

Agenda

Scheduled Council Meeting

Monday 17 October 2022 at 6:30 pm

You are advised that a Meeting of Council has been called by the Chief Executive Officer on Monday 17 October 2022 at 6:30 pm for the transaction of the following business.

This meeting will be held in the Council Chamber at Civic Centre, 25 Ferres Boulevard, South Morang 3752 and will be [livestreamed via Council's website](#).

C Lloyd
Chief Executive Officer

Administrators

Lydia Wilson Chair of Council

Peita Duncan Administrator

Chris Eddy Administrator

On 19 June 2020 the Acting Minister for Local Government appointed the Panel of Administrators for the City of Whittlesea and appointed Ms Lydia Wilson as Chair of the Panel. The Panel of Administrators comprises of Ms Lydia Wilson, Ms Peita Duncan and Mr Chris Eddy who will undertake the duties of the Council of the City of Whittlesea until the October 2024 Local Government Election.

Senior Officers

Craig Lloyd Chief Executive Officer

Kate McCaughey Director Community Wellbeing

Justin O'Meara Director Planning & Development

Sarah Renner Director Customer & Corporate Services

Debbie Wood Director Infrastructure & Environment

Frank Joyce Executive Manager Governance & Strategy

Janine Morgan Executive Manager Public Affairs

Order of Business

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Note:

At the Chair of Council's discretion, the meeting may be closed to the public in accordance with Section 66(2)(a) of the *Local Government Act 2020*. The provision which is likely to be relied upon to enable closure is set out in each item. These reports are not available for public distribution.

Question Time:

During the meeting, the Chief Executive Officer will answer questions from residents and ratepayers. Questions are required to be submitted in writing prior to the advertised commencement time of a Scheduled Council Meeting.

Priority will be given to questions or statements that relate to Agenda items and those submitted prior to 12pm on the day of the Council Meeting. Any questions submitted after 12pm on the day may be read if there is sufficient time and otherwise, will be carried-over to the next Council Meeting.

A Question Time form can be downloaded from Council's website and copies of the form are available at the meeting. Refer: <https://www.whittlesea.vic.gov.au/about-us/council/council-meetings/>

Council will hold public question time for up to 30 minutes at each Scheduled Council Meeting to allow members of the public to present the questions they have submitted to Council.

Council is committed to ensuring that all residents and ratepayers of the municipality may contribute to Council's democratic process and therefore, if you have special requirements, please telephone the Governance Team prior to any Council Meeting on (03) 9217 2294.

1 Opening

1.1 Meeting Opening and Introductions

The Chair of Council, Lydia Wilson will open the meeting and introduce the Administrators and Chief Executive Officer:

Administrator, Ms Peita Duncan; and
Chief Executive Officer, Mr Craig Lloyd.

The Chief Executive Officer, Craig Lloyd will introduce members of the Executive Leadership Team:

Director Community Wellbeing, Ms Kate McCaughey;
Director Planning and Development, Mr Justin O'Meara;
Director Corporate & Customer Services, Ms Sarah Renner;
Director Infrastructure and Environment, Ms Debbie Wood;
Executive Manager Governance and Strategy, Mr Frank Joyce; and
Executive Manager Public Affairs, Ms Janine Morgan.

Following the Introductions, the Chief Executive Officer, Craig Lloyd will then read the Diversity Statement:

At the City of Whittlesea we are proud of our diversity and the many cultures, faiths and beliefs that make up our community. We strive to be an inclusive welcoming City that fosters active participation, wellbeing and connection to each other and this land. We commit as a Council to making informed decisions to benefit the people of the City of Whittlesea now and into the future, to support our community's vision of A Place For All.

1.2 Acknowledgement of Traditional Owners Statement

The Chair of Council, Lydia Wilson will read the following Acknowledgement of Traditional Owners Statement:

"On behalf of the City of Whittlesea I recognise the rich Aboriginal heritage of this country and acknowledge the Wurundjeri Willum Clan and Taungurung People as the Traditional Owners of lands within the City of Whittlesea.

I would also like to personally acknowledge Elders past, present and emerging."

1.3 Attendance

2 Declarations of Conflict of Interest

3 Confirmation of Minutes of Previous Meeting/s

Recommendation

THAT the following Minutes of the preceding meeting as circulated, be confirmed:

Scheduled Meeting of Council held 19 September 2022.

4 Public Questions, Petitions and Joint Letters

4.1 Public Question Time

4.2 Petitions

4.2.1 Petition - Request for construction of footpath, Whittlesea-Yea Road, Whittlesea

A petition has been received from 19 residents requesting Council extend the footpath on Whittlesea-Yea Road from Jennifer Court to Cordell Court, Whittlesea. 14 signatures are valid signatures in accordance with the Governance Rules.

Recommendation

THAT Council receive the petition from 14 residents, requesting construction of footpath along Whittlesea-Yea Road from Jennifer Court to Cordell Court, Whittlesea and Officers present a final report and recommendation at the 12 December 2022 Council Meeting.

4.3 Joint Letters

Nil Joint Letters

5 Officers' Reports

5.1 Connected Communities

5.1.1 Epping Animal Welfare Facility Renaming

Responsible Officer	Director Planning & Development
Author	Debbie Blandford, Manager Compliance & Environmental Health
In Attendance	Debbie Blandford, Manager Compliance & Environmental Health

Attachments

1. wat djerring Animal Facility Logo Mock Ups [5.1.1 - 1 page]

Purpose

To seek Council approval to raise awareness and invite feedback from the community by inviting public submissions on a proposed new name for the Epping Animal Welfare Facility (the Facility) located at 20 Companion Place, Epping (previously Lot 3, 490 Cooper Street, Epping).

Brief Overview

Council is bringing the management of the Facility in-house from 16 October 2022 and will provide regional services for the Cities of Whittlesea, Merri-bek and Darebin. It is proposed that the Facility is relaunched with a new name following the change to in-house operations.

To acknowledge the traditional owners of the land on which the Facility is located, the Wurundjeri Willum Clan, it is proposed to rename the Facility with the Aboriginal name 'wat djerring Animal Facility'.

Recommendation

THAT Council:

1. Invite public submissions on the proposed renaming of the Epping Animal Welfare Facility at 20 Companion Place, Epping to *wat djerring Animal Facility* for 30 days, in accordance with the *Naming Rules for Places in Victoria 2022*.
2. Consider a report from officers summarising any submissions received during the public consultation period and a recommendation on the name of the Facility.

Key Information

From 16 October 2022, the City of Whittlesea will be managing the Facility on behalf of the Cities of Whittlesea, Merri-bek and Darebin.

It is proposed that the Facility is launched with a new name following the change to in-house operations to move away from being suburb-specific and reflect that the Facility services a much broader region.

In early 2022, an application was submitted to the Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation ('Corporation') seeking suggested Aboriginal names to be provided for use in the title of the Facility. The name the Corporation offered is *wat djerring*, meaning 'we together'.

The name is pronounced "wot jerring" – the 'dj' sound is not known in the English language but is a combination of the two sounds. They are pronounced together, but there is more emphasis on the 'j'. The name is displayed in lower case lettering, with no initial capitalisation.

It should be noted that this was the only name supplied for Council's consideration by the Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation.

At the time of seeking a new name for the Facility, an Aboriginal artist was engaged to develop concept logos to strengthen and consolidate branding which will sit alongside branding of the three councils.

The logo concepts were provided to the Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation to ensure that the background, purpose and goals of the service and its connection to communities in Darebin, Merri-bek and Whittlesea were understood when considering potential names.

The name and meaning of *wat djerring* align with the logo concept and artist's narrative for the logo. A sample of the logo design with the proposed name is attached at Attachment 1.

Community Consultation and Engagement

Proposed names were sought from the Wurundjeri Woi Wurrung Aboriginal Cultural Heritage Corporation. *wat djerring* was the only name offered.

Council's Aboriginal Communities Department was consulted to advise of any local community issues or sensitivities and provided positive feedback to the logo concepts and proposed name.

The proposed name was considered by Council's internal Naming Committee, who endorsed the proposal for the Facility to be renamed *wat djerring Animal Facility* subject to public consultation.

If endorsed, public submissions will be invited on the proposed name, *wat djerring Animal Facility* for 30 days, in accordance with the *Naming Rules for Places in Victoria 2022*.

Alignment to Community Plan, Policies or Strategies

Alignment to Whittlesea 2040 and Community Plan 2021-2025:

Connected communities

We work to foster an inclusive, healthy, safe and welcoming community where all ways of life are celebrated and supported

The proposed renaming of the Epping Animal Welfare Facility connects the Facility to the broader northern Melbourne region that it accommodates and acknowledges the traditional owners of the land on which the Facility is located.

Considerations

Environmental

No implications

Social, Cultural and Health

Renaming the Epping Animal Welfare Facility with an Aboriginal name will acknowledge the traditional owners of the land on which the Facility is located.

Economic

No implications

Financial Implications

The cost of renaming and rebranding the Facility is included in the operating budget.

Link to Strategic Risk

Strategic Risk *Not linked to the risks within the Strategic Risk Register*

Implementation Strategy

Communication

If endorsed, the community will have an opportunity to provide their feedback on the proposed name via the Engage Whittlesea platform.

Critical Dates

Although Council will manage the Facility from 16 October 2022, a new name will not be finalised within this timeframe and the current name will remain in place until a decision is made on the name and an official launch takes place.

It is proposed that the Facility is relaunched in early 2023 following finalisation of the new name and associated branding.

Declaration of Conflict of Interest

Under Section 130 of the *Local Government Act 2020* officers providing advice to Council are required to disclose any conflict of interest they have in a matter and explain the nature of the conflict.

The Responsible Officer reviewing this report, having made enquiries with relevant members of staff, reports that no disclosable interests have been raised in relation to this report.

Conclusion

As the Facility transitions to Council management, it is a good opportunity to relaunch the Facility with a new name and branding that better reflects its role as a regional provider of animal welfare services.

Considering an Aboriginal name for the Facility acknowledges the traditional owners of the land on which the Facility is located, the Wurundjeri Willum Clan, and matches the proposed logo for the Facility.

Wat djerring Animal Facility – logo and meaning

Logos – sample mock-ups only

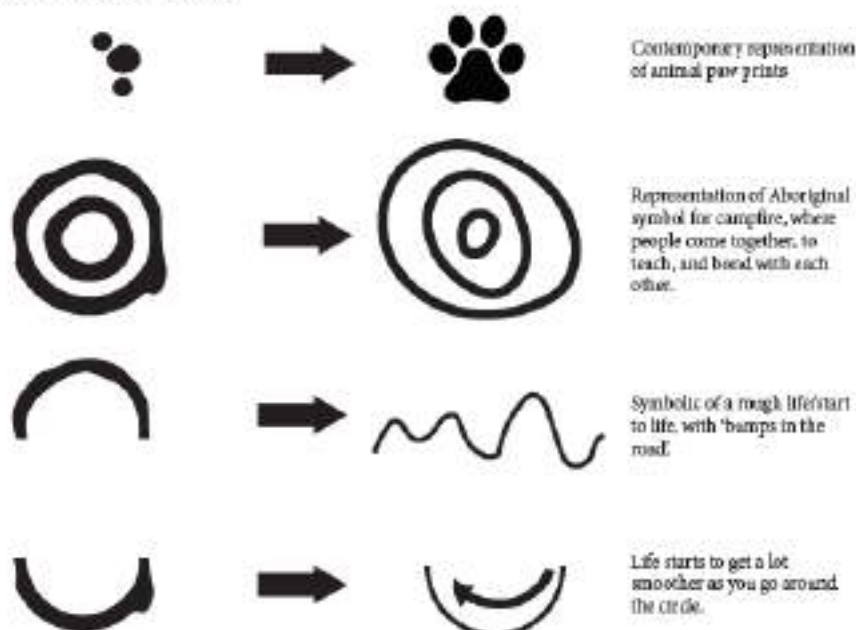


Artist's narrative for logo:

The Symbol Narrative (the 'what' makes up the logo)

Nothing brings a smile to a face more than watching animals, and seeing them grow through the love they are given. Seeing their footprints on the ground, reminds us of how much their lives has changed and improved since coming to the shelter. Coming together and connecting, this is like sitting around a campfire with each other, which is a place to bond, starts a new and loved life, that is now much smoother than it once was.

Image representations



5.2 Liveable Neighborhoods

5.2.1 Draft Thomastown and Lalor Place Framework

Responsible Officer	Director Infrastructure & Environment
Author	Jason Cahill, Senior Urban Designer
In Attendance	Arashdeep Singh, Manager Urban Design & Transport Jason Cahill, Senior Urban Designer Tim D'Agostino, Senior Urban Designer

Attachments

1. Thomastown- Lalor Draft Place Framework [5.2.1.1 - 34 pages]

Purpose

The purpose of this report is to inform Council that a draft Thomastown and Lalor Place Framework has been prepared to guide the future of Thomastown and Lalor. It is recommended that Council endorse the draft Thomastown and Lalor Place Framework for community consultation, to be conducted from 1-30 November 2022.

Brief Overview

The draft Thomastown and Lalor Place Framework (the draft Framework), seeks to outline a vision, themes, key focus areas and place shaping opportunities to locally translate Whittlesea 2040's goals to Thomastown and Lalor. This will guide and support future priority projects, activities and drive change in Thomastown and Lalor.

The draft Framework responds to the Challenges and Opportunities Report: Thomastown and Lalor Urban Design Framework (June 2021), endorsed by Council on 21 June 2021. It is informed by background analysis and two rounds of community consultation undertaken between 2019 and 2021.

It is important to note the document name changed from "Urban Design Framework" to "Place Framework" to better align with the purpose of the document and Council's place-based approach, policy and strategies.

The draft Framework is intended to be released for community consultation in November 2022. The findings from this will be used to inform the development of a final Place Framework that reflects community aspirations for the local area.

It is intended that the final Thomastown and Lalor Place Framework will be presented to Council for endorsement by June 2023 and be used to inform the development of future Council actions.

Recommendation

THAT Council endorse the draft Thomastown and Lalor Place Framework (Attachment One) for community consultation from 1-30 November 2022.

Key Information

Thomastown and Lalor are centrally located along High Street, a strategic corridor located between the Epping Metropolitan Activity Centre and the future Suburban Rail Loop.

The draft Thomastown and Lalor Place Framework has been developed to establish a local, place responsive vision that connects to community aspirations, and will be used to provide a clear direction for place shaping and investment priorities. The draft Place Framework:

- Translates the Whittlesea 2040 vision specifically to Thomastown and Lalor by identifying local challenges and opportunities
- Fills the gap in strategic direction for these established areas
- Ensures Council planning and delivery considers the unique qualities of Thomastown and Lalor to enhance the area over time
- Ensures that Thomastown and Lalor are a cohesive and connected community that encompasses all places, including residential, town centre and industrial areas.
- References State Government policy that has identified the suburbs as locations for urban renewal.

Background of Framework

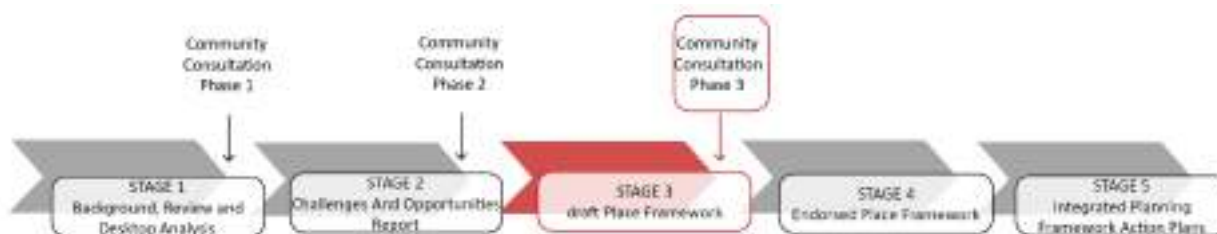


Figure 1: Thomastown and Lalor Place Framework Project Plan

The Thomastown and Lalor Place Framework project began in 2019 and includes five stages. Stage 1 comprised the Background, Review and Desktop Analysis of existing plans and strategies of the area. Community consultation was also undertaken during stage one to uncover what the community love about Thomastown and Lalor and what the challenges and opportunities of the area are.

The findings from Stage 1 informed the development of the Challenges and Opportunities Report - Thomastown and Lalor Urban Design Framework in Stage 2. This was finalised in June 2021 and was released for community consultation from June to July 2021. Internal and external stakeholders, including community groups were engaged during this process.

The feedback received from the Stage 2 consultation has informed the draft Thomastown and Lalor Place Framework. This third stage of the project will include the final round of community consultation.

Draft Framework Overview

The draft Framework aligns to the Whittlesea 2040 goals, through five key themes:

1. Sustainable Environment: Greener spaces
2. Liveable Neighbourhoods: Connected places
3. Connected Community: Shared local culture
4. Strong Local Economy: Vibrant centres and industries
5. High Performing Organisation: Enhanced character

Each theme identifies key focus areas, outcomes and place shaping opportunities informed by the analysis and stakeholder feedback conducted in the earlier stages of the project. Note that the six themes identified in the Challenges and Opportunities Report have been refined to five themes in this draft Framework.

The draft Framework:

- illustrates sites and locations that have clear opportunities for improvement,
- provides place specific guidelines to improve Thomastown and Lalor and incrementally deliver the local vision over time, and
- incorporates a high-level Place Making Opportunities Table which identifies key partners and Council goal alignment that will evolve over time.

Council's Liveable Neighbourhood Strategy and subsequent Action Plan (currently in development) will drive a majority of the outcomes in the Place Framework.

Community Consultation and Engagement

The draft Framework has been prepared following extensive community consultation in Stages 1 and 2 of the project.

Stage 1 activities included the establishment of a key stakeholder group (Thomastown Precinct Activation Group – TPAG), participation at community events (Walking Thomastown), online surveys, stakeholder meetings, local community group engagement, online question and answers, and an online social mapping page.

The feedback received was thematically grouped into key loves, challenges and opportunities for Thomastown and Lalor, a summary of which is outlined below.

Community voices from Stage 1

Key loves	Key challenges	Key opportunities
Diverse community	Lack of connecting bike paths	Green space parks and bushy spaces
Everything you need is close by	Support for local business	A town that is vibrant, bustling, modern and connected
Love the Library and TRACC	Lack of attractions - especially for youth.	Community spaces both indoor and outdoor

Stage 2 centred on the findings of the Challenges and Opportunities Report. Engagement activities during this stage included an online presence on the Engage Whittlesea website where the community were able to comment on the six themes and use an online map to provide feedback for specific areas. Feedback was also sought from various internal and external stakeholder groups, including the Thomastown Precinct Activation Group.

Summary of key findings from Stage 1 and 2 community consultation:

- Edgars Creek is an important asset and should be more visible.
- The need to celebrate Thomastown and Lalor as the gateway to the municipality.
- More greenery in the suburbs is needed - along waterways, the streets, and within open space.
- Improved connections between key destinations such as Thomastown Recreation and Aquatic Centre and shopping strips.
- Acknowledgement of the significant Aboriginal heritage that predates the suburbs.
- More services, spaces and activities to engage youth are needed.
- Need for Thomastown and Lalor to be vibrant and bustling.
- Retaining and valuing the Thomastown and Lalor character.

Stage 3 – proposed community consultation

It is proposed that the draft Thomastown and Lalor Place Framework is open for community consultation from 1 – 30 November 2022.

The planned engagement activities include:

- Direct mail to residents
- Direct mail to critical business landowners for industrial and urban renewal areas
- Community pop-ups at high traffic areas, including shops and train station
- Community information sessions at the local libraries
- Digital engagement
- Key stakeholder briefing with the TPAG

- Targeted communications via Council's social media and other communication channels.

Engagement activities have been designed to be broadly accessible by the community, with sessions held at various times of the day and information available in various languages to support people within Thomastown and Lalor to have their say.

Following the close of the engagement period, a consultation summary will be prepared. This will inform the final draft of the Thomastown and Lalor Place Framework, which is intended to be presented to Council for final endorsement by June 2023.

Alignment to Community Plan, Policies or Strategies

Liveable Neighbourhoods

Our City is well-planned and beautiful, and our neighbourhoods and town centres are convenient and vibrant places to live, work and play.

High performing organisation

We engage effectively with the community, to deliver efficient and effective services and initiatives, and to make decisions in the best interest of our community and deliver value to our community.

Strong Local Economy

Our municipality attracts investment to provide more local jobs to match population growth.

The draft Framework aligns with all five of the Whittlesea 2040 goals. The project is listed as a Community Plan 2021-2025 initiative within the High Performing Organisation goal - #53 Establish a place-based approach to Council planning, service and infrastructure delivery that is responsive to the distinct needs and aspirations of local communities.

The draft Framework has strong alignment to future Council Strategies and Action Plans.

Key Council department involvement include; Urban Design and Transport, Assets and Facilities, Sustainable Environment, Aboriginal Unit, Community & Place, Active and Creative Communities, Strategic Projects, Assets & Facilities, Strategic Futures, Investment and Attraction and Business Support.

State and Local Strategic Context

The draft Framework has been prepared within the context established by State Planning Policy including *Plan Melbourne 2017-2050*, *Melbourne's Growth Corridor Plans*, *Melbourne Industrial and Commercial Land Use Plan 2017-2050*, draft *Northern Land Use Framework Plan* and the *Whittlesea Planning Scheme*.

Thomastown and Lalor include State Significant Industrial Land as per the *Melbourne Industrial and Commercial Land Use Plan 2017-2050*. This land is identified in the *Metropolitan Planning Strategy* and nominates these areas are to be protected from incompatible land uses to allow for continual growth in freight, logistics and manufacturing investment.

In addition to these documents, four Council strategies (listed below), have specific and related actions for Thomastown and Lalor that are proposed to be implemented and were considered in the draft Framework development:

- The *Open Space Strategy* (2016) identified gaps in open space provision across Thomastown and Lalor.
- The *Whittlesea Water for all – our water strategy* (2020-2030) includes actions to improve sections of waterway within Thomastown and Lalor.
- The *Greening Whittlesea City Forest Strategy* (year) includes an action to include increased greening (with emphasis on tree retention and planting) in all Urban Design Frameworks.
- The *Housing Diversity Strategy 2013-2033* identifies areas in Thomastown and Lalor for housing change. The draft Place Framework highlights opportunities to be considered when the strategy is next reviewed.

The draft Framework has also considered the following strategic documents:

- *Whittlesea 2040: a place for all*
- *Community Plan 2021-2025*
- *Strong Local Economy Strategy 2022-2026 and Action Plan 2022-2023*
- *Draft Sustainable Environment Strategy and Action Plan 2021-2025*
- *Climate Change Plan Draft 2022-2032*
- *Integrated Transport Strategy 2014*
- *Northern Regional Trails Strategy 2022*
- *City of Whittlesea Bicycle Plan 2016-2020*
- *Thomastown Industrial Area Plan 2018-2038*

Considerations

Environmental

The draft Framework highlights priorities for Thomastown and Lalor to incorporate increased tree canopy cover, consider climate change impacts and re-establish biodiversity.

Social, Cultural and Health

The draft Framework identifies place shaping opportunities to improve social, cultural and health outcomes in Thomastown and Lalor.

Economic

The draft Framework identifies place shaping opportunities to improve economic outcomes in Thomastown and Lalor. The final Place Framework will be informed by the 20-Minute Neighbourhoods assessment of Neighbourhood Activity Centres.

Financial Implications

Cost associated with community consultation and finalisation of the draft Framework have been included in the current and previous budgets.

The draft Framework identifies place shaping opportunities to deliver the vision for the area. The opportunities are intended to inform future Integrated Planning Framework Strategy Action Plans which may lead to financial implications for Council in the future. It is expected that the Framework's identified opportunities will be subject to the requirements of the Action Plan development process.

Where there is a need for extra resourcing, this will be considered as part of the annual budget process, and where possible via external government grant funding and exploration of potential partnership opportunities with government agencies and key stakeholders.

Link to Strategic Risk

Strategic Risk *Service Delivery - Inability to plan for and provide critical community services and infrastructure impacting on community wellbeing*

The draft Place Framework identifies place shaping opportunities to prioritise infrastructure projects that will have a positive impact on community wellbeing, the economy and environment. The Framework will also better inform a wide variety of service and infrastructure planning to consider the local place qualities of Thomastown and Lalor.

Strategic Risk *Life Cycle Asset Management - Failure to effectively plan for the construction, on-going maintenance and renewal of Council's assets*

The draft Place Framework provides a coordinated approach to asset management by providing an overarching strategic direction and vision for the area. The Framework identifies key improvements that should be prioritised to maximise community use and satisfaction and Council investment.

Strategic Risk *Community and Stakeholder Engagement - Ineffective stakeholder engagement resulting in compromised community outcomes and/or non-achievement of Council's strategic direction*

The draft Place Framework builds on previous community engagement in 2021, and provides the community an opportunity to help shape the vision and priorities for their local area. Through this the community will have an improved understanding of Council's strategic direction and how it applies to Thomastown and Lalor.

Implementation Strategy

Communication

If endorsed by Council for consultation, residents, business and other targeted stakeholders will be informed of the draft Framework and encouraged to provide their feedback via a range of Council communication channels. This includes an online portal, direct mail and broader communication such as social media and the local papers.

Critical Dates

Community consultation is proposed from 1-30 November 2022.

The draft Framework is a Community Plan Initiative and is intended to be finalised and endorsed by Council by June 2023.

Declaration of Conflict of Interest

Under Section 130 of the *Local Government Act 2020* officers providing advice to Council are required to disclose any conflict of interest they have in a matter and explain the nature of the conflict.

The Responsible Officer reviewing this report, having made enquiries with relevant members of staff, reports that no disclosable interests have been raised in relation to this report.

Conclusion

The draft Place Framework (Attachment One) provides a place-responsive vision, themes, outcomes and place shaping recommendations to locally translate Whittlesea 2040's vision of 'a place for all' to Thomastown and Lalor.

Endorsing the draft Place Framework for community engagement will capture community aspirations for Thomastown and Lalor and then reflected in the final Framework, which is anticipated to be presented to Council for endorsement by June 2023.

DRAFT THOMASTOWN AND LALOR Place Framework 2022



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ACKNOWLEDGEMENT
OF TRADITIONAL OWNERS

City Of Whittlesea recognise the rich Aboriginal heritage of this country and acknowledge the Wurundjeri Willum Clan and Taungurung People as the Traditional Owners of lands within the municipality.

‘The waterway that is now called Edgars Creek is 16 kilometres long, it begins as puddles in Wollert grasslands, flows through Epping, Lalor and Thomastown, and joins Merri Creek in North Coburg. Merri Creek flows into the Yarra River, and then into Port Phillip Bay.

Edgars creek flows through the Country of the Wurundjeri Willum clan of the Woi Wurrung language group, the Wurundjeri Woi Wurrung people, who are part of the East Kulin nation.

According to Wurundjeri Woi Wurrung tradition, Bunjil the wedge-tailed eagle formed the land of the Woi Wurrung people, and is the creation ancestor of men. Pallian the bat formed the oceans, rivers and creeks, and is the creation ancestor of women.’

Source (Turning Back To Edgars Creek. A Wurundjeri Woi Wurrung Waterway)



INTRODUCTION

PURPOSE OF THE PLACE FRAMEWORK

The Place Framework illustrates a shared community and Council vision to guide the future of Thomastown and Lalor. The framework recommends priority projects that will shape local places and form connections to deliver a network of improvements over time. The project is an ongoing collaborative approach to improve streets, public spaces, community precincts, infrastructure, built form and transport.

The Place Framework is designed to support and deliver concepts and strategic directions from the following:

- Whittlesea 2040
- Place Based Approach
- Plan Melbourne + 20 Minute Neighbourhoods
- Place Making
- + Other relevant policy as noted throughout document

WHITTLESEA 2040

The Place Framework translates *Whittlesea’s 2040 Vision: A Place for All* to Thomastown and Lalor and the needs and aspirations of the community. It considers the key five goals – Connected community, Liveable neighbourhoods, Strong local economy, Sustainable environment and High performing organisation to deliver local outcomes.

Over time the framework will assist to develop local actions to deliver the seven strategies outlined in Council’s Integrated Planning Framework.

COUNCIL’S VARIOUS DOCUMENTATION

The Place Framework attributes itself to the many council documents found online or internally used to guide decisions within the City Of Whittlesea. These range from policies, development plans, actions and master plans etc.

The Place Framework has reiterated, supported or add valued to those documents where it seems fit for purpose. However, the final outcome of those documents may vary from the Place Framework as each project evolves organically over time.



Figure 1: W2040 Goals and future strategies. (Source Whittlesea Council)

Thomastown and Lalor: Place Framework

PLACE BASED APPROACH

The City of Whittlesea is establishing a place-based approach to planning, service and infrastructure delivery that is responsive to the distinct needs and aspirations of local neighbourhoods. The development of a place-based approach will embed more localised and collaborative approaches to service delivery, place insights, activation and planning.

The place based approach takes a holistic approach in delivering on the five goals of W2040 and is based on the City of Whittlesea's Internal Geographic Framework boundaries.

The Place Framework study area forms part of the South West District (which extends north to Epping) and incorporates the Lalor and Thomastown Precinct areas.

PLACEMAKING

Placemaking inspires people to collectively re-imagine and reinvent public spaces as the heart of every community. Strengthening the connection between people and the places they share, placemaking refers to a collaborative process by which we can shape our public realm in order to maximize shared value. More than just promoting better urban design, placemaking facilitates creative patterns of use, paying particular attention to the physical, cultural, and social identities that define a place and support its ongoing evolution.

Placemaking is a key opportunity for Council and community members to work together to test ideas, deliver improvements and drive changes within Thomastown and Lalor.

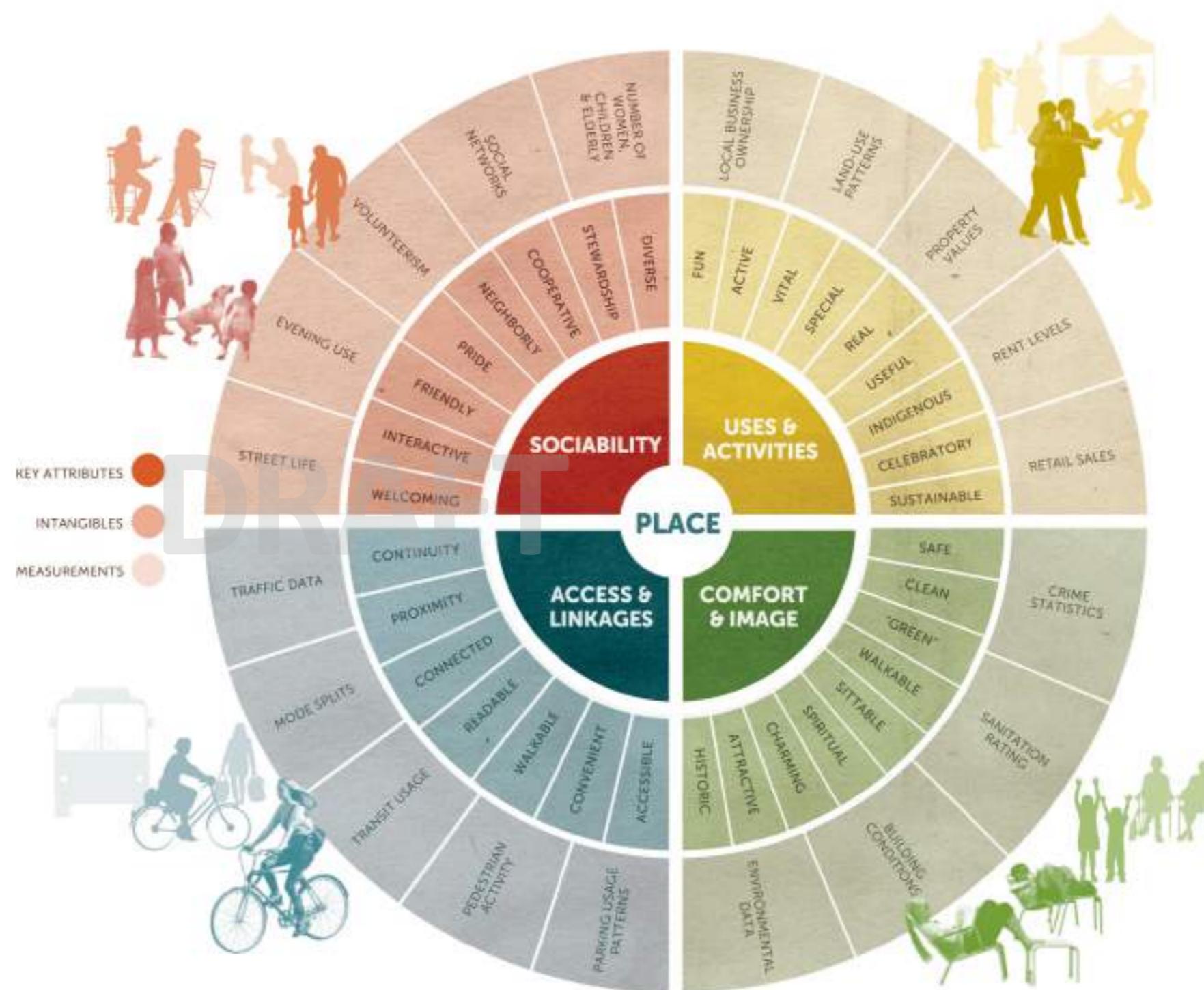


Figure 2: The Place Diagram (Project for Public Spaces)



Figure 3: 20 minute Prioritisation Tool. (Sourced Department of Land Water and Planning)

20-MINUTE NEIGHBOURHOODS

Plan Melbourne will guide the growth of metro Melbourne for the next 35 years. One of the principle of 20-minute neighbourhoods. The 20-minute neighbourhood is all about 'living locally' – giving people the ability to meet most of their daily needs within a 20-minute walk from home, with safe cycling and local transport options.

Plan Melbourne identifies the following hallmarks of a 20 minute neighbourhood. They must:

- Be safe, accessible and well connected for pedestrians and cyclists to optimise active transport
- Offer high-quality public realm and open spaces
- Provide services and destinations that support local living
- Facilitate access to quality public transport that connects people to jobs and higher-order services
- Deliver housing/population at densities that make local services and transport viable
- Facilitate thriving local economies.



Figure 4: 20 minute Neighbourhoods Hallmarks (Sourced Plan Melbourne)

STUDY AREA



Figure 5: Northern Land Use Framework Plan. (Department of Environment Land, Water and Planning)

STRATEGIC CONTEXT

Thomastown and Lalor are located centrally to the northern Melbourne metropolitan region and form a southern gateway to the City of Whittlesea along High Street. The area contains some of the oldest housing in the municipality and also the State Significant Thomastown Industrial Area.

The area provides convenient access to the Hume and Metropolitan Ring Road freeways, Mernda Rail line and is located in close proximity to the Epping Central Metropolitan Activity Centre and LaTrobe National Employment and Innovation Cluster. The future Suburban Rail Loop will connect to the Mernda line at Reservoir, two stops south of Keon Park. The suburbs are bordered to the west and east by the Merri and Darebin Creeks, with the Edgars Creek forming a central green spine.



Figure 6: Local Context Plan

THOMASTOWN AND LALOR INDUSTRIAL AND BUSINESS AREAS

Industrial areas identified in the study area have existing guidance for use and vision. This document intends to expand on the opportunities found in the Thomastown Industrial Area Plan to attract investment and encourage local employment. Refer to below.

<https://www.whittlesea.vic.gov.au/media/3353/final-tia-plan-march-2018.Pdf>

LEGEND

Study Area

Epping Metropolitan Activity Centre

Neighbourhood Activity Centre

Shopping Centre

Melbourne Market

Schools

Public Open Space

Industrial

Train Station And Rail Line

Bus Route

Freeways

Main Road

KEY FEATURES

- 1 Edgars Creek
- The Board of Works concreted sections of Edgars Creek In Thomastown in the 1980's. At the time this was considered the best way to stop flooding and protect the banks of the creek.
- 2 Merri Creek and Darebin Creek Edges
- 3 High Street as a key north-south commercial corridor (transitioning away from being a Principal Freight Transport Route)
- 4 Mernda Rail line (three stations – Keon Park, Thomastown and Lalor)
- In future Lalor will potentially be the start of a rail line spur extending to Wollert.
 - Mernda Rail corridor impedes east west connectivity.
- 5 Hume Freeway and the Metropolitan Ring Road
- Provides for mass movement of people and goods
 - The Hume Freeway restricts connections to Merri Creek and associated regional parklands.
 - The Metropolitan Ring Road assists in creating an effective buffer to much of the industrial area, however limits North-South connections.
- 6 Thomastown forming part of the Northern State Significant Industrial Precinct as a key economic and employment driver
- 7 The area between Edgars Road and Dalton Road has been identified by the Victorian State Government for future housing growth and renewal
- 8 The Terminal Station in Thomastown (and associated transmission line) presents a poor quality gateway.

TIME LINE

A PROUD INDIGENOUS CULTURE

The Wurundjeri Woi Wurrung have lived in the area for millennia, living near creeks and rivers, hunting fish, eels, and shellfish, as well as birds and animals, and harvesting plants. The Wurundjeri Woi Wurrung managed their Country according to their six seasons, and met with neighbouring clans for trade and ceremonies.

About 60,000 years before colonisation, Wurundjeri people, families and communities managed the land that the City of Whittlesea now occupies. Throughout this time the Plenty River and other local natural features provided an abundance of flora and fauna as both a source of food and shelter.

The pre-colonial legacy of the Wurundjeri people can still be seen today as the Whittlesea area is home to a number of protected and sacred 'scarred' trees. These trees were used for making bark canoes or as boundary markers for distinct tribal groups. Today the scarred river-red gum trees serve as a reminder that Aboriginal people have always been, and will always be, central to the social, economic and cultural prosperity of the City of Whittlesea.

EUROPEAN SETTLEMENT

European settlement in the area began in the late 1840s and 1850s. British, German and Wendish farming families settled along Edgars Creek, in the parish of Keelbundora, which was named after a Wurundjeri Woi Wurrung boy.

Thomastown is thought to have been named after the Thomas family who began market gardening in the area in the 1840s. The name Thomastown has been in official use since the early 1850s. The number of residents was small until the late 1800s, spurred by the opening of the railway to Whittlesea in 1889.

Intact buildings of Westgarthtown, including a Lutheran Church and cemetery, are evidence of German/Wendish settlement which commenced in 1850.

Early industrial development in Thomastown included the establishment of a pottery in Settlement Road in 1922.

The electrification of the railway line to Thomastown in 1929 prompted the subdivision of land around the railway station for residential development.

POST-WORLD WAR 2

Lalor was a part of Thomastown until 1945 when Leo Purcell, a patient at a military hospital on the Atherton Tablelands, devised a scheme to provide low cost homes for ex-servicemen. In February 1947 he formed the Peter Lalor Home Building Co-operative Society with a group of ex-servicemen and a program of house building began. This continued until 1954 when it was taken over by the War Service Homes Commission. Heritage listing of parts of the Peter Lalor Estate commemorate this important social history.

The first house on the estate was 400 Station Street constructed in 1948 and still stands to this day. The Lalor post office opened in 1949 followed by the first primary school in 1954.

Significant development occurred in Thomastown and Lalor in the post-war years, particularly during the 1950s and 1960s. Large numbers of migrants from Greece, Italy, Malta and Macedonia moved into the area at this time.

SUBURBAN EXPANSION

The post-war development boom created demand for more jobs, particularly local jobs. The area of Thomastown bound by Heyington Avenue to the north, Dalton Road to the east, Keon Parade to the south and High Street to the west, was zoned for industrial uses. Throughout the 1950s and 1960s a range of manufacturing industries set up in this area.

The subdivision of farms along Edgars Creek commenced in the 1960s. Houses were built with their backs to the creek, though children continued to play down by the creek.

Suburban housing development rapidly expanded into the 1970s and 1980s.

The Metropolitan Ring Road was constructed in the 1990s. The Hume Freeway opened in 2004, providing a direct connection from the Ring Road to northern regional areas.

In 2020s State Government and identified for housing renewal and growth.

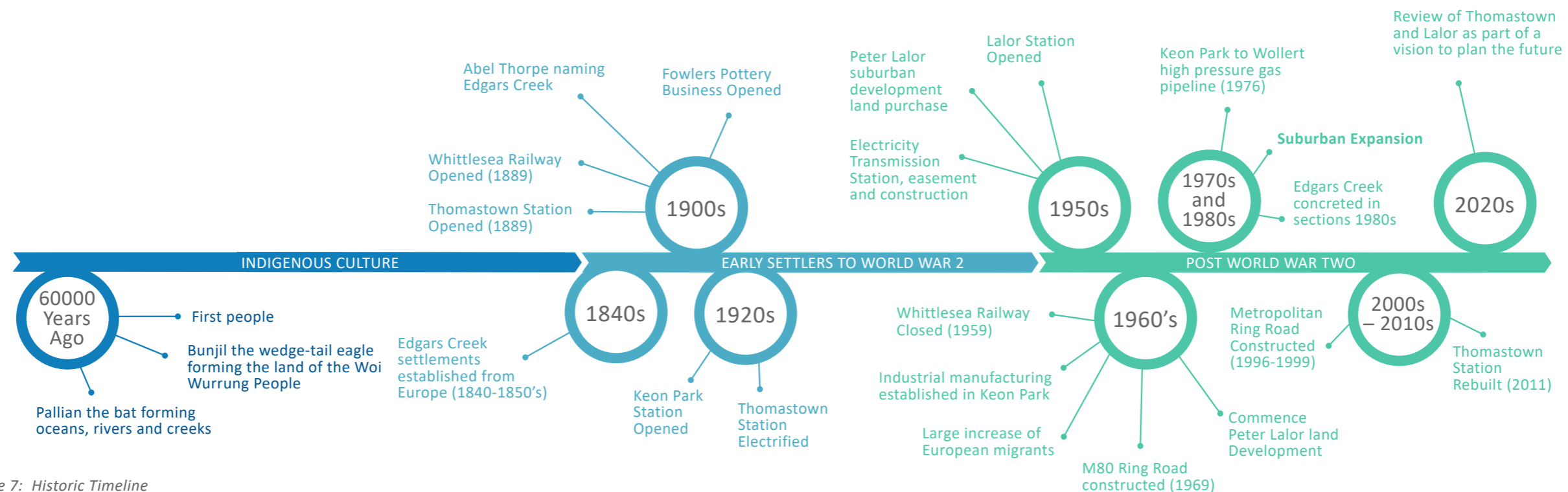
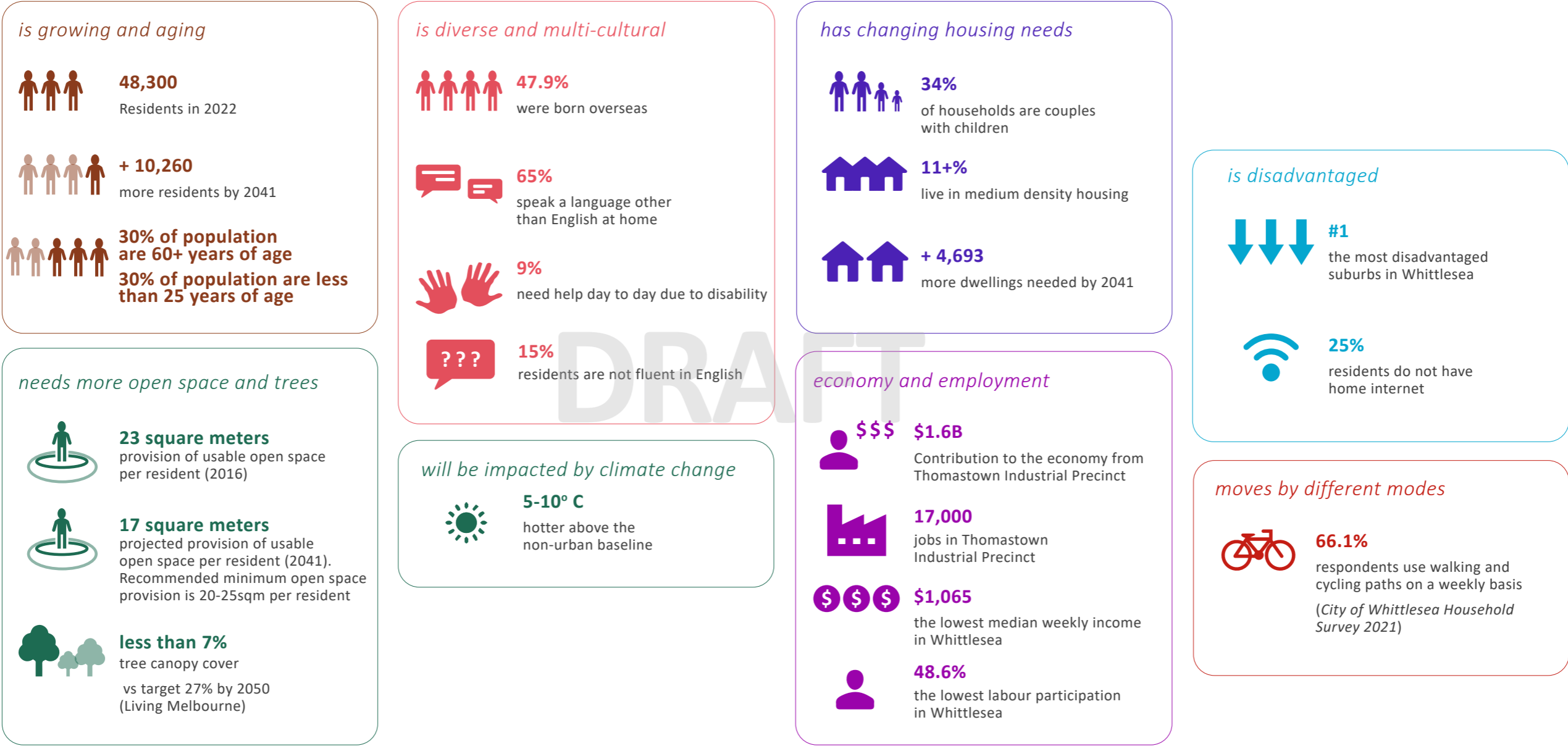


Figure 7: Historic Timeline

COMMUNITIES PROFILE

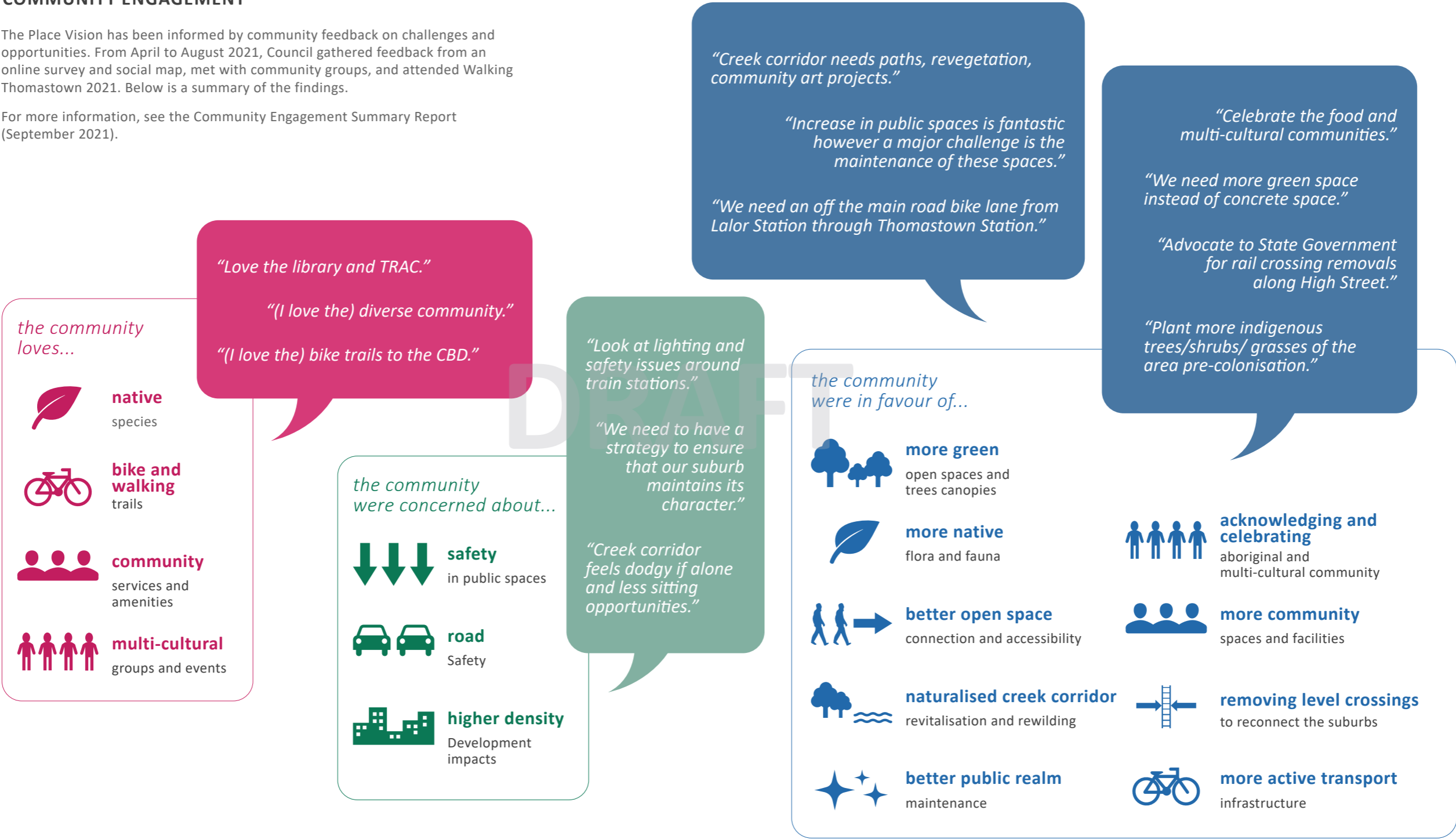


Source: Australian Bureau of Statistics, Census of Population and Housing 2016 (unless stated otherwise)

COMMUNITY ENGAGEMENT


The Place Vision has been informed by community feedback on challenges and opportunities. From April to August 2021, Council gathered feedback from an online survey and social map, met with community groups, and attended Walking Thomastown 2021. Below is a summary of the findings.

For more information, see the Community Engagement Summary Report (September 2021).



COMMUNITY DRIVERS FOR CHANGE

The Whittlesea 2040 Goals have been translated to Thomastown and Lalor in response to place analysis and community consultation. The key community drivers for each theme included the following:



Sustainable environment


GREENER SPACES


THE COMMUNITY NEEDS:

- More usable open space and informal green spaces
- Increased tree canopy cover and native vegetation
- Better connections to creeks and parks

KEY FOCUS AREAS:

- Accessible and easy to find parks
- Responsive public spaces
- Cooler, greener and bio-diverse





Liveable neighbourhoods

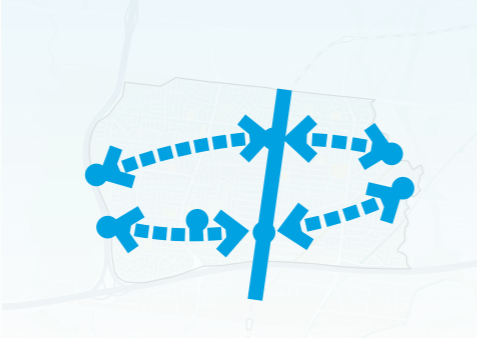
CONNECTED PLACES


THE COMMUNITY NEEDS:

- Better access to key destinations
- Easier connections across the suburbs
- Pleasant street environments for walking and cycling

KEY FOCUS AREAS:

- High Street as a place
- Enhanced connections
- Regional trails





Connected community


SHARED LOCAL CULTURE


THE COMMUNITY NEEDS:

- Places to gather
- Places to celebrate local heritage and culture
- Hubs with distinct identity

KEY FOCUS AREAS:

- Welcoming precincts
- Culturally celebrated civic spaces
- Informal spaces





Strong local economy

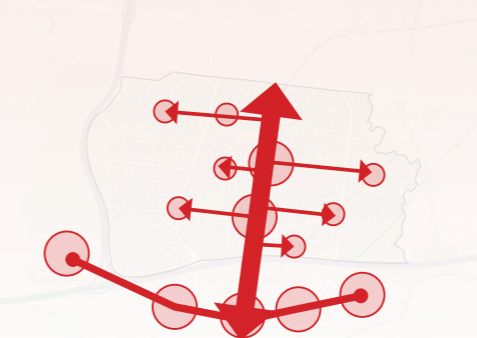
VIBRANT CENTRES AND INDUSTRIES


THE COMMUNITY NEEDS:

- Safe and inviting town centres
- Attractive employment areas
- Opportunities for local employment

KEY FOCUS AREAS:

- Vibrant, viable and attractive town centres
- Active retail spine and movement corridor
- Inclusive and dynamic local economy





High performing organisation


ENHANCED CHARACTER

THE COMMUNITY NEEDS:

- Improved development quality
- Protect local character
- Safer public spaces

KEY FOCUS AREAS:

- Public space interface
- Urban renewal
- Quality and character



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Thomastown and Lalor will be connected through pedestrian friendly streets, welcoming neighbourhood centres and greener spaces for the community.

A sense of place will be achieved through celebrating local culture and enhancing the existing character of the area. Local businesses will be supported to thrive and provide local employment for the community.



"We need more quality green spaces for health and well-being."

"I want better access to creeks and parks."

"Create places to linger so the residents can stay active and feel comfortable."

20-MINUTE NEIGHBOURHOODS

COUNCIL GOALS

Sustainable environment



KEY 20-MINUTE NEIGHBOURHOOD HALLMARKS / W2040 COUNCIL GOAL

OTHER RELEVANT POLICY:

Sustainable Environment Strategy, 2022

Open Space Strategy for Metropolitan Melbourne, 2021

Living Melbourne: our metropolitan urban forest, 2019

Northern Regional Trails Strategy, 2022

Melbourne Water – Water Sensitive Urban Design

GREENER SPACES

Thomastown and Lalor will be greener, more resilient and support everyone in the community to connect and relax in a high quality natural environment.

KEY FOCUS AREAS



ACCESSIBLE AND EASY TO FIND PARKS



RESPONSIVE PUBLIC SPACES



COOLER, GREENER AND BIO-DIVERSE

PLACE SHAPING OPPORTUNITIES

1

NATURALISE EDGARS CREEK AS A CENTRAL GREEN SPINE

Edgars Creek open space to act as a centralised spine that provides biodiversity and passive and active uses for the community.

2

FILL OPEN SPACE GAPS TO MAINTAIN AMENITY AND LIVEABILITY

Open space to be enjoyed equally by all members of the community with high functioning facilities that can be adapted for use during different times of the day and year.

3

GROW AND RE-WILD OPEN SPACE TO IMPROVE TREE CANOPY COVER AND BIODIVERSITY

A cooler and greener Thomastown and Lalor

4

MITIGATE FLOODING AND CLIMATE CHANGE

Thomastown and Lalor to be climate change resilient with innovative design solutions.

Thomastown and Lalor: Place Framework

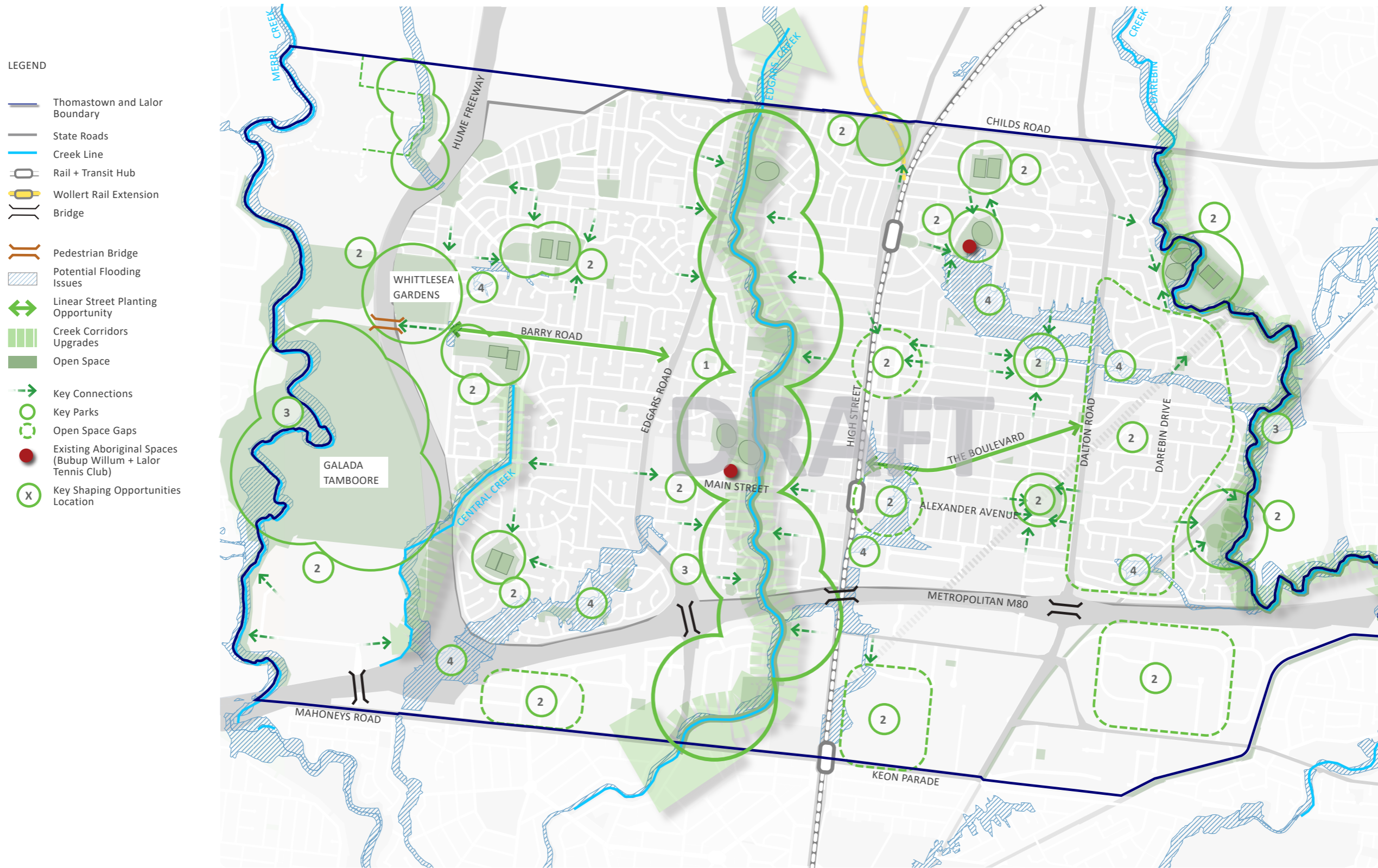


Figure 8: Greener Spaces Plan

Thomastown and Lalor: Place Framework	
<h2>OPPORTUNITIES</h2> <h3>SHAPING THOMASTOWN AND LALOR</h3>	
1	<p>NATURALISE EDGARS CREEK AS A CENTRAL GREEN SPINE</p> <p>1.1 Develop an Edgars Creek Masterplan within all Thomastown and Lalor.</p> <p>1.2 Advocate for funding from Federal, state and local sources to foster upgrades and improvements.</p>
2	<p>FILL OPEN SPACE GAPS TO MAINTAIN AMENITY AND LIVEABILITY</p> <p>2.1 Review and update CoW Open Space Strategy to improve open space provision for Thomastown and Lalor.</p> <p>2.2 Investigate mechanisms to secure open space in identified gap areas.</p> <p>2.3 Ensure Open Space have a masterplan strategy to review each park.</p>
3	<p>GROW AND REWILD OPEN SPACE TO IMPROVE TREE CANOPY COVER AND BIODIVERSITY</p> <p>3.1 Advocate for funding to support biodiversity and environmental initiatives for businesses and residents.</p> <p>3.2 Partnerships with community groups to provide planting opportunities. E.g. Merri Creek and Friends, Friends of Edwards Lake etc.</p>
4	<p>MITIGATE FLOODING AND CLIMATE CHANGE</p> <p>4.1 Council to actively encourage innovative businesses and residential development to include Environmentally Sustainable Design (ESD) solutions into planning, construction, management and operations.</p> <p>4.2 Storm water management projects to utilise storm water runoff to improve water availability.</p> <p>4.3 Investigate and ensure at-scale rainwater harvesting industrial buildings/areas.</p>

KEY FOCUS AREAS

ACCESSIBLE AND EASY TO FIND PARKS

A series of connected spaces that support active, passive, contemporary and innovative uses that goes beyond the traditional function of movement.

Safe And Comfortable Path Networks

- Improve the experience and draw people into open space for pedestrian and cycling users with high quality furnishings. E.g. coloured pavement, large colourful tree selection, infrastructure entry statements.
- Improve safety by avoiding blank walls and hidden spots along key pedestrian and cycling routes.
- Enhance key cycling and pedestrian routes experience with increased tree planting, tree species selection to reduce heat island effect and respond to the climate. (E.g. Deciduous trees to allow sun for winter and shade for summer). Key trails that should increase planting are:
 - Edgars Creek Trail, Merri Creek Trail, Central Creek Trail

Edgars Creek

- Improve and foster relationships with various stakeholders, adjacent landowners and authorities that back onto Edgars Creek to unlock design outcomes and explore co-funded open space opportunities.
- Fill in the gap by connecting and constructing a singular north-south shared path along the various drainage corridors. E.g. Edgars Creek, Central Creek and Darebin Creek.
- Improve ease of movement by prioritising pedestrian crossings along Creek corridors. The primary pedestrian crossing along Edgars Creek are:
 - Kingsway Drive, Roberts Street, German Lane, Main Street, Spring Street and M80.
- A smart corridor that educates the public of water literacy, cultural history and biodiversity.

Barry Road

- Barry Road Hume Freeway crossing to support a well vegetated cycling and pedestrian east-west connection from Merri Creek to Edgars Creek.

Heritage Sites

- Enhance the community connection to existing rich history of Thomastown and Lalor with appropriate signage, path connections, infrastructure focussed around heritage sites. E.g. Westgarthtown, May Street, Zeibells Farm house.

RESPONSIVE PUBLIC SPACES

Open space to be responsive to and celebrate aboriginal cultural heritage, local character and support community values and use.

General

- Open space pockets along creek corridors
- Maintain Thomastown and Lalor open space per person average to 20-25m² per resident. Open spaces should be:
 - Within 400-800m walkable catchment from every home and must vary in scale, activity and uses.
 - Civic spaces such as squares, plaza or green spaces should be in each neighbourhood.

Culturally Responsive

- Enhance Thomastown and Lalor by celebrating and working with the traditional landowners of the Woi Wurrang to guide open space master planning, land use planning and landscape embellishment.
- Enhance the rich history of Thomastown and Lalor by telling the story of the area with locally responsive materials, elements, colours and visual connections along Edgars Creek key heritage sites.
- Continue to improve open spaces and infrastructure such as playgrounds, community gardens and recreation facilities to support people of all ages, genders and abilities.
- Improve open space management and maintenance for open space infrastructure to retain quality and use.
- Improve open space facilitates and accessibility to program activity throughout the week as well as during the day and night.
- Improve safety and comfort for all users within open space for all times of the day, targeting existing and future spaces. Design improvements should include clear sight lines, appropriate lighting and avoid blind spots.



Figure 9: Example of public art installation in open space

COOLER, GREENER AND BIO-DIVERSE

Address needs of the community by identifying opportunities that mitigate climate change issues.

Climate Change Mitigation

- Increase the abundance of tree canopies in streets and public realm to achieve the 'Living Melbourne' 27% tree canopy coverage for Thomastown and Lalor.
- Increase water catchment measures for buildings and within the built environment to mitigate flooding
- Improve storm water run off opportunities to provide water supply for landscaping such as, rain gardens and large canopy trees.

Edgars Creek

- Enhance Edgars Creek biodiversity by re-vegetating and re-naturalising the channel to attract flora and fauna species. Opportunity to leverage off various stakeholders (community groups, council, authorities and government) to fund, design and construct Edgars Creek under one vision.
- Enhance Thomastown and Lalor as an integrated 'Sponge City' with Edgars Creek established as a sustainable and environmentally conscious corridor maximising planting opportunities leverage's off water availability.
- Improve the interface with the Thomastown and Lalor Employment/Industrial areas that supports safer active travel and safer open space opportunities – both for workers, and those moving through the area.

Westgarthtown

- Enhance quality place by ensuring restoration and embellishment of existing and future open space including rockwalls and biodiversity
- Community infrastructure to be well constructed robust and have longevity.

1

NATURALISE EDGARS CREEK AS A CENTRAL GREEN SPINE

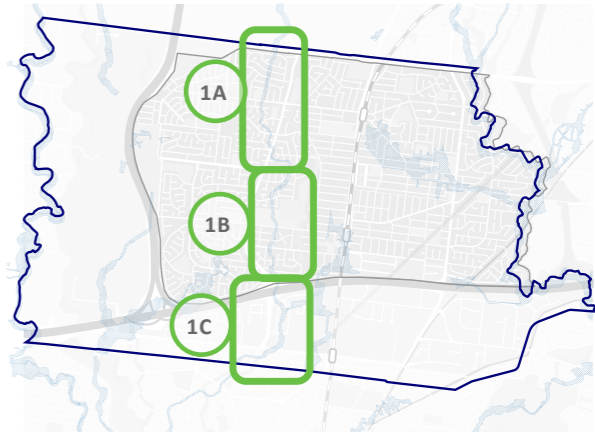
1A WESTGARTHTOWN TO HUSKISSON RESERVE

1B WESTGARTHTOWN TO M80



Figure 11: Open space (Edgars Creek + Main Street Recreation Reserve) are real assets for the community

KEY PLAN



1C

M80 TO MAHONEYS ROAD



Figure 10: Series of Edgars Creek Plan

- LEGEND
- Locality Boundary
 - Creek Invert
 - Shared Path (Proposed)
 - Shared Path (Existing)
 - Pedestrian Priority Points
 - Open Space
 - Open Space Assets
 - Open Space (Not Owned By Council)
 - Key Access
 - Potential Interface Improvements
 - Potential Planting Opportunity
 - Potential Development Opportunity
 - View Lines Towards Heritage Buildings
 - Heritage Building Locations
 - Bridges
 - Pedestrian Bridge



CONNECTED PLACES

Streets in Thomastown and Lalor will balance movement with place to ensure the community can access services, have transport options and move about the area in a high quality and safe environment.

KEY FOCUS AREAS



ENHANCED CONNECTIONS



HIGH STREET AS A PLACE



REGIONAL TRAILS

PLACE SHAPING OPPORTUNITIES

5

EAST WEST CONNECTIONS

Connect and prioritise the disjointed key pedestrian and cycling routes that have been asked for by the community.

5A

Kingsway Drive to Curtin Ave

5B

Barry Road To Tramoo Via Westgarthtown

5C

Main Street, The Boulevard And Mckimmies

5D

Settlement Road

6

HIGH STREET SPINE TRANSFORMATION

In the long term ensure High Street Spine in Thomastown and Lalor is transformed to meet the needs of the future.

7

MAXIMISE PERMEABILITY ACROSS FREEWAYS

Ensure vehicle, pedestrian and cycling are safely connected over the E6.

Thomastown and Lalor: Place Framework

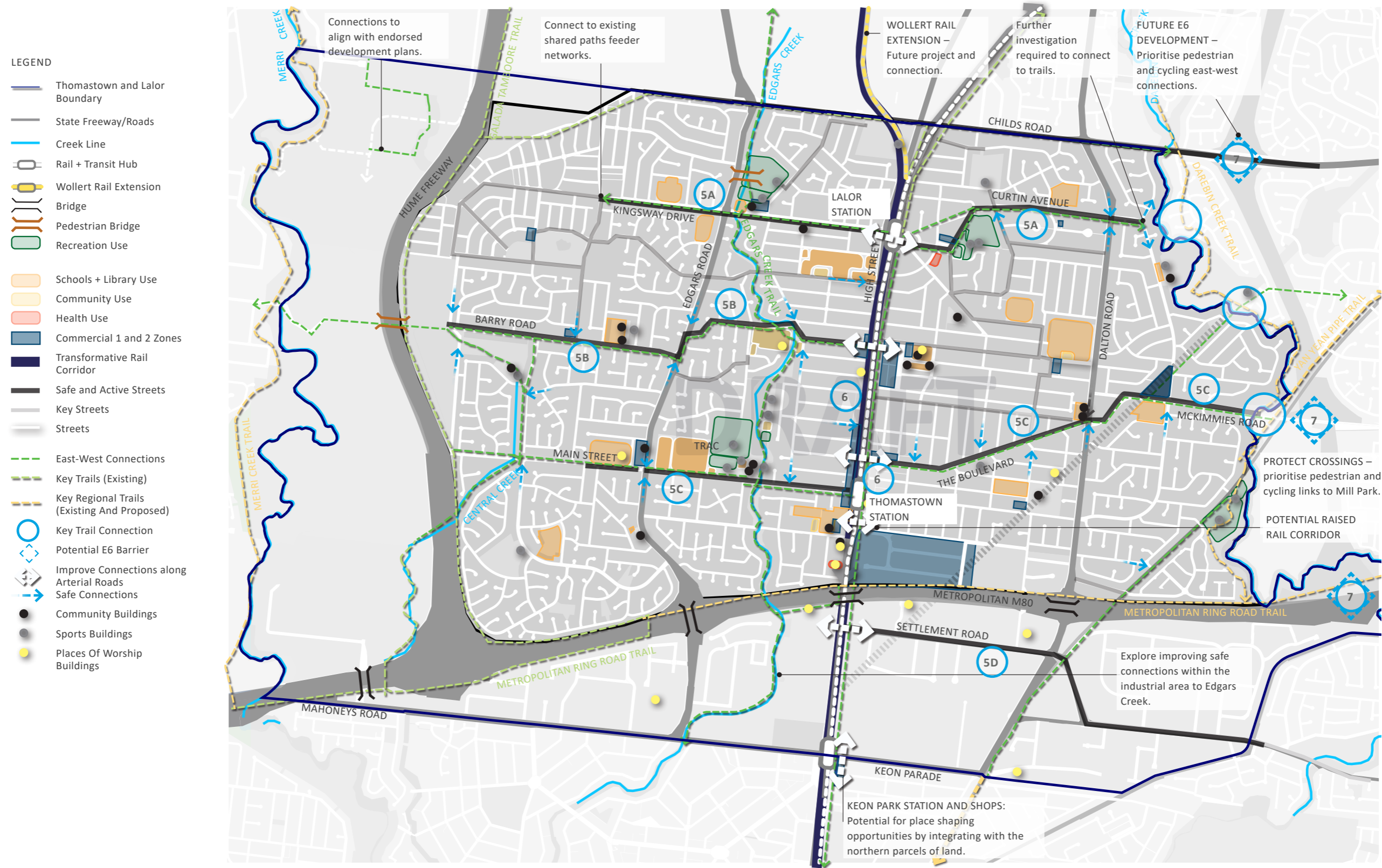


Figure 12: Connected Places Plan

Thomastown and Lalor: Place Framework

OPPORTUNITIES

SHAPING THOMASTOWN AND LALOR

5

WEST CONNECTIONS

5.1

Utilise and support **Movement and Plan Framework** to prioritise projects and direct funding.

5.2

Apply a **‘Streets For People Report’** (or similar) to further review of road networks and provide recommendations and prioritise projects.

5.3

Advocate for **suitable PTV timetabling and rerouting that meets the needs to Thomastown and Lalor.**

6

HIGH STREET TRANSFORMATION

6.1

Advocate for a **Transformative High Street solution** through Thomastown and Lalor to improve connections, public transport permeability and access, and improve social and environment benefit.

6.2

Advocate for Transformative High Street to be considered for future policy.

7

MAXIMISE PERMEABILITY ACROSS FREEWAYS

7.1

Advocate for the **Street for People Report** to ensure movement permeability and consideration for all uses.

7.2

Advocate to federal and state bodies for funding, support and implement change. E.g. Victorian Government, Infrastructure Australia Infrastructure Victoria.

KEY FOCUS AREAS

HIGH STREET AS A PLACE

Build on High Street’s role as a central commercial hub and transform it over time into a high quality urban place.

General

- Improve safety at night at key nodes with warm lighting and layering of lights to improve people’s perception of space.
- Reduce the visual impact of the large station car parks on the public realm through improved landscaping.
- Improve north-south pedestrian cycling paths and strategic pedestrian priority east-west crossing points. Such as Thomastown Station, Station Street to Tramoo Street and Lalor Station to Rochdale Square.

High Street Transformation

- Improve all modes of movement to reduce congestion (i.e. improve active modes of transport to reduce vehicular traffic), and reconnect Thomastown and Lalor with a holistic solution rather than separate projects.
- Enhance High Street Corridor to be of high activity and highly utilised by the community, such as a mix of public realm, community space and commercial hubs.
 - Public realm to be mix of passive and active uses such as pocket parks, basketball courts, urban parks, exercise areas and seating.
 - Community spaces could include council owned working hubs, temporary social housing
 - Commercial hubs could include temporary commercial containers, start up enterprises etc.
- Ensure future developments do not compromise place shaping solutions.

ENHANCED CONNECTIONS

Enhance connections (primarily east-west) to provide a high quality travel experience for pedestrians, cyclist that celebrate features along these routes .

General

- Utilise Movement Place methodology to identify and balance the needs of different transport modes.
- Enhance “places of activity” (transit hubs, local shops, community centres, employment areas, open spaces) and trails by:
 - Improve safety of streets that provide direct connection to primary destinations for pedestrians, cyclists and public transport users. (Road treatments, pedestrian crossing priority etc)
 - Reduced speeds of streets to serve local land use
 - Enhance amenity and functionality of streets that encourages social interaction.
- Improve access to end of trip facilities to support users.
- Improve public transport connections and timetabling.

Barry Road to Tramoo Avenue via Westgarthtown

- Improve wayfinding to Whittlesea Gardens.
- Employ a palette of materials that reflect and are sensitive to the Westgarthtown heritage of the location. These materials can also support embedded wayfinding and character.
- Identify opportunities to improve visual and physical links between Edgars Creek and German Lane.

Main Street to The Boulevard and McKimmies Road

- Promote community uses along this Main Street through streetscape design.
- Extend Thomastown Station as a precinct into the street and design of Station Street and The Boulevard.
- Prioritise active travel along The Boulevard through raised pavements where side streets intersect the route.

Settlement Road

- Improve safety by minimising vehicle crossings and increasing canopy cover.

REGIONAL TRAILS

Ensure high quality regional trail networks are connected and benefit the local community.

General

- Shared path connections to be safe, direct and to be an interesting experience between key routes.
- Community inter-modal infrastructure such as end of trip facilities, bicycle storage, bicycle repair/tyre inflation and parking at stations to be provided and easily accessible at the key nodes/destinations.
- Future freeway planning for E6 to ensure east-west regional connections are maintained and enhanced.

High Street Trail

- Enhance High Street trail to become a key element of the regional rail trail north to Whittlesea Township.

Edgars Creek Trail

- Deliver missing sections of the trail.
- Consider decking of the trail where the topography is challenging.
- Provide an alternate connection to the trail along Austarc Avenue from High Street.
- Prioritise the Edgars Creek pedestrian and cycling crossings for all east-west streets

Galada Tamboore Trail and Merri Creek Trail

- Improve wayfinding signage in Thomastown and Lalor to strengthen connections to the trail.

Darebin Creek Trail

- Identify and strengthen connections to the Darebin Creek Trail from adjoining residential areas.

Metropolitan Ring Road Trail

- Improve connections from residential and industrial areas to this trail.

Yan Yean / Northern Pipe Track

- Deliver the missing link in this trail from Keon Parade to Darebin Creek.

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6 HIGH STREET SPINE TRANSFORMATION – CHALLENGES AND OPPORTUNITIES





"These suburbs where I live need more places to gather or exercise."

"I love TRAC and the library."

"I want to do things that are important to me with people from my area."

20 MINUTE NEIGHBOURHOODS

COUNCIL GOALS

Connected community

ACCESS AND TRANSPORT

COMMUNITY

EDUCATION AND HOUSING

ENVIRONMENT AND RECREATION

HOUSING

KEY 20-MINUTE NEIGHBOURHOOD HALLMARKS / W2040 COUNCIL GOAL

OTHER RELEVANT POLICY:

Connected Community Strategy

8 to 80 Cities

SHARED LOCAL CULTURE

Thomastown and Lalor community hubs encourage connection, community ownership and participation. They celebrate cultural identity, provide dynamic learning, support passive and active uses and are places to gather for people of all ages and abilities.

KEY FOCUS AREAS



WELCOMING PRECINCTS



CULTURALLY CELEBRATED CIVIC PLAZAS



INFORMAL SPACES

PLACE SHAPING OPPORTUNITIES



MAY STREET PRECINCT

Build upon the strong community culture and continue to be heart to many residents.



WESTGARTHTOWN PRECINCT

A precinct of rich history where opportunities are authentic to place.



MAIN STREET PRECINCT

A place of dynamic learning and recreation with facilities and programs for 0-18 years of age pathways in one place.



PETER LALOR PRECINCT

A place of young people and community that has strong sense of community ownership that goes beyond the 8am-5pm workday cycle.

Thomastown and Lalor: Place Framework

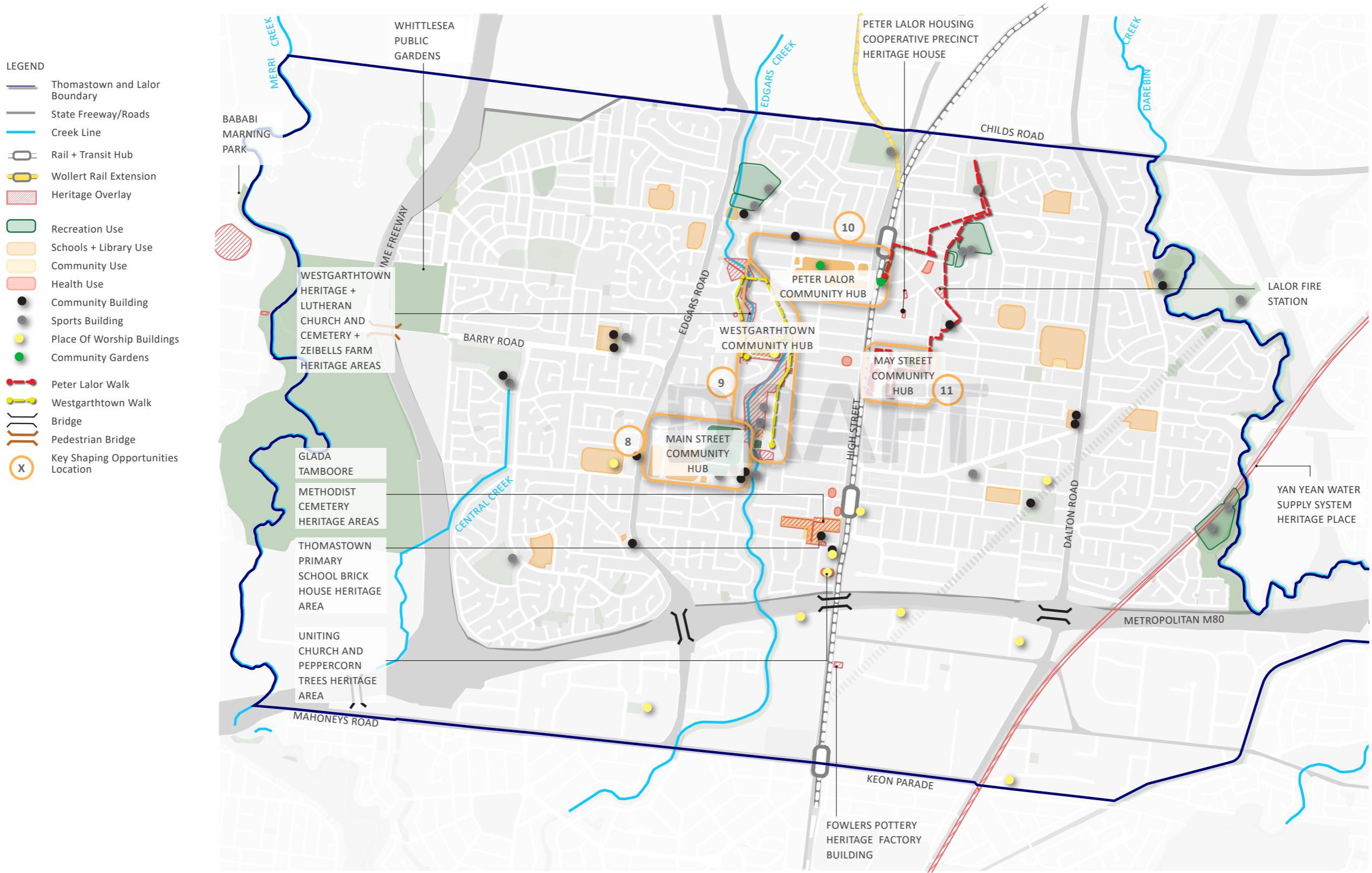


Figure 14: Shared Local Culture Plan

Thomastown and Lalor: Place Framework

OPPORTUNITIES

SHAPING THOMASTOWN AND LALOR

- 8

MAY STREET PRECINCT

8.1 **Advocate for annual events/festivals** within the precinct to celebrate the community and various cultures.
- 9

WESTGARTHTOWN PRECINCT

9.1 **Investigate to prepare a masterplan** to create a vision the site.
- 10

MAIN STREET PRECINCT

10.1 **Investigate to prepare master planning** for lane way between Main Street and French Street.
- 11

PETER LALOR PRECINCT

11.1 **Trial ‘Playable Streets’ (or similar) project** for non priority roads to promote cycling, play and interaction for children.

- 8

9

10

11

ALL PRECINCTS

 - Place Planning: Consider hubs as a collection of land- uses to design, identify lacking services, prioritise and direct civil/development projects
 - Master Planning: Ensure all precincts have the suitable design qualities and services.
 - Testing 20 minute neighbourhood Pilot Program: Hallmarks within Neighbourhood and Local Activity Centres’ guidelines and ensure it meets the needs of the community. E.g. Identify lacking services, appropriate density etc
 - Investigate co-development opportunities such as build to rent; to improve social housing stock near precincts.
 - Advocate for funding streams to for state opportunities to foster land use improvement.
 - Form partners for placemaking initiatives.
 - Investigate to ensure there are youth spaces (12-25 years of age) to linger, gather and learn at key transit and commercial nodes. E.g. Corner of the Boulevard and Station Street Shops as part of a pop-up or renewal projects.
 - Master plans may overlap or be included as part of other projects.
 - Integrate public art into spaces to celebrate and reflect local culture.

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KEY FOCUSED AREAS

WELCOMING PRECINCTS

Local precincts are welcoming and form strong synergies between different community services for the community benefit.

General

- Ensure community hubs have the facilities and services to provide a range of social infrastructure to meet the unique needs of the local community.
- Increase viability of precincts with direct access between land uses and movement permeability.
- Improve general activation of the community precincts by utilising open space or temporary road closure to deliver events such as festivals, craft and fresh food markets, ‘Ride and Stride’, ‘Playable Streets’, ‘Bush and Play’ and Walking Thomastown.
- Enhance precincts by ensuring facilities and programs considers a space for 0-25 years of age to gather, linger and to learn.
- Improve interface to community hub to draw people in with street and increase community participation by exploring alternative fencing treatments and landscaping opportunities.

Main Street Precinct

- Improve the synergy between the various land uses by removing the barriers and create a central, safe and direct path from Thomastown West Primary School, Bubup William Aboriginal Child and Family centre, Thomastown Secondary College to the Main Street Recreation Reserve and Edgars Creek.
- Improve the sense of arrival of the precinct with landscape embellishment, signage and furnishing.

Peter Lalor Precinct

- Improve visitation to key community buildings by creating shared internal places for people to gather.

May Street/French Street

- Improve May Road Precinct by leveraging off commercial activity with cultural and community gathering spaces, and co locating community services and institutions.
- Explore temporary May Road closure for outdoor community events and performances.
- Enhance Lane Between French Street and May Road permeability by providing and prioritising pedestrians accessibility and landscape embellishment.

CULTURALLY CELEBRATED CIVIC PLACES

Community buildings are designed to invite entry, encourage dwelling and project a civic presence that celebrates culture.

General

- Improve resilience of precincts by renovating aging infrastructure and buildings to support re-adaptability and multi-use during non-contact hours for multiple community groups.
- Enhance community places by ensuring buildings within precincts have interesting architectural style and material palette that enhance the character of the area. (Refer to built environment for further guidance)
- A well connected hub that supports a place for people of all ages to age in place, linger, gather and celebrate their culture and identity.
- Enhance safety and comfort of precincts by increasing passive surveillance overlooking public community spaces, programming out of hours building uses and increasing community group participation.
- Increase the visibility and connection of cultural spaces through signage and materiality. E.g. Westgarthtown, various heritage and aboriginal gathering spaces.
- Enhance connection to country by considering place naming as an opportunity to celebrate local culture.
- Integrate public art into spaces to celebrate and reflect local culture.
- Improve community integration by ensuring wayfinding infrastructure identifies key cultural locations on maps and includes the top 5 local languages (other than English). In Thomastown and Lalor they are mainly Arabic, Italian, English, Macedonian, Indian and Vietnamese.

Refer to 2021 Census, Australian Bureau of Statistics.

Westgarthtown

- Improve cultural connection to Thomastown and Lalor by integrating the local indigenous community (Wurundjeri Woi Wurrung) and the Zeibells Farmhouse Museum, Lutheran Church and Cemetery and Heritage Garden Friends of Westgarthtown for future master planning.
- Enhance and strengthen Westgarthtown open space qualities.

INFORMAL SPACES

Informal spaces such as plazas, parks, neighbourhood centres and streets to support community integration.

General

- Enhance public spaces by including free-wifi delivered in key locations with spaces for community to work, study and online entertainment.
- Enhance ownership of space and participation by supporting community place making opportunities by providing resources to various groups to enable change.
- Purposeful landscaping improvements to create spaces where people can meet, gather, share their culture and feel a sense of pride for their area and empower them to take ownership of space.
- Enhance educational opportunities by supporting dynamic learning with shared land uses, facilities and knowledge.
- Enhance the series of spaces and services around the hubs that meet the need of the community.
- Improve community participation within precincts by supporting shared infrastructure between community groups and support facilities to be utilised outside regular hours.

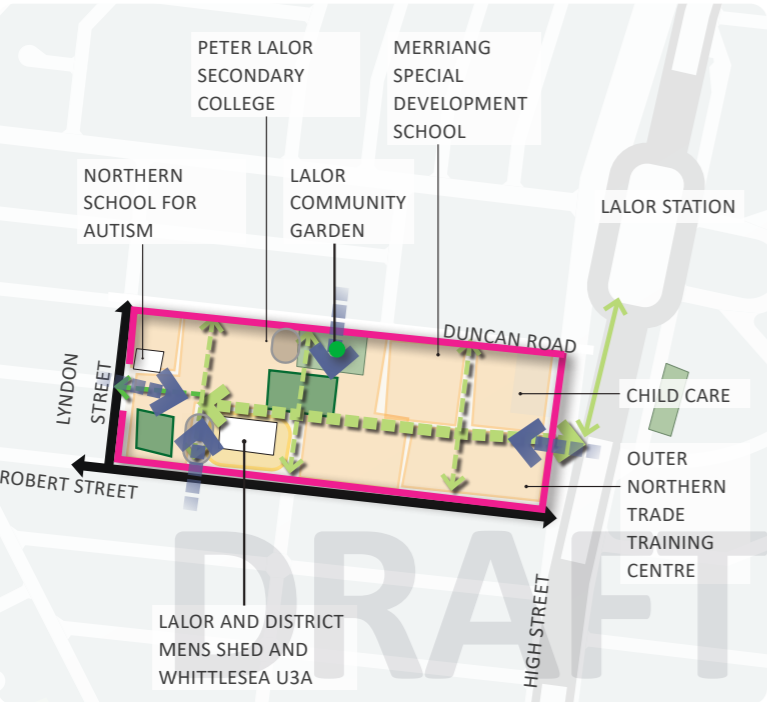


Heritage buildings to be celebrated and embraced.

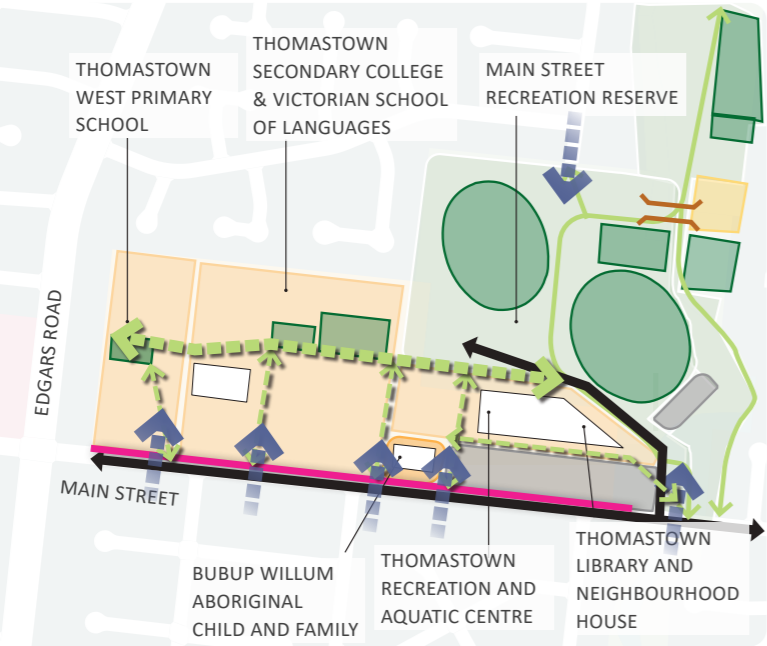
Findings from ‘20-minute neighbourhood PRIORITISATION TOOL’ project for thomastown and lalor is expected to influence the key focus areas, opportunities and mappings for this theme.

COMMUNITY HUBS

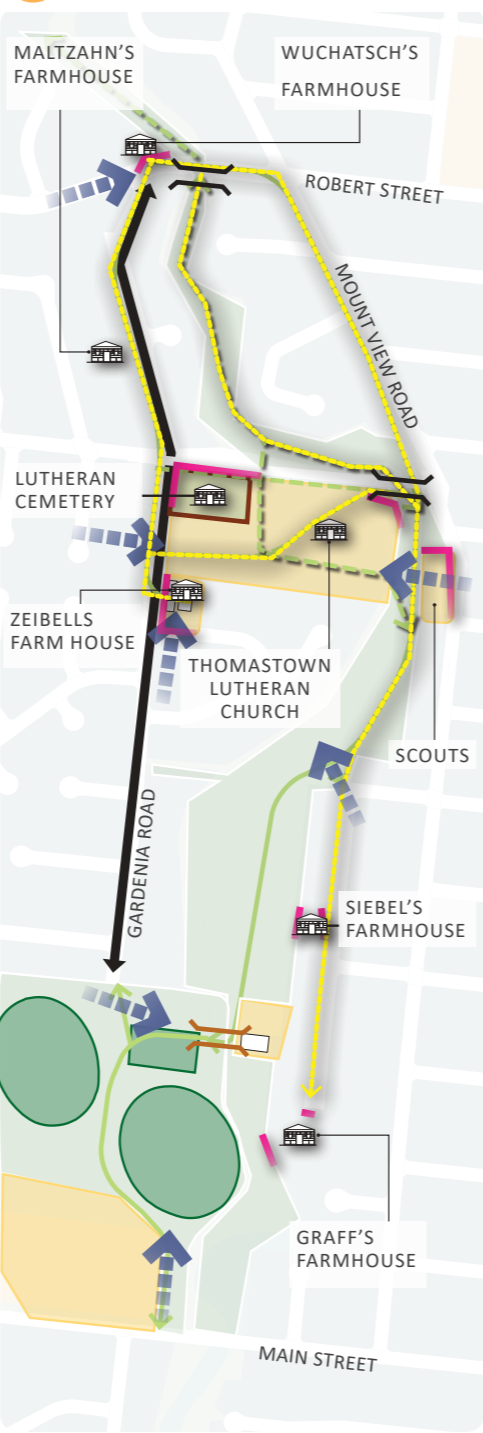
10 PETER LALOR PRECINCT – LAYOUT TO BE FINALISED



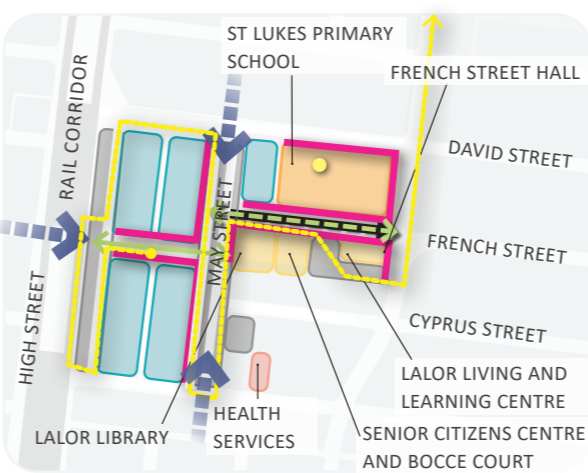
8 MAIN STREET



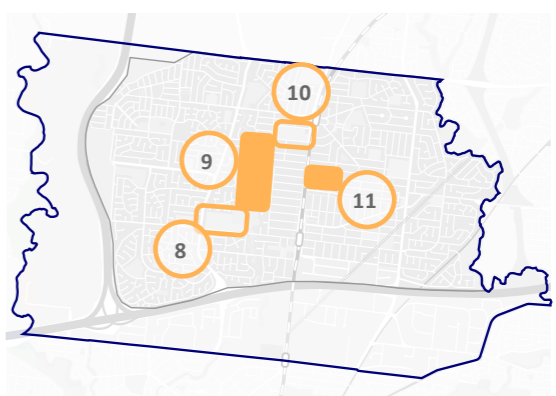
9 WESTGARTHTOWN HUB



11 MAY STREET



KEY PLAN



LEGEND

- Playable Streets Opportunities
- Existing Cycling And Pedestrian Networks
- Future Key Cycling And Pedestrian Networks
- Heritage Walk Trail
- Recreation Use (Shared As Part Of Precinct)
- Open Space (Shared As Part Of Precinct)
- Schools + Library Use
- Community Use
- Car-Park
- Potential Interface Improvements
- Dry Stone Wall
- Potential Building For Use Outside Regular School Hours
- Commercial Buildings
- Key Access
- Heritage Building Locations
- Place Of Worship Buildings
- Community Gardens






Master Planning May street to unlock public realm potential (as per above).
Figure 15: Various Community Hubs (Indicative Plans)



VIBRANT CENTRES AND INDUSTRIES

Thomastown and Lalor’s dynamic, resilient and strong economy strengthened by existing businesses attracting jobs now, and of the future.









KEY FOCUS AREAS

-  VIBRANT, VIABLE AND ATTRACTIVE TOWN CENTRES
-  ACTIVE RETAIL SPINE AND MOVEMENT CORRIDOR
-  INCLUSIVE AND DYNAMIC LOCAL ECONOMY FOR ALL

PLACE SHAPING OPPORTUNITIES

-  **REIMAGINED BUSINESS PLACES - HIGH STREET AND MAY ROAD SHOPPING PRECINCTS**
Maximise business opportunity in each place by increasing density, improve vibrancy, interfaces and the public realm.
-  **TOWN CENTRE REVITALISATION PROGRAM - PLACE MAKING IMPROVEMENTS**
Identify key strategic local and neighbourhood town centres for capital works interventions and enhancements.
-  **INNOVATION AND EMPLOYMENT**
Build on established businesses and uses to innovate, uplift, improve amenity and intensify (where appropriate) employment densities.

PRECINCTS:

- | | |
|---|--|
|  TRAWALLA |  DALTON ROAD HOMEMAKER |
|  MAHONEYS ROAD |  DALTON ROAD NORTH |
|  HIGH STREET WEST |  SETTLEMENT ROAD EAST |
|  INTERSECTION OF KEON PARADE AND HIGH STREET |  COOPER STREET SOUTH-WEST |

Thomastown and Lalor: Place Framework

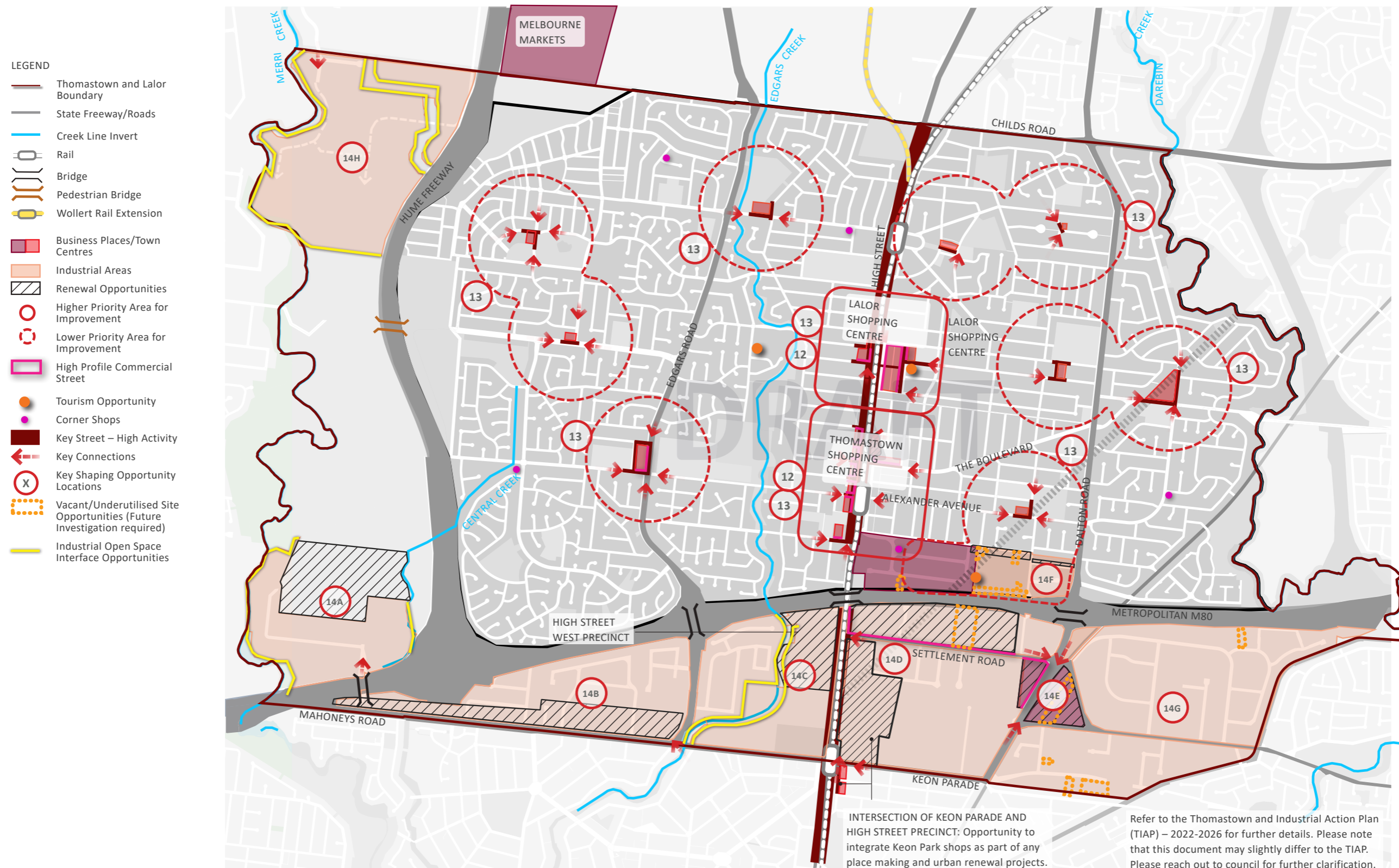


Figure 16: Vibrant Centres and Industries Plan

Thomastown and Lalor: Place Framework

OPPORTUNITIES
SHAPING THOMASTOWN AND LALOR

12 REIMAGINED BUSINESS PLACES

- 12.1 Investigate to **apply findings from the 20 minute neighbourhood pilot program** to Thomastown and Lalor Town Centres.
- 12.2 Investigate the need for evidence based master planning/development guidelines that may lead to future planning controls. Economic Assessments, 20 minute pilot program, or similar are evidence based mechanisms that can influence change.

13 TOWN CENTRE REVITALISATION

- 13.1 **Promote targeted programs**, exhibitions, festivals and markets to increase marketability. E.g. Made in Lalor.
- 13.2 Investigate **Place Planning** to ensure authenticity of areas
- 13.3 **Continue town centre revitalisation roll-out and deliver capital works programs** to deliver outcomes that are authentic to the place and have high community and economic value.

14 INNOVATION AND EMPLOYMENT

- 14.1 Attract sufficient investment from government to seed development and uplift the area.
- 14.2 **Unlock future renewal** and development opportunities by partnering with developers and government bodies to improve industrial areas.
- 14.3 **Promote Smart City initiatives** to support the changing needs of Thomastown and Lalor businesses. E.g. Free Wifi, QR code navigation, Smart Parking, Data sensory and management.
- 14.4 Support council initiatives by actively promoting and working with business owners to address retail vacancy issues. E.g. **‘Buy Locally’** and **‘Vacant To Vibrant’**

Findings from the ‘20-minute neighbourhood’ project is expected to influence focus areas, opportunities and mapping for this theme.

KEY FOCUS AREAS

VIBRANT, VIABLE AND
ATTRACTIVE TOWN CENTRES

Town centres will be vibrant, supportive destinations that meet the everyday needs of the local community.

General

- Increase attractiveness of competitive businesses, investment opportunities, and workers’ participation by increasing social infrastructure and amenity (built and natural) in all Town Centres.
- Enhance sense of arrival to draw people into the shopping precincts. E.g. via gateways, facade treatments, forecourts or plazas.
- Improve the image and amenity of the area to encourage existing businesses to invest and upgrade facilities.
- Improve tourism opportunities within Thomastown and Lalor through precinct branding and place making.
- Improve business presence with inclusive signage to make people from all cultures, identities and abilities feel welcome and safe.
- Support shop front improvements to ensure high quality standards are met.
- Improve wayfinding treatments from businesses to key destinations such as community hubs and train station. E.g. existing shops to connect to Main Street Community Hub and Thomastown Train Station.
- Utilise public art that is multi functional and engaging for community and business benefits.

Innovation

- Improve innovation systems and/or networking co-hub spaces that attract businesses and draw more people into town centres
- Encourage shared infrastructure to reduce costs and create mutual benefits for the private and public sectors.
- Increase town centres’ technological advancements to meet the changing needs of the community (e.g. data collection, sharing and management, and car parking\ building wind and solar sensory capture)

Intensification

- Improve town centre resilience through diversification and intensification of business. e.g. encourage fine-grain shop frontages.
- Enhance business viability with increased buildings heights, maximising residential and employment opportunities. Development intensification to avoid negative parking and open space implications.
- Improve the local economy by investigating underutilised/vacant sites and foster relationships to unlock development opportunities.

ACTIVE RETAIL SPINE AND
MOVEMENT CORRIDOR

High Street to be a thriving place for business and activity.

General

- Increase High Street’s opportunities by investigating strategic planning controls to support revitalisation and positive change.
- Enhance primary interfaces to have quality built form presence through reduced landscaped setbacks and limited car parking. Large car parking areas to be located to rear of sites. E.g. Keon Parade is particularly important.

Town Centres

- Increase and encourage outdoor trading along High Street to add to activity and vibrancy in the public realm.
- Enhance business opportunities by leveraging off raised rail corridor freeing up access and land uses underneath.
- Enhance place by embracing cultural opportunities to be integrated within businesses.
- Improve connections from surrounding employment precincts to support Whittlesea’s growing population.
- Increase support and viability of the night time economy.
- Support safety for all genders and abilities at all hours.

Industrial Areas

- Improve freight and traffic connectivity for Settlement Road by advocating for a level crossing removal or similar.
- Enhance the ‘Intersection of Keon Parade and High Street Precinct’ by supporting innovative and intensive warehouse/office development that does not compromise operation of existing businesses and assist in activating public realm.
- Improve opportunities for people to access jobs within a short distance of public transport.
- Enhance Trawalla Avenue Precinct with redevelopment that achieves environmental, open space outcomes that increase economic investment.
- Investigate and improve amenity in the Thomastown Lalor industrial precincts.

INCLUSIVE AND DYNAMIC
LOCAL ECONOMY FOR ALL

Dynamic economy to draw businesses to support current, and future employment opportunities.

General

- Actively encourage local employment opportunities and availability at local activity centres

Resilient

- Ensure an adequate supply of employment land is maintained into the future.
- Increase household accessibility to commercial centres within a 800m radius. i.e. local centres could fill the gaps.
- Investigate spill out areas to support business and trade through activation, such as parklet lots, plazas and outdoor dining.
- Enhance local centres by supporting and encouraging lacking services. e.g. pharmacy, newsagent, post office.
- Increase the share of higher order and professional services and knowledge workers by supporting investment into the area.
- Improve local workers’ presence by advocating for co-working hubs and public facilities within town centres.
- Increase economic resilience by ensuring that commercial buildings (new or retrofit) accommodate expansion and contraction of businesses that minimise obsolescence of sites to encourage current and future employment opportunities.

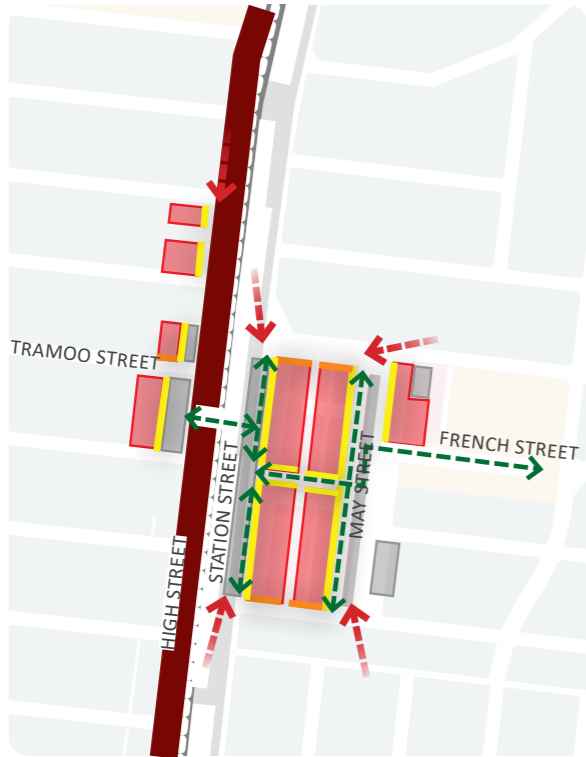
Accessible

- Improve council’s accessibility to businesses and actively foster economic and commercial relationships with the private industries to facilitate urban renewal and redevelopment to unlock new economies and industries.

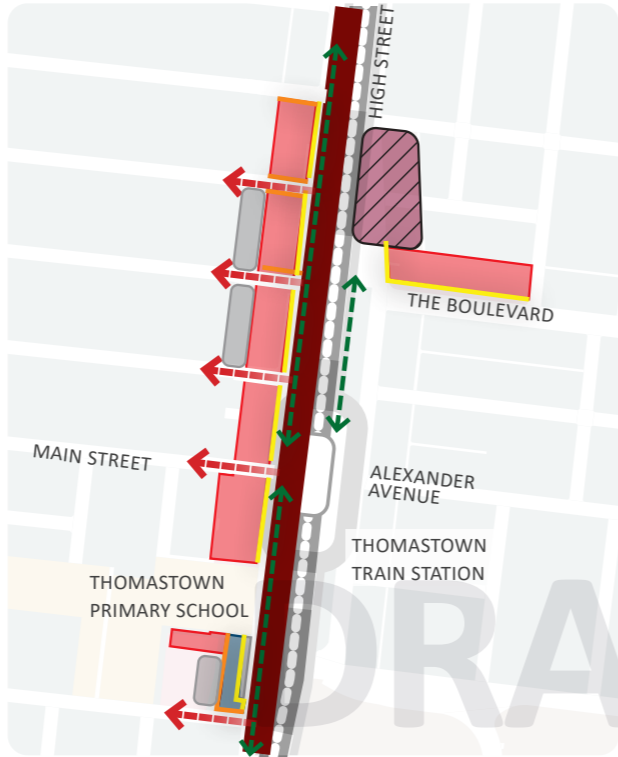
Industrial Areas

- Increase the education profile of the Thomastown and Lalor labour force by providing greater business floor space and intensification of industry by working with private sector at key locations. e.g. along public transport routes, and at key destinations.
- Industrial zones to include a diverse mix of industrial land uses by supporting current businesses and facilitating jobs of the future.
- Improve industrial precincts by encouraging and supporting facilities for workers. e.g. cafes and local parks.
- Improve safety and connectivity.
- Ensure development applications meet the needs of the existing community and the holistic vision for the area with supportive contextual and business case analysis. (generally areas within renewal opportunities).

12 REIMAGINED BUSINESS PLACES
TOWN CENTRE REVITALISATION – MAY STREET

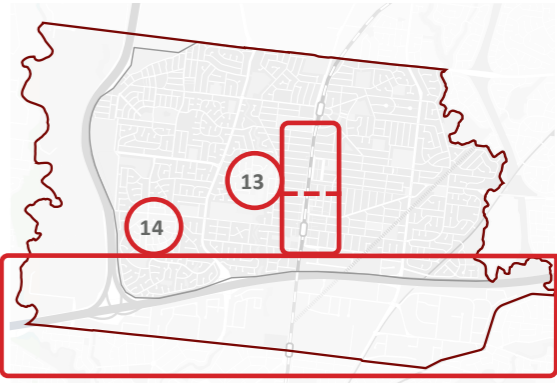


TOWN CENTRE REVITALISATION – HIGH STREET



Opportunity to foster economic hubs that will provide open space, well landscaped outcomes where employees and business love to work.

KEY PLAN



14 INNOVATION AND EMPLOYMENT
LOCAL INDUSTRIAL OPPORTUNITIES



Opportunity for innovative and intensified industrial precincts to create jobs of the future with great semi-public open space – Ideal for service industries.

LEGEND

- Thomastown and Lalor Boundary
- Rail
- Key Street Connection
- Key Pedestrian/Cycling Connection
- Business Places/Town Centres
- Industrial Areas
- Renewal Opportunities
- Existing Car Park
- Primary Interface
- Secondary Interface
- Critical Intersection
- Critical Vehicle Access
- High Street Transformation
- Landscape Enhancement
- Open Space Corridors
- Vacant/Underutilised Site Opportunities (Future Investigation required)

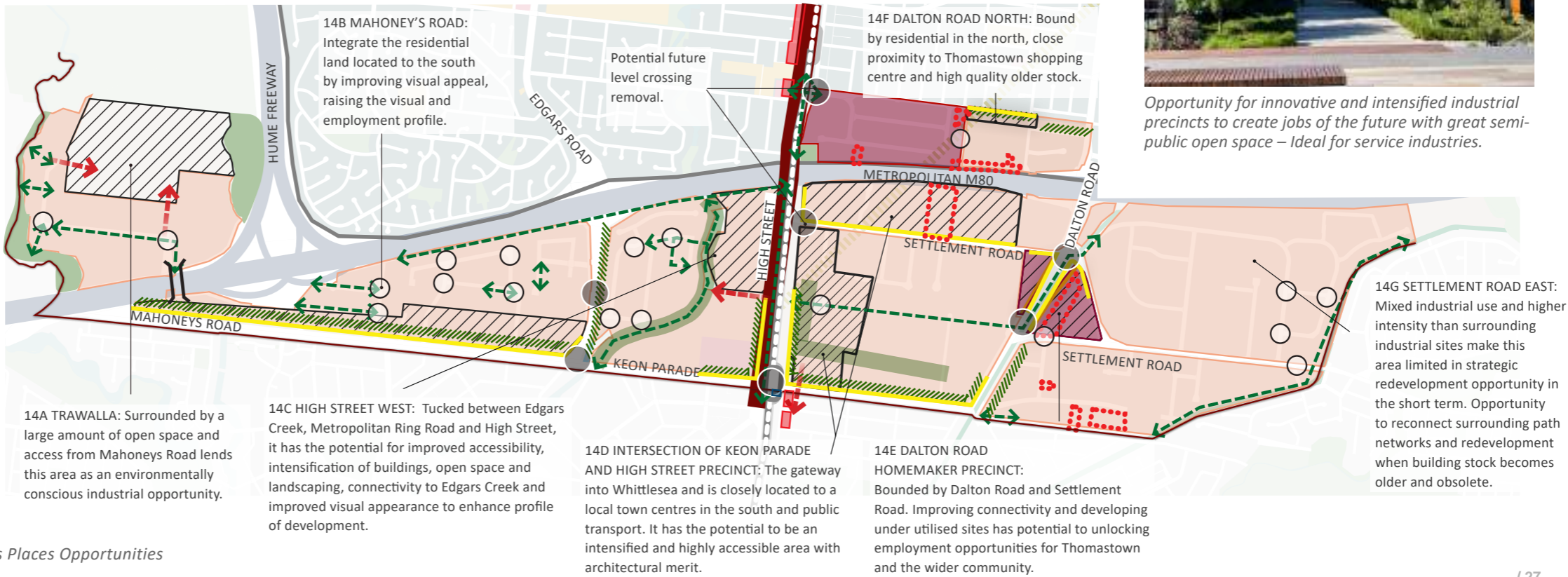


Figure 17: Reimagined Business Places Opportunities



ENHANCED CHARACTER

New developments in Thomastown and Lalor will be high quality, respecting and enhancing local character and culture. Built form will provide a high quality interface to public spaces and improve liveability for all.

KEY FOCUS AREAS



ACTIVATED PUBLIC SPACES



FOCUSSED URBAN RENEWAL



ENHANCED CHARACTER AND IDENTITY

PLACE SHAPING OPPORTUNITIES

15

PREPARE INDUSTRIAL AREA DESIGN GUIDELINES

Support businesses to succeed environmentally, socially and economically

16

BUSINESS AS USUAL (BAU) – DESIGN EXCELLENCE

High quality developments that enhance Thomastown and Lalor built form.

17

IDENTIFY CONTROLS OR GUIDELINES TO INFLUENCE HIGHER QUALITY DEVELOPMENT OUTCOMES

Provide guidance for future development and appropriate built form.

Thomastown and Lalor: Place Framework

- LEGEND
- Thomastown and Lalor Boundary
 - Rail
 - Bridge
 - Pedestrian Bridge
 - Creek Line Invert
 - Existing Open Space
 - Business Places/Town Centres
 - Industrial Areas
 - Residential Growth Zone
 - Urban Renewal Area (Northern Metro Region 2050 Plan)
 - Industrial Opportunities
 - Open Space Interface Opportunities
 - Road Interface Opportunities
 - High Street Corridor Car Parking Investigation
 - Key Shaping Opportunities Location
 - Vacant/Underutilised Site Opportunities (Future Investigation required)

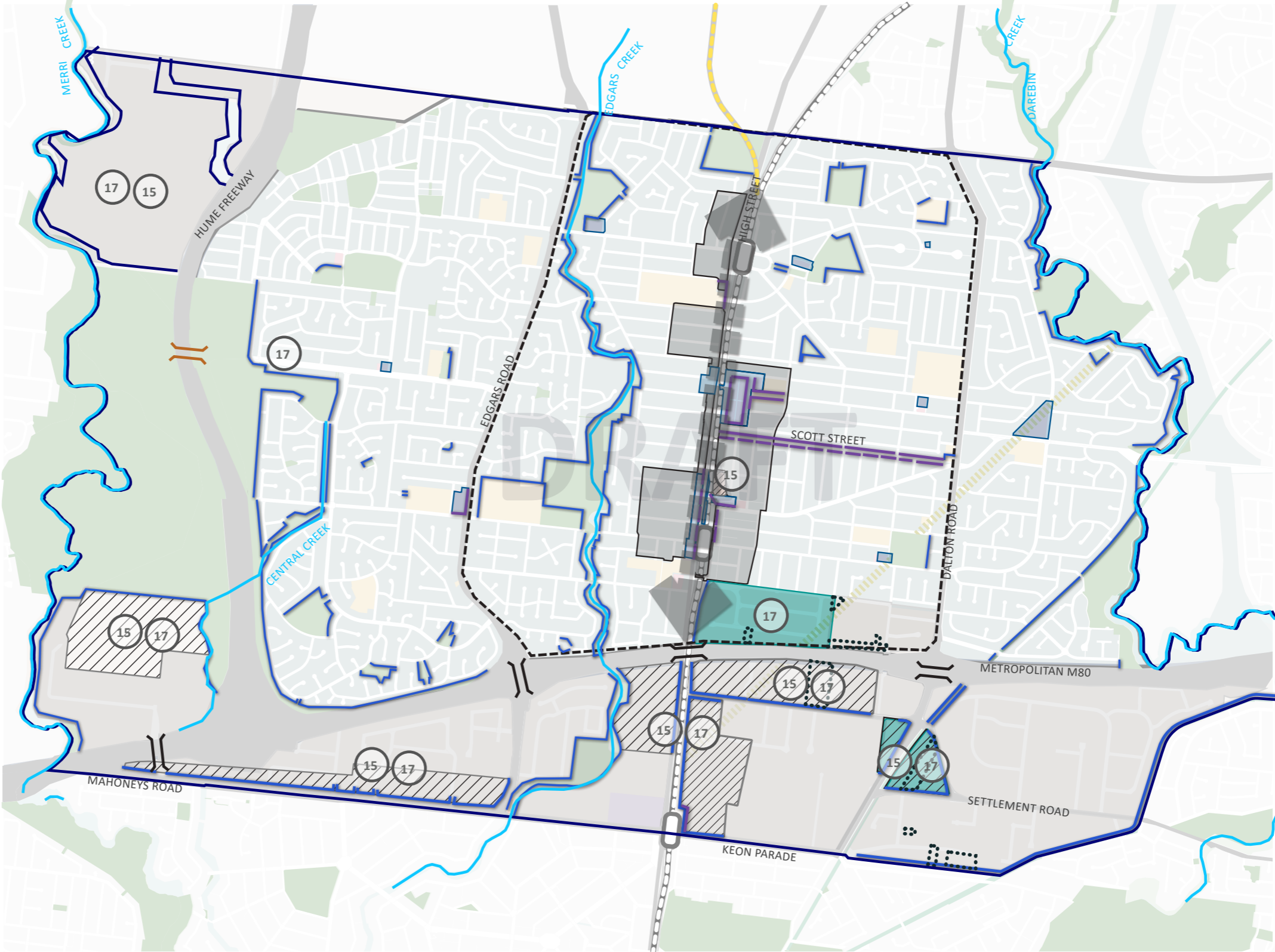


Figure 18: Enhance Character Plan

Thomastown and Lalor: Place Framework	
OPPORTUNITIES	
SHAPING THOMASTOWN AND LALOR	
15	<p>PREPARE INDUSTRIAL AREA DESIGN GUIDELINES</p> <p>15.1 Prepare Industrial Guidelines that improve the amenity of industrial areas to attract further investment and employment whilst protecting and recognising the existing businesses.</p>
16	<p>BUSINESS AS USUAL (BAU) – DESIGN EXCELLENCE</p> <p>16.1 Urban Design advice and guidance for all development near town centres and along key strategic streets to support design excellence.</p>
17	<p>IDENTIFY CONTROLS OR GUIDELINES TO INFLUENCE HIGHER QUALITY DEVELOPMENT OUTCOMES</p> <p>17.1 Developers are encouraged to engage with council early in the application process.</p> <p>17.2 Consider the following controls and influences within Thomastown and Lalor:</p> <ul style="list-style-type: none">• Prepare development guidelines and investigate the use of planning controls to deliver high quality built form and improve sense of place.• Prepare residential interface guidelines and investigate the use of planning controls to deliver high quality built form and improve passive surveillance onto open spaces and public realm. E.g. Key streets, residential backing onto open space and lane ways.• Ensure developments maintains a visual appearance that is appropriate to scale and responds to neighbourhood character.• Explore council key redevelopment sites along High Street and explore mechanisms to improve development outcomes. E.g. High Street Council owned car parking sites.• Explore undertaking master planning for identified industrial and underutilised sites and investigate the use of planning controls to deliver high quality built form.• Provide guidance for urban renewal in key locations.

KEY FOCUS AREAS

ACTIVATE PUBLIC SPACES

Buildings to include active uses at ground level and incorporate features that improve natural surveillance to ensure people feel safe, and comfortable in public areas and streets.

Business Places and Town Centres

- Activate frontages to provide visual interest, places for interaction, and visual connections between internal and external spaces.
- Investigate the viability of upper storey development and use of air rights to increase surveillance of the public realm and general activity in commercial areas.
- Avoid blank walls, visually uninteresting and inactive frontages in key pedestrian areas.
- Support a material palette that adds to a sense of place and tells the cultural story of Thomastown and Lalor.
- Utilise architectural and public realm features at key intersections to enhance a sense of arrival and experience.
- Ensure new developments provide awnings and glazed façades to High Street to maintain an active frontage that provides weather protection.
- Ensure architectural treatments to express the main entry and incorporate contemporary, high quality materials.
- Utilise events and programming to activate public realm

Community facilities

- Improve community facilities public realm spaces with spillout areas that are well landscaped and incorporate local or cultural art as a part of building entries.

Industrial areas

- Screen fencing (when required) with planting and align with the built form setback to minimise visual impact.
- Encourage developments to incorporate connections through sites to improve permeability and walkability.

Development adjoining open space

- Where possible, design active or semi-active frontages facing open space areas.
- Encourage upper storey built form with balconies in new developments overlooking public spaces.
- Encourage visually permeable and low fencing in developments adjoining open space.

Freeway Interfaces

- New developments to consider interface treatments and landscaping to secondary road frontages, including Metropolitan Ring Road, to improve the presentation of the area along key movement corridors.

FOCUSSED URBAN RENEWAL

New development in Thomastown and Lalor to be managed to ensure development is appropriate for the local context and improves liveability.

Locational priorities for renewal

- Encourage urban renewal within 800m walking distance of Lalor and Thomastown Stations within either Commercial or Residential Growth Zone areas.
- Encourage upper level residential development above commercial uses along High Street and Station Street to maximise access to transport and services.

Land use transitions

- Ensure new development is sensitive to adjoining development through incremental changes in building setbacks, heights and articulation.
- Ensure transition areas between industrial, commercial and residential zones are treated to minimise impact on lower intensity uses.
- Improve visibility of centres through a corner site/built form treatments and of high architectural standards.

Open Space Provision

- Monitor open space provision against population growth to ensure minimum 20-25sqm provision.

Large site redevelopment opportunities

- Utilise development opportunities on large sites adjoining Edgars Creek to improve site permeability and the interface with Edgars Creek and Marran Baba Parklands.
- Private, local or paper road provisions should be considered along the Edgars Creek to improve access and safety in open space.
- Avoid poor visual outcomes that front public realm. E.g. avoid storage areas adjoining public realm.

Laneways

- Enhance laneways passive surveillance and pedestrian safety by supporting developments that positively address the public realm and review/limit vehicle accessibility.

Car parking Investigations

- Potential to review council owned car parking sites to unlock social, housing, and economic opportunities.

QUALITY AND CHARACTER

New building developments to continue to reinforce Thomastown and Lalor’s cultural and visual identity.

General

- Define building entries at street level, through the use of awnings, architectural elements and colour to provide a sense of address and transitional space.
- Architectural design features should be contemporary, integrate with the surrounding existing built form of the area and adequately respond to the existing materials and finishes of the area.
- Celebrate the work of local artists in built form.
- Identify opportunities to reference local aboriginal culture and local cultural heritage in built form.
- Ensure new development contributes to the general uplift and amenity of the industrial area through high quality materials, landscaping and articulation.
- Enhance Thomastown and Lalor climate change and environmental conscience with building design innovation E.g. Mitigate flooding with design innovation for new development, roof top planting, rain gardens, etc.
- Buildings should celebrate character through diverse materials that create shadows, play of light on surfaces and textures that attract touch. Avoid simplistic and devoid of character outcomes.

Civic presence

- Civic buildings including community centres, libraries, schools and train stations have a key role to play in elevating development quality through contemporary and sensitive architectural responses to local context. These buildings should improve public space interfaces.

Human Scale

- Ensure that human scale built form is maintained in higher density development over time through increased detailing at street level and upper level setbacks.

Gateways

- Create a sense of arrival at key locations including Thomastown Station, Lalor Station and Keon Park Station through enhanced landscaping, street treatments, and landmark architecture.

Commercial

- Retain the facade variety of key commercial streets including High Street, Station Street and May Road by ensuring that businesses retain their individual identity.
- Provide weather responsive overhangs and awnings along commercial frontages and key pedestrian walking routes.

MATERIALS AND FINISHES PALETTE FOR THOMASTOWN AND LALOR

CIVIC BUILDINGS

In the public realm greys/blues have generally responded to the existing blue stone early settlement in either concrete colouring treatment or stones.

RESIDENTIAL

Heritage buildings are generally blue stone with corrugated roof, and a front white timber picket fence. Post war development (1950s onwards) incorporates warmer colours generally terracotta, creams, reds, oranges, browns and golds brick walls and low front fencing.

COMMERCIAL

Existing commercial areas tend to be a vibrant mix of colours and materials, with very little consistency of built form.

INDUSTRIAL

Older industrial areas use predominantly corrugated steel, brick and concrete. New industrial pockets utilise increased glazing and panelling.

EXISTING BUILDING INDICATORS



Baptcare Wattle Grove Community

- Earthy tones
- Perforated brown panels breaking up built form



Thomastown Meadows School

- Earthy tones with lower storey brick
- Roof angles mimic building heights



Mosaic Community Pavilion

- Warm colours panelling blended with brick that represents the area well



Spring Street Kindergarten

- Cool colours
- High quality concrete rendered cladding and coloured sheet metal



Cream brick 1950s-1960s

- Cream brick Veneer Walls
- Terracotta Roof
- Brick fence



Timber bungalow 1950s-1960s

- Cream brick. Mix of light and dark tones Terracotta Roof
- Timber Picket Fence



Mediterranean 1970s

- Earthy brick walls
- Brick fencing with ornamental features
- Terracotta Roof



Mission Brown 1970s-1980s and Mixed 1980s

- Brick/Masonry Walls
- Terracotta Roof
- No fencing with landscape



Reproduction 1990s

- Warm colour interruption of representing materials and style of area with terracotta roof



Current 2020s

- Rendered brick walls, feature timber panel
- Contemporary interruption of colours and existing character



Lalor Shops

- Earthy tones
- Perforated brown panels breaking up built form.
- Variable street rhythm



Thomastown Shops

- Warm colour brick
- Opportunity for business frontage to maximise street upgrade



Rochdale Square

- Warm brick tones, yellow street furniture highlights
- Opportunity for upper storey development and to capitalise recent Council investment in streetscape



Station Street, Lalor

- Brick light
- Mix of reds and oranges
- Awnings present over footpath with variety in height, width and detailing



High Street

- Cool colours
- Blues, yellows and greens
- Awnings vary in heights



Meridian- Medium Scale

- Blended earthy tones
- Contemporary design
- Screened car park with landscaping



Meridian – Large Scale

- Light earthy tones
- Contemporary design
- Screened car park with landscaping



7 Dalton Road

- Modern, mix of perforated metal of greys, oranges and metal sheeting
- Well landscaped



Temple Drive

- Earthy tones
- Older building stock sited directly on street
- Limited car parking, access and screening



Fowlers Heritage Building

- Cream tones
- Vertical detailing

FUTURE INDICATORS



Awnings protect semi-public and public realm on all active streets.



Fencing patterns ties the built form character respectful of area



Robust material such as blue stone slate for semi public realm



Treated perforated metal panelling provides textural interest.



Colours that respond to Thomastown and Lalor history/context



Expressed entry points provide gateway to buildings



Interruption of pattern or use of European settlement materials



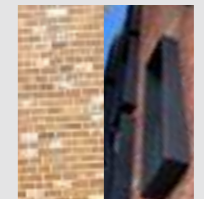
Extruding brick adds shadow that is attractive to touch



Timber battens breaking up built form and provide articulation



Responsive built form and high quality materials overlooking open space



Design features makes blank walls interesting

Figure 19: Future and existing built form indicators

Thomastown and Lalor: Place Framework

PLACE SHAPING OVER TIME

This time line provides a broad guide as to when place shaping opportunities could be implemented and who would responsible.


Many of these projects are identified as opportunities and in the early conceptual phase and will need further time and community consultation to explore options and refine proposed designs. This time line is intended to be flexible to respond to changing circumstances and community priorities.

These opportunities will be assessed to be incorporated in the Integrated Planning Framework Strategy Action Plan over time.

Please note implementation of proposed works will be subject to further detailed design, funding availability, consultation with stakeholders and the community. Any proposals on private property or vicinity of such, will be subject to property owner consent and relevant authority approval.


INDEPENDENT PROJECTS UNDER ONE VISION

A review and implementation plan will be prepared and updated every two-five years to ensure this remains a place based and a community responsive document.




Short Term

In the short term the Place Framework will begin unlocking, prioritising, budgeting, advocating for projects internally and externally and some design interventions that will generate maximum place based outcomes but still be within the overall vision.



Medium Term

Thomastown and Lalor in the medium term will focus on a range of implementing design interventions that will connect and improve areas based council plans, budgets, available funding, grants, and political priorities. Advocacy and prioritisation of projects will continue to evolve.



Long Term

Major Place Shaping projects will transform Thomastown and Lalor significantly that will achieve future aspirations in the long term. This document will continue to evolve over time and will represent Thomastown and Lalor ultimate vision.

THEMES – (MAY OVERLAP)

- 1 Greener Spaces
- 2 Connected Places
- 3 Shared Local Culture
- 4 Vibrant Centres And Industries
- 5 Enhanced Character

KEY PARTNERS

- W City of Whittlesea
- GOV Government
- Community
- \$ Traders and landowners
- Other organisations

PLACE MAKING OPPORTUNITIES		THEMES					KEY PARTNERS				
1	NATURALISED EDGARS CREEK AS A CENTRAL SPINE	1	2	3	4	5	W	GOV	Community	\$	Other organisations
2	FILL OPEN SPACE GAPS TO MAINTAIN AMENITY	1	2	3	4	5	W	GOV	Community	\$	Other organisations
3	GROW AND RE-WILD OPEN SPACE TO IMPROVE BIODIVERSITY	1	2	3	4	5	W	GOV	Community	\$	Other organisations
4	MITIGATE FLOODING AND CLIMATE CHANGE	1	2	3	4	5	W	GOV	Community	\$	Other organisations
5	EAST-WEST CONNECTIONS	1	2	3	4	5	W	GOV	Community	\$	Other organisations
6	HIGH STREET SPINE TRANSFORMATION	1	2	3	4	5	W	GOV	Community	\$	Other organisations
7	MAXIMISE PERMEABILITY ACROSS FREEWAYS	1	2	3	4	5	W	GOV	Community	\$	Other organisations
8	MAY STREET COMMUNITY PRECINCT	1	2	3	4	5	W	GOV	Community	\$	Other organisations
9	WESTGARTHTOWN COMMUNITY PRECINCT	1	2	3	4	5	W	GOV	Community	\$	Other organisations
10	MAIN STREET COMMUNITY PRECINCT	1	2	3	4	5	W	GOV	Community	\$	Other organisations
11	PETER LALOR COMMUNITY PRECINCT	1	2	3	4	5	W	GOV	Community	\$	Other organisations
12	REIMAGINED BUSINESS PLACES	1	2	3	4	5	W	GOV	Community	\$	Other organisations
13	TOWN CENTRE REVITALISATION PROGRAM	1	2	3	4	5	W	GOV	Community	\$	Other organisations
14	INCLUSIVE AND DYNAMIC ECONOMY	1	2	3	4	5	W	GOV	Community	\$	Other organisations
15	TO PREPARE INDUSTRIAL AREA DESIGN GUIDELINES	1	2	3	4	5	W	GOV	Community	\$	Other organisations
16	BUSINESS AS USUAL – DESIGN EXCELLENCE	1	2	3	4	5	W	GOV	Community	\$	Other organisations
17	IDENTIFY CONTROLS OR GUIDELINES TO INFLUENCE HIGHER QUALITY DEVELOPMENT OUTCOMES	1	2	3	4	5	W	GOV	Community	\$	Other organisations

POTENTIAL PLACE SHAPING OPPORTUNITIES SUMMARY PLAN

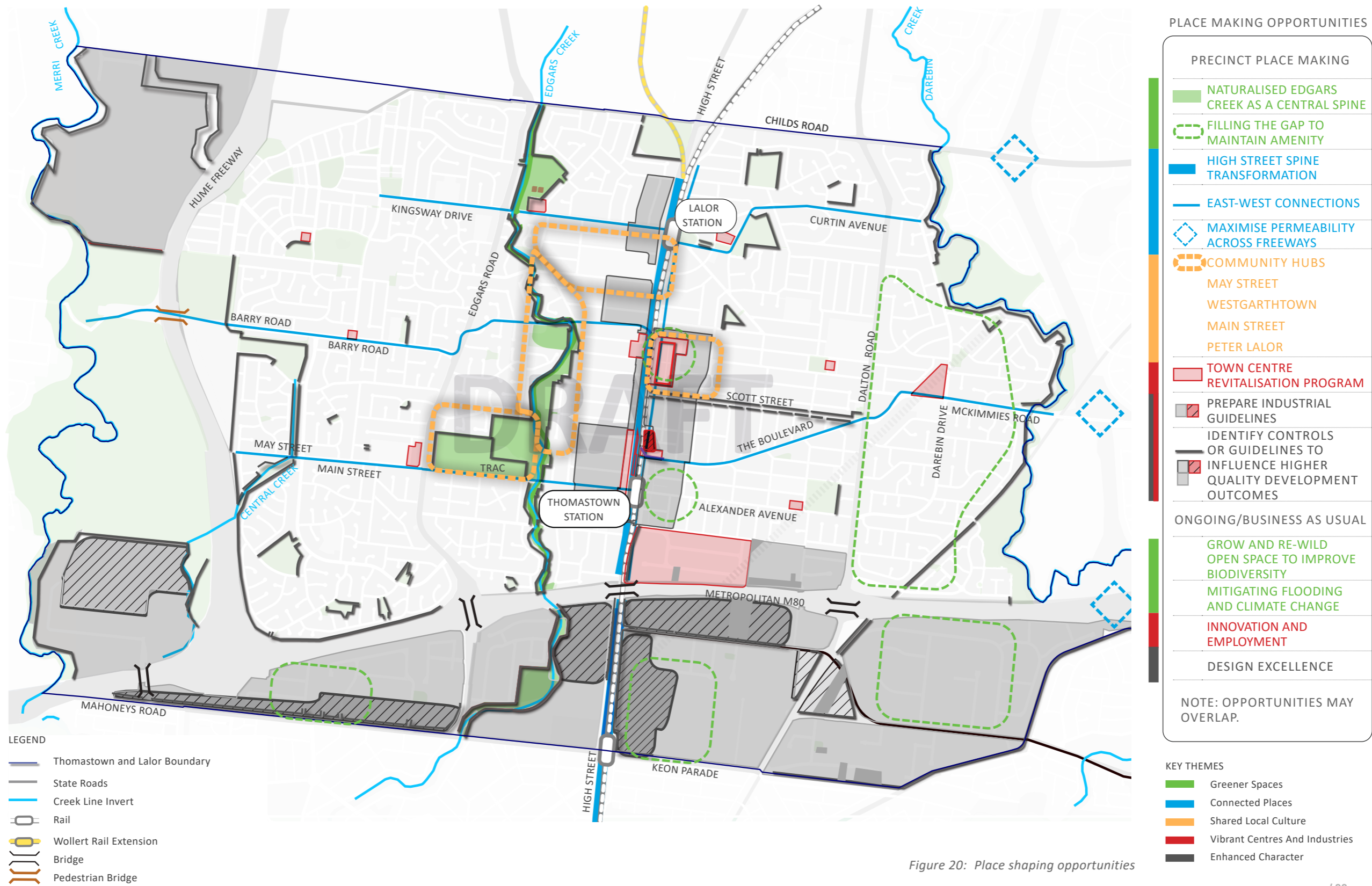
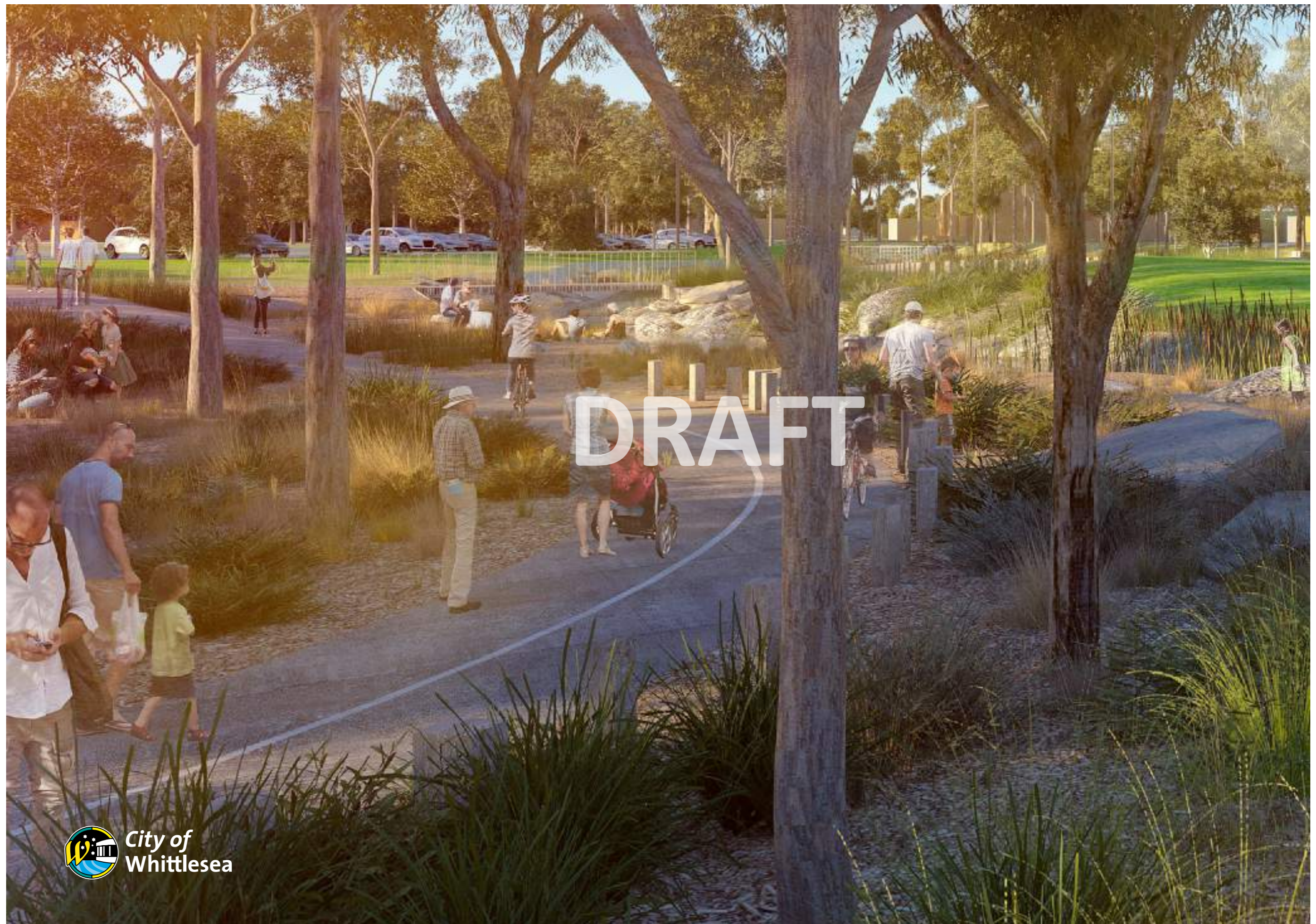


Figure 20: Place shaping opportunities



5.2.2 Cat Confinement and Desexing Community Transition Plan

Responsible Officer	Director Planning & Development
Author	Ben Durant, Unit Manager Animal Management
In Attendance	Debbie Blandford, Manager Compliance & Environmental Health

Attachments

1. Cat Community Transition Plan [5.2.2.1 - 11 pages]

Purpose

For Council to consider the communications and engagement plan to help the community with the transition to cat confinement regulations and mandatory desexing for newly registered cats that will come into effect from 1 August 2023.

Brief Overview

At its meeting on 18 July 2022, Council endorsed the introduction of a cat curfew ("cat confinement") and mandatory cat desexing for newly registered cats from 1 August 2023. Council also resolved that a transition plan to help the community to adapt to these changes be presented to Council for endorsement. This report presents the proposed Community Transition Plan.

Recommendation

That Council endorse implementation of the Community Transition Plan to assist cat owners to transition to a cat curfew and mandatory cat desexing for newly registered cats that comes into effect from 1 August 2023.

Key Information

At its meeting on 18 July 2022, Council endorsed the introduction of cat confinement and mandatory cat desexing regulations for newly registered cats from 1 August 2023.

Council recognises that this is a significant change for cats and their owners and subsequently, has resolved to develop a Community Transition Plan (the 'Plan') to help transition the community to the new regulations that come into effect from 1 August 2023. The Plan can be found at Attachment 1.

The Plan includes a wide variety of communication and engagement tools to raise community awareness and offer support as the transition date approaches. This includes:

- Video content being produced demonstrating solutions for containing cats
- Partnering with local community groups to host do-it-yourself cat enclosure workshops and disseminate information to cat owners
- Using in-person engagement opportunities such as a Pet Expo and pop-up stalls to provide cat owners with practical containment ideas and giveaways such as cat toys.
- Ensuring our Culturally and Linguistically Diverse (CALD) community is informed by attending community meetings, hosting pop-up stalls with staff language aides and ensuring printed material is translated into the most spoken languages in the City of Whittlesea
- Keeping owners of registered cats up to date on the upcoming changes via direct mail and email
- Information being distributed through media releases, newspaper and radio advertising, Local Scoop and online via the Council website, Engage Whittlesea platform and social media.

These activities will be implemented in the lead up to the new laws coming into effect on the 1 August 2023. There is also support and information activities that will continue post 1 August 2023.

Introducing New Cat Laws in Other Local Government Areas

Other Victorian councils have recently introduced cat confinement regulations and advice has been sought to understand how these councils helped their communities transition to the new laws.

The advice of these councils was to provide the community with sufficient time to prepare their homes and their cats for the new curfews. One Council decided to extend their transition plan from four months to 10 months to allow their community to better prepare.

Other councils used a range of communications channels and tools to promote their new cat confinement regulations, including media releases, paid advertising, website updates and community information sessions to provide advice, education and support.

Community Consultation and Engagement

Extensive community consultation was undertaken on how Council should manage domestic animals (dogs and cats) and specifically cats throughout 2021 to inform the Domestic Animal Management Plan 2021-2025 and then again in March to May 2022.

Alignment to Community Plan, Policies or Strategies

Alignment to Whittlesea 2040 and Community Plan 2021-2025:

Liveable neighbourhoods

Our City is well-planned and beautiful, and our neighbourhoods and town centres are convenient and vibrant places to live, work and play.

Implementing a Community Transition Plan will build capacity and support our community to transition to the new cat confinement and mandatory desexing regulations.

Considerations

Environmental

No implications

Social, Cultural and Health

No implications

Economic

No implications

Financial Implications

Implementing this Plan will be funded through the existing operating budget.

Link to Strategic Risk

Strategic Risk *Community and Stakeholder Engagement - Ineffective stakeholder engagement resulting in compromised community outcomes and/or non-achievement of Council's strategic direction*

Transitioning the community to the new regulations effectively is important to assist cat owners to be compliant and achieve the outcomes sought from introducing these initiatives.

Implementation Strategy

Communication

The communication proposed to implement the cat confinement and mandatory cat desexing regulations is comprehensive and includes a range of in-person engagement activities, print, broadcast and online media and advertising, and translation into various languages spoken within the City of Whittlesea. Details of the planned communication can be found in the attachment.

Critical Dates

- 18 July 2022 – Council resolved to introduce a cat curfew and mandatory desexing for new cat registrations from 1 August 2023
- August 2022 to July 2023 – proposed Community Transition Plan is implemented (details attached)
- 1 August 2023 – cat confinement and mandatory desexing for new cat registrations commences
- Ongoing – support and information provided to cat owners.

Declaration of Conflict of Interest

Under Section 130 of the *Local Government Act 2020* officers providing advice to Council are required to disclose any conflict of interest they have in a matter and explain the nature of the conflict.

The Responsible Officer reviewing this report, having made enquiries with relevant members of staff, reports that no disclosable interests have been raised in relation to this report.

Conclusion

Implementing a Community Transition Plan is important to ensure cat owners and the broader community understand the new requirements for keeping cats contained and mandatory desexing.

Implementing the Plan over several months before the changes occur will allow time for community members to prepare for the changes.

Given our diverse community demographics, communication will be undertaken through a range of different channels in several languages and will be supported by practical do-it-yourself advice to assist community members to transition to the new requirements.



Community Transition Plan

Cat Confinement and Mandatory Desexing 2022-23

Purpose

To effectively raise awareness, support and assist cat owners living in the City of Whittlesea to transition to new regulations regarding keeping cats confined to their owners' property and mandatory desexing for new cat registrations from 1 August 2023.



City of
Whittlesea

Acknowledgement of Traditional Owners

We recognise the rich Aboriginal heritage of this country and acknowledge the Wurundjeri Willum Clan and Taungurung People as the Traditional Owners of lands within the City of Whittlesea.

Background

In November 2021, Council adopted its new [Domestic Animal Management Plan \(DAMP\) 2021-25](#) which outlines how Council will manage cats and dogs in the local community.

During the DAMP consultation, the City of Whittlesea received significant feedback asking for more investigation around cats. Our community were concerned about roaming, stray cats and the impact this has on wildlife and the environment and the nuisance this causes in neighbourhoods.

Council undertook extensive community consultation across the municipality in March and April 2022 on supporting cat welfare through the introduction of cat curfews and mandatory desexing for newly registered cats.

During this consultation we heard from over 1800 people with more than 80% supporting some form of cat curfew and over 82% supporting mandatory cat desexing for newly registered cats.

At the Council meeting on 18 July, Council endorsed the introduction of a 24-hour cat curfew and mandatory cat desexing for newly registered cats to help protect and enhance the welfare and safety of cats in our municipality and create a more harmonious environment between pets, people and other animals

This is a significant change for both cats and their owners. These initiatives will take effect from 1 August 2023 to allow sufficient time to transition the community to the new arrangements. This plan sets out how Council will support the community during this transition period.



Pillars

Underpinning this transition plan are three pillars.

Inform

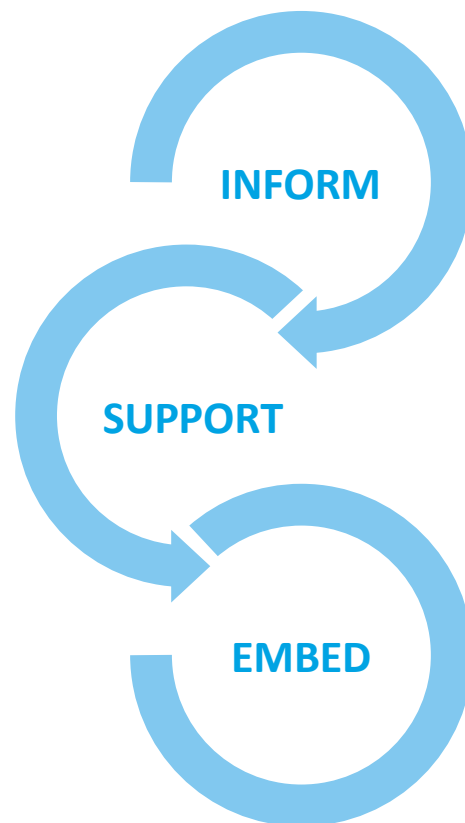
A comprehensive communications plan will inform and educate our community and key stakeholders of the changes. It will focus on the WHAT, WHEN and the WHY – including the rationale behind the changes and the outcomes these changes seek to achieve.

Support

A multifaceted support program including practical advice and workshops, will focus on the HOW and empower our community to prepare for the changes.

Embed

An ongoing program of communications and operational support will embed these changes to foster a more harmonious environment between pets, people and other animals in the City of Whittlesea.



Audience and stakeholders

The transition plan is tailored to the following audiences:

Target Audience

Primary Cat Owners	<ul style="list-style-type: none"> • Current owners • New owners • CoW residents • Buying a Cat as a present
CoW Community (all)	<ul style="list-style-type: none"> • All residents - education
Pet Owners	<ul style="list-style-type: none"> • All Pet owners
Partners/ Stakeholders	<ul style="list-style-type: none"> • Vet Clinics • Pet Stores • Welfare Groups • Wildlife Rescue • Breeders • Shelters • Community Groups (eg: Rotary, Men's Shed, Lions, U3A, RSL) • Mernda Repair Café • CALD communities • Agriculture Vic • Cat Protection Society • Stock feeds • Animal Training Orgs • Hardware stores – self help • Neighbouring councils • Boarding Kennels • Pet Taxis • Pet Sitting services • Real Estate Agents
Internal CoW Staff	All Staff – bbq narrative



Key messages

Cat confinement

- Cats are wonderful companions and keeping them safe is important to Council.
- Cat confinement protects your cat from harm they cause to themselves, other cats and animals and traffic accidents.
- Cat confinement is no different to what currently is a rule for dogs.
- Keeping cats confined reduces the risk of cats:
 - Sustaining traumatic injuries from cars and other animals
 - Contracting common cat diseases such as cat flu, ringworm and Feline Immunodeficiency Virus (FIV)
 - Being accidentally poisoned by toxic plants, pesticides or being bitten by snakes or spiders
 - Getting lost
 - Being exposed to extreme weather.
- From 1 August 2023, cats will be required to be confined to their owners' properties.
- This change also means that the requirements for both dog and cat owners are consistent, requiring pets to be securely confined to their owners' property or under effective control when outside the owner's property.
- A "cat curfew" or cat confinement rules would not require cats to be kept solely indoors but would require cat owners to keep their cats contained to their property or under effective control whilst outside their property, such as in a cat carrier/backpack, cat pram or on a leash.
- Approximately 80% of residents supported the introduction of some form of cat confinement during consultation undertaken in early 2022.
- 37 of 79 Victorian councils have some form of cat confinement in place, with a further 17 considering introducing cat confinement laws.
- Unconfined cats can be a nuisance for neighbours. Last year Council received 1,060 complaints relating to cats.
- The City of Whittlesea understands that cat confinement will not fix cat nuisance issues immediately, but it will make it easier for residents and Council to address issues more swiftly.

Mandatory desexing

- From 1 August 2023, all cats being registered with the City of Whittlesea for the first time must be desexed.
- During recent consultation, over 82% of respondents supported the introduction of mandatory cat desexing for newly registered cats.
- Mandatory desexing rules do not apply to cats already registered with the City of Whittlesea.
- 95% of cats registered in the City of Whittlesea are already desexed.
- Mandatory desexing will reduce the number of unwanted litters of kittens. Currently only between 6 and 8% of cats impounded at the Epping Animal Welfare Facility are reclaimed.
- 24 of the 79 Victorian councils have mandatory cat desexing.
- Council currently operates a subsidised cat desexing program for eligible households and will continue to apply for grant funding to undertake subsidised cat desexing.



Partners and spokespeople

Council's spokesperson on the new cat confinement and mandatory desexing regulations is Chair Administrator Lydia Wilson on the high-level strategic messaging and CEO Craig Lloyd on operational matters.

We will partner with reputable animal welfare/ rescue groups and local vets to promote the benefits of the new regulations and local community groups across the municipality to produce do-it-yourself cat confinement solutions.

We will work collaboratively with neighbouring Councils to encourage a consistent regional approach to cat welfare across Council borders.

Resources and Assets to produce

- FAQs for website and printing
- Post cards for pop ups and events
- A Frames for stalls and pop ups
- Posters – for community groups and Vet clinics – partners
- Fact Sheet: Cat Curfew printed flyer
- Suite of support materials available on web and printed - support such as [cat proof fencing](#), cat rollers installed on fencing, or cat enclosures, [Cat enclosures attached to an existing structure](#) (the house or a shed), [Free standing cat enclosures](#)
- Practical support videos to help with confinement – a series of videos on web and promoted through socials
- CALD translation for printed materials. Socials will already be translated
- Merchandise/giveaways – branded and with messaging products such as fridge magnets and cat's toys. Partnering with pet shops to develop.



INFORM: Communication Plan

Month	Transition Initiatives
July 2022	<ul style="list-style-type: none"> Media release announcing the Council's decision Engage Whittlesea platform updated with the Council's decision Webpage outlining upcoming changes published Social media posts
August 2022	<ul style="list-style-type: none"> <i>Local Scoop</i> article announcing the Council's decision
September 2022	<ul style="list-style-type: none"> Web page to use as the call to action for communications www.whittlesea.vic.gov.au/cats Web page with where to find assistance and useful tips on transitioning your cat to being contained to your property
October 2022	<ul style="list-style-type: none"> Letters to all registered cat owners to advise them of changes 2nd <i>Local Scoop</i> article Internal messaging to staff
November 2022	<ul style="list-style-type: none"> Add survey questions to Engage Whittlesea page asking how confident cat owners feel about keeping their cat confined to inform activities/workshops Print materials (postcards/posters/A-frames) to be provided to vet clinics, shelters and animal groups to provide to cat owners at community events/pop-ups and for use at CoW facilities Translation of print materials into most common languages spoken in the City of Whittlesea. Social media and the Engage Whittlesea platform have translation of language. ENews to registered cat owners Social media roll out reminding resident of the upcoming changes to cat management Supporting information across all Council communication channels and through networks including CALD network Complementing the Epping Animal Welfare Facility launch articles with information on new cat regulations and help available
December 2022	<ul style="list-style-type: none"> 3rd <i>Local Scoop</i> article – reminder of the new cat confinement regulations (cats as Christmas presents)
January 2023	<ul style="list-style-type: none"> Video content released - do-it-yourself cat netting and cat rollers* Email to owners of registered cats to announce the release of the DIY videos and opening registrations for the February cat enclosure building workshops* Include in communications for upcoming Pet Expo (date TBC), subsidised cat desexing initiative and new cat regulations ENews
February 2023	<ul style="list-style-type: none"> 4th <i>Local Scoop</i> article - Promote self-help videos and upcoming workshops Do-it-yourself cat enclosure building workshops* Information at engagement pop ups Email to owners of all registered cats and dogs to promote the upcoming Pet Expo and include a reminder about new cat regulations with links to DIY video content, Safe Cats Safe Wildlife messaging Investigate – DL with Rates reminders Internal communications – Staff Matters and intranet

*Dates to be confirmed, subject to change.

March 2023	<ul style="list-style-type: none"> • Pet Expo* • Animal Facility launch event* – leverage from this to distribute information on the cat management changes and a media story • Online photo gallery of the Pet Expo and or social media – with a reminder to register new pets, pay pet registration renewal fee by 10 April, promoting subsidised desexing program and reminder about pending cat regulations and assistance available • Email to registered cat owners to remind them to pay their pet registration renewal fee and pending cat regulations • Information at engagement pop ups
April 2023	<ul style="list-style-type: none"> • 5th <i>Local Scoop</i> article – registration reminder and a story on a local resident who has installed cat confinement • Local print opportunities for adverts and editorial. Using testimonial and stories from City of Whittlesea residents • Information at engagement pop ups • Promote the availability of DIY cat confinement videos (before the Easter long weekend in case residents want to use this time to install their confinement solution) and upcoming cat enclosure building workshops
May 2023	<ul style="list-style-type: none"> • Do-it-yourself cat enclosure building workshops* • Social media schedule continues • Information at engagement pop ups • TV screens at Civic and CACS • ENews
June 2023	<ul style="list-style-type: none"> • Message on hold – a reminder and where to source assistance • Social media – partner with Cat Protection Society to amplify message of support (TBC) • Shopping Centre digital advertising • Information at community pop up events
July 2023	<ul style="list-style-type: none"> • Full page <i>Local Scoop</i> article on Cat Management • Print advertising • Plenty Valley FM radio spots reminding people of the upcoming changes • Shopping centre digital advertising • Posters displayed in shopping strips in the most common languages spoken in those neighbourhoods • Social media posts – paid targeted • Signage/displays in the Civic Centre foyer, community centres and other Council facilities • Information at engagement pop ups • Message on mobile digital trailer • Facebook banner • Staff email signature • ENews • VMS – roadside electronic signage
August 2023	<ul style="list-style-type: none"> • Material included in Rates Notices mail out • Media release announcing the new rules have come into effect • Social media posts – consider interaction eg: send a picture of your cat confinement idea and win (partner with local pet store)* • Engage Whittlesea platform update • Evaluation – re-ask survey questions on the Engage Whittlesea platform asking how confident cat owners feel about keeping their cat confined. • Information at engagement pop ups

*Dates to be confirmed, subject to change.

SUPPORT

Month	Transition Initiatives
October	<ul style="list-style-type: none"> Begin building partnerships with stakeholders (see target audience breakdown) including CALD leaders
November-July	<ul style="list-style-type: none"> Meet with local CALD communities and community groups
February	<ul style="list-style-type: none"> Video content released - do-it-yourself cat netting and cat rollers*
March	<ul style="list-style-type: none"> Workshops at Pet Expo*
February -May	<ul style="list-style-type: none"> Cat enclosure building workshops. Video workshops and have available on website
April – July	<ul style="list-style-type: none"> Work with partners to leverage local community events – such as vet clinic open days, pet store open days, Bunnings Sausage Sizzles
April – July	<ul style="list-style-type: none"> A series of Community Information pop ups (if appropriate with a translator)
April - July	<ul style="list-style-type: none"> Attend CALD community events with language appropriate staff
May-June	<ul style="list-style-type: none"> Work with schools to run presentations and articles in newsletters

EMBED

Ongoing	Initiatives
August ongoing	<ul style="list-style-type: none"> Implementation approach – it is intended that for the first six months, education and warnings will be issued for a first time offence. After February 2024, infringements may be issued
August ongoing	<ul style="list-style-type: none"> Social media posts – reminders and stories
August ongoing	<ul style="list-style-type: none"> Webpage updates and assistance
TBC	<ul style="list-style-type: none"> <i>Local Scoop</i> articles with success stories
August	<ul style="list-style-type: none"> Plenty Valley FM follow ups on how it is going
August	<ul style="list-style-type: none"> Evaluation – continue with survey questions on the Engage Whittlesea platform asking how confident cat owners feel about keeping their cat confined

Educative approach

The objective of the Community Transition Plan is to raise awareness amongst cat owners and the general community about the new regulations and support a smooth transition.

It is intended that for the first six months, education and warnings will be issued for a first time offence. After February 2024, infringements may be issued.

Evaluation

As outlined in the transition plan, it is imperative that Council continues to engage with the community to evaluate the effectiveness of the Community Transition Plan.

This evaluation will continue to guide the support required from Council for cat owners to transition to the new regulations.

**Dates to be confirmed, subject to change.*



**City of
Whittlesea**

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5.3 Strong Local Economy

5.3.1 Draft Epping Central Structure Plan - Endorsement for Community Consultation

Responsible Officer	Director Planning & Development
Author	Fiona Ryan, Senior Strategic Planner Liam Wilkinson, Unit Manager Strategic Planning
In Attendance	Fiona Ryan, Senior Strategic Planner

Attachments

1. Local Context Plan [5.3.1.1 - 1 page]
2. Epping Central Structure Plan Area [5.3.1.2 - 1 page]
3. Epping Central Draft Structure Plan [5.3.1.3 - 80 pages]
4. Summary of Community Engagement Activities - Stage 2 [5.3.1.4 - 1 page]
5. Future Directions Paper - Summary of Feedback [5.3.1.5 - 4 pages]

Purpose

The purpose of this report is to inform Council that a 'refreshed' Epping Central Structure Plan (the Structure Plan) has now been prepared. It is recommended that Council endorse the draft Epping Central Structure Plan for the purposes of community consultation and engagement, which is to be conducted between 24 October to 4 December 2022.

Brief Overview

The Epping Central Structure Plan review project seeks to review and update the existing Epping Central Structure Plan 2011 to better align with current policy and respond to emerging issues and opportunities. Key aims of the project are to increase local employment, provide more diverse housing and create a more vibrant activity centre consistent with Whittlesea 2040.

Epping Central is a designated Metropolitan Activity Centre (MAC) and a key location for employment, housing and higher order health, retail and education services within the City of Whittlesea (refer to Attachment 1 for location and Attachment 2 for area).

The project is identified as an action in Council's Community Plan for 2020/21 and 2022/23. This multi-year project is being completed in four stages.

The Epping Central Structure Plan review project commenced in late 2018 with Stage 1 comprising the background review of existing plans and previous engagement together with the development of Background Issues and Analysis Reports on a range of matters including urban design, economics, gender equity and community needs. Stage 2 resulted in the development of a 'Future Directions Paper' which presented potential directions for the activity centre and for each of its specific precincts, to help achieve a cohesive vision, underpinned by strong urban design and planning principles. Community consultation on the Future Directions Paper was conducted between 15 June 2020 and 17 October 2020.

Since then, officers have been preparing a refreshed Structure Plan document (refer to Attachment 3). The updated document has been informed by the outcomes of the first two stages including the community consultation. The Structure Plan provides a strategic planning land use and policy framework for the future growth and development of the activity centre in accordance with the vision for the Centre.

It is proposed to place the draft Epping Central Structure Plan on public exhibition for a period of six (6) weeks between 24 October and 4 December 2022. It is envisaged that consideration of the finalised Epping Central Structure Plan together with the feedback received will be considered by Council in March/April 2023.

The Structure Plan will ultimately be given effect in the Whittlesea Planning Scheme as part of the final stage of the project, through a subsequent planning scheme amendment process. This will include a review of the existing planning controls relating to the Structure Plan area including Schedule 1 to the Activity Centre Zone – Epping Central Metropolitan Activity Centre (ACZ1).

Recommendation

THAT Council:

- 1. Endorse the draft Epping Central Structure Plan at Attachment 3, for the purposes of community and stakeholder engagement between 24 October and 4 December 2022.**
- 2. Note that the outcomes of the community and stakeholder engagement will be reported back to Council as part of the proposed finalisation of the plan by mid 2023.**

Key Information

Background

Epping Central is the City of Whittlesea's largest Activity Centre. It is a key location for employment, housing and higher order health, retail and education services including the Northern Hospital, Pacific Epping Shopping Centre and Melbourne Polytechnic (refer to Attachment 1 for local context).

Epping Central is strategically placed between the City of Whittlesea's southern established suburbs of Thomastown, Lalor, Bundoora, and Mill Park, and the growth areas corridor to the north comprising the suburbs of Epping North, Wollert and Donnybrook.

Epping Central is identified as a MAC by the State Government's Metropolitan Planning Strategy, *Plan Melbourne 2017-2050*. MAC's are designated as an important focus for business, housing and a broad range of services and facilities that are well serviced by public transport. They also provide communities with good access to a range of major retail, community, government, entertainment, cultural and transport services.

Epping Central is recognised for its role in supporting Melbourne's continued urban growth and development. The Northern Hospital is identified as a Health Precinct in *Plan Melbourne 2017-2050*, and it is anticipated that as part of future planning for State significant health precincts that the specialised functions will be reinforced and future opportunities provided for ancillary health and education services, retail, commercial and accommodation uses.

The preparation of Structure Plans for Activity Centres is a key priority of the previous and current metropolitan planning strategies for managing growth and change in metropolitan Melbourne. Plans for Metropolitan Activity Centres need to accommodate significant growth and infrastructure, while increasing amenity and connectivity for a regional catchment.

The *Epping Central Structure Plan* was adopted in 2011, following a comprehensive Structure Plan preparation process conducted over five years including extensive background analysis and community consultation. The Structure Plan sets out the land use and development vision for Epping Central (comprising approximately 350 hectares of land).

The Structure Plan was given effect through the preparation and subsequent adoption of Amendment C130 to the Whittlesea Planning Scheme (gazetted 19 March 2015), which among other things introduced the Activity Centre Zone and associated Schedule 1 – Epping Central Metropolitan Activity Centre (ACZ1) together with the application of the Parking Overlay, Development Contributions Overlay, Environmental Audit Overlay and Special Building Overlay.

A review of the Structure Plan has commenced as part of Council's commitment to review all Strategic Plans on a regular basis to ensure they remain up to date, consistent with current policy and responsive to emerging trends and issues.

Since its adoption there have been a number of significant land use and transport infrastructure changes in the Epping Central precinct, which have not only strengthened its role as a MAC, but also provide new opportunities to build on these strengths and support future investment in the centre. These include:

- the expansion of the Northern Hospital,
- provision of the Epping Community Services Hub in High Street,
- planning for the development of the Epping Renewal Site together with approval for Stage 1 of the development incorporating a private hospital and a multi-storey affordable housing complex,
- development of the Costco Supermarket and Quest Serviced Apartments,
- expansion of the Pacific Epping Shopping Centre,
- development of a new Epping Train Station and extension of the train line to Mernda, and
- connection of Deveny Road between High Street and Edgars Road.

The review of the Epping Central Structure Plan also provides the opportunity to align the Structure Plan with the goals of Whittlesea 2040: A place for all.

Epping Central Structure Plan Review

The Epping Central Structure Plan was initially prepared in accordance with State government guidelines to provide a framework for the future development of Epping Central (refer to Attachment 2 Structure Plan area). The plan was originally adopted by Council in 2011. The Epping Central Structure Plan review project has the key aim of reviewing and updating the Structure Plan and associated planning controls.

The Epping Central Structure Plan review project is being undertaken across four stages, with each stage involving consultation with the community (see Figure 1).

Figure 1: Epping Central Structure Plan Project Plan



Stages 1 and 2 of the project have now been completed.

Stage 1 comprised the Background Review and Issues Analysis and including:

- A review of existing strategic plans and previous community engagements undertaken through the preparation of other Council strategic plans including Whittlesea 2040.
- Preparation of a Background Issues Paper together with more detailed analysis reports on key issues including urban design, planning, economics, gender equity and community and infrastructure needs.

The key findings from this work noted that:

- The principles of the structure plan are sound and the vision for a higher density mixed use precinct is appropriate, however the market for higher density residential housing is still emerging.
- There are challenges in achieving the vision e.g. current market demand, existing conditions and amenity of the public realm as well as access to open space and community infrastructure, land ownership and development contributions.
- There is a need for greater urban design guidance and consistency across the centre's precincts.
- There is a need to refocus the 'heart' of the centre around the existing anchors.

Stage 2 comprised the development of a Future Directions Paper and associated community consultation and engagement. The Future Directions Paper provided:

- A contextual overview of Epping Central, the Epping Central Structure Plan and proposed review project.
- An overview of the key findings from Stage 1 and previous community consultation.
- A summary of key projects and changes that have occurred in Epping Central since the plan was finalised in 2011 and those which are projected to occur in the next 20 years.
- A summary of the key issues identified in the background review.
- Lastly a series of Activity Centre wide and Precinct specific key directions were developed to address key strategic issues and to guide the development of the Epping Structure Plan for the purposes of consultation.

Community consultation and engagement on the Future Directions Paper was conducted between 15 June 2020 and 17 October 2020 (refer to the Community Consultation Section for further detail on the consultation undertaken). Members of the community from all age groups, genders, backgrounds and abilities provided feedback. Equal numbers of female and male community members contributed, and a quarter of all respondents lived in Epping. In summary over 3000 businesses and households in Epping were notified about the Future Directions Paper. There were 387 website visits and 137 contributions were received in response to the Future Directions Paper as part of the community consultation and engagement process.

The outcomes of that consultation have informed the development of an updated draft Epping Central Structure Plan. The preparation of a draft Structure Plan for the purposes of further community engagement forms Stage 3 of the project.

Preparation of a planning scheme amendment to give effect to the updated Structure Plan is identified as Stage 4 of the project and is subject to endorsement of the final Structure Plan by Council. It is anticipated that the amendment will incorporate a review and update of the Activity Centre Zone Schedule 1 and other related policies and controls within the Whittlesea Planning Scheme.

Draft Epping Central Structure Plan

As mentioned previously, the background review and issues analysis concluded that the overarching principles of the structure plan are sound. There are, however, some challenges to achieving the broader vision. Whilst some challenges, more particularly market demand, cannot be specifically addressed by the Structure Plan, the review project has provided the opportunity to update the Structure Plan to:

- update and refine the vision to provide a greater focus on the attributes and opportunities of Epping Central including the potential for increased health services and food innovation, improved public and sustainable transport,
- recognise the opportunities created by integrating the Epping Renewal Site Precinct into the broader activity centre,
- respond to significant land use and development changes within the area which has evolved the urban fabric and further strengthened its role as a MAC,
- incorporate additional urban design guidance to facilitate high quality built form outcomes that also provides an attractive interface to the public realm,
- address policy gaps within the planning framework,
- incorporate changes/opportunities resulting from other key Council policy and plans developed subsequent to the original Structure Plan,
- review opportunities to provide for a diverse range of housing within the Structure Plan area,

- review the boundaries of individual precincts to ensure that an integrated land use and development outcome is achieved that supports the vision for Epping Central and to minimise land use conflicts between different precincts; and
- review the Structure Plan boundary.

It is significant to note that the overarching principles of the draft Structure Plan are still considered sound and the review does not propose any significant changes to the planning policy framework or the primary vision for the activity centre as a high-density mixed-use precinct (incorporating both residential and employment activities).

In addition to reviewing the planning framework contained within the Structure Plan, consideration has been given to:

- Significant refinement of the Structure Plan document to make it clearer.
- Removal of repetition / matters already covered in the Planning Scheme e.g. Ecological Sustainable Development, signage.
- Significantly condensing the actions by limiting these to a small number of future strategic work opportunities (noting that further work may also be informed by other Council strategies).
- Revising mapping to take into consideration key land use and development changes and key actions arising from new plans/strategies.

The following section highlights some of the key changes incorporated in the draft Structure Plan:

Epping Central Vision

As noted above, the vision has been expanded to build on the existing attributes including its regional significance as a health precinct, anchored by the Northern hospital. This expanding medical precinct, which includes a new private hospital and access to complementary, allied and community services, represents a significant opportunity to build on Epping Central's role as a major medical hub in Melbourne's northern suburbs.

There has been significant State Government investment in the recent expansion of the Northern Hospital, further demonstrating the Government's commitment to Epping Central as a health hub. Opportunity exists on adjoining sites and in surrounding employment areas to further expand investment in health and community related services and infrastructure to support the health needs of this diverse community.

Epping Central's proximity to the Melbourne Markets and proposed Melbourne Food Innovation and Expo Hub (MFIH) together with its proximity to the Hume Freeway, provides significant leverage to expand its role as a state significant food hub.

Further emphasis has been placed on supporting a range of retail, commercial and community experiences that will create a vibrant urban environment during the day and night, contributes to a safer environment and enhances the local economy.

Prioritising active travel and delivery of improved public transport, including planning for the future delivery of the Wollert Rail Corridor, will better connect people to community facilities, services, the local economy and each other.

The review of the Structure Plan has provided the opportunity to align the Structure Plan with the goals of Whittlesea 2040 to deliver on the following five key themes:

- Urban Living – Diverse, affordable and attractive housing
- Movement and Transport – Accessible, safe and sustainable transport
- Employment and Investment – Thriving and resilient local businesses and jobs
- Community Facilities and Services – Community facilities that build and strengthen communities
- Public Realm, Design and Natural Environment – Connected and valued streetscapes, open space and creek networks

Key Themes

A key outcome of the review has been to incorporate new ‘development principles and guidelines’ within each of the key themes to facilitate high-quality built form and urban design outcomes and which contributes to the preferred character of the area. More targeted guidelines have been prepared to direct development in key priority areas including the proposed Epping Central train station, the Wollert rail corridor and to Cooper and High Streets to facilitate an appropriate interface along these streetscapes.

As noted previously, no significant changes are proposed to the broad objectives and strategies contained within each of the five key themes (as detailed above), however there has been significant refinement of the Structure Plan with a view to removing repetition and matters already addressed within the planning scheme such as matters relating to ecologically sustainable development and signage. Specific changes addressed as part of the updated Structure Plan include:

- Review of the opportunities for the provision of higher-density and diverse housing to encourage development in particular precincts and strategic development sites in proximity to the Epping Station and close to other services and facilities;
- Inclusion of a new strategy that supports and promotes consolidation of land into larger parcels which provides the opportunity to undertake further work to determine appropriate threshold sizes to facilitate higher density development;

- New strategies relating to interim use and/or development to ensure the future development potential of sites is not compromised and to ensure that interim development does not undermine the vision for individual precincts;
- Identifying key pedestrian movement corridors and incorporating key urban design and development outcomes for these corridors;
- In response to preliminary discussions with QIC (Pacific Epping Shopping Centre), an alternative rail alignment and location for the station is shown on the plans to facilitate further discussions particularly with the Department of Transport (DoT) as part of the engagement process;
- Opportunities identified for new Urban Squares and open spaces including on Council owned land;
- Proposed neighbourhood park in Coulstock Street road reserve has been removed, noting that further investigation of the future of the western end is subject to further detailed review; and
- Identification of future community hub/s including nomination of potential services and locations. It is noted that these facilities will be subject to further detailed analysis and feasibility and may involve partnering with key private land holders to determine appropriate location(s) for these facilities.

Precincts

Various changes are proposed to both the status of individual precincts and to precinct boundaries as part of the draft Structure Plan. Key changes are outlined below.

- Epping Renewal Site (Precinct 7)
Of note is the inclusion of the former Epping waste disposal site known as 'Epping Renewal' within the Structure Plan boundary. The 50 hectare site located on the western edge of the Metropolitan Activity Centre provides a significant redevelopment opportunity for further residential, commercial, health and limited retail uses in proximity to the MAC. The first stage of the development, including provision of a private hospital and multi-storey housing development is currently under construction. Whilst the 'Epping Renewal' site will make a significant contribution to the provision of a diversity of housing and employment opportunities within Epping Central, the site has been designated as a contributory precinct, on the basis that significant work has previously been undertaken to apply site specific controls to guide the future use and development of the site, including rezoning of the land and more recently the preparation of a Development Plan for the site.

- Dalton Road Neighbourhood (Precinct 8) and Childs Road Employment (Precinct 9)
These precincts are to be retained within the Structure Plan boundary but have also been designated as contributory precincts on the basis that these areas are distanced from the activity centre core and separated by the rail corridor. In addition, these areas are expected to experience only low to moderate levels of change over the life of the plan, with parts of the Dalton Road Neighbourhood comprising a curvilinear road network (i.e. not grid based) comprising many court bowls which is not conducive to achieving the vision for the Epping Central precinct.

It is proposed that consideration be given to rezoning these two precincts from the Activity Centre Zone (ACZ1) to an appropriate residential or commercial zone respectively, which will ensure that development within these precincts has regard to the broader vision for Epping Central, whilst being considered at a more localised level.

- Regeneration (Precinct 5)
A realignment of the boundary of this precinct is proposed as part of the updated draft Structure Plan. Land on the western side of Miller Street (previously included in the Regeneration Precinct) has been incorporated within Precinct 6 Employment Precinct. Land fronting Duffey Street between Houston Street and Memorial Avenue has also been included within Precinct 5 (Previously Precinct 2: High Street North). Some additional parcels located east of Duffy Street between Wedge and Coulstock Streets have also been included in the Regeneration Precinct.

The preferred character of Precinct 5 is a high change, mixed use precinct that provides a strong transition between employment uses (including light industry) to the west and residential uses to the north and east. Precinct 5 has an employment focus, although residential use is permitted as part of mixed use developments and improved amenity and landscaping within this precinct is a desirable outcome. Inclusion of land generally west of Miller Street within the employment precinct seeks to provide for a more orderly planning outcome and clear demarcation between the employment area (where no residential use is permitted) and the transition area.

- Regional Demand (Precinct 4)
The Structure Plan designates this precinct (comprising the key anchors including Pacific Epping Shopping Centre, Epping Homemakers Centre, Northern Hospital) as the 'activity heart' of Epping Central, with Precinct 1 High Street Village refocused as the 'neighbourhood heart' centred around the more traditional retail strip along High Street.

Community Consultation and Engagement

The Epping Central Structure Plan Review is being undertaken across several stages, with each stage involving consultation with the community and key stakeholders. The draft Structure Plan document has been prepared following extensive engagement with the community.

Stage 1 of the project, being the background review and issues analysis, also included a review of previous community engagements undertaken through the initial preparation of the original Structure Plan and of other Council strategic plans including Whittlesea 2040, which were used to develop the Future Directions Paper.

Future Directions Paper

Community engagement on the Future Directions Paper (Stage 2) was undertaken between 15 June 2020 and 17 October 2020. An initial six week community engagement period was subsequently extended as a result of the pandemic, which resulted community engagement being largely restricted to virtual on-line activities due to the Covid19 pandemic.

A range of communication and engagement activities were undertaken to inform, consult and involve participants across the community on the proposed key directions and to enable the community to share their lived experiences and ideas for Epping Central. Broad promotion of the community engagement occurred through Council's communication channels and community networks. A summary of the activities undertaken is included in Attachment 4.

Members of the community from all age groups, genders, backgrounds and abilities provided feedback during community consultation. The online engagement platform, Social Pin Point collected information on the residing suburb, age and gender identification of each respondent.

Feedback was structured around thirteen broad Activity Centre wide Key Directions encompassing matters relating to the overarching Vision for Epping Central and key themes including housing, employment and business, transport and movement, streetscapes, open space and public realm and services and facilities.

The proposed Key Directions for the broader Epping Central Activity Centre were largely supported by the respondents, with the exception of Direction 1 which received a more varied response (17% Agree, 33% Neutral and 50% Strongly Disagree/Disagree). This direction was to *'refine the vision for Epping Central to focus on its unique attributes, opportunities and strengths.'* As noted above 50% of respondents were not supportive of this direction, particularly as it related to refocusing the 'heart' of Epping Central from High Street Village Precinct to the Regional Demand Precinct.

This direction responded to recommendations provided by the independent Planning Panel for C130 and recognises the key anchors of the activity located in the Regional Demand Precinct. In making this change, it is not intended to downgrade the importance of High Street Village, which has an important role in supporting the local neighbourhood, but rather to recognise the significance of the Regional Demand Precinct and in particular the retail offering and development potential of Pacific Epping in offering the greatest potential to become a town centre within Epping Central.

In considering the community responses, Officers have emphasised the important role of High Street Village in the updated Structure Plan which incorporates the core residential neighbourhood, as a local neighbourhood centre to the surrounding residents. This Precinct is proposed to be refocused as the 'neighbourhood heart' and the Regional Demand Precinct as the 'activity heart' reflecting the key anchors located in this precinct including the Northern Hospital, Pacific Epping, Epping Homemakers Centre and Costco. In planning for a MAC consideration has also been given to the practicality of achieving the planning vision for Epping Central. Feedback will be invited in respect to the amended vision as part of the next round of consultation.

There were generally high levels of support for the precinct specific Directions with the exception of Precinct Direction 4 as it relates to the Dalton Road Precinct and Precinct Direction 5 as it relates to the Childs Road Precinct, which proposed to remove these precincts from the Structure Plan and to rezone them to an appropriate residential or commercial zone, respectively. As these areas are expected to experience only low to moderate levels of change over the life to the plan together with their physical separation from the core activity area, as part of the draft Structure Plan it is proposed to retain these two precincts within the Structure Plan boundary but designate them as 'contributory' precincts. It is also proposed to rezone the precincts to an appropriate zone. This seeks to ensure that land use and development within these areas continues to contribute to and is supported by the shared vision for Epping Central whilst change is considered at a more localised level.

In addition to feedback on the proposed key directions, the community were asked broad questions designed to capture lived experiences and identify places that are valued within Epping Central and opportunities for improvement. The following is a summary of key issues identified for improvement through the consultation process.

- Walking and cycling throughout Epping Central should be prioritised and the number of pedestrian crossings and cycle paths should be increased.
- Create a village atmosphere around High Street Village shops and encourage more food-based businesses.
- Encourage student housing and alternative housing models that support local jobs, education facilities and a sense of community.
- Desire for better buildings and an increase in residential development particularly around High Street.
- Prioritise safety, improve lighting and increase landscaping particularly along Darebin Creek
- An increase of trees in parks and open spaces and along the Darebin Creek.
- Impacts on traffic and pedestrian safety are a concern.
- Improvements are needed for public transport, walking and cycling connections.

Submissions were also received from a number of key stakeholders including the Darebin Creek Management Committee, Department of Transport and the Environmental Protection Authority. Key aspects of these submissions have been incorporated into the draft Structure Plan including reference to the Darebin Creek Shared Trail in the transport section of the Structure Plan; planning to support increased residential density in proximity to the future station at Pacific Epping (as part of the Wollert Rail project); recognising the need to support and advocate for major road projects and upgrades to assist with reducing traffic movement and congestion through Epping Central.

A summary of the key findings from the community engagement for the Future Directions Paper have been made available on Council's engagement platform and are included as Attachment 5.

Stage 3 – Proposed Community Engagement - Draft Epping Central Structure Plan

It is proposed to place the draft Epping Central Structure Plan on public exhibition for a period of 6 weeks between 24 October and 4 December 2022.

Stage 3 of the community engagement to seek feedback on the draft Structure Plan will include a variety engagement activities. Whilst the project will have an online presence through Council's on-line platforms, active participation is largely intended to be conducted face-to-face, including targeted meetings/workshops with key stakeholders; pop-up stalls at Pacific Epping, on High Street in proximity to the Epping Services Hub, and Epping Train Station, and presenting to the Business Advisory Panel.

Other activities include direct notice to residential and business owners/occupiers and targeted notice to agencies, community groups, educational facilities and agencies previously notified as part of the stage 2 engagement. A call for feedback and input will also be made through Council's communication channels.

In recognition of the limitations of the Stage 2 community engagement due to restrictions imposed in response to the pandemic, an emphasis has been placed on ensuring a range of face-to-face activities as part of this stage of the engagement.

Alignment to Community Plan, Policies or Strategies

Alignment to Whittlesea 2040 and Community Plan 2021-2025:

Liveable neighbourhoods

Our City is well-planned and beautiful, and our neighbourhoods and town centres are convenient and vibrant places to live, work and play.

Strong local economy

Our City is a smart choice for innovation, business growth and industry as well as supporting local businesses to be successful, enabling opportunities for local work and education

The draft Epping Central Structure Plan aligns with the goals of Whittlesea 2040 with a strong focus on economic investment, job creation, public realm improvement and residential growth to support and facilitate the future vision of Epping Central as an attractive, welcoming and sustainable urban centre.

This report implements the 2022/23 Community Plan action to:

Progress planning and development of key activity centres and employment precincts including Cloverton Metropolitan Activity Centre and the Plenty Valley and Epping Central structure plans.

Epping Central is identified as a priority area for health, education, employment and transport related investment. It will offer a range of civic, retail, commercial and community services and facilities supporting its designation as a MAC and build on the regional importance of the health precinct anchored by the Northern Hospital.

The plan focusses on improvements to the public realm and open space; high quality and sustainable built form; improved pedestrian connections and movement; and a diversity of housing opportunities to create an interesting and exciting neighbourhood where people want to live, work, play and visit.

The draft Structure Plan sets out a policy, development and implementation framework for the future development of Epping Central providing an integrated and strategic vision to guide the growth and development of the centre. The successful delivery of the Structure Plan will require support from all levels of government and collaboration across the whole organisation as part of the integrated approach to Council action planning.

Considerations

Planning Assessment

The draft Epping Central Structure Plan has been prepared with consideration of the following policies and guidelines:

- Planning Practice Note 58: Structure Planning for Activity Centres
- State Government document- 'Activity Centres Toolkit: Making It Happen '
- Urban Design Guidelines of Victoria

The Structure Plan implements the following planning strategies and policies:

- Plan Melbourne, 2017-2050 which identifies Epping as a Metropolitan Activity Centre (MAC).
- Councils Municipal Planning Strategy including Clause 02.03-1 Settlement
*Council aims to support activity centres by:
Facilitating the development of Epping Central as a Metropolitan Activity Centre.*
- Victorian Planning Provisions including Clause 1.03-1R: Activity centres - Metropolitan Melbourne
Support the development and growth of Metropolitan Activity Centres by ensuring they:
 - *Are able to accommodate significant growth for a broad range of land uses.*
 - *Are supported with appropriate infrastructure.*
 - *Are hubs for public transport services.*
 - *Offer good connectivity for a regional catchment.*
 - *Provide high levels of amenity.*

Implementation

The draft Structure Plan has been informed by the outcomes of the stage 2 community engagement findings.

Delivery of the vision for Epping Central over the short, medium and long term will require coordinated action between Council, the State Government, the local community, businesses and landowners. Preparation of a planning scheme amendment to give effect to the updated Structure Plan is identified as Stage 4 of the project.

The Structure Plan also identifies some additional opportunities for further strategic work to implement key aspects of the Structure Plan, although it is not intended to be an exhaustive list of actions. It is intended that these future strategic work opportunities will be incorporated within Council's action planning as part of its integrated planning process having regard to budget implications and Council resourcing.

Financial Implications

Costs associated with the community consultation and finalisation of the Structure Plan are included in the current budget.

A high priority outcome of the Structure Plan will be the preparation of a planning scheme amendment to review the existing Activity Centre Zone (ACZ1) to give effect to the updated Structure Plan. It is anticipated that the planning scheme amendments and some of the actions will be implemented within existing resources. Where there is a need for extra resourcing, this will be considered as part of the annual budget process, and where possible via external government grant funding and exploration of potential partnership opportunities with government agencies and key stakeholders.

Link to Strategic Risk

Strategic Risk *Community and Stakeholder Engagement - Ineffective stakeholder engagement resulting in compromised community outcomes and/or non-achievement of Council's strategic direction*

A detailed engagement plan has been prepared in consultation with the Communications and Engagement Teams. It is noted that as part of the Stage 2 community consultation process the engagement period was extended to enable interested community members to respond to the consultation with much of the engagement activities required to be undertaken online. As part of the proposed community engagement activities proposed for the draft Structure Plan it is proposed to undertake direct notice of land owners and occupiers within the structure plan boundary and a variety of face-to-face activities including pop-up sessions in several locations with a view to capture the views of a broad range of people who live, work and visit Epping Central.

Implementation Strategy

Communication

Businesses, residents and other stakeholders including key landowners, community groups, schools and government agencies will be informed about the Structure Plan and encouraged to have their say on the draft Structure Plan via a mix of Council's communications channels and direct contact.

Critical Dates

Updating the Epping Central Structure Plan is a 2021/22 and 2022/23 Community Plan Action item. The 2022/23 action is to progress the project and finalise a draft Of the Epping Central Structure Plan for community consultation. The draft Structure Plan has now been finalised and the engagement period is proposed to commence on 24 October and conclude on 4 December. It is expected that a report on the outcomes of the community consultation will be prepared in early 2023.

Next Steps

Following completion of the Stage 3 engagement it is anticipated a final version of the Epping Central Structure Plan with officer recommendations will be presented to Council for consideration by mid 2023.

If the final Structure Plan is approved by Council, it is anticipated that Council officers will commence Stage 4 of the review being the preparation of a planning scheme amendment to give effect to the Structure Plan. It is noted that further community consultation will be undertaken via statutory public exhibition as part of this process.

Declaration of Conflict of Interest

Under Section 130 of the *Local Government Act 2020* officers providing advice to Council are required to disclose any conflict of interest they have in a matter and explain the nature of the conflict.

The Responsible Officer reviewing this report, having made enquiries with relevant members of staff, reports that no disclosable interests have been raised in relation to this report.

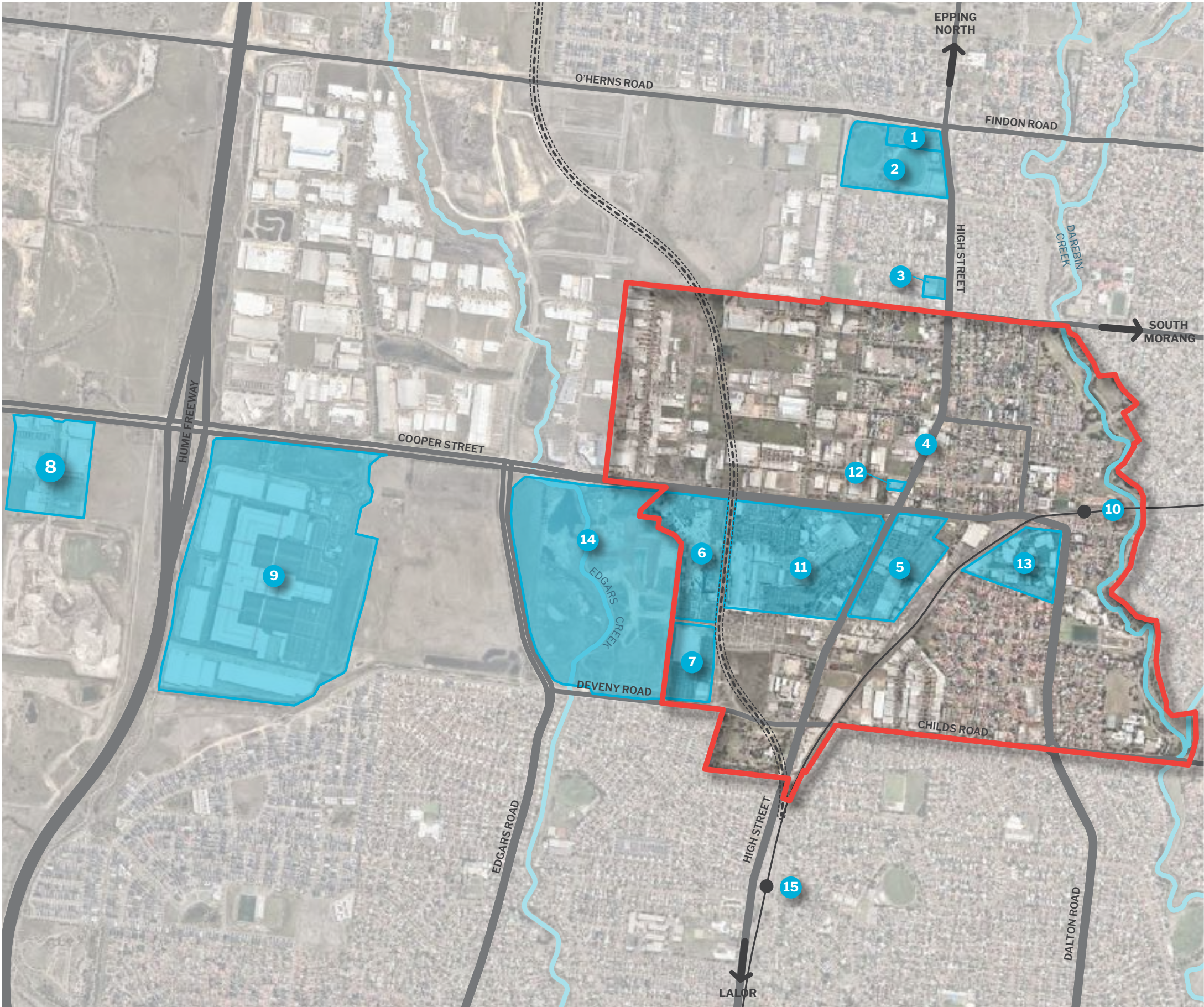
Conclusion

The Epping Central Structure Plan review project updates the existing Epping Central Structure Plan 2011 to better align with current policy and respond to emerging issues and opportunities.

Whilst the broad vision and principles of the current Structure Plan continue to be relevant, the review has also provided the opportunity to expand on the vision for Epping Central to focus on its unique attributes, strengths and opportunities. The review has provided the opportunity to incorporate the Epping Renewal Site within the Structure Plan boundaries having regard to the significant redevelopment opportunity it presents to increasing employment and residential opportunities on the site in proximity to the MAC. Other changes include some alterations to the boundaries and status of individual precincts, introduction of development principles and guidelines to ensure high quality built form and design outcomes, and identifying new open space, urban plaza and community facility opportunities.

It is recommended that Council endorse the draft Epping Central Structure Plan for the final stage of community and stakeholder engagement commencing 24 October and concluding on 4 December 2022.

A report considering the outcomes of the community and stakeholder engagement and presenting the final Structure Plan document will be presented to Council in March/April 2023.



- EPPING CENTRAL
 - RIVERS & CREEKS
 - ROAD NETWORK
 - EXISTING RAIL NETWORK
 - EXISTING STATION
 - POTENTIAL WOLLERT RAIL LINE
 - KEY LOCATIONS
- EPPING CEMETERY
 - EPPING RECREATION RESERVE
 - EPPING MEMORIAL HALL
 - HIGH STREET
 - EPPING HOMEMAKER CENTRE
 - NORTHERN HOSPITAL
 - COSTCO SUPERMARKET
 - BIODIVERSITY BUSINESS PARK
 - MELBOURNE MARKETS
 - EPPING STATION
 - PACIFIC EPPING SHOPPING CENTRE
 - EPPING SERVICES HUB
 - MELBOURNE POLYTECHNIC
 - EPPING RENEWAL SITE (NEW EPPING)
 - LALOR TRAIN STATION

**LOCAL
CONTEXT
PLAN**

0 150 300 750m
SCALE: 1:15,000 @ A3
01.05.20 V2

FIGURE 3
EPPING CENTRAL REVIEW

PATCH.
DESIGN+PLAN



Epping Central Structure Plan

October 2022

DRAFT



**City of
Whittlesea**

**EPP
ING
CENTRAL**
STRUCTURE PLAN
REVIEW

Acknowledgement of Traditional Owners

We recognise the rich Aboriginal heritage of this country and acknowledge the Wurundjeri Willum Clan and Taungurung People as the Traditional Owners of lands within the City of Whittlesea.

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Introduction

The Epping Central Structure Plan (Structure Plan) has been prepared by the City of Whittlesea with detailed input from the community and key stakeholders of Epping Central.

This Plan sets out a policy, development and implementation framework for the future development of Epping Central providing an integrated and strategic vision to guide the growth and development of the Metropolitan Activity Centre (MAC).

Long established as a major retail destination and health hub, Epping Central is now transitioning into its next growth phase.

A strong focus on economic investment, job creation, public realm improvement and residential growth will see Epping Central mature into a diverse and thriving centre to service the rapidly growing Northern Growth Corridor.

The role and purpose of the structure plan

Identified as a Metropolitan Activity Centre (MAC) by the State Government's Metropolitan Planning Strategy, Plan Melbourne 2017-2050, Epping Central is recognised for its role in supporting Melbourne's continued urban growth and development. Outside of Melbourne's Central Business District (CBD), MACs are designated as an important focus for business, housing and a broad range of facilities and services and that are well serviced by public transport.

The Epping Central Structure Plan (Structure Plan) sets out a planning framework that builds upon Epping's strong foundation to support growth. The Structure Plan aims to reinforce continued support for development and economic growth which supports key directions within Whittlesea 2040: A place for all and ensure the future success of the Epping Central MAC as a vibrant and liveable centre.

In setting out a shared vision for Epping Central, the Structure Plan provides decision makers, including Council, State Government and other agencies with a framework to guide future planning and decision making and set out work programs for improvements to services, infrastructure and facilities.

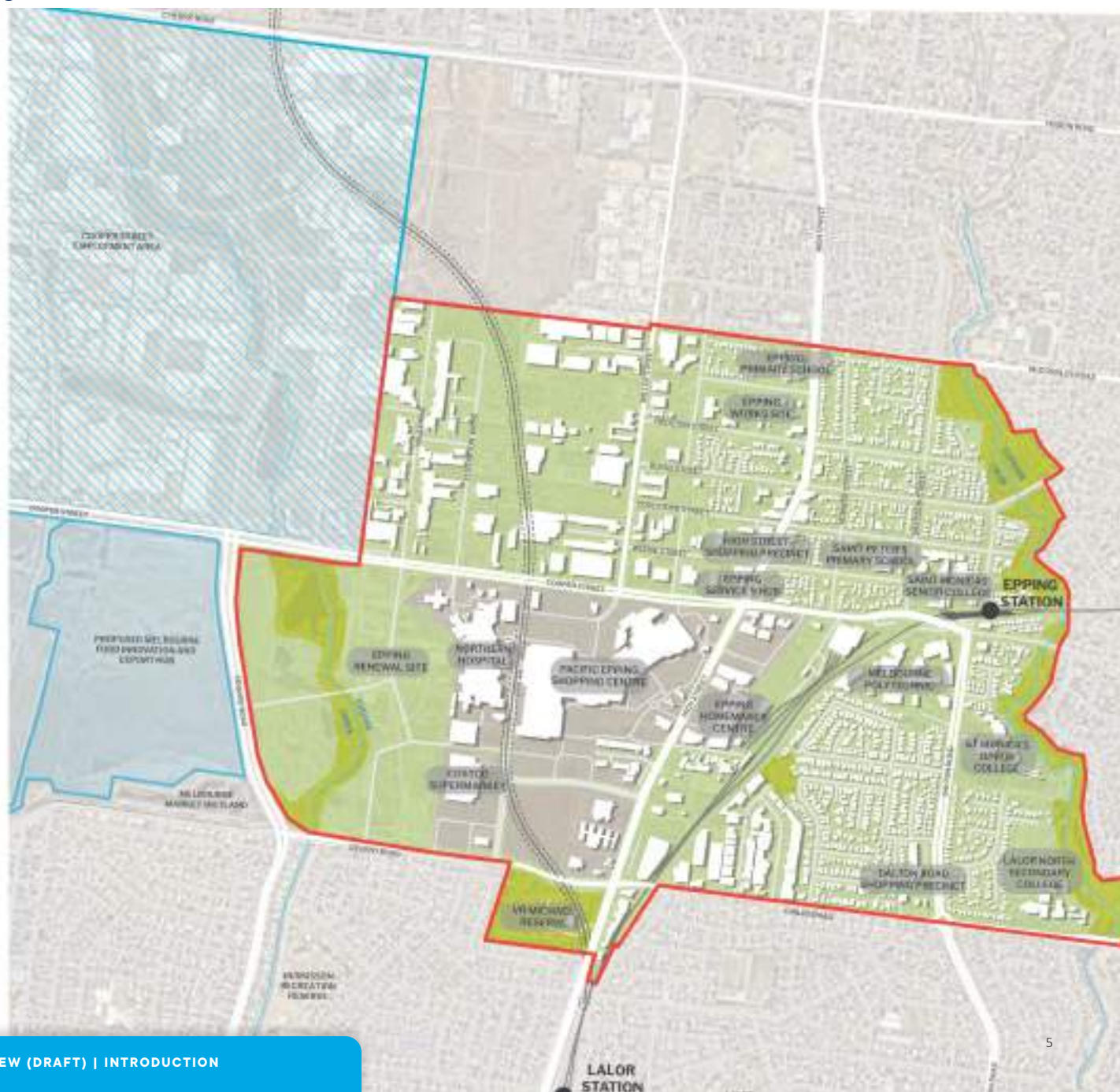
Importantly the Structure Plan provides certainty for the community, business owners and developers regarding the level of change and type of development that can be expected across the Epping Central MAC.

The key objectives of the Structure Plan include:

- Provide a shared vision and framework for the area
- Identify the type and scope of change projected over time
- Deliver current State and Local strategies and policies relating to the area
- Identify actions to deliver the shared vision and framework and facilitate change.

The Structure Plan applies to the area defined as the 'Structure Plan Area' on Figure 1. The Structure Plan should be read in conjunction with the Activity Centre Zone (ACZ) that generally applies to the land (or other zoning controls as applicable) together with any other applicable planning controls identified in the Whittlesea Planning Scheme.

Structure Plan Area



Relationship with previous structure plan

The Structure Plan is a refreshed and updated version of the previous Epping Central Structure Plan (adopted 2011 and finalised in 2013). A review of the 2013 version of the Structure Plan commenced in 2019 as part of a requirement for Council to review all existing Structure Plans, to ensure each plan responds to changes in the economy, transportation, planning, urban design and the community more broadly. This Structure Plan presents an updated and cohesive vision for Epping Central, underpinned by strong urban design and planning principles to ensure that Epping Central continues to grow as a liveable, diverse and thriving Activity Centre.

Schedule 1 to the Activity Centre Zone (ACZ1) – Epping Central Metropolitan Activity Centre

The ACZ1 gives effect to and implements the previous Structure Plan. Whilst this Structure Plan is generally consistent with and supports the current ACZ1, the review has provided the opportunity to further refine the Structure Plan to ensure it remains current and relevant. The ACZ1 will need to be updated to reflect the revised Structure Plan.

Background Analysis and Consultation Overview

The Structure Plan draws from a range of background studies into land use, employment, placemaking, urban design, market demand, the community and planning. These documents support the vision for Epping Central to be a high-density mixed-use Activity Centre.

Extensive community engagement has occurred with residents, visitors, landowners and key stakeholders within Epping Central in the development of this Structure Plan.

Consultation on the 'Future Directions Paper' in 2020 found that change in Epping Central is widely supported, as it brings new opportunities and a chance to improve and build on the centre's existing strengths and characteristics.

This consultation has resulted in the development of a shared vision for Epping Central, which is set out in this Structure Plan and to identify future work required within the Activity Centre to achieve the desired outcomes.

There will be an opportunity for the community and stakeholders to engage on the draft version of this Structure Plan in late 2022.

Time Frame for Implementation

The Structure Plan for Epping Central sets out the vision and implementation framework for the next 20 years. The implementation of many projects has already commenced, whilst the delivery of many others set out in this Structure Plan may take some time to be fully realised.

The Plan will require monitoring and ongoing review in response to changing demographic trends, major projects and changes in State and Local Government policy. Council and the State Government will continue to work together, in consultation with the Epping Central community and key stakeholders, to implement and deliver the policies and major projects set out in this Structure Plan.

How to use this document

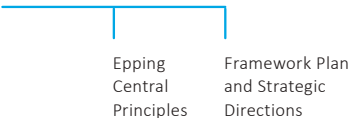
The Epping Central Structure Plan comprises the following Sections.

Introduction Context and Opportunity

The Introductory Section outlines the role and purpose of the Structure Plan, provides the context and identifies the opportunities for Epping Central.

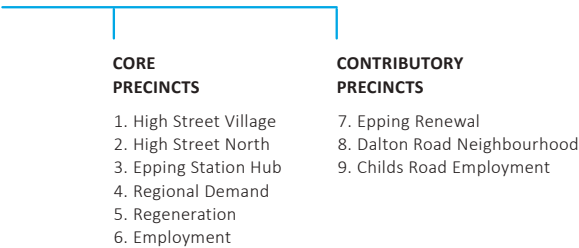
Section 1 Strategic Vision

Sets out the high-level strategic vision and planning principles for Epping Central. Also includes the overarching Strategic Framework Plan and strategic directions.



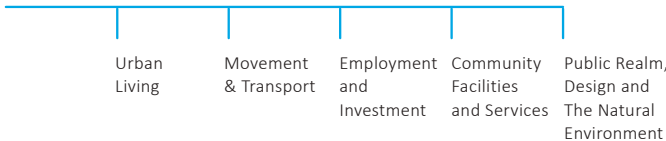
Section 3 Precinct Plans

This section provides precinct specific guidance to the six core precincts and three contributory precincts identified for the activity centre.



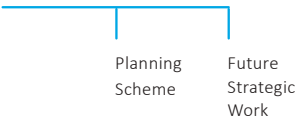
Section 2 Key Themes

This section applies to all of Epping Central and includes supporting strategies for the use and development of the land. This section sets out the overarching urban framework and key principles and guidelines that future development is expected to respond to.



Section 4 Implementation

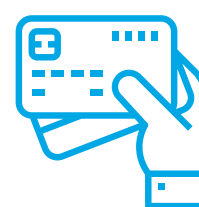
Sets out the actions required to deliver upon the vision for Epping Central in the short, medium and long term.



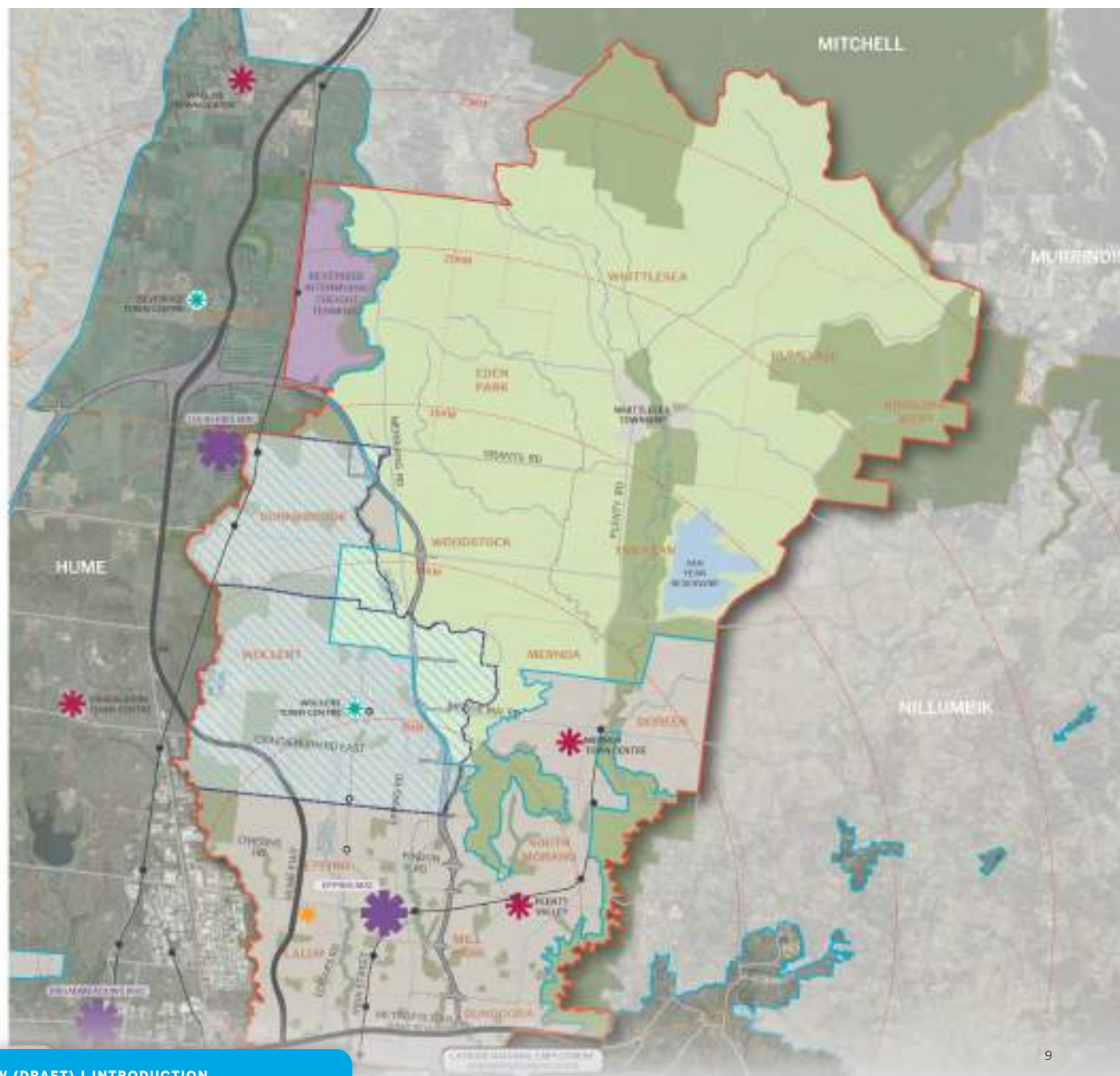
Context and Opportunity

Epping Central already has strong foundations that will help it continue to transform into the economic heart of Melbourne's North becoming a diverse, job rich, thriving Activity Centre.

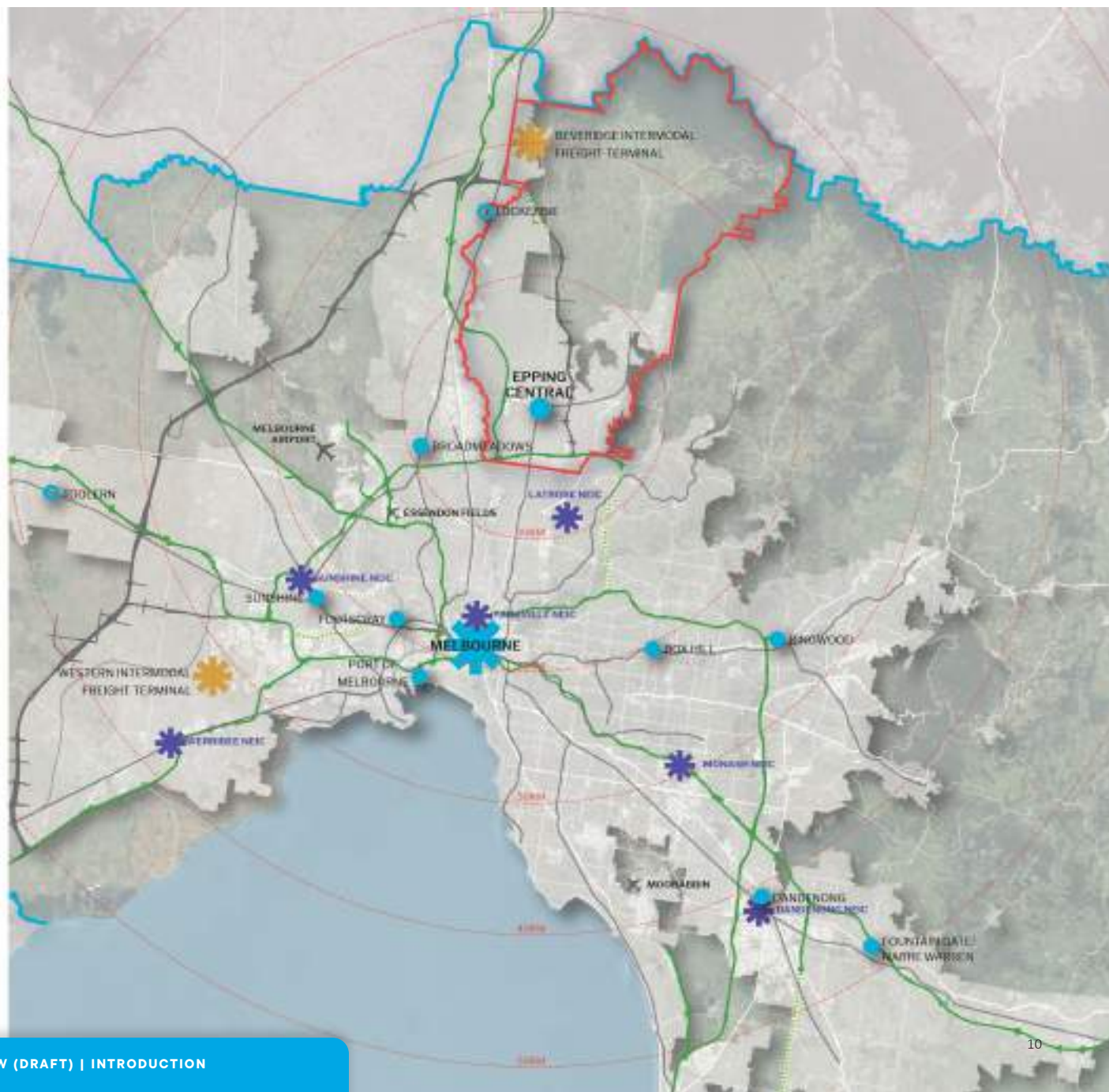
Epping Central is strategically placed between the City of Whittlesea's southern established suburbs of Thomastown, Lalor, Bundoora, and Mill Park, and the growth area corridor to the north, particularly Epping North and Wollert. This position, and its status as a Metropolitan Activity Centre (MAC) in Melbourne's activity centre hierarchy, means that it is the focus for increased housing and employment densities, investment and service provision on a regional scale. Increased development pressure and population growth resulting from the expansion of the Urban Growth Boundary (UGB) in 2010 together with continued infill development in the established suburbs, further emphasise the need to maintain and significantly enhance Epping Central's regional role to respond to this growth context.



Regional Context Plan



Metropolitan Context Plan



Policy Context W2040

Whittlesea 2040

Whittlesea 2040 is the primary guiding document for the City of Whittlesea and identifies the vision and goals to which all plans including the Epping Central Structure Plan must implement.

The vision of this document is that in 2040, the City of Whittlesea will be ‘A place for all’.

As part of the integrated Planning Framework, strategies are being developed for each of the five goals. The Epping Central Structure Plan is a land use plan that implements the goals of Whittlesea 2040 and the associated Strategies.

The plan identified five priorities:



**Connected
Community
Strategy
(Future)**



**Liveable
Neighbourhoods
Strategy
(Future)**



**Strong Local
Economy
Strategy**



**Sustainable
Environment
Strategy
(Draft)**



**High Performing
Organisation
Strategy
(Future)**



Planning Policy Context

There are a number of local and state policies and strategies which are relevant to the review of the Structure Plan.

The diagram below provides an overview of the key planning policy framework that applies to the Epping Central Metropolitan Activity Centre (MAC) and how the Structure Plan sits within the Whittlesea Planning Scheme.

Plan Melbourne 2017–2050

Victorian State Government's Metropolitan Planning Strategy identifies Epping as a Metropolitan Activity Centre (MAC) and the Northern Hospital as a Health Precinct.



Melbourne Industrial and Commercial Land Use Plan (MICALUP)

Sets out a framework to plan for future employment and industry needs. Identifies the Epping MAC and Cooper Street Employment Precinct as being of State commercial and industrial significance respectively.



Victoria Planning Provisions (VPPS)

Sets out State Planning and Regional Policy that forms part of all 'planning schemes' and guides planning across the State.



Local Planning Policy

Includes a Municipal Planning Strategy and local policy to guide planning at a municipal level.



Epping Central Structure Plan

Is a strategic planning document which informs the planning controls and local policy to guide development of the centre. The plan is supported by other documents namely:

Epping Central Development Contributions Plan



Planning Controls

The Whittlesea Planning Scheme applies to the City of Whittlesea local government area which includes Epping Central. The planning scheme contains:

- Municipal Planning Strategy
- Planning Policy
- Local Planning Policy
- Zones- primary controls over use of land and planning permit requirements e.g. Activity Centre Zone
- Overlays- e.g. Parking Overlay, Development Contributions Plan Overlay
- Particular Provisions e.g. Bicycle Facilities, Apartment Developments
- Incorporated Documents- documents approved that must be considered as part of the planning scheme

Snapshots

The following snapshots provide an overview of key elements of Epping Central and present some of the key opportunities that the Activity Centre can take advantage of, as it continues to grow.



Growth Snapshot

In Epping Central's immediate vicinity, significant residential and economic growth is taking place. To the west of Epping Central, the Cooper Street Employment Area and the Melbourne Wholesale Markets will support a significant number of new jobs, whilst residential growth in Epping North and Wollert will accommodate approximately 60,000 new residents.

The Population in Epping Central is set to increase from 3,750 persons to 10,890 persons in the next 20 years (2040).

This will result in the development of over 4,000 new homes, with the future development of the Epping Renewal Site being a focus for meeting the expected housing needs with increased housing densities.



Economic Snapshot

The Activity Centre contains a number of major land uses including Pacific Epping Shopping Centre, Costco Supermarket, the Northern Hospital, Northern Centre for Health, Education and Research (NCHER), proposed new Northern Private Hospital and Melbourne Polytechnic. As a result, the employment profile of residents is shifting, with a declining proportion of people employed in 'blue collar' professions, and a greater proportion of people with office-based skills in clerical and service work. Epping Central also supports the Cooper Street Employment Area and Melbourne Markets which together provides for over 10,000 local jobs, and emerging State Significant industrial developments west of the Hume Freeway.

The development of approximately 40,000-80,000 square metres of new office floor space, 53,000 square metres of industrial floor space, 17,000 square metres of commercial office space and 113,000 square metres of new retail floor space will provide additional local jobs and further strengthen Epping Central's role as a Metropolitan Activity Centre (MAC).



Community Snapshot

Epping Central has a young and culturally diverse community. By 2040 there is forecast to be more young people (12 – 17 years) and more young and middle-aged adults of working and family rearing age (25 – 49 years) than other age groups.

Community infrastructure in Epping Central will benefit from new community facilities which continue to meet the service needs of the community. The expansion of the Northern Hospital, the development of a new private hospital and other health related facilities will further strengthen Epping Central's significant local and regional health precinct role. The existing Darebin Creek Parklands and future rehabilitation of the Edgars Creek corridor provides valuable green space. A focus on the natural environment and public realm improvements will help increase access to and improve the amenity of open space areas and the shared path networks within Epping Central.



Transport Snapshot

Epping Central has strong connections to key local, regional and state significant transport networks. The Activity Centre has direct connection to the Hume Freeway via Cooper Street. The completion of upgrades to O'Herns Road and the O'Herns Road and Hume Freeway interchange will further improve connectivity to the Activity Centre.

High Street and Edgars Road provide strong north-south connections between Epping Central and the southern established areas and northern growth corridor. Miller Street and Dalton Road enable further local level north-south connectivity within Epping Central, which will be further improved with the completion of Edgars Road upgrade works. Changes to the Principal Freight Network away from High Street will help to improve traffic safety, reduce severance and improve pedestrian amenity.

Public transport provision within Epping Central is relatively good, with the addition of the route 901 Smart Bus (Frankston Station to Tullamarine Airport) to the Principal Public Transport Network (PPTN). The bus interchange at Pacific Epping Shopping Centre further strengthens Epping Central's public transport connections to the growth area corridor. Whilst the extension of the Epping rail line to Mernda has been advantageous, Epping Station is located more than 800m from the main retail precinct, which is considered a reasonable walking distance.

Delivery of the proposed future Wollert Rail corridor linking Epping Central to the northern growth areas together with increased coverage and frequency of the local bus network is critical to improving the level of public transport service to support the planned growth and to improve connectivity to the critical services in this MAC.

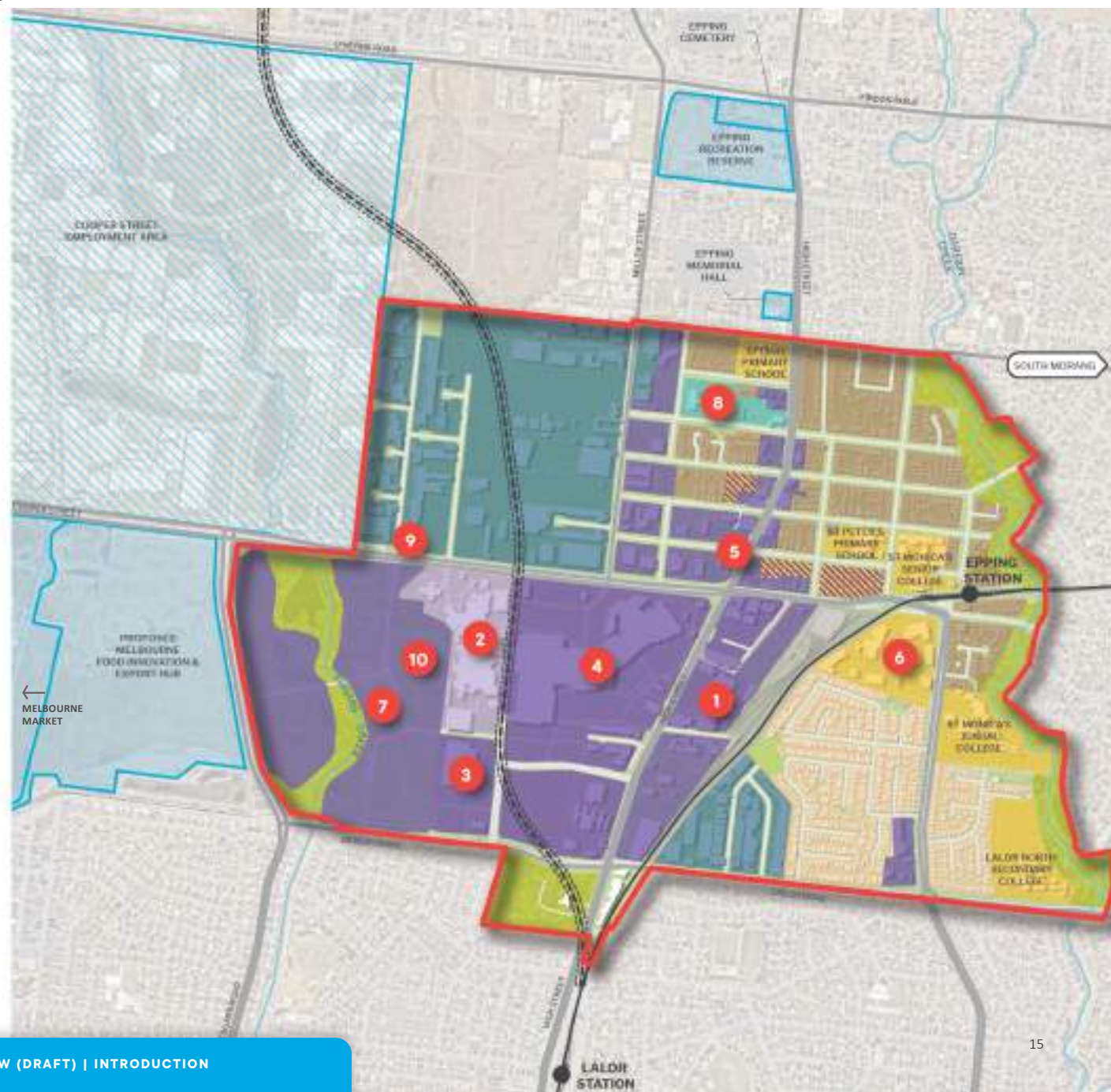
The State Government and Council have also worked together to provide for a number of key pedestrian and cyclist improvements at key locations within the local area increasing the amenity and liveability of Epping Central for residents, workers and visitors alike. Further improvements to walking and cycling infrastructure and connections, infrastructure upgrades and behaviour change initiatives are all required to further reduce car dependence for Epping Central residents. Although the walkable catchment around Epping Central is not forecast to drastically increase, it is important that walking and cycling connections are an integral part of the Epping Central station interchange design together with supporting measures such as wayfinding systems.

The Epping Central Structure Plan is an essential policy tool to ensure that the activity centre is best placed to manage and facilitate this future growth and change. The Structure Plan will guide built form and development outcomes, facilitate increased housing density and diversity, set targets for service and infrastructure provision and provide a sound basis from which to advocate for improved infrastructure and investment to higher levels of government.

The Structure Plan aims to support a healthy, diverse and sustainable local community and facilitate the development of a thriving State significant centre that provides for the needs of all existing and future residents and workers.

-  EXPANSION CENTRAL STRUCTURE PLAN BOUNDARY
-  RIVERS & CREEKS
-  ROAD NETWORK
-  EXISTING RAIL NETWORK
-  EXISTING STATION
-  FUTURE LIGHT RAIL LINE CORRIDOR
-  MIXED USE
-  NORTHEASTERN HOSPITAL HEALTH PROMOT
-  EMPLOYMENT
-  COOPER STREET EMPLOYMENT AREA
-  COUNCIL DEVELOPMENT SITE
-  EDUCATION
-  OPEN SPACE
-  HIGH DENSITY RESIDENTIAL
-  MEDIUM DENSITY RESIDENTIAL
-  RESIDENTIAL

- 1 EPPING HOMEWORK CENTRE
- 2 NORTHERN HOSPITAL
- 3 COSTCO SUPERMARKET
- 4 PACIFIC EPPING SHOPPING CENTRE
- 5 EPPING SERVICES HUB
- 6 MELBOURNE POLYTECHNIC
- 7 EPPING RENEWAL SITE (NEW EPPING)
- 8 CONCRETE DEPOT SITE
- 9 EPPING MEDICAL CENTRE (PRIVATE HOSPITAL)
- 10 PROPOSED PRIVATE HOSPITAL



Section 1: Strategic Vision

Vision Epping Central in the future

Epping Central is an attractive, welcoming and sustainable urban place experiencing strong population and job growth.



A priority area for health, education, employment and transport related investment, Epping Central plays a critical regional role for the Northern Growth Corridor.

Epping Central will offer civic, retail, commercial and community experiences that will create a vibrant urban environment during the day and night. High quality public realm, open space and a sustainable built environment, combined with strong transport options and a thriving economy will make Epping Central a desirable location for local jobs and medium and high-density residential development.

As the housing market continues to mature, a greater intensity and diversity in residential accommodation will provide housing choice and affordability. Supported by high quality public realm and streetscapes, high density residential development will provide housing in locations close to shops, services, public transport and local jobs.

Improved walking and cycling paths that integrate with an accessible public transport network will connect people to community facilities, the local economy and each other. Delivery of the proposed future Wollert Rail Corridor will further improve the level of public transport service and provide a transport hub in a central location to key land uses, making public transport more attractive and convenient.

An expanding medical precinct is also developing in Epping Central. Building on the strengths of the Northern Hospital, Northern Centre for Health, Education and Research (NCHER), the new Northern Private Hospital and access to complementary allied and community services will expand Epping Central's role as the major medical hub for Melbourne's north. Significant State Government investment in the expansion of the Northern Hospital and development of a mental health facility demonstrates the Government's commitment to Epping Central as a health hub. Further intensification and investment in health and community related services and infrastructure will provide vital care and support to the diverse and changing

community. Epping Central will also capitalise on the proximity to the Melbourne Markets to develop as a state significant food hub.

Supporting this major economic investment and change in Epping Central is a friendly, energetic and diverse local community who are proud to call Epping Central their home. Well-designed buildings and engaging and safe public spaces will create an interesting and exciting neighbourhood for people to live, shop, work, play and visit.

Key Principles
of the Structure Plan

The review of the Epping Central Structure Plan seeks to align the Structure Plan with the goals of Whittlesea 2040 to deliver:



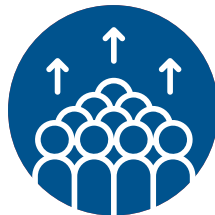
Urban Living

Diverse, Affordable and Attractive Housing



Movement and Transport

Accessible, safe and sustainable transport



Employment and Investment

Thriving and resilient local businesses and jobs



Community Facilities and Services

Community facilities that build and strengthen communities



Public Realm, Design and Natural Environment

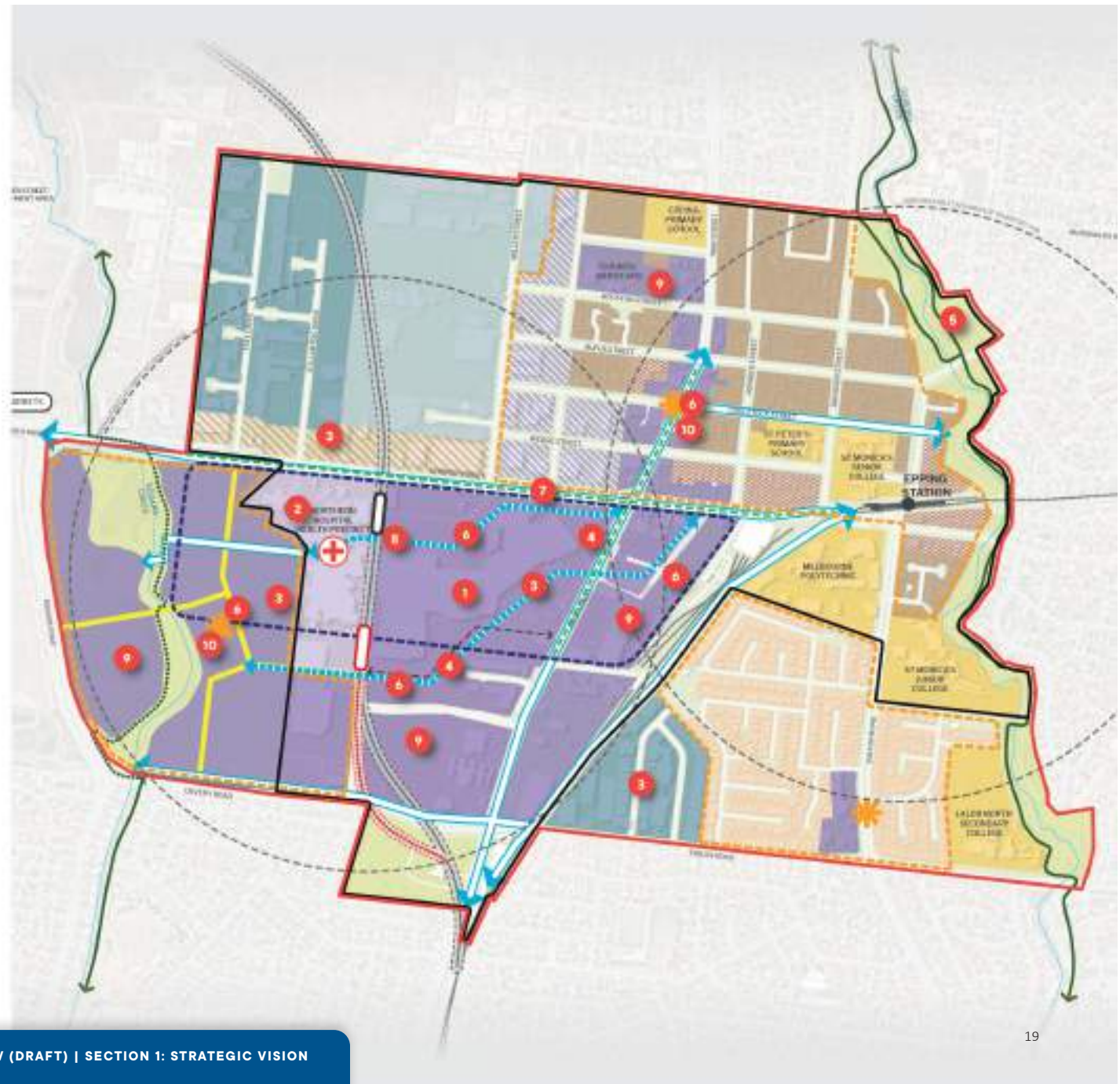
Connected and valued streetscapes, open space and creek networks

Framework Plan and Strategic Directions

The Epping Central Development Framework Plan sets out future land uses within Epping Central.

More specifically, the Development Framework Plan provides direction on future land use and transport opportunities to realise the Vision for Epping Central.

Strategic Framework Plan





Strategic Directions

1

Support the intensification of development and a greater diversity of uses in the urban core as the centre of activity and regional facilities.

2

Support the development of an expanded health precinct anchored by the Northern Hospital.

3

Capitalise on the centre's strategic advantages to support a diversity of enterprise and employment opportunities particularly in employment precincts and the urban core.

4

Prioritise pedestrians in the urban core and better connect the activity centre via improved pedestrian movement links between key destinations.

5

Enhance the Darebin Creek and Edgars Creek as corridors of open space, habitat and pedestrian/cycle links.

6

Plan for public realm improvements including new open space, public spaces and street tree planting in the activity centre particularly in the Urban Core, High Street Village and New Epping neighbourhoods.

7

Enhance Cooper Street as a Boulevard lined by canopy trees and high quality built form and High Street as a more pedestrian friendly main road.

8

Plan for the Wollert Rail extension and other public transport infrastructure including a centrally located transport interchange.

9

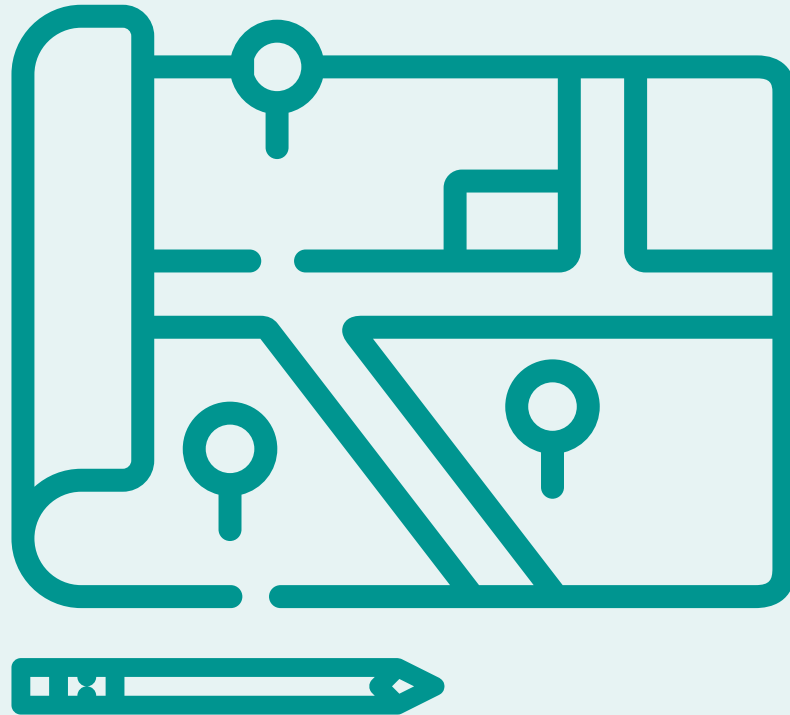
Support the redevelopment of strategic development sites/precincts to provide for additional employment and housing opportunities and improvements to the public realm.

10

Encourage new development in the High Street Village and New Epping neighbourhoods including medium-high density housing, commercial and local retail uses.

Section 2: Key Themes

Urban Living



Provision of appropriate housing within the Epping Metropolitan Activity Centre is vital to achieving the vision for the activity centre.

New and varied types of housing is expected to emerge as the housing market in the northern growth corridor continues to mature. Demand for high density living close to transport, services and shopping will appeal to the diverse existing and evolving Epping Central community. Residential growth will complement the rejuvenated civil, leisure and retail offer within Epping Central and continue to provide a place for the community to live, shop, learn, play and visit.

Objectives

- To increase the provision and diversity of housing types (including affordable housing) that caters for all sectors of the community to live in the Activity Centre/Epping Central.
- To encourage increased residential densities particularly in locations that are close to public transport, employment and community facilities.
- To encourage residential development that is of a high quality design that enhances the amenity of existing and future residents and responds to the preferred character of the area.
- To ensure that development contributes to the environmental sustainability of the City and assists Epping Central to become a leader in sustainable urban living.

Strategies



Land Use

- Support increased residential densities, within the activity centre core and within walking distance of the Principal Public Transport Network (PPTN), retail, employment opportunities and community facilities.
- Support the development of residential neighbourhood precincts providing for diverse local housing opportunities supported by local facilities and open space.
- Encourage the development of higher density residential development integrated with other land uses including a mix of retail, commercial and entertainment uses in appropriate locations, particularly when these uses provide a range of daytime and night-time activities.
- Encourage more intensive use of vacant or under-utilised land.
- Support high density mixed use outcomes with retail and commercial uses at the lower levels and high density apartment style residential development at the upper levels, in locations consistent with the Strategic Land Use Framework Plan (Urban Living Plan).
- Encourage a diverse range of dwelling types with regard to size, design, materials used, number of bedrooms and price range to cater for different household types including older people and students.
- Locate higher built form towards main streets, public spaces, open space, creeks and important vistas.
- Support and promote the consolidation of land into larger parcels within proximity to public transport, community infrastructure and retail centres to facilitate higher density apartment style residential development outcomes (such as apartments and street-based townhouses and multi-unit housing typologies). Ensure the consolidation and development of sites occurs in a progressive manner and does not result in creation of small, isolated holdings of land with limited development potential.
- When assessing applications for residential purposes in areas where there is an employment and economic development focus, consider whether the use is complementary and appropriate to the area and is designed to effectively mitigate amenity impacts from non-residential uses to avoid land use conflicts.



Sustainable Housing

- Residential developments must consider environmentally sustainable design outcomes, from the planning and design stages through to construction and operation in relation to building energy management, integrated water management, indoor environment quality, transport, waste management and urban equality.
- Encourage the use of sustainable and locally sourced materials throughout the built form.
- Support increased environmentally sustainable performance of new housing through planning applications and permit requirements, appropriate to the scale of new housing development.
- Advocate for the further inclusion of innovative sustainable solutions as part of new housing such as micro-energy grids and waste management solutions.
- Support Epping Central to become a leader in sustainable design and technology innovation, at the precinct scale to achieve reductions in greenhouse gas emissions, peak load electricity use and greater energy efficiency by achieving at minimum 7 Star NatHERS rating and incorporating renewable energy solutions.
- Consider the local impacts of climate change and take appropriate measures to ensure development reduces its contribution to climate change in design, construction and over the life of development.
- Protect local stormwater and waterway quality and ensure development is designed to minimise water use, encourage water treatment and reuse and be designed to allow future provision of water capture and reuse.



Affordable Housing

- Support a range of Affordable Housing models including emergency shelter and crisis accommodation, transitional and supported housing, social housing and affordable housing managed by Registered Housing Agencies.
- Facilitate the increased provision of affordable and/or social housing within Epping central by negotiating outcomes and/or partnering with private developers, State Government and Registered Housing Agencies.
- Encourage a range of dwelling types to cater for a diverse range of household types and to meet the needs of Registered Housing Agencies.



Accessible Housing

- Provide accessible and adaptable housing at a rate of 1 for every 10 dwellings in a development of 10 dwellings or more.

Development Principles and Guidelines

Character and Presentation

- Ensure all new homes are of a high-quality design that reflects the attractive, urbanised and vibrant preferred character for the centre, enhances the amenity for both existing and future residents and enriches the architectural quality of Epping Central.
- High quality design outcomes must provide attractive contemporary architectural styles particularly in the development of apartment buildings and multi-unit terraces.
- Ensure that Affordable Housing dwellings meet the same or exceed design and internal amenity standards as market-housing dwellings and are designed and located to be tenure blind. These include access to good daylight, thermal comfort and indoor environment quality.

Siting and Setbacks

- Front setbacks and front setback landscaping to have regard to the surrounding neighbourhood, local amenity, encourage activation of the street and increase passive surveillance opportunities.
- Rear and side setbacks must create building separation and provide sufficient space to establish landscaping to soften the built form and increase amenity of medium and higher density developments.
- Building separation must ensure appropriate solar access, landscaping and visual separation of the built form.

Facades and Articulation

- Façade treatments are to distinguish between individual dwellings/units and reduce visual dominance and bulkiness of development from the street and public open space.
- Shared and private outdoor open space such as balconies, foyers and communal areas must be designed to ensure adequate and useable internal and external amenity, provide suitable passive surveillance opportunities, reduce overlooking and include elements of Crime Prevention in Design as appropriate.
- Lower and transparent style balustrading is encouraged to increase internal natural light, create passive surveillance opportunities and reduce the bulkiness of development
- Clearly defined building entries at street level, providing a sense of address and transitional space.

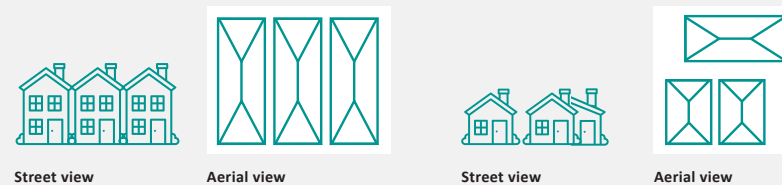
Amenity

- New development for residential and other sensitive uses should:
 - Minimise impacts of overlooking.
 - Orient buildings to maximise solar access.
 - Limit noise levels to habitable rooms.
 - Incorporate treatments along the existing rail corridor and proposed Wollert Rail Corridor to minimise potential impacts associated with noise and vibration.
 - Maximise internal amenity of dwellings including access to light, ventilation, size of dwellings and height of ceilings.
 - Avoid 'reverse living' products except where there is not other options available, an enhanced outlook opportunity exists (i.e adjacent open space) and the balcony is designed or located to minimise the need for overlooking screening.

Preferred Dwelling Types Could Include:



Duplex



Townhouse

Multi Unit



Apartment

Shop-Top Housing

Urban Living Plan



Movement and Transport



Enhanced accessibility and ease of movement throughout the Activity Centre is central to achieving the vision for Epping Central.

Epping Central is currently a car dominated environment. Utilise integrated transport management and land use planning techniques to induce behavioural change to reduce the dependency on private motor vehicles and increase use of alternative travel options. Whilst Epping Station is located at the edge of the Activity Centre, a bus interchange is more centrally located. Together they provide strong public transport connections, connecting people to jobs, retail and community services. Improvements to public transport infrastructure, including longer term planning for the future Wollert Rail line, will significantly improve accessibility and promote more sustainable forms of travel for those who live, work and visit the centre.

As the Activity Centre continues to develop, transport solutions which improve pedestrian, cyclist and public transport connections will help reduce the reliance on private vehicle trips. An increase in mixed use development outcomes where local employment, shopping, leisure and living opportunities are located in close proximity to each other will encourage multi-purposes trips and further lessen the reliance on private vehicle trips.

Objectives

- To provide for an efficient, safe, accessible and permeable sustainable transport network.
- To prioritise sustainable modes of transport, including walking, cycling and public transport over private vehicle use.
- To improve connectivity between public transport stops / interchange points and local amenities / key land uses to and within Epping Central to boost the viability of walking and cycling.
- To improve the public transport network in, and connecting to, Epping Central.
- To provide for well-connected and safe road network including an efficient hierarchy of roads.

Strategies



Walking and Cycling

- Create a vibrant pedestrian environment through the whole Activity Centre that demonstrates high levels of amenity for pedestrians and cyclists.
- Prioritise walking and cycling as the primary means of transport over private motor usage in the design of all new developments, roads and public spaces.

- Facilitate the development of Priority Pedestrian movement corridors between key destinations which prioritise pedestrians and provide for high levels of amenity including provision of wayfinding elements, lighting and public art.
- Engage with stakeholders to facilitate the provision of new pedestrian links to better connect the activity centre.
- Develop an integrated network of walking and cycling routes, including crossing points on major roads and public transport corridors, that is safe, accessible, connected and provides direct lines of movement between destination points.
- Prioritise and facilitate the completion of pedestrian and cycling paths, which close existing gaps within the network and which are DDA compliant.
- Ensure development is designed to provide access for all user groups including children on bikes, prams, people with mobility issues and the elderly.
- Design strategic development sites to provide for a safe and permeable walking and cycling network that links to the existing network and which provides connectivity to key services and facilities.
- Link strategic development sites through a series of well-connected pedestrian routes which provide effective and efficient movements through the internal and external elements of these sites.
- Require the ample provision of end of trip facilities and accessible bicycle parking in a safe and convenient locations.

Pedestrian & Bicycle Transport Movement Plan

- ✱ EPPING CENTRAL STRUCTURE PLAN BOUNDARY
- PROPOSED WOLLERT RAIL LINE
- FUTURE TRAIN STATION INTERCHANG
- PEDESTRIAN PRIORITY MOVEMENT CORRIDOR
- PRIMARY PEDESTRIAN LINK
- POTENTIAL PEDESTRIAN LINK
- EXISTING ON-ROAD BIKE LANE
- EXISTING OFF-ROAD SHARED PATH
- EXISTING OPEN SPACE TRAIL
- PROPOSED ON-ROAD BIKE LANE
- PROPOSED OFF-ROAD SHARED PATH
- PROPOSED OPEN SPACE TRAIL
- PRIORITY ROAD REDEVELOPMENT ZONE
- END OF TRIP CYCLE FACILITIES

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Roads

- Advocate for greater on road priority for buses as a means of achieving increased service provision and efficiency.
- Design and upgrade roads to provide high levels of amenity, safety and convenience for all road users.
- Design roads and intersections to facilitate movement of (in order of priority) pedestrians, cyclists, public transport, freight and private vehicles and that facilitate regular and safe crossing points for pedestrians.
- Improve the design and function of roads, in particular High and Cooper Streets in response to regional road upgrades and freight network route changes, in order to support increased pedestrian and cyclist activity within the Activity Centre.
- Support the use of sustainable material selection on new road pavements which produce less greenhouse gas emissions.
- Significantly improve the amenity of the arterial roads and ensure there is capacity for on-road bike lanes and bus routes.
- Advocate for speed limit reductions on High Street, in way that provides a consistent vision for the whole corridor.

- Improve increased pedestrian activity within the Priority Road Redevelopment Zone along High Street by creating a greater sense of enclosure and improved amenity through use of street width, building height and landscape design including provision of canopy tree planting within the road reserve.
- Support road upgrades and other transport initiatives that assist with reducing traffic movement through Epping Central to reduce congestion including duplication of Childs Road and construction of the E6 Outer Metropolitan Ring Road.



Parking

- Apply a transitional approach to parking requirements that includes regular monitoring of parking conditions to ensure parking provision responds to demand.
- Position car parking to minimise the impact of vehicle movements and emissions on pedestrian amenity.
- Adequately screen at grade car parking from view lines of all major roads and the public realm.
- Design at grade car parking to provide for adequate landscaping, surface water management, lighting, bicycle parking and pedestrian safety.
- Link major car parks through a street network that separates pedestrians and vehicles and prioritises pedestrian movement.
- Position car park access and egress points to ensure clear identification and reduce conflicts between vehicles and pedestrians.
- Support the provision of Electric Vehicle car parking alongside traditional vehicle parking outcomes.
- Ensure on-street vehicle parking does not impact upon streetscape design, allows for tree planting and other design elements.
- Discourage the development of temporary car parking outcomes which impact on the realisation of the vision of Epping Central and that are located along key north-south and east-west road networks.
- Activate large Car Parking areas through
 - Introduction of temporary/interim activated uses in undeveloped at grade parking by encouraging community activities such as markets, vendor stalls and festivals.
 - Support retrofitting of existing car parking to create a stronger pedestrian connection between the building and the street.
 - Encourage alternative uses for car parking lots during low demand periods through initiatives such as pop up parks and transient outdoor dining.



Public Transport

- Actively advocate for improved public transport infrastructure and services throughout Epping Central, particularly the construction of Wollert Rail Corridor including a station at Epping Central and improved bus frequencies and route coverage.
- Advocate for the rail design to include grade separation, shared paths along the corridor and linear open space that can accommodate active uses beneath an elevated rail structure.
- Consider the alternate alignment for the Wollert Rail Corridor and Epping Central station at Pacific Epping Shopping Centre as part of the finalisation of the Structure Plan.
- Support high density, mixed use employment and residential development in proximity to Epping Station, the public transport interchange and proposed future Wollert Rail Corridor train station between Pacific Epping Shopping Centre and the Northern Hospital to improve safety and amenity.
- Ensure the location of the Epping Central station connects with the key pedestrian movement corridors including direct links to residential development in New Epping as well the existing and proposed residential uses surrounding Epping Central.
- Advocate for grade separation of the Mernda line at the Childs Road level crossing.

Development Principles and Guidelines

Pedestrian Priority Movement Corridors

- Ensure that Pedestrian Priority Movement corridors provide for:
 - Wide footpath (minimum 3 metres) that is accessible and not impeded by other structures.
 - Shelter and shading where possible including canopy trees.
 - Wayfinding signage.
 - Seating at regular intervals.
 - Lighting and passive surveillance from surrounding built form.
 - 24 hour access.
 - Prioritised and safe crossings of roads and access points.

Proposed Epping Central Station

- Encourage co-locating the station with the proposed community uses and open space / public square.
- Ensure the station includes multiple entry and exit points that link directly with pedestrian priority links and pedestrian movement corridors.
- Plan for the station as a multi-modal interchange with connections to the bus interchange and cycling facilities through:
 - locating the bus interchange in proximity to the station to ensure the safety and amenity of intermodal transport users.
 - Provision of end of trip facilities for cyclists
- Promote transit oriented urban regeneration around the future train station through:
 - Increased setbacks
 - Increased footpath width to accommodate pedestrian activity
 - Locate outward facing convenience retail uses close to the future station entry
 - Include a diversity of activities that extend the hours of use
 - Avoid and reduce prevalent blank walls to increase opportunities for surveillance
 - Align station entries with entries of surrounding uses
 - Create a well-lit environment that promotes safety for train users
 - Increased future pedestrian permeability through existing large format-built form of Northern Hospital and Pacific Epping Shopping Centre

Proposed Wollert Rail Corridor

- New development is to be designed and located to protect the future Rail Corridor Alignment.
- Construction of the rail line is to provide for ground level vehicle connectivity between the Pacific Epping Shopping Centre with adjacent roads, the Northern Hospital and Epping Renewal Site.
- New development immediately abutting the future Wollert Rail corridor must provide for an appropriate interface consistent with the including opportunities for passive surveillance and consider potential noise and vibration impacts.
- Applications for new development on or immediately abutting the future Wollert Rail corridor are to be referred to the Head of Department of Transport.

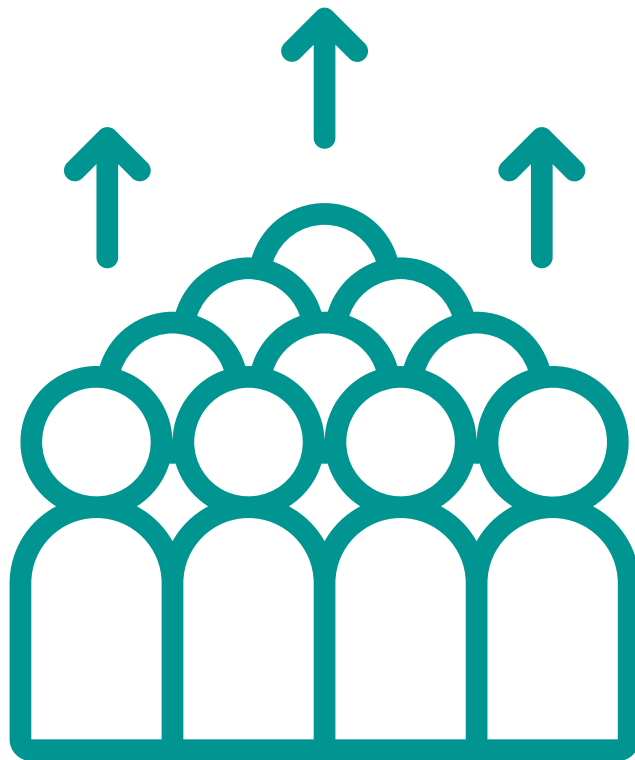
Road & Public Transport – Transport Movement Plan

- EPPING CENTRAL STRUCTURE PLAN BOUNDARY
- EXISTING ARTERIAL ROAD
- EXISTING CONNECTOR ROAD
- EXISTING LOCAL ROAD
- PROPOSED ROAD
- PREFERRED PRIORITY ROAD CONNECTION
- EXISTING EPPING RAIL LINE
- PROPOSED WOLLERT RAIL LINE
- PROPOSED TRAIN STATION
- POTENTIAL ALTERNATE TRAIN STATION
- PROPOSED ALTERNATIVE RAIL ALIGNMENT
- MAJOR BUS INTERCHANGE
- BUS ROUTE
- BUS STOP
- EXISTING ROUNDABOUT
- PROPOSED ROUNDABOUT/UPGRADE
- EXISTING SIGNALISED INTERSECTION
- PROPOSED SIGNALISED INTERSECTION/UPGRADE
- SIGNALISED PEDESTRIAN CROSSINGS
- LEFT TURN IN LEFT TURN OUT
- PROPOSED INTERSECTION TREATMENT TO BE DETERMINED
- X LEVEL CROSSING
- PRINCIPAL FREIGHT NETWORK


 SCALE: 1:10,000 @ A3
 29 JUL 2022 - 47



Employment and Investment



Land uses within the Activity Centre are anticipated to build upon the existing retail, industrial, health, civic and developing commercial sectors, to further strengthen the local and regional economy and increase employment opportunities for local residents.

The diversification of land uses will revitalise the retail core around Pacific Epping Shopping Centre and the neighbourhood heart along High Street to become a thriving place for people to work, shop, visit and play both during the day, evening and at night. Increasing local employment to match population growth and the creation of vibrant and competitive commercial precincts are supported by the Strong Local Economy Strategy.

The industrial core will continue to change and mature to offer a greater mix of warehousing, office and commercial space for the developing food and medical industries and other emerging industries. Improvements in sustainable transport outcomes will help people travel safely between where they live and work and strengthen the sense of place.

Objectives

- To support the expansion and diversification of business opportunities that will increase access to local employment opportunities.
- To encourage further hospitality, entertainment, retail and office development in appropriate locations within Epping Central.
- To support co-working and shared workplace outcomes which allow people to work from or closer to home.
- To support Epping Central's role as an expanded Health Hub anchored by the Northern Hospital and an expanded Food Hub leveraged from the Melbourne Markets and proposed Melbourne Food Innovation and Export Hub (MFIEX).
- To encourage light industrial development in appropriate locations that is well designed with high quality finishes.

Strategies



Employment – Retail, Hospitality and Entertainment

- Facilitate and support new retail development that provides local employment, training and entertainment opportunities, particularly for young people.
- Designate areas to significantly increase mixed use development, inclusive of retail uses along streets with high pedestrian activity, close to the Principal Public Transport Network (PPTN).
- Support high-density mixed-use development that combines retail and commercial uses at lower levels with housing above.
- Encourage a diverse mix of retail spaces for different business types from start-up first businesses to large retail chains.
- Encourage entertainment and leisure-based uses that create a 'family friendly', youth inclusive and safe environment.
- Encourage the provision of and locate high-quality entertainment, leisure and restaurant based uses fronting streets and urban square's and in proximity to public transport networks to increase passive surveillance, safety, accessibility, visitation and activation of the Activity Centre.
- Encourage longer trading hours for retail and hospitality premises throughout Epping Central to improve the safety and vibrancy of Epping Central during evening hours and enhance the night-to-night economy.
- Support the area around Pacific Epping Shopping Centre and Epping Homemakers Centre as a key shopping destination for higher order and specialty retail.
- Implement a harm minimisation approach to land uses that have potential negative socio-economic impacts on the community e.g. electronic gaming machines, packaged liquor, by encouraging these types of uses to locate where the potential for negative impacts on the local community is minimised.



Employment – Commercial

- Leverage off Epping Central's proximity to major transport connections including the Hume Freeway, Mernda Rail Line and the proposed Wollert Rail Corridor, and the diverse skills set of Epping Central's population, to encourage establishment of diverse types of office and commercial development.
- Attract future employment-based development that complements the following existing and proposed employment areas:
 - Fresh produce distribution
 - Food and fibre innovation
 - Health and human services
 - Community Services
 - Retail and manufacturing
 - Tertiary education
 - Real Estate and Property Development
 - Employment and Career Planning Services.
- Significantly increase the supply of high quality, sustainably designed office floorspace particularly along Cooper Street and High Street and in mixed use precincts.



Employment – Industrial

- Locate industrial development and ancillary office space to leverage off Epping Central's proximity to major transport connections including the Hume Freeway, Melbourne Airport and future Beveridge Inter-modal Freight Terminal.
- Encourage future industrial based activity which complements and builds upon existing employment areas of fresh produce warehousing and distribution, food and health innovation and education.
- Site industrial development in locations that ensure the most efficient use of land, maximise use of existing resources and protect the amenity of sensitive uses.
- Support industrial development that creates a high number of employment opportunities for local residents and discourages land intensive / low employment uses such as storage facilities.
- Encourage the relocation of existing industrial uses over time from precincts with a mix of uses which include sensitive uses.



Sustainable Employment

- Encourage small business developments, and require medium to large scale business development to integrate Environmentally Sustainable Design (ESD) solutions and circular economy thinking into their planning, construction, management and operation.
- Facilitate and support business developments that use sustainable designs and technologies, to achieve innovative development and precinct-scale environmentally sustainable performance outcomes that are efficient and cost-effective.
- Ensure business developments in Epping Central respond to likely climate change impacts and provide for climate change adaptation.
- Encourage business developments to include sustainable transport outcomes such as bicycle parking and electric vehicle charging infrastructure.
- Support the use of sustainable and locally sourced materials within built form and infrastructure.
- Encourage business developments to implement and maintain site-based sustainable infrastructure such as Water Sensitive Urban Design (WSUD) and Integrated Water Management (IWM) Assets.



Signage

- Provide business identification signage that is clear, succinct, visually pleasing and does not dominate the appearance of building facades or the urban environment.
- Reduce the impact of signage upon the experience of pedestrians and amenity of surrounding residential areas.
- Encourage signage that integrates with the existing streetscape and contributes to the urban identity and Epping Central legibility.
- Ensure the scale of advertising signs is appropriate for the surrounding environment
- Consolidate multiple signs into a single structure to reduce clutter
- Provide opportunities to integrate signage and graphics with the building design and minimise vandalism.



Interim Use / Development

- Protect the long term use of land for high intensity employment purposes by discouraging interim use and /or development of sites where this is likely to compromise the future development potential the site or which are incompatible with the preferred land use/ development outcomes
- Avoid the fragmentation of land where it does not support the broader Vision and objectives for Epping Central.
- Support interim retrofitting of existing development if it improves presentation to the public realm.
- Facilitate/support temporary uses on disused land that is not immediately developable.
- Support may be given for interim proposals that provide for flexible floor spaces that can be adapted in the future to achieve the desired outcomes for the site.

Development Principles and Guidelines

Character and Presentation

- Built form should seek to achieve quality development in a contemporary style which enhances the overall appearance of employment areas in the Activity Centre.
- Allow for adequate vehicular, pedestrian and bicycle access and on-site car and bicycle parking for the proposed use.

Siting and Setbacks

- Built form should be of a scale and appearance that is consistent with the sites location, surrounding land uses and the broader employment objectives of Epping Central.
- Provide high quality and attractive landscape and building setbacks that enhance the appearance of the development.
- Orientate built form as to promote solar access and efficiency.

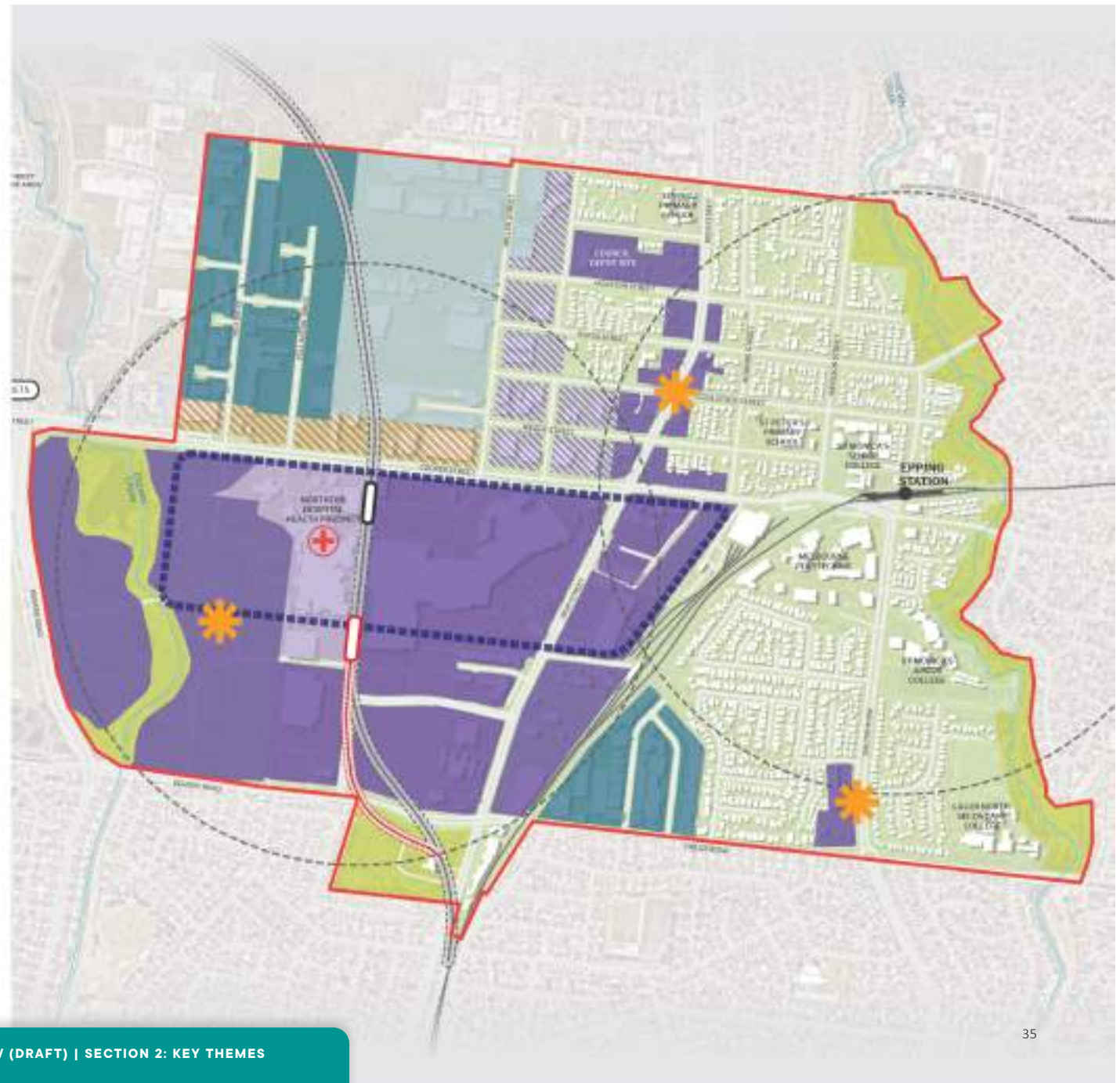
Interface and Activation

- Development of lots adjoining the public transport corridor are to be designed to screen the view of any storage, garbage or servicing areas from the corridor. The rear of lots adjoining the public transport corridor are to be landscaped as to improve the visual quality of the corridor.
- Built form must address the street and avoid long blank walls which dominate the streetscape, public transport corridors and the public realm.
- Architectural features are to be used to emphasise building entrances and improve the way buildings address the primary street frontage.
- Exposed blank walls are discouraged and must be finished to the same standard as the rest of the building to minimise the potential for graffiti and other vandalism.

Facades and Articulation

- Fencing when required is to be paired with screen planting and be setback from the street.
- Provide weather and climate responsive overhangs and awnings along commercial frontages and key pedestrian walking routes (additional weather protection from sun is provided by landscape).
- Incorporate awnings and overhangs to enhance the legibility of building entries and amenity of the public domain.
- Create a sense of multiple buildings rather than a single street wall.
- Provide clearly defined and visible building entries which face directly on to the street.
- Shop front windows, including patterns should be integrated with other architectural features, reinforcing the larger building facade while providing variation.
- Articulate built form elements such as roofs, balconies, windows, doorways to contribute to the preferred future high-end employment focus of the centre.

Employment Plan



Community Facilities and Services



High quality and easily accessible community facilities are essential to the positive development and wellbeing of the existing and emerging community.

As an important focus for community life, new community facilities in Epping Central must cater to both the local neighbourhood and to the broader community. In addition, they must be sustainable, well located and contribute to the strengthening of the community.

Community facilities and services within Epping Central will create an increased sense of place, belonging and community pride. The services that will be available to the community will have a direct benefit in terms of health and wellbeing, educational outcomes and cultural strengthening. A strong and resilient community is better able to participate to local economic activity.

Epping Central's status as a Metropolitan Activity Centre creates a significant opportunity for a major landowner in the precinct to accommodate and facilitate the provision of landmark, regionally significant community facilities. These facilities will attract significant visitor numbers and by co-locating in a retail and commercial setting an economic and wellbeing synergy can be created.

Objectives

- Enhance existing community infrastructure to increase accessibility to a broad range of health, education, cultural and recreation services.
- Enhance community resilience by providing community facilities and services which cater for the needs of the existing and emerging community.
- Provide community facilities that are designed to meet best practice standards in built form design, sustainability and service provision.

Strategies



Service Provision

- Increase the level of community services and facilities that responds to the regional role of Epping Central and which meets the needs of existing and future residents from all cultural backgrounds at different life stages including young people, families and the aged
- Embrace a social model of health which addresses health and wellbeing and community strengthening in its broader social context.
- Recognise and understand the changing demographic profile of Epping Central residents and visitors to continue to support a vibrant, cohesive and resilient community.
- Build mutually beneficial relationships with public and emergency services providers and the private health sector.
- Partner with key private land holders to develop a stronger civic and community presence and service provision within key areas of Epping Central.
- Promote and enhance community connectedness and community building programs and opportunities.



Location

- Position community services and infrastructure in locations with strong public transport and pedestrian connectivity and in areas of high exposure to and visibility from the public realm.
- Support the integration of community facilities with other retail and service offerings to increase accessibility and multipurpose trips, with a focus on better provision for youth, people with a disability and older people.
- Develop and enhance a series of inclusive and accessible public spaces for the community to meet and dwell.
- Increase community health and wellbeing by co-locating community facilities with urban squares and open spaces that cater to a diverse range of community needs and activities which enhance opportunities for social interaction.

Development Principles and Guidelines

Character and Presentation

- Ensure that the design of new community facilities consider Gender Equity in Design Guidelines and universal design and access.
- Community facilities should set the standard in architectural quality in the surrounding area by contributing positively to the sense of place.
- Encourage schools to position buildings so that they contribute positively to the streetscape and provide passive surveillance opportunities.

Siting and Setbacks

- Orientation of the built form and building design must maximise the use of natural light and enhance links to site surroundings and landscaping.
- Internal spaces should be flexible, multipurposed and compatible to allow for a variety of community building activities to occur.

Interface and Activation

- Built form must provide an active frontage to a street or urban square that allows for clear lines of sight between surrounding areas and the facility entry points and passive surveillance opportunities.
- Consider location of public art location and expression at the outset of the design.

Facades and Articulation

- Entry into community facilities are to be architecturally articulated to define and reinforce their civic importance.

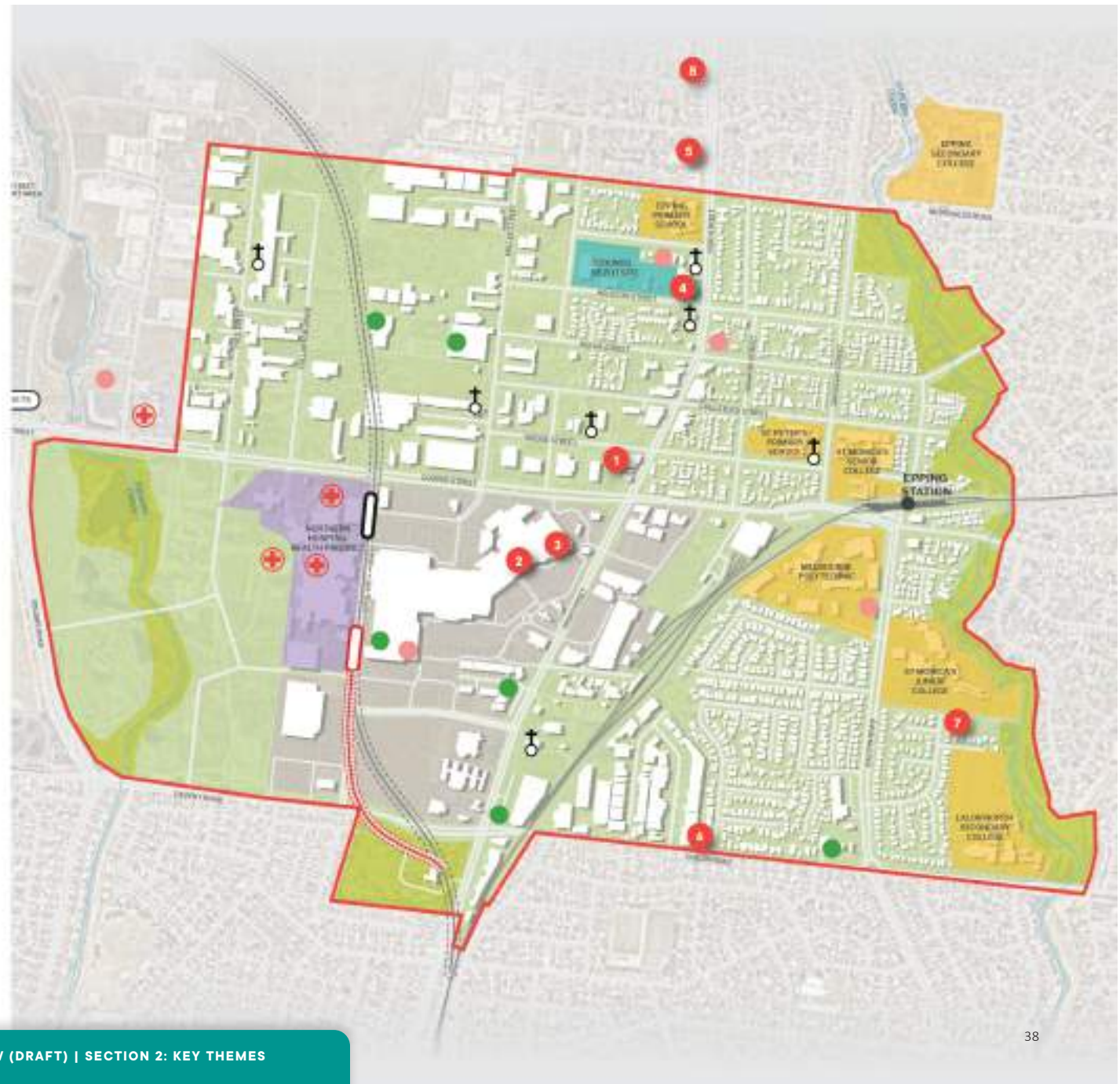
Community Facilities Plan

- EPHING CENTRAL STRUCTURE PLAN BOUNDARY
- EDUCATION FACILITIES
- NORTHERN HOSPITAL HEALTH PRECINCT
- COUNCIL DEPOT SITE
- MEDICAL FACILITY
- CHURCH
- PRIVATE RECREATION FACILITY
- PRIVATE CHILD CARE FACILITY
- EXISTING EPHING RAIL LINE
- PROPOSED WOLLERT RAIL LINE
- PROPOSED TRAIN STATION
- POTENTIAL ALTERNATE TRAIN STATION
- PROPOSED ALTERNATIVE RAIL ALIGNMENT

- EXISTING COMMUNITY FACILITIES
- 1 EPHING SERVICES HUB
 - 2 WHITTLSEA COMMUNITY CONNECTIONS
 - 3 PACIFIC EPHING MATERNAL AND CHILD HEALTH
 - 4 EPHING POLICE STATION
 - 5 EPHING MEMORIAL COMMUNITY HALL
 - 6 FIRE AND RESCUE VICTORIA
 - 7 DARKBARK WINDHOLMEN
 - 8 EPHING PRE-SCHOOL

0 100 200 300m
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LOCATION, PROVISION AND TIMING OF FUTURE COMMUNITY HUBS SUBJECT TO FURTHER INVESTIGATION AND CONSIDERATION OF A RANGE OF MATTERS INCLUDING SERVICE NEED, LOCATIONAL REQUIREMENTS, LAND AVAILABILITY, PARTNERSHIP OPPORTUNITIES AND FUNDING





Community Infrastructure Delivery Table

Community Infrastructure

Potential Services*

Potential Location/s*

Community Hub/s

A community hub for the region that adds a civic presence to the core of Epping Central with a focus on health/wellbeing and information/learning. Options include a consolidation of facilities including some existing facilities into a single hub or retention/delivery of some services from other sites/facilities. Delivery of hub likely to be in partnership.

Health and community services, Community meeting rooms, Social support services, Library services, Lifelong learning opportunities and training spaces, Arts space, Exhibition space, Large gathering space, Youth spaces, Childcare, Customer service.

Potential co-location with other uses including open space, health, education, co-working, government services, affordable housing and retail/café. The hub/s or specific services could be potentially located at the following sites subject to further investigation.

- Pacific Epping Shopping Centre in proximity to urban squares and transport nodes.
- Epping Services Hub site.
- Co-located at Melbourne Polytechnic Campus.
- Co-located at or in proximity to Northern Hospital site.

Neighbourhood Hub/s

Small hub or community space at neighbourhood level to support local community activity within a high density living environment. Encouraged to be delivered in partnership with other agencies.

Meeting space/s. Potential co-location with other uses such as open space, retail/café, community hub, schools, child care or early years facility.

- Epping Renewal Site.
- City of Whittlesea depot site (as part of any future mixed use development).
- Epping Homemakers Site (as part of any future mixed use development).
- Epping Services Hub site
- Local schools or churches.

*subject to future feasibility study and business case.

Public Realm, Design and the Natural Environment



A focus on improving the quality of public spaces in Epping Central will evolve the sense of place creating a unique urban environment.

The transformation of streets, parks, creek corridors and shopping strips will create an attractive, functional and safe public realm for the diverse community that live, visit and work in Epping Central. Improved open space design, wayfinding and pedestrian connectivity and the inclusion of public art and street tree planting will enhance access to and interaction with the public realm.

Objectives

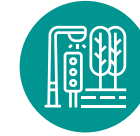
- To provide high quality public realm and well-connected open space.
- To provide high quality built form that is attractive and provides high levels of amenity.
- To provide for the significant greening of Epping Central including planting of canopy trees.
- To enhance and emphasise streetscapes in Epping Central as a critical component of the public realm.
- To significantly increase the provision of new public open space and enhance existing open spaces.
- To protect and enhance Darebin Creek and Edgars Creek reserves as important recreational, drainage, habitat and linear open space.
- To upgrade public realm infrastructure over time to perform in an innovative, safe, high capacity and sustainable way.
- To ensure that increased greening is a key aspect in the design and activation of the public realm.

Strategies



Public Realm and Open Space

- Increase the amount of open space in Epping Central through the implementation of open space opportunities identified in Table 2.
- Design public open spaces to be educational, accessible, dynamic, safe and welcoming to people of all ages and cultural backgrounds.
- Ensure that the design, development and redevelopment of publicly accessible open space incorporates public art and integrated artistic elements that inspire, delight and provide a sense of place.
- Incorporate signage, public art and artistic elements into the streetscapes which is designed to integrate with street furniture and the Epping Central Brand identity.
- Provide opportunities for a range of non-commercial activities within open space and the public realm to encourage greater community participation and activation of these areas
- Provide equity of access for all users by adopting best practice universal design to maximise the accessibility, amenity and functionality of Epping Central's existing open spaces and public realm.
- Create new publicly accessible open space and urban squares that are well designed and improve the amenity and functionality of Epping Central through land acquisition, negotiation, partnerships and capitalising on opportunities where possible.
- Locate features such as shade trees, water features and public art towards the centre of urban squares to draw people into and through the space.
- Ensure open space is accessible and inviting to the pedestrians and cyclists on the road as well as those residing and employed within the development to encourage community cohesiveness
- Focus on creation and improvement of open spaces for passive recreation that support increased residential and commercial development densities.
- Use public realm and open space to celebrate and enhance the individual character of each Precinct within Epping Central.
- Ensure that additional public open space and/or urban squares are provided as part of the redevelopment of strategic sites and is well landscaped and provides refuge from the street environment through shade, enclosure and protection of noise and dust from the road.
- Design spaces to embed the principles of Crime Prevention Through Environmental Design (CPTED).
- Encourage the use of sustainable materials and locally sourced or recycled materials throughout the public realm.
- Ensure a diverse range of public open spaces and opportunities is provided to promote social interaction and public gatherings and foster community cohesion.
- Require a 5% open space contribution to increase the supply of open space in Epping Central.



Streetscapes

- Design streetscapes to contribute to the overall character of Epping Central and respond to the needs of different users by providing connected, vibrant and safe movement corridors and public spaces.
- Undertake streetscape improvement works including canopy tree planting in areas with high pedestrian activity and retail frontages to improve amenity and attractiveness of the public realm and enhance the vibrancy of the centre.
- Redevelop streetscapes to provide ease of movement for a variety of transport modes, with a focus on walking and cycling and tree canopy coverage, with improvements to expand their function as public spaces, landscape corridors and movement networks.
- Utilise generous nature strips to increase the amount of landscaping, tree planting, green areas and community gathering spaces to improve community connectedness, enhance amenity, contribute to better stormwater quality and reduce the urban heat island effect.
- Enhance the street network by delivering upon active streets.
- Investigate opportunities for increasing tree planting within the public realm and as part of masterplanning of key strategic sites to encourage greater pedestrian movement and activation of streetscapes and the public realm more broadly.



Natural Environment

- Significantly enhance and improve access to the Darebin Creek corridor protecting its habitat, waterway and passive recreation functions.
- Support redevelopment of the Edgars Creek corridor as a significant conservation reserve and critical habitat and for water quality and linear open space purposes.
- Expand and upgrade the shared path network along the creek corridors for pedestrians, cyclists, skaters and dog walkers avoiding significant habitat values along Edgars Creek where possible.
- Manage waterways and wetlands for their ecological values and amenity for the community, alongside their stormwater functions.
- Ensure physical infrastructure has the capacity or is upgraded to have the capacity to respond to and support changes in climate and urbanisation in Epping Central.
- Capitalise on opportunities to gain efficiencies and improve sustainability within the physical infrastructure network.
- Prevent pollutants, litter and contaminated run-off entering the waterways by implementing civil infrastructure initiatives that improve the quality of stormwater runoff from streetscapes before it enters the Darebin and Edgars Creek local waterways.



Heritage

- Ensure heritage places and associated elements are protected and enhanced to contribute to diversity and variety in surrounding built form.
- Encourage the adaptive reuse of heritage buildings, especially for community-based uses as a sustainability option and for the value they bring to neighbourhood character.
- Contribute to the local sense of place by protecting and enhancing views to heritage buildings and heritage assets within the streetscape e.g. Bills Horse Trough.
- Ensure impacts on heritage places respect the existing built form, and any changes are sympathetic, appropriate and supported by professional heritage advice.
- Ensure that new built form proposals are informed by Heritage and Design guidelines (Office of the Victorian Government Architect, Issue 07, 2019), any other applicable heritage assessments or guidelines and a Conservation Management Plan for the heritage place.
- Provide a sensitive interface at the point of connection to heritage buildings.
- Ensure external signage is permitted and is sympathetic to the overall character of the heritage place.
- Opportunity for built form to acknowledge the quarrying history of the area through appropriate use of stone as paving and cladding.

Development Principles and Guidelines

Scale

- Maintain a pedestrian scale at street level by ensuring that taller buildings include upper level setbacks as to minimise building bulk and overshadowing and provide a sensitive interface to lower scale dwellings.
- Maximise development density while minimising overshadowing impacts on public and private open space and habitable rooms of adjoining properties.
- Buildings should be in accordance with preferred building heights. Development which proposes to exceed preferred buildings heights needs to demonstrate a community benefit (e.g. affordable housing or public open space), the proposal is on a suitable site, is of high quality design and does not have a detrimental impact in respect to overshadowing or amenity.

Interface and Activation

- Ensure that new developments contribute to and enhance the public realm, streetscape and open space by encouraging ground floor activation and appropriate setbacks and landscaping.
- Promote spill of active uses such as cafés and street trading onto footpaths.
- Provide uniform height and width canopies, verandahs or other weather protection along key pedestrian routes.
- Ensure development in proximity to the Mernda rail line and proposed Wollert Rail Corridor consider and implement the “VicTrack Rail Development Interface Guidelines”.
- Provide built form interfaces to the Mernda rail line and proposed Wollert Rail Corridor that are attractive and maximise safety of future shared pedestrian/cycle paths.
- Provide a high amenity and safe pedestrian environment through passive surveillance and design of buildings at the ground level.
- Accentuate the prominence of building entrances.
- Place service areas away from major frontages and the public realm including screening of any roof mounted plant through architectural elements.
- Ensure that built form is respectful of and retains views to existing heritage buildings.

Built Form, Siting and Design

- In residential and mixed use precincts employ minimal building setbacks to promote passive surveillance and enclosure along pedestrian routes, define the street edge, increase the level of active frontages and with opportunity for landscaping/canopy trees where appropriate.
- In employment precinct provide sufficient setbacks for attractive front landscaping.
- Allow sufficient distance between buildings when multiple towers are proposed within proximity of each other to improve design response including solar access to daylight, landscaping, wind impacts, acoustics, visual bulk, and development potential of adjoining sites.
- Ensure buildings are accessible and cater for people with limited mobility.
- Encourage new development to use high quality materials.
- Encourage exemplary green architecture with features such as
 - Green walls
 - Rainwater harvesting
 - Recycled materials
- Minimise overshadowing of existing and future open space

Landscaping

- Ensure that new developments incorporate high quality landscaping including the provision of canopy trees.
- Ensure that new developments provide sufficient private open space.
- Prioritise the retention of existing indigenous trees and integrate into the design and landscaping of new development.
- Ensuring that the development of Masterplanning for key strategic sites incorporates opportunities for increased greening and planting of canopy trees and appropriate pedestrian and bicycle permeability.

Gateways and Landmark Sites

- On gateway and landmark sites new development should:
 - Use architectural form, materials and details to provide a strong visual impact.
 - Shape the building form and detail to reinforce important street corners as landmarks through reduced setbacks and building entrances onto the corner.
 - Avoid underdevelopment of the site or ‘at grade’ parking.
- Encourage lot consolidation to maximise the opportunity for landmark buildings and desired built form outcomes.

Cooper Street

- Encourage more intensive development incorporating increased building heights, bulk and large scale architecture that directly fronts Cooper Street. A gradual transition from large format-built form associated with the Cooper Street Employment Area and Melbourne Market to high end professional employment focused development further east along Cooper Street is encouraged
- Ensure upper levels of buildings on the north side of Cooper Street are setback to avoid significant overshadowing of street.
- Articulate built form elements such as roofs, balconies, windows and doorways to contribute to the preferred future high end/contemporary employment focus of the area.
- Encourage a built form interface to Cooper Street and sleeve car-parking where possible.

High Street

- Ensure upper levels of buildings along the western edge of High Street are setback to reduce overshadowing of the public realm.
- Ensure new development is sighted and designed to minimise the negative impacts of prevailing winds/wind tunnels on the public realm.

High Street

- Ensure that new development which has frontage to Coulstock Street is designed and located to provide passive surveillance and pedestrian access to Coulstock Street.

Open Space Plan





Potential New Open Spaces and Urban Squares

Reference	Opportunity	Potential Elements
OS1 Houston Street	New small local open space area to be incorporated as part of redevelopment of publicly owned land.	Approx. 1500sqm in size. Playground- minor, trees for canopy shade, seating, garden bed.
OS2 Wedge Street	New small local open space area to be developed on land acquired or existing publicly owned land reserved for open space using public open space contributions.	Approx. 1500sqm in size. Playground- minor, trees for canopy shade, seating, garden bed.
OS3 Pacific Epping Shopping Centre (Epping Green)	New small local open space area to be incorporated as part of future stages of development of shopping centre site.	Approx. 1500-2500sqm in size. Trees for canopy shade, seating, garden beds, grassed area.
OS4 Epping Homemakers Centre	New local open space area to be incorporated as part of redevelopment of existing restricted retail development.	Approx. 2500-5000sqm in size. Playground- minor, trees for canopy shade, seating, shelter, garden bed.
OS5 Epping Renewal Site (Urban Quarter)	New local open space area adjoining eastern side of Edgars Creek, delivered as part of development of Epping Renewal Site. (Note when augmented with OS6 and LOS03 open space is equivalent to municipal level.)	Approx. 6500-7000sqm in size. Playground- medium, barbeque, drinking fountain, grassed area, trees for canopy shade, seating, shelter, garden bed.
OS6 Epping Renewal Site (Living Quarter)	New local open space area near quarry hole, delivered as part of development of Epping Renewal Site.	Approx 3000-3500sqm in size. Playground- medium, barbeque, drinking fountain, grassed area, trees for canopy shade, seating, shelter, garden bed.



Potential New Open Spaces and Urban Squares

Reference	Opportunity	Potential Elements
US1 High Street Village	New public space delivered on corner of High Street and Coulstock Street.	Approx. 750-1000sqm in size. Seating, planting/garden bed, trees for canopy shade, raised lawn areas, art installation, feature lighting and paving, bike parking and a potential public toilet.
US2 Pacific Epping Shopping Centre (Transit Square)	Small urban square to be incorporated as part of future stages of development of shopping centre site. Possible interface with public transport and civic uses.	Approx. 750-1000sqm in size. Seating, planting/garden bed, trees for canopy shade, art installation, feature lighting and paving, bike parking.
US3 Pacific Epping Shopping Centre (Market Square)	Small urban square to be incorporated as part of future stages of development of shopping centre site.	Approx. 750-1000sqm in size. Seating, planting/garden bed, trees for canopy shade, art installation, feature lighting and paving, bike parking.
US4 Epping Renewal Site (Main Street)	Civic square to be developed at key intersection on the 'main street', delivered as part of development of Epping Renewal Site.	Approx. 1300sqm in size. Seating, planting/garden bed, trees for canopy shade, raised lawn areas, art installation, feature lighting and paving, bike parking.
LOS1 Darebin Creek	Improvements to linear open space along Darebin Creek.	Shared paths, seating, fitness equipment/facilities, WSUD features, trees for canopy shade, landscaping.
LOS2 Edgars Creek	Linear open space along Edgars Creek delivered as part of development of Epping Renewal Site linking to existing open space along the creek to the north and south.	Shared paths, seating, fitness equipment/facilities, WSUD features, landscaping.
LOS3 Coulstock Street	Linear open space on widened verge of Coulstock Street	Shared path, seating, trees for canopy shade, landscaping.
LOS4 Wollert Rail corridor	Linear open space in transport corridor delivered as part of Wollert Rail project.	Shared paths, seating, landscaping, fitness equipment/facility.

Section 3: Precinct Plans

Epping Central is made up of six core precincts and three contributory precincts.

The creation of each of the precincts is based on existing and future land use directions, built form and their role in realising the shared vision for Epping Central.

Each precinct has its own distinct existing conditions, opportunities, challenges and objectives.

Three contributory precincts have been identified as important areas within the broader Activity Centre, which benefit from inclusion within the Activity Centre boundary and Structure Plan to ensure the land use and development of these areas contributes to and are supported by the shared vision for Epping Central. These precincts build upon the synergies with adjoining precincts and their inclusion in the Structure Plan Boundary will ensure that development is well integrated. These contributory precincts are to be guided by their own independent planning controls and are not proposed to be guided by the Activity Centre Zone Schedule 1 (ACZ1). Whilst precincts 8 and 9 are currently located within the ACZ1, these areas are expected to experience low to moderate levels of change over the life of the plan. A summary of the existing conditions and objectives for each of the core and contributory precincts is contained within this section.



The purpose of the Precinct Plans is to identify key projects and initiatives to improve the public realm, streetscapes and open space. They also provide detailed direction in respect to land use and built form and design considerations for future development. The Precinct Plans are a useful tool for use by developers, the community, Council and the State Government to guide the future use and development of Epping Central to ensure the shared vision is realised.

Council will assess development applications against the strategies and guidelines contained in Sections 1 and 2 of this document and the detailed design requirements set out in the following precinct plans.



Precinct 1

High Street Village

The High Street Village Precinct focuses on the traditional main street activity area along High Street, incorporating Epping's core residential neighbourhood. This precinct is formed around the historic Epping Township area and is considered a neighbourhood hub for the residential population of Epping Central. High intensity mixed-use development incorporating multi-level residential development above activated streetscapes along High Street and improvements to streetscapes will deliver a strong, highly activated neighbourhood centre.



Precinct 2

High Street North

The High Street North Precinct is primarily residential with strong connections into the High Street Village precinct. Important civic uses in this precinct, such as the Epping Primary School, Epping Police Station and the City of Whittlesea Depot give this precinct a strong community focus. A pedestrian focussed and amenity rich precinct which will be facilitated through built form and public realm treatments.



Precinct 3

Epping Station Hub

The Epping Station Precinct centres on Epping Station and the residential area that extends to Darebin Creek. An important educational precinct that includes the Epping campus of Melbourne Polytechnic and St Monica's College.

Wide streetscapes and strong connections to Darebin Creek linear parkland are an asset to the surrounding residential area. As a transport hub, pedestrian amenity is important to enhance travel between the station, bus interchange, Melbourne Polytechnic and the surrounding precincts. Improvements to visual and physical amenity within this precinct will improve pedestrian connectivity and increase safety for residents and visitors.



Precinct 4

Regional Demand

This precinct focuses on the area encompassing Pacific Epping Shopping Centre, the Epping Homemaker Centre and the Northern Hospital, and their areas of future expansion and development. It includes the major southern gateway to Epping Central via High Street. The development of the Wollert Rail Corridor and additional train station within this precinct will improve public transport connectivity and reduce car dependency.

Plans to expand on the current retail and commercial land uses and evolve this precinct into a mixed-use area will reduce at-grade car parking, better utilise large underdeveloped sites and improve movement networks. Intensification of shops, services, food outlets, entertainment venues and the development of future residential apartments will support this precinct to become the centre of activity of Epping Central.



Precinct 5

Regeneration

A mixed-use employment focused precinct, the Regeneration precinct is located on the eastern side of Miller Street in proximity to the High Street Village and Regional Demand precincts. A mix of restricted retail, commercial and office-based land uses aim to strengthen the employment focus of this precinct and provide an appropriate transition to mixed-use commercial and residential developments closer to High and Cooper Street. Improvements to road infrastructure, streetscapes and built form will improve the amenity of this area and further encourage an increase in employment generating uses.



Precinct 6

Employment

A rapidly developing precinct that continues to evolve as a premier location for food, innovation, health and construction-based industries and ancillary office space. There is significant potential for new developments to capitalise on large underdeveloped and vacant sites along Miller Street, Yale Drive and Fullarton Drive to intensify employment generating uses and enhance the built form character of this precinct. Higher intensity commercial activity along Cooper Street that activates the streetscape will increase pedestrian movement and activity.



Precinct 7

Epping Renewal

A new and emerging precinct exists within the Epping Renewal site on the western edge of the Epping Central MAC. Epping Renewal is a high density mixed use precinct that will include a diverse range of commercial uses, housing types and built form outcomes. The precinct will also contain a local neighbourhood centre, supporting the community with uses such as cafes and local convenience retail and a connected network of open space and shared paths adjacent to the Edgars Creek conservation reserve. With a strong focus on wellbeing, community and health-based uses, including the new Northern Private Hospital currently under construction this precinct will integrate with the Northern Hospital and the broader 'activity core' of the Regional Demand precinct.



Precinct 8

Dalton Road Neighbourhood

The Dalton Road Neighbourhood forms the south eastern corner of Epping Central, adjoining Dalton Road between Childs Road and Cooper Street. The Darebin Creek linear park continues through this precinct and provides an open space asset to the immediate residential community. A low change precinct, improvements to streetscapes and open space will improve the visual and physical amenity of the neighbourhood.

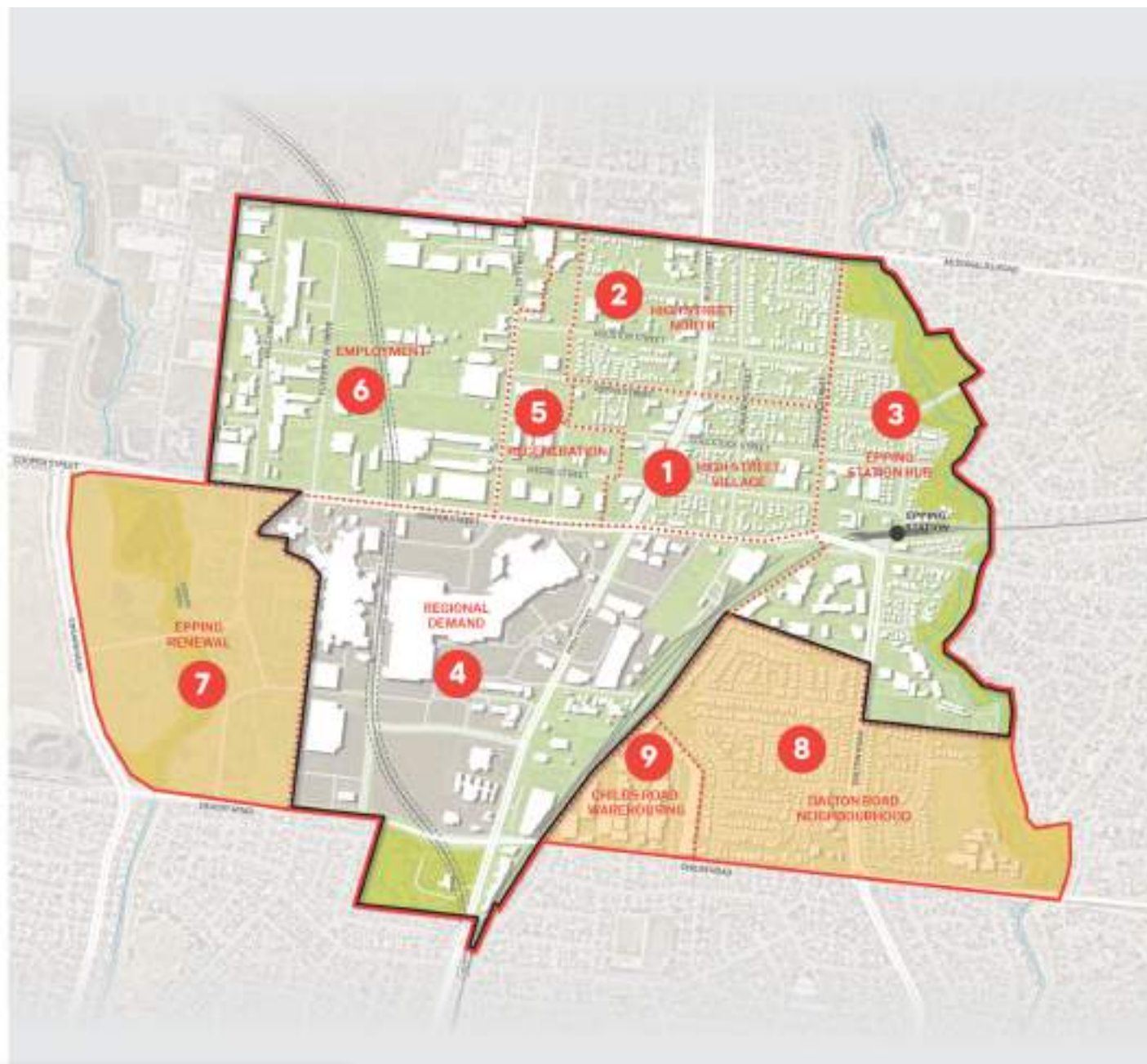


Precinct 9

Childs Road Employment

Located at the junction of Childs Road and the Mernda Rail Line, the Childs Road Employment precinct is a discrete pocket of industrial development. This precinct provides small scale industrial activities creating local employment opportunities. Improvements to the amenity of this precinct through street tree planting, landscaping and connections to public open space will support the development of high-quality built form.

 SPRING CENTRAL STRUCTURE
 PLAN BOUNDARY
 ACTIVITY CENTRE CORE PRECINCTS
 CURRENT SPRING CENTRAL PRECINCTS
 CONTRIBUTORY PRECINCTS





Precinct 1 High Street Village

Precinct Description

The High Street Village Precinct (Precinct 1) focuses on the traditional main street activity along High Street. This precinct is centred around the existing strip shopping precinct along High Street which acts as a local neighbourhood centre to the surrounding residential area, providing a combination of retail shops, services and amenity to support the local community.

Precinct Elements

- Existing 'main street' shops along High Street.
- A grid-based street network with is generally well connected to adjoining precincts.
- Large street blocks.
- Wide street reserves with generously sized nature strips.
- Location of key community and civic services on High Street.
- Walking distance to Epping Station.

Key Opportunities

Opportunity statement:

High Street Village is a high change, mixed use precinct characterised by an attractive, vibrant, high amenity local shopping strip supported by the surrounding residential neighbourhood. Higher residential densities are encouraged in appropriate locations to support the retail precinct. Built form, design and streetscape improvements define the precinct's neighbourhood character and improve the pedestrian-based environment and further define its role as a neighbourhood centre for the local Epping Central community.

Key opportunities for High Street Village include:

- Increased residential density and diversity of housing types to accommodate a range of housing types with varied needs, which also considers the amenity of existing residential properties.
- Encourage the provision of range of housing outcomes which support students, older people and people within a lower-socio economic bracket.
- Strengthen the connection between Epping Station and High Street Village shops.

- Maximise and enhance pedestrian connections to the public realm along High Street and nearby open space to increase accessibility and permeability.
- Support cafes, dining, speciality stores and art and culture type uses throughout High Street Village shops which diversify the retail offer and help create a vibrant local community and neighbourhood value.
- Allow uses that contribute to the vibrancy of the precinct to operate in extended morning and evening hours subject to design responses that promote safety and limit their impact on surrounding amenity.
- Support the High Street Village (between Rufus Street and Cooper Street) retail strip to thrive as local neighbourhood centre.
- Encourage local convenience and complementary retail and hospitality functions within High Street Village retail strip at the neighbourhood scale, whilst discouraging restricted retail, 'big box' retailing and large format supermarkets from locating within this Precinct.
- Provision of additional open space including a new local park and urban square.

Preferred Character

The preferred character is for multi-level, mixed use development which creates a human scale 'urban village'. Development along High Street and Cooper Street will be characterised by activity-generating retail and commercial activity with upper level office and residential uses with high density apartment development in surrounding streets.

The 'Urban Village' feel of the High Street Village shops will focus on enhancing the existing retail and services on offer and enticing new types of local scale convenience and entertainment uses to create a neighbourhood 'heart' for local residents, visitors and workers.

Development Principles and Guidelines

Scale

- High density development of 3-8 storeys is encouraged.
- New mixed-use development should avoid dominating the fine-grained development pattern of the High Street Village.
- Encourage the development of taller buildings on key redevelopment sites, main roads including High Street and Cooper Street and the northern side of east-west streets to avoid overshadowing the public realm of the street.
- Shop-top apartment development is encouraged along the High Street Shopping Precinct.

Interface and Activation

- Development must provide a positive interface with the public realm, in particular to High Street and Cooper Street. Development in these locations should create an inviting and interesting interface through active frontages, both at ground and upper floors where possible.
- Ground floor uses which expand the retail and service offers such as cafes, bars, dining, boutiques and speciality shops and enhance pedestrian safety along High Street and Cooper Street are supported.

- Strengthen the link between the Epping Train Station and the High Street Village shops, particularly along Cooper Street, through more intensive built form and improved pedestrian environment
- Utilise rear access laneways where possible to provide rear access to properties, thereby allowing vehicle access and parking away from the street.
- Ensure that development actively addresses all streetscapes, even when properties span across two parallel streets.
- Encourage retail and hospitality uses to use operable glazed frontages to allow for active uses to spill into the street.

Built Form, Siting and Design

- New residential development must seek to integrate the layout of development with the street in respect to front setbacks, fencing and orientation.
- Gateway and landmark sites must provide integrated architectural, spatial and built form outcomes which define the location, as identified on the precinct plan.
- Built form within High Street Village Shops must 'close the gap' and provide a continuous built form streetscape.
- Front setbacks along higher order streets are to provide minimal or no front setback to encourage activation of the street and increase passive surveillance opportunities along key pedestrian routes.
- Encourage the provision of a continuous awning or weather protection along High Street Village shops.
- Sightlines and views to the St Peter's church heritage building should be protected.

Streetscapes and Access

- Improvements to east – west pedestrian and cycle connections must enhance connectivity and pedestrian safety between Darebin Creek and High Street Village shops. Public realm projects are to include landscaping, lighting upgrades and pedestrian amenity and safety improvements.
- Continuation of High Street improvement works along Coulstock and Wedge Street must improve amenity and safety.
- An increase in the provision of street trees and vegetation planting is encouraged along Rufus Street, Coulstock Street and Wedge Street.
- Build upon the wide road reserves and provide large canopy trees, seating, bicycle lanes and on-street parking.
- Consider extension of 'red' Epping shared path network north from Cooper Street.
- Improve bicycle safety and connectivity along High Street and east-west streets to link residential and employment land, open space and shared path networks.
- Improve pedestrian safety along High Street and ensure the convenient and safe location of pedestrian crossings, public seating and other public realm elements.
- Develop a cohesive vision for Coulstock Street west of High Street to improve connectivity and land activation.

Precinct 1 High Street Village



A

Opportunity for narrow, undeveloped sites to achieve integrated development for high quality residential use that have strong relationships with Rufus Street and Coulstock Street. Consolidation of these titles is encouraged to achieve improved quality and higher density built form outcomes.

B

Large undeveloped site provides the opportunity for a high density mixed use development comprising active retail frontage on High Street, commercial offices and residential at upper levels. Built form should be of high architectural quality on this landmark site.

C

The site of the existing Epping Hotel presents a redevelopment opportunity to support regeneration of the High Street village. Development of upper stories for office and residential uses is strongly encouraged.

D

Coulstock Street reserve provides an opportunity for redevelopment including utilisation of street reserve for an urban square featuring seating, tree planting, art installation, public toilet and landscaping. Options for development of remainder of road reserve include additional car parking to offset parking displaced as a result of urban square and potential disposal of sections of road reserve whilst maintaining east west pedestrian connection.

E

Encourage lot consolidation to deliver landmark buildings on key sites on corner of High Street and Cooper Street.



Precinct 2 High Street North

Precinct Description

The High Street North Precinct (Precinct 2) is primarily residential with strong connections into the High Street Village precinct. A strong civic presence and connections to High Street Village shops and Darebin Creek linear parkland provide amenity to the residential community.

Precinct Elements

- Large residential blocks
- Epping Primary School
- Epping Police Station
- City of Whittlesea Depot Works Site
- Wide street reserves with generously sized nature strips
- Major gateway to Epping Central from the Northern Growth Corridor at the intersection with Memorial Avenue and High Street.

Key Opportunities

Opportunity statement:

High Street North is a medium change residential and community driven precinct. An increase in residential densities which intensifies towards High Street will support the retail functions of the adjoining High Street Village Shops and provide a greater choice in housing typology for the local community. The renewal and potential future redevelopment of key civic sites will contribute to the preferred character of this precinct. Key opportunities for High Street North include:

- Development of non-residential uses along High Street which are supported by encouraging upper level residential development outcomes and mixed use outcomes at ground level.
- Potential future re-development of City of Whittlesea Depot Site (or part thereof) could provide further employment opportunities, housing diversity and an increase in public open space.
- Maximise and enhance pedestrian connections to adjacent public realm and open space to increase accessibility and permeability.

Preferred Character

The preferred character for this precinct is to encourage the development of high-quality medium density residential units, townhouses and apartments (up to 4 storeys) in residential streets, that contribute positively to the streetscape and provide a transition to residential development to the north. Streetscapes are to be generously landscaped and pedestrian friendly, with architectural styles to be modern and attractive to reduce the visual dominance of private dwelling car parking.

Development that supports the gateway to Epping Central at the intersection of Memorial Avenue and High Street and provides high architectural style and ground level activation is encouraged.

Development Principles and Guidelines

Scale

- Residential development must seek to provide a diversity of housing stock, range of tenures and bedrooms numbers to facilitate housing choice.
- Development of taller building form is encouraged along High Street and the southern side of east-west streets to avoid overshadowing the public realm of the street. Built form is also to provide an appropriate transition to the north, where a lower level of change is anticipated.
- Encourage lot consolidation on the eastern edge of High Street to reduce the number of vehicle crossings and allow for increased density.

Interface and Activation

- Encourage a mix of uses such as residential, community and office-based land uses to address High Street to increase levels of activity and passive surveillance.
- Ensure built form provides for an appropriate interface between residential uses and non-residential uses to the west within the Regeneration Precinct.
- Redevelopment of landmark sites must provide a strong address to the street and public realm

Built Form, Siting and Design

- New residential development must improve the appearance of the precinct by employing high quality design and materials.
- High quality infill development that offers modern, highly articulated facades and design should be encouraged to minimise their impact upon the amenity of existing dwellings.
- Medium to higher site coverage is encouraged to facilitate a balance between increased densities and landscape opportunities particularly in front and rear setbacks.
- Built form along Memorial Avenue is to provide a transition in scale and height to appropriately address residential development outside of the Structure Plan area.

Streetscapes and Access

- Improve the appearance of streetscapes by undertaking streetscape improvements which increase pedestrian safety and amenity.

Precinct 2 High Street North

- HIGH STREET NORTH PRECINCT
EPPING CENTRAL STRUCTURE PLAN
BOUNDARY
- MEDIUM DENSITY RESIDENTIAL - MODERN
ATTRACTIVE, MEDIUM DENSITY
APARTMENTS
AND TOWNHOUSES OF DIVERSE SIZES &
DESIGNS
- MIXED USE- VIBRANT MEDIUM DENSITY
DEVELOPMENT INCLUDING RETAIL,
COMMERCIAL & OFFICE AT
GROUND FLOOR WITH OFFICE AND
RESIDENTIAL ABOVE
- OPEN SPACE- DARWIN CREEK CORRIDOR
EDUCATION FACILITY
- STRATEGIC REDEVELOPMENT SITES
- LANDMARK SITES- NEW DEVELOPMENT
SHOULD USE ARCHITECTURAL FORMS,
MATERIALS AND DETAILS TO PROVIDE A
STRONG VISUAL IMPACT
- ✱ NEW PUBLIC OPEN SPACE OPPORTUNITY
- OPEN SPACE/PUBLIC REAL FOCAL POINT
(DESTING)
- PROPOSED SIGNALISED INTERSECTION
- ⇄ IMPROVED BUILT FORM PRESENTATION TO
STREET OR OPEN SPACE
- PRIMARY STREETSCAPE IMPROVEMENT
AREAS
- STREETSCAPE IMPROVEMENT AREAS

**A**

Potential future opportunity to redevelop (or part thereof) the City of Whittlesea Depot Site and current site of the Epping Police Station. Any future redevelopment should be guided by a site master plan. Opportunities for redevelopment should incorporate additional public open space and may include adaptive re-use of heritage buildings, community uses / meeting spaces, commercial uses and a mix of private and affordable housing

B

This gateway site of the north of the precinct is currently occupied by a petrol station. Important corner sites such as this provide key opportunities to develop landmark buildings marking the gateway in Epping Central.

C

The forecourt to the existing Church plays a crucial role in providing views and vistas towards the historic building from High Street. Landscaped open space is strongly supported in this location with any further development to front Rufus and Houston Streets rather than High Street so that views to the church are protected.

D

An opportunity exists for a landscaped forecourt and localised open space areas that can be used by the community, capturing and enhancing views to the historic buildings and church.



Precinct 3

Epping Station Hub

Precinct Description

Centred around Epping Train Station, Precinct 3 encompasses the Epping campus of Melbourne Polytechnic and the northern and southern campuses of St. Monica's College. This precinct also includes a residential catchment and the Darebin Creek Linear Parkland. Wide streets provide views to the Darebin Creek. High levels of pedestrian activity occur between the Train Station, bus interchange, Melbourne Polytechnic, school sites and the surrounding shopping precincts.

Precinct Elements

- Large blocks and wide road reserves.
- Low-rise multi-unit developments.
- Multiple points of connection to Darebin Creek and the Darebin Creek Linear Parklands.
- Strong connectivity and proximity to Epping Station and the High Street Village Shops.
- Two major gateways to Epping Central at Rufus Street (at the creek crossing) and Davisson Street (at Memorial Avenue intersection).

Key Opportunities

Opportunity statement:

The Epping Station Precinct is a moderate change, mixed use precinct with a focus on residential development and education-based uses. The integration of Epping Train Station, bus interchange and surrounding land uses will seek to maximise accessibility to and the attractiveness of public transport for the Activity Centre. Medium density residential development is encouraged and should positively address the street contributing to the urban environment.

Key opportunities for the Epping Station Precinct include:

- Visually and physically link key locations in the precinct including Darebin Creek, Melbourne Polytechnic, educational and community facilities.
- Formalise and improve existing pedestrian routes between Epping Station, Melbourne Polytechnic, schools and the northern residential area by increasing landscaping and safety measures.

- Ensure future uses at Melbourne Polytechnic maximise use of the site and enhance the site's civic role within the precinct.
- Require new built form abutting the Darebin Creek parklands to addresses the public realm to provide an active interface and passive surveillance.
- Public and sustainable transport function of the precinct should take priority over roads and car-based transport, with consideration for the movement of pedestrians and cyclists being paramount.
- Visitors arriving in Epping Central via Epping Station should be able to navigate their way quickly and easily to key destinations in the Activity Centre.
- Support the additional provision of community and educational based uses along Davisson Street between Coulstock Street and Cooper Street, reinforcing the civic and education function of this precinct.

Preferred Character

The preferred character is for a diverse mix of education, community and residential uses, with opportunity for increased densities and scale in proximity to the station and Melbourne Polytechnic, to support the adjoining neighbourhood retail precincts. Development of new buildings on landmark sites along Cooper Street and at Melbourne Polytechnic should complement the precinct reinforce the educational and transport functions of this Precinct. Attractive, landscaped streets will provide for high levels of pedestrian and cyclist activity.

Community and educational uses should be provided in the order of 4 storeys reinforcing the civic and education function of the area. Higher density residential (3-8 storeys) is encouraged, with outcomes maximising height, in proximity to the station and Melbourne Polytechnic enhancing the gateway location at the entrance of Epping Central from the east. Medium density residential (2-4 storeys) is supported in the north of the precinct, providing a transition to residential development to the east of Epping Central and the Darebin Creek corridor.

Development Principles and Guidelines

Scale

- 3-8 storey, high density development around Epping Train Station and Melbourne Polytechnic.
- 2-4 storey, medium density development within the northern residential areas.
- 1-4 storey, education and community related uses which support the precincts education and civic focus.
- Development of apartment style buildings should occur on key redevelopment sites along Cooper Street and Dalton Road.
- Taller apartment buildings are to include upper level setbacks as to minimise building bulk and overshadowing.

Interface and Activation

- New dwellings abutting the Darebin Creek Linear Parklands should incorporate windows and balconies overlooking the park from upper storeys to improve safety and passive surveillance of this space.
- Medium density residential renewal along the parkland should optimise the use of a “dual frontage” to reduce back fence treatments abutting open space.

- Encourage low and / or semi-transparent fencing / gates at the rear of dwellings abutting the Darebin Creek Linear Parklands to increase passive surveillance opportunities.

Built Form, Siting and Design

- Housing typologies such as low scale apartments, multi units and townhouses is supported, and must provide modern, innovative and attractive outcomes.
- New residential development along the Darebin Creek corridor must avoid high, solid fences which minimise passive surveillance opportunities.

Streetscapes and Access

- Streetscapes must be attractive, landscaped, highly practical and designed for high levels of pedestrian and cyclists’ movements.
- Promote the use of Darebin Creek Trail by improving pedestrian and cycle links, amenity, wayfinding and views between the trail and east-west streets within the precinct including Houston Street, Coulstock Street, the Rail Corridor and Cooper Street.

- Provide a landscape transition between the informal green space of Darebin Creek parklands to the more formal neighbourhood core that enhances view lines and connections to green space. This may be achieved through increased planting in the wide road verges along Houston and Coulstock Streets and along the Rail Corridor. Species selection must build upon species found within the Darebin Creek Trail.
- Where possible, provide safe pedestrian entry points between St Monica’s Secondary College and adjoining residential development to the Darebin Creek Linear Parkland.

Melbourne Polytechnic

- Support the future development of the Melbourne Polytechnic Site to improve the built form address to the public realm.
- Support Melbourne polytechnic to complement their educational offering with the anticipated research offering of the food hub.
- Encourage the future development of the Melbourne Polytechnic site to expand on its mix of uses to respond to community and education needs.
- Support Melbourne Polytechnic to prepare a site specific masterplan that creates an active presentation to Dalton Road.

Precinct 3
Epping Station Hub



- A**

The Epping Station is currently the precincts main public transport hub and as such has high levels of pedestrian activity. There is an opportunity to continue to improve links and connections to the station particularly with Melbourne Polytechnic, St Monica's College, High Street Village and the Epping Central activity centre core.
- B**

Opportunity to better utilise the wide verges of Coulstock Street to enhance the precincts open space network. Improvements could include a shared path, additional street tree planting and seating.
- C**

This large underdeveloped site provides the opportunity for a higher density housing development that can establish active links and a positive relationship to the Darebin Creek parklands.
- D**

This large corner site in immediate proximity to Epping Station and Melbourne Polytechnic provides future redevelopment opportunities for higher density housing and ground floor retail uses.
- E**

Opportunity for Melbourne Polytechnic to better connect and integrate with the Epping Station precinct as part of new development on their site, including a landmark building on the corner of Cooper Street and Dalton Road.



Precinct 4

Regional Demand

Precinct Description

Encompassing the major anchors of the Activity Centre including Pacific Epping Shopping Centre, the Northern Hospital, significant areas of bulky goods retailing including the Epping Homemaker Centre, as well as industrial, entertainment, community uses and future residential development, this precinct is the activity 'heart' of Epping Central. The Regional Demand precinct contains significant parcels of land in the same ownership and a number of strategic redevelopment opportunities which will broaden the offer of employment, retail, health and community service-based uses.

Precinct Elements

- Pacific Epping Shopping Centre provides regional level retail and commercial based uses.
- Epping Homemakers Centre provides existing large-format and bulky goods retail development.
- Northern Hospital and associated outpatient services provides regional level health and community services and the Northern Centre for Health, Education and Research (NCHER).
- VR Michael Reserve which provides green space and recreation opportunities.
- The future Wollert Rail Corridor which will include a station and potential interchange located south of Cooper Street between the Northern Hospital and Pacific Epping Shopping Centre.
- Large undeveloped or underdeveloped sites with strong potential for development.
- Large entertainment and cultural facilities.
- Isolated industrial 'pockets' flanking High Street.

Key Opportunities

Opportunity statement:

The expansion and growth of the Regional Demand precinct will reinforce and expand upon the regional role of the Northern Hospital, Pacific Epping Shopping Centre and Epping Homemakers Centre. Future development of these sites must focus on significantly improving on their physical relationship and connectivity to each other and the surrounding streets and precincts. The timely provision of the future Wollert Rail and associated train station within this precinct will improve accessibility to a range of community and health services, retail and commercial uses and bolster the importance of this Precinct within a Metropolitan Activity Centre.

Key opportunities for the Regional Demand Precinct include:

- Encourage predominantly retail based developments to incorporate a greater mix of uses including residential development.
- Significantly intensify the use and development of land in the precinct by encouraging an improved mix of uses including commercial and residential, in a pedestrian and cycle-friendly environment.
- Overcome barriers presented by the existing large format, internalised and car-reliant 'mall model' of development and encourage a more sustainable street-based format.
- Ensure the proposed Wollert Rail Corridor enhances accessibility to public transport and improves pedestrian movement and manages the interface with the corridor in terms of built form, building setbacks, and appropriate buffers.
- Improve pedestrian and cyclist connectivity through major sites.
- Enhance movement connections and visual links across High Street and Cooper Street.
- Protect the long-term development potential of major parking sites from inappropriate short-term development and subdivision.
- Support the transition of industrial uses out of this precinct into employment precincts north of Cooper Street where industrial uses are supported.
- Facilitate the timely implementation of the proposed Wollert Rail Corridor and interchange and station at Epping Central.
- Support the key redevelopment of anchor sites within this precinct through site specific masterplans, by working with landowners, developers, state government and other partners to facilitate investment and development consistent with the vision for the precinct.
- Foster a joint collaboration between key stakeholders in the precinct to work together to integrate development sites, particularly in respect to pedestrian movement corridors and new links.

Preferred Character

The preferred character for the Regional Demand Precinct is a high change, multi-level, mixed use precinct with a strong focus on employment and health and human services. Retail, office, entertainment and residential uses should be provided in integrated multi-level development of 3-8 storeys with strong pedestrian amenity. New development must feature active frontages to all streets, reduced setbacks, and reduced visual presence of parking and paved areas. Architectural styles are modern, and the built form is to respond to pedestrian and cyclist networks and movement. Land around the Pacific Epping Shopping Centre and Epping Homemakers Centre provides significant opportunity for pedestrian scale retail, commercial and residential development set within a more permeable street network.

Development Principles and Guidelines

Scale

- Significantly diversify and intensify uses on major retail sites to capitalise on their strategic location in the heart of the activity centre and on the Principal Public Transport Network (PPTN).
- Built form and activities contained within buildings must seek to provide the highest and best use for the precinct with respect to employment creation, economic productivity, dwelling numbers and activation of the public realm and streetscapes.
- Medium scale mixed-use built form along High Street and which screens areas of car parking.
- High intensity, large scale employment and health focused built form, with increased height, bulk and density along Cooper Street west of High Street.
- Lower intensity mixed-use built form along Cooper Street east of High Street which provides an appropriate transition from northern residential development.

Interface and Activation

- Built form and activities contained within the ground floor and upper levels must provide surveillance of the street and public realm.
- Publicly accessible buildings should provide regular points of access between other buildings, public spaces and the street to promote activity.
- Ground floors are to accommodate activity generating uses particularly adjoining key streets and the public realm and are to minimise the use of visually impermeable facades such as glazed or reflective windows.
- Car parking and service areas are to be sleeved to minimise visibility from the street or the public realm.

Built Form, Siting and Design

- Consolidate at grade car parking in favour of underground or multi-level parking, where possible, and sleeve parking areas behind buildings to improve the appearance of the streetscape and facilitate pedestrian accessibility.
- Built form when viewed from the public realm, particularly Cooper and High Street and the east-west pedestrian priority street should provide high architectural design and longevity which seeks to complement the preferred character of the area. Selection of materials used must be robust and durable and complement the precinct.

- Building facades are to be articulated to reduce building bulk and create visual interest.
- The design and siting of built form must seek to maximise solar access to dwellings and office space.
- Built form siting should also seek to provide all year-round weather and wind protection within the public realm, with an emphasis on providing shaded areas during summer.
- Built form should seek to provide and increase accessibility to green spaces and urban squares
- New built form should seek to provide interim façade treatments to reduce blank or inactive walls.

Streetscapes and Access

- Provide safe, direct and attractive bicycle and pedestrian connections within and through major development sites to improve internal movement networks and provide connections to the Cooper Street and High Street shared paths and other key routes within adjoining precincts.
- A network of streets, pedestrian paths and transit routes should establish safe, direct, legible and comfortable pedestrian, cycle, public transport and vehicle movement opportunities, including tree planting.
- Strong pedestrian accessibility must be provided to existing, future and proposed public transport terminals.
- Incorporate well-designed, accessible and landscaped public open spaces within major development sites generally in accordance with the open space plan.
- To strengthen links to the VR Michael Reserve and support development to the north and east that overlooks, provides passive surveillance opportunities and promotes the use of the reserve.
- Development of the public realm should provide functional and comfortable spaces which establishes visual interest and character. The public realm should be designed with the end user in mind which seeks to benefit user experience.
- Support the creation of a direct and continuous pedestrian priority link across High Street between Pacific Epping and the Epping Homemaker Centre.

Epping Homemakers Centre

- Support the future development of the Epping Homemakers site to improve the built form address to Cooper and High Street.
- Encourage the future development of the Epping Homemakers site to expand on its mix of uses and intensify development of the site.
- Encourage a mix of uses which build upon the existing bulky goods to also include residential, commercial and office based uses.
- Encourage increased permeability through the site for all modes of transport but particularly pedestrians along Pedestrian Movement corridor.
- Encourage the Epping Homemakers Centre to prepare a site-specific masterplan in the future to guide the transition of the site from a commercial precinct into a mixed use precinct.

Pacific Epping Shopping Centre

- Support the finalisation and implementation of a site-specific master plan for Pacific Epping Shopping Centre precinct to guide future stages of development and support the evolution of the site into a vibrant mixed use precinct.
- Support the future development of the Pacific Epping Shopping Centre to improve the built form address to Cooper and High Street and along key pedestrian and public transport routes and which provide for a high level of activity, creating a safe and attractive environment with opportunities for social interaction.
- Encourage the future development of the Pacific Epping Shopping Centre site to expand on its mix of uses and significantly intensify development of the site.
- Encourage a mix of uses which generates activity both during the day and at night which includes residential, commercial, retail, health and community-based uses.

Northern Hospital

- To encourage new development on the Northern Hospital site to be implement the findings of the Northern Hospital Urban Design Study, 2018 and any other endorsed master plan for the site.
- To encourage a pedestrian movement corridor to be established through the Northern Hospital site connecting between the Pacific Epping Shopping Centre and the Epping Renewal Site including the new Northern Private Hospital.
- To encourage the Northern Hospital to consider improvements to the western façade of the hospital as a visible active interface for the future residents of the New Epping development.

Precinct 4
Regional
Demand



A

Development of the key central site must be of high architectural quality to create a landmark at this major intersection. This site must activate the streetscape for pedestrians at ground level and integrate with the pedestrian shared path on Cooper Street.

B

Council to engage with State Government should the land used for the train stabling and maintenance facility become surplus to need in the future, in order to realise its redevelopment opportunity given its strategic location in the activity centre.

C

Council to work with stakeholders to deliver a shared path along the rail reserve between Childs Road and the Epping Station.

D

A significant opportunity exists upon the maturity of market conditions to undertake a comprehensive redevelopment of the existing Homemakers Centre given its central location in the activity centre and proximity to Epping Station. Redevelopment should be guided by a precinct master plan and incorporate a mix of uses at higher densities (including employment, retail and housing), a large centrally located public open space, a fine-grain pedestrian network (including a key pedestrian link connecting through the site to Pacific Epping Shopping Centre and the Epping Station) and high quality urban design. Development in the interim consistent with the current use should consider and incorporate where possible the future vision for the site including in respect to the street network, pedestrian connections and open space.

E

These corner sites provide key opportunities to develop landmark buildings with striking architectural elements to mark the gateway to Epping Central.

F

Opportunities for open space and urban squares developed as part of future stages of development to enhance Epping Centrals open space network. These spaces should be activated with hospitality, retail and civic uses.

G

Opportunity for enhanced internal street network, with additional tree planting, streetscape works creating a more defined street network and a safer and higher amenity environment for pedestrians.

H

Development of two key pedestrian movement corridors linking key destinations, public spaces and public transport hubs. The corridor should prioritise pedestrian movement and provide for a safe and high amenity pedestrian environment including trees, seating and wayfinding signage.

I

Work with stakeholders to investigate pedestrian connections between key destinations.



Precinct 5 Regeneration

Precinct Description

The Regeneration Precinct runs along the northern side of Cooper Street and the eastern edge of Miller Street. Most sites consist of an eclectic mix of industrial and commercial developments that are in varying conditions and utilisation. Miller Street operates an important north-south connector road. Upgrades and urbanisation of Wedge Street, Coulstock Street and Rufus Street will improve connectivity and pedestrian amenity and establish strong east-west connections between adjoining employment and residential precincts.

Precinct Elements

- Large undeveloped or underdeveloped sites with strong potential for development.
- Located in proximity to High Street, Pacific Epping Shopping Centre, Epping Train Station and the Bus Interchange.
- Cooper Street frontage.
- Double fronted large lots.

Key Opportunities

Opportunity statement:

The Regeneration Precinct is a high change, mixed use precinct with an evolving focus on high quality multi-level office and commercial development that benefits from its proximity to High Street, Pacific Epping Shopping Centre and the Epping Train Station. Key improvements to streetscapes with a focus on pedestrian and cyclist movement and an increase in landscaping will support the evolution of a greater mix of uses within this precinct.

Key opportunities for the Regeneration Precinct include:

- Support the development of large sites for multi-level mixed use outcomes which positively interface with the existing street network.
- Protect the strategic significance of large development or underdeveloped sites from inappropriate short term development and subdivision to maximise the development potential of these sites.
- Overcome the movement barrier created by Cooper Street by transitioning to a stronger pedestrian and cyclist-based street network and reverse vehicle-based development and road design.
- Improve the amenity of streets including the construction of pedestrian paths, street tree planting and landscaping.
- Significantly intensify the use and development of land in the precinct, whilst encouraging an improved mix of uses including commercial and residential in a pedestrian and cycle-friendly environment.
- Provide appropriate transition between residential catchments to the north and east and commercial mixed-uses within this precinct.
- Support health and food innovation related industries which strengthen the employment focus of Epping Central.
- Support interim uses where these will not prejudice the long term vision for the precinct.
- Minimise land use conflicts by ensuring that new residential uses are compatible with existing uses and do not undermine the employment and economic development focus of the precinct.

Preferred Character

The preferred character is for a high change, mixed use precinct that provides a strong transition between industrial uses to the west and residential uses to the north and east and a strong built form response to Cooper Street. Employment generating mixed use/office development of 3-8 storeys is encouraged with taller built form on key redevelopment sites and along Cooper Street. Development will provide active frontages to streets and reduce the visual presence of parking and paved areas. Architectural styles are to be attractive and modern and development is to prioritise pedestrian and cyclist access and movement which are further strengthened by a high-quality public realm.

Development Principles and Guidelines

Scale

- Create a human-scale, pedestrian-oriented environment along arterial and connector roads to reduce the reliance on cars through modifications to the design of existing roads and ensuring that redevelopment contributes to improved pedestrian amenity.
- Development of large undeveloped or underdeveloped sites must ensure integration to neighbouring properties and maximise the development potential of these important redevelopment sites.
- Support the redevelopment of underutilised industrial based sites for higher density commercial and residential development ensuring appropriate land contamination investigations and remediation works are undertaken.

Interface and Activation

- Ensure redevelopment along all streets, and particularly Cooper and Miller Streets, provides active uses at street level and contributes to an improved pedestrian and cyclist environment.
- Require new developments along Coulstock Street to actively address the street and contribute to the strong pedestrian movement corridor.
- Corner site developments are to address both street frontages with articulated, quality faced treatments.

Built Form, Siting and Design

- Ensure development along Cooper and Miller Street provides a strong architectural response to the street frontage and is sensitive to adjoining development at the rear.
- Development fronting Cooper Street and Miller Street are to maintain visual interest, encourage street activity and enhance public safety for pedestrians and cyclists.
- Built form along Cooper Street must seek to achieve minimum setback from the street and set upper stories back to ensure development remains at a human scale at ground level.
- Protect the amenity of existing residential development to the north and east by positioning or minimising site access away from residential interfaces.

Streetscapes and Access

- Enhance the street-based amenity of key local streets through the additional planting of street trees and further landscaping.
- To ensure that development actively addresses all streetscapes, even where properties span across two parallel streets.
- Parking is to be screened from the street by positioning parking at the rear of the built form or integrated into built form through basement/podium or rooftop parking.
- Co-ordinate the upgrade of unmade roads as new development occurs on adjoining sites.

Precinct 5 Regeneration

**A**

These key sites provide a significant redevelopment opportunity, particularly for office-based employment. Frontages must be active to support increased pedestrian activity and movement along Cooper Street.

B

Large underdeveloped site with potential contamination issues that require investigation prior to change of use. Need for future connection to be created linking Duffy Street north with Duffy Street south.

C

Large vacant site with potential redevelopment opportunity including a mix of commercial and residential uses. Potential contamination issues that require investigation prior to sensitive uses being located on the site. Future development should ensure active address to surrounding streets, particularly Miller Street. Any proposal which includes a residential use must include an appropriate interface/transition to nearby employment uses and should include public open space.

D

Opportunity to consolidate these narrow, underdeveloped sites to achieve more integrated redevelopment of these sites for mixed use outcomes with a focus on employment uses and residential uses at upper level. Promote development with improved quality and higher density outcomes that have a strong relationship to Coulstock and Wedge Streets.



Precinct 6 Employment

Precinct Description

The Employment precinct supports the thriving local economy and generates a high level of employment opportunities at a local and regional level. A mix of high quality industrial and commercial uses is encouraged to benefit from the proximity to the proposed public transport interchange and broader regional freight network. As the industrial core of Epping Central, warehousing, advanced manufacturing, office and commercial space within this precinct will provide further opportunities for food and health-based industries. Improvements in sustainable transport outcomes and streetscapes will help people travel safely between where they live and work.

Precinct Elements

- Large lots.
- Significant office and industrial development, with a high proportion of hard surfaces (roof space, car parking etc).
- Large undeveloped or underdeveloped sites with strong potential for development.
- Limited east-west connections.
- Strong interface with Miller Street.
- Proposed Future Wollert Rail Corridor traverses the precinct.

Key Opportunities

Opportunity Statement:

The Employment Precinct is a high change precinct with a focus on development for commercial, office and industrial based purposes. These uses are of a large scale along Cooper and Miller Streets (3-8 storeys) and transition to smaller scale whilst maintaining high levels of site coverage and employment generation towards the north. The Wollert Rail Corridor will extend north-south through the centre of this precinct, limiting the scope for east-west connections.

Key opportunities for the Employment Precinct include:

- Intensification of health and food innovation-based land uses which complement existing industries.
- Improve pedestrian and cyclist connections from the northern growth corridor to Cooper Street and Pacific Epping Shopping Centre as part of the north-south rail connection.
- Improve internal road connectivity where possible and ensure safe pedestrian and vehicle movement throughout.
- Ensure that industrial uses proposed on the eastern periphery of the precinct are sensitive to future commercial and office based mixed use development, in terms of noise and emissions impacts and provide an appropriate transition to the use of land in the Regeneration Precinct.
- Maximise employment levels through development of intensive uses and reduction of warehousing or storage-based uses, particularly along Miller Street.
- An appropriate mix of office / industrial use is encouraged that maximises employment levels and improves the appearance of the precinct.
- Encourage health and health tourism uses along Cooper Street that are complimentary to that future redevelopment of the Northern Hospital and the existing Epping Medical and Specialist Centre.

Preferred Character

The preferred character is for modern, high quality commercial and industrial based land uses that results in development at various scales demonstrating reduced front setbacks, attractive landscaping and set within an improved public realm that prioritises pedestrian and cyclist movements. Development scale is to intensify towards Cooper Street and present a more mixed-use commercial focus that reflects commercial and health services development occurring on the south side of Cooper Street. Development on the north side of Cooper Street should maximise building height requirements and provide podium architectural styles. Non-employment generating uses such as caretaker dwellings are discouraged, and residential development is prohibited in this precinct.

Development Principles and Guidelines

Scale

- To protect the long-term strategic significance of major development sites from inappropriate, short term development and premature subdivision.
- Encourage more intensive scale forms of development on Cooper Street (3-8 storeys) and Miller Street.

Interface and Activation

- To provide a sense of arrival to Epping Central by encouraging high quality-built form and design along Cooper Street.
- Manage the interface with the future public transport corridor in terms of built form, address, building setbacks, appropriate buffers, ensuring pedestrian and bicycle permeability. Ensure that new development provides for passive surveillance noting its potential future role as a pedestrian and cycle / open space corridor.
- Minimise visual clutter created by excessive advertising signage particularly that which is not related to the site on which it is located.

- Encourage future development to use parking and landscaping to buffer the noise of the rail from those employed within those spaces.
- Corner site developments are to address both street frontages with articulated, quality faced treatments.

Built Form, Siting and Design

- Encourage visually arresting and innovative design in new development particularly along Cooper Street, which maximises use of Ecologically Sustainable Design principles and technology and incorporates public art pieces where appropriate.
- Prohibit built form (including temporary buildings) in the proposed transport corridor.
- Corner site developments are to address both street frontages with articulated, quality faced treatments
- Sleeve uses that require large yard spaces with offices or other visually attractive built form/ fencing
- Intensify industrial development around Fullarton Drive in lots that are unaffected by the rail corridor

Streetscapes and Access

- Maximise connections (both physical and visual) between the establishing employment uses in this precinct and the retail, residential and community-based uses to the east, as well as to the major retail precinct to the south.
- Improve internal road connections to maximise vehicle and pedestrian connectivity.
- Preserve remnant wetlands adjacent to the proposed rail corridor.
- Parking is to be screened from the street by positioning parking at the rear of the built form or integrated into built form through basement/podium or rooftop parking, or behind inconspicuous and highly attractive screening particularly along the Cooper Street frontage.
- Reduce the prevalence of unsealed driveways and informal car parking along Miller street
- Formalise on-street parallel parking along Yale drive and Fullarton drive to reduce dependence on large car parking areas within private development
 - Use landscaping in kerb outstands to improve safety and streetscape appearance
- Encourage new industrial development to locate loading and unloading of vehicles to the side or rear of the buildings

Precinct 6 Employment



A

Opportunities for multi-level office and health related employment uses on vacant and/or underutilised sites in commercial precinct fronting Cooper Street. Built form and landscaping should define the street edge to support increased pedestrian activity and movement along Cooper Street and define Cooper Street as a major commercial boulevard.

B

New development abutting the future Wollert rail corridor must protect the corridor and provide for an appropriate interface that includes surveillance.

Encourage activities and built form which activates the rail corridor and provides passive surveillance of the proposed shared path proposed along the rail corridor.

C

Epping Leisure City is a significant entertainment centre in Epping Central. The site is within walking distance to High Street Village, Pacific Epping Shopping Centre and public transport. The facility needs to consolidate its position as an activity hub for residents in the region of different ages including future activities that integrate well with the current operations.



Precinct 7

Epping Renewal Site (New Epping)

Precinct Description

The Epping Renewal Site is an approximately 50ha redevelopment site of a former quarry. The site is bordered by Cooper Street to the north, Edgars Creek to the west, Deveny Road to the south and the Northern Hospital and Costco supermarket to the east. The Edgars Creek corridor (including adjacent former quarry holes) which runs through the site from north to south, contains habitat of environmental significance. The first stage of the of the redevelopment will comprise a new private hospital and affordable housing development.

Precinct Elements

- Significant redevelopment opportunity including commercial, health, residential and limited retail uses.
- Immediately adjacent Northern Hospital.
- Edgars Creek corridor and former quarry holes including habitat for threatened Growling Grass Frog.
- Road frontage to Cooper Street, Edgars Road, Deveny Road and connection to Pacific Epping Shopping Centre.
- Site has been remediated including capping, given former quarry and landfill operations.

Key Opportunities

- Development of a health precinct to be anchored by a new private hospital capitalising on the sites location adjacent to the Northern Hospital.
- Development of a commercial precinct providing for a range of employment opportunities.
- The provision of a diversity of housing types including affordable housing.
- Connectivity through the site include access to the broader network at Cooper Street, Edgars Road, Deveny Road and through to the Pacific Epping Shopping Centre
- A municipal open space area along the Edgars Creek including habitat for threatened species, passive open space and opportunities for informal active recreation.
- Connection to the shared path network including shared paths along the Edgars Creek.

Preferred Character

The redevelopment of this site offers the opportunity to establish a new urban character which responds to its site context adjoining the Edgars Creek and proposed mix of uses and activities. The area will be broken up into a number of smaller precincts: health quarter, urban quarters (north and south), living quarter and conservation quarter, each with a distinct character outlined in more detail in the approved Development Plan for the site.

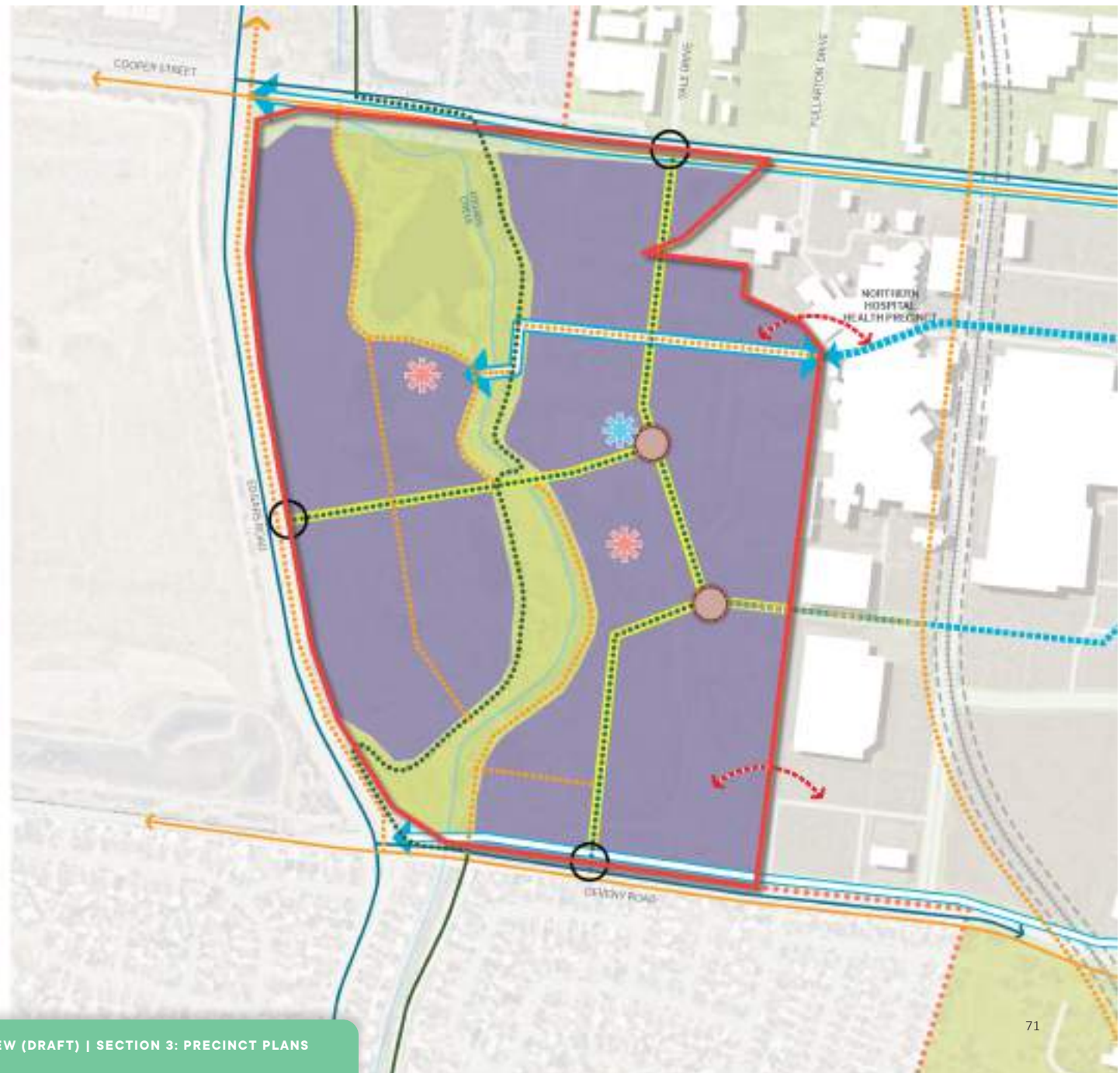
Development Principles and Guidelines

Development principles and guidelines for this precinct are detailed in the approved Epping Renewal Development Plan, 2022.

Precinct 7 Epping Renewal

- ▬ EPPING REGIONAL STRUCTURE PLAN BOUNDARY
- MIXED USE - VIBRANT MEDIUM DENSITY DEVELOPMENT INCLUDING LIGHT MANUFACTURING, COMMERCIAL AND OFFICE AT GROUND FLOOR WITH OFFICE AND RESIDENTIAL ABOVE
- ▬ PROPOSED ROAD NETWORK
- ▬ PEDESTRIAN MOBILITY MOVEMENT CORRIDOR
- ▬ PRIMARY PEDESTRIAN LINK
- ▬ EXISTING ON ROAD BIKE LANE
- ▬ EXISTING OFF-ROAD SHARED PATH
- ▬ EXISTING OPEN SPACE TRAIL
- ▬ PROPOSED ON ROAD BIKE LANE
- ▬ PROPOSED OFF-ROAD SHARED PATH
- ▬ PROPOSED OPEN SPACE TRAIL
- PROPOSED INTERSECTION TREATMENT TO BE DETERMINED
- PROPOSED SIGNALISED INTERSECTION
- ✱ NEW PUBLIC OPEN SPACE OPPORTUNITY
- ✱ URBAN SQUARE / PUBLIC REALM FOCAL POINT (NEW OPPORTUNITY)
- ▬ POTENTIAL PEDESTRIAN LINK

0 50 100 200m
 SCALE: 1:10,000 IN A3
 18.09.2022 V01





Precinct 8

Dalton Road Neighbourhood

Precinct Description

The Dalton Road Neighbourhood Precinct forms the south eastern corner of Epping Central and is centred around the Dalton Road Shopping Village. A predominately residential precinct, it also includes Lalor North Secondary College and linkages to the Darebin Creek Linear Parkland. The Dalton Road Shopping Village provides local neighbourhood level retail shops, services and amenity to support the local community. Dalton Road provides a strong connection to the Epping Train Station and Melbourne Polytechnic.

Precinct Elements

- Dalton Road Shopping Village.
- A curvilinear residential subdivision pattern comprising many court bowls, reflective of the area's establishment in the late 1980s.
- Poor pedestrian connectivity resulting from the subdivision pattern and segregation from the broader Epping Central by the Mernda Rail Corridor.
- Limited relationship with the Darebin Creek Linear Parkland despite its proximity.
- Limited interface with adjoining precincts.
- Signalised intersection at Dalton and Childs Road.

Key Opportunities

Opportunity statement:

Dalton Road Precinct is a low change precinct with medium density residential development encouraged proximate to the Epping Train Station and retail centre. The Dalton Road Village Shops provides an attractive, high amenity local shopping strip for the surrounding residential neighbourhood. Increased connectivity to Epping Train Station and adjoining open space will improve the amenity of the precinct and the pedestrian-based environment. Key opportunities for Dalton Road Neighbourhood include:

- Improve the built form interface with local open space, Darebin Creek Linear Parkland and Dalton and Childs Roads.
- Improve connections, both visual and pedestrian based with the Darebin Creek Linear Parkland.
- Increase pedestrian connections between this precinct and surrounding areas.
- Encourage the further high-quality development of Dalton Road Shopping Village inclusive of shop top housing and diversification of the retail offering.
- Support an increase in density within the residential neighbourhood which benefits from proximity to Epping Train Station and the broader Activity Centre.
- Balance an increase in density with the limitations imposed by the Precinct's street network and proximity to industrial land uses.

Preferred Character

The preferred character is for a high quality, multi-level retail and residential development with attractive frontages in the retail centre. Architectural styles are to be attractive and modern and contribute to the 'urban village' feel of the Dalton Road Shopping Village. Streetscapes are to include landscaping and tree planting to improve the pedestrian environment. A focus on enhancing existing pocket parks and links to Darebin Creek Linear Parkland will improve accessibility and amenity of open spaces for the local community.

Development Principles and Guidelines

- 3 – 5 storeys within the retail centre and at the corner of Dalton and Childs Road.
- Standard and medium density residential development, including units and townhouses up to 3 storeys within the residential neighbourhood.
- Develop a landmark building at the corner of Dalton and Childs Road with striking architectural elements to mark the entry into Epping Central from the south.
- Encourage Lalor North Secondary College to address the Darebin Creek Linear Parkland when undertaking future redevelopment.

Siting and Design

- Encourage residential development to provide a reasonable standard of amenity for existing and new residents by ensuring built form responds to the preferred character for the precinct.
- Encourage provision of acoustic treatment to residential development adjacent to the Mernda Rail Corridor.
- Where possible, provide safe pedestrian entry points between Lalor North Secondary College and adjoining residential development to the Darebin Creek Linear Parkland and shared path network.
- Over time, minimise the impact of the Dalton Road Village car park on the streetscape by encouraging new development with minimal front setbacks and active frontages and uses.
- Extend the shared path network along the Mernda Rail Corridor between the Cooper Street shared path and Childs Road.

Precinct 8

Dalton Road Neighbourhood



A

This important corner site provides a key opportunity to develop a landmark building with striking architecture to mark the entry to Epping Central from the south and east.

B

Work with stakeholders to investigate a potential pedestrian link across the rail corridor to better connect this Precinct and the activity centre core.



Precinct 9

Childs Road Employment

Precinct Description

The Childs Road Employment Precinct is a discrete pocket of industrial development located at the junction of Childs Road and the Mernda Rail Line. The precinct provides smaller scale industrial land uses which serves a local service and employment role.

Precinct Elements

- Light industrial and warehouse-based uses across the precinct with low vacancies and underutilisation.
- Large lot sizes.
- Extensive frontage to Childs Road.
- Abutting residential development to the north and east.
- Internalised loop road with no vehicle connectivity to adjoining residential precinct.
- Pedestrian access to Supply Park and the adjoining residential precinct.
- Walking distance to Lalor Station.

Key Opportunities

Opportunity statement:

Childs Road Employment is a low change, industrial employment precinct. Disconnected from industrial development occurring further north along Cooper Street this precinct can provide localised employment and service convenience to the surrounding residential catchments. Improvements to street-based amenity will improve the pedestrian environment and increase vehicle safety within the precinct. The development of high-quality built form which actively fronts onto Childs Road will provide an improved interface with residential development to the south.

Key opportunities for Childs Road Employment include:

- Enhancement of the amenity of the precinct through improvements to streetscapes and buildings over time.
- Intensification of employment uses and job density noting the precincts proximity to key transport links, infrastructure and services.

Preferred Character

The preferred character is for modern, high quality employment-based development which provides buildings at various scales and intensities. Development is to demonstrate a reduction in front setback, attractive landscaping and screening and seek to improve the public realm and street-based environment. Cyclist and pedestrian movements and amenity are prioritised to increase active travel to and from this precinct. Non-employment-based uses such as caretakers dwellings are discouraged in this precinct.

Development Principles and Guidelines

- Ensure industrial uses minimise amenity impacts such as noise, fumes and visual intrusion upon adjacent residential properties.
- Improve presentation to Childs Road and ensure new built form actively addresses the street, reduces the predominance of hard surfaces and high fences.
- Corner site developments are to address both street frontages with articulated, quality faced treatments.
- Encourage high quality building design and material selection that incorporates reduced front setbacks, increased landscaping and high-quality façade treatments.
- Avoid front fences along property frontages. If front fences are required, fences must be visually permeable, high quality, avoid the use of barbed wire and be located along landscaping.
- High fences along properties which front Childs Road must be avoided.
- Support the provision of a shared path along the Mernda Rail Corridor between the Copper Street shared path and Childs Road by encouraging built form to provide passive surveillance opportunities through the installation of windows and location of staff outdoor areas.

Precinct 9

Childs Road Employment

-  CHILDS ROAD EMPLOYMENT PRECINCT EPPING CENTRAL STRUCTURE PLAN BOUNDARY
-  EMPLOYMENT - WAREHOUSING/LIGHT INDUSTRIAL
-  LANDMARK SITES - NEW DEVELOPMENT SHOULD USE ARCHITECTURAL FORMS, MATERIALS AND DETAILS TO PROVIDE A STRONG VISUAL IMPACT
-  IMPROVED BUILT FORM PRESENTATION TO STREET OR OPEN SPACE
-  PRIMARY PEDESTRIAN LINKS



A

Improved frontages and built form onto Childs Road within Precinct 9 will provide increased visibility for businesses and increased surveillance onto Childs Road.

Section 4: Implementation

Delivery of the Vision for Epping Central over the short, medium and long term will require coordinated action between Council, the State Government, the local community, businesses and landowners.

City of Whittlesea

The City of Whittlesea will be responsible for overseeing the implementation of the Epping Central Structure Plan. The successful delivery of the Structure Plan will require collaboration across the whole organisation. Preparation of a planning scheme amendment to give effect to the updated Structure Plan is identified as a high priority action. The Structure Plan also identifies additional opportunities for further strategic work, which will need to be incorporated within the Council's action planning as part of its integrated planning processes and the business plans of responsible departments having regard to the implications of individual projects for the overall implementation framework, budget implications, and Council resourcing.

State Government

Council will continue to build on its strong relationship with the State Government, and in particular with the Department of Environment, Land, Water and Planning (DELWP). State Government department representatives provide the key link between state-level policy initiatives, and Council strategy and on-the-ground implementation, connecting council with policy guidance, expertise, and funding streams where appropriate to ensure a whole-of-government approach. In addition to DEWLP, the Epping Central project is relevant to the Departments of Transport (DoT), Jobs, Precincts and Regions (DJPR), Education and Training (DET), Families, Fairness and Housing (DFFH), and Health (DH), as well as to other State Government agencies such as Melbourne Water and Development Victoria.



The Community, Stakeholders and Landowners

As implementation of the Epping Central Structure Plan occurs, the City of Whittlesea will seek to facilitate ongoing input from community members, stakeholders such as community service agencies and business owners, and landowners as the groups most likely to be affected by ongoing growth and change. This involvement will be crucial to ensure that these changes are of maximum benefit to the Epping Central community. Council will continue to build upon relationships established in early rounds of consultation, ensuring that opportunities for input are available to as broad a cross-section of the community as possible.

In addition, Council may consider establishing a working or reference group with representatives of key major land uses to ensure ongoing coordination on state and local policy objectives, advocacy and the of outcomes of individual site masterplanning work.

Infrastructure Contributions

A Development Contributions Plan (DCP) is existing with the precinct and identifies the infrastructure projects required to support the development and growth of Epping Central.

A DCP is enabled by the Planning and Environment Act and operates as a user pays funding tool. Under a user pays principle, developers are charged for the anticipated demand or share of use of a particular infrastructure item that their development generates. Council is responsible for infrastructure project delivery within a reasonable timeframe.

Developers are responsible for making cash contributions or works or land contributions in lieu of cash at the discretion and agreement of Council.

The DCP collects funds to contribute to a proportion of the cost of local infrastructure such as roads, streetscape improvements, paths, public open space, drainage works and community facilities.

As the Infrastructure Contributions system is reviewed and updated by the State Government there is an opportunity to investigate the update or replacement to the existing DCP in line with the revised system.

Future Strategic Work Opportunities

Administration

A1. Planning Scheme Amendment –

- Update Municipal Strategic Statement and relevant local policy to implement this plan.
- Rezone the land in Childs Road employment precinct to an appropriate industrial/employment zone as to continue to support and facilitate employment generating uses.
- Rezone land in Dalton Road Village precinct to appropriate residential/commercial zone(s) consistent with the precincts role.
- Update Schedule 1 to the Activity Centre Zone consistent with the objectives, strategies and directions identified in this plan.

A2. Infrastructure Contributions

Review and investigate an update or replacement to the Epping Central Development Contributions Plan including consideration of a standard levy contributions plan.

A3. Masterplan of Public Land

Ensure the future use and development of any Council or State Government owned land in the precinct is guided by a master plan informed by community engagement. Any future master plan may consider opportunities for a mix of uses, public open space and affordable housing.

Urban Living

UL1. Master planning of Strategic Development Precincts

Work with landowners to prepare and implement masterplans for strategic development sites which facilitate additional housing (including opportunities for affordable housing) in the activity centre.

Movement and Transport

MT1. Wollert Rail

Advocate for the Wollert Rail Corridor connecting Lalor to Wollert (including a station at Epping Central, shared path network and public realm improvements), to be constructed including acquisition of the land in the short term.

MT2. Bus Services

Continue to advocate for improved bus services to Epping Central and connecting with rail services

MT3. Movement and Place Analysis

Work with the Department of Transport to undertake and implement a movement and place analysis for key roads within Epping Central.

MT4. Active Transport Infrastructure

Deliver improvements to the infrastructure in the centre supporting active and sustainable transport including pedestrian paths, shared paths, cycle lanes and amenity improvements.

Employment and Investment

EI1. Economic Development

Work with State Government (VPA, DELWP and DJPR) and other stakeholders to identify implementation and coordination actions that support growth and economic investment in Epping Central.

Community Facilities and Services

CF1. Epping Central Community Facilities Analysis and Feasibility Study

Analysis work to understand the community service need, delivery options and service delivery approach for proposed community facilities.

Public Realm and Natural Environment

PR1. Tree canopy coverage

Deliver and support additional tree planting in the centre to increase tree canopy coverage and improve amenity consistent with the Greening Whittlesea Strategy.

PR2. Coulstock Street Investigation Area Analysis

Investigate in consultation with the community the best use for land identified within the 'Coulstock Street Redevelopment Area' to inform future master planning and development of this area.

PR3. High Street Village Neighbourhood Centre Masterplan

Develop a cohesive masterplan for High Street Village Shops including Coulstock Street to improve the appearance and function of public realm and improve street-based amenity.

PR4. High Street Village Precinct Public Open Space

Investigate and acquire additional land (approx. 1500sqm) for Public Open Space within Precinct 1 (proposed OS02) using Public Open Space Contributions.

PR5. Epping Central Branding

Review and refresh the branding for Epping Central as it relates to street furniture and other infrastructure including signage

Appendices

Appendix 1 – Housing Typologies – Built Form Guidelines

Preferred Built Form Type	Typology Specific Built Form Guidelines	
Townhouse/Duplex (preferred housing type)	<ul style="list-style-type: none"> • Ensure garages do not dominate the streetscape. • When proposed on consolidated sites, provide breaks along the street frontage to reduce appearance of building mass and increased pedestrian access. 	<ul style="list-style-type: none"> • Ensure development is appropriately orientated to reduce overshadowing of private open space.
Multi-unit (preferred housing type)	<ul style="list-style-type: none"> • Front setback landscaping to ensure appropriate screening of car parking and service areas. • Minimise the number of cross overs to maintain the integrity of the streetscape and minimise disruption to pedestrian movement. 	<ul style="list-style-type: none"> • Maximise opportunities for landscape planting. • Incorporate porches or awnings to enhance sense of address. • Clearly distinguish between vehicle driveways and pedestrian paths. • Encourage development to be outward facing.
Shop-top Housing (preferred housing type)	<ul style="list-style-type: none"> • Shared and private outdoor open space such as balconies, foyers and communal are should be designed to improve amenity and fostering of communal cohesion. 	<ul style="list-style-type: none"> • Building separation between ‘tower’ elements to ensure solar access, landscaping (where appropriate) and visual separation of built form.
Apartment (preferred housing type)	<ul style="list-style-type: none"> • Shared and private outdoor open space such as balconies, foyers and communal areas must be designed to reduce overlooking. • Ensure new apartment buildings provide highly legible pedestrian entries • Ensure lift entries are clearly visible from main entry • Seek to incorporate individual dwelling entries for apartments located to the ground floor street frontage. • Articulate built form elements such as roofs, balconies, windows, doorways to contribute to a strong architectural expression 	<ul style="list-style-type: none"> • Integrate ancillary services into the front fence/ facade treatment to reduce their visual presence • Building separation between ‘tower’ elements to ensure solar access, landscaping (where appropriate) and visual separation of built form. • Ensure well designed private open space that provides <ul style="list-style-type: none"> – Opportunity for small scale vegetation – Well ventilated internal living spaces – Buffering from street noise • Set back upper levels of tall buildings or use a podium and tower form for apartment development to <ul style="list-style-type: none"> – Reduce overshadowing on the street when fully developed – Create a pedestrian scale at street level

Contact

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www.whittlesea.vic.gov.au/eppingcentral



**City of
Whittlesea**

Stage 2 Community Engagement – Future Directions Paper

Table 1: Engagement Activity Summary

	How We Engaged	Who We Engaged
City of Whittlesea Have Your Say Website	<ul style="list-style-type: none"> • https://www.whittlesea.vic.gov.au/eppingcentral • Links to engagement platform • Project Video • Overview of project and links to project resources <i>Open any time during the engagement period</i>	<ul style="list-style-type: none"> • 387 Website Visits • 79 Video Views
Engagement Platform – Social Pinpoint	<ul style="list-style-type: none"> • https://whittlesea.mysocialpinpoint.com.au/epping-central#/ • Platform to provide feedback on the proposed key directions and engagement questions <i>Open any time during the engagement period</i>	<ul style="list-style-type: none"> • 137 Contributions • 57 ideas received
Social Media Promotion	<ul style="list-style-type: none"> • Used to promote the project and direct people to the Have Your Say Website <i>17 July 2020 and 16 August 2020</i>	<ul style="list-style-type: none"> • 7 Shares • 29 Likes
Local Residents and Businesses	<ul style="list-style-type: none"> • Letters and fact sheets delivered via post <i>June 2020</i>	<ul style="list-style-type: none"> • 3000+ letters sent
Pacific Epping Traders	<ul style="list-style-type: none"> • Letters and fact sheets delivered direct to traders • Project promoted in Traders Portal by Centre Management <i>June 2020</i>	<ul style="list-style-type: none"> • 111 traders
Residential Aged Care	<ul style="list-style-type: none"> • Fact sheets delivered direct to local facilities • Hard copy surveys provided with secure returns box <i>July 2020</i>	<ul style="list-style-type: none"> • 4 Age Care Facilities
Trader Windows	<ul style="list-style-type: none"> • Promotional posters placed in shop windows <i>June 2020</i>	<ul style="list-style-type: none"> • 16 shop windows
Schools and Kindergartens	<ul style="list-style-type: none"> • Information shared in school and kindergarten newsletters <i>June 2020</i>	<ul style="list-style-type: none"> • 28 + newsletters
Community Groups, Service Providers and previous participants	<ul style="list-style-type: none"> • Formal and informal emails sent providing information on the project • Emails followed up by phone calls where possible <i>June 2020</i>	<ul style="list-style-type: none"> • 45 + local groups • 30 + previous participants
Cooper Street Key Stakeholders	<ul style="list-style-type: none"> • Virtual workshops with each key stakeholder to inform each stakeholder of the project and consult on key directions which affect them <i>July – August 2020</i>	<ul style="list-style-type: none"> • 6 workshops
Secondary School Students	<ul style="list-style-type: none"> • Information packs and hard copy surveys provided to Mill Park Secondary School and Epping Secondary College VCAL students during remote learning <i>September 2020</i>	<ul style="list-style-type: none"> • 150 + students

EPPING CENTRAL

FUTURE DIRECTIONS PAPER COMMUNITY ENGAGEMENT – ENGAGEMENT SNAPSHOT

OVERVIEW

The City of Whittlesea is working with the community to review the Structure Plan to guide and manage future development in Epping Central.

Epping Central is the City of Whittlesea's Metropolitan Activity Centre and has seen a significant amount of change to land use and transport infrastructure since the existing Structure Plan was adopted 2011.

The review of the Epping Central Structure Plan seeks to align the Structure Plan with the goals of Whittlesea 2040: A place for all.

CONSULTATION PURPOSE

The purpose of this phase (phase 2) of community consultation is to understand the community's response to the proposed key directions and further understand the community's priorities for Epping Central.

Consultation focused on testing the proposed key directions with the community and exploring ideas and options to address strategic issues affecting the Epping Central Activity Centre.

Community and stakeholder feedback will now be used to inform the review of the Epping Central Structure Plan to ensure that the Activity Centre continues to grow as a liveable, diverse and thriving Activity Centre.

WHO WE SPOKE TO

Council sought feedback through the Have Your Say website and City of Whittlesea Facebook page.

Letter drops were made to over 3000 local Epping residents and businesses. Engagement Posters were displayed in High Street Village and Greenbrook Village shop fronts.

Members of the community from all age groups, genders, backgrounds and abilities provided feedback. Equal numbers of female and male community members contributed, and a quarter of all respondents lived in Epping.

STRUCTURE PLAN REVIEW



PHASE 1
Background
Review



PHASE 1
Future
Directions
Paper

COMMUNITY
CONSULTATION



PHASE 3
Draft
Structure
Plan

COMMUNITY
CONSULTATION



PHASE 4
Planning
Scheme
Amendment

COMMUNITY
CONSULTATION



3000+ EPPING BUSINESSES
AND HOUSEHOLDS INFORMED



387 WEBSITE VISITS



137 CONTRIBUTIONS



57 IDEAS SHARED TO IMPROVE
EPPING CENTRAL



79 VIDEO VIEWS

WHAT WE ASKED

In addition to feedback on the proposed key directions, the community were asked the following questions:

Where do you visit most in Epping?

Your favourite place to visit in Epping?

Your 'heart' of Epping Central?

Your ideas to Improve Epping Central.

WHAT YOU TOLD US

- Walking and cycling throughout Epping Central should be prioritised and the number of pedestrian crossings and cycle paths should be increased.
- Create a village atmosphere around High Street Village shops and encourage more food-based businesses.
- Encourage student housing and alternative housing models that support local jobs, education facilities and a sense of community.
- Desire for better buildings and an increase in residential development particularly around High Street.
- Prioritise safety, improve lighting and increase landscaping particularly along Darebin Creek
- An increase of trees in parks and open spaces and along the Darebin Creek.
- Impacts on traffic and pedestrian safety are a concern.
- Improvements are needed for public transport, walking and cycling connections.
- Public safety in public spaces is a frequent concern.

“IN THE FUTURE I WANT EPPING CENTRAL TO BE MORE KID FRIENDLY WITH PARKS AND SKATE PARKS.”

Student, Epping



“PLANT LARGE CANOPY TREES ALONG HOLROYD DRIVE AND ALL LOCAL STREETS. THEY MAKE THE AREA SO MUCH GREENER AND VIBRANT, AND ENCOURAGE WALKING AND CYCLING.”

Resident, Lalor



“ENCOURAGE GROWTH AND DEVELOPMENT TO ENSURE AN ACTIVITY CENTRE PROVIDES HOPE, OPPORTUNITY AND THE ABILITY TO ITS CITIZENS TO MAINTAIN A HEALTHY LIFESTYLE, MENTALLY AND PHYSICALLY.”

Resident, Lalor



“BUILD HIGHER DENSITIES ALONG HIGH STREET 6-12 FLOORS AND PUT RESTAURANTS, BARS, CAFES UNDERNEATH”

Resident, Epping



The community were asked to rank the importance of a range of categories for Epping Central. The community consider the following categories as extremely important for Epping Central:

36%

of respondents consider parks, footpaths and trees.

14%

of respondents consider jobs.

22%

of respondents consider health Services.

12%

of respondents consider public transport.

The community were able to pin comments to a map of Epping Central. A total of 69 comments were made. Three main themes emerged from the comments pinned on the map:

1

Desire for more open space and parks and greener streets.

2

Suggestions for new development at appropriate heights and densities in certain areas of Epping Central.

3

Improved public transport connections and improved walking and cycling paths and path connections.

FEEDBACK ON THE PROPOSED KEY DIRECTIONS

The community and stakeholders provided feedback on the proposed key directions for the Activity Centre and specific precincts. The community and stakeholders were asked to respond by selecting Strongly Agree, Agree, Neutral, Disagree or Strongly Disagree for each of the key directions.



ACTIVITY CENTRE DIRECTION 1 (AC1)

Refine the vision for Epping Central to focus on its unique attributes, opportunities and strengths.

17% Agree
33% Neutral
50% Strongly Disagree / Disagree



ACTIVITY CENTRE DIRECTION 2 (AC2)

Refocus 'the heart' of the Epping Central from Precinct 1 High Street Village to Precinct 6 Regional Demand.

84% Strongly Agree / Agree
17% Neutral



ACTIVITY CENTRE DIRECTION 3 (AC3)

Determine priority development sites to encourage new residential housing or mixed-use development opportunities.

100% Strongly Agree



ACTIVITY CENTRE DIRECTION 4 (AC4)

Promote Epping Central as a major health precinct and food hub for northern Melbourne.

84% Strongly Agree / Agree



ACTIVITY CENTRE DIRECTION 5 (AC5)

Investigate opportunities to improve pedestrian links between key nodes within the Activity Centre.

100% Strongly Agree / Agree



ACTIVITY CENTRE DIRECTION 6 (AC6)

Plan and advocate for the Wollert Rail Corridor and a future station.

100% Strongly Agree / Agree



ACTIVITY CENTRE DIRECTION 7 (AC7)

Investigate opportunities to improve streetscapes.

84% Strongly Agree / Agree



ACTIVITY CENTRE DIRECTION 8 (AC8)

Explore opportunities to enhance the amenity of public spaces.

84% Strongly Agree / Agree



ACTIVITY CENTRE DIRECTION 11 (AC11)

Build upon the success of the Epping Community Services Hub and investigate the delivery of new community facilities.

84% Strongly Agree / Agree
17% Strongly Agree



ACTIVITY CENTRE DIRECTION 12 (AC12)

Review the infrastructure projects identified in the current Development Contributions Plan.

84% Strongly Agree / Agree
17% Strongly Agree



ACTIVITY CENTRE DIRECTION 13 (AC13)

Investigate tools to plan for key sites or Precincts.

100% Strongly Agree / Agree

PRECINCTS KEY DIRECTIONS



PRECINCT DIRECTION 1 (P1)

Refocus the High Street Village as a neighbourhood centre to serve the needs of local residents.

66% Strongly Agree / Agree
33% Strongly Disagree



PRECINCT DIRECTION 2 (P2)

Investigate ways to leverage State or Council owned land to transform and achieve the vision of the Activity Centre.

100% Strongly Agree / Agree



PRECINCT DIRECTION 3 (P3)

Consider ways to partner with Melbourne Polytechnic campus to help integrate the site into the surrounding area.

100% Strongly Agree / Agree



PRECINCT DIRECTION 4 (P4)

Review the purpose of the Dalton Road Precinct and consider removing this Precinct from the Structure Plan and rezone the land to a residential zone.

34% Strongly Agree / Agree
50% Strongly Disagree



PRECINCT DIRECTION 5 (P5)

Remove the Childs Road Precinct from the Structure Plan and rezone the land to an employment zone.

34% Strongly Agree / Agree
34% Strongly Disagree



PRECINCT DIRECTION 6 (P6)

Identify Regional Demand as the focus for retail, health, commercial and civic activity for the Activity Centre.

83% Strongly Agree / Agree



PRECINCT DIRECTION 7 (P7)

Prepare a master plan for the Epping Homemakers Centre.

67% Strongly Agree / Agree



PRECINCT DIRECTION 8 (P8)

Realign the boundary of the Regeneration Precinct to encourage industrial uses west of Miller Street.

67% Strongly Agree / Agree
17% Strongly Disagree



PRECINCT DIRECTION 9 (P9)

Review the strategic intent of the employment land on Fullarton Drive and Yale Drive.

83% Strongly Agree / Agree



PRECINCT DIRECTION 10 (P10)

Incorporate the site at 215 Cooper Street, Epping into the Structure Plan and Activity Centre boundary.

83% Strongly Agree / Agree

NEXT STEPS

The City of Whittlesea will use community and stakeholder feedback to confirm the proposed key directions and emerging ideas to inform changes made as part of the review of the existing Epping Central Structure Plan.

The next phase of community engagement will provide an opportunity for the community and stakeholders to review and confirm the proposed changes including a draft copy of the updated Structure Plan document. Engagement activities are expected to be held in mid 2021.

Participants of phase 2 community engagement will be notified about the next phase of engagement and relevant information will be posted on the City of Whittlesea webpage and social media channels.

CONTACT

The Strategic and Economic Development Department
Council Offices: 25 Ferres Boulevard, South Morang VIC 3752
Postal address: Locked Bag 1, Bundoora MDC, 3083
T (03) 9217 2145 | TTY 133677 (ask for 9217 2145)
Epping.Central@whittlesea.vic.gov.au
www.whittlesea.vic.gov.au/eppingcentral



**City of
Whittlesea**

5.4 Sustainable Environment

Nil reports

5.5 High Performing Organisation

5.5.1 Unconfirmed Minutes of Audit and Risk Committee Meetings

Responsible Officer Executive Manager Governance and Strategy

Author Nicole North-Vanner, Internal Assurance and Governance
Advisor

Attachments

1. Audit and Risk Committee Meeting 1 September 2022 - Minutes [5.5.1.1 - 16 pages]
2. Audit and Risk Committee Meeting 12 September 2022 - Minutes [5.5.1.2 - 33 pages]

Purpose

To enable Council to have oversight and understanding of the Audit and Risk Committee operations and as required under Council's Audit and Risk Committee Charter, this report presents the unconfirmed Minutes of the Audit and Risk Committee meetings held on 1 and 12 September 2022.

Brief Overview

The minutes from the Audit and Risk Committee meetings held on 1 and 12 September 2022, are provided to inform Council of the Committee's discussions and resolutions.

Recommendation

That Council note the unconfirmed minutes of the Audit and Risk Committee meetings held on 1 and 12 September 2022.

Key Information

The Audit and Risk Committee is an independent advisory Council committee, and its role is to report to Council and provide advice and recommendations. The Committee acts in this capacity by monitoring, reviewing and advising on issues within their scope of responsibility and assisting Council's governance obligations.

Council is provided with the minutes of the meetings to inform it of Committee discussions and resolutions.

Alignment to Community Plan, Policies or Strategies

Alignment to Whittlesea 2040 and Community Plan 2021-2025:

High performing organisation

We engage effectively with the community, deliver efficient and effective services and initiatives, make decision in the best interest of our community and deliver value to our community

The Audit and Risk Committee responsibilities are a demonstration of Council's commitment to good governance. The Committee provides advice to Council on the financial and non-financial reporting processes, internal controls, the audit process, risk management and compliance with legislation and regulations.

Link to Strategic Risk

Strategic Risk Governance - *Ineffective governance of Council's operations and activities resulting in either a legislative or policy breach*

The Audit and Risk Committee assists Council to monitor governance, risk and compliance by making recommendations to Council.

Declaration of Conflict of Interest

Under Section 130 of the *Local Government Act 2020* officers providing advice to Council are required to disclose any conflict of interest they have in a matter and explain the nature of the conflict.

The Responsible Officer reviewing this report, having made enquiries with relevant members of staff, reports that no disclosable interests have been raised in relation to this report.

Conclusion

The Audit and Risk Committee met on 1 and 12 September 2022. The unconfirmed minutes of that meeting are attached to this report for noting by Council to inform it of Committee resolutions and discussions.



UNCONFIRMED

Minutes

AUDIT & RISK COMMITTEE

Thursday 1 September 2022 at 2:30 pm

MS Teams

Minutes - Audit & Risk Committee Meeting 1 September 2022

Attendees

Committee Members:

Independent

Geoff Harry, Chairperson
Jen Johanson
Bruce Potgieter
Dr Marco Bini

Administrators:

Lydia Wilson, Chair of Council
Chris Eddy, Administrator

Council Officers:

Craig Lloyd, Chief Executive Officer
Sarah Renner, Director Customer & Corporate Services
Frank Joyce, Executive Manager Governance & Strategy
Aaron Gerard, Acting Chief Financial Officer
Samantha Boyle, Unit Manager Governance & Risk
Nicole North-Vanner, Internal Assurance and Governance Advisor

Externals in attendance:

Martin Thompson, Partner Crowe
Lynda Cooper, Senior Manager Crowe
Kathie Teasdale, Partner RSD Audit
Mahesh Silva, Principal RSD Audit

Acknowledgement of Traditional Owners Statement

The Chairperson Mr Geoff Harry opened the meeting by reading the Acknowledgement of Traditional Owners Statement:

"On behalf of the City of Whittlesea I recognise the rich Aboriginal heritage of this country and acknowledge the Wurundjeri Willum Clan as the Traditional Owners of this place."

The Chair asked those in attendance: "Does anyone have a conflict of interest in any matter on the agenda today?"

No one declared a conflict of interest.

Present

Members

Minutes - Audit & Risk Committee Meeting 1 September 2022

Independent

Geoff Harry, Chairperson
Jen Johanson
Bruce Potgieter
Dr Marco Bini

Administrators

Lydia Wilson, Chair of Administrators
Chris Eddy, Administrator

Officers

Craig Lloyd, Chief Executive Officer
Sarah Renner, Director Customer & Corporate Service
Samantha Boyle, Unit Manager Governance & Risk
Nicole North-Vanner, Internal Assurance and Governance Officer
Aaron Gerrard, Acting Chief Financial Officer
Rahul Shah, Unit Manager Financial Strategy

In attendance

Kathy Teasdale, Partner RSD Audit

Apologies

Frank Joyce, Executive Manager Governance & Strategy

Minutes - Audit & Risk Committee Meeting 1 September 2022

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Minutes - Audit & Risk Committee Meeting 1 September 2022

1 In-Camera Discussion

•

In-camera discussions were undertaken with ARC Members and they were then joined for an in-camera discussion with the CEO.

UNCONFIRMED

Minutes - Audit & Risk Committee Meeting 1 September 2022

2 Confirmation of Minutes of Previous Meeting

Responsible Officer	Executive Manager Governance & Strategy
Author	Nicole North-Vanner Internal Assurance and Governance Advisor
In Attendance	Nicole North-Vanner, Internal Assurance and Governance Advisor

Purpose

To provide the Committee with the minutes from the previous meeting for review.

Recommendation

That the Minutes of the Audit & Risk Committee meeting dated 26 May 2022 be confirmed as correct.

Committee Resolution

Moved by: Jen Johanson

Seconded by: Lydia Wilson

That the Minutes of the Audit & Risk Committee meeting held on 26 May 2022 are confirmed.

CARRIED

Minutes - Audit & Risk Committee Meeting 1 September 2022

3 Matters arising from Previous Meetings

3.1 Matters Arising from Previous Meetings

Responsible Officer	Executive Manager Governance & Strategy
Author	Nicole North-Vanner Internal Assurance and Governance Advisor
In Attendance	Nicole North-Vanner, Internal Assurance and Governance Advisor

Purpose

To provide the Audit & Risk Committee with an update on matters raised at previous meetings.

Recommendation

That the Audit & Risk Committee note the report on Matters Arising from Previous meetings.

Matters Discussed

Matters arising were noted as read. It was noted that further discussion will be raised at the 12 September 2022 Committee meeting.

Committee Resolution

That the Audit & Risk Committee note the report on Matters Arising from Previous meetings.

NOTED

Minutes - Audit & Risk Committee Meeting 1 September 2022

4 Audit & Risk Committee Work Plan

4.1 Review of Annual Work Plan

Responsible Officer	Executive Manager Governance & Strategy
Author	Nicole North-Vanner, Internal Assurance and Governance Advisor
In Attendance	Nicole North-Vanner, Internal Assurance and Governance Advisor

Purpose

To provide the Committee with a copy of the Audit & Risk Committee Work Plan for review.

Recommendation

That the Audit & Risk Committee note the Audit & Risk Committee Work Plan.

Matters Discussed

The Annual Work Plan was noted.

Committee Resolution

That the Audit & Risk Committee note the Audit & Risk Committee Work Plan.

NOTED

Minutes - Audit & Risk Committee Meeting 1 September 2022

5 Financial Report

5.1 Overview Report on Financial Results for 2021-2022 Financial Year

Responsible Officer	Director Customer & Corporate Services
Author	Rahul Shah, Unit Manager Financial Strategy and Performance
In Attendance	Aaron Gerrard, Acting Chief Financial Officer

Purpose

In accordance with the Local Government Act 2020 and the Local Government (Planning and Reporting) Regulations 2014, Council has prepared a set of Annual Financial Statements for the year ended 30 June 2022 (Attachment 1).

Recommendation

That the Audit & Risk Committee:

1. notes that the Annual Financial Report is still subject to change pending final review from the Victorian Auditor General's Office (VAGO) and finalisation of any outstanding audit procedures.
2. agrees with any significant changes to the Annual Financial Report that may arise from either VAGO review and/or completion of audit procedures, the Committee endorses the report and recommends to Council that the Annual Financial Report and Performance Report for the year ended 30 June 2022 be approved in principle.
3. agrees that the Principal Accounting Officer be authorised to make minor amendments to the Annual Financial Report for the year ended 30 June 2022 to meet VAGO requirements. Any significant changes are to be provided back to the Committee for review.

Matters Discussed

Prior to the meeting, Committee Members were asked to review the annual financial report and performance statement for the year ending 30 June 2022, which was audited by RSD Audit and to assemble questions for Council Officers, thus enabling them to prepare considered responses for presentation at the meeting.

The Director of Corporate and Shared Services, and the Acting Chief Financial Officer provided responses to the Committee on review points members had raised. The responses included reference to the following matters and proposed remedial action:

1. Write-offs of infringement debtor balances
2. Developer Contributions
3. Management of unspent carried forward capital expenditure projects
4. Unrestricted cash actual to budget variances.

Minutes - Audit & Risk Committee Meeting 1 September 2022

The Committee discussed the Council Officer's recommendations, specifically recommendation two and advised that subject to completion of the audit procedures, they endorse the annual financial report and annual performance statement for the year ending 30 June 2022.

The Annual Performance Statement was also provided to the Audit and Risk Committee and there were no significant discussion points.

The Chair also acknowledged the hard work of the finance and supporting teams in producing the report.

Key Action/s	Responsible Officer
Provide the Committee with an update on the management of infringements debts software and improvements to tracking processes at the November Committee meeting.	Aaron Gerrard
Provide the Committee with an update on any changes made to the annual financial report and the annual performance statement from audit requests subsequent to the Committee meeting.	Aaron Gerrard
Provide an update to the Committee on the Asset Capitalisation process, including the transfer from WIP to Assets for all new assets completed and installed ready for use.	Jim Karibinis
Provide the Committee with an update on the Developer Contributions Systems at the February 2023 Committee meeting.	Aaron Gerrard
Provide the Committee with an update on the implementation of the Asset Management Working Group.	Jim Karibinis

Committee Resolution

Subject to completion of audit procedures, the Committee endorsed the annual financial report and the annual performance statement for the year ending 30 June 2022 and recommend to Council that they approve the statements in-principle.

CARRIED

Minutes - Audit & Risk Committee Meeting 1 September 2022

5.2 Draft Governance & Management Checklist

Responsible Officer Executive Manager Governance & Strategy

Author Governance Officer

Purpose

The draft Governance and Management Checklist will be included in the Annual Report and uploaded to the Know Your Council website and is included for review and consideration by the Audit and Risk Committee.

Matters Discussed

The Chair noted that the Committee had not reviewed the checklist in previous years, prior to inclusion in Council's Annual Report. It was indicated that the report is relevant to the Committee's business and should be reviewed before completion. Some minor revisions to the Checklist as presented were agreed.

Key Action/s	Responsible Officer
Committee to confirm request for Council Officers to brief the Committee on the Protected Disclosure System at the February 2023 Committee Meeting.	Samantha Boyle

Committee Resolution

That the Audit and Risk Committee note the Governance and Management Checklist.

NOTED

Minutes - Audit & Risk Committee Meeting 1 September 2022

6 External Audit

6.1 Review Outcomes of External Audit, including the Closing Report

Responsible Officer	Director Customer & Corporate Services
Author	Rahul Shah, Unit Manager Financial Strategy and Performance
In Attendance	Aaron Gerrard, Acting Chief Financial Officer

Purpose

VAGO have provided their Closing Report for the financial year ended 30 June 2022. The Closing Report is provided for the Committee's information.

Recommendation

That the Committee note the Closing Report for the year ended 30 June 2022.

Matters Discussed

Kathie Teasdale, Audit Partner, RSD Audit, agents of VAGO, highlighted various matters in the VAGO Closing Report and advised that the annual financial report and the annual performance statement presented fairly and there were no audit qualifications. Kathie also advised that she is awaiting feedback from VAGO on any matters arising from their review of the reports that may necessitate minor revisions to the reports.

The Chair acknowledged RSD Audit's work and thanked Kathie Teasdale for attending the Committee Meeting.

Committee Resolution

That the Committee note the Closing Report for the year ended 30 June 2022.

NOTED

Minutes - Audit & Risk Committee Meeting 1 September 2022

6.2 Copy of Management Representation Letter to VAGO

Responsible Officer	Director Customer & Corporate Services
Author	Rahul Shah, Unit Manager Financial Strategy and Performance
In Attendance	Aaron Gerrard, Acting Chief Financial Officer

Purpose

To provide the Audit and Risk Committee with the Management Representation Letter for the year ended 30 June 2022 for noting.

Recommendation

That the Committee note the Management Representation Letter for the year ended 30 June 2022.

Matters Discussed:

The Management Representation Letter was circulated to Committee Members prior to the Meeting on 1 September 2022. The Committee noted the letter.

Key Action/s	Responsible Officer
ARC to be provided with any changes to the Management Representation Letter prior to signing	Aaron Gerrard

Committee Resolution

That the Committee note the Management Representation Letter for the year ended 30 June 2022.

NOTED

Minutes - Audit & Risk Committee Meeting 1 September 2022

7 Committee Reporting to Council

7.1 Summary of Committee Activities for Inclusion in Council's Annual Report

Responsible Officer:	Executive Manager Governance & Strategy
Author:	Nicole North-Vanner, Internal Assurance and Governance Advisor
In Attendance:	Nicole North-Vanner, Internal Assurance and Governance Advisor

Purpose

To provide the Committee with the Summary of Committee Activities for inclusion in Council's Annual Report, for noting.

Recommendation

That the Committee note the Summary of Committee Activities for inclusion in Council's Annual Report.

Matters Discussed:

The Committee noted the draft Committee Annual Activity Report to Council. Members agreed that the report should include reference to the fact that some internal audit reviews undertaken in 2021/22 were initiated by officers and that this indicates a healthy assurance culture.

Further Committee feedback will be sent to Council Officers from the Committee.

Key Action/s	Responsible Officer
Update the Activity Report to contain reference to internal audits initiated by management	Samantha Boyle

Committee Resolution

That the Committee note the Committee's Annual Activities Report for Council.

NOTED

Minutes - Audit & Risk Committee Meeting 1 September 2022

8 General Business Items

8.1 General Business

Matters Discussed:

The Committee observed that the separation of the annual financial reporting and external audit elements of the Committee's work plan from regular Committee meetings has been a positive experience and has enabled better focus on all elements of the Committee's work.

Key Action/s	Responsible Officer
Continue to report on the annual financials in a separate Council meeting next year.	Samantha Boyle

Minutes - Audit & Risk Committee Meeting 1 September 2022

9 Date of Next Meeting

The Committee will meet on the following dates:

- 12 September 2022
- 1 December 2022

10 In Camera Session with Internal and External Auditors

UNCONFIRMED



UNCONFIRMED

Minutes

AUDIT & RISK COMMITTEE

Monday 12 September 2022 at 1:45 pm

Council Chamber at Civic Centre,
25 Ferres Boulevard, South Morang 3752

Acknowledgement of Traditional Owners Statement

Present

Independent Members

Geoff Harry, Chairperson
Jen Johanson
Bruce Potgieter
Dr Marco Bini

Administrator Members

Lydia Wilson, Chair of Administrators
Chris Eddy, Administrator

Officers

Craig Lloyd, Chief Executive Officer
Sarah Renner, Director Customer & Corporate Services
Frank Joyce, Executive Manager Governance & Strategy
Samantha Boyle, Unit Manager Governance & Risk
Nicole North-Vanner, Internal Assurance and Governance Advisor
Aaron Gerrard, Acting Chief Financial Officer
George Alabakov, Acting Unit Manager Procurement
Paul Clapton, Head of Applications and Solutions
Mary Ann Rosenthal, Acting Chief Information Officer

In attendance

Andrew Zavitsanos, Partner, Crowe
Lynda Cooper, Senior Manager Risk Consulting, Crowe

Apologies

Yuri Guzman, Chief Information Officer
Kathie Teasdale, RSD Audit
Mahesh Silva, RSD Audit
Martin Thompson, Crowe



Minutes - Audit & Risk Committee Meeting 12 September 2022

Acknowledgement of Traditional Owners Statement

The Chairperson Geoff Harry opened the meeting by reading the following Acknowledgement of Traditional Owners Statement:

“On behalf of the City of Whittlesea I recognise the rich Aboriginal heritage of this country and acknowledge the Wurundjeri Willum Clan as the Traditional Owners of this place.”

Disclosure of Conflicts of Interest

The Chair asked those in attendance: "Does anyone have a conflict of interest in any matter on the agenda today?"

No one declared a conflict of interest.

UNCONFIRMED

Minutes - Audit & Risk Committee Meeting 12 September 2022

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Minutes - Audit & Risk Committee Meeting 12 September 2022

1 In-Camera Discussion

Meeting commenced at 1.00pm with attendance by members of the Audit and Risk Committee only.

In-camera session with the CEO and Executive Manager Governance Strategy commenced at 1.30pm.

All other officers and externals listed in attendance joined the meeting at 1.45pm.

Matters Discussed

The meeting commenced with an in-camera discussion between the Audit and Risk Committee members. The in-camera discussion between the Committee, the CEO and Executive Manager Governance and Strategy included discussion about a minor integrity investigation, a potential civil claim, the Digital Strategy and MS Dynamics governance.

Committee Chairperson's Introductory Comments

Following the in-camera discussion, the Committee Chairperson commenced the open section of the meeting by welcoming all those in attendance. The Chairperson noted the DocsOnTap training undertaken for Committee members and thanked the Governance team for their helpful tutelage.

Minutes - Audit & Risk Committee Meeting 12 September 2022

2 Confirmation of Minutes of Previous Meeting

2.1 Confirmation of Minutes of Previous Meeting

Responsible Officer	Executive Manager Governance & Strategy
Author	Nicole North-Vanner, Internal Assurance and Governance Advisor
In Attendance	Samantha Boyle, Unit Manager Governance & Risk

Purpose

To provide the Committee with the minutes from the previous meeting for review.

Recommendation

That the Minutes of the Audit and Risk Committee meeting dated 1 September 2022 be confirmed as correct.

Matters Discussed

The Committee noted the short time between meetings and acknowledged the difficulty in preparing and reviewing the previous meeting minutes held on 1 September 2022. The Committee suggested providing the 1 September 2022 meeting minutes separately for the Committee's review and confirmation.

Key Action/s	Responsible Officer
Minutes to be distributed to the Committee Members separately by email for confirmation prior to the December 2022 Committee Meeting.	Nicole North-Vanner

COMMITTEE RESOLUTION

That the Audit and Risk Committee Minutes will be distributed to the Audit and Risk Committee Members separately.

NOTED

Minutes - Audit & Risk Committee Meeting 12 September 2022

3 Matters arising from Previous Meetings

3.1 Matters Arising from Previous Meetings

Responsible Officer	Executive Manager Governance & Strategy
Author	Nicole North-Vanner, Internal Assurance and Governance Advisor
In Attendance	Samantha Boyle, Unit Manager Governance & Risk Nicole North-Vanner, Internal Assurance and Governance Advisor

Purpose

To provide the Audit and Risk Committee with an update on matters raised at previous meetings.

Recommendation

That the Audit and Risk Committee note the report on Matters Arising from Previous meetings.

Matters Discussed

An update on the status of actions arising from previous Audit and Risk Committee meetings was provided for the Committee's information. The Chair noted that a number of items would be closed during this meeting.

Aaron Gerrard, Acting Chief Financial Officer reported that Council had received notification from VAGO on 9 September 2022, that the annual financial statements required minor disclosure changes in respect to unrestricted cash in the annual performance statement. It was understood that this change was required from many other Councils as well. The Committee proposed that the Chair of Administrators and Chair of the Audit and Risk Committee, write to VAGO on these disclosure changes.

Key Action/s	Responsible Officer
Chair of the Audit and Risk Committee and Chair of Administrators to write to VAGO on the changed reporting requirements in respect to unrestricted cash in the annual performance statement.	Sarah Renner

COMMITTEE RESOLUTION

That the Audit and Risk Committee note the report on Matters Arising from Previous meetings.

NOTED

Minutes - Audit & Risk Committee Meeting 12 September 2022

4 Audit & Risk Committee Work Plan

4.1 Review of Annual Work Plan

Responsible Officer	Executive Manager Governance & Strategy
Author	Nicole North-Vanner Internal Assurance and Governance Advisor
In Attendance	Samantha Boyle, Unit Manager Governance & Risk Nicole North-Vanner, Internal Assurance and Governance Advisor

Purpose

To provide the Committee with a copy of the Audit and Risk Committee Work Plan for review.

Recommendation

That the Audit and Risk Committee note the Audit and Risk Committee Work Plan.

Matters discussed

The Committee noted the progress of the 2021-2022 Annual Work Plan.

COMMITTEE RESOLUTION

That the Audit and Risk Committee note the progress of the Annual Work Plan.

NOTED

Minutes - Audit & Risk Committee Meeting 12 September 2022

4.2 Adopt 2023 Annual Work Plan

Responsible Officer	Executive Manager Governance & Strategy
Author	Nicole North-Vanner, Internal Assurance and Governance Advisor
In Attendance	Nicole North-Vanner, Internal Assurance and Governance Advisor Samantha Boyle, Unit Manager Governance & Risk

Purpose

To provide the Committee with a copy of the draft 2023 Audit and Risk Committee Work Plan for adoption.

Recommendation

That the Audit and Risk Committee adopt the Work Plan for 2023.

Matters discussed

The Committee reviewed the draft 2022-2023 Annual Work Plan and noted its similarity to last years and alignment with the Audit and Committee Charter requirements.

Key Action/s	Responsible Officer
Add a column to the Annual Work Plan to reference the Audit and Risk Committee Charter for each item in the Annual Work Plan.	Nicole North-Vanner

COMMITTEE RESOLUTION

That the Audit and Risk Committee adopt the 2022-2023 Annual Work Plan.

CARRIED

Minutes - Audit & Risk Committee Meeting 12 September 2022

4.3 Set the Committee Meeting Schedule

Responsible Officer: Executive Manager Governance & Strategy

Author: Governance Officer

In Attendance: Nicole North-Vanner, Internal Assurance and Governance Advisor
Samantha Boyle, Unit Manager Governance & Risk

Purpose

To provide the Committee with a copy of the proposed 2023 Committee Meeting schedule.

Recommendation

That the Audit and Risk Committee adopt the 2023 Committee Meeting schedule.

Matters discussed

The Chair asked the Committee to review the Committee Meeting Schedule and confirm availability.

Key Action/s	Responsible Officer
Members to confirm 2023 Committee Meeting Schedule	All members
Once confirmed, meeting invitations to be sent to members	Frank Joyce

COMMITTEE RESOLUTION

That the Audit and Risk Committee confirm availability for proposed dates for 2023.

NOTED

Minutes - Audit & Risk Committee Meeting 12 September 2022

5 Governance

5.1 Review of Committee Charter

Responsible Officer	Executive Manager Governance & Strategy
Author	Nicole North-Vanner, Internal Assurance and Governance Advisor
In Attendance	Nicole North-Vanner, Internal Assurance and Governance Advisor Samantha Boyle, Unit Manager Governance & Risk

Purpose

In accordance with the Audit and Risk Committee Charter, the Committee is required to review and assess the adequacy of the Charter annually, with any proposed changes recommended to Council for approval.

Recommendation

That the Audit and Risk Committee provide feedback on the existing Audit and Risk Committee Charter for consideration and inclusion in the review of the Charter.

Matters discussed

The Chair reported that the Audit and Risk Committee Charter is due for review and encouraged Committee Members to provide feedback to the Chair to be consolidated before seeking Council approval.

Key Action/s	Responsible Officer
Members to review the Charter and provide feedback via the Chair by Monday 19 September 2022	Committee Members
Once feedback is received, seek Council approval.	Nicole North-Vanner

COMMITTEE RESOLUTION

That the Audit and Risk Committee review the existing draft Audit and Risk Committee Charter and provide feedback.

NOTED

Minutes - Audit & Risk Committee Meeting 12 September 2022

6 CEO's Update

Responsible Officer: Chief Executive Officer

Author: Nicole North-Vanner, Internal Assurance and Governance Advisor

In Attendance: Craig Lloyd, Chief Executive Officer

Purpose

To provide the Audit and Risk Committee with an update on Council operations.

Recommendation

That the Audit and Risk Committee note the CEO's report.

Matters discussed

Craig Lloyd, CEO, reported that:

- Recruitment has been challenging and while staff numbers are steadily increasing, there remains staff shortages in maternal and child health and aged care sectors. Accordingly, a review is being conducted on staffing benefits and flexibility to assist in attracting talent.
- Preparations have commenced for the upcoming EBA process; and
- Some feedback obtained from Committee Members on the draft CEO Questionnaire, has been incorporated and the updated questionnaire will be presented to the December Committee Meeting.

The Committee made improvement suggestions to the CEO for consideration. The Committee also suggested the addition of a question relating to fair trade terms with suppliers.

Key Action/s	Responsible Officer
Consider updating the CEO questionnaire with feedback from the Audit and Risk Committee and providing to the December 2022 committee meeting.	Craig Lloyd

COMMITTEE RESOLUTION

That the Audit and Risk Committee note the CEO's report.

NOTED

Minutes - Audit & Risk Committee Meeting 12 September 2022

7 Financial Report

No items

8 External Audit

No items

UNCONFIRMED

Minutes - Audit & Risk Committee Meeting 12 September 2022

9 Internal Audit

9.1 Internal Audit Status Report and Project Scopes

Responsible Officer	Executive Manager Governance & Strategy
Author	Nicole North-Vanner, Internal Assurance and Governance Advisor
In Attendance	Nicole North-Vanner, Internal Assurance and Governance Advisor Samantha Boyle, Unit Manager Governance & Risk
External in Attendance	Andrew Zavitsanos, Partner Risk Consulting, Crowe Lynda Cooper, Senior Auditor, Crowe

Purpose

This report provides the Audit and Risk Committee with an update on the internal audit function progress since the last meeting.

Recommendation

That the Audit and Risk Committee:

- 1. Note the Internal Audit Status Report and Publications of Interest Update.**
- 2. Provide feedback on the proposed Internal Audit MAPs; Food and Health Act Compliance, Fraud and Corruption and Various Financial Controls.**

Matters discussed

The Chair reported that Andrew Zavitsanos, Partner Risk Consulting - Crowe has replaced Martin Thompson as principal of the City of Whittlesea Internal Audit Program. The Chair welcomed Andrew Zavitsanos to the Committee and thanked Martin Thompson for his work.

Andrew Zavitsanos, Partner Risk Consulting, Crowe, reported that:

- Following the establishment of a statement of work (SoW), internal audit project reports will include:
 - An assessment of the compliance with the Overarching Government Principles, and
 - Utilisation of the City of Whittlesea's risk assessment matrix as per the Risk Management Framework.
- The Audit Program has commenced with the release of three Memorandum of Audit Planning (MAPs) scheduled for completion from November 2022 including:
 - Food and Public Health
 - Fraud and Corruption, and
 - Various Financial Controls.

Minutes - Audit & Risk Committee Meeting 12 September 2022

The Committee noted the draft MAPs and provided further feedback on each of these project MAPs to be incorporated into the projects.

The Committee confirmed that feedback on the final draft MAPs can be obtained from the Committee out of session. It was agreed that future MAPs would be sent to the committee via email for feedback.

Samantha Boyle, Unit Manager Governance & Risk, reported that the remaining Internal Audit Plan will be determined once the assurance mapping exercise is complete, which will help inform need and priority.

The Curious Eyes environment scan was also discussed and noted the similarity to the Council Officer External Agency Report. Suggestions were provided for management to consider incorporating these two reports

Key Action/s	Responsible Officer
Scopes to be provided to the Committee out of session for feedback	Nicole North-Vanner
The Internal Audit Curious Eyes Report to be considered in conjunction with the External Agency Report and include commentary on whether management actions are required.	Nicole North-Vanner

COMMITTEE RESOLUTION

That the Audit and Risk Committee note the Internal Audit Status Report, Publications of Interest Update and Project Scopes.

NOTED

Minutes - Audit & Risk Committee Meeting 12 September 2022

9.2 Internal Audit Report - Business Continuity Planning

Responsible Officer	Executive Manager Governance & Strategy
Author	Brett Davidson, Coordinator Risk Management Nicole North-Vanner, Internal Assurance & Governance Advisor
In Attendance	Brett Davidson, Coordinator Risk Management Samantha Boyle, Unit Manager Governance & Risk

Purpose

The purpose of this report is for the Audit and Risk Committee (ARC) to review key findings and recommendations from a recent business continuity internal audit, and proposed actions from management.

Recommendation

That the Audit and Risk Committee:

- 1. Note the Business Continuity Internal Audit report, key findings and recommendations; and**
- 2. Review the proposed actions from management and provide feedback.**

Matters discussed

Andrew Zavitsanos, Partner Risk Consulting - Crowe reported that the Business Continuity Program (BCP) internal audit review is complete. It indicates that the BCP is relatively mature compared to many other Councils. There were opportunities for improvement including staff training, implementation of a business impact analysis process, and refinement of disruption periods and sub-plan.

Management reported that the BCP internal audit report is helpful and will enable decisions to be made to progress the BCP environment.

COMMITTEE RESOLUTION

That the Audit and Risk Committee note the recommendations in the Internal Audit Report – Business Continuity Planning.

NOTED

Minutes - Audit & Risk Committee Meeting 12 September 2022

9.3 Internal Audit Report - Cyber Security

Responsible Officer	Director Customer & Corporate Services
Author	Yuri Guzman, Chief Information Officer
In Attendance	Nicole North-Vanner, Internal Assurance and Governance Advisor Samantha Boyle, Unit Manager Governance & Risk Mary Ann Rosenthal, Acting Chief Information Officer

Purpose

The purpose of this document is to present to the Audit and Risk Committee (ARC) the findings of the Cyber Security Internal Audit (the Audit) conducted by Crowe during March 2022. Council Officers have reviewed the report and findings and have included management comments, agreed actions, responsibilities and timeframes.

Recommendation

That the Audit and Risk Committee consider the internal audit report of Cyber Security, conducted by Crowe in March 2022 and note the findings and management responses, responsibilities and timeframes for each of the findings.

Matters Discussed

The Committee discussed the report and noted that some overdue internal audit action items from the previous 2020 maturity assessment were measured against the previous version of the Essential 8. The Committee suggested conducting a comparison between the previous and current Essential 8 guidelines, which may inform the progress or closure of the overdue 2020 action items. The Committee noted that the report indicates a low level of Essential 8 maturity and a high vulnerability, which should be prioritized, to ensure sufficient technology and resources to control the risk.

Key Action/s	Responsible Officer
Conduct a comparison between the previous and current Essential 8 guidelines	Yuri Guzman
Reconsider whether the outstanding action items from the 2020 Cyber Security Internal Audit are still relevant and if not, report back to the Committee before closure. Prioritise implementation of the action items.	Yuri Guzman
Report to the Committee on the progress of the Cyber Strategy in February 2023.	Yuri Guzman

COMMITTEE RESOLUTION

That the Audit and Risk Committee note the Internal Audit Report – Cyber Security report.

NOTED

Minutes - Audit & Risk Committee Meeting 12 September 2022

9.4 Status of Audit Actions

Responsible Officer	Executive Manager Governance & Strategy
Author	Nicole North-Vanner Internal Assurance and Governance Advisor
In Attendance	Nicole North-Vanner, Internal Assurance and Governance Advisor Samantha Boyle, Unit Manager Governance & Risk

Purpose

This report provides the Audit and Risk Committee (ARC) with an overview of the status of outstanding actions arising from internal audit and compliance activities.

Recommendation

That the Audit and Risk Committee note the status of the outstanding actions arising from internal audit and compliance activities and the actions taken to manage these items.

Matters Discussed

Samantha Boyle, Unit Manager Governance & Risk reported there are eleven overdue audit actions owned by the Customer and Corporate Services Directorate, which may be the result of sustained significant staff movement. Of these, eight relate to the grants program, which is not currently running and are therefore low/no risk to the organization currently.

The Committee noted the status of outstanding internal audit actions and discussed the activities and actions taken to manage them.

COMMITTEE RESOLUTION

That the Audit and Risk Committee note the Status of Audit Actions report.

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10 Risk Management

10.1 Risk Management Report - Quarter ending 30 June 2022

Responsible Officer	Frank Joyce, Executive Manager Governance & Strategy
Author	Brett Davidson, Coordinator Risk Management
In Attendance	Brett Davidson, Coordinator Risk Management Samantha Boyle, Unit Manager Governance & Risk

Purpose

The objective of this report is to update the Audit and Risk Committee (ARC) on the status of risk management activities being undertaken and provide updates reflective of the reporting period 1 April to 30 June 2022.

Recommendation

That the Audit and Risk Committee note the details of the Risk Management Report and provide feedback to Council officers.

Matters Discussed

Brett Davidson, Coordinator Risk Management reported that the CAMMS software is implemented and manages the risk management process. The software provided a helpful platform for the recent Strategic and Service Risk Reviews, which resulted in the identification and re-evaluation of risks.

The Committee noted the report and provided some feedback on the Service Risk Assessments.

Key Action/s	Responsible Officer
Re-assess the Infrastructure and Environment Service risk, which is evaluated as Extreme	Brett Davidson
Future risk management reports to include relevant management insights.	Brett Davidson

COMMITTEE RECOMMENDATION

The Audit and Risk Committee note the Risk Management Report.

NOTED

Minutes - Audit & Risk Committee Meeting 12 September 2022

10.2 Fraud Management Report

Responsible Officer	Executive Manager Governance & Strategy
Author	Nicole North-Vanner, Internal Assurance and Governance Advisor
In Attendance	Nicole North-Vanner, Internal Assurance and Governance Advisor Samantha Boyle, Unit Manager Governance & Risk

Purpose

The report provides the Audit and Risk Committee with an update on Council's fraud management processes and activities including the review of the Fraud and Corruption Control Policy.

Recommendation

That the Audit and Risk Committee note and provide feedback on the draft Fraud and Corruption Control Policy.

Matters Discussed

Management reported that the draft Fraud and Corruption Policy has been reviewed in line with the new Fraud and Corruption Control Australian Standard and will be assessed as part of the upcoming Internal Audit. The Policy creates the framework to operationalise a fraud and corruption system to prevent, detect and respond to fraud events.

The Committee noted the report, provided feedback around the controls outlined and emphasised the importance of documenting the processes for monitoring for and responding to fraud and corruption events/allegations. The Committee also noted the system to support the Policy is currently in review.

Key Action/s	Responsible Officer
Fraud and Corruption Control Policy to be updated with feedback and report back to the Committee on the approved Policy and supporting system	Nicole North-Vanner

COMMITTEE RESOLUTION

That the Audit and Risk Committee note the Fraud Management Report.

NOTED

Minutes - Audit & Risk Committee Meeting 12 September 2022

11 Compliance

11.1 Monitoring of Compliance with Legislative Obligations

Responsible Officer	Executive Manager Governance & Strategy
Author	Nicole North-Vanner, Internal Assurance & Governance Advisor
In Attendance	Nicole North-Vanner, Internal Assurance and Governance Advisor Samantha Boyle, Unit Manager Governance & Risk

Purpose

This report provides the Audit and Risk Committee with:

- An update on the implementation of the Legislative Obligations Certification framework;
- Analysis of the outcomes of the 2022 certification; and
- Treatment plans to mitigate the issues identified in the 2022 certification.

Recommendation

That Audit and Risk Committee note and provide feedback on the outcomes to the 2022 Legislative Obligations Certification, as well as the training to be developed and implemented.

Matters Discussed

Samantha Boyle, Unit Manager Governance & Risk advised that the certification process produced a 100% response rate, which may be attributed to the delivery of the compliance survey through the TEAMS Forms application.

The Committee noted the report and suggested the inclusion of a prompt for penalties and other regulatory actions.

Key Action/s	Responsible Officer
Ensure that next year's certification prompts a response for penalties and other regulatory actions.	Nicole North-Vanner

COMMITTEE RESOLUTION

That the Audit and Risk Committee note the Monitoring of Compliance with Legislative Obligations report.

NOTED

Minutes - Audit & Risk Committee Meeting 12 September 2022

11.2 Quarterly Compliance Update - Monitoring Compliance with the Governance Principles

Responsible Officer	Executive Manager Governance & Strategy
Author	Nicole North-Vanner, Internal Assurance and Governance Advisor
In Attendance	Nicole North-Vanner, Internal Assurance & Governance Advisor

Purpose

This report provides the Audit and Risk Committee (Committee) with an update on compliance with the *Local Governance Act 2020's* Overarching Governance Principles (**Governance Principles**), through policies and procedures.

Recommendation

That the Audit and Risk Committee note the amendments to policies and procedures, which support compliance with the Governance Principles.

Matters Discussed

The Committee noted the report and discussed the value of incorporating an indicator on all policies to consider compliance with the various governance principles.

The references above relate to the Committee's oversight role in monitoring the alignment of Council's policies and procedures with the Governance Principles.

Key Action/s	Responsible Officer
Conduct a stock-take of policies, to ensure the relevant governance rules are noted and embedded.	Nicole North-Vanner

COMMITTEE RESOLUTION

That the Audit and Risk Committee note the Quarterly Compliance Update – Monitoring Compliance with Overarching Governance Principles.

NOTED

Minutes - Audit & Risk Committee Meeting 12 September 2022

11.3 Review Procurement Performance Indicators

Responsible Officer	Aaron Gerard, Acting Chief Financial Officer
Author	George Alabakov, A/Unit Manager Procurement
In Attendance	George Alabakov, A/Unit Manager Procurement

Purpose

This report provides an update on the actual performance against the Procurement Performance Indicators for the period 1 January 2021 to 30 June 2022 (18 months). This will align the reporting to the financial year and in line with other financial reporting requirements.

Recommendation

That the Audit and Risk Committee note the Procurement Key Performance Indicators report for the period 1 January 2021 to 30 June 2022 and reporting being provided annually.

Matters Discussed

George Alabakov, Acting Unit Manager Procurement reported that a new reporting framework has been adopted after a change to the Local Government Act 2022, which captures data on key performance indicators (**KPIs**), and will provide the ability for deeper analysis. Reporting will now be conducted annually instead of every 18 months.

The Committee discussed:

- The new reporting format and noted it was easy to navigate and provided deeper insights such as spend with local suppliers; and
- In the next report ensure that the Return on Investment analysis has greater detail on how this indicator is calculated.

Key Action/s	Responsible Officer
Provide greater detail on the calculation of the Return of Investment in the next annual procurement report.	George Alabakov

COMMITTEE RESOLUTION

That the Audit and Risk Committee note the Procurement KPI report for the period 1 January 2021 to 30 June 2022.

NOTED

Minutes - Audit & Risk Committee Meeting 12 September 2022

12 Systems of Internal Control

12.1 Administrator Expenses

Responsible Officer	Frank Joyce, Executive Manager Governance & Strategy
Author	Adreana Latimer, Governance Officer
In Attendance	Nicole North-Vanner, Internal Assurance and Governance

Purpose

The report is provided to give the Committee an overview of expenses incurred by Administrators since the last meeting.

Recommendation

That the Audit and Risk Committee note the report on Administrator Expenses.

Matters Discussed

Frank Joyce, Executive Manager Governance & Strategy reported on Administrator Expenses and advised the Committee that the last paragraph of the report is incorrect and should be removed.

COMMITTEE RESOLUTION

That the Audit and Risk Committee note the quarterly report with suggested revisions (as extracted below).

NOTED

Minutes - Audit & Risk Committee Meeting 12 September 2022

12.2 CEO / CEO Executive Assistant's Corporate Credit Card Expenditure

Responsible Officer Interim Director Corporate & Shared Services

Author Aaron Gerrard, Acting Chief Financial Officer

In Attendance Aaron Gerrard, Acting Chief Financial Officer

Purpose

The credit card transactions for the CEO and the CEO's Executive Assistant for the period 1 May to 31 July 2022 are presented for noting.

Recommendation

That the Audit and Risk Committee note the CEO and CEO's Executive Assistant's credit card expenses.

Matters Discussed

The Committee noted the CEO/CEO Executive Assistant's Corporate Credit Card Expenditure report.

COMMITTEE RESOLUTION

That the Audit and Risk Committee note the CEO/CEO Executive Assistant's Corporate Credit Card Expenditure Report.

NOTED

Minutes - Audit & Risk Committee Meeting 12 September 2022

12.3 Review of Gift Register

Responsible Officer Executive Manager Governance & Strategy

Author Governance Officer

In Attendance Samantha Boyle, Unit Manager Governance & Risk

Purpose

The purpose of this report is to provide the Committee with a copy of the Gift Register for the previous 12 months.

Recommendation

That the Audit and Risk Committee note the Gift Register.

Matters discussed

The Committee noted the report and discussed including the method of gift disposal in the register so that it can be reported to the Committee, which would give greater assurance of appropriate disposal.

Key Action/s	Responsible Officer
Ensure the register contains the gift disposal method, which can then be included in the report to the Committee.	Samantha Boyle

COMMITTEE RESOLUTION

Minutes - Audit & Risk Committee Meeting 12 September 2022

12.4 External Agency Examination Report

Responsible Officer	Executive Manager Governance & Strategy
Author	Samantha Boyle, Unit Manager Governance & Risk
In Attendance	Samantha Boyle, Unit Manager Governance & Risk

Purpose

This report provides the Committee with an overview of recent reports published by external agencies.

Recommendation

That the Audit and Risk Committee note the External Agency Examinations report.

Matters Discussed

Samantha Boyle, Unit Manager Governance & Risk reported that this report considered publications by VAGO, the Australian National Audit Office, and the Office of the Victorian Information Commissioner, that may contain information relevant to Council's operations and advised that the reports will be shared with Council Staff for consideration, and reporting back to the Committee.

Key Action/s	Responsible Officer
The Internal Audit Curious Eyes Report to be considered in conjunction with the External Agency Report and include commentary on whether management actions are required.	Nicole North-Vanner

COMMITTEE RESOLUTION

That the Audit and Risk Committee note the External Agency Examinations report.

NOTED

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12.5 Update on review of Microsoft Dynamics 365

Responsible Officer	Director Customer & Corporate Services
Author	Yuri Guzman, Chief Information Officer Paul Clapton, Head of Applications and Solutions
In Attendance	Mary Ann Rosenthal, Unit Manager Information Management

Purpose

To provide an update to the ARC regarding progress made against the items recommended in the Findex report.

Recommendation

That the Audit and Risk Committee notes the report.

Matters Discussed

The Committee discussed the nature of the report and decided to reschedule it to be heard with the Digital Strategy discussion scheduled for the next Committee meeting, which would give the discussion greater context.

Key Action/s	Responsible Officer
Reschedule the Update on review of Microsoft Dynamics 365 to the 1 December 2022 Committee Meeting	Yuri Guzman

COMMITTEE RESOLUTION

That the Audit and Risk Committee postpone the report to next Committee Meeting.

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13 Committee Reporting to Council

No Items

14 Correspondence

No Items

15 General Business Items

15.1 General Business

Matters discussed

The Chair asked if there was any general business to report and no items were raised.

UNCONFIRMED

Minutes - Audit & Risk Committee Meeting 12 September 2022

15.2 Regional Sports & Aquatic Centre Long Term Financial Plan update

Responsible Officer: Director Customer & Corporate Services

Author: Acting Chief Financial Officer

In Attendance: Aaron Gerrard, Acting Chief Financial Officer

Matters discussed

Management reported on the proposed funding mix and modelling for the Regional Sports & Aquatics Centre (**RSAC**), which is conservative phased approach based on a 6% interest rate.

The Committee indicated support for the funding mix and modelling and the phased approach, which will increase the opportunity for additional revenue and advocacy. The Committee observed that the planning and timing is important and suggest consulting with other Councils for funding lessons learned.

Key Action/s	Responsible Officer
Provide a progress report on the RSAC funding mix and modelling at next Committee meeting	Aaron Gerrard
Consult with other Councils on funding lessons learned	Aaron Gerrard

COMMITTEE RESOLUTION

That the Audit and Risk Committee note the RSAC Long Term Financial Plan update.

NOTED

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16 Date of Next Meeting

The Committee will next meet on 1 December 2022.

The Committee Meeting dates for 2023 will be scheduled based on the feedback on the dates proposed in this Agenda.

UNCONFIRMED

Minutes - Audit & Risk Committee Meeting 12 September 2022

17 Review Performance of the Internal Auditor

17.1 Review the Performance of the Internal Auditor

Responsible Officer	Executive Manager Governance & Strategy
Author	Samantha Boyle, Unit Manager Governance & Risk
In Attendance	Samantha Boyle, Unit Manager Governance & Risk

Purpose

In accordance with the Audit and Risk Committee Charter and Work Plan, the Audit and Risk Committee (Committee) is required to review the performance of the internal audit contractor (Crowe) on an annual basis.

Recommendation

That the Audit and Risk Committee note the procedures in place to support contract management and monitor Crowe's performance of the Internal Auditor function and provide any feedback on the draft key performance indicators.

Matters Discussed

Samantha Boyle, Unit Manager Governance & Risk reported on the introduction of the Statement of Work (**SoW**), which outlines key controls in place to manage the internal audit contract and relationship. Draft Key Performance Indicators (**KPIs**) to measure the performance of the internal audit function under contract with Crowe were currently being considered by management and Crowe.

The Committee noted the work being undertaken by management and the internal audit contractor to ensure that the contract was being undertaken effectively. The Committee discussed the draft KPIs and noted the lack of reciprocity and the value of incorporating only a small number of indicators.

Key Action/s	Responsible Officer
Management to consider incorporating reciprocal KPIs into the SoW and reduce the number of KPIs to between 3 and 5.	Nicole North-Vanner

COMMITTEE RESOLUTION

5.5.2 2021-2022 Annual Report

Responsible Officer Chair of Council

Author Janine Morgan, Executive Manager Public Affairs

Attachments

1. City of Whittlesea Annual Report 2021-2022 FINAL [5.5.2.1 - 204 pages]

Purpose

The purpose of this report is to present the City of Whittlesea Annual Report 2021-22 for endorsement.

Brief Overview

The 2021-22 Annual Report has been developed to capture and highlight Council's achievements in the 2021-22 financial year and report against Council's progress towards achieving the goals in the Community Plan.

The theme of the report this year is 'Stronger Together', which reflects Council's collaboration and partnerships with community, government, industry and business. This collaborative approach was particularly evident throughout the height of the pandemic, as Council worked together with the community, health providers, businesses, other service providers and other levels of government to support the City of Whittlesea community.

The 2021-22 Annual Report includes the following:

- Highlights of the year
- Performance measures for each of Council's five goal areas
- Financial summary

Recommendation

THAT Council:

1. **Endorse the 2021-22 Annual Report in accordance with section 98 of the *Local Government Act 2020*.**
2. **Write to the Minister for Local Government, Local Government Victoria and all local members of parliament to advise of highlights of the Council over the past twelve months and provide a copy of the Annual Report.**

Key Information

The 2021-22 Annual Report has been developed to capture and highlight Council's achievements in the 2021-22 financial year and report against the progress towards achieving the goals in Council's Community Plan.

The theme of the report this year is 'Stronger Together', which reflects Council's collaboration and partnerships with community, government, industry and business. This collaborative approach was particularly evident throughout the height of the pandemic, as Council worked together with the community, health providers, businesses, other service providers and other levels of government to support the City of Whittlesea community.

The Annual Report also features stories and quotes from the community, highlighting programs, achievements and partnerships that support the work Council does.

Highlights of the 2021-22 financial year include the following key achievements:

COVID-19 response

- Adapting services, programs and support to meet the changing needs of the community.
- Activation of the Emergency Management Team, which included 137 staff from 23 different departments.
- Partnered with Northern Health to run mass vaccination centres from Council facilities.
- Conducted close to 8,000 business support visits between August and October 2021 to help ensure businesses remained compliant to COVID-19 restrictions and provide information and support as required.
- Implementation of COVID-19 recovery initiatives from Council's \$2 million COVID Recovery Fund.

Connected Community

- Completed a feasibility study into the delivery of an Aboriginal Gathering Place to increase connections to culture, heritage, land and healing.
- Adoption of the new Domestic Animal Management Plan 2021-2025 following extensive consultation and active engagement with key stakeholders that captured more than 3,000 pieces of feedback.
- In partnership with LaTrobe Business School, The Public Value School and the Victorian Local Governance Association, delivered the first intake of the Community Leadership Program.
- Council's Youth Services team gained Rainbow Tick accreditation, demonstrating Council's commitment to creating socially cohesive communities and supporting and celebrating diversity in the City of Whittlesea.

- Strong advocacy for key priorities including the delivery of a Regional Aquatic and Sports Centre in Mernda to improve health and wellbeing outcomes for the whole municipality, an Aboriginal Gathering Place and improvements to public transport.

Liveable neighbourhoods

- Delivered a \$54 million capital works program, which included more than 143 projects to build and upgrade community centres, sporting fields, playgrounds, roads, bike paths and footpaths across our municipality.
- Implementation of masterplan actions for major parks and reserves including Whittlesea Public Gardens in Lalor.
- Advocated to the Federal Government for investment in the E6 Freeway, Bridge Inn Road, Craigieburn Road East, Epping Road, Findon Road and Donnybrook Road.

Strong Local Economy

- Roll-out of the *It's All Here* campaign and incentives program to support local businesses following the effects of COVID-19 lockdowns.
- Adopted the Investment Attraction Plan 2021-2026 and Strong Local Economy Strategy 2022-2026 to build and support a strong and innovative local economy.
- Launched the City of Whittlesea Business Network and established the Business Advisory Panel.
- Continued advocacy for strategic projects to foster a strong local economy including the Beveridge Intermodal Freight Terminal which resulted in the Federal Government announcing a \$1.62 billion investment into the project, which is expected to draw more than 20,000 jobs and further investment into the region.

Sustainable Environment

- Opened the Mernda Repair Café, in partnership with Mernda Community House and Whittlesea Community Connections.
- Established a partnership with the Wurundjeri Woiwurrung Cultural Heritage Aboriginal Council's Narrap Rangers unit to share knowledge about traditional practises.
- Trialled the Zero Waste Rebates program, offering residents rebates on the purchase price of reusable nappies, reusable sanitary products or composting materials.
- Continued to implement Council's Greening Whittlesea Strategy actions including planting more than 10,000 trees and 42,000 new shrubs throughout parks and open spaces.
- Endorsed the draft Green Wedge Management Plan 2022-2032 and conducted community consultation.

High Performing Organisation

- Adopted the Community Plan 2021-2025, following extensive community consultation. The plan builds on and re-endorses the long-term community vision – *Whittlesea 2040, a place for all* and incorporates various other Council plans including the Municipal Public Health and Wellbeing Plan, Disability Action Plan and Pandemic Recovery Plan actions into the one overarching document.
- Adoption of the 2021-31 Long Term Financial Plan, the 2022-23 Budget and the Asset Plan to strategically manage Council's portfolio of assets over the next ten years.
- Strengthened community engagement opportunities, including the introduction of monthly Coffee with Council and regular community engagement pop-ups across the municipality, as well as the enhancements to Council's digital engagement platform – Engage Whittlesea.
- Endorsed a new Complaints Policy and developed the Workforce Plan 2021-2025 and Gender Equity Action Plan 2021-2025.
- Delivered improvements to Council's customer support channels and implemented customer feedback software through the Customer First program.

Events

- Delivered a number of virtual events including Super Kids Sunday and Bringing Up Kids Expo, which included fun and engaging online content, workshops and live-streamed performances.
- Hosted a Community Carols event, which was delivered both in person and live-streamed.
- Ran a successful Community Festival, which was held over two days, attracting thousands of people and featured live music, creative workshops, market stalls and other family friendly activities.
- Delivered the Summer Series program, hosting live music events in various parks and reserves across the City of Whittlesea.

Community Consultation and Engagement

The 2021-22 Annual Report was developed with the input of departments from across the organisation to capture the relevant achievements of the 2021-22 financial year and meet Council's legislative requirements.

Alignment to Community Plan, Policies or Strategies

Alignment to Whittlesea 2040 and Community Plan 2021-2025:

High performing organisation

We engage effectively with the community, to deliver efficient and effective services and initiatives, and to make decisions in the best interest of our community and deliver value to our community.

Considerations

Environmental

No implications

Social, Cultural and Health

No implications

Economic

No implications

Financial Implications

The cost is included in the current budget.

Link to Strategic Risk

Strategic Risk Governance - *Ineffective governance of Council's operations and activities resulting in either a legislative or policy breach*

Section 98 of the *Local Government Act 2020*, requires Councils to prepare an Annual Report in respect of each financial year. The 2021-22 Annual Report must be presented to a Council Meeting by 31 October 2022.

Implementation Strategy

Communication

Following endorsement of the 2021-22 Annual Report, a media release will be developed and issued to local media and uploaded to Council's website.

Critical Dates

In accordance with Section 98 of the *Local Government Act 2020*, the 2021-22 Annual Report must be presented to a Council meeting by 31 October 2022.

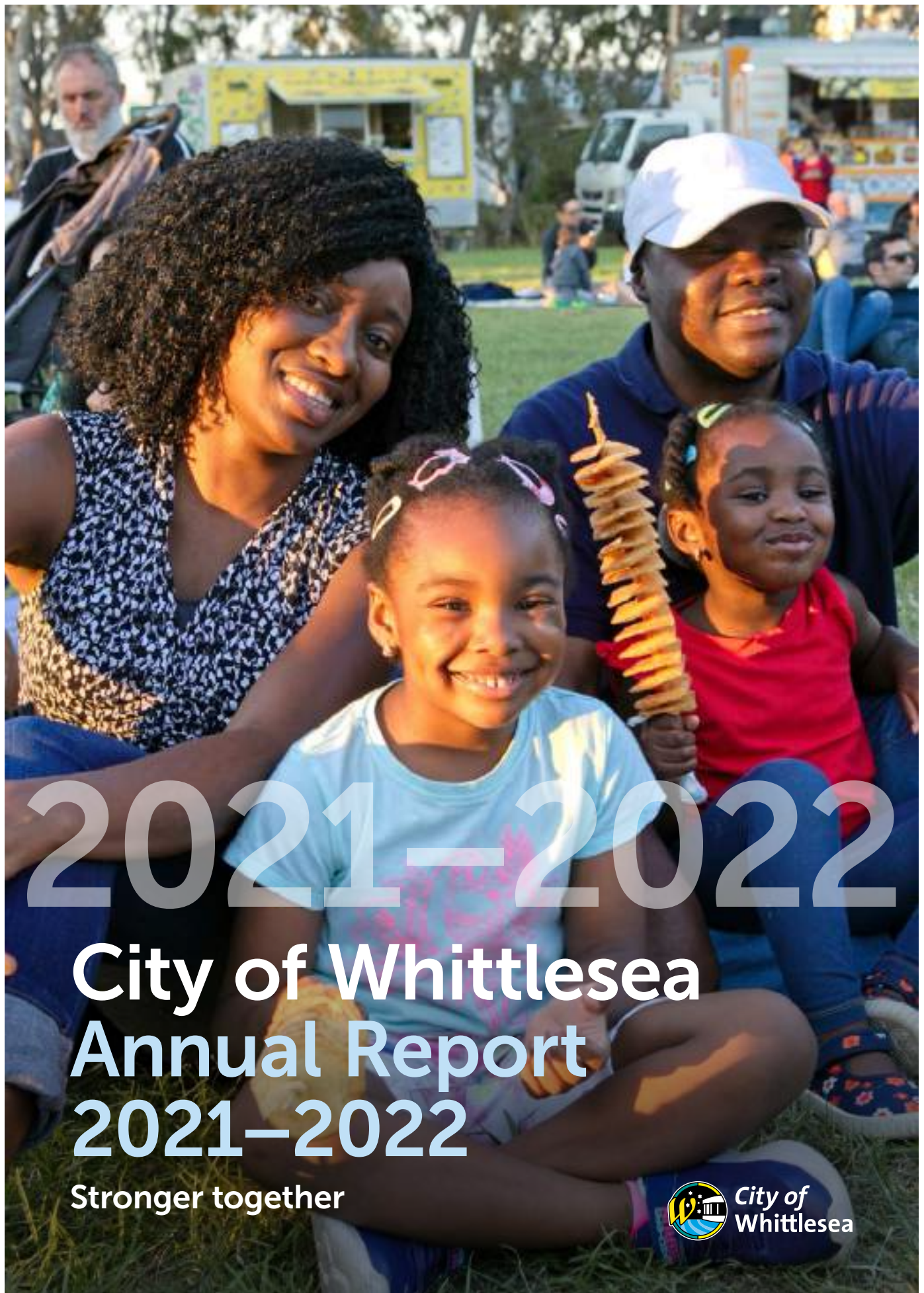
Declaration of Conflict of Interest

Under Section 130 of the *Local Government Act 2020* officers providing advice to Council are required to disclose any conflict of interest they have in a matter and explain the nature of the conflict.

The Responsible Officer reviewing this report, having made enquiries with relevant members of staff, reports that no disclosable interests have been raised in relation to this report.

Conclusion

The City of Whittlesea 2021-22 Annual Report is an integral part of Council's commitment to open and accountable governance. It provides the community with an overview of Council's financial and operational performance and achievements during 2021-22 in delivering against Council's priorities set out in the 2021-25 Community Plan and 2021-22 Annual Budget.



2021–2022

City of Whittlesea Annual Report 2021–2022

Stronger together



City of
Whittlesea

Welcome

Welcome to the City of Whittlesea's Annual Report 2021–2022. Council is committed to transparent reporting and accountability to the community and our stakeholders.

This report provides an overview of Council's performance in the 2021–2022 financial year against the five goals set out in our Community Plan 2021–25 and Annual Budget 2021–22.

The report highlights achievements and challenges faced and includes statutory reporting and legislative information as required under the *Local Government Act 2020* and other legislation.

Καλωσορίσατε στην Ετήσια Έκθεση της Πόλης Whittlesea 2021–2022. Ο Δήμος δεσμεύεται για διαφάνεια στις εκθέσεις και λογοδοσία προς την κοινότητα και τα ενδιαφερόμενα μέρη μας.

Αυτή η έκθεση παρέχει μια επισκόπηση των επιδόσεων του Δήμου για το οικονομικό έτος 2021–2022 έναντι των πέντε στόχων που ορίζονται στο Κοινοτικό μας Σχέδιο 2021–25 και στον Ετήσιο Προϋπολογισμό 2021–2022.

Η έκθεση υπογραμμίζει τα επιτεύγματα και τις προκλήσεις που αντιμετωπίστηκαν και περιλαμβάνει νομικές εκθέσεις και νομοθετικές πληροφορίες, όπως απαιτείται από τον Νόμο Τοπικής Αυτοδιοίκησης του 2020 και άλλη νομοθεσία.

Benvenuti alla relazione annuale 2021–2022 della city di Whittlesea. Il Comune si impegna a redigere le relazioni e a comunicare la responsabilità nei confronti della comunità e dei nostri azionisti in modo trasparente.

La presente relazione offre una panoramica dei risultati del Comune nell'anno finanziario 2021–2022 rispetto ai cinque obiettivi stabiliti nel nostro Piano comunitario 2021–25 e nel Bilancio annuale 2021–22.

Il rapporto mette in evidenza i risultati e le difficoltà affrontate e include il rapporto statutario e le informazioni legislative come richiesto dal Local Government Act 2020 e da altre leggi.

Добредојдовте во годишниот извештај на Општина Витлси за 2021–2022 година. Општината е посветена на транспарентно известување и одговорност пред заедницата и нашите акционери.

Овој извештај дава преглед на изведбите на Општината во финансиската година 2021–2022 според петте цели утврдени во нашиот План на заедницата 2021–25 и Годишниот буџет 2021–22.

Извештајот ги истакнува достигнувањата и предизвиците со кои се соочивме и вклучува законско известување и законски информации како што се бара според Законот за локална самоуправа од 2020 година и друго законодавство.

یسلتی و رهش 2022 ات 2021 هـ نالاس شرازگ هب دده شرازگ هب دهعتم رهش یاروش دی دمآ شوخ ناعفن ذ و یلحم دهعاج هب ییوگخسپ و فافش تسام

یلام لاس رد اروش درکراک زا یلک یام نرود کی شرازگ نی ات 2021 حرط رد هدش نییعت فده چنپ دروم رد 2022 ات 2021 مهارف 2022 ات 2021 هـ نالاس هج دوب و نام یلحم دهعاج 2025 دنک ی

هتسجرب روطب ار ههجاوم دروم یاهشلاچ و اهدرواتسد شرازگ نی یقوقح تاعالطا و ینوناق یهدشرازگ لماش و دده یم ناشن ی رگی نی نواوق و 2020 یلحم تلود نوناق قبط هک روطنهام دشابیم، تسام

Acknowledgement of Traditional Owners

The City of Whittlesea recognises the rich Aboriginal heritage of this country and acknowledge the Wurundjeri Willum Clan and Taungurung people as the Traditional Owners of this place.



Council offices

Civic Centre
25 Ferres Boulevard
South Morang, VIC 3752

Shop MM1, Westfield
Plenty Valley Shopping Centre
415 McDonalds Road
Mill Park, VIC 3076, 03 9404 8800


Epping Depot
68–96 Houston Street
Epping, VIC 3076, 03 9409 9842

Opening hours:
Monday–Friday, 8.30am–5pm

Telephone: 03 9217 2170

National Relay Service: 133 677
(ask for 9217 2170)

Free telephone interpreter service

 131 450


Postal: Locked Bag 1,
Bundoora MDC, VIC 3083

Email: info@whittlesea.vic.gov.au

Web: www.whittlesea.vic.gov.au

 facebook.com/cityofwhittlesea

 [@citywhittlesea](https://twitter.com/citywhittlesea)

 [CityWhittlesea](https://www.instagram.com/CityWhittlesea)

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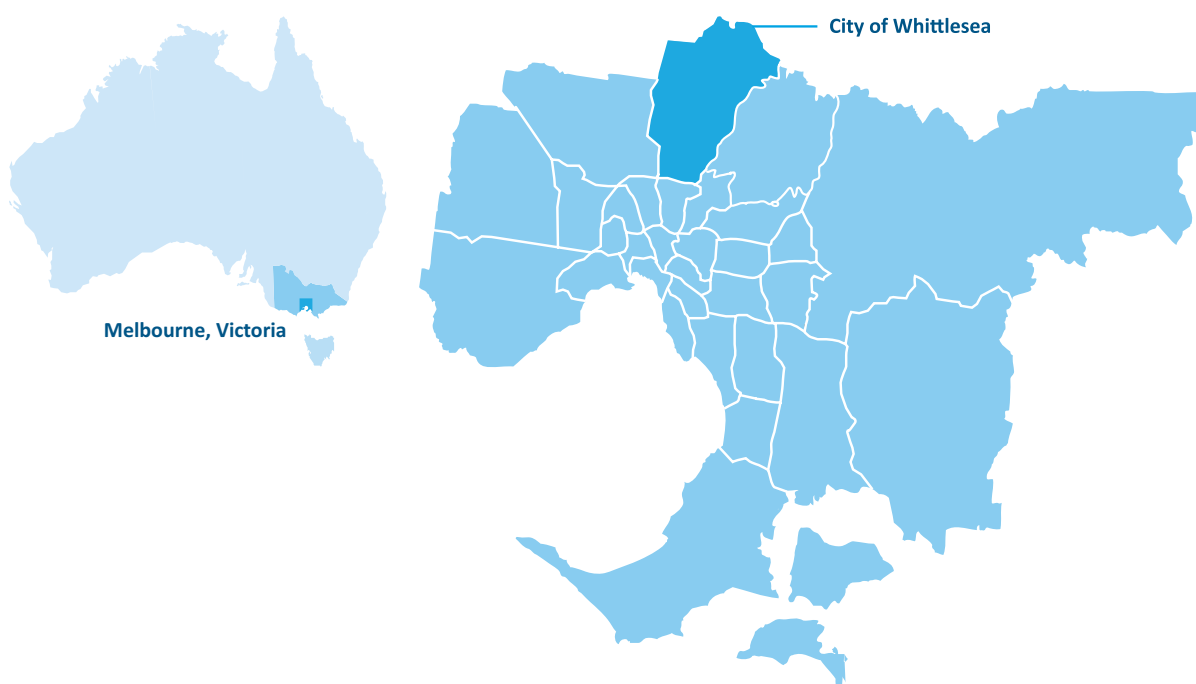
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About the City of Whittlesea

The City of Whittlesea is located in Melbourne's northern suburbs, about 20 kilometres from the city centre. It is one of Melbourne's largest municipalities, covering a land area of approximately 490 square kilometres.

The majority of the City of Whittlesea population live in urban areas. This is split across the major established suburbs of Bundoora, Epping, Lalor, Mill Park and Thomastown, the current growth area precincts of Mernda, Doreen, South Morang, Epping North and Wollert, and the rural areas of Donnybrook and Whittlesea township and surrounds. Significant future growth is projected for Wollert and Donnybrook. The rural areas of the municipality are characterised by farming, forested areas and historic township communities including Whittlesea.

The Wurundjeri Willum people were the original inhabitants of the area and are the Traditional Owners of this land. Compared with other municipalities, the City of Whittlesea has the third largest population of Aboriginal and Torres Strait Islanders by person count in Metropolitan Melbourne, with 2,389 ATSI residents.



Source: 2021 Census of population and housing

Who we are



229,396

total population



16.2%

growth
(between the 2016
and 2021 Census)



35

years
is the median
age of residents



26.9%

of population
aged 0–19 years



19.6%

of population
aged over 60 years



49.6%

males

50.4%

females



75,897

residential
properties
(19.4% increase from
the 2016 Census)



85.6%

of residents
live in detached
properties



33,503
Epping

suburb with
largest population



2,099
Donnybrook

suburb with
smallest population



45.6%

of households*
are couples
with children



22.2%

of households*
are couples
without children



39.1%

of residents
born overseas



46.9%

of residents
speak a language
other than English
at home

most common
languages spoken
other than English

Arabic	5.2%
Macedonian	4.3%
Punjabi	4.3%
Italian	3.6%
Greek	3.1%



2,389

Indigenous population
(37.8% growth from the
2016 Census)

Source: 2021 Census of population and housing
*in detached houses

Our vision



Whittlesea 2040: a place for all

***Whittlesea 2040: a place for all* is the long-term vision for the City of Whittlesea. It guides all of Council's work and future partnerships with the community and others.**

In 2040, compassion is at the heart of our community.

A compassionate community makes sure that everyone feels cared for and supported in a deep and meaningful way. It makes our City increasingly welcoming, whether you've just arrived or your family has been here for generations.

What that appeal feels like is different for everyone. It might be having a job you like within easy reach or knowing your neighbour's name. Or maybe something even simpler, like hearing birds in the trees outside your window.

Our community offers a sense of place that includes everyone, where people from all walks of life are valued for who they are and the qualities they bring with them.

Our vision is underpinned by five goals:

Connected community

Our city opens its arms to every resident and is a place where all walks of life are celebrated and supported.



Liveable neighbourhoods

Our city is well-planned and beautiful, and our neighbourhoods and town centres are convenient and vibrant places to live, work and play.



Strong local economy

Our city is the smart choice for innovation, business growth and industry investment.



Sustainable environment

Our city's superb landscapes and natural environment are an enduring source of pride.



High performing organisation

Council will engage effectively with the community, deliver efficient and effective services and initiatives, make decisions in the best interest of the community and deliver value to the community.



What we do

The City of Whittlesea is responsible for delivering more than 140 services to our community, across 26 service groups and aligned to our five goals.

Connected community

- Aboriginal reconciliation
- Ageing well
- Animal management
- Arts, heritage and festivals
- Community facilities
- Community strengthening
- Customer service, communications and civic participation
- Family and children's services
- Leisure and recreation
- Public health and safety
- Youth services

Liveable neighbourhoods

- Parks and open space
- Planning and building
- Roads, public transport and footpaths
- Traffic management

Strong local economy

- Investment attraction
- Libraries
- Local business support

Sustainable environment

- Biodiversity and land management
- Climate change action
- Waste and recycling
- Water management

High performing organisation

- Our finance and assets
- Our governance
- Our people
- Our systems and knowledge



Our Community Plan 2021–2025

Setting the future direction for the City of Whittlesea

Council's Community Plan 2021–2025 was adopted at a special Council meeting on 25 October 2021.

The plan builds on and re-endorses the long-term community vision – *Whittlesea 2040: a place for all* and incorporates various other Council plans including the Municipal Public Health and Wellbeing Plan, Disability Action Plan and Pandemic Recovery Plan actions into the one overarching document.

Developed following extensive community consultation, the Community Plan focuses on public safety, festivals, events, social connection and sports facilities as well as new and upgraded parks and playgrounds, transport improvements, clean streets and road safety.

Over the four years of the plan, Council will be working to make the City of Whittlesea a smart choice for business growth, innovation and investment, enabling opportunities for local work and education. There will also be an emphasis on waste management, biodiversity and increasing the number of trees.



Key initiatives of the Community Plan 2021–2025 include:

- Coordinate recovery efforts across the municipality including COVID-safe messaging and mass vaccinations, and a grants program to support community service organisations as well as emergency relief
- Establish a Gathering Place to increase connections to culture, heritage, land and healing for Aboriginal people
- Increase the quality, access, safety and amount of public open space in the municipality, including additional dog parks and a local park improvement program
- Design and upgrade local streetscapes and shopping precincts to make it easier to move about, celebrate local culture, heritage and character, and connect people to the natural environment
- As part of COVID-19 recovery, deliver a 'support local' campaign and incentive program to support the community and local businesses
- Work with the Victorian Government and key stakeholders to progress planning for key employment precincts such as Epping Central, the Beveridge Intermodal Freight Terminal, the Melbourne Food Innovation and Export Hub and the Vearings Road employment precinct
- Deliver key actions from our Rethinking Waste Plan, including introducing residential glass recycling, extending food and garden waste services, protecting the environment from litter and increasing sustainable procurement
- Deliver on our Greening Whittlesea Strategy including increasing tree canopy along main road residential streets and in conservation reserves, parks and major facilities
- Improve customer service by investing in technology, systems and Council staff to make it easier for our community to interact with Council
- Maintain strong communications with our community to promote access to services including multilingual, accessible for all and mobile-friendly communication and website.



Messages

Messages from
our leaders



Chair Administrator message

I am pleased to present the City of Whittlesea Annual Report for 2021–2022.

The theme of our report this year is 'Stronger Together' which reflects the collaborative approach we have taken internally, with our community, our networks, neighbouring councils and other tiers of government to face the challenges of the past year.

We set an ambitious program at the outset of our four-year term and we are delighted with the progress that has been made to date; notably in community engagement, financial management, good governance, advocacy, economic development and strategic projects.

A standout achievement is the launch of our 2021–2025 Community Plan which incorporates Council's Health and Wellbeing Plan, Disability Action Plan and Pandemic Recovery Actions. The Plan was informed by extensive community consultation and includes 60 initiatives aligned to community priorities.

We are making it easier for our community to engage with Council and have their say on issues that are important to them through improvements to our digital engagement platform and regular in-person consultation in shopping centres, libraries, playgrounds, main streets and markets.

We've also introduced monthly *Coffee with Council* at cafés around the municipality and informal drop-in forums ahead of four community-based Council Meetings each year to offer more opportunities for residents to connect with Administrators and senior leaders.

During the year we were thrilled to recognise the outstanding contributions of local citizens with

the inaugural City of Whittlesea Community Awards. My warmest congratulations to recipients Daman Shrivastav, Lynne Harris, Shoukry Sidrak, Rudra Sekhri and Hansikaa Sharma.

Fittingly, in NAIDOC Week we proudly committed to the establishment of an Aboriginal Gathering Place in Quarry Hills Regional Parkland. The project will be developed in partnership with local Aboriginal communities, the Whittlesea Aboriginal Gathering Place Advisory Group and the Whittlesea Reconciliation Group.

We are committed to making it easier for people of all ages, abilities and backgrounds to increase physical activity and social engagement to improve their physical and mental health and lower their risk of chronic disease.

To this end, we have endorsed a \$9.8 million redevelopment of Huskisson Recreation Reserve in Lalor to deliver first-rate tennis facilities and approved the creation of the business case for a Regional Sports and Aquatic Centre (RSAC) in Mernda which was subsequently endorsed in July 2022. The staged delivery of this state-of-the-art centre is expected to include a 50-metre multipurpose pool, a warm water exercise pool, a learn-to-swim pool and a children's pool, six indoor sports courts and eight outdoor netball courts, a gym with a group fitness area, spa, sauna and consulting suites.

We continue to strongly advocate on behalf of the City of Whittlesea and build strategic relationships, meeting regularly with local members and having a representational role on many regional networks. We have developed a comprehensive Advocacy Prospectus seeking co-investment on 19 key initiatives to meet the needs of our growing population such as the E6 Freeway, the Beveridge Intermodal Freight Terminal, the Melbourne Food Innovation and Export Hub, RSAC and the Aboriginal Gathering Place.

Our commitment to becoming a low waste city is unwavering with innovative projects such as the Mernda Repair Café and rebates for reusable products and composting materials.

We are preparing for the introduction of glass recycling in 2022 and have installed our first electric vehicle charging station.

We have introduced 12 community recycling hubs and a new litter enforcement team to help our city be cleaner and greener.

We have planted 10,000 trees and 42,000 shrubs to create a greener Whittlesea and partnered with Better Building Finance to offer small to medium-sized local businesses access to finance to undertake environmental upgrades.

To support a smooth return to elected officials in 2024 and foster the next generation of community leaders we have launched a comprehensive community leadership program in partnership with La Trobe Business School.

We celebrated the success of the 2011–2021 Green Wedge Management Plan (GWMP) which included 84 initiatives relating to land, biodiversity, water and people and started work on our next GWMP.

As I reflect on all of the achievements highlighted in this report, I know I speak on behalf of my fellow Administrators Peita Duncan and Chris Eddy, when I offer my congratulations and thanks to the staff for their unwavering commitment to delivering the services and infrastructure our community needs during some very challenging circumstances.

It is an honour and privilege to continue to serve the welcoming and vibrant community that is the City of Whittlesea.



CEO message

Welcome to the City of Whittlesea Annual Report 2021–2022, which outlines our organisation's key achievements and financial performance over the last 12 months.

The pandemic continued to provide challenges including another 89 days in lockdown, but despite this we have been able to continue to deliver critical services and a \$54 million capital program. I am proud of the dedicated and committed staff who made this possible.

We have undertaken a comprehensive organisational realignment to create a high-performing organisation to deliver our new Community Plan 2021–2025. This led to a long-overdue and much-needed injection of staffing in critical service areas to support our growing community.

I am pleased the recruitment we have undertaken at the senior leadership level has improved our gender and age diversity and provides more balanced leadership across the organisation.

Our focus on our people is evidenced in our Workforce Plan and Gender Equality Action Plan and we have also begun work on *A Great Workplace for All* program to ensure we are attracting, engaging and retaining the quality staff we need to achieve our organisational purpose of making lives better.

We have embedded our new streamlined strategic planning framework which synthesises hundreds of documents into seven key strategies. In 2022 we launched the first of these key documents with our Strong Local Economy Strategy and Action Plan.

The development of a Business Advisory Panel and the City of Whittlesea Business Network in addition to support local campaigns such as *Dine OutSIDE* and *It's All Here* are just some of the exciting initiatives being delivered from this Plan.

We developed a number of critical long-term planning frameworks including our 2021–2031 Financial Plan, our 2021–2025 Domestic Animal Management Plan and the 2022–2031 Asset Plan.

In response to the pandemic, we activated an Emergency Management Team which included 137 staff from 23 departments. From providing food and material aid to 3,254 isolating residents, online vax chats, pop-up vaccination centres, information booths with bi-cultural workers, supporting businesses to be COVID-safe and more, our staff were at the forefront of keeping our community safe, informed and supported throughout the pandemic.

To address low vaccination rates, we partnered with the Victorian Government and Northern Health to activate the mass vaccination hub at the Plenty Ranges Arts and Convention Centre and a child-friendly facility at the Civic Centre. Collectively, these centres delivered 241,190 vaccinations.

Despite the challenges of labour, supply and escalating costs, our capital program delivered an incredible 143 projects including the stunning McLeans Road Kindergarten in Bundoora and the expansive Kirrip Community Centre in Wollert.

To help support our community to stay active we upgraded the BMX track at Sycamore Recreation Reserve, began work on the Whittlesea Skate Park upgrade and continued work on the Mill Park Stadium redevelopment.

We completed a new soccer pitch and pavilion at HR Uren Recreation Reserve, added new cycling and walking paths in Thomastown and Lalor and turned on the jets at the popular new splash pad at the Whittlesea Swim Centre.

We continued to redevelop our neighbourhood parks and playgrounds including Darebin Creek Parklands, Redleap Recreation Reserve, the iconic Mernda Adventure Playground and the much-loved Whittlesea Public Gardens, and completed the design work for the new Granite Hills Park in Quarry Hills.

Plus, we upgraded streetscapes in Lalor and Thomastown, dog parks in Epping and Mernda, footpaths and local roads like Arthurs Creek Road in Yan Yean.

We were able to make a welcome return to live events with Carols and a refreshed Community Festival, which attracted thousands, and the luminous Walking Thomastown, which wowed with its stunning after-dark light projections and installations.

We have begun a comprehensive digital transformation to make it easier for the community to interact with us online and we continue our focus on continuous improvement of our customer service.

The City of Whittlesea is one of the fastest growing municipalities in the state; projected to grow by 60 per cent by 2040. This exceptional growth poses funding challenges. Our partnership and collaborative approach has led to significant grant funding and we thank the State Government for their continued support to help deliver critical infrastructure for our growing community.

I commend the effort of the staff who have contributed to the creation of this report and the significant achievements highlighted within it.

We look forward to continuing to work hard to deliver the best outcomes for the people who live, work, study, and visit the City of Whittlesea.



The year in review

Stronger together

Throughout 2021–2022, the City of Whittlesea continued to adapt to emerging community needs in a rapidly changing environment shaped by the pandemic.

In the first half of the financial year, as we once again faced lockdowns, we partnered with local charities, worked side by side with local businesses and supported health and other government organisations to ensure we could together get through the challenges ahead.

As the lockdowns lifted, our focus shifted towards recovery efforts and initiatives to support our community to get back to doing what they love, from dining, to leisure and social activities. We have collaborated with, and listened to, our community to help shape many of our plans and priorities and have advocated on their behalf to other levels of government.

And despite the challenges of the pandemic, we continued to provide essential services and deliver much-needed infrastructure to our community.

The following pages provide a snapshot of the many achievements of the City of Whittlesea in 2021–2022.



The year in review

COVID-19 pandemic

In 2021–2022, Council delivered the following services and actions to support our community in response to the ongoing COVID-19 pandemic:

- City of Whittlesea staff were able to quickly adapt services, programs and support to meet the changing needs to community throughout the pandemic and lockdown periods.
- Council staff adapted to work from home requirements without affecting the output of services delivered to the community.
- The Resilience and Emergency Management team activated an Emergency Management Team in response to the COVID-19 pandemic which included 137 staff from 23 different departments. The team directly engaged with over 3,606 residents and supported 3,254 residents in isolation with food and material relief.
- Provided COVID-19 emergency recovery grants to 17 community organisations who supported 3,272 families with emergency food relief and other essential items.
- A mass vaccination hub was opened at Plenty Ranges Arts and Convention Centre (PRACC). Operated by Northern Health, the centre opened in June 2021, when local vaccination rates were well below the state average, and closed on 5 December, as the City of Whittlesea double dose vaccination rates hit 90 per cent. During this time, 241,190 vaccines were administered.
- The mass vaccination hub reopened on 5 January until 31 March 2022 to support the delivery of third doses.
- A dedicated, child-friendly vaccination centre also opened at the Civic Centre on 10 January 2022 to support COVID-19 vaccinations for children.
- Delivered the Multicultural Awareness of COVID Immunisations (MACI) program to increase culturally and linguistically diverse community members' accessibility and uptake of the COVID-19 vaccination. This included pop-up vaccination sessions, which saw 7,561 vaccinations administered.
- Free online Q&A "Vax Chat" sessions were held with experts from Northern Health to answer community questions about COVID-19 vaccinations to help boost vaccination rates in the City of Whittlesea. This included sessions specifically on child vaccinations, vaccinations for seniors and a multilingual vax chat.
- Information booths were set up at pop-up locations from mid-October 2021, to provide information and assist community members with bookings for vaccinations. This included in-language information packs and language aides from Whittlesea Community Connections to assist CALD community groups access information. Locations for the pop-ups were based on areas with low community vaccination rates – Epping and Bundoora. The information booth at Pacific Epping Shopping Centre was so successful that it remained until June 2022.
- Helped keep our community informed about the changing health and pandemic information and regulations through regular communications, including audio-visual and in-language resources to ensure our diverse community had access to the information they needed.
- The Compliance and Environmental Health department conducted 7,933 business support visits between August and October 2021 to help ensure businesses remained compliant to COVID-19 restrictions and provide information and support as required.
- Continued to implement Council's Financial Hardship Policy to support financially vulnerable residents and established a team to support this work.
- A series of free digital literacy classes for seniors were provided to boost their online connectivity. This was delivered in partnership with Whittlesea U3A.
- The Dine Out(side) campaign was rolled out across the municipality to support local food businesses recovering from the impacts of the pandemic. The campaign encouraged residents to get behind local cafés and restaurants and enjoy outdoor dining during summer.
- The Gardening Together Again program was a 10-week program delivered by Council to members of existing community gardens, or people wanting to set up a new community garden. The program provided participants with the skills and knowledge to create and maintain a thriving community garden in their local area to support the local community with spaces to come together and reconnect.

The year in review

COVID-19 recovery initiatives

Connected community

- Coordinate recovery efforts across the municipality including COVID-19 safe messaging and mass vaccinations
- Grants program to support community service organisations as well as emergency relief
- Strengthen multichannel communications with community and local businesses
- Establish local community hubs to increase community connections.

Liveable neighbourhoods

- Create more community gardens and support local events
- Advocate for better public transport
- Build health and recreational facilities
- Provide more public amenities.

Strong local economy

- Business support program and incentives to buy local
- Enhanced learning and job-ready opportunities for young people
- Increased training and support for unemployed and underemployed residents.

Sustainable environment

- Pilot Environmental Upgrades Program to support uptake of renewable energy
- Continue solar panel and battery scheme for council buildings to reduce running costs to community groups.

A group of community representatives helped shape Council's \$2 million investment into COVID-19 recovery initiatives to support residents, businesses and groups to thrive following the effects of the COVID-19 pandemic and lockdowns.

In 2020–2021, Council committed \$2 million for a COVID-19 Community Recovery Fund, to be implemented in 2021–2022.

The group of 26 randomly selected residents, who were representative of the diverse City of Whittlesea community, took part in a series of workshops to develop recommendations for the fund.

Together, they considered the evidence and impact of the pandemic on residents and businesses, and developed a list of recommendations to help our community recover.



The year in review

Connected community

Our city opens its arms to every resident and is a place where people from all walks of life are celebrated and supported.

Achievements

- Completed a feasibility study into the delivery of an Aboriginal Gathering Place to increase connections to culture, heritage, land and healing.
- Provided more than 450 free high tea packs to seniors for them to enjoy while watching an online musical performance to celebrate the Victorian Seniors Festival in October. The high tea, which was delivered to their door, was supplied by local small businesses.
- Developed the 50 sites of significance map for the City of Whittlesea, available in an interactive online version and in print in libraries and community centres. Highlights include Bear's Castle, a small, two-storey structure built in Yan Yean in 1846 for pastoralist John Bear using clay, straw, gravel and sand, and several Bills horse troughs that provided relief for working horses in the first half of the 20th century.
- In partnership with La Trobe Business School, The Public Value Studio and the Victorian Local Governance Association, delivered the first intake of the Community Leadership Program to help community leaders build their skills and get more involved in their community.
- Adopted a new Domestic Animal Management Plan 2021–2025, informed by more than 3,000 pieces of community feedback captured during extensive consultation. The Plan outlines how Council will create a harmonious and safe environment for pets, people, other animals and the environment over the next four years.
- Completed Stage 1 of the Aboriginal Heritage Study which aims to identify and map Aboriginal cultural landscape/environments and ensure their ongoing protection.
- Won the Best Community Based Initiative of the Year Award at the Parks and Leisure Australia VIC/ TAS Awards for the Muslim Women's Get into Golf Program.
- Delivered the Modelling Respect for Equality Program in partnership with The Men's Project at Jesuit Social Services, which saw 15 leaders in the community build their capacity around addressing gender stereotypes and their harmful impacts.



The City of Whittlesea's commitment to making young LGBTIQ* (lesbian, gay, bisexual, transgender, intersex, queer, asexual) people feel safe and included has been affirmed, with its Youth Services team gaining Rainbow Tick accreditation until April 2024.

The team is one of the first local government youth services with Rainbow Tick accreditation, demonstrating Council's commitment to creating socially cohesive communities and supporting and celebrating diversity in the City of Whittlesea.

Challenges

- Ensuring we could continue to connect with and respond to our community while managing COVID-19 pandemic lockdowns and limited face-to-face interactions.

The year ahead

- We will continue to support the health and wellbeing of our community through the COVID-19 pandemic.
- We will continue to progress our major projects including the Aboriginal Gathering Place and the next stage of our Regional Sports and Aquatic Centre at Mernda.

The year in review

Liveable neighbourhoods

Our city is well-planned and beautiful, and our neighbourhoods and town centres are convenient and vibrant places to live, work and play.

Achievements

- Upgrade of the dog-off leash areas at Lyndarum Wetlands in Epping and Creek Park in Mernda opened.
- Upgrade of Arthurs Creek Road in Yan Yean, between Plenty Road and Recreation Road, providing motorists with a safer and smoother drive.
- Adoption of the Asset Plan and Asset Management Plans to help strategically manage Council's portfolio of assets over the next 10 years.
- Upgraded McLeans Road Kindergarten into a state-of-the-art two-room facility to cater to three and four-year old kindergarten placements.
- Opened Kirrip Community Centre in Wollert, featuring a modern three-room kindergarten, two fully equipped maternal and child health rooms, a community hall and flexible meeting spaces and consulting suites for hire.
- Upgraded the Mernda Village Adventure Playground to include new play equipment, new shelters, picnic setting and barbecue and two new unisex accessible public toilets with baby change facilities.
- Built six missing footpath links in local streets to improve connectivity and safety for pedestrians and bike users.
- Advocated to the Federal Government for investment into the E6 Freeway, Bridge Inn Road, Craigieburn Road East, Epping Road, Findon Road and Donnybrook Road.
- Approved the planning application for the Wollert Community Farm, which will provide employment and education pathways through the development of a nursery and grazing activities.
- Partnered with the Department of Environment, Land, Water and Planning for the 20-minute Neighbourhood Program, piloting a Neighbourhood Activity Centre prioritisation tool in the suburbs of Thomastown and Lalor that will inform key projects across planning, infrastructure and community service delivery and achieve better integration across these areas.

Challenges

- Escalating construction costs and availability of materials and labour impacted some of our infrastructure delivery timeframes and scope.

The year ahead

- Continue to advance our advocacy priorities to all levels of government.



Streetscape upgrades provide a fresh place to connect

The shopping centres at Lalor and Thomastown are enjoying a fresh new look after undergoing extensive upgrades to revitalise the bustling precincts and create opportunities for residents to connect.

The \$8.2 million streetscape projects included the installation of safer walkways, updated road access for improved traffic flow, upgraded paving and landscaping, new public toilets, as well as the addition of new open social spaces with seating to encourage shoppers and visitors to get to know their neighbours and meet new people.

For local Yarra Plenty Regional Library Branch Manager Chantel Blitenthall, the much-welcomed upgrades to Lalor Shopping Centre have modernised the area and improved the connection between Peter Lalor Walk and the Lalor Library.

"It's wonderful to have clear and safe access across May Road, which encourages people to return to the library and explore all of our programs and services," she said.

"Lalor is such a vibrant place, with a diverse range of backgrounds and cultures. The improvements have created more welcoming spaces and increased the opportunity for residents to return to Lalor Library and rediscover community, creativity, and the collection."

The year in review

Strong local economy

Our city is the smart choice for innovation, business growth and industry investment.

Achievements

- Adopted the new Investment Attraction Plan 2021–26. Developed in consultation with businesses, industry, government and educational institutions, the plan outlines opportunities and actions to attract new business ventures to the City of Whittlesea while also supporting existing businesses to grow, create more local jobs and boost our local economy.
- Adopted the Strong Local Economy Strategy 2022–2026 – a streamlined new strategy that will guide Council’s approach to building and supporting a strong and innovative local economy over the next five years. The strategy, which is the first developed under our integrated planning framework, sets out priority actions under the following key directions: Increased local employment, Education opportunities for all, and Successful, innovative local businesses.
- Launched the City of Whittlesea Business Network – open to all businesses operating within the City of Whittlesea – offering support, training and networking opportunities.
- Strengthened our relationship with the business community and enhanced business-to-business relationships through the newly established Business Advisory Panel.
- Approved Vearings Road employment development plan which provides for the creation of a large employment area within the Cooper Street West precinct.
- Facilitated connections and employment opportunities through the Local Jobs Program and Jobs Advocates Program.
- Continued advocacy for the Beveridge Intermodal Freight Terminal saw the Federal Government announce a \$1.62 billion investment into the project, which is expected to draw more than 20,000 jobs and further investment into the region.

Challenges

- Helping local businesses to keep operating through lockdowns and supporting them through the recovery phase.

The year ahead

- Continue efforts for investment attraction, to create new local jobs and promote the visitors economy.



It's all here

The City of Whittlesea launched a new campaign on 1 June 2022 to support local businesses in all shapes and sizes. The campaign showcased eight local businesses from a cross-section of industries and was launched alongside an incentives program offering 25 per cent back on purchases when people spent at least \$50 at a City of Whittlesea business.

Vanessa, from local cake making business Ness Cakes, and one of the eight featured businesses, said that after living and working in the City of Whittlesea for over 40 years, she couldn't see herself in any other area. "I love chatting to my customers and fostering these connections in the community."

The incentives program was a huge success, with over 3,000 claims made, and \$150,000 in rebates paid out during the 28 days that it was running, injecting more than \$800,000 into the local economy.

Sustainable environment

Our city's superb landscapes and natural environment are an enduring source of pride.

Achievements

- Established a new Litter Enforcement Team, helping our city be cleaner and greener.
- Our Rural Environment Grant Program was fully subscribed for the first time, supporting our rural landowners to protect and enhance biodiversity on their property.
- Trialled the Zero Waste Rebates program, offering residents rebates on the purchase price of reusable nappies, reusable sanitary products or composting materials.
- Endorsed the draft Green Wedge Management Plan 2022–2032 and conducted community consultation.
- Established a partnership with the Wurundjeri Woiwurrung Cultural Heritage Aboriginal Corporation's Narrap Rangers unit to share knowledge about traditional fire practices.
- Planted more than 10,000 trees and 42,000 new shrubs throughout parks and open spaces.
- Endorsed the Environmental Upgrade Agreements program to assist businesses access finance for upgrades to reduce energy and water use.
- Installed an electric vehicle charging station in the Whittlesea township as part of the Charging the Regions project.
- Installed recycling drop-off hubs at 12 locations across the municipality, making it easier and more convenient for people to drop off items including x-rays, e-waste and mobile phones.

Challenges

- COVID-19 isolation periods have impacted staff and contractor availability, particularly in areas where staff cannot work from home.
- An increase in the amount of dumped rubbish across the municipality has been a challenge, however Council's new Litter Enforcement Team has been deployed to help tackle this issue.

The year ahead

- Implement a new glass recycling collection service for all households across the municipality as part of the Victorian Government's standardised four bin waste and recycling service.



Giving broken items a new life

As part of the City of Whittlesea's Rethinking Waste Plan 2021–2030, we're working with our community to reduce waste sent to landfill through a range of initiatives, including supporting the introduction of repair cafés.

Run by Mernda Community House, Whittlesea Community Connections and the City of Whittlesea, The Mernda Repair Café, which opened on 9 April, 2022, is staffed by skilled community volunteers.

Mernda Community House Coordinator Paras Christou said the Repair Café, which is run monthly, will get people in the community thinking about fixing items rather than simply throwing them out.

"For many people these days, when something no longer works or is broken, their first thought is to bin it," said Paras.

"But what we are trying to do with this repair café is show our community that there is an alternative, and many items that would otherwise be destined for waste can in fact be repaired and reused."

"We have a range of repairers at each session that can fix items including bikes, small electrical items, clothing and jewellery."

The year in review

High performing organisation

Council will engage effectively with the community, deliver efficient and effective services and initiatives, make decisions in the best interest of the community and deliver value to the community.

Achievements

- Extensive community consultation to inform the development of Council's Community Plan 2021–2025.
- New Complaints Policy endorsed. The policy outlines the steps Council will take to investigate and resolve complaints and will enable Council to better use customer feedback to shape improvements to its services.
- Increased distribution of Council's community newsletter, *Local Scoop*, to include businesses as well as all households, and increased frequency from four to six editions per year to enable more timely information sharing with our community.
- Established a Regulatory Programs team to provide specialist regulatory enforcement, appeals and prosecutions systems. This key organisational change creates a separation between the teams who make enforcement decisions to those undertaking internal reviews. Our regulatory approach now focuses on community compliance, safety, amenity, environment, and customer satisfaction and reflects current community standards and expectations.
- Commenced process mapping across the organisation to start understanding our Service Blueprint and work towards continuous improvement.
- Developed the Workforce Plan 2021–2025 to strategically manage the City of Whittlesea's workforce over the coming years.
- Finalised the Gender Equality Action Plan 2021–2025, which outlines key gender equality insights relating to our workforce, and the positive actions we commit to driving forward over the life of this plan in pursuit of improved gender equality outcomes for our staff.

Challenges

- Following the organisational structure realignment, a significant recruitment drive was undertaken to fill vacant positions across the organisation. With low unemployment in the market, this has been challenging at times.

The year ahead

- A focus on improving systems to enable easier transactions with our community and an increased efficiency in processes.



Let's talk

The City of Whittlesea has strengthened community engagement by providing residents greater opportunity to get involved and have their say on matters that are important to them. Council's digital engagement platform, Engage Whittlesea, provides people with the opportunity to complete surveys, ask questions and provide interactive feedback, while face-to-face engagement opportunities at shopping precincts, parks and events such as the South Morang Farmers and Makers Market allow the community to speak to members of staff and subject matter experts.

This year, Council has also facilitated regular opportunities for community to connect with senior staff and Administrators through Coffee with Council events at cafés across the municipality and at community forums.



Highlights of events

Our city is a vibrant City, where our community enjoys getting together to celebrate all that the City of Whittlesea has to offer. From small place-based events to large municipal-wide events, we are committed to providing opportunities for people to come together.

As with last year, the COVID-19 pandemic interrupted a number of planned live events, however we were still able to provide our community with a range of online events to continue to create a sense of connection, and when restrictions eased, our live events launched to help our community reconnect.

Virtual events



Super Kids Sunday Sunday 24 October

Super Kids Sunday went digital in 2021, hosting a digital play space with on-demand videos, live-streamed musical performances and entertainment, live workshops on crafting, learning how to juggle or learning the basics of Auslan signing, stories and much more.



Bringing Up Kids Expo 8–10 September

For the second year, the Bringing Up Kids Expo was held online. The event brought together family support agencies to provide information on services, programs and events offered in the City of Whittlesea. Over the three days, a variety of fun and engaging content was posted for parents, as well as fun activities for the kids.

Live events



Carols Friday 10 December

Held on the Terrace Lawns of the Civic Centre in South Morang, the event was also live-streamed. The family-friendly picnic-style event included Christmas carol favourites and a celebration of customs from the City of Whittlesea's diverse community.

Highlights of events

Live events



Summer Series January and February

Held in various parks and reserves across the City of Whittlesea, the Summer Series brought live music and entertainment to the community at a local level, providing people with an opportunity to get together and reconnect on a fun night out in their local area.



Community Festival 25 and 26 March

The festival's theme, *arts on the northern edge*, celebrated the City's rich cultural diversity and provided a much-welcomed opportunity for the local community to reconnect. The event included live music, theatre performances, visual art, creative workshops, markets stalls and food trucks and lots of other family-friendly activities.



Nature Discovery Walk Sunday 10 April

Held during Nature Play Week, the Nature Discovery Walk took people through the majestic Epping Conservation Reserve. The 1.8km trail included a number of nature activities along the way for children to take part in and learn more about the trees and animals that live in our reserves.



Walking Thomastown Saturday 14 May

A luminous night-time event held in Main Street, Thomastown, with live music and entertainment and interactive light shows that explored the themes of Indigenous connection, German farming settlements and contemporary cultural diversity.



Art exhibitions

A number of art exhibitions were on display throughout 2021–2022 in the Great Hall at the Civic Centre, including *Face-to-face*, a series of 24 captivating community portraits by talented local artist Ron Driscoll, and *Connections*, which showcased more than 90 artworks from 70 artists.



Farmers and Makers Market Third Saturday of the month

While unable to run due to COVID-19 restrictions for the second half of 2021, the market was back in March 2022, providing community with a range of stalls selling fresh local produce cultivated by local farmers and quality handmade products.

Major capital works

In the 2021–2022 financial year, the City of Whittlesea spent \$54.6 million delivering our capital works program.

This included more than 143 projects to build and upgrade community centres, sporting fields, playgrounds, roads, bike paths and footpaths across our municipality, providing our community with facilities and infrastructure to enjoy now and into the future.



Mernda Adventure Park playground upgrade

The newly redeveloped and revitalised play space reopened to the community in late June 2022. The upgrade includes new play equipment, updated play structures, new shelters, picnic and barbecue facilities and a public amenity building.

This \$1 million project included \$150,000 from the Victorian Government's Growing Suburbs Fund toward the installation of public amenities.



Mill Park Basketball Stadium

The redevelopment of Mill Park Basketball Stadium is well underway, with stage one works complete. This included four new change facilities, multi-purpose space, and accessibility upgrades to the grandstand.

Stage two of the upgrade has commenced.

This \$3.4 million project includes \$1 million from the State Government's Community Sports Infrastructure Stimulus Program.



HR Uren Recreation Reserve redevelopment

An upgrade at HR Uren Recreation Reserve will provide the local soccer club and the community with facilities for training, matches and exercise.

Stage one of the redevelopment is complete, with the installation of a FIFA approved pitch, perimeter paths and fencing, ball catching fences at both ends and bench seating between pitches for spectators.

Stage two works on the pavilion extension have also commenced.

The City of Whittlesea has invested \$1.4 million in the pitch and associated works.

Major capital works



Laurimar Reserve West oval upgrade

An upgrade of the west oval at Laurimar Reserve included upgraded drainage and irrigation, a new sports field surface, cricket wicket and coaches' boxes.

The City of Whittlesea invested \$1.2 million toward this upgrade.



Epping Recreation Reserve cricket nets

A new four-bay cricket training facility at Epping Recreation Reserve has enabled the local club and wider community to engage in quality formal cricket training at the facility and boosting year-round participation within the reserve.

The \$195,000 project included a \$100,000 contribution from the Victorian Government's Community Cricket Program.



Reconstruction of Arthurs Creek Road

An upgrade to Arthurs Creek Road, Yan Yean, between Plenty Road and Recreation Road, saw new asphalt, line markings, improved drainage and updated guard rails installed, creating a more comfortable and safer commute for locals.

This project was funded through the Federal Government's Local Roads and Community Infrastructure Program.



Creek Park dog off-leash area

The Creek Park dog off-leash area recently underwent an upgrade and now includes a fenced quiet dog zone, granitic gravel surfaces for high use areas, improvements to the grass surface, additional seating and shelters, new planting, and landscaping.

The City of Whittlesea invested \$280,000 towards the Creek Park dog off-leash upgrade.



Playground renewals

The City of Whittlesea upgrades a number of local playgrounds each year providing new play equipment, fitness stations, picnic shelters, seating and pathways for our community to enjoy.

Five local playgrounds were completed in 2021–2022 including:

- Poplar Park, Thomastown
- Darebin Creek Parkland, Epping
- Hendersons Creek Park, Epping
- Symon Park, Thomastown
- Fir Street, Whittlesea.



Kirrip Community Centre

The new community centre in Wollert includes a modern three-room kindergarten, two fully-equipped maternal and child health rooms, a community hall, and flexible meeting spaces and consulting suites for hire.

This project is a partnership between the City of Whittlesea and the Victorian School Building Authority.

City of Whittlesea Community Awards



The City of Whittlesea's inaugural Community Awards recognise the outstanding service of residents who have made a valuable contribution to our community.

The awards highlight the volunteer spirit that is widespread across the City of Whittlesea, and recognise community champions, who come from all walks of life and make an extraordinary contribution to our municipality.



Citizen of the Year **Daman Shrivastav** **South Morang**

Daman's charity DD's Kitchen provided free hot meals and food to stranded international students and others in need during the pandemic and created online cooking tutorials for children and young people while they were stuck at home.



Access and Inclusion **Citizen of the Year** **Lynne Harris** **Bundoora**

Lynne Harris has been helping create opportunities for people with disabilities to participate and flourish for more than 30 years. She has volunteered with Mill Park Community House, Mill Park Adult Training and Support Service and Whittlesea Disability Network and provides advice to the Mill Park Mental Health Fellowship and the Janefield Neuroclub.



Senior Citizen of the Year **Shoukry Sidrak** **Mill Park**

Shoukry has provided free tax return assistance since 2001 to low-income earners, and volunteers with Whittlesea Community Connections, where he works on the information desk helping community members in either English or Arabic. Shoukry also delivers free sustainability assessments to residents and businesses, and volunteers with the Northern Hospital, Plenty Valley Community Health and Whittlesea U3A.

City of Whittlesea Community Awards

**Young Citizen of the Year**
Rudra Sekhri
South Morang

As well as being a member of Thomastown Youth Council and the 'Youth Leading the World Congress', Rudra Sekhri is also involved in Mill Park Library Makers Club. Rudra is also a podcaster (AstroPods), e-book author (*The Earth Needs You: What We Can Do to Stop Climate Change*) and regularly participates in research with astronomers from Swinburne University.

**Sustainable Environment Citizen of the Year**
Hansikaa Sharma
South Morang

From presenting to her school mates about the importance of Earth Hour and National Water Week to establishing the 'Rubbish Eliminators' litter clean-up group and advocating against the use of helium balloons and palm oil, 13-year-old Hansikaa might be young but that doesn't stop her inspiring others to join her in tackling environmental issues.



How our rates revenue was spent in 2021–2022

For every \$100 of rates and charges received, the City of Whittlesea delivered the following services:



\$29

New facilities and infrastructure



\$16

Waste, recycling and environment



\$9

Neighbourhoods, parks and open space



\$11

Roads and footpaths



\$9

Leisure, recreation and community facilities



\$2

Supporting local businesses and communities



\$13

Family, children, youth and seniors



\$3

Libraries



\$4

Public health and safety



\$1

Arts and culture



\$3

Animal management and school crossings

Financial summary

Highlights

- \$353.63 million revenue
- \$249.27 million expenditure
- \$104.36 million surplus
- \$4.51 billion net assets, comprising community facilities and infrastructure
- \$276.56 million holdings of cash and other financial assets

Operating position

The operating result is a key figure to assess Council's financial performance. Although Council is a not-for-profit organisation, it should still generate a surplus to ensure future financial sustainability.

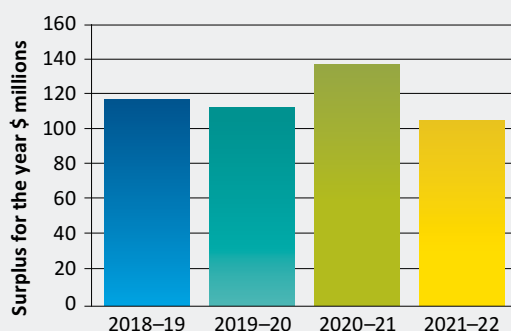
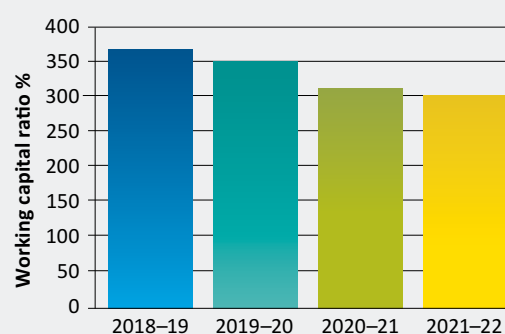
For the year ended 30 June 2022, Council achieved an operating surplus of \$104.36 million, which was a \$33.21 million decrease from the 2020–2021 result. This surplus is reported based on the Australian Accounting Standards and includes all revenue received recognised in the financial period, including gifted subdivisional assets (non-monetary), developer contributions and grants towards capital works projects.

A better measure of Council's operating performance is the adjusted underlying result. The adjusted underlying operating result removes developer contributions and non-recurrent capital grants and resulted in a deficit of \$1.3 million.

Council's Annual Budget was adopted in June 2022 and shows that surpluses will continue to be achieved in all years over the four year budget period 2022–2023 to 2025–2026 while maintaining existing service delivery. These surpluses are critical as they are the primary source of funding for the renewal, replacement and upgrade of community infrastructure through Council's capital works program, which will average \$94.27 million a year over the four years to 30 June 2026.

Liquidity

Council's cash position has increased by \$59.74 million from the prior year, mainly due to an increase in investments relating to term deposits. The working capital ratio, which assesses Council's ability to meet current commitments, is calculated by measuring current assets as a percentage of current liabilities. The City of Whittlesea's working capital ratio for 2021–2022 was 301 per cent, indicating a satisfactory financial position.



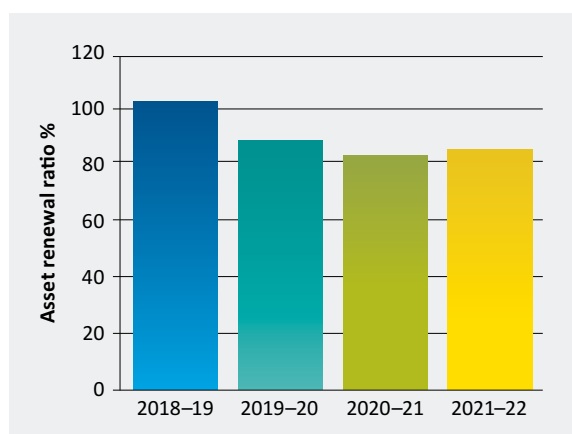
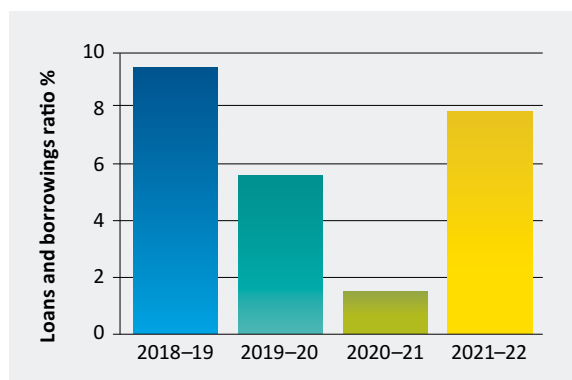
Financial summary

Obligations

Council aims to maintain its infrastructure assets at the expected levels, while continuing to deliver the infrastructure and services needed by the community.

At the end of the 2021–2022 financial year, Council's debt ratio, which is measured by comparing interest bearing loans and borrowings to rate revenue, was 7.84 per cent.

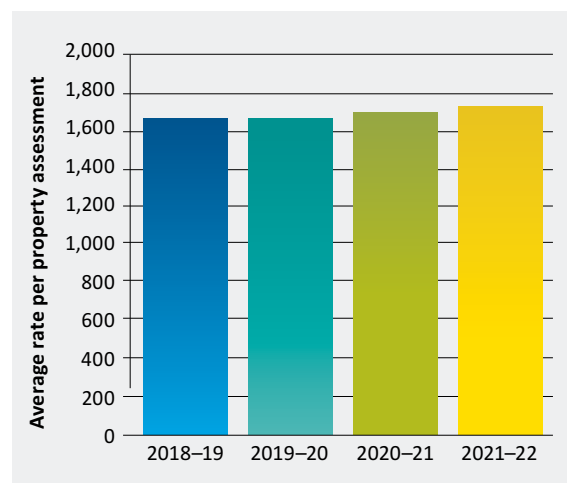
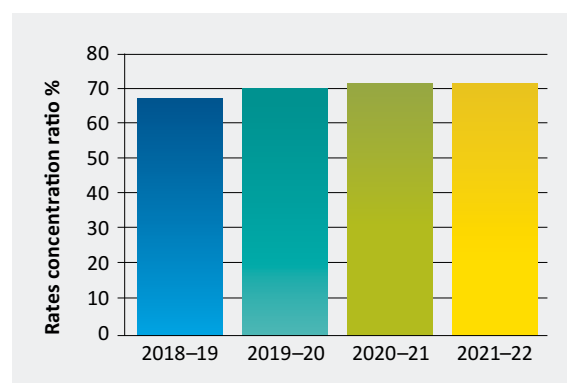
Council's asset renewal ratio, which is measured by comparing the total of asset renewal and asset upgrade expenditure to depreciation, was 85.56 per cent. As part of Council's asset management strategy, a more proactive approach to renewal works has been adopted, resulting in an increased spend on asset renewal works and an additional allocation of funding to bridge the asset renewal gap.



Stability and efficiency

Council receives revenue through rates, user fees, fines, grants and contributions. Council's rates concentration, which compares rate revenue to adjusted underlying revenue, was 71.78 per cent for the 2021–2022 financial year, which is toward the top end of the expected target band of 40–80 per cent.

Council has focused on broadening its revenue base and for the 2021–2022 year kept its rate increase to the rate cap of 1.5 per cent. This resulted in an average rate per property assessment of \$1,745, which compares favourably to similar councils in the outer metropolitan area.



Financial summary**Economic factors**

The global COVID-19 pandemic has continued to have a significant impact on the national, and more specifically, the local economy.

Ongoing lockdowns and tight restrictions as a result of the pandemic have created financial stress and hardship for many residents of our community. This has created added pressure on Council to provide additional support, while continuing to provide essential infrastructure and services for the entire community.

Challenges and future outlook

The City of Whittlesea faced a number of challenges during the year, which included:

- the ongoing response to the COVID-19 pandemic and support for our community
- the ability to deliver key infrastructure projects while managing the impact of the pandemic on supply chain and availability of labour
- continued adaptability to an environment of working remotely to support our community
- appointment of a permanent CEO and new Executive Leadership Team, and progression of wider organisation structural realignment work.

As we look ahead to the 2022–2023 financial year, the City of Whittlesea will:

- complete new infrastructure projects, including road upgrades and community facilities for our growing population
- advocate to Federal and State governments for new infrastructure that supports our growing municipality and creates local jobs and services that protect and support the mental health and wellbeing of our community
- finalise the organisation's structure realignment to better reflect our Whittlesea 2040 vision.



Community satisfaction survey

Each year, Local Government Victoria coordinates a state-wide Local Government community satisfaction survey. The survey measures the community's perceptions of their local council's performance in key areas including:

- overall council direction
- customer service
- waste management
- sealed local roads
- community consultation
- service areas.

During February and March 2022, a total of 800 residents from across the municipality provided their feedback via a telephone survey. Each rating given is a score out of 100.

Our community identified Customer Services to be the most important service delivered by Council and rated our service performance at 73 (5 points higher than the state-wide average). It improved by two points in 2022 to become the highest rating service area.

Other performance areas that rated highly include Waste Management (69), COVID-19 response (69), Emergency and Disaster Management (69), Art Centres and Libraries (67) and Family Support Services (67).

Overall Council Direction has decreased slightly from 52 in 2021 to 51 in 2022, but is still higher than the state-wide average of 50.



Community satisfaction survey

2022 Community Satisfaction Survey results

**59****for Overall
Performance**

(State-wide average 59)

2021 rating – 59**73****for Customer
Service**

(State-wide average 68)

2021 rating – 71 ↑**55****for Consultation
and Engagement**

(State-wide average 54)

2021 rating – 54 ↑**51****for Overall
Council Direction**

(State-wide average 50)

2021 rating – 52 ↓**57****for Making
Community Decisions**

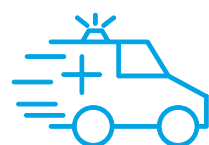
(State-wide average 54)

2021 rating – 57**55****for Advocacy**

(State-wide average 53)

2021 rating – 56 ↓**59****for Sealed Local Roads**

(State-wide average 53)

2021 rating – 60 ↓**69****for Emergency and
Disaster Management**

(State-wide average 66)

2021 rating – 71 ↓**69****for Waste Management**

(State-wide average 68)

2021 rating – 72 ↓**69****for COVID-19 Response**

(State-wide average 69)

2021 rating – 70 ↓

Source: 2022 Local Government Community Survey (Whittlesea City Council) – JWS Research



Our Council

Panel of Administrators

On 19 June 2020, the Acting Minister for Local Government appointed a panel of three Administrators for the City of Whittlesea. The panel will undertake the duties of the Council of the City of Whittlesea until the October 2024 Local Government Election.



Chair of Administrators, Ms Lydia Wilson

Lydia Wilson began as Administrator on 21 March 2020. She was appointed Chair of the Panel of Administrators on 19 June 2020.

Ms Wilson brings a depth of corporate governance experience to the Administrator role.

She has served on multiple not-for-profit, public and private sector boards and advisory committees over the past 25 years.

Her governance roles have included appointments on Ministerial Advisory Committees in relation to waterways, waste and resource recovery.

Other board governance appointments have been in the areas of procurement, aged care, childcare and health services.

She is a Graduate of the Australian Institute of Company Directors, a Fellow of the Australian Institute of Management and a past Fellow of Local Government Professionals.

As a former chief executive of three Victorian municipalities – Manningham, Yarra and Macedon Ranges – Lydia has a detailed understanding of the Local Government sector and brings valuable experience to support her Administrator function.



Administrator, Ms Peita Duncan

Peita Duncan commenced as Administrator on 19 June 2020. She is an experienced professional with skills in commercial and general management.

She has worked for a number of law firms in business development and management roles and has extensive experience in human resources, business development, business operations and recruitment support.

Ms Duncan was formerly a Non-Executive Director of the Metropolitan Fire Brigade, and formerly a Non-Executive Director of the Emergency Services Telecommunications Authority. She is currently the Chair of Greyhound Racing Victoria.



Administrator, Mr Chris Eddy

Chris Eddy commenced his role as Administrator on 12 May 2021. He brings with him a broad range of local government and media experience, including his most recent appointment as Interim CEO at LGPro (VIC) from July 2020–March 2021.

For 13 years, Mr Eddy served at Hobsons Bay City Council including almost six years as CEO (2012–2018).

He works as a consultant to local government and not-for-profit organisations assisting with senior executive performance management processes; is an independent member of the Alpine Coordinating Council and council Audit and Risk Management committees; and presents a series of local government-related podcasts and interview programs.

Our people

The Executive Leadership Team As at 30 June 2022

The Executive Leadership Team is led by the Chief Executive Officer (CEO) and consists of four Directors, who each manage a directorate of departments, and two Executive Managers.



Chief Executive Officer
Craig Lloyd

Craig Lloyd was appointed to the role of CEO at the City of Whittlesea on 12 October 2020.

The CEO is responsible for the timely implementation of Council decisions, and is accountable for the effective leadership of the organisation to deliver services and strategic projects for our community.

The CEO oversees the operations and management of a high-performance organisation including strong financial management, good governance, effective use of resources, continuous improvement and excellence in customer service.



Director Community Wellbeing
Kate McCaughey

Our Community Wellbeing Directorate oversees many service areas that impact the day-to-day living and wellbeing of City of Whittlesea residents.

The Directorate works collaboratively with the State and Federal Government to provide many of these services and operates in partnership with a variety of community service organisations to meet the needs of our diverse and vibrant community.

Departments include: Aboriginal Unit, Active Creative Communities, Ageing Well, Community and Place, Children and Families and Strategic Projects.



Director Infrastructure and Environment
Debbie Wood

Our Infrastructure and Environment Directorate provides a diverse range of infrastructure services to the community.

With the high level of growth within the municipality and an increasing number of residents, there is a need to be responsive to community needs.

Some of the Directorate's key functions include managing parks and open spaces, road, road-related and footpath construction and maintenance, building maintenance, engineering services, traffic management, road safety and sustainability planning.

Departments include: Assets and Facilities, Capital Delivery, Maintenance and Operations, Sustainable Environment and Urban Design and Transport.

Our people


Director Planning and Development
Justin O'Meara

The Planning and Development Directorate provides Strategic Land Use Planning, Town Planning, Building Compliance and Economic Development services to support the progress and prosperity of the City's growing community of residents and businesses.

The Directorate also helps ensure the safety and wellbeing of the community through its Compliance, Environmental Health, Emergency Management and Regulatory services.

Departments include: Building and Planning, Compliance and Environmental Health, Economic Development, Emergency Management and Regulatory Programs, Strategic Futures and Advocacy.


Executive Manager Public Affairs
Janine Morgan

The Public Affairs Department ensures the community is well informed about Council's services and projects.

In line with Council's Community Engagement Policy, this department delivers a comprehensive community engagement program to ensure the community has the opportunity to share their ideas and opinions about issues that are important to them to inform Council's decision-making.

The department supports the communications and engagement needs of teams across the organisation, and is also responsible for media relations, reputation management, social media, website, internal communications, graphic design, branding and marketing.


Executive Manager Governance and Strategy
Frank Joyce

The Governance and Strategy Department ensures that Council has effective strategy and governance practices in place to provide transparency, performance monitoring and to ensure accordance with the *Local Government Act* and relevant legislation. Its focus is to enable better community outcomes through informed and evidence-based decision-making by Council.

This Department includes Corporate Planning and Improvement, Research and Analytics, Legal Services and Risk and Governance teams who work together to provide effective data analysis, risk management and strategy. It supports transparency through advice to Council and the organisation, reporting to Council and the community on Council's performance and supports good governance through supporting Council meetings, policies, strategies and processes.


Interim Director Corporate and Shared Services
Marilyn Kearney

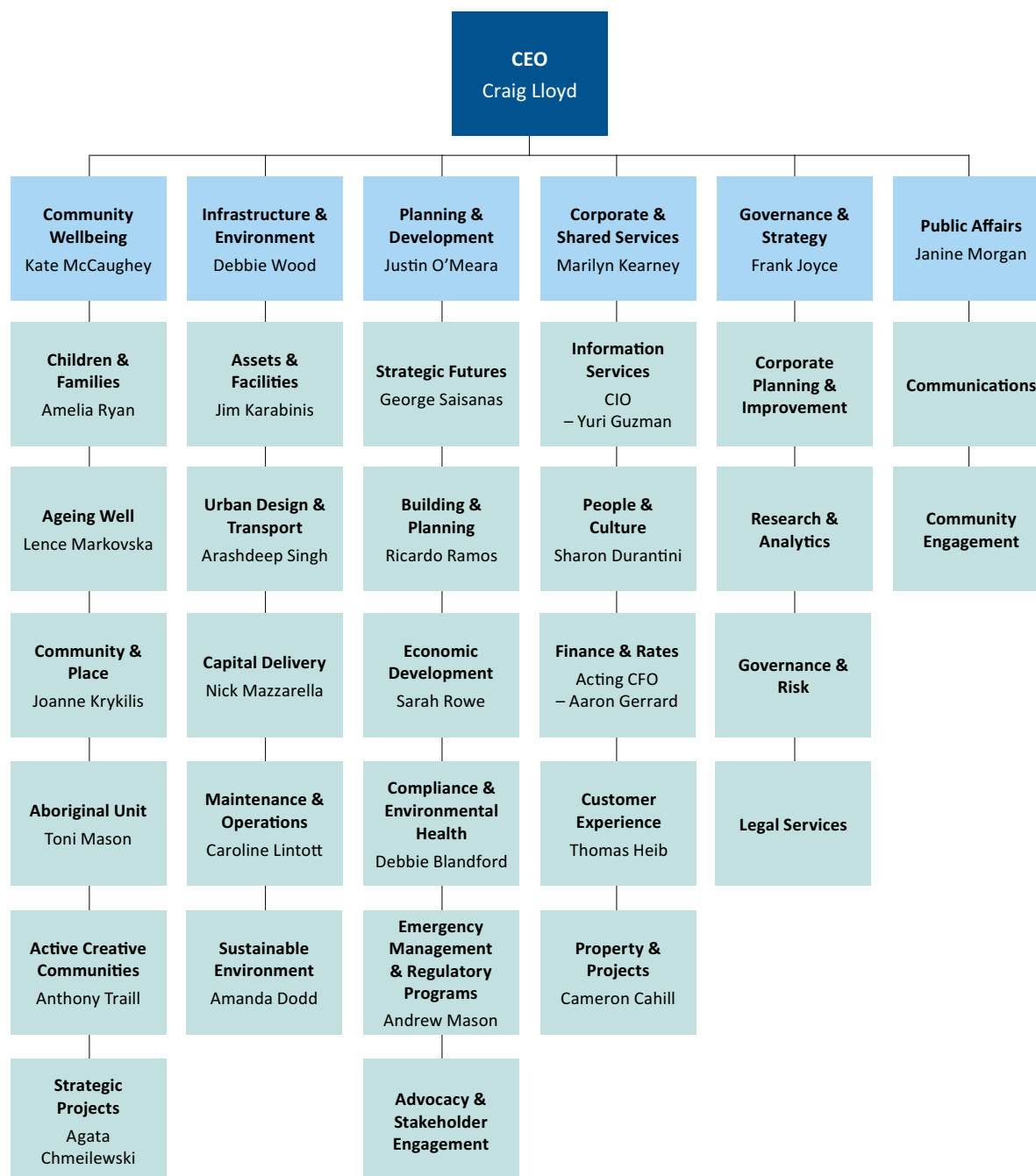
Our Corporate and Shared Services Directorate ensures that Council has a focus on our community and internal customers to ensure we have the funds available to provide safe, useful and sustainable assets and services to our community.

This directorate monitors, manages, researches, reports and provides advice to Council on all financial, digital, customer, organisational matters, change management and ensures good governance through procurement and enterprise project management.

Departments include: Customer Experience, Finance and Rates, Property and Projects, Information Services and People and Culture.

Our people

Organisational structure



Our people

Our values

At the City of Whittlesea, we live our values to deliver the best outcomes for our community. We believe that the way each of us behaves at work, determines how effective we are as an organisation.

Excellence – be diligent, innovative and accountable

Respect – be considerate

Open Communication – listen, be frank, fearless and honest

Valuing Diversity – appreciate everyone's strengths

Wellbeing – care for ourselves, others and our environment

Our staff

A summary of the number of full-time equivalent (FTE) Council staff by organisational structure, employment type and gender is set out below.

Employment Type	Gender	Infrastructure & Environment	Community Wellbeing	Corporate Services	Executive Services	Planning & Development	Total
Full-time	Female	49.22	92.54	55	28.18	56	280.94
	Male	172	23	36	7	61	299
Part-time	Female	9.57	138.73	25.73	7.55	38.03	219.61
	Male	3.76	5.11	4.13	1.52	18.78	33.3
Casual	Female	0	45.21	10.76	2	2	59.97
	Male	0	11	2	1	0	14
Total		234.55	315.59	133.62	47.25	175.81	906.82

Employment classification and gender

Classification	Female	Male	Total
Band 1	19.99	16.28	36.27
Band 2	1.76	–	1.76
Band 3	42.52	75.40	117.92
Band 4	76.70	15.47	92.17
Band 5	69.73	51.21	120.94
Band 6	124.84	68.78	193.62
Band 7	70.74	50.81	121.55
Band 8	27.79	30	57.79
Other*	67.46	24.34	91.80
Total	501.53	332.29	833.82

**Includes students, maternal and child health nurses, immunisation nurses, senior officers and senior executive officers*

Note: figures do not include casuals.

Our people



COVID-19

As the COVID-19 pandemic continued to impact our community and organisation during 2021–2022, our staff were able to pivot and adjust to the changing requirements.

A Business Continuity Team with representatives from across the organisation and Crisis Management Team of senior leadership were convened to provide oversight and responsive decision-making in the quickly changing COVID climate.

Keeping staff and the community safe was a priority and the City of Whittlesea was able to quickly source adequate amounts of personal protective equipment (PPE) to distribute to employees. This included providing masks and sanitiser and improving the air quality in the workplaces by maximising the use of external air. The cleaning schedule for all high touch points in work spaces and hygiene cleans were increased and meeting room capacity limits were applied.

COVIDSafe plans and COVID-19 Risk Assessments were completed across all departments and staff were given access to 10 days of COVID leave to use if they were unwell or isolating and unable to work from home.

During the first quarter of 2021–2022, a COVID and Wellbeing Survey was sent out to all staff and results showed:

- 90 per cent of teams believed they received timely communications about the COVID-19 pandemic
- 85 per cent of teams felt safe carrying out their role
- 85 per cent felt they received support from people around them when they needed it.

Care packs were also given out to essential community-facing workers that were unable to work from home and hundreds of working from home applications were ergonomically assessed to ensure staff were safe whilst working from home. Staff also had access to \$200 to put towards computer equipment that they needed to safely work from home. Wellbeing events and exercise sessions transitioned to an online platform.

In the latter half of 2021, staff in high-risk community-facing roles were provided with N95 mask fit testing to ensure adequate protection.

In early 2022, Council was able to source an emergency procurement of Rapid Antigen Tests with a regime of surveillance testing implemented for all high-risk teams. Wellbeing check-ins were conducted for all staff who were isolating and workplace contact tracing was a focus.

As staff began to transition back to the workplace, in line with government guidelines, flexible work arrangements were extended and PPE was delivered to various departments weekly.

Throughout the pandemic and with the constant changes to restrictions and requirements, and with most staff working remotely, communication was a key focus to ensure staff were kept informed, engaged and connected to each other and to the community. Online Q&As, in addition to a regular COVID update, was sent to all staff (daily during the peak of the pandemic), and then as changes to restrictions and health advice occurred.

Our people

Equal Employment Opportunity

Council is committed to providing a workplace free from all forms of discrimination, harassment and bullying, and continues to promote equality of opportunity for all employees through merit-based recruitment and selection, employment conditions, benefits, training and promotion.

All new employees receive a suite of compliance training and information on discrimination, harassment and bullying as part of the induction process while all current staff receive ongoing training on the topics. All relevant policies are accessible via Council's intranet.

The organisation also provides a range of options for staff requiring support for personal or workplace issues. The Peer Support Program has 20 volunteer employees who provide informal and confidential support to employees experiencing difficulties at work or at home who may need assistance navigating additional and more formal pathways for support. A confidential Employee Assistance Program is also available to all staff and their immediate families to discuss and provide support with a range of workplace and personal issues.

Peer Support Program

The City of Whittlesea's Peer Support Program provides informal and confidential support to any employee experiencing difficulties in the workplace or at home, and who may need assistance navigating additional and more formal pathways for support. Peer Support Officers (PSO) are volunteer employees who provide a safe point of contact and information about available support options and referral to external support service.

Meet a PSO: George Tsetinis, Community Engagement Partner, is one of 20 Peer Support Officers at the City of Whittlesea.

"I have found that over my extensive working career, colleagues gravitate towards me and often end up telling me all about their personal issues: the good and the bad. When I noticed the peer support role and the training available, I jumped at the opportunity as I believe that I can make a real difference to someone's life and learn new skills at the same time."



Our people

Organisational changes

During 2021–2022, the City of Whittlesea finalised its organisational structure realignment (Phase 3). This alignment was undertaken to support the creation of a high-performing organisation that can continue to meet the needs of the community and deliver on the *Whittlesea 2040* vision and goals.

The finalisation of the realignment focused on ensuring that each team structure was set up to support our staff to achieve outstanding service for the City of Whittlesea.

Consistent with Phase 1 and 2, during Phase 3 staff were consulted with all feedback considered when making a final decision on the structures.

Organisational challenges

Following the organisational structure realignment the organisation has undertaken a significant recruitment drive to fill vacant positions across Council. Due to market saturation and the '*Great Resignation*' following the COVID-19 pandemic, it has proved to be a challenge to fill these positions. Council is embarking on a review of the current recruitment process as well as developing a new Employee Value Proposition to attract the most suitable candidates to the organisation.

Future focus

In addition to the ongoing recruitment drive and development of *A Great Workplace for All* program, the organisation's key focus will be on cultural change. Key initiatives to be implemented and delivered on include the Workforce Plan and Gender Equality Action Plan.







Our performance

For the year ended 30 June 2022

Report of Operations For the year ended 30 June 2022

Description of operations

The City of Whittlesea is responsible for more than 140 services across 26 service groups, from family and children's services, traffic regulation, open space, youth programs, waste management and community building; to matters concerning business development, planning for appropriate development and ensuring accountability for Council's budget. This broad range of community services and infrastructure for residents supports the wellbeing and prosperity of our community.

Council's vision, goals and strategies to further improve services and facilities are described in our Council Plan 2021–2025 and the associated Budget 2021–2022 and are reported on in this document. Refer to the section on Our Performance for more information about Council services.

The delivery of services, facilities, support and advocacy to achieve goals is measured by a set of service performance indicators and measures. Council also has responsibility for administering a wide range of State and Federal legislation.

Our performance

Integrated strategic planning and reporting framework

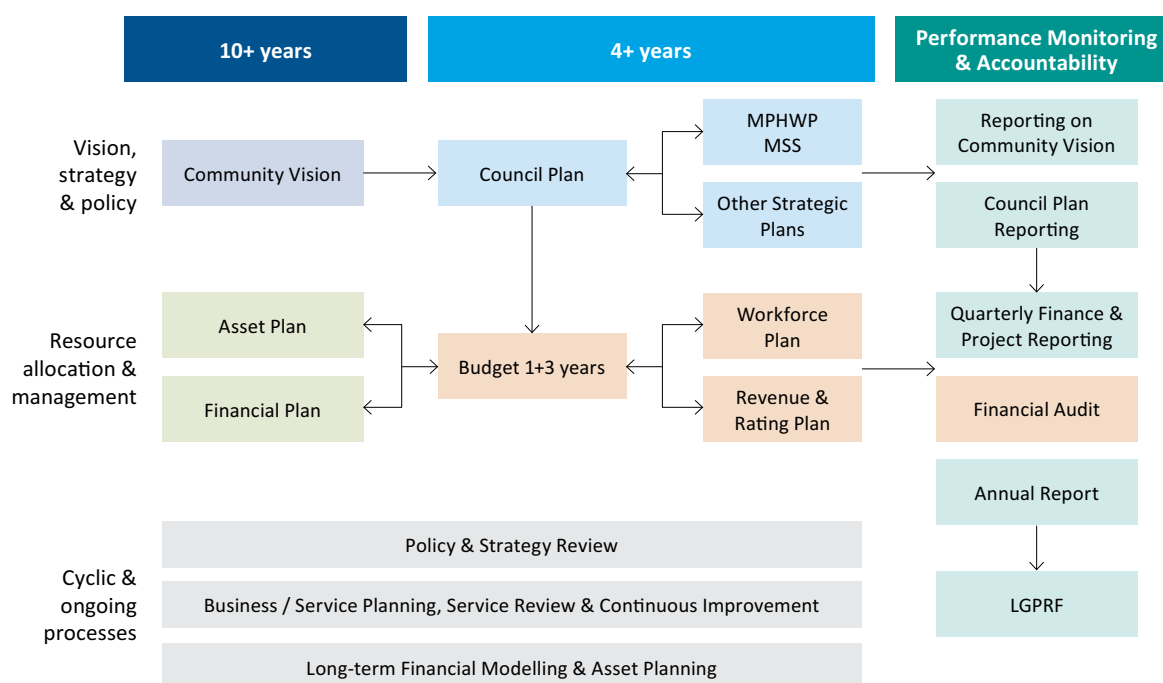
Part 4 of the *Local Government Act 2020 (the Act)* requires councils to prepare the following:

- A Community Vision (for at least the next 10 financial years)
- A Council Plan (for at least the next four financial years)
- A Financial Plan (for at least the next 10 financial years)
- An Asset Plan (for at least the next 10 financial years)
- A Revenue and Rating Plan (for at least the next four financial years)
- An Annual Budget (for the next four financial years)
- A Quarterly Budget Report
- An Annual Report (for each financial year)
- Financial Policies.

The Act also requires councils to prepare:

- A Workforce Plan (including projected staffing requirements for at least four years).

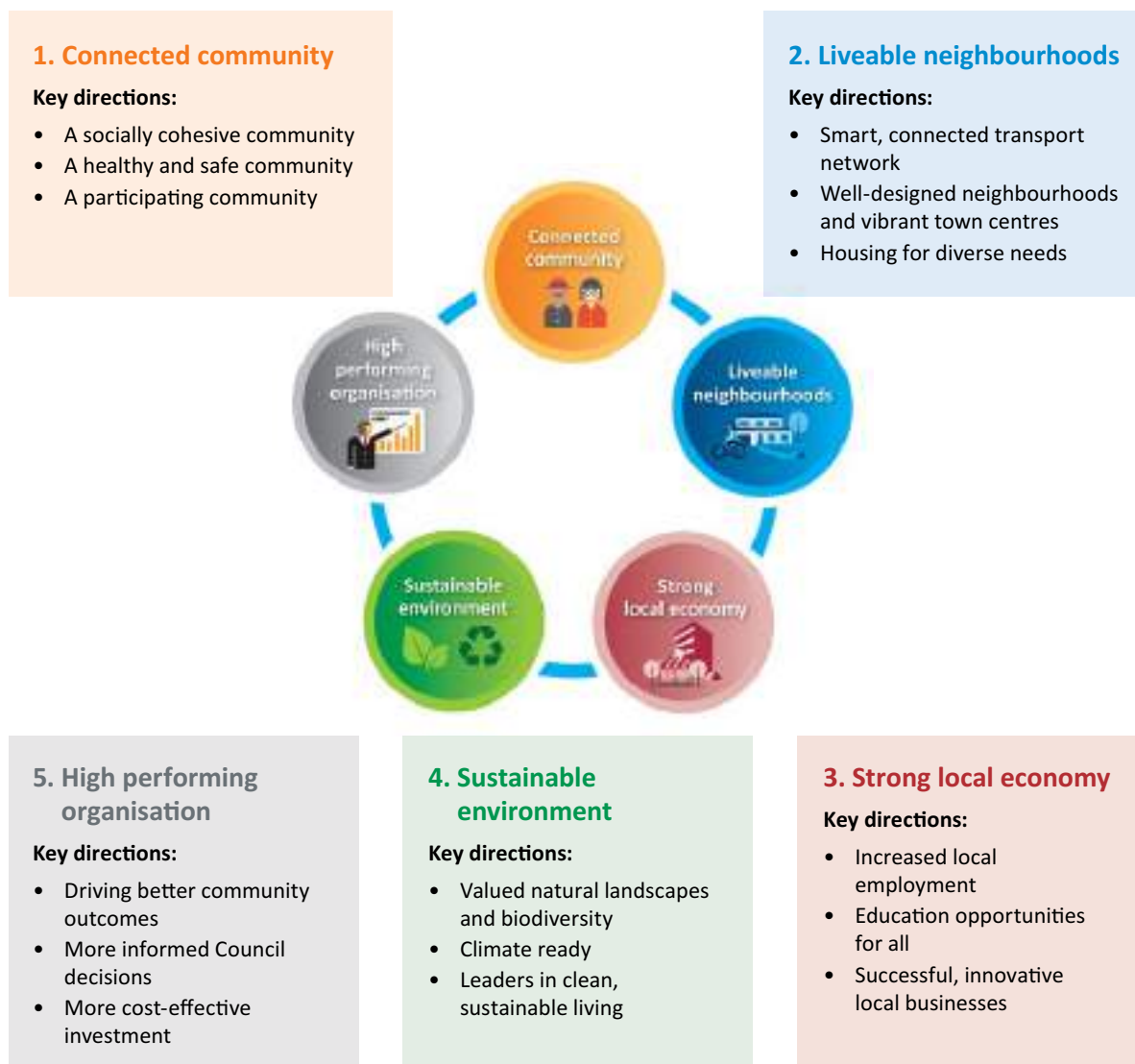
The following diagram shows the relationships between the key planning and reporting documents that make up the integrated strategic planning and reporting framework for local government. It also shows that there are opportunities for community and stakeholder input and feedback.



Our performance

Community Plan (Council Plan)

The Community Plan 2021–2025 includes strategic objectives, strategies for achieving these for the four-year period, strategic indicators for monitoring achievement of the strategic objectives and a strategic resource plan. The following are the five strategic objectives as detailed in the Council Plan.



Performance

Council's performance for the 2021–2022 financial year has been reported against each goal to demonstrate how Council is performing in achieving the Community Plan 2021–2025.

Performance has been measured as follows:

- Results achieved in relation to the strategic indicators in the Community Plan
- Progress in relation to the major initiatives identified in the Budget
- Services funded in the Budget and the persons or sections of the community who are provided those services
- Results against the prescribed service performance indicators and measures.



Our performance



Goal 1: Connected community

Strategic indicators

The following statement reviews the performance of Council against the Community Plan including results achieved in relation to the strategic indicators included in the Community Plan.

Strategic Indicator	Measure	Result
Social cohesion	Level of social connection in the community	6.21/10
Physical activity	Per cent of residents who do moderate to vigorous exercise for at least 2.5 hours a week	52.7%
Safety in public areas	Per cent of residents who feel safe in their local neighbourhood	58%
Civic participation	Per cent of residents who got involved in activities to influence decision-makers	35%

Major initiatives

The following statement reviews the progress of Council in relation to major initiatives identified in the 2021–2022 Budget for the year.






Key:



complete



ongoing

Actions	Progress
Key initiative 1: Improve safety and perceptions of community safety in public spaces including for people with disabilities and their carers, women, girls and gender diverse people	
Partner with Monash University and CrowdSpot to understand perceptions of safety in public spaces	 We are integrating perception of safety findings into asset upgrades such as Alexander Avenue revitalisation, Gorge Road shopping precinct upgrade, and the Laurimar Wetlands walking tracks vegetation upgrade.
Key initiative 2: Prevent and respond to family and gender-based violence by working with local service providers and the community	
Upgrade the Whittlesea Dardi Munwurro facility to support programs for Aboriginal men and young people, and finalise tenure arrangements	 We have upgraded the facility and will shortly finalise the tenure arrangements.
Deliver the Modelling Respect for Equality Program in partnership with The Men's Project	 Fifteen participants built their capability around addressing gender stereotypes and their harmful impacts through the program and will take their learnings more broadly into the community.
Deliver the CALD (Culturally and Linguistically Diverse) Family Violence Project Phase II	 We financially supported this project which focused on understanding the needs of newly arrived multicultural families regarding gender equality in the early years and families, which will result in community-designed resources for early years practitioners.
Support the establishment of Orange Door service provision in City of Whittlesea	 We have linked up Orange Door with local service providers to facilitate support and information exchange.

Our performance

Actions	Progress
Key initiative 3: Increase responsible pet ownership and reduce the adverse impact of domestic animals on wildlife	
Deliver the 2021–2022 Desexing Cats Program	✓ Due to COVID-19 restrictions, this program was time restricted and resulted in the program only operating for five months during the 2021–2022 financial year. During this time, 79 cats were desexed through the subsidised cat desexing program.
Key initiative 4: Support our community to be safer, better prepared and more resilient to emergency events and disasters through increased access to information and education	
Plan for emergencies	✓ Council has the following plans in place: Municipal Emergency Management Plan, Whittlesea Municipal Fire Management Plan, Plenty Gorge Precinct Fire Management Plan and Heat Health Plan and Pandemic Recovery and Readiness Plan.
Key initiative 5: Continue to work with partners to lead recovery from the COVID-19 pandemic including vaccinations and COVID-19 safe health messaging as well as early years, school, cultural and linguistically diverse communities, refugee, asylum seekers and workplace immunisation programs	
Utilise the Plenty Ranges Arts and Convention Centre as the site for the State's mass COVID-19 vaccination roll out to reduce the risk of the rapidly spreading virus	✓ The mass vaccination roll out at Plenty Ranges Arts and Convention Centre was extended until 31 March, with 256,699 vaccinations administered between July 2021 and March 2022.
Work with partners to lead recovery from the COVID-19 pandemic including vaccinations and COVID-19 safe health messaging	✓ We have completed the recovery framework which includes actions such as establishing a Strategic Community Recovery Committee to work with individual communities to co-design projects that meet the needs of those neighbourhoods.
Deliver the Multicultural Awareness of COVID Immunisation program to increase our culturally and linguistically diverse community's accessibility and uptake of COVID-19 vaccinations	✓ We administered 7,561 vaccinations at our vaccination pop-up sessions throughout the municipality. Our YouTube clip for 5-11 year-olds has been viewed more than 300 times. We had great turnout and raised awareness at 501 pop-ups, info booths and education sessions, and provided employment opportunities for health navigators from our multicultural communities.
Key initiative 6: Deliver a Connected Communities Strategy that will enhance social inclusion, civic participation, health, wellbeing and safety and reflect and celebrate the diversity of religions, cultures, heritages, abilities, ages, gender and sexual orientation which make City of Whittlesea a place for all	
Deliver the 2021–2022 Infrastructure Accessibility Program	✓ We have installed visual fire alerts at the Lalor and Thomastown libraries as well as automatic sliding doors at the Civic Centre.
Develop the Connected Community Strategy	✓ The newly released census data is providing key insights as we prepare for the development of the background paper to inform the Connected Community Strategy, which is a key priority for 2023.

Our performance

Actions	Progress
Key initiative 7: Strengthen community connections through a vibrant arts and events scene celebrating our diverse culture and heritage, activated open spaces and facilities and local markets	
Deliver a place-based 2021–2022 Festival and Events program including initiatives supporting arts, culture, heritage and community recovery efforts to reconnect and foster wellbeing	✓ Artists performed live at the March Farmers Market, the Community Forum in Whittlesea, Summer Series live music at six sites across the municipality and the Community Festival held on the Civic Centre lawns, with more than 5,000 community members embracing the return of our local events. Our cultural heritage program attracted broad community interest at exhibitions in the Civic Centre and at our cultural sites of significance tours.
Undertake a review of opportunities and governance arrangements for the Ziebell's Farmhouse	✓ We have reviewed the governance arrangements, extended the current agreement and are working closely with the Friends of Westgarthtown to present a transition plan to Council by the end of 2022.
Continue to support place-based events and nature play activities in parks and reserves	✓ We have delivered several activities including Nature Discovery Walk, Pop-Up Bush Playgroups and Early Years Nature Play Conference.
Key Initiative 8: Establish a Gathering Place to increase connections to culture, heritage, land and healing for Aboriginal people	
Progress delivery of an Aboriginal Gathering Place that will increase connections to culture, heritage, land and healing	✓ We have completed the site feasibility study and awarded contracts for the design of the Gathering Place including services and road access. Council will consider the business case for the Aboriginal Gathering Place at their scheduled Council meeting on 18 July 2022. Council is working with the State Government to review the planning scheme to enable this project.
Advocate for funding to build an Aboriginal Gathering Place	✓ Our Advocacy Paper did not gain support at the Federal level. We will continue to advocate leading up the 2022 Victorian State election and are applying for grant funding to support the development of the Aboriginal Gathering Place.
Key initiative 9: Implement a new community grants program to support our community and businesses, encourage festivals and events as well as helping our community and vulnerable residents recover from the pandemic	
Employ a Community Grants Program Coordinator	✓ We have appointed a Grants Coordinator to better support community initiatives seeking funding.
Provide COVID-19 emergency recovery grants to local community service organisations to support vulnerable communities and to provide emergency relief	✓ Council provided funds to 17 community organisations who supported 3,272 families in emergency food relief support and with other essential items.
Key initiative 10: Deliver an inclusive leadership program to support community members to develop their leadership skills and potential	
Commence implementing the Community Leadership Program	✓ We delivered the introductory 'Exploring Community Leadership' module in April. The substantive program commenced in May and is oversubscribed. We are offering an additional leadership course in July to support aspiring community leaders.

Our performance

Actions	Progress
Key initiative 11: Advocate for more mental health services and prevention programs for our community including young people	
Advocate for mental health services	✓ We advocated for additional mental health services during the Federal election and are including mental health as an advocacy priority during the Victorian State election in November.
Launch and promote the Headspace site at The Edge in conjunction with Headspace	✓ Headspace is offering services at Council's Edge site at Westfield Plenty Valley and is responding to a significant need of young people in the municipality.
Support Hume Whittlesea Local Learning and Employment Network (HWLLEN) and RMIT and other partners to deliver a place-based 'beyond school' transitions program, co-designed with and for local neuro-diverse young people	✓ We have supported Yarra Plenty Regional Library, RMIT and other key partner organisations to deliver the 'beyond school' transition program.
Key initiative 12: Work with our community and partner organisations to support older residents to access quality local services	
Launch the Whittlesea Seniors Link Up project as a digital platform	🔄 We launched Whittlesea Seniors Link Up in October 2021 and are considering the digital platform as part of the broader Digital Plan and website development.
Aged Care Reform – Undertake service planning to ensure ensuring our older residents transition well to the national market-based aged care and disability system	✓ We developed a continuous improvement program which will continue to evolve in response to the Aged Care Reform. Council has committed to delivering ageing well services in line with current funding arrangements, including domestic assistance, gardening, personal care, respite care and delivered meals.
Key initiative 13: Commence construction of a leisure and wellbeing facility in Mernda	
No actions scheduled in 2021–2022	
Key initiative 14: Build additional outdoor netball courts in a number of neighbourhoods including Epping, Doreen, Mill Park, Whittlesea, South Morang and Mernda	
Advocate for a regional netball and basketball centre	✓ The Regional Sports and Aquatic Centre featured prominently in our Federal election advocacy and we are engaging with relevant sporting associations and Sport and Recreation Victoria.
Key initiative 15: Improve access to physical activity and social connection by providing accessible, multi-use sports infrastructure which meets the diverse needs of our community	
Redevelop Mill Park Basketball Stadium	✓ The Mill Park Basketball Stadium redevelopment is nearing completion. The upgrade of the forecourt has commenced. The stadium will be fully re-opened in late 2022.
Key initiative 16: Enhance our network of vibrant and welcoming community centres at the heart of our neighbourhoods, including building new centres at Mernda, Wollert and Donnybrook	
No actions scheduled in 2021–2022	

Our performance

Actions	Progress
Key initiative 17: Strengthen engagement with community through supporting or developing advisory groups and networks across our diverse community including young people, business, sustainability, people with a disability and Aboriginal people	
Implement the Business Advisory Panel and other targeted forums with key business sectors to strengthen engagement and partnerships with Council	✓ Council commenced the Business Advisory Panel and also approved the establishment of a new Whittlesea Business Network at the Council Meeting on 21 March offering a range of benefits, including networking and education opportunities.
Continue to improve local community engagement in line with Council's Community Engagement Policy to inform Council programs and decision-making	✓ Council is increasing opportunities for the community to have their say with improvements to the digital engagement platform and regular connection points at the South Morang Farmers and Makers Market, at Community Council Meetings, local shopping centres and public places and regular Coffee with Council sessions at cafés across the municipality.
Key initiative 18: Transition the Youth Advisory Committee to a Whittlesea Youth Council	
Consult with the Youth Advisory Committee about a transition to a Whittlesea Youth Council	✓ The current Youth Advisory Committee has considered several transition models. We have inducted the new Youth Advisory Committee commencing from 1 July 2022. The incoming Committee will progress on the transition pathway towards a Youth Council.
Key initiative 19: Deliver a new Whittlesea Reconciliation Action Plan	
Commence development of a Whittlesea Reconciliation Action Plan	✓ We have reviewed the previous Reconciliation Action Plan to inform the new Plan. Community engagement planning is progressing well leading into the core development period in the coming financial year.





“We’re here to be their voice (local young people), and we really want them to get in contact with us, no matter how big or small their ideas.”

Sherin, co-chair of the City of Whittlesea Youth Advisory Committee

stronger together

Our performance

Services

The following statement provides information in relation to the services funded in the 2021–2022 Budget and the persons or sections of the community who are provided the service.

Service	Description	Net Cost Actual Budget Variance \$000
Aboriginal reconciliation	The Aboriginal reconciliation service strives to build better relationships between the wider Australian community and Aboriginal people, for the benefit of all Australians. It operates to acknowledge the wrongs of the past and embrace Aboriginal history and culture. By partnering with Aboriginal communities across maternal and child health, early years, youth development, employment and aged care we aim to increase civic participation and health and wellbeing of Aboriginal communities across the City of Whittlesea.	629 <u>846</u> 217
Arts, heritage and festivals	Council's arts, heritage and events service seeks to build identity, belonging and social cohesion; all of which are central to the achievement of the Whittlesea 2040 vision – <i>a place for all</i> . Council's strategic approach: <ul style="list-style-type: none"> enables a creative sector that is vibrant and viable delivers events that showcase and celebrate our strengths and cultural diversity preserves and promotes our history, our living traditions and the co-creation of cultures ensures that Aboriginal, historic cultural and natural heritage places, assets and features are retained, conserved and integrated into the urban design and neighbourhood character of our City. 	1,435 <u>1,708</u> 273
Community facilities	Planning, construction, management and maintenance of Council owned and operated facilities to support Council services, conferences, events, leisure activities and community-run activities and groups. Specific Council services supported include maternal and child health, early childhood and social support activities. External services supported include other allied health and community services.	8,691 <u>10,965</u> 2,274
Leisure and recreation	The service includes the strategic planning and management of leisure and recreation activities within the City of Whittlesea. Council manages and supports community groups and organisations using Council spaces. Council liaises with sports clubs to support their development, community participation and effective use of sports grounds, pavilions and other facilities. Furthermore, the service plays a key role in planning for, delivering and managing Council's leisure facilities.	4,371 <u>1,589</u> (2,782)
Ageing well	Council supports older residents to age well by providing services, programs and activities such as delivered meals, domestic assistance, personal care, seniors clubs support, positive ageing programs and social support. Council also facilitates partnerships and advocates for social and physical infrastructure.	4,997 <u>4,716</u> (281)

Our performance

Service	Description	Net Cost Actual <u>Budget</u> Variance \$000
Animal management	<p>Animal management features a range of services and programs delivered to ensure that people and their pets can live together harmoniously and safely in our community.</p> <p>The service includes reuniting lost pets with their owners, pet adoptions, operating the Epping Animal Welfare Facility, animal investigations, establishing and monitoring measures put in place to mitigate the risks posed by dangerous and restricted dog breeds, attending to wandering livestock and auditing animal-related businesses to ensure welfare standards are upheld.</p> <p>Council keeps a register of cats and dogs that live in the City of Whittlesea and promotes responsible pet ownership through a series of communication campaigns and events each year.</p>	(810) <u>696</u> 1,506
Family and children's services	<p>Family and children's services aims to improve health, safety, social and educational outcomes for children and families within the City of Whittlesea. This is achieved by providing high quality, evidence-based services, programs and activities to strengthen individual and community wellbeing, capacity and connection. Key services include maternal and child health and early years management and support.</p> <p>The service also supports the planning and delivery of relevant physical infrastructure.</p>	6,097 <u>5,757</u> (340)
Public health and safety	<p>A range of services and programs delivered to protect and enhance community health, safety and wellbeing. This is achieved by educating the community about their responsibilities to contribute to public health and safety, the enforcement of state and local laws, working with emergency service agencies to plan and respond to emergencies, and by using an evidence base to develop plans for addressing major health and wellbeing issues faced by the community.</p>	4,397 <u>3,540</u> (857)
Youth services	<p>Baseline for Young People is Council's dedicated youth service. Baseline provides a range of programs, activities and events for young people aged 10-25 years and their families. Baseline also facilitates networks and advocates for inclusive social and physical infrastructure that supports all young people and works closely with a range of external organisations.</p>	1,491 <u>1,914</u> 423
Community strengthening	<p>The community strengthening service aims to enhance our community wellbeing through building social capital and planning of local place-based programs and services. This is achieved by actively engaging local residents, community organisations and other stakeholders.</p>	2,806 <u>5,206</u> 2,400
Customer service, communications and civic participation	<p>The service manages key interactions between residents and Council via the service counter, the customer contact centre, online service requests and complaints, Council's websites and other communication channels, civic functions, Council meetings and information requests.</p>	5,105 <u>6,472</u> 1,367

Our performance

Service performance indicators

The following statement provides the results of the prescribed service performance indicators and measures including explanation of material variations.

Service / Indicator / measure	Results				Comments
	2019	2020	2021	2022	
Maternal and Child Health (MCH) Service standard <i>Infant enrolments in the MCH service</i> [Number of infants enrolled in the MCH service (from birth notifications received) / Number of birth notifications received] x100	100%	97.39%	100.88%	101.03%	This year's result exceeds 100 per cent due to babies who are born outside the municipality moving to the City of Whittlesea shortly after birth.
Service cost <i>Cost of the MCH service</i> [Cost of the MCH service / Hours worked by MCH nurses]	\$86.96	\$68.26	\$70.82	\$64.50	Our costs have reduced due to fewer Maternal and Child Health (MCH) nurses being available to provide the service – a shortage experienced across the sector. We continue to recruit MCH nurses to join our team and work with our community.
Participation <i>Participation in the MCH service</i> [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100	75.75%	73.14%	73.35%	70.99%	We prioritised younger children up to two years of age during times where the service resumed with reduced capacity, in line with pandemic directions.
<i>Participation in the MCH service by Aboriginal children</i> [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100	60.16%	84.26%	88.41%	71.78%	We prioritised younger children up to two years of age during times where the service resumed with reduced capacity, in line with pandemic directions. The Aboriginal Maternal Child Health program is now fully staffed.
Satisfaction <i>Participation in 4-week Key Age and Stage visit</i> [Number of 4-week Key Age and Stage visits / Number of birth notifications received] x100	New in 2020	99.60%	98.08%	97.79%	Attendance at 'Key Age and Stage' visits has remained very high despite the challenges of the pandemic and remains consistent with the results of the last few years. This shows our community continues to engage with the Maternal and Child Health service for these important health visits.

Our performance

Service / Indicator / measure	Results				Comments
	2019	2020	2021	2022	
Food Safety Timeliness <i>Time taken to action food complaints</i> [Number of days between receipt and first response action for all food complaints / Number of food complaints]	1.21	1.46	1.01	1.00	We responded to all 157 food complaints received during 2021 within one working day.
Service standard <i>Food safety assessments</i> [Number of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment in accordance with the <i>Food Act 1984</i> / Number of registered class 1 food premises and class 2 food premises that require an annual food safety assessment in accordance with the <i>Food Act 1984</i>] x100	99.75%	99.63%	92.67%	74.69%	We assessed all class 1 premises during 2021. Many of our class 2 premises had to limit trade or close temporarily because of COVID-19 restrictions, thus impacting assessment activity.
Service cost <i>Cost of food safety service</i> [Direct cost of the food safety service / Number of food premises registered or notified in accordance with the <i>Food Act 1984</i>]	\$324.80	\$405.32	\$368.19	\$354.19	Despite pandemic-related restrictions which led to a large number of food businesses being forced to close, the overall number of food businesses has increased by 15 during the year. Our food safety service cost has reduced by \$14 year on year.
Health and safety <i>Critical and major non-compliance outcome notifications</i> [Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance notifications about food premises] x100	99.51%	87.81%	100%	80.20%	Due to pandemic-related restrictions many food businesses limited trade or were forced to close, reducing opportunities for us to follow up on non-compliance.

Our performance

Service / Indicator / measure	Results				Comments
	2019	2020	2021	2022	
Aquatic Facilities Service standard <i>Health inspections of aquatic facilities</i> [Number of authorised officer inspections of council aquatic facilities / Number of council aquatic facilities]	2.00	2.00	2.00	1.00	We have sampled the water quality of all pools at Council-owned aquatic facilities throughout the year. All samples complied with water quality standards.
Utilisation <i>Utilisation of aquatic facilities</i> Number of visits to aquatic facilities / Municipal population]	2.74	1.82	0.77	2.82	Following centre closures due to the pandemic, we are seeing users gradually return to our aquatic facilities. We are glad to see strong demand for our Learn to Swim programs, which aim to increase water safety and prevent water-related accidents.
Service cost <i>Cost of aquatic facilities</i> [Direct cost of aquatic facilities less income received / Number of visits to aquatic facilities]	New in 2020	\$2.50	\$6.16	-\$1.82	The result reflects the challenging operating environment over the past year, with centre closures and subdued demand due to the ongoing pandemic impacting income from aquatic facilities. We have seen a steady increase in attendance in the final months of the financial year.

Our performance

Service / Indicator / measure	Results				Comments
	2019	2020	2021	2022	
Animal Management Timeliness <i>Time taken to action animal management requests</i> [Number of days between receipt and first response action for all animal management requests / Number of animal management requests]	1.00	1.04	1.00	1.00	We responded to 2,660 animal-related requests in 2021–2022. Of these requests, 90% were responded to on the same working day, with the remaining being received after hours and attended to on the next working day.
Service standard <i>Animals reclaimed</i> [Number of animals reclaimed / Number of animals collected] x 100	36.48%	22.80%	26.78%	29.01%	Of the 2,523 animals collected in 2021–2022, 29% were reclaimed, an increase of 2.23% from the previous year. Overall, 7% of cats and 70% of dogs were reclaimed by their registered owners.
<i>Animals rehomed</i> [Number of animals rehomed / Number of animals collected] x 100	New in 2020	50.71%	46.11%	49.66%	Of the 2,523 animals collected in 2021–2022, 50% were rehomed to a new owner. Adoption levels are overwhelmingly attributable to cats, with 63% being rehomed, compared to 23% of dogs being rehomed.
Service cost <i>Cost of animal management service per population</i> [Direct cost of the animal management service / Population]	New in 2020	\$10.04	\$6.07	\$9.76	Our animal management service features a range of programs that continue to add value to our community to ensure their pets can live together harmoniously and safely in our municipality. The important programs within this service include reuniting lost pets with their owners, pet adoptions, operating the Epping Animal Welfare Facility, animal-related investigations, an after-hours emergency service and auditing animal-related businesses to ensure welfare standards are upheld.
Health and safety <i>Animal management prosecutions</i> [Number of successful animal management prosecutions / Number of animal management prosecutions] x 100	New in 2020	100%	100%	100%	We successfully prosecuted all 19 animal management cases taken to court, which is a significant increase compared to last year's eight prosecutions. There have been more dog attacks this year during the COVID-19 lockdowns.



Goal 2

**Liveable
neighbourhoods**

Our performance



Goal 2: Liveable neighbourhoods

Strategic indicators

The following statement reviews the performance of Council against the Community Plan including results achieved in relation to the strategic indicators included in the Community Plan.

Strategic Indicator	Measure	Result
Commuter travel time	Per cent of workers who spent at least 90 minutes getting to and from work each day	14.7%
Ease of walking and cycling	Household rating for ease of local walking and cycling	5.61/10
Access to services and facilities	Level of household satisfaction with access to local services and facilities	6.52/10
Housing affordability	Per cent of housing affordable to very low and low-income households	Purchase: 5.8%, Rent: 54.9%

Major initiatives

The following statement reviews the progress of Council in relation to major initiatives identified in the 2021–2022 Budget for the year.

Key:











complete









ongoing

Actions	Progress
Key initiative 20: Increase the quality, access, safety and amount of public open space in the municipality, including additional dog parks and a local park improvement program	
Renew Riverside Reserve Park and Playground	The major upgrade to Riverside Recreation Reserve includes a new play space with flying fox, secondary picnic shelter and barbecue, upgraded basketball half court and outdoor fitness equipment. Construction is underway and works are expected to be completed in September 2022.
Upgrade Mernda Village Adventure Playground	We have completed the play space upgrade as well as the public toilets and surrounding landscaping at Mernda Adventure Park.
Renew playgrounds and general landscape improvements (2021–2022 program)	We have completed the Hendersons Creek Park, Symon Park and Fir Street Park upgrades and will finalise the upgrades for Narina Way Park, Winamurra Park and Chantal Park by the end of September 2022.
Walking in response to COVID-19	We have developed the draft Walking and Cycling Plan which is scheduled for Council endorsement by the end of September 2022.
Establish additional dog off-leash areas in various locations (2021–2022 program)	We have completed the dog off-leash area for Lyndarum Wetlands and expect to finalise the Whittlesea Public Gardens dog off-leash area by the end of 2022.
Implement the Whittlesea Public Gardens Master Plan	We have commenced Stage 1 construction of the Whittlesea Public Gardens redevelopment. We have removed the existing playground and commenced earthworks for the new playground. We have encountered delays with the approval of the Cultural Heritage Management Plan and the supply of playground equipment. This is a multi-year project and Stage 1 is expected to be completed in late 2022.

Our performance

Actions	Progress
Key initiative 21: Develop and implement a plan to improve public toilets making them accessible, useable and safe	
Commence developing new Public Toilet Amenity Plan and upgrade public toilet facilities	 We have developed the Public Toilet Amenity Plan and opened the public toilet for Mernda Adventure Park. We have installed utility services for the new public toilet facility at the Whittlesea Courthouse and have awarded the installation contract. We expect to open the facility in late 2022.
Key initiative 22: Implement the Quarry Hills Regional Park master plan to increase accessibility, useability and activation	
Commence Granite Hills Major Community Park Implementation	 Following community consultation, we have updated the Granite Hills Major Community Park design in the Quarry Hills Regional Park, including road access and services in conjunction with the Aboriginal Gathering Place. Construction is on track to commence in early 2023.
Key initiative 23: Increase safety and accessibility of transport with a focus on major corridor improvements, public transport usage and safe connected cycling and walking networks	
Deliver the Missing Path Links Program in various locations (2021–2022 program)	 We have built missing footpaths on Horne Street in Thomastown, from Bromwich Court to Morang Drive in Mill Park, on Miller Street in Epping, on Walnut Street in Whittlesea, at Duffy Street Reserve in Epping, at Sycamore Reserve in Mill Park and at Yann Drive to Arnaud Loop in Wollert.
Construct Findon Road extension – Williamsons Road to Danaher Drive	 We have completed the road works to extend Findon Road between Williamsons Road and Danaher Drive and expect to switch on traffic signals in late 2022. Further work is planned for the intersection in 2023 to maximise traffic outcomes.
Deliver local road resurfacing works (2021–2022 program)	 We have completed this year's local road resurfacing works, including works at Lyndarum Drive in Epping, Lipton Drive in Thomastown, Elation Boulevard in Doreen and Meridian Drive in South Morang.
Reconstruct Arthurs Creek Road	 We have fully reopened the reconstructed Arthurs Creek Road east of Plenty Road for public use.
Signalise intersection at Rockfield Street and Edgars Road, Epping	 We expect to switch on signals at the Rockfield Street and Edgars Road intersection later in 2022 subject to electronic controller availability (which is provided by the Department of Transport).
Reconstruct and rehabilitate local roads (2021–2022 program)	 We have completed this year's local road reconstruction/rehabilitation works, including works at Alexander Street in Lalor, Hurleston Crescent in Mill Park, Bryson Court in Bundoora and Falcon Street in Thomastown.

Our performance

Actions	Progress
Key initiative 24: Advocate for new or upgraded roads including Epping Road, Bridge Inn Road, E6, Yan Yean Road, Findon Road and Donnybrook Road	
Advocate for funds for new or upgraded roads	 Council presented the 2022–2023 advocacy priorities to local Members of Parliament to seek investment into the E6 Freeway, Bridge Inn Road, Craigieburn Road East, Epping Road, Findon Road, and Donnybrook Road. To address congestion and ensure road user safety for our rapidly growing community, Council will continue to advocate to the State Government to invest in and improve major roads within our municipality.
Key initiative 25: Improve disability access to public transport including installation of bus shelters across the municipality	
Improve disability access to public transport in line with the <i>Disability Discrimination Act 1992</i> (2021–2022 program)	 We have completed concrete hardstands in three locations on The Boulevard in Thomastown.
Key initiative 26: Advocate for better public transport, including better rail, tram and bus infrastructure and services and lead the public transport strategy under the Northern Council's Alliance	
Advocate for the construction of Wollert Rail	 The Federal Government is funding a feasibility study into public transport for Wollert Rail as part of their election commitments. Council will continue to advocate to the State Government in the lead up to the Victorian State election to acquire the remaining 5% of land to deliver Wollert Rail.
Advocate for better public transport, including better rail, tram and bus infrastructure and services	 We recently conducted a community survey to understand how using public transport has changed for our community as a result of the pandemic. We are using this survey to advocate for additional public transport services across our municipality, as well as highlight where the existing public transport frequency needs to be increased to allow for more efficient commutes and reduced road congestion.
Key initiative 27: Design and upgrade local streetscapes and shopping precincts to make it easier to move about, celebrate local culture, heritage and character, and connect people to the natural environment	
Support the community to establish and sustain community gardens	 We have supported 11 existing and proposed community gardens through the Gardening Together Again Program, delivering workshops and initiating a supporting grants process.
Streets for people – Study and implement local area traffic management areas 26 and 32 in Mill Park and 09 in Thomastown	 We have built speed humps on Prince of Wales Avenue, Romano Avenue and Fred Hollows Way in Mill Park. We will complete the shared path upgrade at Mill Park Recreation Reserve in August and wombat crossings in Prince of Wales Avenue, Manning Clarke Road and Fred Hollows Way in September, along with pavement works at the Prince of Wales Avenue/Corbin Place intersection.

Our performance

Actions	Progress
Key initiative 28: Deliver more affordable and accessible homes in the municipality	
Secure opportunities to facilitate social and affordable housing in Whittlesea through the Victorian Government Big Housing Build	✓ A number of sites have been secured for affordable housing under the Big Housing Build program and Council will continue to advocate for the use of surplus State Government land for affordable housing.
Advocate for more affordable housing and emergency accommodation, including for our Hope Street First Response Youth Service accommodation partnership	✓ Council presented our affordable housing advocacy needs to local Members of Parliament in March 2022.
Key initiative 29: Increase the number of waste and recycling bins in public spaces and parks	
Develop a Bins in Parks policy	🔄 We are creating clear standards for bins in public places via an integrated Waste Management Policy which will be completed by December 2022. We have commenced trial of public place recycling bins and have reviewed our litter and cleansing programs.
Key initiative 30: Implement the Safe Routes to Schools program to improve the safety of school children	
No actions scheduled in 2021–2022	



“Coming out of lockdowns, a well-supported market is incredibly important for small-scale local farmers like ourselves.”

Kate Rothacker, Top Hundred Acres

stronger together



Our performance

Services

The following statement provides information in relation to the services funded in the 2021–2022 Budget and the persons or sections of the community who are provided the service.

Service	Description	Net Cost Actual Budget Variance \$000
Roads, public transport and footpaths	Provision and maintenance of accessible, functional, safe and well-connected transport infrastructure. This is achieved by using best practice in planning, design and delivery.	6,535 <u>10,084</u> 3,549
Traffic management	Traffic management includes a range of services delivered to ensure a safe and efficient road network for motorists, pedestrians and cyclists. Programs include staffing school crossings at flagged and un-flagged crossings and running community education programs about safe traffic behaviour around schools.	(682) <u>(113)</u> 569
Parks and open space	Management and maintenance of Council's parks and open space assets except conservation and bushland areas, such as parks, playgrounds, street trees, sports fields and lawns. The service also includes the planning for future parks and open space projects.	13,446 <u>12,396</u> (1,050)
Planning and building	The service encompasses the administration and enforcement of building and planning legislation, and how land is being used and developed from a strategic and statutory perspective. This includes policy and master plan preparation and implementation, and approval of infrastructure and public spaces associated with urban development.	5,985 <u>6,746</u> 761

Our performance

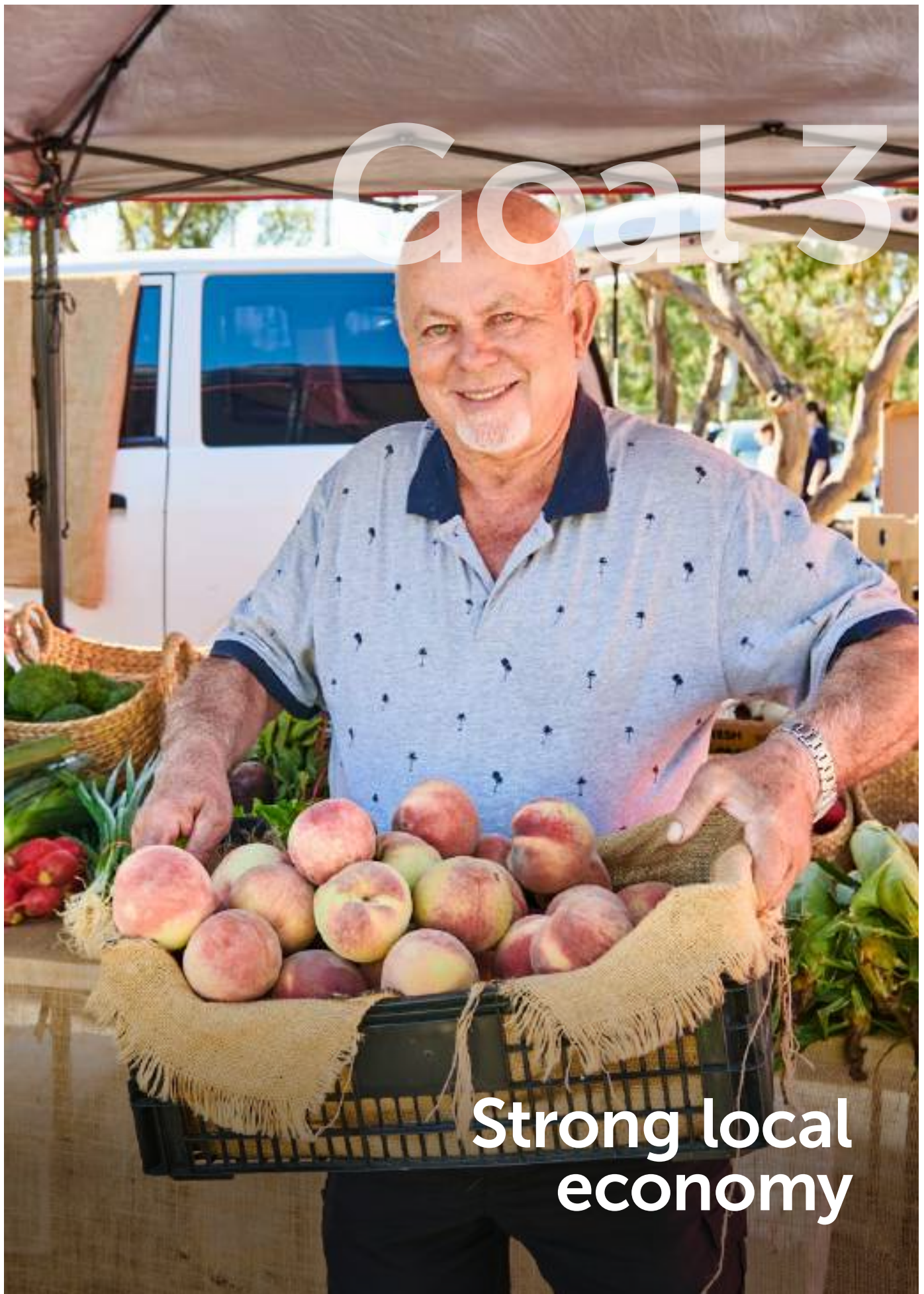
Service performance indicators

The following statement provides the results of the prescribed service performance indicators and measures including explanation of material variations.

Service / Indicator / measure	Results				Comments
	2019	2020	2021	2022	
Roads	20.08	27.70	27.31	18.94	We have experienced a significant reduction in the number of sealed local road requests this year in comparison to previous years' results, indicating fewer complaints as programs of road improvement works across the municipality continue to roll out.
Satisfaction of use <i>Sealed local road requests</i> [Number of sealed local road requests / Kilometres of sealed local roads] x100					
Condition <i>Sealed local roads maintained to condition standard</i> [Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x100	97.82%	92.32%	91.41%	91.64%	This result remains consistent with last year as we continue to improve the condition of the road network below the intervention threshold throughout the municipality.
Service cost <i>Cost of sealed local road reconstruction</i> [Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed]	\$106.47	\$91.68	\$89.92	\$113.48	We have experienced escalating costs for labour and materials in line with the sector. Key reconstruction projects included stormwater pits, road undulations, asphalt patching, and speed hump installations. For select projects, we incurred significant traffic management costs for night/weekend works to mitigate traffic issues.
<i>Cost of sealed local road resealing</i> [Direct cost of sealed local road resealing / Square metres of sealed local roads resealed]	\$29.48	\$30.47	\$51.42	\$50.20	Our road resealing costs remained consistent with the previous year.
Satisfaction <i>Satisfaction with sealed local roads</i> [Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads]	64.00	61.00	60.00	59.00	We continue to work through our road maintenance programming to ensure we are improving the condition of our sealed local roads throughout the municipality.

Our performance

Service / Indicator / measure	Results				Comments
	2019	2020	2021	2022	
Statutory Planning Timeliness <i>Time taken to decide planning applications</i> [The median number of days between receipt of a planning application and a decision on the application]	55.00	57.00	65.00	73.00	We continue to decide planning applications faster than other growth area councils irrespective of pandemic impacts including resourcing challenges. Overall, our planning teams have effectively managed our applications to ensure a good level of service is provided.
Service standard <i>Planning applications decided within required timeframes</i> [(Number of regular planning application decisions made within 60 days) + (Number of VicSmart planning application decisions made within 10 days) / Number of planning application decisions made] x100	77.07%	81.08%	76.33%	63.52%	We continue to decide planning applications within required time frames at a level faster than other growth area councils.
Service cost <i>Cost of statutory planning service</i> [Direct cost of statutory planning service / Number of planning applications received]	\$2,106.39	\$2,818.05	\$3,008.58	\$3,158.80	We experienced a drop in large commercial applications which have a higher fee than smaller applications. This has contributed to an increase in the cost of service.
Decision making <i>Council planning decisions upheld at VCAT</i> [Number of VCAT decisions that did not set aside Council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100	43.75%	52.38%	45.83%	23.08%	We have had several COVID-19-related extension of time requests set aside by the Victorian Civil and Administrative Tribunal (VCAT), resulting in a lower-than-expected ratio of upheld planning decisions. This result is variable each year and depends on the number and types of applications considered by VCAT.



Goal 3

**Strong local
economy**

Our performance



Goal 3: Strong local economy

Strategic indicators

The following statement reviews the performance of Council against the Community Plan including results achieved in relation to the strategic indicators included in the Community Plan.

Strategic Indicator	Measure	Result
Local jobs	Ratio of local jobs to residents in the workforce	0.63 to 1
Access to education	Level of household satisfaction with access to suitable local education	6.29/10
Gross regional product	Value of City of Whittlesea's local economy	\$9.9 billion

Major initiatives

The following statement reviews the progress of Council in relation to major initiatives identified in the 2021–2022 Budget for the year.




Key:



complete



ongoing

Actions	Progress
Key initiative 31: Strengthen the visitor and agri-tourism economies by implementing a new Destination Tourism Plan	
No actions scheduled for 2021–2022	
Key initiative 32: As part of COVID-19 recovery, deliver a 'support local' campaign and incentive program to support the community and local businesses	
Implement and deliver a communications plan in partnership of business-related resources, activities and use of spaces	 We continue to work with Yarra Plenty Regional Library to support local businesses, including through the Mill Park Library upgrade, a business events networking program, business learning resources and a new business services page.
Key initiative 33: Work with partners to increase opportunities for local work, training, apprenticeships and programs with a focus on young people and groups who experience significant barriers to employment	
Plan with partners to support young people in preparation for future job opportunities	 We featured our mentoring program at the Careers Expo on 9 June 2022 and continue to recruit and train further mentors and mentees to benefit from the program.
Increase capacity building and training in the community to enhance employment opportunities for unemployed and underemployed residents	 We are delivering two employment readiness and training programs through our service providers between April and October 2022, whilst continuing to facilitate connections and opportunities through the Local Jobs Program and Job Advocates Program.

Our performance

Actions	Progress
Key initiative 34: Implement the Investment Attraction Plan to attract investment, strengthen the local economy and increase the number and diversity of local jobs	
Strengthen business-to-business connections (Business Hub)	✓ We launched the City of Whittlesea Business Network and are working towards a co-working/remote working pilot at Thomastown library.
Deliver a Strong Local Economy Strategy	✓ Council adopted the Strong Local Economy Strategy on 21 February 2022 and we have commenced implementing the Strategy and Action Plan.
Key initiative 35: Work with the Victorian Government and key stakeholders to progress planning for key employment precincts such as Epping Central, the Beveridge Intermodal Freight Terminal, the Melbourne Food Innovation and Export Hub and the Vearings Road employment precinct	
Advocate for the delivery of an appropriate planning framework for the Beveridge Intermodal Freight Terminal	✓ On 28 March 2022, the then Federal Government announced a \$1.62 billion investment into the Beveridge Intermodal Freight Terminal and related infrastructure, which is expected to draw more than 20,000 jobs and further investment to the region. We have and will continue to advocate to the newly elected Federal Government to deliver the Beveridge Intermodal Freight Terminal.
Draft the Epping Central structure plan for community consultation	✓ We have drafted the Epping Central Structure Plan and will commence community consultation later in 2022.
Ensure City of Whittlesea actively participates and advocates for the MFIH (Melbourne Food Innovation and Export Hub)	✓ We are advocating to the State Government for the delivery of the Melbourne Food Innovation and Export Hub as a key advocacy priority.
Key initiative 36: Implement the Victorian Government-funded 3-year-old kindergarten service together with the early childhood sector and deliver infrastructure projects at key sites across the city	
Prepare the Kindergarten Reform Options Paper to inform the development of Council's Long Term Community Infrastructure Plan	✓ We have completed the Options Paper and stakeholder consultation which provides guidance on kindergarten infrastructure needs and responses over the next 10 years. Council has endorsed a Three-Year-Old Kindergarten Reform Implementation Plan and we will work with the Department of Education towards a Building Block Partnership Agreement to fund additional kindergarten places identified in the plan.
Upgrade the building at McLeans Road Kindergarten	✓ McLeans Road Kindergarten has reopened following the upgrade, offering kindergarten programs with an additional kindergarten room, an enlarged community foyer and meeting space. The centre is now a 66-place licensed kindergarten to better meet local demand.

Our performance

Actions	Progress
Key initiative 37: Work with the Yarra Plenty Regional Library corporation to continue improving our library services around accessibility, innovation and community learning	
No actions scheduled in 2021–2022	
Key initiative 38: Advocate for improved mobile phone coverage in rural areas	
Participate in the Connecting Victoria Program	 We continue to advocate for improved mobile and broadband coverage in the municipality via the Connecting Victoria Program. NBN has recently announced infrastructure investment in Mernda and Doreen.
Key initiative 39: Encourage employment pathways and sustainable land management practices at the Whittlesea Community Farm and Food Collective	
Progress the Whittlesea Community Farm and Food Collective	 The planning application for the Wollert (previously Whittlesea) Community Farm has been approved and will provide employment and education pathways through the development of a nursery and grazing activities.
Key initiative 40: Support local agribusinesses to be sustainable, grow and be prepared for climate change	
Support sustainable local agribusiness	 We continue to support local agribusinesses to be sustainable and provide advice and support to new and existing agribusinesses.



“Council’s Business Support Officers were really helpful when they visited, especially about assisting us to get our capacity numbers right.”

Angela Kyriakou, All Round Café, Mill Park

stronger together

Our performance

Services

The following statements provide information in relation to the services funded in the 2021–2022 Budget and the persons or sections of the community who are provided the service.

Service	Description	Net Cost Actual Budget Variance \$000
Investment attraction	Encourage new and support reinvestment within the City of Whittlesea through networking, relationship management with stakeholders and promotion of the opportunities and initiatives available.	171 <u>145</u> (26)
Libraries	The City of Whittlesea offers library services through Yarra Plenty Regional Library in partnership with Banyule and Nillumbik Councils. The library service supports Council in building a skilled community that has a sense of wellbeing, inclusion and belonging through free access to relevant collections, public programs and welcoming, accessible spaces for learning.	5,130 <u>5,237</u> 107
Local business support	Support to businesses including guidance, assistance, promotion of funding and employment opportunities, networking with complementary businesses, promotion of business initiatives to increase customer base, coordination of special rate schemes, support to trader associations and case management of issues and planning applications.	1,479 <u>1,228</u> (251)

Our performance

Service performance indicators

The following statement provides the results of the prescribed service performance indicators and measures including explanation of material variations.

Service / Indicator / measure	Results				Comments
	2019	2020	2021	2022	
Libraries Utilisation <i>Physical library collection usage</i> [Number of physical library collection item loans / Number of library physical collection items]	6.76	5.02	3.55	4.05	Loan figures are on the rise as Yarra Plenty Regional Library partners with the City of Whittlesea to increase library touchpoints. Initiatives such as the 'Return Yourself to the Library' campaign are having a positive effect on collection usage rates across the municipality after the effects of the pandemic.
Resource standard <i>Recently purchased library collection</i> [Number of library collection items purchased in the last five years / Number of library collection items] x100	86.05%	82.78%	80.44%	87.49%	The Yarra Plenty Regional Library Collection Framework sets out how the collections are purchased to ensure they remain relevant, current, and include literature in languages other than English. We exceeded our target to have 85% of our collections to be no more than five years old.
Participation <i>Active library borrowers in municipality</i> [Number of active library borrowers in the last three years / The sum of the population for the last three years] x100	13.51%	12.41%	10.85%	9.19%	Our library branches re-opened for the full range of available hours in March 2022 following the easing of COVID-19 restrictions. Library self-service kiosks have now expanded into more community centres and we expect numbers of active library borrowers to continue to rise. Please note that this figure does not include our e-Collection borrowers.
Service cost <i>Cost of library service per population</i> [Direct cost of the library service / Population]	New in 2020	\$17.91	\$19.34	\$19.08	The Yarra Plenty Regional Library service is a shared library service for the local government areas of Banyule, Nillumbik and Whittlesea. The direct costs of the library services are apportioned to member councils by the Library Agreement.



Goal 4

Sustainable environment

Our performance



Goal 4: Sustainable environment

Strategic indicators

The following statement reviews the performance of Council against the Community Plan including results achieved in relation to the strategic indicators included in the Community Plan.

Strategic Indicator	Measure	Result
Use of open space	Per cent of households that visit local open spaces at least monthly	41.9%
Tree canopy	Per cent of tree shade across the City of Whittlesea	30.5%*
Energy use	Output from solar panels installed on local dwellings	96,751KW
Water use	Amount of drinking water used each year per household	164kL
Waste minimisation	Amount of waste produced each year per household	653kg

*2019 data

Major initiatives

The following statement reviews the progress of Council in relation to major initiatives identified in the 2021–2022 Budget for the year.

Key:



complete



ongoing

Actions	Progress
Key initiative 41: Deliver key actions from our Rethinking Waste Plan, including introducing residential glass recycling, extending food and garden waste services, protecting the environment from litter and increasing sustainable procurement	
Implement the Rethinking Waste Plan	We have delivered food and garden organics liners to participating residents and have delivered education events to community. We have trialled the Zero Waste Rebate Program and supported Whittlesea Community Connections to launch the Mernda Repair Café. We have improved hard waste services, established a new litter enforcement team, and rolled out resource recovery hubs to community centres.
Design a residential glass recycling service for piloting	We have approved the tenders for the roll out of the glass recycling service, in order for the service to commence by October 2022.
Encourage sustainable procurement across Council, selecting products that generate economic, social and environmental benefits whenever it is practicable	We have completed a social procurement maturity assessment and have worked with the Supply Chain Sustainability School to found the Local Government Sustainable Supply Chain Initiative to create online learning pathways for procurement staff. The initiative can also be set up for community and suppliers.

Our performance

Actions	Progress
Key initiative 42: Improve the quality and activation of our water networks, source more water from alternative water supplies and use less water through water efficiency upgrades	
Renew and upgrade Peter Hopper Lake in Mill Park	✓ We are developing design options for the long-term renewal of Peter Hopper Lake in line with the project planning for this multi-year action. We have progressed plans to construct a gross pollutant trap at the inlet of the lake. The Federal Government has committed \$2 million to the renewal.
Renew Carlingford Wetland in Lalor	✓ We have prepared a detailed renewal plan for the Carlingford Wetland. This includes the asset being converted to a wetland, improving raingarden, sedimentation ponds and vegetation.
Update the water asset register and review the maintenance programs for Council's water bodies, and stormwater treatment systems	🔄 We have updated the water asset register and commenced a detailed audit of a number of stormwater assets to understand and improve their function.
Key initiative 43: Finalise and implement the new Green Wedge Management Plan and 10-year action plan in consultation with the community	
Draft Green Wedge Management Plan ready for consultation	✓ Council endorsed the Draft Green Wedge Management Plan for consultation at the Council Meeting on 16 May 2022.
Key initiative 44: Deliver on our Greening Whittlesea Strategy including increasing tree canopy along main road residential streets and in conservation reserves, park and major facilities	
Deliver the 2021–2022 Residential Street Tree Renewal Planting Program	✓ We have delivered this year's Residential Street Tree Renewal Planting Program, with renewal activity focusing on Mernda, Doreen, Thomastown, Mill Park and Epping.
Deliver the 2021–2022 Parks Tree and Major Facilities Planting Program	🔄 We have delivered this year's Parks Tree and Major Facilities Planting Program and are finalising planting in line with planting season.
Engage with Wurundjeri Woiwurrung Cultural Heritage Aboriginal Corporation and relevant fire ecology experts to advise on landscape fire management practices	✓ We have established a partnership with the Wurundjeri Woiwurrung Cultural Heritage Aboriginal Corporation's Narrap Rangers unit and will transition the sharing of knowledge about traditional fire practices into an ongoing practice.
Deliver the 2021–2022 Main Roads and High Profile Streetscapes Planting Program	🔄 We are planting more trees along The Lakes Boulevard while replacing those that have come to the end of their useful life. Works will be completed in October 2022, in line with the planting season.
Develop a program handbook and resource plan for each of the five major biodiversity portfolios (biodiversity monitoring, interpretation, engagement, pest animal management and ecological burning)	✓ We have developed the four year works program for the five major biodiversity portfolios.
Deliver the 2021–2022 Conservation Reserves Tree Planting Program	✓ We have planted 5,600 trees as part of this year's Conservation Reserves Tree Planting Program.
Implement the 2021–2022 program of Greening Whittlesea City Forest Strategy, including an equity focussed Health Impact Assessment (EfHIA)	✓ We completed an equity-focused Health Impact Assessment (EfHIA) and planted more than 10,000 trees through our tree planting programs.
Deliver the 2021–2022 Infill Street Tree Planting Program	✓ Planting is progressing in line with the planting season until September 2022. We have identified 2,700 planting sites and are preparing for a Schools Tree Day planting event in Wollert at the end of July.


Our performance

Actions	Progress
Key initiative 45: Finalise and implement the Climate Change Plan, with a focus of reducing potable water use, reducing carbon emissions and transitioning to more sustainable resources	
Map the City of Whittlesea's biodiversity assets	✓ We have completed the high-level mapping of the City of Whittlesea's biodiversity assets. This will be used for biodiversity actions going forward, such as better protection of fauna and flora throughout the planning process.
Develop Climate Change Risk and Governance Project Plan, implement the project and develop Climate Change Risk and Governance Actions	✓ We have finalised the project and are transitioning the climate risks into our service risk framework to ensure mitigation actions are embedded using the climate pathways approach.
Introduce a program to support the uptake of renewable energy options using Environmental Upgrade Agreements	✓ Council has endorsed the Environmental Upgrade Agreements program. We have appointed an officer to help businesses take up the opportunities.
Finalise the City Climate Change Strategy and Action Plan	🔄 We have drafted the Climate Change Plan alongside the Sustainable Environment Strategy and Action Plan. Council will consider the drafts for community consultation by September 2022.
Key initiative 46: Use less energy by investing in energy efficiency programs including energy efficient street lighting	
Commence the transition of operational fleet to electric and/or hydrogen vehicles	✓ We currently have 23 electric and hybrid vehicles in operation, despite significant challenges to procure vehicles in the current environment.
Deliver various Energy Efficiency Programs (2021–2022 program)	✓ We have installed solar PV systems and batteries at seven community facilities and have committed to commence using 100% renewable electricity as part of the Local Government Victorian Energy Collaboration. We have installed an electric vehicle charge station in the Whittlesea township and have commissioned energy audits and feasibility studies into further energy saving opportunities.
Deliver the Street Light Bulk Replacement Program (2021–2022 program)	✓ We have awarded a contract to upgrade 1,300 decorative streetlights with LED technology.
Key initiative 47: Introduce new local recycling drop off points including a resource recovery shop	
Undertake feasibility and investigate partnerships for a re-use recovery shop	🔄 Council is developing a business case for a re-use recovery shop with funding from Sustainability Victoria. Conversations have commenced with local businesses and neighbouring councils who have resource recovery centres. An online solution for the share/resource recovery economy is also being investigated.
Identify locations for recycling drop off points and align to our place-based approach	✓ We have installed recycling drop off hubs at 12 locations across the municipality.
Undertake a service review of the hard waste service	✓ The service review is completed. A significant number of changes are occurring including a new online booking system, sending emails and text messaging relating to the service, change to route mapping, and investigations into changing the plant and equipment used to run the service.

Our performance

Actions	Progress
Key initiative 48: To protect and enhance Whittlesea’s environmental and sustainable future, we will undertake advocacy on behalf of our community, on climate change, water security and quality, vulnerable flora and fauna and waste reduction and reuse	
Advocate to protect the grassy eucalypt woodlands	✔ We are regularly meeting with the Department of Environment, Land, Water and Planning to consider land acquisition priorities, proactive land management options and financial investment support.
Deliver the 2021–2022 Mernda Rail Matted Flax-Lily Translocation Project actions	✔ Translocation is progressing according to plan featuring high survival rates and low levels of harmful weeds at both sites.
Key initiative 49: Undertake analysis of extreme heat on the health and wellbeing of our community to inform future planning to protect residents and precincts most vulnerable to heatwaves	
No actions scheduled in 2021–2022	



A woman with brown hair and glasses, wearing a brown sweater, is watering plants in a community garden. She is holding a green hose and spraying water onto a plant in a white container. In the background, there are trees and a red building.

“Community gardens offer opportunities for people to connect to each other and to nature, to grow and harvest healthy food and to share sustainability skills and knowledge.”

Alexis Harley, Links Community Garden

stronger together

Our performance

Services

The following statement provides information in relation to the services funded in the 2021–2022 Budget and the persons or sections of the community who are provided the service.

Service	Description	Net Cost Actual Budget Variance \$000
Conservation and land management	The natural environment is an important asset of the City of Whittlesea and this service ensures that it is looked after in our public open spaces and on private property. It includes proactive actions to enhance our landscape and connect people with their environment as well as regulatory activities to protect the environmental assets from damage and degradation.	2,994 <u>3,268</u> 274
Climate change action	Council is committed to reducing its impact on Climate Change and helping the community to prepare for the unavoidable impacts of our changing climate. This will be actioned by reducing our reliance on non-renewable energy sources as well as quantifying and acting to mitigate the increased risk of extreme weather events on our community.	157 <u>287</u> 130
Waste and recycling	Council is committed to providing sustainable solutions for the collection, disposal and recovery of waste materials generated within the community and through its own operations. This is achievable through the successful delivery of waste management strategic policy development, education programs and operational maintenance activities. The service keeps our city clean, healthy and safe.	18,440 <u>18,223</u> (217)
Water management	Our open waterways, built water supply and drainage systems are important parts of our urban environment. They require careful management to ensure that they meet our needs and are environmentally sustainable. This service ensures that these assets are planned, delivered, and maintained effectively, and that water is used efficiently throughout our City.	1,253 <u>1,109</u> (144)

Our performance

Service performance indicators

The following statement provides the results of the prescribed service performance indicators and measures including explanation of material variations.

Service / Indicator / measure	Results				Comments
	2019	2020	2021	2022	
Waste Collection Satisfaction <i>Kerbside bin collection requests</i> [Number of kerbside garbage and recycling bin collection requests / Number of kerbside bin collection households] x1,000	93.44	136.45	83.07	135.89	We have experienced a 63% increase in kerbside bin collection requests, which includes requests for new bins, uncollected bins, damaged or stolen bins.
Service standard <i>Kerbside collection bins missed</i> [Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts] x10,000	3.77	2.07	11.69	5.57	We have worked with our waste collection contractor to better understand why bins are being missed. Our contractor has remapped their routes to ensure greater bin collection accuracy and fewer missed bins, resulting in a 52% reduction in missed bins as part of the scheduled collection service.
Service cost <i>Cost of kerbside garbage bin collection service</i> [Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins]	\$43.49	\$46.25	\$74.25	\$79.69	A significant increase in the landfill levy charges has resulted in a 7% cost increase for this service.
<i>Cost of kerbside recyclables collection service</i> [Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins]	\$24.27	\$47.39	\$49.86	\$56.96	We have experienced a 14% cost increase for recyclables collection, due mainly to a significant increase in the disposal costs plus added pressure from COVID-19 lockdowns.
Waste diversion <i>Kerbside collection waste diverted from landfill</i> [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100	36.94%	42.94%	46.05%	46.06%	Seasonal variations in resident behaviour around property clean-ups impact the consistency of this service each season. We are seeing a slight increase in diversion rate because of increased promotion of the recently introduced Food Organics Garden Organics (FOGO) service.



Our performance



Goal 5: High performing organisation

Strategic indicators

The following statement reviews the performance of Council against the Community Plan including results achieved in relation to the strategic indicators included in the Community Plan.

Major initiatives











The following statement reviews the progress of Council in relation to major initiatives identified in the 2021–2022 Budget for the year.

Key:

✓ complete ↻ ongoing


Actions	Progress
Key initiative 50: Improve customer service through investing in technology, systems and Council staff and make it easier for our community to interact with Council	
Deliver the 2021–2022 Customer First Program actions	✓ Our community can now manage their hard waste collection needs online and we are progressing animal management and rates transactions. Additional staff are servicing our customers and we are improving the different customer support channels. We have implemented customer feedback software to better understand what works for the customer and where we need to improve.
Improve customer experience with a new Council website	✓ We have deferred the development of a new website to 2023–2024 to allow for an upgrade of our web-based digital infrastructure to make it easier for our community to interact with us online. We are also working to audit and improve our content in preparation for the new website.
Key initiative 51: Continue to implement our Advocacy Plan for infrastructure and services to support the diverse needs of our community	
Prepare State and Federal pre-budget submissions and advocacy for key community priorities	✓ We welcome the Federal Government's \$1.62 billion funding commitment towards the Beveridge Intermodal Freight Terminal, as well as the State Government's budget allocations towards the Northern Hospital, Lalor train station upgrades and additional bus frequencies on the weekday shuttle bus between Donnybrook and Craigieburn stations. City of Whittlesea will also benefit from the State Government's increased Growth Area Infrastructure Contribution to \$280 million.
Key initiative 52: Continue to be an employer of choice through developing and implementing a new Workforce Plan to attract and retain high quality and skilled staff to support our community	
Develop a Workforce Plan	✓ We completed the Workforce Plan 2021–2025 and associated Action Plan in December 2021.

Our performance

Actions	Progress
Key initiative 53: Establish a place-based approach to Council planning, service and infrastructure delivery that is responsive to the distinct needs and aspirations of local communities	
Commence developing longer-term strategies for Whittlesea 2040 key goals and high performing organisation	 We have completed the Strong Local Economy Strategy based on Council's new integrated planning framework. We will continue to refine the framework as we progress the other six Whittlesea 2040 strategies.
Commence implementation of our place-based service delivery model, including promotion of local services and identification of service gaps	 We have developed a framework for the place-based model which features five key pillars: Community Hub Activation, Voice of Customer, District Teams, Precinct Planning and Embedding Place.
Key initiative 54: Continue to implement the <i>Local Government Act 2020</i> and publicly report on an action plan to embed good governance at the Council	
Develop the 2021–2025 Budget	 Council adopted the Budget at the Council Meeting on 6 June 2021
Develop the 2021–2031 Financial Plan	 Council adopted the Financial Plan 2021–2031 at the Council Meeting on 25 October 2021.
Develop a Complaints Policy	 Council adopted the Complaints Policy at the Council Meeting on 6 December 2021.
Develop the Community Plan 2021–2025	 Council adopted the Community Plan 2021–2025 at the Council Meeting on 25 October 2021.
Provide six-monthly Administrator reports on the performance against the Good Governance Action Plan	 The second Administrators' Good Governance Action Plan was endorsed at the Council Meeting on 11 April 2022.
Develop the 2022–2031 Asset Plan	 Council adopted the City of Whittlesea Asset Plan and related sub-plans at the Council meeting on 27 June 2022.
Key initiative 55: Develop a long-term community infrastructure plan responding to community service and infrastructure needs for sport, leisure, recreation, arts, heritage and culture, youth, older adults, families and children and libraries	
Commence drafting of Community Infrastructure Plan	 We are preparing for the research and analysis phase supporting the plan and have commenced populating the early years chapter.
Key initiative 56: Continue to strengthen local community engagement in line with Council's Community Engagement Policy to inform Council programs and decision-making	
Strengthen integrated community engagement in line with the <i>Local Government Act 2020</i>	 We have strengthened community engagement via our new digital engagement platform, Engage Whittlesea, as well as through regular pop-ups at festivals, events and local shopping precincts. Our community can now also connect with senior staff and Administrators through community forums and Coffee with Council events at cafés across the municipality.

Our performance

Actions	Progress
Key initiative 57: Maintain strong communications with our community to promote access to services including multilingual, accessible for all and mobile-friendly communications and website	
Create a mix of digital, online and print communications to reach our diverse communities	✓ We are developing a suite of translated and culturally appropriate communications materials to assist in communicating important information with our culturally and linguistically diverse communities.
Publish and print community newsletter <i>Local Scoop</i> bi-monthly rather than quarterly	✓ We are now distributing our local news publication <i>Local Scoop</i> direct to letterboxes six times a year, up from four issues. We are now also distributing to businesses in addition to households, to build community awareness of Council services, activities and events.
Key initiative 58: Implement, communicate and promote our Financial Hardship Policy 2021 to support our financially vulnerable residents	
Continue to implement Council's Financial Hardship Policy to support financially vulnerable residents	✓ We have established a dedicated team to support residents experiencing financial hardship in line with our policy.
Key initiative 59: Introduce regular reporting on Council's performance including the Community Action Plan and customer service performance	
Develop the 2020–2021 Annual Report	✓ Council endorsed the Annual Report 2020–2021 at the Council Meeting on 4 October 2021.
Develop and implement health check performance report	✓ The Quarterly Health Check has been developed to provide corporate insights to executive management and Council.
Commence developing an organisation outcomes and measurements framework	✓ We are reviewing the Whittlesea 2040 indicators and have completed the outcomes and measurement framework for the Strong Local Economy goal. Work on the outcomes and measures for the Sustainable Environment and Connected Community goals is progressing well.
Key initiative 60: Seek further opportunities to collaborate with surrounding municipalities and other partners including shared services and collaborative procurement	
No actions scheduled in 2021–2022	
Key initiative 61: Undertake service planning to drive innovation, improvement, equity, efficiency and service excellence with a focus on customer experience	
Identify key initiatives that have a “direct and significant impact on community” for gender impact assessment under the <i>Gender Equality Act 2020</i>	✓ We have completed gender impact assessments for the Strong Local Economy Strategy and the Community Grants Review and are progressing an assessment for the Sustainable Environment Strategy.
Review fees and charges to ensure a fair system that is sustainable financially	✓ We have considered fees and charges as part of the budget development.



"I love working together with young people and organisations to make change in their local areas. I am always keen to find out what local issues and gaps are and to work together to achieve amazing outcomes for young people."

City of Whittlesea Youth Development Officer, Holly

stronger together

Our performance

Services

The following statement provides information in relation to the services funded in the 2021–2022 Budget and the persons or sections of the community who are provided the service.

Service	Description	Net Cost Actual Budget Variance \$000
Our systems and knowledge	This service ensures users can rely on an effective working environment in terms of technology, applications, information management, research and analytics. The service provides the key platforms enabling service and infrastructure delivery across the organisation.	9,587 <u>11,302</u> 1,715
Our finance and assets	This service ensures Council is managed in a financially sustainable way where resources are allocated effectively to support the delivery of the desired community outcomes. This includes rate setting and revenue generation, prudent financial planning and management, procurement of goods and services, and effective asset management.	(218,003) <u>(270,644)</u> (52,641)
Our people	This service exists to ensure the City of Whittlesea has adequate labour capacity (numbers) and capability (skills and knowledge) to provide services to the community now, and into the future in an efficient, effective, and sustainable manner.	3,740 <u>4,165</u> 425
Our governance	This service ensures Council has adequate structures and processes in place to manage the business of local government in an effective and compliant manner. This includes key strategic planning, communications, advocacy, decision-making and monitoring/reporting activities to achieve Council's purpose of achieving the best outcomes for the local community.	6,196 <u>6,707</u> 511

Our performance

Service performance indicators

The following statement provides the results of the prescribed service performance indicators and measures including explanation of material variations.

Service / Indicator / measure	Results				Comments
	2019	2020	2021	2022	
Governance Transparency <i>Council decisions made at meetings closed to the public</i> [Number of Council resolutions made at ordinary or special meetings of Council, or at meetings of a special committee consisting only of councillors, closed to the public / Number of Council resolutions made at ordinary or special meetings of Council or at meetings of a special committee consisting only of councillors] x100	8.51%	13.04%	4.35%	4.08%	The number of Council decisions made at meetings closed to public remains very low in accordance with Council's Public Transparency Policy and compares favourably to other interface councils.
Consultation and engagement <i>Satisfaction with community consultation and engagement</i> [Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement]	56.00	55.00	54.00	55.00	We have increased opportunities for in-person engagement including the introduction of Coffee with Council at local cafés, community drop-in sessions, regular consultation stalls at local shopping precincts and community events including the South Morang Farmers and Makers Market. We have strengthened our digital engagement presence and our targeted consultation program with stakeholders and advisory groups.
Attendance <i>Councillor attendance at Council meetings</i> [The sum of the number of councillors who attended each ordinary and special Council meeting / (Number of ordinary and special Council meetings) x (Number of councillors elected at the last Council general election)] x100	77.73%	80.97%	100.00%	94.87%	Our Administrators continued to serve our community during the 2021–2022 year, and have maintained an excellent attendance record, keeping absences to a minimum to ensure Council meetings run smoothly and on time.

Our performance

Service / Indicator / measure	Results				Comments
	2019	2020	2021	2022	
Service cost <i>Cost of elected representation</i> [Direct cost of the governance service / Number of councillors elected at the last Council general election]	\$56,637.73	\$84,833.65	\$252,544.67	\$224,192.22	The total cost of elected representation in 2021–2022 is \$672,576, which is \$85,057 less than the 2020–2021 financial year, and \$260,594 less than the 2019–2020 financial year. The City of Whittlesea currently has three Administrators rather than 11 Councillors, and remuneration of the Administrators is set by the Victorian Minister for Local Government.
Satisfaction <i>Satisfaction with Council decisions</i> [Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]	55.00	54.00	57.00	57.00	The community satisfaction with Council decisions remains consistent with the 2020–2021 year and continues to be higher than the two previous financial years. The appointed Administrators continued to serve the City of Whittlesea community throughout the year.





Governance

Council Governance

The City of Whittlesea is constituted under the *Local Government Act 2020* to provide leadership for the good governance of the municipality and the local community.

Council's core role includes:

- taking into account the diverse needs of the local community in decision-making
- providing leadership by establishing strategic objectives and monitoring achievements
- ensuring that resources are managed in a responsible and accountable manner
- advocating the interests of the local community to other communities and governments
- fostering community cohesion and encouraging active participation in civic life.

Council is committed to making decisions that support the achievement of the community's vision *Whittlesea 2040: a place for all*. Our community is encouraged to provide feedback and have input into Council's decision-making process by:

- taking part in community consultation
- responding to surveys
- submitting petitions, joint letters or public questions to Council.

Council's formal decision-making processes are conducted through Council meetings. There are certain items that must be adopted or endorsed by Council at a formal Council Meeting such as the adoption of the Council Budget, endorsement of the Community Plan and the adoption of Council policies.

Council meetings

Scheduled Council meetings are generally held once a month on a Monday at the Council offices, 25 Ferres Boulevard in South Morang or at a community venue within the municipality. Additional Council meetings are occasionally held to consider urgent matters.

Council meeting dates are published on Council's website. The agenda is available on Council's website three days prior to the Council meeting and the minutes are available on the Monday following the meeting.

For the period 1 July 2021 to 30 June 2022, 12 Scheduled Council meetings, one Additional Council meeting and 38 Council Briefing sessions were held. Council Briefing sessions are informal meetings where Administrators are briefed on current and proposed programs, projects and services. Administrator briefing sessions are not open to the public.

An additional Council meeting was held on:

- 25 October 2021 to consider the Community Plan 2021–2025 and Financial Plan 2021–2031, Scheduled Council meetings 2021 and 2022 Update, CEO Employment and Remuneration Policy and Confirmation of the Minutes and associated actions of the CEMAC meeting held 14 October 2021.



Governance

On 19 June 2020 the Acting Minister for Local Government appointed a Panel of Administrators for the City of Whittlesea. The Panel of Administrators comprises of the Chair Ms Lydia Wilson, Ms Peita Duncan and Mr Chris Eddy who will undertake the duties of the Council of the City of Whittlesea until the October 2024 Local Government Election.

Summary of Panel of Administrator attendance for period 1 July 2021 to 30 June 2022

Administrator		Number of Scheduled Council meetings attended (total number of meetings held: 12)	Number of Additional Council meetings attended (total number of meetings held: 1)	Number of Administrator Briefings attended (total number of briefings held: 38)
Lydia Wilson	Administrator	12	1	37
Peita Duncan	Administrator	11	1	35
Chris Eddy	Administrator	12	1	37

Delegated committees

The City of Whittlesea does not have any delegated committees established.

Administrator remuneration and expenses

The appointment of Administrators by the Minister for Local Government included mandatory remuneration at a fixed rate for the Chair of Administrators and for Administrators.

Council is required to pay the remuneration and reimburse out-of-pocket expenses for Administrators in accordance with Council's *Expenses, Reimbursement and Support Policy – Administrators and members of delegated committee* adopted by Council on 4 August 2020.

The table below contains a summary of the Administrator's remuneration, allowances and expenses for 2021–2022.

Administrators For the period 1/7/2021 to 30/06/2022	Remuneration including superannua- tion	Travel	Car mileage	Child care	Information and communica- tion	Conferences and training	Miscella- neous	Total
Duncan, Peita	\$164,441.24	\$0.00	\$467.28	\$0.00	\$451.59	\$669.00	\$0.00	\$166,029.11
Eddy, Chris	\$164,441.24	\$85.05	\$2,710.80	\$0.00	\$1,022.63	\$2,474.94	\$0.00	\$170,734.66
Wilson, Lydia	\$313,929.01	\$0.00	\$1,545.84	\$0.00	\$1,624.22	\$2,882.72	\$22.00	\$320,003.79
Total	\$642,811.49	\$85.05	\$4,723.92	\$0.00	\$3,098.44	\$6,026.66	\$22.00	\$656,767.56

Governance and management information

Audit and risk committee

Role of the Audit & Risk Committee

The Audit & Risk Committee (the Committee) is an independent committee of Council. Its purpose is to support and advise Council in fulfilling its responsibilities related to external financial and performance reporting, maintenance of strong and effective governance and control frameworks, management of key risks and Council's compliance with legislation and regulation. The Committee has a prime responsibility in overseeing and monitoring Council's various audit processes.

The Committee reports to Council on the outcomes of its work program and provides advice and recommendations on matters relevant to its Charter. The Committee may also endorse key reports for consideration by Council.

Independence

An independent Audit & Risk Committee is a fundamental component of a strong corporate governance culture. Council's Committee is independent of management and is not involved in any operational decisions. Committee members do not have any executive powers, management functions or delegated financial responsibilities.

Reporting period of this Report

This report covers Committee activity from 20 August 2021 to 12 September 2022, including meetings held on 25 November 2021, 24 February, 26 May, 1 September and 12 September 2022.

Purpose of this Report

This report has two purposes as follows:

- 1) It meets the reporting requirements to Council as mandated by section 54(5) of the *Local Government Act 2020* (LGA), whereby the Committee is required to biannually report to Council on its activities, findings and recommendations. The Committee did also provide a mid-year activity report to Council in March 2022
- 2) It meets Council's governance requirements whereby Council requires its various Committees to report on their activities at least annually.

Committee Charter

The Committee's Charter is set by Council and was last reviewed and approved by Council on 4 October 2021.

Committee membership

The Committee has four independent members and two Administrator members. The independent members collectively have skill sets and experience as mandated in section 53 of the LGA, including skills in financial management and reporting, risk management, audit and assurance programs, compliance management and internal control frameworks. The Chair of the Committee is an independent member. The mix of independent and Administrator members enables open discussion based on best practice and gives Administrators insights into Council's governance practices.

The Committee's longest serving member Michael Ulbrick concluded his membership at the 19 August 2021 Committee meeting and independent member Theresa Glab concluded her term at the 26 May 2022 meeting. These two departures, and the increase in the number of independent members from two to three in the reporting period resulted in the appointment of three new independent members at various times in the past year, with Jennifer Johanson and Bruce Potgieter attending their first meeting in November 2021 and Marco Bini attending his first meeting on 1 September 2022.

Governance and management information

Meeting attendance

Details of membership and meeting attendance for the reporting period are summarised in the table below:

Meeting Dates	Independent Members					Administrator Members	
	Geoff Harry	Theresa Glab	Bruce Potgieter	Jennifer Johanson	Marco Bini	Lydia Wilson	Christopher Eddy
25 Nov 2021	Attended	Attended	Absent	Attended		Attended	Attended
22 Feb 2022	Attended	Attended	Attended	Attended		Attended	Attended
26 May 2022	Attended	Attended	Attended	Attended		Attended	Absent
1 Sept 2022	Attended		Attended	Attended	Attended	Attended	Attended
12 Sept 2022	Attended		Attended	Attended	Attended	Attended	Attended

Senior Management Team

The Committee has been strongly supported by Council's senior management team who have attended all meetings during the year.

External Service Providers

In addition, both the internal audit team (Crowe) and the agent of the Victorian Auditor General's Office (VAGO) have attended as required, and in fact have attended most meetings during the reporting period.

The Committee enjoys strong and professional working relationships with the entire support team, which is a critical element in ensuring the Committee delivers positive and insightful support and advice to Council.

Annual Work Plan

The agendas for the five meetings in the reporting period have been driven by the Committee's Annual Work Plan (AWP) which reflects its responsibilities as set out in the Committee Charter. The AWP is reviewed frequently to ensure that it remains reflective of Council's business activities and ever-changing contextual environment.

The work of the Committee is summarised below in each of the key areas.

Financial and Performance Reporting

The Committee has two areas of focus here as follows:

- 1) The quality of the periodic financial and performance reports provided to Council in explaining Council's performance against Council plans and the annual budget

- 2) The quality and content of the annual financial and performance reports that are included in Council's Annual Report. These reports have extensive and complex compliance considerations which the Committee considers in detail. This requires the Committee to engage with the external auditor when these reports are submitted to the Committee in August each year for endorsement to Council.

The Committee has been satisfied with these reports, assessing them as being of high quality, and noting that the matters that are raised by the external auditors at the conclusion of their work are generally not substantive in nature. The Committee endorsed the annual financial report and the annual performance statement for the year ended 30 June 2022 to Council for approval.

External Audit

The Victorian Auditor General's Office (VAGO) has appointed Richmond Sinnott & Delahunty (RSD) as its agent to undertake the annual audit of Council's annual financial report and annual performance statement.

The Committee endorsed the external audit plan for 2021–2022. At the 1 September 2022 meeting, the Committee considered RSD's closing report on the audit of the annual financial report and the annual performance statement for 2021–2022, noting that there were no significant issues raised by RSD.

In conclusion, the Committee resolved that the external audit process had been thorough and was pleased with the outcomes of the audit which indicated that the systems and controls related to the preparation of the annual financial report and the annual performance statement were efficient and effective.

Governance and management information

Risk Management

The Committee considered various risk management matters throughout the year with an ongoing focus on the assessment of strategic risks and related treatment plans. The Committee has noted that the Executive Leadership Team frequently reviews Council's risk management performance.

Key matters on which the Committee was briefed included the following:

- 1) Changes to Council's Risk Appetite Statement
- 2) Changes to the Risk Management Policy and Framework
- 3) Changes to Council's risk profile
- 4) Progress on Business Continuity Management
- 5) IT systems
- 6) Cyber security, including the results of penetration testing
- 7) Fraud and corruption control framework
- 8) Insurance program renewal and management of insurance claims
- 9) Updates on significant legal matters

Internal Audit

A key responsibility of the Committee is to monitor Council's internal audit program. The program is outsourced to an appropriately skilled service provider whose work is monitored by the Committee. A rolling three-year strategic internal audit plan is developed by the service provider to ensure that systems and controls in the areas of higher risk are regularly reviewed. The Committee reviews the plan annually and monitors delivery of the plan at every Committee meeting.

Council's current internal auditor is Crowe, who was appointed for a three-year period commencing 1 July 2018 and extended until 30 June 2023.

The internal audit reports provided at the conclusion of each review contain audit findings and recommendations for control improvements, together with management responses, and are presented to the Committee for review at each meeting. The Committee monitors implementation of the recommendations by the agreed due dates.

The table below shows the reviews completed by the internal audit service provider in the reporting period.

Reviews
Statutory Planning
Contract Management
Portable and Attractive Assets
Administration of Waste Service Charge*
Grants – Incoming
Review of Management of Children's Crossings*
Follow up of Selected Higher Risk Matters Raised in Prior Internal Audit Reports
Business Continuity Planning
Assurance Map
Cyber Security

* Council initiated internal audits.

As indicated above, there has been a significant amount of internal audit activity for the reporting period. The Committee regularly monitors management performance in closing out recommendations for improvement and is particularly alert to high-rated actions that are not closed by the target dates. The Committee is satisfied that there is appropriate management focus on the actions, bearing in mind that some recommendations require system changes or enhancements that can have

long lead times. The Committee acknowledges that many actions have been closed in what has been a period of significant challenge for Council.

In addition to these activities, the Committee also reviewed the performance of the internal audit service provider performance.

Governance and management information

Internal Compliance Reviews

Council has established an active officer resourced internal compliance review process that undertakes and reports on outcomes of reviews over compliance with selected processes, policies, procedures and legislation. Reports are provided to the Committee on the outcomes of the reviews. In the reporting period, compliance reviews were completed in the following areas:

- 1) Training compliance
- 2) Council's use of fuel and fuel cards
- 3) Personal interest return requirements
- 4) Compliance with contract variations.

Actions arising and target dates for completion arising from these reviews are agreed with management and progress of actions closure is monitored by the Committee.

Internal Control Environment

The Committee considered several reports on the review of policies, systems and controls during the reporting period. The key matters subject to review included the following:

- 1) Council's community grants program
- 2) Performance of Council's parks maintenance services
- 3) Development contributions
- 4) Council's supplier panel contract reporting
- 5) Progress with the implementation of MS Dynamics
- 6) Review of infringement debt
- 7) Council's gift register
- 8) Alignment of Council's policies and procedures with the Overarching Governance Principles
- 9) Administrator expenses
- 10) CEO corporate credit card expenditure
- 11) Asset Plan and Asset Management Plans
- 12) Regional Sports and Aquatics Centre planning.

Investigations by State Integrity Agencies (VAGO, IBAC, Ombudsman Victoria)

The Committee monitors reports released by State-based integrity agencies and receives officer briefings on any reports that may be relevant to Council. The Committee focusses on whether there are any learnings for Council arising from these reports and monitors implementation of such improvements.

Assessment of the Committee's performance

The Committee annually assesses its performance based on a survey completed by Committee members and officers who interact regularly with the Committee. The Committee reported the outcomes of the assessment to Council in January 2022.

Reporting to Council

After every meeting, Committee meeting minutes are forwarded to the next ordinary meeting of Council, including any reports that may help to explain outcomes or actions of Committee meetings. In addition, half year and full year (this report) activity reports on Committee activities, findings and recommendations are provided to Council.

Officer support

The Committee is able to fulfil its responsibilities outlined in the Committee Charter through discharge of the AWP. The success of its work requires significant commitment from many senior officers. The Committee acknowledges these efforts and the strong support it receives from the officers involved.

Conclusion

The Committee is satisfied that it has fully discharged its responsibilities as set out in the Charter. The Committee believes that Council has a strong control environment that continues to mature and has prudent financial management practices in place.

I would like to take this opportunity, on behalf of all Committee members, to thank the Administrators for their commitment and contributions to the work of the Committee. I also wish to acknowledge the excellent work of Council's senior officers in supporting the work of the Committee and their engagement in ensuring that the Committee remains effective.












Geoff Harry

On behalf of the Audit & Risk Committee










Date 12 September 2022

Governance and management checklist





The following are the results in the prescribed form of Council's assessment against the prescribed governance and management checklist.

Governance and management items		Assessment
1	Community Engagement Policy (policy under section 55 of the Act outlining Council's commitment to engaging with the community on matters of public interest)	1/03/2021 
2	Community Engagement Guidelines (guidelines to assist staff to determine when and how to engage with the community)	1/03/2021 
3	Financial Plan (plan under section 91 of the Act outlining the financial and non-financial resources required for at least the next 10 financial years)	25/10/2021 
4	Asset Plan (plan under section 92 of the Act setting out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)	27/06/2022 
5	Revenue and Rating Plan (plan under section 93 of the Act setting out the rating structure of Council to levy rates and charges)	1/06/2021 
6	Annual Budget (plan under section 94 of the Act setting out the services to be provided and initiatives to be undertaken during the budget year and the funding and other resources required)	27/06/2022 
7	Risk Policy (policy outlining Council's commitment and approach to minimising the risks to Council's operations)	27/06/2022 
8	Fraud Policy (policy outlining Council's commitment and approach to minimising the risk of fraud)	20/07/2020 
9	Municipal Emergency Management Plan (plan under section 60ADB of the <i>Emergency Management Act 2013</i> for emergency mitigation, response and recovery)	8/09/2020 
10	Procurement Policy (policy under section 108 of the Act outlining the principles, processes and procedures that will apply to the purchase of goods and services by the Council)	4/05/2021 
11	Business Continuity Plan (plan setting out the actions that will be undertaken to ensure that key services continue to operate in the event of a disaster)	12/05/2021 

Governance and management checklist

Governance and management items		Assessment
12	Disaster Recovery Plan (plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)	25/06/2020 
13	Risk Management Framework (framework outlining Council's approach to managing risks to the Council's operations)	27/06/2022 
14	Audit and Risk Committee (see sections 53 and 54 of the Act)	Charter amended 21/11/2021. During the year, Committee meetings were held on 19 August 2021, 25 November 2021, 24 February 2022, 26 May 2022. 
15	Internal audit (independent accounting professionals engaged by the Council to provide analyses and recommendations aimed at improving Council's governance, risk and management controls)	16/07/2018 
16	Performance reporting framework (a set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 98 of the Act)	7/07/2020 
17	Community Plan report (report reviewing the performance of the Council against the Community Plan, including the results in relation to the strategic indicators, for the first six months of the financial year)	21/02/2022 
18	Quarterly budget reports (quarterly statements to the Council under section 97(1) of the Act, comparing actual and budgeted results and an explanation of any material variations)	Budget reporting presented at quarterly management meetings 19 August 2021, 25 November 2021, 24 February 2022 and 26 May 2022. 
19	Risk reporting (six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)	Risk reporting presented at quarterly management meetings 19 August 2021, 25 November 2021, 24 February 2022 and 26 May 2022. 
20	Performance reporting (6-monthly reports of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 98 of the Act)	Performance reporting presented at quarterly management meetings 19 August 2021, 25 November 2021, 24 February 2022 and 26 May 2022. 

Governance and management checklist

Governance and management items	Assessment
21 Annual Report (Annual Report under sections 98, 99 and 100 of the Act containing a report of operations and audited financial and performance statements)	6/10/2021 
22 Councillor Code of Conduct (Code under section 139 of the Act setting out the standards of conduct to be followed by Councillors and other matters)	2/02/2021 
23 Delegations (documents setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff, in accordance with sections 11 and 47 of the Act)	27/06/2022 
24 Meeting procedures (Governance Rules under section 60 of the Act governing the conduct of meetings of Council and delegated committees)	1/06/2021 



Lydia Wilson
 Administrator
 Dated: 05/10/2022



Craig Lloyd
 Chief Executive Officer
 Dated: 05/10/2022





Statutory information

Documents available for public inspection

Council is required to make certain types of documents available to the public. These include, but are not limited to:

- plans, strategies and reports adopted by Council
- Council policies (other than those relating to internal operational matters)
- standards and guidelines
- Council meeting agendas and minutes (excluding meetings closed to members of the public).

The table below contains the documents that are available to the public and details the type of access that applies to each document type in accordance with sections 57 and 58 of the *Local Government Act 2020* and Council's Public Transparency Policy.

Documents available for inspection can be viewed on Council's website or by appointment at Council's Civic Centre, located at 25 Ferres Boulevard, South Morang. Reasonable accommodations will be made where travel to the Civic Centre is not practicable.

Legislative Provision <i>Local Government Act 2020</i>	Document	How to access the document
Section 41	Council Expenses Policy	Available on Council's website
Section 60	Governance Rules 2021	Available on Council's website
Section 75	General Municipal Law (No. 1 of 2014) Common Seal and Conduct at Meetings Local Law (No. 1 of 2020)	Current local laws are published on Council's website or for inspection at Council offices. A hard copy is available for purchase at a cost of \$10.
Section 90	Council Plan (Community Plan)	Available on Council's website
Section 91(4)	Financial Plan	Available on Council's website
Section 92(4)	Asset Plan	Available on Council's website
Section 93	Revenue and Rating Plan	Available on Council's website
Section 94	Budget	Available on Council's website
Section 98	Annual Report	Available on Council's website
Section 108	Procurement Policy	Available on Council's website
Section 135	Summary of personal interests	Summary of returns are available on Council's website The CEO must maintain the confidentiality of personal interests returns with the exception of information that must be published in the summary of returns to Council's website.
Section 139	Administrator Code of Conduct	Available on Council's website
Section 251	Inspection of certified Voters' Roll	Available for inspection for a short period from before an election until one month after the election day. During that period the Voters' Roll is available for inspection at Council offices.
Section 307(2)	Election campaign donations returns lodged by candidates at the previous election	There was no election in 2020 due to appointment of Administrators. This is not currently required.

For further information on how to access documents that are available to the public please visit Council's website at www.whittlesea.vic.gov.au/about-us/news-publications/publicly-available-documents/

Statutory information

Carers Recognition Act

Council is required to report annually on its compliance with the Victorian Carers Recognition Act 2012. In the 2021–2022 financial year, Council has undertaken a number of activities consistent with its responsibilities under the Carers Recognition Act, while supporting carers to respond to the added pressure of the COVID-19 pandemic, including:

The City of Whittlesea's Support for Carers Program (SCP) supported more than 245 clients during 2021–2022.

- The program successfully offered a supported day trip for younger carers (aged between 22–64) and their children with disabilities.
- Commenced a Peer Support Program within the Whittlesea Township where carers now regularly meet with others. This was provided in conjunction with Merri Health.
- During the pandemic in 2021 the program delivered virtual support sessions in collaboration with Merri Health. This was to promote access to support and social opportunities and reduce risks associated with isolation.
- Provided additional in-home, one-on-one respite to carers/consumers who had social support postponed or cancelled due to lockdown and where carers were considered at high risk of social isolation, financial hardship and impact on wellbeing.
- Post pandemic, the program was able to offer day trips with a brokered service provider. These included an afternoon tea at the Langham and Puffing Billy.
- Discussions and planning were held with other departments and service providers about a "Return to Country," two-night holiday in Echuca, however, due to recent ceasing of funding, this holiday will no longer be implemented as planned for the 2022–2023 financial year.
- Where appropriate, carers were referred to the Victorian Learner Engagement A-Frame Program (LEAP). During lockdown carers were able to access virtual program activities through LEAP.
- Clients were also linked to the Mernda Community House "Pathways for Carers" program, providing the opportunity for carers to attend a planned local community walk and a coffee.
- The Whittlesea Connections Program provided a support group setting for carers where they could receive counselling and participate in art therapy classes over a six-week block. The program ran four times over 2021–2022.
- Carers have been supported to develop their own WhatsApp message group. This encourages opportunities for them to meet or support each other once the Connections program has ended its six-week block.
- Carer Needs Assessments were conducted to identify individual support needs and provided information and/or referrals to Whittlesea Community Connections for transport or financial counselling services, My Aged Care, Home and Community Care Program for Younger People (HACC PYP), allied health services and the Commonwealth Home Support Programme (CHSP).



Statutory information

Providing support

Maria Arcari, 58, was born with spina bifida and has restricted mobility, but is able to get out and about thanks to Council's Home and Community Care Program for Younger People (HACC PYP).

The program provides support and respite for people with disabilities who are under 65, and Aboriginal and Torres Strait Islander people under 50, who are not eligible for the National Disability Insurance Scheme and who need help to live independently. It offers subsidised home support including help with daily activities, personal care, property maintenance, shopping, cleaning and nursing.

Ms Arcari receives three hours' care a week and said the program helped her to lead a fulfilling life and eased the pressure on her elderly parents and full-time carers, Mario and Immacolata. "It's meant a lot actually," she said.

"I've been able to do what I want to do, meet up with people, speak to people, get to know people, make new friends.

"It's more for my parents, too, that I'm out and about not having to be inside all day, seven days a week."



Statutory information

Disability Action Plan

In accordance with Section 38 of the *Victorian Disability Act 2006*, Council adopted the City of Whittlesea Disability Action Plan, which is integrated into the Community Plan 2021–2025.

The Disability Action Plan aims to ensure our community and Council activities are inclusive of people with disability and carers and supports the action areas:

- Building capacity for social connection and inclusion
- Reducing barriers to services and facilities
- Providing accessible and safe public amenities
- Delivering accessible and safe community infrastructure
- Improving access to public transport
- Supporting education and employment pathways for all
- Integrating equity into Council decision-making and planning.

Due to the ongoing challenges of COVID-19, some planned Disability Action Plan initiatives for 2021–2022 were delayed, however progress was made across many areas of Council's work and the following actions were achieved.

Building capacity for social connection and inclusion:

- The Community Leadership Program supported residents with disability to participate in training to build capacity to lead community-based projects and become more involved in local government.
- Our Sports Inclusion program worked with local sports clubs and associations to create more opportunities for people with disability to participate in sports and recreation activities, including:
 - conducting an initial review of local club activities for opportunities to involve people with disability and support club development towards greater inclusivity
 - encouraging clubs to register with the Access Abilities Australia (AAA) Play Program which links people with disability to sport and recreation activities across Victoria
 - supporting clubs and sports associations to link with opportunities for people with disability through Disability Sport and Recreation and Special Olympics.

Reducing barriers to services for people with disability and carers:

- Headspace was established at Council's Edge youth services to respond to the significant mental health needs of young people in the municipality.
- Our Ageing Well Team delivered a Carers Support Program providing a range of activities and information for carers and assessing individual support needs.
- Ageing Well conducted an analysis of aged care service reforms to ensure our older residents can transition well to the national aged care and disability system.
- Our Research Team conducted a National Disability Insurance Scheme (NDIS) market analysis, identifying service gaps for local NDIS participants, including families supporting members with autism, Aboriginal families and young people, and people from culturally and linguistically diverse (CALD) backgrounds. This work is informing Council's advocacy work for improved health and human services.

Providing accessible and safe community infrastructure and public amenities:

- A detailed action plan and priority list was developed for capital works to improve accessibility of Council facilities, including sports stadiums, entertainment venues, community centres, kindergartens and libraries across the community. The plan is based on approximately 100 accessibility audits and implementation began in 2021.
- Kirrip Community Centre created wheelchair access for the customer service point, community kitchen and kitchenette.
- Access Keys and Social Stories were developed for:
 - Meadow Glen International Athletics Stadium
 - Mill Park All Abilities Play Space
 - Mill Park Leisure (this Access Key has been completed but is not yet available online).
- Two unisex accessible cubicles with baby change facilities were installed and are now open at the Mernda Adventure Park.
- An upgrade of the Whittlesea Courthouse public toilet amenity included demolition of the existing toilet building and construction of a self-cleaning, automatic and fully accessible toilet block. Construction is to commence in August–September 2022.

Statutory information

- Scoping of capital works was completed for a Marveloo site at the Civic Centre. The mobile Marveloo facility will be available onsite and for hire by neighbouring councils for festivals and events by the end of 2022.
- Pram crossings along Barry Road, Thomastown were upgraded to comply with the *Disability Discrimination Act*.
- Concrete bus stop hardstands were constructed in three locations on Whittlesea-Yea Road and three hardstands with a bus shelter were constructed on The Boulevard, Thomastown, to improve disability access to public transport.
- Disability permit parking was provided in the following car parks:
 - Ziebell's Farmhouse, Thomastown
 - Thomastown East Football Reserve and Tennis Club
 - Spring Street Hall, Thomastown.



Statutory information

Supporting education and employment pathways for all:

- Partnering with the Hume Whittlesea Local Learning and Employment Network (LLEN) and RMIT to deliver the 'Beyond School program,' transitioning neuro-diverse young people from school to employment.
 - Our Youth Development team worked alongside young people and professionals on the co-design of an inclusive program for the project.
 - Thomastown Library will host workshops and provide on-site 'roles' for young participants to support skills building and demonstrating capabilities.
- The Whittlesea Disability Network continued to run monthly online meetings for members until December 2021 and the Network's publication 'Our News' ran six editions, providing subscribers with up-to-date information on COVID-19, the NDIS, community programs and courses and Council services and initiatives supporting people with disability and carers.

Integrating equity into Council planning and decision-making:

- The Disability Action Plan was integrated into the Community Plan 2021–2025 to strengthen integrated policy and planning for our residents with disability, carers and the local disability sector.
- Council's Staff Engagement Survey collated data on the experiences of staff who identify as having a disability. The survey results continue to inform our work with the Australian Disability Network to become an accessible and disability confident employer.
- Our Organisational Development Team continued to work with staff with lived experience of disability to develop Inclusion and Diversity training for Council staff.

Food Act Ministerial Directions

In accordance with section 7E of the *Food Act 1984*, Council is required to publish a summary of any ministerial directions received during the financial year in its Annual Report.

No ministerial directions were received by Council during the 2021–2022 financial year.

Contracts

In 2021–2022, Council did not enter into any contracts valued at \$300,000 or more for goods, works or services, without first engaging in a competitive process.

Domestic Animal Management Plan

Council's animal management service features a range of programs to ensure that people and their pets can live together harmoniously and safely in our community. The service includes:

- Reuniting lost pets with their owners
- Pet adoptions
- Operating the Epping Animal Welfare Facility
- Undertaking animal registration checks
- Animal-related investigations, including nuisance complaints and dog attacks
- Putting measures in place to mitigate the risks posed by dangerous and restricted breed dogs, including annual inspections
- Attending to wandering livestock
- An after-hours emergency service for dog attacks, wandering livestock and injured animals
- Auditing animal-related businesses to ensure welfare standards are upheld.

All of these activities are guided by the Council's new Domestic Animal Management Plan 2021–2025, which was adopted by Council on 8 November 2021.

The Plan was developed based on more than 3,000 pieces of community feedback gathered through a range of surveys and pop-up stalls in early 2021 and finessed during further community consultation in September 2022.

The Plan has a strong focus on improving responsible pet ownership, balancing community and environmental needs and partnering with other neighbouring councils to develop a consistent approach to managing animals across the region.

Statutory information

Some of the key initiatives achieved from the Plan include:

- Undertaking a significant community engagement program regarding the potential introduction of cat confinement laws and mandatory cat desexing for new registrations. Over 1,800 people voiced their opinion on these initiatives and in July 2022, Council determined to introduce both of these measures from August 2023
- A subsidised cat desexing program to help address the overpopulation of cats in the City of Whittlesea
- Established formal partnership agreements with various rescue groups to improve animal welfare outcomes for stray and surrendered animals
- Additional training for Animal Management Officers to ensure skills are kept up-to-date
- Ongoing cross-referencing of microchip registries to ensure Council's registration database is up-to-date, and to ensure breeders within the area are complying with registration requirements
- Cross-referencing adoption records with registration database to ensure Council's registration database is up-to-date with recent adoptions
- Attending pop-up events to consult with the community about animal issues in their area and to identify areas for improvement
- Proactively patrolling parks and streets to ensure compliance with off-leash laws and to ensure pets are registered.

Freedom of Information

The *Freedom of Information Act 1982 (Vic)* (FOI Act) embodies the following principles:

- members of the public have a legally enforceable right of access to certain government information
- government departments and agencies are required to publish information detailing the documents and the types of documents they hold
- people may ask for inaccurate, incomplete, out-of-date or misleading information contained in their personal records to be changed
- people may appeal against a decision by a government body to deny access to information or to not amend personal records.

In accordance with the FOI Act, anyone wanting to make a Freedom of Information request must do so in writing, must provide sufficient information to enable the requested documents to be identified, and must be accompanied by payment of an application fee (which can be waived by Council on hardship grounds). Further information on how to make an FOI request is available on Council's website.

Freedom of Information applications by year

The following table summarises the Freedom of Information applications received by Council over the past four years:

Freedom of Information	2018–19	2019–20	2020–21	2021–22
Total number of requests	28	31	32	29
Access granted in full	4	2	5	3
Access granted in part	14	21	21	13
Other: such as withdrawn or lapsed	10	8	3	4
Access denied in full	0	0	3	2
Number of internal reviews sought	Nil	Nil	Nil	Nil
Number of external reviews sought	Nil	3	Nil	Nil
Number of appeals lodged with the Victorian Civil and Administrative Appeals Tribunal	Nil	Nil	Nil	Nil
Total fees and charges collected	\$1,891.00	\$1,440.06	\$1,672.40	\$1,056.15

Statutory information

Public Interest Disclosure Procedures Act

Council is committed to the aims and objectives of the *Public Interest Disclosure Act 2012* and does not tolerate improper conduct by its employees, officers or members, or reprisals against those who come forward to disclose such conduct.

Council recognises the value of transparency and accountability in our administrative and management practices and supports the making of disclosures that reveal improper conduct.

Improper conduct means corrupt conduct or conduct that constitutes:

- a) a criminal offence
- b) serious professional misconduct
- c) dishonest performance of public functions
- d) intentional or reckless breach of public trust
- e) intentional or reckless misuse of information
- f) substantial mismanagement of public resources
- g) substantial risk to health or safety of a person
- h) substantial risk to the environment
- i) conduct of any person that adversely affects the honest performance by a public officer of their functions
- j) conduct of any person that is intended to adversely affect the effective performance by a public officer of their functions for the benefit of the other person.

Council will take all reasonable steps to protect people who make such disclosures from any detrimental reprisal action for making the disclosure and will afford natural justice to the person who is the subject of the disclosure.

The *Public Interest Disclosure Act 2012* outlines the process for reporting disclosures of improper conduct and the protection provided to persons who make disclosures. To make a disclosure or report detrimental action, call Council's Protected Disclosure Coordinator on 9217 2401 or email pid@whittlesea.vic.gov.au. Council's procedures for making or handling a disclosure are available on Council's website.

During 2021–2022, one disclosure was notified to Council officers appointed to receive disclosures. The disclosure was referred to the Independent Broad-based Anti-corruption Commission (IBAC) who referred the matter to the Victorian Ombudsman.

The Victoria Ombudsman sought information about the nature of the complaint which related to a contract matter and determined no further investigation was required.

In communications between the Victoria Ombudsman and Council it was determined that no further action was required from Council.

Road Management Act Ministerial Direction

In accordance with Section 22 of the *Road Management Act 2004*, Council must publish a copy or summary of any ministerial direction in its annual report.

No ministerial directions were received by Council for the 2021–2022 financial year.

Other Non-Statutory Inclusions

Information privacy

Council continues to be committed to the responsible collection and handling of personal information in accordance with the *Privacy and Data Protection Act 2014* and the *Health Records Act 2001*.

Council's Privacy and Data Protection Policy clearly expresses Council's approach to the management and protection of personal and health information.

Council takes all reasonable precautions to ensure that the personal information collected, used and disclosed is accurate, complete and up-to-date and that personal information is protected from misuse or loss and from unauthorised access, modification or disclosure.

Council's policy and other documents relating to information privacy are available on Council's website.



Infrastructure and developer contributions

Under sections 46GZI and 46QD of the *Planning and Environment Act 1987* introduced in 2016, Council, as the development or infrastructure contributions collecting agency (or development agency) must report to the Minister for Planning on the receipt and expenditure of infrastructure levies under the Infrastructure Contributions Plan (ICP) and Development Contributions Plan (DCP) systems.

Ministerial reporting requirements for Development Contributions Plans

Requirements apply to the preparation of a report by a collecting agency or development agency under section 46GZI of the *Planning and Environment Act 1987*.

Table 1 – Total DCP levies received in 2021–2022 financial year

DCP name and year approved	Levies received in 2021–22 financial year (\$)
DCPO1 – Epping North Strategic Plan DCP (2002)	\$0.00
DCPO2 – Harvest Home Local Structure Plan DCP (2002)	\$3,600.00
DCPO3 – Drainage Levy (2006)	\$453,172.69
DCPO4 – Cooper Street Employment Area DCP (2007)	\$0.00
DCPO5 – 9 – Mernda Strategy Plan DCP (2004)	\$1,066,830.77
DCPO10 – Epping North East Local Structure Plan DCP (2008)	\$445,403.32
DCPO11 – Lockerbie DCP (2012)	\$1,083,173.74
DCPO12 – Lockerbie North DCP (2012)	\$0.00
DCPO13 – Quarry Hills DCP (2016)	\$0.00
DCPO14 – Epping Central DCP (2015)	\$58,882.42
DCPO15 – English Street DCP (2016)	\$61,595.89
DCPO16 – Wollert DCP (2017)	\$3,050,959.08
Total	\$6,223,617.91

Infrastructure and developer contributions

Table 2 – DCP land, works, services or facilities accepted as works-in-kind in 2021–2022 financial year

DCP name and year approved	Project ID	Project description	Item purpose	Project value (\$)
Works:				\$13,205,111.48
DCPO4 – Cooper Street Employment Area DCP (2007)	RO01-c	Edgar Road (Cooper St to O'Herns Rd) Construction	Road Project	\$3,304,104.32
DCPO10 – Epping North East LSP	PC-01	Regional Bike Path – link to Aurora (793.1m)	Transport Project	\$141,924.00
DCPO11 – Lockerbie DCP	IT-12	Construction of an interim signalised intersection on the corner of Donnybrook Road and north south arterial road	Intersection Project	\$6,274,079.00
DCPO16 – Wollert DCP (2017)	RD-02c	Koukoura Drive – between northern edge of gas easement to connection with historic road reserve near northern boundary of 220 Boundary Road	Road Project	\$1,272,475.16
DCPO16 – Wollert DCP (2017)	RD-01c	Koukoura Drive – between Craigieburn Road and northern edge of Wollert to Keon Park gas transmission easement	Road Project	\$2,212,529.00
Land:				\$11,471,721.00
DCPO6 – Mernda Strategy Plan DCP (2004)	OS-02	Local open space in Precinct 2B comprising land for soccer fields (x2) and passive open space for recreation purposes	Open Space	\$204,508.00
DCPO11 – Lockerbie DCP	RD-02b	Land (8200sqm) for construction of one carriageway in each direction from Donnybrook Road – Part of Land	Road Project	\$364,169.00
DCPO16 – Wollert DCP (2017)	SR-04	Wollert Multi-purpose Sports Reserve Purchase of land for multi-purpose sports reserve and multi purpose indoor sporting facility – Part of Land	Sports & Recreation	\$10,200,754.00
DCPO16 – Wollert DCP (2017)	IN-21	Koukoura Drive/ Connector (north of LTC) Purchase of land for intersection (ultimate) – Part of Land	Intersection Project	\$609,157.00
Aurora DCP	PU-01	Land for Passive Open Space – Part of Land	Open Space	\$93,133.00
Total				\$24,676,832.48

Table 3 – Total DCP contributions received and expended to date (for DCPs approved after 1 June 2016)

DCP name and year approved	Total levies received (\$)	Total levies expended (\$)	Total works-in-kind accepted (\$)	Total DCP contributions received (levies and works-in-kind) (\$)
DCPO13 – Quarry Hills DCP (2016)	\$0.00	\$0.00	\$1,681,162.00	\$1,681,162.00
DCPO16 – Wollert DCP (2017)	\$26,895,425.85	\$747,099.00	\$23,318,742.88	\$46,729,164.73
Total	\$26,895,425.85	\$747,099.00	\$24,999,904.88	\$48,410,326.73

Infrastructure and developer contributions

Table 4 – Land, works, services or facilities delivered in 2021–2022 financial year from DCP levies collected

Project description	Project ID	DCP name and year approved
Works:		
Edgar Road (Cooper Street to O'Herns Road) Construction	RO01-c	DCPO4 – Cooper Street Employment Area DCP (2007)
Regional Bike Path – link to Aurora (793.1m)	PC-01	DCPO10 – Epping North East LSP
Community Activity Centre (CAC) to the west of Epping Road	CO01	DCPO10 – Epping North East Local Structure Plan DCP (2008)
Construction of an interim signalised intersection on the corner of Donnybrook Road and north south arterial road	IT-12	DCPO11 – Lockerbie DCP
Koukoura Drive – between northern edge of gas easement to connection with historic road reserve near northern boundary of 220 Boundary Road	RD-02c	DCPO16 – Wollert DCP (2017)
Koukoura Drive – between Craigieburn Road and northern edge of Wollert to Keon Park gas transmission easement	RD-01c	DCPO16 – Wollert DCP (2017)
Land:		
Local open space in Precinct 2B comprising land for soccer fields (x2) and passive open space for recreation purposes	OS-02	DCPO6 – Mernda Strategy Plan DCP (2004)
Land (8200sqm) for construction of one carriageway in each direction from Donnybrook Road – Part of Land	RD-02b	DCPO11 – Lockerbie DCP
Wollert Multi-purpose Sports Reserve Purchase of land for multi-purpose sports reserve and multi-purpose indoor sporting facility – Part of Land	SR-04	DCPO16 – Wollert DCP (2017)
Koukoura Drive/ Connector (north of LTC) Purchase of land for intersection (ultimate) – Part of Land	IN-21	DCPO16 – Wollert DCP (2017)
Land for Passive Open Space – Part of Land	PU-01	Aurora DCP
Total		

Infrastructure and developer contributions

DCP fund expended (\$)	Works-in-kind accepted (\$)	Council's contribution (\$)	Other contributions (\$)	Total project expenditure (\$)	Percentage of item delivered (%)
\$3,304,104.32	\$0.00	\$0.00	\$0.00	\$3,304,104.32	45.90%
\$141,924.00	\$0.00	\$0.00	\$0.00	\$141,924.00	100.00%
\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0.00%
\$0.00	\$6,274,079.00	\$0.00	\$0.00	\$6,274,079.00	100.00%
\$0.00	\$1,272,475.16	\$0.00	\$0.00	\$1,272,475.16	19.00%
\$0.00	\$2,212,529.00	\$0.00	\$0.00	\$2,212,529.00	46.00%
\$0.00	\$204,508.00	\$0.00	\$0.00	\$204,508.00	6.00%
\$0.00	\$364,169.00	\$0.00	\$0.00	\$364,169.00	23.20%
\$0.00	\$10,200,754.00	\$0.00	\$0.00	\$10,200,754.00	23.60%
\$0.00	\$609,157.00	\$0.00	\$0.00	\$609,157.00	17.70%
\$0.00	\$93,133.00	\$0.00	\$0.00	\$93,133.00	1.00%
\$3,446,028.32	\$21,230,804.16	\$0.00	\$0.00	\$24,676,832.48	

Infrastructure and developer contributions

Ministerial reporting requirements for Infrastructure Contribution Plans (ICP)

Requirements apply to the preparation of a report by a collecting agency or development agency under section 46QD of the *Planning and Environment Act 1987*.

Table 1 – Total ICP monetary component received in 2021–2022 financial year

Name of collecting agency	Name of ICP	Monetary component in levies received in 2021–2022 financial year (\$)	Value of works in kind received in satisfaction of monetary component in 2021–2022 financial year (\$)	Total monetary contribution received in 2021–2022 financial year (\$)
City of Whittlesea	Donnybrook/Woodstock ICP	\$3,317,911.98	\$12,581,732.50	\$15,899,644.48
City of Whittlesea	Shenstone Park ICP	\$0.00	\$0.00	\$0.00
Total		\$3,317,911.98	\$12,581,732.50	\$15,899,644.48

Table 2 – Inner public purpose land received in 2021–2022 financial year

Name of collecting agency	Name of ICP	Land (or project ID)	Land (or project) description
City of Whittlesea	Donnybrook/Woodstock ICP	IN-03	Intersection: Donnybrook Road and Patterson Drive Part of Land
City of Whittlesea	Donnybrook/Woodstock ICP	RD-03	Patterson Drive Arterial Road Part of Land
City of Whittlesea	Donnybrook/Woodstock ICP	LP-10	Local park Provision of land
City of Whittlesea	Donnybrook/Woodstock ICP	CI-02	Patterson Drive Community Centre A Level 2 Community Activity Centre at LTC-2
City of Whittlesea	Donnybrook/Woodstock ICP	IN-06	Intersection: Hayes Hill Boulevard and Patterson Drive Part of Land
City of Whittlesea	Donnybrook/Woodstock ICP	LP-14	Local park Provision of land – Part of Land
City of Whittlesea	Donnybrook/Woodstock ICP	LP-22	Local park Provision of land

Infrastructure and developer contributions

Table 3 – Total Land Equalisation Amount (LEA) received and Land Credit Amount (LCA) paid in 2021–2022 financial year

Name of collecting agency	Name of ICP	Total of any LEAs received in 2021–2022 financial year (\$)	Total of any LCAs paid in 2021–2022 financial year (\$)
City of Whittlesea	Donnybrook/Woodstock ICP	\$365,720.25	\$926,090.80
City of Whittlesea	Shenstone Park ICP	\$0.00	\$0.00
Total		\$365,720.25	\$926,090.80

Table 4 – ICP works, services or facilities accepted as works-in-kind in 2021–2022 financial year

Name of collecting agency	Name of ICP	Project ID	Project description	Item purpose	Project value (\$)
City of Whittlesea	Donnybrook/Woodstock ICP	RD-03	Patterson Drive Arterial Road (Donnybrook Road to Merri Creek) Construction of a secondary arterial road (2 lane carriageway), excluding intersections (interim treatment) – Part of Project	Road Project	\$2,977,899.00
City of Whittlesea	Donnybrook/Woodstock ICP	IN-03	Intersection: Donnybrook Road and Patterson Drive Construction of a primary arterial to secondary arterial road 4-way intersection (interim treatment)	Intersection projects	\$8,207,414.00
City of Whittlesea	Donnybrook/Woodstock ICP	IN-06	Intersection: Hayes Hill Boulevard and Patterson Drive Construction of a secondary arterial to boulevard connector road 4-way intersection (interim treatment) – Part of Project (2 legs constructed)	Intersection projects	\$1,094,807.50
City of Whittlesea	Donnybrook/Woodstock ICP	PED-01	Signalised Pedestrian Crossing Patterson Drive between Donnybrook Road and Hayes Hill Boulevard associated with the key local access street connecting Donnybrook Station to the Non Gov't. P-12 school campus and SR-02	Signalised Pedestrian Crossing	\$301,612.00
Total					\$12,581,732.50

Infrastructure and developer contributions

Table 5 – Total ICP monetary contributions expended by development agency in 2021–2022 financial year

Name of development agency	Name of ICP	Project ID	Project description	ICP money expended (\$)	Percentage of project delivered (%)
City of Whittlesea	Donnybrook/Woodstock ICP	none	none	\$0	0%
City of Whittlesea	Shenstone Park ICP	none	none	\$0	0%
				\$0	

Table 6 – Use and development of inner public purpose land or outer public purpose land which has vested in, been acquired by or been transferred to, the development agency in 2021–2022 financial year

Name of development agency	Name of ICP	Project ID	Project description	Use and development of land
City of Whittlesea	Donnybrook/Woodstock ICP	IN-03	Intersection: Donnybrook Road and Patterson Drive Part of Land	Intersection project
City of Whittlesea	Donnybrook/Woodstock ICP	RD-03	Patterson Drive Arterial Road Part of Land	Road Project
City of Whittlesea	Donnybrook/Woodstock ICP	LP-10	Local park Provision of land	Local park
City of Whittlesea	Donnybrook/Woodstock ICP	CI-02	Patterson Drive Community Centre A Level 2 Community Activity Centre at LTC-2	Community Building Project
City of Whittlesea	Donnybrook/Woodstock ICP	IN-06	Intersection: Hayes Hill Boulevard and Patterson Drive (Part of Land)	Intersection project
City of Whittlesea	Donnybrook/Woodstock ICP	LP-14	Local park Provision of land Part of Land	Local park
City of Whittlesea	Donnybrook/Woodstock ICP	LP-22	Local park Provision of land	Local park

Infrastructure and developer contributions

Table 7 – Use of works, services or facilities accepted as works-in-kind in 2021–2022 financial year

Name of development agency	Name of ICP	Project ID	Project description	Use of land
City of Whittlesea	Donnybrook/ Woodstock ICP	RD-03	Patterson Drive Arterial Road (Donnybrook Road to Merri Creek) Construction of a secondary arterial road (2-lane carriageway), excluding intersections (interim treatment) – Part of Project	Road Project
City of Whittlesea	Donnybrook/ Woodstock ICP	IN-03	Intersection: Donnybrook Road and Patterson Drive Construction of a primary arterial to secondary arterial road 4-way intersection (interim treatment).	Intersection projects
City of Whittlesea	Donnybrook/ Woodstock ICP	IN-06	Intersection: Hayes Hill Boulevard and Patterson Drive Construction of a secondary arterial to boulevard connector road 4-way intersection (interim treatment) – Part of Project	Intersection projects
City of Whittlesea	Donnybrook/ Woodstock ICP	PED-01	Signalised Pedestrian Crossing Patterson Drive between Donnybrook Road and Hayes Hill Boulevard associated with the key local access street connecting Donnybrook Station to the Non Gov't. P-12 school campus and SR-02	Signalised Pedestrian Crossing

Table 8 – Expenditure of ICP land equalisation amounts in 2021–2022 financial year

Name of development agency	Name of ICP	Project ID	Project description	Land equalisation amounts expended (\$)
City of Whittlesea	Donnybrook/Woodstock ICP	*none	Land Acquisition	\$926,090.80
City of Whittlesea	Shenstone Park ICP			\$0.00
Total				\$926,090.80

* Generally, Land Equalisation expenditure would not be against a particular project, instead, it's the payment to a parcel for over-provision of land. It is assumed that this table may require to be amended to have something like 'Parcel Receiving Equalisation' rather than columns Project ID & Project description. Here, the current payment has been made to Parcel number 20.



Performance Statement For the year ended 30 June 2022

Description of municipality

The City of Whittlesea is located in Melbourne's northern suburbs, about 20 kilometres from the city centre. It is one of Melbourne's largest municipalities, covering a land area of approximately 490 square kilometres.

The majority of the City of Whittlesea population live in urban areas. This is split across the major established suburbs of Bundoora, Epping, Lalor, Mill Park and Thomastown, the current growth area precincts of Mernda, Doreen, South Morang, Epping North and Wollert, and the rural areas of Donnybrook and Whittlesea Township and surrounds. Significant future growth is projected for Wollert and Donnybrook. The rural areas of the municipality are characterised by farming, forested areas and historic township communities including Whittlesea Township.

The Wurundjeri Willum people were the original inhabitants of the area and are the traditional owners of this land. Compared with other municipalities, the City of Whittlesea has the third largest population of Aboriginal and Torres Strait Islanders (ATSI) by person count in Metropolitan Melbourne, with 2,270 ATSI residents.

Response to COVID-19 pandemic

On 16 March 2020 a state of emergency was declared in Victoria due to the global pandemic COVID-19 virus, known as coronavirus. A state of disaster was subsequently declared on 2 August 2020. While the impacts of the pandemic have abated somewhat through the 2021–2022 year, Council has noted the following significant impacts on its financial operations:

- In response to government directives arising from the COVID-19 outbreak, Council leisure centres, community activity centres, sports facilities and recreation facilities were closed. These closures resulted in a decrease in income of \$1.56 million.
- In response to community needs, Council's direct response including financial support to community organisations added additional expense of \$0.96 million.
- Council has received grant funding of \$1.48 million from the State Government of Victoria to support communities and businesses in response to COVID-19.
- Council is committed to providing support to those within community who are experiencing financial hardship due to the COVID-19 pandemic and has implemented its COVID-19 Financial Hardship Policy. In line with this policy, Council provides direct relief to ratepayers by electing to not charge interest on overdue rates.

Financial report

Sustainable Capacity Indicators For the year ended 30 June 2022

Indicator / measure	Results				Comment
	2019	2020	2021	2022	
Population					
C1 <i>Expenses per head of municipal population</i> [Total expenses / Municipal population]	\$917.57	\$945.22	\$1,130.01	\$1,047.63	This indicator has decreased primarily due to the loss on disposal of infrastructure and land assets as well as doubtful debt expenses that occurred during the previous year.
C2 <i>Infrastructure per head of municipal population</i> [Value of infrastructure / Municipal population]	\$10,127.95	\$10,104.77	\$10,382.47	\$10,847.64	Our investment in infrastructure has slightly increased in proportion to the population growth.
C3 <i>Population density per length of road</i> [Municipal population / Kilometres of local roads]	174.84	168.30	171.53	171.78	Our length of roads increased in line with population growth.
Own-source revenue					
C4 <i>Own-source revenue per head of municipal population</i> [Own-source revenue / Municipal population]	\$843.38	\$837.60	\$846.66	\$892.08	We continue to maintain our own-source revenue at a comparable level to previous years.
Recurrent grants					
C5 <i>Recurrent grants per head of municipal population</i> [Recurrent grants / Municipal population]	\$139.98	\$124.52	\$128.48	\$137.52	We have received more recurrent grant funding in line with growth in service delivery.
Disadvantage					
C6 <i>Relative Socio-Economic Disadvantage</i> [Index of Relative Socio-Economic Disadvantage by decile]	5.00	5.00	5.00	5.00	Our community remains relatively disadvantaged socio-economically compared to other local government areas.
Workforce turnover					
C7 <i>Percentage of staff turnover</i> [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100	18.8%	8.0%	16.7%	17.7%	We have made service and structure changes which have impacted on staff turnover.

Financial report

Definitions

“adjusted underlying revenue” means total income other than:

- (a) non-recurrent grants used to fund capital expenditure; and
- (b) non-monetary asset contributions; and
- (c) contributions to fund capital expenditure from sources other than those referred to above

“infrastructure” means non-current property, plant and equipment excluding land

“local road” means a sealed or unsealed road for which the council is the responsible road authority under the *Road Management Act 2004*

“population” means the resident population estimated by council

“own-source revenue” means adjusted underlying revenue other than revenue that is not under the

control of council (including government grants)

“relative socio-economic disadvantage”, in relation to a municipality, means the relative socio-economic disadvantage, expressed as a decile for the relevant financial year, of the area in which the municipality is located according to the Index of Relative Socio-Economic Disadvantage (Catalogue Number 2033.0.55.001) of SEIFA

“SEIFA” means the Socio-Economic Indexes for Areas published from time to time by the Australian Bureau of Statistics on its website

“unrestricted cash” means all cash and cash equivalents other than restricted cash.

Financial report

Service Performance Indicators For the year ended 30 June 2022

Service / Indicator / measure	Results				Comment
	2019	2020	2021	2022	
Aquatic Facilities					
Utilisation					
AF6	2.74	1.82	0.77	2.82	Following centre closures due to the pandemic, we are seeing users gradually return to our aquatic facilities. We are glad to see strong demand for our Learn to Swim programs, which aim to increase water safety and prevent water-related accidents.
Utilisation of aquatic facilities					
[Number of visits to aquatic facilities / Municipal population]					
Animal Management					
Health and safety					
AM7	New in 2020	100%	100%	100%	We successfully prosecuted all 19 animal management cases taken to court, which is a significant increase compared to last year's eight prosecutions. There have been more dog attacks this year during the COVID-19 lockdowns.
Animal management prosecutions					
[Number of successful animal management prosecutions / Number of animal management prosecutions] x100					
Food Safety					
Health and safety					
FS4	99.51%	87.81%	100.00%	80.20%	Due to pandemic-related restrictions many food businesses limited trade or were forced to close, reducing opportunities for us to follow up on non-compliance.
Critical and major non-compliance outcome notifications					
[Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100					
Governance					
Satisfaction					
G5	55	54	57	57	The community satisfaction with Council decisions remains consistent with the 2020–2021 year and continues to be higher than the two previous financial years. The appointed Administrators continued to serve the City of Whittlesea community throughout the year.
Satisfaction with Council decisions					
[Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community]					

Service Performance Indicators For the year ended 30 June 2022 (cont)

Service / Indicator / measure	Results				Comment
	2019	2020	2021	2022	
Libraries					
Participation					
LB4	13.51%	12.41%	10.85%	9.19%	Our library branches have reopened for the full range of available hours since March 2022 following the easing of COVID-19 restrictions. Library self-service kiosks have now expanded into more community centres and we expect numbers of active library borrowers to continue to rise. Please note that this figure does not include our eCollection borrowers.
Active library borrowers in municipality					
[Number of active library borrowers in the last three years / The sum of the population for the last three years] x100					
Maternal and Child Health (MCH)					
Participation					
MC4	75.75%	73.14%	73.35%	70.99%	We prioritised younger children up to two years of age during times where the service resumed with reduced capacity, in line with pandemic directions.
Participation in the MCH service					
[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100					
Participation					
MC5					We prioritised younger children up to two years of age during times where the service resumed with reduced capacity, in line with pandemic directions. The Aboriginal Maternal Child Health program is now fully staffed.
Participation in the MCH service by Aboriginal children					
Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100					
Roads					
Satisfaction					
R5	64	61	60	59	We continue to work through our road maintenance programming to ensure we are improving the condition of our sealed local roads throughout the municipality.
Satisfaction with sealed local roads					
[Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads]					

Financial report

Service Performance Indicators For the year ended 30 June 2022 (cont)

Service / Indicator / measure	Results				Comment
	2019	2020	2021	2022	
Statutory Planning					
Decision making					
SP4	43.75%	52.38%	45.83%	23.08%	We have had several COVID-19-related extension of time requests set aside by the Victorian Civil and Administrative Tribunal (VCAT), resulting in a lower-than-expected ratio of upheld planning decisions. This result is variable each year and depends on the number and types of applications considered by VCAT.
Council planning decisions upheld at VCAT					
[Number of VCAT decisions that did not set aside Council’s decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100					
Waste Collection					
Waste diversion					
WC5	36.94%	42.94%	46.05%	46.06%	Seasonal variations in resident behaviour around property clean-ups impact the consistency of this service each season. We are seeing a slight increase in diversion rate because of increased promotion of the recently introduced Food Organics Garden Organics (FOGO) service.
Kerbside collection waste diverted from landfill					
[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100					

Definitions

"Aboriginal child" means a child who is an Aboriginal person

"Aboriginal person" has the same meaning as in the *Aboriginal Heritage Act 2006*

"active library borrower" means a member of a library who has borrowed a book from the library

"annual report" means an annual report prepared by a council under section 98 of the Act

"class 1 food premises" means food premises, within the meaning of the *Food Act 1984*, that have been declared as class 1 food premises under section 19C of that Act

"class 2 food premises" means food premises, within the meaning of the *Food Act 1984*, that have been declared as class 2 food premises under section 19C of that Act

"critical non-compliance outcome notification" means a notification received by council under section 19N(3) or (4) of the *Food Act 1984*, or advice given to council by an authorised officer under that Act, of a deficiency that poses an immediate serious threat to public health

"food premises" has the same meaning as in the *Food Act 1984*

"local road" means a sealed or unsealed road for which the council is the responsible road authority under the *Road Management Act 2004*

"major non-compliance outcome notification" means a notification received by a council under section 19N(3) or (4) of the *Food Act 1984*, or advice given to council by an authorised officer under that Act, of a deficiency that does not pose an immediate serious threat to public health but may do so if no remedial action is taken

"MCH" means the Maternal and Child Health Service provided by a council to support the health and development of children within the municipality from birth until school age

"population" means the resident population estimated by council

Financial report

Financial Performance Indicators For the year ended 30 June 2022

Dimension / Indicator / measure	Results				Forecasts				Material Variations and Comments
	2019	2020	2021	2022	2023	2024	2025	2026	
Efficiency									
Expenditure level									
E2 Expenses per property assessment [Total expenses / Number of property assessments]	\$2,355.33	\$2,391.49	\$2,848.47	\$2,599.22	\$2,558.81	\$2,685.34	\$2,657.18	\$2,748.66	We have incurred lower doubtful debt write-offs and net loss on infrastructure assets this year. This indicator is forecast to increase in future years mainly due to developer works in kind reimbursements and growth in property assessments.
Revenue level									
E4 Average rate per property assessment [Total rate revenue (general rates and municipal charges) / Number of property assessments]	New in 2020	\$1,673.82	\$1,707.29	\$1,745.37	\$1,821.18	\$1,854.62	\$1,892.04	\$1,931.58	Our average rate per property assessment has increased in line with the 2021–2022 rate cap. The indicator is forecast to increase due to expected rate increases in line with rate cap and growth within municipality.
Liquidity									
Working capital									
L1 Current assets compared to current liabilities [Current assets / Current liabilities] x100	362.46%	351.29%	305.84%	301.42%	299.55%	270.30%	241.93%	220.51%	Our working capital ratio has decreased marginally and is forecast to continue to decrease because our current liabilities held in trust funds and deposits have increased more than cash held at bank.

Financial report

Financial Performance Indicators

For the year ended 30 June 2022 (cont)

Dimension / Indicator / measure	Results				Forecasts				Material Variations and Comments
	2019	2020	2021	2022	2023	2024	2025	2026	
Unrestricted cash									
L2	83.73%	103.36%	89.69%	-152.40%	-68.36%	-69.28%	-58.41%	-46.27%	The definition of unrestricted cash subtracts cash and equivalents from current restrictions (primarily trust funds, statutory reserves and grants received in advance) but importantly does not include \$220 million of term deposits classified as other financial assets in 2021–2022. Under this definition, we exceed our available cash on hand, however we have sufficient cash balance to meet these commitments. In previous reporting periods, all other financial assets (including term deposits) were counted as unrestricted, which affects the comparability of this information.
Unrestricted cash compared to current liabilities									
[Unrestricted cash / Current liabilities] x100									
Obligations									
Loans and borrowings									
O2	9.39%	5.61%	1.50%	7.84%	6.21%	4.66%	10.33%	27.53%	This indicator has increased as Council has drawn down of a further \$13 million of borrowings during the financial year. This indicator is forecast to increase in future years due to planned borrowings to fund future infrastructure investment.
Loans and borrowings compared to rates									
[Interest bearing loans and borrowings / Rate revenue] x100									
Loans and borrowings repayments compared to rates									
O3	2.05%	3.57%	3.98%	0.98%	1.37%	1.30%	1.64%	4.43%	We incurred lower loan repayments this year because we reduced borrowing levels the year before. Having taken out two loans this year, we forecast this ratio to increase in future years.
Loans and borrowings repayments compared to rates									
[Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100									

Financial report

Financial Performance Indicators

For the year ended 30 June 2022 (cont)

Dimension / Indicator / measure	Results				Forecasts				Material Variations and Comments
	2019	2020	2021	2022	2023	2024	2025	2026	
Indebtedness									
O4 Non-current liabilities compared to own source revenue [Non-current liabilities / Own source revenue] x100	6.28%	5.59%	2.07%	6.53%	4.72%	3.77%	8.34%	21.21%	This indicator has increased as Council has taken out an additional two loans to fund investment in infrastructure within the financial year, resulting in an increase in non- current liabilities.
Asset renewal and upgrade									
O5 Asset renewal and upgrade compared to depreciation [Asset renewal and asset upgrade expense / Asset depreciation] x100	New in 2020	88.66%	82.21%	85.56%	70.98%	107.48%	98.79%	75.82%	This ratio compares the rate of spending on existing assets through renewing, restoring, replacing or upgrading existing assets with depreciation. The ratio is within the expected range as level of funding allocated to asset renewal and upgrade is reviewed as part of the planning and budgeting process and prioritised based on asset condition assessments.
Operating position									
Adjusted underlying result									
OP1 Adjusted underlying surplus (or deficit) [Adjusted underlying surplus (deficit)/ Adjusted underlying revenue] x100	8.26%	5.47%	-12.96%	-0.22%	4.60%	3.32%	7.89%	5.95%	We have incurred lower doubtful debt write- offs and net loss on infrastructure assets this year. As a result, our adjusted underlying deficit has decreased.

Financial report

Financial Performance Indicators For the year ended 30 June 2022 (cont)

	Results				Forecasts				Material Variations and Comments
Dimension / Indicator / measure	2019	2020	2021	2022	2023	2024	2025	2026	
Stability									
Rates concentration									
S1	67.73%	70.42%	71.77%	71.78%	72.84%	72.14%	71.42%	72.59%	This indicator remains consistent with the historical upward trend
Rates compared to adjusted underlying revenue									
[Rate revenue / Adjusted underlying revenue] x100									
Rates effort									
S2	0.27%	0.28%	0.28%	0.28%	0.26%	0.24%	0.23%	0.21%	Council rates have moved in a consistent proportion to property values.
Rates compared to property values									
[Rate revenue / Capital improved value of rateable properties in the municipality] x100									

Former measures

Service / Indicator / measure	Results		
	2018	2019	2020
Animal Management			
Health and safety			
Animal management prosecutions	7	5	Retired in 2020
[Number of successful animal management prosecutions]			
Efficiency			
Revenue level			
Average residential rate per residential property assessment	\$1,488.14	\$1,529.46	Retired in 2020
[Residential rate revenue / Number of residential property assessments]			
Obligations			
Asset renewal			
Asset renewal compared to depreciation	36.49%	60.70%	Retired in 2020
[Asset renewal expense / Asset depreciation] x100			

Financial report

Definitions

“adjusted underlying revenue” means total income other than:

- (a) non-recurrent grants used to fund capital expenditure; and
- (b) non-monetary asset contributions; and
- (c) contributions to fund capital expenditure from sources other than those referred to above

“adjusted underlying surplus (or deficit)” means adjusted underlying revenue less total expenditure

“asset renewal expenditure” means expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability

“current assets” has the same meaning as in the AAS

“current liabilities” has the same meaning as in the AAS

“non-current assets” means all assets other than current assets

“non-current liabilities” means all liabilities other than current liabilities

“non-recurrent grant” means a grant obtained on the condition that it be expended in a specified manner and is not expected to be received again during the period covered by a council’s Strategic Resource Plan

“own-source revenue” means adjusted underlying revenue other than revenue that is not under the control of council (including government grants)

“population” means the resident population estimated by council

“rate revenue” means revenue from general rates, municipal charges, service rates and service charges

“recurrent grant” means a grant other than a non-recurrent grant

“residential rates” means revenue from general rates, municipal charges, service rates and service charges levied on residential properties

“restricted cash” means cash and cash equivalents, within the meaning of the AAS, that are not available for use other than for a purpose for which it is restricted, and includes cash to be used to fund capital works expenditure from the previous financial year

“unrestricted cash” means all cash and cash equivalents other than restricted cash.

Other Information

For the year ended 30 June 2022

1. Basis of preparation

Council is required to prepare and include a performance statement within its annual report. The performance statement includes the results of the prescribed sustainable capacity, service performance and financial performance indicators and measures together with a description of the municipal district and an explanation of material variations in the results. This statement has been prepared to meet the requirements of the *Local Government Act 2020* and *Local Government (Planning and Reporting) Regulations 2020*.

Where applicable the results in the performance statement have been prepared on accounting bases consistent with those reported in the Financial Statements. The other results are based on information drawn from council information systems or from third parties (e.g. Australian Bureau of Statistics).

The performance statement presents the actual results for the current year and for the prescribed financial performance indicators and measures, the results forecast by the council’s strategic resource plan. The *Local Government (Planning and Reporting) Regulations 2020* requires explanation of any material variations in the results contained in the performance statement. Council has adopted materiality thresholds relevant to each indicator and measure and explanations have not been provided for variations below the materiality thresholds unless the variance is considered to be material because of its nature.

The forecast figures included in the performance statement are those adopted by Council in its budget on 27 June 2022 and which forms part of the council plan. The budget includes estimates based on key assumptions about the future that were relevant at the time of adoption and aimed at achieving sustainability over the long-term. Detailed information on the actual financial results is contained in the General Purpose Financial Statements. The budget can be obtained by contacting Council.

Financial report

Certification of the Performance Statement

In my opinion, the accompanying performance statement has been prepared in accordance with the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.



Aaron Gerrard

Principal Accounting Officer

Dated: 19 September 2022

In our opinion, the accompanying performance statement of the City of Whittlesea for the year ended 30 June 2022 presents fairly the results of council's performance in accordance with the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.

The performance statement contains the relevant performance indicators, measures and results in relation to service performance, financial performance and sustainable capacity.

At the date of signing, we are not aware of any circumstances that would render any particulars in the performance statement to be misleading or inaccurate.

We have been authorised by the council and by the *Local Government (Planning and Reporting) Regulations 2020* to certify this performance statement in its final form.



Lydia Wilson

Administrator



Chris Eddy

Administrator



Craig Lloyd

Chief Executive Officer



Independent Auditor's Report

To the Administrators of Whittlesea City Council

Opinion	<p>I have audited the accompanying performance statement of Whittlesea City Council (the council) which comprises the:</p> <ul style="list-style-type: none"> • description of municipality for the year ended 30 June 2022 • sustainable capacity indicators for the year ended 30 June 2022 • service performance indicators for the year ended 30 June 2022 • financial performance indicators for the year ended 30 June 2022 • other information and • certification of the performance statement. <p>In my opinion, the performance statement of Whittlesea City Council in respect of the year ended 30 June 2022 presents fairly, in all material respects, in accordance with the performance reporting requirements of Part 4 of the <i>Local Government Act 2020 and Local Government (Planning and Reporting) Regulations 2020</i>.</p>
Basis for Opinion	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Standards on Assurance Engagements. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the performance statement</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the performance statement in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
Administrators' responsibilities for the performance statement	<p>The Administrators are responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the <i>Local Government Act 2020</i> and the <i>Local Government (Planning and Reporting) Regulations 2020</i> and for such internal control as the Administrators determines is necessary to enable the preparation and fair presentation of a performance statement that is free from material misstatement, whether due to fraud or error.</p>

Financial report

Auditor's responsibilities for the audit of the performance statement

As required by the *Audit Act 1994*, my responsibility is to express an opinion on the performance statement based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the performance statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Standards on Assurance Engagements will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users taken on the basis of this performance statement.

As part of an audit in accordance with the Australian Standards on Assurance Engagements, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the performance statement, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control
- evaluate the overall presentation, structure and content of the performance statement, including the disclosures, and whether performance statement represents the underlying events and results in a manner that achieves fair presentation.

I communicate with the Administrators regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

MELBOURNE
30 September 2022


Travis Derricott
as delegate for the Auditor-General of Victoria

Financial report

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Certification of the Financial Statements

In my opinion, the accompanying financial statements have been prepared in accordance with the *Local Government Act 2020*, the *Local Government (Planning and Reporting) Regulations 2020*, the Australian Accounting Standards and other mandatory professional reporting requirements.



Aaron Gerrard CPA

Principal Accounting Officer

Date: 19 September 2022
South Morang

In our opinion the accompanying financial statements present fairly the financial transactions of the City of Whittlesea for the year ended 30 June 2022 and the financial position of the Council as at that date.

At the date of signing, we are not aware of any circumstances that would render any particulars in the financial statements to be misleading or inaccurate.

We have been authorised by the Council and by the *Local Government (Planning and Reporting) Regulations 2020* to certify the financial statements in their final form.



Lydia Wilson

Administrator



Chris Eddy

Administrator



Craig Lloyd

Chief Executive Officer



Independent Auditor's Report

To the Administrators of Whittlesea City Council

Opinion	<p>I have audited the financial report of Whittlesea City Council (the council) which comprises the:</p> <ul style="list-style-type: none"> • balance sheet as at 30 June 2022 • comprehensive income statement for the year then ended • statement of changes in equity for the year then ended • statement of cash flows for the year then ended • statement of capital works for the year then ended • notes to the financial statements, including significant accounting policies • certification of the financial statements. <p>In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 2022 and their financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 4 of the <i>Local Government Act 2020</i>, the <i>Local Government (Planning and Reporting) Regulations 2020</i> and applicable Australian Accounting Standards.</p>
Basis for Opinion	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the Financial Report</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
Administrators' responsibilities for the financial report	<p>The Administrators of the council are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards, the <i>Local Government Act 2020</i> and the <i>Local Government (Planning and Reporting) Regulations 2020</i>, and for such internal control as the Administrators determine is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.</p> <p>In preparing the financial report, the Administrators are responsible for assessing the council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.</p>

Financial report

Auditor's responsibilities for the audit of the financial report

As required by the *Audit Act 1994*, my responsibility is to express an opinion on the financial report based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Administrators
- conclude on the appropriateness of the Administrators' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the council's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the council to cease to continue as a going concern.
- evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Administrators regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.



MELBOURNE
30 September 2022

Travis Derricott
as delegate for the Auditor-General of Victoria

Financial report

Comprehensive Income Statement For the year ended 30 June 2022

	Note	2022 \$'000	2021 \$'000
Income			
Rates and charges	3.1	178,779	170,062
Statutory fees and fines	3.2	15,380	15,815
User fees	3.3	10,884	8,889
Grants – operating	3.4 (a)	34,295	33,520
Grants – capital	3.4 (b)	16,595	11,377
Contributions – monetary	3.5	13,625	19,332
Contributions – non-monetary	3.5	76,858	140,369
Net gain (or loss) on disposal of property, infrastructure, plant and equipment	3.6 (a)	491	731
Share of net profits (or loss) of associates and joint ventures	6.2	185	300
Other income	3.7	6,536	4,472
Total income		353,628	404,867
Expenses			
Employee costs	4.1	93,887	99,825
Materials and services	4.2	77,529	79,582
Depreciation	4.3	41,563	38,079
Amortisation – intangible assets	4.4	120	120
Amortisation – right of use assets	4.5	606	314
Bad and doubtful debts	4.6	3,388	10,733
Borrowing costs	4.7	206	220
Finance costs – leases	4.8	30	16
Net loss on write-off of property, infrastructure, plant and equipment	3.6 (b)	17,660	23,031
Other expenses	4.9	14,276	15,372
Total expenses		249,265	267,292
Surplus for the year		104,363	137,575
Other comprehensive income			
Items that will not be reclassified to surplus or deficit in future periods			
Net asset revaluation increment/(decrement)	6.1	201,698	119,414
Total comprehensive result		306,061	256,989

The above comprehensive income statement should be read in conjunction with the accompanying notes.

Financial report

Balance Sheet

As at 30 June 2022

	Note	2022 \$'000	2021 \$'000
Assets			
Current assets			
Cash and cash equivalents	5.1 (a)	56,562	136,818
Other financial assets	5.1 (b)	220,000	80,000
Trade and other receivables	5.1 (c)	31,763	30,175
Inventories	5.2 (a)	126	327
Other assets	5.2 (b)	3,645	1,238
Total current assets		312,096	248,558
Non-current assets			
Other financial assets	5.2 (c)	22	22
Intangible assets	5.2 (d)	650	770
Right-of-use assets	5.8	1,308	830
Property, infrastructure, plant and equipment	6.1	4,308,219	4,034,260
Investments in associates, joint arrangements and subsidiaries	6.2	3,096	2,911
Total non-current assets		4,313,295	4,038,793
Total assets		4,625,391	4,287,351
Liabilities			
Current liabilities			
Trade and other payables	5.3 (a)	20,641	20,392
Trust funds and deposits	5.3 (b)	34,320	16,005
Unearned income	5.3 (c)	24,895	22,315
Provisions	5.5 (a)	20,722	21,622
Interest-bearing liabilities	5.4	2,364	788
Lease liabilities	5.8	599	148
Total current liabilities		103,541	81,270
Non-current liabilities			
Provisions	5.5 (a)	1,486	1,715
Interest-bearing liabilities	5.4	11,640	1,753
Lease liabilities	5.8	737	687
Total non-current liabilities		13,863	4,155
Total liabilities		117,404	85,425
Net assets		4,507,987	4,201,926
Equity			
Accumulated surplus		2,818,040	2,721,657
Reserves	9.1	1,689,947	1,480,269
Total Equity		4,507,987	4,201,926

The above balance sheet should be read in conjunction with the accompanying notes.

Financial report

Statement of Changes in Equity

For the year ended 30 June 2022

	Note	Total	Accumulated Surplus	Asset Revaluation Reserve	Asset Replacement Reserve	Asset Development Reserve
2022		\$'000	\$'000	\$'000	\$'000	\$'000
Balance at beginning of the financial year		4,201,926	2,721,657	1,294,172	58,173	127,924
		4,201,926	2,721,657	1,294,172	58,173	127,924
Surplus/(deficit) for the year		104,363	104,363	–	–	–
Net asset revaluation increment/(decrement)	6.1	201,698	–	201,698	–	–
Transfers from other reserves	9.1 (b)	–	15,720	–	–	(15,720)
Transfers to other reserves	9.1 (b)	–	(23,700)	–	1,288	22,412
Balance at end of the financial year		4,507,987	2,818,040	1,495,870	59,461	134,616

	Note	Total	Accumulated Surplus	Asset Revaluation Reserve	Asset Replacement Reserve	Asset Development Reserve
2021		\$'000	\$'000	\$'000	\$'000	\$'000
Balance at beginning of the financial year		3,944,937	2,616,282	1,174,758	45,263	108,634
		3,944,937	2,616,282	1,174,758	45,263	108,634
Surplus/(deficit) for the year		137,575	137,575	–	–	–
Net asset revaluation increment/(decrement)	6.1	119,414	–	119,414	–	–
Transfers from other reserves	9.1 (b)	–	54,324	–	(41,436)	(12,888)
Transfers to other reserves	9.1 (b)	–	(86,524)	–	54,346	32,178
Balance at end of the financial year		4,201,926	2,721,657	1,294,172	58,173	127,924

The above statement of changes in equity should be read in conjunction with the accompanying notes.

Financial report

Statement of Cash Flows

For the year ended 30 June 2022

	Note	2022 Inflows (Outflows) \$'000	2021 Inflows/ (Outflows) \$'000
Cash flows from operating activities			
Rates and charges		176,342	165,630
Statutory fees and fines		12,689	15,554
User fees		11,286	1,145
Grants – operating		34,295	33,520
Grants – capital		16,595	11,377
Contributions – monetary		13,625	19,332
Interest received		1,489	1,150
Trust funds and deposits taken		23,545	7,455
Other receipts		4,288	5,403
Net GST refund/(payment)		(250)	811
Employee costs		(95,016)	(99,518)
Materials and services		(75,626)	(65,113)
Short-term, low value and variable lease payments		(521)	(679)
Trust funds and deposits repaid		(5,230)	(7,554)
Other payments		(14,276)	(15,372)
Net cash provided by/(used in) operating activities	9.2	103,235	73,141
Cash flows from investing activities			
Payments for property, infrastructure, plant and equipment	6.1	(54,659)	(54,334)
Proceeds from sale of property, infrastructure, plant and equipment		524	759
(Payments)/Redemption of investments		(140,000)	50,000
Net cash provided by/(used in) investing activities		(194,135)	(3,575)
Cash flows from financing activities			
Finance costs		(206)	(220)
Proceeds from borrowings		13,000	–
Repayment of borrowings		(1,537)	(6,546)
Interest paid – lease liability		(30)	(16)
Repayment of lease liabilities		(583)	(255)
Net cash provided by/(used in) financing activities		10,644	(7,037)
Net increase (decrease) in cash and cash equivalents		(80,256)	62,529
Cash and cash equivalents at the beginning of the financial year		136,818	74,289
Cash and cash equivalents at the end of the financial year		56,562	136,818

The above statement of cash flows should be read in conjunction with the accompanying notes.

Financial report

Statement of Capital Works

For the year ended 30 June 2022

	2022 \$'000	2021 \$'000
Property		
Buildings	8,443	6,655
Building improvements	3,844	6,561
Total buildings	12,287	13,216
Total property	12,287	13,216
Plant and equipment		
Plant, machinery and equipment	1,827	719
Fixtures, fittings and furniture	201	780
Computers and telecommunications	431	331
Total plant and equipment	2,459	1,830
Infrastructure		
Roads	20,544	17,489
Bridges	132	50
Footpaths and cycleways	2,068	2,114
Drainage	496	448
Recreational, leisure and community facilities	3,718	6,086
Parks, open space and streetscapes	9,572	11,108
Off-street car parks	1,196	27
Other infrastructure	2,187	1,966
Total infrastructure	39,913	39,288
Total capital works expenditure	54,659	54,334
Represented by:		
New asset expenditure	18,841	22,877
Asset renewal expenditure	23,474	19,827
Asset expansion expenditure	258	152
Asset upgrade expenditure	12,086	11,478
Total capital works expenditure	54,659	54,334

The above statement of capital works should be read in conjunction with the accompanying notes.

Notes to the Financial Report For the year ended 30 June 2022

Overview

Introduction

The City of Whittlesea was established by an Order of the Governor in Council on 15 December 1994 and is a body corporate. The Council's main office is located at 25 Ferres Boulevard, South Morang, Victoria.

The purpose of the Council is to:

- provide for the peace, order and good government of its municipal district;
- to promote the social, economic and environmental viability and sustainability of the municipal district;
- to ensure that resources are used efficiently and effectively and services are provided in accordance with the best value principles to best meet the needs of the local community;
- to improve the overall quality of life of people in the local community;
- to promote appropriate business and employment opportunities;
- to ensure that services and facilities provided by the Council are accessible and equitable;
- to ensure the equitable imposition of rates and charges; and
- to ensure transparency and accountability in Council decision-making.

The City of Whittlesea has the following key business relationships:

External Auditor – Auditor-General of Victoria

Internal Auditor – Crowe Melbourne

Bankers – Westpac Banking Corporation

Website address – www.whittlesea.vic.gov.au

Statement of compliance

These financial statements are a general purpose financial report that consists of a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows, Statement of Capital Works and Notes accompanying these financial statements. The general purpose financial report complies with the Australian Accounting Standards (AAS), other authoritative pronouncements of the Australian Accounting Standards Board, the *Local Government Act 2020*, and the *Local Government (Planning and Reporting) Regulations 2020*.

The Council is a not-for-profit entity and therefore applies the additional AAS paragraphs applicable to a not-for-profit entity under the Australian Accounting Standards.

Significant accounting policies

(a) Basis of accounting

The accrual basis of accounting has been used in the preparation of these financial statements, except for the cash flow information, whereby assets, liabilities, equity, income and expenses are recognised in the reporting period to which they relate, regardless of when cash is received or paid.

The financial statements are based on the historical cost convention unless a different measurement basis is specifically disclosed in the notes to the financial statements.

Judgements, estimates and assumptions are required to be made about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and associated judgements are based on professional judgement derived from historical experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

The financial statements have been prepared on a going concern basis. The financial statements are in Australian dollars. The amounts presented in the financial statements have been rounded to the nearest thousand dollars unless otherwise specified. Minor discrepancies in tables between totals and the sum of components are due to rounding.

Financial report

Revisions to accounting estimates are recognised in the period in which the estimate is revised and also in future periods that are affected by the revision. Judgements and assumptions made by management in the application of AAS's that have significant effects on the financial statements and estimates relate to:

- the fair value of land, buildings, infrastructure, plant and equipment (refer to Note 6.1)
- the determination of depreciation for buildings, infrastructure, plant and equipment (refer to Note 6.1)
- the determination of employee provisions (refer to Note 5.5)
- the determination of whether performance obligations are sufficiently specific so as to determine whether an arrangement is within the scope of AASB 15 Revenue from Contracts with Customers or AASB 1058 Income of Not-for-Profit Entities (refer to Note 3)
- the determination, in accordance with AASB 16 Leases, of the lease term, the estimation of the discount rate when not implicit in the lease and whether an arrangement is in substance short-term or low value (refer to Note 5.8)
- whether or not AASB 1059 Service Concession Arrangements: Grantors is applicable (refer to Note 8.2)
- other areas requiring judgements

Unless otherwise stated, all accounting policies are consistent with those applied in the prior year. Where appropriate, comparative figures have been amended to accord with current presentation, and disclosure has been made of any material changes to comparatives.

(b) Impact of COVID-19

On 16 March 2020 a state of emergency was declared in Victoria due to the global pandemic COVID-19 virus, known as coronavirus. A state of disaster was subsequently declared on 2 August 2020. The state of disaster concluded on 28 October 2020 and the state of emergency concluded on 15 December 2021. While the impacts of the pandemic have abated somewhat through the 2021–2022 year, Council has noted the following significant impacts on its financial operations:

- In response to government directives arising from the COVID-19 outbreak, Council leisure centres, community activity centres, sports facilities and recreation facilities were closed. These closures resulted in a decrease in the income of \$1.56 million.
- In response to community needs, Council's direct response including financial support to community organisations added additional expense of \$0.96 million.
- Council has received grant funding of \$1.48 million from the State Government of Victoria to support communities and businesses in response to COVID-19.
- Council is committed to providing support to those within the community who are experiencing financial hardship due to the COVID-19 pandemic and has implemented its COVID-19 Financial Hardship Policy. In line with this policy, Council provides direct relief to ratepayers by electing to not charge interest on overdue rates.

The impact of COVID-19 has not materially affected Council's operations and has not led to any asset impairment changes for the year ended 30 June 2022.

Financial report

Note 2.1 Performance against budget

This performance against budget note compares the City of Whittlesea's financial plan, expressed through its annual budget, with actual performance. The *Local Government (Planning and Reporting) Regulations 2020* requires explanation of any material variances. Council has adopted a materiality threshold with explanations provided if the variance is greater than 10 per cent or is greater than \$1 million. Explanations have not been provided for variations below the materiality threshold unless the variance is considered to be material because of its nature.

The budget figures detailed below are those adopted by Council on 1 June 2021. The Budget was based on assumptions that were relevant at the time of adoption of the Budget. Council sets guidelines and parameters for revenue and expense targets in this budget in order to meet Council's planning and financial performance targets for both the short and long-term. The budget did not reflect any changes to equity resulting from asset revaluations, as their impacts were not considered predictable.

These notes are prepared to meet the requirements of the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.

2.1.1 Income and expenditure

	Budget 2022 \$'000	Actual 2022 \$'000	Variance 2022 \$'000	Variance 2022 %	Ref
Income					
Rates and charges	178,288	178,779	491	0%	
Statutory fees and fines	18,473	15,380	(3,093)	-17%	1
User fees	7,261	10,884	3,623	50%	2
Grants – operating	27,820	34,295	6,475	23%	3
Grants – capital	17,410	16,595	(815)	-5%	
Contributions – monetary	17,338	13,625	(3,713)	-21%	4
Contributions – non-monetary	104,080	76,858	(27,222)	-26%	5
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	–	(17,169)	(17,169)	-100%	6
Share of net profits/(losses) of associates and joint ventures	–	185	185	-100%	
Other income	5,116	6,536	1,420	28%	7
Total income	375,786	335,968	(39,818)	-11%	
Expenses					
Employee costs	98,108	93,887	4,221	4%	8
Materials and services	76,393	77,529	(1,136)	-1%	9
Depreciation	39,081	41,563	(2,482)	-6%	10
Amortisation – intangible assets	102	120	(18)	-18%	11
Amortisation – right of use assets	120	606	(486)	-405%	12
Bad and doubtful debts	418	3,388	(2,970)	-711%	13
Borrowing costs	158	206	(48)	-30%	14
Finance costs – leases	30	30	–	0%	
Other expenses	14,925	14,276	649	4%	
Total expenses	229,335	231,605	(2,270)	-1%	
Surplus for the year	146,451	104,363	(42,088)	-29%	

Financial report

Note 2.1 Performance against budget

2.1.1 Income and expenditure

(i) Explanation of material variations

Variance Ref	Item	Explanation
1	Statutory fees and fines	The unfavourable variance to budget is mainly due to less than anticipated statutory fees and fines received as a result of the reclassification of Food and Green Organic charges and Home and Personal Care Service charges to User fees.
2	User fees	The favourable variance to budget is mainly due to rental income for Epping Services Hub which is now being managed by Council and the reclassification of Food and Green Organic charges and Home and Personal Care Service charges from Statutory fees and fines.
3	Grants – operating	The favourable variance to budget is largely due to a higher than anticipated Financial Assistance Grant received from the Victorian Grant Commission. 75% of this grant relates to the 2022–2023 financial year however it has been recognised in the 2021–2022 financial year in line with the accounting standards. The number of other successful applications for grant funding that were received through the year were unbudgeted.
4	Contributions – monetary	The unfavourable variance to budget is due to less than anticipated developer contributions being received during the year as a result of delays in completing building developments throughout the municipality.
5	Contributions – non-monetary	The unfavourable variance to budget is due to the amount of non-cash assets transferred to Council from developers not being as high as anticipated as a result of delays in completing building developments throughout the municipality.
6	Net gain/(loss) on disposal of property, infrastructure, plant and equipment	Net gain/(loss) on disposal of property, infrastructure, plant and equipment comprises the total proceeds received from the disposal of property, infrastructure, plant and equipment less the written down value of property, infrastructure, plant and equipment. An unfavourable variance to budget has occurred primarily due to the disposal of the various infrastructure assets.
7	Other income	The unfavourable variance to budget is mainly due to interest on investments following significant interest rate reductions and reduction in sales income in response to government directives arising from the COVID-19 outbreak where Council facilities, including Council leisure centres, community activity centres, sports facilities and recreation facilities were closed.
8	Employee costs	This includes wages and salaries, allowances, leave entitlements, employer superannuation, redundancy payments and fringe benefits. The favourable variance to budget is mainly attributable to vacant positions across the organisation during the 2021–2022 financial year period.

Note 2.1 Performance against budget**2.1.1 Income and expenditure****(i) Explanation of material variations (cont)**

Variance Ref	Item	Explanation
9	Materials and services	The unfavourable variance to budget is primarily due to unbudgeted expenditure relating to reimbursements paid in connection with the over provision of works in kind for a Developer Contribution Plan. The variance represents a timing difference that will be offset against future developer contributions collected by Council.
10	Depreciation	The unfavourable variance to budget is due to the budget having a conservative estimate based on the previous financial year. Depreciation has increased from \$38.08 million in 2020–21 to \$41.56 million in 2021–22. Depreciation expense can vary due to new works and revaluations on existing assets.
11	Amortisation – intangible assets	The unfavourable variance to budget is due to the budget having a conservative estimate based on the previous financial year. Estimates of the remaining useful lives and amortisation method are reviewed annually, and adjustments made where appropriate.
12	Amortisation – right of use assets	Amortisation of right of use assets has been recognised as per AASB16 and is higher than budgeted due to Council entering into unbudgeted property lease arrangements.
13	Bad and doubtful debts	The unfavourable variance to budget is due to provisions raised against a number of Council's debtor balances during the year where it has been assessed that there is doubt that payment will be received.
14	Borrowing costs	Borrowing costs are recognised as an expense in the period in which they are incurred. The variance to budget is due to volatile interest rates fluctuation during the financial year.

Financial report

Note 2.1 Performance against budget

2.1.2 Capital works

	Budget* 2022 \$'000	Actual 2022 \$'000	Variance 2022 \$'000	Variance 2022 %	Ref
Property					
Land	1,200	–	1,200	100%	1
Total land	1,200	–	1,200	100%	
Buildings	14,247	8,443	5,804	41%	2
Building improvements	7,834	3,844	3,990	51%	3
Total buildings	22,081	12,287	9,794	44%	
Total property	23,281	12,287	10,994	47%	
Plant and equipment					
Plant, machinery and equipment	1,950	1,827	123	6%	4
Fixtures, fittings and furniture	251	201	50	20%	5
Computers and telecommunications	314	431	(118)	-37%	6
Total plant and equipment	2,515	2,459	56	2%	
Infrastructure					
Roads	23,777	20,544	3,233	14%	7
Bridges	100	132	(32)	-32%	8
Footpaths and cycleways	2,400	2,068	332	14%	9
Drainage	675	496	179	27%	10
Recreational, leisure and community facilities	4,110	3,718	392	10%	11
Parks, open space and streetscapes	14,080	9,572	4,508	32%	12
Off-street car parks	1,325	1,196	129	10%	13
Other infrastructure	4,155	2,187	1,968	47%	14
Total infrastructure	50,622	39,913	10,709	21%	
Total capital works expenditure	76,418	54,659	21,759	28%	
Represented by:					
New asset expenditure	25,146	18,841	6,305	25%	
Asset renewal expenditure	34,215	23,474	10,741	31%	
Asset expansion expenditure	550	258	292	53%	
Asset upgrade expenditure	16,507	12,086	4,421	27%	
Total capital works expenditure	76,418	54,659	21,759	28%	

*The adopted budget amount of 21/22 financial year includes \$8.03 million of carry forwards approved by Council.

Note 2.1 Performance against budget**2.1.2 Capital works****(i) Explanation of material variations**

Variance Ref	Item	Explanation
1	Land	The variance to budget is due to a land acquisition project being removed from the capital works program as the timing on the completion of the acquisition is uncertain.
2	Buildings	The variance to budget is due to project savings, delays in the development of the Regional Sports & Aquatic business case and delays to the delivery of projects impacted by COVID-19. This will result in these works continuing into 2022–2023.
3	Building improvements	The variance to budget is resulting from project savings and delayed kindergarten upgrade projects (The Stables, Mill Park and Laurel Street, Whittlesea) awaiting the outcome of 3-year-old kindergarten determination by Council.
4	Plant, machinery and equipment	The variance to budget is due to delays in the delivery of plant and machinery as a consequence of COVID-19 impacts; these are now planned to be delivered in 2022–2023.
5	Fixtures, fittings and furniture	The variance to budget is due to project savings from a reduction in furniture being purchased with the use of halls and community centre usage being impacted by COVID-19.
6	Computers and telecommunications	The variance to budget is due to additional audio visual equipment being purchased to adapt to hybrid working conditions.
7	Roads	The variance to budget is due to project savings within the road reconstruction program and intersection signalisations.
8	Bridges	The variance to budget is a result of additional carry forward from 2020–2021 bridge refurbishment could not be completed due to timber shortages as a result of COVID-19.
9	Footpaths and cycleways	The variance to budget is due to a number of projects being delayed through the planning and delivery phase which will result in these works continuing into 2022–2023.
10	Drainage	The variance to budget is due to overspend of the drainage improvement program. Urgent unplanned item in Station Street, Lalor needing to be addressed.
11	Recreational, leisure and community facilities	The variance to budget is due to a number of projects being delayed through the planning and delivery phase which will result in these works continuing into 2022–2023.
12	Parks, open space and streetscapes	The variance to budget is due to a number of projects being delayed through the planning and delivery phase which will result in these works continuing into 2022–2023.
13	Off-street car parks	The variance is due to project savings and a delay in the design of the Edgars Creek Reserve car park which will now be completed in 2022–2023.
14	Other infrastructure	The variance is predominantly due to delays in the supply of lights and poles for the Street Light Bulk Replacement Program.

Financial report

Note 2.2 Analysis of Council results by program

Council delivers its functions and activities through the following programs.

Executive

The Executive directorate supports the provision of a range of professional services to internal and external customers, with an emphasis on governance and public affairs. It is also responsible for establishing and maintaining an appropriate organisational structure for the Council, ensuring that Council decisions are implemented promptly. This directorate ensures that Council has effective strategy and governance practices in place to provide transparency, performance monitoring and to ensure accordance with the *Local Government Act* and relevant legislation. This directorate also looks after the City of Whittlesea's communication with its community and other stakeholders.

Community Wellbeing

Our Community Wellbeing directorate oversees many service areas that impact the day-to-day living and wellbeing of City of Whittlesea residents. The Directorate works collaboratively with the State and Federal governments to provide many of these services and operates in partnership with a variety of community service organisations to meet the needs of our diverse and vibrant community.

Planning and Development

The Planning and Development directorate is critical in taking the voice of all Whittlesea residents to Members of Federal and State Parliament and Senior Government Officers. It also ensures our residents, businesses, government authorities, strategic partners and staff are informed about important Council events, services, programs and initiatives. Another important role is to manage both Strategic Planning & Design and Development Assessment processes.

Infrastructure and Environment

The Infrastructure and Environment directorate provides a diverse range of infrastructure services to the community. With the high level of growth within the municipality and an increasing number of residents, there is a need to be responsive to community needs. Some of the Directorate's key functions include managing parks and open spaces, road, road-related and footpath construction and maintenance, building maintenance, engineering services, traffic management, road safety and sustainability planning.

Corporate and Shared Services

Our Corporate and Shared Services directorate ensures that Council has the funds available to provide safe, useful and sustainable assets and services to our community. This directorate monitors, manages, researches, reports and provides advice to Council on all financial and organisational matters and ensures good governance. It directs and assists the organisation to achieve its goals by providing accurate data and introducing efficiencies and enhancements that best utilise Council's resources.

Financial report

2.2.1 Summary of revenues, expenses, assets and capital expenses by program

	Total	Expenses	Surplus/ (Deficit)	Grants included in	Total assets
2022	\$'000	\$'000	\$'000	\$'000	\$'000
Executive	625	9,596	(8,971)	50	236
Community Wellbeing	14,464	42,235	(27,771)	11,312	1,962,057
Planning and Development	15,194	23,439	(8,245)	1,901	14,046
Infrastructure and Environment	31,494	82,894	(51,400)	17,817	2,298,328
Corporate and Shared Services	274,191	73,441	200,750	19,810	350,724
	335,968	231,605	104,363	50,890	4,625,391

	Total	Expenses	Surplus/ (Deficit)	Grants included in	Total assets
2021	\$'000	\$'000	\$'000	\$'000	\$'000
Executive	848	13,932	(13,084)	228	68
Community Wellbeing	14,593	45,031	(30,438)	12,599	312,179
Planning and Development	13,839	35,015	(21,176)	2,415	46,498
Infrastructure and Environment	26,995	77,708	(50,713)	13,754	3,637,210
Corporate and Shared Services	348,592	95,606	252,986	15,901	291,396
	404,867	267,292	137,575	44,897	4,287,351

Financial report

Note 3 Funding for the delivery of our services

3.1 Rates and charges

The City of Whittlesea uses Net Annual Value (NAV) as the basis of valuation of all properties within the municipal district. The NAV of a property is its imputed rental value.

The valuation base used to calculate general rates for 2021–2022 year was \$3,705 million (2020–2021 \$3,083 million).

	2022 \$'000	2021 \$'000
General rates	165,210	157,584
Waste management charge	10,005	9,466
Special rates (marketing schemes)	251	248
Supplementary rates and rate adjustments	2,171	2,623
Interest on rates and charges	1,142	141
Total rates and charges	178,779	170,062

The date of the latest general revaluation of property for rating purposes within the municipal district was 1 January 2022, and the valuation will be first applied in the rating year commencing 1 July 2022.

Annual rates and charges are recognised as revenues when Council issues annual rates notices. Supplementary rates are recognised when a valuation and reassessment is completed and a supplementary rates notice is issued.

3.2 Statutory fees and fines

	2022 \$'000	2021 \$'000
Infringements and costs	6,228	5,800
Court recoveries*	626	770
Permit fees	6,800	7,340
Certificates and regulatory service fees*	1,726	1,905
Total rates and charges	15,380	15,815

*Income has been reclassified from Statutory fees and fines to User fees and other income in the comparative period.

Statutory fees and fines (including parking fees and fines) are recognised as revenue when the service has been provided, the payment is received, or when the penalty has been applied, whichever first occurs.

3.3 User fees

	2022 \$'000	2021 \$'000
Aged and health services*	745	787
Family and children services*	152	155
Registrations	2,185	1,494
Leisure centre fees*	64	324
Property leases and rentals	2,029	1,305
Waste management services*	5,553	4,750
Other fees and charges*	156	74
Total user fees	10,884	8,889

*Income has been reclassified from Statutory fees and fines to User fees in the comparative period.

User fees are recognised as revenue at a point in time, or over time, when (or as) the performance obligation is satisfied. Recognition is based on the underlying contractual terms.

Note 3 Funding for the delivery of our services

3.4 Funding from other levels of government

Grants were received in respect of the following:

	2022 \$'000	2021 \$'000
Summary of grants		
Commonwealth funded grants	30,925	22,666
State funded grants	18,012	20,600
Other	1,953	1,631
Total grants received	50,890	44,897
(a) Operating Grants		
<i>Recurrent – Commonwealth Government</i>		
Financial Assistance Grants	19,669	15,276
Home & Community Care	3,227	4,801
Community Wellbeing	20	19
<i>Recurrent – State Government</i>		
Early Years	331	390
Family Day Care	702	850
Home and Community Care	1,424	871
Community Development	127	76
Community Wellbeing	243	440
Maternal and Child health	3,790	3,723
Resilience and Emergency Management	–	60
Youth Services	26	12
Sustainability Planning	10	10
<i>Recurrent – Other</i>		
Pedestrian Crossings	747	731
VicRoads Maintenance Contract – Additional Works	853	892
Best Start Partnership	136	–
Total recurrent operating grants	31,305	28,151

Financial report

Note 3 Funding for the delivery of our services

3.4 Funding from other levels of government (cont)

Grants were received in respect of the following:

	2022 \$'000	2021 \$'000
Non-recurrent – Commonwealth Government		
Smart Cities IT Project	–	71
Community Wellbeing	36	–
Non-recurrent – State Government		
Maternal & Child Health	–	104
Early Years	–	91
Community Wellbeing	1,175	83
Youth services	106	95
Infrastructure	4	–
Leisure & Community Inclusion	60	64
Community Cultural Development	–	36
Economic Development	793	500
Sustainability Planning	259	287
Victorian Planning Authority design guidelines open space	–	64
Victorian Planning Authority Infrastructure and growth area	80	–
Working for Victoria	–	3,966
Resilience and Emergency Management	257	–
Organisational Development	103	–
Non-recurrent – Other		
Northern Region Transport program	98	–
Community Wellbeing	19	8
Total non-recurrent operating grants	2,990	5,369
Total operating grants	34,295	33,520
(b) Capital Grants		
Recurrent – Commonwealth Government		
Roads to recovery	1,417	1,700
Recurrent – State Government		
Parks and Gardens	–	100
Roads	–	450
Total recurrent capital grants	1,417	2,250
Non-recurrent – Commonwealth Government		
Roads	4,698	378
Buildings	1,181	200
Parks & Gardens	677	221
Non-recurrent – State Government		
Buildings	3,454	3,810
Parks and Gardens	2,335	1,071
Roads	1,565	3,447
Recreational, Leisure and Community	918	–
Sustainability	250	–
Non-recurrent – Others		
Roads	100	–
Total non-recurrent capital grants	15,178	9,127
Total capital grants	16,595	11,377

Financial report

Note 3 Funding for the delivery of our services

3.4 Funding from other levels of government (cont)

	2022 \$'000	2021 \$'000
(c) Unspent grants received on condition that they be spent in a specific manner		
Operating		
Balance at start of year	6,165	10,703
Received during the financial year and remained unspent at balance date	9,737	6,165
Received in prior years and spent during the financial year	(6,165)	(10,703)
Balance at year end	9,737	6,165
Capital		
Balance at start of year	16,150	7,522
Received during the financial year and remained unspent at balance date	11,887	16,150
Received in prior years and spent during the financial year	(16,150)	(7,522)
Balance at year end	11,887	16,150

(d) Recognition of grant income

Before recognising funding from government grants as revenue the Council assesses whether there is a contract that is enforceable and has sufficiently specific performance obligations in accordance with AASB 15 Revenue from Contracts with Customers. When both these conditions are satisfied, the Council:

- identifies each performance obligation relating to revenue under the contract/agreement
- determines the transaction price
- recognises a contract liability for its obligations under the agreement
- recognises revenue as it satisfies its performance obligations, at the time or over time when services are rendered.

Where the contract is not enforceable and/or does not have sufficiently specific performance obligations; or grant funding enables Council to acquire/construct a recognisable non-financial assets specified in contract to be controlled by Council, the Council applies AASB 1058 Income for Not-for-Profit Entities.

Grant revenue with sufficiently specific performance obligations is recognised over time as the performance obligations specified in the underlying agreement are met. Where performance obligations are not sufficiently specific, grants are recognised on the earlier of receipt or when an unconditional right to receipt has been established. Grants relating to capital projects are generally recognised progressively as the capital project is completed. The following table provides a summary of the accounting framework under which grants are recognised.

	2022 \$'000	2021 \$'000
Income recognised under AASB 1058 Income of Not-for-Profit Entities		
General purpose	21,994	20,227
Specific purpose grants to acquire non-financial assets	15,099	9,677
Revenue recognised under AASB 15 Revenue from Contracts with Customers		
Specific purpose grants	13,797	14,993
Total recognition of grant income	50,890	44,897

Grant income is recognised at the point in time when the council satisfies its performance obligations as specified in the underlying agreement.

Financial report

Note 3 Funding for the delivery of our services

3.5 Contributions

	2022 \$'000	2021 \$'000
Monetary	13,625	19,332
Non-monetary*	76,858	140,369
Total contributions	90,483	159,701

*Council received lower non-monetary contributions in comparison to the comparative period, mainly due to delays in developments reaching completion during the year.

Contributions of non-monetary assets were received in relation to the following asset classes		
Land	23,770	27,332
Roads	34,410	68,881
Other infrastructure	18,678	44,156
Total non-monetary contributions	76,858	140,369

3.6 Net gain/(loss) on property, infrastructure, plant and equipment

	2022 \$'000	2021 \$'000
(a) Net gain/(loss) on disposal of property, infrastructure, plant and equipment		
Proceeds of sale	524	759
Written down value of assets disposed	(17,693)	(28)
Total net gain/(loss) on disposal of property, infrastructure, plant and equipment	(17,169)	731

The profit or loss on sale of an asset is determined when control of the asset has passed to the buyer.

(b) Net loss on write-off of property, infrastructure, plant and equipment		
Written down value of assets written-off*	–	(23,031)
Total net loss on write-off of property, infrastructure, plant and equipment	–	(23,031)

Council has written-off a number of infrastructure assets in the comparative period.

3.7 Other income

	2022 \$'000	2021 \$'000
Sales	859	889
Interest	1,258	1,181
Reimbursements*	3,865	2,389
Other*	554	13
Total other income	6,536	4,472

*Income has been reclassified from other income to Statutory fees and fines in the comparative period.

Interest is recognised as it is earned.

Reimbursements mainly consist of WorkCover and insurance recovered, and reimbursements of capital works undertaken.

Other income is measured at the fair value of the consideration received or receivable and is recognised when Council gains control over the right to receive the income.

Financial report

Note 4 The cost of delivering services

4.1 (a) Employee costs

	2022 \$'000	2021 \$'000
Wages and salaries	84,090	89,793
WorkCover	1,633	1,413
Superannuation	7,945	8,497
Fringe benefits tax	119	122
Other	100	–
Total employee costs	93,887	99,825

(b) Superannuation

Council made contributions to the following funds:

Defined benefit fund

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	240	166
	240	166
Employer contributions payable at reporting date	6	7

Accumulation funds

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	7,705	8,331
	7,705	8,331
Employer contributions payable at reporting date	–	352

Refer to note 9.3 for further information relating to Council's superannuation obligations.

4.2 Materials and services

	2022 \$'000	2021 \$'000
External Works (Contractors)	4,262	11,292
Maintenance and Operations Contractors	19,234	17,778
Sustainable Environment Contractors	20,098	17,575
Assets and Facilities Contractors	7,879	4,157
Information Services Contractors	755	2,206
Support Services	7,732	8,739
Design Work	41	6
Facilities Management	2,812	1,564
Supplies and Services	7,897	8,847
Plant and Fleet Operations	1,898	2,411
Computer Services	2,569	2,590
Communications	1,290	1,210
Catering Supplies	349	430
Construction Materials	623	720
Travel and Accommodation	90	57
Total materials and services	77,529	79,582

Financial report

Note 4 The cost of delivering services

4.3 Depreciation

	2022 \$'000	2021 \$'000
Property	7,462	6,550
Plant and equipment	2,256	2,501
Infrastructure	31,845	29,028
Total depreciation	41,563	38,079

Refer to note 6.1 for a more detailed breakdown of depreciation and amortisation charges and accounting policy.

4.4 Amortisation – Intangible assets

	2022 \$'000	2021 \$'000
Intangible assets	120	120
Total Amortisation – Intangible assets	120	120

4.5 Amortisation – Right of use assets

	2022 \$'000	2021 \$'000
Property	535	265
Plant and equipment	71	49
Total Amortisation – Right of use assets	606	314

4.6 Bad and doubtful debts

	2022 \$'000	2021 \$'000
Infringements debtors	2,806	8,944
Other debtors	582	1,789
Total bad and doubtful debts*	3,388	10,733

*Bad and doubtful debts in prior year was higher than in comparison to current year due to a review of long outstanding debt and an assessment of the probability of collection was completed in 2021 and provision for doubtful debts was increased in line with accounting standards.

Movement in provisions for doubtful debts		
Balance at the beginning of the year	(11,923)	(1,298)
New provisions recognised during the year	(3,388)	(10,626)
Amounts already provided for and written off as uncollectible	8,958	1
Balance at end of year	(6,353)	(11,923)

Provision for doubtful debt is recognised based on an expected credit loss model. This model considers both historic and forward looking information in determining the level of impairment.

4.7 Borrowing costs

	2022 \$'000	2021 \$'000
Interest – Borrowings	206	220
Total borrowing costs	206	220

Borrowing costs are recognised as an expense in the period in which they are incurred, except where they are capitalised as part of a qualifying asset constructed by Council.

Financial report

Note 4 The cost of delivering services

4.8 Finance Costs – Leases

	2022 \$'000	2021 \$'000
Interest – Lease Liabilities	30	16
Total finance costs	30	16

4.9 Other expenses

	2022 \$'000	2021 \$'000
Auditors' remuneration – VAGO – audit of the financial statements, performance statement and grant acquittals	71	69
Auditors' remuneration – Internal	142	113
Contributions		
– Grants to community	2,547	2,437
– Yarra Plenty Regional Library Contributions	5,130	5,172
Insurance premiums	1,611	1,762
Utilities	3,146	3,276
Others	1,629	2,543
Total other expenses	14,276	15,372

Note 5 Our financial position

5.1 Financial assets

	2022 \$'000	2021 \$'000
(a) Cash and cash equivalents		
Cash on hand	5	10
Cash at bank	1,363	3,003
Term deposits	55,194	133,805
Total cash and cash equivalents*	56,562	136,818

*Total cash and cash equivalents has been decreased compared to prior year due to increase in investment of term deposits non-current, which has been classified as 'Other financial assets'. Refer to Note 5.1 (b).

Cash and cash equivalents include cash on hand, deposits at call, and other highly liquid investments with original maturities of three months or less, net of outstanding bank overdrafts.

(b) Other financial assets		
Term deposits – current	–	75,000
Term deposits – non-current	220,000	5,000
Total other financial assets	220,000	80,000
Total financial assets	276,562	216,818

Other financial assets are valued at fair value, at balance date. Term deposits are measured at original cost. Any unrealised gains and losses on holdings at balance date are recognised as either a revenue or expense.

Financial report

Note 5 Our financial position

5.1 Financial assets (cont)

	2022 \$'000	2021 \$'000
Councils cash and cash equivalents are subject to external restrictions that limit amounts available for discretionary use. These include:		
Trust funds and deposits (Note 5.3 (b))	34,320	16,005
Asset development reserves (note 9.1(b))	134,616	127,924
Total restricted funds	168,936	143,929
Total unrestricted cash and cash equivalents	107,626	72,889
Intended allocations		
Although not externally restricted the following amounts have been allocated for specific future purposes by Council:		
Cash held to fund carried forward capital works	23,804	14,541
Unexpended grants and subsidies	24,895	22,315
Asset replacement reserves	59,461	58,173
Total funds subject to intended allocations	108,160	95,029
(c) Trade and other receivables		
Current		
Statutory receivables		
Rates debtors	22,202	19,765
Infringement debtors*	5,416	11,683
Provision for doubtful debts – infringements*	(3,982)	(10,134)
Net GST receivable	2,574	2,324
Non-statutory receivables		
Other debtors	7,924	8,326
Provision for doubtful debts – Other debtors	(2,371)	(1,789)
Total current trade and other receivables	31,763	30,175

*Infringement debtors have been decreased after a review of long outstanding debt and an assessment of the probability of collection. The provision for infringement doubtful debts has been adjusted accordingly and in line with accounting standards.

Short term receivables are carried at invoice amount. A provision for doubtful debts is recognised when there is objective evidence that an impairment has occurred. Long-term receivables are carried at amortised cost using the effective interest rate method.

Note 5 Our financial position

5.1 Financial assets (cont)

	2022 \$'000	2021 \$'000
(d) Ageing of Receivables		
The ageing of the Council's trade and other receivables (excluding statutory receivables) that are not impaired was:		
Current (not yet due)	2,706	4,627
Past due by up to 30 days	697	406
Past due between 31 and 180 days	623	295
Past due between 181 and 365 days	1,556	1,333
Past due by more than 1 year	2,342	1,665
Total trade and other receivables	7,924	8,326
(e) Ageing of individually impaired Receivables		
At balance date, other and infringement debtors representing financial assets with a nominal value of \$6.4m (2021: \$11.9m) were impaired. The amount of the provision raised against these debtors was \$3.4m (2021: \$10.7m). They individually have been impaired as a result of their doubtful collection.		
The ageing of receivables that have been individually determined as impaired at reporting date was:		
Past due between 31 and 180 days	842	226
Past due between 181 and 365 days	778	950
Past due by more than 1 year	4,733	10,747
Total trade & other receivables	6,353	11,923

Financial report

Note 5 Our financial position

5.2 Non-financial assets

	2022 \$'000	2021 \$'000
(a) Inventories		
Fuels	56	33
Depot workshop items and signs	70	294
Total inventories	126	327

Inventories held for distribution are measured at cost, adjusted when applicable for any loss of service potential. All other inventories, including land held for sale, are measured at the lower of cost and net realisable value. Where inventories are acquired for no cost or nominal consideration, they are measured at current replacement cost at the date of acquisition.

(b) Other assets		
Accrued interest	336	567
Prepayments	2,104	456
Other	1,205	215
Total other assets	3,645	1,238

(c) Other financial assets		
Shares in MAPS Group Ltd	22	22
Total other financial assets	22	22

(d) Intangible assets		
Software	650	770
Total intangible assets	650	770

	Software \$'000	Total \$'000
Gross carrying amount		
Balance at 1 July 2021	1,199	1,199
Additions from internal developments	–	–
Balance at 1 July 2022	1,199	1,199
Accumulated amortisation and impairment		
Balance at 1 July 2021	429	429
Amortisation expense	120	120
Balance at 1 July 2022	549	549
Net book value at 30 June 2021	770	770
Net book value at 30 June 2022	650	650

Intangible assets with finite lives are amortised as an expense on a systematic basis over the asset's useful life. Amortisation is generally calculated on a straight line basis, at a rate that allocates the asset value, less any estimated residual value over its estimated useful life. Estimates of the remaining useful lives and amortisation method are reviewed at least annually, and adjustments made where appropriate.

Financial report

Note 5 Our financial position

5.3 Payables

	2022 \$'000	2021 \$'000
(a) Trade and other payables		
Trade payables	13,490	12,916
Accrued expenses	6,240	6,983
Other	911	493
Total trade and other payables	20,641	20,392
(b) Trust funds and deposits		
Refundable deposits	15,260	11,623
Fire services property levy	14,792	2,917
Retention amounts	594	63
Other refundable deposits	3,674	1,402
Total trust funds and deposits	34,320	16,005
(c) Unearned income		
Grants received in advance – operating	9,737	6,165
Grants received in advance – capital	11,887	16,150
Other	3,271	–
Total unearned income	24,895	22,315

Unearned income/revenue represents contract liabilities and reflect consideration received in advance from customers in respect of services. Unearned income/revenue are derecognised and recorded as revenue when promised goods and services are transferred to the customer. Refer to Note 3.

Amounts received as deposits and retention amounts controlled by Council are recognised as trust funds until they are returned, transferred in accordance with the purpose of the receipt, or forfeited. Trust funds that are forfeited, resulting in Council gaining control of the funds, are to be recognised as revenue at the time of forfeit.

Purpose and nature of items

Fire Service Levy – Council is the collection agent for fire services levy on behalf of the State Government. Council remits amounts received on a quarterly basis. Amounts disclosed here will be remitted to the State Government in line with that process.

Retention Amounts – Council has a contractual right to retain certain amounts until a contractor has met certain requirements or a related warrant or defect period has elapsed. Subject to the satisfactory completion of the contractual obligations, or the elapsing of time, these amounts will be paid to the relevant contractor in line with Council's contractual obligations.

Financial report

Note 5 Our financial position

5.4 Interest-bearing liabilities

	2022 \$'000	2021 \$'000
Current		
Borrowings – secured	846	788
Treasury Corporation of Victoria borrowings – secured	1,518	–
	2,364	788
Non-current		
Borrowings – secured	1,517	1,753
Treasury Corporation of Victoria borrowings – secured	10,123	–
	11,640	1,753
Total	14,004	2,541

Borrowings are secured by a mortgage over the general rates and charges of Council.

(a) The maturity profile for Council's borrowings is:

Not later than one year	6,379	788
Later than one year and not later than five years	3,917	1,753
Later than five years	3,708	–
	14,004	2,541

Borrowings are initially measured at fair value, being the cost of the interest bearing liabilities, net of transaction costs. The measurement basis subsequent to initial recognition depends on whether the Council has categorised its interest-bearing liabilities as either financial liabilities designated at fair value through the profit and loss, or financial liabilities at amortised cost. Any difference between the initial recognised amount and the redemption value is recognised in net result over the period of the borrowing using the effective interest method.

The classification depends on the nature and purpose of the interest bearing liabilities. The Council determines the classification of its interest bearing liabilities at initial recognition.

5.5 Provisions

	Annual leave \$'000	Long service leave \$'000	Other \$'000	Total \$'000
2022				
Balance at beginning of the financial year	7,387	13,721	2,229	23,337
Additional provisions	5,534	1,377	(818)	6,093
Amounts used	(4,931)	(2,606)	(243)	(7,780)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	–	438	120	558
Balance at the end of the financial year	7,990	12,930	1,288	22,208

	Annual leave \$'000	Long service leave \$'000	Other \$'000	Total \$'000
2021				
Balance at beginning of the financial year	7,283	15,089	658	23,030
Additional provisions	4,947	(391)	1,640	6,196
Amounts used	(4,843)	(632)	(18)	(5,493)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	–	(345)	(51)	(396)
Balance at the end of the financial year	7,387	13,721	2,229	23,337

Financial report

Note 5 Our financial position

5.5 Provisions (cont)

	2022 \$'000	2021 \$'000
(a) Employee provisions		
Current provisions expected to be wholly settled within 12 months		
Annual leave	5,849	5,407
Long service leave	1,192	1,372
Other	129	223
	7,170	7,002
Current provisions expected to be wholly settled after 12 months		
Annual leave	2,141	1,980
Long service leave	10,622	10,791
Other	789	1,849
	13,552	14,620
Total current employee provisions	20,722	21,622
Non-current		
Long service leave	1,116	1,558
Other	370	157
Total non-current employee provisions	1,486	1,715
Aggregate carrying amount of employee provisions:		
Current	20,722	21,622
Non-current	1,486	1,715
Total aggregate carrying amount of employee provisions	22,208	23,337

The calculation of employee costs and benefits includes all relevant on-costs and are calculated as follows at reporting date.

Annual leave

A liability for annual leave is recognised in the provision for employee benefits as a current liability because the Council does not have an unconditional right to defer settlement of the liability. Liabilities for annual leave are measured at:

- nominal value if the Council expects to wholly settle the liability within 12 months
- present value if the Council does not expect to wholly settle within 12 months.

Liabilities that are not expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits as current liabilities, measured at the present value of the amounts expected to be paid when the liabilities are settled using the remuneration rate expected to apply at the time of settlement.

Long service leave

Liability for long service leave (LSL) is recognised in the provision for employee benefits. Unconditional LSL is disclosed as a current liability as the Council does not have an unconditional right to defer settlement. Unconditional LSL is measured at nominal value if expected to be settled within 12 months or at present value if not expected to be settled within 12 months. Conditional LSL that has been accrued, where an employee is yet to reach a qualifying term of employment, is disclosed as a non-current liability and measured at present value.

Key assumptions:

Weighted average discount rates	3.50%	1.14%
Weighted average increase in employee costs	1.75%	2.00%
Weighted average settlement period (months)	13	13

Financial report

Note 5 Our financial position

5.6 Financing arrangements

	2022 \$'000	2021 \$'000
The Council has the following funding arrangements in place as at 30 June 2022.		
Bank overdraft	200	200
Credit card facilities	281	383
Total facilities	481	583
Used facilities	(60)	(41)
Unused facilities	421	542

5.7 (a) Commitments

The Council has entered into the following commitments. Commitments are not recognised in the Balance Sheet. Commitments are disclosed at their nominal value and presented inclusive of the GST payable.

	No later than 1 year	Later than 1 year and not later than 2 years	Later than 2 years and not later than 5 years	Later than 5 years	Total
2022					
Operating					
Consultancy	362	78	–	–	440
Building maintenance	10,000	10,000	2,521	–	22,521
Health	452	–	–	–	452
Information technology and systems	4,618	992	304	–	5,914
Waste and recycling	16,454	13,118	24,595	31,932	86,099
Transport & local laws	8,883	8,089	3,440	1,761	22,173
Infrastructure	22	22	7	–	51
Parks maintenance	14,760	14,350	10,829	–	39,939
Leisure	451	423	–	–	874
Renewable power	3,156	3,156	6,311	14,222	26,845
Other	4,841	1,245	1,004	–	7,090
Total	63,999	51,473	49,011	47,915	212,398
Capital					
Building works	1,634	111	74	–	1,819
Information technology and systems	33	12	26	–	71
Transport & local laws	22,301	–	–	–	22,301
Infrastructure	1,715	153	189	–	2,057
Parks works	6,816	6	–	–	6,822
Leisure	466	–	–	–	466
Other	366	17	–	–	383
Total	33,331	299	289	–	33,919

Financial report

Note 5 Our financial position

5.7 (a) Commitments (cont)

2021	No later than 1 year	Later than 1 year and not later than 2 years	Later than 2 years and not later than 5 years	Later than 5 years	Total
Operating					
Consultancy	444	150	–	–	594
Building maintenance	2,800	2,800	3,506	–	9,106
Health	1,760	364	–	–	2,124
Information technology and systems	6,517	2,373	524	–	9,414
Waste and recycling	11,771	9,629	19,202	17,710	58,312
Transport & local laws	6,974	6,361	7,723	3,122	24,180
Infrastructure	41	–	–	–	41
Parks maintenance	15,355	14,001	24,518	28	53,902
Leisure	774	–	–	–	774
Renewable power	3,156	3,156	6,311	17,378	30,001
Other	3,136	137	–	–	3,273
Total	52,728	38,971	61,784	38,238	191,721
Capital					
Building works	9,068	84	–	–	9,152
Transport & local laws	29,393	19,838	–	–	49,231
Infrastructure	612	11	–	–	623
Parks works	3,754	105	–	–	3,859
Leisure	142	132	263	109	646
Total	42,969	20,170	263	109	63,511

The Council has entered into commercial property leases on its investment property, consisting of surplus freehold office complexes. These properties held under operating leases have remaining non-cancellable lease terms of between one and 10 years. All leases include a CPI based revision of the rental charge annually.

Future undiscounted minimum rentals receivable under non-cancellable operating leases are as follows:

	2022 \$'000	2021 \$'000
Not later than one year	611	358
Later than one year and not later than five years	1,771	730
Later than five years	1,572	120
	3,954	1,208

Financial report

Note 5 Our financial position

5.8 Leases

At inception, all contracts are reviewed to determine whether they contain leasing arrangements. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To identify whether a contract conveys the right to control the use of an identified asset, it is necessary to assess whether:

- The contract involves the use of an identified asset;
- The customer has the right to obtain substantially all of the economic benefits from use of the asset throughout the period of use; and
- The customer has the right to direct the use of the asset.

This policy is applied to contracts entered into, or changed, on or after 1 July 2019.

As a lessee, Council recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost which comprises the initial amount of the lease liability adjusted for:

- any lease payments made at or before the commencement date less any lease incentives received; plus
- any initial direct costs incurred; and
- an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located.

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. The estimated useful lives of right-of-use assets are determined on the same basis as those of property, plant and equipment. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain measurements of the lease liability.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, an appropriate incremental borrowing rate. Generally, Council uses an appropriate incremental borrowing rate as the discount rate.

Lease payments included in the measurement of the lease liability comprise the following:

- Fixed payments;
- Variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date;
- Amounts expected to be payable under a residual value guarantee; and
- The exercise price under a purchase option that Council is reasonably certain to exercise, lease payments in an optional renewal period if Council is reasonably certain to exercise an extension option, and penalties for early termination of a lease unless Council is reasonably certain not to terminate early.

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

Council has elected to apply the temporary option available under AASB 16 Leases which allows not-for-profit entities to not measure right-of-use assets at initial recognition at fair value in respect of leases that have significantly below-market terms.

Financial report

Note 5 Our financial position

5.8 Leases (cont)

	Property \$'000	Plant and equipment \$'000	Total \$'000
Right-of-Use Assets			
Balance at 1 July 2021	818	12	830
Additions	755	329	1,084
Amortisation charge	(535)	(71)	(606)
Balance at 30 June 2022	1,038	270	1,308
Lease Liabilities			
Maturity analysis – contractual undiscounted cash flows			
Less than one year		620	333
One to five years		544	587
More than five years		557	590
Total undiscounted lease liabilities as at 30 June 2021		1,721	1,510
Lease liabilities included in the Balance Sheet at 30 June 22			
Current		599	148
Non-current		737	687
Total lease liabilities		1,336	835
Short-term and low-value leases			
Council has elected not to recognise right-of-use assets and lease liabilities for short-term leases of machinery that have a lease term of 12 months or less and leases of low-value assets (individual assets worth less than existing capitalisation thresholds for a like asset up to a maximum of AUD\$10,000), including IT equipment. Council recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.			
Expenses relating to:			
Short-term leases		163	146
Leases of low-value assets		–	10
Total		163	156

Variable lease payments (not included in measurement of lease liabilities)

Financial report

Note 6 Assets we manage

6.1 Property, infrastructure, plant and equipment

Summary of property, infrastructure, plant and equipment

	At Fair Value 30 June 2021 \$'000	Additions \$'000	Contributions \$'000	Revaluation \$'000	Depreciation \$'000	Disposal \$'000	Transfers \$'000	At Fair Value 30 June 2022 \$'000
Property	1,863,427	1,106	23,770	147,357	(7,462)	(784)	1,689	2,029,103
Plant and equipment	10,843	1,873	–	946	(2,256)	(156)	–	11,250
Infrastructure	2,094,811	17,679	53,088	53,395	(31,845)	(16,753)	1,834	2,172,209
Work in progress	65,179	34,001	–	–	–	–	(3,523)	95,657
Total	4,034,260	54,659	76,858	201,698	(41,563)	(17,693)	–	4,308,219

Summary of Work in Progress

	Opening WIP \$'000	Additions \$'000	Write-off \$'000	Transfers \$'000	Closing WIP \$'000
Property	39,360	11,654	–	(8,839)	42,175
Plant and equipment	1,141	372	–	(459)	1,054
Infrastructure	24,678	21,975	–	5,775	52,428
Total	65,179	34,001	–	(3,523)	95,657

Financial report

Note 6 Assets we manage

6.1 Property, infrastructure, plant and equipment (cont)

(a) Property

	Land – specialised \$'000	Land – non specialised \$'000	Land under roads \$'000	Total Land & Land Improvements \$'000	Buildings – specialised \$'000	Total Buildings \$'000	Work In Progress \$'000	Total Property \$'000
At fair value 1 July 2021	1,574,591	3,080	729	1,578,400	473,383	473,383	39,360	2,091,143
Accumulated depreciation at 1 July 2021	–	–	–	–	(188,356)	(188,356)	–	(188,356)
	1,574,591	3,080	729	1,578,400	285,027	285,027	39,360	1,902,787
Movements in fair value								
Additions	–	–	–	–	1,106	1,106	11,654	12,760
Contributions	23,770	–	–	23,770	–	–	–	23,770
Revaluation	125,807	–	–	125,807	36,925	36,925	–	162,732
Disposal	(758)	–	–	(758)	(53)	(53)	–	(811)
Transfers	–	–	–	–	1,689	1,689	(8,839)	(7,150)
	148,819	–	–	148,819	39,667	39,667	2,815	191,301
Movements in accumulated depreciation								
Depreciation and amortisation	–	–	–	–	(7,462)	(7,462)	–	(7,462)
Accumulated depreciation of disposals	–	–	–	–	27	27	–	27
Revaluation increments/decrements	–	–	–	–	(15,375)	(15,375)	–	(15,375)
	–	–	–	–	(22,810)	(22,810)	–	(22,810)
At fair value 30 June 2022	1,723,410	3,080	729	1,727,219	513,050	513,050	42,175	2,282,444
Accumulated depreciation at 30 June 2022	–	–	–	–	(211,166)	(211,166)	–	(211,166)
	1,723,410	3,080	729	1,727,219	301,884	301,884	42,175	2,071,278

Financial report

Note 6 Assets we manage

6.1 Property, infrastructure, plant and equipment (cont)

(b) Plant and Equipment

	Plant machinery and equipment \$'000	Fixtures fittings and furniture \$'000	Artworks \$'000	Work in Progress \$'000	Total plant and equipment \$'000
At fair value 1 July 2021	14,358	14,092	3,289	1,141	32,880
Accumulated depreciation at 1 July 2021	(9,981)	(10,915)	–	–	(20,896)
	4,377	3,177	3,289	1,141	11,984
Movements in fair value					
Additions	1,025	848	–	372	2,245
Revaluation	–	(338)	1,298	–	960
Disposal	(499)	–	(124)	–	(623)
Transfers	–	(556)	–	(459)	(1,015)
	526	(46)	1,174	(87)	1,567
Movements in accumulated depreciation					
Depreciation and amortisation	(1,234)	(1,022)	–	–	(2,256)
Accumulated depreciation of disposals	467	–	–	–	467
Revaluation increments/decrements	(14)	–	–	–	(14)
Transfers	–	556	–	–	556
	(781)	(466)	–	–	(1,247)
At fair value 30 June 2022	14,884	14,046	4,463	1,054	34,447
Accumulated depreciation at 30 June 2022	(10,762)	(11,381)	–	–	(22,143)
	4,122	2,665	4,463	1,054	12,304

Financial report

Note 6 Assets we manage

6.1 Property, infrastructure, plant and equipment (cont)

(c) Infrastructure

	Roads \$'000	Bridges \$'000	Telecom- munication Conduits \$'000	Drainage \$'000	Public Lighting \$'000	Parks open spaces and streetscapes \$'000	Work In Progress \$'000	Total Infra- structure \$'000
At fair value 1 July 2021	1,690,732	21,256	26,494	609,779	29,988	308,808	24,678	2,711,735
Accumulated depreciation at 1 July 2021	(328,991)	(7,450)	(6,782)	(124,829)	(16,986)	(107,208)	–	(592,246)
	1,361,741	13,806	19,712	484,950	13,002	201,600	24,678	2,119,489
Movements in fair value								
Additions	13,816	132	–	–	280	3,451	21,975	39,654
Contributions	34,410	–	–	11,172	387	7,119	–	53,088
Revaluation	33,167	93	768	14,136	593	16,899	–	65,656
Disposal	(17,647)	–	–	(989)	–	(15)	–	(18,651)
Transfers	92	50	–	–	–	1,692	5,775	7,609
	63,838	275	768	24,319	1,260	29,146	27,750	147,356
Movements in accumulated depreciation								
Depreciation and amortisation	(13,468)	(227)	(531)	(6,164)	(1,441)	(10,014)	–	(31,845)
Accumulated depreciation of disposals	1,698	–	–	186	–	14	–	1,898
Revaluation increments/ decrements	(8,738)	(182)	(211)	(3,751)	(520)	1,141	–	(12,261)
	(20,508)	(409)	(742)	(9,729)	(1,961)	(8,859)	–	(42,208)
At fair value 30 June 2022	1,754,570	21,531	27,262	634,098	31,248	337,954	52,428	2,859,091
Accumulated depreciation at 30 June 2022	(349,499)	(7,859)	(7,524)	(134,558)	(18,947)	(116,067)	–	(634,454)
	1,405,071	13,672	19,738	499,540	12,301	221,887	52,428	2,224,637

Financial report

Note 6 Assets we manage

6.1 Property, infrastructure, plant and equipment (cont)

Acquisition

The purchase method of accounting is used for all acquisitions of assets, being the fair value of assets provided as consideration at the date of acquisition plus any incidental costs attributable to the acquisition. Fair value is the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date.

Where assets are constructed by Council, cost includes all materials used in construction, direct labour, borrowing costs incurred during construction, and an appropriate share of directly attributable variable and fixed overheads.

In accordance with Council's policy, the threshold limits have applied when recognising assets within an applicable asset class and unless otherwise stated are consistent with the prior year.

	Depreciation Period	Threshold Limit \$'000
<i>Asset recognition thresholds and depreciation periods</i>		
Land & land improvements		
land	–	10
land improvements	100 years	5
Buildings		
buildings	30 – 150 years	10
building and leasehold improvements	50 years	5
Plant and Equipment		
fixtures fittings and furniture	5 – 10 years	1
plant, machinery and equipment	3 – 10 years	1
computers and telecommunications	3 years	1
leased plant and equipment	3 years	1
Infrastructure		
roads – pavements	50 – 100 years	5
roads – surface	15 – 30 years	5
parks, open spaces and streetscapes	10 – 80 years	1
off-street car parks	50 – 100 years	5
bridges – deck	80 – 100 years	1
footpaths and cycleways	20 – 100 years	1
drainage	100 years	1
light pole and lanterns	20 years	1
conduits and pits	50 years	1
Intangible assets	10 years	–

Land under roads

Council recognises land under roads it controls at fair value.

Note 6 Assets we manage

6.1 Property, infrastructure, plant and equipment (cont)

Depreciation and amortisation

Buildings, land improvements, plant and equipment, infrastructure, and other assets having limited useful lives are systematically depreciated over their useful lives to the Council in a manner which reflects consumption of the service potential embodied in those assets. Estimates of remaining useful lives and residual values are made on a regular basis with major asset classes reassessed annually. Depreciation rates and methods are reviewed annually.

Where assets have separate identifiable components that are subject to regular replacement, these components are assigned distinct useful lives and residual values and a separate depreciation rate is determined for each component. Road earthworks are not depreciated on the basis that they are assessed as not having a limited useful life. Straight line depreciation is charged based on the residual useful life as determined each year. Depreciation periods used are listed above and are consistent with the prior year unless otherwise stated.

Repairs and maintenance

Where the repair relates to the replacement of a component of an asset and the cost exceeds the capitalisation threshold the cost is capitalised and depreciated. The carrying value of the replaced asset is expensed.

Valuation of land and buildings

Valuation of land was undertaken by the Valuer General of Victoria. Valuation of buildings was undertaken by Mr Gino Mitrone, Fellow of Australian Property Institute as at 30 June 2022. The valuation of land and buildings is at fair value, being market value based on highest and best use permitted by relevant land planning provisions. Where land use is restricted through existing planning provisions the valuation is reduced to reflect this limitation. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.

Specialised land is valued at fair value using site values adjusted for englobo (undeveloped and/or unserviced) characteristics, access rights and private interests of other parties and entitlements of infrastructure assets and services. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.

Any significant movements in the unobservable inputs for land and land under roads will have a significant impact on the fair value of these assets.

Details of the Council's land and buildings and information about the fair value hierarchy as at 30 June 2022 are as follows:

	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Date of Valuation
Non-specialised land	–	3,080	–	Jun-22
Specialised land and land under roads	–	–	1,724,139	Jun-22
Specialised buildings	–	–	301,884	Jun-22
Total	–	3,080	2,026,023	

Financial report

Note 6 Assets we manage

6.1 Property, infrastructure, plant and equipment (cont)

Valuation of infrastructure

In accordance with Council policy, an assessment of the fair value of all infrastructure assets was undertaken at the reporting date. For infrastructure, fair value is replacement cost less accumulated depreciation at the date of valuation. The date of the current valuation is detailed in the following table.

Valuation of infrastructure assets has been determined in accordance with a valuation undertaken by Mr. Michael Butler, Bachelor of Engineering (Civil).

The valuation is at fair value based on replacement cost less accumulated depreciation as at the date of valuation. Refer to note 8.4 for further information relating to fair value measurement.

Details of the Council's infrastructure and information about the fair value hierarchy as at 30 June 2022 are as follows:

	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Date of Valuation
Roads	–	–	1,405,071	Jun-22
Bridges	–	–	13,672	Jun-22
Drainage	–	–	499,540	Jun-22
Public lighting	–	–	12,301	Jun-22
Telecommunication Conduits	–	–	19,738	Jun-22
Parks, open space and streetscapes	–	–	221,887	Jun-22
Total	–	–	2,172,209	

Description of significant unobservable inputs into level 3 valuations

Specialised land and land under roads is valued using a market based direct comparison technique. Significant unobservable inputs include the extent and impact of restriction of use and the market cost of land per square metre. The extent and impact of restrictions on use varies and results in a reduction to surrounding land values between 5% and 95%. The market value of land varies significantly depending on the location of the land and the current market conditions. Currently land values range between \$1 and \$4,722 per square metre.

Specialised buildings are valued using a depreciated replacement cost technique. Significant unobservable inputs include the current replacement cost and remaining useful lives of buildings. Current replacement costs are calculated on a square metre basis and range from \$334 to \$9,101 per square metre. The remaining useful lives of buildings are determined on the basis of the current condition of buildings and vary from four years to 93 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of buildings are sensitive to changes in expectations or requirements that could either shorten or extend the useful lives of buildings.

Infrastructure assets are valued based on the depreciated replacement cost. Significant unobservable inputs include the current replacement cost and remaining useful lives of infrastructure. The remaining useful lives of infrastructure assets are determined on the basis of the current condition of the asset and vary from one year to 100 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of infrastructure are sensitive to changes in use, expectations or requirements that could either shorten or extend the useful lives of infrastructure assets.

	2022 \$'000	2021 \$'000
Reconciliation of specialised land		
Land under roads	729	729
Specialised land	1,723,410	1,574,591
Total specialised land	1,724,139	1,575,320

Note 6 Assets we manage

6.2 Investments in associates, joint arrangements and subsidiaries

Yarra Plenty Regional Library Service (Incorporated) – Background

Represents the City of Whittlesea's share in the net assets of the Yarra Plenty Regional Library Service which became an incorporated body on 12 January 1996. The Council's 37.81% (2020–2021 37.81%) share of the net assets from their draft financial statements for the year ended 30 June 2022 has been treated as an investment in the Balance Sheet, with an increase in the investment for the reporting period of \$0.19 million (increase of \$0.3 million for 2020–2021), which is accounted for using the equity method and shown in the Comprehensive Income Statement.

	2022 \$'000	2021 \$'000
Investments in associates		
Investments in associates accounted for by the equity method are:		
Yarra Plenty Regional Library Service (Incorporated)	3,096	2,911
Fair value of Council's investment in Yarra Plenty Regional Library (Incorporated)	3,096	2,911
Council's share of accumulated surplus/(deficit)		
Council's share of accumulated surplus(deficit) at start of year	2,669	1,994
Reported surplus(deficit) for year	339	674
Council's share of accumulated surplus(deficit) at end of year	3,008	2,668
Movement in carrying value of specific investment		
Carrying value of investment at start of year	2,911	2,611
Share of surplus(deficit) for year	185	300
Carrying value of investment at end of year	3,096	2,911
Council's share of expenditure commitments		
Operating commitments	1,628	2,022
Council's share of expenditure commitments	616	764
Council's share of contingent liabilities and contingent assets		

The Yarra Plenty Regional Library Service does not have any contingent liabilities as at the end of the reporting period.

Associates are all entities over which Council has significant influence but not control or joint control. Investments in associates are accounted for using the equity method of accounting, after initially being recognised at cost.

Financial report

Note 7 People and relationships

7.1 Council and key management remuneration

(a) Related Parties

Parent entity

City of Whittlesea is the parent entity.

Subsidiaries and Associates

Interests in subsidiaries and associates are detailed in Note 6.2.

(b) Key Management Personnel

Details of persons holding the position of Councillor or other members of key management personnel at any time during the year are:

Administrators	Ms Lydia Wilson – Chair Ms Peita Duncan Mr Chris Eddy
CEO and executive leadership team	Mr Craig Lloyd – Chief Executive Officer Ms Amy Montalti – Director Corporate Services (1 July 2021 – 17 November 2021) Ms Kate McCaughey – Director Community Wellbeing Ms Debbie Wood – Director Infrastructure and Environment Mr Justin O'Meara – Director Planning and Development Mr Mark Montague – Acting Director Corporate and Shared Services (18 November 2021 – 2 March 2022) Ms Marilyn Kearney – Interim Director Corporate and Shared Services (3 March 2022 – 30 June 2022) Mr Frank Joyce – Executive Manager Governance and Strategy Ms Janine Morgan – Executive Manager Public Affairs (13 September 2021 – 30 June 2022)

	2022 No.	2021 No.
Total Number of Councillors	–	–
Total Number of Administrators	3	4
Total of Chief Executive Officer and other Key Management Personnel	9	12
Total Number of Key Management Personnel	12	16

(c) Remuneration of Key Management Personnel	2022	2021
	\$'000	\$'000
Total remuneration of key management personnel was as follows:		
Short-term benefits	2,883	2,609
Long-term benefits	80	210
Termination benefits	–	35
Total	2,963	2,854

Note 7 People and relationships

7.1 Council and key management remuneration (cont)

The numbers of key management personnel whose total remuneration from Council and any related entities, fall within the following bands:

	2022 No.	2021 No.
\$10,000 – \$19,999	–	1
\$40,000 – \$49,999	1	–
\$90,000 – \$99,999	–	3
\$110,000 – \$119,999	–	2
\$120,000 – \$129,999	1	–
\$130,000 – \$139,999	–	1
\$150,000 – \$159,999	–	1
\$160,000 – \$169,999	2	3
\$180,000 – \$189,999	–	1
\$220,000 – \$229,999	1	–
\$230,000 – \$239,999	–	1
\$240,000 – \$249,999	2	–
\$250,000 – \$259,999	–	2
\$260,000 – \$269,999	1	–
\$270,000 – \$279,999	1	–
\$290,000 – \$299,999	1	–
\$300,000 – \$309,999	–	1
\$310,000 – \$319,999	1	–
\$370,000 – \$379,999	1	–
	12	16

Note 7 People and relationships

7.1 Council and key management remuneration (cont)

(d) Senior Officer Remuneration

A Senior Officer is an officer of Council, other than Key Management Personnel, who:

- a) has management responsibilities and reports directly to the Chief Executive; or
- b) whose total annual remuneration exceeds \$151,000

The number of Senior Officers are shown below in their relevant income bands:

Income Range:	2022 No.	2021 No.
<\$151,000	15	10
\$151,000 – \$159,999	1	5
\$160,000 – \$169,999	5	10
\$170,000 – \$179,999	5	3
\$180,000 – \$189,999	7	3
\$190,000 – \$199,999	1	3
\$200,000 – \$209,999	2	1
\$210,000 – \$219,999	–	1
\$220,000 – \$229,999	–	2
\$230,000 – \$239,999	–	2
\$240,000 – \$249,999	–	1
\$250,000 – \$259,999	–	1
\$320,000 – \$329,999	1	1
	37	43

	2022 \$'000	2021 \$'000
Total Remuneration for the reporting year for Senior Officers included above, amounted to:	6,043	7,460

Note 7 People and relationships

7.2 Related party disclosure

(a) Transactions with related parties

During the period Council entered into the following transactions with related parties.

	2022 No.	2021 No.
Expenditure		
Council library contributions paid to the Yarra Plenty Regional Library	5,130	5,172
Total related party expenditure	5,130	5,172
Income		
Fuel and motor vehicles repairs	12	16
Total related party income	12	16

(b) Outstanding balances with related parties

The following balances are outstanding at the end of the reporting period in relation to transactions with related parties

Nil

(c) Loans to/from related parties

The aggregate amount of loans in existence at balance date that have been made, guaranteed or secured by the Council to a related party as follows:

Nil

(d) Commitments to/from related parties

The aggregate amount of commitments in existence at balance date that have been made, guaranteed or secured by the Council to a related party are as follows:

Nil

Financial report

Note 8 Managing uncertainties

8.1 Contingent assets and liabilities

Contingent assets and contingent liabilities are not recognised in the Balance Sheet, but are disclosed and, if quantifiable, are measured at nominal value. Contingent assets and liabilities are presented inclusive of GST receivable or payable, respectively.

(a) Contingent assets

Contingent assets are possible assets that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Council. At balance date the Council is not aware of any contingent assets.

(b) Contingent liabilities

Contingent liabilities are:

- possible obligations that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Council; or
- present obligations that arise from past events but are not recognised because:
 - it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation; or
 - the amount of the obligation cannot be measured with sufficient reliability.

Superannuation

Council has obligations under a defined benefit superannuation scheme that may result in the need to make additional contributions to the scheme, matters relating to this potential obligation are outlined below. As a result of the volatility in financial markets the likelihood of making such contributions in future periods exists.

Future superannuation contributions

In addition to the disclosed contributions, the City of Whittlesea has not paid unfunded liability payments to Vision Super over the past two years. The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2023 are \$251,000.

Legal matters

There are no legal matters that could have a material impact on future operations.

Liability Mutual Insurance

Council was a participant of the MAV Liability Mutual Insurance (LMI) scheme. The LMI scheme provides public liability and professional indemnity insurance cover. The LMI scheme states that each participant will remain liable to make further contributions to the scheme in respect of any insurance year in which it was a participant to the extent of its participant's share of any shortfall in the provision set aside in respect of that insurance year, and such liability will continue whether or not the participant remains a participant in future insurance years.

(c) Guarantees for loans to other entities

Council has provided no current guarantees for loans to other entities.

Financial guarantee contracts are not recognised as a liability in the balance sheet unless the lender has exercised their right to call on the guarantee or Council has other reasons to believe that it is probable that the right will be exercised.

Note 8 Managing uncertainties

8.2 Change in accounting standards

Certain new Australian Accounting Standards and interpretations have been published that are not mandatory for the 30 June 2022 reporting period. Council assesses the impact of these new standards. As at 30 June 2022 there were no new accounting standards or interpretations issued by the AASB which are applicable for the year ending 30 June 2023 that are expected to impact Council.

8.3 Financial instruments

(a) Objectives and policies

The City of Whittlesea's principal financial instruments comprise cash assets, term deposits, receivables (excluding statutory receivables), payables (excluding statutory payables) and bank and TCV borrowings. Details of the significant accounting policies and methods adopted, including the criteria for recognition, the basis of measurement and the basis on which income and expenses are recognised, in respect of each class of financial asset, financial liability and equity instrument are disclosed in the Notes of the financial statements. Risk management is carried out by senior management under policies approved by the Council. These policies include identification and analysis of the risk exposure to Council and appropriate procedures, controls and risk minimisation.

(b) Market risk

Market risk is the risk that the fair value or future cash flows of Council financial instruments will fluctuate because of changes in market prices. The Council's exposure to market risk is primarily through interest rate risk with only insignificant exposure to other price risks and no exposure to foreign currency risk.

Interest rate risk

Interest rate risk refers to the risk that the value of a financial instrument or cash flows associated with the instrument will fluctuate due to changes in market interest rates. Council's interest rate liability risk arises primarily from long-term loans and borrowings at fixed rates which exposes Council to fair value interest rate risk. Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Council has minimal exposure to cash flow interest rate risk through its cash and deposits that are at floating rates.

Investment of surplus funds is made with approved financial institutions under the *Local Government Act 2020*. Council manages interest rate risk by adopting an investment policy that ensures:

- diversification of investment product;
- monitoring of return on investment; and
- benchmarking of returns and comparison with budget.

There has been no significant change in the Council's exposure, or its objectives, policies and processes for managing interest rate risk or the methods used to measure this risk from the previous reporting period.

Interest rate movements have not been sufficiently significant during the year to have an impact on the Council's year end result.

Financial report

Note 8 Managing uncertainties

8.3 Financial instruments (cont)

(c) Credit risk

Credit risk is the risk that a contracting entity will not complete its obligations under a financial instrument and cause Council to make a financial loss. Council have exposure to credit risk on some financial assets included in the balance sheet. Particularly significant areas of credit risk exist in relation to outstanding fees and fines as well as loans and receivables from sporting clubs and associations. To help manage this risk:

- Council has a policy for establishing credit limits for the entities Council deal with;
- Council may require collateral where appropriate; and
- Council only invests surplus funds with financial institutions which have a recognised credit rating specified in Council's investment policy.

Receivables consist of a large number of customers, spread across the ratepayer, business and government sectors. Credit risk associated with the Council's financial assets is minimal. Rates debtors are secured by a charge over the rateable property. Council has assessed that 74% of parking infringement debts owing to Council are unlikely to be collected and has raised a provision for doubtful debts over those debts based on an assessment of collectability. The collection of long overdue parking infringement debts is managed by Fines Victoria.

There are no material financial assets which are individually determined to be impaired.

Council may also be subject to credit risk for transactions which are not included in the balance sheet, such as when Council provide a guarantee for another party. Details of our contingent liabilities are disclosed in Note 8.1(b).

The maximum exposure to credit risk at the reporting date to recognised financial assets is the carrying amount, net of any provisions for impairment of those assets, as disclosed in the balance sheet and notes to the financial statements. Council does not hold any collateral.

(d) Liquidity risk

Liquidity risk includes the risk that, as a result of Council's operational liquidity requirements it will not have sufficient funds to settle a transaction when required or will be forced to sell a financial asset at below value or may be unable to settle or recover a financial asset.

To help reduce these risks Council:

- has a liquidity policy which targets a minimum and average level of cash and cash equivalents to be maintained;
- has readily accessible standby facilities and other funding arrangements in place;
- has a liquidity portfolio structure that requires surplus funds to be invested within various bands of liquid instruments;
- monitors budget to actual performance on a regular basis; and
- sets limits on borrowings relating to the percentage of loans to rate revenue and percentage of loan principal repayments to rate revenue.

The Council's maximum exposure to liquidity risk is the carrying amounts of financial liabilities as disclosed on the face of the balance sheet and the amounts related to financial guarantees disclosed in Note 8.1(c), and is deemed insignificant based on prior periods' data and current assessment of risk.

There has been no significant change in Council's exposure, or its objectives, policies and processes for managing liquidity risk or the methods used to measure this risk from the previous reporting period.

With the exception of borrowings, all financial liabilities are expected to be settled within normal terms of trade. Details of the maturity profile for borrowings are disclosed at Note 5.4.

Unless otherwise stated, the carrying amounts of financial instruments reflect their fair value.

Note 8 Managing uncertainties

8.3 Financial instruments (cont)

(e) Sensitivity disclosure analysis

Taking into account past performance, future expectations, economic forecasts, and management's knowledge and experience of the financial markets, Council believes the following movements are 'reasonably possible' over the next 12 months:

- A parallel shift of +2.5% and 0% in market interest rates (AUD) from year-end rates of 1.35%.

These movements will not have a material impact on the valuation of Council's financial assets and liabilities, nor will they have a material impact on the results of Council's operations.

8.4 Fair value measurement

Council's financial assets and liabilities are not valued in accordance with the fair value hierarchy; Council's financial assets and liabilities are measured at amortised cost.

Council measures certain assets and liabilities at fair value where required or permitted by Australian Accounting Standards. AASB 13 Fair value measurement, aims to improve consistency and reduce complexity by providing a definition of fair value and a single source of fair value measurement and disclosure requirements for use across Australian Accounting Standards.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within a fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

Level 1 — Quoted (unadjusted) market prices in active markets for identical assets or liabilities;

Level 2 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable; and

Level 3 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

For the purpose of fair value disclosures, Council has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above.

In addition, Council determines whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

Revaluation

Subsequent to the initial recognition of assets, non-current physical assets, other than plant and equipment, are measured at their fair value, being the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date. At balance date, the Council reviewed the carrying value of the individual classes of assets measured at fair value to ensure that each asset materially approximated its fair value. Where the carrying value materially differed from the fair value at balance date, the class of asset was revalued.

Fair value valuations are determined in accordance with a valuation hierarchy. Changes to the valuation hierarchy will only occur if an external change in the restrictions or limitations of use of an asset result in changes to the permissible or practical highest and best use of the asset. In addition, Council undertakes a formal revaluation of land, buildings, and infrastructure assets on a regular basis ranging from one to three years. The valuation is performed either by experienced council officers or independent experts.

Where the assets are revalued, the revaluation increments are credited directly to the asset revaluation reserve except to the extent that an increment reverses a prior year decrement for that class of asset that had been recognised as an expense in which case the increment is recognised as revenue up to the amount of the expense. Revaluation decrements are recognised as an expense except where prior increments are included in the asset revaluation reserve for that class of asset in which case the decrement is taken to the reserve to the extent of the remaining increments. Within the same class of assets, revaluation increments and decrements within the year are offset.

Financial report

Note 8 Managing uncertainties

8.4 Fair value measurement (cont)

Impairment of assets

At each reporting date, the Council reviews the carrying value of its assets to determine whether there is any indication that these assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs of disposal and value in use, is compared to the assets carrying value. Any excess of the assets carrying value over its recoverable amount is expensed to the comprehensive income statement, unless the asset is carried at the revalued amount, in which case, the impairment loss is recognised directly against the revaluation surplus in respect of the same class of asset to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that same class of asset.

8.5 Events occurring after balance date

No matters have occurred after balance date that require disclosure in the financial report.

Note 9 Other matters

9.1 Reserves

The Council at the end of the reporting period held the following reserve balances:

Summary	2022 \$'000	2021 \$'000
Asset revaluation reserves	1,495,870	1,294,172
Asset replacement reserve	59,461	58,173
Asset development reserve	134,616	127,924
	1,689,947	1,480,269

(a) Asset revaluation reserves

	Balance at beginning of reporting period \$'000	Increment (decrement) \$'000	Balance at end of reporting period \$'000
2022			
Property			
Land and land improvements	972,104	125,807	1,097,911
Buildings	91,131	21,550	112,681
	1,063,235	147,357	1,210,592
Plant and equipment			
Plant machinery and equipment	–	(14)	(14)
Fixtures fittings and furniture	–	(338)	(338)
Artworks	1,726	1,298	3,024
	1,726	946	2,672
Infrastructure			
Roads	147,132	24,429	171,561
Bridges	(4,927)	(89)	(5,016)
Drainage	46,994	10,385	57,379
Telecommunication Conduits	(194)	557	363
Public Lighting	(192)	73	(119)
Parks, open space and streetscapes	40,398	18,040	58,438
	229,211	53,395	282,606
Total asset revaluation reserves	1,294,172	201,698	1,495,870

Financial report

Note 9 Other matters

9.1 Reserves (cont)

2021	Balance at beginning of reporting period \$'000	Increment (decrement) \$'000	Balance at end of reporting period \$'000
Property			
Land and land improvements	871,283	100,821	972,104
Buildings	72,194	18,937	91,131
	943,477	119,758	1,063,235
Plant and equipment			
Artworks	1,726	–	1,726
	1,726	–	1,726
Infrastructure			
Roads	207,638	(60,506)	147,132
Bridges	(4,954)	27	(4,927)
Drainage	46,942	52	46,994
Telecommunication Conduits	–	(194)	(194)
Public Lighting	–	(192)	(192)
Parks, open space and streetscapes	(20,071)	60,469	40,398
	229,555	(344)	229,211
Total asset revaluation reserves	1,174,758	119,414	1,294,172

The asset revaluation reserve is used to record the increased (net) value of Council's assets over time.

(b) Other reserves*

2022	Balance at beginning of reporting period \$'000	Transfer from accumulated surplus \$'000	Transfer to accumulated surplus \$'000	Balance at end of reporting period \$'000
Asset replacement reserve	58,173	1,288	–	59,461
Asset development reserve	127,924	22,412	(15,720)	134,616
Total Other reserves	186,097	23,700	(15,720)	194,077

2021	Balance at beginning of reporting period \$'000	Transfer from accumulated surplus \$'000	Transfer to accumulated surplus \$'000	Balance at end of reporting period \$'000
Asset replacement reserve	45,263	54,346	(41,436)	58,173
Asset development reserve	108,634	32,178	(12,888)	127,924
Total Other reserves	153,897	86,524	(54,324)	186,097

*see next page for breakdown of other reserves

Financial report

Note 9 Other matters

9.1 Reserves (cont)

(b) Other reserves (cont)

	2022 \$'000	2021 \$'000
Asset replacement reserve		
Strategic properties reserve	4,819	4,878
Non-standard street lighting contribution	3,528	3,528
Synthetic turf replacement reserve	1,880	1,880
Traffic lights construction	783	783
Purchase of Lutheran Church and Cemetery	380	380
Technology improvement fund reserve	5,678	5,678
LASF defined benefit plan liability	3,739	3,739
Strategic investment reserve	32,414	32,414
Transport infrastructure reserve	28	28
Waste reserve	4,864	4,865
Native vegetation offset site maintenance*	1,348	1,241
	59,461	59,414
Asset development reserve		
Parklands contribution	7,942	7,486
Developer contribution plan (DCP) reserves	112,190	105,375
Planning permit drainage levy	10,477	10,024
Net gain compensation	3,254	3,273
Plenty Road duplication	67	67
Street tree contributions reserve	686	458
	134,616	126,683

*Reserve classification has been changed from Asset development reserve to Asset replacement reserve in comparative year.

Note 9 Other matters

9.1 Reserves (cont)

Purpose of Reserves

Asset replacement reserve

Strategic properties reserve	Accumulate funds for land purchases and asset development as determined by Council.
Non-standard street lighting contribution	Maintain non-standard lights for agreed period.
Synthetic turf replacement reserve	Enable replacement of synthetic turf pitches at designated locations.
Traffic lights construction	Maintain traffic signals for agreed period.
Purchase of Lutheran Church and Cemetery	Enable funding to purchase the church site.
Technology improvement fund reserve	Enable replacement of technology hardware and software.
LASF defined benefit plan liability	Protection against future calls on employees defined benefits superannuation fund.
Strategic investment reserve	Enable funding of future infrastructure projects.
Transport infrastructure reserve	Enable funding of future transport infrastructure projects.
Waste reserve	Enable funding from waste operation to ensure legislative compliance.
Native vegetation offset site maintenance	Enable funding of native vegetation works which Council takes over from developers.

Asset development reserve

Parklands contribution	Funding from developers for the provision of open space and associated infrastructure.
Developer contribution plan (DCP) reserves	Developer contributions received for future community facilities and assets.
Planning permit drainage levy	Funding from developers to expand drainage infrastructure to absorb extra inflow due to multi-unit developments.
Net gain compensation	Funds contributed by developers for the maintenance cost of trees/ bushland areas for a 10-year period.
Plenty Road duplication	Funding from developers for Plenty Road duplication works.
Street tree contributions reserve	Contributions received from developers to maintain street trees for which Council takes on responsibility.

Financial report

Note 9 Other matters

9.2 Reconciliation of cash flows from operating activities to surplus/(deficit)

	2022 \$'000	2021 \$'000
Surplus/(deficit) for the year	104,363	137,575
(Profit)/loss on disposal of property, infrastructure, plant and equipment	17,169	(731)
Share of net profits of associate	(185)	(300)
Loss on Write-off of property, infrastructure, plant and equipment	–	23,031
Depreciation and amortisation	42,289	38,513
Contributions – Non-monetary assets	(76,858)	(140,369)
Finance costs	–	220
Finance costs – leases	236	16
Change in assets and liabilities:		
(Increase)/decrease in trade and other receivables	(1,588)	(448)
(Increase)/decrease in prepayments	(1,648)	131
Increase/(decrease) in trade and other payables	2,829	13,644
Increase/(decrease) in trust funds	18,315	(99)
(Increase)/decrease in inventories	201	15
Increase/(decrease) in provisions	(1,129)	307
(Increase)/decrease in other assets	(759)	1,636
Net cash provided by/(used in) operating activities	103,235	73,141

9.3 Superannuation

The City of Whittlesea makes the majority of its employer superannuation contributions in respect of its employees to the Local Authorities Superannuation Fund (the Fund). This Fund has two categories of membership – accumulation and defined benefit, each of which is funded differently.

Accumulation

The Fund's accumulation categories, Vision MySuper/Vision Super Saver, receives both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings (for the year ended 30 June 2022, this was 10% as required under Superannuation Guarantee (SG) legislation (2021: 9.5%)).

Defined Benefit

Council does not use defined benefit accounting for its defined benefit obligations under the Fund's Defined Benefit category. This is because the Fund's Defined Benefit category is a pooled multi-employer sponsored plan.

There is no proportional split of the defined benefit liabilities, assets or costs between the participating employers as the defined benefit obligation is a floating obligation between the participating employers and the only time that the aggregate obligation is allocated to specific employers is when a call is made. As a result, the level of participation of the City of Whittlesea in the Fund cannot be measured as a percentage compared with other participating employers. Therefore, the Fund Actuary is unable to allocate benefit liabilities, assets and costs between employers for the purposes of AASB 119.

Note 9 Other matters

9.3 Superannuation (cont)

Funding arrangements

Council makes employer contributions to the Defined Benefit category of the Fund at rates determined by the Trustee on the advice of the Fund Actuary.

As at 30 June 2021, an interim actuarial investigation was held as the Fund provides lifetime pensions in the Defined Benefit category. The vested benefit index (VBI) of the Defined Benefit category of which Council is a contributing employer was 109.8%. The financial assumptions used to calculate the VBI were:

- Net investment returns 4.75% pa
- Salary information 2.75% pa
- Price inflation (CPI) 2.25% pa.

As at 30 June 2022, an interim actuarial investigation is underway as the Fund provides lifetime pensions in the Defined Benefit category. It is expected to be completed by 31 October 2022. Vision Super has advised that the VBI at 30 June 2022 was 102.2%. Council was notified of the 30 June 2022 VBI during August 2022 (2021: August 2021). The financial assumptions used to calculate this VBI were:

- Net investment returns 5.5% pa
- Salary information 2.5% pa 30 June 2023, and 3.5% pa thereafter
- Price inflation (CPI) 3.0% pa.

The VBI is used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2021 actuarial investigation determined the Defined Benefit category was in a satisfactory financial position and that no change was necessary to the Defined Benefit category's funding arrangements from prior years.

Employer contributions

(a) Regular contributions

On the basis of the results of the 2021 interim actuarial investigation conducted by the Fund Actuary, Council makes employer contributions to the Fund's Defined Benefit category at rates determined by the Fund's Trustee. For the year ended 30 June 2022, this rate was 10.0% of members' salaries (9.5% in 2020/21). This rate is expected to increase in line with any increases in the SG contribution rate and was reviewed as part of the 30 June 2020 triennial valuation.

In addition, Council reimburses the Fund to cover the excess of the benefits paid as a consequence of retrenchment above the funded resignation or retirement benefit.

(b) Funding calls

If the Defined Benefit category is in an unsatisfactory financial position at an actuarial investigation or the Defined Benefit category's VBI is below its shortfall limit at any time other than the date of the actuarial investigation, the Defined Benefit category has a shortfall for the purposes of SPS 160 and the Fund is required to put a plan in place so that the shortfall is fully funded within three years of the shortfall occurring. The Fund monitors its VBI on a quarterly basis and the Fund has set its shortfall limit at 97%.

In the event that the Fund Actuary determines that there is a shortfall based on the above requirement, the Fund's participating employers (including Council) are required to make an employer contribution to cover the shortfall.

Using the agreed methodology, the shortfall amount is apportioned between the participating employers based on the pre-1 July 1993 and post-30 June 1993 service liabilities of the Fund's Defined Benefit category, together with the employer's payroll at 30 June 1993 and at the date the shortfall has been calculated.

Due to the nature of the contractual obligations between the participating employers and the Fund, and that the Fund includes lifetime pensioners and their reversionary beneficiaries, it is unlikely that the Fund will be wound up.

If there is a surplus in the Fund, the surplus cannot be returned to the participating employers.

In the event that a participating employer is wound-up, the defined benefit obligations of that employer will be transferred to that employer's successor.

Financial report

Note 9 Other matters

9.3 Superannuation (cont)

The 2021 interim actuarial investigation surplus amounts

An actuarial investigation is conducted annually for the Defined Benefit category of which Council is a contributing employer. Generally, a full actuarial investigation is conducted every three years and interim actuarial investigations are conducted for each intervening year. An interim investigation was conducted as at 30 June 2021 and the last full investigation was conducted as at 30 June 2020.

The Fund's actuarial investigation identified the following for the Defined Benefit category of which Council is a contributing employer:

	2021 (Interim) \$m	2020 (Triennial) \$m
– A VBI Surplus	214.7	100.0
– A total service liability surplus	270.3	200.0
– A discounted accrued benefits surplus	285.2	217.8

The VBI surplus means that the market value of the fund's assets supporting the defined benefit obligations exceed the vested benefits that the defined benefit members would have been entitled to if they had all exited on 30 June 2021.

The total service liability surplus means that the current value of the assets in the Fund's Defined Benefit category plus expected future contributions exceeds the value of expected future benefits and expenses as at 30 June 2021.

The discounted accrued benefit surplus means that the current value of the assets in the Fund's Defined Benefit category exceeds the value of benefits payable in the future but accrued in respect of service to 30 June 2021.

Council was notified of the 30 June 2021 VBI during August 2021 (2020: August 2020).

The 2022 interim actuarial investigation

An interim actuarial investigation is being conducted for the Fund's position as at 30 June 2022 as the Fund provides lifetime pensions in the Defined Benefit category. It is anticipated that this actuarial investigation will be completed by October 2022. Council was notified of the 30 June 2022 VBI during August 2022 (2021: August 2021).

Superannuation contributions

Contributions by Council (excluding any unfunded liability payments) to the above superannuation plans for the financial year ended 30 June 2022 are detailed below:

Scheme	Type of Scheme	Rate	2022 \$'000	2021 \$'000
Vision Super	Defined benefit	10.0% (2021: 9.5%)	240	166
Vision Super	Accumulation fund	10.0% (2021: 9.5%)	7,705	8,331

There was \$5,897 in contributions outstanding to the above schemes as at 30 June 2022.

The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2023 is \$251,000.

Note 10 Change in accounting policies

There have been no changes to accounting policies in the 2021–2022 year.

There are no pending accounting standards that are likely to have a material impact on Council.



Glossary

Administrators

Appointed by the Acting Minister for Local Government, Administrators take on the duties of the Council of the City of Whittlesea until the October 2024 Local Government elections.

Advocacy

The act of speaking on the behalf of or in support of another person, place, or thing.

Budget

A plan setting out the services and initiatives to be funded for the financial year.

Capital works

Any work undertaken to establish, renew, expand and upgrade Council's assets.

Community Awards

Recognition of residents who have made a valuable contribution to the community.

Community Engagement

A way of ensuring that community members have access to valued social settings and activities, feel that they are able to contribute meaningfully to those activities, and develop functional capabilities that enable them to participate fully.

Community Plan

A strategic document that incorporates the Council Plan, Municipal Public Health and Wellbeing Plan, Disability Action Plan and Pandemic Recovery Actions. It is the main medium-term strategic planning document for the City of Whittlesea.

Dog off-leash park

A designated, fenced park for dogs where they are able to run around without being on a leash.

Engage Whittlesea

Council's online community engagement website.

Financial performance indicators

A prescribed set of indicators and measures that assess the effectiveness of financial management in a council covering operating position, liquidity, obligations, stability and efficiency.

Financial year

The period of 12 months ending on 30 June each year.

Green Wedge

The rural or non-urban areas of metropolitan Melbourne that sit outside the Urban Growth Boundary and are currently protected from urban development.

LGBTIQA*

Lesbian, Gay, Bisexual, Transgender, Intersex, Queer/ Questioning, Asexual and many other terms (such as non-binary and pansexual).

Local Government Act

The *Local Government Act 2020* provides a framework for the establishment and operation of councils.

Major initiatives

Significant initiatives that directly contribute to the achievement of the Council Plan during the financial year and have a major focus in the budget.

Pandemic

An epidemic of an infectious disease that spreads to more than one continent, affecting a substantial number of individuals.

Service performance indicators

As defined in the Local Government Performance Reporting Framework, these are a prescribed set of indicators measuring the effectiveness and efficiency of council services covering appropriateness, quality, cost and service outcomes.

Services

Assistance, support, advice and other actions undertaken by a council for the benefit of the local community.

Strategic indicator

Indicators developed for the purpose of monitoring the achievement of the objectives specified in the Council Plan.



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2021–2022



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 **131 450**

5.5.3 Joint Letter - Removal of Angophora Trees - University Hill, Bundoora

Responsible Officer	Director Infrastructure & Environment
Author	Will Jones, Senior Arborist Planning and Risk Mark Corea, Unit Manager Parks & City Forest Management
In Attendance	Will Jones, Senior Arborist Planning and Risk

Attachments

1. Tree Assets - Overhead Imagery [5.5.3.1 - 1 page]
2. Independent Tree Health, Condition & Valuation Report [5.5.3.2 - 32 pages]

Purpose

The purpose of this report is to outline Council's response to a joint letter received from five residents, requesting Council replace the "Eucalyptus" trees from a section of Queens Gardens in Bundoora.

Brief Overview

A joint letter was received by Council on 15 July (dated 26 May) 2022 from five residents requesting Council replace the "Eucalyptus" trees in the nature strip, in a section of Queens Gardens, Bundoora. The trees concerned are *Angophora costata*, and shall be referred to as such for the remainder of this report.

The signatories of the joint letter stated that the trees were "interfering with the use and enjoyment" of their properties. This was further defined as concerns relating to;

- Damage to the nature-strip as a result of leaf litter and gumnuts that fall to the ground,
- Safety concerns relating to the gumnuts, specifically children falling or choking on the debris,
- Damage to private property as a result of the falling debris, particularly a fishpond and gutters,
- Concerns relating to a perceived heightened fire hazard risk relating to the trees.

Recommendation

In response to the joint letter received from five residents on 15 July 2022, requesting Council replace the *Angophora costata* in Queens Gardens, Bundoora, THAT Council resolve:

1. That Council Officers advise the signatories of the Joint Letter that the trees will be retained and continue to be monitored and maintained as part of Council's biennial inspection program and street sweeping program.
2. That as a result of the onsite meeting comprising of two signatories, Unit Manager Parks & City Forest Management, Manager Maintenance & Operations and Senior Arborist – Planning and Risk, two trees will be pruned back from the resident's property line. Works will be completed prior to the end of the calendar year.

Key Information

The joint letter submitted by residents relates to the north-western end of Queens Gardens, Bundoora. This section of Queens Gardens is planted with mature *Angophora costata* (Smooth-barked Apple Myrtle). The trees are approximately 12 years old and were planted as part of the residential development.

The concerns raised by the signatories of the joint letter were primarily to do with the effect of these trees on the environmental presentation and quality of surroundings, and some concerns regarding public safety in the precinct. These points were further detailed by the signatories in correspondence received with the submission of the joint letter.

The signatories detailed concerns regarding

- the safety of the footpaths due to fallen gumnuts,
- the perceived mess that the trees create (from falling leaves and twigs) and the required effort by the residents to maintain the presentation of their properties and nature-strips in the street,
- the perceived heightened bush fire risk that the residents feel these trees present.

The trees in this area of Bundoora are maintained under a biennial inspection schedule. The trees were last inspected by Council's tree maintenance contractor in April 2022, and their next inspection will be completed in March 2024. Minor canopy uplifting works were completed as a result of the recent inspections.

A review of maintenance records indicates there have been no instances of limb failure in the trees concerned as a result of wind events. These trees were inspected by Council's contracted arborist and found not to have an increased risk of failure.

Given the surrounding urban landscape, and the lack of understorey fuel within the nature-strips, fire would be unlikely to spread far into the subdivision, even under elevated fire weather conditions. Continuation of understory fuel management, including mowing of the grass, excluding the planting of shrubs or other ladder fuels beneath the canopies, and maintaining a minimum vertical separation of 2 metres from the ground to the first branch (which is already undertaken as part of biennial program) is recommended to continue to minimise fire risk.

As part of Council's response to this joint letter, the trees were inspected by Ryder Arboriculture & Environment, with a detailed report provided to Council covering health, structure and tree risk assessment. All trees were assessed as having fair to good health, are generally well established, with none showing any significant decline. Tree structure was fair to good, all trees were growing typical of the species and with no major defects observed. Life expectancy was generally long with all trees expected to have a longevity of at least 10-20 years or more. None of the trees require any remedial pruning.

Although the points raised by the petitioners are valid when replacing trees of poor health and higher risk, one of the overarching principles in the Street Tree Management Plan is to 'retain street trees through appropriate management' (Guiding Principle No 4).

The advantages of retaining these mature healthy trees lie in the current benefits they contribute to the local streetscape, providing clean air, carbon storage, managing and cleaning storm water run-off, providing habitat for indigenous wildlife, and affecting a cooler environment by providing shade and a windbreak, as well as other benefits as cited in the 'Benefit of Trees,' Greening Whittlesea Strategy.

Assessments by Council's arborist as well as the independent consulting arborist both validate the health and amenity value of the trees in line with both the Street Tree Management Plan and The Greening Whittlesea Strategy. All trees were deemed to be in fair to good health. No tree was identified as presenting an elevated risk, and no trees were identified as requiring removal.

Community Consultation and Engagement

An onsite meeting to discuss the concerns raised in the joint letter was organised by Unit Manager Parks & City Forest and took place on 12 August 2022. The meeting was attended by the Manager Maintenance & Operations, the Unit Manager Parks & City Forest, Senior Arborist Risk & Planning, and two signatories of the joint letter.

A commitment was made at this meeting to undertake an independent report regarding the health and safety of the trees concerned. This assessment has since been completed and is included as an attachment to this report.

In addition, it was also agreed for two trees to be pruned back from the property line. These works will be completed as part of programmed works and completed prior to the end of the calendar year.

Alignment to Community Plan, Policies or Strategies

Alignment to Whittlesea 2040 and Community Plan 2021-2025:

High performing organisation

We engage effectively with the community, to deliver efficient and effective services and initiatives, and to make decisions in the best interest of our community and deliver value to our community.

After a site meeting with residents and Council officers was completed, an independent arboricultural report was commissioned to further provide relevant information to appropriately assess the residents' requests.

Considerations

Environmental

The retention of mature trees in urban streetscapes is a key tenet of the Greening Whittlesea Strategy (2021) and the subordinate Street Tree Management Plan (2019). A goal of the Greening Whittlesea Strategy is to increase canopy cover in urban areas by 20% over a 2019 benchmark. Every mature tree that is removed, impacts on the ability to achieve this goal. Replacement trees take considerable time to establish and reach maturity and will not be considered as achieving sufficient canopy cover until approximately five years after they are planted. The current trajectory for increasing canopy cover amid global climate change impacts needs to be enhanced according to Greening Whittlesea Strategy, due to urban densification. This is despite Council planting 4,000 trees per year and developers handing over an additional 6,000 trees per year. Council also removes approximately 1,500 trees per year because of tree decline, tree death and storm damage.

Social, Cultural and Health

The Greening Whittlesea Strategy outlines the social, cultural and health benefits of street trees that are widely acknowledged and documented in academic literature.

Economic

The Greening Whittlesea Strategy outlines the economic benefits of street trees that are widely acknowledged and documented in academic literature.

Financial Implications

The cost is included in the current operational budget.

Link to Strategic Risk

Strategic Risk *Community and Stakeholder Engagement - Ineffective stakeholder engagement resulting in compromised community outcomes and/or non-achievement of Council's strategic direction*

A pro-active response to petitions and joint letters enables residents to have their concerns considered and independently evaluated. The trees concerned were assessed arboriculturally to evaluate their appropriateness against the Street Tree Management Plan.

Implementation Strategy**Communication**

Council Officers will advise the signatories of the joint letter of the outcome of the independent arboricultural assessment.

Critical Dates

The implementation of any works resulting from the independent assessment are not subject to any critical dates.

Declaration of Conflict of Interest

Under Section 130 of the *Local Government Act 2020* officers providing advice to Council are required to disclose any conflict of interest they have in a matter and explain the nature of the conflict.

The Responsible Officer reviewing this report, having made enquiries with relevant members of staff, reports that no disclosable interests have been raised in relation to this report.

Conclusion

The request by the five signatories of the joint letter was considered and an independent arboricultural consultant report received. Where possible, mature canopy trees should be retained if they benefit the streetscape in which they are planted.

Mature canopy trees:

- contribute towards the overall canopy cover targets for the municipality,
- help to moderate hot temperatures by shading areas, cooling and reducing heat radiated from urban buildings, structures or surfaces,
- may serve as a windbreak, as well as provide protection from rainfall; and
- filter the air we breathe and remove airborne particulates whilst releasing oxygen into the atmosphere.

As there were no major concerns identified by the independent arborists report, or Council's arborist, the trees should be retained.





Assessment of Trees in Queens Gardens,
Bundoora

Health, Condition & Valuation Report

Prepared For: Whittlesea City Council
Will Jones
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South Morang VIC 3752

Prepared By: Cameron Ryder
BHort (Hons)
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20 September 2022

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1. Introduction

C&R Ryder Consulting has been engaged to complete an assessment of trees within the street at Queens Gardens, Bundoora. The report was commissioned following a petition by the local residents raising concerns.

This report will provide:

- the findings of the assessment with regard to general health and condition
- recommended works and priority
- risk assessment
- valuation.

2. Tree Assessment Method

Cameron Ryder inspected the trees on Monday, 15 August 2022. The following data were collected for the trees:

- Unique ID (maintained from Whittlesea City Council tree inventory)
- Image of tree
- Botanic and common name
- Tree dimensions (Height x Width)
- Diameter at breast height (DBH)
- Age Class
- Health
- Structure
- Useful life expectancy (ULE)
- Risk Assessment (TRAQ)
- Recommended works & priority
- City of Melbourne Valuation
- Comments

For tree assessment descriptors, see 0.

Trees were located using GNSS and aligned to match Nearmap aerial imagery. Tree numbers have been transposed from images supplied by the client.

The trees were visually assessed from ground level, canopy widths were estimated, trunks measured with a diameter tape and tree heights measured with a laser range finder. No invasive tests were conducted or samples taken and any assessments of decay are qualitative only.

Tree risk assessment has used the International Society of Arboriculture, Tree Risk Assessment process (TRAQ) as detailed in Appendix 2.

Tree valuation has used the City of Melbourne Method (Yau 1990). It has used base values from 2015 (no updated data was available) and excludes additional costs associated with tree removal and replacement and ecosystem services (iTree-eco values). This is detailed further in Appendix 3.



3. Site Map



Figure 1: Aerial image of all trees (Nearmap image date February 2022).



4. Tree Details

Table 1: Tree assessment summary.

ID	Botanical Name	Common Name	Origin	Height	Width	DBH	Age	Health	Structure	ULE	Risk	Value
353209	<i>Angophora costata</i>	Smooth-barked Apple Myrtle	Australian	10	5	30	Mature	Good	Good	20+	Low	\$7,830
353210	<i>Angophora costata</i>	Smooth-barked Apple Myrtle	Australian	9	5	30	Mature	Good	Good	20+	Low	\$7,830
353211	<i>Angophora costata</i>	Smooth-barked Apple Myrtle	Australian	10	5	28	Mature	Good	Fair	20+	Low	\$6,821
353212	<i>Angophora costata</i>	Smooth-barked Apple Myrtle	Australian	9	6	33	Mature	Good	Fair	20+	Low	\$9,474
353213	<i>Angophora costata</i>	Smooth-barked Apple Myrtle	Australian	6	2	13	Semi-mature	Good	Good	20+	Low	\$1,470
353214	<i>Angophora costata</i>	Smooth-barked Apple Myrtle	Australian	7	3	18	Semi-mature	Good	Good	20+	Low	\$2,819
353215	<i>Angophora costata</i>	Smooth-barked Apple Myrtle	Australian	5	3	13	Semi-mature	Fair	Good	11-20	Low	\$1,176
353216	<i>Angophora costata</i>	Smooth-barked Apple Myrtle	Australian	8	5	23	Mature	Fair	Good	20+	Low	\$3,682
353232	<i>Angophora costata</i>	Smooth-barked Apple Myrtle	Australian	7	3	16	Semi-mature	Good	Good	20+	Low	\$1,782
353233	<i>Angophora costata</i>	Smooth-barked Apple Myrtle	Australian	7	4	22	Mature	Good	Good	20+	Low	\$3,369
353654	<i>Angophora costata</i>	Smooth-barked Apple Myrtle	Australian	8	5	27	Mature	Good	Fair	20+	Low	\$6,342
353655	<i>Angophora costata</i>	Smooth-barked Apple Myrtle	Australian	8	5	30	Mature	Good	Good	20+	Low	\$7,830



5. Discussion

5.1 The Site

The subject site is a small portion of Queens Gardens, a residential street that runs south of Linacre Drive. The trees are located in the first 100m of the street, before it turns and heads east (Figure 2).

The trees are located in moderately wide verges, no significant damage was observed to footpaths. In general, the trees appear well adapted to the location and are well suited. There are relatively few, major defects, canopies are mostly dense, only Tree 353215 was showing any sign of being a little sparse. The trees are not yet providing significant shade to the street; however, the footpath is quite shaded and would improve a person's human thermal comfort on a hot day.

Overall, the trees provide moderate amenity to an area with high levels of site coverage in private property.

The surrounding area is zoned Special Use Zone, Schedule 3, the purpose being to designate the area for integrated mixed use, high technology, commercial and residential development. No overlays relating to vegetation apply to the site.

A review of Nearmap suggests the trees were planted around mid-2010, making them approximately 12 years old (Figure 3).



Figure 2: Smooth-barked Apple Myrtle in Queens Gardens.



Figure 3: Nearmap aerial imagery in 2010 with newly planted trees.

5.2 The Trees

12 trees were assessed in Queens Gardens, all of them were Smooth-barked Apple Myrtle. The species is commonly planted in amenity situations throughout metropolitan Melbourne. It is an evergreen tree native to New South Wales. The foliage is narrow, 10-15cm long. The flowers are in terminal clusters on the outside of the canopy and are striking when in full bloom from late spring to early summer. The bark is showy and peels to reveal a coppery salmon to orange trunk. The tree will grow on poor, rocky or heavy soils (Simpfendorfer 1992, Spencer 2002).

The species is a popular ornamental (Slee et. al. 2020) and is commonly planted in amenity situations throughout metropolitan Melbourne. Research completed by Frank et. al (2006) showed that Smooth-barked Apple is in the top 50 species (ranked 31st) planted in Melbourne at slightly less than 1% of the population. 7 specimens are listed as significant on the National Trust Register of Significant trees (www.trusttrees.org.au).

5.3 Health & Structure

Full tree details are provided in Appendix 4.

All assessed trees had fair to good health and structure. They appear to have established well in the landscape and their growth and appearance are relatively uniform. Only Tree 353215 was noted to be significantly smaller and sparser. This tree may have been replanted and is subsequently smaller, there could have been damage during construction of the adjacent dwellings or there may be root system defects. The tree should be retained and allowed an opportunity to improve in health over time.



Tree structure was fair to good for all trees. Smooth-barked Apple Myrtle tends to have a single, straight trunk when juvenile. As the trees mature, the branches form and the overall canopy can result in a twisted and gnarled habit. A mature tree tends to have a wide, rounded canopy.

Most of the trees have grown with a single trunk, some have started to develop the multi-branched habit, typical of the species. For example, Tree 353212 is developing large, lower branches as it matures (Figure 4). In contrast, Tree 353211 is still upright and relatively narrow.

Site observations suggest that the trees have been pruned in the past to improve structure. None of the trees assessed had significant defects, such that would warrant major works or removal.



Figure 4: Tree 353212 is developing large, lower limbs.

5.4 Risk Assessment

For assessing and rating risk, the International Society of Arboriculture Tree Risk Assessment procedure (Dunster 2013) was followed. This method uses potential for failure, likelihood of impacting a target and consequences to derive a risk rating.

For each tree, the assessment determined the tree part most likely to fail and result in the worst consequences. Based on consideration of the likelihood and consequences of failures, the risk rating for all trees is low (Table 2). This is due to a combination of:

- The small tree parts that were assessed as likely to fail
- Relatively low target occupancy
- An improbable likelihood of complete tree failure
- Relatively low likelihood for major damage/injury.

The risk assessment is based on a timeframe of the next 2 years. The risk assessment factors are provided in Appendix 2.

Table 2: Tree Risk Assessment

ID	Tree Part	Likely Failure	Likely Impact	Likelihood Matrix	Consequences	Risk
353209	Branch 50-200mm	Possible	Low	Unlikely	Minor	Low
353210	Branch 50-200mm	Possible	Low	Unlikely	Minor	Low
353211	Branch 50-200mm	Possible	Low	Unlikely	Minor	Low
353212	Branch 50-200mm	Possible	Low	Unlikely	Minor	Low
353213	Branch <50mm	Possible	Low	Unlikely	Negligible	Low
353214	Branch <50mm	Possible	Low	Unlikely	Negligible	Low
353215	Branch <50mm	Possible	Low	Unlikely	Negligible	Low
353216	Branch 50-200mm	Possible	Low	Unlikely	Minor	Low
353232	Branch <50mm	Possible	Low	Unlikely	Negligible	Low
353233	Branch 50-200mm	Possible	Low	Unlikely	Minor	Low
353654	Branch 50-200mm	Possible	Low	Unlikely	Minor	Low
353655	Branch 50-200mm	Possible	Low	Unlikely	Minor	Low



5.5 Recommended Works

Each tree was assessed for works required. None of the trees require any works to mitigate risk or significantly improve structure ratings. Given the trees are maturing and they are still relatively small. It is likely that they will require formative pruning 1-2 times over the next 5-10 years.

Formative pruning is generally conducted on juvenile and semi-mature trees. The aim is to correct defects that are manifesting early rather than later in the tree's life when equipment and labour requirement is significantly greater. In general, formative pruning aims to reduce/remove multiple stems, codominant unions, included bark, crossing/rubbing branches or deadwood.

5.6 Valuation

Each tree has been valued in accordance with the methodology as detailed in Appendix 3.

The following example below has been calculated for Tree 353209 to detail how the valuation is completed. A summary table is provided for all trees below at Table 4. Full valuation details for each tree are provided at Appendix 4.

The total value for all trees within the streets is \$60,425.

The valuation is completed according to the formula:

$$\text{Value (V)} = \text{Basic Monetary Value (\$)} \times \text{Species Factor (S)} \times \text{Aesthetics (A)} \times \text{Locality (L)} \times \text{Condition (C)}$$

Table 3. City of Melbourne Valuation, Tree 353209

Factor	Rating	Score
Botanical Name	<i>Angophora costata</i>	
Species Factor	Tree of medium life span (50 -150 years) fast growth rate	0.7
Aesthetics	Street or pathway plantings, regular spacing both sides	0.9
Locality	In outer suburb areas and residential streets	1.5
Tree Condition		1.0
• Trunk	solid and sound	5
• Growth	5-15cm twig elongation	2
• Structure	healthy, stable and sound	5
• Pest and Disease	no pest/disease infestation	3
• Canopy Development	full balanced canopy	5
• Life Expectancy	10-50 years	3
Tree Condition Rating	23/Excellent	
Trunk diameter and basic monetary value	Tree 10712 DBH=30	\$8,285.81

$$\text{Value} = \$8,285.81 \times (0.7 \times 0.9 \times 1.5 \times 1.0)$$

$$\text{Value} = \$8,285.81 \times (0.945)$$

$$\text{Value} = \$7,830^*$$

*Rounded to the nearest dollar.



Table 4: Tree valuation summary.

ID	Value
353209	\$7,830
353210	\$7,830
353211	\$6,821
353212	\$9,474
353213	\$1,470
353214	\$2,819
353215	\$1,176
353216	\$3,682
353232	\$1,782
353233	\$3,369
353654	\$6,342
353655	\$7,830
Total	\$60,425



6. Conclusion

C&R Ryder Consulting Pty. Ltd. was engaged to complete an assessment of 12 trees in Queens Gardens, Bundoora. There is concern regarding the trees from surrounding residents. All trees were Smooth-barked Apple Myrtle *Angophora costata*.

All trees were assessed with fair to good health, they have generally established well, none were in significant decline. . Only Tree 353215 was noted to be significantly smaller and sparser. Tree structure was fair to good, all trees were growing typical of the species and there were no major defects observed. Life expectancy was generally long with all trees expected to have a longevity of at least 10-20 years or more.

None of the trees require any remedial pruning. It is likely that formative pruning may be required over the next 5-10 years.

A risk assessment was completed using the method as detailed by the International Society of Arboriculture. Given relatively small tree size, low target ratings and low likelihoods of major failures, all trees were assessed as low risk.

Using the City of Melbourne's formula for the amenity valuation of a tree, the combined worth of all trees was \$60,425. This formula uses a base value derived from the tree's trunk diameter and other site and tree factors to arrive at a valuation. Given the variation in size, tree value ranged from \$1,176-\$9,474. This value excludes the costs of removal and replacement or values associated with ecosystem benefits.

Overall, the trees provide moderate amenity to the street and broader neighbourhood. As they mature and grow, this will only increase and eventually they will be a significant landscape asset. In an area with relatively high private property site coverage, they comprise the majority of the urban forest canopy in the area.

It is recommended that:

1. All trees are retained
2. The streets are inspected for additional planting opportunities
3. The trees are inspected every 4-5 years or as per council policy.



7. References

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- Frank, S., Waters, G., Beer, R. and May, P., 2006, 'An analysis of the street tree population of greater Melbourne at the beginning of the 21st Century', *Journal of Arboriculture*, Vol. 32, pp, 155-63.
- Simpfendorfer, K. J. 1992, *An Introduction to Trees for South Eastern Australia*, Inkata Press, Chatswood, NSW.
- Slee, A. V., Brooker, M. I. H., Duffy, S. M. & West, J. G., 2020, *EUCLID Eucalypts of Australia Fourth Edition*, Centre for Australian National Biodiversity Research
- Spencer R. 2002, *Horticultural flora of south eastern Australia*; Vol. 3, Flowering Plants Dicotyledons, Part 2, University of New South Wales Press, Sydney, NSW.
- Yau, P., 1990, *City of Melbourne-Amenity value formula*, City of Melbourne, Australia



Appendix 1. Tree Assessment Descriptors

1.1 Image of tree

Digital image captured on the day of assessments.

1.2 Botanic Name/Common Name

The tree identified to genus and species level as well as the generally accepted common name for the tree.

1.3 Tree Dimensions

The height and width of the tree as estimated by the arborist in whole metres.

1.4 Diameter at Breast Height

The trunk diameter of the tree measured with a diameter tape at 1.4m above ground level.

1.5 Tree Age

Juvenile	The tree is young and likely to have been planted in the last couple of years
Semi-mature	The tree has established in the landscape; however, has not reached a mature size. Its age is likely to be less than 10-20% of the life expectancy for the tree
Mature	The tree has established and reached a more or less mature size for the landscape in which it is located. It is still actively growing. Its age is likely to be less than 20-70% of the life expectancy for the tree
Over mature	The tree is starting to decline due to age. The presence of decay and deadwood are key indicators at this stage.
Severe decline	The tree is in advanced stages of senescence and likely to be die in the next few years or already be dead.

1.6 Health

Very Good	The tree is demonstrating exceptional growth for the species, has a full, dense canopy and there is no sign of any pest or disease.
Good	The tree is demonstrating good growth for the species with respect to its location and broader context. The canopy is full and complete and there are no signs of pest or disease.
Fair	The tree may have shown a reduction in optimal growth and/or there may be some twiggy deadwood within the canopy. There may be the presence of some pests or diseases that are not causing a significant decline in the tree
Poor	The tree is in decline with little growth. There may be sections of the canopy missing and pests or diseases may be prevalent
Very Poor	The tree is in significant decline, with large sections of the canopy dead. This tree is very unlikely to recover.
Dead	The tree is dead

1.7 Structure

Good	The tree's structure is typical of the species with no significant hazards such as included bark, trunk decay, splits or tears. In general there will be a single trunk with scaffold and/or subordinate branches that display good attachments
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Fair	There may be minor defects in the canopy, but the overall tree is still relatively free of significant issues. The tree may need minor pruning to fix minor defects. The canopy will be mostly symmetrical and typical of the species.
Poor	The tree will have 1 or more significant defect that may be able to be remedied with pruning. This tree is likely to have an atypical canopy and may contain defects such as included bark or codominant stems.
Very Poor	The tree has substantial defects associated with its primary trunk and scaffold structure that cannot be remedied with pruning or other measures. It is likely that this tree will require removal in the short term.
Hazardous	The tree has major defects and is likely to fail. It should be removed as soon as possible.

1.8 Useful Life Expectancy

20+	The tree is a healthy specimen in good condition. It is expected to provide a contribution to the landscape for at least another 20 years with an appropriate level of management.
10-20 years	The tree is a reasonably healthy specimen in good or fair condition. It is expected to provide a contribution to the landscape for 10-20 years with an appropriate level of management.
5-10 years	The tree is in fair condition or a short lived species. It is likely to provide contribution to the landscape for 5-10 years with an appropriate level of management at which point removal may need to be considered.
1-5 years	The tree is a poor specimen in decline and is likely to require removal within 1-5 years.
0 years	The tree is either dead or has substantial defects requiring its removal in the short term.



Appendix 2. Risk Assessment Appendix

2.1 Likelihood of Failure

Improbable	The tree or branch is not likely to fail during normal weather conditions and may not fail in many severe weather conditions within the specified timeframe
Possible	Failure could occur but it is unlikely during normal weather conditions within the specified timeframe
Probable	Failure may be expected during normal weather conditions within the specified timeframe
Imminent	Failure has started or is most likely to occur in the near future, even if there is no significant wind or increased load

2.2 Likelihood of Impacting a Target

Very Low	The likelihood of the failed tree or part impacting the target is remote.
Low	It is not likely that the failed tree or part will impact the target
Medium	The failed tree or part is as likely to impact the target as not
High	The failed tree or part will most likely impact the target

2.3 Consequences of Failure

Negligible	Consequences are those that involve low value property damage or disruption that can be replaced or repaired, not personal injury.
Minor	Consequences are those that involve low to moderate property damage, small disruptions to traffic or utility or minor injury.
Significant	Consequences are those that involve property damage of moderate to high value, considerable disruption or personal injury.
Severe	Consequences are those that could involve serious personal injury or death, damage to high value property or disruption of important activities.

2.4 Likelihood Matrix

Likelihood of Failure	Likelihood of Impacting a Target			
	Very Low	Low	Medium	High
Imminent	Unlikely	Somewhat Likely	Likely	Very likely
Probable	Unlikely	Unlikely	Somewhat Likely	Likely
Possible	Unlikely	Unlikely	Unlikely	Somewhat Likely
Unlikely	Unlikely	Unlikely	Unlikely	Unlikely

2.5 Risk Rating Matrix

Likelihood of Failure & Impact	Consequences of Failure			
	Negligible	Minor	Significant	Severe
Very likely	Low	Moderate	High	Extreme
Likely	Low	Moderate	High	High
Somewhat likely	Low	Low	Moderate	Moderate
Unlikely	Low	Low	Low	Low



Appendix 3. City of Melbourne Amenity Tree Valuation

3.1 Calculating A Tree's Amenity Value

The following formula has been prepared to assist with calculating the monetary amenity value of a City of Melbourne tree. In most cases this value will be charged to the developer by the City of Melbourne when a tree is removed. A charge of tree and stump removal, tree replacement, planting, 24 months maintenance and, where applicable, paving over of tree plot costs will also occur in most cases.

When young trees with a 5cm trunk diameter or less will be replaced by another tree, there will be no amenity value charge. The removal of trees with a trunk diameter greater than 5cm however, if replaced with another tree, will be calculated and charged, the average amenity value of a young replacement tree.

Tree amenity value formula:

$$\text{Value (V)} = \text{Basic Value (\$)} \times \text{Species (S)} \times \text{Aesthetics (A)} \times \text{Locality (L)} \times \text{Condition (C)}$$

Read through the following formula definitions to calculate the tree amenity value.

3.2 Basic Monetary Value (\$)

The basic monetary value of a tree is determined by matching the trunk diameter at breast height (DBH) with its corresponding value.

Table 5. Basic monetary value

DBH cm	\$	DBH cm	\$	DBH cm	\$
6	\$331.43	45	\$18643.08	85	\$66516.61
10	\$920.65	50	\$23016.03	90	\$74572.25
15	\$1804.46	55	\$27849.52	95	\$83088.23
20	\$3682.58	60	\$33143.23	100	\$92064.52
25	\$5754.03	65	\$38897.26	105	\$101501.13
30	\$8285.81	70	\$45111.61	110	\$111398.06
35	\$11277.90	75	\$51786.29	115	\$121755.32
40	\$14730.32	80	\$58921.29	120	\$132572.90
				150	\$207145.16
Basic Value (\$)					

3.3 Species Factor (S)

A tree is assessed according to its known natural life span and its rate of growth in a particular environment. For example, a long-lived tree will be scored higher than a short-lived tree. Significant features to the tree will also modify how the tree is scored. Judgement regarding species factor must be made by a qualified Arboriculturist.



Table 6. Species factor

Species Group	Characteristics	Score
1	trees of short life span (less than 50 years) fast growth rate <i>example: Prunus, Acacia, Virgillia, Laburnum</i>	0.5
2	trees of short life span (less than 50 years) slow growth rate <i>example: Malus, Crataegus, Eugenia, Waterhousia, Pyrus</i>	0.6
3	trees of medium life span (50 -150 years) fast growth rate <i>example: Populus, Liquidamber, Eucalyptus, Angophora, Grevillea, Melaleuca, Michelia, Salix, Casaurina, Hakea, Celtus, Acmena</i>	0.7
4	trees of medium life span (50 - 150 years) slow growth rate <i>example: Brachychiton, Fraxinus, Gleditsia, Lagunaria, Jacaranda, Shinus, Phoenix, Melia, Robinia, Lophostemon, Lirodendron, Agonis, Metrosideros, Syzygium</i>	0.8
5	trees of long life span (more than 150 years) fast growth rate <i>example: Cupressus, Platanus, Ficus, Pinus</i>	0.9
6	trees of long life span (more than 150 years) slow growth rate <i>example: Ulmus, Quercus, Sequoia, Ginko, Araucaria</i>	1.0
Modifiers	an ubiquitous species (grows like a weed) <i>example: Salix, Fraxinus rotundifolia, Pittosporum undulatum</i> dangerous (poor branch attachment) <i>example: Ulmus fastigiata, Eucalyptus nicholii</i> has undesirable characteristics (eg allergenic) <i>example: Lagunaria patersonii</i>	-0.1
	a rare species in the locality, a special precious cultivated variety, a 'significant tree' registered by the National Trust, has special historical or other significance	+0.1
Species Factor (S)		

*Trees named are only supplied as examples in Melbourne conditions

3.4 Aesthetics (A)

The aesthetic value of a tree is determined by the impact on the landscape if the tree were removed. This category is closely tied to the locality factor (L).

Table 7. Aesthetics

Factor	Value
contributes little to the landscape	0.5
one of a group of close plantings	0.6
wide plantings	0.7
irregular spacing between trees; regular spacing one side	0.8
street or pathway plantings, regular spacing both sides	0.9
solitary feature specimen tree	1.0
Aesthetics (A)	



3.5 Locality (L)

The locality factor is determined by the tree's geographical situation. Trees in a Capital City main street or boulevard score highest because of the stressful growing environment in which the tree has to survive. As the location becomes more rural, the significance of the tree diminishes.

Table 8. Locality

Factor	Value
in undeveloped bushland or open forest	0.5
in country areas and country roads	1.0
in outer suburb areas and residential streets	1.5
in inner city suburbs	1.75
in City Park or Reserve; significant street near City Centre	2.0
in City Garden, City Square, Mall or City Centre secondary street	2.25
City Centre Main Street, Principal Boulevard	2.5
Locality (L)	

3.6 Tree Condition (C)

The tree condition value is determined by the corresponding total score of the assessment criteria.

Table 9. Tree condition ratings

Assessment Criteria	Criteria Condition	Score
Trunk	solid and sound	5
	sections of bark damaged/missing	3
	extensive decay, hollow trunk	1
Growth	>15cm twig elongation this season	3
	5-15cm twig elongation	2
	<5cm twig elongation	1
Structure	healthy, stable and sound	5
	some deadwood and dead limbs	3
	extensive dieback and deadwood	1
Pests and Diseases	no pest/disease infestation	3
	minor symptoms of infestation	2
	advanced symptoms of infestation	1
Canopy Development	full balance canopy	5
	full but unbalanced, lop-sided	3
	unbalanced and lacking full canopy	1
Life Expectancy	>50 years	5
	10-50 years	3
	<10 years	1
Total Score		



Table 10. Overall condition rating

Rating		
6-9	very poor	0.2
10-13	poor	0.4
14-18	fair	0.6
19-22	good	0.8
23-26	excellent	1.0
Tree Condition (C)		

Table 11. Final value calculation

Sum Total	\$
Amenity value	
Less costs for replacement tree (if applicable)	
Amenity Value	
Total cost	

*Note: The Amenity Value Formula used by the City of Melbourne was derived from the formula (made by Dr. Peter Yau 1990) of the Maurer-Hoffman Formula. The basic monetary value of the tree was taken from the internationally accepted table of values devised by the American Council of Tree and Landscape Appraisers and the International Society of Arboriculture, which in the base year 1988 was \$US 27 per square inch trunk basal area. When converted to a value corresponding to centimetres in trunk diameter at breast height (DBH) the Basic Monetary Value table, updated in 2006 to reflect more current monetary values, should be relevant.



Appendix 4. Individual Tree Reports



Tree ID: 353209	Botanical Name: <i>Angophora costata</i>	
Common Name: Smooth-barked Apple Myrtle	Height (m): 10	
Origin: Australian Native	Width (m): 5	
Age Class: Mature	DBH (cm): 30	
Risk Assessment	Health: Good	
Likelihood of failure: Possible	Structure: Good	
Tree part: 4. Branch 50-200	ULE (years): 20+	
Likelihood of impact: Low		
Likelihood matrix: Unlikely		
Consequences: Minor		
Risk: Low	Priority: None	
Recommended Works: No works required		
Defects: None		
Comments:		
Valuation	Score	
Species factor: Trees of medium lifespan (50-150 years) fast growth rate	0.7	
Aesthetics: street or pathway plantings, regular spacing both sides	0.9	
Locality: In outer suburb areas and residential streets	1.5	
Condition: Excellent	1	
	Base Value: \$8,286	
	Tree Value: \$7,830	
Condition Assessment	Score	
Trunk: solid and sound	5	
Growth: 5-15cm twig elongation	2	
Structure: healthy, stable and sound	5	
Pest and Disease: no pest/disease infestation	3	
Canopy Development: full balance canopy	5	
Life Expectancy: 10-50 years	3	
Total	23 / Excellent	



Adjacent Address: 3 Queens Gardens, Bundoora

Inspection Date: 15/08/2022

Easting: 331252.355 **Northing:** 5827151.903



Tree ID: 353210	Botanical Name: <i>Angophora costata</i>	
Common Name: Smooth-barked Apple Myrtle	Height (m): 9	
Origin: Australian Native Age Class: Mature	Width (m): 5	
	DBH (cm): 30	
Risk Assessment	Health: Good	
Likelihood of failure: Possible	Structure: Good	
Tree part: 4. Branch 50-200	ULE (years): 20+	
Likelihood of impact: Low		
Likelihood matrix: Unlikely		
Consequences: Minor		
Risk: Low	Priority: None	
Recommended Works: No works required		
Defects: None		
Comments:		
Valuation	Score	
Species factor: Trees of medium lifespan (50-150 years) fast growth rate	0.7	
Aesthetics: street or pathway plantings, regular spacing both sides	0.9	
Locality: In outer suburb areas and residential streets	1.5	
Condition: Excellent	1	
	Base Value: \$8,286	
	Tree Value: \$7,830	
Condition Assessment	Score	
Trunk: solid and sound	5	
Growth: >15cm twig elongation this season	3	
Structure: healthy, stable and sound	5	
Pest and Disease: no pest/disease infestation	3	
Canopy Development: full balance canopy	5	
Life Expectancy: 10-50 years	3	
Total	24 / Excellent	



Adjacent Address: 118 Linacre Drive, Bundoora

Inspection Date: 15/08/2022

Easting: 331244.862 **Northing:** 5827180.458



Tree ID: 353211	Botanical Name: <i>Angophora costata</i>	
Common Name: Smooth-barked Apple Myrtle	Height (m): 10	
Origin: Australian Native	Width (m): 5	
Age Class: Mature	DBH (cm): 28	
Risk Assessment		Health: Good
Likelihood of failure: Possible		Structure: Fair
Tree part: 4. Branch 50-200		ULE (years): 20+
Likelihood of impact: Low		
Likelihood matrix: Unlikely		
Consequences: Minor		
Risk: Low	Priority: None	
Recommended Works: No works required		
Defects: None		
Comments:		
Valuation		Score
Species factor: Trees of medium lifespan (50-150 years) fast growth rate		0.7
Aesthetics: street or pathway plantings, regular spacing both sides		0.9
Locality: In outer suburb areas and residential streets		1.5
Condition: Excellent		1
		Base Value: \$7,218
		Tree Value: \$6,821
Condition Assessment		Score
Trunk: solid and sound		5
Growth: >15cm twig elongation this season		3
Structure: healthy, stable and sound		5
Pest and Disease: no pest/disease infestation		3
Canopy Development: full balance canopy		5
Life Expectancy: 10-50 years		3
Total		24 / Excellent



Adjacent Address: 118 Linacre Drive, Bundoora

Inspection Date: 15/08/2022

Easting: 331243.793 **Northing:** 5827170.497



Tree ID: 353212 **Botanical Name:** *Angophora costata*

Common Name: Smooth-barked Apple Myrtle

Origin: Australian Native **Age Class:** Mature

Risk Assessment

Likelihood of failure: Possible

Tree part: 4. Branch 50-200

Likelihood of impact: Low

Likelihood matrix: Unlikely

Consequences: Minor

Risk: Low

Priority: None

Recommended Works: No works required

Defects: None

Comments:

Valuation

Species factor: Trees of medium lifespan (50-150 years) fast growth rate **Score** 0.7

Aesthetics: street or pathway plantings, regular spacing both sides 0.9

Locality: In outer suburb areas and residential streets 1.5

Condition: Excellent 1

Base Value: \$10,026

Tree Value: \$9,474

Condition Assessment

Trunk: solid and sound **Score** 5

Growth: >15cm twig elongation this season 3

Structure: healthy, stable and sound 5

Pest and Disease: no pest/disease infestation 3

Canopy Development: full balance canopy 5

Life Expectancy: 10-50 years 3

Total 24 / Excellent



Adjacent Address: 83 Worcester Crescent, Bundoora

Inspection Date: 15/08/2022

Easting: 331242.766 **Northing:** 5827162.345



Tree ID: 353213	Botanical Name: <i>Angophora costata</i>	
Common Name: Smooth-barked Apple Myrtle	Height (m): 6	
Origin: Australian Native	Width (m): 2	
Age Class: Semi-mature	DBH (cm): 13	
Risk Assessment	Health: Good	
Likelihood of failure: Possible	Structure: Good	
Tree part: 5. Branch <50	ULE (years): 20+	
Likelihood of impact: Low		
Likelihood matrix: Unlikely		
Consequences: Negligible		
Risk: Low	Priority: None	
Recommended Works: No works required		
Defects: None		
Comments:		
Valuation	Score	
Species factor: Trees of medium lifespan (50-150 years) fast growth rate	0.7	
Aesthetics: street or pathway plantings, regular spacing both sides	0.9	
Locality: In outer suburb areas and residential streets	1.5	
Condition: Excellent	1	
	Base Value: \$1,556	
	Tree Value: \$1,470	
Condition Assessment	Score	
Trunk: solid and sound	5	
Growth: >15cm twig elongation this season	3	
Structure: healthy, stable and sound	5	
Pest and Disease: no pest/disease infestation	3	
Canopy Development: full balance canopy	5	
Life Expectancy: 10-50 years	3	
Total	24 / Excellent	



Adjacent Address: 83 Worcester Crescent, Bundoora

Inspection Date: 15/08/2022

Easting: 331241.858 **Northing:** 5827153.031



Tree ID: 353214	Botanical Name: <i>Angophora costata</i>	
Common Name: Smooth-barked Apple Myrtle	Height (m): 7	
Origin: Australian Native	Width (m): 3	
Age Class: Semi-mature	DBH (cm): 18	
Risk Assessment	Health: Good	
Likelihood of failure: Possible	Structure: Good	
Tree part: 5. Branch <50	ULE (years): 20+	
Likelihood of impact: Low		
Likelihood matrix: Unlikely		
Consequences: Negligible		
Risk: Low	Priority: None	
Recommended Works: No works required		
Defects: None		
Comments:		
Valuation	Score	
Species factor: Trees of medium lifespan (50-150 years) fast growth rate	0.7	
Aesthetics: street or pathway plantings, regular spacing both sides	0.9	
Locality: In outer suburb areas and residential streets	1.5	
Condition: Excellent	1	
	Base Value: \$2,983	
	Tree Value: \$2,819	
Condition Assessment	Score	
Trunk: solid and sound	5	
Growth: >15cm twig elongation this season	3	
Structure: healthy, stable and sound	5	
Pest and Disease: no pest/disease infestation	3	
Canopy Development: full balance canopy	5	
Life Expectancy: 10-50 years	3	
Total	24 / Excellent	



Adjacent Address: 83 Worcester Crescent, Bundoora

Inspection Date: 15/08/2022

Easting: 331240.719 **Northing:** 5827145.196



Tree ID: 353215	Botanical Name: <i>Angophora costata</i>	
Common Name: Smooth-barked Apple Myrtle	Height (m): 5	
Origin: Australian Native	Width (m): 3	
Age Class: Semi-mature	DBH (cm): 13	
Risk Assessment	Health: Fair	
Likelihood of failure: Possible	Structure: Good	
Tree part: 5. Branch <50	ULE (years): 11-20	
Likelihood of impact: Low		
Likelihood matrix: Unlikely		
Consequences: Negligible		
Risk: Low	Priority: None	
Recommended Works: No works required		
Defects: Canopy is a little sparse		
Comments:		
Valuation	Score	
Species factor: Trees of medium lifespan (50-150 years) fast growth rate	0.7	
Aesthetics: street or pathway plantings, regular spacing both sides	0.9	
Locality: In outer suburb areas and residential streets	1.5	
Condition: Good	0.8	
	Base Value: \$1,556	
	Tree Value: \$1,176	
Condition Assessment	Score	
Trunk: solid and sound	5	
Growth: 5-15cm twig elongation	2	
Structure: healthy, stable and sound	5	
Pest and Disease: minor symptoms of infestation	2	
Canopy Development: full balance canopy	5	
Life Expectancy: 10-50 years	3	
Total	22 / Good	



Adjacent Address: 5 Queens Gardens, Bundoora

Inspection Date: 15/08/2022

Easting: 331250.259 **Northing:** 5827136.124



Tree ID: 353216	Botanical Name: <i>Angophora costata</i>	
Common Name: Smooth-barked Apple Myrtle	Height (m): 8	
Origin: Australian Native	Width (m): 5	
Age Class: Mature	DBH (cm): 23	
Risk Assessment	Health: Fair	
Likelihood of failure: Possible	Structure: Good	
Tree part: 4. Branch 50-200	ULE (years): 20+	
Likelihood of impact: Low		
Likelihood matrix: Unlikely		
Consequences: Minor		
Risk: Low	Priority: None	
Recommended Works: No works required		
Defects: None		
Comments:		
Valuation	Score	
Species factor: Trees of medium lifespan (50-150 years) fast growth rate	0.7	
Aesthetics: street or pathway plantings, regular spacing both sides	0.9	
Locality: In outer suburb areas and residential streets	1.5	
Condition: Good	0.8	
	Base Value: \$4,870	
	Tree Value: \$3,682	
Condition Assessment	Score	
Trunk: solid and sound	5	
Growth: 5-15cm twig elongation	2	
Structure: healthy, stable and sound	5	
Pest and Disease: minor symptoms of infestation	2	
Canopy Development: full balance canopy	5	
Life Expectancy: 10-50 years	3	
Total	22 / Good	



Adjacent Address: 9 Queens Gardens, Bundoora

Inspection Date: 15/08/2022

Easting: 331249.550 **Northing:** 5827128.168



Tree ID: 353232	Botanical Name: <i>Angophora costata</i>	
Common Name: Smooth-barked Apple Myrtle	Height (m): 7	
Origin: Australian Native	Width (m): 3	
Age Class: Semi-mature	DBH (cm): 16	
Risk Assessment	Health: Good	
Likelihood of failure: Possible	Structure: Good	
Tree part: 5. Branch <50	ULE (years): 20+	
Likelihood of impact: Low		
Likelihood matrix: Unlikely		
Consequences: Negligible		
Risk: Low	Priority: None	
Recommended Works: No works required		
Defects: None		
Comments:		
Valuation	Score	
Species factor: Trees of medium lifespan (50-150 years) fast growth rate	0.7	
Aesthetics: street or pathway plantings, regular spacing both sides	0.9	
Locality: In outer suburb areas and residential streets	1.5	
Condition: Good	0.8	
	Base Value: \$2,357	
	Tree Value: \$1,782	
Condition Assessment	Score	
Trunk: solid and sound	5	
Growth: 5-15cm twig elongation	2	
Structure: healthy, stable and sound	5	
Pest and Disease: no pest/disease infestation	3	
Canopy Development: full but unbalanced, lop-sided	3	
Life Expectancy: 10-50 years	3	
Total	21 / Good	



Adjacent Address: 9 Queens Gardens, Bundoora

Inspection Date: 15/08/2022

Easting: 331248.378 **Northing:** 5827120.265



Tree ID: 353233	Botanical Name: <i>Angophora costata</i>	
Common Name: Smooth-barked Apple Myrtle	Height (m): 7	
Origin: Australian Native	Width (m): 4	
Age Class: Mature	DBH (cm): 22	
Risk Assessment		Health: Good
Likelihood of failure: Possible		Structure: Good
Tree part: 4. Branch 50-200		ULE (years): 20+
Likelihood of impact: Low		
Likelihood matrix: Unlikely		
Consequences: Minor		
Risk: Low	Priority: None	
Recommended Works: No works required		
Defects: None		
Comments:		
Valuation		Score
Species factor: Trees of medium lifespan (50-150 years) fast growth rate		0.7
Aesthetics: street or pathway plantings, regular spacing both sides		0.9
Locality: In outer suburb areas and residential streets		1.5
Condition: Good		0.8
		Base Value: \$4,456
		Tree Value: \$3,369
Condition Assessment		Score
Trunk: solid and sound		5
Growth: 5-15cm twig elongation		2
Structure: healthy, stable and sound		5
Pest and Disease: no pest/disease infestation		3
Canopy Development: full but unbalanced, lop-sided		3
Life Expectancy: 10-50 years		3
Total		21 / Good



Adjacent Address: 9 Queens Gardens, Bundoora

Inspection Date: 15/08/2022

Easting: 331248.016 **Northing:** 5827114.064



Tree ID: 353654	Botanical Name: <i>Angophora costata</i>	
Common Name: Smooth-barked Apple Myrtle	Height (m): 8	
Origin: Australian Native	Width (m): 5	
Age Class: Mature	DBH (cm): 27	
Risk Assessment	Health: Good	
Likelihood of failure: Possible	Structure: Fair	
Tree part: 4. Branch 50-200	ULE (years): 20+	
Likelihood of impact: Low		
Likelihood matrix: Unlikely		
Consequences: Minor		
Risk: Low	Priority: None	
Recommended Works: No works required		
Defects: Included union is stable		
Comments:		
Valuation	Score	
Species factor: Trees of medium lifespan (50-150 years) fast growth rate	0.7	
Aesthetics: street or pathway plantings, regular spacing both sides	0.9	
Locality: In outer suburb areas and residential streets	1.5	
Condition: Excellent	1	
	Base Value: \$6,712	
	Tree Value: \$6,342	
Condition Assessment	Score	
Trunk: solid and sound	5	
Growth: 5-15cm twig elongation	2	
Structure: healthy, stable and sound	5	
Pest and Disease: no pest/disease infestation	3	
Canopy Development: full balance canopy	5	
Life Expectancy: 10-50 years	3	
Total	23 / Excellent	



Adjacent Address: 1 Queens Gardens, Bundoora

Inspection Date: 15/08/2022

Easting: 331254.670 **Northing:** 5827175.169



Tree ID: 353655	Botanical Name: <i>Angophora costata</i>	
Common Name: Smooth-barked Apple Myrtle	Height (m): 8	
Origin: Australian Native Age Class: Mature	Width (m): 5	
	DBH (cm): 30	
Risk Assessment	Health: Good	
Likelihood of failure: Possible	Structure: Good	
Tree part: 4. Branch 50-200	ULE (years): 20+	
Likelihood of impact: Low		
Likelihood matrix: Unlikely		
Consequences: Minor		
Risk: Low	Priority: None	
Recommended Works: No works required		
Defects: None		
Comments:		
Valuation	Score	
Species factor: Trees of medium lifespan (50-150 years) fast growth rate	0.7	
Aesthetics: street or pathway plantings, regular spacing both sides	0.9	
Locality: In outer suburb areas and residential streets	1.5	
Condition: Excellent	1	
	Base Value: \$8,286	
	Tree Value: \$7,830	
Condition Assessment	Score	
Trunk: solid and sound	5	
Growth: >15cm twig elongation this season	3	
Structure: healthy, stable and sound	5	
Pest and Disease: no pest/disease infestation	3	
Canopy Development: full balance canopy	5	
Life Expectancy: 10-50 years	3	
Total	24 / Excellent	



Adjacent Address: 1 Queens Gardens, Bundoora

Inspection Date: 15/08/2022

Easting: 331256.567 **Northing:** 5827183.513

6 Notices of Motion

Nil Notices of Motion

7 Urgent Business

Nil Urgent Business

8 Reports from Council Representatives and CEO Update

9 Confidential Business

9.0.0 Close Meeting to the Public

Under section 66(2) of the *Local Government Act 2020* a meeting considering confidential information may be closed to the public. Pursuant to sections 3(1) and 66(5) of the *Local Government Act 2020*.

Recommendation

THAT the Chair of Council recommends that the meeting be closed to the public for the purpose of considering details relating to the following confidential matters in accordance with Section 66(2)(a) of the *Local Government Act 2020* as detailed.

9.1 Confidential Connected Communities

Nil Reports

9.2 Confidential Liveable Neighbourhoods

Nil Reports

9.3 Confidential Strong Local Economy

Nil Reports

9.4 Confidential Sustainable Environment

Nil Reports

9.5 Confidential High Performing Organisation

Nil Reports

9.6 Confidential Notices of Motion

Nil Confidential Notices of Motion

12 Closure