95%.	92%	Health, Active Ageing and Disability Services
Percentage satisfaction of hire facilities for events at the Kew Court House.	The 2014-15 actual was 95%. Due to minor works being undertaken at Kew Court House, it is anticipated that satisfaction of hire facilities may decrease slightly.	92%	Arts and Cultural Services
Percentage of Boroondara residents who are active borrowers.	The 2014-15 actual was 30%. Due to the temporary relocation of the Balwyn Library it is anticipated that participation may decrease slightly in 2016-17.	28%	Library 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 for 2015-16.	4,500,000	Library Services
Number of community events programmed by Arts and Culture.	The 2014-15 actual was 119. The 2014-15 actual was higher due to the first year of programming at the Hawthorn Arts Centre, the start of a dedicated community cultural development program, and the one-off Gallipoli and Beyond project to mark the centenary of the Gallipoli landing and World War One.	85	Arts and Cultural Services



2. Sustainable environment

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

Performance measure	Context	2016-17 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.	<p>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.</p> <p>The target reflects a reduction in underlying emissions partly offset by the impact of expanded service delivery through Council facilities.</p> <p>The 2014-15 actual was 23,604 tCO₂e.</p> <p>Note: The information is reported with a one year lag.</p>	Less than 23,300 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.	<p>The 2014-15 actual was 50%.</p> <p>Consistent with the target set for 2015-16, the target for 2016-17 reflects a trend in the broader sector of lower weights in recycling bins due to less paper and lighter plastic and glass containers. This indicator will be further reviewed through development of the updated Waste Minimisation and Recycling Strategy in 2016-17.</p>	48%	Infrastructure Services
Customer Satisfaction Survey measures user satisfaction with a range of parks in Boroondara, benchmarked with 17 other councils.	The 2014-15 actual was 80%.	80%	Parks and Gardens

3. Enhanced amenity

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

Performance measure	Context	2016-17 Target	Department
Percentage of building permits approved within 30 days.	The 2014-15 actual was 93%.	95%	Building Services
Percentage of planning applications processed within 60 days.	The 2014-15 actual was 76%.	75%	Statutory Planning
Percentage of graffiti removed from Council owned assets within 48 hours of notification.	The 2014-15 actual was 93%.	95%	Infrastructure Services

Did you know that the Maranoa Gardens is one of the oldest Australian Native botanical gardens in Australia?

4. Quality facilities and assets

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

Performance measure	Context	2016-17 Target	Department
Percentage completion of six monthly defect inspections on Council roads and footpaths in higher risk locations.	The 2014-15 actual was 100%.	99%	Asset Management
Percentage of capital projects completed at the conclusion of the financial year (based on number of projects).	The 2014-15 actual was 93%. 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 2014-15 actual was 93%. 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
Number of proactive strip shopping centre maintenance inspections completed.	The 2014-15 actual was 162.	150	Infrastructure Services
Percentage of users satisfied with the Boroondara leisure and aquatic centres.	The 2014-15 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	2016-17 Target	Department
Percentage of Freedom of Information requests responded to within prescribed timeframes.	The 2014-15 actual was 100%.	100%	Governance
Percentage of electronic document management system action requests completed within service charter timeframes.	The 2014-15 actual was 93%.	92%	Information Technology
Average time callers wait before their call is answered.	The 2014-15 actual was 37 seconds. By comparison the industry average is 60 seconds.	< 45 seconds	Communications and Customer Experience
WorkCover employer performance rating.	The 2014-15 actual was 0.72.	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	2016-17 Target	Department
Adjusted Working Capital - measures the ability to pay existing liabilities in the next 12 months.	The 2014-15 actual was 1.80 to 1.	> 1.20 to 1	Finance and Corporate Planning
Indebtedness - measures total borrowings as a percentage of rate revenue.	The 2014-15 actual was 37.40%.	* 29.68%	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 2014-15 actual was 1.76.	* 1.31	Finance and Corporate Planning
Percentage completion of Audit Committee Annual Plan.	The 2014-15 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

* 2016-17 ratio calculations differ to the 2014-15 year.
The new calculations are in accordance with *Local Government Planning and Reporting Regulations 2014*

Major initiatives

Theme	Initiative
Strong and engaged communities	1.1 Improve Council's capacity to better meet community needs by engaging the community to help determine capital works priorities for unallocated funds for capital projects, through a participatory budget program. Communications and Customer Experience Department
	2.1 Plan for the health and wellbeing needs of the community by undertaking the public consultation for the development of the draft Boroondara Public Health and Wellbeing Plan 2017-21. Community Planning and Development Department
	6.1 Address the changing needs of the community by implementing the agreed 2016-17 outcomes from the library services opening hours review. Library Services Department
Sustainable environment	8.2 Continue to provide and further enhance effective and efficient waste services through developing the Waste Minimisation and Recycling Strategy. Infrastructure Services Department
	8.3 Establish an Energy Performance Contract (EPC) to reduce greenhouse gas emissions from Council's large buildings through investment in cost effective low emissions technologies and energy efficiency upgrades/retrofits. Environment and Sustainable Living Department
Enhanced amenity	10.4 Protect the City's heritage by undertaking the 2016-17 actions of a City-wide heritage assessment of all areas not currently subject to a heritage overlay in the Boroondara Planning Scheme. Strategic Planning Department
	12.2 Enhance our laneways to become vibrant places that contribute to the amenity and public realm of the City's shopping centres by completing the 2016-17 planned works of the Camberwell Junction Laneway Pilot project. Environment and Sustainable Living Department
Quality facilities and assets	13.1 Create a new public space for the community by starting construction of the North East Community Hub. Projects and Strategy Department
	13.2 Ensure the local community has access to a contemporary library with attractive and appealing spaces to meet, read and study by starting construction for the renewal and extension of Balwyn Library. Projects and Strategy Department
	13.3 Preserve, maintain and renew Boroondara's significant tree assets by completing the development of the Boroondara Tree Strategy. Parks and Gardens Department
Responsible management	15.1 Conduct the 2016 Council Election including the development and implementation of the Councillor induction program to familiarise the newly elected Council with their roles and responsibilities, and the key issues, tasks and decisions before Council at the outset of their term. Governance Department
	17.2 Re-develop the City of Boroondara website with users to deliver an improved online experience that is easily navigable and customer focused. Innovation and Business Transformation Department



The Casserole Club is a great example of connecting people in Boroondara.

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.

2016–17 Commitments

1.1 Improve Council’s capacity to better meet community needs by engaging the community to help determine capital works priorities for unallocated funds for capital projects, through a participatory budget program.

Communications and Customer Experience Department

1.2 Deliver on community expectations for communication and engagement by implementing year one actions identified in the Communications Channel Strategy.

Communications and Customer Experience Department

1.3 Deliver high quality, effective engagement and customer responsiveness in an increasingly digital world by developing a communications and customer responsiveness service model and three-year workforce plan.

Communications and Customer Experience 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.

2016–17 Commitments

2.1 Plan for the health and wellbeing needs of the community by undertaking the public consultation for the development of the draft Boroondara Public Health and Wellbeing Plan 2017-21.

Community Planning and Development Department

2.2 Investigate short-term volunteering opportunities in the City of Boroondara, and develop a pilot project, to increase opportunities for residents to contribute to community life.

Community Planning and Development 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.

2016–17 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 Improve the vitality of the City’s shopping centres and support a festive community spirit by implementing the fourth year actions of the Christmas in Boroondara program.

Economic Development 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.

2016–17 Commitments

- 4.1 Establish a database of physical activity opportunities for older adults and promote to the community through a range of channels tailored to the communication preferences of older adults.
Family, Youth and Recreation Department
- 4.2 Increase the accessibility of facilities for families and young people by investigating an appropriate location to develop a skate and BMX facility in the northern part of the City.
Family, Youth and Recreation Department
- 4.3 Strengthen a coordinated service system for young people by facilitating a Youth Providers Conference.
Family, Youth and Recreation Department
- 4.4 Identify program, forum and partnership opportunities for children, young people and their families which promote health and wellbeing.
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.

2016–17 Commitments

- 5.1 Advocate for the needs of people with a disability in Boroondara by implementing the year three actions in the MetroAccess Community Building Plan.
Health, Active Ageing and Disability Services Department
- 5.2 Create stronger communities and foster intergenerational contact by implementing the year three actions of the Creating an Age-friendly Boroondara 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.

2016–17 Commitments

- 6.1 Address the changing needs of the community by implementing the agreed 2016-17 outcomes from the library services opening hours review.
Library Services Department
- 6.2 Continue to provide quality library services for the community through the provision of temporary Branch Library Services during the redevelopment works at the Balwyn Library.
Library 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.

2016–17 Commitments

- 7.1 Enhance arts and cultural program delivery through the installation of acoustic treatment in the Community Arts Space at the Hawthorn Arts Centre to minimise noise transference during events.
Arts and Cultural Services Department
- 7.2 Strengthen relationships with local school communities to increase the reach of arts and cultural experiences, foster long term appreciation and ongoing involvement in young people.
Arts and Cultural Services Department
- 7.3 Respond to community arts and cultural needs identified through the Boroondara Arts Plan by delivering the year two actions.
Arts and Cultural Services Department
- 7.4 Promote community awareness of Arts and Culture services, programs and facilities through the preparation of a strategic marketing plan to support the delivery of the Boroondara Arts Plan objectives.
Arts and Cultural Services Department



The Boroondara farmers market provides customers with the opportunity to talk directly to growers or producers.

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.

2016–17 Commitments

8.1 Celebrate and promote the many benefits of sustainable living by delivering the 2016 Sustainable Living Festival in conjunction with the Boroondara Farmers Market.

Environment and Sustainable Living Department

8.2 Continue to provide and further enhance effective and efficient waste services through developing the Waste Minimisation and Recycling Strategy.

Infrastructure Services Department

8.3 Establish an Energy Performance Contract (EPC) to reduce greenhouse gas emissions from Council's large buildings through investment in cost effective low emissions technologies and energy efficiency upgrades/retrofits.

Environment and Sustainable Living Department

Strategy 9

Parks, gardens and natural environment

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

2016–17 Commitments

9.1 Maintain and enhance Boroondara's significant biodiversity assets by implementing the 2016-17 actions of the Biodiversity 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.

2016–17 Commitments

- 10.1 Encourage the provision of greater housing diversity whilst enhancing and protecting our community's liveability and environment through the monitoring and review of the application of the residential zones, with an emphasis on protecting neighbourhood character.
Strategic Planning Department
- 10.2 Enhance the functionality, amenity and economic viability of the City through the Camberwell Junction Structure Plan review.
Strategic Planning Department
- 10.3 Inform and educate the community on the regulations that apply to the construction of boundary fences and Council's jurisdiction when asked to intervene in disputes between neighbours.
Building Services Department
- 10.4 Protect the City's heritage by undertaking the 2016-17 actions of a City-wide heritage assessment of all areas not currently subject to a heritage overlay in the Boroondara Planning Scheme.
Strategic Planning Department
- 10.5 Investigate and implement proactive measures to limit amenity impacts on the community arising from major construction sites.
Statutory Planning Department



Did you know that the Camberwell Junction laneway project is getting a further funding boost this year?

Strategy 11

Parking, traffic and transport

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

2016–17 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 Ensure appropriate responses to traffic conditions by completing the review of the Traffic Management Policy.
Traffic and Transport Department
- 11.3 Maximise the efficiency of the community's parking facilities by completing the review of the Parking 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.

2016–17 Commitments

- 12.1 Develop recommendations to improve the level of safety for pedestrians and cyclists, using the Gardiners Creek Trail, by undertaking a safety audit.
Traffic and Transport Department
- 12.2 Enhance our laneways to become vibrant places that contribute to the amenity and public realm of the City's shopping centres by completing the 2016-17 planned works of the Camberwell Junction Laneway Pilot project.
Environment and Sustainable Living Department
- 12.3 Improve the vitality of our local strip shopping centres by delivering streetscape improvements works at Willsmere Village, Hartwell and South Camberwell shopping centres.
Environment and Sustainable Living Department
- 12.4 Protect the amenity of the City by undertaking a review of the Amenity Local Law to clarify and improve its operation.
Local Laws Department
- 12.5 Enhance the on-road bicycle network through infrastructure improvements, advocacy and seeking relevant funding opportunities.
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.

2016–17 Commitments

- 13.1 Create a new public space for the community by starting construction of the North East Community Hub.
Projects and Strategy Department
-
- 13.2 Ensure the local community has access to a contemporary library with attractive and appealing spaces to meet, read and study by starting the construction for the renewal and extension of Balwyn Library.
Projects and Strategy Department
-
- 13.3 Preserve, maintain and renew Boroondara's significant tree assets by completing the development of the Boroondara Tree Strategy
Parks and Gardens Department
-
- 13.4 Improve the management of flooding hazards by completing flood mapping of catchment areas, which will inform future inclusion of flood-affected areas in a Special Building Overlay (SBO).
Projects and Strategy Department
-
- 13.5 Implement strategies for the development and ongoing renewal of Council's assets through the update and development of asset management plans for drainage and buildings.
Asset Management 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.

2016–17 Commitments

- 14.1 Provide high quality sporting facilities for local residents by renewing/upgrading sporting pavilions, including Camberwell United Tennis Club and Hawthorn Bowls Club.
Parks and Gardens 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.

2016–17 Commitments

- 15.1 Conduct the 2016 Council Election including the development and implementation of the Councillor induction program to familiarise the newly-elected Council with their roles and responsibilities, and the key issues, tasks and decisions before Council at the outset of their term.
Governance Department
-
- 15.2 Develop and implement a procedural framework for infringement reviews which reflects consistency with relevant legislation and offers effective guidance on process and decision-making.
Local Laws Department
-
- 15.3 Following the 2016 General Election, review all Councillor-specific policies to ensure currency, accuracy and relevance to the new Council.
Governance Department

Strategy 16

Business support

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

2016–17 Commitments

- 16.1 Further enhance Council's online service delivery through the continued implementation of the Customer Relationship Management System (Phase 2) including access through mobile devices.
Information Technology Department
-
- 16.2 Provide an accurate and transparent record of Council's performance to the community through preparing the Annual Report 2015-16 and submitting to the Minister for Local Government by 30 September 2016.
Finance and Corporate Planning Department
-
- 16.3 Prepare the Council Plan 2017-21 in line with community priorities and statutory requirements and submit to Council for consideration by 30 June 2017.
Finance and Corporate Planning Department

Pop up council shops were trialled in Balwyn North and Ashburton. They were such a success that we'll roll out more to the city this year.



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.

2016–17 Commitments

- 17.1 Enhance delivery of services to the community by implementing year-two actions of the Customer Experience Improvement Strategy.

Innovation and Business Transformation Department

- 17.2 Re-develop the City of Boroondara website with users to deliver an improved online experience that is easily navigable and customer focused.

Innovation and Business Transformation Department

- 17.3 Delivery of a Pop Up Council program at community festivals and prominent community activities/ locations, as voted by the community as the preferred innovation project at the 2015 Community Innovation Tournament.

Communications and Customer Experience 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.

2016–17 Commitments

- 18.1 Enhance staff members' service capabilities by investigating future leadership development and corporate learning opportunities in line with the Boroondara Customer First program and other organisational priorities.

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.

2016–17 Commitments

- 19.1 Ensure Council operates within a financially sustainable framework through preparation of the Annual Budget 2017-18 and Strategic Resource Plan in line with statutory requirements and submit for consideration by Council by 30 June 2017.

Finance and Corporate Planning Department

- 19.2 Maintain sound financial practices by completion of the Annual Financial Statements for the year ended 30 June 2016 and receive audit clearance by the legislative time frame of 30 September each year.

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.

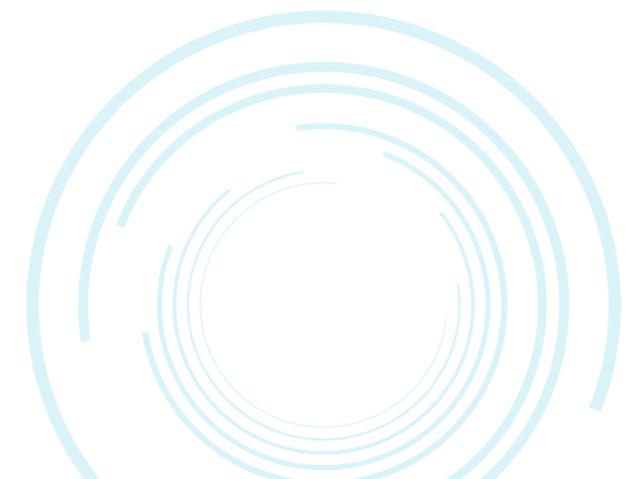
2016–17 Commitments

- 20.1 Develop appropriate responses to risks facing Council by delivering the 2016-17 actions identified in the Occupational Health and Safety Strategy.

People, Culture and Development Department

- 20.2 Prepare a three-year Strategic Internal Audit Plan for consideration by the Audit Committee and adoption by Council, giving consideration to identified strategic risks, good corporate governance and sound financial management.

Commercial and Property Services 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 upon in Council's Annual Report 2016-17. These indicators will form Council's Performance Statement and be the subject of external audit.

Service performance indicators

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).
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).
Food safety		
Health and safety	Food safety service protects public health by preventing the sale of unsafe food.	Critical and major non-compliance outcome notifications (percentage of critical and major non-compliance outcome notifications that are followed up by Council).
Governance		
Satisfaction	Councils make and implement decisions in the best interest of the community.	Satisfaction with Council decisions (community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community).
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).
Libraries		
Participation	Library resources are free, accessible and well utilised.	Active library members (percentage of the municipal population that are active library members).



Did you know that we have over 1,032,400 visits to our libraries a year?

Service performance indicators – continued

Indicator	Description	Measure
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).
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).
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).
Waste collection		
Waste diversion	Amount of waste diverted from landfill is maximised.	Kerbside collection waste diverted from landfill (percentage of waste, recyclables and green organics collected from kerbside bins that is diverted from landfill).

Financial performance indicators

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 the average number of permanent staff).
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).



We will continue to conduct programs and raise awareness to encourage residents to recycle and reuse to help avoid waste going to landfill.

Financial performance indicators – continued

Indicator	Description	Measure
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 Council's 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).
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).
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 municipality).

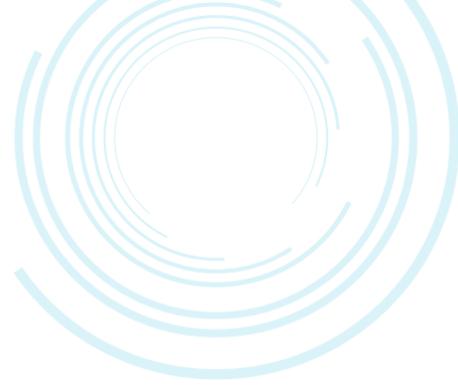
Sustainable capacity indicators

Indicator	Description	Measure
Own-source revenue	Revenue is generated from a range of sources in order to fund the delivery of 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 in order to fund the delivery of 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 municipality).

Boroondara is home to a number of leisure and aquatic facilities with 2.57 million visits last year.



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

Arts and Cultural Services

- produces community arts programs, including participatory workshops, art exhibitions and performing arts events for the community
- programs and manages Council's art facilities at the Town Hall Gallery, Kew Court House and Hawthorn Arts Centre

- provides flexible spaces for community hire, whether meetings, community events, private bookings or conference facilities
- provides funding support for community arts and culture groups.

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 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, sport and recreation clubs and organisations
- facilitates the development of integrated and coordinated services for children, young people and their families, sport and recreation clubs and organisations
- supports the inclusion of children into four-year old kindergarten and long day care services through the provision of the Preschool Field Officer program
- 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 participation opportunities by 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
- leases 87 facilities to sporting clubs and early years committees of management
- supports young people's health and wellbeing through delivery of services as part of the Headspace Hawthorn consortium
- facilitates participation opportunities for the Boroondara community in sport and recreation.

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 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.

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
- manages 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
- manages the development and implementation of the Economic Development and Tourism Strategy for Council
- facilitates the Boroondara Business Network, the Boroondara Farmers Market, the Hawthorn Craft Market and supports the marketing for the Camberwell Fresh Food Market and the Camberwell Sunday 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 municipality
- delivers the City-wide Christmas in Boroondara program.

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, and the Annual Report incorporating 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.



Boroondara festivals bring many people to our shopping strips. Approximately 75,000 people attend the Glenferrie Road Festival.

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
- manages bookings, events and applications associated with Boroondara's parks, gardens, reserves, sportsgrounds and pavilions

- 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
- maintains 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.

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.

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, green travel plans, Boroondara Active and Safe Schools and a variety of active transport programs
- 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.

Communications and Customer Experience

- 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, design, video, social media and online publishing 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
- 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 surveys.



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.

Innovation and Business Transformation

- encourages thinking differently about how Council delivers services to the community more efficiently and effectively
- develops strategies and approaches to transform Council into a customer-centric organisation
- develops the new digital services platform to enable Council to significantly expand the services offered online, such as online payments and service 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.



Our Community Innovation Tournament drew people together from different sectors and professions providing new ways of shaping our community together.

Where your rates go

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



Capital Works and Priority Projects
\$32.70



Library, Arts and Cultural Services
\$6.71



Engineering and Traffic
\$2.38



Environment and Waste Management
\$12.81



Planning and Building
\$5.93



Communications and customer service
\$2.11



Health, Aged Community and Family Services
\$12.63



Roads, Footpaths, Safety and Drainage
\$5.21



Rates and Property Services
\$2.19



Parks, Gardens and Sportsgrounds
\$9.03



Local Laws Enforcement
\$5.57



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



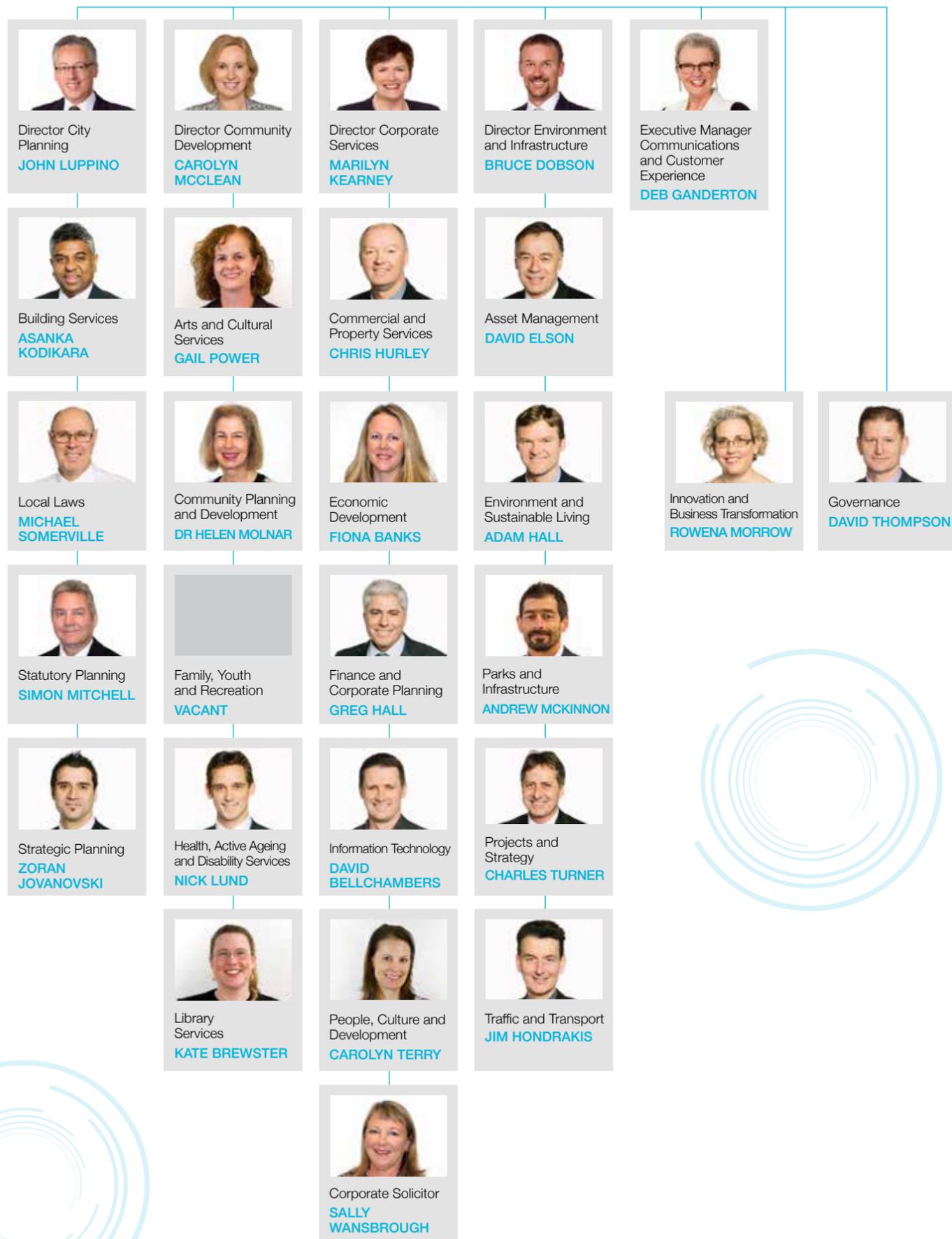
Economic development
\$0.55

*Excludes operating expenditure for five externally managed recreation centres.

Our organisation



Chief Executive Officer
PHILLIP STORER



Our values

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

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.

Contact us

Telephone: 9278 4444

Email: boroondara@boroondara.vic.gov.au

Website: www.boroondara.vic.gov.au

Postal address: Private Bag 1, Camberwell VIC 3124

 [/boroondaracouncil](https://www.facebook.com/boroondaracouncil)  [/boroondara](https://twitter.com/boroondara)  [/boroondara](https://www.youtube.com/boroondara)

