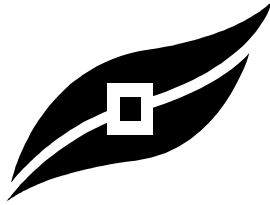


MINUTES



MANNINGHAM
BALANCE OF CITY AND COUNTRY

Ordinary Meeting of the Council

MEETING DETAILS:

MEETING NO: 8
MEETING DATE: 25 August 2015
TIME: 7:00 PM
LOCATION: Council Chamber
699 Doncaster Road, Doncaster

MINUTES

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MANNINGHAM CITY COUNCIL
MINUTES OF THE ORDINARY COUNCIL MEETING
HELD AT COUNCIL CHAMBER
ON
25 AUGUST 2015

The meeting commenced at 7:00 PM.

Present: Councillor Paul McLeish (Mayor)
Councillor Michelle Kleinert (Deputy Mayor)
Councillor Meg Downie
Councillor Sophy Galbally
Councillor Geoff Gough
Councillor Jim Grivokostopoulos
Councillor Dot Haynes
Councillor Stephen O'Brien
Councillor Jennifer Yang

Officers Present: Chief Executive Officer, Mr Joe Carbone
Director Assets & Engineering, Mr Leigh Harrison
Director Community Programs, Mr Chris Potter
Director Planning & Environment, Ms Teresa Dominik
Director Shared Services, Mr Philip Lee
Manager Strategic Governance – Ms Melissa Harris

1. OPENING PRAYER & STATEMENT OF ACKNOWLEDGMENT

The Mayor read the Opening Prayer & Statement of Acknowledgement.

2. APOLOGIES

There were no apologies for this meeting.

3. PRIOR NOTIFICATION OF CONFLICTS OF INTEREST

The CEO advised that he had received three separate written disclosures of a conflict of interest, these being from:-

- Cr Michelle Kleinert for Item 9.1 concerning Templestowe Village Special Charge Scheme 2015-2020 Declaration of Scheme, the interest being an indirect interest because of close association.
- Cr Stephen O'Brien for Item 12.1 concerning Request to Attend International Urban Design Conference by Councillor S O'Brien, the interest being a direct interest because of his attendance at the conference.

- Cr Paul McLeish for Item 16.1 concerning Amendment GC23 to Manningham Planning Scheme – Proposed Design & Development Overlay (Eastlink Exhaust Stack Environs), the interest being an indirect interest because of residential amenity.

4. CONFIRMATION OF MINUTES OF THE ORDINARY MEETING OF COUNCIL HELD ON 28 JULY 2015

MOVED: DOWNIE
SECONDED: GRIVOKOSTOPOULOS

That the Minutes of the Ordinary Meeting of Council held on 28 July 2015 be confirmed.

CARRIED

5. PRESENTATIONS

5.1 Regional Catchment Strategy

The Chief Executive Officer presented the Mayor with the Award received from the Minister for Environment for Council's participation and leadership in renewing the Regional Catchment Strategy.

6. PETITIONS AND JOINT LETTERS

6.1 Petition – Request to retain the entrance into Tunstall Square Shopping Centre from Beverley Street via Shaw Street (Koonung Ward)

MOVED: HAYNES
SECONDED: GRIVOKOSTOPOULOS

That the petition received from thirty-four traders on the west side of the Tunstall Square Shopping Centre requesting Council to retain the entrance from Beverley Street via Shaw Street into Tunstall Square Shopping Centre, be received and referred to the appropriate Officer for consideration.

CARRIED

7. ADMISSION OF URGENT BUSINESS

There were no items of Urgent Business.

8. PLANNING PERMIT APPLICATIONS

There were no Planning Permit Applications.

9. PLANNING & ENVIRONMENT

9.1 Templestowe Village Special Charge Scheme 2015-2020 Declaration of Scheme

Responsible Director: Director Planning & Environment

File No. T15/175

The ultimate destination for this report is: COUNCIL AGENDA

Neither the responsible Director, Manager nor the Officer authoring this report has a conflict of interest in this matter.

SUMMARY

The purpose of this report is to seek endorsement of the completion of the statutory procedures to declare a Special Charge Scheme for the Templestowe Village Shopping Precinct.

The current Templestowe Village Special Charge Scheme to fund marketing and business development initiatives in the Centre expired on 30 June 2015.

Council had received a written request from the Templestowe Village Traders Association to renew the Special Charge Scheme for the Centre for a five year period commencing on 1 July 2015 (would be back dated) and ending on 30 June 2020. The Association has requested that the Scheme raise \$54,250 in the first year. The charge is proposed to apply to 81 properties deemed to receive special benefit from the Scheme, including 74 in the area of primary benefit (\$700 per annum plus CPI after the first year) and 7 in the area of secondary benefit (\$350 per annum plus CPI). (Refer to Attachments 1 & 2)

Following the Council meeting on 26 May 2015 and in accordance with section 163 of the Local Government Act 1989, Council gave public notice of its intention to declare a Special Charge in the Templestowe Village for the 5 year period of 2015-2020 and invited submissions.

As a result of the statutory notification process, 27 submissions in writing have been received, including 10 submissions in support and 17 objections. Seven submitters requested to be heard in support of their written submission and six were heard by the appointed Committee of Council on 6 July 2015.

Those submitters who support the Scheme consider that for a low cost it helps to promote and develop the centre. However those who have objected to the Scheme do not agree that they receive benefit from the scheme and consider the cost to be onerous, particular as several of them are also required to pay body corporate fees.

Following consideration of all the submissions it is considered that all of the retail, commercial and professional properties and businesses located in the area affected by the Special Charge Scheme will derive a benefit from the expenditure of the proceeds of the special charge.

The proposed Special Charge Scheme will be a positive local economic development initiative which will encourage and generate competitive commerce,

retail and professional activities and employment in the Templestowe Village Shopping Centre.

1 BACKGROUND

- 1.1 The *Local Government Act 1989* enables Council to levy a Special Charge on properties within a defined area if it considers that the land in that area will receive a 'special benefit' from the expenditure of the funds raised in accordance with the functions of Council.
- 1.2 A Special Charge Scheme has operated in Templestowe Village Shopping Centre since 2010. Similar Schemes operate for both Tunstall Square Shopping Centre (since 2008) and Warrandyte Shopping Centre (since 2011).
- 1.3 The current Special Charge Scheme for Templestowe Village expires on 30 June 2015. That scheme raised a total of \$234,000 over the past five years (\$46,800 per annum) and has funded the development and implementation of a business plan to target promotional initiatives, such as seasonal marketing campaigns, Christmas decorations for the centre, festivals, refreshed branding for the centre and a new website featuring a directory of businesses within the centre. The Special Charge Scheme also funds the employment of a part-time marketing coordinator who implements most of the actions within the business plan for the centre.
- 1.4 In April 2015 Council received a written request from the Templestowe Village Traders Association to renew a Special Charge Scheme for the Templestowe Village Shopping Centre. The request was based on majority trader support for the Scheme to continue (75% of traders signing an "in-principle support" form for the Scheme to continue).
- 1.5 The Scheme would operate over a five year period, commencing on 1 July 2015 and ending on 30 June 2020. The Traders' Association has requested that the proposed Special Charge Scheme raise \$54,250 in the first year of the scheme to fund activities as indicated in the Templestowe Village Business Plan (2015-2020). (Refer to **Attachment 3**).
- 1.6 In order to raise \$54,250 per annum, the properties included in the Scheme would be levied a Special Charge of \$700 per annum ground floor (primary benefit area) and \$350 per annum first floor and fringe properties (secondary benefit area), for the first year of the Scheme. For each of the subsequent four years, an amount equivalent to the previous year's amount, plus CPI, would apply.
- 1.7 Council considered the request of the Traders Association at its meeting of 26 May 2015, and it was resolved that Council:
 - (A) *Notes the Templestowe Village Traders' Association Business Plan in the form of Attachment 6 to this report and commences to consider the renewal of a Special Charge Scheme to and for properties within the defined Templestowe Village Shopping Centre Precinct, raising an amount of \$54,250 in the first year of the scheme (increasing with CPI each year) for a period of five years, from 1 July 2015 to 30 June 2020.*
 - (B) *Acting under sections 163(1A) and 163B(3) of the Local Government Act 1989 ("Act"), directs that public notices be given in newspapers of the*

intention of Council to declare the Scheme at its ordinary meeting to be held on 25 August 2015 (in accordance with the proposed declaration of Special Charge contained in Attachment 1 to this report) for the purposes of defraying any expenses to be incurred by Council in providing funds to the incorporated body known and operating as the Templestowe Village Traders' Association Incorporated. Funds are to be used for the purposes of the appointment of a part-time Centre Coordinator, promotional, advertising, marketing, business development and other incidental expenses as approved by and agreed to from time to time between Council and the Templestowe Village Traders' Association, all of which are associated with the encouragement of commerce, retail and professional activity and employment in the Templestowe Village Activity Centre.

- (C) *Directs that separate letters enclosing a copy of the public notices be sent to both the tenants and the owners of the properties referred to in Attachment 5, advising of Council's intention to declare the Special Charge at its ordinary meeting to be held on 26 August 2015, the amount for which the property owner or the tenant will be liable, the basis of calculation of the Special Charge, the classification of the property as either "primary" benefit or "secondary" benefit and with notification that submissions and/or objections in relation to the proposal will be considered or taken into account by Council in accordance with sections 163A, 163B and 223 of the Act.*
- (D) *Advises the Templestowe Village Traders' Association Incorporated of the matters specified in paragraphs (A), (B) and (C) of this resolution.*
- (E) *Appoints and authorises the Heide Ward Councillors to be the members of the committee established by Council under section 223(1)(b)(i) of the Act, to be known as the "Templestowe Village Special Charge (Submissions) Committee" to hear any persons who in their written submissions under section 223 of the Act have requested that they be heard in support of their submissions.*
- (F) *Authorises the Council's Director of Planning and Environment –*
 - 1. *to carry out any and all other administrative procedures necessary to enable Council to carry out its functions under section 163A and section 163(1A), (1B) and (1C) and sections 163B and 223 of the Act; and*
 - 2. *to prepare an agreement between Council and the Templestowe Village Traders' Association Incorporated to formalise the administrative operations of the Special Charge, such agreement being a precondition to the payment of any funds by Council to the Templestowe Village Traders' Association Incorporated.*
- (G) *Directs that the agreement specified in paragraph (F)2. of this resolution is to be subsequently submitted to Council for approval and sealing.*

- 1.8 A public notice was published in 'The Age' and the 'Manningham Leader' newspapers on Friday, 29 May 2015 and Monday, 1 June 2015 respectively, advising of the proposed scheme and the submissions and objections

process. The public notice advised of the submissions/objections deadline, being Friday 26 June 2015. A copy of the public notice is provided in **Attachment 4**. A copy of the public notice was also sent to the 81 affected property owners and the 81 affected tenants.

- 1.9 As a result of the statutory notification process, 27 submissions in writing have been received, including 10 submissions in support and 17 objections. The properties owned and/or occupied by the submitters are identified in **Attachment 5**.
- 1.10 Seven people requested to be heard in support of their written submission by the appointed "*Templestowe Village Special Charge (Submissions) Committee*".
- 1.11 Six of those submitters were heard by the Committee when it met on Monday 6 July 2015. A copy of the report of the proceedings of the Committee is provided in **Attachment 6**.
- 1.12 The Committee received and noted all submissions and/or objections received relating to the Templestowe Village Activity Centre Special Charge Scheme Renewal 2015-2020.

2 PROPOSAL/ISSUE

- 2.1 A decision must be made by Council in relation to declaration of the proposed Special Charge Scheme having regard to the submission and objections received.
- 2.2 As outlined above, 27 submissions in writing have been received, including 10 submissions in support and 17 objections. The majority of submitters are business owners within the centre. A summary of the submissions and the officers' response is included as **Attachment 7**.
- 2.3 Those submitters who support the Scheme include the Traders' Association and six business owners all with businesses along Anderson Street and one business owner off Wood Street in the northern part of the centre. In summary those who support the Scheme consider that for a low cost it helps to promote and develop the centre.
- 2.4 Those who object to the Scheme are primarily business owners related to properties in the northern part of the Centre or western part of the Centre surrounding private car parks. In summary, those who have objected to the Scheme do not agree that they receive benefit from the scheme and consider the cost to be onerous, particular as several of them are also required to pay body corporate fees.
- 2.5 Following consideration of all the submissions it is considered that all of the retail, commercial and professional properties and businesses located in the area affected by the Special Charge Scheme will derive a benefit from the expenditure of the proceeds of the special charge.
- 2.6 Similarly the apportionment of the charge across the centre, which is proposed to be the same as the previous Scheme, is considered reasonable and appropriate. It is considered that those properties within the primary area will each receive the same benefit but that benefit will be greater than for those properties nominated as within the secondary area to which a lesser charge is proposed to apply.

3 PRIORITY/TIMING

- 3.1 Should the proposed Special Charge Scheme be declared, it will be deemed to commence retrospectively as of 1 July 2015 and the Traders Association will be able to utilise the funds raised for the implementation of its business plan.
- 3.2 Following Council's decision, notice in writing will be given to all the owners and occupiers within the area of the Scheme and all persons who have lodged a submission and/or objection, regarding Council's decision.
- 3.3 Once the Scheme is approved, a prescribed notice is sent out to all those liable to pay and, under section 185 of the LGA 1989, a person may apply to VCAT for review of a decision of a Council imposing a special charge on grounds including that they will not be provided with a special benefit or that the basis of distribution of the charge amongst those persons who are liable to pay it is unreasonable.

4 POLICY/PRECEDENT IMPLICATIONS

- 4.1 The Manningham *Economic Development Strategy 2011-2030* advocates support for the retail sector, specifically the development and implementation of Special Rate and Charge Schemes for the purposes of marketing, promotion and business development.
- 4.2 The *Templestowe Village Structure Plan* adopted by Council in September 2012 and updated in January 2013 includes objectives and actions which relate to properties used for commercial purposes on both sides of James Street, which are identified as the retail and commercial core of the centre. The Structure Plan also includes a specific action to 'continue the ongoing implementation of the Special Rate and Charge Scheme (Marketing and Promotion)'.

5 BEST VALUE

- 5.1 The Templestowe Village Special Charge Scheme will equate to an annual budget of \$54,250 per annum in financial year 1 July 2015 through to 30 June 2016 increasing by CPI in subsequent years. The yearly budget will also be adjusted annually based on the total number of assessments within the defined area.
- 5.2 However, the Special Charge does not apply to properties that have rate exemption status.
- 5.3 Decision making with regard to spending of the Special Charge funds will be influenced by all members of the Traders Association. Members of the Traders Association are invited to regular monthly meetings where they have opportunities to vote and have input into the business plan for the centre. The Traders Association will be communicating regularly with traders at the centre in regards to the business plan and its progress.

6 CUSTOMER/COMMUNITY IMPACT

- 6.1 Templestowe Village is a traditional strip shopping precinct and business centre that is operating in an increasingly competitive environment. A number of projects in the Templestowe Village Business Plan are being implemented currently; however, an ongoing program and long term commitment, planning and resources are required to ensure continued work

toward goals and objectives aimed at enhancing the economic activity and vibrancy of the area.

- 6.2 The purpose of the Scheme is to encourage and generate commerce, retail and professional activity and employment in Templestowe Village Shopping Centre through professional co-ordination assistance, promotions, advertising, marketing and other incidental purposes. These services will provide a 'special benefit' to the owners and the occupiers of the land and the commercial and business properties located in the Scheme area. Customers and community also value a well-functioning activated shopping precinct that can respond, serve and cater for all their needs.
- 6.3 Further, a Special Charge Scheme supports an active Traders Association to work with businesses, Council and community to deliver a range of initiatives that focus on generating increased activity and vibrancy to the Templestowe Village Shopping Centre.

7 COUNCIL PLAN/ MEASURE OF ACHIEVEMENT OF ACTION

- 7.1 The renewal of the Special Charge Scheme at Templestowe Village Shopping Centre is in accordance with Council's overall vision and capacity to support a vibrant, desirable retail and commercial activity centre.
- 7.2 The Council Plan (2013-2017) supports sustainable, cohesive and well resourced communities with relevant services and facilities. Council seeks to ensure that all community members have access to vital services that meet their needs, and values our distinct local villages and activity centres, seeking to promote and support businesses and traders to build a resilient local economy. A key strategic indicator in the current Manningham Council Plan is participation in Special Rate and Charge Schemes for the purposes of marketing and promotion.

8 FINANCIAL PLAN

- 8.1 The Templestowe Village Traders Association has requested that the proposed scheme raises \$54,250 per annum, reflecting a \$100 increase (from \$600 to \$700) per year for primary benefit properties and a \$50 per year increase (from \$300 to \$350) for secondary benefit properties. Based on this structure, with a total of 81 businesses, the Special Charge Scheme will raise \$54,250 in the first year of the Scheme. It is proposed that the amount will be increased in each of the subsequent four years of the Scheme by an amount equivalent to the previous year's amount, plus CPI. In total, the special charge will raise an amount of at least \$270,000 over the 5 year period of the Scheme.
- 8.2 Property owners are legally liable to pay the Special Charge, however the liability can be passed on to tenants (traders/business operators) through individual leasing/tenancy agreements. It is a matter between the property owners and tenant to decide who is responsible to pay the Special Charge.
- 8.3 Council will require the Templestowe Village Traders Association to have a high level of financial and management accountability of the funds.
- 8.4 Financial requirements will include the submission of quarterly profit and loss statements, budgets, evidence of promotion as per the Centre's business plan, an annual plan and budget and certified annual financial statements at the end of each financial year.

- 8.5 It will also be a requirement that the Templestowe Village Traders Association enters into a new funding agreement with Council, as a precondition to any funds from the proceeds of the Special Charge being paid to the Association.

9 FINANCIAL RESOURCE IMPLICATIONS

- 9.1 Council's *Special Rates and Charges Contributory Project Policy*, August 2012, states in relation to Marketing and Promotion schemes that "*Council will pay for the development and administration (including the consultation, preparation of apportionments, preparation of reports, collection and distribution of funds).*"
- 9.2 The estimated cost of renewal of the Scheme is \$15,000 which includes gauging the level of support and advertisements).
- 9.3 The Scheme will then continue to be administered by Council which collects the charge and distributes the collected funds to the Traders Association on a quarterly basis, based on quarterly progress reports of expenditure in accordance with the Association's business plan. The cost of administration of all of Council's special charge schemes forms part of the operational budget for Council's Finance and Economic Development teams in particular.

10 SUSTAINABILITY

- 10.1 Supporting the continuing viability of local shopping centres through promotion and marketing has a positive impact on community and social wellbeing. Raising the profile of Templestowe Village Shopping Centre will continue to support a successful shopping centre with quality traders, services, higher employment and prosperous businesses. Viable local centres also have environmental benefits by providing easier access to a range of goods and services for local residents.

11 REGIONAL/STRATEGIC IMPLICATIONS

- 11.1 A study from Mainstreet Australia and Essential Economics (The Economic Value of Main Street, May 2011) indicated that there are in excess of 70 Special Rate and/or Charge Schemes (for the purposes of marketing and promotion) operating throughout Victoria. The study highlighted that management and marketing programs funded by Special Rates and Charges are playing an increasingly important role in supporting the viability and health of main streets in Victoria. There are schemes in nearly one third of Victorian Councils and approximately \$7.6 million is generated directly by Special Rates and Charges. Adoption of a Special Rate and Charge Scheme is identified as the current best practice financial model to sustain a long term marketing and management framework for main street precincts, shopping and town centres.
- 11.2 Several competing centres in Manningham and in neighbouring municipalities currently operate under a Special Rate and Charge Scheme, such as Tunstall Square and Warrandyte shopping precincts, which each have a special charge scheme. The renewal of the Templestowe Village Special Charge Scheme would facilitate the competitive positioning of a local centre through marketing and promotion while demonstrating the continuation of Council supported growth in local economic strongholds.

12 CONSULTATION

- 12.1 Following the Council meeting of 26 May 2015, public notice of Council's intention to declare a Special Charge for the Templestowe Village Precinct was given in newspapers chosen by Council and by separate notice to all owners and occupiers included in the proposed Special Charge Scheme.
- 12.2 The public notice advised persons of their right to make a written submission and/or an objection in relation to the proposed Special Charge Scheme, in accordance with sections 163A, 163B and 223 of the Local Government Act 1989. The notice also advised that all submissions and/or objections were to be received by Council by the close of business on Friday 26 June 2015.
- 12.3 Council received a total of 27 submissions, including 10 in support of the Scheme and 17 objections.
- 12.4 The Notice of Intention also invited persons who wished to be heard in support of their written submission to attend a meeting of the Council Committee, details of which would be advised. Separate notice advising of the date, time and place of the Committee meeting was given to all persons who lodged a submission and/or objection who had indicated their desire to be heard in support of their submission and/or objection.
- 12.5 Seven people requested to be heard by the Committee which met on Monday, 6 July 2015 although one person was an apology on the night.

13 COMMUNICATIONS STRATEGY

- 13.1 Following the Council meeting of 25 August 2015, all owners and occupiers included in the proposed Special Charge Scheme and all submitters will be notified of Council's decision and the reasons for it.

14 CONCLUSION

- 14.1 It is considered that the only persons to derive a 'special benefit' from the expenditure of the Special Charge proceeds are those persons who are liable or required to pay the Special Charge, whether they be the owners or the occupiers of the land and the commercial and business properties included in the Scheme area (in circumstances where there are no other special benefits or community benefits accruing from the Special Charge).
- 14.2 It is considered that the special benefit will be the same for all those properties identified within the area of primary benefit and the same (although less) for all those properties within the area of secondary benefit, therefore two different charges are appropriate.
- 14.3 The proposed Templestowe Village Shopping Centre Special Charge Scheme is a positive local economic development initiative which will encourage and generate competitive commerce, retail and professional activity and employment in the Templestowe Village Shopping Centre.
- 14.4 Directly and indirectly, the viability of Templestowe Village as a commercial, retail and professional area will be further enhanced through increased economic activity by:
- Continued collective marketing and promotion of the precinct as a whole, which will assist to create a greater awareness and profile of the area, including what it has to offer to the community and its customers.

- All businesses benefitting from the continuation of a Traders Association that coordinates the daily management of activities and drives the overall strategic direction with the support of Council.
- Enhanced use, enjoyment and occupation of properties and overall business goodwill as Templestowe Village Shopping Centre will be considered a more desirable location to conduct business.

OFFICER'S RECOMMENDATION

That:

- A. Council having considered all submissions received and taken account of all objections lodged and complied with the requirements of sections 163A, 163B and 223 of the *Local Government Act 1989 (Act)* hereby declares a Special Charge under 163(1) of the Act (*Special Charge*) for the purposes of defraying expenses to be incurred by Council in providing funds to the incorporated body known and operating as the Templestowe Village Traders' Association Incorporated (*TVTA*), which funds, subject always to the approval and direction of Council, are to be used for the purposes of funding a Shopping Centre Coordinator, and promotional, advertising, marketing, business development and other incidental expenses as agreed to from time to time between Council and the TVTA, all of which are associated with the encouragement of commerce, employment and retail activity in the Templestowe Village Activity Centre (*Scheme*).**
- B. The period for which the Special Charge is declared and will remain in force is a period of 5 years commencing 1 July 2015 and ending 30 June 2020.**
- C. The criteria which form the basis of the declaration of the Special Charge is the ownership of rateable land used, or reasonably capable of being used, for commercial, retail or professional purposes within the geographical area in which the properties described in paragraphs F and G of this declaration are included and, further, the classification of those properties as receiving a "primary" or a "secondary" benefit.**
- D. In declaring the Special Charge, Council is performing functions and exercising powers relating to the peace, order and good government of the municipal district of the City of Manningham, in particular the encouragement of commerce, retail activity and employment opportunities.**
- E. The total cost of the performance of the function and the exercise of the power by Council (in relation to activities associated with the encouragement of commerce, retail activity and employment opportunities in the area for which the Special Charge is declared) and also the total amount of the Special Charge to be levied by Council is \$54,250 in financial year 1 July 2015 through to 30 June 2016 increasing by CPI in subsequent years.**
- F. The area for which the Special Charge is declared is all of the land referred to as the Templestowe Village Activity Centre, as identified and shown on the plan at Attachment 1 and forming a part of this declaration.**

- G.** The land in relation to which the Special Charge is declared is all that rateable land described in the listing of rateable properties set out in Attachment 2 and forming a part of this declaration.
- H.** The contributions to the Special Charge, based on relevant property classifications in relation to “primary” and “secondary” special benefit, will be declared and assessed in accordance with the details in the listing of rateable properties set out in Attachment 2 forming a part of this declaration.
- I.** Having regard to the preceding parts of this declaration, the Special Charge will be levied by way of a Notice of Levy being sent annually to the person who is liable to pay the Special Charge, which will require that the Special Charge is to be paid in the following manner:
- By one annual payment to be paid in full by the date fixed by Council in that Notice, which will be a date not less than 30 days after the date of issue of the Notice; or
 - By four instalments, to be paid by the dates which are fixed by Council in the Notice.
- J.** Council considers that there will be a special benefit to the persons required to pay the Special Charge because there will be a benefit to those persons that is over and above or greater than the benefit that is available to persons who are not subject to the Special Charge, and directly and indirectly as a result of the expenditure proposed by the Special Charge the viability of the Templestowe Village Activity Centre as a commercial and retail area, and the value and the use, occupation and enjoyment of the properties and the businesses included in the Special Charge Scheme area will be maintained or enhanced through increased economic activity.
- K.** Council further considers and formally determines for the purposes of sections 163(2A) and (2B) of the Act that the estimated proportion of the total benefits of the Scheme to which the performance of the function or the exercise of the power relates (including all special benefits and community benefits) that will accrue as special benefits to all of the persons who are liable to pay the Special Charge is in a ratio of 1:1 (or 100%). This is on the basis that, in the opinion of Council, all of the services and activities to be provided from the expenditure of the Special Charge are marketing and promotion related and will accordingly only benefit those properties included in the Scheme that are used, or reasonably capable of being used, for retail, commercial or professional purposes.
- L.** The TVTA be authorised to administer the proceeds of the Special Charge on the express condition that the TVTA enters into a funding agreement with Council for the period of the Special Charge.
- M.** Council’s Manager of Economic and Environmental Planning or the person acting in that position, for the purposes of paragraph L of this resolution, be authorised to prepare the funding agreement between Council and the TVTA by which administrative arrangements in relation to the Special Charge are confirmed, such agreement being a formal pre-condition to the payment by Council to the TVTA of any funds to be obtained from the Special Charge.

- N. Council authorise the affixing of the common seal to the funding agreement above.**
- O. Notice be given to all owners and occupiers of properties included in the Scheme and all persons who have lodged a submission and/ or an objection, in writing of the decision of Council to declare and levy the Special Charge commencing 1 July 2015, and the reasons for the decision.**
- P. For the purposes of paragraph O, the reasons for the decision of Council to declare the Special Charge are that:**
- **there is minimal objection to the Scheme and it is otherwise considered that there is a broad level of support for the proposed Special Charge from all property owners and occupiers;**
 - **Council considers that it is acting in accordance with the functions and powers conferred on it under the Local Government Act 1989, having regard to its role, purposes and objectives under the Act, particularly in relation to the encouragement of commerce, retail activity and employment opportunities in and around the Special Charge area;**
 - **all persons who are liable or required to pay the Special Charge and the properties respectively owned or occupied by them will receive a special benefit in the form of an enhancement or maintenance in land values and/or a maintenance or enhancement in the occupation, use or enjoyment of the properties; and**
 - **the basis of distribution of the Special Charge amongst those persons who are liable or required to pay the Special Charge is considered to be fair and reasonable.**
- Q. The TVTA be advised of the matters specified in paragraphs A, L and M of this resolution.**

Conflict of Interest

Cr Kleinert advised the Mayor and Councillors that she has a conflict of interest in this item being an indirect interest of close association and she will be leaving the Council Chamber during the consideration and voting on the item.

Having disclosed her conflict of interest Cr Kleinert left the meeting room at 7.10pm and returned at 7.18pm after the matter had been finalised and took no part in the discussion and voting on this item.

MOVED: GOUGH
SECONDED: GRIVOKOSTOPOULOS

That the Recommendation be adopted.

CARRIED

“Refer Attachments”

Attachment 1 – Special Charge Scheme Area

Attachment 2 – Special Charge Scheme Properties and Amounts Payable

Attachment 3 – Templestowe Village Traders’ Association Business Plan 2015-2020

Attachment 4 – Notice of Intention to Declare

Attachment 5 – Special Charge Scheme Submissions

Attachment 6 – Submissions Committee Report of Proceedings

Attachment 7 – Summary of Submissions and Officers’ Response

* * * * *

ATTACHMENT 1



ATTACHMENT 2

**TEMPLESTOWE VILLAGE SPECIAL CHARGE SCHEME
RATEABLE PROPERTIES & AMOUNTS PAYABLE**

Address	Suburb	Cost
1/49-55 Anderson Street	TEMPLESTOWE VIC 3106	\$350.00
2/49-55 Anderson Street	TEMPLESTOWE VIC 3106	\$350.00
29B Anderson Street	TEMPLESTOWE VIC 3106	\$350.00
3/23A Anderson Street	TEMPLESTOWE VIC 3106	\$350.00
3/49-55 Anderson Street	TEMPLESTOWE VIC 3106	\$350.00
38 Anderson Street	TEMPLESTOWE VIC 3106	\$350.00
40 Anderson Street	TEMPLESTOWE VIC 3106	\$350.00
1/110 James Street	TEMPLESTOWE VIC 3106	\$700.00
1/110 Wood Street	TEMPLESTOWE VIC 3106	\$700.00
1/112 James Street	TEMPLESTOWE VIC 3106	\$700.00
1/120 James Street	TEMPLESTOWE VIC 3106	\$700.00
1/132 James Street	TEMPLESTOWE VIC 3106	\$700.00
10/114-116 James Street	TEMPLESTOWE VIC 3106	\$700.00
11/114-116 James Street	TEMPLESTOWE VIC 3106	\$700.00
114 James Street	TEMPLESTOWE VIC 3106	\$700.00
114A James Street	TEMPLESTOWE VIC 3106	\$700.00
116 James Street	TEMPLESTOWE VIC 3106	\$700.00
118 James Street	TEMPLESTOWE VIC 3106	\$700.00
118A James Street	TEMPLESTOWE VIC 3106	\$700.00
118B James Street	TEMPLESTOWE VIC 3106	\$700.00
118C James Street	TEMPLESTOWE VIC 3106	\$700.00
12/114-116 James Street	TEMPLESTOWE VIC 3106	\$700.00
1-2/124 James Street	TEMPLESTOWE VIC 3106	\$700.00
122 James Street	TEMPLESTOWE VIC 3106	\$700.00
123-125 James Street	TEMPLESTOWE VIC 3106	\$700.00
126 James Street	TEMPLESTOWE VIC 3106	\$700.00
126A James Street	TEMPLESTOWE VIC 3106	\$700.00
127 James Street	TEMPLESTOWE VIC 3106	\$700.00
128 James Street	TEMPLESTOWE VIC 3106	\$700.00
129 James Street	TEMPLESTOWE VIC 3106	\$700.00
130 James Street	TEMPLESTOWE VIC 3106	\$700.00
131 James Street	TEMPLESTOWE VIC 3106	\$700.00
13-14/114-116 James Street	TEMPLESTOWE VIC 3106	\$700.00
133 James Street	TEMPLESTOWE VIC 3106	\$700.00
134 James Street	TEMPLESTOWE VIC 3106	\$700.00
143 Parker Street	TEMPLESTOWE VIC 3106	\$700.00
143A Parker Street	TEMPLESTOWE VIC 3106	\$700.00
147-151 Parker Street	TEMPLESTOWE VIC 3106	\$700.00
15 Anderson Street	TEMPLESTOWE VIC 3106	\$700.00
157 Parker Street	TEMPLESTOWE VIC 3106	\$700.00

ATTACHMENT 2

Address	Suburb	Cost
159 Parker Street	TEMPLESTOWE VIC 3106	\$700.00
15A Anderson Street	TEMPLESTOWE VIC 3106	\$700.00
17 Anderson Street	TEMPLESTOWE VIC 3106	\$700.00
17A Anderson Street	TEMPLESTOWE VIC 3106	\$700.00
19 Anderson Street	TEMPLESTOWE VIC 3106	\$700.00
2/110 James Street	TEMPLESTOWE VIC 3106	\$700.00
2/110 Wood Street	TEMPLESTOWE VIC 3106	\$700.00
2/112 James Street	TEMPLESTOWE VIC 3106	\$700.00
2/120 James Street	TEMPLESTOWE VIC 3106	\$700.00
2/132 James Street	TEMPLESTOWE VIC 3106	\$700.00
2/23A Anderson Street	TEMPLESTOWE VIC 3106	\$700.00
21 Anderson Street	TEMPLESTOWE VIC 3106	\$700.00
21A-23 Anderson Street	TEMPLESTOWE VIC 3106	\$700.00
25 Anderson Street	TEMPLESTOWE VIC 3106	\$700.00
27 Anderson Street	TEMPLESTOWE VIC 3106	\$700.00
29 Anderson Street	TEMPLESTOWE VIC 3106	\$700.00
29A Anderson Street	TEMPLESTOWE VIC 3106	\$700.00
3/110 James Street	TEMPLESTOWE VIC 3106	\$700.00
3/112 James Street	TEMPLESTOWE VIC 3106	\$700.00
3/120 James Street	TEMPLESTOWE VIC 3106	\$700.00
3/124 James Street	TEMPLESTOWE VIC 3106	\$700.00
31 Anderson Street	TEMPLESTOWE VIC 3106	\$700.00
33 Anderson Street	TEMPLESTOWE VIC 3106	\$700.00
35 Anderson Street	TEMPLESTOWE VIC 3106	\$700.00
37 Anderson Street	TEMPLESTOWE VIC 3106	\$700.00
37A Anderson Street	TEMPLESTOWE VIC 3106	\$700.00
39 Anderson Street	TEMPLESTOWE VIC 3106	\$700.00
4/110 James Street,	TEMPLESTOWE VIC 3106	\$700.00
4/112 James Street	TEMPLESTOWE VIC 3106	\$700.00
41 Anderson Street	TEMPLESTOWE VIC 3106	\$700.00
43 Anderson Street	TEMPLESTOWE VIC 3106	\$700.00
45 Anderson Street	TEMPLESTOWE VIC 3106	\$700.00
47 Anderson Street	TEMPLESTOWE VIC 3106	\$700.00
5/110 James Street	TEMPLESTOWE VIC 3106	\$700.00
5-6/112 James Street	TEMPLESTOWE VIC 3106	\$700.00
6/110 James Street	TEMPLESTOWE VIC 3106	\$700.00
7/110 James Street	TEMPLESTOWE VIC 3106	\$700.00
7-8/112 James Street	TEMPLESTOWE VIC 3106	\$700.00
8/110 James Street	TEMPLESTOWE VIC 3106	\$700.00
9/114-116 James Street	TEMPLESTOWE VIC 3106	\$700.00
Level 2, 9B/112 James Street	TEMPLESTOWE VIC 3106	\$700.00

ATTACHMENT 3

Business Plan

2015-2020

Draft

Prepared by
Peter McNabb and Associates
for

Templestowe Village Traders Association

February 2015

Business Plan for Templestowe Village Activity Centre **1****1. INTRODUCTION****1.2 Purpose of the Report**

The purpose of this report is to provide a consolidated vision and mission statement for Templestowe Village together with an integrated set of strategies to achieve the vision in areas such as the centre's land use structure, business development, marketing and public relations, community development, centre management, communication and finance.

1.3 Methodology

The development of the Business Plan is based on:

- Background information compiled from on-site visits and a review of the current marketing and business development program as well as Council plans and policies
- Surveys of all businesses in the centre about their perceptions about the current program and possible business development, marketing, and centre management arrangements for the centre going forward
- Follow-up discussion with several businesses about those suggestions
- An in-centre business planning workshop on 2 February 2015 with businesses in the centre to discuss further the current situation in the Village, a vision for the future, and possible business development, marketing, centre management and communication strategies

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Business Plan for Templestowe Village Activity Centre**2****2. PROFILE OF THE CENTRE****2.1 Regional Context**

Templestowe Village is an important activity centre in the City of Manningham and Melbourne's Eastern Region, situated approximately 16 kilometres north-east of the Melbourne CBD.

The precinct services not only an immediate local neighbourhood of over 6,000 residents in Templestowe and Lower Templestowe, but also is a destination for people in the region and metropolitan area attracted by the cafes and restaurants in the centre as well as those using the Yarra Trail along the nearby Yarra River.

2.2 Land Use Structure

The centre is adjacent to the intersection of Anderson and James Streets, Templestowe. It has a distinctive elevated and undulating character with a mix of modern and heritage buildings. The views of the Ranges from the centre add considerable interest.

The extent of Templestowe Village is illustrated in Figure 1. The centre consists of two main sections to the north and south of James Street:

- A larger rectangular block (running east west) at the southern end generally bounded by James, Anderson, Parker, and Milne Streets. There is a row of businesses along the south side of James Street, a pair of medical/dental businesses along the east side of Anderson and a row of businesses along the west side of Anderson Street, with a few businesses at the rear fronting the car park. To the south and west of this L-shaped configuration is the stand alone Supa IGA supermarket and a group of businesses to the west based around upper car park areas
- A generally rectangular block (running north south) at the northern end of the centre bounded by James, Anderson, and just north of Wood Streets, as well as the rear of the properties including the Eastern Court Restaurant along the western edge of the block. There is a row of businesses along the west side of Anderson Street including the 7-Eleven store north of Wood Street and a small row of businesses along the north side of James Street. To the north and west of this L-shaped configuration is a small group of two shops with a Wood Street address separated from the rest by a car park.

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Figure 1 Extent of Templestowe Village



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Business Plan for Templestowe Village Activity Centre**4**

Templestowe Village has over 12,000 square metres of retail and commercial floorspace of which approximately 9,000 square metres is retail floorspace. There are 56 retail and commercial properties in the southern section, and 22 properties in the northern section. The southern section also contains 12 apartments as part of a multi-storey residential building at the western end of the centre.

To the south of the precinct between Parker and Foote Streets is a very significant community services and leisure precinct. This area contains the Manningham-Templestowe Leisure and Community Centre, outdoor netball courts, the Memorial Hall, and the Templestowe RSL.

The Village Precinct is lively and reasonably compact centre with a distinctive sense of place and community.

2.3 Activity Centre Mix

Templestowe Village provides an interesting business mix for a neighbourhood activity centre. Its range of uses is summarised in Table 1.

Table 1: Breakdown of Existing Uses in the Templestowe Village

Use	No. of Uses
Retail including cafes & restaurants	58
Commercial	8
Health and Fitness	14
Community Services	1
Vacant	1
Total	82

Source: Peter McNabb and Associates, February 2015

One of the key features of the centre is that there is only one vacant premise.

There is a reasonably diverse range of retail and commercial uses in the Village, comprising:

- Convenience retailing and commercial services anchored by the IGA Supermarket, newsagency, post office, and pharmacy
- Specialist retailing ranging from fashion, beauty and personal care to cafes and restaurants
- Health and fitness services
- A few professional and commercial services scattered throughout the centre

2.4 Role of the Centre

Templestowe Village functions as a very diverse and vibrant mixed-use neighbourhood centre with a primary focus on retailing. It not only provides a number of convenience products and services for the local Templestowe and Lower Templestowe communities, but through its alfresco café and dining experiences and the health, beauty and leisure activities, it performs more of a sub-regional role. In that role, Templestowe Village

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Business Plan for Templestowe Village Activity Centre**5**

attracts customers in an arc extending from Eltham and Warrandyte to the north-east to Doncaster, Box Hill and Balwyn to the south and south-west.

In addition to its primary role as a shopping centre, Templestowe Village performs a secondary role as a commercial and health services centre with several specialist uses (e.g., orthodontics, dental) attracting clients from a wider area.

The Village has a unique role in the City of Manningham in providing higher density housing within it through a multi-storey unit development. This role is enhanced by the intensive residential development adjacent to the Village, providing an environment where people can walk to the centre on a regular basis.

The extent of residential development and proximity of Templestowe Village to the key community and recreational services in the precinct immediately to the south reinforces the centre's role as an important community hub.

2.5 Image and Branding of the Centre

The current image of Templestowe Village is of a vibrant and stylish activity centre where most of the centre is active during the day and at night, seven days a week. A key ingredient to the image is the cosmopolitan café and dining culture that has developed in the Village over recent years.

It is considered that the extensive focus on the café and dining scene in the Village's image underplays the diversity of distinctive retail, commercial, health and fitness experiences that are available in the centre. A new image needs to be developed and promoted to recognise the strength of that wider diversity.

A new branding strategy including a unique logo has been developed for the Village.

2.6 Current Marketing and Business Development Program

The current marketing and business development program consists of:

- Seasonal promotional events at Christmas, Valentine's Day, Easter, Mother's Day, Father's Day, and the Spring Racing Carnival
- Involvement in the Templestowe Festival
- New branding of the centre through a new logo
- Development of a new website
- Lobbying to Council for footpath upgrades and streetscape enhancement
- Facilitation of a parking review
- Facilitation of a Structure Plan for Templestowe Village to plan for further capital works in the centre

The program is funded by a special charge to which all properties in the centre contribute. The fund has raised \$ 46,800 in each of the last five years.

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Business Plan for Templestowe Village Activity Centre**6****3. SWOT ANALYSIS**

From a review of the centre and its current program and the discussions with businesses and property owners, a summary of the strengths, weaknesses, opportunities and threats of the centre and its program is presented below:

Strengths

- Good location
- High level of exposure because of the strong traffic flow past the centre
- Good mix of businesses
- Caring business people
- Nice customers and clients
- Low vacancy rate
- Specialist niches in food, wine, fashion and homewares
- Effective lobbying to achieve ongoing streetscape improvements

Weaknesses

The weaknesses of the centre and its marketing program are:

- Parking arrangements
- Disjointed and spread out centre with business premises on different levels
- Lack of engagement in the program from the body corporate and most landlords
- Limited involvement from many businesses in the centre
- Gaps in the business offer in areas such as fresh food, fashion and gifts
- Poorly presented IGA supermarket
- Lack of clean and smart presentation – unsightly rubbish bins, bird droppings
- Lack of interactive workshops or meetings where businesses can express their views about the program;
- Differing opinions among business owners about the professionalism and effectiveness of the current program
- Lack of expansion opportunities for the centre because of the netball courts

Opportunities

The opportunities for the centre and its marketing program are:

- Reshaping of the branding and marketing of Templestowe Village including through a calendar of promotional events
- Revitalisation of the centre through implementation of Council's Structure Plan for Templestowe Village
- Stronger connections with the community particularly local sporting clubs
- Restructure of the premises along the lower part of James Street
- Redevelopment of the IGA supermarket
- A better website linked to social media
- Better engagement and communication with businesses in the centre

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Business Plan for Templestowe Village Activity Centre **7**

- Renewal of the special charge program to provide funding for various marketing and business development activities;
- Ongoing employment of a centre coordinator
- Capacity to attract external funding

Threats

The threats to the centre and its program are:

- More difficult economic conditions causing a downturn in consumer visitation and spending in the Village;
- Changing consumer preferences in favour of overseas travel and spending
- Increasing competition from both online shopping and other centres in the area
- The lack of a coordinated marketing program
- Apathy or divisions among the business community
- The negative impact of the poorly presented IGA

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4. FUTURE VISION AND MISSION STATEMENT

4.1 Vision

From our analysis and business consultations, the following vision for Templestowe Village is put forward:

To develop Templestowe Village as the best neighbourhood centre in the City of Manningham for shopping, dining, business and community activities

The vision envisages a place that:

- Has a unique sense of identity
- Continues to have a stylish and somewhat exclusive character
- Is diverse, refined, local, and personalised
- Is vibrant, exciting and welcoming
- Is clean, attractive and comfortable
- Continues to be friendly and relaxed to work in, shop and visit
- Has an active street life with more people staying longer in the centre and at night
- Has interesting speciality shops
- Has a good range of specialist commercial and health services
- Is a community hub
- Is geared to tourists and is a gateway to the Yarra Valley
- Has an active business group working for the interests of the whole centre

4.2 Mission Statement

The mission statement for the Templestowe Village Traders Association is to:

- Promote and improve the Village so that it becomes a great centre
- Raise awareness about the centre
- Act as leaders and ambassadors for the centre
- Facilitate positive experiences in the centre

Specific outcomes expected to be achieved over time from the work of the Association and its centre coordinator are:

- An improved profile for the whole centre
- An increasing number of activities in the centre for the benefit of retail, commercial and other businesses
- More businesses talking to and working with one another
- An continual improvement in consumer spending patterns in the centre
- An overall improvement in the trading performance of the centre
- Improved customer perceptions about businesses and activities in the centre

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Business Plan for Templestowe Village Activity Centre**9****5. STRATEGIES**

An integrated set of strategies has been developed in the Business Plan to realise the vision for Templestowe Village. The emphasis is on ambitious but realistic strategies that are affordable and that can achieve real results. There is a need to tackle all aspects of the strategies in an integrated manner, with work proceeding on items in each of the different components. Ownership of the strategies by all the key parties connected with the centre also is critical to the successful implementation of the Plan.

The strategies encompass the following six components:

- Business Development
- Marketing and Public Relations
- Community Development
- Centre Management and Communication
- Financial

5.1 Land Use Structure

Templestowe Village is a reasonably compact, but undulating activity centre. Its major weakness is that it is disjointed and spread out. The centre also is poorly integrated with the Leisure and Community Services Precinct immediately to its south.

The recommended strategies to deal with these issues are:

- Sustain the compact nature of the Village by working within its current boundaries
- Continue to develop stronger land use connections between the north and south sections of the centre
- Encourage the redevelopment of 121-123 James Street, in line with the Templestowe Village Structure Plan, to strengthen the retail/commercial offering in the north section of the centre
- Link the Village more strongly with the Community and Leisure Services Precinct to the south
- Encourage new mixed use developments in and adjacent to the Village to diversify the housing available in Templestowe and provide more local customers for the centre

5.2 Business Development**Retaining and Improving Existing Businesses**

The success of Templestowe Village depends to a large extent on the quality of the experiences offered to customers and clients by all of its businesses. A memorable experience in a shop or office is based on:

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Business Plan for Templestowe Village Activity Centre**10**

- Unique quality products or services
- Great customer service
- Excellent merchandising and presentation
- Value-added offers
- Superior marketing and sales promotion

From our surveys and centre analysis, not all businesses in Templestowe Village offer this combination. It is important, therefore, to plan for continuous upgrading, business development, and renewal of products/services, shopfronts and service. The aim is to achieve "best of kind" businesses in the centre.

The recommended strategies to address current issues and achieve excellence are:

- Encourage businesses to improve shop facades, signage and internal presentation to project a smarter, livelier, more pro-active, more personalised and specialised image. Encourage businesses to show more pride in their business
- Set up training and motivational programs with assistance from programs such as StreetLife to address issues such as shop presentation, signage, visual merchandising and customer service
- Provide a prize/award for the best window of the month
- Organise in conjunction with Manningham City Council a designated clean-up day each year as well as a ongoing co-ordinated program to clean the facades and windows of all premises in the Village
- Encourage all shops and offices to extend and value add on the goods and services provided – e.g., by working with businesses to identify specific extra products and services that they could provide that would fill gaps in the Village
- Encourage businesses to develop a stronger tourist-oriented focus to take advantage of visitors coming to the centre from the Yarra Trail, or going to the Yarra Valley, or as a result of other regional tourism marketing initiatives
- Encourage stronger communication, joint customer databases and cross-marketing (e.g., exchange of gift vouchers) among clusters of complementary businesses
- Encourage businesses in the Village to participate in a business awards program so as to recognise excellence in different types of businesses (e.g., retailing, commercial services, health services, etc.)

Getting the Best Business Positioning

Templestowe Village is a collection of many privately-owned properties and businesses. As a result, it is difficult to organise businesses to occupy particular premises or cluster businesses in specific areas. Despite these difficulties, it is desirable to aim for the best

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Business Plan for Templestowe Village Activity Centre**11**

positioning of businesses in the Village to achieve synergies among complementary businesses and make the whole centre more vibrant. This has occurred, to a considerable extent, in the café and restaurant as well as hair and beauty sectors with the clusters of these kinds of businesses in different parts of the centre

There can be further achievements through pro-active work undertaken by the Templestowe Village Traders Association in conjunction with property owners and local real estate agents. The aim is to cluster further as many similar or complementary businesses as possible in particular precincts and to organise major magnets in key parts of the centre.

Specific strategies to achieve the best business positioning are:

- Continue to develop and promote high quality and boutique style lifestyle precincts in different parts of the centre with clusters dealing with:
 - Hair and beauty
 - Leisure and fitness
 - Fashion
 - Fine dining
- Encourage the development of fresh food and specialist food precincts in the centre with a key anchor tenant(s) to serve as a magnet

Improving The Business Mix by Attracting Appropriate New Businesses

Consultation with businesses has highlighted that there could be a better spread of business categories and business types in the Village. Although the centre currently has only one vacancy, it is important to be pro-active about the future and consider possible businesses that would assist in achieving the recommended vision for the centre.

From our analysis of the surveys and consultations, it is recommended that the following new operations be considered to strengthen the Village's business mix:

- A boutique supermarket
- More specialist fresh food shops – e.g., a butcher, a chicken shop, a delicatessen, health food shop, a fresh fish shop,
- Take-away outlets such as a juice bar or a sushi shop
- New types of healthy take-away food offers such as is provided at Burger Lounge in Eltham
- A wine bar
- More "browsing" shops such as homewares and gifts shops
- More specialist fashion shops such as a shoe shop and a menswear shop

The Templestowe Village Traders Association should establish a pro-active process to attract these types of new businesses into centre when vacancies appear or new properties are established. The key strategies to be pursued by the Association to achieve this are:

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Business Plan for Templestowe Village Activity Centre**12**

- Develop a brief prospectus outlining the case for establishing the proposed new operations in the Village, indicating its primary catchment area and socio-demographic profile
- Discuss the prospectus and desired new businesses with centre property owners and real estate agents, and encourage them to sign up these types of businesses as new tenants when vacancies become available
- Directly approach the desired new types of businesses (e.g., dynamic businesses in other centres particularly those looking to expand, new upmarket businesses looking to establish in this part of Melbourne) present them with the prospectus, and encourage them to look at Templestowe Village and be ready to take up any vacant premise or establish a new development

5.3 Marketing and Public Relations

A comprehensive marketing and public relations program needs to continue at Templestowe Village. This should encompass a branding campaign, strategic advertising, and a calendar of promotional activities.

Branding

This is a key priority. The recommended strategies are:

- Organise more exposure and promotion of the Village's new branding logo including a flyer explaining the format and colours in the logo; local and regional media promotion; and other advertising such as window decals for all shops and offices in the centre
- Paint the logo onto the footpaths in different parts of the centre
- Establish with Council an exciting piece of modern artwork incorporating aspects of the new logo to be placed at a high traffic location such as in the middle of the roundabout at the corner of Anderson and James Streets
- Facilitate with Council large new signs to be erected at key gateway entrances to the Village to highlight the new brand and to clearly delineate the boundaries of the centre. In addition, provide directional signs within the Village incorporating the branding
- Develop over time merchandise (e.g., re-useable shopping bags) to promote the new brand

Strategic Advertising

This requires an extended focus. The recommended strategies are:

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Business Plan for Templestowe Village Activity Centre**13**

- Establish a distinctive Templestowe Village website with the new branding, feature stories and photographs to highlight the 'vibe' of the Village, the annual calendar of promotional events; an online business directory and profiles of each business with photos and video providing information about products and services; links to individual business websites; and social media streams with channels such as Facebook. Promotion of the website through complementary media channels
- Develop an SMS database of mobile phone numbers and use that to make potential local customers aware of special offers or events in the centre
- Market the Village through monthly media releases in the local Leader newspaper and/or the Melbourne Weekly including " Business of the Month" and What's on in Templestowe Village" features
- Develop and promote a VIP Newsletter with "Customer of the Month" and "free coffee" features and photographs that can be included on Facebook
- Organise special advertising in conjunction with major promotional events. Insert ads in the Melbourne Weekly and/or leader newspaper and distribute letterbox drops with features such as "free coffee" offers
- Develop a business directory and centre map highlighting the diverse range of businesses in the Village. Promote and distribute the business directory through all shops and offices in the Village, and encourage businesses to become familiar with it to increase customer referrals to other businesses in the centre
- Develop stronger marketing links with local sporting organisations
- Link in more strongly with the tourism marketing campaigns of Yarra Valley Tourism and Melbourne Tourism. Encourage businesses to embrace a stronger tourist orientation in their advertising and presentation

Special Promotional Events

It is important to build on the program of promotional events and associated activities. The recommended strategies are:

- Develop, in advance each year, a 12-month calendar of special promotional events to be undertaken by the Templestowe Village Traders Association. Ensure that the promotional events are undertaken in different parts of the centre.

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Business Plan for Templestowe Village Activity Centre**14**

A suggested calendar for 2015-16 is outlined in the following table:

Month	Promotional Event
September	Fathers Day
October/November	Spring Racing Carnival
November/December	Christmas including a VIP shopping night in December
February	Valentine's Day
April	Templestowe Festival and Easter
May	Fine dining working in with the cafes and restaurants.
June/July	Mid Year Sales A winter theme – e.g., Christmas in July

- Develop a regular community or farmers market as part of the calendar
- Promote the calendar of events through large posters placed at strategic points in both the north and south sections of the centre
- Ensure that the promotional events are strongly linked to community groups and involve different groups in performances or other activities associated with each event.
- Complement the events with give-ways (e.g., cash, wine), vouchers and other enticements to reinforce the brand and promotional program
- Organise a program of smaller activities outside the main events to reinforce the vitality of the Village. These could include competitions, regular live entertainment in the evenings on Fridays and Saturdays, strolling bands (using buskers/students from local schools and colleges in the region), sidewalk sales or markets on the weekends, and community days (e.g., charity day, local schools day)
- Establish event calendar noticeboards in the Village, in conjunction with Council and key businesses, and provide regular updates about forthcoming events and activities

5.4 Community Development

Community development is an important spin-off of the marketing and promotional strategies. It is important to ensure that the Village is a key community focal point and that benefits flow to the wider Templestowe and Doncaster communities from the Village program. This would reinforce the work of the Manningham Christian Centre in the Village.

Similarly, it is important to connect with the work of local sports and other community groups so as to develop mutually beneficial activities and funding arrangements. The recommended strategies are:

- Develop, through the marketing and promotions program, Templestowe Village as a key community hub in the City of Manningham

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Business Plan for Templestowe Village Activity Centre**15**

- Involve schools and other community organisations through music and dance performances, painting and sculptural displays, in the promotions program. Organise youth group activities such as talent searches, busker events and school choir performances in the centre
- Strengthen community connections and loyalty to the centre. Organise community day promotional events such as a charity day or local schools day
- Promote the services provided by the Manningham Christian Centre in the Village
- Develop stronger linkages and partnerships with local sporting organisations such as the Templestowe Football Club
- Incorporate fundraising for schools and local groups as part of the promotional events

5.5 Infrastructure and Other Physical Improvements

Ongoing improvement in the physical condition and amenity of Templestowe Village are very important as the appearance and ambience of the centre are critical to the branding of the centre. The key strategies are:

- Lobby Council, property owners and businesses to facilitate, as part of the implementation of the Templestowe Village Structure Plan:
 - Ongoing improvements in the cleanliness and presentation of the centre so that it is distinctive as a clean, fresh activity centre
 - Enhanced signage and plantings at key entrances to the centre including Parker Street
 - Improvements in the presentation and management of rubbish bins and their enclosures, particularly in the centre car parks
 - The installation of wayfinding signs and map to direct visitors within the centre and to nearby local attractions
 - Other coordinated features to enhance the branding of the centre
 - Improvements in the provision of car parking
- Request an investigation into the location of the bus stop in front of 110 James Street to a location further to the west to overcome current parking and traffic movement issues in the centre

5.6 Centre Management and Communication

This is a key priority. For the success of an ongoing business development and marketing program in Templestowe Village, it is critical to continue to have a strong business association with a professional part-time centre co-ordinator as well as very good communication processes.

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Business Plan for Templestowe Village Activity Centre**16****Templestowe Village Traders Association**

The Templestowe Village Traders Association is an incorporated body that is designed to be representative of all businesses in the centre. The recommended strategies to improve the management and communication processes of this organisation are:

- Develop a culture in the Village so that all businesses want to be members of the Traders Association
- Continue to organise an annual general meeting (AGM) of the Association to elect the Committee of Management. Ensure that there is an appropriate representation from different types of businesses in different parts of the Village on the Committee, particularly representation from the northern section of the centre
- Develop sub-committees to oversee key activities in the marketing and business development program so as to share the workload among Committee members and other businesses in the centre.
- Provide each Committee member with a specific role or project
- Organise monthly meetings of the Committee to direct and monitor the agreed program of activities
- Get all businesses in the Village to work together as a team by communicating with them regularly and holding at least two public meetings a year to develop an ongoing united sense of direction for the centre. This also will provide a high degree of transparency and accountability for the Association's activities. One of these meetings should be the formal Annual General Meeting to elect the Committee for the following year. The other should be an open discussion session on the Village marketing program.
- Organise other informal business networking sessions to encourage sharing of information and establishment of cross-marketing ventures both within the centre and with sporting and other community organisations
- Update regularly the database of all businesses in the Village with key contact points. Use the email addresses to establish a monthly e-newsletter to keep businesses up to date with proposed new events and activities in the Village. This communication also could be used as a monthly media release highlighting the progress and achievements of the Traders Association.
- Prepare a New Business Welcome Kit and distribute it to all new businesses in the Village
- Develop a systematic approach for individual Committee members to visit groups of businesses in the Village at least once every two months to inform them about new initiatives and to receive feedback (i.e., famil tour)

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Business Plan for Templestowe Village Activity Centre

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- Organise, at least on an annual basis, a resident and/or customer survey to obtain feedback on the marketing and centre management program for the past year
- Encourage regular liaison between the Association and Council on issues such as car parking and centre maintenance, and establish a system of regular reporting on these matters at Association Committee meetings

Centre Co-ordinator

It is important that the Traders Association continue to have an energetic part-time centre co-ordinator (working at least one day a week) to undertake the proposed marketing and business development tasks. This is absolutely essential to the ongoing success of the program.

The key tasks to be undertaken in this role, in conjunction with the Committee, should include:

- Reinforcement of the new brand for Templestowe Village
- Strategic advertising of the centre through the proposed Templestowe Village website; in the local media; and in conjunction with sporting organisations and other community groups
- Organisation of a few key special promotional events during each year
- Communication with all businesses in the centre through e-newsletters and regular visits
- Development of stronger relationships with local community groups (schools, service clubs, sports clubs, etc.) and residents so as to foster stronger connections with the Village and develop stronger loyalty from these groups towards the centre
- Active discussions, in conjunction with property owners and real estate agents, to encourage appropriate new businesses to be interested in establishing in the Village
- Organisation of business training/networking events to motivate and educate individual businesses to make improvements to their businesses and to get businesses interacting more strongly with one another
- Organisation of branding and tourism marketing for the Village in conjunction with regional tourist organisations
- Development of an annual sponsorship program for Village events and other activities

It is important that the centre co-ordinator visits and is seen to be working with each business in the centre to keep businesses up to date with current and future activities, obtain feedback, and receives information about issues of concern. Regular contact (at least a short visit to each business once every month) and communication also are very

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Business Plan for Templestowe Village Activity Centre

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important to engender commitment and ownership from all businesses to the marketing and business development program.

5.7 Financial Strategy

It is estimated that the costs in 2015-16 of undertaking the proposed marketing, community and business development initiatives outlined in the Business Plan are in the order of \$70,000. A general breakdown of that estimate is as follows:

Business Development

Business networking/training programs	\$	3,000
Business prospectus	\$	500
Welcome kit for new businesses	\$	500

Marketing

Branding and awareness program	\$	3,500
Website development and maintenance	\$	5,000
Media advertising (advertorials etc.)	\$	10,000
Special promotional events	\$	20,000

Management and Communication

Part time centre co-ordinator	\$	23,000
Business newsletters and other communication	\$	2,000
Public liability insurance	\$	2,000
Financial audit/general administration	\$	500

Total	\$	70,000
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Some of these items will be one-off costs; others will occur on an annual basis. The above estimates have been averaged over five years

There is a need for a long term and secure source of funding to cover the costs of the proposed initiatives. The annual advertising income from the Templestowe Village sign in James Street is currently at \$5,600 with opportunities to increase that to \$9,000. To achieve the balance of \$61,000 it is recommended that a marketing and business development fund be established for a five-year period (commencing 1 July 2015) in the form of a special charge levied by Manningham City Council. For 2015-16, it is recommended that the special charge raise approximately \$54,000. Annual CPI increases should be included in the amount raised in the subsequent four years to cover expected increases in marketing costs. An annual sponsorship or grants program of approximately \$8,000 a year needs to be developed to raise the remaining funds

A special charge is considered critical to the success of the program. The key benefit is that all businesses and/or property owners contribute to the fund, hence involving every business in the program.

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Business Plan for Templestowe Village Activity Centre**19**

With approximately 80 rateable properties in the Village, the average annual contribution from each property (normally paid by the business operator) would be \$662.50 to achieve the suggested total of \$54,000. This represents \$700 a year for businesses in the primary area of the centre (see Figure 1), and \$350 a year for the businesses in the secondary area (Figure1). For the \$700 contribution, this is about \$13.50 per week or less than \$2 a day – about half the cost of a cup of coffee a day. It is considerably less than the amounts paid by businesses into the marketing funds of enclosed shopping complexes. As the special charge is organised by Council, businesses would have the option of paying their contribution in quarterly instalments, which in this case would be about \$175 a quarter. All contributions are tax deductible as a business expense.

The levy should be seen as an investment by each business in the future of Templestowe Village.

Other recommended financial strategies are:

- Continue to implement a financial accountability system for the Association. Continue to provide a financial report to an Association Committee meeting at least every three months to rigorously monitor expenditure against income received. This report should continue to outline expenditure against a designated budget for each project area of the Committee's work (e.g., advertising, special promotions, business development program, business newsletter, centre co-ordinator's fees, general administration, etc.)

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Business Plan for Templestowe Village Activity Centre**20****6. MONITORING AND EVALUATION PROGRAM**

The degree of achievement of the actions outlined in this Business Plan will be evaluated at regular intervals throughout each financial year.

Key performance factors to be included in the evaluation are:

- Extent of completion of projects within the recommended time frame and budget
- Level of business participation in activities and promotions
- Business and customer perceptions about the success of individual promotions and advertising campaigns
- Business perceptions about changes in the overall profile and trading performance of the Village
- Financial accountability

An evaluation report is to be prepared for the Templestowe Village Traders Association Committee at the end of each financial year of the program. This is to be used as a basis for developing a more detailed business plan and budget for the following financial year.

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ATTACHMENT 4

**NOTICE OF INTENTION TO DECLARE A SPECIAL CHARGE
TEMPLESTOWE VILLAGE SHOPPING CENTRE PRECINCT**

At the ordinary meeting of the Council to be held on **26 May 2015**, Manningham City Council (**Council**) proposes to declare a Special Charge (**Special Charge**) under section 163(1) of the *Local Government Act 1989 (Act)* for the purposes of defraying expenses to be incurred by Council in providing funds to the incorporated body known and operating as the Templestowe Village Traders Association Incorporated (**Traders' Association**), which funds will be provided on an administrative basis only and subject always to the approval, direction and control of Council to be used for the purposes of the appointment of a part time marketing coordinator, promotional, advertising, marketing, business development and other incidental expenses as approved by Council and agreed to from time to time between Council and the Traders' Association, all of which are associated with the encouragement of commerce, retail and professional activity and employment in the Templestowe Village Shopping Centre Precinct (**Centre or Scheme**).

The criteria which form the basis of the proposed declaration of Special Charge are the ownership of rateable land used, or reasonably capable of being used, for commercial, retail or professional purposes, which rateable land is situated within the geographical area of the Templestowe Village Shopping Centre Precinct.

The area for which the proposed Special Charge is to be declared is the area known as the Templestowe Village Shopping Centre Precinct. The land in relation to which the proposed Special Charge is to be declared is all that rateable land described in the following paragraph. The area and the land subject to the proposed Special Charge are more particularly set out in the schedules to the proposed declaration of Special Charge.

For the period of the Scheme, the Special Charge will be declared and assessed based on "Primary" benefit and "Secondary" benefit properties. "Primary" benefit properties will be defined as those properties located on the ground level in that part of the Centre comprising the odd numbered properties between 15 and 47 Anderson Street, the even numbered properties between 110 and 134 James Street, the odd numbered properties between 123 and 133 James Street, the odd numbered properties between 143 and 159 Parker Street, and 110 Wood Street. The "Secondary" benefit properties will be defined as those properties located above ground level throughout the Centre and those on the ground level in that part of the Centre comprising 38 and 40 Anderson Street and the odd numbered properties between 49 and 55 Anderson Street. Properties included in the "Primary" benefit area will be liable or required to pay \$700 in 2015-16, and for each of the subsequent four years an amount equivalent to the previous year's amount plus CPI. Properties in the "Secondary" benefit area will be liable or required to pay \$350 in 2015-16 and for each of the subsequent four years an amount equivalent to the previous year's amount plus CPI. For properties where a business occupies more than one contiguous property, the Special Charge payable will be for only one of the contiguous properties.

Copies of the proposed declaration and a detailed plan of the Scheme area and classifications as to whether a particular property is included within the "Primary" or "Secondary" special benefit areas are available for inspection at the offices of the Manningham City Council, 699 Doncaster Road, Doncaster 3108 during normal office hours for a period of at least 28 days after the publication of this notice.

In proposing the declaration of Special Charge, Council is performing functions and exercising powers in relation to the peace, order and good government of the municipal district of the City of Manningham, in particular the encouragement of commerce, retail activity and employment opportunities within the area for which the proposed Special Charge is to be declared.

The total cost of the performance of the function and the exercise of the power by Council (in relation to activities associated with the encouragement of commerce, retail activity and employment opportunities in the area for which the proposed Special Charge is to be declared) and also the total amount of the Special Charge to be levied by Council is referable to an amount of \$54,250 in 2015-16. This amount, it is proposed, will be increased in each of the subsequent four years of the Scheme by an amount equivalent to the previous year's amount plus CPI so that, in total, the Special Charge will raise an amount of \$271,250 over the 5 year period of the Scheme, plus CPI increases relevant to the amounts to be raised in years 2,3,4 and 5.

The period for which the proposed Special Charge is to be declared and is to remain in force is a period of 5 years commencing on 1 July 2015 and ending on 30 June 2020.

The proposed Special Charge will be levied by Council sending a Notice of Levy in the prescribed form annually to the person who is liable to pay the Special Charge, which will require that the Special Charge must be paid in the following manner -

- by one annual payment to be paid in full by the due date fixed by Council in the notice, which will be a date not less than 30 days after the date of issue of the notice; or

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- by four instalments, to be paid by the dates which are fixed by the Council in the notice.

Council will consider cases of financial and other hardship, and may reconsider other payment options for the Special Charge.

Council considers that each rateable property and each business included in the Scheme area that is required to pay the Special Charge will receive a special benefit because there will be a benefit to the owners of those properties and businesses that is over and above, or greater than, the benefit that is available to persons who are not subject to the proposed Special Charge, and directly and indirectly as a result of the expenditure proposed by the Special Charge, the viability of the Centre as a business, commercial, retail and professional area, and the value and the use, occupation and enjoyment of the properties and the businesses included in the Special Charge Scheme area will be maintained or enhanced through increased economic activity.

Council further considers, and formally determines for the purposes of sections 163(2)(a), (2A) and (2B) of the Act, that the estimated proportion of the total benefits of the Scheme to which the performance of the function and the exercise of the power relates (including all special benefits and community benefits) that will accrue as special benefits to all of the persons who are liable to pay the Special Charge is in a ratio of 1:1 (or 100%). This is on the basis that, in the opinion of Council, all of the services and activities to be provided from the proceeds of the expenditure of the proposed Special Charge are marketing, promotion and advertising related and will accordingly only benefit the owners and occupiers of those properties and businesses included in the Scheme that are used, or reasonably capable of being used, for retail, commercial or professional purposes.

Any person may make a written submission to the Council under sections 163A and 223 of the Act.

In addition, any person who will be required to pay the Special Charge to be imposed by the proposed declaration, whether an owner or an occupier of a property included in the Scheme, has a right to object to the proposed declaration and may also make a written objection to the Council under section 163B of the Act. An occupier is entitled to exercise the right of objection if they submit documentary evidence with the objection which shows that it is a condition of the lease under which the person is an occupier that the occupier is to pay the Special Charge.

Written submissions under section 223 of the Act and/or objections under section 163B of the Act must be received by the Council by 5pm on Friday 26 June 2015. Submissions and/or objections must be in writing and addressed and sent by mail to the Chief Executive Officer, Manningham City Council, PO Box 1, Doncaster, Victoria, 3108.

Any person who has made a written submission under section 223 of the Act and has requested to be heard in support of their written submission is entitled to appear in person or by a person acting on their behalf before a Committee appointed by the Council to hear submissions under section 223 of the Act, the day, time and place of which will be advised in writing.

Any person making a written submission under section 223 of the Act is advised that under regulation 11 of the *Local Government (General) Regulations 2004*, the Council is required to make available for public inspection all submissions (including personal information) received in accordance with section 223 of the Act during the previous 12 months. Details of submissions may also be included with the official Council Agendas and Minutes which are public documents and which may also be made available on Council's website.

Council will consider any written submissions and take into account any objections in accordance with sections 163A, 163B and 223 of the Act.

Any person requiring further information concerning the proposed declaration of the Special Charge should in the first instance contact Ben Harnwell, Coordinator Economic Development and Tourism, on telephone (03) 9840 9338, facsimile (03) 9840 9465 or email Ben.harnwell@manningham.vic.gov.au

JOE CARBONE
CHIEF EXECUTIVE OFFICER



Templestowe Village - Special Charge Scheme Submitters

Legend

-  Property Layer
-  Submitter reply - Yes
-  Submitter reply - No
-  Templestowe Village



Produced by Micrograph DSG/GPS/D
Date: 11/08/2015





ATTACHMENT 6

Templestowe Village Special Charge Submissions Committee

Monday, 6 July 2015

The meeting commenced at 6.00 pm.

1. Attendance & Apologies

Councillors in Attendance

Cr Jim Grivokostopoulos (Chairperson)
Cr Geoff Gough

Council Officers Present

Teresa Dominik, Director Planning and Environment
Vivien Williamson, Manager Economic and Environmental Planning
Ben Harnwell, Coordinator Economic Development and Tourism
Ralph Geerling, Economic Development Officer

Apologies

Cr. Paul McLeish (Mayor)
Hooman Karimbho, PJ's Mexican Kitchen, 4/41 Anderson St Templestowe

2. Conflict of Interest – Disclosure

The Chair invited Councillors to disclose any conflict of interests in any item listed on the Meeting Agenda.

There were no disclosures of conflicts of interest.

3. Templestowe Village Special Charges Scheme Renewal 2015-2020 – receipt of Submissions and/or Objections.

The Chairperson advised that the Committee has been appointed by Council to hear oral presentations in support of written submissions to the Templestowe Village Shopping Centre Special Charge Scheme Renewal 2015-2020.

The Chairperson stated that there were 24 written submissions received on the proposal and thanked all submitters for their feedback which will be the subject of a further report for Council's direct consideration at a Council Meeting on 25 August 2015 along with consideration of the seven verbal presentations to be heard tonight.

Verbal submissions were made in support of their written submissions by:-

1. Mr Ken Taylor, The Living Room, 19 Anderson Street, Templestowe

The submitter supports the proposed Special Charge Scheme renewal. He has been a business owner at Templestowe Village Activity Centre for 12 years, has seen the benefit of the previous Scheme and considers that it has achieved a lot.



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The submitter stated he did not know the Centre when he first bought into it. He stated that Templestowe Village was not a well known shopping precinct but that since then the presence of the Village has grown, in his opinion, as a result of the Special Charge Scheme. He went on to say that the Scheme has created an ongoing marketing strategy with special events, whereas prior to this, marketing was dependent on individual traders placing advertisements in the Leader Newspaper at a cost of \$300-\$400 per ad.

He also stated that the activity centre is now more than just a shopping precinct because the Scheme has supported ongoing marketing strategy, special events and promotion and marketing to the greater community involvement and that this could not have been achieved without the Scheme.

2. Ms Kerrie Davis, The Girls on Anderson, 29A Anderson Street, Templestowe

The submitter supports the proposed Special Charge Scheme renewal. She has operated a retail store at Templestowe Village Activity Centre for four years and is part of the Templestowe Village Trader Association Committee.

The Scheme allows the Association to pay for a qualified marketing manager who liaises with Council in relation to repairs and upgrades and with the Association in relation to concerns and issues. The submitter stated that Scheme has provided the opportunity to share areas for improvement across the activity centre and has been a way for marketing the centre as a whole to the community.

The submitter stated that each trader wants the Village to grow and improve but the strong framework provided by the Special Charge Scheme this may not is needed to make that happen.

3. Mr Gus Morello, President Templestowe Village Trader Association

The submitter supports the proposed Special Charge Scheme renewal. He explained that before the Scheme came into effect, there was no Coordinator role and that any type of marketing was a product of token donations from traders.

The submitter informed that Committee that the Scheme was first established as an infrastructure fund and only included a small marketing allocation. However, with the introduction of the new Scheme, the impact made by promotion and events has been far greater as the focus has been to promote the centre as a whole.

The submitter concluded by stating that the Scheme had allowed for the employment of a good coordinator who is doing a great job and that it is important for the future of the centre that it is renewed.

4. Mr Christos Katsivelis, Melbourne Manufacturing Jewellers, Shop 12, 114-116 James Street, Templestowe

The submitter objects to the proposed Special Charge Scheme renewal. His business is one of a small number of shops that is located away from the main shopping precinct and in his opinion he has not experienced any benefit from the Scheme.



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From a financial perspective alone, Christos would prefer to keep the money he pays for the Scheme for marketing his own business. He believes that the second tier of the charge for businesses for which it has been identified do not receive the same benefit as others is evidence of the problems with the Scheme and that his business is located in an area of the centre that does not receive any benefit.

Christos stated that he did not believe the benefits justified the costs associated with the Scheme and that he spoke on behalf of other traders in his area of the centre who felt the same.

Christos did feel that the liaison with Council via the Traders Association was good.

5. Mr Peter Serroni, Pizzaroni's , 9/29A Anderson Street, Templestowe

The submitter objects to the proposed Special Charge Scheme renewal and has done so since it was first introduced. He runs a business located in an area of the centre which must also contribute Body Corporate fees for maintenance and insurance. He stated that the Scheme could work well in theory but to date the funds have been inappropriately directed into such things as a poorly functioning website and VIP scheme.

Whilst the submitter conceded that the centre does require ongoing commitment to beautification works, he provides his own promotions and discounts and the activities supported by the Scheme to date have not benefited his business.

Without validating the renewal of the Scheme, Peter stated that what is most needed is an additional welcome sign.

The submitter stated he is open to compromise (25% reduction suggested) but he does not currently see equitable benefit but rather wasteful spending of the Scheme's funds. The submitter expressed concern that the Scheme was based on the same charge for all regardless of floor space, size or turnover and commented on the increase from \$600 to \$700 which is greater than CPI.

6. Mr Jason Slaviero, Townshend & Associates Accountants 33 Anderson Street, Templestowe

The submitter objects to the proposed Special Charge Scheme renewal. He indicated that he has worked and studied within Templestowe since 1990 and has seen the area grow in this time. Over the five years of the proposed renewal of the Scheme, over \$250,000 would be raised and the submitter has suggested that this is a significant amount of money for which there is not enough accountability. Whilst contributions to the Scheme are tax deductible, the submitter stated that these can have an impact on cash flow for a small business.

The submitter suggested that irrespective of the current Scheme renewal, the Body Corporate responsibility needs to be separated out and clarified as it does create complicating factors for the Association's activities with competing agendas from the different sections of the centre.

He conceded that there had been some valuable initiatives carried out by the Association; however submitted that the Village Festival has been a long term event that has not provided long term benefit. He believes that with the majority of Templestowe's 17,000 residents working outside of the area during the week, the exposure and growth of the centre is a testament to the types of businesses and their hard work rather than the Scheme or the Association.



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He was of the opinion that rather than renewing the Scheme, the Association needs to take a step back and its funds frozen until it can come up with a long term sustainable strategy.

7. Mr Hooman Karimbho, PJ's Mexican Kitchen, 4/41 Anderson Street, Templestowe

Hooman was an apology for the Committee Meeting and did not speak in support of his submission.

The Chairperson thanked those who had spoken on behalf of their respective submissions and called upon others present who had not previously indicated that they wished to speak to address the Committee in support or objection to the Scheme.

8. Ms Ilona Anthony, Ilona Anthony, 126 James Street, Templestowe

The submitter supports the Special Charge Scheme renewal. She lives in Templestowe and chose to start a business at the centre in 2011 because of the feel of the Templestowe Village shopping precinct. She also indicated that she is a member of the Templestowe Village Trader Association Committee and had seen improvement in the centre as a result of the Association's work.

She conceded that not all activities had been effective such as the website, but the Association consistently asked businesses for input into the activities and all the issues raised at the present Committee Meeting could have been resolved if they were brought to the Association meetings.

The submitter stated that as an individual business she does not have a separate budget for marketing. The centre's growth has allowed for the employment of a Coordinator through the Scheme funds and the beautification works sends a positive message to the community. The Association aims to bring people to the centre as a whole rather than any individual section of the centre so that the individual appeal of each business can then attract its own customers.

The submitter was of the opinion that the Festival Committee does a lot of good work which provides even wider exposure of the centre and that without the Scheme, there will not be the funds to continue any of the existing work.

4. General discussion

A general discussion took place regarding issues that had impacted the previous Scheme's charges. A particular concern was that when the special charge is passed on to tenants via a real estate agent, GST is being charged on the special charge contribution on a quarterly basis to businesses, when GST is not payable when Council charges property owners directly. Officers agreed to seek further advice on this matter.

At the conclusion of the discussion, the Chairperson thanked the submitters for their presentations and contributions.

The meeting concluded at 7.20 pm.

ATTACHMENT 7

**Templestowe Village Special Charge Scheme Renewal 2015-2020
Summary of Submissions**

No.	Property address	Submission	Officers Response
1	Templestowe Village Traders Association	<p>The Traders Association strongly supports the Scheme.</p> <p>The special charge is critical to provide the centre with an ongoing self-funded marketing and development program so the Association can continue to lift the profile of the activity centre as well as support local businesses and local jobs.</p>	<p>Support noted.</p> <p>The submitter was heard by the Submissions Committee in support of their submission.</p>
2	19 Anderson Street	<p>The special charge has helped to promote and develop the whole Centre.</p> <p>Business would have been a lot worse off without it.</p> <p>We need it to continue to promote ourselves aggressively.</p>	<p>Support noted.</p> <p>The submitter was heard by the Submissions Committee in support of his submission.</p>
3	17 Anderson Street	<p>Supports the renewal of the special charge.</p> <p>The cost is minimal compared to the benefit seen for his business and the whole centre.</p> <p>Supports continuation of the program.</p>	<p>Support noted.</p>
4	15A Anderson Street	<p>Supports renewal of the special charge.</p> <p>The special charge is the only way to ensure that something actually gets done to promote the Centre.</p> <p>Particularly likes fact that all businesses work together to support each other throughout the village.</p>	<p>Support noted.</p>

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No.	Property address	Submission	Officers Response
5	29A Anderson Street	<p>Supports renewal of the marketing program funded by the special rate.</p> <p>It is good that every business contributes to marketing and promotion of the Centre.</p> <p>The range of activities undertaken over the years has been excellent.</p>	<p>Support noted.</p> <p>The submitter was heard by the Submissions Committee in support of her submission.</p>
6	157 Parker Street	<p>Supports the special marketing and business development charge.</p> <p>Experience over the past five years suggests that this kind of marketing program is the way to go.</p> <p>For relatively small amount of money it provides businesses with a wide range of benefits – much more than from an occasional ad in the newspaper.</p>	<p>Support noted.</p>
7	15 Anderson Street	<p>Supports the Templestowe Village marketing program.</p> <p>Has been and will continue to be an important investment in our future as a vibrant retail centre and hospitality destination.</p>	<p>Support noted.</p>
8-10	<p>Shop 9, 114-116 James Street</p> <p>Shop 10, 114-116 James Street</p> <p>Shop 12, 114-116 James Street</p>	<p>Object to the Special Charge Scheme.</p> <p>Over the past five years they have paid for promotion and marketing as part of the special charge and have seen no interest from the Traders Association with regards to improvements in the area.</p> <p>Have reviewed the Business Plan and proposed scheme and there is no mention of any improvements to our area.</p> <p>Currently pay a yearly fee for signage on James Street in relation to which the Association has</p>	<p>The tenant of Shop 12 was heard by the Submissions Committee in support of the written submission.</p> <p>The charge which is proposed to apply to these properties in the first year of the Scheme is \$700.</p> <p>It is considered that all commercial properties in the Templestowe Village Activity Centre will derive 'special benefit' from the expenditure of the Special Charge funds on the encouragement of commerce in the activity centre.</p> <p>In relation to the issues raised in the submissions it</p>

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No.	Property address	Submission	Officers Response
		<p>informed them that it is not responsible for keeping it clean and free of graffiti. Begg the question as to what the charge relates to if not for the upkeep of that signage.</p> <p>The Templestowe Village Fair does not extend its activities into our area and therefore does not promote our pocket of shops. The promotion of the Fair requires us to pay for being included in the marketing material and is not included in the scope of the special charge.</p> <p>Propose that the group of shops located at Shop 10-15 Upper Level 114-116 James Street be exempt from the special charge as none of the improvements or marketing and promotions relate to our area and will therefore receive 'no special benefit'.</p>	<p>should be noted that the funds raised by way of the special charge scheme may only be "used for the purposes of the appointment of a part time marketing coordinator, promotional, advertising, marketing, business development and other incidental expenses as approved by Council and agreed to from time to time between Council and the Traders' Association, all of which are associated with the encouragement of commerce, retail and professional activity and employment in the Templestowe Village Shopping Centre Precinct (Centre or Scheme)."</p> <p>The funds are not able to be used for physical improvements to the Centre although the Traders Association has a separate role in relation to lobbying Council, property owners and businesses to facilitate, ongoing improvements in the physical condition and amenity of Templestowe Village. However this group of shops is located adjacent to a privately owned car park for which Council is not responsible.</p> <p>However it is considered that use of the funds for promotion, advertising, marketing and business development will be of special benefit and it is noted that the businesses within this part of the centre are included on the Templestowe Village website which is supported by the funds raised through the special charge scheme.</p> <p>The Special Charge Scheme does not relate to infrastructure. The sign referred to by one of the submitters is located on the southern side of James Street midway between Anderson Street and Milne Street. Its cost was shared by the Traders Association and Council and it continues to be maintained by Council whilst the Association has</p>

ATTACHMENT 7

No.	Property address	Submission	Officers Response taken on responsibility for the sale of its advertising panels.
11-24	127 James Street 129 James Street 131 James Street 29 Anderson Street 31 Anderson Street 33 Anderson Street 35 Anderson Street 37 Anderson Street 37A Anderson Street 39 Anderson Street 4/41 Anderson Street 3/43 Anderson Street 45 Anderson Street 1/47 Anderson Street	<p>The tenants of these properties strongly oppose the reintroduction of the Special Charge Scheme based on experience with the previous Scheme.</p> <p>Unanimously agree that in their current economic conditions they can ill afford any extra outgoings.</p> <p>They have an extra financial outlay in the form of rising owners corporate fees which they are liable for and extra funds are needed for repairs to the aging shops and their private car park.</p> <p>The business owner at 131 James Street also lodged a late separate submission in relation to the Scheme and strongly objects to the renewal of the Scheme.</p> <p>He submits that he signed the initial letter of support for the Scheme on the understanding that it was for one year only. He says that he cannot afford to pay this amount for another five years considering the body corporate has increased its rate by \$500 to \$1500 every three months plus Council and other expenses related to the shop.</p>	<p>The tenants of 29 Anderson Street and 33 Anderson Street were heard by the Submissions Committee in support of their written submissions.</p> <p>The charge which is proposed to apply to these properties in the first year of the Scheme is \$700.</p> <p>It is considered that all commercial properties in the Templestowe Village Activity Centre will derive 'special benefit' from the expenditure of the Special Charge funds on the encouragement of commerce in the activity centre.</p> <p>The cost of upkeep of shops is common to all property owners and tenants within the Centre, however that additional cost for the upkeep of the adjoining privately owned car park through body corporate fees is acknowledged.</p> <p>However, expenditure of the funds raised by the special charge on promotion, advertising, marketing and business development will be of special benefit to these properties. The businesses within this part of the centre are included on the Templestowe Village website which is supported by the funds raised through the special charge scheme.</p> <p>It is also noted that some of the other businesses within this part of the Centre support the Scheme.</p>
25	126 James Street	Supports the renewal of the special charge. The business owner has submitted that the promotional program has been terrific in lifting the image and profile of the village. She also submits that it has helped get streetscape improvements that have	Support noted.

ATTACHMENT 7

No.	Property address	Submission	Officers Response
26	17A Anderson Street	<p>improved the whole Centre and feels that her own business has benefitted from networking opportunities with other like minded businesses.</p> <p>Supports the Templestowe Village marketing program.</p> <p>Submits that the special charge will greatly help to continue to put together marketing and promotional campaigns for the whole centre and that the Centre cannot afford not to have this program.</p>	Support noted.
27	1/110 Wood Street	<p>Supports renewal of the marketing program supported by the Special Charge.</p> <p>Submits that with increasing competition from nearby centres such as Doncaster, the program is critical to lift the image and profile of the whole village. Fully supports the special charge and looks forward to the next five years.</p>	Support noted.

10. ASSETS & ENGINEERING

10.1 2014-2015 Capital Works Program - End of June Status Report and 4.3.1.5. SRP14 Completion of 2014-2015 Capital Works Program

Responsible Director: Director Assets and Engineering

File No. T15/105

The ultimate destination for this report is: COUNCIL AGENDA

Neither the responsible director, manager nor the officer authoring this report has a conflict of interest in this matter.

SUMMARY

This attached Capital Works Status Report, for the period ending 30 June 2015, is provided for review and consideration.

Various tables and performance indicators are used to measure and compare the achieved outcomes with the adopted budget, MYR and forecasts, and these are discussed within the body of the report.

As a yearend snapshot, the end of June result was within \$411k of meeting the reportable 90% expenditure performance target, and this shortfall was subsequently expended within the first three (3) weeks of July. That is, Council was less than three (3) weeks off achieving the 90% expenditure target for the 2014/15 works, as measured against the adopted budget.

The overall financial performance indicators reveal that \$30.419 million (88.8%) of the Capital Works Program for 2014/15 was spent against the adopted budget of \$34.269 million. This is a 7.5% improvement on the 2013/14 result. The outcomes are summarised in the following table:

2014/15 Financial Performance Outcomes				
<i>Adopted Budget \$000's</i>	<i>MYR Budget \$000's</i>	<i>Actual Expenditure (non-capitalised) \$000's</i>	<i>% of Actual Expenditure Vs Adopted Budget (non-capitalised)</i>	<i>% of Actual Expenditure Vs MYR Budget (non-capitalised)</i>
34,269	36,131	30,419	88.8%	84.2%

In terms of the number of projects delivered, sixty-two (62) were fully completed (75.6%) against a total of eighty-two (82) in the adopted program, which is also below Council's non-reportable, management performance target of 90%. However, including the partially completed projects, the overall completion percentage would increase to 95.5%. Of further note, though, is that a total of 210 sub-projects were included on the 2014/15 program.

Throughout the financial year, performance was impacted by delays on a number of projects, which resulted in three (3) projects being cancelled or fully deferred, and

some 49 incomplete projects (or \$4.981 million) being partially deferred or carried forward to the 2015/16 Capital Works Program.

The variation between the budget and actual expenditure occurred as a result of:

- *savings due to efficiencies achieved;*
- *project planning and approval delays;*
- *hold ups by third parties, such as utility company component works, and State Government approving departments (funding partners, land managers/owners, etc);*
- *tender negotiations;*
- *protracted community and stakeholder consultation;*
- *contractor availability problems and performance issues;*
- *difficulties in gaining plant and materials, as experienced across the State;*
- *impacts from storm events and other non programmed works affecting the delivery of capital works; and*
- *delayed progress of works and access difficulties due to unfavourable weather.*

A detailed explanation is given against each carry forward project in tables B, G and H of the attached status report.

This report addresses and completes Strategic Resource Plan Initiative (Item 4.3.1.5) in the 2014/15 Council Action Plan, and the details of Council's performance will be included in the Annual Report.

1 BACKGROUND

- 1.1 Reporting on the status of the 2014/2015 Capital Works Program is carried out in a similar form to previous years and on a quarterly basis to Council.
- 1.2 A financial chart of performance with trend graphs and milestone program ('traffic light'), are presented as indicators of performance, which have been previously endorsed by Council as the agreed set of monitoring tools for status reporting. Commentary on performance is by exception and as appropriate.
- 1.3 Key Performance Indicators are also provided to assist in comparing our performance in terms of our preferred budget position against the adopted budget and year end forecast, and in regard to measuring the scope and progress of key capital projects against cost/time variations.
- 1.4 The value of completed works (actual total expenditure) on capital projects at end of June was \$30.419 million (88.8%) of the Capital Works Program (pre-capitalisation) against the against the Adopted Budget total of \$34.269 million, and (84.2%) against the Mid Year Review Budget of \$36.131 million. The net difference between the value of completed works and MYR budget being a decrease in grants and income and budget adjustments of \$1.448 million, less approved and proposed carry forwards of \$4.091 million, less unspent funds (surplus) of \$0.173 million.
- 1.5 The end of June expenditure falls only \$411k short of achieving the 90% expenditure target against the adopted budget.

- 1.6 The surplus of \$0.173 million is the net result of variations in expenditure on several projects, both under and over, but can be largely attributed to savings being delivered on a number of projects due to efficiencies being achieved. If the surplus was not included in the overall performance assessment, a revised performance score of 89.3% would be stated against the Adopted Budget.
- 1.7 The total carry forwards to 2015/16 is \$4.981 million, and includes \$0.890 million approved at the MYR, plus \$3.154 million (post MYR) that has been included in the 2015/16 Capital Works Program, plus a further \$0.937 million of proposed carry forwards/adjustments that will be considered at the 2015/16 MYR.
- 1.8 The value of works completed at end of June is \$3.850 million (11.2%) below the adopted budget, \$5.712 million (15.8%) below the YTD MYR budget, and \$0.173 million (0.6%) below the EoY Forecast amount of \$30.592 million, and includes the additional proposed carry forwards/adjustments of \$0.937 million identified under the Capital works program, outlined in 1.4 and 1.6 above.
- 1.9 The overall financial performance outcomes are summarised as follows:

2014/15 Financial Performance Outcomes				
Adopted Budget \$000's	MYR Budget \$000's	Actual Expenditure (non-capitalised) \$000's	% of Actual Expenditure Vs Adopted Budget (non-capitalised)	% of Actual Expenditure Vs MYR Budget (non-capitalised)
34,269	36,131	30,419	88.8%	84.2%

- 1.10 The variation between the Adopted Budget and actual expenditure can be largely attributed to a number of projects that did not commence or were delayed resulting in \$4.981 million being carried forward, to be completed in 2015/16.
- 1.11 The delays have occurred as a result of project planning and approval delays, protracted community and stakeholder consultation, contractor availability and performance issues, from difficulties gaining plant and materials as experienced across the state, impacts from recent storm events and other non-programmed works affecting the delivery of works, and from access difficulties due to recent wet weather.
- 1.12 Whilst these project delays have impacted on Council's overall performance resulting in funds being carried forward, many of these projects are well advanced, with \$0.600 million of the carry forward amount forecast to be spent in the first 3 weeks of July and a further \$1.5 million to be spent in the remaining first quarter of 2015/16. This means that Council was only less than 3 weeks short of achieving the 90% expenditure target. Details of progress of all carry forward projects will be included in future Capital Works Status Reports to be presented to SBS and Council.
- 1.13 Progress against milestones is also below Council's management performance target of 90% with 62 projects (75.6%) completed out of a total of 82 projects against the Adopted Program.
- 1.14 Initially the Capital Works Program consisted of 82 projects. As a part of the Mid Year Review process, 21 new projects were introduced giving an overall total of 103 projects. Council's long term planning and 10 year Capital Works Program has enabled these additional projects to be brought forward

for implementation. It should be noted that a number of the completed projects are significant in size and several programs, such as the Asset Management Strategy, Road Management Strategy, Drainage Strategy, Advanced Design Fees and Minor Capital Works, have many significant sub projects and expenditure activities. Overall, a total of 210 sub projects were included on the 2015/16 capital Works Program.

- 1.15 Some sensitivity analysis was undertaken to determine the qualitative performance of the uncompleted projects. Of the 41 incomplete projects, 23 are more than 50% completed. Including the partially completed projects, the overall completion percentage would be (95.5%) +19.9% against the Adopted Program.
- 1.16 This year's outcomes show an increase in the number of incomplete projects compared to last year, with a total of 26 projects not completed in 2013/14 and 8 projects being more than 50% completed. The performance outcomes for 2014/15 are summarised in the following table:

2014/15 Management Performance - Incomplete Projects			
No of Incomplete Projects	<25% complete	<50% complete	>50% complete
41	8	10	23

- 1.17 Whilst the total amount of funds carried forward has decreased significantly compared to last year, the total number of incomplete projects has increased from 26 to 41 as a result of project deferrals and/or delays due to circumstances beyond Council's control.
- 1.18 Further details regarding milestone performance of capital projects can be obtained from the 'traffic light' program, included with the attached Status Report.
- 1.19 Capital income received is below YTD budget income at end of June, with an overall variance of 38.1%. This variance can be attributed to a reduction in the sale of plant and vehicle items, due to lower than expected sale prices, which are dictated by market rates, and from the deferral of income and grants associated to a number of projects that have been delayed that will carry over into 2015/16.

2 PROPOSAL/ISSUE

- 2.1 It is proposed that Council note the outcome of the implementation of the 2014/2015 Capital Works Program, the approved carry forwards that have been included as part of the 2014/15 Capital Works Program, the additional proposed carry forward/adjustments that will be considered at the 2015/16 Mid Year Review (Refer Table H), and approve the transfer of funds, as indicated in the Status Report (Refer Table F), to ensure effective utilisation of capital funds and additional progress was made under the program.

3 COUNCIL PLAN/ MEASURE OF ACHIEVEMENT OF ACTION

- 3.1 The delivery of the Capital Works Program is also identified as a Key Strategic Resource Plan Initiative (Item 4.3.1.5) in the 2014/15 Council Action Plan. This SRP reports on Council's performance to expend equal to or greater than 90% of capital expenditure against the adopted capital budget in accordance with Council objectives and management processes.

- 3.2 The overall performance indicators reveal that \$30.419 million (88.8%) of the Capital Works Program (pre-capitalisation) for 2014/15 was spent against the Adopted Budget of \$34.269 million, and the SRP action has therefore not been achieved against the performance target.
- 3.3 This report addresses and completes this SRP, and the details of Council's performance will be included in the Annual Report.

4 FINANCIAL RESOURCE IMPLICATIONS

- 4.1 Works under the Capital Program have been implemented with an overall surplus (under expenditure) of \$0.173 million against the end of year forecast amount of \$30.592 million. The surplus is the net result of variations in expenditure on several projects, both under and over, but can be largely attributed to savings being delivered on a number of projects due to efficiencies being achieved.
- 4.2 Whilst the carry forwards/adjustments do not create any adverse financial implications from a cash flow prospective, they do impact on Council's overall performance in terms of the funds not being spent in 2014/15, therefore resulting in a lesser number of projects being completed.

5 CONCLUSION

- 5.1 It can be concluded that the overall financial performance indicators reveal that capital expenditure is slightly below the Council Plan performance target of >90%, against the adopted budget, in the implementation of the Capital Works Program.
- 5.2 Whilst the management performance target of 90% completion of projects was not also met, the results need to be considered against influencing factors encountered with the delivery of the program, such as unforeseen problems and delays encountered with the delivery of the Capital Works Program, and that total expenditure on capital projects was some \$1 million higher than the previous ten year average. Charts highlighting capital works expenditure (non-capitalised) against the adopted budget over the past ten years are included as Appendix 1 and 2.

OFFICER'S RECOMMENDATION

That Council:

- (A) Receive and note the attached Capital Works Program Status Report for the period ending 30 June 2015.**
- (B) Note and approve the transfer of \$0.050 million, as indicated in the Status Report (Refer Table F), to enable effective utilisation of capital funds and additional progress was made under the Capital Works Program.**
- (C) Note the proposed additional carry forward amount of \$0.937 million, which will be considered as part of the 2015/16 Mid Year Review.**
- (D) Note the milestone performance table 'traffic light program', which shows which projects were not completed and will be carried forward into 2015/16.**

MOVED: O'BRIEN
SECONDER: KLEINERT

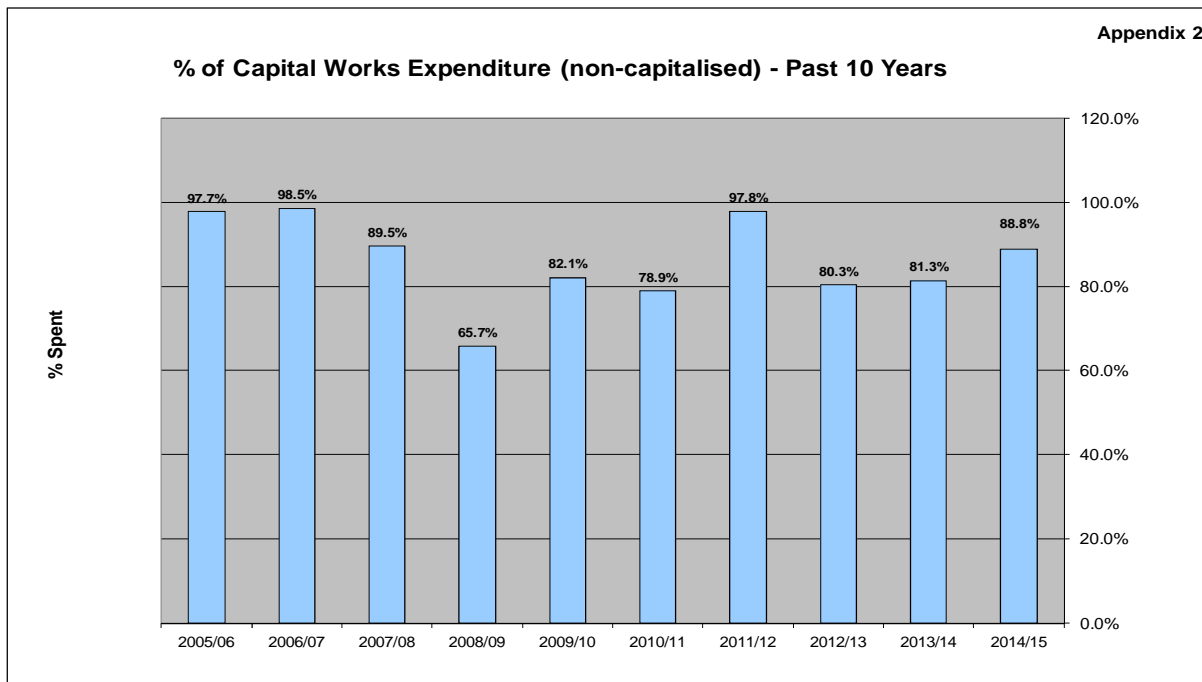
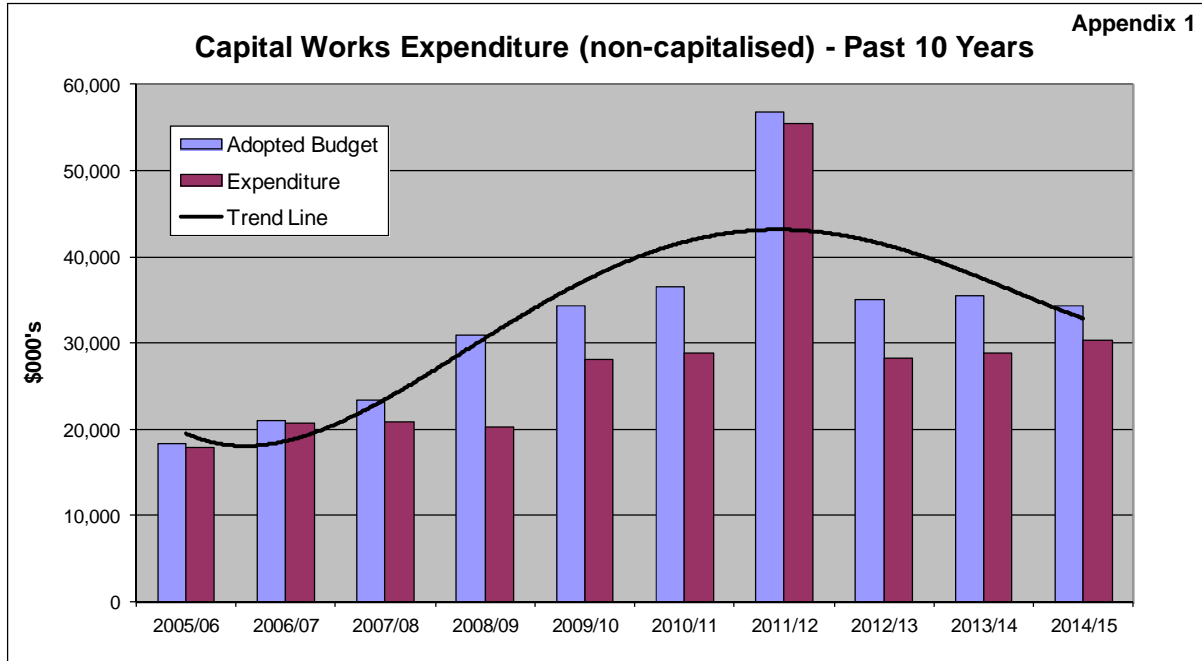
That the Recommendation be adopted.

CARRIED

"Refer Attachments"

- 2014/15 Capital Works Program Status Report - End of June
- Traffic Light Program June 2015
- Appendix 1 Capital Works Expenditure - Past 10 years
- Appendix 2 Percentage of Capital Works Expenditure - Past 10 Years

* * * * *





Aquarena Master Plan Implementation

**2014/2015 Capital Works Program
Status Report - End of June**

Capital Works Program 2014/2015 - Status Report Reporting Period - End of June

This Status report covers the period ending 30 June 2015. Variances are reported against the Adopted Budget, Mid Year Review Budget, and YTD Forecast Outcome. The value of works completed at end of June is currently stated at **\$30.354 million** (non-capitalised).

- ✓ YTD Completed Works **\$3.85 million** favourable to the YTD Adopted Budget ¹
- ✓ YTD Completed Works **\$5.71 million** favourable to the YTD MYR Budget ¹
- ✓ YTD Completed Works **\$0.17 million** favourable to the YTD Forecast ¹

Legend ✓ - Favourable against YTD Target, ✗ - Unfavourable against YTD Target

¹ The value of completed works is actual program expenditure delivered under the Capital Works Program (non-capitalised) and represents the financial outcome after accruing for works completed.

Financial Performance

Attachment A and B to this summary report provides a chart of financial performance for both Capital Works Expenditure and Income to end of June. The following table provides a snapshot of the performance in regard to the implementation of the Capital Works Program.

	End of Year Forecast Budget (YTD)									
	Adopted Budget	YTD Adopted Budget	MYR Budget	EoY Forecast	YTD MYR Budget	YTD Forecast	YTD Actual	YTD Variance	YTD Variance	Fav / Unfav
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	%	
A. Compared to Adopted Budget										
Budget YTD Outcome	34,269	34,269					30,419	3,850	11.2%	F
B. Compared to Mid Year Review Budget										
MYR Budget YTD Outcome			36,131		36,131	30,592	30,419	5,712	15.8%	F
C. Compared to Forecast outcome										
Budgeted works	28,909		28,909	36,131	28,909	28,999	23,574	5,425		
Budgeted carry forwards	5,360		5,360		5,360	5,360	4,388	972		
Additional carry forwards from 2013/14			1,258		1,258	1,258	1,147	111		
New Works (MYR):			1,494		1,494	1,404	1,310	94		
Approved carry forwards to 2015/16 (Refer Table B)			(890)		(890)	(890)	-	(890)		
Additional New Works / Adjustments (Post MYR):										
Additional grants & Income (Refer Table C)				38	-	38	-	38		
Grants and income removed from the Budget (Refer Table D)				(1,486)	-	(1,486)	-	(1,486)		
Approved carry forwards to 2015/16 (Table G)				(3,154)	-	(3,154)	-	(3,154)		
Proposed carry forwards to 2015/16 MYR (Table H)				(937)	-	(937)	-	(937)		
Forecast YTD Outcome	34,269		36,131	30,592	36,131	30,592	30,419	173	0.6%	F
D. Income (Table A)										
Budget including plant sales	3,306		3,880	3,880	3,880	3,880	2,362	1,518		
Additional Grants & Income				38	-	38	38	-		
Grants and income removed from the Budget				(1,486)	-	(1,486)	-	(1,486)		
Forecast YTD Outcome	3,306		3,880	2,432	3,880	2,432	2,400	1,480	38.1%	U

At the end of June, **88.8%** of the total adopted budget allocation and **84.2%** of the MYR budget has been completed (non-capitalised).

Of the \$30.419 million of works completed at the end of June, the value of budgeted works completed, excluding the carry forward projects and new post budget adoption projects, is \$23.574 million. The completed value of the carry forward projects that were delayed from 2013/14, including those in the 2014/15 adopted budget, is \$5.535 million. The net value of new post budget adoption projects is \$1.310 million at end of June.

The following provides a chart of the completed value of budgeted, delayed and new projects, at end of June.



² The value of completed carry forward projects that were delayed forms part of a combined carry forward amount of \$6.618 million. Of this combined amount, \$1.083 million will be carried forward to 2015/16 as a result of project planning and approval delays on a few projects, which are beyond Council's control.

Program Status and YTD Profile

The value of works completed (actual total expenditure) on capital projects at end of June is currently stated at \$30.419 million against the adopted budget total of \$34.269 million, and MYR total of \$36.131 million (non-capitalised). The net difference between the value of completed works and MYR budget being a decrease in income and budget adjustments of \$1.448 million, less approved and proposed carry forwards of \$4.091 million, less unspent funds (surplus) of \$0.173 million

The program areas that have contributed towards this variance against the budget include; General Infrastructure (\$377K), Transport and Drainage (\$383K), Community Facilities (\$1,288K), Parks & Recreation (\$957K), Economic & Environment (\$533K) and AMS Buildings (\$629K).

The value of works completed at end of June is \$3.850 million (11.2%) below the adopted budget, \$5.712 million (%15.8) below the YTD MYR budget, and \$0.173 million (0.8%) below the EoY Forecast amount of \$30.592 million. Whilst the value of completed works is shown as a favourable variance from a financial reporting perspective, the delivery of the Program was below the YTD budget from a project expenditure perspective, as a result of funds being carried forward on a number of projects that were delayed beyond Council's control, and from a surplus of \$0.173 million being delivered under the Capital Works Program.

The surplus is the net result of variations in expenditure on several projects, both under and over, but can be largely attributed to savings being delivered on a number of projects due to efficiencies being achieved.

The total carry forwards to 2015/16 is \$4.981 million, and includes \$0.890 million approved at the MYR, plus \$3.154 million (post MYR) that has been included in the 2015/16 Capital Works Program, plus a further \$0.937 million of proposed carry forwards/adjustments that will be considered at the 2015/16 MYR.

The value of completed works includes \$6.618 million that was carried forward from 2013/14 as a part of a combined carried forward amount of \$6.618 million. Of this combined amount, a total of \$1.083 million will be carried forward to complete works on a few projects in 2015/16.

The overall financial performance indicators reveal that \$30.592 million (88.6%) of the Capital Works Program for 2014/15 was spent against the adopted budget of \$34.269 million, which is below the Council Plan performance target of >90%. In comparison, 84.0% of the program value was spent against the MYR budget of \$36.131 million.

Trends

The value of completed works is actual program expenditure delivered under the Capital works program (pre-capitalisation) and represents the financial outcome after accruing for works completed, and includes any carry forwards, transfers, budget adjustments and savings made under the capital Works Program. The completed works is below the YTD budget and EoY forecast for the current program and can be attributed to a number of projects that have been delayed resulting in the need to carry forward funds to complete these works in 2015/16.

Capital works performance has been impacted by delays on a number of projects, which has resulted in \$4.981 million (representing 41 deferred/incomplete projects) being carried forward, to be completed in 2015/16. The variation between the Budget and actual expenditure has occurred as a result of savings due to efficiencies being achieved, from project planning and approval delays, protracted community and stakeholder consultation, contractor availability and performance issues, difficulties gaining plant and materials as experienced across the state, impacts from storm events and other non-programmed works affecting the delivery of works, and from access difficulties due to recent wet weather.

Capital Income received is below YTD budget income at end of June with a variance of 38.1%. This variance can be attributed to a slowdown in the sale of plant and vehicle items, which are dictated by market rates, and from the deferral of income and grants associated to a number of projects that have been delayed that will carry over into 2015/16.

Milestone Performance

The 'traffic light' program of performance against key milestones is included as **Attachment C**. To end of June, some minor delays and deferrals were experienced on several projects. The Montgomery Street Precinct Redevelopment, Deep Creek Reserve Floodlighting and Cleaner Yarra River Hotspots Program projects did not proceed and will be reviewed for consideration in later years.

A further 38 projects did not commence or were delayed resulting in some of the unspent funds either being transferred to other projects to enable additional progress and effective utilisation of funds is made under the current program, or carried forward to 2015/16. Part of the carry forward amount from Mullum Mullum Highball, AMS Buildings and Mullum Mullum Linear Park Stage 3 projects was utilised to fund identified shortfalls on several current year projects, and the transferred amounts are to be restored to these projects in 2015/16 by adjustments to other project budgets and cash flows.

A number of part funding transfers have also been made on several other projects, and these will not impact on the overall delivery of the programmed works, but will enable these projects to be delivered more effectively to address contractual requirements or meet asset or service needs.

On the whole, Progress against milestones is below performance targets, with 62 projects (75.6%) completed out of a total of 82 projects against the Adopted Program.

Performance Indicators - Major Capital Projects

Key Performance Indicators have been prepared to assist in measuring the scope and progress of major capital projects against cost/time variations. (Note: Key Projects are defined as those which are one off large strategic projects that have significant, local and possible regional impact).

The following is the list of major projects currently identified on the Capital Works Program:

Line No.	Project Description	Total 10 Yr Project Allocation	Total 10 Years Grants / Income	Adopted Annual Budget / Carry Forwards	Current Forecast	YTD Forecast including variations	YTD Actual	YTD Var	YTD Var
		\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	%
5	New Footpath Construction (PPN)	12,580	0	852	714	511	451	60	12%
7	Stintons Reserve Former Landfill Site (Leachate Management and Rehabilitation)	965	0	965	500	500	578	-78	-16%
8	Jumping Creek Road (Strategy Review Year 1)	17,992	56	87	67	67	36	31	46%
13	Road Management Strategy Upgrades Link Roads - Construction of Tindals Road Stage 1 (Mullum Mullum Creek to Stintons), Tindals Road Stage 2 (Stintons to Reynolds, Park Road (McIntyres to Heads - Street Lighting and Landscaping), Stintons/Tindals Roundabout and King Street service alterations.	40,317	5,080	2,214	1,386	1,386	1,560	-174	-13%
24	Drainage Strategy Implementation	30,235	0	2,831	2,285	2,227	2,108	119	5%
30	Neighbourhood Activity Centres (Jackson Court and Tunstall Square)	8,821	135	738	614	614	747	67	8%
32	Mullum Mullum Creek Linear Park Stage 3 (Section 7 - Heads to Eastlink) and (Section 8 - Park Road to Heads)	1,842	765	850	200	200	200	0	0%
38	Aquarena - Master Plan Implementation 3A and 4-6 (Therapy pool, increased dry fitness/exercise space, entry foyer and circulation area, cafe area, water play feature, increased disabled parking at the front, high level walkway access off the lower tier car park, and civil works)	11,308	570	6,195	5,726	5,978	5,906	-10	0%
45	Colman Park Pavilion Upgrade (Council option)	505	65	480	90	90	58	32	36%
53	Mullum Mullum Highball Facility (Concept planning Year 1)	16,750	650	1,050	400	400	316	84	21%
56	Sportsground Refurbishment Program (Stintons Reserve, Wonga Park Reserve and Colman Park)	1,871	127	844	847	847	856	-9	-1%
	Total			17,884	13,028	13,015	12,897	121	0.5%

Of the 11 key projects listed on the Capital Works Program, the Aquarena Master Plan Implementation works were completed with a minimal variance against the YTD forecast.

The remaining ten projects were not sufficiently advanced due to project planning an approval delays and were not be completed.

The Mullum Mullum Linear Park trail works have been delayed following a requirement to undertake a 'net gain' assessment for vegetation controls that is required by State Government legislation, to be lodged as a part of the planning permit application to complete the remaining 1.0km section of the linear trail.

Project planning will not be sufficiently advanced on the Mullum Mullum Highball Facility following delays in finalising the concept plan due to extensive project due diligence, including site investigation works and business planning.

The Bolin Bolin Wetlands project has been delayed to issues associated with the issue of a Planning Permit amendment, and from funding hold ups with the newly elected State Government.

Delays encountered with sporting club on reaching agreement on preferred build option for the Colman Park Pavilion upgrade, resulting in the need to carry forward unspent funds to complete the project in 2015/16.

Consultation and planning approval delays were encountered in relation to the New Footpath Construction (PPN) works at Bowmore Avenue, Springvale Road, Tresize Avenue and Yarra Street, resulting in the need to carry forward unspent funds to complete works next financial year.

Works at the Stintons Former Landfill Site have been delayed due to treatment of extensive soft areas and wet weather.

The Jumping Creek Road Strategy review has been delayed due to issues with service authority responsiveness.

The King Street service alterations have been delayed due procurement issues and protracted negotiations with service authorities.

Project approval delays and contractor performance issues have delayed the Jackson Court Stage 3 works resulting in the need to carry forward unspent funds to complete the works in 2015/16.

The Wonga Park Reserve Sportsground Refurbishment project requires specialised floodlight poles, which has delayed the completion of the works.

Overall, a variance of 0.3% for all key projects is currently stated against the YTD Actual and forecast amount.

Further details regarding milestone performance of major capital projects can be obtained from the 'traffic light' program, included as **Attachment C**.

Income

At end of June Capital income is below YTD budget income. The following table provides a summary of income to be received in 2014/15, towards the implementation of the projects listed:

Table A - Capital Works Income										
	Adopted Annual Budget	Asset Sales	Income Received in Advance	Income Adjustments	YTD BTRK Budget	YTD Actual	YTD Var	YTD Var %	Income yet to be received	Comments
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	%	\$'000	
Plant Replacement Program		900		-425	600	440	-160	-27%	35	Plant Sales (Trade-ins). Dictated by Market Rates. A total of \$475K of income has been forecast leaving a shortfall of \$51K.
Lightweight Pavement Works	50				50	45	-5	-10%	5	Owner Contributions (S R & Charges)
Jumping Creek Road	56				56	56	0	0%	0	Grants Commission. To be received in Quarterly Installments
Road Safety Improvements Council Link Roads - • Heidelberg-Warrandyte / Templemore Dve - Pedestrian Access • Heidelberg-Warrandyte / Hadley Crt - Pedestrian Access	100				100	100	0	0%	0	Grants Commission. To be received in Quarterly Installments
Road Management Strategy Upgrades Council Link Roads - • Tindals (Stage 1 - Mullum Mullum to Stintons) • Tindals (Stage 2) • Tindals / Stintons Roundabout • King Street Service Alterations • 222 Serpells Road • Park Road (McIntyres to Heads) - Street Lighting & Landscaping	502			-453	481	49	-432	-90%	0	Roads to Recovery \$402K. Allocation reduced to \$371K (reduction of \$31K). Budgeted Roads to Recovery Income of \$371K for 2014/2015 will not be received until 2019/2016. Grants Commission. To be received in Quarterly Installments. Allocation reduced to \$50K (reduction of \$50K).
Road Management Strategy - Traffic & Road Use Council Link • Heads Road - Widening on Bends and Safety Improvements • Heads Road / Wattamolla Ridge Intersection Treatment • Heads Road / Whitefriars Way Roundabout	56				56	56	0	0%	0	Grants Commission. To be received in Quarterly Installments
Bicycle Strategy Implementation - • Park Road Shared Path (Paddys Lane to Creek) • Serpells / Tuckers Road • Heidelberg-Warrandyte (Oakland to Pound)	296			-46	250	250	0	0%	0	Grants Commission. To be received in Quarterly Installments. Allocation reduced to \$250K (reduction of \$46K).
Traffic Control Devices Link Roads - • George Street - Pedestrian Refuge • Lawford Road Turning Area	56				56	56	0	0%	0	Grants Commission. To be received in Quarterly Installments
Traffic Control Devices Local Roads - • Blackburn Road and May Street • Robinson Gve and Lincoln Dve	34				34	34	0	0%	0	Grants Commission. To be received in Quarterly Installments
Traffic Management LTM Implementation - • Beverley Street (Blackburn and Leeds) Speed Humps • Egan Dve (Pinnacle and Manningham)	113				113	113	0	0%	0	Grants Commission. To be received in Quarterly Installments
Bus Bay Construction • 233 Serpells Road	45				45	45	0	0%	0	Grants Commission. To be received in Quarterly Installments
Drainage Strategy • Bolin Bolin Wetlands	0				0	0	0	0%	0	
Neighbourhood Activity Centres (Tunstall Square)	60		135	75	135	135	0	0%	0	\$135K GP&CD income received in advance, of which \$75K was not included in 2014/15 budget.
Mullum Mullum Creek Linear Park Stage 3	141			-141	0	0	0	0%	0	Parks Victoria grant will not be received.
Sportsground Refurbishment Program (Wonga Park Reserve)	127		72		127	72	-55	-43%	0	\$80K SRV grant and \$47 Club contribution. \$72K of SRV grant received in advance
Aquarera Master Plan Implementation Stages 4-6 (Therapy pool, increased dry fitness/recreation space, entry foyer and circulation area, cafe area, water play feature, increased disabled parking at the front, high level walkway access off the lower tier car park, and civil works)	570		70	-468	674	101	-573	0%	0	Total SRV income is \$2.5M. Council received \$1M of the grant in 2009/10, \$37K in 2011/12, \$250K in 2012/13 and a further \$373K in 2013/14. Remaining \$500K of SRV grant to be received in 2015/16. Additional income of \$104K - Taxi Grant, of which \$73K will be claimed in 2015/16.
Schramms Reserve Spectator Shelter	8				8	10	2	0%	-2	Club Contribution
Doncaster Baseball Club	71			-71	71	42	-29	-41%	-42	\$47K SRV grant and \$24K Club Contribution. \$42K of SRV grant received in advance, to be carried forward. Balance of SRV grant and club contribution will not be received. Project deferred in order to resolve title boundary issues and power supply upgrade.
Tennis Court Strategy Implementation (Upgrade and Refurbishment of Tennis Court Surfaces)	56				56	33	-23	-41%	23	Tennis Club Contributions
Mullum Mullum Reserve Synthetic Training Field	0			10	10	10	0	0%	0	SRV grant.
Warrandyte Reserve - Landscaping, signs, paths, lighting and retaining wall	0			80	80	80	0	0%	0	SRV grant.
Doncaster Reserve - Scoreboard / Shed #	0			50	50	53	3	6%	-3	\$50K AFL grant that was not included in the 2014/15 budget.

Table A - Capital Works Income (continued)

	Revised Annual Budget	Actual Total	Revenue Increase to Actual	Revenue Adjustments	YTD Budget	YTD Actual	YTD Var	YTD Var %	Revenue per \$m received	Comments
	2014	2014	2014	2014	2014	2014	2014	%	2014	
AMS Buildings	0			100	200	110	-90	-45%	-30	Tennis Club Contributions through Parks contribution of \$200k to be received in 2015/16.
- Wangi Park Tennis Club										
- Park Orchards Tennis Club										
Vehicle Speed Detection Unit	0			17	17	17	0	0%	0	State Govt grant
Schwarze Reserve Signalling	0			70	70	70	0	0%	0	Department of Transport Planning and Local Infrastructure grant
Colton Reserve Floodlighting	0			40	30	40	-10	-25%	0	SAIC Department of Transport Planning and Local Infrastructure grant. \$40k still contributed to be received in 2015/16.
Templestowe Reserve Shade Sail Seating	0			50	50	50	0	0%	0	Department of Transport Planning and Local Infrastructure grant
Buller Park Caravan/Store	0			40	40	40	0	0%	0	Department of Transport Planning and Local Infrastructure grant
Club Precinct (Kilburn Aquatics Temporary Ops)	0			70	70	70	0	0%	0	TRCA contribution for Aquatics Temporary Ops (June lease)
Water Initiatives	0			100	100	60	-40	-40%	37	Redevelopment grant
Clearer Yarra Lake Hopdala Program	0			0	30	10	-20	-67%	-10	State Govt grant received in advance. To be passed forward in 2015/16.
Trail Signage/Proactive Monitoring	0			0	7	0	-7	-100%	0	SAIC Club Contribution will be received in 2015/16.
Photo Volumes (200 Panels) Digital Monitoring	0			0	60	0	-60	-100%	0	Federal Government Smart Technology Certificate Scheme grant value of \$60k to be claimed by the contractor. Council's capital expenditure allocation has been reduced accordingly.
Digital Publicity (DPO - Gymnasia Floor Upgrade)	0			42	50	51	7	14%	5	SAIC DPO grant and R13.900A Contribution
New Footpath Construction (FPH) - Springside Road	0			10	0	10	10	100%	0	Department of Transport
AMS Springground Refurbishment	0			11	0	11	11	100%	0	Contribution from Percy Doncaster Cricket Club
Total (including Plant Sales)	2,406	900	277	419	3,080	2,400	-1,490	-38.1%	32	

Land Purchases & Sales

A budget of \$113,000 has been provided for the ongoing purchase of public open space. The land sale at 193 Yarra Street is yet to be finalised and will continue into 2015/16, to be funded from the Open Space Reserve. Council also recently purchased a property at 9 Koolkuna Ave as a part of the Doncaster Hill Strategy, and the cost will be funded from Council's Open Space Reserve. The following is a summary of current Land Purchases:

Land Purchases	Adopted Budget \$'000	YTD MYR Budget \$'000	YTD Actual \$'000	YTD Var \$'000	YTD Var %	Comments
Open Space						
<ul style="list-style-type: none"> Warrandyte Bakery (193 Yarra Street) Whitefriars College (Mullum Mullum Linear Trail) 	113	0	0	0	0%	Accommodated within budget - Open Space Reserve.
Doncaster Hill Strategy						
9 Koolkuna Ave	0	920	943	23	2.4%	Funded from Council's Open Space Reserve.
Forecast YTD Outcome	113	920	943	23	0.24%	

Year End Position 2014/15

Attachment D details the current anticipated position with respect to year-end expenditure and approved variations/deferrals under the program including carry overs and savings.

It can be noted from this attachment that value of works completed (actual total expenditure) on capital projects at end of June is currently stated at **\$30.419 million** (non-capitalised), with the following variances and adjustments:

Summary of Variances	\$'000
Approved Carry Overs to 2015/16 (Table B)	890
Additional Grants and Income (Table C)	38
Grants and Income Removed From the Budget (Table D)	(1,486)
Approved Deferrals/Transfers (Table E)	2,419
Proposed Deferrals/Transfers (Table F)	50
Approved Carry Overs to 2015/16 (Table G)	3,154
Proposed Carry Overs to 2015/16 MYR (Table H)	937

Approved Carry Forwards (2015/16)

The following is a list of approved carry forwards identified at the 2014/15 MYR and have been included in the 2015/16 adopted budget:

Table B - Approved Carry Forwards	\$'000	Comments
<ul style="list-style-type: none"> Contract and Project Management System 	200	The project is presently focussed on improving and maturing project management disciplines and processes that will ultimately translate into a technology solution. The project will not be sufficiently advanced to enable the entire allocation of funds to be spent this financial year.
<ul style="list-style-type: none"> Replacement of Asset Management System 	146	Project design was scheduled to commence in January 2015, however the successful rollout and implementation of the system is dependent on resource availability. As a result, the project will not be sufficiently advanced to enable the entire allocation of funds to be spent this financial year.
<ul style="list-style-type: none"> Mullum Mullum Linear Park Stage 3 	369	The linear park trail works have been delayed due to a requirement to undertake a 'net gain' assessment for vegetation controls that is required by State Government legislation, to be lodged as a part of the planning permit application to complete the remaining 1.0km section of the linear trail. The delay has resulted in the need to carry forward some of the unspent funds to complete the works in 2015/16.
<ul style="list-style-type: none"> Drainage Strategy (Bolin Bolin Wetlands) 	175	Delays have been encountered in relation to the issue of the Planning Permit amendment for the Bolin Bolin Wetlands project. The delay has resulted in the need to carry forward some of the unspent funds to complete the works in 2015/16.
Total	890	

Additional Grants and Income

The following is a list of additional grants and income, for works to be undertaken in 2014/15:

Table C - Additional Grants & Income	\$'000
<ul style="list-style-type: none"> Highball Facilities (\$12K MRA contribution for works undertaken at Templestowe Height Stadium) 	12
<ul style="list-style-type: none"> New Footpath Construction - PPN (Springvale Road - Retirement Village) (\$15K Department of Transport). 	15
<ul style="list-style-type: none"> AMS Sportsground Refurbishment (\$11K contribution from Fitzroy Doncaster Cricket Club) 	11
Total	38

Grants and Income Removed From the Budget

The following is a list of grants and income items that will not be received this financial year.

Table D - Grants & Income Removed From the Budget	\$'000
<ul style="list-style-type: none"> Doncaster Baseball Club Upgrade of Floodlights at Deep Creek Reserve (\$42K of SRV grant received in advance, to be carried forward. Balance of SRV grant of \$5K and club contribution of \$24K will not be received following the deferral of the project) 	(71)
<ul style="list-style-type: none"> Aquarena Master Plan Implementation (\$500K SRV grant and \$73K Taxi grant – dep't of Transport will not be received this year and will be claimed in 2015/16 when project is completed). 	(573)
<ul style="list-style-type: none"> Zerbes Reserve Floodlighting (\$40K club contribution to be received in 2015/16) 	(40)
<ul style="list-style-type: none"> Cleaner Yarra River Hotspots Program (Income received in advance for works to be undertaken in 2015/16) 	(20)
<ul style="list-style-type: none"> AMS Buildings - Wonga Park Tennis Club (Club contribution to be received in 2015/16) 	(100)
<ul style="list-style-type: none"> Road Management Strategy Upgrades - Tindals Road Stage 2 (Budgeted Roads to Recovery Income will not be received in 2014/2015 and will be claimed in 2015/2016 following completion of the works) 	(381)
<ul style="list-style-type: none"> Plant Replacement Program (Reduction in sale of plant items which are dictated by market rates) 	(125)
<ul style="list-style-type: none"> Ted Ajani Reserve Protective Netting (Club income will be received in 2015/16 following the completion of works) 	(7)
<ul style="list-style-type: none"> Sportsground Refurbishment Program - Wonga Park Reserve (SRV income will be received in 2015/16 following the completion of works) 	(55)
<ul style="list-style-type: none"> Road Management Strategy Upgrades (Council's Grants Commission Income allocation was reduced in 2015/2016) 	(51)
<ul style="list-style-type: none"> Photo Voltaic (Solar Panels) Depot Workshop (The Federal Government rebate will be claimed by the contractor who undertook the works and the amount has been reduced from Council's Capital expenditure allocation) 	(63)
Total	(\$1,486)

Approved Transfers

The following is a summary of approved transfer of funds to enable additional progress and effective utilisation of funds under the Capital Works Program:

Table E - Approved Transfers	\$'000	Comments
<ul style="list-style-type: none"> Drainage Strategy (Caprice Court Drainage Improvements) 	226	Transfer of \$226K from Road Management Strategy Upgrades - Tindals Road (Line 13)
<ul style="list-style-type: none"> Colman Park Pavilion Extension 	100	Transfer of \$100K from Mullum Mullum Highball Facility (Line 53). Note: The transferred amount will be funded from the carry forward amount for the Highball Facility that will be restored in 2015/16 by adjustments to other project budgets and cash flows.
<ul style="list-style-type: none"> Warrantdyte Reserve - Landscaping, signs, paths, lighting and retaining wall 	65	\$10K from AMS Buildings (Line 72) and Transfer of \$55K from Mullum Mullum Linear Parks Stage 3 (Line 32). Note: The transferred amount of \$55K will be funded from the Mullum Mullum Linear Park Stage 3 carry forward amount that will be restored in 2015/16 by adjustments to other project budgets and cash flows.
<ul style="list-style-type: none"> Doncaster Reserve Management Plan - Floodlights 	73	Transfer of \$30K from AMS Buildings (Line 72) and \$43K from Mullum Mullum Linear Parks Stage 3 (Line 32). Note: The transferred amounts will be funded from the carry forward amount for AMS Buildings (Replacement of cooling tower at the civic centre) and Mullum Mullum Linear Park Stage 3 that will be restored in 2015/16 by adjustments to other project budgets and cash flows.
<ul style="list-style-type: none"> Doncaster Quarry Rehabilitation 	16	Transfer of \$16K from Mullum Mullum Highball Facility (Line 53). Note: The transferred amount will be funded from the carry forward amount for the Highball Facility that will be restored in 2015/16 by adjustments to other project budgets and cash flows.
<ul style="list-style-type: none"> AMS Passive & Open Space - Water Services 	30	Transfer of \$30K from AMS Buildings (Line 72).
<ul style="list-style-type: none"> AMS Roads & Reserves - Bridges 	350	Transfer of \$350K from AMS Buildings (Line 72) Note: The transferred amount will be funded from the carry forward amount for AMS Buildings (Replacement of cooling tower at the civic centre) that will be restored in 2015/16 by adjustments to other project budgets and cash flows.
<ul style="list-style-type: none"> Zerbes Reserve Floodlighting 	80	Transfer of \$50K from Miscellaneous General Leisure (Line 52) and \$30K from Mullum Mullum Highball Facility (Line 53). Note: The transferred amount of \$30K will be funded from the Mullum Mullum Highball Facility carry forward amount that will be restored in 2015/16 by adjustments to other project budgets and cash flows.
<ul style="list-style-type: none"> Mullum Mullum Reserve Linear Park Stage 4 	50	Transfer of \$50K from Mullum Mullum Linear Park Stage 3 (Line 32). Note: The transferred amount will be reimbursed from the Mullum Mullum Linear Park Stage 4 project in 2017/18.
<ul style="list-style-type: none"> Park Avenue Reserve Synthetic Soccer Pitch 	50	Transfer of \$50K from Montgomery Street Precinct Redevelopment (Line 43).

<ul style="list-style-type: none"> IT Disaster Recovery Equipment 	25	Transfer of \$25K from Mullum Mullum Highball Facility (Line 53). Note: The transferred amount will be funded from the carry forward amount for the Highball Facility that will be restored in 2015/16 by adjustments to other project budgets and cash flows.
<ul style="list-style-type: none"> eLearning Software 	45	Transfer of \$45K from Mullum Mullum Highball Facility (Line 53). Note: The transferred amount will be funded from the carry forward amount for the Highball Facility that will be restored in 2015/16 by adjustments to other project budgets and cash flows.
<ul style="list-style-type: none"> Photo Voltaics (Solar Panels) Depot Workshop 	170	Transfer of \$170K from Mullum Mullum Highball Facility (Line 53). Note: The transferred amount will be funded from the carry forward amount for the Highball Facility that will be restored in 2015/16 by adjustments to other project budgets and cash flows.
<ul style="list-style-type: none"> Draught Proofing Civic Offices 	114	Transfer of \$114K from Mullum Mullum Highball Facility (Line 53). Note: The transferred amount will be funded from the carry forward amount for the Highball Facility that will be restored in 2015/16 by adjustments to other project budgets and cash flows.
<ul style="list-style-type: none"> Ted Ajani Reserve Protective Netting 	27	Transfer of \$27K from Mullum Mullum Linear Parks Stage 3 (Line 32). Note: The transferred amount will be funded from the carry forward amount for Mullum Mullum Linear Park Stage 3 that will be restored in 2015/16 by adjustments to other project budgets and cash flows.
<ul style="list-style-type: none"> Tom Kelly Athletics Track - Replacement of Hammer Throw and Discus Throwing Cage 	65	Transfer of \$20K from AMS Buildings (Line 72) and \$45K from Mullum Mullum Linear Parks Stage 3 (Line 32). Note: The transferred amounts will be funded from the carry forward amount for AMS Buildings (Replacement of cooling tower at the civic centre) and Mullum Mullum Linear Park Stage 3 that will be restored in 2015/16 by adjustments to other project budgets and cash flows.
<ul style="list-style-type: none"> Miscellaneous Drainage Improvements 	40	Transfer of \$40K from Drainage Strategy (Line 24).
<ul style="list-style-type: none"> Sportsground Refurbishment Program (Stintons Reserve Oval) 	415	Transfer of \$265K from Stintons Reserve Former landfill Site (Line 7) and \$150 from Drainage Strategy (Line 24).
<ul style="list-style-type: none"> Road Management Strategy Upgrades (222 Serpells Road) 	51	Transfer of \$51K from Drainage Strategy (Line 24).
<ul style="list-style-type: none"> Traffic Control Devices Council Link (George Street and Lawford Street) 	92	Transfer of \$92K from Drainage Strategy (Line 24).
<ul style="list-style-type: none"> Road Safety Improvements Local Roads (Whittens Lane) 	25	Transfer of \$20K from Drainage Strategy (Line 24) and \$5K from Bus Shelter Installation (Line 22).
<ul style="list-style-type: none"> Additional Street Lighting 	10	Transfer of \$10K from Bus Shelter Installation (Line 22).
<ul style="list-style-type: none"> Doncaster Reserve Management Plan Implementation (Scoreboard / Shed) 	130	Transfer of \$80K from AMS Buildings (Line 72) and \$50K from Wonga Park Stage 2 (Line 50). Note: The \$80K transferred amount from AMS Buildings will be funded from the carry forward amount for the refurbishment of the Swanston Street Gym that will be restored in 2015/16 by adjustments to other project budgets and cash flows.

<ul style="list-style-type: none"> Sportsground Refurbishment Program (Colman Park) 	120	Transfer of \$120K from AMS Buildings (Line 72). Note: The transferred amount will be funded from the carry forward amount for the refurbishment of the Swanston Street Gym that will be restored in 2015/16 by adjustments to other project budgets and cash flows.
<ul style="list-style-type: none"> Doncaster Hill Transport Infrastructure (Lighting) 	50	Transfer of \$50K from Horse Riding Strategy (Line 51).
Total	2,419	

Proposed Transfers (to be approved by Council)

Additional funds are required to complete the Intranet Redevelopment project to meet contractual requirements following the assessment of the tender outcomes and subsequent increase in costs. It is proposed that the works be funded from the Depot Solar Panels project where savings have been identified.

The proposed transfer required to enable additional progress and effective utilisation of funds is made under the Capital Works Program is summarised below:

Table F - Proposed Transfers	\$'000	Comments
<ul style="list-style-type: none"> Intranet Redevelopment 		Transfer of \$50K from Depot Solar Panels (Line 96).
Total	50	

Approved Carry Forwards (Post 2014/15 MYR)

The following is a list of approved carry forwards that were approved post MYR and have been included in the 2015/16 adopted budget, for projects that will not be completed as a result of protracted consultation, approval, and contractual delays:

Table G - Approved Carry Forwards	\$'000	Comments
<ul style="list-style-type: none"> Colman Park Pavilion Extension 	425	Delays encountered with club on reaching agreement on preferred build option, resulting in the need to carry forward unspent funds to complete the project in 2015/16.
<ul style="list-style-type: none"> Purchase of Risk Management, Audit and PDR Software 	120	Project design was scheduled to commence in April 2015, however the successful rollout and implementation of the software is dependent on IT resource availability. As a result, the project will not be sufficiently advanced to enable the entire allocation of funds to be spent this financial year.

<ul style="list-style-type: none"> Mullum Mullum Highball Facility 	190	Project planning will not be sufficiently advanced on the Mullum Mullum Highball Facility following delays in finalising the concept plan due to extensive project due diligence, including site investigation works and business planning. The delay will result in the need to carry forward unspent funds to complete the works in 2015/16.
<ul style="list-style-type: none"> Zerbes Reserve Floodlighting 	80	Delays have been encountered due to issues associated with the upgrade of the power supply system and requirement to consolidate the land titles to enable the project to proceed. The delay will result in the need to carry forward unspent funds to complete the works in 2015/16.
<ul style="list-style-type: none"> Implementation of Finns Reserve Management Plan (Footbridge) 	66	Delays have been encountered in relation to Melbourne Water approval for the construction of a footbridge. The delay will result in the need to carry forward unspent funds to complete the works in 2015/16.
<ul style="list-style-type: none"> Yarra Street Pride of Place (Toilet Block) 	130	Delays encountered as a result of a land sale to enable the toilet block to proceed at the Warrandyte bakery. The project will not be sufficiently advanced resulting in the need to carry forward unspent funds to complete the works next financial year.
<ul style="list-style-type: none"> AMS Buildings - Wonga Park Tennis Club Refurbishment 	75	Project scoping and approval delays encountered with club resulting in the need to carry forward unspent funds to complete the works next financial year.
<ul style="list-style-type: none"> AMS Bridges - (Falconer and Tindals Road) 	300	Project planning and approval delays. Works to be undertaken during the summer period to enable unrestricted access to the sites.
<ul style="list-style-type: none"> Replacement of SKK (Care Link) 	40	Project implementation delays due to compatibility issues and IT resource availability. As a result, the project will not be sufficiently advanced resulting in the need to carry forward unspent funds to complete the works next financial year.
<ul style="list-style-type: none"> Draught Proofing Civic Offices (Duct Ceiling Works) 	114	Project still awaiting results of the draught proofing currently being undertaken in different units before any commitment to duct works can commence. Works dependant on outcomes after draught proofing has been completed.
<ul style="list-style-type: none"> Intranet Redevelopment 	15	Stakeholder consultation delays. Project anticipated to be completed in July 2015.
<ul style="list-style-type: none"> Sportsground Refurbishment/ Drainage Program (Wonga Park Reserve Floodlighting) 	50	Project requires specialised floodlight poles, which has delayed the completion of the project.
<ul style="list-style-type: none"> Sportsground Refurbishment/ Drainage Program (Stintons Rd Oval Refurbishment) 	227	Works commenced on installation of drainage/irrigation etc, following completion of the EPA required works including levelling and compaction of the sports oval, however, due to wet weather and subsequent poor ground conditions the works will not be completed prior to 30 June 2015.

• Templestowe Reserve Shelter	15	Delay due to unexpected steel fabrication timeframes to meet structural requirements.
• New Footpath Construction (PPN) - Bowmore Ave, Springvale Road, Tresize Ave and Yarra Street	246	Consultation and planning approval delays have resulted in the need to carry forward unspent funds to complete works next financial year.
• Stintons Former Landfill Site (Rehabilitation)	102	Delays due to treatment of extensive soft areas and wet weather.
• Energy Efficiencies	30	Delays due to issues with supply of light fittings.
• Jumping Creek Rd - Road Management Strategy	20	Delays due to issues with service authority responsiveness.
• Traffic Management LATM Construction - Beverley Street	48	Delays due to redesign to minimise service alterations costs.
• Thompsons Road Retaining Wall	29	Delays due to issues with securing the Forensic Tiling Report for the site.
• Drainage Strategy (Bolin Bolin)	440	Delays due to suspension of the State Government funding program.
• Bicycle Strategy - Park Road and Serpells/Tuckers Road	21	Delays due to land acquisition and negotiations for contributions to the works.
• Road Management Strategy Upgrades - King Street	200	Delays due to procurement issues and protracted negotiations with service authorities.
• IT Strategy Initiatives - Other	20	Delays due to preparing Council's IT system environment for implementation. A solution has been purchased and will be installed next financial year.
• Road Management Strategy Traffic & Road Use - Heads Road	151	Delays due to issues with securing a planning permit for tree removals and consultation delays associated with the receipt of a petition opposing the works.
Total	3,154	

Proposed Carry Forwards (Post 2015/16 Budget Adoption)

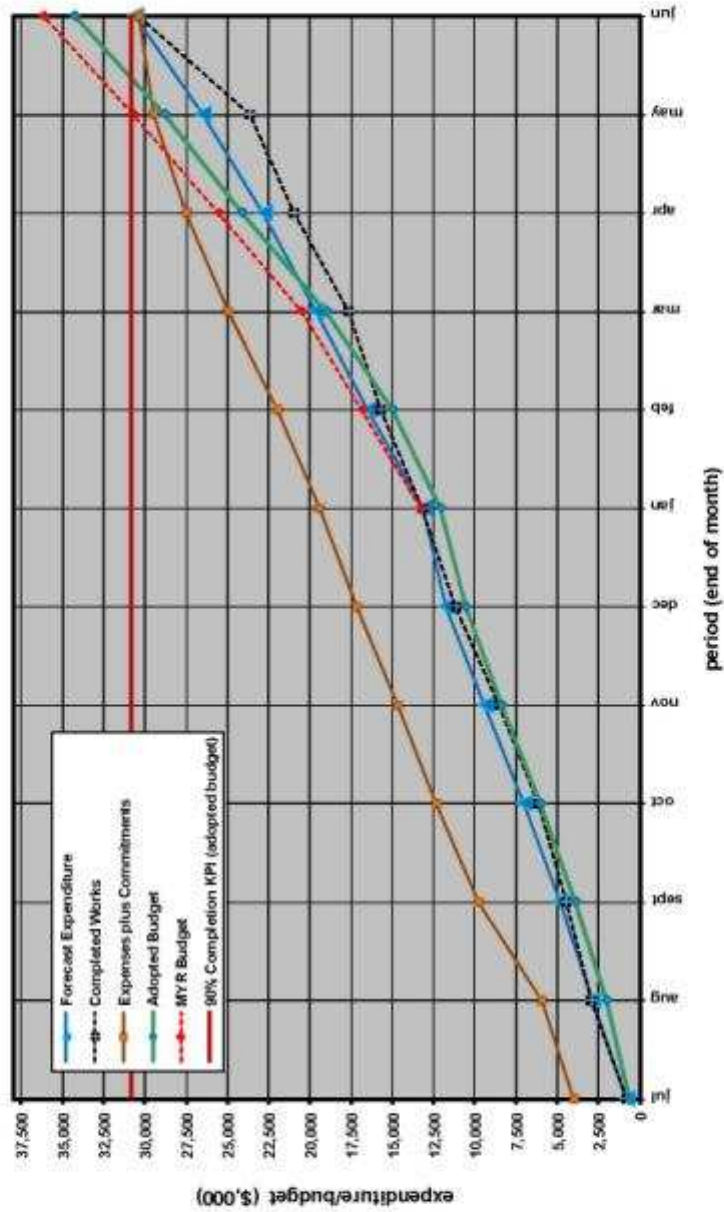
The following is a list of additional proposed carry forwards that have been identified post 2015/16 budget adoption, to be adjusted at the 2015/16 MYR, for projects that will not be completed as a result of protracted consultation, approval, and contractual delays:

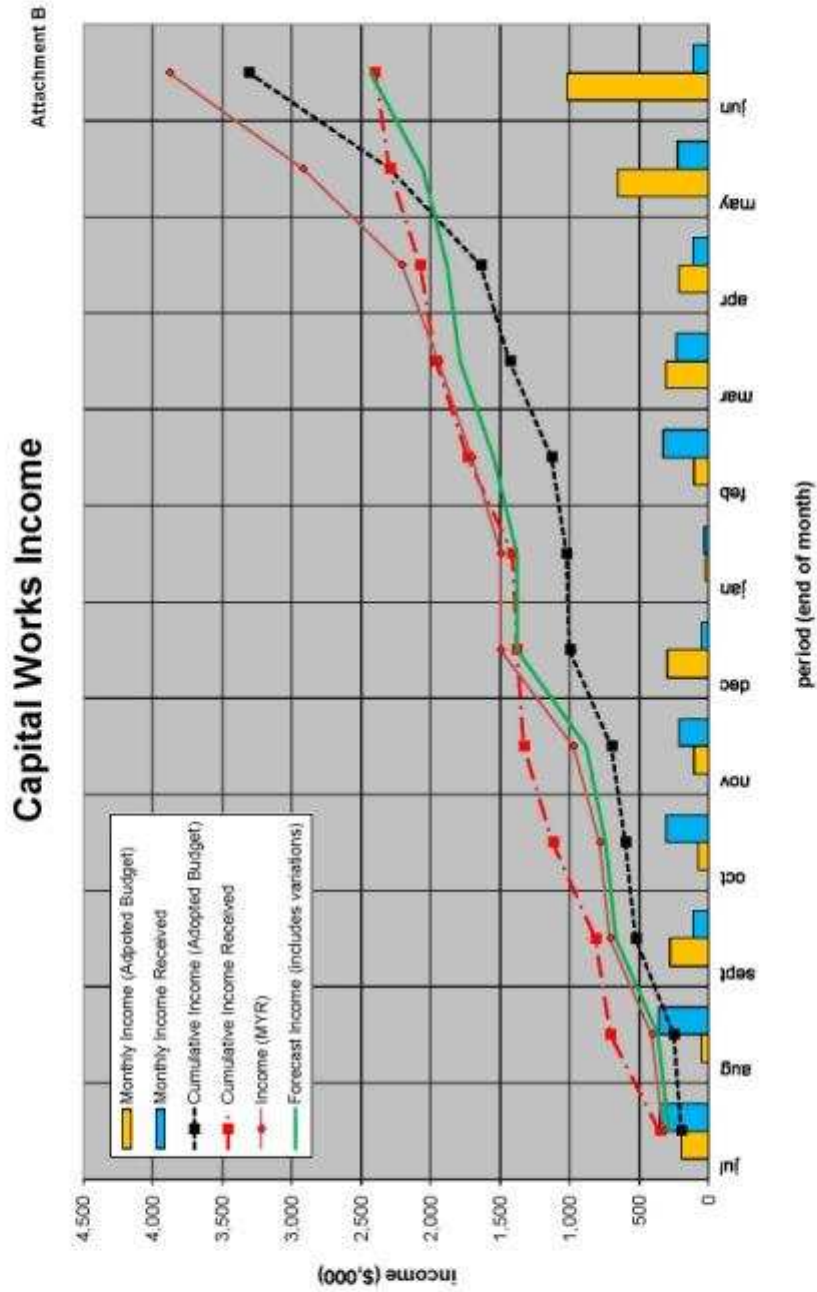
Table H - Proposed Carry Forwards	\$'000	Comments
• AMS Buildings - Wonga Park Tennis Club Refurbishment	133	Project scoping and approval delays encountered with club resulting in the need to carry forward additional unspent funds to complete the works next financial year.

<ul style="list-style-type: none"> IT eLearning Software 	20	Delays encountered with vendor relating to the testing and implementation of the new software. As a result, the project will not be sufficiently advanced and will result in the need to carry forward unspent funds to complete the project next financial year.
<ul style="list-style-type: none"> Doncaster Hill Open Space 	40	Project planning and approval delays have delayed the construction of the link path behind the old temporary library building resulting in the need to carry forward unspent funds.
<ul style="list-style-type: none"> Yarra Street Pride of Place 	60	Delays encountered as a result of a land sale to enable the toilet block to proceed at the Warrandyte bakery resulting in the need to carry forward additional unspent funds to complete the works next financial year.
<ul style="list-style-type: none"> Neighbourhood Activity Centres - Jackson Court Stage 3 	74	Project approval delays and contractor performance issues, resulting in the need to carry forward funds to complete works next financial year.
<ul style="list-style-type: none"> Advanced Design Fees - Porter Street and Taroona Avenue 	27	Project planning delays and resourcing issues has resulted in the need to carry forward unspent funds to complete works next financial year.
<ul style="list-style-type: none"> New Footpath Construction (PPN) - Bowmore Ave, Springvale Road, Tresize Ave and Yarra Street 	56	Consultation and planning approval delays have resulted in the need to carry forward additional unspent funds to complete works next financial year.
<ul style="list-style-type: none"> Stintons Former Landfill Site (Rehabilitation) 	98	Delays due to treatment of extensive soft areas and wet weather resulting in the need to carry forward additional unspent funds.
<ul style="list-style-type: none"> Energy Efficiencies 	70	Delays due to issues with supply of light fittings resulting in the need to carry forward additional unspent funds.
<ul style="list-style-type: none"> Road Management Strategy Traffic & Road Use - Heads Road 	79	Delays due to issues with securing a planning permit for tree removals and consultation delays associated with the receipt of a petition opposing the works has resulted in the need to carry forward additional unspent funds to complete the works next financial year.
<ul style="list-style-type: none"> Traffic Management LATM Construction - Beverley Street 	20	Delays due to redesign to minimise service alterations costs has resulted in the need to carry forward additional unspent funds to 2015/16.
<ul style="list-style-type: none"> Bicycle Strategy - Park Road and Serpells/Tuckers Road 	10	Delays due to land acquisition and negotiations for contributions to the works have resulted in the need to carry forward additional unspent funds to 2015/16.
<ul style="list-style-type: none"> Drainage Strategy - Delatite Court and Gregory Court 	108	Project Planning and approval delays have resulted in the need to carry forward unspent funds to complete works next financial year.
<ul style="list-style-type: none"> AMS Public Art Conservation 	22	Conservation works have been delayed by unfavourable weather resulting in the need to carry forward unspent funds to complete the works in 2015/16.

• Ted Ajani Reserve Protective Netting	15	Issues with latent soil conditions that require further testing and redesigning of footings.
• Tom Kelly Athletics Track - Replacement of Hammer Throw and Discus Throwing Cage	43	Tender approval delays and difficulties in accessing materials resulting in the need to carry forward unspent funds to the 2015/16 financial year to complete the works.
• Zerbes Reserve Floodlighting	27	Further delays encountered due to issues associated with the upgrade of the power supply system and requirement to consolidate the land titles to enable the project to proceed. The delay will result in the need to carry forward additional unspent funds to complete the works in 2015/16.
• ADS Equipment	35	Scoping and procurement delays relating to the purchase of specialised equipment.
Total	937	

Attachment A
Capital Works Expenditure Program





TRAFIC LIGHT PROGRAM

Item No	Project Description	Funding Source	Project Manager	Project Address	Project Office	Project Phase	Status	Start Date	End Date	Budget (\$)	Traffic Volume (VPH)	Traffic Light Program Schedule												Comments		
												Phase 1	Phase 2	Phase 3	Phase 4	Phase 5	Phase 6	Phase 7	Phase 8	Phase 9	Phase 10	Phase 11	Phase 12			
1	1st Street	
...

TRAFFIC LIGHT PROGRAM

Item No.	Description	Project Manager	Project Officer	Project Manager	Project Officer	Project Manager	Project Officer	Project Manager	Project Officer	Project Manager	Project Officer	2015		2016		Comments		
												Start	End	Start	End			
21	1111	1111	1111	1111	1111	1111	1111	1111	1111	1111	1111	1111	1111	1111	1111	1111		
22	1112	1112	1112	1112	1112	1112	1112	1112	1112	1112	1112	1112	1112	1112	1112	1112	1112	
23	1113	1113	1113	1113	1113	1113	1113	1113	1113	1113	1113	1113	1113	1113	1113	1113	1113	
24	1114	1114	1114	1114	1114	1114	1114	1114	1114	1114	1114	1114	1114	1114	1114	1114	1114	
25	1115	1115	1115	1115	1115	1115	1115	1115	1115	1115	1115	1115	1115	1115	1115	1115	1115	
26	1116	1116	1116	1116	1116	1116	1116	1116	1116	1116	1116	1116	1116	1116	1116	1116	1116	
27	1117	1117	1117	1117	1117	1117	1117	1117	1117	1117	1117	1117	1117	1117	1117	1117	1117	
28	1118	1118	1118	1118	1118	1118	1118	1118	1118	1118	1118	1118	1118	1118	1118	1118	1118	
29	1119	1119	1119	1119	1119	1119	1119	1119	1119	1119	1119	1119	1119	1119	1119	1119	1119	
30	1120	1120	1120	1120	1120	1120	1120	1120	1120	1120	1120	1120	1120	1120	1120	1120	1120	
31	1121	1121	1121	1121	1121	1121	1121	1121	1121	1121	1121	1121	1121	1121	1121	1121	1121	
32	1122	1122	1122	1122	1122	1122	1122	1122	1122	1122	1122	1122	1122	1122	1122	1122	1122	
33	1123	1123	1123	1123	1123	1123	1123	1123	1123	1123	1123	1123	1123	1123	1123	1123	1123	
34	1124	1124	1124	1124	1124	1124	1124	1124	1124	1124	1124	1124	1124	1124	1124	1124	1124	
35	1125	1125	1125	1125	1125	1125	1125	1125	1125	1125	1125	1125	1125	1125	1125	1125	1125	
36	1126	1126	1126	1126	1126	1126	1126	1126	1126	1126	1126	1126	1126	1126	1126	1126	1126	
37	1127	1127	1127	1127	1127	1127	1127	1127	1127	1127	1127	1127	1127	1127	1127	1127	1127	
38	1128	1128	1128	1128	1128	1128	1128	1128	1128	1128	1128	1128	1128	1128	1128	1128	1128	
39	1129	1129	1129	1129	1129	1129	1129	1129	1129	1129	1129	1129	1129	1129	1129	1129	1129	
40	1130	1130	1130	1130	1130	1130	1130	1130	1130	1130	1130	1130	1130	1130	1130	1130	1130	

ATTACHED(S)

TRAFFIC LIGHT PROGRAM

CAPITAL WORKS PROGRAM BUDGET

Item No.	Item Title	Project No.	Project Name	Project Manager	Project Officer	Project Status	Budget	Milestones												Comments
								Design	Procurement	Construction	Handover	Commissioning	Open to Traffic	Close to Traffic	Close to Construction	Close to Completion	Close to Handover	Close to Commissioning		
28	Changi Expressway	12/11/0001	Changi Expressway	M. S. Ramesh	M. S. Ramesh	Completed	150													Project at completion
29	Singapore Expressway	12/11/0002	Singapore Expressway	M. S. Ramesh	M. S. Ramesh	Completed	150													Project at completion
30	North South Expressway	12/11/0003	North South Expressway	M. S. Ramesh	M. S. Ramesh	Completed	150													Project at completion
31	East West Expressway	12/11/0004	East West Expressway	M. S. Ramesh	M. S. Ramesh	Completed	150													Project at completion
32	Central Expressway	12/11/0005	Central Expressway	M. S. Ramesh	M. S. Ramesh	Completed	150													Project at completion
33	North East Expressway	12/11/0006	North East Expressway	M. S. Ramesh	M. S. Ramesh	Completed	150													Project at completion
34	East Coast Parkway	12/11/0007	East Coast Parkway	M. S. Ramesh	M. S. Ramesh	Completed	150													Project at completion
35	Marine Coastal Drive	12/11/0008	Marine Coastal Drive	M. S. Ramesh	M. S. Ramesh	Completed	150													Project at completion
36	Yishun Expressway	12/11/0009	Yishun Expressway	M. S. Ramesh	M. S. Ramesh	Completed	150													Project at completion
37	North East Expressway	12/11/0010	North East Expressway	M. S. Ramesh	M. S. Ramesh	Completed	150													Project at completion
38	East West Expressway	12/11/0011	East West Expressway	M. S. Ramesh	M. S. Ramesh	Completed	150													Project at completion
39	North South Expressway	12/11/0012	North South Expressway	M. S. Ramesh	M. S. Ramesh	Completed	150													Project at completion
40	Changi Expressway	12/11/0013	Changi Expressway	M. S. Ramesh	M. S. Ramesh	Completed	150													Project at completion
41	Singapore Expressway	12/11/0014	Singapore Expressway	M. S. Ramesh	M. S. Ramesh	Completed	150													Project at completion
42	North South Expressway	12/11/0015	North South Expressway	M. S. Ramesh	M. S. Ramesh	Completed	150													Project at completion
43	East West Expressway	12/11/0016	East West Expressway	M. S. Ramesh	M. S. Ramesh	Completed	150													Project at completion
44	North East Expressway	12/11/0017	North East Expressway	M. S. Ramesh	M. S. Ramesh	Completed	150													Project at completion
45	Changi Expressway	12/11/0018	Changi Expressway	M. S. Ramesh	M. S. Ramesh	Completed	150													Project at completion
46	Singapore Expressway	12/11/0019	Singapore Expressway	M. S. Ramesh	M. S. Ramesh	Completed	150													Project at completion
47	North South Expressway	12/11/0020	North South Expressway	M. S. Ramesh	M. S. Ramesh	Completed	150													Project at completion
48	East West Expressway	12/11/0021	East West Expressway	M. S. Ramesh	M. S. Ramesh	Completed	150													Project at completion
49	North East Expressway	12/11/0022	North East Expressway	M. S. Ramesh	M. S. Ramesh	Completed	150													Project at completion
50	Changi Expressway	12/11/0023	Changi Expressway	M. S. Ramesh	M. S. Ramesh	Completed	150													Project at completion

10/10/2015

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TRAFFIC LIGHT PROGRAM

Item No.	Description	Project Manager	Project Office	Project Status	Project Budget (\$'000)	Project Start Date	Project End Date	Milestones		Comments
								Start Date	End Date	
14	Public Relations									
15	2015-2016 Traffic Light Program									
16	2015-2016 Traffic Light Program - Phase 1									
17	2015-2016 Traffic Light Program - Phase 2									
18	2015-2016 Traffic Light Program - Phase 3									
19	2015-2016 Traffic Light Program - Phase 4									
20	2015-2016 Traffic Light Program - Phase 5									
21	2015-2016 Traffic Light Program - Phase 6									
22	2015-2016 Traffic Light Program - Phase 7									
23	2015-2016 Traffic Light Program - Phase 8									
24	2015-2016 Traffic Light Program - Phase 9									
25	2015-2016 Traffic Light Program - Phase 10									
26	2015-2016 Traffic Light Program - Phase 11									
27	2015-2016 Traffic Light Program - Phase 12									
28	2015-2016 Traffic Light Program - Phase 13									
29	2015-2016 Traffic Light Program - Phase 14									
30	2015-2016 Traffic Light Program - Phase 15									
31	2015-2016 Traffic Light Program - Phase 16									
32	2015-2016 Traffic Light Program - Phase 17									
33	2015-2016 Traffic Light Program - Phase 18									
34	2015-2016 Traffic Light Program - Phase 19									
35	2015-2016 Traffic Light Program - Phase 20									
36	2015-2016 Traffic Light Program - Phase 21									
37	2015-2016 Traffic Light Program - Phase 22									
38	2015-2016 Traffic Light Program - Phase 23									
39	2015-2016 Traffic Light Program - Phase 24									
40	2015-2016 Traffic Light Program - Phase 25									
41	2015-2016 Traffic Light Program - Phase 26									
42	2015-2016 Traffic Light Program - Phase 27									
43	2015-2016 Traffic Light Program - Phase 28									
44	2015-2016 Traffic Light Program - Phase 29									
45	2015-2016 Traffic Light Program - Phase 30									

TRAFFIC LIGHT PROGRAM

Item No.	Item Title	Project Manager	Project Engineer	Project Officer	Project Site	Project Budget	Project Start	Project End	Project Status	Project Comments
124	South Island Drive	M. Foster	M. Foster	M. Foster	100	100	100	100	100	Project at Completion
125	... (transcription of remaining rows follows similar pattern)

10.2 Parks and Reserves Benchmarking Survey - April 2015

Responsible Director: Director Assets and Engineering

File No. T15/98

The ultimate destination for this report is: COUNCIL AGENDA

Neither the responsible director, manager nor the officer authoring this report has a conflict of interest in this matter.

SUMMARY

This report considers the outcomes of the annual parks and reserves maintenance and infrastructure benchmarking survey of Manningham against five (5) other municipalities, carried out during April 2015. A detailed and comprehensive parks benchmarking survey report is attached.

The parks and reserves infrastructure benchmarking survey is solely an initiative of Council, which has been conducted annually since 2000 and provides valuable trend data, and is a key exercise in assisting with the prioritising of Council's resources.

The results indicate that Manningham continues to present its parks and reserves at a high standard and is generally performing well against the other councils.

It is recommended that the report and benchmarking survey outcomes be noted, including the key improvement opportunity to raise the overall level of performance, in relation to the standard of maintenance of parks and reserves throughout Manningham.

1 BACKGROUND

- 1.1 An external consultant, Gilbert Consulting and Council's Asset Coordinator carried out a parks and reserves maintenance benchmarking survey of Manningham against five (5) other municipalities. The other councils surveyed were the Cities of Whitehorse, Monash, Maroondah, Knox and Banyule.
- 1.2 The parks and reserves benchmarking survey was carried out on 14th and 15th April 2015.
- 1.3 Parks and reserves infrastructure benchmarking surveys have been conducted annually since 2000, and the results of the key elements inspected have been compared over this period. In addition, the results for Manningham over the past surveys have been compiled, to assist in identifying any key trends or issues that may require further analysis, and to assist with resource prioritisation. The surveys are an initiative of Manningham.
- 1.4 The main objective of the benchmarking survey exercise is to determine the overall performance, from a community perspective, of each council surveyed in terms of parks and reserves maintenance and infrastructure, and to establish an appropriate visual benchmark on which to compare the overall performance and urban amenity with that of Manningham.
- 1.5 The parks and reserves benchmarking survey is assessed by a "walk around" approach to determine performance by a visual assessment, in much the

same way as a general user or visitor to that park or reserve would determine the standard of maintenance and overall presentation.

- 1.6 The parks and reserves survey included the random selection of four (4) sporting reserves, four (4) major reserves and four (4) pocket parks within each municipality, incorporating the following items; litter, basic infrastructure, grass height and quality, garden beds and overall appearance.

2 PROPOSAL/ISSUE

- 2.1 It is proposed that the report and parks and reserves benchmarking survey outcomes be noted, including the key improvement opportunity to raise the overall level of performance in relation to the standard of maintenance of parks and reserves throughout Manningham.

3 ISSUE

- 3.1 Summaries of the survey results for Manningham, and the comparisons of performance against the other councils surveyed, are outlined in the following table:

Park Infrastructure and Amenity

(The following table summarises the number of ratings recorded for the various assessment items within the park & reserves survey. The higher the rating, the higher the standard of maintenance / presentation at the time of the survey).

Ratings				
Parks and Reserves - Assessment Items	Manningham	Average Rating (All Councils)	Highest Rating (All Councils)	Lowest Rating (All Councils)
SPORTING RESERVES				
Litter	4.3	4.3	4.5	3.8
Basic Infrastructure	4.3	4.3	4.6	3.8
Grass Height	4.1	4.3	4.8	3.9
Grass Quality	4.3	4.3	4.6	4.0
Garden Beds	4.0	3.8	4.3	3.3
MAJOR RESERVES				
Litter	4.3	4.6	4.8	3.9
Basic Infrastructure	4.1	4.2	4.5	4.0
Grass Height	3.8	3.8	4.1	3.3
Grass Quality	3.9	3.8	4.4	3.1
Garden Beds	3.9	4.0	4.4	3.8
POCKET PARKS				
Litter	4.3	4.5	4.8	4.3
Basic Infrastructure	4.1	4.2	4.4	4.0
Grass Height	3.9	3.6	4.5	3.0
Grass Quality	3.4	3.7	3.9	3.3
Garden Beds	3.8	3.8	4.5	3.3

Note: ratings are out of 5.0.

- 3.1 The results of the parks and reserves survey indicate that Manningham's performance has remained relatively consistent, over previous, with an improvement in the overall presentation of reserves in comparison to the 2014 assessment (see Chart 44 on page 31 of the attached report).
- 3.2 The results show that Manningham continues to present its parks and reserves at a high standard and is generally performing well against the other councils surveyed.

- 3.3 All reserves were found to have consistent performance and improving trend for infrastructure maintenance and garden beds and previous issues relating to consistency in performance appears to have been addressed.

Due to an overall lack of garden beds across all councils surveyed resulting in poor comparisons, garden beds will be removed from future surveys in comparing performance against other councils, but will continue to be included to assess Manningham's performance history and trends in performance year to year.

- 3.4 Evidence from the 2014 and 2015 surveys indicates a strong commitment by Council towards infrastructure renewal funding, with consistent improvement in the presentation of its reserves and corresponding infrastructure. However, Council faces a challenge of maintaining a high comparative standard with other councils over the next few years, as the 2015 survey observed a high level of new and upgraded infrastructure being implemented across the other councils.
- 3.5 Sporting reserves and major reserves also had consistent performance for grass height and grass quality, with an increased rating in 2015. Some inconsistencies were found in grass quality on pocket parks, with a slight decline from previous results. It should be noted that the Parks & Recreation Unit is currently reviewing its grass cutting and maintenance programs, particularly in regard to scheduling and resource allocation (refer to the table at paragraph 3.8 for management's response).
- 3.6 The following is a summary of Manningham's performance, including trends over past surveys:
- **Litter** - Consistent high standards being achieved on major reserves with a trend of progressive improvement, with the exception of sporting reserves and pocket parks where there has been a slight slippage from last year, but still well above the overall Industry Mean.
 - **Basic Infrastructure** - Consistent performance (renewal and maintenance) reflecting a trend of continuous improvement with a focus on regular renewal of infrastructure.
 - **Grass Height** - Continued improvement overall in performance, although some inconsistencies in grass height on pocket parks, but still above the overall Industry Mean.
 - **Grass Quality** - Steady improvement, particularly on sporting reserves and major reserves, although slight decline in performance of pocket parks from last year's result, which was adversely influenced by two reserves.
 - **Garden Beds** - Consistent performance with continued improvement compared to past surveys and well above the overall Industry Mean, although a slight drop in performance on pocket parks from last year, but still indicating an overall upward trend in performance.
- 3.7 The appearance of public areas, such as Council parks and reserves, is well regarded, and historically Manningham's performance over time has rated well in comparison to other councils. Evidence from the 2015 survey suggests that the overall presentation of Manningham's parks and reserves has improved and the challenge for Council is not only to continue to maintain high

comparative standards with other councils, but to also address inconsistencies in performance in the areas of grass quality and grass height on pocket parks.

- 3.8 A key improvement opportunity has been identified, as a result of the parks and reserves benchmarking survey, to meet the needs and reasonable expectations of the community and the overall standard of maintenance of major parks throughout Manningham. The following is a summary of the recommended action plan.

Action	Management Response
1. A review of grass height and maintenance programs be undertaken of pocket parks to improve the overall consistency and standard of presentation of parks.	<p>A review of grass height and maintenance programs is currently being undertaken to improve consistency and overall performance of pocket parks.</p> <p>The review is being undertaken as a part of a Manningham Improvement (MI) project that will investigate improvement measures in relation to grass cutting and maintenance of parks and reserves.</p>

4 BEST VALUE

- 4.1 The survey provides a comprehensive urban amenity benchmark to assist in comparing Manningham's overall performance and amenity, in regard to park infrastructure maintenance, and enables comparisons with other councils surveyed.

5 FINANCIAL RESOURCE IMPLICATIONS

- 5.1 The parks and reserves benchmarking survey is provided for within the Assets and Engineering budget.

6 CONSULTATION

- 6.1 The Manager of Parks & Recreation has been consulted in regard to the outcomes and key improvement opportunity identified as a result of the benchmarking survey.

7 CONCLUSION

- 7.1 The annual parks and reserves benchmarking survey, involving the Cities of Manningham, Whitehorse, Monash, Knox, Maroondah and Banyule continues to provide Council with a practical means of measuring its performance against similar councils. It also enables trends to be identified and effective process improvements to be implemented, to improve the consistency in performance.
- 7.2 The 2015 benchmarking survey results have shown that high maintenance standards are being achieved in most areas. Whilst grass height and quality standards were found to be inconsistent on pocket parks and have fallen compared to last year's result, it should be noted that grass height is very dependent upon the timing and scheduling of the mowing.

- 7.3 The survey has identified a key improvement opportunity to raise the overall level of performance and standard of maintenance of pocket parks throughout Manningham, and the relevant Service Unit Manager has responded with a corrective action.

OFFICER'S RECOMMENDATION

That Council:

- (A) Receive and note the report.
- (B) Note the improvement opportunity and resultant action plan identified in the report, to improve the overall level of performance in relation to the standard of maintenance of parks and reserves throughout Manningham.

MOVED: KLEINERT
SECONDED: O'BRIEN

That the Recommendation be adopted.

CARRIED

"Refer Attachments"

- Manningham Parks and Reserves Benchmarking Survey - April 2015

* * * * *

Manningham Parks and Reserves Benchmarking Report April 2015

Prepared by
Gilbert Consulting
with Manningham City Council

Manningham Parks & Reserves Benchmarking Report - April 2015

Manningham City Council acknowledges CT Management's contribution to the Benchmarking Surveys over the last fourteen years

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1. OBJECTIVE

To determine the overall performance, from a "community" perspective, of six (6) councils, parks and reserve maintenance and infrastructure and to establish an appropriate visual benchmark on which to compare Manningham's performance and amenity.

The two key outcomes sought are to:

1. Compare Manningham's performance with previous years and to ascertain the level of consistency or change in performance from year to year; and
2. Compare Manningham's performance against five (5) other similar Victorian (metropolitan) councils to ascertain the relativity between their respective performances.

The survey extends the roadside "windscreen" survey into a "walk around" survey of the parks area to provide a comprehensive urban amenity benchmark to reflect either Manningham Maintenance's overall performance or the priority of those areas given by Council in the presentation of the following park types:

- Sporting Reserves;
- Major Reserves; and
- Pocket Parks.

2. MAINTENANCE ITEMS SURVEYED

The parks and reserves survey included assessment within the randomly selected sporting reserves, major reserves and pocket parks of the following key aspects:

- Litter;
- Basic infrastructure;
- Grass height;
- Grass quality;
- Garden beds; and
- Overall appearance (tidiness)

3. COUNCILS SURVEYED

The six councils surveyed were the Cities of Banyule, Knox, Manningham, Maroondah, Monash and Whitehorse.

4. METHODOLOGY

The Parks and Reserve Infrastructure were assessed by a "walk around" approach to determine performance by a visual assessment in much the same way as a general user or visitor to that park or reserve would to determine the standard of maintenance.

The following is a summary of the methodology:

- Inspection of four (4) major reserves, four (4) sporting reserves and four (4) pocket parks within each council. The random selection process endeavoured to identify reserves with similar standards of sport played, e.g. football and/or cricket within councils surveyed;
- recording the rating of the various elements within each reserve and an overall appearance (tidiness) rating against the Assessment Criteria;

- The surveys of all reserves were undertaken on 14th and 15th April 2015 to ensure minimal differences in standards due to weather conditions or maintenance frequencies; and
- Assessments carried out by persons experienced in parks and reserve maintenance and management and further independent to the Manningham Parks Maintenance operations.

Since 2008, the number of reserves assessed within each category for each council was increased from two (2) to four (4). This initiative was introduced to further improve the robustness and validity of the assessments and the resultant outcomes. The 2015 survey was undertaken in April to view parks at a time when drought, excessive rain and sunshine would not be a significant influence as has potentially occurred in some previous surveys.

5. ASSESSMENT CRITERIA

The assessment of performance was by visually inspecting and recording landscape and horticultural performance against agreed assessment criteria. A score range of 5 to 1 was used with the higher the rating the higher the standard of maintenance/presentation observed at the time of the inspection.

The following tables identify the assessment criteria and the corresponding rating for that element within reserves and parks.

Basic infrastructure is included to better highlight the overall condition (maintenance level) of other key infrastructure assets within reserves as well as the horticultural assessments that would be viewed by the "community". These infrastructure elements include such assets as car parks, fences, coach's boxes, scoreboards, play equipment, toilet blocks, etc.

5.1 Litter Rating

An assessment of the extent of litter (paper, wrappings, cardboard, bags etc) within a reserve and the overall impact of that litter on the reserve's appearance.



Rating	Description
5	No Litter
4	Some small amounts of scatted litter but not unsightly
3	Scattered amounts of unsightly litter
2	Significant amounts of unsightly litter
1	Excessive amounts of unsightly litter.



5.2 Basic Infrastructure

Overall assessment of condition of infrastructure elements in the reserve including such assets as fences, scoreboards, car park pavements, kerb and channel, toilets, coach's boxes, cricket nets, furniture (seats/bins, etc).

Bends in fences, exposed fence footings, footpath/spectator pavement condition (potholes, repairs, etc) impact on the overall assessment.

Rating	Description	
5	Excellent condition (as new with no damage or deterioration).	
4	Very Good (minimal damage or deterioration)	
3	Satisfactory (some damage or deterioration of assets)	
2	Poor (Significant amounts of damage and or deterioration – unsightly and needs maintenance)	
1	Very Poor (generally unsuitable for purpose with major damage/deterioration requires urgent maintenance or replacement)	

5.3 Garden Beds

Overall assessment of garden beds located within a reserve having regard to the extent and healthiness of plants/shrubs and the extent of weeds.

The extent of bare patches and amount of mulch material also impact on the visual assessment rating.

Rating	Description	
5	Healthy plants, dense cover and no weeds and/or litter	
4	Healthy plants with some weed growth and /or litter	
3	Plants with some distress and/or some weed growth and /or litter	
2	Plants with significant distress and/or weed growth and /or litter	
1	Plants with excessive distress and/or weed growth and /or litter	



5.4 Grass Quality

Overall assessment of the health of the grass including the extent of coverage (bare patches) and the amount of weeds evident.

Rating	Description	
5	Suitable for use, vibrant dense grass cover with no weeds.	
4	Good grass cover with minimal patchy areas and/or weeds	
3	Good grass cover with some patchy areas and/or weeds	
2	Unsuitable grass cover with significant patchy areas and/or weeds	
1	Poor grass cover with excessive patchy areas and/or weeds	

5.5 Grass height

Overall assessment of the grass height had regard to the reserve use and the quality of the grass cutting and extent of windrows evident after mowing.

Rating	Description	
5	Excellent condition with even cut and /or no evidence of grass clippings	
4	Very good grass cut with minimal uneven grass height and/or some minor evidence of grass clippings	
3	Good grass cover with some areas of uneven height (missed cuts, wet areas etc) and evidence of grass clippings	
2	Unsuitable grass cover with significant areas of uneven height and/or significant evidence of grass clippings, impacting on the use of the facility	
1	Very poor grass cover, with excessive areas of uneven grass height and/or grass clippings significantly impacting on the use of the facility.	

5.6 Overall Tidiness

An assessment of the overall appearance tidiness/ of a facility having regard to all criteria factors including weeds, neatness, condition of infrastructure, grass quality and extent of graffiti. Is the facility and its associated infrastructure "cared" for and encourages use?

Rating	Description
5	Excellent – no weeds or litter. Edges trimmed and reserve and its furniture in excellent condition with no graffiti
4	Very Good with little litter and/or some weeds. Reserve furniture good condition and litter to no graffiti
3	Some scattered amounts of litter and/or some weeds, reserve furniture good condition, some graffiti.
2	Significant amounts of litter and/or weeds. Edges not trimmed and reserve furniture in poor condition (requiring maintenance) and/or graffiti
1	Excessive amounts of litter and/or weeds. No edges, reserve furniture in urgent need maintenance and/or extensive amount graffiti.

6. LIMITATIONS OF THE SURVEY

The following lists the limitations of the survey and the results presented in this report;

- Evaluation of the parks and reserves based on a **visual** inspection. (no soil tests or other "technological means of assessing plant condition etc);
- The performance criteria (standards of each council) may not match that individual councils required priorities and performance/intervention levels;
- Survey does not assess or make comment on the adequacy of the infrastructure but focuses on the quality (presentation) of the infrastructure;
- The ratings recorded for each category is a score for that sample and may not reflect as a percentage the total picture within that category;
- Assessment undertaken during two (2) consecutive days of the week which may not reflect the maintenance programs of all councils; and
- The sample size for Parks and Reserves with four (4) sporting reserves, four (4) major parks and four (4) pocket parks inspected within each municipality.

The surveys were commenced in June 2000, with the most recent survey in 2015. Over a 3-4 year period up to 2009, the impacts of a long drought was most prevalent. During the 2010 and 2011 surveys more traditional weather for that time of year occurred with high rainfall and periods of warm weather, which provided extreme growing conditions for plants, grass and weeds. The survey for 2015 was undertaken in April to reduce the likelihood of these significant variances.

The six Councils surveyed are located within the regions of Yarra Valley Water and South East Water where water restrictions have prevailed. In response, all councils have undertaken extensive renovations and changed the grass types of their sporting ovals to reduce water usage. The majority of ovals inspected in 2015 have now been upgraded and well established as a result of these renovations and this was clearly reflected during the inspections.

Mid-week (Tuesday and Wednesday) was chosen for the inspections to allow time for councils to respond to high weekend usage so the results were not adversely influenced. This was considered especially important in the case of litter and grass cutting.

7. OVERALL SURVEY RATING'S TABLE

# MUNICIPALITY	GRASS HEIGHT/QUALITY/GENERAL TIDINESS (Rating)															(RATING) Overall						
	Sporting Reserve					Major Reserve					Pocket Parks											
	Gen Litter	Basic Infr	Garden Beds	Grass Ht	Grass Quality	Gen Litter	Basic Infr	Garden Beds	Grass Ht	Grass Quality	Gen Litter	Basic Infr	Garden Beds	Grass Ht	Grass Quality							
Apr-15																						
Banyule	3.8	4.1	3.8	3.9	4.0	3.9	4.0	3.8	3.3	3.1	4.3	4.0	4.0	3.0	3.3	3.7						3.7
Knox	4.3	4.3	3.8	4.5	4.3	4.8	4.4	3.9	4.1	4.4	4.6	4.4	3.3	3.6	3.9	4.1						4.1
Manningham	4.3	4.3	4.0	4.1	4.3	4.3	4.1	3.9	3.8	3.9	4.3	4.1	3.8	3.9	3.4	4.0						4.0
Maroondah	4.3	3.8	3.3	4.0	4.4	4.1	4.0	4.0	3.4	3.5	4.5	4.1	3.5	3.1	3.6	3.8						3.8
Monash	4.5	4.5	4.3	4.8	4.4	4.8	4.5	4.4	4.0	4.0	4.8	4.4	4.5	4.5	3.9	4.3						4.3
Whitehorse	4.5	4.6	3.5	4.6	4.6	4.5	4.1	4.1	3.9	3.8	4.5	4.3	3.8	3.4	3.8	4.1						4.1

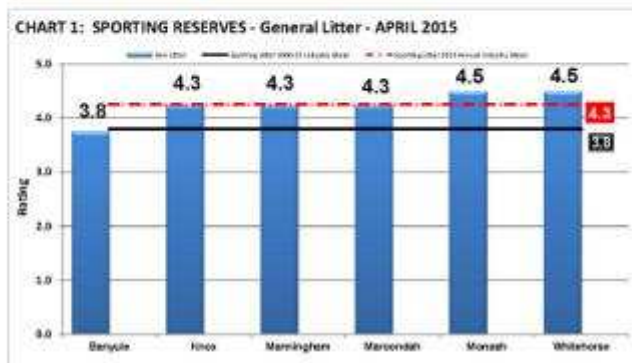
The above table summarises the number of ratings recorded for the various assessment items with this Parks and Reserves benchmarking survey.



The higher the rating, the higher the standard of maintenance/presentation at the time of the survey.

8. SPORTING RESERVES

8.1 Sporting Reserves Litter



In terms of litter ratings, unlike other years, there was little variance between council ratings except for Banyule which scored lower. The Annual Industry Mean was higher than the overall Industry Mean. This indicates an improvement in performance and higher standard presentation of the Sporting Reserves in 2015 as compared to the overall Industry Mean, as indicated in **Chart 1**. *(Higher the rating the better the quality/performance)*

Manningham was placed in the middle range with Knox and Maroondah, while Monash and Whitehorse were slightly higher. These five councils were considered very good. Banyule had the lowest rating.

8.2 Sporting Reserves Basic Infrastructure

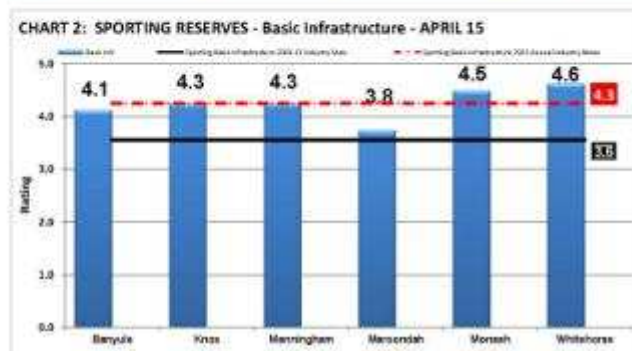


Chart 2 reveals that of the randomly selected sporting reserves within each municipality, Whitehorse and Monash were considered very good, with Manningham and Knox marginally less, but are all at or above the Annual Industry Mean.

Banyule was slightly lower with Maroondah much lower indicating infrastructure assets generally in poorer condition.

Assets inspected include car park pavements (potholes, depressions, cracking and general condition), footpath areas, ground & other fences such as treated pine log fencing, cricket practice nets fencing, buildings especially standing areas adjacent to pavilions and coaches boxes, bollards etc.

There has continued to be an improvement in the overall ratings over the past 3 years. The Annual Industry mean is significantly higher than the overall Industry Mean. The results have a direct relationship to the level of renewal (generally capital expenditure and maintenance), and focus on infrastructure.



8.3 Sporting Reserves Grass Quality

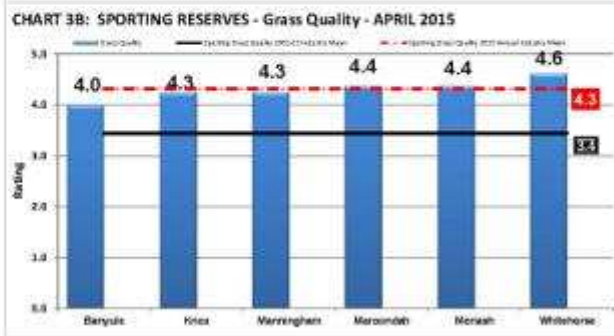


Chart 3B identifies the results from the site inspections and grass assessment of sporting reserves within each municipality for grass quality.

As indicated by a comparison between the overall Industry Mean and the Annual Industry Mean, the 2015 results show a significant improvement over the past years clearly reflecting the change in grass types, water management.

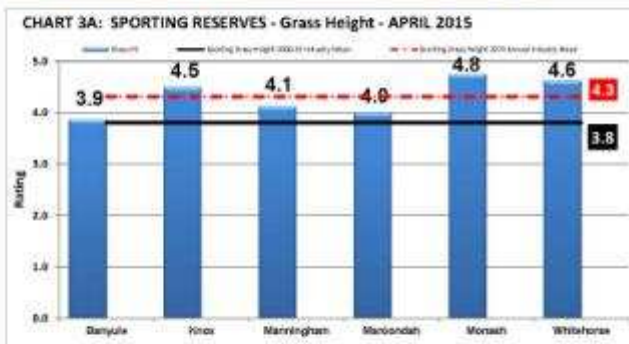
Undertaking the survey later in the year (April) may also be an influencing factor.

Whitehorse, Monash, and Maroondah sporting surfaces on average across the four reserves inspected, had very good grass quality above the Annual Industry mean indicating dense grass with minimal patchy areas.

Manningham and Knox also had very good grass quality being equal to the Annual Industry mean. It was also observed that there was less variance in grass quality between five of the councils. The results for Banyule, although still a good score, indicate lower quality grass presentation.



8.4 Sporting Reserves Grass Height



In terms of grass height, Chart 3A highlights that Monash, Whitehorse and Knox continued to exhibit the highest average, indicating excellent grass cutting height with no windrows and an even height suitable for the sport being played.

Manningham and Maroondah were slightly lower, but still indicating very good cutting height, followed by Banyule, which recorded the lowest rating indicating some

uneven height and windrows in some reserves. The Annual Industry Mean is much higher than the overall Industry Mean indicating an overall lift in the standard of presentation for all councils in 2015.

8.5 Sporting Reserves Garden Beds

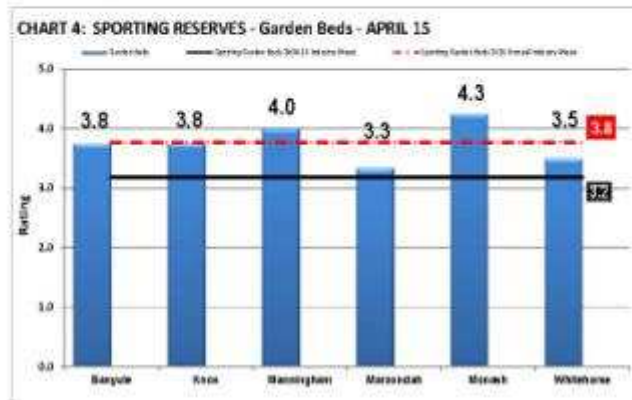


Chart 4 highlights a wide variance in presentation levels of garden beds at sporting reserves. Whitehorse and Maroondah had significantly lower ratings indicating areas of weeds and/or plants with distress.

Monash was clearly rated the highest with Manningham the only other council above the Annual Industry Mean.

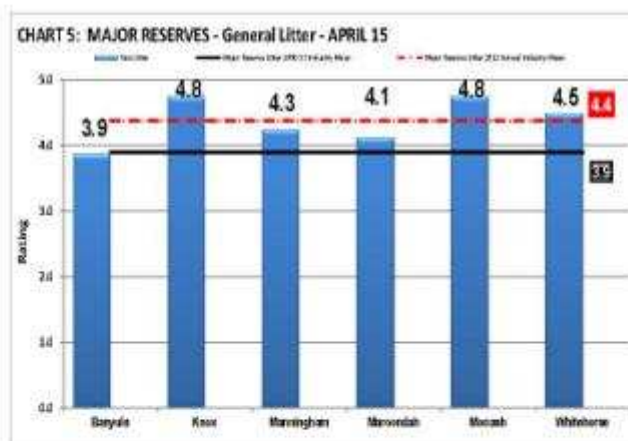
On average across all garden beds within Manningham, minimal weeds were present and plants were presented in healthy condition.

In terms of the Annual Industry Mean as compared to overall Industry Mean, Chart 4 indicates an improvement in performance in 2015 as compared to the mean of the previous surveys. As previously documented, it was evident that improvements in the maintenance of the garden beds had occurred and were being maintained in the majority of councils.



9. MAJOR RESERVES

9.1 Major Reserves Litter

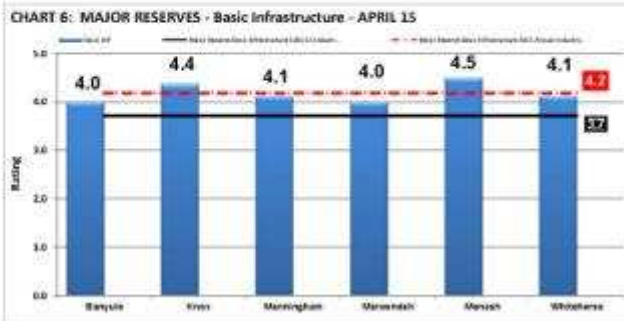


As per Chart 5, the level of litter (paper, wrappings, cardboard, bags etc) was generally good and very consistent with very little litter being evident at the majority of reserves inspected.

On average Monash and Knox had the cleanest reserves closely followed by Whitehorse, Manningham and Maroondah.

The Annual Industry Mean is much higher than the overall Industry Mean for all councils indicating a greater effort to control litter and improved presentation.

9.2 Major Reserves Basic Infrastructure



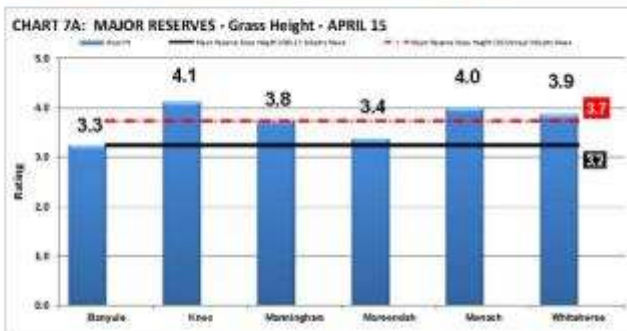
The results of the survey, **Chart 6**, indicate little variances in infrastructure across the councils surveyed. Monash and Knox infrastructure was considered very good.

Whitehorse, Manningham Maroondah and Banyule were only slightly lower indicating good condition/presentation of their infrastructure with some instances of damage or deterioration of assets. There were instances where gravel car parks had potholes and/or rutting that required grading and damage to signs.

The Annual Industry Mean is higher than the overall Industry Mean indicating an overall consistent improvement in performance.



9.3 Major Reserves Grass Height



The overall ratings for **grass height**, as evidenced from **Chart 7A**, indicates a variation in performance across councils for Major Reserves. Knox, Monash and Whitehorse exhibited the most consistent good grass height followed by Manningham. The two exceptions were Maroondah and Banyule where the grass height was considered below average and impacting on their use.

Although the Annual Industry Mean is higher than the overall Industry Mean indicating a continuing overall improvement, it was observed in the field of a wide disparity in individual reserve presentations.

The Manningham results indicate some inconsistency in performance with two of the reserves rating 4 (very good) and two reserve rating 3^{1/2} (good grass cover with some areas of uneven height.) The lower ratings indicate either long grass and/or lack of mowing, which potentially impacts on the users of those reserves.

9.4 Major Reserves Grass Quality



In terms of **grass quality** as per **Chart 7B**, the results indicate good performance and consistency within Manningham, Monash and Whitehorse, with Knox the exceptional performer. Overall, the reserves had minimal bare patches and or weeds.

Banyule and Maroondah results were below the Annual Industry Mean and considered average.

The Annual Industry Mean is higher than the overall Industry Mean indicating an overall improvement in performance.

9.5 Major Reserves Garden Beds

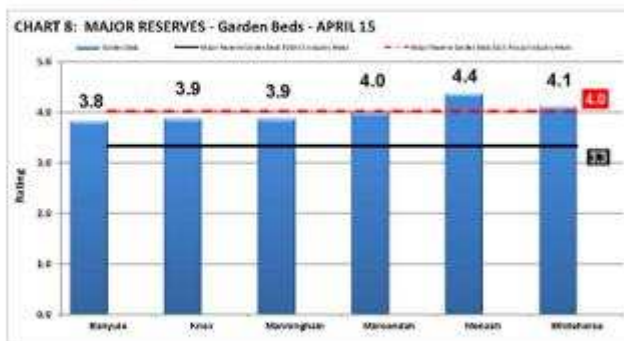


Chart 8 identifies a general consistency in the presentation of garden beds at Major Reserves reflecting the maintenance effort provided to those garden beds by each municipality.

The 2015 Annual Industry Mean is much higher than the overall Industry Mean indicating an increase in overall performance (presentation) of garden beds within Major Reserves.

Monash, Whitehorse and Maroondah had the highest ratings, all at or above the Annual Industry Mean, indicating garden beds in good condition with minimal dead plants and weeds.

Manningham, Knox and Banyule were rated slightly lower, indicating the garden beds were on average in slightly poorer condition with some areas of distressed plants and/or weeds prevalent.

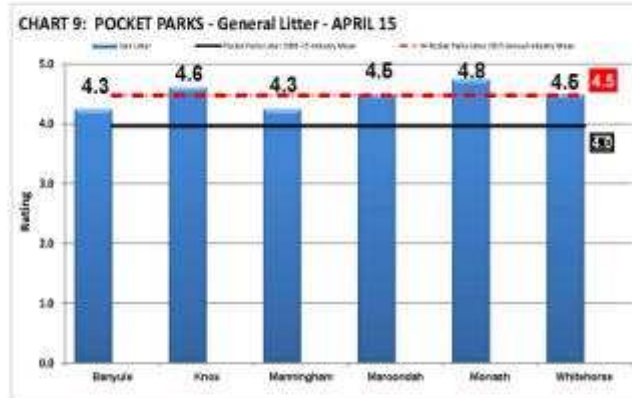
Overall, there was an observed overall improvement in the standard of the garden beds as evidenced by the 2015 Annual Industry Mean being significantly higher than the 2000-2015 Industry Mean.

As evidenced in previous surveys, the majority of garden beds in Major Reserves were now planted with low maintenance drought tolerant plants. The key impact on performance was the density of planting (some gaps), evidence of weeds and dead plants.



10. POCKET PARKS

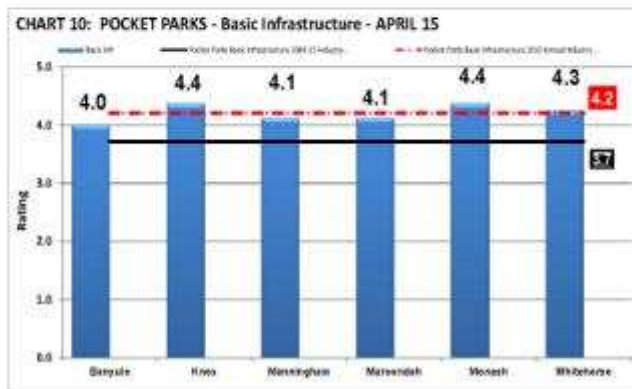
10.1 Pocket Parks Litter



As per **Chart 9**, there was very little litter in the majority of reserves inspected with all councils scoring above 4. A rating of 4 or above indicates little to no litter present. Monash, Knox and Whitehorse had the highest overall ratings with Manningham and Banyule slightly lower.

The overall Industry Mean is lower than the Annual Industry Mean indicating a significant improvement in performance this survey compared to previous surveys.

10.2 Pocket Parks Basic Infrastructure



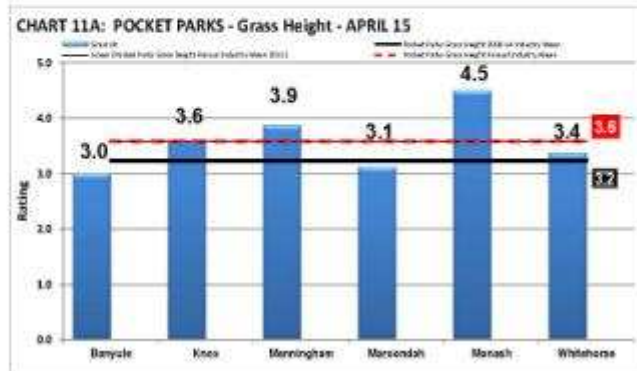
As evidenced in **Chart 10**, the Annual Industry Mean is higher than the overall Industry Mean indicating consistent improvement in performance.

The Chart also identifies consistency in performance with all Pocket Parks infrastructure rated very good with scores of 4 or above. Monash, Knox and Whitehorse were rated highest closely followed by Manningham, Maroondah and Banyule.

It was evident that many councils had replaced aging infrastructure including playgrounds, fences/bollards and resurfacing of paths.



10.3 Pocket Parks Grass Height



Similar to the 2014 survey results, **Chart 11A** identifies a very inconsistent performance across all councils in terms of grass height in Pocket Parks.

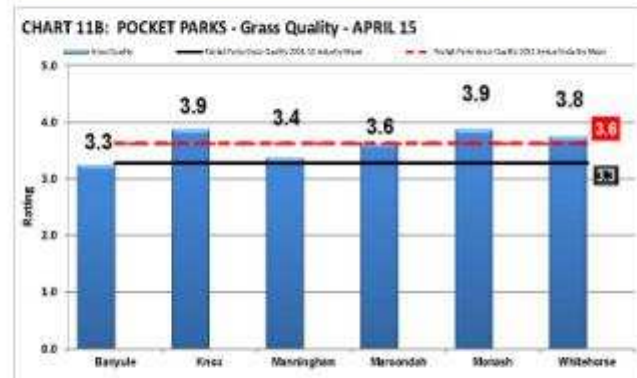
Having regard to the time of the survey (April) there was considerable grass growth and the variable results may be due in part to the scheduling of mowing the reserves.

Monash and Manningham were the best performers, being above the Annual Industry Mean, indicating good consistent grass height.

Banyule and Maroondah each had one reserve considered very poor with long grass affecting the score and the pocket parks use.

The Annual Industry Mean was higher than the overall Industry Mean indicating improved performance this year.

10.4 Pocket Parks Grass Quality



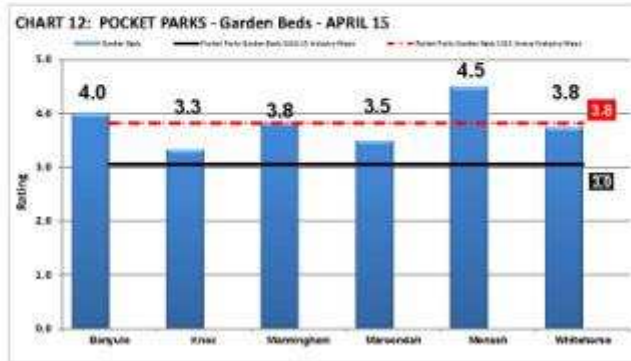
In terms of grass quality, **Chart 11B** highlights some inconsistency in performance over the six councils surveyed.

Knox, Monash, Whitehorse and Maroondah were clearly rated highest and at or above the Annual Industry Mean.

Manningham (two parks scoring 3) and Banyule were rated the lowest with evidence of lower quality grass (bare patches and weeds).

The Annual Industry Mean was higher than the overall Industry Mean for all councils indicating an improvement in overall performance.

10.5 Pocket Parks Garden Beds



It was evident that as indicated in previous surveys many councils have progressively removed specific garden beds from pocket park areas with an increasing number of areas with mulch but no plants.

Chart 12 indicates a significantly variation in assessment ratings (performance) for garden beds in Pocket Parks.

Four councils, including Manningham, scored at or above

the Annual Industry Mean, with Monash achieving the highest rating, indicating good to very good garden beds.

The garden beds in Knox and Maroondah were rated poor with a number of weeds and/or plants in distress. These were very visible and would influence the assessment of those reserves by its users.

Overall, the Annual Industry Mean is marginally much higher than the Overall Industry Mean indicating an improvement in overall performance. Having regard to the time of year (April), the results were not unexpected.

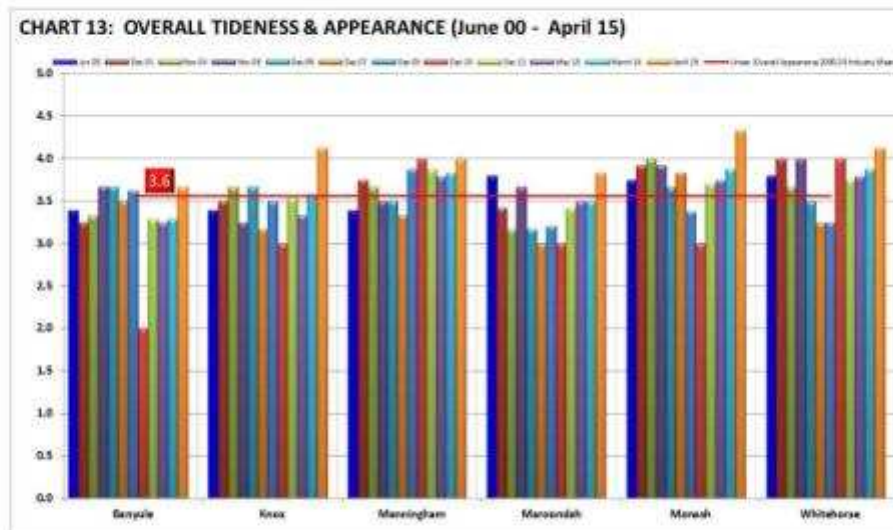
11. OVERALL COMPARISONS

Over the past 15 years, twelve (12) specific parks and reserves surveys have been undertaken, albeit at varying times of each year, to assess the overall performance of randomly selected sporting reserves, major parks and pocket parks.

The surveys were undertaken in June 2000, December 2001, November 2004, November 2005, December 2006, December 2007, December 2008, November 2010, December 2011, May 2013, March 2014 and April 2015. Since December 2001, the surveys have been undertaken either late November or early December and during the middle of the week to obtain greater consistency in assessing the results and determining any key trends. This was changed for 2013 as it was considered the summer period provided extreme weather conditions in terms of heat, rain and growth during these warmer months. The aim in 2013 was to achieve greater consistency and evenness in workload with surveys being scheduled during late March to early May.

To give an appreciation of the changes in performance (ratings) for the key elements over this period, the survey results of the key elements inspected have been compared over this 15-year period.

11.1 Overall Tidiness/Appearance



To better gauge the relative performance of each municipality in terms of **tidiness/appearance** for **all** reserves assessed (sporting, major and pocket), the ratings within each municipality were averaged to determine an overall "Tidiness/Appearance" rating. The overall tidiness/appearance considers the extent of litter, presentation of infrastructure such as pathway edges etc and provides a "first" impression when a user enters the reserve. "Clean and well kept".

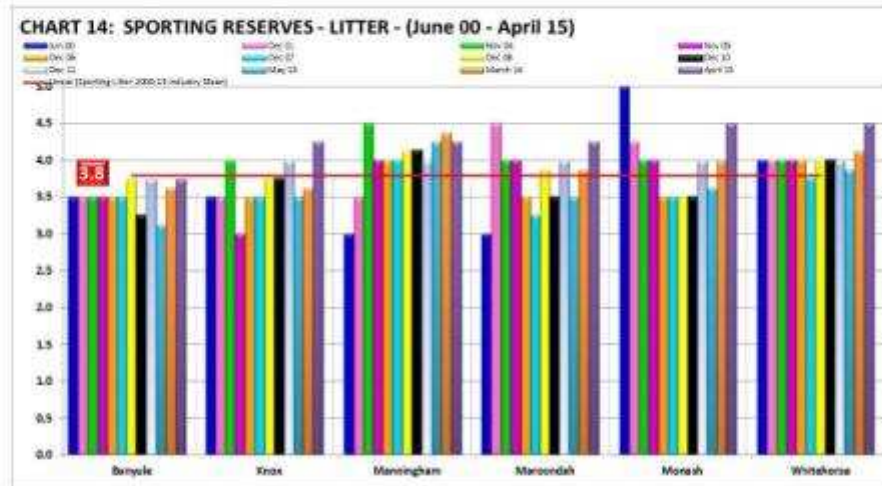
The outcomes are summarised in **Chart 13**. As evidenced for all, over the previous two surveys very consistent performance for each council with all showing further improvement in 2015.

Although Monash and Knox show a large increase in performance in 2015, Manningham results indicate it continues to provide good quality appearance of its reserves, especially over the past five year period, and continues to be well above the industry Mean.

Whitehorse has also demonstrated consistent good quality appearance over many years especially in the last four surveys.

All Councils demonstrated an improvement in 2015 over the past three year's performance.

11.2 Sporting Reserves Overall – Litter

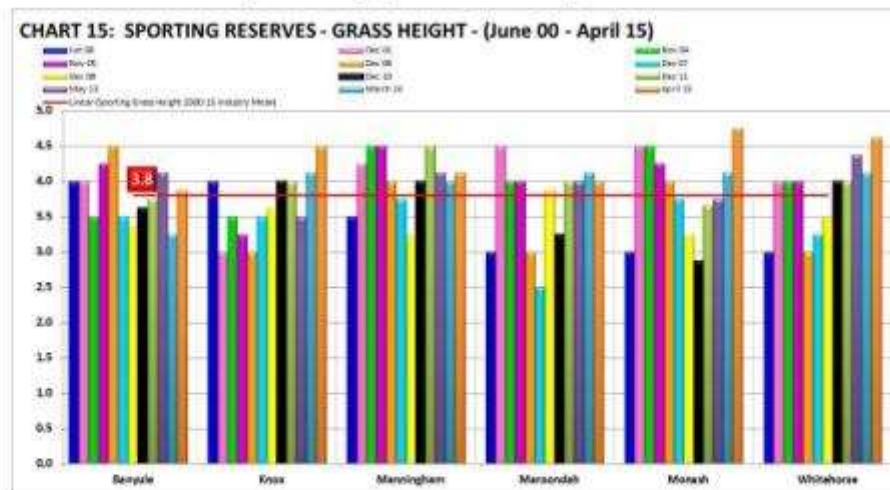


In terms of litter within **sporting reserves**, **Chart 14** indicates that Manningham has very consistent good performance over a long period and above the Overall Industry Mean, even though the 2015 rating dropped a little.

Knox, Maroondah and Monash performance varies between surveys and may indicate inconsistent litter collection practices, although all three showed a jump in ratings for litter in 2015.

11.3 Sporting Reserves Overall - Grass Height

Chart 15 highlights that there has been a steady improvement in Whitehorse and Monash over many years with 2015 showing a further improvement in **grass height**. Maroondah and Manningham have both remained relatively steady over the last four years and continue to be above the overall Industry Mean. These results reflect significant efforts over the past four years to upgrade sporting surfaces to meet the changes in managing reduced water usage.



11.4 Sporting Reserves Overall - Grass Quality

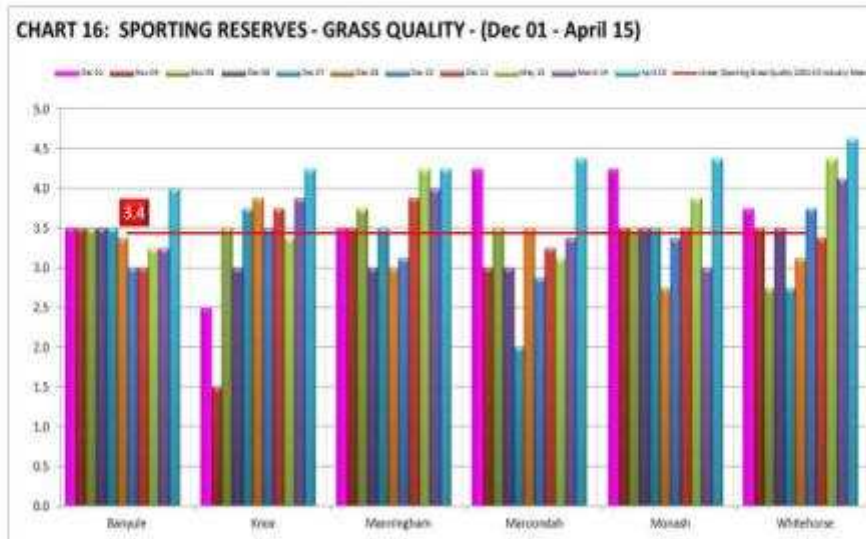
In 2000, the assessment of grass quality and grass height was undertaken as one overall rating. Since 2001, these two key aspects have been assessed individually to better reflect the performance of the two different activities.

In terms of **grass quality**, the inspections are seeking to identify consistent grass coverage across the whole ground (no bare patches) with no weeds etc that may adversely impact on the use of that reserve. As evidenced in the adjacent photo, rough surfaces may impact on the use of the reserve.

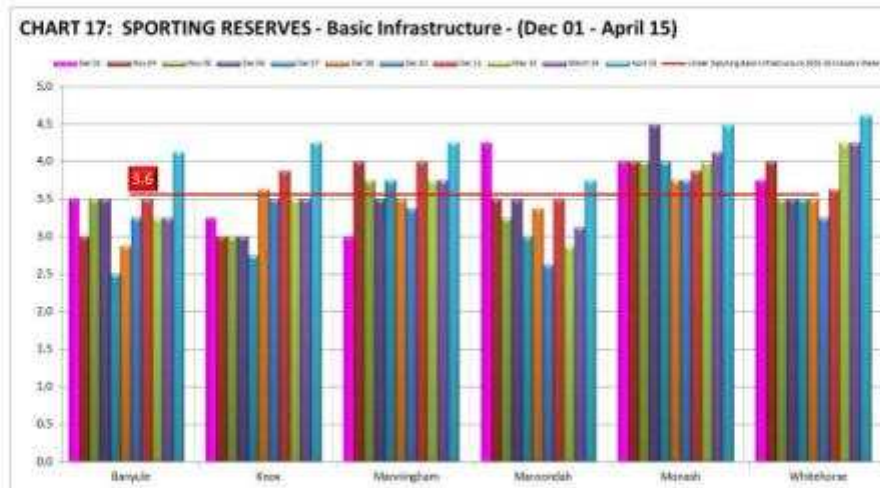


Chart 16 identifies very significant variations in performance between surveys especially in the period 2007-2011 where many reserves were being subjected to severe drought, and as a consequence, many were refurbished to new grass types.

All councils demonstrated improved grass quality over previous years. Manningham and Whitehorse have consistently performed above the overall Industry Mean over the past three surveys. Monash, Maroondah and Banyule's 2015 results indicate a major improvement in grass quality compared to previous years. Knox has made steady progress over the last three surveys.



11.5 Sporting Reserves Overall – Basic Infrastructure



As evidenced in **Chart 17**, over the past four surveys Whitehorse and Monash have consistently presented their **infrastructure** in very good condition and are well above the overall Industry Mean. Manningham continues to be above the overall Industry Mean. Maroondah, Banyule and Knox have all shown improvements moving from below to above the overall Industry Mean in the last 2015 survey.

11.6 Major Reserves Overall - Grass Height

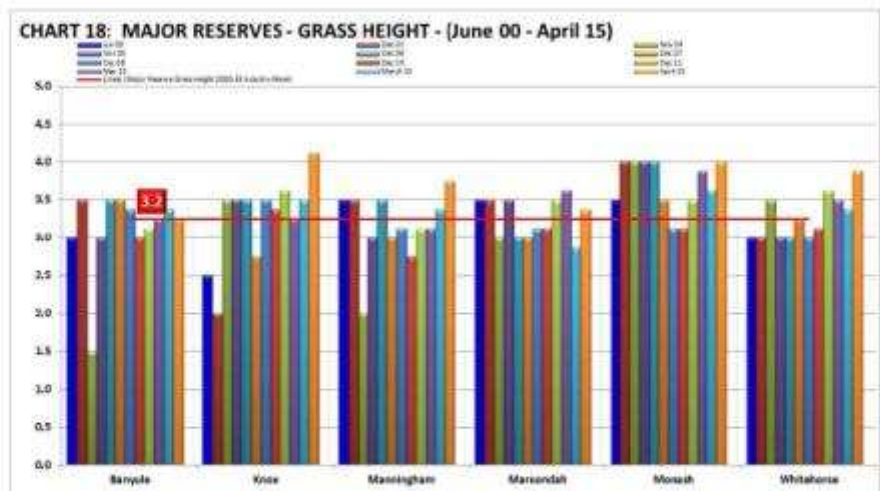


Chart 18 indicates that, apart from Banyule, above average ratings were achieved across the other five councils. Knox achieved the largest improvement since the last survey.

11.7 Major Reserves Overall – Garden Beds

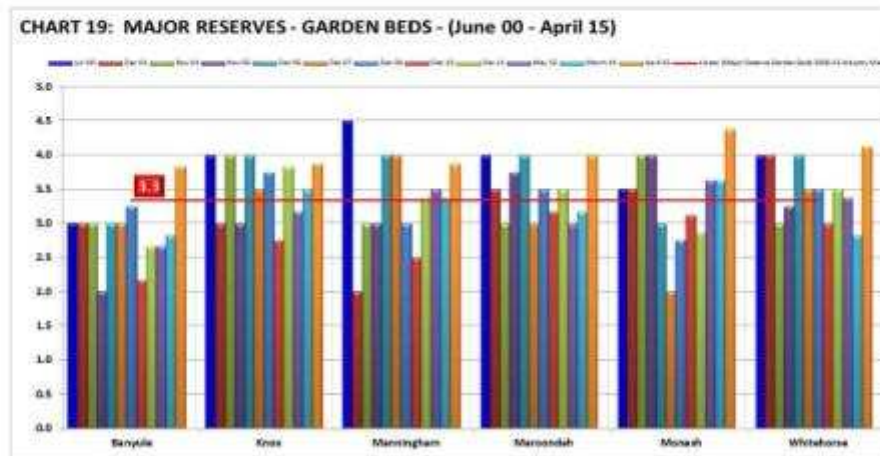


Chart 19 highlights a consistent improvement in garden beds across the six councils surveyed with all achieving ratings above the overall Industry Mean. In the past there has been significant variations in performance across all Councils. Manningham and Monash demonstrated a very consistent trend of improvement over the past years with Whitehorse reversing its past downward trend.

Banyule results whilst consistent in the past remained well below the overall Industry Mean; however, it along with Whitehorse have experienced the greatest improvements.

11.8 Major Reserves Overall – Litter

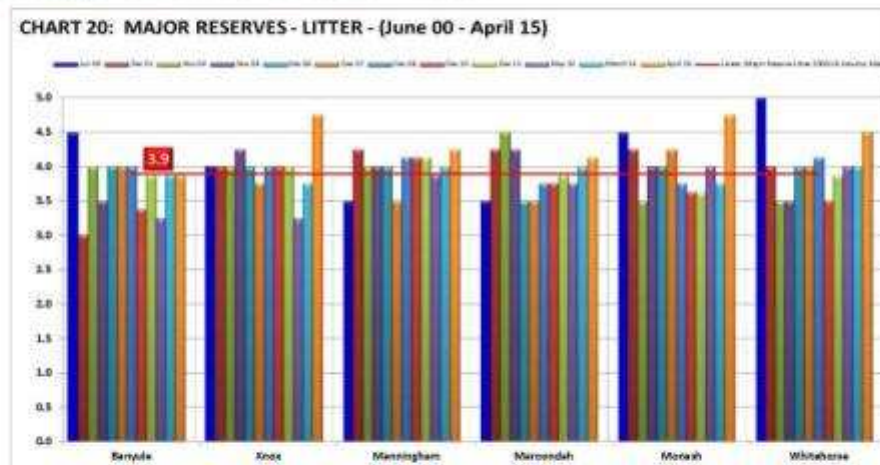
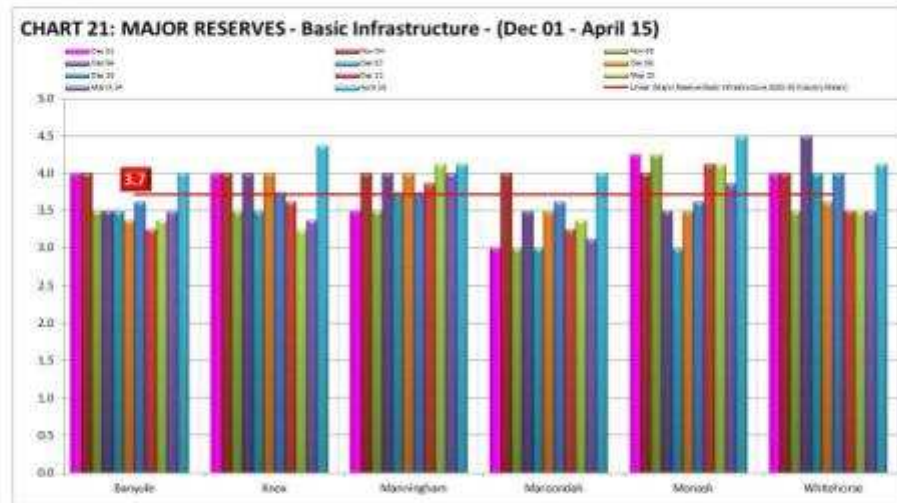


Chart 20 highlights that the results for litter in 2015 indicates relative consistency between most councils with all achieving at or above the overall Industry Mean with minimal litter being present at all reserves inspected. Knox and Monash experienced the highest percentage improvement over the last survey results. A review of the four assessments within each council also reinforces this consistency.

11.9 Major Reserves Overall – Basic Infrastructure



As indicated in **Chart 21**, a comparison between 2014 and 2015 results indicate positive change for all councils, with all achieving ratings above the overall industry Mean in 2015. Manningham and Monash continue to have very good ratings over an extended period indicating very consistent presentation (renewal and maintenance) of their Infrastructure. The Chart also highlights that Knox and Maroondah ratings indicate a reversal of the past decline in the presentation of their assets. There continues to be evidence of the trend commenced 2014 of many councils progressively replacing some of their infrastructure especially fencing/bollards, repairs to seats, and in some instances, renewal of toilets in major reserves is continuing.

11.10 Pocket Parks Overall - Grass Height

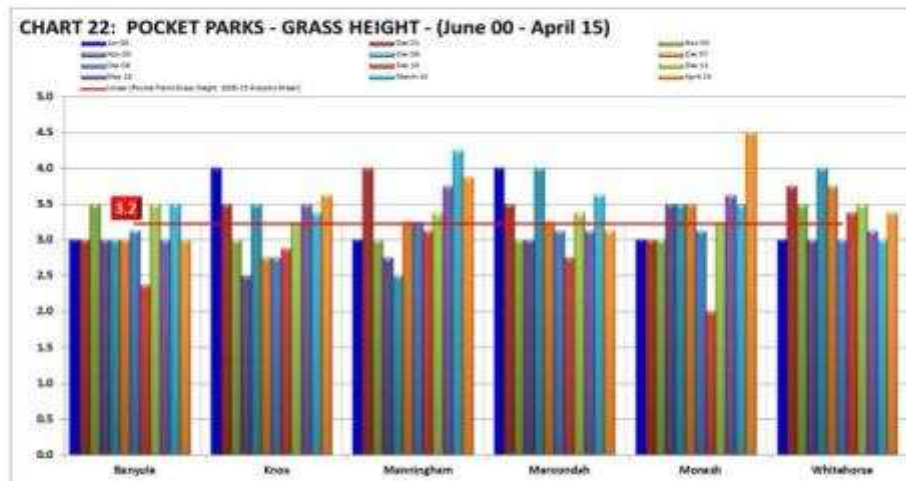
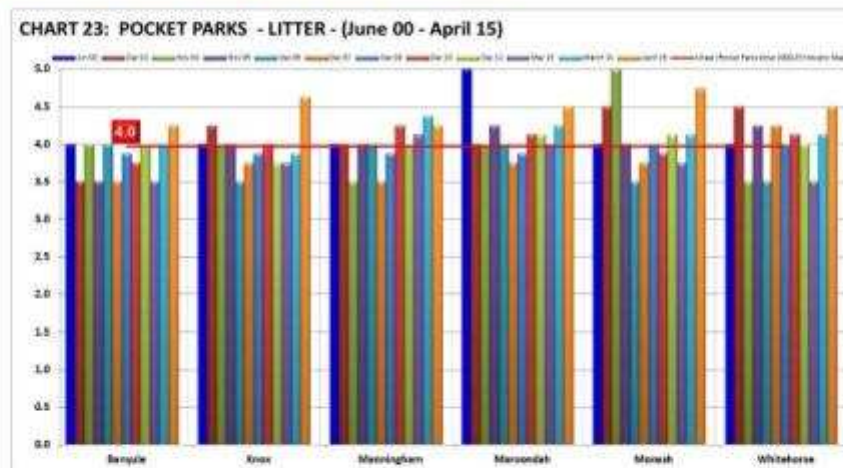


Chart 22 highlights that the level of performance for grass height in 2015 continues to be inconsistent across the councils, albeit four councils (Knox, Manningham, Monash and Whitehorse) are rating above the overall industry Mean with Banyule and Maroondah dropping in performance and rating below the Mean. Manningham, Banyule and Maroondah showed a slight decline in performance compared to the previous survey, although Manningham remains well above the overall Industry Mean. This indicates Manningham is maintaining a strong focus on this element.

11.11 Pocket Parks Overall – Litter



The overall ratings, as evidenced in Chart 23, indicate relative consistency across all councils in regard to litter and a review of each individual reserve results confirm this consistency with minimal litter being evident across all 24 pocket parks inspected.

11.12 Pocket Parks Overall – Garden Beds

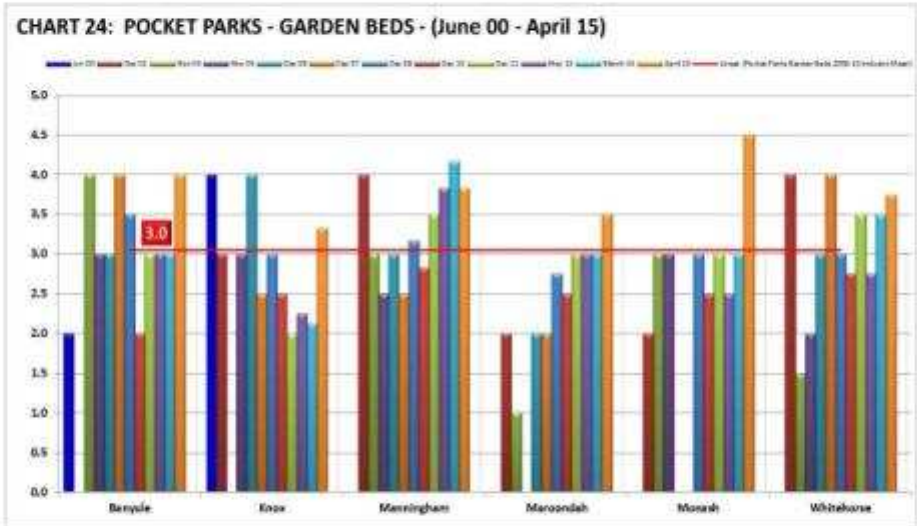


Chart 24 indicates very inconsistent performance for garden beds between the majority of councils. The number of garden beds was also very low with Whitehorse the only council with four garden beds. Maroondah and Banyule had one garden bed each.

It is recommended that this element be removed from the survey as the lack of numbers is resulting in poor comparisons. It may be appropriate to continue to assess the Manningham garden beds as there were 3 inspected in the 2014 survey.

12.MANNINGHAM PERFORMANCE HISTORY

The benchmarking survey has now been undertaken over an extended period (12 surveys) and to better gauge how Manningham's performance has trended, the results of these surveys have been compared and observations made as follows.

12.1 Sporting



Chart 40 indicates significant improvement in **litter** in the first 3 years and since 2005 very consistent high standard results have been achieved.

The 2015 results indicate a slight drop in the standard, but overall very minimal litter present.

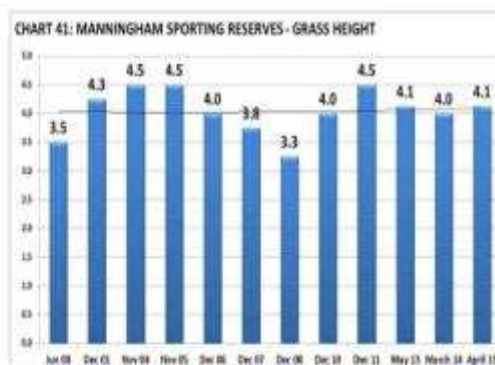
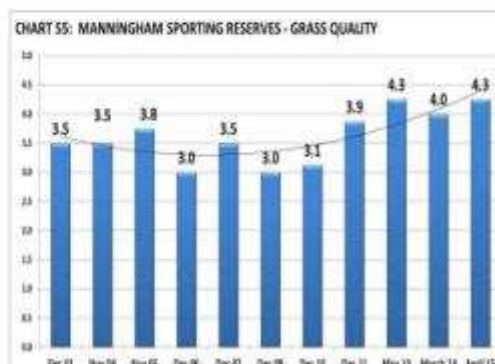


Chart 41 indicates generally very good performance in **grass height** except for the 07-08 period. Since 2010 the results have been consistently high indicating consistent grass height with minimal grass clippings evident. Over the past three surveys a marginal drop in performance was observed and this was reversed in 2015 and the reserves remain in very good condition for the intended use.



Whilst the trend line in **Chart 55** indicates a steady improvement in **grass quality** from 2008 to 2013 with a marginally reduced result in 2014. The results for 2015 reinstated the upward trend.

Between 2005-2008 the impacts of the drought are most evident and this also was a period when major refurbishment works were being undertaken on the playing surfaces.

The results of the past four surveys indicate a consistently good performance.

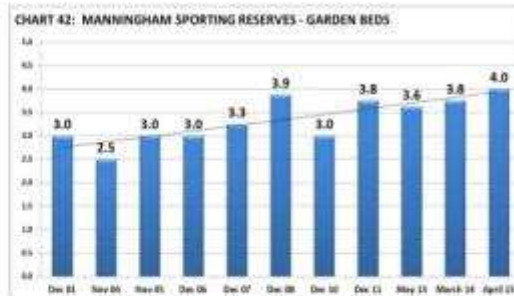


Chart 42 indicates a trend of improvement in **garden beds** within sporting reserves over many years. Appears 2010 results were an aberration and the last four years healthy garden beds with minimal weeds/distressed plants were evident. Ted Ajani Reserve garden beds require some attention.

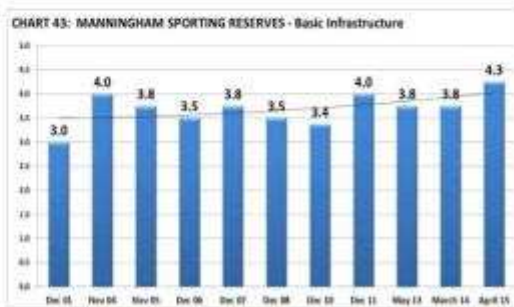


Chart 43 indicates relative consistent performance for **basic infrastructure**. The downward trend between 2007 and 2010 has been corrected with minimal performance change between the peak of 2011 and 2014 with the latest 2015 survey showing an upward trend with the highest score since surveys started.

12.2 Major Reserves

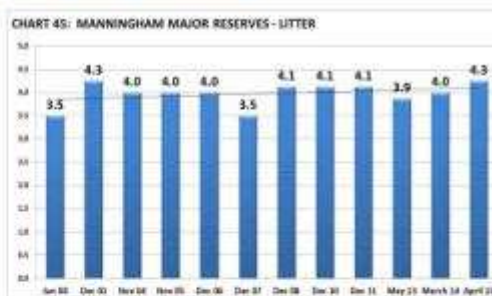


Chart 45 indicates very consistent good performance over a long period. Dec 07 appears to have been an aberration with all other surveys indicating minimal litter and very good presentation of major reserves in terms of **litter**.

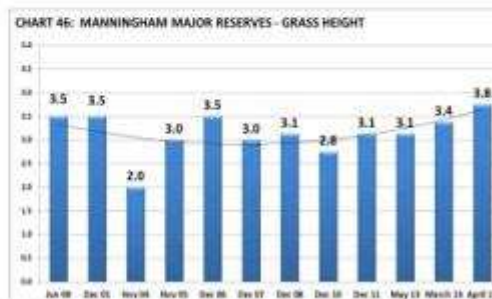


Chart 46 indicates that, whilst in the early surveys there were significant inconsistencies, the past five surveys has been a continued improved performance in terms of **grass height** within these larger open reserves.

Grass height ratings around a score of 3 indicate grass heights are starting to impact on usage.

The results would have been higher but two reserve (Ruffey Lake Park and Finns Reserve) had grass height impacting on their use.

The level of inconsistencies for grass height in Major Reserves continues to be present, but the inspections do indicate overall improvement. Marshall Avenue and Jenkins Park were very good.

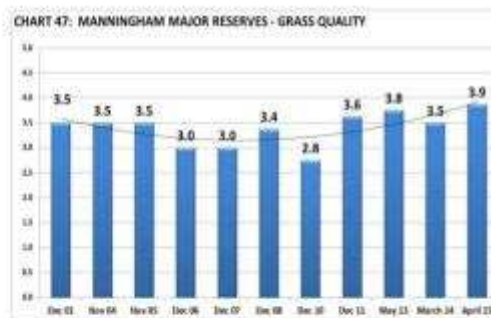


Chart 47 trend line for grass quality indicates a steady improvement with the results for 2015 confirming this trend. This may be attributable to the time of year and favouring grass growth.

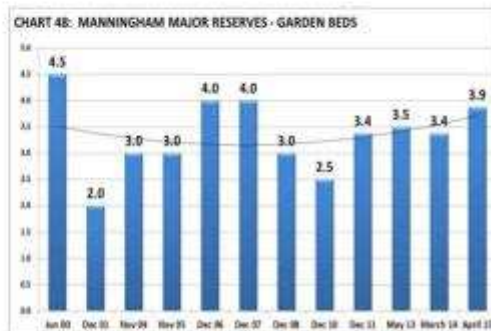
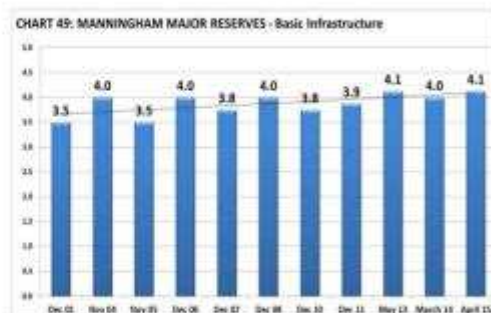


Chart 48 indicates an improvement in garden beds since the last survey.

The garden beds at Ruffey Lake Park and Jenkins Park were considered very good (healthy plants, minimal weeds) especially having regard to the high use of these reserves.

The garden beds at Marshall Avenue and Jenkins Park continue to be below average with some signs of plant distress and weeds within the garden beds.



In terms of basic infrastructure (car parks, fences, bollards, etc) Chart 49 indicates very consistent presentation over a long period with infrastructure continuing to be renewed and maintained.

12.3 Pocket Parks

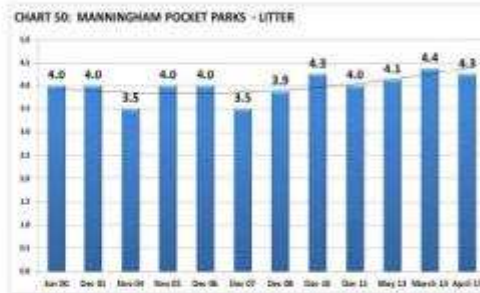


Chart 50 indicates relatively consistent good performance for litter within Pocket Parks and a trend line that is improving especially since the 2007 survey. This trend is continuing with the 2014 results the highest recorded and the 2015 result a little lower. A good example is Green Gully Reserve, very clean and neat.



Grass height, as indicated in Chart 51, is continuing to improve with the 2015 results continuing the significant improvement trend. The 2015 inspections revealed some variation in results across the four reserves inspected.

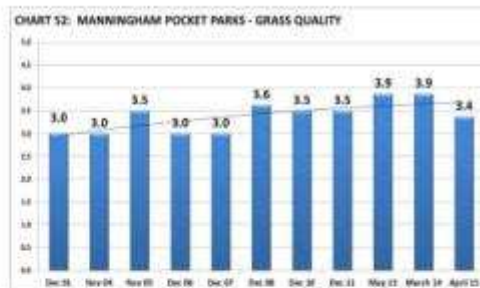
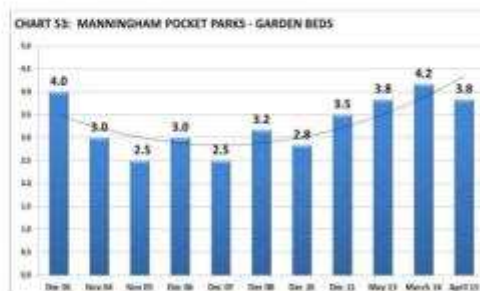


Chart 52 trend line indicates steady improvement in the quality of grass coverage at the pocket parks inspected up until 2015 where a decline in the standard is evident. Two pocket parks had good grass cover (Mandalla and Green Gully Reserve) with the other two (Renshaw and Mossdale) with some patchy areas and weeds.



Whilst Chart 53 highlights a drop in garden bed performance between 2001 and 2007 and since 2007 there has been a significant improvement in garden bed presentation, except the 2015, but still indicating an upward trend in performance. Mandella Street Reserve was given a slightly lower rating.

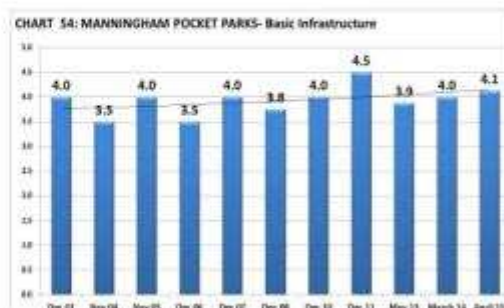


Chart 54 highlights very consistent good presentation/maintenance of infrastructure. Overall average ratings around 4 indicate very good infrastructure with only some minor damage. Mandella Street Reserve achieved the highest score of the four parks surveyed.

12.4 Overall Tidiness & Appearance (all reserves)

Chart 44 indicates the overall assessment for tidiness/appearance of all reserves (Sporting, Major and Pocket). It reflects the overall "initial" impression a user/visitor may have upon walking into/through a reserve.



Over the past six surveys very consistent presentation has been achieved. Little evidence of litter, minimal weeds, pathways well defined (edges trimmed) and overall impression of reserves well maintained in all aspects. It should also be noted that Manningham was above the overall Annual Mean of 3.6.

13. CONCLUSIONS

The assessment of parks and reserves performance was based on condition ratings within specified criteria in the categories surveyed. This process reflects the condition of the visible infrastructure, as could be expected to be observed, by the many users of these parks and reserves. Arguably, this is how a member of the public would view the level of performance of these elements if they had visited each site.

Whereas the sample size has been increased to four (4) reserves per Council per reserve category, the sample size is not large. The results should however provide an overview of performance especially when comparing the performance changes between the various surveys.

The survey was undertaken on consecutive days, Tuesday 14th and Wednesday 15th April 2015, in an endeavour to limit potential variances in performance due to the impacts of weekend usage and weather changes and also to improve the overall consistency in results.

It should be noted that this year's inspections occurred at a time where rainfall and warm weather where growth could be expected.

Over the 12 surveys to date, Manningham's performance for overall tidiness and appearance of all reserves has remained relatively consistent. Generally, all reserves were well presented and tidy.

The following is a "snap shot" of the 2015 survey results.

13.1 Sporting Reserves

Litter - continues to provide high standard, but level of service slipped a little from last year. Although well above the overall industry Mean, requires vigilance to maintain the expected standard.

Basic Infrastructure - Good and well above Industry Mean. Very consistent ratings over all surveys reflecting a continuous focus on regular renewal of infrastructure.



Grass height - Consistent ratings over many years, overall good and marginally above Industry Mean, with an increased rating in 2015.

Grass quality - Excellent and well above Industry Mean. It should be noted that grass height is very dependent upon the timing of the mowing.

Ongoing improvement over five surveys with the drop in 2014 that was regained in 2015.

Garden Beds - 2014 was considered very good and Manningham continued to improve in 2015 to a higher standard when compared to most other councils surveyed (except Monash). Significant improvement over past four surveys.

13.2 Major Reserves

Litter - continues to provide consistent high standards (over past six surveys) and marginally above industry Mean.

Basic Infrastructure - Very good and continuing improvement trend.

Grass height - 2015 results indicate improved consistency in grass height within the four reserves inspected and overall result is now well above the overall industry Mean.

Grass quality - Good quality, being one of the two highest rated Councils, maintaining good performance over past four surveys and well above the overall industry Mean.



Garden Beds - Good and well above industry Mean. Past four surveys indicate very consistent performance, albeit Jenkins Park and Marshall Avenue Reserve had average results in 2015 that influenced the overall results.

13.3 Pocket Parks

Litter - very good and consistent over 12 surveys. Above overall industry Mean and 2015 results excellent, although a little down on last survey. Requires vigilance to maintain the expected standard.

Basic Infrastructure - Overall very good, above overall industry Mean. Continued trend of improvement since 2013.

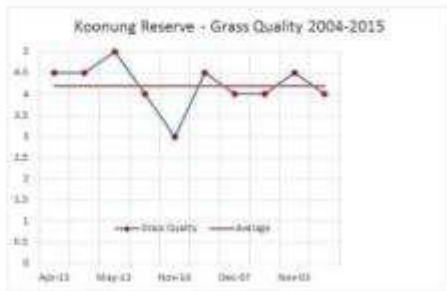
Grass height - Overall consistent results with an improving trend. Rated second highest in 2015 survey, albeit Renshaw Street Reserve and Mosssdale Court Reserve had slightly lower ratings that reduced the overall score. Significantly above overall industry Mean.

Grass quality - Second lowest performance score with Renshaw Street Reserve and Mosssdale Court Reserve influencing the lower score. 2015 result just above the overall industry Mean.

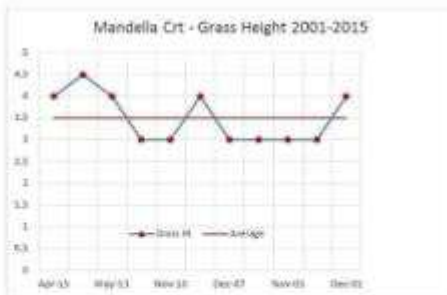
Garden Beds - Overall, significant improvement over the past four surveys and rated equal third highest in councils surveyed, although 2015 result was less than 2014 survey.

13.4 Specific Reserve & Activity Trends

The following Charts and brief comments relate to specific reserves and key elements that have been assessed over a long period. It highlights specific reserve performance over this period.



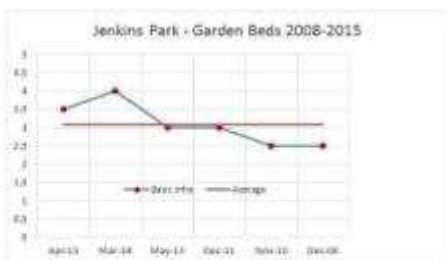
Koonung Reserve grass quality is a key factor in its use as a high standard sport reserve. As evidenced over the past four years significant improvement has occurred with a peak results in 2013 and a little lower in 2014 and 2015. This overall improvement has occurred even though the surveys have been undertaken at varying times during this period.



Mandella Court Reserve has been assessed since the start of the benchmark surveys in December 2001. Grass height remained relatively poor until 2011 and since then a steady improvement has occurred with the highest rating in 2014 and a little lower in 2015, but still above the overall average industry Mean.



In terms of Basic Infrastructure at Marshall Avenue reserve, very consistent results have been achieved over a long period indicating a continued focus on renewal and maintenance of these assets.



The garden beds at Jenkins Park were assessed as poor in 2008 and 2010, but have gradually improved since. The 2014 results were the highest with the 2015 experiencing a slight reduction in the quality of the garden beds.

13.5 Key Issues for Review

In summary evidence from the survey in 2015 suggest that the overall presentation of Manningham's reserves has improved. The challenge is to maintain that high standard such as **litter management**, which although rated very high, fell below the 2014 survey results.

The issue of inconsistency in **grass quality** and **grass height** across Pocket Parks requires addressing to achieve a higher level of consistency and overall standard of presentation.

In terms of **basic infrastructure** evidence indicates consistent and improving performance overall. However, the issues of maintaining a high comparative standard with other councils, particularly in Major Reserves will be challenging over the next few years as the 2015 survey observed a high level of new and upgraded infrastructure across the other councils.

It is recommended garden beds on Pocket Parks be removed from future surveys in comparing performance against other councils due to on an overall lack of garden beds across other councils surveyed resulting in poor comparisons. It is also recommended however that future surveys continue to assess Manningham's garden beds and that the outcomes be reported in Manningham's performance history to help compare Manningham's performance and ascertain the level of consistency and trends in performance year to year.

11. COMMUNITY PROGRAMS

11.1 Manningham Reconciliation Action Plan 2015-2017 (Policy)

Responsible Director: Director Community Programs

File No. T15/165

The ultimate destination for this report is: COUNCIL AGENDA

Neither the responsible Director, Manager nor the Officer authoring this report has a conflict of interest in this matter.

SUMMARY

The draft Manningham Reconciliation Action Plan (2015-2017) was approved for public exhibition by Council in May 2015. Eight submissions were received during the public exhibition phase.

Feedback was generally very positive, with key suggestions being that Council continue to actively support increased engagement with local Indigenous communities and agencies; improve training, employment and procurement opportunities for Indigenous people within Council; add value to heritage and cultural programming; and advocate for reconciliation within the local education sector. Feedback has been incorporated into the Manningham Reconciliation Action Plan (2015-2017) where appropriate.

This report proposes that Council adopt the attached Manningham Reconciliation Action Plan (2015-2017), replacing the existing Manningham Reconciliation Action Plan (2012 – 2014).

1 BACKGROUND

- 1.1 Council adopted the current Manningham Reconciliation Action Plan (MRAP) in 2012, following on from Indigenous policies dating back to 1997.
- 1.2 The Manningham Reconciliation Action Plan (2012-2014) has undergone a review process by the Manningham Reconciliation Action Plan Working Group, a specialist group appointed to strategically guide the development of the current MRAP that consists of representatives from peak Indigenous bodies, Wurundjeri Elders and cultural advisors, representatives from the Eastern Local Indigenous Network, State Government Indigenous advisors, key community stakeholders, local Indigenous representatives and Council Officers responsible for the delivery of policy actions.
- 1.3 Through this review process and consultation, the draft Manningham Reconciliation Action Plan (2015-2017) was developed.
- 1.4 Council endorsed the draft Manningham Reconciliation Action Plan (2015-2017) for public exhibition in May 2015.
- 1.5 The draft Manningham Reconciliation Action Plan (2015-2017) was placed on public exhibition for a six week period from 1 June to 10 July 2015, and an advertisement inviting public comments on the draft MRAP was placed in the local Leader newspaper.

- 1.6 Feedback was sought via Council's online consultation portal 'Your Say Manningham', and emails sent directly to key community partners and industry stakeholders inviting their feedback.
- 1.7 Eight submissions were received during the public exhibition phase, two through 'Your Say Manningham', and six received by email. A summary of public comments has been compiled (Attachment One).
- 1.8 Overall feedback was generally very positive, with key suggestions being that Council continue to actively support increased engagement with local Indigenous communities and agencies; improve training, employment and procurement opportunities for Indigenous people within Council; add value to heritage and cultural programming; and advocate for reconciliation within the local education sector.
- 1.9 Where appropriate, feedback has been incorporated with the recommended changes highlighted throughout the draft MRAP (Attachment Two).
- 1.10 The MRAP (2015-2017) was sent to Reconciliation Australia and Wurundjeri Tribe Council for their final endorsement and their statement of support will be included into the document on Council's adoption of the policy.

Wurundjeri Statement of Acknowledgement of Country

- 1.11 Council's current Wurundjeri Statement of Acknowledgement of Country is *"Council acknowledges the Wurundjeri people as the traditional custodians of this land known as Manningham and Council also acknowledges the contribution made to Manningham over the years by people of diverse backgrounds and cultures"*.
- 1.12 The Manningham Reconciliation Action Plan (2015-2017) proposes that, to better reflect Council's commitment to Reconciliation and other Victorian statements, Council update its Statement of Acknowledgement of Country to: *"Manningham City Council acknowledges the Wurundjeri people as the traditional custodians of the land we now know as Manningham. We pay our respects to Wurundjeri Elders, past and present, and value the ongoing contribution to the cultural heritage of Manningham"*.
- 1.13 As requested at the Strategic Briefing Session of 12 May 2015, Council Officers were asked to explore the development of an additional separate statement to acknowledge Manningham's cultural diversity.
- 1.14 In discussion with the relevant Council Officers, it is suggested that this could be simply done just by using the last part of the current acknowledgement as a standalone statement i.e. *"Manningham Council would also like to acknowledge the contribution made to Manningham over the years by people of diverse backgrounds and cultures"*.
- 1.15 The format of a speech is shown (Attachment Three).

Aboriginal and Torres Strait Islander Flags

- 1.16 Council currently permanently flies the Aboriginal flag directly outside the Municipal Offices, with this and the Torres Strait Islander flag replacing the Victorian State and Manningham flags on the tri-flagpole to fly alongside the Australian National flag during National Reconciliation Week, NAIDOC Week and National Sorry Day.

- 1.17 The Manningham Reconciliation Action Plan (2015-2017) proposed that, in keeping with Council's leadership in the area of Reconciliation and the practice adopted by a number of other Victorian LGAs, Council also look to permanently fly the Torres Strait Islander flag, and that both the Aboriginal and Torres Strait Islander flags being permanently positioned alongside the Australian National flag.
- 1.18 As requested at the Strategic Briefing Session of 12 May 2015, Council Officers were asked to investigate the cost of installing additional flagpoles on the Civic Precinct so that, in addition to the Torres Strait Islander flag, Council could continue to fly the Victorian flag and Manningham flag (i.e. a total of five flags to be permanently flown - Australian National flag, Aboriginal flag, Torres Strait Islander flag, Victorian State flag and Manningham flag).
- 1.19 In discussion with the relevant Council Officers it is suggested that, to achieve a better landscape design outcome and in a line of equal height and distance in accordance with the Australian Government flag protocols, the tri-flagpole be permanently removed, the existing Aboriginal flagpole be relocated, and four new flagpoles be installed on the Civic Precinct (Attachment Four).

2 PROPOSAL/ISSUE

- 2.1 It is proposed that, in addition to the Wurundjeri Statement of Acknowledgement of Country shown in 1.10, Council also adopt the standalone statement shown in 1.12 to acknowledge Manningham's cultural diversity.
- 2.2 It is also proposed that Council undertake the work outlined in 1.17 and install a line of five individual flagpoles on the Civic Precinct to be able to permanently fly the Australian National flag, Aboriginal flag, Torres Strait Islander flag, Victorian State flag and Manningham flag.
- 2.3 Finally, it is proposed that Council adopt the attached Manningham Reconciliation Action Plan (2015-2017) which includes amendments made in response to the public exhibition phase.

3 PRIORITY/TIMING

- 3.1 The adoption of the Manningham Reconciliation Action Plan (2015-2017) is timed to come into effect during Quarter One 2015/2016.

4 POLICY/PRECEDENT IMPLICATIONS

- 4.1 The Manningham Reconciliation Action Plan (2015-2017) replaces the Manningham Reconciliation Action Plan (2012-2014).
- 4.2 The Manningham Reconciliation Action Plan (2015-2017) will be reviewed again in 2017 to ensure the MRAP aligns with the new Council Plan's strategic themes.

5 BEST VALUE

- 5.1 The Manningham Reconciliation Action Plan (2015-2017) was developed based on the Best Value principles of 'continuous improvement' and 'consultation'.

6 CUSTOMER/COMMUNITY IMPACT

- 6.1 Adoption of the Manningham Reconciliation Action Plan (2015-2017) will provide Council with a strategic and coordinated approach to the development and delivery of Reconciliation initiatives for the next two years.
- 6.2 The actions contained in the MRAP are designed to highlight Council's ongoing leadership in the area of Reconciliation to Manningham residents, and to the region, the State and the country.
- 6.3 The MRAP is intended to impact the local community in the following ways:
 - 6.3.1 Build respectful and resilient relationships between Indigenous people and other Australians.
 - 6.3.2 Build the cultural competency of Council and the local community to deliver services that effectively meet the needs of the Indigenous community.
 - 6.3.3 Develop innovative ways to celebrate, reconnect with, respect and preserve Indigenous cultural heritage.
 - 6.3.4 Provide local opportunities, resources and support for Indigenous people and those involved in the process of Reconciliation.

7 HUMAN RIGHTS CHARTER

- 7.1 The Manningham Reconciliation Action Plan (2015-2017) complies with the Victorian Charter of Human Rights and Responsibilities.
- 7.2 The MRAP specifically addresses the key principle – 'Respect: Cultural Rights, including recognition that human rights have a special importance for the Aboriginal People of Victoria'.

8 COUNCIL PLAN/ MEASURE OF ACHIEVEMENT OF ACTION

- 8.1 The review of the Manningham Reconciliation Action Plan (2012-2014) and the subsequent development of the Manningham Reconciliation Action Plan (2015-2017) was undertaken in accordance with the action contained in the Cultural Services 2014-2015 Service Unit Plan.
- 8.2 The Manningham Reconciliation Action Plan (2015-2017) reflects the 2013-2017 Council Plan and the Generation 2030 Community Plan.

9 FINANCIAL RESOURCE IMPLICATIONS

- 9.1 There are no additional financial resources required for the implementation of the Manningham Reconciliation Action Plan (2015-2017), with the exception of three actions that are subject to funding being sourced in order for these to be completed.
- 9.2 The rest of the actions contained within the MRAP are designed to be resourced within the Cultural Services operational budget.

10 SUSTAINABILITY

- 10.1 The aim of the Manningham Reconciliation Action Plan (2015-2017) is to build a sustainable framework for the Reconciliation initiatives within Manningham.

11 REGIONAL/STRATEGIC IMPLICATIONS

- 11.1 Manningham is one of thirty-six Australian Local Governments who have nationally-endorsed Reconciliation Action Plans and is one of the ten councils in Victoria that have RAPs in place.
- 11.2 Along with the cities of Melbourne, Moreland, Hume, Whittlesea, Yarra, Stonnington, Port Phillip, Brimbank and Ballarat, Manningham continues to be seen as a leader in the Local Government Reconciliation movement.

12 CONSULTATION

- 12.1 The Manningham Reconciliation Action Plan (2012-2014) underwent a review process by the Manningham Reconciliation Action Plan Working Group, a specialist group appointed to strategically guide the development of the current MRAP that consists of representatives from peak Indigenous bodies, Wurundjeri Elders and cultural advisors, representatives from the Eastern Local Indigenous Network, State Government Indigenous advisors, key community stakeholders, local Indigenous representatives and Council Officers responsible for the delivery of policy actions.
- 12.2 Through this review process and consultation, the Manningham Reconciliation Action Plan (2015-2017) was developed.
- 12.3 Consultation was also undertaken with the Wurundjeri Tribe Council, Aboriginal Affairs Victoria, Reconciliation Victoria and Reconciliation Australia.
- 12.4 Local residents were consulted through the online public exhibition process.

13 COMMUNICATIONS STRATEGY

- 13.1 The adopted Manningham Reconciliation Action Plan (2015-2017) will be printed and distributed to all those involved in the consultation phase, as well as those residents submitting to the public exhibition phase. It will also be distributed to schools and community organisations within Manningham that have been identified as potential Reconciliation partners with Council. Copies will be made available from Council's customer service centre and libraries, and placed on Council's website.

14 CONCLUSION

- 14.1 The Manningham Reconciliation Action Plan (2012-2014) has undergone a review process involving consultation with the Manningham Reconciliation Action Plan Working Group, the specialist group that was first convened to guide the strategic development of Council's first MRAP. This group guided the development of the Manningham Reconciliation Action Plan (2015-2017) and assessed the strategic actions in terms of what was measurable and achievable in line with Reconciliation Australia's nationally-endorsed best practice.
- 14.2 Council endorsed the draft Manningham Reconciliation Action Plan (2015-2017) for public exhibition, and eight submissions were received during the public exhibition phase. Where appropriate, feedback has been incorporated into the attached final MRAP for Council adoption.

OFFICER'S RECOMMENDATION**That**

- A) Council, in addition to adopting the Wurundjeri Statement of Acknowledgement of Country as shown in the Manningham Reconciliation Action Plan (2015-2017), also adopt the standalone acknowledgement statement of *"Manningham Council would also like to acknowledge the contribution made to Manningham over the years by people of diverse backgrounds and cultures"*;
- B) Council install a line of five individual flagpoles on the Civic Precinct to be able to permanently fly the Australian National flag, Aboriginal flag, Torres Strait Islander flag, Victorian State flag and Manningham flag;
- C) Council adopt the attached Manningham Reconciliation Action Plan (2015-2017).

MOVED: GALBALLY**SECONDED: DOWNIE****That the Recommendation be adopted.****CARRIED****DIVISION**

A Division having been demanded the Council divided as follows:

FOR (8): Councillors Galbally, Downie, Yang, O'Brien, Gough, Grivokostopoulos, Kleinert & McLeish.

AGAINST (1): Haynes.

THE MOTION WAS DECLARED CARRIED

An extension of speaking time was granted to Cr McLeish.

"Refer attachments"

- Attachment One – Table of Public Comments
- Attachment Two – Manningham Reconciliation Action Plan (2015-2017)
- Attachment Three – Proposed Speech Format (Acknowledgements)
- Attachment Four – Proposed Civic Precinct Flagpoles

* * * * *

ATTACHMENT ONE Manningham Reconciliation Plan (2015- 2017)
TABLE of PUBLIC COMMENTS collated through public exhibition period 1 June – 10 July

No.	NAME and Position	Position and Organisation name (if applicable)	Feedback / Comments	Related to Policy Item #	Officer's Comments	Recommended Changes to RAP
1	John Baxter	Member of M/IGP Committee, Local Indigenous Network Representative, Koortie Night Market Board and Manningham RAP working group member.	I have had the privilege of working with and following the journey Manningham Council has taken in relation to its Reconciliation Action Plan. I've seen the growth in understanding and desire for council to be genuinely actively involved in embracing Aboriginal culture and be inclusive. Through acknowledgement at events, festivals etc, hosting art exhibitions, plays, film nights etc supporting educational evenings and cultural meetings at VC2. The Manningham area has some very special areas with significant Aboriginal connection and being able to preserve these, acknowledge them, education the public and support community is important. May I encourage Manningham to continue to grow in it's understanding of Aboriginal culture and engagement as outlined in the Reconciliation Action Plan.	General comments	Positive response that requires no further action.	None.
2	Les Chatsells	Manager, Mullum Mullum Indigenous Gathering Place (Service is located in Maroonah, social support for the Eastern regional Indigenous community)	The plan does not recognise all Aboriginal people living within the area. It fails to connect with Indigenous orgs that provide a service to all Aboriginal people, it is very heavy working with traditional custodians. Needs a balance. Very rare when anybody from local Aboriginal land council attend an Eastern Aboriginal community region event, none are visible unless their fronting up on a paid job by government or local councils to do a welcome to country again. If the council reconciliation plan is about its relationship with traditional custodians then this is a great plan but don't think for one minute it meets the needs of other Aboriginal people from other heritage (some who have lived in the area for a long time). It fails to recognise major Aboriginal service delivery organisations, Councils reconciliation group are not a defacto Aboriginal organisation. Lets hope the council firms up on action items 27 to 29 with proper timelines and achievable actions, not some motherhood statement to fill in the measurable target. Plenty of potential within the plan. The council willingness to go forward is unquestionable, its about how the actions will be interpreted and executed that will make it successful for all.	General comments, Item 5 and specific references to items 27 - 29 (which are now items 31 - 33 in the updated draft M/RAP)	Important to note that Council has indeed connected with M/IGP on significant occasions in the past, in particular through engaging them to participate in the former Multicultural Festival whereby they set up a community Education site, and also invited them to present a stall at the last three Didgeidoo Festivals, with no response from back from M/IGP. One of the M/IGP board members (John Baxter) is a member of our RAP working group and provides the comments above. He is a member of the Local Indigenous Network, which is a representative group of local Indigenous people, and attends these sessions from time to time. It is part of our LGA legislative requirement to engage with the allocated Registered Aboriginal Party - Wurundjil Tribe Council - for issues relating to ceremony, land management and history. We use many other Indigenous resources to present on cultural activities within our programming, most of whom live in the Eastern region. The message to take from Les' comments is that our local context has not been articulated well in the RAP, and needs greater emphasis.	1. Include a new Item 5 on page 11 relating directly to local Indigenous communities and Councils enthusiasm to regularly connect. 2. Better define our partners by introducing a Terminology section on page 9 to help define what is meant by 'Local Community Partner's and 'Industry Partner's within the plan, update this throughout the plan accordingly. 3. Update the training, employment, and procurement items that Les refers to as items he hopes eventually, now Items 31 - 33 , with best practice measures as recently presented by the Municipal Association of Victoria.

No.	NAME and Position	Position and Organisation name (if applicable)	Feedback / Comments	Related to Policy Item #	Officer's Comments	Recommended Changes to RAP
3	David Thomas	Metropolitan Heritage Programs, Office of Aboriginal Affairs Victoria, Department Premier and Cabinet	I've just had a look at the Reconciliation Action Plan which looks good, but I'm a bit concerned about point 12: Does this only refer to existing collections? Where are they from - Wurundjeri country / Victoria or further afield? Are they catalogued / registered on the Victorian Aboriginal Heritage Register? Have you consulted with the Wurundjeri about these collections? Are there plans to increase the number of collections - under section 34(c) of the Aboriginal Heritage Act 2006 the buying or selling of Aboriginal objects requires a permit. Or perhaps what is actually meant is 'increased promotion of existing collections of indigenous culture and heritage...'	Item 14	Further clarification was sought with Whitehorse-Manningham Library CEO Sally Both, who noted that the Indigenous collection refers to published and accessible works, not single items of heritage value. She suggested a rewording of that item to make it more explicit, refer below. David was happy with this explanation and rewording.	Rewording of Item 14 on page 16 using more specific language about the collection and that it is only published items (not heritage collections) that we aim to hold in the library.
4	Sally Both	CEO, Manningham-Whitehorse Regional Libraries	The Human Library (Living Library) concept is a lot of work: recruiting volunteers, police checks, induction, promotion, coordination etc and is best to be held in conjunction with a bigger event that will ensure the "books" get some "readers". The recent Human Book project hosted by the library for the Refugee welcome launch was a lot of planning and cost \$4,500 to deliver, which funded the employment of a PT project officer to coordinate the project. Indigenous Storytelling (as a presented program) would work through Children's Book Week (not National Book Week)	Item 14	The Human Book concept came from a local indigenous person who was keen to activate this idea at Manningham as he had been involved in the Whitehorse program. However, given the limited resources we currently have for the Reconciliation portfolio, Council is encouraged to take Sally's insight into the costs and time required to run this type of activity, and withdraw it from the RAP, replacing it with more structured storytelling through Children's Book Week and National Reconciliation Week programs.	Rewording of the measures of Item 14 on page 16 to reflect Sally's suggestions of delivering a simpler storyline session through Children's Book week, and better terminology surrounding the collection at the library.
5	Paul Byrne-Moroney	Heritage Program Officer - Metropolitan Heritage Programs, Office of Aboriginal Affairs Victoria, Department of Premier and Cabinet	With regards to the presentation of Wurundjeri history within the local realm: I recently visited the Warrandyte Historical Society and was very pleased to see an entire room dedicated to the history of the traditional owners. I was concerned however by the reproduction of this historic quote which has the potential to reinforce old presumptions about Aboriginal people as nomads and the term itinerant carries other less than positive connotations.	Various items relating to Heritage	Paul highlights a gap in the RAP, the support Council can provide to encourage local historical societies to capture culturally appropriate content about the Wurundjeri history of the area, and to stock resources such as the walks that reflect on the Wurundjeri history, and the Wurundjeri Stories resource materials.	Introduce a new Item 7 page 12 relating directly to the Wurundjeri historical content and displays held within Manningham Historical societies

No.	NAME and Position	Position and Organisation name (if applicable)	Feedback / Comments	Related to Policy Item #	Officer's Comments	Recommended Changes to RAP
6	Brother Sean Keefe	College Chaplain, Whitefriars College	Awareness of our history, and positive links with it, allows us to grow in our future. When it is possible to correct past injustices, we should do so. The better we work to construct an inclusive society, the more enriched each finger of our society becomes. It is not giving up personal traditions, unless they are obstacles to growth, but blending our journeys to allow more people to be aware of the preciousness of each, in a world much aware of differences that divide, it is important to link unique qualities which support harmony.	General Comment	Positive response that requires no further action.	None.
7	Jim Poulter	Secretary, Reconciliation Manningham	The plan looks pretty good, but an initial thought is that I would like council to commit to a 'Songlines Mapping Project in Manningham'. This could be done with no budget as all the costs would essentially be infrastructure. All that needs to be done is for council to produce a contour map of Manningham and immediately adjacent municipalities, overlaid with a map of current streets. A trial set of Songlines could then be superimposed and the draft sent out to historical and Aboriginal groups and adjacent municipalities for comment. The final plan could then be publically launched in a special event.	Item 13	The songlines mapping project is a great idea, however it sits comfortably within the more strategic context of item 28 and item 29 as a possible project (relies on further funding) to support cultural development at approved heritage sites. It will be considered alongside other project ideas within these items, and may form part of a larger signage project.	None.
8	Anna Liebreit	Local Indigenous Artist (Bulleen)	I am particularly interested in how schools can become engaged and excited to incorporate indigenous perspectives into curriculum, cross-curricular priorities. I work with pre-service teachers at Monash and Vic Uni on exactly this, how to meaningfully engage with indigenous content, localised and culturally appropriate. It's great to see Council address this, and develop a strategy for implementing this. It's almost like an education program needs to be developed, packaged and marketed with appropriate people going into schools and 'selling' it. Where can schools find the Manningham indigenous resources? I would like to get my sons school on board because at the moment I don't think their indigenous content is localised. Also other subjects could tap into the rich culture on our doorstep ticking a whole lot of national and state education policy requirements in the process. I think the cultural tourism group sounds interesting and yes, I would like to learn more.	General Comments, and Item 23 - 25	The RAP does attempt to increase educational sector relationships with Reconciliation, and with the recent release of the Reconciliation Australia framework for Reconciliation in Schools, it is appropriate to introduce more detail in items 23 - 25.	Provide more specific detail relating to education actions by including a measure relating to the recently released framework for Reconciliation in Schools "Narragamawali" in item 23 on page 22 and increasing the detail of item 25 on page 23. Invite Anna to join the Cultural Tourism working group when applicable.

No.	NAME and Position	Position and Organisation name (if applicable)	Feedback / Comments	Related to Policy Item #	Officer's Comments	Recommended Changes to RAP
	Internal Officer Comments	Various	<p>1. Various layout and grammar suggestions</p> <p>2. Include Indigenous gardens in Environmental Education programs run through EEP</p> <p>3. Better articulate the Reconciliation Australia "Stretch RAP" framework</p> <p>4. The Heritage Advisory Committee only needs consultation with Wurundjeri when relevant, where Indigenous matters arise.</p> <p>5. There are legislative requirements for Council to follow the correct process for protecting Aboriginal Heritage Sites on private and public land, our process to reflect the legislation.</p>	Various	All officer comments taken on board and RAP edited accordingly.	<p>Following changes suggested:</p> <ol style="list-style-type: none"> 1. Grammar and layout items edited 2. Include a new item 30 on page 26 to address Environmental Program opportunities 3. Add more detail about what is the Stretch RAP framework on page 6 4. Insert a measure on item 2 page 10 to include a more specific reference to the way the Heritage Advisory Committee will engage with Wurundjeri Elders.

Manningham
Reconciliation
Action Plan
(2015 - 2017)

A Message from the Mayor

“Manningham City Council acknowledges the Wurundjeri people as the traditional custodians of the land we now know as Manningham. We pay our respects to Wurundjeri elders past and present, and value the ongoing contribution to the cultural heritage of Manningham”. (Statement of Acknowledgement 2015)

It is with great pleasure that I present Manningham City Council's second nationally recognised Reconciliation Action Plan (2015 – 2017). Council formalised its commitment to Reconciliation in 2006 with the establishment of our first Indigenous Peoples Policy. This was a simple set of principles that recognised Council's role in Reconciliation, and set out a framework for our Reconciliation portfolio to grow. Council recognises the importance of establishing partnerships with our local community and the Indigenous community to deliver Reconciliation objectives, and with this principle our portfolio for Reconciliation has grown enormously in the past decade.

In 2011, we were the proud recipients of the National Local Government Award for Reconciliation, which was a significant recognition of the work that had taken place in developing partnerships with the Wurundjeri community, local community, schools and organisations in our joint planning and delivery of Reconciliation objectives. In 2012, Council developed its first nationally recognised Reconciliation Action Plan, a two year vision that set forth a series of actions to achieve our community's top priorities for Reconciliation within Manningham.

The Reconciliation Action Plan (2015 – 2017) builds upon the actions developed in 2012, and focuses upon key national learnings about Reconciliation, as well as building upon the things that Wurundjeri Elders, local community partners and Council feel are the most important and achievable local objectives, which hinge upon cultural celebration, cultural education and the preservation of Aboriginal Cultural Heritage Sites of Significance in Manningham.

Please take part in our progress over the next two years as we continue our committed journey towards Reconciliation.

**Cr Paul McLeish,
Manningham Mayor**

Reconciliation is about building positive relationships between Aboriginal and Torres Strait Islander (Indigenous) and other Australians, for the benefit of all Australians.

It requires an understanding that Colonial settlement of Australia had an enormous impact on Indigenous people, a trauma that is still being felt today.

Reconciliation is based on the knowledge that all Australians play an active part in creating a better future, where people enjoy the same standards of living as other Australians. Reconciliation respects that people have the human right to access their traditional culture, and for all Australians to share pride in our Indigenous heritage.



A Message from the Wurundjeri Tribe Land & Compensation Cultural Heritage Council

The Wurundjeri Tribe Council is the Registered Aboriginal Party for the area now known as Manningham.

Wurundjeri Tribe Council is proud to support the Manningham Reconciliation Action Plan (2015-2017). Wurundjeri Elders have been working in partnership with Manningham Council over a number of years now, delivering reconciliation outcomes within the local community. Wurundjeri Elders contributed to the development of this plan, which presents some great opportunities for collaboration between Manningham and the Wurundjeri. We look forward to working collaboratively towards positive outcomes that will benefit not only the Wurundjeri people, but the wider Manningham community.

Wurundjeri Tribe Council Elders

Message from Reconciliation Australia

This endorsement statement will be included once the plan is endorsed by Council on 25 August.

Our Commitment

Manningham City Council understands the value and need to partner with Wurundjeri people, the local Indigenous community, industry stakeholders and local community partners in the planning and delivery of our Reconciliation Action Plan.

Council recognises and respects the deep connection Wurundjeri people have to the land and waterways in our city, and understands the important role we play in preserving the Aboriginal Heritage Sites located within Manningham.

Council respects the rights of all Indigenous people to retain a strong relationship with their people, culture, values, customs and land, and we acknowledge our role in supporting them to achieve this human right. Manningham City Council recognises that much of the land we now know as Manningham is of heritage significance and in many cases sacred spaces for Wurundjeri people who may have an interest in reconnecting with these sacred sites.

Council acknowledges and values the contributions made to our community by Indigenous people and values the rich cultural identity our community has achieved as a result of the Wurundjeri presence in our local heritage.

Council recognises the serious social, health, economic, education and employment disadvantage facing many Indigenous people.

Our Council

Manningham is located 12 kilometres from the Melbourne CBD linking to the Yarra Valley – bringing a unique combination of both cosmopolitan city and country lifestyles together, over a total land area of 114 square kilometres, including substantial green wedge space.

Manningham is a diverse community with an estimated resident population of 118,521 people (Australian Bureau of Statistics ERP 2014) and approximately 0.1% identify as Aboriginal or Torres Strait Islander people. In comparison, in the Eastern Metropolitan Region and Victoria the Indigenous people make up 0.3% and 0.6% respectively. (Source: ABS 2006 Community Profile).

Manningham City Council is the Local Government authority of the Manningham municipality, and currently employs 725 employees, none of whom identify themselves as Aboriginal or Torres Strait Islander.

Manningham City Council provides more than 100 services to residents, ratepayers, businesses and community groups across the City.

Our Vision for Reconciliation

Manningham City Council is committed to achieving positive outcomes for Aboriginal and Torres Strait Islander (Indigenous) people, and preserving and celebrating our unique Wurundjeri cultural heritage.

This is supported through the following vision statements:

- To respect, recognise and advocate for Aboriginal and Torres Strait Islander people to practise their cultural heritage, values, customs, ceremony and special relationship with the land and waterways.
- To recognise that resilient and respectful relationships between Indigenous and other Australians/wider community are the cornerstone of Reconciliation.
- To deliver Council services that are accessible to Aboriginal and Torres Strait Islander people, and uphold the principles of equity, justice and culturally sensitive access for all members of the Indigenous community.
- To develop a close working relationship with traditional custodians of the land, the Wurundjeri people, Indigenous networks and heritage agencies to effectively preserve, and where appropriate, celebrate and share, the Aboriginal Heritage Sites of significance in Manningham.
- To provide an outstanding range of activities that celebrate, recognise and respect Indigenous people and Indigenous cultural heritage during National Reconciliation Week and other National and State initiatives, providing our local community with an opportunity to take an active part in the process of Reconciliation.
- To maintain positive local community partnerships that enable local people to actively participate in Reconciliation activities.
- To support the sustainable development of Aboriginal and Torres Strait Islander-driven projects, events, venues and services within our community.
- To achieve long term health and quality of life outcomes for Indigenous people through improved services within the health and wellbeing, early years, education, training, employment, economic development, and social justice sectors, in line with the Victorian Indigenous Affairs Framework objectives.

Our Story So Far

- 1997** A Statement of Commitment to Indigenous People was developed with the Eastern Region Councils and adopted by Manningham City Council. It was an affirmation of respect and recognition for the Wurundjeri people as the traditional custodians of Manningham.
- 1999** The first Indigenous People's Policy was developed, which provided a basic set of principles for Council to activate the journey of Reconciliation, including the protocol of flying the Indigenous flag on key dates, and the introduction of a Statement of Acknowledgement, to be read prior to key Council meetings.
- 2006** The second Indigenous Peoples Policy was developed which introduced a commitment to delivering a program of community activities during National Reconciliation Week, based on local partnerships.
- 2008** A more formalised Indigenous Policy and Action Plan (2009 – 2012) was developed, which saw the introduction of clear and measurable actions to support Reconciliation. This guided the development of strong partnerships with Wurundjeri Elders and local community in developing an extensive suite of programs and projects during National Reconciliation Week (NRW). This year also saw the Aboriginal Flag being permanently flown at the Manningham Council Municipal Offices.
- 2011** Manningham City Council was awarded the National Local Government Award for Reconciliation, which recognised Council's program as outstanding in terms of its' community and Indigenous partnerships, and diverse array of cultural, heritage, arts and education experiences for our community.
- 2012** Council developed our first nationally endorsed Manningham Reconciliation Action Plan (2012 – 2014), an extensive and diverse set of actions that put Manningham at the forefront of Reconciliation programming within the Eastern metropolitan region. Most of these actions were achieved, with a number of actions that continue to roll over into the new Reconciliation Action Plan.
- 2013** Council received Federal funding for the "Wurundjeri Stories" Interpretive Signage trail project at Pound Bend, supporting Council's vision to signpost and culturally develop known Aboriginal Heritage Sites of Significance in Manningham in partnership with Wurundjeri Tribe Council. The trail has been developed to provide a framework for schools to access local cultural heritage and progress their Reconciliation objectives within a local setting. Resources have been developed to support school access to this program.
- 2015** Review of the Manningham Reconciliation Action Plan (2012-2014) sees the introduction of the Manningham Reconciliation Action Plan (2015 – 2017) using the Reconciliation Australia framework, which is designed to address reconciliation on the basis of "Respect Relationships" and Opportunities".

Our RAP Working Group

The Manningham Reconciliation Action Plan (2015 – 2017) is the result of extensive consultations with our Manningham Reconciliation Action Plan Working Group. The Working Group comprises internal Council staff who are responsible for the delivery of RAP actions, and external key stakeholders, including representatives of Wurundjeri Tribe Council and Wurundjeri Cultural Advisors, representatives from the Eastern Local Indigenous Network (LIN), representatives from peak Indigenous bodies and local Indigenous agencies, and local service providers who support Indigenous people and the movement for Reconciliation. State and Federal input was also sought to assist with the strategically aligning our actions with State and Federal Indigenous objectives, and a six week public consultation period enabled residents to also contribute their ideas to the plan.

Our Policy Context

Links with the Generation 2030 Community Plan and the Council Plan (2013 – 2017)

The Manningham Reconciliation Action Plan (2015-2017) addresses a number of goals and strategies arising from Council's Generation 2030 Community Plan, in particular under the theme 'Our Community Spirit' through delivering programs and services that enhance our community's distinct character, celebrate diversity and harmony, strengthen community connections and offer opportunities for social inclusion.

The Manningham Reconciliation Action Plan (2015-2017) also reflects the Council Plan (2013 – 2017) through supporting Council's mission, vision, values and strategic objectives.

Council's Mission Statement is "To serve our community by delivering valued services and programs that meet community expectations". The Manningham Reconciliation Action Plan (2015 – 2017) supports this mission through delivering a series of services and programs that meet the cultural and social needs and expectations of the Manningham community.

Council's vision is "To be a city that values people, heritage and resources. A city with a strong economy and diverse social and natural environment that will enrich our vibrant community". The Manningham Reconciliation Action Plan (2015 – 2017) supports this vision by providing a strategic framework for heritage, cultural and social planning.

The Manningham Reconciliation Action Plan (2015 – 2017) also meets the Council Plan values of honesty, inclusiveness, transparency, equity and respect, and directly relates to a number of the Council's strategic objectives, in particular:

Our Community Spirit, through delivering programs and services that enhance our community's distinct character, strengthen community spirit and connection, embrace diversity, help promote neighbourhood harmony, and celebrate and preserve our history.

The following strategies and policies also have objectives that support the delivery of the Manningham Reconciliation Action Plan (2015 – 2017):

- Cultural Strategy
- Manningham Healthy City Plan
- Active for Life Recreation Strategy
- Manningham Planning Scheme, including the MSS and Cultural Heritage Policy
- Multicultural Strategy
- Community Funding Program Policy
- Youth Policy
- Art Collection Management Policy
- Ageing Well in Manningham Strategy
- Access Equity and Diversity Strategy

Our Reconciliation Action Plan

Our Reconciliation Action Plan is based upon the framework endorsed by Reconciliation Australia. The focus of our plan is to provide a set of strategic actions that have a high probability of success in our community, and to provide a framework to achieve the Reconciliation needs and aspirations of our Indigenous partners, local Indigenous community, wider community and Council.

The plan is divided into three key strategic themes, being Respect, Relationships and Opportunities, and each of these themes has a number of focus areas accompanied by a set of measurable actions.

Please note that throughout the plan, **Aboriginal and Torres Strait Islander** people and activities are referred to as 'Indigenous'.

Responsibilities and Key Partners

Throughout the plan, each action item has a "Responsibility and Key Partners" column attached to it. It is primarily the responsibility of internal Council units to lead each action and these units are nominated in this column, and many of the actions are lead by the Cultural Services Unit's Cultural Planning and Development Officer (CPDO) in partnership with other Council Units and Officers.

The majority of actions require some level of consultation and partnership with external bodies for their successful delivery. The key partners are noted in the table in *italics* and are defined as follows:

Key Industry Stakeholders: Includes the relevant Industry bodies that have a strategic interest in an action, and may have a legislative requirement to be involved in decisions relating to that action. This may include the Registered Aboriginal Party for Manningham, Wurundjeri Tribe Council, key Government bodies, departments, agencies or services.

Local Reconciliation Partners: Refers to the relevant local Indigenous community representatives, local services and/or local organisations that have a shared interest in Reconciliation objectives within the Manningham community.

Local Education Sector: refers to Manningham based pre-schools, kindergartens, primary schools and/or secondary schools.

Resources and timelines

All actions are achievable within existing resources, except where noted.

All actions have a measurable target, which Council feels is achievable within the timeframe noted.

<p>Relationships Manningham Council aims to build respectful and resilient relationships between Indigenous people, Council and the wider community, such that we may work in partnership together on the journey of Reconciliation.</p>			
<p>Focus area: Strengthen the strategic relationships between Indigenous people, Council and the wider community.</p>			
Action	Responsibility & Key Partners	Timeline	Measurable Target
<p>1. RAP Working Group The Manningham Reconciliation Action Plan (RAP) Working Group continues to actively monitor RAP development, including implementation of actions and tracking progress.</p>	<p>Cultural Services Unit, Cultural Planning and Development Officer (CPDO) RAP Working Group</p>	<p>Review July Annually</p>	<ul style="list-style-type: none"> Two working group meetings conducted annually. Maintain a minimum of six active members in the working group comprising Aboriginal and Torres Strait Islander (Indigenous) and non-Indigenous members.
<p>2. Networking Encourage Indigenous people to participate in Council committees / networks; and Council officers to participate in Indigenous committees / networks / working groups.</p>	<p>Cultural Services Unit, CPDO Local Reconciliation Partners Key Industry Stakeholders</p>	<p>Review July Annually</p>	<ul style="list-style-type: none"> A minimum of three Indigenous people are active members of Manningham committees / networks / working groups. Wurundjeri Tribe Council Elder is invited to consult with the Heritage Advisory Committee on issues relating to local Indigenous heritage as required. A minimum of three officers are active members on Indigenous committees / networks / working groups.

Relationships
Manningham Council aims to build respectful and resilient relationships between Indigenous people, Council and the wider community, such that we may work in partnership together on the journey of Reconciliation.

Focus area: Strengthen the strategic relationships between Indigenous people, Council and the wider community. (continued)

Action	Responsibility & Key Partners	Timeline	Measurable Target
<p>3. Funding and Support Continue to encourage and support organisations seeking financial partnerships with Council to deliver Reconciliation activities within our community.</p>	Cultural Services Unit, CPDO Social & Community Services Unit, Manager	Review July Annually	<ul style="list-style-type: none"> A minimum of four organisations apply for funding through Councils funding programs annually for local reconciliation based activities.
<p>4. Local Indigenous Communities Continue to build strong relationships with local Indigenous Agencies and local Indigenous communities through increasing collaborations through reconciliation activities, projects, events and networks.</p>	Cultural Services Unit, CPDO Local Reconciliation Partners Key Industry Stakeholders	Review July Annually	<ul style="list-style-type: none"> A minimum of eight collaborations between Council and local Indigenous community Agencies are achieved annually. A minimum of twelve invitations are sent to local Indigenous agencies to circulate to their members, inviting participation in Manningham based reconciliation activities.
<p>5. Communications and Marketing Continue to effectively promote local Wurundjeri history, culture, projects and events to attract Indigenous people and the wider community to participate in Manningham Reconciliation initiatives.</p>	Community Relations & Marketing Unit, Manager Cultural Services Unit, CPDO	Review July Annually	<ul style="list-style-type: none"> Information on Council website regarding Indigenous activities is current and accessible. Wurundjeri history and resources are current and accessible on Council's website. Database continues to be developed for those interested in receiving information about local reconciliation activities.

Relationships
Manningham Council aims to build respectful and resilient relationships between Indigenous people, Council and the wider community, such that we may work in partnership together on the journey of Reconciliation.

Focus area: Strengthen the strategic relationships between Indigenous people, Council and the wider community. (continued)

Action	Responsibility & Key Partners	Timeline	Measurable Target
<p>6. Local History Resources Continue to encourage local historical societies to showcase culturally appropriate information about local Wurundjeri history, culture, heritage sites and people through a range of resources.</p>	Cultural Services Unit, CPDO Economic & Environmental Planning Unit, Manager Key Industry Stakeholders	December 2016 Review July Annually	<ul style="list-style-type: none"> Review of existing Wurundjeri content within local Historical Societies is undertaken and updated where required. Council resources are regularly supplied to local Historical Societies to support their effective presentation of Wurundjeri resource material.
<p>7. Indigenous Health and Wellbeing Actively support the National Indigenous health and wellbeing objectives at a local level through supporting the work of local service providers including Indigenous Agencies and Community Health Services.</p>	Cultural Services Unit, CPDO Social & Community Services Unit, Manager Local Community Partners Key Industry Stakeholders	Review July Annually	<ul style="list-style-type: none"> Council provides information and resources to local service providers regarding Indigenous Health and Wellbeing issues. A minimum of one Indigenous Health and Wellbeing project is developed in partnership with local service providers annually.

<p>Relationships <i>Manningham Council aims to build respectful and resilient relationships between Indigenous people, Council and the wider community, such that we may work in partnership together on the journey of Reconciliation.</i></p>			
<p>Focus area: Celebrating Indigenous Cultural Heritage strengthens the relationships between Indigenous people and the wider community.</p>			
Action	Responsibility & Key Partners	Timeline	Measurable Target
<p>8. Celebrate National Reconciliation Week Continue to provide opportunities for Indigenous people to build relationships with the local community and share their cultural heritage and skills through an innovative, sustainable and engaging suite of activities offered during National Reconciliation Week (NRW), hinged upon local community partnerships.</p>	<p>Cultural Services Unit, CPDO Economic & Environmental Planning Unit, Manager Social & Community Services Unit, Manager Local Community Partners Local Education Sector Key Industry Stakeholders</p>	<p>Reviewed September 2016, then delivered annually Review August Annually</p>	<ul style="list-style-type: none"> The current scope of activities offered through the NRW, including the annual NRW Exhibition program is reviewed, with the aim to deliver a innovative, sustainable and engaging program based upon local community partnerships. The Annual NRW program is delivered with a minimum of eight activities, comprising a minimum of three local community partnerships and three Local Education Sector partners. A minimum of eight Indigenous people are professionally engaged to deliver activities within NRW, with a minimum of three of these being of Wurundjeri heritage. A minimum of three local schools are engaged within the NRW program annually. A minimum of 40 Council staff participate in at least one NRW event annually.

<p>Relationships Manningham Council aims to build respectful and resilient relationships between Indigenous people, Council and the wider community, such that we may work in partnership together on the journey of Reconciliation.</p>			
<p>Focus area: Celebrating Indigenous Cultural Heritage strengthens the relationships between Indigenous people and the wider community.</p>			
Action	Responsibility & Key Partners	Timeline	Measurable Target
<p>9. National Sorry Day Deliver projects that engage Indigenous people with the local community in activities that recognise the importance of National Sorry Day.</p>	Cultural Services Unit, CPDO Local Reconciliation Partners Local Education Sector Key Industry Stakeholders	Review July Annually	<ul style="list-style-type: none"> A minimum of one annual project is delivered that recognises National Sorry Day. A minimum on one Indigenous person is engaged to deliver activities relating to National Sorry Day annually. A minimum of three schools are engaged within this project annually.
<p>10. National Trust Heritage Week Continue to deliver Wurundjeri cultural heritage events within National Trust Heritage Week, with a focus on historical activities at approved Aboriginal Heritage Sites of Significance.</p>	Cultural Services Unit, CPDO Economic & Environmental Planning Unit, Manager Local Reconciliation Partners Key Industry Stakeholders	Review July Annually	<ul style="list-style-type: none"> A minimum of two activities are delivered in partnership with the Indigenous people and the community during National Trust Heritage Week annually. A minimum on two Indigenous people are engaged to deliver activities within National Trust Heritage Week annually.

<p>Relationships <i>Manningham Council aims to build respectful and resilient relationships between Indigenous people, Council and the wider community, such that we may work in partnership together on the journey of Reconciliation.</i></p>			
<p>Focus area: Celebrating Indigenous Cultural Heritage strengthens the relationships between Indigenous people and the wider community. (continued)</p>			
Action	Responsibility & Key Partners	Timeline	Measurable Target
<p>11. Sharing Culture through Community Festivals and Events Promote relationship building between Indigenous people and the wider community through supporting and delivering Reconciliation activities within local festivals and events.</p>	Cultural Services Unit, CPDO Local Reconciliation Partners Key Industry Stakeholders	Review July Annually	<ul style="list-style-type: none"> A minimum of six Reconciliation activities are supported within community run events and festivals annually. A minimum on four Indigenous people are engaged to deliver Reconciliation activities within community run festivals and events annually. A minimum of three Wurundjeri Elders are engaged to deliver Welcome to Country Ceremony at community festivals and events.
<p>12. Literature and Oral History Manningham libraries to increase the volume and diversity of Indigenous resources/literature in its collection, including published items by Indigenous people, items about local Wurundjeri history and culture and Indigenous children's literature.</p>	Cultural Services Unit, CPDO Manningham Libraries Key Industry Stakeholders	December 2016 Review July Annually	<ul style="list-style-type: none"> A collection of at least 50 published Indigenous based culture and heritage works are held within Manningham Libraries. Promotion and display of these resources to support Councils calendar of events celebrating Indigenous cultural heritage. Indigenous Storytelling sessions are offered through Children's Book Week.

Relationships
Manningham Council aims to build respectful and resilient relationships between Indigenous people, Council and the wider community, such that we may work in partnership together on the journey of Reconciliation.

Focus area: Support local schools and kindergartens in their achievement of Reconciliation outcomes.

Action	Responsibility & Key Partners	Timeline	Measurable Target
13. Narragunnawali Encourage local schools and kindergartens to take up 'Narragunnawali', a framework for reconciliation within schools and the early education sector as presented by Reconciliation Australia, and offer information and resources to assist the application of this framework within school curriculum.	Cultural Services Unit, CPDO Reconciliation Australia Local Education Sector Key Industry Stakeholders	Review November Annually	<ul style="list-style-type: none"> A Reconciliation Information Kit containing resources, activities and information available to schools and kindergartens in their delivery of Narragunnawali actions. A minimum of two Reconciliation Information Kits are sent to local schools and kindergartens annually.
14. Cultural Participation by Schools Promote and support the participation of local schools and kindergartens in the Wurundjeri Stories at Pound Bend excursion program, NRW, NAIDOC Week and National Sorry Day programs.	Cultural Services Unit, CPDO Local Education Sector Local Reconciliation Partners	Review November Annually	<ul style="list-style-type: none"> A minimum of six local schools and kindergartens book 'Wurundjeri Stories' excursions at Pound Bend annually. A minimum of nine local schools and kindergartens participate in Councils NRW, NAIDOC Week and National Sorry Day programs annually.

Relationships <i>Manningham Council aims to build respectful and resilient relationships between Indigenous people, Council and the wider community, such that we may work in partnership together on the journey of Reconciliation.</i>			
Focus area: Support local schools and kindergartens in their achievement of Reconciliation outcomes. (continued)			
Action	Responsibility & Key Partners	Timeline	Measurable Target
15. Resource Sharing Provide local schools and kindergartens with information and resources to support Indigenous and Reconciliation activities within the school community.	Cultural Services Unit, CPDO Local Education Sector Local Reconciliation Partners Key Industry Stakeholders	Review November Annually	<ul style="list-style-type: none"> A Reconciliation Information Kit outlining the resources available to local schools and kindergartens is developed, and includes links to Indigenous educators, performers and presenters appropriate for engagement within an education setting. Encourage local schools and kindergartens to apply for funding through Councils Grants programs to support eligible reconciliation projects within their school community.

<p>Respect Manningham respects and acknowledges the Wurundjeri people as the traditional custodians of this land, and recognises their right to retain a strong relationship with their people, culture and land. Focus area: The importance of paying respect to Indigenous people through ceremony and acknowledgement.</p>			
Action	Responsibility & Key Partners	Timeline	Measurable Target
<p>16. Statement of Acknowledgement* In line with Government best practice, introduce a revised Statement of Acknowledgement for use at key events and meetings of Council. *The proposed acknowledgement is: <i>"Manningham City Council acknowledges the Wurundjeri people as the traditional custodians of the land we now know as Manningham. We pay our respects to Wurundjeri elders past and present, and value the ongoing contribution to the cultural heritage of Manningham"</i>.</p>	Cultural Services Unit, CPDO Executive Management Team Manningham Mayor and Councillors Local Reconciliation Partners Key Industry Stakeholders	September 2015	<ul style="list-style-type: none"> The revised statement of acknowledgement is adopted by Council for use in key Council and Community ceremonies, meetings and events and utilised within a minimum of twelve Council meetings, events and other key Council activities annually.
<p>17. Observing Cultural Protocols Establish a clear set of for the appropriate use of Acknowledgement of Country and Welcome to Country Ceremony.</p>	Cultural Services Unit, CPDO Key Industry Stakeholders	December 2015 Review July Annually	<ul style="list-style-type: none"> A clear protocol is established for the appropriate use of Acknowledgement of Country for key Council and Community ceremonies, meetings and events. Wurundjeri Elders are employed to provide a Welcome to Country address at key Council and Community ceremonies, meetings and events. A resource list and protocol is made available to those booking a Welcome to Country address.

Respect Manningham respects and acknowledges the Wurundjeri people as the traditional custodians of this land, and recognises their right to retain a strong relationship with their people, culture and land. Focus area: The importance of paying respect to Indigenous people through ceremony and acknowledgement. (continued)			
Action	Responsibility & Key Partners	Timeline	Measurable Target
18. Wurundjeri Ceremony on Country Continue to provide Wurundjeri people with opportunities to reconnect with Aboriginal Heritage Sites in Manningham.	Cultural Services Unit, CPDO Local Reconciliation Partners Key Industry Stakeholders	Review November Annually	<ul style="list-style-type: none"> Support a minimum of two Wurundjeri ceremonial activities at Aboriginal Heritage Sites of Significance in Manningham.
19. Permanently fly the Aboriginal and Torres Strait Islander Flags Permanently fly the Aboriginal Flag and Torres Strait Islander Flag alongside the Australian Flag, State Flag and Manningham Flag within the Civic Precinct.	Executive Management Team Cultural Services Unit, CPDO Manningham Mayor and Councillors Key Industry Stakeholders	November 2015	<ul style="list-style-type: none"> The Aboriginal and Torres Strait Islander Flags are permanently flown alongside the Australian Flag, State Flag and Manningham Flag within the Civic Precinct.

Focus area: The importance of paying respect to Indigenous people through ceremony and acknowledgement. (continued)

Respect Manningham respects and acknowledges the Wurundjeri people as the traditional custodians of this land, and recognises their right to retain a strong relationship with their people, culture and land.			
Action	Responsibility & Key Partners	Timeline	Measurable Target
20. 'Wominjika' Gateway Signage Investigate the feasibility of installing a 'Wominjika to Wurundjeri Country' (Wurundjeri/Woiwurrung welcome message) on civic gateway signage and on main civic buildings. This action is subject to a new budget initiative and/or external funding.	Cultural Services Unit, CPDO Executive Management Team Economic & Environmental Planning Unit Manningham Mayor and Councillors Wurundjeri Tribe Council Key Industry Stakeholders	Feasibility explored by June 2016 Commence signage installation from January 2017 if deemed viable.	<ul style="list-style-type: none"> The feasibility of introducing the Wominjika message on gateway and main civic building signage is explored. If viable, funding is sourced, and project is approved by Council, and new signage is introduced at key locations.

<p>Respect Manningham respects and acknowledges the Wurundjeri people as the traditional custodians of this land, and recognises their right to retain a strong relationship with their people, culture and land.</p>			
<p>Focus area: Support Indigenous people as they share and celebrate their cultural heritage and people with the local community.</p>			
Action	Responsibility & Key Partners	Timeline	Measurable Target
<p>21. Celebrate NAIDOC Week Continue to explore projects that offer opportunities for Indigenous people, and in particular, Wurundjeri people as the traditional custodians of this region, to share the meaning of NAIDOC week with the local community.</p>	<p>Cultural Services Unit, CPDO Local Reconciliation Partners Local Education Sector Key Industry Stakeholders</p>	<p>Review June annually</p>	<ul style="list-style-type: none"> An annual project or event is developed to recognise NAIDOC week in partnership with Wurundjeri Tribe Council. A minimum on one Wurundjeri person is engaged to deliver activities within NAIDOC Week annually. A minimum of three schools are engaged within the annual NAIDOC project each year. All Council staff are provided with the opportunity to participate in a minimum of one NAIDOC Week activity annually.
<p>Focus area: Recognising that respect relies upon cultural awareness and competency.</p>			
<p>22. Cultural Awareness within Council Engage Council employees in cultural awareness and competency training to enable the effective application of RAP actions and culturally competent service delivery.</p>	<p>Cultural Services Unit, CPDO People Culture & Risk Unit, Manager Eastern Metropolitan Region Councils Key Industry Stakeholders</p>	<p>Review June annually</p>	<ul style="list-style-type: none"> The opportunity for Eastern Regional Cultural Awareness Training is explored and activated if deemed viable. Cultural Awareness Training is offered annually to Council staff. A minimum of 40 staff members participate in cultural awareness training annually.

Respect Manningham respects and acknowledges the Wurundjeri people as the traditional custodians of this land, and recognises their right to retain a strong relationship with their people, culture and land. Focus area: Recognising that respect relies upon cultural awareness and competency. (continued)			
Action	Responsibility & Key Partners	Timeline	Measurable Target
23. Community Cultural Education Engage local service providers and schools in cultural awareness and competency training to enable the effective application of Reconciliation objectives and support culturally competent service delivery within the community.	Cultural Services Unit, CPDO Local Reconciliation Partners Key Industry Stakeholders Eastern Metropolitan Region Councils	Review June annually	<ul style="list-style-type: none"> Local, regional and industry-based cultural awareness training opportunities are identified, and participation by local Service Providers, Local Reconciliation Partners and Local Education Sector is encouraged. A minimum of four Indigenous training sessions are promoted to the community annually. Community Cultural Awareness training in partnership with other Eastern Regional Councils is investigated and an annual session is delivered if deemed viable.
24. Introduction to Reconciliation Ensure that all new employees and Councillors are introduced to the RAP, and provided with a basic set of resources about the Wurundjeri cultural heritage profile of Manningham.	Cultural Services Unit, CPDO People Culture & Risk Unit, Manager Executive Management Team	Review June annually	<ul style="list-style-type: none"> Local Wurundjeri cultural heritage and Reconciliation information is presented during each staff induction session. All new staff are presented with a resource kit outlining Wurundjeri cultural heritage and Reconciliation information.

<p>Opportunities Manningham is committed to providing an environment where new opportunities for Reconciliation can be activated.</p>			
<p>Focus area: Recognising that respect relies upon cultural awareness and competency. (continued)</p>			
Action	Responsibility & Key Partners	Timeline	Measurable Target
<p>25. Leadership Development Continue to advocate for and support Indigenous people taking a leadership roles within ceremonial, heritage, education and cultural awareness activities within our community.</p>	<p>Cultural Services Unit, CPDO Local Reconciliation Partners Key Industry Stakeholders</p>	<p>Review July Annually</p>	<ul style="list-style-type: none"> A minimum of six Indigenous people are actively engaged within the Manningham community to lead reconciliation activities annually.
<p>Focus area: Identify appropriate cultural development, environmental and cultural tourism opportunities at approved Aboriginal Heritage Sites.</p>			
<p>26. Heritage Consultation Follow a clear process that will satisfy legislative requirements for consultation with Wurundjeri Tribe Council and other Indigenous industry stakeholders regarding land management of Aboriginal Heritage Sites of Significance within Manningham.</p>	<p>Cultural Services Unit, CPDO Economic & Environmental Planning Unit, Manager Key Industry Stakeholders</p>	<p>March 2016</p>	<ul style="list-style-type: none"> An internal process map is developed to guide staff on the appropriate process for consultation with industry stakeholders to satisfy the legislative requirements for land protection and land management of known and possible Aboriginal Sites of Heritage Significance. A process for protecting sites located on private land is developed to comply with relevant legislation, to include education and training about traditional land management techniques with land owners of protected sites.

<p>Opportunities Manningham is committed to providing an environment where new opportunities for Reconciliation can be activated.</p>			
<p>Focus area: Identify appropriate cultural development, environmental and cultural tourism opportunities at approved Aboriginal Heritage Sites. (continued)</p>			
Action	Responsibility & Key Partners	Timeline	Measurable Target
<p>27. Cultural Tourism Develop a set of resources that promote opportunities for sustainable cultural tourism at approved Aboriginal Heritage Sites of Significance. This action is subject to a new budget initiative and/or external funding.</p>	<p>Cultural Services Unit, CPDO Economic & Environmental Planning Unit, Manager Local Reconciliation Partners Key Industry Stakeholders</p>	<p>June 2016</p>	<ul style="list-style-type: none"> A Cultural Tourism working group is established to strategically guide cultural tourism initiatives in Manningham, including activities at approved Aboriginal Heritage Sites of Significance. A Wurundjeri Tribe Elder is invited as a member of the Cultural Tourism working group to help guide culturally appropriate activities. Resources such as walking brochures, interpretive signage trails and media applications have been explored for their viability in supporting Cultural tourism at approved Aboriginal Heritage Sites of Significance.
<p>28. Celebrations on Country Approved Aboriginal Heritage Sites of Significance are a focal point for delivering Reconciliation activities.</p>	<p>Cultural Services Unit, CPDO Local Reconciliation Partners Key Industry Stakeholders</p>	<p>Review June Annually</p>	<ul style="list-style-type: none"> A minimum of six Reconciliation programs take place on sites of Aboriginal Heritage Significance within Manningham annually. These programs are delivered in partnership with Wurundjeri people.

<p>Opportunities Manningham is committed to providing an environment where new opportunities for Reconciliation can be activated.</p>			
<p>Focus area: Identify appropriate cultural development, environmental and cultural tourism opportunities at approved Aboriginal Heritage Sites. (continued)</p>			
Action	Responsibility & Key Partners	Timeline	Measurable Target
<p>29. Signing Country Interpretive signs, plaques, art work and/or marker trees to be installed at approved Aboriginal Heritage Sites of Significance. This action is subject to a new budget initiative and/or external funding.</p>	Cultural Services Unit, CPDO Economic & Environmental Planning Unit, Manager Local Reconciliation Partners Key Industry Stakeholders	March 2017	<ul style="list-style-type: none"> A minimum of five approved Aboriginal Heritage Sites of Significance within Manningham have culturally appropriate interpretive signs, plaques, art work and/or marker trees installed by 2017. If project is deemed viable, it is delivered in partnership with Wurundjeri Tribe Council.
<p>30. Environmental Programs Environmental Education programs delivered by Council to include Wurundjeri educational aspects including traditional land management, bush tucker and cultural activities.</p>	Cultural Services Unit, CPDO Economic & Environmental Planning Unit, Manager Local Reconciliation Partners	December 2017 Review June Annually	<ul style="list-style-type: none"> The Children's Community Garden at MC2 project to include an Indigenous bush tucker garden. The Environmental Education programs delivered in partnership with local Schools continue to include aspects of Indigenous land management, bush tucker and cultural activities within the program.

<p>Opportunities Manningham is committed to providing an environment where new opportunities for Reconciliation can be activated.</p> <p>Focus area: Supporting Indigenous Employment, Training and Business Development.</p>			
Action	Responsibility & Key Partners	Timeline	Measurable Target
<p>31. Indigenous Employment Continue to professionally engage Indigenous contractors to deliver Reconciliation activities within Manningham; and support Council employment opportunities being accessible to Indigenous people.</p>	Cultural Services Unit, CPDO People Culture & Risk Unit Key Industry Stakeholders	Review June Annually	<ul style="list-style-type: none"> A minimum of twelve Indigenous contractors are engaged to deliver Reconciliation activities within Manningham annually. Employment processes at Council remain accessible to and non-discriminatory towards Indigenous applicants. At least one member of Council's People Culture & Risk Unit attends Cultural Awareness training annually.
<p>32. Indigenous Training Program Support Indigenous professional development and employment through investigating the feasibility of an Indigenous Training program at Council, utilising the expertise of an Industry Training organisation specialising in Indigenous training programs.</p>	Cultural Services Unit, CPDO People Culture & Risk Unit Local Reconciliation Partners Key Industry Stakeholders	March 2017	<ul style="list-style-type: none"> The feasibility of conducting an Indigenous training program in partnership with a specialist Industry Training organisation is determined and implemented if viable.

Opportunities Manningham is committed to providing an environment where new opportunities for Reconciliation can be activated.			
Focus area: Supporting Indigenous Employment, Training and Business Development. (continued)			
Action	Responsibility & Key Partners	Timeline	Measurable Target
33. Indigenous Supplier Diversity Make opportunities available for businesses owned by Aboriginal and Torres Strait Islander people to supply their goods and services to Council.	Cultural Services Unit, CPDO Key Industry Stakeholders	Review June Annually	<ul style="list-style-type: none"> Where applicable, engage businesses listed in the Aboriginal Business Directory compiled by the Victorian Government. Investigate membership with 'Supply Nation', an industry link between Government and Indigenous businesses and join if viable. Procurement processes at Council remain accessible to and non-discriminatory towards Indigenous businesses applying for procurement opportunities.

Tracking progress and reporting				
Action	Responsibility	Timeline	Measurable Target	
34. Reconciliation Australia Reporting Report achievements, challenges and learnings to Reconciliation Australia for inclusion in the Annual Impact Measurement Report.	Cultural Services Unit, CPDO <i>Manningham Reconciliation Action Plan Working Group</i>	September annually	<ul style="list-style-type: none"> Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually. 	
35. Council Reporting Report achievements, challenges and learnings to Council as part of the Annual Service Unit Plan.	Cultural Services Unit, CPDO	June annually	<ul style="list-style-type: none"> Annual Service Unit Plan actions are reported to Council. 	

For more information about the Manningham Reconciliation Action Plan (2015- 2107), please contact Cultural Services on 9840 9246.

ATTACHMENT THREE – PROPOSED SPEECH FORMAT (ACKNOWLEDGEMENTS)
MANNINGHAM RECONCILIATION ACTION PLAN (2015-2017)

CURRENT SPEECH FORMAT

Good evening everyone, I am the Mayor of Manningham, Cr Paul McLeish, and on behalf of Council I'd like to welcome you all to x.

I would like to acknowledge the Wurundjeri people as the traditional custodians of this land known as Manningham and also acknowledge the contribution made to Manningham over the years by people of diverse backgrounds and cultures.

I would also like to acknowledge...our special guests / my fellow Councillors.....

Speech continues....

PROPOSED SPEECH FORMAT

Good evening everyone, I am the Mayor of Manningham, Cr Paul McLeish, and on behalf of Council I'd like to welcome you all to x.

Manningham City Council acknowledges the Wurundjeri people as the traditional custodians of the land we now know as Manningham. We pay our respects to Wurundjeri Elders, past and present, and value the ongoing contribution to the cultural heritage of Manningham.

I would like to acknowledge....our special guests / my fellow Councillors.....

Manningham Council would also like to acknowledge the contribution made to Manningham over the years by people of diverse backgrounds and cultures.

Speech continues....



Attachment Four: Proposed Civic Precinct Flagpoles

12. CORPORATE SERVICES

12.1 Request to Attend International Urban Design Conference by Councillor Stephen O'Brien

Responsible Director: Strategic Governance

File No. EF14/31557

The ultimate destination for this report is: COUNCIL AGENDA

Neither the responsible Manager nor the Officer authoring this report has a conflict of interest in this matter.

SUMMARY

Cr S O'Brien has requested the approval of Council to attend the 8th International Urban Design Conference will be held in Brisbane from 16 November to 18 November 2015 as allowed for within Council's Councillor Allowances and Support Policy.

1 BACKGROUND

- 1.1 The theme for this year's Urban Design Conference is titled Empowering Change: Transformative Innovations and Projects and will focus on inspirational changes in urban environments. The conference will be held in Brisbane from 16 to 18 November, 2015.
- 1.2 This conference is an opportunity for design professionals to exchange ideas and experiences, to be creative and visionary, and to contribute to redesigning our urban futures. It will showcase these innovations and projects which embrace and create transformational change in urban environments, ranging from the modest but high impact idea to the new Eco-city, from technological experimentation to multicultural cities, from the use of big data to physical city making.
- 1.3 The Conference program will also include presentations on the operation of an urban design practice, industry standards and the Urban Design Profession.
- 1.4 This conference streams include:
 - Building inclusive multicultural cities
 - Eco cities
 - Health & urban design
 - Higher density urbanism
 - Spatial / temporal changes in Chinese cities
 - Rapid urban development in South East Asia, China & India
 - Balancing the quick and slow formation of cities
 - Using technology to change how cities work
 - How will big data change the future of cities?
 - Urban Design Practice

- 1.5 The Conference keynote speaker is Peter Newman, Professor of Sustainability at Curtin University. In 2014 he was awarded an Order of Australia for his contributions to urban design and sustainable transport. He has worked in local government as an elected councillor, in state government as an advisor to three Premiers, in the Australian Government on the Board of Infrastructure Australia and in the UN on the IPCC as a Lead Author for Transport. His new book is '[The End of Automobile Dependence: How Cities are Moving Beyond Car Based Planning](#)'.

2 PROPOSAL/ISSUE

- 2.1 Cr O'Brien has requested Council's approval to attend the conference pursuant to Council's Councillor Allowance and Support Policy.
- 2.2 Cr O'Brien is the chair of Councils Design Task Force group and as such this conference would be of interest and very beneficial to attend.

3 POLICY/PRECEDENT IMPLICATIONS

- 3.1 Council's Councillor Allowance and Support Policy states that attendance at interstate and international seminars and conferences, except those specifically mentioned in the policy must be approved by Council.
- 3.2 The policy also states that Council will provide the following financial support to a Councillor attending an approved conference:-
- 3.2.1 Registration, Course or Sessional Fees;
 - 3.2.2 Cost of main conference meals, if not covered by the registration fee and all other meals within reasonable limits for the duration of the conference;
 - 3.2.3 Appropriate accommodation as selected after consultation with the Chief Executive Officers office from the day prior to the registration day and each day until the conclusion of the conference; and
 - 3.2.4 Cost of transportation to, during and from the conference, including return economy class air travel, economy class train or bus travel and cabcharges (if appropriate).

4 FINANCIAL RESOURCE IMPLICATIONS

- 4.1 It is proposed to cover the estimated cost from within this year's budget allocation for seminars and conferences as there are currently sufficient unused funds within Cr O'Brien's account. Cr O'Brien has also not attended an interstate or international conference as a Councillor during his term of office.
- 4.2 The estimated cost of attendance is approximately \$2,450 including full conference registration cost for a non-member of \$1150 (early bird \$1050) plus accommodation (3 nights)(\$600), meals (\$250), flights and transport (\$550).
- 4.3 As this travel will be required to be registered in the Councillors Travel Register fully accountable invoices will be submitted to verify the cost of attendance.
- 4.4 No other conference costs are to be paid by Council.

5 CONCLUSION

- 5.1 This conference offers insights into planning issues being faced by Manningham Council and is appropriate for attendance by local government elected officials.
- 5.2 Cr O'Brien has an interest in planning matters for the City being the Chair of Council's Design Task Force.

OFFICER'S RECOMMENDATION

That Council approves the attendance of Cr O'Brien at the 8th International Urban Design Conference in Brisbane, for 16 – 18 November, 2015 and notes that an estimated amount of \$2,500 for the cost of airfares, accommodation and meals as provided for in the Councillor Allowance and Support Policy be contributed for this conference.

Conflict of Interest

Cr O'Brien advised the Mayor and Councillors that he has a conflict of interest in this item being a direct interest because of his attendance at the conference and he will be leaving the Council Chamber for the consideration and voting on the item.

Having disclosed his conflict of interest Cr O'Brien left the meeting room at 7.47pm and returned at 7.49pm after the matter had been finalised and took no part in the discussion and voting on this item.

**MOVED: GALBALLY
SECONDED: GRIVOKOSTOPOULOS**

That the Recommendation be adopted.

CARRIED

* * * * *

12.2 Appointment of Authorised Officers under the Planning and Environment Act 1987 – August 2015

Responsible Director: Strategic Governance

File No. T15/181

The ultimate destination for this report is: COUNCIL AGENDA

Neither the responsible Manager nor the Officer authoring this report has a conflict of interest in this matter.

SUMMARY

In accordance with section 188(2)(c) of the Planning and Environment Act 1987, Council is required to authorise appropriately qualified Officers for the purpose of enforcing the Planning and Environment Act. It is proposed to appoint a newly employed Statutory Planning Officer as an Authorised Officers under this Act. The Appointment is detailed on the attached sample Instrument of Appointment and Authorisation and will be recorded in the Authorised Officers Register kept pursuant to Section 224 of the Local Government Act 1989 and made available for public inspection.

1 BACKGROUND

- 1.1 Council, pursuant to Section 224 of the Local Government Act 1989, may appoint any person other than a Councillor to be an authorised officer for the purposes of the administration and enforcement of most Acts, regulations or local laws which relate to the functions and powers of the Council. This is normally done under the delegated authority of the Chief Executive Officer and allows the appointed Council Officers to carry out their functions under a variety of statutes.
- 1.2 The Planning and Environment Act 1987 regulates enforcement and is reliant on authorised officers acting on behalf of the Responsible Authority.
- 1.3 The Planning and Environment Act 1987, unlike the Local Government Act, in most cases does not permit appointments to be made by the Chief Executive Officer and therefore it is necessary for the Council to make these appointments by formal resolution.
- 1.4 In order to legally undertake the duties of their office the nominated Officers need to be appointed as an Authorised Officer pursuant to the Planning and Environment Act 1987. The attached Instrument of Appointment and Authorisation will come into force immediately upon its execution under the Seal of Council and signed by the Mayor and Chief Executive Officer.
- 1.5 The appointment also allows for the Officers to institute proceedings for offences against the Acts and regulations described in the Instrument of Appointment and Authorisation under section 232 of the Local Government Act 1989.

2 PROPOSAL/ISSUE

- 2.1 It is proposed to appoint the following Statutory Planning Officer as an Authorised Officer pursuant to Section 147(4) of the Planning and Environment Act 1987. The Officer is:-
- Tanya Overton – Town Planner and Landscape Planner, Statutory Planning Unit.
- 2.2 The appointment will remain in force until varied or revoked by Council or the Officer ceases employment with Council.

3 CONCLUSION

- 3.1 The Instrument of Appointment and Authorisation documents are in accord with the format recommended by Maddocks.
- 3.2 The Officer has already been appointed by the Chief Executive Officer as an Authorised Officer under the Local Government Act 1989.
- 3.3 Both appointment forms will be recorded in the Authorised Officers Register that is required to be kept by Council pursuant to Section 224 of the Local Government Act 1989 and is available for public inspection.

OFFICER'S RECOMMENDATION

That in the exercise of the powers conferred by Section 224 of the *Local Government Act 1989* and the other legislation referred to in the attached sample Instrument of Appointment and Authorisation (Attachment 1), Council resolves that:

- A. The member of Council staff referred to in the above report be appointed and authorised as set out in the Instrument;**
- B. The Instrument comes into force immediately the Common Seal of Council is affixed to the Instrument and remains in force until Council determines to vary or revoke it or the Officer ceases employment with Council; and**
- C. The Common Seal of the Council be affixed to an Instrument of Appointment for each of the Officers.**

**MOVED: O'BRIEN
SECONDED: KLEINERT**

That the Recommendation be adopted and an additional new employee, being Liz Drury, Environmental Referrals Officer (Assistant) also be appointed as an Authorised Officer.

CARRIED

"Refer Attachment"

* * * * *

**Instrument of Appointment and Authorisation
(Planning and Environment Act 1987)**

In this instrument "officer" means -

**Tanya Overton – Town Planner and Landscape Planner,
Statutory Planning Unit.**

By this instrument of appointment and authorisation Manningham City Council -

1. under section 147(4) of the *Planning and Environment Act 1987* - appoints the officer to be an authorised officer for the purposes of the *Planning and Environment Act 1987* and the regulations made under that Act; and
2. under section 232 of the *Local Government Act 1989* authorises the officer generally to institute proceedings for offences against the Acts and regulations described in this instrument.

It is declared that this instrument comes into force immediately upon its execution and remains in force until varied or revoked or the Officer ceases employment with Council.

This instrument is authorised by a resolution of the Manningham City Council on 25 August 2015.

The Common Seal of)
Manningham City Council)
was hereunto affixed in the)
presence of:)

Mayor

Chief Executive Officer

Date:

12.3 Performance Report for the Period Ending 30 June 2015

Responsible Director: Director Shared Services

File No. T15/171

The ultimate destination for this report is: COUNCIL AGENDA

Neither the responsible Director, Manager nor the Officer authoring this report has a conflict of interest in this matter.

SUMMARY

This report outlines Council's performance against key financial and non-financial indicators for the year ending 30 June 2015.

Financial data is based on ledger balances as at 7 August 2015 and subject finalisation of the 2014/15 external audit. Unless otherwise stated, variances are reported against the 2014/15 end of year forecasts as adopted in the 2015/16 Annual Budget document.

As at 30 June 2015, Council maintains a strong financial position and has achieved or exceeded the key performance indicators with the exception of Capital Expenditure.

The key indicators are detailed in the table 1 below:

Key Performance Indicator	Target	Result	Outcome*	
Operating Result	\$12.844M	\$14.162M	Achieved target	
Capital Expenditure	\$32.906M	\$30.419M	Expenditure behind budget **	
Working Capital Ratio	184.9%	206.7%	Achieved target	
Customer Feedback System	85% to 95%	93.3%	Achieved target	
<p>* Legend for Outcome: Green = achieving target (Fav), Amber = 0 to 5% unfavourable to target, Red greater than 5% unfavourable to target</p> <p>** Capital expenditure is a financial expenditure measure only representing the value of works completed.</p>				

As part of the Local Government Performance and Reporting Framework, 2014/15 will see the introduction of a substantially revised Performance Statement detailing 30 audited service and financial indicators. The Performance Statement will be presented to Council in early September 2015, following an external audit process and review by Council's Audit Committee.

1 BACKGROUND

- 1.1 The net operating surplus is \$14.162 million which is \$1.318 million (or 10.3 per cent) greater than the end of year forecast.
- 1.2 Revenues were \$1.368 million or 1.2 per cent greater than forecast and chiefly relate to:

- increased user fees and charges in Statutory Planning, Local Laws and higher utilisation of community facilities;
 - the receipt in June 2015 of \$1.70 million in Federal Government assistance grants for the 2015/16 financial year; and
 - developer levy contributions were \$0.913 million higher than forecast. These contributions are placed in a cash backed reserve and utilised to fund community assets as part of the capital works program.
- 1.3 Total expenditures at \$103.562 million were within forecast. Section 2.1 of the attached Performance Report provides detailed commentary on material variations to forecast.
- 1.4 After removing non cash revenue and expenses, “tied” revenues committed for specific purposes, transfers to and from reserves and funds committed to ongoing initiatives in 2015/16, the underlying or “purified” result is \$0.230 million favourable to the end of year forecast.
- 1.5 The value of capital works completed at the end of the reporting period is \$30.419 million, which is \$2.487 million less than the EoY forecast. The value of capital works completed is comprised of:
- 2014/15 budgeted works \$23.574 million
 - carry forward works from 2013/14 of \$5.535 million
 - new projects of \$1.310 million.

While the financial outcome of this indicator is favourable (because from a financial perspective expenditure is less than budget), the service delivery outcome would be red due to the capital works not being delivered at the forecast level.

A separate Capital Works Program Status Report details progress on the Capital Works Program.

- 1.6 As at 30 June 2015, the Working Capital Ratio was 206.7 per cent against a 30 June 2015 forecast of 184.9 per cent. The high Working Capital Ratio is chiefly the result of higher than expected carry forward of capital works projects to 2015/16 and a higher surplus than forecast.
- 1.7 Customer Feedback System requests have achieved a year to date completion of 93.3 per cent, which is within the target range.

2 PROPOSAL/ISSUE

- 2.1 It is proposed that the attached Performance Report for the period ending 30 June 2015 be noted.

OFFICER’S RECOMMENDATION

That the attached Performance Reporting detailing the financial and non-financial performance of Council to 30 June 2015 be noted.

**MOVED: O’BRIEN
SECONDED: DOWNIE**

That the Recommendation be adopted.

CARRIED

“Refer Attachments”

* * * * *



Performance Report

June 2015



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EXECUTIVE OVERVIEW

1. Executive Overview

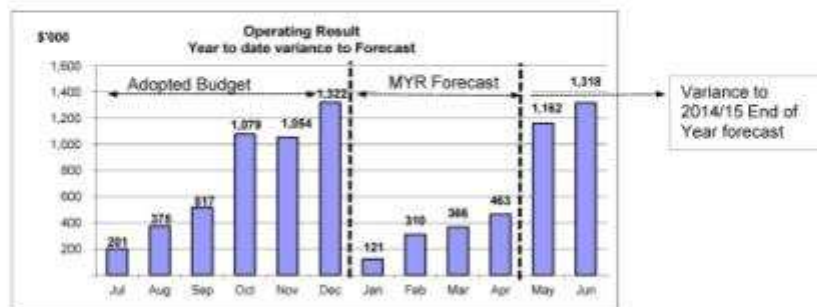
This report is based on ledger balances as at 7 August 2015. With the external audit nearing completion, it is not expected that the financial outcomes will be subject to further change. The Manningham City Council 2014/15 audited Financial Report will be presented to Council for endorsement in early September 2015. Unless otherwise stated, variances are reported against the 2014/15 End of Year forecasts as adopted in the 2015/16 Annual Budget document.

Key Performance Indicator	Target	Result	Outcome*
Operating Result	\$12.844M	\$14.162M	Achieved target
Capital Expenditure	\$32.906M	\$30.419M	Expenditure behind budget **
Working Capital Ratio	184.9% at 30 June 2015	206.7%	Achieved target
Customer Feedback System	85% to 95%	93.3%	Achieved target

* Legend for Outcome: Green = achieving target (Fav), Amber = 0 to 5% unfavourable to target, Red greater than 5% unfavourable to target
 ** This is a financial expenditure measure only representing the value of works completed.

Financial Summary

	End of year forecast				Adopted Budget		
	Forecast \$'000	Actual \$'000	Var \$'000	Var %	Budget \$'000	Actual \$'000	Variance \$'000
Operations							
Revenues	116,356	117,724	1,368	1.2%	115,563	117,724	2,161
Expenses	103,512	103,562	(50)	0.0%	103,406	103,562	(156)
Surplus	12,844	14,162	1,318	10.3%	12,157	14,162	2,005
Capital							
Adopted budget	28,909	23,574	5,335	18.5%	28,909	23,574	5,335
Budgeted carry forwards	5,360	4,388	972	18.1%	5,360	4,388	972
Additional of projects	1,258	1,147	111	8.8%		1,147	(1,147)
Approved of to 2015/16	(890)		(890)	100.0%			
Proposed of to 2015/16	(3,154)		(3,154)	100.0%			
Grants removed (net)	(766)		(766)	100.0%			
New projects	2,189	1,310	879	40.2%		1,310	(1,310)
Capital Program	32,906	30,419	2,487	7.6%	34,269	30,419	3,850



FINANCIAL RESULTS

2. Financial Results

2.1. Operating Performance

Operating budgets and variance notes in this report are based on the EoY forecast endorsed by Council as part of the 2015/16 Annual Budget process. Explanations of key variances have been provided where the line item has a variance of greater than 10 per cent reporting threshold or where further explanation is deemed necessary.

Comments to note on the operating performance:

- An underlying surplus is determined after removing capital grants, revenue raised for specific purposes that had not been fully expended at 30 June (and will be required to carried forward to 2015/16), developer contributions, non cash items such as depreciation and funds committed to ongoing initiatives in 2015/16. The underlying surplus for 2014/15 is \$0.230 million favourable against the EoY forecast.

The June 2015 results are detailed in the table below:

Income Statement

	End of year forecast				Adopted Budget			
	Forecast \$'000	Actual \$'000	Variance \$'000	Note %	Budget \$'000	Actual \$'000	Variance \$'000	
Revenues								
Rates - General	87,290	87,291	1	0.0%	-	87,188	87,291	103
Statutory Charges, Fees & Fines	1,740	1,664	(76)	(4.4%)	-	1,722	1,664	(58)
User Charges	9,445	10,271	826	8.7%	1	9,630	10,271	641
Interest Received	1,617	1,767	170	10.5%	2	1,542	1,787	245
Grants & Subsidies	10,744	12,136	1,392	13.0%	3	10,343	12,136	1,793
Capital Grants & Contributions	2,786	2,441	(345)	(12.4%)	4	2,406	2,441	35
Other income	2,462	4,464	2,002	81.3%	5	2,460	4,464	2,004
Net gain/(loss) on disposal of assets	272	(2,330)	(2,602)	(956.6%)	6	272	(2,330)	(2,602)
Total Revenues	116,356	117,724	1,368	1.2%		115,563	117,724	2,161
Expenses								
Employee Costs	45,847	45,948	(101)	(0.2%)	-	46,053	45,948	105
Materials & Contracts	20,618	19,951	667	3.2%	7	20,495	19,951	544
Interest	278	294	(16)	(5.8%)	-	275	294	(19)
Utilities	2,694	2,538	156	5.8%	-	2,798	2,538	260
Other	14,168	15,078	(910)	(6.4%)	8	14,375	15,078	(703)
Depreciation	19,907	19,753	154	0.8%	-	19,410	19,753	(343)
Total Expenses	103,512	103,562	(50)	(0.0%)		103,406	103,562	(156)
Surplus	12,844	14,162	1,318	10.3%		12,157	14,162	2,005

Notes:

Explanations of material variations	
1	<p>User Charges \$826,000 Favourable</p> <p>Mainly relating to:</p> <ul style="list-style-type: none"> * High levels of Statutory Planning applications increased revenue by \$170,000 * Health and Local Laws fees and charges were \$110,000 higher than forecast and relate to food premises registration, court reimbursements, local law permit fees and immunisation fees * Higher than anticipated use of the Function Centre and Community halls generated additional income of \$117,000 above forecast * Recoveries of utilities from tenants at Council properties was \$94,000 above forecast * Unbudgeted property rental income \$80,000 higher than forecast resulting from additional community and commercial facility leases * Engineering and Technical Services approval fees were \$57,000 greater than anticipated * The sale of valuation data to service authorities raised an additional \$40,000 income * Art Gallery generated additional income of \$28,000 for the year.

FINANCIAL RESULTS

Explanations of material variations	
2	<p>Interest Received \$170,000 Favourable</p> <p>Interest income on funds invested was \$170,000 above forecast and relates to high surplus and cash levels primarily resulting from grants received in advance, increased developer contributions and the carrying forward of capital works projects from 2014/15 to 2015/16.</p>
3	<p>Operating Grants and Subsidies \$1,392,000 Favourable</p> <p>Grants Commission operating income of \$1.212 million for the 2015/16 year was received in advance in June 2015. Additional grants were received in advance in the following program areas:</p> <ul style="list-style-type: none"> * Long Day Care Professional Development Program \$12,000 * Additional HACC hours \$45,000 * VicHealth Community Activation Project \$26,000 * Immunisation Grant \$7,000 * Melbourne Hill Road Catchment \$27,000 * Grants Network Victoria - Our Community \$6,000. <p>Expenditure for the above grants will be incurred in the 2015/16 financial year.</p>
4	<p>Capital Grants and Contributions \$345,000 Unfavourable</p> <p>Grants forecast for receipt in 2014/15 and now expected to be received in 2015/16 include:</p> <ul style="list-style-type: none"> * Aquarena redevelopment \$559,000 * Roads to Recovery grant \$381,000 <p>Projects that did not proceed/were not finalised in 2014/15 include:</p> <ul style="list-style-type: none"> * Wonga Park Tennis Club income of \$100,000 * Sportsground refurbishment income of \$55,000 * Zerbes reserve floodlighting income of \$45,000 <p>Capital grants received during 2014/15 for projects included as part of the 2015/16 capital program include:</p> <ul style="list-style-type: none"> * Grants Commission income received in advance for 2015-16 \$378,000 * Bolin Bolin wetlands drainage strategy \$318,000 * Yarra Hotspots Riversafe contribution received in advance \$26,000 * Templestowe Village Urban Design received in advance \$15,000 * Other small grants received in advance \$76,000.
5	<p>Other Income \$2,002,000 Favourable</p> <p>The value of contributed assets from developers (non-cash) was \$1.154 million above budget. This represents assets developed, improved and transferred to council ownership by third parties.</p> <p>Cash contributions from developers for open space and Developer Contribution Plans (DCP) were \$913,000 higher than budget forecasts. These funds are placed in a reserve and used to fund specific projects in the capital works program.</p> <p>Unbudgeted revenue of \$78,000 related to compensation to Council following the cessation of the 1981 Serpells Joint User Agreement.</p> <p>Quarry fill royalties are \$87,000 below budget resulting from lower tonnages than forecast.</p>
6	<p>Net gain/(loss) on disposal of property, infrastructure, plant and equipment \$2,602,000 Unfavourable</p> <p>As part of the 2014/15 asset capitalisation process, existing assets that were replaced and written off totalled \$1.871 million. This primarily relates to the replacement and upgrade of existing drains, footpaths, roads and bridges.</p> <p>In addition, during 2014/15 two buildings were demolished which resulted in a write down of \$650,000.</p>
7	<p>Materials and Services \$667,000 Favourable</p> <p>Waste contract expenses were \$400,000 lower than forecast mainly due to lower tonnages and a lower CPI cost escalation factor.</p> <p>Fleet operating expenses like fuel, oil, lubricants and repair and maintenance were \$110,000 below forecast and reflects a period of lower prices for fuel and oil.</p>
8	<p>Other Expenses \$910,000 Unfavourable</p> <p>Expenditure of \$1.506 million funded through the capital works program has been classified as non capital and transferred to operating expenditure.</p> <p>This is partially offset by:</p> <ul style="list-style-type: none"> * an increase of \$153,000 in Council's share of the net assets of the Whitehorse Manningham Library Service; * lower expenditure on computer lease costs and software licences (total \$200,000) resulting from deferral of the computer replacement program to 2015/16; * cost reductions in general office expenses \$101,000 and legal expenses \$97,000.

FINANCIAL RESULTS

2.2. Capital Expenditure

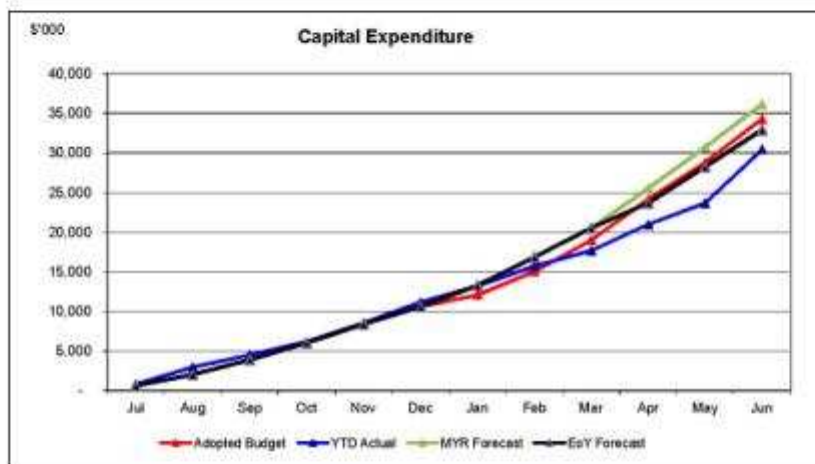
The value of the capital works program completed at the end of June is \$30.419 million, and is comprised of:

- 2014/15 budgeted works \$23.574 million
- carry forward works (budgeted and additional) from 2013/14 of \$5.535 million
- new projects of \$1.310 million.

At the end of June, 88.8% of the total Adopted Budget allocation and 84.2% of the MYR forecast has been completed. Compared to the adopted EoY forecast, 92.4% of the program has been completed (non-capitalised).

The value of works completed (actual total expenditure) on capital projects at end of June is \$30.419 million against the adopted budget total of \$34.269 million, MYR total of \$36.131 million and EoY forecast of \$32.906 million (non-capitalised).

The more detailed "Capital Works Program Status Report for the year ended 30 June 2015" outlines progress and material variations on the 2014/15 Capital Works Program.



2.3. Cash and Investments

Cash movements and balances	Current Month \$ M	Prior Month \$ M	Change \$ M
Opening Balance	52.96	46.61	6.35
Movement	(3.97)	6.35	(10.32)
Closing Balance	48.99	52.96	(3.97)

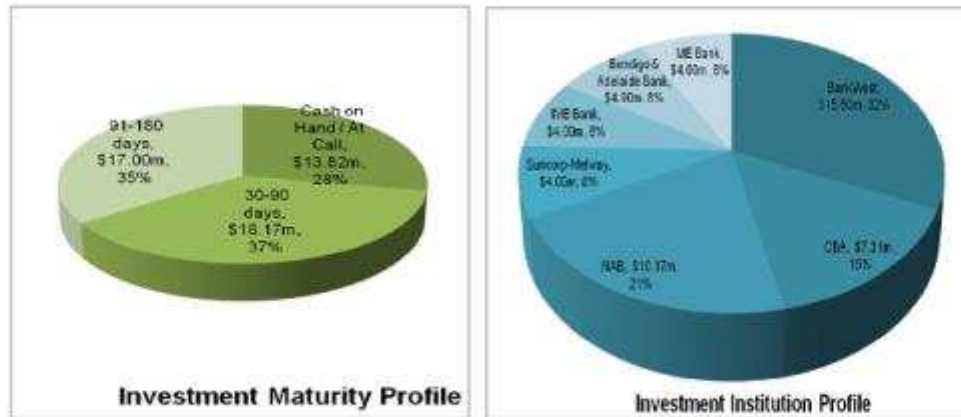
Cash / Investments Summary Current Month	Investment \$M	Current Portfolio %	% p.a.
CBA General	2.32	4.7%	1.8%
At Call	11.50	23.5%	2.00% - 2.15%
Term Deposits	35.17	71.8%	2.80% - 2.94%
Total Cash and Investment Portfolio	48.99	100.0%	

Monthly Investment Report for June 2015

Council's cash and invested funds decreased by \$3.97 million for the period to \$48.99 million mainly due to a high level of capital works completed in the lead up to the end of financial year.

Council funds are invested in accordance with the Council adopted Investment Policy. Charts below show current investments profile includes cash on hand, at call and terms deposits with a maturity ranging from 63 to 91 days and the institutions Council has placed its investments.

FINANCIAL RESULTS



2.4. Working Capital Ratio

The Working Capital Ratio indicates the ability of Council to meet expenses as they fall due. Council's Financial Strategy sets a long term Working Capital Ratio target of greater than 120 per cent. This means that Council has at least \$1.20 on hand to meet each dollar of current liabilities.

As at 30 June 2015, the working capital ratio was 206.7 per cent against a forecast of 184.9 per cent. The higher ratio is the result of additional capital projects carried forward to 2015/16 and the increased surplus for the year.

2.5. Councillor Expenses

The Councillors Allowance and Support Policy provides for Councillor expenses to be contained in the monthly performance report. The following table sets out the expenses charged to the 2014/15 financial year to date accounts.

A significant contributor to Cr Haynes expenditure position relates to travel expenses incurred in her role as Deputy Chair of the Metropolitan Local Government Waste Forum. Over the three year budget cycle, 2012/13 to 2014/15, the total expense claims of all Councillors were within their allocated budget.

Manningham City Council Councillor Expenses Report (Excluding Councillor Allowances)	2014/15 Revised Budget	Actual expenses: for June 2015	YTD actual expenses	Balance to June 2015 Surplus/ (overspent)
1012. Councillor - J Grivokostopoulos	10,600	1,655	10,480	120
1013. Councillor - G Gough	9,685	1,614	9,495	190
1014. Councillor - S Galbally	9,685	2,216	9,461	224
1015. Councillor - D Haynes	9,685	2,012	10,835	(1,150)
1016. Councillor - P McLeish	10,925	1,612	9,336	1,589
1018. Councillor - M Kleinert	9,685	1,447	5,377	4,308
1019. Councillor - S O'Brien	9,685	843	6,926	2,759
1022. Councillor - M Downie	9,685	1,994	9,674	11
1036. Councillor - J Yang	9,685	1,362	9,252	433
Grand Total	89,320	14,755	80,835	8,485

FINANCIAL RESULTS

2.6. Debtor Commentary

As at 30 June the balance of external debtors is \$7.707 million, a decrease of \$6.179 million on last month. This decrease is mainly attributable to the payment of rates and charges with rate debtors decreasing by \$5.979 million and the State Government FSPL decreasing by \$0.879 million. The external debtors as at 30 June does not includes FSPL of \$0.282 million. Rates and charges as at the end of June are \$3.890 million represent 50.5 per cent of total debts.

A total of 97.3 per cent of the current rates and charges has been collected by 30 June 2015, compared to 97.7 per cent from the same time last year.

The total amount outstanding in respect of rates and charges is made up of:

Arrears/overdue

Prior year arrears	\$ 1.624 million
Interest raised & legal costs	\$ 0.183 million
First instalment (due 30 Sept 2014)	\$ 0.370 million
Second instalment (due 30 Nov 2014)	\$ 0.437 million
Third instalment (due 28 Feb 2015)	\$ 0.534 million
Fourth instalment (due 31 May 2015)	\$ 1.023 million
Less: Fire Services Property Levy	<u>\$ 0.282 million</u>
Total Rates and Charges Outstanding (excluding FSPL)	<u>\$ 3.890 million</u>

A penalty interest rate of 10.5 per cent is applied to outstanding rates and charges, with the penalty interest rate being set by the State Government independently of Council.

Further details on external debtors are included in the attachments.

2.7. Property acquisitions and disposals

Disposals

The 2014/15 budget has no disposals identified. However, Council is in the process of, subject to the statutory advertising procedures under sections 189 and 223 of the Local Government Act 1989, the sale of the following:

Sale of part Road Reserve to abutting owners – 426 Yarra Road, Wonga Park

Council Officers are currently addressing a section 223 submission prior to informing Council of its resolution and whether a Special Committee of Council needs to be convened. The land comprises a triangular parcel of land with an approximate value of \$20,000. It is anticipated that the sale will occur during 2015/16.

Discontinued Right of Way – 25 & 27 Queens Avenue, Doncaster

Proposed sale of part of the discontinued right of way to abutting owners at 25 & 27 Queens Avenue, Doncaster. Council Officers have prepared a report to Council and the land comprises a total land area of 48 square metres. It is anticipated that the sale will occur during 2015/16.

Acquisitions

No outstanding acquisitions relevant at 30 June 2015.

PERFORMANCE REPORTING

3. Performance Reporting

3.1. Customer Feedback System

This report reflects the integrated data of the past Records Management correspondence reports and the reporting of the Customer Feedback System. Council measures its performance for service requests using the Customer Feedback System (CFS) with a target range of 85.0 per cent to 95.0 per cent to be actioned in-time.

The turnaround time for each CFS request is predetermined by service unit specifications. Each request is categorised and the appropriate timeline matched with the request. Some turnaround times may be as short as three days while other more complicated issues may take up to sixty days to be actioned.

The year to date result of 93.3 per cent is within the target range.

A detailed report on the financial year to date performance along with key comments of the CFS performance is to be included in the Councillor's Infosumm.

3.2. Council Plan

The Strategic Resource Plan 2014-2018 and Annual Initiatives 2014-2015 (SRP) schedules 22 actions, of which 7 are referred to as Major Initiatives. Of the 22 actions for 2014/15:

- Seventeen initiatives are completed (measure achieved).
- Four initiatives are ongoing
 - 2.2.1.4 (SRP 05) "Implement the recommendations of the Open Space Strategy 2014, in particular the preparation of an Open Space Future Needs Plan to create an accessible and well connected open space network that supports a healthy community and environment.
 - 4.3.1.4 (SRP 13) Identify further land subject to flooding in the Manningham Planning Scheme to improve management of future catchment flood levels.
 - 5.1.1.19 (SRP 19) Major: Prepare for the transition of Home and Community Care services to the Commonwealth Home Care Program.
 - 6.2.1.30 (SRP 22) Major: Expand the Manningham Improvements program by increasing the number of continuous improvement projects.
- One initiative reassessed resulting from a change of State Government policy
 - 4.1.1.18 (SRP 10) " Provide strategic input into the Eastern Region water cycle planning process to form the basis for the development of a strategic position paper in 2015/16.

Attachment 1: BALANCE SHEET**Balance Sheet**

As at 30th June 2015

June Last Year \$'000		30th June 2015 \$'000	30th June Last Year \$'000
<u>Current Assets</u>			
5,968	Accounts Receivable	7,482	5,968
1,003	Accrued Income	604	1,003
1,017	Cash on Hand and Bank	2,321	1,017
41,663	Investments - Current	46,669	41,663
160	Prepayments	359	160
239	Sundry Debtors	224	239
50,050	Total Current Assets	57,659	50,050
<u>Non Current Assets</u>			
1,839	Investments - Non Current	1,992	1,839
31	Sundry Debtors - Non Current	31	31
2,039,632	Infrastructure, Property, Plant & Equip (cost)	2,273,579	2,039,632
(451,809)	Less Accumulated Depreciation	(497,163)	(451,809)
1,587,823	Infrastructure, Property, Plant & Equip (WDV)	1,776,416	1,587,823
1,589,693	Total Non Current Assets	1,778,439	1,589,693
1,639,743	TOTAL ASSETS	1,836,098	1,639,743
<u>LIABILITIES</u>			
<u>Current Liabilities</u>			
10,193	Sundry Creditors & Other Accruals	10,029	10,193
10,799	Provisions	11,707	10,799
4,925	Trust Funds	5,835	4,925
300	Income Received In Advance	319	300
26,217	Total Current Liabilities	27,890	26,217
<u>Non Current Liabilities</u>			
904	Provision- Long Service Leave	841	904
7,279	Interest Bearing Loans	7,279	7,279
8,183	Total Non Current Liabilities	8,120	8,183
34,400	TOTAL LIABILITIES	35,995	34,400
1,605,343	NET ASSETS	1,800,088	1,605,343
<u>EQUITY</u>			
1,605,343	Accumulated Surplus & Reserves	1,800,088	1,605,343
1,605,343	TOTAL EQUITY	1,800,088	1,605,343

Attachment 2: DEBTOR AGEING

Debtors Review June 2015

Type	Current	30 Days	60 Days	90 days & Over	Total	Note	Prior Month	Fav (Unfav)
							90 days & Over	Variance
Home Support	11,520	3,816	861	1,358	17,195	-	1,429	73
Mobility on Wheels	15,158	719	-	-	15,877	-	-	-
Council & Executive	-	-	-	-	-	-	-	-
Aged & Disability Services	-	-	-	-	-	-	-	-
Social & Community Services	430	-	-	-	430	-	-	-
Culture & Leisure Services	99,992	7,528	2,281	14,498	124,299	-	15,080	1,514
Civic Buildings	-	-	-	-	-	-	365	366
Corporate Support	19,110	2,991	100	500	22,721	-	816	210
Financial Services Operation, Property & Procurement	595,941	40,204	34,000	27,360	745,865	-	26,435	1,385
Major Projects	202,017	-	-	-	202,017	-	26,968	26,968
Eco & Environ Planning	262,900	3,785	30	30	266,745	-	-	(30)
Engineering & Technical Services	550,350	-	-	11,620	561,970	-	18,572	8,962
Assets & Engineering	-	-	-	2,750	2,750	-	2,750	-
City Parks & Recreation	89,218	-	8,158	29,790	127,166	1	40,473	10,883
Engineering Operators	46,692	4,240	-	-	50,932	-	-	-
Procurement	-	-	-	-	-	-	-	-
Fleet Management	583	-	-	-	583	-	-	-
Property & Valuations	-	-	-	-	-	-	-	-
Total Sundry Debtors	1,691,481	82,949	98,650	67,816	1,939,896		136,770	48,166
Total Sundry Debtors	-	-	-	-	-	-	-	-
Fine Services Property Levy Debtors	-	-	-	-	-	2	-	-
Rate Debtors	2,332,840	-	-	1,567,105	3,899,945	3	1,617,962	80,857
BRO Pensioner Rebate Debtors	-	-	-	-	-	-	-	-
Special Rate Charges	331,199	-	-	-	331,199	-	-	-
Infringement Court Debtors	-	-	-	1,045,540	1,045,540	4	1,052,146	8,599
RAMS Debtors (Building Services & Statutory/Planning)	7,453	2,115	2,405	17,810	29,783	5	16,595	(1,275)
Infringements / Fines	56,511	27,209	35,928	33,041	152,689	6	41,816	8,375
Animals	-	2,688	135,128	-	137,816	7	-	-
SPF Reservable Payable	782,453	-	-	-	782,453	-	-	-
PLUS Debtors (Health & Food Premises)	451	10,549	36,871	62,182	110,153	8	58,343	(4,099)
PBE Debtors (Property Charges Incl Fire Hazards)	-	-	-	139,700	139,700	9	138,608	(1,092)
Provision for Doubtful Debts	-	-	-	(831,180)	(831,180)	10	(826,270)	2,910
June 2015 Total	5,182,388	105,806	305,680	2,111,829	7,706,601		2,232,680	120,832
May 2015 Total	11,161,822	241,600	269,647	2,232,660	13,905,329			
Movement Fav / (Unfav)	5,969,234	135,696	(47,033)	120,932	6,178,829			

Notes explaining the key variances are provided on the next page.

Attachment 2: DEBTOR AGEING

Note 1 - Parks and Recreation debtors - include charges relating to sporting club ground rental charges. A debt repayment plan has been agreed to regarding the debtors in the over 90 days category.

Note 2 - Fire services property levy debtors - The total amount outstanding in respect to fire services property levy as at 30 June 2015 was \$0. Nil being levied as required under the new Victorian State Government legislation.

Note 3 - Rates debtors - The total amount outstanding in respect to rates & charges as at 30 June 2015 was \$3.890 million, which includes \$1,557,105 from some 596 properties relating to 2013/14 rates. Compared with prior year rates were \$1,138,089 with some 476 properties.

Note 4 - Infringement Court debtors - The outstanding balance of \$1,045,546 represents the value of infringement debtors sent to Infringement Court for recovery action after all efforts have been exhausted in terms of statutory recovery process. At 30 June 2015 Council has provided for a provision for doubtful debts of \$820,626 (Non-current portion) in our accounts and the balance of \$224,920 (Current) to be recovered as collectable in the coming 12 months.

Note 5 - RAMS debtors - Relate to Building Services, and Statutory Planning. The respective service unit managers in conjunction with finance unit staff undertake a review on a monthly basis of all debts over 90 days to validate the collectability of these debts.

Note 6 - The outstanding debt relates to Infringement fines (Traffic, Animal Local Laws, Litter etc) which are classified as current recoverable debts. The debts which are deemed as not easily collectable are then forwarded to the Infringement Court for further recovery action.

Note 7 - The Current outstanding debt in this category is a statutory charge in relation to renewal of annual animal registrations.

Note 8 - The outstanding debts in this category is a statutory charge in relation to Health & Food Premises, board signs permit renewal fees etc and the team responsible in Health and Local Laws in conjunction with finance personnel will on a regular basis undertake a review of all debts over 90 days to validate the collectability of these debts. Follow-up recovery actions such as reminder letters, penalty notices and prosecutions are options which Council undertakes.

Note 9 - The outstanding debts in this category is in relation to Property charges such as fire hazards, weed spays etc and as these charges are attached to rateable properties it is deemed collectable in the event of property disposals at some stage in future.

Note 10 - The provision for doubtful debtors figure of \$831,180 is represented by \$820,626 for Perin Court Infringement debts and \$10,554 for Sundry Debtors. As part of our end of month process, all debts over 90 days are individually assessed, and where payment is not guaranteed, are included in Council's Provision for Doubtful Debts.

Attachment 3: OPERATING STATEMENT

Management Operating Statement - Summary

For the Period Ending 30th June 2015



	Annual Budget (\$)	Variations (\$)	Revised Budget (\$)		Month Actual (\$)		YTD Actual (\$)	Budget (\$)	Variance (\$)	Funds Available (\$)	End of Year Forecast (\$)
			Budget (\$)	Actual (\$)	Budget (\$)	Actual (\$)					
Operating Income & Expenditure											
Revenue											
11 - Rates - General	87,187,864	101,727	87,289,611	30,092	31,048	87,290,916	87,290,916	1,305	(1,305)	87,289,611	
12 - Statutory Charges, Fees & Fines	1,722,326	17,250	1,739,576	85,075	(39,443)	1,684,073	1,684,073	(75,503)	75,503	1,739,576	
13 - User Charges	9,630,271	(184,984)	9,445,287	726,048	272,054	10,271,350	9,445,287	826,063	(826,063)	9,445,287	
14 - Interest Received	1,541,500	75,000	1,616,500	196,744	129,389	1,745,889	1,616,500	1,293,389	(170,985)	1,616,500	
15 - Grants & Subsidies	10,343,314	400,470	10,743,784	747,169	1,324,396	12,136,052	10,743,784	1,392,278	(1,392,278)	10,743,784	
16 - Capital Grants & Contributions	2,406,000	380,362	2,786,362	827,964	(410,036)	2,406,362	2,786,362	345,506	(345,506)	2,786,362	
17 - Other Income	2,460,188	1,494	2,461,682	2,564,423	1,974,619	4,463,772	2,461,682	2,002,090	(2,002,090)	2,461,682	
18 - Proceeds on Disposal of Assets	902,000	(300,000)	602,000	212,654	(184,197)	488,090	602,000	(163,910)	163,910	602,000	
Total Revenue	116,193,483	491,319	116,684,802	6,570,568	3,117,830	123,492,604	116,684,802	3,807,802	(3,807,802)	116,684,802	
Expenditure											
21 - Employee Costs	46,052,549	205,586	46,258,135	2,913,047	(463,879)	45,944,417	46,258,135	(101,454)	101,454	46,258,135	
22 - Materials & Contracts	20,519,001	(100,984)	20,418,017	1,800,071	625,410	19,942,934	20,418,017	672,051	(672,051)	20,418,017	
23 - Interest	275,088	(3,000)	272,088	41,432	(16,194)	284,181	272,088	(16,093)	16,093	272,088	
24 - Utilities	2,797,982	103,975	2,901,957	402,138	73,726	2,984,003	2,901,957	155,604	(155,604)	2,901,957	
26 - Other	14,375,410	207,855	14,583,265	1,727,553	(875,186)	15,077,637	14,583,265	(910,082)	910,082	14,583,265	
27 - Depreciation	19,410,247	(486,738)	18,923,509	1,837,311	59,152	19,906,985	18,923,509	154,305	(154,305)	19,906,985	
28 - Carrying Amount of Assets Sold	630,000	300,000	930,000	128,033	(2,430,664)	2,767,664	930,000	(2,437,664)	2,437,664	930,000	
29 - Internal Charges	(24,280)	(22,280)	(46,560)	(14,103)	(33,682)	(3,011)	(46,560)	(5,011)	5,011	(46,560)	
Total Expenditure	104,035,997	194,414	103,841,583	9,054,545	(3,061,217)	105,329,926	103,841,583	(2,468,344)	(3,468,039)	103,841,583	
Net Operating Surplus / (Deficit)	12,157,486	685,733	12,843,219	(5,545,193)	56,613	14,162,678	12,843,219	1,319,468	(339,763)	12,843,219	

Directorate Operating Statement - Summary

For the Period Ending 30th June 2015



	Annual Budget (\$)	Variations (\$)	Revised Budget (\$)		Month Actual (\$)		YTD Actual (\$)	Budget (\$)	Variance (\$)	Actual (\$)	Variance (\$)	Funds Available (\$)	End of Year Forecast (\$)
			Budget (\$)	Budget (\$)	Actual (\$)	Budget (\$)							
Revenue													
1- Executive	25,000	(12,000)	13,000	0	0	13,191	13,000	0	191	13,191	191	(191)	13,000
2- Shared Services	1,279,491	1,258,069	2,537,560	68,032	183,650	2,728,927	2,537,560	115,618	191,367	2,728,927	191,367	(191,367)	2,537,560
3- Community Programs	9,227,065	826,396	10,053,461	784,700	928,130	10,304,715	10,053,461	143,430	251,254	10,304,715	251,254	(251,254)	10,053,461
4- Governance Services	2,171,333	(2,171,333)	0	0	6,011	6,189	0	6,011	6,189	6,189	6,189	(6,189)	0
5- Planning & Environment	5,134,088	182,744	5,316,832	233,506	1,128,349	6,509,722	5,316,832	894,843	1,192,890	6,509,722	1,192,890	(1,192,890)	5,316,832
6- Assets & Engineering	2,030,237	300,605	2,330,842	292,840	313,320	2,450,524	2,330,842	20,480	119,682	2,450,524	119,682	(119,682)	2,330,842
9- Corporate Finance	86,328,289	108,838	86,433,107	2,079,680	4,011,107	98,479,338	86,433,107	1,937,447	2,046,228	98,479,338	2,046,228	(2,046,228)	86,433,107
Total Revenue	116,193,483	491,319	116,684,802	3,452,737	6,570,568	120,492,604	116,684,802	3,117,829	3,807,802	120,492,604	3,807,802	(3,807,802)	116,684,802
Expenditure													
1- Executive	1,099,661	5,748	1,093,913	91,110	117,087	1,139,699	1,093,913	(25,977)	(45,786)	1,139,699	(45,786)	(46,771)	1,093,913
2- Shared Services	12,032,997	(3,616,614)	15,649,611	1,431,811	1,728,402	15,932,346	15,649,611	(296,591)	(282,735)	15,932,346	(282,735)	(667,893)	15,649,611
3- Community Programs	22,283,553	(967,815)	23,251,368	1,963,336	1,884,293	22,746,548	23,251,368	79,043	504,820	22,746,548	504,820	236,185	23,251,368
4- Governance Services	5,905,069	4,495,544	1,409,525	161,469	118,484	1,385,720	1,409,525	43,015	23,805	1,385,720	23,805	7,084	1,409,525
5- Planning & Environment	13,018,892	(108,615)	13,129,507	1,337,388	1,255,292	13,091,887	13,129,507	82,068	37,620	13,091,887	37,620	(88,059)	13,129,507
6- Assets & Engineering	37,000,785	165,347	36,835,416	2,591,013	2,103,475	36,114,919	36,835,416	467,558	720,499	36,114,919	720,499	537,964	36,835,416
7- Chief Financial Officer	7,519	(3,365)	10,884	0	(2,307)	10,884	10,884	2,307	1,482	10,884	1,482	1,482	10,884
9- Corporate Finance	12,696,541	225,184	12,481,357	1,478,388	4,911,036	15,909,405	12,481,357	(3,432,648)	(3,448,048)	15,909,405	(3,448,048)	(3,448,051)	12,481,357
Total Expenditure	104,035,997	194,414	103,841,583	9,054,545	12,115,761	106,329,926	103,841,583	(3,061,217)	(2,488,343)	106,329,926	(2,488,343)	(3,468,039)	103,841,583
Surplus/ (Deficit)													
1- Executive	(1,074,661)	(6,252)	(1,080,913)	(91,110)	(117,087)	(1,126,508)	(1,080,913)	(25,977)	(45,595)	(1,126,508)	(45,595)	46,580	(1,080,913)
2- Shared Services	(10,753,568)	(2,358,545)	(13,112,051)	(1,363,779)	(1,544,751)	(13,203,419)	(13,112,051)	(180,972)	(91,368)	(13,203,419)	(91,368)	475,486	(13,112,051)
3- Community Programs	(13,056,488)	(1,414,119)	(13,197,907)	(1,176,537)	(956,163)	(12,441,533)	(13,197,907)	222,474	796,074	(12,441,533)	796,074	(487,439)	(13,197,907)
4- Governance Services	(3,733,786)	2,324,211	(1,409,525)	(161,499)	(112,473)	(1,379,531)	(1,409,525)	49,026	29,894	(1,379,531)	29,894	(13,274)	(1,409,525)
5- Planning & Environment	(7,885,804)	73,129	(7,812,675)	(1,103,892)	(1,26,843)	(6,562,165)	(7,812,675)	976,939	1,230,510	(6,562,165)	1,230,510	(1,104,831)	(7,812,675)
6- Assets & Engineering	(34,970,528)	465,952	(34,504,576)	(2,286,173)	(1,790,155)	(33,664,394)	(34,504,576)	508,018	840,182	(33,664,394)	840,182	(657,646)	(34,504,576)
7- Chief Financial Officer	(7,519)	(3,365)	(10,884)	0	2,307	(9,402)	(10,884)	2,307	1,482	(9,402)	1,482	(1,482)	(10,884)
9- Corporate Finance	83,639,728	332,022	83,971,750	595,272	(899,929)	82,569,931	83,971,750	(1,495,201)	(1,401,819)	82,569,931	(1,401,819)	1,401,832	83,971,750
Total Surplus/ (Deficit)	12,157,465	685,733	12,843,218	(5,601,808)	(5,545,183)	14,162,678	12,843,218	56,614	1,319,460	14,162,678	1,319,460	(338,763)	12,843,218

12.4 426 Yarra Road, Wonga Park - Sale of Part Road Reserve (post Statutory Advertising)

Responsible Director: Director Shared Services

File No. T15/158

The ultimate destination for this report is: COUNCIL AGENDA

Neither the responsible Director, Manager nor the Officer authoring this report has a conflict of interest in this matter.

SUMMARY

A request has been received from the owner of the property at 426 Yarra Road, Wonga Park to purchase a triangular section of disused road at the front of his property. The section of road is not used as part of the road and footpath infrastructure, and is considered to be superfluous to Council requirements. It is recommended that Council discontinues the section of road and sells it to the abutting owner. The statutory advertising subject to section 189 of the Local Government Act 1989 has been completed and initially a section 223 submission was received by Council which was later withdrawn. The initial submission was on the issue of traffic management and road safety at the intersection of Yarra Road and Jumping Creek Road. Following consultation with Council's Engineering and Technical Services unit, a commitment has been provided in which Council will investigate traffic management and safety measures at the site. Officers will update the submitter by the end of October 2015 regarding progress on this matter.

Following this undertaking,

It is noted that the land for sale in this report is inconsequential to any safety treatments which may be instigated at this location.

It is now recommended that Council approve the sale of the part road reserve.

1 BACKGROUND

- 1.1 The owner of the property at 426 Yarra Road, Wonga Park has formally requested to purchase a triangular parcel of road reserve abutting the front of their land from Council.
- 1.2 The property at 426 Yarra Road has a land area of approximately 822 square metres, and the triangular shaped road reserve in front of that property, which has a frontage to Jumping Creek Road of 19.6 metres and a frontage to Yarra Road of 17.2 metres, has an area of approximately 146 square metres.
- 1.3 Consultation with relevant Council departments has confirmed that this land is surplus to Council requirements.
- 1.4 In addition, all service authorities have been consulted and none report any issues surrounding the proposed sale.

2 PROPOSAL/ISSUE

- 2.1 The market value has been assessed by Council's Valuers reflecting the assessed differential between the value of the land on a before and after acquisition scenario. The survey and legal costs have been estimated at approximately \$5,000 and are payable by the purchaser.

- 2.2 The acquisition of the part road reserve would increase the land area of their property; however, the resultant land area would not yield any potential for subdivision under the current planning scheme.
- 2.3 The land is zoned Low Density Residential and as such is not able to be subdivided and is regarded as sub-optimal even with the additional land.
- 2.4 Prior to agreeing to sell the land, Council must first discontinue the section of road pursuant to clause 3 of Schedule 10 of the Local Government Act 1989 (the Act) and advertise its intention to do so in accordance with section 189 of the Act, which provides the opportunity under section 207A and 223 of the Act for a person to make a submission.
- 2.5 Upon discontinuance of the road, it is recommended that the title of the road reserve be consolidated with the title of the property at 426 Yarra Road.

3 PRIORITY/TIMING

- 3.1 If Council resolves that it intends to sell the land, the following action will take place:
 - 3.1.1 a notice will be prepared for publication in the Victorian Government Gazette to discontinue the section of road, and Council's surveyor will be engaged to prepare the necessary plans and its solicitor will be engaged to undertake the transfer of the land.

4 POLICY/PRECEDENT IMPLICATIONS

- 4.1 Council policy CD14.3 Road and Lane Discontinuance provides for the sale of discontinued roadways to abutting owners.

5 CUSTOMER/COMMUNITY IMPACT

- 5.1 The discontinuance and sale of this section of road is not expected to affect anybody other than the owner of 426 Yarra Road as it has been in use as access to their property for a number of years. The existing footpath alignment along Jumping Creek Road conceals the fact that a road reserve exists to the west and south of the footpath.

6 FINANCIAL RESOURCE IMPLICATIONS

- 6.1 The land that is the subject of this report has been valued by Council's City Valuer at market value based on a before and after assessment, and the price has been agreed by the prospective purchaser, who has also agreed to pay Council's associated survey and legal costs.
- 6.2 The income from the sale has not been anticipated in Council's budget.

7 CONSULTATION

- 7.1 A Public Notice in accordance with the Act was published in the Manningham Leader newspaper, advising of Council's intention to discontinue the section of road and to sell it for market value plus costs, providing the opportunity for any person to make a submission to Council.
- 7.2 One submission was received on the issue of traffic management and road safety at the intersection of Yarra Road and Jumping Creek Road. Following consultation with the submitter, officers gave a commitment to investigate traffic management and road safety treatments at this location. These treatments include:

- 7.2.1 Investigation of a 40kph speed zone at the school crossing – this is subject to VicRoads approval. This option will be referred to VicRoads by the end of October 2015 for their consideration; and
- 7.2.2 Investigation of safety measures at the intersection of Jumping Creek Road, Dudley Road and Yarra Road. Detailed design of Jumping Creek Road is yet to commence, and when it does, community consultation will be included in the process.
- 7.3 Following receipt of this information the submitter has formally withdrawn their submission.
- 7.4 The recommendation to sell can now be put to Council for approval.

8 CONCLUSION

- 8.1 That the section of road that is the subject of this report is not required for public use, and that it be sold to the owners of 426 Yarra Road, Wonga Park.

OFFICER'S ALTERNATIVE RECOMMENDATION

That Council:

- (A) Resolves to approve to discontinue the section of road at the front of 426 Yarra Road, Wonga Park, and which is shown on the plan attached to this report and labelled as Attachment 1, and authorises the undertaking of the Government Gazettal process;
- (B) Agrees the sale price of the section of the road reserve to be acquired by the owners of 426 Yarra Road, Wonga Park, be at the assessed market value placed on the land by Council's City Valuer;
- (C) Authorises the Chief Executive Officer to execute any documents associated with the road closure and sale;
- (D) Write to the initial submitter by 31 October 2015 to inform them of progress regarding traffic and road safety at the intersection of Yarra Road and Jumping Creek Road;
- (E) Affix the common seal to the Transfer of Land and any other documents required to effect the road closure, sale and transfer; and
- (F) Resolves that the Special Committee established to hear and consider any submissions now be disbanded.

MOVED: DOWNIE
SECONDED: GALBALLY

That the Alternative Recommendation be adopted.

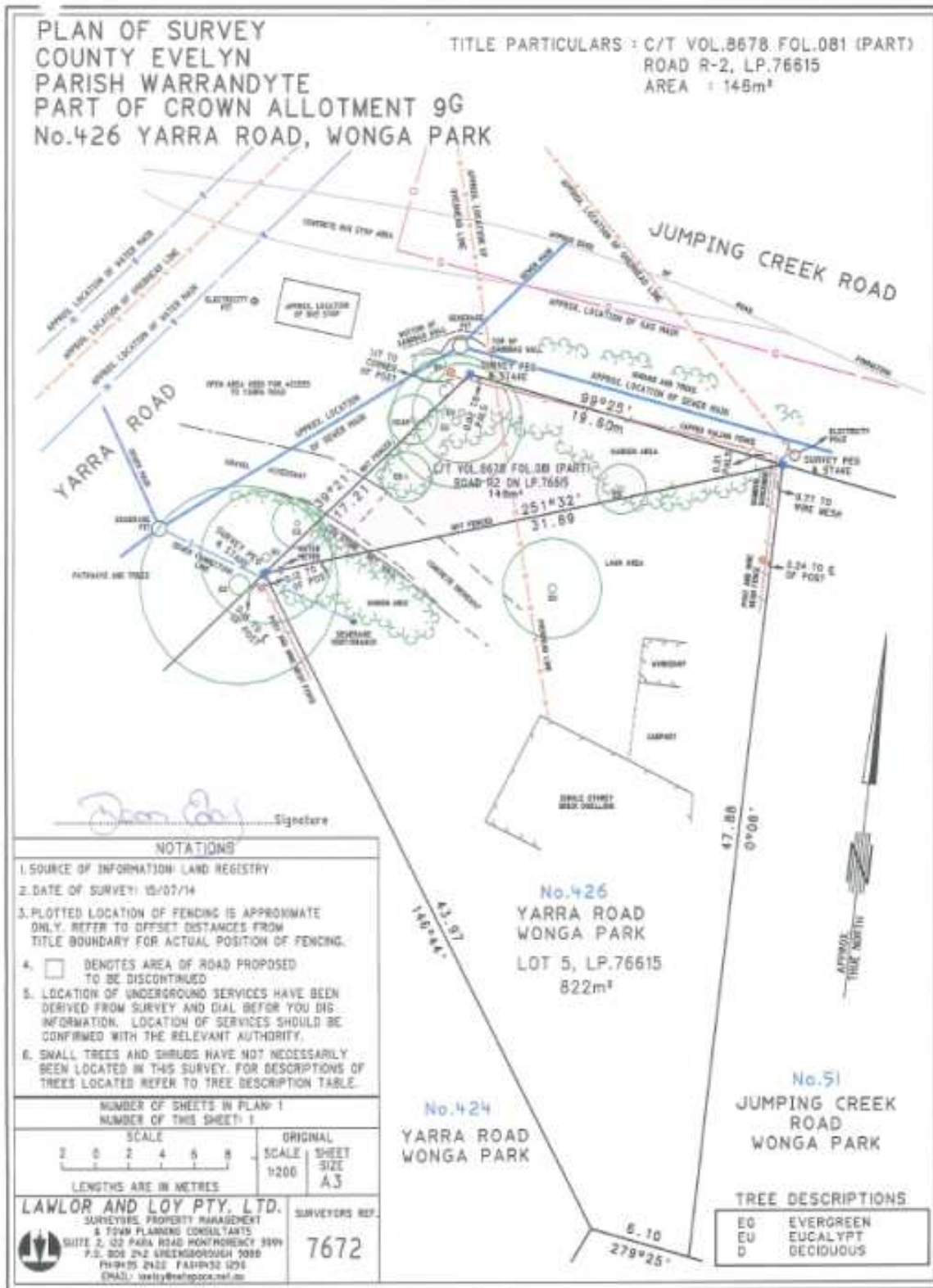
CARRIED

"Refer Attachments"

Attachment 1 Survey & Location Plan

* * * * *

Survey & Location Plan





12.5 Documents for Sealing - 25 August 2015

Responsible Director: Strategic Governance

File No. .

The ultimate destination for this report is: COUNCIL AGENDA

Neither the responsible Director, Manager nor the Officer authoring this report has a conflict of interest in this matter.

SUMMARY

The following documents are submitted for signing and sealing by Council.

1 BACKGROUND

- 1.1 The Council's common seal must only be used on the authority of the Council or the Chief Executive Officer under delegation from the Council. An authorising Council resolution is required in relation to the documents listed in the Recommendation section of the report.

OFFICER'S RECOMMENDATION

That the following documents be signed and sealed:

**Consent Agreement to Build Over an Easement
Section 173 of the Planning and Environment Act 1987
Council and A N Esfahani & S G R Poor
30 Renshaw Street, Doncaster East**

**Consent Agreement to Build Over an Easement
Section 173 of the Planning and Environment Act 1987
Council and X Feng & H S Zhu
36 Roderick Street, Doncaster East**

**Consent Agreement to Build Over an Easement
Section 173 of the Planning and Environment Act 1987
Council and W G P & T Allen
21 Carlton Court, Templestowe**

**Deed of Surrender of Council Licence
Council and Bendigo and Adelaide Bank Limited
Part Manningham City Square, 687 Doncaster Road, Doncaster**

**Deed of Renewal and Variation of Lease
Council and Gum Nut Gully Pre-School Association Inc
58-60 Larnoo Drive, Doncaster East**

**Lease – Section 17D of the Crown Land (Reserves) Act 1978
Council and Warrandyte Sporting Group Inc & Minister for Environment &
Climate Change
Part 2 Taroona Avenue, Warrandyte**

MOVED: GRIVOKOSTOPOULOS
SECONDED: KLEINERT

That the Recommendation be adopted with the addition of the following document:

**Community Services Lease
Council and Florence Avenue Playgroup Association Inc
Part 7-9 Florence Avenue, Donvale**

CARRIED

* * * * *

13. CHIEF EXECUTIVE OFFICER

There were no Chief Executive Officer reports.

14. URGENT BUSINESS REPORTS

There were no Urgent Business Reports.

15. QUESTIONS FROM THE PUBLIC

There were no questions from the public.

16. CONFIDENTIAL REPORTS**16.1 Amendment GC23 to Manningham Planning Scheme – Proposed Design & Development Overlay (Eastlink Exhaust Stack Environs)**

This matter has been declared confidential by the Chief Executive Officer pursuant to S89(2)(h) of the Local Government Act 1989 as disclosure may prejudice the interest of Council or any person.

Conflict of Interest

Cr McLeish advised Councillors that he has a conflict of interest in this item being an indirect interest of residential amenity and he will be leaving the Council Chamber for the consideration and voting on the item, but before he left he called for a motion to appoint an Acting Chairperson during his absence from the meeting.

MOVED: O'BRIEN
SECONDED: HAYNES

That Cr Kleinert be appointed Acting Chairperson for the period of the meeting that the Mayor is absent.

CARRIED

When Cr McLeish left the Council Chambers the Acting Chairperson assumed the chair.

Having disclosed his conflict of interest Cr McLeish left the meeting room at 7.54pm and returned at 7.56pm after the matter had been finalised and took no part in the discussion and voting on this item.

MOVED: DOWNIE
SECONDED: GALBALLY

That the Council consider this confidential matter in open Council Meeting on the understanding that the report and attachments are to remain confidential as disclosure of its contents may be prejudicial to the interests of the Council and/or other parties.

CARRIED

MOVED: DOWNIE
SECONDED: GALBALLY

That the recommendation be adopted and this matter remains confidential subject to officers being authorised to take appropriate action to implement the resolution.

CARRIED

17. QUESTIONS WITHOUT NOTICE

17.1 Payment of Rates by Direct Debit

Cr Gough asked if a report could be prepared on Manningham's Direct Debit system for paying rates and especially whether credit cards can be included in the system.

The Mayor advised that a report would be prepared for consideration.

17.2 Charitable Event

Cr O'Brien asked the Mayor if he was aware that September is Childhood Cancer month.

The Mayor advised that he was aware of this matter.

17.3 Wonga Park CFA

Cr Downie asked the Mayor if he was aware that a message board has commenced working at the Wonga Park CFA Station.

The Mayor advised that he was aware of this matter.

17.4 Warrandyte South Men's Shed

Cr Galbally asked the Mayor if he was aware that various service clubs recently visited the Scout Hall in Warrandyte South and indicated support for starting a Men's Shed project.

The Mayor advised that he was aware of this matter.

The meeting concluded at 8:01pm.

Chairman
CONFIRMED THIS 29 September 2015.

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