

# Attachments

## Ordinary Council Meeting

Tuesday 18 April 2017

- 9.1.1 182-186 Burwood Highway, Burwood (Lot 2 TP 186129R) – Construction of seven dwellings, comprising one three-storey and six four-storey dwellings, reduction of standard car parking requirement (one visitor parking space) and alteration of access to road in a Road Zone, Category 1**  
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- 9.1.2 229-231 Blackburn Road, Blackburn South (Lot 285 LP 510800) – Construction of a three storey building for four offices and seventeen dwellings, use of the land for a dwelling, reduction in the required car parking provision and alteration of access to a Road Zone (Category 1)**  
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- 9.1.1      182-186                      Burwood  
Highway, Burwood (Lot 2  
TP            186129R)            –  
Construction of seven  
dwellings, comprising one  
three-storey and six four-  
storey dwellings, reduction  
of standard car parking  
requirement (one visitor  
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alteration of access to  
road in a Road Zone,  
Category 1

Attachment 1    Architectural Plans

9.1.1 – ATTACHMENT 1. Architectural Plans

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TOWNHOUSE DEVELOPMENT  
\_ 184 BURWOOD HWY \_  
B U R W O O D  
S T A G E 2  
\_ T O W N P L A N N I N G \_

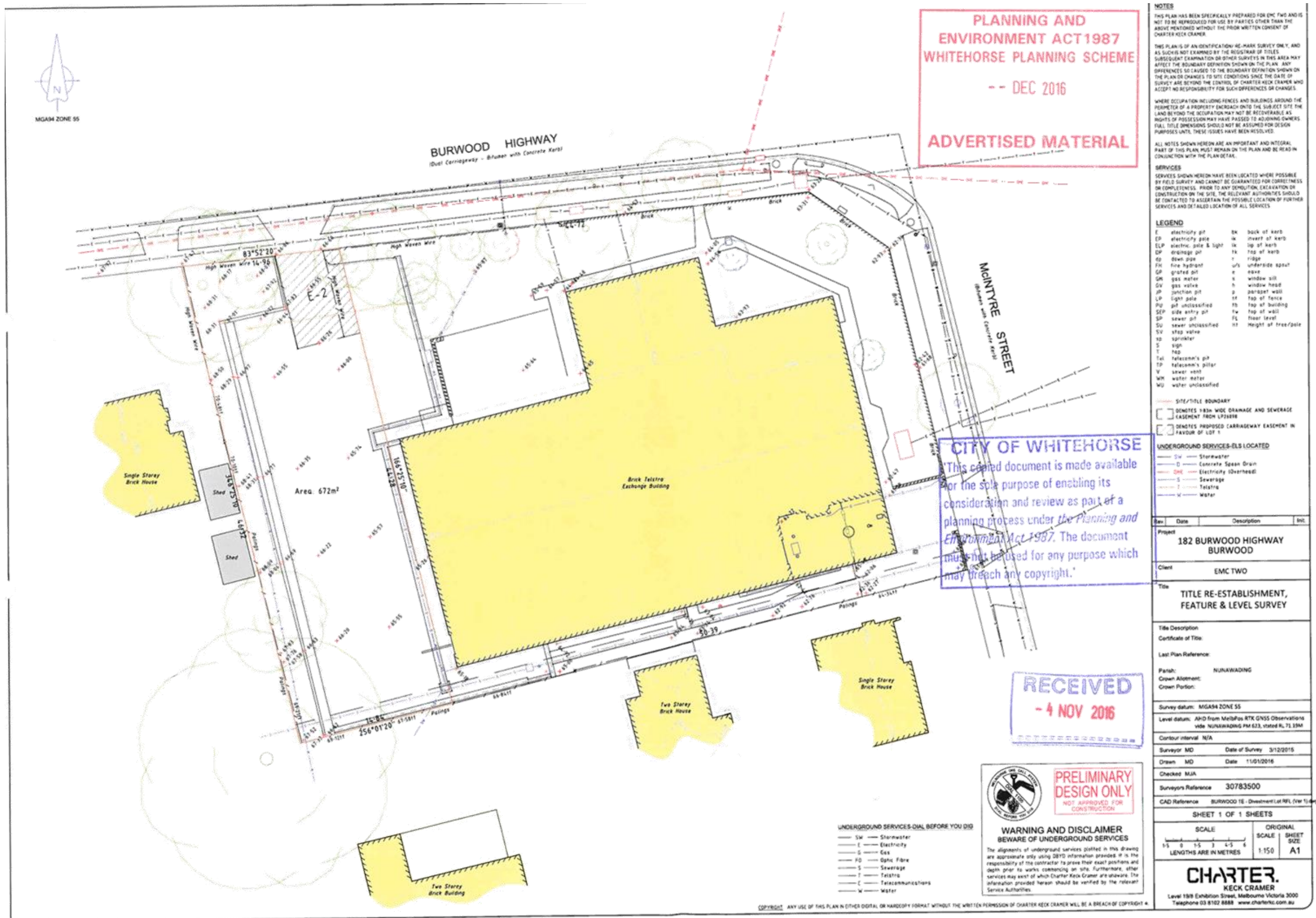
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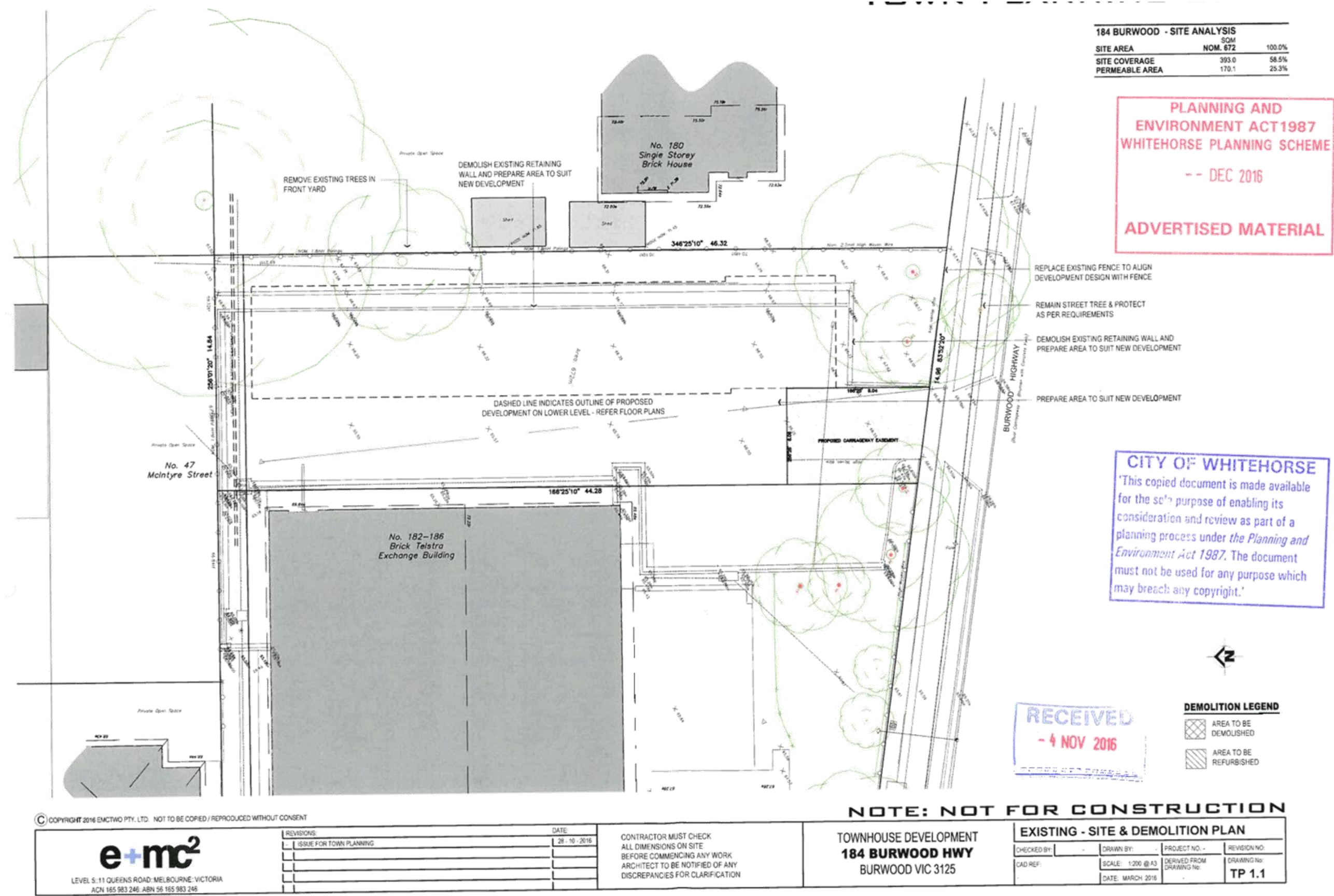
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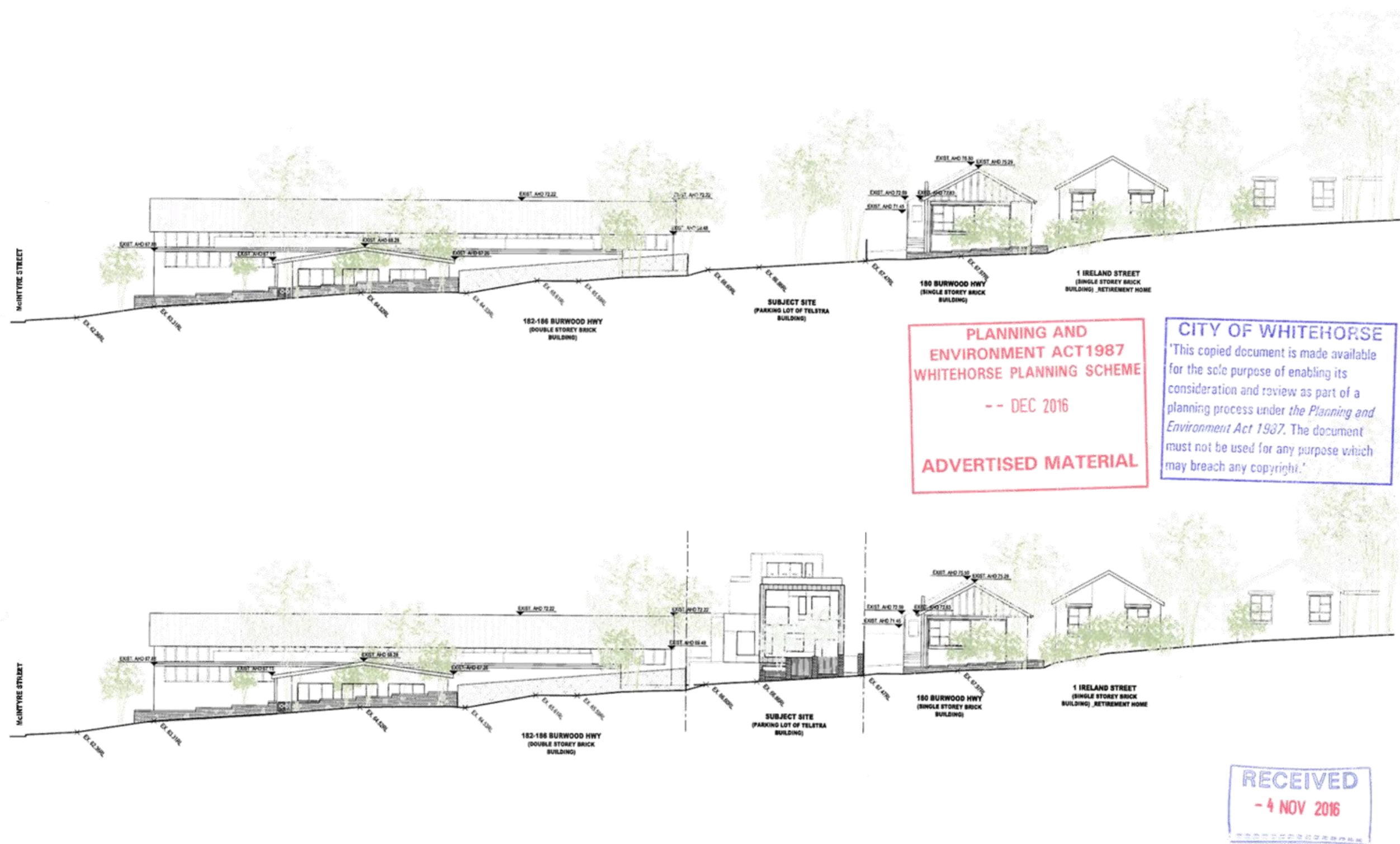


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9.1.1 – ATTACHMENT 1. Architectural Plans



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REVISIONS	DATE
1. TOWN PLANNING SUBMISSION	26.10.2016

NOTE: CONTRACTOR MUST CHECK ALL DIMENSIONS OF 1:1000 FOR EXISTING AND PROPOSED DIMENSIONS. ALL DIMENSIONS ARE TO FACE UNLESS OTHERWISE SPECIFIED.

TOWNHOUSE DEVELOPMENT  
184 BURWOOD HWY  
BURWOOD VIC 3125

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EXISTING & PROPOSED - STREETSCAPE			
CHECKED BY	DRAWN BY	PROJECT NO.	REVISION NO.
CAC/RE	S.E.	184 BURWOOD HWY	TP 1.3
DATE	SCALE	DATE	SCALE
MARCH 2016	1:100 @ A2	MARCH 2016	1:100 @ A2



LOCAL AMENITIES (from site)

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- 
- LOCAL HISTORY PARK  
100m
- BENNETTSWOOD RESERVE  
390m
- DEAKIN & COMMUNITY CHILDCARE  
CO-OPERATIVE 660m
- BUS INTERCHANGE STATION  
170m
- HUNGRY JACKS BURWOOD  
120m
- DEACON UNIVERSITY MELBOURNE  
BURWOOD 680m
- THE BESER CENTRE  
930m
- UNITED AGEWELL NARGARE  
COMMUNITY 40m
- BP PETROL STATION  
370m
- SIA BURWOOD MEDICAL CENTRE  
440m
- CAFE KHZO  
700m
- MOUNT WAVERLEY CITY SOCCER CLUB  
1.0km
- LIGHT RAIL STATION ELGAR RD  
40m
- ST SCHOLASTICA'S KINDERGARTEN  
1.5km
- ST THOMAS ANGLICAN CHURCH  
1.05km
- DANCE UNITED SCHOOL OF DANCE  
910m
- PRESBYTERIAN LADIES COLLEGE  
75m
- ASHWOOD SCHOOL  
1.04km

## DESIGN RESPONSE

- A) maintain 'openness' and landscaping towards Burwood highway
- B) landscaped front setback of 5.9m to enhance streetscape and respect the landscape character of the area
- C) recessed second floor to dwelling 1 to minimise visibility from Burwood Highway
- D) concentrate most of the building mass is towards the existing Telstra building
- E) recessive setbacks to each level to reduce visual bulk and provide articulation
- F) two storey dwelling to the rear of the site to reduce height towards adjoining S.P.O.S areas
- G) Maintain existing access from Burwood Highway
- H) rear setback to accommodate a driveway

- 4 NOV 2016

**NOTE: NOT FOR CONSTRUCTION**

PROPOSED - DESIGN RESPONSE PLAN

CHECKED BY:	DRAWN BY: H.H.	PROJECT NO.:	REVISION NO.
CAD REF:	SCALE: 1:750 @ A3	DERIVED FROM DRAWING No.	DRAWING No.
	DATE: MAR/04 2014		TR 20

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LEVEL 5:11 QUEENS ROAD MELBOURNE VICTORIA  
ACN 165 983 246 ABN 56 165 983 246

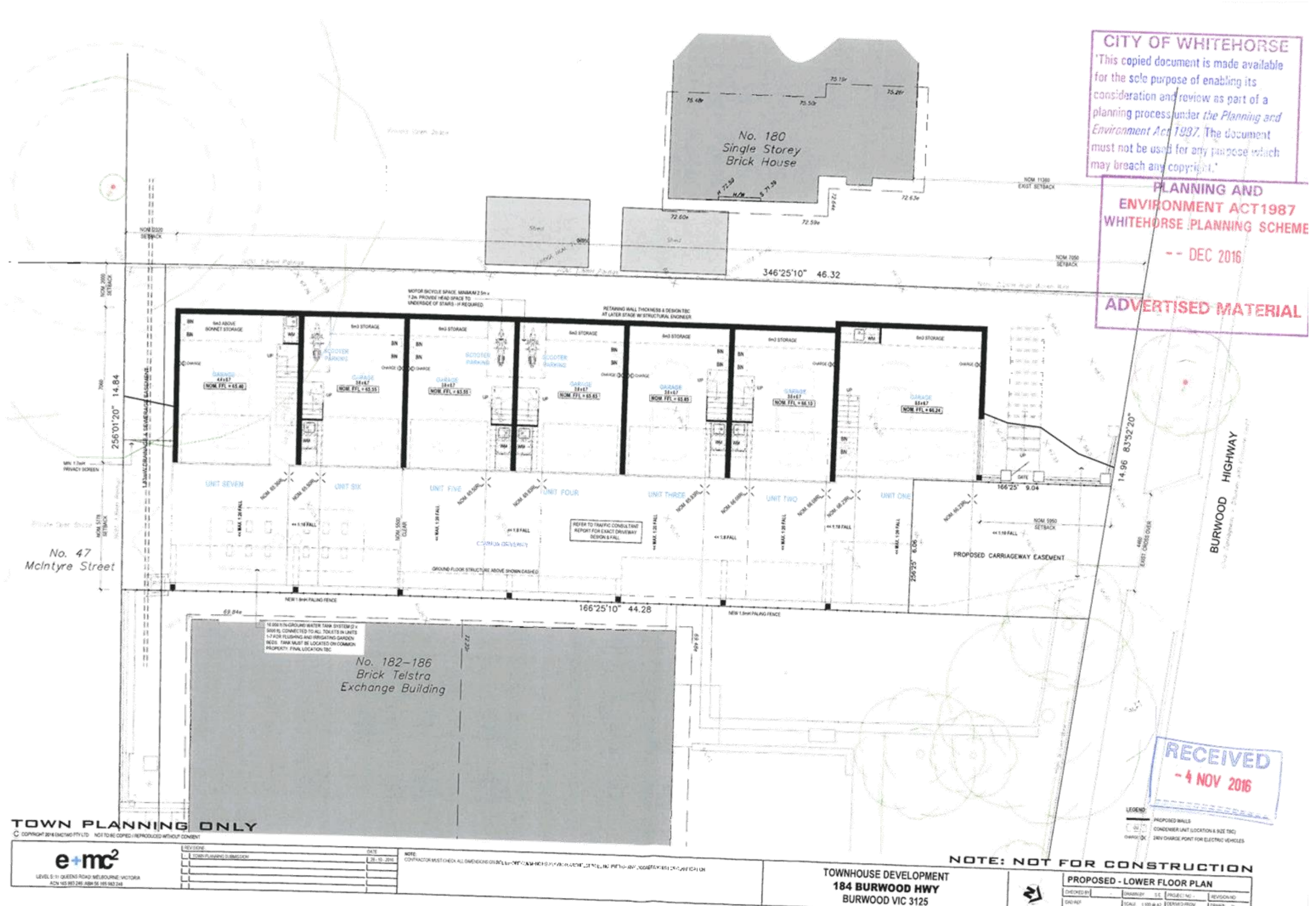
REVISIONS		DATE
1	ISSUE FOR TOWN PLANNING	26 - 10 - 2016

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ARCHITECT TO BE NOTIFIED OF ANY  
DISCREPANCIES FOR CLARIFICATION

TOWNHOUSE DEVELOPMENT  
**184 BURWOOD HWY**  
BURWOOD VIC 3125

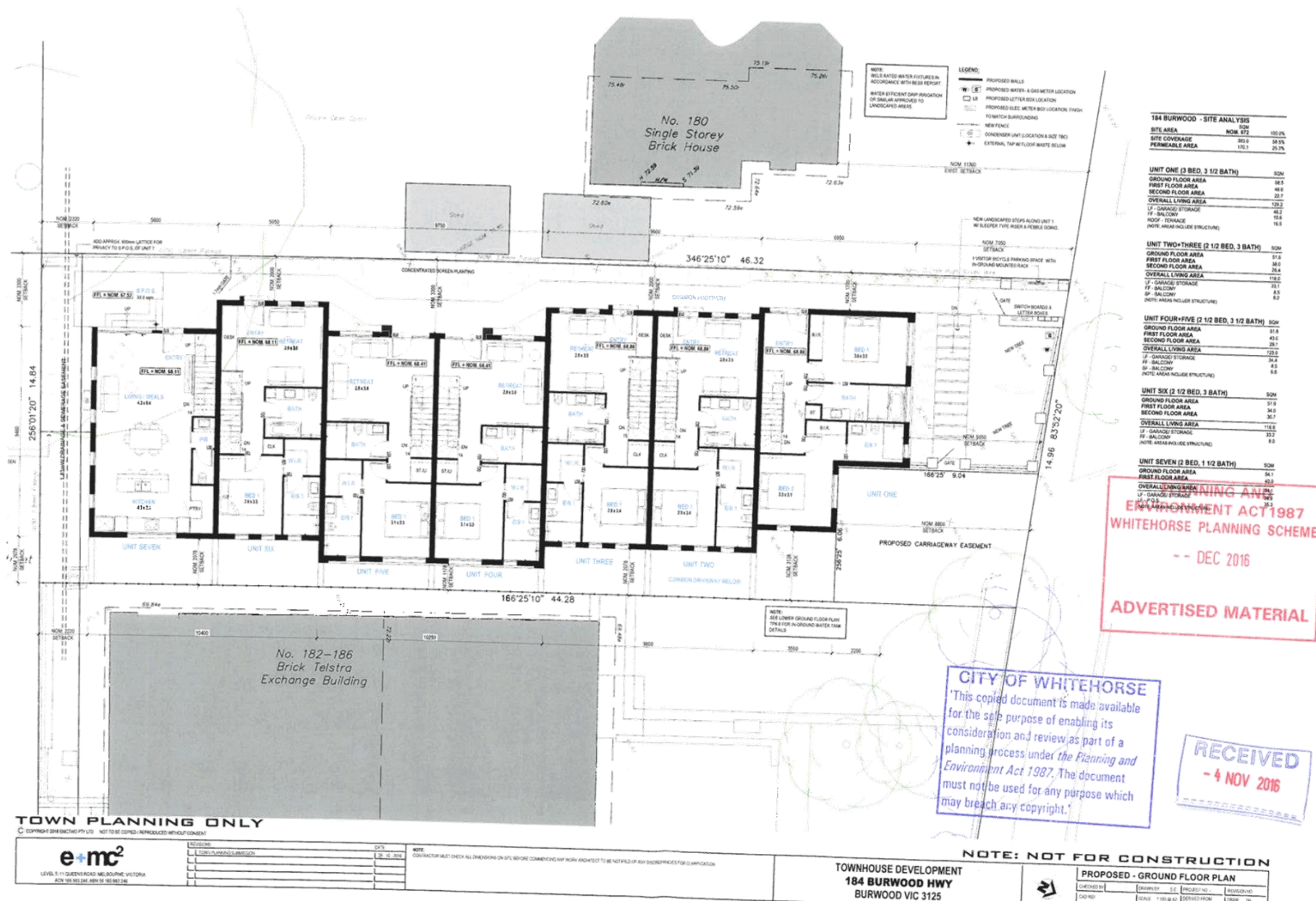


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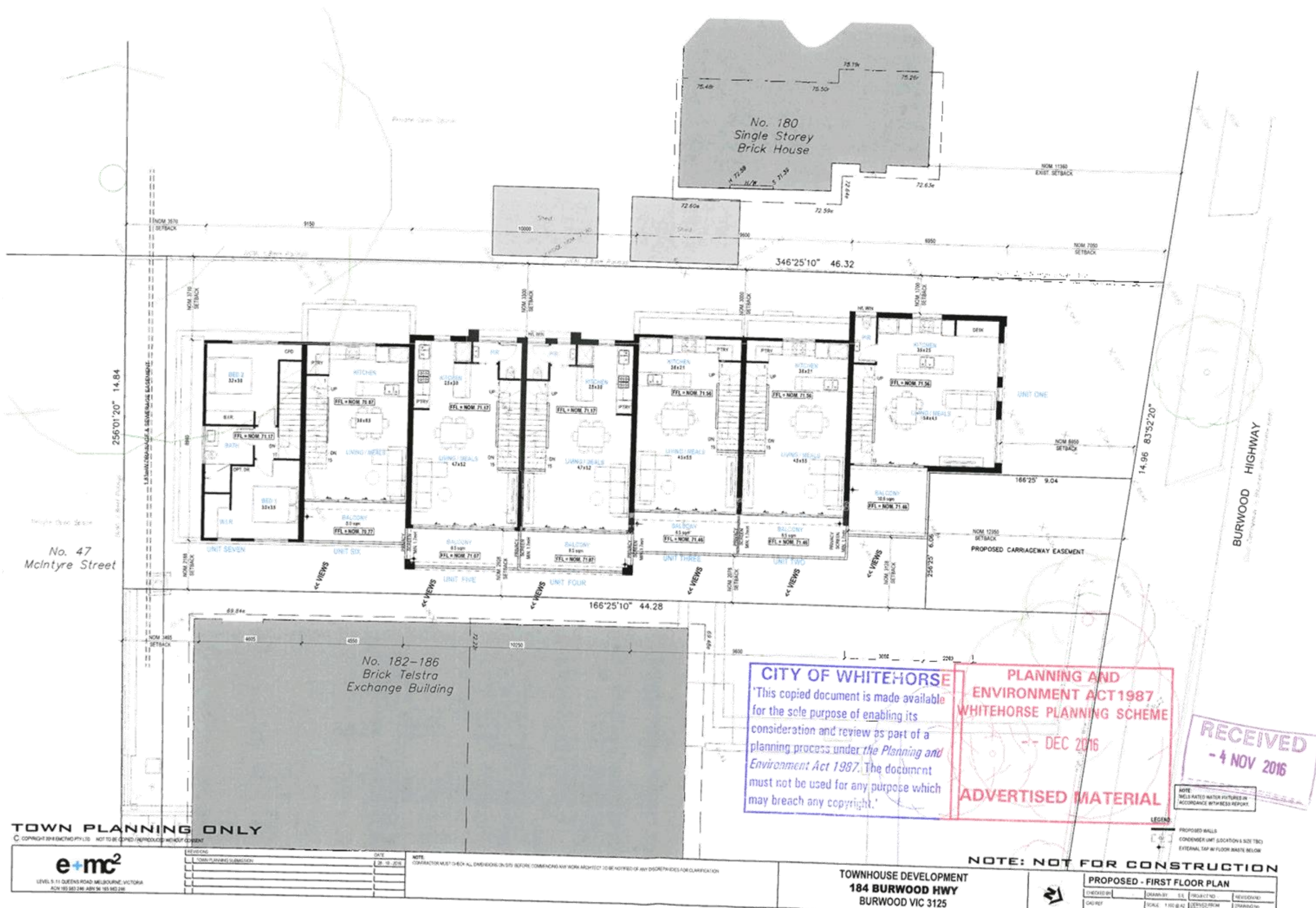


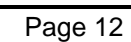
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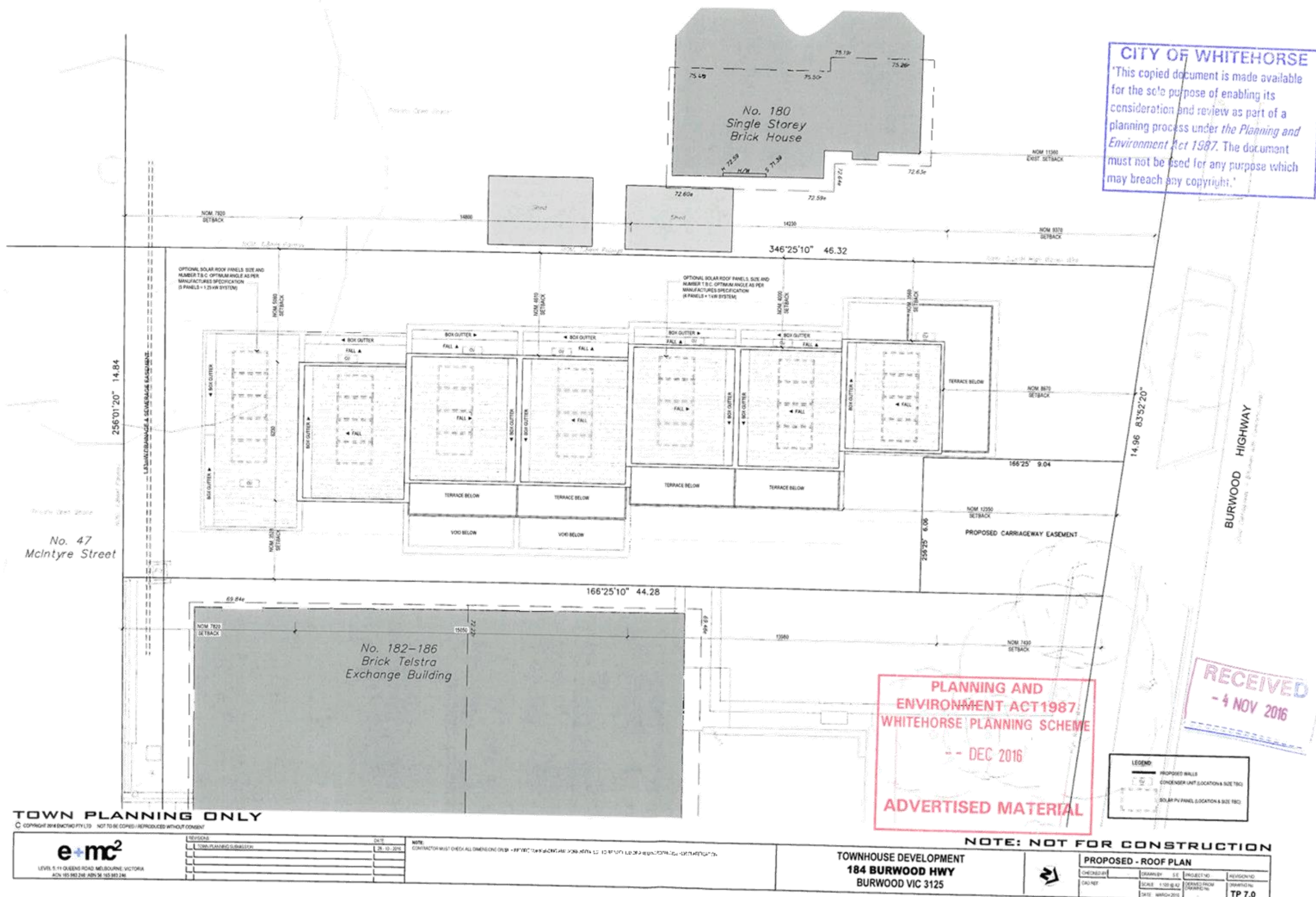
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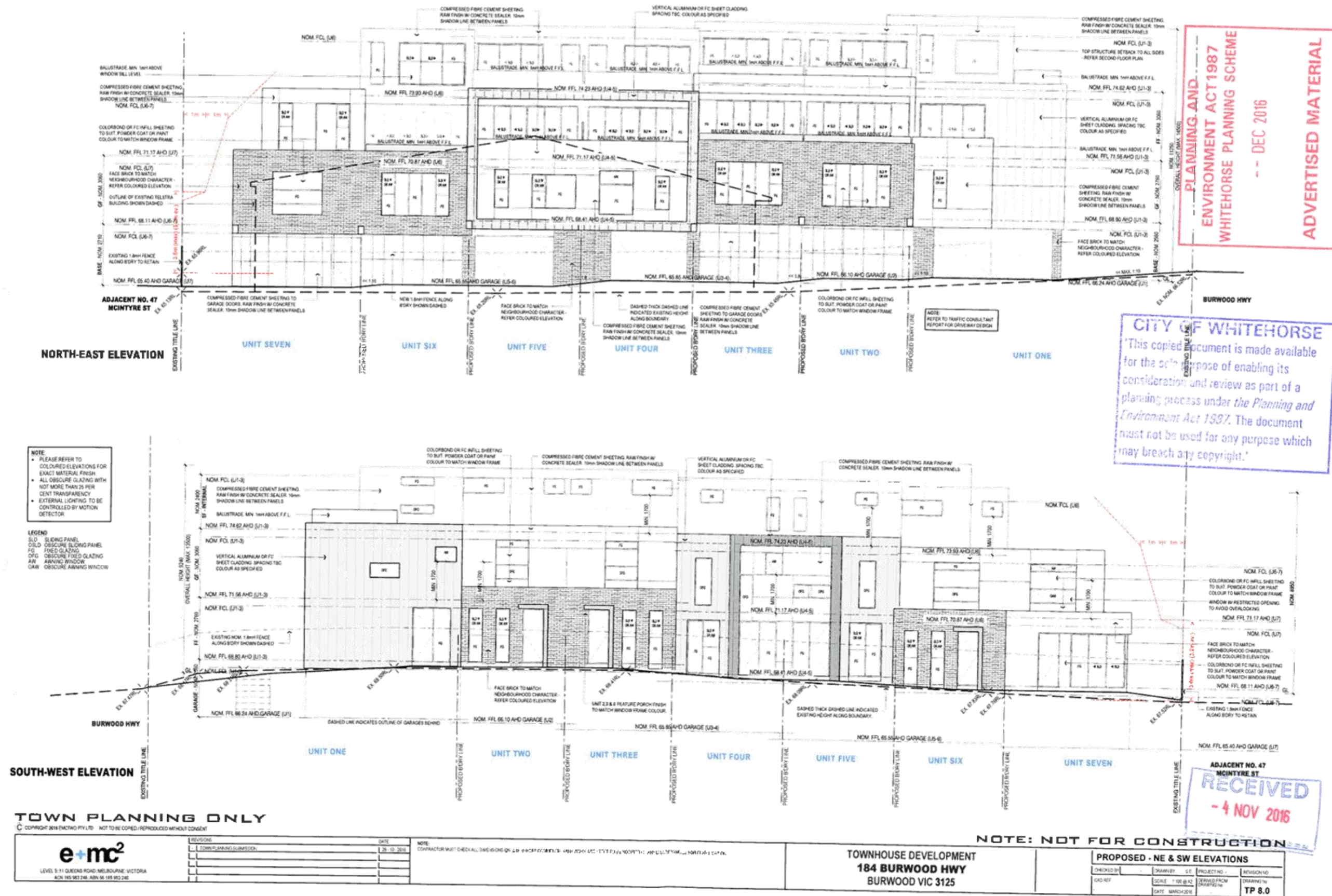


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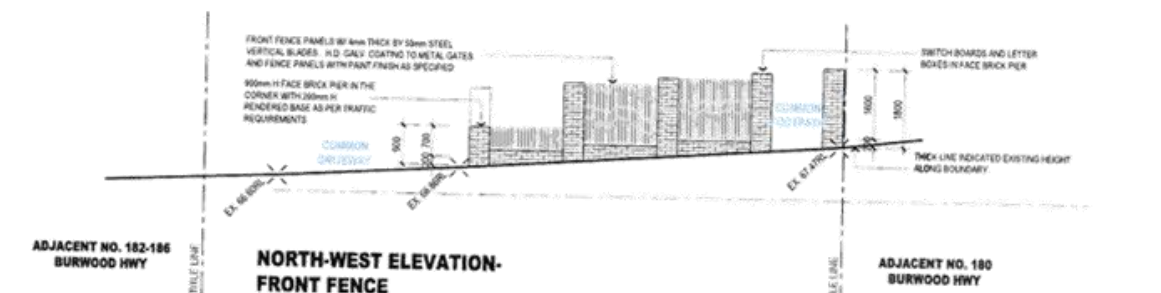
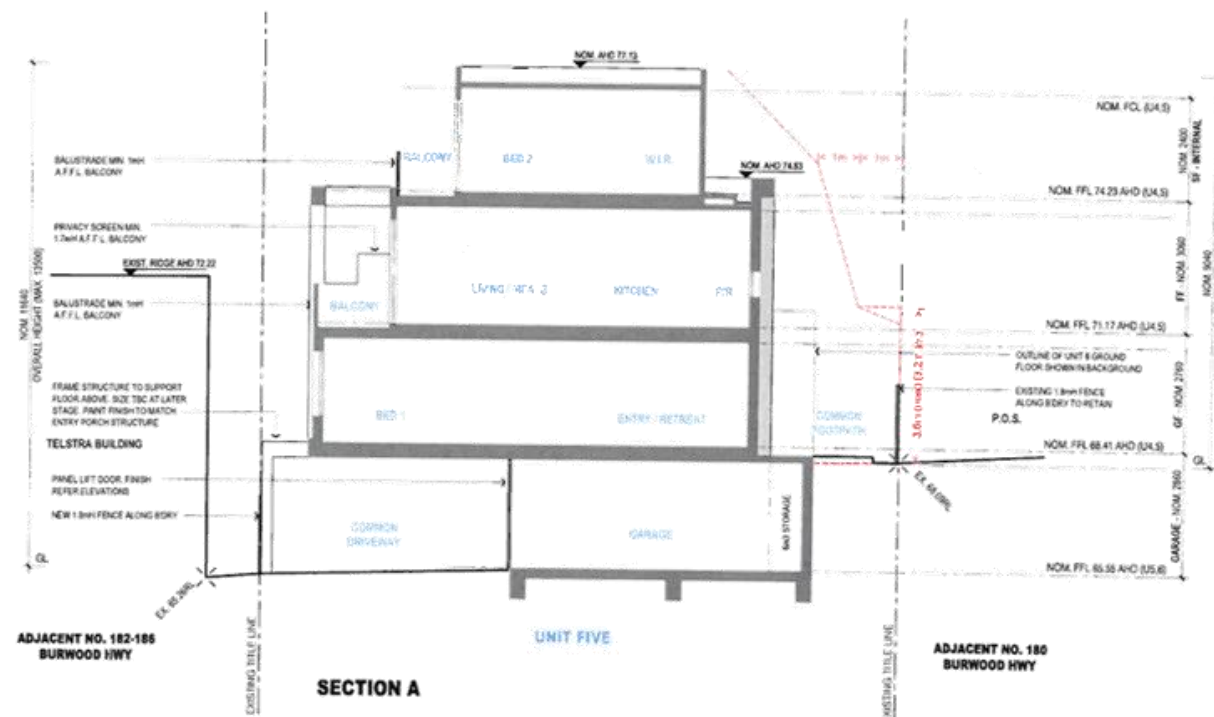
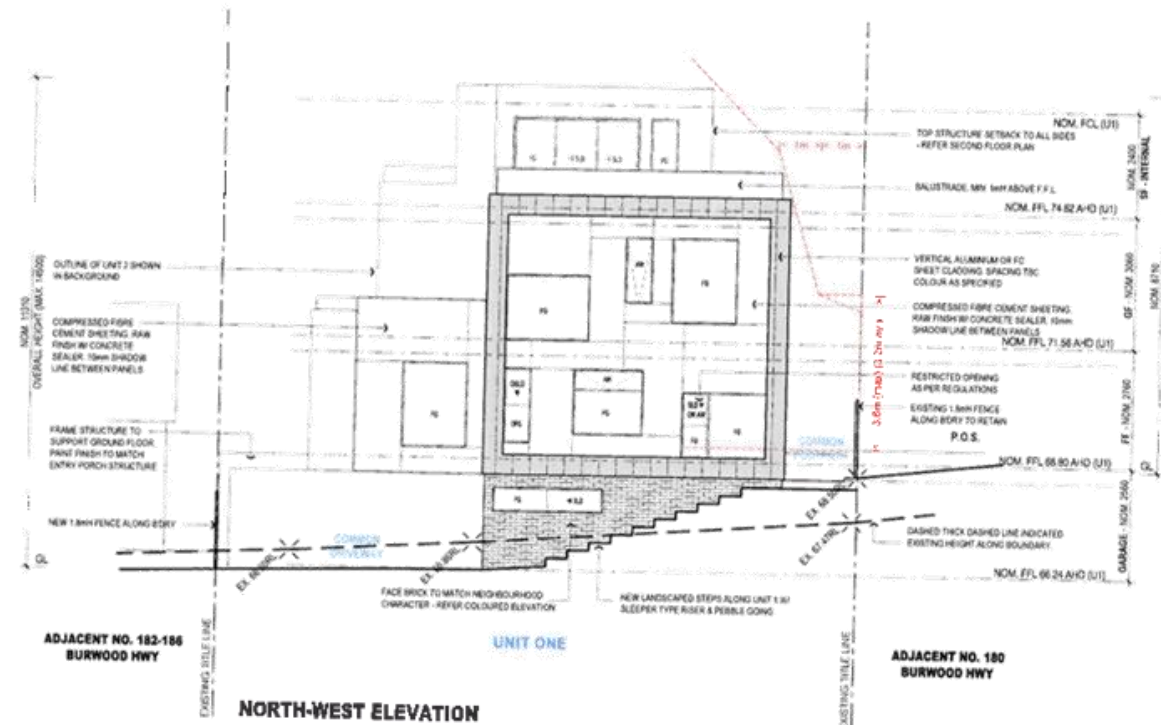
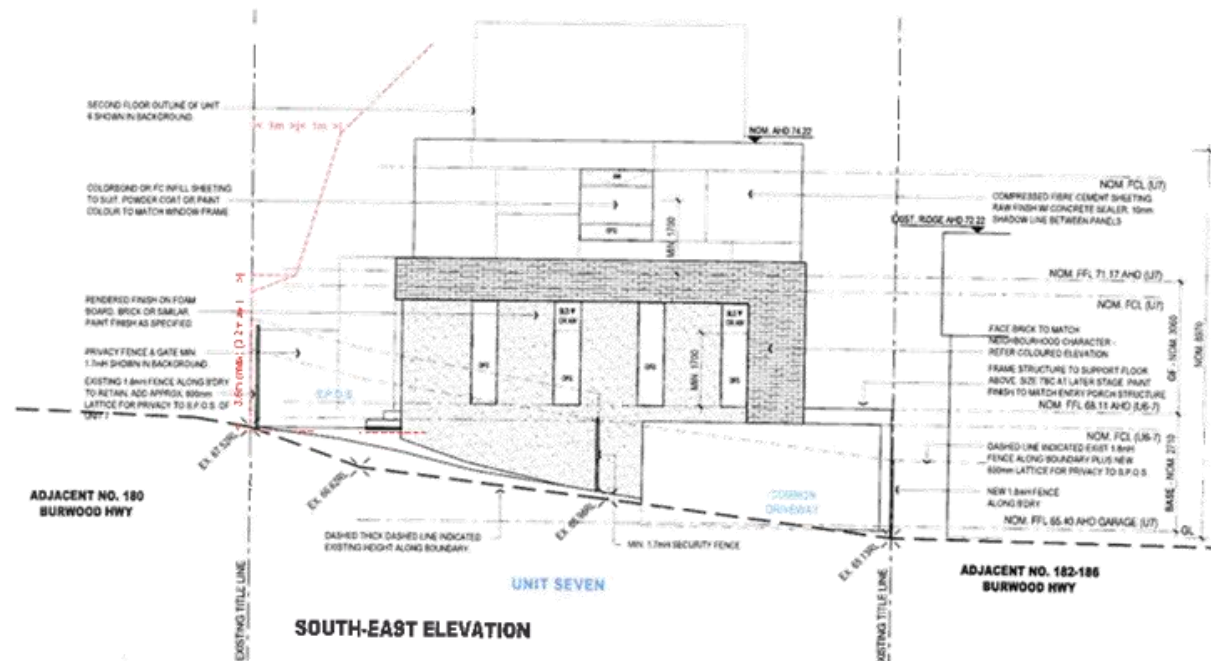


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1	12/03/2016	CONTRACTOR MUST CHECK ALL DIMENSIONS ON SITE BEFORE CONSTRUCTION. ANY DISCREPANCIES MUST BE REPORTED TO THE ARCHITECT IMMEDIATELY.
2		
3		
4		
5		

LEVEL 5-11 QUEEN ROAD MELBOURNE VICTORIA

ACN 155 983 246 ABN 58 155 983 246

TEL 03 9594 1000 FAX 03 9594 1001

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**NOTE:**  
PLEASE REFER TO COLOURED ELEVATIONS FOR EXACT MATERIAL FINISH.  
ALL OPAQUE GLAZING WITH NOT MORE THAN 25 PER CENT TRANSPARENCY.  
EXTERNAL LIGHTING TO BE CONTROLLED BY MOTION DETECTOR.

**LEGEND**  
B.D. SLIDING PANEL  
C.O.D. OPAQUE SLIDING PANEL  
F.G. FIXED GLAZING  
O.F.G. OPAQUE FIXED GLAZING  
A.W. AWM WINDOW  
C.W. OPAQUE CURTAIN WINDOW

**NOTE: NOT FOR CONSTRUCTION**

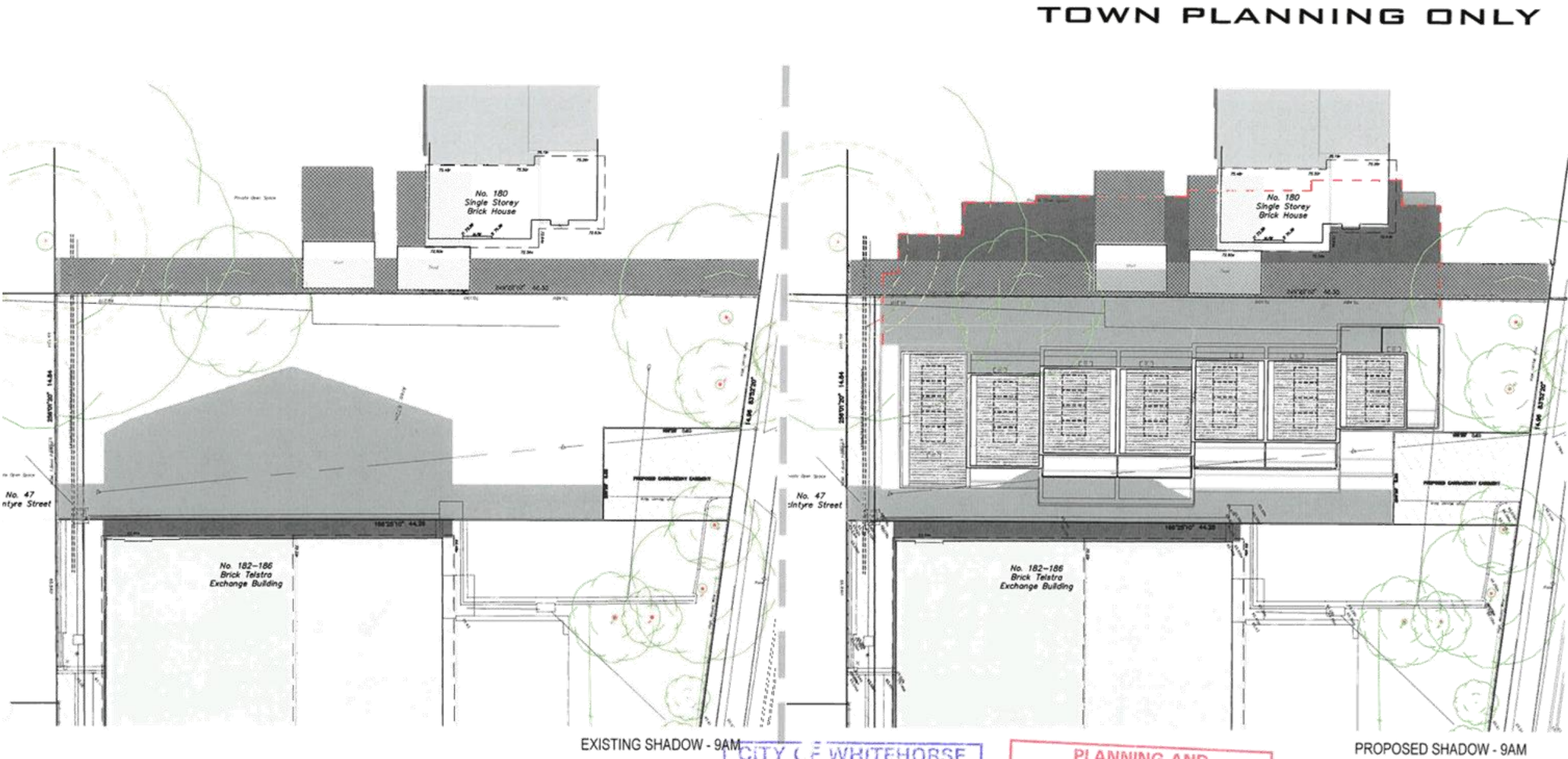
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**184 BURWOOD HWY**  
**BURWOOD VIC 3125**

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DATE	DATE	DATE	DATE

TP 8.1



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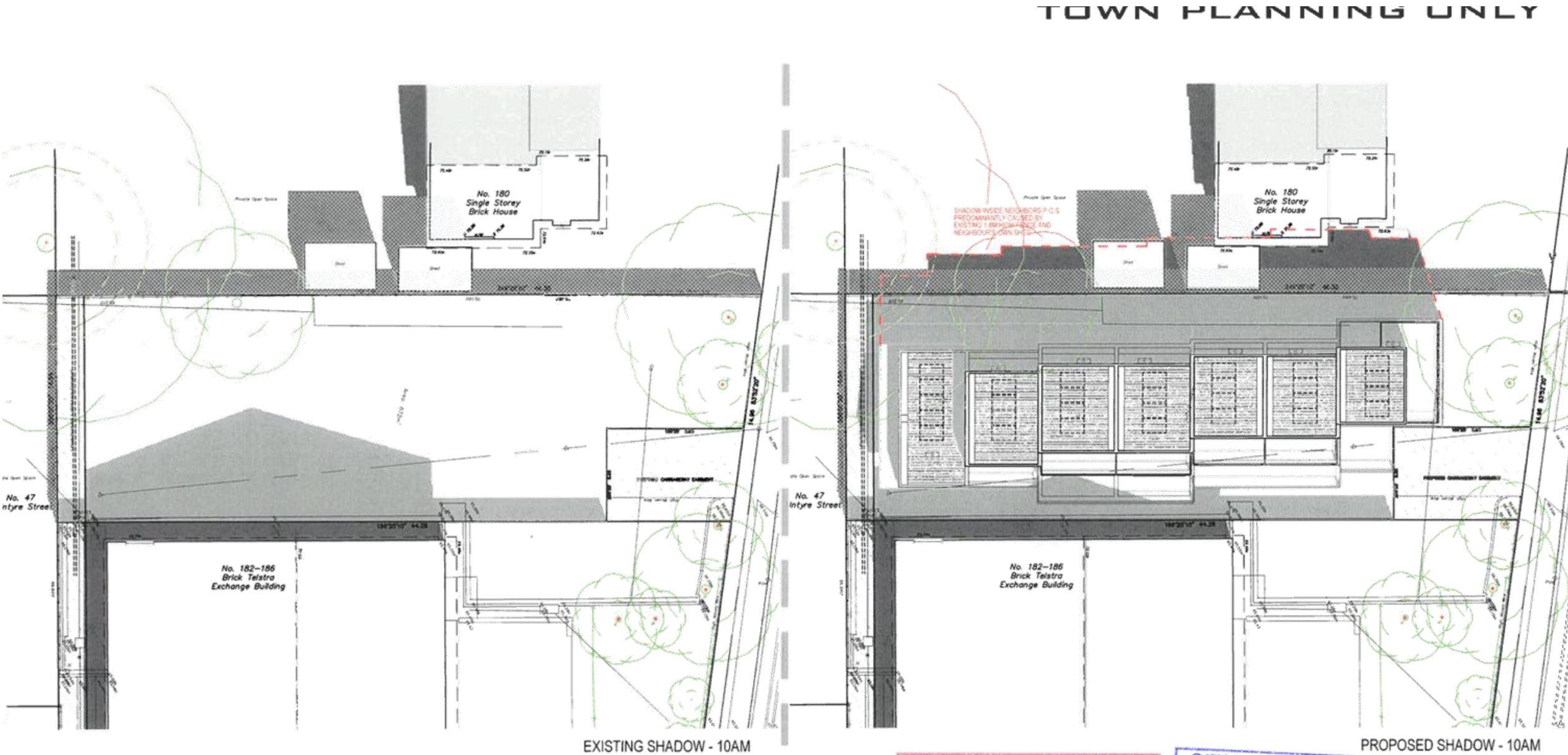


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	ISSUE FOR TOWN PLANNING		28.10.2016			EXISTING & PROPOSED SHADOW 9AM 22. SEPT			
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							DATE: MARCH 2016		TP 9.0



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LEGEND:

- SHADOW BY EXISTING FENCE AND NEIGHBOUR BUILDINGS
- SHADOW OUTLINE BY PROPOSED BUILDING
- SHADOW OUTLINE OF PROPOSED BUILDING OBSTRUCTED BY EXISTING BUILDING



NOTE:  
LENGTH OF SHADOW ON 22ND SEPTEMBER

TIME	SUN ALTITUDE (DEGREES)	SHADOW LENGTH OF A 1M HIGH POST
9AM	31°	1.6M
12PM	51°	0.8M
3PM	35°	1.4M

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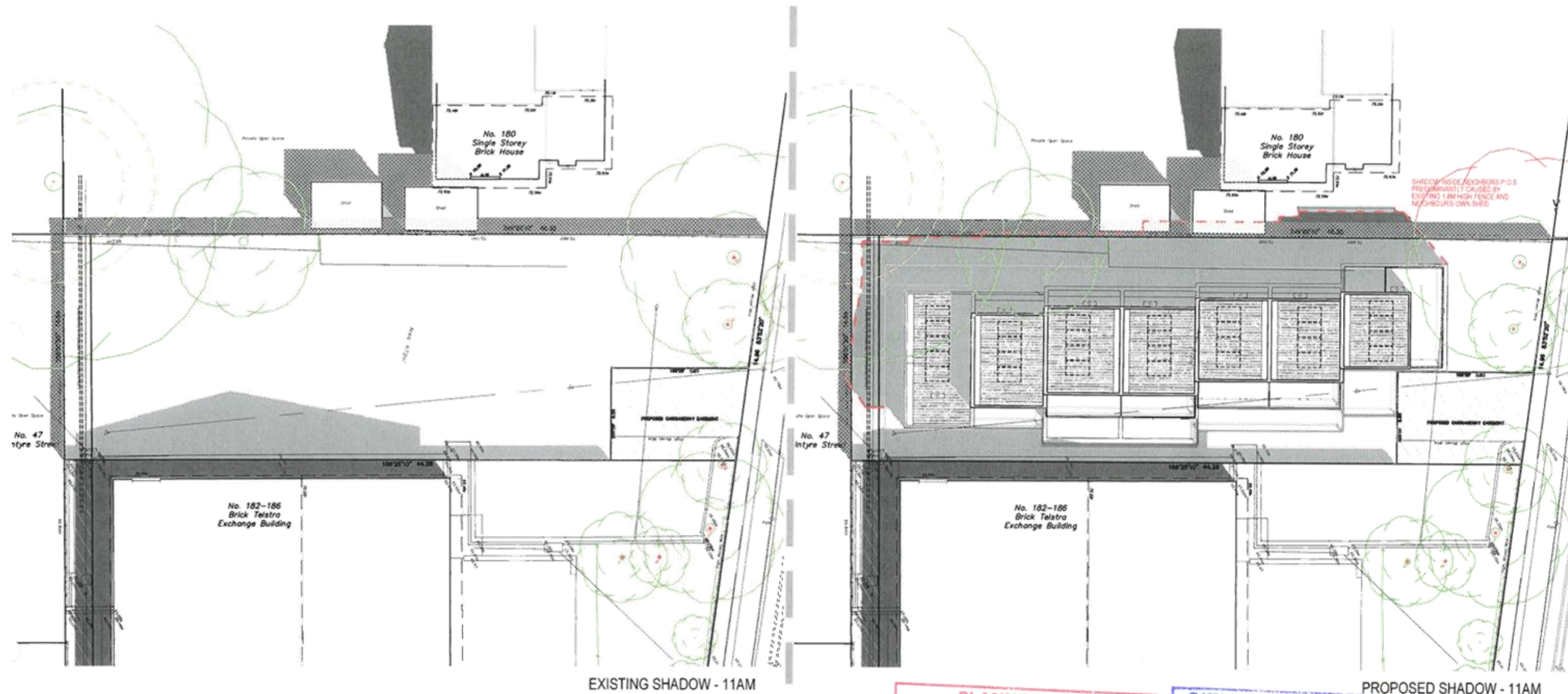
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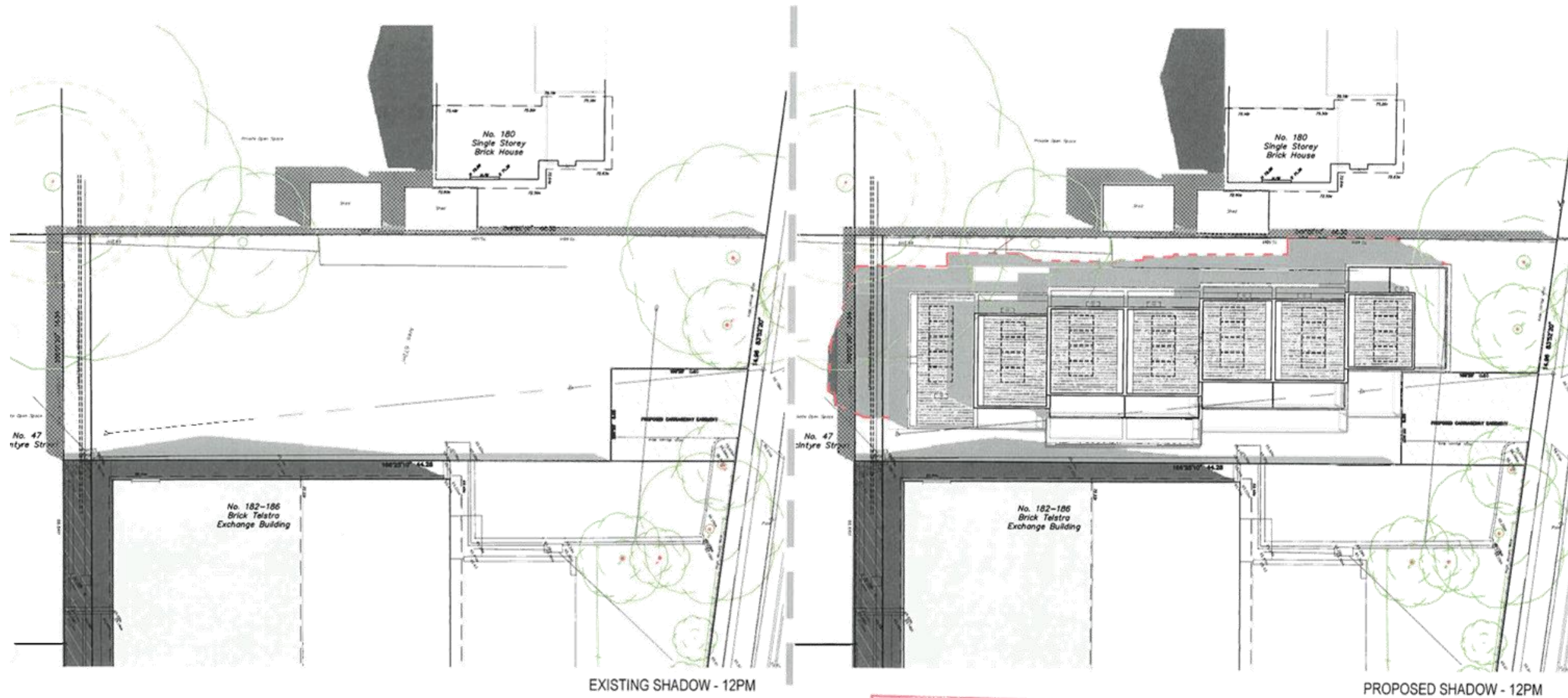
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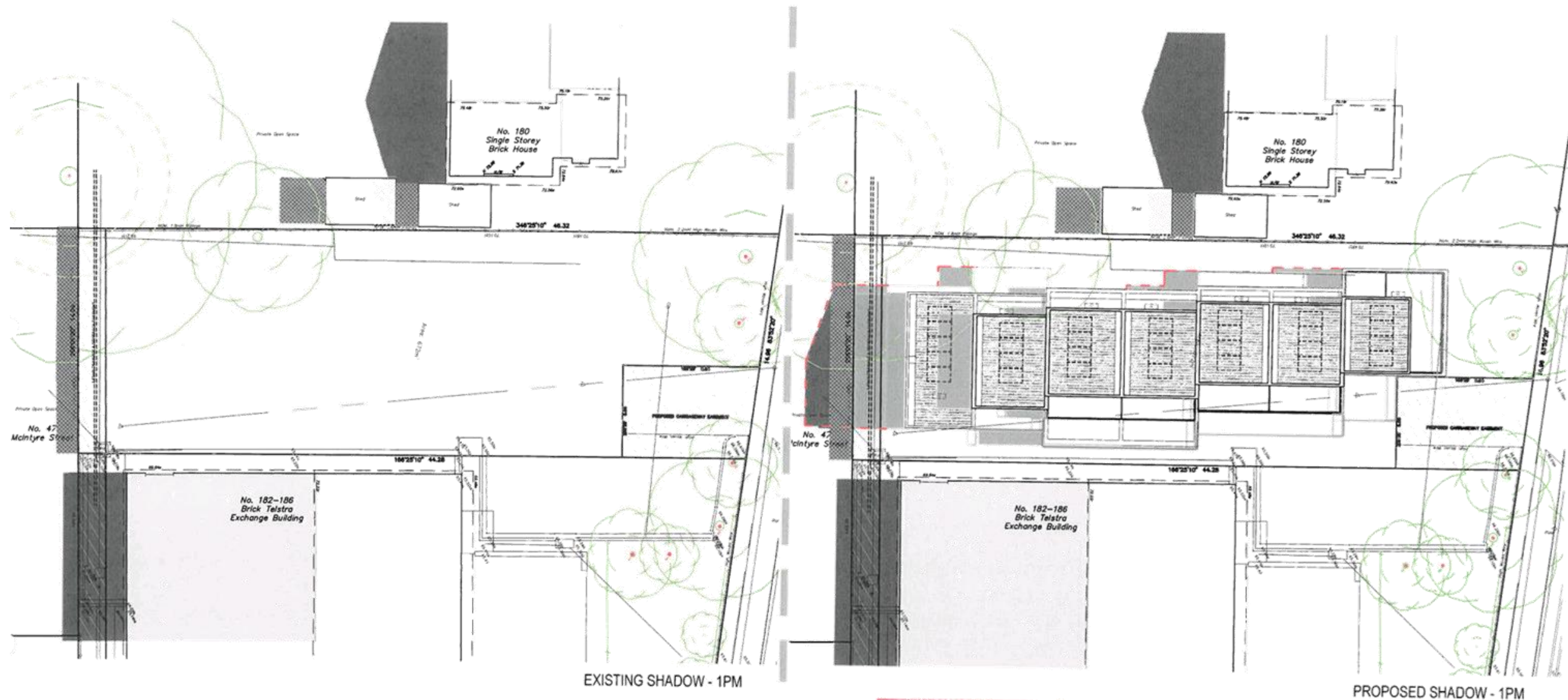
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9.1.1 – ATTACHMENT 1. Architectural Plans

TOWN PLANNING ONLY



LEGEND:

- SHADOW BY EXISTING FENCE AND NEIGHBOUR BUILDINGS
- SHADOW OUTLINE BY PROPOSED BUILDING
- SHADOW OUTLINE OF PROPOSED BUILDING OBSTRUCTED BY EXISTING BUILDING



NOTE:  
LENGTH OF SHADOW ON 22ND SEPTEMBER

TIME	SUN ALTITUDE (DEGREES)	SHADOW LENGTH OF A 1M HIGH POST
9AM	31°	1.6M
12PM	51°	0.8M
3PM	35°	1.4M

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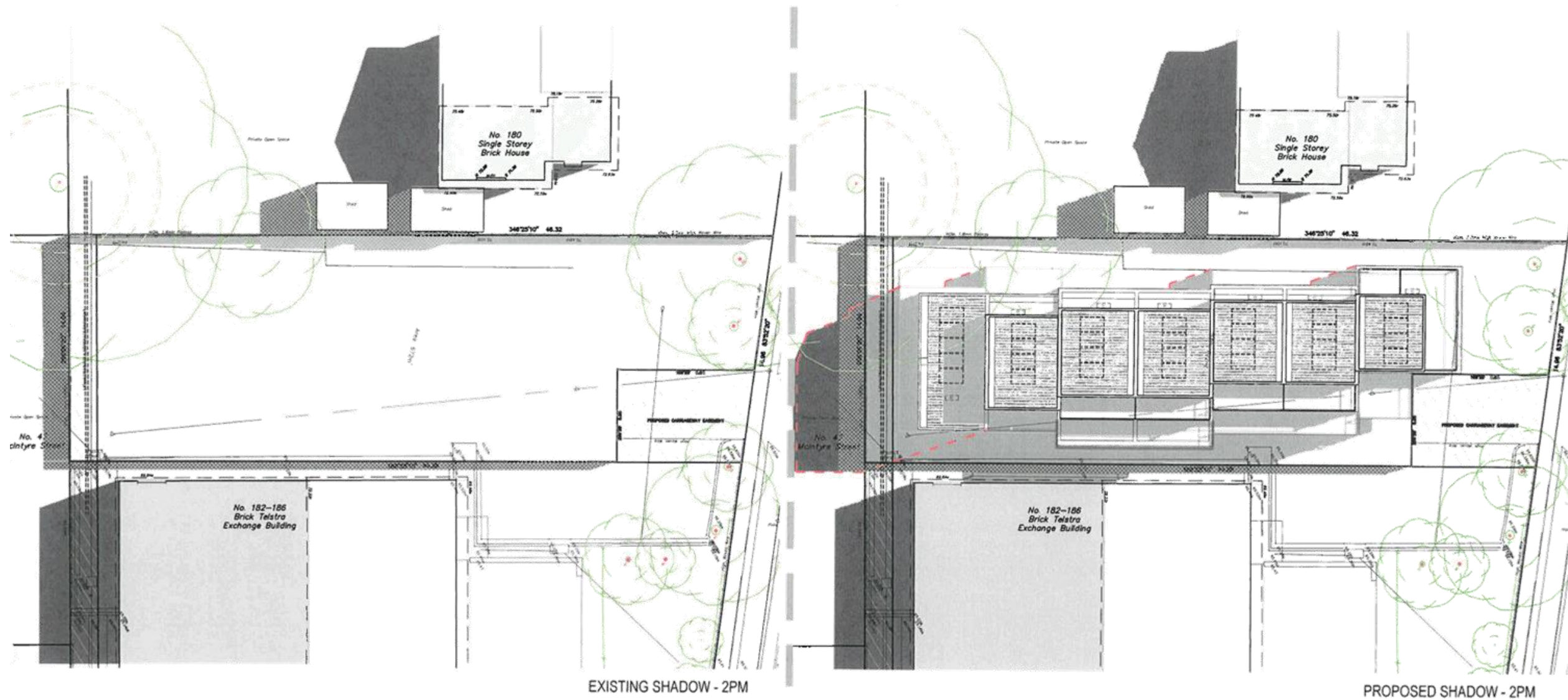
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 LEVEL 5/11 QUEENS ROAD MELBOURNE-VICTORIA ACN 165 983 246-ABN 56 165 983 246	REVISIONS: 1. ISSUE FOR TOWN PLANNING _____ _____ _____ _____	DATE: 28.10.2016 _____ _____ _____	CONTRACTOR MUST CHECK ALL DIMENSIONS ON SITE BEFORE COMMENCING ANY WORK ARCHITECT TO BE NOTIFIED OF ANY DISCREPANCIES FOR CLARIFICATION	TOWNHOUSE DEVELOPMENT 184 BURWOOD HWY BURWOOD VIC 3125	NOTE: NOT FOR CONSTRUCTION EXISTING & PROPOSED SHADOW 1PM 22. SEPT
	CHECKED BY: _____ DRAWN BY: _____ PROJECT NO.: _____ REVISION NO.: _____ CAD REF: _____ SCALE: 1:250 @ A3 DERIVED FROM: _____ DRAWING NO.: _____ DATE: MARCH 2016 TP 9.4				



9.1.1 – ATTACHMENT 1. Architectural Plans

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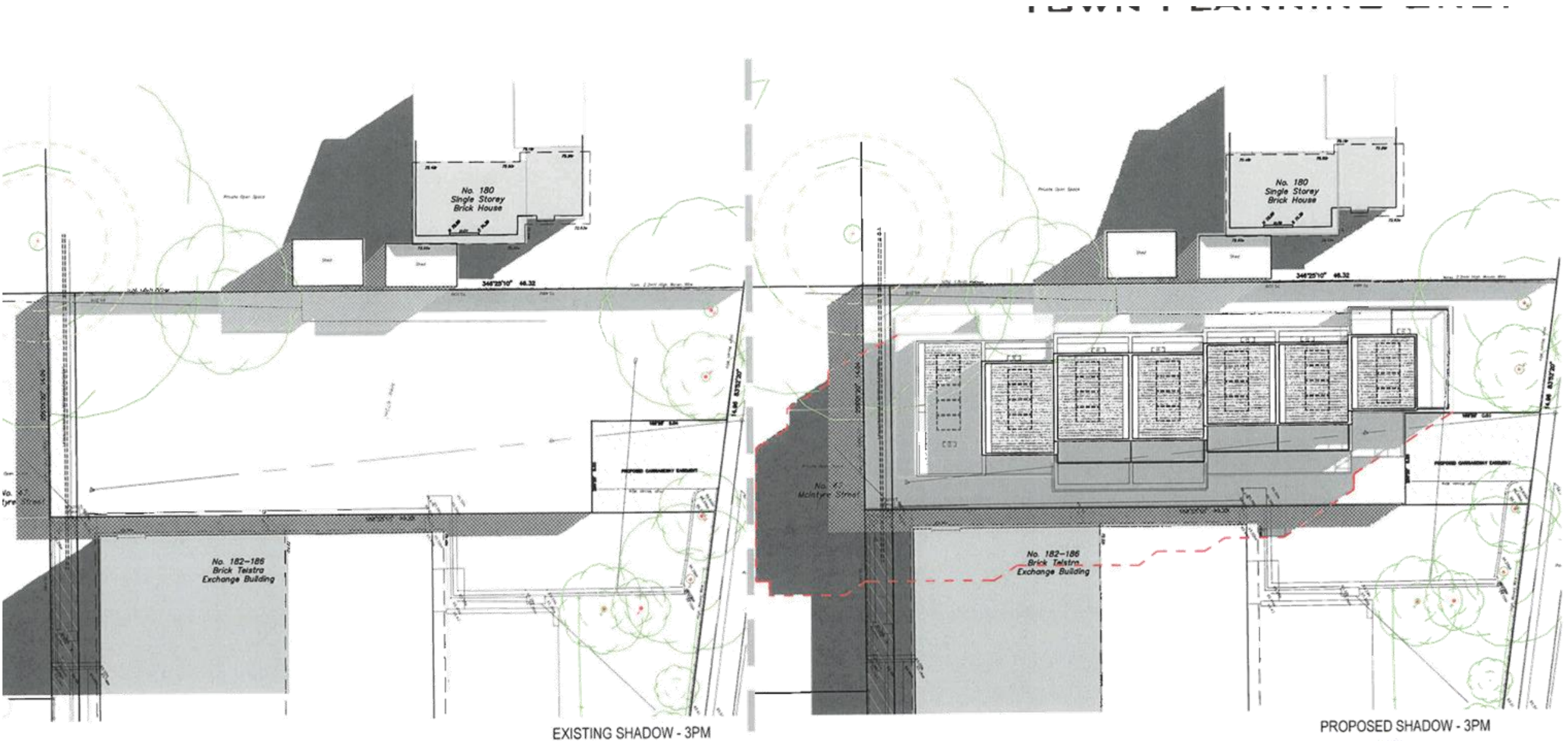
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 LEVEL 5/11 QUEENS ROAD, MELBOURNE, VICTORIA ACN 165 963 246 / FBN 56 135 963 246	REVISIONS: 1. ISSUE FOR TOWN PLANNING 2. 3. 4. 5.	DATE: 28.10.2016	CONTRACTOR MUST CHECK ALL DIMENSIONS ON SITE BEFORE COMMENCING ANY WORK. ARCHITECT TO BE NOTIFIED OF ANY DISCREPANCIES FOR CLARIFICATION.	TOWNHOUSE DEVELOPMENT <b>184 BURWOOD HWY</b> BURWOOD VIC 3125	<b>NOTE: NOT FOR CONSTRUCTION</b> <b>EXISTING &amp; PROPOSED SHADOW 2PM 22. SEPT</b>										
	<table border="1"> <tr> <td>CHECKED BY:</td> <td>DRAWN BY:</td> <td>PROJECT NO.:</td> <td>REVISION NO.:</td> </tr> <tr> <td>CAD REF:</td> <td>SCALE: 1:250 @ A3</td> <td>DERIVED FROM:</td> <td>DRAWING No.:</td> </tr> <tr> <td></td> <td>DATE: MARCH 2015</td> <td></td> <td>TP 9.5</td> </tr> </table>				CHECKED BY:	DRAWN BY:	PROJECT NO.:	REVISION NO.:	CAD REF:	SCALE: 1:250 @ A3	DERIVED FROM:	DRAWING No.:		DATE: MARCH 2015	
CHECKED BY:	DRAWN BY:	PROJECT NO.:	REVISION NO.:												
CAD REF:	SCALE: 1:250 @ A3	DERIVED FROM:	DRAWING No.:												
	DATE: MARCH 2015		TP 9.5												



9.1.1 – ATTACHMENT 1. Architectural Plans



LEGEND:

- SHADOW BY EXISTING FENCE AND NEIGHBOUR BUILDINGS
- SHADOW OUTLINE BY PROPOSED BUILDING
- SHADOW OUTLINE OF PROPOSED BUILDING OBSTRUCTED BY EXISTING BUILDING



NOTE:  
LENGTH OF SHADOW ON 22ND SEPTEMBER

TIME	SUN ALTITUDE (DEGREES)	SHADOW LENGTH OF A 1M HIGH POST
9AM	31°	1.6M
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**e+mc<sup>2</sup>**  
LEVEL 5-11 QUEENS ROAD, MELBOURNE, VICTORIA  
ACN 165 983 246, ABN 56 165 983 246

REVISIONS	DATE
1. ISSUE FOR TOWN PLANNING	28-10-2016

CONTRACTOR MUST CHECK  
ALL DIMENSIONS ON SITE  
BEFORE COMMENCING ANY WORK  
ARCHITECT TO BE NOTIFIED OF ANY  
DISCREPANCIES FOR CLARIFICATION

NOTE: NOT FOR CONSTRUCTION

TOWNHOUSE DEVELOPMENT  
184 BURWOOD HWY  
BURWOOD VIC 3125

EXISTING & PROPOSED SHADOW 3PM 22. SEPT

CHECKED BY: -	DRAWN BY: -	PROJECT NO: -	REVISION NO: -
CAD REF: -	SCALE: 1:250 @ A3	DERIVED FROM: -	DRAWING No: -
	DATE: MARCH 2015		TP 9.6

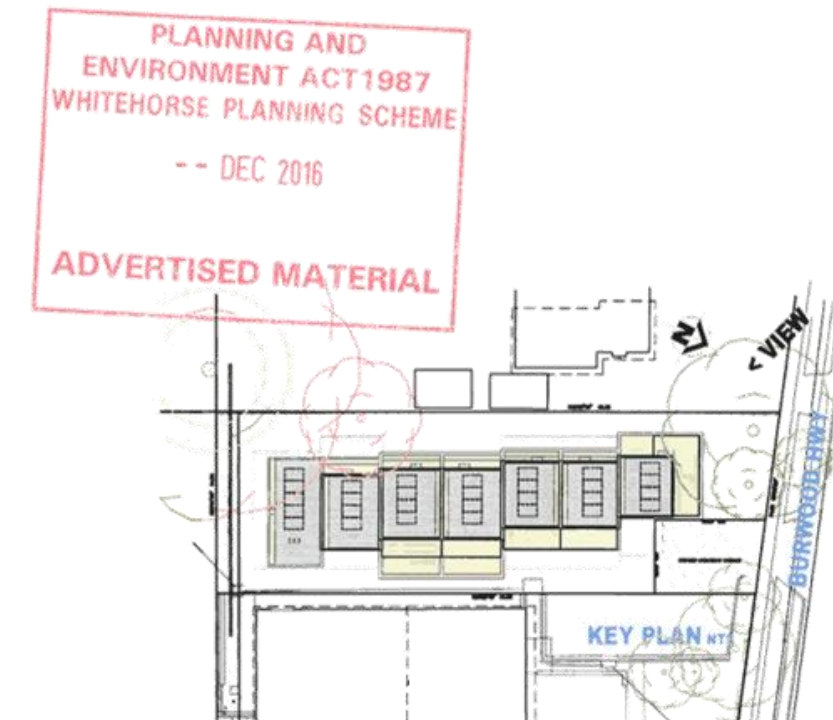


9.1.1 – ATTACHMENT 1. Architectural Plans



**NOTE**  
REFER TO TP 10.2 EXTERNAL COLOUR SCHEMES FOR DETAILED COLOURS AND MATERIALS.  
REFER TO LANDSCAPE PLAN FOR DETAILED VEGETATION INFORMATION.  
THIS IS AN ARTISTIC IMPRESSION. REFER TO DETAILED ELEVATIONS FOR MORE INFORMATION.

TOWN PLANNING ONLY



LEGEND - 184 BURWOOD HIGHWAY		
ITEM	FINISH	COLOUR
B1	FACE BRICK - RECLAIMED OR PGH MAIDSTONE BLEND OR SIMILAR	
PC1	POWDERCOAT FINISH - DULUX 'COASTAL DRIFT' OR SIMILAR TO VERTICAL CLADDING	
PC2	POWDERCOAT FINISH - DULUX 'TEAHOUSE' OR SIMILAR	
C1	CEMENT SHEET CLADDING - EQUITONE 'TECTIVA TEO' OR SIMILAR	

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9.1.1 – ATTACHMENT 1. Architectural Plans

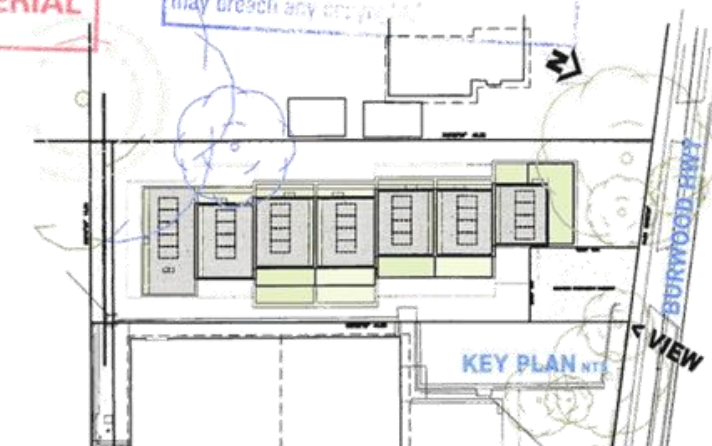


**NOTE**  
REFER TO TP 10.2 EXTERNAL COLOUR SCHEMES FOR DETAILED COLOURS AND MATERIALS.  
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LEGEND - 184 BURWOOD HIGHWAY		
ITEM	FINISH	COLOUR
B1	FACE BRICK - RECLAIMED OR PGH 'MAIDSTONE BLEND' OR SIMILAR	
PC1	POWDERCOAT FINISH - DULUX 'COASTAL DRIFT' OR SIMILAR TO VERTICAL CLADDING	
PC2	POWDERCOAT FINISH - DULUX 'TEAHOUSE' OR SIMILAR	
C1	CEMENT SHEET CLADDING - EQUITONE 'TECTIVA TE00' OR SIMILAR	

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ISSUE FOR TOWN PLANNING 2. 3. 4. 5. 6. 7. 8. 9. 10. 11. 12. 13. 14. 15. 16. 17. 18. 19. 20. 21. 22. 23. 24. 25. 26. 27. 28. 29. 30. 31. 32. 33. 34. 35. 36. 37. 38. 39. 40. 41. 42. 43. 44. 45. 46. 47. 48. 49. 50. 51. 52. 53. 54. 55. 56. 57. 58. 59. 60. 61. 62. 63. 64. 65. 66. 67. 68. 69. 70. 71. 72. 73. 74. 75. 76. 77. 78. 79. 80. 81. 82. 83. 84. 85. 86. 87. 88. 89. 90. 91. 92. 93. 94. 95. 96. 97. 98. 99. 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. 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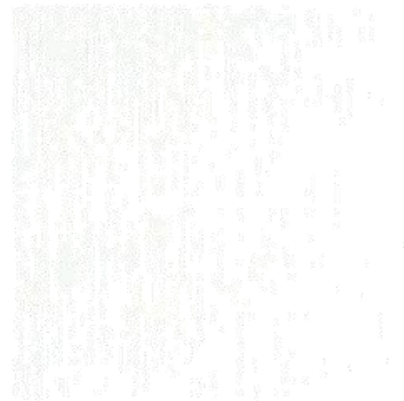


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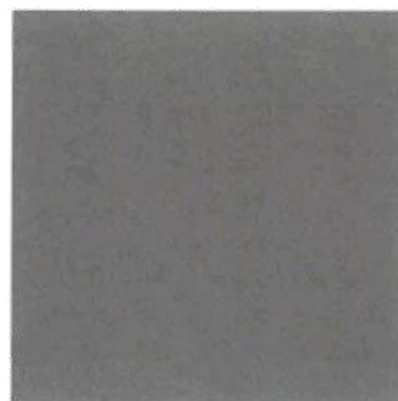
B1 FACE BRICK - RECLAIMED OR PGH 'MAIDSTONE BLEND'  
OR SIMILAR ON NW FENCE & LOWER FLOOR



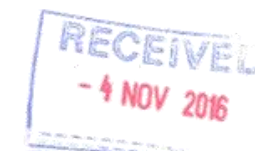
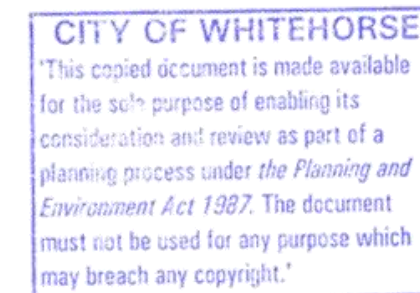
C1 CEMENT SHEET CLADDING - EQUISTONE 'TECT VA TRO'  
OR SIMILAR TO FACADE CLADDING




PC1 POWDER COAT PAINT FINISH - DULUX 'CASTAL DRIFT'  
TO VERT CAL, ALUMINIUM CLADDING TO UNIT 1, 3, 4, 6  
R 186  
G 192  
B 196



PC2 POWDER COAT PAINT FINISH - DULUX 'TEAHOUSE' TO  
ALL WINDOW AND DOOR FRAMES, GARAGE DOORS,  
FRAME STRUCTURE, FRONT FENCE AND  
BALLSTRADES  
R 102  
G 105  
B 102



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 LEVEL 5/11 QUEEN'S ROAD-MELBOURNE-VICTORIA ACN 165 983 246 ABN 56 165 983 246	REVIS ORS:		DATE:	CONTRACTOR MUST CHECK ALL DIMENSIONS ON SITE BEFORE COMMENCING ANY WORK ARCHITECT TO BE NOTIFIED OF ANY DISCREPANCIES FOR CLARIFICATION	TOWNHOUSE DEVELOPMENT <b>184 BURWOOD HWY</b> BURWOOD VIC 3125	PROPOSED COLOUR SCHEMES FINISHES SAMPLES			
	1. ISSUE FOR TOWN PLANNING		20-12-2015						
CHECKED BY:		DRAWN BY:		PROJECT NO.:		REVISION NO.:			
AND REF:		SCALE: @ A2		OBTAINED FROM (DRAWING NO.:		DRAWING NO: TP 10.2			
		DATE: JANUARY 2016							

9.1.2            229-231 Blackburn Road,  
Blackburn South (Lot 285 LP  
510800) – Construction of a  
three storey building for four  
offices and seventeen  
dwellings, use of the land for  
a dwelling, reduction in the  
required car parking provision  
and alteration of access to a  
Road Zone (Category 1)

Attachment 1    WH 2016 105 - Application to Amend  
a Planning Application - Plans



9.1.2 – ATTACHMENT 1.      WH 2016 105 - Application to Amend a Planning Application - Plans

ARCHITECTURE SET

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REV	DESCRIPTION	DRN	CHK	DATE
A	ISSUE FOR TOWN PLANNING	AB	EG	08.02.2016
B	REFs FOR TOWN PLANNING	MNS	- -	11.04.2016
			EG	

Town Planning

229 BLACKBURN RD

PROJECT

TITLE

DRAWN

SCALE

DATE

JOB No.

Author

15/11/2016

745

ARCHITECTURE SET

TP07

C

9.1.2 – ATTACHMENT 1. WH 2016 105 - Application to Amend a Planning Application - Plans

## DEVELOPMENT SUMMERY

Area Schedule (Rentable)			
Level	Number	Unit Type	Area
GROUND LEVEL	G.01	COMMERCIAL	81 m <sup>2</sup>
GROUND LEVEL	G.02	COMMERCIAL	86 m <sup>2</sup>
GROUND LEVEL	G.03	COMMERCIAL	103 m <sup>2</sup>
GROUND LEVEL	G.04	COMMERCIAL	119 m <sup>2</sup>
GROUND LEVEL	G.05	3BED	101 m <sup>2</sup>
LEVEL 1	1.1	2BED	82 m <sup>2</sup>
LEVEL 1	1.2	2BED	99 m <sup>2</sup>
LEVEL 1	1.3	2BED	74 m <sup>2</sup>
LEVEL 1	1.4	2BED	71 m <sup>2</sup>
LEVEL 1	1.5	2BED	70 m <sup>2</sup>
LEVEL 1	1.6	2BED	64 m <sup>2</sup>
LEVEL 1	1.7	2BED	65 m <sup>2</sup>
LEVEL 1	1.8	2BED	67 m <sup>2</sup>
LEVEL 1	1.9	1BED	53 m <sup>2</sup>
LEVEL 2	2.1	1BED	59 m <sup>2</sup>
LEVEL 2	2.2	1BED	50 m <sup>2</sup>
LEVEL 2	2.3	2BED	71 m <sup>2</sup>
LEVEL 2	2.4	2BED	78 m <sup>2</sup>
LEVEL 2	2.5	2BED	69 m <sup>2</sup>
LEVEL 2	2.6	2BED	68 m <sup>2</sup>
LEVEL 2	2.7	1BED	56 m <sup>2</sup>
Grand total: 21			

Area Schedule (Rentable) 2BED			
Level	Number	Unit Type	Area
LEVEL 1	1.1	2BED	82 m <sup>2</sup>
LEVEL 1	1.2	2BED	99 m <sup>2</sup>
LEVEL 1	1.3	2BED	74 m <sup>2</sup>
LEVEL 1	1.4	2BED	71 m <sup>2</sup>
LEVEL 1	1.5	2BED	70 m <sup>2</sup>
LEVEL 1	1.6	2BED	64 m <sup>2</sup>
LEVEL 1	1.7	2BED	65 m <sup>2</sup>
LEVEL 1	1.8	2BED	67 m <sup>2</sup>
LEVEL 2	2.3	2BED	71 m <sup>2</sup>
LEVEL 2	2.4	2BED	78 m <sup>2</sup>
LEVEL 2	2.5	2BED	69 m <sup>2</sup>
LEVEL 2	2.6	2BED	68 m <sup>2</sup>
Grand total: 12			

Area Schedule (Rentable) 1BED			
Level	Number	Unit Type	Area
LEVEL 1	1.9	1BED	53 m <sup>2</sup>
LEVEL 2	2.1	1BED	59 m <sup>2</sup>
LEVEL 2	2.2	1BED	50 m <sup>2</sup>
LEVEL 2	2.7	1BED	56 m <sup>2</sup>
Grand total: 4			

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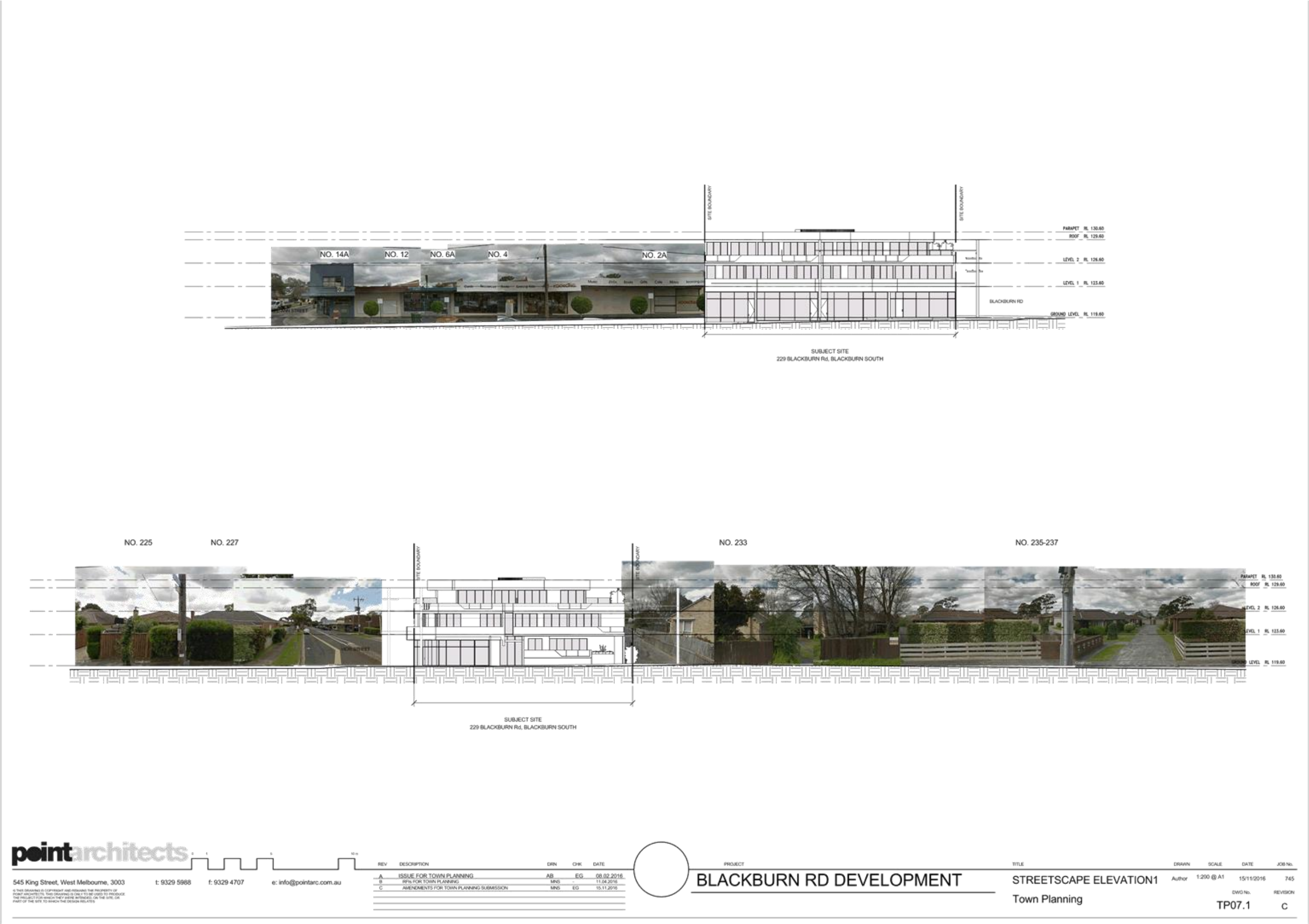


Town Planning

PROJECT	TITLE	DRAWN	SCALE	DATE	JOB No.
229 BLACKBURN RD	DEVELOPMENT SUMMARY			15/11/2016	745
				DWG No.	REVISION
				TP06	C



9.1.2 – ATTACHMENT 1. WH 2016 105 - Application to Amend a Planning Application - Plans





REV	DESCRIPTION	DRN	CHK	DATE
A	ISSUE FOR TOWN PLANNING	AB	EG	08.02.2016
B	80% FOR TOWN PLANNING	MNS	-	11.04.2016
C	AMENDMENTS FOR TOWN PLANNING SUBMISSION	MNS	EG	15.11.2016
D	AMENDMENTS FOR TOWN PLANNING SUBMISSION	MNS		16.12.2016

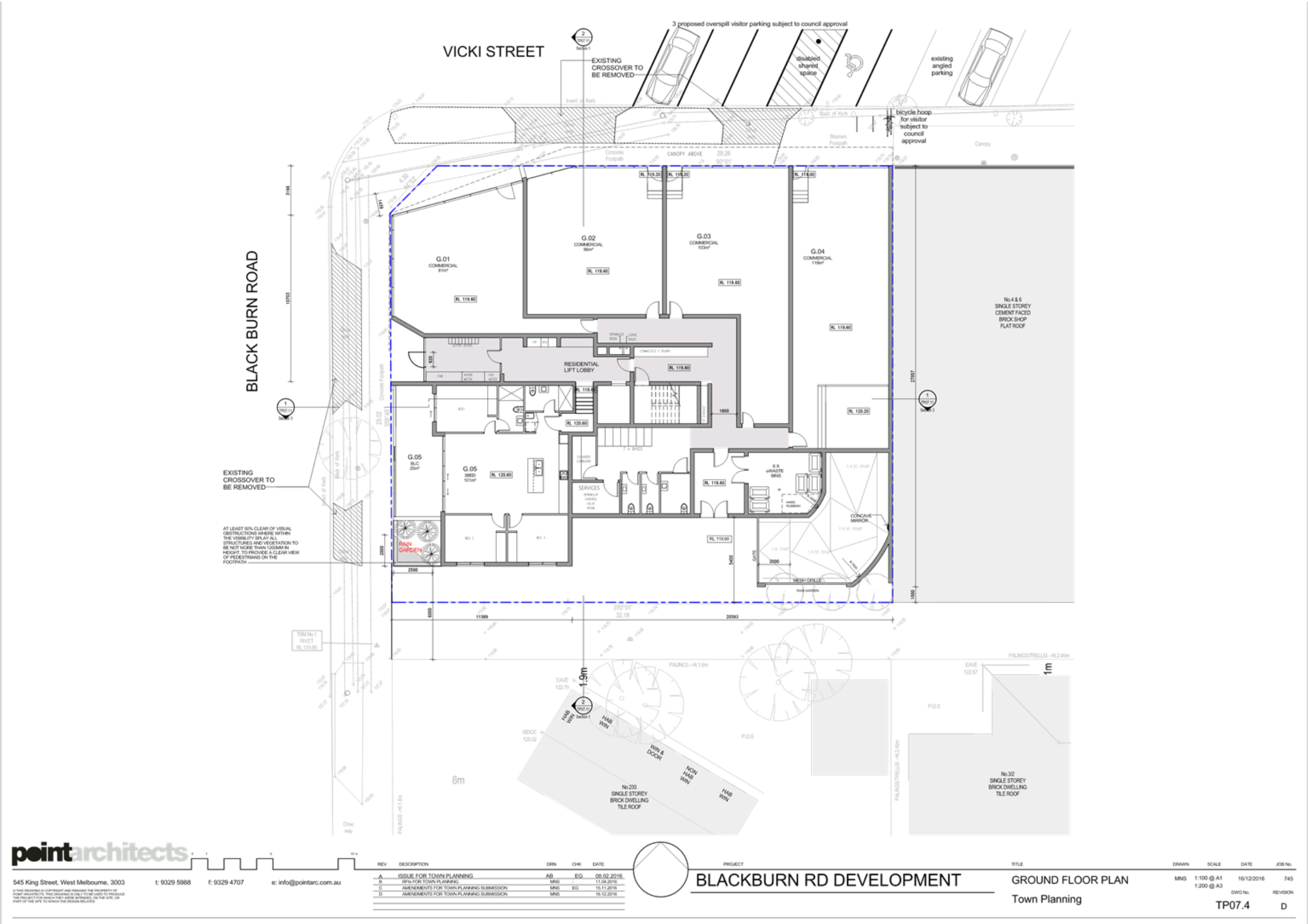


BLACKBURN RD DEVELOPMENT

TITLE	DRAWN	SCALE	DATE	JOB No.
BASEMENT FLOOR PLAN	MNS	1:100 @ A1 1:200 @ A3	16/12/2016	745
Town Planning		DWG No.	REVISION	
		TP07.3		C



9.1.2 – ATTACHMENT 1. WH 2016 105 - Application to Amend a Planning Application - Plans

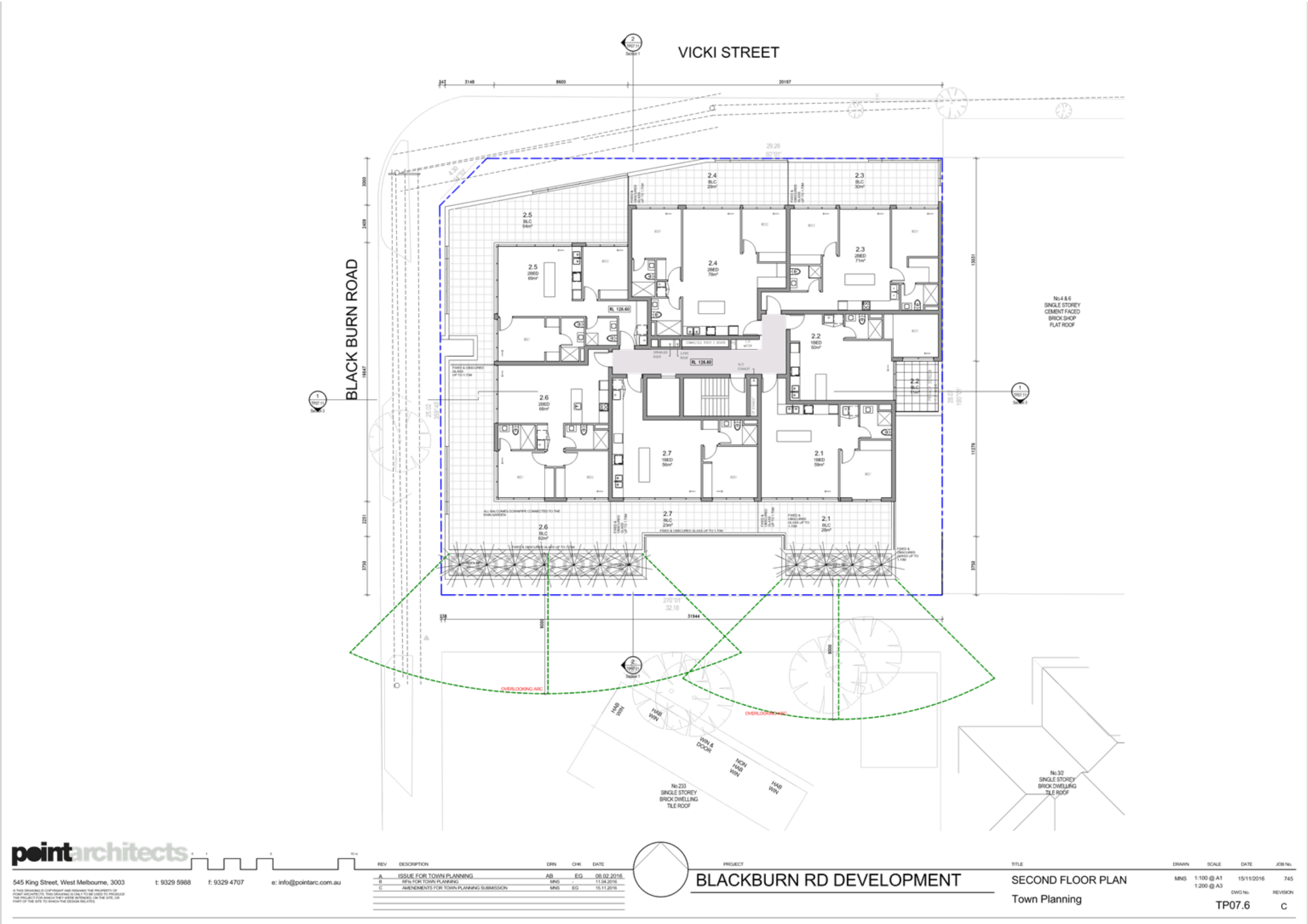


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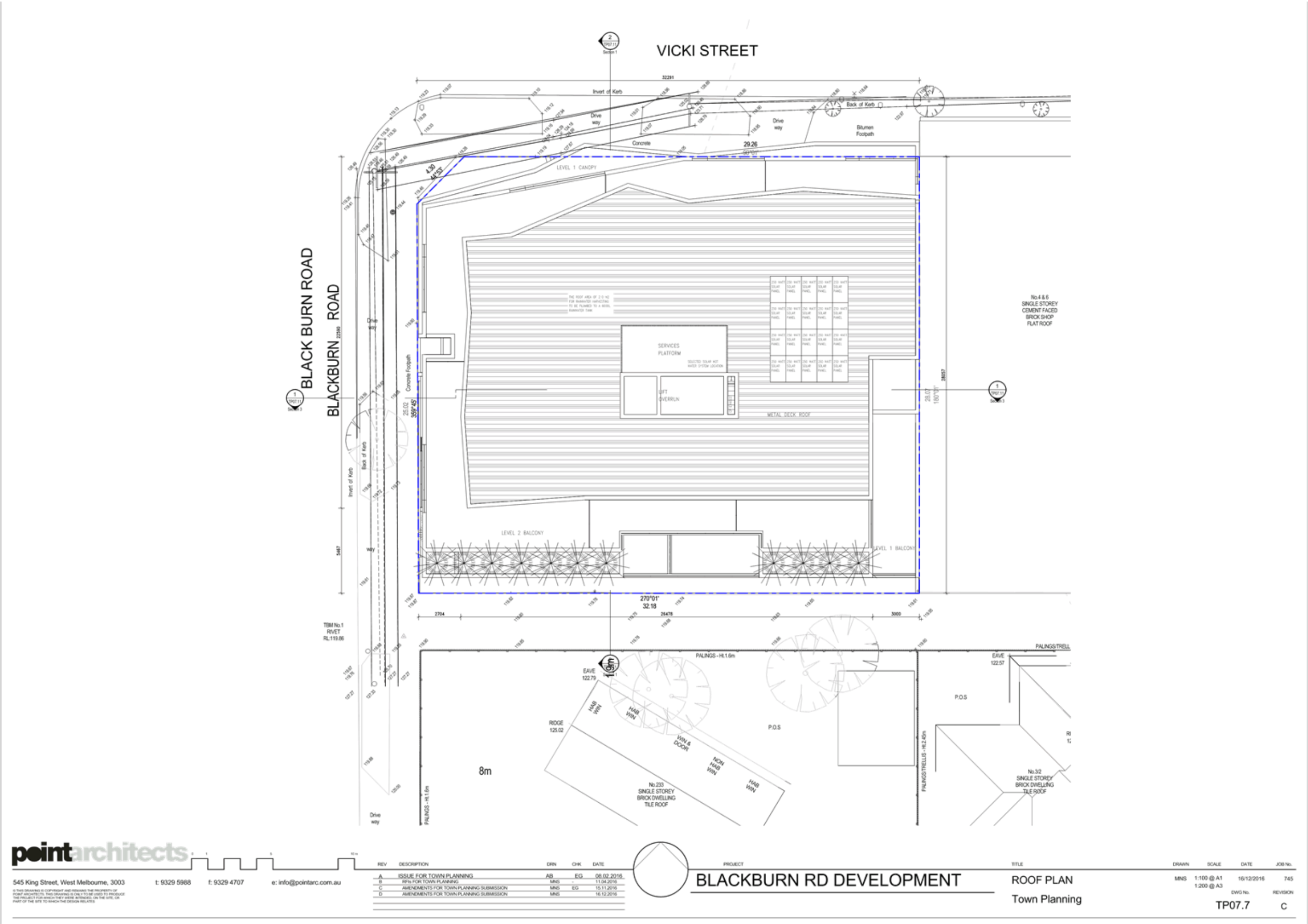




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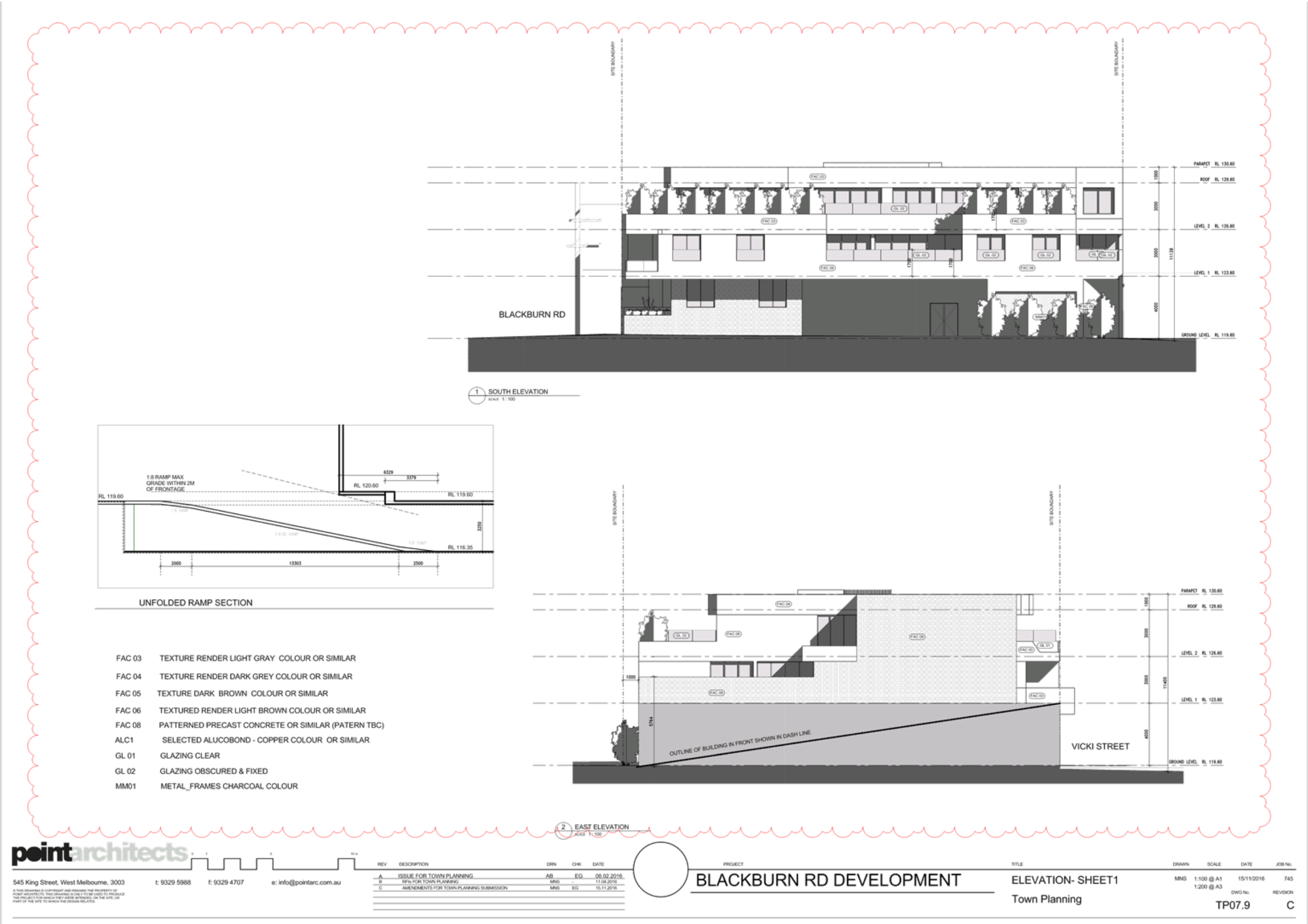


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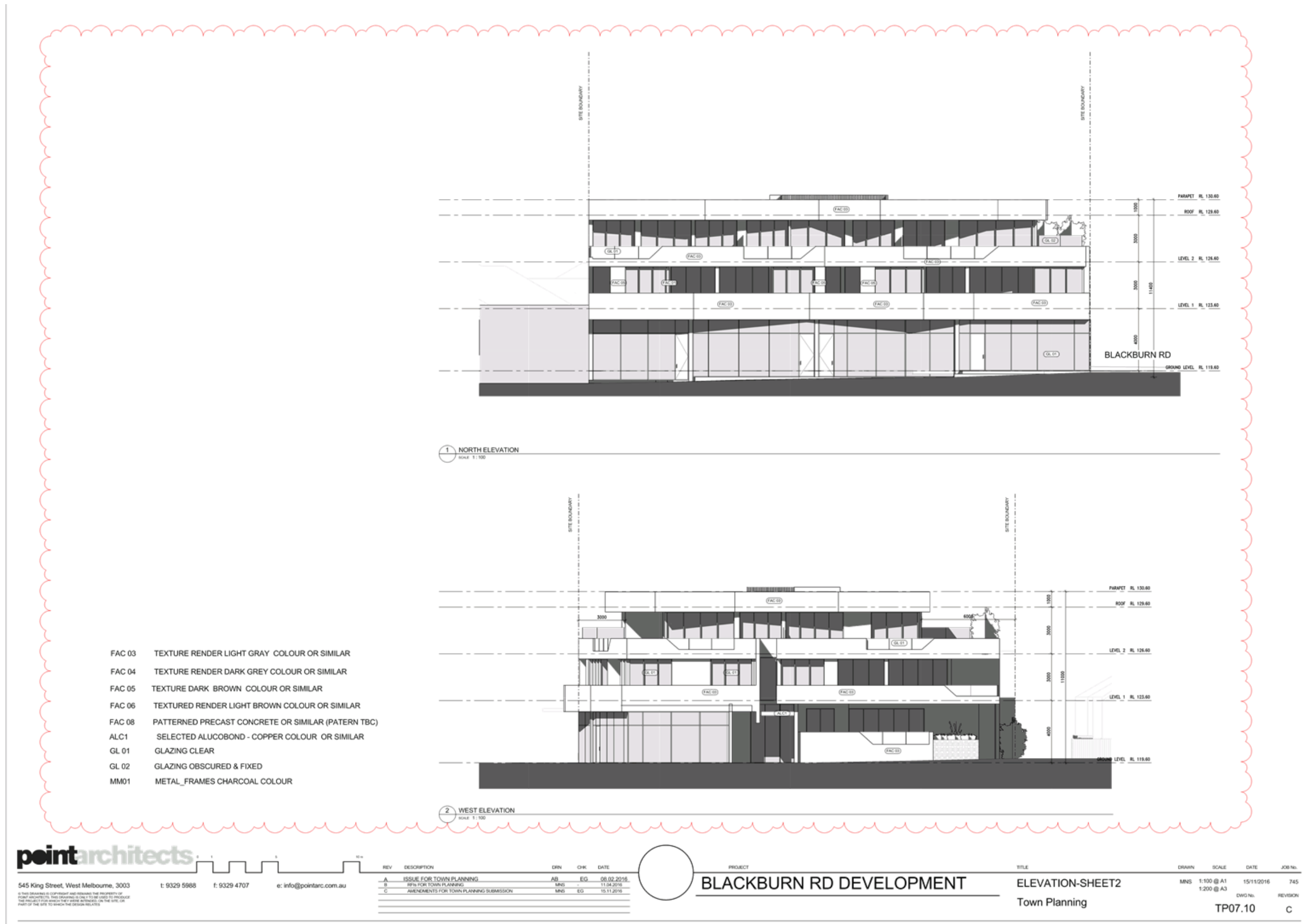




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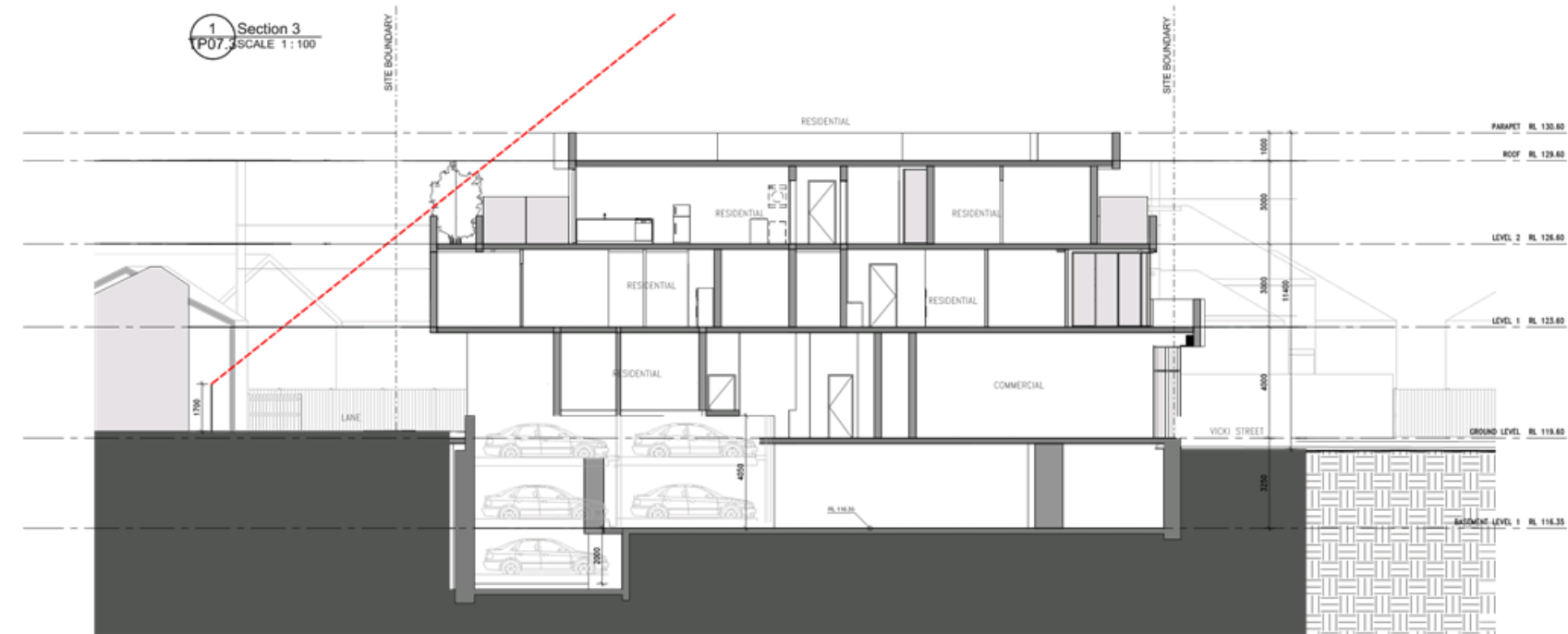
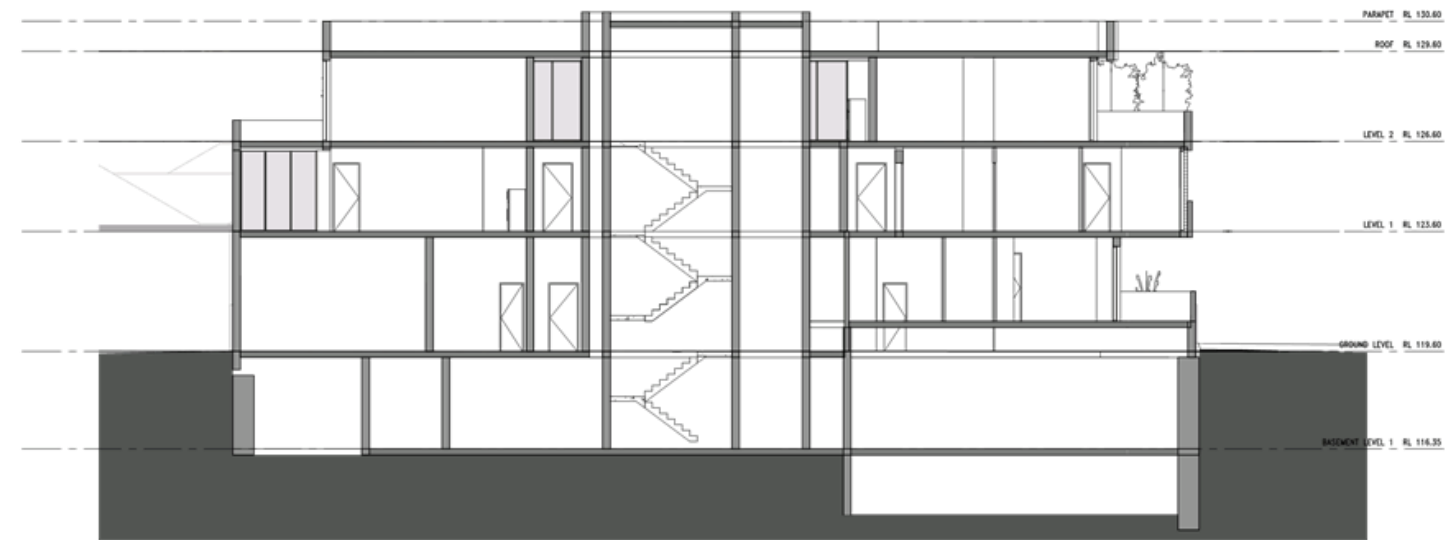


9.1.2 – ATTACHMENT 1. WH 2016 105 - Application to Amend a Planning Application - Plans





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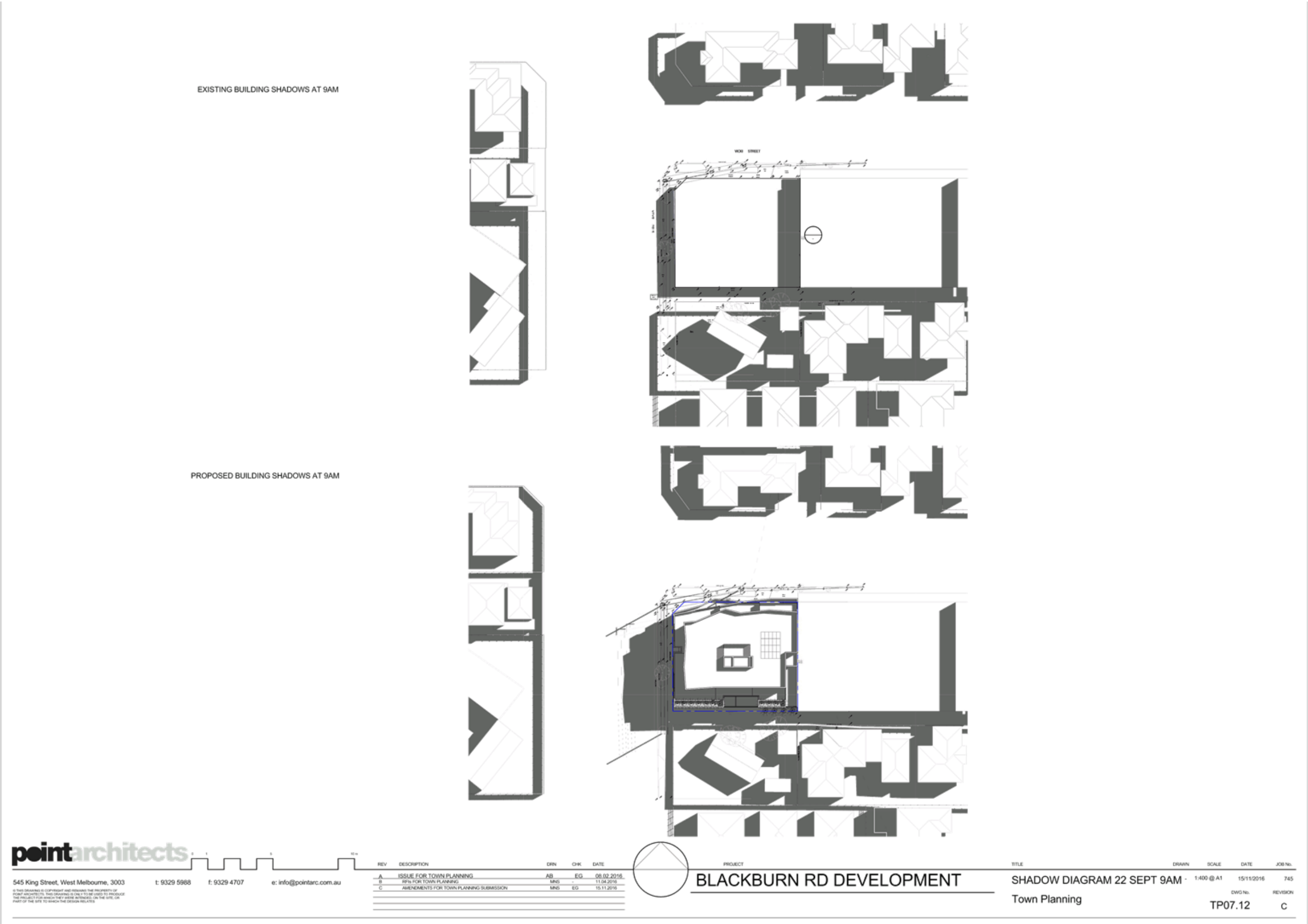
REV	DESCRIPTION	DRN	CHK	DATE
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B	REVISED FOR TOWN PLANNING	MNS	EG	11.04.2016
C	AMENDMENTS FOR TOWN PLANNING SUBMISSION	MNS	EG	15.11.2016

PROJECT  
**BLACKBURN RD DEVELOPMENT**

TITLE  
**SECTION**  
Town Planning

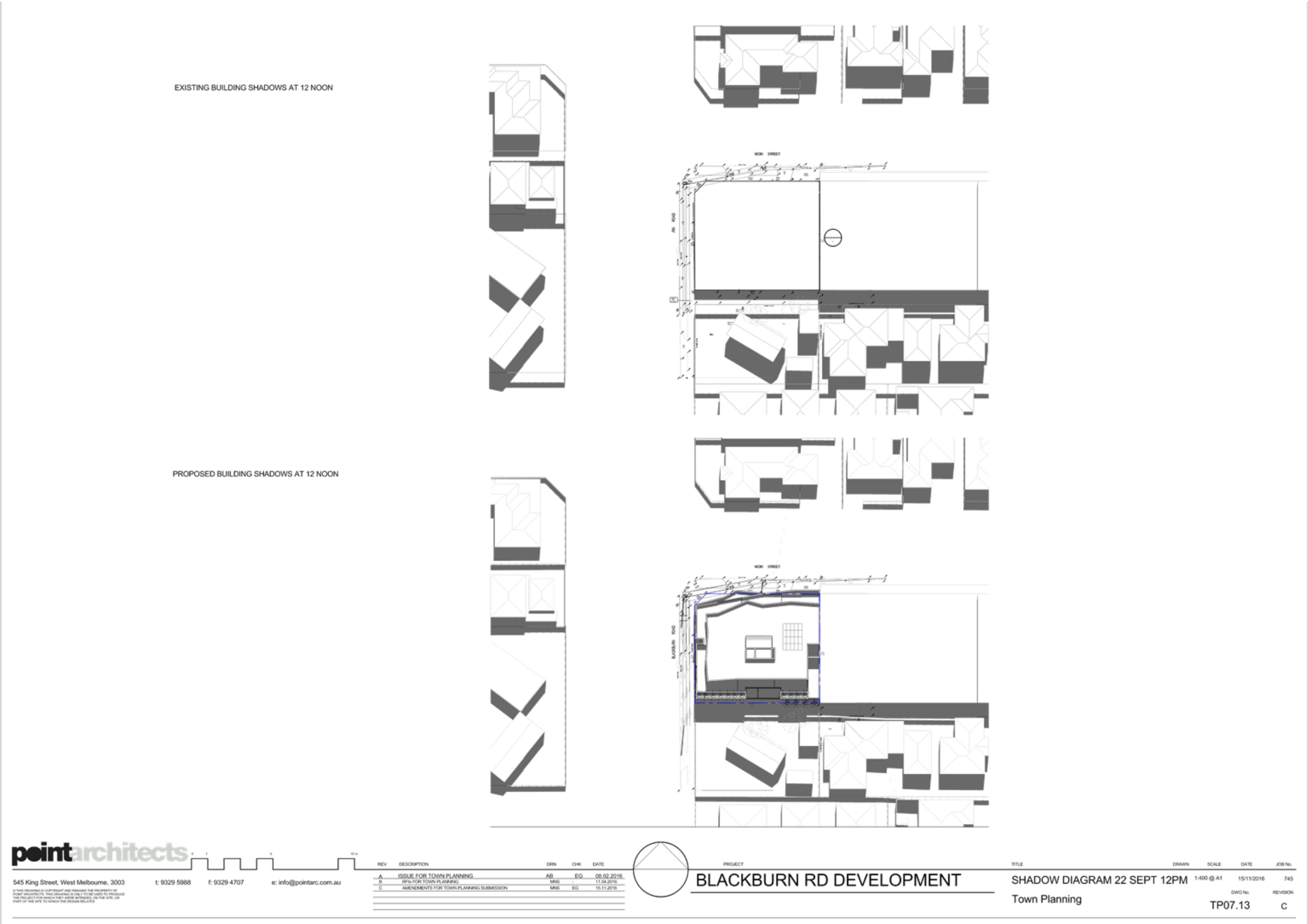
DRAWN	SCALE	DATE	JOB No.
Author	1:100 @ A1	15/11/2016	745
	1:200 @ A3		
DWG No.	REVISION		
TP07.11	C		

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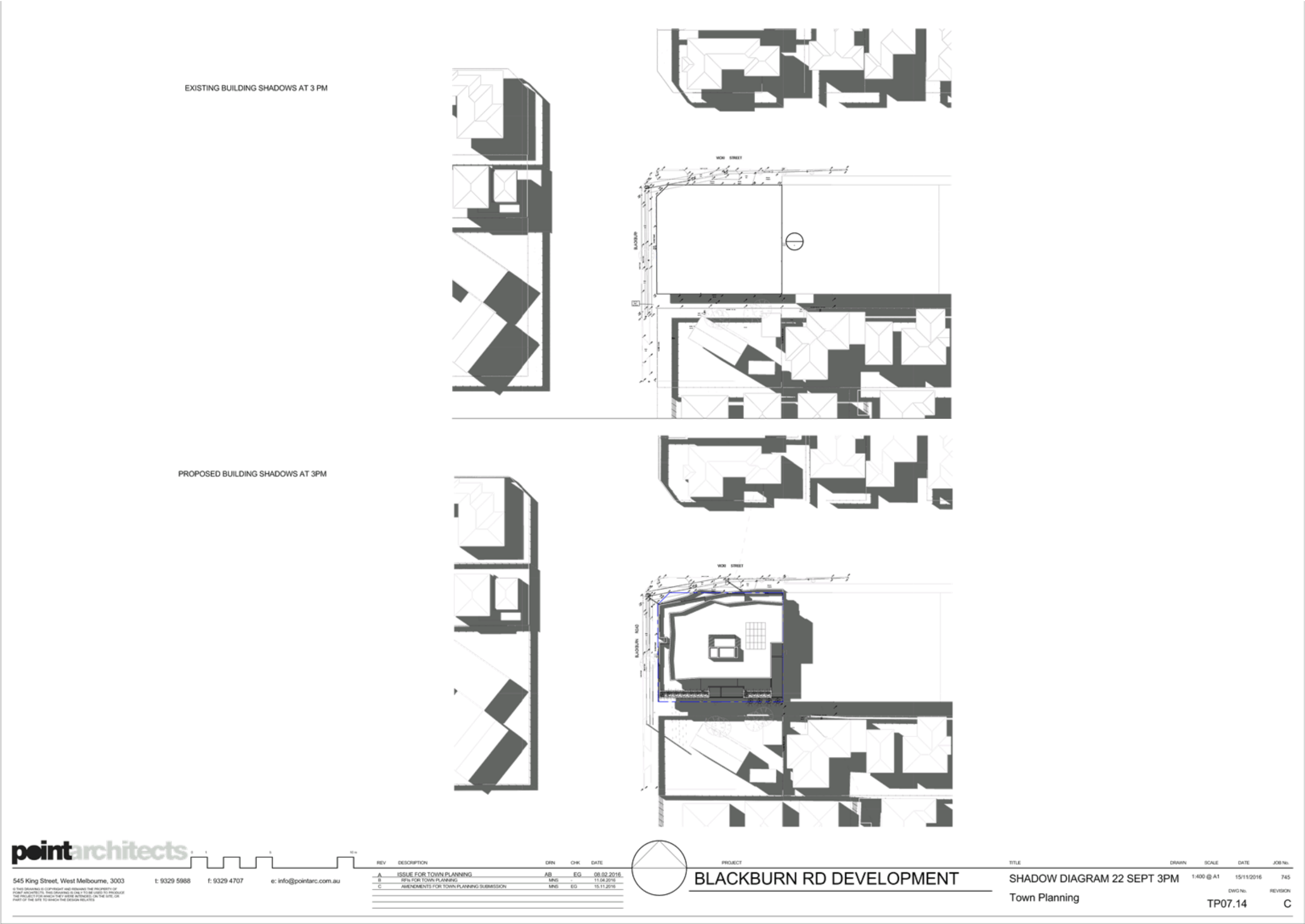




9.1.2 – ATTACHMENT 1.      WH 2016 105 - Application to Amend a Planning Application - Plans



9.1.2 – ATTACHMENT 1.      WH 2016 105 - Application to Amend a Planning Application - Plans





#### 9.1.4 EAGA Memorandum of Understanding 2017-2021

Attachment 1 EAGA Draft 2017-2021 MOU

## **EASTERN ALLIANCE FOR GREENHOUSE ACTION MEMORANDUM OF UNDERSTANDING**

### **BETWEEN**

**Maroondah City Council ABN 98 606 522 719 as (host organisation)**

**and**

**<Insert member name> and ABN as (member)**

### **1. PARTIES**

1.1 The Eastern Alliance for Greenhouse Action (EAGA) is a formal alliance of councils working together on joint programs that reduce greenhouse gas emissions and facilitate climate change adaptation across the region, including:

- City of Boroondara
- Knox City Council
- Maroondah City Council
- Monash City Council
- City of Stonnington
- City of Whitehorse
- Yarra Ranges Council

### **2. PURPOSE AND SCOPE**

2.1 The purpose of this Memorandum of Understanding (MOU) is to articulate the arrangements and expectations of member councils by:

- 2.1.1 providing a framework to guide collaborative work and meet the objectives of EAGA's Strategic Plan
- 2.1.2 defining the roles and obligations of the host and member councils and EAGA's governance structure
- 2.1.3 establishing an agreed membership funding commitment

### **3. PERIOD**

3.1 From 1st July 2017 to 30th June 2021.



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**9.1.4 – ATTACHMENT 1. EAGA Draft 2017-2021 MOU**

**4. DEFINITIONS**

**Host organisation** means Maroondah City Council who will host EAGA Executive Officer and administer EAGA's finances as described in Sections 9 and 10 of this MOU.

**Member** means each full fee paying council as listed in Section 1 and defined in Section 8.

**5. BACKGROUND**

- 5.1 EAGA was formed in 2008 in response to community concerns about climate change and a desire to drive environmental sustainability initiatives in a coordinated manner in the eastern region.
- 5.2 In 2012, EAGA's seven member councils signed the first MOU for the 1 July 2012 to 30 June 2016 period. A dedicated staff resource was appointed in 2013 (hosted at Maroondah City Council) and EAGA's governance structure (including an Executive and Steering Committee) was established in the same year. Over the 2012-16 period, the Alliance implemented a range of high profile regional climate change initiatives delivering clear financial and greenhouse gas savings to members and their communities.
- 5.3 In 2016-17, EAGA councils endorsed a twelve-month MOU that provided an interim agreement to manage EAGA's activities whilst the parties worked towards establishing a long term MOU that is in-line with the council electoral cycle (2017-21).

**6. PRINCIPLES**

- 6.1 In all matters arising under this MOU, the parties agree to the following principles:
  - 6.1.1 openness, collaboration, sharing information and learning from each other
  - 6.1.2 communicating regularly amongst member councils
  - 6.1.3 pursuing a consensus approach to decision making
  - 6.1.4 acting in good faith, foremost in the interests of the region
  - 6.1.5 transparency and fostering a culture of regular monitoring and review

**7. GOVERNANCE ARRANGEMENTS**

- 7.1 EAGA members commit to maintaining a robust governance structure to ensure:
  - 7.1.1 objective and effective decision-making
  - 7.1.2 appropriate processes for accountability
  - 7.1.3 effective communications and information exchange within EAGA's networks
- 7.2 EAGA undertakes its work under the guidance of:
  - 7.2.1 an Executive Committee: overseeing and endorsing EAGA's strategic directions
  - 7.2.2 a Steering Committee: managing projects, consistent with EAGA's strategic direction

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**9.1.4 – ATTACHMENT 1. EAGA Draft 2017-2021 MOU**

7.2.3 Working Groups: project implementation and technical discussion (meeting as required)

7.2.4 an Executive Officer: to support and resource these governance structures

7.3 Representation on EAGA's committees, their roles, responsibilities and operational processes are detailed in the attached Terms of Reference.

**8. FUNDING COMMITMENT**

8.1 Each EAGA member will contribute an annual membership fee of \$20,000 commencing in 2017/18 up until and including the 2020/21 financial year. This fee will be increased at 2.5% per annum to accommodate EAGA's forecasted increase in expenses over the MOU period.

8.2 The funding commitment includes the following payment schedule:

8.2.1 (June 2017) \$20,000 + GST

8.2.2 (June 2018) \$20,500 + GST

8.2.3 (June 2019) \$21,013 + GST

8.2.4 (June 2020) \$21,855 + GST

8.3 The parties recognise that EAGA's contractual and operational obligations extend over multiple financial years. This includes the delivery and administration of significant externally funded initiatives and maintaining employment contracts with EAGA's dedicated staff resources. The annual membership fee is therefore intended to provide investment certainty and ensure sufficient resources can be allocated to meet the Alliance's ongoing commitments. Member councils are committed to applying for EAGA annual membership fees in their annual budget process.

8.4 There will be an annual review of membership contributions to consider the appropriateness of existing contributions against any increasing cost impediments (eg. labour, projects etc).

**9. HOSTING STAFF**

9.1 Maroondah City Council will employ the EAGA Executive Officer through a two-year contract which will be reviewed and renewed in consultation with all EAGA member councils.

9.2 The EAGA Executive Officer will be hosted at Maroondah City Council on behalf of all members.

9.3 The EAGA Executive Officer will be accountable to the EAGA Executive Committee and EAGA Steering Committee and will report to the Team Leader Strategic Planning and Sustainability at Maroondah Council on day to day issues and in regard to employment conditions. Annual work plan reviews will be undertaken by Team Leader Strategic Planning and Sustainability in consultation with the Executive Committee and Steering Committee.

9.4 Additional EAGA project staff may be employed at any time during the period of the MOU as required. This will be arranged and managed between the relevant councils participating in the particular project. The parties agree to reach a mutually satisfactory hosting arrangement that best meets the needs of all members and/or the initiative in question.



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**9.1.4 – ATTACHMENT 1. EAGA Draft 2017-2021 MOU**

**10. FINANCE ARRANGEMENTS**

- 10.1 Maroondah City Council will be responsible for managing EAGA's finances. Funding received from member councils will be used for the core operation of EAGA which includes staff salary and on-costs (including, superannuation, WorkCover accrual, long service leave accrual, sick leave and leave loading, on-costs) and other operational costs. The host council will absorb overhead and administrative costs associated with the position.
- 10.2 The host council will report to member councils on an annual basis in regard to the EAGA funds spent in each financial year and the budget balance (the EAGA Reserve). The host council will invoice each member council for their membership fee in May of each year for the coming financial year.
- 10.3 The EAGA Reserve will be used for supporting project work and capacity building opportunities for EAGA members. Additional funding to facilitate priority projects will be sought from member councils and via funding applications to state and federal government and other organisations as opportunities arise.
- 10.4 To ensure that the host council is not exposed to financial risks associated with a council member exiting the Alliance, a minimum \$50,000 surplus will be retained within the EAGA Reserve to ensure that employment contracts can be honoured and/or redundancy payments can be made to EAGA staff. Members agree that the minimum reserve surplus can be allocated to meeting staff costs to ensure service continuity for remaining members.

**11. SHARING OF INFORMATION AND RESOURCES**

- 11.1 All council members will aim, where reasonably possible, to share information relevant to the Alliance with each other. In the normal course of events, the members will work on the assumption that information should be freely exchanged.
- 11.2 The members agree that it may be necessary to share confidential information to further the objectives of this MOU and that such information is to remain confidential.

**12. DISPUTE RESOLUTION**

- 12.1 If any dispute or difference arises between the parties in carrying out the principles of this MOU that cannot be resolved, then the parties will seek an agreed independent mediator to resolve the difference.

**13. ADDITIONS TO MEMBERSHIP**

- 13.1 Any additional council wishing to join EAGA can express interest in writing to the EAGA Executive Committee. The decision to accept new members will be made by a majority vote of the EAGA Executive Committee.
- 13.2 Additional councils who join EAGA as members in the future will need to sign a Deed that would make them party to this MOU. This Deed would be an attachment to the MOU and Terms of Reference.

**9.1.4 – ATTACHMENT 1. EAGA Draft 2017-2021 MOU**

**14. TERMINATION OF MEMBERSHIP AND DISSOLUTION**

- 14.1 Any party may cease being party to this MOU at any time by giving twelve month's advance notice to the host organisation. Any unspent fees will not be refunded to the exiting council member.
- 14.2 Any obligations and commitments agreed to before the date of exit are to be fulfilled by the exiting party. Exiting member councils are also to provide any information required to fulfil any contractual obligations beyond the time of exit.
- 14.3 The Alliance maybe dissolved by a vote of the Executive Committee, through processes as described in the attended Terms of Reference.
- 14.4 The trigger for a vote dissolution is when membership declines to a point where the Alliance's ongoing operation is no longer financial viable.

**15. MOU REVIEW PROCESS**

- 15.1 All member councils commit to conducting regular and ongoing reviews of the aims and their respective participation and if at any time any party decides that the aims are not viable, they may withdraw their participation in accordance with Section 14 of this MOU.

**16. EXECUTION**

SIGNED for and on behalf of **Maroondah City Council (host organisation)** )  
by: ) \_\_\_\_\_  
(Name of signatory) (Signature)

Date:

SIGNED for and on behalf of **<insert name of council> (as member)** )  
by: ) \_\_\_\_\_  
(Name of signatory) (Signature)

Date:



**9.1.4 – ATTACHMENT 1.**

**EAGA Draft 2017-2021 MOU**

**TERMS OF REFERENCE**

These Terms of Reference should be read in conjunction the EAGA's 2016-20 Memorandum of Understanding (MOU) and EAGA's Strategic Plan 2016-20. These Terms of Reference have been developed in line with the MOU, as a means of delegating powers to EAGA to ensure:

- Sound and effective decision-making
- Appropriate processes for accountability to EAGA as an entity and to individual members
- Effective communications and information exchange within EAGA's networks are maintained

EAGA pursues its work agenda under the guidance of:

- An Executive Committee
- A Steering Committee
- An Executive Officer
- Working Groups (informal)

**I. EXECUTIVE COMMITTEE**

**A. Role of the Executive Committee**

- Inform and authorise EAGA's strategic plan (every four years) and annual implementation plans
- Authorise and endorse funding submissions and contractual agreements on behalf of their council
- Identify advocacy issues and authorise advocacy submissions
- Oversee EAGA's finances and endorse financial reports
- Ensure high level engagement with EAGA's stakeholders within each member Council
- Actively promote EAGA's activities and effectively communicate the benefits of alliance membership to decision makers and other key stakeholders
- To recommend to the Steering Committee changes to the MOU and Terms of Reference
- To report periodically on the activities and resolutions of the EAGA Executive Committee
- Advocate for initiatives that promote environmental sustainability, low carbon communities, and that are responsive to the impact on climate change
- Ensure all EAGA members have equitable access to resources and projects developed by and available to EAGA
- Regularly meet and liaise with their respective Steering Committee representatives to ensure effective information exchange and facilitate efficient decision making processes

---

**9.1.4 – ATTACHMENT 1. EAGA Draft 2017-2021 MOU**

**B. Composition of EAGA Executive Committee**

- One or two representative (Councillor or Director) from each member. On the agreement of all members, the number of representatives from each council may be altered to improve engagement outcomes.

**C. Meetings**

Quarterly, with at least three meetings held each year. An elected Chair Person will be nominated and appointed each year. Papers prepared / minutes taken by the EAGA Executive Officer.

**II. STEERING COMMITTEE**

**A. Role of the Steering Committee**

- To establish and manage EAGA projects, consistent with the strategic direction and priorities endorsed by the EAGA Executive Committee
- To develop advocacy submissions consistent with the issues and priorities endorsed by the EAGA Executive Committee
- To review and manage EAGA's budget in consultation with the Executive Officer
- To receive EAGA Working Group's reports and recommendations
- Assist with developing the Strategic Plan and Annual Implementation Plans
- Assist with developing and reviewing annual action plans
- Assist with project development and delivery using Council processes and by identifying Council needs
- Assist with project reporting
- Provide input on communication and promotional material
- Share resources and knowledge
- Regularly meet and liaise with their respective Executive Committee representatives to ensure effective information exchange and facilitate efficient decision making processes

**B. Composition of EAGA Steering Committee**

One or two Officers representing each of the EAGA council members.

**C. Meetings**

Monthly. Minutes will be taken by the EAGA Executive Officer or shared as agreed. Meetings will be hosted at each council on a rolling basis and chaired by the EAGA Executive Officer. Papers prepared / minutes taken by the EAGA Executive Officer.

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**9.1.4 – ATTACHMENT 1. EAGA Draft 2017-2021 MOU**

**III. EAGA EXECUTIVE OFFICER**

The below role should be read in conjunction with the position Description for the EAGA Executive Officer

**A. Role of the Executive Officer**

- Support the Executive and Steering Committees by coordinating committee meetings, and where appropriate, EAGA working group meetings and workshops including preparing agendas, reports and minutes for these meetings
- Facilitate the development of EAGA's strategic plan, annual implementation plan, advocacy plan and monitor, evaluate and report on the Alliance's performance against these plans
- Coordinate the review of governance, policy, procedures and finance to reduce the risk to Alliance operations and long term viability
- Identify and secure funding, sponsorship and other external resources to assist the Alliance deliver initiatives
- Develop and coordinate communications with stakeholders, including promotional material relating to EAGA projects, programs and initiatives, including material for media releases, websites and other engagement channels
- Maintain strong governance structures and an engaged membership
- Manage dispute resolution between Alliance members
- Manage additional staff where required (i.e. a dedicated project manager)

**IV. WORKING GROUPS**

**A. Role of the Working Groups**

- Project development and technical discussion
- Project management
- Make recommendations to Steering Committee

**V. COMMITTEE RULES**

**A. Meetings**

- Times and places of committee meetings are to be determined by Executive Officer in consultation with committee members and arranged by the Executive Officer
- Each year, meeting times should coincide (on one or two occasions) to bring the committees together

**B. Order of business**



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**9.1.4 – ATTACHMENT 1. EAGA Draft 2017-2021 MOU**

- A formal agenda will be provided prior to each committee meeting by the Executive Officer (or an agreed chair)
- Reasonable notice of agenda papers for each committee meeting will be given, with papers distributed to the committee members a minimum of three working days prior to each meeting
- Agenda papers shall be provided in electronic format

**C. Voting arrangements**

- Where possible, member councils will work towards consensus
- To conduct a vote at either the Steering or Executive Committees, a quorum of five voting member councils must be present in order for a vote to be taken
- One vote will be allocated to each member council membership for each EAGA committee
- A 70 percent majority or five voting councils in attendance must be obtained for a vote to be carried in a committee
- 'Moving' or 'seconding' a motion may be undertaken by any committee member
- Approved proxies will have the right to vote on behalf of their Executive Committee member
- Any other non-approved council representative can attend as an observer, on behalf of a Executive Committee member, but will not be granted voting rights
- The Chair cannot exercise a second or casting vote. The Chair votes as any other member council
- Voting will be by show of hand and be transparent

**D. Recording of Minutes and adoption of Minutes of the last meeting**

- Minutes of each meeting will be formally recorded by the Executive Officer and distributed electronically to committee members
- It will be assumed that committee members approve the minutes unless explicitly stated to the contrary, with a written response required within 5 working days from receipt of the minutes
- The minutes will be made available for public inspection at each EAGA member Council

**E. Representation and proxy nominations**

- Each member council will provide a proxy representative to attend Executive Committee meetings should the nominated representative be unable to attend
- Each nominated representative must attend no less than two Executive Committee meetings per calendar year. In such an instance, the council must nominate an alternative Executive Committee representative

**F. Chair Person**

- The Executive Committee will nominate and appoint a Chair Person (for one year) who will:
  - Chair meetings of the Executive Committee

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**9.1.4 – ATTACHMENT 1. EAGA Draft 2017-2021 MOU**

- Provide ongoing direction and active support to the Executive Officer
- Ensure appropriate conduct and procedures are followed by the Executive Committee
- Ensure all members of the Executive Committee are treated even-handedly and fairly irrespective of their role or formal position at the council they represent
- Encourage all members of the Executive Committee to make a contribution to Executive deliberations

**G. Out of Committee' decision making**

- Agenda items or other pertinent EAGA issues requiring decisions may be electronically distributed and votes formally received (within 3 working days) between EAGA committee meetings
- Where majority vote is not reached and there is insufficient support regarding an item distributed electronically, the agenda item will be formally listed for discussion and the issue addressed at the next meeting
- Any decision made between meetings on these agenda items must be ratified at the next meeting
- Sufficient votes must be obtained from member Councils to gain a majority decision

**H. Authorisation of submissions**

- Authorisation is delegated to EAGA Executive Officer and EAGA Executive Chair for all submissions that are consistent with EAGA advocacy priorities and EAGA Strategic Plan 2013-16
- For formal submissions, the authorisation process involves:
  - the EAGA Executive Officer drafts submissions with input from the Steering Committee (or nominated Working Group if required)
  - draft submissions to then circulated to EAGA Executive members
  - It will be assumed that Executive members approve unless explicitly stated to the contrary, with response required within 3 working days from receipt of draft
- Executive representatives will facilitate support and authorisation by individual EAGA member organisations through active engagement and communications.

**I. Confidential matters**

- Meetings may be closed to discuss confidential matters
- A resolution to close and reopen a meeting and the reason must be taken and recorded in the minutes
- The members must keep confidentiality and not allow, make or cause any disclosure of or in relation to the confidential information without the prior written consent of the other members
- The members must not:
  - Use or permit any person to use confidential information for any purposes other than for those agreed by the members.

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**9.1.4 – ATTACHMENT 1. EAGA Draft 2017-2021 MOU**

- Disclose or in any way communicate to any other person any of the confidential information except as authorised by the party who has disclosed the confidential information.
- Permit unauthorised persons to have access to places where confidential information is displayed, reproduced or stored.
- Make or assist any person to make any unauthorised use of the confidential information.
- Confidential information means any information provided by one member to the other member, which that member specifies as being confidential, or if disclosed, would be contrary to the public interest or would damage the interests of the parties involved, which provided the information.

**J. Declaration of interests**

- Members EAGA Committees are required to declare at a meeting any interests or conflict of interests
- The Committee members will comply with all the provisions of the Act in regard to Interests and Conflicts of Interest as per the provisions of the Local Government Act 1989

**K. Calling of special meetings of the Executive Committees**

- Special meetings of Executive Committee may be called by any of the EAGA Councils
- The elected representatives of a majority of four EAGA Councils must consent in writing for a special meeting to be called
- Reasonable notice must be provided for any special meetings called

**L. Requesting and receiving information for the EAGA Committees**

- Information relevant to meetings and decision making processes will be provided to the EAGA committees by the EAGA Executive Officer 3 business day before each meeting
- The Executive Officer will distribute information via email and electronic transfer
- Each Steering Committee member will actively engage and brief their Council's respective Executive Committee member ahead of each Committee meeting on any technical or contextual issues necessary to streamline decision making and build Committee capability

**M. Presentations requested to the EAGA Committee**

- Both the Executive and Steering Committees can request presentations by guests, stakeholders or interested parties and will be coordinated through the Executive Officer.
- Requests for presentations shall be made through the Executive Officer



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**9.1.4 – ATTACHMENT 1. EAGA Draft 2017-2021 MOU**

**VI. ASSOCIATES OF EAGA**

Where possible, EAGA will seek to involve and partner with associates on specific projects and initiatives. Associates of EAGA may include (but are not limited to):

- Observing, non-financial participant Councils
- Other non-EAGA Councils
- Service providers or external experts
- Project delivery partners
- Other Alliance representatives

Associates will be invited to attend the meetings of the working groups, information sharing groups and where appropriate Steering Committee meetings. Where associates are essential to a nominated EAGA project, associate representatives will not act as members of an EAGA committee or be entitled to vote, but can participate in discussion within the Steering Committee and working groups when invited to do so.

Non-paying councils who want to participate in EAGA will not be voting members of the Executive and Steering Committees. They will not have a seat on the Executive Committee and therefore not contribute to setting the strategic direction of EAGA. They will not be recognised as EAGA members. Councils who do not sign the MOU may have the opportunity to be involved in Working Group projects, at the discretion of EAGA members and by contributing to project costs

9.1.6 Eastern Transport Coalition -  
Transport Priorities document

Attachment 1 ETC Transport Priorities document

9.1.6 – ATTACHMENT 1. ETC Transport Priorities document






9.1.6 – ATTACHMENT 1. ETC Transport Priorities document

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9.1.6 – ATTACHMENT 1. ETC Transport Priorities document



### What is the Eastern Transport Coalition?

The Eastern Transport Coalition (ETC) consists of Melbourne's seven eastern metropolitan councils, City of Greater Dandenong, City of Knox, City of Manningham, City of Maroondah, City of Monash, City of Whitehorse and Shire of Yarra Ranges. The ETC advocates for sustainable and integrated transport services to reduce the level of car dependency so as to secure the economic, social and environmental wellbeing of Melbourne's east. We aim to work in partnership with Federal and State Governments to ensure the future sustainability of Melbourne's eastern region.

Combined, the ETC represents a population of more than one million people with above average state and national levels of personal and household income underpinning the regional economy.

The ETC region has forecast growth that will drive an increasing demand for a wide range of goods and services, growing the region's bustling economic centres.

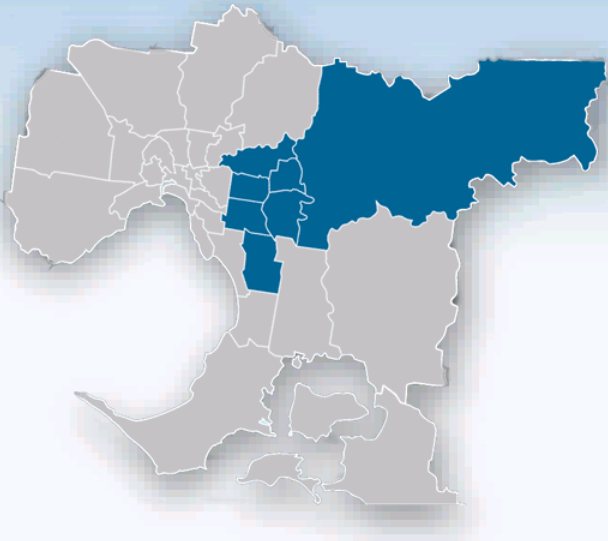
In order to preserve the region's economic promise and ensure the wellbeing of its residents, it is crucial that we work to promote better transport options.

### Vision for the East

The ETC aims for Melbourne's east to become Australia's most liveable urban region connected by world class transport linkages, ensuring the sustainability and economic growth of Melbourne.

With better transport solutions, Melbourne's east will stay the region where people build the best future for themselves, their families, and their businesses.

*The Eastern Transport Coalition has put together a suite of projects and priorities to promote connectivity, liveability, sustainability, productivity and efficiency throughout Melbourne's eastern region. The ETC is now advocating for the adoption and implementation by the Federal and State Government of each of the transport priorities proposed in this document.*



9.1.6 – ATTACHMENT 1. ETC Transport Priorities document



## Investing in the East is investing in Victoria

The Eastern Transport Coalition (ETC) consists of Melbourne's seven eastern metropolitan councils. As with most urban areas in Australia, the ETC region is facing several major, compounding challenges.

The eastern region will have to accommodate both a burgeoning population and an ageing community that will become increasingly isolated with a public and private transport network largely built to enable commuter movement to and from the CBD, now at odds with the pattern of commuting within the region.

Population growth is forecast to bring the region's population to well over 1.2 million by 2031. This will see an increase to the region's existing 400,000 jobs and 36.3 billion of expenditure on goods and services sourced within the region today.\*

The east of Melbourne's vibrant economy is currently buoyed by approximately \$106 billion in total sales, \$23 billion in exports and over four million visitors to the region per annum resulting in \$2.6 billion in tourist revenue.\* To ensure the region's economic promise is preserved, Melbourne's east needs a transport network that can handle the expected increase in both freight and commuter movement.

Investing in better transport connectivity in Melbourne's east is an investment in the productivity and efficiency of an economy that is thriving, diverse and competitive.



This document builds on many of the recommendations in Infrastructure Victoria's 30-year infrastructure strategy together with other locally identified needs and solutions.

Each of the projects put forward in this document will directly go to improving the connectivity, liveability, sustainability, productivity and efficiency in Melbourne's east. These projects have community, stakeholder and Council support and now require cooperation and investment from the State and Federal Government.

\*Dench McClean Carlson. (2015). *Melbourne East Investment Attraction Strategy*. Melbourne: Regional Development Australia Eastern Melbourne.



9.1.6 – ATTACHMENT 1. ETC Transport Priorities document



## Priorities

Transport underpins the pillars of Connectivity, Liveability, Productivity and Efficiency as well as the Sustainability of Melbourne as a city. The Eastern Transport Coalition has listed our transport priorities under these four pillars.

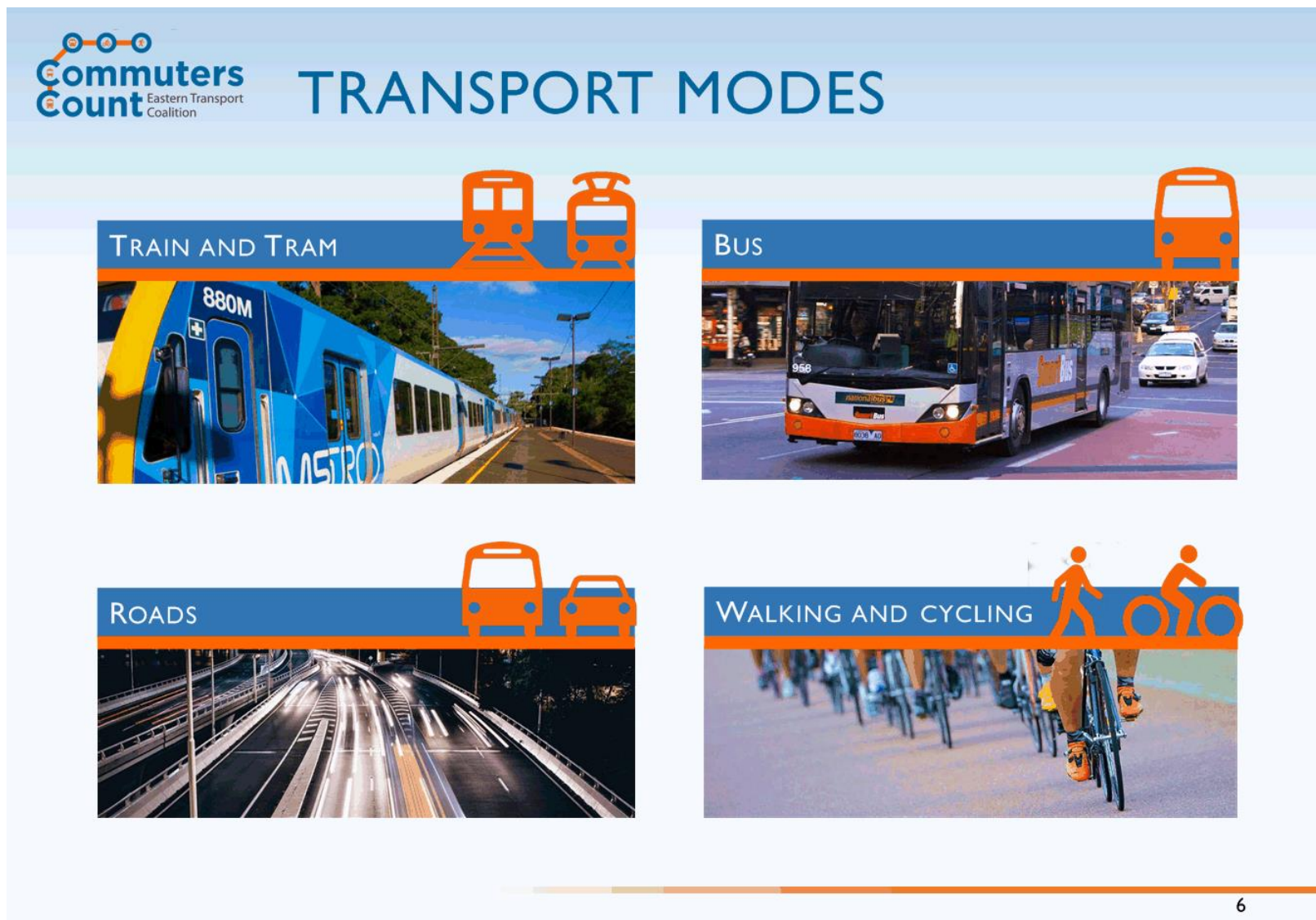
Connectivity	Liveability
<p>Connectivity in transport improves mobility, provides better and easier access to trade, social services, employment and opportunities for the community.</p> <p>Melbourne's transport system currently lacks interconnectivity between many suburban centres and the broader public transport network. One of the greatest barriers to using public transport to commute to work is lack of convenient and regular connections for travellers. Similarly, commuters who wish to 'park and ride' are often unable to do so with limited parking at stations. Improved connectivity will result in better productivity and more business opportunities while families will enjoy shorter, more reliable travel times.</p>	<p>Melbourne's population growth is not being matched by growth in the public transport system. In order to maintain Melbourne's liveability status our rail, tram and rapid bus services must be provided to the many areas of the city that have developed without good public transport, as well as maximising walking and cycling opportunities.</p> <p>Better transport improves the wellbeing of our community, ensuring that Melbourne is a place where people want to live now and in the future. This must include initiatives that assist in making Melbourne a safer community where residents can easily use transport modes other than private motor vehicles. Improving travel times and making it easier for people to access public transport can assist with improving the liveability of the ETC region.</p>

Productivity and Efficiency	Sustainability
<p>Melbourne needs a transport system that provides people with viable options. Congestion is one of the biggest issues in Melbourne affecting economic efficiency on several different levels of society. Funding sustainable alternatives and improving rail and road use will maximise opportunities for individuals, businesses and government to increase income and asset value.</p> <p>Implementing solutions that increase capacity and improve operational productivity on the road and rail networks will assist in improving the efficiency of the transport system itself.</p>	<p>Transport funding decisions should be based on long-term planning that will ensure the efficient movement of people and product across Victoria, using sustainable transport that is safe and environmentally viable.</p> <p>Melbourne's transport system is at risk of failure as short term solutions are put in place to solve major challenges facing our infrastructure. Pressure from a growing population, soaring petrol costs and traffic congestion mean that Melbourne needs forward thinking transport policies for a sustainable city.</p>



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## TRAIN AND TRAM

In the ETC region, rail patronage continues to grow, placing strain on our trains and trams. At the same time, there are significant issues that impact the reliability of services, such as a shortage of rolling stock and the regular cancellation of services during peak periods due to signal failure.

As an increasing population fills up our roads with private vehicles, the congestion severely affects the trams sharing these roads. As Melbourne expands, another issue has become apparent in the tram lines that stop short of the outer suburbs, exacerbating connectivity issues between modes of transport and making public transport less attractive for residents in Melbourne's east.


*The ETC's proposed train and tram projects will go a long way to decrease congestion and travel times in the east.*







9.1.6 – ATTACHMENT 1. ETC Transport Priorities document



**TRAIN AND TRAM – PROJECTS THAT DELIVER OUR PRINCIPLES**

	Network extensions	Level crossings	Operational efficiency	Better access
<b>CONNECTIVITY</b>	<ul style="list-style-type: none"> <li>Rowville Rail line construction</li> <li>Doncaster Rail construction</li> <li>Tram route 75 extension from Vermont to Knox</li> <li>Tram route 48 extension to Doncaster Hill</li> </ul>			
<b>LIVEABILITY</b>		<ul style="list-style-type: none"> <li>Croydon Station upgrade and level crossing removal</li> </ul>		<ul style="list-style-type: none"> <li>Increased commuter parking at rail stations</li> <li>Upgrade of the Box Hill public transport interchange</li> </ul>
<b>PRODUCTIVITY &amp; EFFICIENCY</b>	<ul style="list-style-type: none"> <li>Doncaster Rail Study – undertake a detailed technical feasibility study</li> <li>Burnley Rail group upgrades</li> <li>Regional south eastern corridor dedicated rail track</li> </ul>	<ul style="list-style-type: none"> <li>Removal of 24 level crossings in the ETC region</li> <li>Removal of the level crossing at Surrey Hills, Ringwood line</li> </ul>	<ul style="list-style-type: none"> <li>Improved train signalling</li> <li>Improved frequency of trains</li> </ul>	<ul style="list-style-type: none"> <li>Rollout ICT infrastructure</li> <li>Rail fleet upgrades</li> </ul>
<b>SUSTAINABILITY</b>	<ul style="list-style-type: none"> <li>Preserve Rowville Rail reservation</li> <li>Preserve Eastern Freeway median strip for public transport</li> </ul>		<ul style="list-style-type: none"> <li>Belgrave/Lilydale rail capacity creation</li> </ul>	

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## Projects in detail: Train and Tram

### Network extensions

#### Rowville Rail line construction

The eastern region of Monash and the southern region of Knox municipality are significantly car-dependent, due in part to limited public transport options including poor frequency and indirect bus services. While the Wellington Road SmartBus has assisted in providing an interim solution, these services are hampered by road congestion and bus capacity. A longer term solution is now required.

Construction of the Rowville Rail line would improve transport choices and accessibility, enabling residents across Melbourne's outer east to access employment (including the National Employment Cluster at Monash), education (Monash University) and other job clusters, services and activities, thereby improving community capacity and minimising social isolation.

#### Doncaster Rail Study: Undertake a detailed technical feasibility study

The first phase of the Doncaster Rail Study was released in late 2014 and determined that a Doncaster Rail line is feasible, with prospective patronage of 56,000 journeys per day. However, the study was not formally completed, delaying potential delivery of the rail line.

The importance of constructing the Doncaster Rail cannot be overstated. Traffic congestion will increase without a mode shift to public transport, as the number of residents and commercial businesses in areas surrounding the proposed line is predicted to rise.

The development of the Doncaster Rail line from the CBD to Doncaster Hill will address current heavy reliance on private transport modes, reduce car dependence and improve intermodal connectivity as well as increase cross-city travel.

Once the detailed technical feasibility study is completed in its entirety, the best course of action and further alignment can be established to ensure project delivery by 2029.



Doncaster Rail: image courtesy of The Age

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## Projects in detail: Train and Tram

### Network extensions cont.

#### Tram route 75 extension from Vermont to Knox

Knox Central, incorporating Westfield Knox Shopping Centre, is a Principal Activity Centre as identified by the Victorian Government. The centre plays an important role as a focus for community activity, services and investment.

Knox Central is currently serviced only by buses with a frequent SmartBus operating north/south on Stud Rd. While there is a 'transit link' bus service in the east/west, connecting the existing tram terminus on Burwood Highway in Vermont South to Westfield Knox, this is not well understood or considered a reliable service by commuters.

The extension of tram route 75 from Vermont South to Knox Central would provide a seamless connection between the Knox Central Principal Activity Centre and important regional services and employment nodes in the City of Whitehorse and beyond, including Deakin University, Burwood One and Vermont South shopping centres and new mixed use development clusters and student accommodation along Burwood Highway.

#### Tram route 48 extension to Doncaster Hill

There is growing demand for public transport to support the future growth of Doncaster Hill. As part of an integrated public transport network, an extension of the route 48 tram line from Balwyn North to Doncaster Hill – a distance of four kilometres – should be considered.

This service will benefit the transport network by providing a link to the Doncaster Park & Ride and new Tullamore residential estate, as well as a local service connection between Doncaster Hill and Kew Junction.

#### Burnley Rail group upgrades

The Melbourne railway is struggling to cope with the number of passengers using the rail network. An upgrade to the Burnley rail group is needed to support the development of a metro rail system. This would include the rationalisation of Burnley junction, duplication of the line between Mooroolbark and Lilydale to facilitate additional services and improve the reliability of the Ringwood corridor, as well as a quadruplication of the line between Burnley and Camberwell station. This will particularly assist in meeting the growing demand for access to economic activity in central Melbourne.



Route 48 tram © Marcus Wong



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## Projects in detail: Train and Tram

### Network extensions cont.

#### Provide a regional south eastern corridor dedicated rail track

The Dandenong line is one of Melbourne's most congested lines. Its two tracks are shared by Metro's Pakenham and Cranbourne trains, V/Line's Gippsland services and freight trains. The result is peak-hour overcrowding that is consistently worse than most other lines.

Dedicated regional rail tracks on the south eastern corridor will separate regional passengers and freight from metropolitan trains, easing congestion and reducing travel time. This will also encourage more people to use the train service instead of private transport.

#### Preserve median strips for public transport

The increasing demand to expand Melbourne's freeway networks threatens designation of median strips for public transport purposes.

The median strip of the Eastern Freeway (which was originally designed and planned for a heavy rail line) may be lost to accommodate additional traffic lanes on the Eastern Freeway, forever relinquishing this corridor for a possible public transport purpose. Similarly, the median strip where the potential Rowville rail will be built is yet to be formally reserved for this purpose.

These median strips must be reserved as public transport corridors as part of planning to determine future public transport corridors in Melbourne. This will benefit public transport users as the corridors will be preserved for future improvements of the bus or rail network. It will also reduce reliance on cars, with the attendant congestion, emissions, energy and safety benefits.



Morning traffic on the Eastern Freeway

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## Projects in detail: Train and Tram

### Level crossings

#### Croydon Station upgrade and level crossing removal

A railway line currently bisects the Croydon town centre, causing poor integration and interface between the major retail precincts of Croydon Market and Main Street. The antiquated station and bus interchange has also resulted in substandard amenity, limited parking availability, safety and security at the station.

Grade separation of Coolstore Road level crossing provides an excellent opportunity to deliver a modern public transport interchange due to the stations close proximity to the level crossing. The project can maximise the transit network capacity, urban design, amenity, walkability, local economy and community benefits by collaborative planning with the planned Croydon Town Square.

#### Removal of 24 level crossings in the ETC region

There are 24 level crossings within the ETC municipalities. Fourteen of these locations are being removed by the State Government over the coming years. The remaining 10 sites still represent conflicting points between trains and road traffic, including cars, buses, cyclists and pedestrians. With average crossing closing times well in excess of one minute, these conflicts represent a constraint to road capacity and exacerbate traffic congestion in the region, with significant wider impacts to the on-road public transport network.

Additional to the ten level crossing within the ETC region there is one other level crossing left to be listed for removal by the State Government on the Ringwood line, at Surrey Hills. Although Surrey Hills is outside the ETC region it still affects the flow-on traffic, and to make the Ringwood line fully segregated it will be of utmost importance that it is removed as well.

Removing level crossings is vital to achieving efficiencies across the rail network. Once these are removed along a rail corridor, more efficient signalling technologies can be introduced along with more intelligent train management, therefore increasing capacity for rail services across the network. This will not only ease congestion and provide opportunity for an increase in train frequency, but also improve response time for emergency services.

A commitment from the State Government to remove the 10 level crossings within the ETC region, as well as the additional one in Surrey Hills, is required.



Level crossing © [Marcus Wong](#)

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## Projects in detail: Train and Tram

### Operational efficiency

#### Improved train signalling

Train operations are limited by the existing signalling systems available across Melbourne's rail network, which typically result in longer gap requirements between trains across the network. The system has now reached its natural capacity based on the current signalling system.

Train signal upgrades to incorporate moving block technology have commenced, with trials of the new system implemented across key lines. However, to achieve metropolitan-wide benefits through increased train frequency and overall capacity enhancements, the rollout of signalling upgrades must be accelerated.

#### Improved frequency of trains

There is a pressing need for service improvements along Melbourne's rail network. Although frequency of services is adequate during peak hour traffic, the poor frequency of off-peak trains affects overall viability as an alternative transport mode.

Frequent services are critical to encourage public transport use. Timetable changes on the metropolitan train network are required to deliver the peak period service uplifts needed. This will not only encourage more people to choose public transport instead of private motor vehicles but also increase capacity on overcrowded lines in Melbourne's eastern region.



Train signalling © Marcus Wong

#### Belgrave/Lilydale capacity creation

Population and economic growth along the Belgrave and Lilydale line corridor has led to escalating rail patronage growth. However, the quality and reliability of rail service is declining as it struggles to cater for the escalating patronage.

Overcrowding of peak services is an indicator that the system is under strain and rapidly reaching capacity. The opportunity to provide additional service capacity and reliability is limited by level crossings, ageing signalling systems and sections of single tracks.

A progressive program of level crossing removals, installation of modern high capacity signalling technology and rail expansion works will deliver a metro-style system along the Belgrave and Lilydale line. Duplicating the Mooroolbark to Lilydale section would be highly beneficial, as this project is supported by PTV's Network Development Plan and it will maximise the number of trains that can operate on the line and prevent service disruptions from cascading.

Accelerated completion of the project will benefit residents and workers along the Belgrave and Lilydale corridor through improved journey times, reliable services and a higher quality experience.



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## Projects in detail: Train and Tram

### Better access

#### Increased commuter parking

Car parking and overcrowding are among the issues that most concern Melbourne rail commuters.

Establishing new or expanding existing rail station car parks to increase capacity and introducing more Park & Ride facilities will ease this strain. It will also help manage the current 'overflow' parking in residential streets and shopping precincts surrounding rail stations.

#### Upgrade of the Box Hill public transport interchange

The Box Hill public transport interchange is in urgent need of infrastructure improvements. The current facilities are dysfunctional and disconnected, causing safety, connectivity and accessibility issues for train, tram, bus and taxi users as well as pedestrians and cyclists. The facilities also have limitations in handling ongoing ridership growth and changing passenger expectations.

There are practical and compliance issues relating to disability access, ease of navigation, bicycle parking, capacity and priority for public and active transport modes over car-based modes. Wayfinding, signal priority, upgrade of passenger amenities and improvements to bus access and egress are some of the crucial works needed. Improving the Box Hill Transport Interchange will address significant safety and accessibility issues. It will also unlock and facilitate regionally significant economic, social and environmental outcomes for Melbourne's east as well as respond to and leverage off the current substantial private investment and population growth.

#### Rollout of ICT infrastructure

The current lack of effective technology management is causing trams and buses to languish in heavy traffic when they need to be given priority passage to prevent gridlock. Public transport vehicle tracking systems are obsolete and the lack of effective interfaces with road traffic systems result in inefficient tram and bus priority. The quality and reliability of bus and ICT system communications and interfaces must be improved to increase user benefit of public transport.

There is also a need to centralise transport network information. Rolling out ICT infrastructure that provides centralised real-time information across the transport network will enable both private and public transport commuters to better make real-time multi-modal decisions about their journey. This will assist in managing demand.

#### Rail fleet upgrades

Rapid increases in train patronage have resulted in a train shortage and overcrowded services. This does not provide passengers with the reliable, frequent and readily available service that they need, making public transport significantly less competitive compared to private vehicles.

Train and tram capacity must be improved, including modifying existing train and tram fleets by reducing seating. New high capacity trains, prioritising comfort, safety and capability are needed. This will relieve current overcrowding and provide additional services to continue supporting growing patronage, as well as ensuring that passengers are provided with a reliable and frequent service.



High Capacity Metro Trains courtesy of [Urban Melbourne](#)

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## BUS

Infrequent bus services, particularly at weekends, have resulted in underutilisation of buses compared to private vehicles despite increasing traffic congestion, impact from petrol prices, and concerns about emissions.


Issues such as poor planning around bus routes and safety around bus stops at night and in peak hour traffic also reduce the likelihood of people using the service.

*The ETC has identified some key bus projects that will improve accessibility, increase patronage and decrease congestion.*



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**BUS – PROJECTS THAT DELIVER OUR PRINCIPLES**

	Servicing and frequency	Safety and access	Fit for purpose	Transitioning for growth
CONNECTIVITY	<ul style="list-style-type: none"> <li>Improved bus service coverage and frequency</li> </ul>	<ul style="list-style-type: none"> <li>Safer access to bus stops</li> </ul>	<ul style="list-style-type: none"> <li>Provide bus routes to key employment areas</li> </ul>	
LIVEABILITY	<ul style="list-style-type: none"> <li>Increased SmartBus service provision</li> </ul>	<ul style="list-style-type: none"> <li>Upgrade bus stops with refuge area, lighting and links to pedestrian paths</li> <li>Bus interchange upgrades at Box Hill, Glen Waverley &amp; Oakleigh rail stations</li> </ul>		
PRODUCTIVITY & EFFICIENCY	<ul style="list-style-type: none"> <li>Doncaster bus improvement (DART)</li> </ul>		<ul style="list-style-type: none"> <li>Bus priority at traffic signals and on-road bus lanes</li> </ul>	<ul style="list-style-type: none"> <li>ITS use for trip reliability</li> </ul>
SUSTAINABILITY	<ul style="list-style-type: none"> <li>Bus Rapid Transit (BRT) service Eastern Freeway</li> </ul>			

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## Projects in detail: Bus

### *Servicing and frequency*

#### **Improved bus service and frequency**

Improving bus service coverage and frequency will assist in reducing journey times and improve connectivity between services. Many areas across the ETC region have very poor coverage and/or frequency of services that do not meet the minimum service requirements. As a result, the local community has been forced to rely on private vehicles to meet their transport needs.

The ETC welcomes a review of bus services throughout metropolitan Melbourne, building on the approach taken in Brimbank in 2013. This review featured more direct and frequent services and longer hours of operation. The changes resulted in patronage growth and better connections to other transport modes.

In the short term, all bus routes must be upgraded to a minimum service level in terms of frequency and hours of operation.

#### **Increased SmartBus provision**

For many residents in Melbourne's east, buses are the only public transport available within a reasonable distance of their homes. However, lack of coordination between services, inadequate frequency, insufficient coverage and already congested roads means that the existing bus network is not competitive with car travel.

The existing SmartBus premium network must be expanded to promote bus patronage. This can be done by connecting SmartBus services between employment centres and more residential catchments. A higher frequency of the SmartBuses will also increase the percentage of Melbourne residents who can access non-central employment centres within 30 minutes, supporting cross-town travel and making public transport a more viable option.

#### **Doncaster bus improvement (DART)**

The Doncaster Area Rapid Transit (DART) network is experiencing constant overcrowding issues on peak service buses, increasing demand and instances of 'bus bunching' on key roads (where an influx of buses result in delays to one another). Commuters report regularly watching buses drive past while waiting for one with capacity.

Between 2009 and 2012, weekday patronage of DART services increased by 47%, Saturday patronage increased by 212% and Sunday patronage by 149%, with the four DART routes now carrying in excess of 3 million passengers per year. These figures illustrate the demand for reliable and efficient public transport services in the region, and the need to enhance the bus service with increasing service capacity, frequency and priority for buses on the road network along the entire routes of each of the four DART services.

By allowing prioritisation of public transport along the DART corridor, particularly along Hoddle Street between the Eastern Freeway and Victoria Parade, the 12,000 daily users of DART will be able to commute without the current issues. It will also promote the service to people currently using their car.

#### **Bus Rapid Transit (BRT) service Eastern Freeway**

Manningham requires a mass-transit solution to its public transport problems, and until heavy rail can be delivered, an interim solution is required. The present bus transit system to and from the CBD compromises travel time by having to compete with other road-based transport along its route, and in particular, at the entry and exit points along the Eastern Freeway leg of the commute and along Hoddle Street and Lonsdale Street in the CBD.

A key step will be consideration of an upgrade of DART to a full Bus Rapid Transit (BRT) network between the Doncaster area and Melbourne CBD, with dedicated priority and reliable, high-frequency and accessible bus services. This will require an extensive upgrade of DART route 907, with the provision of a dedicated busway along the Eastern Freeway and adjoining roads, including Hoddle Street, Alexandra Parade, Lonsdale Street and Doncaster Road. This will provide uniform improvements to bus priority on the existing road network, as was recently implemented by PTV and VicRoads along Victoria Parade.

A dedicated BRT network can provide significantly improved transport capability to the region, with short headways between buses, very frequent services, and priority treatment to reduce delays and provide a reliable level of service. A BRT network can also be delivered at a far lower cost (to implement and operate) than heavy rail, and provide for a suitable dedicated public transport service between the CBD and Manningham in the interim, as a short to medium-term solution to the future provision of heavy rail. BRT will also enable the preservation of the Eastern Freeway median west of Bulleen Road for a public transport purpose, as well as the creation of a new dedicated reservation east of Bulleen Road.

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## Projects in detail: Bus

### Safety and access

#### Safer access to bus stops

The ability for pedestrians to safely cross roads to access bus services and reach their destinations is a concern, particularly at mid-block locations between intersections where higher frequency services (SmartBuses) are typically located on busy arterial roads. These mid-block bus-stops are particularly problematic for the mobility impaired, including those using mobility equipment and parents with prams. Mid-block pedestrian accidents for the elderly account for 20% of all pedestrian accidents.

The provision of dedicated safe crossing points along major bus routes will improve pedestrian safety and reduce the incidence of accidents, while also increasing the natural catchment areas for bus patrons.

#### Upgrade bus stops

A lack of adequate bus stops with refuge areas, lighting and links to pedestrian paths for the local community, tourists and visitors has resulted in unpleasant, and at times dangerous, situations for pedestrians.

Providing bus stops with necessary refuge areas, lighting and links to pedestrian paths will encourage greater use of public transport, reducing dependency on private vehicles. This would also assist in making public transport options a safer and more pleasant experience for pedestrians. It should also be noted that the State Government has an obligation to upgrade PT infrastructure to meet the objectives of the *Disability and Discrimination Act 1992*, to make all PT infrastructure DDA compliant by 2022.



DDA compliant bus

#### Bus interchange upgrades at Glen Waverley, Oakleigh and Box Hill rail stations

Upgrades to the bus interchanges at Glen Waverley, Oakleigh and Box Hill rail stations are needed to provide full accessibility and improve amenity and shelter for pedestrians, as well as benefits to thousands of regular public transport users travelling to and from the Glen Waverley, Oakleigh and Box Hill rail stations each day.

These upgrades will also provide a seamless interchange between bus and rail and create a safer, more accessible and attractive place for people to live, work and visit.

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## Projects in detail: Bus

### *Fit for purpose*

#### **Provide bus routes to key commercial/industrial employment areas**

The Monash Employment Cluster is Melbourne's largest established employment cluster, with a unique mix of education, research and industry participants. The cluster supports 58,500 jobs and has the largest concentration of employment outside Melbourne CBD. However, due to congestion on the roads around the area, the reliability of transport access to the Monash employment centre has become jeopardised. By providing bus routes into key commercial and industrial employment areas, such as the Monash employment centre, private vehicle use in the eastern region of Melbourne can be reduced, as well as congestion.

#### **Bus priority at traffic signals and on-road bus lanes**

A large proportion of public transport options in the ETC region are delivered through the bus network, leaving the region hampered by road congestion. This can lead to delays in services and an inability to compete with car travel in journey times.

The efficiency and reliability of buses can be improved by providing bus priority at traffic signals, real-time and intelligent transport solutions, and dedicated priority bus lanes. This will increase the attractiveness of public transport when compared with private vehicle travel and further increase ridership while reducing congestion.

For example, bus priority improvements are needed through Doncaster Hill. There is currently a 600-metre gap of bus lane through the Hill along Doncaster Road, impacting travel times in times of congestion.

Another example where a bus lane is needed is in Bulleen where a 500 metre bus lane (inbound) and bus priority improvements on Thompson Road at the Bulleen Road/Eastern Freeway intersection would reduce congestion and travel times.

### *Transitioning for growth*

#### **Intelligent Transport System (ITS) for trip reliability**

The installation of an intelligent transport system (ITS) that is able to link, monitor and control all the intersections in an entire precinct will provide real time travel demand response capabilities. Greater network management control will allow for effective bus prioritisation in and out of the centre to increase bus service reliability and integration with trains. Congestion will be relieved by better traffic flow and connectivity. Pedestrians will also benefit from improved safety and walkability throughout the entire precinct.


For example, transport analysis of the Ringwood Metropolitan Activity Centre has demonstrated that traffic circulation through the heart of Ringwood is increasingly congested. Centre access, transport integration and amenity is affected by inefficient traffic circulation on Wantirna Road, Warrandyte Road, Maroondah Highway and around the station and bus interchange. This experience is similar across activity centres within the region.



Monash Employment Cluster courtesy of [Urban Melbourne](#)



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Commuters  
Count  
Eastern Transport  
Coalition

## ROADS

As population growth outpaces infrastructure development, the ETC region continues to face numerous transport challenges with pressure to keep pace with much-needed road and public transport improvements. An integrated and balanced approach to improving our transport network is needed to address the transport needs in the ETC region, and this requires improvements to both road and public transport infrastructure.


*The ETC has identified road projects that will assist in reducing congestion and constraints on our current roads, improving freight efficiency and assisting trams and buses.*





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## Why roads?

### Roads and public transport aren't mutually exclusive

With Melbourne's trams and buses relying on a functional road network, the ETC group recognises roads as a key feature of a working public transport system. Increasing productivity and moving people and goods efficiently will only be a reality if we have an adequate road network that can accommodate buses and trams, as well as trucks and cars. Managing the use of road space is therefore central to an efficient eastern region.

Traffic congestion and the poor condition of roads impact not only private motor vehicles, but severely limit the efficiency of public transport options such as trams and buses. To maximise the value of public transport to the community greater attention must be paid to identifying and resolving causes of delay to buses and trams. This includes ensuring better roads.


The ETC advocates for sustainable and integrated transport services to reduce the level of car dependency, however the group recognises that this has to be done by facilitating sustainable transport outcomes, encouraging reallocation of road space, getting the right traffic on the right roads and linking key places to each other.

*The road projects that the ETC advocates for have all been assessed against eight indicators, ensuring that the projects put forward meet some or all of the following objectives:*

- Link key trip attractors
- Create quality urban places/community spaces
- Provide access to jobs and facilitates economic growth, and;
- Provide sustainable transport outcomes


### The eight indicators:

1. Supports connectivity between key activity centres.
2. Aligns with VicRoads priority traffic route designation.
3. Reduces vehicle traffic through activity centres to support improved public realm.
4. Supports balanced land use and transport provision.
5. Improves access to job clusters.
6. Supports enhancement of designated freight routes.
7. Enables sustainable transport projects.
8. Transport link protects natural environment by reducing transport related emissions.



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**ROADS – PROJECTS THAT DELIVER OUR PRINCIPLES**

	Link key trip attractors	Provide access to jobs	Provide sustainable transport options
<b>CONNECTIVITY</b>	<ul style="list-style-type: none"> <li>Westall Road extension</li> <li>Dorset Road extension</li> </ul>		
<b>LIVEABILITY</b>			
<b>PRODUCTIVITY &amp; EFFICIENCY</b>		<ul style="list-style-type: none"> <li>Glasscocks Road land acquisition and construction</li> </ul>	<ul style="list-style-type: none"> <li>Dandenong south east west access (central precinct)</li> <li>Improve road infrastructure in Yarra Ranges</li> </ul>
<b>SUSTAINABILITY</b>			<ul style="list-style-type: none"> <li>Road space allocation changes</li> </ul>



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## Projects in detail: Roads

### *Link key trip attractors*

#### **Westall Road extension (completion)**

Westall Road forms part of a planned arterial road network link from Monash Freeway, Mulgrave to the Dandenong and Dingley Bypasses, which provides connections to major arterials through to the South Gippsland Highway, Dandenong South and to Warrigal Road. Now that the Dingley Bypass has been constructed, the network will be completed with an extension of Westall Road from Princes Highway to Monash Freeway/Ferntree Gully Road, including an intersection with Wellington Road.

The Westall Road extension will have a major impact in diverting traffic from nearby roads that are overloaded such as Blackburn Road, Clayton Road and Springvale Road, significantly easing congestion and provide opportunities to enhance public transport on these roads. It may even become a principal public transport route. The road extension will also improve access to the Monash Employment Cluster, and provide for better freight movement throughout and beyond the region.

#### **Dorset Road extension**

A missing north-south connection within the southern part of the Knox municipality is an extension of Dorset Road from Burwood Highway through to Napoleon Road and ultimately to Lysterfield Road. This lack of connectivity to the south of Burwood Highway to the residential areas of Rowville and Lysterfield and to rapidly developing municipalities such as the City of Casey is causing an increasing strain on Council's local roads network and existing arterial roads in the area.

The Dorset Road extension would provide opportunities to improve bus services between Rowville and Boronia station to the north as well as freight movements between the industrial area in Bayswater and destinations to the south of Knox.

### *Provide access to jobs*

#### **Glasscocks Road land acquisition and construction**

Glasscocks Road is planned as a six-lane arterial road serving as another east-west regional link and as access to the adjoining industrial area. However in its current state it is a gravel road of poor quality that is frequently used to bypass other congested roads in Dandenong South.

While its initial construction as a two-lane collector road is planned to be funded as part of the C87 Lyndhurst Development Contribution Plan, early funding by the State Government would accelerate its construction timeline.

Importantly, it would encourage further development within the National Employment Cluster and significantly improve regional east-west access.



9.1.6 – ATTACHMENT 1. ETC Transport Priorities document



## Projects in detail: Roads

### *Provide sustainable transport options*

#### **Dandenong south east west access (central precinct)**

Dandenong South National Employment Cluster has limited east-west road connectivity, making existing east-west roads heavily congested in peak periods. Accordingly, commuters and freight are subject to travel time delays and congestion reducing productivity and acting as a disincentive to investment.

A future east-west arterial road is proposed linking existing and planned road infrastructure through the central precinct of Dandenong South. Several substantial infrastructure projects are required to be delivered including:

- A bridge over Eumemmerring Creek including the construction of part of Bangholme Road
- On/Off Ramps to EastLink at Bangholme Road and
- A bridge over the Cranbourne Rail line between Remington Drive and Pound Road West

The delivery of these projects would improve travel times for commuters and freight, improve business efficiency and productivity, and vastly improve access to the Dandenong South National Employment Cluster.

#### **Improve road infrastructure in Yarra Ranges**

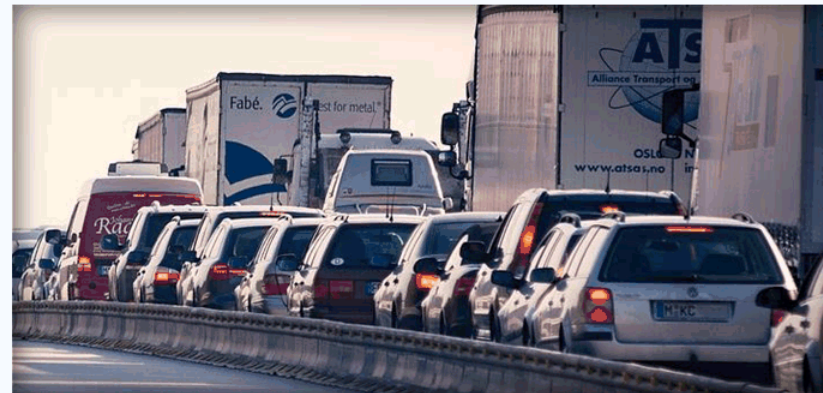
Infrastructure deficiencies in the Yarra Ranges road network have resulted in reduced levels of transport service for all road users, particularly freight. Improvements to road infrastructure of Canterbury Road, Kilsyth (Dorset Road to Mount Dandenong Road) is required to create an additional third lane in both directions to improve access and safety for traffic and to address current service level deficiencies.

#### **Road space allocation changes**

Trams and buses are hampered by road congestion, excessively low speed and traffic management policies that prioritise cars over public transport. These issues diminish user benefit and inflate operating costs, discouraging use of trams and buses.

To use the road network more efficiently, we must expand the prioritisation of public transport on the road network into the central city and employment centres. This is relevant for all routes on the Principal Public Transport Network, not just those accessing the city or employment centres.

Improving tram right-of-way and priority, including re-allocation of existing road space with a focus on key location, will increase speed and reliability and improve tram utilisation. The current situation results in delays for all road users, proving an inefficient system of competing modes sharing limited road space. Road space allocation changes will allow trams to play a vital role in the city's transport system, particularly in the linking of the inner and middle suburbs to employment, educational, medical and other activity clusters in Melbourne's CBD and surrounds, and in providing local access to inner suburban strip shopping centres.



9.1.6 – ATTACHMENT 1. ETC Transport Priorities document



## WALKING AND CYCLING

Walking and cycling are key modes of both transport and recreation and are encouraged by governments to promote environmental sustainability, health and wellbeing, and reduce road congestion. Research has shown that around 60 per cent of the general population falls within the category of being interested in cycling but have safety concerns that lessens their willingness to participate.\* The construction of safe and convenient off-road shared use paths provides significant opportunities for all community members, including those using mobility devices, pushing prams and walking dogs. The health and wellbeing outcomes from the paths are supported by social, environmental economic and safety benefits.

*The ETC has identified a suite of projects that improve the safety and connectivity of sustainable transport options like walking and cycling.*




\* City of Portland Office of Transportation, [www.portlandonline.com/transportation/44597/a=237507](http://www.portlandonline.com/transportation/44597/a=237507) (accessed December 12, 2015).

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**WALKING AND CYCLING – PROJECTS THAT DELIVER OUR PRINCIPLES**

	Main routes	Missing links	Wayfinding	Access
CONNECTIVITY	<ul style="list-style-type: none"> <li>Maroondah Hwy bicycle lane</li> <li>Improve &amp; upgrade bicycle infrastructure</li> <li>Construction of off-road shared use paths</li> </ul>	<ul style="list-style-type: none"> <li>Completion of missing links in trail network &amp; PBN and upgrade standards</li> <li>Ringwood to Croydon connection</li> <li>Completion of Pedestrian Path Network (PPN)</li> </ul>		<ul style="list-style-type: none"> <li>Path surfaces</li> <li>Bridge across the Yarra River at Banksia Park</li> <li>Pedestrian operated signals</li> </ul>
LIVEABILITY		<ul style="list-style-type: none"> <li>Burwood Highway shared path – Eastlink shared path bridge (at Mountain Highway) to Morack Road</li> </ul>	<ul style="list-style-type: none"> <li>Wayfinding signage roll-out</li> </ul>	<ul style="list-style-type: none"> <li>Shared path lighting</li> </ul>
SUSTAINABILITY				<ul style="list-style-type: none"> <li>Long term bicycle parking at railway stations</li> <li>Travel behaviour change programs</li> </ul>

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## Projects in detail: Walking and Cycling

### Main routes

#### Maroondah Highway bicycle lane

Maroondah Highway is the spine of the Maroondah Bicycle Network. Capacity to link existing cycling routes and trails is dependent on the provision of dedicated bicycle lanes on Maroondah Highway. Without the improvement to safety, connectivity and convenience offered by the bicycle lanes, the appeal of cycling on Maroondah highway will remain limited to experienced road cyclists.

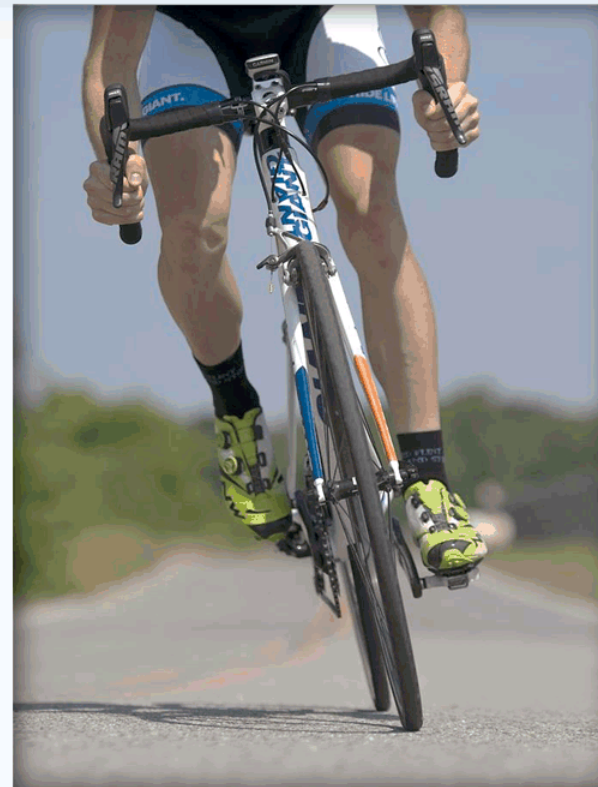
Installation of bicycle lanes within the service lanes along the Maroondah Highway will provide direct bicycle priority connectivity between the Ringwood, Croydon and Chirnside Park activity centres – the regional significance of these centres is confirmed by inclusion in the Chirnside Park to Mordialloc Strategic Cycling Corridor. Construction of these lanes will provide safe and appealing cycling in Melbourne's east and help reduce road congestion.

#### Improve and upgrade bicycle infrastructure

Cycling infrastructure along arterial roads across the region do not cater for the needs of cyclists. Improving road and trail networks to better meet the needs of cyclists will also improve road network safety, encouraging increased use of cycling as a mode of transport and reducing dependency on motorised transport.

Cycling infrastructure improvements are required in locations such as:

- Monbulk Road (Belgrave to Kallista)
- Mt Dandenong Tourist Road
- Mountain Highway (The Basin to Sassafra)
- Swansea Road (Montrose to Lilydale)
- Mount Dandenong Road and Canterbury Road (Montrose to Ringwood)
- Melba Highway (Lilydale to Yarra Glen) and Healesville (Yarra Glen to Healesville)
- Healesville – Koo Wee Rupp Road (Healesville to the Warburton Rail Trail)



9.1.6 – ATTACHMENT 1. ETC Transport Priorities document



## Projects in detail: Walking and Cycling

### Main routes cont.

#### Construction of off-road shared use paths

The construction of shared use paths provides significant opportunities for all community members including those using mobility devices, pushing prams and walking dogs. The health and wellbeing outcomes from the paths are supported by social, environmental, economic and safety benefits. Three priority projects in the ETC region are:

- **Melbourne Water pipe track:**  
Construction of a 3-metre wide path along the Melbourne Water pipe track from Syndal to Mitcham is a key segment of the 'Chirnside Park to Mordialloc Strategic Cycling Corridor,' identified by VicRoads as a regionally significant cycling and walking route. Detailed design for the section of the path within the City of Whitehorse are complete and a construction and maintenance agreement for this project is in place with Melbourne Water, making this section of the project 'shovel ready'. Planning is underway for the section of the path within the City of Monash and government funding is sought for this vital project that when completed will provide safe and accessible walking and cycling infrastructure across the eastern region of Melbourne.
- **Former Healesville Freeway Reservation:**  
The Victorian Government has committed to construct an east-west shared use path linking Dandenong Creek, Vermont to Springvale Road, Forest Hill. The path will be of regional significance. The ETC strongly suggests that the government complete the master planning for the path and undertake its construction as a high priority, noting that this path has also been included as a VicRoads Strategic Cycling Corridor.
- **The Brushy Creek Trail:**  
The Brushy Creek trail in Mooroolbark provides the community with safe access to local destinations. To provide further access to urban centres for local residents and tourists, it is now requested that the Brushy Creek is extended to Mooroolbark Township (off-road 2km).

### Missing links

#### Completion of missing links on trail network and PBN

The trail network and the PBN are currently missing sections and some routes are not continuous, making cycling unsafe and inconvenient at times.

There is an underlying demand for continuous safe bicycle facilities that provide links between destinations. Completing the missing links on the trail network and the PBN will encourage cycling throughout the ETC region.

Positioning cycling as a sustainable mode of transport is integral to improving the health of our communities, improving safety, minimising congestion and achieving environmental benefits.

Completing the links in the shared path network will provide cyclists with a safer off-road avenue to commute to the CBD and other centres in the region.





9.1.6 – ATTACHMENT 1. ETC Transport Priorities document



## Projects in detail: Walking and Cycling

### Missing links cont.

#### Ringwood to Croydon connection

There is currently no dedicated off-road cycling connection between the Ringwood Metropolitan Activity Centre and the Croydon Major Activity Centre. The transit orientated, 20-minute neighbourhood and transit network planning objectives of both activity centres strongly encourage cycling as a priority mode for local work, school and recreational journeys.

A dedicated cycling route along the rail corridor alignment will increase the appeal of cycling along the corridor by providing a safer, convenient and more attractive option.

The connection is also regionally significant with the inclusion in the Ringwood to Dandenong and CBD to Croydon Strategic Cycling Corridors. Its completion will create a major east-west metropolitan cycling transit corridor, extending from central Melbourne out beyond the Yarra Ranges and Dandenong. Together these significant cycling corridors have the potential to boost tourism, work and education opportunities in the region.

#### Completion of Pedestrian Path Network (PPN)

Current infrastructure does not adequately cater for the needs of pedestrians, resulting in underutilisation of many paths. Improvements to PPN will meet the needs of pedestrians, improve access and increase safety, encouraging pedestrian access and reducing dependency on motorised transport.

#### Burwood Highway shared path – Eastlink shared path bridge (at Mountain Highway) to Morack Road

Currently pedestrians and cyclists are forced to use a narrow boggy 'goat track' beside Burwood Highway between the Eastlink shared path bridge (in the City of Knox) and Morack Road (in the City of Whitehorse) as there are no footpaths or shared paths on either side of the road.

This section of Burwood Highway would be one of a very limited number of sites in the metropolitan area where no provision has been made for pedestrians or cyclists along the side of a State Highway.

A shared path connection along Burwood Highway is of regional significance as it will provide a safe and viable link for

- recreational and commuter cyclists travelling along Burwood Highway and/or the Dandenong Creek Trail, and
- residents of Vermont South to walk or ride to Knox City Shopping Centre and the EastLink Trail.

It will also provide an invaluable link between the adjoining residential communities of Vermont South and Wantirna. VicRoads identifies the need for this section of path along Burwood Highway on its Principal Bicycle Network.



9.1.6 – ATTACHMENT 1. ETC Transport Priorities document



## Projects in detail: Walking and Cycling

### Wayfinding

#### Wayfinding signage

Lack of clarity around location and the direction, distance and time to different destinations is a major barrier to use of the shared path network, particularly the regional trail networks.

Implementing a standard wayfinding system across the shared path network will improve information for pedestrians and cyclists, encouraging greater use of the network.

Infrastructure needed on the PPN includes:

- Wayfinding signage roll-out across 41 townships, including PPN mapping for sign locations, project promotion and detail sign design and installation.

### Access

#### Path surfaces

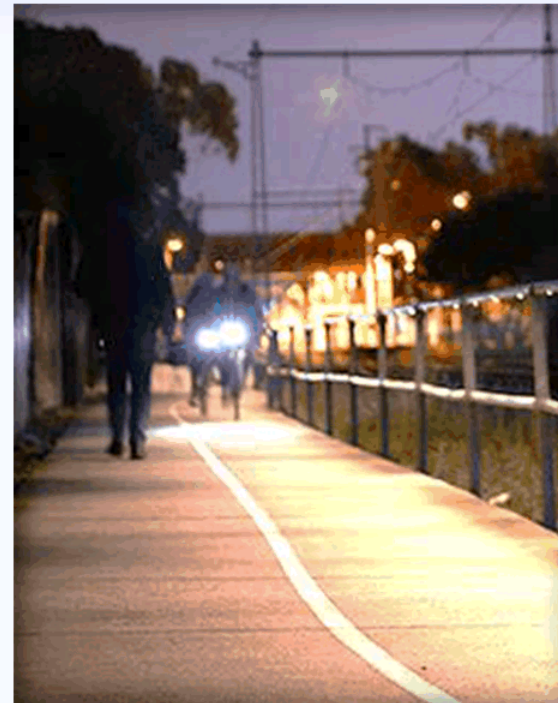
There are existing shared paths within the PBN where path surfaces do not meet the needs of the local communities. Several paths within the PBN network are required to be upgrade to a sealed surface to ensure a smooth riding surface and encourage greater utilisation of the PBN.

For example, the Dandenong Creek Trail is primarily surfaced as concrete. However, the 7km section of gravel path between Greens Road, Dandenong South and the Mornington Peninsula Freeway, Carrum needs upgrading to concrete as it is unfavourable for cyclists and inconsistent with the rest of the trail.

#### Bridge across the Yarra River at Banksia Park

There is currently no connection from the main Yarra trail to other local cycling and pedestrian networks in the area. Constructing a dedicated pedestrian/ cycling bridge across the Yarra River between Bulleen and Heidelberg will connect the Main Yarra trail to other local cycling and pedestrian networks in the area. It will also create an alternative river crossing to the constrained and unsafe footpath along the Manningham Road bridge in Bulleen.

The connection will be a crucial link between the Cities of Manningham and Banyule, and complement associated public transport and road improvements along Templestowe Road. This will encourage people to walk or cycle rather than depend on private vehicles.



Shared path lighting courtesy of [Klik Systems](#)

9.1.6 – ATTACHMENT 1. ETC Transport Priorities document



## Projects in detail: Walking and Cycling

### Access cont.

#### Pedestrian operated signals

Improved access and safe connections across arterial roads to bicycle paths and bus stops is a key factor in encouraging greater use of sustainable forms of transport.

Pedestrian operated signals will increase safety and encourage further use at sites such as:

- Wellington Road near Haverbrack Drive (Mulgrave)
- Warburton Rail Trail in Wandin and Seville
- Highbury Road, Burwood East at Melbourne Water Pipe Track

#### Shared path lighting

The majority of the shared paths throughout the region do not have any lighting, which is a significant barrier to the use of active transport (walking and cycling) for trips outside of daylight hours, such as the journey to and from work.

Without lights, paths can only be safely accessed in daylight, severely limiting use by cyclists and pedestrians.

Providing lighting on shared paths will assist in supporting and encouraging people to walk or cycle rather than depend on private vehicles.

#### Long-term bicycle parking at railway stations

Ability to cycle to train stations is diminished by limited access to secure long term bicycle parking available at stations without Parkiteers. Waiting lists for the limited bicycle lockers delays access and forces people to travel to the station by car.

There are benefits to preventative health, parking demand management and amenity in encouraging residents to cycle to the station. A simple, inexpensive and effective strategy to increase the appeal of cycling to the station is to provide Parkiteers at the following stations:

*Laburnum, Blackburn, Heatherdale, Ringwood East, Heathmont, Mooroolbark, Upper Ferntree Gully, Upwey, Tecoma, Belgrave, Jordanville, Mount Waverley, Syndal, Clayton, Sandown Park, and Yarraman.*

The improved access, quality and security of the Parkiteer will bolster the appeal of cycling to the station for local residents and assist to reduce the strain or station car parking.



Parkiteer bike parking


#### Travel behaviour change programs

There is currently no organisation able to assist local councils in delivering travel behaviour programs. Funding opportunities for these types of programs are therefore limited, despite the benefits to the future sustainability of our communities.

Victorian Government support for councils to deliver travel behaviour programs would assist in educating our residents, schools and businesses about the travel options available to them, and encourage greater use of sustainable transport.



9.1.6 – ATTACHMENT 1. ETC Transport Priorities document



### What's next?

We must act now for the ETC to make sustainable and integrated transport services in Melbourne's east part of the state and federal government agenda.

### What we're doing

Not only will we engage with policy makers, we will also work to ensure that our communities understand and support our work.


State and federal policy makers must realise that these issues are of high importance to their residents.


The ETC will continue to:

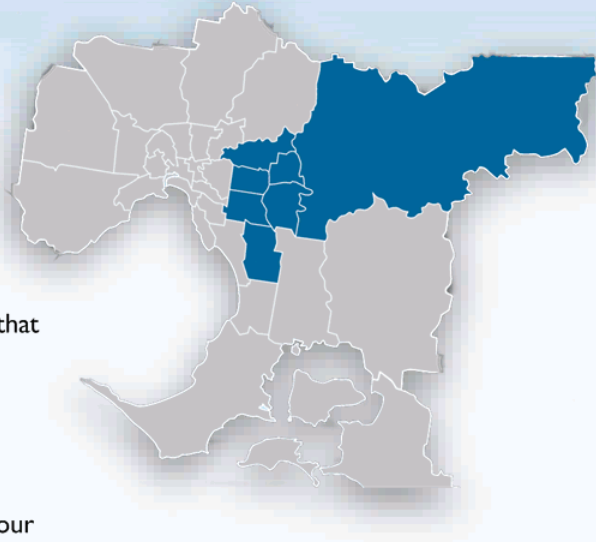
- Invite residents and stakeholder groups to forums where we discuss our initiatives, seek feedback and further ideas. We will also seek comment and input from experts and other organisations and community groups;
- Engage with the public through traditional media outlets and on social media; and
- Build coalitions with like-minded community groups.

We'll keep you updated on our website, Twitter and Facebook page:

[www.etc.org.au](http://www.etc.org.au)

 [@CommutersCount](https://twitter.com/CommutersCount)

 [Facebook.com/CommutersCount](https://Facebook.com/CommutersCount)



**Contact us**  
[info@etc.org.au](mailto:info@etc.org.au)

## 9.4.1          Review of Council's Investment Policy

Attachment 1   Investments Policy - April 2017

9.4.1 – ATTACHMENT 1.

Investments Policy - April 2017



## INVESTMENTS POLICY

### 1. PURPOSE

The intent of this policy is to outline Whitehorse City Council's investment policy and guidelines regarding the investment of surplus funds, with the objective to ensure security of funds and maximise earnings within approved risk guidelines.

The policy provides mandatory rules and specific guidelines for Council officers to follow in managing cash flow requirements and investing surplus/available funds for Whitehorse City Council.

This policy provides a safeguard that investment management of money will conform to Federal and State regulations and standards.

### 2. SCOPE

This policy applies to all officers and Councillors of the Whitehorse City Council, including officers who are engaged on a contract or consulting basis.

For the purpose of this policy, investments are defined as arrangements that are undertaken or acquired for producing income and apply only to the cash investments of Whitehorse City Council. This policy applies to the investment of all surplus funds held by Whitehorse City Council.

### 3. POLICY

It is the policy of Whitehorse City Council to invest public funds in a manner, which will meet Council objectives. This policy will, as a minimum, conform to all Federal and State statutes governing the investment of public funds.

#### 3.1 Objectives

The primary objectives, in priority order, of Whitehorse City Council investment activities shall be:

- **Safety: Preservation of Capital and Protection of Principal** - security of principal is the foremost objective of the investment program. Investments of Whitehorse City Council shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio.
- **Maintenance of Liquidity**: Whitehorse City Council's investment portfolio will remain sufficiently liquid to enable the entity to meet all operating requirements which might be reasonably anticipated.
- **Diversification**: The goals for the selection of a portfolio of specific investments are to establish levels of credit quality, diversification by issuers and diversification by security type.
- **Return on Investment**: The expected return from investments should be compared to the budgeted amount in the Annual Budget on a quarterly basis.
- **Achieving the UBS Australia Bank Bill Benchmark**: For performance purposes, the portfolio will be compared to the UBS Australia Bank Bill Index over a rolling one year period.
- **Corporate Social Responsibility**: Council will consider financial institutions that are committed to supporting community activities, committed to sustainable and responsible practices and/or offer suitable ethical investment options.

#### 3.2 Delegation of Authority

The General Manager Corporate Services is authorised to invest Whitehorse City Council's operating funds at their discretion in investments consistent with this Investment Policy and legislation.



## 9.4.1 – ATTACHMENT 1. Investments Policy - April 2017

An explicit delegation of authority to persons responsible for investment transactions will be approved by the Chief Executive Officer to ensure that no person may engage in an investment transaction except as provided under the terms of this policy.

### 3.3 Prudence

The standard of prudence to be used by Finance officers shall be applied in the following context when managing the overall portfolio.

- **The Prudent Person Rule**

Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investments, considering the probable safety of their capital as well as the probable income to be derived.

- **Standard of Prudence**

The delegated officer acting in accordance with written procedures and the investment policy and exercising due diligence shall not be personally responsible for an individual security's credit risk or market price changes.

- **Conflict of Interest**

Council officers involved in the investment process should act impartially and with integrity, avoiding all conflicts of interest. Consistent with Council's Conflict of Interest Policy, Council officers are required to disclose any actual or perceived conflicts of interest that may arise in the performance of their duties.

Council officers will not seek advice or appoint advisors that manufacture or distribute financial Instruments.

- **Knowledge of Financial Instruments**

Council officers will be required to take every means possible to ensure a high level of understanding of financial instruments and issuing institution. Council officers are required to be sufficiently trained in the fundamentals of investment products. Council officers should seek independent expert advice from qualified investment advisors where required. Advisors are required, as a minimum, to hold an Australian Financial Services Licence.

### 3.4 Safekeeping

Purchased investment securities will be held in safe custody. The trust department of a bank may be designated as custodian for safekeeping securities purchased from that bank. The custodian shall issue a safekeeping receipt to Whitehorse City Council listing the specific instrument, selling broker/dealer, issuer, coupon, maturity, purchase or sale price, transaction date, and other pertinent information. A Registrar of Investments will be maintained on a daily basis.

- **Written Procedures:** Establishment of written procedures for the operation of the investment program will be drawn up by the Assistant Accountant Banking & Treasury and approved by the Manager Finance & Corporate Performance.

- **Content:** Procedures should include reference to securities safe custody, wire transfer agreements (EFT), banking service contracts and collateral/depository agreements.

## 4. ACCOUNTING METHOD

### 4.1 Accounting Standards

Whitehorse City Council shall comply with the Australian Accounting Standards (AASB) including:

- AASB 7 Financial Instruments: Disclosures;
- AASB 13 Fair Value Measurement;
- AASB 132 Financial Instruments: Presentation;
- AASB 136 Impairment of Assets;
- AASB 139 Financial Instruments: Recognition and Measurement.

## 9.4.1 – ATTACHMENT 1. Investments Policy - April 2017

Whitehorse City Council shall also comply with the Local Government Act 1989 and the Local Government (Planning & Reporting) Regulations 2014.

### 4.2 Investment Return

Investment returns are calculated as total return, including interest earned, premiums and discounts.

### 4.3 Investment Costs

Investments will be carried at par. Investments shall not be sold for less than their value without written approval from the Chief Executive Officer.

## 5. INTERNAL CONTROLS

### 5.1 Annual Review

The Manager Finance & Corporate Performance shall maintain a system of written internal controls, which shall be reviewed annually.

Internal controls should be tested by the internal auditor in line with the Internal Audit Strategy or upon any extraordinary event (e.g. turnover of key personnel, the discovery of any inappropriate activity). The Manager Finance & Corporate Performance shall also act in an internal control capacity.

## 6. REPORTING REQUIREMENTS

### 6.1 Reports to Governing Body

The Manager Finance & Corporate Performance will provide to the Council and Audit Advisory Committee a quarterly investment and investment earnings report. This report will include but not necessarily be limited to: portfolio activity, instruments held, market valuation, interest earnings compared with budget and benchmarks as well as any narrative necessary for adequate clarification.

### 6.2 Management Reports

The Manager Finance & Corporate Performance or delegate shall maintain up-to-date computer reports of portfolio activity providing reports which are timely and available both daily and weekly. A minimum monthly report is generated for management purposes and as a permanent record of investment activity. A formal review will be conducted by the Manager Finance & Corporate Performance or delegate annually to ensure compliance with policy and regulations.

## 7. DIVERSIFICATION AND SUITABLE INVESTMENTS

Diversification will be sought within the following guidelines with the purpose to reduce overall portfolio risk while attaining market average rates of return. The Council will diversify its investments by security type and institutions. In selecting authorised investments consideration should be given to credit rating on counterparty limits.

### 7.1 Diversification by Credit Rating

The goal for selection of specific investments is to establish levels of credit quality, diversification by issuers and by security type. An optimal mix, though subjective, enhances portfolio liquidity and safety.

S & P Credit Short Term Rating	S & P Credit Long Term Rating	Exposure Limit of Total Portfolio
A-1+	AAA-to AA-	Up to 100%
A-1	A+ to A-	Up to 50%
A-2	BBB+ to BBB-	Up to 10%

### 7.2 Diversification by Financial Institution

## 9.4.1 – ATTACHMENT 1. Investments Policy - April 2017

When placing an investment, no single institution shall comprise more than 35% of our portfolio. Where the exposure limit of an investment category is exceeded as a result of an investment being redeemed, the exposure limits are to be adjusted at the next available opportunity when funds are able to be reinvested.

### 7.3 Suitable Investment Products

Different products have differing levels of use, practicality and desirability at different times of the economic cycle. It is the responsibility of the Manager Finance & Corporate Performance to manage the investments by using these products to the best advantage whilst operating in the context of this policy. In the retail market environment, some products can be redeemed early if the need arises at a market premium applicable at that time. Early redemption can be both advantageous and disadvantageous depending on different circumstances applicable both historically and at the redemption date.

- **Cash / 11am - Short Term Instrument**

Cash funds are invested on overnight deposit up until 4pm each business day. Notice of withdrawal of funds to be submitted to the bank by 11am on day of deposit.

**Benefits:** Usually 0.10% below the Reserve Bank of Australia cash rate. Ready access. No fees.

- **Term Deposit - Short Term Instrument**

One of the most common types of investments, term deposits, are offered by all banks and are competitive.

**Benefits:** Wide range of maturity dates available.

As a result of the implementation of the Basel III capital reforms term deposits cannot be broken without a 31 day notice period.

- **Investments that Comply with Section 143 of the Local Government Act 1989**

See section 7.4 below.

### 7.4 Legislative Provisions

Investment of Council funds are to be in accordance with Council's power of investment under the Local Government Act 1989 – Section 143. Section 143 of the Local Government Act 1989 provides that:

Council may invest money in:

- (a) Government Securities of the Commonwealth;
- (b) securities guaranteed by the Government of Victoria;
- (c) with an authorised deposit-taking institution;
- (d) with any financial institution guaranteed by the Government of Victoria;
- (e) on deposit with an eligible money market dealer within the meaning of the Corporations Act; or
- (f) in any other manner approved by the Minister after consultation with the Treasurer either generally or specifically, to be an authorised manner of investment for the purposes of this section'.

#### Minister for Local Government Authorised Investments

The Minister has determined that Section 143(f) investments may be made in:

- (1) a certificate of deposit, whether negotiable, convertible or otherwise, issued by a bank defined by Section 3 of the Trustee Act 1958;
- (2) a bill of exchange which at the time of acquisition has a maturity date of not more than 200 days and which if purchased for value confers on the holder in due course a right of recourse against a bank, as defined by Section 3 of the Trustee Act 1958, as the acceptor or endorser of the bill for an amount equal to the face value of the bill;
- (3) The VFM Australian Fixed Interest Trust and the VFM Short Term Money Market Trust,
- (4) Deposits in Credit Unions and Building Societies,
- (5) Managed Investment Schemes that:
  - (a) have a rating of AAm or a rating of AAF from Standard and Poors (S&P) Australian Ratings;
  - (b) are registered under Section 601 EB of the Corporations Law; and



## 9.4.1 – ATTACHMENT 1. Investments Policy - April 2017

- (c) are liquid within the meaning of Section 601 KA(4) of the Corporations Law and have a constitution that provides for members to withdraw from the scheme.

### 7.5 Prohibited Investments

This investment policy prohibits any investment carried out for speculative purposes and non-cash investments. The following investments are prohibited by this Investment Policy:

- derivative based investments (excluding floating rate notes);
- principal only investments or securities that provide nil or negative cash flow;
- subordinated debt instruments e.g. Collateralised Debt Obligations (CDOs);
- highly structured products;
- stand alone securities issued that have underlying futures, options, forward contracts and swaps of any kind; and
- any securities issued in non-Australian currency.

This policy also prohibits the use of borrowing to purchase a financial instrument.

## 8. INVESTMENT MATURITY AND RISK

### 8.1 Maturity Limitations

Maturity limitations shall depend upon whether the funds being invested are considered short term or long term funds. All funds shall be considered short term except those reserved for capital projects, specific council reserves and assessment repayments being held for debt retirement. Investments shall be limited to maturities not exceeding five years.

Overall Portfolio Term to Maturity Limitations	
Portfolio % less than 1 year	min 40%, max 100%
Portfolio % less than 6 months	min 25%
Portfolio % greater than 1 year	max 60%
Portfolio % greater than 2 years	max 25%

### 8.2 Short Term Portfolio

Investment maturities for operating funds shall be scheduled to coincide with projected cash flow needs and timed to comply with the following guidelines: 25% minimum to mature under six months, 25% maximum to mature over one year out to sixty months. Maturity will also be laddered to provide for interest rate fluctuations and to minimise investment interest risk. Careful monitoring of interest rate fluctuation will provide a basis for evaluating risk and return.

### 8.3 Long Term Portfolio

For the purpose of this policy, investments with a maturity date past one year are classified as long term. The purpose of such investments is to take advantage of market interest rate movements at different times of the economic cycle and the requirements established for the specific council reserves.

### 8.4 Investment Risk

Council's approach to risk management in investments includes the avoidance of unnecessary risk and exposure. It will be necessary to examine all the risk characteristics of the instruments such as liquidity, maturity, the degree of options and other structuring embedded in the instrument.

## 9. COMPETITIVE SELECTION OF INVESTMENT INSTRUMENTS

### 9.1 Competitive Selection

Prior to investing, the Assistant Accountant Banking & Treasury shall conduct research with a competitive survey of investments offered. Rates are compared against established benchmarks and at least three bids or offers from approved firms will be sought. The Manager Finance & Corporate Performance will recommend to the General Manager Corporate Services the bid or offer

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**9.4.1 – ATTACHMENT 1. Investments Policy - April 2017**

which provides the highest rate of return within the maturity required and within the parameters of these policies.

When evaluating potential investments the Assistant Accountant Banking & Treasury will consider financial institutions that are both committed to supporting community activities, committed to sustainable and responsible practices and/or offer suitable ethical investment options. Council will positively view financial institutions that demonstrate a commitment to the principles for responsible investment reinforced by the UN Global Compact Finance Initiative. The selection, however, must also consider and not be in conflict with the other objectives of the investment policy.

**9.2 Specific Maturity**

If a specific maturity date is required, either for cash flow purposes, specific council reserves or for conformance to maturity guidelines, bids will be requested for instruments, which meet the maturity requirement. If no specific maturity is required, a market trend (yield curve) analysis will be conducted to determine which maturities would be most advantageous.

**10. MONITORING AND ADJUSTING THE PORTFOLIO**

Portfolios can benefit from active management. The Assistant Accountant Banking & Treasury will routinely monitor the contents of the portfolio, the available markets and the relative value of competing instruments with consideration given to credit quality and benchmarks. The portfolio may be adjusted accordingly within its parameters if there are advantageous transactions.

**11. PERFORMANCE EVALUATION**

The return on investments should be compared to the budgeted amount in the Annual Budget on a quarterly basis to determine whether the budgeted income from investments is being achieved. This will allow Council officers to identify any variances, investigate the reasons for any variances, and recommend appropriate action if necessary.

**12. RELATED POLICIES, PROCEDURES & LEGISLATION**

Local Government Act 1989  
Employee Conduct Policy  
Conflict of Interest Policy  
Investment Procedure

**INTERNAL USE ONLY**

**13. REVIEW**

Responsible Manager: General Manager Corporate Services, Manager Finance & Corporate  
Performance  
Date Adopted: xxxxx 2017  
Next Review Date: xxxxx 2021  
This policy has been reviewed for Human Rights Charter compliance.

**14. APPENDICES**

Appendix 1 – Council Reserve Investment Strategy

**9.4.1 – ATTACHMENT 1.**

**Investments Policy - April 2017**

**APPENDIX 1**

**COUNCIL RESERVE INVESTMENT STRATEGY**

**Development Reserve**

The Development Reserve Principles were developed and reviewed by the Councillor Budget Committee.

To maintain the long term viability and value of the Council Development Reserve, the following principles apply for its ongoing management.

1. The Council Development Reserve shall not be used for recurring operational expense but for or as part funding of projects which:
  - are meaningful to a broad section of the community;
  - are consistent with Council provided services; and
  - are of a meaningful consequence and scale.
2. When considering withdrawing funds from the Council Development Reserve, Council will evaluation all financial impacts and consequences including:
  - reduced interest income that results from a drawdown; and
  - new annual recurring lifecycle costs as a result of undertaking the project.
3. Interest Income shall be reinvested in the Council Development Reserve if a continuing operating surplus is maintained. Decision to reinvest is to be made annually as part of Council's budget consideration.

**Aged and Disability Reserve**

This reserve holds in trust the net proceeds secured from the sale as a "going concern" of Council's residential aged care facilities.

Principles for access to the Aged and Disability Infrastructure Capital Reserve monies:

1. Access to this reserve must have legitimate relevance to the Aged and Disability related client groups and must incorporate and be consistent with the healthy positive ageing strategy Draft by Council in 2006 (Adopted in 2013).
2. Use of the monies will support the target groups identified under the Commonwealth and State funded Aged and Disability Community Care programs provided by Council. The key target groups include frail aged, people with a disability (identified as eligible to receive Community Care services), and their carers.
3. The monies in this reserve have been specifically dedicated for use in building infrastructure only and cannot be used to support recurrent funding activities of a routine operational nature e.g. building maintenance.
4. Interest generated by the reserve should be compounded.

**Open Space Reserve**

The Open Space Reserve must be used for land acquisition or capital works projects and should be directed by the *Whitehorse Open Space Strategy* in accordance with the requirements of Section 20 of the *Subdivision Act 1988*.

1. The Council must set aside for public open space any land which is vested in the Council for that purpose.
2. The Council must use any payment towards public open space it receives under this Act or has received under section 569B(8A) of the *Local Government Act 1958* but has not applied under subsection (8C) of that section or the proceeds of any sale of public open space to:
  - (a) buy land for use for public recreation or public resort, as parklands or for similar purposes;or



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**9.4.1 – ATTACHMENT 1. Investments Policy - April 2017**

- (b) improve land already set aside, zoned or reserved (by the Council, the Crown, a planning scheme or otherwise) for use for public recreation or public resort, as parklands or for similar purposes; or
  - (c) with the approval of the Minister administering the *Local Government Act 1989*, improve land (whether set aside on a plan or not) used for public recreation or public resort, as parklands or for similar purposes.
- 3. 60% of the predicted new Open Space Contributions received annually, are to be held within the Open Space Reserve for the purpose of acquiring open space. The remaining 40% is to be spent in accordance with section 20 of the *Subdivision Act 1988*.
- 4. The interest generated by the Open Space Reserve shall be transferred annually to the reserve.

**Waste Management Reserve**

This reserve is used to rehabilitate landfill sites throughout the municipality. It was established in 2013/14 as a result of the federal government's introduction of the carbon tax levy. The reserve contains the funds from the difference between the initial carbon tax per tonne that was announced at the time and the actual price charged by independent landfill operators during the time of operation of the carbon tax. The carbon tax levy has now been abolished.

## 9.4.2          Review of Council's Fraud Policy

Attachment 1    Fraud Policy - April 2017

9.4.2 – ATTACHMENT 1.

Fraud Policy - April 2017



## FRAUD POLICY

### 1. PURPOSE

To provide a framework for the prevention, detection and reporting of suspicious or fraudulent activity at Whitehorse City Council.

This policy defines what constitutes fraud and provides Council employees with a better practice approach to fraud detection and prevention. The Fraud Policy contains information that promotes increased knowledge of fraud issues, promotes awareness of indicators of behaviour that may result in fraudulent acts, reporting obligations and procedures and most importantly, guidance on how to deal with suspected incidents of fraud and other corrupt behaviour.

### 2. OBJECTIVES

- Develop and support a culture of awareness where employees have an understanding of expected behaviour and a willingness to report any incidents of suspected fraud
- Provide a strategic framework that ensures Council employees understand their responsibilities in the prevention, detection and reporting of fraud
- Reduce the opportunities for the occurrence of fraud by improving the effectiveness of Whitehorse City Council's fraud and corruption management framework
- Provide a practical set of procedures and guidelines which enable employees to appropriately deal with suspected incidents of fraud
- Establish an ongoing program of employee fraud awareness through regular training programs and inclusion in the recruitment and induction process
- Ensure that the principles of natural justice as set out in the performance management policy of Council are applied to all investigations of suspected fraud
- Target potential fraud and corruption risks through fraud and corruption risk assessments, control measures and appropriate mitigation strategies.

### 3. SCOPE

This policy applies to all Council employees, Councillors, Council volunteers, contractors and other service providers at Whitehorse City Council. All levels of management and employees are responsible for the prevention, detection and reporting of fraud and corruption and for the implementation and maintenance of controls that minimise the likelihood of fraudulent and corrupt activity occurring within their areas of responsibility.

The principles behind this policy are based on the *Australian Standard AS 8001:2008 'Fraud and Corruption Control'*.

### 4. POLICY

#### 4.1 Policy Statement

Whitehorse City Council requires all Council employees, Councillors, Council volunteers, contractors and other service providers at all times to act honestly and with integrity and to safeguard the public resources for which they are responsible. Whitehorse City Council is committed to protecting all of its financial and non-financial assets including cash from theft, embezzlement and misappropriation and any attempt to gain illegal financial or other benefits.



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**9.4.2 – ATTACHMENT 1. Fraud Policy - April 2017**

**4.2 Definition of Fraud**

In this policy 'fraud' is defined as dishonest activity causing actual or potential loss to any person or entity including theft of moneys or other property by employees or persons external to the entity and where deception is used at the time, immediately before or immediately following the activity. This also includes the deliberate falsification, concealment, destruction or use of falsified documentation used or intended for use for a normal business purpose or the improper use of information or position for personal benefit.

The intent of the above definition is more simply and broadly expressed in the Commonwealth Fraud Control Guidelines as "dishonestly obtaining a benefit by deception or other means".

In Council's context, this definition includes but is not limited to:

- Theft of Council funds – e.g. misappropriation of receipts, non-recording of revenue, falsifying invoices/payments, misuse of petty cash
- Soliciting of and/or receipt of enticements or 'kickbacks' from Council suppliers
- Claims for or payment of unauthorised personal expenses or excessive allowances
- Misuse of Council credit cards or fuel cards
- Theft or unauthorised removal of Council records, property or materials
- Unauthorised use, misuse, damage or destruction of Council records or property
- Falsification of Council records
- Intentional waste or abuse of Council funds, property, information or other resources
- Unauthorised private use of Council assets.

A detailed list of other examples of fraud is contained in Appendix 1.

**4.3 Statement of Attitude to Fraud**

Council will not tolerate fraud in any form and is committed to:

- Preventing fraud in the workplace
- Ensuring immediate and appropriate investigation procedures are implemented in the case that fraud is suspected
- Referring cases of suspected fraud to the authorities following due investigation
- Applying appropriate disciplinary penalties should fraud be proven
- The recovery of any loss suffered (both direct and indirect) through fraudulent activity.

**5. PLANNING AND RESOURCING**

**5.1 Fraud Control Planning**

To minimise the occurrence and impact of fraud, Council has a Fraud Control Plan to prevent (Section 6), detect (Section 7) and respond (Section 8) to fraud.

Council's Fraud Control Plan:

- Communicates Council's intent and responsibility for fraud management
- Contains the key risks identified through the fraud risk assessments
- Outlines the key internal controls in place to limit opportunities for fraud
- Raises awareness to ensure all employees are aware of their responsibilities for fraud prevention and control
- Sets out monitoring and review activities to assure that Council's Fraud Control Plan is operating effectively.

The key elements of Council's Fraud Control Plan are:

**9.4.2 – ATTACHMENT 1. Fraud Policy - April 2017**

Element	Method for addressing element	Policy section reference
Communicating intent	<b>Fraud Policy and Code of Conduct</b> The Fraud Policy documents Council's intended action in implementing and monitoring Council's fraud prevention, detection and response initiatives. The Code of Conduct promotes high standards of ethical behaviour expected of employees.	Fraud Policy 6.1 & 6.6
Identifying risks	<b>Fraud Risk Assessment</b> Council's Risk Register contains Council's fraud risk assessment at the corporate and operational levels, and includes mitigation plans and actions. The Risk Register forms part of Council's overall risk management strategy.	6.5
Limiting opportunities	<b>Internal controls</b> Council has implemented internal controls – systems, processes and procedures – to minimise risks identified as part of the fraud risk assessment.	6.4, 6.7, 6.8, 7.1 & 8.8
Raising awareness	<b>Fraud training</b> Fraud awareness training is an effective method of ensuring all employees are aware of their responsibilities in regards to fraud and of the expectation for ethical behaviour in the workplace.	6.1 & 6.6
Monitoring	<b>Audit Advisory Committee and Internal Audit</b> Audit Advisory Committee and Internal Audit regularly review Council's internal controls, risk management processes and fraud control strategies.	5.3

These elements are shown diagrammatically below:



Source: Victorian Auditor-General's Office.

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**9.4.2 – ATTACHMENT 1. Fraud Policy - April 2017**

**5.2 Fraud Control Resources**

The prevention of fraud is the responsibility of all Council employees. Specific roles exist in relation to different elements of Council's approach to fraud prevention. All employees should be aware of their role in relation to risk management and fraud control and these are set out below and are also covered in Council's Employee Code of Conduct.

The responsibility for the overall coordination of fraud control across the organisation has been assigned to the Manager Finance and Corporate Performance.

Where appropriate, Council considers the recruitment and/or use of specialist resources (internal and external) with the requisite skills and experience to assist in fraud control processes.

***Employees, Councillors, volunteers, contractors and other service providers***

Employees, Councillors, volunteers, contractors and other service providers are required to:

- Comply with internal control requirements, policies and procedures
- Be aware of the signs of acts of misconduct, fraud and corruption
- Report suspected acts of fraud to their Supervisor, General Manager or Council's Protected Disclosures Coordinator (Manager Organisation Development)
- Assist with any enquiries and investigations pertaining to fraud
- Maintain confidentiality, discretion and privacy of information
- Conduct themselves in accordance with the requirements of the Local Government Act 1989.

***Manager Finance and Corporate Performance***

Consideration of fraud is part of Council's overall program of risk management, and the occurrence of fraud will also have a direct or indirect relationship with Council's finances. Overall responsibility for implementing and overseeing the fraud prevention and control framework therefore forms part of the role of the Manager Finance and Corporate Performance.

This role includes:

- Coordinating fraud control activities within Council as part of the overall risk management function
- Being the first point of contact for managers and employees within the organisation regarding different elements of this policy
- Communicating with Executive Management Team and the Audit Advisory Committee regarding implementation of the policy
- Internal control review following discovery of fraud
- Leading and participating in the implementation of corrective actions and enhancements to strengthen internal controls
- Liaising with Council's risk management consultant to ensure maintenance and monitoring of adequacy of fidelity guarantee insurance and other insurance related policies dealing with fraudulent or improper conduct.

***General Manager Corporate Services***

The role of the General Manager Corporate Services includes, but is not limited to:

- Ensure minimum appropriate preliminary investigation is undertaken
- Ensure appropriate corrective actions are assigned to operational Managers for implementation
- Enact the fraud response where appropriate
- Ensure a secure file is held
- Brief the Chair of the Audit Advisory Committee.

***Manager Organisation Development***

This policy is committed to ensuring that the rights of all parties are protected and that any investigation is conducted in the spirit of natural justice. For this reason the Manager Organisation Development will be responsible for the following:

## 9.4.2 – ATTACHMENT 1. Fraud Policy - April 2017

- Establishing and implementing pre-employment assessment controls and induction training
- Provide specialist Human Resource advice to ensure natural justice principles are applied
- Act as the Protected Disclosures Coordinator for the purposes of the Protected Disclosures Act 2012.

### 5.3 Internal Audit Activity in the Control of Fraud

While the primary responsibility for the identification of fraud within Council rests with management, Council recognises that internal audit activity can be, in the context of addressing all business risks, an effective part of the overall control environment to identify the indicators of fraud.

As such, Council officers will work closely with Council's appointed internal auditor. The internal auditor should perform a risk assessment of selected Council's operations and recommend an internal audit program to cover these aspects. The Audit Advisory Committee is responsible for reviewing and recommending to Council the Annual Internal Audit Plan.

## 6. FRAUD PREVENTION

### 6.1 Implementing and Maintaining an Integrity Framework

A key strategy in managing the risk of fraud is the implementation and maintenance of a sound ethical culture. As such, to ensure a strong, transparent, healthy and sustainable ethical culture, Council has established an integrity framework as both a protection against fraudulent activity and a mechanism for timely reporting of anomalous activity. The integrity framework includes a process of continuous monitoring underpinned by a program of example setting by senior management, as set out below:

Element	Description
Example setting	The executive and management recognise the need for establishing and maintaining a strong, transparent and ethical culture and actively promotes such a culture.
Code of conduct	A comprehensive Employee Conduct Policy is in place detailing the behaviours expected of all Council employees, as well as the values of the organisation.
Allocation of responsibility	Specific responsibility is assigned to various positions within the organisation to address the different aspects of fraud. The responsibility for the overall coordination of fraud control across the organisation has been assigned to the Manager Finance and Corporate Performance.
Training	Annual training requirements are identified and agreed by the supervisor and individual employee as part of the Performance Appraisal and Development Program (PADP). Ongoing training relating to ethics and codes of behaviour is provided.
Reporting of complaints	A method for communicating ethical concerns is in place.

### 6.2 Senior Management Commitment to Controlling the Risks of Fraud

#### *General Managers*

The role of General Managers includes but is not limited to:

- Maintaining a strong internal control system and internal control culture
- Promoting an understanding of fraud and corruption risk and the effectiveness of fraud and corruption controls to their employees, contractors and consultants within their control
- Awareness of potential fraud and corruption risks within their areas of control
- Understanding the robustness of their areas' internal control environment in terms of its ability to prevent and detect fraud and corruption
- Respond to allegations of fraud and corruption as detailed in this policy.



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**9.4.2 – ATTACHMENT 1.            Fraud Policy - April 2017**

Upon notification from an employee or manager of suspected fraud, or if the General Manager has reason to suspect that a fraud has occurred, the General Manager shall immediately contact the General Manager Corporate Services, the Manager Organisation Development, the Manager Finance and Corporate Performance and advise the Chief Executive Officer of such notification. The General Manager shall not attempt to investigate the suspected fraud or to discuss the matter with anyone other than those officers mentioned above.

**6.3 Line Management Accountability**

**Managers**

The role of a Manager includes, but is not limited to:

- Promoting an understanding of fraud and corruption risk and the effectiveness of fraud and corruption controls to their employees, contractors and consultants within their control
- Awareness of potential fraud and corruption risks within their areas of control
- Understanding the robustness of their areas' internal control environment in terms of its ability to prevent and detect fraud and corruption
- Respond to allegations of fraud and corruption as detailed in this policy
- Responsibility for the implementation of corrective actions.

Managers must ensure that proper and prudent processes are followed. Upon notification from an employee of suspected fraud, or if the manager has reason to suspect that a fraud has occurred, the manager shall immediately notify their General Manager. The manager shall not attempt to investigate the suspected fraud or to discuss the matter with anyone other than the person to whom the fraud was reported.

**6.4 Internal Control**

Fraud may occur as a result of:

- poor internal controls
- management override of internal controls
- collusion between employees and third parties
- poor or non-adherence to organisational ethical standards
- lack of control/supervision of employees by supervisors.

It is the responsibility of all Council departments to ensure that all business processes, particularly those assessed as having a higher predisposition to the risks of fraud, are subject to a rigorous system of internal controls that are well documented, updated regularly and understood by all personnel.

Some examples of internal controls include:

- system of checks and balances
- reconciliation of accounts
- segregation of duties
- rotation of duties in positions more susceptible to fraud
- system user access controls
  - appropriate provision of system access levels and regular review
  - vendor accounts enabled only for authorised time-limited support activities
- all assets are properly recorded
- physical security over assets
- regular checks /stocktake of Council assets
- robust up and to date policies and procedures manuals
- authorisation processes and limits
- review of monthly reporting
- monitoring of high annual leave balances /ensuring that employees take regular leave
- employee screening
- roles and responsibilities are clearly documented

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**9.4.2 – ATTACHMENT 1. Fraud Policy - April 2017**

- performance appraisals
- independent review and monitoring of tasks
- regular independent audits
- effective audit trails
- regular reporting and accountability
- closed circuit camera televisions (CCTV)
- conflict of interest policies
- induction of employees in regards to the fraud policy and regular training
- clear policies and procedures around contract selection
- a standard of conduct for suppliers and contractors
- identification of risks in the risk register and reporting against them
- appropriate penalties for any fraud that has occurred.

**6.5 Assessing Fraud Risk**

Identified fraud and corruption risks and controls are integrated in Council's Risk Register. The Risk Register summarises any fraud and corruption risks associated with the function and operation, the related risk treatment strategies and the person responsible for managing each significant risk. The Risk Register is updated on an annual basis.

**6.6 Communication and awareness**

***Human Resource policies***

Appropriate Human Resource policies are an important element in fraud prevention and control. These policies include the Conflict of Interest Policy and the Employee Conduct Policy. All Human Resource policies are available on Council's intranet and at induction.

***Employee, Councillor, volunteer, contractor and service provider awareness***

Council's commitment to fraud and corruption control is met by providing appropriate employee training and utilising existing internal communication methods to increase awareness. Council publicises and raises awareness of relevant codes of conduct to ensure employees, Councillors, volunteers, contractors and other service providers are aware of their roles and responsibilities in reducing fraud and corruption and the protection of the Council assets and the consequences of fraud and corruption incidence.

***Employee induction***

The employee induction process requires that all new employees read and acknowledge the requirements of key Council policies. These include the Employee Conduct Policy, Conflict of Interest Policy and Fraud Policy which together set out the key requirements for the protection of Council's assets, interest and reputation. Any misbehaviour of a kind that involved an act of fraud and/or corruption may breach one or more of these policies.

***Employee training program***

Employee awareness programs are conducted periodically by the Learning and Development Coordinator in the corporate learning calendar and initiated by the Manager Finance and Corporate Performance. They aim to raise awareness and ensure that all employees understand their roles and responsibilities and that employees are aware of how they might report potential fraud and corruption. This may take the form of an employee survey or facilitated workshops or seminars, attendance at employee meetings and e-learning. These programs are tailored to be appropriate to the work area and are run on a periodic basis. The results are analysed to assess the improvement in the level of awareness over time.

**6.7 Employment Screening**

Council recognises the importance of relevant checks being carried out on all new employees before an appointment is made. Council's Recruitment Process Guidelines state that obtaining references is a critical stage of the recruitment process. This also applies to internal promotion or transfer.

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**9.4.2 – ATTACHMENT 1. Fraud Policy - April 2017**

No matter how convincing the candidate was at interview, Council requires that this is always backed up by sound reference checks. At least two favourable reference checks are required before an offer of employment is made.

Other checks that are made for all prospective employees are:

- Proof of identity
- Verification of formal qualifications claimed
- Consideration of gaps in employment history, and
- A Police Check for any criminal history.

The pre-employment screening procedures also apply when existing employees transfer to other roles within Council.

**6.8 Supplier and Customer Vetting**

Where practicable, Council officers take steps to ensure the bona fides of new suppliers and customers, and periodically confirm the bona fides of continuing suppliers and customers.

These steps include, but are not limited to an ABN confirmation check for all suppliers, financial viability assessments, credit rating checks, and adverse checks for major contracts.

Council will review its ongoing commercial relationship with the other party if enquiry finds a heightened risk of fraud in continuing to deal with that party.

**7. DETECTION**

**7.1 Implementing a fraud detection program**

In the event that Council's preventative systems fail, Council will implement or enhance systems aimed at detecting fraud as soon as possible after it has occurred.

These systems will include the following:

**(a) Post-transactional review**

A review of transactions after they have been processed can be effective in identifying fraudulent activity. The review will be conducted by personnel unconnected with the transactions effected. This review may uncover altered or missing documentation, falsified or altered authorisation or inadequate documentary support.

**(b) Analysis of management accounting reports to identify trends**

By analysing management accounting reports, trends can be examined and investigated which may be indicative of fraudulent conduct. Owners of operating programs and capital works projects will compare and contrast their actual figures to budget on a monthly basis to identify any unusual trends.

**7.2 Role of the external auditor in the detection of fraud**

Council takes a proactive position in relation to the detection of fraud as part of the audit of the annual financial statements. The Manager Finance and Corporate Performance will undertake a discussion with the auditor to determine the audit procedures that will be carried out during the audit that are aimed at detecting material misstatements in Council's financial statements due to fraud or error. The Manager Finance and Corporate Performance will stress to the auditor the importance Council places on fraud detection as part of the audit and offer assistance to enable a more comprehensive examination.

**7.3 Avenue for reporting suspected incidents**

Any employee who has knowledge of an occurrence of irregular conduct, or has reason to suspect that a fraud has occurred, shall immediately notify their Manager. If the employee has reason to believe that the employee's Manager may be involved, the employee shall immediately notify their General Manager.

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**9.4.2 – ATTACHMENT 1.      Fraud Policy - April 2017**

The avenue for reporting suspicious or known incidents of fraud which may lead to a preliminary investigation should follow the proper reporting channels as diagrammatically outlined in Section 8.2.

In the event of an investigation employees shall maintain a high degree of confidentiality and not discuss the matter with anyone other than their Manager, General Manager or Council's Protected Disclosures Coordinator.

Employees who knowingly make false allegations will be subject to discipline up to and including dismissal.

**7.4 Protected Disclosures Program**

Whitehorse City Council will take all reasonable steps to protect people who make an allegation of fraud from and reprisal for making the disclosure. A confidential investigation will be undertaken in response to any allegation of fraud. This process will protect the individual raising the concern and also ensure procedural fairness in regards to the person who is subject to the allegation.

If an individual has any concern about reprisals as a result of raising an allegation of fraud they have access to the provisions of the Protected Disclosure Act 2012. Council will not tolerate improper conduct nor victimisation of those who come forward to disclose such conduct.

Council has extensive guidelines and procedures in regards to applying the provisions of the Protected Disclosure Act 2012. The purpose of the Act is to encourage and facilitate the making of disclosures of improper conduct and detrimental action by public officers and public bodies. It does so by providing certain protections for people who make a disclosure, or those who may suffer detrimental action in reprisal for making a disclosure. An essential component of this protection is to ensure that information connected to a protected disclosure, including the identity of a discloser and the contents of that disclosure are kept strictly confidential.

It is potentially a criminal offence to take detrimental action against another person in reprisal for a protected disclosure under the Act.

No employer or person acting on behalf of the Council shall:

- victimise people who make a disclosure
- dismiss or threaten to dismiss people who make a disclosure
- discipline or suspend or threaten to discipline or suspend people who make a disclosure
- impose any penalty upon people who make a disclosure
- intimidate or coerce people who make a disclosure.

The violation of this section will result in discipline up to and including dismissal.

The Manager Organisation Development is the designated Protected Disclosures Coordinator at Whitehorse City Council.

**8. RESPONSE**

**8.1 Policies and procedures**

Procedures have been established to guide the response and investigation into a suspected or alleged incidence of fraud.

The early detection of fraud is an essential element of Council's Fraud Policy. Council employees are the key factor in detecting fraudulent or corrupt behaviour.

It should be the aim of all employees to detect and report suspected fraud as soon as possible after it comes to their attention. Notification, management, monitoring and reporting of suspected fraud should be in accordance with the guidelines in this Policy.



## 9.4.2 – ATTACHMENT 1. Fraud Policy - April 2017

Council's commitment to fraud and corruption control will be met by implementing procedures to investigate actual, alleged or apparent activity of fraudulent behaviour. Preliminary investigations will be conducted in accordance with the guidelines set out in this policy. For matters involving unsatisfactory behaviour, including misconduct and serious misconduct, disciplinary action will be consistent with the principles of natural justice and Council's Performance Management Policy.

### 8.2 Fraud reporting and response procedure

Any individual that has knowledge of an occurrence of fraud, or has reason to suspect that a fraud has occurred must:

- immediately notify their Manager;
- the Manager shall immediately notify their General Manager;
- the General Manager shall immediately notify the General Manager Corporate Services, the Manager Organisation Development, the Manager Finance and Corporate Performance and advise the Chief Executive Officer of such notification.

This process is illustrated diagrammatically below at Figure 1:



Figure 1: Fraud Reporting and Response Procedure

### 8.3 Investigation

The General Manager Corporate Services is responsible for leading any preliminary investigation procedure.

#### Guiding principles

All investigations of fraud will be conducted with independence and objectivity. Council will not tolerate any reprisals against individuals participating in a fraud investigation or for providing evidence into a fraud investigation, proceeding or hearing.

The investigation process is illustrated diagrammatically below at Figure 2:

9.4.2 – ATTACHMENT 1.

Fraud Policy - April 2017

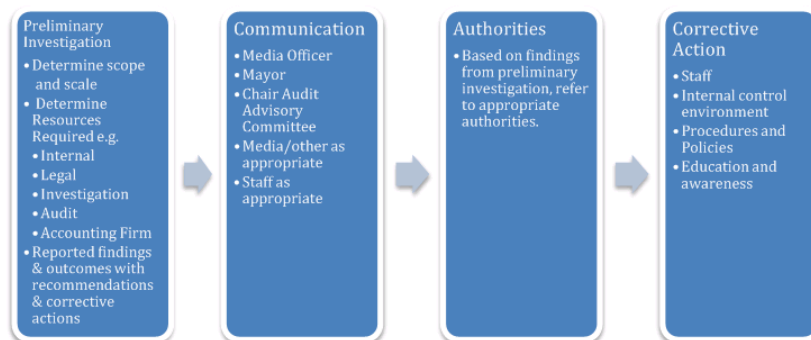


Figure 2: Fraud Response and Investigation Procedure

**Qualified investigation resources**

The investigation into apparent or suspected fraud will be conducted by appropriately skilled and experienced personnel who are independent of the business unit in which the alleged fraudulent conduct occurred.

This independent party will be a manager or other senior person within Council, an external consultant operating under the direction of the independent senior person within Council, or where appropriate, an external law enforcement agency.

**Investigation activities**

Investigations will potentially involve the following investigative activities:

- Understanding of key processes and internal controls
- Interviewing of relevant witnesses including obtaining statements, where appropriate including witnesses internal and external to Council
- Reviewing and collating documentary evidence
- Forensic examination of computer records
- Examination of telephone records and CCTV footage
- Enquiries with banks and other financial institutions
- Enquiries with other third parties
- Data search and seizure
- Expert witness and specialist testimony
- Tracing funds/assets/goods
- Preparing briefs of evidence
- Liaison with the police or other law enforcement or regulatory agencies
- Interviewing persons suspected of involvement in fraud
- Report preparation.

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**9.4.2 – ATTACHMENT 1. Fraud Policy - April 2017**

***Compliance with legislation and relevant policies***

Investigations will be conducted in accordance with all relevant legislation and policies in which action will or could be initiated.

***Security of evidence***

Once a suspected fraud is reported, the General Manager Corporate Services, in consultation with the Chief Executive Officer or nominated officer, shall take immediate action to prevent the theft, alteration, or destruction of relevant records. Such actions include, but are not necessarily limited to, removing the records and placing them in a secure location, limiting access to the location where the records currently exist, and preventing the individual suspected of committing the fraud from having access to the records. The records must be adequately secured until the preliminary investigation concludes.

***Documentation***

At the commencement of an alleged fraud investigation, the Manager Organisation Development will create and maintain a Fraud Investigation file. This file will contain records that are related to the investigation. These records should be kept in accordance with legal, best practice and privacy management guidelines.

At the conclusion of the investigation, the General Manager Corporate Services will document the results in a confidential memorandum report to the Chief Executive Officer. If the report concludes that the allegations are founded, the report will be forwarded to the appropriate authorities if required.

***Confidentiality***

All participants in a fraud investigation shall keep the details and results of the investigation confidential. External parties engaged to assist in the investigation will be required to enter into a binding agreement in relation to the release of confidential information coming into their possession during the course of the investigation.

**8.4 Internal Record**

Council has established a Fraud Incident Register to ensure that all incidents are recorded.

The Fraud Incident Register will be maintained by the General Manager Corporate Services and will include the following information in relation to every reportable fraud incident:

- date and time of report
- date and time that incident was detected
- how the incident came to the attention of management (e.g. anonymous report, normal report, supplier report)
- the nature of the incident
- value of loss to Council, if any
- the action taken following discovery of the incident.

**8.5 Disciplinary procedures**

Disciplinary proceedings will be conducted in an atmosphere of transparency at all times ensuring the rules of natural justice and fairness are observed and the requirements of Council's Performance Management policy are met.

If a suspicion of fraud is substantiated by the investigation, disciplinary action shall be taken by the appropriate level of management, in consultation with the Chief Executive Officer, and the Organisation Development Department in accordance with Council Personnel Policies and Procedures.

Disciplinary action may involve a formal warning, termination, demotion, fining or reduction in seniority of an employee or other internal person.

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**9.4.2 – ATTACHMENT 1. Fraud Policy - April 2017**

**8.6 External Reporting**

Upon conclusion of the investigation and where it is substantiated that a suspected fraud incident has occurred the General Manager Corporate Services will inform the Audit Advisory Committee of the incident, actions undertaken and outcomes. The Victorian Auditor General's Office is also to be informed as part of the year end audit process.

***Law enforcement agency***

On reaching a finding that there is evidence of fraud in respect of an allegation or series of allegations, the General Manager Corporate Services will undertake a formal process to form a view as to whether the matter is one that ought to be reported to the relevant law enforcement agency for investigation and therefore, potentially, prosecution.

The Chief Executive Officer and Manager Organisation Development will be briefed on this recommendation and together with the General Manager Corporate Services will collectively make the final decision.

***Media***

Any employee or elected official contacted by the media with respect to a preliminary investigation shall refer enquiries to the Chief Executive Officer or the Manager Communications. The alleged fraud investigation shall not be discussed with the media by any person other than through the Chief Executive Officer or the Manager Communications.

**8.7 Civil action for recovery of losses – policy for recovery of action**

Council will consider undertaking recovery action where there is clear evidence of fraud and where the likely benefits of such recovery will exceed the funds and resources invested in the recovery action.

**8.8 Review of internal controls**

In each instance where fraud is detected, the Manager Finance and Corporate Performance and the manager of the relevant department will be engaged to reassess the adequacy of the internal control environment, particularly those controls directly related to the fraud incident, and consider whether improvements are required.

Where improvements are required, these will be implemented as soon as practicable.

**8.9 Insurance**

Council maintains fidelity guarantee insurance to insure Council against the risk of loss arising from internal fraudulent conduct. Insurance for externally instigated fraud is also maintained including insurance against the theft of Council's property.

If the fraud has resulted in financial loss to Council, the loss is to be reported to Council's risk management consultant to consider seeking restitution under the fidelity guarantee insurance policy.

**9. RELATED POLICIES & LEGISLATION**

- Whitehorse City Council Employee Code of Conduct
- AS 8001-2008 Fraud and Corruption Control
- Protected Disclosure Act 2012
- Whitehorse City Council Protected Disclosures Procedures
- Local Government Act 1989
- Procurement Policy
- Cash Collection and Handling Policy
- Petty Cash Policy
- Credit Card Usage Policy
- Recruitment Policy



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**9.4.2 – ATTACHMENT 1.      Fraud Policy - April 2017**

- Conflict of Interest Policy
- Performance management Policy
- IT Security Policy
- MAV Fidelity Appraisal
- Victorian Auditor-General's Report – Fraud Prevention Strategies in Local Government
- IBAC Local Government: Review of Council Works Depots (May 2015)
- Victorian Ombudsman's Report on Misuse of Council Resources (June 2016)

**INTERNAL USE ONLY**

**10. REVIEW**

Responsible Manager: General Manager Corporate Services, Manager Finance & Corporate Performance

Date Adopted:           xxxxx 2017

Next Review Date:       xxxxx 2017

This policy has been reviewed for Human Rights Charter compliance.

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**9.4.2 – ATTACHMENT 1.      Fraud Policy - April 2017**

**Appendix 1 – A selection of common methods and types of fraud**

- payment for work not performed
- forged endorsements
- altering amounts and details on documents
- collusive bidding
- overcharging
- writing off recoverable assets or debts
- unauthorised transactions
- selling information
- altering stock records
- altering sales records
- cheques made out to false persons
- false persons on the payroll
- unrecorded transactions
- transactions (expenditure/receipts/deposits) recorded for incorrect sums
- cash stolen
- supplies or equipment stolen or borrowed without authority
- IOUs used in petty cash
- substituting old goods for new
- sales not recorded at all
- false official identification used
- damaging or destroying documentation
- using copies of records and receipts
- using imaging and desktop publishing technology to produce apparent original invoices
- transferring amounts between accounts frequently
- delayed terminations from payroll
- bribes
- over claiming expenses
- skimming odd cents and rounding
- running a private business with official assets
- using facsimile signatures
- false compensation and insurance claims
- selling waste and scrap
- intentional waste or abuse of council funds, property, information or other resources
- unauthorised private use of Council assets
- misuse of corporate credit cards
- misuse of corporate fuel cards
- misuse of corporate vehicles
- falsifying qualifications/experience
- conflict of interest non-disclosure.

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**9.4.2 – ATTACHMENT 1.            Fraud Policy - April 2017**

**Appendix 2 – Possible indicators of the existence of fraud**

- missing expenditure vouchers and unavailable official records
- crisis management coupled with a pressured business climate
- excessive variations to budgets or contracts
- refusals to produce files, minutes or other records
- related party transactions
- increased employee absences
- borrowing from fellow employees
- an easily led personality
- covering up inefficiencies
- no supervision
- employee turnover is excessive
- figures, trends or results which do not accord with expectations
- bank reconciliations are not maintained or can't be balanced
- excessive movement of cash funds
- multiple cash collection points
- remote locations
- unauthorised changes to systems or work practices
- employees with outside business interests or other jobs
- large outstanding bad or doubtful debts
- employees suffering financial hardships
- placing undated/post-dated personal cheques in petty cash
- employees apparently living beyond their means
- heavy gambling habits
- signs of drinking or drug abuse problems
- conflicts of interest
- lowest tenders or quotes passed over with scant explanations recorded
- employees with an apparently excessive work situation for their position
- managers bypassing subordinates
- subordinates bypassing managers
- excessive generosity
- large sums of unclaimed pay
- large sums held in petty cash
- lack of clear financial delegations
- secretiveness
- apparent personal problems
- marked character changes
- excessive ambition
- apparent total lack of ambition
- poor morale
- excessive control of all records by one officer
- poor security checking processes over employees being hired
- unusual working hours on a regular basis
- refusal to comply with normal rules and practices
- personal creditors appearing at the workplace
- non taking of leave
- excessive overtime
- large backlogs in high risk areas
- lost assets
- absence of controls and audit trails.