



City of
Whittlesea

ATTACHMENTS

OF ORDINARY COUNCIL MEETING

HELD ON

TUESDAY 28 JUNE 2016

AT 6:32PM

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COUNCILLORS CODE OF CONDUCT 2016

Adopted 14 June 2016

City of Whittlesea - Councillors Code of Conduct 2016

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City of Whittlesea - Councillors Code of Conduct 2016

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1. Introduction

This Councillors Code of Conduct ('the Code') has been prepared to meet the requirements of Section 76C of the *Local Government Act 1989* ('the Act') and was adopted by resolution of the Whittlesea City Council ('Council') on 14 June 2016 in accordance with the Act.

The Code includes an internal resolution procedure for dealing with any alleged contraventions of the Code. Parties to a dispute will use their best endeavours to resolve any dispute within the timelines set out in the Code and otherwise in a reasonable time.

A failure by a Councillor to comply with the internal resolution procedure prescribed by this Code or to comply with a written direction given by Council under section 81AB of the Act constitutes misconduct by a Councillor for the purposes of the Act.

2. Purpose of the Code

The purpose of local government is to provide a system under which a council performs the functions and exercise the powers conferred by or under the Local Government Act 1989 and any other Act for the peace, order and good government of its municipal district.

Good governance is fundamental to a council being able to perform its purpose and relies on good working relations between councillors.

The Code promotes good governance by:

- setting out the standards of conduct expected of Councillors;
- endeavouring to foster good working relations between Councillors to enable Councillors to work constructively together in the best interests of the local community;
- mandating Councillor conduct designed to build public confidence in the integrity of local government;
- providing a process for the purpose of resolving an internal dispute between Councillors; and
- specifying an internal resolution procedure for dealing with an alleged contravention of the Code.

3. Definitions

In this Code:

'Arbiter' means an independent arbiter appointed by the Principal Conduct Officer to consider an application alleging a contravention of the Code by a Councillor and make findings in relation to the alleged contravention;

'Misconduct' by a Councillor means any of the following—

- (a) failure by a Councillor to comply with the Council's internal resolution procedure; or
- (b) failure by a Councillor to comply with a written direction given by the Council under section 81AB of the Act; or
- (c) repeated contravention of any of the Councillor conduct principles;

'Principal Conduct Officer' means the person appointed in writing by the Chief Executive Officer to be the Principal Conduct Officer for the Council under section 81Y of the Act.

4. Role of Councillors

Section 65(1) of the Act provides that the role of a Councillor is:

- to participate in the decision-making of Council; and
- to represent the local community in that decision-making; and
- to contribute to the strategic direction of Council through the development and review of key strategic documents of Council, including the Council Plan.

Section 65(2) of the Act states that, in performing the role of a Councillor, a Councillor must:

- consider the diversity of interests and needs of the local community; and
- observe principles of good governance and act with integrity; and
- provide civic leadership in relation to the exercise of the various functions and responsibilities of Council under the Act and other Acts; and
- participate in the responsible allocation of the resources of Council through the annual budget; and
- facilitate effective communication between Council and the community.

Section 65(2) of the Act states that the role of a Councillor does not include the performance of any functions that are specified as functions of the Chief Executive Officer under section 94A of the Act.

5. Functions of the Mayor

Section 73AA of the Act describes the functions of the Mayor as including:

- providing guidance to Councillors about what is expected of a Councillor including in relation to the role of a Councillor under section 65 of the Act, and the observation of the Councillor conduct principles and the Code by Councillors under sections 76B, 76BA and 76C of the Act; and
- acting as the principal spokesperson for Council; and
- supporting good working relations between Councillors; and
- carrying out the civic and ceremonial duties of the office of Mayor.

6. Conduct Principles

The Act places obligations on Councillors in relation to the way they should act. The Act also prohibits certain conduct by Councillors and prescribes penalties for Councillors who contravene these provisions.

As Councillors of Whittlesea City Council, we undertake to comply with the relevant provisions of the Act and with this Code.

Section 76B of the Act sets out the primary principle of Councillor conduct as follows:

“It is the primary principle of Councillor conduct that, in performing the role of a Councillor, a Councillor must -

- (a) act with integrity; and
- (b) impartially exercise his or her responsibilities in the interests of the local community; and

- (c) not improperly seek to confer an advantage or disadvantage on any person.”

Section 76BA of the Act sets out the general Councillor conduct principles as follows:

“In addition to acting in accordance with the primary principle of Councillor conduct specified in section 76B, in performing the role of a Councillor, a Councillor must -

- (a) avoid conflicts between his or her public duties as a Councillor and his or her personal interests and obligations;
- (b) act honestly and avoid statements (whether oral or in writing) or actions that will or are likely to mislead or deceive a person;
- (c) treat all persons with respect and have due regard to the opinions, beliefs, rights and responsibilities of other Councillors, Council staff and other persons;
- (d) exercise reasonable care and diligence and submit himself or herself themselves to the lawful scrutiny that it is appropriate to his or her office;
- (e) endeavour to ensure that public resources are used prudently and solely in the public interest;
- (f) act lawfully and in accordance with the trust placed in him or her as an elected representative;
- (g) support and promote these principles by leadership and example and act in a way that secures and preserves public confidence in the office of Councillor.”

Councillors are required to comply with both the primary principle of Councillor conduct and the general Councillor conduct principles. We undertake to do this.

7. Functions of the Chief Executive Officer

Under section 94A of the Act, the Chief Executive Officer is responsible for:

- establishing and maintaining an appropriate organisational structure for the Council; and
- ensuring that the decisions of the Council are implemented without undue delay; and
- the day to day management of the Council’s operations in accordance with the Council Plan; and
- developing, adopting and disseminating a code of conduct for Council staff; and
- providing timely advice to the Council; and
- ensuring that the Council receives timely and reliable advice about its legal obligations under the Act and any other Act;
- supporting the Mayor in the performance of the Mayor’s role as Mayor;
- carrying out the Council’s responsibilities as a deemed employer with respect to Councillors, as deemed workers, which arise under or with respect to the *Accident Compensation Act 1985* or the *Workplace Injury Rehabilitation and Compensation Act 2013*; and
- performing any other function or duty of the Chief Executive Officer specified in the Act or any other Act.

The Chief Executive Officer is responsible for appointing, directing, managing and dismissing Council staff and for all issues that relate to Council staff.

The Chief Executive Officer is responsible for managing interactions between Council staff and Councillors including by ensuring that appropriate policies, practices and protocols are in place defining appropriate arrangements for interaction between Council staff and Councillors.

We undertake to respect the functions and responsibilities of the Chief Executive Officer and to comply with any policies, practices and protocols defining appropriate arrangements for interaction between Council staff and Councillors put in place by the Chief Executive Officer.

8. Use of Council Resources

We commit to using Council resources effectively and economically by:

- maintaining adequate security over Council property, facilities and resources provided to us to assist in performing our role and will comply with any Council policies applying to their use;
- ensuring that any expense claims that we submit are in compliance with the relevant legislative provisions and the Councillor Resources and Facilities Policy and Guidelines;
- not using Council resources, including services of Council staff, for private purposes, unless legally or properly authorised to do so, and payments are made where appropriate; and
- not use public funds or resources in a manner that is improper or unauthorised.

9. Gifts, Benefits and Hospitality

Councillors will not accept gifts, benefits or hospitality in their role as Councillor or where it could be perceived to influence the Councillor, except reasonable hospitality received at an event or function the person attended in an official capacity as a Councillor.

We will take all reasonable steps to ensure that our immediate family members (parents, spouse, children and siblings) do not receive gifts or benefits that could give rise to the appearance of being an attempt to gain favourable treatment.

The Councillors Gift Policy provides guidance on the acceptance or otherwise of gifts or other benefits by Councillors.

Where non-acceptance of a gift may cause offence or embarrassment, the gift may be accepted on behalf of the Council and becomes the property of the Council.

For transparency and accountability purposes, all gifts offered to or accepted by Councillors will be recorded in a Councillor Gifts, Benefits and Hospitality Register.

We recognise that gifts equal to or above the gift disclosure threshold (currently \$500) received by a person prior to becoming a Councillor in the twelve months prior to a Council election from a person or body that has a direct interest in a matter (or on behalf of a person or body that has a direct interest in a matter) may give rise to an indirect interest because of receipt of an applicable gift.

We will record all election campaign donations in Council's Election Campaign Donation Register.

10. Communication

We recognise that as representatives of the local community, we have a primary responsibility to be responsive to community views and to adequately communicate the position and decisions of Council.

We respect the functions of the Mayor and Chief Executive Officer as the official spokespersons for Council in accordance with Section 73AA of the Act and the Council's Media and Public Comment Policy.

We understand that we are entitled to present our own views but in doing so we acknowledge that:

- as Councillors we must respect the decision making processes of Council, which are based on a decision of the majority of the Council;
- an overriding concern ought to be achieving a balance in the matters that are communicated and we will strive to achieve an outcome that presents Council as effective and cohesive;
- information that is confidential and that Council wishes to keep confidential must not be communicated;
- information relating to decisions of Council should only be communicated in an official capacity by a designated officer of the Council; and
- we must convey information concerning adopted policies, procedures and decisions of Council accurately.

We undertake to ensure that any public comment we make could not be reasonably construed as being derogatory, offensive or insulting to any person.

11. Personal Dealings with Council

When we deal with our Council in our private capacity (e.g. as a ratepayer, recipient of a Council service or applicant for a permit) we do not expect nor will we request preferential treatment in relation to any such private matter.

We will avoid any action that could lead Council staff or members of the public to believe that we are seeking preferential treatment.

12. Misuse of Position

We undertake not to misuse our positions as Councillors:

- to gain or attempt to gain, directly or indirectly, an advantage for ourselves or for any other person; or
- to cause, or attempt to cause, detriment to Council or another person.

Circumstances involving the misuse of position by a Councillor include:

- making improper use of information acquired as a result of the position he or she held or holds; or
- disclosing information that is confidential information within the meaning of section 77(2) of the Act; or
- directing, or improperly influencing, or seeking to direct or improperly influence, a member of Council staff in contravention of section 76E of the Act; or
- exercising or performing, or purporting to exercise or perform, a power, duty or function that he or she is not authorised to exercise or perform; or

- using public funds or resources in a manner that is improper or unauthorised; or
- failing to disclose a conflict of interest as required by the Act.

13. Improper Direction and Improper Influence

In accordance with section 76E of the Act, a Councillor must not direct, or seek to direct, a member of Council staff:

- in the exercise of a delegated power, or the performance of a delegated duty or function of Council; or
- in the exercise of a power or the performance of a duty or function exercised or performed by the member as an authorised officer under the Act or any other Act; or
- in the exercise of a power or the performance of a duty or function the member exercises or performs in an office or position the member holds under another Act; or
- in relation to advice provided to Council or a special committee, including advice in a report to Council or a special committee.

14. Confidential Information

A Councillor must not disclose information that they know, or should reasonably know, is confidential information in accordance with the provisions of the Act.

A Councillor may disclose information that they know is confidential information in the following circumstances:

- for the purposes of any legal proceedings arising out of the Act;
- to a court or tribunal in the course of legal proceedings;
- pursuant to an order of a court or tribunal;
- to the Chief Municipal Inspector to the extent reasonably required by the Chief Municipal Inspector;
- to a Councillor Conduct Panel in the course of a hearing and for the purposes of the hearing;
- to a municipal monitor to the extent reasonably required by the municipal monitor; or
- to the extent reasonably required for any other law enforcement purposes.

15. Conflict of Interest

If a Councillor has a conflict of interest in a matter which is to be considered or discussed at a meeting of the Council or special committee, an assembly of councillors, an audit committee or a section 223 committee, the Councillor must, if he or she is attending the meeting, disclose the conflict of interest in accordance with the provisions of the Act (unless any of the exemptions apply).

16. Dispute Resolution

Before commencing any formal dispute resolution process, Councillors who are parties to a dispute are expected to use their best endeavours to resolve the matter in a courteous and respectful manner between themselves.

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Where, after these endeavours have been exhausted, the matter still remains unresolved, this Code provides for a three phase dispute resolution process.

The three phases of the dispute resolution process involve:

- direct negotiation between the parties in dispute with the Mayor in attendance to provide guidance;
- external mediation by an independent mediator engaged by the Principal Conduct Officer; and
- an internal resolution procedure involving an independent arbiter.

It is acknowledged that where a Councillor has alleged that a Councillor has contravened the Code, the Councillor making the allegation or the Councillor against whom the allegation is made, are not obliged to participate in the first two phases of the dispute resolution process and either may elect that the allegation be addressed under Phase 3 of the dispute resolution process.

It is further acknowledged that the first two phases of the dispute resolution process are only intended to apply with respect to complaints or allegations solely involving Councillors and that any allegation of a contravention of the Code by a Councillor which is made by a person who is not a Councillor will be addressed under the Phase 3 of the dispute resolution process.

Phase 1 – Direct Negotiation - Mayor

Where Councillors, who are in dispute, have not been able to resolve the dispute between them, either (or both) party (parties) may request the Mayor to convene a meeting of the parties.

A dispute referred for direct negotiation may relate to:

- an interpersonal conflict between Councillors where the conflict is or is likely to affect the operations of the Council; or
- an alleged contravention of the Code.

The party requesting the direct negotiation meeting is to provide the Mayor with the name of the other Councillor and the details of the dispute in writing. The written request is to indicate that it is for a “direct negotiation” dispute resolution process.

Where the request relates to an alleged contravention of the Code, the requestor must:

- specify the name of the Councillor alleged to have contravened the Code;
- specify the provision(s) of the Code that is alleged to have been contravened;
- include evidence in support of the allegation;
- name the Councillor appointed to be their representative where the request is made by a group of Councillors; and
- be signed and dated by the requestor or the requestor's representative.

The requestor is to notify the other party of the request and provide them with a copy of the written request either at the same time as it is provided to the Mayor or as soon as practicable thereafter.

The Mayor is to ascertain whether or not the other party is prepared to attend a ‘direct negotiation’ meeting. This agreement should be received within five (5) working days of the request.

If the other party is not prepared to attend a meeting, the Mayor is to advise the requestor forthwith. No further action is required of the Mayor.

If the other party declines to participate in a meeting, either party will have recourse to external mediation or, where the matter relates to an alleged contravention of the Code, to the internal resolution procedure.

If the other party consents to a meeting, the Mayor is to convene a meeting of the parties at the earliest available opportunity. Unless one or both parties are unavailable, this should be within five (5) working days of receiving the consent of the other party.

The Mayor, with the assistance of the Principal Conduct Officer, may provide the parties with guidelines in advance of the meeting or at the meeting to facilitate the meeting.

When the other party declines to participate in direct negotiations, this does not constitute a contravention of this Code.

The role of the Mayor at the meeting is to provide guidance to Councillors about what is expected of a Councillor, including in relation to the role of a Councillor under section 65 of the Act, and the observation of the Councillor Conduct Principles and the Code.

The Mayor is to document any agreement reached at the meeting. Copies of the agreement are to be provided to both parties. Where one party does not comply with the agreement, the other party may have recourse to external mediation or the internal resolution procedure where the matter relates to an alleged contravention of the Code.

If the parties cannot resolve the dispute at the meeting, a further meeting may be convened with the consent of both parties. Where the dispute remains unresolved, either or both of the parties may have recourse to external mediation or the internal resolution procedure where the matter relates to an alleged contravention of the Code.

Where the Mayor is a party to the dispute, the request is to be made to the Deputy Mayor (if any) or the immediate past Mayor. The Deputy Mayor or the immediate past Mayor will perform the functions ascribed to the Mayor.

Phase 2 – External Mediation - Mediator

A Councillor or a group of Councillors may make an application for a dispute to be referred for external mediation provided that the dispute has been the subject of an application for 'direct negotiation'.

An application made for a dispute to be referred for external mediation may relate to:

- an interpersonal conflict between Councillors where the conflict is or is likely to affect the operations of Council; or
- an alleged contravention of the Code.

The applicant is to submit a written application to the Principal Conduct Officer setting out the name of the Councillor and the details of the dispute. The application is to indicate that the application is for an 'external mediation'.

Where the application relates to an alleged contravention of the Code, the application must:

- specify the name of the Councillor alleged to have contravened the Code;
- specify the provision(s) of the Code that is alleged to have been contravened;
- include evidence in support of the allegation;
- name the Councillor appointed to be their representative where the application is made by a group of Councillors; and
- be signed and dated by the applicant or the applicant's representative.

The applicant is to notify the other party of the request and provide them with a copy of the application either at the same time that it is submitted to the Principal Conduct Officer or as soon as practical thereafter.

The Principal Conduct Officer is to ascertain (in writing) whether or not the other party is prepared to attend an 'external mediation'. This agreement should be received within five (5) working days of the request.

When the other party declines to participate in an external mediation, this does not constitute a contravention of this Code. If the other party agrees to participate in an external mediation, the Principal Conduct Officer must inform the applicant, the Mayor and Chief Executive Officer.

The Principal Conduct Officer must engage the services of an external mediator to conduct the mediation as soon as practicable and not later than 10 working days after the parties agree to participate in external mediation.

The terms of engagement of the mediator must require the mediator to document any agreement reached at the meeting and provide copies of the agreement to both parties. Where one party does not comply with the agreement, the other party may have recourse to the internal resolution procedure where the matter relates to an alleged contravention of the Code.

If the parties cannot resolve the dispute at the meeting, a further meeting may be convened with the consent of both parties within 7 working days. Where the dispute remains unresolved, the applicant may have recourse to the internal resolution procedure where the matter relates to an alleged contravention of the Code.

Phase 3 - Internal Resolution Procedure – Arbiter

A Councillor or a group of Councillors may make an application under the internal resolution procedure in relation to an alleged contravention of the Code by a Councillor.

The application must:

- specify the name of the Councillor alleged to have contravened the Code;
- specify the provision of the Code that is alleged to have been contravened;
- include evidence in support of the allegation;
- name the Councillor appointed to be their representative where the application is made by a group of Councillors; and
- be signed and dated by the applicant or the applicant's representative.

Role of Principal Conduct Officer

An application for an internal resolution procedure must be submitted to the Council's Principal Conduct Officer.

On receiving an application, the Principal Conduct Officer will:

- advise the Mayor and Chief Executive Officer of the application without undue delay;
- provide a copy of the application to the Councillor who is the subject of the allegation at the earliest practical opportunity but not later than two working days from receipt of the application;
- identify an arbiter to hear the application;
- obtain from the arbiter written advice that they have no conflict of interest in relation to the Councillors involved;

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- notify the parties of the name of the proposed arbiter and provide them with the opportunity (2 working days) to object to the person proposed to be the arbiter;
- consider the grounds of any objection and appoint the proposed arbiter or identify another arbiter within 7 working days;
- provide a copy of the application to the arbiter as soon as practicable after the opportunity for the parties to object to an arbiter has expired;
- after consultation with the arbiter, advise the applicant and the respondent of the time and place for the hearing which should be held within fifteen (15) working days of the appointment of the arbiter; and
- attend the hearing(s) and assist the arbiter in the administration of the process.

In identifying an arbiter to hear the application, the Principal Conduct Officer must select an arbiter who is suitably independent and able to carry out the role of arbiter fairly.

The Principal Conduct Officer must ensure that the terms of engagement of an arbiter require the arbiter to perform the role of the arbiter in accordance with the requirements set out below.

Role of the Arbiter

The role of the arbiter is to:

- consider applications alleging a contravention of the Code by a Councillor;
- make findings in relation to any application alleging a contravention of the Code;
- give a written statement of the arbiter's findings and the reasons supporting the findings to the Council; and
- recommend an appropriate sanction or sanctions where the arbiter has found that a Councillor has contravened the Code.

In considering an application alleging a contravention of the Code, an arbiter will:

- in consultation with the Principal Conduct Officer, fix a time and place to hear the application;
- authorise the Principal Conduct Officer to formally notify the applicant and the respondent of the time and place of the hearing;
- hold as many meetings as he or she considers necessary to properly consider the application. The arbiter may hold a directions hearing;
- have discretion to conduct the hearings as he or she deems fit while ensuring that the hearings are conducted with as little formality and technicality as due and proper consideration of the application allows;
- ensure that the parties to and affected by an application are given an opportunity to be heard by the arbiter;
- ensure that the rules of natural justice and procedural fairness are observed and applied in the hearing of the application (Refer to Appendix 1);
- consider an application by a respondent to have legal representation at the hearing to ensure that the hearing is conducted fairly and may, in their absolute discretion, grant the application or deny the application;
- ensure that the hearings are closed to the public; and
- conduct such other investigations (including interviewing any witnesses) as the arbiter considers necessary, subject to the approval of the Principal Conduct Officer.

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Where an application to have legal representation is granted by an arbiter, the costs of the respondent's legal representation are to be borne by the respondent in their entirety.

Findings of the Arbiter

An arbiter:

- may find that a Councillor who is a respondent to an internal resolution procedure application has not contravened the Code;
- may find that a Councillor who is a respondent to an internal resolution procedure has contravened the Code;
- must suspend consideration of an internal resolution procedure during the election period for a general election.

A copy of the arbiter's findings, statement of reasons and any recommended sanctions is to be submitted to the next ordinary meeting of Council for its consideration.

Role of the Council

If an arbiter has found that a contravention of the Code has occurred, Council may, after considering the arbiter's findings, statement of reasons and recommendation on sanctions, give any or all of the following written directions to the Councillor:

- direct the Councillor to make an apology in a form or manner specified by Council;
- direct the Councillor to not attend up to, but not exceeding, two (2) scheduled meetings of Council (commencing from the next scheduled meeting of the Council);
- direct that, for a period of up to, but not exceeding, two (2) months, commencing from a date specified by Council, the Councillor:
 - be removed from any position where the Councillor represents the Council; and
 - not chair or attend any advisory committee or special committee meeting or an assembly of Councillors or any other meeting specified in the direction.

Failure by a Councillor to comply with the internal resolution procedure or with a direction given by Council at the conclusion of the internal resolution process will constitute misconduct. Allegations of misconduct are heard on application by a Councillor Conduct Panel.

City of Whittlesea - Councillors Code of Conduct 2016

DECLARATION

This Councillors Code of Conduct was adopted by Council at its meeting on 14 June 2016.

I have read and agree to abide by the Code by signing this declaration in the presence of the Chief Executive Officer:

Cr Sam Alessi _____ **Date:**

Cr Rex Griffin _____ **Date:**

Cr Ken Harris _____ **Date:**

Cr Norm Kelly _____ **Date:**

Cr Ricky Kirkham _____ **Date:**

Cr Stevan Kozmevski _____ **Date:**

Cr Mary Lalios _____ **Date:**

Cr Kris Pavlidis _____ **Date:**

Cr Darryl Sinclair _____ **Date:**

Cr Adrian Spinelli _____ **Date:**

Cr Christine Stow _____ **Date:**

I have witnessed the signing of this Code by the abovementioned Councillors

Michael Wootten
Chief Executive Officer _____ **Date:**

APPENDIX 1

PRINCIPLES OF NATURAL JUSTICE AND PROCEDURAL FAIRNESS

An arbiter appointed to consider applications alleging a contravention of the Code must ensure that the following Principles of Natural Justice and Procedural Fairness are observed and applied in the hearing of the application:

- The person has a right to have access to as much detail as possible about the allegations against him/her and the factual basis for those allegations and be given the opportunity to respond. All relevant information to be provided in order that a response can be prepared.
- It is important that any negative information the arbiter has about the person is disclosed to that person. A summary of the information is sufficient, original documents and the identity of confidential sources does not have to be provided.
- Reply from the person to be received and considered before any recommendation made or conclusions reached.
- As early as practicable, inform those involved in the complaint of the main points of any allegations or grounds for negative comment against them.
- Provide people with a reasonable opportunity to put their case whether in writing, at a hearing or otherwise.
- Make reasonable enquiries or investigations before making a decision. A decision or conclusion that will negatively affect a person should not be based merely on suspicion, gossip or rumours. There must be facts or information to support conclusions.
- Act fairly and without bias. Proper examination of all credible, relevant and disputed issues is important.
- Conduct any investigation or process without unnecessary delay and ensure that a full record of the investigation is made.
- Where, as part of an investigation, an interview has been undertaken, the person who has been interviewed must be provided with the opportunity to review the transcript prepared or meeting/interview notes.
- Allow the individual a fair hearing that is neither too early or too late in the decision making process.



City of
Whittlesea

ESTABLISHED AREAS PLANNING REPORT

PLANNING APPLICATION NO. 715596



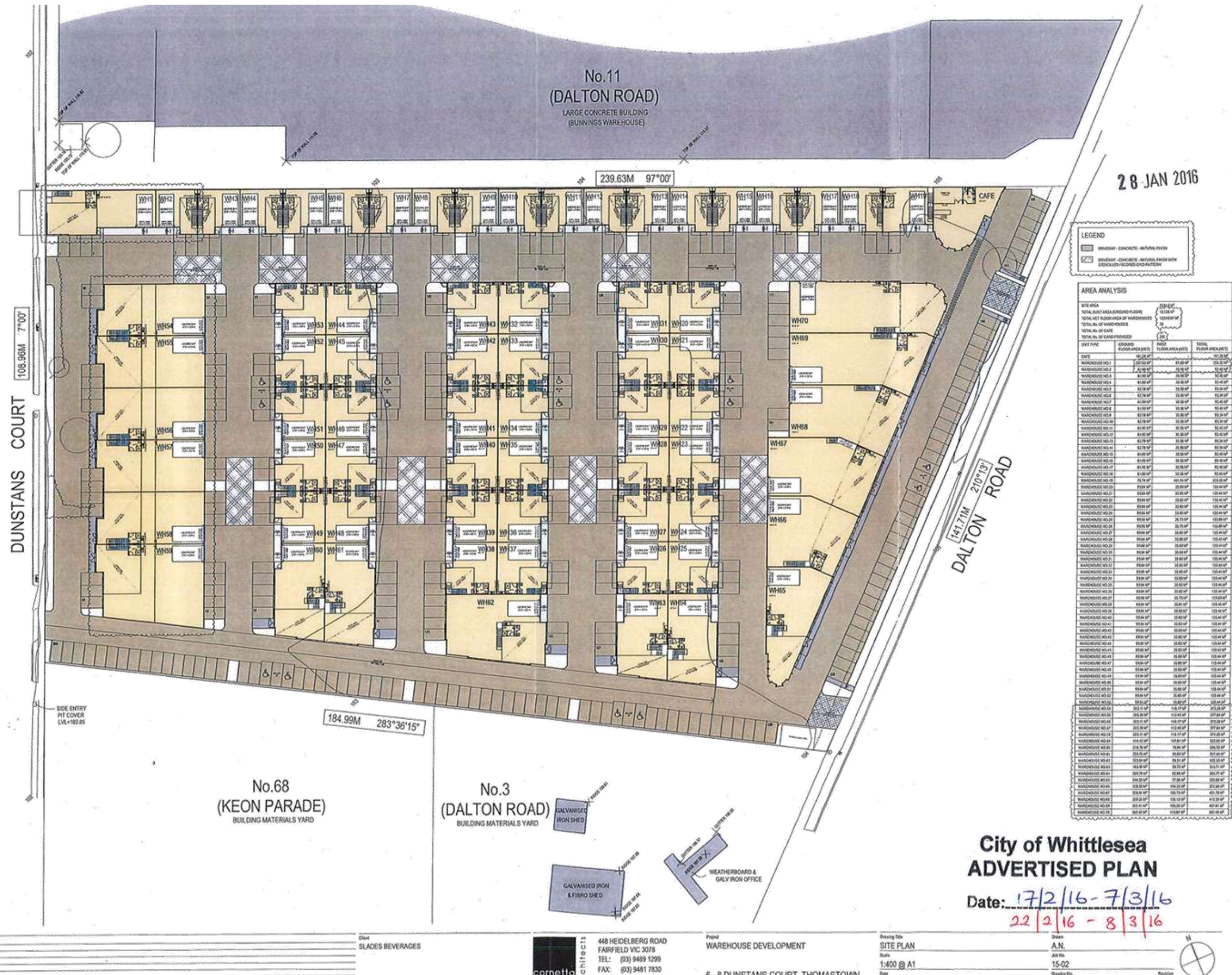
Subject Land

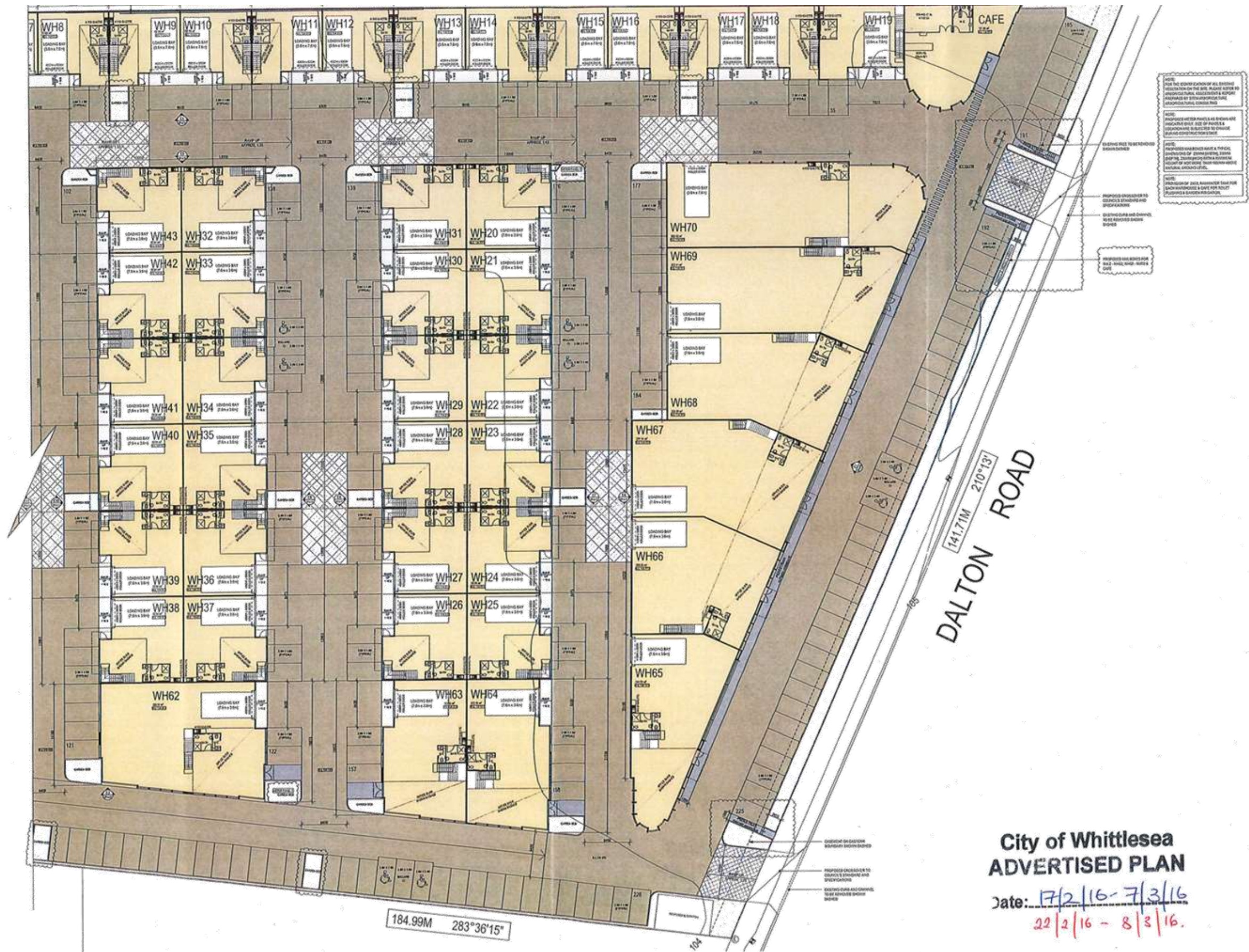


1 Objector outside municipality

City of
Whittlesea

ESTABLISHED AREAS PLANNING REPORT





REV A - 01/2015
DRAWINGS ADVERTISED FOR INTERNAL DISCUSSION
REV B - 22/02/2016

Client
SLADES BEVERAGES

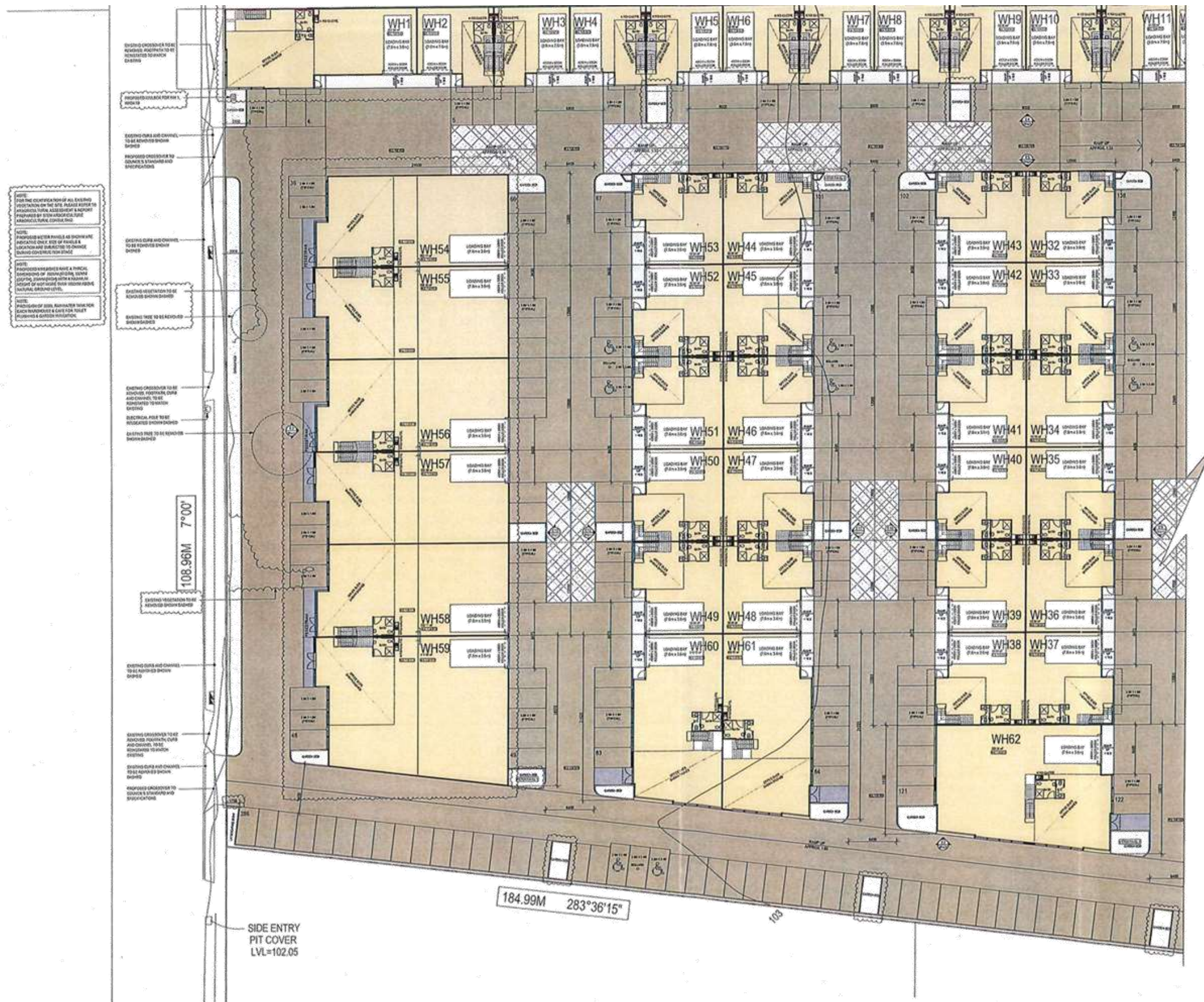
chitects
448 HEIDELBERG ROAD
FAIRFIELD VIC 3078
TEL: (03) 9489 1299
FAX: (03) 9481 7830

Project
WAREHOUSE DEVELOPMENT
A. & R. DUNSTONS COURT THOMASTOWN

Drawing Title
GROUND FLOOR PLAN - PART 1
Scale
1:250 @ A1
Date

Drawn
A.N.
Alt No.
15-02
Drawing No.



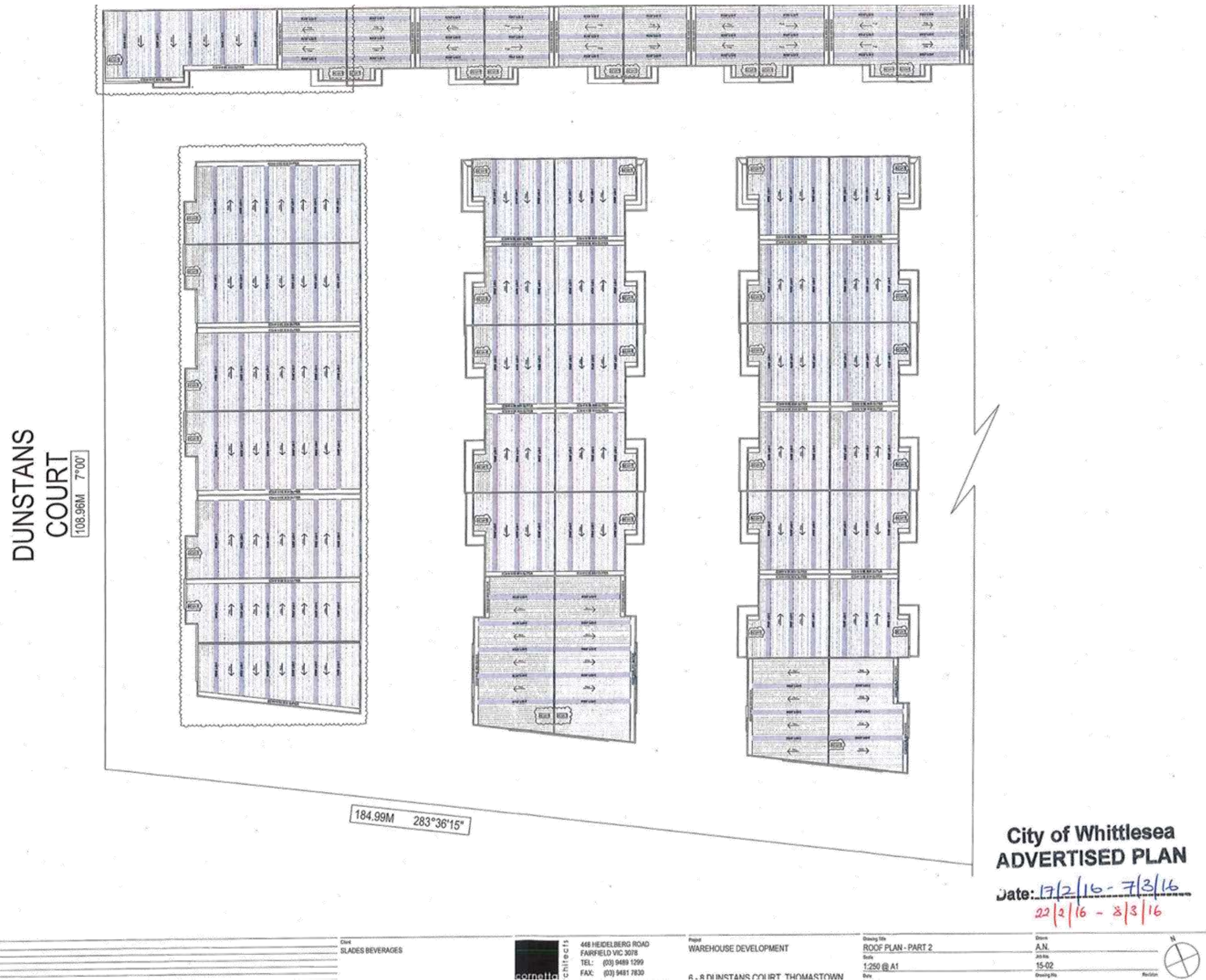


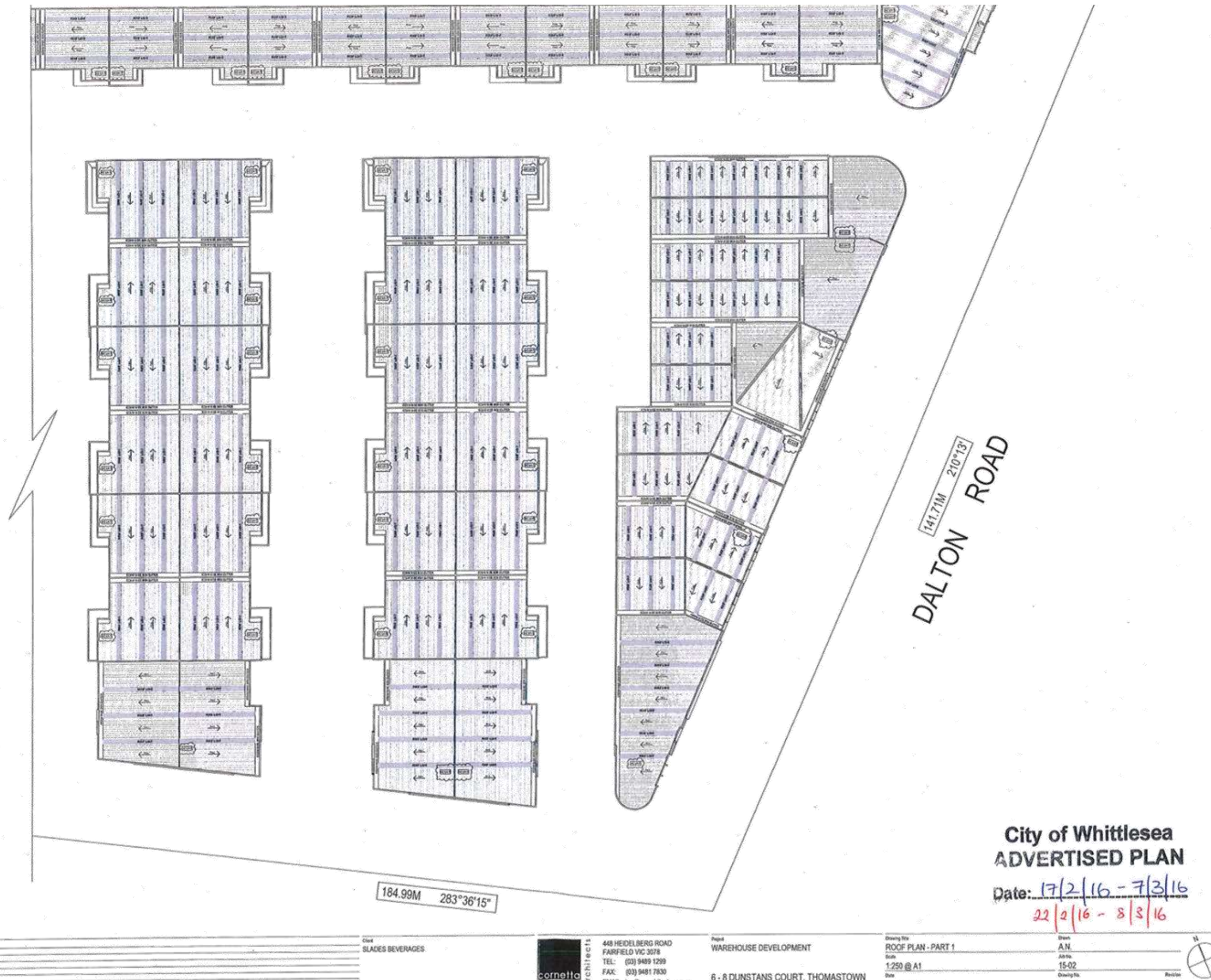
City of Whittlesea
ADVERTISED PLAN
Date: 17/2/16 - 7/3/16
22/2/16 - 8/3/16.

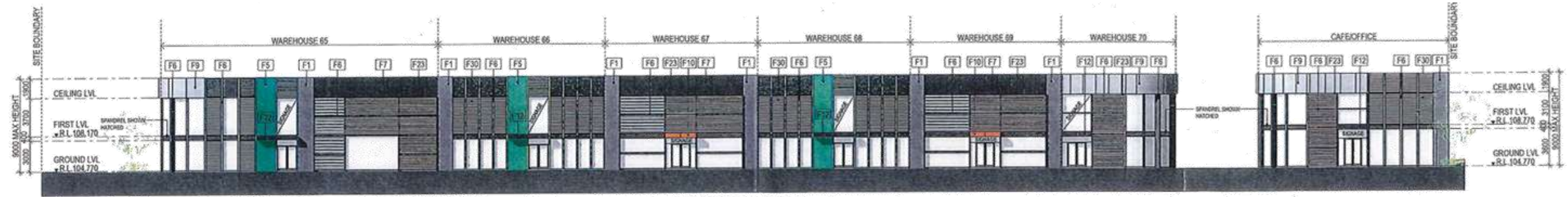
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		<p>Address 448 HEIDELBERG ROAD FAIRFIELD VIC 3078</p>		<p>Job No. 15-02</p>
		<p>TEL: (03) 9489 1299</p>		<p>Scale 1:250 @ A1</p>
		<p>FAX: (03) 9481 7830</p>		<p>Date 6.8 DUNSTANS COURT, THOMASTOWN</p>







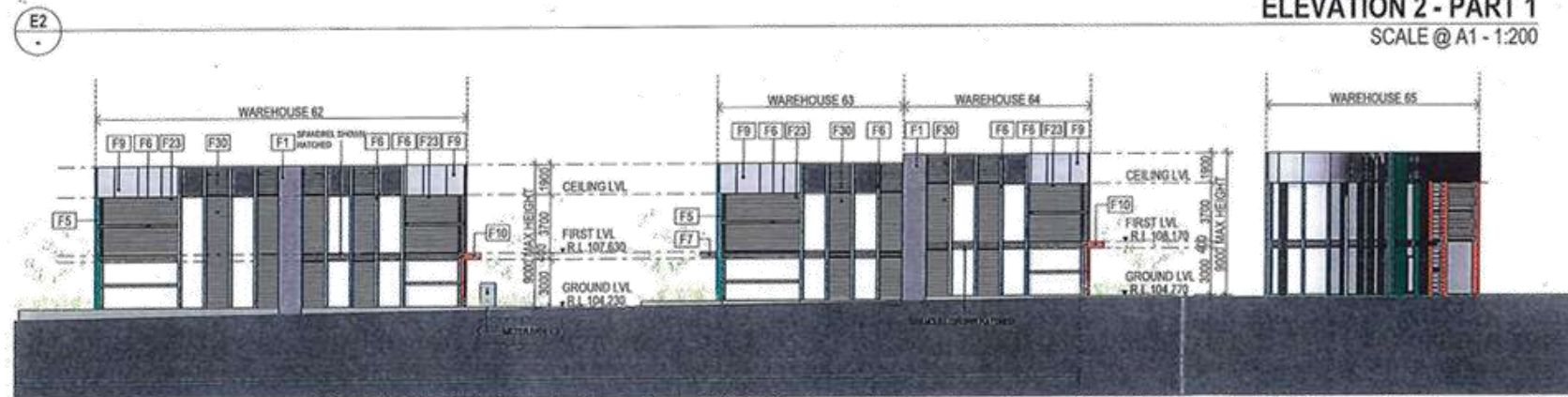




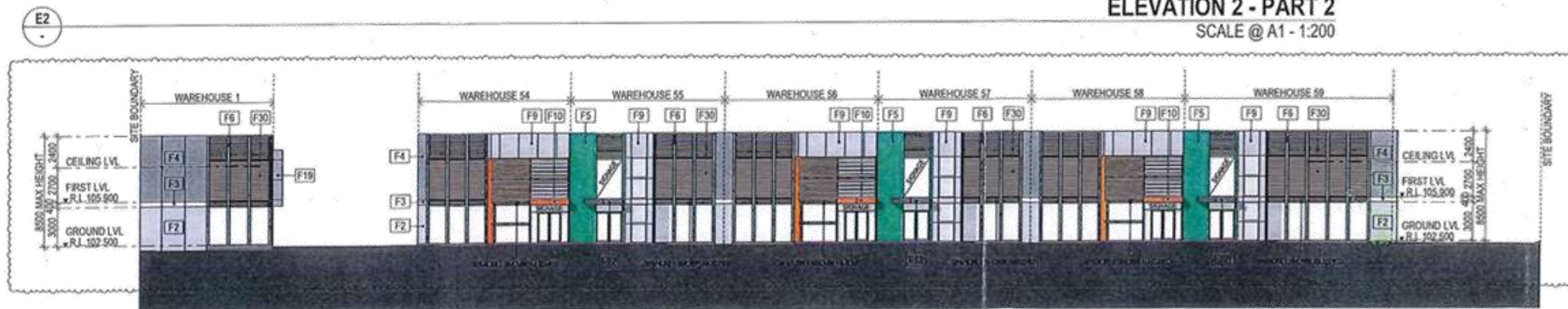
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SCALE @ A1 - 1:200



ELEVATION 2 - PART 1
SCALE @ A1 - 1:200



ELEVATION 2 - PART 2
SCALE @ A1 - 1:200



ELEVATION 3
SCALE @ A1 - 1:200

EXTERNAL FINISHES

- [F1] PRE-CAST CONCRETE PANEL - PAINT FINISH - DULUX COLOR SPECIFIER - PG1.F7 - "WESTERN MYALL"
- [F2] PRE-CAST CONCRETE PANEL - PAINT FINISH - DULUX COLOR SPECIFIER - PG1.F3 - "ENDLESS DUSK"
- [F3] PRE-CAST CONCRETE PANEL - PAINT FINISH - DULUX COLOR SPECIFIER - PW1.H9 - "VIVID WHITE"
- [F4] PRE-CAST CONCRETE PANEL & RENDER - PAINT FINISH - DULUX COLOR SPECIFIER - PG1.F6 - "TEA HOUSE"
- [F5] ALUMINIUM / SHEET STEEL PANELS & GRILLES - DULUX POWDER COATINGS - GLOSS FINISH - "MISTLETOE"
- [F6] STEEL BEAMS / PANELS & GRILLES - DULUX POWDER COATINGS - GLOSS FINISH - "CHARCOAL"
- [F7] VM ZINC CLADDING - "ANTHRA ZINC"
- [F8] VM ZINC CLADDING - "QUARTZ ZINC"
- [F9] ALUCOBOND CLADDING - 501 - "SMOKE SILVER METALLIC"
- [F10] ALUCOBOND CLADDING - "ORANGE IOCL"
- [F11] ALUCOBOND CLADDING - 601 - "GOLD METALLIC"
- [F12] ALUCOBOND CLADDING - 505 - "DARK GREY METALLIC"
- [F13] ALUCOBOND CLADDING - 704 - "INDIANA COPPER"
- [F14] ALUCOBOND CLADDING - "YELLOW GREEN"
- [F15] ALUCOBOND CLADDING - 202 - "RUBY"
- [F16] ALUCOBOND CLADDING - 603 - "GREY BLUE METALLIC"
- [F17] ALUCOBOND CLADDING - 203 - "ULTRAMARINE BLUE"
- [F18] ALUCOBOND CLADDING - 200 - "LEMON"
- [F19] ALUCOBOND CLADDING - 600 - "SUNRISE SILVER METALLIC"
- [F20] ACRYLIC RENDER - DULUX COLOR SPECIFIER - P35.H8 - "PEP TALK"
- [F21] ACRYLIC RENDER - DULUX COLOR SPECIFIER - P04.H9 - "RED BOX"
- [F22] PAINT FINISH - DULUX POWDER COATINGS - "RED EMPEROR PEARL"
- [F23] ALUMINIUM SCREENING & AWNINGS - DULUX POWDER COATINGS - GLOSS FINISH - "ORANGE X15"
- [F24] ALUMINIUM SCREENING & WINDOW FRAMES - DULUX POWDER COATINGS - GLOSS FINISH - "BRIGHT SILVER METALLIC"
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- [F28] ALUMINIUM SCREENING & WINDOW FRAMES - DULUX POWDER COATINGS - "METROPOLIS STORM PEARL"
- [F29] ALUMINIUM SCREENING - DULUX POWDER COATINGS - GLOSS FINISH - "WINEBERRY"
- [F30] ALUMINIUM WINDOW FRAMES - DULUX POWDER COATINGS - "BLACKMATT"
- [F31] ROOF & ROLLER SHUTTER DOOR - COLORBOND STEEL - "MONUMENT"

City of Whittlesea
ADVERTISED PLAN

Date: 17/2/16 - 7/3/16

Drawn: 22/2/16 - 8/3/16
A.N.
15-02
Drawing No.
Revision

A. 10/12/2015
UNISSA ADVERTISED FOR INTERNAL DISCUSSION
B. 10/01/2016
UNISSA ADVERTISED IN RESPONSE TO COUNCIL'S RP

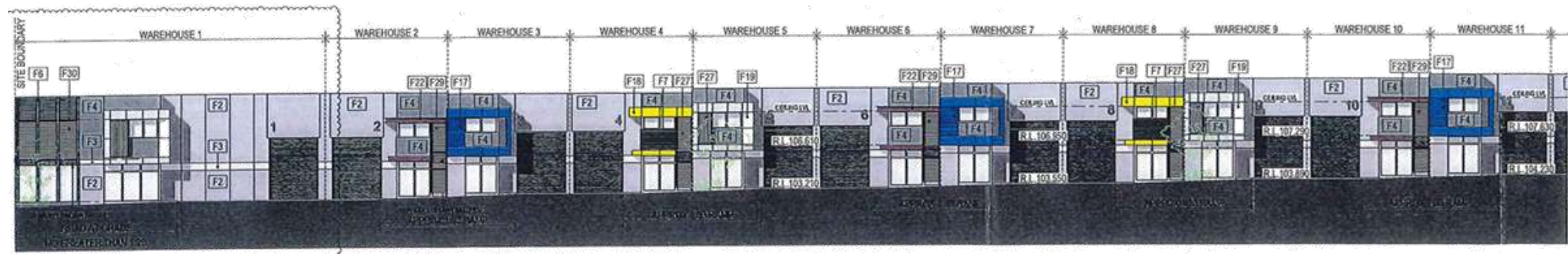
Client
SLADES BEVERAGES

cornello architects
448 HEIDELBERG ROAD
FAIRFIELD VIC 3078
TEL: (03) 9489 1299
FAX: (03) 9481 7830

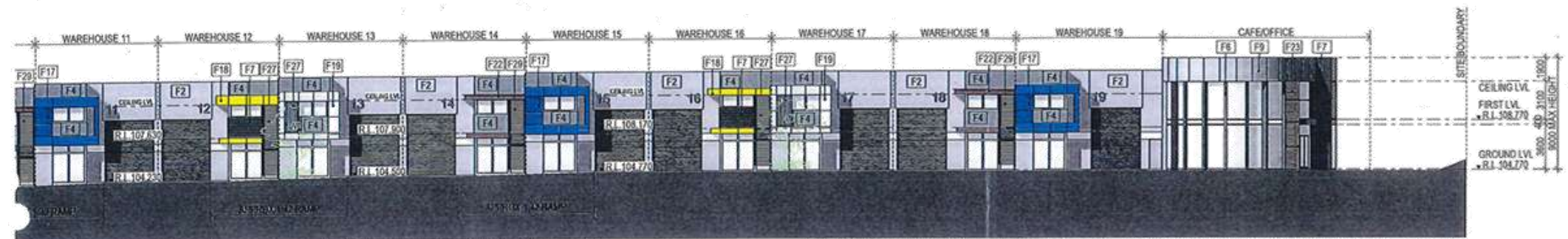
Project
WAREHOUSE DEVELOPMENT

A. A. DI INSTANS COURT THOMASTOWN

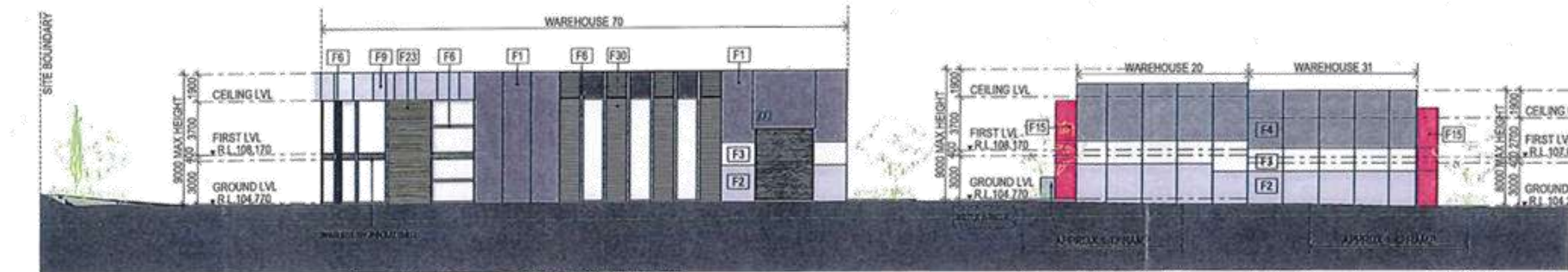
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ELEVATIONS 1, 2 & 3
Scale
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Date



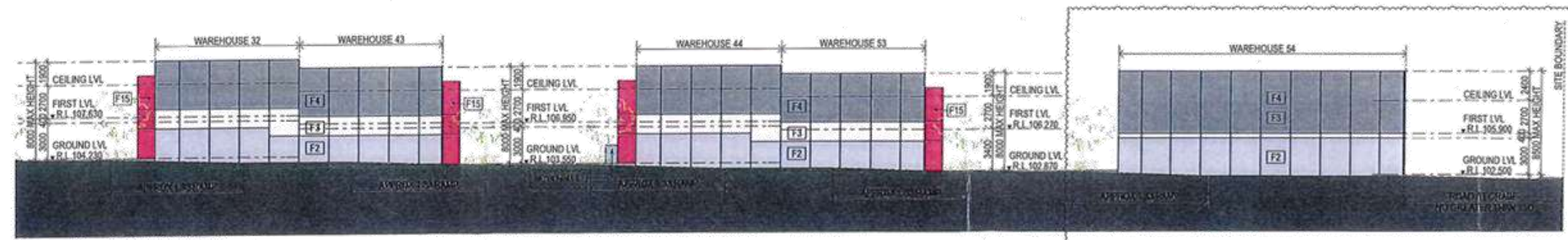
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ELEVATION 4 - PART 2
SCALE @ A1 - 1:200



ELEVATION 5 - PART 1
SCALE @ A1 - 1:200



ELEVATION 5 - PART 2
SCALE @ A1 - 1:200

EXTERNAL FINISHES

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- [F7] VM ZINC CLADDING - "ANTHRA ZINC"
- [F8] VM ZINC CLADDING - "QUARTZ ZINC"
- [F9] ALUCOBOND CLADDING - S01 - "SMOKE SILVER METALLIC"
- [F10] ALUCOBOND CLADDING - "ORANGE IDOL"
- [F11] ALUCOBOND CLADDING - S01 - "GOLD METALLIC"
- [F12] ALUCOBOND CLADDING - S05 - "DARK GREY METALLIC"
- [F13] ALUCOBOND CLADDING - 704 - "INDIANA COPPER"
- [F14] ALUCOBOND CLADDING - "YELLOW GREEN"
- [F15] ALUCOBOND CLADDING - 202 - "RUBY"
- [F16] ALUCOBOND CLADDING - S03 - "GREY BLUE METALLIC"
- [F17] ALUCOBOND CLADDING - 203 - "ULTRAMARINE BLUE"
- [F18] ALUCOBOND CLADDING - 200 - "LEMON"
- [F19] ALUCOBOND CLADDING - S00 - "SUNRISE SILVER METALLIC"
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- [F21] ACRYLIC RENDER - DULUX COLOR SPECIFIER - P04.H9 - "RED BOX"
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**City of Whittlesea
ADVERTISED PLAN**

Date: 17/2/16 - 7/3/16
22/4/16 - 8/5/16

A. 99/10015
APPROVED FOR INTERNAL DISCUSSION
B. 100/10015
APPROVED FOR RESPONSE TO COUNCIL'S MP

Slade Beverages

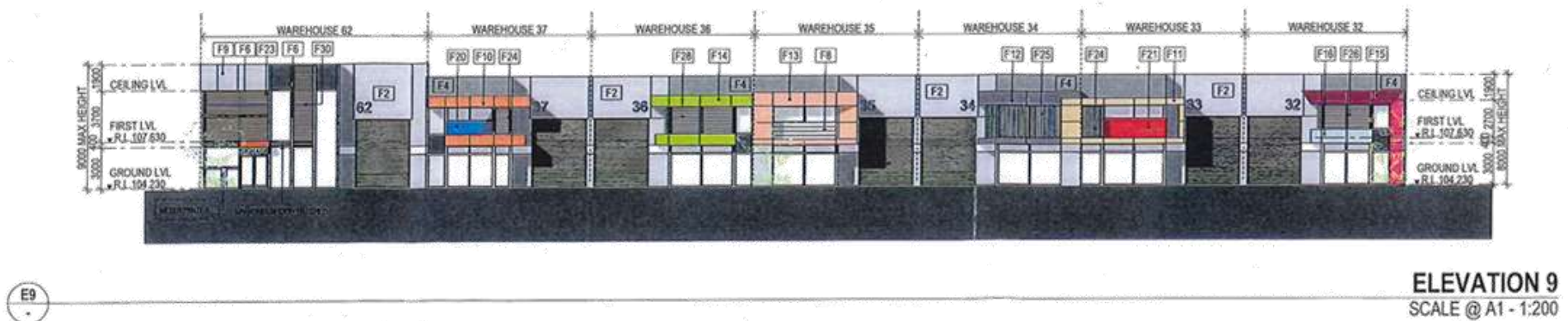
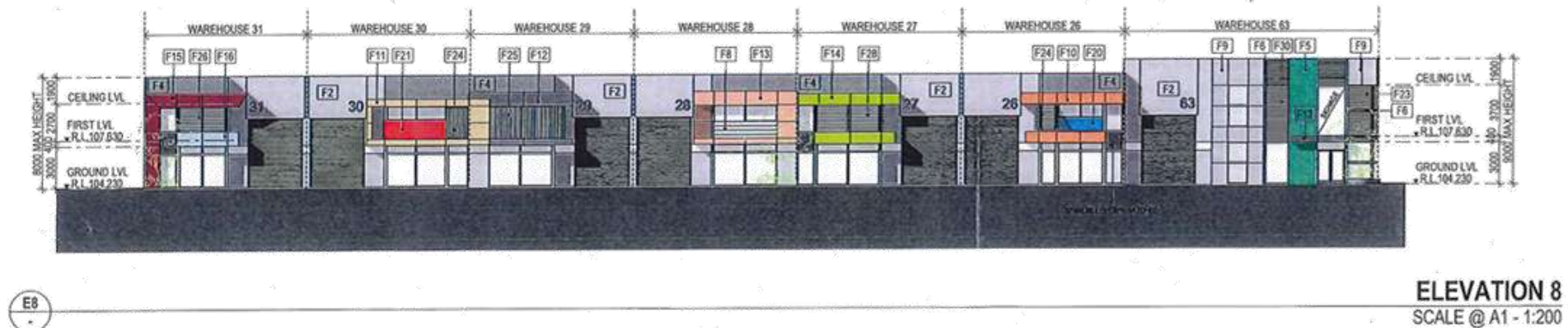
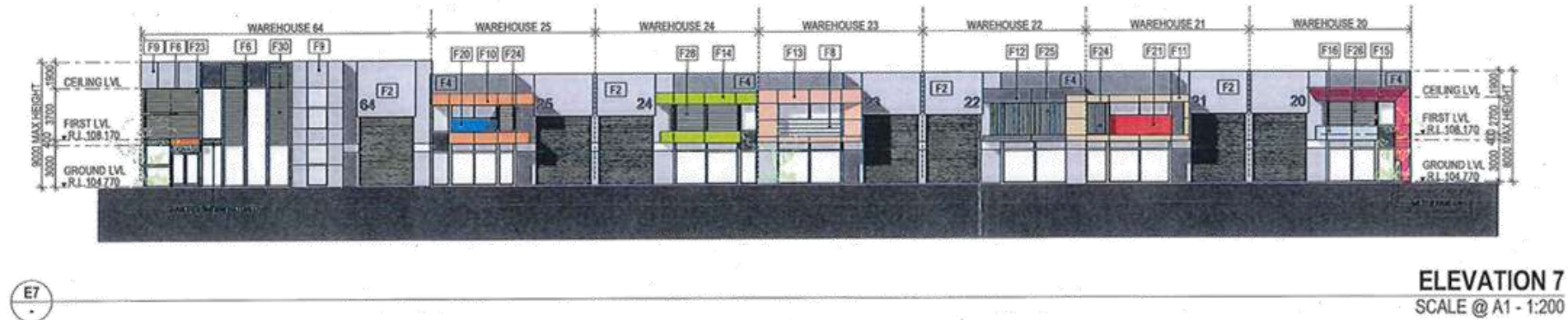
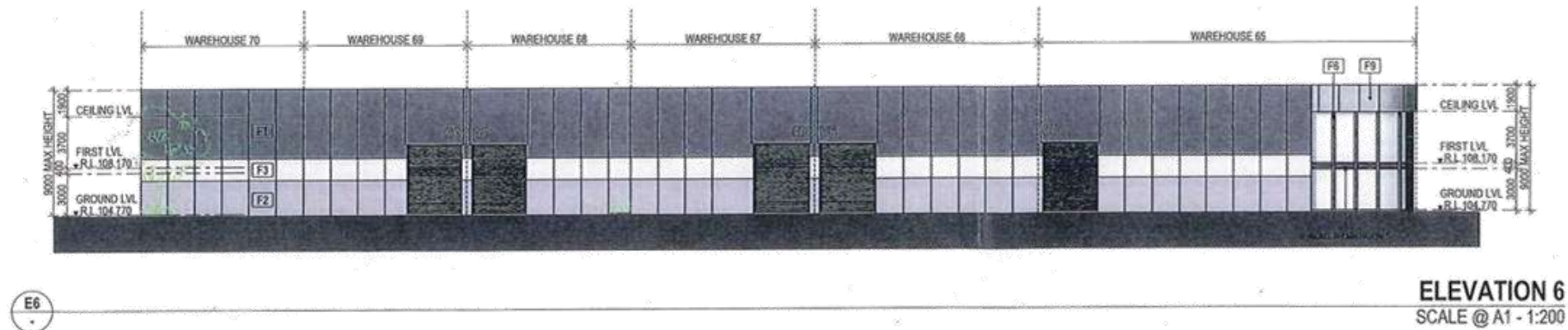
cornetto
448 HEIDELBERG ROAD
FAIRFIELD VIC 3078
TEL: (03) 9489 1299
FAX: (03) 9481 7630

Project: WAREHOUSE DEVELOPMENT
A. & D. INSTANT COURT THOMASTOWN

Drawing No: ELEVATIONS 4 & 5
Scale: 1:200 @ A1
Date:

Drawn: A.N.
Job No: 15-02
Drawing No:





EXTERNAL FINISHES

- [F1] PRE-CAST CONCRETE PANEL - PAINT FINISH - DULUX COLOR SPECIFIER - PG1.F7 - "WESTERN MYALL"
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- [F15] ALUCOBOND CLADDING - 202 - "RUBY"
- [F16] ALUCOBOND CLADDING - 603 - "GREY BLUE METALLIC"
- [F17] ALUCOBOND CLADDING - 203 - "ULTRAMARINE BLUE"
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- [F20] ACRYLIC RENDER - DULUX COLOR SPECIFIER - P35.H8 - "PEP TALK"
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City of Whittlesea
ADVERTISED PLAN

Date: 17/2/16 - 7/3/16
22/2/16 - 8/3/16

L-291278/15
REVISED FOR INTERNAL DISCUSSION
L-291278/16
REVISED FOR SUBMISSION TO COUNCIL'S DP

Client
SLADES BEVERAGES

chitects
448 HEIDELBERG ROAD
FAIRFIELD VIC 3078
TEL: (03) 9489 1299
FAX: (03) 9481 7830

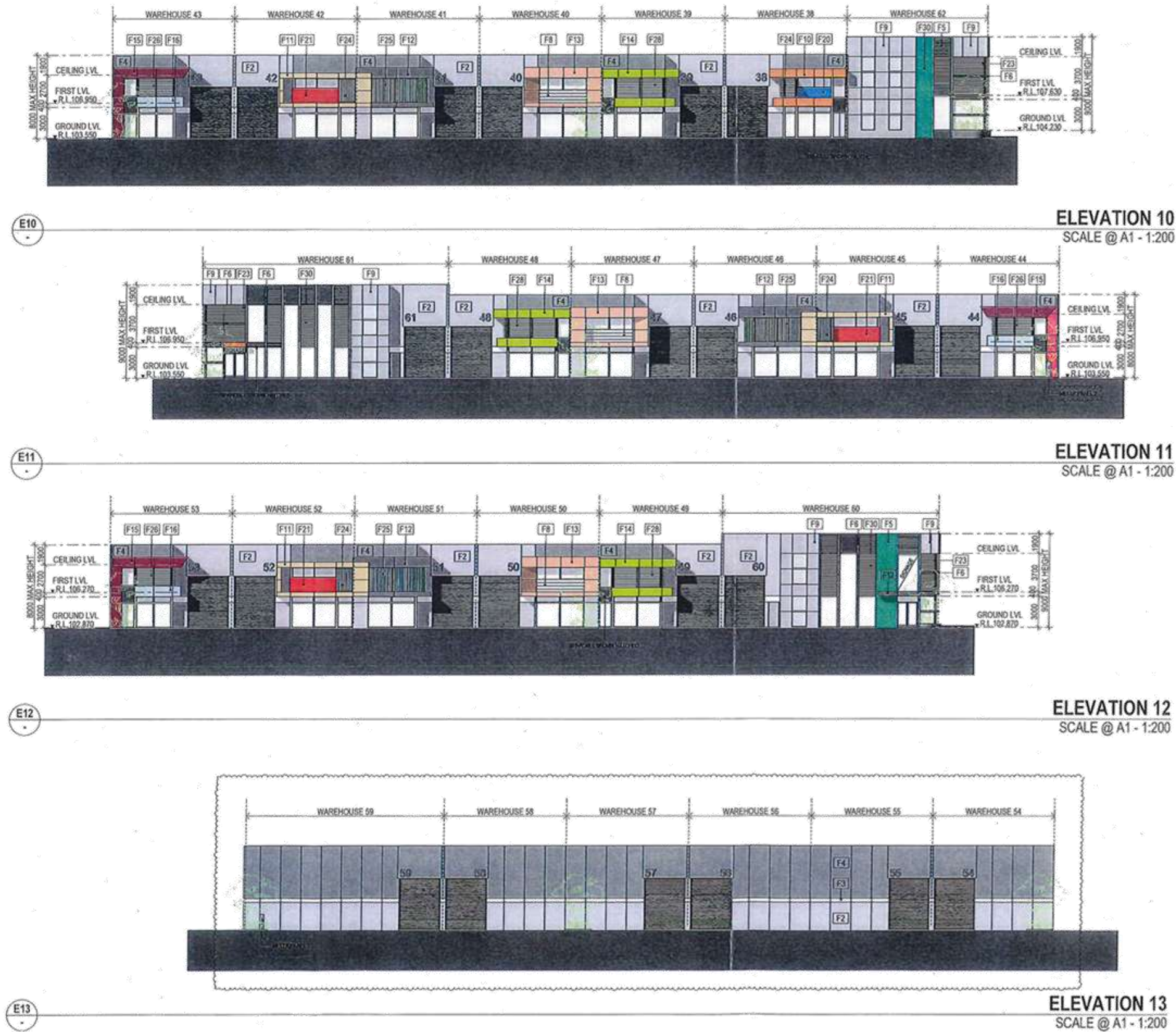
Project
WAREHOUSE DEVELOPMENT

R. & J. INSTANTS CONSULT THOMASTOWN

Drawing Title
ELEVATIONS 6, 7, 8 & 9
Scale
1:200 @ A1
Date

Drawn
A.N.
Job No.
15-02
Drawing No.





EXTERNAL FINISHES

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City of Whittlesea
ADVERTISED PLAN

Date: 17/2/16 - 7/3/16
22/2/16 - 8/3/16

89132011
RHS AMENDED FOR INTERNAL DISCUSSION
89132011
RHS AMENDED IN RESPONSE TO COUNCIL'S RV1

Client
SLADES BEVERAGES

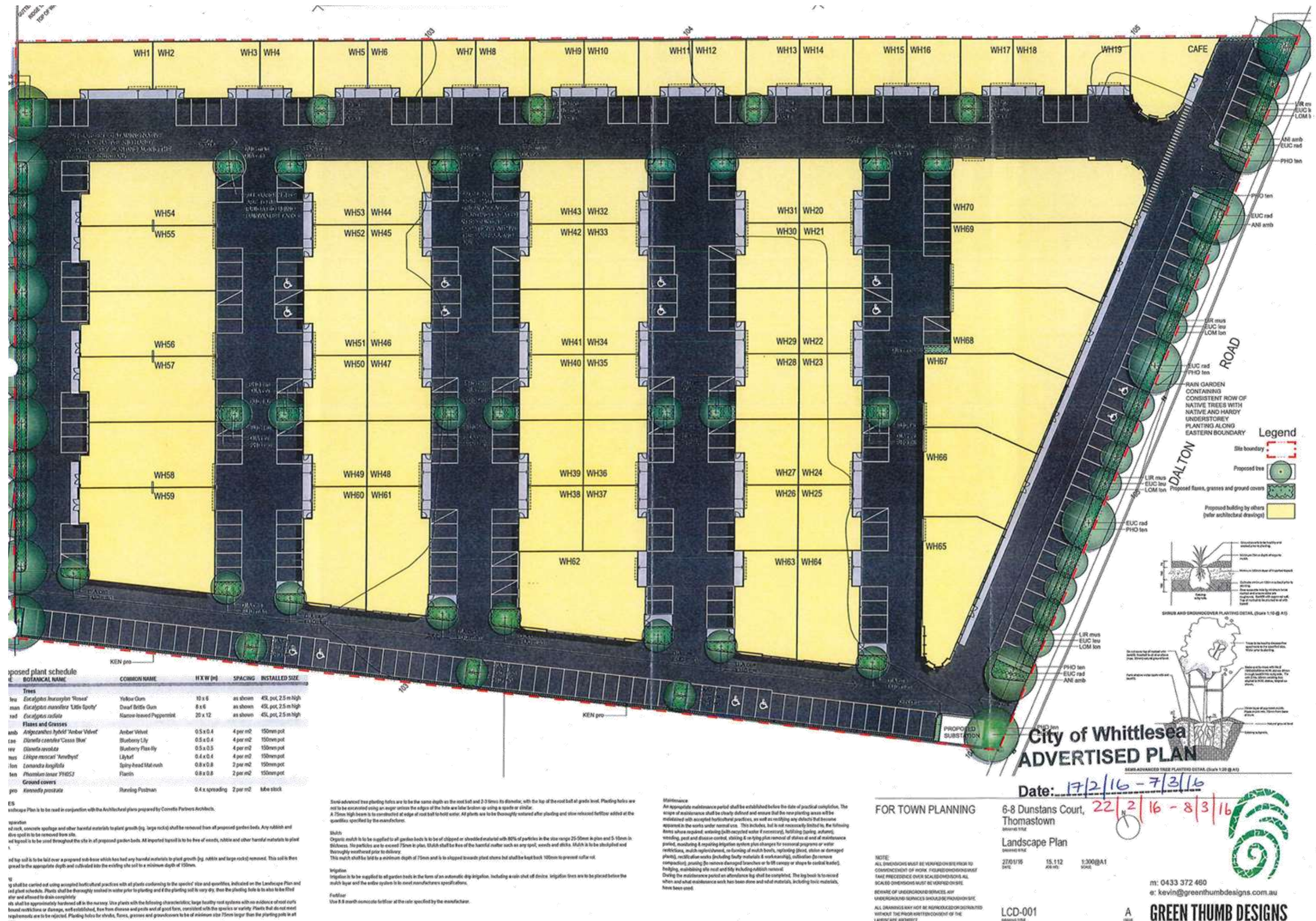
89132011
448 HEIDELBERG ROAD
FAIRFIELD VIC 3078
TEL: (03) 9489 1299
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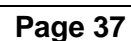
Project
WAREHOUSE DEVELOPMENT

Drawing Title
ELEVATIONS 10, 11, 12 & 13
Scale
1:200 @ A1

Drawn
A.N.
Job No.
15-02

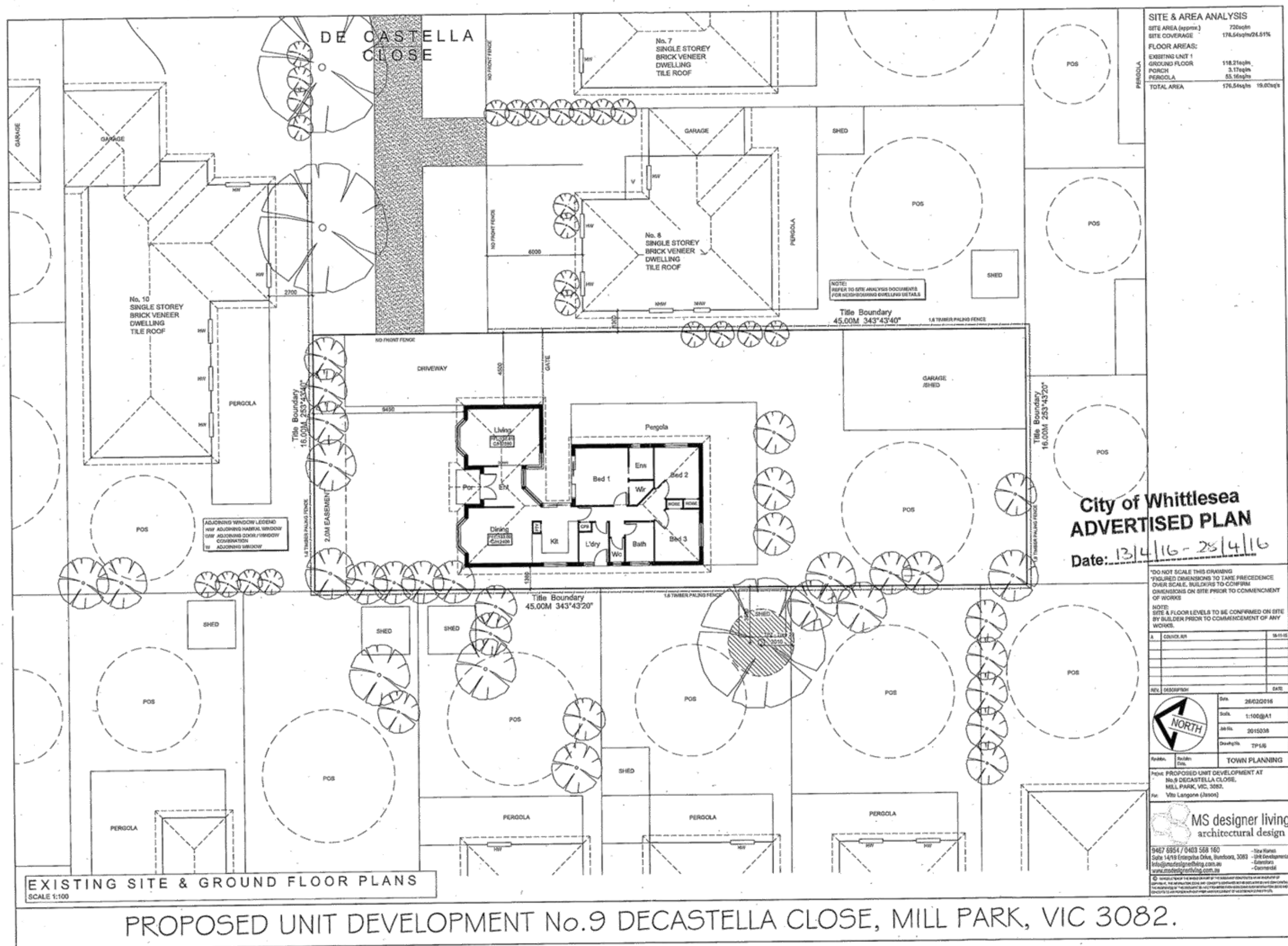


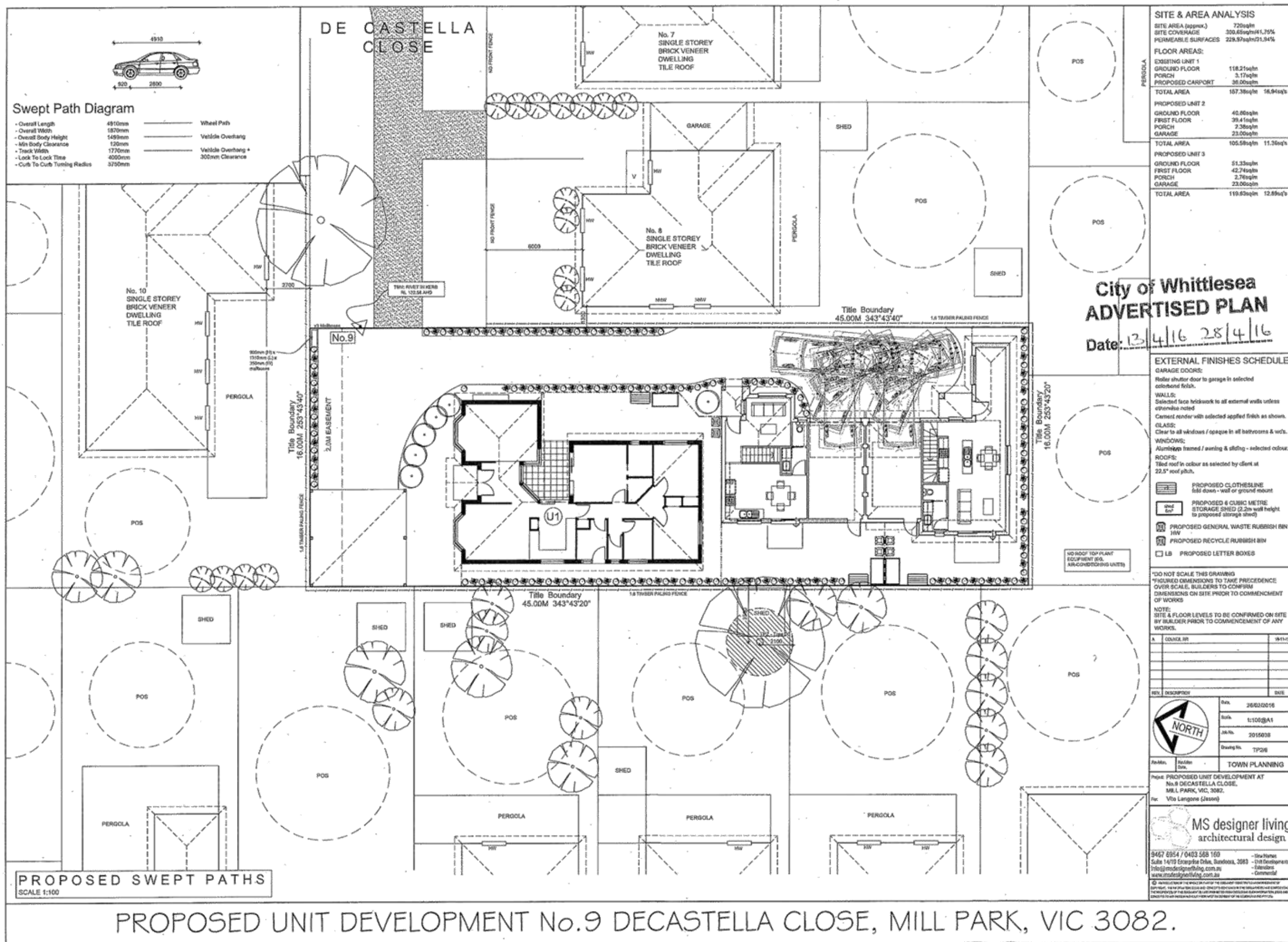


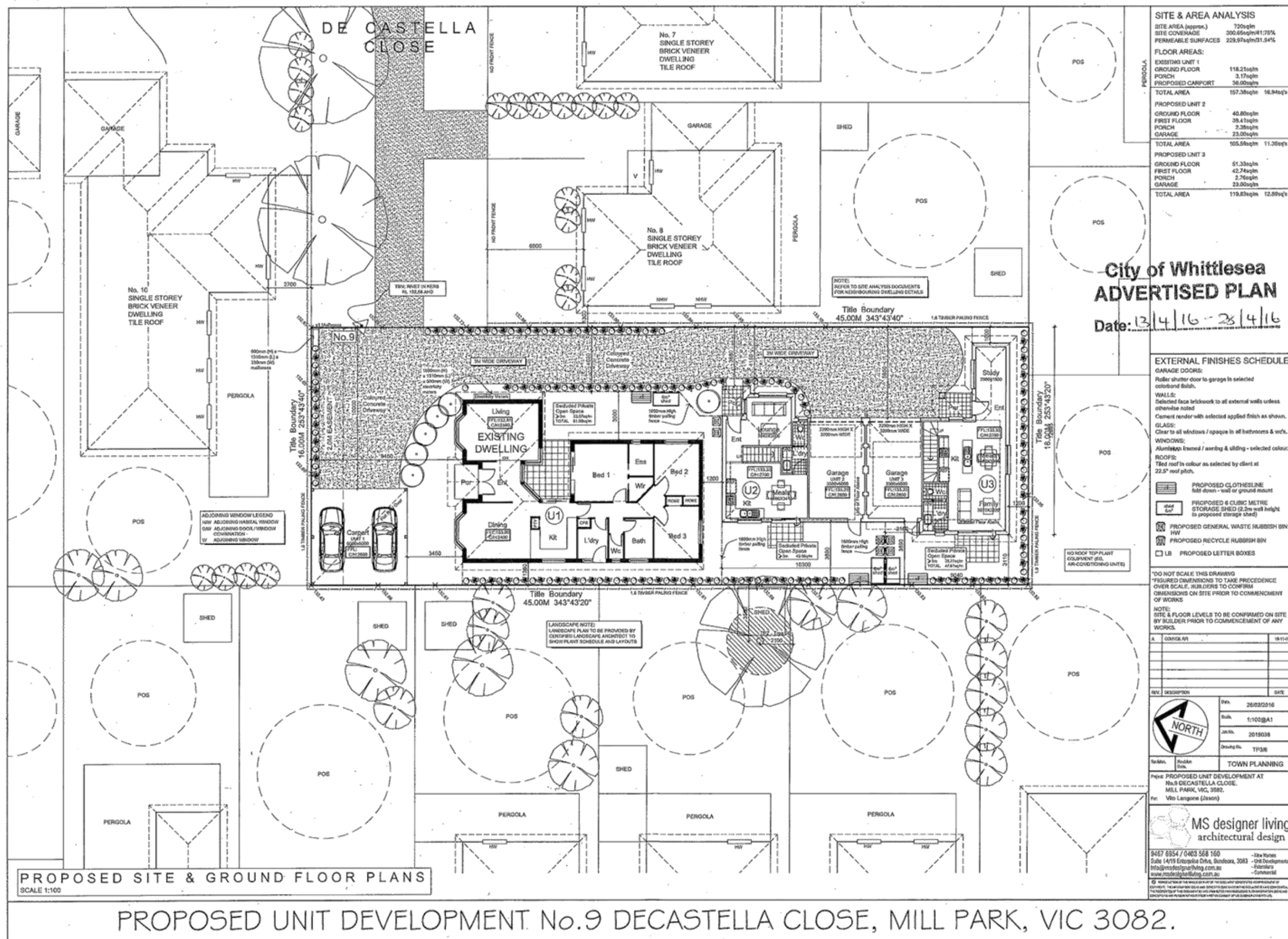


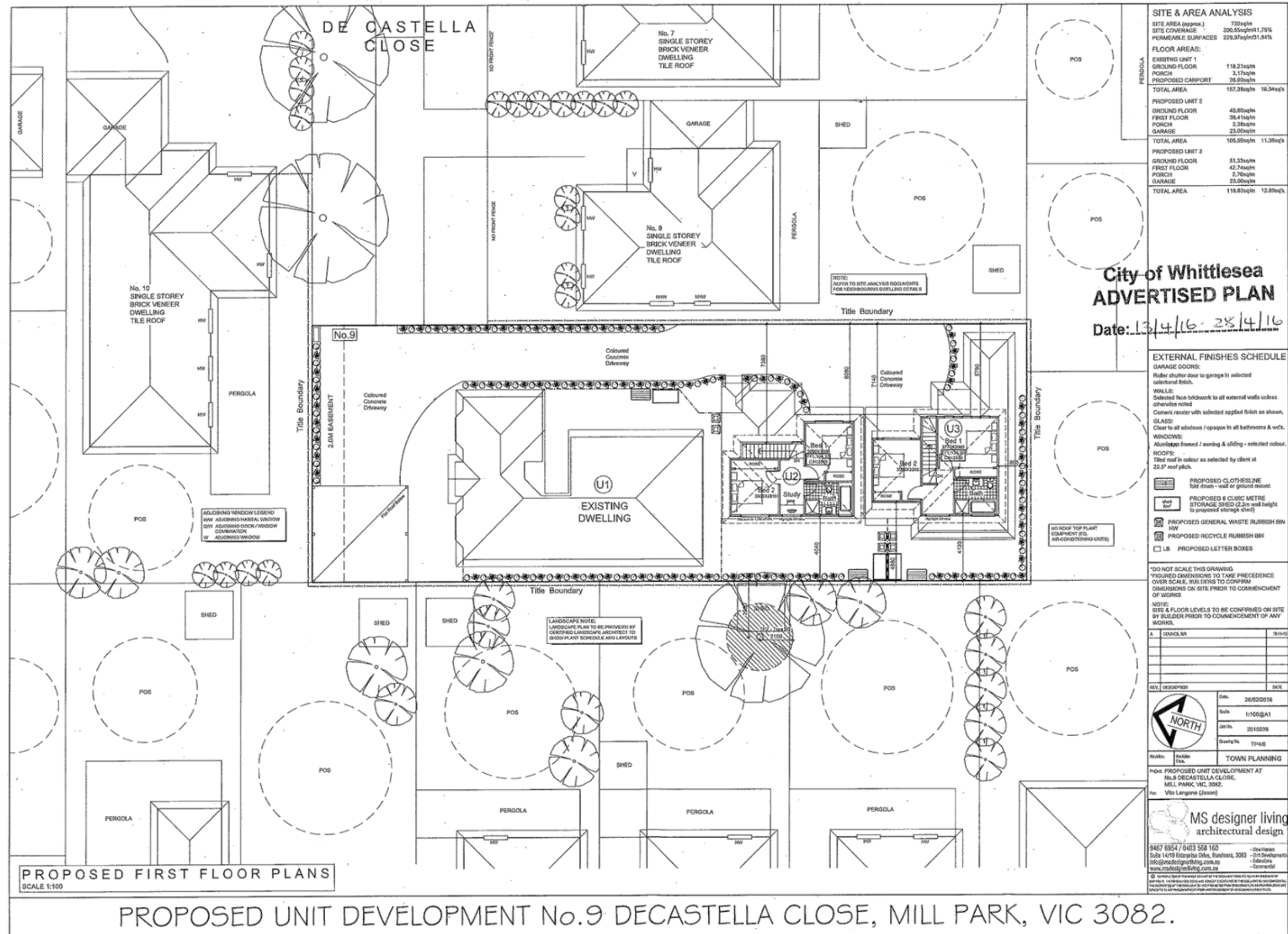




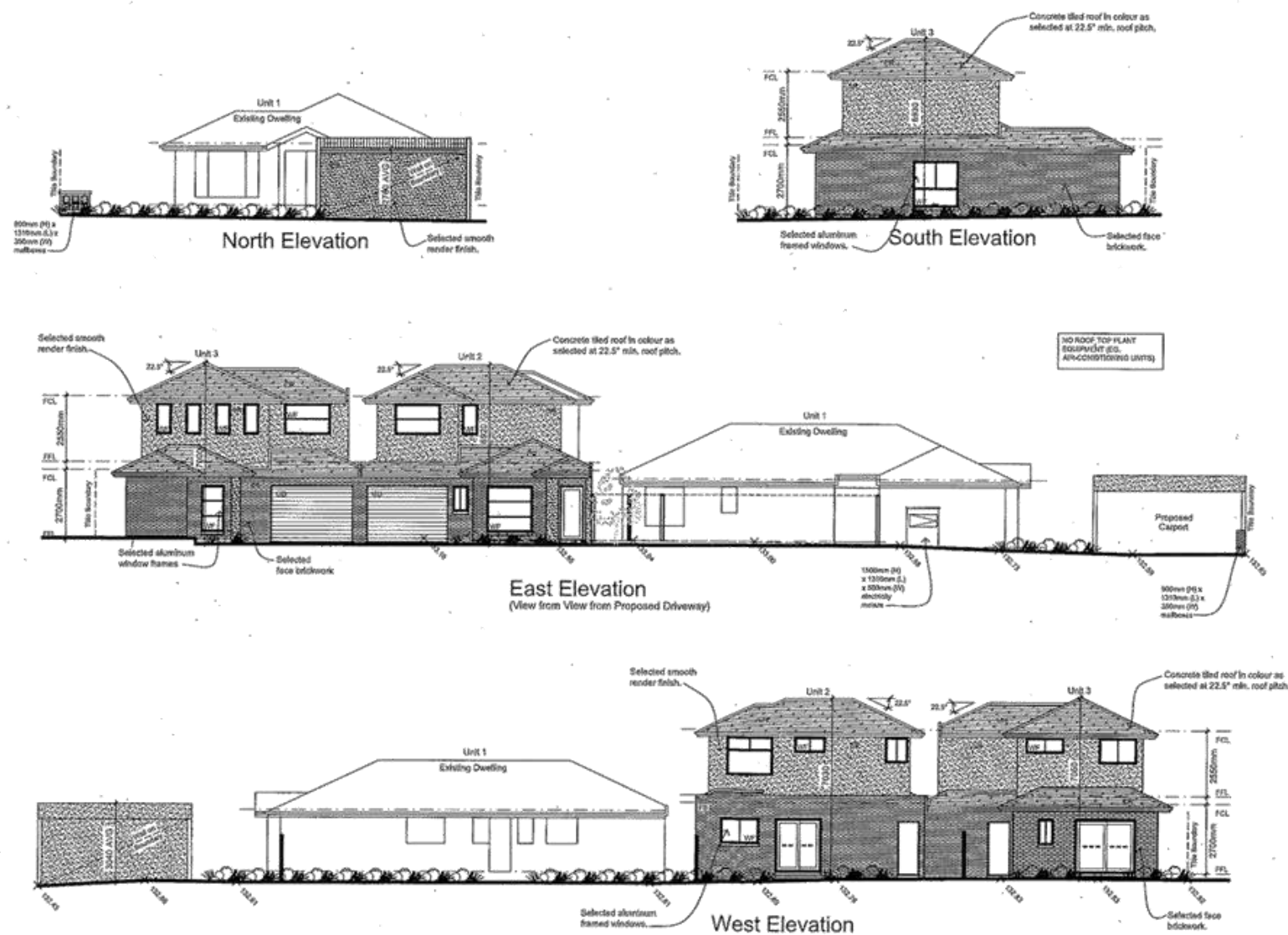








EXTERNAL COLOUR AND MATERIAL SCHEDULE	
SR	SMOOTH RENDER FINISH:
WF	ALL ALUMINIUM FRAMED WINDOWS:
CG	ALL COLORBOND GUTTERS:
CF	ALL COLORBOND FASCIAS:
CR	ROOF TILES AT 22.5° PITCH:
GD	ALL GARAGE DOORS:
FB	FACE BRICKWORK:
CONC	CONCRETE PAVED DRIVEWAY:



PROPOSED ELEVATIONS
SCALE 1:100

PROPOSED UNIT DEVELOPMENT No.9 DECASTELLA CLOSE, MILL PARK, VIC 3082.

SITE & AREA ANALYSIS		
SITE AREA (approx.)	720sqm	
SITE COVERED	300.86sqm(41.78%)	
PERMEABLE SURFACES	228.97sqm(31.94%)	
FLOOR AREAS:		
EXISTING UNIT 1		
GROUND FLOOR	118.21sqm	
PORCH	3.17sqm	
PROPOSED CARPORT	3.20sqm	
TOTAL AREA	\$57.38sqm	16.94%
PROPOSED UNIT 2		
GROUND FLOOR	40.80sqm	
FIRST FLOOR	38.61sqm	
PORCH	2.38sqm	
GARAGE	23.00sqm	
TOTAL AREA	105.59sqm	15.36%
PROPOSED UNIT 3		
GROUND FLOOR	51.33sqm	
FIRST FLOOR	42.74sqm	
PORCH	2.79sqm	
GARAGE	23.00sqm	
TOTAL AREA	119.86sqm	12.89%

**City of Whittlesea
ADVERTISED PLAN**

Date: 13/4/16 - 28/4/16

EXTERNAL FINISHES SCHEDULE

GARAGE DOORS:
Roller shutter door to garage in selected colorbond finish.

WALLS:
Selected face brickwork to all external walls unless otherwise noted

Cement render with selected applied finish as shown.
GLASS:
Clear to all windows / opaque in all bedrooms & w.c's.

WINDOWS:
Aluminium framed / awning & sliding - selected colour.
price:

ROOFS:
Tiled roof in colour as selected by client at
22.5° roof pitch.

PROPOSED CLOTHESLINE
fold down - wall or ground mount

shed
6m³

PROPOSED 6 CUBIC METRE
STORAGE SHED (2.2m wall height
to proposed storage shed)

 PROPOSED GENERAL WASTE RUBBISH BIN
 PROPOSED RECYCLE RUBBISH BIN

☐ LB PROPOSED LETTER BOXES

DO NOT SCALE THIS DRAWING
FIGURED DIMENSIONS TO TAKE PRECEDENCE
OVER SCALE, BUILDERS TO CONFIRM


NOTE:


NOTE:
SITE & FLOOR LEVELS TO BE CONFIRMED ON SITE
BY BUILDER PRIOR TO COMMENCEMENT OF ANY
WORKS.

A	COUNCIL RV	15-12-13

REV.	DESCRIPTION	DATE
------	-------------	------

	Date	26/02/2016
	Scale	1:105 @ A1

	20150308

		Drawing No. TPS6
Revised	Revised Date	TOWN PLANNING

FROM PROPOSED UNIT DEVELOPMENT AT
No.9 DECASTELLA CLOSE,
MILL PARK VIC 3082

Re: Vito Longene (Jason)

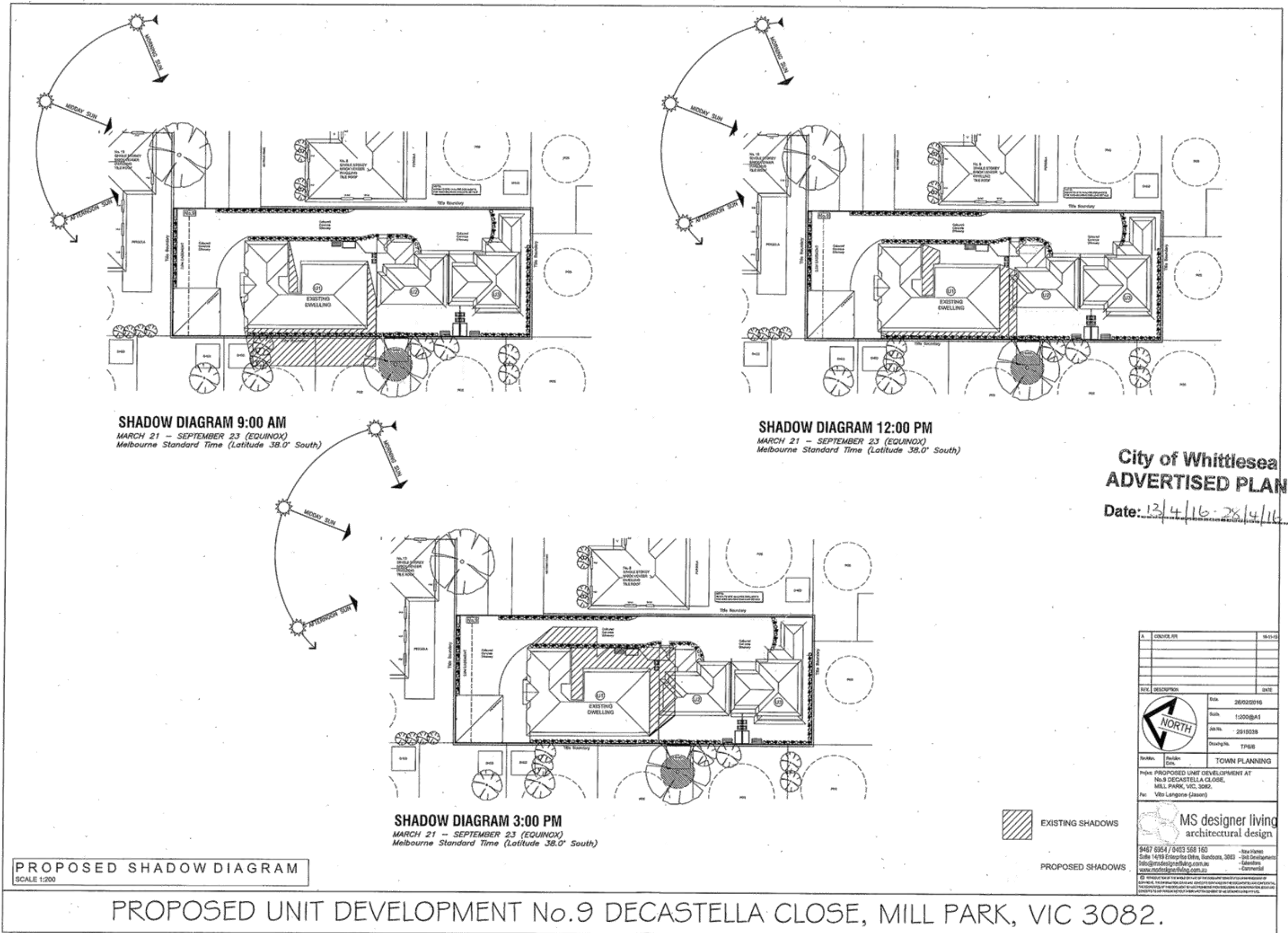
MS designer living

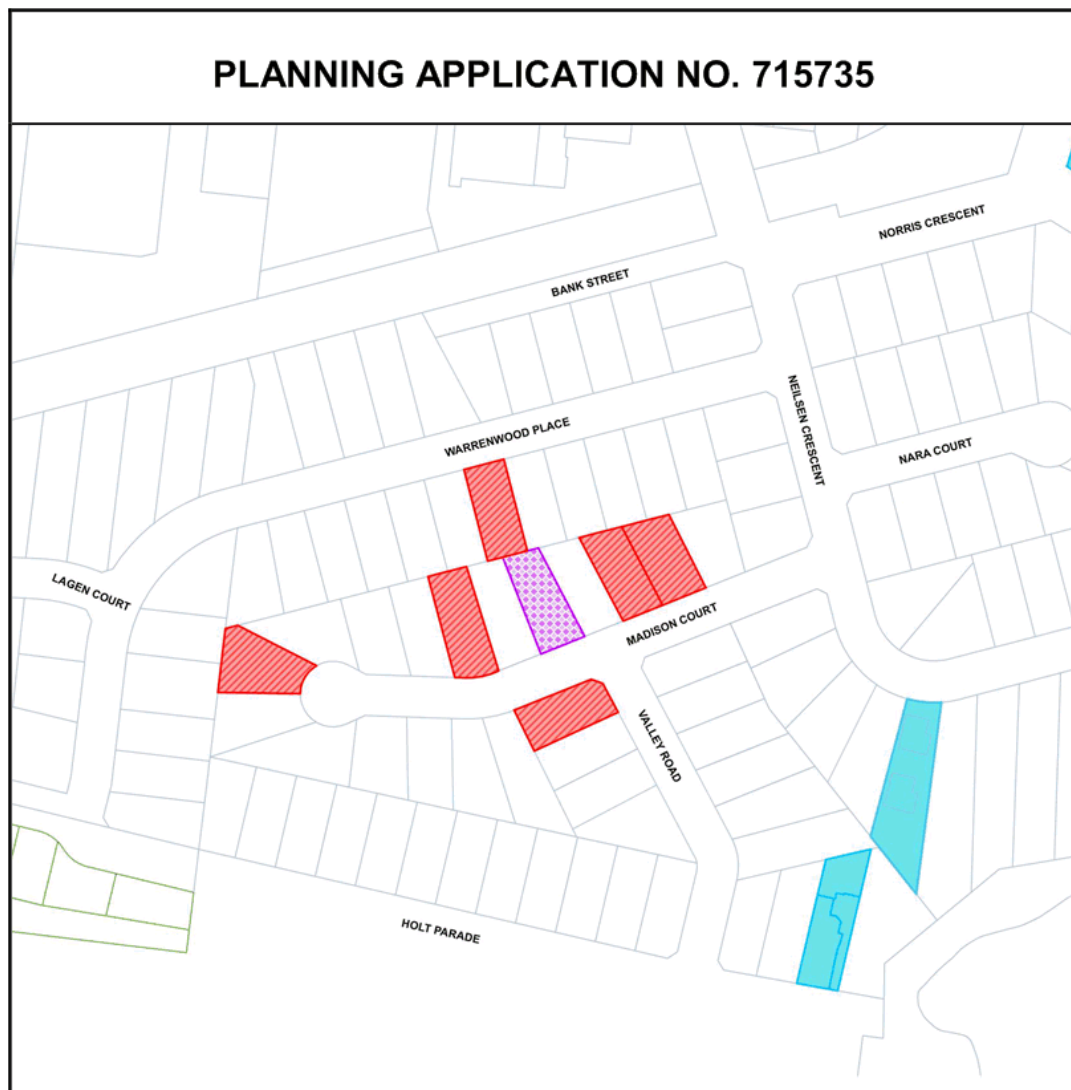
architectural design
9467 6954 / 0403 568 160

0401 0204 / 0400 300 100
 Suite 14/19 Enterprise Drive, Bondara, 3003
 info@modesignerliving.com.au
 www.modesignerliving.com.au

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Subject Land



Objector



Medium Density Housing



**City of
Whittlesea**

ESTABLISHED AREAS PLANNING REPORT

PLANNING APPLICATION NO. 715735



Subject Land



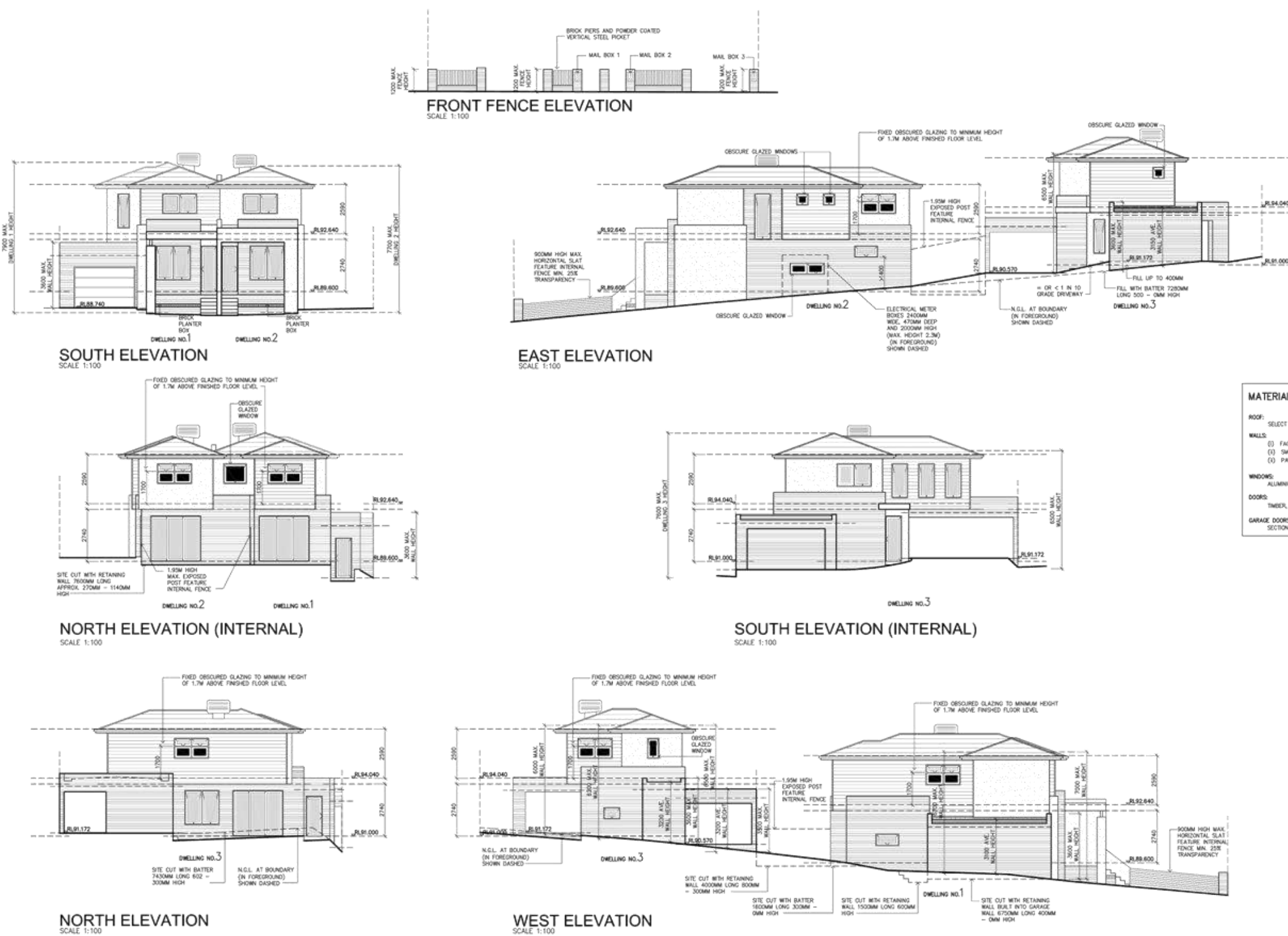
Objector



Medium Density Housing

City of
Whittlesea

ESTABLISHED AREAS PLANNING REPORT



Client		
DANIEL HALTON		
Client Details		
Mrs. DANIEL HALTON 12 Madison Court BLANCKSVILLE, NC mob: 0413 019 785		

[illegible]

HALTON DESIGN
REGISTERED BUILDING
PRACTITIONER DP-AD 281
12 MADISON COURT
BLUNDORRA VIC 3083
TEL: 0413 016 785

Project
**10 Madison Court
BUNDOORA**

Drawing Title
ELEVATIONS

FOR TOWN PLANNING PURPOSE

Drawn
D.J.H.

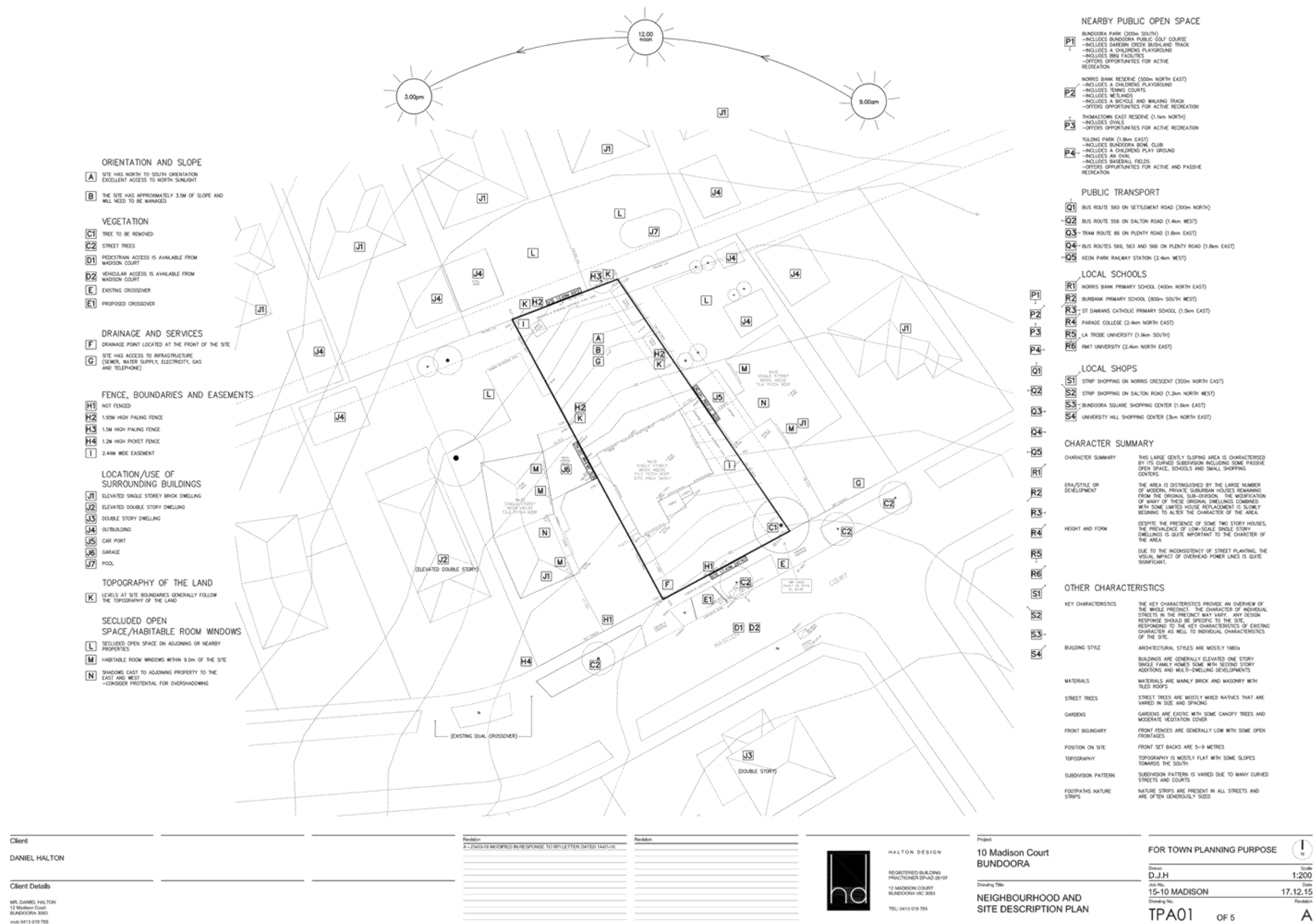
Job No.
15-10 MADISON

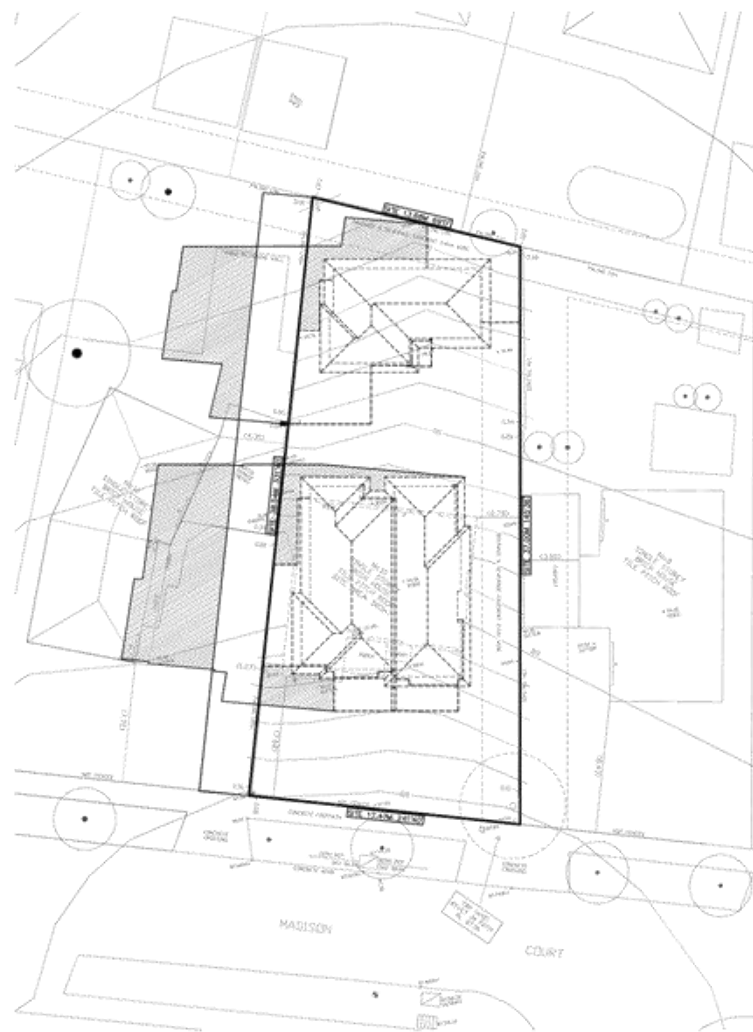
Crawling N

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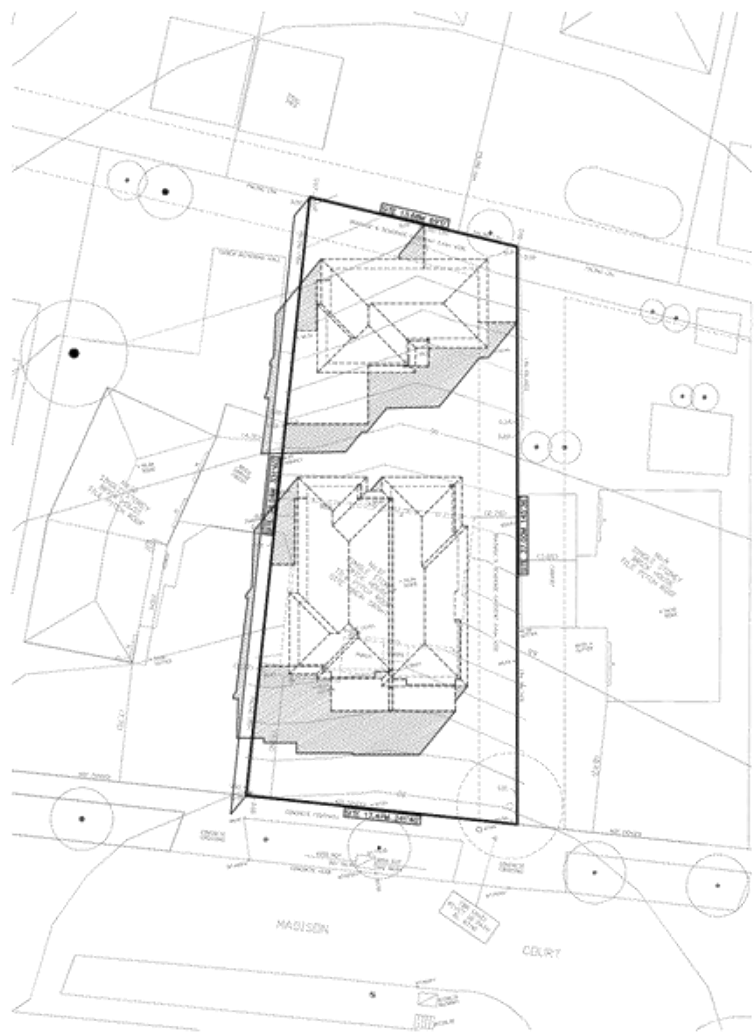
Date
17.12.15

Reviewers

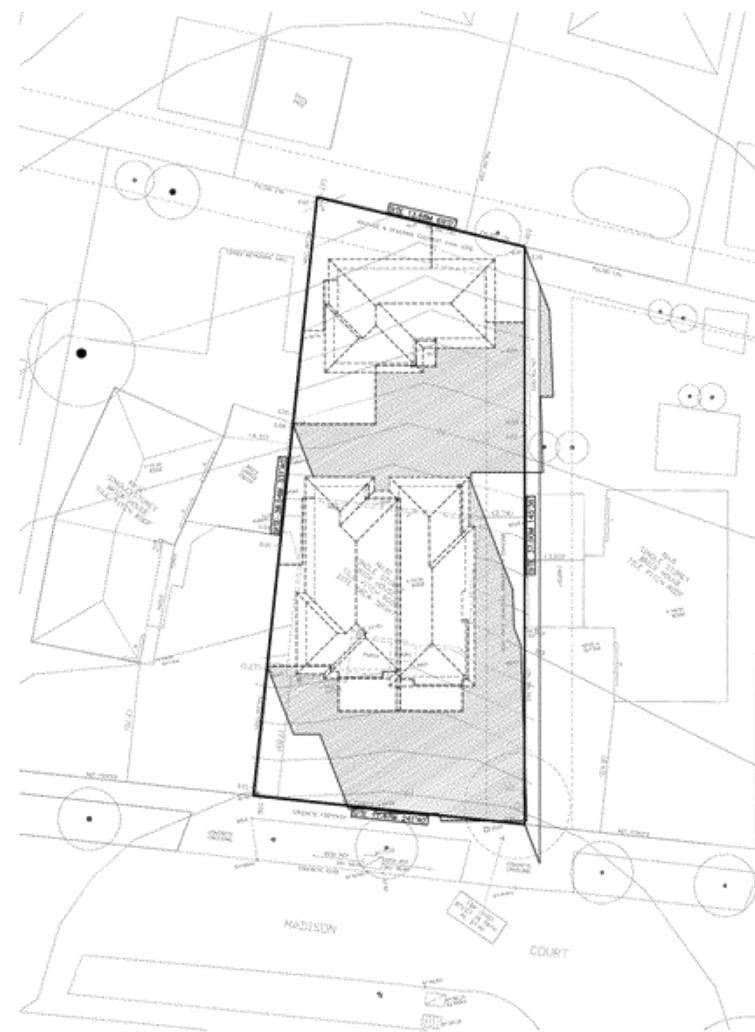




9:00AM SHADOW DIAGRAM
SCALE 1:200



12:00PM SHADOW DIAGRAM
SCALE 1:200



3:00PM SHADOW DIAGRAM
SCALE 1:200

Client
DANIEL HALTON

Client Details

MRS DANIEL HALTON
12 Madison Court
BUNDOORA VIC 3083
mob 0413 019 785

Revision
A - 23/03/15 AMENDED IN RESPONSE TO REF LETTER DATED 14/01/15

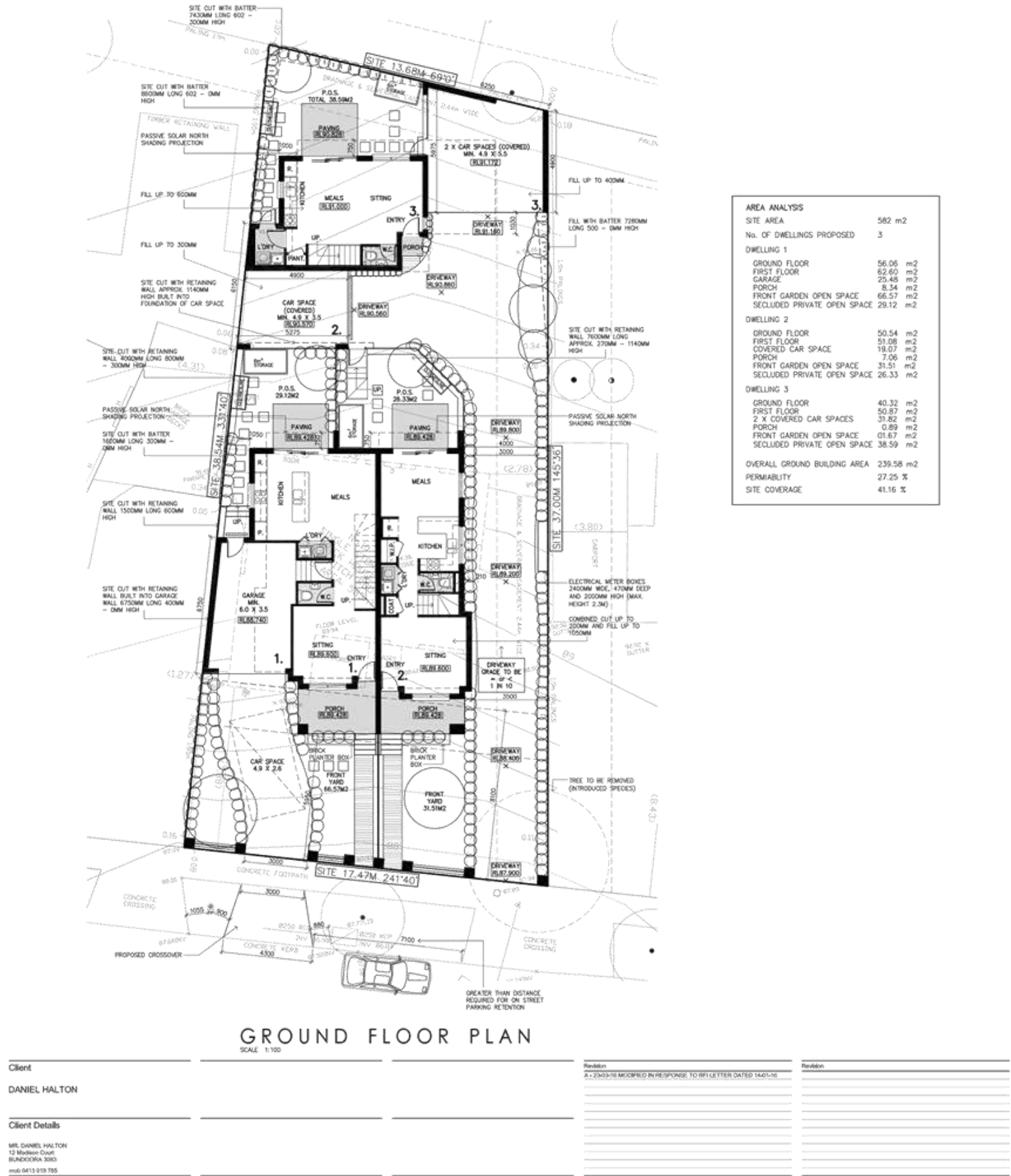
Revision



HALTON DESIGN
REGISTERED BUILDING
PRACTITIONER NO. 402 281927
12 MADISON COURT
BUNDOORA VIC 3083
TEL: 0413 019 785

Project
10 Madison Court
BUNDOORA
Drawing Title
SHADOW DIAGRAMS

FOR TOWN PLANNING PURPOSE
Drawn
D.J.H.
Job No.
15-10 MADISON
Drawing No.
TPA05
Scale
1:200
Date
17.12.15
Revision
A





DESIGN RESPONSE PALM LEGEND
SITE DIMENSIONS AND AREA

- A** LAND USE AND DENSITY RESPONDS TO:
 - LOCATION WITHIN ESTABLISHED RESIDENTIAL AREA
 - OVERALL AREA OF 562sqm WITH A FRONTAGE OF 17.5m
 - NO INFRASTRUCTURE CONSTRAINTS
 - ACCESSIBILITY TO PUBLIC TRANSPORT, OPEN SPACE AND LOCAL SHOPPING
- B1** MINIMISING OUT AND FILL REQUIRED THROUGH CONCOISE DWELLING DESIGN
- B2** NOT LOCATING GROUND FLOOR A SUBSTANTIAL DISTANCE ABOVE NATURAL GROUND
- C** LOCATING SECLUDED OPEN SPACES TO ENSURE NORTHERN ORIENTATION
- D** PROVIDING LIVING AREAS WITH DIRECT CONNECTION TO PRIVATE OPEN SPACE
- E** PROVIDING SUFFICIENT SETBACKS TO ALLOW GOOD DAYLIGHT ACCESS TO HABITABLE ROOM WINDOWS
- G** PROVIDING CAR PARKING AT A RATIO OF TWO CAR SPACES PER 3 BEDROOM DWELLING AND ONE CAR SPACE PER 2 BEDROOM DWELLING INCORPORATING EITHER A SINGLE CAR GARAGE AND TANDEN CAR SPACE BEHIND, DOUBLE OR SINGLE COVERED CAR SPACE
- H1** EXISTING CROSSOVER TO BE RETAINED
- H2** PROPOSED CROSSOVER

THE PROPOSAL RELATES TO OTHER DWELLINGS BY:

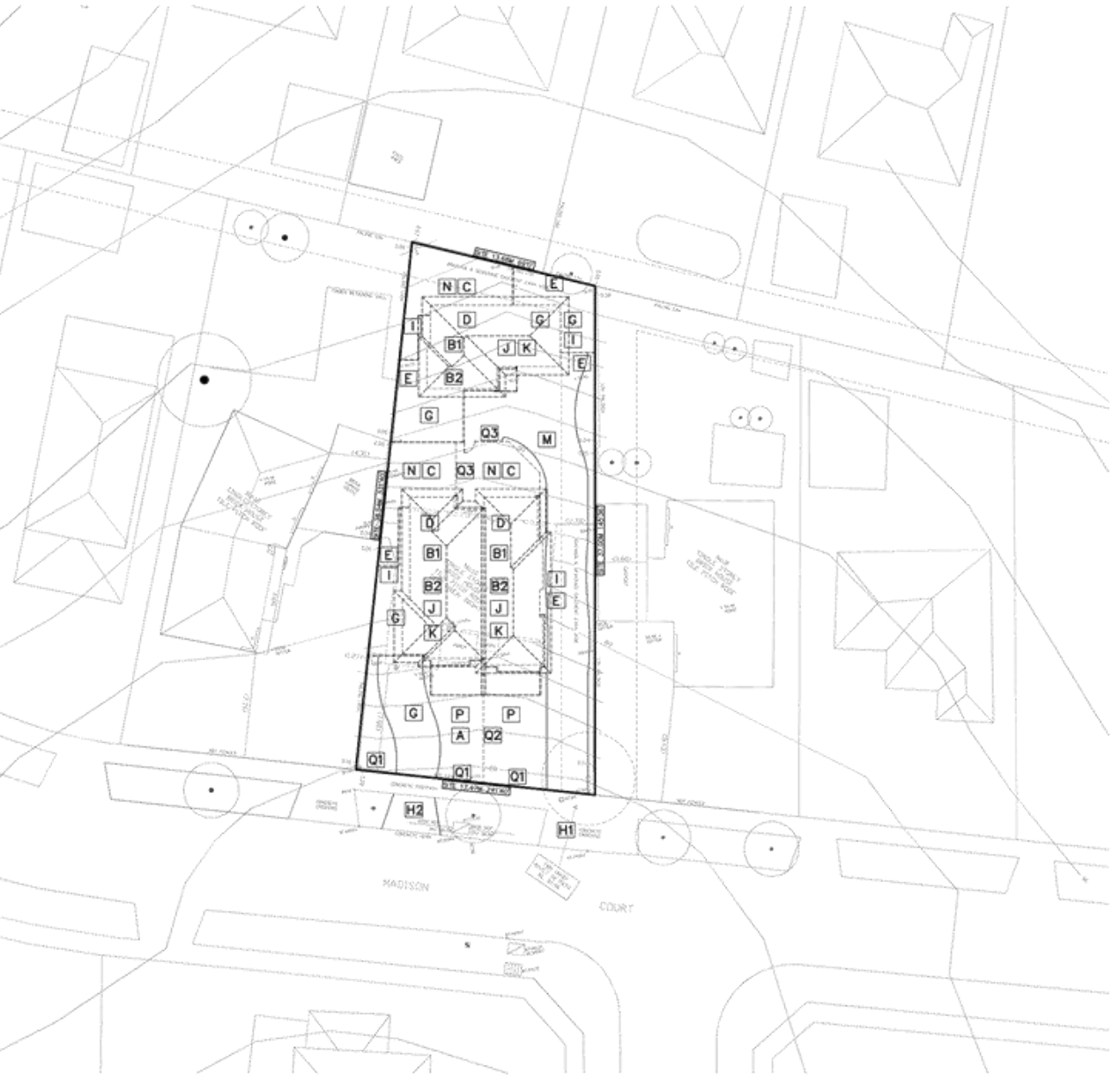
- I** LAND USE AND DENSITY RESPONDS TO:
 - LIMITING POTENTIAL FOR OVERSHADOWING TO ADJOINING PROPERTIES TO THE EAST AND WEST THROUGH ARTICULATED DWELLING DESIGN AND SUBSTANTIAL SETBACKS PARTICULARLY TO THE EAST
- J** ALL FIRST FLOOR HABITABLE ROOM WINDOWS HAVE FIXED OBSCURE GLAZING TO MINIMUM HEIGHT OF 1.7M ABOVE F.F.S. RESULTING IN NO OVERLOOKING TO THE ADJOINING NEIGHBOURS
- K** USE OF CONCOISE ARTICULATED BUILDING FORMS TO MINIMISE THE IMPACT OF OVERLOOKING, OVERSHADOWING AND OF VISUAL BULK IN THE STREETSCAPE
- L** THE USE OF BRICK AND MASONRY RENDER FINISHES AS WELL AS HIPPED ROOF FORMS ASSISTS IN COMPLEMENTING THE ADJOINING PROPERTIES AS WELL AS OTHER STYLES COMMONLY FOUND IN THE AREA

THE PROPOSAL AVOIDS FUTURE MANAGEMENT DIFFICULTIES BY:

- M** LIMITING COMMON PROPERTY TO A SHARED DRIVEWAY
- N** ENSURING THAT PRIVATE AREAS AND SPACES ARE MAXIMISED

THE PROPOSAL RESPECTS, ACKNOWLEDGES AND IMPROVES NEIGHBOURHOOD CHARACTER BY:

- O** THE USE OF MATERIALS COMMONLY FOUND IN THE AREA LIKE BRICK, RENDER AND TILED PITCHED ROOFS WITH HIPPED FORMS
- P** TWO DWELLINGS DIRECTLY ADDRESS THE STREET NETWORK
- Q1** NEW FRONT BRICK AND STEEL PICKET FENCE – MAXIMUM HEIGHT 1200mm
- Q2** NEW DIVIDER HORIZONTAL SLAT FENCE – MAXIMUM HEIGHT 1200mm
- Q3** NEW DIVIDER PALING FENCE – MAXIMUM HEIGHT 1500mm



Client
DANIEL HALTON

Client Details
MR. DANIEL HALTON
12 Madison Court
BUNDOORA VIC 3083
mob 0413 019 785

Revision
A - 23/03/16 AMENDED IN RESPONSE TO RFI LETTER DATED 04/01/16

Revision



HALTON DESIGN
REGISTERED BUILDING
PRACTITIONER (B440) 281937
12 MADISON COURT
BUNDOORA VIC 3083
TEL: 0413 019 785

Project
10 Madison Court
BUNDOORA

Drawing Title
DETAILED SITE ANALYSIS
- DESIGN RESPONSE

FOR TOWN PLANNING PURPOSE
Drawn
D.J.H.
Job No.
15-10 MADISON
Drawing No.
TPA02
Scale
1:200
Date
17.12.15
Revision
A
OF 5

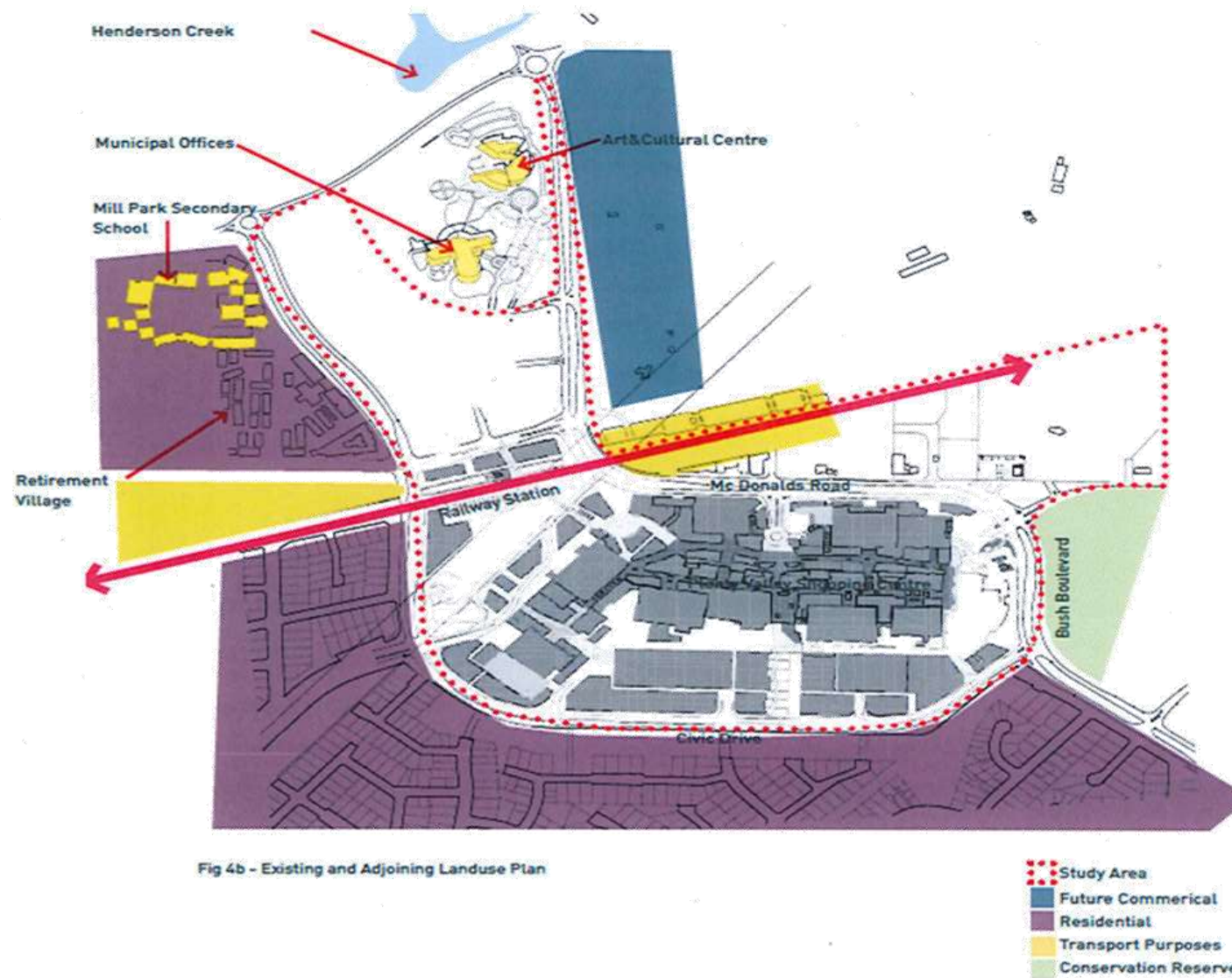
Site Context – Aerial Photo



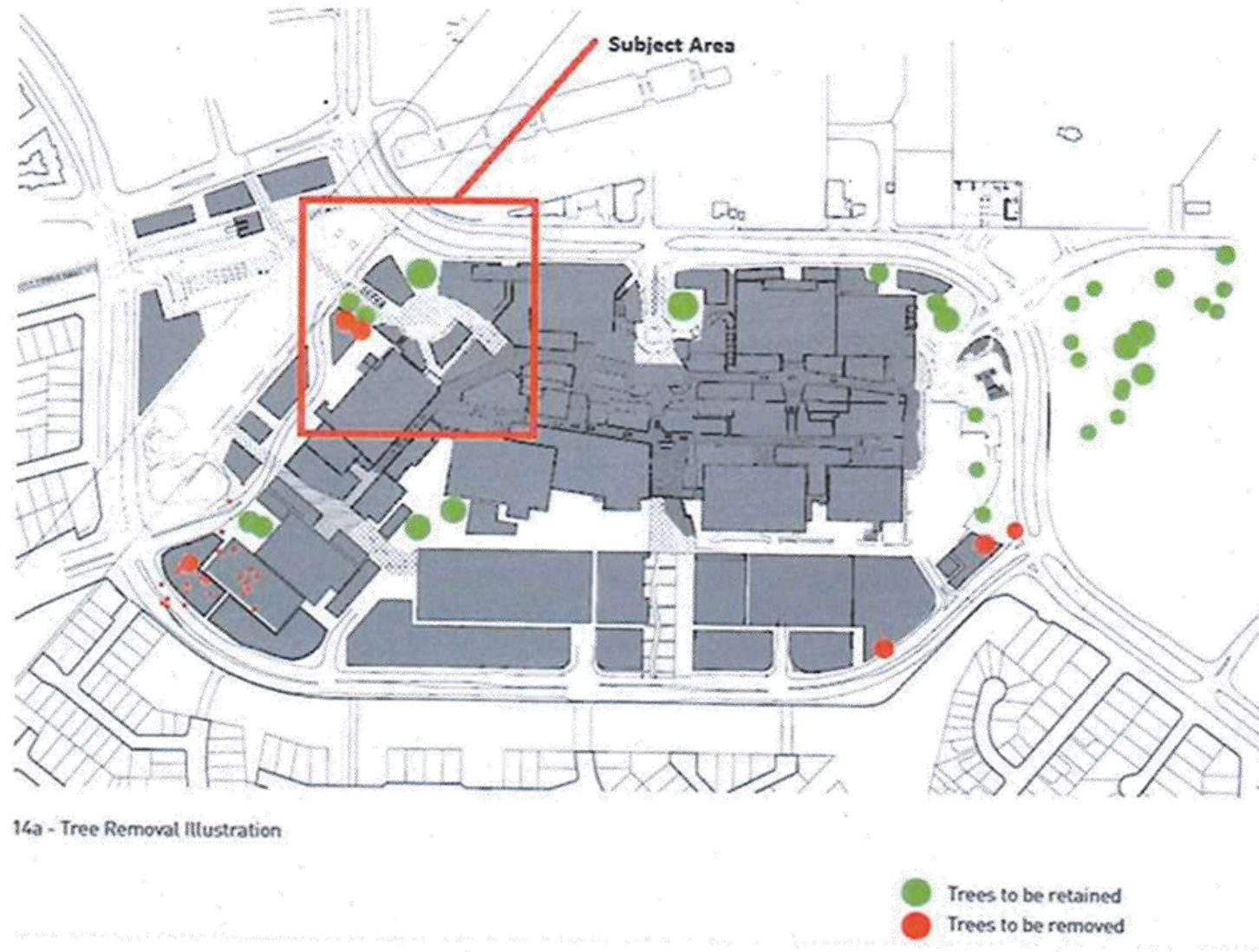
Site Context – South Morang Development Plan Aerial (Red Line indicates approximation of the Development Plan Overlay Schedule 8 Boundary)



Site Context



Existing Figure 14a – South Morang Activity Centre Development Plan



Proposed Figure 14a - South Morang Activity Centre Development Plan

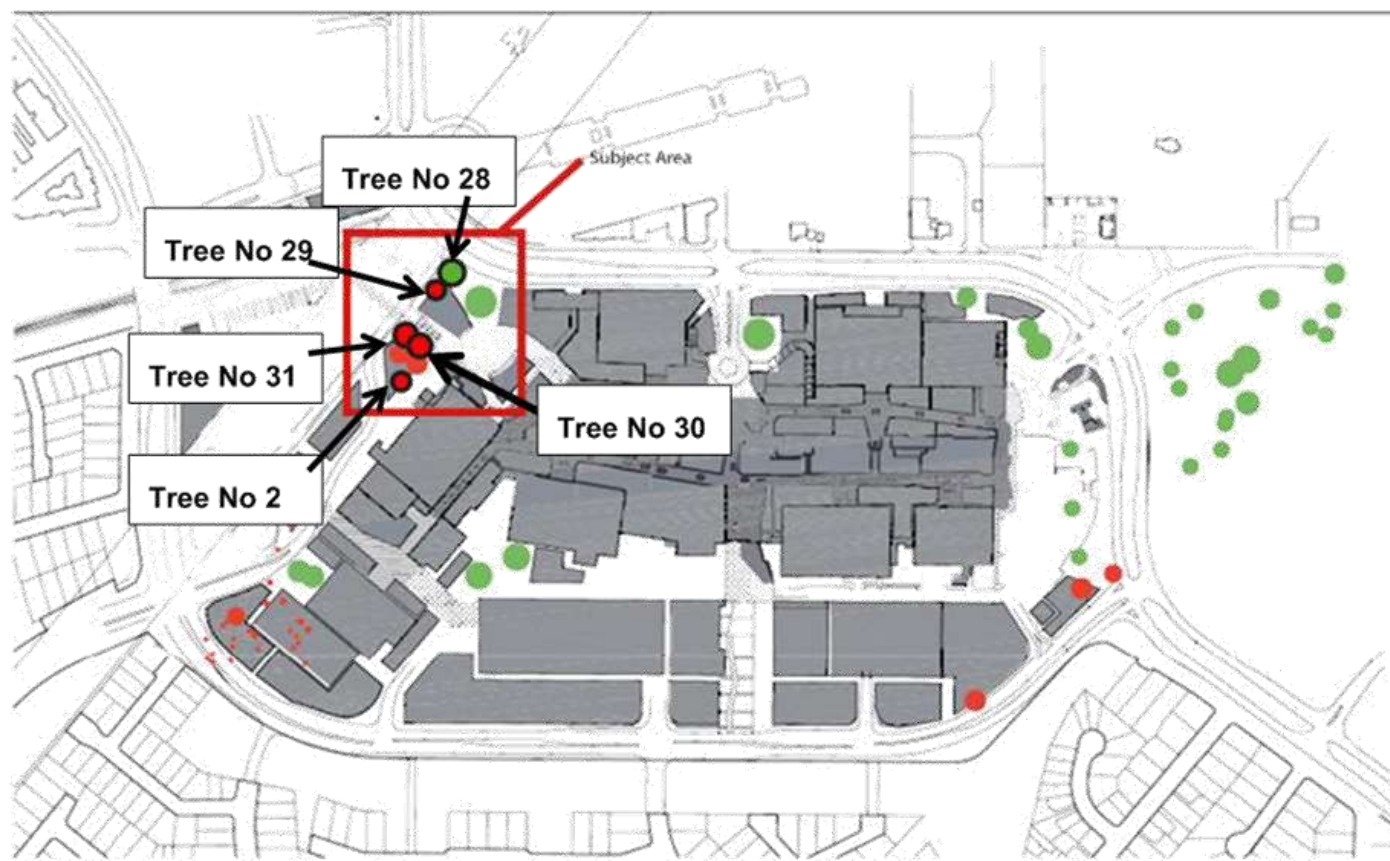


Fig 14a - Tree Removal Illustration

- Trees to be retained
- Trees to be removed
- Additional trees to be retained
- Additional trees to be removed



PERSPECTIVE 01

NOTE - ARTIST'S IMPRESSION ONLY.



PERSPECTIVE 02 - FROM SOUTH MORANG TRAIN STATION

NOTES:

- This document is a Design Artist's Impression and is not a final design.
- It is intended to provide a visual representation of the proposed development and is not to be used for any other purpose.
- It is intended to provide a visual representation of the proposed development and is not to be used for any other purpose.
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DEXUS

SCENTRE GROUP

WATER

SCENTRE GROUP

WATER

SCENTRE GROUP

WATER

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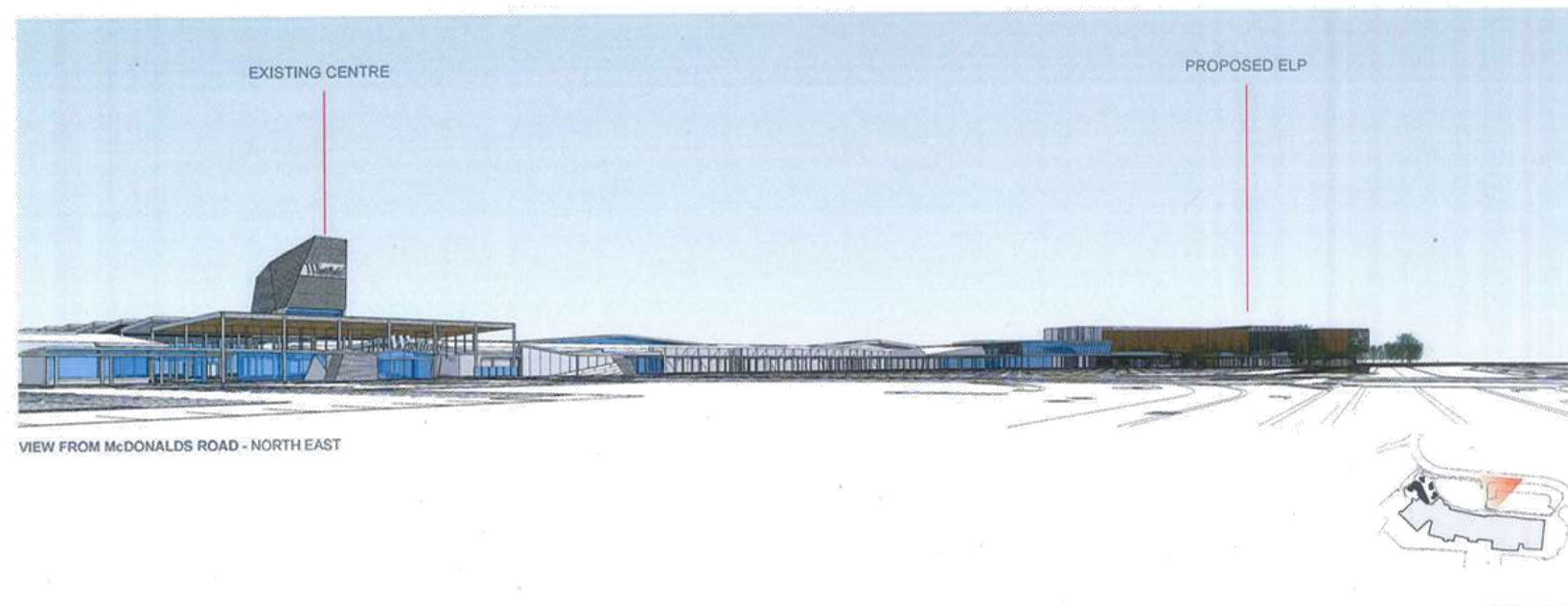
WATER

SCENTRE GROUP

WATER

PERSPECTIVES
SHEET 2PLENTY VALLEY
ELPSCHEME 100
PLANNING PERMIT
SUBMISSION
FOR APPROVAL

PP.051 B



NOTES

- 1. This document describes a Design Scheme only.
- 2. All other documents take precedence over this one, and are to be read in conjunction with it.
- 3. Refer to all project documentation before commencing work.
- 4. Plans are subject to the Design Scheme.
- 5. All rights are reserved by the Design Scheme.
- 6. All rights are reserved by the Design Scheme.

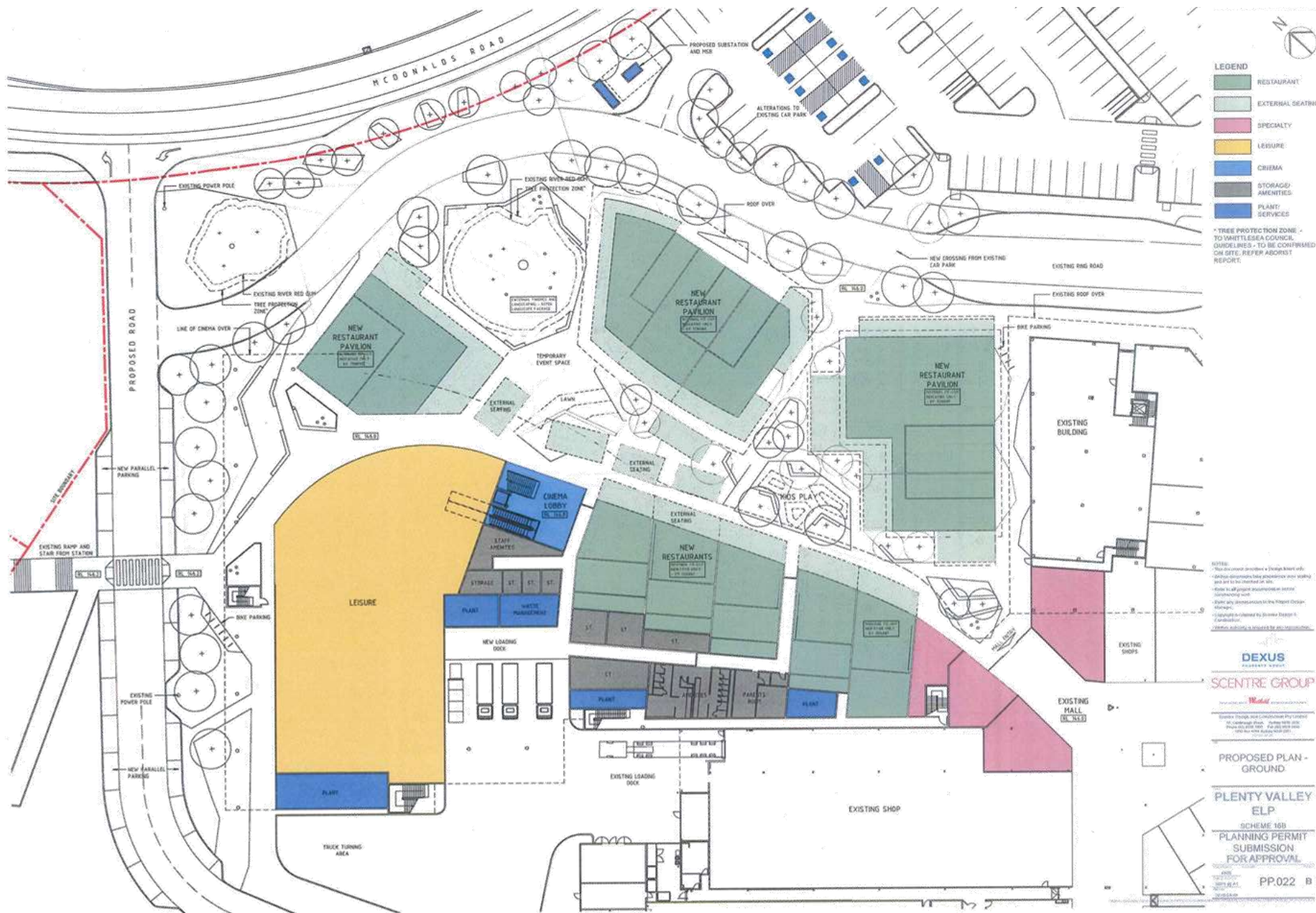
DEXUS
DESIGN GROUP

SCENTRE GROUP

DESIGN GROUP AND CONSTRUCTION PROJECTS
100, 101, 102, 103, 104, 105, 106, 107, 108, 109, 110, 111, 112, 113, 114, 115, 116, 117, 118, 119, 120, 121, 122, 123, 124, 125, 126, 127, 128, 129, 130, 131, 132, 133, 134, 135, 136, 137, 138, 139, 140, 141, 142, 143, 144, 145, 146, 147, 148, 149, 150, 151, 152, 153, 154, 155, 156, 157, 158, 159, 160, 161, 162, 163, 164, 165, 166, 167, 168, 169, 170, 171, 172, 173, 174, 175, 176, 177, 178, 179, 180, 181, 182, 183, 184, 185, 186, 187, 188, 189, 190, 191, 192, 193, 194, 195, 196, 197, 198, 199, 200, 201, 202, 203, 204, 205, 206, 207, 208, 209, 210, 211, 212, 213, 214, 215, 216, 217, 218, 219, 220, 221, 222, 223, 224, 225, 226, 227, 228, 229, 230, 231, 232, 233, 234, 235, 236, 237, 238, 239, 240, 241, 242, 243, 244, 245, 246, 247, 248, 249, 250, 251, 252, 253, 254, 255, 256, 257, 258, 259, 260, 261, 262, 263, 264, 265, 266, 267, 268, 269, 270, 271, 272, 273, 274, 275, 276, 277, 278, 279, 280, 281, 282, 283, 284, 285, 286, 287, 288, 289, 290, 291, 292, 293, 294, 295, 296, 297, 298, 299, 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REVISED SCHEME 



River Red Gums Proposed to be removed

Figure 1: Cluster of four trees proposed to be removed.

The foreground trees No 30 & 31 as per the report



River Red Gums Proposed to be removed

Figure 2: Cluster of trees located near the electrical transmission easement which were not shown on the original Development Plan

These are trees No 28 & 29 as per the report



The tree to which the red arrow is pointing to is proposed to be removed. The other tree is to be retained.

River Red Gums Proposed to be removed

Figure 3: Trees proposed to be removed. The arrow is pointing to the River Red Gum. The other tree in the foreground is not a River Red Gum (Black Wattle)

Identified as trees No 2i n the report



River Red Gum proposed to be removed



Whittlesea Green Wedge Management Plan 5 Year Review

April 2016



Green Wedge Management Plan – 5 Year Review
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1



1.0 Introduction

The Whittlesea Green Wedge Management Plan (2011-2021) was adopted by Council in July 2011. It gives local effect to State planning policy for green wedge areas and provides a framework to sustain and protect the non-urban land within the City of Whittlesea.

As part of the Green Wedge Management Plan, a Monitoring and Evaluation Framework was adopted. A key component of the Monitoring and Evaluation Framework is a 5 Year Review. It is also a mandatory requirement of the State Government for all Green Wedge Councils to undertake a 5 Year Review of their Green Wedge Management Plan. The purpose of the 5 Year Review is to 'check in' on the progress of the Green Wedge Management Plan against its vision and objectives.

This report forms the basis of the 5 Year Review. It provides an analysis on whether the Green Wedge Management Plan is 'on track' in achieving the vision and objectives set out. The findings of this report will inform recommended updates/changes to the adopted Actions and Monitoring and Evaluation Framework, as required.

The scope of this review includes an analysis of the following:

- A literature review of all Council policies and strategies relevant to the GWMP and adopted since 2011 to ensure relevance and consistency with the adopted Green Wedge Management Plan.
- A review of the Monitoring and Evaluation Framework,
- Internal consultation with relevant project managers/managers in relation to action items linked to their department. This consultation sought to address, delayed/outstanding actions, alignment of actions with relevant departments, action wording and any issues encountered in the implementation of actions.

The State Government is committed to the green wedge and its future protection. Therefore the 5 Year Review is timely and highlights Council's commitment and progress in implementing its Green Wedge Management Plan.

2.0 Project Background

The Green Wedge Management Plan (GWMP) was initially developed to meet the requirements of the then State Government metropolitan strategy, Melbourne 2030 (DOI, 2002). Melbourne 2030 identified 12 green wedge areas in 17 municipal Councils across Melbourne and put in place policy to protect these valued areas including the establishment of an Urban Growth Boundary (See Attachment 1- Map of Melbourne's Green Wedge Areas). In order to achieve sustainable management outcomes, each local government area was required to develop a management plan for its Green Wedge Areas.

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In the City of Whittlesea, the green wedges area represents approximately 61% of the municipality (See Attachment 2-Whittlesea's Green Wedge Areas).

Whittlesea's GWMP was adopted by Council on the 19 July 2011. It outlines Council's vision, objectives, strategies and implementation actions required to enable sustainable management of the green wedge areas, in line with the community vision. The GWMP identifies the values and features that should be protected and maintained. It also identifies current issues and opportunities for action to protect and monitor the Green Wedge.

The GWMP included an Action Plan comprising 84 actions relating to the GWMP's themes of land, biodiversity, water and people. In summary the Action Plan included:

- 31 short-term actions to commence by Year 3 (2013/2014)
- 22 medium-term actions to commence by Year 7 (2017/2018)
- 1 long-term action to commence after Year 7; and
- 30 on-going actions to be monitored to 2021.

The Strategic Planning & Design Department (SP&D) is responsible for administering and co-ordinating the GWMP Monitoring and Evaluation Framework. This is an operational plan to coordinate, monitor and evaluate the progress of responsible Council departments against the Action Plan. This Framework was adopted by Council with a requirement for regular reporting.

Reporting on the progress of the GWMP actions includes the following requirements:

- Collect quarterly progress updates from responsible departments;
- Prepare annual progress reports to Council;
- Prepare a 3 year report (completed) and a 7 year report (due in 2018); and
- Undertake a full (5 year) review of the GWMP in 2016.

The Year 3 Report was completed in October 2013, summarising the progress against the short term actions identified in the GWMP. The 2015 annual progress report was presented to Council in November 2015.

The GWMP is a 10 year plan and the purpose of a review at the 5 year mark (the plan's halfway point) is to "check in" on the progress of the implementation of GWMP and whether it is on track to achieve its objectives, or whether any changes are necessary to assist future implementation of the actions.

It is noted that given the GWMP is not an incorporated document in the Whittlesea Planning Scheme the process for implementing the outcomes of the 5 Year Review will not require an amendment to the Planning Scheme. The process for implementing the Review will be by adopting an updated GWMP Action Plan to replace the Action Plan adopted as part of the original GWMP in 2011.

3.0 Review Analysis

This section outlines the approach taken in conducting the 5 Year Review and provides an analysis of the information obtained.

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3.1 Literature Review

As noted earlier, the State Government is committed to the green wedge and its future protection. This is reflected in Plan Melbourne Refresh Discussion Paper (October 2015) which states that “*Plan Melbourne 2016 will be updated to more clearly reflect the value and importance of these areas and reference current government initiatives*” that are underway that provide additional policy and guidance.

A literature review was undertaken of all existing Council strategies and policies that were adopted since 2011. Those most relevant to the GWMP themes were identified as follows:

- Community Plan 2013.
- Corporate Plan 2015-16.
- Council Plan 2013-2017.
- Environmental Sustainability Strategy 2012-2022.
- Housing Diversity Strategy 2013-2033.
- City of Whittlesea Heritage Strategy 2015-2018.
- Tourism Development Strategy 2014-2019.
- Recreation Strategy 2012-2017.

Attachment 3 provides a more detailed analysis of the relevant strategies shortlisted in the literature review. It provides an analysis of the scope of each document, its relevance to the GWMP and links to specific actions.

The following key links were identified as part of the literature review for each of these strategies:

Community Plan 2013

- *The Community Plan sets out the community’s vision for the municipality and identifies how its strategic directions will be achieved over a 20 year horizon.*
- *The community plan objectives are specifically linked to the GWMP through the following directives:*
 - *Growing our economy - Supporting and developing growing of food locally.*
 - *Living sustainably- through ensuring Rural land is managed appropriately.*

Council Plan 2013-2017

- The Council Plan ‘Shaping our Future’ outlines how Council will meet the strategic objectives of the Community Plan 2030. The plan outlines a number of key initiatives and programs to make the City of Whittlesea a better place to live.

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- The Council Plan includes future actions pertaining to rural land use and specifically preserving Green Wedge land.
- In relation to the Green Wedge the Council Plan identifies the following Actions:
 - *Our rural land provides sustainable economic development*
 - 3.9 - *Council will investigate options for using rural land for agricultural production. Identification of viable options for agricultural production. Continue delivery of rural incentive programs.*
 - *We have environmental education and conservation programs*
 - 6.1- *Council will continue to develop and deliver community education and conservation programs and increase in participation rates at education and conservation events.*
 - 6.3- *Council will implement the Green Wedge Management Plan Strategic land use planning factors in preservation of green wedge for flora and fauna.*

Corporate Plan 2015-16

- The Corporate Plan seeks to identify the Council's key initiatives and priorities to be undertaken throughout 2015/16.
- Whilst no specific link is identified in the 2015/16 Corporate Plan the current "on-going" projects linked to the GWMP action items will continue as 'business as usual'.

The Environmental Sustainability Strategy (ESS) 2012-2022

- The ESS provides a framework to protect and support biodiversity, ecological practises and a healthy and sustainable population across the entire municipality including the established areas, growth areas and the rural (Green Wedge) areas.
- The ESS addresses the themes of Water, Land and Biodiversity, which is consistent with GWMP. It also covers the themes of climate change, urban development, built environment, waste management and behaviour change strategies.
- A detailed analysis of the ESS actions identifies numerous actions that set out the same objectives as the GWMP. However the ESS actions are applicable across the whole municipality, not just Green Wedge Areas.
- Actions within the 'Land' theme had strongest alignment with the GWMP, specifically in respect to establishing mechanisms for monitoring and progressing land management plans, and providing ongoing communication and information regarding rural land stewardship practices.

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- Actions within the 'Water' and 'Biodiversity' theme are also aligned to the GWMP specifically:
 - promoting community involvement in water health and promotion;
 - developing a biodiversity data base;
 - strengthening planning tools through development of the local policies and mechanisms within the planning scheme;
 - support for environment protection groups; and;
 - encouraging best practice water sensitive urban design.

Housing Diversity Strategy 2013-2033

- The key objective of the Strategy is to ensure there is a greater range of housing available to residents across the municipality including that housing growth occurs in the right way and in appropriate locations. The strategy specifically recognises the Whittlesea Township which is aligned with GWMP Action PO7
"To provide diverse housing opportunities including aged care housing in areas of existing residential land in the Whittlesea Township, where services and facilities are located".

City of Whittlesea Cultural Heritage Strategy 2015-2018

- The Cultural Heritage Strategy is a framework that seeks to guide Council's actions on all aspects of cultural heritage which includes heritage places, landscapes and objects, documents and records of the City, and the traditions, stories, folklore and knowledge that comprise intangible culture, that encompasses both Aboriginal and non-Aboriginal culture.
- The development of the strategy is directly linked/ initiated through Action P27 of the GWMP "Demonstrate Council leadership and best practice by investigating the feasibility of developing a management plan for all heritage places on Council-owned land."

Tourism Development Strategy 2014-2019

- The Tourism Development Strategy outlines the framework for the development of tourism for 2014-2019. The Strategy provides direction for tourism development and growth with the primary objective being to increase tourism visitation and length of stay.
- The Strategy covers a broad lens of tourism opportunities across the municipality. As a specific objective it seeks to increase awareness of, and demand for, tourism experiences from both local residents and visitors to the

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area, while promoting the municipality as a desirable and accessible country-style destination within the Melbourne metropolitan area. This is aligned with the GWMP theme "People" which seeks to highlight and research opportunities for tourism within the green wedge areas.

- The Strategy was reviewed and updated in 2015 which was a specific action of the GWMP (Action P12) to *"Update Council's Tourism Strategy to highlight tourism and recreation opportunities in the green wedge."*
- Action P15 of the GWMP seeks to investigate opportunities for multi-use trails. This is directly linked to the Tourism Development Strategy Action 4.4.1 *"To Advocate for the Mernda-Whittlesea Rail Trail providing a shared path for walking/cycling/horse riding."*

Recreation Strategy 2012-2017

- The aim of the Recreation Strategy 2012-2017 is to provide Council, in partnership with the community, with a clear direction on how to create and fulfil recreational services for leisure purposes. The Strategy's recommendations relate to the whole municipality including the Green Wedge Areas.
- The GWMP has a specific link to the Recreation Strategy through Action P16 *"Continue to develop Council's Whittlesea Recreation strategy in consultation with the community and implement the proposed changes."*

In summary the literature review demonstrates that all of these strategies and policies support and compliment the objectives of the GWMP. The GWMP vision of *"living sustainably and managing and protecting Whittlesea's non-urban areas"* is prevalent within the strategies and policies as outlined above. There was no conflict identified with the GWMP's objective or vision.

3.2 Progress to date of the GWMP

The GWMP Monitoring and Evaluation Framework sets out requirements to monitor and report on the progress of implementation of the Action Plan which will in turn measure the success of the Plan over time.

The quarterly and annual reporting on the status of the actions involves consultation with the relevant Council departments responsible for specific actions.

The GWMP Action Plan comprises 84 actions relating to the GWMP's themes of land, biodiversity, water and people. In summary the Action Plan included:

- 31 short-term actions to commence by Year 3 (2013/2014)
- 22 medium-term actions to commence by Year 7 (2017/2018)
- 1 long-term action to commence after Year 7; and
- 30 on-going actions to be monitored to 2021





As part of the 5 Year Review, the progress to date of actions was reviewed. Table 1 summarizes the progress to date in implementing the short, medium and on-going actions. It should be noted that the short term actions are due to commence within 1-3 years, while the medium term actions are due to commence within 4-7 years.

Table 1: GWMP Progress Against Short, Medium and On-going Actions

	Completed 2016	In progress 2016	Delayed /Outstanding 2016	Not Commenced 2016
Short Term (commence by 2013/14)	16%	68%	16%	0%
Medium Term (commence by 2017/18)	5%	63%	-	32%
Ongoing	-	100%	-	-

Table 1 shows that significant progress has been made in implementing the GWMP actions. To date 16% of short term (5 actions) and 5% of medium term actions (1 action) have been completed. All on-going actions are in progress, reflecting core business activities. A further 68% of short term actions (21 actions) are in progress which includes 10 new actions that were previously reported as delayed/outstanding or not commenced. These actions are progressing well and are on track for completion.

A further 63% of medium term actions (12 actions) are in progress, while 5% (1 action) has already been completed which is ahead of schedule as these actions were earmarked to commence between year 4-7 of the plan. The remaining 32% of medium term (9) actions are anticipated to be commenced in the next two years, as indicated in the Action Plan.

Given the GWMP is in year 5, essentially the plan's mid-way point, this is considered a positive result. The 16% short term actions that have been identified as delayed or outstanding will be explored further in Section 4 to consider the reasons for the delay, and potentially update these actions to ensure completion of actions within the required timeframe.

3.3 Internal Consultation

A fundamental component of the 5 Year Review is to ensure that the 84 actions items remain relevant to the objectives and vision of the GWMP and they achieve their objective within the timeframe identified in the GWMP Implementation Plan. Internal consultation was undertaken from December 2015 to February 2016, with project managers/managers in relation to any actions linked to relevant departments. Consultation was focused on:

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- Actions that are currently tracked as outstanding/delayed;
- Clarity and wording of actions;
- Ensuring Actions are aligned to the appropriate department in terms of responsibility and priorities;
- A “check in” on the Actions identified as “commenced” to ensure status that they are on track to be completed; and
- Any barriers or challenges to implementation of specific actions.

The internal consultation findings are discussed in Section “4.0 Summary of Findings and Recommendations.” In summary, 29 out of the 84 actions have been recommended for amendment or updating to improve their focus and ability to be implemented. No actions have been recommended for removal and all still remain relevant. The nature of the recommended changes or updates are quite minor and primarily relate to updates to the Council departmental lead/support roles. The issues identified are expanded further in Section 4. A table detailing all recommended updates and reasons for the proposed changes is provided at *Attachment 4 Updates and Recommendation Table*.

3.4 Monitoring and Review Framework

The GWMP 5 Year Review also provides an opportunity to streamline the reporting requirements put in place by the GWMP Monitoring and Evaluation Framework, in order to reduce the administrative impact of the reporting process.

The Monitoring and Evaluation Framework monitors implementation of the GWMP to ensure it achieves the vision and objectives over the 10 year life of the plan.

The Strategic Planning and Design (SP&D) department is responsible for administering, monitoring and evaluating the progress of responsible departments against the 84 actions. The adopted GWMP includes the following monitoring and reporting requirements:

- Collect quarterly (three monthly) progress updates from responsible departments on the progress of Actions, which are reported to the Executive Leadership Team (ELT);
- Prepare annual progress reports to Council ;
- Prepare a 3 year report (completed 2013) and a 7 year report (due in 2018) on the progress of implementation and highlighting key milestones and
- A full GWMP 5 Year Review to monitor the relevancy, vision and objectives of the GWMP.

Annual reporting and the 5 Year Review of the GWMP are mandatory reporting requirements by the State Government in Practice Note 31 Preparing a Green Wedge Management Plan (Department of Transport Planning Local Infrastructure – revised July 2014). There is no scope to change these.

The preparation of a three and seven year report and quarterly progress updates are monitoring mechanisms established by SP&D to monitor and measure the GWMP

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implementation. There is latitude, through this Review to amend the current monitoring requirements. In particular there is a need to reassess the internal quarterly reporting obligation to ELT. Amending these requirements will not be at odds with the overarching GWMP State government requirements.

Following feedback received from internal consultation, it is recommended that the requirement for quarterly progress updates be removed. The quarterly reporting has significant administrative impact on SP&D in its administrative role, and project managers to frequently report on and track actions.

The frequency of reporting often means that little or no progress is reported between reporting updates given the scale and nature of the action/project. While monitoring the GWMP is important the current frequency of reporting is not providing meaningful data.

Annual reporting of all 84 GWMP actions (short, medium and long term) will continue for the life of the GWMP. This together with the 7 year Report, due in 2018, provides adequate opportunity to monitor implementation.

This proposed update to the GWMP monitoring process aligns with recent changes to the reporting requirements of the ESS, reported to ELT in March 2016. The adopted ESS implementation plan included requirements for both quarterly and annual updates to track the progress of the Action Plan. Similar to the GWMP, consultation with departments linked to actions identified issues with the reporting frequency and the administrative burden it results in. Thus reporting for the ESS has been changed, to remove quarterly reporting, which is consistent with GWMP reporting amendments proposed above.

4.0 Summary of Findings and Recommendations

Following the internal consultation and review of the GWMP implementation to date, a number of changes are recommended to the GWMP Implementation Plan. In all, there are changes recommended to 29 of 84 Actions of varying degrees. The summary outcomes of the Review are provided below. *Attachment 4 Recommendations and Updates Table* provides a full list of the changes recommended.

4.1 Literature review

The literature review identified all Council documents that have relevance to the GWMP and adopted following the GWMP in 2011. All of these are adequately aligned with the GWMP and these documents support and complement the GWMP vision and objectives.

4.2 GWMP Monitoring and Evaluation framework findings

Update the Monitoring and Evaluation Framework to remove the quarterly progress reporting. This will reduce the administrative burden on SP&D in administering the GWMP, as well as other project managers across Council. It will also address a

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continual reporting issue, where the short reporting cycle (three months) means that in many instances minimal or no changes have occurred within the intervening period. Annual reporting and the 7 year report requirements remain unchanged. These mechanisms are adequate to ensure the GWMP remains on track and that all actions are implemented in a timely manner.

4.3 Delayed/Outstanding Actions

The 2015 Annual progress report (November 2015) identified 5 short term actions (to be commenced within 1-3 years) as delayed/outstanding status. Through the departmental consultation process (detailed in Section 3.3), an analysis on the reasons for the (delayed /outstanding) status of these Actions was undertaken.

The following reasons for delayed/outstanding actions have been identified:

- **Action W05** – *Strengthen planning provisions targeted at the protection and improvement of the environmental health of waterways as follows: Add new schedules to the Environmental Significance Overlay to protect all major waterbodies; Revise the extent of the mapping associated with the existing Environmental Significance Overlay schedule 3 to include unprotected waterways; and Investigate the rezoning of the municipality's two water storage catchments from Public Use Zone to Public Conservation and Resource Zone.*

This action is currently "delayed" status and the lead role is SP&D. This action relates to strengthening planning provisions targeted at the protection and improvement of the environmental health of waterways. This action requires specific specialist background ecologic research to inform amendments to planning provisions. SP&D currently does not have the resources or expertise to undertake this background work. The recent appointment of a Biodiversity Planner in Sustainability Planning will enable some of this background work to be undertaken via the Biodiversity Action Plan (BAP). On this basis it is anticipated that this action will be able to be progressed by SP&D once the BAP is completed. Sustainability Planning has also been identified as having a support role in delivering this action. This will be reflected as a recommendation.

- **Action B02** – *Investigate the relationship between significant ecosystems and type of land ownership (e.g. parkland, reserve or private landholding). Assess best methods of protection for areas of high conservation significance.*

SP&D is the lead and this action is identified as "delayed" status. This action requires the investigation of the relationship between significant ecosystems and type of land ownership as well as assessment of the best methods of protection for areas of high conservation significance. Similarly to Action W05, in order for this action to progress background information and research is required on significant flora, fauna and habitat areas across the municipality. SP&D is currently not resourced and does not have the expertise to undertake this research. It is envisaged that this background research will be undertaken through the Sustainability Planning department BAP project. Once the BAP has been





completed the background research will inform development of a planning scheme amendment by SP&D to achieve a planning outcome for this action.

- **Action L11** – *Review local planning provisions to identify and evaluate controls relating to agribusiness and the 'right to farm' in rural areas.*

SP&D is the lead for this action, which is currently identified as "outstanding" status. This action requires a review of local planning provisions to identify and evaluate controls relating to agribusiness and the right to farm in rural areas. The planning controls relating to agribusiness and farm "use" rights are covered by the Green Wedge and Green Wedge A Zone provisions. Council has limited ability to progress this action as zoning provisions can only be altered by the State Government. Given the State Government's commitment to the green wedges and its future protection, DELWP have indicated that further initiatives may provide additional policy support to farming. One recent initiative is the establishment of the Animal Industries Advisory Committee. Subject to the outcomes of these processes SP&D can explore scope for any changes implemented by the Minister for planning to support farming and achieve this action objective. It is therefore proposed that the Action wording be amended to reflect that planning controls relating to Green Wedge areas are directed by State government policy provisions. It is noted that Development Assessment and Jobs and Investment department (Agribusiness officer) will also support farming through their ongoing promotion of agribusiness interests.

- **Action P05** – *Develop 'Rural Information Packs' that can be distributed to potential property purchasers that includes pre-purchase information such as planning checklists, siting and design guidelines, environmental values and land management tips.*

SP&D is the lead for this action which is currently "outstanding". This action relates to the development of Rural Information Packs providing pre-purchase planning information for the community. SP&D have 14 actions that are "in progress" or have been "completed" and resources have not been available to commence action P05 to date. However, as some other actions have substantially progressed, some staff resources are anticipated to be available in 2016/2017 and this action is likely to be progressed then.

- **Action P15** – *In partnership with land owners/managers, (P15.1) investigate partnership opportunities that extend our network of multi-use trails, (P15.2) including opportunities for heritage interpretation. Linking People and Places – Government Strategy for Trail Networks in the Metropolitan Area and The Victorian Trail Strategy will inform the potential location of multi-use trails. Attention should be paid to the disused Mernda-Whittlesea rail track as it provides linkages between rural and urban areas.*

This short term action was amended to a medium term action. A Change Management Form was submitted on 11/03/13 to update the start date to 2018. This action relates to investigating partnership opportunities to extend our network

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of multiuse trails, which is to be informed by the Government strategy for Trail Networks in the metropolitan area and the Victorian Trail Strategy.

In summary, of the 31 short term actions only 5 are delayed/outstanding. Having reviewed all the delayed/outstanding actions it has been determined that they are currently delayed due to lack of specific, specialist resources or in the case of Action L19 it is to a great extent influenced by the State Government policy. Following internal consultation it is likely that the actions that are within Council's control are likely to be progressed over the next few years.

4.4 Introducing Dual Lead/Support role.

Through this review it was identified that some actions required considerable specialist input work to be generated by another department but they were not identified as the lead. To reflect this more appropriately and to ensure actions can be progressed, it is recommended that a "dual lead" and a "support role" be introduced in the GWMP Action Plan.

This will provide greater recognition of the work required by various departments to progress actions and ensure inclusion in departmental work plans.

The "dual role" recognises the responsibility that two departments share in undertaking the requirements to complete an action.

Four actions have been recommended for a dual lead role between SP&D and the Sustainability Planning department (SUS). This recognises the strong links between the Departments on those actions. Specifically it recognises the role of SUS in providing the background information and strategic justification that will inform SP&D in implementing planning scheme outcomes in accordance with the GWMP actions.

The addition of a "support role" acknowledges the role other departments may have in assisting to implement an action. This may be through providing technical expertise or monitoring and advocating for an action objective, whilst the responsibility of undertaking the action will still lay with the lead department identified.

Fifteen actions have been identified for inclusion of a "support role", reflecting the contributory input across Council's departments in implementing strategies/policies and providing ongoing support on GWMP matters. The SUS department is identified to provide this support role to 7 of the 15 Actions. This is a reflection of the SUS work program, the recent appointment of a Biodiversity Planner and the work to be undertaken on the BAP that will provide the strategic justification for number of actions. While the action implementation will be led by another department, SUS's input will be vital. The Governance & Economic Development (Agribusiness officer role) is identified as a support role for 4 Actions acknowledging the ongoing support, education and promotion of agribusiness provided through this role that contribute to implementing actions.





4.5 Identify a Lead Department for Advocacy Actions.

The GWMP Implementation Plan set out 84 action items and defined Council's role as a provider, facilitator and advocate for each action. In general, a lead department was nominated with the responsibility for the implementation of the specific action. There are 7 Actions where Council's role was to "Advocate" for their action. No lead department was identified for the actions as it was generally considered that advocacy will occur as opportunities arise to achieve the action objective.

This has caused some difficulty in reporting the progress of the actions as no department is accountable for ensuring the action is implemented. In order to assist in monitoring and ensure these actions are ongoing through negotiation/advocacy in department work plans, a lead department is nominated for each of the 7 Advocacy Actions.

4.6 Re- word Actions

The Review recommends the minor re-wording of 6 Actions. Re-wording does not change the intent or the objective of these actions. The re-wording seeks to improve the readability, clarify the objective or reflect strategy/policy updates. The proposed re-wording for specific actions is contained in *Attachment 4 - Recommendations and Updates Table*. Action B10 is provided by way of example to highlight the nature and purpose of the re-wording changes proposed. Action B10 is proposed for re-wording to reflect the new state government native vegetation retention regulations that were released in 2013. "The Permitted Clearing of Native Vegetation – Biodiversity Assessment Guidelines" now replaces "Victoria's Native Vegetation Management – A Framework for Action" (DNRE 2002). The emphasis of the new regulations is on "no net loss" compared to the "net gain" objective of the previous regulations. Minor rewording of the action will ensure it remains relevant.

4.7 Change of Department Lead

Since the GWMP was adopted, there have been some organisational changes (both in department title and structure) or shifts in departmental work priorities. Five actions are recommended to change the department lead role. Three actions (L24, L28, and L27) are proposed to move to Governance & Economic Development. This is due to the appointment of the Agribusiness officer in 2011, as the initiatives required by these actions have been incorporated into the ongoing support, research and events programme provided through this role.

Two actions (P15 and P17) are proposed to move under the Infrastructure and Technology directorate by virtue of the current project undertaken by Development Engineering department on the Northern Regional Trails Strategy. This Strategy seeks to extend the current multiuse trails network for Whittlesea's Green Wedge in accordance with the action objectives.

Further, Council is currently undergoing an organisational restructure (2016). This Review will endeavour to align actions with their 'new' responsible department.

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5.0 Conclusion

The purpose of the GWMP 5 Year Review is to assess, at the half way mark of the strategy, whether the adopted GWMP is on-track to achieve its vision and objectives, though identifying whether the actions or aspects of the Implementation Plan are still relevant.

Fundamentally this review provides an opportunity to recommend and implement appropriate changes to ensure the GWMP stays on track. The review has found the GWMP is tracking considerably well, as evident in Section 3.2, and that no major changes are required to the plan and its actions. Notwithstanding some minor changes are proposed to improve implementation of actions into the future.

The review identified the following findings and recommended updates :

- All relevant Council strategies and policies adopted following the GWMP adequately aligned with the GWMP and these documents support and complement the GWMP vision and objectives.
- The Monitoring and Evaluation Framework be updated to remove the quarterly progress reporting to reduce the administrative burden on SP&D, as well as other project managers across Council.
- An analysis of the four actions identified as delay/outstanding status indicates that three actions have been delayed due to a lack of specific, specialist resources. However, following this Review, it is now anticipated that these actions are likely to be commenced in the next few years. The remaining action cannot be implemented by Council, as it relates to a responsibility of the State Government. It is recommended that this action be amended to reflect the State Government lead and Council's role in monitoring the outcome.

The 5 Year Review recommends updates and changes to 29 of the 84 GWMP Action Plan items which:

- Introduce a dual lead role for 4 actions and support role for 15 actions.
- Identify a lead department for 7 actions where no lead was previously allocated as Council's role was to 'Advocate' the action implementation.
- Recommend the minor rewording of 6 actions to improve the readability, clarify the objective or reflect strategy/policy updates.
- Changes the lead department for 3 actions to reflect organisational shifts and departmental work priorities.

It is recommended that the updates identified in Attachment 4 of this report (summarised above) be implemented. This will ensure a streamlined GWMP Action monitoring process as well as ensuring the actions continue to be implemented across Council departments. In turn the GWMP will continue to promote the sustainability and protection of Whittlesea's Green Wedge areas for the life of the strategy and into the future.

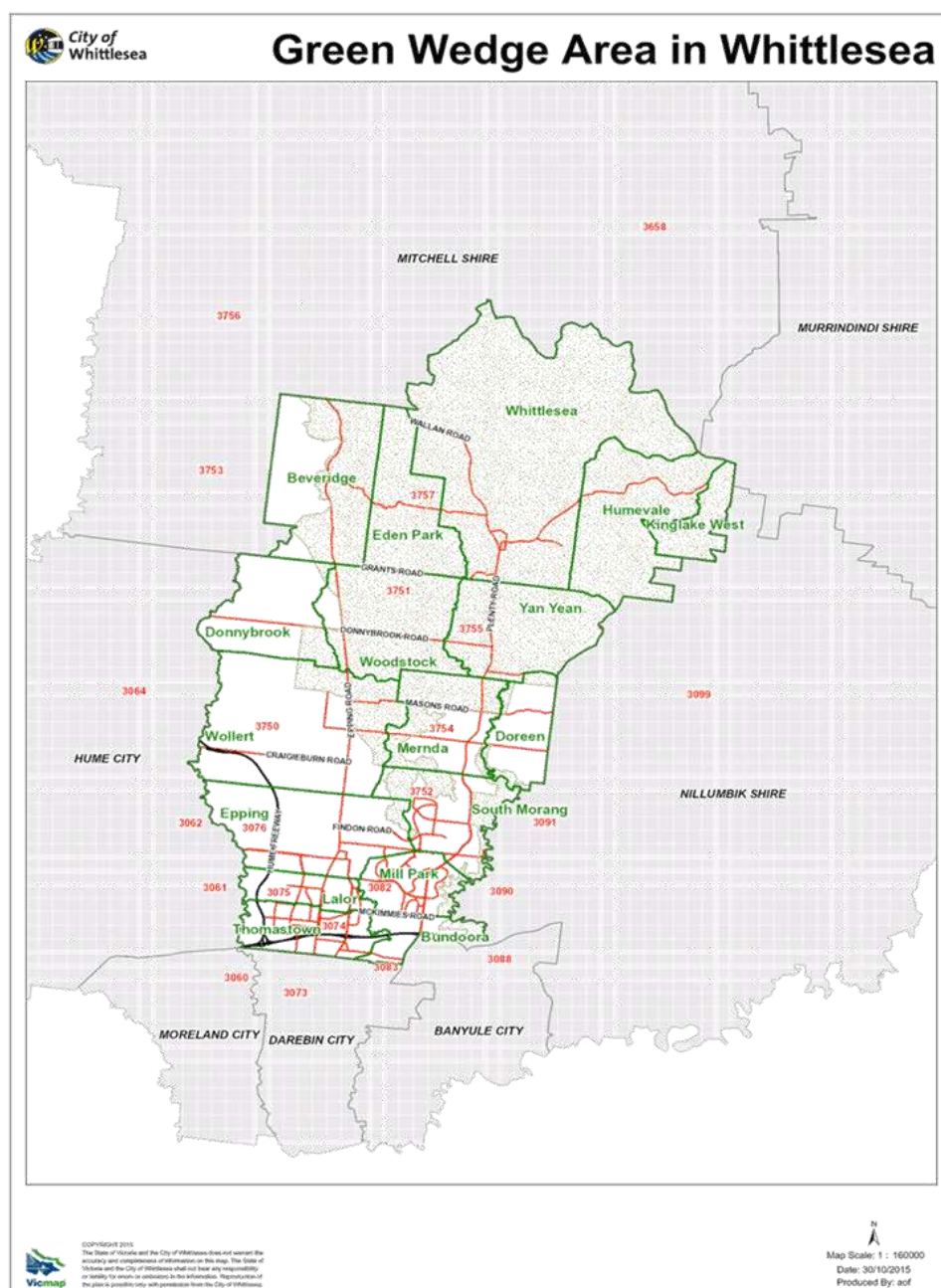
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Attachment 1: Melbourne's Green Wedges

Attachment 2: Green Wedge Area in Whittlesea



Attachment 3: Literature Review

<i>Whittlesea 2030 Strategic Community Plan</i>	
Adopted by Council:	Adopted in 2013
Responsible Department:	One Whittlesea
Document Scope:	<p>The purpose of the document is to detail the community's vision for the municipality and identifies how the strategic directions will be achieved. The following directions have been identified:</p> <ul style="list-style-type: none"> -Inclusive and engaged community, -accessibility in, out and around our City, -growing our economy, -Places and spaces to connect people, -health and wellbeing, -living sustainably, -good governance.
Document Status:	The Plan is active and is currently used by Council.
Relevance to GWMP:	Community Plan provides a general overarching guide to the type of future directions over a 20 year horizon. The community plans objectives are specifically linked through "growing our economy " - supporting and developing growing of food locally and 'living sustainably' - ensuring Rural land is managed appropriately.
Alignment/link of specific Actions:	The Community Plan is a result of extensive community consultation and reflects the requirements in the Local Government Act. The Community plan has a wide focus which is in line with the GWMP objectives.
Recommendations to ensure it is aligned to the GWMP:	The key directions identified in the Community Plan are aligned to the GWMP
Recommendation:	No changes to GWMP as a result of the adoption of the Community Plan.

<i>Corporate Plan 2015/16</i>	
Adopted by Council:	2015
Responsible Department:	One Whittlesea
Document Scope:	The purpose of the Corporate Plan is to identify the organisation's major initiatives to be undertaken throughout 2015/16.
Document Status:	The document is active and identifies the work programme for 2015/16.
Relevance to the GWMP:	<p>Our Corporate Plan identifies the Council projects that are our corporate priorities for the year ahead.</p> <p>The Plan outlines 30 corporate priorities that are the most relevant and needed for 2015-16 – for our community, our people, our finances, and our Council. These priorities set our direction for the future – they decide where our resources should be allocated, and the timelines to achieve them. These priorities also make our work accountable.</p> <p>The Corporate Plan does not provide policy guidance around matters for the Green Wedge; it may identify projects that are aligned with Green Wedge Actions.</p>
Alignment /link to specific Actions	No specific link identified in the 2015/16 Corporate Plan priorities
Recommendations to ensure it is aligned to the GWMP	Although no specific link is identified in the 2015/16 Corporate plan the current “ in progress” projects linked to the GWMP action items will continue as ‘ business as usual’
Recommendation	No change to the GWMP actions as a result of the Corporate Plan 2015/16

<i>City of Whittlesea Council Plan 2013-2017</i>	
Adopted by Council:	25 June 2013
Responsible Department:	One Whittlesea
Document Scope:	<p>The Council Plan 2013-2017, 'Shaping our Future', outlines how we will meet the strategic objectives of our Community Plan 2030.</p> <p>The plan outlines a number of key initiatives and programs to make the City of Whittlesea a better place to live.</p> <p>For the first time the Council Plan includes our Municipal Health and Wellbeing Plan, demonstrating our commitment to prioritising public health and wellbeing, and how so many health actions contribute to the success of other Council actions.</p> <p>The Council Plan is a Plan which identifies Council Actions in the next 4 years</p>
Document Status:	Adopted
Alignment/Link to specific Actions:	<p>The Council Plan includes future actions pertaining to rural land use and specifically preserving Green Wedge land.</p> <p>The Council Plan identifies objectives and proposed future strategies to meet these objectives. In relation to the Green Wedge the Council Plan identifies the following:</p> <p><i>Our rural land provides sustainable economic development</i></p> <p>3.9 - Council will investigate options for using rural land for agricultural production. Identification of viable options for agricultural production. Continue delivery of rural incentive programs.</p> <p><i>We have environmental education and conservation program</i></p> <p>6.1 Council will continue to develop and deliver community education and conservation programs and increase in participation rates at education and conservation events.</p> <p>6.3 Council will implement the Green Wedge Management Plan Strategic land use planning factors in preservation of green wedge for flora and fauna.</p>
Recommendations to ensure it is aligned to the GWMP:	The Council Plan identifies objectives and proposed future strategies to meet these objectives. In relation to the Green Wedge the Council Plan highlights as an action of implementing the GWMP as well as the importance of rural land/agricultural production.
Recommendations	No change to GWMP as the Council Plan action demonstrates that they are aligned with the objectives of the GWMP. It is recommended that the future Council Plan continue to strengthen and implement the Green Wedge objectives as part of its implementation.

<i>Environmental Sustainability Strategy</i>	
Adopted by Council:	2012
Responsible Department:	Sustainability Planning
Document Scope:	The purpose of this strategy is to outline Council's objectives and policy directions for environmentally sustainable outcomes.
Document Status:	The strategy is active and is currently used by Council. Action items identified within the plan are currently being monitored and reported on the progress
Relevance to the GWMP:	Through the 7 themes of Water, land, Climate change, Biodiversity, Urban Development and Built Environment, Waste Management and Resource Recovery and Change Strategies this strategy seeks to provide a framework to a sustainable city that supports and protects biodiversity, ecological processes and a healthy and sustainable population. The strategy is relevant across urban and non-urban (Green Wedge) areas the themes of Water, land and Biodiversity are consistent with the themes identified in the GWMP. To this end the GWMP review must ensure implementation actions across the strategies are in unity and support the action aims rather than in conflict with the objectives.
Quality of Background Analysis:	The strategy provides clear guidance and policy direction for implementing Council's objectives.
Alignment/link of Specific Actions	<p>The strategy provides a framework which aims to protect and support biodiversity, ecological practises and a healthy and sustainable population. The ESS is relevant across the entire municipality i.e established, rural and growth areas.</p> <p>The strategy addresses of themes of Water, Land and Biodiversity which is consistent GWMP. However given its broad lens to also cover the themes of climate change, urban development, built environment, waste management and behaviour change strategies.</p> <p>A detailed analysis of the GW actions against ESS actions (see attached table) identifies numerous actions that set out the same objectives however generally they are relevant for across the municipality (not just rural areas). Under the land theme it was identified the strongest link specifically in establishing mechanisms to monitoring and progressing land management plans, providing ongoing communication and information regarding rural land stewardship practices. Within the Biodiversity theme alliance in actions aimed at developing the most cost and time effective options for developing a biodiversity data base and strengthening planning tools through development of the local policies and mechanisms within the planning scheme. The water theme also identified links between actions specifically promoting community involvement water health and promotion as well as support for protection groups as well encouraging best practice water sensitive urban design.</p>
Recommendations' ensuring it is aligned to the GWMP.	No conflict with the GWMP actions objectives. The ESS actions support the GW actions and in some instances provide more detailed directions.

<i>Housing Diversity Strategy 2013-2033</i>	
Adopted by Council:	2013
Responsible Department:	Development Assessment
Document Scope:	<p>The Housing Diversity Strategy seeks to ensure there is a greater choice of housing available to residents across the municipality including within the Whittlesea Township and that housing growth occurs in the right way and in appropriate locations</p> <p>The strategy identifies that there is change forecast within the Whittlesea Township resulting in the need for a greater range of Housing Types. The Housing Diversity Strategy was adopted by Council in December 2013. The implementation of the strategy into the planning scheme is with the integrated with introduction of the new Residential zones across the municipality including the Whittlesea Township. Council is currently waiting on the Minister decision to the new residential zones.</p>
Document Status:	<p>The Housing Diversity Strategy was adopted by Council in December 2013. The implementation of the strategy into the planning scheme is integrated with the introduction of the new Residential zones across the municipality including the Whittlesea Township. Council is currently waiting on the Minister decision to the new residential zones.</p>
Relevance GWMP:	<p>The document addresses the need to increase the supply of housing and the diversification of housing stock in the established areas specifically within the Whittlesea Township.</p>
Alignment/ link to specific Actions	<p>Action P07- Provide diverse housing opportunities including aged care housing in areas of existing residential land in the Whittlesea Township, where services and facilities are located.</p>
Recommendations to ensure it is aligned to the GWMP:	<p>The GWMP is aligned with the strategy through Action P07 which aims to provide a diversity of housing choice with in the Whittlesea Township. No recommend changes to the Actions or new Actions to align with the Strategy.</p>

<i>City of Whittlesea Heritage Study</i>	
Adopted by Council:	Adopted October 2015
Responsible Department:	Governance
Document Scope:	<p>The <i>City of Whittlesea Cultural Heritage Strategy</i> is a framework that will guide Council's actions on all aspects of cultural heritage, landscapes and objects, documents and records of the City, and the traditions, stories, folklore and knowledge that comprise intangible culture, that encompasses both Aboriginal and non-Aboriginal culture. The strategy seeks to achieve the following goals and objectives:</p> <ol style="list-style-type: none"> 1. Build knowledge and record tangible and intangible aspects of our heritage 2. Identify, protect and manage our cultural heritage places and assets. 3. Promote and celebrate the diverse cultural heritage of our City 4. Support heritage in our communities. 5. Build capacity at the City of Whittlesea to implement the Cultural Heritage Strategy and fulfil our local government roles. <p>Strategies and actions to address natural heritage management is supported by the City's <i>Environmental Sustainability Strategy</i> 2012-2022, the <i>Green Wedge Management Plan</i> 2011-2012, the <i>Open Space Strategy</i> and Council's <i>River Red Gum Protection Policy</i> in the Whittlesea Planning Scheme.</p>
Document Status:	<p>The strategy has been implemented into the planning scheme through Amendment C153 (Heritage Overlay).</p> <p>The strategy is active and is currently used by Council.</p>
Relevance to the GWMP:	The strategy identifies the historic and culturally significant elements of heritage places within the municipality. The development of the strategy is directly linked to action p27 <i>Demonstrate Council leadership and best practice by investigating the feasibility of developing a management plan for all heritage places on Council-owned land.</i>
Alignment/link to specific actions:	<p>It is considered that the Cultural Heritage Strategy directly link to the GWMP actions through the following actions</p> <ol style="list-style-type: none"> 2.1.1 Implement the findings of the Whittlesea Heritage Study through the planning amendment process. 2.1.2 Develop a heritage Local Policy in the Planning Scheme, and create guidelines, and appropriate permit conditions. 3.1.2 Promote, support and encourage new and creative ways to tell the City's stories, especially to engage younger audiences and under-represented groups. 3.1.3 Support and cooperate with local events built around themes that unite communities and feature cultural traditions, e.g. City of Whittlesea Community Festival, Well Bread Festival, Tomato Festival 3.3.1 Promote community heritage information and examples of heritage in action in the City of Whittlesea and in Victoria. 5.3.1 Appoint a Heritage Coordinator to bridge areas and responsibilities across Council and to manage implementation of the Cultural

	<p>Heritage Strategy.</p> <p>5.3.2 Develop a plan to build capacity and skills and increase awareness across the organisation in relation to natural and Aboriginal heritage and culture.</p> <p>5.3.3 Develop a place naming policy for suburbs, communities, roads, open space, facilities, etc. which celebrates local history and heritage, including Aboriginal heritage.</p>
Recommendations to ensure it is aligned to the GWMP:	No further recommendations. It is satisfied that the Cultural heritage strategy has strong ties with the GWMP actions.

<i>Tourism Strategy 2014-2019</i>	
Adopted by Council:	2014
Responsible Department:	Jobs and Investment
Document Scope:	<p>The Tourism Strategy outlines the framework for the development of tourism in the City of Whittlesea over a five year period, 2014-2019. The purpose of the Strategy is to provide clear direction for tourism development and growth within the City of Whittlesea, with the primary objective of increasing tourism visitation, length of stay and spend. The City of Whittlesea Tourism Strategy 2014-2019 outlines five objectives aimed to increase visitation to and within the City of Whittlesea. These objectives are:</p> <p>To create a knowledgeable and well-informed tourism industry characterised by consistent, strong customer service, high standards of business best practice and open communication between industry stakeholders.</p> <p>To increase awareness of and demand for, tourism experiences from both local residents and visitors to the area, while promoting the municipality as a desirable and accessible country-style destination within the Melbourne metropolitan area.</p> <p>To create a unified and coordinated tourism industry that provides industry stakeholders with a collective voice to Council and within the Victorian tourism industry.</p> <p>To increase the range, quality and diversity of existing and new tourism features and events within the City of Whittlesea and to improve the visitor experience, encouraging visitor dispersal and retention, while diversifying the experiences on offer within the municipality.</p> <p>To work cooperatively with other industries within the City of Whittlesea and their related Council departments, to build a stronger and better connected tourism industry.</p>
Document Status:	The City of Whittlesea Tourism Strategy was adopted by Council in 2014. The Strategy is currently active.
Relevance GWMP:	The Tourism strategy covers of a board lens of tourism opportunities across the municipality. As a specific objective it seeks to increase awareness of, and demand for, tourism experiences from both local residents and visitors to the area, while promoting the municipality as a desirable and accessible country-style destination within the Melbourne metropolitan area. This is considered in alignment with the GWMP objective to highlight and research opportunities for tourism within the green wedge.
Alignment/ link to specific Actions	The updated strategy is a direct result of Action P12- Update Council's Tourism Strategy to highlight tourism and recreation opportunities in the green wedge. Action P15 seeks to investigate opportunities for multiuse trails, It is directly linked to the Tourism strategy Action 4.4.1 To Advocate for the Mernda-Whittlesea Rail Trail providing a shared path for walking/cycling/horse riding.
Recommendations to ensure GWMP aligned to strategy :	No change to the GWMP Actions. The Tourism Strategy compliments the GWMP.

<i>Recreational Strategy 2012-2017</i>	
Adopted by Council:	2012
Responsible Department:	Community Services – Leisure and Community Inclusion
Document Scope:	Recreation Strategy 2012-2017 has been developed in partnership with the community, with a clear direction to meet our community's leisure needs. The aim of the Recreation Strategy 2012-2017 is to provide Whittlesea Council, in partnership with the community, with a clear direction on how to create and fulfil a vision for leisure. In the strategy, recommendations are presented for the City as a whole and where appropriate further defined for Rural Areas, Established/Existing Areas and New/Emerging Areas of the municipality. The recommendations are presented under the following headings Policy, Planning, Built Facilities and Programs and Services.
Document Status:	The document has been adopted and is currently active.
Relevance GWMP:	The Recreational strategy includes a focus on the entire municipality inclusive of green wedge areas. Action P16 of the GWMP details "Continue to develop Council's Whittlesea Recreation strategy in consultation with the community and implement the proposed changes." With respect to rural areas The recreation strategy acknowledges "Rural communities have a long history of community led action which needs to be recognised in the way that Council engages with and work with clubs in rural communities".
Alignment/ link to specific Actions	The GWMP has a specific link the Recreation Strategy through Action P16 "Continue to develop Council's Whittlesea Recreation strategy in consultation with the community and implement the proposed changes." The GWMP also identifies the need for development of a Multi-use trail strategy however this strategy may progress through other strategies i.e Tourism Strategy or Projects through Engineering Transport services
Recommendations to ensure it is aligned to the GWMP:	The GWMP is aligned with the strategy through P16. The objective of the Recreation Strategy is to service the leisure needs across the municipality. The Recreational Strategy is not in conflict with the objectives of the GWMP.

Attachment 4: Recommendations and Updates Table

Green Wedge Management Plan 2016 Review: Recommended Updates								
Action No	Adopted GWMP				Review Analysis	Recommended Update		
	Action	Lead Dept	Council Role	Action Type	Recommended change/update to Action/ reason for change	Proposed Update to Action	Lead Dept	Support Dept
B02	Investigate the relationship between significant ecosystems and type of land ownership (e.g. parkland, reserve or private landholding). Assess best methods of protection for areas of high conservation significance.	SP&D	Provider	Expansion of existing program	<p><i>Recommendation:</i> Change to dual lead with SUS</p> <p><i>Reason:</i> Recognises the critical role of Sustainability Planning (Biodiversity Planner) in undertaking this work. Identification of significant ecosystems and determining the best methods of protection for these areas will require strategic justification and background information to be provided as part of the Biodiversity Action Plan. This forms part of Sustainability Planning's current workplan. SP&D's role will be to implement the recommended planning outcomes.</p>		SP&D SUS	
B03	Continue to advocate for, and contribute to, discussions regarding the creation of a 1,200 hectare Grassy Eucalypt Woodland Reserve within Whittlesea's Green Wedge.		Advocate		<p><i>Recommendation:</i> Lead role to be provided by SP&D Support role provided by SUS</p> <p><i>Reason:</i> No lead role was previously allocated as advocacy generally occurs as opportunities arise. The allocation of lead and support roles assists monitoring. SP&D has a key role in growth area planning and negotiation/advocacy through the PSP process. The addition of SUS as a support role recognises their role in coordinating and advocating for protection of sites of ecological significance through the creation of reserves, as well as providing specialist advice to SP&D.</p>		SP&D	SUS
B06	Continue to contribute to discussions with key stakeholders including the State Government and local wildlife groups about habitat corridors particularly in an urban-rural interface context. This should also be considered at the framework planning stage for future urban land.		Provider		<p><i>Recommendation:</i> Dual Lead role to be provided by SUS and SP&D</p> <p><i>Reason:</i> No lead role was previously allocated. Identifying lead and support roles assist in monitoring.</p> <p>The addition of SUS as a lead role recognises their role in providing the background research which will enable the coordination and identification of habitat corridors. The allocation of SP&D as lead role also recognises the key role of this department in growth area planning and negotiation/advocacy through the PSP process.</p>		SUS SP&D	

SUS = Sustainability Planning, SP&D = Strategic Planning and Design, J&I = Jobs and Investment (formerly Corporate Economic development), CD&T = City Design & Transport (formerly Infrastructure Technology), DA = Development Assessment (formerly Established Areas Planning), F&A = Finance and Assets (formerly Finance and Organisational Improvement), CCD = Community Cultural Development, CS = Community Services, LS = Leisure Services, P&OS = Parks and Open Space, GOV = Governance, CB&P = Community, Building and Planning.

Green Wedge Management Plan 2016 Review: Recommended Updates								
Action No	Adopted GWMP				Review Analysis	Recommended Update		
	Action	Lead Dept	Council Role	Action Type	Recommended change/update to Action/ reason for change	Proposed Update to Action	Lead Dept	Support Dept
B07	Develop a local planning policy that provides guidance on the benefits of planning for habitat corridors particularly within areas being developed for urban purposes.	SP&D	Provider	Whittlesea Planning Scheme Change	<p><i>Recommendation:</i> Support role provided by SUS</p> <p><i>Reason:</i> SUS will need to provide the strategic justification and background information to support further planning policy content.</p>		SP&D	<u>SUS</u>
B08	Continue to work with the State Government and all relevant agencies to use forward strategic planning to reduce conflict and balance the ecological needs of the kangaroo population with the social, environmental and ecological needs of local residents, particularly the working agricultural community.	SP&D	Provider	Whittlesea Planning Scheme Change	<p><i>Recommendation:</i> Change to dual lead SP&D and SUS Change Council role to Advocate</p> <p><i>Reason:</i> While SP&D is actively involved in growth area planning, the assessment of ecological, environmental & habitat needs form part of the key objectives of the Sustainability Planning department. Sustainability Planning is best placed to provide the support and background information necessary to inform SP&D so that suitable solutions may be developed.</p> <p>Whilst wildlife controls fall primarily under State Government (DELWP) as the provider of regulations and controls. Council has an ongoing role in advocating for ecological (kangaroo population) needs against the social and environmental needs within the Green Wedge community.</p>	Advocate Role	SP&D <u>SUS</u>	
B09	Strengthen planning provisions targeted at the identification, protection and enhancement of biodiversity and environmental values of the Whittlesea Green Wedge as follows: Protect all vegetation communities of national, state, regional and local significance with appropriate planning provisions; Support strengthening planning controls for areas of remnant native vegetation and fauna habitat, in particular, support the inclusion of sites of biodiversity significance, strategic habitat links and buffer areas through the application of the Environmental Significance Overlay; and Consider applying the Road Closure Overlay to disused rural roads to provide habitat linkages between rural landholdings.	SP&D	Provider	New Initiative	<p><i>Recommendation:</i> Change to dual lead with SP&D and SUS</p> <p><i>Reason:</i> SUS Department (Biodiversity Planner) will need to undertake work to provide the strategic justification and background information to support further planning policy content.</p>		SP&D <u>SUS</u>	

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Green Wedge Management Plan 2016 Review: Recommended Updates								
Action No	Adopted GWMP				Review Analysis	Recommended Update		
	Action	Lead Dept	Council Role	Action Type		Proposed Update to Action	Lead Dept	Support Dept
B10	Develop local planning policy to provide guidance and direction on native vegetation retention and net gain offsets.	SP&D	Provider	Whittlesea Planning Scheme Change	<p>Recommendation:</p> <ul style="list-style-type: none"> -Addition of SUS to a support role. -Amend wording to reflect updated state native vegetation regulations <p>Reason:</p> <ul style="list-style-type: none"> -Including SUS as a support role recognises that this department is best placed to provide the background information and strategic justification necessary to inform development of local planning policy content. -Re-wording of the Action reflects that new native vegetation retention regulations were released by DEPI in 2013 with an emphasis on 'no net loss' rather than 'net gain'. The <i>Permitted clearing of Native Vegetation – Biodiversity Assessment Guidelines</i> (DEPI 2013) now replace <i>Victoria's Native Vegetation Management – A Framework for Action</i> (DNRE 2002). 	Develop local planning policy <u>content</u> to provide guidance and direction on native vegetation retention <u>in accordance with State Government policy</u>	SP&D	SUS
B13	Foster coordination between Local and State Government with regard to the development and implementation of state wide management plans and priorities for pest plant and animal control on public private land. Advocate for increased funding to implement strategic priorities relevant to the Whittlesea area.		Advocate		<p>Recommendation:</p> <p>SUS added as a lead role</p> <p>Reason:</p> <p>No lead role was previously allocated. Identifying a lead role assists monitoring. SUS has a key role in coordinating the implementation of development plans and advocating of funding for pest plant and animal control.</p>	SUS	SUS	
L03	Advocate on behalf of the farming community and maintain input into agricultural research and strategies that seek to support farming ventures, including highlighting the true cost of maintaining a rural property.		Advocate		<p>Recommendation:</p> <p>J&I added as lead role</p> <p>Reason:</p> <p>No lead role was previously allocated. Identifying a lead role assists monitoring. The role of the Agribusiness Officer (J&I) is to support and promote farming community interests through relevant ongoing initiatives.</p>		J&I(Agribusiness Officer)	
L06	Continue to advocate through the Interface Councils Working Group for the way rural land is rated within interface areas.		Advocate		<p>Recommendation:</p> <p>SP&D added as a lead. J&I and F&A added as a support role</p> <p>Reason:</p> <p>No lead role was previously allocated. Identifying a lead role assists monitoring. The Planning and Major Projects directorate has been identified as the lead for this action given the role of the Director on the Interface Council's Working Group. J&I has been identified as a support given the work undertaken on the Rural Rating Review paper which explores options to alter Council's farm rate to better support agribusiness on the urban fringe. F&OI has also been</p>		SP&D	J&I(Agribusiness Officer) F&A

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Green Wedge Management Plan 2016 Review: Recommended Updates								
Action No	Adopted GWMP				Review Analysis	Recommended Update		
	Action	Lead Dept	Council Role	Action Type		Proposed Update to Action	Lead Dept	Support Dept
					identified as a support role given the contributory input of this department in this Rural Rating Review project.			
L11	Review local planning provisions to identify and evaluate controls relating to agribusiness and the right to farm in rural areas	SP&D EAP	Provider		<p>Recommendation: -DA (formerly EAP) to be changed to support role -J&I (Agribusiness Officer) to provide a support role. -Re-word Action</p> <p>Reason: Acknowledges the role of State government to examine how the planning system can better support farmers and agriculture. The output of various State Government initiatives will inform the planning provisions. Council's role will be to monitor the outcomes of these processes. DA and J&I (Agribusiness Officer) to provide a support role to this action through the ongoing support, implementation and promotion of agribusiness and rural interests.</p>	Monitor the State Government initiatives in better supporting farming and review local planning provisions, to support agribusiness and the 'right to farm' in rural areas, as required.	SPD	DA J&I (Agribusiness Officer)
L13	Work in partnership with government departments and agencies to promote and facilitate the uptake of environmental market mechanisms, such as ecoMarkets, to rural residents.	SUS	Facilitator	Communication	<p>Recommendation: SP&D to provide a support role</p> <p>Reason: The addition SP&D as a support role acknowledges the ongoing work undertaken in growth area planning in the negotiation/advocacy protection of areas of high conservation significance.</p>		SUS	SP&D
L18	Further develop community knowledge and perception of rural land stewardship through encouragement and support for neighbourhood teams that share knowledge between new and existing landholders.	SUS	Facilitator	Expansion of existing program	<p>Recommendation: Addition of J&I as a support role.</p> <p>Reason: J&I support role recognises the role of the Agribusiness Officer in providing networking opportunities in the rural community</p>		SUS	J&I (Agribusiness Officer)
L22	Amend planning provisions to address environmental hazards within the City of Whittlesea as follows: (22.1) Application of a new overlay, the Salinity Management Overlay, to areas of dryland salinity (22.2) Application of a new overlay, the Erosion Management Overlay, to areas of stream, gully and sheet erosion; and (22.3) Reassess the boundaries of the existing Wildfire Management Overlay in response to the Government's implementation of the 2009 Victorian Bushfires Royal Commission.	SP&D	Provider	Whittlesea Planning Scheme change	<p>Recommendation: --SUS to provide a dual lead role with SP&D -J&I to provide a support role. -Update Action wording reference from 'Wildfire Management Overlay' change to 'Bushfire Management Overlay'.</p> <p>Reason: -The addition of SUS as a lead role reflects the work to be undertaken within this department to inform amendments to the planning provisions, including the Biodiversity Action Plan which will address Environmental hazards. -J&I as a support role reflects the work undertaken in this department including the Land Capability Assessment project which will contribute to this Action.</p>	Amend planning provisions to address environmental hazards within the City of Whittlesea as follows: (22.1) Application of a new overlay, the Salinity Management Overlay, to areas of dryland salinity (22.2) Application of a new overlay, the Erosion Management Overlay, to areas of stream, gully and sheet erosion; and (22.3) Provide input into the State Government review of the boundaries of the existing Bushfire Management Overlay in response to the Government's implementation of the 2009 Victorian Bushfires Royal Commission.	SP&D SUS	J&I

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Green Wedge Management Plan 2016 Review: Recommended Updates								
Action No	Adopted GWMP				Review Analysis	Recommended Update		
	Action	Lead Dept	Council Role	Action Type		Proposed Update to Action	Lead Dept	Support Dept
					-Update Action wording to reflect the State Government's renaming of the Wildfire Management Overlay to the Bushfire Management Overlay and to reflect their lead in amending the BMO boundaries.			
L24	Investigate partnership arrangements with Key groups for the sponsorship of two new annual events: -Best Rural Design for the promotion of residential architectural excellence in a rural setting; -Best Rural Management for the promotion of best whole design and management.	SP&D	Provider	Expansion of existing program	<i>Recommendation:</i> -Move lead role to J&I -Amend Action wording <i>Reason:</i> -Lead role to move to J&I as these events will be incorporated into the suite of Agribusiness events program. -Amend Action wording to replace reference to "residential architecture" with "environmental sustainable" rural design to more accurately reflect the objectives of the green wedge.	-Investigate partnership arrangements with key groups for the sponsorship of two new annual events: -Best <i>Environmental Sustainable</i> Rural Design for the promotion architectural excellence in a rural setting; <i>and</i> -Best Rural Management for the promotion of best whole farm design and management.	J&I(Agribusiness Officer)	
L26	Amend planning provisions targeted at protection of significant landscapes and significant vistas as follows: -Ensure the Significant Landscape Overlay is correctly applied to all visually sensitive areas within the Whittlesea Green Wedge; -Develop local policies as part of the Planning Scheme review process to guide development adjacent to visually sensitive hilltops; -As part of the Planning Scheme review process develop a road setback policy for visually significant roadside corridors and include in the Local Planning Policy Framework; and -Implement changes to the LPPF to insure that the design, siting and form of new dwellings and other buildings within green wedge areas are appropriately and sensitively integrated within rural and natural environments.	SP&D	Provider	Whittlesea Planning Scheme	<i>Recommendation:</i> -Addition of SUS as support role. -Amend Action wording. <i>Reason:</i> SUS added as support role for this Action recognises their role in providing the background research and strategic justification required to identify significant landscapes and support changes to the planning provisions. Tidy up the wording of this Action to improve readability and clarify the objective.	Amend planning provisions targeted at protection of significant landscapes and significant vistas as follows: -Ensure the Significant Landscape Overlay is correctly applied to all visually sensitive areas within the Whittlesea Green Wedge; -Develop local policies as part of the Planning Scheme review process to guide development adjacent to visually sensitive hilltops; - <i>Develop local policy</i> as part of the Planning Scheme review process <i>for</i> road setbacks for visually significant roadside corridors; and - <i>Update the local policy content to ensure</i> that the design, siting and form of new dwellings and other buildings within green wedge areas are appropriately and sensitively integrated within rural and natural environments.	SP&D	SUS
L27	Investigate innovative land use options which support sustainable land use and management, particularly at the urban rural interface.	SUS	Provider	New initiative	<i>Recommendation:</i> - Move lead role to J&I. - Addition of SUS as a support role. <i>Reason:</i> The shift of lead role to J&I is in recognition of the ongoing investigation and support provided for new innovative land projects within the Agribusiness Officer's role. Specifically within the urban/rural interface projects (i.e. Peri Urban farming) which will contribute to the achievement of this Action. SUS as a support role acknowledges the background land management, biodiversity information provided through this department the will inform sustainable		J&I	SUS

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Green Wedge Management Plan 2016 Review: Recommended Updates								
Action No	Adopted GWMP				Review Analysis	Recommended Update		
	Action	Lead Dept	Council Role	Action Type	Recommended change/update to Action/ reason for change	Proposed Update to Action	Lead Dept	Support Dept
					land use management options.			
L28	Based on research undertaken on interface land uses, pilot and evaluate alternate land treatments at the peri-urban interface.	SUS	Provider	New Initiative	<p><i>Recommendation:</i></p> <ul style="list-style-type: none"> - Move lead role to J&I. - Addition of SUS as a support role. <p><i>Reason:</i></p> <p>As per L28 above the shift of lead role to J&I is in recognition of the ongoing investigation and support provided for new innovative land projects within the Agribusiness Officer's role. Specifically within the urban/rural interface projects (i.e. Peri Urban farming) which will contribute to the achievement of this Action.</p> <p>SUS as a support role acknowledges the background land management, biodiversity information provided through this department the will inform sustainable land use management options.</p>		J&I	SUS
L30	Protect significant habitat areas adjoining any Urban Growth Boundary by encouraging and facilitating conservation trusts/covenants, market-based instruments such as ecoMarkets, carbon and/or native vegetation offsets through focussing on programs that provide income for 'farming nature'.	SP&D	Provider	New Initiative	<p><i>Recommendation:</i></p> <p>Change to SUS as the lead role in this action with SP&D as a support role.</p> <p><i>Reason:</i></p> <p>A change to SUS as the lead recognises the key role of this department in providing background information and strategic justification in the protection of significant habitat areas. SP&D as a support role recognises their contributory work in this space which will be required to assist SUS.</p>		SUS	SP&D
W05	Strengthen planning provisions targeted at the protection and improvement of the environmental health of waterways as follows: -Add new schedules to the Environmental Significance Overlay to protect all major waterbodies; -Revise the extent of the mapping associated with the existing Environmental Significance Overlay schedule 3 to include unprotected waterways; and -Investigate the rezoning of the municipality's two water storage catchments from Public Use Zone to Public Conservation and Resource Zone.	SP&D	Provider	Whittlesea Planning Scheme.	<p><i>Recommendation:</i></p> <p>Addition of SUS as a support role.</p> <p><i>Reason:</i></p> <p>SUS added as a support role which recognises the background research and strategic justification required to strengthening planning provisions targeted at the protection and improvement of the environmental health of waterways.</p>		SP&D	SUS
W07	Continue to encourage good water sensitive urban from new developments abutting reserves and waterways and catchments	SP&D	Facilitator	Expansion of the existing program	<p><i>Recommendation:</i></p> <p>DA to provide a support role.</p> <p><i>Reason:</i></p> <p>Adding DA as a support role recognises their role in encouraging water sensitive urban design as part of their assessment of planning applications, as well as SP&D.</p>		SP&D	DA

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Green Wedge Management Plan 2016 Review: Recommended Updates								
Action No	Adopted GWMP				Review Analysis	Recommended Update		
	Action	Lead Dept	Council Role	Action Type		Proposed Update to Action	Lead Dept	Support Dept
P09	Continue to advocate on behalf of the community to the Victorian Government for funding to support those services and facilities deemed most necessary in the rural areas and in particular Whittlesea Township.		Advocate		<p><i>Recommendation:</i> CS added as a lead role.</p> <p><i>Reason:</i> No lead role was previously allocated. Identifying a lead role assists monitoring. Recognises the key role that Community Building and Planning have in continuing to advocate and seek state funding, as required for the provision of services and facilities for the rural community.</p>		CB&P	
P10	Develop guidelines for rural infrastructure such as lighting and road construction as urban type improvements are not always necessary or appropriate in rural areas.	I&T	Provider	Expansion of existing program	<p><i>Recommendation:</i> Re-word Action</p> <p><i>Reason:</i> Re-wording the Action will improve readability and clarify its objective.</p>	Develop guidelines for <u>the design and construction of infrastructure that is appropriate for rural areas</u> , such as street lighting and road construction.	CD&T	
P11	Utilise planning provisions to increase the liveability of the Whittlesea Green Wedge as follows: -Investigate the best zoning for rural communities such as Eden Park to better reflect current land patterns; and -Rezone any isolated parcels of Green Wedge land to reflect the zoning of surrounding land.	SP&D	Provider	Whittlesea Planning Scheme	<p><i>Recommendation:</i> New Action wording</p> <p><i>Reason:</i> Re-wording the Action will improve readability and clarify its objective.</p>	<p><u>Ensure appropriate planning provisions are applied to reflect the best land use outcome for Green Wedge land as follows:</u></p> <ul style="list-style-type: none"> Investigate the best zoning for rural communities such as Eden Park to better reflect current land patterns; Rezone any isolated parcels of Green Wedge land to reflect the zoning of surrounding land. 	SP&D	
P15	In partnership with land owners/managers: -(P15.1) investigate partnership opportunities that extend our network of multiuse trails; -(P15.2) including opportunities for heritage interpretation. Linking People and places – Government Strategy for trail networks in the metropolitan Area and the Victorian Trail Strategy will inform the potential location of multi-use trails. Attention should be paid to the disused Mernda-Whittlesea rail track as it provides linkages between rural and urban areas.	G&ED	Provider	New Initiative	<p><i>Recommendation:</i> Lead role moved to CD&T LS and J&I to provide a support role.</p> <p><i>Reason:</i> CD&T have completed this Action through the development the Northern Regional Trails Strategy (October 2015) in partnership with neighbouring Councils. The strategy coordinates the location of a multi-use trail network including within Whittlesea's Green Wedge areas catering for natural and cultural interests. LS will support the implementation of this Action (and Strategy) by identifying further opportunities to utilise multi-use trails in rural areas. J&I will provide support for the objective of this action through the adopted Tourism Strategy Action 4.4.1 "To Advocate for the Mernda- Whittlesa Rail trail provided a shared path for walking/cycling/horse riding".</p>		CD&T	LS J&I
P17	Develop a trail network strategy for the Green Wedge to cater for walkers, bike and horse riders linking to key destinations including the Whittlesea Township.	CS	Provider	New Initiative	<p><i>Recommendation:</i> -Lead role moved to CD&T -LS and J&I to provide a support role.</p> <p><i>Reason:</i> As per Action P15. CD&T have developed the Northern Regional Trails Strategy (October 2015) that</p>		CD&T	LS J&I

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Green Wedge Management Plan 2016 Review: Recommended Updates								
Action No	Adopted GWMP				Review Analysis	Recommended Update		
	Action	Lead Dept	Council Role	Action Type		Proposed Update to Action	Lead Dept	Support Dept
					<p>caters for walkers and the bike riding aspect of this Action. They will undertake further research to enable the identification and development of trail links for horse riding, which will address all objectives of this Action.</p> <p>LS will provide support though the contributory role in the development of the trail network for community recreational use.</p> <p>J&I will provide support through the adopted Tourism Strategy Action 4.4.1 "To Advocate for the Mernda-Whittlesea Rail trail provided a shared path for walking/cycling/horse riding".</p>			
P19	Advocate on behalf of the community to Parks Victoria regarding increased funding for state managed parks and the potential for creation of new parklands (such as Quarry Hills and around the Merri Creek).		Advocate		<p><i>Recommendation:</i> P&OS will provide a lead role.</p> <p><i>Reason:</i> No lead role was previously allocated as advocacy generally occurs as opportunities arise. The allocation of a lead role assists monitoring. This recognises P&OS role in seeking funding/action from DEPI & Parks Vic to improve vegetation management and recreation opportunities in existing and future State parks, as opportunities arise.</p>		P&OS	
P24	Increase networking links with the local indigenous community to ensure understanding and respect for sites of Aboriginal cultural heritage sensitivity within the municipality.	CS	Facilitator	Communication	<p><i>Recommendation:</i> Amend Action wording.</p> <p><i>Reason:</i> Action wording amended in line with the Aboriginal Reconciliation Policy, to be consistent with the use of the term "Aboriginal" not "Indigenous".</p>	Increase networking links with the local <u>Aboriginal</u> community to ensure understanding and respect for sites of Aboriginal cultural heritage sensitivity within the municipality		
P28	Advocate on behalf of heritage management to the Victorian Government regarding treatment of cultural heritage on Crown land. Support Heritage Victoria in its role of caring for our public heritage places.		Advocate		<p><i>Recommendation</i> Addition of SP&D and DA as a lead role. GOV be added as a support role.</p> <p><i>Reason:</i> No lead role was previously allocated. Identifying lead and support roles assist monitoring. SP&D and DA have an ongoing role in seeking funding/action from Heritage Victoria to more effectively protect heritage places across the municipality including crown land. The Heritage Coordinator in the Governance department provides support and guidance for heritage places specifically on Council owned sites.</p>		SP&D DA	GOV

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Updated Action Plan

'Action Plan' Legend

Council Role

Provider	Does what is needed
Facilitator	Works on behalf of its communities
Advocate	Supports the action of others




Lead Council Directorate and Department

Partnerships and Engagement (P&E)	Jobs and Investment (J&I)
Planning and Major Projects (P&MP)	Development Assessment (DA)
Planning and Major Projects (P&MP)	Strategic Planning and Design (SP&D)
Planning and Major Projects (P&MP)	Sustainability Planning (SUS)
Community Services (CS)	Community Cultural Development (CCD)
Community Services (CS)	Leisure Services (LS)
City, Transport and Presentation (CT&P)	City, Design and Transport (CD&T)
City, Transport and Presentation (CT&P)	Parks and Open Space (P&OS)
Corporate Services	Finance and Assets (F&A)
Corporate Services	Governance (GOV)
Partnerships and Engagement	Community, Building and Planning (CB&P)

Action Type

Comm	Communication
Advocate	As per Council role
EEP	Expansion of existing program
NI	New Initiative
WPS	Whittlesea Planning Scheme change

Priority

	Short term priority	(1-3 years)
	Medium term priority	(4-7 years)
	Long term priority	(8-10+ years)

Techniques

This Management Plan aims to synthesise community aspirations with relevant Council studies and strategies to reflect the directions of Victorian Government policies.

The following 'Action Plan' outlines actions proposed over a 10 year period. Each action will require a work plan to be prepared.

While a Lead Council Directorate has been nominated for each action, it is recognised that effective delivery will require coordination between Council Departments, State Government and the community



THEME Goal	Sub-theme Objective	Community Plan Future Direction	Whittlesea Green Wedge Management Plan Action	Responsible Dept. /Directorate	Council Role	Priority
LAND Healthy land used sustainably, productively and innovatively	1. RURAL PRODUCTIVITY To secure and promote the ongoing productive capacity of the Whittlesea Green Wedge for sustainable agriculture and resource utilisation into the future	Future Direction 3: Growing our economy	L01 Continue to provide business support and advice to keep farmers on the land. This includes continued networking, promotion and business development opportunities for owners and managers of our agricultural enterprises.	Lead: J&I	Provider EEP	Ongoing
		Future Direction 6: Living sustainably	L02 Employ an Agribusiness Officer , who would demonstrate Council leadership and best practice through the provision of sound business advice (subject to funding).	Lead: J&I	Provider NI	
			L03 Advocate on behalf of the farming community and maintain input into agricultural research and strategies that seek to support farming ventures, including highlighting the true cost of maintaining a rural property.	Lead: J&I	Advocate	Ongoing
			L04 Explore options for financial support and partnerships to develop a publicity campaign aimed at demonstrating the value of farming communities to the social, economic and environmental health of the municipality and Melbourne as a whole.	Lead: J&I	Facilitator Comm	
			L05 Investigate further options to alter Council's farm rate to better support agribusiness on the urban fringe.	Lead: J&I	Provider SF EEP	Ongoing
			L06 Continue to advocate through the Interface Councils Working Group for reforms to the way rural land is rated within interface areas.	Lead: SP&D Support role: J&I, F&A	Advocate	Ongoing
			L07 Set up a pilot program to support the production of local food and consideration of food links through innovative sustainable land use practices, to increase food security within the municipality.	Lead: J&I	Provider NI	
			L08 Investigate any economic development linkages between the relocation of the Melbourne Wholesale Fruit and Vegetable Market to Epping and the usage of agricultural land in the municipality.	Lead: J&I	Provider NI	
			L09 Update land capability information in support of both new/innovative and traditional rural enterprises.	Lead: J&I	Facilitator NI	
			L10 Establish a local marketing program to promote successful alternative agribusiness operating in the rural areas of the municipality such as olive groves, organic farming, farmhouse cheese, berry farming and Chinese herbs for the complementary herbal medicine market.	Lead: J&I	Facilitator EEP	
			L11 Monitor the State Government initiatives in better supporting farming and review local planning provisions, to support agribusiness and the 'right to farm' in rural areas, as required	Lead: SP&D Support role: DA, J&I	Provider	

THEME Goal	Sub-theme Objective	Community Plan Future Direction	Whittlesea Green Wedge Management Plan Action	Responsible Dept. / Directorate.	Council Role	Priority
	2. RURAL LAND STEWARDSHIP To support and promote the local capacity of communities and individuals to actively manage and sustain the green wedge through informed land stewardship practices	Future Direction 6: Living sustainably	L12 Further develop existing rural education programs to encourage the diversification of sustainable farming methods.	Lead: SUS	Provider EEP	
			L13 Work in partnership with government departments and agencies to promote and facilitate the uptake of environmental market mechanisms , such as ecoMarkets, to rural residents.	Lead: SUS Support role: SP&D	Facilitator Comm	Ongoing
			L14 Review current sustainable land management programs to better support small rural properties, promote land stewardship practices including the management of pest plants and support property owners required to prepare a Land Management Plan in accordance with the Whittlesea Planning Scheme.	Lead: SUS	Provider EEP	
			L15 Commit to permanent funding for an Environmental Protection Officer to ensure ongoing compliance with: • The Whittlesea Planning Scheme • Whittlesea's Pest plant Local Law • Planning permit conditions • Land management plan directives	Lead: SUS	Provider NI	
			L16 Develop guidelines on the Land Management Plan process as it relates to planning assessment processes.	Lead: DA	Provider PS EEP	
			L17 Further develop a monitoring system that flags Land Management Plans associated with planning permits issued for rural properties. Showcase success stories and follow-up non-complying properties with the offer of assistance and expertise as required.	Lead: SUS	Facilitator EEP	
			L18 Further develop community knowledge and perception of rural land stewardship through encouragement and support for neighbourhood teams that share knowledge between new and existing landholders.	Lead: SUS Support role: J&I	Facilitator EEP	
			L19 Continue to offer a holistic service that facilitates a coordinated response across Council departments to land use planning applications for the rural areas.	Lead: DA	Provider PS EEP	Ongoing
			L20 Develop further mechanisms to discourage and regulate soil dumping, filling of land and native vegetation removal through education, policy development and enforcement and compliance processes.	Lead: SUS	Provider WPS	
			L21 Develop a quarterly rural newsletter that focuses on good rural land stewardship practices and showcases success stories.	Lead: SUS	Provider NI	

THEME Goal	Sub-theme Objective	Community Plan Future Direction	Whittlesea Green Wedge Management Plan Action	Responsible Dept./Directorate	Council Role	Priority
	3. LANDSCAPE QUALITIES To conserve and enhance the rural and natural landscape character of the Whittlesea Green Wedge	Future Direction 6: Living sustainably	L22 Amend planning provisions to address environmental hazards within the City of Whittlesea as follows: <ul style="list-style-type: none"> • Application of a new overlay, the Salinity Management Overlay, to areas of dryland salinity; • Application of a new overlay, the Erosion Management Overlay, to areas of stream, gully and sheet erosion; and • Provide input into the State Government review of the boundaries of the Bushfire Management Overlay in response to the Government's implementation of the 2009 Victorian Bushfires Royal Commission. 	Dual Lead: SP&D, SUS. Support role: J&I	Provider WPS	
			L23 Further develop community appreciation of the rural landscape through a variety of landscape exploration events .	Lead: SUS	Provider EEP	Ongoing
			L24 Investigate partnership arrangements with key groups for the sponsorship of two new annual events: <ul style="list-style-type: none"> • Best Environmental Sustainable Rural Design for the promotion of residential architectural excellence in a rural setting and • 'Best Rural Land Management' for the promotion of best whole farm design and management. 	Lead: J&I	Provider EEP PS	
			L25 Further develop community appreciation of the rural landscape through the creation of a 'Celebrate the Landscape' event aimed at showcasing and promoting 'ownership' of a range of green wedge values.	Lead: SUS	Provider NI	
			L26 Amend planning provisions targeted at protection of significant landscapes and significant vistas as follows: <ul style="list-style-type: none"> • Ensure the Significant Landscape Overlay is correctly applied to all visually sensitive areas within the Whittlesea Green Wedge; • • Develop local policy as part of the Planning Scheme review process to guide development adjacent to visually sensitive hilltops; • As part of the Planning Scheme review process develop a road setback policy for visually significant roadside corridors and include in the Local Planning Policy Framework; and • Update the local policy content to ensure that the design, siting and form of new dwellings and other buildings within green wedge areas are appropriately and sensitively integrated within rural and natural environments. 	Lead: SP&D	Provider WPS	

THEME Goal	Sub-theme Objective	Community Plan Future Direction	Whittlesea Green Wedge Management Plan Action	Responsible Dept./Directorate	Council Role	Priority
	4. BOUNDARIES AND BUFFERS To ensure that the interface between the Whittlesea Green Wedge and urban and rural communities is clearly defined and planned to reduce conflict	Future Direction 4: Places and spaces to connect people	L27 Investigate innovative land use options which support sustainable land use and management, particularly at the urban rural interface.	Lead: J&I Support Role:SUS	Provider NI	Ongoing
			L28 Based on research undertaken on interface land uses, pilot and evaluate alternate land treatments at the peri-urban interface.	Lead: J&I Support Role:SUS	Provider NI	
			L29 Undertake a review of the Whittlesea Township Local Structure Plan with an emphasis on defining the township boundary and interface issues between urban and rural areas.	Lead: SP&D	Provider WPS	
			L30 Protect significant habitat areas adjoining any Urban Growth Boundary by encouraging and facilitating conservation trusts/covenants, market-based instruments such as ecoMarkets, carbon and/or native vegetation offsets through focussing on programs that provide income for 'farming nature'.	Lead:SUS Support Role:SP&D	Provider NI	
	5. EXTRACTIVE INDUSTRY To ensure the needs of extractive industries are identified and protected in the context of broader green wedge values.	Future Direction 3: Growing our economy	L31 Review and report on the status of all current extractive industry operations within the Green Wedge.	Lead:SP&D	Provider EEP	
			L32 Strengthen communication between interactive industry operators and Council, Government Departments and local stakeholders in order to create an environment that allows the open discussion of issues and opportunities such as land management, buffers and threat mitigation.	Lead: SP&D	Facilitator Comm	Ongoing
		Future Direction: 6 Living sustainably	L33 Advocate to the State Government to review the Extractive Industry Interest Area (EIIA) as it relates to the City Of Whittlesea having regard to recent Urban Growth Boundary (UGB) changes and defined Green Wedge values including native vegetation.	Lead:SP&D	Provider Comm	Ongoing
			L34 Assess the practicalities of leaving disused quarries unfilled at the expiry of their licence in order to create a wetland environment.	Lead: P&OS	Facilitator NI	

THEME Goal	Sub-theme Objective	Community Plan Future Direction	Action	Responsible Dept./Directorate	Council Role	Priority
BIODIVERSITY Healthy and enduring ecosystems with a variety of habitats and native species	6. FLORA, FAUNA and HABITAT To ensure the biodiversity and environmental values of the Whittlesea Green Wedge are identified, protected and enhanced on public and private land	Future Direction 6: Living Sustainably	B01 Determine the most cost and time effective means of collating and managing flora and fauna data for Council. Ensure that data exchange agreements are maintained between the Department of Sustainability and Environment and Council.	Lead:SUS	Provider EEP	Ongoing
			B02 Investigate the relationship between significant ecosystems and type of land ownership (e.g. parkland, reserve or private landholding). Assess best methods of protection for areas of high conservation significance.	Dual lead: SP&D SUS	Provider	
			B03 Continue to advocate for, and contribute to, discussions regarding the creation of a 1,200 hectare Grassy Eucalypt Woodland Reserve within Whittlesea's Green Wedge.	Lead: SP&D Support role: SUS	Advocate	Ongoing
			B04 Distribute educational material to landholders primarily through Council publications and local media regarding the following biodiversity topics: • Ecological burns - develop community understanding of the necessity of fire to maintain ecosystem health. • Significant ecosystems - highlight the variety and uniqueness of ecological communities, flora and fauna throughout the rural areas. Clearly define Commonwealth and State legislation that prohibits the removal or destruction of significant habitats. • Fencing and grazing management - increase knowledge of the environmental and economic benefits of fencing remnant trees, creating shelter belts and leaving ungrazed areas for habitat purposes on rural properties. • Pest plants - develop landholder knowledge of what constitutes pest plants. Offer a range of options and methods for removal. • Pest Animals - Develop landholder knowledge regarding the management of pest animals.	Lead: SUS	Provider Comm	
			B05 In partnership with fire agencies and relevant State Government departments, continue to distribute educational material on ecological burns via local media and direct mail outs to landholders.	Lead: POS	Provider EEP	Ongoing
			B06 Continue to contribute to discussions with key stakeholders including the State Government and local wildlife groups about habitat corridors , particularly in an urban-rural interface context. This should also be considered at the framework planning stage for future urban land.	Dual Lead: SUS,SP&D	Advocate	Ongoing
			B07 Develop a local planning policy that provides guidance on the benefits of planning for habitat corridors particularly within areas being developed for urban purposes.	Lead: SP&D Support role : SUS	Provider WPS	

THEME Goal	Sub-theme Objective	Community Plan Future Direction	Action	Responsible Dept./Directorate	Council Role	Priority
BIODIVERSITY Healthy and enduring ecosystems with a variety of habitats and native species	6. FLORA, FAUNA and HABITAT To ensure the biodiversity and environmental values of the Whittlesea Green Wedge are identified, protected and enhanced on public and private land	Future Direction 6: Living Sustainably	B08 Continue to work with State Government and all relevant agencies to use forward strategic planning to reduce conflict and balance the ecological needs of the kangaroo population with the social, environmental and ecological needs of local residents, particularly the working agricultural community.	Dual Lead : SP&D, SUS	Advocate WPS	Ongoing
			B09 Strengthen planning provisions targeted at the identification, protection and enhancement of biodiversity and environmental values of the Whittlesea Green Wedge as follows: • Protect all vegetation communities of national, state, regional and local significance with appropriate planning provisions; • Support strengthening planning controls for areas of remnant native vegetation and fauna habitat, in particular, support the inclusion of sites of biodiversity significance, strategic habitat links and buffer areas through the application of the Environmental Significance Overlay; and • Consider applying the Road Closure Overlay to disused rural roads to provide habitat linkages between rural landholdings.	Dual Lead: SP&D, SUS	Provider NI	
			B10 Develop local planning policy content to provide guidance and direction on native vegetation retention in accordance with State Government policy.	Lead: SP&D Support role: SUS	Provider SP+D WPS	
			B11 Identify preferred strategic locations for native vegetation offsets within the municipality taking into account ecological significance, land ownership, adjoining land uses, potential for creating habitat corridors and property size.	Lead: POS	Provider IT EEP	
			B12 Increase opportunities for community interaction with significant ecosystems such as revegetation activities and value-added activities such as 'breakfast with the birds' or 'frogs on wheels' and seed collection/plant propagation.	Lead: SUS	Provider EEP	Ongoing
			B13 Foster coordination between Local and State Government with regard to the development and implementation of state wide management plans and priorities for pest plant and animal control on public private land. Advocate for increased funding to implement strategic priorities relevant to the Whittlesea area.	Lead: SUS	Advocate	Ongoing
			B14 Expand existing programs that promote the value and significance of ecosystems on Council-owned land through education and interpretive signage.	Lead: POS	Provider EEP	

THEME Goal	Sub- them	Community Plan Future	Whittlesea Green Wedge Management Plan Action	Responsible Dept./Directorate	Council Role	Priority
WATER Sustainable water use and healthy waterways, wetlands and groundwater	7. WATERWAYS AND CATCHMENTS To protect and improve the environmental health and social and economic values of waterways, wetlands and aquifers	Future Direction 6: Living sustainably	W01 Ensure local provisions are consistent with State legislation through the Planning Scheme Review project.	Lead: SP&D	Provider NI	
			W02 Reinforce consistency between State and Local Government legislation.	Lead: SP&D	Provider NI	
			W03 Research current signage at waterways and investigate funding opportunities to install identification signage for all waterways , particularly at the intersection of major roadways and paths. At a minimum, catchment signage should also be installed alongside the Plenty River, Merri Creek and Darebin Creek in prominent positions.	Lead: SP&D	Provider NI	
			W04 Build upon existing community involvement in waterway health through promotion and support for programs such as WaterWatch and riparian revegetation activities.	Lead: SUS	Facilitator EEP	Ongoing
			W05 Strengthen planning provisions targeted at the protection and improvement of the environmental health of waterways as follows: • Add new schedules to the Environmental Significance Overlay to protect all major waterbodies; • Revise the extent of the mapping associated with the existing Environmental Significance Overlay schedule 3 to include unprotected waterways; and • Investigate the rezoning of the municipality's two water storage catchments from Public Use Zone to Public Conservation and Resource Zone.	Lead: SP&D Support role: SUS	Provider WPS	
			W06 Conduct a feasibility study on a 'Top of the Catchment' event that focuses on the municipality's waterways and catchments.	Lead: SUS	Provider NI	
			W07 Continue to encourage good water sensitive urban design from new developments abutting reserves and waterways, in order to protect aquatic and biodiversity values.	Lead: SP&D Support Role :DA	Facilitator EEP	Ongoing
			W08 Investigate opportunities to contribute to catchment projects and support partnerships that research the effects of surface and sub-surface water use, particularly due to increased numbers and declining water quality and quantity of local farm dams and bores.	Lead: SUS	Facilitator NI	

THEME Goal	Sub-theme Objective	Community Plan Future Direction	Whittlesea Green Action	Responsible Dept./Directorate	Council Role	Priority
PEOPLE A connected community that respects, values and celebrates its past, present and future.	8. COMMUNITIES AND SETTLEMENTS To ensure local communities have the opportunity to participate in decisions related to the liveability of the Whittlesea Green Wedge	Future Direction 1: Inclusive and engaged community Future Direction 5: Health and wellbeing	P01 Build upon the role of existing local committees and community groups to champion the cause of the Whittlesea Green Wedge. Establish an education program targeted at local committees and community groups.	Lead: SUS	Facilitator EEP	
			P02 Build upon the role of existing local committees and community groups such as MCMC, DCMC, Land Care and the Victorian Farmers' Federation as they champion the cause of the Whittlesea Green Wedge. Establish an education program targeted at local committees and communities groups.	Lead: SUS	Facilitator EEP	Ongoing
			P03 Create networking opportunities that raise awareness of the issues faced by both rural and urban residents, to promote the value of farmers and farming practices.	Lead: J&I	Facilitator NI	
			P04 Continue to distribute information on community organisations and services to encourage networking and increase community capacity, particularly within the rural community.	Lead: CS	Facilitator EEP	Ongoing
			P05 Develop ' Rural Information Packs ' that can be distributed to potential property purchasers that includes pre-purchase information such as planning checklists, siting and design guidelines, environmental values and land management tips.	Lead: SP&D	Provider NI	
			P06 Disseminate information to the community on a timely basis regarding Local and State Government plans for the Whittlesea Green Wedge, and create opportunities for community input.	Lead: SP&D ,SUS,DA	Facilitator Comm	Ongoing
			P07 Provide diverse housing opportunities, including aged care housing, in areas of exisitng residential land in the Whittlesea Township, where services and facilities are located.	Lead: SP&D, DA	Provider EEP	Ongoing
			P08 Ensure Whittlesea Township can continue to accommodate local enterprises, businesses and other facilities which support the Whittlesea Green Wedge.	Lead: J&I	Facilitator NI	
			P09 Continue to advocate on behalf of the community to the Victorian Government for funding to support those services and facilities deemed most necessary in the rural areas and in particular Whittlesea Township.	Lead: CB&P	Advocate	Ongoing
			P10 Develop guidelines for the design and construction of infrastructure that is appropriate for rural areas, such as lighting and road construction.	Lead : CD&T	Provider EEP	
			P11 Ensure appropriate planning provisions are applied to reflect the best land use outcome for Green Wedge land as follows: Investigate the best zoning for rural communities such as Eden Park to better			
\	9. TOURISM and RECREATION To preserve and enhance the cultural heritage of the Whittlesea Green Wedge for current and future generations	Future Direction 2: Accessibility in, out and around our city Future Direction 4: Places and spaces to connect people	P12 Update Council's Tourism Strategy to highlight tourism and recreation opportunities in the green wedge.	Lead: J&I	Provider EEP	
			P13 Develop a 'Welcome to Whittlesea Pack' that highlights tourism opportunities such as boutique agribusinesses, emerging and established tourist destinations.	Lead: J&I	Facilitator Comm	
			P14 Research opportunities for geotourism or 'whole of place' tourism. Focusing on local character rather than generic aspects, this form of tourism incorporates historic structures, living and traditional cultures, landscape, cuisine and arts, as well as local flora and fauna.	Lead: J&I	Facilitator NI	

THEME Goal	Sub-theme Objective	Community Plan Future Direction	Whittlesea Green Action	Responsible Dept./Directorate	Council Role	Priority
			P15 In partnership with land owners/managers, investigate partnership opportunities that extend our network of multiuse trails , including opportunities for heritage interpretation. <i>Linking People and Places – Government Strategy for Trail Networks in the Metropolitan Area and The Victorian Trail Strategy</i> will inform the potential location of multi-use trails. Attention	Lead: CD&T Support Role: LS,J&I	Provider NI	
			P16 Continue to develop Council's Whittlesea Recreational Strategy in consultation with the community and implement proposed actions.	Lead: LS	Provider Comm	Ongoing
			P17 Develop a trail network strategy for the Green Wedge area to cater for walkers, bike and horse riders, linking to key destinations including the Whittlesea Township.	Lead: CD&T Support Role: LS,J&I	Provider NI	
			P18 Research community perceptions of local parks and user needs in order to prioritise funding opportunities for facilities, including signage.	Lead: P&OS	Provider NI	
			P19 Advocate on behalf of the community to Parks Victoria regarding increased funding for state managed parks and the potential for creation of new parklands (such as Quarry Hills and around the Merri Creek).	Lead: P&OS	Advocate	Ongoing
			P20 Investigate the provision of alternative transportation options for attendees of showcase events, such as the Whittlesea Agricultural Show and the Whittlesea Country Music Festival.	Lead: CS	Provider EEP	
	10. HERITAGE and CULTURE To preserve and enhance the cultural heritage of the Whittlesea Green Wedge for current and future generations	Future Direction 4: Places and spaces to connect people	P21 Explore options to promote Council's full range of cultural heritage opportunities at festivals and events.	Lead: CCD	Facilitator EEP	Ongoing
			P22 Enhance community perception of heritage places and cultures through continued promotion of Council's Cultural Heritage Program .	Lead: CCD	Facilitator EEP	Ongoing
			P23 Explore options for developing interpretive signage at significance heritage places and areas of cultural significance within the municipality.	Lead: CCD	Provider NI	
			P24 Increase networking links with the local Aboriginal community to ensure understanding and respect for sites of Aboriginal cultural heritage sensitivity within the municipality.	Lead: CCD	Facilitator	Ongoing
			P25 Explore opportunities to employ a Heritage Officer in order to develop a Heritage Strategy for the holistic management of heritage across Council.	Lead: SP&D	Provider NI	
			P26 Following the heritage study undertaken during 2009/10, implement findings and apply a Heritage Overlay to all significant places not protected. Any proposed amendment to the Whittlesea Planning Scheme will provide additional opportunity for public submission.	Lead: SP&D	Provider WPS	
			P27 Demonstrate Council leadership and best practice by investigating the feasibility of developing a Management Plan for all heritage places on Council-owned land.	Lead: SP&D	Provider NI	
			P28 Advocate on behalf of heritage management to the Victorian Government regarding treatment of cultural heritage on Crown land. Support Heritage Victoria in its role of caring for our public heritage places.	Dual Lead: SP&D, DA Support Role: GOV	Advocate	Ongoing

ATTACHMENT 1: RESPONSE TO SUBMISSIONS

SUBMISSION No.	SUBMISSION	RESPONSE	POST EXHIBITION CHANGES	Submission Resolved
Submitter 1 – Metropolitan Planning Authority	In support. The submission notes that the C197 MSS update better reflects State policy in relation to land use and development throughout the municipality, and specifically the growth areas.	Noted	No change	YES
Submitter 2 – Melbourne Airport	The proximity of Melbourne Airport, the existence of the MAEO, the Prescribed Airspace and the need to protect the ongoing operation of the airport are key issues and influences which need to be highlighted better in the MSS.	Noted. Greater reference is made to some of these matters, in appropriate sections in the MSS.	See below	YES
	Clause 21.02– Municipal Profile The submission states that while Melbourne Airport is acknowledged, greater reference should be made to its importance and the need to protect its on-going operation. Melbourne Airport is a large employer of the local community and contributes both social and economic benefits to the City of Whittlesea which should not be underestimated.	Noted. CI 21.02-3 of the MSS has been amended to recognise the important role Melbourne Airport has on the local economy and the need to protect its on-going operation.	Add under CI 21.02-3 – Key Issues Economic Development: <u>Proximity and access to Melbourne Airport provides competitive advantages for the municipality. Planning for urban growth and employment aims to safeguard the on-going, curfew free operation of Melbourne Airport.</u> Transportation: <u>Proximity to Melbourne Airport, the main gateway to Victoria also provides access to air freight and other growth opportunities.</u>	
	Clause 21.04 - Settlement The submission requests that the Melbourne Airport Environs Overlay (MAEO) and the impact of aircraft noise on the community be identified. In particular, it suggests identifying the impact of noise contours and referencing the N contours	It is not the role of the MSS to identify specific overlays. CI 18.04 of the State Planning Policy Framework (SPPF) identifies the need to protect airports from incompatible land uses and requires consideration	Add under CI 21.04 – Settlement Further strategic work: <u>Support options for strengthening local planning provisions to protect</u>	

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	contained in the Melbourne Airport Master Plan.	be given to the National Airport Safeguarding Framework, Melbourne Airport Master Plan and Melbourne Airport Strategy. Opportunities exist for Melbourne Airport to liaise with DELWP and all affected Councils to strengthen the SPPF and local planning provisions to protect the airport and manage these impacts. The MSS has been amended to include this.	<u>Melbourne Airport and manage the impacts on the community.</u>	
	Clause 21.04 - Settlement The submission suggests referring to the existing requirements of the Airports (Protection of Airspace) Regulations 1996. It notes that councils with boundaries that fall within Melbourne Airport's protected air space are required to review all development applications they receive for any infringements of prescribed airspace.	CI 18.04-1 of the SPPF identifies the policy guidelines to be considered in relation to airports, including the National Airport Safeguarding Framework and Melbourne Airport Master Plan, which implement the Airport Regulations 1996. The MSS must remain consistent with the SPPF. Notwithstanding, CI 21.04 has been amended (as above) to recognise the need to support options to strengthen the local planning provisions to protect the airport, in response to relevant documents.	See above.	
	Clause 21.11 - Transport The submission requests that Melbourne Airport be referenced in this clause in terms of its proximity to the City of Whittlesea and the MAEO controls that affect a portion of the municipality.	CI 21.11 of the MSS relates to integrated transport planning and sustainable modes of travel. Reference to the proximity of Melbourne Airport is not appropriate in this section. Instead, CI 21.03-3, which provides an overview of the municipality, has been amended (as above) to include recognition of Melbourne Airport. Further, reference to the Melbourne Airport Environs Overlay (MAEO) in this section of the MSS is not appropriate as the MAEO is already identified as an overlay. Also, CI 21-04 has been amended to reflect the	See above.	

SUBMISSION No.	SUBMISSION	RESPONSE	POST EXHIBITION CHANGES	Submission Resolved
		need to support options to strengthen the local planning provisions through the further strategic work (as above).		
	Clause 21.11 - Transport The submission requests that the Integrated Transport map (Plan 08) include the airport environs overlay (MAEO) that affects part of the municipality. It suggests that it is necessary to show that some land is affected by aircraft noise to understand the relationship between transport and accessibility in relation to Melbourne Airport.	The MAEO is identified in Planning Scheme Map 20MAEO. CI 45.08 of the Scheme identifies the decision making guidelines in relation to land affected by the MAEO. It is not appropriate for the Integrated Transport map (Plan 08) in the MSS to show specific overlays. This map identifies the major transport routes in the municipality, not the potential hazards of major transportation. Sufficient guidance is provided in other sections of the planning scheme in relation to the MAEO.	No change	
Submitter 3 – Environment Protection Authority	The submission suggests that to minimise adverse amenity impacts on residents, Council: <ul style="list-style-type: none"> (a) Manage residential encroachment onto existing industrial areas by ensuring adequate separation to avoid adverse amenity impacts of odour, dust and noise. (b) Recommend using EPA Publication 1518, <i>Recommended Separation Distances for Industrial Residual Air Emissions, 2013</i> as a guide to ensure adequate separation distances are met. 	Noted. The exhibited MSS (CI 21.10 – Economic Development) identifies the importance of providing adequate separation and buffer areas between sensitive land use and high impact industries such as extractive industry and land fill. CI 21.04-2 – Urban Growth has been amended to include reference to providing adequate separation of new housing development from industry. CI 13.04-2 of the SPPF already identifies the <i>Recommended Buffer Distances for Industrial Residual Air Emissions (1990)</i> which has since been replaced by EPA Publication 1518. C197 cannot make changes to the SPPF.	Amend CI 21.04-2 – Urban Growth: Furthermore, housing development must continue to be appropriately planned in locations where infrastructure planning can be undertaken effectively, and where <u>suitable measures are provided to minimise adverse amenity impacts from industry and future rail infrastructure.</u> Add a new Strategy in CI 21.04-2 – Urban Growth: <u>Provide for suitable separation of new residential areas from industry, to minimise the potential for adverse amenity impacts.</u>	YES
	The submission suggests that Council should ensure that potentially contaminated land is	This is already provided for in the SPPF under CI 13.03-1	No change	

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	considered in accordance with the <i>Planning and Environment Act</i> and <i>Ministerial Direction No. 1</i> , where industrial areas or potentially contaminating land uses are transitioning to sensitive uses.			
	The submission suggests that Council should consider the <i>Urban Stormwater Best-Practice Environmental Management Guidelines, CSIRO</i> (May 2006) (or other stormwater management policies) to ensure water quality is maintained within the municipality.	CI 19.03-2 of the SPPF already identifies that this policy guideline should be considered. The exhibited MSS (CI 21.05-1) also identifies the importance of maintaining water quality.	No change	
	The submission states that new landfills and developments near landfills are to be in accordance with the <i>Best Practice Environmental Management: Siting, Design, Operation and Rehabilitation of Landfills</i> . This guideline sets recommended buffer distances to limit adverse amenity impacts.	CI 19.03-5 of the SPPF already identifies that this policy guideline should be considered in relation to landfills.	No change	
	The submission suggests that appropriate distance and noise attenuation should be provided in the planning stages of any residential areas located in close proximity to the future rail lines and stations.	Noted. The exhibited MSS (CI 21.11-1 – Integrated Transport) identifies the need to minimise the impacts of rail infrastructure on adjacent land uses. This can be amended to include specific reference to rail noise. Also CI 21.04-2 – Urban Growth is amended to include reference to minimising the adverse amenity impacts from industry and future rail infrastructure.	Amend CI 21.11-1 – Integrated Transport: Strategy 1.9: Minimise the impacts of rail infrastructure <u>and rail noise</u> on adjacent land uses and environmental values. CI 21.04-2 – Urban Growth amended (as above) to refer to minimising adverse amenity impacts from <u>future rail infrastructure</u> Add a new Strategy in CI 21.04-2 – Urban Growth: <u>Provide for suitable measures to protect the amenity of new</u>	

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			<u>residential areas in close proximity to future rail infrastructure, to minimise the potential for noise impacts.</u>	
Submitter 4 Vic Roads	No objection	Noted	No change	YES
Submitter 5 – Planisphere on behalf of Places Victoria	<p>The submission requests that the Aurora Town Centres and employment land be specifically referenced in the MSS. In particular:</p> <ul style="list-style-type: none"> where reference is made to future town centres or neighbourhood centres, Aurora Town Centres should be listed; where reference is made to the role town centres play in the Whittlesea economy (i.e. CI 21.10 and 21.10-1), it is acknowledged that Aurora's Town Centres are identified as "neighbourhood centre" in the hierarchy; however key employment land should be listed, with specific reference to the South Precinct of Aurora as a modern, mixed use employment precinct 	<p>The exhibited MSS only identifies 'future' town centres and neighbourhood centres in Plan 01 – Municipal Framework. The Aurora Town Centres are identified in this Plan as "Neighbourhood Centres" in the centres hierarchy.</p> <p>To reflect the strategic importance of the Town Centres and employment land in Aurora, Plan 07 - Economic Development can be amended to identify this as "Proposed commercial/employment areas".</p>	Amend Plan 07 - Economic Development to include the Aurora Town Centres as " <u>Proposed</u> commercial/ employment area".	YES
	Places Victoria submits that strategic reference be made to the Aurora Town Centres to ensure there is strategic justification in the Planning Scheme for future commercial applications in the precincts, or any future proposal for amendments to the Development Plan that applies to Aurora.	<p>The success of the Aurora Town Centres will play a significant role in fulfilling the objectives of providing a high level of self-containment for new residential communities. However Council also needs to be cognizant of the impact that expanding the role of smaller centres will have on the future viability of identified major and metropolitan centres.</p> <p>Plan 07 - Economic development will be amended to show the Aurora Town Centre (south) and the Southern Precinct containing commercial development as "Proposed Commercial</p>	<p>Amend CI 21.02-3 - Economic Development:</p> <p>Planning for identified growth areas aims to achieve a high level of self-containment with employment land being provided where appropriate and as identified in Precinct Structure Planning <u>and Development Plans</u>.</p> <p>Plan 07 - Economic Development is amended to identify Aurora South and Southern Precinct Town Centres</p>	

SUBMISSION No.	SUBMISSION	RESPONSE	POST EXHIBITION CHANGES	Submission Resolved
		Development". CI 21.02-3 - Economic Development has been amended to include recognition of the role Development Plans have in supporting self-containment for new residential communities. CI 21.10-1 - Employment Opportunities has also been amended to include reference to 'other designated areas' that may be earmarked for commercial, industrial, office or other employment generating uses. This provides further support to the Aurora Development Plan in the MSS.	as " <u>Proposed commercial/employment area</u> " Amend CI 21.10-1 Employment Opportunities: Strategy 1.4: Commercial, industrial and office development and employment generating uses within Thomastown Industrial Area <u>and other designated areas.</u>	
Submitter 6 – Bindu Shorma (with a petition of 20 signatures attached)	The submission objects to the status of the Peter Lalor Housing Estate as Neighbourhood Residential Zone. It requests this area be rezoned to General Residential Zone and Residential Growth Zone.	Changes to the residential zones did not form part of Amendment C197. Amendment C197 relates to the MSS and provides high level policy direction only. A request for rezoning land would need to occur as part of a separate planning scheme amendment.	No change	NO
Submitter 7 – Friends of South Morang (FOSM)	FOSM seek the establishment of a formal public partnership with Council to campaign for funding for the light rail extension, as a priority.	This does not relate specifically to Amendment C197. This request has been discussed with the Director Partnerships and Engagement for consideration, separate to Amendment C197.	No change	YES
	Clause 21.11 – Transport The submission suggests supporting an integrated inter-modal interchange with light rail, heavy rail, bus and park and ride to support other references in Clause 21.11-1 in relation to integrated transport.	Plan 07 and 08 of the exhibited MSS identify the light rail extending from Bundoora via South Morang, to the intersection of Lakes Boulevard and Plenty Road (where it ends), which reflects previous planning in the area and existing road reservations. The exhibited MSS (CI 21.11-1 – Integrated	Add a new Strategy under CI 21.11.1 – Integrated Transport: <u>To ensure the future light rail extension maximises opportunities for integrated multi-modal connections.</u>	

SUBMISSION No.	SUBMISSION	RESPONSE	POST EXHIBITION CHANGES	Submission Resolved
		<p>Transport) recognises the need for an integrated transport system and includes an objective and various strategies to support this.</p> <p>CI21.11-1 has been amended to strengthen this, and reflect the need to maximise opportunities for connected interchanges.</p> <p>The <i>Plenty Valley Structure Plan</i> will also be focussing on this issue.</p>		
	<p>Clause 21.11 – Transport</p> <p>The submission refers to Clause 21.11.03 - Further Strategic Work which states that more detailed planning of the dedicated light rail corridor ‘will be investigated’ in the <i>Plenty Valley Structure Plan</i>. The submission states that the light rail corridor has been on Council’s strategic plan for many years and Council should be beyond the investigation stage by now. It states that the extension should be one of Council’s top 5 infrastructure project and advocacy priorities until the extension is funded by the state government.”</p>	<p>Extending Tram Route 86 is one of Council’s top advocacy priorities; however the MSS cannot be used for advocacy purposes. The MSS also reflects that the light rail extension is strategically significant to Council and the community.</p> <p>The <i>Draft Plenty Valley Structure Plan</i>, released for consultation in late March, will confirm Council’s position on the light rail extension. It will provide further detailed planning on the preferred route and how it is integrated with the Town Centre. The Structure Plan will identify a vision, demonstrate a need and provide further rationale for the light rail extension.</p> <p>Once Council has consulted with the broader community and has an adopted position for the <i>Plenty Valley Structure Plan</i> and the light rail corridor, including seeking the views of PTV, this can then be included in the planning scheme (and MSS) via a separate planning scheme amendment to implement the <i>Plenty Valley Structure Plan</i>.</p> <p>This will further inform Council’s advocacy for the light rail, in line with the broader objectives of</p>	<p>Amend CI 21.11.03 under ‘Further Strategic Work’: <u>The <i>Plenty Valley Structure Plan</i> will identify the location</u> of the dedicated light rail corridor between Bundoora and South Morang.</p>	

SUBMISSION No.	SUBMISSION	RESPONSE	POST EXHIBITION CHANGES	Submission Resolved
		<p>planning for the area.</p> <p>The MSS has been amended to reflect the issue raised, and highlight the role of the <i>Plenty Valley Structure Plan</i> in identifying the light rail corridor.</p>		
	<p>Clause 21.13 Local Areas</p> <p>The submission raises concerns that there is no mention of South Morang, Mernda and other established activity centres in this clause.</p>	<p>The MSS mentions all key activity centres in various clauses throughout the MSS, with South Morang and Mernda mentioned in Clause 21.02-3, 21.04-1, 21.04-2, 21.08-1, and 21.09-4.</p> <p>The 'Local Areas' section of the MSS has a particular purpose which is set out in <i>Planning Practice Note 4: Writing a Municipal Strategic Statement</i> (prepared by the State Government), which guides how the MSS should be prepared. In practice, the 'Local Areas' section is used to provide detailed guidance for specific areas on how the general strategies are to be implemented in that area, in particular to include the key findings from <u>adopted structure plans</u>.</p> <p>Epping Central has been included here to reflect its role as a designated Metropolitan Activity Centre and the key outcomes of the <u>adopted Epping Central Structure Plan</u>.</p> <p>Once the <i>Plenty Valley Structure Plan</i> (South Morang) is adopted by Council, new content will be included in the 'Local Areas' clause to reflect its key outcomes, via a separate planning scheme amendment.</p> <p>Similarly, other key centres will be added to this clause as a matter of course, when further detailed</p>	No change	

SUBMISSION No.	SUBMISSION	RESPONSE	POST EXHIBITION CHANGES	Submission Resolved
		guidance is available via an adopted structure plan for the specific activity centre.		
	<p>Integrated Transport Strategy</p> <p>The submission refers to the Transport Panel identified in Council's <i>Integrated Transport Strategy</i>, seeking clarification about whether this panel has been established and if so, that it should have community representatives, including FOSM.</p>	<p>This does not relate specifically to Amendment C197 or the MSS.</p> <p>This request has been discussed with the Director City Transport & Transportation for follow up, separate to Amendment C197.</p> <p>It is noted that two separate Transport Panels have been established (VicRoads and PTV). These Panels meet quarterly to exchange information and explore strategic policy and planning issues. The Panels discuss technical transport planning matters. Any major issues or decisions which affect the community will include consultation processes, as appropriate.</p>	No change	
	The submission suggests that Tram 86 should "no longer be termed investigation Stage but in the Development Stage."	<p>The MSS can only identify the strategic importance of the Tram 86 extension to ensure it is taken account of in relevant planning processes.</p> <p>The <i>Plenty Valley Structure Plan</i>, once adopted will provide further detailed planning on the preferred route for the extension.</p> <p>Council is not responsible for implementation or development of the tram extension; this is the responsibility of the State Government. Therefore it is not appropriate for Council to identify it as being at a 'development' stage.</p> <p>Notwithstanding, Council will continue to advocate to the State Government for the tram line to be extended, as one of its top advocacy priorities.</p>	No Change	

SUBMISSION No.	SUBMISSION	RESPONSE	POST EXHIBITION CHANGES	Submission Resolved
Submitter 8 - CFA	The submission supports the amendment in its current form but requests that greater emphasis to bushfire hazard and bushfire mitigation be identified in the MSS.	<p>CI 13.05 - Bushfire in the SPPF identifies the need to use and develop land in a manner compatible with the risk from bushfire.</p> <p>Council is currently reviewing how bushfire hazards and bushfire mitigation can be dealt with in the Whittlesea Planning Scheme as a separate project. It is envisaged that this project will identify appropriate local policy content for inclusion in the MSS as part of Council's local policy response to bushfire risk and mitigation. Draft bushfire local policy content is anticipated in mid/late 2016.</p> <p>Notwithstanding the outcome of this work, additional content has been identified in consultation with the CFA, for inclusion in the MSS.</p>	<p>Additional new content under Clause 21.02-3 to recognise the bushfire risk within the municipality.</p> <p>Additional new content under Clause 21.07-4 to identify the overarching objective and strategies in minimising the environmental impacts of bushfire risk.</p> <p>Reference to the <i>City of Whittlesea Municipal Fire Management Plan</i></p>	YES

OTHER MATTERS IDENTIFIED	COMMENTS	POST EXHIBITION CHANGES
Municipal Development Guidelines	Correct the reference to the guidelines in the MSS.	Replace the reference to "Municipal Development Guidelines" with: <i>Development Guidelines 2010 Municipal Policy Directions</i> .
Mapping	Correct minor mapping errors.	<p>Amend Plan 01:</p> <ul style="list-style-type: none"> include in legend: "Future neighbourhood centres", "Future major activity centres", "Future Metropolitan" identify on map: Aurora Town Centres (as per the Development Plan) and "Green Wedge Areas". <p>Amend Plan 02 to identify Lockerbie "Future Metropolitan Centre" in legend</p> <p>Amend Plan 04 to identify the "Green Wedge Areas".</p> <p>Amend Plan 07:</p> <ul style="list-style-type: none"> include in legend: " <u>Proposed</u> commercial/ employment area" correct legend to read 'proposed rail line <u>station</u>'

OTHER MATTERS IDENTIFIED	COMMENTS	POST EXHIBITION CHANGES
		<ul style="list-style-type: none"> identify on map: Aurora Town Centres as “ <u>Proposed</u> commercial/ employment area” (similar to Mernda)
Clause 21.05	Reference to Plans corrected	Amend Clause 21.05-1 from Plan 5 to Plan 4 reference Amend Clause 21.05-3 from Plan 6 to Plan 5 reference.
Clause 21.08-1 - Strategy 2.6	Amend Strategy 2.6 to remove the word “substantial”, in the reference to landscape setbacks. Whilst landscaping setbacks are generally sought, ‘substantial’ landscape setbacks may not be appropriate for all developments.	Amend Strategy 2.6 in CI 21.08-1 to read: “Require frontage treatments and substantial landscape setbacks along existing and planned arterial roads except where they are in a designated activity centre.”
Clause 21.10-1 - Strategy 1.4	Amend Strategy 1.4 to identify the major uses intended for the Cooper Street Employment Area and to include reference to the Cooper Street West precinct.	Amend Strategy 1.4 in CI 21.10-1 to read: “Employment generating industries within the Cooper Street Employment Area (including the Melbourne Wholesale Markets, Cooper Street South West and Cooper Street West) with an emphasis on the food industry, freight, and logistics, <u>office, research and development, high technology, manufacturing and industrial uses.</u> ”
Clause 21.10-2	Minor correction to Clause 21.10-2 for accuracy and addition for clarity.	Amend CI 21.10-2 under Implementation: Policy Guidelines to read: <u>Applying Clause 22.09 Industrial Development Policy to the assessment of new developments in industrial areas</u> <u>Applying the existing Planning guidelines for Industrial Developments (1997) to the assessment of new developments in industrial areas.</u>
Policy Guidelines	Minor amendment to improve clarity in terms of which policy references apply under particular clauses	Individual policy guideline references have been moved from a consolidated section in the main Clause, to the end of each specific clause.

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21.01 MUNICIPAL STRATEGIC STATEMENT
No Content

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21.02 MUNICIPAL PROFILE

21.02-1 General Overview

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The City of Whittlesea has been traditionally characterised by its rapidly expanding residential areas and its continuing focus as an urban growth area. Although the City will continue to be an urban growth area in the future it also needs to manage the challenges of existing urban areas undergoing change.

Located on the urban rural fringe, the City of Whittlesea is fortunate to have the full spectrum of urban and rural land uses. The diversity in land use, including significant employment areas and activity centres, residential communities, farming activities, township communities and educational and other community uses is matched only by the diversity in landscape character. Existing diversity in land use categories and the potential for new development is a strength of the City of Whittlesea. The allocation of growth areas and the relationship between areas reserved for other purposes will continue to require careful management to ensure there is an overall level of compatibility. Incorporation of elements of the natural environment within future growth area planning is of vital importance to enable the City to enhance its image in all land use categories.

21.02-2 Locational and Regional Context

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The City of Whittlesea is located on Melbourne's metropolitan fringe, approximately 20km north of the CBD. Covering 490 square kilometres, it is a large municipality containing established urban, growth and rural areas. The City includes the major rural centre of Whittlesea, the rural localities of Beveridge, Donnybrook, Eden Park, Humevale, Kinglake West, Wollert, Woodstock and Yan Yean as well as the established and growing urban suburbs of Bundoora, Doreen, Epping, Lalor, Mernda, Mill Park, South Morang (including Quarry Hills) and Thomastown. The adjoining municipalities are the Shire of Nillumbik to the east, the City of Hume to the west, the Cities of Banyule and Darebin to the south and the Shires of Murrindindi and Mitchell to the north.

The City of Whittlesea is the third fastest and largest growing municipality in Victoria and the sixth largest in Australia. It has been endorsed by the Victorian State Government as a growth area of metropolitan significance. The population is expected to reach 300,000 by 2030, with growth concentrated in the developing areas of Mernda-Doreen, South Morang, Epping North, Wollert and Donnybrook/Woodstock. Growth has been rapid in the newer, developing suburbs, since 2001. In 2015, the City's population is approximately 194,500 and is expected to grow by 69% over the next 20 years.ⁱ

The Wurundjeri Willam people were the original inhabitants of the area and are the traditional owners of this land. Today the City of Whittlesea has the fourth highest Aboriginal population in metropolitan Melbourne.

Plenty Road and High Street/Epping Road form the major north-south transport routes through the City and a series of routes such as Mahoneys Road, Settlement Road, McDonalds Road, Findon Road, Cooper Street and Donnybrook Road cut cross the City in an east west direction. These routes link the City of Whittlesea to the adjoining municipalities and the remainder of the metropolitan area. The Metropolitan Ring Road traverses the southern section of the City and provides

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an important passenger vehicle and freight link to the Hume Highway, Craigieburn Bypass, Central Business District, Melbourne Airport and the Port of Melbourne.

The major transportation corridors and convenient access to central Melbourne and other employment centres has provided incentives to locate major state infrastructure projects in the City. The relocation of the Melbourne Wholesale Market to Epping and the proposed Beveridge Intermodal Freight Terminal will be significant infrastructure and employment generators for the municipality.

The three highest industry sector employers in the municipality are manufacturing (19%), retail trade (14%) and health care and social assistance (13%). More than 50% of local residents work outside of the municipality.ⁱⁱ

The Yan Yean and Tourourrong reservoirs and water supply catchment areas occupy a substantial portion of the north eastern part of the City. These areas, apart from supplying much of Melbourne with water, incorporate sites of flora and fauna significance. In conjunction with the Kinglake National Park, Mount Disappointment State Forest and the Plenty Gorge Parklands they provide significant environmental benefits and provide opportunities for recreation and tourism where controlled visitor access is possible.

21.02-3 Key Issues

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Settlement

As one of Melbourne's fastest growing municipalities, meeting the demands of a rapidly expanding population is one of Whittlesea's greatest challenges. In addition to meeting the needs of new residents and expanding population in growth areas, the City also puts in place strategies to combat the changing demographic trends in established areas.

The provision of physical and social infrastructure in a cost effective and timely manner is of paramount importance. Growth area planning in this context often relies on individual developments contributing to infrastructure. As such, the City continually strives to set in place mechanisms to require, apportion and administer funds that are appropriate to ensure that infrastructure is provided and maintained in a sustainable manner.

In particular, the City requires resolution of long term strategies to ensure that land reserved for residential, industrial and commercial development is suitably serviced.

Activity Centres play a vital role in the provision of access to a range of goods, services, employment and, housing choice, and depending on their size and location, a range of community activities. Activity centres often also have an important part to play in the development of public transport routes and interchanges and the establishment of associated land uses. It is essential that existing and future residents of the City of Whittlesea are provided with a range of accessible activity centres which fulfil their shopping, employment, social and recreation needs.

With changes to the Urban Growth Boundary in 2010, detailed planning is occurring for a number of future precincts which will accommodate a population of over 150,000. These future precincts will either be largely self-contained or be in close proximity to nearby Metropolitan or Major Town Centres.

Rapid population growth has also required careful management and delineation of the boundaries between land reserved to accommodate growth and land set aside for rural or conservation purposes.

Approximately 60% of the land in the municipality is within the identified "Green Wedge", which is the non-urban land within the municipality and is intended to be protected from urban encroachment. Bushfire hazard is a significant characteristic across much of the northern part of the municipality due to the settlement pattern, hilly landscapes, the type, extent and structure of vegetation cover, and climatic conditions and summer weather patterns. In these areas the risk to human life is considered a priority consideration.

Environment and Landscape Values

The City of Whittlesea is characterised by an abundance of natural features that contribute greatly to the attractiveness and amenity of the region. The northern parts of the municipality comprise state forests, national parks, grasslands of national significance, recreation areas, water catchments, extensive rural areas, red gum woodlands, elevated landscapes and a network of rivers, creeks and drainage lines which extend into the urban areas.

The City of Whittlesea contains many diverse and rich urban and environmental features which have been identified for preservation and enhancement in order to retain the character of the municipality in the face of rapid urban development. Particular emphasis has been placed upon the identification of the 'values' of the non-urban areas which contain these features both in the Whittlesea context and the wider northern region. Incremental incursion into these areas beyond the boundaries of land reserved for future urban development must be avoided to ensure long term preservation and enhancement of the character of the City of Whittlesea.

A key visual landscape feature of the municipality is the extent of mature River Red Gums. Many of the River Red Gums within the urban areas have been estimated to be between 200-800 years of age. Maximising the protection of River Red Gum habitat in the urban, future urban and non-urban areas is a key feature in the design and development in the City.

The City advocates for growth to not physically encroach into significant environmentally sensitive areas so that environmental assets are retained for future generations. Continual effort is required to ensure the identification of environmental values, including on-going management requirements are appropriately considered. Key areas where continued improvement is required are in the treatment of waterways, both from a water quality and abutting development perspective. Additionally, ongoing objectives include minimisation of vegetation removal, the impacts of pest plants and animals and emphasising the benefits to be gained through energy efficient design.

Built Environment and Heritage

Housing character and variation in built form is closely linked to the period of development and cultural background of residents. There are a variety of building styles ranging from the timber and brick homes characteristic of the 1950's and 60's through to the larger mission brown houses characteristic of the 1970's to early 80's. More recent housing development includes a mix of more contemporary design and period reproduction homes.

Housing provision in newer estates is increasingly required to become more varied to meet the needs of a diverse and changing population. Alternative forms of housing such as row houses or terraces, multi-unit development and houses with a range of number of bedrooms can be found throughout the older suburbs where redevelopment opportunities are available. Newer estates also present opportunities where diversity is increasingly being incorporated in subdivision design. These alternative forms of housing add interest and vitality to existing and new urban areas and reflect a 'maturity' of the Whittlesea housing market.

Whittlesea's cultural heritage contributes greatly to the identity of the City. It is essential that significant heritage places are protected, retained and integrated as the City develops. As an identified Growth Area the municipality faces a number of challenges as it seeks to protect and manage heritage places in unique contexts including established, rural and greenfield areas. The City of Whittlesea is committed to conserving and enhancing heritage and recognises that it is an integral part of all planning processes.

Housing

While the City continues to attract a large proportion of young families, there is also a growing ageing population. As a result, it is essential that the housing needs of a more diverse cross section of the population are planned for. This will help cater for the needs of new residents but also to accommodate the needs of existing residents looking to move within the City, or age in place. Movements within the City account for a substantial proportion of all housing demand. Residents have a strong tendency to move in an outward direction along the major transport corridors. The City acknowledges the vital role that it can play in influencing the type of residents that are attracted to the municipality through housing provision. Diverse housing forms bring long term diversification in demographic composition and create interest and identity within urban areas.

Council faces the challenge to accommodate a variety of housing in growth areas and to accommodate change in existing areas to match future demographic changes. Character is an important element in all urban areas. In this context the City places a strong emphasis on ensuring that redevelopment and infill development proposals respect and add to the character of existing urban areas.

At the same time, in “high change” precincts nominated for more intensive infill development, such as in activity centres and along public transport routes, it may be appropriate to nominate a preferred urban character in order to achieve increased development densities, whilst ensuring that amenity impacts to existing residents are minimised. Planning for developing urban areas must also be respectful of, and incorporate elements of, the natural environment where ideally housing forms and styles of subdivision should be influenced by, rather than being imposed upon the natural environment.

Complete and vibrant communities require a holistic response to affordability, amenity and quality of life. Affordable living should encompass the provision of infrastructure (including quality leisure and open space assets) and services in addition to easily accessed social and economic opportunities. High quality design should provide attractive and walkable neighbourhoods that use spaces to encourage recreation and social gathering.

Economic Development

The City of Whittlesea is fortunate to have large tracts of land which have been developed, or reserved for employment generating purposes and other areas that have been set aside for the development of future employment uses. The City is well represented in manufacturing, warehousing and distribution activities. Industrial and other employment generating activities, however, are currently spread disproportionately across the City. The traditional industrial estates in Thomastown and Lalor have been progressively developed with few remaining infill opportunities. Generally these areas are focussed on declining sectors of the economy and have a poor visual amenity.

Prospects for future development are good based on anticipated levels of population growth and other locational advantages and increasing levels of home based business and telecommuting.

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The location of significant State Infrastructure, such as the Melbourne Wholesale Market in Epping and the proposed Beveridge Intermodal Freight Terminal will also generate economic opportunities for the local economy.

To foster increased growth in employment generating activities the City has supported the reservation of land for employment purposes in the following major locations:

- (i) Epping Central Metropolitan Activity Centre,
- (ii) Cooper Street Employment Area, including the Melbourne Wholesale Market,
- (iii) Plenty Valley Town Centre,
- (iv) Mernda Town Centre,
- (v) University Hill,
- (vi) Wollert Town Centre and Wollert Employment Area,
- (vii) Beveridge Interstate Freight Terminal,
- (viii) Lockyerbie Metropolitan Activity Centre, and
- (ix) Thomastown Industrial Area.

Planning for identified growth areas aims to achieve a high level of self-containment with employment land being provided where appropriate and as identified in Precinct Structure Planning [and Development Plans](#). Further opportunities for future employment areas are located within the Northern Quarries Investigation Area which was identified as part of the North Growth Corridor Plan.

[Proximity and access to Melbourne Airport provides competitive advantages for the municipality.](#)

[Planning for urban growth and employment aims to safeguard the on-going operation of Melbourne Airport and curfew free operations.](#)

The City sustains long-term employment growth within a diversity of sectors through progressively upgrading the appearance of employment centres and increasing the choice and location of land available for employment generating activities.

In keeping with wider objectives to diversify the demographic profile of residents the City also ensures that there is diversification in employment opportunities, including home based employment in home businesses and telecommuting.

Planning for employment growth with easy access to future residential areas and activity centres is essential for the City to continue developing effective focuses for the establishment of higher order goods and services. An opportunity exists to expand upon education and health facilities including, RMIT University, Melbourne Polytechnic, Northern Hospital as well as within Precinct Structure Plan areas as opportunities arise. Additionally, there may be opportunities in the future to leverage off the proposed La Trobe National Employment Cluster by maximising the synergies between similar uses along Plenty Road.

Similarly there are substantial leveraging opportunities that could strengthen and link the existing competitive advantage of the Cooper Street Employment/Melbourne Wholesale Market area and the Thomastown Industrial Area and adjoining employment areas in the City of Hume. These areas could provide new opportunities within the food industry, including the wholesaling, packaging, distribution, food technology and food manufacturing.

Transportation

The road network within the City of Whittlesea consists of a grid of north-south and east-west main roads. These roads are spaced approximately two to five kilometres apart and are predominantly two lane contra flow roads, however a number have been planned to accommodate duplication in the future.

The municipality is also serviced by the Hume Freeway which is a major strategic transport corridor (part of the Auslink National network) providing access for road freight to Sydney, Canberra, Albury-Wodonga and Brisbane.

Proximity to Melbourne Airport, the main gateway to Victoria also provides access to air freight and other growth opportunities.

North-south road capacity is currently severely limited beyond the City and east-west road links are discontinuous particularly at their eastern and western terminuses due to natural land features such as the Plenty River and the Merri Creek. The network of internal collector and lower order roads offers a varying level of connectivity throughout the municipality. To a large extent the level of connectivity is influenced by approaches to subdivision design and models of urban development. Notably, connectivity in the eastern half of the urban areas in Mill Park, and to a lesser extent Bundoora, is constrained by a curvilinear road design which causes movements to become indirect and overly reliant on the arterial road network.

Public transport within the municipality includes heavy rail along the South Morang Line (which is planned to be extended to Mernda in the next few years) and light rail along Plenty Road which extends to McKimmies Road. These high capacity networks are complemented by a series of bus services, including two SmartBus routes. Public transport services in existing residential growth areas of Epping North and Mernda-Doreen and have not kept pace with urban development.

The lack of north-south road capacity and continuous east-west routes in the established parts of the municipality pose a significant constraint on the future growth and development of the City. The allocation of future residential growth opportunities and their relationship to land reserved for short and long term employment growth continually increases the need for, and incidence of, east-west movements across the municipality and to neighbouring municipalities. These movements are important for private car based travel, freight movements and public transport routes. Improving the capacity and connectivity of east-west and north-south transport routes is a priority.

Planning for the extension of the existing heavy and light rail services remains essential to the ultimate successful integrated development of the City. While it is accepted that extensions to the metropolitan heavy and light rail systems do not occur ahead of demand, the likelihood of extensions can be enhanced by two principle factors. Firstly, land must be set aside to accommodate the extension and, secondly, planning for beneficial land uses in proximity to interchanges and routes must occur. Subdivision design and land use patterns must also incorporate opportunities for the introduction of public transport. Efforts are being directed toward the introduction of a public transport corridor to Wollert, trunk bus services, along our east-west and north-south corridors and aligning public transport services with community needs and with other forms of

transportation such as bicycle routes. Similarly, a high level of connectivity within and between subdivisions is endorsed by the City to enhance the effectiveness of transportation networks generally.

Water Management

The City is contained within the catchments of three major watercourses; the Plenty River, the Darebin Creek and the Merri Creek. These watercourses and their tributaries require careful management, particularly in urban areas where stormwater can cause risks to water quality, and flooding. Of increasing importance is the establishment of the water management infrastructure to retard and treat stormwater and sewerage in a manner which is both environmentally and economically sustainable.

Increasingly, Melbourne Water as the main authority responsible for water management is favouring the establishment of wetlands systems to control water quality prior to discharge. While this type of drainage control can be accommodated within growth areas on the basis of a drainage scheme, existing areas where there are known drainage problems including lack of capacity and water quality issues require on-going site specific measures to improve performance. Where integrated water management solutions are identified in association with drainage schemes, the City carefully consider impacts on the surrounding development and spatial allocation of other land uses and activities, in particular open space.

It is accepted that drainage facilities often incorporate some capacity for opportunistic and incidental leisure activities. However, it is important that these areas are not included within open space contributions attributable to the development as this undermines the principal purpose of the land and create shortfalls in useable unencumbered open space.

Community Wellbeing

Many factors influence community wellbeing and make a location a place where people want to live, including personal, social, physical, economic and environmental factors. As a growth and interface municipality there are wide-ranging liveability challenges as a result of rapid population growth. This places increasing pressure on existing infrastructure and services and creates a strong demand for new infrastructure and services.

Council is committed to enhancing community wellbeing through building social and physical infrastructure that facilitates community connections generates social capital and enables residents of all ages to undertake daily activities. Council is committed to fostering partnerships with community services and business organisations to achieve the best possible health and wellbeing outcomes for the whole community.

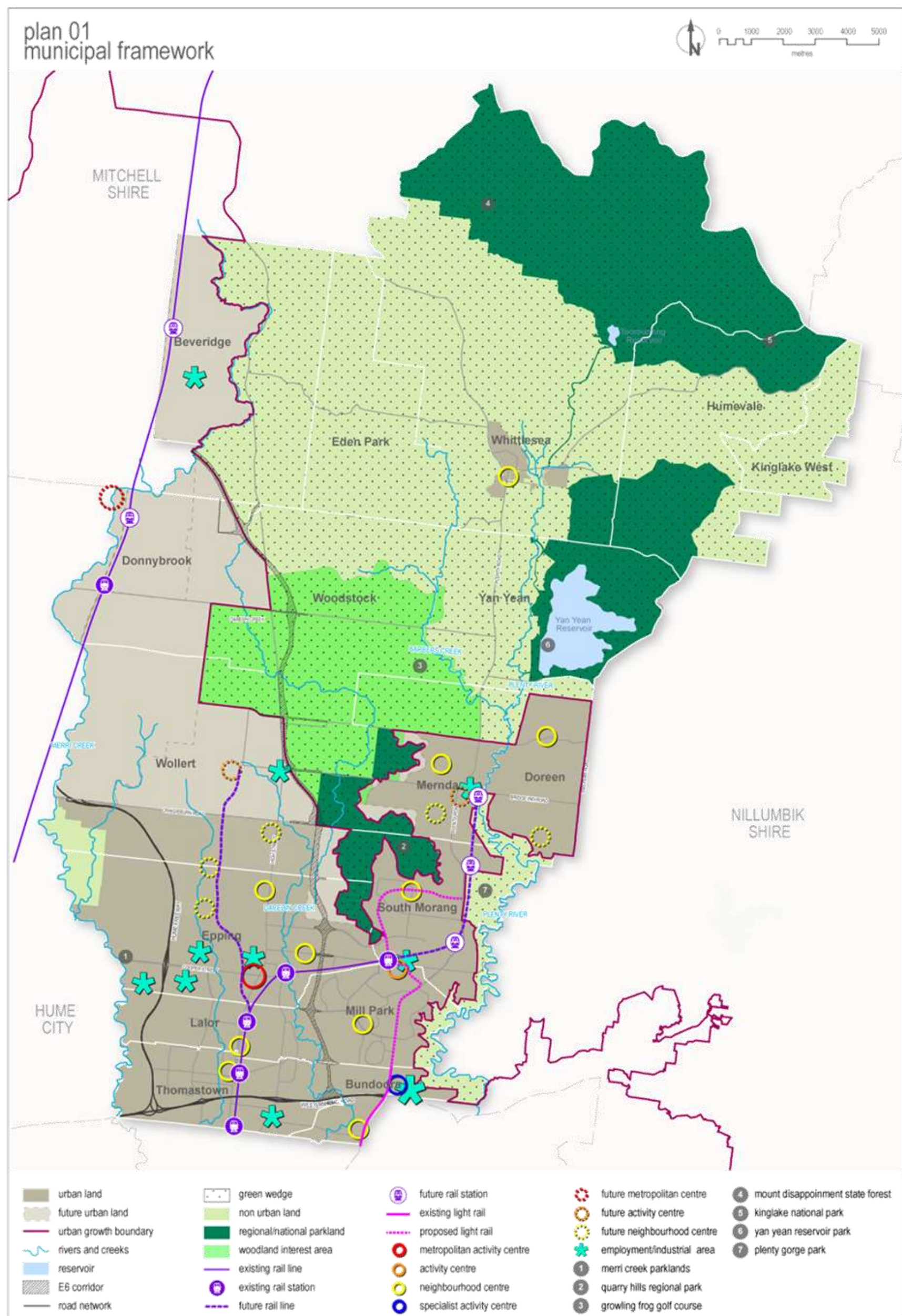
Council has identified a deficiency in the provision of justice related facilities in the northern region, which should be appropriately accommodated in the proposed Plenty Valley Town Centre Civic Precinct

The logical and orderly staging of development is crucial to ensure the timely delivery of affordable infrastructure and services. Council recognises the need to support community infrastructure in other locations within Precinct Structure Plan areas, including the provision of tertiary education facilities and community

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health facilities. Given the scale and importance of the Lockerbie Metropolitan Activity Centre within the context of the northern growth corridor, it is the preferred location for higher order regional facilities such as a hospital and tertiary education/university. Opportunities for the provision and location of other regional health and education facilities should also be investigated as part of the planning and implementation of future precinct structure plan areas

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21.03 COUNCIL VISION AND STRATEGIC FRAMEWORK

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The City of Whittlesea recognises the need for strong leadership and is accepting of the challenges that a growth area on the metropolitan fringe brings. By necessity the City of Whittlesea has adopted a long-term outlook in working toward sustainable outcomes in housing provision, employment generation, preservation and enhancement of rural areas and features of environmental significance.

The City acknowledges the specific characteristics that contribute to and define the municipality as a unique housing and employment location within the northern region. It is also acknowledged that the preservation of these very characteristics ensure that the City's attractiveness as a housing destination and employment centre is enhanced.

21.03-1 Community Plan

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Land use planning objectives are linked to community expectations as expressed within the Community Plan.

The "Shaping Our Future" Community Plan 2030 provides our community's vision for the City of Whittlesea. It is a plan that articulates the type of municipality that the community envisages in the future. The Community Plan recognises that the municipality is diverse in terms of population characteristics, housing, urban and rural lifestyles. The key strategic directions of the Community Plan are:

- inclusive and engaged community;
- accessibility in, out and around our City;
- growing our economy;
- places and spaces to connect people;
- health and well-being;
- living sustainably; and
- good governance.

21.04 SETTLEMENT

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21.04-1 Activity Centre Planning

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Defined activity centres are the focus for a range of shopping, employment and entertainment activities.

The effectiveness of activity centres in retaining local expenditure, attracting associated services and increasing local employment is boosted by ensuring that they and their trade areas are linked by quality transport and communications infrastructure. The City is well-located with its access to the Metropolitan Ring Road which provides direct freeway links to airports, docks and central Melbourne.

The City's established Metropolitan Activity Centre is Epping Central. The centre has significant capacity to build on its existing commercial, service and infrastructure assets including Epping Station, the Northern Hospital, Melbourne Polytechnic (former NMIT) and the Pacific Epping Shopping Centre. The development of Epping Central provides a significant opportunity to respond to the City of Whittlesea's housing, employment and service needs at a regional scale within an established urban context. A future Metropolitan Activity Centre is also planned in Lockerbie further north.

The Plenty Valley Town Centre is a growing sub-regional centre servicing the eastern half of the municipality. A key challenge will be to distinguish the role and function of Epping Central from the Plenty Valley Town Centre. Additional large centres are planned in the future at Mernda and Wollert.

Two State Significant Industrial Precincts include:

- the Northern Industrial Precinct (which also spans parts of the City of Hume (and includes the Melbourne Wholesale Markets) and
- the proposed Beveridge Intermodal Freight Terminal.

Additionally University Hill (including RMIT University) is a significant specialist centre that is providing a source of office based development not typically seen in growth areas.

Given the strategic location of Lockerbie and its designation as a Metropolitan Activity Centre within the northern growth corridor, it will provide a range of services to a local and regional catchment, including: education, health, employment, aged care and civic service. It is intended that the Lockerbie Metropolitan Activity Centre:

- will support higher order government, community, civic, education and health services;
- will support regional facilities for leisure, recreation, sporting, art, cultural and tourism uses.

The Lockerbie Framework Plan for the future Metropolitan Activity Centre identifies two large sites as Future Investigation Area for uses such as 'regional health, education and employment uses'

Objective 1: To provide for a number of major and neighbourhood activity centres each with its own role and function.

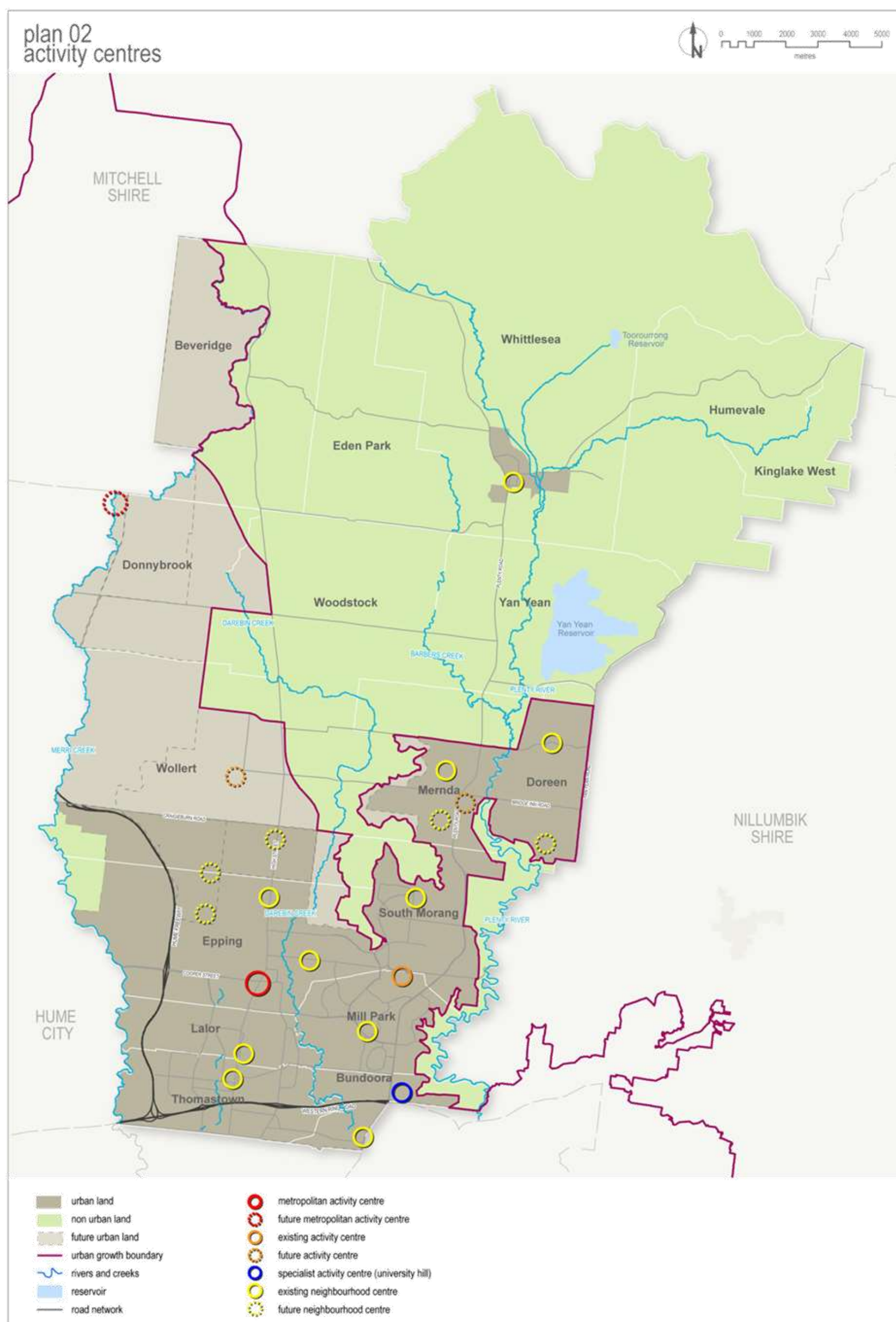
- Strategy 1.1 Continue to reduce the amount of escape expenditure by incorporating a range of other employment and entertainment activities in higher order centres.
- Strategy 1.2 Allocate unmet potential for the provision of retail floor space in locations which are accessible to existing and future population and which contribute to or promote opportunities for employment generation and provision of public transport.
- Strategy 1.3 Support the strategic allocation of employment nodes.
- Strategy 1.4 Limit the extent of commercial incursion into residential and industrial areas by allocating suitable amounts of industrial and commercial land in appropriate locations.
- Strategy 1.5 Support the continued viability of lower order centres.
- Strategy 1.6 Facilitate transport and telecommunications services between activity centres and their trade areas.
- Strategy 1.7 Provide for main street, pedestrian orientated environment for new centres, incorporating a mix of retail, commercial and community facilities, with opportunities for residential or business uses on upper levels.

Objective 2: To support the development of Epping Central as a Metropolitan Activity Centre.

- Strategy 2.1 Implement the objectives of the *Epping Central Structure Plan* to achieve a more sustainable, higher-density, high-amenity urban form
- Strategy 2.2 Build upon the presence of the Northern Hospital and Epping Specialist Medical Clinic by supporting hospital, ancillary health related services, education, and specialist industries.

- Strategy 2.3 Plan for the delivery of a Health and Wellbeing Hub within the Epping Metropolitan Activity Centre in a location that facilitates a relationship with the existing health services in Epping Central.
- Objective 3: To establish Plenty Valley Town Centre as a higher order centre servicing the existing and future population growth in the south-eastern half of the City.**
- Strategy 3.1 To create a focus for civic and community purposes in Plenty Valley.
- Strategy 3.2 Differentiate the Plenty Valley Town Centre by retaining existing vegetation, particularly River Red Gum native species trees, and progressively implementing measures to create a strong sense of local character.

WHITTLESEA PLANNING SCHEME



21.04-2 Urban Growth

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Unlike other growth areas, the City of Whittlesea has abundant natural features which contribute to the definition, character and extent of land reserved to accommodate urban growth. A key element of forward planning exercises has been to recognise the value of these assets and advances the concept of designated growth areas interspersed with non-urban breaks. It is essential that these non-urban breaks are permanently preserved to maintain the character of the municipality and to contribute to the overall attractiveness of the City of Whittlesea.

Rapid urban growth requires continued careful management to ensure that:

- Environmental assets are not lost.
- Non-urban areas are not threatened by uncontrolled or ill-defined limits to urban expansion.
- Longer term strategic approaches to allocation of land uses are not compromised by incremental decision making.

In this regard it is critical that development is appropriately managed. The City seeks to ensure opportunities for light and heavy rail extensions and other forms of public transport throughout the municipality. The construction of roads and the provision of mixed use employment generating centres are of key importance.

Furthermore, housing development must continue to be appropriately planned in locations where infrastructure planning can be undertaken effectively and where suitable measures are provided to minimise adverse amenity impacts from industry and future rail infrastructure. any detrimental effects are minimised.

Management of growth pressures in this manner avoids inappropriate incursions into non-urban areas which are under intense pressure for rural residential and other types of subdivision.

Objective 1: To effectively manage urban growth

Strategy 1.1 Maximise beneficial relationships between compatible land uses.

Strategy 1.2 Avoid inappropriate incursions into non-urban or environmentally sensitive areas.

Strategy 1.3 Protect the non-urban breaks between South Morang, Mernda/Doreen and Whittlesea Township and between Wollert and Donnybrook/Woodstock with a focus on the Quarry and Whittlesea Hills and linking key watercourses.

Strategy 1.4 Protect rural and environmentally sensitive areas, including habitat linkages from the incursion of urban development.

Strategy 1.5 To reinforce the urban growth boundary.

Strategy 1.6 Provide for suitable separation of new residential areas from industry, to minimise the potential for adverse amenity impacts.

Strategy 1.7 Provide for suitable measures to protect the amenity of new residential areas in close proximity to future rail infrastructure, to minimise the potential for noise impacts.

21.04-3 Managing Growth in our Established Suburbs

The City of Whittlesea is experiencing significant housing growth and change and will continue to do so in the future. Although much of this growth is directed towards the City's new growth areas, there is increasing pressure to manage housing growth within the established urban areas of the municipality.

Increasing the availability of housing options within the established suburbs of the municipality will be important to address the changing demographic profile and the general decline in household size in the city.

WHITTLESEA PLANNING SCHEME

To accommodate the changing demographic trends and housing needs of the community Council has developed a *Housing Diversity Strategy* that provides the strategic approach to planning for residential growth and change in the established suburbs of the municipality.

The established suburbs of the municipality include Lalor, Thomastown, Bundoora, Epping, Mill Park, part of South Morang and Whittlesea Township.

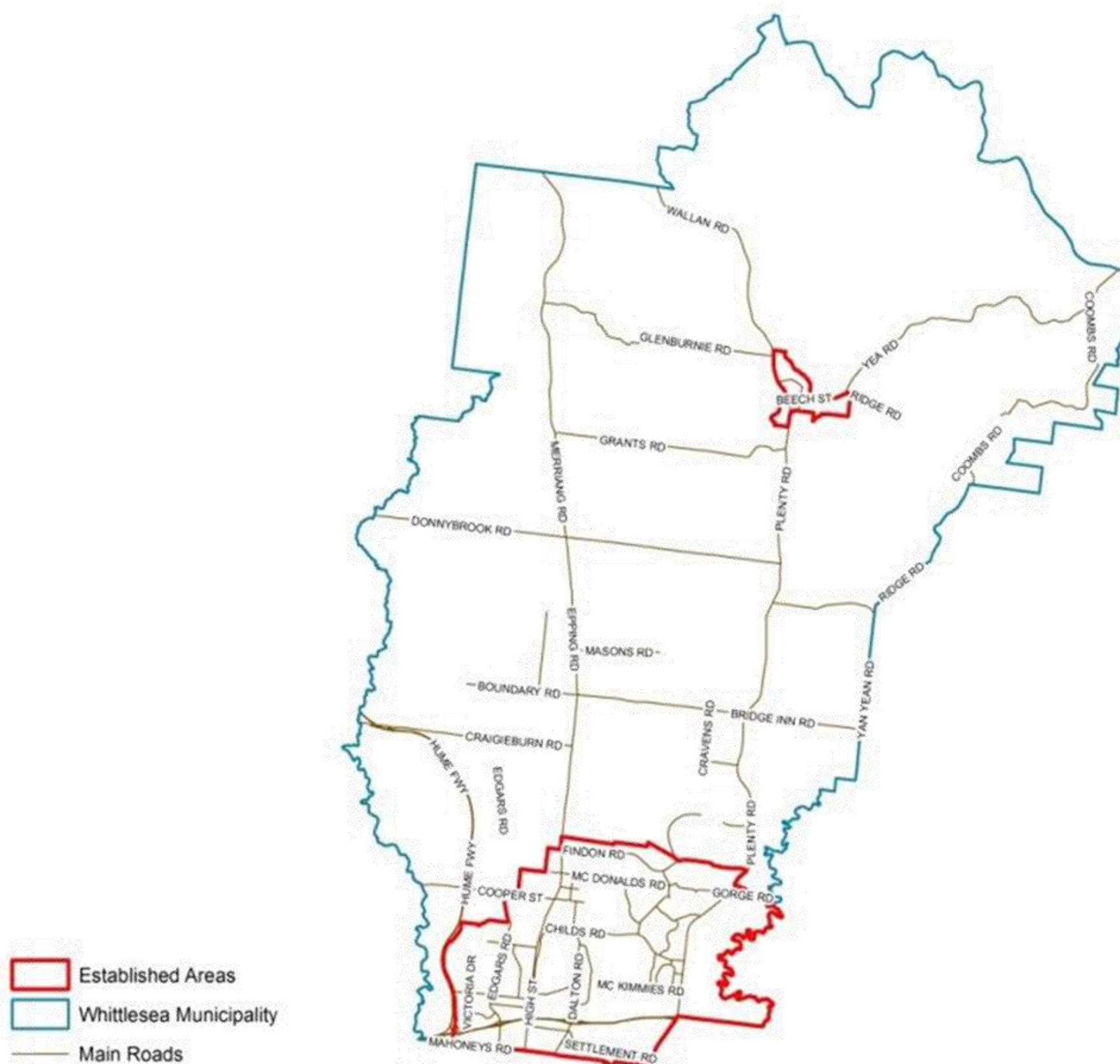
More diverse housing in terms of size, type, tenure, cost and style within the established suburbs, in particular well located medium and higher density housing, will ensure greater housing choice for residents as their housing needs change and will enable residents to 'age in place' close to established social networks, family support and services. A diverse range of housing can also help to encourage greater housing affordability within the municipality.

The Housing Diversity Strategy is detailed further in Clause 21.09

Objective 1: To manage housing growth and change within the established suburbs of the municipality to ensure a diverse mix of housing that meets the needs of the local community and reflects demographic changes and trends.

- Strategy 1.1 Implement the Housing Diversity Strategy
- Strategy 1.2 Provide diverse housing size, type, tenure, cost and style
- Strategy 1.3 Provide well located medium and higher density housing.
- Strategy 1.4 Encourage developments which support "ageing in place".
- Strategy 1.5 Support housing affordability by providing a range of housing types.

WHITTLESEA PLANNING SCHEME



21.04-4 Open Space Network

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Open spaces within urban areas offer the opportunity to develop interest and identity and contribute significantly to the development of a sense of community through the provision of spaces which cater for a range of active and passive activities. Open spaces are valuable assets for recreation, conservation, visual amenity, health and well-being.

The City of Whittlesea contains a wide reaching open space network which includes Council owned formal and informal parks and reserves, sports grounds, playgrounds, conservation areas, waterway corridors, wetlands and water detention areas and linear links. The municipality is also home to several State significant parks which are managed by external agencies, such as the Kinglake National Park, the Plenty Gorge Parklands, Yan Yean Reservoir and Toorourang Reservoir.

Open space networks incorporate features of local environmental and cultural significance in order to protect and enhance them, and elevate them as key focal points throughout the municipality. Features of environmental and cultural significance include River Red Gums, and elements of Aboriginal and European cultural heritage and these are taken into consideration when planning for future open space including River Red Gums and other significant vegetation, Aboriginal and European cultural heritage elements, watercourses and hilltops.

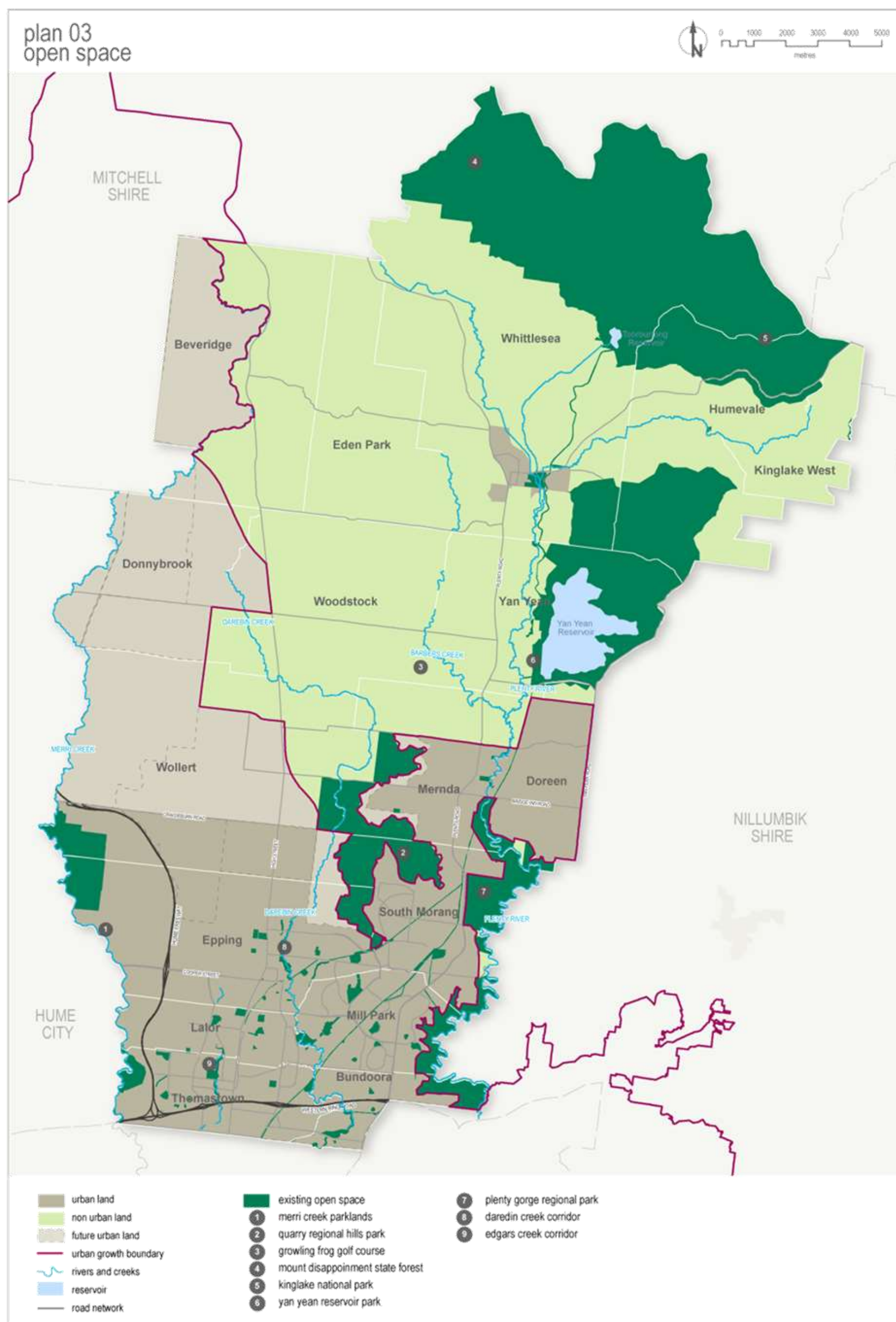
In addition, unencumbered land also needs to be set aside for a range of leisure and sporting purposes. Generally, the extent of significant natural features requires open space to be provided in excess of minimum entitlements. However, early development of these spaces and preservation of existing features such as vegetation contribute significantly to the image and quality of new estates in fringe locations and ensure that the on-going leisure needs of residents are progressively met.

Despite possessing natural features of State and metropolitan significance such as the Plenty Gorge, National Park areas, the Yan Yean Reservoir and open landscape qualities within easy reach of Melbourne, the City of Whittlesea has an underdeveloped tourism industry. There is capacity to further develop local tourism.

The Quarry Hills Regional Parkland is the key regional open space project for the Northern Growth Corridor. Broadly, the area is centrally located between the growth areas of South Morang, Mernda, Epping North and Wollert and provides a green break within these development areas.

Once fully assembled, the parkland will provide for up to 1100 hectares of contiguous regional parkland that has the opportunity to link directly into future large scale conservation reserves identified within the Victorian Biodiversity Conservation Strategy. These links also have the potential to create linear open space links and habitat corridors between the Plenty River, Darebin Creek and Merri Creek. The parkland will provide for a mix of passive and active open space, the protection of wildlife corridors, the protection of Aboriginal and European cultural heritage, and the protection of regionally significant biodiversity.

WHITTLESEA PLANNING SCHEME



Objective 1: Provide an appropriate range and proportion of open space types to reflect community expectations for nature conservation, informal recreation and sporting opportunities.

- Strategy 1.1 Provide for east-west open space corridors in the region, specifically between the Darebin, Merri Creek and Plenty River for trail users and also for native fauna movement.
- Strategy 1.2 Support the establishment of tourism enterprises relating to open space that are compatible with the local environment.
- Strategy 1.3 Provide accessible open space and facilities to people with disabilities.
- Strategy 1.4 Establish links between open spaces as a network to encourage access and recreation on foot or by bicycle, and to provide for fauna movement, within and beyond the municipality.
- Strategy 1.5 Design and develop public open spaces to high standards of useability, sustainability, attractiveness, sensitivity to site and safety for users.
- Strategy 1.6 Secure and protect strategically important sites for recreation or nature conservation.
- Strategy 1.7 Provide growth areas with adequate, good quality open space as they develop.
- Strategy 1.8 Consider the opportunity to redesign and develop selected sportsgrounds and surrounds for informal recreation (while retaining the sporting facilities).

Objective 2: To comprehensively plan for the leisure and recreation needs of existing and future residents.

- Strategy 2.1 Advocate for open space and recreation needs assessments as part of the forward planning process.
- Strategy 2.2 Protect the open space values of watercourses such as the Plenty River, Darebin and Merri Creeks and their various tributaries.
- Strategy 2.3 Provide a regional open space network by progressively developing Quarry Hills as a regional open space area in association with the Plenty Gorge Parklands and Merri Creek Parklands.
- Strategy 2.4 Provide for river parklands within Whittlesea Township.
- Strategy 2.5 Provide a range of open space types and sizes.
- Strategy 2.6 Provide opportunities for shared public and school use of sports grounds.
- Strategy 2.7 Promote an increased range of outdoor recreation opportunities for the community.
- Strategy 2.8 Encourage design features that make open space attractive for use and cost effective to maintain.
- Strategy 2.9 Provide open space along waterways with activated frontages for amenity and safety.
- Strategy 2.10 Ensure that areas reserved for open space on encumbered and unencumbered land is fit for purpose.
- Strategy 2.11 Encourage the design of open spaces and Council facilities which meets the needs of Culturally and Linguistically Diverse communities (CALD).

21.04-5 Habitat Creation and Revegetation

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There are many creek valleys, aqueducts/pipe tracks, servicing easements, road reserves and disused railway reserves that traverse the City of Whittlesea. These offer opportunities for nature conservation and pedestrian, bicycle and habitat links between open spaces and other destinations.

Habitats within protected conservation sites can be supplemented by habitat creation and revegetation, providing appropriate physical environments that are used or created, and appropriate species are chosen for revegetation.

Objective 1: To create habitat areas and links which supplement significant conservation sites and provide for passive recreation in a natural or semi-natural environment.

- Strategy 1.1 Incorporate water management infrastructure into parkland design to retain and filter stormwater, and to maximise their habitat values, where appropriate.
- Strategy 1.2 Increase conservation bushland through the revegetation of waterway corridors, currently undeveloped potential open space and significant conservation sites.
- Strategy 1.3 Provide off-road pedestrian, bicycle and habitat links between areas of open space and other destinations.
- Strategy 1.4 Link the municipality's trail and green corridor links to the wider metropolitan trail and open space network.
- Strategy 1.5 Protect and conserve places of nature conservation significance or cultural heritage value in open space areas.
- Strategy 1.6 Revegetate the open space system with locally indigenous species and provide other forms of flora and fauna habitat where appropriate.

Objective 2: To protect River Red Gums and integrate habitat areas

- Strategy 2.1 Set aside parts of parks and open space with River Red Gums as regeneration areas in each precinct, and re-establish understorey vegetation.
- Strategy 2.2 Encourage subdivisions to be designed and constructed to protect existing River Red Gums where possible in open space or road verges.
- Strategy 2.3 Use Plains Grassy Woodlands (Ecological Vegetation Class) species where River Red Gums are known to prosper as the dominant revegetation planting theme in public open space areas.
- Strategy 2.4 Retain and restore natural landscape character where possible, with special emphasis on River Red Gum.

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Green Wedge Areas

The Green Wedge Area (refer to Plan 4 in this Clause) supports a diversity of land uses including:

- Farming activities;
- Rural living and small settlements;
- Recreation and tourism opportunities;
- Scenic landscapes;
- Aboriginal and European heritage places;
- Water storage catchment areas;
- Significant flora and fauna habitats; and
- Extractive industries.

The Green Wedge is characterised by its diversity of landforms, soil types and land uses. Almost half of the Green Wedge is public land used for closed water catchments, national parks and state forests.

The northern elevated section, the Plenty Ranges is characterised by strongly dissected slopes and valleys which surround cleared rural land and contain the forested areas of the Mt Disappointment State Park and the Kinglake National Park. This area has important habitat values and contributes to the Toorourrong and Yan Yean water catchment systems. It also comprises the south-western slopes of the Great Dividing Range.

The Plenty Valley, nested beneath the Plenty Ranges, extends to include the Whittlesea Township and Plenty Gorge. This valley is characterised by a relatively flat central area which has been extensively cleared for agricultural purposes and a steeply defined gorge in the south-eastern portion of the municipality.

Objective 1: To conserve and enhance the rural and natural landscape character

- Strategy 1.1 Ensure that new development has regard to the visual characteristics of the landscape and its ability to sustain change without compromising visual integrity.
- Strategy 1.2 Ensure new dwellings have regard to the landscape character and access ways are located below ridgelines and have regard to the contours of the land.
- Strategy 1.3 Maintain the rural land resource to preserve the opportunity for alternative forms of agriculture to be established within the rural areas.
- Strategy 1.4 Limit rural residential subdivision to those precincts approved in association with the *Whittlesea Township Local Structure Plan*.

Objective 2: To ensure biodiversity and environmental values are identified, protected and enhanced on public and private land.

- Strategy 2.1 Link remnant patches of vegetation to larger core areas of habitat in urban and urban fringe parklands.
- Strategy 2.2 Create habitat corridors including using native roadside vegetation, along creeks, drainage lines and disused railway corridors.
- Strategy 2.3 Protect habitat links and wildlife corridors.
- Strategy 2.4 Manage and eradicate weeds throughout the Green Wedge Areas.
- Strategy 2.5 Protect rocky knolls from soil dumping, soil and rock removal.

- Strategy 2.6 Ensure habitat corridors are planned at the early stages of development and land use proposals.
- Strategy 2.7 Encourage River Red Gum regeneration.
- Strategy 2.8 Minimise prescribed pest plants and animals.
- Strategy 2.9 Support and promote sustainable agriculture methods and resource utilisation in rural areas.

Objective 3: To reduce land use conflict between the Green Wedge Areas and urban and rural communities.

- Strategy 3.1 Provide for defined boundaries that preserve the integrity of both rural and urban areas.
- Strategy 3.2 Preserve the scenic landscape qualities derived from the natural and rural character of the Green Wedge.
- Strategy 3.3 Protect significant habitat areas adjoining any Urban Growth Boundary.
- Strategy 3.4 Support a natural landscape based boundary to urban growth, including the use of identified open space, such as Quarry Hills Regional Parkland Interest Area.

Objective 4: To protect identified viewing corridors which offer important visual access to rural and natural areas.

- Strategy 4.1 Protect the identified significant viewsheds and visually significant roadside corridors including:
- Epping/Merriang Road visual line;
 - Donnybrook Road, especially through the River Red Gum woodland onto Barkers Creek and She Oak Hill near the Growling Frog Golf Course;
 - Whittlesea/Wallan Road along the eastern gateway to the municipality;
 - Glenburnie Road;
 - Yan Yean Road between Whittlesea Township and Kinglake;
 - Arthurs Creek Road.
- Strategy 4.2 Protect critical visual quality areas including:
- The non-urban break between Masons Road and the Whittlesea Township along the Plenty Road corridor;
 - The views to the Plenty Ranges, the Great Dividing Range and Quarry Hills.

Objective 5: To protect and improve the environmental health, social and economic values of waterways, wetlands and aquifers.

- Strategy 5.1 Ensure that development does not adversely affect the water quality or quantity of the municipality's watercourse or groundwater.
- Strategy 5.2 Promote and encourage opportunities to restore, revegetate or utilise waterways for incidental recreation opportunities and active modes of transport.
- Strategy 5.3 Discourage unrestricted access to water resources via the sinking of bores, installation of farm dams or access by stock to waterways.
- Strategy 5.4 Encourage water sensitive urban design in new developments.

Objective 6: To support natural, cultural and landscape values for tourism and recreation.

- Strategy 6.1 Encourage tourism that maintains the integrity of the natural environment, provides social benefits for local communities and visitors and contributes to the local economy.
- Strategy 6.2 Support suitable tourism activities which do not have adverse impacts on existing or future agriculture within the Green Wedge areas.
- Strategy 6.3 Create linkages through the Green Wedge, such as bicycle, walking and equestrian trails within rural areas and between urban areas.

Objective 7: To protect cultural heritage

- Strategy 7.1 Facilitate opportunities for geotourism and ‘whole of place’ tourism that focus on local character, historic structures, living and traditional cultures, landscape, cuisine and arts, as well as local flora and fauna.
- Strategy 7.2 Create a network of multiuse trails, including opportunities for heritage interpretation.

21.04-7 Gaming

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The City has numerous electronic gaming machines (EGMs). While these are legitimate for recreation purposes, evidence has shown that they can lead to adverse consequences for users, their families and friends, and for the community as a whole. Many residents face vulnerabilities, including financial stress, social isolation, family violence and being time poor. This is accompanied by barriers to accessing services and support. Problem gambling may cause or exacerbate circumstances, resulting in significant personal and community harm. Careful and considered planning is required to ensure that any proposed new gaming venues or increase in EGMs takes these issues into account and recognises the possible health, social and economic consequences for community wellbeing.

Objective 1 To reduce the negative, social, economic and health impacts of gambling.

- Strategy 1.1 Consider the possible health, social and economic implications of gambling when considering applications for electronic gaming machines.

21.04-8 Implementation

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Proposed
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Policy Guidelines

When deciding on an application for use, development or subdivision the following matters will be considered, as appropriate:

- The objectives and actions of the City of Whittlesea Open Space Strategy, 1997.
- The City of Whittlesea Housing Diversity Housing 2013-2033
- The open space objectives and actions in the following:
 - *Epping Central Structure Plan (2013)*
 - *Lockerbie Precinct Structure Plan (2012)*
 - *Lockerbie North Precinct Structure Plan (2012)*
 - *Green Wedge Management Plan 2011-2021 (2011)*

- *Epping North East Local Structure Plan (2008)*
- *Mernda Town Centre Comprehensive Development Plan (2006)*
- *Aurora Comprehensive Development Plan (2007)*
- *Mernda Strategy Plan (2004)*
- *Epping North Local Structure Plan (2002)*
- *Harvest Home Local Structure Plan (2002)*
- *South Morang Local Structure Plan (1997)*
- *Whittlesea Township Local Structure Plan (1995)*

Reference Documents

- [Epping North Strategic Plan 2002 and associated Local Structure Plans](#)
- [Epping Central Structure Plan 2013](#)
- [Epping North-East Development Plan](#)
- [Gambling Strategy and Action Plan 2014-2024](#)
- [Green Wedge Management Plan 2011-2021](#)
- [Open Space Strategy 1997](#)
- [Playspace Planning Framework and Policy 2013-2016](#)
- [South Morang Structure Plan Local Structure Plan 1997](#)
- [Mernda Local Structure Plan 1998](#)
- [Whittlesea Township Local Structure Plan 1994](#)
- [Housing Diversity Strategy 2013-2033](#)
- [Social and Affordable Housing Policy and Strategy 2012-2016](#)

Further strategic work

- Prepare design guidelines for developments in visually sensitive areas.
- Investigate ways to protect linear corridors of open space along all major waterways as urban development proceeds.
- Progressively review the performance, supply and demand for rural residential development in and around the Whittlesea Township.
- Investigate innovative options that support sustainable land use and management in the Green Wedge area, especially at the urban-rural interface.
- Investigate planning provisions to address environmental hazards and the protection of significant landscapes and vistas.
- Develop local policy to provide guidance and direction on native vegetation retention and net gain offsets.
- [Strengthen planning provisions for the protection and improvement of the environmental health of waterways.](#)
- [Support options for strengthening local planning provisions to protect Melbourne Airport and manage the impacts on the community.](#)
- Research and prepare a local gaming planning policy for the Whittlesea Planning Scheme that has regard to the Gambling Strategy and Action Plan 2014-2024 which guides the location and design of venues.
- Conduct an infrastructure needs analysis and develop design principles to ensure Council facilities and open spaces meet the needs of Culturally and Linguistically Diverse communities (CALD).

21.05 ENVIRONMENTAL AND LANDSCAPE VALUES

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Environmental Assets

Environmental assets within urban and rural areas play a range of vital roles in relation to open space provision, habitat and fauna links, visual and landscape relief and in providing essential life support systems.

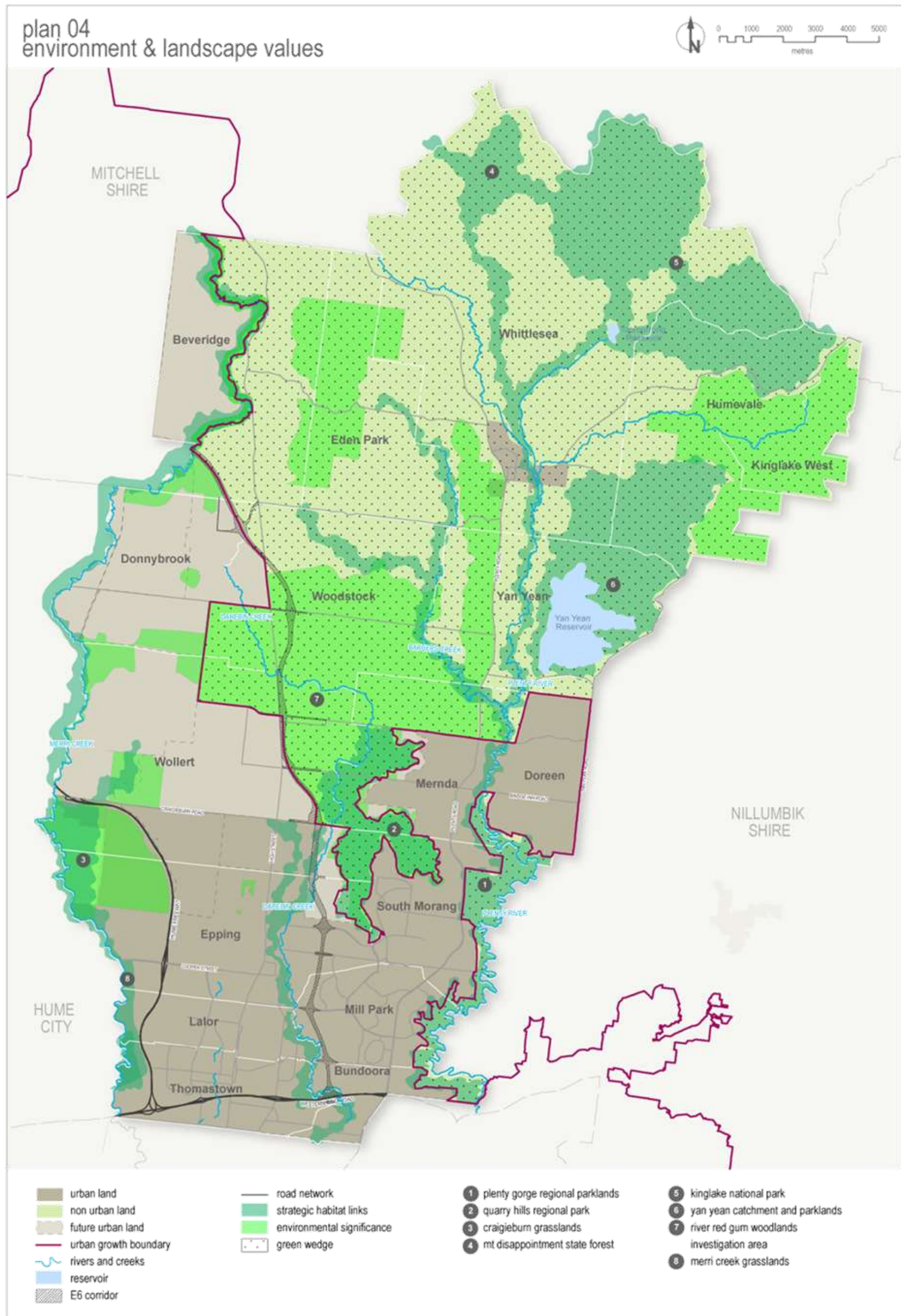
The City of Whittlesea endeavours to adopt a holistic approach to land management and recognition of sites of sensitivity. Recognition of the specific characteristics, roles and sensitivity of waterways, land capability and natural systems is critical to gaining an understanding, of development impacts, which must be viewed within the context of the wider catchment.

Council is committed to the protection of biodiversity and native vegetation; to do this key areas of ecological significance will be protected, native vegetation conditions will be improved and connectivity between key habitat sites will be maintained and enhanced.

Significant environmental and landscape features of the municipality are shown on Plan 54 in this Clause and include:

- the Plenty River and Plenty Gorge Parklands;
- the Merri Creek, and the Craigieburn Grasslands;
- the Darebin Creek;
- the Bald Hills Grasslands;
- Hernes Swamp;
- Toorourong Reservoir;
- the Great Dividing Range;
- TheYan Yean Reservoir and its Catchment;
- The Kinglake National Park;
- Mt Disappointment State Forest
- Quarry Hills and
- Whittlesea Hills.

The Whittlesea Green Wedge Management Plan provides a framework for the sustainable management of the municipality's non-urban (green wedge) areas and identifies a range of actions in protecting and managing the City's environmental assets in non-urban areas.



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Objective 1: To protect environmental assets and landscape values.

- Strategy 1.1 Provide appropriate buffers along waterways, wetlands and other environmentally sensitive areas
- Strategy 1.2 Enhance the landscape values by retaining the identified natural features in new developments.

Objective 2: To increase the connectivity of key local and regional habitat areas

- Strategy 2.1 Protect existing habitat corridors and remnant vegetation.
- Strategy 2.2 Pursue strategic acquisition of key parcels of land linking key regional habitat corridors.
- Strategy 2.3 Avoid and limit the removal of native vegetation when undertaking strategic planning and assessing applications and where appropriate pursue replacement strategies in close proximity to loss.
- Strategy 2.4 Implement replacement strategies for cleared native vegetation to minimise and offset the impact on local landscapes.

Objective 3: To improve the environmental water quality and the health of river and creek waterways.

- Strategy 3.1 Utilise the principles of water sensitive urban design.
- Strategy 3.2 Achieve best practice stormwater management.
- Strategy 3.3 Minimise the effects of urban stormwater on the environmental health of waterways.
- Strategy 3.4 Support sustainable agricultural practices, including those that reduce the runoff of pollutants and sediment into waterways.
- Strategy 3.5 Undertake stormwater treatment works along Darebin and Edgars Creeks to achieve significant improvement to the quality of runoff entering the waterways.

21.05-2 Biodiversity

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There are over 40 species of native fauna within the City that are recognised as species of State significance and there are 11 species recognised by the Federal Government as nationally significant, including the:

- Golden Sun Moth (critically endangered)
- Growling Grass Frog (vulnerable)
- Striped Legless Lizard (vulnerable).

These animals are all found within the nationally significant Victorian Volcanic Plains Grassland.

Unfortunately, extensive clearing and development has reduced the native flora found in the area. Of the 350 native plant species, 20 are recognised as having state significance. River Red Gums are a particularly important part of the landscape, have heritage value and provide habitat and food for native fauna.

Three nationally significant ecological communities (under the Environment Protection and Biodiversity Conservation Act 1999 (EPBC)) are found in the City of Whittlesea:

- Victorian Volcanic Plains Grassland (critically endangered).
- Grassy Eucalypt Woodland of the Victorian Volcanic Plain (critically endangered).

WHITTLESEA PLANNING SCHEME

- Seasonal Herbaceous Wetlands (Freshwater) of the Temperate Lowland Plains (critically endangered).

The vegetation and biodiversity under greatest threat in the City of Whittlesea are the flatter Victorian Volcanic Plains Ecological Vegetation Community (EVC) of the Western Basalt land form. Accordingly, local priorities for vegetation offsets are areas of Red Gum Woodlands beyond the urban fringe. Priorities for environmental improvements include the Grasslands of the Merri Corridor, Plenty River, the Plenty Gorge Parklands, Quarry Hills and conservation areas protected for urban growth areas.

Objective 1: To protect biodiversity values

- Strategy 1.1 Facilitate the provision of buffers along waterways and between sites of biodiversity value and urban infrastructure.
- Strategy 1.2 Facilitate greater habitat connectivity between key habitat areas.
- Strategy 1.3 Protect and improve remnant native vegetation.
- Strategy 1.4 Improve biodiversity outcomes and habitat connectivity in newly developing areas.
- Strategy 1.5 Create local faunal movement in new growth areas.
- Strategy 1.6 Protect areas of important biodiversity in perpetuity through the execution of appropriate title protection agreements or covenants.

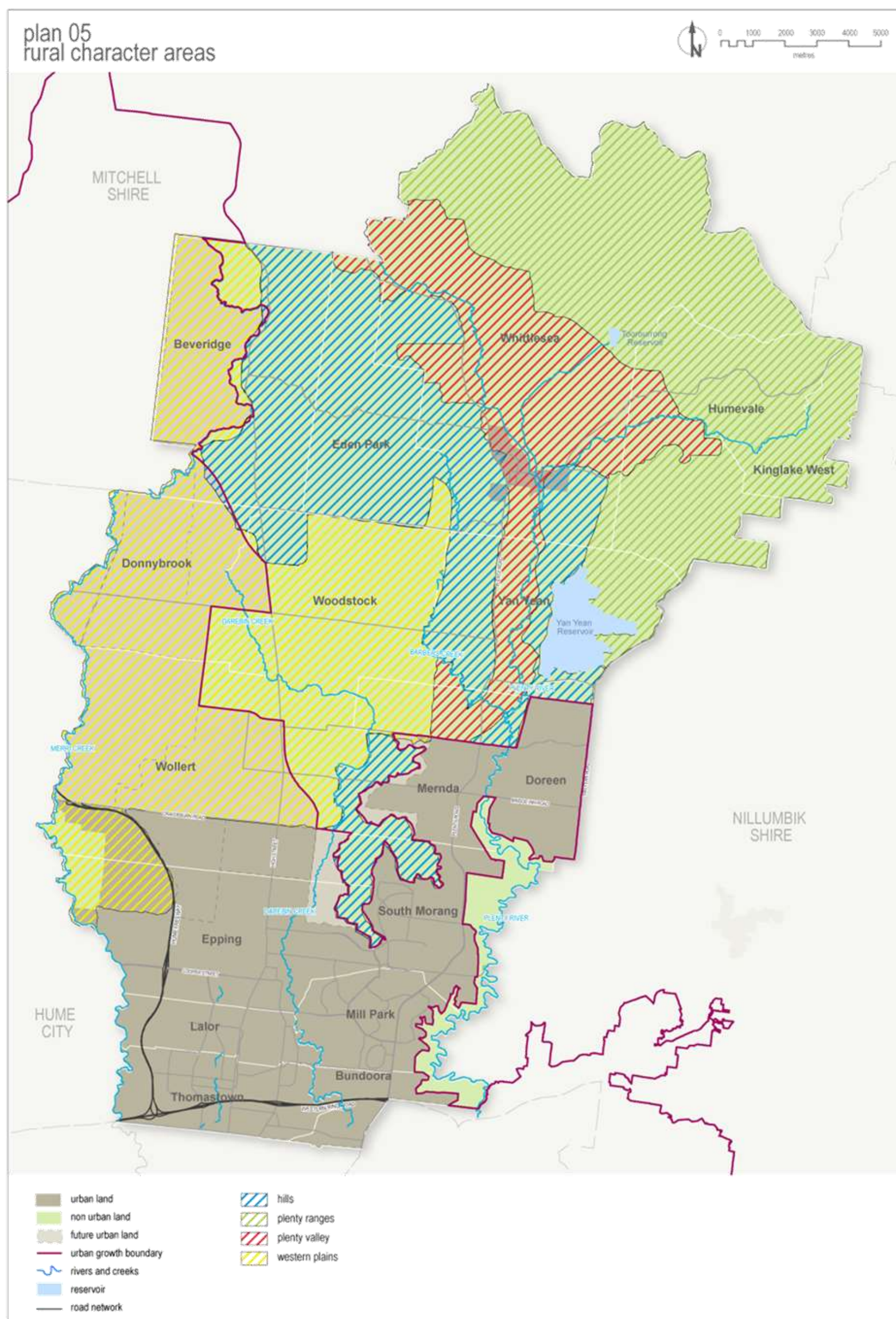
21.05-3 Rural Land Character Areas

The rural parts of the City of Whittlesea are extensive and can be divided into three basic land character areas: The Plenty Valley (Rural Land Character Area), The Plenty Ranges and The Western Plains (refer to Plan 65 in this Clause). These landscape character areas contain significant productive qualities, natural features and examples of the City's cultural heritage which contribute to the establishment of the identity of the City of Whittlesea.

Significant features within the rural areas include:

- the Whittlesea Hills,
- Plenty River Floodplain,
- Quarry Hills,
- Merri Creek,
- the River Red Gum Woodlands Investigation Area,
- Eden Park and
- the Northern and Eastern Foothills of the Plenty Ranges.

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Objective 1: To ensure new development respects the identified Visual Character Area values of Plenty Valley (Rural Land Character Area), the Plenty Ranges and Western Plains.

- Strategy 1.1 Protect the identified Visual Character Area of Plenty Valley with its historic homesteads, hedgerows, pastoral qualities and River Red Gum woodlands in proximity to farming properties and Whittlesea Township.
- Strategy 1.2 Protect the identified Visual Character Area of Plenty Ranges with its strongly dissected steep slopes and valleys associated with the southern slopes of the Great Dividing Range, the protected water catchment and the natural areas.
- Strategy 1.3 Protect the remaining elements of the Western Plains in the Green Wedge Area and the identified visual character values of open native grasslands, pastures, dry stone walls, stony rises and knolls, and farm buildings.
- Strategy 1.4 Maintain the existing low density rural character of the Plenty Valley (Rural Land Character Area) , Plenty Ranges and the Western Plains.

21.05-4 Implementation

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Proposed
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Policy Guidelines

When deciding on an application for use, development or subdivision the following matters will be considered, as appropriate:

- The recommendations of the *North East Region of Councils (NEROC) Report 1997*.
- *Merri Creek Environs Strategy 2009-2014*.
- The requirements of the 'Rural Land Character Areas – Siting Use and Development Guidelines'.
- *Whittlesea Green Wedge Management Plan 2011-2021*.

Reference Documents

- *Epping Central Structure Plan 2013*
- *Environmental Sustainability Strategy 2012-2022*
- *Green Wedge Management Plan 2011-2021*
- *Local Conservation Strategy 2000*
- *Merri Creek Environs Strategy 2009-2014*
- *River Redgum Protection Policy Guidelines 1998*
- *Roadside Management Strategy 2014*
- *Stormwater Management Plan 2012-2017*
- *Open Space Strategy 1997*

Further strategic work

- Strengthen policies and controls relating to new dams in rural areas so that stream flows in local waterways can be maintained and enhanced.
- Develop an Integrated Water Cycle Management local planning policy to include best practice integrated water cycle management and water sensitive urban design to cover development of non-residential land uses including mixed use, industrial and commercial.

- Establish a comprehensive and reliable database of ecological assets and develop a local biodiversity plan.
- Develop a Climate Change Adaption Plan.

21.06 NATURAL RESOURCE MANAGEMENT

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Agriculture

Rural productivity within the municipality provides valuable environmental, social and economic benefits for residents and visitors. The City aims to secure and promote the ongoing productive capacity of the Whittlesea Green Wedge for sustainable agriculture and resource utilisation into the future.

Objective 1: To protect and support agricultural productivity

- Strategy 1.1 Protect rural land from urban incursions.
Strategy 1.2 Support the establishment of agriculture within the rural areas.
Strategy 1.3 Avoid further land fragmentation by avoiding inappropriate subdivisions.

21.06-2 Water

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Water availability and quality is highly dependent on environmental influences, land use, human activities and consumption.

Water quality and supply is under pressure due to a changing climate, inefficient use and population growth. There are different challenges and opportunities to recognise when managing water sustainability across the City of Whittlesea.

Water sustainability requires the integrated management of the whole water cycle. This includes water from rain and storm events, to water use in agriculture, business and our homes, and wastewater. In a growing municipality, the focus on sustainable use of our water resources is imperative to ensure water security into the future.

Objective 1: To reduce unnecessary potable water use and maintain water quality.

- Strategy 1.1 Ensure water sensitive urban design is part of new and existing urban development.
Strategy 1.2 Ensure water efficiency is an integral part of building design, including setting standards to maximise the use of water efficient fittings and appliances, water tanks and grey water systems.
Strategy 1.3 Encourage the use of alternative water sources (rain, storm and grey water).

21.06-3 Resource exploration and extraction

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The extractive industry provides valuable economic benefits for the municipality, having a number of associated economic investment and indirect employment benefits.

The need for extractive industries to be located close to existing and proposed markets is to be balanced with other competing needs, including the protection of areas of environmental significance and surrounding amenity. Extractive industries can have significant impacts on the landform, air quality, biodiversity and water resources of an area.

Objective 1: To safeguard the amenity and environment of land surrounding extractive industries.

Strategy 1.1 Provide appropriate separation distances, or buffers between extractive industry operations and sensitive uses on nearby land.

21.06-4 Implementation

Reference Documents

- Green Wedge Management Plan 2011-2021
- Stormwater Management Plan 2012-2017
- Environmental Sustainability Strategy 2012-2022

21.07 ENVIRONMENTAL RISK

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The City of Whittlesea is characterised by its expanding urban areas and urban-rural fringe, with well over half of the municipality being rural. Rural areas support various farming enterprises, lifestyle properties, water supply catchments, extractive industry, conservation areas and tourist attractions.

Historically poor land management activities have contributed to land degradation and as a result increased environmental risks. Key areas contributing to land management issues include:

- the removal of native vegetation, increased salinity and soil erosion impacts, particularly around local waterways,
- bushfires impacts,
- weeds and animal pests spreading and impacting on native vegetation and farm pastures,
- climate change impacts,
- overstocking resulting soil compaction, erosion and run-off, dry-land salinity, loss of vegetation, loss of soil moisture and carbon and reduced water quality,
- urban development pressures on rural land, and illegal vegetation removal, rock removal, or land filling.

Council aims to maintain and improve rural land health and minimise environmental risk.

21.07-1 Floodplains

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No Content

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Erosion and Landslip

No Content

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Salinity

No Content

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Bushfire

Whittlesea encompasses areas of significant bushfire risk, particularly in the northern part of the municipality. It has been impacted by bushfire in the recent past and the risks persist today.

Objective 1: To assist in strengthening community resilience to bushfire and minimize environmental impacts.

Strategy 1.1 Consider the following principles for development in areas at risk of bushfire:

- direct development to locations of lower bushfire risk.
- avoid development in locations of extreme bushfire risk.

Strategy 1.2 Avoid development in areas where planned bushfire protection measures may be incompatible with other environmental objectives.

21.07-5 Environmental Degradation

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Urban development, agricultural activities, land use change and development and poor land management practices can lead to:

- Soil erosion and deposition
- Soil degradation- increased salinity and loss of soil structure
- Ecosystem change
- Degradation, loss of native vegetation, loss of biodiversity
- Soil contamination.

These activities can lead to diminished land productivity and a reduced capacity of the land to maintain important ecosystem services.

Objective 1: To maintain and improve rural land health and productivity

Strategy 1.1 Encourage sustainable land management including managing livestock, weed and animal pests, retention of native vegetation.

Strategy 1.2 Mitigate against salinity and soil erosion caused by vegetation removal, rock removal, overgrazing or land filling.

21.07-6 Implementation

Resource Documents

- Environmental Sustainability Strategy 2012-2022
- Green Wedge Management Plan 2011-2021
- Municipal Fire Management Plan (City of Whittlesea 2012-2015)

21.08 BUILT ENVIRONMENT AND HERITAGE

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21.08-1 Urban Design

The City of Whittlesea contains many diverse and rich environmental and constructed features, which must continue to be identified, preserved and enhanced in order to retain the character of the municipality in the face of rapid urban development.

All forms of development and elements of the rural landscape contribute to the character of the City of Whittlesea. Quality urban design and built form also contributes to a City's image, amenity and community well-being. Well- designed urban environments contribute to building connection to place and the community. High quality urban design outcomes are sought for existing and future urban areas with a particular focus for Activity Centres and major gateways.

Equally, maintenance of the image and amenity that is offered by the areas which have rural, natural character have been excluded from urban development is of vital importance. Designated non-urban breaks and visually exposed hilltops and ridgelines are of particular significance in this regard.

Objective 1: To support places and spaces that connects people.

Strategy 1.1 Provide open spaces and recreation facilities that are welcoming and safe for public gathering, incorporate Crime Prevention Through Environmental Design (CPTED) principles, are accessible to all and respond to local need.

- Strategy 1.2 Provide community hubs that combine services and recreation and bring people together.
- Strategy 1.3 Utilise urban design principles to support built outcomes which encourage connection to place and the community.

Objective 2: To progressively upgrade the image and appearance of the City of Whittlesea focussing on retention of local environmental features, landscape qualities and urban and landscape design improvements.

- Strategy 2.1 Protect and enhance urban and rural waterways and associated open space opportunities.
- Strategy 2.2 Protect sensitive landscapes and vistas.
- Strategy 2.3 Ensure that dwellings and other buildings are sited below ridgelines, and in areas that minimise visual intrusion.
- Strategy 2.4 Protect and facilitate the assembly of Quarry Hills as a regional open space area in South Morang, Mernda, Epping and Wollert.
- Strategy 2.5 Reduce the adverse impacts of visual clutter associated with signage on land or buildings which adjoin or have exposure to major gateways and important transport corridors.
- Strategy 2.6 Require frontage treatments and ~~substantial~~ landscape setbacks along existing and planned arterial roads except where they are in a designated activity centre.
- Strategy 2.7 To avoid rear or side fences on major roads to encourage activation and passive surveillance.
- Strategy 2.8 Avoid visually intrusive industrial uses from locating where high quality urban and landscape design outcomes are sought in and around Activity Centres along main roads and gateway sites.
- Strategy 2.9 Improve the appearance of streetscapes in existing urban areas and new growth areas.
- Strategy 2.10 Protect the visual qualities of the Whittlesea Hills and Quarry Hills by limiting development to below designated height contours and protect significant hill tops in accordance with the South Morang and Whittlesea Townships Local Structure Plans.
- Strategy 2.11 Strengthen the appearance of the municipality at its major entrances.
- Strategy 2.12 To encourage the planting of large canopy trees in new developments.
- Strategy 2.13 To avoid visually dominant car parks in new developments.

Objective 3: To ensure new development in Activity Centres achieves high quality urban design outcomes.

- Strategy 3.1 Incorporate visually distinctive urban design treatments, inclusive of public art, as part of streetscape improvements within the Epping Central Metropolitan Activity Centre.
- Strategy 3.2 To support new centres which are designed with street based-activity along main streets.
- Strategy 3.3 Encourage high quality building design within the Epping Central Metropolitan Activity Centre that contributes to the amenity of the public realm.
- Strategy 3.4 Support the urban design outcomes identified in the approved plans for Plenty Valley Town Centre, Mernda Town Centre,

University Hill, the Aurora Town Centres and other activity centres.

Objective 4: To support a universally accessible built environment.

- Strategy 4.1 Provide universal provision of access for users, including people of all abilities, through the adoption of best practice standards.
- Strategy 4.2 Design places, spaces and community facilities which facilitate community connection and are gender inclusive.

Objective 5: To design walkable communities

- Strategy 5.1 Utilise Crime Prevention Through Environmental Design (CPTED) principles to guide strategic planning and planning assessments.
- Strategy 5.2 Create walkable neighbourhoods defined by a 400-800m walk to facilities and open space.
- Strategy 5.3 Create a permeable, direct and well-connected pedestrian and cycling network between destinations including public transport stops, homes, services, schools and recreation spaces.
- Strategy 5.4 Support a wide variety of transport modes.

Objective 6: To provide shade and shelter in the public realm

- Strategy 6.1 Encourage the use of built and natural shade in developments.
- Strategy 6.2 Encourage canopy trees in urban streetscapes.
- Strategy 6.3 Plant trees along cycling and walking tracks to enhance shade provision.

21.08-2 Subdivision

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Appropriate site responsive subdivision design can greatly impact upon the attainment of a number of planning objectives.

Objective 1: To ensure that subdivision design is site responsive

- Strategy 1.1 Require new subdivisions to integrate with the surrounding environment and land use.
- Strategy 1.2 Provide a hierarchy of road cross-sections within new subdivisions.
- Strategy 1.3 Ensure that important site features are meaningfully incorporated in to subdivision design.
- Strategy 1.4 Design neighbourhoods that feature interconnected grid based road networks that maximise connectivity, accessibility, choice, and legibility, and are aligned to take advantage of views and create vistas to important buildings and spaces.
- Strategy 1.5 Design streets that facilitate appropriate solar orientation of lots.

21.08-3 Environmentally Sustainable Design

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Council is working to create an environmentally sustainable city, and the design and construct of environmentally sustainable buildings play a key role in achieving this:

Environmentally Sustainable Design (ESD) is a key element of this objective. It requires development to consider layout and construction techniques, building operation and design elements such as:

- Orientation of buildings to maximise natural light and winter solar access,
- Shading to reduce summer heat load,
- Rainwater harvesting to reduce demand on potable water supplies,
- Energy efficiency to reduce energy consumption,
- The use of renewable energy to reduce reliance on fossil fuels,
- Indoor environmental quality to improve occupant comfort levels.

Objective 1: To support water sensitive urban design.

- Strategy 1.1 Encourage the use of water sensitive urban design in new developments.
- Strategy 1.2 Improve water quality in receiving waters.

Objective 2: To apply Integrated Water Management principles

- Strategy 2.1 Consider stormwater management in parallel with demand for water and the available supply of other water classes, such as wastewater, recycled water and potable water.
- Strategy 2.2 Make use of opportunities for fit-for-purpose water reuse where possible.

Objective 3: Minimise the environmental impact of construction

- Strategy 3.1 Sediment, construction materials and litter are managed in order to constrain them within construction sites and prevent them impacting the drainage network, natural environment or public assets.
- Strategy 3.2 Dispose of excess soil from developments at an appropriately licensed facility.

21.08-4 Heritage Conservation

The cultural heritage of existing and past inhabitants of the municipality contributes greatly to the identity of the City of Whittlesea. It is essential that the significance of heritage places and artefacts continue to be documented and measures continue to be put in place to ensure they are retained and incorporated within the development process.

Objective 1: To identify, protect and enhance the City's Aboriginal and European heritage.

- Strategy 1.0 Pursue heritage advice on key applications which involve sites of heritage significance.
- Strategy 1.1 Recognise and incorporate heritage significance as an integral component of all planning processes.

21.08-5 Implementation

Policy Guidelines

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When deciding on an application for use, development or subdivision the following matters will be considered, as appropriate:

- *The River Redgum Protection Policy and Guidelines 1998.*
- *The Epping Central Structure Plan strategies and actions.*
- *The Sustainable Design Assessment in the Planning Process framework.*
- Apply the South Morang Major Activity Centre Policy.
- The amenity improvement recommendations of the Bundoora Shopping Centre Masterplan.
- *Thomastown and Lalor Master Plan*
- *Mernda Town Centre Development Plan*
- *University Hill Development Plan*

- *The City of Whittlesea Heritage Study Volumes 1-3*(Context Pty Ltd, 2013)

Reference Documents

- Development Guidelines 2010
- Disability Action Plan 2013-2016
- Environmental Sustainability Strategy 2012-2022
- Gender Equity Strategy 2014
- Housing Diversity Strategy 2013
- Municipal Development Guidelines 2010
- Social and Affordable Housing Policy and Strategy 2012-2016
- Sports Stadium Feasibility Study 2014
- Sustainable Design Assessment in the Planning Process 2012
- Whittlesea Walking Strategy 2009
- The City of Whittlesea Heritage Study Volumes 1-3(Context Pty Ltd, 2013)

Further Strategic Work

- Prepare and progressively implement the recommendations of a Municipal Street Tree Masterplan.
- Prepare gateway strategies for Cooper Street, Mahoneys Road, Plenty Road and other important gateways.
- Develop planning principles on the built environment that achieve the inclusion of people of all ages in planning indoor and outdoor places and spaces.
- Prepare Urban Design Frameworks for key sites.
- Prepare local residential, commercial and industrial design development guidelines.
- Prepare a Structure Plan for the Plenty Valley Town Centre.
- Undertake a cultural mapping exercise for existing urban areas.
- Prepare a Parking Strategy
- Investigate the feasibility of preparing Green Travel Plan guidelines.

21.09 Housing

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Capacity and Location

The City of Whittlesea is expected to attract continued urban growth well into the future in accordance with the City's status as a preferred growth area of metropolitan significance. The City is well placed to accommodate this growth due to its proximity to the north-eastern region and greater Melbourne generally.

Objective 1: To provide for a range of residential communities that has a unique identity and sense of place.

- Strategy 1.1 Provide for a broad range of housing markets.
- Strategy 1.2 Encourage higher-density forms of housing to locate in Epping Central and other activity centres well serviced by the Principal Public Transport Network (PPTN) and employment opportunities.
- Strategy 1.3 Support the establishment of a range of activities within residential areas which serve a local function.
- Strategy 1.4 To ensure commercial uses in proximity to residential areas does not cause a detrimental impact on residential amenity.
- Strategy 1.5 Plan to create 'unique' local identity through implementation of Place-Making techniques and the linking of new communities to local features or focal points including River Red Gums.

Strategy 1.6 Incorporate local environmental and cultural features when designing for new residential communities.

Objective 2: To direct housing growth in the established suburbs of the municipality into locations which have the capacity to accommodate change.

Strategy 2.1 Guide housing growth into areas in proximity to the PPTN and Metropolitan Activity and Neighbourhood Centres.

Strategy 2.2 Minimise housing growth within areas where access to the PPTN and Metropolitan Activity and Neighbourhood Centres is limited, or where it has been identified as having limited development potential.

21.09-2 Housing Diversity

Diversity in housing provision offers the opportunity to meet the needs of a diverse range of existing and future residents and create interest and identity within newly developing and existing urban environments.

Objective 1: To promote the establishment of increased diversity and quality in housing provision to meet the needs of existing and future residents of the City of Whittlesea in a manner which contributes positively to local character and sense of place.

Strategy 1.0 Implement the City of Whittlesea Housing Diversity Strategy.

Strategy 1.1 Encourage a greater diversity of housing and dwelling sizes to include both smaller and larger housing within the established suburbs of the municipality.

Strategy 1.2 Encourage adaptable and accessible housing in the established suburbs of the municipality to enable the community to 'age in place'.

Strategy 1.3 Encourage the provision of environmentally sensitive design including energy efficient housing, facilitating work and business from home and reducing travel demand.

Strategy 1.4 Implement the *Epping Central Structure Plan* to increase housing density and diversity in the Epping Central Metropolitan Principal Activity Centre, and other nominated activity centres that are in close proximity to existing transport infrastructure.

21.09-3 Social and Affordable Housing

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To maintain the City's characteristic diversity, there must be an adequate supply of affordable housing for purchasers and renters. Future housing development must respond specifically to the need for more affordable housing.

Council also aims to increase the supply of social housing, including crisis and emergency accommodation, to house the City's most vulnerable and very low income households.

Council will actively promote and facilitate the development of 500 additional social housing dwellings with government and non-government housing providers to be constructed in areas with public transport, including:

- Established West (excluding Epping North) 200 dwellings
- Established East: 200 dwellings in 5 years
- Urban Growth 100 dwellings (South Morang only)

The City aims to achieve the inclusion of 5% social housing and 10% affordable housing in the structure planning of any established or greenfield housing development.

Affordable Housing is housing that is appropriate for the needs of a range of low and moderate-income households, and priced so that households are able to meet other essential basic living costs.

Social Housing encompasses subsidised housing, usually rental, for designated households, and can include public housing, community housing and indigenous community housing.

Objective 1: To facilitate the provision and access to social and affordable housing for low and moderate income households.

- Strategy 1.1 Support the provision of social and affordable housing associated with larger residential development/ mixed use development or on strategic redevelopment sites.
- Strategy 1.2 Promote and facilitate affordable housing in locations with good access to public transport and/ or services.
- Strategy 1.3 Support the development of social housing generally within the established suburbs.
- Strategy 1.4 Facilitate a balanced mix of private, affordable and social housing within new developments.
- Strategy 1.5 Ensure that the social and affordable housing components within new developments are well-designed and integrated with the remainder of the development.
- Strategy 1.6 Support the development of and access to affordable private rental housing for low and moderate income households including a proportion to be owned and managed by a registered Housing Association, Housing Provider or similar Not for Profit Organisation.
- Strategy 1.7 Support innovative materials and affordable construction techniques, which could result in a more affordable housing product for residents.

Objective 2: To support the provision of crisis, emergency and supported housing

- Strategy 2.1 Support the provision of and access to emergency and crisis housing, preferably in discrete locations close to public transport.
- Strategy 2.2 Support the provision of and access to youth supported accommodation in areas with close proximity to services and public transport.

21.09-4 Change Areas in the Established Suburbs

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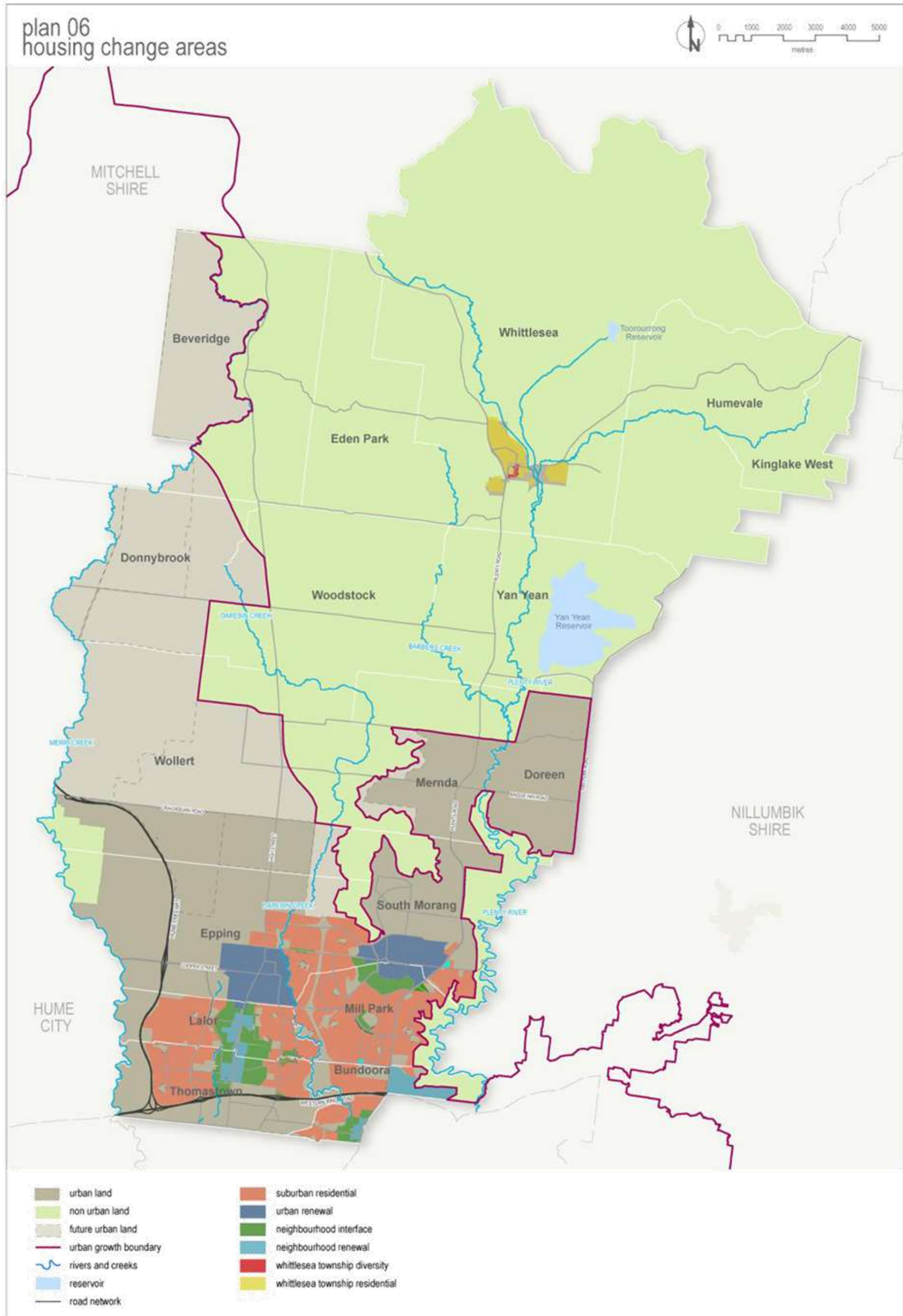
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The established suburbs of the municipality can accommodate forecast population growth and residential development over the next 20 years.

The *Housing Diversity Strategy (2013)* provides greater certainty as to where growth and change can be expected. The Strategy identifies six Housing Change Areas. The location of each Housing Change Area is shown in the map below.

The Housing Change Areas include:

Change Area	Location and Preferred Housing Types
Urban Renewal	The Epping Central Metropolitan Activity Centre and the Plenty Valley (South Morang) Activity Centre will be characterised by high density residential and mixed use developments such as townhouses, multi-units, small and large scale apartments and shop-top housing.
Neighbourhood Renewal	Areas within close proximity to the Lalor, Thomastown and Bundoora Neighbourhood Activity Centres, public transport and a good mix of community services and facilities, will be characterised by medium and higher density housing that is appropriate in a neighbourhood context such as townhouses, multi-units, small scale apartments, and shop-top housing and mixed use developments
Neighbourhood Interface	Areas with moderate proximity to public transport and activity centres and local neighbourhood shopping centres undergoing renewal will be characterised by medium and standard density housing that provides a suitable transition from more intensive change areas, such as detached dwellings, dual occupancies/duplexes, townhouses and multi-units.
Suburban Residential	Areas typically not in close proximity to public transport and activity centres will be characterised by standard density housing such as detached housing and dual occupancies/duplexes.
Whittlesea Township Diversity	The commercial mixed use areas of Church and Laurel Streets will be characterised by medium and standard density housing such as shop-top housing, townhouses, multi units.
Whittlesea Township Residential	The residential areas of the Township will be characterised by standard density housing such as detached housing and dual occupancies/duplexes.



Objective 1: To accommodate varying levels of housing growth and change in the established residential areas of the municipality by implementing the identified Housing Change Areas in the Housing Diversity Strategy.

- Strategy 1.1 Encourage higher density residential and mixed use developments in Urban Renewal Change Areas that support the Epping Central Metropolitan Activity Centre and the Plenty Valley (South Morang) Activity Centre.
- Strategy 1.2 Encourage medium and higher density housing in Neighbourhood Renewal Change Areas that is appropriate in a neighbourhood context.
- Strategy 1.3 Encourage medium and standard density residential development in Neighbourhood Interface Change Areas that provides a suitable transition between more intensive change areas and standard density housing.
- Strategy 1.4 Encourage standard density housing that maintains and enhances the amenity of the surrounding neighbourhood in Suburban Residential Change Areas.
- Strategy 1.5 Encourage diverse forms of housing along Church and Laurel Streets in the Township Diversity Change Area.
- Strategy 1.6 Ensure the distinct rural character of the Township remains through encouraging standard density housing in the Township Residential Change Areas.

Objective 2: To ensure the housing types and design of residential development is appropriate in each of the Housing Change Areas.

- Strategy 2.1 Ensure residential developments have regard to the Preferred Housing Types and the Key Design Principles in the Housing Diversity Strategy 2013-2033.

21.09-5 Implementation

Reference Documents

- [Housing Diversity Strategy 2013-2033](#)
- [Social and Affordable Housing Policy and Strategy 2012-2016](#)
- [Development Guidelines 2010 Municipal Policy Directions](#)

Further Strategic Work

- Identify the appropriate proportion of social and affordable housing within structure plan areas (including both established and greenfield areas) and investigate possible planning mechanisms to deliver and facilitate social and affordable housing.
- Investigate planning provisions and mechanisms for Council to set voluntary and/or benchmarks for affordable and social housing in the municipality, with a focus on activity centres.
- Identify strategic redevelopment sites or underutilised government land for the purposes of social housing.
- Undertake further research to investigate the impacts of Council's Housing Diversity Strategy on housing affordability in the municipality.

- Investigate the requirements of the lone person housing market, including appropriate locations, and types of housing with particular emphasis on infill which are close to a range of services and facilities.

21.10 ECONOMIC DEVELOPMENT

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Employment Opportunities

The greatest asset of the local economy has traditionally been a strong manufacturing base, which has focused primarily on the established industrial areas to the south of the municipality in Thomastown.

In order to create additional jobs and greater diversity in employment sectors within the City focus has been directed onto strategies which:

- maximise retention of as much of the local resident industrial owner occupier market as possible in the short term;
- attract the maximum number of local industries to service the growing local population;
- substantially increase the range and quality of sites and the quality of services to them;
- optimise the potential of appropriate home based employment; and
- differentiate future large scale industrial estates based on local conditions and other comparative advantages.

The challenge remains to provide sustainable economic development opportunities and support economic activity which is responsive to the investment and employment needs of the community, has respect for the environment and is resilient to changes in the economic climate.

Objective 1: To provide greater balance between housing supply and employment opportunities

Strategy 1.1 Continue to support the allocation of employment growth in Thomastown, Epping, Bundoora and South Morang;

Strategy 1.2 Encourage a more equal distribution of employment opportunities and types throughout the municipality with particular emphasis on Epping and South Morang;

Strategy 1.3 Progressively increase the supply of land zoned for employment purposes.

Strategy 1.4 Pursue a greater diversity in economic investment in the municipality by supporting the following:

- Advanced Technology / Research and Development Industry within University Hill;
- Increased employment densities with commercial and industrial development in the Epping Metropolitan Activity Centre and Plenty Valley Activity Centre;
- Employment generating industries within the Cooper Street Employment Area (including the Melbourne Wholesale Markets, and Cooper Street South-West and Cooper Street West) with an emphasis on the food industry, freight, and logistics, office, research —and development, high technology, manufacturing and industrial ecology uses;
- Commercial, industrial and office development and employment generating uses within Thomastown Industrial Area and other designated areas;

- Designated employment areas for Wollert and Beveridge.

- Strategy 1.5 Provide for a continued supply of serviceable employment land within growth areas which meets the needs of new industry and the local workforce.
- Strategy 1.6 Continue to provide high quality physical infrastructure to new commercial and industrial development.
- Strategy 1.7 Protect future industrial activity within the Cooper Street Employment Area by ensuring that non industrial land uses that would adversely affect industry viability are discouraged from encroaching on the area.
- Strategy 1.8 Provide adequate separation and buffer areas between sensitive land uses and high impact industries such as extractive industry and land fill.
- Strategy 1.9 Optimise the potential of appropriate home based businesses and telecommuting as key employment growth sectors.
- Strategy 1.10 Continue to pursue an ongoing enforcement programme in all industrial areas to ensure that existing and new industrial developments are complying with the requirements of the relevant planning approval, particularly with regard to planting and maintaining landscaping, screening of storage areas and provision of adequate car parking.
- Strategy 1.11 Encourage the establishment of attractive and activated street addresses to key employment corridors such as Cooper Street, High Street and McDonalds Road.
- Strategy 1.12 Support a greater diversity of employment uses within the Epping Central Metropolitan Activity Centre and other designated activity centres, including office-based employment, to meet the changing employment profile of local residents.

21.10-2 Implementation

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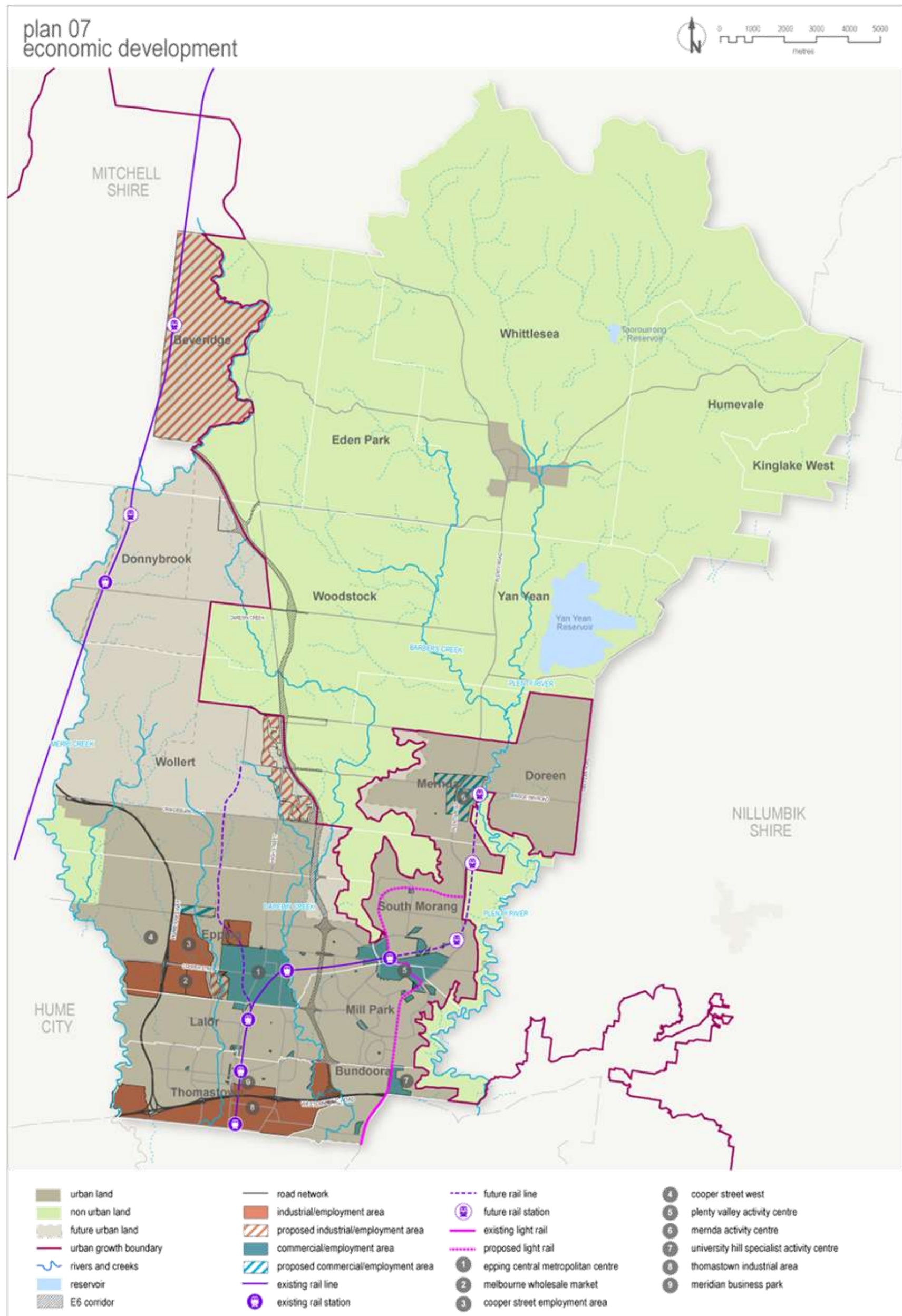
Policy Guidelines

When deciding on an application for use, development or subdivision the following matters will be considered, as appropriate:

- Applying Clause 22.09 Industrial Development Policy to the assessment of new developments in industrial areas.
- Applying the existing Planning guidelines for Industrial Development Guidelines (1997) to the assessment of new developments in industrial areas.

Reference Documents

- Cooper Street Precinct Strategy 1996
- Epping Central Structure Plan 2013
- Plenty Valley Employment Strategy 1992,
- Whittlesea Retail Review 1999



21.11 TRANSPORT

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Integrated Transport

The City of Whittlesea support the development of liveable, prosperous and sustainable communities where people and businesses are connected within the municipality and with the rest of Melbourne to access jobs and opportunities in ways that meet their access needs. The need for integrated transportation systems is heightened within the City where there is currently a lack of north south road capacity beyond the municipal boundaries and few options for uninterrupted east west travel. Successful implementation of an integrated transport system requires land to be set aside in the early stages of development to provide for long term roads and public transport to be established. This imperative applies to all scales of development and is fundamental to the successful attainment of the transportation network. Provision of public transport is a key municipal objective.

Objective 1: To establish an efficient, interconnected multi-modal transportation system which increases the level of accessibility and choice within and beyond the City of Whittlesea.

Strategy 1.1 Reduce dependence on car based transport and provide improved public transport and pedestrian/cycle options within existing urban and growth areas of the municipality.

Strategy 1.2 Provide new and improved arterial roads to enable the provision of trunk public transport services between activity areas, railway stations and public transport interchanges.

Strategy 1.3 To ensure the future light rail extension maximises opportunities for integrated multi-modal connections.

Strategy 1.34 Plan and advocate an interchange at O'Herns Road to the Hume Highway and Edgars Road extension to improve access to the Epping North growth corridor and reduce through-traffic pressure and congestion in the Epping Central Metropolitan Activity Centre.

Strategy 1.45 Support improvements to major north-south and east-west roads including Plenty Road widening, Epping Road widening, O'Herns Road widening, Findon Road extension and Bridge Inn Road widening and upgrade.

Strategy 1.56 To ensure the future Mernda Railway Line stations are well-located and integrated with the Town Centres.

Strategy 1.67 Support transit orientated development which provides opportunities for higher density development, intermodal transport connections, public buildings and spaces.

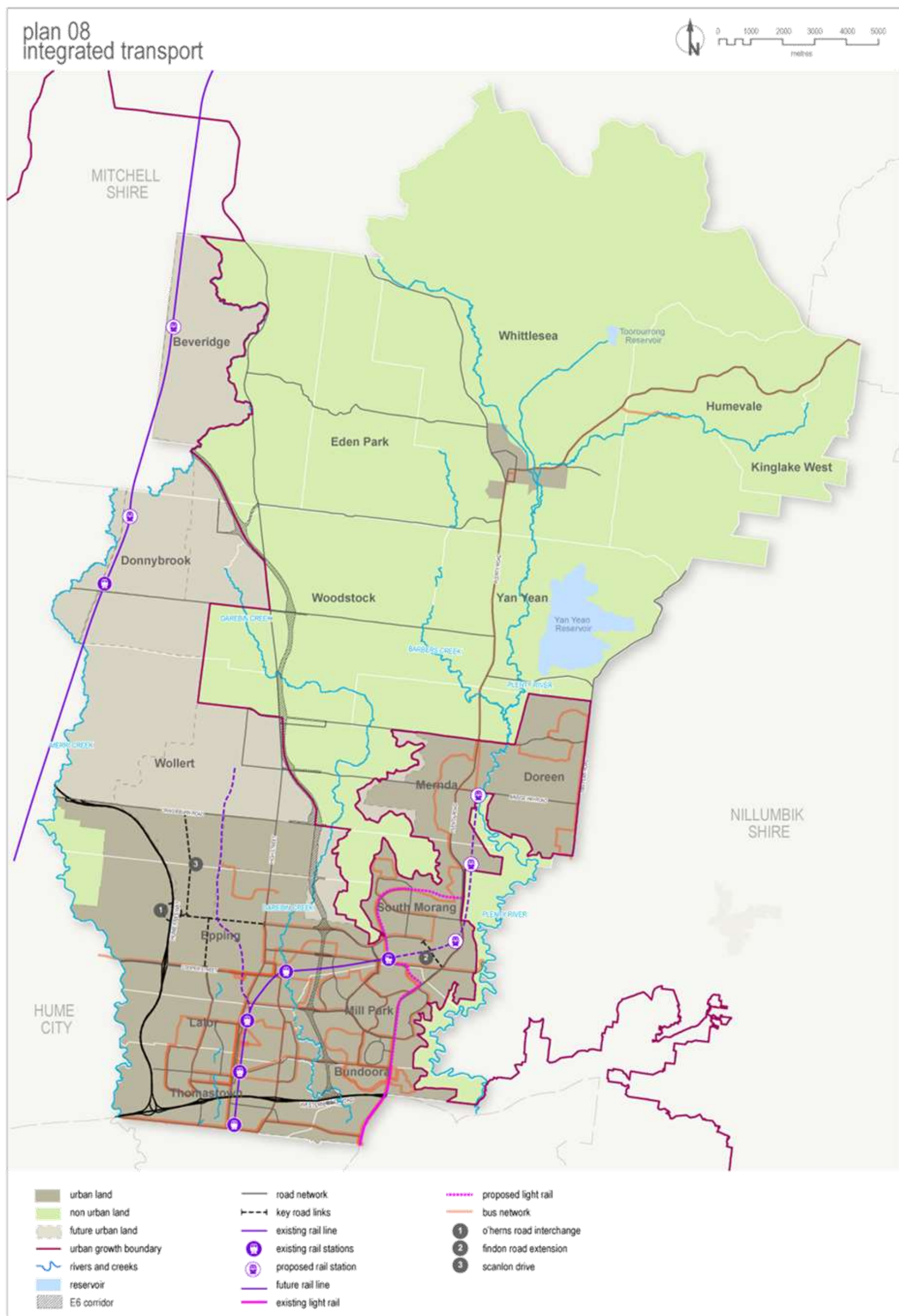
Strategy 1.78 To ensure the railway corridor is designed such that it enhances movement, linkages across and along the rail corridor.

Strategy 1.89 Minimise the impacts of rail infrastructure and rail noise on adjacent land uses and environmental values.

Strategy ~~1.9~~ 1.10 Implement the strategies and actions of the *Epping Central Structure Plan* to prioritise transport modes such as walking, cycling and public transport over private vehicle use within the Epping Central Principal Activity Centre.

Strategy 1.4011 Provide local road networks which facilitate the operation of public transport, walking and cycling.

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Strategy 1.4412 Improve the level of accessibility to services and facilities within growth areas so that individual communities are more self-sufficient and do not rely on access to existing services and facilities in existing communities.

Strategy 1.4213 Reduce dependence on the arterial and main road network by establishing a high level of connectivity and accessibility for all forms of transport within and between subdivisions.

Strategy 1.4314 Require Developer Contributions to support the delivery of essential infrastructure in the growth areas and in established areas undergoing renewal.

Strategy 1.4415 Increase residential densities within walking distance of the Principal Public Transport Network.

Objective 2: To facilitate the safe and efficient movement of freight in a manner that minimises the impact on sensitive land uses.

Strategy 2.1: Facilitate freight movements onto routes which minimise impacts on the amenity of sensitive uses.

Strategy 2.2: Plan and design industrial areas to meet current and emerging freight vehicle demands.

21.11-2 Sustainable Modes of Travel

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A move towards sustainable modes of transport will deliver economic, social, and environmental outcomes sought by the community. The principles for sustainable transport include early delivery of infrastructure and its contribution to affordability, universal access, a mix of land uses, well designed public realm, built form and walkability.

The transport networks should reflect the needs and function of the activity centres. The higher order Activity Centres of Epping, Plenty Valley, University Hill, and in the future Mernda, Wollert and Donnybrook should be serviced by high capacity rail and have good access to the arterial road network. Smaller neighbourhood centres serve an important focal point for local communities and should be located to be served by local public transport services.

Objective 1: To improve transport options and accessibility outcomes for residents.

Strategy 1.1 Provide a safe urban environment for walking through appropriate infrastructure and a built environment that encourages walking.

Strategy 1.2 Deliver walking paths and supporting infrastructure to improve access to activity centres, employment areas, schools, community facilities and public transport interchanges.

Strategy 1.3 Provide a safe urban environment that enables cycling to be a viable mode for a wide variety of trips in the municipality and to neighbouring municipalities.

Strategy 1.4 Deliver cycling paths and lanes and appropriate supporting infrastructure, such as signage and bicycle parking, in key locations across the cycling network.

Objective 2: To provide a frequent, fast and reliable public transport network that meets the diverse needs of users throughout the municipality.

Strategy 2.1 Support residential intensification around stations.

Strategy 2.2 Provide infrastructure in new subdivisions which can accommodate efficient bus movements.

Strategy 2.3 Protect the dedicated railway corridor between South Morang, Mernda and Whittlesea Township, and facilitate the reservation of a public transport corridor between Lalor and Wollert.

Strategy 2.4 Ensure that development is integrated with, and do not prejudice the future viability of the heavy rail between Mernda and Whittlesea Township, or between Lalor and Wollert.

Strategy 2.5 Protect the dedicated light rail corridor between Bundoora and South Morang.

21.11.03 Implementation

Further Strategic Work

DD/MM/YYYY
Proposed
C197

- Investigate the location of stops along the Wollert public transport corridor to maximise patronage, pedestrian accessibility and land use integration.
- Investigate more detailed planning of the dedicated light rail corridor between Bundoora and South Morang in the Plenty Valley Structure Plan.
- The Plenty Valley Structure Plan will identify the location of the dedicated light rail corridor between Bundoora and South Morang.

Other Actions

- Plan for the ultimate northern alignment of the E6.
- Reserve land for strategic transport corridors.
- Facilitate the implementation of direct, fast and frequent bus services along Council's north-south and east-west trunk corridors between activity centres, employment areas, railway stations and public transport corridors.
- Facilitate improvements to public transport services to effectively align services to community needs.
- Integrate the delivery of bus routes with urban development expansion in Council's growth areas.

Reference documents

- Bicycle Strategy 2005
- Epping Central Structure Plan 2013
- Plenty Valley Transport Strategy 1989
- Integrated Transport Strategy 2014
- Mernda Local Structure Plan 1998
- Mernda Rail Extension Design Guidelines
- South Morang Structure Plan Local Structure Plan 1997
- Whittlesea Walking Strategy 2008

21.12 INFRASTRUCTURE

DD/MM/YYYY
21.12-1
C197
DD/MM/YYYY
Proposed
C197

Community Facilities

There is a need to provide community facilities to meet the needs of the growing population. Council supports the development of multi-purpose community facilities which are adaptable and encourage integrated service provision. The size and function of community facilities are designed and located to reflect its role in the hierarchy.

Objective 1: To design multipurpose community facilities

- Strategy 1.1 Include meeting and social spaces within sports and recreation facilities.
- Strategy 1.2 Co-locate facilities close to other community assets such as retail precincts, arts facilities, and libraries to maximise accessibility and convenience to users.
- Strategy 1.3 Develop hubs and precincts with the aim of facilitating integrated service provision.
- Strategy 1.4 Encourage commercial components (such as cafes, health services, retail outlets) to provide services from community facilities.
- Strategy 1.5 Support the establishment of well-located, youth-centred facilities and youth inclusive multipurpose community facilities.
- Strategy 1.6 Support the development of well-located education precincts.
- Strategy 1.7 Support the establishment of community gardens.
- Strategy 1.8 Undertake strategies for playspaces, community meeting spaces, Living and Learning Neighbourhood Houses.

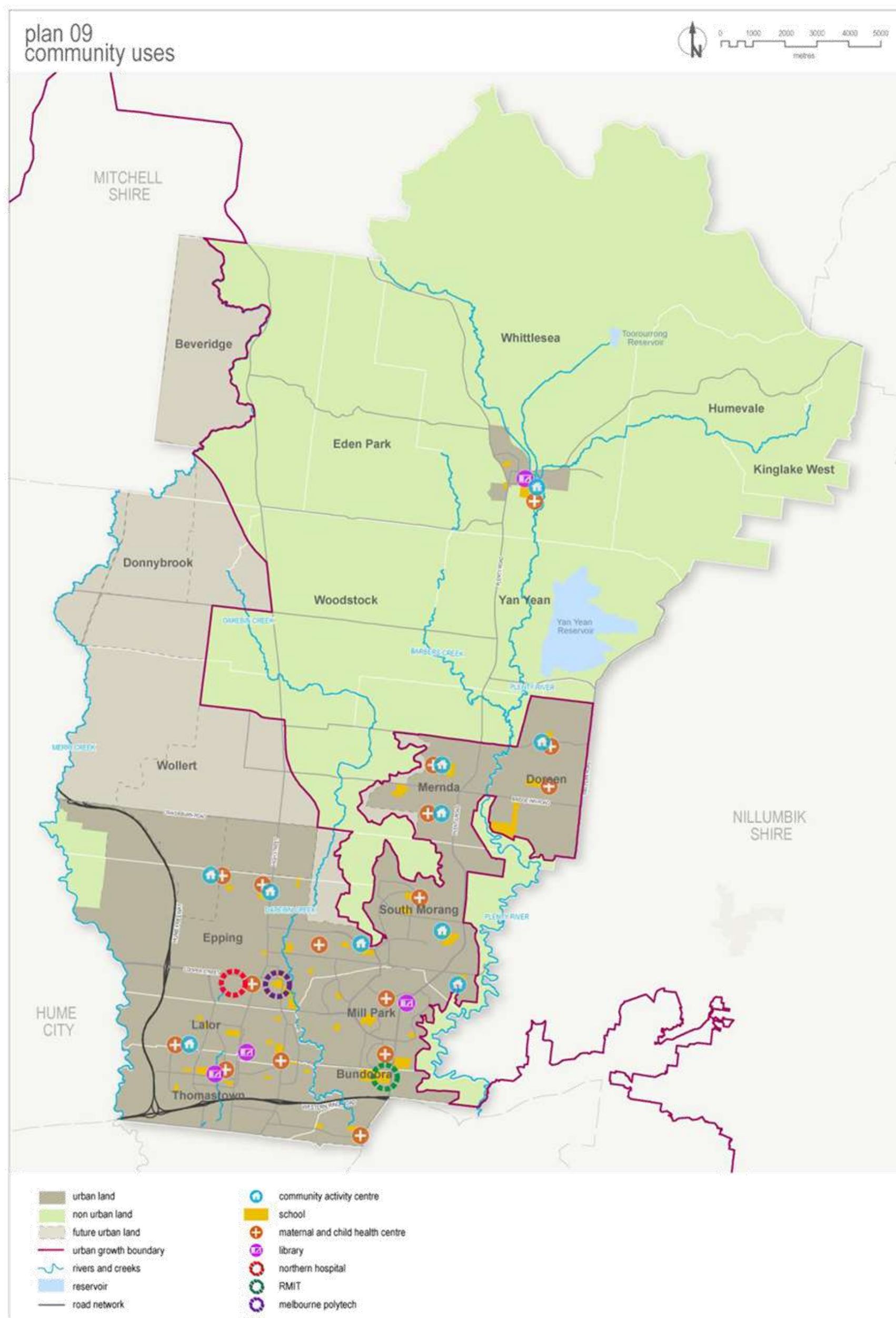
Objective 2 To provide for Local, Neighbourhood, District, Regional playspaces

- Strategy 2.1 Locate and design playspaces to serve the needs of people in their walkable catchments.
- Strategy 2.2 Utilise landscape features, including rehabilitated landscapes to provide natural outdoor spaces to improve the quality and distribution of outdoor playspaces.
- Strategy 2.3 Consider the inclusion of playspace and the opportunities for landscaped outdoor areas as play spaces when preparing a masterplan.
- Strategy 2.4 To design and equip play spaces to reflect the nominated position in the play space hierarchy.
- Strategy 2.5 To provide for regional playspaces.

Objective 3: To provide visually attractive sporting facilities which address the surrounding context.

- Strategy 3.1 Design pavilions that are responsive to their site and appropriate for their level, standard, quantity and frequency of use.

WHITTLESEA PLANNING SCHEME



21.12-2 Health Facilities

Refer to Clause 22.07

21.12-3 Development Infrastructure

Rapid urban expansion requires the provision of a range of physical and social infrastructure. This infrastructure must be provided in a timely, efficient and cost effective manner, which is responsive to the needs of existing and future residents.

DD/MM/YYYY
Proposed
C197

Objective 1: To provide physical infrastructure for growth areas by planning for and identify means to fund the establishment and maintenance of social and physical infrastructure in a timely and efficient manner.

Strategy 1.1 Provide adequate infrastructure (physical and social) to all new developments.

Strategy 1.2 Improve the level of accessibility to services and facilities so that individual communities are more self-sufficient and do not rely on access to existing services and facilities in existing communities.

Strategy 1.3 Ensure that any new development which is proposed to proceed in an 'out-of-sequence' manner contributes proportionately to additional items of infrastructure brought about or brought forward by needs generated by the development.

21.12-4 Implementation**Further Strategic Work**

DD/MM/YYYY
Proposed
C197

- Develop strategies for playspaces, community meeting spaces, Living and Learning facilities.
- Investigate all methods of funding for items of infrastructure and select the most appropriate method.
- Examine the requirement for development contributions for major activity centres by resolving priorities for seeking development contributions from future development at the Plenty Valley Activity Centre.

Reference Documents

- [Community Gardens Policy 2013](#)
- [Municipal Lifelong Learning 2013-2016](#)
- [Playspace Planning Framework and Policy 2013](#)
- [Shaping our future Whittlesea 2030 Strategic Community Plan](#)
- [Sports Stadium Feasibility Study 2014](#)
- [Youth Plan 2030](#)

Other Actions

- Plan for and identify means to fund the establishment and maintenance of social and physical infrastructure in a timely and efficient manner.
- Develop on-going partnerships with the State Government to determine priorities and funding mechanisms for the provision of key items of infrastructure.
- Continue to seek State and Federal Government funding for major infrastructure items such as public transport.
- Investigate opportunities for tertiary education facilities and community health facilities within Precinct Structure Plan areas, as opportunities arise.

21.13 LOCAL AREAS

DD/MM/YYYY
Proposed
C197
DD/MM/YYYY
Proposed
C197

21.13-1

Epping Central Metropolitan Activity Centre

Epping Central has been designated as one of two Metropolitan Activity Centres in the City of Whittlesea. In order to build on its existing assets, including the presence of regional-level shopping and health facilities, and location on the South Morang rail line, the Epping Central Structure Plan sets out objectives for land use, development, design and investment in the centre for the next twenty years. This document provides guidance to the community, the development industry, Council and the State Government on how the activity centre should be developed into the future, in accordance with State Government objectives for metropolitan activity centres.

Objective 1: To develop Epping Central Metropolitan Activity Centre as a vibrant, attractive and sustainable hub for housing, employment and community services for the municipality and wider region.

- Strategy 1.1 Support increased housing densities in close proximity to transport infrastructure, shops and services, and increase the diversity of homes to improve housing choice.
- Strategy 1.2 Increase the proportion of trips taken by sustainable means, including walking, cycling and public transport, and reduce car use.
- Strategy 1.3 Increase employment densities by supporting the development of diverse office, retail and industrial uses in appropriate locations.
- Strategy 1.4 Facilitate the development of entertainment and leisure opportunities, appropriate to all age groups, to provide local entertainment options for residents and promote night-time activity in the activity centre.
- Strategy 1.5 Increase the provision of new community services and facilities, including health and wellbeing, information and learning, and active recreation facilities to meet the needs of existing and future residents.
- Strategy 1.6 Improve Epping Central's public realm by enhancing the amenity, attractiveness and functionality of streetscapes, parks and creek zones.
- Strategy 1.7 Ensure that physical infrastructure, including drainage, stormwater treatment, and telecommunications, are provided in accordance with projected development in the activity centre.
- Strategy 1.8 Ensure that all new buildings in Epping Central, including residential, commercial, and community developments, achieve a high degree of environmentally sustainable design performance.
- Strategy 1.9 Promote high quality design in all new development, appropriate to Epping Central's higher-density context, to complement improvements to the public realm, stimulate investment and contribute to a high-amenity street interface.

21.14 REFERENCE DOCUMENTS

The following strategic studies have informed the preparation of this planning scheme.

DD/MM/YYYY
Proposed
C197

Settlement

Epping North Strategic Plan 2002 and associated Local Structure Plans

Epping Central Structure Plan 2013

Epping North-East Development Plan

Gambling Strategy and Action Plan 2014-2024

Green Wedge Management Plan 2011-2021

[Municipal Fire Management Plan \(City of Whittlesea 2012-2015\)](#)

Open Space Strategy 1997

Playspace Planning Framework and Policy 2013-2016

South Morang Structure Plan Local Structure Plan 1997

Mernda Local Structure Plan 1998

Whittlesea Township Local Structure Plan 1994

Environment and Landscape Values

Epping Central Structure Plan 2013

Environmental Sustainability Strategy 2012-2022

Green Wedge Management Plan 2011-2021

Local Conservation Strategy 2000

Merri Creek Environs Strategy 2009-2014

River Redgum Protection Policy Guidelines 1998

Roadside Management Strategy 2014

Stormwater Management Plan 2012-2017

Open Space Strategy 1997

Built Environment and Heritage

Development Guidelines 2010 [Municipal Policy Directions](#)

Disability Action Plan 2013-2016

Environmental Sustainability Strategy 2012-2022

Gender Equity Strategy 2014

Housing Diversity Strategy 2013

[Municipal Development Guidelines 2010](#)

Social and Affordable Housing Policy and Strategy 2012-2016

Sports Stadium Feasibility Study 2014

Whittlesea Walking Strategy 2009
The City of Whittlesea Heritage Study Volumes 1-3 (Context Pty Ltd, 2013)

Housing

Housing Diversity Strategy 2013-2033

Social and Affordable Housing Policy and Strategy 2012-2016

Economic Development

Cooper Street Precinct Strategy 1996

Epping Central Structure Plan 2013

Plenty Valley Employment Strategy 1992

Whittlesea Retail Review 1999

Transport

Bicycle Strategy 2005

Epping Central Structure Plan 2013

Integrated Transport Strategy 2014

Mernda Local Structure Plan 1998

South Morang Structure Plan Local Structure Plan 1997

Plenty Valley Transport Strategy 1989

WHITTLESEA PLANNING SCHEME

Whittlesea Township Local Structure Plan 1994

Whittlesea Walking Strategy 2008

Infrastructure

Community Gardens Policy 2013

Municipal Lifelong Learning 2013-2016

Playspace Planning Framework and Policy 2013.

Shaping Our Future Whittlesea 2030 Strategic Community Plan

Youth Plan 2030

ⁱ Forecast.id (2015). *City of Whittlesea Population Forecast*. <http://forecast.id.com.au/whittlesea>; accessed 4 June 2015.

ⁱⁱ Profile.id. *City of Whittlesea Community Profile – What we do*. <http://profile.id.com.au/whittlesea/industries>, accessed 13 September 2013.



Draft Audit & Risk Committee Minutes

5.00pm Thursday, 26 May 2016

Location: PRACC North Conference Room

	Present	Apology
Members:		
Independents		
Michael Said, Chairperson	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Homi Burjorjee	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Michael Ulbrick	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Councillors		
Cr Stevan Kozmevski, Mayor	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Cr Ricky Kirkham	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Officers:		
Michael Wootten, Chief Executive Officer	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Michael Tonta, Acting Director Corporate Services	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Darryl Nelson, Manager Finance & Assets	<input checked="" type="checkbox"/>	<input type="checkbox"/>
David Gauci, Internal Compliance Officer	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Amy Montalti, Team Leader Financial Accounting	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Geoff Gallagher, Team Leader Risk Management (Item 8.1)	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Nick Mann, Director City Transport & Presentation	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Kristen Jackson, Manager Parks & Open Space (Item 9.2)	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Sean McManus, Manager Advocacy & Communications (Item 9.2)	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Sam Dureau, Manager One Whittlesea (Item 10.1)	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Steve O'Brien, Director Planning & Major Projects (Item 12.3)	<input checked="" type="checkbox"/>	<input type="checkbox"/>
In Attendance:		
Pat Farrell, Partner, PwC	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Brett Wong, Manager, PwC	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Natalie Mu, Manager, PwC	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Phillip Delahunty, Partner, RSD (Items 10.1 & 10.2)	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Audit & Risk Committee Minutes
Thursday 26 May 2016



Matters in Discussion

The meeting commenced with Committee Chairperson welcoming Mr Michael Wootten and congratulating him on his appointment to the position of City of Whittlesea Chief Executive Officer.

1. DISCLOSURE OF CONFLICTS OF INTEREST

No declarations were made.

2. CONFIRMATION OF MINUTES OF PREVIOUS MEETING

Resolution:

That the minutes of the Audit & Risk Committee meeting held on 25 February 2016 be noted and confirmed.

Moved by: Cr Kozmevski
Seconded by: Mr Ulbrick

CARRIED

3. MATTERS ARISING FROM PREVIOUS MEETING(S)

The Outstanding Items Report from Previous Meetings was presented for discussion.

Resolution:

That the report of Outstanding Action Items from Previous Meetings be received and noted.

Moved by: Cr Kirkham
Seconded by: Mr Burjorjee

CARRIED

4. AUDIT & RISK COMMITTEE WORK PLAN

The Annual Work Plan Matrix was presented for general discussion.

Resolution:

That the Annual Work Plan Matrix be noted.

Moved by: Cr Kozmevski
Seconded by: Mr Ulbrick

CARRIED

5. CEO'S REPORT ON COMPLIANCE/NON-COMPLIANCE WITH LEGISLATION AND POLICIES INCLUDING TENDERING AND PROCUREMENT

The CEO advised the Committee that the complaint reported at the 25 February 2016 meeting received by the Ombudsman via a protected disclosure has been finalised.

**Audit & Risk Committee Minutes
Thursday 26 May 2016**



Correspondence was received from the Ombudsman advising that the complaint was not substantiated.

Resolution:

That the CEO's verbal report on Compliance/Non-Compliance with Laws/Legislation and Policies be noted.

Moved by: Cr Kirkham
Seconded by: Mr Burjorjee

CARRIED

6. FINANCIAL REPORT

Item 6.1 Corporate Business Report

The Corporate Business Report to 31 March 2016 was presented for discussion with officers responding to questions from the Committee.

The Committee noted that this report didn't include any information regarding how Council was performing against its Capital Works budget. Management advised this information was captured in other reports that were presented at Council meetings. The Committee requested it be provided with a copy of this report at the completion of the December and March quarters.

The Committee also noted this report no longer included any data in relation to Performance Development Plans. Councillor members of the Committee advised this information was important to Council and requested it be included in future reports.

Resolution:

That the Corporate Business Report to 31 March 2016 be received and noted.

Moved by: Cr Kozmevski
Seconded by: Mr Ulbrick

CARRIED

7. INTERNAL CONTROL

Refer Item 11.1

8. RISK MANAGEMENT

Item 8.1 Risk Management Report

The Team Leader Risk Management presented the Risk Management report and responded to questions from the Committee.

The Committee noted that it was happy with the direction Risk Management was heading and the improvements made since the 25 February 2016 meeting.

The Committee Chairperson also advised he will shortly meet with Officers to discuss the development of the 2016/17 Committee Work Plan and how he would like risk information presented to the Committee. This will include presentation of the

Audit & Risk Committee Minutes
Thursday 26 May 2016



Risk Appetite Statement.

Resolution:

That the Risk Management Report be received and noted.

Moved by: Cr Kozmevski
Seconded by: Mr Ulbrick

CARRIED

9. INTERNAL AUDIT

Item 9.1 Internal Audit Status Report

PwC presented the Internal Audit Status Report and responded to questions from the Committee. Management advised that it had undertaken a self-assessment against the 'Internal Audit Hot Topic - Cyber Security' included in the report. The Committee requested it be provided with the details of the self-assessment at its meeting to be held on 1 September 2016.

The Scope for the Better Practice for Procurement review was also presented.

Resolution:

That:

- 1. The Internal Audit Status report be received and noted.**
- 2. The scope for the Better Practice for Procurement review be noted.**

Moved by: Cr Kirkham
Seconded by: Mr Burjorjee

CARRIED

Item 9.2 Internal Audit Reviews

- Tendering and Contract Management – Parks and Open Space

PwC presented the Tendering and Contract Management – Parks and Open Space report and gave an overview of the findings. Officers responded to the report and questions from the Committee.

The Committee queried the processes Management have in place to store contract related information. Management advised that key contract documents are stored in Council's centralised Contract Management System (Open Windows), however, further work is required to address central storage of day to day contract related records (i.e. emails).

Discussion concluded with the Committee seeking clarification regarding how Key Performance Indicators are addressed within contracts.

Resolution:

That the Tendering and Contract Management – Parks and Open Space internal audit report be received and noted.

Moved by: Cr Kirkham
Seconded by: Mr Burjorjee

CARRIED

Audit & Risk Committee Minutes
Thursday 26 May 2016



- Digital Content Management Framework

PwC presented the Digital Content Management Framework report and gave an overview of the findings. Officers responded to the report and questions from the Committee.

The Committee asked if any consideration had been given to the current work being undertaken on the redevelopment of the corporate website, in particular, the modernisation of the mobile interface. PwC advised this was not considered as part of the review. The Committee suggested this area could be considered as part of a post implementation review.

Resolution:

That the Digital Content Management Framework internal audit report be received and noted.

Moved by: Cr Kozmevski
Seconded by: Mr Ulbrick

CARRIED

Item 9.3 Outstanding Action Items From Internal Audit Reports

The Outstanding Action Items Report from Previous Internal Audits was presented for discussion.

An update from actions arising in relation to the Probity Review Procurement and Installation of Lighting at the Mill Park Reserve Softball Field (CT10114) – PwC Report: Tender and Evaluation Contract Review was also provided.

Resolution:

That the report of Outstanding Action Items from Previous Internal Audit Reports be received and noted.

Moved by: Cr Kozmevski
Seconded by: Mr Ulbrick

CARRIED

Item 9.4 Strategic Internal Audit Plan

PwC presented the Strategic Internal Audit Plan FY17 – FY19 and discussed how the plan was developed. PwC also discussed key areas of the plan and the reasons for their inclusion.

The Committee queried the number of hours dedicated to the Internal Audit Program and noted it was no longer comfortable with the number of hours allocated to internal audit given the size of Council. The Committee requested Management consider increasing the number of annual hours dedicated to internal audit to at least 800.

Resolution:

That:

- 1. The Annual Internal Audit Plan for FY17 is approved and recommended to**

Audit & Risk Committee Minutes
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Council.

2. The indicative Internal Audit Plan for FY18 and beyond is noted.
3. The Committee recommend Council increase the number of annual hours allocated to internal audit be increased to at least 800 either this year or next year.

Moved by: Cr Kirkham
Seconded by: Mr Burjorjee

CARRIED

10. EXTERNAL AUDIT

Item 10.1 External Audit Strategy

Mr Delahunty presented the external Audit Strategy for the financial year ending 30 June 2016 and responded to questions from the Committee. Mr Delahunty highlighted points of focus for the forthcoming audit.

The Committee Chairperson noted 'Appendix A – Key Audit Themes' from the Strategy and requested that Management undertake a self-assessment against the details provided in the Appendix at some point during the next Committee year.

Discussion concluded with Management providing the Committee with an overview of the processes in place to management reporting against the Local Government Performance Reporting Framework.

NEXT STEPS/RECOMMENDATION

Resolution

That the external Audit Strategy for the financial year ending 30 June 2016 be received and noted.

Moved by: Cr Kozmevski
Seconded by: Mr Ulbrick

CARRIED

Item 10.2 Interim Management Letter - Year Ending 30 June 2016

Mr Delahunty presented the Interim Management Letter – Year ending 30 June 2016. No significant problems were identified, with the only issue raised relating to cancelled receipts, which has already been acted upon.

Mr Delahunty noted a majority of the actions included in the Management Letter related to last year's year-end audit and concerned system issues. The Committee encouraged the Auditors and Management close-off issues relating to systems as they are difficult to rectify.

Resolution

That the Interim Management Letter - Year ending 30 June 2016 be received and noted.

Moved by: Cr Kirkham
Seconded by: Mr Burjorjee

CARRIED

Audit & Risk Committee Minutes
Thursday 26 May 2016



11. COMPLIANCE

Item 11.1 Internal Compliance Reviews

An update on the status of internal compliance reviews undertaken since the last Committee meeting was provided with officers responding to questions from the Committee.

Resolution:

That the report on the status of Internal Compliance Reviews be received and noted.

Moved by: Cr Kozmevski

Seconded by: Mr Ulbrick

CARRIED

12. OTHER RESPONSIBILITIES

Item 12.1 Update on Significant Legal Matters

The Acting Director Corporate Services advised the Committee of an issue that has arisen in relation to the external server used to maintain the electronic booking system for the Growling Frog Golf Course. Council was only recently made aware of the issue and are currently investigating the circumstances.

Resolution:

That the update of significant legal matters by the Acting Director Corporate Services be noted.

Moved by: Cr Kirkham

Seconded by: Mr Burjorjee

CARRIED

Item 12.2 VAGO Performance Audits / Reports

The report on VAGO Performance Audits/Reports was presented for discussion.

Resolution:

That the report on the VAGO Performance Audits be received and noted.

Moved by: Cr Kozmevski

Seconded by: Mr Ulbrick

CARRIED

Item 12.3 DCP Management Strategy 2016

The Director Planning & Major Projects gave a presentation on the status of Council's management of DCPs and responded to questions from the Committee.

The Committee Chairperson noted that Council had received a positive mention in relation to its Development Contribution Payments processes and practices in VAGO's report *Local Government: 2014-15 Audit Snapshot*.

Discussion concluded with the Committee querying how risks associated with DCPs had been addressed in the Risk Register. Management advised DCPs are

**Audit & Risk Committee Minutes
Thursday 26 May 2016**



addressed through the Strategic Risk – Financial Sustainability. The Committee requested it be provided with an overview of risks related to DCPs at its meeting on 1 September 2016.

Resolution:

That the Committee note the presentation on the DCP Management Strategy.

Moved by: Cr Kirkham
Seconded by: Mr Burjorjee

CARRIED

13. CORRESPONDENCE

Nil

14. GENERAL BUSINESS ITEMS

Nil

15. CONFIRMATION OF DATE OF NEXT MEETING:

- 25 August 2016 (*Financial Statements Review*)
- 1 September 2016

Meeting concluded at 7.20pm

City of Whittlesea Annual Internal Audit Plan FY17

Proposed Areas of Focus	Sponsor	Scope to Audit and Risk Committee	Indicative Fieldwork Timing	Report to Audit and Risk Committee	Estimated Indicative Budgeted Hours
Better Practice for Procurement Conduct benchmarking of Procurement Policy and Procedures against better practice guidelines specifically key elements of the Local Government Victoria Best Practice Procurement Guidelines and VAGO Guideline for “Public Sector Procurement: Turning Principles into Practice”.	Director, Corporate Services	May 2016	Q1	September 2016	120
Verification of Vested Assets Consider key processes and controls for the verification of assets vested to Council with a focus on Council’s assessments for valuation, condition and consistency with agreed design and specifications.	Director, City Transport and Presentation	September 2016	Q2	November 2016	140
Planning Permits Consider key processes and controls to manage selected planning permit applications specifically receipting, assessment criteria, application of delegations and monitoring of timeframes.	Director, Planning and Major Projects	September 2016	Q2	February 2017	120
Building Maintenance Prioritisation Consider key processes and controls for building maintenance prioritisation specifically short-term and longer term plans, record keeping, monitoring and reporting.	Director, City Transport and Presentation	November 2016	Q3	May 2017	140
External Complaints Management Examine processes and controls for the management of selected external complaints received at Council including acknowledgment of receipt, assessment, response and management monitoring /escalation and reporting.	Director, Corporate Services	November 2016	Q3	May 2017	140

ATTACHMENT 1 – SITE PLAN & PHOTO

**Lease – Ashley Park Community Activity Centre
21 Orchard Street Doreen**





**City of
Whittlesea**

Minutes

Council Plan Submissions Advisory Committee Meeting

Tuesday 14 June 2016 at 5.15pm

Where: Conference Room 1, Civic Centre

Committee:

Cr Stevan Kozmevski, Mayor	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Cr Sam Alessi	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Cr Mary Lalios	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Officers:

Michael Wootten, Chief Executive Officer	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Russell Hopkins, Director Community Services	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Michael Tonta, Acting Director Corporate Services	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Nick Mann, Director City Transportation & Design	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Steve O'Brien, Director Planning & Major Projects	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Sean McManus, Acting Director Partnerships & Engagement	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Sam Dureau, Manager One Whittlesea	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Janet Taylor, Governance Officer	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Attendance

Declarations of Interest

Councillors and Officers in attendance were asked if they have a conflict of interest in any items on the Agenda. No Declarations of Interest were made.

As no submitter wished to speak, the meeting is closed to the public

Consideration of submissions Council Plan Actions Advisory Committee recommendations

The Council Plan Actions Advisory Committee then considered the written submission and will provide a report to Council on its proceedings and recommendations.

Number	Name / Organisation
BS_17_005	Dee Johnson

The Council Plan Actions Advisory Committee's Report will be considered by Council at the Special Meeting of Council to be held at 6.00pm on Thursday, 23 June 2016 at the Council Offices.

Meeting Closed at 5.25pm

Record Completed by Janet Taylor Governance Officer

2016-17 Council Plan Action Submissions

No	Submitter Details	Summary of issues
CP_17_005	D Johnson Letchworth Place, Epping	<p>I have read the Community Plan and Budget as background and can comment on the future Actions bearing in mind those goals. My main comments are:-</p> <ol style="list-style-type: none"> 1. Items 7, 8, 9 and 14 - All Plenty Road projects. 2. Item 15 - Art Project? Whoopee do. Epping Central was probably the 1st suburb with a distant plan for rejuvenation, but it looks like dismal city 6 years later. It seems that every suburb has had their plan completed, and the ones that get any nominal action again are Plenty corridor. Haven't we reached plan completion saturation point? Hope rate payers aren't paying for outside sources. Who would know? 3. Item 16- 15 year plan -Federals have Infrastructure Australia, State now have Infrastructure Vic, Council are now promoting another layer NGAA. All in future and excessive duplication- how about some action now? 4. Item 17 - Meaning? 5. Items 18, 19 - Surprised this is not already in place. 6. Items 20, 21 - About time. <p>Thanks for the follow up but as a resident of 43 years I'm really getting grumpy about the South East Ward getting all the works done for decades and the rest very little but traffic congestion and poor planning. The Westfield chaos and Epping Road to the Hospital /Epping extension and more with Costco leading from Miller Street - crazy.</p>

Officer Comment:

The submitter comments shall be addressed in the order that they have been raised:

1. This issue has three parts:
 - a. Item 7 is indeed a Plenty Road project, designed to ensure that the renewal of the south eastern corridor is adequately planned for. This pairs with the Thomastown Industrial Area Strategy and the Epping Central Structure Plan Implementation to provide a vision to guide the growth and change that our city needs to undertake to cater for the needs of our residents in both established and growth areas.
 - b. Item 14 is specifically designed to ensure orderly development of the Plenty Valley Town Centre which is a 200ha parcel of land stretching from Plenty road in the East to Quarry Hills in the North West. The draft plan provides a vision for the Town Centre to be a 'highly integrated, mixed-use, vibrant centre that supports the Plenty Valley Growth Corridor, whilst preserving its natural features.
 - c. Items 8 and 9 provide guidance for the use of Open Space and aquatic facilities across the whole municipality.
2. Following on from Ministerial approval for Epping Central Structure Plan, the Town Centre was subsequently elevated to one of only nine Metropolitan Activity Centres across Metropolitan Melbourne. Significant private investment has now been committed that will result in considerable development and employment in the coming years. Council will seek financial contributions for public projects through development

2016-17 Council Plan Action Submissions

contributions and external grants wherever possible.

3. This objective provides a plan to detail the infrastructure our community will require over the coming 15 years. It is intended that this plan will be used to advocate to state and federal government for funding of this infrastructure.
4. The Office Accommodation Plan is required to ensure Council has a cost effective plan for provision of space to provide services for the growing community.
5. Items 18 and 19 are formalisation of existing approaches
6. Noted.

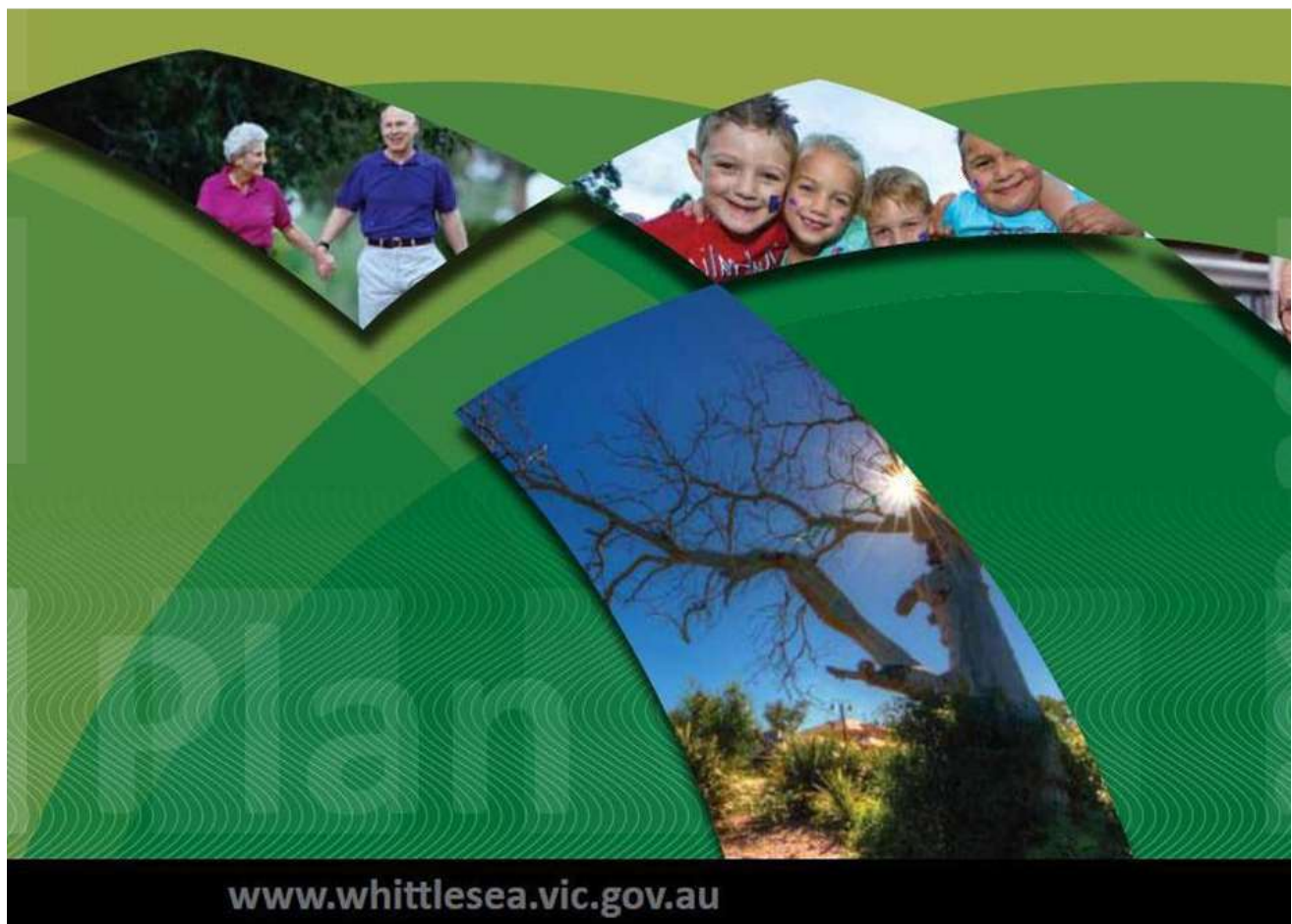
Officer Recommendation

THAT Council resolve to note the submission.

Committee Recommendation:

THAT Council resolve to:

1. Note the submission; and
2. Write to the submitter thanking her for her submission and provide her with a copy of the Officer Comments.



Council Plan 2013-17

An Action Plan for Year 4 (2016/2017) of the
City of Whittlesea's Council Plan 2013-2017

'Shaping Our Future'



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A Message from the Mayor

This action plan document outlines our organisation's key priorities for Year 4 of the 2013-17 Council Plan '*Shaping Our Future*'. Our Council Plan was developed following extensive consultation with the community and outlines our community's vision.

In the first three years of the Plan, we have made excellent inroads in meeting our goals. We have achieved 132 of our priority action items, including approximately \$132M in capital works.

In 2016-17, Council has identified 21 actions to be delivered in this financial year. Each action also has a set of measures in place to ensure accountability of delivery. Key actions for the coming 12 months include road and open space upgrades and improvements, implementation of actions in key strategies such as the Community Building Strategy and the Aquatic Centre Strategy and service improvements.

This document will guide our organisation over the coming year and demonstrates our ongoing commitment to meet the needs and aspirations of our growing and vibrant municipality.

Cr Stevan Kozmevski

Mayor

Our City - Update

The City of Whittlesea is one of the fastest growing municipalities in Australia. Since 2011, our population has grown by 42,360, giving us a population forecast of 202,731 for 2016. The population is expected to reach 333,700 by 2036, with growth taking place in both our newer areas (such as Mernda, Doreen, Epping North and Wollert) as well as our established areas (such as Epping, Thomastown and Lalor) thanks to the redevelopment opportunities that exist in these localities.



Strategic Objectives

This section outlines the actions Council will take under each Future Direction over the life of the current Council Plan to help achieve the community's aspirations and meet the needs of the Municipal Public Health and Wellbeing Plan.

Over the following pages, each Future Direction has been explained, along with the relevant Strategic Objectives that have been identified by the Community. Each Strategic Objective that has actions to be delivered in this financial year has been highlighted in blue. Council Plan actions for 2016/17 have been included as an entire list after the Future Direction summaries.

Definitions


The **Theme** encompasses the feedback from the community consultation, and enables a range of community concerns to be grouped together. You will see the same themes in the Community Plan.

The **Strategic Objective** is the vision the Community has for the municipality in 2030. These were defined by the community and prioritised by the community. In most Future Directions, there are a number of Strategic Objectives per Theme. Although the legislation requires them to be called a Strategic Objective, they do reflect the vision and aspirations of the community.

The **Council Goal** is what Council can do over the four years to contribute towards the achievement of the community's vision (i.e. the Strategic Vision) by 2030. Although these goals are specific to the 2014/15 year, it is expected they are contributing to the long term vision.

The **Indicators** are what Council will use to measure progress towards achieving that vision. The specific measurements will be applied to the activities undertaken each year under each goal, but the Indicators will be able to track Council's progress over the four years in contributing to the long term vision.

The **Council Role** indicates Council's contribution to the achievement of this goal. Council can be a provider and directly undertake work to support a strategic objective. Council can advocate for works on behalf of its community. Council can support the work of others in the role of facilitator.

The  indicates the goal was specifically developed for the purposes of the Municipal Public Health and Wellbeing Plan.



Future Direction 1: Inclusive & Engaged Community

Our City is diverse and that is its strength. People from many countries with different languages, faiths, and customs have made it their home. There are also urban and rural communities. When we are together we learn and grow through each other's experiences. We build skills and capacity so everyone can fully engage and participate in community life. All voices are heard and decision making takes account of all views. Our inclusive, engaged community is resilient and strong.



2016/17 Strategic Objective priority area

Theme	Strategic Objective
Community Spirit	We encourage the development of community spirit
	We have access to arts and cultural programs
	There are festivals that bring us together
Participation & Decision Making	People are involved in issues that affect them
	Community decision making is inclusive
Diversity	We share an open expression of cultural heritage
	We provide support to new and emerging communities
	There are programs to promote cultural diversity and address race-based discrimination



Future Direction 2: Accessibility in, out and around our City

Access in, out and around our community happens in many ways, and for many reasons. Public transport, roads for vehicles, walking and bike paths, communications and digital networks allow us to connect with the services we need. The local services that are provided must match our community need, and services that cannot be provided locally are easily accessible. The design and construction of our built infrastructure enables access for all.



2016/17 Strategic Objective priority area

Theme	Strategic Objective
Access to Services	We can access hospitals
	We can access health services
	We can access expanded library services
	We can access mental health services
	We can access community meeting spaces
	We can access childcare, kindergartens and playgroups
	We can access council services
	We can access affordable housing
	We can access youth services
Transport	We can access community transport
	Our road network provides adequate access to the municipality and beyond
	We have walking paths
	We can cycle safely
	We can access public transport
Access to Information	We can access broadband
	We can access online services



Future Direction 3: Growing our Economy

A diverse economy offers varied career opportunities so people can live and work in Whittlesea. Business attraction requires infrastructure and transport planning, affordable housing, skill development and a supportive regulatory environment. We need to work on supporting and developing opportunities for local business like growing the food we need locally. Education facilities offer everyone career and skill development options.



2016/17 Strategic Objective priority area

Theme	Strategic Objective
Employment	There are a diverse range of local employment opportunities
	We have strategies that encourage new business investment
Economic Development	Local Businesses are supported
	Our rural land provides sustainable economic development
Skill Development	There are opportunities for life-long learning
	Families are supported through all of life's stages



Future Direction 4: Places and Spaces to connect people

Places, spaces and events bring people together to socialise and access services and also help build our community and an understanding and appreciation of our diversity. Our community hubs provide a central place to meet, shop and have a haircut, go to the doctor, post a letter, do banking, have coffee, visit the library and be entertained. They bring people together. Urban design develops a sense of place built on heritage. Parks and recreation facilities improve community wellbeing and can be used for events and celebrations. There are many pathways to bring people together in all the communities that together make our City.



2016/17 Strategic Objective priority area

Theme	Strategic Objective
Open Space	We have open spaces that are welcoming and safe for public gathering
Community Hubs	We have areas that bring people together around services and entertainment experiences
Planning our space	Our Urban Design helps build connection to place and the community
Leisure & Recreation	Our recreation facilities and open spaces are accessible and respond to local need



Future Direction 5: Health and Wellbeing

A healthy community that supports people through all of life's stages and cares about life-long learning has a sense of wellbeing and belonging. Health services are available locally and easily accessed in community hubs. Support is available for young people, families, seniors and those who are isolated and disadvantaged. Communities are safe places where harm from violence, alcohol and drugs is removed. Access to education, training and information enables lifelong learning for everyone.



2016/17 Strategic Objective priority area

Theme	Strategic Objective
Safety	We have a police presence that deters crime and violence
	We have family violence prevention programs
	There are crime reduction programs
	We have disaster community safety and resilience programs
	Our built form incorporates safety design
Schools	The number of placement of schools are adequate for our population
	The quality of schools is high
Healthy Community	We take a prevention approach to health issues and health policy



Future Direction 6: Living Sustainably

Living sustainably in our community means managing the impacts of our environmental, economic, and social activities so that we remain healthy over the long term. Our natural environment is a resource for all to enjoy and we need to protect it for future generations. This means our carbon footprint, water, waste, energy use, flora (particularly the majestic River Red Gums) and our fauna need to be cared for. Strong population growth, strong housing demand, economic growth, climate change, alternative energies and transport all provide challenges for our environment, future planning and how we live. Our daily routines have changed; we plan for tomorrow and use innovation to become more sustainable. Everyone does their bit to help.



2016/17 Strategic Objective priority area

Theme	Strategic Objective
Environmental Sustainability	We have environmental education and conservation programs
	We are an environmentally sustainable city
	Rural land is managed appropriately



Future Direction 7: Good Corporate Governance

Providing good governance means that the decision making processes for managing public resources are accessible, transparent and appropriate. Council must take into consideration principles of social justice and human rights in the delivery of democratic government.



2016/17 Strategic Objective priority area

Theme	Strategic Objective
Customer Centric Operations	Council provides an efficient and effective service to residents
Growth and Change	Services and infrastructure keep pace with population growth
Resource management	Council is financially sustainable for the long term
	Council does not provide services that should be delivered by other tiers of government and agencies
Continuous Improvement	Council adopts best practice models of operation

Council Plan Actions for 2016/17

The following 21 actions have been included in the Annual Budget for the 2016/17, and have been considered to be the most appropriate for the Council to deliver in this financial year.

H Municipal Public Health and Wellbeing Action

Future Direction	Strategic Objective	Council Goal	Council Role	Action number	2016-2017 Actions	Measure
Inclusive & Engaged Community	People are involved in issues that affect them	<i>Council will align planning, policy, and practices to the circumstances and aspirations of the community, as expressed by the community</i>	Provider Facilitator Advocate	1	H Community Building Strategy	<ul style="list-style-type: none"> Prioritised 2016/17 actions from the Community Building Strategy to be delivered by 30/06/2017
Accessibility In, Out & Around our City	We can access health services	<i>Council will work with partners/stakeholders to ensure health, dental and community services are provided to our community</i>	Facilitator Advocate	2	Regional Health and Human Services Plan	<ul style="list-style-type: none"> 50% development of a detailed Health and Human Services Plan for the City of Whittlesea and neighbouring municipalities by 30/12/16 100% development of a Health and Human Services Advocacy fact sheet by 30/06/17
Accessibility In, Out & Around our City	Our road network provides adequate access to the municipality and beyond	<i>Council will ensure our road network integrates with other transport elements</i>	Facilitator Provider	3	Integrated Transport Strategy Implementation	<ul style="list-style-type: none"> 100% development of a Transport Priorities Plan by 30/06/17 100% implementation of the 2016/17 actions from the Bicycle Plan by 30/06/17 100% development of the Road Safety Strategy 30/06/17 Advocate for the extension of Tram route 86

Future Direction	Strategic Objective	Council Goal	Council Role	Action number	2016-2017 Actions	Measure
Accessibility In, Out & Around our City	We can access public transport	<i>Council will advocate to the State Government for improved public transport servicing this municipality</i>	Facilitator Advocate	4	Mernda Rail extension and Mernda Town Centre	<ul style="list-style-type: none"> By 30/06/17, the Mernda Rail Extension Reference Design will include stabling north of Mernda Town Centre (MTC), station aligned with main street of MTC, street based bus interchange at MTC and the provision of cycling infrastructure. Advocate against Elevated rail as an outcome of the project
Growing Our Economy	We have strategies that encourage new business investment	<i>Council will promote the municipality to business as a destination for investment</i>	Facilitator Provider	5	Jobs & Investment Strategy Implementation Plan	<ul style="list-style-type: none"> 100% development of a Jobs & Investment Strategy Implementation Plan, including resourcing and costing, by 30/06/17
Growing Our Economy	We have strategies that encourage new business investment	<i>Council will promote the municipality to business as a destination for investment</i>	Provider Facilitator Advocate	6	Thomastown Industrial Area Strategy	<ul style="list-style-type: none"> Council adoption of the Thomastown Industrial Area Strategy and associated implementation plan by 30/06/17
Places & Spaces to Connect People	Our urban design helps build connection to place and the community	<i>Council will work towards strengthening and implementing Council planning tools to build better connections</i>	Provider Facilitator	7	Plenty Road Corridor Renewal	<ul style="list-style-type: none"> 100% completion of Daly Place and front car park reconfiguration and streetscape improvements by 30/06/2017 100% development of scope for precinct structure plan by 30/06/2017

Future Direction	Strategic Objective	Council Goal	Council Role	Action number	2016-2017 Actions	Measure
Places & Spaces to Connect People	We have open spaces that are welcoming and safe for public gathering	<i>Council will continue to provide a range of open spaces for use by the community</i>	Provider Facilitator Advocate	8	Open Space Strategy Implementation	<ul style="list-style-type: none"> • 100% completion of the Whittlesea Gardens Master plan review by 30/06/17 • 100% development of the Norris Banks Reserve Master plan by 30/06/17 • 100% delivery of the 2016/17 schedule of upgrades to shared pathways by 30/06/2017 • 100% implementation of the 2016/17 Playground Improvement Program by 30/06/17 • 100% development of a Park Improvements Implementation Plan for the next 5 years, by 30/06/17
Places & Spaces to Connect People	Our recreation facilities and open spaces are accessible and respond to local need	<i>Council will develop and implement a strategic plan for future leisure centres and aquatic facilities that meet local requirements</i>	Facilitator Advocate	9	Aquatic Centre Strategy Implementation	<ul style="list-style-type: none"> • 100% completion of the Mill Park Leisure Centre redevelopment design documentation by 30/06/17 • 100% completion of the Mernda Aquatic & Indoor Centre Feasibility Study (at the Mernda Regional Recreation Reserve), by 30/06/17 • 100% completion of the Whittlesea Swim Centre Refurbishment Feasibility Study, by 30/06/17

Future Direction	Strategic Objective	Council Goal	Council Role	Action number	2016-2017 Actions	Measure
Health & Wellbeing	We have family violence prevention programs	<i>Council will support action to prevent family violence and sexual assault by addressing the underlying causes of gender-based violence and promoting equal and respectful relationships in the community</i>	Provider Facilitator Advocate	10	Family Violence and Gender Equity	<ul style="list-style-type: none"> 100% completion of the 16/17 action plan for the Family Violence Strategy 100% completion of the 16/17 action plan for the Gender Equity Strategy.
Health & Wellbeing	We take a prevention approach to health issues and health policy	<i>Older residents have access to a range of supports which improve their wellbeing and capacity to age positively</i>	Facilitator Advocate	11	Aged Care Service Review	<ul style="list-style-type: none"> 100% development of the NDIS Rollout Plan and endorsed by 30/06/17 100% development of HACC Transition Plan and endorsed by 30/06/17 100% development of the Positive Ageing Strategy Action Plan and endorsed by 30/06/17
Living Sustainably	We are an environmentally sustainable city	<i>Council will continue to work on strategies and plans that are shaping the City of Whittlesea to be environmental sustainable</i>	Facilitator Provider	12	Greening Whittlesea Implementation Plan (Street Tree Master Plan)	<ul style="list-style-type: none"> 100% Implementation the 2016/17 Street Tree Renewal Program actions in accordance with process and priorities in new Street Tree Management Plan, by 30/06/2017
Living Sustainably	We are an environmentally sustainable city	<i>Council will implement actions detailed within Council's Environmental Sustainability Strategy</i>	Facilitator Advocate	13	Climate Change Adaptation Plan	<ul style="list-style-type: none"> 100% development of the local Climate Change Adaptation Plan by 30/06/17

Future Direction	Strategic Objective	Council Goal	Council Role	Action number	2016-2017 Actions	Measure
Good Corporate Governance	Services and infrastructure keep pace with population growth	<i>Council will develop and implement plan for population growth</i>	Provider Facilitator Advocate	14	Plenty Valley Town Centre Structure Plan	<ul style="list-style-type: none"> 100% completion of the PVTC Background Report by 30/06/2017 100% completion of the draft PVTC Structure Plan by 30/06/2017 Commencement of a planning scheme amendment process for PVTC by 30/06/2017
Good Corporate Governance	Services and infrastructure keep pace with population growth	<i>Council will develop and implement plan for population growth</i>	Provider Facilitator Advocate	15	Epping Central Structure Plan Implementation	<ul style="list-style-type: none"> 100% completion of the concept design for High Street Central (between Rufus & Cooper Streets) by 30/06/17 100% delivery of the public art project in Epping Central by 30/06/17
Good Corporate Governance	Services and infrastructure keep pace with population growth	<i>Council will develop and implement a plan for population growth</i>	Provider Facilitator	16	Community Infrastructure Plan – A 15 Year	<ul style="list-style-type: none"> 100% development of the 15 Year Community Infrastructure Plan by 30/06/17
Good Corporate Governance	Services and infrastructure keep pace with population growth	<i>Council will develop and implement a plan for population growth</i>	Provider	17	Office Accommodation	<ul style="list-style-type: none"> Report submitted to Council on the status of the Office Accommodation Plan by 30/6/17. Report submitted to Council on the status of PID 1849 Civic Precinct - HVAC and Refurbishment project by 31 December 2016 and 30 June 2017.

Future Direction	Strategic Objective	Council Goal	Council Role	Action number	2016-2017 Actions	Measure
Good Corporate Governance	Council is financially sustainable for the long term	<i>Council will develop and implement a financial sustainability program</i>	Provider Facilitator	18	Property Management Strategy	<ul style="list-style-type: none"> 100% development of a Property Management Strategy by 30/06/17
Good Corporate Governance	Council is financially sustainable for the long term	<i>Council will develop and implement a financial sustainability program</i>	Provider	19	Long Term Financial Plan	<ul style="list-style-type: none"> 100% of 2017/18 Council Plan actions are budgeted for in the Strategic Resource Plan by 30/06/2017
Good Corporate Governance	Council adopts best practice models of operation	<i>Council will build and maintain a competent workforce and leadership capability in order to deliver efficient and effective services to the community</i>	Provider Facilitator	20	One Whittlesea Phase II	<ul style="list-style-type: none"> 2016 CoW Culture Survey complete by 31/12/2016 100% of departments having updated their action plans for the 16/17 year
Good Corporate Governance	Council adopts best practice models of operation	<i>Council will integrate planning for services to ensure alignment to community need</i>	Provider	21	Service Planning Review Phase II	<ul style="list-style-type: none"> 9 Council services to be reviewed as part of the Service Planning Review Phase 2 Project, by 30/06/17



Reporting and Accountability

The City of Whittlesea operates within a legal framework established by the Victorian Parliament through the Local Government Act 1989. The Local Government Act 1989 reflects the recognition given to local government in the Victorian Constitution as well as the insertion of a “Local Government Charter”. This Council Plan is prepared under Section 125 of the Local Government Act.

The Municipal Public Health and Wellbeing Plan was incorporated into the Council Plan for the first time in 2013. Section 27 of the Public Health and Wellbeing Act allows Councils to include and integrate public health and wellbeing matters into the Council plan.

For the 2016/17 year of this Council Plan, each of the actions listed will also be listed as a ‘Major Initiative’ in the 2016/17 Annual Budget and have specific performance measures in order to report on them. The progress of these measures will be reported to Council at quarters 2 and 4.

A final annual performance report will form part of the Annual Report to be published in 2017 and will provide a status of the actions within each Council Goal, together with a commentary about work completed. This annual performance report allows the success of the plan’s implementation to be monitored. The following pages list the updated actions for 2016/17 that will contribute towards achievement of the community’s Strategic Objectives as defined in the Community Plan 2030. This annual review has also assessed the plan against the Charter of Human Rights and Responsibilities Act 2006.

As this review of 2016/17 actions is the final year of the Council Plan, the whole Council Plan has not been reprinted. Please read this addendum in conjunction with the original plan, taking the 2016/17 reviewed actions from this document as the version to replace those listed for that year in the original Plan.

Community Consultation

In order to ensure that the plan remains relevant to the needs of the community, consultation was undertaken in a range of ways culminating in a public exhibition period between 28 April 2016 and 30 May 2016. One submission was received with no substantive changes suggested to the plan.

Finalisation and Adoption

This final review of the 2016/17 actions was presented to Council for adoption on Tuesday 28 June 2016.



Strategic Resource Plan 2016 – 2020





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1. INTRODUCTION

Council is required by the Local Government Act 1989 (Act), to prepare and approve a Council Plan within the period of 6 months after the general election or by the next 30 June, whichever is later. The Council Plan must include a Strategic Resource Plan (SRP) containing the matters specified in Section 126 of the Act. The Strategic Resource Plan is prepared in conjunction with the Council Plan to reflect the financial and non-financial resources required to achieve the strategic objectives included in the Council Plan.

Developing council financial strategies is often a difficult process.

- Is sufficient revenue being generated to provide the services and level of service required by its community?
- Is the condition of existing assets providing an acceptable level of service to the community?
- What level of funding is required to upgrade existing assets or construct new assets?
- When should debt be used to fund capital projects?
- What is an acceptable rate and charge increase?

Purpose of SRP

Council is required to prepare a SRP under Section 126 of the Local Government Act (1989).

The purpose of the Strategic Resource Plan is to:

- Establish a framework to manage the resources required to achieve the strategic objectives as expressed in the Council Plan;
- Provide an assessment of the resources required to achieve the strategic objectives of the Council Plan;
- Plan for the long-term financial sustainability of the Council;
- Establish a basis to measure Council's adherence to the principles of the Strategic Resource Plan; and
- Assist Council to comply with sound financial management principles in accordance with the Act.

A number of strategic challenges remain for Whittlesea Council including continuing to provide an appropriate range and level of services to a growing community, renewing existing assets, maintaining a sound financial position and addressing the need for capital expansion. This Strategic Resource Plan provides the basis of how Council will meet these challenges.

SRP Objectives

The SRP is intended to achieve the following objectives:

- Maintain the existing range and level of service provision and develop the capacity to grow and add new services;
- Maintain a strong cash position, ensuring Council remains financially sustainable in the long-term;



- Achieve operating statement surpluses with the exclusion of all non-operational items such as gifted assets and capital income;
- Maintain debt levels at or below prudential guidelines;
- Continue to pursue recurrent grant funding and strategic capital funding aligned with Council Plan objectives ; and
- Ensure critical asset renewal is funded annually over the timeframe of the SRP

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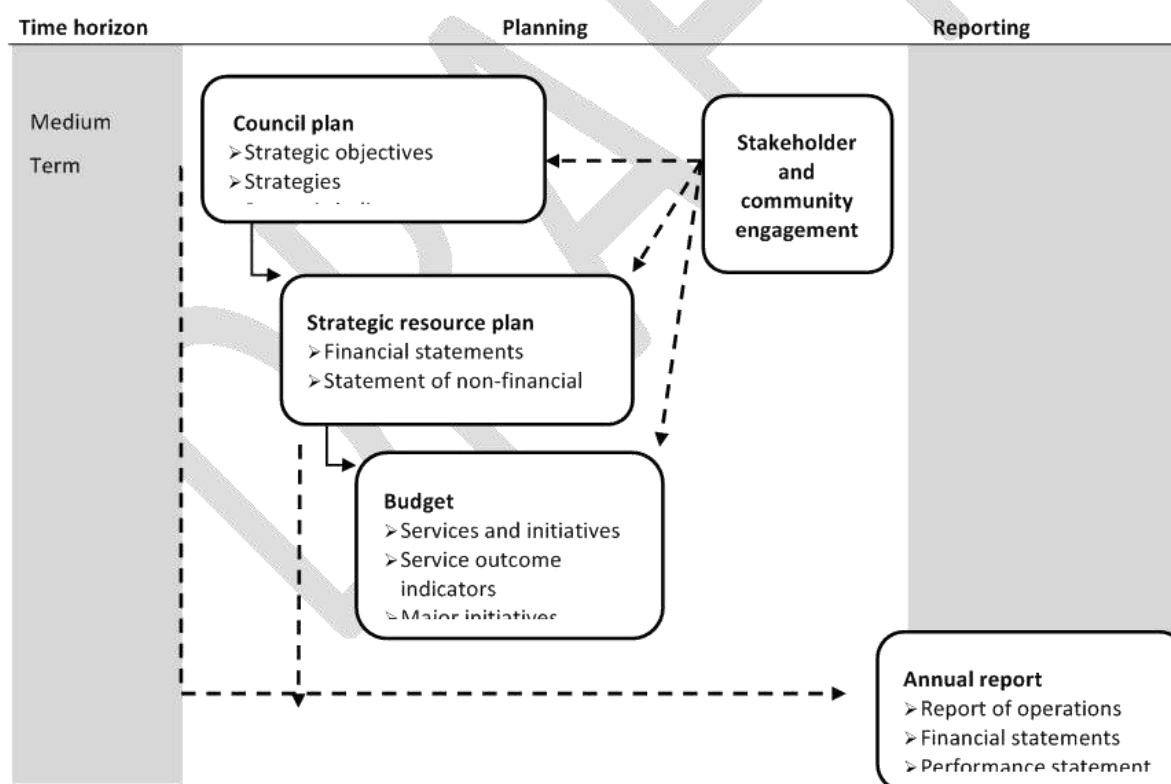
2. PLANNING AND ACCOUNTABILITY FRAMEWORK

The Planning and Accountability Framework is found in part 6 of the Act and in the Local Government (Planning and Reporting) Regulations 2014 (the regulations). The legislation requires councils to prepare the following documents:

- a council plan within the period of six months after each general election or by 30 June, whichever is later
- a strategic resource plan for a period of at least four years and include this in the council plan
- a budget for each financial year
- an annual report in respect of each financial year.

The following diagram shows the relationships between the key planning and reporting documents that make up the planning and accountability framework for local government. It also shows that there are opportunities for community and stakeholder input and feedback at each stage of the planning and reporting cycle.

Figure 1 - Planning and Accountability Framework



The planning framework provides for the Council Plan strategies to be linked to Business Plan actions that are funded and resourced through the Annual Budget.

The organisation then measures and monitors performance and reports to internal and external stakeholders as required.

3. STRATEGIC RESOURCE PLAN (OVERVIEW)

Statutory requirements

“Section 125(1) of the Act requires councils to prepare a strategic resource plan and include this in the council plan”

Section 126 of the Act states that:

- the strategic resource plan is a plan of the resources required to achieve the council plan strategic objectives
- the strategic resource plan must include the financial statements describing the financial resources in respect of at least the next four financial years
- the strategic resource plan must include statements describing the non-financial resources including human resources in respect of at least the next four financial years
- the strategic resource plan must take into account services and initiatives contained in **any** plan adopted by council and if the council proposes to adopt a plan to provide services or take initiatives, the resources required must be consistent with the strategic resource plan
- council must review their strategic resource plan during the preparation of the council plan
- council must adopt the strategic resource plan not later than 30 June each year and a copy must be available for public inspection at the council office and internet website.

In preparing the strategic resource plan, councils should comply with the principles of sound financial management as prescribed in the Act being to:

- prudently manage financial risks relating to debt, assets and liabilities
- provide reasonable stability in the level of rate burden
- consider the financial effects of council decisions on future generations
- provide full, accurate and timely disclosure of financial information.

In addition to section 126 of the Act, part 2 of the regulations also prescribes further details in relation to the preparation of a strategic resource plan. These further details include:

- (a) a statement of human resources;
- (b) a summary of planned expenditure in relation to the human resources referred to in the statement of human resources, categorised according to the organisational structure of the Council and classified separately as—
 - (i) permanent full time; and
 - (ii) permanent part time;
- (c) a summary of the planned number of full time equivalent Council staff referred to in the statement of human resources, categorised according to the organisational structure of the Council and classified separately as—
 - (i) permanent full time; and
 - (ii) permanent part time.



The Strategic Resource Plan is a rolling plan that summarises the medium-term financial projections of Council. Medium-term planning is important for ensuring that Council remains financially sustainable into the future.

The Strategic Resource Plan also shows how the annual budget for the forthcoming year fits within the medium-term planning framework and demonstrates the linkage with the Council Plan strategic objectives and desired outcomes.

The annual budget should reflect year one of the Strategic Resource Plan and should take into account the activities and initiatives which contribute to achieving the strategic objectives specified in the Council Plan. In developing the Strategic Resource Plan, the Council will be able to determine its ability to meet its current and future obligations, as they fall due. The organisation then measures and monitors performance and reports to internal and external stakeholders as required.

Throughout this plan Council has identified objectives and strategies which the Council is committed to achieving and which will be monitored to ensure the success of the plan. The following table highlights the key objectives and/or strategies of this SRP.

Financial Sustainability	Financial objectives Seek to achieve and maintain an annual underlying operating surplus over the life of this Strategic Resource Plan. Compliance with principles of Sound Financial Management as contained in the Act
Long Term Borrowings	Adherence to prudential guidelines Future borrowings to be for capital projects that provide intergenerational equity
Rating Information	Valuation base is Net Annual Value (NAV) Farm Rate discount Sustainable Land Management Rebate Melbourne Wholesale Markets Rebate
Asset management	Balance service levels with the expectations of communities and stakeholders
Capital works	Budget for a net capital expenditure program of approximately \$24.0 million per annum for 2016/17 increasing by \$2.0 million per annum over the term of this SRP
Service delivery	Maintain existing service levels Achieve an underlying breakeven operating result within the short term



4.OBJECTIVES

Financial Sustainability

The key objective, which underlines the development of the SRP, is financial sustainability in the medium to long term, while still achieving Council's strategic objectives as specified in the Council Plan. The key financial objectives, which underpin the SRP, are:

- Maintain existing service levels
- Achieve a breakeven operating result in the short term
- Achieve a net capital expenditure program of approximately \$24.0 million per annum for 2016/17 increasing by \$2.0 million per annum over the term of this SRP
- Achieve a balanced budget on a cash basis.

In preparing the SRP, Council has also been mindful of the need to comply with the following Principles of Sound Financial Management as contained in the Act:

- Prudently manage financial risks relating to debt, assets and liabilities
- Provide reasonable stability in the level of rate burden
- Consider the financial effects of Council decisions on future generations
- **Provide full, accurate and timely disclosure of financial information**

The Victoria Auditor General's Office (VAGO) presents an annual report to parliament on Local Government based on their year end financial audits of the local government sector comprising 79 councils. This report also includes an assessment of the financial sustainability of councils within categories for which Whittlesea is included with "Interface Councils". VAGO's overall assessment of the Interface Council's financial sustainability was low risk based on their financial audit for the year ending 30 June 2015. When assessing the financial sustainability of Councils VAGO takes into consideration the following financial indicators:

- Underlying result - councils generate enough revenue to cover operating costs (including the cost of replacing assets reflected in depreciation expense)
- Liquidity - councils have sufficient working capital to meet short-term commitments
- Indebtedness - councils are not overly reliant on debt to fund capital programs
- Self-financing - councils generate sufficient operating cash flows to invest in asset renewal and repay any debt that may have been incurred in the past
- Investment Gap - councils have been replacing assets at a rate consistent with their consumption
- Renewal Gap - councils have been maintaining existing assets at a consistent rate.

The following table summarises the key financial results for Whittlesea over the four years 2016/17 to 2019/20.



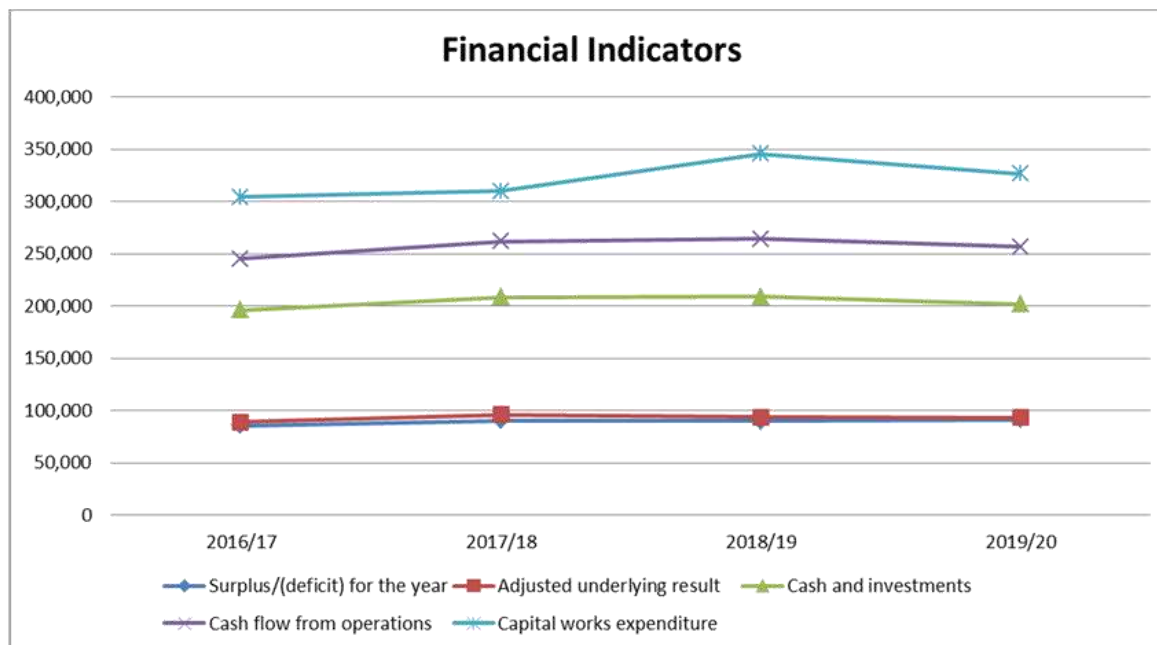
Indicator	2016/17	2017/18	2018/19	2019/20	Trend +/o/-
	\$'000	\$'000	\$'000	\$'000	
Surplus/(deficit) for the year	85,826 95,251\\	90,527	90,109	91,220	+
Adjusted underlying result	3,277 (1,316)	5,327	3,662	2,120	o
Cash and investments	107,162	112,837	115,104	108,300	o
Cash flow from operations	48,816	53,129	55,296	54,819	+
Capital works expenditure	59,263	48,193	81,257	70,184	+

Key to Forecast Trend: + Forecasts improvement in Council's financial performance/financial position indicator

o Forecasts that Council's financial performance/financial position indicator will be steady

- Forecasts deterioration in Council's financial performance/financial position indicator

The following graph shows the general financial indicators over the four year period



The key outcomes of the SRP are as follows:

- Financial sustainability** – Cash and cash equivalents combined with financial assets (investments) is forecast to decrease over the four year period from \$115.5 million (at the beginning of 2016/17) to \$108.3 million (at the end of 2019/20), which indicates prudent financial management whilst maintaining a strong commitment to Council's capital works program by using a relatively minor portion of Council's cash reserves which is supplemented by borrowings.
- Rating levels** – A rate increase of 2.5% for the 2016/17 Budget is based on the rate cap set by the State Government. The following 3 years forecasts have been predicated on a rate rise of 2.0% subject to annual determination by the State Government having considered the recommendations of the Essential Services Commission. At this point Council has not considered applying for a variation to the rate cap in the forecast period.
- Service delivery strategy** – Service levels have been maintained throughout the four year period. Despite this, operating surpluses are forecast in all years of the SRP as a result of the receipt of significant gifted assets and developer contributions. Significant development activity within the municipality and capital grant revenue received to fund the annual capital works program is expected to continue.
- Borrowing strategy** – Borrowings of \$900k are budgeted for the Capital Works program in 2016/17, however it is planned to defer these borrowings until the 2017/18 year and utilise current cash assets to cover the related expenditure in the interim period. Borrowings between 2017/18 – 2019/20 will increase from \$30.4 million (at 30 June 2016) to \$80.2 million (at 30 June 2020) in order to fund significant capital projects, and represents a movement in the prudential ratio from 22% (at 30 June 2016) to 45% (at 30 June 2020).



- **Infrastructure strategy** – Capital expenditure over the four year period will total \$259 million at an average of \$65 million.

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Financial performance indicators

The following table highlights Council's current and projected performance across a range of key financial performance indicators. These indicators provide a useful analysis of Council's financial position and performance and should be used in the context of the organisation's objectives.

Indicator	Measure	Notes	Budget	Strategic Resource Plan			Trend
				Projections			+/-
				2016/17	2017/18	2018/19	2019/20
Operating Position							
Adjusted Underlying Result	Adjusted Underlying Surplus (Deficit)/ Adjusted underlying revenue	1	1.68%	2.6%	1.69%	0.95%	-
Liquidity							
Working Capital	Current Assets/ Current Liabilities	2	286.3%	282.7%	249.4%	239.8%	-
Unrestricted Cash	Unrestricted cash / Current liabilities		121.8%	125.9%	132.1%	143.5%	-
Obligations							
Loans and Borrowings	Interest bearing loans and borrowings/rate revenue	3	20.6%	24.3%	38.8%	44.9%	-
Loans and Borrowings	Interest and principal repayments/rate revenue		3.2%	3.3%	4.2%	7.4%	-
Indebtedness	Non-current liabilities/ Own source revenue		19.0%	23.0%	34.1%	41.5%	-
Asset Renewal	Asset renewal expenditure / depreciation	4	30.3%	29.0%	28.1%	26.6%	-
Stability							
Rates concentration	Rate revenue/adjusted underlying revenue	5	69.7%	69.7%	69.3%	70.6%	+
Rates effort	Rate revenue/property values (CIV)		0.4%	0.4%	0.4%	0.4%	-



Indicator	Measure	Notes	Budget	Strategic Resource Plan				Trend
				Projections				+o/-
			2016/17	2017/18	2018/19	2019/20		
Efficiency								
Expenditure level	Total expenditure/ number of assessments		\$2,432	\$2,438	\$2,504	\$2,483	-	
Revenue level	Residential rate revenue / number of residential assessments		\$1,438	\$1,449	\$1,462	\$1,478	-	
Workforce turnover	Number of resignations and terminations / average number of staff		8.4%	8.3%	8.3%	8.2%	-	

Key to Forecast Trend:

- + Forecasts improvement in Council's financial performance/financial position indicator
- o Forecasts that Council's financial performance/financial position indicator will be steady
- Forecasts deterioration in Council's financial performance/financial position indicator

Notes to indicators

1 Adjusted underlying result – The adjusted underlying operating result excludes the impact of non-recurrent capital grants, non-monetary asset contributions and contributions from developers to fund capital expenditure. It is an indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives.

2 Working Capital – The proportion of current liabilities represented by current assets. Working capital is forecast to decrease over the following years due to increased borrowings which will fund some large capital projects.

3 Debt compared to rates – Trend indicates Council's increasing use of debt to fund significant capital projects

4 Asset renewal – This percentage indicates the extent of Council's renewal against its depreciation charge (an indication of the decline in value of its existing capital assets). A percentage greater than 100 indicates Council is maintaining its existing assets, while a percentage less than 100 means its assets are deteriorating faster than they are being renewed and future capital expenditure will be required to renew assets.

5 Rates concentration – Reflects the extent of reliance on rate revenues to fund all of Council's on-going services. Trend indicates Council will become increasingly reliant on rate revenue compared to all other revenue sources despite efforts to identify other income streams.



Non-financial resources

In addition to the financial resources to be utilised over the planning period, Council will also utilise non-financial resources, in particular human resources. A summary of Council's anticipated human resources requirements for the 2016/17 to 2019/20 years is shown below. A detailed statement of Human Resources is included in the SRP Model (pages 29 and 30).

Indicator	2016/17	2017/18	2018/19	2019/20
	\$'000	\$'000	\$'000	\$'000
Employee costs (\$'000)				
- Operating	84,017	86,577	89,918	93,752
- Capital	0	0	0	0
Total	84,017	86,577	89,918	93,752
Employee numbers (FTE)	784.3	769.1	773.1	775.2

5. OTHER STRATEGIES

Long Term Borrowings

In developing this Strategic Resource Plan, borrowings were identified as an important funding source for capital works programs. In the past, Council has borrowed moderately to finance large infrastructure projects and since then has been in a phase of debt reduction. This has resulted in a reduction in debt servicing costs, but has meant that cash and investment reserves have been used as an alternate funding source to maintain robust capital works programs. With Council discretionary reserves now forecast to be \$43.4 million at 30 June 2016 and a significant capital works program to be completed over the coming years, it has been necessary to reconsider the issue of borrowings.

Council regularly monitors its debt levels against prudential guidelines and has instituted a program of debt reduction over the past few years to enable Council to invest in intergenerational capital projects which will be required in the near term.

For the 2016/17 year, Council has decided that no new borrowings will be undertaken, however notional borrowings of \$900k will be added to the proposed borrowings for the 2017/18 works program to fund the projects. After making loan repayments of \$2.35 million plus a sinking fund provision of \$580k, Council's loan liability will reduce to \$28.1 million as at 30 June 2017. In future years, borrowings will be required to fund further infrastructure initiatives. The following table sets out future proposed borrowings, based on a) the forecast financial position of Council as at 30 June 2016 and b) existing capital works projections.

Year	New Borrowings \$'000	Principal Paid \$'000	Interest Paid \$'000	Balance 30 June \$'000
2015/16	0	2,173	2,152	30,444
2016/17	0	2,348	1,984	28,096
2017/18	9,250	2,619	2,060	34,727
2018/19	26,961	3,408	2,877	58,279
2019/20	20,009	7,626	3,949	70,662

Council's approach to borrowings is to ensure that:

- **Total borrowings remain below the State Government prudential guideline of 60% of total rate revenue**
- **Debt commitment costs (principal and interest repayments for each financial year) remain below the prudential guideline of 10 cents in every rate dollar**
- **Based on compliance with the prudential financial guidelines the purpose of borrowing as required will be to fund capital projects that provide intergenerational equity.**



Borrowings may also be required in the future as a means of securing a fixed rate of payment for other liabilities Council may face, for example, should there be a future requirement to contribute additional amounts to the Local Government defined benefit superannuation fund.

Council participates in the MAV (Municipal Association of Victoria) Loan Funding Vehicle which aims to provide interest savings of approximately 1% dependant on the loan terms.

All future borrowings will be considered carefully in accordance with principles of sound financial management and the ability of Council to meet the relevant prudential requirements for borrowing set out by State Government. The State Government prudential requirements for borrowing are set out below, together with Council's budgeted position at 30 June 2017:

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Prudential ratio	Calculation	Rationale	State Govt Target	Whittlesea 2016/2017 Budget	Comparison to State Government Target
Liquidity (working capital)	Current Assets : Current Liabilities	Reflects ability to repay current commitments from cash or near cash assets	> 1.1 : 1	2.8 : 1	Greater than State Government target
Debt commitment	Total loans as a percentage of rate revenue	Reflects total loan levels relative to Council rates	<60%	20.62%	Below State Government target
Debt servicing	Total interest costs as a percentage of total revenue	Reflects the proportion of total revenue that is used to service loan interest	<5%	0.72%	Below State Government target
Debt Commitment Costs	Total interest plus principal as a percentage of total revenue	Reflects the proportion of total revenue that is used to service loan interest and principal repayments	<10%	1.56%	Below State Government target

As can be seen in the table above, Whittlesea's position with respect to borrowings is well within the State Government prudential targets in the 2016/17 Budget year.



The table below shows information on borrowings that is specifically required by the Regulations

	2015/16	2016/17
	\$	\$
Total amount borrowed as at 30 June of the prior year	32,618,029	30,444,717
Total amount to be borrowed	0	0
Total amount projected to be redeemed	(2,173,312)	(2,348,379)
Total amount proposed to be borrowed as at 30 June	30,444,717	28,096,338

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Rating Information

In developing this SRP, rates and charges were identified as an important source of revenue, accounting for approximately 65% of the total revenue (excluding non-cash contributions) received by Council annually. Planning for future rate increases has been impacted by the introduction of rate capping by the State Government, but remains an important component of the Strategic Resource Planning process, as a variation process also applies should Council be of a mind to seek a rate rise above the nominated rate cap. The level of rates and charges has been considered in this context, with reference to Council's other sources of income and the planned expenditure on services and works to be undertaken for the Whittlesea community.

The following table shows a comparison of the last five years and the average rates per capita for the 2016/17 year.

Year	Whittlesea
	City Council
2012/13	5.00%
2013/14	4.75%
2014/15	3.95%
2015/16	3.5%
2016/17	2.5%
Average increase	3.94%
Average rate per capita 2016/17	\$673

It is predicted that the 2016/17 operating position will be significantly influenced by increases in labour resources and reductions in government funding in real terms. It will therefore be necessary to achieve future revenue growth while containing costs in order to achieve an underlying breakeven operating position by 2017/18 as set out in the SRP.

In order to achieve these objectives while maintaining service levels and a strong capital expenditure program, the general rate will increase by 2.50%. This will raise total rate and charges for 2016/17 of \$136.6 million, including \$2.6 million budgeted for supplementary rates.

A challenge for the organisation is to grow the funding available to deliver the significant pipeline of capital projects into the future.

The determination of Fees and Charges is also an important component of Council's Annual Budget. Council will continue a rolling review of fees and charges in an effort to ensure that price settings are appropriate and contribute an equitable share of income to the Budget.



The following table sets out future proposed increases in rates and charges and the total rates to be raised, based on the forecast financial position of Council as at 30 June 2016. Due to the uncertainty surrounding rate capping at this time, Council has based its future forecasts on the percentage assumed to be CPI for the next 4 years.

Year	General Rate	Farm Rate	Total Rates
	Increase	Increase	Raised
	%	%	\$'000
2015/16	3.5%	3.5%	128,864,462
2016/17 (indicative)	2.5%	2.5%	136,454,675
2017/18 (indicative)	2.0%	2.0%	143,164,705
2018/19 (indicative)	2.0%	2.0%	150,240,482
2019/20 (indicative)	2.0%	2.0%	157,745,844

Council uses the Net Annual Value (NAV) method of valuation and calculates a rate in the dollar on property valuations to determine the total rate revenue required from the annual budget process.

The existing rating structure comprises two rating categories (general rate and farm rate). These rates are structured in accordance with the requirements of section 155 of the Local Government Act 1989.

The City of Whittlesea has offered a Farm Rate since at least the early 1980s to assist those with genuine farming properties within the municipality. In 2013/14 the discount was increased by 5% to 15% on the general rate and currently is provided to and assists 194 properties on the farm rate. The discount will remain at 15% for 2016/17.

Council also offers a rate rebate for sustainable land management and this will continue in 2015/16. Eligible rural landowners may be provided with a rate rebate to encourage responsible land management, through Council's Sustainable Land Management Rebate Scheme.

The Sustainable Land Management Rebate is to be granted to:

- Assist in the proper and sustainable development of the municipal district
- Support and encourage the application of sustainable land management practices
- Preserve places within the municipal district which are of environmental interest
- Preserve, restore and maintain places of environmental importance and value within the municipal district
- Improve the productive capacity of rural land; and
- Promote the objectives described in the Sustainable Land Management Rebate Scheme Application Guidelines

Melbourne Wholesale Market Rebate



- Council will grant a rebate to each owner (or, where applicable, occupier) of land comprising any part of the Melbourne Wholesale Markets.
- The rebate became operative from the commencement of trading at the Markets in September 2015, and be in an amount equal to the rates which would otherwise have been payable in respect of the land; and
- The rebate is to be granted to assist the proper development of the municipal district and is for a period of 5 years

Under the NAV rating system there is no opportunity for differential rates other than a Farm Rate and Urban Farm Rate.

Council has a formal Rating Strategy that contains expanded information on Council's rating structure and the reasons behind its choices in applying the rating mechanisms it has used.

The following table summarises the rates to be determined for the 2016/17 year.

	How applied	2015/16	2016/17	Change
Residential Rates	Cents in \$ of NAV	.06621000	.06389510	(-3.5%)
Farm Rates	Cents in \$ of NAV	.05627850	.05431084	(-3.5%)

Asset Management

Asset Management is the combination of management, financial, economic, engineering and other practices applied to physical assets with the objective of providing the required level of service in the most cost effective manner. It includes the management of the whole life cycle (design, construction, commissioning, operating, maintaining, repairing, modifying, replacing and decommissioning/disposal) of physical and infrastructure assets.

Providing and maintaining infrastructure asset for service delivery is a function of Council under the Local Government Act 1989.

Council's Asset Management Policy is currently being reviewed. The revised policy, together with soon to be developed service plans, endeavour to balance the service levels with the expectations of communities and stakeholders, having due regard to available resources and affordability.

Council is also developing nine Asset Management Plans, and investing in an Asset Management System to assist with the planning for the maintenance and renewal needs of infrastructure assets.

As a growth municipality with a significant number of new assets constructed each year, it is critically important that future maintenance and renewal of these assets is planned for now, to ensure future generations have access to the same service levels currently delivered.

A key objective of the Budget is to allocate funding for the maintenance and renewal of existing infrastructure assets used for providing services.

In developing the Budget, the following guiding principles were considered – (a) give priority to the timely interventions which optimise the useful lives of assets so that expensive repairs and



premature renewal can be avoided; and (b) comply with regulatory obligations. The process includes:

- **identification of capital projects that would maintain or renew Council's existing assets at desired condition levels; and**
- **prioritisation of capital projects.**

Capital Works

Council recognises the need to provide significant funding sources for additional assets needed to provide for increased service demands. Asset Service Plans inform this process, and feed into identified capital projects which are then prioritised in a Capital Works Program for the period of the SRP.

In the development of the Capital Works Program, Council assesses alternate options before committing to the development of new assets.

In addition to the guiding principles stated above in this section, the following principles are also considered – (a) take a strategic approach that forecasts the service delivery needs and the capacity to meet them in a short, medium and long-term basis, and (b) provide and maintain assets fit for service delivery.

The following table summarises Council's forward outlook on capital expenditure including funding sources for the next four years.

Year	Total Capital Program \$'000	Summary of funding sources			
		Grants	Contributions	Council Cash	Borrowings
		\$'000	\$'000	\$'000	\$'000
2015/16	46,649	5,986	0	37,761	2,902
2016/17	59,263	4,846	5,729	47,758	900
2017/18	48,193	6,835	2,313	30,695	8,350
2018/19	81,257	7,678	14,114	32,504	26,961
2019/20	70,184	1,100	16,213	32,862	20,009

In addition to using cash generated from its annual operations, borrowings and external contributions such as government grants, Council has cash or investment reserves that are also used to fund a variety of capital projects. These reserves are either 'statutory' or 'discretionary' cash reserves. Statutory reserves relate to cash and investments held by Council that must be expended on a specific purpose as directed by legislation or a funding body, and include contributions to community facilities, drainage and recreational open space. Discretionary cash reserves relate to those cash and investment balances that have been set aside by Council and can be used at Council's discretion, even though they may be earmarked for a specific purpose.



Service delivery

The key objectives in this SRP which directly impact the future service delivery strategy are to maintain existing service levels and to achieve an underlying breakeven operating result within the short term. With these key objectives as a basis, a number of internal and external influences have been identified through discussions with management which will have a significant impact on the scope and level of services to be provided over the next four years.

The service delivery outcomes measured in financial terms are shown in the following table.

Year	Surplus (Deficit) for the year	Adjusted Underlying Surplus (Deficit)	Net Service (Cost)
	\$'000	\$'000	\$000
2015/16	69,875	(7,721)	(107,886)
2016/17	85,826	3,277	(117,562)
2017/18	90,527	5,327	(122,064)
2018/19	90,109	3,662	(127,421)
2019/20	91,220	2,120	(134,371)

Service levels have been maintained throughout the four year period with operating surpluses forecast in all years from 2016/17 through to 2019/20 as a result of significant cash and non-cash contributions from developers and capital grant revenue being received to fund the annual capital works program.

The adjusted underlying operating result excludes the impact of non-recurrent capital grants, non-monetary asset contributions and other contributions to fund capital expenditure.

The net cost of the services (i.e. the total cost less revenue earned) provided to the community increases from \$107.9 million to \$134.3 million over the four year period.



A more detailed analysis of the net cost of services attributable to each of Council's strategic objectives can be seen in the table below:

Strategic Objective	2016/17	2017/18	2018/19	2019/20
	\$'000	\$'000	\$'000	\$'000
Good Governance	17,842	17,952	18,913	19,814
Living sustainably	3,234	3,196	3,322	3,513
Health and wellbeing	10,432	10,275	10,687	11,170
Places and spaces to connect people	17,821	19,320	21,128	22,930
Growing our Economy	4,975	5,179	4,375	4,940
Accessibility in, out and around our City	46,757	49,322	51,511	53,874
Inclusive and Engaged Community	16,501	16,820	17,485	18,130
	117,562	122,064	127,421	134,371



6.KEY ASSUMPTIONS

A range of assumptions has been used in the development of this SRP and applied to both revenue and expenditure. The general operating assumptions are set out in the following table.

Indicator	2016/17	2017/18	2018/19	2019/20
	%	%	%	%
Consumer Price Index	2.5	2.5	2.5	2.5
Rate increases	2.5	2.0	2.0	2.0
Property growth	3.1	3.1	3.1	3.1
Wages growth	3.4	2.5	2.5	2.5
Government funding	2.0	2.0	2.0	2.0
Statutory fees	2.5	2.5	2.5	2.5
Investment return	3.5	3.5	4.0	4.0

Consumer price index (CPI)

In developing the SRP, CPI has been set at 2.5% p.a. over the four year period and has been applied to non-discretionary expenditure (e.g. contract services). An increment of "half-CPI" has been applied to non-contract/discretionary services such as postage, telephone etc. as many of these items do not increase annually or in-line with CPI. Revenue items other than those specifically identified in the table above have also been incremented annually by CPI.

Rate increases

Increases of 2.5% in 2016/17 followed by increases each year of 2.0% have been included in each of the future years of the SRP. The 2.5% represents CPI as currently forecast by various financial institutions. Council has chosen to budget this way as a result of the current State Government's stated aim of capping rates at no more than the CPI rate. These figures may change dependent on economic factors, and/or the outcome of the current research.

Property growth

The City of Whittlesea is one of the fastest growth municipalities in Australia and this growth influences service delivery, a number of revenue items such as subdivision related services and property information searches, as well as the demand for new assets.

Wages growth

Council's Enterprise Agreement (EA) concludes during the 2016/17 financial year, the increase for 2016/17 is 3.4% or \$40 p.w. whichever is the greater. For 2017/18 to 2019/20 allowance has been made for a new EA effective from 1 July 2017.

Government funding



Operating grants and subsidies received from State and Federal governments for the purposes of funding the delivery of services to ratepayers have been incremented (in general) by 2%. The Federal Government froze the total allocation of Federal Assistance Grants in 2014/15 for a period of 3 years. Due to Whittlesea's strong population growth it is possible that we will receive a slightly higher allocation in 2016/17. No advice is available at present to indicate a change to the Government's current position for subsequent years therefore the current assumption has been applied.

Statutory fees

Statutory fees have been incremented by CPI across the four years of the SRP.

Investment return

In the current economic climate, investment rates are one of the most "uncertain" predictions. Economic forecasts range from 2% to 3% across the period of the SRP. For 2016/17 and 2017/18 investment returns have been set at 2.5% increasing to 3.5% in 2018/19 and 2019/20.

Specific assumptions in the SRP

During development of the SRP, Council officers were consulted and contributed information about future trends including any significant issues that might impact on the net cost of delivering services over the period of the SRP. Any significant changes that were identified as being outside the parameters of the general assumptions used for expenditures and revenues in the SRP were also included in the model. Issues identified included the expiration and retendering of various contracts (e.g Parks & Open Space), and decisions that need to be made when grant revenue ceases but the program/s the grant funded has become popular with the community and Council feels an obligation to continue it.

Due to significant growth within the municipality the budgeted cost for services such as Waste Management, Parks & Open Space maintenance, Maternal and Child Health Services and School Crossing supervision have been incremented at annual rates between 4% and 8.7%.

Some expenditure items (e.g. utilities and insurance) have been incremented at annual rates between 4% and 10% on the basis of historical trends.



7. STRATEGIC RESOURCE PLAN (MODEL)

This section includes the following information covering the period of this SRP:

- Comprehensive income statement
- Balance sheet
- Statement of changes in equity
- Statement of cash flows
- Statement of capital works
- Statement of human resources

Other Information:

- Summary of planned capital works expenditure
- Summary of planned human resources expenditure

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Comprehensive Income Statement

For the four years ended 30 June 2020

	2017 \$'000	2018 \$'000	2019 \$'000	2020 \$'000
Income				
Rates and charges	136,455	143,165	150,240	157,746
User fees and fines	21,876	22,327	22,633	23,106
Contributions - cash	1,699	995	1,888	1,058
Contributions - cash (developer contributions)	10,405	10,500	10,747	11,000
Contributions - Non-monetary assets	70,000	73,000	75,000	77,000
Grants - Operating (recurrent)	25,401	26,009	27,101	28,212
Grants - Operating (non-recurrent)	173	70	70	70
Grants - Capital (recurrent)	2,086	5,135	6,978	5,016
Grants - Capital (non-recurrent)	2,144	1,700	700	1,100
Net gain (loss) on disposal of property, infrastructure, plant and equipment	266	170	95	203
Other income	7,468	7,366	7,532	7,675
Share of net profits/(losses) of associates and joint ventures accounted for by the equity method	-	-	-	-
Total income	277,973	290,437	302,984	312,186
Expenses				
Employee costs	84,017	86,577	89,918	93,752
Materials and services	66,208	69,601	77,139	78,662
Bad and doubtful debts	605	611	617	624
Depreciation and amortisation	24,000	25,000	26,000	27,000
Finance costs	1,984	2,060	2,877	3,949
Other expenses	15,333	16,061	16,324	16,979



Total expenses	192,147	199,910	212,875	220,966
Surplus (deficit)	85,826	90,527	90,109	91,220
Share of other comprehensive income of associates and joint ventures	-	-	-	-
Total comprehensive result	85,826	90,527	90,109	91,220

The above comprehensive income statement should be read in conjunction with the accompanying other information



Balance Sheet

For the four years ended 30 June 2020

	2017 \$'000	2018 \$'000	2019 \$'000	2020 \$'000
Assets				
Current assets				
Cash and cash equivalents	48,223	50,777	51,797	48,735
Financial assets	58,939	62,060	63,307	59,565
Trade and other receivables	10,051	10,382	10,680	11,041
Inventories	72	74	77	79
Other assets	2,010	1,973	2,021	19,82
Total current assets	119,295	125,266	127,882	121,402
Non-current assets				
Other financial assets	22	22	22	22
Investments in associates	2,431	2,431	2,431	2,431
Infrastructure, property, plant and equipment	2,898,728	2,994,193	3,110,292	3,224,185
Investment property	2,600	2,600	2,600	2,600
Intangible assets	809	809	809	809
Total non-current assets	2,904,590	3,000,055	3,116,154	3,230,047
Total assets	3,023,885	3,125,321	3,244,036	3,351,449
Current liabilities				
Trade and other payables	13,904	14,616	16,199	16,519
Trust funds and deposits	6,220	6,220	6,220	6,220
Provisions	18,932	20,072	21,222	22,394
Interest bearing loans and borrowings	2,619	3,409	7,626	5,501



Total current liabilities	41,675	44,317	51,267	50,634
Non-current liabilities				
Provisions	6,101	8,529	10,849	13,167
Interest bearing loans and borrowings	25,477	31,318	50,653	65,162
Total non-current liabilities	31,578	39,847	61,502	78,329
Total liabilities	73,253	84,164	112,769	128,963
Net assets	2,950,632	3,041,157	3,131,267	3,222,486
Equity				
Accumulated surplus	2,306,153	2,385,319	2,474,883	2,568,290
Reserves	644,479	655,838	656,384	654,196
Total equity	2,950,632	3,041,157	3,131,267	3,222,486

The above balance sheet should be read in conjunction with the accompanying other information.



Statement of Changes in Equity

For the four years ended 30 June 2020

	Total \$'000	Accumulated Surplus \$'000	Asset Revaluation Reserve \$'000	Other Reserves \$'000
2017				
Balance at beginning of the financial year	2,864,809	2,210,633	567,737	86,439
Adjustment on change in accounting policy				
Comprehensive result	85,826	85,826		
Net asset revaluation increment(decrement)	(3)		(2)	(1)
Impairment losses on revalued assets				
Reversal of impairment losses on revalued assets				
Transfer to reserves		(18,494)		18,494
Transfer from reserves		28,188		(28,188)
Balance at end of the financial year	2,950,632	2,306,153	567,735	76,744
2018				
Balance at beginning of the financial year	2,950,632	2,306,153	567,735	76,744
Adjustment on change in accounting policy				
Comprehensive result	90,527	90,527		
Net asset revaluation increment(decrement)	(2)		(2)	
Impairment losses on revalued assets				
Reversal of impairment losses on revalued assets				
Transfer to reserves		(15,655)		15,655
Transfer from reserves		4,294		(4,294)
Balance at end of the financial year	3,041,157	2,385,319	567,733	88,105
2019				
Balance at beginning of the financial year	3,041,157	2,385,319	567,733	88,105
Adjustment on change in accounting policy				
Comprehensive result	90,109	90,109		
Net asset revaluation increment(decrement)	1		1	
Impairment losses on revalued assets				
Reversal of impairment losses on revalued assets				



Transfer to reserves		(15,965)		15,965
Transfer from reserves		15,420		(15,420)
Balance at end of the financial year	3,131,267	2,474,883	567,734	88,650

2020

Balance at beginning of the financial year	3,131,267	2,474,883	567,734	88,650
Adjustment on change in accounting policy				
Comprehensive result	91,220	91,220		
Net asset revaluation increment(decrement)	(1)		(1)	
Impairment losses on revalued assets				
Reversal of impairment losses on revalued assets				
Transfer to reserves		(16,299)		16,299
Transfer from reserves		18,488		(18,488)
Balance at end of the financial year	3,222,486	2,568,292	567,733	86,461

The above statement of changes in equity should be read in conjunction with the accompanying other information.



Statement of Cash Flows

For the four years ended 30 June 2020

	2017 Inflows/ (Outflows) \$'000	2018 Inflows/ (Outflows) \$'000	2019 Inflows/ (Outflows) \$'000	2020 Inflows/ (Outflows) \$'000
Cash flows from operating activities				
Cash flows from operating activities				
Rates	136,220	142,963	150,028	157,521
User fees and fines	21,201	22,191	22,541	22,964
Developer contributions	10,405	10,500	10,747	11,000
Grants (inclusive of GST)	32,784	36,205	38,334	37,837
Other receipts and charges (inclusive of GST)	5,895	5,036	6,066	5,359
Interest received	3,782	3,820	3,859	3,899
Net GST refund	9,462	9,536	11,914	12,036
Payments to employees	(81,044)	(83,009)	(86,448)	(90,262)
Payments to suppliers (inclusive of GST)	(89,889)	(94,113)	(101,745)	(105,535)
Net cash provided by (used in) operating activities	48,816	53,129	55,296	54,819
Cash flows from investing activities				
Proceeds from disposal of non-current assets	1,105	748	423	872
Payments for infrastructure, property, plant and equipment (inclusive of GST)	(53,975)	(52,773)	(74,127)	(70,929)
Redemptions/(Payments) for investments (maturing later than 90 days)	4,612	(3,121)	(1,247)	3,742
Net cash provided by (used in) investing activities	(48,258)	(55,146)	(74,951)	(66,315)
Cash flows from financing activities				
Repayment of borrowings	(2,348)	(2,619)	(3,409)	(7,626)
Finance costs	(1,984)	(2,060)	(2,877)	(3,949)
Proceeds from borrowings	0	9,250	26,961	20,009
Net cash provided by (used in) financing activities	(4,332)	4,571	20,675	8,434
Net increase (decrease) in cash and cash equivalents	(3,774)	2,554	1,020	(3,062)
Cash and cash equivalents at the beginning of the year	51,997	48,223	50,777	51,797
Cash and cash equivalents at the end of the year	48,223	50,777	51,797	48,735

The above cash flow should be read in conjunction with the accompanying other information.



Statement of Capital Works

For the four years ended 30 June 2020

	2017 \$'000	2018 \$'000	2019 \$'000	2020 \$'000
Property				
Land	-	-	280	-
Land improvements	-	-	-	-
Total Land	-	-	280	-
Buildings	11,010	5,250	16,520	16,743
Heritage buildings	-	-	-	-
Building Improvements	9,720	6,200	5,400	950
Leasehold Improvements	-	-	-	-
Total Buildings	20,730	11,450	21,920	17,693
Total Property	20,730	11,450	22,200	17,693
Plant and Equipment				
Heritage plant & equipment	-	-	-	-
Plant, machinery & equipment	2,398	1,541	866	1,841
Fixtures, fittings and furniture	75	80	80	80
Computers and telecommunications	1,470	718	891	776
Library Books	-	-	-	-
Total Plant and Equipment	3,943	2,339	1,837	2,697
Infrastructure				
Roads	14,546	14,947	22,144	18,730
Bridges	280	-	-	-
Footpaths & cycleways	2,700	1,885	3,116	4,130
Drainage	1,356	755	70	305
Recreational, leisure & community facilities	11,178	9,950	23,579	21,650
Waste management	-	-	-	-
Parks, open space and streetscapes	3,090	2,610	3,712	3,760
Off street car parks	-	-	-	-
Other infrastructure	1,440	4,257	4,599	1,219
Total Infrastructure	34,590	34,404	57,220	49,794



Total capital works expenditure	59,263	48,193	81,257	70,184
Represented by:				
New assets	25,640	25,507	43,654	37,028
Asset renewal	7,276	7,240	7,303	7,194
Upgrade/expansion	25,987	15,396	30,300	25,922
Non Infrastructure	360	50	-	40
Total capital works	59,263	48,193	81,257	70,184

The above statement of capital works should be read in conjunction with the accompanying other information.



Statement of Human Resources

For the four years ended 30 June 2020

	2017 \$'000	2018 \$'000	2019 \$'000	2020 \$'000
Staff expenditure				
Employee costs - operating	84,017	86,577	89,918	93,752
Employee costs - capital	-	-	-	-
Total staff expenditure	84,017	86,577	89,918	93,752
	FTE	FTE	FTE	FTE
Staff numbers				
Employees	784.3	769.1	773.1	775.2
Total staff numbers	784.3	769.1	773.1	775.2

The above statement of human resources should be read in conjunction with the other information

Other information for the four years ended 30 June 2020
 1. Summary of planned capital works expenditure

	Asset Expenditure Types						Funding Sources			
	Total	New	Renewal	Expansion	Upgrade	Non Infrastructure	Grants	Contrib'ns	Council Cash	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
2017										
Property										
Land	0	0	0	0	0	0	0	0	0	0
Land Improvements	0	0	0	0	0	0	0	0	0	0
Total Land	0	0	0	0	0	0	0	0	0	0
Buildings	11,010	10,360	230	270	150	0	0	1,600	9,410	0
Heritage Buildings	0	0	0	0	0	0	0	0	0	0
Building Improvements	9,720	0	0	0	9,720	0	0	0	9,220	500
Leasehold Improvements	0	0	0	0	0	0	0	0	0	0
Total Buildings	20,730	10,360	230	270	9,870	0	0	1,600	18,630	500
Total Property	20,730	10,360	230	270	9,870	0	0	1,600	18,630	500
Plant and Equipment										
Heritage Plant and Equipment	0	0	0	0	0	0	0	0	0	0
Plant, Machinery and Equipment	2,398	2,398	0	0	0	0	0	0	2,398	0
Fixtures, Fittings and Furniture	75	75	0	0	0	0	0	0	75	0
Computers and Telecommunications	1,470	921	0	0	239	310	0	0	1,470	0
Library Books	0	0	0	0	0	0	0	0	0	0
Total Plant & Equipment	3,943	3,394	0	0	239	310	0	0	3,943	0
Infrastructure										
Roads	14,546	7,105	4,380	28	3,033	0	3,700	3,829	7,017	0

Bridges	280	0	280	0	0	0	280	0	0	0
Footpaths and cycleways	2,700	1,928	0	600	172	0	0	0	2,700	0
Drainage	1,356	100	56	0	1,200	0	0	0	1,356	0
Recreational, leisure and community facilities	11,178	1,770	1,603	1,500	6,255	50	150	330	10,298	400
Waste Management	0	0	0	0	0	0	0	0	0	0
Parks, Open Space and streetscapes	3,090	615	415	50	2,010	0	100	0	2,990	0
Aerodromes,	0	0	0	0	0	0	0	0	0	0
Off street car parks	0	0	0	0	0	0	0	0	0	0
Other infrastructure	1,440	368	312	0	760	0	0	0	1,440	0
Total Infrastructure	34,590	11,886	7,046	2,178	13,430	50	4,230	4,159	25,801	400
Total capital works expenditure	59,263	25,640	7,276	2,448	23,539	360	4,230	5,759	48,374	900

	Asset Expenditure Types						Funding Sources			
	Total	New	Renewal	Expansion	Upgrade	Non Infrastructure	Grants	Contrib'ns	Council Cash	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
2018										
Property										
Land	0	0	0	0	0	0	0	0	0	0
Land Improvements	0	0	0	0	0	0	0	0	0	0
Total Land	0	0	0	0	0	0	0	0	0	0
Buildings	5,250	3,750	200	0	1,300	0	1,600	736	2,164	750
Heritage Buildings	0	0	0	0	0	0	0	0	0	0
Building Improvements	6,200	0	0	0	6,200	0	0	0	600	5,600
Leasehold Improvements	0	0	0	0	0	0	0	0	0	0
Total Buildings	11,450	3,750	200	0	7,500	0	1,600	736	2,764	6,350

1. Summary of planned capital works expenditure (continued)

Total Property	11,450	3,750	200	0	7,500	0	1,600	736	2,764	6,350
Plant and Equipment										
Heritage Plant and Equipment	0	0	0	0	0	0	0	0	0	0
Plant, Machinery and Equipment	1,541	1,541	0	0	0	0	0	0	1,541	0
Fixtures, Fittings and Furniture	80	80	0	0	0	0	0	0	80	0
Computers and Telecommunications	717	446	0	0	271	0	0	0	717	0
Library Books	0	0	0	0	0	0	0	0	0	0
Total Plant & Equipment	2,338	2,067	0	0	271	0	0	0	2,338	0
Infrastructure										
Roads	14,947	7,857	4,340	30	2,720	0	4,821	0	10,126	0
Bridges	0	0	0	0	0	0	0	0	0	0
Footpaths and cycleways	1,885	1,105	0	600	180	0	0	0	1,885	0
Drainage	755	55	700	0	0	0	0	0	755	0
Recreational, leisure and community facilities	9,951	7,233	1,148	0	1,520	50	0	1,577	6,374	2,000
Waste Management	0	0	0	0	0	0	0	0	0	0
Parks, Open Space and streetscapes	2,610	310	490	100	1,710	0	100	0	2,510	0
Aerodromes,	0	0	0	0	0	0	0	0	0	0
Off street car parks	0	0	0	0	0	0	0	0	0	0
Other infrastructure	4,257	3,030	362	0	865	0	314	0	3,943	0
Total Infrastructure	34,405	19,590	7,040	730	6,995	50	5,235	1,577	25,593	2,000
Total capital works expenditure	48,193	25,407	7,240	730	15,496	50	6,835	2,313	30,695	8,350

Asset Expenditure Types						Funding Sources			
Total	New	Renewal	Expansion	Upgrade	Non Infrastructure	Grants	Contrib'ns	Council Cash	Borrowings

1.
Summary

	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
2019										
Property										
Land	280	280	0	0	0	0	0	0	280	0
Land Improvements	0	0	0	0	0	0	0	0	0	0
Total Land	280	280	0	0	0	0	0	0	280	0
Buildings	16,520	7,220	200	0	9,100	0	100	7,120	300	9,000
Heritage Buildings	0	0	0	0	0	0	0	0	0	0
Building Improvements	5,400	0	0	0	5,400	0	0	0	830	4,570
Leasehold Improvements	0	0	0	0	0	0	0	0	0	0
Total Buildings	21,920	7,220	200	0	14,500	0	100	7,120	1,130	13,570
Total Property	22,200	7,500	200	0	14,500	0	100	7,120	1,410	13,570
Plant and Equipment										
Heritage Plant and Equipment	0	0	0	0	0	0	0	0	0	0
Plant, Machinery and Equipment	866	866	0	0	0	0	0	0	866	0
Fixtures, Fittings and Furniture	80	80	0	0	0	0	0	0	80	0
Computers and Telecommunications	891	655	0	0	236	0	0	0	891	0
Library Books	0	0	0	0	0	0	0	0	0	0
Total Plant & Equipment	1,837	1,601	0	0	236	0	0	0	1,837	0
Infrastructure										
Roads	22,144	15,917	4,645	30	1,552	0	6,378	6,980	8,786	0
Bridges	0	0	0	0	0	0	0	0	0	0
Footpaths and cycleways	3,116	1,694	0	600	822	0	500	14	2,602	0
Drainage	70	60	0	0	10	0	0	0	70	0
Recreational, leisure and community facilities	23,579	13,454	1,105	200	8,820	0	0	0	10,188	13,391
Waste Management	0	0	0	0	0	0	0	0	0	0

Parks, Open Space and streetscapes	3,712	165	937	900	1,710	0	100	0	3,612	0
Aerodromes,	0	0	0	0	0	0	0	0	0	0
Off street car parks	0	0	0	0	0	0	0	0	0	0
Other infrastructure	4,599	3,263	416	0	920	0	600	0	3,999	0
Total Infrastructure	57,220	34,553	7,103	1,730	13,834	0	7,578	6,994	29,257	13,391
Total capital works expenditure	81,257	43,654	7,303	1,730	28,570	0	7,678	14,114	32,504	26,961

	Asset Expenditure Types						Funding Sources			
	Total	New	Renewal	Expansion	Upgrade	Non Infrastructure	Grants	Contrib'ns	Council Cash	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
2020										
Property										
Land	0	0	0	0	0	0	0	0	0	0
Land Improvements	0	0	0	0	0	0	0	0	0	0
Total Land	0	0	0	0	0	0	0	0	0	0
Buildings	16,743	3,793	300	0	12,650	0	1,000	1,697	2,296	11,750
Heritage Buildings	0	0	0	0	0	0	0	0	0	0
Building Improvements	950	0	0	0	950	0	0	0	950	0
Leasehold Improvements	0	0	0	0	0	0	0	0	0	0
Total Buildings	17,693	3,793	300	0	13,600	0	1,000	1,697	3,246	11,750
Total Property	17,693	3,793	300	0	13,600	0	1,000	1,697	3,246	11,750
Plant and Equipment										
Heritage Plant and Equipment	0	0	0	0	0	0	0	0	0	0
Plant, Machinery and Equipment	1,841	1,841	0	0	0	0	0	0	1,841	0
Fixtures, Fittings and Furniture	80	80	0	0	0	0	0	0	80	0
Computers and Telecommunications	776	518	0	0	258	0	0	0	776	0
Library Books	0	0	0	0	0	0	0	0	0	0
Total Plant & Equipment	2,697	2,439	0	0	258	0	0	0	2,697	0
Infrastructure										
Roads	18,730	12,184	4,965	30	1,551	0	0	11,000	7,730	0
Bridges	0	0	0	0	0	0	0	0	0	0

1. Summary of planned capital works expenditure

Footpaths and cycleways	4,130	2,757	0	1,050	323	0	0	0	4,130	0
Drainage	305	60	16	0	229	0	0	0	305	0
Recreational, leisure and community facilities	21,650	15,187	842	0	5,621	0	0	3,516	9,875	8,259
Waste Management	0	0	0	0	0	0	0	0	0	0
Parks, Open Space and streetscapes	3,760	345	1,055	600	1,760	0	100	0	3,660	0
Aerodromes,	0	0	0	0	0	0	0	0	0	0
Off street car parks	0	0	0	0	0	0	0	0	0	0
Other infrastructure	1,219	263	16	0	900	40	0	0	1,219	0
Total Infrastructure	49,794	30,796	6,894	1,680	10,384	40	100	14,516	26,919	8,259
Total capital works expenditure	70,184	37,028	7,194	1,680	24,242	40	1,100	16,213	32,862	20,009



2. Summary of planned human resources expenditure

	2016/2017 \$'000	2017/2018 \$'000	2018/2019 \$'000	2019/2020 \$'000
Executive				
- Permanent Part Time	245	251	257	264
- Permanent Full Time	669	686	703	720
Total Executive	914	937	960	984
Community Services				
- Permanent Part Time	12,366	12,675	12,992	13,316
- Permanent Full Time	9,942	10,191	10,445	10,707
Total Community Services	22,308	22,866	23,437	24,023
Partnerships and Engagement				
- Permanent Part Time	1,239	1,270	1,301	1,334
- Permanent Full Time	2,798	2,868	2,940	3,013
Total Partnerships and Engagement	4,037	4,138	4,241	4,347
City Transport and Presentation				
- Permanent Part Time	728	747	765	784
- Permanent Full Time	15,666	16,058	16,459	16,871
Total City Transport and Presentation	16,394	16,805	17,224	17,655
Planning and Major Projects				
- Permanent Part Time	1,269	1,300	1,333	1,366
- Permanent Full Time	9,307	9,539	9,778	10,022
Total Planning and Major Projects	10,576	10,839	11,111	11,388
Corporate Services				
- Permanent Part Time	3,619	3,710	3,803	3,898
- Permanent Full Time	11,818	12,113	12,416	12,726
Total Corporate Services	15,437	15,823	16,219	16,624
Casual	724	742	760	779
Total	70,390	72,150	73,952	75,800



Summary of planned human resources expenditure (cont'd)

	2016/2017 FTE	2017/2018 FTE	2018/2019 FTE	2019/2020 FTE
Executive				
- Permanent Part Time	1.00	1.0	1.0	1.0
- Permanent Full Time	5.00	5.0	5.0	5.0
Total Executive	6.00	6.0	6.0	6.0
Community Services				
- Permanent Part Time	150.00	153.6	156.8	160.1
- Permanent Full Time	95.00	95.7	95.7	95.7
Total Community Services	245.00	249.3	252.5	255.8
Partnerships and Engagement				
- Permanent Part Time	13.54	13.5	13.1	13.1
- Permanent Full Time	26.00	25.0	25.0	25.0
Total Partnerships and Engagement	39.54	38.5	38.1	38.1
City Transport and Presentation				
- Permanent Part Time	10.00	9.4	9.4	9.4
- Permanent Full Time	184.00	178.1	178.1	175.6
Total City Transport and Presentation	194.00	187.5	187.5	185.0
Planning and Major Projects				
- Permanent Part Time	15.47	15.7	15.7	15.7
- Permanent Full Time	89.00	86.4	86.4	86.4
Total Planning and Major Projects	104.47	102.1	102.1	102.1
Corporate Services				
- Permanent Part Time	56.12	55.4	56.7	57.9
- Permanent Full Time	127.00	126.0	126.0	126.0
Total Corporate Services	183.12	181.4	182.7	183.9
Casual	12.21	4.3	4.3	4.3
Total	784.34	769.1	773.1	775.2



8. GLOSSARY

Act	<ul style="list-style-type: none"> means the <i>Local Government Act 1989</i>
Adjusted Underlying (Operating) Result	<ul style="list-style-type: none"> means the result obtained by adding back to the Total Comprehensive result the following items: non-recurrent capital grants, non-monetary asset contributions and other contributions to fund capital expenditure
Annual report	<ul style="list-style-type: none"> means a report of the activities of the previous financial year and contains a report of operations, audited financial statements and an audited performance statement
Asset expansion expenditure	<ul style="list-style-type: none"> means expenditure that extends the capacity of an existing asset to provide benefits to new users at the same standard as is provided to existing beneficiaries
Asset expenditure type	<ul style="list-style-type: none"> means the following types of asset expenditure: <ol style="list-style-type: none"> asset renewal expenditure; new asset expenditure; asset upgrade expenditure; asset expansion expenditure
Asset renewal expenditure	<ul style="list-style-type: none"> means expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability
Asset upgrade expenditure	<ul style="list-style-type: none"> means expenditure that: <ol style="list-style-type: none"> enhances an existing asset to provide a higher level of service; or increases the life of the asset beyond its original life
Australian Accounting Standards (AASB)	<ul style="list-style-type: none"> means the accounting standards published by the Australian Accounting Standards Board
Budget	<ul style="list-style-type: none"> means a plan setting out the services and initiatives to be funded for the financial year and how they will contribute to achieving the strategic objectives specified in the council plan
Capital works expenditure	<ul style="list-style-type: none"> means expenditure on non-current assets and includes new assets, asset renewal, asset expansion and asset upgrade
Council plan	<ul style="list-style-type: none"> means a plan setting out the medium-term strategic objectives, strategies, strategic indicators and resources reflecting vision and aspirations of the community for the next four year
Financial resources	<ul style="list-style-type: none"> means income, expenditure, assets, liabilities, equity, cash and capital works required to deliver the services and initiatives in the budget
Financial statements	<ul style="list-style-type: none"> means the financial statements and notes prepared in accordance with the Australian Accounting Standards as they apply to the general purpose financial reports of local governments and a statement of capital works and included in the annual report
Financial year	<ul style="list-style-type: none"> means the period of 12 months ending on 30 June each year
Human resources	<ul style="list-style-type: none"> means the staff employed by a council
Indicator	<ul style="list-style-type: none"> means what will be measured to assess performance
Initiatives	<ul style="list-style-type: none"> means actions that are one-off in nature and/or lead to improvements in service
Major initiatives	<ul style="list-style-type: none"> means significant initiatives that will directly contribute to the achievement of the council plan during the current year and have a major focus in the budget
Minister	<ul style="list-style-type: none"> means the Minister for Local Government
Model budget	<ul style="list-style-type: none"> means the <i>Victorian City Council Model Budget</i> prepared annually by the Institute of Chartered Accountants in Australia
New asset expenditure	<ul style="list-style-type: none"> means expenditure that creates a new asset that provides a service that does not currently exist
Non-financial resources	<ul style="list-style-type: none"> means the resources other than financial resources required to deliver the services



	and initiatives in the budget
Non-infrastructure capital works	<ul style="list-style-type: none"> means the projects included in the annual capital works program that are considered to be maintenance rather than capital expenditure for accounting purposes. These include tree planting, feasibility studies and computer software and hardware implementations.
Non-recurrent grant	<ul style="list-style-type: none"> 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
Planning and accountability framework	<ul style="list-style-type: none"> means the key statutory planning and reporting documents that are required to be prepared by councils to ensure accountability to local communities in the performance of functions and exercise of powers under the Act
Performance statement	<ul style="list-style-type: none"> means a statement including the results of the prescribed service outcome indicators, financial performance indicators and sustainable capacity indicators for the financial year and included in the annual report
Recurrent grant	<ul style="list-style-type: none"> means a grant other than a non-recurrent grant
Regulations (LGR)	<ul style="list-style-type: none"> means the Local Government (Planning and Reporting) Regulations 2014
Report of operations	<ul style="list-style-type: none"> means a report containing a description of the operations of the council during the financial year and included in the annual report
Services	<ul style="list-style-type: none"> means assistance, support, advice and other actions undertaken by a council for the benefit of the local community
Statement of capital works	<ul style="list-style-type: none"> means a statement which shows all capital expenditure of a council in relation to non-current assets and asset expenditure type prepared accordance to the model statement of capital works in the Local Government Financial Report
Strategic objectives	<ul style="list-style-type: none"> means the outcomes a council is seeking to achieve over the next four years and included in the council plan
Strategic resource plan	<ul style="list-style-type: none"> means a plan of the financial and non-financial resources for at least the next four years required to achieve the strategic objectives in the council plan
Strategies	<ul style="list-style-type: none"> means high level actions directed at achieving the strategic objectives in the council plan
Statement of human resources	<ul style="list-style-type: none"> means a statement which shows all council staff expenditure and numbers of full time equivalent council staff
Statements of non-financial resources	<ul style="list-style-type: none"> means a statement which describes the non-financial resources including human resources
Summary of planned capital works expenditure	<ul style="list-style-type: none"> means a summary of capital works expenditure in relation to non-current assets classified according to the model statement of capital works in the Local Government Financial Report, by asset expenditure type and funding source
Summary of planned human resources expenditure	<ul style="list-style-type: none"> means a summary of permanent council staff expenditure and numbers of full time equivalent council staff categorised according to the organisational structure of the council