

Attachments

Council Meeting

Monday 22 November 2021

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9.1.1 Box Hill Metropolitan Activity
Centre, Amendment C228
Implementation of revised
Structure Plan and Urban Design
Framework

Attachment 1 Revised Box Hill MAC Structure Plan

Attachment 2 Revised Box Hill MAC Urban Design
Framework

Attachment 3 Draft Activity Centre Zone schedule

Attachment 4 Officer response to DELWP feedback

Box Hill Metropolitan Activity Centre to 2036 **DRAFT** Structure Plan

October 2021

Prepared by MGS Architects
TQ Planning | Movement & Place Consulting
SGS Economics & Planning | Mary Papaioannou



9.1.1 – ATTACHMENT 1. Revised Box Hill MAC Structure Plan

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Description

Review of Strategic Direction
Box Hill Metropolitan Activity Centre
DRAFT Structure Plan

October 2021
Prepared by MGS Architects

Client

Whitehorse City Council

Consultant Team

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The Wurundjeri– Balluk Tribe are the traditional custodians of the land on which Box Hill is located. The tribe, whose traditional language is Woi Wurrung, is one of the five tribes that make up the Kulin nation. The tribe has historical links with the wider area now known as the City of Whitehorse extending over 40,000 years. Whitehorse City Council respectfully acknowledges the Traditional owners of the land which is now called Whitehorse, the Wurundjeri people and their elders past and present.

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9.1.1 – ATTACHMENT 1.

Revised Box Hill MAC Structure Plan

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Glossary of terms

ABS	Australian Bureau of Statistics
ACZ	Activity Centre Zone
BHI	Box Hill Institute (formerly Box Hill TAFE)
BHITS	Box Hill Integrated Transport Strategy
BHOSS	Box Hill Open Space Strategy
BHTI	Box Hill Transit Interchange
BHURTG	Box Hill Urban Realm Treatment Guidelines
CBD	Central Business District
DELWP	Department of Environment, Land, Water and Planning (State Government of Victoria)
DDA	Disability Discrimination Act 1992
DDO	Design and Development Overlay
DPO	Development Plan Overlay
FAR	Floor Area Ratio — the ratio of a building's total floor area (gross floor area) to the size of the piece of land upon which it is built.
GRZ	General Residential Zone
MAC	Metropolitan Activity Centre (<i>Plan Melbourne 2017-2050</i>)
MUZ	Mixed Use Zone
MSS	Municipal Strategic Statement
NEIC	National Employment and Innovation Cluster (<i>Plan Melbourne 2017-2050</i>)
NEL	North East Link
NRZ	Neighbourhood Residential Zone
P&E Act	<i>Planning & Environment Act 1987</i>
PDZ	Priority Development Zone
PTV	Public Transport Victoria
R1Z	Residential 1 Zone (now superseded by reformed residential zones)
RGZ	Residential Growth Zone
SRG	Stakeholder Reference Group
SRL	Suburban Rail Loop
VCAT	Victorian Civil & Administrative Tribunal
VIF	Victorian Government's Victoria in the Future forecasts
VPA	Victorian Planning Authority
VPP	Victorian Planning Provisions
Wombat crossing	Zebra crossing placed on a raised section road
WOSS	Whitehorse Open Space Strategy
WSUD	Water Sensitive Urban Design
Zebra crossing	Pedestrian crossing on a section of road marked with alternating dark and light stripes

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Image: Aerial view of Box Hill in February 2020 | Nearmap



Introduction

A large, stylized white number '1' is positioned in the lower right quadrant of a solid green rectangular area. The number is bold and has a slight shadow or gradient effect, giving it a three-dimensional appearance. It is centered vertically within the green area.

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1.1 Box Hill Metropolitan Activity Centre

Box Hill Metropolitan Activity Centre (BHMAC) is located approximately 14 km to the east of Melbourne's CBD. It is the largest Metropolitan Activity Centre (MAC) in Melbourne's eastern region and the primary activity centre within the City of Whitehorse. The scope of BHMAC is shown on the map below.

BHMAC is the major public transport interchange in Melbourne's east with an extensive network of bus routes interchanging with trains on the Lilydale and Belgrave line and the Route 109 tram. It is the major employment hub in Melbourne's east with expanding roles in health, education, government and retail services.

BHMAC also contains a significant Health and Education Precinct, one of 11 designated in *Plan Melbourne 2017-2050*. This precinct accommodates Box Hill Hospital, Epworth Private Hospital and the Box Hill Institute.

The transit-enabled nature of the centre, combined with its distinctive retail, health and education employment anchors, means that the centre is strategically well positioned to accommodate medium and higher density mixed use development.



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1.2 The revised Structure Plan

Purpose

The revised Structure Plan aims to reconcile the significant forecast growth in population, housing and employment with the necessary underpinning amenity, character, connectivity and resilience to support the centre's role as the pre-eminent urban centre for Melbourne's east.

The plan establishes a clear vision for the overall centre and proposes a suite of objectives, strategies, land use and development controls by which this vision will be achieved.

The plan aims to deliver a network of distinctive neighbourhoods with well-managed development density, built form, land-use mix and amenity. It provides recommendations for the enhanced placemaking role of all new development and how it should look, engage and function.

The plan is supported by the *Box Hill Metropolitan Activity Centre to 2036 Urban Design Framework* (BHMAL UDF) which contains recommendations for a new built form framework. This framework consists of centre-wide and precinct-specific objectives, standards and guidelines.

The vision for these neighbourhoods seeks to build on their individual strengths as hubs for regional education, training and health, large employment, core retail, and civic, residential and entrepreneurial small business. This means supporting and encouraging particular outcome characteristics likely to underpin their future urban quality and contribution to the operational success of the shared vision.

The plan provides guidance on how substantial growth will be enabled within an enriched and cohesive public realm and in a built environment that is accessible and welcoming to all. This will be characterised by a network of high-quality sunlit boulevards, streets, walks, arcades and cycling networks.

This future vision is complemented by integrated transport and open space strategies which detail the role and sharing mix of networks and what these enhanced places, streets and spaces will look like. This growth will celebrate and support a diverse and expanding enterprise, institutional, entertainment, events and services economy along with a growing and diversifying, resident and visitor community.

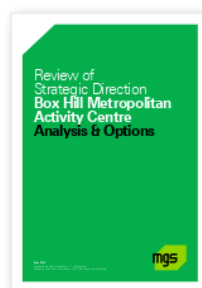
It will be underpinned by an ambition to ensure the long term resilience and comfort of the centre while aligning the vision with the landscape identity of the region: through enhanced tree canopy cover and shade; expanded public open space; and enhanced environmental performance of both the neighbourhood and the development therein. The plan also aims to retain and enhance the role and capacity of valued heritage and cultural character; the role of community facilities within the centre; and the connection of the centre to regional cycling, open space and community facilities.

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Background documents and strategies

The plan is supported by a series of background documents and technical reports containing analysis and recommendations which, alongside community and stakeholder engagement findings, underpin the vision, objectives and strategies contained in this plan.



Review of Strategic Direction Box Hill Metropolitan Activity Centre Analysis and Options Report (May 2019, updated April 2020)

The Analysis and Options report was prepared following the abandonment of Amendment C175 to the Whitehorse Planning Scheme. The report provides a thorough assessment of the first decade of implementation

of the *Box Hill Transit City Activity Centre Structure Plan* (also referred to as the '*2007 Structure Plan*'). It sought to extend the *2007 Structure Plan* analysis with new data and updated research and policy towards a revised planning framework to respond to emerging trends and influences. It included:

- Analysis of relevant research and planning policy change since the *2007 Structure Plan*.
- Population and employment projections to 2036.
- Analysis of 95 planning permits — constructed, approved and under consideration — lodged in the last 15 years, including assessment and 3D modelling of resultant floorspace.
- Detailed appraisal of a 20% sample of those permits to determine key issues and gaps in built form and public realm guidance against the *2007 Structure Plan*'s ambition.
- Analysis of existing and emerging land use trends to determine whether the *2007 Structure Plan*'s preferred uses for identified precincts are being achieved.
- Analysis of the centre's physical framework, including block and lot size, emerging density (in plot ratio or FAR), height, accessibility, key opportunity sites and capacity to support forecast growth.
- Analysis of emerging transport, parking and access issues, including whether the levels of pedestrianisation and public transport required to support a vibrant and productive centre are occurring.
- Analysis of public realm elements and benchmarking the extent to which best practice outcomes are being achieved.



Box Hill Metropolitan Activity Centre Urban Design Framework (March 2020)

The BHMAC UDF draws on relevant best practice tools in relation to encouraging high-quality outcomes in built form, placemaking, access and movement. In this framework the centre is aligned with the vision and preferred character for each neighbourhood whilst also envisaged collectively, as a

centre in the context of the emerging conventions for higher levels of amenity and pedestrianisation appropriate for a Metropolitan Activity Centre. The UDF recommends a built form framework based upon new built form requirements and guidelines for the centre and on how the proposed guidelines can be applied in combination with the suite of proposed planning controls and related documents.



Box Hill Activity Centre Demand Report (August 2019)

The Demand Report provides population and employment growth forecasts for Box Hill, drawing on the Victorian Government's Victoria in the Future (VIF) forecasts from 2016. This also estimated the forecast demand for additional floorspace for residential and employment uses to

accommodate the projected level of growth in Box Hill. These forecasts informed the review of the current planning framework.

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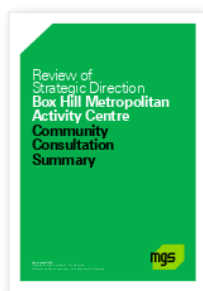
1.3 Engagement with key stakeholders and landowners

The process for delivery of the plan responds to the findings of the earlier Amendment C175 Panel Report. This included a detailed engagement plan to reach key stakeholders, landowners and the broader community and is outlined in the background reports.

This engagement process informed and tested the draft vision, objectives and strategies emerging from the Analysis and Options work phase. This process included:

- Two rounds of broad public consultation using both an online map survey and pop-up event with the first round occurring early in the Analysis & Options phase, followed by a second round of consultation during the development of the Draft Structure Plan and Urban Design Framework.
- A Stakeholder Reference Group (SRG) composed of key representatives from community, institutions, land owners and agencies, the inputs of which were gained through documented workshops.
- Direct engagement with key agencies and landowners for strategic development sites. These were in the form of one-on-one or small group meetings. Key landowners and institutions also formed part of the Stakeholder Reference Group (SRG) membership, providing multiple forums for their inputs.
- The importance of the Box Hill Central area to the future success of the Vision was recognised. This involved multiple meetings between the project team and Council with key landowner and tenant Vicinity Centres and their project team with the purpose of reconciling developer ambitions with the emerging vision and controls. This also included representation on the Stakeholder Reference Group.
- Direct engagement with Council teams leading the Box Hill Integrated Transport Strategy (BHITS) and Box Hill Open Space Strategy (BHOSS).

Findings and outcomes from community engagement are summarised in the *Box Hill Metropolitan Activity Centre Community Consultation Summary (2020)*.





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2.1 Metropolitan role

Box Hill is identified as a Metropolitan Activity Centre and as one of eleven Health and Education precincts in Plan Melbourne 2017-2050. Box Hill's role in the Melbourne metropolitan area is also intersected by its strategic role as a major transport interchange in Melbourne's east. Broadly, a range of state-wide shifts in policy and emphasis have come into effect since the 2007 *Structure Plan*, notably entailing strategic implications for future Box Hill.

Plan Melbourne 2017-2050 — Metropolitan Activity Centre and Health & Education Precinct

Plan Melbourne seeks to support Melbourne as a productive City, with Box Hill identified for its significant employment and servicing role of its health and education precinct - one of a small group of 11 such precincts across the metropolis.

Box Hill is designated as one of nine existing Metropolitan Activity Centres (MAC) where enhanced access to jobs located in closer proximity to where people live, combined with high-frequency multi-modal public transport, supports good access for communities to a range of major retail, community, government, entertainment, cultural and transport services. Box Hill under this Plan will attract investment in education, health and housing at higher densities, with this significant growth and infrastructure matched by the increased amenity and connectivity which is necessary for a regional catchment.

Plan Melbourne anticipates more than 97,000 jobs by 2031 and 175,000 new dwellings in the eastern region by 2051. Notably, it seeks to encourage mixed-use developments and greater housing diversity and density near employment and transport, with more opportunities and choice for medium- and low-income households while identifying the need to increase the supply of social and affordable housing.

Plan Melbourne, in principle, supports the re-purposing of road space in Metropolitan Activity Centres to prioritise walking, cycling and public transport and the development of complimentary tree-lined boulevards and similar urban cooling and resilience measures that with high-quality built form and land use configuration achieve urban design excellence in every part of the built environment. The recent *Addendum 2019 to Plan Melbourne 2017-2050* embeds the ambition to design the city and its configuration of hubs in middle Melbourne for the proposed Suburban Rail Loop.

Infrastructure Victoria 30 Year Strategy (2016-2046)

Infrastructure Victoria will update the 30-year strategy in 2019/2020 to account for changes in circumstances, including recently announced projects such as the proposed Suburban Rail Loop and the Airport Rail Link project. The Box Hill Transit Interchange (BHTI) is identified in the plan as a priority for upgrades to support and strengthen Melbourne's multi-modal public transport network.

Melbourne Industrial and Commercial Land Use Plan 2020

The Melbourne Industrial and Commercial Land Use Plan builds on policies, strategies and actions outlined in Plan Melbourne. It provides a roadmap for the long-term supply of adequate commercial and industrial land to promote future industry and business growth. Within this plan Box Hill has been designated a state-significant commercial use area and earmarked for further commercial investment. This designation reflects Box Hill's significance as a district business centre and its key role in providing for growth in commercial floor space outside the Melbourne CBD.

Victorian Zoning Reforms

Planning Practice Note 56 - Activity Centre Zone (ACZ) identified the Activity Centre Zone as the preferred tool to guide and facilitate use and development of land in Metropolitan Activity Centres and this plan has adopted this recommended approach. Since the adoption of the 2007 *Structure Plan*, a revised suite of residential zones has been introduced. This has seen the Residential Growth Zone applied to residential land within the activity centre, including key areas of jobs development in the Health and Education Precinct. The application of an ACZ with specific goals for each neighbourhood addresses the anomalies of the current arrangements and provides a robust framework for future growth of these key anchoring precinct uses.

Better Apartment Design Standards

Better Apartment Design Standards have been developed by the State Government of Victoria to address emerging internal amenity issues for occupants of higher density housing.

Protection of shared amenity between developments, open spaces and key pedestrian streets

Recently, there has been a succession of Structure Plans and Planning Scheme Amendments across the metropolitan area that have successfully advocated for protection for key spaces, streets and places. This has included guidance and requirements to protect the pedestrian amenity of key streets and spaces, space between taller built form, urban design quality, inter-block connection and public open space provision.

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Figure 1 Box Hill's location in Metropolitan Melbourne

Legend

- Urban Growth Boundary
- Green Wedge land
- Metropolitan Activity Centre
- National employment and innovation cluster (NEIC)
- Rail network
- State-significant road corridor
- North East Link Project
- West Gate Tunnel Project
- Suburban Rail Loop Concept Route

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Metropolitan Partnerships – Eastern Metro Region (2018)

Box Hill is one of two Metropolitan Activity Centres in the Eastern Metro Region along with Ringwood and is expected to accommodate much of the region's anticipated population growth over the next five years as well as driving growth in employment in health. Recent investments through Eastern Metropolitan Partnerships include the partially completed Box Hill to Ringwood shared-use path along the rail corridor. The Eastern Metro Partnerships, while still in its early stages, represents an opportunity for improved community ownership, coordination of funding and delivery of key projects between Box Hill and its regional partners.

Transport Initiatives — North East Link and Suburban Rail Loop

The implemented Eastlink project and the 109 Tram extension to Box Hill have each had significant impacts on traffic movement, road capacity, mode and direction of travel. The proposed North East Link (NEL) project and the increasing role of Box Hill as an end destination rather than traversing centre, when combined with local parking aggregation strategies, will further transform regional and local traffic patterns. This will provide opportunities to re-purpose road space and enhance local amenity and modal integration of growing neighbourhoods within the MAC. The proposed Suburban Rail Loop (SRL) project will create a 90 kilometre orbital loop connecting activity centres and

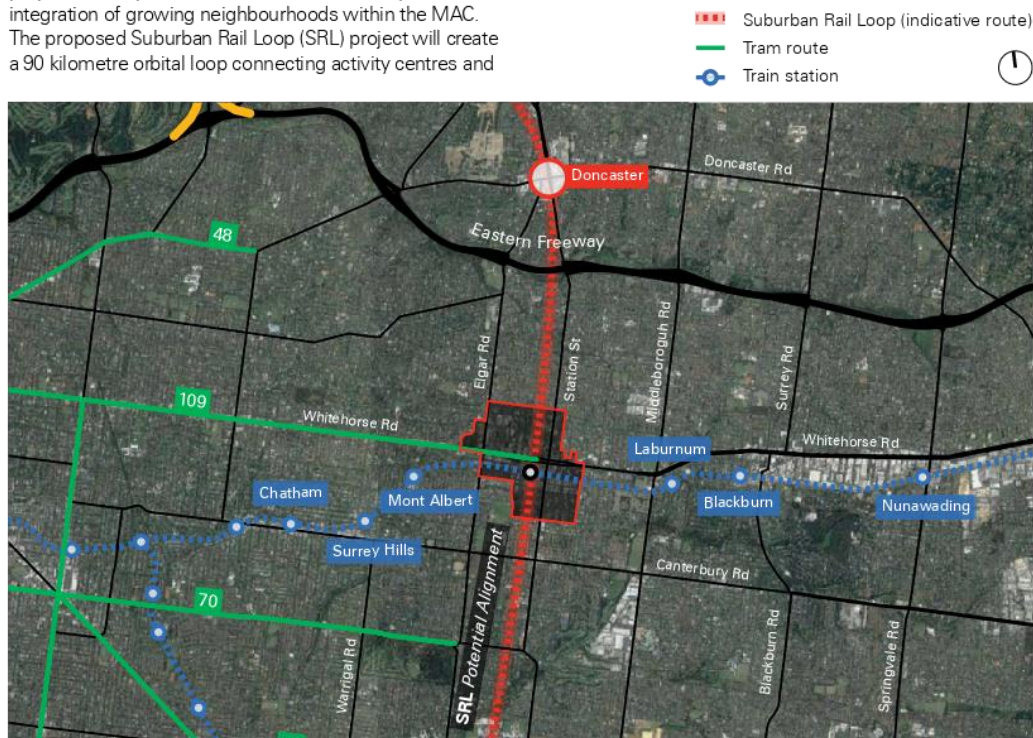
National Employment and Innovation Clusters. Box Hill has been identified as part of the first Stage of the loop, however, at this stage it is not clear how the new station will relate with the Box Hill Transit Interchange.

Affordable Housing

The provision of affordable housing has now been established as a purpose of planning and embedded within the *Planning and Environment Act 1987* and *Plan Melbourne 2017-2050*. The plan seeks to incentivise the inclusion of affordable housing, meeting both local and key worker and student housing needs that support the competitiveness of local enterprises and institutions nationally and at a metropolitan level.

Environmental performance

A number of recent amendments have successfully implemented more ambitious environmental standards for both precincts and development in recognition of the need to develop less resource intensive futures. The plan seeks to adopt key initiatives that represent both best practice and leverage local development characteristics, such as good access to public transport and reduced car dependency.



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2.2 Local role

Planning for BHMAL is supported by local strategic planning and policy, specific integrated transport and open space strategies developed by Council, existing strategies, and the Local Planning Policy Framework in the Whitehorse Planning Scheme.

Council Vision 2013

In the *Council Vision 2013-2023*, Whitehorse City Council has set 5 strategic directions that guide the long term planning and delivery of its policies and operations, based on the aspirations of Councillors and the wider community. The directions are:

- 1 Support a healthy, vibrant, inclusive and diverse community.
- 2 Maintain and enhance our built environment to ensure a liveable and sustainable city.
- 3 Protect and enhance our open spaces and natural environments.
- 4 Strategic leadership and open and accessible government.
- 5 Support a healthy local economy

These directions have been used to inform the *Council Plan 2017-2021* and are incorporated into the Whitehorse Planning Scheme Municipal Strategic Statement.

Whitehorse Housing Strategy 2014

This study was completed in 2014, utilising future population projections based on the 2011 Census. The strategic approach outlined in the document highlights the importance of location, diversity, affordability and design in planning for future housing growth. Specifically, the strategy highlights a range of key challenges relevant to Box Hill, including:

- Encouraging housing within established activity centres and in areas with good access to public transport.
- Encouraging a broader range of housing types to meet differing needs from across the population, including the specialist needs of an aging community and of the high proportion of students within Box Hill
- Increasing the supply of affordable housing

- Encouraging higher-quality design responses for more intensive development, including better integration of landscape opportunities into developments to deliver higher-quality local urban character.

The objectives of this strategy include facilitating the emergence of a new urban character over time, in areas identified for growth while increasing the diversity of housing provision (considering tenure, housing size and type of housing).

Box Hill Integrated Transport Strategy (BHITS) *IN PROGRESS*

The integrated transport plan seeks to recalibrate the transport, movement and parking strategies to reflect the transformation of the Box Hill Precinct into a high-frequency, transit-enabled, medium and high density Metropolitan Activity Centre leveraging off the anticipated North East Link and projects arising since the 2007 Structure Plan including the eastern freeway extension beyond Springvale Road and EastLink. The strategy proposes a new network of primary walking and cycling streets linking key destinations and recalibrates the allocation of space for pedestrians, cyclists, public transport and cars within the centre, in recognition of the changing role of the centre as a destination and eastern capital for the metropolis.

Box Hill Open Space Strategy (BHOSS) *IN PROGRESS*

The Box Hill Open Space Strategy was prepared in response to increasing demand for open space as the centre's population exceeded the projections forming the basis of the previous open space strategy, the Whitehorse Open Space Strategy (2007). The open space strategy seeks to address this by identifying shortfalls in the open space network for both current and future needs and provides recommendations for upgrades to existing open space while identifying areas for investigation for the provision of new open space.

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2.3 Managing growth

Box Hill is forecast to experience significant growth in population and employment over the next 20 years. However, this growth will need to be carefully managed to ensure that future development supports the future shared vision for Box Hill.

Two population, housing and employment forecasts were prepared by SGS Economics & Planning:

- 2036 base forecasts: this reflects the base allocation of population and housing from *Victoria in the Future 2016* forecasts for the centre. This also uses base employment forecasts developed by SGS for the Department of Transport.
- 2036 alternative forecasts: this assumes that there will be a slightly slower rate of population growth, on the basis that the high number of recent residential approvals may not be an accurate reflection of latent demand, in the longer term. This also corresponds with a slightly higher rate of growth in office, retail, health and education employment.

It must be noted that both forecasts show robust growth in population, housing and employment. The alternative forecasts were adopted as a baseline for modelling and testing given the centre's key role as an employment hub.

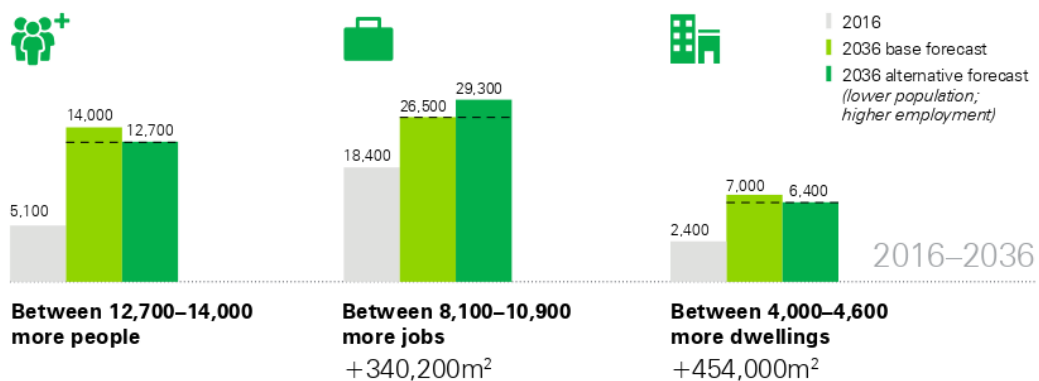


Table 1.1 Floorspace Demand Forecasts to 2036 (Square Metres of Gross Floor Area)

	2016	Base Forecasts		Alternative Forecasts (lower population; higher employment)	
		2036	2016-36 Growth	2036	2016-36 Growth
Office	186,400	249,200	62,900	276,900	90,600
Retail	83,800	111,100	27,300	122,100	38,300
Industrial	7,500	8,300	700	8,300	700
Education	91,700	142,800	51,100	157,400	65,800
Health	184,600	294,600	110,000	324,800	140,100
Entertainment / Recreation	8,400	13,000	4,600	13,000	4,600
All Employment Floorspace	562,400	819,000	256,600	902,600	340,200
Residential Floorspace	239,300	693,300	454,000	630,500	391,000
Total Floorspace	801,700	1,512,300	710,600	1,533,100	731,200

Source: SGS Economics & Planning, derived from VIF 2016. Note: these figures vary from the *Analysis & Options Report* due to refined boundaries better aligned to the activity centre boundary. Note: The 2016 floorspace estimate is based on job to floorspace ratios applied to employment estimates in 2016, due to data limitations on current floorspace within Box Hill.

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Employment

Employment growth has seen a rise of 2.6% per annum from 2006 to 2016, with growth in the health and education industry sectors particularly strong at average growth rates of 5.2% and 5.0% p.a. The BHMAL had approximately 18,500 jobs in 2016: with nearly 8000 (42%) in the health and education sectors; slightly less in office (40%); and retail jobs representing 15% of jobs. Between 8,100 and 10,900, additional jobs are anticipated to be generated by 2036 with over 45% in health and education and a further 38% in office based enterprises. Education and health jobs are anticipated to grow at 2.8% p.a., with office and retail uses at approximately 2% p.a.

Residential

The resident population of BHMAL has grown by 3% per annum from 3,800 people in 2006 to 5,100 in 2016, with growth of the working age and tertiary student populations particularly strong. The resident population is anticipated to grow to between 12,700 and 14,000 people by 2036, requiring between 4,000 and 4600 additional dwellings. The majority of new housing in the BHMAL is anticipated to be in medium and high rise apartments and mixed use development supported by lower rise transitional residential areas.

Current development trends

If all current permits and applications under consideration were constructed, this would deliver:



= 75,000m²
(employment floorspace)

**That will satisfy 4
to 6 years' worth of
employment floorspace
demand**



= 4,630
(dwellings)

**That will satisfy 18 to 20
years' worth of housing
demand**

The analysis of development approvals has indicated a higher level of inaction on construction where development approvals of greater than 15 levels have been issued. This can be attributed, in part to speculative land value uplift strategies, in part due to rapidly declining credit availability and diminished global real estate market interest in the apartment sector upon which these very large projects are dependent. The supply of apartments has largely been generated in development of under 15 levels with employment projects similarly configured in development of this lower scale.

In some cases applications have been proposed that if approved would undermine the preferred character and role of neighbourhoods and the ability of the BHMAL to deliver the future jobs and economic activity that it has the potential to deliver.

Assumptions underpinning the growth forecasting and testing

The estimated growth in Gross Floor Area (GFA) required to deliver this additional employment and residential capacity is approximately 900,000m² (excluding parking) on a gross basis. This figure assumes a net growth of 731,200m² (2036 alternative forecasts) and an estimated additional 170,000m² to account for the displacement of existing uses. Displaced uses refer to existing uses that are not replaced within new developments on the same site. For example, the loss of office floorspace when sites are redeveloped for a different use, such as residential dwellings.

3D modelling of new built form controls were undertaken to test whether forecast growth in employment and residential floorspace could be comfortably accommodated within the new controls on a gross basis. The following assumptions formed the basis of testing:

- Only 65% of all available sites will be developed by 2036.
- Only 50% of the notional available development envelope is built. This is generally acceptable rule of thumb to account for reductions as a result of articulation, viable apartment depths, ventilation etc.
- Assessing the potential of individual lots rather than consolidated sites where substantial opportunities for further growth would arise in many instances. This ensures a conservative, rather than optimistic, capacity assessment is undertaken.

For results and further explanation, refer to *BHMAL UDF (2020)*.

Variation in forecasts

These growth forecasts were derived from VIF 2016 with floorspace estimates derived from job to floorspace ratios applied to employment estimates in 2016. The VIF 2016-based forecast for population and dwelling provide similar growth trajectory to the 2017 .id forecasts. While the more recent forecasts (VIF 2019) suggest a stronger trajectory of population and dwelling growth than the previous estimate, data was not yet available for the geographical area of BHMAL. Realisation of this higher rate of growth is not implausible if future planning for the centre continues to be supportive of residential development.

This plan is supportive of employment and residential growth, as 3D modelling has strongly suggested that the centre could comfortably accommodate further growth than forecast under the new built form controls.

For a detailed explanation on the variation in forecasts, refer to the *Box Hill Activity Centre - Demand Report* by *SGS Economics and Planning* (August 2019).

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2.4 Overview of key issues

The Analysis and Options Report, as well as the subsequent consultation and related strategic processes, have revealed that there is some misalignment between the *2007 Structure Plan* and supporting plans and provisions. This highlighted the need for new and contemporary visioning, guidance and implementation frameworks.

For a comprehensive analysis of key issues, refer to the BHMAL Analysis and Options report (May 2019, updated April 2020).

Key issues that have emerged since the preparation of the existing 2007 Structure Plan:

- Inadequate planning controls for supporting continued growth of employment in health and education and the knowledge economy.
- Inadequate guidance for preferred outcomes in the planning scheme.
- Lack of progress on the renewal of the Box Hill Transit Interchange and Box Hill Central sites.
- Misalignment of 'patchwork' zoning and preferred precinct outcomes.
- Adverse amenity impacts on the public realm arising from new development, leading to diminished access, amenity and cohesiveness.
- Risk of residential development speculation and development crowding out employment floorspace.
- Diminished housing affordability and increasing competition for space, as a result of population and job growth combined with inadequate guidance on how housing and workplace affordability and diversity and enhanced community facilities are to be achieved.
- Increased pressure on capacity of pedestrian and transport networks arising from development intensification, with inadequate recalibration of space and transport improvements to facilitate growing populations and needs.
- The need to align car parking policy and provision strategies with intensifying urban form and shifting transport needs.
- Inadequate guidance on design quality for built form and place making.
- Inadequate implementation guidance.



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3.1 The Vision for Box Hill

Box Hill is the pre-eminent urban centre for Melbourne's east. The centre supports a regionally significant focus for health, education and employment serviced by a major public transport hub. It provides a diverse and growing range of business, retail, entertainment, community and living opportunities.

An interconnected network of complementary and distinctive, accessible and vibrant neighbourhoods respond to the diverse community's desire for sustainable, engaging, safe, caring and healthy places. Future change in Box Hill will deliver a people-friendly environment with open and welcoming public spaces for all.

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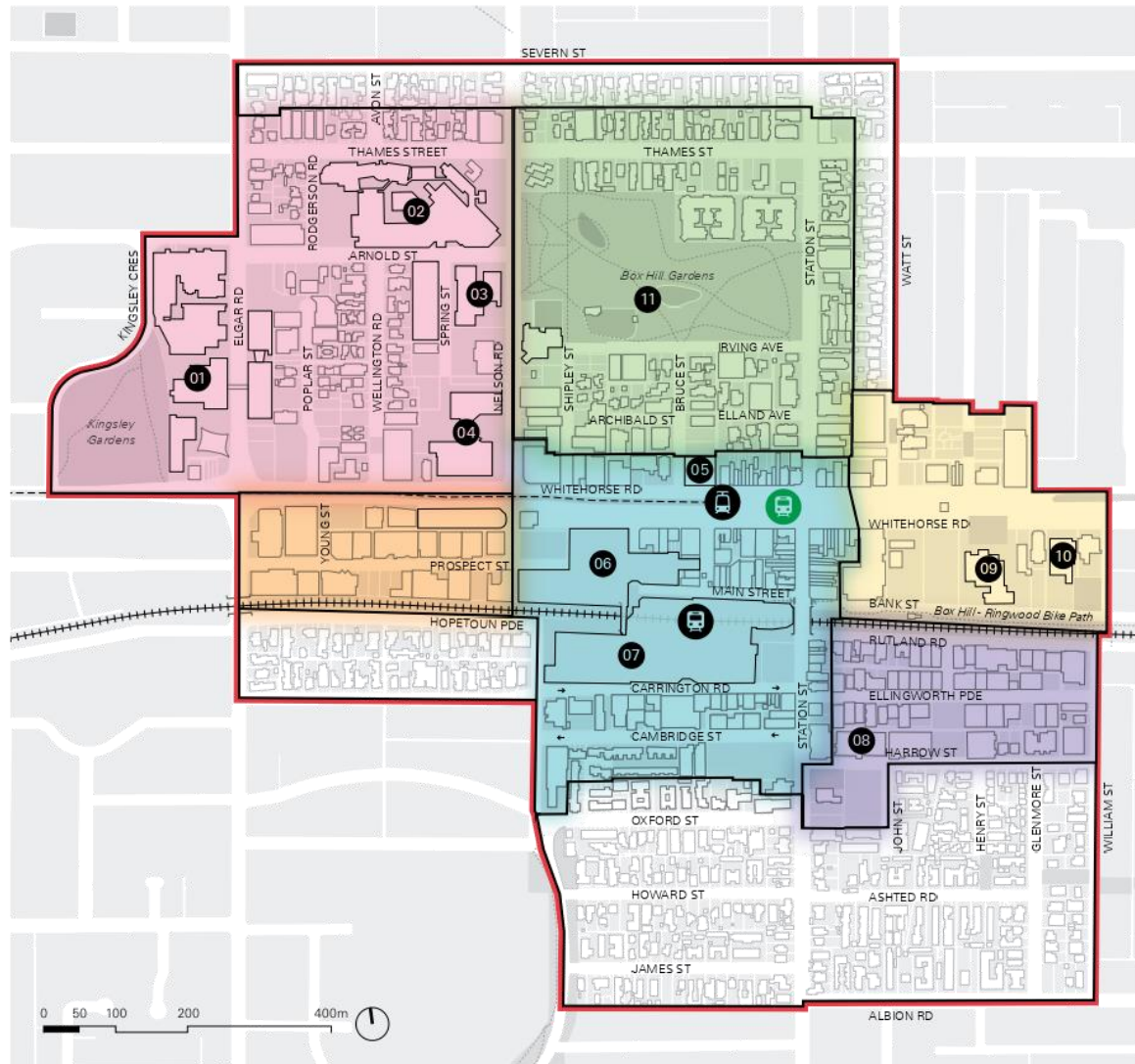


Figure 2 Distinctive neighbourhoods of Box Hill

Legend

- Structure Plan (Activity Centre) Boundary
- Precinct Boundary
- Neighbourhoods**
- Precinct 1: Central
- Precinct 2: Health & Education
- Precinct 3: Prospect
- Precinct 4: Garden
- Precinct 5: Civic & Cultural
- Precinct 6: Enterprise
- Precinct 7: Transition
- Tram 109 terminus
- Box Hill Station
- SRL underground station - indicative only

Key Places

- 01** Box Hill Institute | Elgar campus
- 02** Box Hill Hospital
- 03** Epworth Hospital
- 04** Box Hill Institute | Nelson campus
- 05** Australian Tax Office
- 06** Box Hill Central North
- 07** Box Hill Central South
- 08** Centrelink & Medicare
- 09** Box Hill Town Hall
- 10** Box Hill Library
- 11** Box Hill Gardens

Planning for Future Box Hill

4

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4.1 Strategic Response

The objectives, strategies and actions have been organised into four cohesive elements that support the vision for change put forth for BHMAL. The key elements are also illustrated in the Development Framework, included in Chapter 5.



Land use and development

As the focal point for economic and cultural activity for Melbourne's east, BHMAL is experiencing a significant growth in the scale and pace of development. Land use and development objectives collectively seek to support the continued development of Box Hill as the pre-eminent urban centre for Melbourne's east and its regionally significant focus for health, education and employment, alongside a growing diversity of uses and living opportunities. Strengthening support for these key platforms of future work, liveability, metropolitan significance and services are key underlying principles of the plan.



Built form and design

There was strong support from the community for clearer built form guidance for future development in Box Hill. In particular, the importance of protecting and improving the amenity of the public realm and the resilience of the centre in the context of climate change was emphasised. Built form and design objectives seek to ensure that the quality of the public realm is protected and enhanced by built form responses that are underpinned by design excellence.



Transport and movement

These strategic objectives are based on the key principle of introducing a hierarchy of transport modes, efficient use of precinct-based parking and ensuring priority is appropriately aligned with creating a people-friendly pedestrian and bicycle user environment within the mixed-use centre and major public transport hub. These objectives are aligned with the forthcoming Box Hill Integrated Transport Strategy (BHITS).



Public realm and open space

As BHMAL intensifies, the legacy of boulevard and parkland spaces will need complementary new and reimagined areas. It will become increasingly important to provide access to high-quality and useable open space, safe and inviting streets and public spaces for all. These objectives seek to support the delivery of people-friendly environments with open and welcoming public spaces and natural landscapes that support liveability, social interaction and wellbeing. These objectives are aligned with the forthcoming Box Hill Open Space Strategy (BHOSS).

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4.2 Land use and development



Objective 1 Develop Box Hill as the pre-eminent urban centre for Melbourne's east with a wide range of uses and activities

Strategy 1.1 Protect and enhance opportunities for growth

Box Hill's role within the wider region will be reinforced by ensuring that future growth supports the collective strengths of the centre and protects the key land uses that sustain its metropolitan significance.

Strategy 1.2 Adopt a comprehensive planning instrument to apply appropriate zoning, development and land use controls

The application of the Activity Centre Zone (ACZ) will support the continued development of Box Hill as the central node in metropolitan Melbourne's eastern region. The ACZ is the preferred tool in Victoria to guide and facilitate the use and development of land in activity centres, refer to *Planning Practice Note 56 (DELWP)*. The ACZ provides a centre-wide planning tool that enables a streamlined implementation of a structure plan within the planning scheme without needing multiple zones and overlays to achieve desired outcomes. It should be noted that this plan contains many strategies and actions that sits outside the ACZ, such as those that require partnerships, collaboration and advocacy.

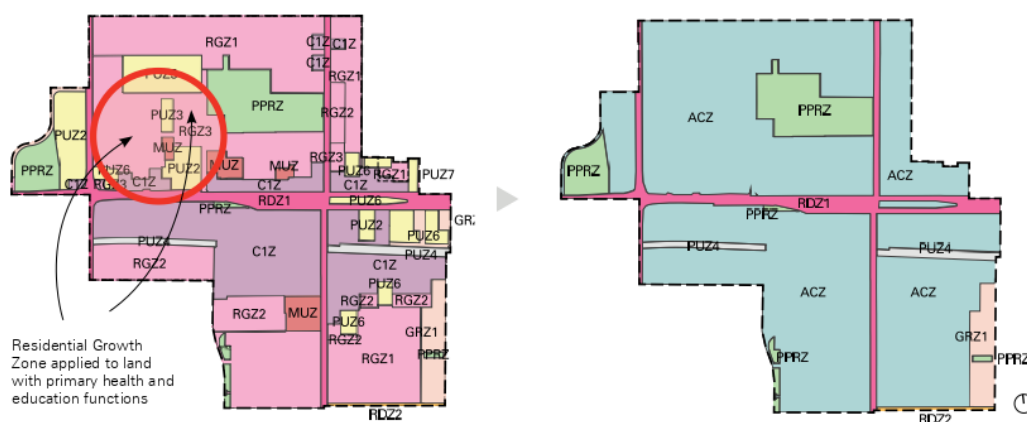
ACTIONS

DELIVER

Action 1 Prepare a Planning Scheme Amendment to:

- Apply the Activity Centre Zone (ACZ) to the majority of land within the centre (as shown below)
- Implement the vision and objectives and relevant statutory actions contained in this plan
- Implement the recommended built form framework contained in the *BHMAC UDF* as Centre-wide Design and Development provisions

Figure 3 Current zones and the application of the proposed Activity Centre Zone in Box Hill.



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Objective 2 Provide for future employment growth and rebalance future residential growth in preferred locations

Strategy 2.1 Encourage the preferred development land use mix in each neighbourhood

Future growth in employment, residential, commercial and community activities will be encouraged and the land use mix aligned with the distinctive vision and role of each neighbourhood.

Strategy 2.2 Provide for a higher allocation of space for employment in the Health and Education, Prospect, Enterprise and Civic Neighbourhoods

The role and function of Box Hill as a regionally significant focus for health, education and employment will be maintained through planning mechanisms that prioritises the delivery of employment floorspace in neighbourhoods where employment is a primary focus.

Strategy 2.3 Ensure that future development provides opportunities for both employment and residential growth

Box Hill will remain a genuinely mixed-use centre through the application of Gross Floor Area allowances on residential uses within developments. This allows for opportunities for future development to provide for residential uses within mixed-use buildings.

ACTIONS

DELIVER

Included in Action 1

- Incorporate a tailored Table of Uses for each Neighbourhood in the ACZ to support growth of employment uses in preferred locations
- Incorporate a maximum allowable percentage of Gross Floor Area (GFA) for specified Accommodation uses

Figure 4 Maximum proportion of residential GFA for specified neighbourhoods, as a percentage of all floor area above ground level.

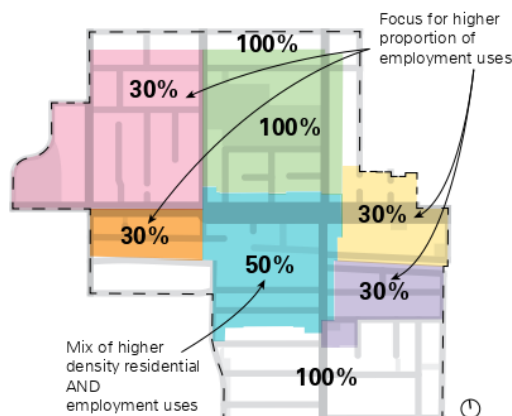
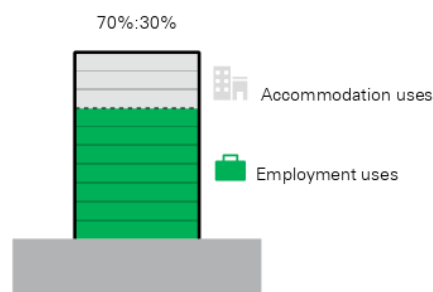


Figure 5 Each development site (except for sites located in Garden and Transition Neighbourhoods) should provide a contribution towards both employment and residential demand, in order to deliver a mixed use centre.



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Objective 3 Encourage well-designed medium to high-density mixed-use development with a range of community, employment and accommodation uses, that provide diversity of housing choices and affordable housing

Strategy 3.1 Provide for community needs through encouraging diverse types and scale of development

Mixed-use development will leverage Box Hill's transit-rich environment to deliver diverse housing typologies, new workplace and community facilities. This will contribute to places that are accessible, safe and diverse for people of all abilities, ages and cultures.

Strategy 3.2 Support the delivery of affordable housing and key worker housing

There is a need to deliver affordable housing for very low to moderate income households including key workers. There is also a need to increase the diversity of housing typologies and encourage collaborative partnerships between landholders and affordable housing providers to deliver this outcome.

Box Hill is ideally suited as a location for affordable housing due to numerous benefits arising from higher levels of access to jobs, public transport, education, health, retail services and reduced car dependency. This will be facilitated by an affordable housing contribution of 6% for new developments in Health & Education, Prospect, Central, Civic & Cultural and Enterprise Neighbourhoods. In addition, development proposals which seek to exceed the specified preferred maximum building height will be required to provide a contribution.

ACTIONS
DELIVER
Included in Action 1 <ul style="list-style-type: none"> — Incorporate an Affordable Housing contribution of at least 6% in the ACZ for Health & Education, Prospect, Central, Civic & Cultural and Enterprise Neighbourhoods — Incorporate a Floor Area Uplift mechanism in the ACZ for applications exceeding the preferred maximum building height
Action 2 Monitor the number of affordable housing units delivered through planning permit applications and <i>Section 173 Agreements</i> against affordable housing targets
PARTNER
Action 3 Engage with landholders of Box Hill Central and sites identified as 'investigation area — development' in the Precinct Plans at all stages of planning, including pre-planning stages to facilitate development outcomes that deliver public benefits
Action 4 Engage with development industry and Affordable Housing providers to strengthen partnerships and opportunities for the delivery of affordable housing

Figure 6 Affordable housing can be co-located with community facilities and health services at the lower levels of the building. | Drill Hall, Melbourne by MGS Architects

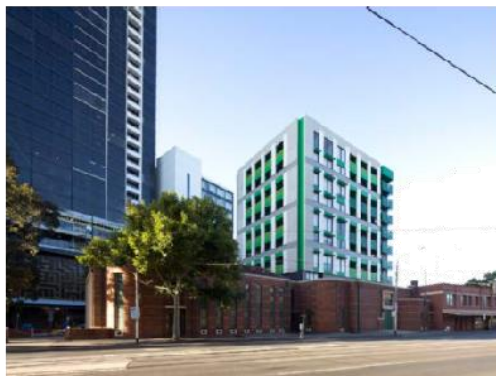


Figure 7 A seven-storey residential development with curated commercial tenancies at ground floor, as well communal work and leisure areas for residents. | 393 Macaulay Road, Kensington by ASSEMBLE.



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Objective 4 Support a regionally significant role as a focus for health, education, employment and enterprises

Strategy 4.1 Protect a regionally significant Health and Education precinct

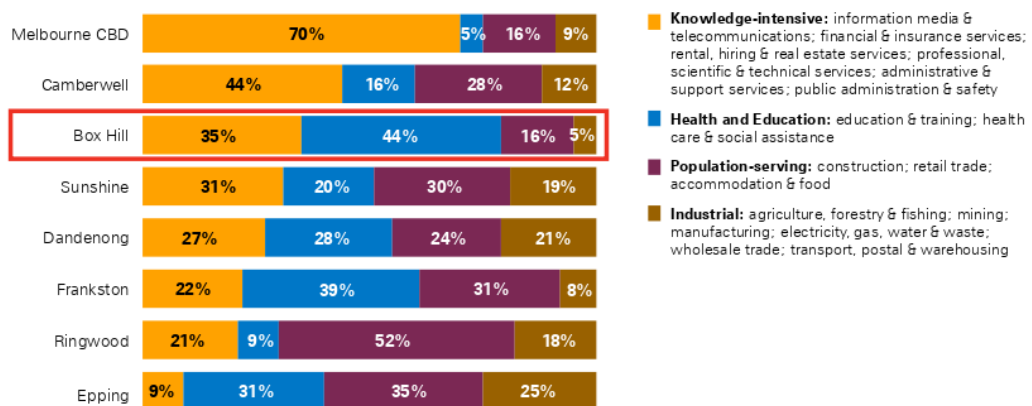
The primary role and function of the Health and Education precinct will be reinforced through precinct objectives and provisions that prioritise health and institutional uses over residential uses.

Strategy 4.2 Encourage employment and enterprise in preferred locations

Employment uses will be prioritised in Health and Education, Prospect and Enterprise Neighbourhoods to leverage existing key competitive strengths, support emerging industries, and encourage partnerships and synergies that facilitate further growth in knowledge-intensive jobs and productivity.

ACTIONS
DELIVER
Included in Action 1
— Incorporate a tailored Table of Uses in the ACZ to support growth of employment uses in preferred locations
— Incorporate Precinct Provisions in the ACZ to support the vision and objectives for each Neighbourhood
Action 5 Monitor employment floorspace and uses within each Neighbourhood against preferred land use outcomes
PARTNER
Action 6 Engage with education, health and community providers and stakeholders to facilitate research, training and knowledge-sharing partnerships
Action 7 Engage with start-ups, creative industries and enterprise to connect them with potential development sites and short-term tenancy opportunities

Figure 8 Box Hill has a high proportion of health, education and knowledge-intensive in its industry composition when compared with other Metropolitan Activity Centres (2016). | Source: SGS Economics & Planning



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Objective 5 Encourage a diverse range of retail, entertainment, community and cultural services and facilities

Strategy 5.1 Protect the anchor role of Box Hill Central as a major regional destination for shopping and services

Box Hill Central will continue to be a regional shopping destination while allowing for growth and future development of this key site as an intensified transit-oriented and mixed-use core. The longer term direction for Box Hill Central will be guided through a detailed masterplanning process led by the landowners but involving Council and the wider community as key stakeholders in the centre.

Strategy 5.2 Support the ongoing vitality of traditional street-based shopping and entertainment

Box Hill's traditional core is defined by fine grain shopping streets that will continue to provide important retail and entertainment options for the centre. The planning approach for the centre will protect and enhance these streets by providing clear guidance on active street frontages and limit change where it might compromise the existing fine grain streetscape.

Strategy 5.3 Encourage the night time economy and the provision of entertainment options within the centre

Facilitate a greater diversity of retail, hospitality and entertainment options in the centre by encouraging the activation of urban streets and laneways across extended hours.

Strategy 5.4 Enhance and extend the provision of community facilities within the centre

Improve pedestrian and bicycle connections from key existing community and cultural anchors (i.e. Box Hill Town Hall and Box Hill Library) to the rest of the centre and identify locations for new or extended community facilities. For instance, there is a strategic Council landholding on Court Street that could provide opportunities for community facilities and/or integrated community housing.

ACTIONS

DELIVER

Included in Action 1

- Apply a Development Plan Overlay (DPO) to both Box Hill Central sites (north and south)
- Incorporate Design & Development provisions in the ACZ for street interface and activation
- Incorporate a tailored Table of Uses in the ACZ to encourage retail, hospitality, entertainment, community and cultural uses in preferred locations
- Amend the current Structure Plan Boundary to include the area between Watts Street and Court Street containing a strategic Council landholding

Action 8 Encourage retail, hospitality and entertainment uses in locations where active frontage types are identified in Precinct Key Requirements

Action 9 Prioritise streetscape improvements consistent with the *Box Hill Urban Realm Treatment Guidelines* (BHURTG) in locations where "Urban Core Street", "Urban Activity Street" and "Activity Laneway" is identified in Precinct Key Requirements to support street-based shopping and entertainment

Action 10 Undertake planning and feasibility studies for the Box Hill Town Hall and Box Hill Library (as shown in the Precinct Plan), including:

- Upgrades to existing forecourt to integrate with the proposed Whitehorse urban space
- Redevelopment of the rear of the Town Hall to renew the Community Hub and to provide a new urban and/or open space orientated to Bank Street
- Provision of a new pedestrian and cycle through block link
- New and upgraded primary and local links as identified in the Precinct Plan

PARTNER

Action 11 Investigate opportunities for partnerships and investment for the development and/or renewal of Council landholdings for the provision of community facilities

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4.3 Built form and design

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Objective 6 Encourage the development of an interconnected network of distinctive, accessible, and vibrant neighbourhoods and ensure development responds to the defined character of each neighbourhood

Strategy 6.1 Create a network of distinctive neighbourhoods with clear and consistent boundaries

The plan provides a new consistent set of precinct boundaries that enable precinct-specific provisions that responds to the particular vision and defined character of each neighbourhood. The overall Structure Plan boundary has been retained except for a minor inclusion in the Civic and Cultural Neighbourhood to include an area between Watts Street and Court Street containing a strategic Council landholding.

Strategy 6.2 Deliver design responses aligned to the land use mix and preferred scale, placemaking and built form quality sought for each neighbourhood

The ACZ will contain both Centre-wide and Precinct-specific design objectives, requirements and guidelines that respond to the conditions in each neighbourhood. The built form character is distinct from the preferred land use, but is influenced by the range of uses proposed in each area. For example, the built form character within Health and Education will primarily be consistent with the mid-rise height and relatively larger footprints of hospital and education buildings. In contrast, the emerging character in both Prospect and Central neighbourhoods supports taller towers of up to 35 storeys containing relatively more slender floorplates compared to the institutional uses.

ACTIONS

DELIVER

Included in Action 1

- Incorporate Precinct Provisions in the ACZ to support the vision and objectives for each Neighbourhood
 - Centre-wide Design and Development provisions
 - Precinct-specific Plan, Objectives and Guidelines

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Objective 7 Protect the amenity of key public spaces from overshadowing and wind impacts

Strategy 7.1 Strengthen existing overshadowing controls to provide greater clarity where they apply

Extending solar control principles, contained in the *2007 Structure Plan*, will ensure that overshadowing of existing and future public spaces does not occur. This will identify where specific controls apply on a map and clarify where an equinox control applies and sensitive areas where a winter solstice control applies.

Importantly, this is a mandatory requirement. As a result, overshadowing controls is a key determinant of maximum building height in the centre and overrides the preferred maximum building heights on adjoining sites where these controls apply.

The planning applicant must demonstrate via modelling that the overall building height meets the overshadowing criteria specified. Areas affected by these controls are also identified in the Precinct Plans and the *BHMAC UDF*.

Strategy 7.2 Introduce controls to address wind impacts from taller built forms

Planning controls addressing wind impacts were not part of the *2007 Structure Plan* but are now a common component of planning for activity centres where taller built form is anticipated and where priority is given to active transport as a primary form of movement through the Centre. Controls addressing wind impacts will be introduced in the ACZ.

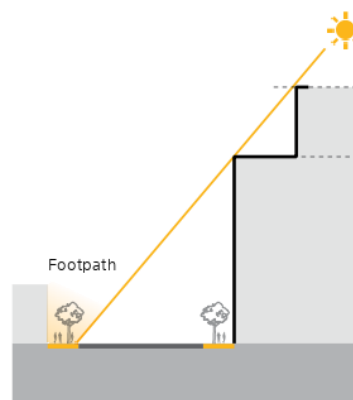
ACTIONS

DELIVER

Included in Action 1

- Incorporate Design & Development provisions in the ACZ for overshadowing and wind effects

Figure 9 Overshadowing controls ensure that highly valued public spaces, including highly pedestrianised footpaths, are protected from additional overshadowing.



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Objective 8 Ensure a high-quality interface between buildings and the street at ground and lower levels, and reduce the impact of vehicle access and loading on footpaths and the public realm

Strategy 7.3 Introduce specific controls to ensure high-quality interfaces between buildings and the public realm

The new built form framework will help to prioritise activation and pedestrian use of streets, as well as provide locations for increased landscape opportunities within the streetscape.

ACTIONS

DELIVER

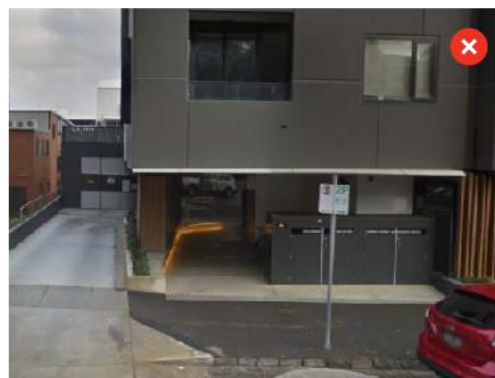
Included in Action 1

- Incorporate Design & Development provisions in the ACZ for:
 - Defining street wall setbacks
 - Desirable types of active frontages and public realm interface in particular locations
 - Design and location of building services
 - Locating vehicular access on service laneways away from pedestrian streets
 - Loading functions in 'back of house' area
 - Strict design controls on parking structures

Figure 10 High-quality interface to open space. | Balfe Park Lane, Brunswick East by Kerstin Thompson Architects



Figure 11 Poor interface at ground level in Box Hill, with deep undercroft entrance dominated by building services and vehicle access.



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Objective 9 Provide for clear views to the sky from the street

Strategy 9.1 Ensure that setbacks from the street and between buildings allow for views to the sky

The built form framework will establish separation between buildings to ensure clear views to the sky are provided throughout the centre, contributing to a general sense of openness to the sky for pedestrians. This will be reinforced by street wall height controls and upper level setbacks that will increase viewing angles from the street.

The primary motivation for these setbacks is to address community concerns that viewlines from the street level are increasingly constrained as progressively larger buildings are built very close together. There is also a secondary benefit for occupants of these buildings when these setbacks are provided as they will increase the outlook from within buildings and reduce the need for privacy screening. Building separation also encourages buildings to be designed 'in the round', to address to all directions. This would mean avoiding blank walls and ensures that the building can be viewed from multiple directions.

ACTIONS

DELIVER

Included in Action 1

- Incorporate design and development requirements in the ACZ for:
 - Street wall height and upper level setbacks
 - Building separation; side and rear setbacks

Figure 12 Setting a maximum street wall height and upper level setbacks increases the extent of views to the sky.

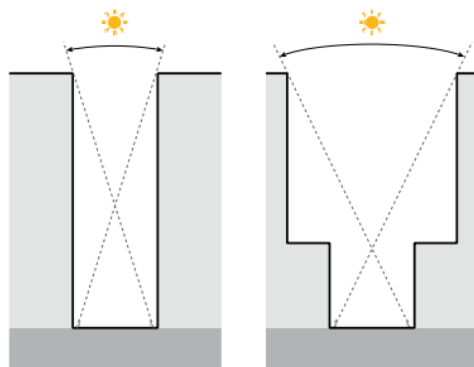


Figure 13 Building separation within sites provides views in between buildings below and above the street wall. | Photo: Verve Towers, Newcastle by Hills Thalis



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Objective 10 Relate building height to the height of neighbouring buildings and site size, and to the preferred character and amenity of the neighbourhood

Strategy 10.1 Provide greater clarity on appropriate heights for all parts of the activity centre, derived from each site’s local context, size and characteristics, and preferred neighbourhood character.

Preferred maximum overall building height limits will apply throughout the centre in order to effectively implement the vision for Box Hill and the preferred built form character of each neighbourhood (refer to pages 20-23 of this plan). Future preferred heights are in part also derived from the heights of existing built form within each individual neighbourhood. It is important to note that height controls are preferred maximum overall building height limits (i.e. discretionary) rather than mandatory limits.

— For taller areas this is because the actual height outcomes will be determined through reference to the preferred height and performance requirements for preferred land use mix, overshadowing and setbacks, amongst others. The combination of preferred height and performance measures provides a clear indication of appropriate planning outcomes.

- For lower areas, the preferred character statements and existing scale of development surrounding the site provide appropriate guidance on acceptable responses. In some locations, such as within the traditional town centre, the winter solstice shadow controls set a clear additional limit to building heights.
- Sites that contain heritage buildings or are located adjacent to a heritage overlay, will not automatically require lower height limits. However applicants will need to demonstrate how the design response for any new built form adjacent to heritage significant places responds to its context, through a combination of height, setbacks and design detailing.

ACTIONS
DELIVER
Included in Action 1
— Incorporate design and development requirements in the ACZ for: <ul style="list-style-type: none">• Preferred maximum overall building heights
— Precinct-specific provisions outlining preferred character and building typologies

Figure 14 The height, massing and articulation responds to existing character of neighbouring buildings. | Photo: Curtain Road, London by Morris + Company



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Objective 11 Ensure buildings demonstrate high levels of sustainability and architectural merit

Strategy 11.1 Provide guidance on preferred design outcomes beyond compliance with planning requirements

In order to deliver high-quality and engaging environments within Box Hill, the new built form framework provides guidance on appropriate materials, finishes and detailing for new development. The framework defines a baseline level of compliance for acceptability.

In order to extend on this approach, Council will prepare a "Design Excellence Policy" for substantial development proposals. This will seek to encourage more innovative development outcomes and establish a design review process to progressively improve planning approvals within Box Hill.

ACTIONS

DELIVER

Included in Action 1

- Incorporate design and development requirements for:
 - Architecture, articulation and materials & finishes

Action 12 Prepare a "Design Excellence Policy" and establish a City of Whitehorse Independent Design Review process for significant development proposals

Figure 16 ARC by Koichi Takada Architects



Figure 15 One Central Park by Jean Nouvel + PTW



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Image: Harrow Street Car Park and Multi-purpose Facility by MGS Architects | Photo:



MGS Architects | TQ Planning | Movement & Place Consulting | SGS Economics & Planning | 33

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4.4 Transport and movement



Objective 12 Improve Box Hill's role and function as a public transport hub of metropolitan significance

Strategy 12.1 Create a CBD, grid-like network of public transport routes and nodes with high arterial corridor frequency and seamless connections across the Box Hill network

Responding to Box Hill's anticipated growth in population and employment will require ongoing public transport delivery and advocacy. Coordinated action across all levels of government, including statutory authorities, is needed to ensure that the future prosperity, liveability and functionality of Box Hill (and Melbourne's east) is protected and enhanced.

Strategy 12.2 Simplify and rationalise the existing bus network

Realign and extend bus services through the activity centre to create a network that serves the needs of residents, workers and visitors.

Strategy 12.3 Enhance and extend existing tram 109

Trams serve a different catchment area and trip distances compared with buses and rail and provide options for shorter commutes to and through the centre.

ACTIONS

DELIVER

Action 13 Prioritise pedestrian realm improvements in areas that facilitate passenger transfers between services

ADVOCATE

Action 14 Advocate to Department of Transport for improvements to the Box Hill Transit Interchange (BHTI):

- Substantially upgraded public transport interchange facilities in Box Hill that is integrated to the proposed SRL station.
- Interim upgrades to the existing interchange to improve passenger comfort

Action 15 Advocate to Department of Transport for improvements to the public transport network:

- Adoption of a "CBD-like" approach to Box Hill's transport network to prioritise public and active transport modes
- Extension of the Tram Route 109 to Middleborough Road and potentially Blackburn
- Changes to the bus network, including:
 - * Combining Routes 271 & 284 and Routes 765 & 766
 - * Straighten Route 281 so that it operates direct along Elgar Road from Koonung Secondary College to Box Hill Institute and Deakin University
- Provide new on-street bus stops and upgrade existing bus stops on Whitehorse Road

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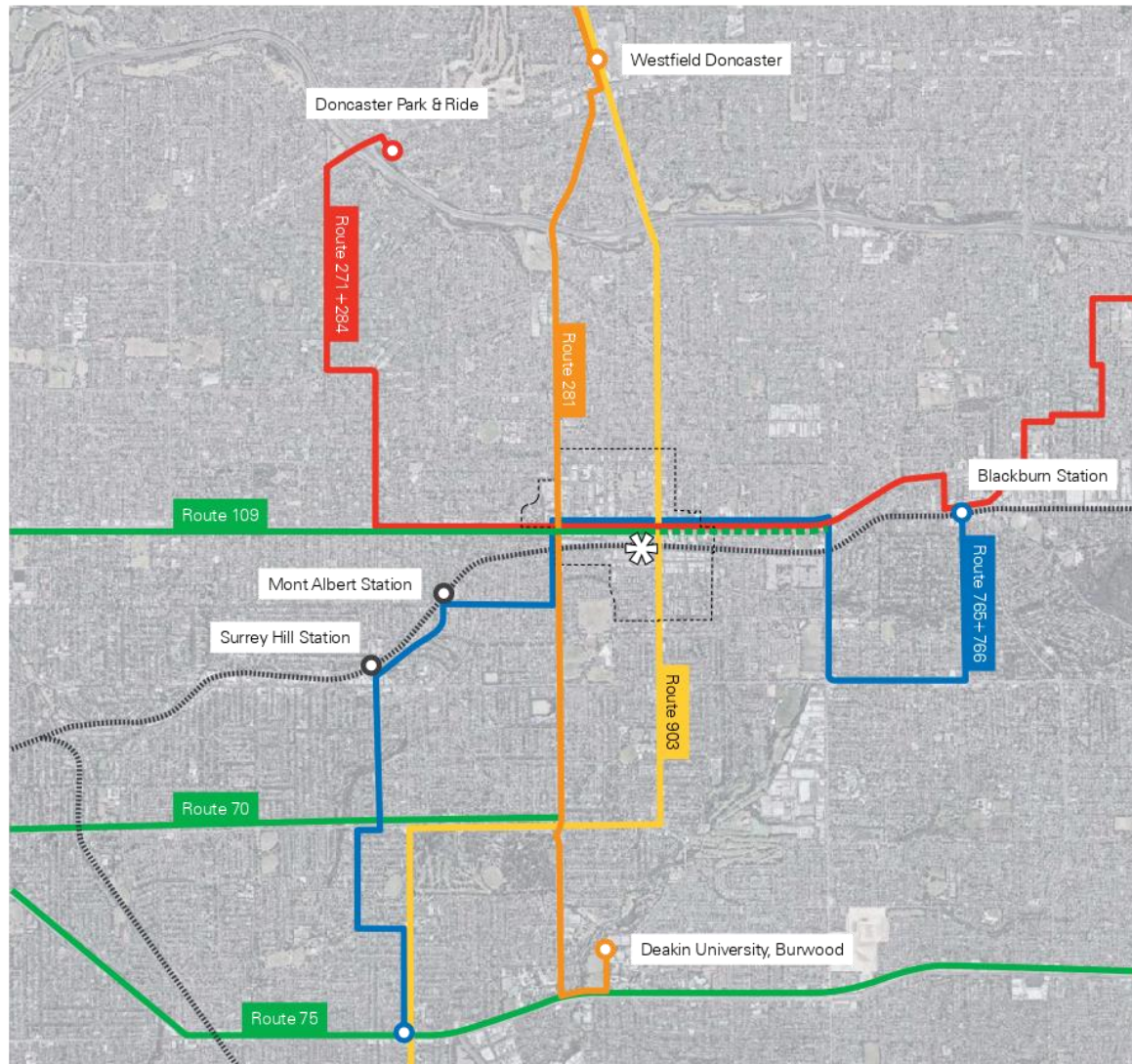


Figure 17 Key metropolitan strategic opportunities for the centre's public transport network



Legend

Bus

- Route 271 + 284 | Ringwood – Doncaster Park & Ride
- Route 281 | Templestowe – Deakin Uni
- Route 765 + 766 | Burwood – Mitcham
- Route 903 SMARTBUS | Altona – Mordialloc

Tram

- Tram | existing
- Tram | extension opportunity

Train

- Train | existing
- Train station | interchange
- Box Hill Transit Interchange and station

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Objective 13 Prioritise and encourage walking, bicycle riding and use of public transport, including interchange between modes

Strategy 13.1 Define a Primary Pedestrian Network of primary and local streets and links

The Primary Pedestrian Network (PPN) is particularly important for maintaining and growing Box Hill's local economy and providing a wider range of goods and services across the Activity Centre. While many people may need to drive to the centre, no-one purchases goods or services in Box Hill without being a pedestrian. The clear identification of primary and local streets, including preferred locations for future links will reinforce the legibility of streets for walking and provide clarity on where future links will be provided.

Strategy 13.2 Create a new north-south primary corridor for pedestrians and bicycle riders

A new pedestrian and cycle priority crossing and link across the rail corridor from Nelson Road to Thurston Street is central to the completion of the Primary Pedestrian Network as it will provide a new north-south connection at the core of the centre. Council will strongly advocate to the Department of Transport (and landholders of the Box Hill Central sites) towards achieving this high priority outcome.

Strategy 13.3 Allocate more space and priority to pedestrians

Whitehorse Road will be reconfigured with more space allocated to pedestrians, public transport users and bicycle riders. Station Street is a key pedestrian space with long established restaurants and the widening of footpaths will support the viability of established and future businesses. Other general improvements include shared zones, new signalised intersections and wombat crossings, which are identified in Precinct Plans.

Strategy 13.4 Provide new bicycle routes and facilities

Bicycle riding is a key form of transport in Box Hill, faster than most other modes for trips of under 1km. This is highlighted by the focus on bicycles as the primary mode used by food delivery services. Each of these bicycles removes a car from the road and reduces local traffic congestion. Facilitating the bicycle rider trips safely will improve the transport network and provide options for the whole community to avoid increasing traffic congestion, while still getting to their destination quickly.

ACTIONS

DELIVER

Included in Action 1 Identify the Primary Pedestrian Network in the ACZ and include provisions to support the delivery of future primary and local links

Action 16 Provide new and upgraded bicycle routes as identified in the Transport and Movement Framework Plan, Precinct Plans, Box Hill Integrated Transport Strategy (BHITS)

Action 17 Provide wombat crossings in preferred locations where the PPN crosses minor streets, these are identified in Precinct Plans and in the BHITS

ADVOCATE

Action 18 Strongly advocate to the Department of Transport and other key stakeholders for the provision of a new pedestrian and bicycle rider link across the railway line connecting Nelson Road to Thurston Street

Action 19 Strongly advocate to the Department of Transport for the reconfiguration of Whitehorse Road to deliver new public space along the southern carriageway of Whitehorse Road

Action 20 Advocate to the Department of Transport for pedestrian and bicycle rider improvements:

- Reconfiguration of Station Street to widen footpaths
- Improvements to pedestrian priority across all State roads including Whitehorse Road, Elgar Road and Station Street
- Separated bicycle lanes on Whitehorse Road
- Additional signalised pedestrian crossings on Whitehorse Road and Station Streets as identified in the "Transport and Movement Framework Plan" on page 52

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Figure 18 Indicative diagram of the reconfiguration of Whitehorse Road space allocation to provide new a public space on the southern side and streamline vehicular traffic to the northern side of the road.

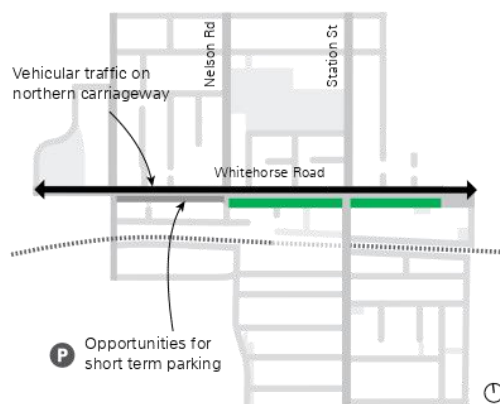


Figure 19 Indicative diagram of the reconfiguration of Nelson Road with a new crossing across the rail corridor.

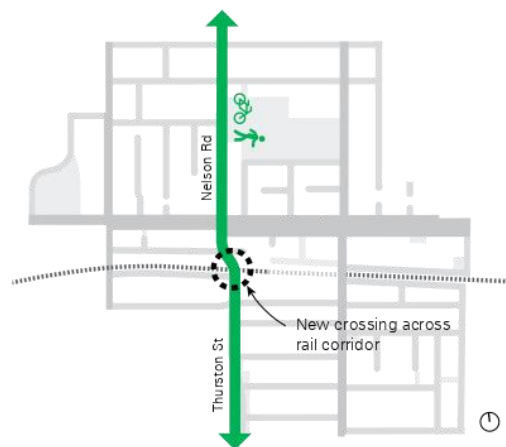
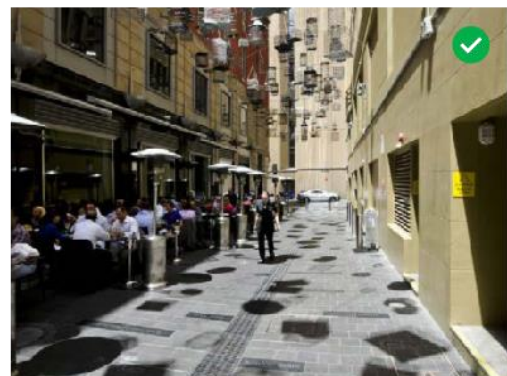


Figure 20 Wellington Street, Collingwood—Painted wombat crossings improve pedestrian priority and safety on minor streets.



Figure 21 Angel Place, Sydney—shared zones can be introduced to key laneways to increase the vibrancy and safety of these streets



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Objective 14 Allow for through traffic movement in a manner that is controlled and managed, and ensure the function of Box Hill as a destination is not adversely impacted by through traffic

Strategy 14.1 Control and calm traffic movements to support the transformation of Whitehorse Road and Station Street

A range of small changes can help transform Whitehorse Road and Station Street into higher amenity places. These include reducing speed limits, reconfiguring road space to provide for footpath extensions, relocating right turns to more appropriate locations (where the impact on pedestrian realm are minimised), shortening traffic signal cycles and improving east-west car access on alternative roads around the centre.

ACTIONS

DELIVER

Action 21 Support BHITS in investigating opportunities for alternative routes for local through traffic to Whitehorse Road

ADVOCATE

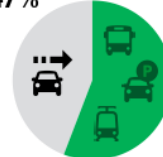
Action 22 Advocate to State government (Department of Transport) for changes to manage vehicles:

- Collection and provision of annual data on through traffic on aerial roads, Whitehorse Road, Station Street, Elgar Road and Nelson Road
- Modify signal timings to give greater priority to pedestrians, bicycles and public transport, including shorter overall cycle times, bus priority phasing and/or a higher allocation of green time for pedestrians
- Implement a 40km/h speed limit on Station Street and Whitehorse Road and Albion Road from 6am-12 midnight
- Ban right turns from Station Street into Whitehorse Road except for eastbound buses approaching from the south
- Ban right turns from westbound lanes of Whitehorse Road into Station Street (northbound)
- Install traffic signals at the intersection of Elgar Road and Thames Street and allow all turning movements at this location (subject to further investigation)
- Install pedestrian signals across Whitehorse Road around Court Street
- Install pedestrian signals across Whitehorse Road at Wellington Street

Figure 22 Through traffic should be encouraged to travel around the core of the centre and right turns banned from Station Street into Whitehorse Road (except for eastbound buses)



47%



Nearly half of vehicles on the road in Box Hill are through traffic*

* Note: This figure is a rough estimate due to lack of data availability. For instance, data is available for total traffic volume, however, no data is available from VicRoads on through traffic. An accurate figure would require further data collection and it is recommended that this exercise is undertaken as part of any current or future transport study. There is no robust data on which to make the statement stronger. Obtaining clarity on the amount of through traffic is a key outcome expected from the BHITS.

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Objective 15 Encourage more efficient use of car parking spaces in and around the centre, including providing for consolidated and publicly accessible parking within buildings

Strategy 15.1 Provide clear guidance on consolidated car parking and vehicular access to car parking

A CBD-style approach to managing car parking will provide consolidated, flexible and accessible parking across the centre. This approach is determined by a set of principles:

- Parking in the activity centre should be available to anyone, no matter where it is located.
- Parking should be consolidated within each precinct.
- Parking should be shared by multiple users across different times of the day.
- Drivers should be able to easily access parking on the fringe and walk to their destination.

Strategy 15.2 Reduce the provision of private car parking in future developments

Car parking is abundant within the centre, however, many of these spaces are locked away for private use. This is a highly inefficient use of land in a Metropolitan Activity Centre. As a result, there is a need to review the parking rates to replace existing mechanisms governing the provision of private car parking. This will be reviewed as a priority action in the BHITS.

ACTIONS
DELIVER
Included in Action 1 <ul style="list-style-type: none">— Incorporate requirements for vehicle access, car parking, loading and services in the ACZ— Identify in the ACZ the preferred locations for vehicular access, service laneways and consolidated car parking for each Neighbourhood
Action 23 Review car parking rates in the Whitehorse Planning Scheme to replace minimum car parking rates with maximum car parking rates

Figure 23 Community facilities can be integrated into consolidated multi-deck car parks. | Harrow Street Carpark, Box Hill by MGS Architects



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4.5 Public realm and open space



Objective 16 Deliver high-quality urban spaces that promote social interaction and are engaging, safe, open and welcoming spaces for all

Strategy 16.1 Undertake an ambitious transformation of Whitehorse Road into a boulevard for people

Reconfiguring arterial road lanes will provide a significantly enlarged urban space for public engagement and activation as well as improved access between public transport interchanges. This would consist of relocating westbound traffic lanes in Whitehorse Road to the northern side of the road reserve so that the median can be merged with the southern footpath into a wider high-quality urban space for the community.

Strategy 16.2 Upgrade Station Street into a high-quality urban space with widened footpaths for pedestrians

Widening the footpath and improving accessibility and connections will provide pedestrians with improved amenity. In addition to this, there is an opportunity to provide a public plaza deck above the railway corridor on Station Street between Bank Street and Rutland Road.

Strategy 16.3 Ensure that the redevelopment of Box Hill Central Sites provides placemaking and publicly accessible urban spaces

The renewal of Box Hill Central from a shopping centre to a diversified and intensified town centre will be supported by high-quality placemaking, including the provision of publicly accessible new primary and local links and urban spaces that are commensurate with the scale and scope of the redevelopment.

ACTIONS
DELIVER
Action 24 Undertake planning and feasibility studies for a new and enlarged urban space on Whitehorse Road
Action 25 Undertake planning and feasibility studies to widen footpaths on Station Street between Bank Street and Main Street and Whitehorse Road. These are identified in the Precinct Plans as “urban space upgrade”
Action 26 Upgrade Box Hill Mall in accordance with BHURTG
PARTNER
Action 27 Engage with landholders of Box Hill Central to provide new public space and placemaking opportunities, including enhancements to Box Hill Mall in a manner consistent with BHURTG
ADVOCATE
Action 28 Advocate to Department of Transport for the creation of a new public plaza deck above the railway line on Station Street between Bank Street and Rutland Road

Figure 24 Generous pedestrian spine with high-quality public spaces and landscapes | North Terrace by TCL



Figure 25 Reconfiguration of arterial road to provide a pedestrian focussed urban space | Lonsdale Street, Dandenong by BKK and TCL



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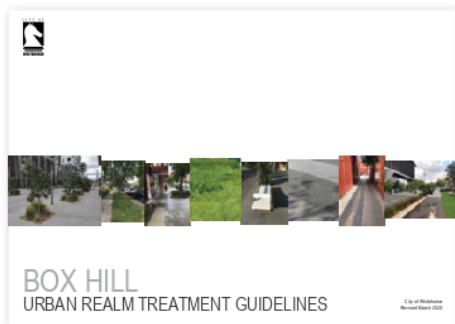


Objective 17 Create streets, laneways and widened footpaths that promote walking and footpath activity

Strategy 17.1 Design streets and laneways as public places first, locations for cars second

The design of streets and laneways will shift over time to prioritise opportunities to integrate landscape and to encourage walking and cycling, as well as providing locations for vehicle drop off and access. This will involve widening footpaths, planting street trees, removing overhead wires and in some locations, reducing the number of lanes and on-street car parking. A balanced approach is necessary, ensuring that valuable street and laneway space benefits the greatest number of local residents and visitors.

Figure 26 The *Box Hill Urban Realm Treatment Guidelines* (BHURTG) is a key reference document.



ACTIONS

DELIVER

Included in Action 1

- Incorporate requirements in the ACZ for:
 - Street wall setbacks
 - Active street frontages
 - Vehicle access, car parking and loading
 - Building services
 - Architecture, articulation and materials & finishes
 - Landscaping

Action 29 Create shared zones in laneways identified as Active Laneways in the Precinct Plans, consistent with BHURTG "Type D: Urban Lane 1"

PARTNER

Action 30 Work with planning permit applicants to ensure provision of streetscape and landscape design responses are consistent with the *Box Hill Urban Realm Treatment Guidelines* (BHURTG)

Action 31 Work with planning permit applicants to provide for widened footpaths and new pedestrian links

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Objective 18 Provide ample, abundant public open spaces for people to gather that are designed for people first

Strategy 18.1 Link key destinations and public spaces

Different types of open spaces, from small reserves to larger open spaces such as Box Hill Gardens, will be connected together with a network of high-quality primary and local links extending across all neighbourhoods of the centre. These links should be supported by clear and consistent wayfinding and signage that provide legibility to the centre's open space network.

Strategy 18.2 Investigate and develop opportunities for new open spaces that are accessible from all neighbourhoods

The Box Hill Open Space Strategy (BHOSS) identifies areas where there is a need for new open space and upgrade to existing open space to ensure they meet the current and future open space and recreation needs of the community. This is reproduced in the *"Public Realm and Open Space Framework Plan"* on page 53.

Figure 27 Richmond Terrace Park, Melbourne by Hansen Partnership



ACTIONS

DELIVER

Action 32 Prepare a Development Contributions Plan (DCP) or equivalent as part of a Planning Scheme Amendment to contribute funding towards the delivery of new open space and public realm, transport and community infrastructure improvements outlined in this plan

Action 33 Investigate the Public Open Space Contribution Rate for BHMAL to ensure that the rate is appropriate for the future open space improvements

Action 34 Deliver a new local open space at the existing Council car park at Ellingworth Parade

Action 35 Enhance existing road closures to increase greening opportunities and deliver small local open spaces:

- Wellington Road
- Young Street
- Watts Street
- Court Street

Action 36 Undertake a strategic study for the provision of wayfinding and signage to strengthen linkages between open spaces, including (but not limited to):

- From the new open space on Ellingworth Parade to existing open spaces at Ashted Road Reserve, Glenmore Street Reserve, William Street Reserve and Victoria Rose Reserve
- From Box Hill Hospital to Hagenaur Reserve

PARTNER

Action 37 Work with landholders, including landholders of Box Hill Central, to support the delivery of a new Neighbourhood open space in the Central Neighbourhood as recommended in the BHOSS

Action 38 Work with landholders of sites along Poplar Street to support the delivery of a new Local open space in the Health and Education Neighbourhood as recommended in the BHOSS

Action 39 Engage with major landowners to investigate options for upgraded publicly accessible open spaces and links that benefit the full community. Consider land swap opportunities to maximise the usability and scale of new open spaces

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Objective 19 Provide for trees, landscape and greening within the public realm which reflect the landscape character of each neighbourhood

Strategy 19.1 Adopt a target of 30 per cent tree canopy cover

Achieving a 30 per cent tree canopy cover is a target that will provide enough shade to assist in the reduction of the urban heat island effect. This includes trees and shrubs on public and private land such as streets, parks and front and backyards. This increase in tree canopy cover will be reflected in the improved thermal performance of buildings which will help reduce building operating costs.

Strategy 19.2 Improve planting and lighting design

Improved amenity and safety within the public and private realm, precipitated by good planting design and lighting strategies, will encourage pedestrian circulation and community engagement.

Strategy 19.3 Deliver and facilitate landscapes and public spaces that respond to the individual character of each neighbourhood

Guidance on the landscape character of each neighbourhood is provided in the "Precinct Plans" on page 50 onwards.

ACTIONS

DELIVER

Action 40 Adopt a minimum target of 30% tree canopy cover and investigate the adoption of a higher target of 40% (as adopted by the City of Melbourne)

Action 41 Establish a street tree planting program to support the achievement of the tree canopy cover target

Action 42 Prepare a public lighting strategy for the BHMALC

Action 43 Increase urban biodiversity and resilience through the selection of diverse combinations of multi-storey planting in all Neighbourhoods

Figure 28 St Andrews, Bromley-by-Bow, London by Townshend Landscape Architects



Figure 29 Oxford Street Park Collingwood by Urban Initiatives



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Objective 20 Encourage the incorporation of landscape opportunities within private land which makes a contribution towards the landscape character of the area

Strategy 20.1 Provide guidance on landscaping on private land

Guidance on how private landholders can contribute to the preferred neighbourhood landscape will successfully enhance character and contribute to previous objectives. Landscaping guidance for each neighbourhood is provided in the “Precinct Plans” on page 50 onwards.

Applicable to all Neighbourhoods.

Strategy 20.2 Incorporate opportunities for urban food production

Urban food production opportunities will be integrated into individual private open space, or in communal areas and will be located on the ground, balcony spaces, podiums and rooftop terraces. As well as reducing the distance and fuel used to move food from paddock to plate, communal urban food production such as kitchen gardens also assists with community building, social health and placemaking.

Applicable to all Neighbourhoods.

Strategy 20.3 Enhance urban biodiversity

Diverse, multi-storey indigenous species planting will increase habitat for a broad range of native fauna including birds and insects required for pollination.

Applicable to all Neighbourhoods.

Strategy 20.4 Maximising opportunities for vertical gardens

Vertical gardens will take the form of integrated green walls and simple climbing structures for carefully selected planting. Exposure to plants will enhance resident well-being through a connection to nature and is a valuable characteristic of any home or workplace.

Applicable to all Neighbourhoods.

Strategy 20.5 Maximising opportunities for rooftop terrace and balcony gardens

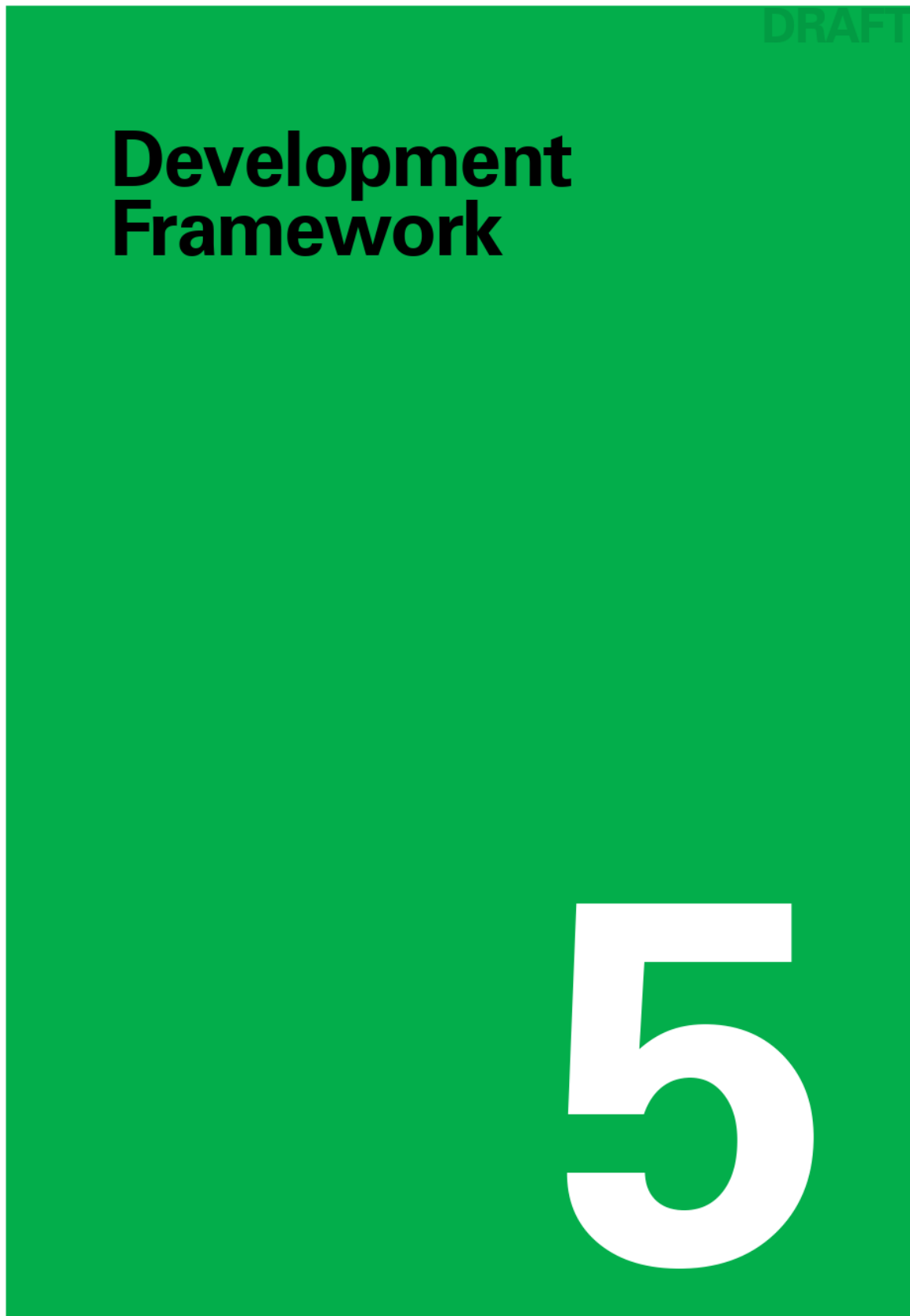
Green rooftop and balcony spaces will act as sponges to collect water to sustain planting, to cool buildings and to provide important shared social spaces for users.

Applicable to all Neighbourhoods.

ACTIONS
DELIVER
Included in Action 1
— Encourage landscaping on private land by providing clear guidance on the preferred landscape character of each neighbourhood

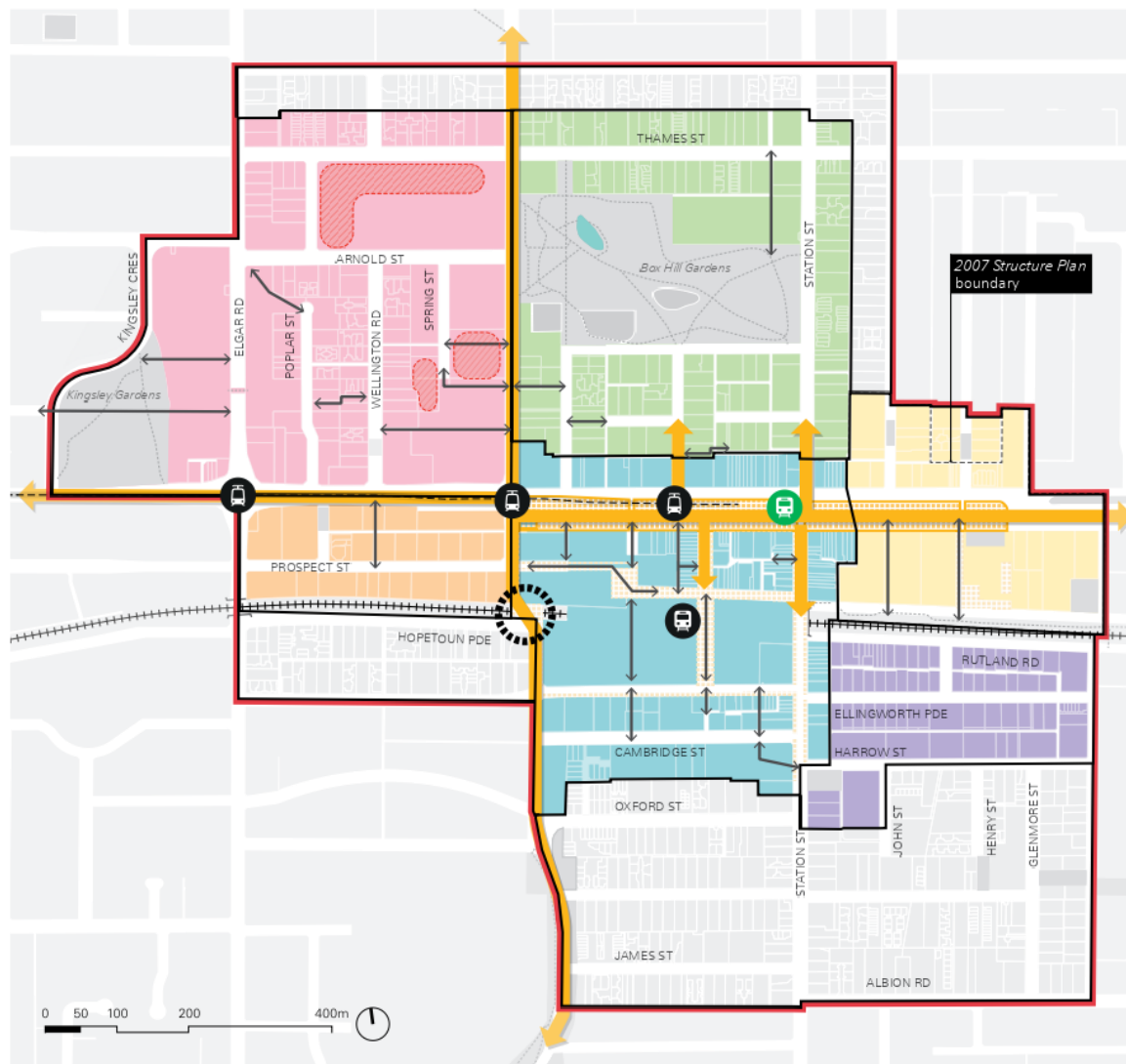


Figure 30 Residential development with communal open space provided over a decked car park. | Stadstuinen by KCAP Architects & Planners



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5.1 Land use and development framework



Clearly defined precinct boundaries establish a network of distinctive neighbourhoods in Box Hill. The transformation of Whitehorse Road will provide a central urban space that connects the neighbourhoods of Box Hill. New pedestrian links will be created and provided as sites are developed to support the increased density and diversity of land uses within the centre.

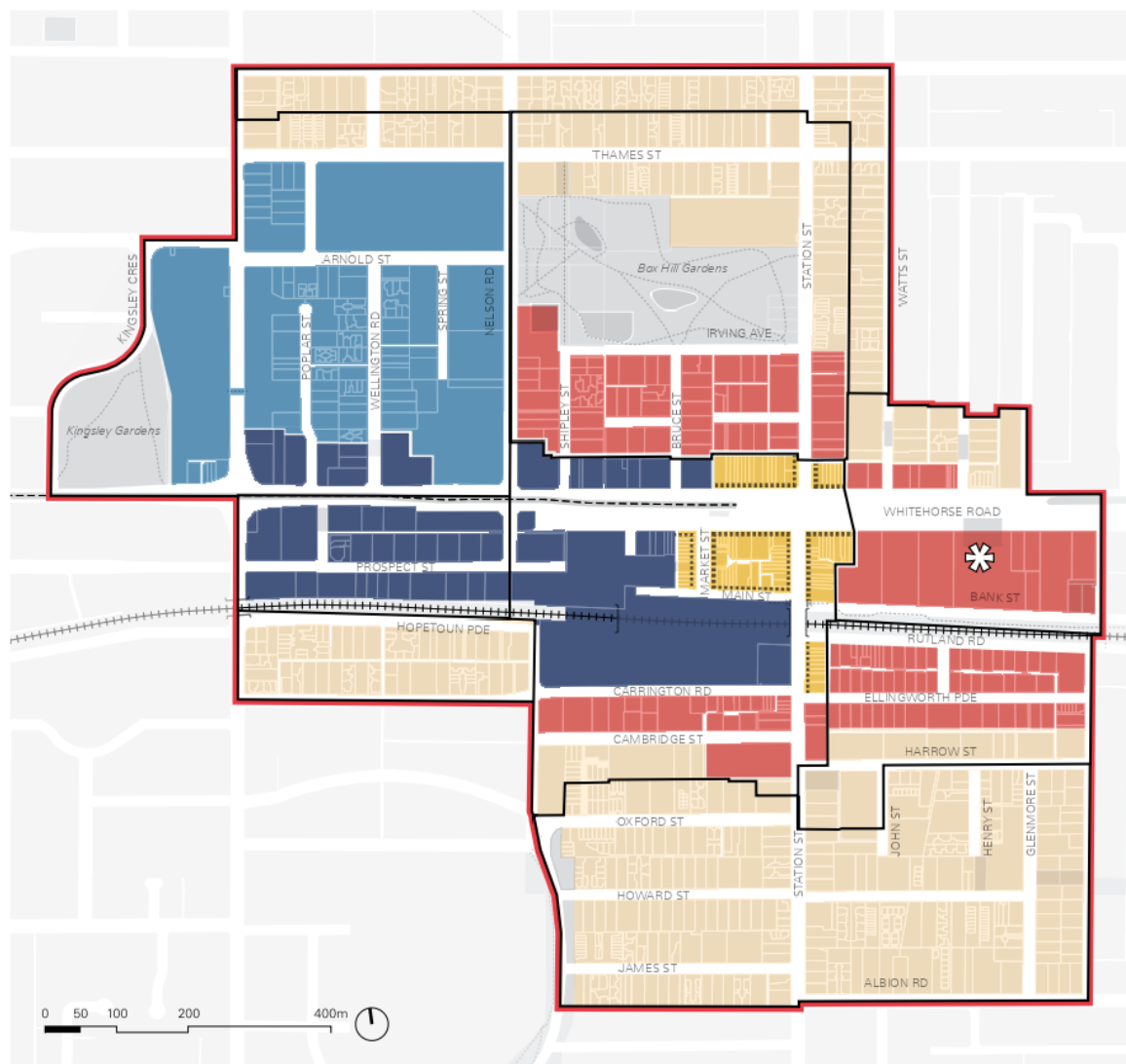
A small inclusion to the Structure Plan Centre Boundary incorporates the area between Watts Street and Court Street containing a strategic Council landholding that could provide development opportunities for the benefit of the community.

- | | | |
|---|---|---|
| Structure Plan (Activity Centre) Boundary | Precinct (Neighbourhood) Boundary | Whitehorse Road transformation |
| Precinct 1: Central Neighbourhood | Precinct 2: Health & Education Neighbourhood | → Primary Pedestrian Axis |
| Precinct 3: Prospect Neighbourhood | Precinct 4: Garden Neighbourhood | Priority new crossing over rail |
| Precinct 5: Civic & Cultural Neighbourhood | Precinct 6: Enterprise Neighbourhood | ↔ New pedestrian links delivered through redevelopment |
| Precinct 7: Transition Neighbourhood | | Tram 109 stop |
| | | Box Hill Station |
| | | SRL underground station - indicative only |

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5.2 Built form and design framework

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The overall centre-wide built form response within Box Hill will be created by multiple individual elements instead of large singular gestures. There are a number of key elements that help organise the centre into a coherent and legible urban form. **Ensuring high levels of amenity in the public realm means that overshadowing controls are a key determinant of height.**

Traditional town centre: a low-rise active streetscape with fine grain built form addressing walkable streets and malls.

Intensified core: a dense, mixed-use, active streetscape with higher-rise forms allowed (subject to overshadowing controls)

Institutional: a high-amenity streetscape with mid-rise built form will be dominated by the campus scale and form of the major institutions: hospitals and higher education

Civic anchor: Box Hill Town Hall will remain a dominant built form element in the Civic and Cultural Neighbourhood, symbolising the continuing civic and community presence in Box Hill.

Diversified transitional areas: medium-rise areas where the character is built up from the mix of uses within neighbourhoods.

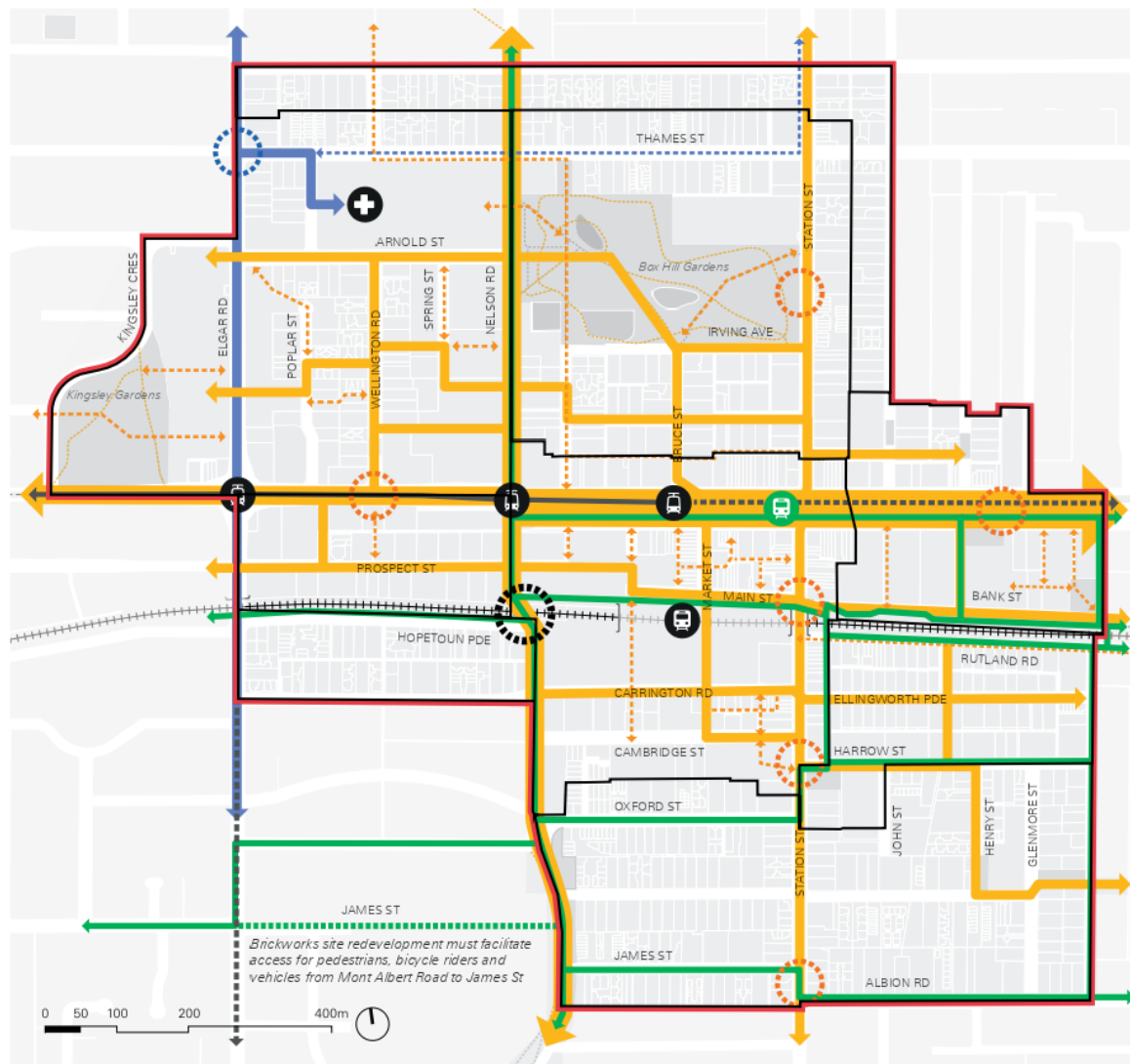
Residential transition: predominantly residential areas allowing moderate intensity in accessible locations.

Legend

- Structure Plan boundary
- Precincts
- Traditional town centre | low-rise & retain fine-grain
- Intensified urban core | higher-rise
- Institutional | mid-rise
- Diversified transition | low to mid-rise
- Residential transition | low-rise
- ★ Civic anchor

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5.3 Transport and movement framework



The transport and movement network in Box Hill will be reconfigured to strengthen the Primary Pedestrian Network containing primary and local links. This establishes a hierarchy of pedestrian priority streets which will be upgraded with urban realm treatments consistent with the BHURTG.

New bicycle routes will be created to promote the use of active transport. Vehicular traffic will be managed to ensure that pedestrians and bicycle riders are prioritised.

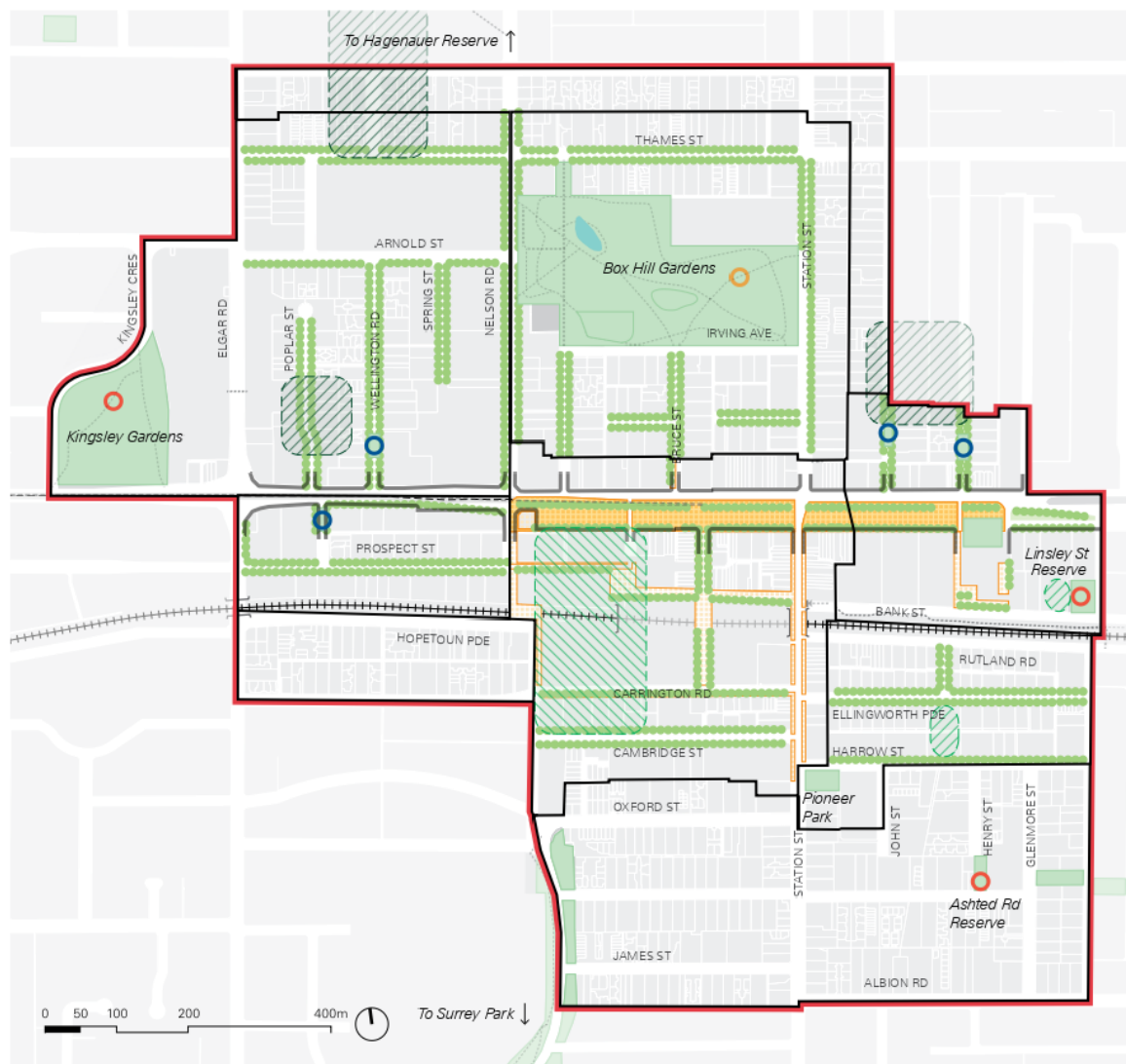
Legend

- Structure Plan (Activity Centre) Boundary
- Precinct Boundary
- Primary pedestrian link
- - - Local pedestrian link
- Bicycle route
- Primary vehicle route
- - - Secondary vehicle route
- Tram route
- - - Potential tram route extensions
- New priority pedestrian & cycle crossing
- New signalised pedestrian crossing
- Signalised hospital priority intersection
- Tram 109 stop
- Box Hill Station
- SRL underground station - indicative only

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5.4 Public realm and open space framework

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The transformation of Whitehorse Road between Nelson Road and Box Hill Town Hall will provide a major new urban space for the BHIMAC. Whitehorse Road will become a major boulevard and a destination connecting the distinctive neighbourhoods.

Upgrades will be made to existing open space to ensure they are fit for purpose for a growing resident and worker population.

To support this growth, BHOSS also identifies areas where new open spaces are needed. ***It should be noted that the size of the investigation areas do not indicate the size of the open space provision, but rather, denotes a broad area of focus for its provision. The size requirements specified in the BHOSS apply.***

Increased tree canopy cover through planting strategies will both enhance climate change resilience and provide comfort for the community along key pedestrian routes.

Legend

- Structure Plan (Activity Centre) Boundary
- Precinct Boundary
- Major new urban space | Whitehorse Road
- Urban space | new and upgrade existing
- Whitehorse Road as a major boulevard
- Existing open space
- Upgrade road closure to small local open space
- Minor upgrade existing open space
- Major upgrade to existing open space
- Increase tree canopy cover
- Investigation area | local open space
- Investigation area | small local open space
- Investigation area | neighbourhood open space

Precinct Plans



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6.1 Overview

The precinct plans contain objectives and guidelines towards achieving the vision for each of Box Hill's neighbourhoods. They should be read in conjunction with the *Box Hill Metropolitan Activity Centre to 2036 Urban Design Framework (2020)*.

Precinct Guidelines and Precinct Map

A Precinct Map illustrates particular directions for each neighbourhood relating to built form, transport and movement, public realm and open space. In addition, the map identifies strategic areas for investigation for development and open space. This is accompanied by detailed Precinct Guidelines that provide guidance towards achieving the vision for each neighbourhood. These guidelines are addressed to all, however, it is proposed that relevant statutory guidelines for applicants will be incorporated as Precinct Provisions in the ACZ.

Precinct Key Requirements

These key requirements relate to building heights, activation of street frontages and preferred locations for vehicular access. These are reproduced from the BHMAL UDF with the purpose of supplementing the Precinct Map with key built form and design requirements. It should be noted that all requirements contained in the BHMAL UDF and the proposed ACZ apply.

Precinct Landscape

Future statements on landscape character are provided for each neighbourhood to support **Strategy 19.3** and **Strategy 20.1**. In addition, this includes guidance on preferred types of landscaping on private land. This ensures that development positively contributes to the character of each neighbourhood in a manner that is consistent with BHURTG.

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6.2 Neighbourhoods of Box Hill

Box Hill is comprised of neighbourhoods with distinctive future roles, qualities and characteristics. The vision for each neighbourhood collectively and cumulatively provides guidance for the overall future form of the centre.

The urban character of each neighbourhood is defined by the interaction between preferred land use, public space, access and built form outcomes. These statements are intended to guide planning outcomes for each neighbourhood in this plan. Importantly, the vision statement for each neighbourhood gathered a broad level of support during community and stakeholder engagement.

Precinct 1: Central Neighbourhood

The centre of Box Hill – a vibrant and diverse destination that is welcoming to all

LAND USE AND DEVELOPMENT

The Central Neighbourhood is the mixed use heart of the activity centre. It is anchored by an intensified retail and transport core supported by a diverse range of uses including employment, residential, hospitality, entertainment, accommodation, community and other uses. It has significant levels of street life and activity across extended hours of the day.

BUILT FORM AND DESIGN

The historical rhythm and scale of the traditional town centre will be retained while the built form of the existing larger shopping centres will be comprehensively renewed. Taller built form will be encouraged where the off-site impacts to important parts of the public realm are managed or minimised. Individual towers should be well spaced to provide shared outlook and amenity, set within a diverse mid-rise streetscape. The activation of all interfaces to the public realm will be critically important to the delivery of intense and inviting places.

TRANSPORT AND MOVEMENT

The centre's streets and laneways will be safe, accessible, and amenable, and enjoyable places in their own right. They will also provide effective walking and cycling connections and experiences, while maintaining efficient public transport connections. Vehicular access and parking will be managed and through-traffic discouraged to ensure priority is appropriately balanced for core areas.

PUBLIC REALM AND OPEN SPACE

Whitehorse Road will evolve into a major boulevard and public space that brings people together and provides a hub of improved pedestrian and cycle pathways that connect Box Hill's neighbourhoods. Market Street, Main Street and the Box Hill Mall will be enlarged spaces of high amenity, configured to provide the primary public space for festivals and public events. Together this will create a network of public places offering a rich variety of opportunities for people to gather, linger and socialise within the centre.

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Precinct 2: Health & Education Neighbourhood

A metropolitan-significant health and education precinct integrated within a growing neighbourhood

Precinct 3: Prospect Neighbourhood

A lively and attractive employment precinct with diverse complementary uses within a leafy streetscape

LAND USE AND DEVELOPMENT	The Health & Education Neighbourhood will be strengthened as a precinct of metropolitan importance by supporting significant growth in health, education and complementary knowledge-intensive jobs. The key role of existing major institutions (both public and private) will be prioritised. Growth in other supporting uses including student accommodation and key worker housing will be encouraged whilst always remain secondary to the core focus of the neighbourhood.	LAND USE AND DEVELOPMENT	The Prospect Neighbourhood is a dense office and commercial precinct organised along the leafy Prospect Street spine offering premium office spaces, particularly at podium levels with diverse complementary uses potentially incorporated at street level and above the podium. Where residential uses are provided these will be secondary to the employment focus but will add life to its streets across extended hours of activity.
BUILT FORM AND DESIGN	The neighbourhood will primarily be characterised by mid-rise campus-scale built-form that meets the needs of the institutional anchors. Greater diversity in form, including taller built form may be possible in locations where it does not detract from the neighbourhood's strategic land use role. Locations along Whitehorse Road may support greater height but will progressively transition down in scale towards campus scale buildings, particularly north of the Whitehorse Road interface and west of Elgar Road.	BUILT FORM AND DESIGN	The built form character of the neighbourhood will be diverse, as not all sites will have the same potential for development scale as others. The existing low-rise office buildings will progressively be renewed and replaced with taller contemporary office buildings or mixed use developments. All built form will present higher quality, activated interfaces to the street with concealed vehicle access and servicing areas.
TRANSPORT AND MOVEMENT	The role of streets for vehicle access and parking will be managed and moderated in order to provide new and improved public places for students, workers and visitors. New north-south pedestrian crossings on Whitehorse Road will tightly integrate the neighbourhood with the Central and Prospect Neighbourhoods.	TRANSPORT AND MOVEMENT	Given the neighbourhood's constrained nature, vehicular arrangements will need to be moderated and carefully managed to prioritise amenity for pedestrians and bicycle riders. Fairbank Lane will become a primary vehicle access and servicing opportunity for lots facing Prospect Street and Whitehorse Road.
PUBLIC REALM AND OPEN SPACE	The existing pattern of suburban streets will be transformed into a permeable network of walkable, leafy spaces and new and enlarged laneway connections providing improved pedestrian and bicycle access throughout the neighbourhood.	PUBLIC REALM AND OPEN SPACE	The primary role of Prospect Street itself will be to provide the landscape setting for the future built form and an improved pedestrian and cycle experience for the increased population in the neighbourhood. Improved pedestrian and bicycle links to the Central Neighbourhood as well as new north-south links across Whitehorse Road and across the rail corridor will reduce the sense of an enclave and improve access to a more diverse range of open space opportunities.

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Precinct 4: Garden Neighbourhood

A green inner-city neighbourhood providing a great place to live with an abundance of public open space

Precinct 5: Civic & Cultural Neighbourhood

The civic heart of Box Hill – a well-connected community and cultural precinct serving the needs of the whole centre

LAND USE AND DEVELOPMENT	With Box Hill Gardens at its centre, the Garden Neighbourhood enjoys excellent access to open space and recreation, enabling healthy and active living for all. While residential uses remain the dominant use, over time an increase in the range of uses, particularly at street level including small office, and supporting retail and community services, will add to the vibrancy of the neighbourhood's streets.	LAND USE AND DEVELOPMENT	The Civic and Cultural Neighbourhood will remain the civic and cultural centre of Box Hill, extending on the existing concentration of community uses and facilities while supporting the continued mix of complementary employment and other uses.
	The emerging scale and character of medium-rise built form has largely been defined through the development that has already occurred. The neighbourhood will continue this trend as remaining development opportunities are realised.		The neighbourhood will celebrate the important character and heritage of Box Hill's Town Hall and civic buildings by ensuring a low-to-mid-rise scale for new developments directly adjacent to the building. Elsewhere, mid-rise built form may be appropriate where the off-site impacts are mitigated. The fine grain rhythm of existing frontages to Station Street is valuable and improves the activation of the public realm.
	The neighbourhood's streets, laneways and places will be enhanced to provide new and improved connections throughout the area to reduce reliance on car travel and private car parking. Connections that turn dead end streets into a permeable network for pedestrians and bicycle riders will be encouraged.		A previously disengaged neighbourhood will become better integrated with the Central and Enterprise Neighbourhoods with improvements to the connections across Station Street. Significantly upgrading or replacing the Station Street underpass should be a priority. The eastern end of Bank Street provides a potential consolidated parking node that reduces the need for cars to park in more central areas.
	New developments will improve the sense of safety in the public realm (both in existing streets and new linkages) through inhabited interfaces with outlooks oriented to provide passive surveillance. Inactive interfaces to the public realm and privacy screening to provide internal amenity for dwellings should be avoided.		The creation of a public space spine along Whitehorse Road will be anchored by a larger space at the forecourt of Box Hill Town Hall, creating a new public gathering place for civic and cultural uses at the eastern end of the centre. Improved pedestrian connections across Whitehorse Road will help connect the northern side of the road to the civic facilities.

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Precinct 6: Enterprise Neighbourhood

A diverse and dynamic mixed-use neighbourhood providing opportunities for start-ups and enterprises close to the centre of Box Hill

Precinct 7: Transition Neighbourhood

An opportunity to live close to the core of the activity centre, providing medium-density housing in highly accessible neighbourhoods that provides a transition in scale between the centre and surrounding areas beyond.

LAND USE AND DEVELOPMENT	The Enterprise Neighbourhood will provide a diverse range of spaces prioritising creative and knowledge-intensive employment within a mixed-use neighbourhood. Mono-functional residential development should be discouraged but residential uses integrated into multi-functional developments should be permitted in order to help increase diversity. Lots fronting Harrow Street will provide a more residentially focussed transition to the solely residential areas further south.	LAND USE AND DEVELOPMENT	The Northern and Southern Residential Transition Neighbourhoods primarily provide opportunities for modest residential growth within close proximity to the more diverse land uses in adjacent neighbourhoods within the activity centre. Any non-residential uses should be located to benefit from access to similar nearby uses. For example, modestly scaled medical uses located in Thames Street might form a transition to the Health and Education Precinct. A small cluster of local retail and services should continue near the intersection of Station Street and Thames Street. Otherwise the area will remain predominately residential.	LAND USE AND DEVELOPMENT
BUILT FORM AND DESIGN	The neighbourhood's built form will be characterised by a diverse mix of medium and low-rise built form with a street rhythm that reflects the relatively small existing lots in this neighbourhood. Lots fronting Station Street will reinforce the rhythm of narrow frontages of the existing form while areas along Rutland Road and Ellingworth Parade will be a mix of small and moderately larger built form.	BUILT FORM AND DESIGN	The neighbourhood's built form will be characterised by modestly scaled low-rise apartment and townhouse developments, compatible with the two-to-three storey scale of existing buildings in the area. The rhythm of development along the street will continue the balance of garden and built form.	BUILT FORM AND DESIGN
TRANSPORT AND MOVEMENT	The existing laneways provide opportunities to manage vehicle access to new development without detracting from the streetscape of the local streets. In places the laneways may need to be widened to accommodate the increased vehicle role. The major new car park on Harrow Street provides a consolidated node of parking servicing the entire neighbourhood and adjacent areas. Improved access to this node from the Central and Civic neighbourhoods will ensure its integration into the wider centre. Improved interface with the railway corridor will include improved shared pedestrian and bicycle rider paths.	TRANSPORT AND MOVEMENT	Streets in this neighbourhood will largely be used for local vehicle access rather than major traffic routes. Thames Street will provide an important access function for emergency vehicles accessing the Box Hill Hospital. Mid-block connections such as Albion Road and Nelson Road provide a safer option for bicycles away from arterial roads with greater traffic volumes.	TRANSPORT AND MOVEMENT
PUBLIC REALM AND OPEN SPACE	The neighbourhood will center on a new public space located mid-block spanning from Ellingworth Parade to Harrow Street, providing much needed green open space. Ellingworth Parade and Rutland Road will support greatly increased street landscape opportunities with substantially improved provision of space for pedestrian and bicycle riders. A new pedestrian crossing of Station Street will improve access to the southern part of the neighbourhood.	PUBLIC REALM AND OPEN SPACE	The neighbourhoods will allow easy access to nearby public open spaces rather than provide larger new open spaces in their own right. Chains of linear open spaces connecting to Surrey Park in the south, Glenmore Street to Victoria Rose Reserve in the southeast and Hagenauer Reserve to the north allow for access to these nearby park areas. Landscape opportunities are provided in the suburban street landscapes and garden opportunities within individual lots.	PUBLIC REALM AND OPEN SPACE

9.1.1 – ATTACHMENT 1. Revised Box Hill MAC Structure Plan

6.3 Precinct 1: Central Neighbourhood

Precinct Guidelines: Central Neighbourhood

Built form and design

- ① Undertake a masterplanned approach to decking and development of areas over the rail on sites identified as 'investigation area – development'.
- Development should respond to the proposed urban space along the south side of Whitehorse Road and public spaces in Station Street, Market Street and Main Street with development built to the boundary providing active street frontages and respond to heritage where relevant.
- Development in the traditional town centre should retain the rhythm of existing fine grain frontages (shown on Precinct Map). The preferred maximum building height in these locations is 3 storeys (11m) with the potential to provide additional height to 5 storeys (17.5m) incorporating a mandatory minimum setback above the street wall of 5m.
- All development should prioritise pedestrian and cyclist movement over vehicle access where active street frontages are specified (refer to Active Street Frontage requirements overleaf).

Transport and movement

- ② Provide a pedestrian and cyclist connection between Nelson Road and Thurston Street.
- Provide enhanced and new through block links and active laneway links to implement the primary and local links as shown.
- Encourage development to contribute to the existing or preferred future signalised pedestrian crossing points in locations shown on the Precinct Map.
- Development of the Box Hill Central site should consolidate car parking and limit vehicular access points to locations shown on the Precinct Map.
- Support the introduction of new through block local links for pedestrians south of Whitehorse Road and South of Carrington Road.
- Support the establishment of Nelson Road as a primary bike and pedestrian connection.

Public realm and open space

- ③ Extend Market Street as part of a future redevelopment of the bus terminal. This extension should be open to the sky if possible, or if undercover should achieve a sense of openness and provide safe and convenient public 24 hour access. Opportunities for daylight penetration and natural ventilation are strongly encouraged.
- Ensure all urban realm treatments are consistent with BHURTG.
- Retain highly valued street trees where they exist, for example on Carrington Road, and add additional trees where possible over time.
- Provide a 6m landscape setback on the north side of Carrington Road to allow for footpath widening.
- Provide street greening and planting of canopy trees in all key streets and public spaces.

- Support the establishment of Whitehorse Road as a major boulevard through strong planting and consistent, high-quality public realm treatment. Introduce a substantial new urban space, integrated with the Boulevard as an extension of this high profile frontage. Ensure this space is publicly accessible, inviting and able to be programmed for a variety of impromptu activities and organised functions. Incorporate shared user path and use consistent public realm materials as visual cues.
- Introduce high-quality public realm materials throughout the Central Neighbourhood and a bespoke treatment to the Box Hill Mall. Ensure this space is publicly accessible, inviting and able to be programmed for a variety of impromptu activities and organised functions.
- Incorporate planting for environmental comfort.
- Extend Prospect Street and provide a public square, framed by activated building frontages.
- Provide adequate space to signalised pedestrian crossings (existing and proposed) on Whitehorse Road and Station Street, and ensure these are well integrated into the streetscape.
- Incorporate WSUD initiatives wherever possible including within the new urban space on Whitehorse Road. Consider locations within footpath and / or on road between parking bays.
- Maximise opportunities for new canopy trees to be planted within deep soil / structural soil zones to support horticultural performance and enhance environmental comfort of streets and spaces.
- Allow for an activated, vegetated transition space at the interface of the public and private realm wherever possible. On Whitehorse Road, provide intermittent plazas incorporating high-quality landscape with integrated seating and activated building entries.

Station Street (both sides)

- Provide 3-4m footpaths.
- Provide canopy street trees within bio-filtration pits or garden beds at footpath level.

Nelson Road / Thurston Street

- Integrate proposed shared path. Use consistent public realm materials as visual cues. Introduce additional planting to increase environmental comfort for pedestrians and cyclists.

Carrington Road (south side)

- Provide canopy street trees within rain gardens at road level between carpark bays.

Service Laneways

- Provide climbers on frames to rear boundary walls where climatic conditions support growth.

New Laneways

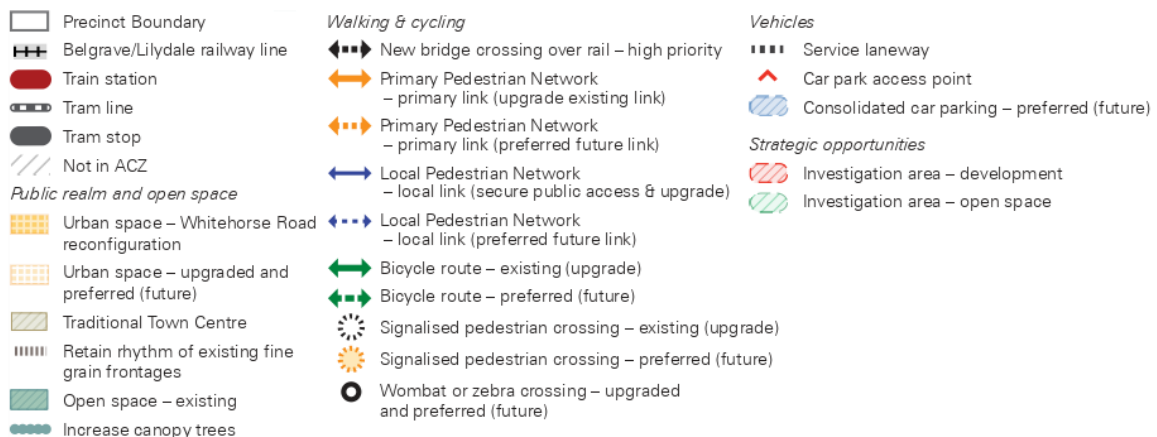
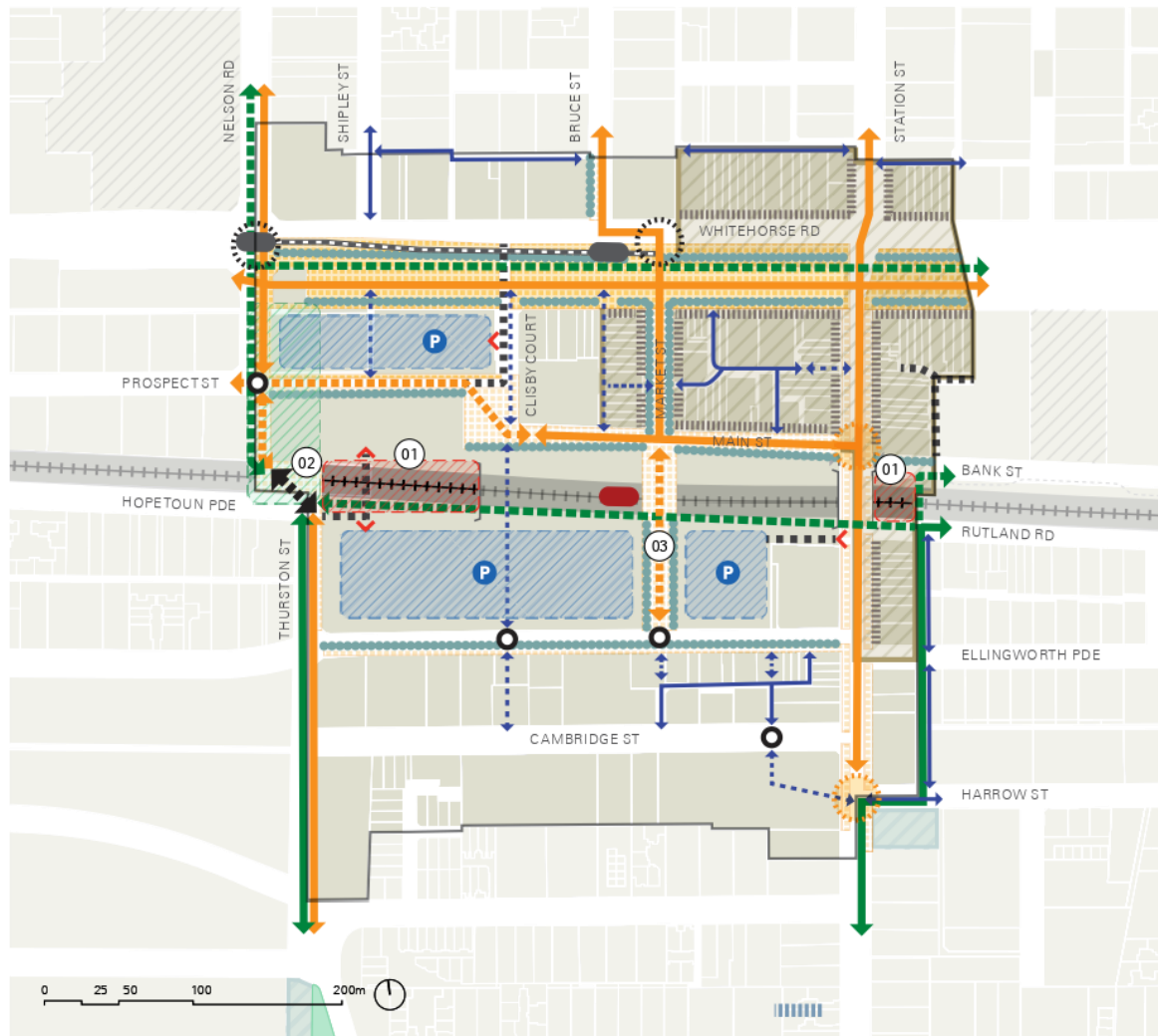
- High-quality public realm materials, integrated seating and planting to support activated frontages.

9.1.1 – ATTACHMENT 1.

Revised Box Hill MAC Structure Plan

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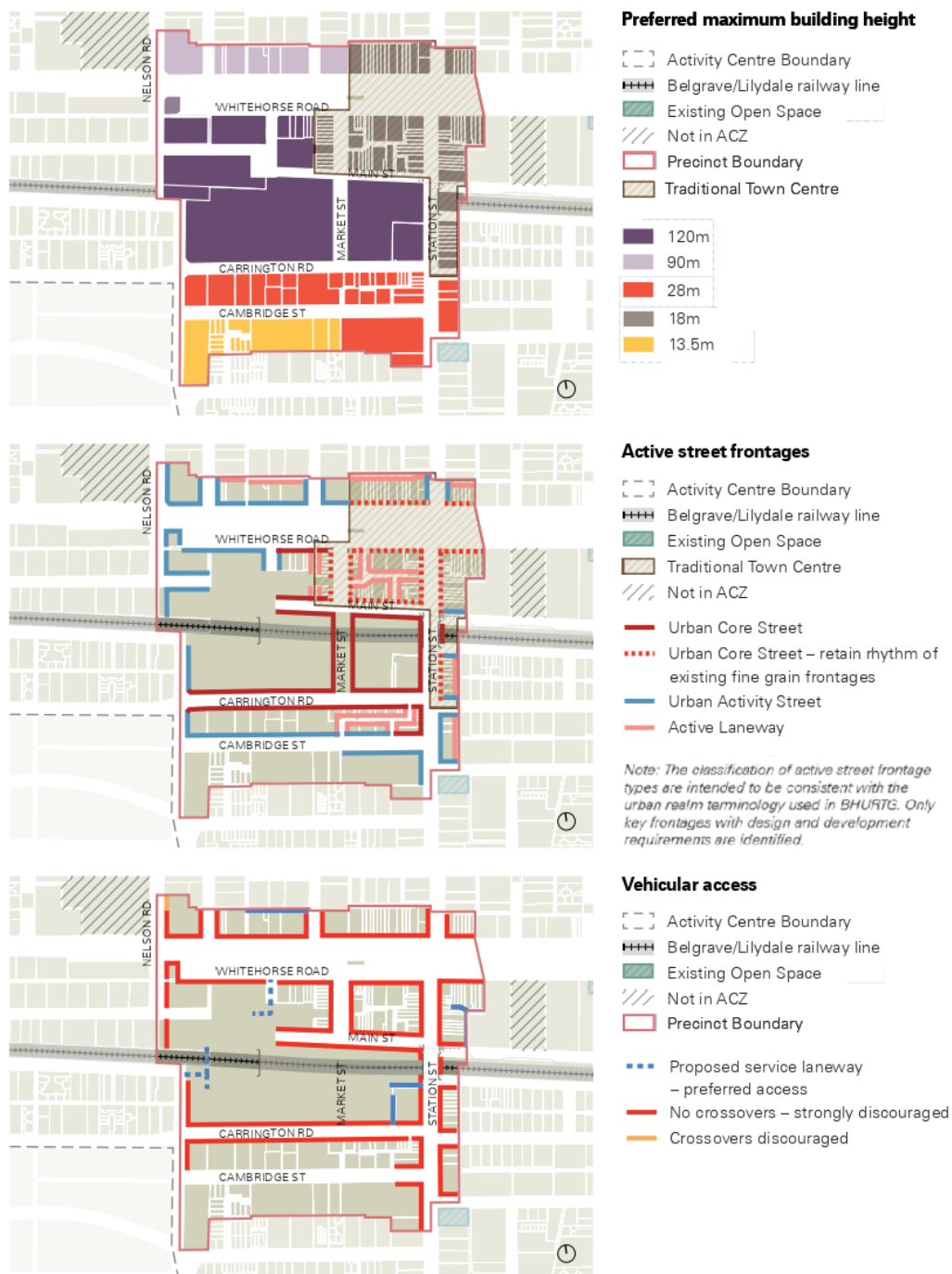
Precinct Map: Central Neighbourhood



9.1.1 – ATTACHMENT 1.

Revised Box Hill MAC Structure Plan

Precinct Key Requirements: Central Neighbourhood



9.1.1 – ATTACHMENT 1. Revised Box Hill MAC Structure Plan

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Precinct Landscape: Central Neighbourhood

Preferred landscape character

The Central Neighbourhood is characterised by a continuous and consistent, public realm of interconnected pedestrian and shared streets and spaces of a variety of sizes.

Linked by a clear structure of shade trees, feature trees and smaller specimens the ground plane provides comfort to support vibrant pedestrian activity on a day to day basis as well as building in capacity to host public events. Texture and interest is delivered through the careful crafting of materials and details and opportunities for intensive insertions of garden beds is encouraged.

Spaces are designed to be inviting for public use and to support passive, incidental social interaction as well as a range of programmed events. A variety of formal and informal seating types in a range of configurations accommodates individuals as well as groups of different sizes. High amenity pedestrian spaces are provided to link key destinations throughout the neighbourhood.

A public lighting strategy reinforces the identity and public functions of the spaces, facilitates wayfinding and supports the after-hours activity expected in this neighbourhood. Service vehicle movements are carefully managed, and physical requirements are seamlessly integrated into the public realm and do not visually dominate.

The 'signature public open space' of Whitehorse Road forms part of this neighbourhood and interfaces are purposefully designed.

Private realm contribution to landscape character

- Provide paved forecourts and courtyards to extend the internal uses of buildings, form appropriate interfaces with the public realm and create welcoming public space gestures.
- Provide clear visual cues to building entrances.
- Provide vertical planting in the form of climbers on boundary walls and building façades are encouraged where micro-climatic conditions are suitable.
- Planting to balconies and rooftop spaces is encouraged where they are available for the use of retail customers, and to enhance their usability as communal / breakout spaces for employees.

9.1.1 – ATTACHMENT 1. Revised Box Hill MAC Structure Plan

6.4 Precinct 2: Health and Education Neighbourhood

Precinct Guidelines: Health and Education Neighbourhood

Built form and design

- ① Masterplanned approach to expansion of health, education and complementary uses and facilities on sites identified as 'investigation area – development'.
 - Development should provide landscaped setbacks and planting of canopy trees along other key streets as shown.
 - Development along Wellington Road and Nelson Road should provide active street frontages and prioritise pedestrian and cyclist movement over vehicle access along those street frontages (refer to Active Street Frontage Plan overleaf).
 - Provide enhanced and new through block links to implement the primary and local links as shown on the Precinct Map.
- ② Development in Poplar Street should provide a new local open space area within the 'investigation area' identified. Preferred height may be exceeded to facilitate this outcome, providing an appropriate transition continues to be achieved between the preferred heights for the 'core' area and the 12-15 storey scale of surrounding institutional and higher density residential areas.
 - Sites north of Thames Street should provide landscape setbacks between buildings.
- Provide adequate spaces for formal pedestrian crossings (existing and proposed) on Whitehorse Road, Nelson Road and Kingsley Crescent and ensure these are well integrated into the streetscape. Make provisions within the public realm for pedestrians crossing Amold Street at Wellington Road and Thames Street at Avon Street.
- Maximise opportunities for canopy trees to be planted within deep soil / structural soil zones to support horticultural performance and enhance environmental comfort of streets and spaces. Focus on Wellington Road, and the intersection of Nelson Road and Thames Street, where pedestrian volumes are anticipated to increase most significantly as pedestrians move to / from Whitehorse Road.
- Incorporate WSUD initiatives wherever possible. Consider locations within footpaths and / or on road between parking bays.
- Reinforce the established rhythm of garden setbacks on Thames Street.
- Aim for diverse, multi-storey plantings to increase biodiversity of the public realm, including on Wellington Road where it interfaces with a proposed small local open space upgrade of the existing road closure.

Transport and movement

- ③ Signalise the intersection at Elgar Road and Thames Street to create a priority emergency entry for the hospital precinct.
- ④ Support the provision of an 'airbridge' over Amold Street to enable direct connection between of Epworth Eastern and Box Hill Hospital.
- ⑤ Provide new signalised pedestrian crossing at Whitehorse Road and Wellington Road.
 - Support the establishment of Nelson Road as a primary bike and pedestrian connection.
 - Support the establishment of Wellington Road as a primary link.

Public realm and open space

- ⑥ Investigate new local open space opportunities along Poplar Street.
 - Support the establishment of Whitehorse Road as a major boulevard through strong planting and consistent, high-quality public realm treatment.
 - Ensure all urban realm treatments are consistent with BHURTG.
 - Retain highly valued street trees where they exist, for example on Thames and Nelson Streets, and add additional trees where possible over time.
 - Provide generous public realm with clear visual cues to support an increase in pedestrian circulation, especially on Wellington Road where the most significant increase is anticipated, primarily moving to / from Whitehorse Road and the Central Neighbourhood.

Poplar Street

- Additional planting to increase environmental comfort for pedestrians and raise the profile of Poplar Street as potential public open space link.
- Planting to 'fringe' (min. 2m width) of the new local open space to provide high levels of streetscape integration.
- Redirect footpath to draw pedestrians into the proposed public open space.

Wellington Road

- Provide a minimum of 2.6m on both sides to accommodate high pedestrian numbers.
- Canopy street trees within bio-filtration pits and additional planting to increase environmental comfort for pedestrians.

Thames Street (North Side)

- Add street tree planting wherever possible, and encourage planter beds within the existing nature strip zone to maintain amenity and comfort for pedestrians.
- Provide deep soil zones to 3-4m width garden setbacks from street frontages and (western) shared boundaries.
- Incorporate rain gardens where possible.

Nelson Road

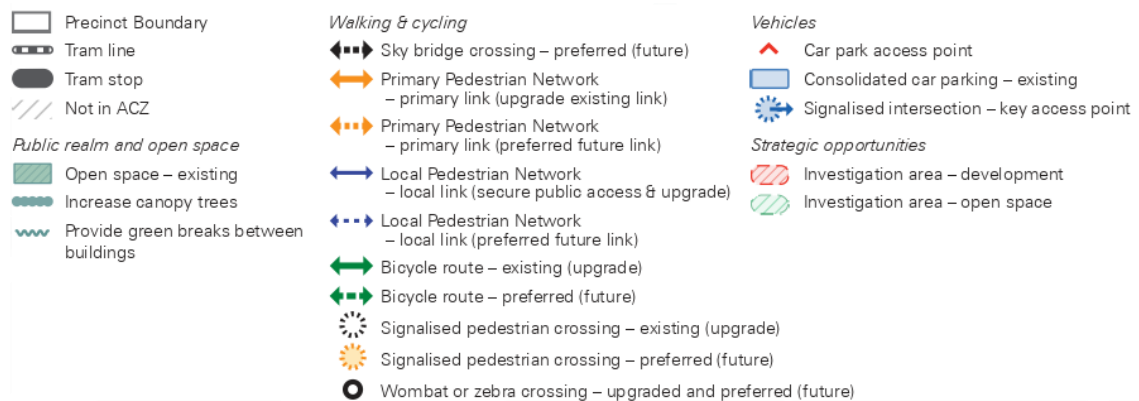
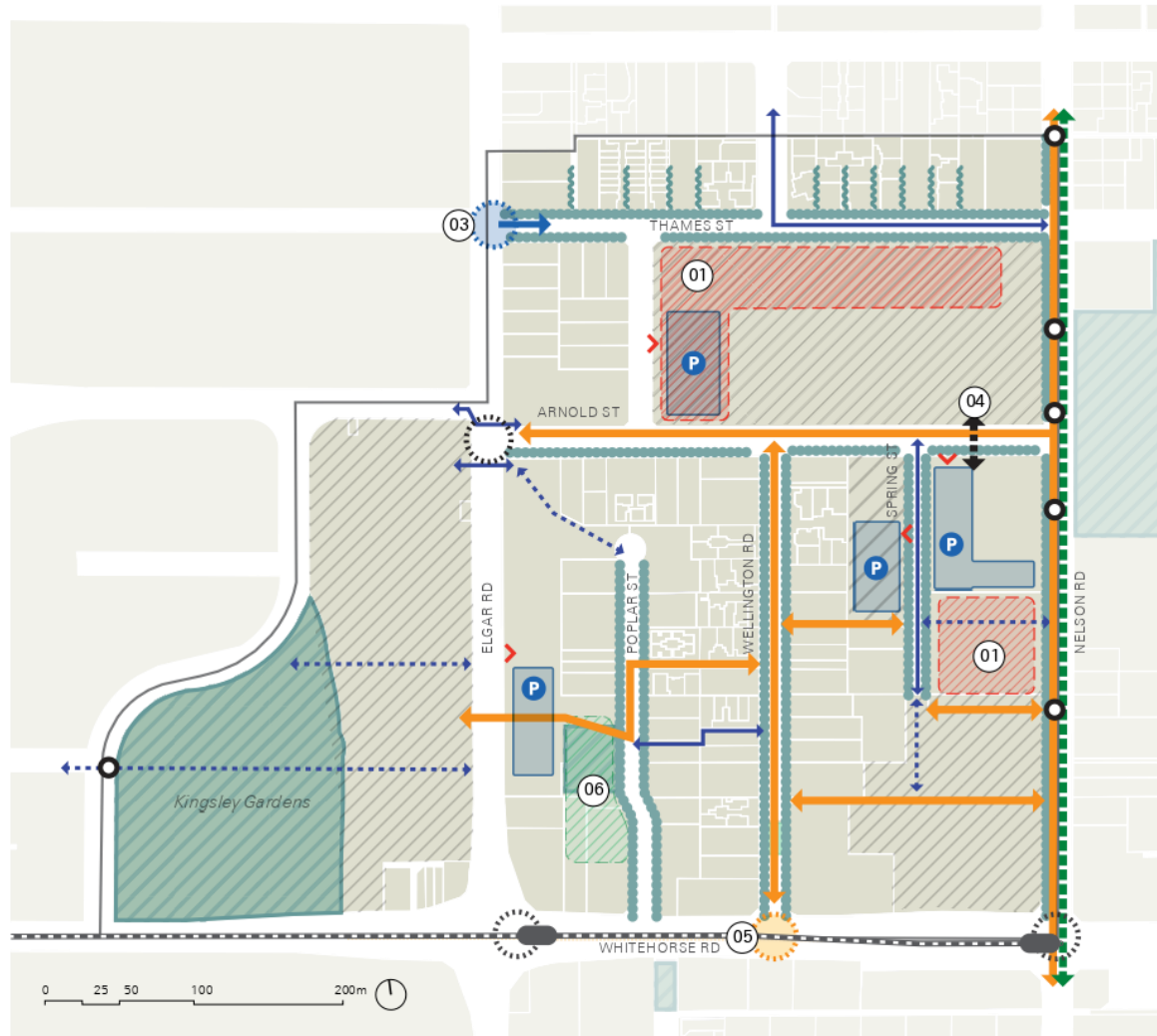
- Use consistent public realm materials as visual cues. Increase environmental comfort for pedestrians and cyclists with plantings.
- Support upgraded East / West through-block links through the use of consistent, high-quality public realm materials and planting / climbers on boundary walls and building façades where climatic conditions support growth to provide high-quality and high amenity links.

9.1.1 – ATTACHMENT 1.

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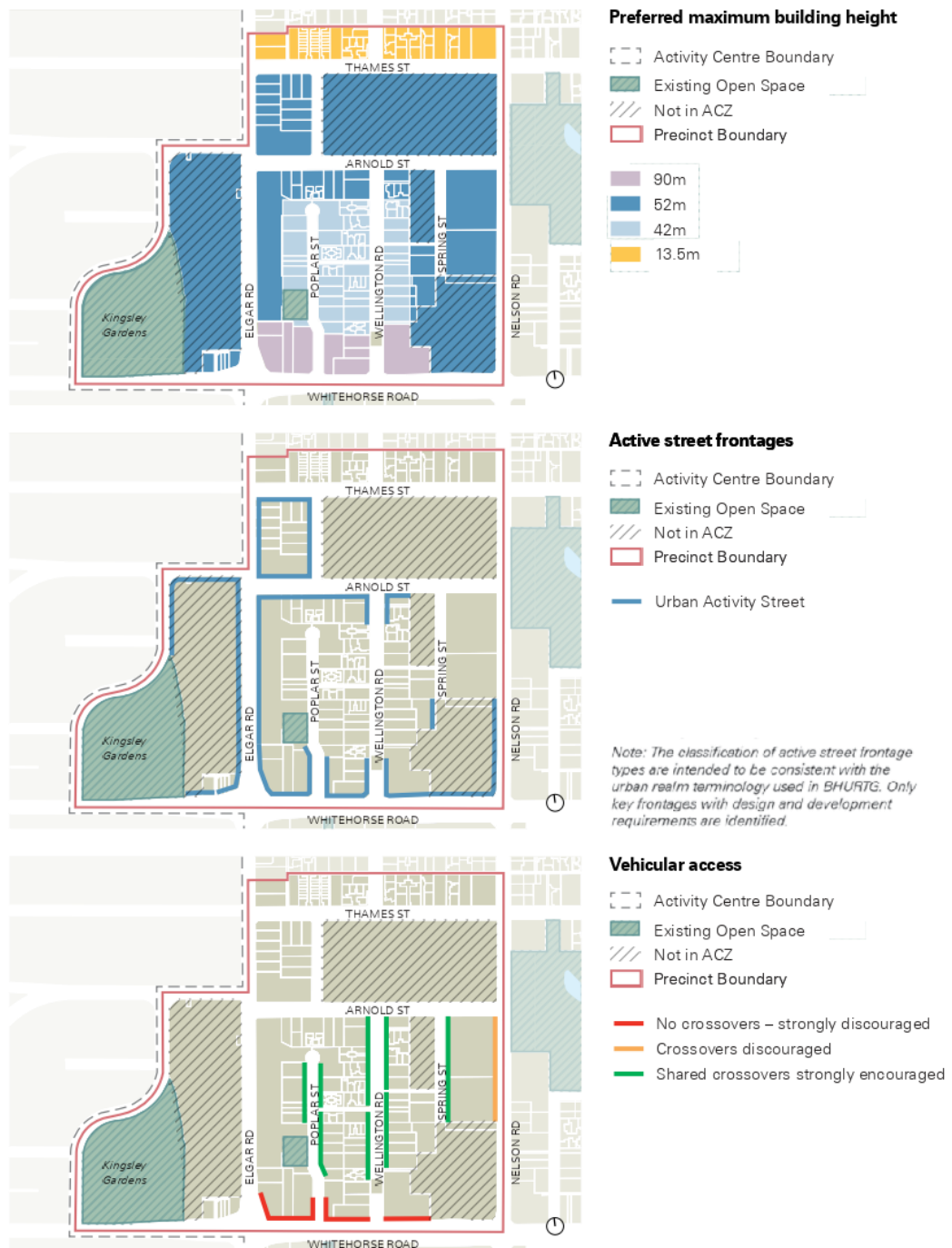
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Precinct Map: Health and Education Neighbourhood



9.1.1 – ATTACHMENT 1. Revised Box Hill MAC Structure Plan

Precinct Key Requirements: Health and Education Neighbourhood



9.1.1 – ATTACHMENT 1. Revised Box Hill MAC Structure Plan

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Precinct Landscape: Health and Education Neighbourhood

Preferred landscape character

The landscape of the Health and Education Neighbourhood is characterised by planted forecourts and garden spaces interfacing with streetscapes, pedestrian links through campus style development and high activity streetscapes.

Tree species of suitable size and columnar form are planted within laneways and small paved spaces within the public realm. Kingsley Gardens provides a generous and highly valued public open space as does the potential Poplar Street site. Enhancements to Kingsley Gardens increase biodiversity and resilience, while continuing to provide expansive spaces for both active and passive uses. Additional shrub and tree planting visually reinforce public realm connections to Kingsley Gardens and provide appropriate transition at interfaces with private property. Avenue plantings of both native and exotic, climate resilient canopy tree species create high amenity streets with high levels of environmental comfort within the public realm. Generous footpaths accommodate high levels of pedestrian activity.

A public lighting strategy will reinforce connections to public open space and addresses wayfinding and safety throughout.

Private realm contribution to landscape character

- Paved forecourts and courtyards extend the internal uses of buildings, form appropriate interfaces with the public realm are welcoming public space gestures.
- The planting of clear trunked, mid-sized trees is encouraged in these spaces to provide an appropriate transition of scale and clear visual cues to building entrances.
- High amenity pedestrian spaces linking to the public realm are encouraged.
- Tree species of suitable size and columnar form are planted within laneways and small paved spaces.
- Where micro-climatic conditions are suitable, vertical planting in the form of climbers on boundary walls and building façades are encouraged.
- Planting is encouraged to balconies and rooftop spaces to enhance their usability as communal / breakout spaces for employees.
- The lighting strategy should reinforce the identity of uses located here, should facilitate wayfinding and support the 24hour nature of this neighbourhood.

9.1.1 – ATTACHMENT 1. Revised Box Hill MAC Structure Plan

6.5 Precinct 3: Prospect Neighbourhood

Precinct Guidelines: Prospect Neighbourhood

Built form and design

- Development along Prospect Street, Young Street, and Nelson Road to make provision for landscaped setbacks and planting of canopy trees as shown on the Precinct Plan.
- Development on Whitehorse Road to be built to the boundary with active street frontages (refer to Active Street Frontage Plan overleaf).
- All development to provide activated street interfaces. Office and commercial activities should be located within podiums with retail and complementary entertainment activities activating street and lower levels. Residential uses, including residential hotel and other complementary accommodation uses are encouraged in upper levels of buildings.
- All development to prioritise pedestrian and cyclist movement over vehicle access along street frontages.
- Encourage consolidation of sites and for parking and vehicle access to be provided via rear laneways where possible.
- Vehicular access should be provided via rear laneways or Young Street for sites north of Prospect Street.
- Sites south of Prospect Street should minimise the impact of vehicular access on pedestrian amenity through the use of shared crossovers.

Transport and movement

- ① Provide new signalised pedestrian crossing at Whitehorse Road and Wellington Road.
- ② Provide adequate space at the Nelson Road and Whitehorse Road intersection and along Nelson Road for the future Strategic Cycling Corridor and north-south pedestrian flows.
- ③ Create a new mid-block pedestrian local link between Young Street and Nelson Road as part of future development.
- No crossovers permitted on development sites located on the northern side of Prospect Street and strongly encourage shared crossovers on development sites located on the southern side of Prospect Street.

Public realm and open space

- Ensure all urban realm treatments are consistent with BHURTG.
- Support the establishment of Whitehorse Road as a major boulevard through strong planting and consistent, high-quality public realm treatment.
- Provide generous public realm with clear visual cues to support an increase in pedestrian circulation, especially on Prospect Street, primarily moving towards the Central Neighbourhood. Provide adequate space for formal pedestrian crossings (existing and proposed) on Whitehorse Road and ensure these are well integrated into the streetscape. Make provisions within the public realm for pedestrians crossing Young Street and Prospect Street as they move towards the Central Neighbourhood (e.g. wombat crossings).
- Maximise opportunities for new canopy trees to be planted within deep soil / structural soil zones to support horticultural performance and enhance environmental comfort of streets and spaces. Focus on Prospect Street where pedestrian volumes are anticipated to increase most significantly, and on Whitehorse Road where an activated street frontage is desirable.
- Retain highly valued street trees where they exist, for example on Prospect Street, and add additional trees where possible over time.
- Incorporate WSUD initiatives wherever possible including on Prospect Street and Whitehorse Road. Consider locations within footpath and / or on road between parking bays.
- Aim for diverse, multi-storey plantings to increase biodiversity and resilience.
- Allow for an activated, vegetated transition space at the interface of the public and private realm wherever possible. On Whitehorse Road and Prospect Street, provide intermittent plazas incorporating high-quality landscape with integrated seating and activated building entries.

Prospect Street (north side)

- Provide 3–4m wide footpath uninterrupted by vehicle crossovers.
- Provide canopy street trees within pits or garden beds at footpath level.

Prospect Street (south side)

- Provide a minimum 2.6m width footpath
- Provide canopy street trees within rain gardens at road level between carpark bays

Nelson Road/Thurston Street

- Use consistent public realm materials as visual cues to highlight proposed shared user path on East side
- Incorporate planting where possible to increase environmental comfort for pedestrians and cyclists.

Service laneways

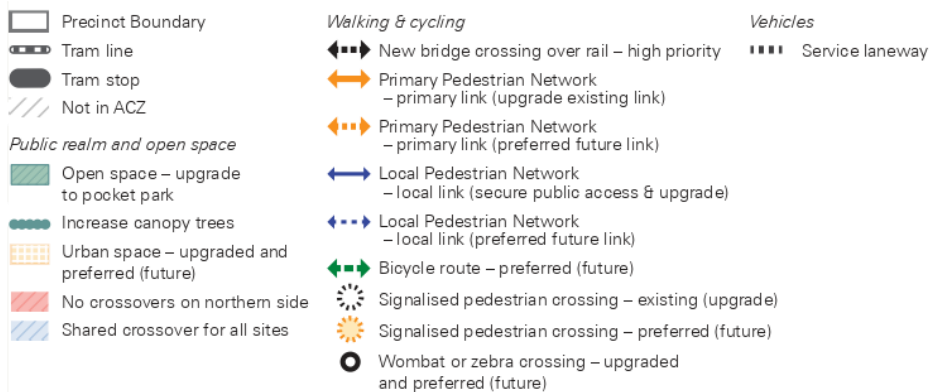
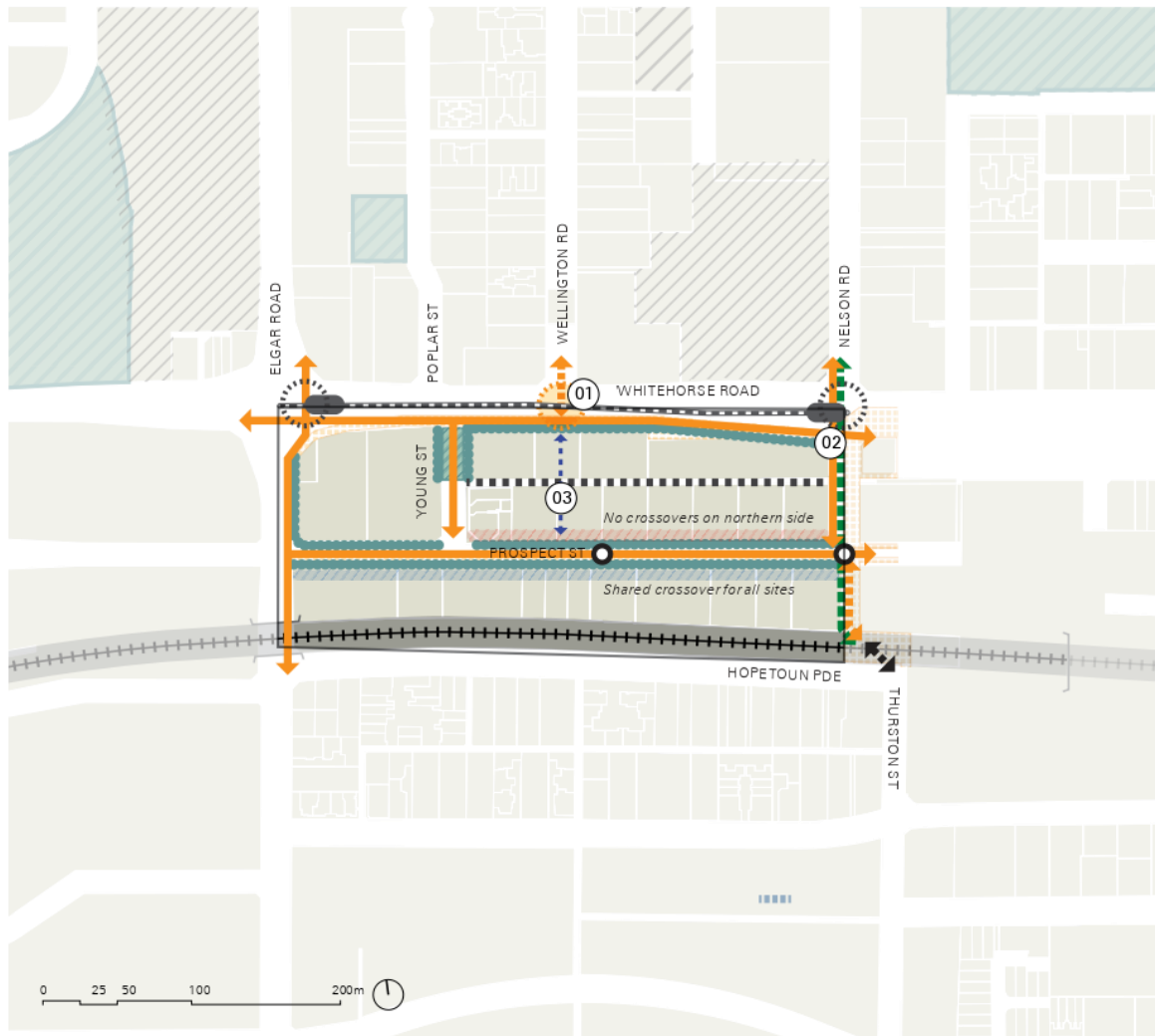
- Provide climbers on frames to rear boundary walls where climatic conditions support growth.

9.1.1 – ATTACHMENT 1.

Revised Box Hill MAC Structure Plan

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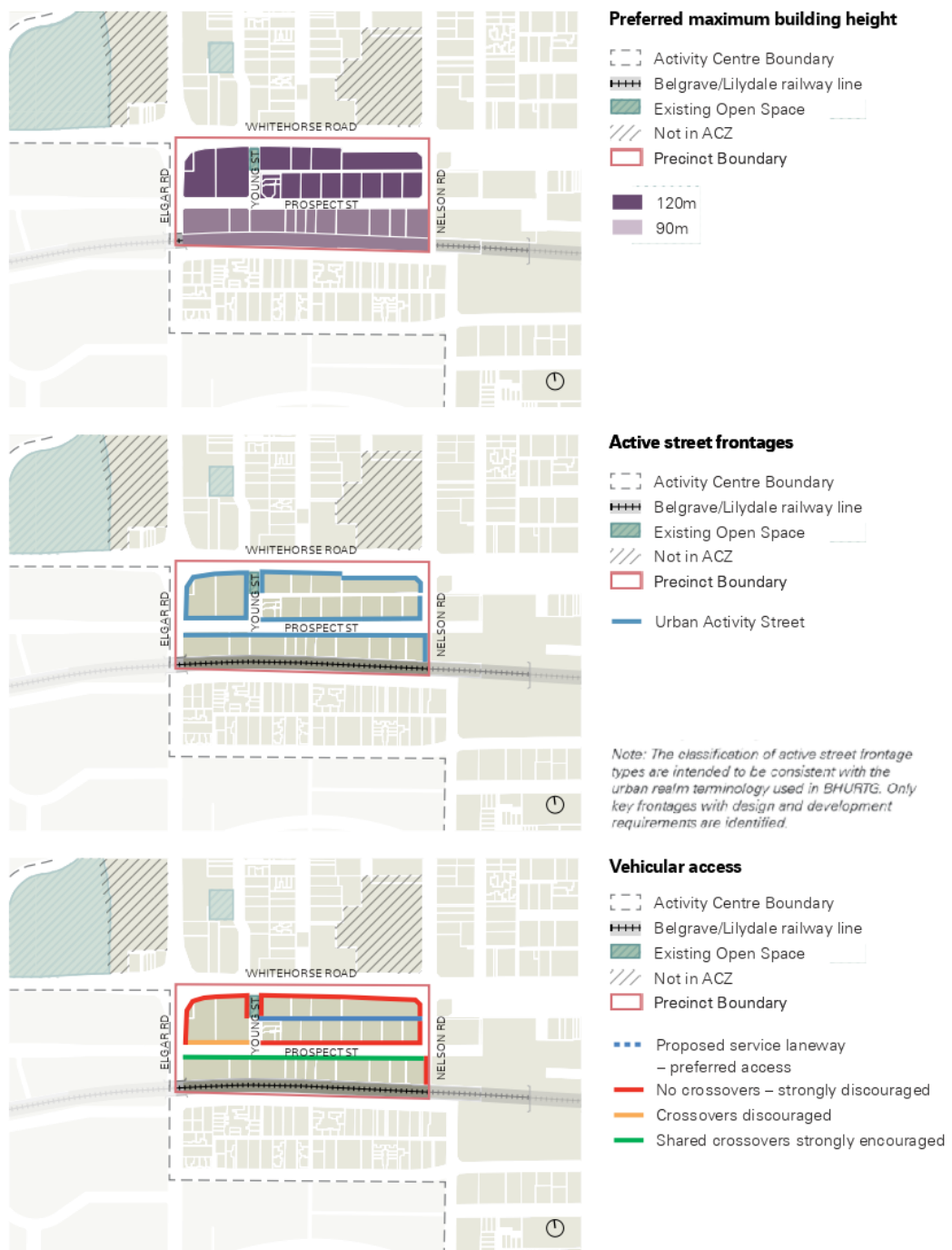
Precinct Map: Prospect Neighbourhood



9.1.1 – ATTACHMENT 1.

Revised Box Hill MAC Structure Plan

Precinct Key Requirements: Prospect Neighbourhood



9.1.1 – ATTACHMENT 1. Revised Box Hill MAC Structure Plan

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Precinct Landscape Character: Prospect Neighbourhood

Preferred landscape character

A leafy, high-quality streetscape to Prospect Street is the centrepiece of this neighbourhood.

Providing the key pedestrian connection to the central activity area, this street is characterised by the existing street trees, forming a framework to be continued in the future, potentially supplemented by additional specimens / species. Generous footpaths accommodate high levels of pedestrian activity and vehicular access is managed to support this. Garden beds including WSUD planting provide additional opportunity for greening to improve comfort, biodiversity and resilience of landscape. High-quality public realm treatments within laneways improve amenity and safety.

The public lighting strategy addresses the long laneways characteristic of this neighbourhood as well as wayfinding and safety throughout.

Private realm contribution to landscape character

- Paved and planted forecourts extend the public realm on Whitehorse Road and Prospect Street, form appropriate street interfaces and are welcoming public space gestures.
- The provision of seating is encouraged in these spaces.
- Smaller trees and garden beds make these spaces comfortable for lingering, provide an appropriate transition of scale and clear visual cues to building entrances.
- In laneways, where micro-climatic conditions are suitable, vertical planting in the form of climbers on boundary walls is encouraged.
- Planting is encouraged to balconies and rooftop spaces to enhance their usability as communal / social spaces for employees and residents.

9.1.1 – ATTACHMENT 1. Revised Box Hill MAC Structure Plan

6.6 Precinct 4: Garden Neighbourhood

Precinct Guidelines: Garden Neighbourhood

Built form and design

- 01 Undertake a masterplanned approach to the redevelopment of sites identified as 'investigation area – development', including provision of a new mid-block link to implement the future local link as shown on the Precinct Map.
- Development abutting the Box Hill Gardens, identified as 'open space interfaces', should provide habitable rooms orientated towards the open space to maximise interaction and passive surveillance.
- Development along other key streets should provide 3m landscaped setbacks and planting of canopy trees and 1.5m setback for landscaping softening to rear service laneways.
- Sites north and south of Thames Street should provide landscape setbacks between buildings.
- Development along Nelson Road and Station Street should prioritise pedestrian and cyclist movement over vehicle access along those street frontages.

Transport and movement

- 02 Investigate opportunities for consolidated multi-deck car parking between Nelson Road and Shipley Street.
- 03 Complete footpaths and remove informal gravel car parking at Box Hill Gardens at the corner of Shipley Street and Irving Avenue and return to parkland.
- 04 Reduce on-street car parking on Station Street to prioritise bus movements.
- Provide enhanced and new through block links in preferred locations to implement the primary and local links as shown on the Precinct Map.
- Make provisions within the public realm for pedestrians crossing Irving Avenue to and from the Box Hill Gardens and on Station Street as they access bus services.
- Support the establishment of Nelson Road as a strategic bike and pedestrian connection.

Public realm and open space

- Ensure all urban realm treatments are consistent with BHURTG.
- Retain highly valued street trees where they exist, for example on Thames Street and Nelson Road, and add additional trees where possible over time.
- Maximise opportunities for new canopy trees to be planted within deep soil / structural soil zones to support horticultural performance and enhance environmental comfort of streets and spaces. Focus on improving the quality of public realm connections between Whitehorse Road and Box Hill Gardens on Bruce Street, Elland Avenue and Archibald Street where intensification of development is anticipated to increase pedestrian numbers.
- Reinforce the established rhythm of garden setbacks on Thames Street.
- Incorporate WSUD initiatives wherever possible. Consider locations within footpaths and / or on road between parking bays.
- Aim for diverse plantings to increase biodiversity of the public realm, including on Nelson Road, Station Street and Irving Avenue where they interface with Box Hill Gardens.

Box Hill Gardens interface

- Provide intermittent garden courtyards (min. 3x3m) with deep soil zone for canopy tree planting at interface between residential and aged care uses south of Thames Street.
- Provide planting to 'fringe' (minimum 2m width) to integrate public open space with streetscape and draw pedestrians into the Box Hill Gardens (on Nelson Street and Station Street north of Irving Avenue).

Irving Avenue (North side)

- Incorporate rain garden beds flanking generous paved pedestrian entry points (min. 5m width) to Box Hill Gardens at Shipley, Bruce and Station Streets.

Thames Street

- Provide deep soil zones to 3-4m width garden setbacks from street frontages and (western) shared boundaries.
- Incorporate rain gardens marking proposed pedestrian crossing to green link and other locations where possible.

Nelson Road

- Integrate proposed shared path (or separate bicycle lane) and mark pedestrian crossings connecting to the Health and Education Neighbourhood with additional planting. Use public realm materials consistent with BHURTG as visual cues. Increase environmental comfort for pedestrians and cyclists.

Station Street

- Provide trees in bio-retention pits on the west and southern edge of aged care facility to allow for uninterrupted bus passenger circulation through public realm.

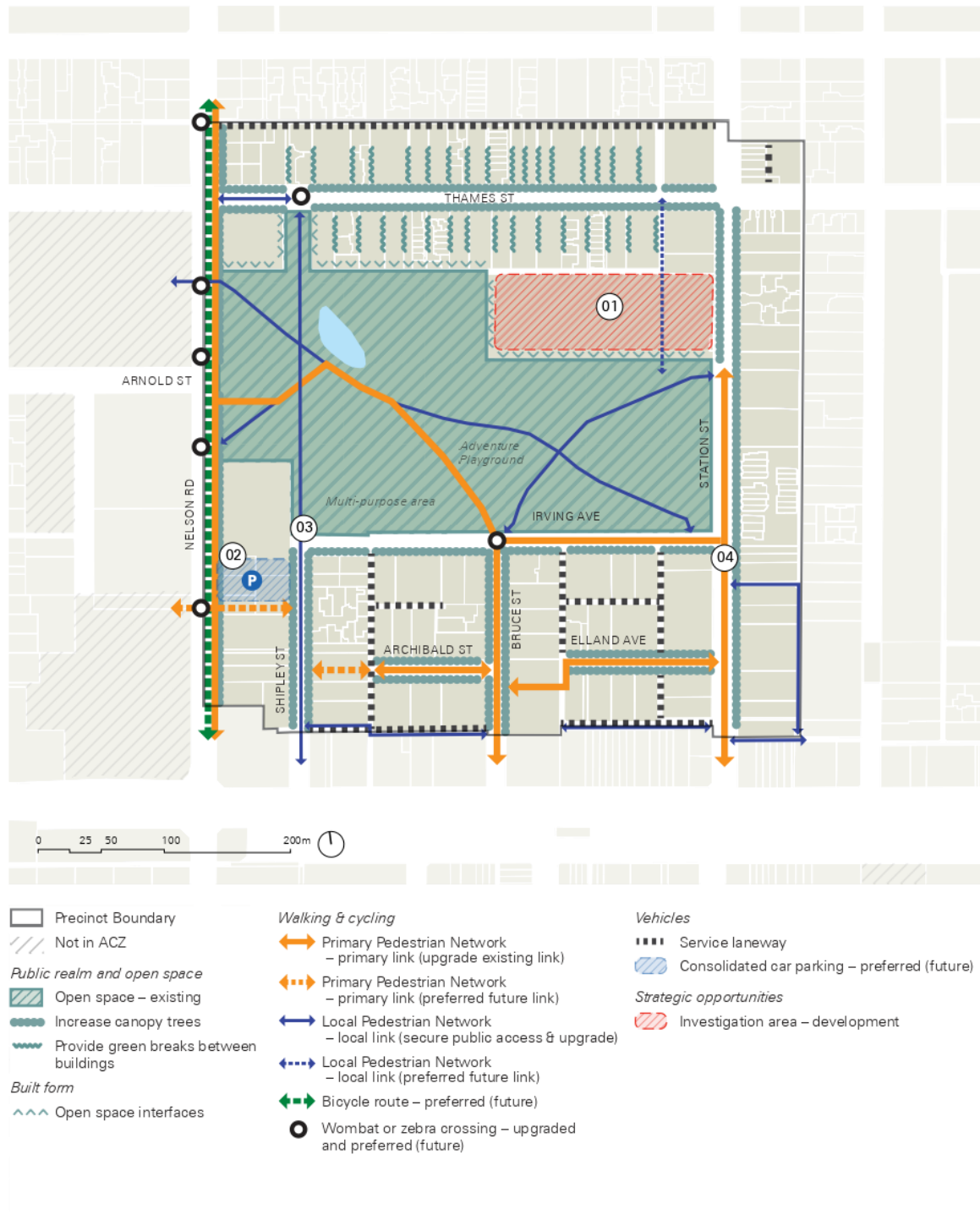
Service laneways

- Provide intermittent garden courtyards (min. 3x3m) with deep soil zone for canopy tree planting zones to rear boundaries.
- Provide climbers on frames to rear boundary walls where climatic conditions support growth and garden courtyards for more substantial planting are not possible.

9.1.1 – ATTACHMENT 1. Revised Box Hill MAC Structure Plan

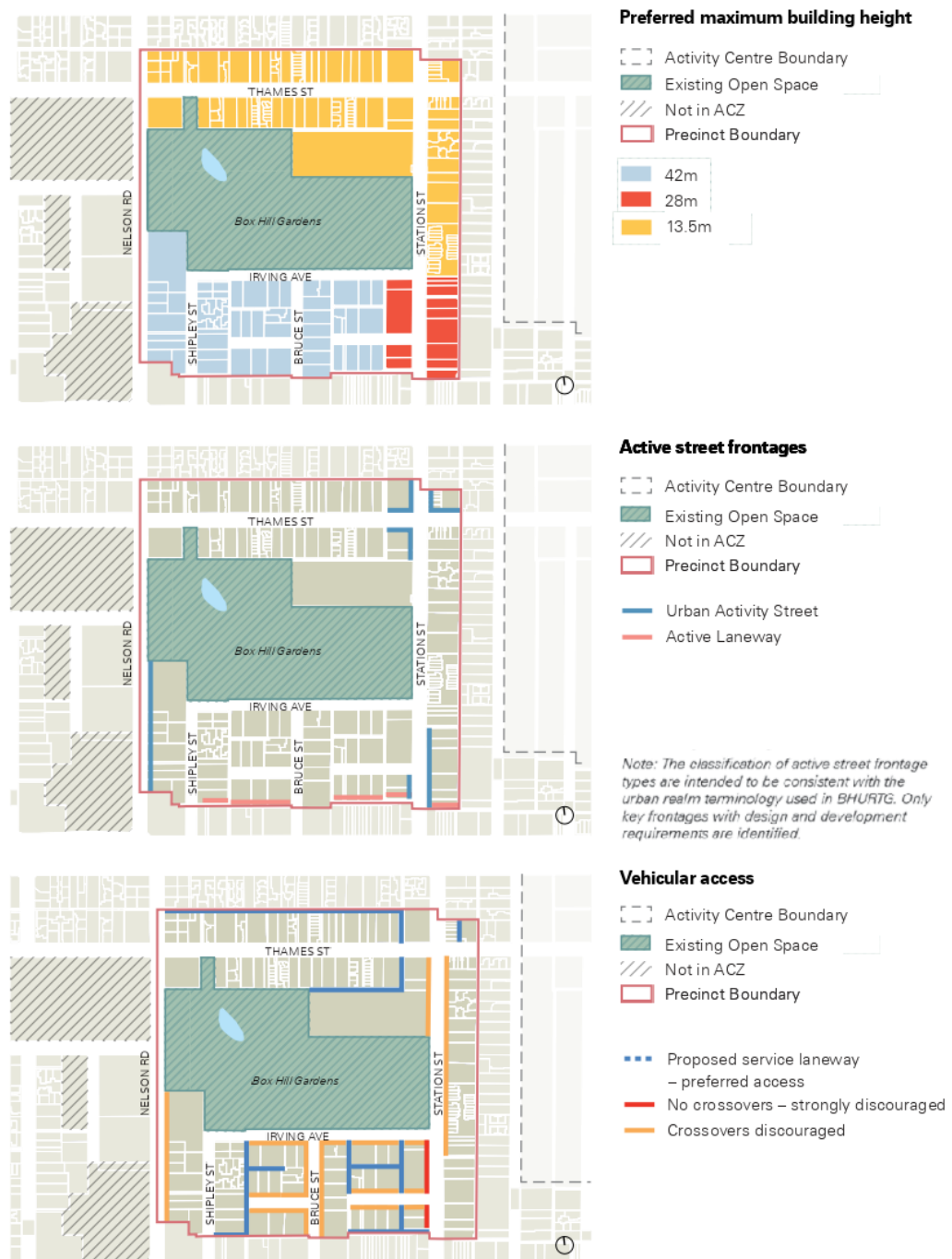
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Precinct Map: Garden Neighbourhood



9.1.1 – ATTACHMENT 1. Revised Box Hill MAC Structure Plan

Precinct Key Requirements: Garden Neighbourhood



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Precinct Landscape: Garden Neighbourhood

Preferred landscape character

The Garden Neighbourhood is a high-density residential neighbourhood characterised by a generosity of public open space provided by Box Hill Gardens

Enhancements to the Gardens increase biodiversity and resilience, while continuing to provide expansive spaces for both active and passive uses. Additional shrub and tree planting visually reinforce public realm connections to the Gardens and provide appropriate transition at interfaces with private property. Avenue plantings of both native and exotic, climate resilient canopy tree species create high amenity streets with high levels of environmental comfort within the public realm. Generous footpaths accommodate high levels of pedestrian activity.

The public lighting strategy reinforces connections to public open space and addresses wayfinding and safety throughout.

Private realm contribution to landscape character

- Courtyard spaces to street frontages provide a rhythm to the built form. Green breaks between buildings should be provided on Thames Street.
- The planting of trees within these spaces is encouraged to provide an appropriate visual transition between the public realm and the higher density residential developments which feature in this neighbourhood.
- Planting is encouraged to balconies and rooftop spaces to enhance their usability as communal / social spaces for employees and residents.

9.1.1 – ATTACHMENT 1. Revised Box Hill MAC Structure Plan

6.7 Precinct 5: Civic and Cultural Neighbourhood

Precinct Guidelines: Civic and Cultural Neighbourhood

Built form and design

- 01 Subject to planning and feasibility, redevelop the rear of Town Hall, as part of renewal of the existing Community Hub, to provide a new urban space oriented to Bank Street.
- 02 Undertake a masterplanned approach to decking and development of areas over the rail on sites identified as 'investigation area – development', with provision for cycling connection at rear of deck.
- 03 Redevelopment of the following existing Council owned facilities for community or cultural uses. Opportunities include:
 - At grade car park at rear of library opportunity for community or cultural uses, with active interface to Linsley Street Reserve
 - Court Street community facility opportunity for redevelopment with integrated community housing
- All development to provide active street frontages and active laneway interfaces and to prioritise pedestrian and cyclist movement over vehicle access along those street frontages (refer to Active Street Frontage Plan overleaf).
- Development should respond to the proposed urban space along the south side of Whitehorse Road (integrating with Town Hall forecourt).

Transport and movement

- Provision of enhanced and new through block links and activated laneway links to implement the primary and secondary local links as shown.
- Encourage development to contribute to upgraded existing or preferred future signalised pedestrian crossing points in location shown on the Precinct Map.
- Consolidation of car parking and limitation of vehicle access points to location shown on the Precinct Map.

Public realm and open space

- 04 Enhance existing road closures on existing Watt Street and Court Street to create small local open space that serve as passive, green spaces north of Whitehorse Road. Provide seating and consider environmental comfort to make these useable, comfortable spaces.
 - Ensure all urban realm treatments are consistent with BHURTG.
 - Retain highly valued street trees where they exist, for example on Whitehorse Road, and add additional trees where possible over time.
 - Support the establishment of Whitehorse Road as a major boulevard through strong planting and consistent, high-quality public realm treatment. Introduce a new urban space, integrated with existing public open space as an extension of this high profile frontage. Transition plant species, public realm materials and detailing across the two spaces to achieve this.
 - Support the establishment of Bank Street as a primary bike and pedestrian connection. Introduce consistent public realm treatment and incorporate a new urban space at the rear of the Town Hall to raise the profile and function of this street.
 - Provide generous public realm with clear visual cues. Provide adequate space to formal pedestrian crossings (existing and proposed) on Whitehorse Road and ensure these are well integrated into the streetscape
 - Ensure that the new urban spaces on Whitehorse Road and Bank Street are publicly accessible and inviting and are able to be programmed for a variety of impromptu activities and organised functions.
 - Maximise opportunities for new canopy trees to be planted within deep soil / structural soil zones to support horticultural performance and enhance environmental comfort of streets and spaces. Focus on Watts and Court Streets where new small local open spaces are proposed.
 - Incorporate WSUD initiatives wherever possible including within the new urban space on Whitehorse Road. Consider locations within footpath and / or on road between parking bays.
 - Aim for diverse, multi-storey plantings to increase biodiversity and resilience.

Bank Street (north side)

- Provide a minimum 2.6m width footpath.
- Provide canopy street trees within rain gardens at road level between carpark bays.
- Provide additional planting to increase environmental comfort for pedestrians and cyclists moving primarily towards the Central Neighbourhood.

Bank Street (south side)

- Provide canopy street trees within rain gardens at road level between carpark bays.

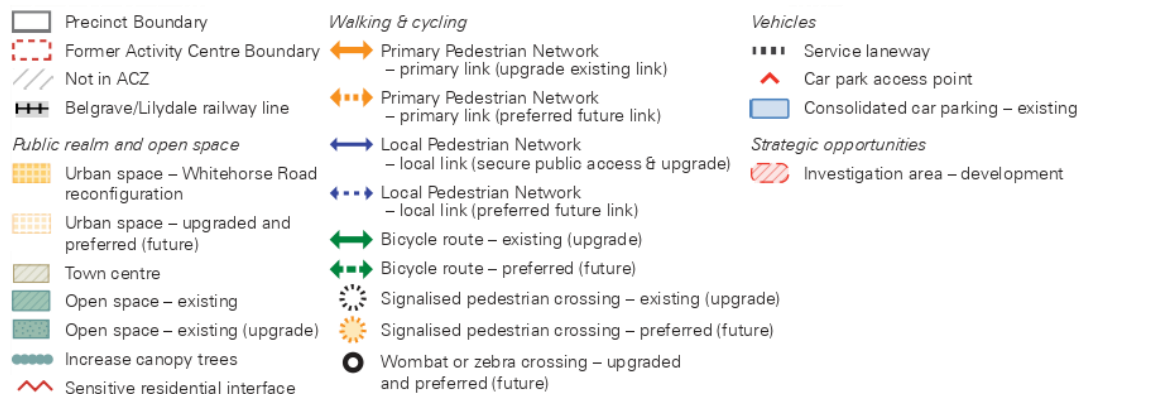
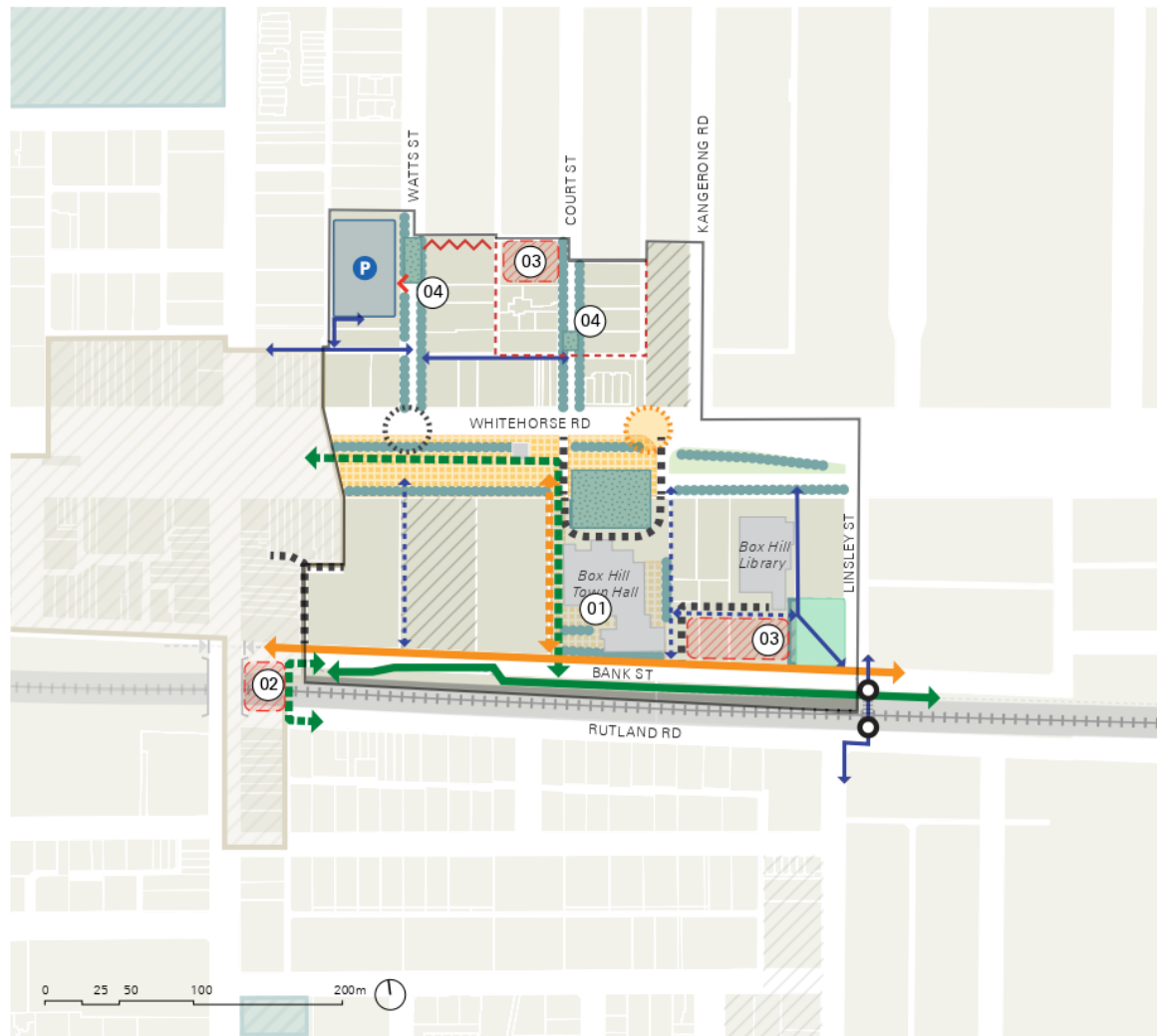
Service Laneways

- Provide climbers on frames to rear boundary walls where climatic conditions support growth and garden courtyards for more substantial planting are not possible.

9.1.1 – ATTACHMENT 1. Revised Box Hill MAC Structure Plan

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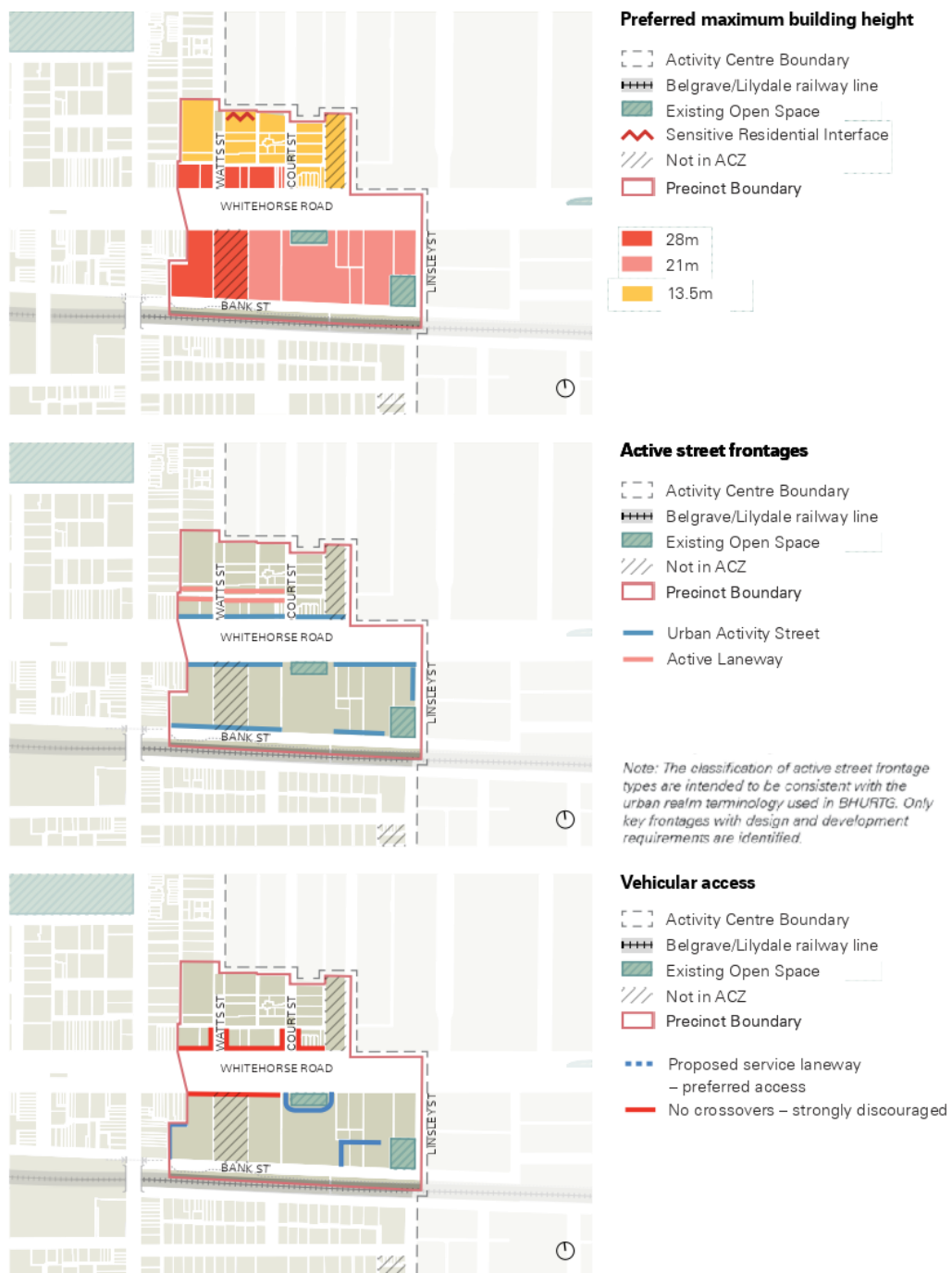
Precinct Map: Civic and Cultural Neighbourhood



9.1.1 – ATTACHMENT 1.

Revised Box Hill MAC Structure Plan

Precinct Key Requirements: Civic and Cultural Neighbourhood



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Precinct Landscape Character: Civic and Cultural Neighbourhood

Preferred landscape character

A combination of landscape types reflects a range of uses and activities within the Civic and Cultural Neighbourhood. Spaces are designed to be inviting for public use and to support passive, incidental social interaction as well as a range of programmed events.

Public garden spaces feature large shade trees and lawn areas which offer choice and comfort to users at different times of the day and throughout the seasons. A variety of formal and informal seating types in a range of configurations accommodates individuals as well as groups of different sizes. Paved forecourts and courtyards extend the internal uses of buildings, form appropriate street interfaces and are welcoming public space gestures. Smaller trees and garden beds make these spaces comfortable for lingering, provide an appropriate transition of scale and clear visual cues to building entrances. High amenity pedestrian spaces are provided to link key destinations throughout the neighbourhood.

The public lighting strategy reinforces the identity and civic functions of the spaces and buildings, facilitates wayfinding and supports the after-hours activity expected in this neighbourhood.

A variety of green spaces includes small local open spaces such as 'pocket parks' within road closure sites and the Linsley Street Reserve provides further choice to residents, workers and visitors.

The 'signature public open space' of Whitehorse Road is forms part of this neighbourhood and interfaces are purposefully designed.

Private realm contribution to landscape character

- Planting is encouraged to balconies and rooftop spaces to enhance their usability as communal / social spaces for employees, residents and visitors.

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6.8 Precinct 6: Enterprise Neighbourhood

Precinct Guidelines: Enterprise Neighbourhood

Built form and design

- ① Undertake a masterplanned approach to decking and development of areas over the rail on sites identified as 'investigation area – development', with provision for cycling connection at rear of deck.
- Development to be built to the boundary, and to provide active street frontages and to prioritise pedestrian and cyclist movement over vehicle access along those street frontages (refer to Active Street Frontage Plan overleaf).

Transport and movement

- Encourage consolidation of sites and for vehicle access to be provided via rear laneways
- Support the establishment of Rutland Road and Pippard Street as primary bike and pedestrian connections. Introduce consistent, high-quality public realm treatment to raise the profile and function of these streets.
- Support the upgrade of service laneway parallel to Station Street as local pedestrian and bike link, consistent with BHURTG "Urban Laneway - Type 1".
- Support the establishment of Ellingworth Pde as a primary pedestrian link connecting to Station Street and the Central Neighbourhood.
- Support local link connecting Ashted Road, Glenmore Street, William Street and Victoria Rose Reserves by prioritising upgrade to high-quality public realm materials consistent with BHURTG.

Public realm and open space

- ② Support proposed open space located between Ellingworth Pde and Harrow Street. Provide additional planting to increase environmental comfort for pedestrians and raise the profile of Pippard Street as link to proposed public open space.
- Ensure all urban realm treatments are consistent with BHURTG.
- Retain highly valued street trees and planting where they exist, for example on Harrow Street and Rutland Road, and add additional trees where possible over time.
- Maximise opportunities for new canopy trees to be planted within deep soil / structural soil zones to support horticultural performance and enhance environmental comfort of streets and spaces. Focus on Ellingworth Parade.
- Incorporate WSUD initiatives wherever possible. Consider locations within footpath and / or on road between parking bays.
- Aim for diverse, multi-storey plantings to increase biodiversity and resilience wherever possible.
- Integrate Pioneer Park with Harrow Street and Community Hub (and multi-deck carpark) frontage by extending under-storey planting and ensuring generous pedestrian access.

Rutland Road (North side)

- Supplement existing planting. Aim for diverse, multi-storey plantings to increase biodiversity and resilience.

Rutland Road (South Side)

- Provide minimum 2.6m width footpath.
- Provide Canopy street trees within rain gardens at road level between carpark bays to improve environmental comfort.

Service Laneways

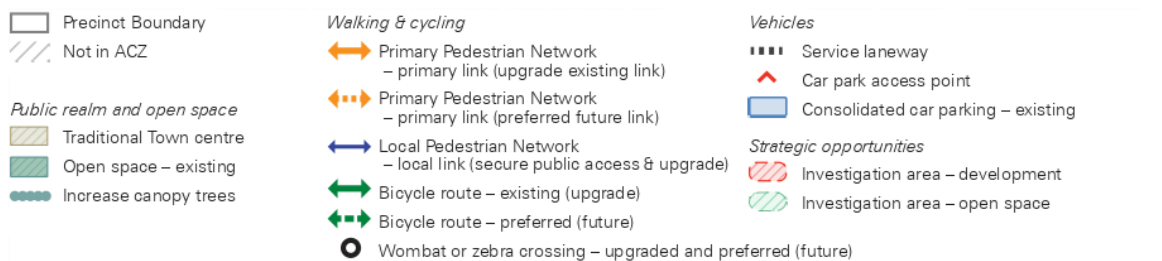
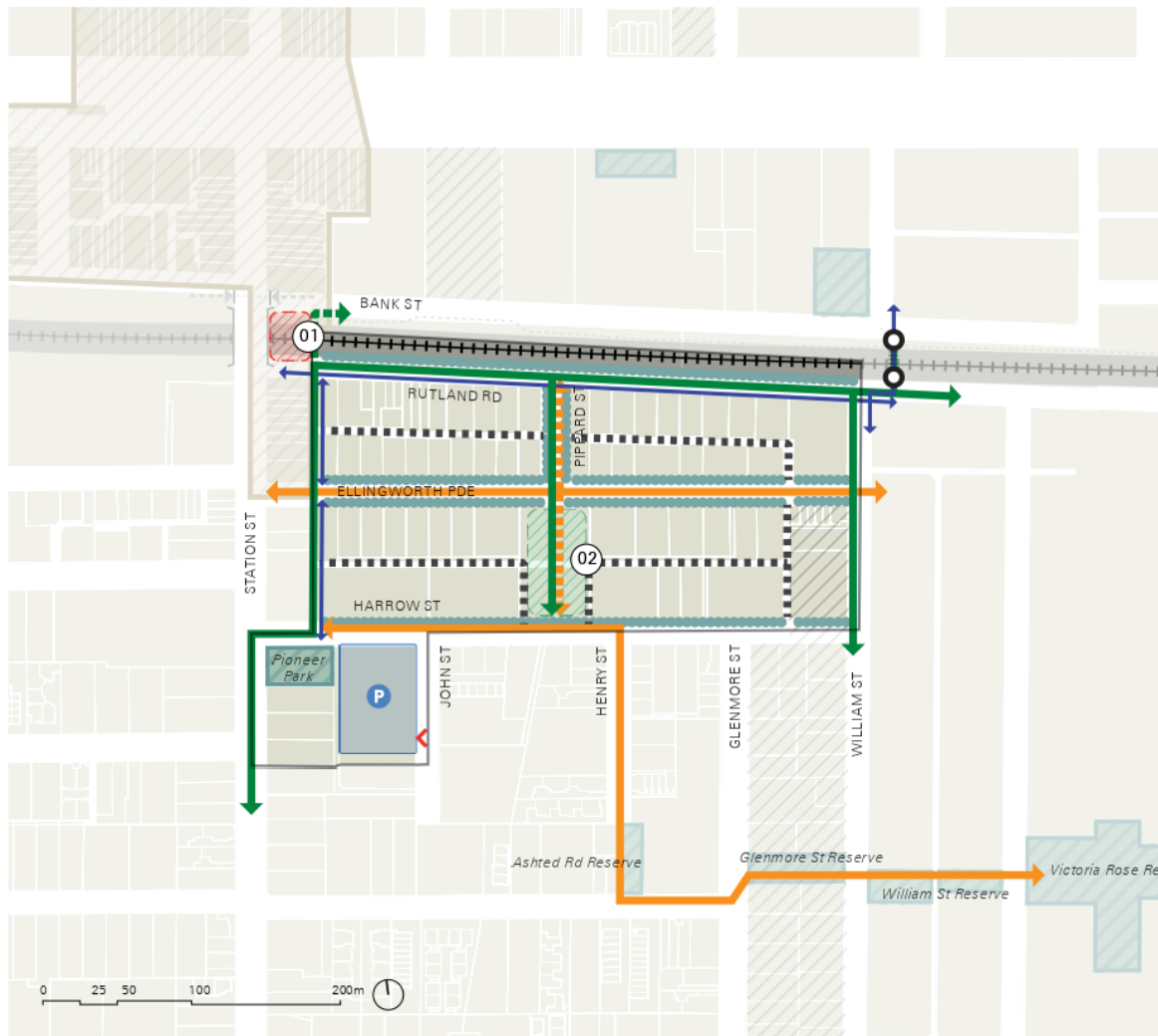
- Provide intermittent garden courtyards (min. 3x3m) with deep soil zone for canopy tree planting zones to rear boundaries.
- Provide climbers on frames to rear boundary walls where climatic conditions support growth.

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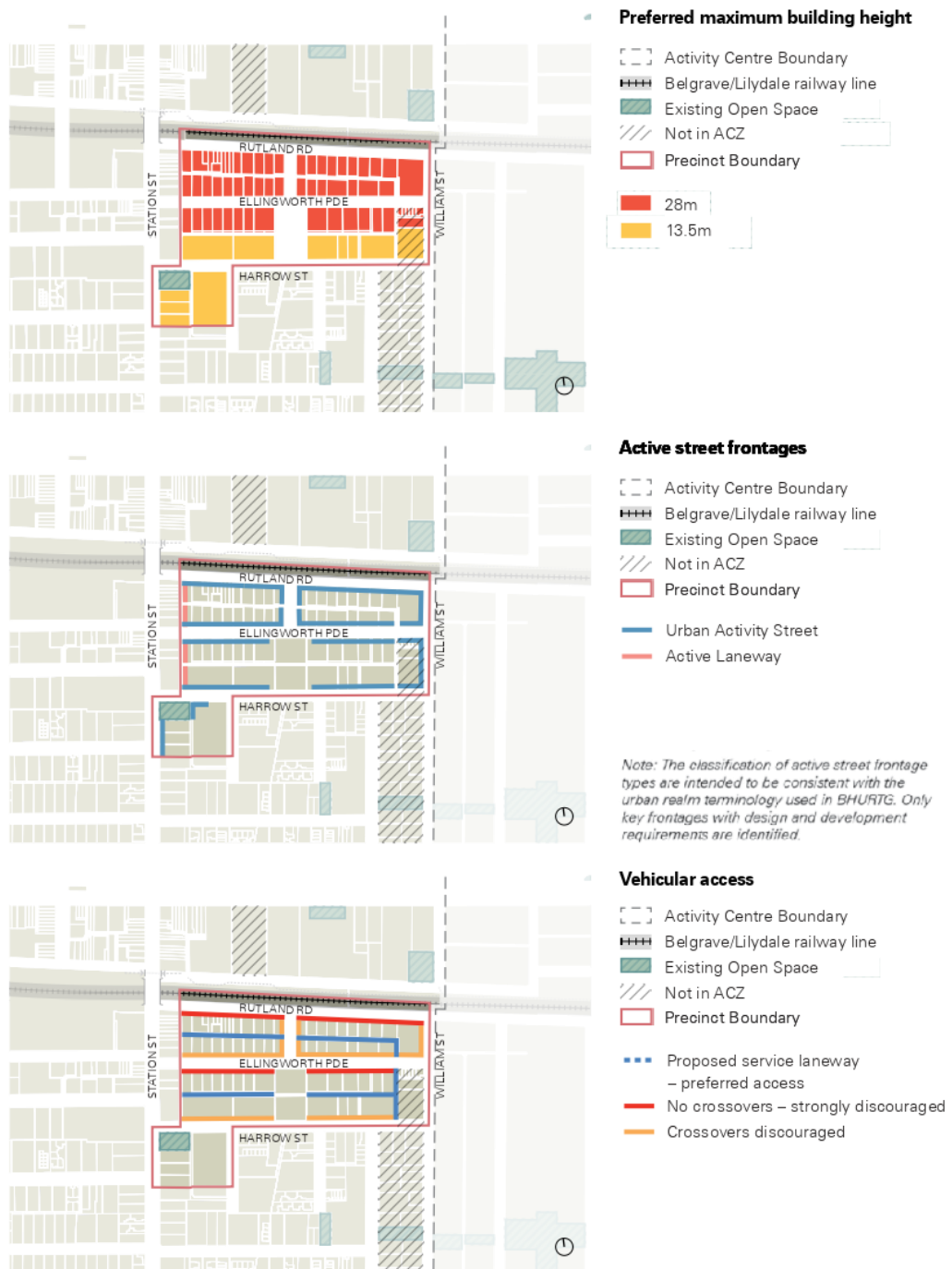
Precinct Map: Enterprise Neighbourhood



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Precinct Key Requirements: Enterprise Neighbourhood



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Precinct Landscape Character: Enterprise Neighbourhood

Preferred landscape character

The Enterprise Neighbourhood is characterised by functional and comfortable urban streets with buildings to lot boundaries in some areas. Open space is limited and highly valued.

As a result, opportunities for greening are actively encouraged within the public and private realms. Canopy trees are provided wherever possible within streets and spaces and are supported by diverse multi-storey planting. This increases biodiversity and resilience of planting and enhances environmental comfort to the neighbourhood through the amelioration of heat island effect. Tree species of suitable size and columnar form are planted within laneways and small paved spaces.

New opportunities for shade trees and passive green spaces are provided in proposed street closures and within the Harrow Street redevelopment and adjacent Pioneer Park.

Private realm contribution to landscape character

- Where zero setbacks from lot boundaries exist, and micro-climatic conditions are suitable, vertical planting in the form of climbers on boundary walls and building façades are encouraged.

9.1.1 – ATTACHMENT 1. Revised Box Hill MAC Structure Plan

6.9 Precinct 7: Transition Neighbourhood

Precinct Guidelines: Transition Neighbourhood

Built form and design

- ① Any buildings or works constructed on a lot that abuts land which is in a General Residential Zone, Neighbourhood Residential Zone, must meet the requirements of the following clauses in the Whitehorse Planning Scheme:
- Clause 55.03-5 – Energy efficiency objectives
 - Clause 55.04-1 – Side and rear setbacks objective
 - Clause 55.04-2 – Walls on boundaries objective
 - Clause 55.04-3 – Daylight to existing windows objective
 - Clause 55.04-5 – Overshadowing open space objective
 - Clause 55.04-6 – Overlooking objective
- All developments within this precinct will be consistent with the requirements of the Residential Growth Zone, including preferred building heights of 3 or 4 storeys.

Transport and movement

- Encourage consolidation of sites and for vehicle access to be provided via rear laneways where possible.
- Support the establishment of Nelson Road, Thurston Street and Surrey Drive as a strategic bike and pedestrian connection.
- Support local link connecting Ashted Road, Glenmore Street, William Street and Victoria Rose Reserves by prioritising upgrade to high-quality public realm materials consistent with BHURTG.

Public realm and open space

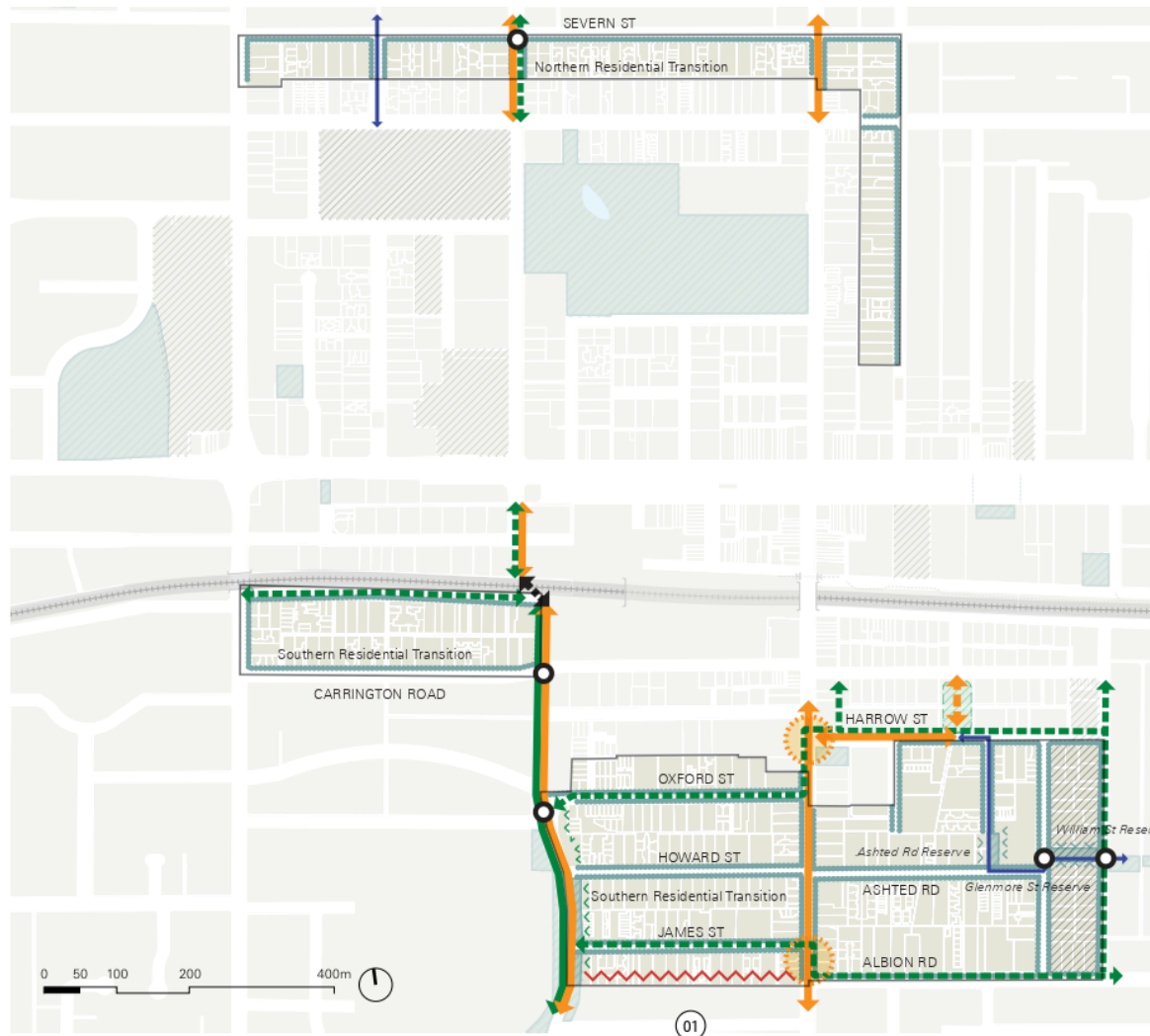
- Retain highly valued street trees and planting where they exist and add additional trees where possible over time.
- Ensure all urban realm treatments are consistent with BHURTG.

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Precinct Map: Transition Neighbourhood

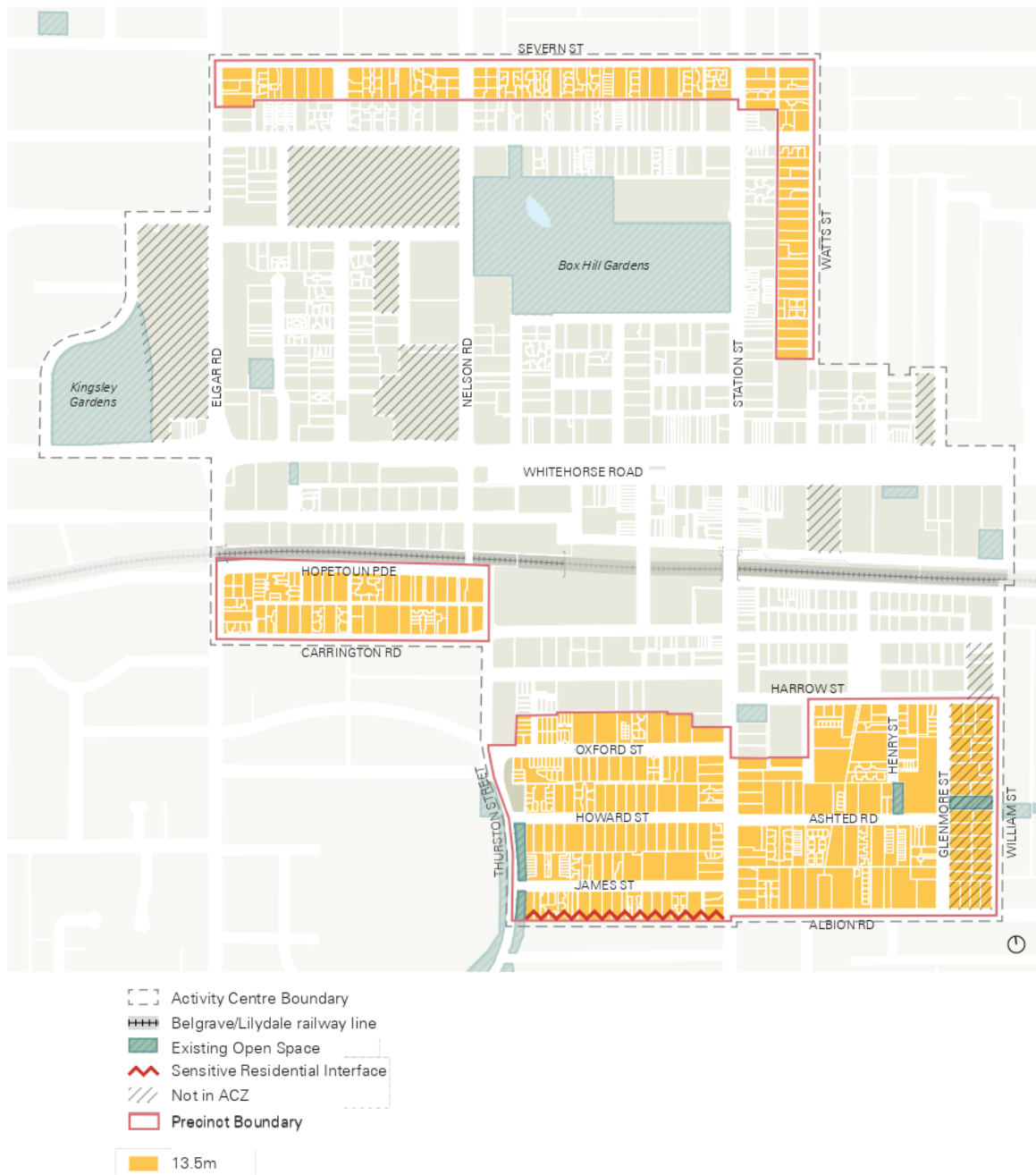


- | | | |
|--|---|--|
| <p>Precinct Boundary</p> <p>Not in ACZ</p> <p>Public realm and open space</p> <p>Open space – existing</p> <p>Increase canopy trees</p> <p>Open space interface</p> <p>Sensitive residential interface</p> | <p>Walking & cycling</p> <p>Primary Pedestrian Network – primary link (upgrade existing link)</p> <p>Primary Pedestrian Network – primary link (preferred future link)</p> <p>Local Pedestrian Network – existing link (secure public access and upgrade)</p> <p>Bicycle route – existing (upgrade)</p> <p>Bicycle route – preferred (future)</p> <p>Signalised pedestrian crossing – preferred (future)</p> <p>Wombat or zebra crossing – upgraded and preferred (future)</p> | <p>Strategic opportunities</p> <p>Investigation area – open space</p> |
|--|---|--|

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Precinct Heights: Transition Neighbourhood

Preferred maximum building height



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Precinct Landscape Character: Transition Neighbourhood

Preferred landscape character

This landscape of this largely residential neighbourhood provides a transition between the intensity of use of the activity centre and the lower densities of the surrounding areas. Streets are characterised by avenue plantings of both native and exotic, climate resilient canopy tree species which provide high amenity, high comfort links.

Diverse multi-storey planting is encouraged wherever possible, including within 'nature strips' and verges. This further enhances comfort by ameliorating the heat island effect, increases biodiversity and resilience and reduces the resources required to sustain and maintain landscapes.

Private realm contribution to landscape character

- Generally, generous and consistent garden setbacks are provided to street frontages and green breaks exist between buildings.
- The planting of trees within these spaces is encouraged to provide an appropriate visual transition between medium and lower density developments, between neighbourhoods and surrounding development more broadly.

Implementation



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7.1 Implementation framework

The implementation plan is a framework containing both statutory and non-statutory actions that are necessary to implement the vision and strategies for Box Hill. The framework identifies the timeframes, responsibilities and priorities.

The implementation plan identifies key stakeholders (in addition to the community) under each action whose support is required for its implementation.

Implementing the actions

The implementation plan organises the actions into three distinct types of actions:

DELIVER

- **Statutory actions:** preparation of a Planning Scheme Amendment
- **Planning processes:** strategies, investigations, monitoring
- **Planning and detailed design:** such as the commissioning of planning and design proposals for public realm upgrades

PARTNER

- **Statutory actions:** engagement with planning permit applicants towards preferred outcomes and delivery of public benefits
- **Partnership opportunities**
- **Engagement with community and stakeholders**

ADVOCATE

- **Requires advocating to government agencies and key stakeholders to achieve key outcomes:** such as the reconfiguration of Whitehorse Road (and Station Street) and the delivery of a priority bicycle and pedestrian bridge from Nelson Road to Thurston Street.

7.2 Statutory framework

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Activity Centre Zone (ACZ)

It is recommended that the Activity Centre Zone be applied to the majority of land within the Structure Plan (Activity Centre) boundary. A schedule to the zone will provide a tailored Table of Uses and associated permit conditions and requirements. This will provide a mechanism to rebalance employment and residential growth in preferred locations.

This is achieved by:

- **Using the Table of Uses** and associated permit requirements to direct appropriate uses to the preferred precincts. This includes a default condition for specified accommodation uses which will trigger a permit requirement if the floor area exceeds the maximum allowable percentage.
- **Tailoring the maximum allowable percentage of gross floor area used for accommodation uses by Precinct.** This percentage has been tailored to align with the Vision statements for each precinct – varying from 30% in the Health and Education, Prospect, Enterprise and Civic Precincts, to 100% in the Garden and Transition Precincts. In addition, Special Purpose accommodation and primary and secondary school uses are prohibited in the Enterprise precinct to allow for a broader range of industrial and commercial uses to establish in that precinct.

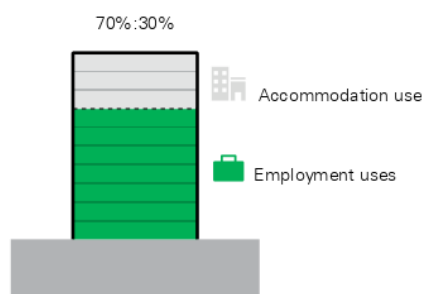
The inclusion of maximum allowable percentage of gross floor area for accommodation within the Box Hill ACZ replicates and tailors elements of the Commercial 3 Zone (C3Z) and embeds these within the ACZ. The C3Z limits residential uses to ensure that employment uses remain the primary function of the zone.

In a manner similar to the C3Z, the Box Hill ACZ includes a permit requirement for accommodation uses, and specifies that the combined gross floor area of accommodation uses must not exceed a maximum allowable percentage.

Consideration was given to applying the C3Z across parts of the centre, such as the Enterprise Precinct, Health and Education Precinct, and Prospect Precinct, however it was considered a less appropriate zone for the following reasons:

- The Purpose of the C3Z zone is specifically oriented towards industrial, commercial, office and other employment generating uses. It is a mixed-use employment zone originally established to facilitate the establishment and growth of creative industries, small manufacturers and start-up businesses. This compares to the Activity Centre Zone, the purpose of which is focussed on delivering intensive mixed use development 'as a focus for business, shopping, working, housing, leisure, transport and community facilities'.
- The Schedule to the C3Z allows for objectives and the maximum allowable gross floor area percentage (accommodation) to be included, but provides limited scope for giving effect to other elements of the Structure Plan and UDF.
- The centre-wide application of the ACZ is the preferred approach for implementing Structure Plans and gives cohesive, tailored effect to the full scope of land use planning and development outcomes sought.

Figure 32 The schedule will specify a maximum allowable percentage for gross floor area for accommodation uses for each neighbourhood. For example, the diagram below shows the ratio used in the Prospect, Health and Education, Enterprise and Civic and Cultural neighbourhoods.



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The case against density controls

Density controls in the form of Floor Area Ratio's (FAR) have been used (in conjunction with built form controls) in the context of other activity centres and the central city to manage built form density.

In this case, the FAR mechanism is **not recommended** for Box Hill for the following reasons:

- The strategic imperative in Box Hill relates to managing population and job growth. The FAR could do this through limiting residential and employment floorspace. The more critical issue in Box Hill is achieving a mix of uses, rather than the amount of development occurring. The alternative C3Z model proposed will serve this function.
- A demand based FAR would indicate the ultimate amount of floorspace to be accommodated in the centre. For this current work in Box Hill, the floorspace demand projections have been made to 2036, but these are not 'end targets' and Box Hill will need to continue to grow beyond that time frame. A 'cap' on development based on a point in time projection is not justified in this instance.
- A supply based FAR would indicate the capacity of the area to accommodate floorspace (supply). An assessment of 'full built out' would be needed to establish a capacity based FAR. This has not been undertaken, and it would be difficult to make accurate or appropriate assumptions for this, particularly in the context of the opportunities created by major infrastructure investment anticipated in Box Hill over time.
- A key issue in Box Hill relates to the 'character', 'built form typology' and 'amenity'. An FAR is not a built form control in itself. It would need to be used in conjunction with height and built form controls which are proposed to be included in the ACZ to guide design and built form outcomes.
- The FAR is not the only mechanism that can serve as a 'threshold' trigger for the provision of public benefits. Alternative triggers include height, number of dwellings, development value, or, as proposed in the Box Hill ACZ, exceedance of a percentage of gross floor area for specified accommodation uses.

How are public realm outcomes and improvements implemented?

First, the ACZ Framework plan will identify the key urban design interventions for the centre, including major public realm enhancements, new public open spaces, and the pedestrian and cyclist priority network.

The Subdivision and Buildings and Works provisions require that development is generally in accordance with the Framework Plan, and for the land owner to enter a Section 173 agreement to deliver public realm improvements such as footpath reconstruction.

More generally, the Centre Wide Design and Development provisions for public realm interface and active street frontages ensure buildings interact appropriately at ground and lower levels with the streets and public spaces. In certain precincts and locations, additional street wall setbacks are required to allow for widened footpaths and /or landscaping.

The ACZ will need to be supported by mechanisms for development to make contributions to the provision of upgraded infrastructure – including improved public realm and open spaces. This will need to be prepared separately to this work.

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How are public benefits such as Affordable housing delivered?

The ACZ will contain two separate mechanisms to support the delivery of public benefits and affordable housing, Floor Area Uplift (FAU) and discretionary inclusionary contributions.

- Floor area uplift (FAU) that captures value uplift generated by height exceedance under the new controls. A permit application that proposes a building with a maximum height exceeding the preferred maximum heights specified in the ACZ will be assessed against two parallel processes, a benefits review and a design review to consider whether the proposal:
 - Delivers community benefits that are aligned to the needs of each neighbourhood. For instance, affordable and key worker housing in the Health & Education Neighbourhood and;
 - Results in an acceptable design outcome. For instance, satisfying the mandatory overshadowing controls while providing high-quality placemaking and acceptable management of off-site impacts.
- Inclusionary contributions of at least 6% of GFA for the sole purpose of affordable housing for developments within Central, Health & Education, Enterprise, Prospect, Civic and Cultural Neighbourhoods.

How is car parking managed?

- The existing Schedule 1 to the Parking Overlay sets out objectives and provisions for car parking in Box Hill.
- It is recommended a review of car parking rates should be undertaken as a priority action with the purpose of replacing minimum car parking rates with maximum car parking rates. This would discourage development from providing parking at rates greater than the statutory parking rate.
- The Structure Plan recommends that consideration should be given to significantly reduced maximum rates, more akin to the CBD, to be applied in Box Hill. The BHITS will need to underpin a future review of the rates in the Parking Overlay.
- The Structure Plan has also identified the need for encouraging a consolidated approach to parking. The ACZ includes Subdivision Provisions which require that car parking must be retained in single or a consolidated title as common property, unless the responsible authority agrees otherwise. This seeks to:
 - Allow individuals greater choice by not forcing purchase of a car parking space as part of a residential or commercial tenancy, adding to improved affordability.
 - Allow for more efficient use of existing and proposed car parking through shared public/private access and temporal sharing of car parking spaces. Fees charged for use of car parking spaces (on short or long term arrangements) generate a source of revenue for owners corporations and potentially reducing owners corporation fees.

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7.3 Implementation plan

Timing
Immediate
Short term
Medium term
Long term

0-2 years
3-5 years
6-9 years
10+ years

High Priority Action

TYPE	ACTION	TIMING	STAKEHOLDERS (in addition to the community) BOLD = Responsible for change	RELATED OBJECTIVE
DELIVER	Action 1 Prepare a Planning Scheme Amendment to: <ul style="list-style-type: none"> — Apply the Activity Centre Zone (ACZ) to the majority of land within the centre — Apply a Development Plan Overlay (DPO) to both Box Hill Central sites (north and south) — Implement in the ACZ the vision and objectives and relevant statutory actions contained in this plan — Implement the recommended built form framework contained in the BHMAC UDF as Centre-wide Design and Development provisions — Incorporate Precinct Provisions in the ACZ for all Neighbourhoods to support the vision and objectives for each Neighbourhood — Incorporate a tailored Table of Uses in the ACZ to support growth of employment uses in preferred locations — Incorporate a tailored Table of Uses in the ACZ to encourage retail, hospitality, entertainment, community and cultural uses in preferred locations — Incorporate a maximum allowable percentage of Gross Floor Area (GFA) for specified Accommodation uses — Incorporate an Affordable Housing contribution of at least 6% in the ACZ for Health & Education, Prospect, Central, Civic & Cultural and Enterprise Neighbourhoods — Incorporate an Value Uplift Capture mechanism in the ACZ for applications exceeding the preferred maximum building height — Identify the Primary Pedestrian Network in the ACZ and include provisions to support the delivery of future primary and local links — Incorporate in the ACZ in design and development requirements for vehicle access, car parking, loading and services — Identify in the ACZ the preferred locations for vehicular access, service laneways and consolidated car parking for each neighbourhood 	Immediate	Whitehorse City Council , Victorian Government, Minister for Planning	All
DELIVER	Action 2 Monitor the number of affordable housing units delivered through planning permit applications and <i>Section 173 Agreements</i> against affordable housing targets	On-going	Whitehorse City Council , Affordable Housing Providers, Development Industry	Objective 3
DELIVER	Action 3 Engage with landholders of Box Hill Central and sites identified as 'investigation area — development' in the Precinct Plans at all stages of planning, including pre-planning stages to facilitate development outcomes that deliver public benefits	On-going	Whitehorse City Council, Vicinity Centres, Development Industry	Objective 3
DELIVER	Action 4 Engage with development industry and affordable housing providers to strengthen partnerships and opportunities for the delivery of affordable housing	Immediate	Whitehorse City Council , Development Industry, Affordable Housing Providers	Objective 3
DELIVER	Action 5 Monitor employment floorspace and uses within each Neighbourhood against preferred land use outcomes <ul style="list-style-type: none"> — Maintain an up-to-date database on floorspace by type from a variety of data collection methods (i.e. planning permit applications that have been constructed) 	On-going	Whitehorse City Council , Development Industry	Objective 4
PARTNER	Action 6 Engage with education, health and community providers and stakeholders to facilitate research, training and knowledge-sharing partnerships	On-going	Whitehorse City Council , Department Of Education, Box Hill Institute, Eastern Health, Epworth Eastern, Health And Education Providers	Objective 4
PARTNER	Action 7 Engage with start-ups, creative industries and enterprise to connect them with potential development sites and short-term tenancy opportunities	On-going	Whitehorse City Council , Creative Victoria	Objective 4

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Timing
Immediate 0-2 years
Short term 3-5 years
Medium term 6-9 years
Long term 10+ years

TYPE	ACTION	TIMING	STAKEHOLDERS (in addition to the community) BOLD = Responsible for change	RELATED OBJECTIVE
DELIVER	Action 8 Encourage retail, hospitality and entertainment uses in locations where active frontage types are identified in Precinct Key Requirements	On-going	Whitehorse City Council, Development Industry	Objective 5
DELIVER	Action 9 Prioritise streetscape improvements consistent with BHURTG in locations where "Urban Core Street", "Urban Activity Street" and "Activity Laneway" is identified in Precinct Key Requirements to support street-based shopping and entertainment	Medium term	Whitehorse City Council, Department Of Transport (Whitehorse Road And Station Streets)	Objective 5
DELIVER	Action 10 Undertake planning and feasibility studies for the Box Hill Town Hall and Box Hill Library (as shown in the Precinct Plan), including: — Upgrades to existing forecourt to integrate with the proposed Whitehorse urban space — Redevelopment of the rear of the Town Hall to renew the Community Hub and to provide a new urban and/or open space orientated to Bank Street — Provision of a new pedestrian and cycle through block link — New and upgraded primary and local links as identified in the Precinct Plan	Long term	Whitehorse City Council	Objective 5
PARTNER	Action 11 Investigate opportunities for partnerships and investment for the development and/or renewal of Council landholdings for the provision of community facilities.	Medium term	Whitehorse City Council, Development Industry, Community Services Providers	Objective 5
DELIVER	Action 12 Prepare a "Design Excellence Policy" to establish an City of Whitehorse Independent Design Review process for significant development proposals	Short-term	Whitehorse City Council, Development Industry	Objective 11
DELIVER	Action 13 Prioritise pedestrian realm improvements in areas that facilitate passenger transfers between services	Medium term	Whitehorse City Council, Department Of Transport, Metro Trains, Yarra Trams	Objective 12
ADVOCATE	Action 14 Advocate to Department of Transport for improvements to the Box Hill Transport Interchange: — Substantially upgraded public transport interchange facilities in Box Hill that is integrated to the proposed SRL station. — Interim upgrades to the existing interchange to improve passenger comfort	Long term	Whitehorse City Council, Victorian Government, Department Of Transport, SRLA	Objective 12
ADVOCATE	Action 15 Advocate to Department of Transport for improvements to the public transport network: — Adoption of a "CBD-like" approach to Box Hill's transport network to prioritise public and active transport modes — Extension of the Tram Route 109 to Middleborough Road and potentially Blackburn — Changes to the bus network, including: combining Routes 284 & 271 and Routes 765 & 766, straighten Route 281 so that it operates direct along Elgar Road from Koonung Secondary College to Box Hill Institute and Deakin University — Provide new on-street bus stops and upgrade existing bus stops on Whitehorse Road	Short-term	Whitehorse City Council, Department Of Transport	Objective 12
DELIVER	Action 16 Provide new and upgraded bicycle routes as identified in the Transport and Movement Framework Plan, Precinct Plans and the BHITS	Medium term	Whitehorse City Council, Department of Transport	Objective 13
DELIVER	Action 17 Provide wombat crossings in preferred locations where the PPN crosses minor streets, these are identified in Precinct Plans and in the BHITS.	Medium term	Whitehorse City Council, Department of Transport	Objective 13

9.1.1 – ATTACHMENT 1.

Timing	
Immediate	0-2 years
Short term	3-5 years
Medium term	6-9 years
Long term	10+ years

High Priority Action

9.1.1 – ATTACHMENT 1. Revised Box Hill MAC Structure Plan

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Timing
Immediate 0-2 years
Short term 3-5 years
Medium term 6-9 years
Long term 10+ years

TYPE	ACTION	TIMING	STAKEHOLDERS (in addition to the community) BOLD = Responsible for change	RELATED OBJECTIVE
ADVOCATE	Action 28 Advocate to Department of Transport for the creation of a new public plaza deck above the railway line at Station Street between Bank Street and Rutland Street.	Short term	Whitehorse City Council, Department of Transport , Development Industry	Objective 16
DELIVER	Action 29 Create shared zones in laneways identified as Active Laneways in the Precinct Plans, consistent with BHURTG "Type D: Urban Lane 1".	Medium term	Whitehorse City Council	Objective 17
PARTNER	Action 30 Work with planning permit applicants to ensure provision of streetscape and landscape design responses are consistent with BHURTG.	On-going	Whitehorse City Council, Development Industry, Landowners	Objective 17
PARTNER	Action 31 Work with planning permit applicants, and landholders of the Box Hill Central sites to provide for widened footpaths and new pedestrian links.	Medium term	Whitehorse City Council, Vicinity Centres	Objective 17
DELIVER	Action 32 Prepare a Development Contributions Plan (DCP) or equivalent as part of a Planning Scheme Amendment to contribute funding towards the delivery of new open space and public realm, transport and community infrastructure improvements outlined in this plan.	Immediate/ Short term	Whitehorse City Council	Objective 18
DELIVER	Action 33 Deliver new small local open space at the existing Council car park at Ellingworth Parade.	Short term	Whitehorse City Council	Objective 18
DELIVER	Action 34 Investigate the Public Open Space Contribution Rate for BHMAL to ensure that the rate is appropriate for the future open space improvements	Immediate	Whitehorse City Council	Objective 18
DELIVER	Action 35 Enhance existing road closures to increase greening opportunities and deliver small local open spaces at Wellington Road, Young Street, Watts Street, Court Street.	Medium term	Whitehorse City Council	Objective 18
DELIVER	Action 36 Undertake a strategic study for the provision of wayfinding and signage to strengthen linkages between open spaces, including (but not limited to): — From the new open space on Ellingworth Parade to existing open spaces at Ashted Road Reserve, Glenmore Street Reserve, William Street Reserve and Victoria Rose Reserve — From Box Hill Hospital to Hagenaur Reserve	Short term	Whitehorse City Council	Objective 18
PARTNER	Action 37 Work with landholders of Box Hill Central to support the delivery of a new Neighbourhood open space in Central Precinct as recommended in the BHOSS.	Medium term	Whitehorse City Council, Vicinity Centres	Objective 18
PARTNER	Action 38 Work with landholders of sites along Poplar Street to support the delivery of a new Local open space in the Health and Education Precinct as recommended in the BHOSS.	Medium term	Whitehorse City Council, development Industry, landholders, Box Hill Institute	Objective 18
PARTNER	Action 39 Engage with major landowners to investigate options for upgraded publicly accessible open spaces and links that benefit the full community. Consider land swap opportunities to maximise the usability and scale of new open spaces.	On-going	Whitehorse City Council, Development Industry	Objective 18
DELIVER	Action 40 Adopt a minimum target of 30% tree canopy cover and investigate the adoption of a higher target of 40% (as adopted by the City of Melbourne).	Short term	Whitehorse City Council	Objective 19
DELIVER	Action 41 Establish a street tree planting program to support the achievement of the tree canopy cover target	Long term	Whitehorse City Council	Objective 19
DELIVER	Action 42 Prepare a public lighting strategy for the BHMAL	Short term	Whitehorse City Council	Objective 19
DELIVER	Action 43 Increase urban biodiversity and resilience through the selection of diverse combinations of multi-storey planting	Short term	Whitehorse City Council, Development Industry	Objective 19

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7.4 Monitoring and review

All actions outlined in this plan will be monitored continually by Whitehorse City Council against timeframes and desired outcomes of strategies. It should be noted that many of these actions are also supported and monitored through multiple Council strategies and processes.

Whitehorse City Council will provide an update on the implementation of the Structure Plan annually in the form of a report. This report will provide Council with an annual progress report to ensure an appropriate application and allocation of resources required to achieve the vision, objectives and key projects put forth in this plan. As a direct outcome of this process, the implementation plan will be reviewed and updated to ensure this plan is achieving its vision.

A review of this structure plan will be undertaken every five years, coinciding with release of new Census data, to ensure that the plan remains relevant and consistent with state and local planning policy and to identify any changes required to respond to changes.

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Image: Aerial view of Box Hill in February 2020 | Nearmap



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Box Hill Metropolitan Activity Centre to 2036 DRAFT Urban Design Framework

October 2021

Prepared by MGS Architects
TQ Planning | Movement & Place Consulting
SGS Economics & Planning | Mary Papaioannou



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Revised Box Hill MAC Urban Design Framework

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Description

Review of Strategic Direction
Box Hill Metropolitan Activity Centre
Draft Urban Design Framework
October 2021

Prepared by MGS Architects

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The Wurundjeri– Balluk Tribe are the traditional custodians of the land on which Geelong is located. The tribe, whose traditional language is Woi Wurrung, is one of the five tribes that make up the Kulin nation. The tribe has historical links with the wider area now known as the City of Whitehorse extending over 40,000 years. Whitehorse City Council respectfully acknowledges the Traditional owners of the land which is now called Whitehorse, the Wurundjeri people and their elders past and present.

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04.05.2020	Final submission V1.1	MGS Architects	-
26.08.2020	Final submission V1.2 (minor corrections)	MGS Architects	-
10.03.2021	Final submission V1.3 (minor corrections)	MGS Architects	-
14.10.2021	Final submission V1.4 (minor corrections)	MGS Architects	-

Disclaimer: While every reasonable effort has been made to ensure that this document is correct at the time of printing, MGS has relied on considerable third party information and disclaim any and all liability to any person in respect of anything or the consequences of anything done or omitted to be done in reliance upon the whole or any part of this document.

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Glossary of terms

ACZ	Activity Centre Zone
BHOSS	Box Hill Open Space Strategy
BHITS	Box Hill Integrated Transport Strategy
BHTI	Box Hill Transit Interchange
BHURTG	Box Hill Urban Realm Treatment Guidelines
CBD	Central Business District
ESD	Environmentally Sustainable Development
DELWP	Department of Environment, Land, Water and Planning (State Government of Victoria)
DDA	Disability Discrimination Act 1992
DDO	Design and Development Overlay
MAC	Metropolitan Activity Centre (<i>Plan Melbourne 2017-2050</i>)
VIF	Victorian Government's Victoria in the Future forecasts

Introduction



9.1.1 – ATTACHMENT 2. Revised Box Hill MAC Urban Design Framework

1.1 Purpose

The purpose of the *Box Hill Metropolitan Activity Centre Urban Design Framework* (BHMAL UDF) is to provide recommendations for a revised built form framework for the centre, to ensure that future built form outcomes are both aligned with the vision for each neighbourhood and collectively with the centre. These recommendations underpin the built form and design objectives contained in the *Box Hill Metropolitan Activity Centre to 2036 Structure Plan*.

Structure

This document is organised into three sections (in addition to this introductory section):

- 1 Introduction:** provides an brief overview of existing built form controls and key issues.
- 2 Recommended Built Form Framework:** proposes new built form requirements and guidelines for the centre.
- 3 Testing Outcomes:** demonstrates the overall outcomes from the combination of proposed planning controls.
- 4 Implementation:** proposes an implementation framework for the direct integration of the built form framework into the planning scheme.



The revised Structure Plan

The revised Structure Plan, *Box Hill Metropolitan Activity Centre to 2036*, aims to reconcile the significant forecast growth in population, housing and employment with the necessary underpinning amenity, character, connectivity and resilience to support the centre's role as the pre-eminent urban centre of Melbourne's east. The

plan provides a new vision that is supported by a suite of objectives, strategies and actions. A key aspect of the plan is the establishment of a network of distinctive neighbourhoods (see Figure 1) and the introduction of overshadowing controls to ensure sunlight access is provided to the primary pedestrian network. This includes ensuring that built form outcomes are both consistent with the preferred character for each neighbourhood, as well as promoting a collective vision, through emphasis on an enhanced role for placemaking in the Centre.

The Vision for Box Hill

Box Hill is the pre-eminent urban centre for Melbourne's east. The centre supports a regionally significant focus for health, education and employment serviced by a major public transport hub. It provides a diverse and growing range of business, retail, entertainment, community and living opportunities.

An interconnected network of complementary and distinctive, accessible and vibrant neighbourhoods respond to the diverse community's desire for sustainable, engaging, safe, caring and healthy places. Future change in Box Hill will deliver a people-friendly environment with open and welcoming public spaces for all.

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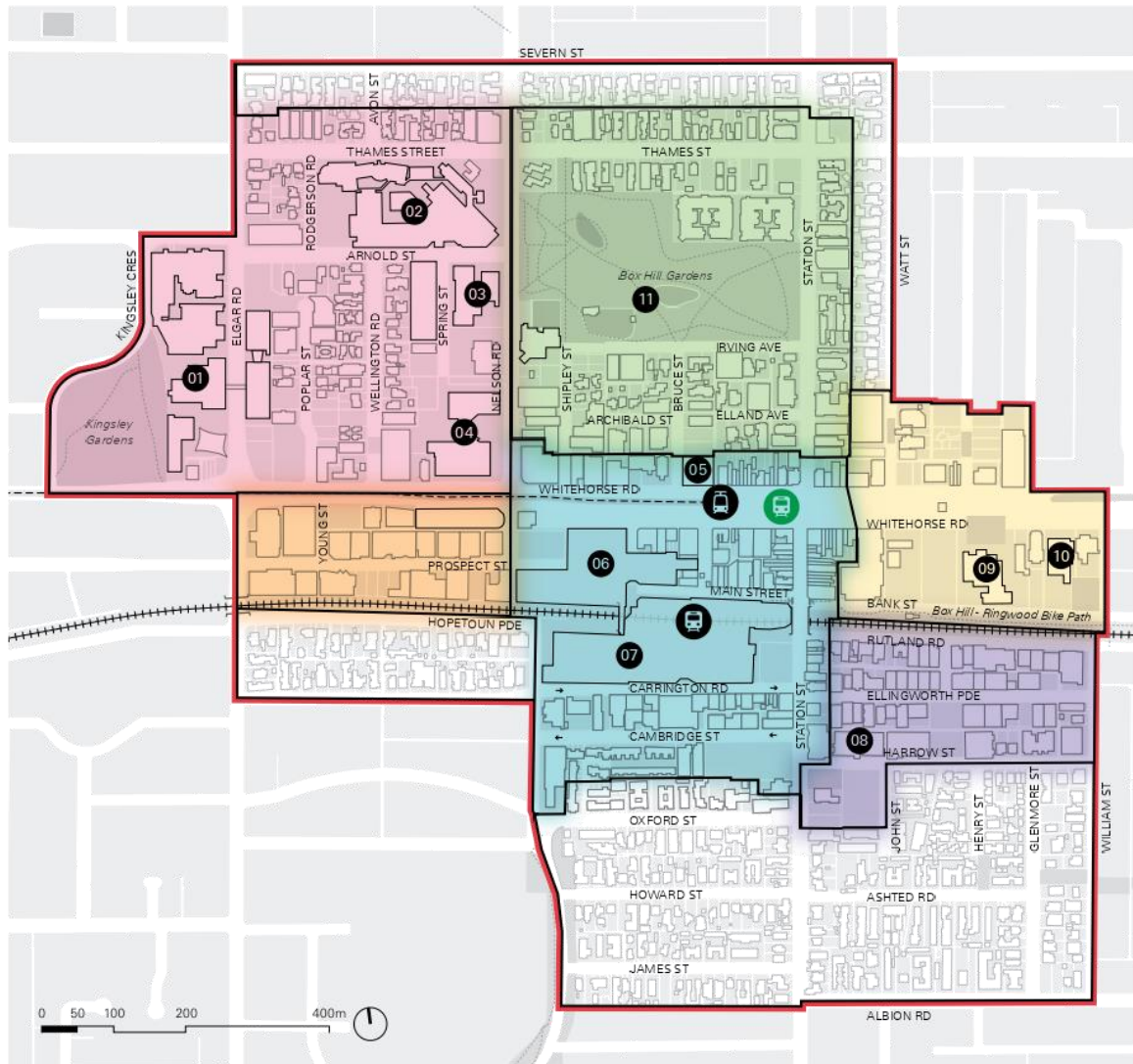


Figure 1 Distinctive neighbourhoods of Box Hill as proposed in the *Box Hill Metropolitan Activity Centre to 2036 Structure Plan*.

Legend

- Structure Plan (Activity Centre) Boundary
- Precinct Boundary

Neighbourhoods

- Precinct 1: Central
- Precinct 2: Health & Education
- Precinct 3: Prospect
- Precinct 4: Garden
- Precinct 5: Civic & Cultural
- Precinct 6: Enterprise
- Precinct 7: Transition

- T Tram 109 terminus
- S Box Hill Station
- U SRL underground station - indicative only

Key Places

- 01** Box Hill Institute | Elgar campus
- 02** Box Hill Hospital
- 03** Epworth Hospital
- 04** Box Hill Institute | Nelson campus
- 05** Australian Tax Office
- 06** Box Hill Central North
- 07** Box Hill Central South
- 08** Centrelink & Medicare
- 09** Box Hill Town Hall
- 10** Box Hill Library
- 11** Box Hill Gardens

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1.2 Existing built form controls

Unlike many major or metropolitan activity centres in Melbourne, there are no tailored zones or overlays relating to built form applicable in Box Hill: such as the Activity Centre Zone (ACZ) or Design and Development Overlay (DDO), (with the exception of DDO) for the neighbourhood centre located at Thames and Station Streets. As a result, there are no specific statutory mechanisms which specify built form objectives and requirements to implement the preferred built form outcomes contained in the *2007 Structure Plan*. The existing built form controls are contained within statements of desired outcomes and guidelines which specify building height limits, solar access, ground and upper level setbacks with varying degrees of clarity and precision.

Building heights

Heights are inconsistently specified in existing controls, with a preferred maximum in storeys and metres specified for some precincts whereas a range of storeys (4 to 6-storey) or no height limit is specified in Precinct E and F respectively.

Street wall height

None specified.

Upper level setbacks

Varying descriptions of upper level setback requirements but no distances specified.

Side (above street wall) setbacks

Varying descriptions of upper level setback requirements but no distances specified.

Side or rear setbacks

Varying descriptions of upper level setback requirements but no distances specified.

Solar access

Winter solstice controls specified for 11am-2pm to avoid overshadowing of key public spaces, peripheral residential precincts and residential areas outside the centre. This amounts to a discretionary control that applies to Precincts B, C, D and F. However, 'Key Public Spaces' is not clearly defined in the *2007 Structure Plan*. It would appear that this refers to 'Key Open Spaces' in the 'Built Form Precincts' plan (Figure 9, p.58). Furthermore, there no specific application requirements outlined in the Planning Scheme itself.

Table 1 Existing built form controls

Built Form Precinct	Building height	Upper level setback	Side / rear setbacks	Ground level setbacks	Solar access
A Peripheral residential			<i>Clause 54 & 55</i>		
B Low-rise higher density residential	3-storey preferred (11m approx. including roof)	None required	None required	Match adjoining, adopt less if both sides differ	Solstice 11-2 - avoid overshadowing of Key Public Spaces, Peripheral Residential Precincts or residential areas outside
C Traditional town centre	3-storey preferred (11m approx.)	Any height above 11m should be setback	Do not create side setback	Do not create ground level setback	Solstice 11-2 void overshadowing of Key Public Spaces
D Mix-rise commercial and mixed use	4-storey preferred (14m approx. including roof)	None specified	Avoid unless required for access	Avoid	Solstice 11-2 - avoid overshadowing of Key Public Spaces, Peripheral Residential Precincts or residential areas outside
E Town hall	4 to 6-storey preferred limit (nominally 20m)	No distances specified, set back should respect heritage buildings	None specified	Provide as appropriate to context of significant buildings	None specified
F Major development	No specific height limit	Varied but distances not specified	Avoid	Avoid	Solstice 11-2 - avoid overshadowing of Key Public Spaces, Peripheral Residential Precincts or residential areas outside

Figure 2 'Built Form Precincts' | Reproduced from the 2007 *Structure Plan*, pg.17

1.3 Issues with existing built form

An analysis of urban design and built form was undertaken in the *Box Hill Metropolitan Activity Centre Analysis and Options Report (May 2019)*, which underscored the challenge of delivering taller buildings in what remains a largely suburban streetscape and arterial road streetscape. This has introduced a range of issues with existing and emerging built form. These issues will need to be managed to ensure that the centre's continued growth and role as the pre-eminent urban centre for Melbourne's east is supported by high-quality urban design and built form outcomes.

Land use and built form coordination

There have been issues with the integration of built form outcomes and preferred future land uses, due in part to conflicting messages, State Government zone reforms and limited consideration of development economics. In some areas, particularly in the Health and Education Neighbourhood, as well as parts of Prospect Street, existing built form controls have encouraged built form that has not delivered the land use outcomes being sought. Similarly, the Enterprise Neighbourhood has traditionally provided opportunities for a variety of scales of proprietary businesses to prosper but planning provisions have not precluded residential uses. Higher and better land value outcomes have been achieved through predominantly residentially focussed towers which in turn, out-compete lower rise commercial use for value.



Figure 3 Higher density residential development with high-capacity car parks on Fairbank Lane.

In some areas, lots with constrained access arrangements have been overdeveloped. For example, large-scale residential buildings with high-capacity car parks are constructed within street networks that do not support that outcome. Development proposals on modestly scaled sites in hinterland locations are being put forward, which rely on exclusive street access for vehicle loading and pedestrian access. The Forrest Hill Precinct in South Yarra is a mature example of the very poor urban outcome arising from such an arrangement.

The existing policies have not delivered the conversion from shopping centre to town centre achieved in other transit rich urban areas such as QV in the Melbourne CBD. It is noted that Council has recently undertaken steps towards addressing these shortfalls, notably the Box Hill Urban Realm Treatment Guidelines (BHURTG).

Heights, setbacks and building separation

The majority of approved development has been located on relatively small sites, either from a single existing lot or a small number of contiguous lots. Approximately two-thirds of approved developments are on sites measuring less than 1500 sqm, which is approximately the equivalent of two standard Box Hill house blocks. As a positive this has meant that development can occur relatively rapidly without the need for site amalgamation. The negative outcome of these developments from a design perspective is the inconsistent application of equitable development principles, where the development on one lot makes de facto use of some of the development potential of an adjoining site by building close to the boundary. There is also the significantly increased number of inactive sideages where new buildings are constructed up to the lot boundary on all sides. Where habitable rooms face the side boundaries there is an over-reliance on screening to manage privacy and reduce overlooking between developments. It would be preferable that larger setbacks and coordinated outlooks towards public areas are provided.

On the few sites large enough to contain multiple towers above podium level (5 projects from our sample) the average separation between towers is 11m. This suggests one potential benefit from the development of larger sites – the greater potential for managing access to light and air between taller built forms. This observation is tempered by the fact that each of these 5 examples has side setbacks of less than 4.5m. While there is adequate separation between towers within the sites, there is potential for taller towers on adjoining sites to be too close, leading to diminished amenity.

Integration with the public realm

Many new developments in Box Hill demonstrate multiple issues regarding the integration with the adjoining public realm. Development on larger sites would more positively integrate with the surrounding public movement network if 24-hour accessible pedestrian and cycle connections were provided. This can be to either replace existing informal connections severed by the new development or to provide new links within impermeable street blocks.

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It is notable that many new developments make very little landscape contribution towards quality urban streetscapes, places and amenity. While there are a small number of developments that provide improved mid-block connectivity, there is more generally an absence of contributions towards upgraded footpath capacity in existing streets and lanes. In some neighbourhoods the magnitude of growth means that more space is needed to enable enhanced interconnection of neighbourhoods and key destinations within the activity centre. While the public realm is a council managed space, there is an absence of substantial public realm improvements for areas immediately adjoining the project site, as part of development proposals.

There are many locations where the comfort and amenity of pedestrians at street level is relatively poor. Overshadowing and wind impacts have had a negative impact on the public realm surrounding the development. The consideration of wind effects from taller buildings have in many cases not been demonstrated. The use of canopies and continuous weather protection along active pedestrian-focussed street interfaces is intermittent where provided.

There is inconsistent activation of laneway and street podium interfaces leading to perceived diminished safety and security within the public realm. With respect to building interface arrangements, podium heights appear to be determined more by functional requirements of the internal use than in response to the role of the street and the need for wind mitigation in some locations.

The substantial increase in lot coverage in many areas has resulted in a substantial loss of tree canopy cover and shade as sites have been intensified. This is an inevitable outcome from a substantial intensification in use, however there has been insufficient provision of landscape within the proposed developments and the contribution back towards the broader neighbourhood. There is a need to consider where the landscape opportunities might be accommodated if not in the site, particularly in locations where substantial trees won't fit into the streetscape due to the narrow width of road reserves. Where the public realm is too narrow the landscape contribution to the streetscape will need to be accommodated within individual private lots.

The Council has recently prepared the 'Box Hill Urban Realm Treatment Guidelines'. This operational document defines a hierarchy of public realm types and promotes high quality public realm outcomes through a high-level specification of an improved landscape and materials palette across the centre. These guidelines constitute an important part of a broader overall response that is needed to address these issues.

Cumulative impacts of traffic generation and parking

In all of the instances of permit applications that were analysed, the traffic impacts generated by the development were considered acceptable and able to be accommodated within the existing local and arterial road network. However, the traffic impacts of these applications were considered on an individual, site by site basis. There was no evidence within the decisions that the potential cumulative impact of traffic generated by valid permits was considered.

Some tribunal decisions highlighted that any permit conditions for traffic impact mitigation works needs to relate to the impacts generated by development, not broader traffic management issues. However, there are also developments that require traffic studies to be carried out in the area of other approved developments and determine if mitigating works are required for that precinct. Council is currently preparing the Box Hill Integrated Transport Strategy (BHITS) which seeks to provide an integrated strategy with a clear underlying focus on sustainable and more efficient modes of transport, including addressing the impacts of traffic and car parking.

Built form and design quality

Box Hill lacks clear policy support for design excellence for taller built form as defined through quality and durability of materials and finishes and detailing of ground level services. The quality and long-term durability of materials is a concern that has been noted during community consultation. New development within the activity centre has delivered city scale buildings but the underlying development economics is pushing preferences for shorter life materials and detailing. For example, painted concrete and lightweight claddings have been specified on prominent buildings. On taller built form, commercial glazing systems have been specified that are more appropriate to shorter life commercial buildings. These have been used as longer term solutions for strata titled residential towers without clear consideration about how the maintenance and eventual replacement of these systems will be achieved.

In relation to improved environmental sustainability outcomes, Council has an Environmentally Sustainable Development (ESD) policy through Amendment C130 which was incorporated into the Scheme in November 2015. This policy sets out specific application requirements for different types of development towards incorporating ESD principles in development.

Recommended Built Form Framework

2

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2.1 Proposed built form controls

The purpose of the recommended built form framework is to provide guidance on preferred outcomes that will address the key issues identified in the urban design analysis, implement the vision for each neighbourhood, and respond to the key messages from community and stakeholder consultation.

There was strong support from the community for clearer built form guidance for future development in Box Hill. In particular, the importance of protecting and improving the amenity of the public realm was emphasised. In response, the impacts of taller buildings needs to be managed to protect the quality of the public realm, provide clear views to the sky from the street and improve the quality of the building at the ground level.

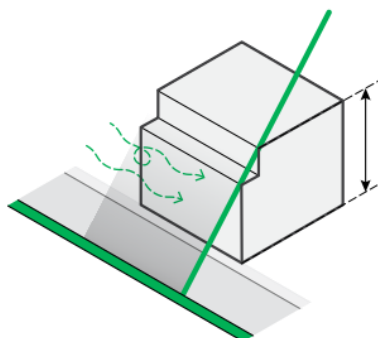
How is the distinct character of each precinct defined and delivered?

- 1 Urban character statements for each precinct are expressed in the Structure Plan and integrated into the precinct objectives in the ACZ, which offers further guidance about the character and built form outcomes sought.
- 2 The precinct map, objectives and guidelines in the ACZ provide direction about the development outcomes to be achieved in each precinct. These have been developed with specific reference to the vision statements for each precinct.
- 3 Overshadowing controls forms the primary amenity control to ensure that the amenity of key public spaces contributing to the distinct character and quality of each precinct are protected from overshadowing.
- 4 Preferred building height provisions are expressed for each precinct, which link to an overarching logic for building heights across the centre, and are tailored to respond to the specific character and amenity outcomes sought for each precinct.

How are built form and amenity outcomes managed?

- 1 The ACZ includes Centre Wide Design and Development provisions relating to:
 - Overshadowing
 - Street wall height and upper level setbacks (above street wall)
 - Building height
 - Wind effects
 - Street wall setback
 - Building separation, side and rear setbacks
 - Active street frontages
 - Vehicle access, car parking and loading
 - Building services
 - Architecture, articulation, materials and finishes
 - Landscape contributions
 - Pedestrian links
- 2 Further direction is provided within the precinct objectives and guidelines, as needed, to give effect to precinct specific outcomes that are distinctly different from those otherwise delivered by the Centre Wide provisions.

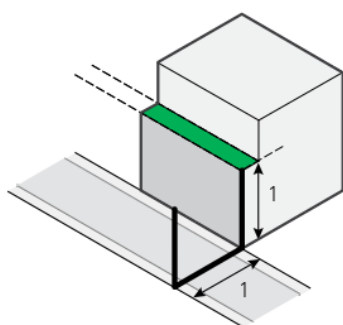
2.2 Primary controls



1

Overshadowing and wind controls

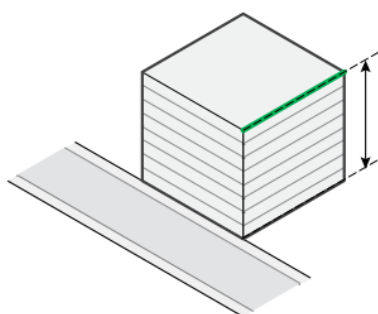
Overshadowing controls are a **key determinant** for building height on adjoining sites. These controls **override the maximum preferred height** specified to ensure that the amenity of the primary pedestrian network and key public spaces are protected from overshadowing. In addition, wind effects controls ensure that taller buildings do not result in unsafe and uncomfortable wind conditions.



2

Street wall height, upper level setbacks

Maximum street wall heights and specification of minimum and preferred upper level setbacks above establishes a base level of height that relates to the width of streets and laneways and defines setbacks above the street wall. This also contributes to a sense of enclosure while ensuring access to sunlight and views to the sky.

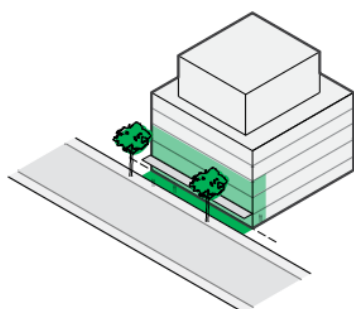


3

Building height

Preferred maximum overall building heights are identified in specific areas of the centre and within neighbourhoods and are linked to specific urban character and amenity outcomes sought.

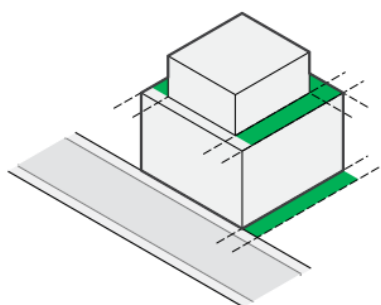
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4

Street wall setbacks and active street frontages

The definition of street wall setbacks will help improve the quality of the building at the ground and define the types of interfaces. Guidance on the activation of street frontages and interfaces ensures high levels of visual and physical engagement between people within building and those on the street and contributes to the vibrancy of street life in the centre.



5

Building separation, side and rear setbacks

Ensuring building separation, and side and rear setbacks are provided within developments and provide clear views to the sky from the street and improves the amenity and outlook from within buildings.

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2.2.1 Overshadowing

Recommendation

Introduce overshadowing controls to key public spaces and streets which determine maximum building heights

A major contributory factor to the quality and amenity of the public realm for pedestrians is the amount of sunlight they receive during the middle of the day at cooler periods of the year when the sun is lower in the sky. There is a need for clear and explicit overshadowing and solar access controls across the centre and specifically on main streets on the primary pedestrian network and key existing and future public spaces.

These controls will apply at specific times of the day at winter solstice and the spring equinox and will ensure that these areas are protected from overshadowing from future development. Planning permit applicants must provide shadow modelling to demonstrate that relevant overshadowing controls are satisfied.

These controls were developed in response to community concerns that the amenity of key streets and spaces would be impacted by taller built form on adjacent sites. There are numerous approved permits that would not meet these controls if they were constructed, such outcomes are not supported on urban design grounds.

Table 2 Winter solstice control, 11:00am to 2:00pm, 21 June (mandatory requirement)

Overshadowing Protection Areas as shown in Figure 4
Ashted Road Reserve
Box Hill Gardens
Future Ellingworth Parade Open Space
Future Whitehorse Road Open Space (Central)
Glenmore Street Reserve
Kingsley Gardens
Linsley Park
Market Street and Main Street
Pioneer Park
Town Hall Forecourt

Table 3 Spring equinox control, 11:00am to 2:00pm, 22 September (Mandatory requirement)

Overshadowing Protection Areas as shown in Figure 4
Future Court Street Open Space
Future Watts Street Open Space
Future Whitehorse Road Open Space (West)
Future Whitehorse Road Open Space (East)
North-South Steet (No additional overshadowing on any part of the opposite footpath, measured 6 metres from boundary)
East-West Street (No additional overshadowing to south footpath (measured 6 metres from boundary)

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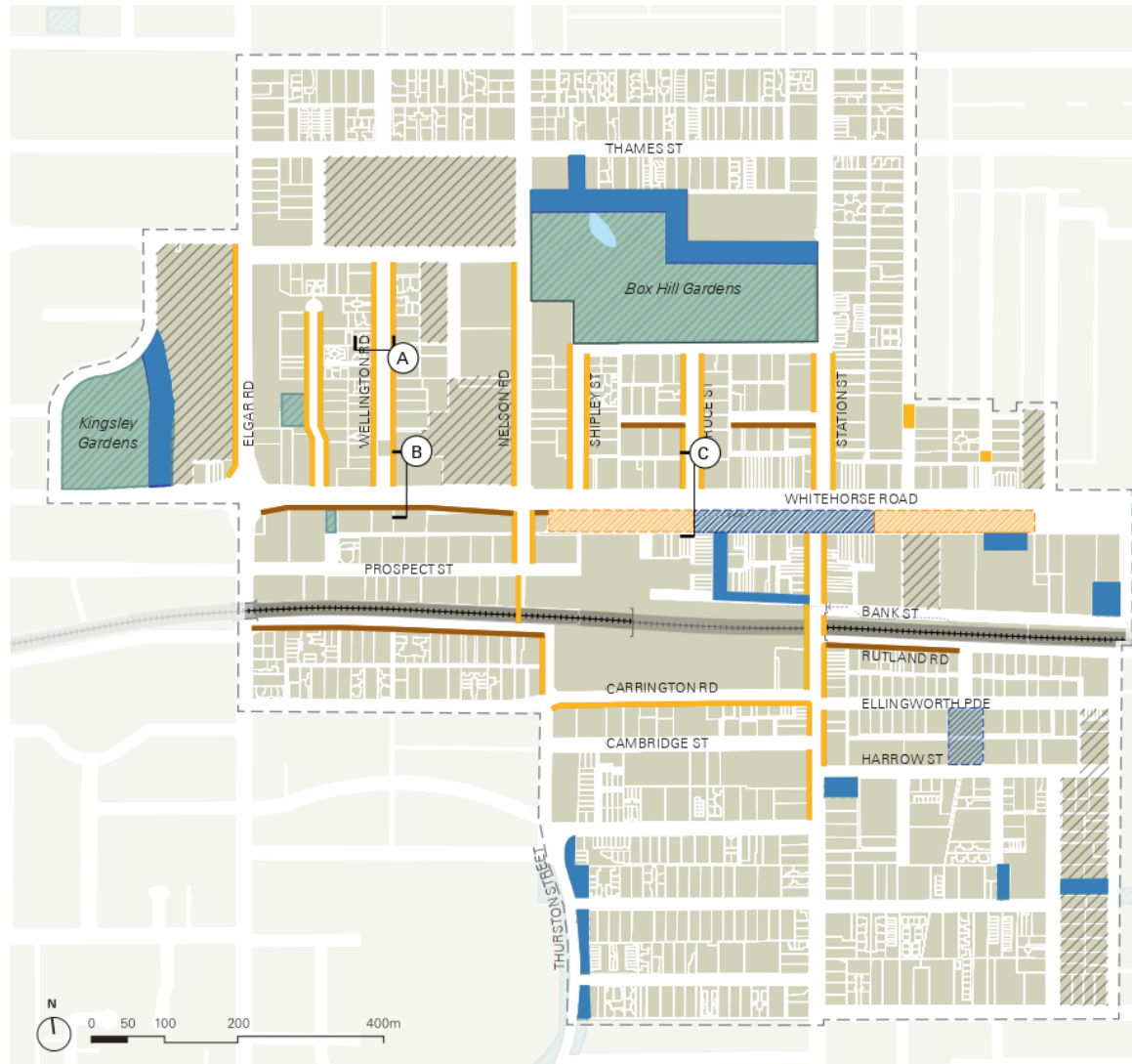


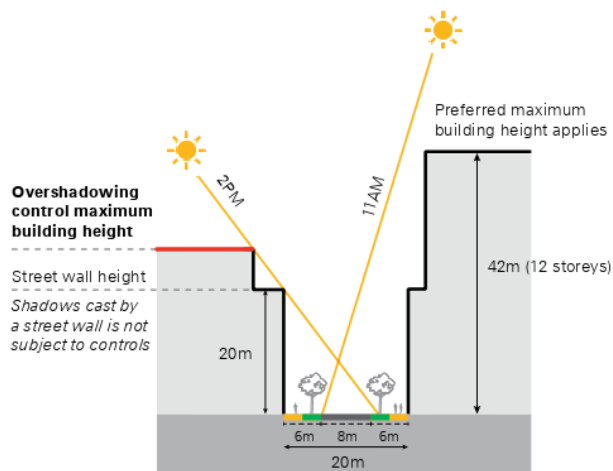
Figure 4 Overshadowing control areas

- | | |
|---|--|
| <ul style="list-style-type: none"> Activity Centre Boundary Belgrave/Lilydale railway line Existing Open Space Future Open Space Not in ACZ | <p><i>Overshadowing protection footpaths</i></p> <ul style="list-style-type: none"> North-South Street East-West Street <p><i>Overshadowing protection areas</i></p> <ul style="list-style-type: none"> Spring equinox existing open space Spring equinox future open space Winter solstice existing open space Winter solstice future open space |
|---|--|

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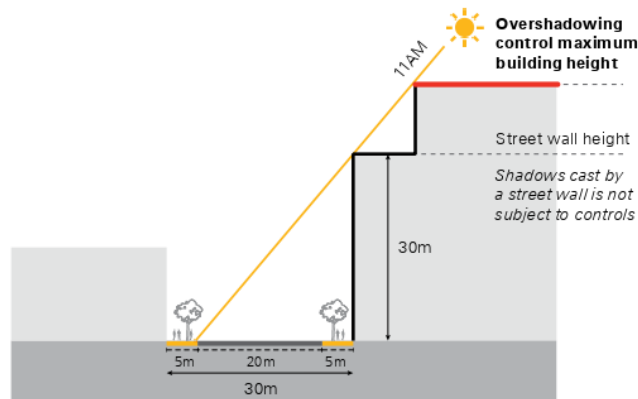
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Figure 5 Section A: Wellington Road 20m north/south street demonstrating no additional overshadowing above the street wall height between 11am and 2pm on 22 September.



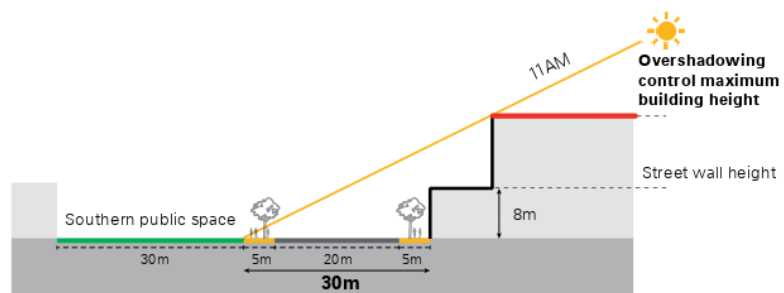
Solar Equinox 20m North South Street (Wellington Road)

Figure 6 Section B: Whitehorse Road (west of Nelson Road) 30m east/west alignment street demonstrating no additional overshadowing above the street wall height between 11am and 2pm on 22 September.



Solar Equinox Whitehorse Road (west of Nelson Road)

Figure 7 Section C: Whitehorse Road (east of Bruce Street) 30m east/west alignment street demonstrating no additional overshadowing above the street wall height between 11am and 2pm on 21 June.



Winter Solstice Whitehorse Road (east of Bruce Street)

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2.2.2 Street wall height and upper level setbacks

Recommendation

Introduce preferred maximum street wall heights that relate to the width of streets and laneways

Controls that guide the height of the street wall, or the height of built form at the interface with the public realm, help deliver inviting, human-scaled public spaces that encourage pedestrian movement. An appropriately scaled wall height that relates to the width of the street contributes to creating a sense of enclosure without overwhelming the public realm and provides access to sunlight and views to the sky. Currently, there is no clear guidance on preferred street wall heights in the activity centre.

Typically, most streets within Box Hill are approximately 20 metres wide. Applying a 1:1 ratio of street width to wall height suggests 20 metres is an appropriate baseline measure for wall height across the centre. However, there are a number of specific contexts where the preferred maximum street wall height varies from this ratio.

- Within the traditional town centre the established wall heights that define the character of the precinct should be retained. These are typically 2 storeys high, or up to 11 metres. Where there is a missing frontage or lower individual frontage the preferred height should be set in proportion to the adjoining frontages.
- Whitehorse Road is the focus for more substantial built form (outside of the traditional town centre) and the street wall requires emphasis in proportion to this role. The road reserve width varies from 30 to 60 metres. However, a 60 metre street wall would be wholly inappropriate for the section between Nelson Road and Kangerong Road, not only because of its overwhelming scale but this would result in the overshadowing of the proposed urban space on the southern carriageway of Whitehorse Road. As a result, a street wall height of 30 metres would be consistent with existing width of Whitehorse Road west of Nelson Road and the reconfigured width of the carriageway east of Nelson Road. This 1:1 ratio would provide an appropriate balance between enclosure and pedestrian amenity adjacent to the buildings.

- Laneways and new pedestrian links require a lower street wall to provide access to light and sky views, however a 1:1 ratio (6–8 metres) would be disproportionately low and would result in a poorly defined building base. This would be disproportional to the overall maximum height of the building. The preferred wall height for laneways and new pedestrian links is 11 metres to accommodate a scale of 2-3 storeys at these interfaces. Importantly, this lower street wall would provide laneways and new pedestrian links with good levels of day light during the day. A taller street wall height would compromise this key amenity outcome.
- In minor streets in peripheral areas a preferred street wall of 13.5 metres applies, consistent with the lower overall preferred heights in these locations.
- Transition zone control for corner sites with varying maximum street wall heights, see Figure 9 (overleaf).
- In no location should the street wall height be more than twice the width of the adjoining street.

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The setbacks for upper level built form should be sufficient to create a visual distinction between upper and lower forms. As buildings increase in height, this upper level setback should be larger, as set out in the table below. The traditional town centre will require a larger upper level setback whilst retaining the existing street wall height. This ensures that developments in this area responds to heritage and does not detract from the fine-grain urban character of traditional town centre.

Table 4 Upper level setbacks (for all built form above street wall height)

Overall building height	Mandatory	Preferred
Traditional town centre		
<i>Retain existing street wall height</i>		
Below 17.5 metres	6m for heritage buildings	6m
All other areas		
Below 28 metres		4.5m
28 metres or greater		6m
52 metres or greater		10m

Figure 8 Indicative section demonstrating 20m street wall height in relation to a 20m street and the application of a preferred upper level setback for a building with an overall height of 28m.

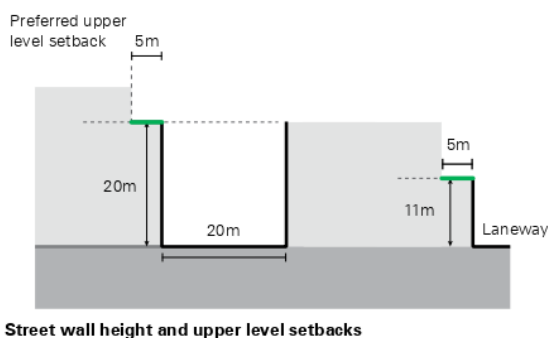
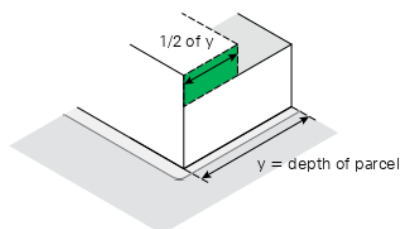


Figure 9 Transition zone provisions For corner sites with differing street walls on each side of the street, a transition zone applies to half the depth along the side with the lower street wall height. The higher street wall height is allowed within the green zone, however, the lower street wall applies beyond this zone.



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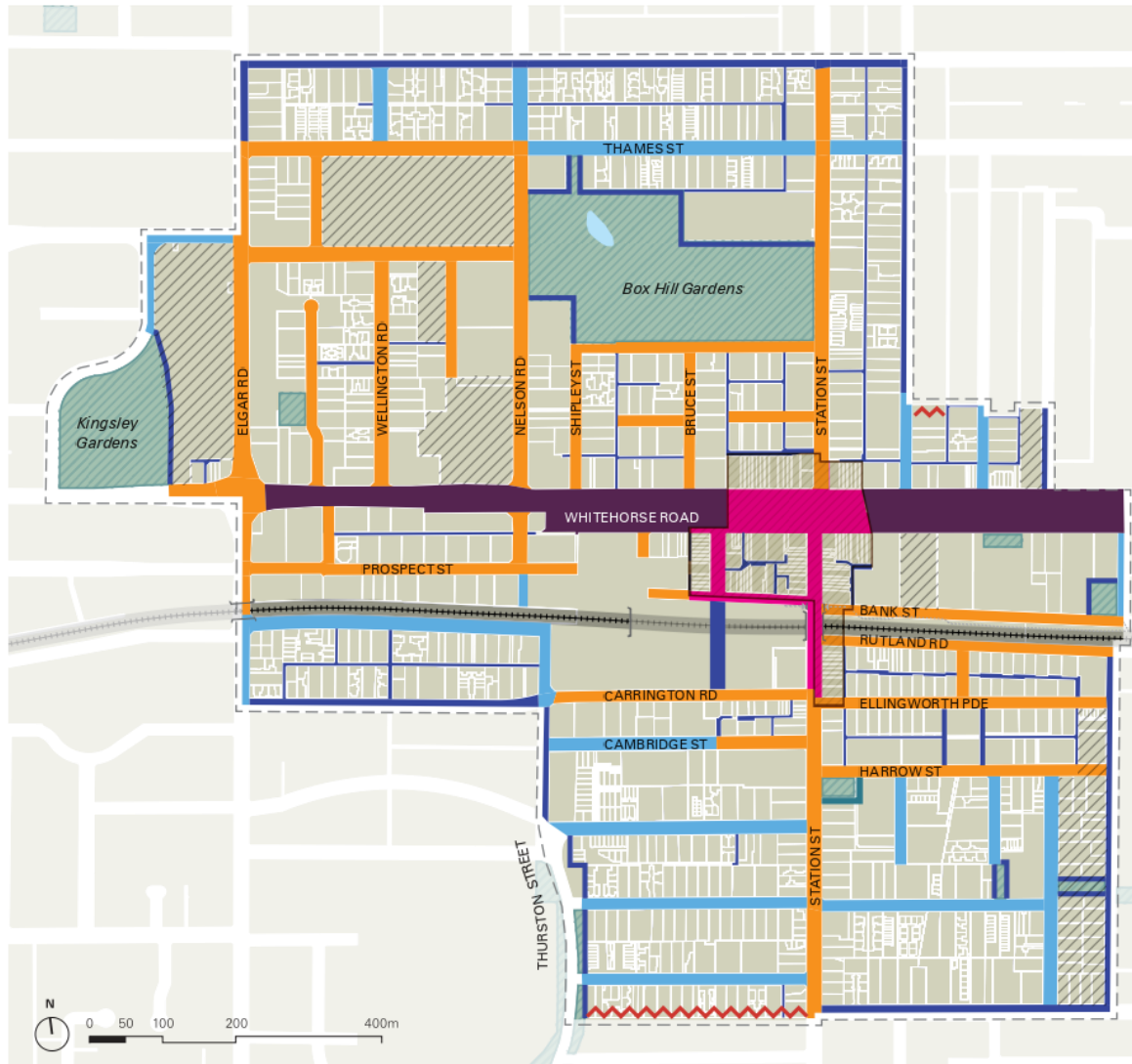
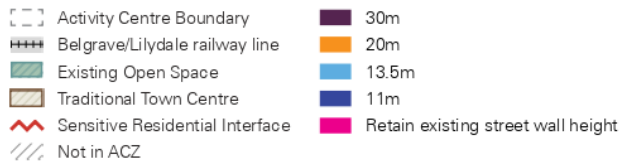


Figure 10 Preferred maximum street wall heights



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2.2.3 Preferred maximum building height

Recommendation

Introduce preferred maximum building heights that respond to the vision and preferred character and amenity outcomes of each neighbourhood

It is proposed that clearly specified maximum building heights are introduced to ensure that building heights respond to the vision and preferred character and amenity outcomes of each neighbourhood. The vision statements contained in the neighbourhood plans outline preferred building typologies that are aligned with the preferred land use outcomes of each neighbourhood.

Furthermore, maximum building heights were informed by the need to protect key public spaces and the primary pedestrian network from overshadowing. As a result, the overshadowing requirements override the preferred maximum height in every case. Similarly, the building height should stay in proportion with the surrounding development to provide an appropriate transition, particularly to adjoining heritage places when viewed from the street, for example in the traditional town centre or the town hall context.

As an example of the general underlying rationale in establishing heights, in the Central Neighbourhood, where the historical scale of the traditional town centre and key adjoining public spaces on Market and Main Streets are highly valued, it is proposed that the existing fine-grain and scale of 2 storeys are retained. There is an opportunity to provide for additional height above this scale where it provides an appropriate response to heritage and the surrounding development. This would require the incorporation of a upper level setback of 6m above this 2 storey scale. Elsewhere in the core, taller mixed-use podium towers are encouraged on both Box Hill Central sites where off-site impacts (such as overshadowing, wind effects, views to the sky) are appropriately managed. Similarly, a stepping down to mid-rise mixed use scale on Carrington Road ensures an appropriate transition is achieved to residential areas to the south of Cambridge Street.

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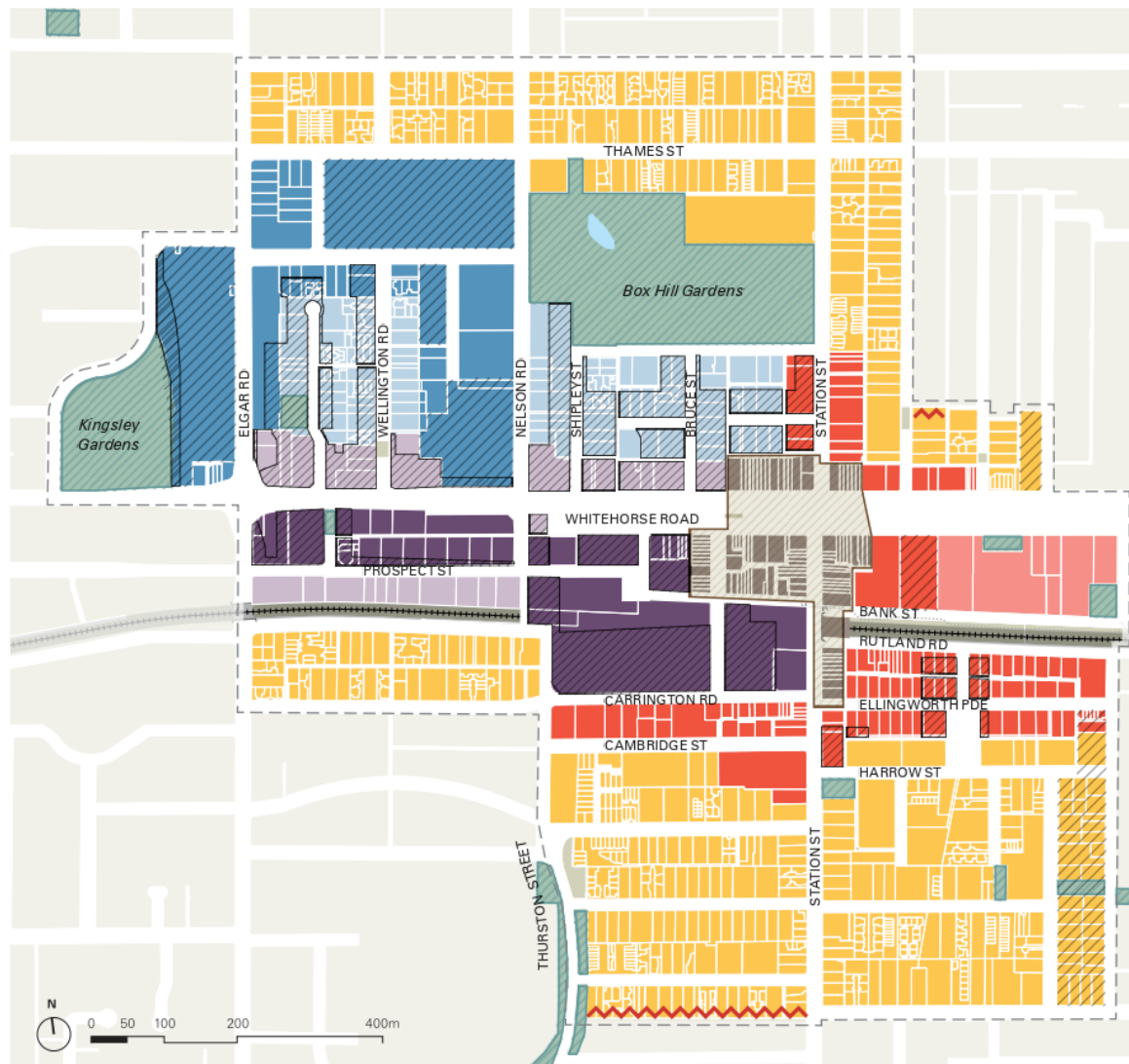
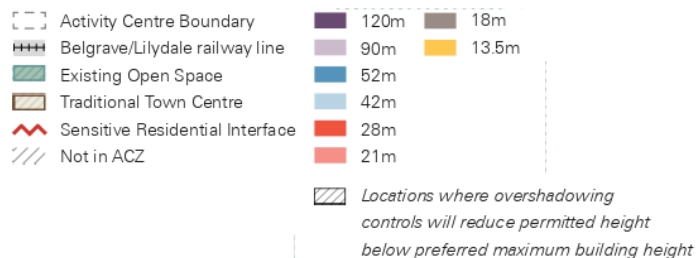


Figure 11 Preferred building heights



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2.2.4 Wind effects

Recommendation

Introduce wind effects controls

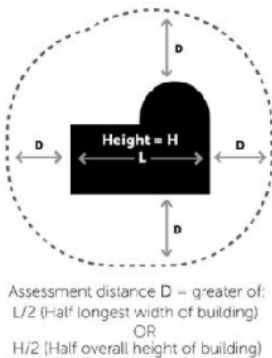
As with sunlight, comfortable and safe wind conditions are also a key contributory factor to the quality of the public realm. There is a need to ensure that taller buildings do not result in windy conditions that would impact on the comfort of key public spaces and streets. This is particularly important for urban spaces and open spaces where sitting are provided. Similarly, there is a need to ensure comfortable wind conditions for standing on streets with higher levels of pedestrian activity. The specification of wind maximum wind speeds for sitting, standing and walking areas will provide clear and measurable guidelines for comfortable wind conditions.

To achieve this amenity outcome, planning permit applicants for a building with a total building height exceeding 18 metres would need to provide a wind report demonstrating that the building would not create unsafe and uncomfortable wind conditions within distances shown in Figure 12.

Table 6 Wind conditions and requirements

Wind condition	Mandatory Requirement
Unsafe wind conditions	The hourly maximum 3 second gust from any wind direction (considering at least 16 wind directions) with a corresponding probability of exceedance percentage greater than 20 metres per second.
Wind condition	Preferred Requirement
Comfortable wind conditions	<p>The Hourly mean wind speed from all wind directions combined with a probability of exceedance of 20 per cent, is less than or equal to:</p> <ul style="list-style-type: none">— 3 metres/second for sitting areas.— 4 metres/second for standing areas.— 5 metres/second for walking areas. <p>Hourly mean wind speed is the maximum of:</p> <ul style="list-style-type: none">— The hourly mean wind speed.— The gust equivalent mean speed (3 second gust wind speed divided by 1.85).

Figure 12 Distances for the assessment of wind effects



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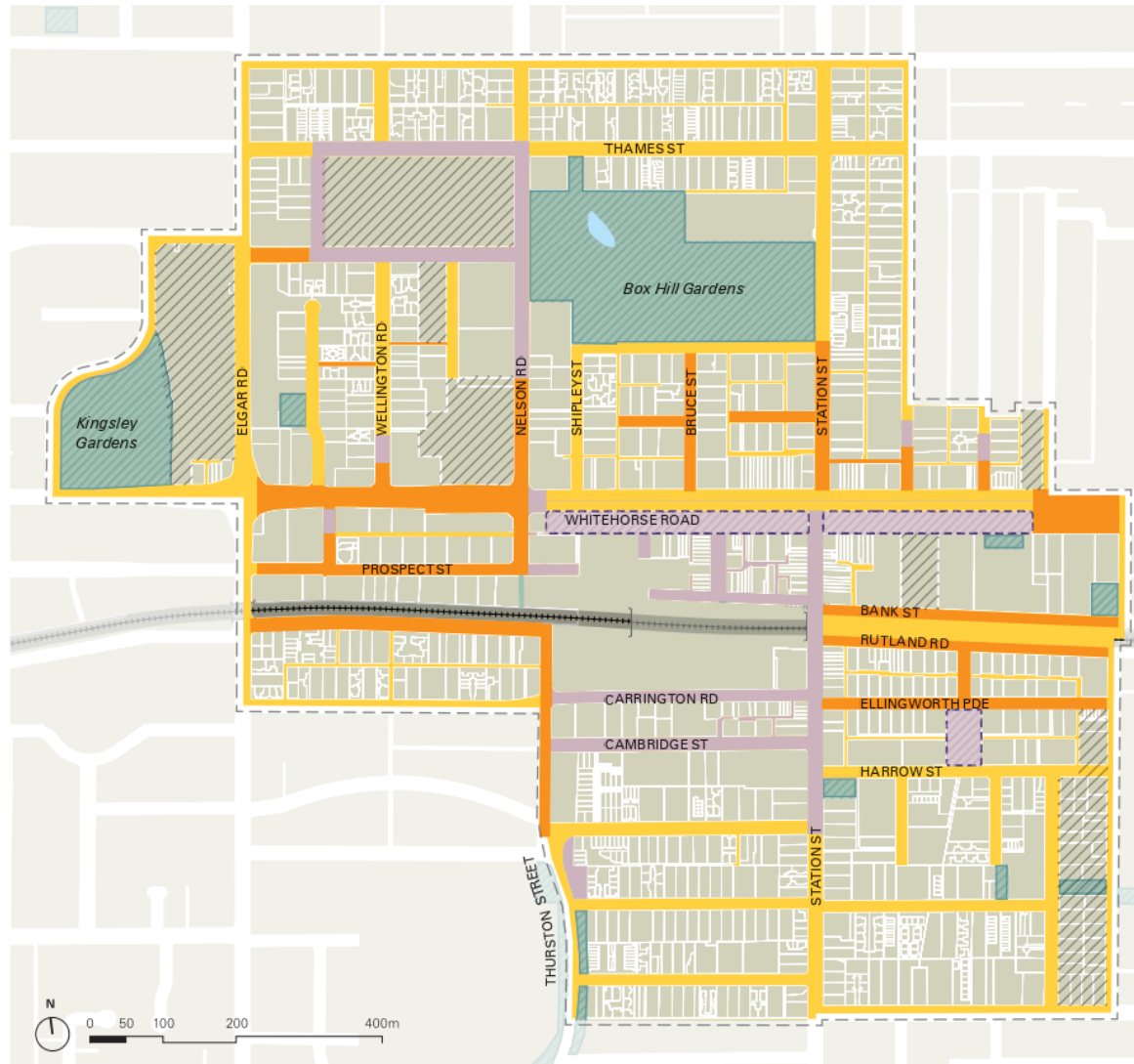


Figure 13 Comfortable wind conditions areas

- Activity Centre Boundary
- Belgrave/Lilydale railway line
- Existing Open Space
- Not in ACZ
- Walking areas (5m/s)
- Standing areas (4m/s)
- Sitting areas (3m/s)
- Future/proposed sitting areas (3m/s)

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2.2.5 Side and rear setbacks, and building separation within a site

Recommendation

Introduce controls on side and rear setbacks, and building separation within a site to provide clear views to the sky

Lack of, or insufficient distances, between the upper levels of taller buildings will obstruct views to the sky. In addition, enforcing minimum building separation distances through the specification of setbacks below and above the street wall will also ensure adequate sunlight and privacy to habitable rooms, private open space, and assists in providing visual and acoustic privacy, improves the quality and extent of outlook from within the building while ensuring equitable development of adjacent sites.

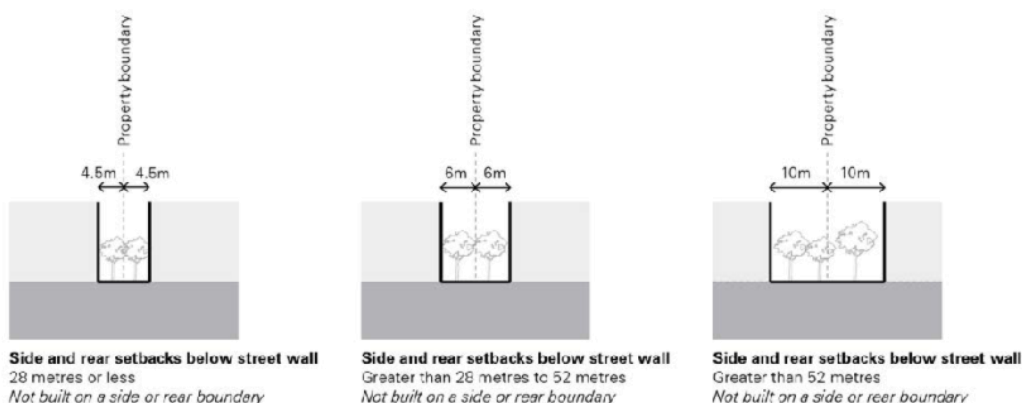
For larger developments with multiple buildings, there is also a need to consider building separation controls within the site to ensure that these concerns are also met on single sites.

As a principle, buildings must incorporate a single upper level setback above the street wall on the street frontage. This would avoid the creation of buildings with a tiered wedding cake form and ensure the formation of podium and tower form.

Table 7 Side and rear setback requirements

Qualification	Overall Building height	Preferred setback
Side and rear setbacks below the street wall <i>If the building is not built on the boundary</i>	Below 28 metres	4.5m
	28 metres or greater	6m
	52 metres or greater	10m
Side and rear setbacks above the street wall <i>If the building is built to the boundary</i>	Below 28 metres	4.5m
	28 metres or greater	6m
	52 metres or greater	10m

Figure 14 Side and rear setbacks below the street wall. These side and rear setbacks apply if the new building is not built on or within 300mm of a side or rear boundary



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Figure 15 Side and rear setbacks above the street wall. These side and rear setbacks apply if the building below the street wall is built to the boundary

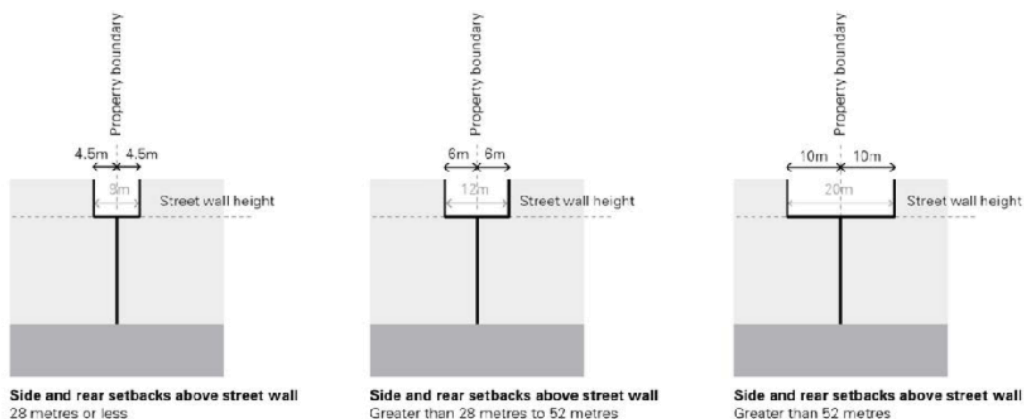
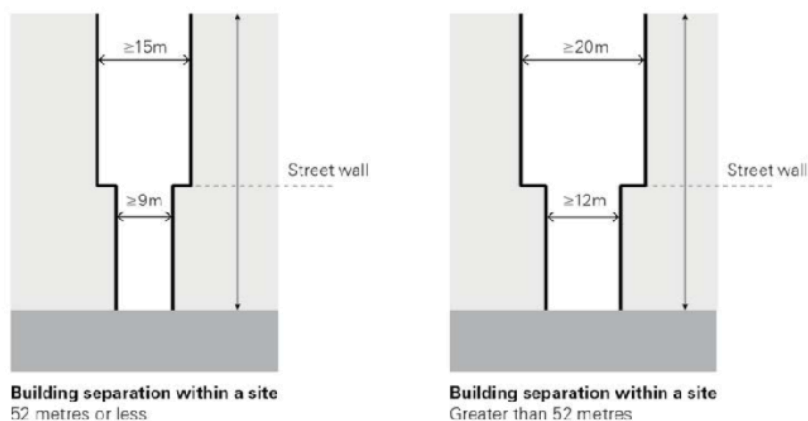


Table 8 Requirements on building separation within a site

Part of building	Overall Building height	Minimum building separation
Below the maximum street wall height	Below 52 metres	9m
	52 metres or greater	12m
Above the maximum street wall height	Below 52 metres	15m
	52 metres or greater	20m



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2.2.6 Street wall setback

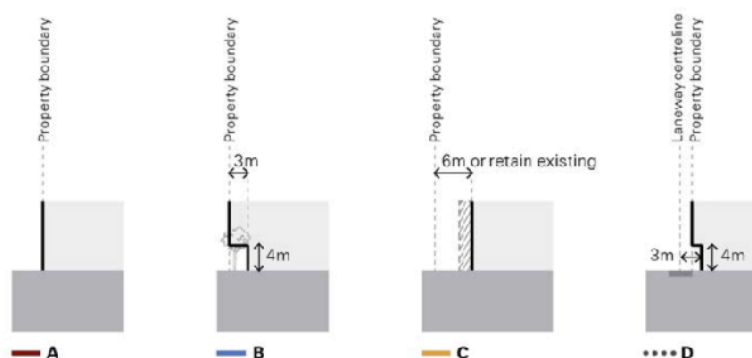
Recommendation

Define setbacks at ground level to improve the quality of the building at the ground level and the amenity of the adjoining public realm

In Box Hill, there are specific segments of the primary pedestrian network where the width of footpaths are inadequate for its role as a primary movement corridor for pedestrians. In addition to this, there is a need to provide inadequate space for the planting of street canopy trees to improve the amenity of the public realm in particular segments. As a result, there is a need to co-ordinate development along these segments to incorporate setbacks at ground level from the boundary line to provide for footpath widening and landscaping, including canopy trees.

In principle, areas within the urban core with higher levels of activation (such as retail, hospitality), buildings should be built to the boundary. In areas where setbacks need to respond to heritage, setbacks should be set to ensure that existing heritage places can be viewed from the street. Similarly, where there is a generous existing landscape setback, new development should retain this outcome.

Figure 16 Indicative sections of Street wall setback (Types A to D)



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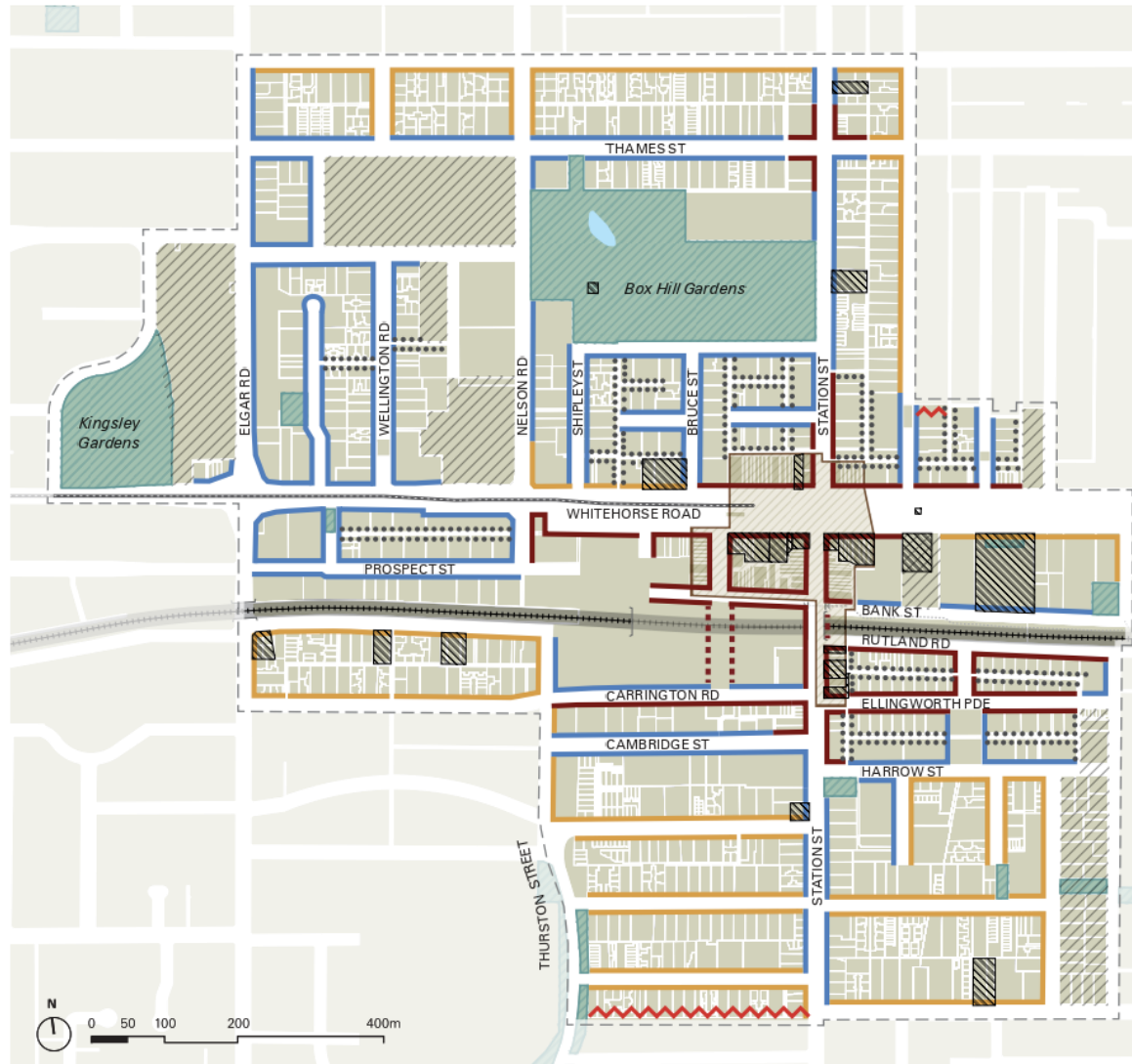


Figure 17 Street wall setback

- Activity Centre Boundary
- Belgrave/Lilydale railway line
- Existing Open Space
- Traditional Town Centre
- Sensitive Residential Interface
- Heritage Overlay
- Not in ACZ
- Type A – 0m
- Type A – 0m (future)
- Type B – 3m
- Type C – Retain existing or 6m, whichever is
- Type D – 3m from laneway centreline
- Type E – Accommodate hospital requirements
- Type F – Respond to heritage
- Heritage overlay

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2.2.7 Active street frontages

Recommendation

Provide guidance on preferred outcomes for active street frontages and public realm interfaces

Active street frontages and interfaces provide high levels of visual engagement between people in the public realm and those at ground level and upper floors of buildings. Active interfaces contribute to the vibrancy, appearance and sense of safety within a mixed-use centre. Activation can be achieved by:

- Creating a clear street address with appropriate levels of clear glazing and legible building entries for higher levels of permeability and visibility from the street.
- Sleeving podium level car parking with active uses.
- Providing canopies over footpaths where retail and hospitality uses are proposed. This should offer continuous and functional weather protection.
- Consolidation of services within the sites and within buildings and ensure that any externally accessible services are integrated into the building facade design in a carefully resolved and unobtrusive manner.
- Avoid incorporating external steps or pronounced level changes at ground level that visually and physically separate the building from the street.
- Providing openable windows and balconies within the street wall, and orienting habitable rooms towards the street to increase passive surveillance opportunities.
- Ensuring that building indents, including integrated seating, are at a depth that remains visible from the street to avoid creating unsafe entrapment spaces.
- Where practicable, direct individual entries to dwellings or home offices at ground level should be encouraged to create a clear sense of address at ground level.

Specific glazing requirements

Buildings with frontages to Urban Core Street, Urban Activity Street and Active Laneway should deliver the clear glazing specified in Table 9 below.

Open space interfaces

New buildings within sites directly abutting open spaces should provide habitable rooms orientated towards the open space to maximise interaction and opportunities for passive surveillance.

Institutional interfaces

Institutional buildings should, where practicable, create activated façades to increase the degree of visual and physical interaction between people in the street and those within.

Heritage interfaces

Note that it may be difficult to achieve the interface types on sites where there is a heritage overlay. In these locations the heritage requirements take precedence over the activation requirements.

Table 9 Active street frontages — clear glazing requirements

Description	Glazing
A Urban Core Street	Where retail uses are proposed, at least 75 per cent clear glazing along the ground level frontage to a height of 2.5 metres, excluding any solid plinth or base. Where residential and office uses are proposed, at least 65 per cent clear glazing along the ground level frontage to a height of 2.5 metres, excluding any solid plinth or base. Encourage operable windows and detailing that engages with the street. Grilles or mesh should provide a high level of transparency where they are used.
B Urban Activity Street	At least 30 per cent clear glazing along the ground level frontage to a height of 2.5 metres, excluding any solid plinth or base.
C Active Laneway	Provide clear glazing along the ground level frontage to a height of 2.5 metres, excluding any solid plinth or base and should be maximised where it is practicable. Encourage operable windows and detailing that engages with the street

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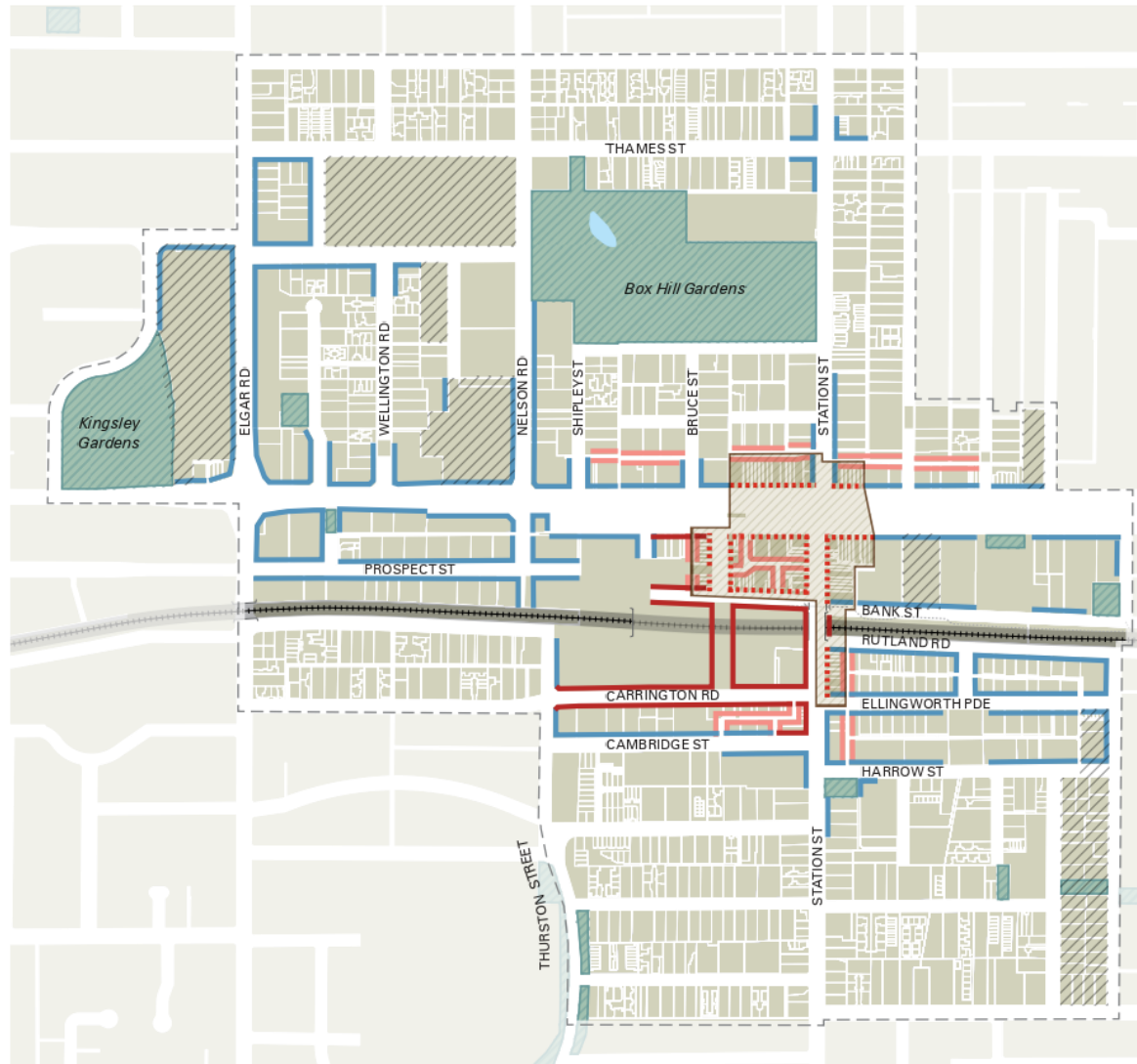


Figure 18 Active street frontages

- | | |
|--------------------------------|--|
| Activity Centre Boundary | Urban Core Street |
| Belgrave/Lilydale railway line | Urban Core Street – retain rhythm of existing fine grain |
| Existing Open Space | Urban Activity Street |
| Traditional Town Centre | Active Laneway |
| Not in ACZ | |

Note: The classification of active street frontage types are intended to be consistent with the urban realm terminology used in BHURTG. Only key frontages with design and development requirements are identified.

2.2.8 Vehicle access, car parking and loading

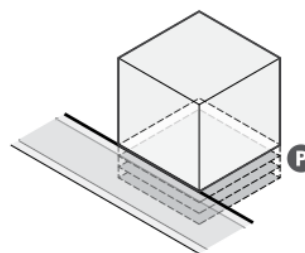
Recommendation

Provide guidance on the design of vehicle access and car parking

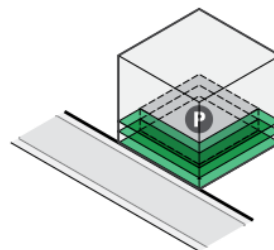
The provision of car parking at podium levels results in a poor street interface that does not provide any activation or visual interest. Parking should be located at full basement levels of the building and be sleeved with active uses if it is located at podium levels, see Figure 19. This will help provide adequate passive surveillance to the public realm and provide visual interest to the public realm.

Vehicular access to car parking should be located away from main streets, and the primary and local pedestrian network, to ensure high levels of amenity and safety of these streets for pedestrians, see Figure 20.

Figure 19 Preferred location of car parking



Basement car parking



Sleeve podium car parking with active uses

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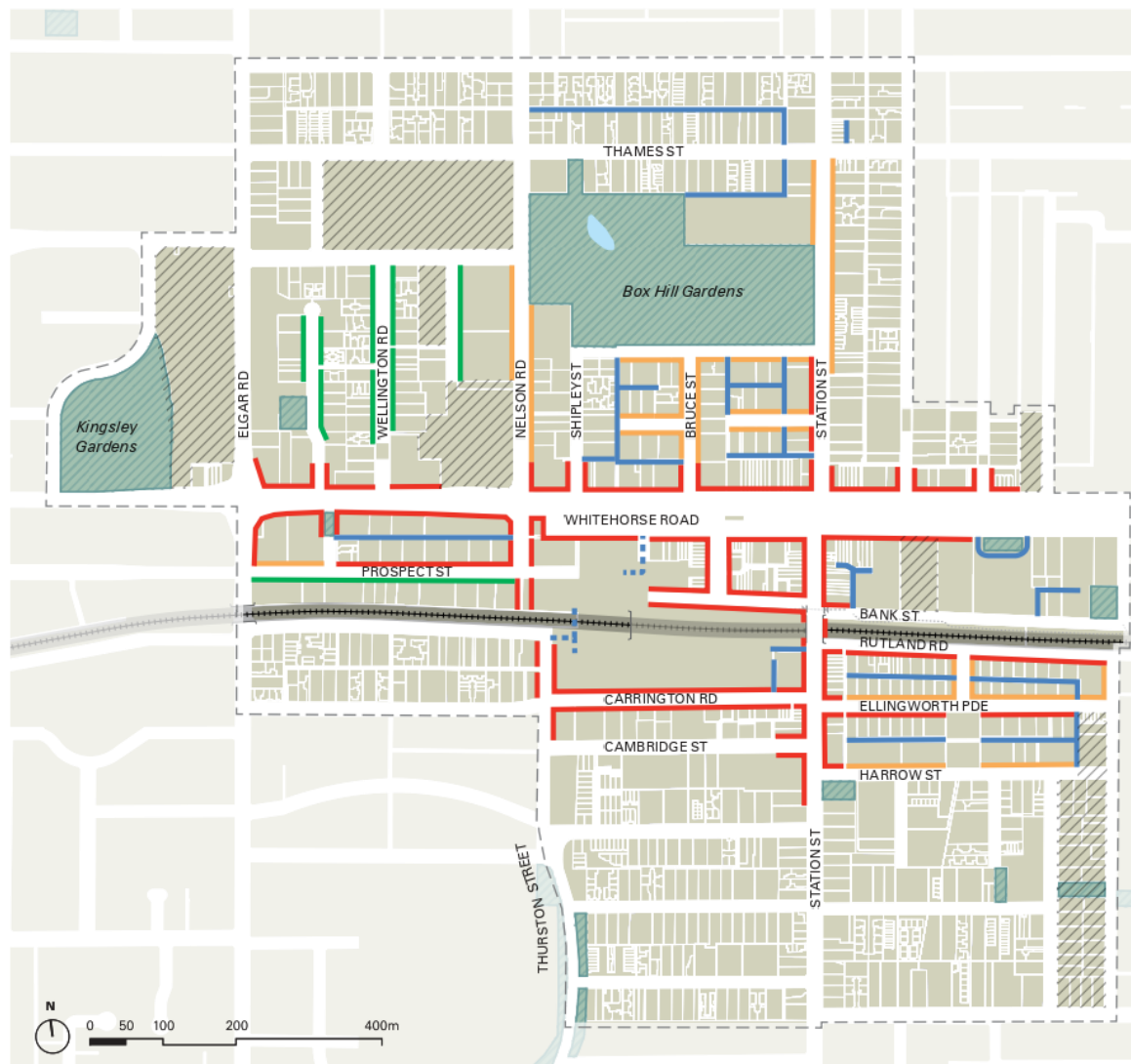


Figure 20 Vehicular access to car parking and loading areas

- | | |
|--------------------------------|---|
| Activity Centre Boundary | Service laneway – preferred access |
| Belgrave/Lilydale railway line | Proposed service laneway – preferred access |
| Existing Open Space | No crossovers – strongly discouraged |
| Not in ACZ | Crossovers discouraged |
| | Shared crossovers strongly encouraged |

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2.2.9 Building services

Recommendation

Provide guidance on the design of building services

The design and configuration of building services, including waste and loading, is a key consideration towards creating high-quality and safe interfaces between the building and the public realm. This can be achieved by minimising the amount of space occupied by services at ground level, consolidating and integrating services within the building and facade design in an unobtrusive manner to maximise active street frontages. This could be achieved by:

- Locating services away from main street frontages where possible.
- Consolidation of vehicular access entries for parking and loading.
- Locating substations above or below ground level to reduce the footprint of building services at ground level.
- Distributing separate service elements along the street frontage to reduce the creation of large blank walls.
- Integrating externally accessible service elements into the building facade design. This could include exposing some service elements and/or reducing the height of cabinets to maximise glazing to ground floor uses.



Figure 21 2-4 Bruce Street, Box Hill | Service cabinets and vehicular access dominate the street frontage.



Figure 22 Nightingale 1, Brunswick | Breathe Architecture Building service elements are partially exposed to maximise clear glazing at ground level (Photo: Bonnie Herring)



Figure 23 Harrow St Carpark, Box Hill | MGS Architects Building service cabinets are integrated into the building facade design.

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2.2.10 Architecture, articulation and materials & finishes

Recommendation

Provide guidance on building materials, finishes and articulation

There is a need to ensure high quality, well-considered architecture that demonstrates design excellence, careful articulation and design detailing. The quality and resolution of materials and finishes deployed and the design and articulation of the building expression has a range of impacts on the public realm and for owners and occupiers of these buildings.

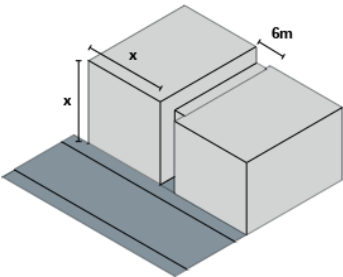
The use of robust materials improves the durability of buildings which is increasingly important in Box Hill with taller, strata titled buildings where maintenance is a key concern. Similarly, the use of appropriate materials, glazing systems and finishes is needed to ensure both durability and road safety (glare).

Encourage taller built form above street wall height to be designed 'in the round' – meaning that the intended design should wrap around corners and be seen from all sides. Blank or unarticulated walls are an inappropriate response for taller built forms.

Table 10 Materials, finishes and articulation guidelines

Guidance
Materials and finishes <ul style="list-style-type: none">Buildings with frontages to major and arterial roads should use materials and finishes with a perpendicular reflectivity less than 20 per cent, measured at 90 degrees to the façade surface.
Articulation <ul style="list-style-type: none">Buildings should be detailed to provide visual interest to streets and public spaces.Buildings should avoid blank walls or façades.Sites with multiple buildings should be designed and detailed to create distinctive families of building elements (including building entrances, balconies and balustrades, awnings, planters, pergolas, boundary walls and fences).Buildings should be detailed to:<ul style="list-style-type: none">establish a fine-grain rhythm and scale within the façade.be detailed to provide visual interest to streets and public spacesintegrate landscape opportunitiesBuildings with a frontage of more than 45m should be massed and modulated to create two or more building components with distinct architectural expressions as follows (see Figure 24):<ul style="list-style-type: none">The frontage length of each architectural component should not exceed the height of the street wallThe minimum separation between these expressions should be no less than 6 metres for the full height of the buildingThe depth of the separation should be no less than the upper level setback for the full height of the building.

Figure 24 Articulation requirement



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2.2.11 Landscaping

Recommendation

Provide guidance on landscaping

Increasing densities within Box Hill over the next 20 years needs to be serviced by an increase in public open space. In this regard individual lots will need to contribute towards increased greenery and landscape character, particularly in specific areas where there is a clear deficit in landscape quality and provision. On very large sites, development should provide a significant landscape contribution to the amenity of the public realm. In addition, the character sought in each neighbourhood defines the type of landscaping required. For instance, in streets where a garden suburban character is preferred, developments should allow for rear landscape breaks.

In the urban core, this contribution could come in the form of high quality hard landscapes such as a square or plaza that provides a connection to the street but where greening does not necessarily dominate. The provision of landscaping on private land should support and supplement the outcomes sought in the Box Hill Open Space Strategy (BHOSS).

Table 11 Landscaping guidelines

Requirements
General requirements <ul style="list-style-type: none">Where practical, provide landscaping consistent with the preferred landscape character for each Neighbourhood as indicated in the Structure Plan. This should be consistent with the urban realm treatments specified in <i>Box Hill Urban Realm Treatment Guidelines</i> (BHURTG).
Strategic development sites <ul style="list-style-type: none">Areas identified as 'investigation area – development' in the Structure Plan, or larger sites enabled through aggregation, should provide landscaping commensurate with the scale and scope of the development proposal.

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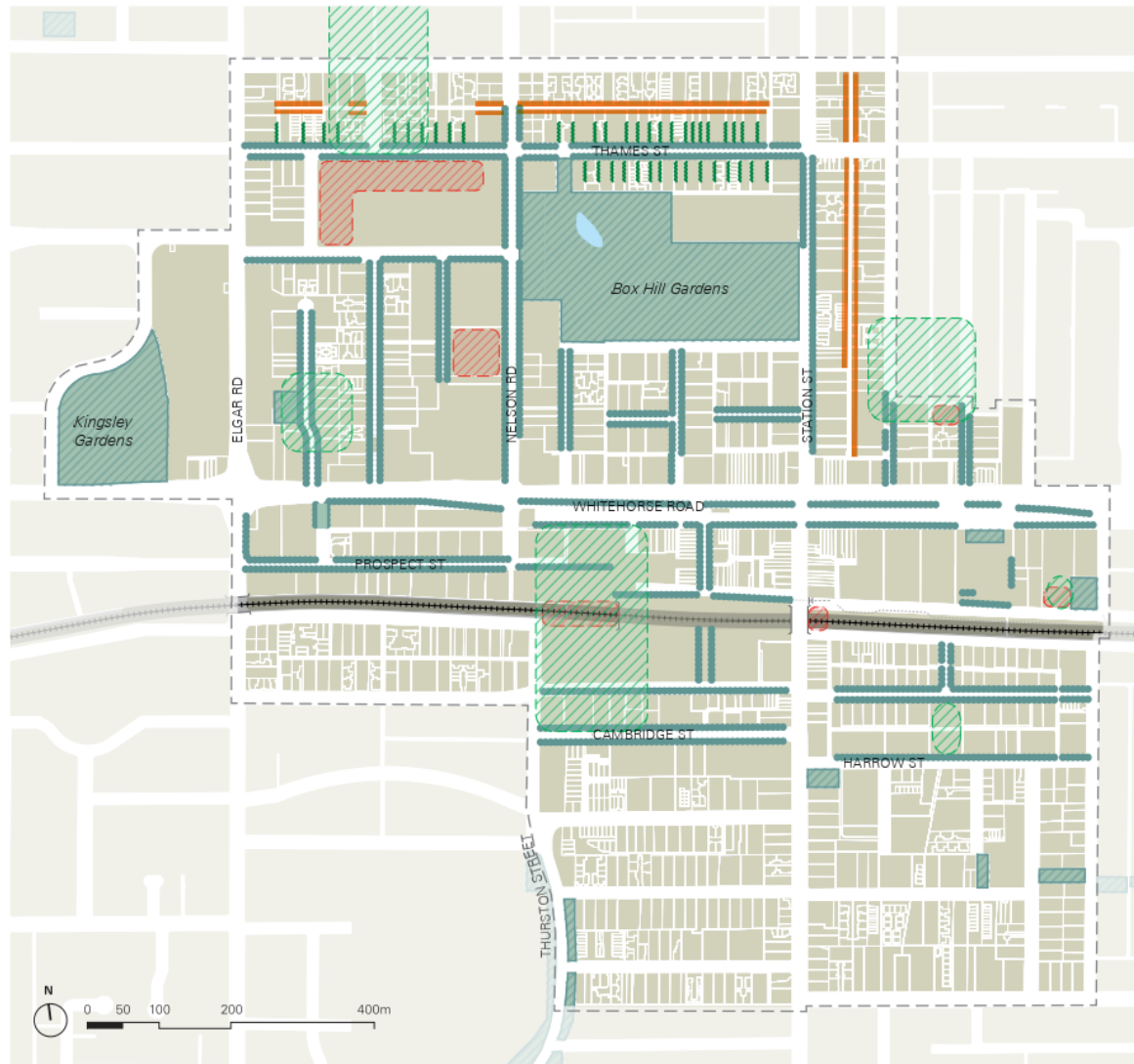


Figure 25 Landscape contribution areas

- [- - -] Structure Plan boundary
- Landscaping areas*
- [Green wavy line] Side breaks | side setback planting
- [Orange wavy line] Rear breaks | rear setback planting
- [Blue dots] Increase street canopy trees
- [Green hatched] Future open space investigation areas (BHOSS)
- [Red hatched] Investigation area | development major landscaping opportunities
- [Green solid] Existing open space

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2.2.12 Pedestrian links

Recommendation

Provide guidance to co-ordinate new pedestrian links with future development in preferred locations

A major challenge for Box Hill is to deliver new and high-quality through block pedestrian links towards creating a CBD-like network of primary and local streets for walking. There are key gaps in the primary pedestrian network that require co-ordination (negotiated outcomes) with future development in these areas. It is proposed that this be implemented through subdivision provisions and decision guidelines in the ACZ. This would require proponents to make provisions for the delivery of new primary and links generally in accordance with the Figure 24. This may include the use of section 173 agreements to deliver these outcomes. Section 173 agreements is a negotiated agreement between the Responsible Authority with a landowner to achieve planning objectives in relation to the land.

Key moves include the following:

- New priority pedestrian and cycle link from Nelson Road to Thurston Street
- Completion of the east-west corridor north of Whitehorse Road between:
 - Archibald Street and Shipley Street
 - Shipley Street and Nelson Road
 - Nelson Road and Spring Street (in alignment with existing easement)
 - Elland Avenue and Bruce Street
- Extension of Market Street to Carrington Road, and extension of Main Street to Prospect Street in co-ordination with redevelopment of the major shopping centre. In addition to these key gaps, there is a need to provide new local through-block links that increases the overall permeability of the network.

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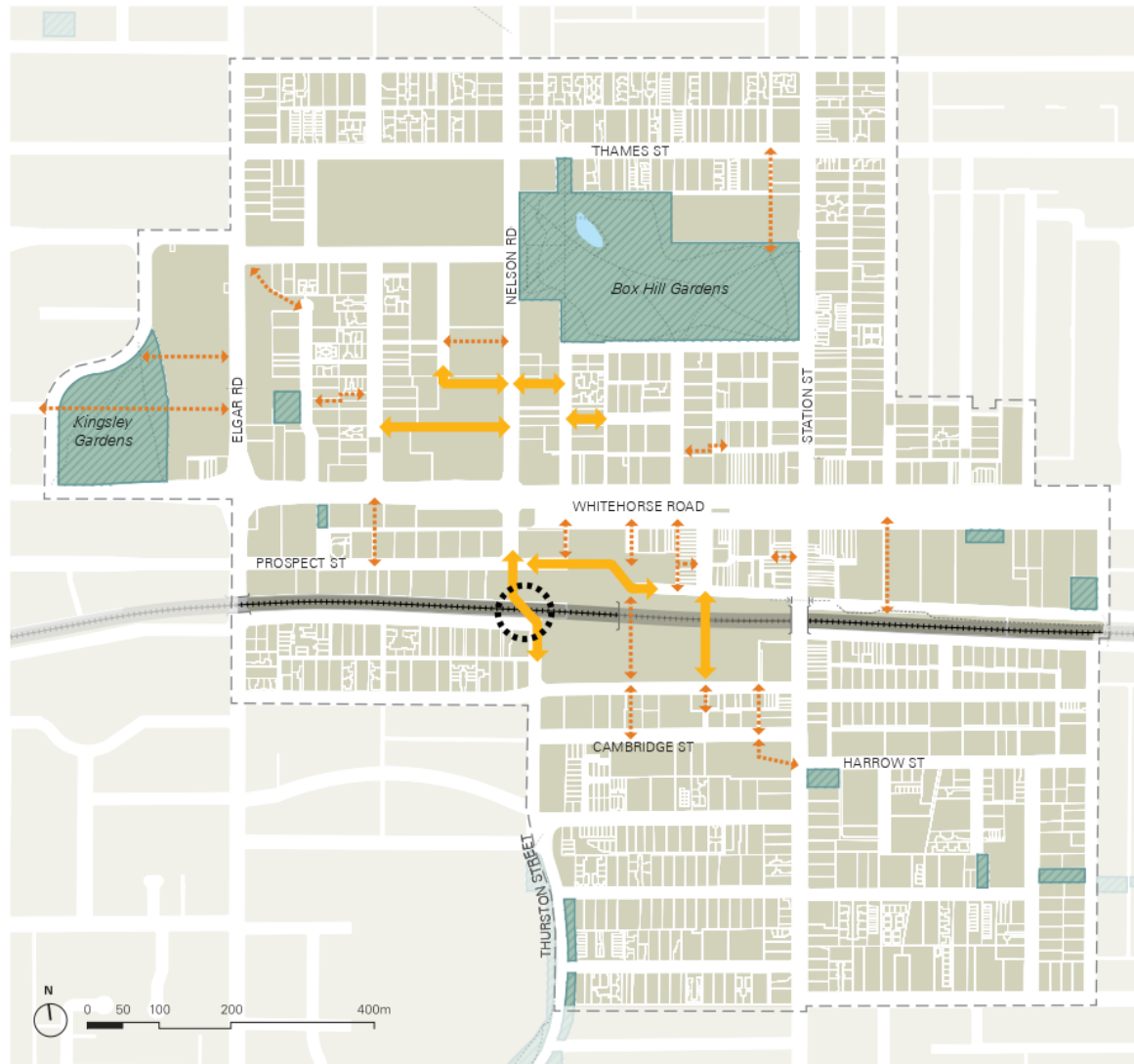


Figure 26 Preferred locations of future primary and local links on the Primary Pedestrian Network and Local Pedestrian Network.

- Structure Plan boundary
- Priority pedestrian and cycle link from Nelson Rd to Thurston St, including new crossing over the rail corridor
- Preferred locations for future pedestrian links*
- Primary Pedestrian Network | desirable
- ⋯→ Local Pedestrian Network | desirable
- Existing open space

Testing Outcomes

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3.1 Is there capacity to accommodate the proposed land use mix within Box Hill's neighbourhoods?

In order to test the overall planning outcomes for the activity centre we have prepared an estimate of future floorspace growth over the next twenty years. This has been prepared on a precinct-by-precinct basis to understand the differing growth outcomes foreshadowed by the vision and land use framework.

This is not a floorspace target or a prediction of future change, it is one growth scenario amongst many potential outcomes.

It is anticipated that some neighbourhoods will grow significantly faster, and some neighbourhoods may grow at a slower rate compared to this estimate. Some sectors, for example major health and tertiary education, are strongly influenced by State and Federal Government funding priorities. Private development is greatly influenced by the development market and economic cycles, which may accelerate or slow down development outcomes. Overall, the centre as a whole may also grow much faster or slower than projected, particularly in the context of future major transport investment such as the Suburban Rail Loop.

This estimate is based primarily on projected demographic growth for the centre as a whole, derived from Victorian Government's Victoria in the Future (VIF) 2016 forecasts. Analysis from SGS Economics and Planning has indicated that this is a conservative estimate of potential change compared to other estimates such as .id Consulting and preliminary indications from VIF2019.

Our methodology distributes this growth across the neighbourhoods in the centre based on both the existing land uses and preferred future land use mix derived from the vision statements.

For example, the majority of existing health related floorspace is located within the Health and Education precinct. It is reasonable to assume that the majority of growth in health related employment is likely to occur within the same precinct, with a small proportion of health floorspace growth spilling over into adjacent neighbourhoods.

The distribution of floor area in this model uses the residential / non-residential maximum percentages proposed for the ACZ schedule. Where a 30% maximum for residential floorspace is applied this is reflected in future growth estimates.

Most sites across the centre are already occupied by existing buildings and uses. Thus we need to estimate what sites are available for future development. Using a mapping database we set aside sites that have recently been developed or are under construction. Of the available sites, we estimated that only two out of every three (65%) will actually be developed over the next 20 years.

The floor area of buildings that are replaced does not disappear. It is important to estimate the overall floor area required to replace existing uses as well as generating the net growth in floorspace. Floorspace for existing uses is displaced and reallocated within new development across the centre. Thus a greater amount of future development is needed to be constructed to achieve the net growth required to meet demographic projections.

The overall figures and breakdown by neighbourhood is set out below.

Table 12 Required approvals to achieve projected growth — how much development is required to deliver the floorspace needed to accommodate the projected growth in employment and dwellings?

	Overall Growth in GFA (net)	Gross GFA required to account for growth and displaced uses
Box Hill MAC	731,000	895,000
Health and Education	294,000	301,000
Prospect	78,000	117,000
Garden	59,000	74,000
Central	223,000	281,000
Civic & Cultural	16,000	30,000
Enterprise	29,000	48,000
Residential Transition	30,000	45,000

3.2

How much development is provided within the envelope defined by the built form guidelines?**Estimating a development envelope**

3D modelling produced an initial planning envelope for sites across the centre (generating floorplates allowing a measurement of gross floor area). These envelopes were derived from centre-wide built form controls, including: preferred maximum building height, street wall height and upper level setbacks, side and rear setbacks as well as overshadowing controls.

This model also assumes all sites are separately owned and individually developed. This is a conservative assumption, since consolidated sites are likely to generate greater potential yields. This envelope does not account for granular controls or guidelines such as street wall setbacks or other site-specific circumstances, nor attempt to model actual building depths. As a conservative assumption (*Assumption 1*), the yield of the 3D-model derived planning envelope was reduced by half (50%) to provide an estimate for the lower GFA resulting from actually developable floorplates resulting from applying the planning guidelines. This provides us with an estimated yield of a hypothetical development envelope.

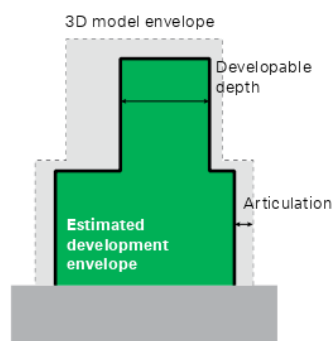
Estimating an indication of yield over the next 20 years

To determine the feasibility of the recommended built form framework in accommodating both significant forecast growth and land use aspirations for each neighbourhood, a high-level estimation of indicative yield over the next 20 years was prepared. This estimation relied on a range of assumptions, these included:

- Only 65% of available sites, i.e. 65% of estimated development envelope, will be developed (*Assumption 2*)
- All developments currently under construction and approved permits will be constructed.
- Buildings 4 storeys and lower were not modelled. We applied a general assumption for low-rise developments over the next twenty years based on analysis of planning permit applications. This assumed that 50 sites across the centre will be developed with an average GFA of 2000m².

As a whole, 3D modelling and high-level indicative yield estimates strongly suggest that the recommended built form controls would comfortably accommodate forecast growth on a gross basis even accounting for displaced uses. Future growth would use 74% of the available yield if 65% of sites were developed in accordance with the estimated development envelope.

Figure 27 Illustrative difference between 3D model envelope and estimated development envelope.

**Box Hill MAC**

Estimated development envelope		GFA (m ²)
Development envelope from 3D model		2,648,000
Assumption 1: 50% of envelope is buildable		-1,324,000
TOTAL		1,324,000
Estimated indicative yield over 20 years		
Assumption 2: 65% of sites developed		860,600
+ Developments under construction		94,100
+ Developments with approved permits		153,900
+ Developments (< 5 storeys over 20 years)		100,000
TOTAL		1,208,600
Forecast growth		
Overall growth (net)		731,000
Growth required inc. displaced uses (gross)		895,000
% of indicative yield		74%

74%

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Revised Box Hill MAC Urban Design Framework

Figure 28 View 1 of estimated planning envelopes in Box Hill for buildings of 5 storeys and above

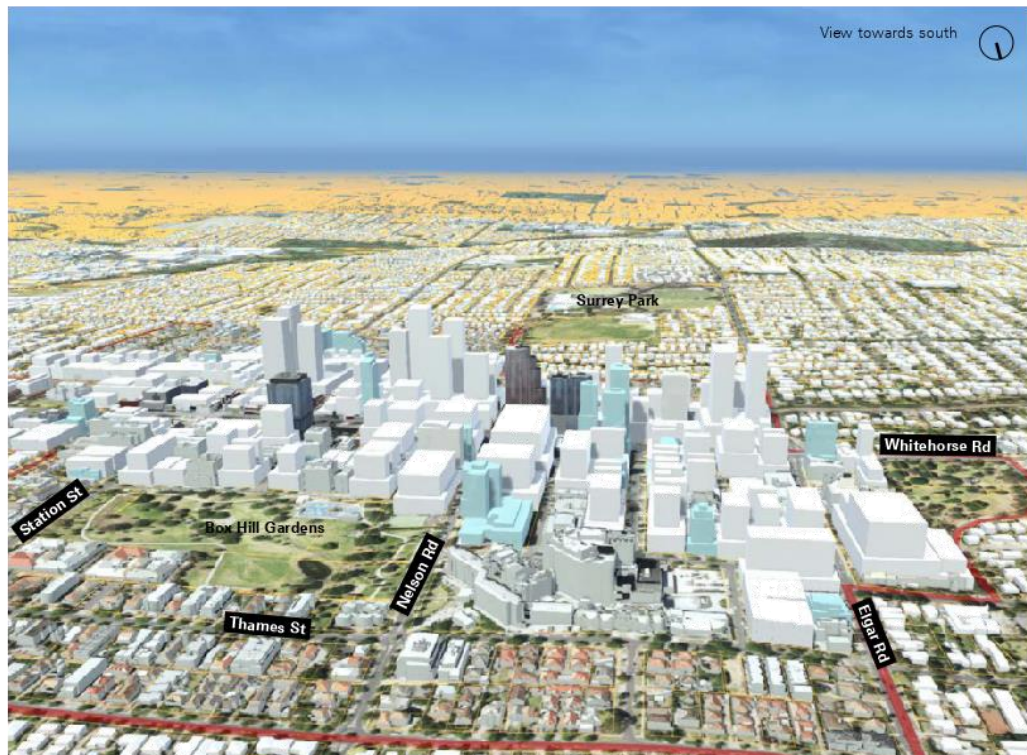


Figure 29 View 2 of estimated planning envelopes in Box Hill for buildings of 5 storeys and above



9.1.1 – ATTACHMENT 2. Revised Box Hill MAC Urban Design Framework

Precinct 1: Central

79%

Estimated development envelope		GFA (m ²)
Development envelope from 3D model		777,000
Assumption 1: 50% of envelope is buildable		-388,500
TOTAL		388,500
Estimated indicative yield over 20 years		
Assumption 2: 65% of sites developed		252,525
+ Developments under construction		47,700
+ Developments with approved permits		56,500
+ Developments (< 5 storeys over 20 years)		-
TOTAL		356,725
Forecast growth		
Overall growth (net)		223,000
Growth required inc. displaced uses (gross)		281,000
% of indicative yield		79%

Precinct development envelope ■
Approved built form ■



Precinct 2: Health & Education

81%

Estimated development envelope		GFA (m ²)
Development envelope from 3D model		918,000
Assumption 1: 50% of envelope is buildable		-459,000
TOTAL		459,000
Estimated indicative yield over 20 years		
Assumption 2: 65% of sites developed		298,350
+ Developments under construction		1,300
+ Developments with approved permits		72,200
+ Developments (< 5 storeys over 20 years)		-
TOTAL		371,850
Forecast growth		
Overall growth (net)		294,000
Growth required inc. displaced uses (gross)		301,000
% of indicative yield		81%



Precinct 3: Prospect

66%

Estimated development envelope		GFA (m ²)
Development envelope from 3D model		444,000
Assumption 1: 50% of envelope is buildable		-222,000
TOTAL		222,000
Estimated indicative yield over 20 years		
Assumption 2: 65% of sites developed		144,300
+ Developments under construction		29,900
+ Developments with approved permits		3,700
+ Developments (< 5 storeys over 20 years)		-
TOTAL		177,900
Forecast growth		
Overall growth (net)		78,000
Growth required inc. displaced uses (gross)		117,000
% of indicative yield		66%



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Precinct 4: Garden

Precinct development envelope ■
Approved built form ■

Estimated development envelope		GFA (m ²)
Development envelope from 3D model		153,000
Assumption 1: 50% of envelope is buildable		-76,500
TOTAL		76,500
Estimated indicative yield over 20 years		
Assumption 2: 65% of sites developed		49,725
+ Developments under construction		15,200
+ Developments with approved permits		3,600
+ Developments (< 5 storeys over 20 years)		40,000
TOTAL		108,525

68%

Forecast growth		
Overall growth (net)		59,000
Growth required inc. displaced uses (gross)		74,000
% of indicative yield		68%



Precinct 5: Civic & Cultural

Estimated development envelope		GFA (m ²)
Development envelope from 3D model		133,000
Assumption 1: 50% of envelope is buildable		-66,500
TOTAL		66,500
Estimated indicative yield over 20 years		
Assumption 2: 65% of sites developed		43,225
+ Developments under construction		0
+ Developments with approved permits		8,700
+ Developments (< 5 storeys over 20 years)		10,000
TOTAL		61,925

48%

Forecast growth		
Overall growth (net)		16,000
Growth required inc. displaced uses (gross)		30,000
% of indicative yield		48%



Precinct 6: Enterprise

Estimated development envelope		GFA (m ²)
Development envelope from 3D model		223,000
Assumption 1: 50% of envelope is buildable		-111,500
TOTAL		111,500
Estimated indicative yield over 20 years		
Assumption 2: 65% of sites developed		72,475
+ Developments under construction		0
+ Developments with approved permits		5,000
+ Developments (< 5 storeys over 20 years)		-
TOTAL		77,475

62%

Forecast growth		
Overall growth (net)		29,000
Growth required inc. displaced uses (gross)		48,000
% of indicative yield		62%



9.1.1 – ATTACHMENT 2. Revised Box Hill MAC Urban Design Framework

Precinct 7: Northern and Southern Residential Transition

Estimated development envelope	GFA (m ²)
Development envelope from 3D model	Not modelled
<i>Assumption 1: 50% of envelope is buildable</i>	-
TOTAL	-

Estimated indicative yield over 20 years	
<i>Assumption 2: 65% of sites developed</i>	-
+ Developments under construction	-
+ Developments with approved permits	4,200
+ Developments (< 5 storeys over 20 years)	50,000
TOTAL	54,200

Forecast growth	
Overall growth (net)	30,000
Growth required inc. displaced uses (gross)	45,000
% of indicative yield	83%

83%



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3.3 Testing the built form guidelines — planning envelopes for potential development

The combination of setbacks to the front, rear and sides above street wall height means that some smaller sites may not be able to be built to the preferred maximum height of its location. This is intentional and is a specific response to community feedback that built form height should relate to the size of the land as well as the height of surrounding buildings.

Side and rear setbacks

The side and rear setbacks ensure that there is adequate separation between built form on adjoining sites above the street wall height. The separation ensures that it is possible to see the sky in between taller built form. The setbacks also ensure that taller built form is designed to be seen from all sides rather than presenting a blank facade to an adjoining site.

There are two thresholds where side and rear setbacks may constrain overall building height:

- For very narrow or small sites the required side setbacks may mean there is no feasible footprint for built form above street wall height. Sites less than 10 metres wide will only be able to be built to the street wall height.
- For moderately sized sites there may be a feasible footprint for development above street wall height providing 5 metre setbacks but not for 10 metre setbacks. These sites will be constrained to a maximum of 15 storeys.

Figure 30 Testing outcomes of side and rear setbacks to sites on Prospect Street



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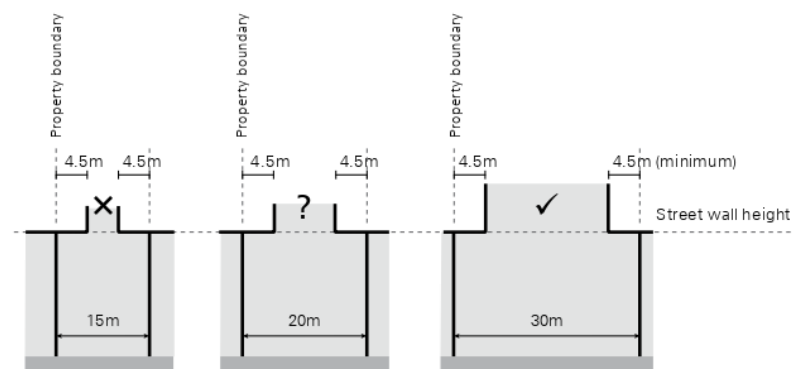
Incentivising lot consolidation

The combination of existing lot size and setback requirements provides a clear incentive for lot consolidation in locations where taller built form is otherwise possible (see Figure 31 and Figure 30). Larger sites created through lot consolidation are better able to manage off-site impacts, such as vehicular access, services and loading, and accommodate built form while still ensuring there is appropriate separation between towers.

Street wall height and upper level setbacks

The application of a street wall ensures that the height of the lower levels of a building (podium) is related to the width of the street (see Figure 32). This demonstrates how recessive built form is achieved above the street wall through the application of upper level setbacks. This ensures an appropriate sense of enclosure while providing clear views to the sky from the street.

Figure 31 The application of side and rear setbacks above the street wall provides a clear incentive for lot consolidation in locations where taller built form is possible.



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Figure 32 Testing street wall heights and upper level setbacks



Wellington Road towards south, demonstrating the street wall and upper level setbacks in relation to width of the street



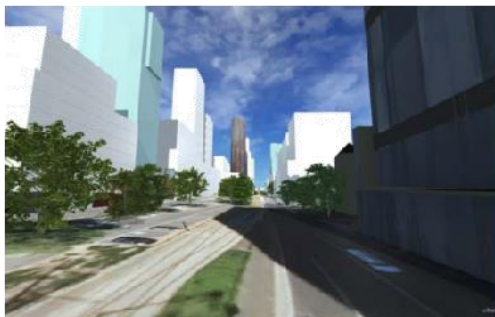
Streetscape view of Central Neighbourhood from Station Street/Whitehorse Road



Streetscape view of Carrington Road towards the east



Streetscape view of Prospect Street towards the west



Streetscape view of Whitehorse Road towards the west



Streetscape view of Station Street towards the south



Streetscape view of Bruce Street towards the south from Irving Avenue



Streetscape view of Garden Neighbourhood from Box Hill Gardens

Implementation

4

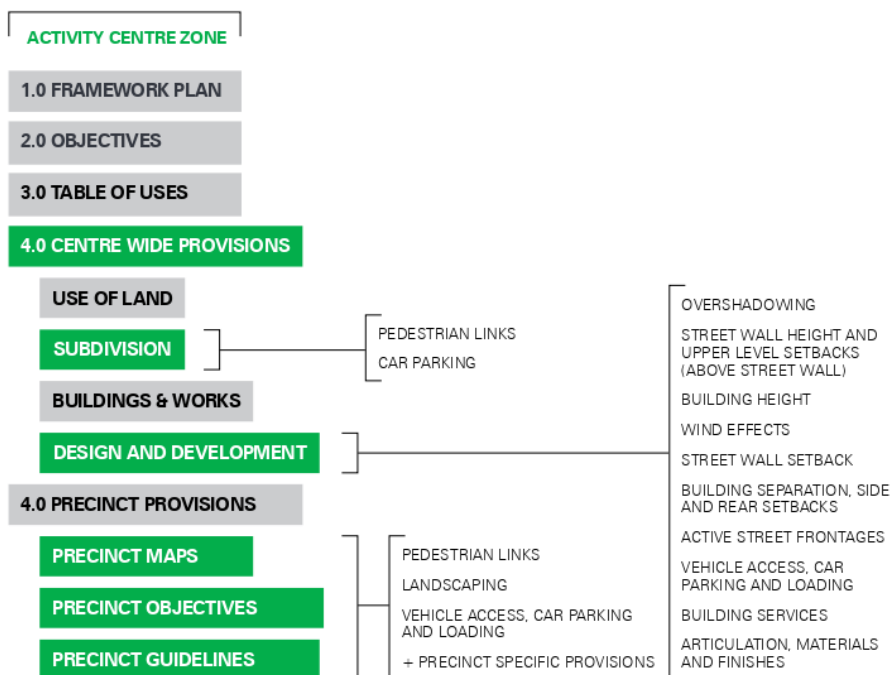
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4.1 Integration into the Activity Centre Zone

The recommended built form framework should be tightly integrated into the Activity Centre Zone. Specifically, the primary controls should be incorporated as Centre Wide Design and Development provisions with particular precinct-specific requirements, such as landscaping and provision of new links, be incorporated through Precinct Provisions.

Figure 33 Implementation of the UDF within the Activity Centre Zone



9.1.1 – ATTACHMENT 2.

Revised Box Hill MAC Urban Design Framework



9.1.1 – ATTACHMENT 3. Draft Activity Centre Zone schedule

WHITEHORSE PLANNING SCHEME

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SCHEDULE 1 TO CLAUSE 37.08 ACTIVITY CENTRE ZONE

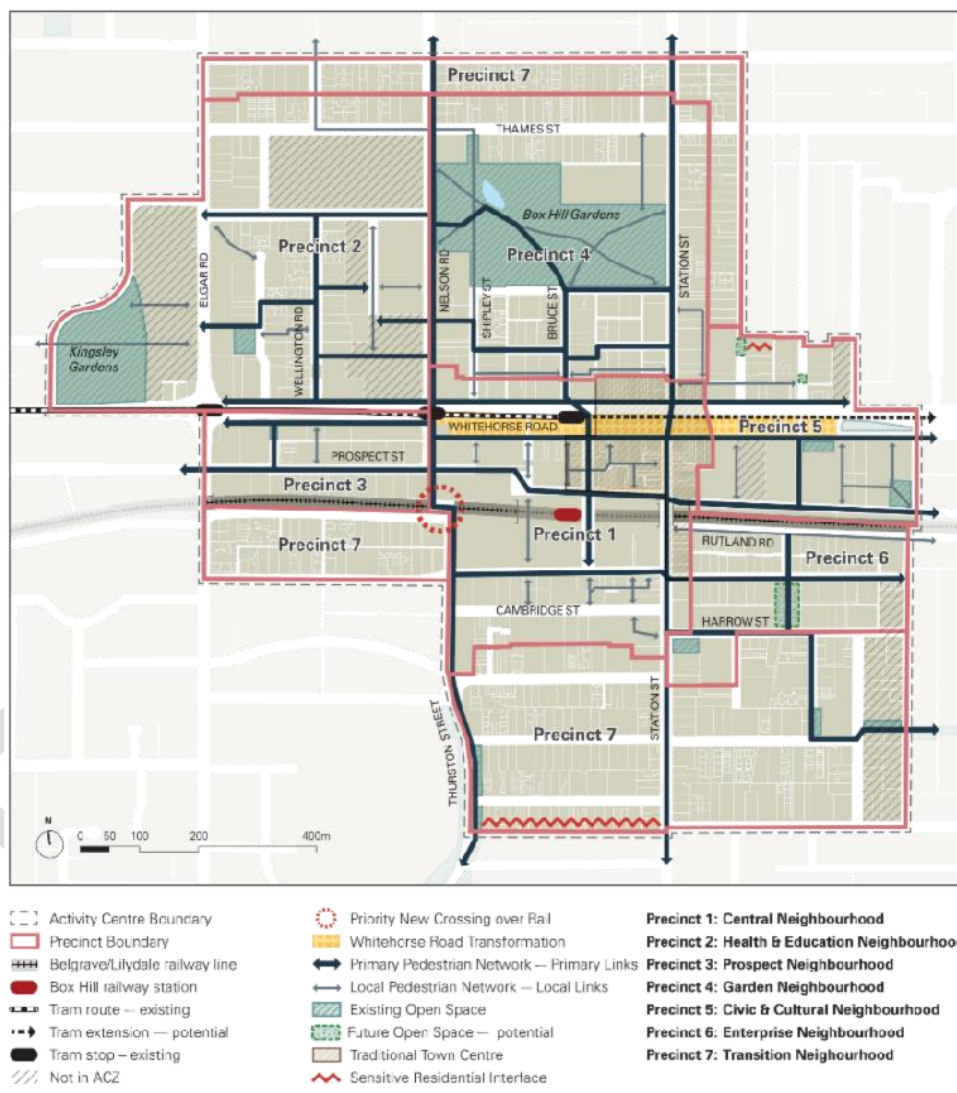
Shown on the planning scheme map as **ACZ1**

BOX HILL METROPOLITAN ACTIVITY CENTRE

1.0

Box Hill Metropolitan Activity Centre Framework Plan

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9.1.1 – ATTACHMENT 3. Draft Activity Centre Zone schedule

WHITEHORSE PLANNING SCHEME

2.0 Land use and development objectives to be achieved

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Land use and development

1. To develop the Activity Centre in a manner which provides for a diversity and proper distribution of shopping, business, civic, cultural, entertainment, employment and community activities.
2. To provide for additional employment opportunities by rebalancing the proportion of residential development into preferred locations.
3. To encourage greater residential diversity by providing a range of housing types, sizes and tenure in medium and high density form and which includes affordable housing.
4. To strengthen and expand the role of the Activity Centre as a focus for health, education, employment and enterprises at the State level.

Built form and design

5. To promote the development of an interconnected network of distinctive, accessible, and vibrant neighbourhoods and then to ensure that development responds to the defined character of each neighbourhood.
6. To improve the amenity of the existing and proposed public realm, including the protection of streets and open spaces from overshadowing and wind impacts.
7. To ensure a high quality interface between buildings and the street at ground and lower levels and reduce the impacts of vehicle access and loading on footpaths and the public realm.
8. To promote building heights which provide clear views to the sky from the street, relate to the height of neighbouring buildings, site size, and the preferred character of the precinct.
9. To ensure buildings achieve high levels of sustainability and architectural excellence.

Transport and movement

10. To improve the Activity Centre's role and function as a public transport hub of metropolitan significance.
11. To ensure that the form of any development prioritises and encourages walking, cycling and use of public transport, including interchange between modes.
12. To allow for traffic movement in a manner that is controlled and managed and to ensure the function of the Activity Centre is not adversely impacted by through traffic.
13. To encourage more efficient use of car parking in and around the Activity Centre, including providing for consolidated and publicly accessible parking within buildings.

Public Realm and open space

14. To deliver sufficient and high quality public and publicly accessible spaces that promotes community health, social interaction and are safe.
15. To create streets, laneways and footpaths that promote good urban design and encourage walking and footpath activity.
16. To provide for trees and landscaping within the public realm that reflects and improves the landscape character of each precinct.
17. To encourage landscape opportunities within private land that makes a contribution towards the preferred landscape character of each precinct outlined in the *Box Hill Metropolitan Activity Centre to 2036 Structure Plan*.

9.1.1 – ATTACHMENT 3. Draft Activity Centre Zone schedule

WHITEHORSE PLANNING SCHEME

3.0 Table of uses

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Section 1 - Permit not required

Use	Condition
Accommodation (other than Camping and caravan, Corrective institution, Residential age care facility, Residential building, Retirement village, Group accommodation and Host farm)	Must not exceed the maximum percentage of allowable gross floor area specified in Table 1 at clause 4.1. Any frontage at ground level must not exceed 2 metres in Precinct 1, 2, 3, 5 or 6. The total number of dwellings or units must not exceed 15 per site in Precinct 1, 2, 3, 5 or 6.
Art and craft centre	Must be in Precinct 1 or 6.
Cinema	Must be in Precinct 1 or 5.
Cinema based entertainment facility	
Convenience shop	Must not be in Precinct 7.
Education centre (other than Child care centre, Primary school or Secondary school)	Must not be in Precinct 4 or 7.
Food and drink premises (other than Convenience restaurant)	Must be in Precinct 1.
Group accommodation	Must not be in Precinct 6. Must not exceed the maximum percentage of allowable gross floor area specified in Table 1 at clause 4.1.
Home based business	
Hospital	Must be in Precinct 2.
Industry (other than Research and development centre, Car wash and Motor repairs)	Must be in Precinct 6. Must not be a purpose listed in the table to clause 53.10 except for bakery and smallgoods production.
Informal outdoor recreation	
Market	Must be in Precinct 1, 5 or 6, or must be on land owned by a public land manager. Must have a designated access point on the ground level.
Medical centre	Must be in Precinct 1, 2 or 3.
Office (other than Medical centre)	Must not be in Precinct 7. In Precinct 4 leasable floor area must not exceed 250 square metres.
Place of worship	The gross floor area must not exceed 250 square metres. The site must adjoin, or have access to, a road in a Road Zone.
Postal agency	Must not be in Precinct 7.
Primary school	Must not be in Precinct 6.
Railway	
Residential aged care facility Residential building (other than Residential hotel)	Must not exceed the maximum percentage of allowable gross floor area specified in Table 1 at clause 4.1. Must not be in Precinct 1, 3, 5 or 6.

9.1.1 – ATTACHMENT 3. Draft Activity Centre Zone schedule

WHITEHORSE PLANNING SCHEME

Residential hotel	In Precinct 2 or 6 must not exceed the maximum percentage of allowable gross floor area specified in Table 1 at clause 4.1. Must not be in Precinct 7.
Retail premises (other than Food and drink premises, Gambling premises, Landscape gardening supplies, Manufacturing sales, Market, Motor vehicle, boat or caravan sales, Postal agency, Shop and Trade supplies)	Must be in Precinct 1. Must not exceed 250 square metres in leasable floor area in Precinct 2, 3, 4, 5 or 6. Must not be in Precinct 7.
Retirement village	Must not exceed the maximum percentage of gross allowable gross floor area specified in Table 1 at clause 4.1. Must not be in Precinct 6.
Research and development centre	Must be in Precinct 2 or 6.
Research centre	Must be in Precinct 2 or 6.
Secondary school	Must not be in Precinct 6.
Shop (other than Adult sex product shop, Restricted retail premises and Supermarket)	Must be in Precinct 1, 2, 3, 4 or 5. Must not exceed 250 square metres in leasable floor area in Precinct 2, 3, 4 or 5.
Supermarket	Must be in Precinct 1.
Tramway	
Any use listed in Clause 62.01	Must meet the requirements of Clause 62.01

Section 2 - Permit required

Use	Condition
Adult sex product shop	Must be in Precinct 1 or 6.
Brothel	Must be at least 200 metres (measured by the shortest route reasonably accessible on foot) from Precinct 4 or 7, a residential zone, land used for a Hospital, Primary school or Secondary school or land in a Public Acquisition Overlay to be acquired for a Hospital, Primary school or Secondary school. The leasable floor area must not exceed 200 square metres.
Bus terminal	Must be in Precinct 1.
Car park	The site must adjoin, or have direct access to, a road in a Road Zone.
Car wash	
Commercial display area	Must not be in Precinct 4 or 7.
Convenience restaurant	Must be in Precinct 1 or the site must adjoin a road in a Road Zone.
Food and drink premises (other than Convenience Restaurant or Take away food premises) – where the Section 1 condition is not met	Must not be in Precinct 7, unless it adjoins a Road Zone.
Group accommodation – where the Section 1 condition is not met	Must not be in Precinct 6.

9.1.1 – ATTACHMENT 3. Draft Activity Centre Zone schedule

WHITEHORSE PLANNING SCHEME

Use	Condition
Industry (other than Car wash and Motor repairs) – where the Section 1 condition is not met	Must not be in Precinct 4 or 7. Must not be a purpose listed in the table to Clause 53.10.
Landscape and gardening supplies	Must be in Precinct 6.
Leisure and recreation (other than Informal outdoor recreation, Major sports and recreation facility, Motor racing track)	
Manufacturing sales	Must not be in Precinct 4 or 7.
Medical centre – where the Section 1 condition is not met	The leasable floor area must not exceed 250 square metres.
Motor repairs	Must be in Precinct 6.
Nightclub	Must be in Precinct 1, 3 or 6. If in Precinct 6 must be at least 200 metres (measured by the shortest route reasonably accessible on foot) from a residential zone.
Office (other than Medical centre)	If in Precinct 7 must adjoin a road in a Road Zone and the leasable floor area must not exceed 250 square metres.
Place of assembly (other than Nightclub)	Must not be in Precinct 7.
Primary school	Must not be in Precinct 6.
Residential aged care facility	Must not be in Precinct 3 or 6.
Residential building (other than Residential hotel)	Must not exceed the maximum percentage of allowable gross floor area specified in Table 1.
Retirement village – where the Section 1 condition is not met	
Restricted retail premises	Must not be in Precinct 7.
Retail premises (other than Food and drink premises, Landscape and gardening supplies, Manufacturing sales, Shop and Trade supplies) – where the Section 1 condition is not met	Must not be in Precinct 7.
Secondary school	Must not be in Precinct 6.
Shop (other than Adult sex product shop, Restricted retail premises, Supermarket) – where the Section 1 condition is not met	Must not exceed a leasable floor area of 200 square metres in Precinct 6. Must not be in Precinct 7.
Service industry (other than Motor repairs, Car wash)	Must not be in Precinct 4 or 7.
Service station	The site must adjoin a road in a Road Zone
Supermarket – where the Section 1 condition is not met	Must not be in Precinct 7.
Take away food premises – where the Section 1 condition is not met	Must adjoin a road in a Road Zone.
Trade supplies	Must be in Precinct 1 or 6.
Transport terminal (other than Bus terminal and Road freight terminal)	Must be in Precinct 1, 3 or 5
Warehouse (other than Commercial display area)	Must be in Precinct 6.
Any other use not in Section 1 or 3.	

9.1.1 – ATTACHMENT 3. Draft Activity Centre Zone schedule

WHITEHORSE PLANNING SCHEME

Section 3 – Prohibited

Use

Agriculture (other than Domestic animal boarding and Market garden)
Camping and caravan park
Corrective institution
Host farm
Major sports and recreation facility
Motor racing track
Road freight terminal
Saleyard

4.0 Centre-wide provisions

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4.1 Use of land

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Requirements for all land uses

A use must achieve the land use objectives at clause 2.0 and the relevant Precinct objectives of this schedule.

Where a requirement is expressed with the term 'must', a permit must not be granted to vary the requirement.

A use must not detrimentally affect the amenity of the neighbourhood, including through the:

- Transport of materials, goods or commodities to or from the land.
- Appearance of any building, works or materials.
- Emission of noise, artificial light, vibration, smell, fumes, smoke, vapour, steam, soot, ash, dust, waste water, waste products, grit or oil.

Affordable Housing

These requirements apply to land within Precincts 1, 2, 3, 5 and 6.

For a development of 16 or more dwellings, at least 6% of the dwellings must be Affordable housing unless otherwise agreed to by the responsible authority. If in calculating the number of Affordable housing dwellings the result is not a whole number, the number is to be rounded up to the nearest whole number.

Unless otherwise agreed to by the responsible authority, the Affordable housing should be social housing and be provided at no cost and:

- be transferred to an agency, a body or a person which provides affordable housing, including but not limited to Registered Housing Agencies, Rental Housing Agencies and other bodies established or recognised under the *Housing Act 1983*; or
- held in an affordable housing trust and managed for the sole purpose of Affordable housing as social housing.

Affordable housing has the meaning set out in the *Planning and Environment Act 1987*.

These requirements do not apply to the use of land in accordance with a planning permit for buildings and works granted before the approval date of Amendment C228.

Use of land for Accommodation (other than Camping and caravan park, Corrective institution, Dependent person's unit and Host farm)

An application for use of land for Accommodation (other than Camping and caravan park, Corrective institution, Dependent person's unit and Host farm) must not exceed the maximum percentage of allowable gross floor area specified in **Table 1** to this clause unless a development plan prepared and approved pursuant to clause 4.5 of this schedule provides for an alternative percentage.

9.1.1 – ATTACHMENT 3. Draft Activity Centre Zone schedule

WHITEHORSE PLANNING SCHEME

The maximum percentage of allowable gross floor area associated with the Accommodation use does not include floor areas:

- in a basement.
- used for car parking, services, and communal spaces shared between uses.

This requirement does not apply to a Residential hotel if located outside Precinct 2 or Precinct 6.

Table 1 Maximum percentage of allowable gross floor area

Precinct	Maximum percentage of allowable gross floor area
Precinct 1	50%
Precinct 2	30%
Precinct 3	30%
Precinct 4	100%
Precinct 5	30%
Precinct 6	30%
Precinct 7	100%

4.2

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Subdivision

Any land which is subdivided should incorporate the primary and local pedestrian network links generally in accordance with the Framework Plan in clause 1.0 of this schedule.

An application to subdivide land in Precinct 7, other than an application to subdivide land into lots each containing an existing dwelling, must meet the relevant requirements of Clause 56.

Land used as a commercial car park or land which comprises the car parking associated with another land use must not be subdivided into car parking lots or accessory lots and must be retained in a single consolidated title or as part of common property except with the consent of the responsible authority.

A permit granted must include, where relevant, a condition requiring the following:

- A Section 173 Agreement to be entered into between the land owner, the responsible authority, and Council (if not the responsible authority) to the effect of:
 - Requiring the land owner to construct the primary and/or local pedestrian network links shown in the Framework Plan at clause 1.0 of this schedule and keep it accessible to the public; and
 - if agreed to by the Whitehorse City Council may provide for the vesting of the land in Council or the provision of a carriageway easement.

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Buildings and works

No permit is required for the following:

- The installation of an automatic teller machine.
- An alteration to an existing building facade provided:
 - The alteration does not include the installation of an external roller shutter.
 - At least 80 per cent of the building facade at ground floor level is maintained as an entry or window with clear glazing.
- Construction or extension of an outbuilding (other than a garage or carport) on a lot provided the gross floor area of the outbuilding does not exceed 10 square metres and the maximum building height is not more than 3 metres above ground level.

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WHITEHORSE PLANNING SCHEME

Precinct 4: Garden Neighbourhood and Precinct 7: Transition Neighbourhood

No permit is required to:

- Extend one dwelling on a lot of 500 square metres or more.
- Construct one dependant person's unit on a lot.
- Make structural changes to a dwelling provided the size of the dwelling is not increased or the number of dwellings is not increased.

A development must meet the requirements of Clause 54.

A development must meet the requirements of Clause 55. This does not apply to a development of five or more storeys, excluding a basement.

4.4 Design and development

The following design and development requirements apply to an application to construct a building or construct or carry out works.

Where a requirement is expressed with the term 'must', or listed as a mandatory requirement in the Tables below, a permit must not be granted to vary the requirement unless the building and works are consistent with a development plan approved pursuant to clause 4.5 of this schedule.

All other requirements in this schedule should be met.

4.4-1 Overshadowing

Objectives

To protect public spaces and the primary pedestrian network as shown on the Framework Plan at clause 1.0 of this schedule from overshadowing.

To enhance the amenity and quality of the public spaces.

To inform acceptable maximum building heights.

Requirements

Buildings and works must meet the overshadowing requirements in accordance with the requirements in **Table 2** to this clause.

A permit cannot be granted for buildings and works which would cast any additional shadow* across a space listed within **Table 2** to this clause and shown in **Figure 1** to this clause during the hours and dates specified.

The overshadowing requirements in this clause do not apply to:

- Shadows cast by a street wall that meets the preferred street wall heights and setbacks specified in **Map 4** of this schedule and **Map 5** of this schedule.
- Shadows cast by existing buildings.
- Shadows cast by buildings and works constructed within the public open space.
- Shadows cast by a building constructed in accordance with a development plan approved pursuant to clause 4.5 of this schedule.

The overshadowing protection areas that apply along streets or roads are to be measured 6 metres from the property boundary to the existing kerb.

Sites identified as Sensitive Residential Interfaces on the Framework Plan at clause 1.0 of this schedule must meet the overshadowing open space objective at Clause 54.04-5 or Clause 55.04-5 and should meet Standard A14 of Clause 54.04-5 or Standard B21 of Clause 55.04-5.

9.1.1 – ATTACHMENT 3. Draft Activity Centre Zone schedule

WHITEHORSE PLANNING SCHEME

Table 2: Overshadowing – mandatory requirement

Space (as per Figure 1)	Mandatory Requirement	Hours between	Date(s)
Ashted Road Reserve Box Hill Gardens Future Ellingworth Parade Open Space Future Whitehorse Road Open Space (Central) Glenmore Street Reserve Kingsley Gardens Linsley Park Market Street and Main Street Pioneer Park Town Hall Forecourt	No additional overshadowing	11am-2pm	June 22
Future Court Street Open Space Future Watts Street Open Space Future Whitehorse Road Open Space (West) Future Whitehorse Road Open Space (East)	No additional overshadowing	11am-2pm	September 22

A permit cannot be granted for buildings and works that could cast any additional shadow* across a space listed within **Table 3** to this clause and shown in **Map 1** to this clause during the hours and dates specified.

Table 3: Overshadowing – mandatory requirement

Streets and Laneways (identified in Map 1)	Mandatory Requirement	Hours between	Date(s)
North-South Street	No additional overshadowing on any part of the opposite footpath, measured 6 metres from the property boundary	11am-2pm	September 22
East-West Street	No additional overshadowing to south footpath, measured 6 metres from the property boundary	11am-2pm	September 22

**Additional shadow means any shadow cast outside any existing shadow from buildings or works, but not a shadow cast by incidental elements such as canopies, kiosks, artworks, screening elements or trees.*

9.1.1 – ATTACHMENT 3. Draft Activity Centre Zone schedule

WHITEHORSE PLANNING SCHEME

Figure 1: Overshadowing protection areas



9.1.1 – ATTACHMENT 3. Draft Activity Centre Zone schedule

WHITEHORSE PLANNING SCHEME



9.1.1 – ATTACHMENT 3. Draft Activity Centre Zone schedule

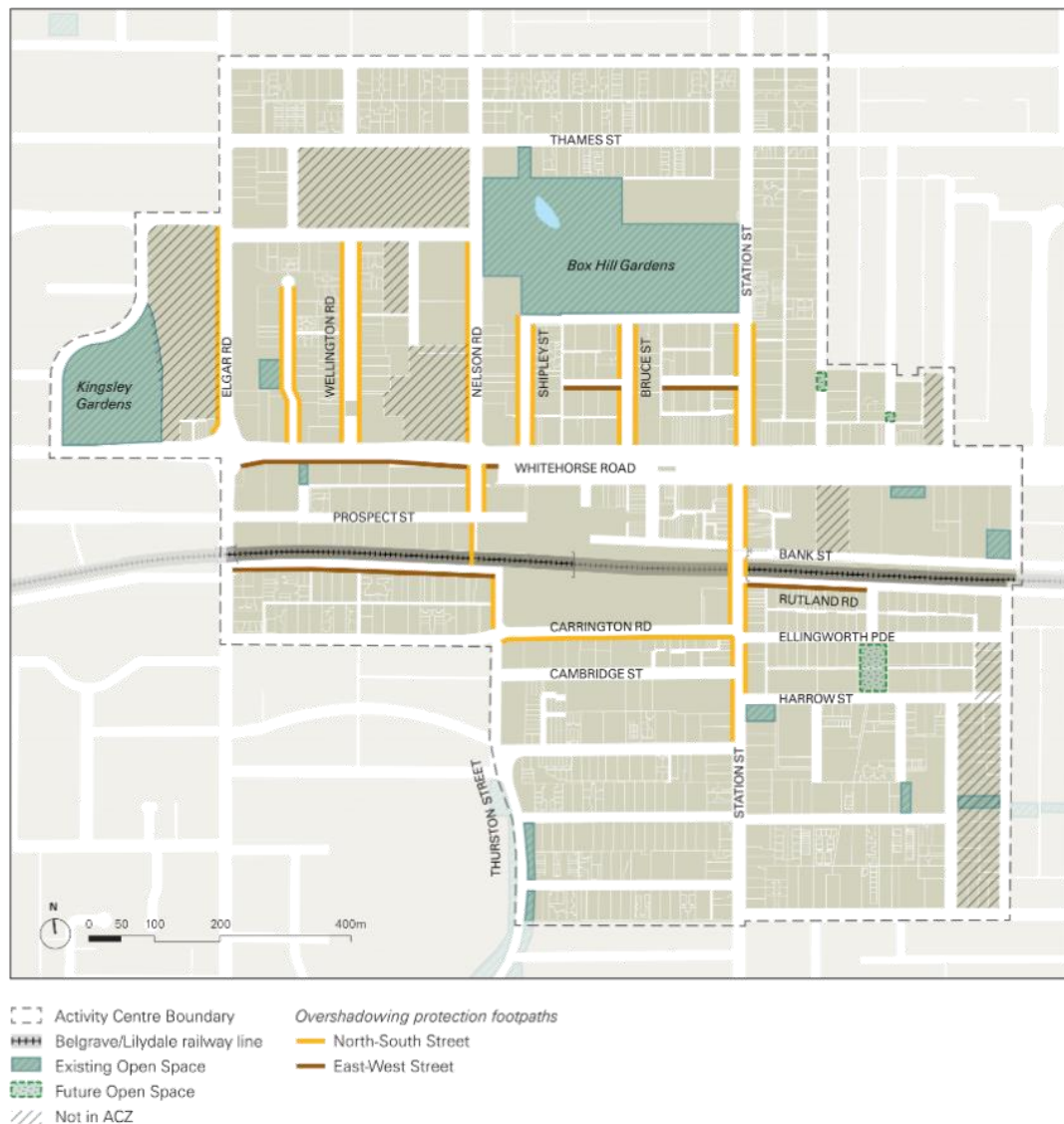
WHITEHORSE PLANNING SCHEME



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WHITEHORSE PLANNING SCHEME

Map 1: Overshadowing Protection Areas



9.1.1 – ATTACHMENT 3. Draft Activity Centre Zone schedule

WHITEHORSE PLANNING SCHEME

4.4-2 Building height

Objectives

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To ensure building height responds to the vision and preferred character for the precinct, and respects adjoining and nearby development.

To minimise amenity impacts caused by building height on public spaces and the primary pedestrian network.

To ensure that the circumstances where a development may exceed the preferred maximum building height are clearly identified.

Requirements

Buildings and works should not exceed the preferred maximum building height specified in **Map 2** to this clause. The preferred maximum building height may not be achieved on every site, particularly smaller sites, sites adjoining heritage places and/or constrained sites.

The preferred maximum building height may be exceeded only where the Floor Area Uplift is accompanied by or directly facilitates:

- delivery of future open space, primary or local pedestrian network as specified in the precinct maps; or
- employment growth; or
- the provision of affordable housing.

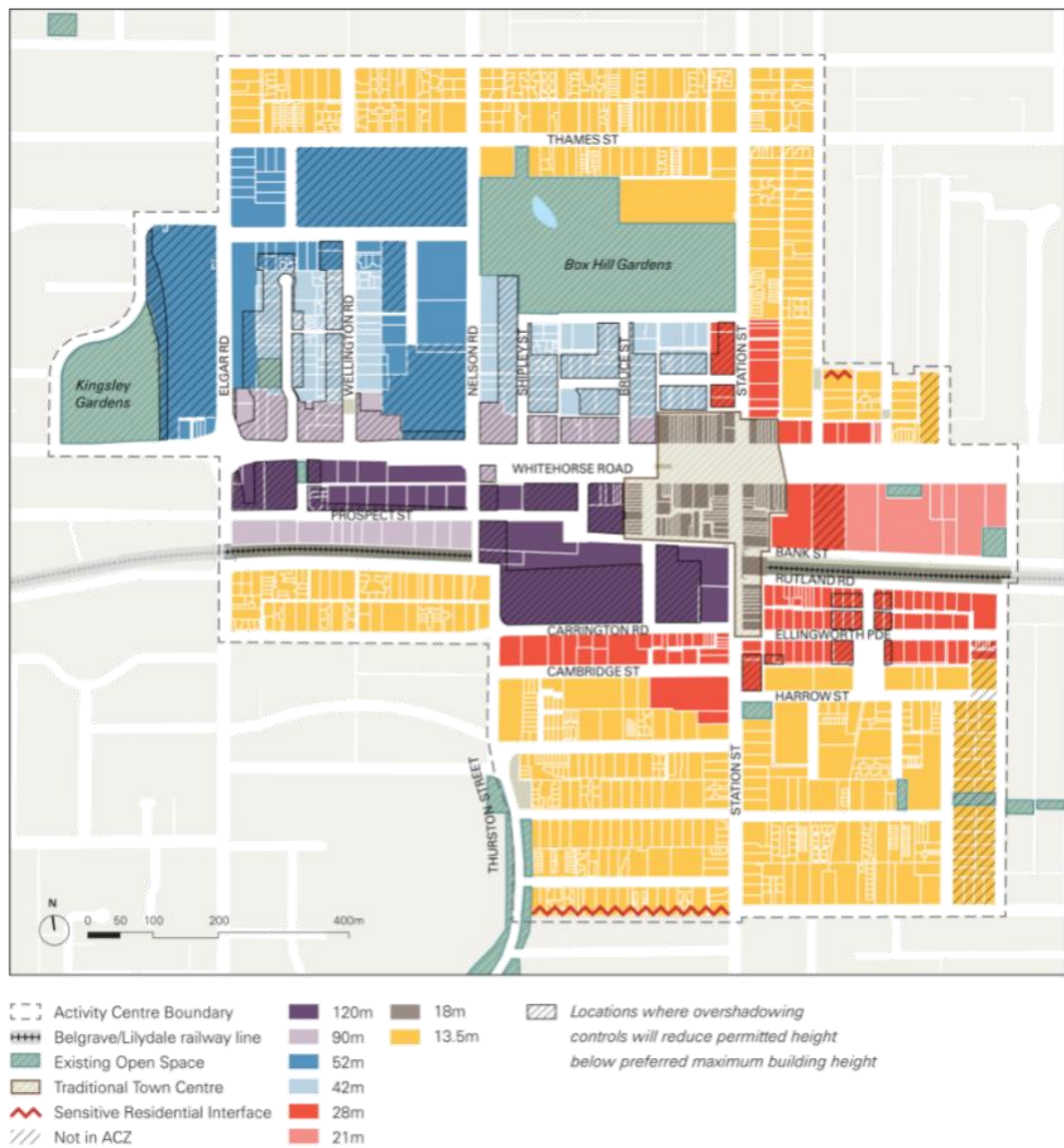
* **Floor Area Uplift** means the floor area of the building(s) that exceeds the preferred maximum building heights.

Where the preferred maximum building height will create shadows that do not meet the mandatory overshadowing requirements specified in **Table 2** and **Table 3** of this schedule, the mandatory overshadowing requirement prevails.

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Map 2: Preferred maximum building height



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WHITEHORSE PLANNING SCHEME

4.4-3 Wind effects

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Objectives

To protect and improve the amenity and quality of the public realm.

To achieve a safe and pleasant pedestrian environment on footpaths and other public spaces for walking, sitting and standing.

Requirements

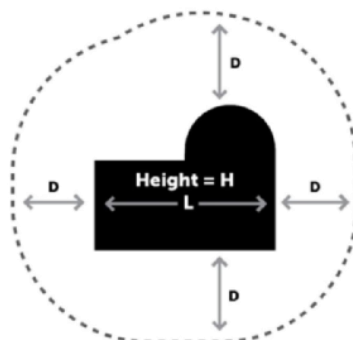
Buildings and works higher than 18 metres:

- must not cause unsafe wind conditions as specified in **Table 4** to this clause in publicly accessible areas within the Assessment Distance from all façades; and
- should achieve comfortable wind conditions as specified in **Table 4** to this clause in publicly accessible areas within the Assessment Distance from all façades as set out in **Map 3** to this clause.

The Assessment Distance is shown in **Diagram 1** below and is the greater of:

- half the longest width of the building;
- half the total height of the building.

Diagram 1: Wind assessment distance



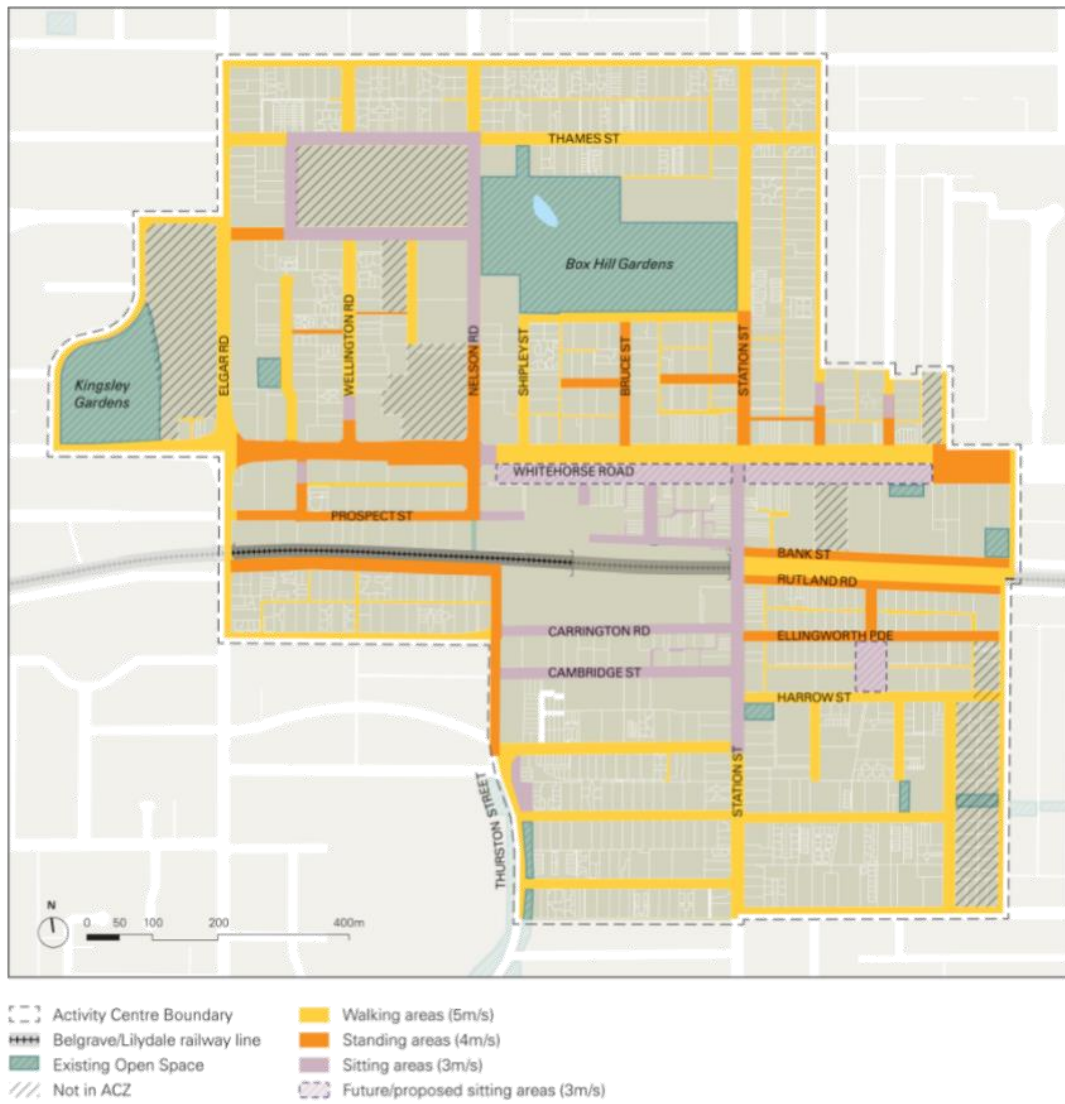
Assessment distance D = greater of:
 $L/2$ (Half longest width of building)
OR
 $H/2$ (Half overall height of building)

Wind amelioration measures should be integrated into the design and architecture of the building rather than comprise “bolt-ons”.

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Map 3: Wind effects



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Table 4: Wind conditions

Wind condition	Mandatory Requirement
Unsafe wind conditions	The hourly maximum 3 second gust from any wind direction (considering at least 16 wind directions) with a corresponding probability of exceedance percentage greater than 20 metres per second.
Wind condition	Preferred Requirement
Comfortable wind conditions	<p>The hourly mean wind speed from all wind directions combined with a probability of exceedance of 20 per cent, is less than or equal to:</p> <ul style="list-style-type: none"> - 3 metres/second for sitting areas. - 4 metres/second for standing areas. - 5 metres/second for walking areas. <p>Hourly mean wind speed is the maximum of:</p> <ul style="list-style-type: none"> - The hourly mean wind speed. - The gust equivalent mean speed (3 second gust wind speed divided by 1.85).

4.4-4

Street wall height

Objectives

To create human scale buildings to define the street edge and create a sense of enclosure without overwhelming the public realm.

To create a clearly defined building base that relates to the width of streets and laneways.

To improve the amenity of the public realm and allow access to daylight and mitigate wind effects at ground level.

Requirements

On the Primary street frontage, Street wall height should not exceed the height as shown in **Map 4** to this clause.

In the area identified as Traditional Town Centre in **Map 4** to this clause, existing Street wall height should be maintained. New Street wall should respond to the Street wall height of adjoining buildings.

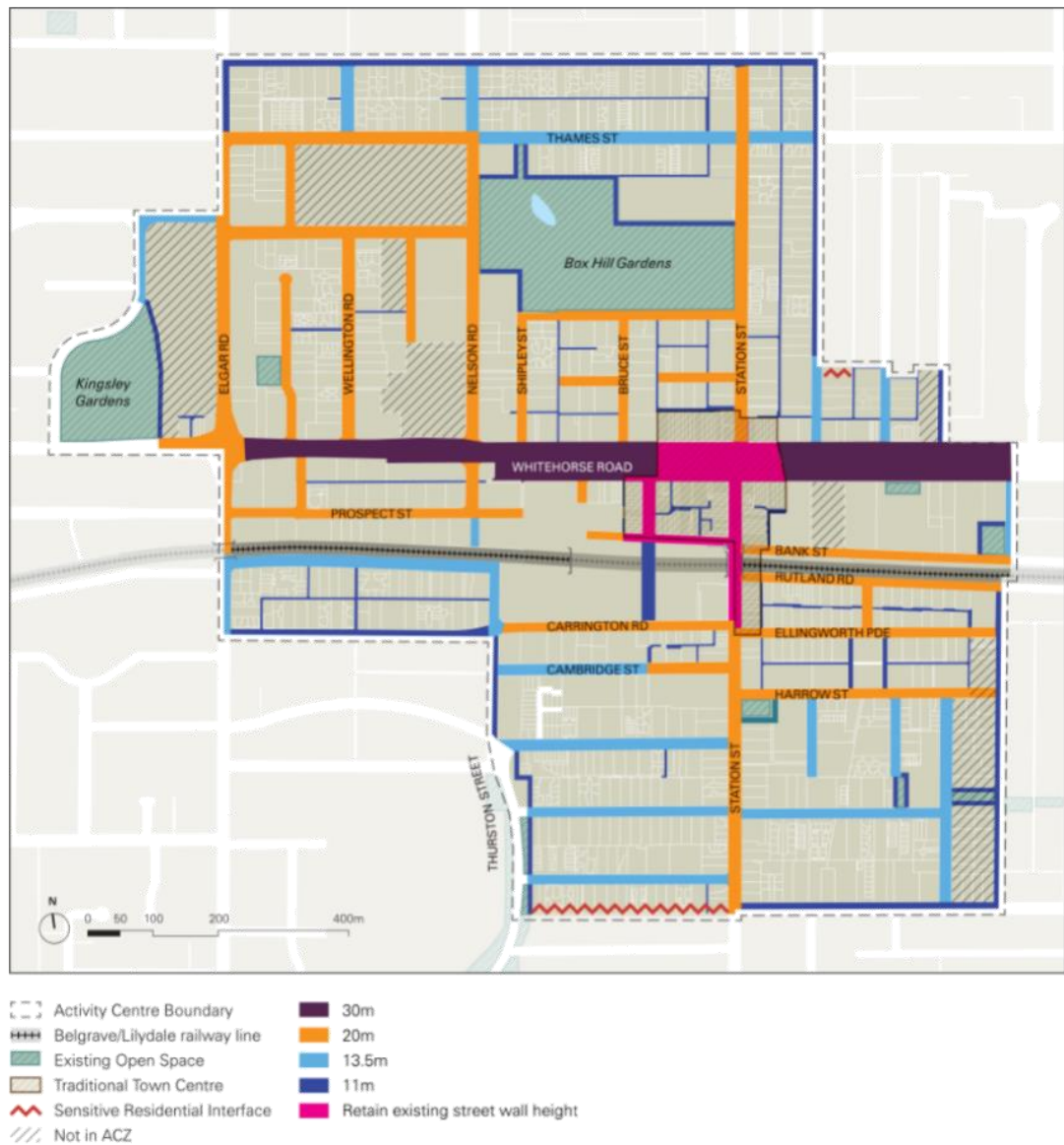
Street wall height to Laneway and the primary pedestrian network should not exceed 11 metres.

On corner sites with side and/or rear frontages to streets or Laneways, a corner transition height that adopts the higher Street wall height applies, transitioning to the lower Street wall height within 30m of the corner.

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Map 4: Street wall height



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WHITEHORSE PLANNING SCHEME

4.4-5 Street wall setback

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Objectives

To provide for an enhanced public realm with provision for widened footpaths and landscaping, including canopy trees.

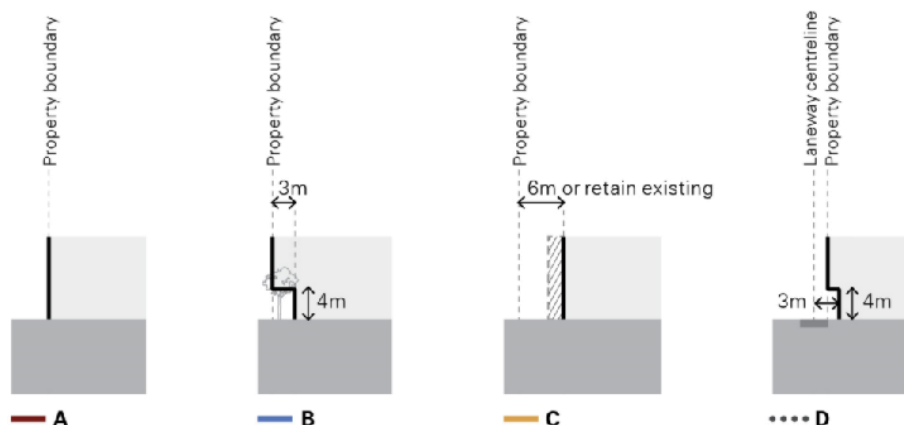
To ensure built form appropriately defines the street and provides a high quality ground level interface.

To provide for an appropriate transition to adjoining heritage places when viewed from the public realm.

Requirements

Street walls should provide the setbacks shown in **Map 5** and **Diagram 2** to this clause.

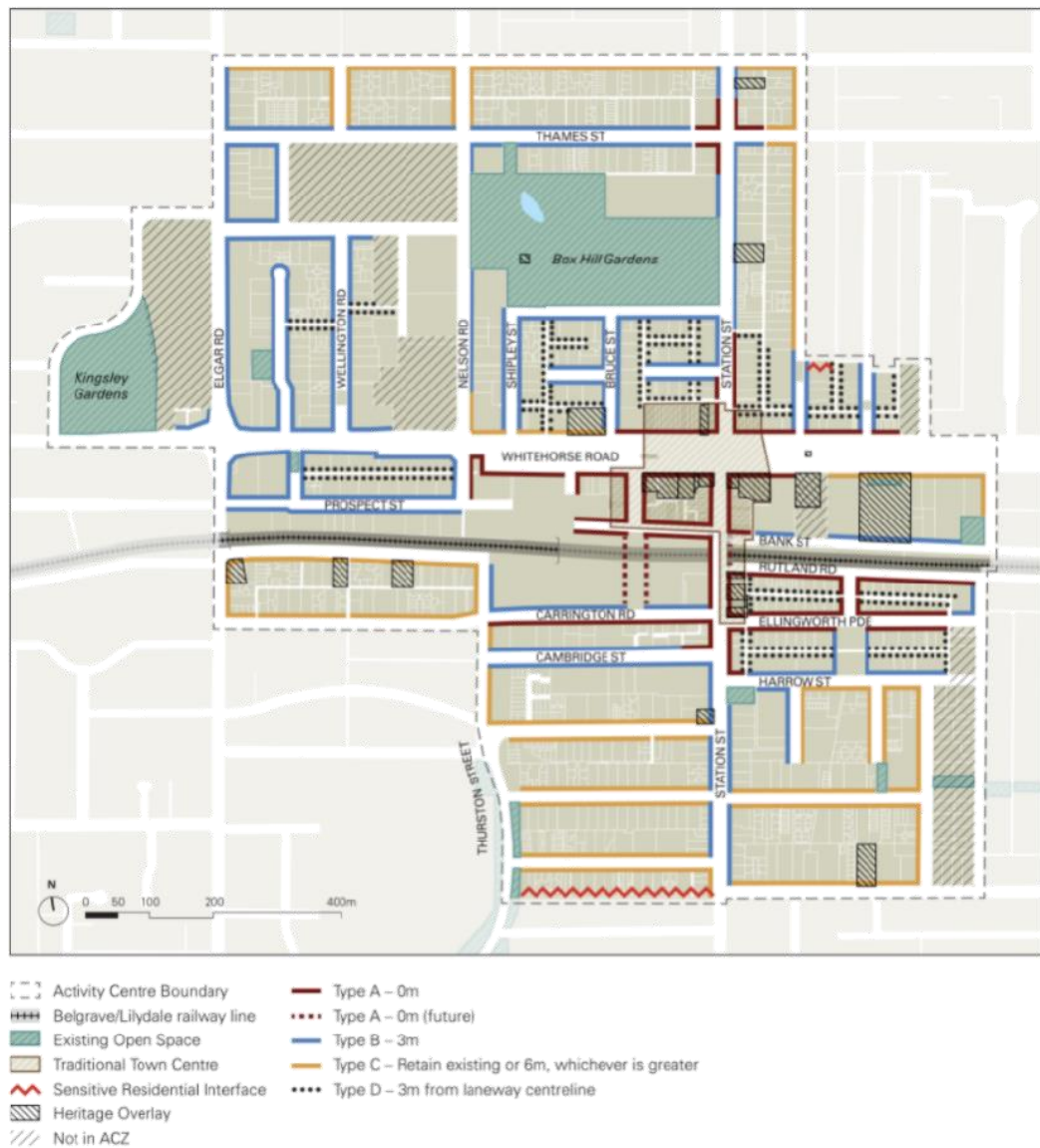
Diagram 2: Type of street wall setback



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Map 5: Street wall setback



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WHITEHORSE PLANNING SCHEME

4.4-6 Setback above the Street wall

Objectives

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To ensure that buildings have a clearly defined base and any taller elements are visually recessive so as to promote a human scale to the street.

To maximise daylight and sunlight in streets, laneways and other public realm.

To deliver comfortable wind conditions in the public realm.

To ensure appropriate levels of privacy and outlook are achieved.

To allow for views to the sky, when viewed from the streets and Laneways.

Requirements

Any part of the building above the maximum Street wall height specified in **Map 5** and **Diagram 2** to this schedule:

- should be set back from the Street wall the Preferred setback specified in **Table 5** to this clause; and
- must be setback from the Street wall at least the Mandatory setback specified in **Table 5** to this clause;

The setback from a street or laneway must be measured from the centreline of the street or laneway. A negative value setback must be interpreted as a zero setback.

Table 5: Upper level setbacks above the street wall

Overall building height	Mandatory setback	Preferred setback
In Traditional Town Centre (as shown on Map 4 to clause 4.4-4)		
Below 17.5 metres	6 metres for heritage buildings	6 metres
All other areas		
Below 28 metres		4.5 metres
28 metres or greater		6 metres
52 metres or greater		10 metres

Note: The setbacks are determined by overall building height and apply as a single upper level setback to all parts of the building above the street wall. They do not apply incrementally to sections of building up to the height specified. Setback is the shortest horizontal distance from a building, including projections such as balconies, building services and architectural features, to the property boundary.

4.4-7 Setbacks from side and rear boundaries

Objectives

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To allow equitable access to sunlight and daylight to lower levels of buildings and to existing and potential development on adjoining sites.

To ensure buildings do not appear as a continuous wall, and to allow for views to the sky when viewed from street level.

To ensure setbacks provide for appropriate levels of privacy and outlook, and minimise the need for screening.

Requirements

A building should be setback as specified in **Table 6** to this clause.

Setbacks from boundaries identified as sensitive residential interfaces should meet the relevant requirements of Clause 55 as set out at Clause 4.4.12 of this schedule.

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Table 6: Side and rear setback requirements

Qualification	Overall building height	Preferred setback
Side and rear setbacks below the street wall (if the building is not within 300mm of a side or rear boundary)	Below 28 metres	4.5 metres
	28 metres or greater	6 metres
	52 metres or greater	10 metres
Side and rear setbacks above the street wall (if the building is built to the boundary)	Below 28 metres	4.5 metres
	28 metres or greater	6 metres
	52 metres or greater	10 metres

4.4-8

Building separation within a site

Objectives

To ensure that adequate spacing is provided between buildings to provide an appropriate level of amenity for future occupants, having regard to outlook, daylight and overlooking. To avoid direct views between buildings within the same site, ensure appropriate levels of privacy, and minimise the need for screening. To ensure buildings do not appear as a continuous wall, and to allow for views to the sky when viewed from the street or laneway.

Requirements

Buildings within the same site in Precincts 1, 2 and 3:

- should be separated from each other by at least the Preferred building separation specified in Table 7 to this clause; and
- must be separated from each other by at least the Mandatory building separation specified in Table 7 to this clause.

Architectural features, but not balconies, may encroach into the Mandatory building separations.

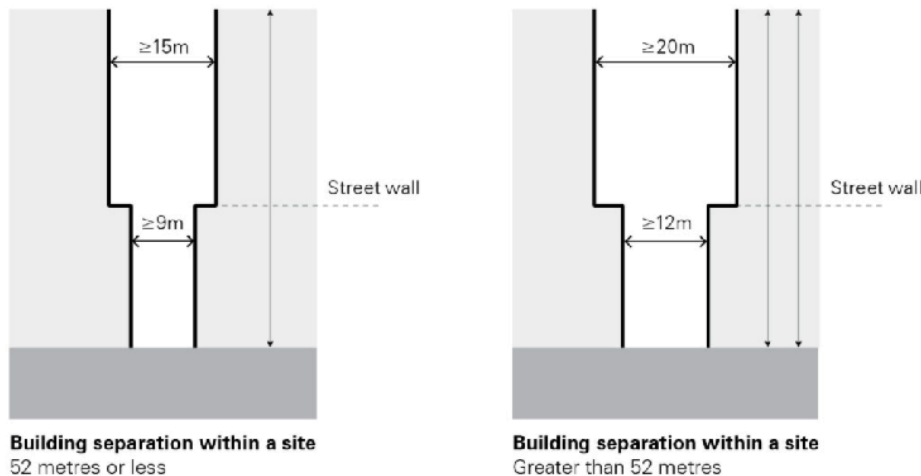
Table 7: Building separation within a site

Part of building	Building height	Preferred building separation
Below the street wall height	Below 52 metres	9 metres
	52 metres or greater	12 metres
Above the street wall height	Below 52 metres	15 metres
	52 metres or greater	20 metres

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Diagram 3: Building separation within a site



4.4.9 Street interface and activation

Objectives

- To improve the quality of buildings at the ground level and the interfaces of frontages.
- To provide a variety of activated street frontages that respond to the site and precinct context.
- To provide for passive surveillance to improve real and perceived safety.
- To minimise the impact of car parking and building services on the public realm.

Requirements

Buildings should:

- Address and define existing or proposed streets or open space and provide direct pedestrian access from the street to ground floor uses.
- Address both street frontages if the building is on a corner.
- Create activated building façades with windows and legible entries.
- Avoid external steps or pronounced level changes at ground level that visually and physically separate the building from the street.
- Avoid unsafe indents with limited visibility.
- Provide openable windows and balconies within the street wall along streets and laneways.
- Ensure legible, accessible and clear sight lines from the street to maximise visibility.

Buildings with residential development at ground level should:

- create a sense of address by providing direct individual entries to dwellings or home offices, where practicable.

Buildings fronting the Urban Core Street, Urban Activity Street and Active Laneway as shown on **Map 6** to this clause, should:

- Achieve a diversity of fine-grain frontages.
- Provide canopies over footpaths where retail, hospitality and entertainment uses are proposed.
- Provide entries, glazing and weather protection as specified in **Table 8** to this clause.

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- Not include blank walls or facades.

Buildings abutting existing or future open spaces should:

- provide habitable rooms and/or balconies orientated towards the open spaces to maximise interaction and passive surveillance.

Car parking located within podium levels should:

- be sleeved with active uses so that it is not visible from the public realm or adjoining sites.

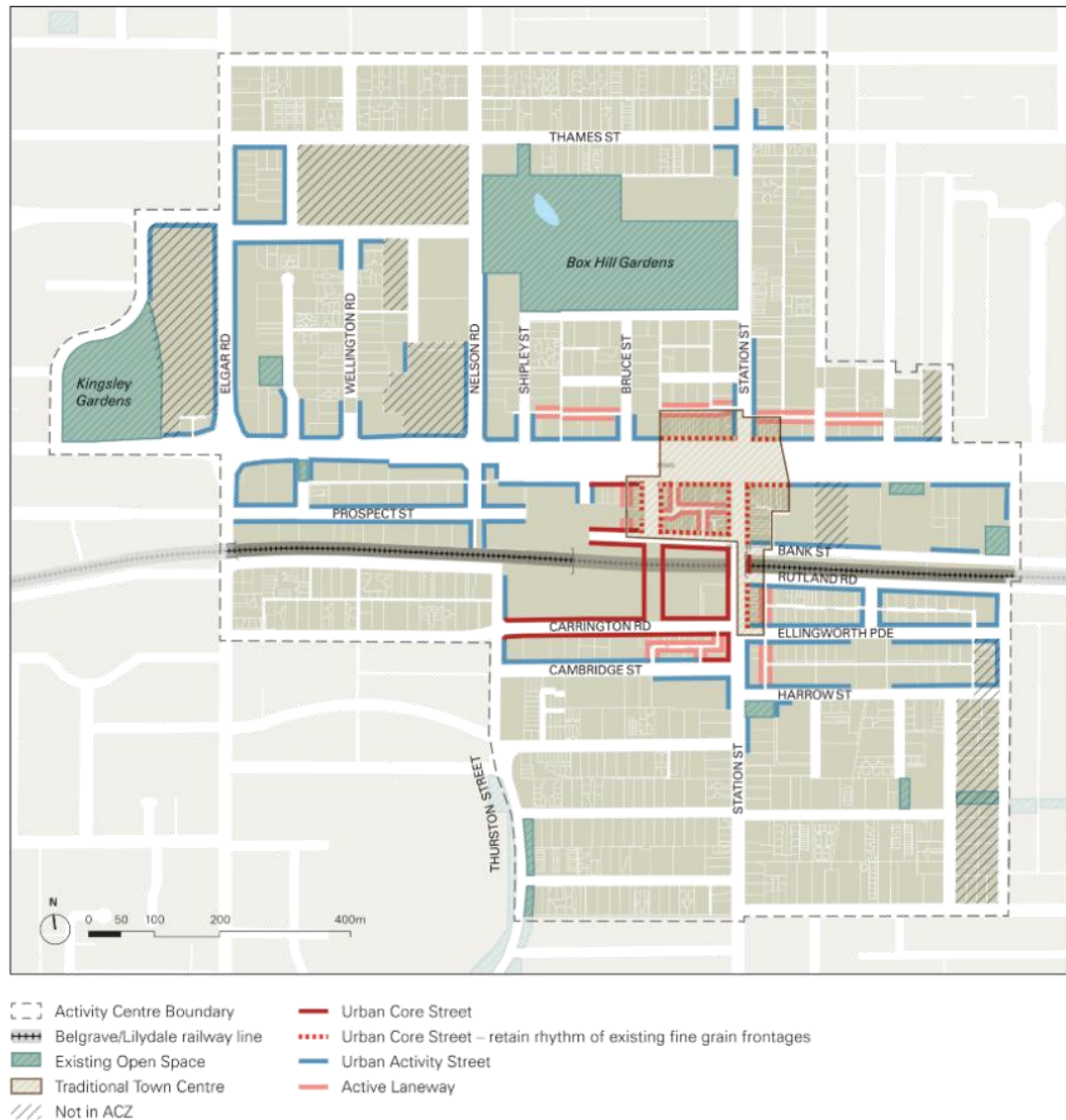
Table 8: Active street frontages

Streets shown on Map 6	Active street frontage outcomes		
Description	Entries	Glazing	Weather protection
Urban Core Street	Multiple entrances for individual tenancies from the street, providing a regular rhythm of access and activation	At least 80 per cent clear glazing along the ground level frontage to a height of 2.5 metres, excluding any solid plinth or base. Window advertising and /or branding should allow for at least 80 per cent clear views. Operable windows and detailing that engages with the street. Grilles or mesh should provide a high level of transparency where they are used.	Functional and continuous canopies or similar weather protection should be provided to provide a high amenity environment for walking throughout the core.
Urban Activity Street	Entrances are clearly visible from the street to encourage wayfinding. Orient active uses towards the street frontage.	At least 30 per cent clear glazing along the ground level frontage to a height of 2.5 metres, excluding any solid plinth or base.	Where non-residential uses are proposed at ground level, the provision of canopies or similar weather protection is encouraged where it does not impact on street trees.
Active Laneway	Locate secondary entrances towards laneways and uses that will activate the laneway. Where service entries and loading cannot be avoided, these should be recessed and not read as forming part of the primary frontage.	Provide clear glazing, to the maximum extent practicable, along the ground level frontage to a height of 2.5 metres, excluding any solid plinth or base. Encourage operable windows and detailing that engages with the laneway.	None specified.

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Map 6: Active street frontages



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4.4.10 Vehicle access, car parking, loading and services

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Objectives

To improve the quality of buildings at the ground level and the interfaces of frontages.
To minimise the impact of vehicle access, car parking, loading and services on the streets.
To ensure high levels of amenity and safety for pedestrians.

Requirements

Buildings should be designed to:

- Locate car parking underground. Where car parking is located above ground, car parking should be sleeved with active uses so that it is not visible from the public realm or adjoining sites. Allow for the adaption of car parking areas for other uses over time by providing floor to floor heights of at least 3.5 metres within the lower levels of the building up to the height of the street wall.
- minimise the number of vehicular access points within each site to prioritise the experience and safety of pedestrians.

Vehicular access to car parking and loading areas should be provided as specified in **Table 9** to this clause.

Table 9: Vehicular access to car parking and loading areas

Location on Map 7 to this clause	Requirement
Service lane and proposed service lane – preferred access	Vehicle access should be provided via the lane
No crossovers permitted	No new crossover is allowed. Existing crossovers are encouraged to be removed or relocated.
Crossovers strongly discouraged	No new crossover is allowed unless there is no alternative access point
Shared crossovers strongly encouraged	vehicle access should be located at the side boundary to allow for sharing of crossover between adjoining sites

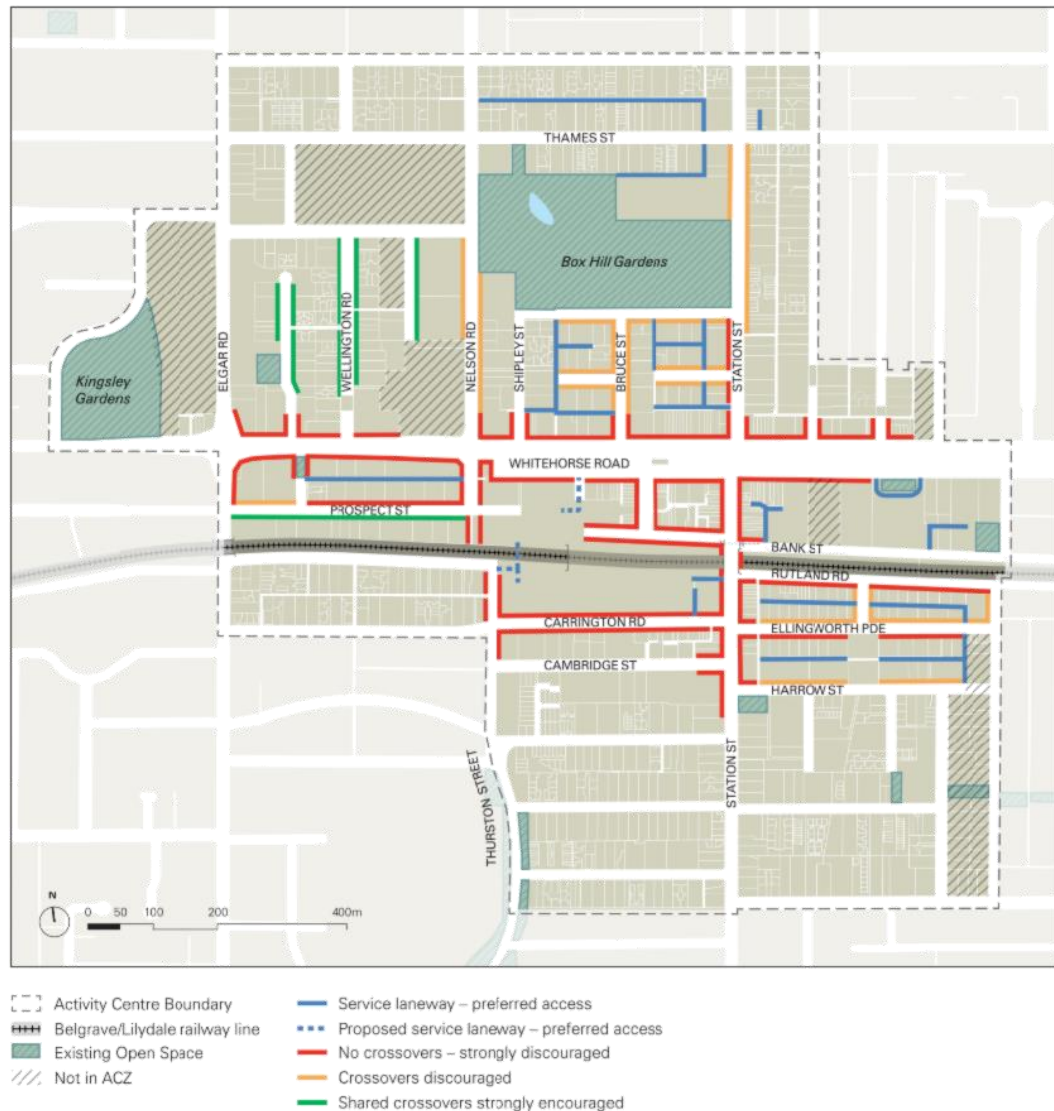
Services and waste management facilities should be located away from street frontages, and preferably within basements.

Services should be consolidated within sites and buildings, and any externally accessible services or substations should be integrated into the design of the building façade.

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Map 7: Vehicle Access Plan



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4.4.11 Architecture, articulation, materials and finishes

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Objectives

To ensure high quality architecture that demonstrates both a considered approach to the massing and to the design detailing.

To encourage the use of high quality, robust, materials at all levels that provide durable and sustainable buildings and contribute to an enhanced interface with the public realm.

Requirements

Buildings should be detailed to:

- establish a fine grain rhythm and scale within the façade.
- provide visual interest to streets and public spaces.
- avoid blank walls or facades.
- integrate landscape opportunities.

Buildings with a frontage of more than 45 metres should be designed to create two or more building components with distinct architectural expressions as follows:

- The frontage length of each architectural component should not exceed the height of the street wall.
- The building mass is broken up by providing a recess in the street wall, at least every 45 metres, that has a minimum setback of 6 metres from the façade of adjoining building elements and a minimum width of 6 metres. Each frontage either side is architecturally distinct from the other and responds to the predominant street grain patterns in its articulation and detail.
- The depth of the separation should be no less than the upper level setback above the street wall for the full height of the building.

Sites with multiple buildings should be designed and detailed to create distinctive groups of building elements (including building entrances, balconies and balustrades, awnings, planters, pergolas, boundary walls and fences).

Buildings with frontages to land in a Road Zone should use materials and finishes with a perpendicular reflectivity less than 20 per cent, measured at 90 degrees to the facade surface.

4.4.12 Sensitive residential interfaces

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Buildings located adjacent to a sensitive residential interface should meet Standards A10/B17, A11/B18, A12/B19, A13/B20, A14/B21 and A15/B22 of Clauses 54.04/55.04 as relevant.

4.5 Development Plan Areas

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4.5.1 Objectives

To facilitate the use, development and subdivision of the Development Plan Areas as shown in Map 8 to this clause to achieve the vision for the Activity Centre and Precinct 1 as set out in the *Box Hill Metropolitan Activity Centre to 2036 Structure Plan (2020)* and the *Box Hill Metropolitan Activity Centre to 2036 Urban Design Framework (2020)*.

To identify areas that require the form and conditions of future use and development to be shown on a development plan before a permit may be granted to use or develop the land.

To ensure the use and development is generally in accordance with the development plan.

4.5.2 Development Plan requirements

A Development Plan:

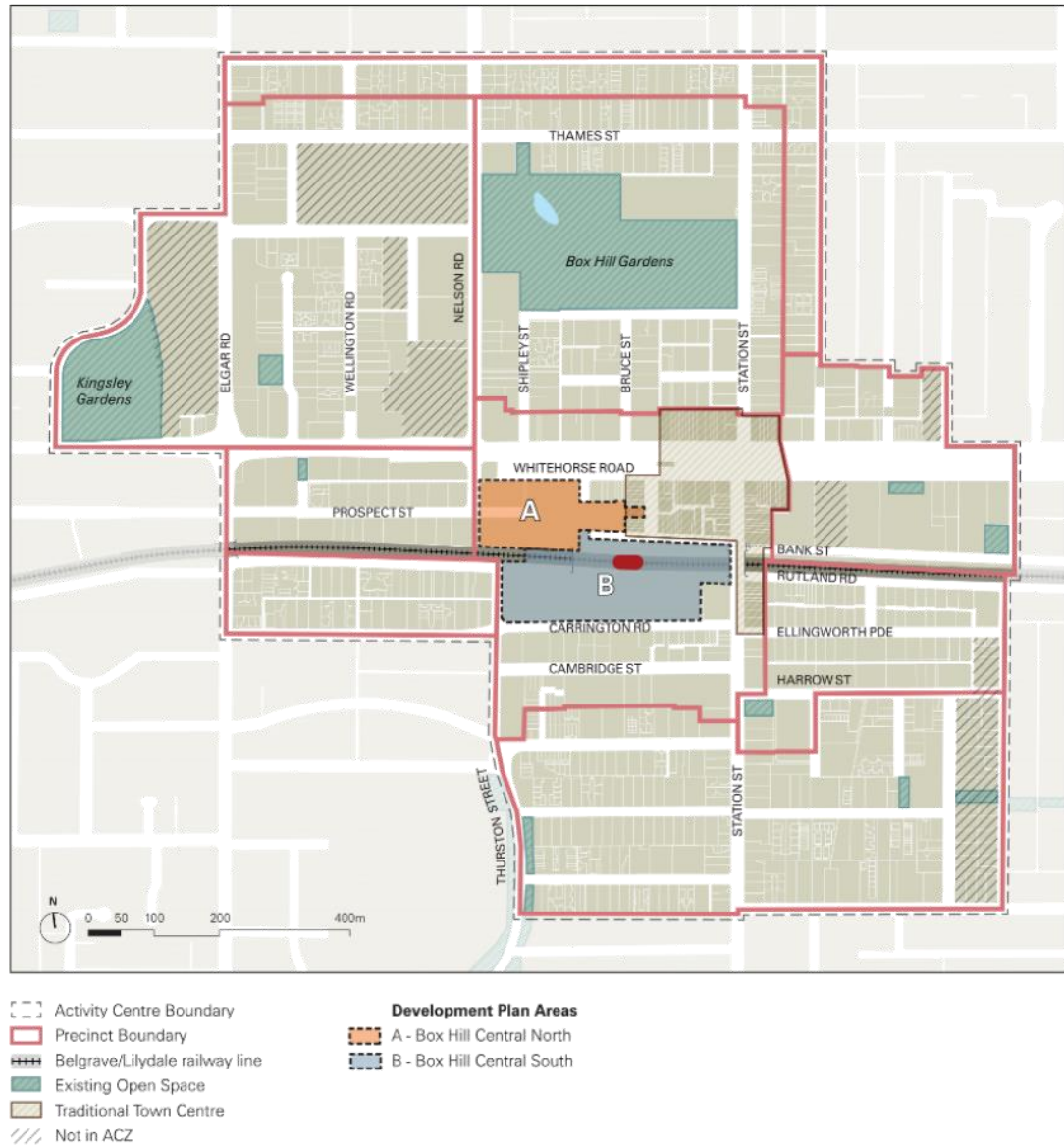
- may only be prepared for a Development Plan Areas shown in **Map 8** to this clause.
- must be generally in accordance with the Indicative Concept Plan as shown in **Map 9** to this clause.

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- must achieve the Land use and development objectives at clause 2.0 of this schedule, the Precinct objectives and the Precinct requirements, and responds appropriately to the Precinct guidelines for Precinct 1.
- must achieve the Objectives set out in the Design and development requirements at clause 4.4 of this schedule.
- must include and show the information to be provided, as set out in clause 4.5.3 of this schedule.

Map 8: Development Plan Areas



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Map 9: Indicative Concept Plan

To be inserted when completed.

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4.5.3 Information to be provided

A Development Plan must include the following information to the satisfaction of the responsible authority:

- A planning report that demonstrates:
 - the nature, type and intensity of employment outcomes to be delivered and how the proposal contributes to achieving a balance of employment and residential growth.
 - how the proposal contributes to provision of housing choice, diversity and housing affordability.
 - if the Development Plan seeks to exceed the maximum building height, the provision of affordable housing.
 - the relationship between the proposal and adjoining land, including interface treatments, connectivity, interim treatment of any land and any attenuation measures that may be needed.
 - how the Development Plan contributes to the vision for the Activity Centre and Precinct 1.
- A site analysis and urban context plan that includes, but not limited to, the urban context and existing conditions showing topography, surrounding and on site land uses, buildings, noise sources, access points, adjoining roads, cycling and pedestrian network, landscaping, public transport routes and social infrastructure.
- A staging plan showing the likely sequence and timing of development and including a description of the key components to be delivered in each stage and any interim uses proposed for land to be developed in subsequent stages.
- A design and built form plan showing detailed building envelopes that achieve the objectives and requirements of this Schedule.
- Shadow diagrams describing overshadowing impacts both internal and external to the site.
- A public realm plan showing:
 - all public realm areas within the site and the indicative landscape treatment of public areas, open spaces, pedestrian connections and street interfaces between adjoining land uses and publicly accessible spaces, as well as how any change in levels will be addressed.
 - proposals for ongoing management and maintenance of public areas. If land is to be developed in stages, it must show how land will be treated and managed at each stage.
- An integrated transport plan that demonstrates:
 - how pedestrian and cyclist movement will be prioritised and integrated within the site to provide convenient access to public transport.
 - how any proposed changes to public transport facilities or routes will be facilitated within high quality and high amenity environments.
 - vehicle access locations to car parking and loading areas.
 - identifies opportunities for consolidation of car parking and minimisation of crossovers.
- An environmentally sustainable development (ESD) strategy that demonstrates how ESD principles will guide and be incorporated into the use and development of the site, as well as specific ESD components and initiatives that will be included in the development to address these principles.
- A services and engineering infrastructure plan including:
 - an assessment of the existing engineering infrastructure servicing the site and its capacity to service the proposed development.
 - a description of the proposed provision of all appropriate utility services to each stage.

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- a stormwater drainage plan including integration of Water Sensitive Urban Design.
- A community infrastructure plan showing the location of relevant community facilities to be provided and including an assessment of the existing capacity and future demand for such facilities.

The responsible authority may waive the need to provide any of the information detailed above.

4.5.4 Requirement before a permit is granted

A permit may be granted before a Development Plan has been approved for the following:

- Minor buildings and works
- Removal or creation of easements or restrictions.

Before granting a permit, the responsible authority must be satisfied that the permit will not prejudice the preparation of a Development Plan or the future use and development of the land in an integrated manner.

4.5.5 Decision Guidelines

Before deciding on a request to approve or amend a Development Plan, in addition to the decision guidelines in clause 65, the responsible authority must consider, as appropriate:

- how the development will achieve the vision for the Box Hill Metropolitan Activity Centre and Precinct 1.
- the maximum allowable gross floor space specified in **Table 1** to clause 4.1.
- the staging of the development and whether it is appropriate to reallocate accommodation floor space between individual locations within the development plan area.
- the mix of residential uses proposed, how it contributes to objectives to provide a range of residential uses and housing choices.
- whether an appropriate affordable housing contribution is proposed and can be secured by a Section 173 Agreement.
- the nature and type of employment generating uses proposed, and the contribution to supporting employment growth in the centre.
- whether the development facilitates an improvement of the existing public realm, the creation of new public spaces, delivers high levels of pedestrian and cyclist connectivity and achieves activated streetscapes.
- how the development provides opportunities for transit oriented development and an improved and integrated transport interchange.

4.6 Definitions

For the purposes of this schedule:

Laneway means a road reserve with a width of 9 metres or less.

Setback means the shortest horizontal distance from a building, including projections such as balconies, building services and architectural features, to the property boundary.

Street wall means the façade of a building along a street or a Laneway. If the building is set back from the street or Laneway, the front wall of the building

Street wall height means the height of the street wall measured by the vertical distance between the footpath at the centre of the frontage and the highest point of the building at the street edge, or in the case of a heritage building if it is setback from the street from the centre of the building frontage to the highest point of the building, parapet, balustrade or eaves.

Primary street frontage means the frontage of a street or a Laneway with the greatest width.

Sensitive residential interface means any land that interfaces directly with a Residential Growth Zone, General Residential Zone or Neighbourhood Residential Zone outside the activity centre boundary.

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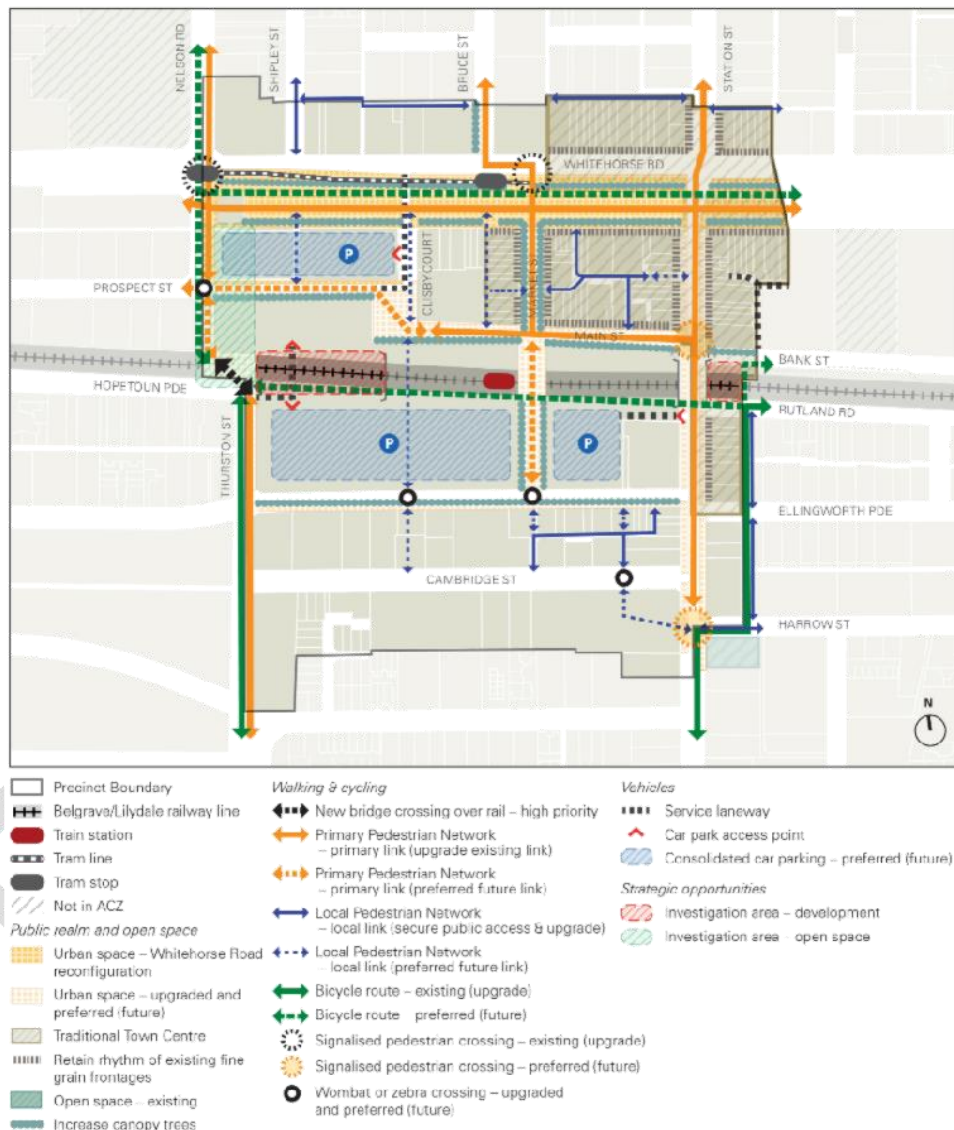
5.0 Precinct provisions

5.1 Precinct 1 – Central Neighbourhood

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5.1-1 Precinct map

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5.1-2 Precinct objectives

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- To develop the precinct as a mixed use 'heart' of the activity centre including a vibrant and diverse range of retail, hospitality, entertainment, employment, and residential uses that extend activity from day into night.
- To provide improved pedestrian and cycle networks.
- To ensure that development responds to the creation of a boulevard along Whitehorse Road with connecting public spaces by activating frontages and assisting in the creation of vibrant street activity.
- To retain the rhythm of the existing fine-grain frontages within Traditional Town Centre while allowing for larger scale built form in other parts of the precinct to accommodate a renewed and enhanced shopping centre with activated and engaged street interfaces.

5.1-3 Precinct requirements

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- Provide a 3 metre landscaped setback on the north side of Carrington Road to allow for footpath widening.

5.1-4 Precinct guidelines

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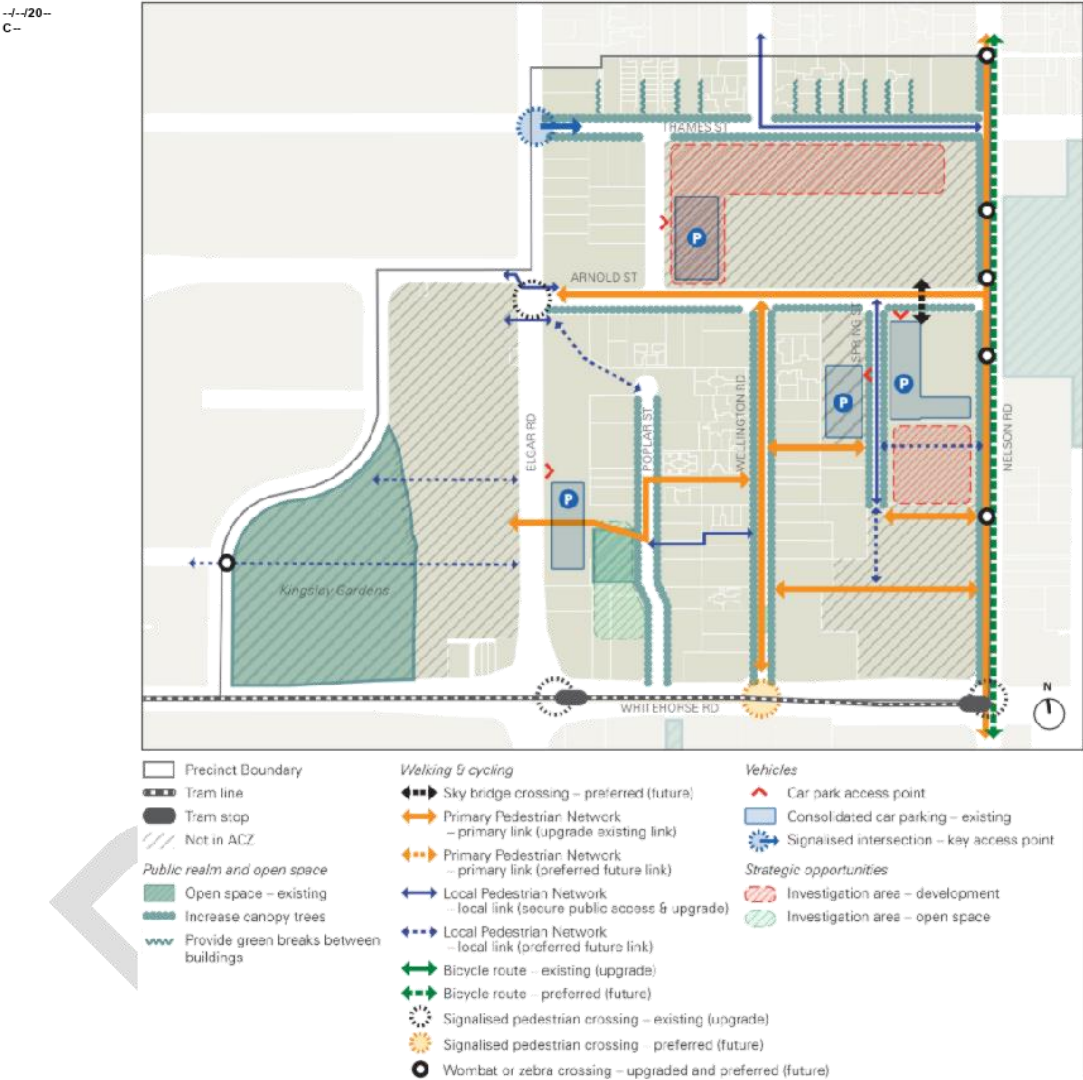
- Along the south side of Whitehorse Road, and in Station Street, Market Street and Main Street, respond to the proposed urban space and public spaces with a street wall built to the boundary with activated frontages that respond to heritage buildings where relevant.
- Provide enhanced and new through block links and Active Laneway to implement the Primary and Local pedestrian network links as shown in the Framework Plan at clause 1.0 of this schedule.
- Encourage development to contribute to upgrading existing or preferred future signalised pedestrian crossing points as shown in the Precinct map at clause 5.1-1 of this schedule.
- Extend Market Street through to Carrington Road as part of future redevelopment of the bus terminal to provide safe and convenient 24 hour public access.
- Encourage a master planned approach on sites identified as 'investigation area – development' to facilitate decking and development of areas over the rail corridor.
- Ensure a consistent approach to the planting of canopy trees in all key streets and public spaces
- Consolidate car parking and limit vehicle access points.

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Precinct 2 – Health and Education Neighbourhood
Precinct map



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WHITEHORSE PLANNING SCHEME

5.2-2 Precinct objectives

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- To accommodate substantial growth in health, education and complementary knowledge intensive jobs.
- To provide for supporting residential uses, including student accommodation and key worker housing, as a complementary role to the core health and education focus of Precinct 2.
- To improve and create new links through the neighbourhood to implement the Primary and Local pedestrian network links as shown in the Framework Plan at clause 1.0 of this schedule.

5.2-3 Precinct requirements

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- None specified.

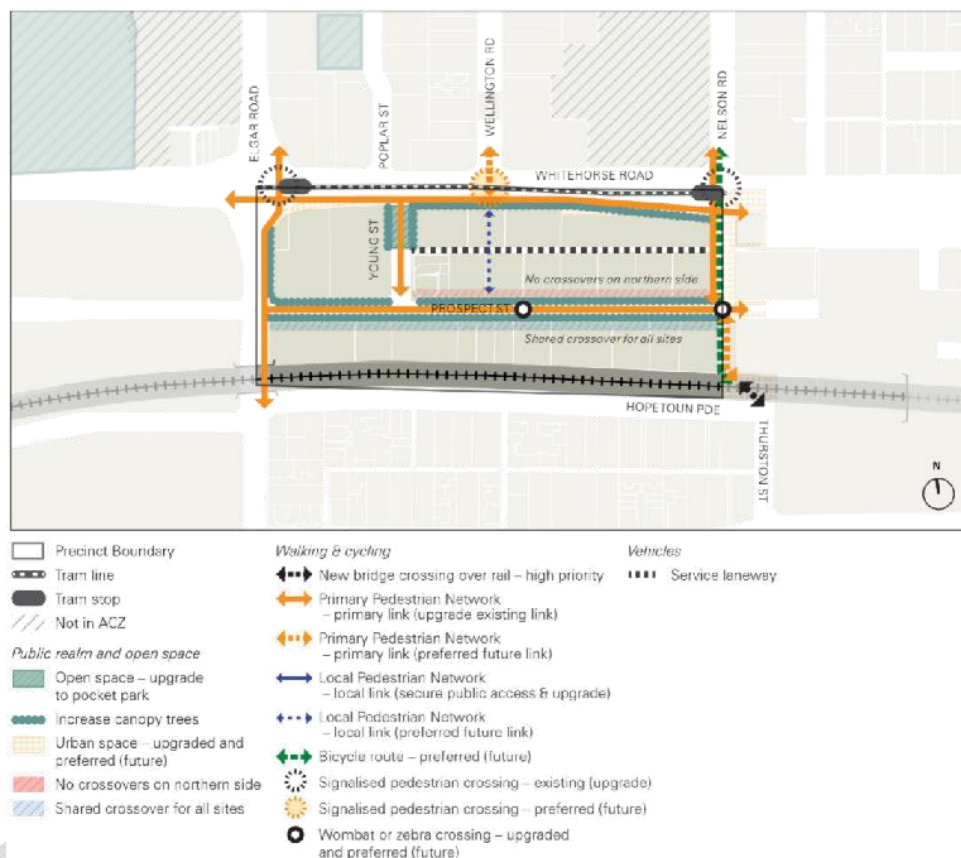
5.2-4 Precinct guidelines

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- On sites identified as 'investigation area – development', encourage a master planned approach to expansion of health, education and complementary uses and facilities.
- Make provision for landscaped setbacks and planting of canopy trees along other key streets as shown on the Precinct Map.
- For the Box Hill Hospital and Epworth Eastern Hospital sites and along Spring Street, provide activated facades at street frontages, where practicable.
- Along Wellington Road and Nelson Road, provide activated street interfaces and prioritise pedestrian and cyclist movement over vehicle access along those street frontages.
- In Poplar Street, provide a new local open space in the area identified as 'investigation area – open space'.
- Provide a transition in built form between the higher built forms along Elgar Road, Whitehorse Road, Nelson Road and Thames Street to the lower built forms to the north of Thames Street and along Poplar Street and Wellington Road.
- For sites north of Thames Street provide landscaped setbacks between buildings.

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Precinct map



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5.3-2 Precinct objectives

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- To encourage site amalgamation and intensive development on large sites, while ensuring the design of buildings achieve a fine grain rhythm at street level.
- To ensure appropriate setbacks for new development from side boundaries above the podium to provide a separation between towers.
- To develop a predominantly high density precinct where new buildings are of a pedestrian friendly scale and design at ground floor.
- To ensure access to on-site car parking is designed to maximise the safety of pedestrians and cyclists.
- To reduce wind turbulence at ground or podium level in accordance with the Wind effects requirements at clause 4.4-3 of this schedule through using appropriate building forms and articulation of the building mass.

5.3-3 Precinct requirements

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- Along Prospect Street, Young Street, and Nelson Road make provision for landscaped setbacks and planting of canopy trees.

5.3.4 Precinct guidelines

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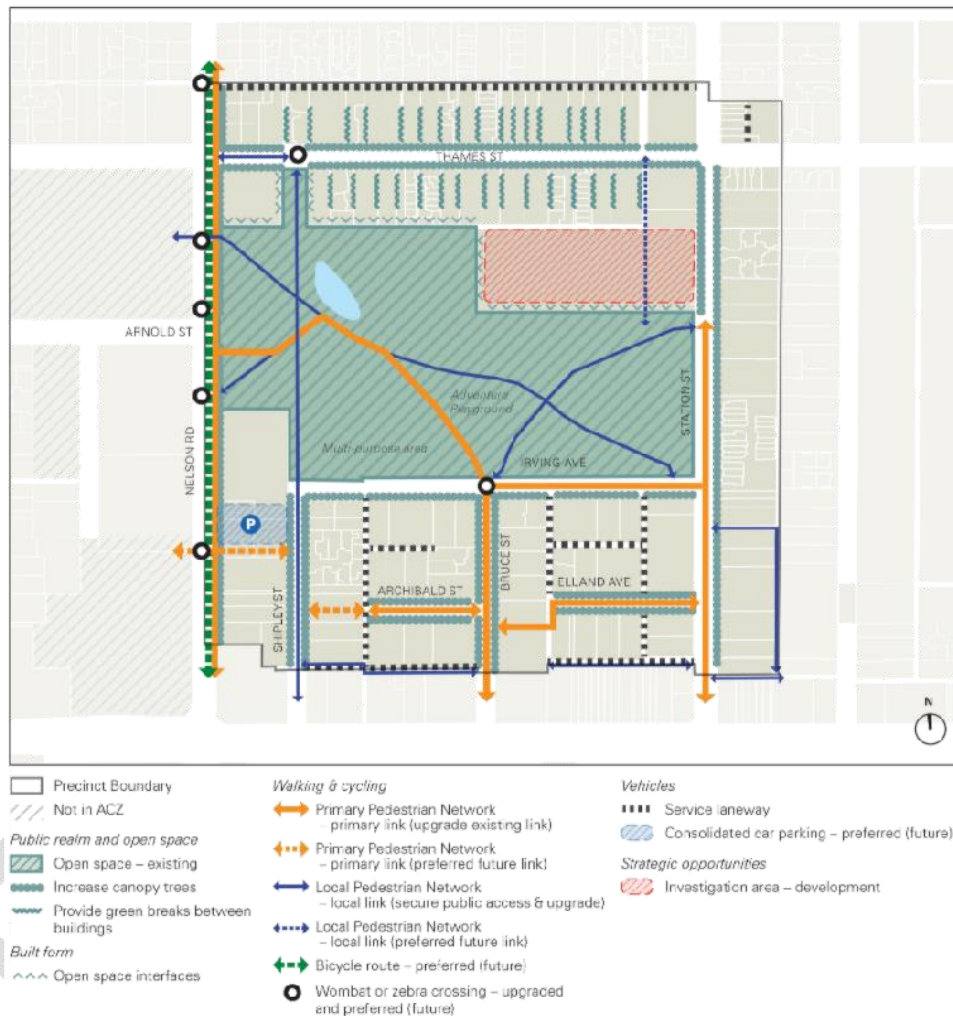
- Along street frontages, prioritise pedestrian and cyclist movement over vehicle access.
- For sites north of Prospect Street, encourage all vehicle access to be provided via rear laneways or Young Street.
- For sites south of Prospect Street, encourage site consolidation and minimise impacts of vehicle access through use of shared crossovers.

9.1.1 – ATTACHMENT 3. Draft Activity Centre Zone schedule

WHITEHORSE PLANNING SCHEME

5.4 Precinct 4 – Garden Neighbourhood

5.4-1 Precinct map



9.1.1 – ATTACHMENT 3. Draft Activity Centre Zone schedule

WHITEHORSE PLANNING SCHEME

5.4-2 Precinct objectives

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- To create a green inner-city neighbourhood providing a great place to live with an abundance of public open space.
- To provide a diverse range of residential development opportunities complemented by office, retail and community uses.
- To ensure new development responds to the established mid-rise character of the neighbourhood.
- To ensure new development provides activated street and laneway interfaces and passive surveillance of streets and the public realm.

5.4-3 Precinct requirements

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- Along Station Street and Thames Street provide the street wall setback shown in **Map 5** of this schedule.
- Along other key streets provide a 3 metre landscaped setback and planting of canopy trees.
- Along rear laneways provide a 1.5 metre landscaped setback as shown on **Map 5** of this schedule.

5.4.4 Precinct guidelines

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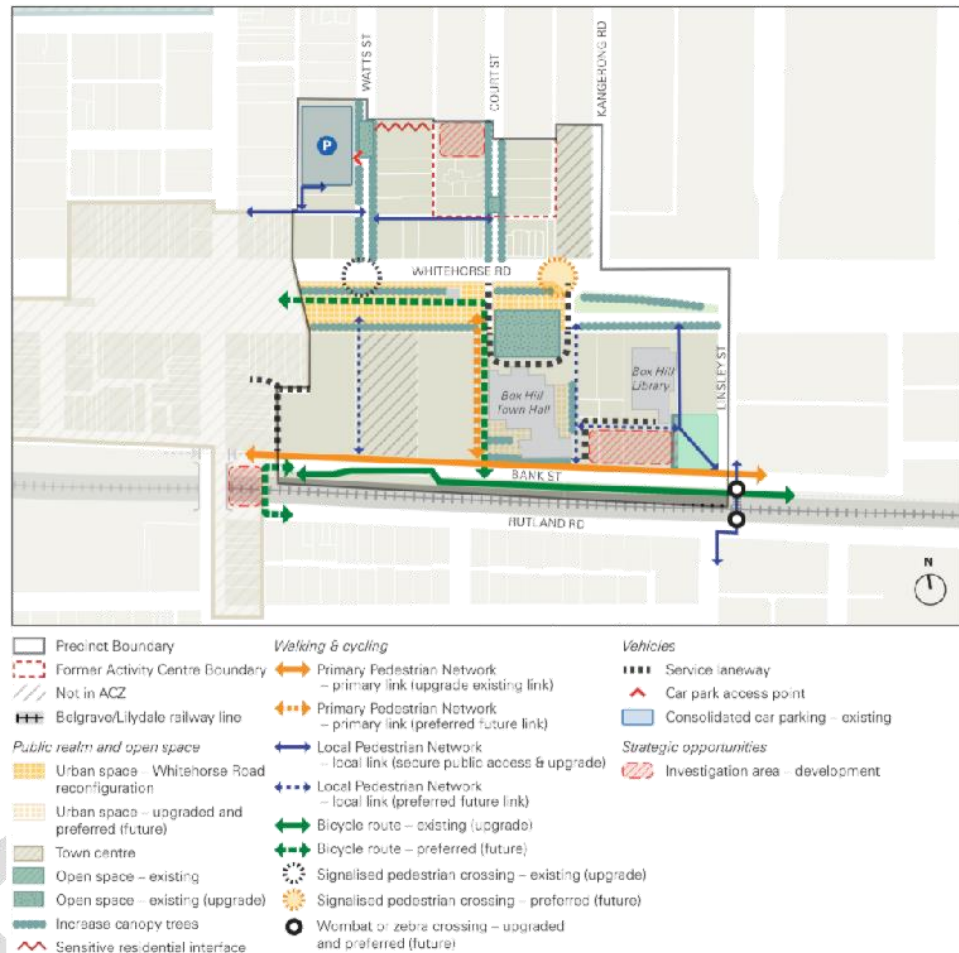
- On sites identified as 'investigation area – development', encourage a master planned approach to redevelopment that provides a new mid-block link to implement the future local pedestrian network link shown on the Framework Plan at clause 1.0..
- For sites with interfacing with the Box Hill Garden, encourage activated frontages and outlook to the gardens.
- For sites around the intersection of Station Street and Thames Street that have an Urban Activity Street frontage as shown on **Map 6** of this schedule, ensure street wall is built to the boundary and
- For sites north and south of Thames Street, encourage landscaped setbacks between buildings.
- Along Nelson Road and Station Street, encourage activated street interfaces and prioritise pedestrian and cyclist movement over vehicle access along those street frontages.

9.1.1 – ATTACHMENT 3. Draft Activity Centre Zone schedule

WHITEHORSE PLANNING SCHEME

5.5 Precinct 5 – Civic and Cultural Neighbourhood

5.5-1 Precinct map



9.1.1 – ATTACHMENT 3. Draft Activity Centre Zone schedule

WHITEHORSE PLANNING SCHEME

5.5-2 Precinct objectives

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- To promote the civic core of the Activity Centre as a well-connected community and cultural precinct serving the needs of the whole activity centre.
- To support an expanded range of civic, community and cultural uses with a complementary mix of employment uses.
- To create improved connections and integration with surrounding neighbourhoods, with enhanced linkages for pedestrians and cyclists.
- To encourage the consolidation of car parking to relieve parking pressure and congestion within Precinct 1.
- To encourage low to mid rise development that responds to the character and heritage of the Town Hall and civic buildings, with fine grain activated street frontages.

5.5-3 Precinct requirements

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- Along the south side of Whitehorse Road, respond to the proposed urban space integrated with the Town Hall forecourt by providing an activated frontage setback that responds to heritage context, where relevant.
- Along Watts Street and Court Street provide a setback as shown in **Map 5** of this schedule that makes a landscape contribution.
- On the north side of Whitehorse Road build to the boundary and provide active urban interfaces.

5.5.4 Precinct guidelines

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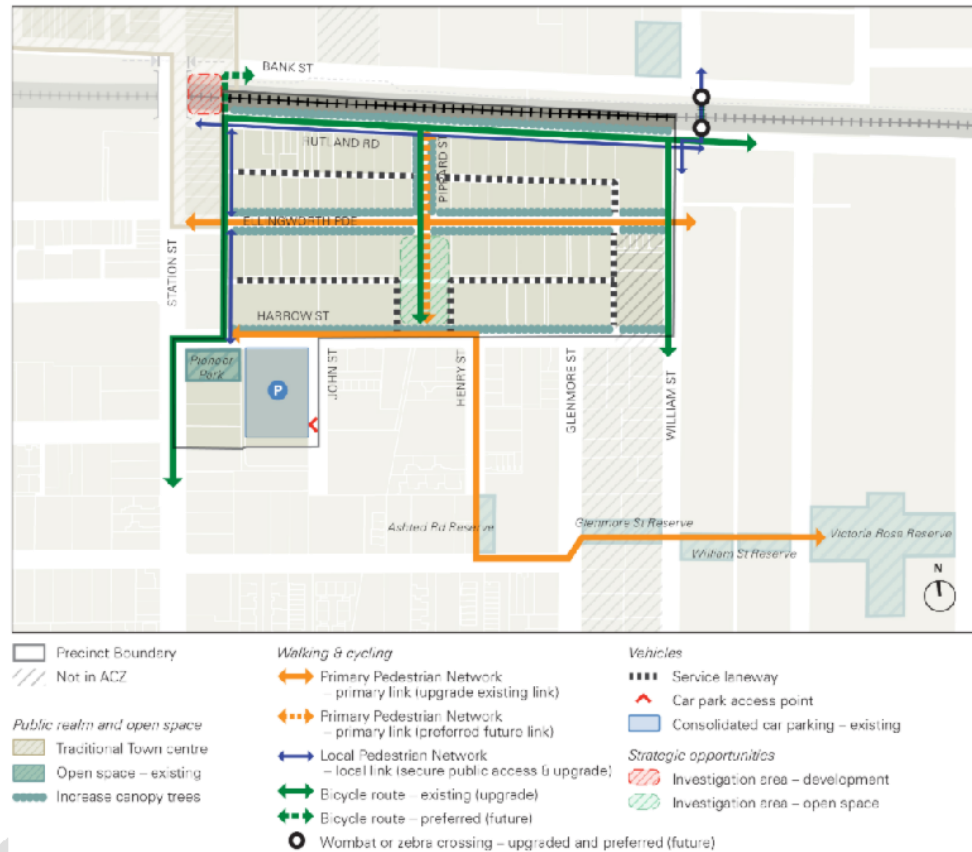
- Provide activated street interfaces and active laneway interfaces that prioritise pedestrian and cyclist movement over vehicle access along those street frontages.
- Ensure a consistent approach to the planting of canopy trees in all key streets and public spaces.
- For sites identified as 'investigation area – development', encourage a master planned approach to decking and development of areas over the rail, with provision for cycling connection at rear of deck.
- Consolidate car parking and limit vehicle access points to locations shown.

9.1.1 – ATTACHMENT 3. Draft Activity Centre Zone schedule

WHITEHORSE PLANNING SCHEME

5.6 Precinct 6 – Enterprise Neighbourhood

5.6-1 Precinct map



9.1.1 – ATTACHMENT 3. Draft Activity Centre Zone schedule

WHITEHORSE PLANNING SCHEME

5.6-2 Precinct objectives

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- To create a dynamic mixed-use precinct.
- To provide a diverse mixed use character and a range of opportunities for creative and knowledge intensive employment.
- To create a new green link and public open space within the neighbourhood and enhance landscaping along streets that provide priority to pedestrians and cyclists.
- To encourage development to respond to the rhythm and lot pattern established by the pre-existing industrial and commercial character of the area and respond to surrounding development.
- To provide development that delivers an appropriate transition in built form and intensity to low scale residential areas to the south.

5.6-3 Precinct requirements

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- None specified.

5.6.4 Precinct guidelines

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- Provide active urban interfaces that prioritise pedestrian and cyclist movement over vehicle access along those street frontages.
- Consolidate parking and provide vehicle access via rear laneways.
- For sites with an interface to the proposed open space (proposed for the existing Harrow Street carpark), provide activated frontages and outlook to this open space.

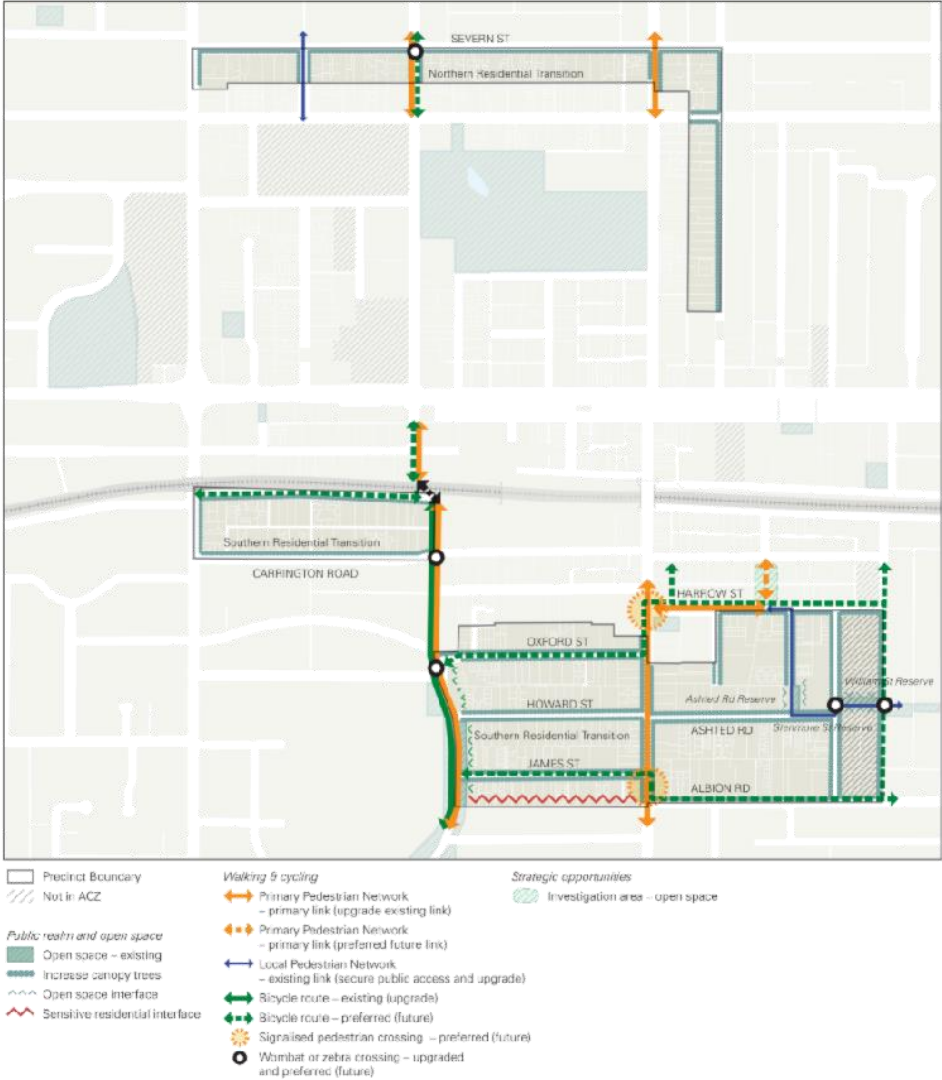
9.1.1 – ATTACHMENT 3. Draft Activity Centre Zone schedule

WHITEHORSE PLANNING SCHEME

5.7 Precinct 7 – Transition Neighbourhood

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5.7-1
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Precinct map



5.7-2 Precinct objectives

- To provide medium-density in different housing types in a highly accessible and well serviced location.
- To provide a transition between areas of more intensive use and development and other residential areas.
- To allow educational, recreational, religious, community and a limited range of other non-residential uses to serve local community needs in appropriate locations.

9.1.1 – ATTACHMENT 3. Draft Activity Centre Zone schedule

WHITEHORSE PLANNING SCHEME

5.7-3 Precinct requirements

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- Maximum building height should not exceed 13.5 metres for 4 storeys.
- Walls should only be constructed on one side boundary.
- Front fence height in streets in a Road Zone Category 1 or 2 should not exceed 1.8 metres and should have at least 20% transparency. A front fence within 3 metres of a street should not exceed 1.2 metres in 'other streets'.
- The following applies to applications to construct a building or construct or carry out works associated with one dwelling on a lot:
 - A dwelling should have private open space consisting of an area of 80 square metres or 20 per cent of the area of the lot, whichever is the lesser, but not less than 40 square metres. At least one part of the private open space should consist of secluded private open space with a minimum area of 35 square metres and a minimum dimension of 5 metres and convenient access from a living room. It cannot include a balcony or roof top terrace.
- The following applies to applications to construct a building or construct or carry out works associated with two or more dwellings:
 - Provision of at least one canopy tree per site that has the potential of reaching a minimum mature height of 8 metres. The species of canopy trees should be native, preferably indigenous.
 - A dwelling or residential building should have private open space consisting of an area of 40 square metres, with one part of the private open space at the side or rear of the dwelling or residential building within a minimum area of 35 square metres, a minimum dimension of 5 metres and convenient access from a living room. It cannot include a balcony or roof top terrace. This does not apply to apartment developments.
- For sites along Station Street, provide an activated frontage with the ground level setback shown in **Map 5** of this schedule to provide for landscaping and footpath widening.
- For all other streets, provide the ground level setback shown in **Map 5** of this schedule to provide for landscaping.
- Any buildings or works constructed on a lot that abuts land which is in a General Residential Zone, Neighbourhood Residential Zone, should meet the requirements of Clauses 55.03-5, 55.04-1, 55.04-2, 55.04-3, 55.04-5 and 55.04-6 along that boundary.

5.7-4 Precinct guidelines

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- None specified.

6.0 Application requirements

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The following application requirements apply to an application for a permit under this schedule to Clause 37.08, in addition to those specified in Clause 37.08 and elsewhere in the scheme and must accompany an application, as appropriate, to the satisfaction of the responsible authority.

Use of land for Affordable housing

An application to develop land for 16 or more dwellings in Precincts 1, 2, 3, 5 or 6 must be accompanied by a report that addresses:

- Whether (and to what extent) the proposal includes an Affordable housing contribution.
- How the proposal contributes to the delivery of at least 6 per cent of Affordable housing within the development.

Use of land for Industry or Warehouse

9.1.1 – ATTACHMENT 3. Draft Activity Centre Zone schedule

WHITEHORSE PLANNING SCHEME

- A description of the likely effects on adjoining land, including air-borne emissions, noise and emissions to land and water, traffic, including the hours of delivery and dispatch, light spill or glare.

Subdivision

- Information that demonstrates how the subdivision makes provision for delivery of the pedestrian and cycle networks, including widened footpaths, new laneways or connections, generally in accordance with the Framework Plan at clause 1.0 of this schedule.
- Information that demonstrates how consolidated car parking areas will be used efficiently by different uses within the building and make provision for public parking within the building.

Building and works

- An indicative development schedule including the number, type and density of any dwellings and the floor area of any proposed uses.
- A Wind report.
- A Construction management plan.
- A Reflectivity report.
- Waste management plan.
- A Landscape plan showing:
 - All proposed landscaping.
 - Details of measures to be implemented during construction to protect and manage significant vegetation that is to be retained.
 - Details of implementation of landscape works including an ongoing management strategy.
- An Environmentally Sustainable Development Management Plan and Green Travel Plan.
- Where a Floor Area Uplift is sought and an affordable housing contribution is to be provided, a report calculating the Floor Area Uplift and corresponding affordable housing contribution in accordance with the guidance note "How to Calculate Floor Area Uplift and Affordable Housing Contributions, (SGS 2021)".

Precinct 7: Transition Neighbourhood

- For a residential development of four storeys or less, the neighbourhood and site description and design response as required in Clause 54 or Clause 55.
- For an application for subdivision, a site and context description and design response as required in Clause 56.
- Plans drawn to scale and dimensioned which show:
 - Site shape, size, dimensions and orientation
 - The siting and use of existing and proposed buildings.
 - Adjacent buildings and uses.
 - The building form and scale.
 - Setbacks to property boundaries.
 - The likely effects, if any, on adjoining land, including noise levels, traffic, the hours of delivery and despatch of good and materials, hours of operation and light spill, solar access and glare.

Development Plan Areas

An application for a permit for use, subdivision or buildings and works must be accompanied by (as appropriate):

- A planning report that demonstrates that the proposal is generally in accordance with the provisions of the planning scheme and any Development Plan approved under this schedule.
- Plan(s) which show, as relevant to the application:

9.1.1 – ATTACHMENT 3.

Draft Activity Centre Zone schedule

WHITEHORSE PLANNING SCHEME

- The location, height, dimensions, floor area and floor plan of the proposed buildings and works.
- The proposed use(s) of each building.
- The location of all vehicle, bicycle and pedestrian access ways.
- The location and layout of all car and bicycle parking areas, access to and from them and direction signage.
- Provision for loading and unloading facilities.
- The location of all open space, include those areas available to the public.
- The location and layout of public transport vehicle and passenger facilities and access routes for vehicles and pedestrians to such facilities
- The location of relevant community facilities.
- The colours and details of materials to be used for external walls and roofs.
- The phases in which the land is to be developed.
- A three dimensional digital model in a format to the satisfaction of the responsible authority.
- An environmentally sustainable development strategy that demonstrates:
 - that at least a 5 star green star (or equivalent) standard will be achieved for each new development.
 - for existing buildings that are being adapted or repurposed, the incorporation of recognised ESD technologies and best practice.
- A waste management plan which provides details of waste collection, storage and removal facilities and areas.
- A construction management plan which details of all roads, accessways, drainage works, vehicle parking, loading areas, bus standing / stopping areas and fire services.
- A transport report which outlines the expected traffic generation, as well as details of traffic management and controls works on site and on adjoining land and nearby roads.
- A landscape report which includes:
 - a detailed landscape plan showing all proposed landscaping.
 - details of measures to be implemented during construction to protect and manage significant vegetation that is to be retained.
 - implementation of landscape works including an ongoing management strategy.
- Shadow diagrams of the proposed building envelopes.
- A wind assessment for the proposed development that demonstrates the new development will not adversely affect the amenity of the public realm
- A report detailing the potential reflectivity of proposed buildings, including any measures required to mitigate adverse reflectivity affecting motorists, pedestrians, train drivers and occupants of neighbouring buildings.

7.0

Notice and review

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An application for the following is not exempt from the notice requirements of section 52(1)(a), (b) and (d), the decision requirements of section 64(1), (2) and (3) and the review rights of section 82(1) of the Act:

- the use of land for the purposes of Adult sex product shop, Bottle Shop, Brothel, Gambling premises, Hotel, Place of assembly or Bar.
- buildings and works that immediately abuts land outside the activity centre boundary.
- Buildings and works which do not comply with the maximum building height, maximum street wall height, street wall setbacks, setback above the street wall or building separation within a site requirements.

9.1.1 – ATTACHMENT 3. Draft Activity Centre Zone schedule

WHITEHORSE PLANNING SCHEME

8.0 Decision guidelines

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The following decision guidelines apply to an application for a permit under this schedule to Clause 37.08, in addition to those specified in Clause 37.08 and elsewhere in the scheme which must be considered, as appropriate, by the responsible authority:

Use of Land

- The extent to which the proposal contributes to the employment growth and housing diversity objectives for the precinct.
- Whether the use is complementary and appropriate to the area and in precincts with a primary employment and economic development focus.
- The strategic contribution to supporting the regional role of the Activity Centre and the provision of employment, housing diversity, and range of services and facilities in the Activity Centre.

Subdivision

- The contribution the proposed subdivision makes creating a permeable pedestrian and cyclist movement network.
- Whether the subdivision promotes consolidated car parking and vehicle access.
- Whether the proposed staging of the subdivision is appropriate.
- The impact of the subdivision on landscape opportunities or footpath activity along street frontages.

Design and Built Form

- The amenity of the public realm including overshadowing additional to that caused by existing buildings, street walls, and wind impacts from taller buildings.
- The extent of activation to the public realm to all street interfaces, laneways and interfaces with open space.
- The extent to which the design and built form prioritises pedestrian and cyclist movement in the public realm and minimises impacts from vehicle access, services and loading.
- Provision for landscaping within street setbacks and within proposed new public realm spaces.
- The need for a construction management plan.

For applications in Precinct 7: Transition Neighbourhood

- The impact of overshadowing on existing rooftop solar energy systems on adjoining lots in a Neighbourhood Residential Zone, General Residential Zone or Residential Growth Zone.
- The pattern of subdivision and its effect on the spacing of buildings.
- For subdivision of land for residential development, the objectives and standards of Clause 56.
- For the construction of one dwelling on a lot, whether the development is an under-utilisation of the lot.
- For the construction and extension of one dwelling on a lot, the objectives, standards and decision guidelines of Clause 54.
- For the construction and extension of two or more dwellings on a lot, dwellings on common property and residential buildings, the objectives, standards and decision guidelines of Clause 55. This does not apply to an apartment development of five or more storeys, excluding a basement.

For applications that provide Affordable housing

- The extent to which the proposal contributes to the provision of at least 6 per cent Affordable housing in Precincts 1, 2, 3, 5 and 6.
- The views of the relevant registered agency proposed to own, control or manage the Affordable housing dwelling (where applicable).

9.1.1 – ATTACHMENT 3. Draft Activity Centre Zone schedule

WHITEHORSE PLANNING SCHEME

In considering any Floor Area Uplift, the responsible authority must consider whether the Floor Area Uplift is appropriately matched by the Affordable housing to be provided, by considering the following:

- Whether the quantity and value of the Floor Area Uplift has been appropriately calculated; and
- Whether the proposed Affordable housing is of at least matching value to the Floor Area Uplift; and
- Whether the proposed Affordable housing can be realistically delivered and secured by a suitable legal agreement; and
- Whether the proposed Affordable housing is supported by the proposed receiving registered agency.
- The Affordable housing should:
 - be a mix of one, two and three bedrooms that reflects the overall dwelling composition of the building, or composition otherwise agreed by the housing provider.
 - have internal layouts identical to other comparable dwellings in the building or as otherwise agreed by the housing provider.
 - be externally indistinguishable from other dwellings.

9.0 Signs

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- Sign requirements are at Clause 52.05. All land located within Precincts 1, 2, 3, 4, 5 and 6 is in Category 1.
- All land within Precinct 7 is in Category 3.

10.0 Reference documents

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- *Box Hill Metropolitan Activity Centre to 2036 Structure Plan (MGS Architects, 2020)*
- *Box Hill Metropolitan Activity Centre to 2036 Urban Design Framework (MGS Architects, 2020)*
- *How to Calculate Floor Area Uplifts and Affordable Housing Contributions (SGS, 2021)*

9.1.1 – ATTACHMENT 4. Officer response to DELWP feedback

Officer response to DELWP detailed comments on draft BHMAL planning controls

Feedback	Response
Role and capacity of the Metropolitan Activity Centre, including population and employment floor space forecasts and proposed accommodation floor area restrictions	<p>The background analysis and modelling of demographic and employment data in the <i>Review of Strategic Direction Box Hill Metropolitan Activity Centre Analysis and Options Report</i> (Analysis and Options Report) found between 8,100 and 10,900 additional jobs are anticipated in the Box Hill Metropolitan Activity Centre (MAC) by 2036, and the resident population is anticipated to grow to between 12,700 and 14,000 people by 2036. The population and employment forecasts were prepared using the Victorian Government's Victoria in the Future forecasts. A comparison using data from ID Consulting was also undertaken as Council has greater confidence in the more nuanced approach to the ID forecasting. This forecasting highlighted a high demand for additional floor space across the MAC for both dwellings and employment. The <i>Analysis and Options Report</i> is attached to this response and will be provided with the amendment authorisation request as this discusses the background information and analysis in comprehensive detail and responds to DELWP's concerns about the level of analysis and discussion given to the future residential population. It can also be viewed online at https://www.whitehorse.vic.gov.au/vision-box-hill. Chapter 3 of the <i>Analysis and Options Report</i> specifically refers to the economic and demographic projections.</p> <p>The preparation of the Draft Urban Design Framework (UDF) included testing the overall planning outcomes for the MAC based on the proposed vision and land use framework, as well as estimating yield over the next 20 years. Overall, the 3D modelling and indicative yield estimates strongly indicate that the proposed built form controls will comfortably accommodate the forecast demand for additional floor space for residential and employment uses that is required to accommodate the projected level of growth in Box Hill. The modelling and estimates also indicate that rebalancing the uses as set out in the Draft Structure Plan is needed to accommodate the forecast demand. The estimates also suggest that future growth would occupy 74% of available yield if 65% of sites were developed in accordance with the estimated development envelope. Council and its consultants believe this is a conservative assumption to development of sites in the MAC. Furthermore consolidated sites are likely to generate greater potential yields.</p> <p>The background analysis demonstrated that there will be an oversupply of residential land uses compared to employment uses. If all current permits and planning applications under consideration were constructed they would deliver 18-20 years' worth of housing demand but only 4-6 years' worth of employment floor space demand. Council believes this is a compelling and alarming picture and will result in a lower level of activity, diversity of uses and undermine the preferred neighbourhood character and role of the MAC to deliver future jobs and economic activity, as well as residential development. Therefore a key facet of the controls is setting a maximum allowable percentage of GFA for accommodation uses to allow the growth of employment in certain neighbourhoods. Currently, planning applications strongly favour accommodation (70%) rather than employment GFA (30%), whereas the Structure Plan is seeking a 50:50 balance overall across the MAC to ensure it is a genuine mixed use centre.</p> <p>Council also sought further feasibility testing which examined various development rebalancing scenarios and proposed affordable housing mechanisms.</p>

1 of 7

9.1.1 – ATTACHMENT 4. Officer response to DELWP feedback

Feedback	Response
	<p><u>Outcome:</u> Officers believe that this information can be tested during the statutory exhibition period of the amendment, including any potential panel hearing process.</p>
Effect of the Suburban Rail Loop on planning for the centre	<p>Council has forwarded the draft Structure Plan and draft UDF to the Suburban Rail Loop Authority (SRLA). Council has had discussions with the SRLA, where they raised concerns that the draft Structure Plan doesn't adequately reflect that the SRL will result in more population growth in Box Hill. However the SRLA wasn't unable to provide any projections based on their modelling and advised that this won't be available until early next year when the business case is submitted to the State Government.</p> <p>Council believes that it is critical to proceed with its strategic work for the MAC given Box Hill is a significant centre in metropolitan Melbourne. Council notes that the SRL project is at the business case stage, which at this point may or may not proceed, and is one aspect being addressed by the draft Structure Plan and UDF. If any legislation changes or planning controls arose from the SRL they are likely to be inserted by the State Government without further exhibition. Council would expect to have some input into the process if planning controls are amended as a result of the SRL project.</p> <p><u>Outcome:</u> Officers believe that further engagement with the SRLA can be undertaken during the statutory exhibition period of an amendment, along with other stakeholders in the MAC, including landowners, businesses, community groups, residents and public and private authorities.</p>
Proposed use and operation of mandatory controls	<p>Overshadowing</p> <p>Mandatory overshadowing controls form the primary amenity control to ensure that the amenity of key public spaces contributing to the distinct character and quality of each precinct are protected from overshadowing. This was a clear aspiration for the community and stakeholders during the consultation and Stakeholder Reference Group meetings, which is covered in more detail in the <i>Analysis and Options Report</i>. Figure 4 in the draft UDF (p15) illustrates those areas which have been deemed as key streets and spaces and require protection from overshadowing, including Box Hill Mall, Box Hill Gardens and the southern side of Whitehorse Road. The UDF identifies that there is a need for clear and explicit overshadowing and solar access controls across the centre and specifically on the primary pedestrian network and key existing and future public spaces. The spaces form a clear hierarchy, with different spaces requiring unique treatment. The controls will apply at specific times of the day at winter solstice and the spring equinox and will ensure that each area is protected from overshadowing from future development.</p> <p>Box Hill comprises a number of existing public realm typologies as follows: – Arterial road streetscapes including Whitehorse Road which (east of Nelson Road), features a wide, vegetated median, tram terminus and treed service lanes. – Well used main streets being Whitehorse Road, Station Street and Carrington Road featuring City of Whitehorse paving and furniture palette – The Box Hill pedestrian mall with a bespoke landscape palette – Residential streetscapes featuring predominantly established avenue plantings of both native and exotic tree species – Public open space in the form of parks and gardens, road reserves and closures, and linear open spaces.</p> <p>Preferred heights & mandatory setbacks</p>

9.1.1 – ATTACHMENT 4. Officer response to DELWP feedback

Feedback	Response
	<p>Preferred building height provisions are expressed for each precinct, which link to an overarching logic for building heights across the centre, and are tailored to respond to the specific character and amenity outcomes sought for each precinct. They are also intrinsically tied to the overshadowing controls. This is consistent with the Activity Centre Pilot Program which identified the use of preferred height controls in activity centres.</p> <p>Officers acknowledge that the setbacks (below) mean that some smaller sites may not be able to be built to the preferred maximum height nominated for its location. This is intentional and is a specific response to community feedback that built form height should relate to the size of the land as well as the height of surrounding buildings.</p> <p>The combination of existing lot size and mandatory setback requirements provides a clear incentive for lot consolidation in locations where taller built form is generally envisaged (see Figure 30 and Figure 31 in the UDF). Larger sites created through lot consolidation are able to accommodate more ambitious built form while still ensuring there is appropriate separation between towers, as well as better manage off-site impacts, such as vehicular access, services and loading.</p> <p>Maximum GFA for accommodation uses</p> <p>Given the background analysis outlined in the earlier section about the supply of residential and employment floor space, a key aspect of the controls is setting a maximum allowable percentage of GFA for accommodation uses to allow for the growth of employment in certain neighbourhoods. It would be inappropriate for this measure to be discretionary, as the analysis has shown there is a clear imbalance of residential and employment floor space and there has been significant development activity in the MAC which is focused on additional residential floor space and thus leading to a further imbalance of floor space.</p> <p>The analysis also demonstrated that it is appropriate to limit the GFA of residential floor space in certain neighbourhoods, to ensure the creation of a genuine mixed use centre where employment and office floor space is not crowded out by residential floor space. The modelling demonstrated that determining a maximum GFA, together with the other controls, will result in the preferred outcomes set out in the Draft Structure Plan. The Planning Panel for Amendment C309melb included commentary that “recognised the difficulty in delivering mixed use neighbourhoods when left solely to the market, with the tendency for the highest market value product (residential) to be delivered at the expense of other uses (such as commercial)” (page 91 of the Panel Report). This Panel concluded that the non-accommodation floor area requirements are strategically justified, but that the percentages for each precinct should be reviewed.</p> <p>As part of authorising Amendment C309melb DELWP urged the Council to reconsider the mandatory nature of the controls, yet allowed the amendment to be tested through the amendment process. Officers believe that there is a high risk of developments exceeding the maximum GFA for accommodation uses if they are not mandatory. The only circumstance where the maximum allowable percentage of GFA is a discretionary requirement is if a DPO has been prepared for the Box Hill central sites managed by Vicinity Centres. Officers therefore believe that this control can be tested through the planning scheme amendment process.</p> <p>Another example is the new Commercial 3 Zone, which allows Councils to specify a maximum allowable percentage (not exceeding 50%) of the combined gross floor area of all buildings on a lot for dwelling and residential building uses. Practice</p>

9.1.1 – ATTACHMENT 4. Officer response to DELWP feedback

Feedback	Response
	<p>Note 85 states that “all dwellings and residential buildings in the zone must not exceed the maximum allowable gross floor area percentage requirement specified as a condition of the use in the zone (or as varied by a schedule to the zone). If an application for a planning permit for a residential use exceeds the maximum allowable gross floor area percentage requirement, then the use is prohibited in the zone”.</p> <p>The Practice Note also states that “the community, landowners and other stakeholders should be engaged in the course of evaluating the particular circumstances of a place, and in defining the desired objectives and alternative floor space ratios”. Council has already extensively consulted with the community and landowners through the Stakeholder Reference Group and previous engagement activities which assisted with the preparation of the draft Structure Plan and UDF. Council intends to undertake a thorough engagement program as per the statutory requirements of the <i>Planning and Environment Act 1987</i>, which would involve further consultation with the community, landowners and other relevant stakeholders.</p> <p>Open space and amenity</p> <p>The <i>Analysis and Options Report</i> discusses the key public open spaces, and notes that Box Hill features a number of municipal, neighbourhood, local, small local and linear public open spaces which are classified in the Whitehorse Open Space Strategy. The <i>Analysis and Options Report</i> also noted that there is currently adverse amenity impacts on the public realm, including the attractiveness of public spaces affected by wind. Officers do not consider the evidence about the impacts of wind anecdotal, nor is it relevant to compare different locations. The amenity and useability of the public realm is seen to be impacted by buildings including separation, overshadowing and pedestrian access. Box Hill is transitioning into a CBD style setting and therefore officers believe it is relevant for applications to take wind impacts into account to ensure there is no negative impact on the public realm. Council has already received complaints about the effects of wind and the creation of wind tunnels along Whitehorse Road and has subsequently included conditions on planning permits.</p> <p>The <i>Analysis and Options Report</i> noted that there are a number of options for managing built form, density and amenity of public spaces. A similar approach was identified in the Central City Built Form review which led to the introduction of a suite of predominately discretionary height controls, with mandatory building separation, overshadowing and wind impact controls. The Box Hill MAC is taking on the form and function of a second CBD and therefore this approach is seen as appropriate for Box Hill.</p> <p><u>Outcome:</u> Officers believe that the mandatory controls can be tested through the statutory exhibition and panel hearing process. However officers will review the shading which denotes locations where overshadowing controls will reduce the permitted height within an area.</p>
<p>Proposed mechanisms to deliver infrastructure improvements</p>	<p>The version of the controls adopted by Council at its meeting on 25 May 2020 includes discretionary requirements to provide the delivery of the primary and local links. This version has also removed the statement that “a permit cannot be granted for buildings and works that do not provide for the delivery of the principal walking and cycling network...”</p> <p>Council has been preparing the necessary background information to support the application of an infrastructure contributions plan for the Box Hill MAC. This work is well progressed, but not sufficiently completed to include in this amendment implementing</p>

9.1.1 – ATTACHMENT 4. Officer response to DELWP feedback

Feedback	Response
	<p>the Structure Plan and UDF. Council has also been consistently advocating to the State government for an infrastructure contributions plan for established urban areas in metropolitan Melbourne, however this does not appear to have been prioritised by the State government. As a result, Councils have found themselves trying to individually establish contributions mechanisms for a range of infrastructure in a range of settings.</p> <p><u>Outcome:</u> Officers believe that the changes made to the draft schedule to the ACZ are appropriate and can be tested through the statutory amendment process. It is premature for Council to include a development contributions mechanism in this amendment but will be in a better position to advise any future Panel on the status of this work.</p>
<p>Proposed mechanism to deliver affordable housing</p>	<p>Council officers acknowledge the work of the Ministerial Advisory Committee on Planning Mechanisms for Affordable Housing. Officers note that if its recommendations are implemented at State level they may impact on local affordable housing provisions. Council engaged UrbanXchange to assist in the development of a local planning policy on affordable housing, using the State government voluntary affordable housing agreements grant for this purpose. Their report (yet to be considered by Council and not currently public) recommended that for land located in certain designated areas, development should provide <u>at least</u> 5 per cent of dwellings as affordable housing unless the built form envelope available on the site makes it impractical to do so; or it can be demonstrated that the development will contribute to the Affordable housing objectives of this policy while providing less than the minimum amount; or it can be demonstrated that meeting the affordable housing objectives of this policy would render the proposed development economically unviable.</p> <p>Council undertook additional feasibility work relating to affordable housing in Box Hill to determine whether 6 per cent is a more appropriate affordable housing contribution given the MAC context and recent examples in Fisherman's Bend and in the West Melbourne Structure Plan. Council engaged SGS Economics to look at the inclusionary zoning component for developments within the Health and Education, Enterprise, Prospect, Central, Civic and Cultural Precincts and test this in combination with the impact of the value capture mechanism. The feasibility analysis found that a 6 per cent contribution would most likely not impact developments where there is a 50:50 mix of commercial and residential uses, and sites have a low existing use value (which reflects the quality of the existing uses of those sites). It is also unlikely to have a significant impact in precincts which have a higher maximum allowable proportion of residential floor space. The feasibility analysis recommended that Council consider a staged approach, for example 1 per cent in the first year increasing to 6 per cent over a five year period. Officers don't believe that this is appropriate as it undermines the provision of affordable housing and would require an amendment to the planning scheme each year.</p> <p>Council's Community Development officers also support a higher rate for Box Hill, given it is a MAC and is well positioned to provide affordable housing. The <i>Analysis and Options Report</i> demonstrated that there are different policy responses available to support the delivery of affordable housing. Council also supports the expressed preference for social housing, and considers there is a risk that it may not be delivered unless explicitly specified. The Planning Panel Report for Amendment C309me1b highlighted that "there is clear and demonstrable need for social housing, recognised in the State Government's Home for Victorians policy". It also noted that "social housing contributions may be harder to secure...than other forms of affordable housing" (page 124 of the Panel Report). The controls are discretionary and allow for applicants and Council to discuss the delivery of the housing.</p>

9.1.1 – ATTACHMENT 4. Officer response to DELWP feedback

Feedback	Response
	<p><u>Outcome:</u> On balance, it is entirely appropriate that in a progressive centre like Box Hill there are expectations on new development to provide affordable housing. Officers firmly believe that the proposed controls can be critically assessed during the statutory amendment process where all views can be raised.</p>
Proposed use of the Development Plan Overlay	<p>Council proposed to apply a Development Plan Overlay (DPO) to the sites known as Box Hill Central (North and South). The purpose of the DPO was to facilitate the use and development of the land in accordance with the revised Structure Plan and UDF, and would contain requirements unique to these significant redevelopment sites. The DPO would require the preparation of a development plan prior to the approval of any planning applications.</p> <p><u>Outcome:</u> Officers have reviewed the application of the DPO and determined that the requirements of the DPO could be incorporated into the ACZ, so that it includes all of the requirements for the centre.</p>
Proposed circumstances to allow preferred heights to be exceeded	<p>The maximum heights contained in the ACZ schedule are preferred and is to ensure that the building heights respond to the vision and preferred character for the area. It is unclear what is meant by "yet to be determined public benefit". If this relates to the primary pedestrian network which is not yet present in some locations, officers do not believe that there will be a trade-off between the urban design outcomes and proper and orderly planning derived from the Structure Plan.</p> <p>Council acknowledges the findings from the Activity Centre pilot program. The program found that the proposal of any public benefits needs to be matched by specific local needs identified in the planning policy and consulted on during the strategic planning process. The Structure Plan seeks to prioritise and encouraging walking and bicycle riding which will be facilitated by defining and implementing the primary pedestrian network and including provisions to support the delivery of future links. The consultation undertaken as part of the <i>Analysis and Options Report</i> found that traffic congestion was a major issue and that traffic was seen as a key barrier to walking around the centre, alongside the inconsistent footpath accessibility. It was suggested to pedestrianise parts of the core to make it easier to get around.</p> <p><u>Outcome:</u> Officers have reviewed the bullet points listed to determine if some of these could be better expressed as objectives, or are already covered by the objectives listed. Officers will review the shading which denotes locations where overshadowing controls will reduce the permitted height in the area.</p>
Proposed inclusion of transitional residential areas and application of Clause 32.07 and 55 provisions	<p>Council seeks for the transitional residential areas to be included so that the vision and land use/built form outcomes sought by the ACZ are considered in this areas. Council does not believe that the RGZ is the correct zone for the land as it forms part of the Box Hill MAC and acts as the transition between the centre area of the MAC and surrounding residential areas.</p> <p><u>Outcome:</u> Officers have reviewed the provisions that referred to the RGZ and have redrafted them to include specific requirements for the Precinct that do not rely on referencing the RGZ.</p>
Proposed inclusion of PUZ land in the ACZ and section 16 orders	<p>Council officers are aware that there are overarching orders that relate to the use and development of land for health and education purposes and that use and development conducted on behalf of these specified Ministers are exempt from the planning scheme. Notwithstanding this, Council had sought to include all PUZ land (except PUZ4) in the ACZ, as is the case in</p>

9.1.1 – ATTACHMENT 4. Officer response to DELWP feedback

Feedback	Response
	<p>other Activity Centres such as the Sunshine Town Centre, to ensure the consideration of the vision, objectives and guidelines which the controls were seeking to achieve.</p> <p>Planning Practice Note 55 (Activity Centre Zone) states that “there will be instances where the boundary for an activity centre will include land which is not appropriate to be rezoned to ACZ. This may include public use zones or recreation zones”. The Practice Note also says in most instances the public use zone should be retained however that “there may be instances where it is desirable to apply the ACZ to public land”. The Practice Note is therefore ambiguous concerning the application of the ACZ on public land and as above, officers had sought to incorporate most existing PUZ sites into the ACZ to ensure consideration of the overarching objectives.</p> <p><u>Outcome:</u> Despite the above, officers now recommend that only PUZ6 land (relating to Local Government purposes) is included in the ACZ and all other PUZ land is retained as such to remove any possible conflict or barrier to development of these sites, in particular the health and education uses. The Box Hill Police Station is also being retained in PUZ7 as it is a relatively new development and unlikely to be redeveloped in the short to medium term.</p>
<p>Proposed detail and content of the ACZ Framework and Precinct plans</p>	<p>Council officers acknowledge that the mapping within the schedule to the ACZ should be clear and concise. However officers believe that the proposed reconfiguration of Whitehorse Road and the subsequent creation of urban spaces is relevant to planning permit applications, as this will require consideration of overshadowing on the public realm. The information included in the precinct maps is also relevant to the overall intent and objectives of the precincts.</p> <p><u>Outcome:</u> Officers will review the mapping within the schedule to determine if the ACZ framework and precincts plans can be simplified. Additionally the precinct plans will be reviewed regarding precinct specific requirements.</p>
<p>Other matters</p>	<p>The release of the <i>Melbourne Commercial and Industrial Land Use Plan</i> occurred after the preparation of the draft Structure Plan and UDF and their delivery to Council.</p> <p><u>Outcome:</u> Notwithstanding this, the Structure Plan can be updated to reflect the release of the Melbourne Commercial and Industrial Land Use Plan.</p> <p>The draft Structure Plan recommends that a review of the car parking rates should be undertaken as a high priority action for the MAC. Council has recently finalised the preparation of an Integrated Transport Strategy (ITS) for Box Hill which also includes an Action that recommends undertaking a review of the car parking rates for Box Hill. The ITS was adopted by Council at the meeting on 21 September 2020. Officers are also cognisant that the current parking overlay is in conflict with State Government policy which does not require the provision of visitor car parking spaces within 400 metres of the Principal Public Transport Network, and therefore requires updating as a result of this.</p> <p><u>Outcome:</u> The review of the car parking rates is further work that requires funding to be allocated in the Council budget and will be pursued separately to this project and amendment.</p>

9.1.2 Amendment C231 to the
 Whitehorse Planning Scheme
 34-40, 37-43 and 42-50 Moore
 Road, Vermont: Consideration of
 Submissions

Attachment 1 Amendment C231 Submission Summary

9.1.2 – ATTACHMENT 1. Amendment C231 Submission Summary

Sub No.	View on amendment	Submitter	Summary of Submissions	Response	Recommendation
1	Supportive	Local resident	Supportive of proposed zoning change and believes that Council is best placed to determine the appropriate level of housing change for an area and the zone which should be applied.	Submission is supportive, no response needed.	Note submission and refer to a planning panel.
2	No objection	Department of Transport	Response from the Department of Transport advising no objection to the proposed Amendment and no suggested changes.	No response needed.	Note submission and refer to a planning panel.
3	Raises concerns regarding future development	Local resident	<p>Concern regarding increased traffic along Moore Road if the Amendment land is developed with additional dwellings.</p> <p>Concerns regarding emergency vehicle and garbage truck access given the narrow width of the street.</p> <p>Would prefer that access to the three properties be provided via new road connections to the south of the Healesville Freeway Reserve, and Moore Road terminate near the frontage to 26-32 Moore Road.</p> <p>Concern about future development adversely affecting neighbourhood character, amenity of the area and environmental assets, including native trees and habitat for fauna.</p>	<p>The concerns raised by this submitter primarily relate to a future planning permit application for additional dwellings on the Amendment land and not the rezoning of the land proposed by this Amendment.</p> <p>The proposed zoning change from GRZ5 to NRZ3 would reduce the intensity of development that could be accommodated on the three properties. The submitter has been advised that if a planning permit application is lodged for the construction of additional dwellings, a notification process will occur and the community will have the opportunity to provide feedback.</p> <p>In relation to access to the three properties it is noted that each property is currently accessed via Moore Road. Moore Road changes from a sealed road to an unsealed road at the southern end. Any future</p>	No change to the Amendment. Refer to a planning panel.

9.1.2 – ATTACHMENT 1. Amendment C231 Submission Summary

				upgrading of Moore Road would be considered under a separate process.	
4	Raises concerns regarding future development	Local resident	<p>Concern regarding increased traffic along Moore Road, especially at school start and finish times, if the Amendment land is developed with additional dwellings.</p> <p>Concerns regarding emergency vehicle and garbage truck access given the narrow width of the street.</p> <p>Would prefer that access to the three properties be provided via new road connections to the south of the Healesville Freeway Reserve, and Moore Road terminate near the frontage to 26-32 Moore Road.</p> <p>Concern about future development adversely affecting neighbourhood character and environmental assets, including native trees and habitat for fauna.</p>	<p>The concerns raised by this submitter primarily relate to a future planning permit application for additional dwellings on the Amendment land and not the rezoning of the land proposed by this Amendment.</p> <p>The proposed zoning change from GRZ5 to NRZ3 would reduce the intensity of development that could be accommodated on the three properties. The submitter has been advised that if a planning permit application is lodged for the construction of additional dwellings, a notification process will occur and the community will have the opportunity to provide feedback.</p> <p>In relation to access to the three properties it is noted that each property is currently accessed via Moore Road. Moore Road changes from a sealed road to an unsealed road at the southern end. Any future upgrading of Moore Road would be considered under a separate process.</p>	No change to the Amendment. Refer to a planning panel.
5	Does not support the amendment	Land owner	<p>The rezoning from GRZ5 to NRZ3 is not justified.</p> <p>The adjoining land to the south at 45-59 and 52-60 Moore Road will remain GRZ5 and the development potential and property value of the Amendment land will be unfairly compromised.</p>	The adjoining land to the south at 45-59 and 52-60 Moore Road has been surrendered to the Crown and will become part of the future public open space corridor that will be delivered and managed by Parks Victoria. Councils understands that the Department of Environment, Land, Water and Planning will seek to rezone these properties to Public	No change to the Amendment. Refer to a planning panel.

9.1.2 – ATTACHMENT 1. Amendment C231 Submission Summary

			<p>The inaction by the Minister for Planning to rezone the land prior to this Amendment indicates that the Minister does not support a zoning change.</p>	<p>Park and Recreation Zone via a 20(4) planning scheme amendment process.</p> <p>The amendment land was zoned GRZ5 at the time of sale by VicRoads. Council has sought intervention from the Minister for Planning via an amendment under section 20(4) of the Act, without exhibition, to change the zoning to reflect the NRZ3 in the surrounding neighbourhood however this has been unsuccessful. Council resolved at a meeting on 25 May 2020 to pursue an amendment to the Whitehorse Planning Scheme to rezone this three lots if the Minister did not intervene.</p>	
6 <i>(late submission)</i>	Does not support the amendment	Land owner	<p>The rezoning will unreasonably limit future development opportunities limiting the intensity of development that could be accommodated.</p> <p>The property was recently sold by VicRoads who did not inform prospective purchasers of a potential rezoning amendment.</p> <p>The proposed amendment is not strategically justified. The surrounding context includes multi-dwelling residential infill development further north along Moore Road.</p>	<p>The amendment land was zoned GRZ5 at the time of sale by VicRoads. Council has sought intervention from the Minister for Planning to change the zoning to reflect the surrounding neighbourhood however this has been unsuccessful. Council resolved at a meeting on 25 May 2020 to pursue an amendment to the Whitehorse Planning Scheme to rezone this three lots if the Minister did not intervene.</p> <p>While it is acknowledged that the property was sold while zoned GRZ5, Council officers have been consistent in providing advice to prospective purchasers and developers when responding to queries and pre-application requests for the Amendment lots around the expectations of Council for any</p>	No change to the Amendment. Refer to a planning panel.

9.1.2 – ATTACHMENT 1. Amendment C231 Submission Summary

			<p>The bush suburban designation is not warranted.</p> <p>Council should instead consider retaining the GRZ and apply a different schedule, such as schedule 1 to the GRZ to maintain an opportunity for medium density development.</p>	<p>future development. These expectations are more aligned with a NRZ outcome that respects the Bush Suburban character of the locality.</p> <p>Two very large sites further north along Moore Road have been developed with multiple dwellings; 13-17 Moore Road contains 13 dwellings, and 19-27 Moore Road contains 25 dwellings. The only other multi-dwelling developments in the surrounding area are located at 134-140 Boronia Road and 12 Beleura Avenue. All other surrounding development comprises single dwellings, and therefore there are relatively few multi-dwelling developments in the surrounding context.</p> <p>Retaining the current GRZ zoning and applying a different schedule to the zone does not reflect Council's strategic intent for this area. The GRZ applies to Council's natural change areas and the NRZ applies to limited change areas. The Amendment lots are either within or partially within a limited change area and therefore the NRZ is considered to be the most appropriate zone. Applying Schedule 3 to the NRZ is consistent with the other residential land in Moore Road and reflects the Bush Suburban designation.</p>	
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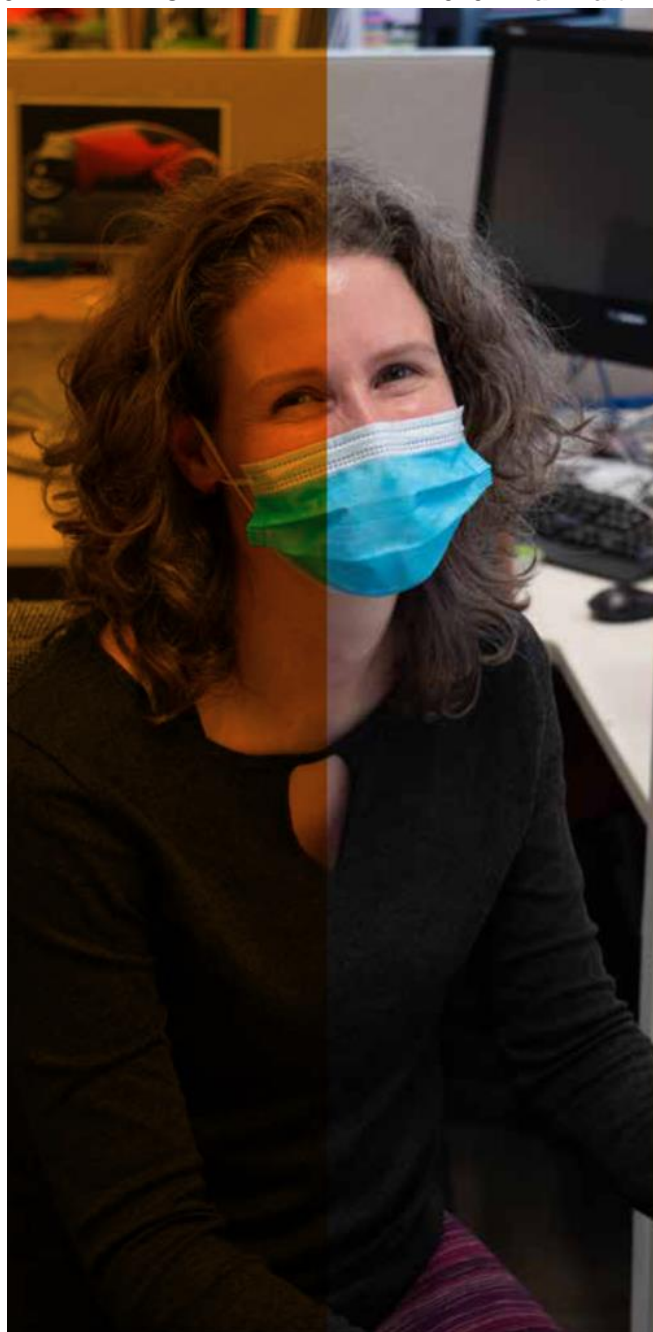
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Whitehorse
Manningham
Libraries

open for discovery

Administration

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3128 | VIC 3131

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Where to find this report

Copies of this report are available at the Corporation's administration office.

It can also be accessed electronically on the Corporation's website at www.wml.vic.gov.au

For further information, telephone 9896 4333.

♻️ This publication is printed on 100% recycled paper and uses plant-based ink.

Acknowledgement of Country

Whitehorse Manningham Libraries acknowledges the Wurundjeri Woi Wurrung people of the Kulin Nation as the traditional owners of the land. We pay our respects to their Elders past, present and emerging.



Environment,
Land, Water
and Planning

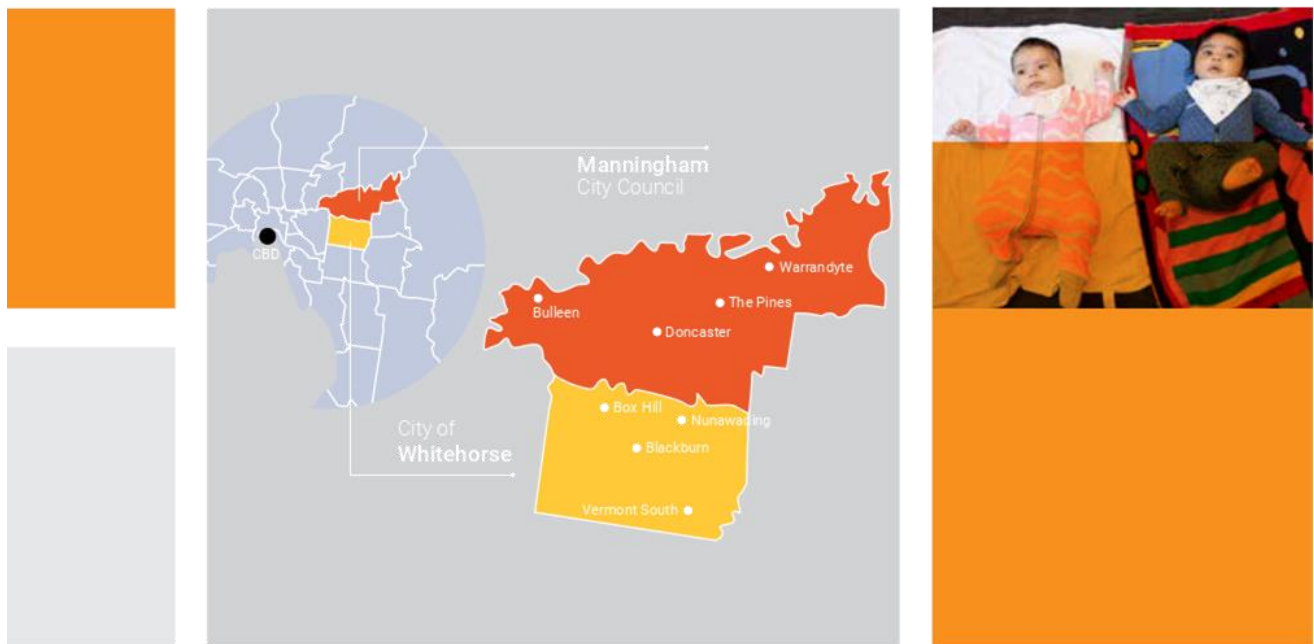
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INTRODUCTION

Welcome to Whitehorse Manningham Regional Library Corporation's (WMRLC) Annual Report 2020/21.

This report details our performance for 2020/21 against the strategic themes outlined in our Library Plan 2017–2021 and our Annual Budget 2020/21. The report provides an overview of our key achievements and challenges throughout the past year.

WMRLC services an area of 178km² located within Melbourne's outer eastern suburbs.

OUR COMMUNITY

The Whitehorse Manningham Regional Library Corporation (WMRLC) provides public library services to the neighbouring cities of Whitehorse and Manningham in Melbourne's eastern suburbs.

The City of Whitehorse is located 15km east of the Melbourne CBD and has an estimated population of 178,739. Manningham City Council, to the north of Whitehorse, has an estimated population of 127,573, giving the library region an estimated total population of 306,312.

39.1% of our community was born overseas, with 75% of these people speaking a language other than English at home.

Whitehorse Manningham Libraries is proud of our diverse community and the services that we provide.

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Our Vision A library open for all to discover a world of possibilities.

Our Mission To provide opportunities that inspire our community to read, learn, connect and create.

Our Values The following principles guide the way we operate:

- ▶ **Respect**
We acknowledge our diverse community and support equal access to services by all.
- ▶ **Integrity**
We are open, honest and accountable in the way we conduct our business.
- ▶ **Community Drive**
Our services and the way we deliver them are shaped by the needs and aspirations of our community.
- ▶ **Collaboration**
Together we develop positive relationships and partnerships that strengthen our services and their impact.
- ▶ **Excellence**
We aim for excellence and strive to find new ways to improve how we work and deliver services.



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PERFORMANCE HIGHLIGHTS

OUR MAJOR ACHIEVEMENTS IN 2020/21

LIBRARY PLAN 2017–2021 STRATEGIC THEMES



Read, Learn and Discover

More on pages 28

- ▶ Delivery of programs and events through a range of different formats, including hybrid events and outdoor events in the summer
- ▶ Participation in statewide Victoria Reads project that included 613 attendees at Zoom, Youtube and Facebook events
- ▶ Home-delivery service kept our community connected throughout the extended lockdown period

Connect, Collaborate and Participate

More on pages 34

- ▶ Bounce Back Program delivered in collaboration with the City of Whitehorse, Manningham City Council and the Box Hill Institute Job Skills Network. There were 14 live online programs offered to support our community throughout Covid-19, attracting 577 attendances.
- ▶ Care for Carers Program pivoted to an online delivery format and proved extremely popular.
- ▶ The Pierre Gorman Award project kicked off with a partnership with Nadrasca.



Experience

More on pages 40

- ▶ Cessation of reservation charges
- ▶ Overdue charges suspended during all lockdown periods
- ▶ Introduction of modified library opening hours in January 2021 to support our Covid Recovery Plan

Value

More on pages 45

- ▶ Library branding put on Corporation vehicles to increase visibility within the community
- ▶ Launch of the new library website and staff intranet
- ▶ Community survey undertaken to help inform the new 2021–2025 Library Plan



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OUR CHALLENGES

Covid-19

The pandemic continued to provide WML with service challenges. Changing restrictions leading to branch library closures, restricted visitation numbers and frequent disruption to service provision resulted in the need to pivot at short notice to alternative modes of delivery. The safety of the community and staff was our first consideration throughout the year.

Infrastructure

A number of our physical library branches are no longer able to support the type of library service expected by the community due to their age, size and condition. WML is working with the Member Councils on a long-term strategy to improve library infrastructure across the two municipalities.

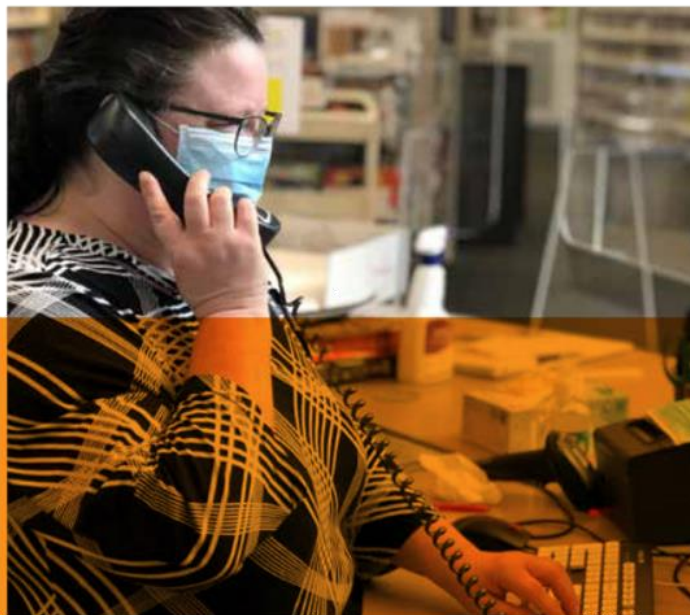
Funding

Ensuring that our library services respond to the evolving expectations and needs of our community continues to be challenging in a constrained financial environment. WML continues to advocate to our Member Councils and the State Government for increased investment in public libraries.

Looking Ahead

Whitehorse Manningham Libraries looks forward to progressing the following in 2021/22:

- ▶ Implementation of a new four-year road map for WML with the Library Plan 2021–2025
- ▶ Development of a Whitehorse and Manningham Library Strategy 2021–2031
- ▶ Continuing to enact the WML Business Recovery Plan
- ▶ Providing our community with tools to assist in the recovery from Covid-19



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SNAP SHOT FAST FACTS

While our doors were closed we issued 93,176 items to 12,627 library members and there were 5,550 home deliveries to vulnerable members of our community.

TOTAL PROGRAM ATTENDANCE LIFELONG LEARNING



6,424

Attendances at
adult programs



11,340

Attendances at children's
and youth Programs

DIGITAL ACCESS ALWAYS OPEN



40,449

online genealogy sessions logged



12,526

online learning courses accessed



9,568

YouTube views of library program presentations



114,298

newspapers and magazines were downloaded



127,179

eBook loans



137,165

pieces of music downloaded or streamed



3,011

online stories for children were viewed
through StoryBox



48,349

eAudiobook loans



21,725

movies streamed

PROGRAMS AND EVENTS PROVIDED ONLINE



2,366

attendances at online
children's and youth
programs



5,406

attendances at online adult
programs and events

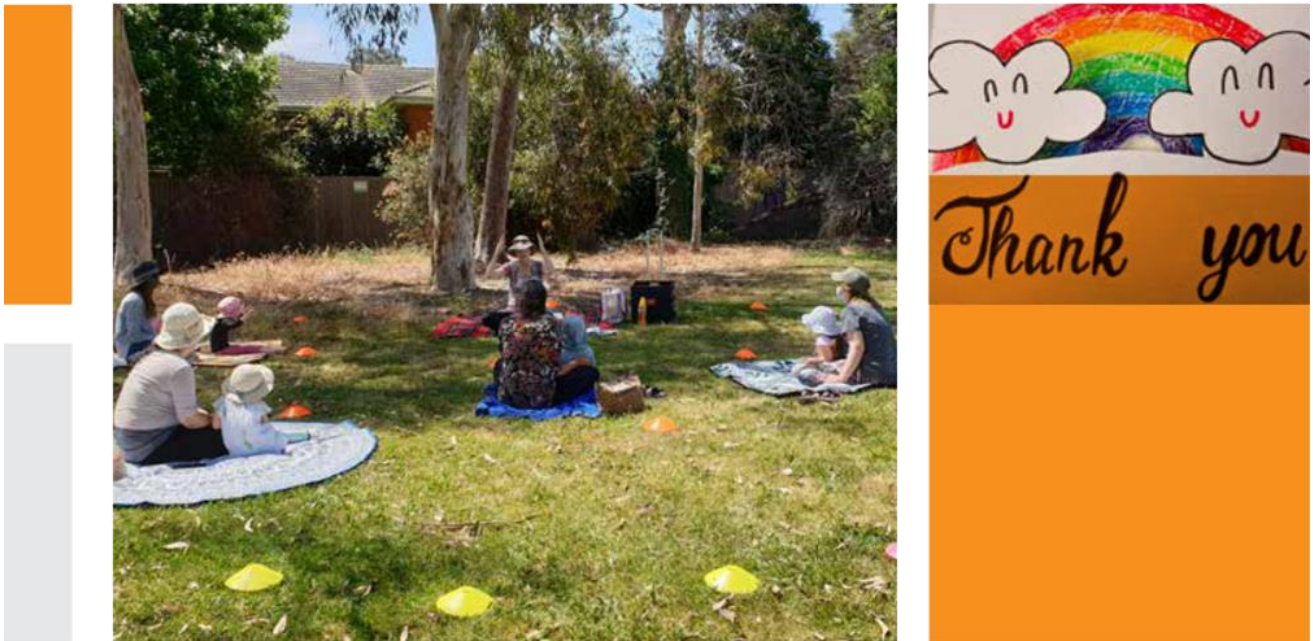


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online programs and
events on offer for
adults

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CHAIRPERSON'S MESSAGE



In my first year as a Library Board member and Chairperson, I am particularly proud of the way Whitehorse Manningham Libraries has continued to respond during the Covid-19 pandemic with agility, creativity and a strong commitment to customer service.

Our libraries have evolved and maintained an essential role in supporting our community throughout periods of lockdown and recovery. Strong advocacy from the library and local government sectors has enabled the provision of contactless click and collect and home-delivery services. We know that our libraries are an important service combatting social isolation and contributing to personalised connection and wellbeing support. We have received some wonderful feedback from library members on the positive impact the library has had throughout the pandemic.

Whilst our library buildings were closed, our services remained open and staff worked tirelessly to support our community remotely by providing virtual programs and activities, online and telephone information services, home delivery of books and DVDs and access to an increased range of digital collections and learning resources.

When restrictions allowed, our community was welcomed back to our library branches to use the public computers, wi-fi and reading and study facilities. The priority has always been ensuring the health and safety of staff and the community who use our services. Covid-safe plans and practices continue to be maintained to provide assurance for all using the library services and facilities.

Despite the significant disruption and challenges faced, I'm pleased to highlight a number of significant achievements this year:

- Over 2 million collection items were loaned, with loans of eBooks increasing by 60%
- 429,000 people visited our library branches and 8,885 new members joined the library
- Over 93,000 contactless click and collect and home-delivery loans were provided to 12,627 library members whilst branches were closed to visitors during lockdowns
- A Bounce Back program, delivered in collaboration with Whitehorse and Manningham Councils and the Box Hill Institute Job Skills Network, provided 14 live online programs to support our community and attracted 577 participants
- A new library website was launched and searches of the online catalogue increased by 20%

Library Board meetings remain very strategically focussed, with critical thinking towards our most effective and sustainable future. I would like to thank my fellow Board members, council officers and, particularly, our library staff and volunteers, for their continued dedication and commitment to delivering positive outcomes for our community.

Cr Trudy Skilbeck

Chair of the Library Board

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CEO'S MESSAGE



This year's Annual Report highlights the achievements and challenges experienced through the financial year 1 July 2020 to 30 June 2021. The Annual Report details the Whitehorse Manningham Libraries performance against the goals of the Library Plan 2017–2021.

The past year has continued to present challenges brought about by the Covid-19 pandemic, including the extended periods of library branch closures to the public, and restricted visitor numbers at other times. I commend our library staff for their ability to adapt and maintain their commitment to delivering a high level of service to our community throughout this year.

As expected, the ongoing pandemic this year has resulted in less than budgeted operating income, along with unanticipated expenditure associated with responding to the health emergency. An extended delay in the receipt of the State Government Public Library funding provided some cash flow challenges. Savings in some areas of operating expenditure due to periods of branch closures have resulted in a greater than usual surplus of \$287,313. This surplus will be carried forward to offset the anticipated deficit in the 2021/22 financial year and will enable the removal of overdue charges for children's and teenage items as of 1 July 2021.

This year has seen progress towards both the development of a new four-year strategic plan for Whitehorse Manningham Libraries and, in collaboration with our Member Councils, a longer-term vision for the provision of library services to the municipalities of Whitehorse and Manningham that responds to community expectations. I look forward to the launch of our new strategic direction. I am excited by what the future holds for our service and how we can continue to support our community and the achievement of our Member Council goals.

Sally Both
Chief Executive Officer

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BOARD MEMBERS

The Whitehorse Manningham Regional Library Corporation is a Local Government Authority with the operations and responsibilities of the Corporation being defined under the Local Government Act (1989). The Corporation is governed by the Library Board, which is responsible for overall governance and policy direction.

Ordinary meetings of the Board are held quarterly. Special meetings of the Board are held as required. Agendas and minutes of Board meetings are published on the WML website. Members of the Board are required to conduct themselves in accordance with the Code of Conduct for Board Members.

The Library Board currently comprises of:

- ▶ two Councillors appointed from each Member Council
- ▶ a delegated Officer of each Member Council
- ▶ one Community Representative appointed by each Member Council.

Board Meeting Attendance

Board Member	Maximum Number of Meetings Eligible to Attend	Number of Meetings Attended 2020/21
Whitehorse		
Cr Tina Liu	2	2
Cr Trudy Skilbeck	3	3
Cr Mark Lane	3	3
Cr Andrew Munroe	2	1
Mr Simon McMillan	1	1
Ms Carole Jean – Community Representative	5	5
Ms Terry Wilkinson – General Manager Human Services	3	2
Mr Tony Johnson – Acting Director Community Services	1	1
Manningham		
Cr Dot Haynes	2	2
Cr Sophy Galbally	2	0
Cr Stephen Mayne	3	3
Cr Michelle Kleinert	3	3
Mr Andrew Day	1	1
Mr Ian Keese – Community Representative	5	3
Ms Lee Robson – Group Manager Community Programs	4	4

- ▶ Ms May Hassan acted as proxy for Ms Terry Wilkinson on 16 December 2020
- ▶ Ms Terry Wilkinson attended her last Board Meeting on 10 March 2021, following her resignation from her position at the City of Whitehorse.

- ▶ Senior officers of the Corporation support the operation of the Library Board and attend meetings of the Board.

Ms Sally Both	Chief Executive Officer, WMRLC
Mrs Julie Lawes	Manager Finance, WMRLC
Mr Jonathan Gosden	Manager Library Operations, WMRLC
Ms Katie Norton	Manager Collections and Information Services, WMRLC
Ms Tracey Olive	Manager Corporate Services, WMRLC
Mr Neville Butler	Manager ICT, WMRLC

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	 <p><u>Cr Dot Haynes</u> Manningham City Council Chair until October 2020</p>		 <p><u>Cr Trudy Skilbeck</u> City of Whitehorse Chair from December 2020</p>
 <p><u>Cr Michelle Kleinert</u> Manningham City Council Deputy Chair from December 2020</p>		 <p><u>Cr Mark Lane</u> City of Whitehorse from December 2020</p>	
	 <p><u>Cr Sophy Galbally</u> Manningham City Council until October 2020</p>		 <p><u>Cr Tina Liu</u> City of Whitehorse until October 2020</p>
 <p><u>Cr Stephen Mayne</u> Manningham City Council from December 2020</p>		 <p><u>Cr Andrew Munroe</u> City of Whitehorse Deputy Chair until October 2020</p>	
	 <p><u>Mr Ian Keese</u> Manningham City Council Community Representative</p>		 <p><u>Ms Carole Jean</u> City of Whitehorse Community Representative</p>
			
<p><u>Mr Andrew Day</u> CEO Manningham City Council</p>	<p><u>Ms Lee Robson</u> Group Manager Community Programs</p>	<p><u>Mr Simon McMillan</u> CEO City of Whitehorse</p>	<p><u>Mr Tony Johnson</u> Acting Director Community Services</p>

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THE YEAR IN REVIEW

When reading this table, it should be noted that the 2019/20 and 2020/21 results were severely impacted by the coronavirus public health emergency. Libraries were closed to the public for significant periods of time and were subject to number limits throughout.

KEY INDICATORS	2018/19	2019/20	2020/21	TREND (VARIANCE OF AT LEAST 1%)
Library Membership				
Total members	93,189	100,136	102,606	+ 2.5%
Active members (LGPRF measure)	43,016	39,788	27,625	- 30.6%
New members	15,657	12,786	8,885	- 30.5%
Library Use				
Total library visits	1,332,790	938,943	428,652	- 54.3%
Library visits per capita	4.42 ¹	3.07 ¹	1.38 ¹	- 45.7%
Information enquiries	158,764	131,186	49,608	- 62.2%
Collections				
Total number of collection items	384,885	388,523	399,624	+ 2.9%
% of collection purchased in the last five years	77%	74%	72%	- 2%
New collection items acquired	68,858	63,770	56,258	-11.8%
Loans				
Total loans	3,132,829	2,490,332	2,020,291	- 18.9%
eBook loans (downloads)	50,539	79,740	127,179	+ 59.5%
Total loans of eResources (includes music, magazines, books, audio books, database)	445,690	513,229	530,477	+ 3.7%
Library Programs				
Total number of attendees	81,581	52,873	17,764	- 66.4%
Total attendees at adult programs	11,404	7,703	6,424	- 14.4%
Total attendees at children's/youth programs	70,177	45,170	11,340 ²	- 74.9%
Online Library Use				
Annual visits to website	1,329,860	1,250,416	1,080,905	- 13.5%
Web catalogue searches	n/a	3,336,462	4,008,635	+ 20.1%
Fixed PC sessions	251,537	183,419	946	- 99%
Wireless sessions	585,416	396,697	123,369	- 68.9%
Library Staffing				
Total EFT	70.64	68.54	70.31	+ 2.5%
EFT per '000 population	0.23	0.22	0.23	-
Community Engagement				
Social media engagement (Facebook followers)	2,159	3,295	3,920	+ 19%
Library eNewsletter subscribers	23,843	15,904 ³	17,936	+ 12.8%
Number of volunteers	160	158	153	- 3%
Volunteer programs	8	8	8	-

1. Based on Estimated Residential Population (ERP) of 301,704 in June 2019; 306,312 in June 2019 and 309,664 in June 2020.
2. Only includes events/programs where bookings were made. Does not include views of online story times or other streamed events.
3. Subscriber list cleared of members who had not opened sent newsletters for three years.

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FINANCIAL SUMMARY

Overview

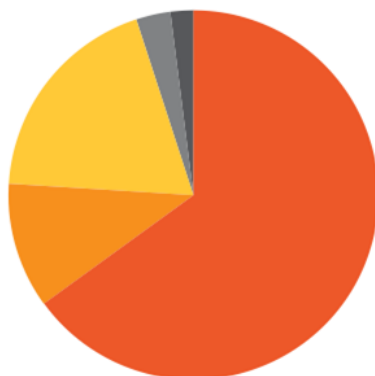
The 2020/21 Budget was adopted at the ordinary meeting of the Library Board on 28 May 2020.

The financial result for 2020/21 is a surplus of \$639,557. It should be noted that income has been severely impacted this year due to Covid-19 as all reservation and overdue charges were suspended, along with meeting room bookings and sale of products.

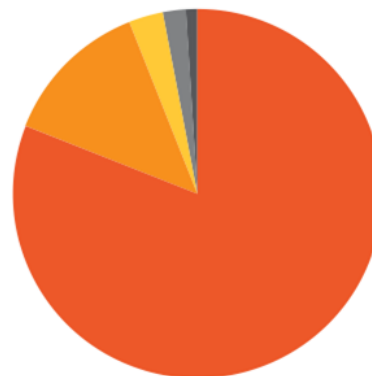
The Corporation does not have any loans.

Income Sources 2020/21

- ▶ Council Contributions
- ▶ State Government Grants
- ▶ Other Income
- ▶ Other Grants
- ▶ Interest from Investments



2020/21 Expenses



Income Sources 2010/21

2020/21 Expenses

- ▶ Employee Expenses
- ▶ Depreciation
- ▶ Other Expenses
- ▶ IT Services
- ▶ Collection Resources

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Revenue

The Corporation's total income of \$11,530,769 in 2020/21 was derived from:

- ▶ Member Councils
- ▶ State Government grant
- ▶ Interest from investments
- ▶ Grants
- ▶ Other income

Other income is generated by the Corporation from the following sources:

- ▶ Overdue charges and reservations
- ▶ Photocopy and printing services
- ▶ Meeting room hire
- ▶ Sale of products
- ▶ Donations
- ▶ Library programs and activities

In 2020/21 the Corporation received the following grants:

- ▶ Local Priorities \$95,930
- ▶ Libraries Initiatives Project \$25,000
- ▶ Premiers Reading Challenge \$35,899
- ▶ Blackburn IT Upgrade \$25,000
- ▶ SLV Health and Wellbeing Grant \$20,000
- ▶ Other \$3,420

Expenses

In keeping with previous years, the major areas of expenditure were employee benefits and depreciation. In 2020/21 total expenditure was \$10,891,212 comprised as follows:

- ▶ Employee Expenses
- ▶ Depreciation
- ▶ IT Services
- ▶ Collection Resources
- ▶ Other expenses

Beyond the Doors Fundraising

The ongoing Beyond the Doors fundraising campaign supports the provision of special reading, literacy and learning services for people experiencing disadvantage. All programs delivered using donated funds are in addition to existing core library services and programs. No donated funds are used for administration costs.

Beyond the Doors Fundraising

2020/21

Opening balance of the fund **\$4,669.60**

Funds raised

Donations received	4959.28
Interest	8.72
Total funds raised	\$4,968.00

Expenditure (ex GST)

Give the Gift of Reading project 2020/21 ¹	295.09
Total funds expended	\$295.09

Funds remaining \$9,342.51

¹ The delivery of the Give the Gift of Reading project was delayed due to Covid-19 restrictions; as a result, expenditure of funds raised will occur in the 2021/22 FY.

Highlights and Challenges

Reservation charges ceased from 1 July 2020. Throughout the lockdown periods, meeting rooms were unavailable for hire and overdue charges were suspended. This has had a significant impact on WML's income.

Unanticipated additional costs associated with the health emergency were offset by reduced costs associated with branch closures.

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GOVERNANCE

The Audit Committee

The Audit Committee is an independent advisory committee to the Library Board. The Audit Committee assists in the effective oversight of financial reporting, management of risk and maintaining a reliable system of internal controls.

Membership of the Audit Committee comprises one Councillor from each Member Council, nominated by the Library Board, and two external independent members. The Chief Executive Officer, Finance Manager and Internal Auditor attend each committee meeting.

Audit Committee Members for 2020/21 were:

- ▶ Cr Stephen Mayne (from December 2020)
- ▶ Cr Mark Lane (from December 2020)
- ▶ Cr Tina Liu (until October 2020)
- ▶ Cr Sophie Galbally (until October 2020)
- ▶ Ms Kerrie Jordan, Independent Member
- ▶ Ms Michele Tame, Independent Member

Risk Management

The Corporation takes a proactive approach to risk management. A risk-management strategy, and systems, policies and procedures are in place to minimise the adverse effects of all types of risk to its operations. Organisational risks are regularly reviewed and identified in the Enterprise Risk Register. The Corporation reports the status of risks and treatment plans to the Audit Committee and Library Board.

Public Interest Disclosures

In accordance with the provisions of s58 of the Public Interest Disclosures Act 2012, the Corporation has a procedure for dealing with disclosures made under the Act. The Manager Corporate Services is the Corporation's Public Interest Disclosures Coordinator. The Public Interest Disclosures procedures were reviewed and updated in February 2020 to reflect the name change of the Act and amendments. The Corporation has not received any disclosures directly nor has it received any referrals from the Ombudsman for the period 1 July 2020 to 30 June 2021.

Freedom of Information

The Freedom of Information Act 1982 provides people with the opportunity to obtain information held by state and local government departments and authorities. The Act gives people the right to request documents relating to their personal affairs. The Corporation did not receive any requests in the period 1 July 2020 to 30 June 2021.

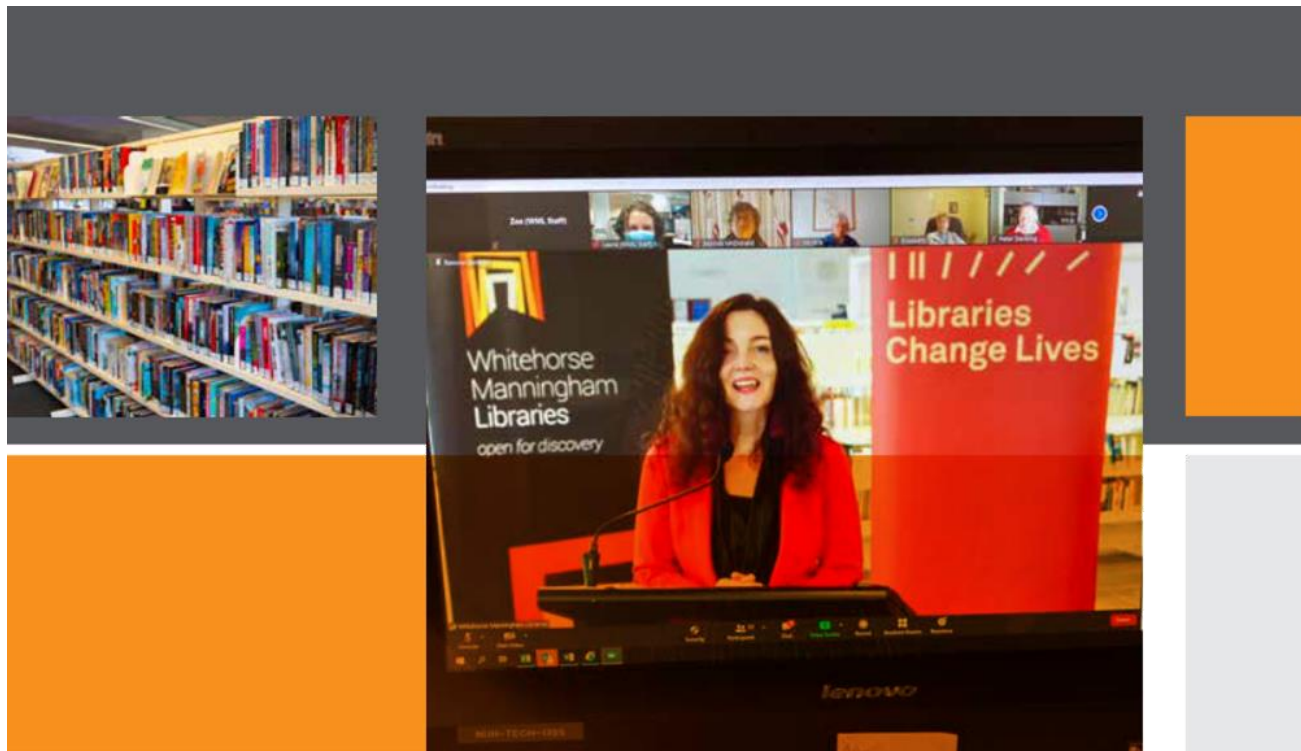
Information Privacy Act

The Privacy and Data Protection Act 2014 and Health Records Act 2001 are designed to protect the private information of individuals. The Corporation has a privacy policy available through the library branches and website.

Requests for access to information held must be made in writing and addressed to:

The Chief Executive Officer
Whitehorse Manningham Libraries
PO Box 3083, Nunawading, 3131.

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Documents Available for Inspection

In accordance with the Local Government Act Regulations 2015, the following information is available for inspection upon request at the Administration Office, Box Hill Library, 1040 Whitehorse Road, Box Hill, Victoria, 3128 during office hours by appointment from 9.00am to 5.00pm weekdays:

- ▶ Annual Reports for each financial year
- ▶ Annual Financial Statements, including an operating statement, a statement of financial position and notes to financial statements
- ▶ agendas and minutes for ordinary and special meetings of the Library Board held in the previous twelve months
- ▶ Regional Library Agreement
- ▶ register of delegations kept under sections 87 (1) and 98 (4) of the Act, including the date on which the last review took place under sections 86(6) and 98(6), respectively, of the Act
- ▶ a list of the names of organisations of which the Corporation was a member during the financial year and details of all membership fees and other amounts and services provided during that year by each organisation to the Corporation
- ▶ names of Board members who submitted returns of interest during the financial year and dates returns were submitted
- ▶ names of Corporation officers who were required to submit a return of interest during the financial year and dates returns were submitted
- ▶ a register of authorised officers appointed under the Act
- ▶ details of overseas or interstate travel undertaken in an official capacity by Board members or any member of Corporation staff in the previous twelve months.

A range of Corporation documents are also available on the library website, including some of those listed above.

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GOVERNANCE AND MANAGEMENT CHECKLIST

The following is a list of the Corporation's governance and management controls. It should be noted that the impact of s330 of the Local Government Act 2020 is that those sections of the Local Government Act 1989 that were applicable to an existing Regional Library Corporation continue to apply as if all of those sections had not been repealed until 2031.

	GOVERNANCE AND MANAGEMENT ITEMS	ASSESSMENT
1	Regional Library Agreement (agreement under section 196 of the Act that sets out the agreement between the Cities of Whitehorse and Manningham to form a regional library)	Formed in accordance with section 196 of the Act. Date of operation pending confirmation from LGV of gazetted date. Agreement reviewed and signed by Member Councils in February 2017, sent to the Minister and gazetted on 27 July 2017.
2	Library Plan (plan under sections 125 and 197D of the Act that sets out the strategic objectives of the Corporation and strategies for achieving the objectives for the next four years)	Adopted in accordance to section 125 and 197D of the Act. Date of operation: 1 July 2017
3	Strategic Resource Plan (plan under section 126 of the Act outlining the financial and non-financial resources required for at least the next four financial years)	Adopted in accordance with section 126 of the Act. Date of adoption: 28 May 2020
4	Annual Budget (plan under section 130 of the Act setting out the services to be provided and initiatives to be undertaken over the next 12 months and the funding and other resources required)	Adopted in accordance with section 130 of the Act. Date of adoption: 28 May 2020
5	Asset Management Plans (plans that set out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)	Date of operation of current plans: Collection Resources July 2017 Asset Register (for non-collection assets). Updated and maintained on an ongoing basis.
6	Risk Policy (policy outlining the Corporation's commitment and approach to minimising the risks to the Corporation's operations)	Date of operation: 20 February 2019
7	Fraud Prevention Policy (outlines the Corporation's commitment and approach to minimising the risk of fraud)	Date of operation of current policy: 3 April 2020
8	Procurement Policy (policy under section 186A of the <i>Local Government Act 1989</i> outlining the matters, practices and procedures that will apply to all purchases of goods, services and works)	Prepared and approved in accordance with section 186A of the <i>Local Government Act 1989</i> . Date of operation of current policy: April 2020
9	Business Continuity Plan (plan setting out the actions that will be undertaken to ensure that key services continue to operate in the event of a disaster)	Date of operation of current plan: V1.8 March 2020 Business Continuity Management Policy and Framework reviewed June 2019.
10	ICT Disaster Recovery Plan (plan setting out the actions that will be undertaken to recover and restore ICT infrastructure and capability in the event of a disaster)	Date of operation of current plan: ICT Strategy 12 December 2018 Due for review in July 2021

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	GOVERNANCE AND MANAGEMENT ITEMS	ASSESSMENT
11	Risk Management Strategy (outlining the Corporation's approach to managing risks to operations)	Date of operation of current plan: June 2019, reviewed June 2021
12	Audit Committee (advisory whose role is to oversee the integrity of the Corporation's financial reporting, processes, to oversee risks to the Corporation's operations and compliance with applicable regulatory requirements)	While not required of Regional Library Corporations under the Act, the committee was established in accordance with section 139 of the Act. Committee established: 1998 Audit Committee Charter adopted by Library Board in May 2016 and reviewed in December 2019.
13	Internal Audit (independent accounting professionals engaged by the Corporation to provide analyses and recommendations aimed at improving governance, risk and management controls)	RSM appointed as Internal Auditor in April 2019 for a three-year period. New three-year Internal Audit Plan adopted by Audit Committee August 2019.
14	Performance reporting framework (a set of indicators measuring financial and non-financial performance indicators)	LGPRF measures reported to Member Councils in accordance with section 131 of the Act. Victorian Public Library Performance Indicators reported to PLV. Date of operation of current framework: February 2020
15	Financial reporting (quarterly statements to the Library Board under section 138 of the Act comparing budgeted revenue and expenditure with actual revenue and expenditure)	Statements presented to the Library Board in accordance with section 138(1) of the Act. Date statements presented: 26 August 2020, 16 December 2020, 10 March 2021, 26 May 2021
16	Risk reporting (annual reports of strategic risks to the Corporation's operations, the likelihood and consequences of risks occurring, and risk-minimising strategies)	Risk review completed and reported to the Audit Committee and Library Board in August 2019.
17	Annual report (prepared in accordance with sections 131 and 196 of the Act containing a report of operations and audited financial statements)	Considered at a Library Board meeting in accordance with section 134 of the Act. Date of consideration: 14 October 2020
18	Board Member Code of Conduct (in accordance with section 76C of the Act setting out the conduct principles and dispute resolution processes to be followed by Board Members)	Reviewed in accordance with section 76C of the Act. Date of adoption: 16 December 2020
19	Delegations (a document setting out the powers, duties and functions of the Corporation delegated to the Chief Executive Officer)	Reviewed in accordance with Section 197B of the Act. Reviewed: 22 August 2018
20	Meeting procedures (a local law governing the conduct of Library Board meetings and use of the common seal)	Meeting procedures local law made in accordance with section 197F of the Act. Date local law made: 6 May 2021, Local Law 3 replaced previous Local Laws 1, governing meeting procedures.
21	Register of Interests (in accordance with section 81 of the Act, a register of interests declared by Board members and nominated officers)	Register maintained in accordance with section 81 of the Act.

OUR ORGANISATION

Whitehorse Manningham Regional Library Corporation



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Staff Profile

As of 30 June 2021, Whitehorse Manningham Regional Library Corporation had a total of 122 employees, or 70.31 full-time equivalent (FTE), compared with 117 employees, or 68.54 FTE, at 30 June 2020. There continues to be a very high percentage of staff who are employed in a part-time capacity. Due to Covid-19, recruitment was suspended for a number of positions and these remained vacant at the end of June 2020. Most vacancies were filled by the end of June 2021.

WML is currently hosting one trainee who has been employed through the VARP (Victorian Apprenticeship Recovery Package) Scheme designed to assist young people into the workforce following the impacts of the coronavirus health emergency. This position is not included in our staffing tally and will cease in March 2022.

Summary of the number of FTE corporation staff by department, employment type and gender

EMPLOYMENT TYPE/GENDER	BRANCH SERVICES	TECHNICAL SERVICES	ICT	CORPORATE SERVICES AND ADMINISTRATION	TOTAL
Permanent FT – female	15	1	-	2	18
Permanent FT – male	3	-	3	1	7
Permanent PT – female	50	6	-	7	63
Permanent PT – male	5	2	1	1	9
Casual – female	21	-	-	-	21
Casual – male	4	-	-	-	4
Total	98	9	4	11	122

Note that both technical services staff and administration staff also undertake branch services duties on a regular basis. A high proportion of the workforce continues to be female and employed in a part-time capacity. The technical services branch is also the home location of programs and Makerspace staff.

Summary of the number of FTE staff categorised by employment classification and gender

EMPLOYMENT CLASSIFICATION	FEMALE FTE	MALE FTE	TOTAL FTE
Band 3	16.94	5.09	22.03
Band 4	10.13	0.55	10.68
Band 5	20.76	2.64	23.4
Band 6	6.3	2	8.3
Band 7+	2.9	2	4.9
Band not applicable	1	0	1
Total	58.03	12.28	70.31

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STAFF TRAINING

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Supporting our staff through training

Providing the community with a library service that is relevant to them means that the required skills of our staff are forever changing. Keeping up with these changes can be a challenge. Covid-19 has presented our staff with many challenges, ranging from developing personal resilience through to dealing with difficult patrons who refuse to follow Covid-safe guidelines.

WML staff have been provided with a range of training opportunities including:

- ▶ Resilience training
- ▶ First aid
- ▶ Online compliance training
- ▶ Induction training
- ▶ Library Planning Workshops
- ▶ Mental Health training
- ▶ Youth Services – sensory story times

A Safe and Healthy Workplace in a Covid-19 Environment

The Corporation is committed to providing a safe and healthy environment for both staff and library users.

This year we remained committed to keeping our staff and our community safe throughout the pandemic. We achieved this by:

- ▶ developing, implementing and reviewing a Covid-Safe Plan in line with government regulations
- ▶ delivering library events and programs in virtual formats when required
- ▶ adhering to number restrictions within locations when required
- ▶ establishing QR code check-in points at all locations
- ▶ implementing additional cleaning schedules
- ▶ implementing Safe Operating Procedures
- ▶ establishing systems that enabled back-of-house staff to work from home
- ▶ providing services to our community through initiatives such as home delivery and click and collect
- ▶ providing support to staff through EAP and our Wellbeing newsletter.

WML have provided staff with a range of options to help support them through the Covid period. These include:

- ▶ access to flexible leave arrangements
- ▶ support through EAP services
- ▶ hybrid work models where possible
- ▶ online compliance and professional development learning programs
- ▶ Covid leave under prescribed circumstances
- ▶ modified rostering
- ▶ recruitment of a multimedia support officer to assist staff producing online content throughout closure and restricted periods.

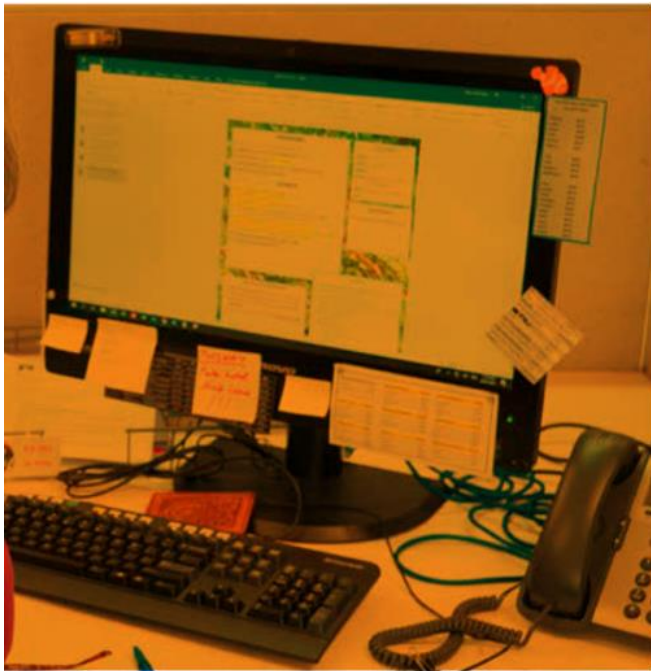
Thank you to all our staff for continuing to deliver services to our community throughout extended closure periods and within government restrictions.



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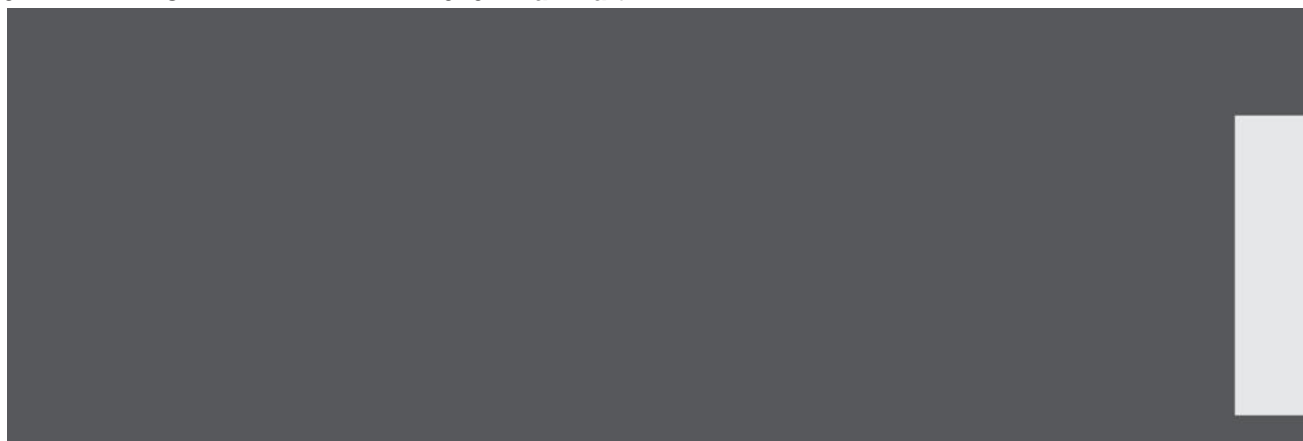
OUR PERFORMANCE

Goal 1: Read, Learn and Discover

Contribute to community and individual wellbeing by providing accessible and engaging collections, resources and programs that encourage lifelong learning and reading for pleasure.

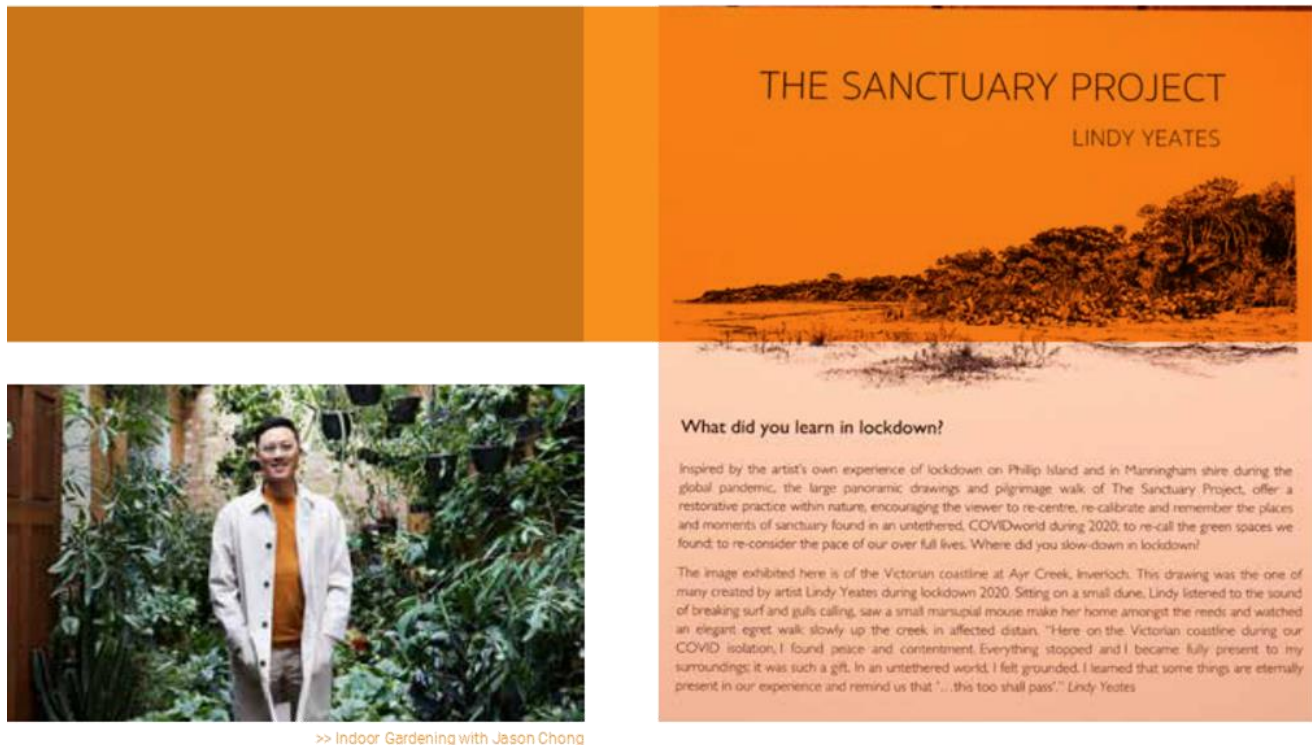
KEY STRATEGY	KEY ACHIEVEMENTS	INDICATORS
We will provide high-quality collection resources relevant to the needs of our diverse community.	PLV annual statistics evaluated and benchmarked.	Report provided to the Library Board on 10 March 2021.
	LGPRF statistics completed.	Statistics available on My Council website
	Community survey released on 12 February and closed on 5 March 2021.	1,813 respondents
	Community survey data analysed and reported to Library Board.	Report provided to Library Board on 26 May 2021.
We will celebrate the power of reading and literature to enrich lives.	Participation in the Australia Reads Program	12 November 2020
	Author events held in person and via online platforms.	25 author talks
	Writing workshops held throughout the year that support literacy.	6 workshops
	Lindy Yeats' Sanctuary Project was installed at Warrandyte Library.	1 April–7 May 2021
We will provide access to information services and programs that support life-long learning for all in the community through our physical, online and outreach platforms.	Onsite indoor and outdoor program of events held throughout the year.	9,992 in-person attendances
	A program of online events was held throughout the year that supported lifelong learning.	207 online adult programs
	Bounce Back program delivered in partnership with our Member Councils and delivered an average of 93% positive feedback response.	14 programs, with 577 attendances
	Outdoor programs were held during November–January in compliance with Covid-19 regulations.	9 programs, with 61 attendances
We will deliver programs and services that foster the development of literacy to help strengthen community competency.	Continued implementation of the WML Literacy Strategy through the delivery of the Give the Gift of Reading Program.	\$4959 raised
	Implementation of the 2019 Youth Services Review	Interrupted due to Covid-19 restrictions
	Delivery of Care for Carers Program successfully changed to an online format.	21 programs delivered
	1000 Books Before School Program continued throughout the Covid-19 closure period.	Packs posted

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KEY STRATEGY	KEY ACHIEVEMENTS	INDICATORS
We will deliver programs and services that provide opportunities to explore the past and discover the future.	Pilot program assisting grandparents to connect with children via online story-telling technology – launched in closure period.	Pilot launched
	Heritage programs delivered in partnership with Whitehorse City Council.	5 programs delivered
	Successful Makerspace Programs and events delivered online and in person throughout the year.	66 adult programs, 1033 attendees
We will have skilled staff available to help people access the resources and information they need.	Recruitment of a specialist Program Instructor to support the Pierre Gorman Award program.	1 temporary part-time disability worker appointed
	Litmos online learning platform introduced for staff and volunteer training.	233 registered users
	Niche Academy training made available to all staff – specialising in challenging behaviours.	All frontline staff enrolled
	OHS Covid-19 training required throughout the health emergency period, delivered in an online format and in person.	All staff
	Pivoted to different service-delivery models and staffing levels throughout the health emergency of 2020/21.	3 lockdowns and restricted environments

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Connecting Our Community with Authors and Influencers

Our doors may have been closed for much of the 2020/21 year but this did not stop us from providing some excellent author events online. There were 55 Writing and Literature sessions offered throughout the year, with 1,185 attendees. Whilst this was down on previous years, the events were even more important to our community, providing them with an opportunity to connect while in lockdown. Highlights included:

- ▶ Clementine Ford
- ▶ Dr Yumiko Kadota, author of *Emotional Female*
- ▶ Indoor Gardening with Jason Chong
- ▶ Best-selling author Monica McInerney
- ▶ Meet the Mender author Erin Lewis-Fitzgerald
- ▶ Introduction to screen writing with Christian White
- ▶ Crime-writing author, Robin Bowles

In a difficult year we were proud to present 391 programs to adults, with 6,424 attendees. The vast majority of these were successfully delivered online.

Lindy Yeates' Sanctuary Project

Lindy Yeates' Sanctuary Project examines how the government's Covid-19 restrictions afforded moments of pause and self-reflection. For many of us with busy lives, those moments of pause are so hard to come by. Yeates' project researches opportunities for recreating that sense of pause through discrete art installations that act as 'sanctuaries' from our everyday lives. Her fellowship focused on translating drawings and prints of natural landscapes in Manningham and on the Victorian coastline into larger scale, immersive works and identifying suitable locations for the works. Warrandyte Library hosted Lindy's Sanctuary Project from 1 April to 7 May 2021.

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COMMUNITY SURVEY

We asked what the community wanted, and over 1,800 people responded! The results of the survey will be used to help inform the next four-year library plan. The survey was also an opportunity for the community to provide us feedback on our services throughout lockdown periods.



"Returning in person after the long second lockdown, I literally had tears in my eyes because I had missed it so very much. There is nothing like losing yourself in a sea of possibilities that is a well-stocked library."

KEY FINDINGS

What was important to you?



94%

of respondents rated the library service as *important* or *very important*



87%

of respondents said that the library impacts them in a *positive way*

TOP
5

IMPORTANT THINGS TO LIBRARY USERS

- ▶ Items for loan
- ▶ Helpful staff
- ▶ Library website and online resources
- ▶ Consistent opening hours
- ▶ Library as a space to do your own thing

REASONS PEOPLE VISIT

- ▶ To borrow books and other resources
- ▶ For a place to read
- ▶ For a place to work or study
- ▶ For children's or youth activities
- ▶ To find information

SERVICES ACCESSED THROUGHOUT COVID-19 LOCKDOWN

- ▶ Website
- ▶ Click and Collect
- ▶ Online resources (eBooks, eAudio, eMagazines and Streaming services)
- ▶ Home Delivery
- ▶ Telephone Enquiries



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THE MAJORITY OF RESPONDENTS STRONGLY AGREED OR AGREED THAT THE LIBRARY



Impacts their life in a **positive** way



Helps them find the **information** they need



Encourages them to **read** more



Increases their **knowledge**



Impacted their lives in a positive way throughout the pandemic and lockdown period

35% of respondents took the time to provide us with additional comments.



Thank you to the huge number of people of people who **thanked staff and council** for services provided throughout the pandemic.

Congratulations to WML for a wonderful offering of services during lockdown. I am amazed how adaptable the library service was as well as the additional changes that have been implemented since lockdown.



Early Literacy Programs were rated 8.13 out of 10.

The libraries are a very essential and necessary part of our community. They have saved a lot of money for my family, encouraged my kids to read more and the staff are wonderful.



82% of respondents used the **Library website or online services** over the last 12 months.

Online workshops through Zoom were invaluable. I lost my job because of COVID and they were helpful for my mental well-being and connection with the community.

WHAT CAN WE DO BETTER?



Increase our collection of **digital resources**



Get our message out that **reservations are now FREE**



Review other **fees and charges**



Review our **programs** and the **times** they are scheduled



Promote our **Suggested Purchase service**

"I read so much more during covid and the changes the library made – such as free reservations, extending borrowing periods and especially the amazing home delivery of books – made SUCH a positive difference to me and my family. We are very thankful for such a great local library!"

YOUR LIBRARY

What would you like your library to look like?

- ▶ Clean and up-to-date facilities
- ▶ Increased seating
- ▶ Increased program spaces
- ▶ Increased quiet study areas
- ▶ Extended and consistent opening hours

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OUR PERFORMANCE

Goal 2: Connect, Collaborate and Participate

Our library provides opportunities for social connection and community engagement. We actively invite and develop collaborative community partnerships to achieve mutual benefits.

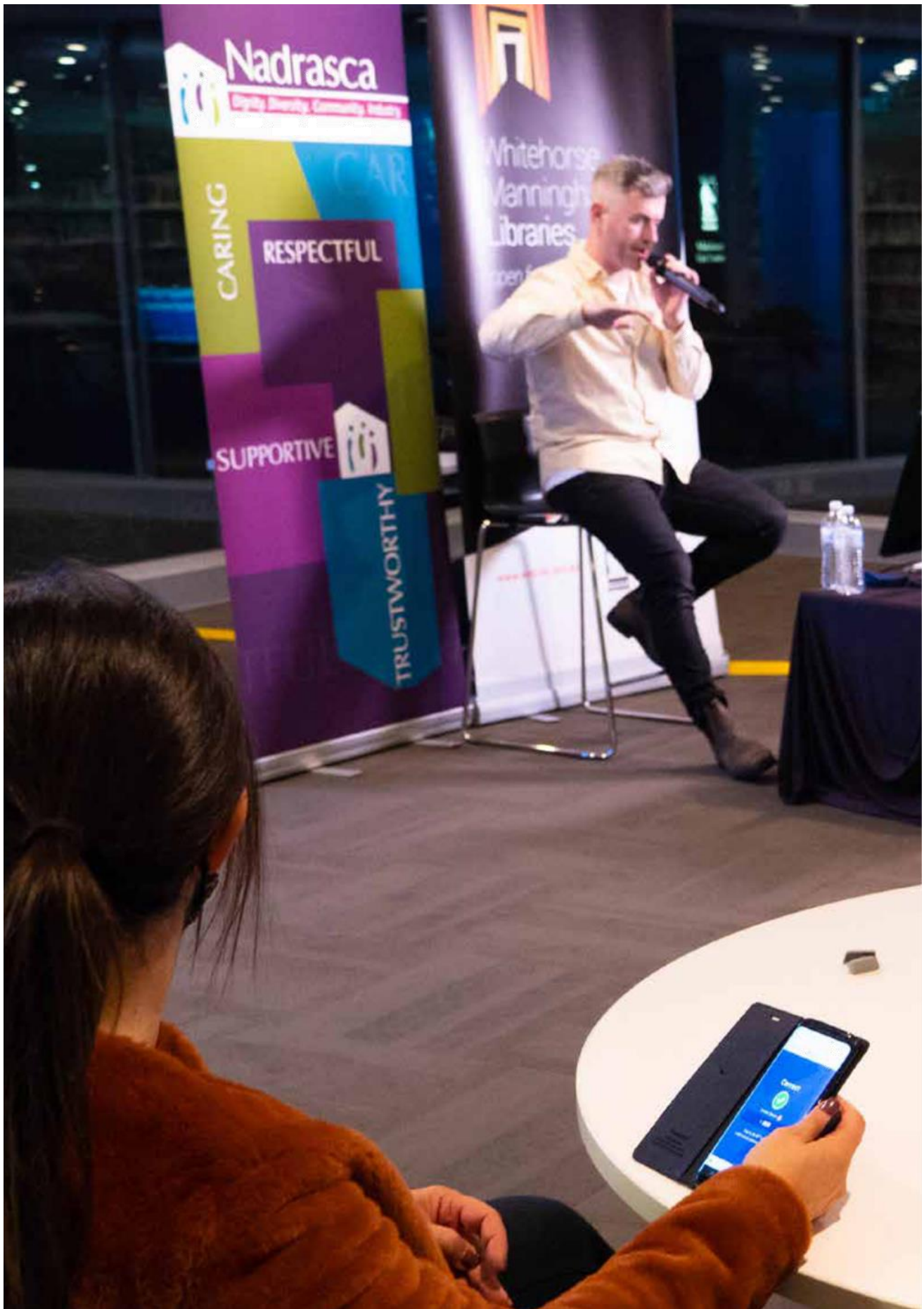
KEY STRATEGY	KEY ACHIEVEMENTS	INDICATORS
We will work in partnership with our Member Councils, community organisations, service providers, commercial sectors and volunteers to deliver collaborative services.	Sought sponsorship for branding of library vehicles.	Unsuccessful
	Bounce Back program delivered in partnership with Member Councils and local services.	577 attendances
	Gardens for Wildlife online event in partnership with City of Whitehorse.	2 programs
	Delivered outreach programs via the Care for Carers program in Mandarin language.	14 programs delivered in Mandarin
	City of Whitehorse 2040 Community Vision – displays and community consultation opportunities.	Information displayed
We will explore new ways for people to connect with technology, ideas and others through participatory programs, events and activities.	Digital technology support offered to the community throughout the Covid-19 closure period.	38 programs, 587 attendees
	A range of digital instruction material is available via the WML YouTube channel on an ongoing basis.	114 subscribers
	Feedback analysed from community survey in relation to programs.	1,813 responses
	Introduction of simultaneous in-person and online events.	January 2021
We will create free and safe physical and online spaces and services that facilitate social connection.	Facilities and services reviewed in line with government restrictions.	Risk assessment completed
	Covid-safe plan developed and updated on a regular basis in line with government directives and regulations.	Covid-safe plan enacted
	Auslan interpretation available at all library events by request.	June 2021
We will communicate with our community to help people discover the value of the library and what it has to offer them.	Library cars branded to provide mobile advertising.	2 cars wrapped
	Meals on Wheels delivery service assisted in the promotion of library services through the closure period.	Brochures distributed
	Liaison between the two councils and WML communications throughout the Covid-19 closure period.	Multiple communication platforms
	Box Hill 70th anniversary celebrations significantly impacted by Covid-19 restrictions.	Not achieved

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KEY STRATEGY	KEY ACHIEVEMENTS	INDICATORS
We will participate in statewide and national public library initiatives to increase awareness and engagement with library services.	Participation in the virtual Libraries Change Lives Parliamentary event.	10 September 2021
	WML provided statistics and quotes around the value of libraries to the Libraries Change Lives Campaign.	
	Participation on the Advocate working group.	CEO participated
	Contributed to PLV state budget submissions.	
	Participation in the construction of the state-wide library statistical survey.	MCS on committee
	Participation in the National Simultaneous Storytime event.	19 May 2021
	Delivery of programs made possible through successful grant funding applications.	21 online programs funded by grants

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Our Partners

Working with community partners enables us to plan and develop library services relevant to local needs. Whitehorse Manningham Libraries values the partners and sponsors we have worked with over the last year and looks forward to continuing these relationships in the future. We would like to acknowledge the following organisations for their invaluable contributions throughout the year.

PARTNERSHIP ACKNOWLEDGEMENTS	
A Little Chinese Adventure	Headspace
Access Health and Community	Julian Wood – Recycling Program
Adult Learning Australia	Kevin Heinze Grow
Australian Library and Information Association (ALIA)	Manningham Art Gallery
Australian Reading Hour – Australia Reads	Maternal Child Health Services
Australian Taxation Office	Melbourne Writers Festival
Box Hill Centro – Coffee with a Cop program	Midsumma Festival
Box Hill Institute – Skills and Job Centre	Nadrasca
Carers Victoria	National Simultaneous Storytime
Children's Book Council of Australia	Onemda
Chinese Senior Citizens Club of Manningham	Readings
Chinese Parents Special Support Network	Ready Tech Go
Chinese Senior Citizens Club of Manningham Choir	Ringwood Social Games
Civica	Robo Gals
Confucius Institute at the University of Melbourne	Schwerkolt Cottage
Consumer Affairs Victoria	Speech Pathology Australia
Deakin University	State Government Victoria – Department of Health and Human Services
Dementia Australia	State Library Victoria
Doncare	Victorian Electoral Commission
EACH Health Promotion	Victorian Seniors Festival
Eastern Community Legal Centre	Victorian State Government
EDVOS (Eastern Domestic Violence Service)	Warrandyte Community Centre
Friends of the Library (FOL)	Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation
Games World Doncaster	



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Partnering with our Member Councils

Whitehorse Manningham Libraries was proud to partner with the **City of Whitehorse** by participating in the following community programs:

- ▶ Homework Help/Tutoring
- ▶ Bounce Back – Programs to support you during lockdown
- ▶ Meals on Wheels – assistance with publicising home delivery in closure period
- ▶ Public Art Trail Walk
- ▶ Gardens for Wildlife
- ▶ Gardening for small birds
- ▶ Seniors Week
- ▶ Caring for your personal treasures – Whitehorse Heritage Week
- ▶ Antiques Roadshow with Abbey's Auctions – Whitehorse Heritage Week
- ▶ Discover your family history online – Whitehorse Heritage Week
- ▶ Find my Past Information Session – Heritage Week
- ▶ Schwerkolt Cottage and Museum Complex Tour
- ▶ Recycling van located at Box Hill Library

Whitehorse Manningham Libraries was a proud partner with **Manningham City Council**, participating in the following community programs:

- ▶ Bounce Back – Programs to support you during lockdown
- ▶ NAIDOC Week
- ▶ Seniors Week
- ▶ Adult storytelling place-making event
- ▶ Community Care – assistance with publicising home delivery in closure period
- ▶ Art Smart Stories – Manningham Art Gallery
- ▶ Reconciliation Week activities

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BOUNCEBACK

PROGRAM OF EVENTS TO SUPPORT OUR COMMUNITY DURING LOCKDOWN

Covid-19 has had a huge impact on us all, whether it be due to work instability, lack of social interaction with family and friends or just a general lack of normality in our everyday lives.

To support our communities during this time, we put together a program of live online events in August covering four key areas: employment, money management, health and wellbeing and financial support from council. This program was a collaboration between Whitehorse Manningham Libraries, our two Member Councils and the Box Hill Institute Jobs and Skills Network. There were 14 live online programs offered to support our community throughout Covid-19, attracting 577 attendances.

Online programs that attracted large audiences included:

- ▶ What's 4 Dinner?
- ▶ The Covid job market
- ▶ Wellbeing: move through change
- ▶ Home Eats
- ▶ Budgets Don't Work
- ▶ Winning Job Interview Techniques
- ▶ Crafting the perfect resume and cover letter



BOUNCEBACK

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OUR PERFORMANCE

Goal 3: Experience

Our libraries are important civic spaces where all the community should feel welcome. We strive for excellence in all aspects of our services to ensure a positive and responsive experience for all customers.

KEY STRATEGY	KEY ACHIEVEMENTS	INDICATORS
We will implement a customer-focused service model that facilitates positive service interactions and user experiences.	Suspension of overdue charges and loan periods throughout closure periods.	Enacted
	Introduction of free reservation system.	Enacted
	Home delivery and click and collect services provided throughout the closure period.	5,550 home deliveries
	Live chat via the website introduced throughout the closure period.	Enacted
	Library Board endorsed the removal of overdue charges on junior and teenage material, commencing in the new financial year.	Budget endorsed 26 May 2021
We will provide safe, welcoming and accessible physical spaces that encourage use by all in the community.	Customer survey delivered in February/March 2021 and results analysed in April/May.	Results reported to Board on 26 May 2021
	Bulleen Library painted.	December 2020
	Wayfinding signage completed at Box Hill and Nunawading Libraries. Commenced at Vermont South Library.	Commenced and due to be completed in August 2021.
We will work towards creating inspiring and flexible spaces that adapt to the changing needs and expectations of the community.	Multilingual signage installed at Box Hill Library.	Completed
	New furniture ordered and installed throughout the region.	June 2021
	Long-term library strategy project commenced – endorsed by the Library Board and funded by the Member Councils. Final Report due in the first quarter of 2021/22.	Consultant appointed December 2020
	Book recycling program established with book supplier, Julian Wood.	Commenced December 2021
	Plant-based ink used in our printed What's On Guide.	February 2021

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KEY STRATEGY	KEY ACHIEVEMENTS	INDICATORS
We will ensure the library's digital spaces are accessible and easy to navigate.	Website redeveloped and launched to the public.	November 2020
	Introduction of the WML YouTube channel to deliver Makerspace and digital training events.	Over 9,000 views
	Lite-touch FE kiosks introduced in response to Covid guidance.	Introduced October 2020
We will implement policies and services that are responsive to community expectation and reduce barriers to access.	Branch hours modified to accommodate regulations and guidelines.	June – Dec 2020
	Extended opening hours temporarily offered to enable greater access to the library.	January 2021
	Home delivery: transition from a courier service back to a volunteer model once regulations allowed.	January 2021
We will maintain a technology infrastructure that ensures reliable connectivity, security and capacity for growth.	Hybrid work arrangements were supported by WML.	2020/21
	Upgrade of the IP telephone system software.	March 2021
	Completion of Windows 10 SOE on all workstations.	December 2020
	Blackburn network upgrade completed, enabled by a grant from Whitehorse Council.	November 2020
	Decommissioned redundant radio links and obsolete satellite equipment and masts removed.	December 2020
We will provide rewarding volunteer experiences that enhance and extend the library's service offering.	Re-introduction of some volunteer programs in an online format.	July 2020
	Recruitment for volunteer roles recommenced.	January 2021
	Celebration of our volunteers event transitioned to an online format due to Covid-19 restrictions.	31 attendees
	Production of a volunteer appreciation video shared on social media.	6 volunteers highlighted
	Induction program developed for returning volunteers using the Litmos platform.	91 volunteers registered

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Our Volunteers – Thank You!!

It was with great enthusiasm that we welcomed back all our volunteers throughout January and February 2021. The majority of our volunteer programs were paused throughout the Covid-19 shutdown periods, with government restrictions meaning they were unable to function. There was one exception though, that led to some interesting outcomes.

The Conversation Circle transitioned to an online format throughout the closure period and had participants from around the world, including Russia, Iran and Bangladesh. Our volunteers continued to facilitate the discussions via Zoom twice a week, with Tuesdays and Fridays becoming a highlight of the locked-down pandemic week for many of those involved. Many friendships were forged via Zoom and once the lockdown lifted, some of the participants began to meet each other in real life, including on an excursion to Warrandyte and a trip to The Red Cup Café in Box Hill (as depicted in the photo below). Social inclusion – tick!

In May 2021 we were all set to celebrate with our volunteers in person at a morning tea, but unfortunately, once again Covid-19 interfered with those plans and we had to transition to an online event. It was fabulous to see that over 30 people joined us via Zoom to hear the Chair of the Library Board, Cr Trudy Skilbeck and the Deputy Chair, Cr Michelle Kleinert sincerely thank all for the important contribution they make to our library service. In addition to this we also highlighted some of our volunteers through a video presentation, which was later shared through our social media platforms.



Here's a couple of highlighted quotes from our fabulous volunteers:

Val Sullivan – Volunteer for over 30 years

'I don't knit and I need to do something, and as I'm ageing it's really a lovely thing to have some regular things to do every three weeks. And it's not an onerous thing to do and you just meet such beautiful people.'

Ivan Glynn – Conversation Circle/Buddy Volunteer

'I saw a flyer here and thought I might be good at the role of being a conversation buddy where I get to know somebody for a period of time and help them learn English. I feel that I'm helping them develop confidence and competence.'

Peter Denning – Volunteer for 15 years

'I guess it is seeing what a difference it makes in some people's lives. It's only, it takes me about an hour and a half, two hours sometimes, every third week. So it's not a big time commitment on my part. But I just see the difference it makes in people's lives. And I think it doesn't hurt me to give up two hours every three weeks to do that.'

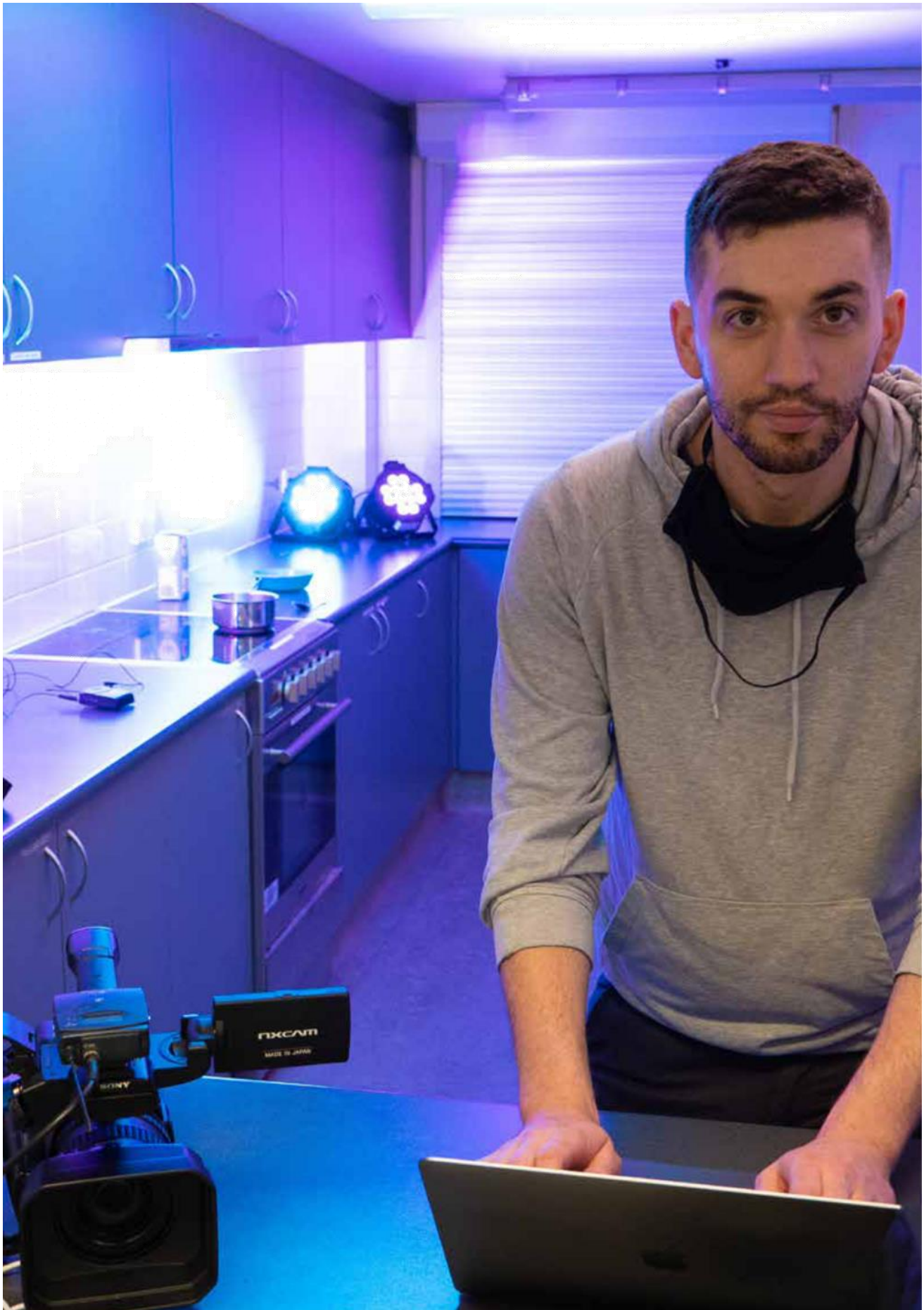
Some fast facts about our volunteers:

- ▶ Total of 153 volunteers
- ▶ 16 recruited in 2020/21
- ▶ 21 volunteer resignations in 2020/21

The following library services would not have been possible without the assistance and dedication of our volunteers:

- ▶ Home Library Service – delivering materials to individual clients, retirement villages and aged-care facilities
- ▶ Conversation Circles – providing an opportunity to those learning English to practise their skills in a friendly group session
- ▶ Conversation Buddy Program – providing one-on-one assistance to adults learning English
- ▶ Story Circle Program – provided to aged-care facilities, stimulating discussion around themed topics.

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OUR PERFORMANCE

Goal 4: Value

We apply best-practice principles to our working processes, ensuring our services continue to be relevant and sustainable.

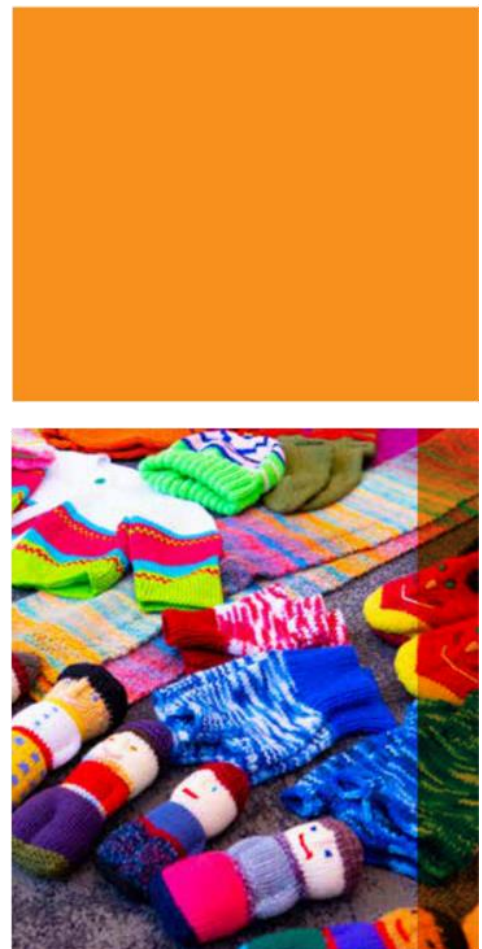
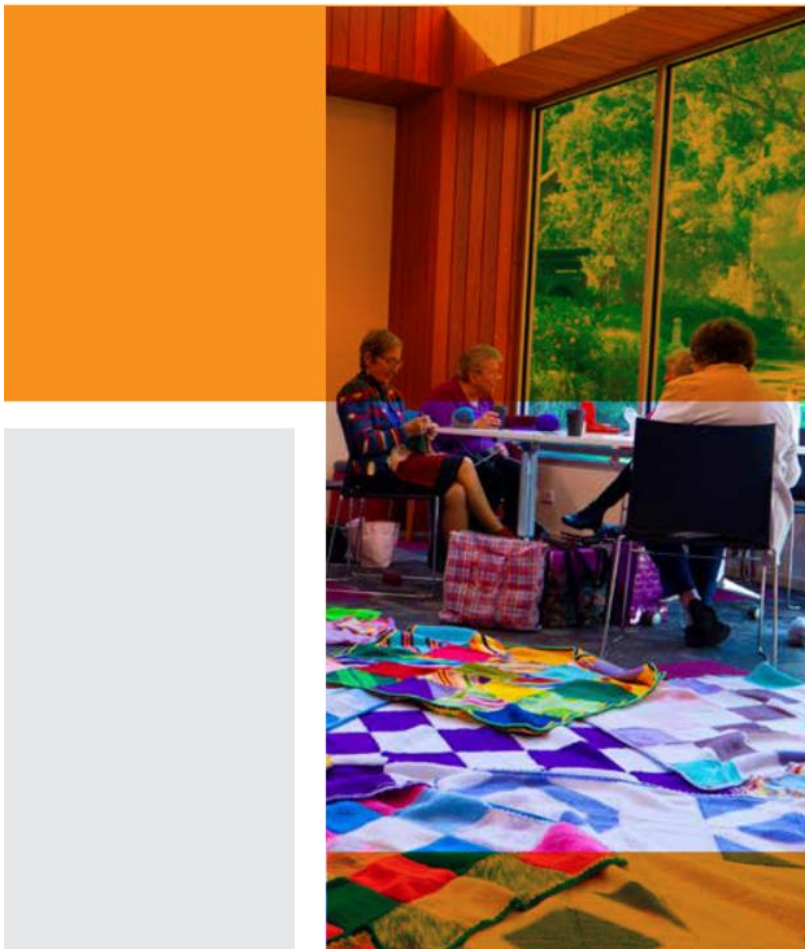
KEY STRATEGY	KEY ACHIEVEMENTS	INDICATORS
We will maintain sound governance practices and ensure compliance with legislative and regulatory requirements.	Changes to Local Government Act and impact on Library Corporations.	Board report 26 August 2020.
	2019/20 financial statements presented to the Library Board.	Adopted 26 August 2020
	Implementation of the Election Period Policy.	23 September 2020
	Independent members of Audit Committee appointment extended by the Library Board.	2 independent auditors
	Annual Report 2020 endorsed by the Library Board.	October 2020
We will manage risk effectively.	Risk status report presented to the Board and Audit Committee	Reported August 2020
	Covid-19 risk register developed, along with control measures	Ongoing
	Covid-safe plan developed and reviewed on a regular basis	Ongoing
	Covid-recovery group established	July 2020
	Appointment of a temporary Covid-recovery coordinator	July 2020 – January 2021
	Implementation of the Covid-recovery plan	July 2020
	Review of pandemic response through surveys	2 staff surveys 1 community survey
We will ensure effective business processes and practices are implemented.	Internal audit of OHS and WorkCover practices completed	June 2021
	Internal audit of IT Disaster Recovery Practices completed	June 2021
	Intranet updated to a SharePoint platform	Launched 31 March 2021
We will utilise technology to streamline operations and enhance functionality.	Remote access to systems enabled for all staff via VPN platform	July 2020
	Review and development of a new four-year ICT Strategy and action plan commenced	June 2021
	Exploration of opportunities to enhance service delivery in collaboration with other public library services and our LMS vendor	Ongoing

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KEY STRATEGY	KEY ACHIEVEMENTS	INDICATORS
We will maintain strong corporate-performance reporting practices.	Completion of PLV Statistics and comparative report presented to the Library Board.	16 December 2020
	2019/20 Annual Report adopted by the Library Board and submitted to Local Government Victoria.	Adopted 14 October 2020
	All LGPRF data submitted to Member Councils.	July 2020
	Grant committal reports completed	June 2021
We will implement robust data collection, analysis and evaluation methods to measure outcomes and impacts.	Community Survey completed in March 2021 and results reported to the Library Board.	Board noted 26 May 2021
	Feedback on programs provided on a regular basis.	2,188 feedback forms received
We will Inform and educate stakeholders on the value of the library in the community.	WML provided statistics and qualitative data to the statewide advocacy campaign promoting the value of libraries throughout the pandemic.	Successful PLV submission for additional funding
	Library Plan staff workshops held to assist in the development of the new Library Plan	4 workshops
	Successful Give the Gift of Reading Campaign in 2020	\$5,000 raised for the 2021 literacy project
We will be a leader in our industry by encouraging staff engagement with innovation and emerging trends.	Student placements were suspended throughout 2020/21	n/a
	Staff participation in statewide working groups and forums	Ongoing

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Grants

Grants give WML an opportunity to provide services that would not normally be possible within our current resourcing. This year we were able to run two amazing programs as a result of successful grant submissions. The pandemic created some challenges for the delivery of the programs but these were overcome and, in some instances, even enhanced their value.

Supporting Carers Locally Grant

In December 2019 we were informed that our grant application to provide a 10-month program to support the health and well-being of local Chinese speaking carers was successful. The program was launched in March 2020 but had to pause for a period of time due to Covid-19 restrictions.

In September 2020 the program kicked off again but in an online format. This did not prove to be a barrier, with over 340 attendees at 23 events. Transitioning to online delivery removed a significant barrier for the target audience (local Chinese-language speaking carers). Carers who may not have been able to attend in-person programs due to their caring responsibilities were able to participate with ease.

Outcomes

Many participants took time to express appreciation for the sessions and indicated that they were encouraged to attend future library programs and events.

Surveys were held at the end of each session:

- ▶ 100% of respondents felt they had the opportunity to take time to engage in a recreational activity
- ▶ 98% of respondents felt the session they attended gave them the opportunity to learn information/skills to help them live a healthy life.

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Pierre Gorman Award

The Pierre Gorman Award, valued at \$25,000, is given biennially by the Library Board of Victoria to support leadership in development of public library services for people with disabilities.

We were delighted to be the recipient of the 2020 Pierre Gorman Award for Our Library, Our Program: a job ready initiative. The delivery of this project had been delayed due to Covid-19 but we were very happy to recruit Cindy Hamilton as the Program Instructor in March 2021, to lead this project. Cindy is a disability-services worker and brings specialist skills to the role. Allowance was made for this appointment in the grant application and enabled WML to appoint Cindy for a six-month period.

The pilot program provided an opportunity for adults living with a disability to gain work-ready skills through work experience in library events management. The first intake of participants was recruited via a partnership with the disability support organisation, Nadrasca.

It provided participants with the opportunity to:

- ▶ attend a job interview
- ▶ attend information sessions on different parts of the library service
- ▶ plan and run an event
- ▶ gain work-ready skills.

The Event!!

The participants in the program decided to plan and organise a Trivia Night. This was to be in person, but had to be transitioned to a hybrid event. A small number of people were able to attend in the library but others also attended via Zoom. And what a night they had! Ably supported by their Master of Ceremonies, Bobby Fox.

Readings Foundation Grant

The Readings Foundation Grant of \$5,900 was used to extend the delivery of the Give the Gift of Reading Program, which provided gift bags of books and at-home story time kits to families experiencing disadvantage.

Project beneficiaries were the clients of our three community partners, meeting the intended aim of working with local organisations and increasing the libraries' understanding of the literacy needs of local families living with disadvantage:

- ▶ EDVOS: women and their children who are currently living with or have experienced family and domestic violence
- ▶ Manningham Enhanced Maternal Child Health Program (EMCH)
- ▶ Whitehorse Enhanced Maternal Child Health Program (EMCH)

The program delivered 230 gift bags containing high-quality books selected by early-years literacy specialist librarians. The packs also included a puppet and an information sheet with hints to help caregivers share reading with children.

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FINANCIAL REPORT

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Independent Auditor's Report

To the Board members of Whitehorse Manningham Regional Library Corporation

Opinion	<p>I have audited the financial report of Whitehorse Manningham Regional Library Corporation (the corporation) which comprises the:</p> <ul style="list-style-type: none"> • balance sheet as at 30 June 2021 • comprehensive income statement for the year then ended • statement of changes in equity for the year then ended • statement of cash flows for the year then ended • statement of capital works for the year then ended • notes to the financial statements, including significant accounting policies • certification of the financial statements. <p>In my opinion the financial report presents fairly, in all material respects, the financial position of the corporation as at 30 June 2021 and their financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of the <i>Local Government Act 1989</i> and applicable Australian Accounting Standards.</p>
Basis for Opinion	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the Financial Report</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the corporation in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
Board members' responsibilities for the financial report	<p>The Board members of the corporation are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards and the <i>Local Government Act 1989</i>, and for such internal control as the Board members determines is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.</p> <p>In preparing the financial report, the Board members are responsible for assessing the corporation's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.</p>

Level 31 / 35 Collins Street, Melbourne Vic 3000
T 03 8601 7000 enquiries@audit.vic.gov.au www.audit.vic.gov.au

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**Auditor's
responsibilities
for the audit
of the financial
report**

As required by the *Audit Act 1994*, my responsibility is to express an opinion on the financial report based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the corporation's internal control
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board members
- conclude on the appropriateness of the Board members' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the corporation's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the corporation to cease to continue as a going concern.
- evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Board members regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

MELBOURNE
10 September 2021

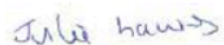


Sanchu Chummar

as delegate for the Auditor-General of Victoria

CERTIFICATION OF THE FINANCIAL STATEMENTS

In my opinion, the accompanying financial statements have been prepared in accordance with the *Local Government Act 1989*, the *Local Government (Finance and Reporting) Regulations 2014*, Australian Accounting Standards and other mandatory professional reporting requirements.



Principal Accounting Officer

Julie Lawes

Date: 25 August 2021

In our opinion, the accompanying financial statements presents fairly the financial transactions of the Whitehorse Manningham Regional Library Corporation for the year ended 30 June 2021 and the financial position of the Corporation as at that date.

As at the date of signing, we are not aware of any circumstances which would render any particulars in the financial statements to be misleading or inaccurate.

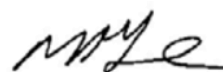
We have been authorised by the Library Board and by the *Local Government (Planning and Reporting) Regulations 2014* to certify the financial statements in their final form.



Councillor

Cr Stephen Mayne

Date: 25 August 2021



Councillor

Cr Mark Lane

Date: 25 August 2021



Chief Executive Officer

Sally Both

Date: 25 August 2021

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COMPREHENSIVE INCOME STATEMENT

For the Year Ended 30 June 2021

	Note	2021	2020
		\$	\$
INCOME			
Council Contributions	2.1	9,425,564	9,103,701
State Government Grants		1,822,685	1,778,230
Other Income	2.3	62,083	254,051
Other Grants	2.2	205,249	222,986
Interest from Investments		10,815	50,813
Total Income		11,526,396	11,409,781
EXPENSES			
Employee Costs	3.1	7,068,906	7,173,351
Depreciation	3.2	1,156,569	1,223,012
Information Technology		340,807	391,503
Audit and Finance Costs	3.4	32,315	44,095
Collection Resources		250,234	262,090
Grant Expenditure		206,973	101,975
Warrandyte Library Expenses		236,719	229,483
Other Expenses	3.5	1,192,934	1,037,974
Loss on disposal of property, plant and equipment	3.3	405,755	443,502
Total Expenses		10,891,212	10,906,985
Surplus for the year		635,184	502,796
Total Comprehensive Result		635,184	502,796

The above comprehensive income statement should be read with the accompanying notes

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BALANCE SHEET

As at 30 June 2021

	Note	2021	2020
		\$	\$
ASSETS			
Current Assets			
Cash and cash equivalents	4.1	2,794,675	2,872,587
Trade Receivables		45,327	47,912
Other assets	4.2	116,641	86,943
Total Current Assets		2,956,643	3,007,442
Non-Current Assets			
Property and Equipment	5.1	7,882,010	7,310,730
Total Non-Current Assets		7,882,010	7,310,730
Total Assets		10,838,653	10,318,172
LIABILITIES			
Current Liabilities			
Payables	4.3	693,116	945,752
Provisions	4.4	1,577,868	1,446,484
Total Current Liabilities		2,270,984	2,392,236
Non-Current liabilities			
Provisions	4.4	187,501	180,952
Total Non-Current Liabilities		187,501	180,952
Total Liabilities		2,458,485	2,573,189
Net Assets		8,380,168	7,744,984
Equity			
Members Contribution on Formation		3,922,043	3,922,043
Accumulated Surplus		4,458,125	3,822,941
Total Equity		8,380,168	7,744,984

The above balance sheet should be read with the accompanying notes

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STATEMENT OF CHANGES IN EQUITY

For the Year Ended 30 June 2021

	Total 2021	Accumulated Surplus 2021	Members Contribution 2021
	\$	\$	\$

2021

Balance at beginning of the financial year	7,744,984	3,822,941	3,922,043
Surplus for the year	635,184	635,184	0
Balance at end of the financial year	8,380,168	4,458,125	3,922,043

	Total 2020	Accumulated Surplus 2021	Members Contribution 2021
	\$	\$	\$

2020

Balance at beginning of the financial year	7,242,188	3,320,145	3,922,043
Surplus for the year	502,796	502,796	0
Balance at end of the financial year	7,744,984	3,822,941	3,922,043

The above statement of changes in equity should be read with the accompanying notes

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STATEMENT OF CASH FLOWS

For the Year Ended 30 June 2021

	Note	2021	2020
		\$	\$
CASH FLOWS FROM OPERATING ACTIVITIES			
Council Contributions		10,368,120	10,014,071
Government Grants		1,954,515	1,778,230
Interest Income		15,247	77,612
Library Fines, FONL income, Grants (gst free)		32,098	255,235
Other Income		117,837	244,893
Employee Costs		(7,015,651)	(7,136,257)
Payments to suppliers (inclusive of GST)		(2,847,509)	(2,013,450)
Net GST payments		(568,964)	(554,490)
Net cash provided by in operating activities	8.1	2,055,693	2,665,844
CASH FLOWS FROM INVESTING ACTIVITIES			
Proceeds from sale of Equipment		27,000	14,000
Payment for Library Stock, Information Technology & Furniture		(2,160,601)	(2,131,494)
Net cash investing activities		(2,133,601)	(2,117,494)
Net increase in cash and cash equivalents		(77,911)	548,350
Cash and cash equivalents at beginning of the year		2,872,588	2,324,237
Cash and cash equivalents at the end of the financial year	4.1	2,794,677	2,872,587
Financing arrangements	4.5		

The above cash flow statement should be read with the accompanying notes

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STATEMENT OF CAPITAL WORKS

For the Year Ended 30 June 2021

	2021	2020
	\$	\$

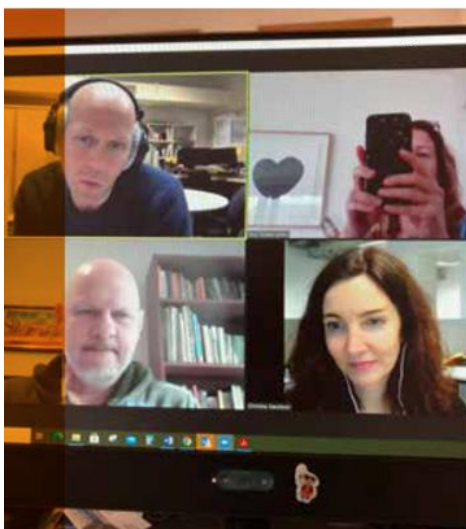
PLANT AND EQUIPMENT

Library Stock	1,789,523	1,722,400
Furniture and Equipment	106,574	67,388
IT Replacement	226,859	283,231
Motor Vehicles Replacement	37,645	58,474
Total Capital Works Expenditure	2,160,601	2,131,493

REPRESENTED BY

Renewal	2,160,601	2,131,493
Total Capital Works Expenditure	2,160,601	2,131,493

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OVERVIEW

Introduction

The Whitehorse Manningham Regional Library Corporation was established under Section 196 of the *Local Government Act 1989* by the Minister of Local Government on 12 December 1995. The Corporation's headquarters is located at 1040 Whitehorse Road, Box Hill.

These financial statements constitute a general purpose financial report that consists of a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows, Statement of Capital Works and notes accompanying these financial statements. The general purpose financial report complies with Australian Accounting Standards (AAS), other authoritative pronouncements of the Australian Accounting Standards Board, the Local Government Act 1989, and the Local Government (Planning and Reporting) Regulations 2014.

Significant Accounting Policies

a. Basis of Accounting

The accrual basis of accounting has been used in the preparation of these financial statements, whereby assets, liabilities, equity, revenue and expenses are recognised in the reporting period to which they relate, regardless of when cash is received or paid.

Judgements, estimates and assumptions are required to be made about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and associated judgements are based on professional judgement derived from historical experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

Revisions to accounting estimates are recognised in the period in which the estimate is revised and also in future periods that are affected by the revision. Judgements and assumptions made by management in the application of AASs that have significant effects on the financial statements and estimates relate to:

- ▶ the determination of depreciation for library collections, computer equipment and furniture (refer to note 5.1) and
- ▶ the determination of employee provisions (refer to note 4.4) .

Unless otherwise stated, all accounting policies are consistent with those applied in the prior year. Where appropriate, comparative figures have been amended to accord with current presentation, and disclosure has been made of any material changes to comparatives.

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b. Impact of Covid-19

On 16 March 2020 a state of emergency was declared in Victoria due to the global pandemic COVID-19 virus, known as coronavirus. A state of disaster was subsequently declared on 2 August 2020. While the impacts of the pandemic have abated somewhat through the 2020-21 year, the Corporation has noted the following significant impacts on its financial operations:

- ▶ Revenue reductions – operating income from user fees and charges and interest was significantly reduced, being 75% below the budgeted amount. Member Council and State Government contributions received in full.
- ▶ Revenue foregone – overdue charges were suspended for the majority of 2020/21 due to periods of closure and restricted operating in accordance with government orders. Hire of meeting rooms was similarly impacted. The overall loss of income was \$187k compared to the budgeted amount.
- ▶ Additional costs – additional costs were incurred to support adjusted services to the community and COVID safe compliance requirements. Costs included courier for contactless home deliveries, security guards to manage restricted entrance numbers, supply of PPE, extra cleaning, additional employee support services, additional programming and marketing costs and increased electronic collection and information resources. The additional costs for 20/21 which were not budgeted for was \$339K.

Areas of reduced costs include utilities and employee costs associated with library closures (i.e. reduced weekend penalty costs, suspension of recruitment to vacancies, employees accessing leave without pay or reduced hours of work)

This has impacted, and continues to impact the normal operations of the library services. The full financial impact of COVID-19 is unknown. The situation and the financial implications for the library are being closely monitored and managed.

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NOTE 1

Performance against budget

The budget comparison notes compare the Corporation's financial plan, expressed through its annual budget, with actual performance. *The Local Government (Planning and Reporting) Regulations 2014* requires explanation of any material variances. The Corporation has adopted a materiality threshold of 10% where further explanation is warranted. Explanations have not been provided for variations below the material threshold unless the variance is considered to be material because of its nature.

The budget figures detailed below are those adopted by the Corporation on 28 May 2020. The Budget was based on assumptions that were relevant at the time of adoption of the Budget. The Corporation sets guidelines and parameters for revenue and expense targets in this budget in order to meet the Corporation's planning and financial performance targets for both the short and long-term.

These notes are prepared to meet the requirements of the *Local Government Act 1989* and the *Local Government (Planning and Reporting) Regulations 2014*.

1.1 Income and Expenditure

	BUDGET 2021 \$	ACTUAL 2021 \$	VARIANCE 2021 \$	VARIANCE 2021 %	REF
INCOME					
Council Contributions	9,142,268	9,425,564	283,296	3%	
State Government Grant	1,810,238	1,822,685	12,447	1%	
Other Income	253,782	66,456	(187,326)	-74%	1
Other Grants	131,175	205,249	74,074	56%	2
Interest from Investments	44,000	10,815	(33,185)	-75%	3
	11,381,463	11,530,769	149,306		
EXPENDITURE					
Employee costs	7,642,035	7,068,906	573,129	7%	
Depreciation	1,106,223	1,156,569	(50,346)	-5%	
Information Technology	377,200	340,807	36,393	10%	4
Audit and Finance Costs	32,000	32,315	(315)	-1%	
Collection Resources	227,361	250,234	(22,873)	-10%	5
Other Expenses	939,640	1,192,934	(253,294)	-27%	6
Grant Expenditure	131,175	206,973	(75,798)	-58%	7
Warrandyte Library Expenses	-	236,719	(236,719)	100%	8
Net loss on disposal of property and equipment	590,120	405,755	184,365	31%	9
	11,045,754	10,891,212	154,542		
Surplus for the year	335,709	639,557	(5,236)		

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(i) Explanation of material variations

VARIANCE REF	ITEM	EXPLANATION
1	Other Income	Revenue from user fees and charges continued to decline. This is an industry wide trend. Due to COVID 19 the library was closed for a number of weeks. During this time no income was received from library patrons and meeting room users and when the library reopened no overdue charges were applied for a long period. Reservations ceased on 1 July 2020.
2	Other Grants	The Corporation received a number of small grants for specific projects that were not anticipated. A \$25,000 grant was received from Whitehorse Council for Library Initiatives project and \$25,000 for an IT upgrade at Blackburn library. A Health and Wellbeing Grant was received from State Library Vict for \$20,000.
3	Interest	Interest on Investments includes the interest earned on both short term and at call accounts and also interest earned on the Long Service Reserve. The interest on LSL is not included in the budget figures. Due to decreased interest rate amount was a lot lower than budgeted. The Corporation did not receive the State Government income until January 2021 reducing the ability to earn additional interest.
4	Information Technology	Included in the end of year figure is non capitalised assets from the IT capital budget. Operational savings have been realised following the completion of the network upgrade.
5	Collections	Included in this is all items that are not capitalised including Electronic Resources. Additional monies were put into this collection during the pandemic to increase the ebook collection.
6	Other Expenses	Expenditure in Programs and Marketing was higher than anticipated due to an increase in the number of library programs delivered across the region. Warrandyte Library is not reflected in the budget as it is an additional service provided by the Corporation at the request of Manningham City Council. However the income is reflected as part of Council Contributions. 339K was expended unexpectedly in relation to COVID 19. Insurance Costs were much higher than budgeted for due to increases in all insured items.
7	Grants Expenditure	Grants expenditure was higher than budgeted as the funding that carried over from 2019/2020 has been fully expended.
8	Warrandyte Library Expenses	Income and expenditure for Warrandyte Library is not included in the Budget preparation as City of Manningham fund this branch outside of the Regional Library Agreement.
9	Loss on disposal of property and equipment	The disposal of library stock figures for the budget are an estimate only. Minor amounts of discarded items are written off on disposal.

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1.2 Capital Works

	BUDGET 2021 \$	ACTUAL 2021 \$	VARIANCE 2021 \$	VARIANCE 2021 %	REF
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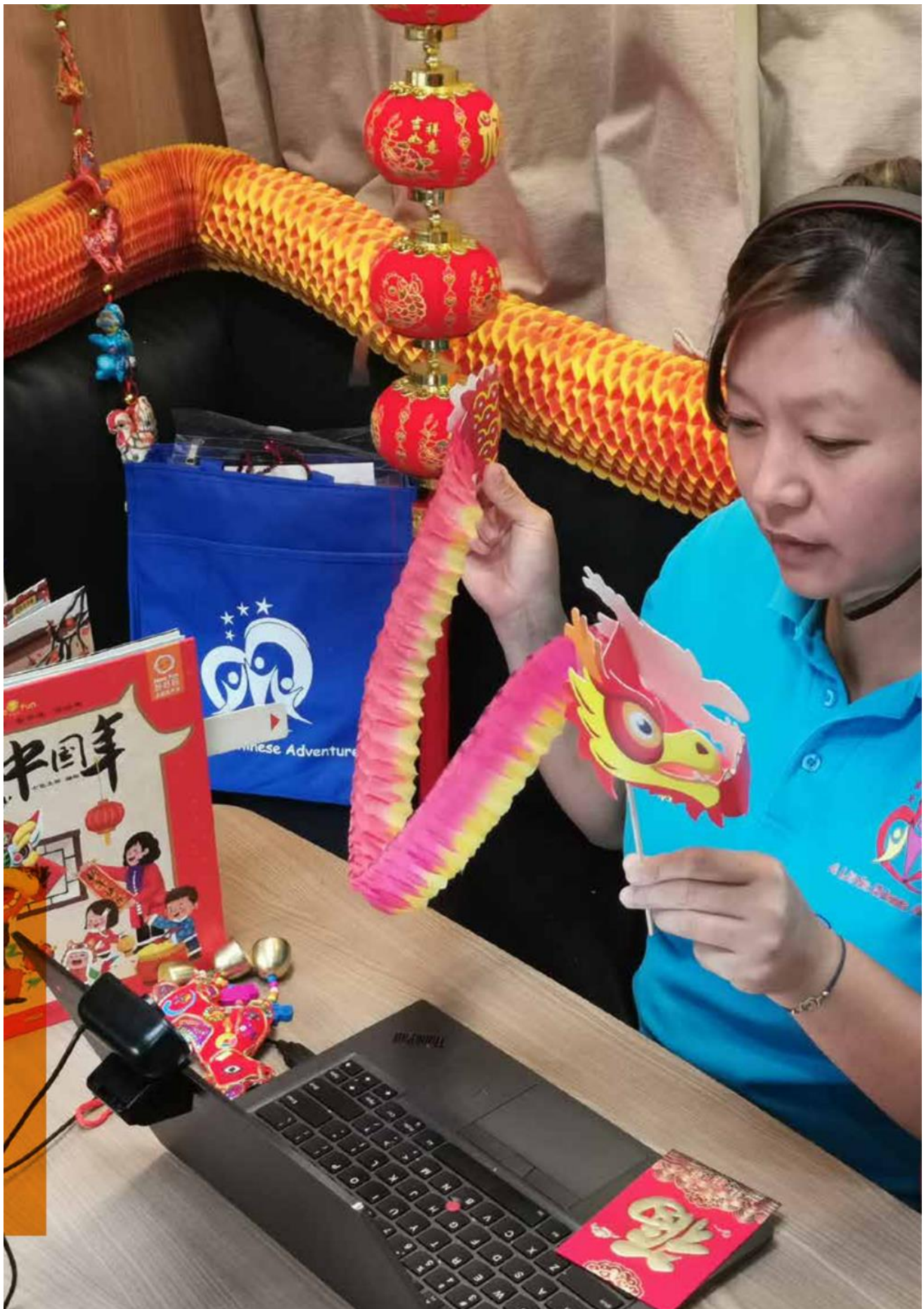
INCOME					
Library Stock	1,732,412	1,789,523	57,111	3%	
Furniture & Equipment	64,639	106,574	41,935	65%	1
Information Technology	210,000	226,859	16,859	8%	
Motor Vehicles Replacement	25,000	37,645	12,645	51%	2
Total Capital Works Expenditure	2,032,051	2,160,601	128,550		

REPRESENTED BY:					
Renewal	2,032,051	2,160,601	128,550	6%	
Total Capital Works Expenditure	2,032,051	2,160,601	128,550		

(i) Explanation of material variations

VARIANCE REF	ITEM	EXPLANATION
1	Furniture and Equipment	Funds were carried over from 19/20 year for furniture and equipment. The actual also includes assets that were purchased with the Whitehorse grant money.
2	Motor Vehicles Replacement	The budget allows for the changeover costs of vehicles while the actual cost for 20/21 year was the full vehicle cost.

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NOTE 2

Funding for the delivery of our services

2.1 Council Contributions

	2021	2020
	\$	\$
Whitehorse City Council	5,493,112	5,307,497
Manningham City Council	3,649,156	3,525,665
Manningham City Council - Warrandyte	283,296	270,539
	9,425,564	9,103,701

2.2 Other Grants

	2021	2020
	\$	\$
Local Priorities Grant	95,930	93,591
Libraries Initiatives Project	25,000	25,000
Premiers Reading Challenge	35,899	35,899
Whitehorse Furniture	0	20,000
Pierre Gorman Award	0	25,000
Blackburn IT Upgrade	25,000	0
SLV Health and Wellbeing Grant	20,000	0
Other	3,420	23,496
	205,249	222,986

Council Contributions and Grants are recognised as revenue when the Corporation obtains control over the funds.

2.3 Other Income

	2021	2020
	\$	\$
Overdue Charges	12,370	80,439
Photocopying Services	18,152	39,633
Other Service Charges	19,485	78,688
Sale of Products	3,913	8,140
Library Programs & Activities	2,808	5,844
Fundraising	5,355	5,758
Sundry Income	0	35,549
	62,083	254,051

Revenue for overdue fines and other charges, interest on investments, sale of assets and other income is recognised at the time of receipt.

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NOTE 3

The cost of delivering services

3.1 Employee Costs

	2021	2020
	\$	\$
Wages and Salaries	6,192,712	6,307,047
Annual Leave	26,841	54,742
WorkCover	25,335	30,733
Superannuation	584,612	588,175
Staff Training Expenses	53,255	37,094
Long Service Leave	186,151	155,560
	<u>7,068,906</u>	<u>7,173,351</u>

b. Superannuation

	2021	2020
	\$	\$

The Corporation made contributions to the following funds

Defined Benefit Fund

Employer contributions to Local Authorities

Superannuation Fund (Vision Super)	<u>84,146</u>	<u>87,768</u>
------------------------------------	---------------	---------------

Employer contributions payable at reporting date.	0	0
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Accumulation funds

Employer contributions to Local Authorities

Superannuation Fund (Vision Super)	370,067	380,442
Employer contributions - other funds	<u>130,399</u>	<u>119,966</u>
	<u>500,466</u>	<u>500,407</u>

Employer contributions payable at reporting date.	0	0
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Refer to 8.2 for further information relating to the Corporation's superannuation obligations.

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3.2 Depreciation

	2021	2020
	\$	\$
Library Stock	795,959	877,232
Furniture and Equipment	89,628	92,814
Computer Equipment	249,734	231,737
Motor Vehicles	21,248	21,229
	1,156,569	1,223,012

Refer to note 5.1 for a more detailed breakdown of depreciation and accounting policy.

3.3 Disposal of Assets

	2021	2020
	\$	\$
Library Stock		
Proceeds from sale of Library Stock	0	0
Written down value of assets written off	(410,067)	(442,854)
Gain/(Loss) on disposal of assets	(410,067)	(442,854)
Furniture and Equipment		
Proceeds from sale of furniture and equipment	0	0
Written down value of assets disposed	(4,320)	0
Gain/(Loss) on disposal of assets	(4,320)	0
Motor Vehicles		
Proceeds from sale of motor vehicles	27,000	14,000
Written down value of assets sold	(18,368)	(14,648)
Gain/(Loss) on disposal of assets	8,632	(648)
Total loss on Disposal of Assets	(405,755)	(443,502)

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3.4 Audit and Finance Costs

	2021	2020
	\$	\$
Audit fee payable to Victorian Auditor General	10,500	10,300
Internal audit fees - RSM	17,230	26,270
Other finance costs	4,585	7,525
	<u>32,315</u>	<u>44,095</u>

3.5 Other Expenses

	2021	2020
	\$	\$
Cleaning, Security	202,098	199,925
Utility Costs	229,362	226,021
Headquarters Costs	106,292	65,121
Couriers	58,060	48,078
Professional Services	36,678	49,549
Insurance	70,577	54,860
Office Expenses	29,949	50,193
Programs and Marketing Costs	88,346	134,639
Vehicle Maintenance	18,633	16,366
Fundraising Expenditure	295	4,959
Covid-19 Crisis costs	339,317	165,389
Staff Amenities	13,326	22,874
	<u>1,192,934</u>	<u>1,037,974</u>

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NOTE 4

Our financial position

4.1 Financial Assets

Cash and cash equivalents

	2021	2020
	\$	\$
Cash on Hand	1,500	1,500
Cash at Bank	109,544	47,411
Money Market call account	729,106	76,190
Term Deposits	643,635	1,443,459
Money Market - restricted LSL	1,310,890	1,304,028

Total financial assets

2,794,675	2,872,587
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For the purpose of the statement of cash flows, cash and cash equivalents include cash on hand, deposits at call, and other highly liquid investments with original maturities of three months or less, net of outstanding bank overdrafts.

4.2 Non-financial assets

Other assets

	2021	2020
	\$	\$
Prepayments	115,556	81,427
Accrued Income	1,085	5,516
Total other assets	116,641	86,943

4.3 Payables

	2021	2020
	\$	\$
Creditors	342,350	672,111
Accrued Expenses	350,767	273,641
	693,116	945,752

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4.4 Provisions

Annual Leave

	2021	2020
	\$	\$
Balance at beginning of the financial year	520,982	466,241
Additional Provisions	518,131	546,437
Amounts Used	(491,290)	(491,696)
Balance at end of the financial year	547,824	520,982

Long Service Leave

Balance at beginning of the financial year	1,106,454	1,144,894
Additional Provisions	169,059	172,107
Amounts Used	(57,966)	(210,547)
Balance at end of the financial year	1,217,546	1,106,454

(a) Employee provisions

Current provisions expected to be wholly settled within 12 months

Annual Leave	418,852	436,546
Long Service Leave	32,252	17,203
	451,104	453,749

Current provisions expected to be settled after 12 months

Annual Leave	128,972	84,436
Long Service Leave	997,792	908,299
	1,126,764	992,735

Total current employee provisions

	1,577,868	1,446,484
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Non current provisions

Long Service Leave	187,501	180,952
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Total non current provisions

	187,501	180,952
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Total Provisions

	1,765,370	1,627,436
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The calculation of employee costs and benefits includes all relevant on-costs and are calculated as follows at reporting date.

Wages and salaries and annual leave

Liabilities for wages and salaries, including non-monetary benefits, annual leave and accumulated sick leave expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits in respect of employee services up to the reporting date, classified as current liabilities and measured at their nominal values.

Liabilities that are not expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits as current liabilities, measured at the present value of the amounts expected to be paid when the liabilities are settled using the remuneration rate expected to apply at the time of settlement.

Long service leave

Liability for long service leave (LSL) is recognised in the provision for employee benefits. LSL is measured at present value. Unconditional LSL is disclosed as a current liability. Conditional LSL that has been accrued, where an employee is yet to reach a qualifying term of employment, is disclosed as a non - current liability.

4.5 Financing arrangements

The Corporation has the following funding arrangements in place as at the end of the year.

	2021	2020
	\$	\$
Bank overdraft	20,000	20,000
Credit card facilities	13,000	13,000
Total facilities	33,000	33,000
Used facilities	4,133	5,142
Unused facilities	28,867	27,858
	33,000	33,000

Key assumptions:

	2021	2020
▶ discount rate	1.49%	0.87%
▶ weighted average increase in employee costs	2.95%	4.25%
▶ settlement	7 yrs	7 yrs

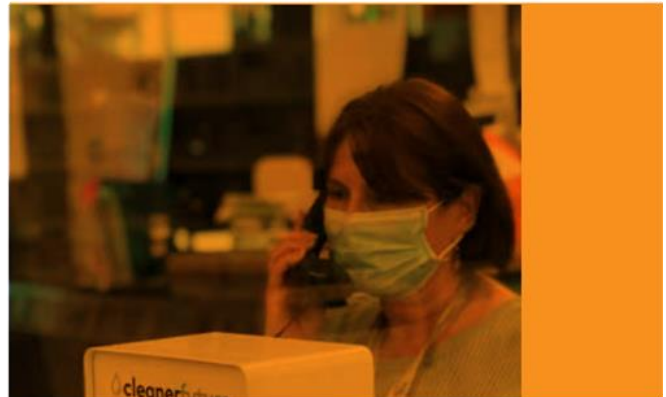
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NOTE 5

Assets we manage

5.1 Summary of property and equipment

	OPENING ASSET	OPENING DEPRECIATION	AT COST 30 JUNE 2020	ADDITIONS	DEPRECIATION	DISPOSALS SOLD	DISPOSALS WRITTEN OFF	AT COST 30 JUNE 2021
Library Stock	13,965,017	(7,932,733)	6,032,284	1,789,523	(795,959)		(410,067)	6,615,781
Furniture & Equipment	1,980,085	(1,400,360)	579,726	106,574	(89,627)		(2,973)	593,700
Computer Equipment	4,625,993	(4,020,662)	605,332	226,859	(249,734)		(1,348)	581,109
Motor Vehicles	148,378	(54,988)	93,390	37,645	(21,248)	(18,367)		91,420
TOTAL	20,719,473	(13,408,743)	7,310,732	2,160,601	(1,156,569)	(18,367)	(414,388)	7,882,010



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a. Recognition and measurement of assets

The Corporation has adopted the purchase method of accounting in relation to the measurement of the acquisition of assets, being the fair value of the assets provided as consideration at the date of acquisition plus any incidental cost attributable to the acquisition. In accordance with the Corporation's policy, the threshold limits below have been applied when recognising assets within an applicable asset class. (Same as applied in 2019/2020)

CLASS OF ASSET	THRESHOLD LIMIT
Library Stock	Nil Limit
Audio Visual	Nil Limit
Electronic Resources	Nil Limit
Computer Hardware	\$1,000
Computer Equipment	\$1,000
Motor Vehicles	Nil Limit
Furniture and Equipment	\$1,000

b. Depreciation of non current assets

Library Stock, motor vehicles, furniture and equipment, including computer equipment and other assets having limited useful lives are systematically depreciated over their useful lives to the Corporation. Estimates of remaining useful lives and residual values are reassessed annually. Depreciation is recognised on either the straight-line basis or diminishing value basis using rates that are, unless otherwise stated, consistent with the prior year:

	USEFUL LIFE	DEPRECIATION BASIS
Library Stock	10 Years	Straight Line
Audio Visual	5 Years	Straight Line
Electronic Resources	2 Years	Straight Line
Computer Equipment	3 Years	Straight Line
Computer Hardware	5 Years	Straight Line
Motor Vehicles	4.44 Years	Diminishing
Furniture and Equipment	6.67 Years	Diminishing

c. Repairs and maintenance

Routine maintenance, repair costs, and minor renewal costs are expensed as incurred. Where the repair relates to the replacement of a component of an asset and the cost exceeds the capitalisation threshold the cost is capitalised and depreciated. The carrying value of the replaced asset is expensed.

d. Land and Buildings

The library branches are operated out of Council owned or leased properties. The libraries at Box Hill, Nunawading, Vermont South and Blackburn are operated from Whitehorse Council controlled, owned and maintained buildings. The libraries at Doncaster, The Pines, Warrandyte and Bulleen are operated from buildings controlled, owned or leased by Manningham Council.



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NOTE 6

People and Relationships

6.1 Board and Key Management Remuneration

- a. Names of persons holding the position of a Responsible Person at the Whitehorse Manningham Regional Library Corporation for the period 1 July 2020 to 30 June 2021

Key Management Personnel

Councillors

Cr Tina Liu
City Of Whitehorse (to December 2020)

Cr Andrew Munroe
City of Whitehorse (to December 2020)

Cr Dot Haynes
City of Manningham (to December 2020)

Cr Sophy Galbally
City of Manningham (to December 2020)

Cr Trudy Skilbeck
City of Whitehorse (from December 2020)

Cr Mark Lane
City of Whitehorse (from December 2020)

Cr Michelle Kleinert
City of Manningham (from December 2020)

Cr Stephen Mayne
City of Manningham (from December 2020)

Council Representatives

Ms Terry Wilkinson
City of Whitehorse (to April 2021)

Mr Tony Johnson
City of Whitehorse (from April 2021)

Ms Lee Robson
City of Manningham

Community Representatives

Ms Carole Jean
City of Whitehorse

Mr Ian Keese
City of Manningham

Chief Executive Officer

Ms Sally Both
Whitehorse Manningham Regional Library
Corporation

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b. Remuneration of Key Management Personnel

Board Members who are Councillors and Officers nominated by the Member Councils do not receive remuneration from Whitehorse Manningham Regional Library Corporation.

	2021	2020
	\$	\$
Total remuneration of key management personnel was as follows:		
Short term benefit	188,546	185,378
Post-Employment Benefits	16,876	16,412
Other long-term benefits	4,457	4,378
	<u>209,879</u>	<u>206,168</u>

Total remuneration of key management personnel persons were within the following band:

	No.	No.
\$200,000 – \$209,999	1	
	<u>1</u>	<u>1</u>

d. Senior Officers Remuneration

A Senior Officer is an officer, other than Key Management Personnel, who:

- a) has management responsibilities and reports directly to the Chief Executive; or
- b) whose total annual remuneration exceeds \$151,000

The number of Senior Officers are shown below in their relevant income bands:

Income Range:	No.	No.
\$120,000 - \$129,999	0	2
\$130,000 - \$139,999	2	2
\$140,000- \$149,999	3	1
	<u>5</u>	<u>5</u>
Total Remuneration for the reporting year for Senior Officers included above, amounted to:	703,181	666,484

9.2.1 – ATTACHMENT 1. AR 2020 Final Draft**6.2 Related party disclosure****a. Transactions with related parties****Revenue**

Contributions received from member councils are detailed under 2.1 Council Contributions. These payments are made quarterly in advance in July, October, January and April.

Other Revenue received from Member Councils

Manningham City Council

Reimbursement of Warrandyte library expenses	283,296	270,539
Additional grants for specific projects	2,913	0

Whitehorse City Council

Additional grants for specific projects	50,000	45,000
Hire of meeting rooms		102

Expenses

Manningham City Council

Warradyte Library Expenses	229,483	229,483
Utilities reimbursement - Doncaster Library	19,500	19,500

Whitehorse City Council

Headquarters Rental	85,250	51,150
Utilities reimbursement - Nunawading, Vermont South and Blackburn Libraries	71,102	42,540
Homework Support Program	16,500	16,500

b. Loans to/from related parties

No loans were made to or received from related parties.

c. Commitments to/from related parties

There are no commitments in existence at balance date.

d. Other Transactions - Peppercorn leases

Manningham and Whitehorse Councils provide library floor space to the Corporation. Any charges related to the leasing or maintenance of these branch libraries are not passed on to the Corporation. The councils do not charge the Corporation for these leases.

The Whitehorse Manningham Regional Library Corporation leases the headquarters space at the Box Hill and Nunawading branches for \$85,250 (2019/2020 \$51,150) per annum from City of Whitehorse on a 3 monthly basis. There is no formal tenancy agreement so it is considered to be an open ended agreement and the charge is not at commercial rate.

Other related party transactions have been considered and there are no matters to report.

NOTE 7

Managing uncertainties

7.1 Contingent assets and liabilities

a. Contingent assets

At the reporting date, the Corporation had no contingent assets (2018-19: Nil).

b. Contingent liabilities

Superannuation

The Corporation has obligations under a defined benefit superannuation scheme that may result in the need to make additional contributions to the scheme, matters relating to this potential obligation are outlined in Note 8.2. As a result of the volatility in financial markets the likelihood of making such contributions in future periods exists. At this point in time it is not known if additional contributions will be required, their timing or potential amount.

7.2 Financial instruments

a. Objectives and policies

The Corporation's principal financial instruments comprise cash assets, term deposits, receivables (excluding statutory receivables) payables (excluding statutory payables) and bank borrowings. Details of the significant accounting policies and methods adopted, including the criteria for recognition, the basis of measurement and the basis on which income and expenses are recognised, in respect of each class of financial asset and financial liability is disclosed in the financial statements. Risk management is carried out by senior management under policies approved by the Corporation. These policies include identification and analysis of the risk exposure to the Corporation and appropriate procedures, controls and risk minimisation.

b. Market risk

Market risk is the risk that the fair value or future cash flows of our financial instruments will fluctuate because of changes in market prices. The Corporation's exposure to market risk is primarily through interest rate risk with only insignificant exposure to other price risks and no exposure to foreign currency risk.

Interest rate risk

Interest rate risk refers to the risk that the value of a financial instrument or cash flows associated with the instrument will fluctuate due to changes in market interest rates. The Corporation does not hold any interest bearing financial instruments that are measured at fair value, and therefore has no exposure to fair value interest rate risk. Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Corporation has minimal exposure to cash flow interest rate risk through its cash and deposits that are at floating rate.

Investment of surplus funds is made with approved financial institutions under the *Local Government Act 1989*. We manage interest rate risk by adopting an investment policy that ensures:

- ▶ diversification of investment product,
- ▶ monitoring of return on investment,
- ▶ benchmarking of returns and comparison with budget.

There has been no significant change in the Corporation's exposure, or its objectives, policies and processes for managing interest rate risk or the methods used to measure this risk from the previous reporting period.

Interest rate movements have not been sufficiently significant during the year to have an impact on the Corporation's year end result.

9.2.1 – ATTACHMENT 1. AR 2020 Final Draft

c. Credit Risk

Credit risk is the risk that a contracting entity will not complete its obligations under a financial instrument and cause us to make a financial loss. We have exposure to credit risk on some financial assets included in our balance sheet. To help manage this risk:

- ▶ we have a policy for establishing credit limits for the entities we deal with;
- ▶ we may require collateral where appropriate; and
- ▶ we only invest surplus funds with financial institutions which have a recognised credit rating specified in our investment policy.

The credit risk with receivables is very low as it relates to one member council.

There are no material financial assets which are individually determined to be impaired.

We may also be subject to credit risk for transactions which are not included in the balance sheet, such as when we provide a guarantee for another party.

The maximum exposure to credit risk at the reporting date to recognised financial assets is the carrying amount, net of any provisions for impairment of those assets, as disclosed in the balance sheet and notes to the financial statements. The Corporation does not hold any collateral.

d. Liquidity risk

Liquidity risk includes the risk that, as a result of our operational liquidity requirements or we will not have sufficient funds to settle a transaction when required, we will be forced to sell a financial asset at below value or may be unable to settle or recover a financial asset.

To help reduce these risks the Corporation:

- ▶ have a liquidity policy which targets a minimum and average level of cash and cash equivalents to be maintained;
- ▶ have readily accessible standby facilities and other funding arrangements in place;
- ▶ have a liquidity portfolio structure that requires surplus funds to be invested within various bands of liquid instruments; and
- ▶ monitor budget to actual performance on a regular basis

The Corporation's maximum exposure to liquidity risk is the carrying amounts of financial liabilities as disclosed in the balance sheet and the amounts related to financial guarantees disclosed, and is deemed insignificant based on prior periods' data and current assessment of risk.

There has been no significant change in the Corporation's exposure, or its objectives, policies and processes for managing liquidity risk or the methods used to measure this risk from the previous reporting period.

Unless otherwise stated, the carrying amounts of financial instruments reflect their fair value.

9.2.1 – ATTACHMENT 1. AR 2020 Final Draft

7.3 Fair Value Measurement

e. Sensitivity disclosure analysis

Taking into account past performance, future expectations, economic forecasts, and management's knowledge and experience of the financial markets, the Corporation believes the following movements are 'reasonably possible' over the next 12 months:

- ▶ A parallel shift of + 1% and – 1% in market interest rates (AUD) from year-end rates of .25%.

These movements will not have a material impact on the valuation of the Corporations' financial assets and liabilities, nor will they have a material impact on the results of the Corporations' operations.

Fair value hierarchy

The Corporations' financial assets and liabilities are not valued in accordance with the fair value hierarchy, the Corporation's financial assets and liabilities are measured at amortised cost.

7.4 Events occurring after balance date

There are no subsequent events of which the Corporation is aware, that would affect the information provided within these Financial Statements.



9.2.1 – ATTACHMENT 1. AR 2020 Final Draft



9.2.1 – ATTACHMENT 1. AR 2020 Final Draft

NOTE 8

Other matters

8.1 Reconciliation of cash flows from operating activities to surplus.

	2021	2020
	\$	\$
Surplus for the year	635,184	502,796
Depreciation	1,156,569	1,223,012
(Profit)/Loss on Disposal of Fixed Assets	405,755	443,502
Changes in assets and liabilities		
(Decrease)/Increase in Receivables	2,584	24,170
(Decrease)/Increase in Accrued Income	4,432	26,799
(Decrease)/Increase in Prepayments	(34,130)	(12,725)
Increase/(Decrease) in Employee Provisions	137,933	16,303
Increase/(Decrease) in Payables	(252,635)	441,987
Net cash provided by operating activities	2,055,693	2,665,844

8.2 Superannuation

The Corporation makes the majority of its employer superannuation contributions in respect of its employees to the Local Authorities Superannuation Fund (the Fund). This Fund has two categories of membership, accumulation and defined benefit, each of which is funded differently. Obligations for contributions to the Fund are recognised as an expense in the Comprehensive Operating Statement when they are made or due.

Accumulation

The Fund's accumulation category, Vision MySuper/ Vision Super Saver, receives both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings (for the year ended 30 June 2021, this was 9.5% as required under Superannuation Guarantee (SG) legislation).

Defined Benefit

The Corporation does not use defined benefit accounting for its defined benefit obligations under the Fund's Defined Benefit category. This is because the Fund's Defined Benefit category is a pooled multi-employer sponsored plan.

There is no proportional split of the defined benefit liabilities, assets or costs between the participating employers as the defined benefit obligation is a floating obligation between the participating employers and the only time that the aggregate obligation is allocated to specific employers is when a call is made. As a result, the level of participation of the Corporation in the Fund cannot be measured as a percentage compared with other participating employers. Therefore, the Fund Actuary is unable to allocate benefit liabilities, assets and costs between employers for the purposes of AASB 119.

9.2.1 – ATTACHMENT 1. AR 2020 Final Draft

Funding Arrangements

The Corporation makes employer contributions to the Defined Benefit category of the Fund at rates determined by the Trustee on the advice of the Fund Actuary.

A triennial actuarial review for the Defined Benefit category as at 30 June 2020 was conducted and completed by the due date of 31 December 2020.

The vested benefit index (VBI) of the Defined Benefit category of which the Corporation is a contributing employer was 104.6%. The financial assumptions used to calculate the VBI were:

Net investment returns	5.6% pa
Salary information	2.5% pa for two years and 2.75% pa thereafter
Price inflation (CPI)	2.0% pa

As at 30 June 2021, an interim actuarial investigation is underway as the Fund provides lifetime pensions in the Defined Benefit category.

Vision Super has advised that the actual VBI at June 30 2021 was 109.7%. The financial assumptions used to calculate this VBI were:

Net investment returns	4.8% pa
Salary information	2.75% pa
Price inflation (CPI)	2.25% pa

The VBI is used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2020 actuarial investigation determined the Defined Benefit category was in a satisfactory financial position and that no change was necessary to the Defined Benefit category's funding arrangements from prior years.

Employer contributions

Regular contributions

On the basis of the results of the 2020 triennial actuarial investigation conducted by the Fund Actuary, The Corporation makes employer contributions to the Fund's Defined Benefit category at rates determined by the Fund's Trustee. For the year ended 30 June 2021, this rate was 9.5% of members' salaries (9.5% in 2019/2020). This rate is expected to increase in line with any increases in the SG contribution rate and was reviewed as part of the 30 June 2020 triennial valuation.

In addition, the Corporation reimburses the Fund to cover the excess of the benefits paid as a consequence of retrenchment above the funded resignation or retirement benefit.

Funding calls

If the Defined Benefit category is in an unsatisfactory financial position at an actuarial investigation or the Defined Benefit category's VBI is below its shortfall limit at any time other than the date of the actuarial investigation, the Defined Benefit category has a shortfall for the purposes of SPS 160 and the Fund is required to put a plan in place so that the shortfall is fully funded within three years of the shortfall occurring. The Fund monitors its VBI on a quarterly basis and the Fund has set its shortfall limit at 97%.

In the event that the Fund Actuary determines that there is a shortfall based on the above requirement, the Fund's participating employers (including the Corporation) are required to make an employer contribution to cover the shortfall.

Using the agreed methodology, the shortfall amount is apportioned between the participating employers based on the pre-1 July 1993 and post-30 June 1993 service liabilities of the Fund's Defined Benefit category, together with the employer's payroll at 30 June 1993 and at the date the shortfall has been calculated.

Due to the nature of the contractual obligations between the participating employers and the Fund, and that the Fund includes lifetime pensioners and their reversionary beneficiaries, it is unlikely that the Fund will be wound up.

If there is a surplus in the Fund, the surplus cannot be returned to the participating employers.

In the event that a participating employer is wound-up, the defined benefit obligations of that employer will be transferred to that employer's successor.

9.2.1 – ATTACHMENT 1. AR 2020 Final Draft

The 2020 triennial actuarial investigation surplus amounts

An actuarial investigation is conducted annually for the Defined Benefit category of which the Corporation is a contributing employer. Generally, a full actuarial investigation is conducted every three years and interim actuarial investigations are conducted for each intervening year. A full investigation was conducted as at 30 June 2020.

The Fund's actuarial investigation identified the following for the Defined Benefit category of which the Corporation is a contributing employer:

	2020	2019
	(Triennial)	(Interim)
	\$m	\$m
A VBI surplus	\$100.00	\$151.30
A total service liability surplus	\$200.00	\$233.40
A discounted accrued benefits surplus	\$217.80	\$256.70

The VBI surplus means that the market value of the fund's assets supporting the defined benefit obligations exceed the vested benefits that the defined benefit members would have been entitled to if they had all exited on 30 June 2020.

The total service liability surplus means that the current value of the assets in the Fund's Defined Benefit category plus expected future contributions exceeds the value of expected future benefits and expenses as at 30 June 2020.

The discounted accrued benefit surplus means that the current value of the assets in the Fund's Defined Benefit category exceeds the value of benefits payable in the future but accrued in respect of service to 30 June 2020.

The Corporation was notified of the 30 June 2021 VBI during August 2021 (2020: August)

There were no contributions outstanding and no loans issued from or to the above schemes as at 30 June 2021.

The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2021 is \$89,523.

The 2021 interim actuarial investigation

An interim actuarial investigation is being conducted for the Fund's position as at 30 June 2021 as the Fund provides lifetime pensions in the Defined Benefit category. It is anticipated that this actuarial investigation will be completed by October 2021.

9.2.1 – ATTACHMENT 1. AR 2020 Final Draft

GLOSSARY

Acquisitions

The ordering, purchasing and accessioning of new library materials

Baby Karaoke

Early-literacy program with songs and nursery rhymes for parents and babies under 18 months

CALD

Culturally and Linguistically Diverse

Collection

Includes any and every article forming the contents of the library collection of resources available for borrowing, reference or perusal

Corporation

Whitehorse Manningham Regional Library Corporation

Depreciation

An accounting allowance made for a loss in value of capital

eAudiobooks

Electronic audiobooks downloaded for use on an MP3 player or electronic device

eBooks

Electronic books downloaded for use on an electronic device

FE

FE Technologies; supplier of RFID equipment

FOL

Friends of the Library

FONL

Friends of Nunawading Libraries

Home Library Service

Service provided to community members unable to attend a library due to illness, age or frailty

Interlibrary Loan

A loan of a collection item provided to or provided by another library service

Item

Includes any and every article forming the contents of the library collection of resources available for borrowing, reference or perusal

LGPRF

Local Government Performance Reporting Framework

Library

All the library facilities, resources and activities provided by or under the management or control of the Corporation

Library Board

Governing body of the Whitehorse Manningham Regional Library Corporation

Library Management System

Software system utilised to manage the acquisition and circulation of library materials including the provision of the online library catalogue

Library Plan

Identifies the Corporation's objectives and strategic direction

Library resources

Materials available for loan or use in the library

LOTE

Languages Other Than English

9.2.1 – ATTACHMENT 1. AR 2020 Final Draft



Member

A person, school or institution holding a current and valid library membership card

Outreach

Services provided by the Library to the community through locations other than library branches

Patron

Any person making use of the Library Service

PLV

Public Libraries Victoria – the peak body for Victorian public libraries

Reader Development

Programs, services and resources provided to assist patrons in the selection of reading materials

Reference enquiry

Customer request for information, handled by library staff

Region

The Whitehorse and Manningham local authority areas

RFID

Radio Frequency Identification technology that transmits data using radio waves

SPUN

Spydus user-group network

STEM

Science, Technology, Engineering, Mathematics

Stock

Includes any and every article forming the contents of the library collection of resources available for borrowing, reference or perusal

Strategic Resource Plan

Identifies how the Corporation will use its resources to implement the Library Plan

Web Renewal

Extension to the period of loan for a library item, performed via the internet

Wi-Fi

A standard for wirelessly connecting electronic devices to the internet

WMRLC

Whitehorse Manningham Regional Library Corporation

WML

Whitehorse Manningham Libraries

9.2.1 – ATTACHMENT 1. AR 2020 Final Draft

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Whitehorse
Manningham
Libraries
open for discovery

ADMINISTRATION

1040 Whitehorse Road
Box Hill 3128
P. 9896 4333

BLACKBURN LIBRARY

Cnr Blackburn and Central Roads
Blackburn 3130
P. 9896 8400

BOX HILL LIBRARY

1040 Whitehorse Road
Box Hill 3128
P. 9896 4300

BULLEEN LIBRARY

Bulleen Plaza
Manningham Road
Bulleen 3105
P. 9896 8450

DONCASTER LIBRARY

MC Square
687 Doncaster Road
Doncaster 3108
P. 9877 8500

NUNAWADING LIBRARY

379 Whitehorse Road
Nunawading 3131
P. 9872 8600

THE PINES LIBRARY

The Pines Shopping Centre
Cnr Blackburn and Reynolds Roads
East Doncaster 3109
P. 9877 8550

VERMONT SOUTH LIBRARY

Pavey Place
Vermont South 3133
P. 9872 8650

WARRANDYTE LIBRARY

Warrandyte Community Centre
168 Yarra Street
Warrandyte 3113
P. 9895 4250

www.wml.vic.gov.au

[f/whitehorsemanninghamlibraries](https://www.facebook.com/whitehorsemanninghamlibraries)

[@whitehorsemanninghamlibraries](https://www.instagram.com/whitehorsemanninghamlibraries)

9.3.1 Bi-annual Audit and Risk Committee Update

Attachment 1 Audit and Risk Committee Six Monthly
Update

9.3.1 – ATTACHMENT 1. Audit and Risk Committee Six Monthly Update

**Report to Council of Whitehorse City Council's Audit and Risk Committee for presentation to
Council by the CEO
Chairman's Report to Council**

1. Introduction

Under Section 54(5) of the Local Government Act 2020 the Audit and Risk Committee (ARC) must prepare a biannual report which the Chief Executive Officer must table at the next Council meeting. This is the second of these reports and covers three ARC meetings since the formation of the new Council in November 2020.

2. ARC Membership

- Mr Michael F Said OAM, CPA Independent Chairperson
- Ms Lisa Woolmer CA, GAICD Independent Member
- Mr Jonathan Kyvelidis CA, MAICD Independent Member
- Cr Denise Massoud
- Cr Trudy Skilbeck

All independent members are experienced people in ARC's in Local Government.

3. Committee Meetings and ARC Charter

The Committee held 3 meetings on the 17th May 2021, 30th August (2020/2021 Financial and Performance Statements) and 20th September 2021. The agenda for all meetings was in accordance with the agreed ARC work plan for the 2020-2021 ARC work year. Apologies were tendered by two different members for the May and September meetings, otherwise all members of the ARC were present for the three meetings together with the CEO, all Directors and other officers as required.

4. ARC Objectives and Purpose

The key objective and purpose of the ARC as stated in the ARC Charter is to:

"provide independent advice and assistance to the Chief Executive Officer and the Council on the City's risk, control and compliance framework, and its external accountability and legislative compliance responsibilities".

5. ARC Responsibilities and Activities

5.1 Risk Management (RM)

The ARC reviewed and discussed RM updates at the May and September meetings, including reports from management relating to RM activities. Following a significant review by management, a revised strategic risk register was presented to the ARC at the September meeting. Apart from identifying each risk, the register also shows inter alia the controls in place to mitigate risks including any new controls, status of completion for each control, the level of residual risk after treatment and the target level of risk that has been determined to be acceptable to Council.

There are a number of management committees established to review and monitor the operation of the overall risk management. The Risk Management Committee (RMC), consisting of the CEO, all Directors and the Risk Coordinator, meets to oversee both the strategic and operational risk registers. Other key committees are the Business Continuity (BCP), Fraud & Corruption Control and Corporate OHS Committees. Minutes from meetings of these committees were presented to the ARC at the May and September meetings. These minutes are of value to the ARC as it indicates the robustness of risk management and active implementation of all risk management responsibilities.

9.3.1 – ATTACHMENT 1. **Audit and Risk Committee Six Monthly Update**

The ARC also received a report related to insurance premiums 2021/22 and comparison to the previous year. For a number of classes of insurance, there has been significant increases with insurance for Cyber Liability having the most significant increase of over 137%. Generally independent members have seen that this class has tightened up considerably across all industries. Management confirmed to the ARC that adequate levels of cover are in place.

5.2 Financial and Performance Reporting

Comprehensive quarterly and year to date (YTD) financial and performance reports were presented and discussed at the May meeting. Under Section 91 of the Local Government Act 2020, Council is to prepare and adopt a 10 year financial plan. The proposed 10 year financial plan was presented to the September meeting of the ARC. The financial sustainability ratios for the 10 year period (refer Section 2.6 page 18) were discussed and it was noted that for the most part they meet the low risk rating criteria established by the Victorian Auditor General's Office (AG). The ARC noted the assumptions underpinning the financial plan (in Section 2.7 page 19).

At its August meeting, the ARC considered the draft financial and performance statements and received briefings from VAGO on the results of their audit work. The ARC was pleased to note that Council received unmodified/unqualified audit opinions on both statements, as published in the Annual Report. The ARC notes the COVID-19 impacts disclosed in the annual financial and performance statements.

5.3 Compliance

The CEO provides the ARC with an update at each meeting relating to any non-compliance matter relating to Council policies and/or any Legislation. No instances of non-compliance issues were reported to the ARC for the period covered by this report.

The ARC continued to monitor the implementation of key requirements of the Local Government Act 2020 (LGA 2020), and also received updates at each meeting.

5.4 Internal audit

The Internal auditor attended the May and September meetings and presented his status reports (on progress against the approved internal audit plan) and other literature of a general nature relevant to work of ARC's generally. In addition, he presented the following two internal audit reports:

- Management of Food and Health Services, and
- Volunteer Management

Report findings and audit recommendations together with complete management comments were discussed by the ARC. No high risk findings were identified in either report. The ARC monitors the implementation of outstanding audit recommendations at subsequent meetings.

Prior to the commencement of any internal audit, the ARC is provided with the proposed scope (Memorandum of Audit Planning document (MAP)) of each audit. The MAP is developed by the auditor, with input from the management, and discussed and approved at ARC meetings. Any ad hoc engagements to be undertaken by the internal auditor must similarly be referred to the ARC prior to commencement. There were no additional assignments during this period.

In addition to the audit reports, the draft internal audit plan for the 2021-2022 year was presented and discussed at the May ARC. The plan was developed by the partner responsible for Internal Audit after discussions and input from the Executive Leadership Team, past internal audit activity, consideration of Council's strategic risk register, audit activity proposed by the Victorian Auditor-General's Office (VAGO), and current issues noted by Internal Audit as items of risk prevalent in the local government sector. The auditor also advised that all audits will also take into account the impact of COVID-19 on internal controls, implementation of the LGA 2020 and internal

9.3.1 – ATTACHMENT 1. Audit and Risk Committee Six Monthly Update

controls designed to prevent fraud and corruption. To assist the ARC in understanding the proposed audits, indicative scope documents were considered for each together with their relationship to the Council's risk profile.

5.5 External Audit

The Acting Director of Audits from VAGO for the Local Government Sector presented the closing report and management letter in respect to the audit of the 2020-2021 financial and performance statements at the August meeting. The AG issued clear opinions on both statements. There were no high risks issues noted in the management letter.

5.6 Fraud and Corruption

Risk registers of Council include relevant risk and control information related to fraud and corruption control. The Fraud and Corruption Control Policy and Plan were last reviewed by the ARC at its August 2020 meeting and remain current. At the May 2022 meeting, the ARC will undertake its next programmed formal review of the Policy and Plan including ensuring matters relating to ongoing training are undertaken and documented.

In addition, the ARC has continued to monitor outcomes from reviews of Ombudsman and IBAC reports relating to this topic, especially those related to the Local Government will be considered by the ARC after "self-evaluation/gap analysis" by Council officers of these reports.

There were not any instances of potential fraud or corruption advised to the ARC at any of the three meetings covered by this report.

5.7 Organisational Structure Changes/Service Reviews

The CEO briefed the ARC at the May and September meetings and advised that the new structure and people are now in place.

5.8 General

This report has been reviewed and approved by ARC members.

Michael F Said OAM, CPA

Chair

City of Whitehorse ARC

1 October 2021

9.3.3 Review of Council's Meeting Cycle

Attachment 1 Survey Results on Council's Meeting
Cycle and Governance Rules

Attachment 2 Governance Rules 2022

9.3.3 – ATTACHMENT 1. Survey Results on Council's Meeting Cycle and Governance Rules

ATTACHMENT 1

Survey Results on Council's Meeting Cycle & Governance Rules

- Q1 Council are proposing to move Council meetings to be held on the 1st and 3rd Monday of the month (excluding January). Do you support this motion?

Nature of response	No of responses	Percentage %
Strongly support	16	55.2
Somewhat support	6	20.7
Neutral	7	24.1

- Q2 Council meetings are proposing to move away from delegated committee meetings and instead run an additional Council meeting, Do you support this motion?

Nature of response	No of responses	Percentage %
Strongly support	15	51.7
Somewhat support	4	13.8
Neutral	7	24.1
Somewhat opposed	3	10.3

- Q3 Do you support the inclusion of a new 30 minute Public Presentations segment into Council meetings?

Nature of response	No of responses	Percentage %
Yes	26	89.7
No	3	10.3

- Q4 Council is wanting to ensure a wide range of projects are heard and discussed. Do you support Council introducing a limit of no more than three speakers on the same topic per meeting?

Nature of response	No of responses	Percentage %
Yes	20	71.4
No	8	28.6

9.3.3 – ATTACHMENT 1. Survey Results on Council's Meeting Cycle and Governance Rules

- Q5 Do you support the suggested changes being made to the Governance Rules (ie housekeeping – removal of reference to Delegated Committee and the removal of clause relating to introducing a report; and other changes to achieve positive operational change and enhancing clarification)?

Nature of response	No of responses	Percentage %
Strongly support	7	25.0
Somewhat support	5	17.9
Neutral	16	57.1

Information on survey respondents

Gender	No of responses	Percentage %
Male	15	50.0
Female	14	46.7
Non-binary	1	3.3

Age range	No of responses	Percentage %
25-34	2	6.9
45-54	4	13.8
55-64	6	20.7
65-74	13	44.8
75+	4	13.8

Suburb location	No of responses	Percentage %
Mont Albert North	5	17.2
Blackburn	4	13.8
Vermont	4	13.8
Surrey Hills	3	10.3
Box Hill Central	2	6.9
Vermont South	2	6.9
Mont Albert	2	6.9

In addition, one respondent from each of the following 7 suburbs: Montrose, Blackburn North, Forest Hill, Nunawading, Mitcham, Burwood and Box Hill North, representing 23.8% of all respondents.



GOVERNANCE RULES

Janaury 2022

9.3.3 – ATTACHMENT 2. Governance Rules 2022

9.3.3 – ATTACHMENT 2. Governance Rules 2022

Whitehorse City Council Governance Rules

Introduction

Nature of Rules

These are the Governance Rules of Whitehorse Council, made in accordance with section 60 of the *Local Government Act 2020*.

Contents

These Governance Rules are divided into the following Chapters:

Chapter	Name
Chapter 1	Governance Framework
Chapter 2	Meeting Procedure for Council Meetings
Chapter 3	Meeting Procedure for Community Asset Committees
Chapter 4	Disclosure of Conflicts Of Interest
Chapter 5	Miscellaneous
Chapter 6	Election Period Policy

Definitions

In these Governance Rules, unless the context suggests otherwise the following words and phrases mean:

Act means the *Local Government Act 2020*.

Chief Executive Officer includes an Acting Chief Executive Officer.

Community Asset Committee means a Community Asset Committee established under section 65 of the Act.

Council means Whitehorse Council.

Council meeting has the same meaning as in the Act.

Mayor means the Mayor of Council.

These Rules means these Governance Rules.

9.3.3 – ATTACHMENT 2. Governance Rules 2022

Whitehorse City Council Governance Rules

Chapter 1 – Governance Framework

1. Key Principles

Driving the governance changes by the State Government, is a concerted effort to reinforce and promote the following four guiding principles:

1. The promotion of natural justice with Council decisions;
2. The promotion of transparency of Council decisions, actions and information;
3. The importance of achieving best outcomes for community, now and in future; and
4. The importance of community engagement.

It has been a longstanding legislative requirement for government, to ensure that its decisions are made fairly and on their merits. Further, that persons affected by a Council decision have the opportunity as part of the decision-making process, to make their views/interests known. The reconfirmation of this principle seeks to build and enhance community confidence and respect for Council's processes and its decision-making responsibilities.

The second principle, relates to engendering community confidence and respect in Council processes, in the level of transparency associated with Council decisions, actions taken and ready to access information.

The third identified principle, is for Councils to continue to provide good governance and strive to achieve the best outcomes, in terms of the benefits and wellbeing of its current and future communities.

Finally, there is a renewed effort to reinforce the importance of community engagement. There is a close relationship between community engagement and participation in Council processes and activities, in engendering community satisfaction and confidence with Council.

2. Matters Covered

Whitehorse City Council has placed enhanced importance in ensuring that the information contained in its Governance Rules is presented in a clear, concise and complete manner. It is hoped that this approach may produce tangible results in building and strengthening community interest and participation in Council sponsored initiatives and prescribed legislative processes.

Accordingly, the Governance Rules captures the following information:

- (a) The conduct of Council meetings;
- (b) The nature and availability of meeting records;
- (c) Procedure for election of the Mayor and Deputy Mayor;
- (d) Council's Election Period Policy; and
- (e) The Disclosure of a Conflict of Interest

3. Context

These Rules should be read in the context of and in conjunction with:

- (a) The overarching governance principles specified in section 9 (2) of the *Act*; and
- (b) The following documents adopted or approved by *Council*:
 - i) Councillor Code of Conduct and incorporated policies and procedures;
 - ii) Public Transparency Policy;
 - iii) Community Engagement Policy;
 - iv) Other relevant policies

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Whitehorse City Council Governance Rules

Decision Making

- (a) In any matter in which a decision must be made by Council (including persons acting with the delegated authority of Council), Council must consider the matter and make a decision:
 - (i) Fairly, by giving consideration and making a decision which is balanced, ethical and impartial; and
 - (ii) On the merits, free from favouritism or self-interest and without regard to irrelevant or unauthorised considerations
- (b) *Council* must, when making any decision to which the principles of natural justice apply, adhere to the principles of natural justice (including, without limitation, ensuring that any person whose rights will be directly affected by a decision of *Council* is entitled to communicate their views and have their interests considered).
- (c) Without limiting anything in paragraph (b) of this sub-Rule:
 - (i) Before making a decision that will directly affect the rights of a person, *Council* (including any person acting with the delegated authority of *Council*) must identify the person or persons whose rights will be directly affected, give notice of the decision which *Council* must make and ensure that such person or persons have an opportunity to communicate their views and have their interests considered before the decision is made;
 - (ii) If a report to be considered at a Council meeting concerns subject-matter which will directly affect the rights of a person or persons, the Report must record whether the person has or persons have been provided with an opportunity to communicate their views and have their interests considered; and
 - (iii) If a member of Council staff proposes to make a decision under delegation and that decision will directly affect the rights of a person or persons, the member of Council staff must, when making that decision, complete a Delegate Report that records that notice of the decision to be made was given to the person or persons and such person or persons were provided with an opportunity to communicate their views and their interests considered.

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Whitehorse City Council Governance Rules

Part A – Introduction

1. Title

This Chapter will be known as the "Meeting Procedure Local Law".

2. Purpose of this Chapter

The purpose of this Chapter is to:

- 2.1 Provide for the election of the Mayor and any Deputy Mayor;
- 2.2 Provide for the appointment of any Acting Mayor; and
- 2.3 Provide for the procedures governing the conduct of *Council meetings*.

3. Definitions and Notes

3.1 In this Chapter:

"*agenda*" means the notice of a meeting setting out the business to be transacted at the meeting;

"*chair*" means the Chairperson of a meeting and includes a Councillor who is appointed by resolution to chair a meeting under section 61(3) of the *Act*;

"*minute book*" means the collective record of proceedings of *Council*;

"*municipal district*" means the municipal district of *Council*;

"*notice of motion*" means a notice setting out the text of a motion, which it is proposed to move at the next relevant meeting;

"*notice of rescission*" means a *notice of motion* to rescind a resolution made by *Council*; and

"*written*" includes duplicated, lithographed, photocopied, printed and typed, and extends to both hard copy and soft copy form, and *writing* has a corresponding meaning.

3.2 Introductions to Parts, headings and notes are explanatory notes and do not form part of this Chapter. They are provided to assist understanding.

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Part B – Election of Mayor

Introduction:

This Part is concerned with the annual election of the *Mayor*. It describes how the *Mayor* is to be elected.

4. Election of the Mayor

- 4.1 Any Councillor is eligible for election or re-election to the office of Mayor.
- 4.2 The agenda for the meeting to elect the Mayor may include:
 - 4.2.1 The taking the oath or affirmation of office by each Councillor, under Section 30 of the Act;
 - 4.2.2 The fixing of allowances for the Mayor and Councillors under Section 39, of the Act; and
 - 4.2.3 The appointment of Councillor Representatives to various bodies.
- 4.3 The Chief Executive Officer (CEO) will be the temporary Chairperson (or a Councillor elected/appointed to chair the meeting). The CEO will be the Returning Officer at which the election of Mayor is to be conducted but will have no voting rights. The Chief Executive Officer must facilitate the election of the *Mayor* in accordance with the provisions of the Act.

5. Method of Voting

The election of the *Mayor* must be carried out by a show of hands.

6. Determining the election of the Mayor

- 6.1 The *Chief Executive Officer* must open the meeting at which the *Mayor* is to be elected, and invite nominations for the office of *Mayor*.
- 6.2 Any nominations for the office of *Mayor* must be:
 - 6.2.1 Seconded by another Councillor.
 - 6.2.2 Any Councillor nominated may refuse nomination
- 6.3 Once nominations for the office of *Mayor* have been received, the following provisions will govern the election of the *Mayor*:
 - 6.3.1 If there is only one nomination, the candidate nominated must be declared to be duly elected;
 - 6.3.2 If there is more than one nomination, the Councillors present at the meeting must vote for one of the candidates;
 - 6.3.3 In the event of a candidate receiving an absolute majority of the votes, that candidate is declared to have been elected;
 - 6.3.4 In the event that no candidate receives an absolute majority of the votes, and it is not resolved to conduct a new election at a later date and time, the candidate with the fewest number of votes must be declared to be a defeated candidate. The Councillors present at the meeting must then vote for one of the remaining candidates;

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- 6.3.5 If one of the remaining candidates receives an absolute majority of the votes, he or she is duly elected. If none of the remaining candidates receives an absolute majority of the votes, the process of declaring the candidates with the fewest number of votes a defeated candidate and voting for the remaining candidates must be repeated until one of the candidates receives an absolute majority of the votes. That candidate must then be declared to have been duly elected;
- 6.3.6 In the event of two or more candidates having an equality of votes and one of them having to be declared:
- (a) A defeated candidate; and
 - (b) Duly elected
- the declaration will be determined by lot.
- 6.3.7 If a lot is conducted, the *Chief Executive Officer* will have the conduct of the lot and the following provisions will apply:
- (a) Each candidate will draw one lot;
 - (b) The order of drawing lots will be determined by the alphabetical order of the surnames of the Councillors who received an equal number of votes except that if two or more such Councillors' surnames are identical, the order will be determined by the alphabetical order of the Councillors' first names; and
 - (c) As many identical cards as there are Councillors who received an equal number of votes must be placed in a receptacle. If the lot is being conducted to determine who is a defeated candidate, the word "Defeated" shall be written on one of the cards, and the Councillor who draws the card with the word "Defeated" written on it must be declared the defeated candidate (in which event a further vote must be taken on the remaining candidates unless there is only one candidate remaining, in which case that candidate will be declared to have been duly elected).

7. Election of Deputy Mayor

Any election for office of Deputy Mayor will be regulated by Rules 4-6 (inclusive) of this Chapter, as if the reference to the:

7.1 *Chief Executive Officer* is a reference to the *Mayor*; and

7.2 *Mayor* is a reference to the Deputy Mayor.

8. Appointment of Acting Mayor

If *Council* has not established an office of Deputy Mayor and it becomes required to appoint an Acting Mayor, it can do so by:

8.1 Resolving that a specified Councillor be so appointed; or

8.2 Following the procedure set out in Rules 5 and 6 (inclusive) of this Chapter, at its discretion.

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Part C – Meetings Procedure

Introduction:

This Part is divided into a number of Divisions. Each Division addresses a distinct aspect of the holding of a meeting. Collectively, the Divisions describe how and when a meeting is convened, when and how business may be transacted at a meeting.

Division 1 – Notices of Meetings and Delivery of Agendas

9. Dates and Times of Meetings Fixed by Council

Subject to Rule 11, *Council* must from time to time fix the date, time and place of all *Council meetings*.

10. Council may Alter Meeting Dates

Council may change the date, time and place of any *Council meeting* which has been fixed by it and must provide reasonable notice of the change to the public.

11. Meetings not Fixed by Council

- 11.1 The *Mayor* or at least 3 Councillors may by a *written* notice call a *Council meeting*.
- 11.2 The notice must specify the date and time of the Council meeting and the business to be transacted.
- 11.3 The Chief Executive Officer must convene the Council meeting as specified in the notice.
- 11.4 Unless all Councillors are present and unanimously agree to deal with any other matter, only the business specified in the written notice can be transacted at the Council meeting.

12. Notice of Meeting

- 12.1 A notice of meeting, incorporating or accompanied by an *agenda* of the business to be dealt with, must be delivered or sent electronically to every Councillor for all *Council meetings* at least 48 hours before the meeting.
- 12.2 Notwithstanding sub-Rule 12.1, a notice of meeting need not be delivered or sent electronically to any Councillor who has been granted leave of absence unless the Councillor has requested the *Chief Executive Officer* in *writing* to continue to give notice of any meeting during the period of his or her absence.
- 12.3 Reasonable notice of each *Council meeting* must be provided to the public. *Council* may do this:
 - 12.3.1 For *meetings* which it has fixed by preparing a schedule of meetings annually, twice yearly or from time to time, and arranging publication of such schedule in a newspaper generally circulating or other communication mediums in the *municipal district* either at various times throughout the year, or prior to each such *Council meeting*; and
 - 12.3.2 For any meeting by giving notice on its website and:
 - (a) In each of its Customer Service Centres; and/or
 - (b) In at least one newspaper generally circulating or other communication mediums in the *municipal district*.

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Division 2 – Quorums

13. Inability to obtain a Quorum

The quorum of the Council is six Councillors.

If after 30 minutes from the scheduled starting time of any *Council meeting*, a quorum cannot be obtained:

- 13.1 the meeting will be deemed to have lapsed;
- 13.2 the *Mayor* must convene another *Council meeting*, the *agenda* for which will be identical to the *agenda* for the lapsed meeting; and
- 13.3 the *Chief Executive Officer* must give all Councillors *written* notice of the meeting convened by the *Mayor*.

14. Inability to maintain a Quorum

- 14.1 If during any *Council meeting*, a quorum cannot be maintained then Rule 13 will apply as if the reference to the meeting is a reference to so much of the meeting as remains.
- 14.2 Sub-Rule 14.1 does not apply if the inability to maintain a quorum is because of the number of Councillors who have a conflict of interest in the matter to be considered.

15. Adjourned Meetings

- 15.1 *Council* may adjourn any meeting to another date or time but cannot in the absence of disorder or a threat to the safety of any Councillor or member of Council staff adjourn a meeting in session to another place.
- 15.2 The *Chief Executive Officer* must give *written* notice to each Councillor of the date, time and place to which the meeting stands adjourned and of the business remaining to be considered.
- 15.3 If it is impracticable for the notice given under sub-Rule 15.2 to be in *writing*, the *Chief Executive Officer* must give notice to each Councillor by telephone or in person.

16. Time limits for Meetings

- 16.1 A *Council meeting* will progress in 2 hour blocks from the time of commencement and allowing for a 5 minute break after each 2 hour block, unless resolved otherwise by the majority of Councillors at the meeting.

17. Cancellation or Postponement of a Meeting

- 17.1 The *Chief Executive Officer* may, in the case of an emergency necessitating the cancellation or postponement of a *Council meeting*, cancel or postpone a *Council meeting*.
- 17.2 The *Chief Executive Officer* must present to immediately following *Council meeting* a *written* report on any exercise of the power conferred by sub-Rule 17.1.

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Division 3 – Business of Meetings

18. Agenda and the Order Of Business

- 18.1 The *agenda* for and the order of business for a *Council meeting* is to be determined by the *Chief Executive Officer* so as to facilitate and maintain open, efficient and effective processes of government.
- 18.2 In doing so the Chief Executive Officer will be guided by the following order of business:
- i) Welcome
 - ii) Apologies
 - iii) Disclosures of Conflict of Interests
 - iv) Confirmation of Minutes
 - v) Public Presentations
 - vi) Petitions and Joint letters
 - vii) Public Question Time
 - viii) Notices of Motion
 - ix) Urgent Business
 - x) Council Reports
 - xi) Confidential Reports
 - xii) Close

19. Change to Order Of Business

Once an *agenda* has been sent to Councillors, the order of business for that *Council meeting* may be altered with the consent of *Council*.

20. Urgent Business

Urgent business listed on the Council agenda, cannot be admitted as urgent business other than by resolution of *Council* and only then if it:

- 20.1 Relates to or arises out of a matter which has arisen since distribution of the *agenda*; and
- 20.2 Cannot safely or conveniently be deferred until the next *Council meeting*.

Division 4 – Motions and Debate

21. Councillors may Propose Notices of Motion

Councillors may ensure that an issue is listed on the Council *agenda* by lodging a *Notice of Motion*.

22. Notice of Motion

- 22.1 A *notice of motion* must be in writing signed by a Councillor, and be lodged with or sent to the *Chief Executive Officer* to allow sufficient time for him or her to include the *notice of motion* in agenda papers for a *Council meeting* and to give each Councillor at least 48 hours notice of such *notice of motion*.

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- 22.2 A Notice of Motion (NOM) must call for a report if the NOM proposes any action that:
- Impacts the level of Council service;
 - Commits Council to expenditure that is not included in the Council budget;
 - Proposes to establish, amend or extend Council Policy;
 - Proposes to impact the rights of any person who has not had the opportunity to contribute their views;
 - Commits council to contractual arrangement; or
 - Concerns any litigation in respect of which council is a party.
- 22.3 The *Chief Executive Officer* may reject any *notice of motion* which:
- 22.3.1 Is vague or unclear in intention;
- 22.3.2 It is beyond *Council's* power to pass; or
- 22.3.3 If passed would result in *Council* otherwise acting invalidly;
- 22.3.4 Is an operational service request;
- 22.3.5 Relates to a matter that has been previously resolved by council or is acted on;
- but must:
- 22.3.6 Give the Councillor who lodged it an opportunity to amend or withdraw it prior to rejection, if it is practicable to do so; and
- 22.3.7 Notify in *writing* the Councillor who lodged it of the rejection and reasons for the rejection.
- 22.4 The full text of any notice of motion accepted by the Chief Executive Officer must be included in the agenda.
- 22.5 The Chief Executive Officer must cause all notices of motion to be numbered, dated and entered in the notice of motion register in the order in which they were received.
- 22.6 Except by leave of Council, each notice of motion before any meeting must be considered in the order in which they were entered in the notice of motion register.
- 22.7 If a Councillor who has given a notice of motion is absent from the meeting or fails to move the motion when called upon by the Chair, any other Councillor may move the motion. Any notice of motion can be amended and the mover and seconder of the motion may accept a proposed amendment or amend the motion when first putting it.
- 22.8 If a notice of motion is not moved at the Council meeting at which it is listed, it lapses.

23. Chair's Duty

Any motion which is determined by the *Chair* to be:

- 23.1 Defamatory;
- 23.2 Objectionable in language or nature;
- 23.3 Vague or unclear in intention;
- 23.4 Outside the powers of *Council*; or
- 23.5 Irrelevant to the item of business on the *agenda* and has not been admitted as urgent, or purports to be an amendment but is not,
- must not be accepted by the *Chair*.

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24. Introducing a Motion or an Amendment

The procedure for moving any motion or amendment is:

- 24.1 The mover must state the motion without speaking to it;
- 24.2 The motion must be seconded and the seconder must be a Councillor other than the mover. If a motion is not seconded, the motion lapses for want of a seconder;
- 24.3 If a motion or an amendment is moved and seconded the *Chair* must ask:
"Is the motion or amendment opposed? Does any Councillor wish to speak to the motion or amendment?"
- 24.4 If no Councillor indicates opposition or a desire to speak to it, the *Chair* may declare the motion or amendment carried without discussion;
- 24.5 If a Councillor indicates opposition or a desire to speak to it, then the *Chair* must call on the mover to address the meeting;
- 24.6 After the mover has addressed the meeting (5 min), the seconder (3 min) may address the meeting (or choose not to or reserve the right to speak later in the debate);
- 24.7 After the seconder has addressed the meeting (or chosen not to or reserved the right to speak later in the debate,) the *Chair* must invite debate by calling on any Councillor who wishes to speak to the motion(3min), providing an opportunity to alternate between those wishing to speak against the motion and those wishing to speak for the motion;
and
- 24.8 If, after the mover has addressed the meeting, the *Chair* has invited debate and no Councillor speaks to the motion, then the *Chair* must put the motion to the vote.

25. Right of Reply

- 25.1 The mover of a motion, (exclusive of an amendment), has a right of reply (2min) to matters raised during debate.
- 25.2 After the right of reply has been taken, (but that right is lost if an amendment to the motion is carried), the motion must immediately be put to the vote without any further discussion or debate.

26. Moving an Amendment

- 26.1 Subject to sub-Rule 26.2 a motion which has been moved and seconded may be amended by leaving out or adding words. Any added words must be relevant to the subject of the motion.
- 26.2 An amendment must not be directly opposite to the motion.

27. Who may Propose an Amendment

- 27.1 An amendment may be proposed or seconded by any Councillor, except the mover or seconder of the original motion.
- 27.2 Any one Councillor cannot move more than two amendments in succession.

28. How Many Amendments may be Proposed

- 28.1 Any number of amendments may be proposed to a motion but only one amendment may be accepted by the *Chair* at any one time.
- 28.2 No second or subsequent amendment, whether to the motion or an amendment of it, may be taken into consideration until the previous amendment has been dealt with.

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29. An Amendment once Carried

If the amendment is carried, the motion as amended then becomes the motion before the meeting, and the amended motion must then be put.

30. Foreshadowing Motions

30.1 At any time during debate a Councillor may foreshadow a motion so as to inform *Council* of his or her intention to move a motion at a later stage in the meeting, but this does not extend any special right to the foreshadowed motion.

30.2 A motion foreshadowed may be prefaced with a statement that in the event of a particular motion before the *Chair* being resolved in a certain way, a Councillor intends to move an alternative or additional motion.

30.3 The *Chief Executive Officer* or person taking the minutes of the meeting is not expected to record foreshadowed motions in the minutes until the foreshadowed motion is formally moved.

30.4 The *Chair* is not obliged to accept foreshadowed motions.

31. Withdrawal of Motions

31.1 Before any motion is put to the vote, it may be withdrawn by the mover and seconder with the leave of *Council*.

31.2 If the majority of Councillors objects to the withdrawal of the motion, it may not be withdrawn.

32. Separation of Motions

Where a motion contains more than one part, a Councillor may request the *Chair* to put the motion to the vote in separate parts.

33. Chair may Separate Motions

The *Chair* may decide to put any motion to the vote in several parts.

34. Priority of address

In the case of competition for the right of speak, the *Chair* must decide the order in which the Councillors concerned will be heard.

35. Motions in Writing

35.1 The *Chair* may require that a complex or detailed motion be in writing.

35.2 *Council* may adjourn the meeting while the motion is being *written* or *Council* may defer the matter until the motion has been *written*, allowing the meeting to proceed uninterrupted.

36. Repeating Motion and/or Amendment

The *Chair* may request the person taking the minutes of the *Council meeting* to read or display the motion or amendment to the meeting before the vote is taken.

37. Debate must be Relevant to the Motion

37.1 Debate must always be relevant to the motion before the *Chair*, and, if not, the *Chair* must request the speaker to confine debate to the motion.

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- 37.2 If after being requested to confine debate to the motion before the Chair, the speaker continues to debate irrelevant matters, the *Chair* may direct the speaker to not speak further in respect of the motion then before the Chair.
- 37.3 A speaker to whom a direction has been given under sub-Rule 37.2 must comply with that direction.

38. Speaking Times

A Councillor must not speak longer than the time set out below, unless granted an extension by the *Chair*:

- 38.1 The mover of a motion or an amendment which has been opposed: **5 minutes**;
- 38.2 Any other Councillor: **3 minutes**; and
- 38.3 The mover of a motion exercising a right of reply: **2 minutes**.

39. Addressing the Meeting

If the *Chair* so determines:

- 39.1 Any person addressing the *Chair* must refer to the *Chair* as:

- 39.1.1 Madam Mayor; or
- 39.1.2 Mr Mayor; or
- 39.1.3 Madam Chair; or
- 39.1.4 Mr Chair;

as the case may be.

- 39.2 All Councillors, other than the *Mayor*, must be addressed as **Cr(name)**.

- 39.3 All members of Council staff, must be addressed as Mr or Ms.....(name) as appropriate or by their official title.

40. Right to Ask Questions

- 40.1 A Councillor may, when no other Councillor is speaking, ask any question concerning or arising out of the motion or amendment before the Chair.
- 40.2 The *Chair* has the right to limit questions and direct that debate be commenced or resumed.

Division 5 – Procedural Motions

41. Procedural Motions

- 41.1 Unless otherwise prohibited, a procedural motion may be moved at any time and must be dealt with immediately by the *Chair*.
- 41.2 Procedural motions require a seconder.
- 41.3 Notwithstanding any other provision in this Chapter, procedural motions must be dealt with in accordance with the following table:

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PROCEDURAL MOTIONS TABLE

Procedural Motion	Form	Mover & Seconder	When Motion Prohibited	Effect if Carried	Effect if Lost	Debate Permitted on Motion
1. Adjournment of debate and or the meeting to a later hour and/or date	That this matter/meeting be adjourned to *am/pm and/or *date	Any Councillor who has not moved or seconded the original motion or otherwise spoken to the original motion	(a) During the election of a <i>Chair</i> ; (b) When another Councillor is speaking	Motion and amendment is postponed to the stated time and/or date	Debate continues unaffected	Yes
2. Adjournment of debate indefinitely	That this matter be adjourned until further notice	Any Councillor who has not moved or seconded the original motion or otherwise spoken to the original motion	(a) During the election of a <i>Chair</i> ; (b) When another Councillor is speaking; (c) When the matter is one in respect of which a call of the Council has been made for that meeting in accordance with section 85 of the Act; or (d) When the motion would have the effect of causing Council to be in breach of a legislative requirement	Motion and any amendment postponed but may be resumed at any later meeting if on the agenda	Debate continues unaffected	Yes
3. The closure	That the motion be now put	Any Councillor who has not moved or seconded the original motion or otherwise spoken to the original motion	During nominations for <i>Chair</i>	Motion or amendment in respect of which the closure is carried is put to the vote immediately without debate of this motion, subject to any Councillor exercising his or her right to ask any question concerning or arising out of the motion	Debate continues unaffected	No

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Division 6 – Rescission Motions

42. Notice of Rescission

42.1 A Councillor may propose a *notice of rescission* provided:

42.1.1 It has been signed and dated by at least three Councillors;

42.1.2 The resolution proposed to be rescinded has not been acted on; and

42.1.3 The *notice of rescission* is delivered to the *Chief Executive Officer* within 24 hours of the resolution having been made setting out –

(a) The resolution to be rescinded; and

(b) The meeting and date when the resolution was carried.

42.2 A resolution will be deemed to have been acted on if:

42.2.1 Its contents have or substance has been communicated in *writing* to a person whose interests are materially affected by it; or

42.2.2 A statutory process has been commenced;

so as to vest enforceable rights in or obligations on *Council* or any other person.

42.3 The *Chief Executive Officer* or an appropriate member of Council staff must defer implementing a resolution which:

42.3.1 Has not been acted on; and

42.3.2 Is the subject of a *notice of rescission* which has been delivered to the *Chief Executive Officer* in accordance with sub-Rule **Error! Reference source not found..**

43. If Lost

If a motion for rescission is lost, a similar motion may not be put before *Council* for at least three months from the date it was last lost, unless *Council* resolves that the *notice of motion* be re-listed at a future meeting.

44. If not Moved

If a motion for rescission is not moved at the meeting at which it is listed, it lapses.

45. May be Moved by any Councillor

A motion for rescission listed on an *agenda* may be moved by any Councillor present but may not be amended.

46. When not Required

46.1 A motion for rescission is not required where *Council* wishes to change policy.

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Division 7 – Points of Order

47. **Chair to Decide**

The *Chair* must decide all points of order by stating the provision, rule, practice or precedent which he or she considers applicable to the point raised without entering into any discussion or comment. Points of order in regard to a motion, amendment or statement can relate to being contrary to the Governance Rules, defamatory irrelevant, improper or outside Council's legal powers.

48. **Chair may Adjourn to Consider**

48.1 The *Chair* may adjourn the meeting to consider a point of order but otherwise must rule on it as soon as it is raised.

48.2 All other questions before the meeting are suspended until the point of order is decided.

49. **Dissent from Chair's Ruling**

49.1 A Councillor may move that the meeting disagree with the *Chair's* ruling on a point of order, by moving:

"That the *Chair's* ruling [setting out that ruling or part of that ruling] be dissented from".

49.2 When a motion in accordance with this Rule is moved and seconded, the *Chair* must leave the Chair and the Deputy Mayor (or, if there is no Deputy Mayor or the Deputy Mayor is not present, temporary *Chair* elected by the meeting) must take his or her place.

49.3 The Deputy Mayor or temporary *Chair* must invite the mover to state the reasons for his or her dissent and the *Chair* may then reply.

49.4 The Deputy Mayor or temporary *Chair* must put the motion in the following form:

"That the *Chair's* ruling be dissented from."

49.5 If the vote is in the negative, the *Chair* resumes the Chair and the meeting proceeds.

49.6 If the vote is in the affirmative, the *Chair* must then resume the Chair, reverse or vary (as the case may be) his or her previous ruling and proceed.

49.7 The defeat of the *Chair's* ruling is in no way a motion of censure or non- confidence in the *Chair*, and should not be so regarded by the meeting.

50. **Procedure for Point of Order**

A Councillor raising a point of order must:

50.1 State the point of order; and

50.2 State any section, Rule, paragraph or provision relevant to the point of order.

51. **Valid Points of Order**

A point of order may be raised in relation to:

51.1 A motion, which, under Rule **Error! Reference source not found.**, or a question which, under Rule 53, should not be accepted by the *Chair*;

51.2 A question of procedure; or

51.3 Any act of disorder.

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Division 8 – Public Presentations

52. Public presentations

- 52.1 There must be a public presentations segment at every *Council* meeting fixed under Rule 9 to enable members of the public to make presentations to *Council*.
- 52.2 Sub-Rule 52.1 does not apply when a meeting is closed to members of the public in accordance with section 66(2) of the *Act*.
- 52.3 Public presentations will not exceed 30 minutes in duration.
- 52.4 A person must register of Council's website by no later than 12 noon on the day of the Council meeting, with a maximum of 10 persons being granted up to 3 minutes to present their subject matter.
- 52.5 No more than three persons may speak on the same subject matter at any one meeting.
- 52.6 The Chair may use his or her discretion to allow additional speakers on any item up to a maximum of 10.
- 52.7 The Chair will seek the suspension and subsequent resumption of standing orders to allow for the conduct of the Public Presentations segment at all Council meetings.

Division 9 - Public Question Time

53. Question Time

- 53.1 There must be a public question time at every *Council meeting* fixed under Rule 9 to enable members of the public to submit questions to *Council*.
- 53.2 Sub-Rule 53.1 does not apply during any period when a meeting is closed to members of the public in accordance with section 66(2) of the *Act*.
- 53.3 Public question time will not exceed 15 minutes in duration.
- 53.4 Questions submitted to *Council* must be:
 - 53.4.1 In *writing*, state the name and address of the person submitting the question and generally be in a form approved or permitted by *Council*; (per the Council approved form); and
 - 53.4.2 Lodged electronically or in person at the Nunawading Civic Centre by 12 noon on the day of the Council meeting.
- 53.5 No person may submit more than two questions at any one meeting.
- 53.6 If a person has submitted two questions to a meeting, the second question:
 - 53.6.1 May, at the discretion of the *Chair*, be deferred until all other persons who have asked a question have had their questions asked and answered; or
 - 53.6.2 May not be asked if the time allotted for public question time has expired.
- 53.7 The Chair or a member of Council staff nominated by the Chair may read to those present at the meeting a question which has been submitted in accordance with this Rule.
- 53.8 Notwithstanding Sub-Rule 53.6, the Chair may refrain from reading a question or having a question read if the person who submitted the question is not present in the gallery at the time when the question is due to be read.

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- 53.9 A question may be disallowed by the *Chair* if the *Chair* determines that it:
- 53.9.1 Relates to a matter outside the duties, functions and powers of Council;
 - 53.9.2 Is defamatory, indecent, abusive, offensive, irrelevant, trivial or objectionable in language or substance;
 - 53.9.3 Deals with a subject matter already answered;
 - 53.9.4 Is aimed at embarrassing a Councillor or a member of Council staff;
 - 53.9.5 Relates to personnel matters;
 - 53.9.6 Relates to the personal hardship of any resident or ratepayer;
 - 53.9.7 Relates to industrial matters;
 - 53.9.8 Relates to contractual matters;
 - 53.9.9 Relates to proposed developments;
 - 53.9.10 Relates to legal advice;
 - 53.9.11 Relates to matters affecting the security of Council property; or
 - 53.9.12 Relates to any other matter which Council considers would prejudice *Council* or any person.
- 53.10 Any question which has been disallowed by the Chair must be made available to any other Councillor upon request.
- 53.11 All questions and answers must be as brief as possible, and no discussion may be allowed other than by Councillors for the purposes of clarification.
- 53.12 Like questions may be grouped together and a single answer provided.
- 53.13 The Chair may nominate a Councillor or the Chief Executive Officer or an officer to respond to a question.
- 53.14 A Councillor or the Chief Executive Officer may require a question to be put on notice. If a question is put on notice, a written copy of the answer will be sent to the person who asked the question.
- 53.15 A Councillor or the Chief Executive Officer may advise Council that it is his or her opinion that the reply to a question should be given in a meeting closed to members of the public. The Councillor or *Chief Executive Officer* (as the case may be) must state briefly the reason why the reply should be so given and, unless *Council* resolves to the contrary, the reply to such question must be so given.

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Division 10 – Petitions and Joint Letters

54. Petitions and Joint Letters

- 54.1 Unless Council determines to consider it as an item of urgent business, no motion (other than a motion to receive the same) may be made on any petition, joint letter, memorial or other like application until the next Council meeting after that at which it has been presented.
- 54.2 It is incumbent on every Councillor presenting a petition or joint letter to acquaint himself or herself with the contents of that petition or joint letter, and to ascertain that it does not contain language disrespectful to Council.
- 54.3 Every petition or joint letter presented to *Council* must be in *writing* (other than pencil), typing or printing, contain the request of the petitioners or signatories and be signed by at least 12 people.
- 54.4 Every petition or joint letter must be signed by the persons whose names are appended to it by their names or marks, and, except in cases of incapacity or sickness, by no one else and the address of every petitioner or signatory must be clearly stated.
- 54.5 Any signature appearing on a page which does not bear the text of the whole of the petition or request may not be considered by Council.
- 54.6 Every page of a petition or joint letter must be a single page of paper and not be posted, stapled, pinned or otherwise affixed or attached to any piece of paper other than another page of the petition or joint letter.
- 54.7 A petition or joint letter may nominate a person to whom a reply may be sent, but if no person is nominated, Council may reply to the first or any person whose signature appears in the petition or joint letter.
- 54.8 Where a petition or joint letter relates to a current planning application, the petition or joint letter will be considered as an objection in accordance with the Planning and environment Act 1987 and will not be tabled at a Council meeting, as a separate matter.
- 54.9 If a petition, joint letter, memorial or other like application relates to an operational matter, Council must refer it to the Chief Executive Officer for consideration.
- 54.10 Council may admit and consider a petition which is not fully compliant subject to a resolution of council to allow such consideration.

Division 11 – Voting

55. How Motion Determined

To determine a motion before a meeting, the *Chair* must first call for those in favour of the motion and then those opposed to the motion, and must then declare the result to the meeting. Voting by a show of hands is compulsory.

56. Silence

Voting must take place in silence.

57. Recount

The *Chair* may direct that a vote be recounted to satisfy himself or herself of the result.

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58. Casting Vote

In the event of a tied vote, the *Chair* must exercise a casting vote.

59. By Show of Hands

Voting on any matter is by show of hands.

60. Procedure for a Division

60.1 Immediately after any question is put to a meeting and before the next item of business has commenced, a Councillor may call for a division.

60.2 When a division is called for, the vote already taken must be treated as set aside and the division shall decide the question, motion or amendment.

60.3 When a division is called for, the *Chair* must:

60.3.1 First ask each Councillor wishing to vote in the affirmative to raise a hand and, upon such request being made, each Councillor wishing to vote in the affirmative must raise one of his or her hands. The *Chair* must then state, and the *Chief Executive Officer* or any authorised officer must record, the names of those Councillors voting in the affirmative; and

60.3.2 Then ask each Councillor wishing to vote in the negative to raise a hand and, upon such request being made, each Councillor wishing to vote in the negative must raise one of his or her hands. The *Chair* must then state, and the *Chief Executive Officer* or any authorised officer must record, the names of those Councillors voting in the negative.

61. No Discussion once Declared

61.1 Once a vote on a question has been taken, no further discussion relating to the question is allowed unless the discussion involves:

61.1.1 A Councillor requesting, before the next item of business is considered, that his or her opposition to a resolution be recorded in the minutes or a register maintained for that purpose; or

61.1.2 Foreshadowing a notice of rescission where a resolution has just been made, or a positive motion where a resolution has just been rescinded.

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Division 12 – Minutes

62. Confirmation of Minutes

- 62.1 At every *Council meeting* the minutes of the preceding meeting(s) must be dealt with as follows:
- 62.1.1 A copy of the minutes must be delivered to each Councillor no later than 48 hours before the meeting;
 - 62.1.2 If no Councillor indicates opposition, the minutes must be declared to be confirmed;
 - 62.1.3 A resolution of Council must confirm the minutes and the minutes must, if practicable, be signed by the Chair of the meeting at which they have been confirmed;
 - 62.1.4 The minutes must be entered in the *minute book* and each item in the *minute book* must be entered consecutively.

63. No Debate on Confirmation of Minutes

No discussion or debate on the confirmation of minutes is permitted except where their accuracy as a record of the proceedings of the meeting to which they relate is questioned.

64. Deferral of Confirmation of Minutes

Council may defer the confirmation of minutes until later in the *Council meeting* or until the next meeting if considered appropriate.

65. Form and Availability of Minutes

- 65.1 The *Chief Executive Officer* (or other person authorised by the *Chief Executive Officer* to attend the meeting and to take the minutes of such meeting) must keep minutes of each *Council meeting*, and those minutes must record:
- 65.1.1 The date, place, time and nature of the meeting;
 - 65.1.2 The names of the Councillors present and the names of any Councillors who apologised in advance for their non-attendance;
 - 65.1.3 The names of the members of Council staff present;
 - 65.1.4 Any disclosure of a conflict of interest made by a Councillor, including the explanation given by the Councillor under Chapter 5;
 - 65.1.5 Arrivals and departures (including temporary departures) of Councillors during the course of the meeting;
 - 65.1.6 Each motion and amendment moved (including motions and amendments that lapse for the want of a seconder);
 - 65.1.7 The vote cast by each Councillor upon a division;
 - 65.1.8 The vote cast by any Councillor who has requested that his or her vote be recorded in the minutes;

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- 65.1.9 The failure of a quorum;
- 65.1.10 Any adjournment of the meeting and the reasons for that adjournment; and
- 65.1.11 The time at which standing orders were suspended and resumed.
- 65.2 The *Chief Executive Officer* must ensure that the minutes of any *Council meeting* are:
 - 65.2.1 Published on Council's website; and
 - 65.2.2 Available for inspection at *Council's* office during normal business hours.
- 65.3 Nothing in sub-Rule 65.2 requires *Council* or the *Chief Executive Officer* to make public any minutes relating to a *Council meeting* or part of a *Council meeting* closed to members of the public in accordance with section 66 of the *Act*.

Division 13 – Behaviour

66. Public Addressing the Meeting

- 66.1 Members of the public do not have a right to address *Council* and may only do so in accordance with adopted procedures and with the consent of the *Chair* or by prior arrangement.
- 66.2 Any member of the public addressing *Council* must extend due courtesy and respect to *Council* and the processes under which it operates and must take direction from the *Chair* whenever called on to do so.
- 66.3 A member of the public present at a *Council meeting* must not disrupt the meeting.

67. Chair may Remove

The *Chair* may order and cause the removal of any person, other than a Councillor, who disrupts any meeting or fails to comply with a direction given under sub-Rule 66.2.

68. Chair may adjourn disorderly meeting

If the *Chair* is of the opinion that disorder at the *Council* table or in the gallery makes it desirable to adjourn the *Council meeting*, he or she may adjourn the meeting to a later time on the same day or to some later day as he or she thinks proper. In that event, the provisions of sub-Rules 15.2 and 15.3 apply.

69. Removal from Chamber

The *Chair* in the case of a suspension, may ask the *Chief Executive Officer* or a member of the Victoria Police to remove from the Chamber any person who acts in breach of this Chapter and whom the *Chair* has ordered to be removed from the gallery under Rule 70.

Division 14 – Additional Duties of Chair

70. The Chair's Duties and Discretions

In addition to the duties and discretions provided in this Chapter, the *Chair*:

- 70.1 Must not accept any motion, question or statement which is derogatory, or defamatory of any Councillor, member of Council staff, or member of the community; and
- 70.2 Must call to order any person who is disruptive or unruly during any meeting.

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Division 15 – Suspension of Standing Orders

71. Suspension of Standing Orders

- 71.1 To expedite the business of a meeting, *Council* may suspend standing orders.
- 71.2 The suspension of standing orders should not be used purely to dispense with the processes and protocol of the government of *Council*. An appropriate motion would be:
"That standing order be suspended to enable discussion on....."
- 71.3 No motion can be accepted by the *Chair* or lawfully be dealt with during any suspension of standing orders.
- 71.4 Once the discussion has taken place and before any motions can be put, the resumption of standing orders will be necessary. An appropriate motion would be:
"That standing orders be resumed."

Division 16 – Miscellaneous

72. Meetings Conducted Remotely

If:

- 72.1 By law a meeting may be conducted electronically; and
- 72.2 *Council* decides that a meeting is to be conducted electronically;
- the *Chair* may, with the consent of the meeting, modify the application of any of the Rules in this Chapter to facilitate the more efficient and effective transaction of the business of the meeting.

73 Procedure not provided in this Chapter

In all cases not specifically provided for by this Chapter, resort must be had to the Standing Orders and Rules of Practice of the Upper House of the Victorian Parliament (so far as the same are capable of being applied to *Council* proceedings).

74. Criticism of members of Council staff

- 74.1 The *Chief Executive Officer* may make a brief statement at a *Council meeting* in respect of any statement by a Councillor made at the *Council meeting* criticising him or her or any member of Council staff.
- 74.2 A statement under sub-Rule 74.1 must be made by the *Chief Executive Officer*, through the *Chair*, as soon as it practicable after the Councillor who made the statement has resumed his or her seat.

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75. Common Seal

- 75.1 The common seal of the Council may only be used with the authority of the Council or in accordance with the Instrument of Delegation issued to the Chief Executive Officer.
- 75.2 The Chief Executive Officer must keep the common seal in safe custody.
- 75.3 Every document to which the common seal is affixed must be signed by:
- 75.3.1 A Councillor and the Chief Executive Officer;
- 75.3.2 The Chief Executive Officer if the document is being sealed under delegation.
- 75.4 A person must not use the common seal or any device resembling the common seal without the authority of the Council or Chief Executive Officer.

Chapter 3– Meeting Procedure for Community Asset Committees

1. Introduction

In this Chapter, “Instrument of Delegation” means an instrument of delegation made by the *Chief Executive Officer* under section 47(1)(b) of the *Act*.

2. Meeting Procedure

Unless anything in the instrument of delegation provides otherwise, the conduct of a meeting of a *Community Asset Committee* is in the discretion of the *Community Asset Committee*.

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Chapter 4 – Disclosure of Conflicts of Interest

1. Definition

In this Chapter“ Meeting conducted under the auspices of *Council*” means a meeting of the kind described in section 131(1) of the Act, and includes a meeting referred to in Rule 1 of Chapter 5 (whether such a meeting is known as a ‘Councillor Briefing’ or by some other name).

2. Disclosure of a Conflict of Interest at a Council Meeting

A Councillor who has a conflict of interest in a matter being considered at a *Council meeting* at which he or she:

- 2.1 Is present must disclose that conflict of interest by explaining the nature of the conflict of interest to those present at the *Council meeting* immediately before the matter is considered; or
- 2.2 Intends to be present must disclose that conflict of interest by providing to the *Chief Executive Officer* before the *Council meeting* commences a written notice:
 - 2.2.1 Advising of the conflict of interest;
 - 2.2.2 Explaining the nature of the conflict of interest; and
 - 2.2.3 Detailing, if the nature of the conflict of interest involves a Councillor’s relationship with or a gift from another person, the:
 - (a) Name of the other person;
 - (b) Nature of the relationship with that other person or the date of receipt, value and type of gift received from the other person; and
 - (c) Nature of that other person’s interest in the matter;

and then immediately before the matter is considered at the meeting announcing to those present that he or she has a conflict of interest and that a written notice has been given to the *Chief Executive Officer* under this sub-Rule.

The Councillor must, in either event, leave the *Council meeting* immediately after giving the explanation or making the announcement (as the case may be) and not return to the meeting until after the matter has been disposed of.

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3. Disclosure of a Conflict of Interest at a Community Asset Committee Meeting

A Councillor who has a conflict of interest in a matter being considered at a *Community Asset Committee* meeting at which he or she:

- 3.1 Is present must disclose that conflict of interest by explaining the nature of the conflict of interest to those present at the *Community Asset Committee* meeting immediately before the matter is considered; or
- 3.2 Intends to present must disclose that conflict of interest by providing to the *Chief Executive Officer* before the *Community Asset Committee* meeting commences a written notice (as per the form approved by Council):
 - 3.2.1 Advising of the conflict of interest;
 - 3.2.2 Explaining the nature of the conflict of interest; and
 - 3.2.3 Detailing, if the nature of the conflict of interest involves a member of a Councillor's relationship with or a gift from another person the:
 - a) Name of the other person;
 - b) Nature of the relationship with that other person or the date of receipt, value and type of gift received from the other person; and
 - c) Nature of that other person's interest in the matter;

and then immediately before the matter is considered at the meeting announcing to those present that he or she has a conflict of interest and that a written notice has been given to the *Chief Executive Officer* under this sub-Rule.

The Councillor must, in either event, leave the *Committee Asset Committee* meeting immediately after giving the explanation or making the announcement (as the case may be) and not return to the meeting until after the matter has been disposed of.

4. Disclosure at a Meeting Conducted Under the Auspices of Council

A Councillor who has a conflict of interest in a matter being considered by a meeting held under the auspices of *Council* at which he or she is present must:

- 4.1 Disclose that conflict of interest by explaining the nature of the conflict of interest to those present at the meeting immediately before the matter is considered;
- 4.2 Absent himself or herself from any discussion of the matter; and
- 4.3 As soon as practicable after the meeting concludes provide to the *Chief Executive Officer* a written notice (per the Council approved form) recording that the disclosure was made and accurately summarising the explanation given to those present at the meeting.

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5. Disclosure by Members of Council Staff Preparing Reports for Meetings

5.1 A member of Council staff who, in his or her capacity as a member of Council staff, has a conflict of interest in a matter in respect of which he or she is preparing or contributing to the preparation of a Report for the consideration of a:

5.1.1 *Council meeting;*

5.1.2 *Community Asset Committee meeting.*

Must, immediately upon becoming aware of the conflict of interest, provide a written notice to the *Chief Executive Officer* disclosing the conflict of interest and explaining the nature of the conflict of interest.

5.2 The *Chief Executive Officer* must ensure that the Report referred to in sub-Rule 5.1 records the fact that a member of Council staff disclosed a conflict of interest in the subject-matter of the Report.

5.3 If the member of Council staff referred to in sub-Rule 5.1 is the *Chief Executive Officer*:

5.3.1 The written notice referred to in sub-Rule 5.1 must be given to the *Mayor*; and

5.3.2 The obligation imposed by sub-Rule 5.2 may be discharged by any other member of Council staff responsible for the preparation of the Report.

6. Disclosure of Conflict of Interest by Members of Council Staff in the Exercise of Delegated Power

6.1 A member of Council staff who has a conflict of interest in a matter requiring a decision to be made by the member of Council staff as delegate must, immediately upon becoming aware of the conflict of interest, provide a written notice (per the council approved form) to the *Chief Executive Officer* explaining the nature of the conflict of interest.

6.2 If the member of Council staff referred to in sub-Rule 6.1 is the *Chief Executive Officer* the written notice must be given to the *Mayor*.

7. Disclosure by a Member of Council Staff in the Exercise of a Statutory Function

7.1 A member of Council staff who has a conflict of interest in a matter requiring a statutory function to be performed under an Act by the member of Council staff must, upon becoming aware of the conflict of interest, immediately provide a written notice (per the Council approved form) to the *Chief Executive Officer* explaining the nature of the conflict of interest.

7.2 If the member of Council staff referred to in sub-Rule 7.1 is the *Chief Executive Officer* the written notice must be given to the *Mayor*.

8. Retention of Written Notices

The *Chief Executive Officer* must retain all written notices received under this Chapter for a period of three years.

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Chapter 5– Miscellaneous

1. Informal Meetings of Councillors

If there is a meeting of a majority of Councillors that:

- 1.1 Is scheduled or planned for the purpose of discussing the business of *Council* or briefing Councillors which will be subject of a Council decision;
- 1.2 Is attended by at least one member of Council staff; and
- 1.3 Is not a *Council meeting* or *Community Asset Committee* meeting.

The *Chief Executive Officer* must ensure that a summary of the matters discussed at the meeting are:

- (a) Tabled at the next convenient *Council meeting*; and
- (b) Recorded in the minutes of that *Council meeting*.

2. Confidential Information

- 2.1 If, the *Chief Executive Officer* is of the opinion that information relating to a meeting is confidential information within the meaning of the *Act*, he or she may designate the information as confidential and advise Councillors and/or members of Council staff in writing accordingly.
- 2.2 Information which has been designated by the *Chief Executive Officer* as confidential information within the meaning of the *Act*, and in respect of which advice has been given to Councillors and/or members of Council staff in writing accordingly, will be presumed to be confidential information.

9.3.3 – ATTACHMENT 2. Governance Rules 2022

Whitehorse City Council Governance Rules

Chapter 6 – Election Period Policy

1. Status of Policy

This policy has been adopted by Council in compliance with the requirements of sections 60 and 69 of the *Local Government Act 2020 (Act)*.

2. Purpose

In order to ensure that general elections for the Whitehorse City Council are conducted in a manner that is fair and equitable, and is publicly perceived as such, the Council affirms the following policy principles.

3. Election Period

The "Election Period" starts on the last day on which nominations for that election can be received and ends at 6.00pm on Election day.

As soon as possible, and no later than 30 days prior to the commencement of the Election Period, the Chief Executive Officer will ensure that:

- a) All Councillors, Managers and staff are informed of the requirements of this policy; and
- b) A copy of this policy is given to all Councillors.

4. Council Decisions

During the Election Period this policy prohibits a Council decision:

- a) Relating to the employment or remuneration of the Chief Executive Officer but not to the appointment or remuneration of an Acting Chief Executive officer;
- b) That commits the Council to expenditure exceeding one per cent of the Council's income from general rates, municipal charges, service rates and charges in the preceding financial year;
- c) That could reasonably be deferred until the next Council is in place;
- d) That would enable the use of Council's resources in a way that is intended to influence, or likely to influence voting at an election; or
- e) That the Council considers should not be made during an election period.

Where possible, the Chief Executive Officer will schedule matters for the Council to ensure that Council decisions are made either prior to the commencement, or after the conclusion, of the Election Period.

9.3.3 – ATTACHMENT 2. Governance Rules 2022

Whitehorse City Council Governance Rules

5. Inappropriate Decisions

During the Election Period the Council will follow procedures intended to prevent the making of inappropriate decisions which include decisions that:

- a) Would affect voting in an election; or
- b) Could reasonably be made after the election.

All documentation prepared for Council meetings will be carefully vetted by the Chief Executive Officer to ensure that no agenda item is included that could potentially influence voters' intentions at the general election or could encourage Councillor candidates to use the item as part of their electioneering.

Councillors commit to refraining from moving motions or raising matters at a meeting that could potentially influence voting at the election.

6. Election Period/Caretaker Statement

During the Election Period, the Chief Executive Officer will ensure that a "Caretaker Statement" is included in every agenda submitted to the Council for a decision. The "Caretaker Statement" will appear at the start of the agenda and will state that:

"The recommended decisions on all reports on this agenda do not prohibit Council making a Council decision in accordance with section 69 of the Local Government Act 2020".

7. Council Resources

The Council will ensure that due propriety is observed in the use of all Council resources, and Council staff are required to exercise appropriate discretion in this regard. In any circumstances where the use of Council resources might be construed as being related to a candidate's election campaign, advice will be sought from the Chief Executive Officer or the Executive Manager Governance and Customer Service.

Council resources, including offices, support staff, mayoral vehicle, meeting facilities, hospitality, equipment photocopying and stationery will be used exclusively for normal Council business during the Election Period and will not be used in connection with any election.

Reimbursements of Councillors' out-of-pocket expenses during the Election Period will only apply to costs that have been incurred in the performance of normal Council duties, and not for expenses that could be perceived as supporting or being connected with a candidate's election campaign.

No Council logos, letterheads, or other Whitehorse City Council logos or associated Council material will be used for, or linked in any way to, a candidate's election campaign.

The Chief Executive Officer and Council staff will not be asked to undertake any tasks connected directly or indirectly with electioneering.

9.3.3 – ATTACHMENT 2. Governance Rules 2022

Whitehorse City Council Governance Rules

8. Public Consultation

During the Election Period the Council will undertake procedures to limit public consultation. Whilst consultation is an integral part of Council's policy development process and operations, Council is concerned to ensure that consultation is not undertaken close to a general election so as to possibly become an election issue in itself and influence voting. Councillors acknowledge that issues raised through the consultation and decisions that follow may also unreasonably bind the incoming Council.

No public consultation will be undertaken during the Election Period unless authorised by a Council decision that acknowledges the application of this policy and justifies to the Whitehorse community the special circumstances making it necessary and how the risks of influencing the election will be mitigated or prevented.

9. Council Events

Councillors acknowledge that the scheduling of Council events in the lead up to elections may raise concerns over their potential use by sitting Councillors for electioneering purposes. To this end the Chief Executive Officer will ensure that no Council events will be scheduled during the Election Period unless there are special/exceptional circumstances making it necessary and justifying how the risks of influencing the election will be mitigated or prevented.

10. Information

The Council recognises that all election candidates have rights to information from the Council administration. However, it is important that sitting Councillors continue to receive information that is necessary to fulfil their elected roles. Neither Councillors nor candidates will receive information or advice from Council staff that might be perceived to support election campaigns, and there shall be complete transparency in the provision of all information and advice during the Election Period.

Information and briefing material prepared by staff for Councillors during the Election Period will relate only to factual matters or to existing Council services. Such information will not relate to policy development, new projects or matters that are the subject of public or election debate or that might be perceived to be connected with a candidate's election campaign.

An Information Request Register will be maintained by the Team Leader Governance during the Election Period. This Register will be a public document that records all requests for information by Councillors and candidates, and the responses given to those requests.

All requests for information are to be directed to the Chief Executive Officer in written format.

11. Publicity

It is recognised that Council publicity is intended to promote Council activities and services. Council publicity will not be used in any way that might influence the outcome of a Council election.

Council is required to comply with Section 287 of the Act which states:

"A person must not print, publish or distribute or cause, permit or authorise to be printed, published or distributed, any electoral material unless the name and address of the person who authorised the electoral material is clearly displayed on its face." Penalty: 10 penalty units for a natural person, 50 penalty units for a body corporate.

9.3.3 – ATTACHMENT 2. Governance Rules 2022

Whitehorse City Council Governance Rules

In addition:

- a) During the Election Period, no Council employee may make any public statement that could be construed as influencing the election;
- b) During the Election Period, publicity campaigns, other than for the purpose of conducting the election, will be avoided wherever possible. Where a publicity campaign is deemed necessary for a Council service or function, it must be approved by the Chief Executive Officer. Council publicity during the Election Period will be restricted to promoting normal Council activities;
- c) Any requests for media advice or assistance from Councillors during the Election Period will be channelled through the Chief Executive Officer. In any event, no media advice or assistance will be provided in relation to election campaign matters, or in regard to publicity that involves specific Councillors;
- d) Councillors will not use their position as an elected representative to access Council staff and other Council resources to gain media attention in support of an election campaign; and
- e) All Council media releases (which exclude electoral material) in the Election Period will be issued in the name of the Chief Executive Officer as appropriate.

12. Assistance to Candidates

The Council affirms that all candidates for the Council election will be treated equally.

Any assistance and advice to be provided to candidates as part of the conduct of the Council election will be provided equally to all candidates. The types of assistance that are available will be documented and communicated to all candidates in advance.

All election related enquiries from candidates, whether sitting Councillors or not, will be directed to the Returning Officer or, where the matter is outside the responsibilities of the Returning Officer, to the Chief Executive Officer.

13. Social Media

During the Election Period, Councillors standing for re-election must not include in their official Councillor emails any reference to their personal social media accounts such as Facebook and must comply with Council's Social Media Policy.

14. Public availability of this Policy

A copy of this policy is:

- a) Available for inspection by the public at the Council's customer service centres;
and
 - b) Published on the Council's Internet website.
-

9.3.4 Review of Live Streaming and Publishing of Recordings of Council Meetings Policy

Attachment 1 Policy Document (with tracked changes)

Attachment 2 Updated Policy Document

9.3.4 – ATTACHMENT 1. Policy Document (with tracked changes)



Live Streaming and Publishing Recordings of Council Meetings Policy

1. PURPOSE

The 'Live Streaming and Publishing Recordings of Council Meetings Policy' (the Policy) provides information and procedures in relation to the live streaming and recording and live streaming of those public Council meetings/forums convened by Whitehorse City Council and held in its the Council Chamber (inclusive of virtual Council meetings).

2. POLICY STATEMENT

This operational policy reflects Council's commitment to transparent and accessible decision making processes, with the introduction of live streaming and archiving of Ordinary, and Special Council mMeetings and Special Committee Meeting of Council, commencing 12 November 2018; whilst noting that cConfidential mMeetings that are closed to the public, in accordance with section 89(2) 66(2)(a) of the Local Government Act 1989-2020, will not be recorded.

3. OBJECTIVE

To improve accessibility and community participation in relation to decision making processes.

It is envisaged that The Llive streaming and publishing of the video recordings of meetings on Council's website will provides more flexible and convenient access to a wider audience, by allowing the public to watch meetings 'in real time' via the internet without the need to attend in person.

ThisIt provides the community greater access to viewing Council debate and decisions, eliminates geographic and time barriers which may prevent the public from attending meetings in person; thereby resulting in greater community awareness and confidence in the integrity and accountability of decision making processes.

4. SCOPE

This Policy applies to:

- ~~• Ordinary, Special and Special Committee Meetings of Council, plus any other public meeting/forum as authorised by the Chief Executive Officer.~~
- ~~• Councillors and Officers of Whitehorse City Council.~~
- ~~• Members of the public, both as visitors in the public gallery and as contributors to any public meeting held in the Council Chamber.~~

~~The policy does not extend to any confidential meetings closed to the public in accordance with Section 89(2) of the Local Government Act 1989.~~

This Policy will apply to all Ordinary and Special Council meetings conducted by Whitehorse City Council. This policy does not extend to any meeting closed to the public in accordance with Section 66(2)(a) of the Local Government Act 2020.

Live Streaming and Publishing Recordings of Council Meetings Policy

9.3.4 – ATTACHMENT 1. Policy Document (with tracked changes)

5. DEFINITIONS

Chair	Person presiding over the meeting, usually the Mayor.
Council	Whitehorse City Council.
CEO	Chief Executive Officer, of Whitehorse City Council.
Defamation	Intentional false communication which damages the reputation of another individual.
<u>Inappropriate material</u>	<u>May include, but is not limited to: inaccuracies,</u> <u>-misinformation,</u> <u>defamation,</u> <u>infringement of copyright,</u> <u>breach of privacy / disclosure of personal information and</u> <u>Offensive Behaviour including Discrimination</u> <u>Vilification or Inciting Hatred</u> <u>Confidential or Privileged Council Information,</u> <u>confidential or privileged Council information.</u>
<u>Offensive behaviour</u>	<u>May include, but is not limited to: discrimination, vilification or inciting hatred.</u>
Ordinary Meeting	An Ordinary <u>meeting</u> of the Council, <u>as is defined in Section 83(a) Local Government Act 1989 deemed as being a meeting fixed by Council, in accordance with clause 9 of Council's Governance Rules.</u>
Special <u>Council Meeting</u>	A Special <u>meeting</u> of the Council, <u>as is deemed as being defined in Section 83(b) Local Government Act 1989, a meeting that has been initiated in reliance of clause 11 of Council's Governance Rules.</u>
<u>Special Committee of Council Meeting</u>	<u>A Special Committee of Council, as defined in Section 86(1) Local Government Act 1989.</u>
Confidential Meeting	A <u>meeting</u> of <u>the</u> Council which has been closed to members of the public under Section <u>89(2) 66(2)(a)</u> Local Government Act <u>1989 2020.</u>

9.3.4 – ATTACHMENT 1. Policy Document (with tracked changes)

Public Meeting/Forum	Includes: <ul style="list-style-type: none"> • Ordinary Meetings of Council, as defined in Section 83(a) Local Government Act 1989. • Special Meetings of Council, as defined in Section 83(b) Local Government Act 1989. • Special Committee of Council Meetings, as defined in Section 86 (1) of the Local Government Act 1989. • any other Public Meeting or Forum held in the Council Chamber as authorised by the CEO.
Privacy Breach	Unauthorised access to, or collection, use or disclosure of personal information.
Slander	Verbal defamation, in which someone tells one or more persons an untruth about another, which untruth will harm the reputation of the person spoken about or referred to.
<u>Technical issues</u>	<u>May include, but are not limited to: the availability of the internet connection, device failure or malfunction, unavailability of social media platforms or power outages.</u>

6. PROCEDURES

6.1 Meetings to be Streamed Live and Recorded

~~Public~~ Ordinary and Special Council Meetings ~~and Special Committee of Council Meetings~~ held in the Council Chamber will be streamed live on the internet via Council's website www.whitehorse.vic.gov.au.

The recording will then be uploaded to Council's website within 48 hours.

~~Other Public Meetings/Forums held in the Council Chamber as authorised by the CEO, may also be streamed live.~~

~~The Chair and/or CEO have the discretion and authority at any time to direct the termination or interruption of live streaming if they believe it is advisable to do so. Such direction will only be given in exceptional circumstances, where the content of debate is considered misleading, defamatory or potentially inappropriate to be published.~~

There may be situations ~~that~~where, due to technical difficulties a live stream may not be available. Whilst every effort will be made to ensure the live streaming and

Live Streaming and Publishing Recordings of Council Meetings Policy

9.3.4 – ATTACHMENT 1. Policy Document (with tracked changes)

website are up and running smoothly, Council takes no responsibility for and cannot be held liable for, the live streaming or the Council website being temporarily unavailable due to technical issues beyond its control.

~~Technical issues may include, but are not limited to, the availability of the internet connection, device failure or malfunction, unavailability of social media platforms or power outages.~~

6.2 Access to Archived Recordings

~~Public~~ Ordinary and Special Council ~~m~~Meetings ~~and Special Committee of Council Meetings~~ that are streamed live on the internet will later be archived on Council's website www.whitehorse.vic.gov.au, and available to be viewed by the public free of charge.

Bookmarks ~~will be added to~~advising of the agenda items considered ~~at~~during the meeting ~~on will be added to~~ the archived version of the recorded meeting to ~~provide~~provide ease of navigation for viewers.

Archived recordings of meetings will remain on the website for at least ~~three~~ four years, ~~years, after this time, with the option to extend to seven years. At the end of the agreed time period~~ the archived records ~~will be~~are destroyed.

6.3 Notice to Public Gallery

As far as practically possible, it is not intended that there be either live or recorded footage of the public, however this Policy recognises that there might be incidental capture of visitors in the public gallery. By remaining in the public gallery, it is understood your consent is given if your image is inadvertently broadcast. At the commencement of each meeting, the Chair (or Council Officer nominated by the Chair) shall read a statement notifying those present that the meeting will be streamed live on the internet and that the recording will be made publicly available on Council's website.

[Refer Appendix ~~11.1~~ A]

~~Signage to this effect shall also be visibly displayed in the foyer of the Council Chamber, on Council's website and printed in the meeting agenda. [Refer Appendix 11.2 & 11.3]~~

6.4 ~~Special Committee of Council Public~~ submitters Presentations and qQuestions to Ordinary Council meetings.

Live Streaming and Publishing Recordings of Council Meetings Policy

9.3.4 – ATTACHMENT 1. Policy Document (with tracked changes)

~~6.4.1 Public Submissions Guidelines~~

~~Objective: To enhance the consultative process and facilitate public participation and involvement of the community in Council decision making in accordance with Council's Corporate Plan strategies – good governance.~~

~~Purpose of Guidelines: To facilitate public participation and involvement in meetings of the Special Committee. These Guidelines complement Council's Meeting Procedures and Common Seal Local Law 2013.~~

~~Provision for Public Participation: The public has two opportunities to participate in this meeting – either by a submission which may be heard at the start of the meeting, (i.e. Public Submissions, refer below) or if the item is on the agenda, immediately prior to consideration of the item, and by Public Comment later in the meeting. There is no public interjection during the meeting and speakers are heard in an orderly manner.~~

~~6.4.2 Public Submissions~~

~~A submission may be made on any matter, providing it is not in contravention of Council's Meeting Procedures and Common Seal Local Law 2013.~~

~~A maximum of 10 speakers will be permitted to make a submission and they will be determined in order of registration.~~

~~No individual submission shall exceed three minutes.~~

~~Where submissions have been made, under the provisions of any statutory process, further submissions shall not be heard, unless the matter is listed as an item of business on the Special Committee of Council agenda.~~

~~Procedures for Public Submissions: Persons wishing to make a submission to the Special Committee on matters other than land planning matters must directly notify the Committee Clerk, Civic Services Department by 4pm on the day of the meeting and register to speak, by telephoning 9262-6337. The person who registers to speak shall be the person who will make the submission to the Special Committee.~~

~~Persons wishing to make a submission to the Special Committee on any land use planning matter must directly notify the Committee Clerk, Civic Services Department, at least five working days prior to the day of the meeting and register to speak by telephoning 9262-6337. The person who registers to speak, shall be the person who will make the submission to the Special Committee.~~

~~At the time of registering to speak, that person must indicate whether he or she will be speaking in support of or opposition to any planning permit application or Planning Scheme Amendment (or proposed planning permit application or proposed Planning Scheme Amendment). The Special Committee must not listen to or read anything said by that person unless it is satisfied that, at least four working days before the day of the Special Committee Meeting, a member of Council staff has contacted the person(s) whose interests are inimical to the person who has registered~~

Live Streaming and Publishing Recordings of Council Meetings Policy

9.3.4 – ATTACHMENT 1.

Policy Document (with tracked changes)

~~to speak (eg has contacted the planning permit applicant if the person who has registered to speak has indicated that he or she will speak in opposition to the grant of a planning permit application) and invited the first-mentioned person (or a person authorised by him or her) to also register by 4pm on the day of the meeting to attend the Special Committee Meeting and speak.~~

~~Persons wishing to table written material must provide 15 copies to the Committee Clerk prior to the commencement of the meeting to enable distribution to Councillors prior to the start of the meeting. No material will be distributed during the meeting by any person, including Council staff.~~

~~Requests to speak will be registered strictly in the order of receipt. Speakers for topics not listed on the Special Committee Agenda for the meeting will be heard first, then speakers who wish to cover more than one topic (3 minutes in total, not 3 minutes per topic).~~

~~In instances where a number of persons wish to address the Special Committee on the same matter, the Chairperson at his or her discretion may request they nominate a speaker/speakers to represent them.~~

~~In accordance with Clause 48.5 of Council's Meeting Procedures and Common Seal Local Law 2013, it is not necessary for Standing Orders to be suspended to allow a person to address the Special Committee, subject to compliance with these Guidelines.~~

~~Public Comment: After the 'Other Business' Section of the meeting has concluded, the Mayor will invite members of the gallery to indicate by show of hands if they wish to make a comment. Only matters pertaining to this evening's meeting are to be commented on, (i.e. a Council~~

~~Officer report or presentation, and any 'Other Business' matters) and a 3 minute period per speaker applies. A maximum period of 15 minutes shall be provided for public comment. The Mayor will call individuals forward to be heard and they should begin by clearly stating their name. This is a period for comment, not questions or debate and there is no opportunity for any further Public Submissions.~~

~~Adoption and Amendment of These Guidelines: These guidelines were adopted by resolution of Council dated 21 August 2017 and may be further amended by resolution of Council from time to time. The Chairperson at his or her discretion may vary procedures under these Guidelines, at any meeting of the Special Committee.~~

~~6.4.3 Ordinary Council Meetings Public Question Time~~

~~At Ordinary Council Meetings members of the public can submit questions to Council as part of a public question time.~~

Live Streaming and Publishing Recordings of Council Meetings Policy

9.3.4 – ATTACHMENT 1. Policy Document (with tracked changes)

~~Questions submitted to the Council must be in writing, state the name and address of the person submitting the question and be in accordance with Appendix A of Council's Meeting Procedures and Common Seal Local Law 2013. An individual may submit two questions to any one meeting.~~

~~The form incorporating the question/s must be lodged in the question time box by 7pm on the night of the Ordinary Council Meeting. Individuals must be present at the meeting at the time the question/s is read out.~~

~~The Chairperson of the meeting may disallow a question if:~~

- ~~▪ It relates to matters outside the duties, functions and powers of Council.~~
- ~~▪ Is defamatory, indecent, abusive, offensive, irrelevant, trivial or objectionable in language or substance.~~
- ~~▪ Deals with a subject matter already answered.~~
- ~~▪ Is aimed at embarrassing a Councillor or a member of Council staff.~~
- ~~▪ Or is confidential in nature in accordance with section 89(2) of the Local Government Act.~~

~~All questions and answers must be as brief as possible and no discussion is allowed other than for purposes of clarification.~~

~~The Chairperson may nominate a Councillor or member of Council staff to answer a question, alternatively a written answer may be provided to the question.~~

~~The question, name and address of the person asking the question, together with the name of the member of Council staff who responded to the question shall be read out in the public meeting and form part of the Minutes of the Council Meeting. If you wish only your name and not your address to be called out, please indicate this on the Question Time Form.~~

Any members of the public who address Council will be heard on the livestream and the audio of them speaking will be recorded. Also, members of the public who submit a question for a Council meeting should be aware that their name and question will be read out during the live streaming.

6.5 Other Public Meetings / Forums held in the Council Chamber as authorised by the CEO and Streamed Live.

- ~~6.5.1 Person/s invited to speak at any public meeting/forum will be invited to a designated location within the Council Chamber, from where they will be recorded.~~
- ~~6.5.2 In such circumstances, correspondence to recipient/s shall include notification that the meeting will be streamed live on the internet and that the recording will be made publicly available on Council's website. [refer Appendix 11.3]~~

Live Streaming and Publishing Recordings of Council Meetings Policy

9.3.4 – ATTACHMENT 1. Policy Document (with tracked changes)

~~6.5.3 By participating in a public meeting/forum, it is understood those members of the public in attendance agree to being recorded.~~

6.6 Identified Risks and Mitigation Action

~~Public~~ Council meetings are an open forum of statements, questions and answers. Occasionally, comments could be made which may be regarded as offensive, defamatory, inaccurate or contrary to law. By live streaming and publishing recordings of meetings, the potential audience is significantly increased, which also increases the likelihood and/or severity of potential liability.

~~By live streaming and publishing recordings of meetings, the potential audience is significantly increased, which also increases the likelihood and/or severity of potential liability.~~

Local Government decision making, unlike State and Federal Government, does not afford Councillors the benefit of parliamentary privilege, ~~and hence, all associated laws apply.~~ Therefore, ~~it should be noted that~~ no protection is afforded to Councillors, employees or the public for comments made during meetings which are ~~subsequently~~ challenged in a court of law and determined to be inaccurate or slanderous.

Whilst Council may not be liable for any inaccurate or defamatory comments made by an individual at a meeting, it may, however, be liable if it publishes that material, albeit inadvertently.

Accordingly:

- *The Chair and/or CEO have the discretion and authority ~~at any time~~ during a meeting to correct inaccuracies and/or direct the termination or interruption of live streaming if they believe it is advisable to do so. Such direction will only be given in exceptional circumstances, where the content of debate is considered misleading, defamatory, or potentially inappropriate to be published.*
- *Following any meeting, the CEO has discretion to direct the exclusion of all or part of any meeting recording which he/she deems to be inappropriate.*

~~Material considered as inappropriate may include, but is not limited to:~~

- ~~— Inaccuracies~~
- ~~— Misinformation~~
- ~~— Defamation~~
- ~~— Infringement of Copyright~~
- ~~— Breach of Privacy / Disclosure of Personal Information~~
- ~~— Offensive Behaviour including Discrimination~~
- ~~— Vilification or Inciting Hatred~~
- ~~— Confidential or Privileged Council Information.~~

Live Streaming and Publishing Recordings of Council Meetings Policy

9.3.4 – ATTACHMENT 1. Policy Document (with tracked changes)

6.7 Privacy and Defamation

The audio-visual recording equipment will be configured in a way which avoids coverage of the public gallery area and Council will endeavour to ensure images in this area are not streamed. However, Council expressly provides no assurances to this effect and in the event that your image is webcast, by remaining in the public gallery area, it is assumed that consent has been given to the Council to broadcast your image.

The opinions or statements made during the meeting are those of the individuals, and not necessarily the opinions or statements of Council. Council does not necessarily endorse or support the views, opinions, standards, or information contained in the live streaming/recording of the Council meetings.

Council does not accept any responsibility for the verbal comments made during Council meetings which are inaccurate, incorrect or defamatory and does not warrant nor represent that the material or statements made during the streamed meetings are complete, reliable, accurate or free from error. The Council does not accept any responsibility or liability for any loss, damage, cost, or expense you might incur as a result of the viewing, use or reliance of information or statements provided in the live streaming/recording of Council meetings.

A

~~6.7.1 Privacy and Defamation Disclaimer~~

~~A privacy and defamation disclaimer~~ has been prepared to ensure that visitors that:

- ~~• Visitors~~ in the public gallery are aware of possible privacy concerns regarding the live streaming of meetings; and that– Councillors and visitors in the public gallery are fully aware of the possible legal consequences arising from making defamatory gestures, statements and/or comments. Signage to this effect will be visibly displayed in the foyer of the Council Chamber and on Council's website. [Refer Appendices B & C]
- ~~• Councillors, Council employees and visitors in the public gallery are fully aware of the possible legal consequences arising from making defamatory gestures, statements and/or comments.~~
- ~~• Signage to this effect be visibly displayed in the foyer of the Council Chamber, on Council's website and printed in the meeting agenda.~~

~~{Refer Appendix 11.1-11.5}~~

6.8 Website Disclaimer

~~A disclaimer has been prepared for inclusion on Council's webpage from which the live streaming and archived recordings are accessed by the public.~~

9.3.4 – ATTACHMENT 1. Policy Document (with tracked changes)

~~[Refer Appendix 11.5]~~

7. **RELATED POLICIES & STATUTORY OBLIGATIONS**

Councillor Code of Conduct

~~Employee Code of Conduct~~

~~Meetings Procedure and Use of Common Seal Local Law 2013~~ Governance Rules

8. **RELATED LEGISLATION**

Local Government Act ~~1989~~ 2020

Privacy and Data Protection Act 2014

9. POLICY APPROVED

~~This operational Policy was approved by on 15 October 2018.~~

Internal Use Only

~~10~~ **9. REVIEW**

—

Responsible Manager/s: ~~—~~ Manager Governance & Integrity

Next Review: June 2025 ~~Executive Manager Governance and Customer Service~~

~~Date Adopted: ————~~ October 2018

~~Next Review: ————~~ October 2021

This policy has been reviewed for Human Rights Charter compliance.

9.3.4 – ATTACHMENT 1. Policy Document (with tracked changes)

11. APPENDICES

A.11.1 MEETING CHAIR'S STATEMENT - LIVE STREAMING AND PUBLISHING RECORDINGS OF COUNCIL MEETINGS

MEETING CHAIR'S STATEMENT/SCRIPT

~~• (to be read at the commencement of each Council Meeting)~~

~~"Good evening ladies and gentlemen, I am Councillor (Name, Surname) Mayor of Whitehorse and I welcome you all to tonight's (..Ordinary Council Meeting OR Special Council Meeting OR Special Committee of Council Meeting).~~

~~I remind Councillors that Council has introduced LIVE Webcasting which will allow Streaming and Recording of Public Council Meetings, other than the confidential meeting.~~

~~The webcast will be archived and made publicly available on Council's website within 48 hours after each meeting for a period of three years.~~

~~Our purpose is to provide greater access to Council debate, decision making, and encouraging openness and transparency. However,~~

~~Council accepts no liability for any individual opinions or statements.~~

~~This is in accordance with Council's Live Streaming and Recording of Meetings Policy, which can be viewed on Council's website.~~

~~All care will be taken to maintain your privacy; however, as a visitor in the public gallery, your presence may be recorded. By remaining in the public gallery, it is understood your consent is given if your image is inadvertently broadcast.~~

~~By remaining in the public gallery, it is understood your consent is given if your image is inadvertently broadcast.~~

~~I also remind all present that Local Government decision making, unlike State and Federal Government, does not afford the benefit of parliamentary privilege and hence no protection is afforded to Councillors, Council officers and the public for comments made during meetings that are subsequently challenged in a court of law and determined to be slanderous.~~

~~Thank you.~~

~~• Councillors and Officers -- please ensure your microphones are on when speaking.~~

~~• I now, formally open this Council meeting and ask you all to stand for the opening Prayer and Statement.~~

9.3.4 – ATTACHMENT 1. Policy Document (with tracked changes)

11.2 Public Notice Poster

~~• (To display at entrance and inside the Council Chamber)~~

~~WEBCASTING MEETING IN COUNCIL CHAMBERS TAKING PLACE TONIGHT~~

~~Tonight's footage will be made LIVE and streamed on Council's website.~~

~~The recording will be archived and made available for public viewing.~~

~~By remaining in the public gallery, it is understood your consent is given if your image is inadvertently broadcast.~~

~~IMAGE Mobile phone crossed out – Switch mobile to silent or turn off~~

~~IMAGE drink/burger – No food or drink~~

11.3 — Meeting Agenda

~~———— • (To be noted on front page)~~

~~Please note every Ordinary Council Meeting, Special Council Meeting and Special Committee of Council Meeting (other than items deemed confidential under section 89(2) of the Local Government Act 1989) is being recorded and streamed live on Whitehorse City Council's web site in accordance with Council's Live Streaming and Recording of Meetings Policy. A copy of the policy can also be viewed on Council's website.~~

~~The recording will be archived and made publicly available on Council's website within 48 hours after the meeting on www.whitehorse.vic.gov.au for a period of three years (or as otherwise agreed to by Council).~~

~~Live streaming allows everyone to watch and listen to the meeting in real time, giving you greater access to Council debate and decision making and encouraging openness and transparency.~~

~~All care is taken to maintain your privacy; however, as a visitor in the public gallery, your presence may be recorded.~~

~~By remaining in the public gallery, it is understood your consent is given if your image is inadvertently broadcast.~~

~~Opinions expressed or statements made by individual persons during a meeting are not the opinions or statements of Whitehorse City Council. Council therefore accepts no liability for any defamatory remarks that are made during a meeting.~~

Live Streaming and Publishing Recordings of Council Meetings Policy

9.3.4 – ATTACHMENT 1. Policy Document (with tracked changes)

~~11.4 Governance Phone Script disclaimer~~

~~• (When residents/speakers confirm register/attendance to speak~~

~~for 3 minutes)~~

~~Thank you for confirming your intention to speak at the Special Committee of Council meeting.~~

~~Please note that the Special Committee of Council meeting will be recorded and streamed live on Whitehorse City Council's web site in accordance with Council's Live Streaming and Recording of Meetings Policy. A copy of the policy can also be viewed on Council's website.~~

~~By attending and registering to speak at this meeting, it is understood you give your consent should your image be inadvertently broadcast. Please Note: The camera is positioned behind the submitters table, so only the back of the head is seen when you are making your submission.~~

~~The recording will also be archived and made publicly available on Council's website within 48 hours after the meeting for a period of three years or as otherwise agreed to by Council.~~

~~For further details information can be found on our website under 'Council Meetings'.~~

~~Thank you.~~

~~_____~~

~~11.5 WEBSITE DISCLAIMER~~

~~Live Streaming and Publishing Recordings of Council Meetings Policy~~

9.3.4 – ATTACHMENT 1. Policy Document (with tracked changes)

~~• (To be DISPLAYED ON COUNCIL'S WEBSITE)~~

~~All public Ordinary and Special Meetings of Council and Special Committee of Council Meetings of Whitehorse City Council are streamed live, recorded and made available to the public after the meeting on Council's website.~~

~~Live streaming allows you to watch and listen to the meeting in real time, giving you greater access to Council debate and decision making and encouraging openness and transparency.~~

~~Every care is taken to maintain privacy and attendees are advised they may be recorded.~~

~~There may be situations where, due to technical difficulties, a live stream may not be available. Technical issues may include, but are not limited to the availability of the internet connection, device failure or malfunction, unavailability of social media platforms or power outages.~~

~~Technical issues may include, but are not limited to the availability of the internet connection, device failure or malfunction, unavailability of social media platforms or power outages.~~

~~While every effort will be made to ensure the live streaming and website are available, Whitehorse City Council takes no responsibility for, and cannot be held liable for the live streaming, if Council's website is temporarily unavailable due to technical issues beyond its control.~~

~~Local Government decision making, unlike State and Federal Government, does not afford Councillors the benefit of parliamentary privilege and hence, all associated laws apply. It should therefore be noted that no protection is afforded to Councillors, Council employees or the public for comments made during meetings which are subsequently challenged in a court of law and determined to be slanderous.~~

~~Opinions expressed or statements made by individual persons during a meeting are not the opinions or statements of Whitehorse City Council. Council therefore accepts no liability for any defamatory remarks that are made during a meeting.~~

~~Access to live streams and recordings of Council meetings is provided for personal and non-commercial use. Video, images and audio must not be altered, reproduced or republished without the permission of Council.~~

The Chair and/or CEO have the discretion and authority at any time to direct the termination or interruption of live streaming if they believe it is advisable to do so. Such direction will only be given in exceptional circumstances, where the content of debate is considered misleading, defamatory or potentially inappropriate to be published.

9.3.4 – ATTACHMENT 2. Updated Policy Document



Live Streaming and Publishing Recordings of Council Meetings Policy

1. PURPOSE

The 'Live Streaming and Publishing Recordings of Council Meetings Policy' (the Policy) provides information and procedures in relation to the live streaming and recording of Council meetings convened by Whitehorse City Council in its Council Chamber (inclusive of virtual Council meetings).

2. POLICY STATEMENT

This policy reflects Council's commitment to transparent and accessible decision making processes, with the live streaming and archiving of Ordinary and Special Council meetings, whilst noting that confidential meetings that are closed in accordance with section 66(2)(a) of the Local Government Act 2020, will not be recorded.

3. OBJECTIVE

To improve accessibility and community participation in relation to decision making processes.

The Live streaming and publishing of the video recordings of meetings on Council's website provides more flexible and convenient access to a wider audience, by allowing the public to watch meetings 'in real time' via the internet without the need to attend in person.

It provides the community greater access to viewing Council debate and decisions, eliminates geographic and time barriers which may prevent the public from attending meetings in person; thereby resulting in greater community awareness and confidence in the integrity and accountability of decision making processes.

4. SCOPE

This Policy will apply to all Ordinary and Special Council meetings conducted by Whitehorse City Council. This policy does not extend to any meeting closed to the public in accordance with Section 66(2)(a) of the Local Government Act 2020.

5. DEFINITIONS

Chair	Person presiding over the meeting, usually the Mayor.
Council	Whitehorse City Council.
CEO	Chief Executive Officer of Whitehorse City Council.
Defamation	Intentional false communication which damages the reputation of another individual.

Live Streaming and Publishing Recordings of Council Meetings Policy

9.3.4 – ATTACHMENT 2. Updated Policy Document

Inappropriate material	May include, but is not limited to: inaccuracies, misinformation, defamation, infringement of copyright, breach of privacy / disclosure of personal information and confidential or privileged Council information.
Offensive behaviour	May include, but is not limited to: discrimination, vilification or inciting hatred.
Ordinary Meeting	An Ordinary meeting of the Council, is deemed as being a meeting fixed by Council, in accordance with clause 9 of Council's Governance Rules.
Special Council Meeting	A Special meeting of the Council, is deemed as being a meeting that has been initiated in reliance of clause 11 of Council's Governance Rules.
Confidential Meeting	A meeting of Council which has been closed to members of the public under Section 66(2)(a) Local Government Act 2020.
Privacy Breach	Unauthorised access to, or collection, use or disclosure of personal information.
Slander	Verbal defamation, in which someone tells one or more persons an untruth about another, which untruth will harm the reputation of the person spoken about or referred to.
Technical issues	May include, but are not limited to: the availability of the internet connection, device failure or malfunction, unavailability of social media platforms or power outages.

6. PROCEDURES

6.1 Meetings to be Streamed Live and Recorded

Ordinary and Special Council Meetings held in the Council Chamber will be streamed live on the internet via Council's website www.whitehorse.vic.gov.au.

The recording will then be uploaded to Council's website within 48 hours.

There may be situations that due to technical difficulties a live stream may not be available. Whilst every effort will be made to ensure the live streaming and website are up and running smoothly, Council takes no responsibility for and cannot be held liable for, the live streaming or the Council website being temporarily unavailable due to technical issues beyond its control.

6.2 Access to Archived Recordings

Ordinary and Special Council meetings that are streamed live on the internet will later be archived on Council's website www.whitehorse.vic.gov.au, and available to be viewed by the public free of charge.

Bookmarks will be added to the agenda items considered at the meeting on the archived version of the recorded meeting to provide ease of navigation for viewers. Archived recordings of meetings will remain on the website for at least four years, after this time, the archived records will be destroyed.

Live Streaming and Publishing Recordings of Council Meetings Policy

9.3.4 – ATTACHMENT 2. Updated Policy Document

6.3 Notice to Public Gallery

As far as practically possible, it is not intended that there be either live or recorded footage of the public, however this Policy recognises that there might be incidental capture of visitors in the public gallery. By remaining in the public gallery, it is understood your consent is given if your image is inadvertently broadcast. At the commencement of each meeting, the Chair (or Council Officer nominated by the Chair) shall read a statement notifying those present that the meeting will be streamed live on the internet and that the recording will be made publicly available on Council's website.

6.4 Council Public Presentations and Questions to Ordinary Council meetings

Any members of the public who address Council will be heard on the live stream and the audio of them speaking will be recorded. Also, members of the public who submit a question for a Council meeting should be aware that their name and question will be read out during the live streaming.

6.6 Identified Risks and Mitigation Action

Council meetings are an open forum of statements, questions and answers. Occasionally, comments could be made which may be regarded as offensive, defamatory, inaccurate or contrary to law. By live streaming and publishing recordings of meetings, the potential audience is significantly increased, which also increases the likelihood and/or severity of potential liability.

Local Government decision making, unlike State and Federal Government, does not afford Councillors the benefit of parliamentary privilege. Therefore, no protection is afforded to Councillors, employees or the public for comments made during meetings which are challenged in a court of law and determined to be inaccurate or slanderous.

Whilst Council may not be liable for any inaccurate or defamatory comments made by an individual at a meeting, it may, however be liable if it publishes that material, albeit inadvertently.

The Chair and/or CEO have the discretion and authority during a meeting to correct inaccuracies and/or direct the termination or interruption of live streaming if they believe it is advisable to do so. Such direction will only be given in exceptional circumstances, where the content of debate is considered misleading, defamatory or potentially inappropriate to be published.

Following any meeting, the CEO has discretion to direct the exclusion of all or part of any meeting recording which he/she deems to be inappropriate.

6.7 Privacy and Defamation

The audio-visual recording equipment will be configured in a way which avoids coverage of the public gallery area and Council will endeavour to ensure images in this area are not streamed.

However, Council expressly provides no assurances to this effect and in the event that your image is webcast, by remaining in the public gallery area, it is assumed that consent has been given to the Council to broadcast your image.

The opinions or statements made during the meeting are those of the individuals, and not necessarily the opinions or statements of Council. Council does not

9.3.4 – ATTACHMENT 2. Updated Policy Document

necessarily endorse or support the views, opinions, standards, or information contained in the live streaming/recording of the Council meetings.

Council does not accept any responsibility for the verbal comments made during Council meetings which are inaccurate, incorrect or defamatory and does not warrant nor represent that the material or statements made during the streamed meetings are complete, reliable, accurate or free from error. The Council does not accept any responsibility or liability for any loss, damage, cost, or expense you might incur as a result of the viewing, use or reliance of information or statements provided in the live streaming/recording of Council meetings.

A Privacy and Defamation Disclaimer has been prepared to ensure that visitors in the public gallery are aware of possible privacy concerns regarding the live streaming of meetings; and that Councillors and visitors in the public gallery are fully aware of the possible legal consequences arising from making defamatory gestures, statements and/or comments. Signage to this effect will be visibly displayed in the foyer of the Council Chamber and on Council's website.

7. RELATED POLICIES & STATUTORY OBLIGATIONS

Councillor Code of Conduct
Governance Rules

8. RELATED LEGISLATION

Local Government Act 2020
Privacy and Data Protection Act 2014

Internal Use Only

9. REVIEW

Responsible Manager: Manager Governance & Integrity
Next Review: June 2025

This policy has been reviewed for Human Rights Charter compliance.

9.4.1 Interim Climate Response Plan 2020-2022 Year One Progress

Attachment 1 Climate Response Plan Action Table
summary

Attachment 2 Interim Climate Response Plan
September 2020-2022

9.4.1 – ATTACHMENT 1. Climate Response Plan Action Table summary

**Attachment 1
Interim Climate Response Plan Action table summary**

Status code:

Action completed
Action commenced
Action not yet commenced

Theme 1 Foundations

No.	Status	Action	Notes
1.1		Staff and Councillor climate change communication and training program	DELWP Training program for Councillors and Senior management completed
1.2		Consider climate change implications as Council strategies, plans and policies are developed and reviewed.	Input provided to MPHWP and draft Urban Forest Strategy
1.3		Further integrate climate risk into the Council's corporate risk register.	Climate Vulnerability Assessment completed on sample of Council's possible emergency relief centres
1.4		Work with the community to develop the 2022 Sustainability Strategy, including a greenhouse gas emissions target and plan for net zero emissions.	Year 2 project
1.5		Measure and reduce overall environmental impacts of climate change on Council operations.	Year 2 project
1.6		Create a working group across Council departments to drive climate response actions and overcome barriers to action.	Climate Response Committee established
1.7		Consider climate change impacts, risks and opportunities and circular economy principles in annual Procurement Policy reviews.	Input provided to Procurement Policy review
1.8		Conduct regular training and support Council officers regarding sustainable procurement.	Supply Chain Sustainability School Evaluation Report completed
1.9		Proactively seek external funding (i.e. government grants or other investment) to support additional activity identified throughout the plan.	Local Roads and Community Infrastructure (LRCI) - Street lighting upgrades received

Theme 2 Community

No.	Status	Action	Notes
2.1		Develop a Climate Change Strategic Marketing and Communication (SMC) Plan with clear messaging around climate change impacts and benefits of action.	Climate Change impacts were a keynote presentation at Sustainable Living Week 2021
2.2		Continue to deliver a coordinated Sustainability in Schools program, including a Climate Leadership program for students.	Eastern Alliance for Sustainable Learning (EASL) - ongoing programs including new ResourceSmart Schools contract
2.3		Develop and implement a coordinated calendar of community events.	Event planning affected by COVID-19 restrictions
2.4		Use the opportunity presented by the Strathdon House Sustainability and Healthy Living Precinct to showcase sustainable and climate resilient living.	First community consultation session completed (online)

9.4.1 – ATTACHMENT 1. Climate Response Plan Action Table summary

Theme 3 Transport

No.	Status	Action	Notes
3.1		Review the Green Travel Policy and update it to incorporate: <ul style="list-style-type: none"> • Remote working arrangements to limit travel (where appropriate) • Incentives for cycling/walking/catching public transport • Longer term goals for zero emissions fleet management and transport 	Staff Green Travel Plan - limited scope due to COVID-19 restrictions
3.2		Review the 2016 Cycling Strategy and Capital Works Plan to identify potential infrastructure, construction and other actions that can be accelerated to maintain and grow the momentum of community members choosing to walk, cycle during the COVID 19 Pandemic.	Cycling Strategy - implementation of the Easy Ride Routes
3.3		Continue to work with the Eastern Transport Coalition (ETC), Eastern Regional Trails Strategy Working Group and Eastern Alliance for Greenhouse Action (EAGA) to advocate on key sustainable transport initiatives.	Ongoing involvement

Theme 4 Energy

No.	Status	Action	Notes
4.1		Develop a pathway to carbon neutrality for Council operations	Year 2 project
4.2		Set a target date and a pathway for 100% renewable energy across Council operations. This includes: <ul style="list-style-type: none"> • Transition away from gas • Self-generation across all appropriate Council buildings, and • Certified Green Power (possibly via a power purchase agreement - PPA) for the balance. NB: This should allow flexibility for Council to scale down its purchase as it scales up on-site energy efficiency and solar. 	VECO Power Purchase Agreement (PPA) for 6 major Council sites and PA (Procurement Australia) PPA for street lights commenced 1 Jul 2021
4.3		Pilot a program to reduce energy costs and increase energy independence for local businesses, supporting them in their recovery from the economic shocks of the COVID 19 Pandemic. The program will offer trustworthy advice, products and associated services.	Collaborative project commenced with EAGA councils. Engagement with businesses delayed by COVID-19 restrictions
4.4		Deliver an energy advice program to residents and businesses to ensure they have access to the information and support they need to make decisions to improve the comfort and performance of their buildings	Australian Energy Foundation (AEF) provides Community and Business advisory programs.
4.5		Continue to invest in council and community building efficiency.	Solar installations on 6 facilities.

Other energy actions:

- Implementing a \$2M Energy Performance Contract (EPC) project for eight of Council's largest energy using sites including the Operations Centre, Whitehorse Civic Centre, Box Hill Town Hall and Aqualink Box Hill. EPC improvements include the installation of 260kW of solar PV and the upgrade of lighting, boilers, chillers hot water units, air conditioning and building management systems. They will have the combined effect of saving Council around \$275,000 per annum and reducing its greenhouse gas (GHG) emissions by 1,428 t CO₂-e per annum.

9.4.1 – ATTACHMENT 1. Climate Response Plan Action Table summary

- The recent installation of the 260kW of solar PV on Council buildings under the EPC program brings the total solar installed on Council owned buildings to 740kW. These installations will reduce the load on Victoria's electricity grid and Council's reliance on grid supplied energy. Combined, they will reduce Council's GHG emissions by more than 1,050 t CO₂-e per annum or 7.5% of Council's total emissions (13,963 t CO₂-e in 2020/21).

Theme 5 Biodiversity and Water

No.	Status	Action	Notes
5.1		Develop an Integrated Water Management Plan (IWM Plan) that allows Council to proactively manage increased rainfall intensity and declining supply.	Community consultation on draft IWM Plan
5.2		Update the Urban Forest Strategy to include: <ul style="list-style-type: none"> • More ambitious tree canopy targets across a range of sites • Improve alignment with the CRP and Sustainability Strategy • Models for (financially) sustainable maintenance programs • Feasibility study for passive irrigation for street trees. 	Updated Urban Forest Strategy adopted by Council in September 2021
5.3		Develop and pilot a Green Corridors enhancement program in Gardiners Creek or Wurundjeri Walk.	Year 2 project
5.4		Extend Nature Strip Guidelines for under and mid-storey canopy cover to improve connectivity, climate resilience and biodiversity.	Postponed to year 2
5.5		Expand and target the promotion of citizen science and community programs, including Gardens for Wildlife and Tree Education, to encourage broader participation, especially for under-represented groups including CALD communities.	Year 2 project

Other actions include:

- A possible 200,000L stormwater harvesting system is currently in the design stage for the Waste and Recycling Centre to capture and reuse runoff water from the centre's roof area

Theme 6 Waste

No.	Status	Action	Notes
6.1		Build on the work already underway to minimise single use plastics at Council events and facilities and develop a pathway and timeline to eliminate them altogether.	Internal policy under development
6.2		Empower and support staff to trial and evaluate improved food waste systems at Council offices and events.	Delayed due to COVID-19 restrictions
6.3		Pilot a program to improve waste management, resource recovery and boost the circular economy with local businesses, supporting them in their recovery from the economic shocks of the COVID 19 Pandemic.	Delayed due to COVID-19 restrictions

Other actions include:

- New suite of kerbside waste and recycling collection contracts tendered and adopted in September 2021, with higher performance standards for more efficient collection trucks and services to further reduce waste to landfill e.g. new Food Organics Garden Organics (FOGO) service planned for July 2022

9.4.1 – ATTACHMENT 1. Climate Response Plan Action Table summary

Theme 7 Buildings			
No.	Status	Action	Notes
7.1		Update ESD Policy regarding Council Buildings to achieve best practice outcomes. Benchmark against similar local government areas and build internal capacity.	Policy adopted in Feb 2021
7.2		Develop a centralised platform and method for sharing the ongoing energy performance monitoring of Council buildings.	Kinesis platform, EPC & Solar Analytics implemented
7.3		Develop a process to prioritise the available annual sustainability funding in order to achieve best value outcomes for Council facilities.	Review of Energy Management Fund priority spending has commenced. Broader 2 year Capital Works program is currently being developed.



CITY OF WHITEHORSE INTERIM CLIMATE RESPONSE PLAN 2020-2022



WHITEHORSE CITY COUNCIL |
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Report printed xxxx

ABN: 39 549 568 822

9.4.1 – ATTACHMENT 2. Interim Climate Response Plan September 2020-2022

ACKNOWLEDGMENT OF COUNTRY

Whitehorse City Council recognises the Wurundjeri people as the traditional custodians of the land on which the City of Whitehorse is located; Wurundjeri connection to this land dates back more than 40,000 years, and evidence of this connection still exists today.



This document has been prepared by HIP V. HYPE Sustainability on behalf of Whitehorse City Council. Any information provided have been prepared in good faith based on the best and most up-to-date advice available. HIP V. HYPE Sustainability cannot be held liable for the accuracy of the information presented in this document. All images in this document are courtesy of Whitehorse City Council.

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Executive Summary

Whitehorse City Council has been taking action on climate change for over ten years. Working to reduce emissions from council operations, to support the community to reduce their emissions and also beginning the necessary task of adapting to our changing climate.

This Interim Climate Response Plan will build on that momentum, accelerate and strengthen the action currently underway and set the foundations for Council and the community to work together to set strong, ambitious targets for the new Sustainability Strategy.

Over the next two years Whitehorse City Council will be working with the community to develop a new Community Vision out to 2040 which will guide all other council strategy, policy and plans including the new Sustainability Strategy. Whitehorse will be looking to join many other Victorian local governments in taking a leadership role in climate action. Meeting the growing urgency for wide spread and large-scale action to rapidly reduce our emissions and to minimise the risks and impacts of climate change – those that are felt now and those projected in the future .

This Interim Climate Response Plan has been developed to guide work over the next two years whilst the Community Vision and Sustainability Strategy are developed. It brings together the wide range of short to medium term council activity that reduces emissions and supports climate adaptation.

The Action Plan organises the activity under seven key themes:

1. Strong Foundations & Good Governance
2. Sustainable Transport
3. Renewable Energy & Energy Efficiency
4. Biodiversity & Water Management
5. Waste Management
6. Community Engagement
7. Sustainable Buildings & Homes

While the Engineering and Environmental Services team are responsible for leading much of the activity within this plan, there is involvement from across Council and an interdepartmental Working Group will be established to govern the implementation, monitoring and reporting of the plan.



IMAGE: 10KW ROOFTOP SOLAR ON THE ELEY PARK COMMUNITY CENTRE

Background

The science is clear. We understand the realities of human induced climate change. If we don't drastically reduce greenhouse gas emissions, global warming is likely to reach 1.5°C as soon as 2030.

The Intergovernmental Panel on Climate Change (IPCC) strongly recommends limiting the global temperature increase to 1.5°C, to avoid the impacts of climate change steeply escalating. Even at 1.5°C of global warming, times will be tough. But the impacts amplify rapidly between 1.5°C and 2°C of temperature increase.

In 2015, Australia became a signatory to the international Paris Agreement. This accord calls for limiting the global average temperature rise in this century to well below 2 degrees Celsius, and attempting to limit the temperature rise to 1.5 degrees.

In 2017, Victorian Parliament passed a new Climate Change Act, positioning Victoria as a leader in climate change action. In line with the Paris Agreement, the Act sets out a clear policy framework and a pathway to a net zero emissions, climate resilient community and economy by 2050.

It is this Framework that local governments, including Whitehorse City Council, are using to meet their responsibilities to manage climate change risks, maximise the opportunities and drive a local transition to a zero carbon future.

Local governments are on the front line in dealing with climate change impacts and have been demonstrating leadership in climate change action for many years. In Victoria, Councils have made significant progress in reducing their greenhouse gas emissions, and supporting their communities to do the same. The services and infrastructure Councils provide to the community are vulnerable to a range of climate hazards. Because of their local knowledge and close connection to the community, Councils are often best placed to help the local community reduce risks and adapt to climate change.



FIGURE 1: 1.5 VS 2 DEGREES OF GLOBAL WARMING: THE CLIMATE COUNCIL¹

References

1. www.climatecouncil.org.au/resources/infographic-the-difference-between-1-5-and-2-degrees-warming/ Adapted from WRI (07/10/18) based on data from IPCC (10/2018).

9.4.1 – ATTACHMENT 2. Interim Climate Response Plan September 2020-2022

COUNCIL'S PLANNING FRAMEWORK

The Council Vision 2013–2023 is strongly aligned with action on climate change: We aspire to be a healthy, vibrant, prosperous and sustainable community supported by strong leadership and community partnerships. In 2019 and early 2020 Council was approached by community members asking whether Council was going to join the growing number of Australian local governments and declare a Climate Emergency. At this stage Whitehorse City Council haven't declared a Climate Emergency. However, Council recognised the need to highlight and accelerate action on climate change.

This Interim Climate Response Plan fulfils that role over the coming two years, whilst Council embarks on widespread community consultation for the new Community Vision 2040, including seeking input from the community about their environmental, sustainability, climate-related aspirations for Council and the broader community. This will also include detailed community consultation for the new Sustainability Strategy which will incorporate a longer-term Climate Response Plan.

The Interim Climate Response Plan is supported by and aligns with nine other key strategies and plans. The relationship between the Climate Response Plan, Council Vision and the Sustainability Strategy is represented in Figure 2. It will support delivery of the following key targets:

- 45% reduction in corporate greenhouse gas emissions by 2022
- 30% reduction of corporate water consumption by 2022
- 60% diversion of kerbside waste from landfill (by 2023)

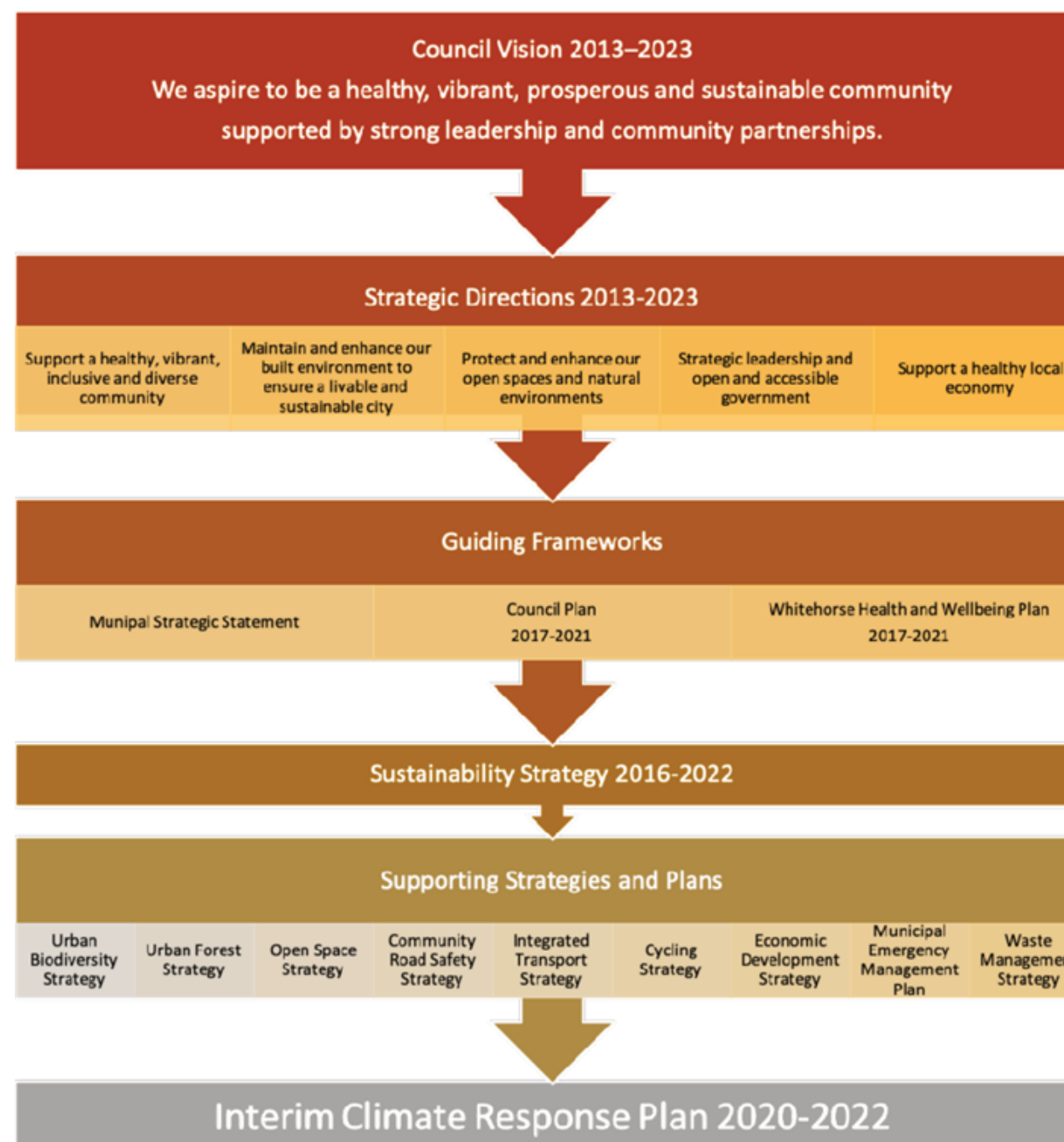


FIGURE 2: INTEGRATED PLANNING FRAMEWORK

9.4.1 – ATTACHMENT 2. Interim Climate Response Plan September 2020-2022

CLIMATE ACTION IN WHITEHORSE

Whitehorse City Council's journey to reduce emissions and adapt to climate change commenced in 2009, when it undertook a Climate Change Risk Assessment. This led to the development of the Whitehorse Climate Change Adaptation Plan 2011 (CCAP).

Since the development and implementation of the CCAP, a number of additional Council strategies and plans have included measures in response to the significant impact of our changing climate. These include the Sustainability Strategy 2016-2022, Health and Wellbeing Plan 2017-2021, Procurement Policy 2019 and Urban Forest Strategy 2018.

Council's Emergency Management Plan was developed utilising the Community Emergency Risk Assessment (CERA) tool to identify, mitigate and reduce risks. This includes consideration of weather-related events such as extreme temperatures, heatwaves, storms, bushfires and local floods.

Changing climate is an increasing consideration in the building and retro-fitting of Council facilities. Recently Council has accelerated actions to make Council buildings more energy-efficient, and hence reduce emissions. Since 2015, Council's Environmentally Sustainable Development policy requires applicants for larger developments to provide a Sustainable Design Assessment Report or Sustainability Management Plan Report with their planning application to improve the environmental performance of private developments.



IMAGE: THE ABBEY WALK FOOTBRIDGE CROSSING THE DANDENONG CREEK

Responding to Climate Change

Most Australians understand dangers of climate change and the need for urgent action.

According to the 2019 Climate of the Nation report published by The Australia Institute 81% of Australians are concerned that climate change will result in more droughts and flooding, up from 78% in 2018 and 64% of Australians think Australia should have a national target for net-zero emissions by 2050 (only 15% think Australia should not)¹.

The report also identified that Victorians are most likely to support further climate action in line with the Paris Agreement goal of limiting warming to 1.5 degrees, with 58% support compared to a national average of 56%¹.

There is overwhelming evidence that delaying action on climate change will lead to significantly higher costs². Taking strong and immediate action maximises the opportunity for success and reduces the risks over the long term.

Taking action on climate change is in the form of both *emissions reduction* and *adaptation*. We need to drastically and urgently reduce the greenhouse gas emissions we are generating and releasing into the atmosphere. At the same time, we need to plan for and adjust our systems to cope with the impacts of climate change that are already felt and those projected into the future (adaptation).

In Victoria we are facing a range of climate related hazards that will have a significant impact on our lives and communities. Work is underway at a local and state level to adapt to our changing climate.

With regard to emissions reduction, Victoria is the only state in Australia to have a legislated net zero emissions target by 2050. However, the 5-year interim target for 2020-25 (originally due to be set in March 2020) to ensure Victoria remains on track has not been established at the time of writing. An independent panel, chaired by Greg Combet, found Victoria should reduce its emissions by 32 to 39 per cent in the next five years, and 45 to 60 per cent over the next decade. However, these targets are not in line with keeping global warming below 1.5°.



FIGURE 3: CLIMATE CHANGE IMPACTS IN VICTORIA³

References

1. Climate of the Nation 2019: Tracking Australia's attitudes towards climate change and energy. The Australia Institute
2. <https://theconversation.com/wait-and-pay-action-on-climate-change-is-cheap-delay-is-costly-40539>
3. Climate Change Risks to Local Government 2017

9.4.1 – ATTACHMENT 2. Interim Climate Response Plan September 2020-2022

WHAT DOES THIS MEAN FOR LOCAL GOVERNMENT?

If we do nothing, there are significant potential local implications, that could include:

- Reduced service delivery and loss of business continuity
- Increased demand on Council facilities and resources
- Increased damage to Council assets and private property
- Failure of Council owned infrastructure during heatwaves and other extreme weather events
- Unbudgeted financial impacts from cumulative impacts of climate change, including increased insurance premiums
- Decreased public health and safety and mental and physical wellbeing. In particular for elderly and vulnerable people during heat waves (exacerbated by the Urban Heat Island Effect)
- Loss of environmental amenity and biodiversity values, dying trees in the streets and parks due to extreme heat and a lack of water
- More frequent energy, transport and communications disruptions
- Reduced food, water and energy security
- Increase in liability issues

Whilst the overall greenhouse gas emissions attributable to Whitehorse City Council and the broader community is small in a national or global context, taking action to reduce emissions urgently is an important act of leadership for local governments and the broader community. The 2018/19 Climate Snapshot produced by Beyond Zero Emissions and Ironbark Sustainability estimated that the Whitehorse community is responsible for 2,103,800 tonnes of carbon emissions and reported that the municipality has seen a significant increase in emissions since 2005¹. Understanding the emissions profile of the community and developing a pathway to a net zero emissions is a key activity to be completed during this Climate Response Plan.

The good news is there are significant opportunities and benefits for local governments and their communities by taking action to protect people, property and nature from the severe impacts of climate change. These include:

- Improvements in health and comfort by increasing the energy efficiency, thermal comfort and climate resilience of our homes and buildings
- Financial savings from energy efficiency and the shift to renewable energy for Council operations, residents and local businesses
- Reduced Urban Heat Island Effect by increasing urban forests and canopy cover
- Increased connection to nature for the community
- Reduction in waste generation (and the associated costs) by moving towards a circular economy
- Reduction in local pollution and traffic congestion by moving to a more sustainable transport system
- The opportunity to redress the balance of inequity in housing and energy for the most vulnerable community members
- Supporting economic resilience by increasing the energy independence of local businesses with renewable energy and energy efficiency



IMAGE: 15KW ROOFTOP SOLAR SYSTEM ON THE BOX HILL COMMUNITY ARTS CENTRE

References

1. <https://snapshotclimate.com.au/locality/australia/victoria/whitehorse/>

Developing the Plan

Whitehorse City Council worked with sustainability consultants HIP V. HYPE (HV.H) to develop this plan.

As this is a short-term, interim plan, guiding decisions and activity for the next two years while Whitehorse City Council undertakes the detailed community engagement to set up the new Community Vision and Sustainability Strategy engagement has been focused on consulting with the staff critical to the implementation of the plan.

The COVID-19 Pandemic social distancing and staying home orders have limited engagement to phone, email and online workshops and meetings.

The planning process commenced with a desktop review of Council's key plans, strategies and policies (a full list of documents reviewed is provided in Appendix 1). Building on the work already completed to evaluate the progress and achievements over the past 10 years in delivering the Climate Change Adaptation Plan 2011, each document was reviewed in detail, identified activity that could be strengthened, accelerated, any key gaps, as well as any activity that may be working in direct opposition to Council's broader climate action. This desktop review was further strengthened by including key strategies developed by other Victorian local governments, state and federal government documents as well as several key pieces of research focused on the role of local government in climate action. HV.H summarised all of the findings in a Gaps and Opportunities Report which formed the basis for discussion and planning of key actions during the online staff workshop.

The intention in developing this plan was to ensure that actions spanned the whole of Council, with all staff finding an opportunity within their role to understand and support climate action. Therefore, a broad range of teams and individuals were invited to participate in the staff workshop which was held online in June 2020.

The staff workshop was attended by 24 staff from across the organisation (a full list of staff who attended or participated in later discussions is presented in Appendix 2). Discussion allowed the staff to identify actions that accelerated and extended existing work underway via the multiple supporting strategies (see Figure 2 above). Several new areas of activity were identified that focused on building the internal knowledge and capacity of staff to take climate action.

The outcomes from the staff workshop, in particular the recommended actions, were then reviewed in partnership with the management team and a full draft of actions was recirculated to the broader staff team for final review and feedback.



IMAGE: THE CURRENT RESTRICTIONS ASSOCIATED WITH COVID-19 HAVE RESULTED IN ENGAGEMENT BEING CONDUCTED VIA TELEPHONE, EMAIL AND ONLINE WORKSHOPS

Several follow up meetings were held online with relevant team members throughout the final review process to sense check, align and refine the proposed actions. The final outcome of this is presented in The Action Plan below).

A full draft of the Interim Climate Response Plan was then presented to the Executive Management Team on July 28 2020, feedback was incorporated and a final draft of the Plan is being considered for endorsement by Council in September 2020.

The Action Plan

The actions presented in the tables below have been developed to extend, accelerate or modify activity already underway across Council to reduce emissions and improve climate change adaptation outcomes for Council operations and the community.

Several new actions have been included to develop solid foundations for more ambitious climate action into the future that will be developed in line with the 2040 Community Vision and 2022 Sustainability Strategy. Each of the actions has been organised under one of seven key themes outlined in more detail below.

Theme 1: Strong Foundations with Good Governance

This theme looks at how Whitehorse City Council can build a shared understanding of the local impacts of climate change, the benefits in taking action and the activity that is underway across the whole of Council to improve Council operations and support the local community to take action. Effective collaboration and transparent and regular reporting on progress are critical elements.

Theme 2: Community Engagement

Ensuring meaningful community engagement is critical to an effective climate response, this theme describes the ways that Whitehorse City Council can support the community to understand the risks associated with climate change and the opportunities to take climate action, minimising the threats from climate related shocks and stressors, such as heatwaves and flooding.

Theme 3: Sustainable Transport

This theme focuses on ways that Whitehorse City Council can support sustainable transport such as walking, cycling, public transport and electric vehicles powered by renewable energy. Actions under this theme work in parallel alongside the following strategies or plans:

- Integrated Transport Strategy
- Community Road Safety Strategy
- Cycling Strategy

Theme 4: Renewable Energy & Energy Efficiency

This theme identifies ways that Whitehorse City Council can support the decarbonisation of the energy system through switching to efficient, renewable energy solutions such as solar for Council operations as well as across the broader community. It is supported by activity underway in the Sustainability Strategy.

Theme 5: Biodiversity & Water Management

This theme explores opportunities for Whitehorse City Council to further integrate the natural environment into cityscape, strengthening land and water-based habitats. This includes action such as increas-

ing tree canopy cover, urban forestry and agriculture, use of drought and water resilient plants, native gardening, greener and cooler spaces as well as all aspects of integrated water management. It is supported by activity underway in the following strategies and plans:

- Urban Biodiversity Strategy
- Urban Forest Strategy
- Open Space Strategy

Theme 6: Waste Management

This theme identifies ways that Council can support the move away from the 'take, make, dispose' economy, towards one where materials are treated as precious resources, with nothing thrown away. The actions here extend some of the work underway in the Waste Management Strategy.

Theme 7: Sustainable Buildings and Homes

This theme outlines the ways that Whitehorse City Council can support transition locally to a built environment that provides comfortable, efficient, liveable spaces for people and will withstand climate related shocks and stressors, such as heat waves, flooding and other extreme weather events. The action in this theme is supported by work underway in the Sustainability Strategy and links strongly with Theme 3: Renewable Energy and Energy Efficiency.

Understanding the Budget

Due to the economic shocks of the current COVID-19 pandemic the implementation budget allocated to this plan, along with many other council activities, has been reduced. Actions within the plan are either funded in their entirety within the existing budget (allocated) or will require some additional internal investment (sought). A further suite of actions that require external investment have been identified and listed in the relevant theme.

Where budget has been allocated it is rated as either

High: above \$50,000

Medium: \$15,000-\$50,000

Low: under \$15,000

9.4.1 – ATTACHMENT 2. Interim Climate Response Plan September 2020-2022

Theme 1: Strong Foundations with Good Governance

No.	ACTION	DELIVERABLE / OUTCOME	DEPARTMENT LEADING	DEPARTMENTS SUPPORTING	BUDGET	ALLOCATED OR SOUGHT	TIME FRAME FOR IMPLEMENTATION
1.1	Develop and implement communication and training program for staff and Councillors on climate change to increase awareness of the local impacts, Councils' responsibilities and response.	All staff and Councillors are aware of the organisational response to climate change.	People & Culture	Engineering & Environmental Services	Low	Allocated	Commence Jan 2021
1.2	Consider and address the implications of climate change as Council strategies, plans and policies are developed and reviewed.	Over time, all strategies, plans and policies will consider and address the implications of climate change.	Engineering & Environmental Services	ALL	Low	Allocated	Ongoing
1.3	Review and further integrate climate risk into the Council's corporate risk register and risk management plan and communicate any changes.	Climate risk (physical, financial, legal and reputational) is adequately identified and addressed in Council's corporate risk register and risk management plan.	People & Culture	Engineering & Environmental Services	Low	Allocated	Ongoing
1.4	Work with the community to develop the 2022 Sustainability Strategy, including a greenhouse gas emissions target and plan for net zero emissions.	Community members are active and engaged in the process to develop the 2022 Sustainability Strategy and have set a reduction target by June 30 2022.	Engineering & Environmental Services		Low	Allocated	In line with Community Vision consultation Strategy finalised by June 30 2022
1.5	Implement an organisation wide staff behaviour change program to measure and reduce overall environmental impacts of Council operations.	Measurable reduction in resource consumption, energy, water and waste.	Engineering & Environmental Services	People & Culture	Low	Sought	Launch in January 2021
1.6	Create a working group across Council departments to drive climate response actions, coordinate and streamline effort and provide support to overcome barriers to action.	Regular meetings/ discussions to progress shared actions and support colleagues from across the whole of Council.	Engineering & Environmental Services	ALL	Low	Allocated	Establish October 2020 Quarterly meetings
1.7	Consider climate change impacts, risks and opportunities and circular economy principles in annual Procurement Policy reviews. This may include increased weighting/consideration of the carbon footprint, increasing targets for recycled content and sustainability performance of suppliers and contractors.	Weighting for climate change / sustainability criteria increased annually. A process to measure and track social and environmental impact through Procurement is established.	Finance	ALL	Low	Sought	Weighting - Annual reviews Measuring impact - June 2022
1.8	Conduct regular training and support Council officers regarding sustainable procurement: including park infrastructure, uniforms, stationery, catering, fleet.	Staff are making more sustainable procurement decisions.	Engineering & Environmental Services	People and Culture Finance	Low	Allocated	June 2021
1.9	Proactively seek external funding (i.e. government grants or other investment) to support additional activity identified throughout the plan.	Grant opportunities are pursued in line with priority activity identified.	Engineering & Environmental Services	ALL	Low	Allocated	Ongoing

9.4.1 – ATTACHMENT 2. Interim Climate Response Plan September 2020-2022

Theme 2: Community Engagement

No.	ACTION	DELIVERABLE / OUTCOME	DEPARTMENT LEADING	DEPARTMENTS SUPPORTING	BUDGET	ALLOCATED OR SOUGHT	TIME FRAME FOR IMPLEMENTATION
2.1	Develop and implement a Climate Change Strategic Marketing and Communication (SMC) Plan with clear messaging around the linkages between climate change impacts and benefits of action and community values (i.e. healthy parks and vegetation, more comfortable buildings, public transport, walking / cycling, cost savings over time). Ensure the plan includes clear actions to engage with culturally and linguistically diverse communities.	SMC Plan Developed and implemented collaboratively across key Council Departments. Community support for local climate action is strengthened. CALD and short term resident communities, including international students, understand the opportunities and benefits of climate action and how Council can support them.	Communications	Engineering & Environmental Services ParksWide Planning & Building	Medium	Sought	Developed: October 2020 Implemented: ongoing Reviewed: quarterly
2.2	Continue to deliver a coordinated Sustainability in Schools program. Including a Climate Leadership program for students.	Students are engaged and active in the local community on climate change and broader sustainability initiatives.	Engineering & Environmental Services		Low	Allocated	Ongoing
2.3	Develop and implement a coordinated calendar of community events.	Council events are regular, accessible, well attended and cover a breadth of sustainability and climate change issues for all local audiences.	Engineering & Environmental Services	Strategic Marketing & Communications Parkswide Planning & Building	Low	Allocated	August 2020
2.4	Use the opportunity presented by the Strathdon Sustainability and Healthy Living Precinct to showcase healthy, sustainable and climate resilient living.	The Strathdon Sustainability and Healthy Living Precinct is supporting action by the local community.	Engineering & Environmental Services	Arts and Cultural Services	Low	Allocated	Ongoing

Action that requires external investment

2.5 Piloting a model to build leadership and upskilling the community to run local projects and share ideas and skills.

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Theme 3: Sustainable Transport

No.	ACTION	DELIVERABLE / OUTCOME	DEPARTMENT LEADING	DEPARTMENTS SUPPORTING	BUDGET	ALLOCATED OR SOUGHT	TIME FRAME FOR IMPLEMENTATION
3.1	Review the Green Travel Policy and update it to incorporate: <ul style="list-style-type: none"> • Remote working arrangements to limit travel (where appropriate) • Incentives for cycling/ walking/ catching public transport • Longer term goals for zero emissions fleet management and transport 	More staff choosing to walk or cycle to work A clear pathway developed for net zero emissions corporate fleet management and transport.	Engineering & Environmental Services		Low	Allocated	Dec 2021
3.2	Review the 2016 Cycling Strategy and Capital Works Plan to identify potential infrastructure, construction and other actions that can be accelerated to maintain and grow the momentum of community members choosing to walk, cycle during the COVID 19 Pandemic.	More people choosing to ride or walk for transport (mode shift).	Engineering & Environmental Services		Low	Allocated	Dec 2020
3.3	Continue to work with the Eastern Transport Coalition (ETC), Eastern Regional Trails Strategy Working Group and Eastern Alliance for Greenhouse Action (EAGA) to advocate on key sustainable transport initiatives. Including identification of: <ul style="list-style-type: none"> • Key cycling and walking infrastructure investments • Improvements to connectivity between active and public modes of transport • Opportunities to encourage / accelerate the uptake of electric vehicles 	Transport Advocacy Plan draws on existing strategies to develop a clear set of requirements from State and Federal Government to increase uptake of sustainable transport options in Whitehorse.	Engineering & Environmental Services		Low	Allocated	Ongoing

Actions that require external investment

3.4 Piloting innovative streetscape solutions that encourage the uptake of active transport.

3.5 Working with the community to assess opportunities to encourage the uptake of electric vehicles across the municipality. This may include:

- Key locations for charging infrastructure
- Incentives for uptake (i.e. discounted parking permits, priority parking in key shopping locations)

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Theme 4: Renewable Energy & Energy Efficiency

No.	ACTION	DELIVERABLE / OUTCOME	DEPARTMENT LEADING	DEPARTMENTS SUPPORTING	BUDGET	ALLOCATED OR SOUGHT	TIME FRAME FOR IMPLEMENTATION
4.1	Develop a pathway to carbon neutrality for Council operations.	Council has a clear pathway and target date for operational carbon neutral certification.	Engineering & Environmental Services	Corporate Performance	Low	Allocated	March 2021
4.2	Set a target date and a pathway for 100% renewable energy across Council operations. This includes: <ul style="list-style-type: none"> Transition away from gas Self generation across all appropriate Council buildings, and Certified Green Power (possibly via a power purchase agreement) for the balance. NB: This should allow flexibility for Council to scale down its purchase as it scales up on-site energy efficiency and solar. 	Pathway and timeline established and communicated internally and externally.	Engineering & Environmental Services	Finance	Low	Allocated	March 2021
4.3	Pilot a program to reduce energy costs and increase energy independence for local businesses, supporting them in their recovery from the economic shocks of the COVID 19 Pandemic. The program will offer trustworthy advice, products and associated services.	Establish a cost-effective inclusive and accessible model for supporting local businesses that can be scaled up and resourced to take forward in the 2022 Sustainability Strategy.	Engineering & Environmental Services	Investment & Economic Development Property & Rates	Medium	Allocated	January 2022
4.4	Deliver an energy advice program to residents and businesses to ensure they have access to the information and support they need to make decisions to improve the comfort and performance of their buildings.	All residents and businesses have access to information and support they need to make informed decisions.	Engineering & Environmental Services		Low	Allocated	Ongoing
4.5	Continue to invest in council and community building efficiency.	Progressive delivery of energy audits and upgrades for council and community facilities.	Engineering & Environmental Services		High	Allocated/ Sought	June 2021

Action that requires external investment

4.6 Piloting a targeted sustainability and climate change adaptation assistance program for low-income and culturally and linguistically diverse (CALD) households.

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Theme 5: Biodiversity & Water Management

No.	ACTION	DELIVERABLE / OUTCOME	DEPARTMENT LEADING	DEPARTMENTS SUPPORTING	BUDGET	ALLOCATED OR SOUGHT	TIME FRAME FOR IMPLEMENTATION
5.1	Develop an Integrated Water Management (IWM) Plan that allows Council to proactively manage increased rainfall intensity and declining supply. The IWM Plan will identify a suite of priority projects to be staged through capital works funding.	Integrated Water Management Plan (IWM) developed for implementation from 2022 onwards.	Parkswide	Engineering & Environmental Services	Medium	Allocated / Sought	June 30 2022
5.2	Update the Urban Forest Strategy to include: <ul style="list-style-type: none"> • More ambitious tree canopy targets across a range of sites • Improve alignment with the CRP and Sustainability Strategy • Models for (financially) sustainable maintenance programs • Feasibility study for passive irrigation for street trees. 	Urban Forest Strategy updated and ready for implementation.	Parkswide		Low	Allocated	December 2020
5.3	Develop and pilot a Green Corridors enhancement program in Gardiners Creek or Wurundjeri Walk.	Establish a cost-effective model and business case for a Greening Corridors programs for Whitehorse. Increased tree canopy cover.	Parkswide		Medium	Sought	June 2022
5.4	Extend Nature Strip Guidelines for under and mid-storey canopy cover to improve connectivity, climate resilience and biodiversity.	Nature Strip Guidelines are updated and tree canopy cover is increased.	Parkswide	Planning and Compliance	Low	Allocated	June 2021
5.5	Expand and target the promotion of citizen science and community programs, including Gardens for Wildlife and Tree Education, to encourage broader participation, especially for under-represented groups including CALD communities. .	More community members connected with nature, engaged and active through the community programs.	Planning and Building	Parkswide and Engineering & Environmental Services	Low	Allocated	June 2021

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Theme 6: Waste Management

No.	ACTION	DELIVERABLE / OUTCOME	DEPARTMENT LEADING	DEPARTMENTS SUPPORTING	BUDGET	ALLOCATED OR SOUGHT	TIME FRAME FOR IMPLEMENTATION
6.1	Build on the work already underway to minimise single use plastics at Council events and facilities and develop a pathway and timeline to eliminate them altogether.	Pathway and timeline for complete phase out of single use plastics established and communicated.	Facilities and Events	Engineering & Environmental Services	Low	Sought	June 2022
6.2	Empower and support staff to trial and evaluate improved food waste systems at Council offices and events.	Improved food waste management at Council offices and events. Reduced volume overall and increase in food waste diverted from landfill.	Engineering & Environmental Services	Arts and Cultural Services	Low	Sought	Ongoing
6.3	Pilot a program to improve waste management, resource recovery and boost the circular economy with local businesses, supporting them in their recovery from the economic shocks of the COVID 19 Pandemic.	Establish a cost-effective and inclusive model for supporting local businesses that can be scaled up and resourced to take forward in the 2022 Sustainability Strategy.	Engineering & Environmental Services	Investment & Economic Development	Low	Sought	June 2021

Actions that require external investment

6.4 Working with local community members to establish a repair cafe in Whitehorse.

6.5 Working with State Government to pilot models for recycling difficult items (for example polystyrene)

Theme 7: Sustainable Buildings and Homes

No.	ACTION	DELIVERABLE / OUTCOME	DEPARTMENT LEADING	DEPARTMENTS SUPPORTING	BUDGET	ALLOCATED OR SOUGHT	TIME FRAME FOR IMPLEMENTATION
7.1	Update ESD Policy regarding Council Buildings to achieve best practice outcomes. Benchmark against similar local government areas and build internal capacity.	Whitehorse ESD Policy for Council Buildings (and implementation of the policy) is in line with Industry Best Practice	Engineering and Environment	Infrastructure Planning and Building	Low	Allocated	December 2020
7.2	Develop a centralised platform and method for sharing the ongoing energy performance monitoring of Council buildings.	Energy generated, consumed or exported across all Council buildings is tracked, monitored and communicated for anomalies, improvements.	Engineering and Environment		Medium	Allocated	December 2021
7.3	Develop a process to prioritise the available annual sustainability funding in order to achieve best value outcomes for Council facilities.	Process established. Internal stakeholders report improved prioritisation.	Infrastructure	Engineering & Environmental Services	Low	Allocated	September 2020

Actions that require external investment

7.4 Work with property developers and other stakeholders to pilot:

- A green walls / facade incentive
- Models for higher vegetation standards through the Planning Process (i.e. stronger vegetation removal and replacement requirements and/or adoption of the City of Melbourne Green Factor Tool)
- Models to better support sustainable modes of transport including bike parking, EV charging infrastructure and end of trip facilities.

7.5 Establishing an ongoing program to assess climate vulnerability of a range of Council assets, including drainage infrastructure, vegetation and community buildings serving a critical community function.

Monitoring Progress and Reporting

Implementation of the Climate Response Action Plan will be monitored by the cross departmental working group established under Theme 1. The progress of delivery of actions will be reviewed quarterly by this Working Group and reported annually to Council.

Actions will be reviewed and updated after the first year of implementation.

The key indicator of success of the Plan will be the completion of scheduled actions and deliverables in the Climate Response Action Plan.

Each action will be measured and reported via a traffic light system.

- Green – completed or on track for completion by due date.
- Orange – slightly off track but likely to be completed.
- Red – significantly off track or unlikely to be completed.

Actions reported as Orange or Red will need to be reviewed and updated. This will be completed in conjunction with the Working Group.



IMAGE: CLIMATE ACTION IS AN ONGOING PROCESS THAT REQUIRES COLLABORATION AND FEEDBACK

Appendix 1: Key Documents Reviewed

- | | |
|--|---|
| 1. Council Vision | 20. Community Satisfaction Survey 2019 |
| 2. Council Plan 2017-2021 | 21. Adopted Budget 2019/2020 |
| 3. Sustainability Strategy 2016-2022 | 22. 10 Year Capital Works Program (internal document) |
| 4. Whitehorse Open Space Strategy | 23. DRAFT Sustainability and Healthy Living Framework Extract – Strathdon (internal document) |
| 5. Whitehorse Urban Biodiversity Strategy | 24. Carbon Neutral Report (internal document) |
| 6. Urban Forest Strategy | 25. Climate Briefing Report (internal document) |
| 7. Community Road Safety Strategy 2013 | 26. Climate Change Adaptation Plan Review Jan 2020 (internal document) |
| 8. Integrated Transport Strategy 2011 | 27. Water Sensitive Cities Benchmarking and Assessment (internal document) |
| 9. Whitehorse Cycling Strategy 2016 | 28. Eastern Alliance for Greenhouse Action Climate Change Adaptation Roadmap Summary 2015 |
| 10. Draft Investment and Economic Development Strategy Extension 2020 - 2022 | 29. Greater Melbourne Climate Projections 2019 |
| 11. Whitehorse Health and Wellbeing Plan 2017 - 2021 | 30. Victoria's Climate Change Framework |
| 12. Whitehorse Municipal Emergency Management Plan ver 2017 | 31. Victoria's Climate Change Adaptation Plan 2017-2020 |
| 13. Whitehorse Waste Management Strategy 2018-2028 | 32. Climate Change Risks to Local Government 2017 |
| 14. Climate Change Adaptation Plan 2011 | 33. Climate Works Net Zero Momentum Tracker Local Government Report January 2020 |
| 15. Community Local Law 2014 | 34. Australian Local Government Climate Review 2018 |
| 16. Procurement Policy June 2019 | |
| 17. Affordable Housing Policy 2010 | |
| 18. Environmentally Sustainable Design Policy (within the Planning Scheme) | |
| 19. Annual Report 2018/19 | |



IMAGE: WHITEHORSE CITY COUNCIL

Appendix 2: Staff Contributions

We would like to acknowledge the contributions of the following staff for participating in the development of the Interim Climate Response Plan 2020-2022:

The Executive Management Team

Chris Hui, Senior Transport Project Officer

Debbie Seddon, Manager - Community Development

Elizabeth Roberts, Workforce Planning Project Lead

Ellen Kimball, Community Development Officer

Erin Hollis, Community Development Officer

Garry Younger, Manager - Parkswide

Garth Stewart, Emergency Management Officer

Georgia Paterakis, Social Media Lead

Gwilym Craig, Project Engineer

Ian Barnes, Assistant Manager – Sustainability

Ilias Kostopoulos, Manager - Engineering & Environmental Services

Jacqi Sgro, Business Marketing Communications Officer

Jaime Edge, Community Development Officer

Jayne O'Grady, Capability and Development Lead

Jo Harkin, Strategic Communications Advisor

Julia Cushing, Procurement and Contracts Specialist

Leo Pegoli, Co-ordinator – Buildings Project Management

Lucy Menzies, Sustainability Officer

Melanie Kerr, Waste and Sustainability Co-ordinator

Melinda Federico, Risk Management Consultant

Miho Portelli, Sustainability Officer

Millie Wells, Senior Environment Advisor

Mirjam Fabijanic, Co-ordinator - Engineering Assets

Nigel Brown, General Manager - Infrastructure

Serman Uluca, Active Transport Officer

Shenan Bruce, Co-ordinator – Natural Environment:

Stephanie Smith, Corporate Performance Officer

Stephen Doyle, Co-ordinator – Facilities Maintenance

Steven Morison, Manager Compliance

Vanessa McLean, Senior Strategic Planner

And Broderic Indranada, Deakin University



IMAGE: WHITEHORSE CITY COUNCIL STAFF

9.4.1 – ATTACHMENT 2. Interim Climate Response Plan September 2020-2022



Whitehorse City Council Interim Climate Response Plan 2020-2022

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9.4.2 Endorsement of Flood
 Management Strategy Port
 Phillip and Westernport 2021-
 2031 and Action Plan 2021-2026

Attachment 1 Flood Management Strategy 2021

Attachment 2 Action Plan

9.4.2 – ATTACHMENT 1. Flood Management Strategy 2021



9.4.2 – ATTACHMENT 1. Flood Management Strategy 2021



ACKNOWLEDGEMENT OF COUNTRY

Melbourne Water respectfully acknowledges Aboriginal and Torres Strait Islander peoples as the Traditional Owners and custodians of the land and water on which all Australians rely. We pay our respects to Bunurong, Boon Wurrung, Wurundjeri Woi wurrung and Wadawurrung, their Elders past, present and future as Traditional Owners and the custodians of the land and water on which we rely and operate.

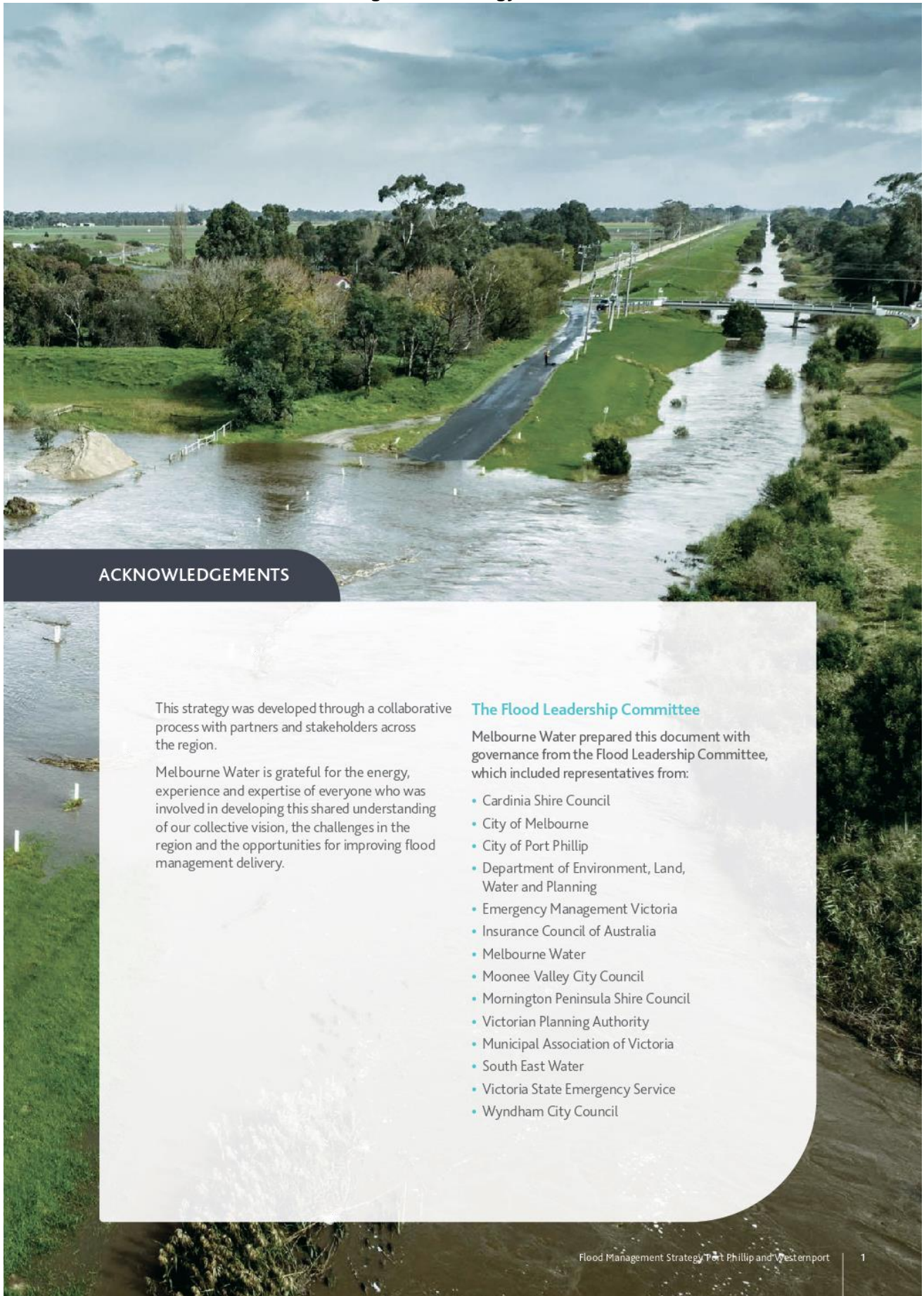
We acknowledge and respect the continued cultural, social and spiritual connections of all Aboriginal Victorians, and the broader Aboriginal and Torres Strait Islander community have with lands and waters, and recognise and value their inherent responsibility to care for and protect them for thousands of generations.

Melbourne Water acknowledges Aboriginal Victorians as Traditional Owners and in the spirit of reconciliation, we remain committed to working in partnership with Traditional Owners to ensure meaningful ongoing contribution to the future of land and water management.

Traditional Owner organisations were given the opportunity to provide content and feedback on the refresh of this flood strategy.

Cora Lynn (Image David Hannah)

9.4.2 – ATTACHMENT 1. Flood Management Strategy 2021



ACKNOWLEDGEMENTS

This strategy was developed through a collaborative process with partners and stakeholders across the region.

Melbourne Water is grateful for the energy, experience and expertise of everyone who was involved in developing this shared understanding of our collective vision, the challenges in the region and the opportunities for improving flood management delivery.

The Flood Leadership Committee

Melbourne Water prepared this document with governance from the Flood Leadership Committee, which included representatives from:

- Cardinia Shire Council
- City of Melbourne
- City of Port Phillip
- Department of Environment, Land, Water and Planning
- Emergency Management Victoria
- Insurance Council of Australia
- Melbourne Water
- Moonee Valley City Council
- Mornington Peninsula Shire Council
- Victorian Planning Authority
- Municipal Association of Victoria
- South East Water
- Victoria State Emergency Service
- Wyndham City Council

9.4.2 – ATTACHMENT 1. Flood Management Strategy 2021



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PREFACE

Melbourne Water prepared this *Flood Management Strategy Port Phillip and Westernport*, together with our partners.

Our partners are all organisations in the region who have flood management responsibilities, including local and state government, water authorities and emergency services. Reflecting this successful partnership, the pronoun 'we' throughout this document refers to all flood management agencies in the region.

The context of this strategy is to enhance community safety. We developed the strategy to ensure that we are working together to enhance our understanding of the problem of flooding in a rapidly changing context of climate change and increasing urbanisation. We wanted to make sure we have the right mix of solutions and embed a process of continuous improvement.

This strategy is part of a framework of related legislation, policies and strategies and reflects national and state best-practice standards and guidelines.

This is a 'refresh' of the *2015 Flood Management Strategy Port Phillip and Westernport*.

Why did we need to refresh the flood strategy?

We need to ensure we remain prepared in what is a rapidly changing context. Climate change and urbanisation significantly increase our flood risks. We now have more information about climate change and how it affects our region, and our population is growing at a faster rate than ever before.

We want to consolidate what is working in how we manage flood risk, and ensure we are constantly improving what we do, so that we continue to make the region safer for our community.

Our key steps

The refresh process was rewarding. We began the process in early 2019, starting with extensive consultation and a scan of national and international best-practice approaches for flooding. Together, we:

- reviewed the existing vision and objectives
- identified key directions
- determined the focus areas and actions to achieve the objectives
- developed an approach of shared responsibility and accountability
- included monitoring, review and evaluation processes in the strategy.

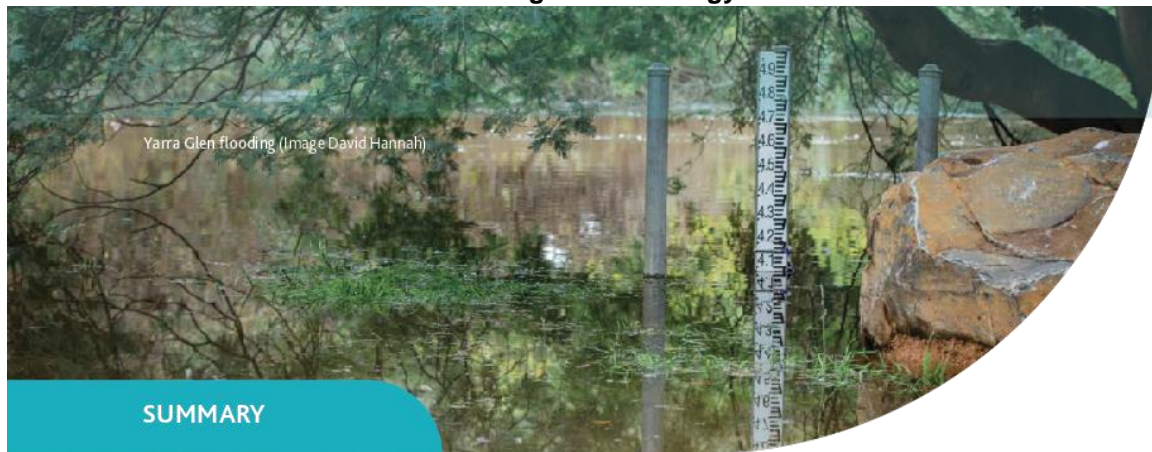
We reviewed past achievements – our successes and disappointments – reset our collective long-term vision, articulated 10-year objectives and outcomes, and developed the first of two, five-year action plans that will span the life of the strategy.

Our vision directed our work, and we applied best-practice approaches to collectively managing flood risk, including approaches to land use planning; flood information; education; flood warnings; emergency response and recovery; and constructing, maintaining or upgrading our drainage, flood management infrastructure and multifunctional assets. These approaches respond to flood risks – before, during and after flood events.

Approval and endorsement

The Flood Leadership Committee and the Melbourne Water Board of Directors endorsed the strategy and accompanying action plan in 2021. Partner organisations that have endorsed the strategy prior to publication are identified in the document. Implementation and monitoring will be a collective effort, coordinated by Melbourne Water.

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SUMMARY

The *Flood Management Strategy Port Phillip and Westernport* is a 10-year strategy that aims to enhance the flood resilience of the region. It builds on our strong history of flood management, and the previous 2015 strategy, to set a path within our current circumstances.

In this strategy, we set out the context for flooding in the region – one that is rapidly changing, requiring us to refresh our strategy to make sure we continue to evolve in the way we manage flood risk.

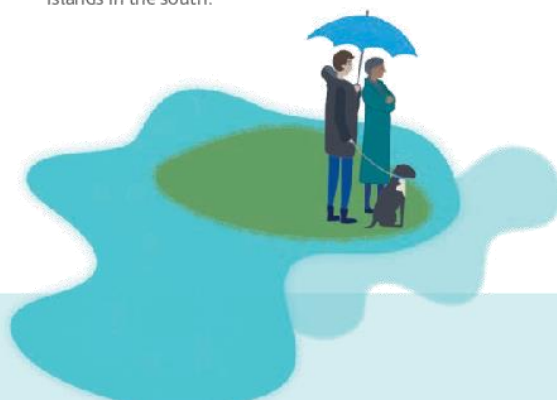
We have identified key directions in this strategy that provide a greater emphasis on managing climate change, empowering diverse communities, and managing flooding to achieve multiple benefits for water security, liveability and sustainability.

The strategy recognises the roles and responsibilities of partner organisations in managing flood risks and the need for effective collaboration. We have an opportunity to take a holistic approach to water management including catchment-wide, place-based and integrated water management approaches.

This strategy is one part of a framework of legislation, policies and strategies that aim to reduce the risk posed by flooding, including to community safety. It will never be possible to entirely remove flood risk from our region, but we can work together to better manage it into the future.

Our region

The Port Phillip and Westernport region extends approximately 13,000 square kilometres, from high in the Yarra Ranges to the east, Ballan in the west, Lancefield in the north, and Mornington Peninsula, and Phillip and French Islands in the south.



Flooding poses risks to people, property, infrastructure and the environment. Flood impacts can include deaths, injuries, property damage, social disruption, and loss or disruption of critical infrastructure and services.

An extensive network of flood infrastructure has been built over many years to reduce the impacts of flooding. However, it is not feasible to completely remove flood risk from the region. Some parts of Melbourne are built on former swamp lands or low-lying areas. In other flood prone areas there is no longer the space to build new flood infrastructure.

In any given year, it is estimated there are over 200,000 properties across the region that have at least a 1% chance of flooding. The annual average damage caused by flooding in the region has been estimated at \$735.5 million.

While flooding is natural and beneficial to particular environments, flooding can also damage and degrade waterways with rapid, high-volume flows, litter and pollutants.

Climate change and urbanisation are increasing flood risk

Climate change and urban development are increasing flood risk in the Port Phillip and Westernport region.

Climate change will continue to increase flood risk as the intensity of rainfall events increases, severe storms become more common, and the sea level rises.

At the same time, the population of Greater Melbourne is growing rapidly – it is projected to increase from five million in 2018 to nine million by 2056¹. Population growth and the resulting urbanisation exacerbate flooding by increasing the extent of impervious surfaces, such as roofs and roads, and reducing the extent of gardens. This increases stormwater flows rather than holding and infiltrating rainwater. Further, flow paths can be blocked at the local scale by development and additional buildings and fences.

¹ Department of Environment, Land, Water and Planning 2019, *Victoria in Future 2019. Population Projections 2016 to 2056*. July 2019, https://www.planning.vic.gov.au/_data/assets/pdf_file/0032/332996/Victoria_in_Future_2019.pdf

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The extent of urbanisation in some areas also prohibits and constrains the opportunities for cost-effective, large scale flood infrastructure.

Importantly, this changing context means we have more to learn and apply. While our existing approaches to flood management will continue to play a critical role in flood management, we also need to find innovative approaches to reduce flood risk.

Many organisations have a role in managing flooding

Many organisations manage flooding in the region including councils, water authorities, state government and emergency management services. We have responsibilities for protecting people, infrastructure, assets, economic activity and the environment. We work together as partners and with communities to understand, prepare for, manage and recover from flooding, collectively.

We manage various types of flooding including that of our river systems (riverine flooding), our drainage infrastructure (overland and flash flooding) and along our coastlines (coastal flooding or tidal inundation and sea level rise).

We have extensive experience and a strong understanding of flooding in the region, providing a sound foundation for managing flood risk. We manage an extensive drainage network across the region with significant assets that convey stormwater flows and reduce flood risks.

Our approach is driven by accountabilities and obligations as stated through legislation (and subordinate legislation and policies), and incorporates flood and emergency management activities before, during and after flood events.

The *Victorian Floodplain Management Strategy 2016* is the Victorian Government's policy framework for floodplain management and establishes the policy basis for floodplain management strategies. The Focus area 8 details arrangements for managing all emergencies and provides details about roles for agencies in Victoria.

Community-based approach

This document has been developed by partners to reflect our roles and responsibilities and meet the vision, objectives and outcomes of the strategy. The safety, resilience and well-being of the community is at the forefront of our work. We have responsibilities towards communities to inform, protect and support them in relation to flood risks. We work to empower communities to help them prepare before, during and after flood events. We engage with communities to enhance our programs and services, so we are responsive to community needs.

Communities include individuals, groups and businesses. We recognise that communities are diverse and experience different vulnerabilities and challenges in relation to flood risks. Throughout the strategy and action plan, we identify our roles, responsibilities, approaches and opportunities to engage and empower communities. We are committed to prioritising the best outcomes for the community in the region as part of our collaborative, catchment-based approach.

Our long-term vision

Our vision includes the term 'resilient'. Flood resilience is multi-faceted and needs to be incorporated into every aspect of flood management.

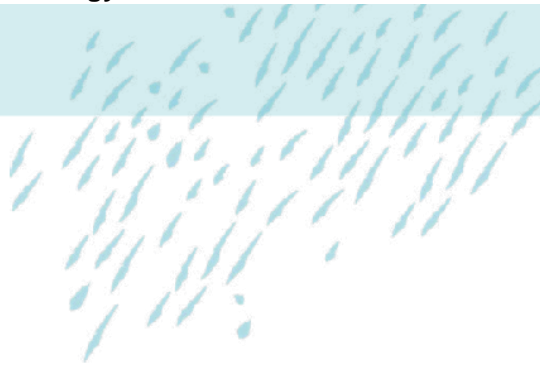
We know that floods will happen, so we need to plan and prepare for flooding. We can take action to reduce the impact of flooding through a range of approaches. Where we can, we will work to prevent flooding, and where it is not possible, we can reduce the impact and risk through a range of tools and measures.

As partners, we have responsibilities for developing flood information, urban planning and development, managing infrastructure including drains and roads, community awareness and education, and emergency response and recovery. We need to work with organisations, businesses and the community to help people to better understand the importance of preparing for flooding, and to know how to respond in flood events to reduce the impacts.

We also need to work with communities to ensure that we recover quickly, learn from our experiences and adapt to increase our flood resilience over time.

Flood resilience recognises that we are living in a dynamic, changing context, managing the impacts of climate change and urbanisation. Developing greater flood resilience can improve community safety, and the liveability and sustainability of the region.

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How we get there

Our strategic approach is directed by our vision and objectives, with associated 10-year strategy outcomes (see Figure 1). Under each outcome, the strategy proposes key focus areas, which guide the actions contained within the action plan.

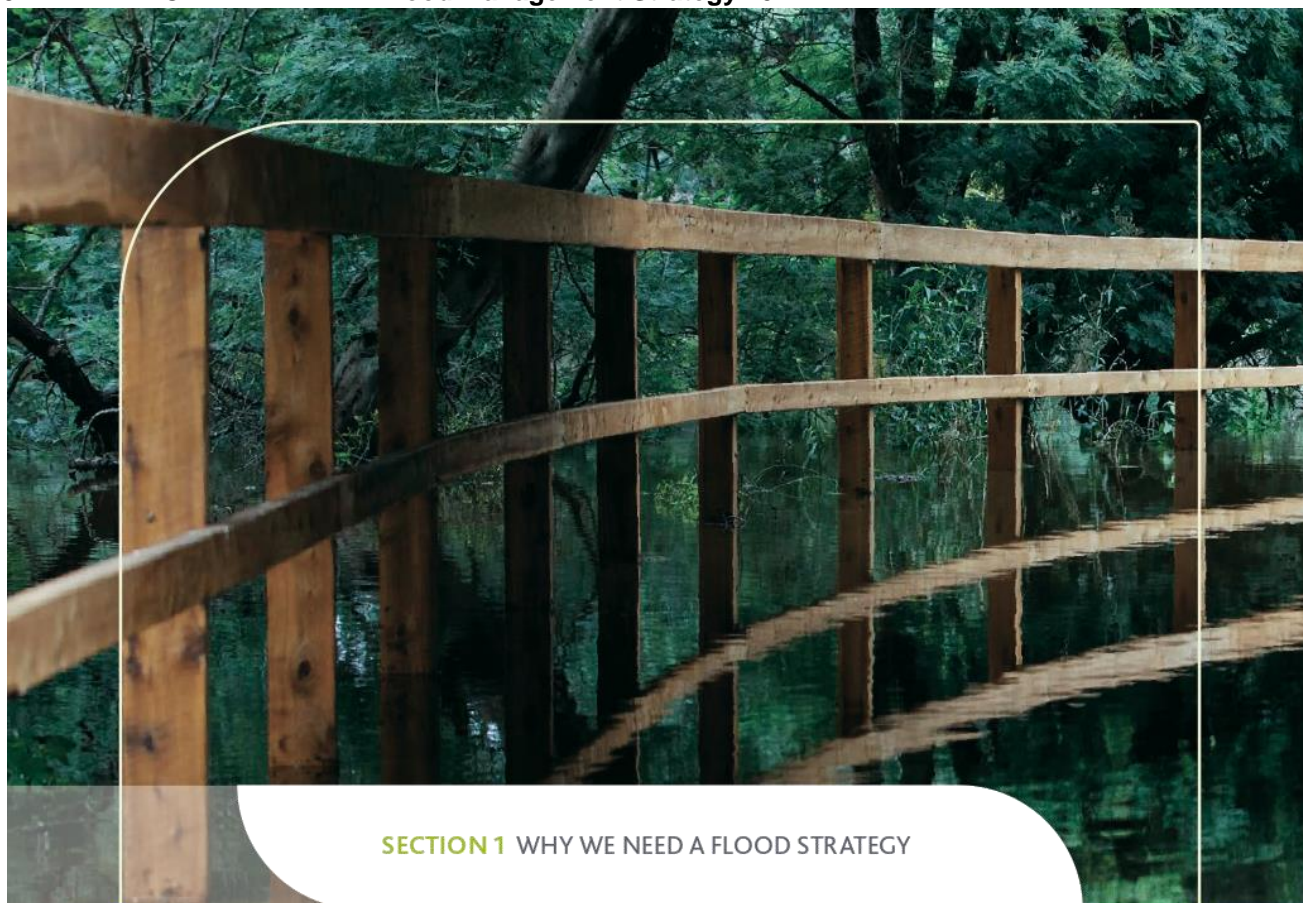
The focus areas and actions comprehensively apply best-practice approaches to collectively managing flood risk, including approaches to land use planning, flood information, education, flood warnings, emergency response and recovery. It also includes constructing, maintaining or upgrading drainage and flood management infrastructure and multi-functional assets.

Figure 1. Vision, objectives, 10-year outcomes, focus areas and five-year Action Plans x2



* Our collaborative approach to delivering this strategy will help deliver this outcome.

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SECTION 1 WHY WE NEED A FLOOD STRATEGY

INTRODUCTION

*It's impossible to stop natural disasters from happening.
But it is possible to do more to make our communities safer.*

Australian Business Roundtable for Disaster Resilience and Safer Communities, 2020²



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Yarra Glen flooding (Image David Hannah)

Floods are a natural occurrence in the Australian landscape, however they can have significant impacts. In our region we have built an extensive network of drainage and flood infrastructure that reduces the risk and impacts of flooding on people, property and the environment.

Despite our infrastructure network, flood risks are growing due to increasing rainfall intensity and sea level rise as a result of climate change. At the same time, urban development is increasing stormwater flows. There are smaller gardens and less green space to soak up rainfall and our population has been growing faster than ever before, exposing more people to the disruption of flood events.

The extent of urbanisation in some areas also prohibits and constrains the opportunities for cost-effective, large scale flood infrastructure.

These increasing flood risks are the reason why we need to refresh the flood strategy to ensure our approaches continue to evolve so we can keep building resilience to flooding and making the region safer for our community.

The impact of flooding can be extreme. Floods can cause loss of life and injury. People can be dislocated from their homes and from their communities. It takes time to recover from stress and disruption, damage to homes and businesses, and the distressing loss of belongings, gardens and pets.

Floods cause damage to property and infrastructure, interfere with transportation and have flow-on impacts to the economy. Significant floods can damage our natural environment in ways that can be permanent.

Flooding in the Port Phillip and Westernport region

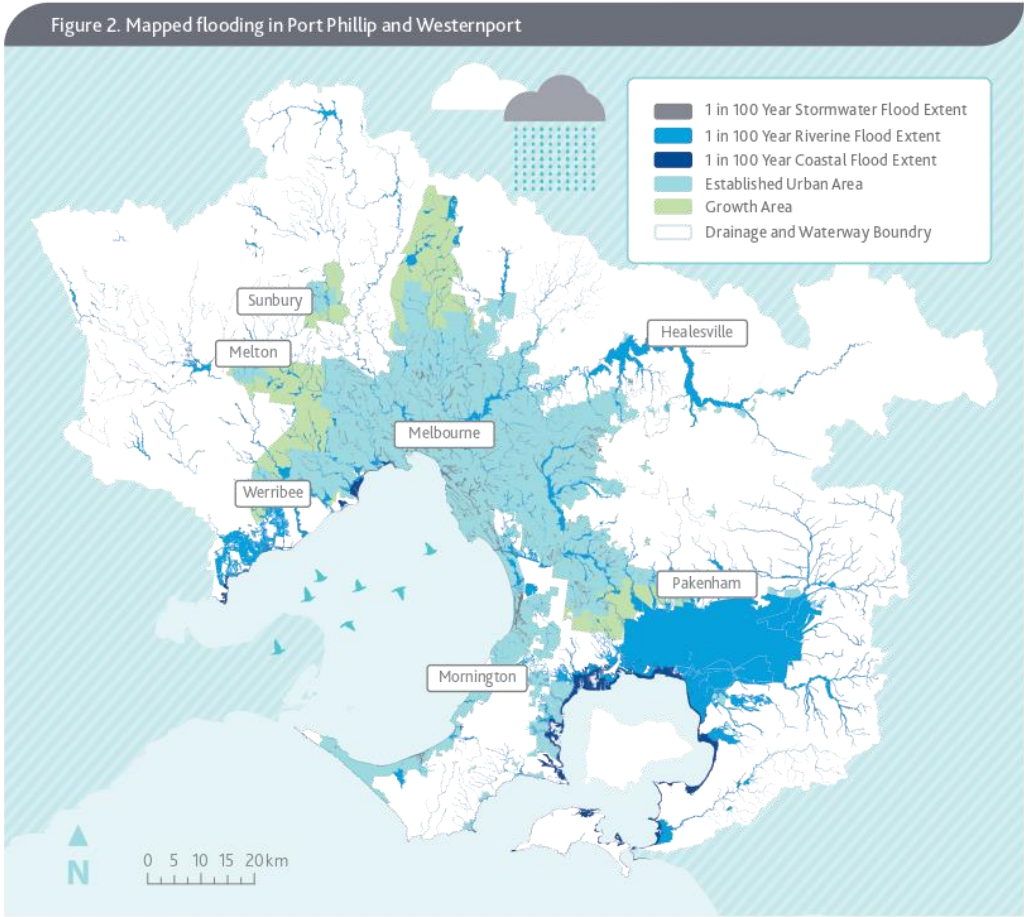
The Port Phillip and Westernport region is home to over five million people and businesses within Greater Melbourne, surrounded by rural and farming areas. The natural environment supports the region through five major river systems. Iconic species, forests and waterways are part of the region's valuable biodiversity.

An extensive network of drainage infrastructure has been built in the region. Drainage systems that were built as part of the earlier development of the region were not designed to hold the volumes of water that now flow through our landscape, or are likely to occur as the population of the region increases and climate change alters our rainfall patterns.

It is not technically feasible to remove flood risk from the region, no matter how much money is invested. Parts of Melbourne are built on former swampland or low lying areas, and in other areas such as inner-suburbs there is not the space to build new infrastructure.

² Australian Business Roundtable 2020, *Australian Business Roundtable for Disaster Resilience and Safer Communities 2020*, <http://australianbusinessroundtable.com.au/>

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This diagram shows Melbourne Water flood mapping for areas with a 1% chance of flooding in any given year. (It does not include flood mapping by other authorities).

When flooding occurs in natural environments, it brings nutrients to replenish the floodplain. However, when flooding affects property, buildings and assets, it can have damaging and costly consequences.



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THE TIME OF CHAOS

N'arweet Dr Carolyn Briggs, The Boon Wurrung Foundation

Many years ago, the biik (land) we now call greater Melbourne extended right out to the warreeny (ocean/sea). Nairm (Port Phillip Bay) was then a large, flat, grassy plain. The Yarra River, as it is known today, flowed out across this flat plain into the warreeny. For the Boonwurrung, this wurneet (river/creek) was known as Birrarung (River of Mist).

This large plain was covered in buath (grass) and tarrang biik (woodlands) on which the Boonwurrung guleeny (men) hunted guyeem (kangaroo) and barraeemal (emu). The bagurk (women) cultivated the murnong (yam daisy). They collected food from the wurneet (creek) and the warreeny, and harvested the iik (eels) that migrated through there every year.

The Boonwurrung were the custodians of their biik, but traded with and welcomed people from other parts of the Kulin Nation. They obeyed the laws of Bundjil, who travelled as an eagle, and Waang, who travelled as a crow.

One day – many, many years ago – there came a time of chaos and crisis. The Boonwurrung and the other Kulin nations were in conflict. They argued and fought. They neglected their biik. The murnong was neglected. The animals were over-killed and not always eaten. The gurnbak (fish) were caught during their spawning season. The iik were not harvested.

As this chaos grew, the warreeny became angry and began to rise. The wurneet became flooded and eventually the whole flat plain was covered in baany (water).

It threatened to flood their whole birrarang-ga (country).

The people became frightened and went to Bundjil, their creator and spiritual leader. They asked Bundjil to stop the warreeny from rising.

Bundjil was angry with his people, and he told them that they would have to change their ways if they wanted to save their biik. The people thought about what they had been doing and made a promise to follow Bundjil.

Bundjil walked out to the warreeny, raised his tjeera (spear) and directed the warreeny to stop rising. Bundjil then made the Boonwurrung promise that they would respect the laws.

The baany never subsided, but stayed to create a large bay that the Boonwurrung called Nairm. Today it is known as Port Phillip Bay. The warreeny took away much of the biik of the Boonwurrung and much of their birrarang-ga was reduced to a narrow strip of coastline.

The Boonwurrung learnt from their mistakes. They returned to their old values and the laws of Bundjil. They took greater care of the biik of Bundjil and the bubup (child) of Bundjil.

They met with other Kulin people and sorted out their differences through sports, debates and dance.

One of the most important laws that Bundjil required to be obeyed was for Boonwurrung people to always welcome visitors and to require all visitors to make a promise that they would obey the laws of Bundjil, not hurt the biik of Bundjil and not harm the bubup of Bundjil.

Today, the wurneet that once flowed through this large flat plain still flows under the Nairm.

© N'arweet Dr Carolyn Briggs AM – The Boon Wurrung Foundation Ltd

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A changed landscape – and increasing risks

Since European settlement, urban and agricultural development has significantly changed the landscape.

The volume of floodwater has increased by clearing forests and increasing impervious surfaces; now, water flows more swiftly off the surface of cleared and paved landscapes, instead of filtering into soils. This increases flooding along waterways and on low-lying land. Rainwater can exceed the capacity of our drainage systems. High tides and coastal surges can cause flooding which will worsen as sea levels continue to rise.

A short history of flooding

Floods are a part of the natural water cycle and have always occurred in our region. The history of Port Phillip and Westernport has been marked by many serious and damaging floods. Before European settlement, Aboriginal inhabitants of our region already had a depth of knowledge of flooding from living on the land. They harvested food and other resources from waterways and floodplains. These floodplains retain important cultural significance.

This timeline shows some of the key flood events throughout Melbourne's history.

Figure 4. A timeline of flooding in our region

YEAR	EVENT
1,000BCE	Rapid sea level rise forms Port Phillip Bay. The Kulin people live in harmony with nature and seasons, caring for land, water and sea.
1803	Surveying Port Phillip, James Flemming on the 'Cumberland' notes flood marks on trees along the lower Yarra River that are 20 feet (6 metres) above the ground.
1835	John Fawkner waits in the bay for five days on the 'Enterprize' before the floodwaters ease and they can enter the Yarra River.
1839	The Yarra River bursts its banks. European settlers experience their first major flood inundation on Christmas Day.
1849	A swirling mass of furniture, poultry and wood went washing down the Yarra River after a flood is caused by a big snow melt.
1860	A deluge of rain in the Yarra River, that continued unabated for almost 24 hours, hits the Central Business District of Melbourne, with water swamping Bourke Street, Collins Street, Elizabeth Street and Flinders Street.
1863	The Yarra River bursts its banks twice in a year. The goldfields in the Upper Yarra are in complete disarray. Bridges, fences, crops and livestock, and the Horticultural Burnley gardens, wash away.



The 1923 flood hits Hawthorn (Image Fairfax media)



The 1923 flood hits Hawthorn (Image Fairfax media)

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Figure 4. A timeline of flooding in our region (continued)

YEAR	EVENT
1891	The Great Flood leaves 3,000 people homeless. Over two days and two nights, floodwaters reach the eaves of houses and second-floor balconies. Residents row down Melbourne's streets.
1906	The highest flood affecting the Maribyrnong floodplain hits Footscray and Kensington hard, with waters recorded at 5.18 metres.
1923	Along the Yarra River, severe flooding hits large parts of Melbourne, including Hawthorn, Abbotsford, Belgrave and Ferntree Gully. The deluge washes away bridges, rips up rail, and damage from landslides impacts the supply of water from the Yan Yean reservoir.
1934	Over 48 hours more than 200 mm of rain falls over Melbourne and 350 mm falls in South Gippsland. A single lake forms from South Yarra to Warrandyte. Herring Island is completely under water. Around 6,000 people are made homeless and 36 people die.
1952	Major floods affect Carrum, Aspendale and Chelsea.
1954	Melbourne Central Business District and surrounding suburbs flood after 127 mm rain in 9.5 hours. Police call in army trucks as water rises alarmingly in Elwood canal.
1972	White-capped waves lift car bodies and sweep them away down Elizabeth Street in Melbourne, which is pummelled with 78.5 mm of rain in one hour. Police roll up their trousers to rescue shoppers swept off their feet by the brown floodwaters.
1974	The second largest flood on the Maribyrnong River occurs when 110 mm of rain falls over a 48-hour period. Flash flooding causes havoc. The Melbourne Board of Works installs monitoring devices to provide early warnings.
1984	The Upper Yarra and Dandenong Creek has moderate flooding with 120 mm.
1989	Thunderstorms move in from Port Phillip Bay and loom menacingly over St Kilda with lightning, strong winds, hail and torrential rain: 89 mm falls in one hour. Emergency grants are given to 330 people and 130 need temporary housing. The Insurance Council of Victoria estimates a damages bill of \$16 million.
1991	Melbourne is hit with a month's worth of rain in 48 hours with 135 mm.
1993	Major flooding along the Maribyrnong River finds the Anglers Tavern Lounge under nearly two metres of water. The river rises 3.8 metres with 150 homes damaged.



Flooding on Morang Road, Hawthorn in 1932 (Image Fairfax media)



Flooding on Elizabeth St in 1972 (Image Fairfax media)

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Figure 4. A timeline of flooding in our region (continued)

YEAR	EVENT
2002	Brimbank suffers severe flash flooding with torrential rain and high winds for 18 hours with 66 mm rainfall. The storm causes \$5 million in damages as businesses find themselves knee-high in flood water.
2003	A severe storm sees \$50 million in damages as 106.5 mm of rain falls in 2.5 hours across Melbourne. Flash flooding sends torrents of water waist-deep into schools, houses and shops. Motorists are rescued by boat on the Eastern Freeway.
2004	A wild Summer storm batters Melbourne with 18 hours of torrential rain and high winds. Eastern and South Eastern suburbs worst hit with business owners knee-deep in water.
2005	Up to 125 mm of rain falls in 24 hours in the Melbourne region with widespread riverine flooding. The RACV are called out to more than 500 car breakdowns and the Metropolitan Fire Brigade rescues passengers from car roofs.
2006	Northcote and Coburg see 75.2 mm of rain in 30 minutes causing flooding.
2010	End of the 'millennium drought'. Major flooding across Melbourne's South East.
2011	Melbourne Central Business District, Elwood, Werribee and Bunyip record up to 150 mm of rain in 14 hours. More than 51 communities in western and central Victoria are affected. Over 1,730 properties experience damage. Follow-up rainfall events, including the aftermath of Tropical Cyclone Yasi, hit areas already experiencing major flooding.
2012	In Koo Wee Rup 80 mm of rain falls over two days causing significant flooding.
2016	Widespread flash flooding during record summer rains.
2018	Melbourne turns on a wet and wild day for the 158th Melbourne Cup. The storm dumps more rain on Melbourne in two hours than in the previous two months. Victoria's SES carries out more than a dozen rescues.
2019	Many minor river and flash flooding events across the Werribee, Yarra and Bunyip catchments. There are intense storms and localised flooding in Broadmeadows, Burwood and Mitcham.
2020	New flood records set. In St Albans, 56.4 mm falls in 39 minutes. In Keilor, 8.2 mm falls in one minute, equating to 492 mm per hour. Minor flooding of Deep Creek, Yarra River and Dandenong Creek; localised flooding in Ringwood; flash flooding in Bacchus Marsh and Cranbourne.



Cars stranded in Melbourne city floods in 2010 (Image Chris Scott)



Flooding in Elwood in 2011 (Image Paul Loughnan)

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Types of flooding

There are different types and severity of flooding.

Types of flood

(These definitions of the types and severity of flooding have been adapted from the 2016 *Victorian Floodplain Management Strategy*.)

Riverine flooding

Inundation of normally dry land when water overflows the natural or artificial banks of a stream, river, estuary, lake or dam. Riverine flooding generally excludes watercourses constructed with pipes or artificial channels considered as stormwater channels. Riverine flooding can be a slower process, occurring at a rate that allows advance warning. Flood waters may last for days.

Flash (stormwater) flooding

Inundation by local runoff caused by heavier than usual rainfall. Inundation can be caused by local runoff that exceeds the capacity of urban stormwater drainage systems; overland flows that are on the way to waterways; or riverine flooding causing urban stormwater drainage systems to back up and overflow. Flash flooding from the stormwater system tends to be rapid and dangerous due to the speed and depth of flows and difficulty in providing a timely warning to people.

Coastal flooding

Increases in coastal water levels above the predicted tide level resulting from a range of storm-related factors such as wind and waves. Coastal flooding in a storm surge gives some advance notice but sea level rise will mean some areas are permanently underwater.

Severity of flood

Minor flooding

Causes inconvenience. Low-lying areas next to watercourses are inundated. Minor roads may be closed and low-level bridges submerged. In urban areas inundation may affect some backyards and buildings below the floor level as well as bicycle and pedestrian paths. In rural areas removal of stock and equipment may be required.

Moderate flooding

In addition to the above, the area of inundation is more substantial. Main traffic routes may be affected. Some buildings may be affected above the floor level. Evacuation of flood-affected areas may be required. In rural areas, removal of stock may be required.

Major flooding

In addition to the above, extensive rural areas and/or urban areas are inundated. Many buildings may be affected above the floor level. Properties and towns are likely to be isolated and major rail and traffic routes closed. Evacuation of flood-affected areas may be required. Utility services may be impacted.

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The impact of flooding

The consequences of floods are serious for people living in affected areas and can have major economic repercussions for businesses and the community. Flooding impacts property, transportation, infrastructure and natural environments.

The cost of flooding

It is estimated there are over 200,000 properties across the region that have at least a 1% chance of flooding in a given year. The annual average damage (AAD) costs of flooding in the Port Phillip and Westernport region are estimated to be \$735.5 million. The AAD is calculated using economic inputs that quantify flood damage in monetary terms.

There are three categories of economic inputs including:

- direct damages to residential and commercial buildings, property and roads estimated at \$319.8 million
- indirect damages such as disruption to public transport, loss of public services and emergency response estimated at \$95.9 million
- intangible damages which are psychological and physical illness, memorabilia and flora and fauna estimated at \$319.8 million.

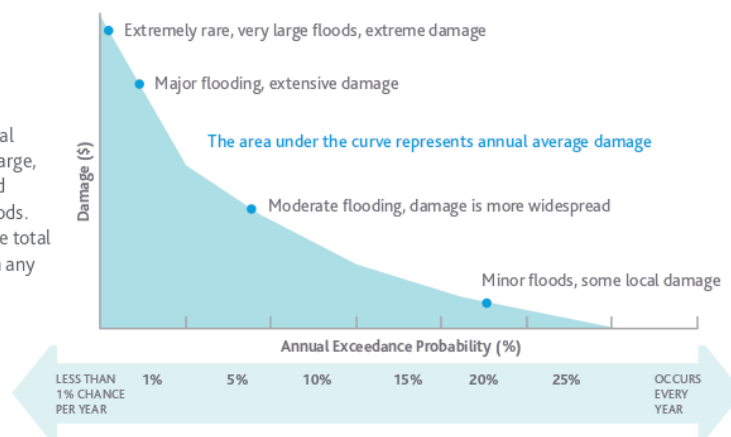
The costs of intangible damages are found to be at least equal to the direct damage costs, however are likely to be even greater.

Figure 5. Estimating annual average damage

The annual average damage (AAD) costs of flooding in the Port Phillip and Westernport region are estimated to be approximately \$735.5 million.

Annual average damage (\$ millions)

The area chart shows the estimated contribution to annual average damage by large, infrequent floods and smaller, frequent floods. The area in blue is the total estimated damage in any given year.



3 This estimate has been developed using existing and extrapolated data. Existing data included mapping of 1% Annual Exceedance Probability (AEP) flood extents (that is, a flood with a 1% chance of occurring in any given year) along waterways and regional drainage systems, and mapping of local drainage systems where available. This data was then used to make estimates of the number of properties likely to be affected in areas that are yet to be mapped for flooding. It will be revised as more data is collected over time.

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The impact of flooding on people

The personal and social costs of flooding can be significant. Floods can cause loss of life and injury.

The long-term stress and disruption arising from damage to homes and vehicles, and the loss of pets and possessions of personal value, are among the serious negative consequences.

Families can be displaced from their homes, sometimes for lengthy periods of time, while waiting for repairs to be completed. People can experience fear and helplessness during floods. Ongoing physical and mental health concerns have an impact on families and communities.

The impact of flooding on the natural environment

The natural environment is a complex and changing system providing clean air, clean water, food and carbon storage. Flooding can support natural floodplains through replenishing groundwater and wetlands, moving sediment and nutrients to areas that need them, and triggering fish and bird migration and breeding events. However, significant floods can also damage the environment, causing erosion and pollution, and transporting weeds, litter and debris to waterways and wetlands.

Damage to the natural environment may take time to repair and in some cases it is permanent. Environmental damage may cause further recreational and economic effects such as damage to fisheries.

The challenges and opportunities for the future

We have well-established approaches to manage flood risks including an extensive drainage system, land use planning, education and awareness and flood warnings. Major infrastructure will continue to be part of our flood solutions. Given the challenges the region faces from climate change and population growth, and the constraints of established urban areas, we need to expand our range of approaches to continue to build flood resilience in the region.

Our rapidly changing context presents challenges and opportunities, which this strategy addresses.

The challenge of climate change

Victoria's climate has changed. We need to understand and prepare for the multiple and cumulative risks of climate change in our approach to managing flood risks. The increasing frequency and severity of hazards and hazard events, cost of these events, and impacts of climate change are well recognised in our legislative and emergency management framework.

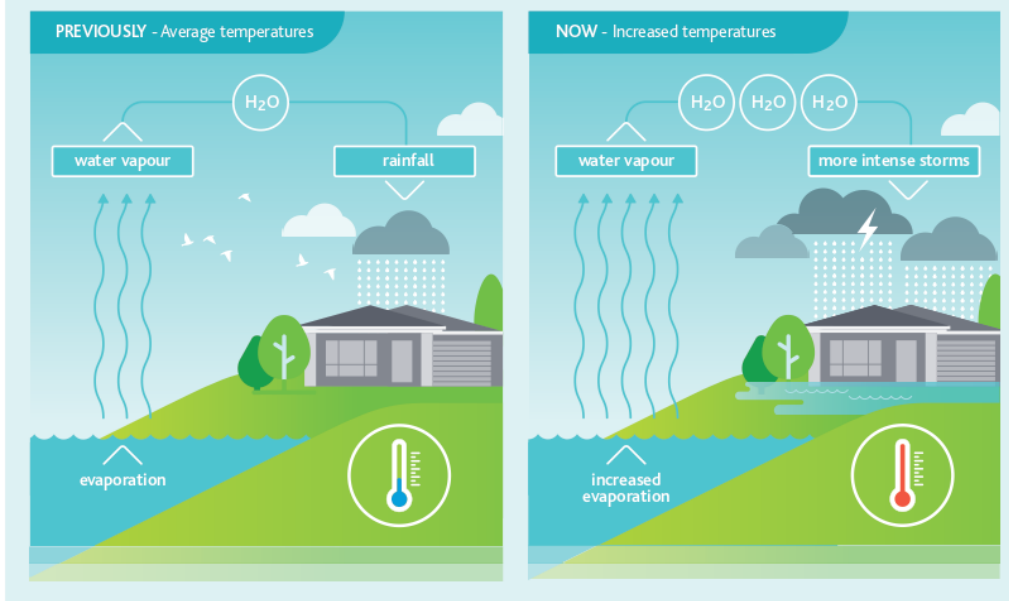
In Australia, climate change intensifies and extends periods of heatwave, drought and water scarcity. As a result, we will continue to experience longer dry periods between rainfall events, reducing the availability of water to sustain green spaces that are critical for the health and wellbeing of people and environments.

A warmer atmosphere also holds more moisture so, when it does rain, rainfall is heavier. Climate scientists project that the intensity of heavy rainfall events will increase, and that the sea level will continue to rise, increasing the severity, regularity and risk of flood events in southern Victoria.⁴

⁴ CSIRO and Bureau of Meteorology 2015, *Climate Change in Australia Projections Cluster Report – Southern Slopes*.

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Figure 6. The influence of climate change on the water cycle



Sea level rises due to ice sheets on land melting and sea water expanding as it warms ... Rising sea levels result in an increased risk of coastal erosion and inundation – threatening coastal ecosystems, local landscapes and crucial infrastructure.⁵

Department of Environment, Land, Water and Planning, 2019

Communities are not equally affected by climate change. Some communities have greater exposure to extreme weather events, experiencing acute shocks. Some communities, including those experiencing acute shocks, also have chronic stresses that may be physical, economic and social, which make them more vulnerable to the consequences of flooding.

The 2015 *Flood Management Strategy Port Phillip and Westernport* identified climate change as one of the most important challenges we face.

Since this time, the community appetite for addressing climate change, and government policy, has changed. More than 50% of Australians see climate change as the most critical threat to Australia's vital interests. Furthermore, 61% of Australians want steps taken now to address climate change even if the costs are significant⁶. It is no longer a discussion of whether we should be addressing climate change, but how to address it.

The challenge of population growth and urban density

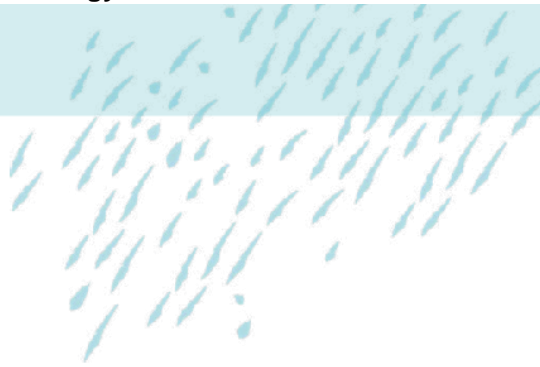
*Victoria in Future 2019*⁷ is the official state government projection of population. It projects that Greater Melbourne's population will grow from five million in 2018 to approximately nine million by 2056. It is estimated that up to 70% of new dwellings will be built in established urban areas⁸.

⁵ Department of Environment, Land, Water and Planning 2019, *Victoria's Climate Science Report*, https://www.climatechange.vic.gov.au/_data/assets/pdf_file/0029/442964/Victorias-Climate-Science-Report-2019.pdf

⁶ The Lowry Institute 2020, *Australia and climate change*, <https://www.lowryinstitute.org/issues/australia-climate-change>

⁷ Department of Environment, Land, Water and Planning 2019, *Victoria in Future 2019. Population Projections 2016 to 2056*, July 2019, https://www.planning.vic.gov.au/_data/assets/pdf_file/0032/332996/Victoria_in_Future_2019.pdf

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When urban development occurs, at a minimum, we will not exacerbate flooding and where appropriate seek opportunities to mitigate risks both in the development and downstream. To do this, we need to make space for flood waters within the urban landscape and not create additional run-off. We need to plan for people's safety and protect critical infrastructure.

These principles apply to developments in new suburbs and redevelopments in existing suburbs, while also involving their own challenges and approaches. For example, the nature of urbanisation can prohibit and constrain cost-effective opportunities for flood effects reduction.

The *2015 Flood Management Strategy Port Phillip and Westernport* recognised the challenge of urban development and aimed to use the planning system to manage the flood risks associated with new development. This planning approach has worked well and is a very cost-effective way of managing flood risk. There is now an opportunity to look for additional ways to best leverage the planning system. Informed by the best available information, it is important to ensure that the planning system can continue to address the increased flood risks associated with population growth and climate change.

The opportunity to empower the community

The *2015 Flood Management Strategy Port Phillip and Westernport* aimed to support communities to understand their flood risks and how they could manage them. At the start of the strategy, 41% of people, directly impacted by flooding, were aware of their flood risk⁸. The strategy aimed to increase this to 58%.

Social research commissioned by Melbourne Water and Victoria State Emergency Service (VICSES) mid-way through strategy implementation found that only 44% of people who lived in flood-prone areas were aware of their risk, and only 34% felt prepared for flooding¹⁰.

The small increase in awareness of flooding over the initial years of the strategy has highlighted the need to try different approaches to building the community's awareness and preparedness for flooding. There are opportunities to better understand the needs of diverse communities, and then to engage and empower them to develop their awareness and knowledge of flooding.

They can be empowered to make informed choices and act – including seeking support when they need it and offering support in their communities.

Communities can also support flood management; they have on-ground information about where flooding is occurring and the effects, and they can identify locations that are important to them so that we can work to protect those places. We have an opportunity to work closely with the community to understand flooding in their suburb and develop solutions together.

The opportunity to contribute to social and environmental outcomes

We have an opportunity to take a holistic approach to water management and achieve multiple benefits from our programs and solutions.

By adopting an integrated water management (IWM) approach, we have an opportunity to develop catchment-wide and place-based responses to flooding that can provide multiple benefits. IWM considers the natural water cycle and all water supply and management systems as a single system, including drainage, waterway, water supply and sewage services.

With the *2015 Flood Management Strategy Port Phillip and Westernport*, we started to consider flooding as part of an IWM approach. We undertook studies to understand the effectiveness of using an IWM approach to manage flooding. Now we have the opportunity to take this further by starting to develop integrated projects.

With this approach, we can direct flood waters to beneficial uses such as irrigation in parks and environmental flows to creeks; we can link assets such as wetlands to other vegetated spaces to support biodiversity; and we can allow safe access to assets to develop green, cool spaces to provide respite during periods of heat.

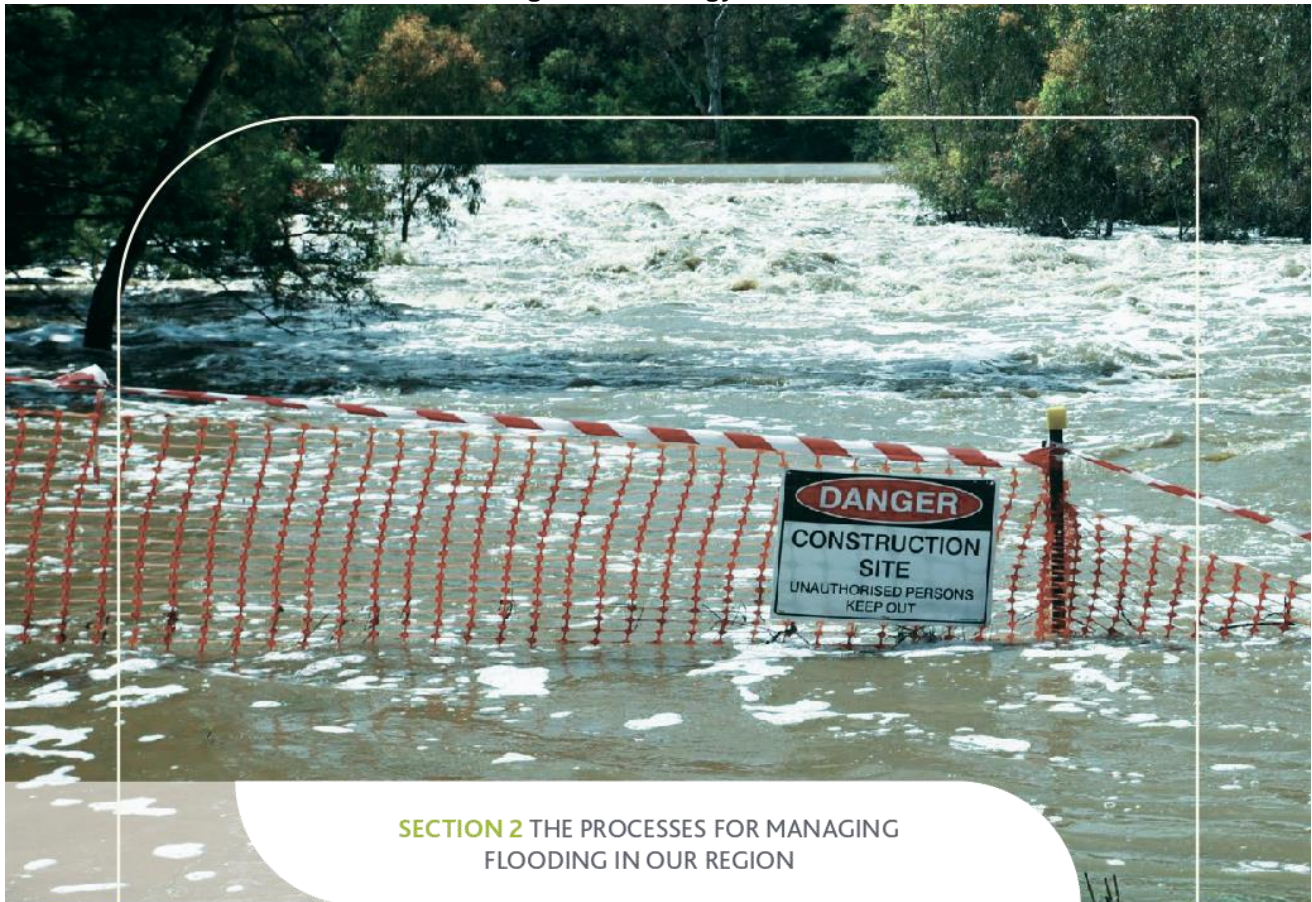
Delivering on multiple objectives at both catchment-wide and place-based scales requires the involvement of many partners. We need clear roles and responsibilities and effective collaboration to take up these opportunities.

⁸ Department of Environment, Land, Water and Planning 2017, *Plan Melbourne 2017-2050: Metropolitan Planning Strategy* <https://www.planmelbourne.vic.gov.au/the-plan>

⁹ *Benchmarking Flood Ready Behaviour*, report commissioned by Melbourne Water

¹⁰ *Flood Risk Awareness 2018*, report commissioned by Melbourne Water and Victoria State Emergency Service

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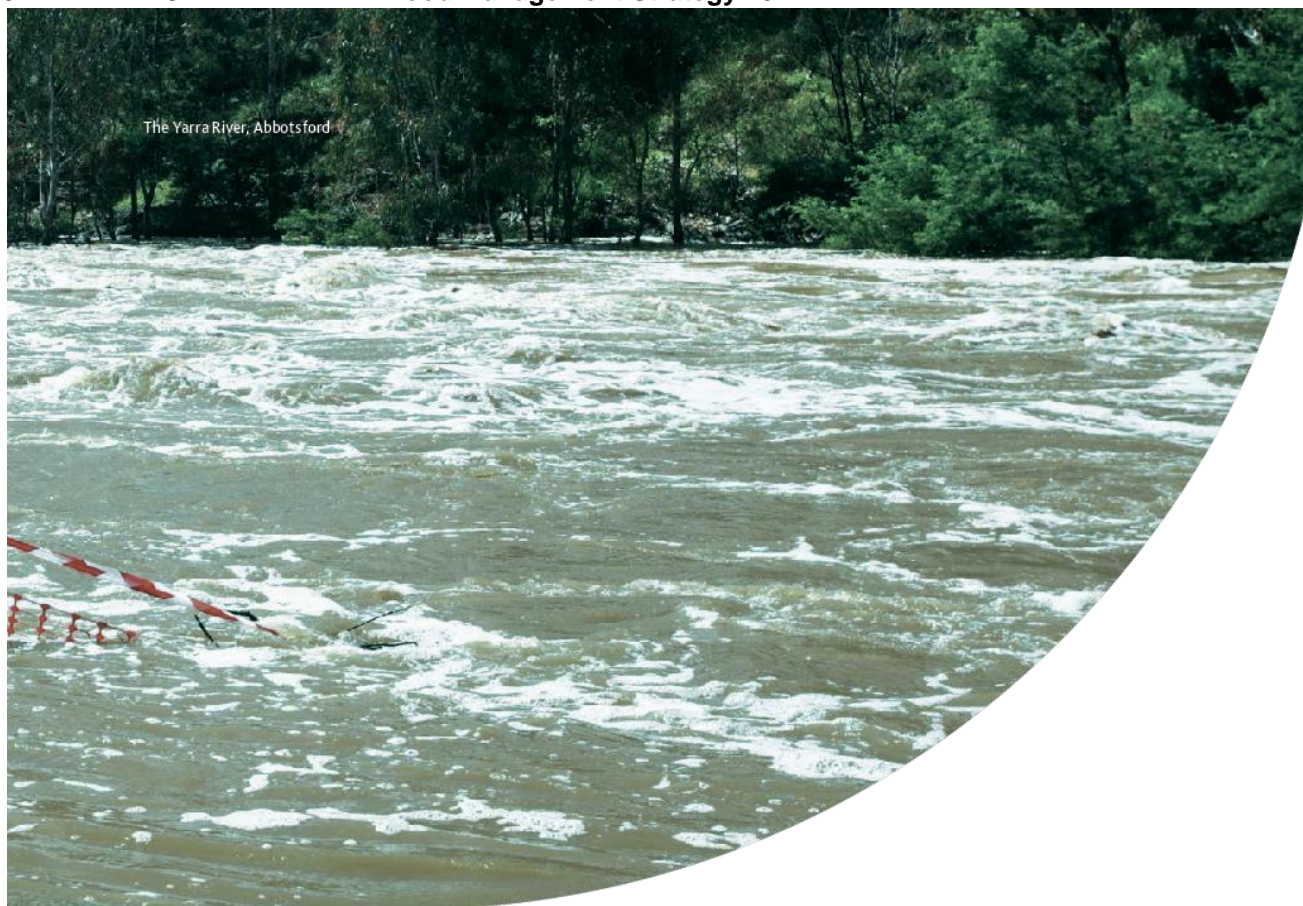


SECTION 2 THE PROCESSES FOR MANAGING
FLOODING IN OUR REGION

Although we cannot stop floods from occurring altogether, we can work collaboratively to reduce the risks and impacts of floods, and support recovery for communities, infrastructure, the environment and the economy.

There is a range of ways to manage flooding before, during and after flood events. Many partners have responsibilities for flood management across the Port Phillip and Westernport region, including governments, agencies and authorities as well as individuals.

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The flood management process

Flood management is a collaborative process that addresses flood mitigation, response and recovery.

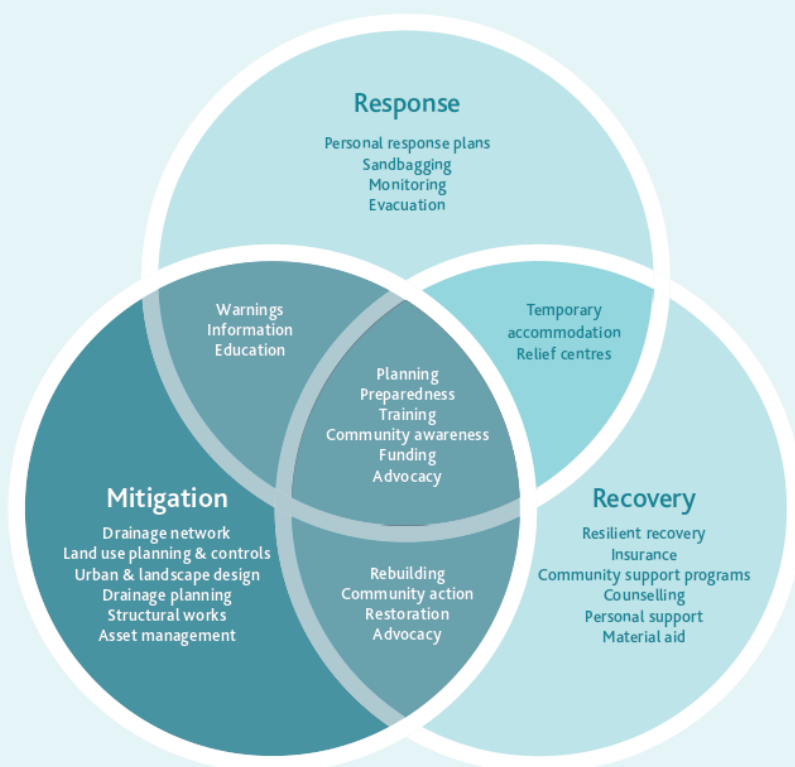
1. Mitigation is defined by *The Victorian Floodplain Management Strategy* as reducing the impacts of flooding before a flood occurs.
2. Response involves responding to flood events, in particular emergency management including providing warnings, protecting areas, and providing rescue and relief services.
3. Recovery is defined by the *State Emergency Management Plan* as supporting people and communities affected by flooding to achieve a proper level of functioning.

Each stage of flood management involves a range of activities. The focus of this strategy is largely on the mitigation aspects of flood management (highlighted in Figure 7), because mitigation will have the best community outcomes. This work supports emergency response and recovery activities.



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Figure 7. Flood management mitigation, response and recovery

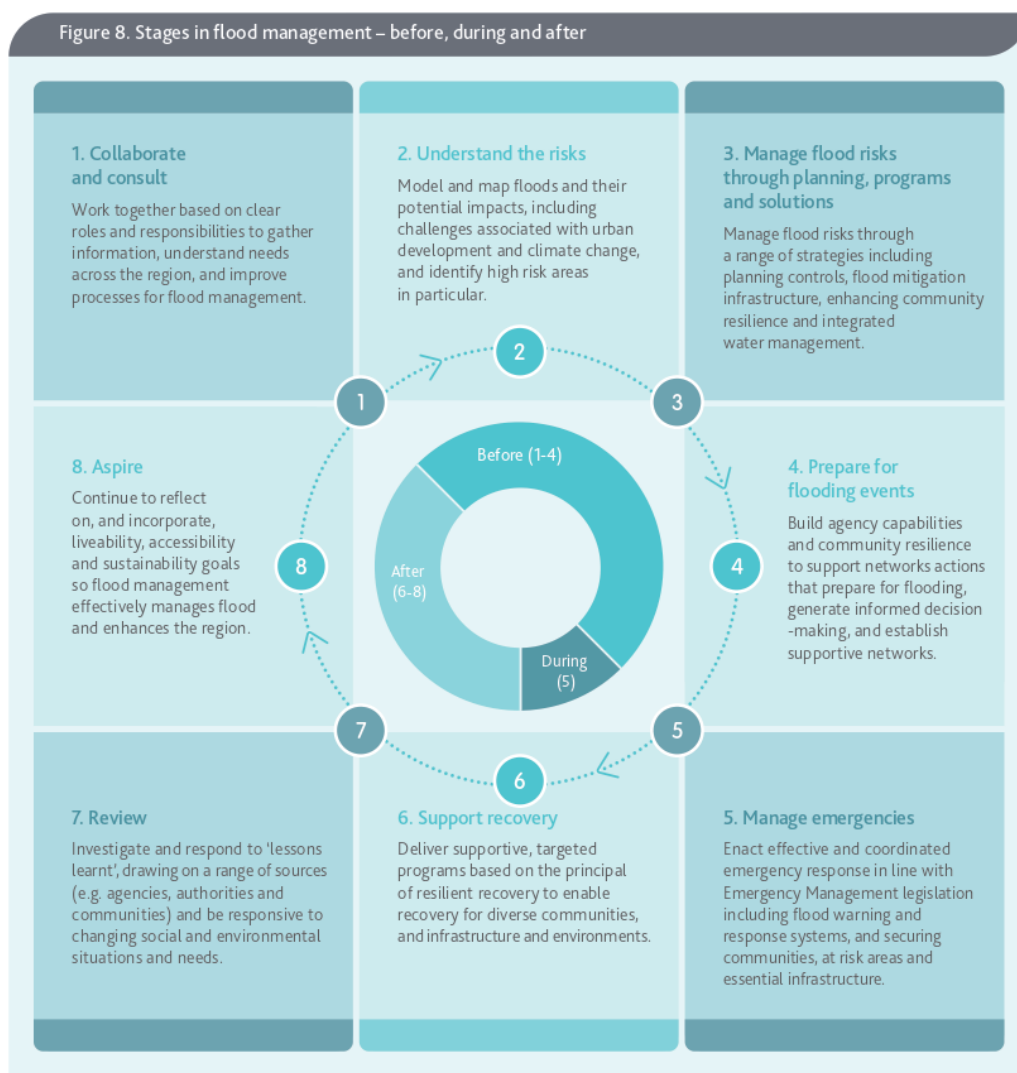


There are many approaches to mitigate flooding and to prepare for inevitable events. The steps involved in flood management include developing our understanding of flooding and the vulnerabilities of people, places and assets.

Effective response and recovery processes are engaged during and after flood events in line with Victoria's emergency management framework. Finally, we can review our progress and take action to improve.

These steps are incorporated within the objectives and focus areas of this strategy. The steps in the process of flood management are shown in Figure 8.

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Roles and responsibilities in preparing for and managing flood risk

Many organisations have a role in preparing for and managing flood risk due to the way flooding moves through the landscape – crossing boundaries of responsibility – and because partners have different roles and responsibilities in relation to flood management.

Summary of activities and responsibilities

Melbourne Water (regional drainage and floodplain management authority and waterway manager)

- Coordinates planning and delivery of regional flood management and drainage services
- Undertakes catchment and coastal flood modelling and mapping
- Provides flood advice for new land use and development as a referral authority
- Contributes information to warning services, particularly, manages flood warning hydrographic infrastructure
- Manages regional drainage systems (in the Port Phillip and Westernport region this generally refers to drainage systems servicing a catchment of greater than 60ha)
- Melbourne Water provides coastal inundation advice within the region based upon our Planning for Sea Level Rise guideline
- Manages waterways
- Contributes to development and use of integrated water management knowledge and tools
- Undertakes technical research.

The 38 councils in the region

- Administer and enforce planning schemes, which include state and local flood policies and controls.
- Manage local drainage systems (in our region this generally refers to drainage systems servicing an area of less than 60ha)
- Undertake flood modelling and mapping of local drainage systems
- Support local flood planning and coordinate local emergency planning
- Support development of local community resilience
- Implement state and regional strategies through the application of appropriate zones and overlays, and flood management decision-making and activities
- Can develop local water management strategies and plans
- Contribute to development and use of integrated water management knowledge and tools
- Support community recovery from flood events.

Retail water authorities

- Manage urban water supply and sewage services
- Undertake technical research
- Develop and implement integrated water management infrastructure and tools with other stakeholders.

Victorian government departments and agencies

- Set policies, guidelines, standards and strategies for floodplain management, urban planning and development, water resource management, marine and coastal management, and emergency management
- Contribute to development and use of integrated water management knowledge and tools
- Support recovery from floods.

Emergency services agencies

- Lead emergency preparation and response
- Deliver community awareness and education programs
- Provide flood warnings to the community (Emergency Management Victoria)
- Are the designated control agency for floods (Victoria State Emergency Service).

Australian government departments and agencies

- Set national policies and guidelines for flood and emergency management
- Coordinate national research and data on a range of flooding, weather and climate change issues
- Contribute to delivery of warning services
- Contribute funding to flood prevention and recovery activities.

Insurance industry

- Projects and shares the financial consequences and recovery costs.

Communities, individuals and businesses

- Are responsible for understanding personal and local risks, and being prepared for floods
- Can contribute to development of local flood management projects and plans.

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Managing the vital drainage system

Different organisations work together to manage the drainage system, which includes our network of regional and local drains, roads and retarding basins. Drainage is crucial infrastructure in flood management; the Port Phillip and Westernport region has an extensive drainage system that protects the majority of the region from regular flooding.

In our region:

- Melbourne Water manages 1,400 kilometres of regional drains
- local councils manage 25,000 kilometres of local drains and street gutters
- property owners are responsible for their residential roof gutters, downpipes and pipelines
- agencies, such as VicRoads and VicTrack, manage other drains.

As Melbourne grows, we are extending the drainage system to protect these new areas from regular flooding. We continue to maintain and optimise existing drainage infrastructure in line with the changing circumstances including consideration of climate change, urbanisation and community values.

Policies and strategies influencing flood management

This strategy sits within a framework of related policies and strategies that work together to help enhance community safety, prevent and manage flooding, and support response and recovery (See Figure 9).

These policies and strategies operate at different levels and focus on different topics, but all link to aspects of delivery of this strategy.

We recognise this policy context and in this strategy we aim to complement and build on the objectives and purpose of these documents rather than replicate them. The primary policy basis for this strategy is the *Victorian Flood Management Strategy*, which requires the development of regional flood management strategies (Accountability 26a) and the *Water Act 1989* which requires the development and implementation of the strategy (Section 202(2)(d)).



Upgraded drainage pit



Drainage gully cleaning

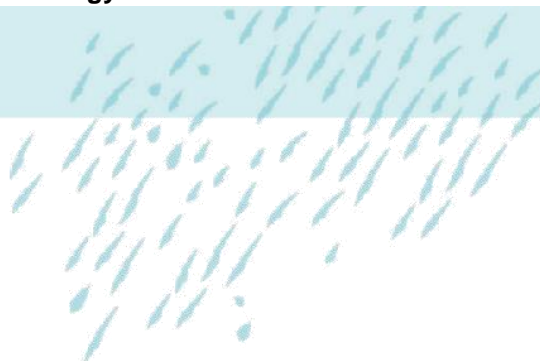
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Figure 9. Flood management and related policies and strategies

	State	Regional	Local
 Climate Adaptation Climate Change Act 2017	<ul style="list-style-type: none"> Victorian Climate Change Adaptation Plan (future plans are statutory requirements) 	<ul style="list-style-type: none"> Resilient Melbourne (Strategy) 	<ul style="list-style-type: none"> Climate Adaptation Plan (Local) Resilience Plan
 Coastal Management Marine and Coastal Act 2018	<ul style="list-style-type: none"> Marine and Coastal Policy (S) Marine and Coastal Strategy (pending) (S) 	<ul style="list-style-type: none"> Regional and Strategic Partnerships (S) 	<ul style="list-style-type: none"> Coastal and Marine Management Plan (S) Coastal Management Plan
 Environment Environment Protection Act 1970/2017	<ul style="list-style-type: none"> State Environment Protection policy (Waters) (S) 	<ul style="list-style-type: none"> Port Phillip Bay Environmental Management Plan 2017-2027 (S) 	<ul style="list-style-type: none"> Environment Sustainability Plan
 Land Use Planning Planning and Environment Act 1987	<ul style="list-style-type: none"> Victoria Planning Provisions (S) (& Planning Policy Framework) for State, Regional & Local 	<ul style="list-style-type: none"> Plan Melbourne 	<ul style="list-style-type: none"> Planning scheme (S) (& Municipal Planning Strategy) Precinct Structure Plans (S) ESD Assessment (S)
 Water Management Water Act 1989	<ul style="list-style-type: none"> Water for Victoria IWM Framework for Victoria Victorian Waterway Management Strategy 	<ul style="list-style-type: none"> Regional IWM Forums & Strategic Direction Statements Healthy Waterways Strategy (S) Yarra Strategic Plan (draft) (S) Central Region Sustainable Water Strategy (S) 	<ul style="list-style-type: none"> IWM (or WSUD) Plan Stormwater Management Plan (S) (under SEPP (waters))
 Floodplain Management Water Act 1989	<ul style="list-style-type: none"> Victorian Floodplain Management Strategy 	<ul style="list-style-type: none"> Flood Management Strategy - Port Phillip and Westernport (required under VFMS) 	<ul style="list-style-type: none"> Drainage Asset Management Plan Flood Management Plan (local)
 Emergency Management Emergency Management Act 2013	<ul style="list-style-type: none"> State Emergency Management Plan (S) State Emergency Management Sub-Plans 	<ul style="list-style-type: none"> Regional Emergency Management Plan Central Region Emergency Response Plan - Flood Sub-plan 	<ul style="list-style-type: none"> Municipal Emergency Management Plan (S) (& Flood Emergency Plan) (S) VICSES Local Flood Guides

Note (S) designates a statutory requirement
 IWM - Integrated Water Management
 WSUD - Water Sensitive Urban Design
 ESD - Environmental Sustainable Design

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What we have achieved since the last flood strategy

Melbourne Water released its first *Flood Management Strategy Port Phillip and Westernport* in 2007. This strategy focused on addressing severe and intolerable flooding and drove significant investment in building infrastructure to reduce flooding in the region. This strategy also resulted in the introduction of local flood management plans, which enhanced the collaboration between Melbourne Water, councils and VICSES to address local flooding challenges.

In 2015, Melbourne Water released the first collaborative *Flood Management Strategy Port Phillip and Westernport*, which was built with input from 49 partners, including all 38 councils in the region. This strategy moved from setting a Melbourne Water direction to a regional direction, recognising the benefit of greater collaboration between the various partners across the region.

Whole-of-catchment mapping, in which council and Melbourne Water undertake mapping together, is now standard practice.

Flood management plans with councils are continually updated and used to drive collaboration, and new collaborative approaches such as the Elster Creek Collaboration Committee have been trialled. Integrated services plans between Melbourne Water and councils include a focus on aligning maintenance and operations to ensure the drainage system functions as effectively as possible.

The achievements in Figure 10 are a selection of the great work with our partners that has been achieved to date since the 2015–2021 strategy.



Elwood house flooding (Image Penny Stephens)

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Figure 10. A selection of flood management strategy achievements



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Case study: Collaborative approaches

Elster Creek Catchment Action Plan

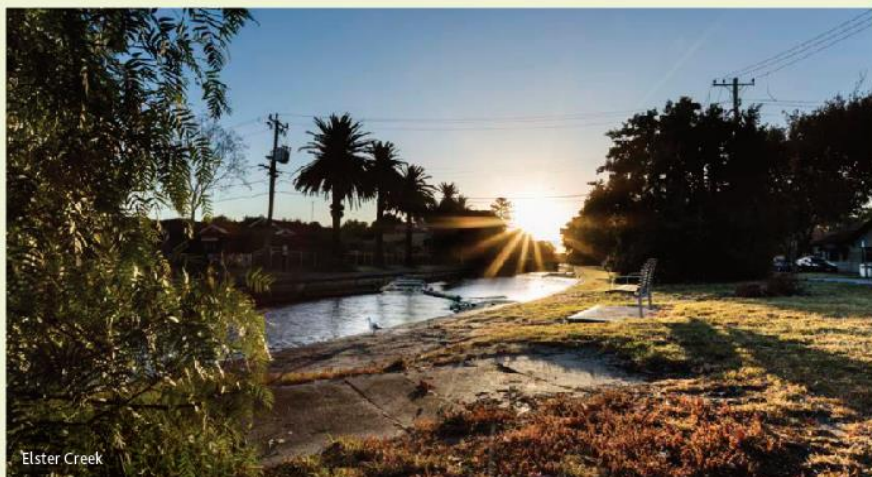
The Elster Creek Catchment has a number of complexities including increasing in-fill development, flat topography, limited open space opportunities for flood mitigation, sea level rise and competing community drivers – meaning flood management requires significant collaboration, planning and investment.

In 2017, the chief executive officers of the cities of Port Phillip, Glen Eira, Bayside, and Kingston, together with Melbourne Water, entered into a memorandum of understanding (MOU) to plan for and manage flooding within the Elster Creek catchment at a whole-of-catchment level. The MOU sets out core principles that affirm everyone involved will collaborate to find evidence-based, innovative solutions that most benefit the community in the catchment's region. The councils engaged with local community members to develop a common understanding of effective ways to address flooding problems.

The *Elster Creek Catchment Flood Management Plan 2019–2024* was endorsed in October 2019 and provides a five-year program of work that builds on outcomes from the previous action plan to reduce flood risks across the catchment. It was developed in consultation with the community and councils and recognises that flood risk reduction requires a range of levels of intervention to be successful. It includes three key focus areas that ensure a holistic approach to flood planning in the catchment:

- on-ground solutions that minimise flooding and its impact on the community
- land-use planning that seeks to minimise urban run-off and reduce flood risk
- community engagement that ensures the community is informed and well-prepared.

A project working group, consisting of representatives from each organisation, is progressively implementing actions in the flood management plan.



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Case study: Mapping and modelling floods

Collaborative flood mapping

The City of Glen Eira experiences significant and damaging flooding. Large flood events in February 2011 and December 2016, for example, resulted in widespread above-floor flooding of properties.

In 2018, Glen Eira City Council expanded its flood modelling program, collaborating with Melbourne Water to compare and authenticate council and Melbourne Water flood models. The result was updated and peer-reviewed flood mapping for all drainage catchments in the municipality.

The next phase will involve updating the proposed Melbourne Water special building overlay (SBO1) as an amendment in the planning scheme and introducing a new council special building overlay (SBO2). Each overlay identifies areas prone to overland flooding under council or Melbourne Water control, and sets appropriate conditions and floor levels to address any flood risk to new developments.

Glen Eira City Council has used local flood mapping over the last three years to inform building and development. Under the *Building Regulations 2018*, the council issues a flood level report if an allotment is prone to major flooding. The council recommends that a property owner and/or developer obtain this report before starting design work.



Almond Street flooding, Glen Eira

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Case study: Murrumbeena to Malvern flood mitigation

Flood mitigation

Melbourne Water initiated the Murrumbeena to Malvern Flood Mitigation Project in 2017 after this area experienced significant flooding in 2006 and 2011. A two kilometre long, 1.8 metre diameter stormwater drain was constructed through residential streets and parks between Railway Parade in Murrumbeena and the Monash Freeway in Malvern East. The new stormwater drain collects water from heavy rainfall that flows over the streets and paved surfaces, reducing the impact of flooding to properties in the area.

An embankment was removed to restore the natural overland flood flow path of the Murrumbeena Creek. Community access to high-quality open spaces were unlocked to the north of the railway line by lowering steep embankment slopes. Removing sections of the grassed embankments also improved natural light to the area, and provided a better link between neighbours and the suburb.

A previously dead-end space was also activated at Riley Reserve, in line with the City of Glen Eira's open space master plan. A new walking and cycling corridor provides opportunities for active transport within the area. This connects residents of southern Murrumbeena to green spaces and existing trails extending as far as Scotchman's Creek Trail.

Early engagement with stakeholders, particularly the Level Crossing Removal Project, enabled us to reduce community impact by constructing both projects at the same time. By working with stakeholders we were able to realise a number of additional project and liveability benefits.



Murrumbeena to Malvern flood mitigation project (Image David Hannah)

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Vision, objectives, 10-year outcomes and focus areas

As partners, our vision ensures we have a shared goal that we are collectively working towards. Our three objectives are essential to achieving our vision. Each objective has 10-year outcomes so we can measure our progress and has focus areas to direct our actions. (See Figure 11).

While this is a 10-year strategy, the vision and objectives extend beyond this timeframe, recognising the ongoing, adaptive approach required.

This 10-year strategy will be underpinned by two five-year collaborative action plans. These enable us to adapt our approach over time as new information, tools and approaches become available.



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Figure 11. Vision, objectives, 10-year outcomes, focus areas and five-year Action Plans x2

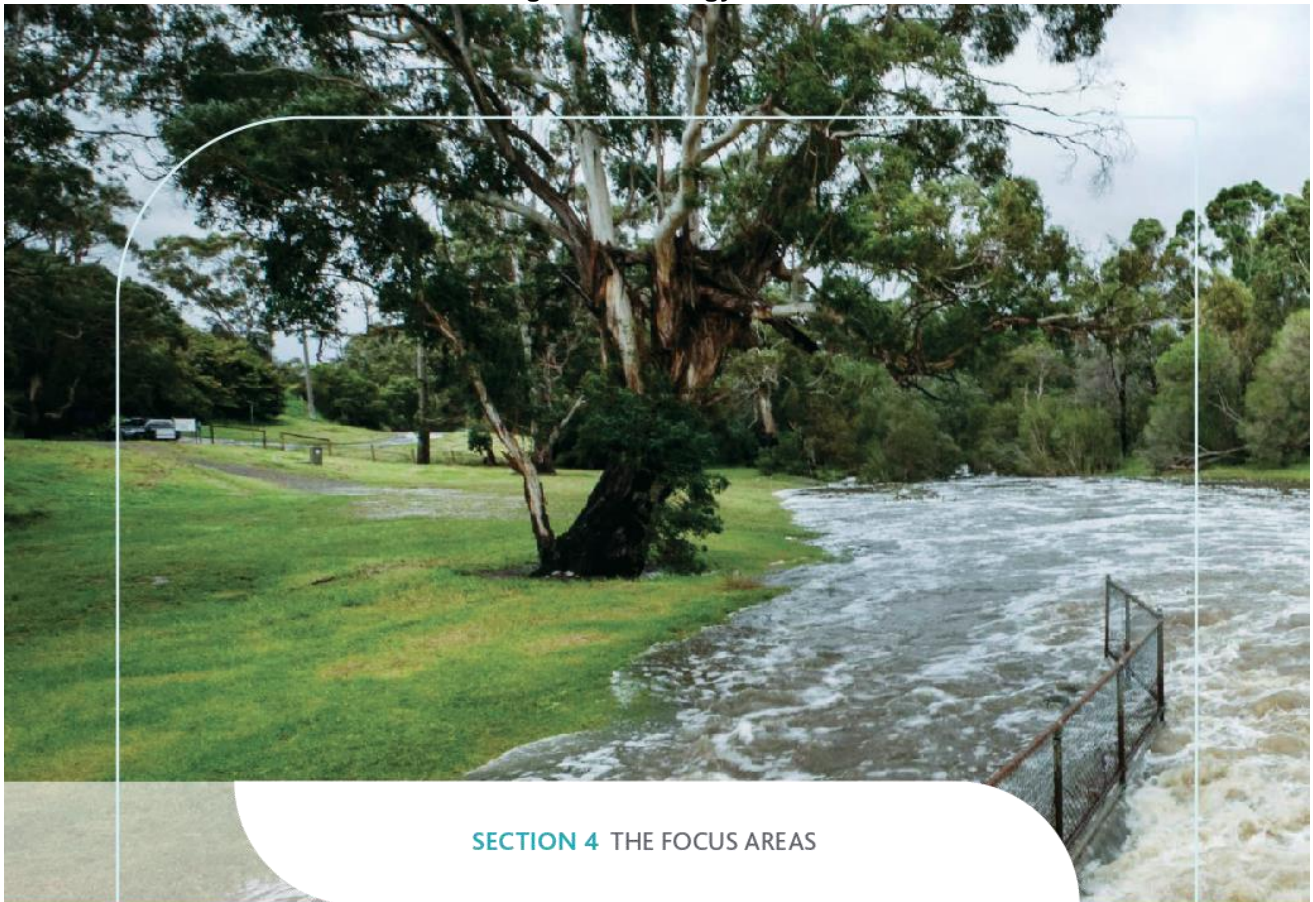
This 10-year strategy will be underpinned by two five-year collaborative Action Plans. These enable us to adapt our approach over time as new information, tools and approaches become available.

Vision Together we are aware, responsive and resilient. Communities, business and government understand flooding, plan collaboratively for challenges and take action to manage risks and optimise opportunities, for now and the future.



* Our collaborative approach to delivering this strategy will help deliver this outcome.

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SECTION 4 THE FOCUS AREAS

We have developed nine focus areas to build on our current approaches to flood management. There is so much to do to manage flooding.

These focus areas direct our attention to the main priorities to achieve each 10-year objective.

The focus areas are based on the fundamental activities required to reduce flood risk and on the key directions: managing climate change, empowering diverse communities, and managing flooding to achieve multiple benefits. Our partners identified these key directions – always with an approach of collaboration, responsibility and accountability.

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About the focus areas

The focus areas drive targeted, additional effort in flood management based on a clear rationale to reduce flood risk. The focus areas ensure effort is directed towards the specific actions in the initial five-year action plan.

Detailed descriptions of each focus area follow. You will also see in this section where we want to be in 10 years in relation to each of the focus areas.

Our need for flood information underpins the entire strategy, with direct input into essential functions such as land use planning, flood effects mitigation and emergency response. To reduce flood risk, we must first understand it.

Objective One

The right information is available at the right time to the people who need it



The first step to managing flood risk is to understand where floods could happen and what the impacts could be. Different aspects of flood management require different information and flood management agencies need to access it easily. The community also needs to be able to access relevant flood information. Making clear flood risk information easily accessible to people and businesses enables them to understand their risk, and to be prepared to take action before, during and after a flood event.

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FOCUS AREA 1: Fit-for-purpose information

Where will we be in 10 years?

The purpose of the information we generate is clearly identified and understood. All agencies work together to generate fit-for-purpose information to agreed standards. We share this information effectively between agencies. Flood information for high-priority areas is no older than 10 years.

Why do we need fit-for-purpose information?

We need fit-for-purpose flood information to quantify flood risk and use it to inform decisions about the way we best manage and reduce flood risk.

Flood information is used in many ways:

- **planning**
 - statutory processes such as including flood maps in planning schemes
 - urban growth planning processes such as developer services schemes for greenfield areas and major redevelopments, so flood risk is addressed in development.
- **emergency management**
 - collaborative development of local flood management and flood emergency plans
 - emergency planning processes
 - flood warning systems to provide advance warning of flooding.
- **insurance**
 - up-to-date information, which helps insurance companies to understand current flood risks as well as any mitigation measures introduced by local authorities to reduce flood exposure, enables insurance premiums that better reflect the flood risk as determined by authorities.
- **asset management and design**
 - identifying and prioritising where intervention is needed
 - asset data information sharing between drainage and infrastructure managers
 - project-based information sharing to inform project design.

• land and property owners

- development advice to landowners and planning permit referrals
- specific flood information for property owners related to their property.

Flood mapping and modelling

Flood mapping and modelling are a crucial part of creating flood information and we have made significant progress. Flood mapping has already been undertaken for most waterways and drainage systems managed by Melbourne Water, and along some drainage systems managed by councils. The Department of Environment, Land, Water and Planning's (DELWP) Future Coasts program has undertaken high-level mapping of coastal flood risks from storm tides and future sea level rise for all the Port Phillip Bay and Western Port coastlines. Melbourne Water managed a coastal hazard risk assessment for Western Port in 2015. In 2020-21, DELWP are undertaking a similar hazard assessment of coastal inundation, coastal erosion and groundwater intrusion in Port Phillip Bay.

What are the challenges for flood mapping and modelling?

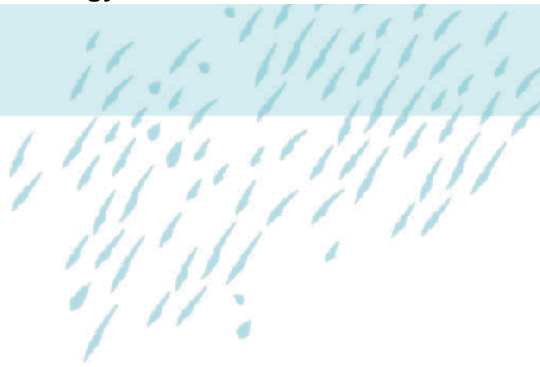
Flood models and associated mapping are complex. They take time as they process significant amounts of information, and it is challenging to keep the information up-to-date in a complex and ever-evolving environment. Flood information can be developed at a range of scales and, as the scale becomes more localised, a finer level of accuracy and completeness is required, which becomes increasingly more complex and resource-intensive. Flood information needs to be fit-for-purpose and the information needs to be efficiently incorporated into decision-making and, particularly, the planning scheme.

What will we do?

Melbourne Water will lead an escalation of the regional flood modelling program, with appropriate resourcing. The focus of the program is to keep mapping information for each catchment current and fit-for-purpose, using the best-available data. Local councils will be key partners in this program to implement a whole-of-catchment mapping approach.

Flood modelling and mapping will incorporate best practice climate change information and techniques with regard to rainfall and runoff, coastal flooding and sea level rise. The purpose is to understand flood risk to people, property and the environment, and the effects of mitigation responses.

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We will:

- strengthen our flood modelling program to ensure we have appropriate flood information available to provide planning and development advice
- define and articulate clear flood information standards and processes to ensure the development and generation of flood information is current, consistent and fit-for-purpose
- align organisations' flood modelling work to ensure the most up-to-date information is available to the people and organisations that need it
- run capacity building programs to support partners in their flood modelling and mapping actions

To achieve this, Melbourne Water and councils will work with modelling and mapping providers.

FOCUS AREA 2: Empowering communities

Where will we be in 10 years?

There is a tailored and effective community awareness and preparedness program. As a result, at-risk communities understand the risks and opportunities and are more prepared to take action and make informed choices. An ongoing regional campaign is in place, and it is improving general community awareness about flood impacts and safety.

What are empowered communities?

Communities involve individuals, groups and businesses.

Empowered communities are 'flood ready'. Flood ready communities are aware of their level of flood risk, can take steps to prepare for flooding, and understand what to do when warnings are issued. They are likely to experience less loss, damage, stress and disruption, and recover faster when flood events occur.

Communities are diverse. Different parts of the community require information tailored to their needs; for example, renters and non-renters, younger and older age groups, and various preferred languages, all require different information or information presented in a different way.

Flood risk varies across the region based on geography, therefore education and awareness programs need to provide general flood awareness to communities at lower risk, and more specific local information in flood prone or high-risk areas.

An aware, enabled community is able to help ensure the efficient and consistent implementation of agency emergency response plans, helping to reduce the overall impacts of flood events.

How do we empower communities?

Community awareness of flooding has not increased significantly since 2015.

The Flood Risk Awareness 2018 report commissioned by Melbourne Water and VICSES found that:

1. Only 44% of households in flood prone areas were aware of their flood risk.
2. Only 34% were prepared for flooding¹¹.

We empower communities by giving them the information they need to make informed decisions and to prepare for flood events. Programs will be developed based on community engagement and research into ways to engage effectively with communities to build awareness and resilience to flooding.

A range of actions that support empowered communities include:

- awareness and education: timely flood warnings and awareness of, and education about, flooding and the associated risks, including current risks and future risks from climate change
- preparedness: developing personal response plans, particularly in high-risk areas, and encouraging proactive redevelopment where risks can be mitigated through design
- response: responding to keep themselves, their communities and animals safe during a flood, including knowing what to do and how to access reliable information and support
- recovery: developing lasting resilience including appropriate insurance and how to access community and personal support.

¹¹ Flood Risk Awareness 2018, report commissioned by Melbourne Water and Victoria State Emergency Service

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SES community awareness door knock (Image VICSES)

We are required by law to consult communities when changes are made to the planning scheme. We are committed to effective and early engagement as we update modelling to discuss the impacts and how to keep people safe.

Effective flood warnings are critical. The Bureau of Meteorology (BoM), Melbourne Water, VICSES and Emergency Management Victoria (EMV) coordinate to issue flood warnings in line with state and federal standards and guidelines. Riverine flood warnings are well established and effective. We recognise that flash flooding is more complex given the highly localised and rapid onset of flooding. We are reviewing the potential of new technology to develop efficient and effective early warning systems. Specific planning is required for coastal flooding and storm surge events in the region.

Key information for communities includes:

- accessible maps that show the extent of flooding in the region
- local flood guides for residents and business owners
- information on how to prepare for a flood
- information on future flooding risks related to climate change including increased rainfall intensity, sea level rise and coastal flooding.

Communities need information that is easy to access and is relevant to their situation. We need to understand our communities and their needs and provide targeted information.

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What will we do?

Develop a community capacity building strategy

We will develop a clear community strategy for capacity building including agreed roles and responsibilities for program delivery.

Deliver community awareness and capacity building programs

We will deliver tailored programs to communities with the highest risk of flooding, as well as a broad community awareness program. The programs will aim to build resilience to, and awareness of, risks and promote protective action.

Continue flood warnings – flash flooding and storm surge

We will continue and improve flash flooding and storm surge warnings. We will monitor the stormwater pipe network in high-priority areas. We will develop automated flash-flood warnings for high-priority areas and incorporate them into existing community warnings systems. During a significant event, there will be warnings to the community from the control agency or the incident response controller.

Continue flood warnings – riverine

Riverine flood warnings are well established along the major waterways in the region. During a significant event, relevant agencies will continue to work together to deliver warnings to the community. Additional expansion of the network will be undertaken, as appropriate, throughout the life of the strategy.

Develop a community knowledge platform

A community knowledge platform is a new, ambitious initiative that is not currently the responsibility of, or funded by, any agency. Melbourne Water and VICSES will lead the development of the platform with the support of our partners. Melbourne Water and VICSES will start this program by undertaking research and development and preparing a business case.

Upon approval, we will develop a platform that provides the community with the information they need to prepare, respond and recover effectively from floods.

The platform will:

- provide guidance on what to do before, during and after flooding
- include information on localised flood risk and the impacts of climate change
- be kept up-to-date with new information as it becomes available and be regularly reviewed by its primary and secondary audiences to maximise effectiveness
- not include flood warnings. Warnings will continue to be provided by EMV via their established community warning channels.

Support capacity building for partners

We will run capacity building programs for partners to support effective and consistent community engagement across the region.



9.4.2 – ATTACHMENT 1. Flood Management Strategy 2021

Objective Two

Flood risks and opportunities are managed to reduce impacts and get the best social, economic and environmental outcomes



Taking action to manage current and future flood risks will require a mix of solutions tailored to each specific location and community. Identifying the best approach for each location requires an understanding of local needs, broader environmental and catchment conditions, possible future risks, and the lifecycle costs and additional benefits (or drawbacks) of each potential flood management solution. This information is used to develop the best-fit solution for each location.

FOCUS AREA 3: Flood effects mitigation

Where will we be in 10 years?

Through the delivery and maintenance of infrastructure solutions, flood effects are reduced (compared to a do-nothing scenario). Agencies and the community work together to identify the right mix of solutions for each location. We continue to explore innovative solutions and expand our suite of tools to manage flood risks.

How do we reduce the effects of floods?

We have many well-established ways to mitigate the impacts (or 'effects') of flooding including our drainage system, which continues to be extended and optimised; flood management infrastructure; and multi-functional assets. We will continue to manage, maintain and renew effective assets.

To respond to the challenges of urbanisation and climate change, we also need to build new assets. We need to develop agreed long-term service standards for assets, which consider their long-term viability in the face of climate change. Local councils represent their communities when locations for flood management are being prioritised. Local communities will be involved in developing potential solutions to flooding problems.

It is essential that we continue to innovate and broaden the suite of tools available for managing flooding. For example, the nature of urbanisation can prohibit and constrain cost-effective opportunities for flood effects reduction. New approaches may include infrastructure, technology, community education or land use planning controls. As our city develops and population density increases, some of our approaches will become more challenging to implement. As new technology becomes available and new approaches to managing flooding are developed nationally and internationally, these should be considered for their suitability to manage flooding in our region. Not all approaches are viable for all situations, which means it is essential we use a broad suite.

So that we make best use of limited public funds, it is critical that we think strategically across the whole catchment. We need to consider flooding, stormwater and drainage functions together. We need to incorporate green infrastructure such as wetlands, replace hard surfaces with vegetation, and direct water to support useable green space for urban greening and cooling – for multiple benefits.

The design of flood assets can also help to build community awareness that the area they are in is subject to flooding.

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Figure 12. Making best use of resources – choosing the right approach in each location

Though we can't prevent all flooding we can manage some of the risks.
Managing flood risks can reduce costs to individuals and the community.



There are many different tools to manage flood risks, but not all measures are equal. We need to weigh up the costs and benefits of each measure when deciding what to do. To develop the right response to managing flood risks in each area, flood managers need to understand local community concerns, future flood risks, and the costs and effects of each flood management option.

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What will we do?

Prioritise

We need to continue to refine our approach to identifying high-priority areas and investigate these areas to identify flood mitigation options.

Deliver infrastructure

We will continue to investigate asset solutions and deliver feasible flood mitigation infrastructure. We will also investigate approaches that broaden our suite of tools. Once we have agreed on high-priority areas for exploration, we will work with local communities to develop the actions that need to occur.

Maintain

We will develop and deliver infrastructure maintenance programs according to our agreed levels of service. The Melbourne Urban Stormwater Institutional Arrangements (MUSIA) project will clarify roles and responsibilities for stormwater management, including maintenance.

Innovate

Being innovative is an important part of our strategic approach to broaden our suite of tools available for flood management. We will identify new opportunities and innovations and assess their feasibility. We will pilot place-based solutions and adopt successful solutions as 'business-as-usual'.

There are many innovative ideas to explore. For example, partners across the region may explore an approach in a flood-prone catchment to mitigate flood effects through distributed storages. These distributed storages – rainwater tanks or other types of decentralised water storage systems – can offer value in certain types of catchments by reducing the extent of runoff, therefore decreasing the impacts of flooding downstream within the catchment. Other benefits include lower water bills, reduced demand on drinking water supplies, greener gardens as well as reduced stormwater runoff and healthier waterways.

Another opportunity is to identify approaches to design or retrofit homes to ensure they are more flood resilient. Home owners at high risk of flooding can incorporate design features into their building to ensure it is able to better withstand a flood event when it occurs. Information will be available to help home owners reduce the impact of flooding.

FOCUS AREA 4: Land use planning

Where will we be in 10 years?

Planning decisions are based on best available information about future conditions including sea level rise and increased rainfall intensity from climate change. Planning schemes updates are expedited to incorporate new flood information when it is available. Planning controls have been introduced to reduce downstream catchment flooding. More nuanced approaches are used to consider flood risks determining the types of land uses and development allowed in flood prone areas. Land use planning will respond proactively to flood risk.

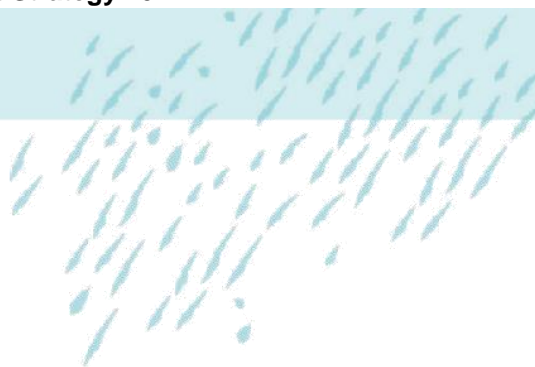
What are the challenges associated with land use planning?

The land use planning system involves a range of policy instruments including legislation, regulation, policy, strategic planning, guidelines and standards to guide and manage land use and development. Partners use these instruments, relevant to their roles and responsibilities. In most cases, councils administer the planning scheme for their municipality.

We have significant challenges for land use planning in the current context.

- Melbourne Water and councils regularly map flood extents of waterways and major drainage systems; however, the process of incorporating maps into the planning scheme takes a long time.
- Extensive urban development is occurring in response to population growth and we need to continue to set standards, guidelines and build capacity for partners to best mitigate against flooding for new developments and downstream.
- When planning for the impacts of flooding, climate change needs to be comprehensively considered in the planning system, and consistently applied across councils.
- While the current approach to land use planning identifies risk and guides development accordingly, there is an opportunity to take a more nuanced approach to considering the types of development and land use that take place in certain locations based on the risk (depth and speed of flooding).

9.4.2 – ATTACHMENT 1. Flood Management Strategy 2021



Stony Hill Creek, retarding basin

- There is an opportunity to direct more attention to upstream influences on flooding to reduce the impacts downstream, as a holistic approach to flood management. A whole-of-catchment approach recognises the intricacies of water flow and management across municipal boundaries.

What will we do?

Streamline the approach to amendments

We will work to expedite the approach to planning scheme amendments for flood controls, to ensure flood mapping can be more readily incorporated into the planning system. This will include looking at the opportunity to engage with community earlier in the amendment process in relation to the flood mapping. We will actively support councils in engaging with affected parts of the community.

Include climate change in relevant planning controls

We will adopt the Australian Rainfall and Runoff Guidance as best practice to map, model and understand the flood risk associated with the increased intensity of rainfall.

We will apply best practice climate change flood modelling in all future flood-related planning scheme amendments and emerging greenfield development schemes.

Enhance our risk-based approach

We will explore opportunities for new approaches through effective strategic planning so that planning schemes guide land uses and development to appropriate locations on the basis of flood risk.

Explore upstream planning controls

We will explore the introduction of planning controls to a catchment or specific area, or other measures, to reduce upstream runoff by increasing stormwater capture and/or permeability targets to reduce downstream flood risk.

Support better design outcomes

We will explore options to support better design outcomes in flood prone areas that will meet architectural and urban design, integrated water management, and flood management and mitigation outcomes. We will review guidelines and support updates to the Victorian Planning Provisions. Floor levels will be met in all locations.

Support planning decisions

We will prepare a regional statutory decision guideline that adopts best practice integrated water management and flood management.

9.4.2 – ATTACHMENT 1. Flood Management Strategy 2021

FOCUS AREA 5: Challenges of climate change

Where will we be in 10 years?

We understand the likely range of climate change impacts and costs on flooding in the region. Climate change is incorporated into all new mapping and modelling. Our best available knowledge is embedded in flood management decision making including land use planning and flood infrastructure. Climate change knowledge is shared with partners and the community. Adaptive approaches are understood and we have tools to consider climate change in identifying locally specific solutions.

What are the gaps in our progress in acting on climate change?

We have made significant progress towards acting on climate change. This work is a strong foundation; however, there are still gaps.

We need more information about how flooding in our region will be impacted by climate change. We need hazard and vulnerability assessments for riverine and drainage (flash) flooding, and to understand how extreme rainfall events may affect the region. *The Victorian Floodplain Management Strategy 2016* states that climate change scenarios should be included in flood studies.

We also need to acknowledge that the effects of climate change are not known with certainty, and that the projections will continually improve over time. In line with the precautionary principle in state legislation, and specifically the *Climate Change Act 2017*, we cannot let this lack of certainty be an excuse for inaction and we need to continue to work with the best available information.

Where we do have information we need to apply it consistently and promptly, including updating planning schemes with future climate change information.

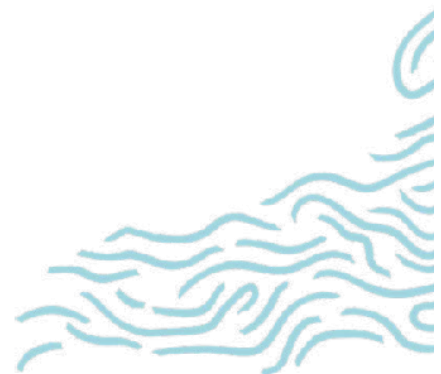
In 2021, work regarding the Victorian Government's approach to coastal planning is still evolving. Melbourne Water provides coastal inundation advice within the region based upon our Planning for Sea Level Rise guideline.

The *Marine and Coastal Strategy 2021* will set the state-wide direction for coastal management and is supported by a framework for coastal adaptation, namely Victoria's Resilient Coasts program.

Climate change adaptation requires a shift in thinking. It needs to be considered in flood policy, planning and operations. In addition to building our scientific knowledge base, values and institutional arrangements, a shared commitment is crucial in developing appropriate responses to climate related flood risk.

Flood management will require a range of infrastructure. Infrastructure solutions can be expensive, including property redevelopment and upgrades to drainage systems, roads and bridges, so we need to trial the inclusion of adaptive approaches to ensure they are cost-effective.

Approaches and solutions need to consider a range of climate scenarios. In the long-term, we will need to consider a range of approaches that may reshape the region, from protecting floodplains to retreating from high-risk areas. A focus on choosing no-regret, flexible approaches will ensure they are beneficial under any future scenario. Flood solutions can be developed between partners, and with our community including organisations, businesses and local communities.



9.4.2 – ATTACHMENT 1. Flood Management Strategy 2021



Flood resilient home (Image James Davidson Architects)

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What will we do?

Develop our understanding of climate change impacts

We will further develop our understanding of the impacts of climate change including:

- value the cost of annual average damage due to the increased rainfall intensity from climate change
- consider opportunities to use climate change scenarios to support adaptive thinking and action.

Consult, engage and educate

Linked with our community platform and community awareness and preparedness programs, we will engage with communities as follows:

- Consultation: Undertake community consultation to understand community knowledge of the impacts of climate change flood risk.
- Engagement and education: We will deliver shared communication and engagement activities to raise awareness of the increasing flood risk due to climate change, and an education program targeted for at-risk communities.

Develop tools for adaptation projects – place-based and a regional response

We will prepare guidance for Melbourne Water and councils to strategically, efficiently and consistently assess local hazards and vulnerability to enact a consistent approach to climate change adaptation – one that considers the opportunity to combine place-based solutions in catchment-wide planning.

FOCUS AREA 6: Multiple benefits embedded in decision-making

Where will we be in 10 years?

Flood management is recognised as an important element of integrated water management. Flood management solutions achieve multiple benefits to contribute to a city that is safe, cool and walkable, with blue-green corridors and mixed-use spaces, and a city that supports biodiversity and enhanced amenity.

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Achieving multiple benefits through the Malvern to Murrumbeena flood mitigation project (Image David Hannah)

Why do we need to embed multiple benefits in decision-making?

Clean, available water and green space are fundamental to liveability in the region. Population growth, urbanisation and climate change threaten liveability by limiting the extent and quality of green space, and reducing water supply. We experienced these threats and their severity through the Millennium drought.

Flood management and drainage infrastructure and assets are costly to build and maintain, and are complex, particularly in dense urban environments. Traditionally, we have built flood management solutions for the single purpose of reducing flood risk. Thinking about stormwater capture and management to deliver multiple benefits such as flood management, waterway protection, reduced reliance on mains water and cooling and greening our environment will allow us to achieve better outcomes for our community and greater value for money.

How can we achieve multiple benefits through infrastructure?

We can achieve multiple benefits in two key ways.

- 1. Flood infrastructure and assets can deliver a range of benefits to people and the environment.** For example, we can increase public access to flood retarding basins to provide people with necessary green refuges for health and recreation, particularly as our climate gets hotter and drier.
- 2. Stormwater and open space infrastructure and assets can be designed to reduce flood risks.** For example, stormwater management solutions can capture, infiltrate and direct water to assets such as parks and away from floods. Open space infrastructure can also have multiple purposes. Places such as parks and ovals can retain floodwater during extreme weather events, and then these places slowly infiltrate the water.

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We have experience in delivering specific projects that achieve multiple benefits. Councils and the water sector have implemented stormwater projects to maintain green spaces, cool urban environments, and increase water security.

It is critical to understand the local flood context when designing infrastructure and assets. Inappropriate responses that alter flood regimes can exacerbate flooding.

What will we do?

We are taking a systematic approach in the way we consider multiple benefits in flood management. We need to review relevant policies, strategies, guidelines, codes, standards and frameworks. We will develop infrastructure projects that achieve multiple benefits based on high-priority areas, established processes, and innovative solutions, where appropriate. Solutions will be fit-for-purpose and consider the principles of:

- operating at multiple scales for example large infrastructure right through to small scale on lot solutions
- employing different types of approaches such as tanks, detention and retention and distributed storage systems, which provide multiple benefits.

Create an enabling strategic environment

We will determine the level of risk that is acceptable to partners who are responsible for infrastructure and assets, particularly in flood-affected areas. For example, there may be risks to the public from using retarding basins as public open space. We will develop a collaborative process and principles to support the development of projects that achieve multiple benefits. We will review policies, so they consistently enable us to consider multiple benefits in decision-making.

Pilot innovative solutions in new precincts and embed into processes

We will pilot innovative flood management solutions in new precincts (for example Fisherman's Bend) and use this experience to review and update standards, codes, strategies and guidelines where appropriate so that innovative, place-based approaches – delivering multiple benefits – become business-as-usual.

Incorporate flood mitigation into stormwater projects and processes

We will deliver stormwater projects that deliver multiple benefits including mitigating flood risks. To do this, we will identify high-priority catchments where delivering integrated water management will bring multiple benefits and develop projects through existing forums, partnerships, grants and major projects.

Review land use and water planning process for greenfield developments

We will identify available opportunities to integrate IWM and other strategic benefits within existing frameworks in greenfield developments.

Incorporate integrated water management, open space and amenity opportunities into flood infrastructure

We will identify high-priority areas for integrated projects by overlaying flood mitigation and stormwater, waterway and amenity priority areas. We will then identify new and existing flood management infrastructure with the potential to achieve multiple benefit outcomes. By making integrated projects a priority, we will deliver flood management infrastructure and assets that achieve multiple benefits in high-priority locations.

9.4.2 – ATTACHMENT 1. Flood Management Strategy 2021

Objective Three

Land, water and emergency agencies work together to manage flooding effectively



As a large number of organisations influence flood management in Port Phillip and Westernport, cooperation and collaboration between agencies is crucial. Aligning and coordinating the delivery of flood management actions will lead to more effective and efficient outcomes for the community.

This objective will be met both with delivering actions under the following three focus areas (numbers 7–9), and through the coordinated approach we take to delivering this strategy.

FOCUS AREA 7: Clarifying roles and responsibilities

Where will we be in 10 years?

The Melbourne Urban Stormwater Institutional Arrangements Review (MUSIA) review is complete and its outcomes are being implemented. Councils and Melbourne Water have clearly defined roles and responsibilities when it comes to flood and stormwater management, and are working effectively together to deliver the best community outcomes.

Why do we need to clarify roles and responsibilities?

Melbourne Water and 38 councils jointly manage stormwater and drainage assets and services in our region. Stormwater, drainage and flood management activities need to deliver a number of outcomes to meet the needs of the community and the environment, including the delivery of improved water quality, amenity and flood mitigation.

However, the institutional arrangements around flood, drainage and stormwater management were established over 90 years ago.

There have been significant changes since then:

- The extent of assets and services has significantly increased.
- The drivers of liveability, amenity, stormwater as a resource, and healthy waterways and bays have expanded our drainage needs.
- Climate change has and will continue to result in changes to rainfall patterns and sea level rise.
- Population growth, urban land use and climate change bring more severe flooding if not managed appropriately.
- Governance involves an increasing number and interconnection of water management objectives.
- Equitable levels of service and clear lines of support are needed for customers when they experience concerns and issues.

We need to review the institutional arrangements to meet the needs of the growing city and its inhabitants and communities into the future.

Melbourne Water and councils have sought new institutional arrangements and increased clarity about water-related functions and roles to support effective coordination.

The Melbourne Urban Stormwater Institutional project

DELWP is leading a review of the arrangements known as the 'Melbourne Urban Stormwater Institutional Arrangements' (MUSIA) project. Melbourne Water and the Municipal Association of Victoria (MAV) (on behalf of councils) are partners in the project and stakeholders are being engaged throughout.

The review covers the catchment thresholds, roles and responsibilities, governance and funding arrangements of stormwater assets and services delivered by Melbourne Water and councils in the Port Phillip and Westernport region.

What will we do?

We will complete the MUSIA review and implement new arrangements as a result of the review.

The review of these institutional arrangements, alongside a suite of state stormwater policy reforms and catchment-scale initiatives, offers a unique opportunity to provide for future needs of the community and address legacy issues surrounding existing assets and services.

9.4.2 – ATTACHMENT 1. Flood Management Strategy 2021



Elwood house in flood water (image Penny Stephens)

FOCUS AREA 8: Emergency agency preparedness and response

Where will we be in 10 years?

Agencies with emergency management responsibilities, as outlined in the *State Emergency Management Plan (SEMP)*, will work towards enhanced response capability and capacity that reflect changing flood risks for the community. Emergency preparedness and response approaches are community focused with emphasis on communities at higher risk.

What does emergency preparedness and response involve?

Emergency management is governed by national and state legislation, policy and guidelines. Key legislation includes:

- *Emergency Management Act 2013*
- *Emergency Management Legislation Amendment Act 2018*
- *Victoria State Emergency Service Act 2005*
- *Victorian Floodplain Management Strategy 2016*.

Emergency management requires clear roles, responsibilities and accountabilities to plan and prepare for, respond to, and recover from different types of flooding. Under Victorian emergency management legislation, responsibility for municipal-level emergency planning sits with the multi-agency Municipal Emergency Management Planning Committee (MEMPC), with regional-level emergency planning the responsibility of the Regional Emergency Management Planning Committee (REMPC).

Multi-agency REMPCs produce a Regional Emergency Management Plan (REMP) that focuses on the consequences of emergencies within their geographical footprint. Each REMPC must include content that is specific to that region, without duplicating the SEMPC.

9.4.2 – ATTACHMENT 1. Flood Management Strategy 2021



Responsibility for municipal tier emergency management planning sits with the multi-agency MEMPC. The MEMPC must prepare a Municipal Emergency Management Plan (MEMP) to cover mitigation, response and recovery, and address the roles and responsibilities of agencies in relation to emergency management. Councils will convene and chair the committees, however, planning is a shared responsibility of the MEMPC. The MEMPC is required to produce a MEMP which addresses their particular circumstances, needs and risks, which may include flooding. There may also be a need for a sub-plan, or complementary plan, related to flooding. Relevant agencies should inform the development of these sub-plans and the broader MEMP with subject matter expertise, which might include the Victoria State Emergency Service and Melbourne Water as it pertains to flooding.

Plans are approved by the relevant REMPC and are intended to be integrated and comprehensive. Councils will convene and chair the committees, however, planning is a shared responsibility of the MEMPC. The MEMPC is required to produce a MEMP which addresses their particular circumstances, needs and risks, which may include flooding. There may also be a need for a sub-plan, or complementary plan, related to flooding.

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Regional and Municipal Emergency Management Planning – Who's involved?

Regional Emergency Management Planning Committee (REMPC):

Membership of the REMPC comprises of a core membership from Victoria State Emergency Service, Emergency Management Victoria, all councils, all state government departments, Victoria Police, Metropolitan Fire Brigade/Fire Rescue Victoria (Country Fire Authority where relevant), Ambulance Victoria and Australian Red Cross. Regional committees may include other members relevant to the geographical footprint. All members participate on an equal basis in the new communities.

Municipal Emergency Management Planning Committee (MEMPC):

Membership of the MEMPC includes the council, Victoria State Emergency Service, Victoria Police, Fire Rescue Victoria, Ambulance Victoria, Australian Red Cross and the Department of Health. MEMPCs also consist of at least one recovery representative, one community representative and one other representative (e.g. industry).

The Victorian SEMP is prepared within the context of the Emergency Management Act 2013 objectives, to foster a sustainable and efficient emergency management system that minimises the likelihood, effect and consequences of emergencies; establish efficient governance arrangements that clarify the roles and responsibilities of agencies; facilitate cooperation between agencies; ensure the coordination of emergency management reform within the emergency management sector; implement an 'all communities, all emergencies' approach to emergency management; and establish integrated arrangements for emergency management planning in Victoria at the state level.

In accordance with the legislation, the SEMP is prepared by the Victorian Emergency Management Commissioner and endorsed by the State Crisis and Resilience Council. Sub-plans are prepared for specific hazards, including floods.

What will we do?

The success of flood response efforts is strongly aligned with the awareness and preparedness of the community. The 'empowered community' focus area will identify communities with a high risk of flooding, deliver targeted communication and engagement at the start of high-risk periods and work with partners to ensure we have an integrated and aligned approach. These activities will support the agency centred actions of this focus area.

Strengthen agency communication

Emergency management agencies will work together to further integrate and align their approach to communicating with each other and the community.

Continuously improve

We will continue to develop the capacity of communities and emergency services, including embedding continuous improvement and learning from our experiences.

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FOCUS AREA 9: Flood recovery

Where will we be in 10 years?

All agencies with responsibilities in recovery understand their roles and responsibilities, and communicate this clearly to affected communities. Recovery incorporates the lessons from previous flood events. Recovery is community focussed.

What does flood recovery involve?

Recovery efforts are critical to support communities so they can function again and heal – emotionally, physically and materially. Recovery is a long-term, complex process and includes cleaning-up, rebuilding and restoring property and infrastructure; community support programs; counselling and material aid. Adequate insurance is also required for recovery.

The State Emergency Management Plan outlines the importance of focusing on resilience in recovery. Through a resilient recovery approach, community resilience is supported, recovery services are streamlined, and communities are allowed to lead and act to shape their future after a flood event. Resilient recovery considers social, economic, built and natural environments to address the wide range of recovery outcomes.

In the recovery phase, it is imperative that the community receives clear and consistent information, particularly as both the community and responders may be experiencing trauma. To ensure the information provided to the community is consistent, we need to be clear about our roles and responsibilities.

The lead and support roles for agencies are defined in the State Emergency Management Plan and we need to ensure that key staff at all relevant agencies are familiar with and understand the state, regional, municipal emergency management frameworks and understand their agency's roles and responsibilities. Under the Victorian emergency management arrangements, municipal councils are responsible for the coordination of local relief and recovery efforts. Each local municipality has a municipal emergency management officer and a municipal recovery manager.

What will we do?

Define our recovery framework

We will develop our approach to flood recovery based on different types and severity of floods and established channels of communication including communicating with affected communities and agencies.

Facilitate a process of continuous improvement

We will embed a process of continuous improvement to learn from our experiences.

Build the capacity of agencies

We will run capacity building programs for partners to build response capacity that is community focussed.

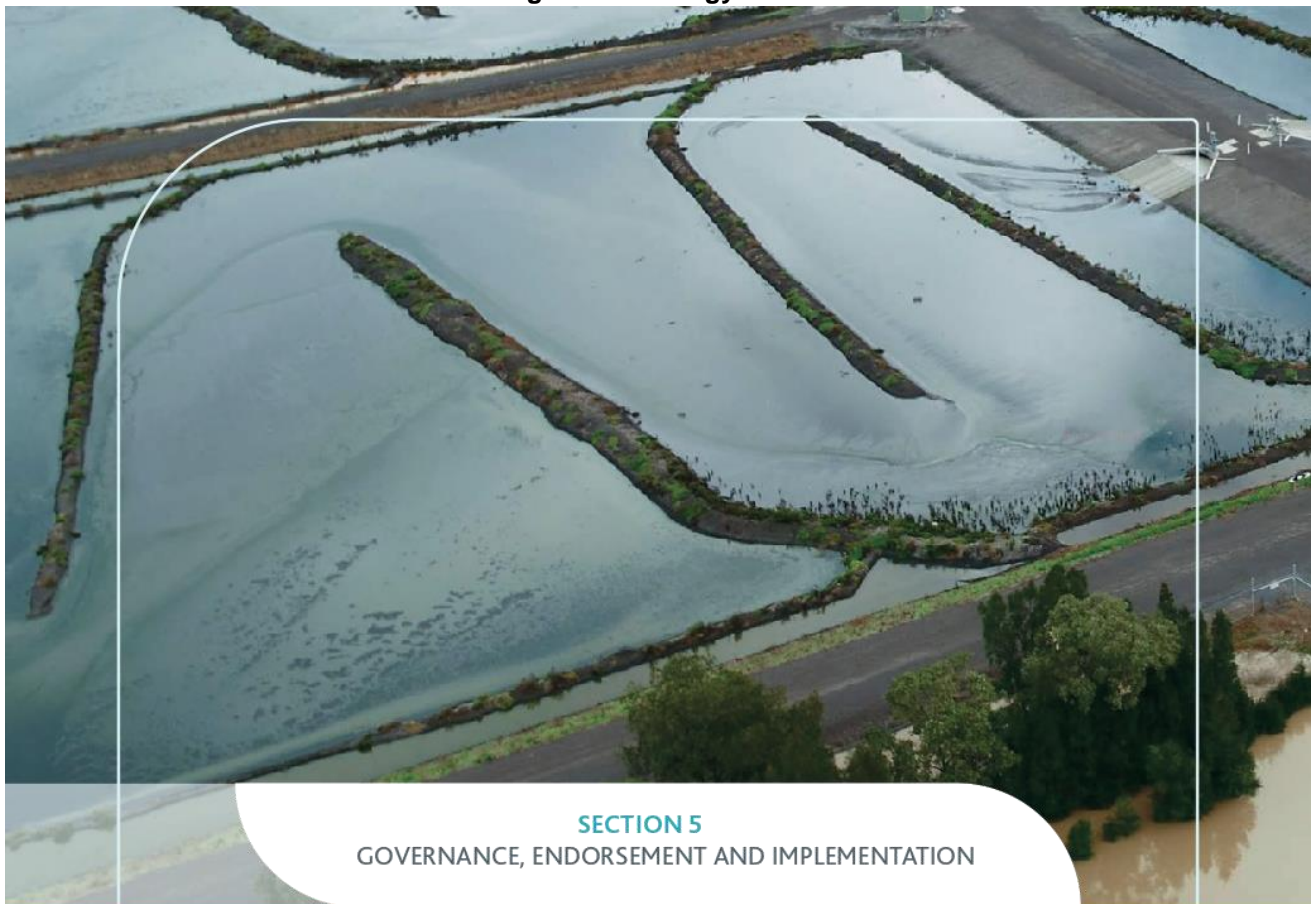
Research objective

Riverine flooding is a natural process that has an important role in waterway health. We need to build our understanding of the ecological benefits of flooding to allow us to better understand the trade-off between ecological outcomes and the risk to people and property.

We also need to ensure that we are capturing the lessons from flood events to allow us to improve our preparedness and recovery to future flood events.



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SECTION 5
GOVERNANCE, ENDORSEMENT AND IMPLEMENTATION

**GOVERNANCE, IMPLEMENTATION
AND MONITORING**

The region's partners have all given their time, energy and expertise to developing this strategy: setting the vision and objectives, developing content, and reviewing outputs at every stage of the consultation process. Collaborating like this is vital to the successful implementation of the strategy.

An important part of realising this strategy will be the governance framework that will guide implementation. This framework will involve clear roles and responsibilities for the Flood Leadership Committee and endorsing partners.

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The governance framework

Melbourne Water will coordinate the implementation of the strategy and lead the monitoring, evaluation, reporting and improvement process with input and participation from endorsing partners. The Flood Leadership Committee will have strategic oversight of the strategy and our endorsing partners will work together to deliver, report, and review, and also renew commitments.

Figure 13. Governance framework



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Flood Leadership Committee

The purpose of the Flood Leadership Committee is to provide strategic oversight over implementation of the strategy and actively participate in governance of the strategy to influence and support delivery of the vision, objectives and outcomes. The Flood Leadership Committee comprises up to 15 senior representatives of the endorsing partners.

The endorsement process

Agencies in the region with flood management responsibilities, including councils, emergency services and state government agencies were invited to endorse this strategy.

Endorsing partners agreed to:

- commit to the vision, objectives and directions outlined in the strategy and commit to working in partnership towards its implementation, including:
 - participating in an annual review and planning process
 - participating in reporting on progress
- agree to all logos being included in the final Flood Management Strategy
- commit, subject to funding, to deliver their actions (excluding councils).

Our endorsing partners will work together to commit to specific actions for councils, and to deliverables for all endorsing partners on an annual basis. An annual review and planning process will be a mechanism for reporting, reviewing and renewing commitments, as described in Table 1.

Table 1. Annual review and planning process

Prior to the annual review and planning	Annual review and planning
Reporting on progress against the targets set in monitoring, evaluation, reporting and improvement plan	Discuss progress and improvement opportunities
Review of progress	Ongoing review of action delivery and alignment
	Agree on clear deliverables for the year ahead

Implementation

It will take the actions of many to deliver this strategy. The action plan that accompanies this strategy contains clear actions and accountabilities.

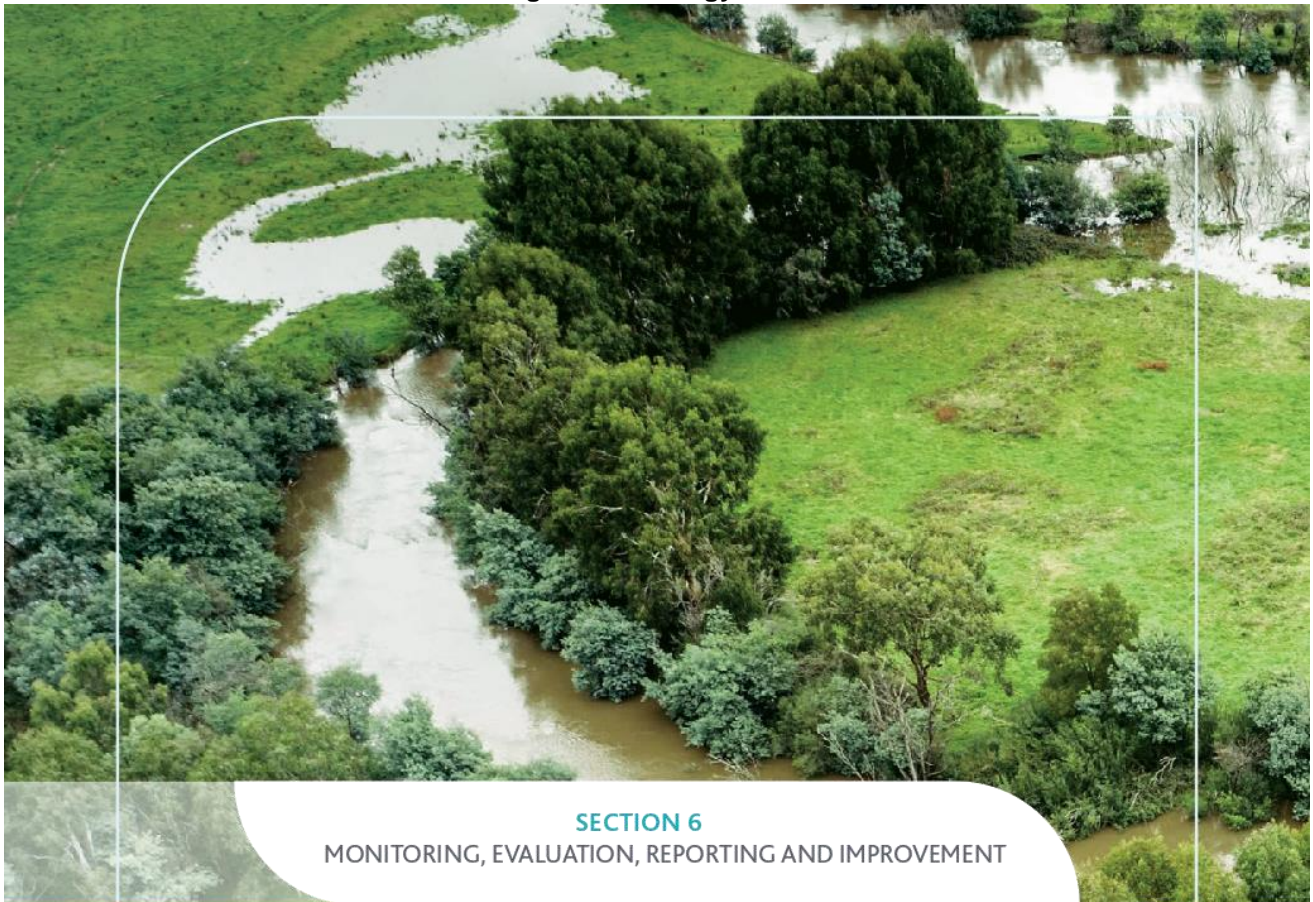
We need to collaborate to achieve common goals, share information and skills, understand needs and opportunities across the region, engage in joint problem-solving, and coordinate processes and activities across waterways, water supply systems and catchments.

Implementation will also involve working with communities, particularly in high-flood-risk areas, to understand their needs and develop solutions.

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9.4.2 – ATTACHMENT 1. Flood Management Strategy 2021



SECTION 6
MONITORING, EVALUATION, REPORTING AND IMPROVEMENT

We aim to continuously improve while we are implementing this strategy. We will do this using our monitoring, evaluation, reporting and improvement (MERI) plan.

We will learn from previous experience, and update our management approaches to reflect the knowledge we gain, and to reflect the changes in our environment as they happen.



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Yering flooding (Image David Hannah)

Embedding accountability, learning and continuous improvement

We have developed a MERI plan to embed accountability, learning, and continuous improvement into the implementation of the strategy. The plan has been developed through our governance framework and is available separate from the strategy.

A MERI is a structured process of developing a robust evidence base to inform decision making and program improvement. It does this by answering the following high-level questions:

- **Monitoring** – what is happening?
- **Evaluation** – what does it mean?
- **Reporting** – who do we tell?
- **Improvement** – what needs to change?

The specific purpose of this MERI plan is to:

- demonstrate achievements and progress towards long-term outcomes
- demonstrate the effectiveness of flood awareness, preparedness, response and recovery activities
- clarify governance arrangements and levels of participation for MERI activities
- demonstrate accountability to the community for how public funds have been spent
- clarify the program logic and use evidence-based strategies for floodplain management programs
- identify a learning and improvement process that will inform management decisions.

Our primary audience is our partners who will use the information and findings to make decisions and improve programs. Secondary audiences will have a general interest in our findings and include communities in flood-prone areas, community groups, developers, academia, government agencies, industry bodies and the media.

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Evaluating the strategy

We have developed key evaluation questions to assess the strategy under five categories:

1. **impact** – the measurable effect of the strategy in achieving its outcomes
2. **effectiveness** – how well the strategy has delivered its actions and outputs
3. **appropriateness** – the degree to which the strategy meets the needs of the community and reflects the obligations of endorsing partners
4. **efficiency** – the extent to which the strategy can demonstrate improvements over time including value for money
5. **legacy** – the extent to which the impacts of the strategy will continue over time.

An example of the evaluation questions is provided in Table 2.

Table 2. Key evaluation questions

Category	Strategy component to be evaluated	Example key evaluation questions
Impact	Outcomes	To what extent have strategy outcomes been achieved? To what extent has flood risk been reduced compared with 'do-nothing'?
Effectiveness	Actions	To what extent has the strategy been implemented as planned?
Appropriateness	Focus areas	To what extent do integrated water management solutions in flood prevention/drainage management contribute to the needs of community for flood effects mitigation?
Efficiency	Focus areas	To what extent have partnerships and co-delivery contributed to the efficient implementation of the strategy?
Legacy	Focus areas	To what extent have the long-term maintenance requirements for infrastructure been identified and planned for? To what extent have awareness, education and education programs made a difference to long-term behaviour change?

Evaluation will involve systematically assessing the strategy and its implementation. We will use data to answer the key evaluation questions, build knowledge and inform decisions about program improvements.



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Monitoring the strategy

Monitoring is the ongoing collection of data and information to understand changes over time. We will monitor our activities based on targets/measures and indicators identified for each key evaluation question, including the delivery of actions, and progress towards outcomes.

The strategy will have a small set of key performance indicators (KPIs), otherwise known as targets, that will drive strategy implementation. The five-year KPIs are included in both the MERI plan and the action plan.

Reporting

- Regular reporting is an important tool to ensure that we are accountable for delivering on the strategy. It provides opportunities for managers and endorsing partners who are involved in the delivery of the strategy to track their progress and to identify opportunities for improvement if required. Reporting will happen at different times throughout the strategy.
- Annual reporting will track our progress in delivering the actions in the action plan.
- Periodic reporting over the 10 years of the strategy will assess our progress towards achieving the outcomes of the strategy. The timing of this will be different for each outcome and will relate to how long it is likely to take to see change.
- Event based reporting will follow a major flood to allow us to learn from the event.

9.4.2 – ATTACHMENT 1. Flood Management Strategy 2021

Glossary

Annual Exceedance Probability

Likelihood of occurrence of flooding in any given year usually expressed as a percentage, e.g. 1% Annual Exceedance Probability flood.

Average Annual Damage

Represents the average yearly cost of flooding in a particular area, calculated by taking the total damage caused by all flooding over a period of time and dividing it by the number of years in that period. Average annual damage provides a basis for comparing the economic effectiveness of different mitigation measures.

Catchment

The region from which all rainfall flows, other than that removed by evaporation, into waterways and then to the sea. A catchment can be defined at many different levels such as the whole river basin (e.g. the Yarra catchment) or at a very local level (e.g. individual drains).

Climate change adaptation

Adjustment in response to actual and expected climate change and/or effects, to reduce harm or take advantage of opportunities.

Coastal flooding (tidal inundation)

Increases in coastal water levels above the predicted tide level. Coastal flooding in a storm surge gives some advance notice.

Drainage system

Network of regional and local drains, roads and retarding basins.

Flash (stormwater) flooding

Inundation by local runoff caused by heavier than usual rainfall. Flash flooding from the stormwater system tends to be rapid and dangerous due to the speed and depth of flows and the lack of advance warning.

Flood

A natural phenomenon that occurs when water covers land that is normally dry.

Flood awareness

Appreciation of the likely effects of flooding, and a knowledge of the relevant flood warning, response and evacuation procedures.

Flood mitigation

Permanent or temporary measures (structural and non-structural) aimed at reducing the impact of flood. Could be planning controls, infrastructure or activities on waterways.

Flood modelling and mapping

Flood studies that map flood risks for a range of uses including land use planning, insurance and emergency response.

Flood resilience

Ability to plan for flooding as a natural and inevitable disturbance; act to mitigate risks and respond to flood events; and recognise the changing context presented by climate change and population growth while enabling the achievement of safety, liveability and sustainability goals within the region.

Floodplain

An area of land that is subject to inundation by floods up to, and including, the largest probable flood event. Areas of land may be adjacent to a creek, river, estuary, lake, dam or artificial channel. Floodplains are often valued for their ecological properties.

Fit-for-purpose flood information

Information that informs decisions about managing and reducing flood risk, including flood modelling and mapping.

Greenfield

Areas identified for urban development (residential, commercial or industrial) by state and/or local government, located on or beyond the boundaries of existing urban development.

Integrated water management

Water management approach that considers all components of the water cycle as a whole to maximise social, environmental and economic outcomes. It achieves this through the coordinated management of drainage, flooding, waterways, water supply and sewerage services.

9.4.2 – ATTACHMENT 1. Flood Management Strategy 2021

Glossary continued

Liveability

Wellbeing of a community, and the many characteristics that make a place somewhere people want to live. A liveable city or region meets the social, environmental and economic needs of its people. It also addresses community values and preferences for amenity, wellbeing and a sense of place.

Overlay

Planning control applied to land that requires a specific design treatment.

Planning scheme

Regulates land use and development within a municipal district. Includes state and local flood policies and controls.

Retarding basin

An extensive artificial depression in the ground to hold back water and minimise local downstream flooding.

Stormwater

Water that runs off land when it rains.

Water security

Capacity to safeguard sustainable access to adequate quantities of acceptable quality water for sustaining livelihoods, human well-being, and socio-economic development, for ensuring protection against water-borne pollution and water-related disasters, and for preserving ecosystems.

Waterway

A collective term that refers to rivers, estuaries and wetlands.

Wetland

Inland, standing, shallow bodies of water, which may be permanent or temporary, fresh or saline.

Abbreviations

AAD	Annual average damage	MFEP	Municipal Flood Emergency Plan
AEP	Annual Exceedance Probability	MOU	Memorandum of understanding
BoM	Bureau of Meteorology	MUSIA	Melbourne Urban Stormwater Institutional Arrangements (project)
DELWP	Department of Environment, Land, Water and Planning	MW	Melbourne Water
IWM	Integrated water management	REMP	Regional Emergency Management Plan
KEQ	Key evaluation question	REMP	Regional Emergency Management Planning Committee
MAV	Municipal Association of Victoria	VICSES	Victoria State Emergency Service
MEMP	Municipal Emergency Management Plan	VPA	Victorian Planning Authority
MEMPC	Municipal Emergency Management Planning Committee		
MERI	Monitoring, evaluation, reporting and improvement (plan)		

9.4.2 – ATTACHMENT 1. Flood Management Strategy 2021

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9.4.2 – ATTACHMENT 1. Flood Management Strategy 2021



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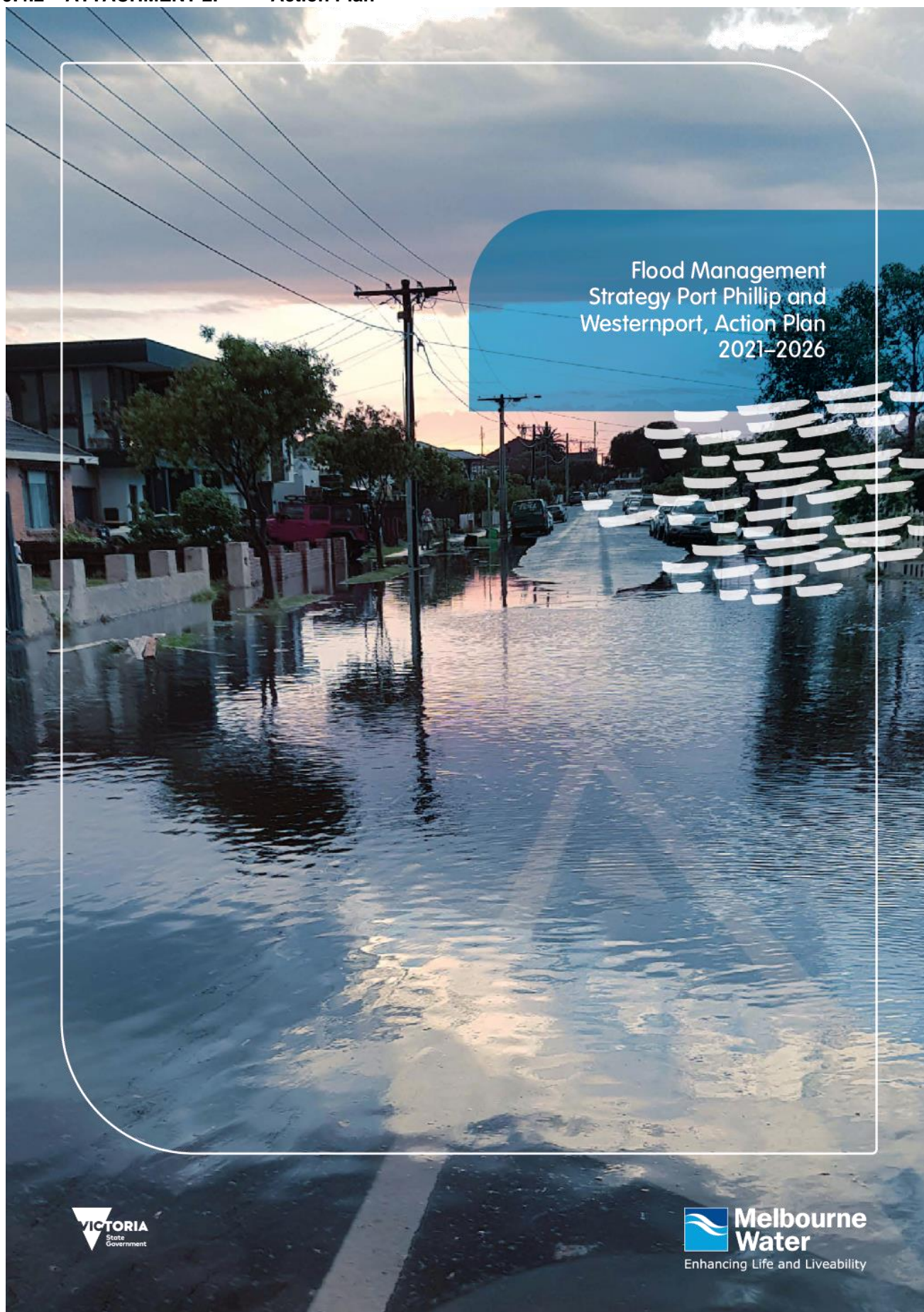
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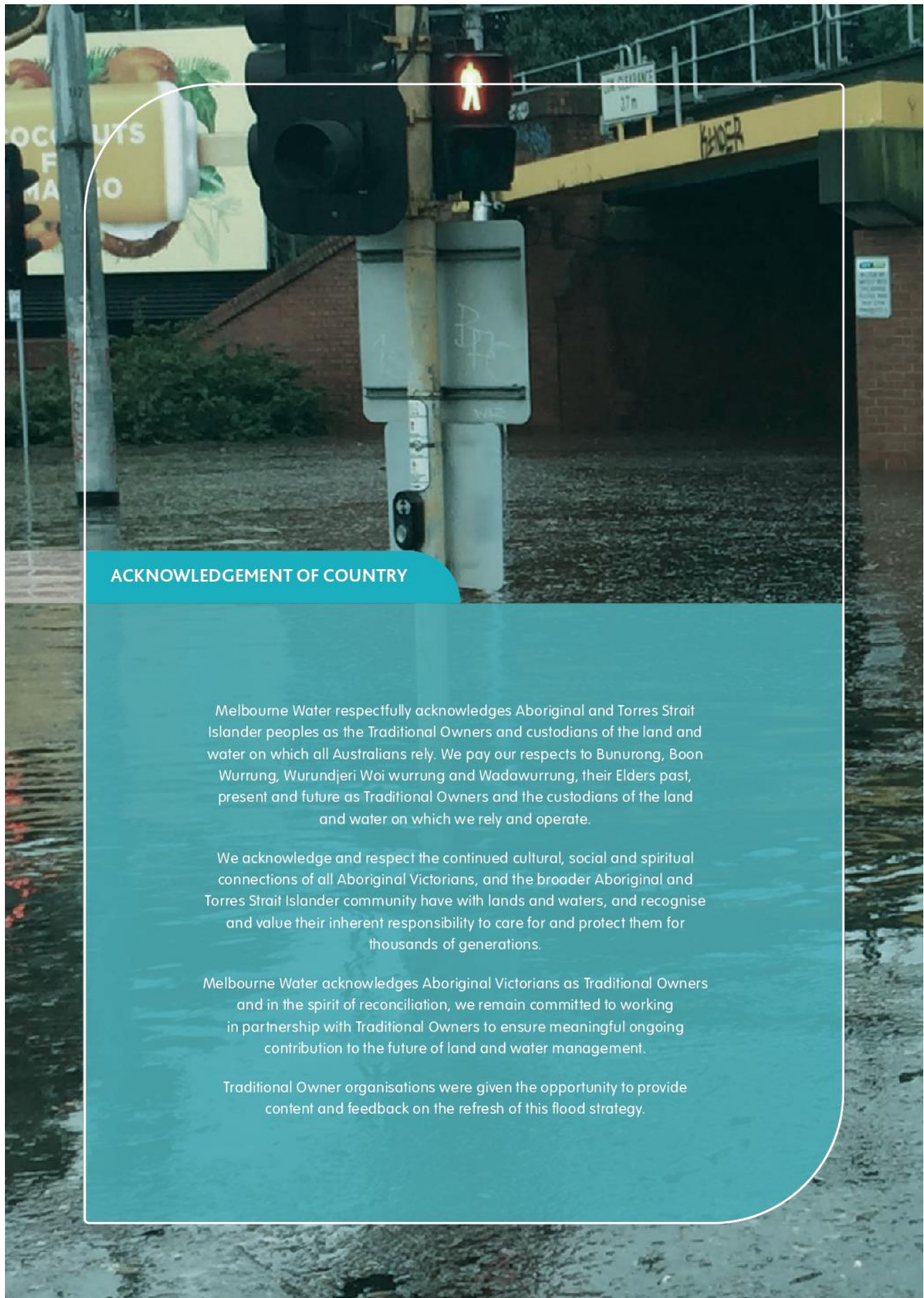
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publication. All actions in this strategy will be delivered
subject to funding.

Cover image: Cora Lynn flooding (Image David Hannah)

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ACKNOWLEDGEMENT OF COUNTRY

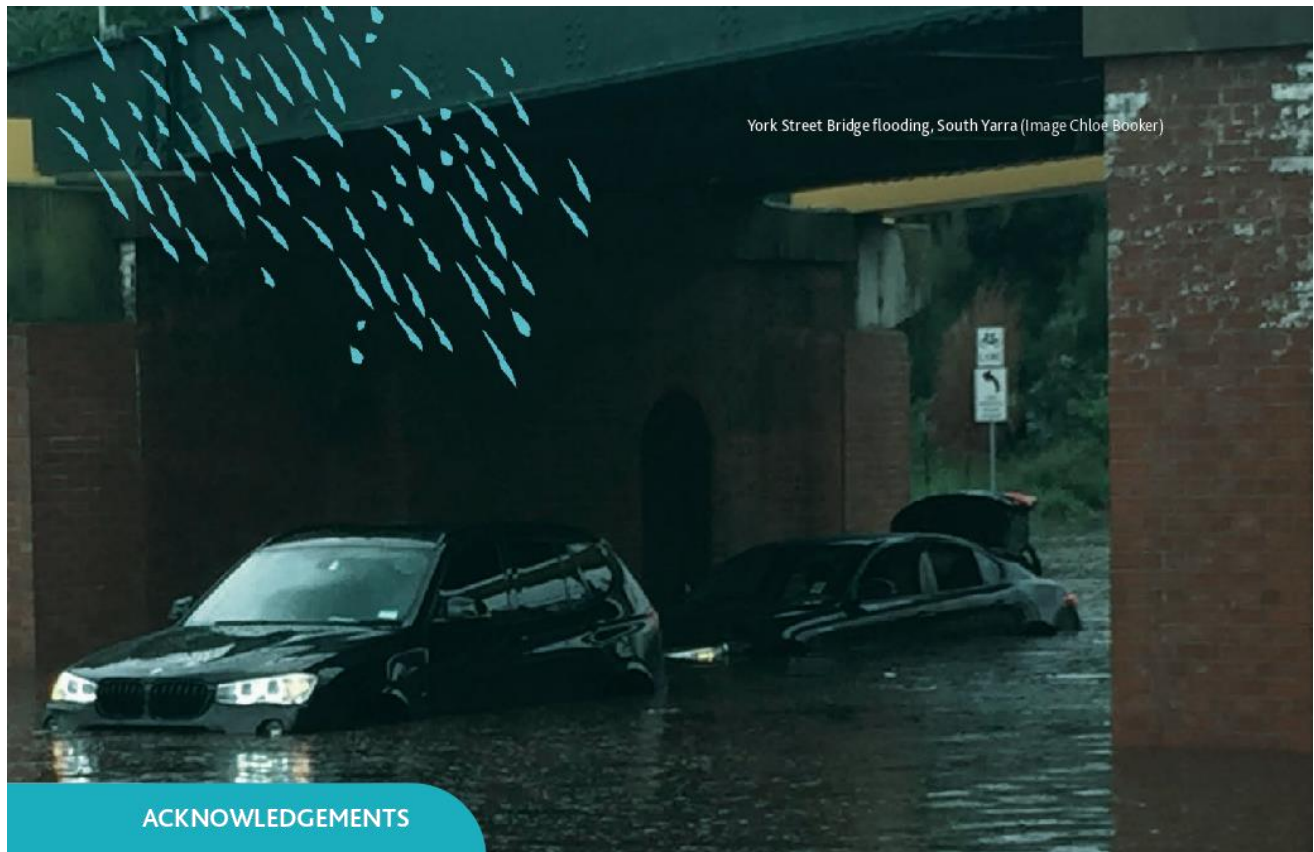
Melbourne Water respectfully acknowledges Aboriginal and Torres Strait Islander peoples as the Traditional Owners and custodians of the land and water on which all Australians rely. We pay our respects to Bunurong, Boon Wurrung, Wurundjeri Woi wurrung and Wadawurrung, their Elders past, present and future as Traditional Owners and the custodians of the land and water on which we rely and operate.

We acknowledge and respect the continued cultural, social and spiritual connections of all Aboriginal Victorians, and the broader Aboriginal and Torres Strait Islander community have with lands and waters, and recognise and value their inherent responsibility to care for and protect them for thousands of generations.

Melbourne Water acknowledges Aboriginal Victorians as Traditional Owners and in the spirit of reconciliation, we remain committed to working in partnership with Traditional Owners to ensure meaningful ongoing contribution to the future of land and water management.

Traditional Owner organisations were given the opportunity to provide content and feedback on the refresh of this flood strategy.

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ACKNOWLEDGEMENTS

This action plan was developed through a collaborative process with partners across the region. Melbourne Water is grateful for the energy, experience and expertise of everyone who was involved in developing this shared understanding of our collective vision, the challenges in the region and the opportunities for improving flood management delivery.

The Flood Leadership Committee

Melbourne Water prepared this document with governance from the Flood Leadership Committee, which included representatives from:

- Cardinia Shire Council
- City of Melbourne
- City of Port Phillip
- Department of Environment, Land, Water and Planning
- Emergency Management Victoria
- Insurance Council of Australia
- Melbourne Water
- Moonee Valley City Council
- Mornington Peninsula Shire Council
- Victorian Planning Authority
- Municipal Association of Victoria
- South East Water
- Victoria State Emergency Service
- Wyndham City Council

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Patterson River flooding (Image David Hannah)

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PREFACE

This *Action Plan* accompanies the *Flood Management Strategy Port Phillip and Westernport*. Melbourne Water prepared the strategy through a collaborative process and governance from the Flood Leadership Committee.

Our partners are all organisations in the region who have flood management responsibilities, including local and state government, water authorities and emergency services. Reflecting this successful partnership, the pronoun 'we' throughout this document refers to all flood management agencies in the region.

The context of this strategy is to enhance community safety. We developed the strategy to ensure that we are working together to enhance our understanding of the problem of flooding in a rapidly changing context of climate change and increasing urbanisation. We wanted to make sure we have the right mix of solutions and embed a process of continuous improvement.

The strategy is part of a framework of related legislation, policies and strategies and reflects national and state best-practice standards and guidelines.

This is a 'refresh' of the *2015 Flood Management Strategy Port Phillip and Westernport*.

The strategy defines our long-term vision, objectives and outcomes, and the focus areas that direct our actions. This action plan is the first of two consecutive five-year action plans that will span the life of the strategy. It sets out the actions we will take to deliver the strategy.

About this action plan

This five-year action plan (the first of two supporting the action of the strategy) is intended to be read in conjunction with the strategy and the documents should be considered as a package.

The actions in this plan only relate to the first five years of the strategy (2021–2026) and are subject to funding. Some actions may be included in both action plan periods (2021–2026 and 2026–2031) to ensure the 10-year directions and outcomes can be met.

We have embedded a process of continuous improvement through our monitoring, evaluation, reporting and improvement (MERI) plan.



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A collaborative approach

Melbourne Water will lead coordination of the strategy implementation, including the monitoring, evaluation, reporting and improvement process.

The Flood Leadership Committee will have strategic oversight of the strategy and our endorsing partners will collaborate to implement, report, review and renew our commitments.

An annual planning process will be undertaken. Implementation will also involve working with communities, particularly in high-flood-risk areas, to understand their needs and develop solutions.

The Flood Leadership Committee and the Melbourne Water Board of Directors endorsed the strategy and accompanying action plan in 2021. Partner organisations that have endorsed the strategy prior to publication are identified in the strategy. Implementation and monitoring will be a collective effort, coordinated by Melbourne Water.

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OVERVIEW OF THE STRATEGIC APPROACH

Vision Together we are aware, responsive and resilient. Communities, business and government understand flooding, plan collaboratively for challenges and take action to manage risks and optimise opportunities, for now and the future.



* Our collaborative approach to delivering this strategy will help deliver this outcome.

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Monitoring, evaluation, reporting and improvement

We have developed a monitoring, evaluation, reporting and improvement (MERI) plan to embed accountability, learning, and continuous improvement into the implementation of the strategy. The plan has been developed through our governance framework and is available separate from the strategy and action plan.

The MERI plan is designed to build capacity and capability in MERI over its 10-year lifetime. The indicators, monitoring, data collection and evaluation approaches will evolve as capacity to implement it increases. This 'learning by doing' approach has been selected based on the needs of partner organisations and recognition that the collaborative delivery model will continue to mature over the life of strategy.

The strategy incorporates five Key Performance Indicators (KPIs) that will be regularly monitored to help drive implementation progress. A staged approach to the targets associated with these KPIs has been developed for the strategy. The staged approach consists of a five-year fixed KPI target (aligning with the first Action Plan) and a 10-year nominal/provisional KPI target that is reviewed in year five. This approach allows for greater certainty around investment and data reporting by various partners, which in turn can facilitate long term targets that balance aspiration and achievability. The staged KPI targets for the Flood Management Strategy are listed on page 7 (Table 1).

These KPIs are one part of the MERI plan, which will also measure the outcomes we are achieving. Performance expectations for outcomes are based on what success looks like in 10 years' time at the end of the strategy.

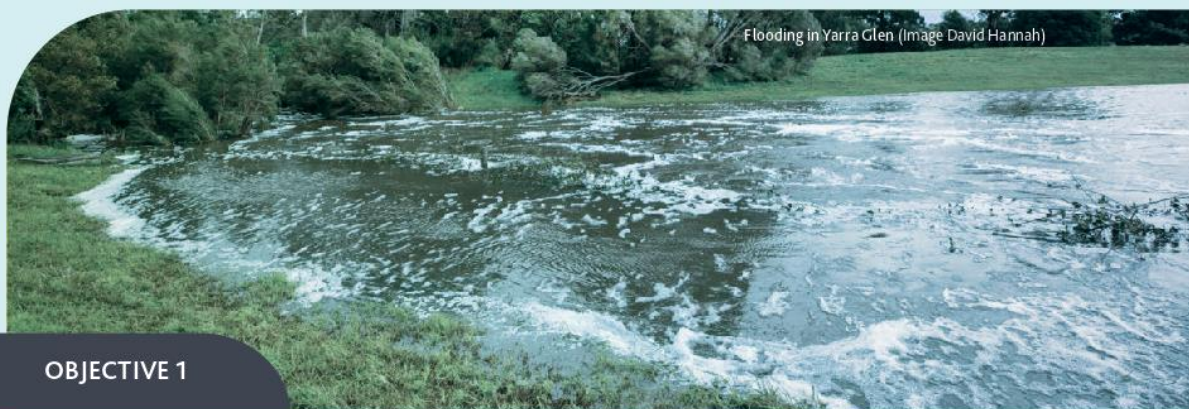


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Table 1. KPI staged targets

KPI 1 (Fit-for-purpose information)	
Five-year fixed target	234 flood-affected catchments have flood mapping renewed to meet agreed standards and shared between relevant agencies
10-year nominal target	468 flood-affected catchments have flood mapping renewed to meet agreed standards and shared between relevant agencies
KPI 2 (Empowering communities)	
Five-year fixed target	13,000 properties have been involved in community engagement initiatives to increase knowledge of flood risk and appropriate actions to take to reduce flood impacts
10-year nominal target	32,500 properties have been involved in community engagement initiatives to increase knowledge of flood risk and appropriate actions to take to reduce flood impacts
KPI 3 (Flood effects mitigation)	
Five-year fixed target	Reduction in Annual Average Damages (AAD) of \$10m through agency initiatives to mitigate flood effects
10-year nominal target	During the five-year review, we will look to the Integrated Water Management (IWM) forum catchment strategy targets to inform the development of the 10-year target
KPI 4 (Agency collaboration)	
Five-year fixed target	Agency rating of inter-organisational collaboration in flood management and Flood Strategy implementation either:
10-year nominal target	<ul style="list-style-type: none"> • Achieves a minimum rating score of four (out of five); or • Improves by at least 0.2 rating scale points annually (corresponding to a shift of one full rating category over five years)
KPI 5 (Implementation effectiveness)	
Five-year fixed target	80% of all Flood Management Strategy actions are on track in any year and all actions have a clear owner by year three
10-year nominal target	

9.4.2 – ATTACHMENT 2. Action Plan



OBJECTIVE 1

The right information is available at the right time to the people who need it

The first step to managing flood risk is to understand where floods could happen and what the impacts could be. Different aspects of flood management require different information and flood management agencies need it to be easily accessible to them. The community also needs to be able to access relevant flood information. Making clear flood risk information easily accessible to people and businesses enables them to understand their risk and to be prepared to take action before, during and after a flood event.

FOCUS AREA 1 Fit-for-purpose information

We need fit-for-purpose flood information to quantify flood risk and use it to inform decisions about the way we best manage and reduce flood risk.

Melbourne Water will lead an escalation of the regional flood modelling program, with appropriate resourcing. The focus of the program is to keep mapping information for each catchment current and fit-for-purpose, using the best available data. Local councils will be key partners in this program to implement a whole-of-catchment mapping approach.

Flood modelling and mapping will incorporate best practice climate change information and techniques with regard to rainfall and runoff, coastal flooding and sea level rise. The purpose is to understand flood risk to people, property and the environment, and the effects of mitigation responses.

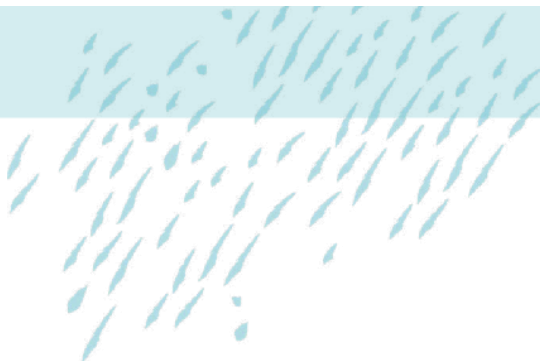
We will:

- strengthen our flood modelling program to ensure we have appropriate flood information available to provide planning and development advice.
- define and articulate clear flood information standards and processes to ensure the development and generation of flood information is current, consistent and fit-for-purpose.
- align all organisations' flood modelling work to ensure the most up-to-date information is available to the people and organisations that need it.
- run capacity building programs to support partners in their flood modelling and mapping actions.

Where will we be in 10 years?

The purpose of the information we generate is clearly identified and understood. All agencies work together to generate fit-for-purpose information to agreed standards. We share this information effectively between agencies. Flood information for high-priority areas is no older than 10 years.

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Number	Action	Action output	Lead	Supporting
Generating information				
1.1	Strengthen our flood modelling program to better support the provision of planning scheme amendments as well as development advice and decisions	<ul style="list-style-type: none"> Current base modelling program expanded to enhance up-to-date mapping coverage Basin scale models trialled for the Werribee, Maribyrnong, Yarra, Dandenong and Westernport basins 	Melbourne Water (MW)	Councils, Department of Environment, Land, Water and Planning (DELWP)
1.2	Develop approved flood information standards, including for modelling, data and reporting, consistent with the purposes for which it is used	<ul style="list-style-type: none"> Agreed flood modelling technical specifications Agreed flood data management technical specification/standard Understand and report on the quality of flood information, consistent with the needs of relevant users 	MW	Councils, DELWP
1.3	Develop and deliver a program of flood modelling that aligns the efforts, and meets the needs, of all partners across the region	<ul style="list-style-type: none"> Mapping prioritised and risks and opportunities documented Mapping for prioritised catchments delivered and shared 	MW	Councils
1.4	Develop standards for coastal flooding and sea level rise including developing and updating information (Link to 1.1)	<ul style="list-style-type: none"> Baseline coastal flooding and sea level rise information developed and available Agreement reached on coastal flooding and sea level rise data custodian Standards for data update/maintenance established 	DELWP	Bureau of Meteorology (BoM*), Coastal councils
1.5	Enhance the process for sharing data between Melbourne Water and councils (Link to Focus Area 2)	<ul style="list-style-type: none"> Method/process for agency data sharing agreed Data shared 	MW	Councils
1.6	Run capacity building programs for partners to improve data capture, modelling and interpretation of information	<ul style="list-style-type: none"> Capacity building programs delivered for our partners 	MW	N/A

* The Bureau of Meteorology's (BoM) lead and supporting roles are in accordance with the BoM's principles and policies related to standard and supplementary services delivery, including the use of cost recovery for bespoke or tailored services. This will stand for the entirety of actions mentioned with BoM.

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FOCUS AREA 2 Empowering communities

Communities involve individuals, groups and businesses.

Empowered communities are 'flood ready'. Flood ready communities are aware of their level of flood risk, can take steps to prepare for and manage flooding, and understand what to do when warnings are issued. They are likely to experience less loss, damage, stress and disruption, and recover faster when flood events occur.

Communities are diverse. Different parts of the community require information tailored to their needs; for example, renters and non-renters, younger and older age groups, and various preferred languages, all require different information or information presented in a different way.

Flood risk varies across the region based on geography, therefore education and awareness programs need to provide general flood awareness to communities at lower risk, and more specific, local information in flood prone or high-risk areas.

We empower communities by giving them the information they need to make informed decisions and to prepare for flood events. Programs will be developed based on community engagement and research into ways to engage effectively with communities to build awareness and resilience to flooding. Partner agencies will work together to deliver these programs, with Melbourne Water, Victoria State Emergency Service (VICSES), Emergency Management Victoria (EMV) and local councils all having a role to play.

We will:

- develop a clear community strategy for capacity building including agreed roles and responsibilities for program delivery.
- deliver tailored programs to communities with the highest risk of flooding, as well as a broad regional community awareness program, to build resilience to, and mitigate the impacts of, flooding.
- continue and improve flash flooding and storm surge warnings. We will monitor the stormwater pipe network in high-priority areas. We will develop automated flash-flood warnings for high-priority areas and incorporate them into existing community warnings systems.
- continue to work together to deliver riverine flood warnings to the community, and expand the network, as appropriate, throughout the life of the strategy.
- based on an approved business case – develop a platform that provides the community with the information they need to prepare, respond and recover effectively from floods.
- run capacity building programs for partners to support effective and consistent community engagement across the region.

Where will we be in 10 years?

There is a tailored and effective community awareness and preparedness program. As a result, at-risk communities understand the risks and opportunities and are more prepared to take action and make informed choices. An ongoing regional campaign is in place, and it is improving general community awareness about flood impacts and safety.

Number	Action	Action output	Lead	Supporting
Community awareness and preparedness program				
2.1	Develop a clear strategy for community capacity building, including the articulation of roles and responsibilities	• Agreed roles and responsibilities established for program delivery	MW, VICSES	Councils, Emergency Management Victoria (EMV)
2.2	Deliver community engagement programs to build resilience to, and awareness of risks, and promote protective action	• Targeted and general flood awareness programs delivered	VICSES	Councils, EMV, MW

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Number	Action	Action output	Lead	Supporting
Community awareness and preparedness program (continued)				
2.3	Deliver community engagement programs to mitigate flood risk across the region	<ul style="list-style-type: none"> Targeted and general flood awareness programs delivered 	MW	Councils, VICSES
Flash flooding warnings				
2.4	Enhance timely dissemination of flash flood information and advice to communities	<ul style="list-style-type: none"> Established protocols and process for dissemination for flash flooding Melbourne Water to share real-time alerts and warning and data for timely distribution to community 	MW, VICSES	EMV
Riverine flood warnings				
2.5	Continue with current level of riverine flood warning service including ongoing upgrades, renewals and improvement projects	<ul style="list-style-type: none"> Business-as-usual: ongoing upgrades, renewals and improvement projects 	MW	Councils, BoM, MW, VICSES
Community knowledge portal				
2.6	Project scoping: Develop problem definition, identify user needs, undertake research and development, and evaluate options including costing	<ul style="list-style-type: none"> Business case completed outlining project scope, needs, a review of options and recommended approach 	MW	Councils, DELWP, EMV, VICSES
2.7	Undertake pilot project to test proposed community knowledge platform approach before implementing regionally	<ul style="list-style-type: none"> Pilot undertaken in one catchment Learnings captured Project scope revised to reflect learnings and ensure regional implementation runs smoothly 	MW	Councils, EMV
2.8	Build, deliver, test and launch the platform with ongoing maintenance, licensing and platform support arrangements. Implement monitoring and evaluation of the platform for continuous improvement	<ul style="list-style-type: none"> Community knowledge platform solution delivered Platform promoted to ensure community awareness Platform support, maintenance and licencing plan in place Monitoring, review and update process established 	MW	Councils, EMV
Partner capacity building				
2.9	Capacity building programs for partners to support effective and consistent community engagement across the region are identified and communicated	<ul style="list-style-type: none"> Capacity building programs delivered 	MW	Councils, EMV, VICSES

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OBJECTIVE 2

Flooding in Yarra Glen (Image David Hannah)

Flood risks and opportunities are managed to reduce impacts and get the best social, economic and environmental outcomes

Taking action to manage current and future flood risks will require a mix of solutions tailored to each specific location and community. Identifying the best approach for each location requires an understanding of local needs, broader environmental and catchment conditions, possible future risks, and the lifecycle costs and additional benefits (or drawbacks) of each potential flood management solution. This information is used to develop the best-fit solution for each location.

FOCUS AREA 3 Flood effects mitigation

We have well-established ways to mitigate the impacts (or 'effects') of flooding including our drainage system, which continues to be extended and optimised; flood management infrastructure; and multi-functional assets. We will continue to manage, maintain and renew effective assets.

To respond to the challenges of urbanisation and climate change, we need to build new assets, and it is essential that we continue to innovate and broaden the suite of tools available for managing flooding. These new approaches may include infrastructure, technology, community education or land use planning controls. Not all approaches are viable for all situations, which means it is essential we use a broad suite.

We will think strategically across the whole catchment, considering flooding, stormwater and drainage functions together. We will incorporate green infrastructure, such as wetlands, replace hard surfaces with vegetation, and direct water to support useable green space for urban greening and cooling – for multiple benefits. We need to develop corresponding and agreed long-term service standards for assets, which consider their long-term viability in the face of climate change.

Local councils represent their communities when locations for flood management are being prioritised. Local communities will be involved in developing potential solutions to the flooding problems being considered.

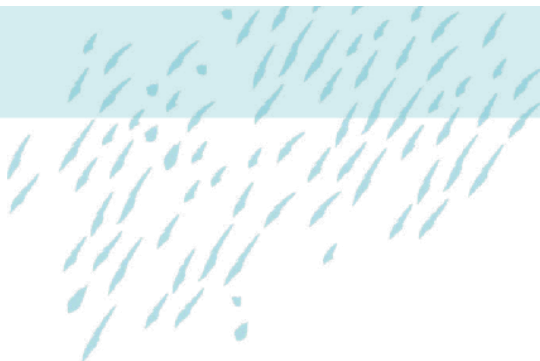
We will:

- continue to refine our approach to prioritisation to identify high-priority areas and investigate these areas for flood mitigation options.
- continue to investigate asset solutions and deliver feasible flood mitigation infrastructure. Once we have agreed on priority locations for exploration, we will work with local communities to develop the actions that need to occur.
- develop and deliver flood and drainage infrastructure maintenance programs. The Melbourne Urban Stormwater Institutional Arrangements (MUSIA) project will clarify roles and responsibilities for stormwater management, including maintenance (see Focus Area 7).
- continue to investigate approaches to broaden our suite of tools available for flood management. We will identify new opportunities and innovations and assess their feasibility. We will pilot place-based solutions and adopt successful solutions as 'business-as-usual'.

Where will we be in 10 years?

Through the delivery and maintenance of infrastructure solutions, flood effects are reduced (compared to a do-nothing scenario). Agencies and the community work together to identify the right mix of solutions for each location. We continue to explore innovative solutions and expand our suite of tools to manage flood risks.

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Number	Action	Action output	Lead	Supporting
Foundational actions				
3.1	Identify high-priority areas for flood effects mitigation, then consider a diverse range of potential solutions to identify the right approach for prioritised locations and their communities. Deliver outcomes in collaboration with partners and the community	<ul style="list-style-type: none"> • Prioritisation criteria and approach for flood impact mitigation projects established • Priority flood impact mitigation areas identified by accountable partners • The right mix of solutions identified for prioritised locations (for example, capital, information and warnings, planning scheme amendments and other types of development controls and innovative solutions) • Opportunities for co-delivery identified 	Councils (local infrastructure), MW	DELWP, Victorian Planning Authority
Infrastructure				
3.2	Investigate, develop and deliver place-based capital asset solutions where feasible	<ul style="list-style-type: none"> • Best-fit asset-based solutions identified for selected locations • Solutions implemented at selected locations 	Councils (local infrastructure), MW	Relevant government departments
Maintenance				
3.3	Develop and deliver flood and drainage infrastructure maintenance programs	<ul style="list-style-type: none"> • Maintenance program defined for each organisation • Maintenance program delivered for flood and drainage assets 	Councils (local infrastructure), MW	Councils, MW
Innovation				
3.4	Identify new opportunities and innovations to mitigate flooding and its effects and assess their feasibility	<ul style="list-style-type: none"> • Case-studies, environment scan completed • Industry networks and partnerships established • New funding models established 	Councils, MW	N/A
3.5	Pilot feasible place-based opportunities and innovations to mitigate flooding and its effects	<ul style="list-style-type: none"> • Projects delivered • Case-studies and learnings captured • Feasible approaches are transitioned to business-as-usual 	Councils, MW	Water Retailers
3.6	Develop information (for home owners) to consider flood mitigation options for retrofitting existing homes to enhance flood resilience	<ul style="list-style-type: none"> • Flood mitigation information given for retrofits to improve flood resilience • Agency learning and capacity for appropriate flood mitigation options increased • All new builds continue to meet flood level requirements 	MW	Councils, DELWP, Insurance Council of Australia

9.4.2 – ATTACHMENT 2. Action Plan



Flood resilient home (Image James Davidson Architects)

FOCUS AREA 4 Land use planning

The land use planning system involves a range of policy instruments including legislation, regulation, policy, strategic planning, guidelines and standards to guide and manage land use and development. Partners use these instruments, relevant to their roles and responsibilities. In most cases, councils manage the planning scheme for their municipality.

We will:

- expedite the approach to planning scheme amendments for flood controls to ensure flood mapping can be more readily incorporated into the planning system and actively supports councils in engaging with affected parts of the community.
- by 2026, apply best practice climate change flood modelling in all flood-related planning scheme amendments and emerging greenfield development schemes.
- enhance our risk-based approach by exploring opportunities for new approaches through effective strategic planning so that planning schemes guide land uses and development to appropriate locations on the basis of flood risk.
- explore the introduction of planning controls to a catchment or specific area, or other measures, to reduce upstream runoff by increasing stormwater capture and/or permeability targets to reduce downstream flood risk.

- explore options to support better design outcomes in flood prone areas that will meet architectural and urban design, integrated water management, and flood management and mitigation outcomes. We will review guidelines and support updates to the Victorian Planning Provisions. Floor level requirements will be met in all locations.
- prepare a regional statutory decision guideline that adopts best practice integrated water management and flood management.

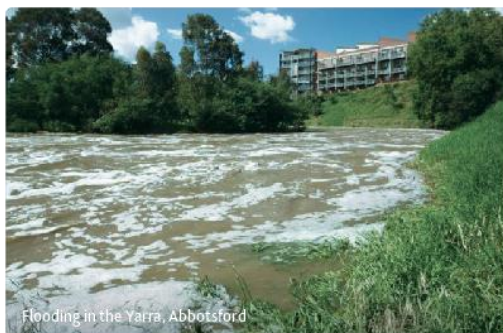
Where will we be in 10 years?

Planning decisions are based on best available information about future conditions including sea level rise and increased rainfall intensity from climate change. Planning scheme updates are expedited to incorporate flood information when it is available.

Planning controls have been introduced to reduce downstream catchment flooding. More nuanced approaches are used to consider flood risks determining the types of land uses and development allowed in flood prone areas. Land use planning will respond proactively to flood risk.

9.4.2 – ATTACHMENT 2. Action Plan

Number	Action	Action output	Lead	Supporting
Streamline planning scheme amendment approach				
4.1	Investigate opportunities to amend the Victorian Planning System to allow high-risk flood hazard information to be included directly into planning schemes	<ul style="list-style-type: none"> • Opportunities investigated to amend provisions, regulations, policy and schedules • Relevant authority supported to remove barriers to incorporating approved and updated flood hazard information into planning schemes 	MW	Councils, DELWP, Municipal Association of Victoria (MAV)
4.2	Actively support councils in engaging with all affected parts of the community when new flood hazard planning scheme amendments are proposed to be incorporated in planning schemes	<ul style="list-style-type: none"> • Improved planning scheme amendment consultation explored 	MW	Councils, DELWP
Climate change				
4.3	Adopt Australian Rainfall and Runoff guidance on climate change rainfall and runoff as best practice	<ul style="list-style-type: none"> • Australian Rainfall and Runoff scenarios included in flood mapping 	MW	DELWP
4.4	Incorporate best practice climate change flood hazard modelling in flood hazard planning scheme amendments (Link to 1.3)	<ul style="list-style-type: none"> • By 2026, 2100, high emissions scenario, 1% annual exceedance probability (AEP) climate change factors applied to modelling and mapping for to inform all future planning scheme amendments 	Councils, MW	DELWP
4.5	Incorporate best practice climate change flood hazard modelling in all emerging greenfield development schemes (Link to 1.3)	<ul style="list-style-type: none"> • By 2026, 2100, high emissions scenario, 1% AEP climate change factors applied to modelling and mapping for all new drainage schemes in greenfield areas 	MW	DELWP



Flooding in the Yarra, Abbotsford



Flooding in the Yarra, Southbank (Image David Hannah)

9.4.2 – ATTACHMENT 2. Action Plan

Number	Action	Action output	Lead	Supporting
Risk-based approach				
4.6	Undertake a review of current flood overlays and controls to evaluate the effectiveness of our current approach to permitting sensitive uses in current flood prone areas	<ul style="list-style-type: none"> Our current approach reviewed and opportunities for increased risk consideration identified Advocate for appropriate risk-based guidelines 	MW	Councils, DELWP, MAV, VICSES
Upstream stormwater capture				
4.7	Explore planning and/or building controls in upstream areas to mitigate downstream flood impacts	<ul style="list-style-type: none"> High-priority areas identified (Link to 6.5) Implications of introducing planning controls to mitigate downstream impacts studied Learnings developed and shared 	MW	Councils, DELWP
Integrated design outcomes				
4.8	Update the Guidelines for Development in Flood Affected Areas (2019) to support the community and all decision makers in ensuring that development decisions support design outcomes that protect and enhance places, spaces and environments in existing urban areas while mitigating future flood risk	<ul style="list-style-type: none"> Revised Decision Guidelines for Development in Flood Affected Areas (2019) including: <ul style="list-style-type: none"> New risk-based application pathways and design requirements for developments New discretionary criteria guidelines for non-compliant proposals 	MW	Councils, DELWP, MAV
4.9	Investigate opportunities to amend the Victorian Planning System to better support balanced architectural and building design decisions in flood hazard areas	<ul style="list-style-type: none"> Potential updates to Victorian Planning Provisions 44.03, 44.04 and 44.05 in relation to application and decision guidelines 	MW	Councils, DELWP, MAV
Supporting planning decisions				
4.10	Revision of the greenfield decision guidelines for all greenfield development decision services that adopts best practice integrated water management and flood management	<ul style="list-style-type: none"> Revise design manuals, procedures and decision-making processes including the Greenfield Land Development Manual 	MW	Councils, DELWP

9.4.2 – ATTACHMENT 2. Action Plan



FOCUS AREA 5 Challenges of climate change

Climate change adaptation requires a shift in thinking. It needs to be considered in flood policy, planning and operations. In addition to building our scientific knowledge base, values and institutional arrangements, a shared commitment is crucial in refining appropriate responses to climate related flood risk.

Flood management will require a range of infrastructure. Infrastructure solutions can be expensive, including property redevelopment and upgrades to drainage systems, roads and bridges, so we need to trial the inclusion of adaptive approaches to ensure they are cost effective.

Approaches and solutions need to consider a range of climate scenarios. In the long-term, we will need to consider a range of approaches that may reshape the region from protecting floodplains to retreating from high-risk areas. A focus on choosing no-regret, flexible approaches will ensure they are beneficial under any future scenario.

We will:

- further develop our understanding of the impacts of climate change including valuing the cost of annual average damage due to the increased rainfall intensity from climate change, and considering opportunities to use climate change scenarios to support adaptive thinking and action.

- consult, engage and educate. Linked with our community knowledge platform and community awareness and preparedness programs, we will consult to understand community knowledge of the impacts of climate change flood risk. We will deliver shared communication and engagement activities to raise awareness of the increasing flood risk due to climate change, and an education program targeted for at-risk communities.
- develop tools for adaptation projects at regional and local place-based scales, by preparing guidance for Melbourne Water and councils to strategically, efficiently and consistently assess local hazards and vulnerability to enact a consistent approach to climate change adaptation – one that considers opportunities to combine place-based solutions in catchment-wide planning.

Where will we be in 10 years?

We understand the likely range of climate change impacts and costs on flooding in the region. Climate change is incorporated into all new mapping and modelling. Our best available knowledge is embedded in flood management decision making including land use planning and flood infrastructure. Climate change knowledge is shared with partners and the community. Adaptive approaches are understood and we have tools to consider climate change in identifying locally specific solutions.

9.4.2 – ATTACHMENT 2. Action Plan

Number	Action	Action output	Lead	Supporting
Understanding impacts				
5.1	Identify an appropriate set of scenarios for use in Port Phillip and Westernport region flood planning. Develop guidance on when and how to use the scenarios	<ul style="list-style-type: none"> Scenarios developed for us to use in flood planning in the region Guidance given on different contexts and how scenario planning could be used 	MW	Councils, BoM, DELWP
5.2	Understand where flood risks are likely to change due to climate change	<ul style="list-style-type: none"> Maps and models updated with climate change impacts (Links to 1.3, 4.4 and 4.5) High-risk areas identified for consideration in prioritisation process (Link to 3.1) Opportunities identified for larger scale interventions that will benefit multiple areas 	MW	Councils, BoM, DELWP
5.3	Increase our understanding of the cost of increased damages caused by climate change	<ul style="list-style-type: none"> Update future annual average damage calculation every two years to reflect new insights about climate change, as they become available, to inform decision making 	MW	Councils, DELWP, BoM
Consultation, education and engagement				
5.4	Community consultation, education and engagement about the impact of climate change on flood risk (Link to Focus Area 2)	<ul style="list-style-type: none"> Climate change is included in the general flood awareness program Climate change is included in the tailored engagement program Opportunities to engage flood impacted communities in place-based adaptation projects have been identified and included in the climate change adaptation tool kit 	MW	Councils, Insurance Council of Australia, VICSES
Co-ordinating regional adaptation				
5.5	Investigate and report on regional adaptation options	<ul style="list-style-type: none"> Identify regional climate change adaptation approaches for flood management Identify opportunities for collaboration of several precincts to achieve wide scale benefits 	MW	Councils, DELWP, Integrated Water Management Forums

9.4.2 – ATTACHMENT 2. Action Plan

Number	Action	Action output	Lead	Supporting
Developing tools for regional and place-based adaptation projects				
5.6	Develop and adopt a common approach to assess the effects of climate change on risk and vulnerability to inform prioritisation and flood impact mitigation	<ul style="list-style-type: none"> Guidance for place-based 'risk and vulnerability assessment' made available (Link to 3.1) 	MW	Councils, DELWP
5.7	Incorporate climate change adaptation into design, planning and implementation of flood mitigation projects	<ul style="list-style-type: none"> Climate change adaptation toolkit developed for flood mitigation Pilot project testing and toolkit improved as part of flood reduction innovation (Link to 3.5) On-ground projects built with future climate in mind Guidance given on appropriate adaptation approaches Guidance (document) prepared providing consistent and transparent approach to available/appropriate climate change options and case-studies of completed projects 	Councils, MW	Councils, DELWP



9.4.2 – ATTACHMENT 2. Action Plan



FOCUS AREA 6 Multiple benefits embedded in decision-making

Clean, available water and green space are fundamental to liveability in the region. Population growth, urbanisation and climate change threaten liveability by limiting the extent and quality of green space, and reducing water supply. We experienced these threats and their severity through the millennium drought.

Flood management and drainage infrastructure and assets are costly to build and maintain, and are complex, particularly in dense urban environments. Traditionally, we have built flood management solutions for the single purpose of reducing flood risk. Thinking about stormwater capture and management to deliver multiple benefits such as flood management, waterway protection, reduced reliance on mains water and cooling and greening our environment will allow us to achieve better outcomes for our community and greater value for money.

It is critical to understand the local flood context when designing infrastructure and assets. Inappropriate responses that alter flood regimes can exacerbate flooding.

We are taking a systematic approach in the way we consider multiple benefits in flood management. We need to review relevant policies, strategies, guidelines, codes, standards and frameworks. We will develop infrastructure projects that achieve multiple benefits based on priority areas, established processes, and innovative solutions, where appropriate.

9.4.2 – ATTACHMENT 2. Action Plan



Malvern to Murrumbeena flood mitigation project (Image David Hanifah)

We will:

- create an enabling strategic environment by determining the level of risk that is acceptable to partners who are responsible for infrastructure and assets, particularly in flood-affected areas, develop a collaborative process and principles to support the development of projects that achieve multiple benefits, and review policies, so they consistently enable us to consider multiple benefits in decision-making.
- pilot innovative flood management solutions in new precincts (e.g. Fisherman's Bend) and use this experience to review standards, codes, strategies and guidelines where appropriate so that innovative, place-based approaches, delivering multiple benefits, become business-as-usual.
- deliver stormwater projects that deliver multiple benefits including mitigating flood risks. To do this we will identify high-priority catchments where delivering integrated water management will bring multiple benefits, and develop projects through existing forums, partnerships, grants and major projects.

- review land use and water planning process for greenfield developments by identifying opportunities to integrate IWM and other strategic benefits within existing frameworks in greenfield developments.
- deliver flood management infrastructure and assets that achieve multiple benefits in high-priority locations.

Where will we be in 10 years?

Flood management is recognised as an important element of integrated water management. Flood management solutions achieve multiple benefits to contribute to a city that is safe, cool and walkable, with blue-green corridors and mixed-use spaces, and a city that supports biodiversity and enhanced amenity.

9.4.2 – ATTACHMENT 2. Action Plan

Number	Action	Action output	Lead	Supporting
Foundational actions				
6.1	Unlock opportunities for integrated water management (IWM) and amenity outcomes in flood assets. Balance risk by determining a risk management approach	<ul style="list-style-type: none"> Risk management guidelines for appropriate 'multiple benefits' infrastructure established 	MW	Councils, DELWP, MAV, IWM forums
6.2	Develop a collaborative process and principles to support place-based solutions that are linked to aligned policies and strategies	<ul style="list-style-type: none"> Relevant catchment organisations have identified opportunities for collaboration Knowledge and capacity are shared between members Optimal place-based solutions identified and collaborative delivery of on ground solutions enabled 	DELWP, IWM forums	Councils, MW
6.3	Review relevant policy, governance and funding mechanisms to incorporate multiple benefits	<ul style="list-style-type: none"> Tools developed to support the consideration of flood benefits in water cycle projects Lessons from projects shared Findings to support multiple benefits from flood projects implemented 	DELWP	Councils, MW
New precincts (infill and redevelopment e.g. Fisherman's Bend)				
6.4	Embed innovative, place-based approaches to deliver multiple benefits in new precincts (infill and redevelopment)	<ul style="list-style-type: none"> Innovative flood management solutions in new precincts piloted Project learnings and follow-up case studies established Case studies, frameworks, guidelines, or practice notes based on new projects developed, as appropriate 	MW	Councils, VPA
Integrated water management and stormwater				
6.5	Identify high-priority catchments to mitigate flood impacts through stormwater management projects and deliver projects in these areas	<ul style="list-style-type: none"> Potential stormwater project sites identified for flood mitigation Inform action 4.7 regarding reducing upstream runoff Collaborated with new and existing forums, partnerships, grants and major projects On-ground stormwater projects delivered that also mitigate flood impacts Monitor performance and lessons on co-operation of multifunctional assets Learnings developed and shared 	MW	Councils, DELWP, Integrated Water Management Forums, Water retailers

9.4.2 – ATTACHMENT 2. Action Plan

Number	Action	Action output	Lead	Supporting
Greenfield development				
6.6	Review the Development Services Scheme (DSS) model with all stakeholders to assess the opportunities and constraints to delivering integrated water management (IWM) outcomes in emerging and existing greenfield development schemes	<ul style="list-style-type: none"> Revise design manuals, procedures and decision-making processes that including the Greenfield Land Development Manual Engineering and finance review of all existing greenfield development schemes 	MW	DELWP, Growth area councils, MAV, VPA
6.7	Ensure that new Precinct Structure Planning Guidelines and supporting Practitioner Guidelines include best practice IWM and Plan Melbourne strategic water objectives	<ul style="list-style-type: none"> Precinct Structure Planning (PSP) Practitioner Guideline for Integrated Water Management, including flooding and drainage schemes, in Melbourne's Greenfields Initial Drainage Scheme Investigation Assessment for newly allocated PSP areas Ongoing collaboration between MW and VPA 	MW, VPA	DELWP, Growth area councils, MAV
Flood infrastructure				
6.8	Consider opportunities to achieve stormwater, open space and/or amenity outcomes on all existing and future flood infrastructure projects. Deliver assets that provide these benefits where appropriate	<ul style="list-style-type: none"> New flood assets incorporate open space and/or amenity benefits where feasible Existing assets enhanced to achieve open space and/or amenity benefits where appropriate 	Councils, MW	Water retailers



9.4.2 – ATTACHMENT 2. Action Plan



OBJECTIVE 3

Land, water and emergency agencies work together to manage flooding effectively

As a large number of organisations influence flood management in Port Phillip and Westernport, cooperation and collaboration between agencies is crucial. Aligning and coordinating the delivery of flood management actions will lead to more effective and efficient outcomes for the community.

This objective will be met both with delivering actions under the following three focus areas (numbers 7-9), and through the coordinated approach we take to delivering this strategy.

FOCUS AREA 7 Clarifying roles and responsibilities

Stormwater, drainage and flood management activities need to deliver a number of outcomes to meet the needs of the community and the environment, including delivery of improved water quality, amenity and flood mitigation.

Stormwater and drainage assets, and services in our region, are jointly managed by Melbourne Water and 38 councils. The institutional arrangements around flood, drainage and stormwater management were established over 90 years ago and need to be reviewed to meet the needs of the growing city and its inhabitants and communities into the future.

Department of Environment Land, Water and Planning is leading a review of the arrangements known as the Melbourne Urban Stormwater Institutional Arrangements (MUSIA) review. Melbourne Water and the Municipal Association of Victoria (on behalf of councils) are partners in the project and stakeholders are being engaged throughout.

The review covers catchment thresholds, roles and responsibilities, governance and funding arrangements of stormwater assets and services delivered by Melbourne Water and councils in the Port Phillip and Westernport region.

We will complete the MUSIA review and implement new arrangements as a result of the review.

The review of these institutional arrangements, alongside a suite of state stormwater policy reforms and catchment-scale initiatives, offers a unique opportunity to provide for future needs of the community and address legacy issues surrounding existing assets and services.

Where will we be in 10 years?

The MUSIA review is complete and its outcomes are being implemented. Councils and Melbourne Water have clearly defined roles and responsibilities when it comes to flood and stormwater management, and are working effectively together to deliver the best community outcomes.

Number	Action	Action output	Lead	Supporting
7.1	Complete MUSIA review. Implement MUSIA outcomes	<ul style="list-style-type: none"> Flood and stormwater institutional arrangements between Melbourne Water and councils clearly defined New arrangements implemented enabling effective delivery of flood and stormwater outcomes for the community 	DELWP	Councils, MAV, MW

9.4.2 – ATTACHMENT 2. Action Plan

FOCUS AREA 8

Emergency agency preparedness and response

Emergency management requires clear roles, responsibilities and accountabilities to plan, prepare and respond to different types of flooding. *Under the Emergency Management Act 1986 and 2013*, municipal councils must prepare and maintain a Municipal Emergency Management Plan. Key legislation includes:

- *Emergency Management Act 1986 and 2013*
- *Emergency Management Legislation Amendment Act 2018*
- *Victoria State Emergency Service Act 2005*
- *Victorian Floodplain Management Strategy 2016*

The success of flood response efforts is strongly aligned with the awareness and preparedness of the community. The 'empowering community' focus area will identify communities with a high risk of flooding, deliver targeted communication and engagement at the start of high-risk periods and work with partners to ensure we have an integrated and aligned approach. These activities will support the agency-centred actions of this focus area.

We will:

- strengthen agency communication. Emergency management agencies will work together to further integrate and align their approach to communicating with each other and the community.
- continuously improve by continuing to develop the capacity of communities and emergency services, including embedding continuous improvement and learning from our experiences.

Where will we be in 10 years?

Agencies with emergency management responsibilities, as outlined in the *State Emergency Management Plan (SEMP)*, will work towards enhanced response capability and capacity that reflect changing flood risks for the community. Emergency preparedness and response approaches are community focused with emphasis on communities at higher risk.

Number	Action	Action output	Lead	Supporting
Foundational actions				
8.1	Work with all relevant emergency management agencies to ensure we have an integrated and aligned approach to communicating between all agencies	<ul style="list-style-type: none"> • Consistent and aligned communication established between and from agencies 	VICSES	Councils, BoM, DELWP, EMV, MW
Continuous improvement				
8.2	Continue to develop agency capacity to respond to flood events	<ul style="list-style-type: none"> • Ongoing training and learning programs (within agencies and cross sector) continued 	VICSES	Councils, DELWP, MW
8.3	Embed continuous improvement through regular reviews and updates of processes and procedures including incorporating learnings from incidents. Conduct post-flood event reviews to incorporate learnings from incidents	<ul style="list-style-type: none"> • Continuous improvement process put in place • Regular updates/review of documents and processes conducted to incorporate learnings from incidents 	VICSES	BoM, Councils, EMV

9.4.2 – ATTACHMENT 2. Action Plan

FOCUS AREA 9 Flood recovery

Recovery efforts are critical to support communities so they can function again and heal – emotionally, physically and materially. Recovery is a long-term, complex process and includes cleaning-up, rebuilding and restoring property and infrastructure; community support programs; counselling and material aid. Adequate insurance is also required for recovery.

The *State Emergency Management Plan* outlines the importance of focusing on resilience in recovery. Through a resilient recovery approach, community resilience is supported, recovery services are streamlined, and communities are allowed to lead and act to shape their future after a flood event. Resilient recovery considers social, economic, built and natural environments to address the wide range of recovery outcomes.

In the recovery phase, it is imperative that the community receives clear and consistent information, particularly as both the community and responders may be experiencing trauma. To ensure the information provided to the community is consistent, we need to be clear about our roles and responsibilities.

The lead and support roles for agencies are defined in the *State Emergency Management Plan* and we need to ensure that key staff at all relevant agencies are familiar with and understand the state, regional, municipal emergency

management frameworks and their agency's roles and responsibilities. Under the Victorian emergency management arrangements, municipal councils are responsible for the coordination of local relief and recovery efforts. Each local municipality has a municipal emergency management officer and a municipal recovery manager.

We will:

- define our recovery framework and develop our approach to flood recovery based on different types and severity of floods and established channels of communication including communicating with affected communities and agencies.
- embed a process of continuous improvement to learn from our experiences.
- run capacity building programs for partners to build response capacity.

Where will we be in 10 years?

All agencies with responsibilities in recovery understand their roles and responsibilities, and communicate this clearly to affected communities. Recovery incorporates the lessons from previous flood events. Recovery is community focussed.



9.4.2 – ATTACHMENT 2. Action Plan



Flood debris at Banyule Creek, Drysdale Street, Yallambie



Flood clean up at Salt Creek Inlet, Lower Plenty Road

Number	Action	Action output	Lead	Supporting
Foundational				
9.1	Develop flood recovery framework based on different severity and types of flood	<ul style="list-style-type: none"> Framework designed to enable recovery based on type and severity of flooding A community communication plan for flood recovery developed and implemented Handover/transition process from flood response to recovery including communication channels reviewed 	VICSES	Councils, EMV, MW, Red Cross
Post event				
9.2	Facilitate debriefs between communities and agencies to learn from events and improve the allocation of resources to communities	<ul style="list-style-type: none"> Joint debrief conducted with affected communities and response and recovery agencies post event Agency learnings recognised to enable us to understand how resourcing and recovery activities can be better allocated and delivered 	VICSES	Councils, EMV, MW, Red Cross
Capacity building				
9.3	Capacity building programs for partners to build response capacity that is community focussed are identified and communicated	<ul style="list-style-type: none"> Capacity building programs delivered 	MW	Councils, EMV, MAV, VICSES

9.4.2 – ATTACHMENT 2. Action Plan



Patterson River flooding (Image David Hannah)

RESEARCH OBJECTIVES

To support the achievement of the outcomes of this, and future, flood strategies, it is essential that we engage in a program of research to address the knowledge gaps that have been highlighted during the development of this strategy. Undertaking research will allow us to better understand the effectiveness of management activities and better assess the most appropriate flood management options.

These research objectives are linked to the actions in this action plan and are collated here for completeness. They will be achieved through partnership with industry, universities and other research organisations.

Number	Research objective	Research outcome	Lead
1	Identify ways to effectively engage with communities to build awareness and resilience to flooding	• Community awareness campaigns created using the most effective engagement strategies based on the demographics of the target communities	MW, VICSES
2	Quantify the benefit of flood awareness programs on reducing the impact of flooding	• The costs and benefits of flood awareness programs are accurately represented	MW
3	Develop new approaches and identify new technologies that may reduce flood risks	• More flood management options are made available to address flood risk in the region	MW
4	Quantify the reduction in flood risk that can be achieved by new flood management approaches (Link to Research Objective 3)	• The costs and benefits of new flood approaches are accurately represented	MW
5	Develop tools to ensure climate projections are effectively considered in flood management approaches	• Partner organisations are supported to embed climate projections in flood decision making	MW
6	Understand the ecological benefits of floodplain engagement and what management actions can be taken to address the competing needs of ensuring safety for people and property	• A better understanding established of the competing ecological and safety needs to floodplains, and the options for managing the trade-off	MW
7	Lessons from previous flooding events are captured	• Improvements to flood preparedness and recovery strategies	VICSES

9.4.2 – ATTACHMENT 2. Action Plan

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Key legislation

Emergency Management Act 1986 and 2013

Emergency Management Legislation Amendment Act 2018

Victoria State Emergency Service Act 2005



Eltham flooding



Yering flooding (Image David Hannah)

9.4.2 – ATTACHMENT 2. Action Plan

Glossary

Annual Exceedance Probability

Likelihood of occurrence of flooding in any given year usually expressed as a percentage, e.g. 1% Annual Exceedance Probability flood.

Average Annual Damage

Represents the average yearly cost of flooding in a particular area, calculated by taking the total damage caused by all flooding over a period of time and dividing it by the number of years in that period. Annual average damage provides a basis for comparing the economic effectiveness of different mitigation measures.

Catchment

The region from which all rainfall flows, other than that removed by evaporation, into waterways and then to the sea. A catchment can be defined at many different levels such as the whole river basin (e.g. the Yarra catchment) or at a very local level (e.g. individual drains).

Climate change adaptation

Adjustment in response to actual and expected climate change and/or effects, to reduce harm or take advantage of opportunities.

Coastal flooding (tidal inundation)

Increases in coastal water levels above the predicted tide level. Coastal flooding in a storm surge gives some advance notice.

Drainage system

Network of regional and local drains, roads and retarding basins.

Flash (stormwater) flooding

Inundation by local runoff caused by heavier than usual rainfall. Flash flooding from the stormwater system tends to be rapid and dangerous due to the speed and depth of flows and the lack of advance warning.

Flood

A natural phenomenon that occurs when water covers land that is normally dry.

Flood awareness

Appreciation of the likely effects of flooding, and a knowledge of the relevant flood warning, response and evacuation procedures.

Flood mitigation

Permanent or temporary measures (structural and non-structural) aimed at reducing the impact of flood. Could be planning controls, infrastructure or activities on waterways.

Flood modelling and mapping

Flood studies that map flood risks for a range of uses including land use planning, insurance and emergency response.

Flood resilience

Ability to plan for flooding as a natural and inevitable disturbance; act to mitigate risks and respond to flood events; and recognise the changing context presented by climate change and population growth while enabling the achievement of safety, liveability and sustainability goals within the region.

Floodplain

An area of land that is subject to inundation by floods up to, and including, the largest probable flood event. Areas of land may be adjacent to a creek, river, estuary, lake, dam or artificial channel. Floodplains are often valued for their ecological properties.

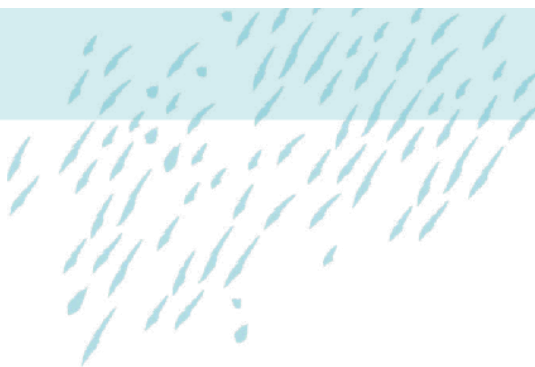
Fit-for-purpose flood information

Information that informs decisions about managing and reducing flood risk, including flood modelling and mapping.

Greenfield

Areas identified for urban development (residential, commercial or industrial) by state and/or local government, located on or beyond the boundaries of existing urban development.

9.4.2 – ATTACHMENT 2. Action Plan



Glossary continued

Integrated water management

Water management approach that considers all components of the water cycle as a whole to maximise social, environmental and economic outcomes. It achieves this through the coordinated management of drainage, flooding, waterways, water supply and sewerage services.

Liveability

Wellbeing of a community, and the many characteristics that make a place somewhere people want to live. A liveable city or region meets the social, environmental and economic needs of its people. It also addresses community values and preferences for amenity, wellbeing and a sense of place.

Overlay

Planning control applied to land that requires a specific design treatment.

Planning scheme

Regulates land use and development within a municipal district. Includes state and local flood policies and controls.

Stormwater

Water that runs off land when it rains.

Waterway

A collective term that refers to rivers, estuaries and wetlands.

Wetland

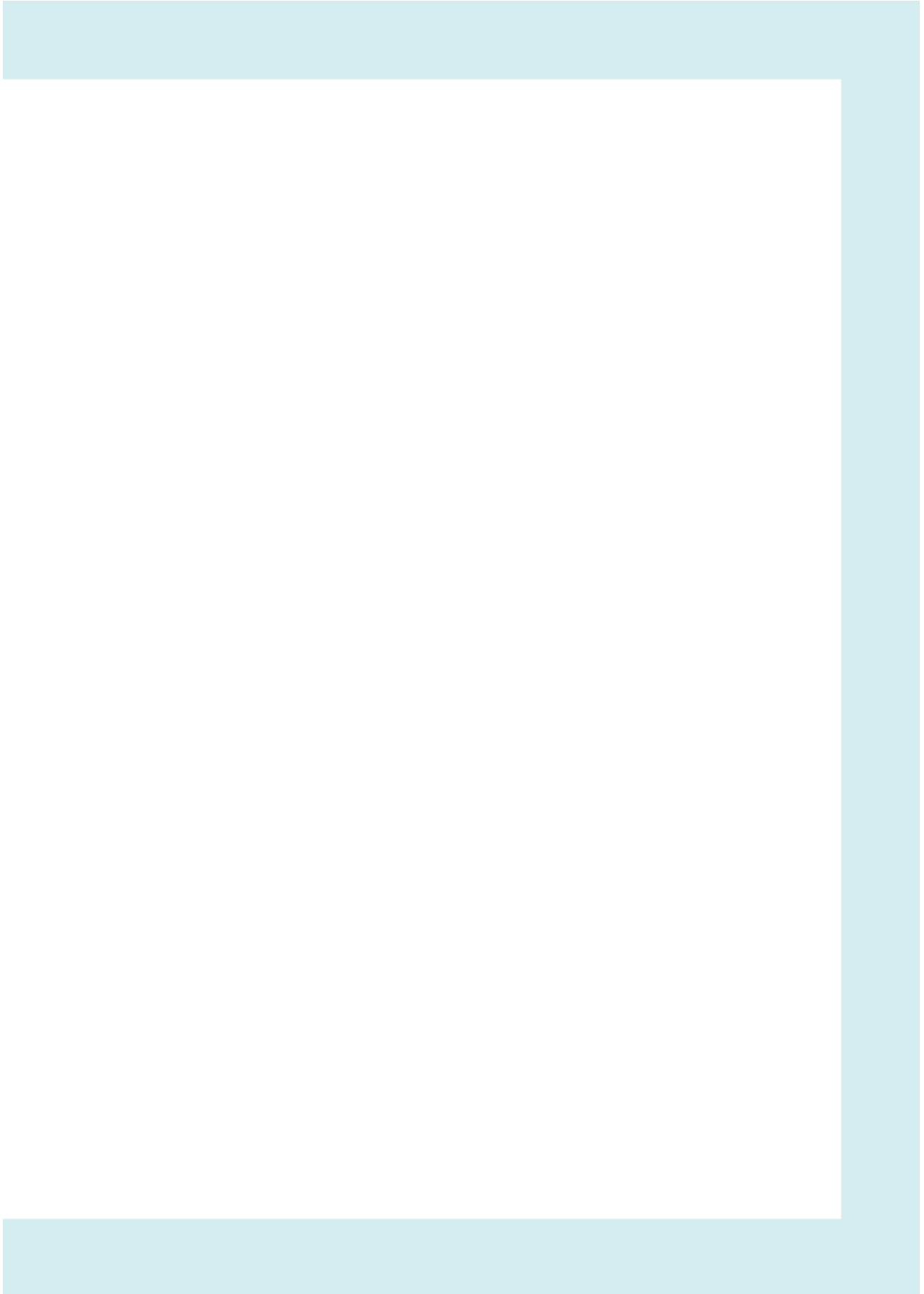
Inland, standing, shallow bodies of water, which may be permanent or temporary, fresh or saline.

Abbreviations

AAD	Annual average damage	MERI	Monitoring, evaluation, reporting and improvement (plan)
AEP	Annual exceedance probability	MUSIA	Melbourne Urban Stormwater Institutional Arrangements (project)
BoM	Bureau of Meteorology	MW	Melbourne Water
DELWP	Department of Environment, Land, Water and Planning	VICSES	Victoria State Emergency Service
EMV	Emergency Management Victoria	VPA	Victorian Planning Authority
IWM	Integrated water management		
MAV	Municipal Association of Victoria		

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9.4.2 – ATTACHMENT 2. Action Plan



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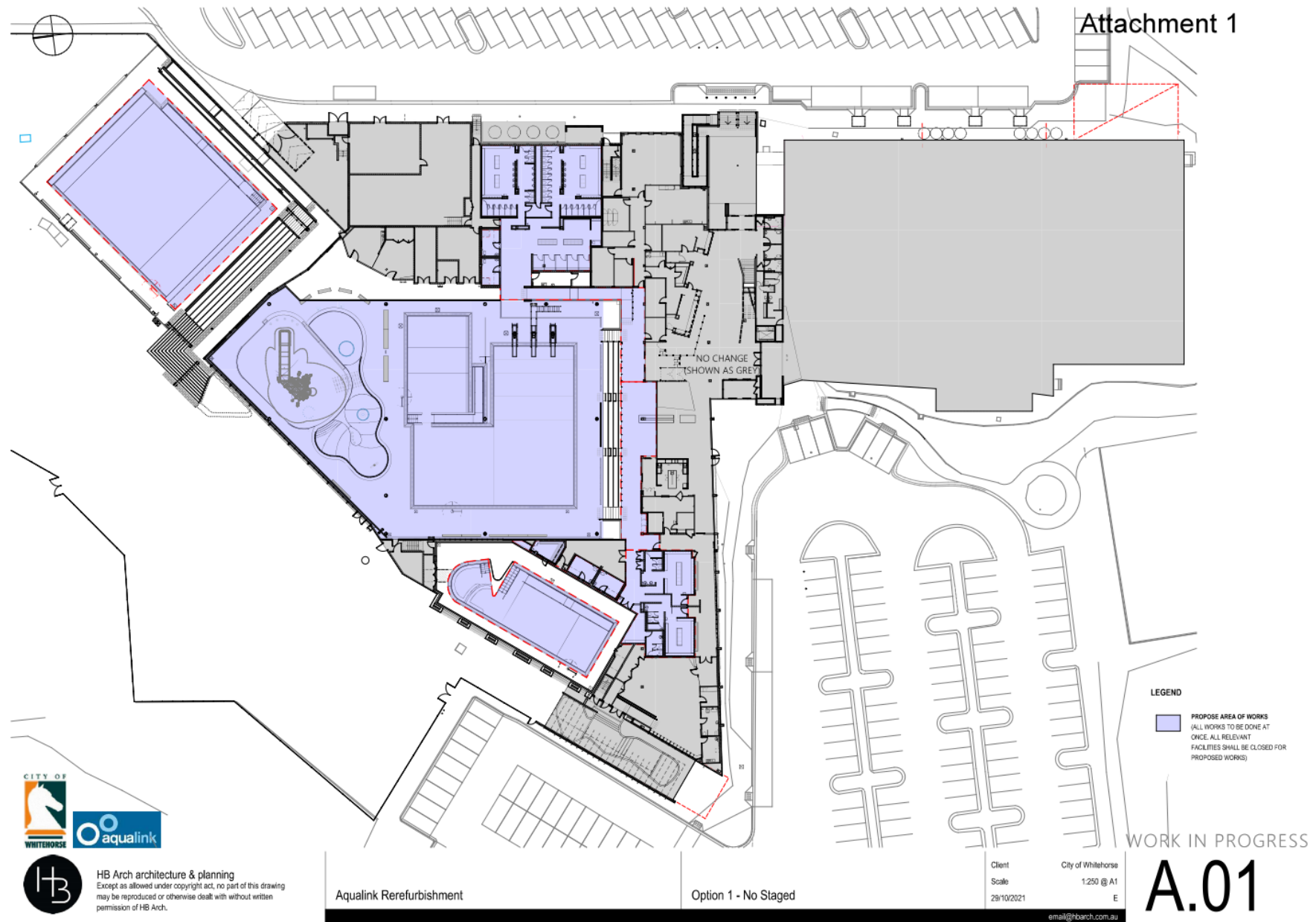
Cover image: 'Chelsea Road, Chelsea 2007'
(Luke Cunningham, Rain Consulting Pty Ltd)

9.4.4 Aqualink Box Hill Tile Rectification Project

Attachment 1 Aqualink Box Hill - Option 1 (Full Closure)

Attachment 2 Aqualink Box Hill - Option 2 (Staged
 Approach)

9.4.4 – ATTACHMENT 1. Aqualink Box Hill - Option 1 (Full Closure)



9.4.4 – ATTACHMENT 2. Aqualink Box Hill - Option 2 (Staged Approach)

