



COUNCIL PLAN

JUNE 2012



As we continue to progress the development of a range of projects and facilities, we are shaping the future for our city. This impacts on the shaping of our environment, our lifestyles, our culture, our social opportunities and our economy. This update of the Council Plan 2009–14 and the Budget 2012–13 ensures that we prepare for a sustainable future.

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# Message from the Mayor

In 2009 – the first full year of the currently-elected Council – we made a commitment to invest in our community's future in the face of a global economic crisis. We also committed to sustaining our environment and supporting the diverse and changing face of our City. As Mayor at the end of the current's Council's term, I am proud to say we have not only followed through with these commitments, but provided a solid foundation for the next Council to build upon.

We have embarked on a much-needed but also exciting, \$200 million infrastructure program – with the community participating at every opportunity. In these times of inevitable population growth, renewal and rapid change, we must not lose sight of the need to revitalise the City's existing and ageing assets. The cornerstones of this program have included redeveloping the Kew Recreation Centre last year and transforming the Kew Court House into a magnificent cultural centre. The new Hawthorn Community Precinct will provide a range of services for children, families and the older community. A new state-of-the-art Camberwell Library is also scheduled to open this year. Then there is the Hawthorn Town Hall Precinct, which is set to be converted into a new heritage-inspired arts and cultural space, the Ashburton Library and Learning Centre project, and the new Hawthorn Aquatic and Leisure Centre, all set to be completed by the end of 2013. These much-needed community projects have been designed in partnership with the community and will benefit people throughout our City for generations to come. They are well-designed assets which promise to improve the health, happiness and cultural awareness of the people of Boroondara – the driving force behind this Council.

So, as the sun sets on our term, we can safely say that the next Council will inherit a City with a decidedly bright future.



Cr Heinz Kreutz  
Mayor

# Message from the CEO

The City of Boroondara is a great place to live in Australia. It takes a great team to help make this happen.

I am proud to lead an innovative and professional workforce dedicated to delivering on Council's vision of fostering a vibrant and liveable City. The Council Plan provides the direction that turns our vision into a reality. At Boroondara, we pride ourselves in serving the Council and community by providing services, facilities, support and advocacy to benefit people at all life stages. This document outlines how we will deliver that to the people of Boroondara.

The key directions of our Council Plan offer a concise overview of what we are striving to achieve. They are: Strengthening communities, Enhancing the environment, Ensuring liveability and amenity, and Providing facilities and assets. The Council Plan also takes into consideration the community's long-term vision, Our Boroondara – Our City Our Future, which was created in 2008 and sets our City's long-term vision as we edge towards 2028. It also considers our long-term financial strategy and budget – the financial plan that makes our work possible.

It is both a privilege and a significant responsibility to work with Council and the community to make Boroondara a better place and to keep what is valued. We hope you enjoy reading the Council Plan, as it offers an insight into the work we do and the outcomes we are striving to achieve.



**Phil Storer**  
Chief Executive Officer



# Vision

A vibrant, liveable city which fosters the cultural, environmental, economic and personal wellbeing of our community.

# Mission

To provide services, facilities, support and advocacy to enable our community to further its sense of place and feeling of connectedness.



# Values

Our values	What it means
Integrity	<p>Acting honestly and ethically on all occasions.</p> <p>Doing what we say we will do.</p> <p>Ensuring that our service is characterised by openness and transparency.</p>
Collaboration	<p>Working inclusively with others to identify and meet their needs.</p> <p>Building and sustaining sound relationships.</p> <p>Encouraging effective engagement and participation.</p>
Accountability	<p>Taking full responsibility for our own decisions and actions.</p> <p>Being professional, thorough and timely in our service delivery.</p> <p>Seeking, providing and responding to feedback.</p>
Innovation	<p>Demonstrating foresight and creativity in meeting the challenges of the future.</p> <p>Nurturing an environment in which innovative thinking is sought, encouraged and valued.</p> <p>Continuously looking for improvements in our service delivery.</p>
Respect	<p>Treating all customers, stakeholders and colleagues with equality and consideration.</p> <p>Caring about others and ensuring that they feel valued.</p> <p>Listening, clarifying and responding appropriately when we communicate with others.</p>

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

# Our Councillors



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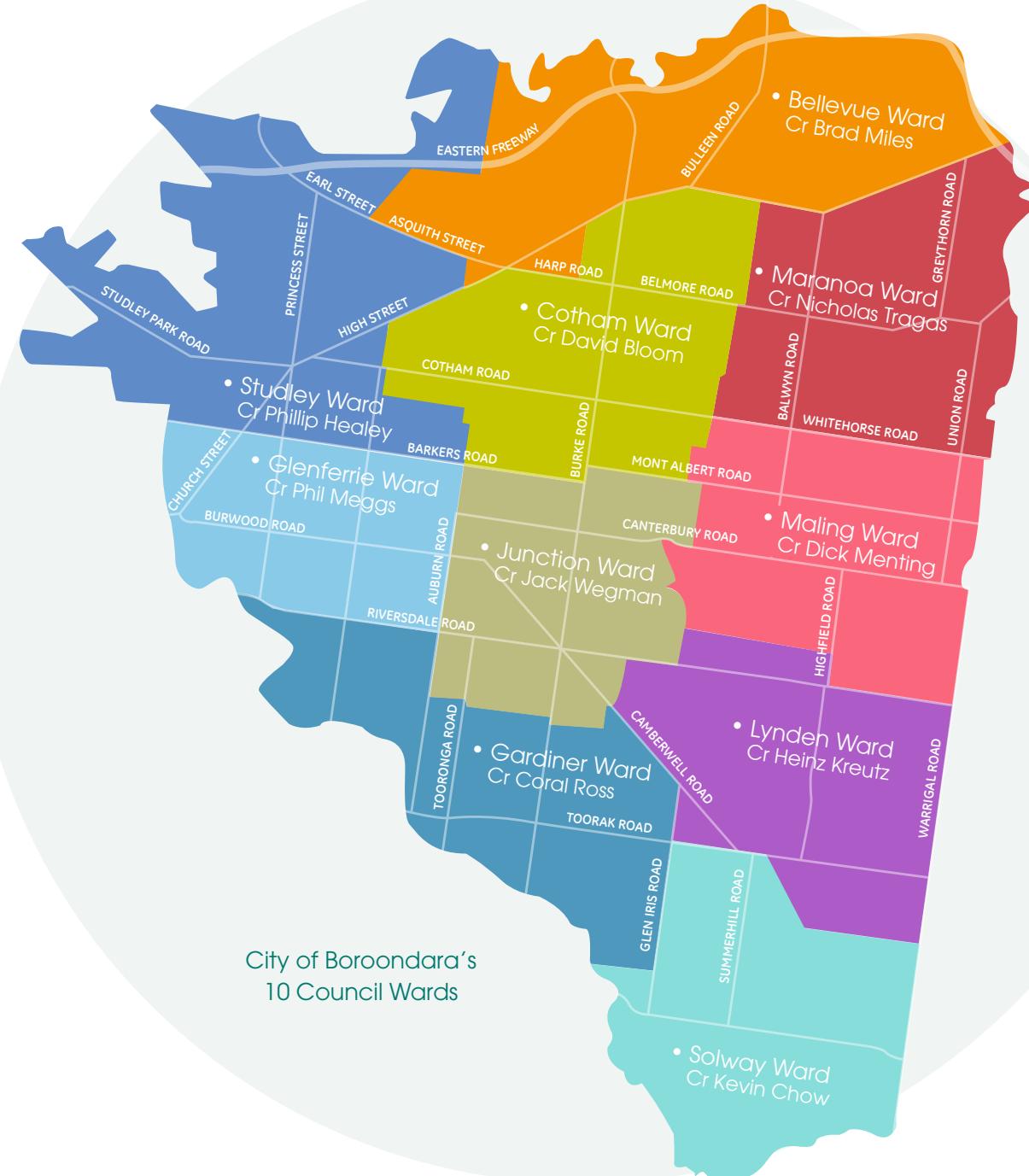
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# The Boroondara community

The City of Boroondara includes the suburbs of Ashburton, Balwyn, Balwyn North, Camberwell, Canterbury, Deepdene, Hawthorn, Hawthorn East, Kew and Kew East, and parts of the suburbs of Glen Iris and Surrey Hills.



## Population

Boroondara has an estimated residential population of 169,507 people and is one of the largest local governments in Victoria. Compared to the Melbourne average, we have a similar proportion of young people, but a larger proportion of people aged over 60 years. Within Boroondara, 24% of the population are aged between 0 and 19 years, and 19% are aged 60 years and over. We have the second largest population of people aged 85 years and over, with 3.5% of the population needing assistance with daily living tasks.

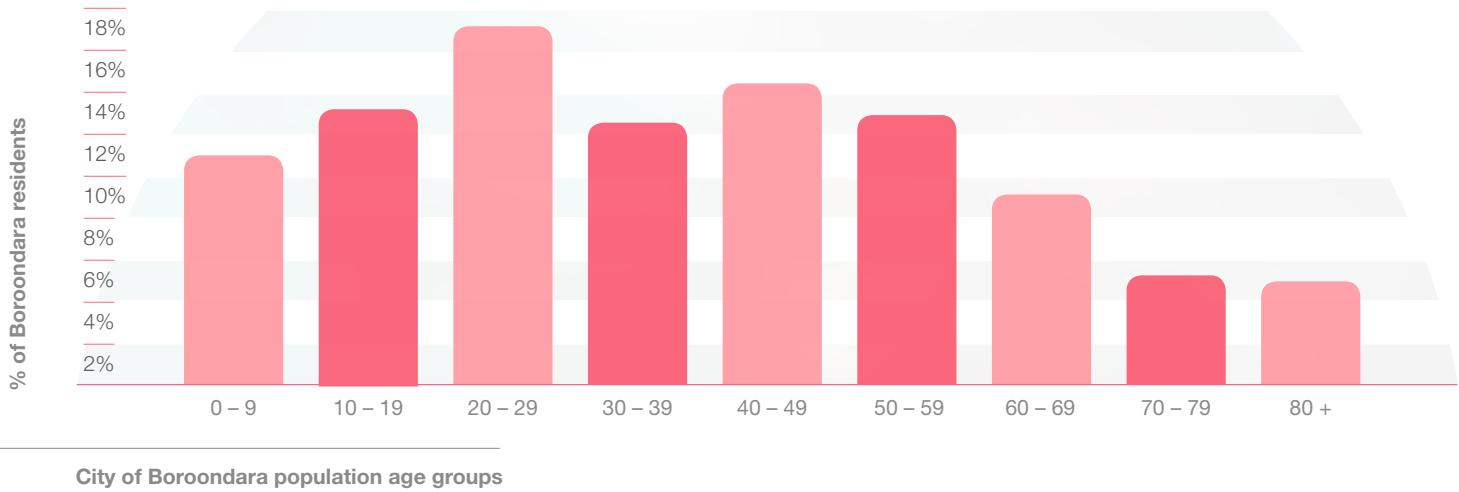
Tertiary students moving in to attend the Swinburne University of Technology and families with school-aged children buying their second or third homes account for the population increases. Young adults leaving home or completing tertiary courses, retiring older residents and housing affordability account for population loss.

## Where do we come from?

While nearly seven out of ten Boroondara residents were born in Australia, we are becoming more culturally and linguistically diverse. Residents were born in 158 countries and speak more than 120 languages. In the last Census, just over a quarter of the population was born overseas with the majority coming from a non-English speaking background. Between 2001 and 2006 there was a large increase in the number of residents born in China and India. In 2011, the majority of migrant settlers to Boroondara arrived via the skilled migration stream and were mainly 25 to 44 year olds from China and India.

## Education hub

Boroondara is an education hub with 59 secondary, primary and special education schools, including 13 combined primary and secondary schools, as well as Swinburne University, Swinburne TAFE, two University of Melbourne campuses, and two Universities of the Third Age. We also have nine neighbourhood and community houses where residents can complete a short course or obtain certified or pre-accredited training in a variety of subjects.



## Where do we work?

A quarter of Boroondara's residents work within the City of Boroondara and another quarter work in the City of Melbourne. Income levels for individuals, families and households are higher than the metropolitan Melbourne average, and 42% of Boroondara households have an income in the top 25% of Melbourne. However, 13% of all Boroondara households are living on less than \$500 a week.

## Where do we shop?

Boroondara has a strong retail/commercial sector with the main shopping strips located at Camberwell Junction, Kew Junction and Hawthorn's Glenferrie Road. In total there are 50 shopping centres.

## How do we live?

At the 2006 Census, there were 62,974 dwellings in Boroondara, ranging from separate houses (58% of all dwellings) to medium and high density dwellings, which are more commonly found in Hawthorn and Hawthorn East. Housing affordability has become a major issue with lower income earners facing rising rents. Likewise, average first-home buyers experience difficulties in affording a home in the City's rising house market, one of the most expensive in Victoria. Approximately 1.5% of Boroondara's housing is social housing (provided for non-profit purposes), which includes community-based and public housing.

## Transport

Even though we have train, tram and bus transport routes, there are still areas within the City that do not have easy access to public transport and are reliant on private vehicles. Our sustainable transport pathways continue to expand, with over 56km of on-road cycling paths located on both arterial and local roads. The City also has 32km of shared paths across major trails, including the Gardiners Creek, Anniversary, Main Yarra and Koonung trails.

## Our open spaces

Boroondara has retained its green and leafy streets, parks and gardens due to water-wise and sustainable practices. The City is rich in its biodiversity and the array of flora and fauna and it has approximately 600 hectares of open space. The majority of residents have access to open space close to their home.

Like other municipalities, a challenge ahead will be to maintain the standard of our current environment, liveability and heritage amidst the impacts of climate change, water shortages, increased pollution, and increasing population densities and development. For more information see <http://www.boroondara.vic.gov.au/our-city/research-statistics/social-profile> and <http://profile.id.com.au/Default.aspx?id=108>



# The community's long-term vision

*Our Boroondara –  
Our City Our Future*



In 2008 Council adopted *Our Boroondara – Our City Our Future*, which is the community’s vision for our City towards 2028. The development of *Our Boroondara* involved extensive consultations with over 1,800 people of all ages, backgrounds and life stages

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This consultation sought our community’s views about four main topics:

- What the community values now
- What they would like to see in 20 years
- What challenges need to be addressed over the next 20 years
- What role the community, Council and other levels of government can play to achieve this shared vision for the City.

The Boroondara community identified two long-term issues – community connectedness and sustainability. These and other issues are addressed through four major vision themes:

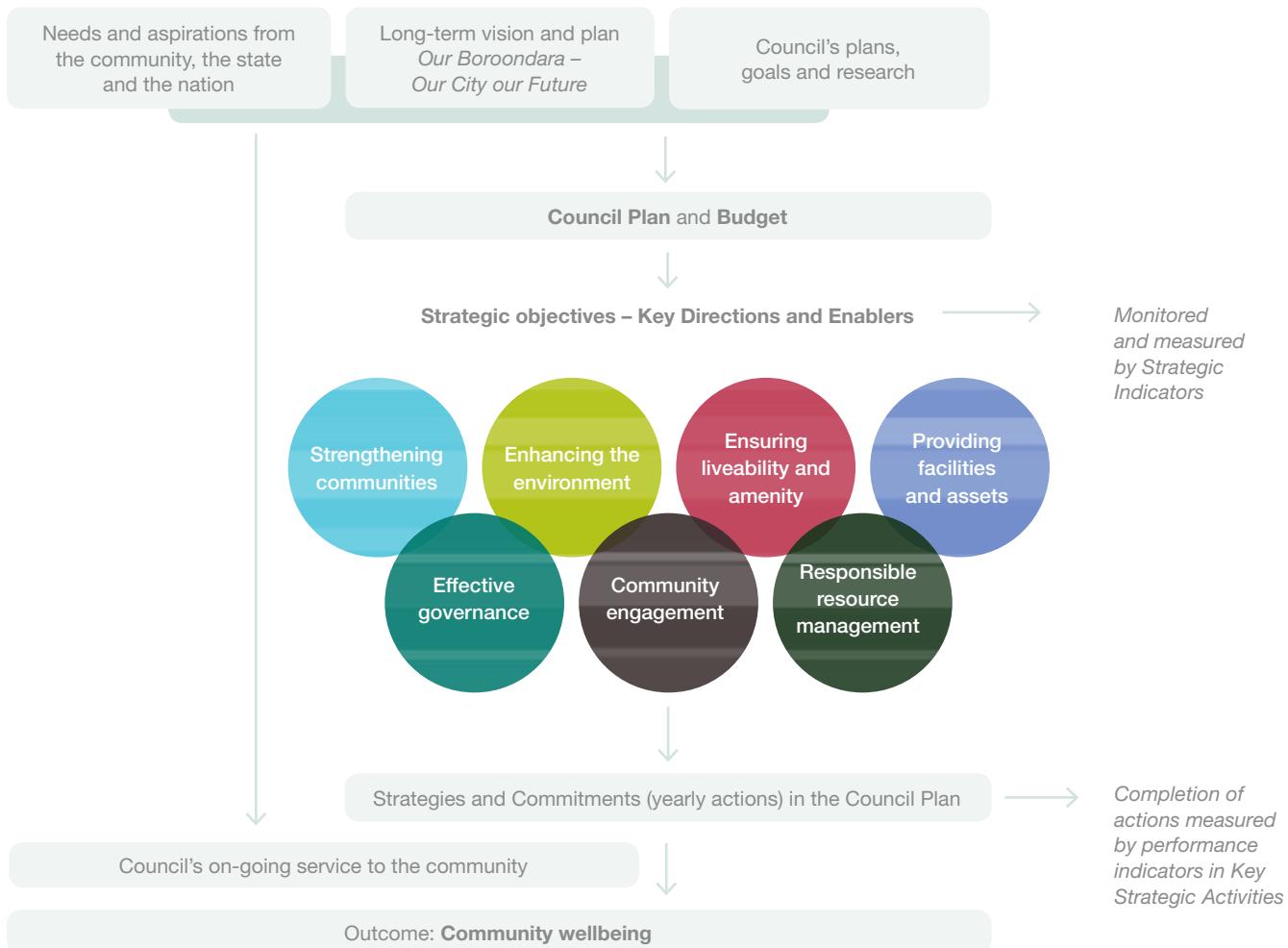
- Community wellbeing
- Managing a sustainable environment
- Planning a well-designed and sustainable City
- Connecting our City.

Our progress in these areas is measured by a set of community wellbeing indicators. These indicators are reported each year in the Annual Report and also identify community issues that will inform future planning and provide direction for the Council Plan.

# The context of the Council Plan June 2012



The current Council outlined its long-term vision and strategic plan for its term of office in the Council Plan 2009–14. This plan was developed against a backdrop of major challenges, including the global economic crisis, the need to sustain our environment and support a changing and diverse population. The plan committed to long-term planning in revitalising our city and making inroads into our building works backlog, focusing on our community services and tangible infrastructure and asset renewal projects.



### Our Integrated planning and monitoring framework

The Council Plan 2009–14 was reviewed, updated and published in 2010 and 2011. The Council Plan June 2012 is the annual update, in support of the longer term plan and outlines Council's strategies and actions to be taken for the 2012–13 financial year.

A great deal of information has been considered in creating this plan update. Council's long and short-term visions have been influenced by community feedback on their aspirations, priorities and needs. Many social, economic and environmental changes will influence these priorities for the future of our community.

Along with the community's priorities, policies, grants and legislative changes are built into our corporate planning framework to ensure that Council represents the range of plans for the best outcomes for our City. "Our integrated planning framework", summarises this process and the place of the Council Plan and Budget. In preparing a Council Plan our community is surveyed about our service delivery, asset management and infrastructure provision. Surveys

are conducted regularly to ensure that changing needs are understood and plans put into place to ensure that we budget for long-term needs.

The City of Boroondara's culture of improvement and innovation ensures that future strategies, plans and policies are reviewed and updated. Our culture of foresight thinking also ensures that we identify future global and local issues to achieve our vision of 'a vibrant, liveable city which fosters the cultural, environmental, economic and personal wellbeing of our community.'

Measuring and reporting on the success of strategies, objectives and actions are essential. Key Strategic Activities associated with annual Commitments and related performance measures and targets are identified for the 2012–13 financial year in accordance with the *Local Government Act 1989* and audited by the Victorian Auditor General's Office. Along with the Strategic Indicators and other measures of success, these are also included in Council's Annual Report.

## Overview of the Council Plan

The Council Plan June 2012 outlines the way we hope to achieve annual actions to be conducted during the 2012–13 financial year. The structure of the Council Plan shows how the various parts of the plan fit together.



### The structure of the Council Plan

For each Key Direction and Enabler 'A snapshot of our achievements' highlights examples of what has been done during the past year.

# Key Directions and Enablers

Established in the Council Plan 2009–14, these are the key, Strategic Objectives through which Council will continue to focus its attention in the 2012–13 financial year.

Key Directions outline the four areas of Council's major focus for annual actions. The four Key Directions outline what Council will do in serving the community and meeting its needs.

**Strengthening communities** – We will identify and respond to community needs and provide opportunities to enable people in our community to be supported and involved.

Six Strategies describe how we will work towards strengthening communities: Community inclusion, Local business, Families and young people, Health, ageing and disability, Library services and Arts and culture.

**Enhancing the environment** – We will improve our natural and urban environment in a sustainable way.

Two Strategies describe how we will work towards an enhanced environment: Living sustainably and Parks, gardens and natural environment.

**Ensuring liveability and amenity** – We will protect and improve the character of our neighbourhoods for current and future generations.

Three Strategies describe how we aim to enhance liveability and amenity: Land use, planning and building, Parking, traffic and transport and Safety and amenity.

**Providing facilities and assets** – We will proactively manage the ongoing maintenance and development of Council's assets and facilities to meet our community's current and future needs.

Two Strategies describe how we will provide facilities and assets: Managing assets and Leisure and sporting facilities.

Enablers describe how the Key Directions will be underpinned by sound and professional practice to maintain high levels of performance, accountability and continuous improvement in delivering the Key Directions.

**Effective governance** – Through our commitment to advocacy and effective decision-making we will demonstrate good governance by being consensus-oriented, equitable, effective and efficient.

A Strategy, Governance, describes how we will maintain sound governance for the city.

**Community engagement** – We will provide opportunities for our community to have a say in matters of interest to them and respect that they have a role in achieving Boroondara's vision.

Two Strategies describe how we will work towards engaging with the community: Communications and engagement and Customer service and research.

**Responsible resource management** – We will ensure that sound financial and risk management, and transparent business practices are carried out by capable and professional people, whose main focus is on the proactive delivery of quality service.

Two Strategies describe how we will manage our resources responsibly: Business and people support and Financial management.

# Strategic Indicators

Success in achieving the Strategic Objectives (Key Directions or Enablers) is measured by reporting against **Strategic Indicators**.

## Strengthening Communities

Strategy	Performance Measure	Context	2012–13 Target	Department
Community inclusion	Number of groups assisted by community grants.	The 2010–11 actual was 107.	105	Community Planning
Local business	Number of members of the Boroondara Business Network.	Current Business Boroondara Network (BBN) membership is 1,450 which may be amended following an update of the BBN database.	1,450	Economic Development
Families and young people	Number of young people attending Youth Services programs or services.	The 2010–11 actual was 2,570. Target for 2012–13 takes into account the closure of the Hawthorn Town Hall.	2,400	Family, Youth and Leisure Services
Health, ageing and disability	Proportion of infants born that receive primary immunisations.	A target of 90% primary immunisation was set from the Boroondara Early Years Strategy 2008–13.	90%	Health, Ageing and Disability Services
Health, ageing and disability	Proportion of registered premises that receive at least one full compliance assessment annually in accordance with the Health and Food Acts.	The measure is for the period ending 31 December of the prior year. The result for 31 December 2011 was 100%.	100%	Health, Ageing and Disability Services
Library services	Percentage of Boroondara residents who are active borrowers.	The 2010–11 actual was 40%.	40%	Library Services and Volunteer Development
Arts and culture	Number of community events programmed by Arts and Culture.	This is a new measure in 2012–13.	19	Arts and Culture

## Enhancing the Environment

Strategy	Performance Measure	Context	2012–13 Target	Department
Living sustainably	Council mains and carted recycled water consumption.	The 2010–11 actual was 159,356 kl. The target of 250,000 kl has been set from the Boroondara Water Strategy 2004–14.	Less than 250,000 kl	Environment and Sustainable Living
Living sustainably	Tonnes of CO <sub>2</sub> equivalent (tCO <sub>2</sub> e) emissions from energy used in all Council owned and operated buildings, street lighting, Council fleet, taxi and air travel.	The 2010–11 actual was 26,804 T. The Our Low Carbon Future – City of Boroondara Strategy (July 2009) sets the target of reducing corporate greenhouse gas emissions to 30–40% below 2007–08 levels by 2020.	Less than 26,600 tCO <sub>2</sub> e	Environment and Sustainable Living
Living sustainably	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 2010–11 actual was 53%.	53%	Infrastructure Services
Parks, gardens and natural environment	Monthly audit scores of 18 parks measuring the quality, appearance and maintenance performance of public open space areas.	The 2010–11 actual was 80. To date, a score of 85 has been achieved during 2011–12.	85	Parks and Gardens

## Ensuring Liveability and Amenity

Strategy	Performance Measure	Context	2012–13 Target	Department
Parking, traffic and transport	Development of parking restriction proposals.	This is a new measure in 2012–13.	25	Engineering and Traffic
Land use, planning and building	Percentage of building permits determined within 30 days.	This is a new measure in 2012–13.	80%	Building Services
Land use, planning and building	Percentage of planning applications processed within 60 days.	The 2010–11 actual was 82%.	80%	Statutory Planning
Safety and amenity	Percentage of graffiti removed from Council owned assets within 48 hours of notification.	The 2010–11 actual was 96%.	95%	Infrastructure Services

## Providing Facilities and Assets

Strategy	Performance Measure	Context	2012–13 Target	Department
Managing assets	Percentage completion of twice per year risk ratings for local and VicRoads roads carrying more than 2,000 cars per day.	The 2010–11 actual was 100%.	100%	Asset Management
Managing assets	Requests for bin pickups as a percentage of bins.	The 2010–11 actual was less than 0.1%.	Less than 0.1%	Infrastructure Services
Managing assets	Percentage of planned facilities maintenance completed.	The 2010–11 actual was 98%.	98%	Infrastructure Services
Managing assets	Number of proactive strip shopping centre maintenance inspections completed.	This was a new measure in 2011–12.	98	Infrastructure Services
Leisure and sporting facilities	Total number of attendances at Boroondara leisure and aquatic centres.	The 2010–11 actual was 2,689,367. Target reflects closure of the Hawthorn Aquatic and Leisure Centre for redevelopment.	2,540,000	Family, Youth and Leisure Services
Leisure and sporting facilities	Percentage of users satisfied with the Boroondara leisure and aquatic centres.	This was a new measure in 2011–12.	85%	Family, Youth and Leisure Services

## Effective Governance

Strategy	Performance Measure	Context	2012–13 Target	Department
Governance	Percentage of Freedom of Information Requests responded to within prescribed timeframes.	The 2010–11 actual was 100%.	100%	Governance
Governance	Percentage satisfied that Council is open about the decisions it makes.	This was a new measure in 2011–12.	72%	Governance

## Community Engagement

Strategy	Performance Measure	Context	2012–13 Target	Department
Communications and engagement	Percentage not satisfied that Council provides an opportunity to have a say on important local issues.	The 2010–11 actual was 15%.	< 12%	Communications and Engagement
Customer service and research	Average time callers wait before their call is answered.	The 2010–11 actual was 15.3 seconds.	< 25 seconds	Communications and Engagement

## Responsible Resource Management

Strategy	Performance Measure	Context	2012–13 Target	Department
Business and people support	Percentage of electronic document management system action requests completed within Service Charter timeframes.	The 2010–11 actual was 95%.	92%	Information Technology
Business and people support	Percentage completion of the annual internal audit plan.	The 2010–11 actual was 112.5%. An additional internal audit was completed that was not on the original internal audit plan.	100%	Business Development
Financial management	Percentage completion of Audit Committee annual plan.	The 2010–11 actual was 100%. A target of 95% allows a minor amount of non-completion of the annual plan due to changed priorities.	95%	Financial Services

# Strategies, plans and policies aligned with Key Directions

Strategies	Strengthening communities	Enhancing the environment	Ensuring liveability and amenity	Providing facilities and assets
Arts and Cultural Strategy 2008–13	●			●
Biodiversity Strategy		●	●	●
Boroondara Bicycle Strategy		●		●
Boroondara Early Years Strategy 2008–13	●			●
Boroondara Road Safety Strategy 2007–12	●		●	●
Boroondara Soccer Strategy	●			●
Boroondara Sports Strategy	●			●
Boroondara Water Strategy		●	●	●
Boroondara Public Art Strategy 2010–15	●			
Boroondara Young People's Strategy 2009–14	●			●
Camberwell Shopping Centre Streetscape Development Strategy	●		●	●
Communications and Engagement Strategy 2009–14	●			
Creating an Age Friendly Boroondara 2009–14	●	●	●	●
Cultural Facilities Strategy 2009–14	●			●
Economic Development Strategy 2009–16	●		●	

Strengthening communities  
Enhancing the environment  
Ensuring liveability and amenity  
Providing facilities and assets

## Strategies

Glenferrie Road Precinct Walkability Study	●	●
Graffiti Strategy		●
Integrated Transport Strategy	●	●
Kew Junction Walkability Study/Strategy 2007–12	●	●
Leisure Facilities Strategy Plan	●	●
Library Services Future Directions Strategy 2004–14	●	●
Municipal Skate and BMX Strategy	●	●
Our Low Carbon Future – City of Boroondara Strategy	●	●
Playgrounds Development Strategy	●	●
Strategy for the Provision and Management of Public Toilet Facilities 2005	●	●
Risk Management Strategy 2009–12	●	●
Town Hall Gallery Art Collection Strategy 2010–15	●	●
Waste Minimisation and Recycling Strategy 2011–16	●	

## Plans

Ashburton Shopping Centre Master Plan	●	●	●
Asset Management Plan for Bridges		●	●
Asset Management Plan for Buildings and Other Structures		●	●
Asset Management Plan for Drainage	●	●	●
Asset Management Plan for Fixed Plant and Equipment		●	●
Asset Management Plan for Paths in Road Reserves and Parks	●	●	●
Asset Management Plan for Road Base, Surface, Kerb and Channel		●	●
Asset Management Plan for Traffic Management Devices		●	●
Ashburton Precinct Plan	●	●	●
Balwyn Structure Plan	●		●
Balwyn Shopping Centre Urban Design/Master Plan 1988	●		●
Biodiversity Corridors Plan	●	●	●



## Plans

Boroondara Public Health and Wellbeing Plan 2009–13	●	●	●	
Boroondara Volunteer Resource Centre Strategic Plan 2008–12	●			
Burwood Village Shopping Centre Urban Design Framework 2003	●		●	
Camberwell Junction Structure Plan	●		●	
Camberwell Sportsground Concept Master Plan	●	●	●	●
Central Gardens Hawthorn Management Plan 1996	●	●	●	●
Community Consultation and Engagement Framework	●			
Concept Master Plan for Glenferrie Oval, Grace Park and LE Bray Reserve	●	●	●	●
Concept Master Plan for HA Smith Reserve	●	●	●	●
Concept Plan for the Hawthorn Library Precinct Project	●		●	●
Cultural Diversity Plan 2009–13	●			
Customer Service Plan 2010–13	●			
Deepdene Park Master Plan	●	●	●	●
Domestic Animal Management Plan		●	●	
Former Willison Bowls Club Concept Master Plan	●	●	●	●
Fritsch Holzer Park Master Plan	●	●	●	●
Glenferrie Oval Grace Park and LE Bray Reserve Concept Master Plan 2009	●	●	●	●
Glenferrie Road Shopping Centre Concept Master Plan	●	●	●	●
Gordon Barnard Reserve Master Plan	●	●	●	●
Greythorn Park Master Plan	●	●	●	●
HA Smith Reserve Concept Master Plan 2009	●	●	●	●
Kew Junction Business Centre Streetscape Development Plan	●		●	●
Kew Junction Structure Plan	●		●	●
Leisure Facilities Strategy Plan	●		●	
Maranoa Gardens and Becket Park Master Plan 1996	●		●	●
Markham Victory Reserve Revised Concept Master Plan	●	●	●	●

Strengthening communities  
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 Providing facilities and assets

## Plans

Municipal Emergency Management Plan	●	●	●	●
Neighbourhood House Plan 2009–13	●	●	●	●
North East Precinct Plan	●	●	●	●
Road Management Plan			●	●
Shopping Centre Improvement Plan	●	●	●	●
South Surrey Park Master Plan	●	●	●	●
Stormwater Environmental Management Plan		●	●	●
Victoria Park Master Plan	●	●	●	
West Hawthorn Urban Design Framework 2006	●		●	
Willsmere-Chandler Park Management Plan	●	●	●	●

## Policies

Asset Management Policy 2011		●	●	●
Boroondara Community Development Grants Policy	●	●	●	●
Boroondara Kindergarten Central Enrolment Scheme Policy	●			
Business Based at Home Policy	●		●	
Capital Assistance for Community Agencies and Services Policy	●			●
Capital Assistance for Sporting and Recreational Facilities Policy	●			●
Commercial Street Furniture Policy and Guidelines	●	●	●	
Community Engagement Policy	●			
Community Facilities Leasing Policy	●			●
Community Festivals and Events Policy 2010–14	●		●	
Community Use of Council Meeting Facilities Policy	●			●
Development and Funding of Sportsground Pavilions Policy	●			●
Disability Access and Inclusion Policy and Action Plan 2008–12	●		●	●
Disability Parking Policy	●		●	
Environment Policy		●	●	



# Strengthening communities



We will identify and respond to community needs and provide opportunities to enable people in our community to be supported and involved.

## 1. Community inclusion

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

### Community outcome

A cohesive, healthy and connected community.

### 2012–13 Commitments

- 1.1 Respond to violence against women in the community by building the capacity of staff to recognise gender violence and incorporate strategies for the benefit of the community.

*Community Planning Department*

- 1.2 Improve pedestrian safety for older residents by developing a Walk Rest Talk circuit walking program in Balwyn and evaluating its impact.

*Community Planning Department*

- 1.3 Reflect developments in public policy, regulatory changes and community perspectives by redeveloping the Gaming Policy.

*Community Planning Department*

- 1.4 Enable vulnerable residents to have increased participation in their own care by developing tools for volunteers who work with them.

*Library Services and Volunteer Development Department*

- 1.5 Define the opportunities that exist for the Trentwood Avenue property for use as a community facility in accordance with the North East Precinct Project Report adopted by Council in July 2010.

*Projects and Strategy Department*

## 2. Local business

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

### Community outcome

A strong Boroondara economy, supported by a positive business and community spirit.

### 2012–13 Commitments

- 2.1 Support and promote participation in Council's training and development initiatives for local businesses by delivering a comprehensive program accessible via Council's website.

*Economic Development Department*

- 2.2 Continue the ongoing program of progressive streetscape improvements to revitalise our local strip shopping centres by implementing streetscape improvement works at Ashburton Shopping Centre.

*Environment and Sustainable Living Department*

### 3. Families and young people

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

#### Community outcome

Healthy, connected families and youth who can access a wide range of opportunities.

#### 2012–13 Commitments

- 3.1 Facilitate access to early childhood services that respond to a range of needs of families through the delivery of an integrated education and care service model at the Hawthorn Community Precinct early years facility and Minifie Park Childcare Centre.  
*Family, Youth and Leisure Services Department*
- 3.2 Facilitate the provision of family and community support services by Camcare through a new funding deed arrangement.  
*Family, Youth and Leisure Services Department*
- 3.3 Ensure ongoing quality and responsive service delivery in line with Children's Services Legislation by reviewing first year implementation of Kew Occasional Care new Service Model.  
*Family, Youth and Leisure Services Department*

### 4. Health, ageing and disability

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

#### Community outcome

Our community members, especially older people and those with disabilities, are supported to be independent and feel safe.

#### 2012–13 Commitments

- 4.1 Promote access and inclusion in community life for people with disabilities, by developing and implementing community education programs, a Year 3 action in the Metroaccess Community Building Plan.  
*Health, Ageing and Disability Services Department*
- 4.2 Improve communications with the community and access to services through the introduction of mobile computing and technology.  
*Health, Ageing and Disability Services Department*
- 4.3 Establish mechanisms to consult with a diverse range of older people, in keeping with the World Health Organisation's Global Age Friendly Cities network.  
*Health, Ageing and Disability Services Department*
- 4.4 Increase opportunities for recharging scooters by installing scooter recharge points in Council's facilities as part of capital renewal projects.  
*Projects and Strategy Department*



## 5. Library services

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

### Community outcome

Innovative library services for everyone.

### 2012–13 Commitments

- 5.1 Develop community capability and skills to thrive in the digital environment by developing a Library Services Digital Strategy.

*Library Services and Volunteer Development Department*

- 5.2 Enable the community to have increased flexibility in their library usage through the opening of the new Camberwell Library with enhanced services, programs and opening hours.

*Library Services and Volunteer Development Department*

## 6. Arts and culture

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

### Community outcome

Innovative cultural programs and events for all members of the community.

### 2012–13 Commitments

- 6.1 Foster creative development in the local arts sector and increase attendance at the Kew Court House community cultural centre by delivering a program of performances, exhibitions, workshops and events.

*Arts and Culture Department*

- 6.2 Meet contemporary arts and cultural community needs by progressing the redevelopment of the Hawthorn Town Hall, enhancing its heritage character and improving its technical infrastructure and venue services.

*Arts and Culture Department*

## Snapshot of achievements

Kew Court House received the Planning Minister's Heritage Award 2012.

Improvements to the efficiency of the Property Maintenance program.

Major projects are all under construction: Hawthorn Community Precinct, Camberwell Library and Office Project, Hawthorn Town Hall Arts Precinct and Hawthorn Aquatic and Leisure Centre.

## Key Strategic Activities

Key Strategic Activity (Related Commitment)	Performance Measure	Context	Target
<b>1. Community inclusion</b>			
1.1 Respond to violence against women in the community by building the capacity of staff to recognise gender violence and incorporate strategies for the benefit of the community.  <i>Community Planning Department</i>	Number of staff members participating in gender violence awareness activities.	This is a new measure for 2012–13.	50
	Number of educational and awareness activities held regarding gender violence.	This is a new measure for 2012–13.	4
<b>2. Local business</b>			
2.1 Support and promote participation in Council's training and development initiatives for local businesses by delivering a comprehensive training program accessible via Council's website.  <i>Economic Development Department</i>	Number of participants in Council's training activities.	This is a new measure for 2012–13.	900
	Percentage of users satisfied with training and support initiatives for local business.	This is a new measure for 2012–13.	80%
<b>3. Families and young people</b>			
3.3 Facilitate children's health and wellbeing through provision of services including occasional care and Maternal and Child Health.  <i>Family, Youth and Leisure Services Department</i>	Service Utilisation of Council-managed Kew Occasional Care (measured as the proportion of available child care hours that are actually used).	The 2010–11 actual was 89%. The target reflects transition to new service model.	85%
	Number of families participating in Maternal and Child Health lactation support program.	The 2010–11 actual was 236.	236
	Percentage participation of children in the optional 3.5 year old maternal and child health check.	The 2010–11 actual was 73%.  This result was due to a Victorian Government Advertising Campaign that ran during the year and a grant that was received to help promote maternal and child health checks.	65%
	Participant satisfaction with Boroondara Maternal and Child Health Service.	The 2010–11 actual was 97%.	95%

## Key Strategic Activities

Key Strategic Activity (Related Commitment)	Performance Measure	Context	Target
<b>4. Health, ageing and disability</b>			
4.4 Provide health, ageing and disability services to the Boroondara community.  <i>Health, Ageing and Disability Services Department</i>	Number of support hours provided.	The 2010–11 actual was 183,247.	180,000
	Percentage of clients satisfied with Home and Community Care (HACC) services.	This is a new measure for 2012–13.	95%
<b>5. Library services</b>			
5.2 Enable the community to have increased flexibility in their library usage through the opening of the new Camberwell Library with enhanced services, programs and opening hours.  <i>Library Services and Volunteer Development Department</i>  <i>Projects and Strategy Department</i>	Camberwell Library opening hours per week after the official opening and excluding weeks containing public holidays.	The Camberwell Library was open for 38.5 hours per week in 2011–12.	54 hours
	New Camberwell Library open to the public.	This is a new measure for 2012–13.	30 Sept 2012
<b>6. Arts and culture</b>			
6.1 Foster creative development in the local arts sector and increase attendance at the Kew Court House community cultural centre by delivering a program of performances, exhibitions, workshops and events.  <i>Arts and Culture Department</i>	Attendances as a percentage of seating capacity of the Kew Court House at Council facilitated events.	This is a new measure for 2012–13.	60%
	Percentage satisfaction of hire facilities for events at the Kew Court House.	This is a new measure for 2012–13.	75%

# Enhancing the environment



We will improve our natural and urban environment in a sustainable way.

## 7. Living sustainably

We will promote sustainability through sound environmental practice.

### Community outcome

A sustainable future for our community.

### 2012–13 Commitments

- 7.1 In order to better protect and enhance local biodiversity, develop a new Urban Biodiversity Strategy for adoption and progressive implementation.

*Environment and Sustainable Living Department*

- 7.2 In considering general community feedback and results from the 2011 recycling and waste community survey, explore a range of options for the delivery of hard waste collection services.

*Infrastructure Services Department*

- 7.3 Continue implementing the Our Low Carbon Future Strategy by working with CitiPower to undertake the public street lighting 'bulk change over' of inefficient Mercury Vapour lamps to energy efficient T5 lamps.

*Projects and Strategy Department*

## Snapshot of achievements

The Boroondara Recycling and Waste Centre won the 2011 Waste Management Association of Australia National Transfer Station Award.

## 8. Parks, gardens and natural environment

We will manage our parks, gardens and sportsgrounds to ensure sustainable practices.

### Community outcome

High quality natural environments, parks and gardens for our current and future communities.

### 2012–13 Commitments

- 8.1 Support community expectations of each of our parks and gardens services by developing service charters including documented maintenance standards for open space services and assets.

*Parks and Gardens Department*

- 8.2 Continue to offer high quality park and recreational facilities and opportunities for users and visitors, by providing additional seats, tables and drinking fountains across the open space network.

*Parks and Gardens Department*

Over 2,600 residents, visitors and their children attended the Boroondara Sustainable Living Festival and Farmers Market in February 2012, gaining new skills and inspiration to live more sustainably.

Completion of the community consultation for the Boroondara Open Space Strategy, which provides guidance on the use of open spaces within the city, including guidance on the enhancement and acquisition of new spaces.

## Key Strategic Activities

Key Strategic Activity (related Commitment)	Performance Measure	Context	Target
<b>7. Living sustainably</b>			
7.1 Continue implementing the Our Low Carbon Future Strategy by working with CitiPower to undertake the public street lighting 'bulk change over' of inefficient Mercury Vapour lamps to energy efficient T5 lamps.  <i>Projects and Strategy Department</i>	Number of lamps changed to energy efficient street lighting in Stage 2 of the bulk change project.	This is a new measure for 2012–13.	5,000 over 2011–12 and 2012–13
<i>Environment and Sustainable Living Department</i>	Tonnes of CO <sub>2</sub> equivalent (tCO <sub>2</sub> e) emissions saved (full year annualised impact).	This is a new measure for 2012–13.	1,695 tCO <sub>2</sub> e
<b>8. Parks, gardens and natural environment</b>			
8.1 Support community expectations of each of our parks and gardens services by developing service charters, including documented maintenance standards for open space services and assets.  <i>Parks and Gardens Department</i>	Number of service charters developed for parks and gardens services.	This is a new measure for 2012–13.	7
	Integrated Open Space Services' (IOSS) Face to Face Customer Satisfaction Survey, measures user satisfaction with a range of parks in Boroondara, benchmarked with 17 other councils.	The 2010–11 actual was 80%.	80%



# Ensuring liveability and amenity



We will protect and improve the character of our neighbourhoods for current and future generations.



## 9. Land use, planning and building

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

### Community outcome

Strategic and sound planning to protect and enhance our community's liveability and environment.

### 2012–13 Commitments

- 9.1 Provide Neighbourhood Precinct Profiles and a suite of design guidelines for Boroondara's residential areas in a report to Council considering the exhibition of the My Neighbourhood Character Study.

*Strategic Planning Department*

- 9.2 Enable Council to plan for current and future residents' open space needs by presenting a report to Council considering submissions to the Open Space Strategy.

*Strategic Planning Department*

- 9.3 Prepare a revised version of the Municipal Strategic Statement of the Boroondara Planning Scheme for Council's consideration.

*Strategic Planning Department*

## 10. Parking, traffic and transport

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

### Community outcome

Appropriate traffic controls, parking rotation and availability, and transportation solutions.

### 2012–13 Commitments

- 10.1 Continue to promote safe and secure alternative forms of travel by developing sustainable travel plans with Ashburton and Glen Iris Primary Schools.

*Engineering and Traffic Department*

- 10.2 Provide an effective framework for issuing Council car parking permits by developing a policy for traders and their employees.

*Local Laws Department*

- 10.3 Enhance transport choice and improve liveability by completing both the Balwyn and Camberwell Parking and Access Plans.

*Strategic Planning Department*

- 10.4 In partnership with cycling bodies, including Bicycle Victoria, advocate for Victorian Government funding to improve and extend the on and off-road bicycle path network.

*Engineering and Traffic Department*

## 11. Safety and amenity

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

### Community outcome

High standards of community safety, health and amenity.

### 2012–13 Commitments

- 11.1 Raise community awareness of the negative health impacts of active and passive smoking by implementing the 'Smoke Free Areas' local law, supported by a community education program.

*Local Laws Department*

- 11.2 Promote responsible pet ownership and management of risks and maintain safety within the community by developing a new Domestic Animal Management Plan and implement first year actions.

*Local Laws Department*



Completion of the statutory review of the Boroondara Planning Scheme which guides all of council land use planning.

### Snapshot of achievements

Implementation of streetscape improvement works at Hawthorn East (Tooronga Road) Shopping Centre as part of Council's Shopping Centre Improvement Plan.

## Key Strategic Activities

Key Strategic Activity (related Commitment)	Performance Measure	Context	Target
<b>9. Land use, planning and building</b>			
9.2 Enable Council to plan for current and future residents' open space needs by presenting a report to Council considering submissions to the Open Space Strategy.	Report to Council on submissions received for consideration by 30 September 2012.	This is a new measure for 2012–13.	30 Sept. 2012
<i>Strategic Planning Department</i>			
<b>10. Parking, traffic and transport</b>			
10.3 Enhance transport choice and improve liveability by completing both the Balwyn and Camberwell Parking and Access Plans.	Plans completed and reported to Council for consideration by 30 June 2013.	This is a new measure for 2012–13.	30 June 2013
<i>Strategic Planning Department</i>			
<b>11. Safety and amenity</b>			
11.1 Raise community awareness of the negative health impacts of active and passive smoking by implementing the 'Smoke Free Areas' local law, supported by a community education program.  <i>Local Laws Department</i>	Prepare and implement the communications plan to promote the 'Smoke Free Areas' local law.  Present local law to Council for consideration by 31 December 2012.	This is a new measure for 2012–13.  This is a new measure for 2012–13.	100%  31 Dec. 2012

# Providing facilities and assets



We will proactively manage the ongoing maintenance and development of Council's assets and facilities to meet our community's current and future needs.

## 12. Managing assets

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

### Community outcome

Assets, activities and processes are well managed and deliver safe and usable facilities.

### 2012–13 Commitments

- 12.1 Review the program for the defect inspection of footpaths and roads to improve safety and amenity in areas of high usage such as at shopping centres and adjacent to schools and aged care facilities.

*Asset Management Department*

- 12.2 In support of services delivered to our community, undertake our annual asset renewal program, including:

- road refurbishment and road re-sheeting
- drain renewal
- building renewal
- park asset renewal
- footpath renewal.

*Projects and Strategy Department*

- 12.3 Continue to work with Melbourne Water to develop flood mitigation plans and strategies for Boroondara.

*Projects and Strategy Department*

## 13. Leisure and sporting facilities

We will manage, develop and improve Council's physical assets for long-term sustainability, amenity and public safety.

### Community outcome

High quality leisure and sports facilities for everybody to enjoy.

### 2012–13 Commitment

- 13.1 Meet the current and future health/wellbeing needs of the local community by progressing the redevelopment of the Hawthorn Aquatic and Leisure Centre.

*Family, Youth and Leisure Services Department*



## Key Strategic Activities

Key Strategic Activity (related Commitment)	Performance Measure	Context	Target
<b>12. Managing assets</b>			
12.1 In support of services delivered to our community, undertake our annual asset renewal program, including: <ul style="list-style-type: none"><li>• road refurbishment and road re-sheeting</li><li>• drain renewal</li><li>• building renewal</li><li>• park asset renewal</li><li>• footpath renewal.</li></ul>	Percentage of adopted capital renewal projects completed at the conclusion of the financial year (based on number of projects).	The 2010–11 actual was 95%.	90%
<i>Projects and Strategy Department</i>			
<b>13. Leisure and sporting facilities</b>			
13.1 Meet the current and future health/wellbeing needs of the local community by progressing the redevelopment of the Hawthorn Aquatic and Leisure Centre.	Completion of the project to the stage where structural steel for ground and first floors of main building and installation of metal deck roofing are in place.	This is a new measure for 2012–13.	30 June 2013
<i>Projects and Strategy Department</i>			

### Snapshot of achievements

Completed renewal of a number of drainage systems to improve drainage within the municipality.

Completed the renewal of a number of buildings, including Canterbury Sportsground Pavilion, Freeway Golf Course Clubhouse, Boroondara Netball Centre Pavilion and the Kew East Maternal Child Health Centre.

Completed extensions to the Kew Recreation Centre.

# Effective governance



Through our commitment to advocacy and effective decision-making we will demonstrate good governance by being consensus-orientated, equitable, effective and efficient.

## 14. Governance

We will provide open and transparent processes and strong accountability to the community.

### Community outcome

A high standard of democratic and corporate governance and sound financial records and budget systems are maintained.

### 2012–13 Commitments

- 14.1 Encourage a diverse and representative group of candidates to contest the 2012 Council election.

*Governance Department*

- 14.2 Develop and implement the Councillor induction program to familiarise the newly elected Council with their colleagues, roles and responsibilities, and the key issues, tasks and decisions before Council at the outset of their term.

*Governance Department*

## Key Strategic Activities

Key Strategic Activity (related Commitment)	Performance Measure	Context	Target
<b>14. Governance</b>			
14.1 Encourage a diverse and representative group of candidates to contest the 2012 Council election.  <i>Governance Department</i>	Number of communication activities undertaken to encourage diversity of participation in the 2012 Council election.	This is a new measure for 2012–13.	8

## Snapshot of achievements

In the six ceremonies during 2011–12 the City of Boroondara welcomed approximately 650 new Australian citizens.

Over 2,000 pages for release considered in response to more than 20 Freedom of Information requests in 2011–12.

# Community engagement

We will provide opportunities for our community to have a say in matters of interest to them and respect that they have a role in achieving Boroondara's vision.



## 15. Communications and engagement

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

### Community outcome

Council information and services meet community expectations and an organisation that demonstrates its culture of engagement.

### 2012–13 Commitments

- 15.1 Provide snapshots of community views on emerging issues by establishing a community ‘pulse’ email panel of 1,000–2,000 people with an interest in Boroondara.  
*Communications and Engagement Department*
- 15.2 Identify community issues requiring other levels of government support by developing an advocacy communications framework.  
*Communications and Engagement Department*
- 15.3 Encourage higher levels of young people’s engagement in Council’s activities through enhanced targeted communication via social media.  
*Communications and Engagement Department*
- 15.4 Create educational videos informing the community about the Planning Application process, Planning Enforcement process and Tree Protection Local Law that can be viewed online.  
*Statutory Planning Department*

## 16. Customer service and research

We will seek feedback on community satisfaction to inform improvement initiatives so that we continue to offer a relevant, responsive and friendly service to the community.

### Community outcome

Council information and services meet community expectations.

### 2012–13 Commitments

- 16.1 Ensure that we are meeting community needs by assessing the After-hours call service and practice.  
*Communications and Engagement Department*
- 16.2 Enable our engagement with the community to continuously improve by developing and piloting an evaluation framework for community engagement projects.  
*Communications and Engagement Department*

## Key Strategic Activities

Key Strategic Activity (related Commitment)	Performance Measure	Context	Target
<b>15. Communications and engagement</b>			
15.1 Provide snapshots of community views on emerging issues by establishing a community 'pulse' email panel of 1,000–2,000 people with an interest in Boroondara.  <i>Communications and Engagement Department</i>	Number of members on the community 'pulse' email panel.	This is a new measure for 2012–13.	> 1,000
	Number of issues discussed.	This is a new measure for 2012–13.	12
<b>16. Customer service and research</b>			
16.1 Ensure we are meeting community needs by evaluating the After-hours call service.  <i>Communications and Engagement Department</i>	Average time after-hours callers wait before their call is answered.	This is a new measure for 2012–13.	< 25 seconds
	Percentage satisfaction of after-hours callers with the quality of information and service received.	This is a new measure for 2012–13.	70%

### Snapshot of achievements

Boroondara Residents Guide to Council Services launched with very positive reactions.

Boroondara ranked in the top ten of 57 Australia-wide councils for customer responsiveness.

Introduction of a new look for the website, extending across social media sites such as Facebook and Twitter, incorporating an online news site with eNewsletter capabilities.

# Responsible resource management



We will ensure that sound financial and risk management, and transparent business practices are carried out by capable and professional people, whose main focus is on the proactive delivery of quality service.

## 17. Business and people support

We will continuously improve and implement processes for business planning, risk and records management, and information technology.

### Community outcome

Best practice approach to managing risk, business planning, service delivery, information technology and records management.

### 2012–13 Commitments

- 17.1 Increase efficiency and effectiveness for the community by advocating for the electronic lodgement of Private Building Surveyor issued building permits and documents (Section 30s).

*Building Services Department*

- 17.2 To better respond to community concerns implement a mobile solution for Building Services and Local Laws outdoor staff to access real-time data in the field.

*Information Technology Department*

- 17.3 Enhance the management of our electronic records, in line with Public Records Office requirements, by revising archiving procedures and provide ongoing user training and system improvements.

*Information Technology Department*

- 17.4 Provide more informed responses to the community by electronically storing and cataloguing all planning policies, VCAT (Victorian Civil and Administrative Tribunal) submissions and decisions, and submissions on policy initiatives.

*Statutory Planning Department*

- 17.5 Continue to deliver quality services to the community by developing a comprehensive three year People Strategy focusing on the importance of attracting, recruiting, retaining and developing the best people.

*People, Culture and Development Department*

- 17.6 Ensure a safe workplace for all employees by embedding new Occupational Health and Safety (OHS) policies and procedures throughout Council and developing and delivering a suite of OHS training and development programs.

*People, Culture and Development Department*

- 17.7 Ensure strategic and operational risks are appropriately managed to protect Council and the community by updating and implementing Council's Risk Management Strategy.

*People, Culture and Development Department*

## 18. Financial management

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

### Community outcome

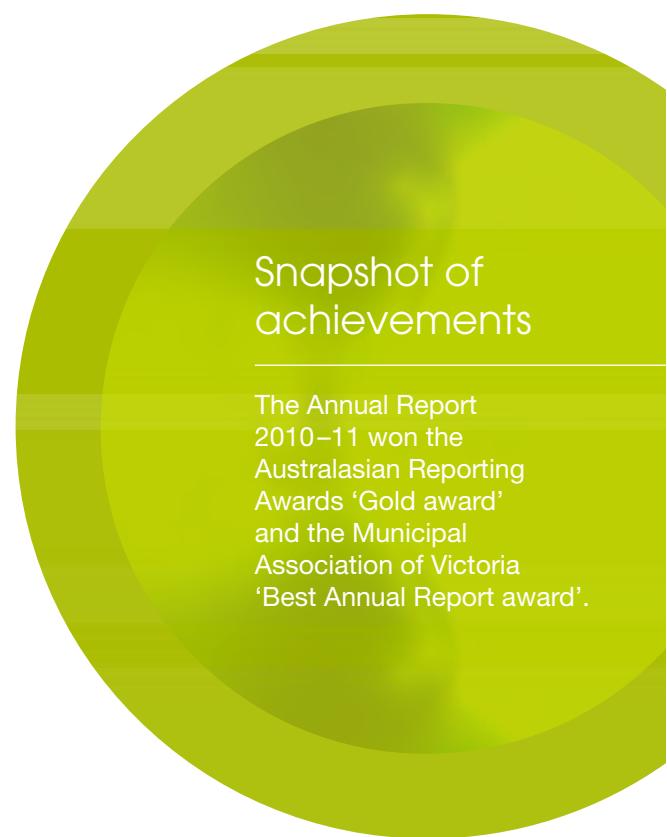
Sound financial records and budget systems are maintained.

### 2012–13 Commitments

- 18.1 Prepare Council's Annual Report 2011–12 as an accurate and transparent record of the year and submit to the Minister for Local Government by 30 September 2012.  
*Business Development Department*
- 18.2 Prepare the Annual Budget and Strategic Resource Plan in line with statutory requirements and within a financial sustainability framework for consideration by Council by 30 June 2013.  
*Business Development Department*
- 18.3 Complete the Annual Financial Statements for the year ended 30 June 2012 and receive full audit clearance by the legislated time frame.  
*Financial Services Department*

### Snapshot of achievements

The Annual Report 2010–11 won the Australasian Reporting Awards 'Gold award' and the Municipal Association of Victoria 'Best Annual Report award'.



New Kindergarten Online Enrolment Application system enables better enrolment management and higher quality of information available.



Better management of fire hazards auditing and reporting through a new Fire Hazard technology module that allows for higher quality of mapping, reporting and information maintenance.

## Key Strategic Activities

Key Strategic Activity (related Commitment)	Performance Measure	Context	Target
<b>17. Business and people support</b>			
17.6 Ensure a safe workplace for all employees by embedding new Occupational Health and Safety (OHS) policies and procedures throughout Council and developing and delivering a suite of OHS training and development programs.  <i>People, Culture and Development Department</i>	Total number of OHS policies, procedures and guidelines developed as part of revised OHS Management System.	This is a new measure for 2012–13.	10
	Number of workplace OHS inspections undertaken.	This is a new measure for 2012–13.	40
	WorkCover Employer performance rating.	The 2010–11 actual was 0.76.	Less than 1 (better than industry average)
<b>18. Financial Management</b>			
18.2 Prepare the Annual Budget and Strategic Resource Plan in line with statutory requirements and within a financial sustainability framework for consideration by Council.  <i>Business Development Department</i>	Budget presented to Council for consideration by 30 June 2013.	This is a new measure for 2012–13.	30 June 2013
	The result of the most recently published financial sustainability assessment undertaken by the Victorian Auditor General's Office.	This is a new measure for 2012–13.	Low risk
	Budgeted adjusted working capital ratio or as per the 2012–13 adopted Budget.	The 2011–12 adopted Budget was 1.23 to 1 which was above the minimum level set out in Council's Financial Principles.	> 1.20 to 1

# Strategic Resource Plan

## Financial strategy principles

### Sustainable budgeting principle

**Council will implement a sustainable budget and financial strategy that caters for short and long-term planning responsibilities.**

Community expectations are a key driver of the strategy, as reflected in the Council Plan, and Council strives to adequately resource current and future need across the City. Council has limited financial and non-financial resources and faces wide-ranging and complex community wants and needs.

Council is committed to delivering an annual operating surplus to provide funds for capital projects and infrastructure renewal, for both current and future generations.

When identifying sources of revenue and determining expenditure needs, Council will ensure that these community needs can be adequately addressed in the future.

### Financial principle

**Council will fund all operating and capital expenditure in a prudent, ethical and responsible manner. Council will seek and accept external funding contributions to a project where the acceptance of the funding will not compromise Council's principles or objectives.**

Council will seek to maximise all external funding opportunities, including transfers from other levels of government and other financing opportunities where appropriate, having regard to the financial impacts and outcomes for the community. Following the decision to proceed with a project, external funding commitments will be formalised through a Heads of Agreement.

While an external funding opportunity should be part of the overall project, its consideration should remain only one factor in the decision-making process. Accordingly, care should be taken to not inappropriately commit Council to the acceptance of funding opportunities before the project is determined as suitable and of immediate priority. This is necessary to avoid the unreasonable distortion of Council's priorities due to the availability of external funding.

Debt within prudent levels is considered to be a legitimate funding source, particularly for the creation of income-generating assets and new or extended assets servicing current and future generations.

Council maintains debt at levels that are serviceable and sustainable, while ensuring community needs are adequately addressed.

Debt will be maintained at levels below the following guidelines:

- indebtedness as a percentage of rate revenue – 80% or less
- defined as the total amount of interest bearing liabilities compared to the annual rates levy
- debt servicing costs as a percentage of total revenue – 5% or less
- defined as the interest expense incurred on interest bearing liabilities compared to the total revenue base.

## Cash management principle

Council will monitor its Working Capital Ratio (current assets/current liabilities) to ensure the maintenance of the required level of cash to meet operational requirements.

The ratio will remain at or above 1.20 to 1 plus:

- the provision of a cash contingency of 0.5% of general rate revenue for works in response to emergency situations eg storm event, and
- cash held in Council's Strategic Acquisition Fund.

Council will maximise the return on cash funds invested and ensure investment placements remain within ethical and legislative constraints.

Outstanding debtors will be converted to cash by adopting commercial practices and benchmarks.

## Rating revenue principle

**Council will review rate revenue annually. Rate levels will be set within the context of the Council Plan having regard for the Long-term Financial Strategy and current expenditure commitments.**

Revenue from property rates will be determined according to approved expenditure needs in the context of the Council Plan and will not necessarily rise with property revaluations.

'Special Rate Schemes' may be used to provide direct benefits to clearly identified ratepayer groups, such as retail shopping centres.

## Pricing of services principle

Council will set fees and charges for services having regard to Council's Pricing Policy and specific fee policies in applicable areas of Council, while incorporating cost recovery principles and marketplace competition. User capacity to pay, equity in the subsidisation of services, community service benefits statutory or service agreement limitations and results of benchmarking of similar services also impact the striking of a fee or charge.

Council will decide on the levels of cost recovery that are suitable for each service. The accurate measurement of costs, including overheads, enables identification of any level of subsidy provided to a service. This information further contributes to the pricing of services model.

Council does not have discretion to alter fees and charges set by the Victorian Government, however will continue to advocate for these fees to be set at levels where cost recovery is possible.

Where service fees provide a surplus, the funds will be used to maintain the general level of services in the City.

In order to maintain the relationship between the cost of a service and the fee charged for the provision of the service, in the absence of a public policy requirement, fees and charges will be increased annually in line with either labour costs, Consumer Price Index inflation or direct cost increases.

Council considers pricing signals and/or price disincentives as legitimate methods to encourage behavioural changes consistent with relevant Council policies.

## Inter-government funding principle

**Council supports the Inter-governmental Agreement that requires other levels of government to fully fund services delivered on their behalf. Council will maximise the level of grants and subsidies received from Victorian and Australian governments to achieve a better share of government taxes for the Boroondara community.**

Where cost shifting from other levels of government is apparent, Council will communicate to its community the impacts of these cost impositions. Access to growth grants revenue is critical to meet the demands of a growing economy.

Funds received from other levels of government will normally be expected to meet the full direct and indirect costs of providing those services. Council opposes cost shifting from other levels of government and may not contribute funding or assets to services that are the responsibility of other levels of government. In circumstances where Council provides a subsidy to a service, a determination will be made ensuring the contribution does not outweigh the community benefit.

## Property holdings principle

**Council will manage, acquire and dispose of property in the best interest of the Boroondara community. Council recognises the importance of property holdings over the long-term to community wellbeing.**

Assets will only be considered for disposal where there is no clear Council or community need for that asset in the foreseeable future. All property considered for disposal will undergo a thorough evaluation based on both financial and community benefit factors. Open space will not be sold unless replaced by areas of equal size and/or value. Any proceeds derived from property realisation will be directed towards funding land acquisition, new/upgrade capital works or debt reduction and will not be used to fund operating expenditure. Council will not necessarily hold property that has no current or future identified purpose, or if that purpose can be met more effectively in other ways.

Existing holdings or strategic acquisitions must meet existing needs, new identified needs or adopted strategies. To enhance community benefit opportunities for the alternative use of property (including asset realisation) will be investigated.

Regular reviews of asset holdings will be conducted to identify opportunities for asset realisation. Asset management plans, asset usage, land use planning documents and community benefit will be considerations in such reviews.

## Asset management principle

**Council will provide well-maintained community assets that are fit for their purpose and provide best possible community benefit. Council's budget and long-term strategy will commit, with specific budget provision, an appropriate level of expenditure to ensure ongoing asset maintenance and renewal.**

Council will plan and appropriately resource the necessary work on infrastructure to ensure that all assets are maintained fit for purpose. Accurate asset data and condition assessments will be drawn upon to inform the annual budgeting and works programs.

Asset management involves anticipating and managing risk and asset failures. Council is committed to increasing expenditure on asset renewal in order to sustainably manage its community infrastructure. Appropriate expenditure is allocated to ensure that compliance and safety regulations are addressed for all assets.

The separate asset renewal component of total capital works expenditure will be based on needs identified in asset renewal plans that will include amounts sufficient to fund renewal of our assets to agreed standards as established in the asset management plans.

Each asset renewal obligation will be determined by the asset renewal provision based on the replacement cost and remaining useful life of the asset to meet minimum community standards established through the asset management plans.

Council will maintain a capital sustainability index of greater than one-to-one until the assets have reached standards defined in the asset management plans. The sustainability index is defined as the ratio of renewal expenditure on infrastructure assets compared to the annual depreciation expense incurred by these assets.

Council will seek the most effective community outcome from the application of asset renewal funds, which may not necessarily result in the replication of existing facilities, but could involve the adaptive re-use of an asset. In such circumstances, asset renewal funds will complement new and upgrade funding as appropriate.

## Creating community assets principle

**Council will ensure that the community has access to required community infrastructure, located to meet community needs and city wide priorities and designed with regard to current and future needs.**

Construction and acquisition of new community assets must respond to existing needs, new identified needs or adopted strategies. Such facilities must remain within the limitations of Council's financial and resource capacity and provide clear and tangible benefits. Opportunities for community partnerships to develop assets will be pursued.

In reviewing any proposal, Council will consider the financial mechanisms available to assign the capital costs to current and future generations. Asset substitution can be a source of finance where a newly-created asset consolidates services and the vacated asset becomes available for sale.

Analysis of the creation of new assets will also consider contributions to the public realm, environmental and social benefits. The financial analysis will have regard to consequent operational maintenance and renewal costs.

## Waste management principle

Council will use waste management pricing strategies that encourage waste avoidance, minimisation and recycling, and will be supported by educational programs and appropriate services.

The identification and separate billing for a waste service is intended to encourage and promote waste minimisation in the community.

Council seeks to recover costs for these services.

## Employee costs principle

Council will attract and retain suitable staff through remuneration levels and workplace policies, while ensuring that there is effective and efficient management of staff costs and number of employees.

The cost of employment is a major budget component in the provision of Council services. Council values committed staff and recognises their critical role to the wellbeing of the Boroondara community.

As articulated in Council's People Strategy, Council remains committed to the provision of fair pay, learning and development for staff and a workplace culture appropriate for an Employer of Choice.

## Concept Masterplan principle

**Council will ensure that the short and long-term interests of the community are appropriately addressed. Concept Masterplans are an aid to future planning for the allocation of resources.**

Concept Masterplans do not represent a commitment to implement all components of the plan, which will be reviewed at regular intervals, and may be subject to change. The Concept Masterplan components will be considered annually as part of the budget process, in conjunction with all Council Plan and Budget priorities.

Concept Masterplans must inform asset management plans and future works planning.

## Priority projects expenditure principle

Council will separately fund projects of a non-recurring operating nature identified in the Council Plan as priority projects. The aim is to complete these projects within the financial year.

Priority projects that are not started or completed within the budget year are subject to future budget and planning considerations. These projects will be reassessed against any revised Council priorities.

## Management of expenditure principle

**Council will review all Council expenditure.**

**Fundamental to this process is community consultation and benchmarking of cost and quality standards of service and efficiency against like services in the public and private sectors.**

Ongoing commitment to Best Value Boroondara is integral to this principle.

Where possible, increased service levels, or increases in demand for a service, are to be provided or funded through productivity gains.

Ongoing service reviews will assess services in accordance with:

- a demonstrated community need
- stakeholder views
- access, equity of need and benefit to the community
- community expectation of service level and quality
- legislative imperatives
- identification of alternative providers, both public and private
- Council's capacity to provide the service
- the availability of Victorian or Australian Government funding
- budget priorities.

## Amended budget principle

**Council will amend the Annual Budget for internal management reporting purposes to ensure prudent and transparent budgeting and financial planning.**

Council will ensure a rigorous approach to budget management. The Budget will be amended twice per annum where necessary: in September following finalisation of the annual accounts and in February following a mid-year budget review process.

Amended budgets enable Council to review and approve variances to revenue and expenditure resulting primarily from external factors, ensuring accountability and optimal budget control for management reporting purposes. Amendments to the adopted budget will be considered under the following circumstances:

- additional income has been received
- reduction in income due to identified reasons
- transactions required subsequent to finalisation of end of year accounts
- expenditure increases matching additional income
- additional non-discretionary expenses
- deferred expenditure
- sound accounting processes to meet audit requirements.

In the circumstance where additional cash surplus is identified (after taking into account cash requirements of future years), opportunities to reduce planned borrowings should be considered prior to allocation of new expenditure.

New expenditure identified (if any) should be considered within the overall priority listing of works across the city. This may include bringing forward foreshadowed works in a staged approach. Existing commitments of staff and project management resource will be considered to ensure deliverability prior to endorsement of additional expenditure.

The Annual Report will detail performance against the original Budget as adopted by Council as the Annual Budget.

## Strategic acquisition fund principle

Due to legislative limitations, local government is unable to undertake borrowings not pre-approved through the Annual Budget process. Because strategic parcels of land may become available at short notice, Council will create a Strategic Acquisition Fund. This cash-backed fund will allow for the acquisition of strategic assets within the municipality as they become available.

Once created the Strategic Acquisition Fund will be held as an asset in Council's balance sheet. The cash within the fund will be available for the purpose of acquiring new strategic assets where they are required for the provision of community services or for additional public open space. The only other potential use for these funds is the retirement of existing Council debt.

Due to the nature of this fund, and potential for immediate use, the cash will not be considered as part of Council's internal budgeting and management reporting processes. It will be treated as a source of funds only available for the stated purpose.

Until its use for the acquisition of strategic assets the cash will be managed in line with Council's Investment Policy.

## Budgeted standard statements

A key component of the Strategic Resource Plan is the Long-term Financial Strategy.

Council has prepared a Long-term Financial Strategy for the 10-year period 2012–13 to 2021–22 as part of Council's commitment to sustainable budgeting and responsible financial management. The Strategy translates Council's Strategic Objectives and priorities as specified in the Council Plan into financial forecasts. The Strategy also supports the growing demand to invest in the maintenance and renewal of all Council-owned assets.

## Non financial resources

### Human Resources

Boroondara has diverse and capable staff required to provide a range of quality services to the community. Recruitment, retention and development of quality staff are therefore essential for the organisation to be able to provide quality outcomes to our community in the future.

During 2009–10 implementation of an Ageing Workforce Plan and Attraction and Retention Plan commenced. The attraction and retention of staff has become more difficult in the last five years due to skill shortages resulting from the ageing workforce and reductions in the number of new entrants to the workforce. These plans have been implemented to better manage human resources.

Council's People Strategy focuses on the attraction and retention of skilled staff in a competitive workforce market. This strategy requires an organisation wide commitment to the development of staff via quality leadership and providing a flexible working environment.

The table below projects Council's total employee costs and total equivalent full time (EFT) staffing requirements for the 2012–13 year and includes limited tenure positions budgeted under Priority Projects. As a result resource requirements will vary from year to year.

	Forecast Actual 2012	Budget 2013
EMPLOYEE COSTS \$'000	62,072	65,610
TOTAL EMPLOYEE NUMBERS	984	996
TOTAL EFT	761	771

### Risk management

Council is committed to ensuring strategic and operational risks are appropriately managed to protect Council and the community by updating and implementing Council's Risk Management Strategy in 2012–13. Council continues to ensure a safe work place for all employees by embedding new Occupational Health and Safety (OHS) policies and procedures throughout Council and developing and delivering a suite of OHS training and development programs.

### Maintaining Boroondara's assets

Boroondara continues to be committed to deal with the challenge of maintaining more than \$2.67 billion of assets and infrastructure. Council is making a significant investment in addressing the ongoing challenge associated with reducing the asset management backlog, while also providing excellent facilities for the well-being of the Boroondara community.

Asset Management Plans have been extensively reviewed and adopted by Council. These Strategies provide Council with a firm indication of the levels of asset renewal and the individual assets that will need to be replaced over the next five years. The foreshadowed budget for the provision of renewal of Capital Works is \$236 million over the next five years, with an additional \$61 million in new capital projects allocated over the same period. Renewal of assets is also assisted through the provision of ongoing maintenance to buildings, roads and footpaths. This foreshadowed expenditure amounts to a further \$45 million by June 2017.

### Information technology

Consistent with international trends technology is essential to the efficiency, responsiveness and accessibility of the City of Boroondara's services to all groups of the community. In order to continue to provide services to achieve community responsiveness, reliable and secure information technology systems are essential. The Boroondara Information Technology Strategy articulates the strategies used to meet technological demands now and into the future.



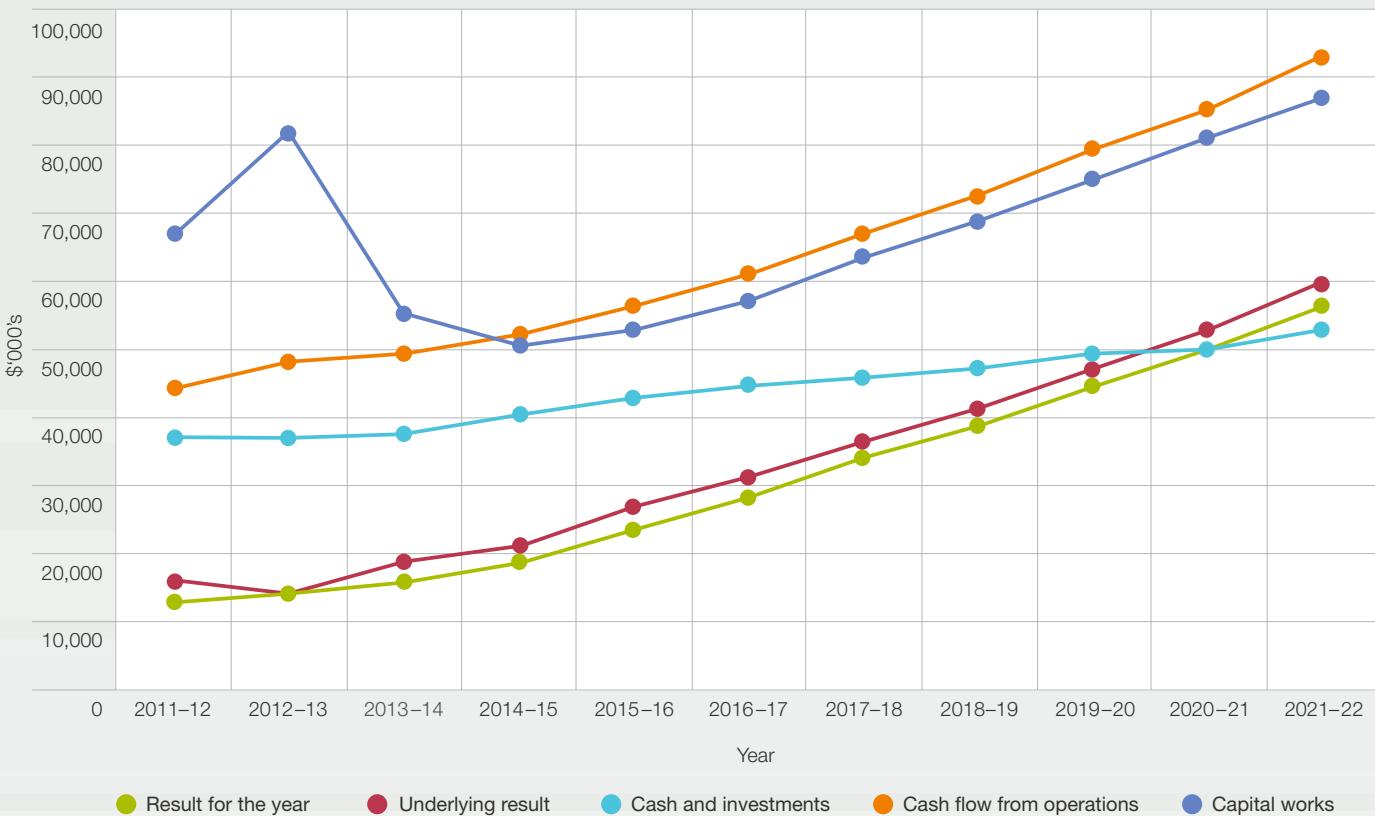
Boroondara has diverse and capable staff required to provide a range of quality services to the community.

# Budgeted Standard Statements

A key component of the Strategic Resource Plan is the Long Term Financial Strategy.

Council has prepared a Long Term Financial Strategy for the 10-year period 2012–13 to 2021–22 as part of Council's commitment to sustainable budgeting and responsible financial management. The Strategy translates Council's Strategic Objectives and priorities as specified in the Council Plan into financial forecasts. The Strategy also supports the growing demand to invest in the maintenance and renewal of all Council-owned assets.

Long Term Financial Strategy – 10 year overview



# Budgeted Standard Balance Sheet

## For The Year Ended 30 June

	Forecast	Budget		Strategic Resource Plan Projections							
	2012 \$'000	2013 \$'000	2014 \$'000	2015 \$'000	2016 \$'000	2017 \$'000	2018 \$'000	2019 \$'000	2020 \$'000	2021 \$'000	2022 \$'000
<b>Current assets</b>											
Cash and cash equivalents	37,771	37,627	38,444	41,023	42,977	45,141	46,008	47,636	49,170	50,942	53,527
Trade and other receivables	8,506	8,694	9,524	9,691	9,866	10,051	10,245	10,448	10,661	10,886	11,121
Prepayments	576	586	596	606	616	626	636	646	656	666	676
Inventories	36	36	36	36	36	36	36	36	36	36	36
<b>TOTAL CURRENT ASSETS</b>	<b>46,889</b>	<b>46,943</b>	<b>48,600</b>	<b>51,356</b>	<b>53,495</b>	<b>55,854</b>	<b>56,925</b>	<b>58,766</b>	<b>60,523</b>	<b>62,530</b>	<b>65,360</b>
<b>Non-current assets</b>											
Trade and other receivables	276	281	286	291	296	301	306	311	316	321	326
Investments in associates	5,134	5,134	5,134	5,134	5,134	5,134	5,134	5,134	5,134	5,134	5,134
Property, plant and equipment, infrastructure	2,628,624	2,674,060	2,696,630	2,714,976	2,735,797	2,760,886	2,792,790	2,829,198	2,871,418	2,918,903	2,971,858
Intangible assets	441	441	401	281	227	169	132	101	78	59	46
Investment property	8,996	8,996	8,834	8,675	8,519	8,365	8,215	8,067	7,922	7,779	7,639
<b>TOTAL NON-CURRENT ASSETS</b>	<b>2,643,471</b>	<b>2,688,912</b>	<b>2,711,285</b>	<b>2,729,357</b>	<b>2,749,973</b>	<b>2,774,855</b>	<b>2,806,577</b>	<b>2,842,811</b>	<b>2,884,868</b>	<b>2,932,196</b>	<b>2,985,003</b>
<b>TOTAL ASSETS</b>	<b>2,690,360</b>	<b>2,735,855</b>	<b>2,759,885</b>	<b>2,780,713</b>	<b>2,803,468</b>	<b>2,830,709</b>	<b>2,863,502</b>	<b>2,901,577</b>	<b>2,945,391</b>	<b>2,994,726</b>	<b>3,050,363</b>
<b>Current liabilities</b>											
Trade and other payables	16,627	18,564	19,685	20,317	20,883	21,445	22,033	22,679	23,273	23,993	24,736
Interest-bearing loans and borrowings	1,092	1,308	1,575	1,766	1,908	2,063	2,231	2,413	2,608	2,823	3,054
Provisions	11,947	12,481	13,039	13,622	14,232	14,870	15,432	16,048	16,634	17,326	18,047
Trust funds and deposits	2,633	2,683	2,733	2,783	2,833	2,883	2,933	2,983	3,033	3,083	3,133
Prepaid income	88	93	98	103	108	113	118	123	128	133	138
Unfunded superannuation call up	-	700	700	700	700	700	-	-	-	-	-
<b>TOTAL CURRENT LIABILITIES</b>	<b>32,387</b>	<b>35,829</b>	<b>37,830</b>	<b>39,291</b>	<b>40,664</b>	<b>42,074</b>	<b>42,747</b>	<b>44,246</b>	<b>45,676</b>	<b>47,358</b>	<b>49,108</b>
<b>Non-current liabilities</b>											
Provisions	1,186	1,240	1,296	1,355	1,417	1,481	1,538	1,600	1,659	1,729	1,802
Unfunded superannuation call up	3,500	2,800	2,100	1,400	700	-	-	-	-	-	-
Interest-bearing loans and borrowings	24,832	52,525	58,850	59,985	58,077	56,014	53,783	51,370	48,762	45,939	42,885
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>29,518</b>	<b>56,565</b>	<b>62,246</b>	<b>62,740</b>	<b>60,194</b>	<b>57,495</b>	<b>55,321</b>	<b>52,970</b>	<b>50,421</b>	<b>47,668</b>	<b>44,687</b>
<b>TOTAL LIABILITIES</b>	<b>61,905</b>	<b>92,394</b>	<b>100,076</b>	<b>102,031</b>	<b>100,858</b>	<b>99,569</b>	<b>98,068</b>	<b>97,216</b>	<b>96,097</b>	<b>95,026</b>	<b>93,795</b>
<b>NET ASSETS</b>	<b>2,628,455</b>	<b>2,643,461</b>	<b>2,659,809</b>	<b>2,678,682</b>	<b>2,702,610</b>	<b>2,731,140</b>	<b>2,765,434</b>	<b>2,804,361</b>	<b>2,849,294</b>	<b>2,899,700</b>	<b>2,956,568</b>
<b>Equity</b>											
Accumulated surplus	734,192	749,440	765,788	784,661	808,589	837,119	871,413	910,340	955,273	1,005,679	1,062,547
Reserves	1,894,263	1,894,021	1,894,021	1,894,021	1,894,021	1,894,021	1,894,021	1,894,021	1,894,021	1,894,021	1,894,021
<b>TOTAL EQUITY</b>	<b>2,628,455</b>	<b>2,643,461</b>	<b>2,659,809</b>	<b>2,678,682</b>	<b>2,702,610</b>	<b>2,731,140</b>	<b>2,765,434</b>	<b>2,804,361</b>	<b>2,849,294</b>	<b>2,899,700</b>	<b>2,956,568</b>

# Budgeted Standard Income Statement

For The Year Ended 30 June

	Forecast	Budget		Strategic Resource Plan Projections							
		2012 \$'000	2013 \$'000	2014 \$'000	2015 \$'000	2016 \$'000	2017 \$'000	2018 \$'000	2019 \$'000	2020 \$'000	2021 \$'000
<b>Income</b>											
General rates	109,514	116,163	123,181	130,550	138,288	146,412	154,943	163,900	173,305	183,180	193,549
Special rates and charges	1,105	889	915	937	960	986	1,012	1,036	1,060	1,089	1,119
Waste charges	17,060	18,547	19,474	20,448	21,470	22,544	23,671	24,855	26,097	27,402	28,772
Fees and charges	21,025	21,966	22,696	23,428	24,160	24,939	25,696	26,455	27,191	28,055	28,964
Grants – operating (recurrent)	14,213	11,284	13,842	14,184	14,530	14,921	15,321	15,676	16,044	16,484	16,937
Developers open space contributions	1,200	1,236	1,272	1,303	1,335	1,371	1,408	1,440	1,474	1,514	1,556
Granted assets	26	-	-	-	-	-	-	-	-	-	-
Other income	1,337	1,464	1,506	1,544	1,581	1,624	1,667	1,706	1,746	1,794	1,843
Rental income	2,204	2,212	2,276	2,647	2,712	2,785	2,859	2,926	2,994	3,076	3,161
Interest	2,377	2,183	2,228	2,346	2,550	2,853	2,885	2,665	2,873	3,180	3,278
Priority Projects income (non-recurrent)	781	818	267	-	249	194	263	-	275	214	290
Grants and contributions – Capital (non recurrent)	1,756	3,107	639	-	-	-	-	-	-	-	-
Share of net profit of associates and joint ventures accounted for by the equity method	1,057	-	-	-	-	-	-	-	-	-	-
<b>TOTAL INCOME</b>	173,655	179,869	188,296	197,387	207,835	218,629	229,725	240,659	253,059	265,988	279,469
<b>Expenses</b>											
Employee benefits	62,072	65,610	68,754	72,044	75,661	79,464	82,903	86,672	90,328	94,135	98,103
Materials and services	46,221	47,348	49,552	51,440	53,154	54,862	56,659	58,626	60,465	62,659	64,955
Depreciation and amortisation	26,372	27,068	28,941	28,607	28,291	28,235	28,351	28,664	29,129	29,748	30,507
Road maintenance	1,787	1,962	2,059	2,138	2,209	2,281	2,356	2,438	2,515	2,607	2,702
Footpaths maintenance	1,798	1,787	1,875	1,947	2,012	2,077	2,145	2,220	2,290	2,373	2,461
Facilities maintenance	4,110	4,500	4,837	5,022	5,190	5,358	5,534	5,728	5,908	6,125	6,349
MFB levy	3,581	3,709	3,816	3,910	4,006	4,114	4,224	4,322	4,423	4,544	4,670
Other expenses	2,912	2,848	2,930	3,003	3,076	3,159	3,243	3,319	3,396	3,490	3,586
Finance costs	670	3,197	4,632	4,842	4,950	4,801	4,642	4,469	4,282	4,080	3,860
Redundancy costs	92	-	-	-	-	-	-	-	-	-	-
Priority Projects (including forward commitments)	5,332	4,140	1,886	2,897	2,693	3,083	2,709	2,609	2,724	3,156	2,743
LASF Defined Benefit Plan superannuation	3,500	-	-	-	-	-	-	-	-	-	-
Net loss on disposal of property, plant and equipment, infrastructure	2,670	2,694	2,665	2,665	2,665	2,665	2,665	2,665	2,665	2,665	2,665
<b>TOTAL EXPENSES</b>	161,117	164,863	171,947	178,515	183,907	190,099	195,431	201,732	208,125	215,582	222,601
<b>SURPLUS FOR THE YEAR</b>	12,538	15,006	16,349	18,872	23,928	28,530	34,294	38,927	44,934	50,406	56,868
<b>Other comprehensive income</b>											
Other	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL COMPREHENSIVE INCOME</b>	12,538	15,006	16,349	18,872	23,928	28,530	34,294	38,927	44,934	50,406	56,868

# Budgeted Standard Cash Flow Statement

## For The Year Ended 30 June

	Forecast	Budget		Strategic Resource Plan Projections							
	2012 \$'000	2013 \$'000	2014 \$'000	2015 \$'000	2016 \$'000	2017 \$'000	2018 \$'000	2019 \$'000	2020 \$'000	2021 \$'000	2022 \$'000
<b>Cash flows from operating activities</b>											
<b>Receipts</b>											
Rates and waste charges	127,599	135,519	142,741	151,768	160,543	169,758	179,433	189,587	200,249	211,448	223,205
Fees & charges and other receipts from customers	24,361	25,437	26,373	27,514	28,348	29,243	30,117	30,982	31,826	32,821	33,863
Grants – Operating (including priority projects)	14,999	12,107	14,114	14,189	14,784	15,120	15,589	15,681	16,324	16,704	17,232
Grants and contributions – Capital	1,756	3,107	639	-	-	-	-	-	-	-	-
Contributions	1,200	1,236	1,272	1,303	1,335	1,371	1,408	1,440	1,474	1,514	1,556
Interest	2,377	2,183	2,228	2,346	2,550	2,853	2,885	2,665	2,873	3,180	3,278
	172,292	179,589	187,367	197,120	207,560	218,345	229,432	240,355	252,746	265,667	279,134
<b>Payments</b>											
Employee costs	(61,393)	(65,022)	(68,840)	(72,102)	(75,689)	(79,462)	(82,984)	(85,994)	(89,683)	(93,373)	(97,309)
Contractors and materials (including priority projects)	(65,963)	(64,241)	(64,773)	(68,295)	(70,307)	(72,868)	(74,738)	(77,034)	(79,506)	(82,570)	(85,011)
Finance costs	(569)	(1,999)	(4,336)	(4,883)	(4,995)	(4,849)	(4,694)	(4,526)	(4,344)	(4,147)	(3,932)
	(127,925)	(131,262)	(137,949)	(145,280)	(150,991)	(157,179)	(162,416)	(167,554)	(173,533)	(180,090)	(186,252)
<b>NET CASH PROVIDED BY OPERATING ACTIVITIES</b>	<b>44,367</b>	<b>48,327</b>	<b>49,418</b>	<b>51,840</b>	<b>56,569</b>	<b>61,166</b>	<b>67,016</b>	<b>72,801</b>	<b>79,213</b>	<b>85,577</b>	<b>92,882</b>
<b>Cash flows from investing activities</b>											
Increase in trust funds and deposits	50	50	50	50	50	50	50	50	50	50	50
Dividend received	1,057	-	-	-	-	-	-	-	-	-	-
Proceeds from sales of property, plant and equipment	-	5,080	-	-	-	-	-	-	-	-	-
Payments for property, plant and equipment	(67,040)	(81,509)	(55,243)	(50,636)	(52,899)	(57,144)	(64,136)	(68,992)	(75,316)	(81,247)	(87,524)
<b>NET CASH USED IN INVESTING ACTIVITIES</b>	<b>(65,933)</b>	<b>(76,379)</b>	<b>(55,193)</b>	<b>(50,586)</b>	<b>(52,849)</b>	<b>(57,094)</b>	<b>(64,086)</b>	<b>(68,942)</b>	<b>(75,266)</b>	<b>(81,197)</b>	<b>(87,474)</b>
<b>Cash flows from financing activities</b>											
Proceeds from interest-bearing loans and borrowings	20,600	29,000	7,900	2,900	-	-	-	-	-	-	-
Repayment of interest-bearing loans and borrowings	(1,721)	(1,092)	(1,308)	(1,575)	(1,766)	(1,908)	(2,063)	(2,231)	(2,413)	(2,608)	(2,823)
<b>NET CASH PROVIDED BY (USED IN) FINANCING ACTIVITIES</b>	<b>18,879</b>	<b>27,908</b>	<b>6,592</b>	<b>1,325</b>	<b>(1,766)</b>	<b>(1,908)</b>	<b>(2,063)</b>	<b>(2,231)</b>	<b>(2,413)</b>	<b>(2,608)</b>	<b>(2,823)</b>
Net increase (decrease) in cash and cash equivalents	(2,687)	(144)	817	2,579	1,954	2,164	867	1,628	1,534	1,772	2,585
Cash and cash equivalents at beginning of year	40,458	37,771	37,627	38,444	41,023	42,977	45,141	46,008	47,636	49,170	50,942
<b>CASH AND CASH EQUIVALENTS AT END OF YEAR</b>	<b>37,771</b>	<b>37,627</b>	<b>38,444</b>	<b>41,023</b>	<b>42,977</b>	<b>45,141</b>	<b>46,008</b>	<b>47,636</b>	<b>49,170</b>	<b>50,942</b>	<b>53,527</b>

## Budgeted Standard Capital Works Statement

For The Year Ended 30 June

	Forecast*	Budget*	Strategic Resource Plan Projections									
			2012 \$'000	2013 \$'000	2014 \$'000	2015 \$'000	2016 \$'000	2017 \$'000	2018 \$'000	2019 \$'000	2020 \$'000	2021 \$'000
Land and buildings	45,890	59,607	36,311	30,043	31,246	34,687	40,843	44,833	50,256	55,248	60,548	
Drains	3,635	3,193	3,870	4,307	4,525	4,706	4,894	5,090	5,294	5,505	5,726	
Roads, kerb and channel	7,260	7,995	7,892	8,425	8,887	9,242	9,612	9,997	10,397	10,812	11,245	
Plant, equipment and other	2,107	2,194	2,064	2,468	2,601	2,702	2,807	2,916	3,029	3,147	3,270	
Street, park and playgrounds	1,324	1,079	1,206	1,401	1,475	1,534	1,595	1,659	1,726	1,795	1,866	
Libraries and Information Technology	2,551	2,140	1,821	1,837	1,853	1,868	1,883	1,897	1,911	1,927	1,945	
Footpaths, LATMs**, car parks and utilities	4,273	5,301	2,079	2,155	2,312	2,404	2,501	2,601	2,705	2,813	2,925	
	67,040	81,509	55,243	50,636	52,899	57,143	64,135	68,993	75,318	81,247	87,525	
<b>Represented by:</b>												
Renewal	50,739	68,317	47,014	39,982	40,043	40,867	49,556	50,793	56,857	63,630	66,568	
New and upgrade	16,301	13,192	8,229	10,654	12,856	16,277	14,581	18,198	18,459	17,617	20,956	
	67,040	81,509	55,243	50,636	52,899	57,144	64,137	68,991	75,316	81,247	87,524	

\*Includes forward commitments

\*\*LATM – Local Area Traffic Management

## Budgeted Statement of Human Resources

For The Year Ended 30 June

	Forecast Actual	Budget	
		2012	2013
EMPLOYEE COSTS \$'000	62,072	65,610	
TOTAL EMPLOYEE NUMBERS	984	996	
<b>EFT (equivalent full time)</b>			
Chief Executive	2	2	
City Planning	124	129	
Environment and Infrastructure	202	205	
Community Development	295	296	
Corporate Services	99	100	
Governance	8	8	
Communications & Engagement	31	31	
<b>TOTAL EFT</b>	761	771	

# Our organisation



# What our departments do in providing service to the community

## Community Development Directorate

### Arts and Culture

- produces dynamic cultural programs and events
- programs and manages cultural facilities at the Town Hall Gallery, Kew Court House and Hawthorn Town Hall
- nurtures relationships and partnerships through the provision of funding, support, strategic advice and provides a point of contact for arts and culture in Boroondara
- continuously investigates, adapts and improves policies, programs and services to achieve the objectives of the Arts and Cultural Strategy 2008–13.

### Community Planning

- develops policies and strategies that address community priorities
- monitors, forecasts and analyses community change and wellbeing
- undertakes extensive community research on behalf of council departments and the community
- advocates to Australian, Victorian or regional bodies on social issues impacting on the community
- prepares council submissions in response to Australian and Victorian government enquiries
- facilitates community connectedness and strengthens community capacity through the delivery of a range of skill development programs, partnership and networking opportunities for Boroondara's community sector
- manages the Community Development Program of annual and operational triennial grants.

### Family, Youth and Leisure Services

- provides Maternal and Child Health, Family Day Care, kindergarten central enrolment and Kew occasional child care
- facilitates long day care, occasional care and kindergarten and supports the inclusion of children with additional needs
- provides support and information and a range of activities and programs to young people and their families
- conducts advocacy and policy development on behalf of young people and families

- facilitates training and support for service providers and voluntary committees of management of early years and youth services
- facilitates the provision of community support services (Camcare)
- collects and analyses data and provides information and referral to families
- undertakes strategic planning and policy development to ensure that the Boroondara community has access to active participation opportunities
- manages Council's 5 leisure and aquatic centres, Boroondara Tennis Centre, Kew Traffic School, Junction Skate and BMX Park and Hill'n'Dale BMX Park and casual bookings of sportsgrounds, pavilions and halls
- assists Council's 10 Neighbourhood Houses/Community Centres by administering service and funding agreements and providing operational and strategic support.

### Health, Ageing and Disability Services

- coordinates Health Services including immunisation and environmental health
- provides Home Support Services 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 and Volunteer Development

- provides a large range of library collections and services: in libraries, online and via a home library service
- provides family, children and adult library programs
- promotes, supports and assists the development of volunteering and civic participation through the Boroondara Volunteer Resource Centre.

## City Planning Directorate

### 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 and Regulations including investigation of illegal and dangerous buildings to ensure public and occupant safety.

### Economic Development

- strengthens the viability of local businesses, including strip shopping centres
- facilitates the Boroondara Business Network and the Boroondara Farmers Market
- supports newly established businesses, through training and mentor services
- facilitates regular networking opportunities for the local business community.

### 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, street furniture, animal registrations, excess animals, commercial waste bins, residential parking and 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
- manages school crossing supervision and access to disabled parking.

### 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 1F 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.

## Corporate Services Directorate

### Business Development

- develops and implements the annual planning cycle for the Council Plan and Budget
- produces the annual Budget and Long-term Financial Strategy and manages Council's budgeting/forecasting and financial reporting systems
- 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
- coordinates financial analysis for projects and provides advice on the pricing of services as well as National Competition Policy compliance
- provides external grant application support for significant project funding opportunities
- undertakes internal services related to audit, process improvement and benchmarking.

## **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.

## **Financial Services**

- coordinates Audit Committee and external audit
- manages procurement and conduct of all public tenders
- manages financial accounting, accounts payable and receivable and payroll services
- 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.

## **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 high quality service to staff through key functions of occupational health and safety, risk management, human resources and learning and organisation development
- 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
- enterprise business risk including occupational health and safety, WorkCover, risk management and insurance including Council's Disaster Recovery and Business Continuity Plans
- facilitates and coordinates staff members' professional, leadership and cultural development programs and the health and wellbeing program
- coordinates Council's performance management system.

## **Environment and Infrastructure Directorate**

### **Asset Management**

- ensures that service standards are monitored and renewed for Council assets
- develops and administers Council's asset management system
- integrates the financial aspects of asset management plans with Council's Long-term Financial Strategy
- develops and updates the ongoing five year renewal program for assets
- facilitates and promotes occupational health and safety compliance on all Environment and Infrastructure worksites.

### **Engineering and Traffic**

- develops, assesses and implements engineering solutions that address the amenity of residential and commercial areas
- implements parking and traffic management strategies and engineering solutions including drainage issues, planning and subdivision permit referrals and development approvals, lane and parking bay occupation applications and investigation of black spot accident locations
- manages permits relating to the Asset Protection Local Law
- implements the street lighting policy
- coordinates and implements sustainable transport initiatives including TravelSmart programs and improvement to the City's bicycle and pedestrian network.

### **Environment and Sustainable Living**

- helps the Boroondara community to live more sustainably in response to emerging environmental challenges (eg 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
- undertakes landscape design and construction works to promote use 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 parks, gardens, bushland and indigenous re-vegetation sites, sportsgrounds and garden beds associated with traffic control devices
- provides arboricultural management and maintenance services for street and park trees
- manages and maintains assets including playgrounds, barbeques, drinking fountains, park furniture, bins, fences and signage
- manages and maintains the Freeway Golf Course
- delivery and planning of capital works
- manages 75 leased sporting and community facilities and works with tenant groups to ensure they are resourced to run club activities
- works with over 300 sports clubs, across 23 sports codes at over 100 sports facilities/grounds.

## **Projects and Strategy**

- develops and manages the approved Environment and Infrastructure capital works program ensuring best value for money
- provides project management services and advice on Council's projects
- investigates and develops solutions to major drainage issues
- incorporates environmentally sustainable design principles into building, drainage and engineering projects
- plans for future projects to support Council's services.

## **Communications and Engagement Department**

- leads the enhancement of a customer responsiveness culture across Council to ensure high level communications, engagement and customer service standards for our community
- enhances and protects the City of Boroondara's reputation
- develops strategic integrated communications plans for key initiatives linked to the Council Plan
- develops, manages and delivers advocacy campaigns
- develops and undertakes a corporate research program to inform improved service outcomes
- monitors media
- writes, publishes, edits and designs communications material
- delivers telephony, reception and cashiering services
- identifies and develops online opportunities to better serve the community
- lead community engagement practice and delivery
- coordinates translation service and supports multilingual communications.

## **Governance Department**

- coordinates citizenship ceremonies and civic events
- provides secretarial and administrative support to Councillors and Council and Committee meetings
- maintains statutory registers, authorisations and delegations
- administers conduct of Council elections
- manages Freedom of Information, Information Privacy, Whistleblowers Protection and internal Ombudsman responsibilities
- provides stewarding and catering services to the Camberwell function rooms.

# Where your rates go

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

The below chart provides an indication of how Council allocates its expenditure across the main services that it delivers.

It shows how much is allocated to each service area for every \$100 that Council spends.

## Capital works and priority projects

\$39.85

## Planning and building

\$5.06

## Communications and customer service

\$2.12

## Health, aged community and family services

\$10.90

## Local Laws enforcement

\$4.42

## Metropolitan Fire Brigade

\$1.72

## Environment and waste management

\$10.86

## Library services

\$4.13

## Rates and property services

\$1.68

## Parks, gardens and sportsgrounds

\$7.71

## Culture, leisure and recreation and civic centres

\$3.57

## Economic development

\$0.42

## Roads, footpaths, safety and drainage

\$5.30

## Engineering and traffic

\$2.26



## Council offices

**Camberwell** 8 Inglesby Road  
**Hawthorn** 360 Burwood Road

## Council depots

### Kew Depot Recycling Station

Hutchinson Drive, Kew  
(only paper and bottles accepted,  
no general or green waste)  
Weekdays: 8am to 3pm  
Weekends: 10am to 2pm

### Boroondara Transfer Station

648 Riversdale Road, Camberwell  
Weekdays: 1pm to 4pm  
Saturdays: 8am to 4pm  
(all types of waste)  
Sundays: 8am to 4pm  
(green waste, bottles,  
papers and recyclables only)

### General information

Telephone: 9278 4444  
Facsimile: 9278 4466  
Website: [www.boroondara.vic.gov.au](http://www.boroondara.vic.gov.au)  
Email: [boroondara@boroondara.vic.gov.au](mailto:boroondara@boroondara.vic.gov.au)  
For hearing impaired we are National Relay Service friendly 9278 4848. For TTY phone 133677, Speak & Listen 1300 555 727 or internet relay [www.relayservice.com.au](http://www.relayservice.com.au)  
Ask for 9278 4444

## Translation details

### English

If you would like a section of this document translated please contact Council on 9278 4444.

### Italian

Se desideri che una sezione di questo documento venga tradotta contatta il Comune al numero 9278 4444.

### Greek

Αν θέλετε μεταφρασμένο κάποιο τμήμα αυτού του έντυπου, επικοινωνήστε με το Δήμο στο 9278 4444.

### Traditional Chinese

如果您需要翻译本文件的某一部分，请打电话到9278 4444和市政府联系。

### Hindi

यदि आप इस प्रलेख के किसी भाग का अनुवाद चाहते हैं तो कृपया कार्यसिल से 9278 4444 पर संपर्क करें।



This Council Plan was printed with vegetable based inks on FSC® (Forest Stewardship Council) approved recycled stock. The paper contains 55% recycled fibre and FSC® Certified pulp, which ensures that all virgin pulp is derived from well-managed forests and is manufactured by an ISO 14001 certified mill.