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# Minutes of the Council Meeting

Held on Monday 4 October 2021 at 7 PM

Virtual Meeting via Zoom



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**Councillors Present:**

**Cr Kate Hely, Mayor (Chair)**  
**Cr Melina Sehr (Deputy Mayor)**  
**C Cr Nicki Batagol**  
**Cr Maricia Griffin**  
**Cr Jami Klisaris**  
**Cr Matthew Koce**  
**Cr Alexander Lew**  
**Cr Mike Scott**

**Council Officers Present:**

<b>Jacqui Weatherill</b>	<b>Chief Executive Officer</b>
<b>Annaliese Battista</b>	<b>Director Planning &amp; Place</b>
<b>Cath Harrod</b>	<b>Director Community &amp; Wellbeing</b>
<b>Rick Kwasek</b>	<b>Director Environment &amp; Infrastructure</b>
<b>Greg Curcio</b>	<b>Director Customer &amp; Technology</b>
<b>Tracey Limpens</b>	<b>Chief of Staff</b>
<b>Tony Mcilroy</b>	<b>Manager Councillor &amp; Civic Support</b>
<b>Julia Gallace</b>	<b>Chief Financial Officer</b>
<b>Judy Hogan</b>	<b>Civic Support Officer</b>

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The meeting commenced at 7:02pm.

**1 Reading of the Reconciliation Statement**

The Mayor, Cr Hely read the following reconciliation statement:

*We acknowledge we are meeting on the Traditional Lands of the Kulin Nations and pay our respects to their Elders past, present and emerging. We extend that respect to all Aboriginal and Torres Strait Islander peoples.*

**2 Reading of Statement of Commitment**

The Mayor, Cr Hely read the following Statement of Commitment:

*We are reminded that as Councillors we are bound by our Oath of Office to undertake the duties of Councillor in the best interests of the people of the City of Stonnington and to faithfully and impartially carry out the functions, powers, authorities and discretions vested in us under the Local Government Act and any other relevant Act.*

**3 Apologies**

MOTION:

MOVED: Cr Melina Sehr

SECONDED: Cr Matthew Koce

***That the apology received from Cr Morgan for non-attendance at the Council Meeting of 4 October 2021 be accepted and leave of absence granted.***

**Carried**

**4 Introductions of Councillors & Executive Staff**

The Chair introduced the Councillors and the Chief Executive Officer introduced the Council Officers present.

**5 Confirmation of the Minutes of the previous meeting****5.1 Minutes of the Council Meeting held on 20 September 2021**

MOTION:

MOVED: Cr Mike Scott

SECONDED: Cr Matthew Koce

***That the Minutes of the Meeting of the Stonnington City Council held on 20 September 2021 be confirmed as an accurate record of the proceedings subject to the addition on page 18 of Cr Griffin's name for the consideration of correspondence.***

**Carried**

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## 6 Disclosure of Conflicts of Interest

Cr Scott declared a conflict of interest in item 8.3 Reconciliation Action Plan 2021-2023 as he is Vice President of Reconciliation Stonnington.

The Chief Executive Officer declared a conflict of interest in item 8:11 CEO Employment and Remuneration Policy on the basis that it relates to the position of Chief Executive Officer.

## 7 Questions from the Community

In accordance with the Governance Rules a summary of the questions submitted to the meeting are as follows:

One question from Ms Hildenbrand

- The question relates to Gardiner Creek tree clearing.

Two questions from Ms Nguyen

- The questions relate to traffic matters in Chapel Street, Prahran.

In accordance with the Governance Rules (clause 54.6) written responses will be provided in relation to the questions submitted.

## 8 Business

### 8.1 Audit & Risk Committee Report

The Chair of the Audit & Risk Committee provided an overview of the activity of the committee for the period ended 31 August 2021.

MOTION:

MOVED: Cr Mike Scott

SECONDED: Cr Marcia Griffin

***That the Council RECEIVE and NOTE the report of the Audit & Risk Committee.***

**Carried**



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## 8.2 Audit & Risk Committee Appointment

MOTION:

MOVED: Cr Nicki Batagol

SECONDED: Cr Melina Sehr

***That the Council APPROVE the appointment of Ms Jenny Johanson to the Audit & Risk Committee for a three (3) year term ending 3 October 2024.***

**Carried**

## 8.3 Reconciliation Action Plan 2021-2023

Cr Scott declared a conflict of interest in Item 8.3 Reconciliation Action Plan 2021-2023 on the basis that he is the Vice President of Reconciliation Stonnington.

(7:18pm) Cr Scott left the meeting.

MOTION:

MOVED: Cr Melina Sehr

SECONDED: Cr Alexander Lew

***That the Council ENDORSE the Draft Stonnington Reconciliation Action Plan 2021-2023 for public exhibition from 5 -31 October 2021.***

**Carried**

(7:28pm) Cr Scott returned to the meeting.

## 8.4 Planning Application 0977/20 - 581 Toorak Road, Toorak

MOTION:

MOVED: Cr Marcia Griffin

SECONDED: Cr Matthew Koce

***That the Council AUTHORISE Officers to issue a Notice of Decision to Grant a Planning Permit No: 0977/20 for the land located at 581 Toorak Road, Toorak under the Stonnington Planning Scheme for the construction and display of electronic and internally illuminated signage in a General Residential Zone and a Heritage Overlay subject to the following conditions:***

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1. **Before the commencement of the development, one (1) electronic copy of plans drawn to scale and fully dimensioned must be submitted to and approved by the Responsible Authority. The plans must be generally in accordance with the advertised plans, Council date stamped 1 December 2020 but modified to show:**
  - a) **The easternmost sign must be relocated 500mm further west.**
  - b) **The hours of operation and illumination modified in accordance with Condition 4.**
2. **The location and details of the signs, including those of the supporting structure, must be in accordance with the endorsed plans, unless otherwise agreed in writing by the Responsible Authority.**
3. **The signs must be maintained to the satisfaction of the Responsible Authority.**
4. **The signs hereby permitted must only be illuminated during the following hours:**

**St Peters Church Sign:**

- **Winter (March 21 to September 21) 7am to 10pm.**
- **Summer (September 22 to March 20 except 24/25 December) 7am to 10pm**
- **24/25 December (Christmas Eve/Day) 24 December 7am to 25 December midnight.**

**St Peters Early Learning Centre Sign:**

- **Winter (March 21 to September 21) 7am to 10pm.**
- **Summer (September 22 to March 20) 7am to 10pm.**

**Department of Transport Conditions start**

5. **No advertisement must be displayed for less than 24 hours.**
6. **The transition from one advertisement to another must be instantaneous.**
7. **Where the graphical content or colours will change between successive advertising images, the average luminance change between the new image and the previous image must not exceed 30%.**
8. **The sign must not display content, images or text:**
  - a) **Giving the illusion of continuous movement.**
  - b) **Capable of being mistaken for traffic signals or traffic control devices, including red, amber or green circles, octagons, crosses or triangles.**
  - c) **Capable of being mistaken as an instruction to a road user, including the wording stop, give way, slow down, turn left or turn right.**
  - d) **With a flashing background, flashing text, flashing images, blinking or fading elements that create the illusion of movement.**
  - e) **Contain any animation.**
  - f) **Capable of being interpreted as projections beyond the face of the advertising screen such as through 3D technology.**

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- g) Consisting of present time or other contemporary update information relating to news, weather or time.**
- 9. The advertising area must not be split into two screens with different messages.**
- 10. The sign and any displayed advertisement must not include any ancillary extension, embellishment or accessorisation within or outside the permitted advertising area unless the Head, Transport for Victoria has agreed to in writing prior to its installation.**
- 11. The use of sound or motion to activate the sign is not permitted.**
- 12. The use of sound to interact with road users is not permitted.**
- 13. In the event of an attack by a computer hacker or similar resulting in unauthorised display of visual images or any other display malfunction, the electronic sign must shut down and cease any form of visual output until the malfunction is repaired.**
- 14. This permit expires 15 years from the date of issue, at which time the sign and all supporting structures must be removed, and the site made good to the satisfaction of the Responsible Authority.**

**End of Department of Transport Conditions**

- 15. This permit will expire if the sign is not erected within 2 years of the date of this permit. The Responsible Authority may extend the periods if a request is made in writing before the permit expires or within the timeframe specified in Section 69 of the Planning and Environment Act 1987.**

**Notes:**

- A. This permit does not constitute any authority to carry out any building works or occupy the building or part of the building unless all relevant building permits are obtained.**
- B. This property is located in a Heritage Overlay and planning permission may be required to demolish or otherwise externally alter any existing structures. External alterations include paint removal and any other form of decoration and works but does not include re-painting an already painted surface.**
- C. Nothing in this permit hereby issued shall be construed to allow the removal of, damage to or pruning of a significant tree (including the roots) without the further written approval of Council.**

**“Significant Tree” means a tree or palm:**

- a) with a trunk circumference of 140 cm or greater measured at 1.4 m above its base;**
- b) with a total circumference of all its trunks of 140 cm or greater measured at 1.4 m above its base;**
- c) with a trunk circumference of 180 cm or greater measured at its base; or**
- d) with a total circumference of all its trunks of 180 cm or greater measured at its base.**

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**Please contact the Council Arborists on 8290 1333 to ascertain if permission is required for tree removal or pruning or for further information and protection of trees during construction works.**

- D. Nothing in the permit hereby issued may be construed to allow the removal of, damage to or pruning of any street tree without the further written consent of the Stonnington City Council. Contact the Council Arborists on 8290 1333 for further information.**

Carried

## 8.5 Planning Application 0521/21 - 707 Orrong Road, Toorak

MOTION:

MOVED: Cr Matthew Koce

SECONDED: Cr Marcia Griffin

**That the Council AUTHORISE Officers to issue a Notice of Decision to Grant a Planning Permit No: 521/21 for the land located at 707 Orrong Road, Toorak under the Stonnington Planning Scheme for construction of a multi-dwelling development and front fence in a General Residential Zone subject to the following conditions:**

- 1. Before the commencement of the development, 1 copy of plans drawn to scale and fully dimensioned, must be submitted to and approved by the Responsible Authority. The plans must be generally in accordance with the plans submitted with the application (identified as Job No. 18-15, Drawing No's: PD04 to PD09, PD11 to PD18, PD28, PD29 and MS01, Council date stamped 21 June 2021) but modified to show
  - a) The key ESD commitments reflected on the plans and/or annotations to confirm the development will incorporate all specifications detailed in the ESD report prepared by LID Consulting dated 31 May 2021.**All to the satisfaction of the Responsible Authority.**
- 2. The layout of the site and the size, levels, design and location of buildings and works shown on the endorsed plans must not be modified for any reason, without the prior written consent of the Responsible Authority.**
- 3. Any poles, service pits or other structures/features on the footpath required to be relocated to facilitate the development must be done so at the cost of the applicant and subject to the relevant authority's consent.**
- 4. All utility services to the subject land and buildings approved as part of this permit must be provided underground to the satisfaction of the Responsible Authority by completion of the development.**
- 5. The existing footpath levels must not be lowered or altered in any way at the property line.**
- 6. Prior to the commencement of the development hereby approved, the permit holder must obtain approval from Council's Building and Local Laws**

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**Department to construct or modify any vehicle crossover/s providing access to the subject site. The issue of a planning permit does not provide approval for vehicular crossovers which are outside of the title boundary.**

- 7. Prior to the commencement of any works over any easement, the permit holder must obtain approval from the relevant authorities to remove and/or build over the easements pertaining to the site to the satisfaction of the Responsible Authority.**
- 8. The project must incorporate the Water Sensitive Urban Design initiatives detailed in the endorsed site plan and/or stormwater management report.**
- 9. Concurrent with the endorsement of plans, a landscape plan must be submitted to and approved by the Responsible Authority. When approved, the landscape plan will be endorsed and will then form part of the permit. The landscape plan must be drawn to scale with dimensions and be generally in accordance with the landscape plan prepared by John Patrick Landscape Architects dated April 2021.**
- 10. Before the occupation of the development, the landscaping works as shown on the endorsed plans must be carried out and completed to the satisfaction of the Responsible Authority. Landscaping must then be maintained to the satisfaction of the Responsible Authority, including that any dead, diseased or damaged plants are to be replaced.**
- 11. Concurrent with the endorsement of plans, a Tree Management Plan (TMP) generally in accordance with the TMP prepared by John Patrick Landscape Architects dated May 2021 must be submitted to and approved by the Responsible Authority. When approved, the Tree Management Plan will form part of this permit and all works must be done in accordance with the tree management plan (AS 4970).**
- 12. Pre-construction works and any root cutting must be inspected and approved by the Responsible Authority's Parks Unit. Removal of protection works and cessation of the Tree Management Plan must be authorised by the Responsible Authority's Parks Unit.**
- 13. Prior to the commencement of any works on the land, each Tree Protection Zone nominated within the Tree Management Plane Plan must:**
  - a) Be fenced with temporary fencing in accordance with the attached specifications annotated in this permit to the satisfaction of the Responsible Authority.**
  - b) Include a notice on the fence to the satisfaction of the Responsible Authority advising on the purpose of the Tree Protection Zone, the need to retain and maintain the temporary fencing and that fines will be imposed for removal or damage of the fencing and trees.**
  - c) No vehicular or pedestrian access, trenching or soil excavation is to occur within the Tree Protection Zone without the prior written consent of the Responsible Authority. No storage or dumping of tools, equipment or waste is to occur within the Tree Protection Zone.**
- 14. Concurrent with the endorsement of plans or prior to the commencement of any works at the site (including demolition and excavation whether or not a planning permit is required), whichever occurs sooner, a letter of engagement must be**

*provided to the Responsible Authority from the project arborist selected to oversee all relevant tree protection works. The project arborist must be an appropriately experienced and qualified professional (minimum Cert IV or equivalent in experience).*

15. *The project arborist must maintain a log book detailing all site visits. The log book must be made available to the Responsible Authority within 24 hours of any request.*
16. *Prior to the commencement of any works at the site (including demolition and excavation whether or not a planning permit is required), the project arborist must advise the Responsible Authority in writing that the Tree Protection Fences have been installed to their satisfaction.*
17. *The permit holder / developer must advise Council in writing that a Certificate of Occupancy has been issued in respect to the development and that the 12 month establishment period has commenced.*
18. *Concurrent with the endorsement of plans, a Waste Management Plan generally in accordance with the Waste Management Plan prepared by Low Impact Development Consulting dated 31/05/2021 must be submitted to and approved by the Responsible Authority. The Waste Management Plan must include:*
  - a) *Dimensions of waste areas;*
  - b) *The number of bins to be provided;*
  - c) *Method of waste and recyclables collection;*
  - d) *Hours of waste and recyclables collection;*
  - e) *Method of presentation of bins for waste collection;*
  - f) *Strategies for how the generation of waste and recyclables from the development will be minimized;*
  - g) *Confirmation that residents can opt to utilise Council's green waste collection service.*

*When approved, the plan will be endorsed and will then form part of the permit. Waste collection from the development must be in accordance with the plan, to the satisfaction of the Responsible Authority.*

19. *Prior to a building permit being issued, a report for the legal point of discharge must be obtained from Council and a drainage design for the development must be prepared by a suitably qualified Engineer in accordance with all 'recommendations' and requirements contained in that report. All drainage must be by means of a gravity based system with the exception of runoff from any basement ramp and agricultural drains which may be pumped. The relevant building surveyor must check and approve the drainage design and ensure that protection of the building is provided from a 1 in 100 A.R.I. rainfall event as required by the Building Regulations.*
20. *Prior to an 'Occupancy Permit' being issued, a suitably qualified Engineer must carry out a detailed inspection of the completed stormwater drainage system and associated works including all water storage tanks and detention (if applicable) to ensure that all works have been constructed in accordance with the approved design and the relevant planning permit conditions. Certification of*

***the completed drainage from the Engineer must be provided to Council prior to a 'Statement of Compliance' being issued for the subdivision.***

- 21. The applicant must at their cost provide a stormwater detention system to restrict runoff from the development to no greater than the existing runoff based on a 1 in 10 A.R.I. to the satisfaction of Council's Infrastructure Unit. Alternatively, in lieu of the standalone detention system, the owner may provide stormwater tanks that are in total 5,000 litres greater than those tanks required to satisfy WSUD requirements for the development. Those tanks must be connected to all toilets.***
- 22. Prior to the occupation of the building, all screening designed to limit overlooking must be installed in accordance with the endorsed plans to the satisfaction of the Responsible Authority and maintained to the satisfaction of the Responsible Authority thereafter for the life of the building.***
- 23. Prior to the occupation of the building, the walls on the boundary of the adjoining properties must be cleaned and finished to the satisfaction of the Responsible Authority.***
- 24. All plant and equipment (including air-conditioning units) shall be located or screened so as to minimise visibility from any of the surrounding footpaths and from overhead views and shall be baffled so as to minimise the emission of unreasonable noise to the environment in accordance with Section 48A of the Environment Protection Act 1970 to the satisfaction of the Responsible Authority.***
- 25. This permit will expire if one of the following circumstances applies:***
  - a) The development is not started within three years of the date of this permit.***
  - b) The development is not completed within five years of the date of this permit.***

***In accordance with Section 69 of the Planning and Environment Act 1987, a request may be submitted to the Responsible Authority within the prescribed timeframes for an extension of the periods referred to in this condition.***



Carried

## 8.6 Bangs Street Housing Estate

MOTION:

MOVED: Cr Mike Scott

SECONDED: Cr Melina Sehr

***That the Council:***

- 1. NOTE the proposed design of the redevelopment of the Bangs Street Housing Estate;***
- 2. ENSURE the replacement trees along the Bendigo Street interface are larger canopy trees similar in size and scale to the trees that have been removed;***
- 3. PROVIDE setbacks to the upper 4 levels of Building A and D where they interface directly with Bendigo Street;***
- 4. ENDORSE Council's advocacy positions on rate exemptions, retention of street trees on Bangs Street, the impact of reduced car parking provision on local amenity, lack of loading/unloading facilities on site, the functionality and integration of community and commercial facilities, waste management issues, and insufficient evidence to support environmentally sustainable design claims; and***
- 5. ENDORSE technical feedback on the proposed design to the Department of Environment, Land, Water and Planning (DELWP), as shown in Attachment 2.***

Carried

## 8.7 Roadside Dining Fee Waiver

MOTION:

MOVED: Cr Nicki Batagol

SECONDED: Cr Melina Sehr

***That the Council:***

- 1. APPROVE the fee waiver and cost absorption of \$488,681 for the Roadside Dining Program for the period 1 November 2021 - 30 April 2022 (or equivalent six-month period, based on State Government restrictions).***
- 2. NOTE ongoing advocacy for additional financial support from the State Government to provide funding assistance to both businesses and Council to facilitate outdoor trading and assist in the recovery effort.***

Carried



## 8.8 Proposed Road Discontinuance of Road Adjoining 15-17 Somers Avenue, Malvern

MOTION:

MOVED: Cr Matthew Koce

SECONDED: Cr Jami Klisaris

***That the Council, having followed the statutory procedures pursuant to sections 207A and 223 of the Local Government Act 1989 ("Act"), and pursuant to its power under clause 3 of Schedule 10 of the Act, and having received no submissions in response to the public notice regarding Council's proposal to discontinue part of the road adjoining 15-17 Somers Avenue, Malvern, which is shown as lot 1 in Attachment 1 to this Report, being part of the land contained in certificate of title volume 5931 folio 127 ("Road"):***

- 1. NOTE that the Road is no longer reasonably required for general public use;***
- 2. RESOLVE to discontinue the Road and sell the land to the adjoining owner of the common property at 15-17 Somers Avenue, Malvern; and***
- 3. DIRECT that a notice pursuant to the provisions of clause 3(a) of Schedule 10 of the Act is to be published in the Victoria Government Gazette***

Carried

## 8.9 Report and Consent for 18 Embling Road, Malvern

Cr Koce foreshadowed his intention to move a motion to approve the setback of the garage at 18 Embling Road, Malvern.

MOTION:

MOVED: Cr Melina Sehr

SECONDED: Cr Mike Scott

***That the application to reduce the setback of the garage from the front street alignment at 18 Embling Road, Malvern pursuant to regulation 74 of the Building Regulations 2018 be deferred for one meeting cycle.***

Carried

## 8.10 Volunteer Support and Community Engagement

MOTION:

MOVED: Cr Marcia Griffin

SECONDED: Cr Mike Scott

***That the Council:***

- 1. APPROVE to undertake community consultation on the need and preferences for Volunteering Support, to occur from 11 October until 15 November 2021.***
- 2. NOTE a further report on Volunteering Support will be presented by December 2021.***

**Carried**

## 8.11 CEO Employment and Remuneration Policy

(8:08pm) The Chief Executive Officer declared a conflict of interest in item 8:11 CEO Employment and Remuneration Policy on the basis that it relates to the position of Chief Executive Officer.

The Chief Executive Officer left the meeting.

MOTION:

MOVED: Cr Melina Sehr

SECONDED: Cr Marcia Griffin

***That the Council defer consideration of the Chief Executive Officer Employment and Remuneration Policy for one meeting cycle.***

**Carried**

(8:12pm) The Chief Executive Officer returned to the meeting.

## 8.12 Council Meeting: 1 November 2021

MOTION:

MOVED: Cr Jami Klisaris

SECONDED: Cr Melina Sehr

***That the Council APPROVE the cancellation of the Council Meeting scheduled for Monday 1 November 2021.***

**Carried**

### **9 Correspondence**

Cr Lew indicated that the online petition regarding 173 Burke Road, Malvern East had to date recorded 1323 signatories.

### **10 Tabling of Petitions and Joint Letters**

There were no petitions or joint letters tabled at the meeting.

### **11 Notices of Motion**

There were no notices of motion presented to the meeting.

### **12 Reports by Councillors**

The Chair indicated she had attended the following events and meetings.

1. Mayors Meeting – LG Planning Reforms
2. Meeting with David Davis MP
3. Meeting with Sam Hibbins MP
4. Webinar - Understanding waste to energy technology and Victorian regulations

Cr Scott indicated that he had attended as the Council delegate the meeting of the LGBTIQA+ Advisory Committee on 22 September 2021 and the Cycle Reference Group Active Transport meeting.

### **13 Reports by Delegates**

There were no reports by delegates presented to the meeting.

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#### 14 Questions from Councillors to Council Officers

Cr Lew asked the following question of the Director Community & Wellbeing.

What were the changes discussed at the LGBTIQA+ Advisory Committee meeting held on 22 September 2021?

The Director Community & Wellbeing took the question on notice.

Cr Lew asked the following question of the Chief Executive Officer.

Can you provide an update on the reimbursement of Mayoral expenses?

The Chief Executive Officer responded that no reimbursement had been made.

Cr Scott asked the following question of the Director Environment & Infrastructure.

Has the Council any congestion busting projects to reduce congestion in the local government area?

The Director Environment & Infrastructure responded.

Cr Lew asked the following question of the Chief Executive Officer.

Has there been any agreement reached on the overpayment of Mayoral expenses?

The Chief Executive Officer took the question on notice.

Cr Lew sought clarification of the overpayment of Mayoral expenses.

The Chair indicated that Cr Lew's time for questions had expired.

Cr Lew called a point of order on the basis that the Governance Rules do not specify a time limit for Questions from Councillors to Council Officers.

The Chair ruled that Cr Lew's point of order was not valid.

Cr Lew indicated that there was no reference in the Governance Rules to restrict the number of questions or the timing thereof and moved a dissent motion.

Cr Hely referred to clause 42.2 of the Governance Rules which provided inter alia that the Chair has the right to limit questions.

8:24pm The Chair, Cr Hely vacated the Chair.

8:24pm The Deputy Mayor, Cr Sehr took the Chair.

MOVED: Cr Alexander Lew

SECONDED: Cr Marcia Griffin

***That the Chair's ruling on the Governance Rules be dissented from.***

**Lost**

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8:30pm The Mayor, Cr Hely resumed the Chair.

**15 Urgent Business**

There was no urgent business considered at the meeting.

**16 General Business**

There was no General Business considered at the meeting.

**17 Confidential Business**

**17.1 Services Report**

The document is confidential information under Section 66 (2) (a) of the Local Government Act 2020. The matter is deemed to be confidential under Section 3 (1) (f) personal information, being information which if released would result in the unreasonable disclosure of information about any person or their personal affairs.

MOTION:

MOVED: Cr Melina Sehr

SECONDED: Cr Matthew Koce

***That the meeting be closed to consider confidential business.***

**Carried**

Following the consideration of confidential business the meeting concluded at 8:34pm.

Confirmed on 18 October 2021.

.....  
**CR KATE HELY, MAYOR**

### 6 Lomond Terrace MALVERN EAST VIC 3145



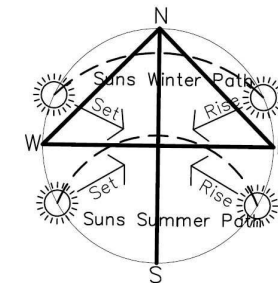
★ Objection

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**6 LOMOND TERRACE, MALVERN EAST, VIC, 3145**

DRAWING NO.	REVISION	DRAWING TITLE
TP1	A	COVER SHEET
TP2	A	NEIGHBOURHOOD CHARACTER
TP3	A	SITE SURVEY & EXISTING CONDITION
TP4	A	DESIGN RESPONSE
TP5	A	GROUND FLOOR PLAN
TP6	A	FIRST FLOOR PLAN
TP7	A	ELEVATIONS
TP8	A	3D VIEWS
TP9	A	SHADOW DIAGRAMS & OVERLOOKING DIAGRAM



COVER SHEET



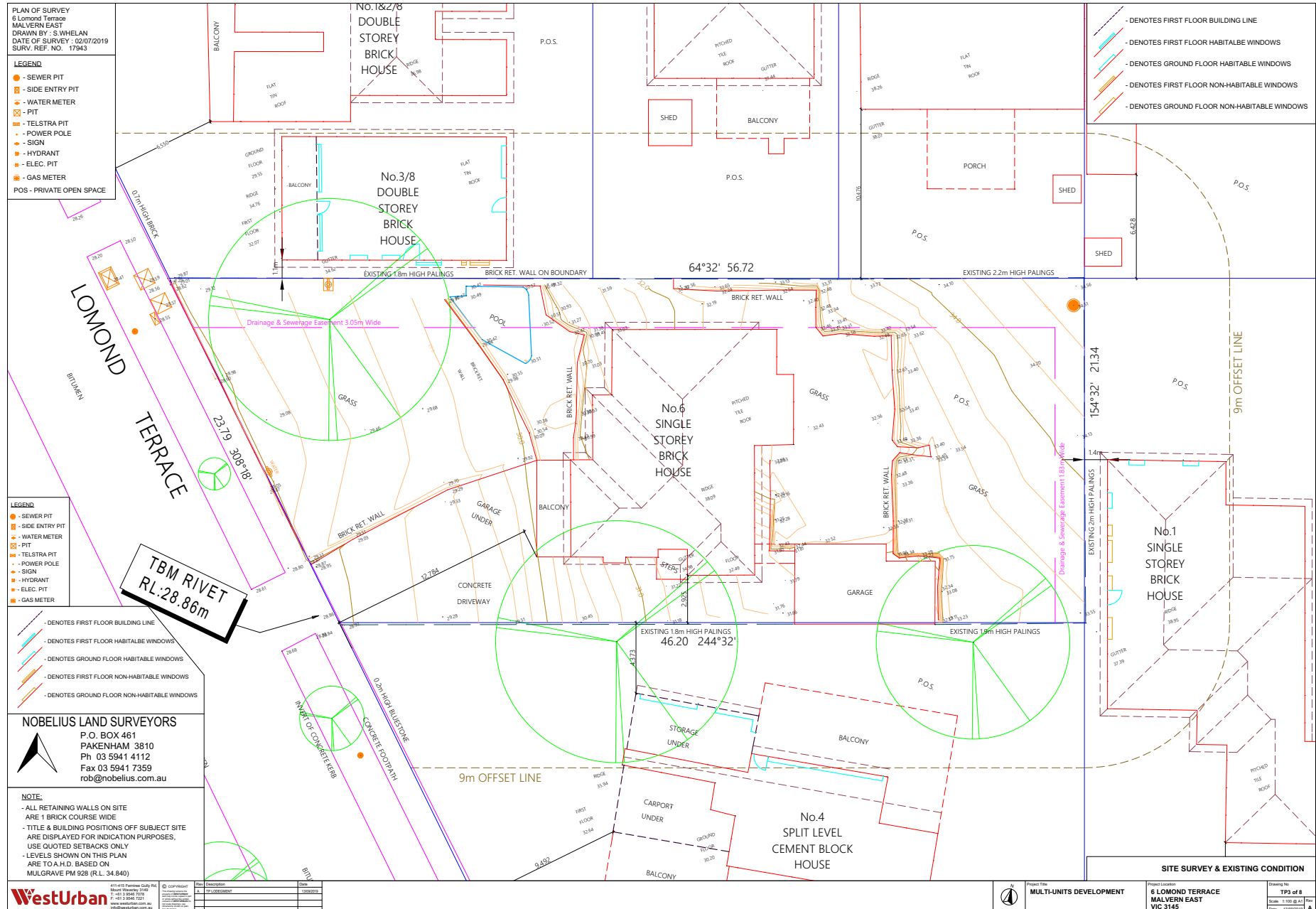
411-615 Terms Guide Pdf Main Orderer 3145 Tel: 03 9596 3028 www.westurban.com.au info@westurban.com.au	© 2019 WestUrban All rights reserved TP1.000.00001	Rev Description A 6 LOMOND TERRACE	Date 10/09/2021
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Project Title  
**MULTI-UNITS DEVELOPMENT**

Project Location  
**6 LOMOND TERRACE  
MALVERN EAST  
VIC 3145**

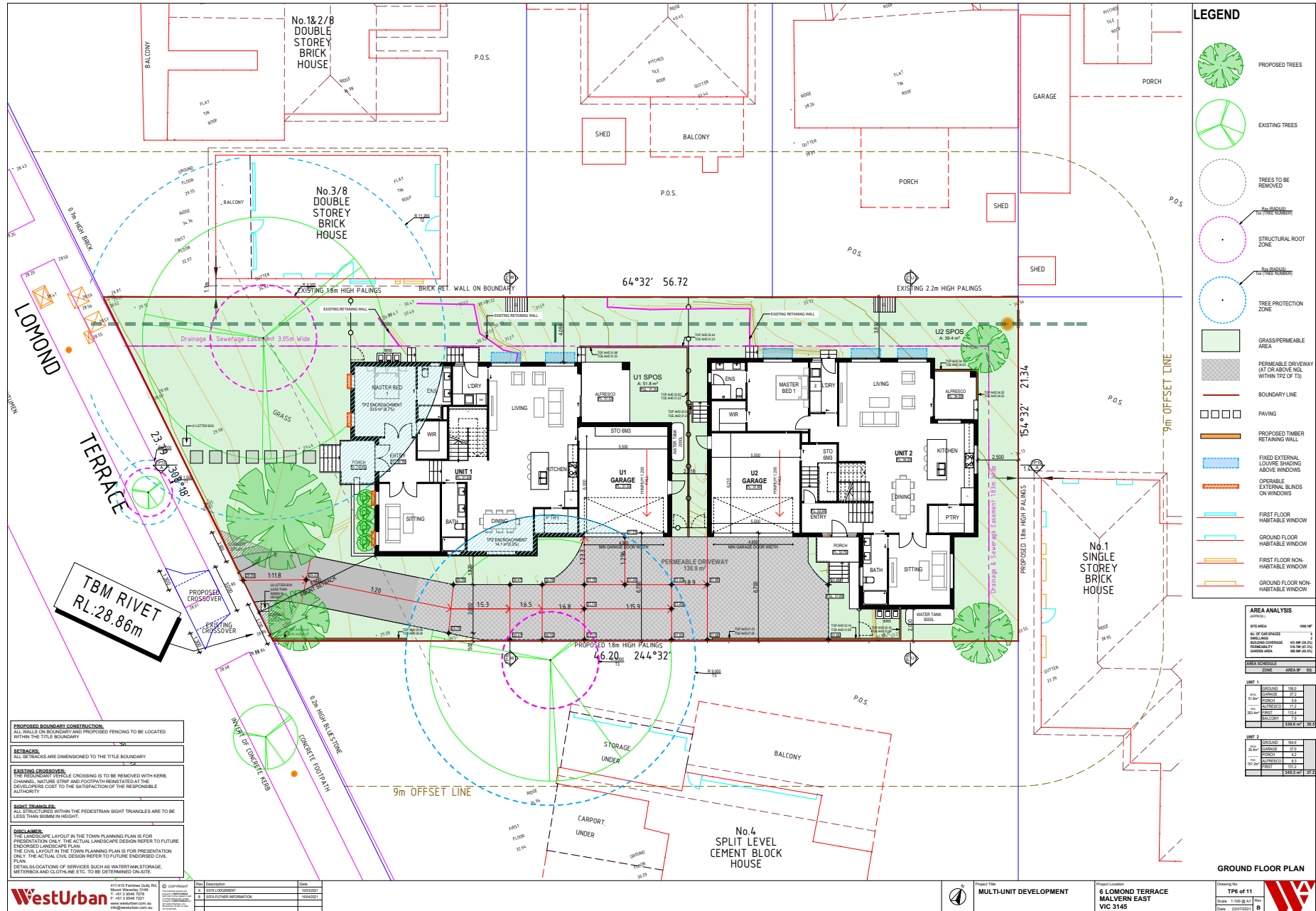
Drawing No. <b>TP1 of 8</b>
Date 10/09/2021
Rev A

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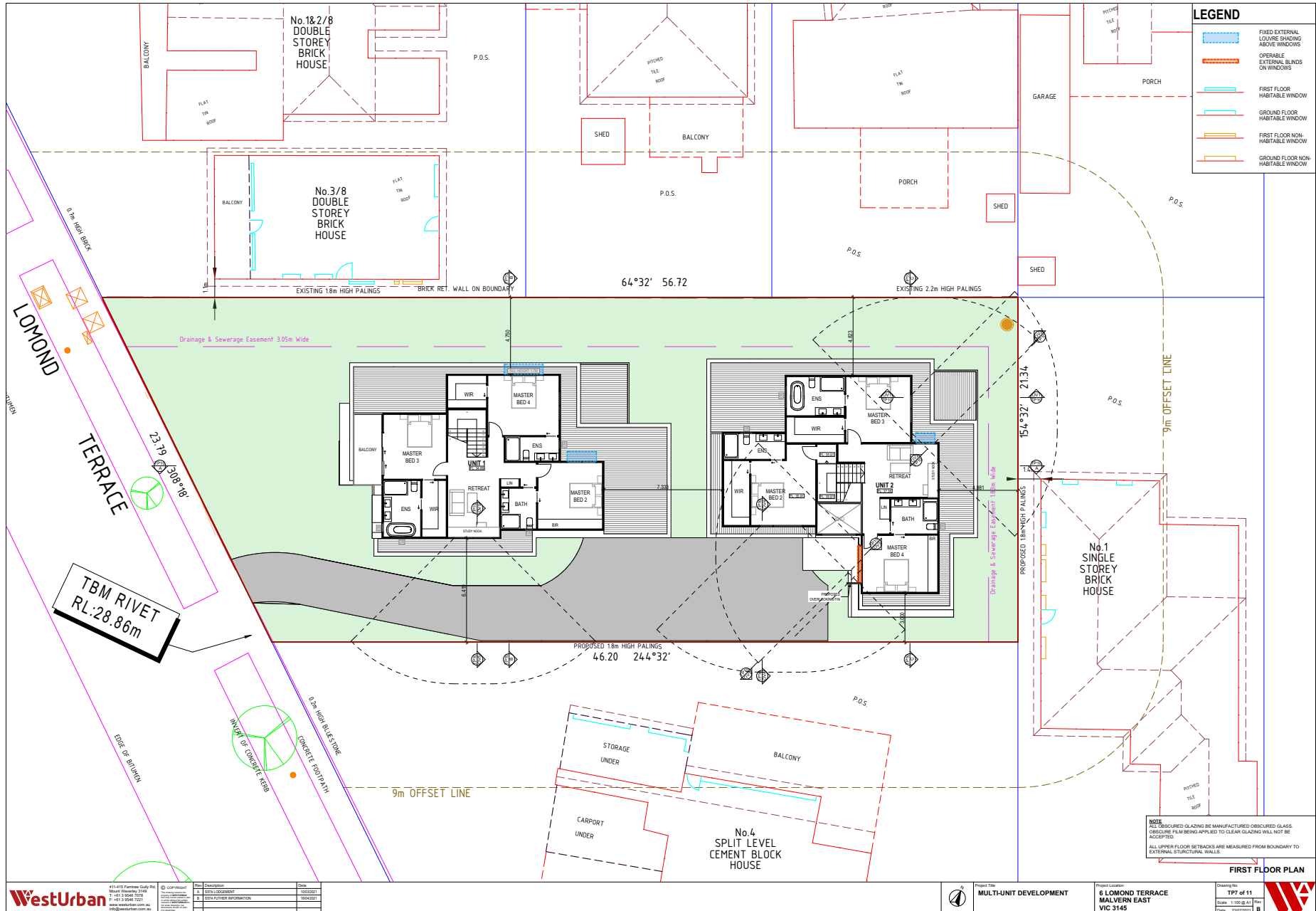




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COLOURS & FINISHES SCHEDULE	
R1	<b>Selected Render</b> COLOUR: "WHITE" OR SIMILAR
R2	<b>Selected Render</b> COLOUR: "DARK GREY" OR SIMILAR
B1	<b>Selected Brick Wall</b> COLOUR: "GREY" OR SIMILAR
C1	<b>Selected Cladding</b> COLOUR: "GREY" OR SIMILAR
C2	<b>Selected Cladding</b> COLOUR: "GREY" OR SIMILAR
C3	<b>Selected Cladding</b> COLOUR: "DARK GREY" OR SIMILAR
AC1	<b>Selected Architectural Columns</b> COLOUR: SELECTED
F1	<b>Selected Fence</b> TIMBER PALING FENCE COLOUR: SELECTED
D1	<b>Selected Driveway</b> CONCRETE COLOUR: SELECTED

**NOTE:** ALL OBSCURED GLAZING BE MANUFACTURED OBSCURED GLASS. OBSCURE FILM BEING APPLIED TO CLEAR GLAZING WILL NOT BE ACCEPTED.

**NOTE:** ALL HABITABLE ROOM WINDOWS AND DOORS TO BE DOUBLE GLAZED. ALL OTHER WINDOWS TO BE DEPENDANT UPON ENERGY REPORT.

ELEVATIONS

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info@westurban.com.au

Rev	Description	Date
A	ISSUE FOR TENDER	10/03/2021
B	ISSUE FOR TENDER	10/03/2021

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Project Title  
**MULTI-UNIT DEVELOPMENT**

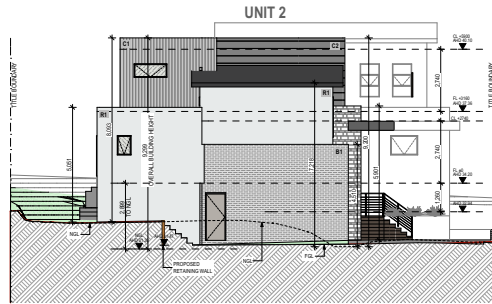
Project Location  
**6 LOMOND TERRACE  
MALVERN EAST  
VIC 3145**

Drawing No.  
**TP8 of 11**

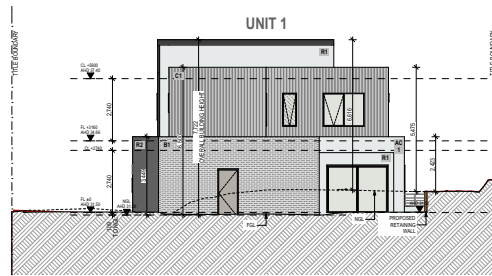
Scale  
**1:100 (A1)**

Date  
**10/03/2021**

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1 WEST INTERNAL ELEVATION  
1:100



2 EAST INTERNAL ELEVATION  
1:100

FIXED EXTERNAL LOUVER SHADING ABOVE WINDOWS  
OPERABLE EXTERNAL BLINDS ON WINDOWS



3 STREET ELEVATION  
1:200

COLOURS & FINISHES SCHEDULE

- R1 Selected Render**  
COLOUR: "WHITE" OR SIMILAR
- R2 Selected Render**  
COLOUR: "DARK GREY" OR SIMILAR
- B1 Selected Brick Wall**  
COLOUR: "GREY" OR SIMILAR
- C1 Selected Cladding**  
COLOUR: "GREY" OR SIMILAR
- C2 Selected Cladding**  
COLOUR: "GREY" OR SIMILAR
- C3 Selected Cladding**  
COLOUR: "DARK GREY" OR SIMILAR
- AC1 Selected Architectural Columns**  
COLOUR: SELECTED
- P1 Selected Fence**  
TIMBER PALING FENCE  
COLOUR: SELECTED
- D1 Selected Driveway**  
CONCRETE  
COLOUR: SELECTED

**NOTE:** ALL OBSCURED GLAZING BE MANUFACTURED OBSCURED GLASS. OBSCURE FILM BEING APPLIED TO CLEAR GLAZING WILL NOT BE ACCEPTED.

**NOTE:** ALL HABITABLE ROOM WINDOWS AND DOORS TO BE DOUBLE GLAZED. ALL OTHER WINDOWS TO BE DEPENDANT UPON ENERGY REPORT.

ELEVATIONS



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info@westurban.com.au

Rev	Description	Date
A	ISSUE FOR TENDER	18/03/2021
B	ISSUE FOR INFORMATION	18/03/2021

Project Title  
**MULTI-UNIT DEVELOPMENT**

Project Location  
**6 LOMOND TERRACE  
MALVERN EAST  
VIC 3145**

Drawing No  
**TP9 of 11**  
Scale 1:200, 1:100 Plan  
Date 23/07/2021



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**1** SECTION AA  
1:100

**2** SECTION BB  
1:100

**3** SECTION CC  
1:100

**4** OVERLOOKING DIAGRAM OV1  
1:100

**5** OVERLOOKING DIAGRAM OV2  
1:100

**6** OVERLOOKING DIAGRAM OV3  
1:100

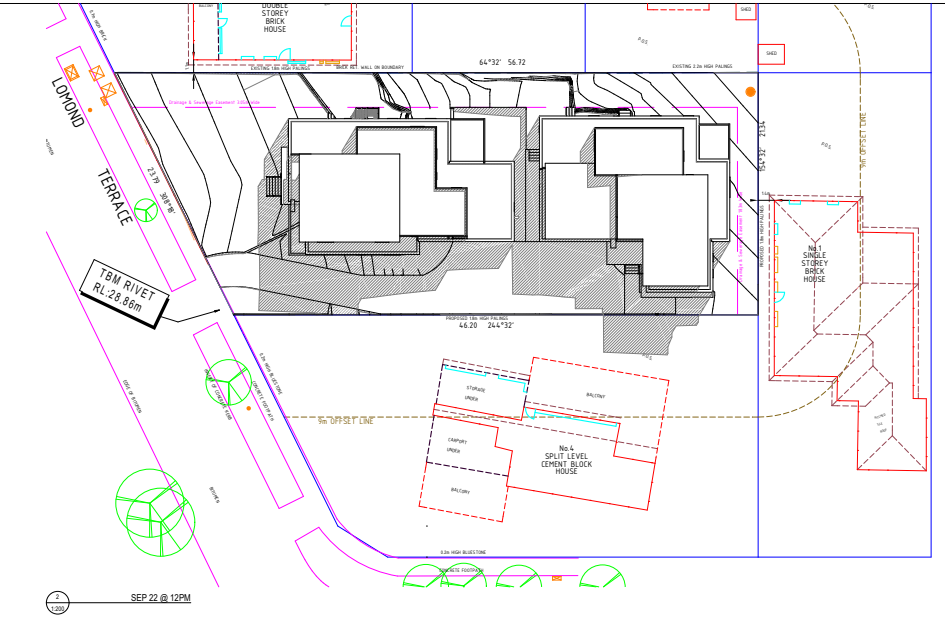
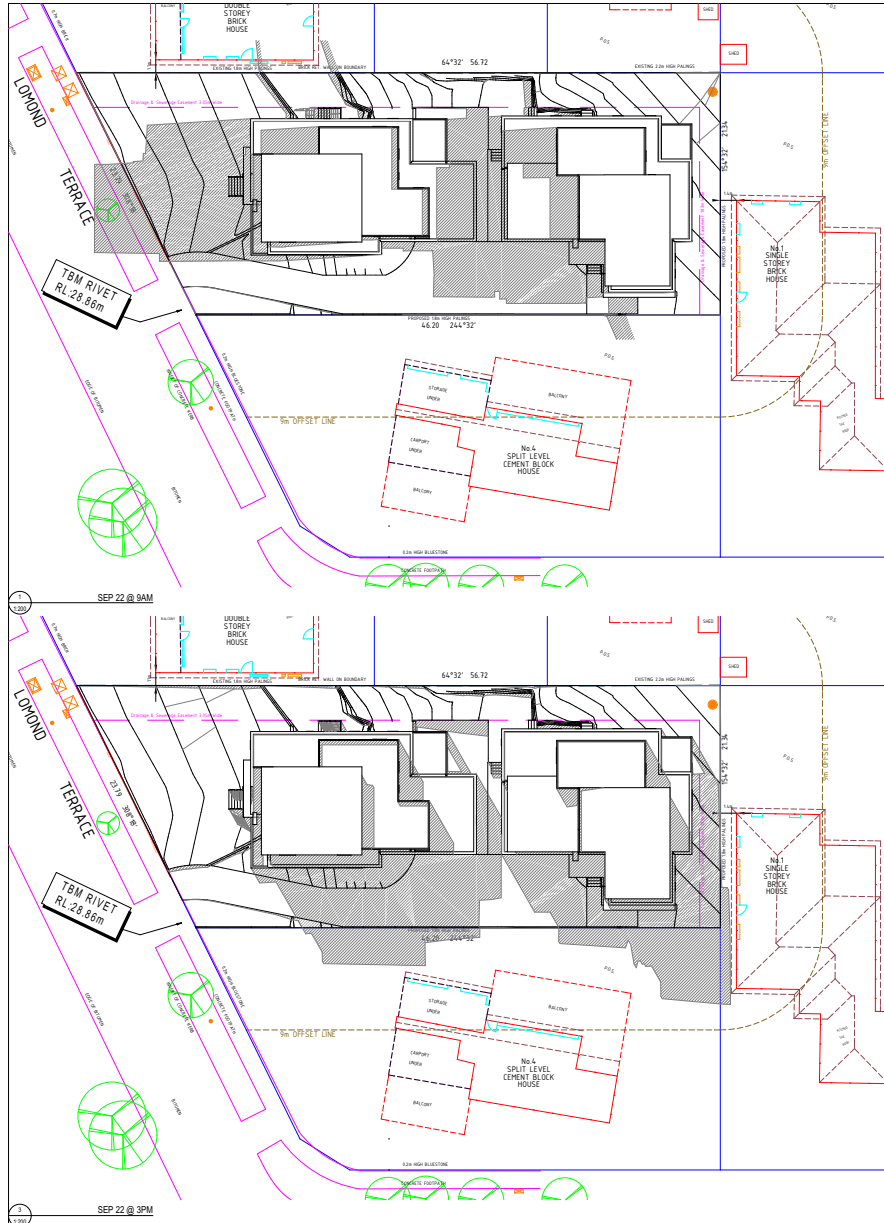
**7** OVERLOOKING DIAGRAM OV4  
1:100

**8** OVERLOOKING DIAGRAM OV5  
1:100

**SECTIONS**

<p>411-415 Ferries Quay VIC Melbourne VIC 3048 T +61 3 9486 3030 www.westurban.com.au info@westurban.com.au</p>	<p>© COPYRIGHT All rights reserved 2021 WESTURBAN DRAWN BY: [redacted] CHECKED BY: [redacted] DATE: 2021-07-24</p>	<p>Rev Description A DATA LOGUMENT B DATA LOGUMENT C DATA LOGUMENT</p>	<p>Project Title <b>MULTI-UNIT DEVELOPMENT</b></p>	<p>Project Location <b>6 LOMOND TERRACE MALVERN EAST VIC 3145</b></p>	<p>Drawing No <b>TP10 of 11</b> Scale 1:100 (S.A.) Rev: 00000001 Rev: 00000002</p>
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SHADOW DIAGRAMS

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Rev	Description	Date
1	ISSUE FOR COMMENT	18/09/2021
2	ISSUE FOR COMMENT	18/09/2021

	Project Title	Project Location	Drawing No.
	MULTI-UNIT DEVELOPMENT	6 LOMOND TERRACE MALVERN EAST VIC 3145	TP11 of 11 Scale: 1:200 (A1) Plan Date: 18/09/2021 B

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Surface Finishes Detail

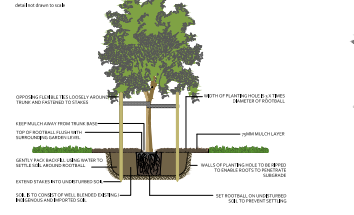
- Garden Beds: POLYCRANK (THE DARK MULCH), APPROVED MED/LOW LOAM SOIL, GRASS DEEP ROTARY MOWER SUBGRADE
Topping / Pebble Areas: SAND/COMPACTED TOPSOIL (GRAHNE SAND) OR TOWN SAND (R080) COMPACTED TO 80MM, SUBGRADE
Lawn areas: PROPOSED 100mm WOODCHIP LIFT SUPPLY (FOR USE AS TOPSOIL LIFT), APPROVED MED/LOW LOAM SOIL, GRASS DEEP ROTARY MOWER SUBGRADE

Specifications

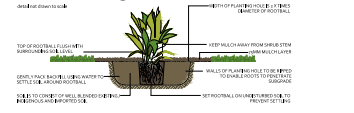
Subgrade preparation: Site preparation to be carried out in accordance with best horticultural practice and under suitable conditions. Excavation of subgrade soil structure to be removed...
Weed control: Remove and dispose of environmental weeds off site prior to subgrade preparation, topsoiling and planting work.
Soil Preparation: Topsoil to be spread to maximum system layers, lightly compacted by use of a 500 - 1000 litre roller...
Mulch: The mulched mulch for garden beds to be an aged organic material with 60 - 80 percent of its volume being wood chips particles in a size range of 5 - 50 mm maximum.



Advanced Tree Planting



Shrub Planting



Legend

Legend containing symbols for Proposed mature trees, Proposed deciduous trees, Proposed evergreen trees, Proposed ornamental and shade grasses, Existing trees to be retained, Tree Protection Zone (TPZ), Proposed mature trees, Proposed lawn areas, Proposed concrete surfaces, Proposed loose decorative pebbles, Proposed compacted topsoil/grass seed, Proposed permeable paving, Proposed paved area below concrete base, Proposed gravel step element, Proposed walking line, Retain with mulch and approved, Proposed cut water tank, Proposed storage area.

Proposed Planting Schedule

Table with columns: Code, Botanical Name, Common Name, Supply Size, Mature Hx(W) City. Lists plants like Eucalyptus polyalthemos, Pyracantha coccinea, and various shrubs.

Existing Vegetation Summary

Table with columns: Tree No., Botanical Name, Common Name, Status, Hx(W)m. Lists trees like Ficus religiosa, Callerya lutea, Eucalyptus regnans, and Eucalyptus tereticornis.



DO NOT SCALE FROM PLAN. THE CONTRACTOR MUST VERIFY ALL DIMENSIONS ON SITE PRIOR TO COMMENCING ANY WORK OR SHOP DRAWINGS

JUSTIN HUTCHISON PTY LTD Landscape Design | Horticultural Consultants 84 Northam Street Perth, VIC 3072

P 03 8600 1780 E jh@justinhutchison.com.au W justinhutchison.com.au

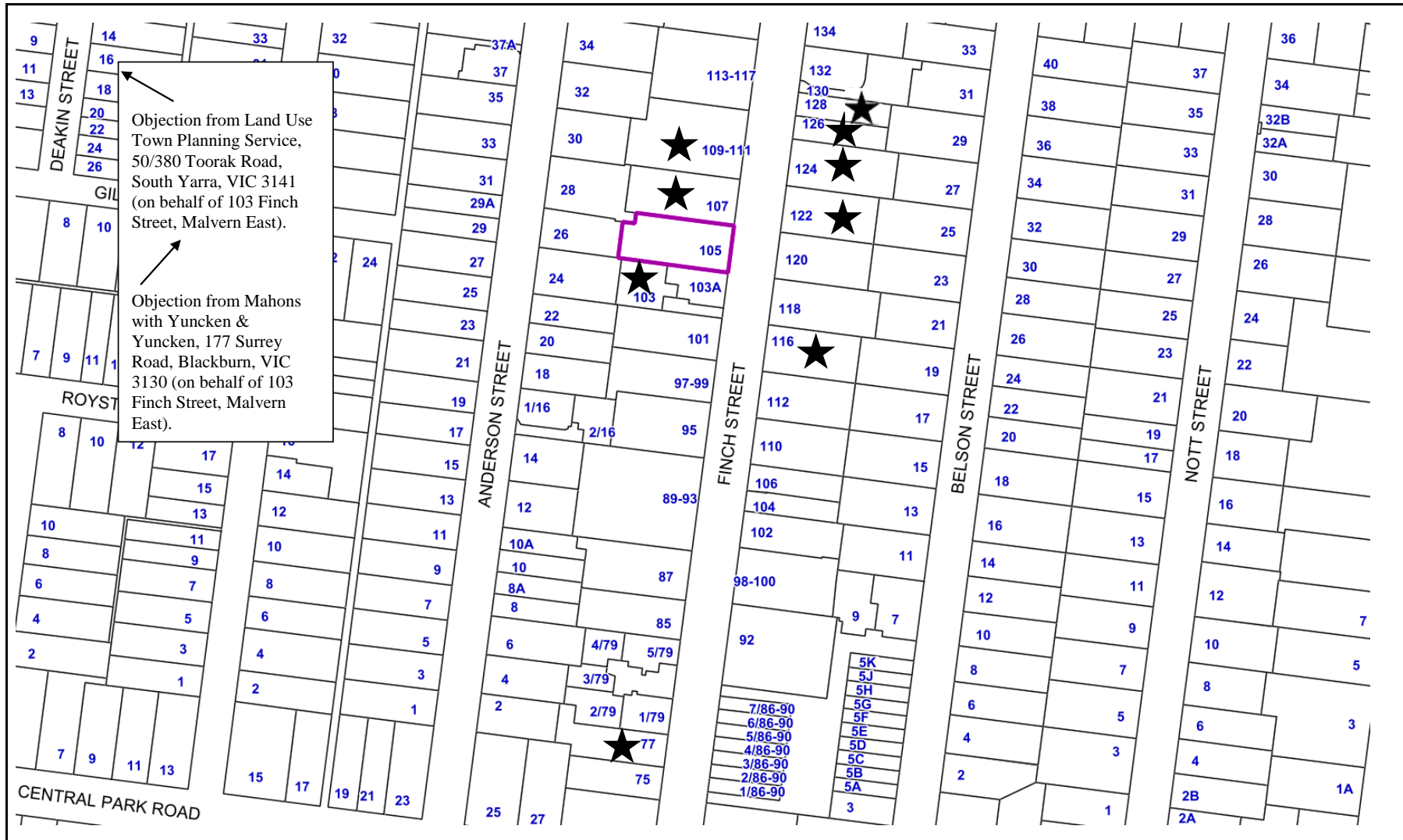
DATE 23 Oct 21 PROJECT # 3023 SCALE 1:100 REVISION # 0 DRAWN BY JH-D-Applic (Hort) Bunnery / Mels

CLIENT LOMOND 6 PTY LTD

DRAWING TITLE LANDSCAPE CONCEPT PLAN

PROJECT PROPOSED DUAL OCCUPANCY DEVELOPMENT @ LONDMO TERRACE MALVERN EAST





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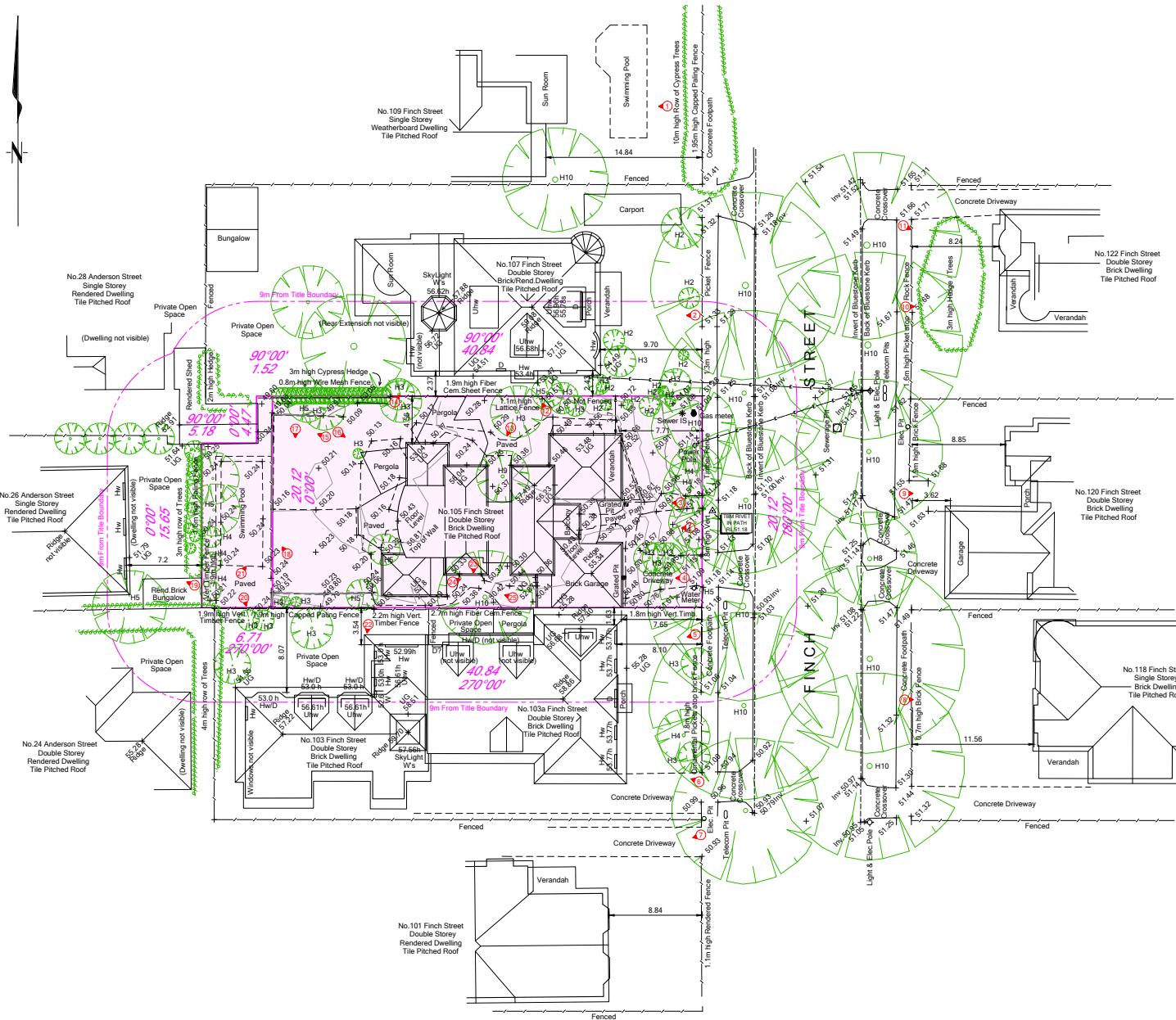
★ = objectors

**105 Finch Street, Malvern East**

Date printed: 4/10/2021  
Scale: 1:2152



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Aerial Photo not to Scale

**Legend**

▲ SURVEY MARK	u UPPER WINDOW
○ TREE	h HEAD LEVEL
○ UTILITY METER	* BELL LEVEL
■ STOP VALVE	HW HABITABLE WINDOW
○ TELECOM PIT	W WINDOW
○ SIGN POST	D DOOR
▲ BENCH MARK	✕ POLE & LIGHT
	SEP. SIDE ENTRY PIT
	EP/OLE ELECTRICITY POLE
— BOUNDARY LINE	
— BUILDING	
— VERANDAH	
- - - FENCE	
- - - PATH	
- - - INVERT OF KERB	
- - - OVERHEAD ELECTRICITY	

**Notations**

LOCATION OF BUILDINGS BEYOND SITE BOUNDARIES ARE INDICATIVE ONLY

DIRECTION OF PHOTOGRAPHS SHOWN THUS ②


LEVELS ARE TO THE AUSTRALIAN HEIGHT DATUM AND ARE SHOWN AS THUS +51.00m

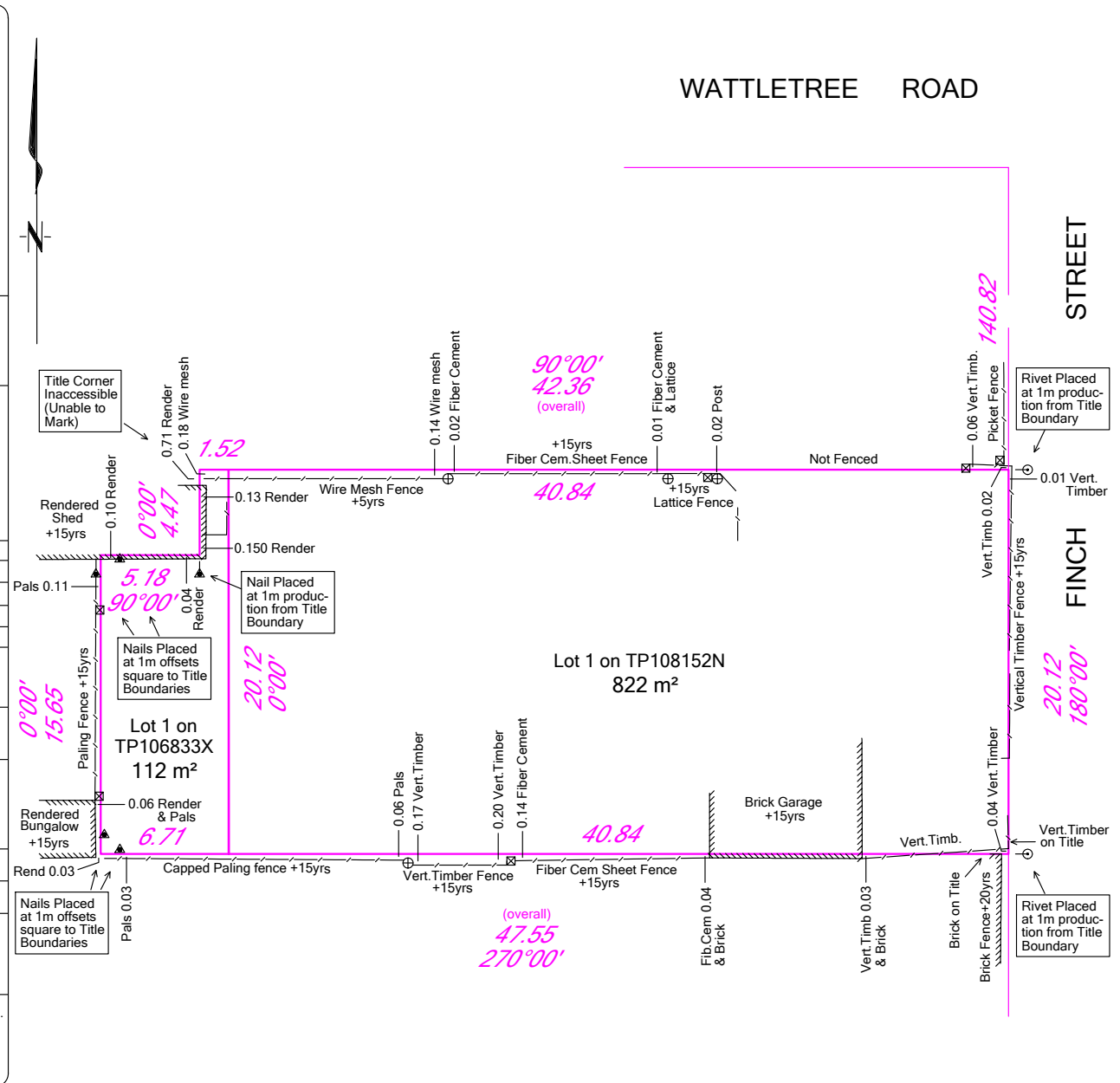
LEVEL DATUM ESTABLISHED USING PM163 (RL51.215)

CONTOURS ARE TO 0.20m INTERVALS (3 dimensional).

Certified	Ben Johnston	Licensed Surveyor
Drawn	Angelo Aquino	
Checked	Ben Johnston	
Date of Plan	17-03-2020	
Date of Survey	12-03-2020	
Client	Inform Design & Construction Pty Ltd	
Project	105 Finch Street Malvern East, VIC 3145	
Details	Feature and Level Survey Certificate of Title Vol. 9673 Fol. 380 Vol. 9673 Fol. 381	
Original sheet size	A2	
Sheet	1 of 1	
		SCALE 1:250
LENGTHS ARE IN METRES		
		SURVEYORS REF. VS 2646
<small>Ph: 03 9585 7965 info@vicsurvey.com.au 306/75 Tulip Street Cheltenham, Vic 3192</small>		

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<b>Legend</b>	
△ SURVEY MARK	h HEAD LEVEL
⊙ TREE	s SILL LEVEL
⊕ UTILITY METER	HW HABITABLE WINDOW
■ STOP VALVE	W WINDOW
□ TELECOM PIT	D DOOR
○ SIGN POST	◇ POLE & LIGHT
▲ BENCH MARK	SEP SIDE ENTRY PIT
	E POLE ELECTRICITY POLE
——— BOUNDARY LINE // // // BUILDING - - - VERANDAH - - - FENCE - - - PATH - - - INVERT OF KERB	
<b>Notations</b>	
The position of fencing in relation to the title boundaries has been exaggerated for the purposes of clarity, due to this not all fencing is shown to scale herein.	
<b>Certification by Surveyor</b>	
I, Ben Murray Johnston of 306/75 Tulip Street, Cheltenham, VIC, 3192 certify that this plan has been prepared from a survey made under my direction and supervision in accordance with the Surveying Act 2004 and completed on 12/03/2020, that this plan is accurate and correctly represents the adopted boundaries and that the survey accuracy accords with that required by regulation 7(1) of the Surveying (Cadastral Surveys) Regulations 2015. Ben Murray Johnston 17/03/2020 Licensed Surveyor, Surveying Act 2004	
<b>Drawn</b>	Angelo Aquino
<b>Checked</b>	Ben Johnston
<b>Date of Plan</b>	17-03-2020
<b>Date of Survey</b>	12-03-2020
<b>Client</b>	Inform Design & Construction Pty Ltd
<b>Project</b>	105 Finch Street Malvern East, VIC 3145
<b>Details</b>	Feature and Level Survey Certificate of Title Vol. 9673 Fol. 380 Vol. 9673 Fol. 381
<b>Original sheet size</b>	A3
<b>Sheet</b>	1 of 1
0 2 4 6 8 10 SCALE 1:200 LENGTHS ARE IN METRES	
 SURVEYORS REF. VS 2646 Ph: 03 9585 7965 info@vicsurvey.com.au 306/75 Tulip Street Cheltenham, Vic 3192	




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# 105 FINCH STREET, MALVERN EAST

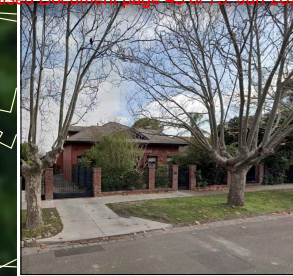
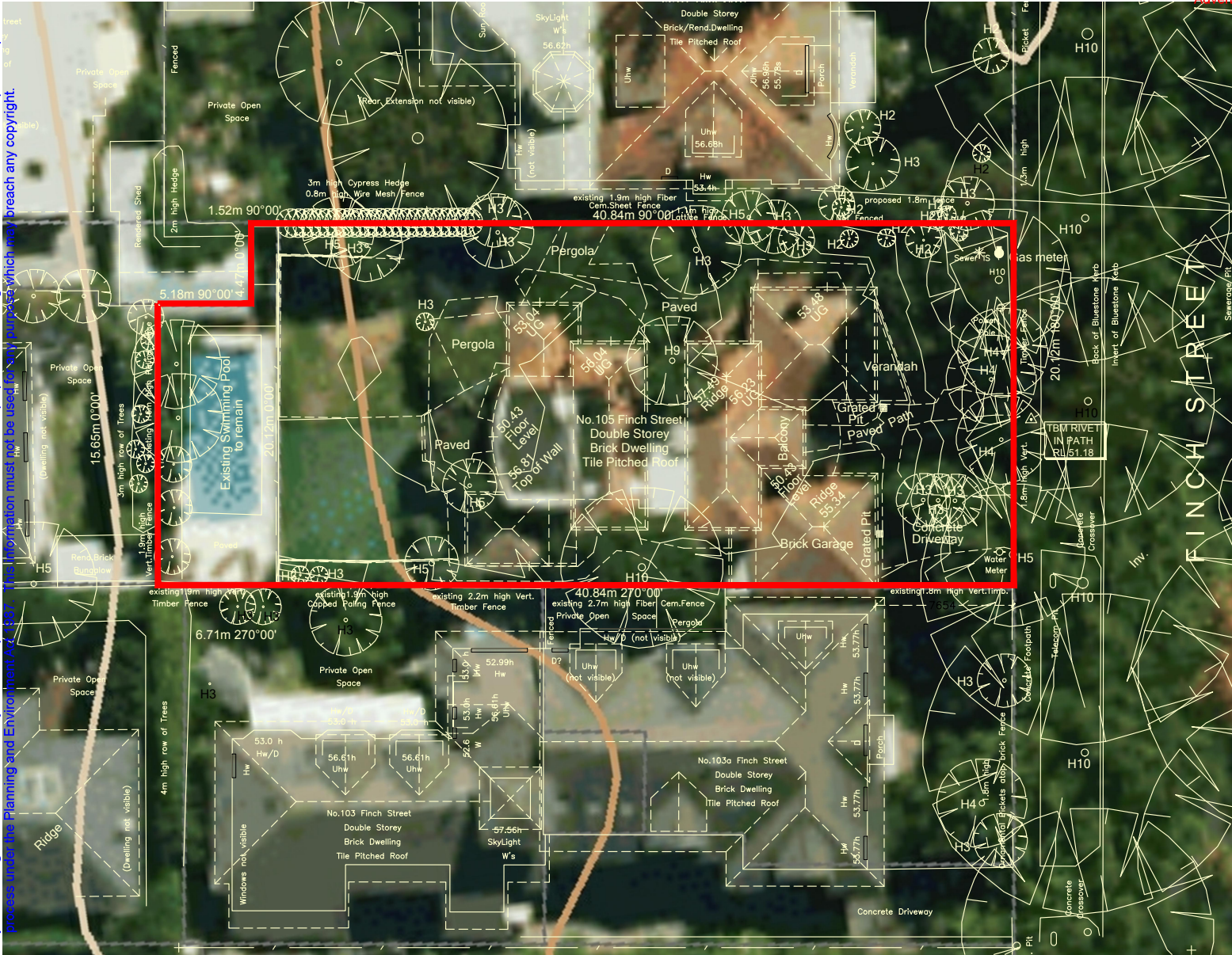
## DRAWING SCHEDULE

- 01 cover page
- 02 site context1
- 02a demolition plan
- 03 design response
- 03a garden area plan
- 03b WSUD plan
- 04 ground floor plan
- 05 first floor plan
- 06 elevations E & N
- 07 elevations W & S
- 07b porch elevations E & N
- 08 sections A & B
- 09 sections C
- 10a existing streetscape
- 10b proposed streetscape
- 11 overlooking diagram

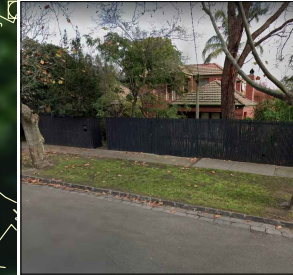
TOWN PLANNING

 © COPYRIGHT INFORM 2021	229 BAY RD SANDRINGHAM 3191 PH 8567 3800 FAX 8567 3811 EMAIL admin@informdesign.com.au WWW.INFORMDESIGN.COM.AU	HOUSE TYPE: custom	JOB: davies	DATE: 25.05.2021	DWG: cover page
		DRAWN BY: DL	105 finch street, malvern east	SCALE: na	JOB NO: 1395 DWG NO: 01

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# 103A FINCH STREET



# 105 FINCH STREET



# 107 FINCH STREET

TOWN PLANNING

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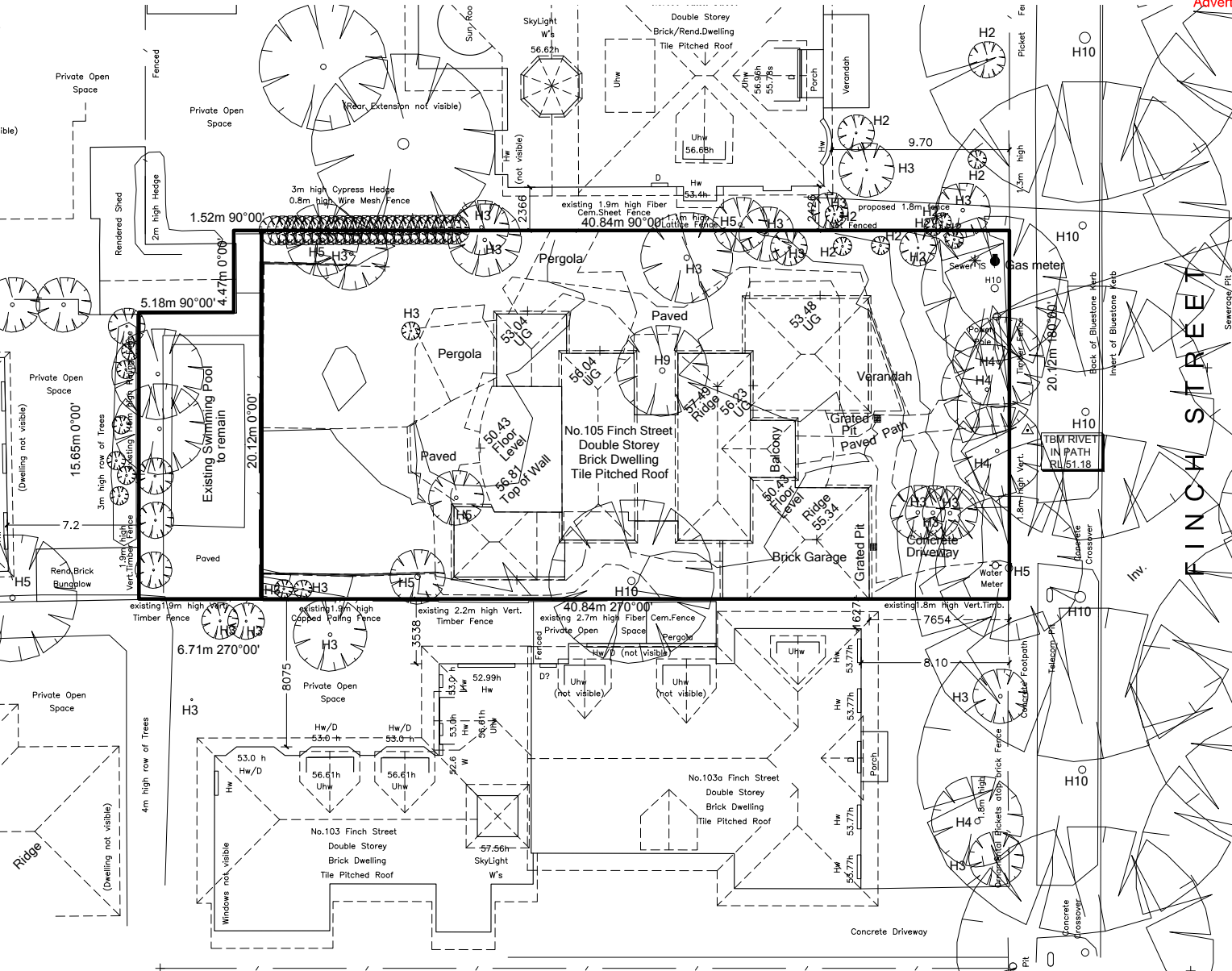
HOUSE TYPE: custom  
DRAWN BY: DL

JOB: davies  
105 finch street, malvern east

DATE: 25.05.2021  
SCALE: 1:200

DWG: site context  
JOB NO: 1395 DWG NO: 02

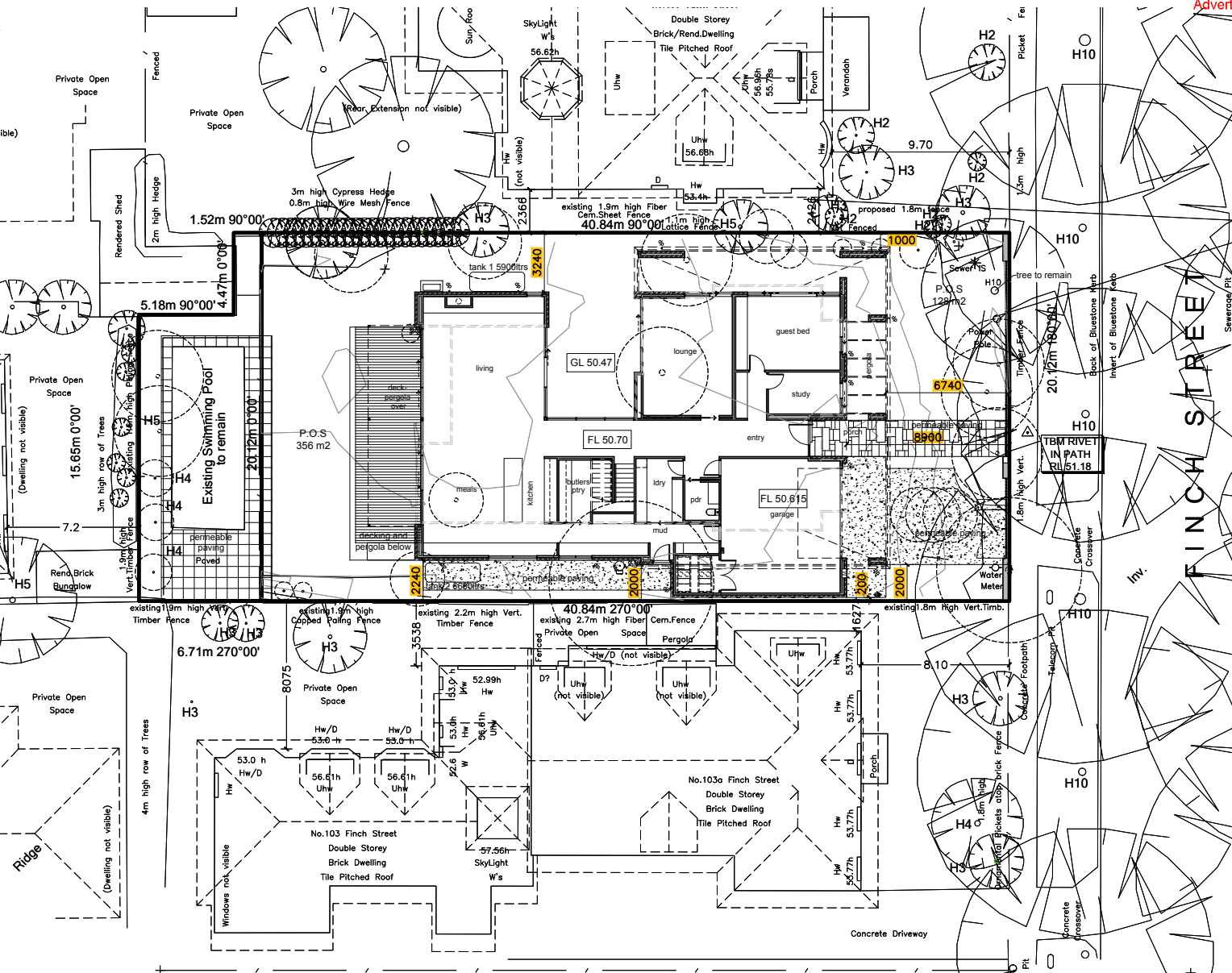
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<p><b>InForm</b> © COPYRIGHT INFORM 2021</p>	<p>229 BAY RD SANDRINGHAM 3191 PH 8567 3800 FAX 8567 3811 EMAIL admin@informdesign.com.au WWW.INFORMDESIGN.COM.AU</p>		HOUSE TYPE: custom	JOB: davies	DATE: 25.05.2021	DWG: demolition plan
			DRAWN BY: DL	105 finch street, malvern east	SCALE: 1:200	JOB NO: 1395 DWG NO: 02a

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AREAS	
ground	265.37 m2
garage	58.11 m2
first	323.48 m2
	228.00 m2
	551.48 m2
entry porch / front eave	25.43 m2
side eave	39.53 m2
first floor eave (o'hanging gf)	- m2
first floor balcony 1	4.04 m2
first floor balcony 2	7.33 m2
first floor balcony 3	11.56 m2
areas with dim. of less than 1 m	1.90 m2
driveway (total 48.55m2)	32.60 m2
entry porch paving	12.89 m2
side (mud) paving	21.72 m2
existing pool and paving	87.56 m2
site coverage (max. 50%)	41.63 %
permeability (min. 20%)	41.78 %
garden areas 508m2 (min. 35%)	54.67 %
site area	933 m2
front private open space	128 m2
rear private open space	356 m2

- LEGEND:**
- existing tree to be removed by owner
  - existing tree
  - nom. 2m temporary timber hoarding fence (including a matching double access gate) for duration of InForm's works
  - nom. 1.8m high temporary galvanised steel mesh fence for duration of InForm's works
  - tree to be pruned by owner before site start

- NOTES:**
- report and consent of the council required for the following:
    - \* minimum street setbacks (r. 74)
    - \* side and rear setbacks (r. 79)
    - \* solar access to existing north-facing windows (r. 82)
    - \* overshadowing of recreational p.o.s. (r. 83)

TOWN PLANNING



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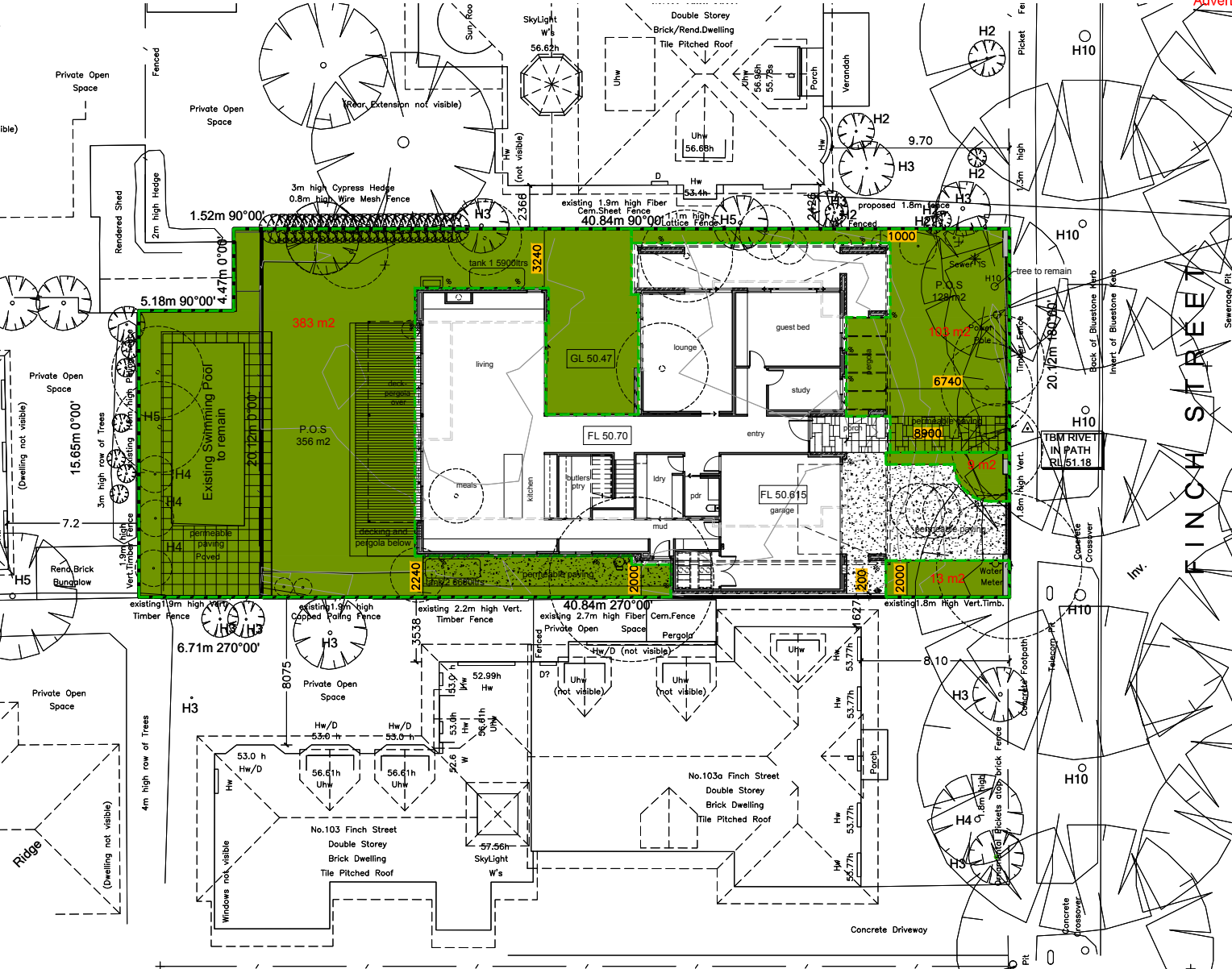
HOUSE TYPE: custom  
 DRAWN BY: DL

JOB: davies  
 105 finch street, malvern east

DATE: 25.05.2021  
 SCALE: 1:200

DWG: design response  
 JOB NO: 1395 DWG NO: 03

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**LEGEND:**

total garden area = 508 m2

**TOWN PLANNING**

**InForm**  
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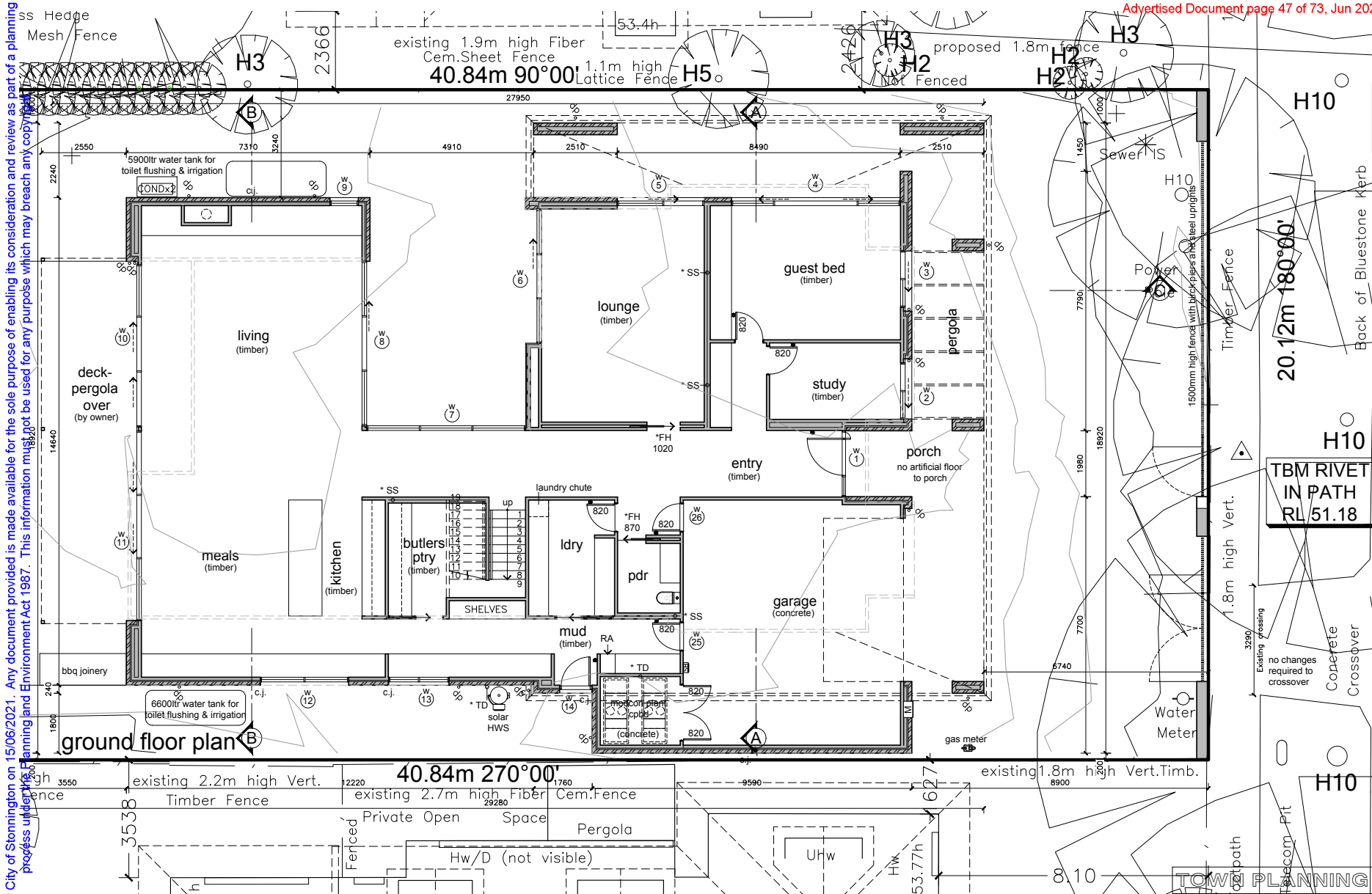
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PH 8567 3800 FAX 8567 3811  
EMAIL admin@informdesign.com.au  
WWW.INFORMDESIGN.COM.AU

HOUSE TYPE: custom  
DRAWN BY: DL

JOB: davies  
105 finch street, malvern east

DATE: 25.05.2021  
SCALE: 1:200

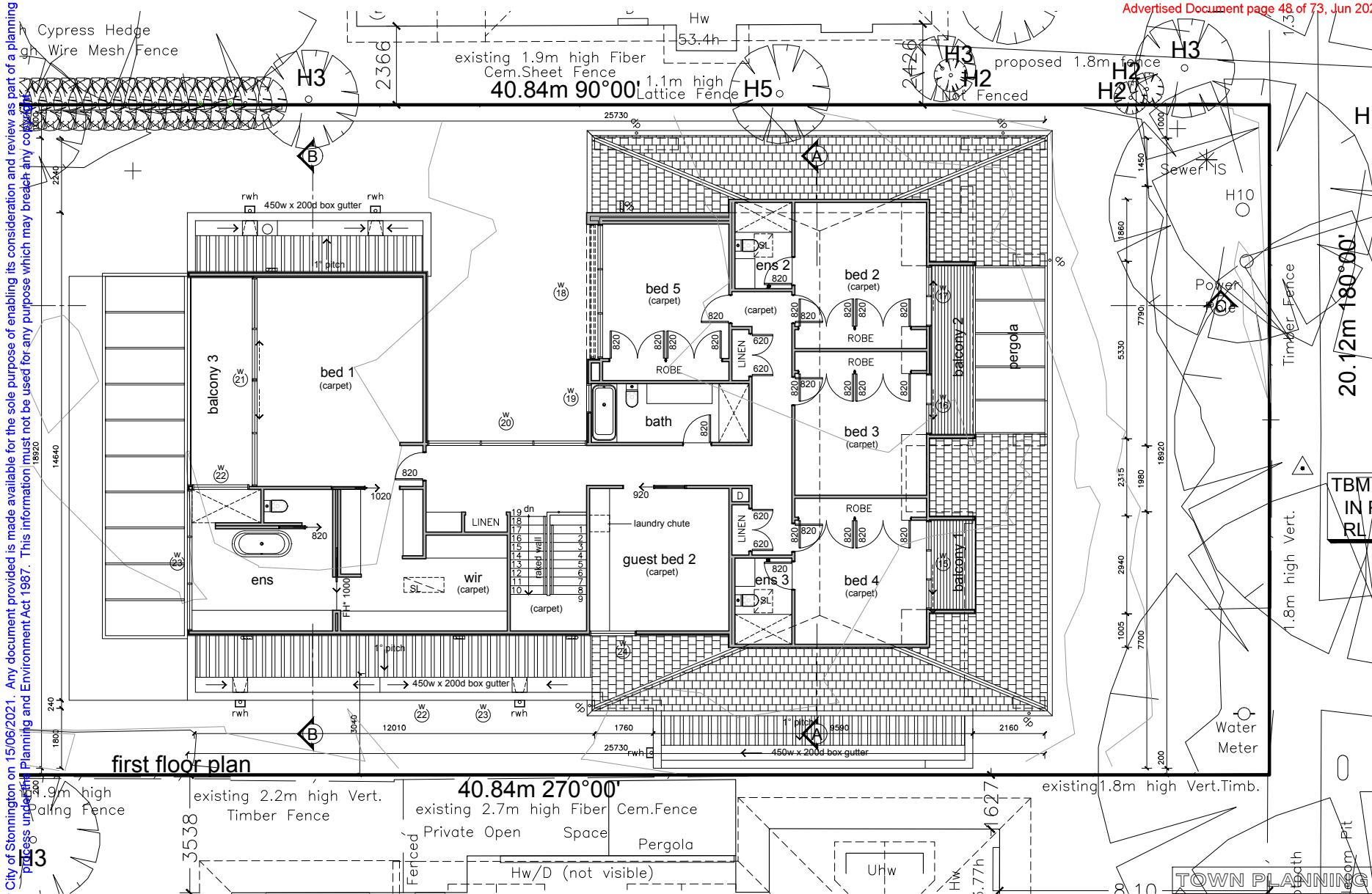
DWG: garden area plan  
JOB NO: 1395 DWG NO: 03a



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		<p>DRAWN BY: DL</p>	<p>105 finch street, malvern east</p>	<p>SCALE: 1:100</p>	<p>JOB NO: 1395</p>	<p>DWG NO: 04</p>

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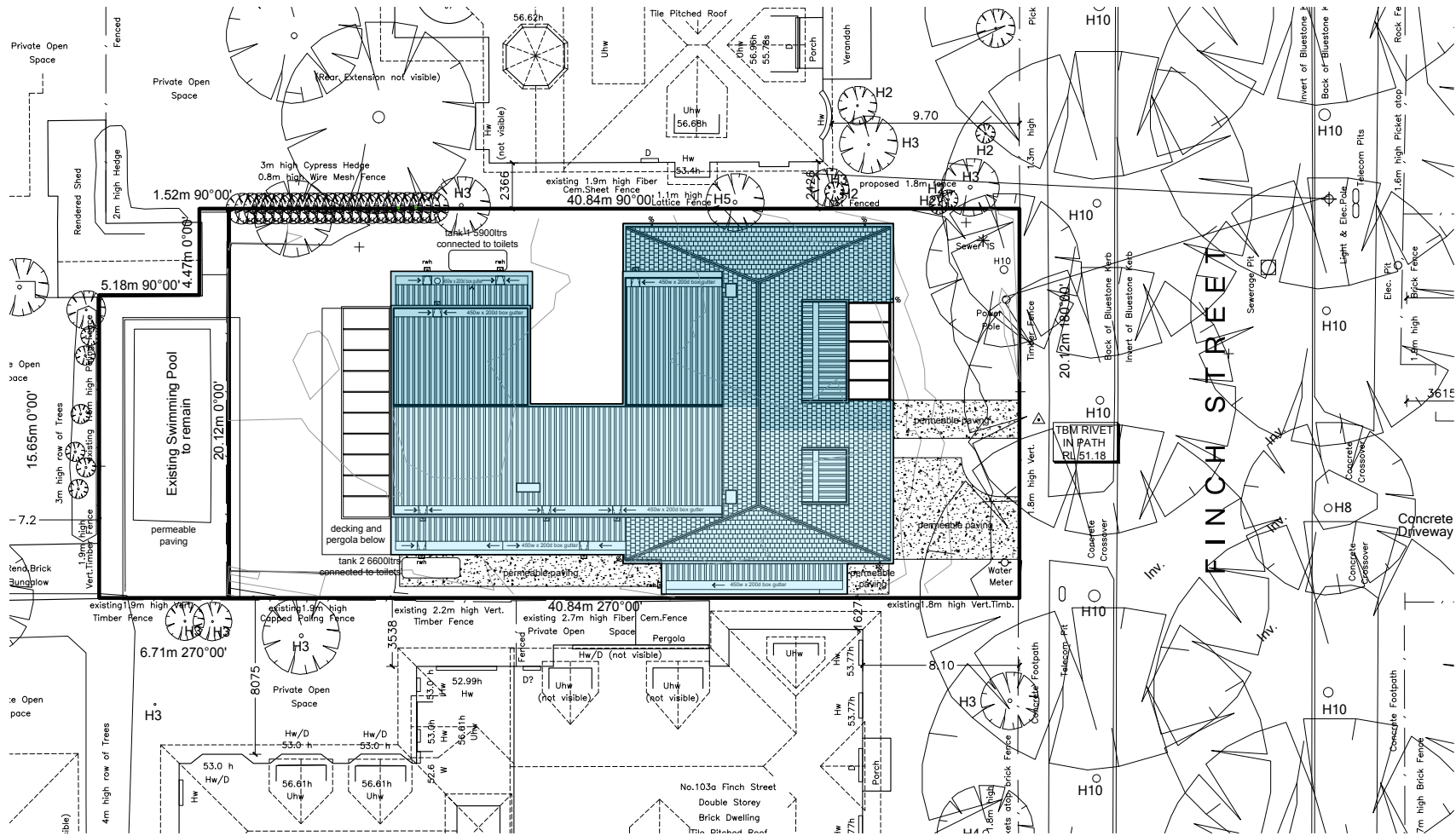
HOUSE TYPE: custom  
DRAWN BY: DL

JOB: davies  
105 finch street, malvern east

DATE: 25.05.2021  
SCALE: 1:100

DWG: first floor plan  
JOB NO: 1395  
DWG NO: 05

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**LEGEND:**

<span style="display:inline-block; width:20px; height:10px; background-color:lightblue;"></span>	area of roof directed to tank 1 167.1m <sup>2</sup>
<span style="display:inline-block; width:20px; height:10px; background-color:lightblue;"></span>	area of roof directed to tank 2 245.14m <sup>2</sup>

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HOUSE TYPE: custom  
DRAWN BY: DL

JOB: davies  
105 finch street, malvern east

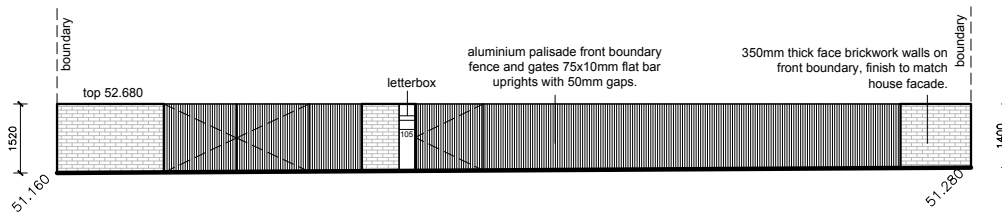
DATE: 25.05.2021  
SCALE: 1:200

DWG: WSUD PLAN  
JOB NO: 1395 DWG NO: 03b

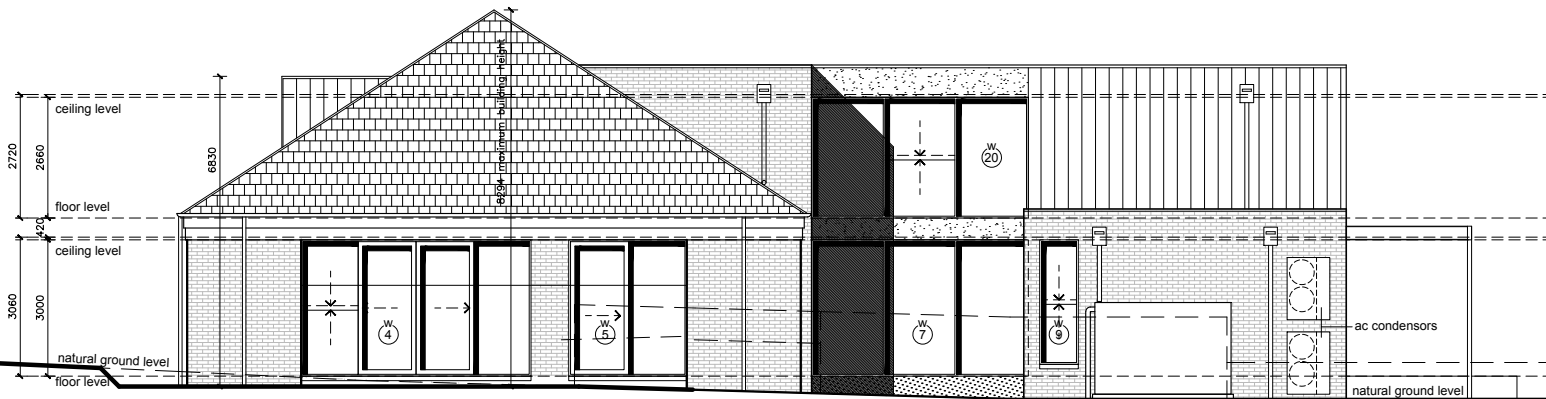
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east elevation



front fence elevation



north elevation

**NOTES:**

- \* 90mm Ø round colorbond downpipes unless otherwise noted.

**LEGEND:**






- face brickwork
- rendered concrete plinth
- metalcladding
- fc cladding
- clay (flat profile) roof tiles

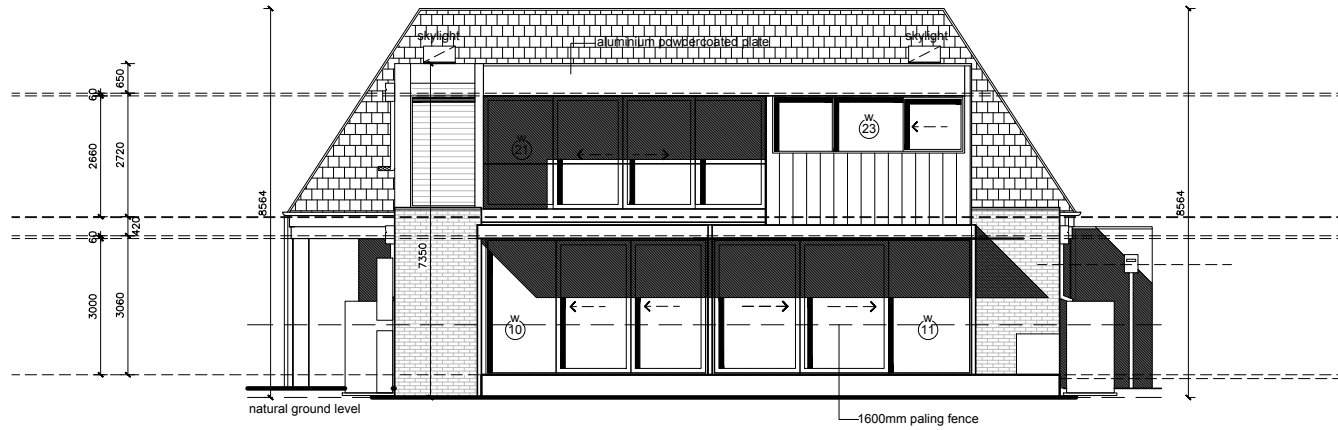
not fenced | 1100mm lattice fence | new 1.8m high paling fence proposed by owner | 1900mm fibro fence | 800mm chainwire fence

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		DRAWN BY: DL	105 finch street, malvern east	SCALE: 1:100	JOB NO: 1395 DWG NO: 06

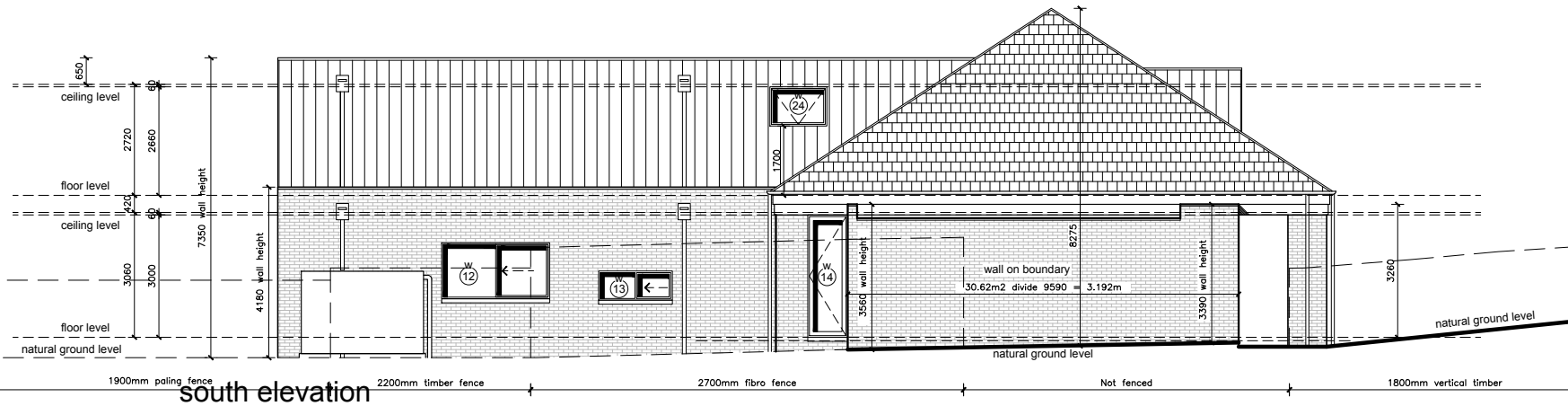
**NOTES:**  
 \* 90mm Ø round colorbond downpipes unless otherwise noted.

**LEGEND:**

-  face brickwork
-  rendered concrete plinth
-  metalcladding
-  fc cladding
-  clay (flat profile) roof tiles



west elevation



south elevation

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TOWN PLANNING






 © COPYRIGHT INFORM 2021	229 BAY RD SANDRINGHAM 3191 PH 8567 3800 FAX 8567 3811 EMAIL admin@informdesign.com.au WWW.INFORMDESIGN.COM.AU	HOUSE TYPE: custom	JOB: davies	DATE: 25.05.2021	DWG: elevations W & S
		DRAWN BY: DL	105 finch street, malvern east	SCALE: 1:100	JOB NO: 1395 DWG NO: 07

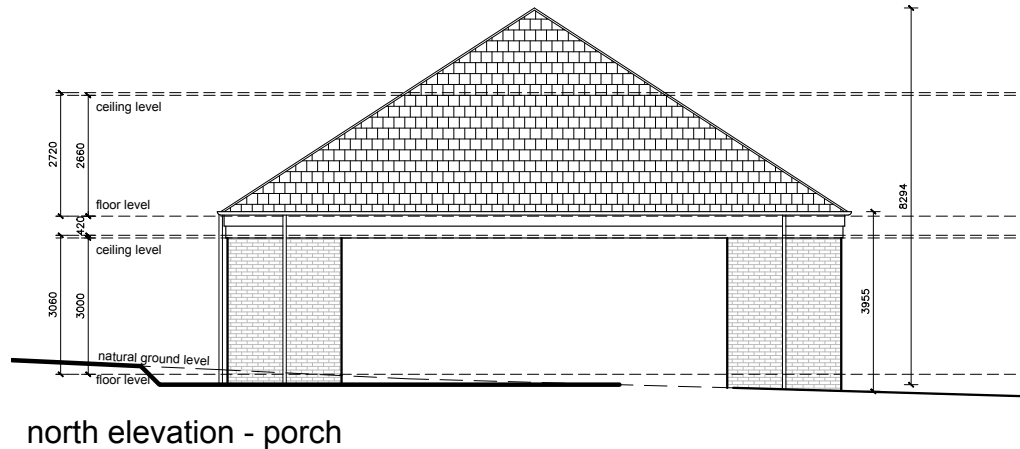
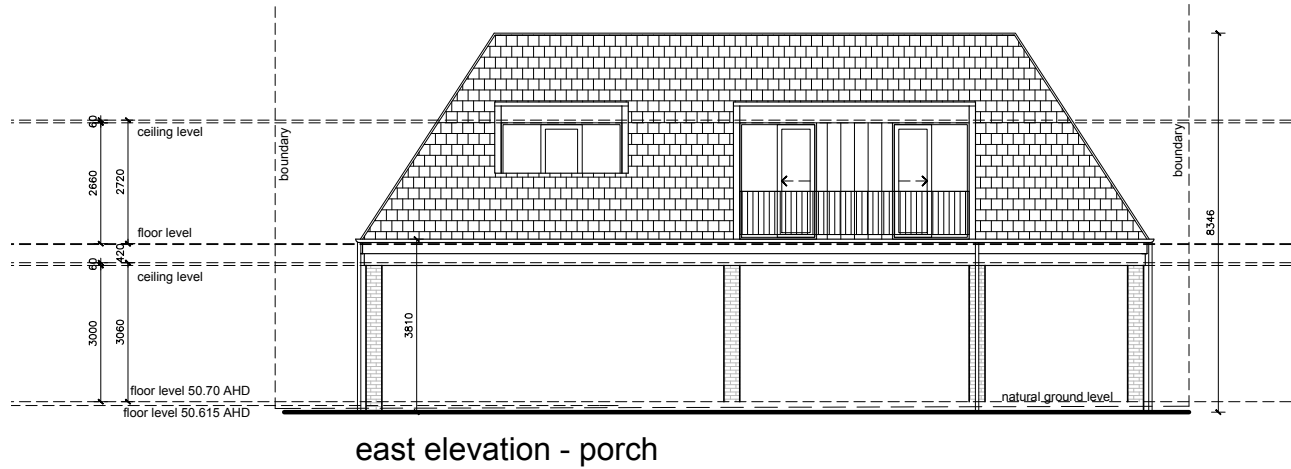
**NOTES:**

\* 90mm Ø round colorbond downpipes unless otherwise noted.

---

**LEGEND:**

-  face brickwork
-  rendered concrete plinth
-  metalcladding
-  fc cladding
-  clay (flat profile) roof tiles



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<b>TOWN PLANNING</b>			
	DATE: 25.05.2021	DWG: porch elevations E & N	
	SCALE: 1:100	JOB NO: 1395	DWG NO: 07b

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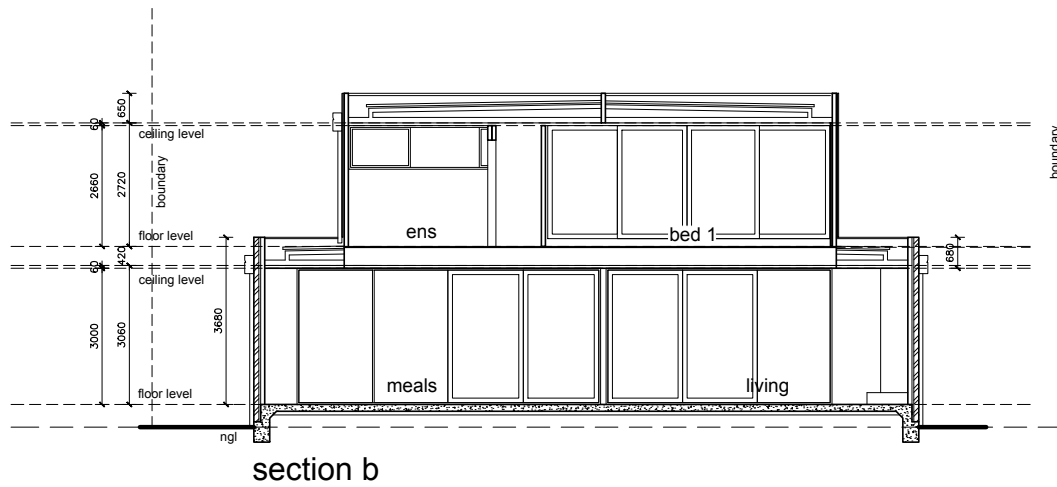
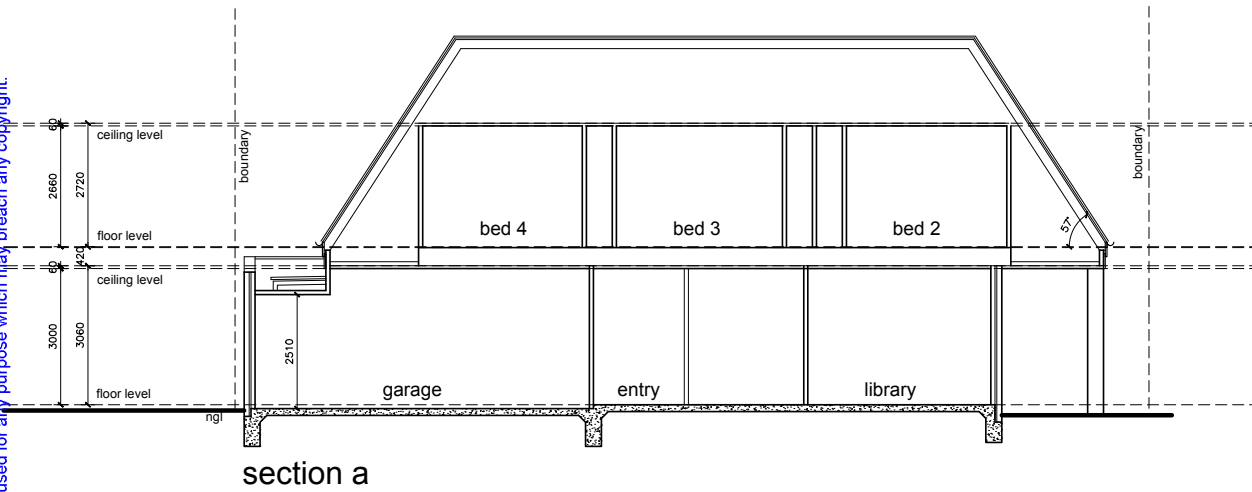
HOUSE TYPE: custom  
DRAWN BY: DL

JOB: davies  
105 finch street, malvern east

**NOTES:**

\* for joinery particulars refer to detail drawings

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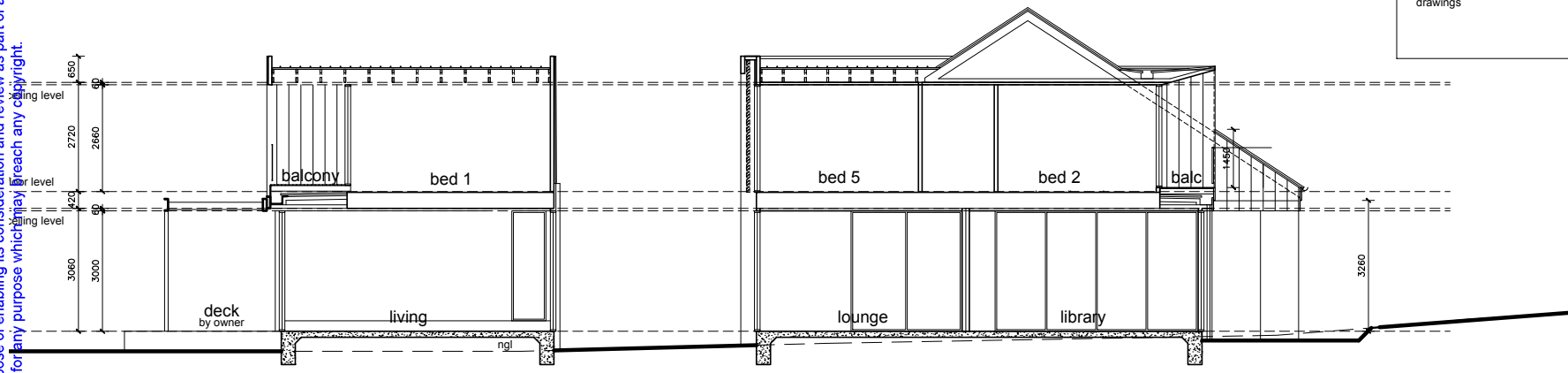


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		DRAWN BY: DL	105 finch street, malvern east	SCALE: 1:100	JOB NO: 1395

NOTES:  
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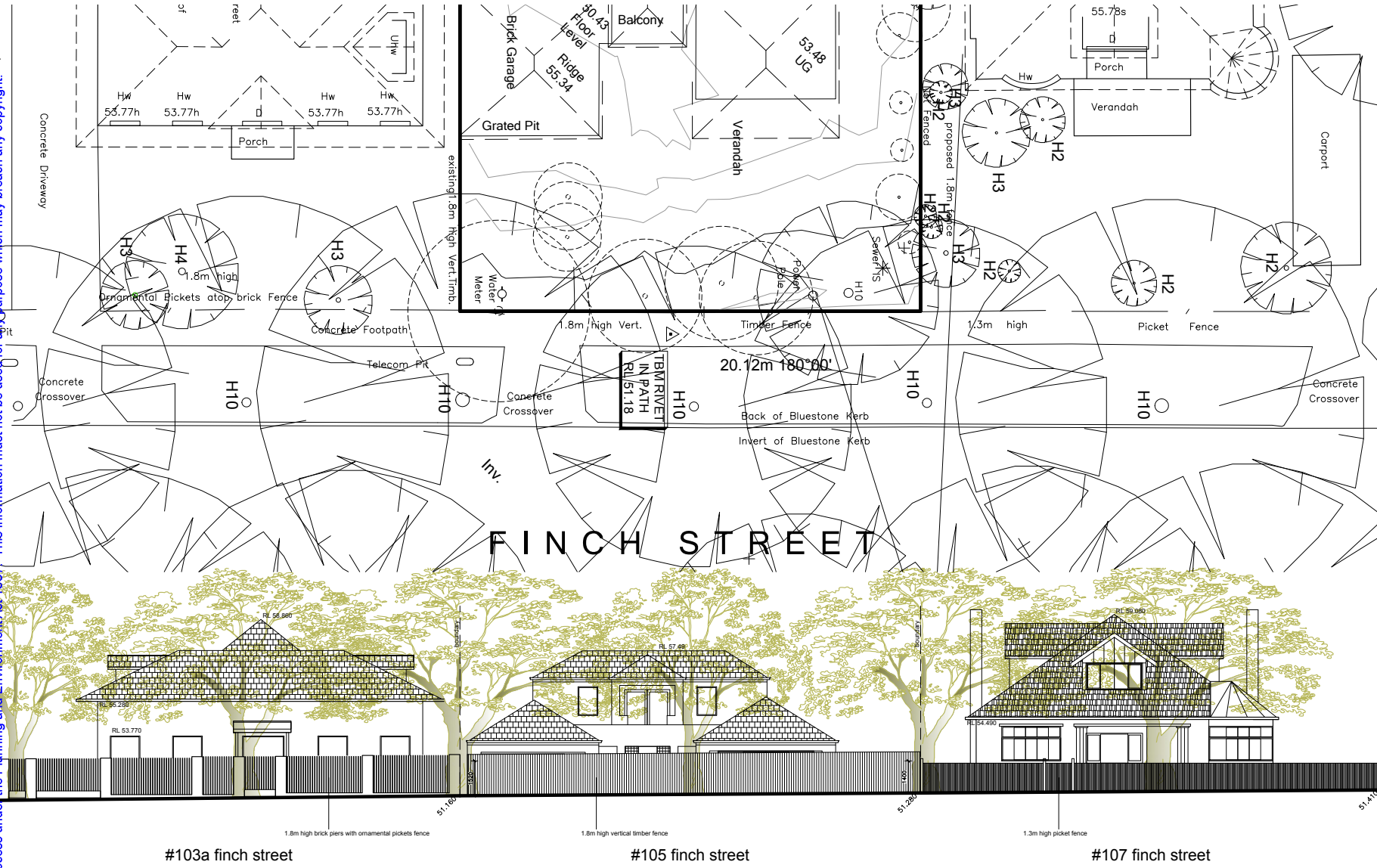


section c

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		DRAWN BY: DL	105 finch street, malvern east	SCALE: 1:100	JOB NO: 1395 DWG NO: 09

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#103a finch street

#105 finch street

#107 finch street

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HOUSE TYPE: custom  
DRAWN BY: DL

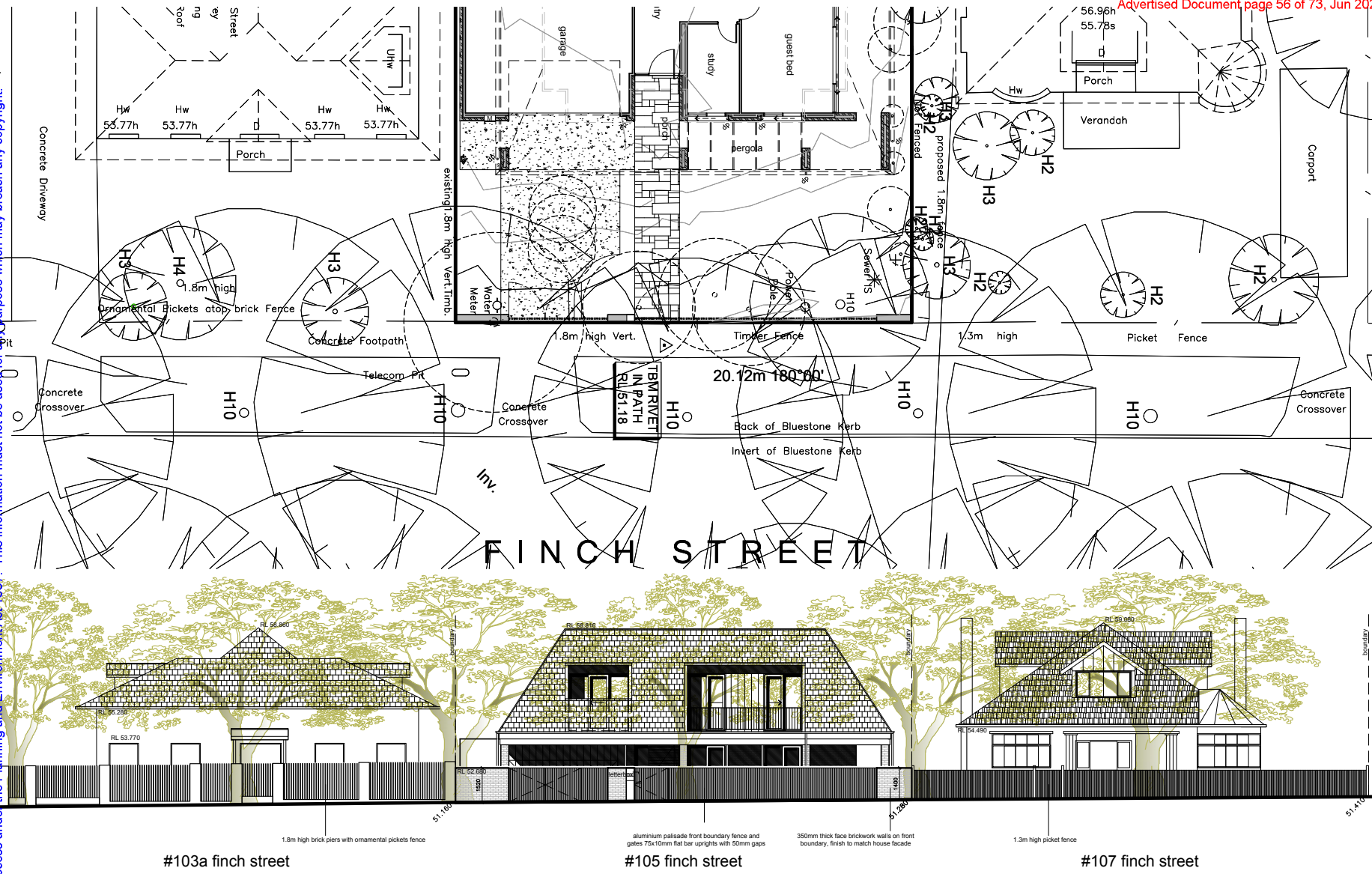
JOB: davies  
105 finch street, malvern east

DATE: 25.05.2021  
SCALE: nts

DWG: existing streetscape  
JOB NO: 1395 DWG NO: 10a



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#103a finch street

#105 finch street

#107 finch street

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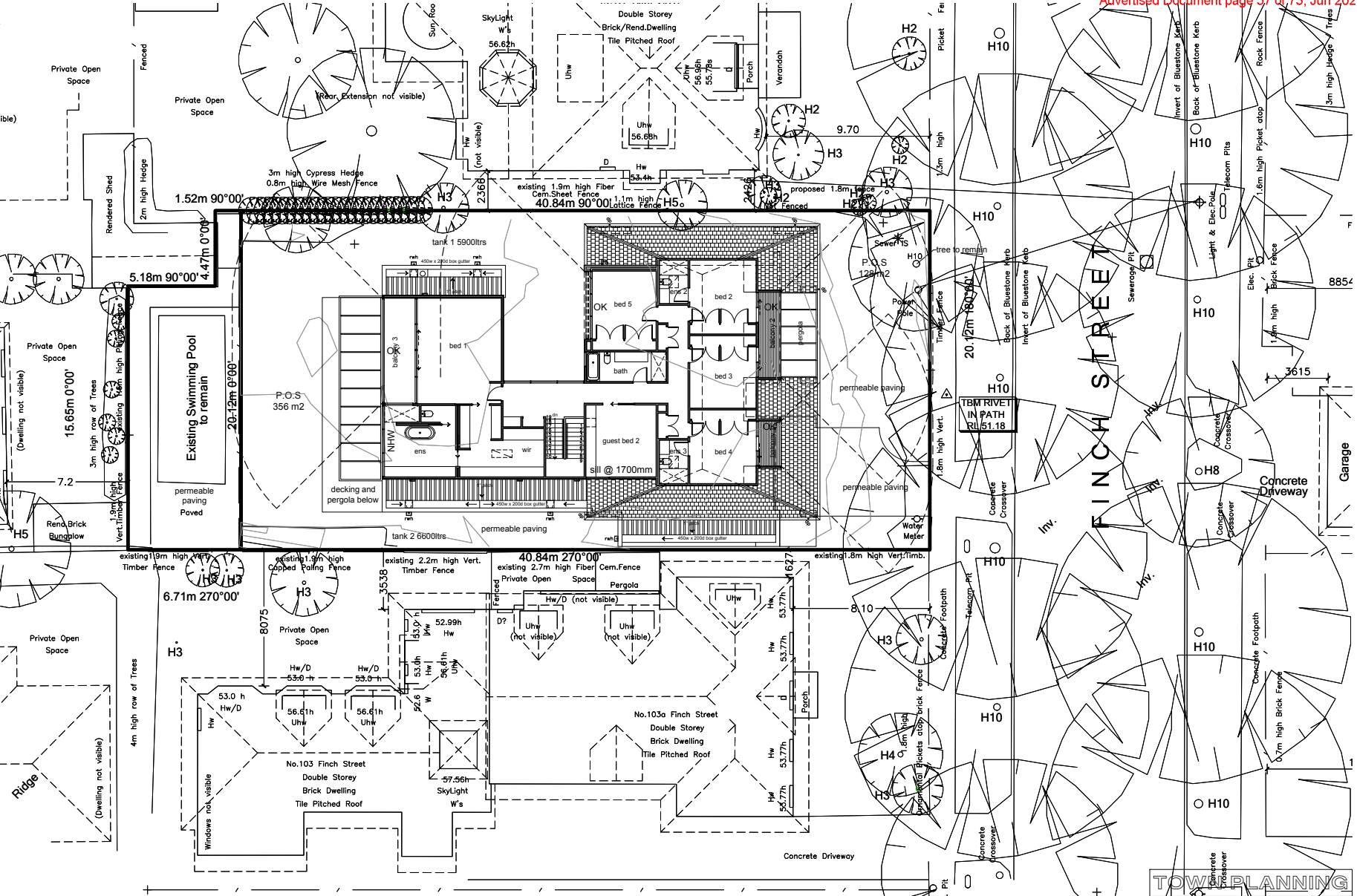
HOUSE TYPE: custom  
DRAWN BY: DL

JOB: davies  
105 finch street, malvern east

DATE: 25.05.2021  
SCALE: nts

DWG: proposed streetscape  
JOB NO: 1395 DWG NO: 10b

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HOUSE TYPE: custom  
DRAWN BY: DL

JOB: davies  
105 finch street, malvern east

DATE: 25.05.2021  
SCALE: 1:200

DWG: overlooking diagram  
JOB NO: 1395 DWG NO: 11


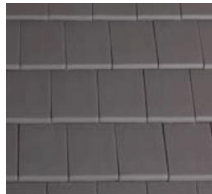
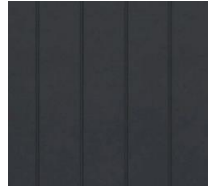


Advertised Document page 58 of 73, Jun 2021

# InForm





External Finishes Schedule  
[105 Finch St Malvern East]

## Exterior Finishes Schedule Swatches

3 June 2021

Material/Finish	Description / Specification	Image
<b>EXTERNAL DESIGN</b>		
<b>Brick</b>	Type: Reclaimed Red Brick Finish: Natural Mortar Size: 230 x 110 x 76mm	
<b>Hipped Roofing</b>	Type: Bristle Roofing Roof tiles  Product: Planum Clay Flat Profile Roof tiles  Colour: Slate	
<b>Architectural Cladding inc Garage Door</b>	Type: Metal Cladding Systems Finish: Vertical interlocking colorbond 300mm Colour: Powdercoated – monument matt	
<b>Soffits Lining &amp; Front Door</b>	Type: V-joint shiplap silvertop ash Finish: Stained	
<b>Evaya External Blind</b>	Type: Evaya EV80 external blind  Colour: Black	

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Material/Finish	Description / Specification	Image
<b>Fascia's</b>	<b>(To façade / pitched roof)</b> Type: Treated Pine Finish: Painted Colour: Haymes 'Black Pitch'	
	<b>(To flat roofed areas)</b> Type: James Hardi Matrix Cladding Finish: Painted Colour: Haymes 'Black Pitch'	
<b>Front Pergola</b>	Type: Painted Durabeam with steel tension wire Colour: Haymes 'Black Pitch'	
<b>Columns &amp; balcony ballustrade</b>	Type: Painted Steel Colour: Haymes 'Black Pitch'	
<b>Downpipes, Rainheads &amp; Capping</b>	Type: Colourbond Colour: Monument Matt	
<b>Shroud</b>	Type: Aluminium Colour: Monument Matt	
<b>Windows</b>	Type: Aluminium Colour: Custom Black Matt #1002	
<b>Front Door</b>	Type: Victorian Ash Timber Door – Horizontal Colour: General Purpose Oil	

Advertised Document page 60 of 73, Jun 2021



## STORM Rating Report

TransactionID: 1162080  
 Municipality: STONNINGTON  
 Rainfall Station: STONNINGTON  
 Address: 105 Finch St

Malvern East  
 VIC

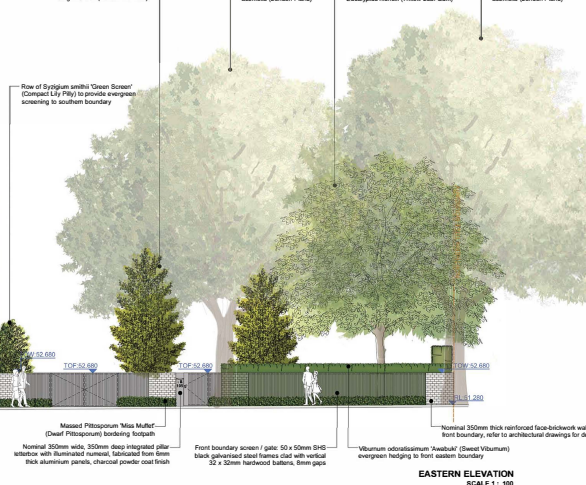
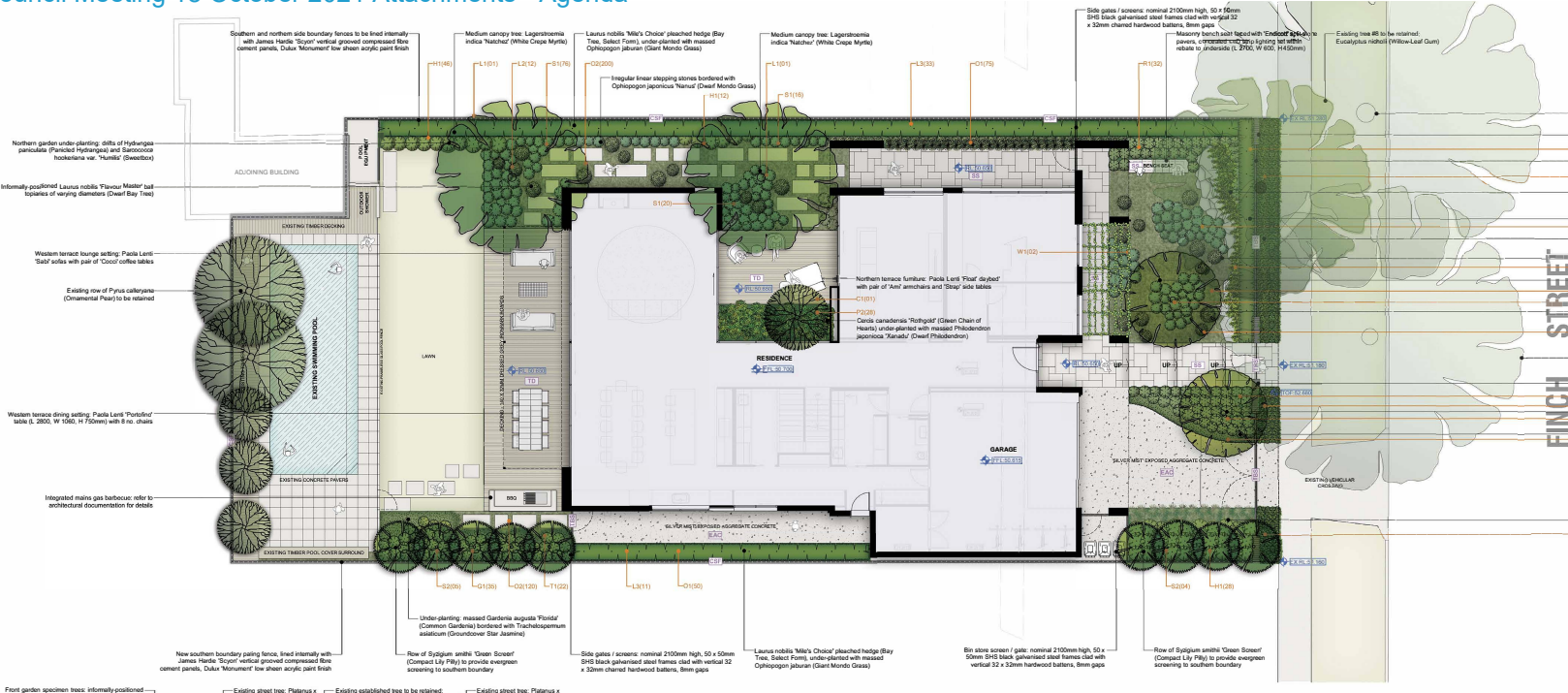
Assessor: Inform Design - JB  
 Development Type: Residential - Dwelling  
 Allotment Site (m2): 933.00  
 STORM Rating %: 100

Description	Impervious Area (m2)	Treatment Type	Treatment Area/Volume (m2 or L)	Occupants / Number Of Bedrooms	Treatment %	Tank Water Supply Reliability (%)
Roof area 1	177.10	Rainwater Tank	5,900.00	3	111.00	99.10
Roof area 2	235.14	Rainwater Tank	6,600.00	4	107.50	99.10
Pool	39.30	None	0.00	0	0.00	0.00

Date Generated: 27-May-2021

Program Version: 1.0.0

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**FINISHES SCHEDULE**

Code	Finish	Description	Supplier
F05	Exposed Aggregate Concrete	Material: Silver Mist pale grey concrete with 7mm white quartz and grey granite aggregates. Installation method: Slab 25mm, constructed to Structural Engineer's specifications.	Mortons Premix Website: mortonspremix.com.au Phone: (03) 9584 2863
F08	Split Stone Paving	Material: Random, split face stone paving. Finish: Random pattern, made up of square and rectangular inter-connecting modules. Installation method: Lay on the adhesive over reinforced concrete slab.	Evo Outdoor Website: evoooutdoor.com.au Phone: (03) 9413 3222
T0	Timber Decking	Material: 140 x 32mm dressed Grey treated Boards. Installation method: Attach to sub-frame using stainless steel decking screws. Finish: Apply 2-4 coats of Cabot clear oil.	TBC
CSF	Cement Stone Finishing	Finish: Frame galvanneal steel 100 x 100mm SHS posts with treated pine stud frames. Cladding: (external) palings (internal) James Hardie 'Sporn' grooved compressed fibre cement. Finish: painted on internal faces in Dulux Monument 'tau' above acrylic paint finish.	TBC
T05	Timber Batten Siding	Finish: Frame galvanneal steel 50 x 20mm SHS or 40 x 20mm rail attached to substrate frames, vertical 32 x 20mm hardwood, 8mm gaps, counter-sunk stainless steel screws. Substrate: frame charcoal powder coating.	TBC

**PLANTING SCHEDULE**

Symbol	Plant	Common Name	Pot Size	Quantity	Planted Height	Planted Width	Maintained Height	Maintained Width
C1	Denia canadensis 'Redgold'	Green Chain of Hearts	100L	01	2.50m	1.50m	4.00m	4.00m
C2	Gardenia augusta 'Frostee'	Common Gardenia	20cm	35	0.20m	0.20m	0.50m	0.60m
C3	Grange 'White'	Manzanilla Tree	20cm	02	3.00m	1.50m	8.00m	4.00m
H1	Hydrangea paniculata	Panicle Hydrangea	20cm	88	0.20m	0.20m	0.80m	1.00m
H2	James Hardy 'Sporn'	White Chain of Hearts	30cm	02	4.00m	3.00m	7.00m	5.00m
L1	Laurus nobilis 'Flavour Master'	Bay Tree - Select Form	30cm	24	0.40m	0.40m	0.70m	0.70m
L2	Laurus nobilis 'Mia's Choice'	Bay Tree - Select Form	30cm	02	4.00m	0.80m	3.5m	1.50m
L3	Laurus nobilis 'Mia's Choice'	Bay Tree - Select Form	15cm	131	0.15m	0.15m	0.30m	0.30m
L4	Laurus nobilis 'Mia's Choice'	Bay Tree - Select Form	8cm	793	0.08m	0.08m	0.30m	0.30m
P1	Pharbitis scandens 'Marianne'	Twining Passionfruit	15cm	20	0.15m	0.20m	0.20m	1.20m
P2	Pharbitis scandens 'Marianne'	Twining Passionfruit	8cm	28	0.08m	0.20m	0.20m	0.60m
P3	Pharbitis scandens 'Marianne'	Twining Passionfruit	20cm	52	0.20m	0.20m	0.50m	0.60m
P4	Pharbitis scandens 'Marianne'	Twining Passionfruit	30cm	02	0.30m	0.20m	0.60m	0.60m
P5	Pharbitis scandens 'Marianne'	Twining Passionfruit	20cm	52	0.20m	0.20m	0.50m	0.60m
P6	Pharbitis scandens 'Marianne'	Twining Passionfruit	30cm	02	0.30m	0.20m	0.60m	0.60m
S1	Sarcococca hookeriana var. 'Nuttallii'	Swollen Thorn	20cm	168	0.20m	0.20m	0.50m	0.60m
S2	Sarcococca hookeriana var. 'Nuttallii'	Swollen Thorn	30cm	02	2.00m	0.80m	3.50m	1.90m
S3	Sarcococca hookeriana var. 'Nuttallii'	Swollen Thorn	15cm	36	0.15m	0.15m	0.30m	0.30m
S4	Sarcococca hookeriana var. 'Nuttallii'	Swollen Thorn	30cm	10	1.20m	0.60m	2.00m	1.20m
V1	Viburnum odoratissimum 'Aureobalt'	White Viburnum	20cm	02	0.40m	0.30m	1.50m	1.00m
V2	Viburnum odoratissimum 'Aureobalt'	White Viburnum	20cm	02	0.40m	0.30m	1.50m	1.00m

**LANDSCAPE SPECIFICATION**

- PREP & PLANTER PREPARATION AND SOIL PREPARATION**  
Plaster Concrete to be excavated to a depth of 100-1000mm. All soil must be removed and replaced with topsoil to the level of the excavator. The excavator site set in the bottom of the planting hole to be treated with topsoil prior to installation of planter soil.
- PLANTER SOIL**  
- Planter medium to be composed of a soil, heavy sand or coarse sandy loam soil of 1% fertilizer matter by weight.  
- The soil used for the retention medium to have a minimum electrical conductivity of between 50 micro and 500 micro, determined using the method set out in AS 4193 Soils for Landscaping and Garden Use.  
- The soil used shall have a pH of between 5.5 and 7.0 and a maximum nutrient content. (Refer to the address of the fertilizer manufacturer for details.)  
- The soil to be installed in 150mm holes and composted gently by hand or with the aid of a pole.
- LAWN SOIL**  
- Lawn Soil: Turf Direct loam, thoroughly grade and compact to 100mm below.
- MULCH**  
- 100mm thick black coarse mulch (100mm particle size) in Australia Standard AS1545:2012. Composts, Silt Conditioners and Mulches) shall be spread evenly over all garden areas after planting.
- PLANTING**  
- Deliver delivery to the site the site to have the following fertilizer materials added:  
Pharbitis scandens 250g/m<sup>2</sup>  
Sarcococca hookeriana var. 'Nuttallii' 400g/m<sup>2</sup>  
Viburnum odoratissimum 400g/m<sup>2</sup>  
Magnesium sulphate 400g/m<sup>2</sup>  
- A buffer of a suitable fertilizer (eg. Osmocote 12-14 month slow release fertilizer or equivalent) will be applied to a 1m wide area of the bed 500mm deep. Apply this fertilizer to be applied to the soil surface and any such application; however, in the event that the mulch is not applied the fertilizer should be applied to the surface of the mulch.  
- The vegetation will be established of good form and cut not bound.  
- Before planting, thoroughly water plants and planting areas. Water again immediately after planting.

**JACK MARLO DESIGN & LANDSCAPE**  
332A Toorak Road  
South Yarra Victoria  
3141 Australia  
+61 3 9866 9560  
info@jackmarlo.com  
www.jackmarlo.com

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**PROJECT TITLE**  
105 Finch Street, Malvern East

**CLIENT**  
InForm Ply Ltd

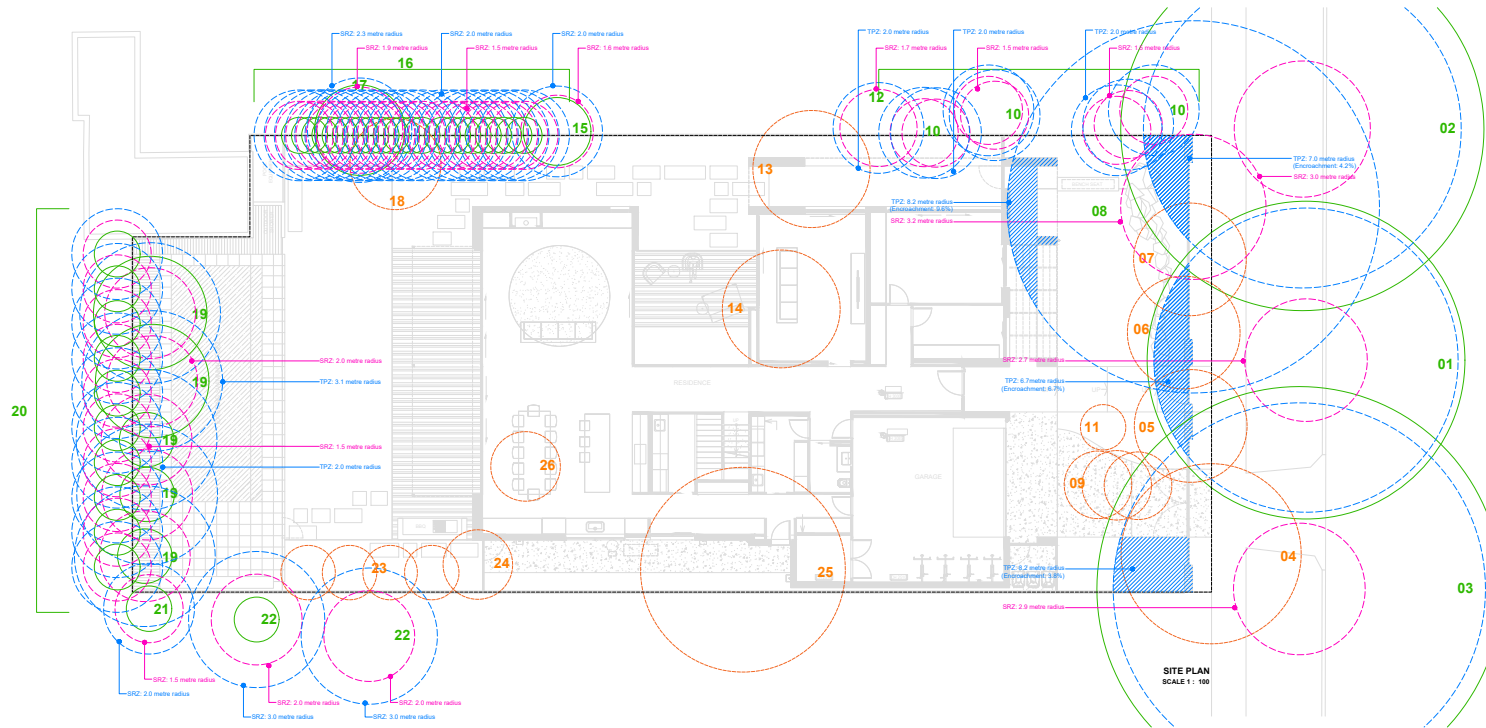
**SCALE**  
1:100, 1:50, 1:200

**DRAWING TITLE**  
Landscape Plan and Eastern Elevation

PROJECT NUMBER	DRAWING STATUS	DATE	REVISION
20.069	SD01	08.06.21	E

Figured dimensions take precedence to scale readings. Verify all dimensions on site. Present all dimensions in m and mm to two decimal places unless otherwise specified on the drawing.

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EXISTING TREE SCHEDULE

Tree No.	Botanical Name	Common Name	To be retained or removed
1	<i>Platanus x acerifolia</i>	London Plane Tree	Retain
2	<i>Platanus x acerifolia</i>	London Plane Tree	Retain
3	<i>Platanus x acerifolia</i>	London Plane Tree	Retain
4	<i>Corymbia ficifolia</i>	Flowering Gum	Remove
5	<i>Laurus nobilis</i>	Bay Tree	Remove
6	<i>Melia azedarach</i>	White Cedar	Remove
7	<i>Callistemon viminalis</i>	Weeping Bottle Brush	Remove
8	<i>Eucalyptus nicholii</i>	Narrow Leaf Black Peppermint	Retain
9	<i>Ptilotopus tenuifolium</i>	James Spring Pittosporum	Remove
10	<i>Vincosia sp.</i>	Vincosia	Retain
11	<i>Jacaranda mimosaefolia</i>	Jacaranda	Remove
12	<i>Jacaranda mimosaefolia</i>	Jacaranda	Retain
13	<i>Acer palmatum</i>	Japanese Maple	Remove
14	<i>Syagus romanzoffiana</i>	Coconut Palm	Remove
15	<i>Magnolia grandiflora</i>	Little Gem	Retain
16	<i>Cochlosaetus harringtonia 'Fastigata'</i>	Upright Plum Yew	Retain
17	<i>Ptilotopus undulatum</i>	Green Pittosporum	Remove
18	<i>Ficus carica</i>	Common Fig	Remove
19	<i>Phytolacca caryocarpa</i>	Callery Pear	Retain
20	<i>Ptilotopus tenuifolium</i>	James Spring Pittosporum	Retain
21	<i>Waterhousea floribunda</i>	Weeping Lilly Pilly	Retain
22	<i>Clusia linares</i>	Linnart Tree	Retain
23	<i>Magnolia grandiflora</i>	Little Gem	Remove
24	<i>Olea europaea</i>	Olive Tree	Remove
25	<i>Syagus smithii</i>	Lilly Pilly	Remove
26	<i>Persea americana</i>	Advocado	Remove

TABLE

Symbol	Description
	Existing tree - to be retained
	Existing tree - to be removed
	Structural Root Zone (SRZ)
	Tree Protection Zone (TPZ)

Information contained in this Tree Management Plan references MALLEE Trees, prepared by Mr. Daniel Tigges, dated on 14th July, 2020

GENERAL NOTES

- EXISTING TREE PROTECTION MEASURES FOR CONSTRUCTION PHASE**
- Soil Excavation must not occur within 2 metres from the edge of the stem at ground level
  - Fencing - a tree protection fence is to be installed to protect the above listed canopy and root zones
  - Limit protection - branch protection and padding to be wrapped over limbs which are within proximity of machinery / vehicular paths, to be installed to Consulting Arborist's recommendations.
  - Vertical of machinery access zones, steel plates or metal grids to be installed within TPZs where existing footpaths or vehicular crossings are not present, in accordance with Consulting Arborist's recommendations.
  - For any period during construction phase where protective fencing to extents of TPZs (as indicated by red dashed line) cannot be erected, 1800mm high, 1800 x 1800mm wide any protective boxes are to be installed around trunks
  - Street tree protection fencing to be installed for full duration of construction phase
- (a) Fencing is to be secured and maintained prior to demolition and until all site works are complete  
 (b) Fencing installed to comply with 454/075/2009, Protection of Trees and Development Order  
 (c) Fencing is to encompass the Tree Protection Zone for all street trees adjacent to the development  
 (d) Fencing is to be constructed and secured so its positioning cannot be modified by site workers  
 (e) Prior to construction of the Council-approved crossover, TPZ fencing may be reduced to the edge of the crossover to facilitate works.



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PROJECT TITLE  
**105 Finch Street, Malvern East**  
 CLIENT  
 InForm Pty Ltd  
 SCALE 1:100, AT PAGE

PROJECT NUMBER	DRAWING STATUS	DATE	REVISION
20.069	SD02	07.06.21	E

Figure dimensions take precedence to contour heights. Verify all dimensions on site.  
 Please refer dimensions to Jack Merlo Office for accurate before proceeding with the work.

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Cercis canadensis 'Rothgold' (Green Chain of Hearts)  
Ginkgo biloba (Maidenhair Tree)  
Lagerstroemia indica 'Natchez' (White Crepe Myrtle)

105 Finch Street, Malvern East - **Trees and Screening**





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Laurus nobilis 'Mile's Choice' (Bay Tree, Select Form)  
Syzigium smithii 'Green Screen' (Compact Lily Pilly)  
Viburnum odoratissimum 'Awabuki' (Sweet Viburnum, Select Form)

105 Finch Street, Malvern East - **Trees and Screening**



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Gardenia augusta 'Florida' (Common Gardenia)  
Hydrangea paniculata (Panicled Hydrangea)  
Laurus nobilis 'Flavour Master' Ball Topiaries (Dwarf Bay Tree)  
Ophiopogon jaburan (Giant Mondo Grass)

105 Finch Street, Malvern East - **Shrubs**



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- Philodendron japonica 'Xanadu' [Dwarf Philodendron]
- Pittosporum tobira 'Miss Muffett' [Dwarf Pittosporum]
- Rhapiolepis indica 'Spring Pearl' [Compact White Indian Hawthorn]
- Sarcococca hookeriana var. 'Humilis' [Sweetbox]

105 Finch Street, Malvern East - **Shrubs**



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02



P1



T1



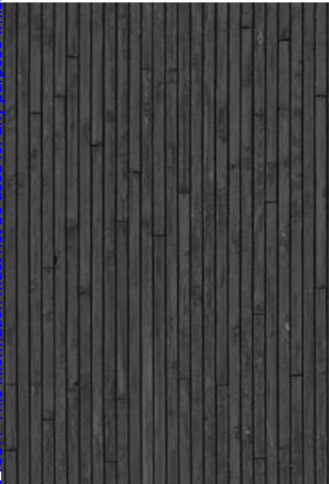
W1

- 02 Ophiopogon japonicus 'Nanus' [Dwarf Mondo Grass]
- P1 Parthenocissus sikkimensis [Trailing Boston Ivy]
- T1 Trachelospermum asiaticum [Groundcover Star Jasmine]
- W1 Wisteria venusta [White Wisteria]

105 Finch Street, Malvern East - **Groundcovers and Climbers**



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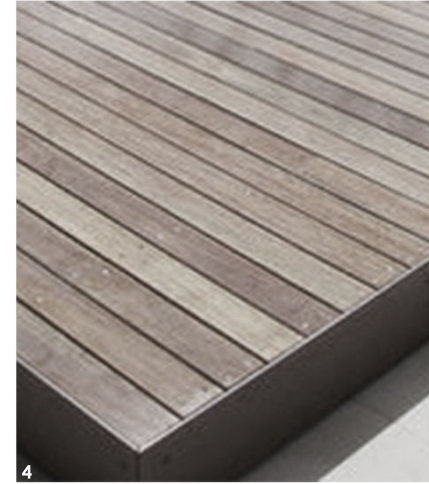
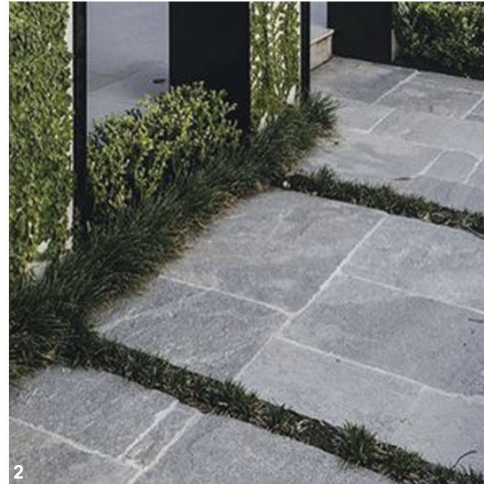


- 1 Charred Timber Battens
- 2 James Hardie 'Scyon' Grooved Compressed Sheet Cladding
- 3 Metal Palisade Fencing & Gates
- 4 White Face-Brickwork Walls

105 Finch Street, Malvern East - **Landscape Elements (1)**



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- 1 Eco Outdoor 'Endicott' Flagstone Paving
- 2 Eco Outdoor 'Endicott' Flagstone Stepping Stones
- 3 'Silver Mist' Exposed Aggregate Concrete
- 4 Dressed Grey Ironbark Boards Decking

105 Finch Street, Malvern East - **Landscape Elements [2]**



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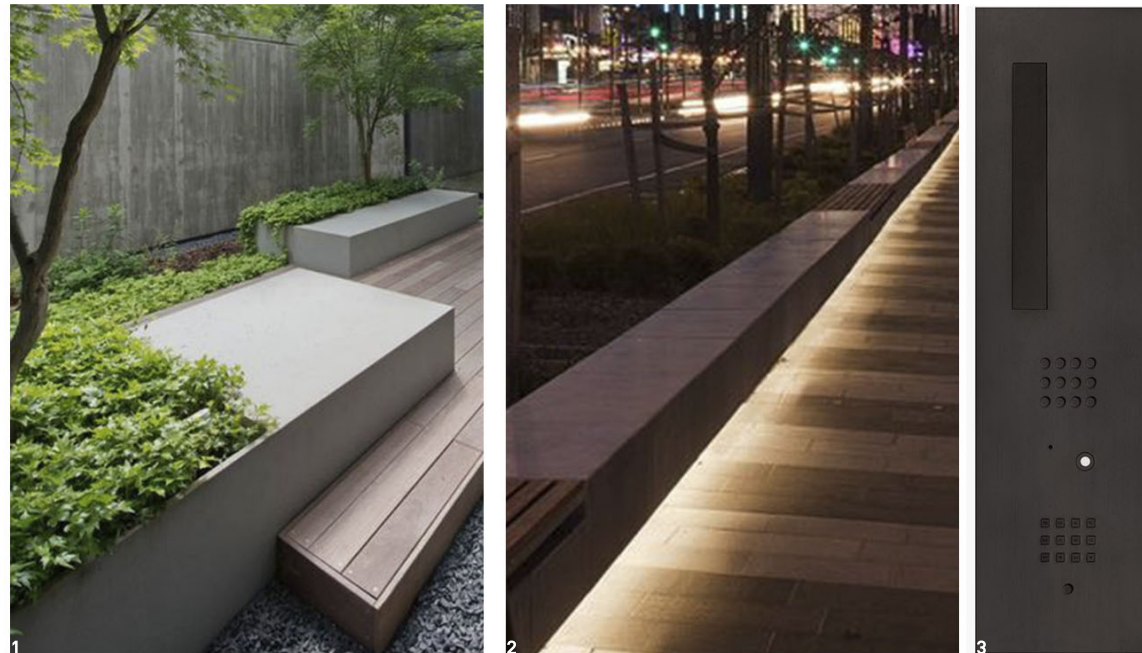


- 1 Climbers on Tensioned Stainless Steel Cables
- 2 Steel Pergola

105 Finch Street, Malvern East - **Landscape Elements [3]**



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- 1 Concrete Bench Seating
- 2 Concealed LED Strip Lighting
- 3 Integrated Letterbox and Intercom - Black Finish

105 Finch Street, Malvern East - **Landscape Elements [4]**





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- 1 Paola Lenti 'Ami' Armchairs
- 2 Paola Lenti 'Strap' Side Tables
- 3 Paola Lenti 'Float' Daybed

105 Finch Street, Malvern East - **Outdoor Furniture [1]**



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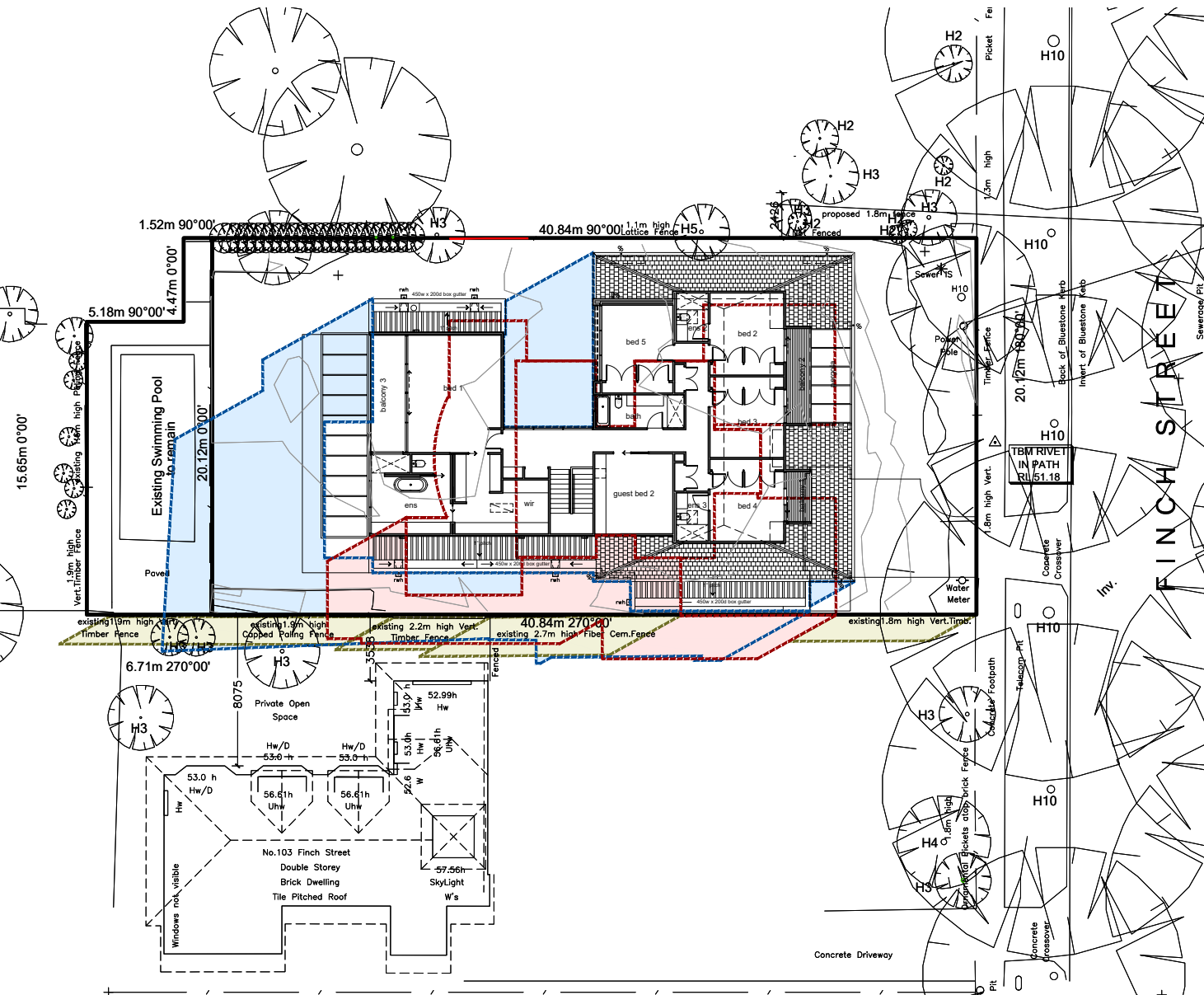


2 Paola Lenti 'Cocci' Coffee Tables  
2 Paola Lenti 'Portofino' Table  
3 Paola Lenti 'Sabi' Sofas

105 Finch Street, Malvern East - **Outdoor Furniture [2]**



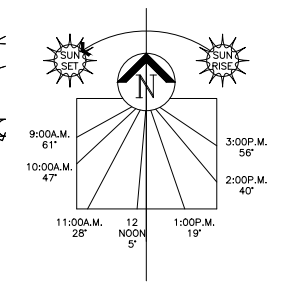
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**LEGEND:**

- shadow cast by proposed dwelling
- shadow cast by existing fence
- shadow cast by existing dwelling

**SEPTEMBER 22 (EQUINOX)**



SEPTEMBER 22 (EQUINOX)			
TIME	SHADOW LENGTH PER METRE HIGH	ALTITUDE SUN DEGREES	AZIMUTH
9:00 AM	1.60 METRES	32° DEG	61° DEG
10:00 AM	1.15 METRES	41° DEG	47° DEG
11:00 AM	0.87 METRES	49° DEG	28° DEG
12:00 NOON	0.78 METRES	52° DEG	5° DEG
1:00 PM	0.84 METRES	50° DEG	34° DEG
2:00 PM	1.00 METRES	45° DEG	320° DEG
3:00 PM	1.38 METRES	36° DEG	304° DEG

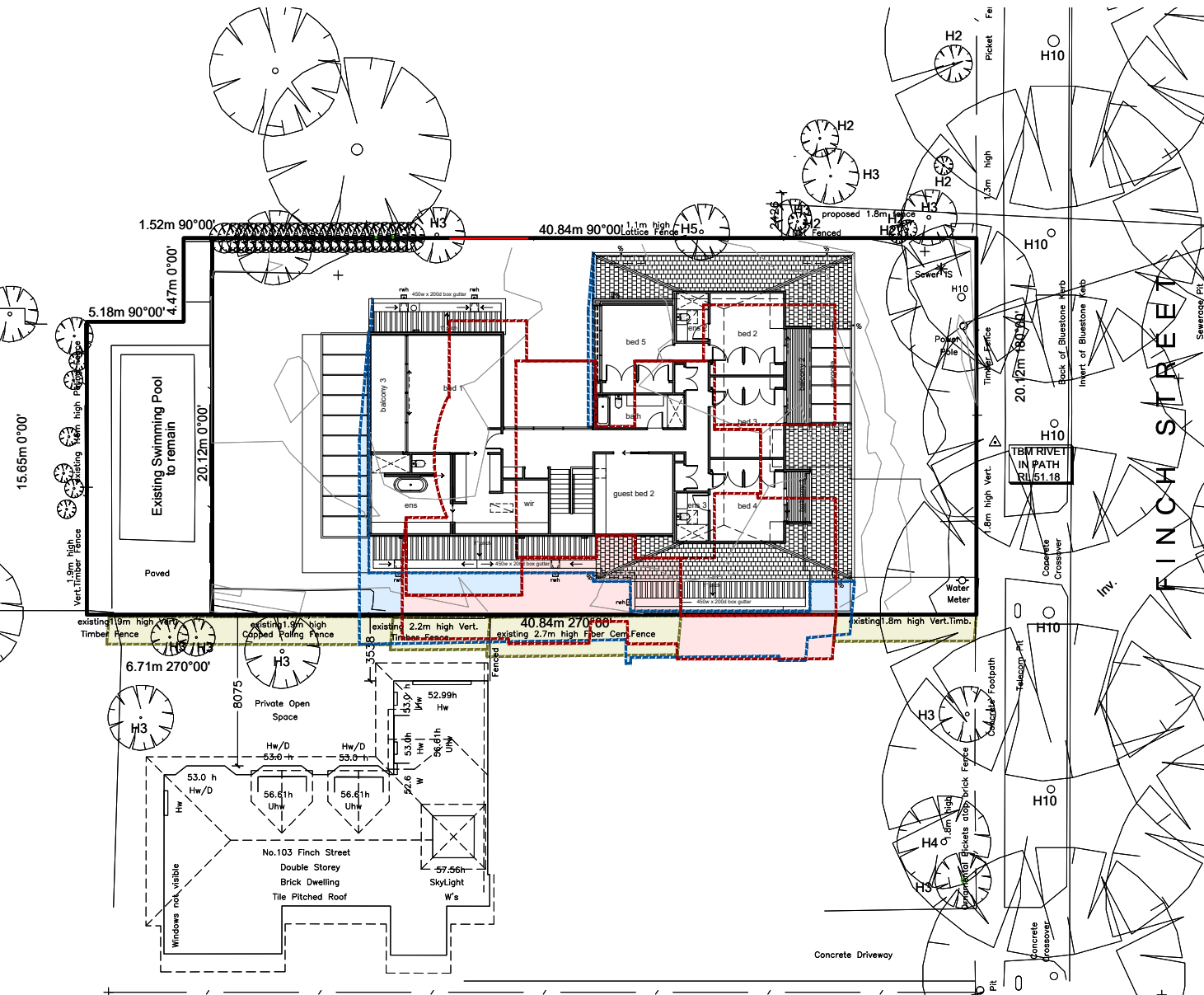
**NOTES:**

report and consent of the council required for the following:

- \* minimum street setbacks (r. 74)
- \* side and rear setbacks (r. 79)
- \* solar access to existing north-facing windows (r. 82)
- \* overshadowing of recreational p.o.s. (r. 83)

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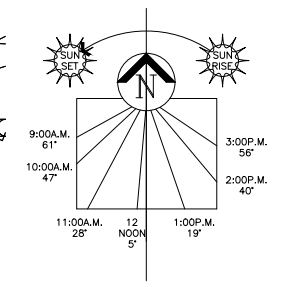
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**LEGEND:**

- shadow cast by proposed dwelling
- shadow cast by existing fence
- shadow cast by existing dwelling

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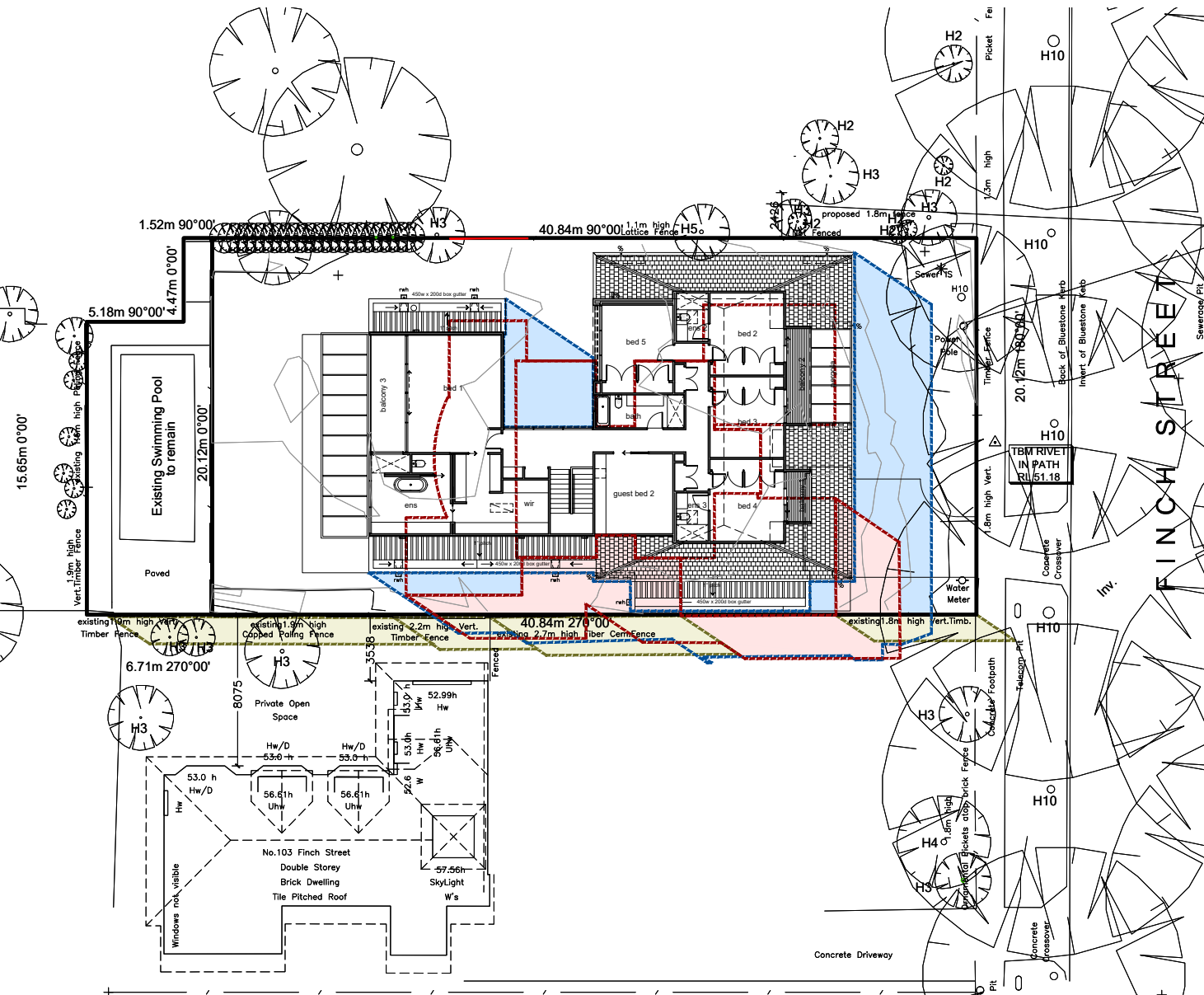
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DRAWN BY: DL

JOB: davies  
105 finch street, malvern east

DATE: 25.05.2021  
SCALE: 1:200

DWG: shadow diagram 12pm  
JOB NO: 1395 DWG NO: 12b

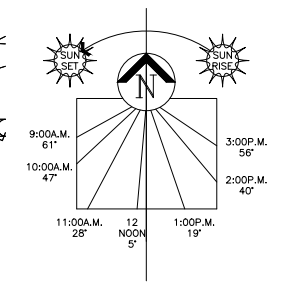
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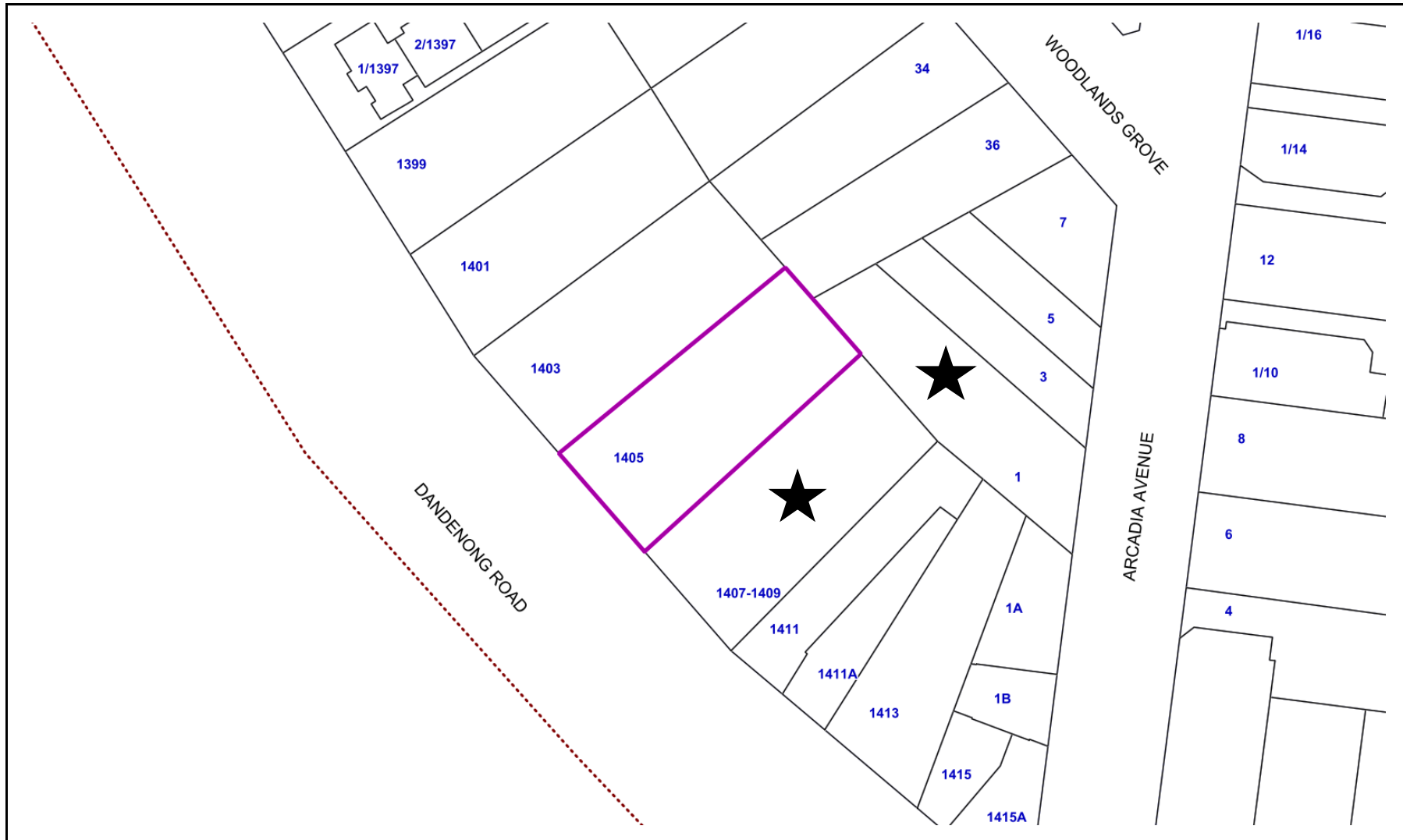
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**1405 Dandenong Road, Malvern East**

 = Objector

Date printed: 20/09/2021  
Scale: 1:786

# DRAWING REGISTER

<u>No.</u>	<u>Revision</u>	<u>Name</u>	<u>Scale</u>
PA-000	#	Drawing Register	N.T.S
PA-100	#	Existing Site Plan/Site Analysis	1:100 @ A1, 1:200 @ A3
PA-101	#	New Site Plan/Design Response	1:100 @ A1, 1:200 @ A3
PA-102	#	Landscape Plan	1:100 @ A1, 1:200 @ A3
PA-103	#	Landscape Specification and Detail	
PA-200	1	Basement Floor Plan	1:100 @ A1, 1:200 @ A3
PA-201	2	Ground Floor Plan	1:100 @ A1, 1:200 @ A3
PA-202	2	First Floor Plan	1:100 @ A1, 1:200 @ A3
PA-203	1	Second Floor Plan	1:100 @ A1, 1:200 @ A3
PA-204	#	Roof Plan	1:100 @ A1, 1:200 @ A3
PA-205	#	Shadow Diagrams	1:200 @ A1, 1:400 @ A3
PA-206	#	Shadow Diagrams	1:200 @ A1, 1:400 @ A3
PA-207	1	Shadow Diagrams	1:200 @ A1, 1:400 @ A3
PA-400	#	Proposed West Elevation	1:100 @ A1, 1:200 @ A3
PA-401	1	Proposed East Elevation	1:100 @ A1, 1:200 @ A3
PA-402	2	Proposed North Elevation	1:100 @ A1, 1:200 @ A3
PA-403	1	Proposed South Elevation	1:100 @ A1, 1:200 @ A3
PA-500	#	Section A-A	1:100 @ A1, 1:200 @ A3
PA-501	#	Section B-B	1:100 @ A1, 1:200 @ A3
PA-900	1	Material Schedule	N.T.S

**REV 2**

- Bathrooms adjusted to have 820MM openings as per design option B
- All bedrooms adjusted to have 850MM openings as per standard B41
- Storage calculations have been added
- Apartment 9 balcony has been amended to achieve 13.5m<sup>2</sup>
- Apartment 5 balcony increased to 2M width as per standard B43

**PRELIMINARY ONLY**



Suite 6, 83-87 Main St.  
Greensborough Vic 3088  
Australia  
ph - 03 9432 0648  
Fax- 03 9432 0649

No.	Description	Date
#	Issued to client	03/03/2021
#	Submitted to Council	22/03/2021
1	Submitted to Council	27/04/2021
2	Submitted to Council	7/05/2021

No.	Description	Date

Project Title  
**1405 Dandenong Road  
Malvern East**

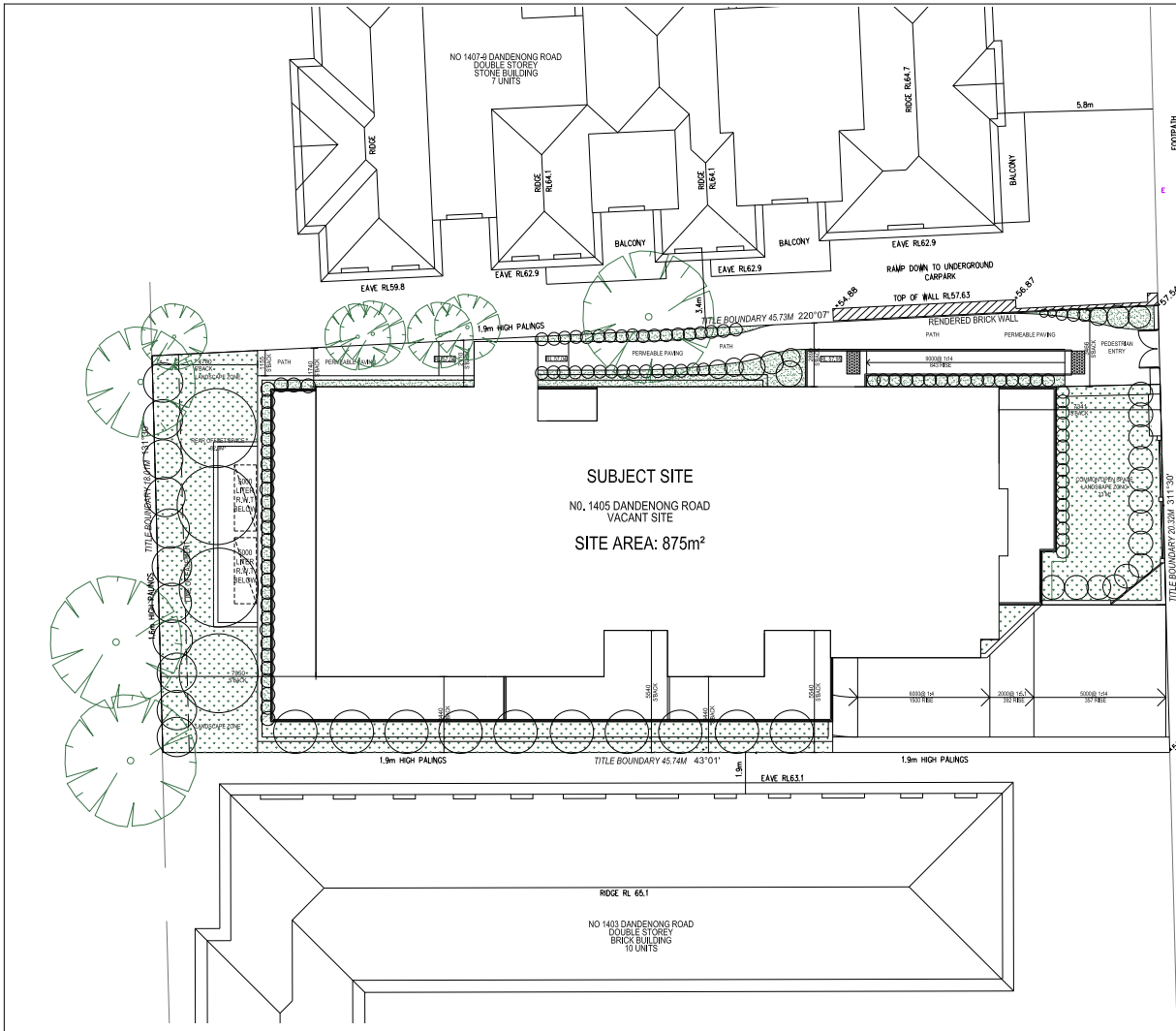
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Drawing Register			
Print Date	7/05/2021	Page No.	Revision
Project Date	23/04/2018	<b>PA-000</b>	<b>2</b>
Drawn by	YD/DM		
Checked by	JH	Scale N.T.S	

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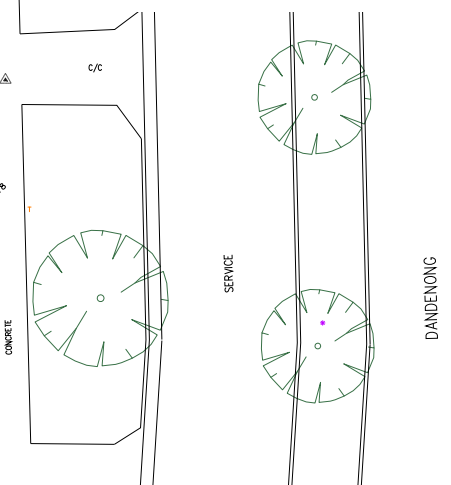
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**SITE ANALYSIS**

- The subject site is located within a Residential Growth Zone Schedule 1.
- The site has no overlays.
- Front fence treatments on Dandenong Road are predominantly brick/rendered brick or timber.
- External materials are predominantly face brickwork and render
- Neighbourhood houses are mostly double storey pitched roof brick buildings with a mixture of single brick dwellings scattered in between.

1. The existing site currently has the structural framing built on all levels
2. Adjacent double storey brick unit building with pitched roof
3. Adjacent double storey 7 units stone building with pitched roofs



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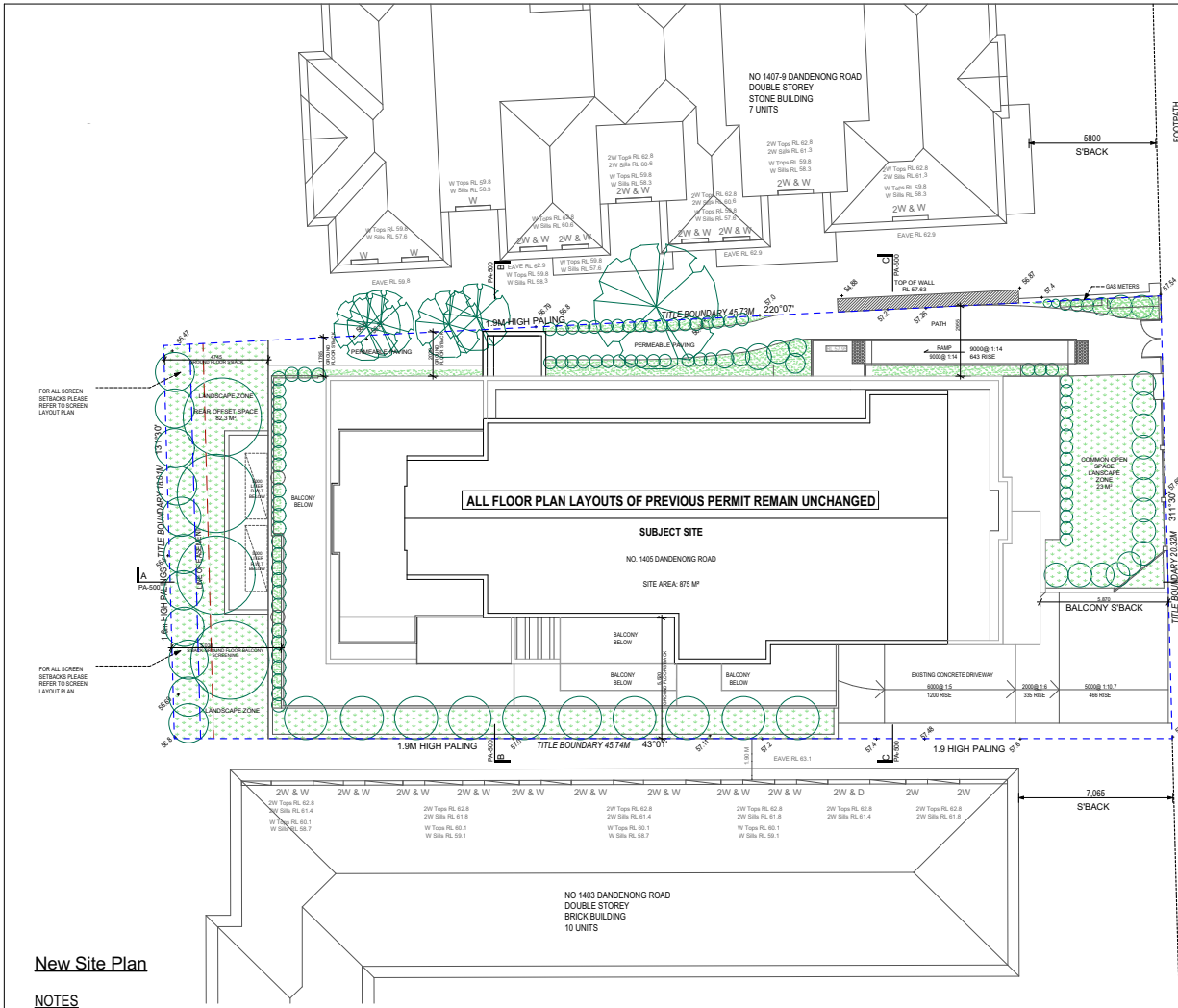
No.	Description	Date

Project Title  
**1405 Dandenong Road  
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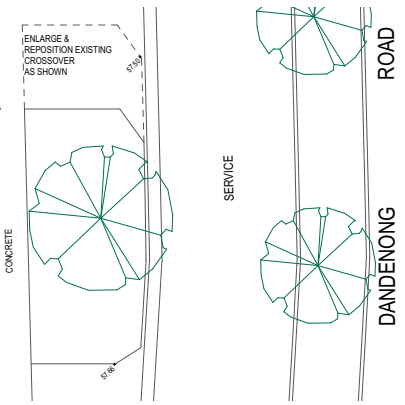
Drawing Title		
Existing Site Plan/Site Analysis		
Print Date	7/05/2021	Page No. <b>PA-100</b>
Project Date	23/04/2018	
Drawn by	YD/DM	Revision <b>#</b>
Checked by	JH	Scale 1:100@A1, 1:200 @ A3

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**DESIGN RESPONSE**

- The proposed three story building sits within the required setbacks as the framing for all levels have already been built including the basement,
- Side and rear setbacks and roof forms to proposed building have been designed to reduce the impact on adjoining properties and private open spaces. Setbacks are all consistent with the majority of setbacks in the neighbourhood.
- Walls on boundaries: No new walls proposed on boundaries.
- Building Height: Maximum building is 10.05m. Refer to elevations.
- Site coverage is 58.6% and basement does not exceed 75% of site area.
- Permeability of the proposed area is 23%.
- Energy Efficiency Protection: Proposed windows and building orientation will make use of passive heating and cooling.
- Proposed car parking spaces for all apartments meet the requirements of ResCode.
- Daylight to Existing Windows: Adjacent habitable windows receive adequate lighting as no new walls are proposed on the boundaries and are setback appropriately.
- Overlooking: All windows on the proposed dwelling within 9 metres of adjoining properties habitable windows will be frosted to 1.7m above FFL. Refer to elevation drawings.
- Detailed design: The articulation of the new facade, window and doors proportions and general building form are all designed to reflect the character of existing ground floor and adjacent buildings. The proposed roof, eaves and visual appearance also reflect the architecture of adjacent buildings




**New Site Plan**

**NOTES**

For all screen setbacks and dimensions please refer to screen layout plans PA-202, PA-204, PA-206 & PA-208

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	Suite 6, 83-87 Main St. Greensborough Vic 3088 Australia ph - 03 9432 0648 Fax- 03 9432 0649	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th>No.</th> <th>Description</th> <th>Date</th> </tr> </thead> <tbody> <tr> <td>#</td> <td>Issued to client</td> <td>03/03/2021</td> </tr> <tr> <td>#</td> <td>Submitted to Council</td> <td>22/03/2021</td> </tr> <tr> <td>#</td> <td>Submitted to Council</td> <td>27/04/2021</td> </tr> <tr> <td> </td> <td> </td> <td> </td> </tr> <tr> <td> </td> <td> </td> <td> </td> </tr> </tbody> </table>	No.	Description	Date	#	Issued to client	03/03/2021	#	Submitted to Council	22/03/2021	#	Submitted to Council	27/04/2021							<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th>No.</th> <th>Description</th> <th>Date</th> </tr> </thead> <tbody> <tr> <td> </td> <td> </td> <td> </td> </tr> <tr> <td> </td> <td> </td> <td> </td> </tr> <tr> <td> </td> <td> </td> <td> </td> </tr> </tbody> </table>	No.	Description	Date									
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<p><b>1405 Dandenong Road Malvern East</b></p>		<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td colspan="2">                 Project Title  <b>1405 Dandenong Road Malvern East</b> </td> <td colspan="2">                 Drawing Title  <b>New Site Plan/Design Response</b> </td> </tr> <tr> <td>                 Print Date                  27/04/2021             </td> <td>                 Page No.  <b>PA-101</b> </td> <td colspan="2" style="text-align: center;">                 Revision  <b>#</b> </td> </tr> <tr> <td>                 Project Date                  23/04/2018             </td> <td>                 Drawn by                  YD/DM             </td> <td colspan="2">                 Checked by                  JH             </td> </tr> <tr> <td colspan="4" style="text-align: right;">                 Scale: 1:100@A1, 1:200 @ A3             </td> </tr> </table>		Project Title <b>1405 Dandenong Road Malvern East</b>		Drawing Title <b>New Site Plan/Design Response</b>		Print Date 27/04/2021	Page No. <b>PA-101</b>	Revision <b>#</b>		Project Date 23/04/2018	Drawn by YD/DM	Checked by JH		Scale: 1:100@A1, 1:200 @ A3																	
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**Existing Basement Floor Plan**

**Section D-D**

**PLAN LEGEND**

- AIR CONDITIONING CONDENSER UNIT
- BICYCLE PARKING SPACE
- PROPOSED LANDSCAPE ZONES SHOWN INDICATIVELY (REFER TO LANDSCAPE PLAN FOR DETAILED LANDSCAPE DESIGN)
- FRIDGE
- PROPOSED RAIN WATER TANK (REFER TO STORM ASSESSMENT FOR DETAILS)
- PROPOSED SOLAR PANELS TO UPPER ROOF PANELS TO SERVICE GAS BOOSTED HOT WATER SYSTEM
- FRIDGE
- HOT/COLD WATER PROVISION THROUGH WATER CLOSET
- RAIN WATER HEAD TO FLAT ROOF BOX GUTTERS, RWMS TO BE CONNECTED TO DOWN PIPES AND STORM WATER LAYOUT
- SPREADER TO DISPERSE WATER ON TO LOWER ROOF SURFACES
- 90 DIA. EXPOSED DOWN PIPES ARE TO BE SINGLELINE OR SELECTED COLORBOND FINISH WHEN EXPOSED AND NOT EXCEED 12M SPACING BETWEEN DOWN PIPES. NEW DOWN PIPES TO BE CONNECTED TO EXISTING STORM WATER LAYOUT
- GAS HOT WATER UNIT
- FLOOR WASTE

**REV 3**

- Dimensions have been added
- Carpark Door note has been added
- Splay dimensions are fixed

**NOTES**

- Unless noted otherwise all levels are in meters and all dimensions are in millimeters.
- All floor plans to remain as was approved by council in previous application.
- New floor structure and suspended ceiling proposed to fit all services above ground floor level and all finish floor levels above ground level have been amended.
- Basement and ground floor levels remain unchanged as built.
- The minimum gradient of the parking area shall be 1 in 100 (1.0%) for outdoor areas and 1 in 200 (0.5%) for covered areas to allow for adequate drainage as per the Australian Standards;
- Car park exhaust fans will have CO sensors which will only operate when required.
- Rainwater tank to be connected to all toilets
- 20% reduction in NCC2019 lighting is required

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2	Issued to Client & Council	23/06/2021			
3	Issued to Council	13/07/2021			

Project Title  
**1405 Dandenong Road Malvern East**

Drawing Title  
**Existing Basement Floor Plan**

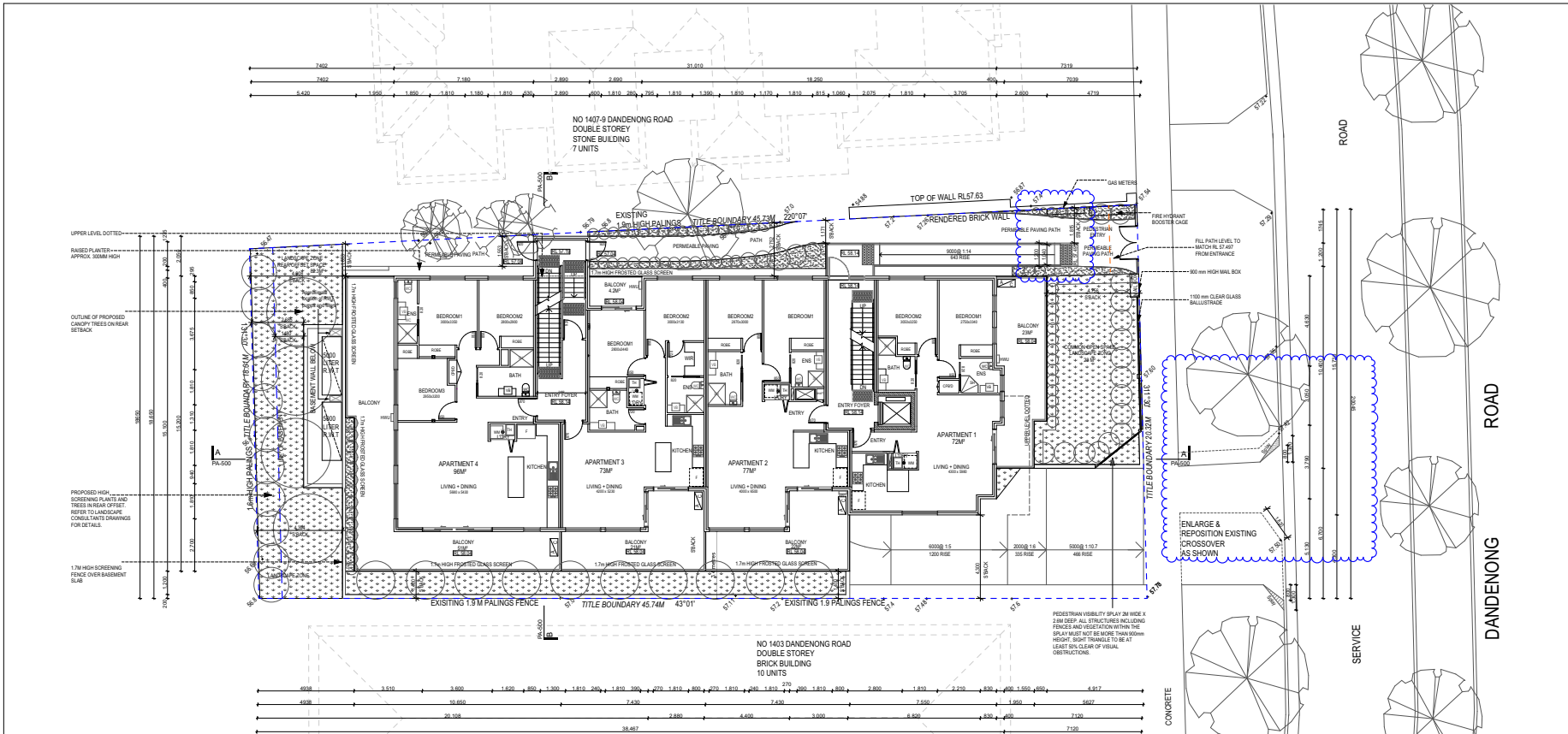
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Page No. **PA-200**  
Revision **3**

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Ground Floor Plan

**NOTES**

1. Unless noted otherwise all levels are in meters and all dimensions are in millimeters.
2. All floor plans to remain as was approved by council at previous application.
3. New floor structure and suspended ceilings proposed to fit all services above ground floor level and all finish floor levels above ground level have been amended.
4. Basement and ground floor levels remain unchanged as built.
5. Rainwater tank to be connected to all toilets.
6. 20% reduction in floor area to be maintained.
7. All windows to habitable spaces are to be double glazed as per the preliminary NABERS energy ratings.
8. The visual light transmittance (VLT) of the window glazing and frosted glass screens is to be ≥ 70%.
9. The reflectance values for apartment 2, 3, 6 and 7 Living areas internal walls and ceilings finishes are to be 80% for the walls and 90% for the ceiling to improve the daylight access to these spaces
10. Apartments 2, 3, 6 and 7 bedroom doors to be accommodated with door catches to allow for the breeze path for the living areas to travel through bedroom doors.

**REV 4**

- Dimensions have been added
- Carpark Door note has been added
- Splay dimensions are fixed
- ESD annotation has been added

**STORAGE**

APARTMENT 1 Kitchen: 3.42m² CPFD: 1.42m² Robs: 4.12m² Laundry: 0.27m² Total: 9.23m²	APARTMENT 2 Kitchen: 4.82m² CPFD: 3.51m² Robs: 5.31m² Laundry: 0.27m² Total: 14.00m²
APARTMENT 3 Kitchen: 4.12m² Robs: 3.12m² WR: 0.72m² Laundry: 0.27m² Total: 8.23m²	APARTMENT 4 Kitchen: 0.37m² CPFD: 1.34m² Robs: 7.32m² Laundry: 0.27m² Total: 9.30m²

**PLAN LEGEND**

- AIR CONDITIONING CONDENSER UNIT
- BICYCLE PARKING SPACE
- PROPOSED LANDSCAPE ZONES SHOWN INDICATIVELY REFER TO LANDSCAPE PLAN FOR DETAILED LANDSCAPE DESIGN
- ENS ENSUITE BATHROOM
- PROPOSED RAIN WATER TANK. REFER TO STORM ASSESSMENT FOR DETAILS
- PROPOSED SOLAR PANELS TO UPPER ROOF. PANELS TO SERVICE GAS BOOSTED HOT WATER SYSTEM
- F FRIDGE
- TH THROUGH
- WC WATER CLOSET
- WR WALK-IN ROBE
- WM WASHING MACHINE
- SPR SPREADER TO DISPERSE WATER ON TO LOWER ROOF SURFACES
- DPO 80 DIA. EXPOSED DOWN PIPES ARE TO BE ZINCALUME OR SELECTED COLORBOND FINISH WHEN EXPOSED AND NOT EXCEED 12M SPACING BETWEEN DOWN PIPES. NEW DOWN PIPES TO BE CONNECTED TO EXISTING STORM WATER LAYOUT
- GAS HOT WATER UNIT
- FLOOR WASTE

**PRELIMINARY ONLY**

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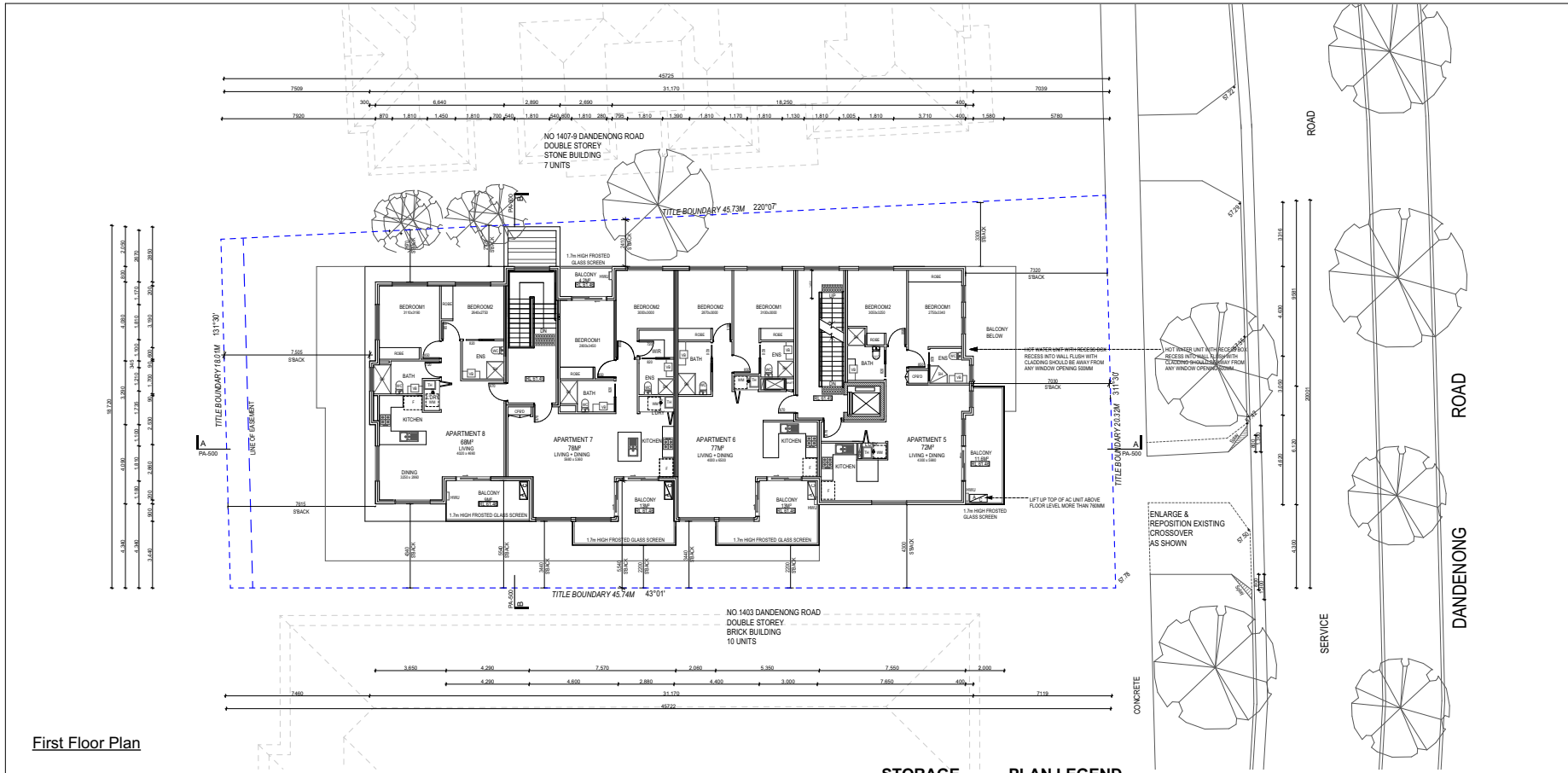
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Project Title  
**1405 Dandenong Road Malvern East**

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Drawing Title		Revision	
Ground Floor Plan		4	
Print Date	13/07/2021	Page No.	PA-201
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**First Floor Plan**

**NOTES**

1. Unless noted otherwise all levels are in meters and all dimensions are in millimeters.
2. All floor plans to remain as was approved by council in previous application.
3. First floor level is to be raised from RL +00.05 to RL +01.40.
4. New floor structure and suspended ceilings proposed to fit all services above ground floor level and all finish floor levels above ground level have been amended.
5. Basement and ground floor levels remain unchanged as built.
6. Requirements to be connected to all units
7. 20% reduction in NCC2019 lighting is required.
8. All windows to habitable spaces are to be double glazed as per the preliminary NatHERS energy ratings.
9. The visual light transmittance (VLT) of the window glazing and frosted glass screens is to be ≥ 70%.
10. The reflectance values for apartment 2, 3, 6 and 7 Living areas internal walls and ceilings finishes are to be 80% for the walls and 90% for the ceiling to improve the daylight access to these spaces.
11. Apartments 2, 3, 6 and 7 bedroom doors to be accommodated with door catches to allow for the breeze path for the living areas to travel through bedroom doors.

**REV 4**

-ESD annotation has been added

**STORAGE**

APARTMENT 5 Kitchen: 3.48m² CPD: 1.26m² Robo: 5.92m² Laundry: 6.27m² Total: 11.93m²	APARTMENT 6 Kitchen: 4.32m² CPD: 1.26m² Robo: 5.92m² Laundry: 6.27m² Total: 17.77m²
APARTMENT 7 Kitchen: 3.87m² Robo: 2.77m² WIR: 8.99m² Laundry: 1.29m² Total: 14.92m²	APARTMENT 8 Kitchen: 3.54m² CPD: 1.26m² Robo: 5.92m² Laundry: 6.27m² Total: 16.99m²

**PLAN LEGEND**

- AIR CONDITIONING CONDENSER UNIT
- BICYCLE PARKING SPACE
- PROPOSED RAIN WATER TANK. REFER TO STORM ASSESSMENT FOR DETAILS
- PROPOSED SOLAR PANELS TO UPPER ROOF. PANELS TO SERVICE GAS BOOSTED HOT WATER SYSTEM
- ENS ENSUITE BATHROOM
- F FRIDGE
- TH TROUGH
- WC WATER CLOSET
- WR WALK-IN ROBE
- WM WASHING MACHINE
- SPS SPREADER TO DISPERSE WATER ON TO LOWER ROOF SURFACES
- DW 80 DIA. EXPOSED DOWN PIPES ARE TO BE ZINCALUME OR SELECTED COLORBOND FINISH WHEN EXPOSED AND NOT EXCEED 12M SPACING BETWEEN DOWN PIPES. NEW DOWN PIPES TO BE CONNECTED TO EXISTING STORM WATER LAYOUT
- GW GAS HOT WATER UNIT
- FW FLOOR WASTE

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Project Title  
**1405 Dandenong Road  
Malvern East**

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Drawing Title  
**First Floor Plan**

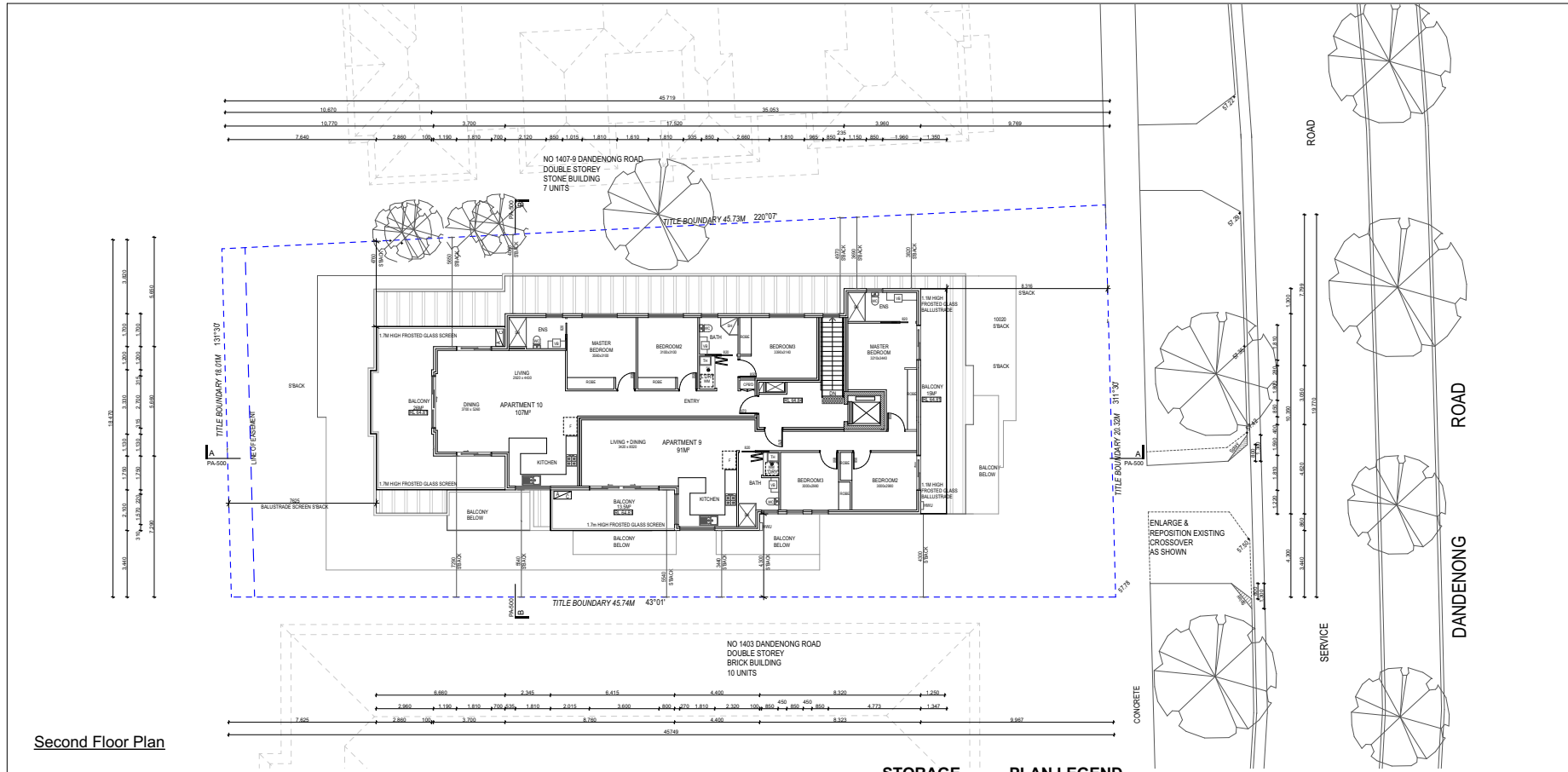
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**PA-202**

Revision  
**4**

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**Second Floor Plan**

**NOTES**

1. Unless noted otherwise all levels are in meters and all dimensions are in millimeters.
2. All floor plans to remain as was approved by council in previous application.
3. New floor structure and suspended ceilings proposed to fit all services above ground floor level and all finish floor levels above ground level have been amended.
4. Basement and ground floor levels remain unchanged as built.
5. Rainwater tank to be connected to all toilets.
6. ~~500mm x 500mm x 100mm lighting voids~~
7. All windows to habitable spaces are to be double glazed as per the preliminary NABERS energy ratings.
8. The visual light transmittance (VLT) of the window glazing and frosted glass screens is to be ≥ 70%.

**REV 3**  
-ESD annotation has been added

**STORAGE**

APARTMENT 9 Kitchen: 4.2m² Robos: 8.71m² Laundry: 1.34m² Total: 14.25m²	APARTMENT 10 Kitchen: 4.2m² CPD: 1.0m² Robos: 14.17m² Laundry: 0.34m² Total: 19.71m²
---	---

**PLAN LEGEND**

- AIR CONDITIONING CONDENSER UNIT
- BICYCLE PARKING SPACE
- PROPOSED LANDSCAPE ZONES SHOWN INDICATIVELY. REFER TO LANDSCAPE PLAN FOR DETAILED LANDSCAPE DESIGN.
- PROPOSED RAIN WATER TANK. REFER TO STORM ASSESSMENT FOR DETAILS.
- PROPOSED SOLAR PANELS TO UPPER ROOF. PANELS TO SERVICE GAS-BOOSTED HOT WATER SYSTEM.
- ENSUITE BATHROOM
- FRIDGE
- TROUGH
- WATER CLOSET
- WALK-IN ROBE
- WASHING MACHINE
- SPREADER TO DISPERSE WATER ON TO LOWER ROOF SURFACES
- GAS HOT WATER UNIT
- FLOOR WASTE
- 80 DIA. EXPOSED DOWN PIPES ARE TO BE ZINCALUME OR SELECTED COLORBOND FINISH WHEN EXPOSED AND NOT EXCEED 12M SPACING BETWEEN DOWN PIPES. NEW DOWN PIPES TO BE CONNECTED TO EXISTING STORM WATER LAYOUT.

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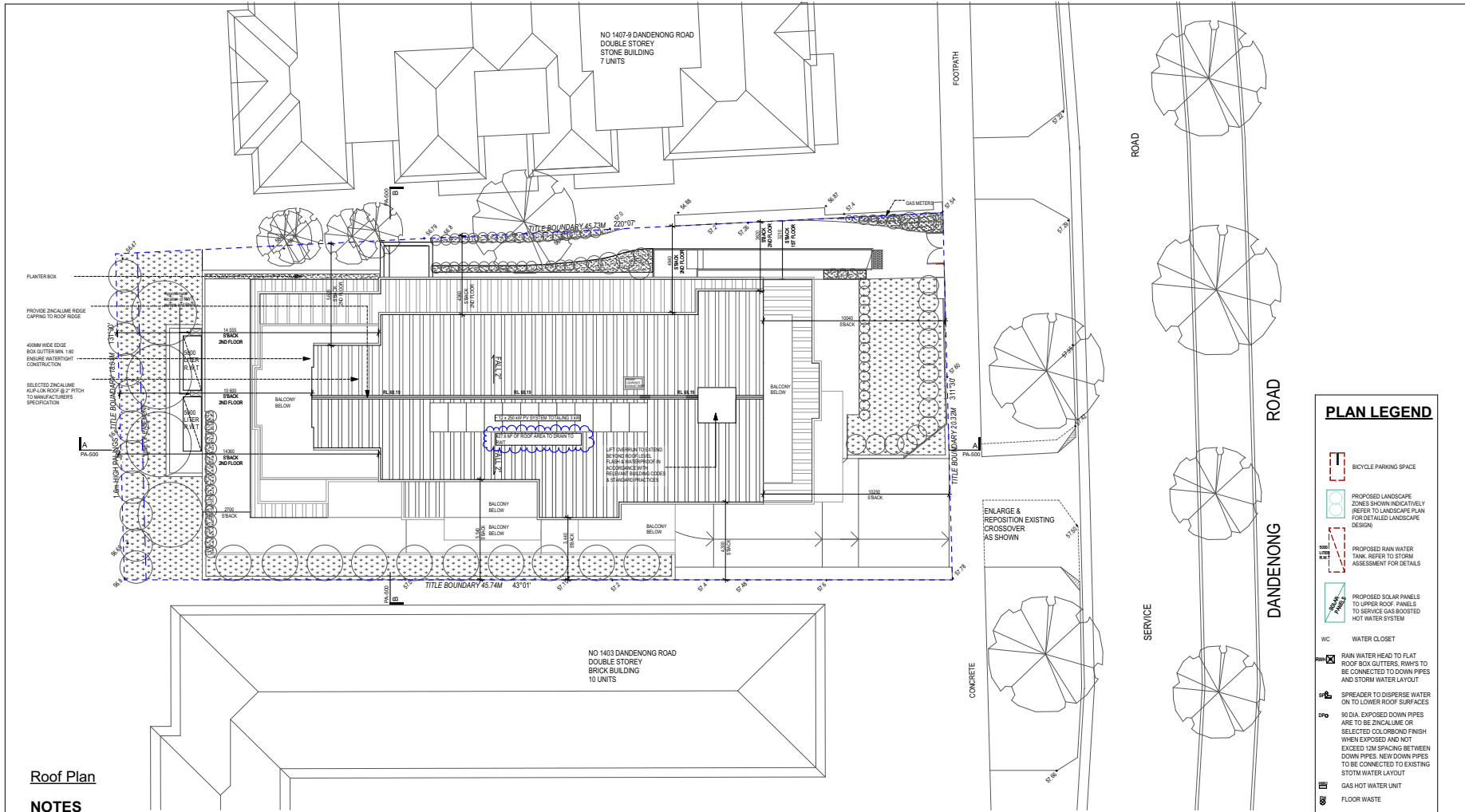
Project Title  
**1405 Dandenong Road Malvern East**

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Drawing Title  
**Second Floor Plan**

Print Date	13/07/2021	Page No.	3
Project Date	23/04/2018	<b>PA-203</b>	
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**Roof Plan**

**NOTES**

1. Unless noted otherwise all levels are in meters and all dimensions are in millimeters.
2. All floor plans to remain as was approved by council in previous application.
3. First floor level is to be raised from RL +67.15 to RL +68.19
4. New floor structure and suspended ceilings proposed to fit all services above ground floor level and all finish floor levels above ground level have been amended.
5. Basement and ground floor levels remain unchanged as built.
6. All adjacent windows on neighbouring site cannot be distinguished as habitable or non habitable windows. Council to deem as habitable windows as required
7. Rainwater tank to be connected to all toilets
8. 383m<sup>2</sup> of roof area to drain to RWTF
9. 20% reduction in NCC2019 lighting is required

**REV 2**  
- ESD Notes have been added



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No.	Description	Date
2	Issued to Council	13/07/2021

Project Title  
**1405 Dandenong Road  
Malvern East**

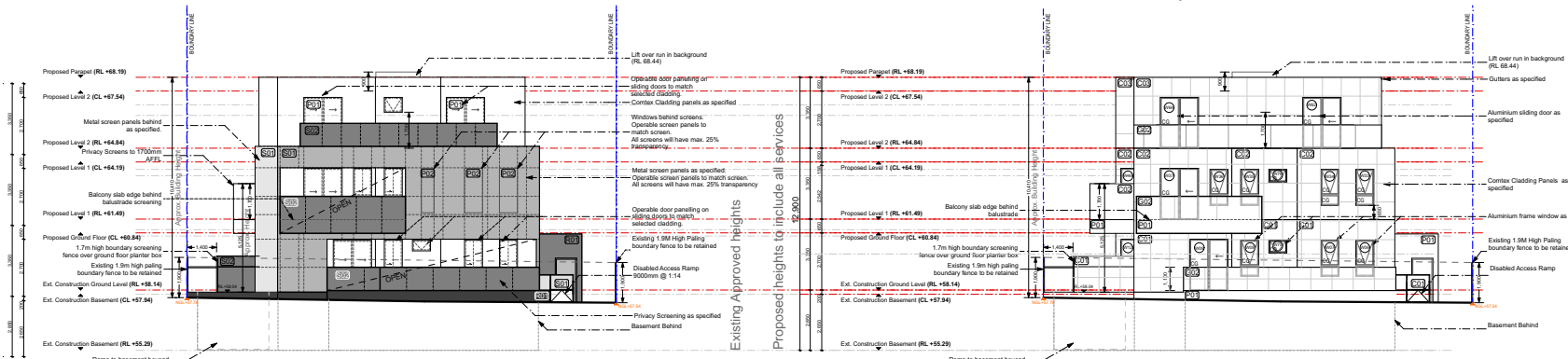
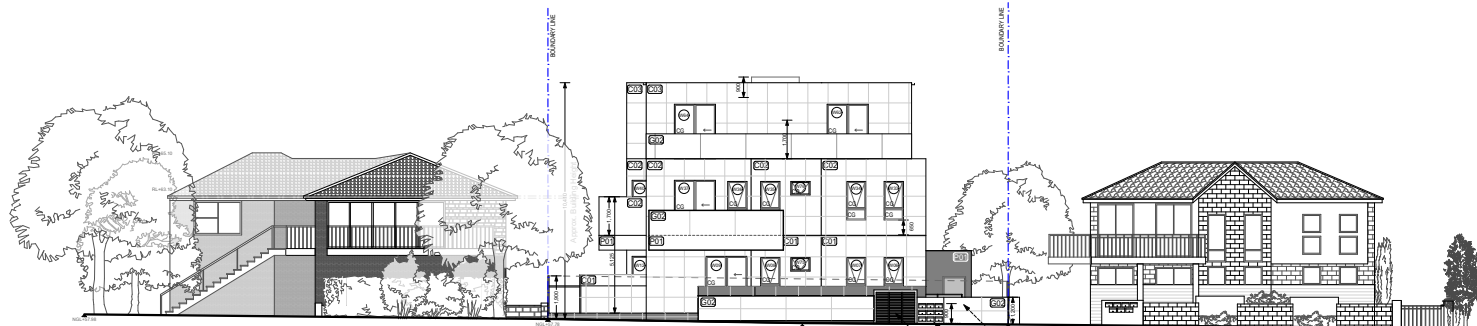
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Drawing Title		Revision	
<b>Roof Plan</b>		1	
Print Date	13/07/2021	Page No.	PA-204
Project Date	23/04/2018		
Drawn by	YD/DM		
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**Proposed West Elevation From Service Road - This Application**



**West Elevation as Approved in 2019**

**Proposed West Elevation - External Screens Removed**

**FINISHES SCHEDULE**

- C01. Fibercement Matrix Cladding with 'CHOCOLATE CAKE' Dulux Paint
- C02. Fibercement Matrix Cladding with 'AMBIT' Dulux Paint
- C03. Fibercement Matrix Cladding with 'ZINC BLEND' Dulux Paint
- P01. Dulux 'CHOCOLATE CAKE'
- G02. Clear Glass

**PRELIMINARY ONLY**

**NOTES:**

1. Unless noted otherwise all levels are in meters and all dimensions are in millimeters.
2. All floor plans to remain as was approved by council in previous application.
3. New perforated metal screening proposed.
4. For new screen patterns and colours refer to PA-900 Schedule.
5. New floor structure and suspended ceilings proposed to fit all services above ground floor level.
6. Basement and ground floor levels remain unchanged as built.
7. Pedestrian visibility splay 2m wide x 2.5 m deep. All structures including fences and vegetation within the splay must not be more than 900mm height. Sight triangle to be atleast 50% clear of visual obstructions.



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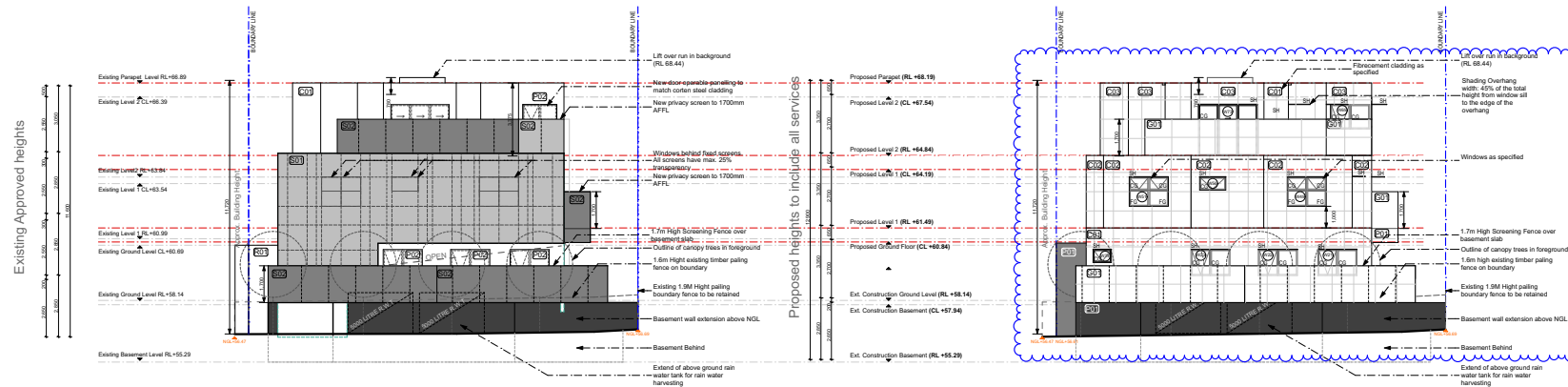
Project Title  
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<b>Proposed West Elevation</b>		
Print Date	7/05/2021	Revision
Project Date	23/04/2018	#
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East Elevation As Approved in 2019

Proposed East Elevation - External Screens Removed

**FINISHES SCHEDULE**

	C01. Fibercement Matrix Cladding with 'CHOCOLATE CAKE' Dulux Paint
	C02. Fibercement Matrix Cladding with 'AMBIT' Dulux Paint
	C03. Fibercement Matrix Cladding with 'ZINC BLEND' Dulux Paint
	P01. Dulux 'CHOCOLATE CAKE'
	G01. Bronze Frosted Glass (no more than 25% transparency with visual light transmittance (VLT) ≥ 70%.)

**NOTES:**

1. Unless noted otherwise all levels are in meters and all dimensions are in millimeters.
2. All floor plans to remain as was approved by council in previous application.
3. New floor structure and suspended ceilings proposed to fit all services above ground floor level.
4. Basement and ground floor levels remain unchanged as built.
5. Pedestrian visibility splay 2m wide x 2.5 m deep. All structures including fences and vegetation within the splay must not be more than 900mm height. Sight triangle to be at least 50% clear of visual obstructions.

**Legend:**

- Proposed Level Line (Red) - - - - -
- Existing Level Line (Grey) - - - - -
- FG Frosted Glass
- SH Shading Overhangs

**REV 3**

-ESD Annotation has been added

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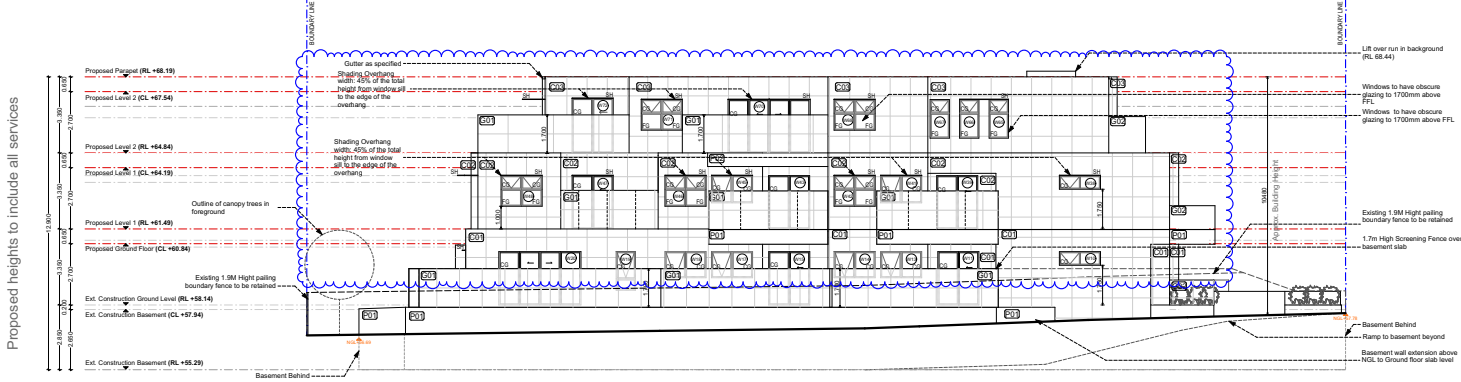
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Drawing Title		
<b>Proposed East Elevation</b>		
Print Date	13/07/2021	Revision
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Proposed heights to include all services

**North Elevation As Approved in 2019**



**Proposed North Elevation - External Screens Removed**

**NOTES:**

1. Unless noted otherwise all levels are in meters and all dimensions are in millimeters.
2. All floor plans to remain as was approved by council in previous application.
3. New floor structure and suspended ceilings proposed to fit all services above ground floor level.
4. Basement and ground floor levels remain unchanged as built.
5. Pedestrian visibility play 2m wide x 2.5 m deep. All structures including fences and vegetation within the play must not be more than 900mm height. Sight triangle to be at least 50% clear of visual obstructions.

**Legend:**

- Proposed Level Line (Red)
- Existing Level Line (Grey)
- FG Frosted Glass
- SH Shading Overhangs

**FINISHES SCHEDULE**

	G01. Fibercement Matrix Cladding with 'CHOCOLATE CAKE' Dulux Paint		P02. Dulux 'AMBIT'
	G02. Fibercement Matrix Cladding with 'AMBIT' Dulux Paint		G01. Bronze Frosted Glass (no more than 25% transparency with visual light transmittance (VLT) <math>\geq 70\%</math>)
	G03. Fibercement Matrix Cladding with 'ZINC BLEND' Dulux Paint		G02. Clear Glass
	P01. Dulux 'CHOCOLATE CAKE'		

**REV 4**  
-ESD annotation has been added

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No.	Description	Date
#	Issued to client	03/03/2021
#	Submitted to Council	22/03/2021
1	Submitted to Council	27/04/2021
2	Submitted to Council	7/05/2021
2	Issued to energy consultant	18/05/2021
3	Issued to Client & Council	23/06/2021
4	Issued to Council	13/07/2021

No.	Description	Date

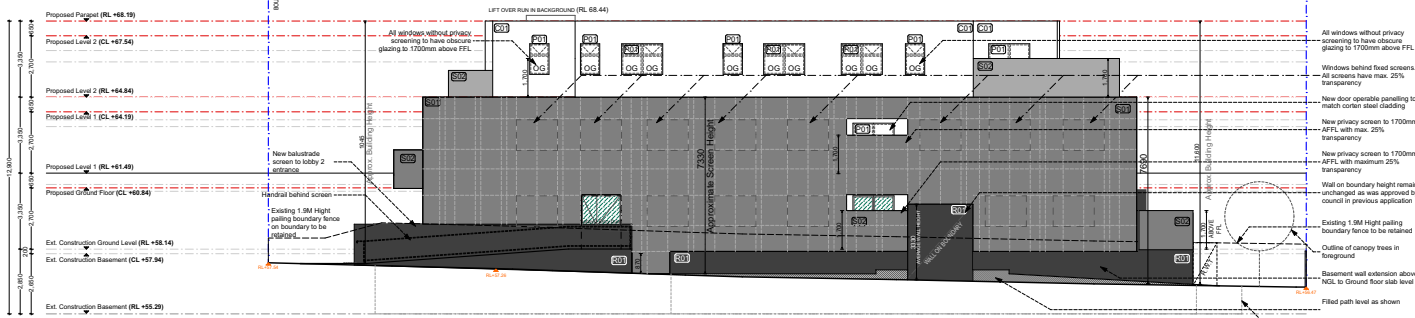
Project Title  
**1405 Dandenong Road  
Malvern East**

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Drawing Title		Revision	
Proposed North Elevation		4	
Print Date	13/07/2021	Page No.	PA-402
Project Date	23/04/2018	Scale	1:100@A1, 1:200 @ A3
Drawn by	YD/DM	Checked by	JH

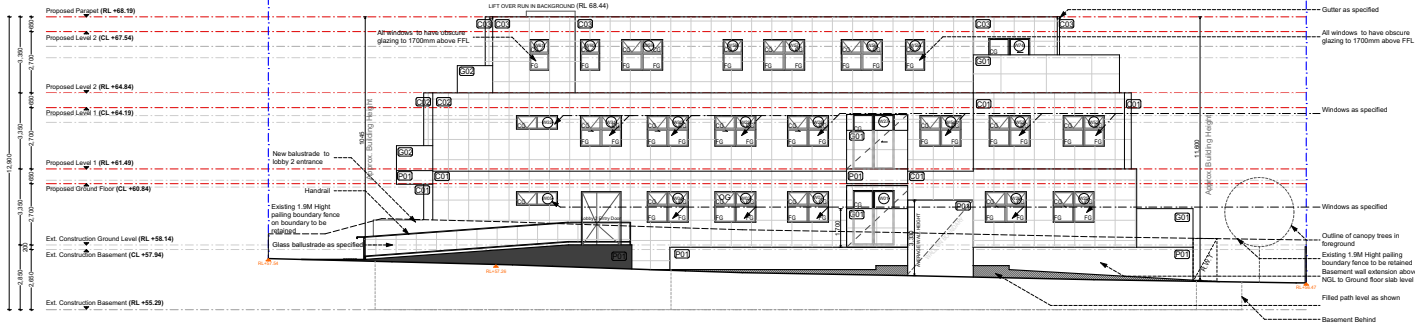
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Proposed heights to include all services



South Elevation As Approved in 2019

Proposed heights to include all services



Proposed South Elevation - External Screens Removed








**NOTES:**

- Unless noted otherwise all levels are in meters and all dimensions are in millimeters.
- All floor plans to remain as was approved by council in previous application.
- New floor structure and suspended ceilings proposed to fit all services above ground floor level.
- Basement and ground floor levels remain unchanged as built.
- Pedestrian visibility splay 2m wide x 2.5 m deep. All structures including fences and vegetation within the splay must not be more than 900mm height. Sight triangle to be at least 50% clear of visual obstructions.

**Legend:**

- Proposed Level Line (Red)
- Existing Level Line (Grey)
- FG Frosted Glass

**FINISHES SCHEDULE**

 C01. Fibercement Matrix Cladding with 'CHOCOLATE CAKE' Dulux Paint	 P02. Dulux 'AMBIT'
 C02. Fibercement Matrix Cladding with 'AMBIT' Dulux Paint	 G01. Bronze Frosted Glass (no more than 25% transparency with visual light transmittance (VLT) >= 70%)
 C03. Fibercement Matrix Cladding with 'ZINC BLEND' Dulux Paint	 G02. Clear Glass
 P01. Dulux 'CHOCOLATE CAKE'	

**REV 2**  
-ESD annotation has been added

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2	Issued to Council	13/07/2021

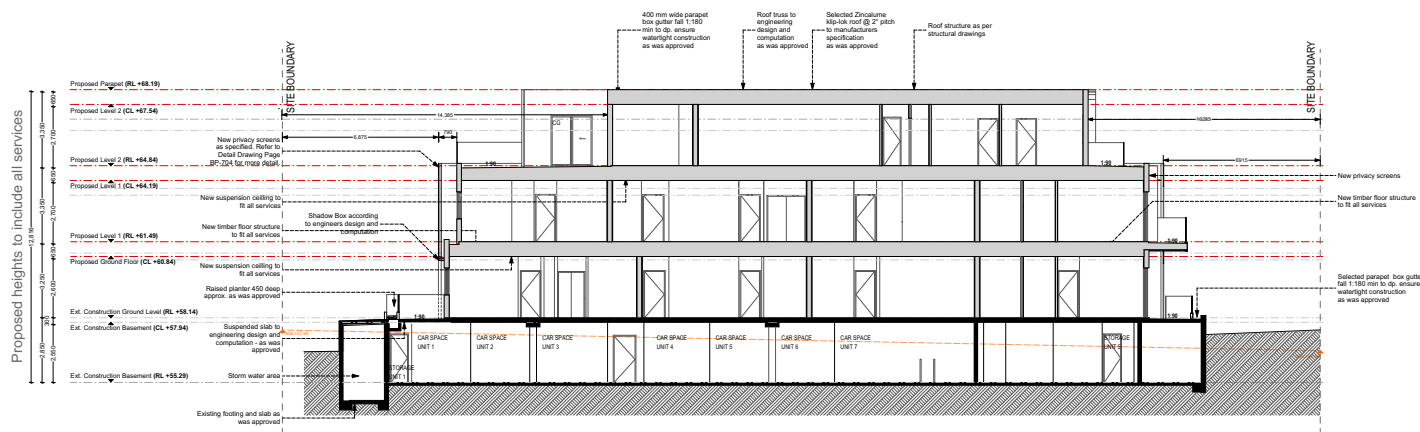
No.	Description	Date

Project Title  
**1405 Dandenong Road  
Malvern East**

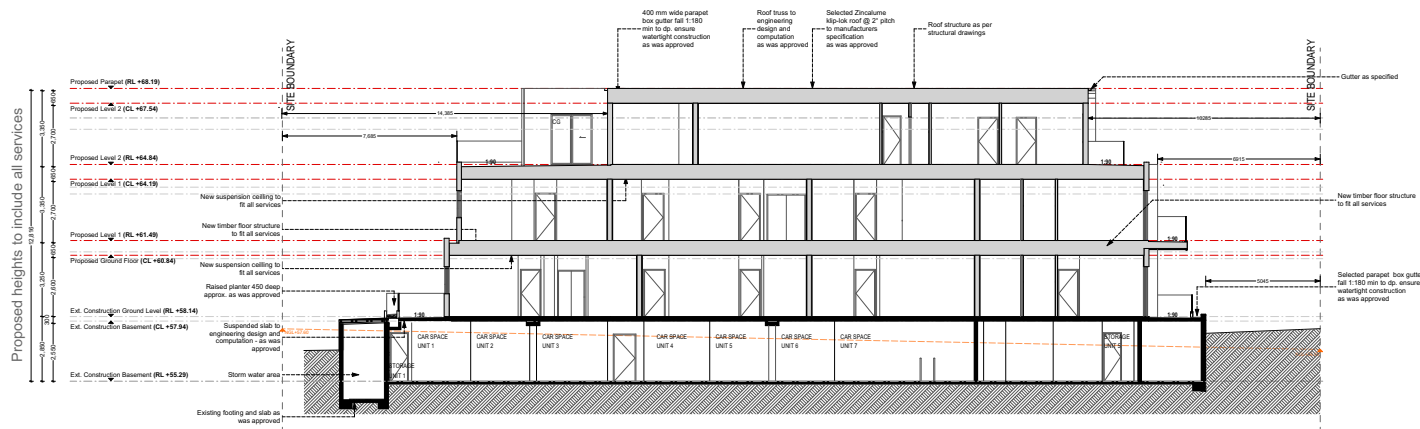
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Drawing Title		Revision	
Proposed South Elevation		2	
Print Date	13/07/2021	Page No.	PA-403
Project Date	23/04/2018		
Drawn by	YD/DM		
Checked by	JH	Scale	1:100@A1, 1:200 @ A3

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Section A-A As Approved in 2019



New Section A-A - External Screens Removed

**Legend:**

Proposed Level Line (Red) -----  
 Existing Level Line (Grey) -----

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#	Submitted to Council	7/05/2021

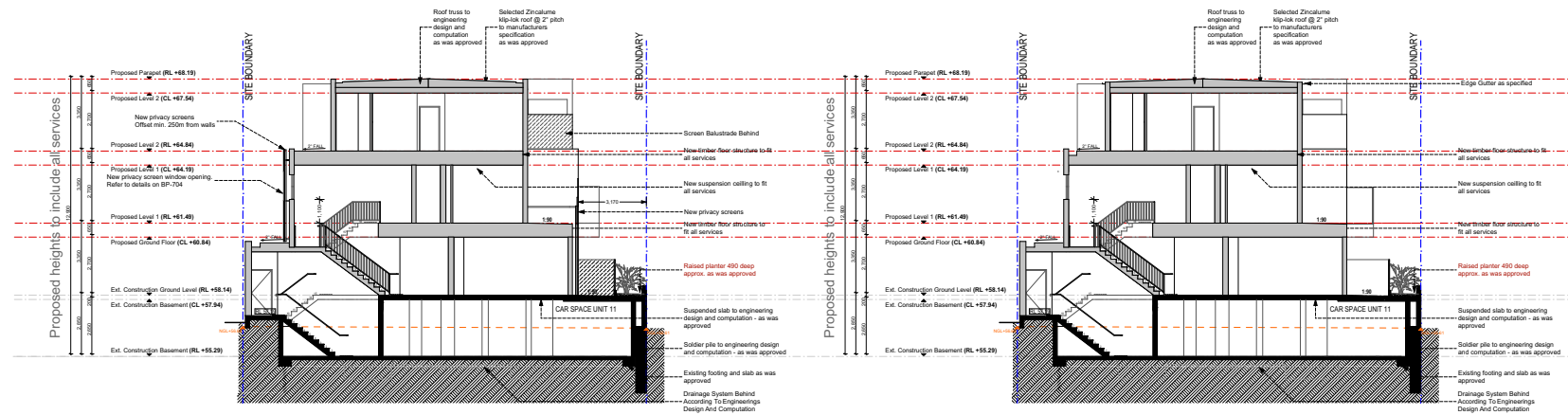
No.	Description	Date

Project Title  
**1405 Dandenong Road  
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Drawing Title		
<b>Section A-A</b>		
Print Date	7/05/2021	Revision
Project Date	23/04/2018	PA-500
Drawn by	YD/DM	#
Checked by	JH	Scale 1:100@A1, 1:200 @ A3

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Section B-B As Approved in 2019

New Section B-B - External Screens Removed

**Legend:**

Proposed Level Line (Red) -----  
 Existing Level Line (Grey) -----

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#	Submitted to Council	7/05/2021

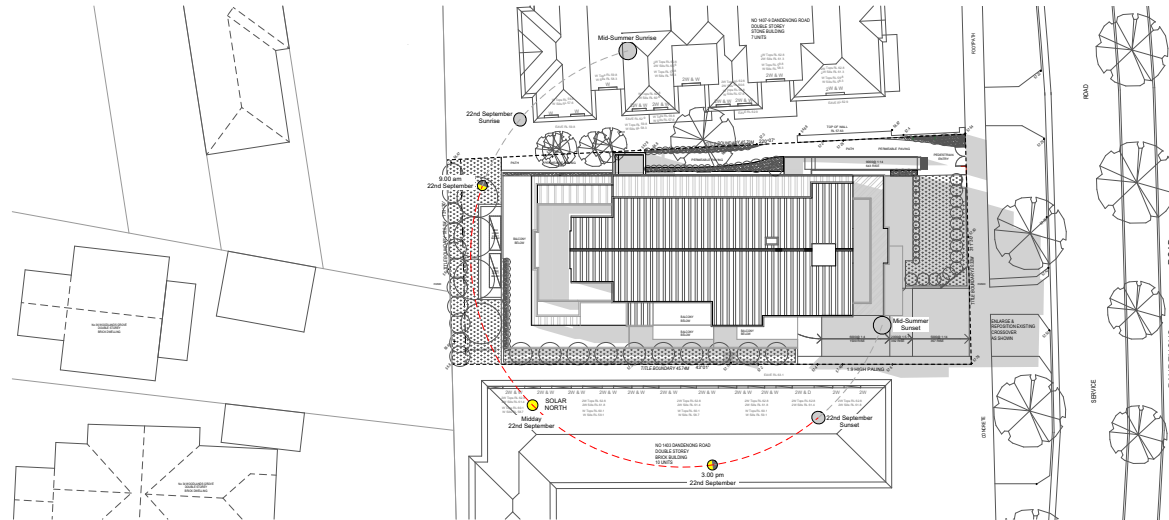
No.	Description	Date

Project Title  
**1405 Dandenong Road  
 Malvern East**

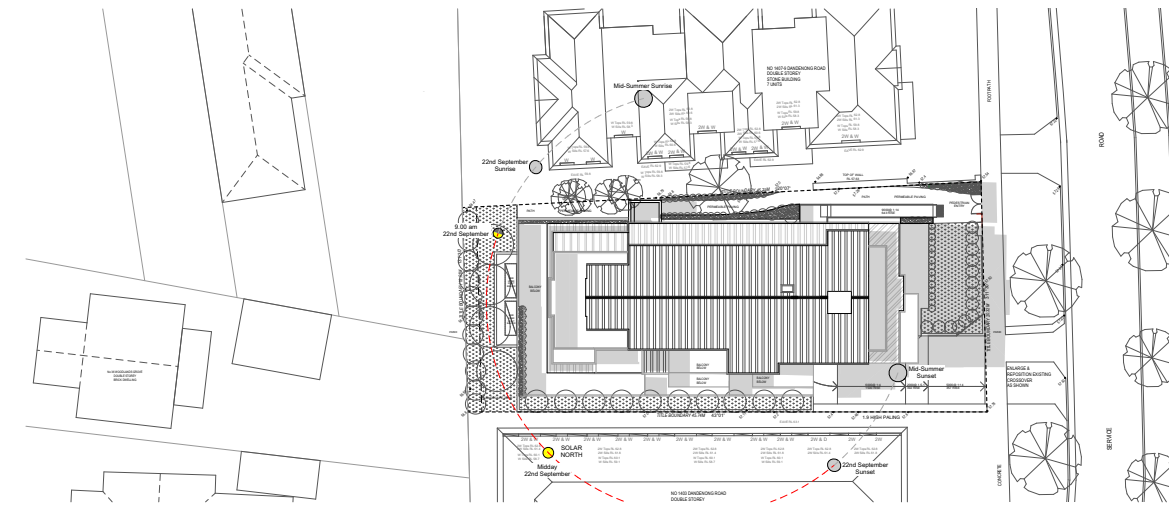
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Drawing Title		
<b>Section B-B</b>		
Print Date	7/05/2021	Page No. <b>PA-501</b>
Project Date	23/04/2018	
Drawn by	YD/DM	Revision <b>#</b>
Checked by	JH	Scale 1:100@A1, 1:200 @ A3

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9 A.M. 22 SEPTEMBER



10 A.M. 22 SEPTEMBER

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Project Title  
**1405 Dandenong Road  
Malvern East**

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Drawing Title		
<b>Shadow Diagram</b>		
Print Date	7/05/2021	Page No. <b>PA-205</b>
Project Date	23/04/2018	
Drawn by	YD/DM	Revision <b>#</b>
Checked by	JH	Scale 1:200@A1, 1:500 @ A3

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#	Submitted to Council	22/03/2021			
#	Submitted to Council	27/04/2021			
#	Submitted to Council	7/05/2021			

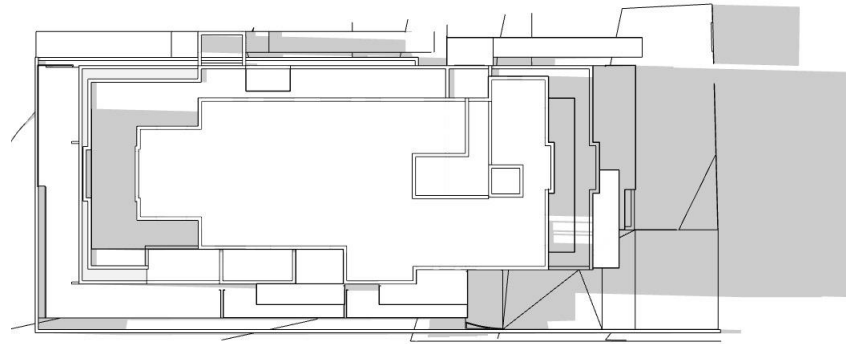
Project Title  
**1405 Dandenong Road  
Malvern East**

Drawing Title  
**Shadow Diagram**

Print Date 7/05/2021	Page No. <b>PA-206</b>	Revision <b>#</b>
Project Date 23/04/2018		
Drawn by YD/DM		
Checked by JH	Scale 1:200@A1, 1:500 @ A3	

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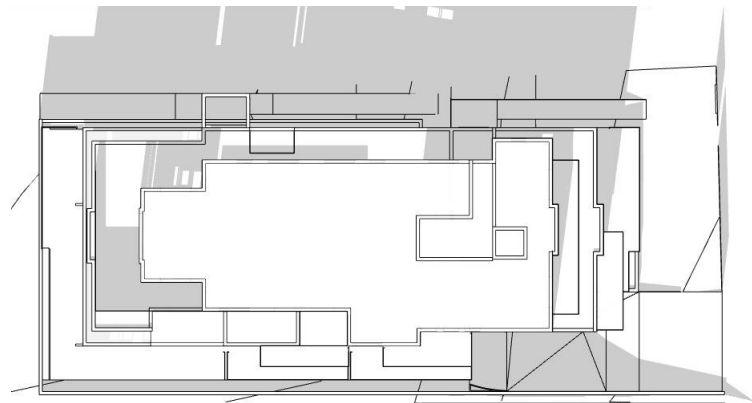
9AM. 21 JUNE



3PM. 21 JUNE

**REV 1**

-New shadow diagrams added to show communal open space receiving a minimum of two hours of sunlight as per Standard B37



12PM. 21 JUNE

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No.	Description	Date

Project Title  
**1405 Dandenong Road  
Malvern East**

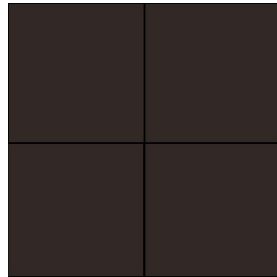
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Drawing Title		
Shadow Diagram		
Print Date	7/05/2021	Page No. <b>PA-207</b>
Project Date	23/04/2018	
Drawn by	YD/DM	Revision <b>1</b>
Checked by	JH	
Scale 1:200@A1, 1:500 @ A3		

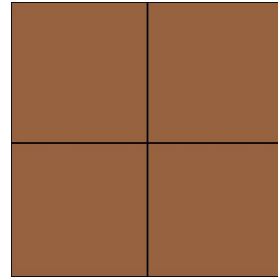


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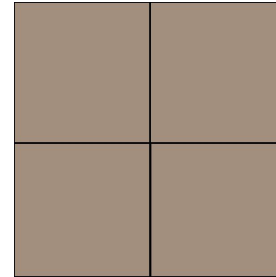
**CLADDING**



C01. Fibrecement Matrix Cladding with 'CHOCOLATE CAKE' Dulux Paint



C02. Fibrecement Matrix Cladding with 'AMBIT' Dulux Paint



C03. Fibrecement Matrix Cladding with 'ZINC BLEND' Dulux Paint

**PAINT**



P01. Dulux 'CHOCOLATE CAKE'



P02. Dulux 'AMBIT'

**BALLUSTRADE**



G01. Bronze Frosted Glass (no more than 25% transparency with visual light transmittance (VLT) ≥ 70%.)





G02. Clear Glass

**REV 2**

-ESD annotation has been added

**Construction Materials:**

-  Timber framing for all floor plans except basement floor
-  Concrete wall and floor systems for basement floor

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2	Issued to Council	13/07/2021

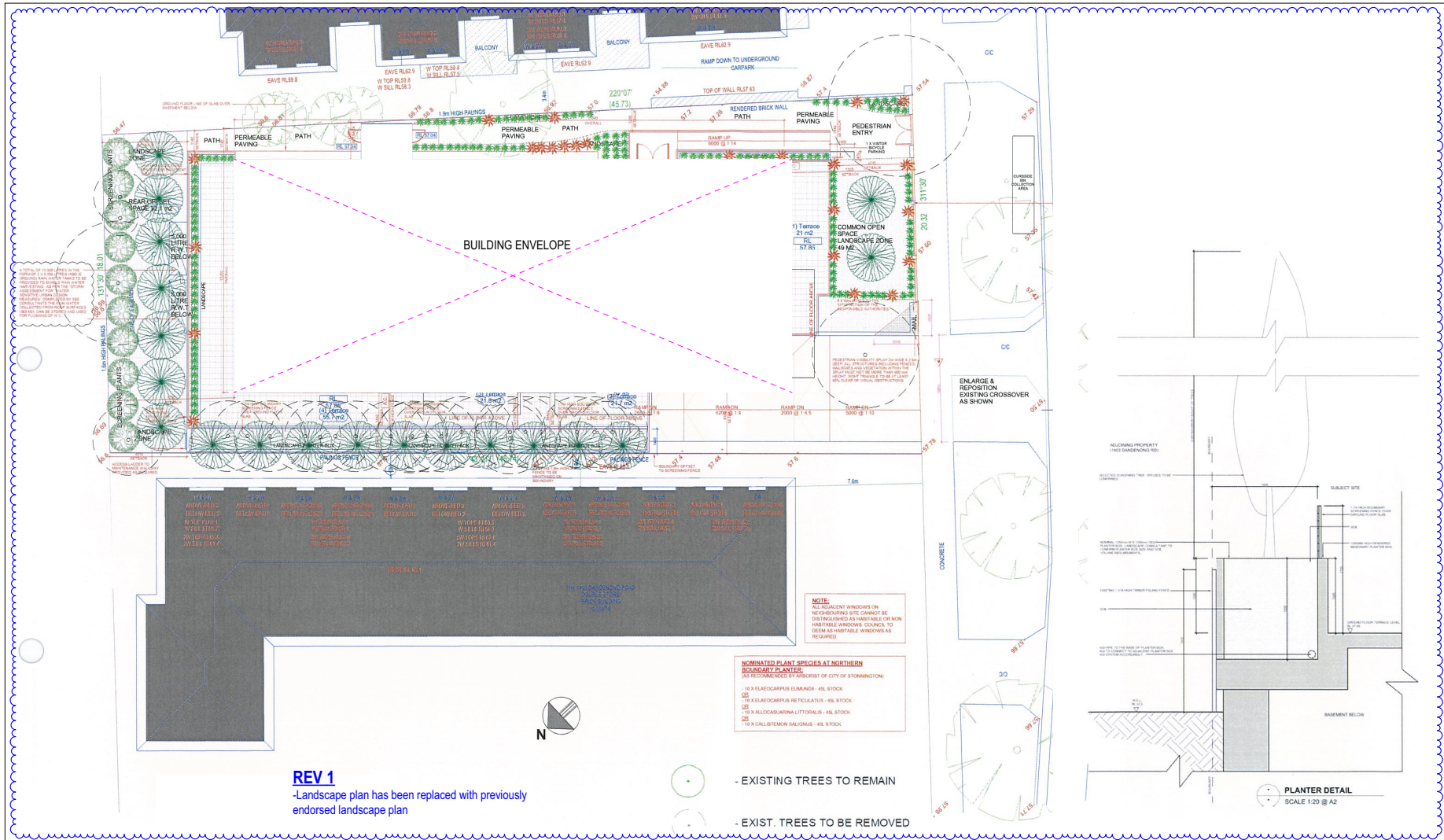
No.	Description	Date

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Drawing Title			
<b>Material Schedule</b>			
Print Date	13/07/2021	Page No.	PA-900
Project Date	23/04/2018	Revision	
Drawn by	YD/DM		
Checked by	JH	Scale	N.T.S.

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**JOHN HENRY ARCHITECTS**

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No.	Description	Date
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No.	Description	Date

Project Title  
**1405 Dandenong Road Malvern East**

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Drawing Title		
<b>Landscape Plan</b>		
Print Date	7/05/2021	Page No. <b>PA-102</b>
Project Date	23/04/2018	
Drawn by	YD	Revision <b>1</b>
Checked by	JH	
Scale		1:100@A1, 1:200 @ A3

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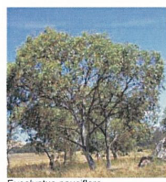
TREE SCHEDULE						
	NO.	BOTANICAL NAME	COMMON NAME	POT SIZE	HEIGHT	COUNT
	1	Lomandra tanika	Lomandra	150mm	400mm	148
	2	Lavandula Demtata	French lavender	150mm	500mm	24
	3	Eucalyptus pauciflora	Eucalyptus 'Little Snowman'	400mm	2000mm	10
	4	Elaeocarpus Eumundi	Eumundi Quandong	400mm / Planter Box	8000mm	19



Lavandula Demtata







Lomandra tanika



Eucalyptus pauciflora



Elaeocarpus Eumundi

HARD SURFACE DETAILS			
	1	Driveway	Concrete as per Engineers Design
	2	Pathways	Pavers similar to Boral Adobe 400x400 in Latte colour or Similar
	3	Patios/Balconies	Pavers similar to Boral Stoneworks 400x400 in Limestone colour or similar
	4	Pearmeable Paving	Pavers similar to Boral Hydrapave 80mm Thick

**TREE PROTECTION ZONE NOTES**

The tree protection zone (TPZ) is either within in drip line of the tree or at a distance of half the height of the tree from the trunk, whichever distance is greater.

An immovable protective fence must be constructed at this distance from the tree trunk and this area is to be kept free from the vehicles, equipments, tools, side buildings, building materials etc.

Tree trunks previously standing in shade should be shaded the side facing the sun, if exposed during the construction.

The base of the tree to be retained is to be decompacted and provided with a 75mm layer of organic mulch and a drip watering system for the duration of construction.

- The following activities are not permitted within in a TPZ
- Alteration of existing soil level;
  - Storage of equipments or materials;
  - Storage or dispersal of fuel, oil or chemicals;

A local law permit must be obtained before any earth work or pruning of more than 1/3 of outer canopy of any tree with true circumference of 110cm or greater at ground level.

Any constructions or excavation that involves encroachment within any tree protection zone must first be approved by a qualified arborist and local authority. Alternative construction methods must be employed such as screw pile footings. Strip footing must not be used. Paving within the CRZ of all trees must be porous in nature. Excavation must be undertaken by hand after root inspection and pruning by a drip line and CRZ of any existing trees on site or adjoining properties.

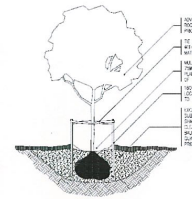
**ADDITIONAL NOTES**

- Water efficient landscaping is required, including low water use planting and drip irrigation connected to rainwater tanks

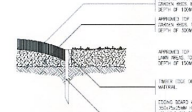
**REV 2**  
-ESD Report annotation has been added

**NOTES**

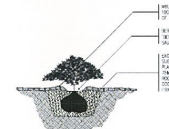
- Contractor to verify location of all underground services prior to commencement of work.
- Plant selection shall be as per the plant schedule in locations shown on the drawing. All plants are to be true to species and the best of their respective kinds. Plants are to have well developed root systems and shall be free of pests and disease. Water plants well before and after planting. Spray all areas shown on the drawings as garden bed and Lawn with an approved non-residual contact herbicide/Glyphosate following manufacturers specification. The herbicide shall be dyed red to identify exposed areas. Leave sprayed areas for a period of 10 days prior to being worked. Respray and weed still alive after 10 days.
- Determine PH of soil using PH kit available at most nurseries. PH should be slightly acidic to neutral - PH = 5.5 to 7.0. If PH is outside of this range contact your local nursery to obtain advice on how to improve the PH level. Some plants tolerate high or low PH level. If soil is mainly clay based, add gypsum to aid in breaking up the soil at the rate of 1.5kg/m<sup>2</sup> to lawn areas and 2kg/m<sup>2</sup> for garden bed areas.
- Install sub-surface drainage with discharge to storm water or soakage pits in areas with poor drainage (where moisture-loving plants are not specified). Cultivate soil for garden bed areas to 300mm depth and lawn areas to 100mm depth. Deep rip in areas of hard-panning or compaction.
- Use on-site topsoil, where possible and improve with organic material as required. Imported topsoil shall be fertile, friable soil containing organic matter and free from perennial weeds and their roots, stone or rubble, clots of topsoil and other extraneous material.
- Spread good quality topsoil containing compost to 100mm depth for garden bed areas and 75mm depth for lawn areas. To improve drainage in clay soils, raise soil level by 200mm in garden beds.
- Spread 75mm compacted depth organic mulch over all garden bed areas. Top of mulch shall be level with adjacent surface.
- Plant shrubs as per detail in holes of the same depth as the root ball and tawice the diameter of the root ball. Water plants prior to and after backfilling. Do not treat plants. Plant root ball in the soil and never in the mulch.
- Apply fertiliser specific to individual plants requirement. Plants with specialist fertiliser requirements include Camellia, Azalea, Rhododendron, Protea Family, Citrus, Aquatic Plants, and Daphne. Consult your local nursery for advice.
- Trees should be staked for the first one to two years as per detail.
- All climber will require a wire or trellis climbing frame to be attached to adjacent surface.
- Install timber edging between all lawn areas and garden beds.



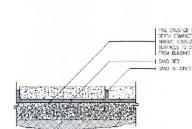
DETAIL 1  
ADVANCED TREE PLANTING



DETAIL 3  
TIMBER EDGING



DETAIL 2  
STANDARD PLANTING



DETAIL 4  
SELECTED PAVERS

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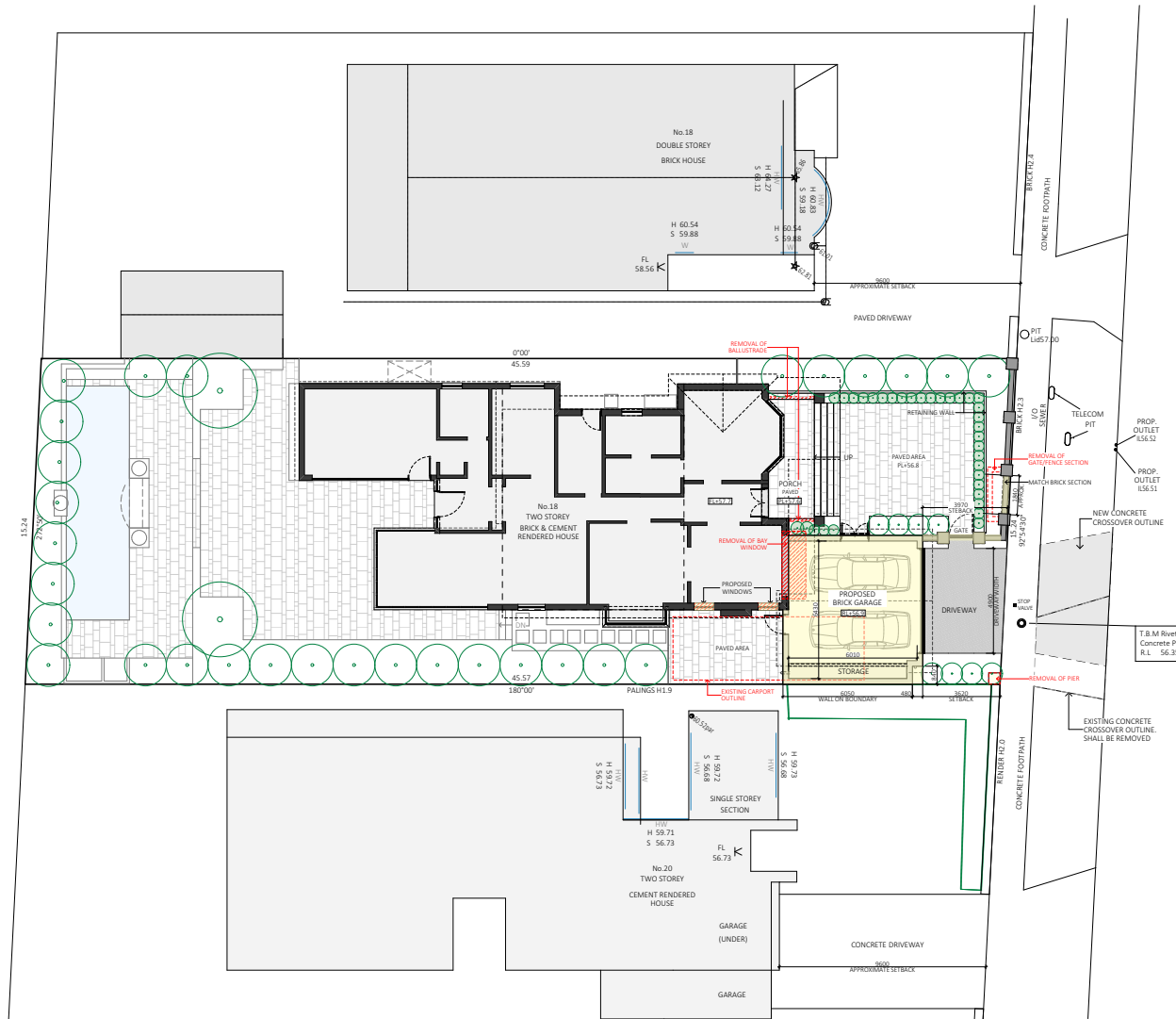
No.	Description	Date
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No.	Description	Date

Project Title  
**1405 Dandenong Road  
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Drawing Title Landscape Specifications and Details			
Print Date	13/07/2021	Page No.	PA-103
Project Date	23/04/2018	Revision	2
Drawn by	YD	Scale	1:100@A1, 1:200 @ A3
Checked by	JH		



PROPOSED SITE PLAN

1:100

SITE DATA	
SITE AREA	619m <sup>2</sup>
FLOOR AREAS	
LEVEL G EXISTING (approx.)	205m <sup>2</sup>
LEVEL F EXISTING (approx.)	725m <sup>2</sup>
TOTAL EXISTING (approx.)	930m <sup>2</sup>
PROPOSED GARAGE	14m <sup>2</sup>
TOTAL AREA (approx.)	944m <sup>2</sup>

**ERIC SETTE ARCHITECTS**  
 55 BURNING TREE DRIVE  
 WILLOWBUSH  
 NSW 1596  
 PH (02) 9550 1000  
 WWW.ERICSETTE.COM

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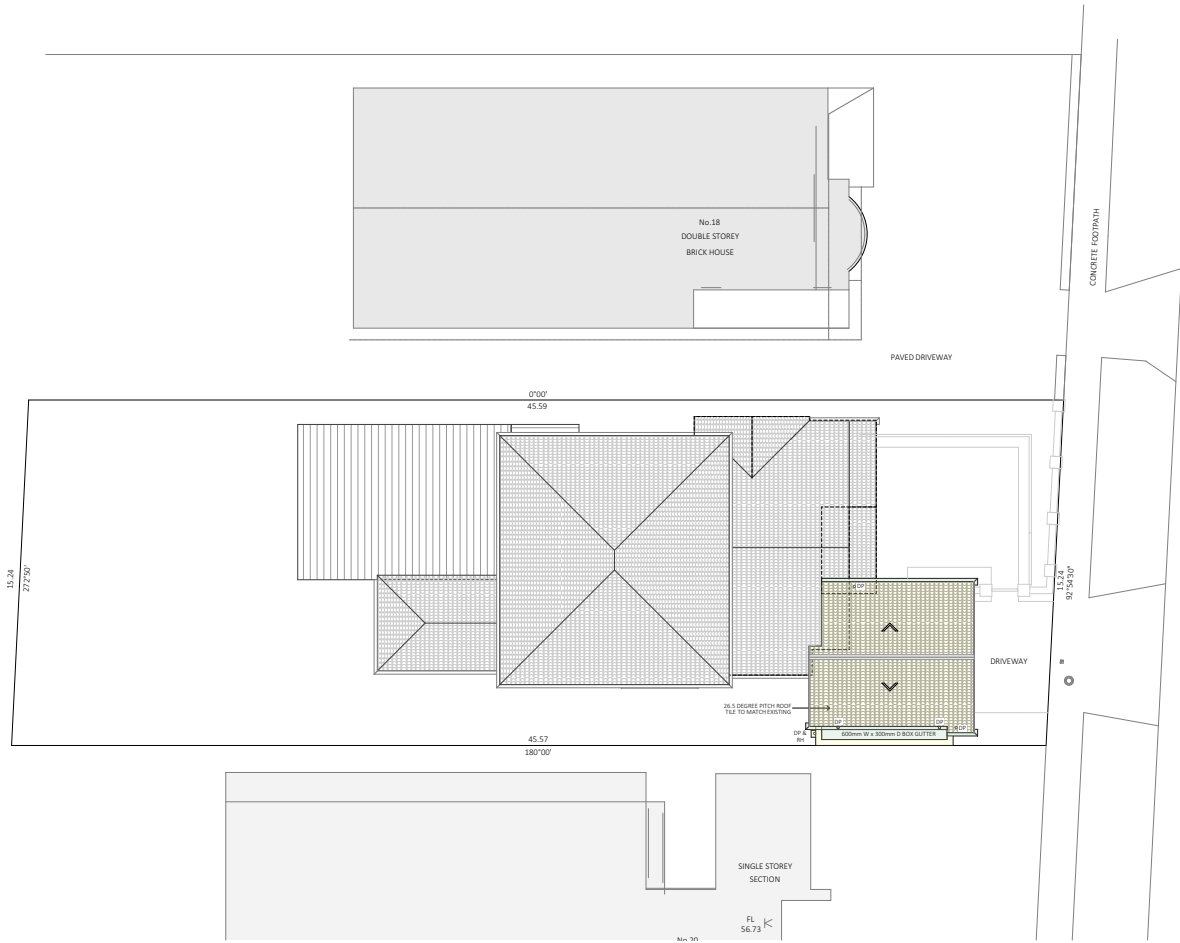
SYMBOL	DESCRIPTION	UNIT	NOTES
[Symbol]	EXISTING SURFACE LEVEL TO AHD	M	AS SHOWN ON SURVEY
[Symbol]	FINISHED SURFACE LEVEL TO AHD	M	AS SHOWN ON SURVEY
[Symbol]	EXTENSION FINISHMENT LEVEL TO AHD	M	AS SHOWN ON SURVEY
[Symbol]	EXTENSION NATURAL SURFACE LEVEL	M	AS SHOWN ON SURVEY

No.	Revision Description	Date
1	Client MR & MRS MACKIE	
2	Document Stage / Phase COUNCIL SUBMISSION	

Client: MR & MRS MACKIE  
 Project Address: 18 EMBLING ROAD MAVERVIEW VICTORIA  
 Project Title: MACKIE RESIDENCE  
 Project Number: P192101  
 Date: 24/05/2021  
 Scale: 1:100 @A1



Drawing Title: PROPOSED SITE PLAN  
 Drawing Number: A101  
 Rev No: -



ROOF PLAN

1:100

SITE DATA	
SITE AREA	694m <sup>2</sup>

FLOOR AREAS	
LEVEL G EXISTING (approx.)	205m <sup>2</sup>
LEVEL F EXISTING (approx.)	725m <sup>2</sup>
TOTAL EXISTING AREA (approx.)	930m <sup>2</sup> (99.84sq)
PROPOSED GARAGE	44m <sup>2</sup>
TOTAL AREA (approx.)	974m <sup>2</sup> (104.68sq)

**ERIC SETTE ARCHITECTS**  
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SYMBOL	DESCRIPTION	SYMBOL	DESCRIPTION
[Symbol]	EXISTING ROOF	[Symbol]	EXISTING ROOF
[Symbol]	PROPOSED ROOF	[Symbol]	PROPOSED ROOF
[Symbol]	EXISTING ROOF	[Symbol]	EXISTING ROOF
[Symbol]	PROPOSED ROOF	[Symbol]	PROPOSED ROOF
[Symbol]	EXISTING ROOF	[Symbol]	EXISTING ROOF
[Symbol]	PROPOSED ROOF	[Symbol]	PROPOSED ROOF

No.	Revision Description	Date

Client	Project Address	Project Title	Project Number
MR & MRS MACKIE	18 EMBLING ROAD MAVERVIEW VICTORIA	MACKIE RESIDENCE	P21201
Document Stage / Phase	Scale	Date	
COUNCIL SUBMISSION	1:100 @ A1	24/05/2021	

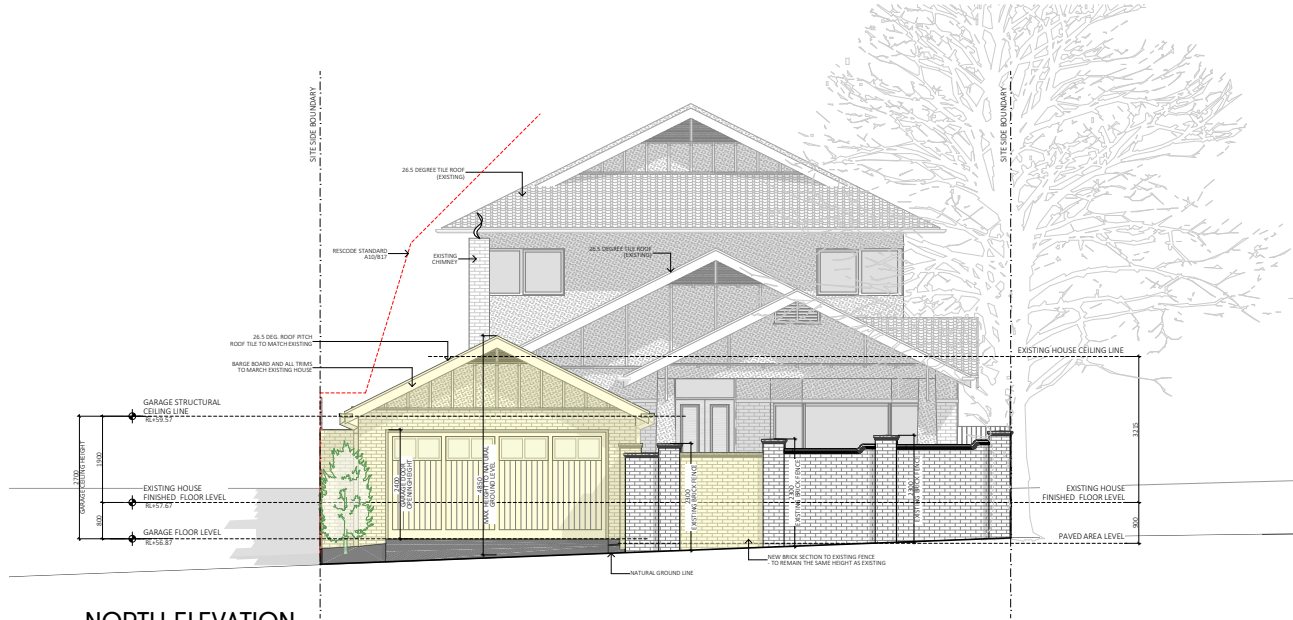
No.	Revision Description	Date



Drawing Title  
**ROOF PLAN**

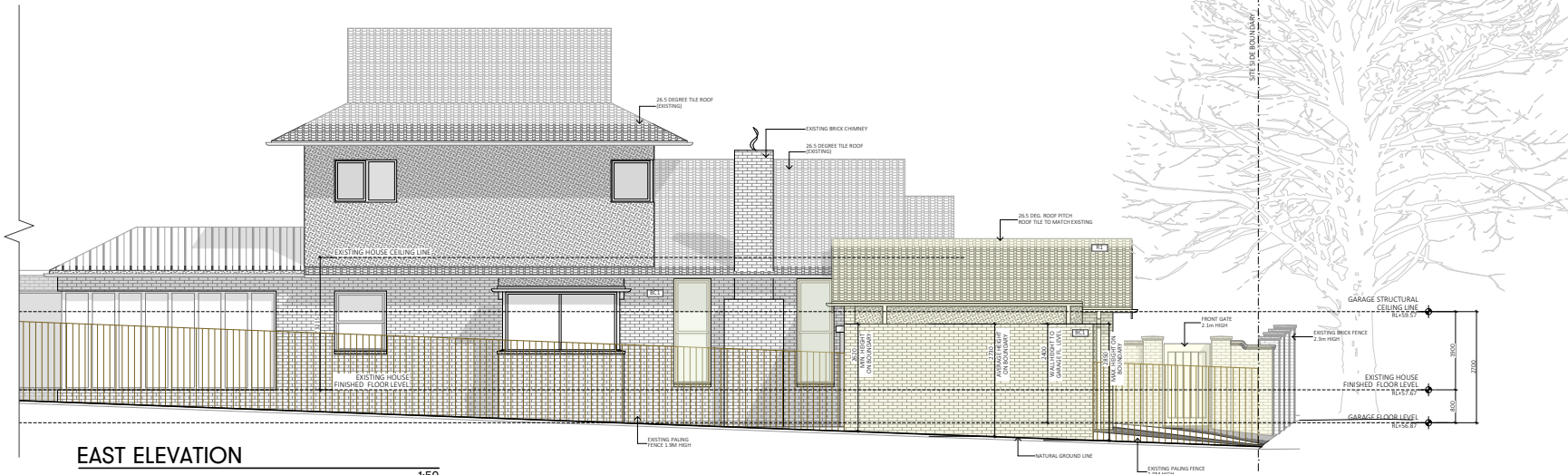
Drawing Number  
**A213**

Rev No.  
-



**NORTH ELEVATION**

1:50



**EAST ELEVATION**

1:50

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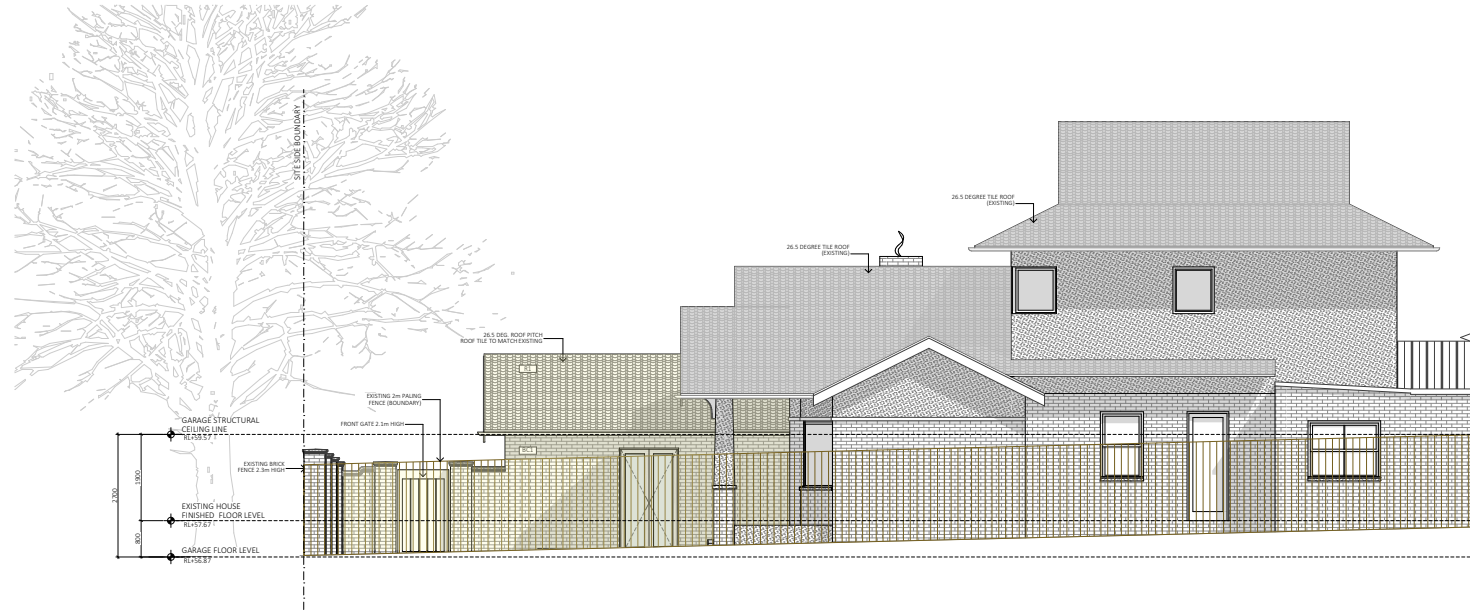
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NO.	REVISION DESCRIPTION	DATE

No.	Revision Description	Date

Client	MR & MRS MACKIE	Project Address	18 EMBLING ROAD MALVERN VICTORIA	Project Title	MACKIE RESIDENCE	Project Number	PN2101
Document Stage / Phase	COUNCIL SUBMISSION	Scale	150 @ A1	Date	24/05/2021		

Drawing Title	<b>NORTH &amp; EAST ELEVATIONS</b>	Rev No.	-
Drawing Number	<b>A102</b>		



WEST ELEVATION

1:60

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NO.	REVISION DESCRIPTION	DATE

NO.	REVISION DESCRIPTION	DATE

Client	MR & MRS MACKIE	Project Address	18 EMBLING ROAD MALVERN VICTORIA	Project Title	MACKIE RESIDENCE	Project Number	P2121 Date 24/05/2021
Document Stage / Phase	COUNCIL SUBMISSION	Scale	160 @ A1				

Drawing Title	WEST ELEVATION	Rev No.	-
Drawing Number	A103		



3D RENDERINGS 2 OF 2

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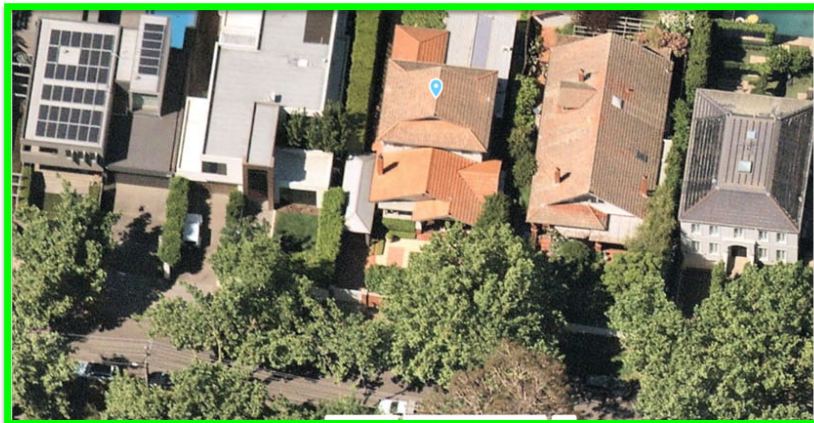
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No.	Revision Description	Date

Client	MRS. S.MRS. MACKIE	Project Address	31 EMBURY ROAD MALVERN VICTORIA	Project Title	MACKIE RESIDENCE	Project Number	PN2021
Document Stage / Phase	COUNCIL SUBMISSION	Scale	N/A	Date	17 May 2021		

Drawing Title	3D RENDERINGS 2 OF 2
Drawing Number	A105
Rev No.	-

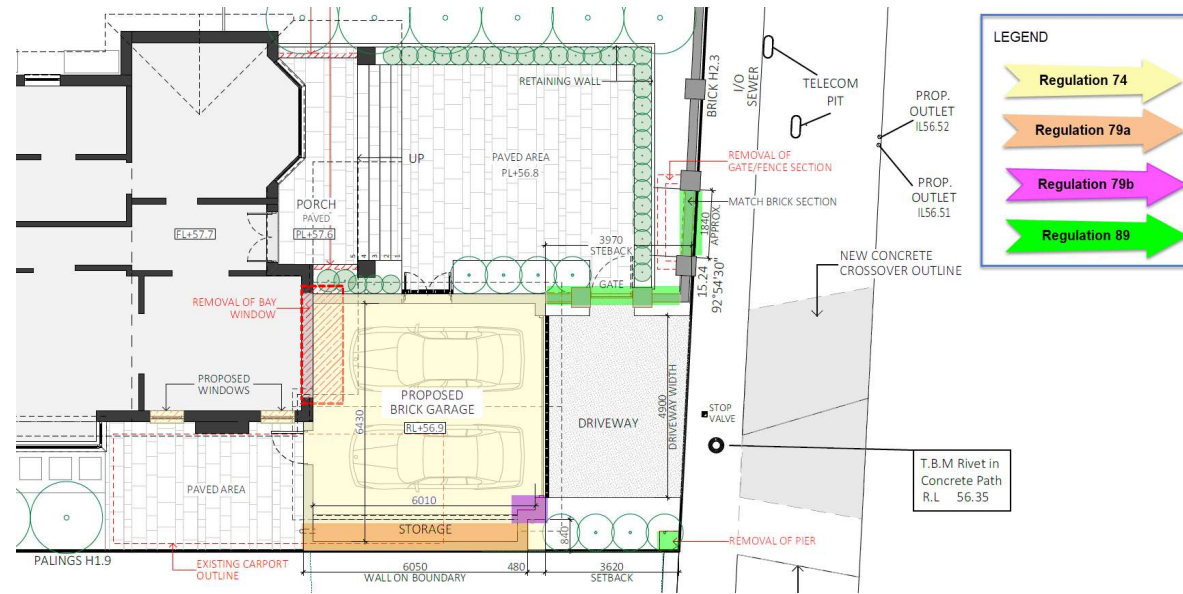


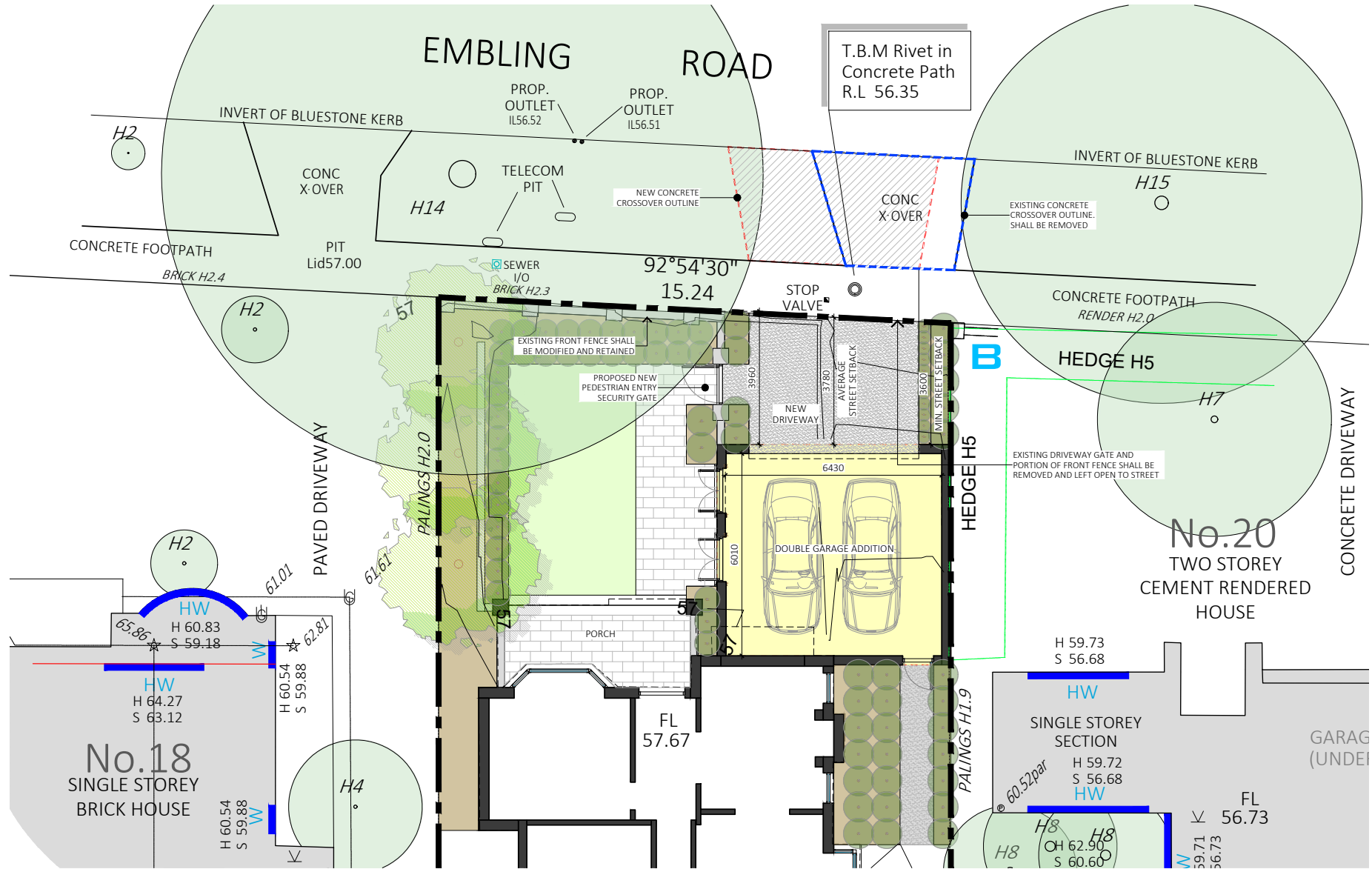


Southern Frontage (Embling Street)



Eastern Elevation (view towards Glenferrie Road)

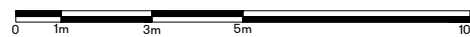




Project Address  
18 EMBLING ROAD  
MALVERN VICTORIA

Date  
18 April 2021

Scale  
1:100 @ A3



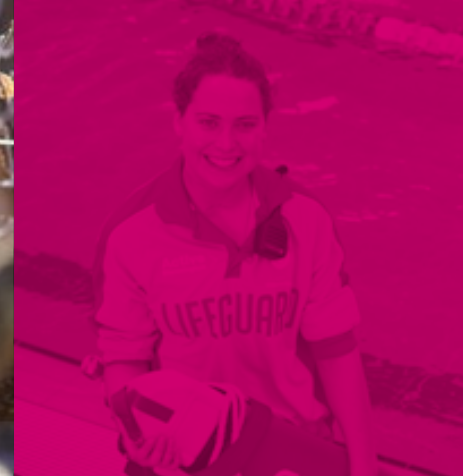
Drawing Title  
**GARAGE ADDITION**  
CONCEPT PLAN

Rev No.  
**A**



# FUTURE STONNINGTON

Community Vision 2040  
Council Plan 2021–25



[stonnington.vic.gov.au](http://stonnington.vic.gov.au)



## **Acknowledgement of Country**

The City of Stonnington acknowledges that we are on the Traditional Lands of the Wurundjeri Woi Wurrung and Bunurong peoples of the East Kulin Nations and pay our respect to their Elders past, present and emerging. We extend that respect to all Aboriginal and Torres Strait Islander peoples.

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# How we've developed Future Stonnington

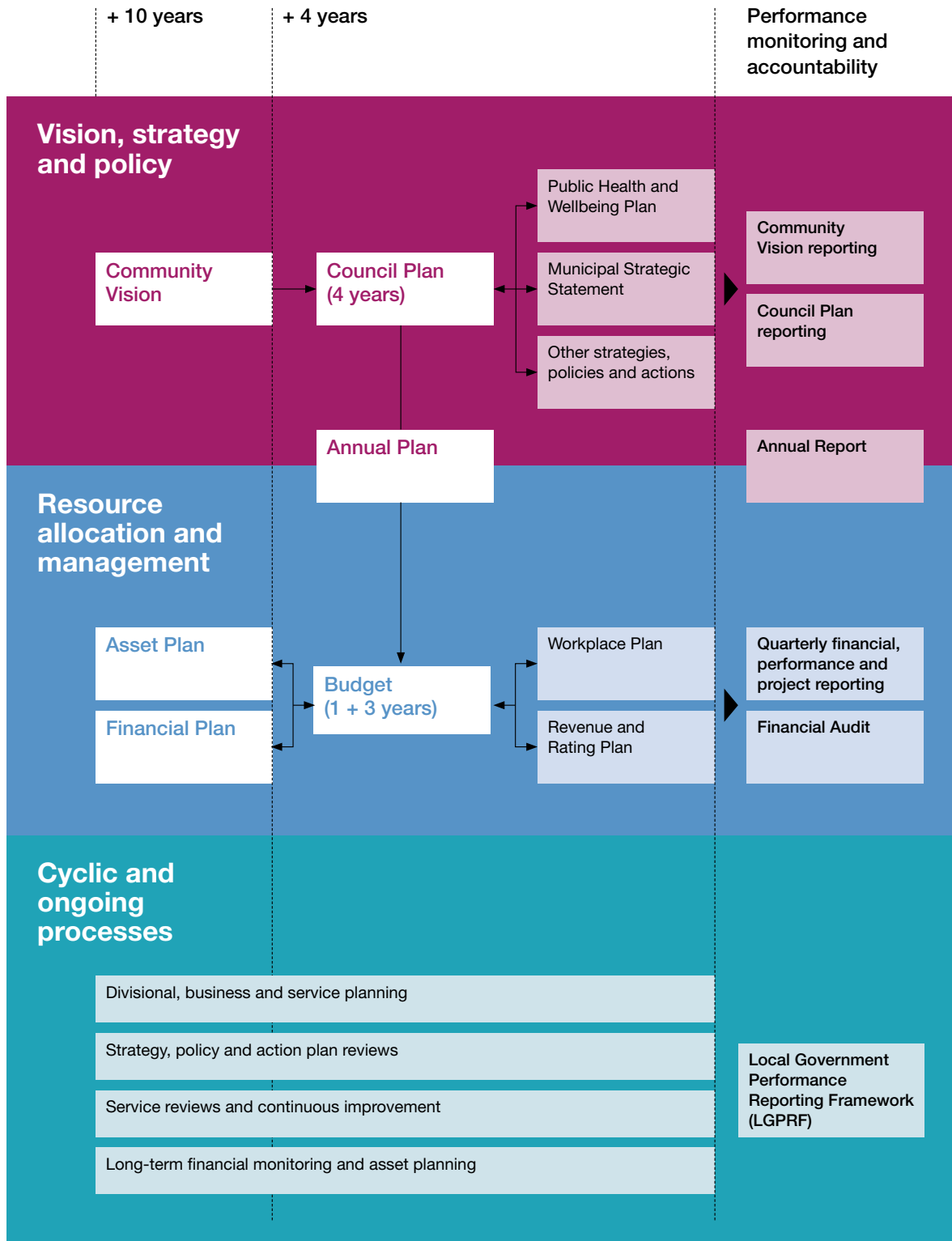
## Our approach to planning and performance

---

The diagram (right) depicts the integrated planning and performance framework that applies to local government in Victoria and is adopted by the City of Stonnington.

At each stage of the integrated planning and performance framework, there are opportunities for community and stakeholder input to ensure transparency and accountability. This is supported by a robust and transparent performance monitoring approach.







## About this document

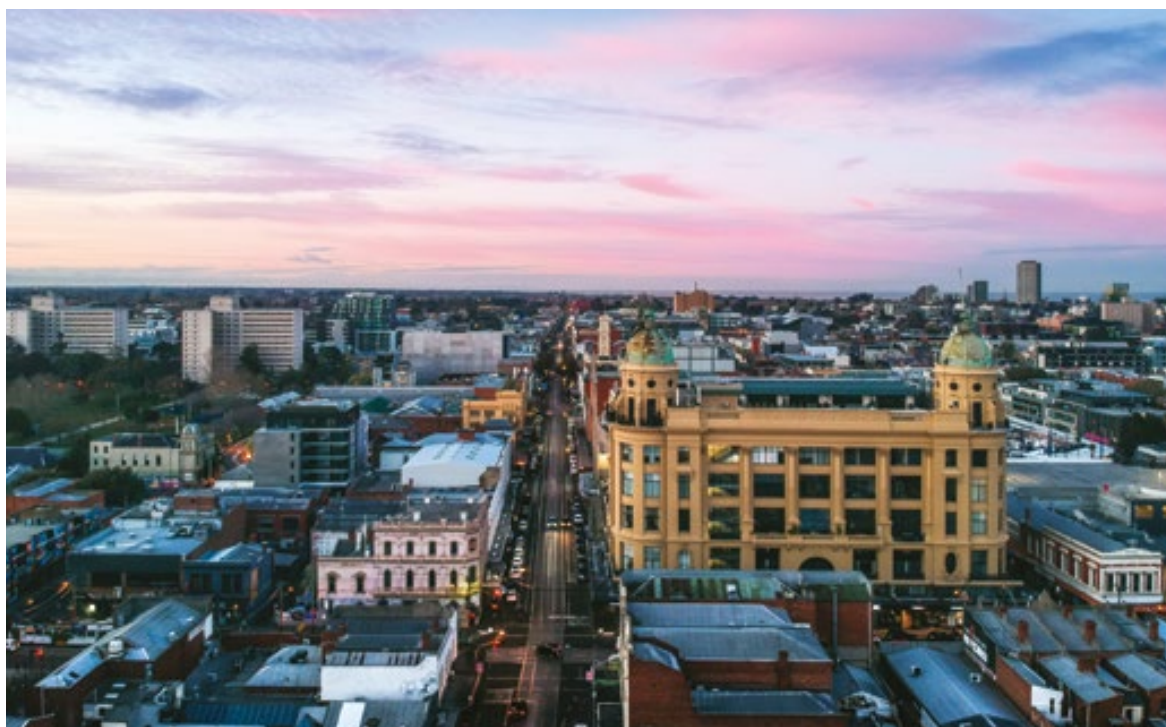
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**This document contains two main components of Stonnington's integrated planning and performance framework: the 20-year Community Vision and the four-year Council Plan. These components are included as a single integrated document because they are linked and have a cascading relationship.**

**The diagram (right) identifies the key elements of the Community Vision and the Council Plan, including which sections of the *Local Government Act 2020* are met by these elements.**

**A more comprehensive and detailed program of actions to be delivered during each financial year is included in the Annual Plan.**

**A glossary of common terms and acronyms is included at the end of the document.**



<b>20</b> YEARS	Describes the community's twenty-year aspirational vision for the future of Stonnington.	<b>Community Vision</b>	Section 88
	Overarching statement and supporting principles as set by the community to guide Council's strategy, priorities and actions.	Vision Statement	
		Supporting Principles	
<b>4</b> YEARS	Describes how Council will strive towards the Community Vision during its four-year term.	<b>Council Plan</b>	Section 90(1)
	<b>Where we are going.</b> Directions are Council's broad aspirations in delivering the Vision over the four-year period. Objectives are the key themes that underpin these directions.	<b>Directions and Objectives</b>	Section 90(2)(a)&(b)
	<b>How we operate.</b> Operating principles describe how Council operates and key considerations taken into account across all we do.	<b>Operating Principles</b>	N/A
	<b>What we will achieve.</b> Priorities describe the outcomes that Council seeks to achieve against our strategic directions and objectives.	<b>Priorities</b>	Section 90(2)(c)
	<b>How we will measure success.</b> Indicators are set to provide insight or monitor the achievement of our strategic objectives.	<b>Indicators</b>	Section 90(2)(d)
	<b>How we will deliver.</b> Key actions are the critical activities strategies, initiatives, projects and services – that will deliver on Council's priorities over the four-year period.	<b>Key Actions</b>	Section 90(2)(c)&(e)
<b>1</b> YEAR	Describes Council's program of activities for the financial year.	<b>Annual Plans</b>	Section 90(2)(e)
	<b>How we will deliver.</b> Actions contained in the Annual Plans provide more detail on specific activities to be delivered during that financial year.	<b>Actions</b>	Section 90(2)(e)

## How we've engaged our community

From September 2020 to May 2021, Council embarked on one of our biggest engagement programs – Shaping Stonnington – to hear from the many voices of our diverse community, about the future they want for their city. These conversations helped shaped the vision and priorities that make up Future Stonnington.

Members of all ages, and from every suburb of our city, attended online webinars and workshops, completed an online survey, posted ideas, and spent time with our consultation crew in our parks and public spaces, to let us know what they love most about our city and what their aspirations are for the future.

Themes that stood out across all wider engagement activities included:

**A love of our parks and natural environments, enjoying a vibrant and diverse community, feeling safe, and having access to everything you need locally within your neighbourhood.**

**A desire to continue delivering environmental initiatives, ensuring appropriate development, improving and expanding our green spaces and providing for a range of transport options.**

This collective feedback was provided to our Shaping Stonnington People's Panel; a group of 32 representative community members, who came together online to draft a Community Vision for Stonnington.

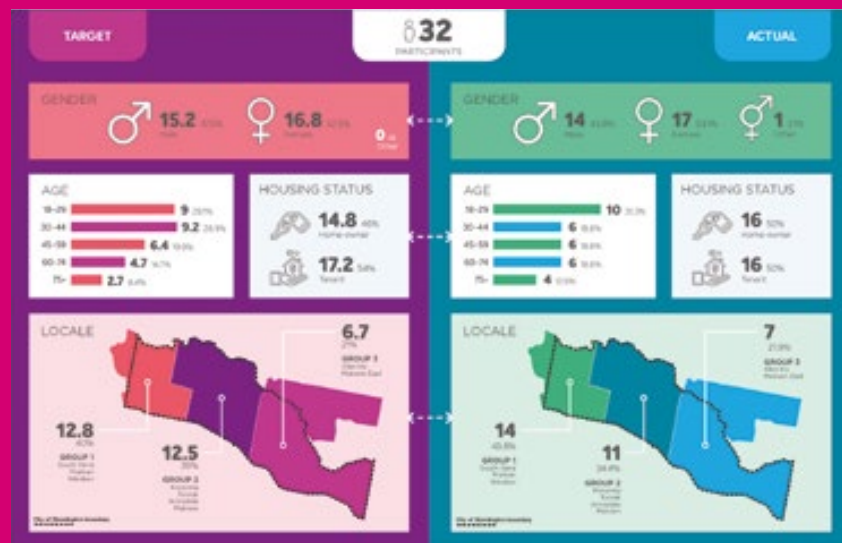
The People's Panel was selected through a random recruitment process to be demographically representative of Stonnington's diverse community.

Over three full days, during March and May 2021, the People's Panel met online to consider the broader community feedback received, and discuss some of the key challenges and opportunities for the city.

Together, the People's Panel drafted the Stonnington Community Vision 2040, presented on page 18.

Council's strategic directions, objectives and priorities within Future Stonnington have been developed in alignment with the direction set by this vision.

### People's Panel demographic comparison



Council's engagement process was undertaken at the *collaborate* level on the International Association of Public Participation spectrum.

At this level, Council is partnering with our community and will incorporate recommendations into the Community Vision to the maximum extent possible. We will also work directly with our community to ensure concerns, priorities and aspirations are directly reflected in the Council Plan.

## Linkage to Stonnington Health and Wellbeing Plan

Council views the health and wellbeing of our community as central to everything we do.

Under the *Public Health and Wellbeing Act 2008*, we are required to prepare a Public Health and Wellbeing Plan. This plan identifies the health and wellbeing needs of our community and provides strategic guidance on how we respond to these needs. The Stonnington Health and Wellbeing Plan sits alongside Future Stonnington as a key component of our strategic planning framework.

We have an integral role to play through direct service delivery, and through planning, partnering and advocating to create environments which support our community to live healthy and active lives.

The following health and wellbeing priorities have been identified for Council over the next four years:

Priority Area	The outcomes we want to see
<b>Healthy and well</b>	Our community is more physically active
	Our community has a healthier diet
	Services, supports and information are easier to access for our community
	Our community is healthy in a changing climate
<b>Respectful and safe</b>	Equity and respect are thriving in our community
	Our community is a safer place for everyone
	Harm from alcohol, gambling and drugs is reduced in our community
<b>Connected and supportive</b>	Mental wellbeing is strengthened in our community
	Our community is more socially connected and able to participate in community life
	All members of our community are valued, supported and connected

Within Future Stonnington, there are objectives and priorities which, contribute to achieving these health and wellbeing priority areas. In these cases, we refer to the delivery of the Stonnington Health and Wellbeing Plan.

# Message from Council

---

**City of Stonnington is proud to present Future Stonnington – incorporating our Community Vision 2040 and Council Plan 2021–25.**

**Our vision for Stonnington is to be a safe, inclusive and creative city; one where we celebrate our people, history and culture, and embrace a healthy and sustainable way of life.**

**To bring this vision to life, we have developed our Council Plan 2021–25. This sets out strategic directions and objectives to guide our organisation over the next four years and outlines how we will operate, what we will achieve and how we will measure success.**

**The Council Plan is informed by the many conversations we have had with our diverse community through our extensive engagement program – Shaping Stonnington. This included a process of deliberative engagement with our Shaping Stonnington People’s Panel.**

**We have considered the aspirations of our community in developing the directions for our city to be:**

- » **A thriving and unique place**
- » **An inclusive and healthy community, and**
- » **A people-centred and future ready city.**

---

**The Council Plan will guide how we respond to the current challenges we face as we recover from the COVID-19 pandemic, and how we will prepare for future challenges and opportunities. It also outlines how we will rebuild stronger, thriving and healthy communities and how we will consider the needs of all members of our community.**

**We thank our community for the fundamental role they have played in developing these key documents to help shape the vision for our future.**

**We look forward to continuing to work with our community to deliver on this vision and make Stonnington the best place to live, work, study and play for everyone.**



Future Stonnington

# Our Councillors

---

## North Ward



**Cr Kate Hely**  
Mayor

## South Ward



**Cr Melina Sehr**  
Deputy Mayor

## East Ward



**Cr Jami Klisaris**



**Cr Marcia Griffin**



**Cr Nicki Batagol**



**Cr Alexander Lew**



**Cr Matthew Koce**



**Cr Mike Scott**



**Cr Polly Morgan**

# Our context

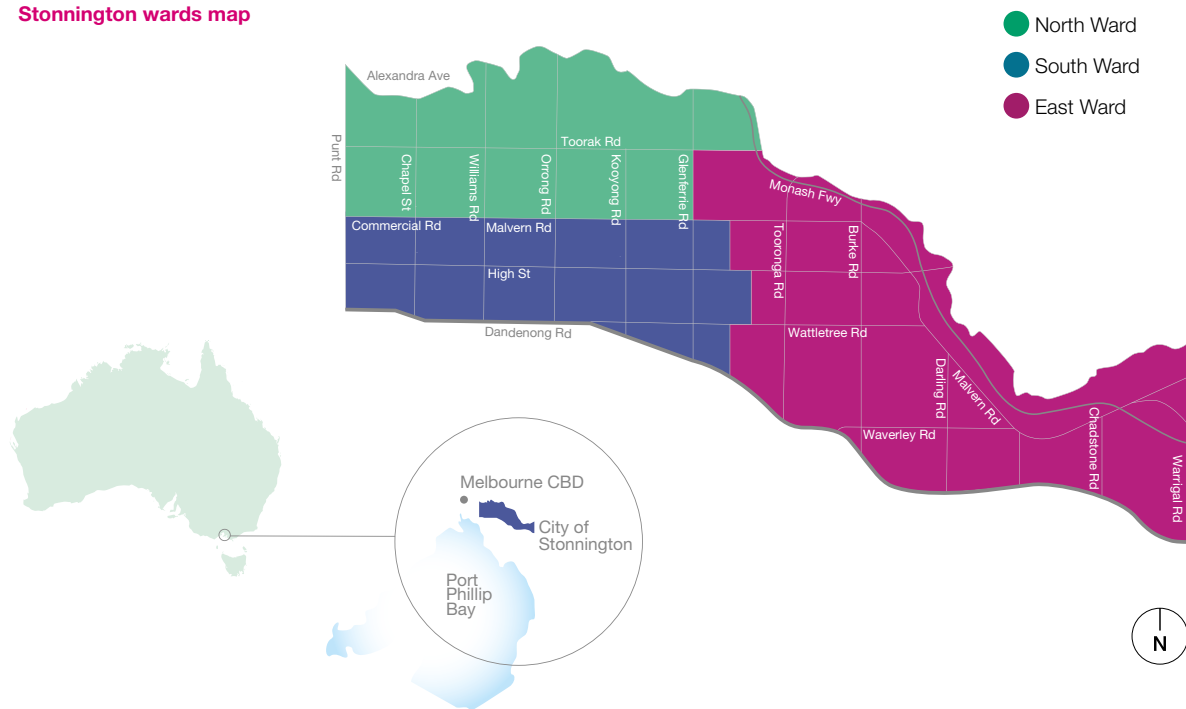
## Our city

The City of Stonnington is located in Melbourne’s inner south-east, alongside the Yarra River, covering an area of 25.62 square kilometres. Stonnington takes in the suburbs of Armadale, Kooyong, Malvern, Malvern East, Prahran, Toorak and parts of Glen Iris, South Yarra and Windsor.

Stonnington is primarily a residential area, with some commercial, industrial, office and institutional land uses. We are well known for shopping, dining and lifestyle precincts, parks and gardens, leafy streets and historical architecture.

The estimated resident population in 2021 is 123,031. It is anticipated that the municipality will experience population growth of approximately 16.44 per cent to 2036.

Stonnington wards map



Future Stonnington



## Our community

---

Stonnington has a relatively young population, with 35 per cent of residents aged 18–34 years and a median age of 35 years.

Of the families in Stonnington, 20 per cent are couples with children, 25 per cent are couples without children and 5.5 per cent are one-parent families.

Of all households, 32 per cent are single-person households, 8.9 per cent are group households, and the average size across all households is 2.1 persons per dwelling.

Stonnington has a culturally and economically diverse population. The housing stock ranges from some of Melbourne's finest mansions, to large blocks of public housing; an indication of the community's contrasting lifestyles, needs and expectations. Nearly one-quarter of the community speak a language other than English at home, with the top five non-English languages being Mandarin, Greek, Cantonese, Italian and Spanish. Almost one-third of the community was born overseas, and the top five nations of origin are China, the United Kingdom, India, New Zealand and Greece.

Stonnington has 3,463 residents who have a disability requiring assistance with core activities, and almost one in 10 residents act in the role of unpaid carer for a person with a disability.

Just over a quarter (25.5 per cent) of residents fully own their home, with a further 21 per cent paying off a mortgage and 44.2 per cent renting.

Stonnington is home to 18,512 businesses creating 70,456 local jobs. The retail trade (20.4 per cent) and health care and social assistance (17.0 per cent) industries are Stonnington's largest employers. This adds to our \$10.09 billion gross regional product and contributes significantly to Stonnington's vibrancy and prosperity.

## Our history

---

Stonnington was formed in June 1994 through the amalgamation of the cities of Malvern and Prahran. Stonnington takes its name from a historically significant mansion in the area, which was named after Stonington in Connecticut, USA.

Stonnington is situated on the traditional land of the Boon Wurrung and Wurundjeri people. The Boon Wurrung and Woiwurrung, a clan of the Wurundjeri people, continued to live along the Yarra River as European settlement expanded beyond the centre of the Port Phillip district (Melbourne) in the 1800s.

As part of the expanding development of the area, the first Prahran Market was established in 1864. Originally known as Fitzroy Road, Chapel Street was named in 1852 when the first chapel was built.

The first commercial activity along Chapel Street was established in the late 1830s, making it one of the oldest shopping strips in Melbourne today.

Local government has operated in the area for more than 160 years. The first municipal election was held in Prahran in 1856, and the Prahran Town Hall opened in 1861. Planning for the Malvern Town Hall commenced as early as 1867, with the Shire of Malvern, as it was then, holding its first meeting there in 1886.

# Stonnington community profile

## Demographic profile

**Residents:**  
123,031

**Density:**  
46.27 persons per hectare

**Median age:** 35

**Household income:**  
\$1,942 median per week

## Households

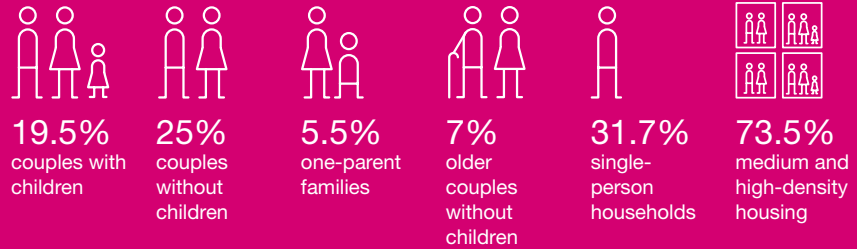
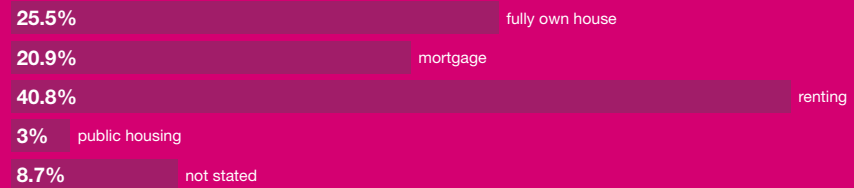
Average household size = 2.1

## Economy

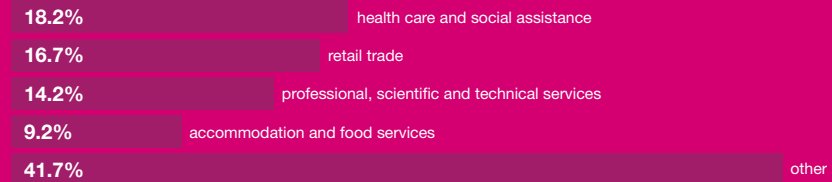
Employed residents = 71,841

## Fast facts

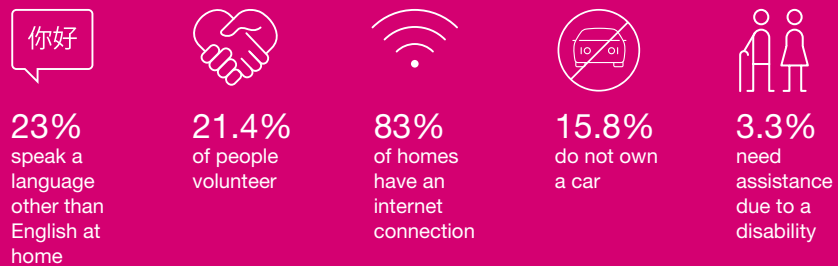
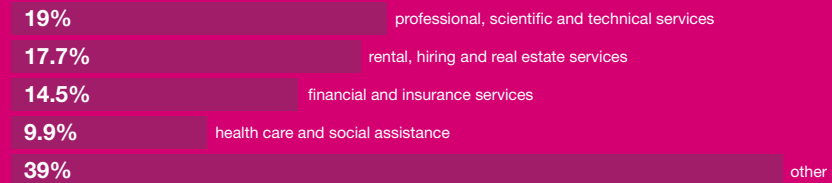
## Home ownership



## Local jobs: 68,030 / Largest employers:



## Local businesses: 18,717 / Industry types:



# Our opportunities and challenges

## Opportunities



### Renaissance of live and work local

COVID-19 restrictions have resulted in a significant shift in how people live and work, with people staying closer to home to shop and recreate.

This aligns with the 20-minute neighbourhood ideals (see page 34) and provides renewal opportunity for key activity centres and local destinations, including growing local businesses and employment. Associated increased density within the municipality will need to be managed through the provision of open space, amenities, services and transport options.



### Central business district (CBD) impacts

Office occupancy and commuter movements have been tempered in returning towards pre-COVID-19 levels. There has been an outflow of tenants, consumer activity and reduced tourism which could lead to a slow rebound within CBDs, particularly in relation to commercial and retail property. Coupled with the renaissance of live and work local, this could provide opportunities for inner urban municipalities like Stonnington.



### Innovation and digital service models

The impacts of COVID-19 accelerated the shift from physical to virtual services. Remote learning for students, city and regional patients accessing mental health care through telehealth, and online shopping growth in remote areas matching cities, are all examples of these. Innovative digital technologies present opportunities to transform the delivery of Council services, enhancing efficiency, productivity and the customer experience.



### Increased community participation

Lockdowns, improved digital service models and the renaissance of live and work locally have heightened community interest of local matters and the opportunity to participate. New engagement opportunities and the desire for further transparency of Council decision-making is emerging.



### Flexibility and resilience

COVID-19-related responses demonstrate how infrastructure can be better used, not just what new infrastructure can be built. Bus service schedules changed, stations were cleaned more frequently, broadband capacity was released to providers, and ICU capacity was repurposed in hospitals. Capital need not solve everything – customers, providers and employees flexed to deliver much of the change themselves.



### Local collaboration

Greater flexibility across health, education, energy and water was driven by local collaboration efforts that improved capacity and business continuity. Opportunities exist for neighbouring local governments to work more collaboratively in areas such as waste management, graffiti removal and group procurement.



### Environmental sustainability

Emissions were reduced in 2020. People valued and visited local parks, waterways and other 'green and blue spaces' more. More people adapted their homes to small-scale solar energy generation and storage. Policy reforms and programs supporting access and uptake could drive even greater sustainability.

## Challenges



### Climate change

Climate change is a global issue with local impacts. It is already impacting our environment, human health and the local economy, and requires an immediate and urgent response.



### Barriers to economic and wellbeing recovery

Low national case numbers gave Australia a headstart on the 'return to the new normal' following the initial COVID-19 outbreak. However, a delayed vaccine rollout, oscillating lockdowns and border closures are impacting business and consumer confidence and community wellbeing, and are inhibiting recovery opportunities to build back better.



### Appetite to invest in meeting future needs

Uncertainty about the timing and shape of economic and health recovery, trade tensions and questions over border openings risk deferral and indecision on critical infrastructure projects. Difficulty in planning and decision-making will risk future (unmet) needs if service and infrastructure capacity is not available when it is required.



### Health and wellbeing challenges

Evidence shows that across many areas, Stonnington residents continue to enjoy high levels of health and wellbeing than the rest of Victoria. However, there are still some concerning trends. Key challenges include mental health, social isolation, prevention of violence, harm from alcohol, healthy eating, physical activity levels and supporting those experiencing disadvantage and vulnerability.



### Mitigating growing car dependency

Private motor vehicle use was the first mode to rebound to pre-COVID-19 levels due to health and hygiene concerns, with more people driving to work and a significant number of households purchasing a secondhand car. To avoid congestion problems, safe and trusted alternatives to driving need to be provided and encouraged.



### Future of waste management

Legislation requirements and increased volumes of waste, due to our community living and working locally, is presenting challenges with additional costs. Investment will be required to meet mandated State Government legislated change.



### Real-time data and insights

In general, private sector data has been more current, granular and insightful in revealing the real-time impacts of COVID-19 and the distribution of those impacts across the country. By comparison, public and national datasets are often released months or years after their reporting timeframe. The need for better data for public decision makers to manage future planning and crisis response is a major priority.

Sources: *Infrastructure beyond COVID-19*, Infrastructure Australia, December 2020; Internal Council Research and Analysis.

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The Stonnington Community Vision 2040 comprises an overarching vision statement and six supporting principles. Together, these will guide Council's strategy, priorities and actions.

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# Community Vision 2040

## Introduction

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The Stonnington Community Vision 2040 was developed through a deliberative engagement process with people who live, work and study in Stonnington. The 32 representatives who formed the Shaping Stonnington People's Panel were tasked with developing a vision that reflects the breadth of aspirations and priorities of everyone in the community. Further details of the deliberative engagement process are provided on page 8.

The Stonnington Community Vision 2040 comprises an overarching vision statement and six supporting principles. Together, these will guide Council's strategy, priorities and actions.

Some supporting principles include a Minority Report, which lists further commentary that the People's Panel felt should be noted. Comments are included as applicable.



## Vision Statement

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**Our community is a safe, inclusive and creative city that celebrates and embraces its vibrancy of cultures.**

**Walking the tree lined streets, we pay respect to the influence of the Nation's First Peoples past and living on a modern, sustainable and interconnected way of life that supports the good health and wellbeing of all.**

**Welcome to Stonnington 2040.**



## Supporting principles



**Stonnington is a modern city that maintains heritage sites and its cultural identity whilst embracing progressive development, which supports its local businesses and encourages creative initiatives**

### Description

We are a city that celebrates and values its culture and history, encouraging all members to express themselves in our community.  
As sustainable development continues, we will preserve heritage and support existing local small businesses and new business initiatives, allowing our community to continue to be safe, vibrant and inclusive, contributing to Stonnington as a unique destination.

### Rationale

With a growing population, development is inevitable. It is important that any works are sustainable and maintain the identity and liveability. As is already in practice in 2021, without any reductions to the green space or accessibility of the area.  
Further, we want to ensure that cultural landmarks and history are maintained and respected as they are well loved and important for the community.

### Minority Report

First paragraph doesn't fit within the principle as a whole. Replace with the below.  
*We are a city that celebrates and values its culture and conserves its heritage.*  
*As sustainable development continues, we will support existing local small businesses and new business initiatives, allowing our community to continue to be safe, vibrant and inclusive, contributing to Stonnington as a unique destination.*



**Protect biodiversity, take climate action and pursue eco-friendly ways of living, guided by the United Nations Sustainable Development Goals**

Our city will be informed by the United Nations Sustainable Development Goals, as well as Australian and Victorian Government guidelines. We will protect our biodiversity and explore innovative methods for expanding greenspaces. Pursue more eco-friendly ways of living, by reducing our impact on the earth through improved waste management, energy consumption and low-emission transport. We will commit to net zero emissions by 2040. Everything we do must be in the spirit of cooperation with our neighbouring communities.

As our city grows, we want to have access to greenspaces that will improve lifestyles and reduce the urban heat island effect. We are committed to living sustainably and working with other entities to achieve this. We will support a global and integrated effort to achieve sustainable development by leveraging the Sustainable Development Goals, as well as Federal and State Government guidelines.





**Stonnington's ambition is to be a caring, compassionate and supportive city for all members of the community**

**Description**

We want to create a safe environment in Stonnington where we promote respectful relationships and connections with each other. This includes people of all ages, disabilities, disadvantages, ethnicities, religions, genders and sexualities.

We embrace and value the Nation's First Peoples as well as diverse cultures and perspectives within the community.

**Rationale**

This is important for us to embrace people from all different walks of life to provide opportunities for everyone to flourish within a safe and vibrant community.

We want to celebrate our city and land together with the Nation's First Peoples.

**Minority Report**

Remove the word 'ambition' to 'is'. So that it refers to an actual state of being.



**Stonnington will have strong governance and diverse representative leadership, which enhances open two-way communication**

The community will be able to easily access multiple avenues of communication and decision-making to address past, present and emerging issues in Stonnington.

Leadership and governance is informed by expert opinions as well as the community to benefit all, whilst considering the representation and acknowledgement of the local Indigenous people and their leaders.

We want to feel like every voice is represented through various modes of communication to promote good governance and leadership.

We want clear feedback from the council - why does the council say no? Can the council facilitate the community's ideas?



**Stonnington's public spaces will provide the ability for all members of the community to experience and enjoy the natural environment**

Use every opportunity for plantings in all areas – from built up, to parks, to riverbanks, to nature strips, to railway lines.

Require developers to provide occupiable green spaces and consult local residents on what they want in pocket parks.

Day time use of public spaces to include establishing and maintaining family friendly environments.

Access to nature and the opportunity to gather socially and exercise is essential to promoting physical and mental health and wellbeing in all age groups.

Public open space gives everyone the opportunity to use the spaces in the way they choose from organised events to spontaneous activities (cultural festivals, music performances, picnics with friends, tai chi etc).



**We provide access to a variety of quality services and amenities for everyone within 20 minutes**

Neighbourhoods where everyone (including the elderly and disabled) can walk, bike or use public transport to access recreational, educational, commercial and health services/ amenities in no more than 20 minutes.

Traffic congestion through interconnected neighbourhoods is managed through smart infrastructure and development and collaboration with stakeholders (eg neighbouring councils, responsible authorities and government).

Making everyone's life easy allows our community to connect, integrate and flourish.

Recreational, educational, commercial and health services/amenities should all be in a neighbourhood, as these are important to enhance the community's health and wellbeing.



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The Council Plan 2021–25 describes how Council will strive towards the Community Vision during its four-year term.

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# Council Plan 2021–25

# Introduction

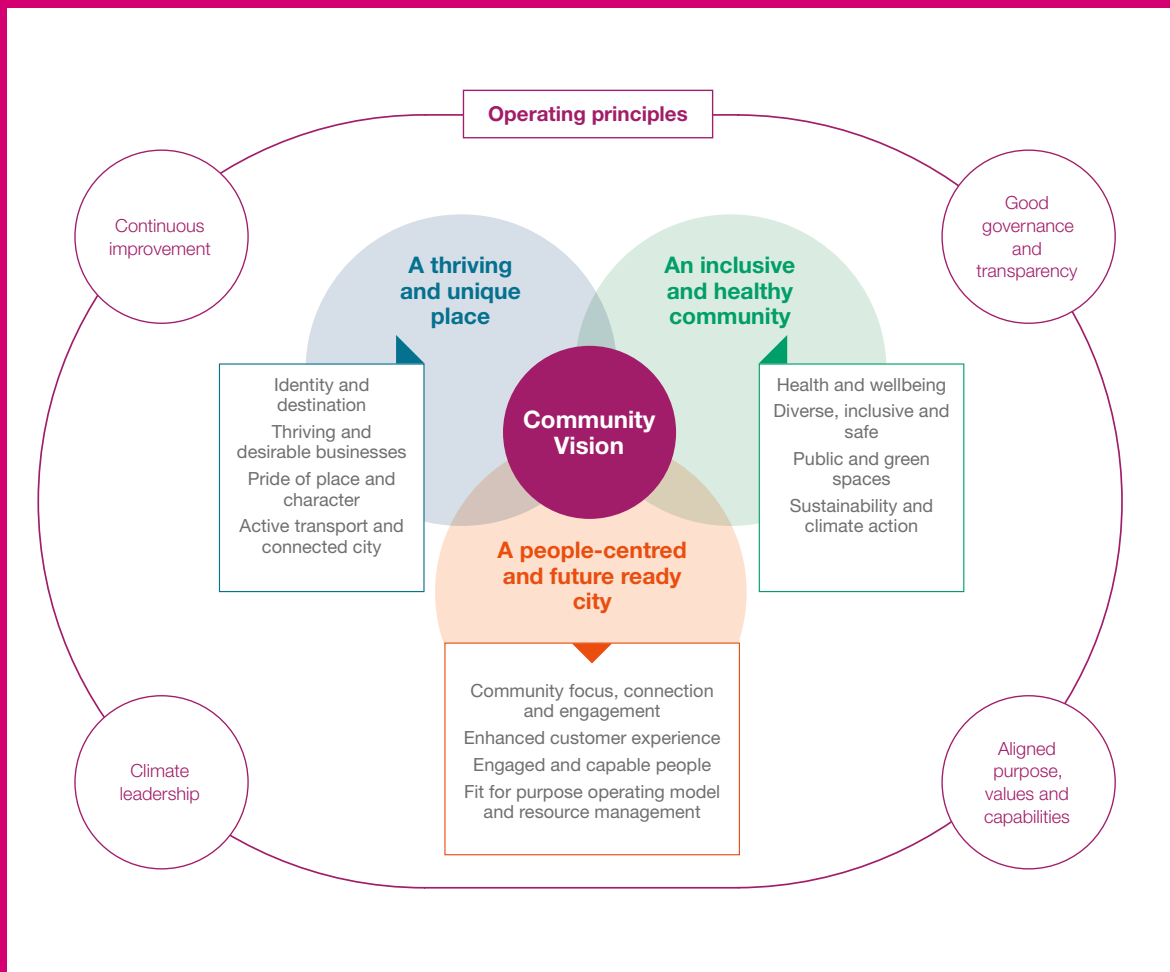
Developed with our community, the Council Plan is one of the most critical pieces of work we will undertake in the four-year term. It must consider our Community Vision, the challenges and opportunities we face as a city, as well as the functions and obligations required of councils by law.

Once adopted, it becomes our framework for action and guides the delivery of everything we do.

The City of Stonnington has developed this Council Plan centred on three strategic directions representing our broad aspirations in achieving the community's vision:

- A thriving and unique place**
- An inclusive and healthy community**
- A people-centred and future ready city**

Each strategic direction is supported by four objectives, key themes that underpin the directions.



# Operating principles

**Council has also developed four principles to guide how it operates.**

## Continuous improvement

We will continuously improve our service delivery in line with best value principles to ensure they meet the needs of our community. We will strive to improve quality, efficiency, responsiveness, accessibility and value for money.

We will use data and insights to drive our decision making and ensure our services remain relevant and aligned to what the community needs both now and into the future.

## Supporting priorities

- 3.2.3** Embed a data-informed insights approach to inform continuous improvement and achieve an effective service.
- 3.4.2** Ensure Council's service offerings and resources are identified and reviewed to align with strategy, community needs, value for money and respond to change.

## Good governance and transparency

We will provide responsible and transparent governance to foster trust in our processes and decision-making. We will encourage opportunities for our community to engage with us and openly share information about our decisions and performance.

We will ensure effective structures, systems, processes and procedures are in place for our operations. Our Councillors and staff will undertake their roles in a way that represent the best interests of the community and best outcomes for Stonnington.

## Supporting priorities

- 3.1.1** Engage with and listen to our community in an accessible, timely, representative, and innovative way to inform Council decision-making and forge common trust.
- 3.4.5** Ensure we meet legislative, regulatory, governance and ethical obligations.

## Aligned purpose, values and capabilities

We have a shared sense of purpose, which is demonstrated through our people, performance and culture. We promote a positive and inclusive work environment, our people feel valued and are clear about expectations and accountabilities. We ensure we identify and foster the right capabilities to enable our people to best serve the community.

## Supporting priorities

- 3.3.2** Build the right culture.
- 3.3.3** Build the right capability for now and the future.
- 3.3.5** Be an Employer of Choice.

## Climate leadership

We will consider climate response across all aspects of Council, ensuring it is viewed as a whole-of-organisation responsibility. Our strategies, plans and services will be viewed through a climate change lens. Within a shared understanding of climate change impacts, we will work to deliver outcomes that reduce emissions, adapt to a changing climate, address climate risk and help create a more sustainable future.

## Supporting priorities

- 2.4.1** Transition to zero net emissions by 2030 for Council's own operations and support reduced community carbon emissions to provide a safer climate and improved health outcomes.
- 2.4.2** Support, facilitate and empower community climate action and resilience through education, collaboration, and promotion of Council action.










## Strategy summary

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In response to the aspirations of the Community Vision, Council has developed the following strategic directions, objectives and priorities for the next four years to form our Council Plan 2021–25.








Our key actions to deliver these priorities, and our indicators for measuring success, are included in more detail within the following chapters.

A more comprehensive and detailed program of activities to be delivered during each financial year is provided in a our separate Annual Plan.

Direction	Objectives	Related Community Vision Principles	Priorities
<b>1. A thriving and unique place</b>	<b>1.1 Identity and destination</b>	  	<p>1.1.1 Strengthen Stonnington's unique identity as a destination of choice, to continue to attract and create advocates of residents, businesses and visitors.</p> <p>1.1.2 Define, celebrate and promote what our residents and visitors love about our individual neighbourhoods to guide Council programs, activations and capital works.</p> <p>1.1.3 Define and reinvigorate the Chapel Street precinct as an iconic destination.</p> <p>1.1.4 Attract and deliver iconic arts, culture and events that make Stonnington a place everyone wants to be.</p>
	<b>1.2 Thriving and desirable businesses</b>	 	<p>1.2.1 Grow Stonnington's visitor and local economy across the municipality.</p> <p>1.2.2 Attract industries, anchor tenants and the right mix of businesses for our 20-minute neighbourhoods and aligned with precinct identities.</p> <p>1.2.3 Support the establishment and success of innovative and creative enterprises.</p> <p>1.2.4 Enable swift business activation and growth.</p>
	<b>1.3 Pride of place and character</b>	  	<p>1.3.1 Provide safe, inviting, accessible and well-maintained streetscapes, neighbourhoods and public realm, as defined by our community, to promote pride of place and improved health and wellbeing outcomes.</p> <p>1.3.2 Ensure our built, natural and cultural heritage is protected and celebrated.</p> <p>1.3.3 Reactivate and celebrate private and public heritage buildings.</p> <p>1.3.4 Set and promote high design standards that contribute to the preferred character of the area, creating sustainable and enduring places.</p> <p>1.3.5 Advocate for and accommodate sustainable growth and development, while protecting our unique character and liveability.</p>
	<b>1.4 Active transport and connected city</b>		<p>1.4.1 Deliver and advocate for sustainable and enjoyable pedestrian, cycling and public transport options to enable our 20-minute neighbourhoods.</p> <p>1.4.2 Deliver safe and connected active transport networks within and through Stonnington.</p> <p>1.4.3 Ensure accessible and safe transport infrastructure and services for all ages.</p> <p>1.4.4 Partner and advocate to ensure the optimal balance of road uses between private transport, active transport and other uses.</p> <p>1.4.5 Optimise use of parking opportunities across Stonnington.</p>



Direction	Objectives	Related Community Vision Principles	Priorities
2. An inclusive and healthy community	2.1 Health and wellbeing	  	2.1.1 Support our community to recover from the impacts of COVID-19. 2.1.2 Enhance our community's health and wellbeing and promote resilience through quality service delivery and strategic partnerships. 2.1.3 Support increased community involvement and connections to create a sense of belonging, improve mental health and emotional wellbeing. 2.1.4 Support and advocate for the health and wellbeing of those in our community experiencing disadvantage and vulnerability. 2.1.5 Support our community to be more physically active and lead healthier lifestyles. 2.1.6 Enhance wellbeing through community hubs, libraries and collaborative spaces.
	2.2 Diverse, inclusive and safe	 	2.2.1 Create a safe and resilient community for everyone who lives, works and visits Stonnington. 2.2.2 Embrace, understand and value the diverse cultural backgrounds, experiences and needs of Aboriginal and Torres Strait Islander People living within Stonnington. 2.2.3 Promote gender equality and respect to drive positive social change, prevent family violence and all forms of violence against women. 2.2.4 Create public spaces and places that are inclusive and accessible to everyone regardless of age, gender, ability, culture, sexuality and personal circumstance. 2.2.5 Support our culturally and linguistically diverse community members to feel valued, included, respected and able to access services they need.
	2.3 Public and green spaces	  	2.3.1 Further improve the quality of our existing parks, waterways and facilities to optimise their use. 2.3.2 Create more public and private open and green spaces through strategic land acquisitions and innovative solutions. 2.3.3 Create an interconnected and walkable green space network to enable our 20-minute neighbourhoods. 2.3.4 Plan for community infrastructure assets and facilities which are multi-functional and meet the current and changing needs of our community.
	2.4 Sustainability and climate action	 	2.4.1 Transition to zero net emissions by 2030 for Council's own operations and support reduced community carbon emissions to provide a safer climate and improved health outcomes. 2.4.2 Support, facilitate and empower community climate action and resilience through education, collaboration and promotion of Council action. 2.4.3 Grow our urban forest through public and private tree planting, and protect and enhance biodiversity. 2.4.4 Support the development of a circular economy as part of a minimal waste future and the transition away from landfill. 2.4.5 Develop an integrated approach to become a water-sensitive city. 2.4.6 Embed environmentally sustainable design principles in Council buildings, facilities and private development.

Direction	Objectives	Related Community Vision Principles	Priorities
<b>3. A people centred and future ready city</b>	<b>3.1 Community focus, connection and engagement</b>	 	<p>3.1.1 Engage and listen to our community in an accessible, timely, representative and innovative way to inform Council decision-making and forge common trust.</p> <p>3.1.2 Promote and celebrate Stonnington's services, programs and achievements to inform the community with relevant information.</p> <p>3.1.3 Know what matters most to the community to provide the right information and improved services.</p> <p>3.1.4 Develop partnerships that create community benefit through joint planning, advocacy, service delivery and resource sharing.</p> <p>3.1.5 Facilitate relationships between and within the community and among stakeholders to make decisions and demonstrate transparency.</p>
	<b>3.2 Enhanced customer experience</b>	 	<p>3.2.1 Align and improve our external-facing channels to ensure the community can receive the help they need in any way that suits them and in a timely manner.</p> <p>3.2.2 Improve and streamline Council's internal systems, capabilities and processes to enhance customer experience through continuous improvement to deliver an end-to-end customer centric experience.</p> <p>3.2.3 Embed a data-informed insights approach to inform continuous improvement and achieve an effective service.</p>
	<b>3.3 Engaged and capable people</b>		<p>3.3.1 Keep our workplace safe.</p> <p>3.3.2 Build the right culture.</p> <p>3.3.3 Build the right capability for now and the future.</p> <p>3.3.4 Embrace risk as a tool for performance improvement and value creation.</p> <p>3.3.5 Be an Employer of Choice.</p>
	<b>3.4 Fit for purpose operating model and resource management</b>	 	<p>3.4.1 Ensure alignment of Council's strategies, plans and funding with Stonnington's Community Vision and Council Plan.</p> <p>3.4.2 Ensure Council's service offerings and resources are identified and reviewed to align with strategy, community needs, value for money and respond to change.</p> <p>3.4.3 Ensure effective and efficient maintenance and renewal of Council's infrastructure to deliver defined service levels.</p> <p>3.4.4 Deliver strategically aligned Capital Works Program, operating initiatives and optimal utilisation of Council assets.</p> <p>3.4.5 Ensure Council meets its legislative, regulatory, governance and ethical obligations.</p> <p>3.4.6 Modernise Council systems and technology to enable a future ready organisation.</p> <p>3.4.7 Keep data and information safe and secure.</p>

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# Direction 1: A thriving and unique place



Future Stonnington

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# 1.0 Our strategic direction

## By 2025

We are becoming a city of 20-minute neighbourhoods, reflecting desired character and distinct identity that are defined by our community. Residents love and are proud of their neighbourhoods – shopping, socialising, learning and living locally.

We are identifying and fostering points of difference for our precincts and shopping strips. They are unique, attractive, appealing and have the right mix of businesses. Council is an activator not a red tape machine – we proactively facilitate and collaborate with businesses and the broader community to craft a place we all want to be part of and share our successes.

We are leading the way in positive change and renewal. We celebrate our local landmarks and heritage whilst also embracing modern, well-designed spaces and places. Chapel Street is waking from its slumber, with Council prioritising and investing in its revitalisation as an iconic location.

We have had significant successes, delivering on key projects and outcomes to ensure Stonnington is a much-loved place – iconic, beautiful and thriving.



**The 20-minute neighbourhood** is all about living locally – giving people the ability to meet most of their daily needs within a 20-minute journey from home by pedestrian, cycling or local public transport options.

The places we live have a direct impact on our health. By creating well-designed neighbourhoods that are connected through a mix of land uses, housing types and access to quality public transport, we can create healthier and more liveable communities.

## Beyond 2025

### We have laid the foundations to:

Achieve 20-minute neighbourhoods and unique precinct identities. Working alongside our community and businesses, we have created a holistic approach that ensures the right mix of business, and events delivered at the right time.

Define design and planning principles, which drive advocacy, urban form and aesthetics, and are reflected in our planning scheme. The community defines these principles. We hold onto these until the completion or delivery of the planning cycle.

Achieve a distinct, yet evolving identity, look and feel – ‘Destination Stonnington’. You instantly know you are in Stonnington and its suburbs, and this identity attracts visitors from across Victoria, Australia, and internationally.

Have a truly integrated and sustainable active transport system.

Be a better, more thriving and more unique place than ever before.

## Our strategic objectives

**1.1 Identity and destination**

**1.2 Thriving and relevant businesses**

**1.3 Pride of place and character**

**1.4 Active transport and connected city**

### Strategic opportunities and challenges

The following opportunities and challenges, as identified on pages 16-17, impact this strategic direction.

#### Opportunities



Renaissance of live and work local



Central Business District (CBD) impacts



Local collaboration

#### Challenges



Barriers to economic and wellbeing recovery



Appetite to invest in meeting future needs



Mitigating growing car dependency

# 1.1 Identity and destination



## Priorities

- |   |   |
|---|---|
| <p><b>1.1.1</b> Strengthen Stonnington's unique identity as a destination of choice, to continue to attract and create advocates of residents, businesses and visitors.</p> <p><b>1.1.2</b> Define, celebrate and promote what our residents and visitors love about our individual neighbourhoods to guide Council programs, activations and capital works.</p> <p><b>1.1.3</b> Define and reinvigorate the Chapel Street precinct as an iconic destination.</p> <p><b>1.1.4</b> Attract and deliver iconic arts, culture and events that make Stonnington a place everyone wants to be.</p> | <p><b>Supporting priorities</b></p> <p><b>3.1.1</b> Engage and listen to our community in an accessible, timely, representative, and innovative way to inform Council decision-making and forge common trust.</p> |
|---|---|

## Key actions

Place-Led Economic Development Strategy	Develop and implement
Precinct Plans; Structure Plans and Activation Plans	Develop and implement
Chapel Street Transformation	Develop and implement
Arts and Culture Strategy	Develop and implement

## Indicators

<b>Community Indicators</b> (to provide insight)	Source
Social media engagement with events or precincts	TBC
Community and cultural activities performance	CSS
Net Promoter Score	TBC
Visitation – Number, Dwell Time, Spend	TBC

<b>Council Indicators</b> (to monitor achievement)	Source
Visitor data for precincts	TBC
Number of events funded by Council; OR funding of events by Council	Internal KPI
Marketing Return on Investment	TBC

# 1.2 Thriving and desirable businesses



## Priorities

- |   |   |
|---|---|
| <ul style="list-style-type: none"> <li>1.2.1 Grow Stonnington's visitor and local economy across the municipality.</li> <li>1.2.2 Attract industries, anchor tenants and the right mix of businesses for our 20-minute neighbourhoods and aligned with precinct identities.</li> <li>1.2.3 Support the establishment and success of innovative and creative enterprises.</li> <li>1.2.4 Enable swift business activation and growth.</li> </ul> | <p><b>Supporting priorities</b></p> <ul style="list-style-type: none"> <li>1.1.1 Strengthen Stonnington's unique identity as a destination of choice, to continue to attract and create advocates of residents, businesses and visitors.</li> </ul> |
|---|---|

## Key actions

Place-Led Economic Development Strategy	Develop and implement
Precinct Plans and Activation Plans	Develop and implement
Business Association Partnerships	Build and enhance
Digital Transformation Program; Customer Experience Strategy	Develop and implement
Business Grants; Arts and Culture Grants and Business Attraction Programs	Investigate, develop and implement

## Indicators

<b>Community Indicators</b> (to provide insight)		Source
Retail vacancy rates		Internal KPI
Gross regional product of municipality		Profile i.d.
Number of people employed within the municipality		Profile i.d.
Number of registered businesses within the municipality		Profile i.d.

<b>Council Indicators</b> (to monitor achievement)		Source
Business activation time to serve		Internal process mapping
Business association relationship score		TBC
Efficacy of special rate paid to traders associations		TBC



# 1.3 Pride of place and character



## Priorities

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>1.3.1 Provide safe, inviting, accessible and well-maintained streetscapes, neighbourhoods and public realm, as defined by our community, to promote pride of place and improved health and wellbeing outcomes.</li> <li>1.3.2 Ensure our built, natural and cultural heritage is protected and celebrated.</li> <li>1.3.3 Reactivate and celebrate private and public heritage buildings.</li> <li>1.3.4 Set and promote high design standards that contribute to the preferred character of the area, creating sustainable and enduring places.</li> <li>1.3.5 Advocate for and accommodate sustainable growth and development, while protecting our unique character and liveability.</li> </ul> | <p><b>Supporting priorities</b></p> <ul style="list-style-type: none"> <li>1.1.1 Strengthen Stonnington's unique identity as a destination of choice, to continue to attract and create advocates of residents, businesses and visitors.</li> <li>2.1.3 Support increased community involvement and connections to create a sense of belonging, improve mental health and emotional wellbeing.</li> <li>2.3.1 Further improve the quality of our existing parks, waterways and facilities to optimise their use.</li> <li>3.1.1 Engage and listen to our community in an accessible, timely, representative, and innovative way to inform Council decision-making and forge common trust.</li> </ul> |
|---|--|

## Key actions

Planning Scheme and Amendments; Local Laws; Rates and Revenue Strategy	Review and implement
Masterplans	Review and implement
State Government	Partner, advocate and lobby
Neighbourhood Activity Centre Framework	Finalise and implement
Victorian Government Architect's Panel	Utilise to peer review major or culturally significant planning applications
Housing Strategy	Finalise and implement
Heritage Strategy and Overlays; City Heritage Review; Heritage Protection Framework	Review, develop and implement
Reconciliation Action Plan; Sustainable Environment Strategy	Implement



**Indicators**

<b>Community Indicators</b> (to provide insight)		Source
Appearance of public areas		CSS
<b>Council Indicators</b> (to monitor achievement)		Source
Time taken to decide planning applications		LGPRF
Proportion of municipality within a heritage overlay		Internal KPI



Future Stonnington

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# 1.4 Active transport and connected city



## Priorities

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>1.4.1 Deliver and advocate for sustainable and enjoyable pedestrian, cycling and public transport options to enable our 20-minute neighbourhoods.</li> <li>1.4.2 Deliver safe and connected active transport networks within and through Stonnington.</li> <li>1.4.3 Ensure accessible and safe transport infrastructure and services for all ages.</li> <li>1.4.4 Partner and advocate to ensure the optimal balance of road uses between private transport, active transport and other uses.</li> <li>1.4.5 Optimise use of parking opportunities across Stonnington.</li> </ul> | <p><b>Supporting priorities</b></p> <ul style="list-style-type: none"> <li>2.2.1 Create a safe and resilient community for everyone who lives, works and visits.</li> <li>3.4.3 Ensure effective and efficient maintenance and renewal of Council's infrastructure to deliver defined service levels.</li> </ul> |
|---|--|

## Key actions

Active Transport Strategy	Develop and implement
Integrated Transport Strategy	Review and implement
Parking Policy; Parking Study	Review and implement
Road Safety Strategy	Implement
Neighbouring Municipalities; M9 Councils	Partner
Data Strategy	Develop and implement
Inclusion Plan	Implement





## Indicators

<b>Community Indicators</b> (to provide insight)	Source
Proportion of trips to, from and within the municipality via active transport	TBC
Number of fatal or serious transport accidents	VicRoads
<b>Council Indicators</b> (to monitor achievement)	Source
Proportion of sealed local roads below intervention level	LGPRF
Kilometers of upgraded cycling infrastructure	TBC
Footpath condition	Internal Asset Condition Report
Spend on accessibility infrastructure	TBC

### Key service areas contributing to strategic direction:

- Economic development and recovery
- Urban development
- Venue facilities
- Events, arts and culture
- Chapel Off Chapel
- Digital and marketing
- Streets, roads and drains cleaning and maintenance
- Property maintenance
- Traffic and parking services



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## Direction 2: An inclusive and healthy community



Future Stonnington

## 2.0 Our strategic direction

### By 2025

Our community has emerged from the challenges of COVID-19 more resilient, responsive and connected than before.

We have learnt from the challenges and have adapted to make improvements for our future, with Council evolving our services to meet the needs our community. They are living healthy, happy and fulfilled lives, recognising that good health is about physical, mental and social wellbeing.

We are a community that is welcoming, safe and accommodating for all who live, work and play here. People are more connected to their local neighbourhoods. Residents know each other, feel part of their community, are increasingly members of local community groups and sporting organisations, support the vulnerable among us, and embrace their 20-minute neighbourhood. They feel safer, more engaged and happy.

We respect our cultural heritage, paying respect to the Nation's First Peoples past, present and emerging.

Our parks, gardens and facilities are used to their maximum. There is no exclusive ownership – they are open and accessible to all of our community and used for multiple purposes. They have the right balance between active and passive usage.

We are celebrating our sustainability wins with climate considerations embedded across everything we do. We are on track to meet emission reduction targets within our Climate Emergency Action Plan, and are supporting the community to mitigate, prepare for and adapt to our changing climate. We have expanded our canopy cover to green and cool the city.

### Beyond 2025

#### We have laid the foundations to:

Exceed community health and wellbeing targets.

Achieve a local treaty with Nation's First Peoples.

Think outside the box for creating more green spaces – pocket parks, rooftop gardens and streetscapes.

Develop and embed a circular waste economy through viewing and valuing waste as a resource.

Approaching net zero carbon emissions by 2030.

Be a happier, healthier and more inclusive community.

## Our strategic objectives

2.1 Health and wellbeing

2.2 Diverse, inclusive and safe

2.3 Public and green spaces

2.4 Sustainability and climate action

### Strategic opportunities and challenges

The following opportunities and challenges, as identified on pages 16-17, impact this strategic direction.

#### Opportunities



Digital service models



Flexibility and resilience



Local collaboration



Environmental sustainability

#### Challenges



Climate change



Barriers to economic and wellbeing recovery



Health and wellbeing challenges



Future of waste management



# 2.1 Health and wellbeing



## Priorities

- 2.1.1 Support our community to recover from the impacts of COVID-19.
  - 2.1.2 Enhance our community's health and wellbeing and promote resilience through quality service delivery and strategic partnerships.
  - 2.1.3 Support increased community involvement and connections to create a sense of belonging, improve mental health and emotional wellbeing.
  - 2.1.4 Support and advocate for the health and wellbeing of those in our community experiencing disadvantage and vulnerability.
  - 2.1.5 Support our community to be more physically active and lead healthier lifestyles.
  - 2.1.6 Enhance wellbeing through community hubs, libraries and collaborative spaces, events that make Stonnington a place everyone wants to be.
- Supporting priorities:**
- 1.1.4 Attract and deliver iconic arts, culture and events that make Stonnington a place everyone wants to be.
  - 2.2.1 Create a safe and resilient community for everyone who lives, works and visits.
  - 2.4.1 Transition to zero net emissions by 2030 for Council's own operations and support reduced community carbon emissions to provide a safer climate and improved health outcomes.

## Key actions

Community Recovery Plan	Implement
Municipal Public Health and Wellbeing Plan	Implement
Active Stonnington Strategic Framework	Implement
Community Safety Strategy	Develop and implement
Social and Affordable Housing Strategy	Develop and implement
Homelessness Protocol	Implement





## Indicators

<b>Community Indicators</b> (to provide insight)	Source
Proportion of children in their first year of school developmentally vulnerable on one or two domains	TBC
Proportion of residents who are unemployed	ABS
Satisfaction with recreational facilities	CSS
Social housing as a proportion of total housing stock	TBC
Premature deaths due to preventable chronic diseases	VPHS data
Proportion of adults and adolescents with psychological distress	VPHS data
Proportion of adults, adolescents and children who are sufficiently physically active	VPHS data

<b>Council Indicators</b> (to monitor achievement)	Source
Participation in Maternal and Child Health service	LGPRF
Sporting and recreational club membership	Internal KPI
Active library users (including online borrowers)	LGPRF

## 2.2 Diverse, inclusive and safe



### Priorities

- |   |  |
|---|--|
| <p><b>2.2.1</b> Create a safe and resilient community for everyone who lives, works and visits Stonnington.</p> <p><b>2.2.2</b> Embrace, understand and value the diverse cultural backgrounds, experiences and needs of Aboriginal and Torres Strait Islander People living in Stonnington.</p> <p><b>2.2.3</b> Promote gender equality and respect to drive positive social change, prevent family violence and all forms of violence against women.</p> <p><b>2.2.4</b> Create public spaces and places that are inclusive and accessible to everyone regardless of age, gender, ability, culture, sexuality and personal circumstance.</p> <p><b>2.2.5</b> Support our culturally and linguistically diverse community members to feel valued, included, respected and able to access services they need.</p> | <p><b>Supporting priorities</b></p> <p><b>1.3.1</b> Provide safe, inviting, accessible and well-maintained streetscapes, neighbourhoods and public realm, as defined by our community, to promote pride of place and improved health and wellbeing outcomes.</p> |
|---|--|

### Key actions

Reconciliation Action Plan	Implement
Stonnington Health and Wellbeing Plan	Implement
Gender Equality Strategy; Gender Impact Assessments	Develop and implement
Community Safety Strategy	Develop and implement
Municipal Emergency Management Plan	Implement
Open Space Strategy	Develop and implement
Inclusion Plan; Changing Places Strategy	Implement

### Indicators

<b>Community Indicators</b> (to provide insight)	Source
Proportion of residents who feel a sense of safety and security in Stonnington	CSS
Rate of family violence incidents reported by police	VPHS
<b>Council Indicators</b> (to monitor achievement)	Source
Improved accessibility of public infrastructure and Council buildings	TBC

## 2.3 Public and green spaces



### Priorities

- 2.3.1 Further improve the quality of our existing parks, waterways and facilities to optimise their use.
- 2.3.2 Create more public and private open and green spaces through strategic land acquisitions and innovative solutions.
- 2.3.3 Create an interconnected and walkable green space network to enable our 20-minute neighbourhoods.
- 2.3.4 Plan for community infrastructure assets and facilities which are multi-functional and meet the current and changing needs of our community.

### Supporting priorities

- 2.2.4 Create public spaces and places that are inclusive and accessible to everyone regardless of age, gender, ability, culture, sexuality and personal circumstance.
- 2.4.3 Grow our urban forest through public and private tree planting, and protect and enhance biodiversity.

### Key actions

Public Realm Strategy; Open Space Strategy	Review, develop and implement
Development Contributions Plan	Develop and implement
Strategies for Creating Open Space; Strategic Land Acquisitions	Implement and undertake
Community Infrastructure Plan	Develop and implement
Data Strategy	Develop and implement
Active Transport Strategy	Develop and implement
Planning Scheme and Amendments	Review and implement

### Indicators

<b>Community Indicators</b> (to provide insight)	Source
Dwell times in public and green spaces	TBC
Recreational facilities – performance	CSS
<b>Council Indicators</b> (to monitor achievement)	Source
Parks conditions	Internal Asset Condition Report

# 2.4 Sustainability and climate action



## Priorities

- 2.4.1** Transition to zero net emissions by 2030 for Council’s own operations and support reduced community carbon emissions to provide a safer climate and improved health outcomes.

**2.4.2** Support, facilitate and empower community climate action and resilience through education, collaboration, and promotion of Council action.

**2.4.3** Grow our urban forest through public and private tree planting, and protect and enhance biodiversity.

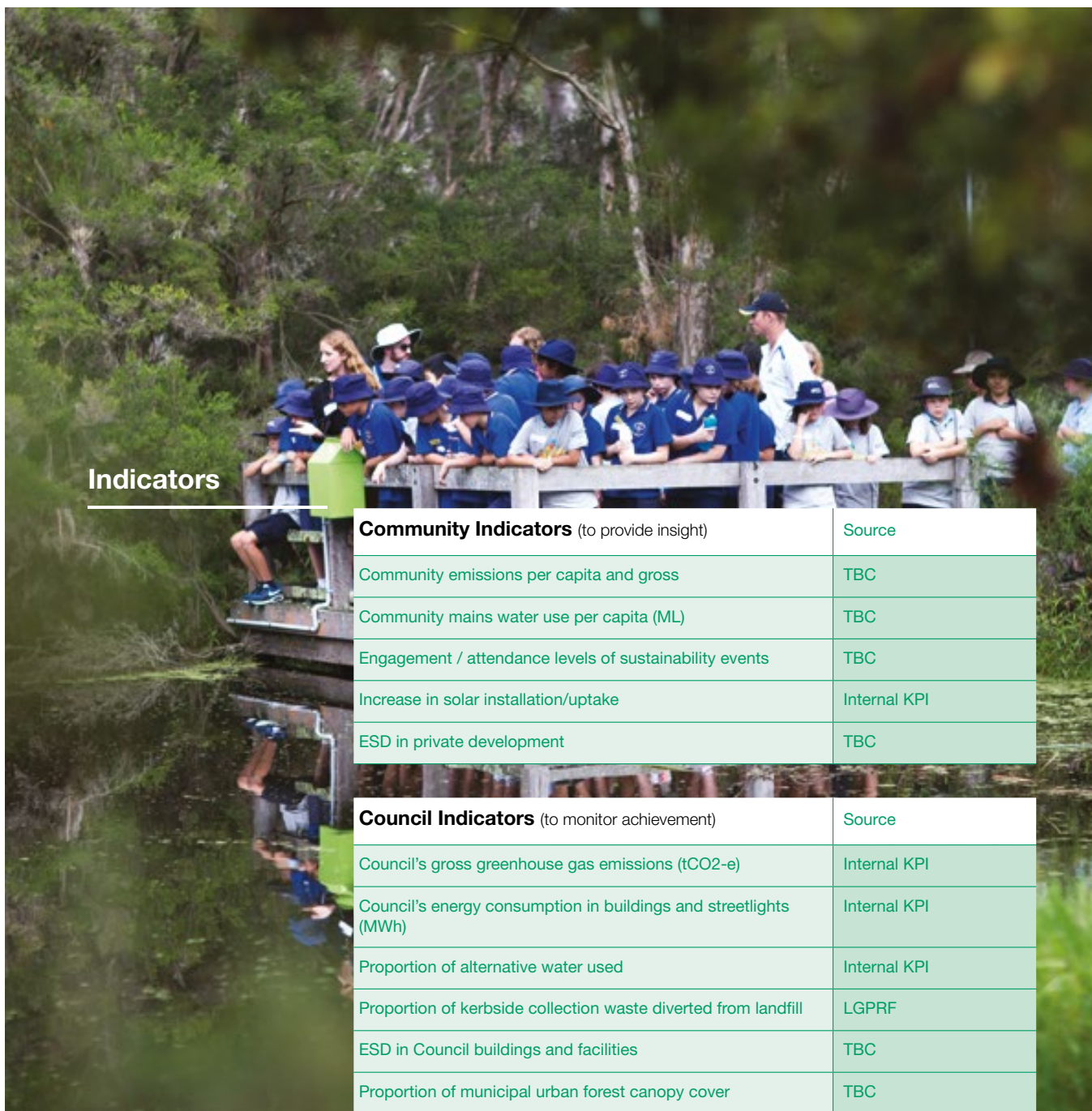
**2.4.4** Support the development of a circular economy as part of a minimal waste future and the transition away from landfill.
- 2.4.5** Develop an integrated approach to become a water-sensitive city.

**2.4.6** Embed environmentally sustainable design principles within Council buildings, facilities and private development.

## Key actions

Climate Emergency Action Plan	Implement
Sustainable Environment Strategy	Implement
Urban Forest Strategy	Implement
Biodiversity Management Plan	Develop and implement
Waste and Circular Economy Strategy	Develop and implement
Integrated Water Management Plan	Develop and implement
Yarra River Biodiversity Project	Implement





**Indicators**

<b>Community Indicators</b> (to provide insight)	Source
Community emissions per capita and gross	TBC
Community mains water use per capita (ML)	TBC
Engagement / attendance levels of sustainability events	TBC
Increase in solar installation/uptake	Internal KPI
ESD in private development	TBC

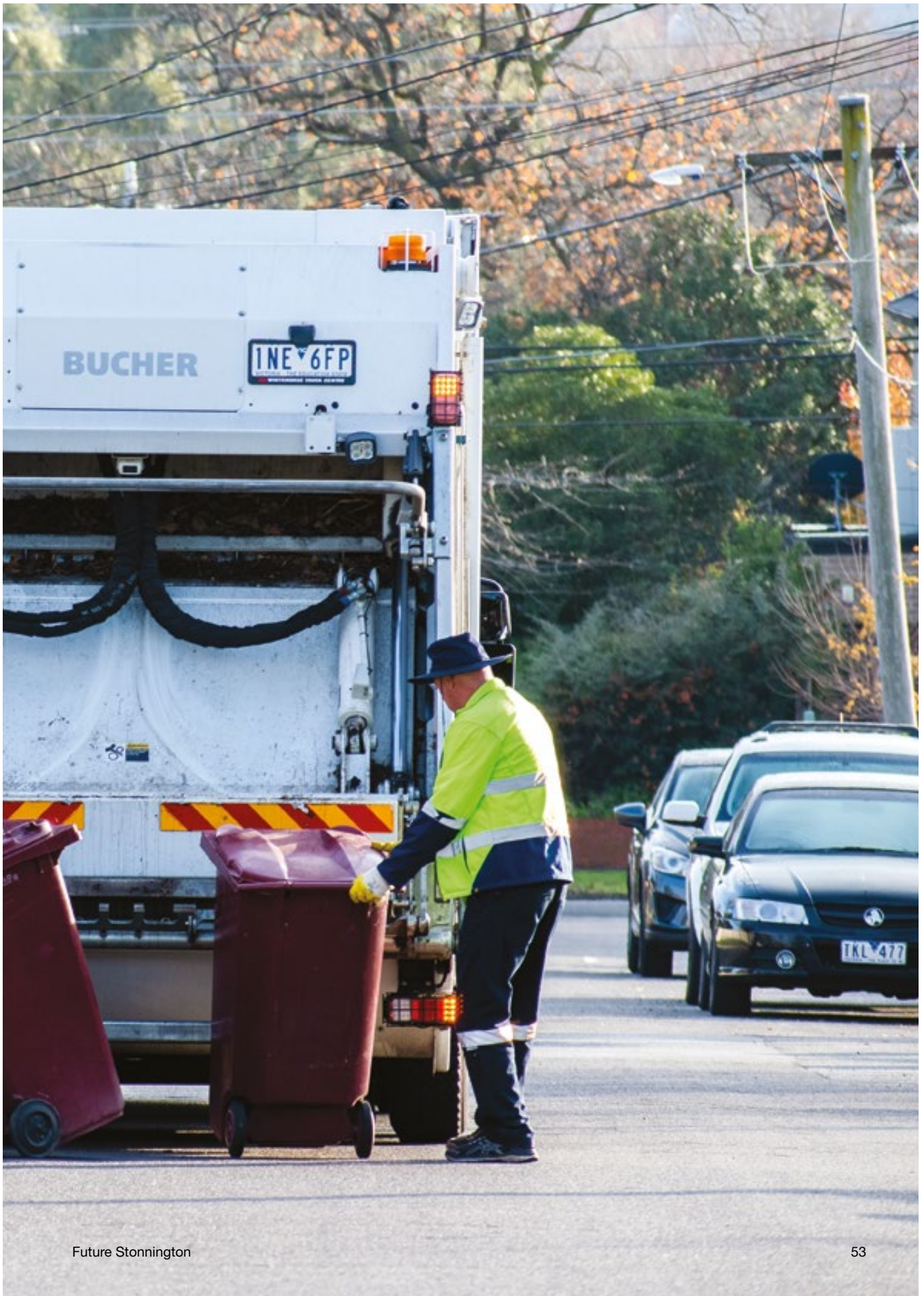
<b>Council Indicators</b> (to monitor achievement)	Source
Council's gross greenhouse gas emissions (tCO2-e)	Internal KPI
Council's energy consumption in buildings and streetlights (MWh)	Internal KPI
Proportion of alternative water used	Internal KPI
Proportion of kerbside collection waste diverted from landfill	LGPRF
ESD in Council buildings and facilities	TBC
Proportion of municipal urban forest canopy cover	TBC

**Key service areas contributing to strategic direction:**

- Diversity and aged services
- Aquatic services
- Children and family services
- Library and local history services
- Environmental health
- Animal management services
- Liveability and compliance
- Public spaces, design and development
- Malvern Valley Golf Course
- Active communities
- Parks and environment
- Environment and sustainability
- Waste collection and management

---

## Direction 3: A people-centred and future ready city





# 3.0 Our strategic direction

## By 2025

We do the basics right – bins are collected, our roads and footpaths are maintained – and don't just meet our community's expectations, we exceed them.

We hear the many voices of our diverse community, and we ensure they are meaningfully involved in decision-making, strategy development and service design.

Engagement takes many forms and comes from a broader cross section of people than ever before, particularly people who are vulnerable or who have previously felt unheard and underrepresented.

We meet community expectations on communication and transparency, and customer interactions with Council are positive and responsive. Council is trusted and the community feels respected, valued and that they belong.

Council systems are easy to use and customer-focused. They enhance customer experience while delivering value-for-money services and products. They are streamlined, provide a one-stop-shop for the community, and provide a single view of the customer for Council. Our systems are complemented by excellent personal service.

Council staff are proud of where they work and have a strong connection to their role in serving the community. We have the right people, with the right capabilities, working in the right organisational culture and living by Stonnington's values. Our people feel safe, respected and supported.

Council is organised to best manage our built and natural environment and to deliver our services. We balance best practice with value for money, and strive for continuous improvement in the best interests of our community.

## Beyond 2025

### We have laid the foundations to:

Be an agile, adaptive and innovative city responding to the changing needs across our community.

Implement data-driven decision-making and transparent performance reporting against our targets.

Ensure Council systems are best in class, meeting the needs of our community – know me, inform me, help me.

Focus Council's resources where they are most needed and provide value for money, with benefits returned to the community.

Be a world class, contemporary local government that attracts, supports and retains good people.

Be a more responsive, people-centred and future ready city than ever before.

## Our strategic objectives

**3.1 Community focus, connection and engagement**

**3.2 Customer experience through transformation**

**3.3 Engaged and capable people**

**3.4 Fit for purpose operating model and resource management**

### Strategic opportunities and challenges

The following opportunities and challenges, as identified on pages 16-17, impact this strategic direction.

#### Opportunities



Innovation and digital service models



Flexibility and resilience



Local collaboration



Increased community participation

#### Challenges



Appetite to invest in meeting future needs



Real-time data and insights

# 3.1 Community focus, connection and engagement



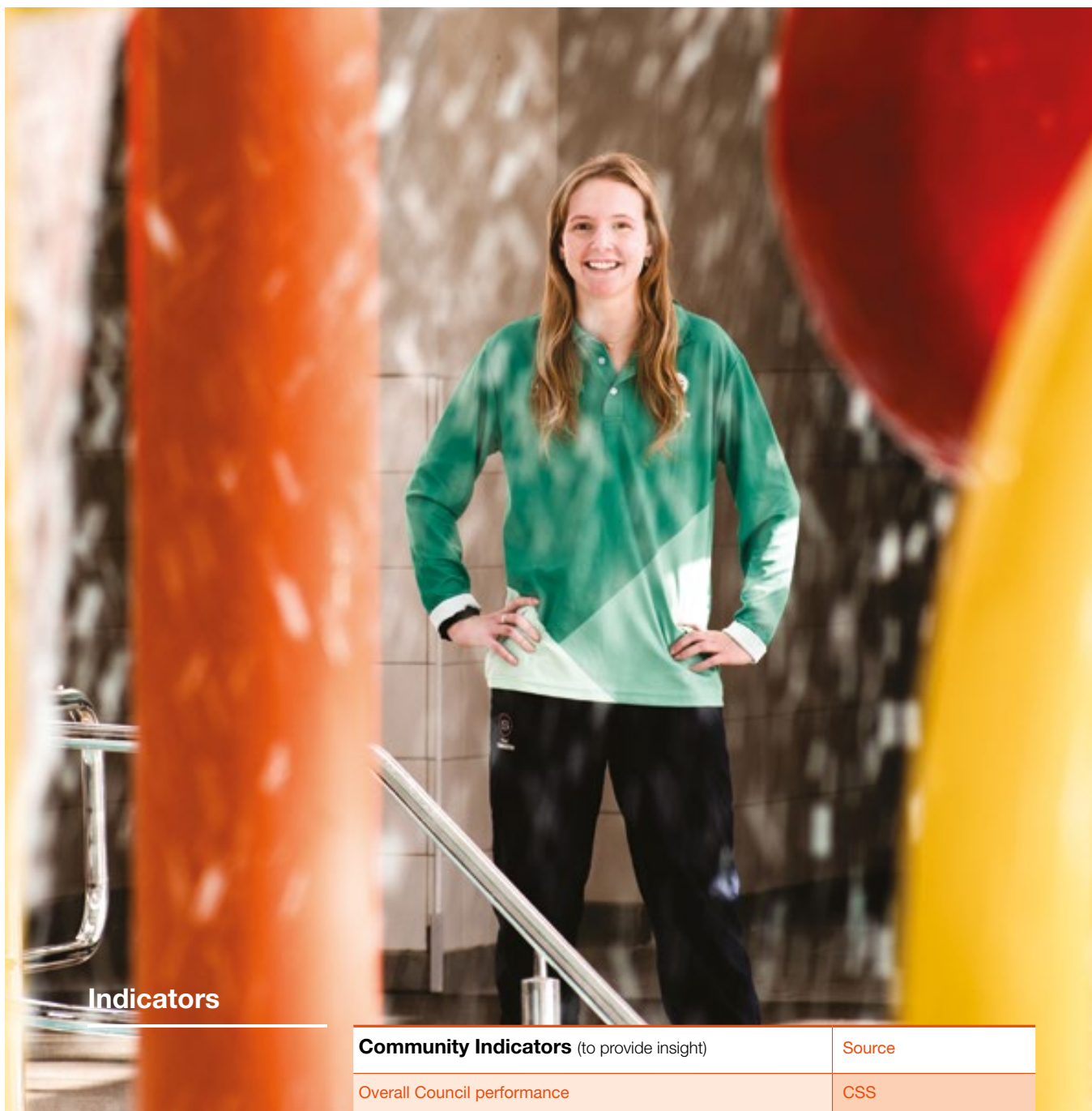
## Priorities

- 3.1.1 Engage and listen to our community in an accessible, timely, representative, and innovative way to inform Council decision-making and forge common trust.
- 3.1.2 Promote and celebrate Stonnington's services, programs and achievements to inform the community with relevant information.
- 3.1.3 Know what matters most to the community to provide the right information and improved services.
- 3.1.4 Develop partnerships that create community benefit through joint planning, advocacy, service delivery and resource sharing.
- 3.1.5 Facilitate relationships between and within the community and among stakeholders to make decisions and demonstrate transparency.



## Key actions

Community Engagement Policy and Program	Implement
Digital Transformation Program	Develop and implement
Customer Experience Strategy	Develop and implement
State Government	Partner, advocate and lobby



**Indicators**

<b>Community Indicators</b> (to provide insight)	Source
Overall Council performance	CSS
Community satisfaction with consultation and engagement	CSS
Lobbying on behalf of the community – performance	CSS

<b>Council Indicators</b> (to monitor achievement)	Source
Website visitation and social media interaction	Internal KPI

## 3.2 Enhanced customer experience



### Priorities

- |   |  |
|---|--|
| <p><b>3.2.1</b> Align and improve our external-facing channels to ensure the community can receive the help they need in any way that suits them and in a timely manner.</p> <p><b>3.2.2</b> Improve and streamline Council's internal systems, capabilities and processes to enhance customer experience through continuous improvement to deliver an end-to-end customer centric experience.</p> <p><b>3.2.3</b> Embed a data-informed insights approach to inform continuous improvement and achieve an effective service.</p> | <p><b>Supporting priorities</b></p> <p><b>3.1.2</b> Promote and celebrate Stonnington's services, programs and achievements to inform the community with relevant information.</p> <p><b>3.3.2</b> Build the right culture.</p> <p><b>3.3.3</b> Build the right capability for now and the future.</p> <p><b>3.4.6</b> Modernise Council systems and technology to enable a future ready organisation.</p> |
|---|--|

### Key actions

Digital Transformation Program	Develop and implement
Customer Experience Strategy	Develop and implement
Technology Strategy	Develop and implement
Data Strategy	Develop and implement
Organisational Capability Framework; Talent Management Framework	Develop and implement

### Indicators

<b>Community Indicators</b> (to provide insight)	Source
Customer service rating	CSS
Net Performance Score	TBC
<b>Council Indicators</b> (to monitor achievement)	Source
Proportion of customer service requests resolved within agreed timeframes	TBC
Proportion of customer complaints resolved on time	TBC

# 3.3 Engaged and capable people



## Priorities

- 3.3.1** Keep our workplace safe.

**3.3.2** Build the right culture.

**3.3.3** Build the right capability for now and the future.
- 3.3.4** Embrace risk as a tool for performance improvement and value creation.

**3.3.5** Be an Employer of Choice.



## Key actions

People Strategy	Develop and implement
Safety Culture Transformation Program	Implement
Organisational Capability Framework; Talent Management Framework	Develop and implement
Risk Management Framework	Implement
Diversity and Inclusion Plan; Gender Equality Action Plan	Develop and implement

## Indicators

Council Indicators (to monitor achievement)	Source
Number of OHS incidents	Internal KPI
Staff turnover	Internal KPI
Engagement score	Internal KPI
Culture: Increase in constructive styles	Internal KPI
Risk management compliance	Internal KPI

# 3.4 Fit for purpose operating model and resource management



## Priorities

- 3.4.1 Ensure alignment of Council's strategies, plans and funding with Stonnington's Community Vision and Council Plan.
- 3.4.2 Ensure Council's service offerings and resources are identified and reviewed to align with strategy, community needs, value for money and respond to change.
- 3.4.3 Ensure effective and efficient maintenance and renewal of Council's infrastructure to deliver defined service levels.
- 3.4.4 Deliver strategically aligned Capital Works Program, operating initiatives and optimal utilisation of Council assets.
- 3.4.5 Ensure Council meets its legislative, regulatory, governance and ethical obligations.
- 3.4.6 Modernise Council systems and technology to enable a future ready organisation.
- 3.4.7 Keep data and information safe and secure.

## Key actions

Annual Budget Process; Annual Business and Service Planning Process	Implement
Service Review Program	Implement
Rates and Revenue Strategy	Review and implement
Integrated Planning and Performance Framework	Review and implement
Asset Management Strategy and Program	Review and implement
Digital Transformation Program	Develop and implement
Technology Strategy	Develop and implement
Data Strategy	Develop and implement
Cyber Security Strategy	Develop and implement





**Indicators**

<b>Community Indicators</b> (to provide insight)	Source
Condition of sealed roads – performance	CSS

<b>Council Indicators</b> (to monitor achievement)	Source
Expenses / head of population	LGPRF
Financial Sustainability Risk Rating – LOW	
Per cent of major initiatives / projects on track	Internal KPI
Cost to serve and capacity release by service area	Internal KPI
Councillor attendance at meetings	LGPRF
Decisions made at meetings closed to the public	LGPRF
Roads condition	Internal asset condition report
Overall asset condition	Internal asset condition report

**Key service areas contributing to strategic direction:**

- Communications
- Transformation and customer experience
- Customer services
- Organisational development
- Councillors, Chief Executive, Executive Team and Governance
- Financial services and strategic council plan
- Fleet services
- Geographical information systems
- Information services and business systems
- Project management and delivery
- Records management
- Risk management
- Asset management and planning



# Glossary

Key term/acronym	Meaning
<b>ABS</b>	Australian Bureau of Statistics
<b>Annual Plan</b>	Complimentary document describing Council's program of activities for the Financial Year.
<b>Community indicators</b>	Community data to provide insight into our progress towards achieving our strategic objectives, including how we may need to adjust our actions.
<b>Community Vision</b>	An aspirational description of what our community want for the future of our city, comprising an overarching vision statement and six supporting principles.
<b>Council indicators</b>	Council data to measure our progress towards achieving our strategic objectives.
<b>Council Plan</b>	Describes how Council will strive towards the Community Vision during it's four-year term.
<b>CSS</b>	The Victorian Community Satisfaction Survey. Held annually, the CSS asks the opinions of local people about the place they live, work and play. It is coordinated by the Department of Jobs, Precincts and Regions on behalf of Victorian councils.
<b>Directions</b>	Council's broad aspirations in delivering the Community Vision over the 4-year period as required by s 90(2)(a) of the LGA2020.
<b>ESD</b>	Environmentally Sustainable Design
<b>Indicators</b>	Set to provide insight or monitor the achievement of our strategic objectives as required by s 90(2)(d) of the LGA2020. They may be either Community indicators or Council indicators.
<b>Key actions</b>	The critical activities – strategies, initiatives, projects and services – that will deliver on Council's priorities over the 4-year period of the Council Plan. They meet the requirements of ss 90(2)(c)&(e) of the LGA2020. Further details are included in each year's Annual Plan.
<b>LGA2020</b>	Local Government Act 2020
<b>LGPRF</b>	Local Government Performance Reporting Framework. The LGPRF is a mandatory system of performance reporting for all Victorian councils, made up of a range of measures and available publically via the Know Your Council website.
<b>Objectives</b>	The key themes which underpins Council's strategic direction as required by s 90(2)(b) of the LGA2020.
<b>Priorities</b>	The outcomes Council seeks to achieve against our strategic directions and objectives. They meet the requirements for 'strategies' as required by s 90(2)(c) of the LGA2020.
<b>Profile i.d.</b>	Online information tool which provides local demographic, economic, housing and population forecast data for Stonnington.
<b>Strategic direction</b>	See Directions
<b>Strategic objective</b>	See Objectives
<b>Supporting principles</b>	The six supporting principles, included within the Community Vision, which further describe and explain the rationale behind the aspirations of the vision.
<b>Vision</b>	See Community Vision
<b>VPHS</b>	Victorian Population Health Survey. The VPHS collects information at the State, regional and local government area levels about the health, lifestyle and wellbeing of adult Victorians aged 18 years and over.

**Contact us**

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 PO Box 58, Malvern Victoria 3144  
[council@stonnington.vic.gov.au](mailto:council@stonnington.vic.gov.au)

**Visit us**





[stonnington.vic.gov.au](http://stonnington.vic.gov.au)

Stonnington City Centre  
 311 Glenferrie Road, Malvern

Stonnington Services and Visitor Hub  
 Chatham Street, Prahran Square  
 Prahran

Stonnington Depot  
 (Administration Building)  
 293 Tooronga Road, Malvern

**Connect with us**

-  [facebook.com/stonningtoncouncil](https://www.facebook.com/stonningtoncouncil)
-  [twitter.com/StonningtonNews](https://twitter.com/StonningtonNews)
-  [instagram.com/whats\\_on\\_stonnington](https://www.instagram.com/whats_on_stonnington)
-  [linkedin.com/company/city-of-stonnington](https://www.linkedin.com/company/city-of-stonnington)

**Community Languages**

Call the Stonnington Community Link,  
 a multilingual telephone information service.

Mandarin	普通話	9280 0730
Cantonese	廣東話	9280 0731
Greek	Ελληνικά	9280 0732
Italian	Italiano	9280 0733
Polish	Polski	9280 0734
Russian	Русский	9280 0735
Indonesian	Bahasa Indonesia	9280 0737
All other languages		9280 0736

We are national relay service friendly  
 If you are deaf, or have a hearing  
 impairment or speech impairment, contact  
 us through the National Relay Service:

- » TTY user phone 133 677 then ask for 8290 1333
- » Speak and Listen users phone 1300 555 727 then ask for 8290 1333
- » Internet relay users connect to the NRS then ask for 8290 1333





# ANNUAL PLAN 2021-22

FUTURE STONNINGTON



[stonnington.vic.gov.au](http://stonnington.vic.gov.au)



A photograph with a red overlay. In the upper left, a hand is reaching down. In the lower center, there is a pile of green leaves and a metal cup on a paved surface.

## Acknowledgement of Country

The City of Stonnington acknowledges that we are on the Traditional Lands of the Wurundjeri Woi Wurrung and Bunurong peoples of the East Kulin Nations and pay our respect to their Elders past, present and emerging. We extend that respect to all Aboriginal and Torres Strait Islander peoples.

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## About this document

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The Annual Plan describes Council's program of activities for each financial year to work towards the strategic directions, objectives and priorities of our four-year Council Plan 2021–25 (Council Plan) and long-term Community Vision 2040 (Community Vision). This includes major projects and initiatives resourced through the annual Budget, in addition to the day-to-day delivery of important services to our community.

The diagram to the right identifies the cascading relationship between the Community Vision, Council Plan and Annual Plan, key components of Stonnington's integrated planning and performance framework. The Community Vision and Council Plan are incorporated in a single document, Future Stonnington, which articulates the community's aspirations for the future, and how we will strive towards this vision during our four-year term. These are summarised in subsequent sections.

The Annual Plan sits as a supporting document to Future Stonnington, providing a more detailed description of key actions to be delivered during the financial year. Progress in delivering these actions is monitored and reported internally and to our community.

<b>20</b> YEARS	Describes the community's twenty-year aspirational vision for the future of Stonnington.	<b>Community Vision</b>	Section 88
	Overarching statement and supporting principles as set by the community to guide Council's strategy, priorities and actions.	Vision Statement	
		Supporting Principles	
<b>4</b> YEARS	Describes how Council will strive towards the Community Vision during its four-year term.	<b>Council Plan</b>	Section 90(1)
	Where we are going. Directions are Council's broad aspirations in delivering the Vision over the four-year period. Objectives are the key themes that underpin these directions.	Directions and Objectives	Section 90(2)(a)and(b)
	How we operate. Operating principles describe how Council operates and key considerations taken into account across all we do.	Operating Principles	N/A
	What we will achieve. Priorities describe the outcomes that Council seeks to achieve against our strategic directions and objectives.	Priorities	Section 90(2)(c)
	How we will measure success. Indicators are set to provide insight or monitor the achievement of our strategic objectives.	Indicators	Section 90(2)(d)
	How we will deliver. Key actions are the critical activities strategies, initiatives, projects and services – that will deliver on Council's priorities over the four-year period.	Key Actions	Section 90(2)(c)and(e)
<b>1</b> YEAR	Describes Council's program of activities for the financial year.	<b>Annual Plans</b>	Section 90(2)(e)
	How we will deliver. Actions contained in the Annual Plans provide more detail on specific activities to be delivered during that financial year.	Actions	Section 90(2)(e)

FUTURE STONNINGTON

THIS DOCUMENT



# Community Vision 2040

## Vision Statement

**Our community is a safe, inclusive and creative city that celebrates and embraces its vibrancy of cultures.**

**Walking the tree lined streets, we pay respect to the influence of the Nation’s First Peoples past and living on a modern, sustainable and interconnected way of life that supports the good health and wellbeing of all.**

**Welcome to Stonnington 2040.**

## Supporting principles



**Stonnington is a modern city that maintains heritage sites and its cultural identity whilst embracing progressive development, which supports its local businesses and encourages creative initiatives**

### Description

We are a city that celebrates and values its culture and history, encouraging all members to express themselves in our community.

As sustainable development continues, we will preserve heritage and support existing local small businesses and new business initiatives, allowing our community to continue to be safe, vibrant and inclusive, contributing to Stonnington as a unique destination.

### Rationale

With a growing population, development is inevitable. It is important that any works are sustainable and maintain the identity and liveability. As is already in practice in 2021, without any reductions to the green space or accessibility of the area.

Further, we want to ensure that cultural landmarks and history are maintained and respected as they are well loved and important for the community.

### Minority Report

First paragraph doesn’t fit within the principle as a whole. Replace with the below.

*We are a city that celebrates and values its culture and conserves its heritage.*

*As sustainable development continues, we will support existing local small businesses and new business initiatives, allowing our community to continue to be safe, vibrant and inclusive, contributing to Stonnington as a unique destination.*



**Protect biodiversity, take climate action and pursue eco-friendly ways of living, guided by the United Nations Sustainable Development Goals**

Our city will be informed by the United Nations Sustainable Development Goals, as well as Australian and Victorian Government guidelines. We will protect our biodiversity and explore innovative methods for expanding greenspaces.

Pursue more eco-friendly ways of living, by reducing our impact on the earth through improved waste management, energy consumption and low-emission transport.

We will commit to net zero emissions by 2040.

Everything we do must be in the spirit of cooperation with our neighbouring communities.

As our city grows, we want to have access to greenspaces that will improve lifestyles and reduce the urban heat island effect.

We are committed to living sustainably and working with other entities to achieve this.

We will support a global and integrated effort to achieve sustainable development by leveraging the Sustainable Development Goals, as well as Federal and State Government guidelines.



**Stonnington’s ambition is to be a caring, compassionate and supportive city for all members of the community**

**Description**

We want to create a safe environment in Stonnington where we promote respectful relationships and connections with each other. This includes people of all ages, disabilities, disadvantages, ethnicities, religions, genders and sexualities.

We embrace and value the Nation’s First Peoples as well as diverse cultures and perspectives within the community.

**Rationale**

This is important for us to embrace people from all different walks of life to provide opportunities for everyone to flourish within a safe and vibrant community.

We want to celebrate our city and land together with the Nation’s First Peoples.

**Minority Report**

Remove the word ‘ambition’ to ‘is’.  
So that it refers to an actual state of being.



**Stonnington will have strong governance and diverse representative leadership, which enhances open two-way communication**

The community will be able to easily access multiple avenues of communication and decision-making to address past, present and emerging issues in Stonnington.

Leadership and governance is informed by expert opinions as well as the community to benefit all, whilst considering the representation and acknowledgement of the local Indigenous people and their leaders.

We want to feel like every voice is represented through various modes of communication to promote good governance and leadership.

We want clear feedback from the council - why does the council say no? Can the council facilitate the community’s ideas?



**Stonnington’s public spaces will provide the ability for all members of the community to experience and enjoy the natural environment**

Use every opportunity for plantings in all areas – from built up, to parks, to riverbanks, to nature strips, to railway lines.

Require developers to provide occupiable green spaces and consult local residents on what they want in pocket parks.

Day time use of public spaces to include establishing and maintaining family friendly environments.

Access to nature and the opportunity to gather socially and exercise is essential to promoting physical and mental health and wellbeing in all age groups.

Public open space gives everyone the opportunity to use the spaces in the way they choose from organised events to spontaneous activities (cultural festivals, music performances, picnics with friends, tai chi etc).



**We provide access to a variety of quality services and amenities for everyone within 20 minutes**

Neighbourhoods where everyone (including the elderly and disabled) can walk, bike or use public transport to access recreational, educational, commercial and health services/ amenities in no more than 20 minutes.

Traffic congestion through interconnected neighbourhoods is managed through smart infrastructure and development and collaboration with stakeholders (eg neighbouring councils, responsible authorities and government).

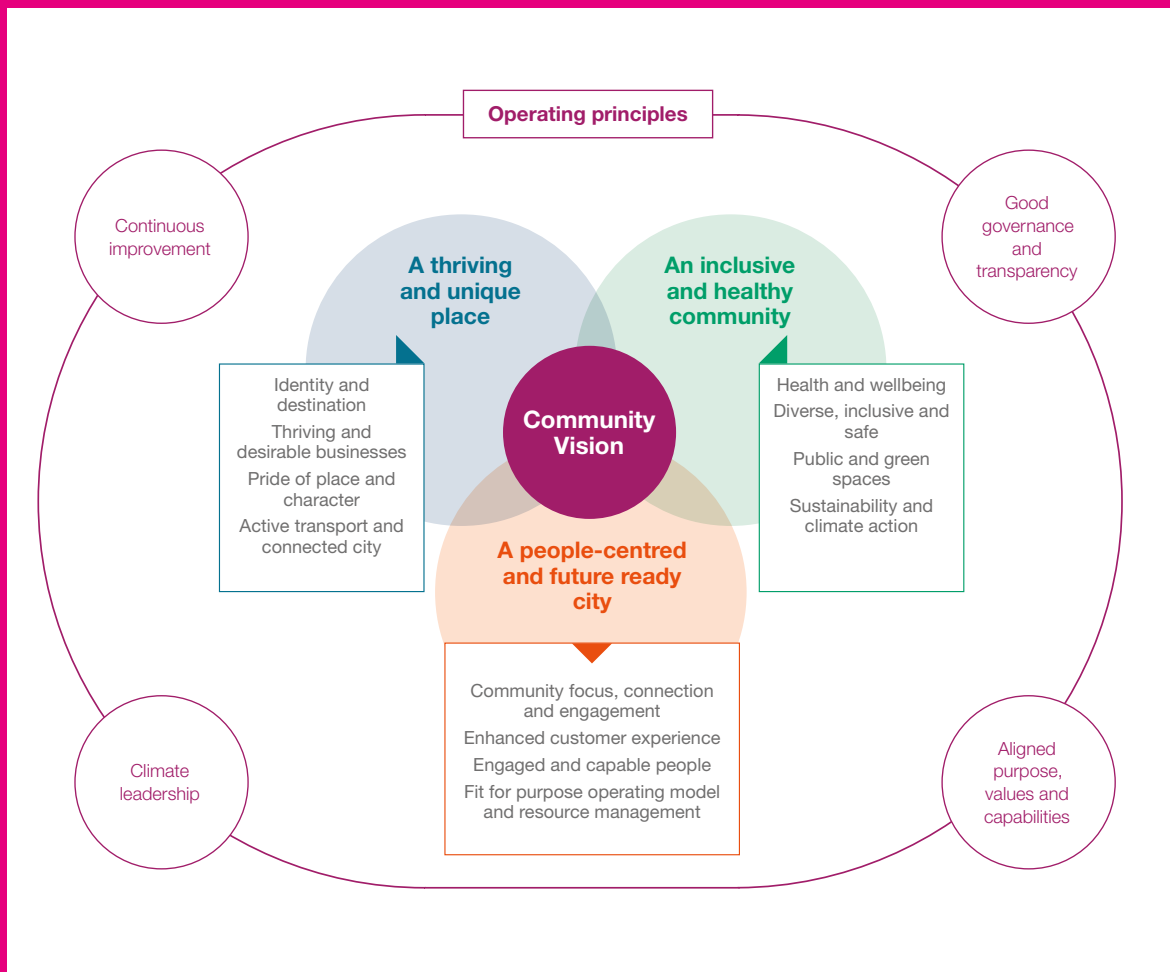
Making everyone’s life easy allows our community to connect, integrate and flourish.

Recreational, educational, commercial and health services/amenities should all be in a neighbourhood, as these are important to enhance the community’s health and wellbeing.

# Council Plan 2021–25 Summary

Developed with our community, the Council Plan is one of the most critical pieces of work Council undertakes during its four-year term. The plan must consider the aspirations and priorities of our community, the challenges and opportunities we face as a city, as well as the functions and obligations required of councils by law. It provides our framework for action and guides the delivery of everything we do.

The diagram below summarises the strategic directions, objectives and operating principles which underpin the Council Plan. The three focus areas represent our broad aspirations in achieving the community's vision; a thriving and unique place, an inclusive and healthy community and a people-centred and future ready city.



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# Annual Plan 2021–22

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The Annual Plan 2021–22 outlines Council's program of activities to be delivered this financial year towards achieving the Council Plan 2021–25 and Community Vision 2040.

# 1.0 Direction 1: A thriving and unique place

## Objective 1.1



## Identity and destination

### Our priorities

- 1.1.1 Strengthen Stonnington's unique identity as a destination of choice, to continue to attract and create advocates of residents, businesses and visitors.
- 1.1.2 Define, celebrate and promote what our residents and visitors love about our individual neighbourhoods to guide Council programs, activations and capital works.
- 1.1.3 Define and reinvigorate the Chapel Street precinct as an iconic destination.
- 1.1.4 Attract and deliver iconic arts, culture and events that make Stonnington a place everyone wants to be.

### Our actions

	Activity	Service Area	Directorate
1.1 A	Develop a Place-Led Economic Development Strategy and complementary precinct plans to guide our approach and priorities for evolving our future neighbourhoods.	Economic and Place Development	Planning and Place
1.1 B	Prepare a new masterplan to guide the transformation of the Chapel Street precinct as a premier shopping and lifestyle destination.	Economic and Place Development	Planning and Place
1.1 C	Develop a destination marketing program to stimulate visitation by showcasing our unique places, events, businesses and services.	Digital and Marketing	Customer and Technology
1.1 D	Develop an Arts and Culture Strategy to support, grow and promote Stonnington as a creative city.	Events, Arts and Culture	Community and Wellbeing
1.1 E	Deliver the annual Arts and Culture Grants Program to support artists and organisations to deliver creative, innovative, dynamic and contemporary projects that enhance the cultural, community and economic development of our city.	Events, Arts and Culture	Community and Wellbeing
1.1 F	Promote Prahran Square as a cultural and recreational destination through community events and activations.	Events, Arts and Culture	Community and Wellbeing
1.1 G	Present diverse programming at Chapel Off Chapel that attracts visitation and supports the creative sector.	Chapel Off Chapel	Community and Wellbeing
1.1 H	Deliver a visual and public art program and maintain, manage and curate our contemporary art collection.	Events, Arts and Culture	Community and Wellbeing
1.1 I	Deliver a signature program of free and ticketed events to increase visitation, dwell time and spend in our city.	Events, Arts and Culture	Community and Wellbeing

## Objective 1.2

## Thriving and desirable businesses



### Our priorities

- 1.2.1 Grow Stonnington's visitor and local economy across the municipality.
- 1.2.2 Attract industries, anchor tenants and the right mix of businesses for our 20-minute neighbourhoods and aligned with precinct identities.
- 1.2.3 Support the establishment and success of innovative and creative enterprises.
- 1.2.4 Enable swift business activation and growth.

### Our actions

	Activity	Service Area	Directorate
1.2 A	Provide funding, information and relief measures for businesses to support COVID-19 recovery.	Economic and Place Development	Planning and Place
1.2 B	Deliver the See Opportunity Action Plan initiatives to attract new tenants, retain existing tenants and activate vacant tenancies.	Economic and Place Development	Planning and Place
1.2 C	Undertake a feasibility assessment as part of the Renew Chapel initiative to explore a short-term leasing model to attract complementary tenants and local creatives.	Economic and Place Development	Planning and Place
1.2 D	Continue to expand and streamline our Stonnington Business Concierge service to support business permit and approval processes.	Economic and Place Development	Planning and Place
1.2 E	Leverage Stonnington's precinct associations to deliver maximum value to businesses that pay the Special Rate.	Economic and Place Development	Planning and Place



# 1.0 Direction 1: A thriving and unique place

## Objective 1.3



## Pride of place and character

### Our priorities

- 1.3.1 Provide safe, inviting, accessible and well-maintained streetscapes, neighbourhoods and public realm, as defined by our community, to promote pride of place and improved health and wellbeing outcomes.
- 1.3.2 Ensure our built, natural and cultural heritage is protected and celebrated.
- 1.3.3 Reactivate and celebrate private and public heritage buildings.
- 1.3.4 Set and promote high design standards that contribute to the preferred character of the area, creating sustainable and enduring places.
- 1.3.5 Advocate for and accommodate sustainable growth and development, while protecting our unique character and liveability.

### Our actions

	Activity	Service Area	Directorate
1.3 A	Complete a design review and permit application process for the Prahran Town Hall redevelopment project.	Asset Management and Planning	Environment and Infrastructure
1.3 B	Complete the permanent Board recruitment, leasing and management agreement review, and asset management review of the Prahran Market.	Economic and Place Development	Planning and Place
1.3 C	Improve public realm outcomes in accordance with adopted masterplans (including Forrest Hill, Mount Street and Windsor Siding).	Public Spaces Design and Development	Environment and Infrastructure
1.3 D	Undertake a review of the Stonnington Planning Scheme to ensure relevance and alignment with Future Stonnington objectives, State Government and local policy directions.	Strategic Planning	Planning and Place
1.3 E	Finalise the Neighbourhood Activity Centre Framework to guide the future growth and development of our neighbourhoods.	Strategic Planning	Planning and Place
1.3 F	Complete suburb-by-suburb heritage reviews and implement associated Planning Scheme amendments to protect and celebrate our heritage.	Strategic Planning	Planning and Place
1.3 G	Finalise the Housing Strategy to guide the amount, type and location of future housing within Stonnington.	Strategic Planning	Planning and Place
1.3 H	Advocate to the State Government to improve public housing quality and amenity.	Strategic Planning	Planning and Place
1.3 I	Liaise with the Victorian Government Architects Panel to peer review major or culturally significant planning applications.	Statutory Planning	Planning and Place
1.3 J	Advocate for improved community outcomes related to major State Government projects.	Major State Government Projects	Planning and Place
1.3 K	Maintain and apply the Stonnington Planning Scheme, and prepare major planning policy documents to shape the future of the city.	Statutory Planning	Planning and Place
1.3 L	Review, administer and enforce Council's Local Laws.	Liveability and Compliance	Planning and Place

## Objective 1.4



## Active transport and connected city

### Our priorities

- 1.4.1 Deliver and advocate for sustainable and enjoyable pedestrian, cycling and public transport options to enable our 20-minute neighbourhoods.
- 1.4.2 Deliver safe and connected active transport networks within and through Stonnington.
- 1.4.3 Ensure accessible and safe transport infrastructure and services for all ages.
- 1.4.4 Partner and advocate to ensure the optimal balance of road uses between private transport, active transport and other uses.
- 1.4.5 Optimise use of parking opportunities across Stonnington.

### Our actions

	Activity	Service Area	Directorate
1.4 A	Monitor and implement the Integrated Transport Plan to address key challenges, identify gaps and maximise opportunities to improve the future planning and development of the city's transport system.	Transport Planning	Environment and Infrastructure
1.4 B	Deliver improved off-road trails and on-road cycling paths, and supporting infrastructure, to make it easier and safer for people to cycle within and through the city.	Transport Planning	Environment and Infrastructure
1.4 C	Plan for walkable communities and places by providing connected and comfortable pathways that encourage walking to everyday destinations.	Transport Planning	Environment and Infrastructure
1.4 D	Deliver campaigns to encourage more people to walk and cycle, including education and training programs.	Transport Planning	Environment and Infrastructure
1.4 E	Advocate for improved accessibility and efficiency of public transport.	Transport Planning	Environment and Infrastructure
1.4 F	Implement a car share scheme allowing members to hire vehicles on demand as an alternative to private car ownership.	Transport Planning	Environment and Infrastructure
1.4 G	Undertake a parking study to optimise parking opportunities across the municipality.	Traffic and Parking Services	Environment and Infrastructure
1.4 H	Provide well-designed and managed roads, crossings and footpaths to keep all road users safe.	Traffic and Parking Services	Environment and Infrastructure



## 2.0 Direction 2: An inclusive and healthy community

### Objective 2.1

### Health and wellbeing



#### Our priorities

- 2.1.1 Support our community to recover from the impacts of COVID-19.
- 2.1.2 Enhance our community's health and wellbeing and promote resilience through quality service delivery and strategic partnerships.
- 2.1.3 Support increased community involvement and connections to create a sense of belonging, improve mental health and emotional wellbeing.
- 2.1.4 Support and advocate for the health and wellbeing of those in our community experiencing disadvantage and vulnerability.
- 2.1.5 Support our community to be more physically active and lead healthier lifestyles.
- 2.1.6 Enhance wellbeing through community hubs, libraries and collaborative spaces.



### Our actions

	Activity	Service Area	Directorate
2.1 A	Implement the Stonnington Health and Wellbeing Plan and complementary strategies to improve and promote the health and wellbeing of our community over the next four years.	Community Planning	Community and Wellbeing
2.1 B	Implement the COVID-19 Community Recovery Plan to support families, groups and individuals to recover from the impacts of COVID-19 on health, wellbeing and resilience.	COVID Recovery	Community and Wellbeing
2.1 C	Develop the Affordable Housing Strategy and continue to advocate for increased housing supply.	Strategic Planning	Planning and Place
2.1 D	Implement the Active Stonnington Strategic Framework to support the Stonnington community to be more physically active, lead healthier lifestyles and be socially connected.	Active Communities	Community and Wellbeing
2.1 E	Support local sporting clubs to increase participation and inclusion, including opportunities for people living with disabilities.	Active Communities	Community and Wellbeing
2.1 F	Deliver the annual Community Grants Program to support eligible community organisations delivering Stonnington-based programs that respond to community needs and align with Council's priorities.	Aged, Diversity and Community Planning	Community and Wellbeing
2.1 G	Develop and implement a Library Strategy to define how we contribute to building literate, productive and engaged communities over the next ten years.	Library and Information Services	Community and Wellbeing
2.1 H	Deliver community services for younger people, families and older persons to increase health and wellbeing, foster community connection and increase awareness in relation to mental health and accessing services.	Children and Family Services / Community Planning	Community and Wellbeing
2.1 I	Implement the Stonnington Zero program to support people who are homeless to achieve stable housing, and implement an associated community and trader awareness program.	Community Planning	Community and Wellbeing
2.1 J	Deliver an ongoing program of events through our Libraries.	Library and Information Services	Community and Wellbeing
2.1 K	Advocate for allied community health and supports services provided out of Council buildings to deliver stronger health systems to the community.	Community and Wellbeing	Community and Wellbeing

## 2.0 Direction 2: An inclusive and healthy community

### Objective 2.2

### Diverse, inclusive and safe



#### Our priorities

- 2.2.1 Create a safe and resilient community for everyone who lives, works and visits.
- 2.2.2 Embrace, understand and value the diverse cultural backgrounds, experiences and needs of Aboriginal and Torres Strait Islander Peoples living within Stonnington.
- 2.2.3 Promote gender equality and respect to drive positive social change, prevent family violence and all forms of violence against women.
- 2.2.4 Create public spaces and places that are inclusive and accessible to everyone regardless of age, gender, ability, culture, sexuality and personal circumstance.
- 2.2.5 Support our culturally and linguistically diverse community members to feel valued, included, respected and able to access services they need.

#### Our actions

	Activity	Service Area	Directorate
2.2 A	Adopt and implement the Reconciliation Action Plan as a framework for how we recognise the contributions made by Aboriginal and Torres Strait Islander peoples and provide leadership for our community as we continue our reconciliation journey.	Community Planning	Community and Wellbeing
2.2 B	Undertake gender impact assessments for new policies, programs or services that have a direct and significant impact on our community.	Diversity and Inclusion	People
2.2 C	Coordinate the LGBTIQ+ Advisory Committee and develop an action plan to support our continuing development as a safe and inclusive organisation and city.	Community Planning	Community and Wellbeing
2.2 D	Integrate updated Child Safe standards into our ongoing commitment to providing welcoming, safe and accessible environments where children feel valued, listened to and considered in decisions that affect their lives.	Community Services	Community and Wellbeing
2.2 E	Implement the final year of the Inclusion Plan to support people living with a disability and their families and carers.	Community Planning	Community and Wellbeing
2.2 F	Commence design and construction of a regional accessible playground catering for all ages and abilities at Sir Zelman Cowan Reserve.	Public Spaces Design and Development	Environment and Infrastructure
2.2 G	Implement the Municipal Emergency Management Plan and sub-plans.	Physical Operations	Environment and Infrastructure
2.2 H	Develop the Community Safety Strategy and identify priorities, partnerships and actions.	Community Planning	Community and Wellbeing
2.2 I	Deliver the community safety camera program and leverage funding opportunities to address emerging safety issues.	Physical Operations	Environment and Infrastructure
2.2 J	Monitor and minimise risks to public health through the enforcement of legislation and guidelines.	Public Health and Immunisation	Community and Wellbeing

## Objective 2.3



## Public and green spaces

### Our priorities

- 2.3.1** Further improve the quality of our existing parks, waterways and facilities to optimise their use.
- 2.3.2** Create more public and private open and green spaces through strategic land acquisitions and innovative solutions.
- 2.3.3** Create an interconnected and walkable green space network to enable our 20-minute neighbourhoods.
- 2.3.4** Plan for community infrastructure assets and facilities which are multi-functional and meet the current and changing needs of our community.

### Our actions

	Activity	Service Area	Directorate
<b>2.3 A</b>	Review the Public Realm Strategy through the development and implementation of the Open Space Strategy.	Strategic Planning	Planning and Place
<b>2.3 B</b>	Strategically purchase land across the municipality to create increased open space through the Strategies for Creating Open Space.	Strategic Planning	Planning and Place
<b>2.3 C</b>	Redevelop the multi-sport and recreation precinct at Percy Treyvaud Memorial Park through phased capital works as resolved by Council.	Project Management and Delivery	Environment and Infrastructure
<b>2.3 D</b>	Deliver Harold Holt Swim Centre upgrade works, including outdoors areas and dry program rejuvenation project.	Project Management and Delivery	Environment and Infrastructure
<b>2.3 E</b>	Deliver community sporting facility upgrades, including Toorak Park Charles Lux Pavilion and East Malvern Tennis, and other priority works.	Project Management and Delivery	Environment and Infrastructure
<b>2.3 F</b>	Provide high-quality and well-maintained public open spaces, including parks, gardens, reserves, golf course and sportsgrounds to cater for diverse community needs through delivering the annual program of works.	Parks and Environment	Environment and Infrastructure
<b>2.3 G</b>	Deliver the staged implementation of the Gardiners Creek Masterplan and other waterway and biodiversity improvement projects.	Environment and Sustainability	Environment and Infrastructure
<b>2.3 H</b>	Develop the Community Infrastructure Plan to strategically review current and future infrastructure and service requirements for Stonnington.	Strategic Planning	Planning and Place
<b>2.3 I</b>	Implement the Development Contributions Plan through Planning Scheme amendments and operationalisation.	Strategic Planning	Planning and Place

## 2.0 Direction 2: An inclusive and healthy community

### Objective 2.4

### Sustainability and climate action



#### Our priorities

- 2.4.1 Transition to zero net emissions by 2030 for Council's own operations and support reduced community carbon emissions to provide a safer climate and improved health outcomes.
- 2.4.2 Support, facilitate and empower community climate action and resilience through education, collaboration, and promotion of Council action.
- 2.4.3 Grow our urban forest through public and private tree planting, and protect and enhance biodiversity.
- 2.4.4 Support the development of a circular economy as part of a minimal waste future and the transition away from landfill.
- 2.4.5 Develop an integrated approach to become a water sensitive city.
- 2.4.6 Embed environmentally sustainable design principles within Council buildings, facilities and private development.



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### Our actions

	Activity	Service Area	Directorate
2.4 A	Finalise and commence implementation of the Climate Emergency Action Plan.	Environment and Sustainability	Environment and Infrastructure
2.4 B	Maintain and grow Stonnington's urban forest and enhance biodiversity through implementing the Urban Forest Strategy and Sustainable Environment Strategy.	Environment and Sustainability	Environment and Infrastructure
2.4 C	Develop a roadmap to electrify Council buildings and facilities, and transition away from gas.	Environment and Sustainability	Environment and Infrastructure
2.4 D	Support the community to reduce energy use, install rooftop solar and purchase renewable energy through education, advice and programs.	Environment and Sustainability	Environment and Infrastructure
2.4 E	Build community capacity to take climate action through the Environmental Champions program.	Environment and Sustainability	Environment and Infrastructure
2.4 F	Support local businesses to reduce energy use, implement environmental upgrades and save money through education, engagement and financing options.	Environment and Sustainability	Environment and Infrastructure
2.4 G	Develop and implement the Waste and Circular Economy Strategy.	Environment and Sustainability	Environment and Infrastructure
2.4 H	Reduce food and green waste to landfill through expanding Council's kerbside food and green waste service and targeted education and engagement.	Environment and Sustainability	Environment and Infrastructure
2.4 I	Provide best practice and innovative waste management solutions.	Waste Management	Environment and Infrastructure
2.4 J	Implement water sensitive urban design throughout Council building and infrastructure projects, reducing potable water use and increasing alternative water use.	Environment and Sustainability	Environment and Infrastructure
2.4 K	Develop and implement a Sustainable Assets Policy to drive Environmentally Sustainable Design in Council buildings and infrastructure projects.	Sustainable Environment	Environment and Infrastructure

# 3.0 Direction 3: A people-centred and future ready city

## Objective 3.1 Community focus, connection and engagement



### Our priorities

- 3.1.1 Engage and listen to our community in an accessible, timely, representative, and innovative way to inform Council decision-making and forge common trust.
- 3.1.2 Promote and celebrate Stonnington’s services, programs and achievements to inform the community with relevant information.
- 3.1.3 Know what matters most to the community to provide the right information and improved services.
- 3.1.4 Develop partnerships that create community benefit through joint planning, advocacy, service delivery and resource sharing.
- 3.1.5 Facilitate relationships between and within the community and among stakeholders to make decisions and demonstrate transparency.

### Our actions

	Activity	Service Area	Directorate
3.1 A	Engage with the community about matters that affect them, using different forms and levels of engagement as defined by the Community Engagement Policy.	Engagement	Chief of Staff
3.1 B	Provide timely and effective communication to promote and celebrate our services and achievements, in alignment with our corporate identity and brand.	Communications	Chief of Staff
3.1 C	Develop and maintain Council’s advocacy program, including collaboration with M9 Councils.	Advocacy	Chief of Staff



## Objective 3.2

## Enhanced customer experience



### Our priorities

- 3.2.1** Align and improve our external-facing channels to ensure the community can receive the help they need in any way that suits them and in a timely manner.
- 3.2.2** Improve and streamline Council's internal systems, capabilities and processes to enhance customer experience through continuous improvement to deliver an end-to-end customer centric experience.
- 3.2.3** Embed a data informed insights approach to inform continuous improvement and achieve an effective service.

### Our actions

	Activity	Service Area	Directorate
<b>3.2 A</b>	Implement the Digital Transformation Strategy / One Stonnington to support current and future organisational business needs and customer expectations.	Customer Experience and Transformation	Customer and Technology
<b>3.2 B</b>	Develop and implement the Data Strategy to unlock Council's data and information to better meet expectations of modern customer interactions and operations.	Customer Experience and Transformation	Customer and Technology
<b>3.2 C</b>	Develop and implement the Customer Experience Strategy to identify, build and implement the required people, system and process capabilities.	Customer Experience and Transformation	Customer and Technology
<b>3.2 D</b>	Develop and implement the Smart Cities Strategy.	Customer Experience and Transformation	Customer and Technology
<b>3.2 E</b>	Develop and implement new customer products and channels, and improve and optimise existing customer channels.	Digital and Marketing	Customer and Technology
<b>3.2 F</b>	Develop and implement the Voice of Customer capability – 'know me'.	Customer Experience and Transformation	Customer and Technology
<b>3.2 G</b>	Streamline Council processes and services, and improve community satisfaction.	Customer Experience and Transformation	Customer and Technology
<b>3.2 H</b>	Enhance Council's data and cyber security to align with Office of Victorian Information Commissioner standards.	Technology Enablement	Customer and Technology



## 3.0 Direction 3: A people-centred and future ready city

### Objective 3.3

### Engaged and capable people



#### Our priorities

- 3.3.1 Keep our workplace safe.
- 3.3.2 Build the right culture.
- 3.3.3 Build the right capability for now and the future.
- 3.3.4 Embrace risk as a tool for performance improvement and value creation.
- 3.3.5 Be an Employer of Choice.

#### Our actions

	Activity	Service Area	Directorate
3.3 A	Baseline our organisational culture and implement targets and plans to shift our culture to improve organisational performance.	Organisation Development	People
3.3 B	Develop and embed a toolkit to enable staff to increase and practice digital transformational skills (e.g. agile training, new ways of working and change management).	Customer Experience and Transformation	Customer and Technology
3.3 C	Embed the safety culture transformation four pillars; Walk, Share, Care and Learn.	Health and Safety	People
3.3 D	Embed an organisational capability framework to build capability that enables Council to deliver on its strategic objectives.	Organisation Development	People
3.3 E	Develop and embed a new Risk Framework in alignment with the new Council Plan, and engage staff so that risk is embraced as a performance improvement and value creation tool.	Health, Safety and Wellbeing	People
3.3 F	Refresh our organisational values to support the delivery of our new Council Plan and to meet our cultural aspirations.	Organisation Development	People
3.3 G	Raise the profile of diversity and inclusion and undertake a gender equality audit to identify any workplace inequality within our organisation to improve our diversity composition and to make Council an Employer of Choice.	Diversity and Inclusion	People

## Objective 3.4



## Fit for purpose operating model and resource management

### Our priorities

- 3.4.1 Ensure alignment of Council's strategies, plans and funding with Stonnington's Community Vision and Council Plan.
- 3.4.2 Ensure Council's service offerings and resources are identified and reviewed to align with strategy, community needs, value for money and respond to change.
- 3.4.3 Ensure effective and efficient maintenance and renewal of Council's infrastructure to deliver defined service levels.
- 3.4.4 Deliver strategically aligned capital works program, operating initiatives and optimal utilisation of Council assets.
- 3.4.5 Ensure Council meets its legislative, regulatory, governance and ethical obligations.
- 3.4.6 Modernise Council systems and technology to enable a future ready organisation.
- 3.4.7 Keep data and information safe and secure.

### Our actions

	Activity	Service Area	Directorate
3.4 A	Implement the Technology Enablement Program to: <ul style="list-style-type: none"> <li>» Support Council business through network upgrades, cyber security resilience, laptop renewal and replacement.</li> <li>» Ensure staff have access to the right systems and programs to best do their jobs and effectively meet community needs.</li> </ul>	Technology Enablement	Customer and Technology
3.4 B	Scope and commence modernising Council's record management services, including digitisation.	Customer Operations	Customer and Technology
3.4 C	Review Council's ten-year Asset Management Plans to guide long-term management of our assets and commence phase one of the Strategic Asset Management Program.	Asset Management and Planning	Environment and Infrastructure
3.4 D	Develop and implement an integrated planning and performance framework that links the community's aspirations with Council strategy, operations and performance.	Integrated Planning and Performance	Planning and Place
3.4 E	Coordinate annual business planning aligned with the Annual Budget.	Integrated Planning and Performance	Planning and Place
3.4 F	Complete building renewal and upgrade projects through delivery of the Capital Works Program.	Project Management and Delivery	Environment and Infrastructure
3.4 G	Maintain Council's property assets including municipal building, pavilions and other community buildings.	Property Maintenance	Environment and Infrastructure
3.4 H	Deliver ongoing maintenance of our roads, laneways, footpaths, bike paths and drains to maintain amenity.	Streets, Roads and Drains	Environment and Infrastructure
3.4 I	Optimise the fuel efficiency of Council's vehicle fleet.	Fleet Management	Environment and Infrastructure
3.4 J	Ensure Council's governance practices meet legislative requirements.	Governance	Chief of Staff
3.4 K	Develop and implement an integrated service review framework that will enable Council to review and optimise service delivery and efficiency and improve our customer experience.	Finance	Chief Financial Officer
3.4 L	Optimise technology service management to support staff obtaining the best value from our IT systems.	Technology Enablement	Customer and Technology

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**Visit us**





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Stonnington City Centre  
 311 Glenferrie Road, Malvern

Stonnington Services and Visitor Hub  
 Chatham Street, Prahran Square  
 Prahran

Stonnington Depot  
 (Administration Building)  
 293 Tooronga Road, Malvern

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**Community Languages**

Call the Stonnington Community Link,  
 a multilingual telephone information service.

Mandarin	普通話	9280 0730
Cantonese	廣東話	9280 0731
Greek	Ελληνικά	9280 0732
Italian	Italiano	9280 0733
Polish	Polski	9280 0734
Russian	Русский	9280 0735
Indonesian	Bahasa Indonesia	9280 0737
All other languages		9280 0736

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 us through the National Relay Service:

- » TTY user phone 133 677 then ask for 8290 1333
- » Speak and Listen users phone 1300 555 727 then ask for 8290 1333
- » Internet relay users connect to the NRS then ask for 8290 1333



City of  
**STONNINGTON**



# Financial Plan 2021-22 to 2030-31

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# 1 Legislative Requirements

## 1.1 Purpose of the 10 year Financial Plan

The Local Government Act 2020 requires each council to prepare a Financial Plan covering a minimum period of 10 years following each Council election. Council's 10-Year Financial Plan provides the financial management framework upon which sound financial decisions are made. The 10-Year Financial Plan covers the period 2021-22 to 2030-31.

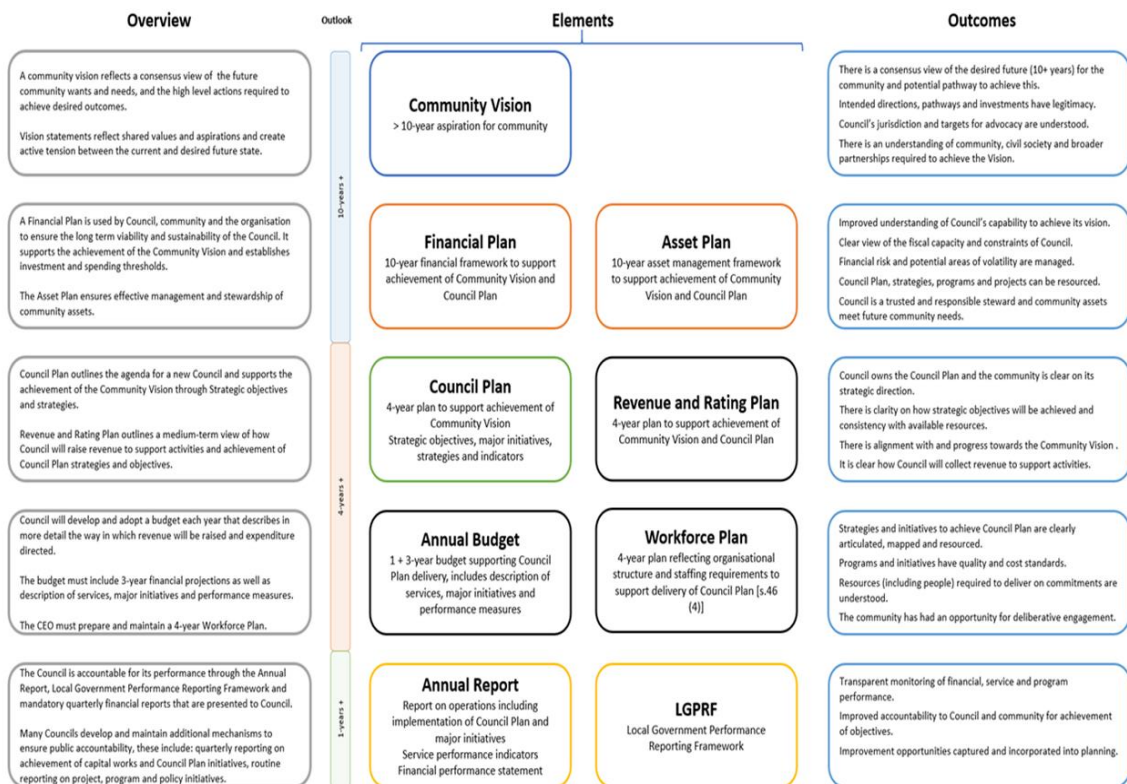
The Plan is a decision making tool to identify Council's current and projected financial capacity to meet Council's future needs in providing services and facilities to the community based on the goals and aspirations of the Council Plan and to achieve the Community Vision.

Each year the 10-Year Financial Plan is reviewed and updated to reflect the current circumstances of Council. The Plan effectively takes the assumptions and budget parameters that have been applied to the 2021-22 budget (which covers a four year period) and extends these out into years 5-10 to give a longer term view of Council's financial viability and outcomes.

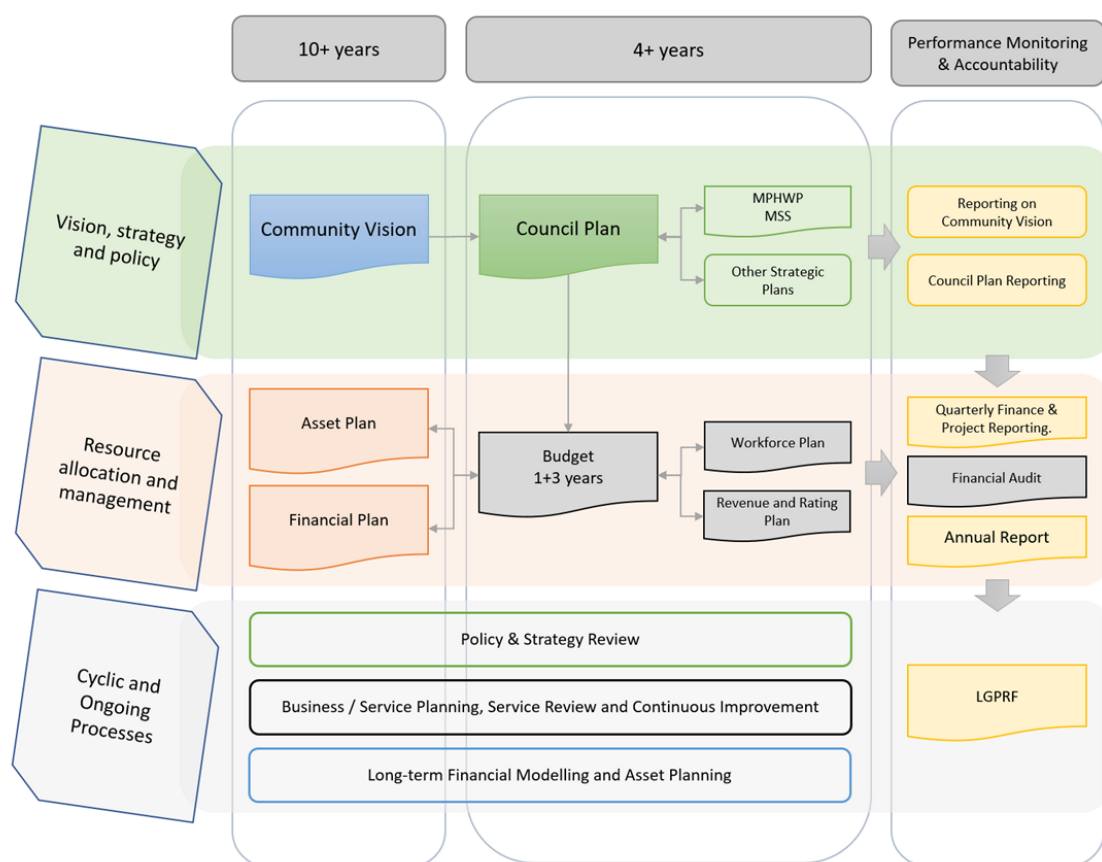
## 1.2 Link between the 10-Year Financial Plan and Council's Planning Framework

This section describes how the Financial Plan links to the achievement of the Community Vision and the Council Plan within the Integrated Strategic Planning & Reporting framework. This framework guides the Council in identifying community needs and aspirations over the long term (Community Vision), medium term (Council Plan) and short term (Annual Budget) and then holding itself accountable (Annual Report).

The following diagram provides an overview of the core legislated elements of an integrated strategic planning and reporting framework and outcomes.



The following figure demonstrates how each element might inform or be informed by other parts of the integrated framework.



### 1.1 Strategic Planning Principles

The Financial Plan provides a 10 year financially sustainable projection regarding how the actions of the Council Plan may be funded to achieve the Community Vision. The Financial Plan is developed in the context of the following strategic planning principles:

- a) Council has an integrated approach to planning, monitoring and performance reporting.
- b) Council financial plan addresses the Community Vision by funding the aspirations of the Council Plan. The Council Plan aspirations and actions are formulated in the context of the Community Vision.
- c) The Financial Plan statements articulate the 10-year financial resources necessary to implement the goals and aspirations of the Council Plan to achieve the Community Vision.
- d) Council's strategic planning principles identify and address the risks to effective implementation of the Financial Plan. The financial risks are included at section 1.2.2 below.
- e) The Financial Plan provides for the strategic planning principles of progress monitoring of progress and reviews to identify and adapt to changing circumstances.

## 1.2 Financial Management Principles

The Financial Plan demonstrates the following financial management principles:

- 1.2.1 Revenue, expenses, assets, liabilities, investments and financial transactions are managed in accordance with Council's financial policies and strategic plans.
- 1.2.2 Management of the following financial risks:
  - a) the financial viability of the Council (refer to section 2.1 Financial Policy Statements).
  - b) the management of current and future liabilities of the Council. The estimated 10 year-liabilities are disclosed in section 3.2 Balance Sheet projections.
- 1.2.3 Financial policies and strategic plans are designed to provide financial stability and predictability to the community.
- 1.2.4 Council maintains accounts and records that explain its financial operations and financial position (refer section 3 Financial Statements)

## 1.3 Engagement Principles

Council has implemented the following consultation process to ensure due consideration and feedback is received from relevant stakeholders.

- a) Draft Financial Plan prepared by management;
- b) Draft Financial Plan placed on public exhibition at 16 August 2021 Council meeting for a period of 21 days and calling for public submissions;
- c) Community engagement is conducted using local news outlets and social media;
- d) Financial Plan, including any revisions, presented to 4 October 2021 Council meeting for adoption.

*Under the Local Government Act 2020, and in accordance with Council's newly adopted Community Engagement Policy, Council will be required to prepare the Finance Plan in accordance with its deliberative engagement practices in future years.*

## 1.4 Service Performance Principles

Council services are designed to be targeted to community need and provide value for money. The service performance principles are listed below:

- a) Services are provided in an equitable manner and are responsive to the diverse needs of the community. The Council Plan is designed to identify the key services and projects to be delivered to the community. The Financial Plan provides the mechanism to demonstrate how the service aspirations within the Council Plan are proposed to be funded.
- b) Services are accessible to the relevant users within the community.
- c) Council provides quality services that provide value for money to the community. The Local Government Performance Reporting Framework (LGPRF) is designed to communicate council's performance regarding the provision of quality and efficient services.
- d) Council is developing a performance monitoring framework to continuously improve its service delivery standards.
- e) Council is developing a service delivery framework that considers and responds to community feedback and complaints regards service provision.



## 1.5 Asset Plan Integration

Integration to the Asset Plan is a key principle of the Council's strategic financial planning principles. The purpose of this integration is designed to ensure that future funding is allocated in a manner that supports service delivery in terms of Councils approved / adopted plans and policies that will ensure effective management of Council's assets into the future.

The Asset Plan identifies the operational and strategic practices which will ensure that Council manages assets across their life cycle in a financially sustainable manner. The Asset Plan, and associated asset management policies, provide council with a sound base to understand the risk associated with managing its assets for the community's benefit.

The Asset Plan is designed to inform the 10-year Financial Plan by identifying the amount of capital renewal, backlog and maintenance funding that is required over the life of each asset category. The level of funding will incorporate knowledge of asset condition and risks as well as the impact of reviewing and setting intervention and service levels for each asset class.

In addition to identifying the operational and strategic practices that ensure that Council manages assets across their life cycle in a financially sustainable manner, the Asset Plan quantifies the asset portfolio and the financial implications of those practices. Together, the Financial Plan and Asset Plan seek to balance projected investment requirements against projected budgets and service level requirements.

*The Local Government Act 2020 Section 92 requires Council to develop, adopt and keep in force an Asset Plan in accordance with its deliberative engagement practices. Council must adopt an Asset Plan by 30 June 2022.*

## 2 Financial Plan Context

This section describes the context and external / internal environment considerations in determining the 10-year financial projections and assumptions.

### 2.1 Financial Policy Statements

This section defines the policy statements, and associated measures, that demonstrates Council's financial sustainability to fund the aspirations of the Community Vision and the Council Plan.

Policy Statement*	Measure	Target	Forecast											Trend +/-
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	
Net result margin (%) =Net result/Total revenue	Low Risk: More than 0% Generating surpluses consistently.	>0%	11%	16%	16%	17%	17%	19%	18%	19%	19%	19%	19%	+
Internal financing (%) Net operating cashflow/Net capital expenditure	Low Risk: More than 100% Generating enough cash from operations to fund new assets.	100%	82%	64%	74%	79%	79%	112%	135%	121%	121%	124%	120%	+
Rates allocated to capital works Rate revenue applied to fund the capital program compared to prior year	Rates allocated to capital works	\$31,300	39,763	37,395	46,541	54,106	61,903	38,540	25,071	36,177	46,451	46,625	44,580	o
Capital replacement (ratio) =Cash outflows for the addition of new infrastructure, property, plant and equipment/ Depreciation	Low Risk: More than 1.5 Low risk of insufficient spending on asset renewal	>150%	362%	524%	436%	419%	411%	295%	237%	274%	279%	274%	290%	-
New Asset Budgeted/ Projected Spend Total New Capital Works Budgeted or Projected Expenditure	Greater than \$5 million annually over the forward estimates	>\$5,000	14,511	20,256	26,015	23,745	20,275	11,089	11,308	11,074	12,023	10,927	11,067	o
Unrestricted Cash	Cash and Investments Less All Statutory Reserve Funds, Trust Liabilities, and Long Service Leave Provisions	>\$0	74,984	48,864	34,840	18,263	1,789	8,035	32,238	47,593	54,753	64,517	79,342	+
Annual renewal spending / Depreciation	Asset renewal project spend each year/Depreciation Expense	>100%	164%	214%	148%	164%	176%	124%	117%	124%	119%	105%	103%	-

\* In addition to financial performance indicators displayed in Section 3 and 4

## 2.2 Strategic Actions

A robust community engagement process was undertaken between September 2020 and May 2021 to develop the Stonnington Community Vision 2040. This was adopted by Council on 28 June 2021.

The community aspirations and priorities for the future of Stonnington have been grouped into six principles and provide the areas of focus for the Council Plan 2021-2025. These community outcome areas comprise:

- Stonnington is a modern city that maintains heritage sites and its cultural identity whilst embracing progressive development, which supports its local businesses and encourages creative initiatives.
- Protect biodiversity, take climate action and pursue eco-friendly ways of living, guided by the United Nations Sustainable Development Goals.
- Stonnington's ambition is to be a caring, compassionate and supportive city for all members of the community.
- Stonnington will have strong governance and diverse representative leadership, which enhances open two-way communication.
- Stonnington's public spaces will provide the ability for all members of the community to experience and enjoy the natural environment.
- We provide access to a variety of quality services and amenities for everyone within 20 minutes.

To ensure Council has the capacity to work towards the achievement of the Stonnington Community Vision 2040, a Financial Plan has been prepared to guide the financial resources of Council over the next 10 years. This plan is updated annually.

Council has identified the following strategic actions that will support the aspirations of the Council Plan:

- A financially sustainable Council – improving financial sustainability to enable Council to respond to financial challenges now and into the future.
- Prioritised funding – align resources to Council Plan priorities and fund projects based on demonstrated need.
- Focused program of service reviews and building efficiencies with a focus on developing new revenue sources and containing cost increases in business operations.
- Rate funds applied to the capital works program to increase each year.
- Increase investment in capital works renewal to reduce the escalating risk and maintenance of aging infrastructure.
- Additional funding to address climate change.
- Debt funding to be applied to growth infrastructure where applicable.
- Allocate consistent funding for technology and innovation to enhance customer service and create efficiencies.
- At a minimum, adherence to the projected State Government annual rate cap.

### 2.3 Assumptions to the financial plan statements

This section presents information regarding the assumptions to the Comprehensive Income Statement for the 10 years from 2021-22 to 2030-31. The assumptions comprise the annual escalations / movement for each line item of the Comprehensive Income Statement.

Escalation Factors %/\$'000 movement	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
CPI	1.80%	1.80%	1.80%	1.80%	1.80%	2.00%	2.00%	2.00%	2.25%	2.25%
Growth	1.26%	1.25%	1.23%	1.22%	1.20%	1.19%	1.17%	1.16%	1.15%	1.13%
Rates and charges	1.50%	1.75%	2.00%	2.25%	2.50%	2.50%	2.75%	3.00%	3.00%	3.00%
Statutory fees and fines	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
User fees	1.75%	1.75%	2.00%	2.25%	2.50%	2.50%	2.75%	3.00%	3.00%	3.00%
Grants - Operating	1.75%	1.75%	1.75%	1.75%	1.75%	1.75%	1.75%	1.75%	1.75%	1.75%
Grants - Capital	\$ 12,580	\$ 1,998	\$ 2,298	\$ 298	\$ 2,298	\$ 298	\$ 298	\$ 298	\$ 298	\$ 298
Contributions - monetary	1.20%	1.20%	1.20%	1.20%	1.20%	1.20%	1.20%	1.20%	1.20%	1.20%
Contributions - non-monetary	0	0	0	0	0	0	0	0	0	0
Other income	2.00%	1.75%	2.00%	2.25%	2.50%	2.50%	2.75%	3.00%	3.00%	3.00%
Employee costs	2.50%	2.51%	2.46%	2.66%	2.61%	2.56%	2.76%	2.71%	2.66%	2.86%
Materials and services	1.80%	1.80%	1.80%	1.80%	1.80%	2.00%	2.00%	2.00%	2.25%	2.25%
Depreciation & Amortisation	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Other expenses	1.80%	1.80%	1.80%	1.80%	1.80%	2.00%	2.00%	2.00%	2.25%	2.25%

### **2.3.1 Rates and charges**

Planning for future rate increases has been an important component of the Financial Plan process. The State Government introduced the *Fair Go Rates System* in 2016-17 which sets out the maximum amount councils may increase rates in a year. The Financial Plan assumes a rate increase of 1.5% in 2021-22 increasing to 3.0% by 2030-31 in line with future interest rate assumptions.

In addition, it is expected that during the 2021-22 year a further increase of 1.0% per annum will be received as a result of growth in the rate base due to supplementary rates (additional properties and / or valuation).

Waste management charges are levied on the basis of cost recovery and the Financial Plan reflects both an increase in Waste and Recycling Charges as well as increased contractor expenses. Future years waste charges are estimated to increase in line with CPI growth of 1.8% plus the landfill levy and recycling increases, to ensure Council continues to recover the full costs of providing waste services.

*More information can be found in Council's Revenue and Rating Plan 2021-22 to 2024-25*

### **2.3.2 Statutory fees and fines**

The Financial Plan indexes statutory fees, set by state legislation, according on the estimated annual rate of CPI. These fees are outside the control of Council and therefore can be subject to increases less than CPI depending on the decision determined by the State Government each year.

The use of CPI assumptions reflects the need for these revenue streams to increase in line with Councils projected costs in order not to impact operating surplus requirements that are used to fund the capital works program.

### **2.3.3 User fees and Charges**

User fees and charges assist Council to offset the cost of some service delivery directly with the user rather than funding through rate income. Revenue raised from Council's fees and charges for the provision of services and the use of facilities can be divided into two categories:

- a) Statutory and Regulatory Fees and Charges - which are set by regulation or another authority (e.g. Development Application fees) and which Council has no discretion to increase; and
- b) Other Fees and Charges - which are set by Council and which Council has the discretion to increase.

The pricing principle factors that determine Council's user fees and charges are equity, user-pays, cost recovery and market rates. As a general guide, user fees and charges are escalated in the 10-Year Financial Plan above forecast CPI which assists in offsetting the cost increases to Council for the provision of these services.

*More information can be found in Council's Revenue and Rating Plan 2021-22 to 2024-25*

### **2.3.4 Grants**

Council currently receives grants for tied (specific purpose grants) and un-tied (financial assistance grant) funding received via the Victorian Local Government Grants Commission (VLGGC). Operating grants are expected to increase on an annual basis by 1.75%.

The level of capital grants are determined based on the nature and level of projects included in the Capital Works Program, and vary widely. Capital grants have therefore have been forecast to the level of known committed grants over the forward estimates.

### **2.3.5 Contributions**

Council receives contributions from developers and are expected to increase on an annual basis by 1.20%. These contributions represent funds to enable council to provide the necessary open space infrastructure and infrastructure improvements to accommodate development growth and improved community outcomes. The contributions are for specific purposes and often require Council to outlay funds for infrastructure works often before receipt of this income source. These contributions are statutory contributions and are transferred to a restricted reserve until utilised for a specific purpose through the capital works program.

### **2.3.6 Other income**

Revenue from other income mainly comprises investment income plus the recovery income from a variety of sources and rental income received from the hire of Council buildings and property investment portfolio (rent). As a general guide, other income are escalated in the 10-Year Financial Plan above forecast CPI.

### **2.3.7 Employee costs**

Council provides services to the community by a combination of employees and through contracted service providers. Employee costs are one of the largest expenditure items which represent approximately 44% of total expenses. Total employee costs are a combination of direct wages and salaries, overheads that include workers compensation, superannuation, training and advertising and agency staff engaged on temporary assignments

The 2021-22 year includes a 6.26% increase for employee costs that reflects:

- Expectation to resume services from the COVID-19 lockdowns experienced in 2020-21.
- Salary increase for staff pursuant to the Enterprise Bargaining Agreement and associated provision growth.
- Legislated superannuation guarantee increase from 1 July 2021 by 0.5% (9.5% to 10.0%).
- Further increased staff resources in the areas of planning, technology and communication, environment and parks, and asset management due to increased service demands.

The ensuing years, from 2022/23 to 2030/31, reflect annual increases between 2.5% to 2.86% per annum to provide for annual EBA increases, other required increases to staff salaries (i.e. legislated superannuation changes), as well as a projected increase to the delivery of existing services inclusive of a marginal increase in headcount.

**2.3.8 Materials and services**

Material costs include items required for the maintenance and repairs of Council buildings, roads, drains and footpaths which are more governed by market forces based on the outcomes from competitive tendering than CPI. Other associated costs included under this category are utilities, materials for the supply of meals on wheels and consumable items for a range of services. Council also utilises external expertise on a range of matters, including legal services and audit. Council continues to monitor costs in line with CPI levels year on year by engaging the market via best practice procurement processes.

**2.3.9 Depreciation & amortisation**

Depreciation & amortisation of Council's infrastructure, intangible (software) and right of use of assets is determined from information contained within their various asset management plans and strategies. The projections of depreciation in the 10-Year Financial Plan is based on the Capital Works Program. It is critical that Council continues to renew existing assets in the capital works program, as failure to do so may reduce the service potential of assets and increase whole of life costs.

Depreciation has been further increased by the indexing of the replacement cost of Council's fixed assets.

**2.3.10 Borrowing costs**

Borrowing costs comprise the interest expense to service Council's loan portfolio that is described in Section 5.1 Borrowing Plan.

**2.3.11 Other expenses**

Other expenses include administration costs such as Councillor allowances, election costs, sponsorships, partnerships, community grants, lease expenditure, fire services property levy, audit costs and other costs associated with the day to day running of Council. These are projected to increase in line with CPI.

## 2.4 Other Matters impacting the 10-year financial projections

Council continues to face challenges which impact the Financial Plan projections. Some of the main factors are:

- **Impacts to cost-base:** In determining the assumptions that impact Councils cost base and associated revenue requirements, the following factors must be considered:
  - Service growth which includes both growth in population and service demand / expectation
  - New services and asset demands
  - Cost pressures from wages and construction costs
  - CPI (general inflation)
- **Lower interest rate environment:** The overall financial impact of the lower interest rate environment has lead Council to review it services and capital works program and to source alternative funding.
- **New Local Government Act 2020:** The new deliberative requirement for Asset Management Planning will be better informed by the community. A possible re-defining of service demand and service levels in respect of community assets and infrastructure may increase asset maintenance and renewal expenditure.
- **COVID-19 impact:** Across the 2019-20 and 2020-21 financial years Council invested over \$11.0 million in supporting our community from the impacts COVID-19. Should our community continue to be impacted by the pandemic, Council will actively redirect resources and attention to where services and support are most needed. The economic output delivered through our Capital Program has also borne the brunt of several stages of restrictions over the last two financial years and is now experiencing challenges with contractor availability, supply chain issues with materials and labour shortages.
- **Technology expectations:** We are learning different ways of working and making council facilities more flexible to provide a hybrid work environment and move services electronically. Our innovative ways of working and advances in IT infrastructure has supported us to work through the pandemic and we will need to continue to build our IT infrastructure to meet the changing expectations of our community.
- **Cost shifting:** This occurs where Local Government provides a service to the community on behalf of the State or Federal Government. Over time the funds received by Local Governments do not increase in line with real cost increases. An example of this is Maternal & Child Health, where the level of payment received by Council from the State Government does not reflect the real cost of providing the service to the community and therefore will require rate fundin.
- **Public infrastructure maintenance:** Councils across Australia raise approximately 3% of the total taxation collected by all levels of Government in Australia. In addition, Councils are entrusted with the maintenance of more than 30% of all Australian public assets including roads, bridges, parks, footpaths and public buildings. This means that a large proportion of Council's income must be allocated to the maintenance and replacement of these valuable public assets in order to ensure the quality of public infrastructure is maintained at satisfactory levels.
- **Population growth** will continue to place significant stress on Council's resources.



- **Climate action** will continue to evolve and require additional Council resources.
- **Service Review Framework and Transformation Program:** In 2021-22 Council will develop a service review framework to complement the Transformation (One Stonnington) program of works. This framework will incorporate a methodology for performing consistent service reviews across Council that consider the cost, quality level and efficiency of a Council service, and assesses whether the current mode of delivery provides the best value to the community. Council intends to conduct regular reviews to ensure services continue to achieve their objectives and meet the needs of the Community. Review types will incorporate outcomes such as:
  - **Improved Process / Service:** Deliver more or better quality of services or outputs/outcomes for the same cost.
  - **Minimising Service Cost Growth:** Reduce cost increases above inflation or other external factors via competitive tendering and/or service or process review-redesign.
  - **Change in Delivery Model:** Delivery of a service via a different Operating/Commercial model.
  - **Change in Service Levels:** Determine community service need and adjust levels in accordance with these assessed requirements.
  - **Rationalisation of Services:** Service delivery determined/assessed to no longer be required and/or can be provided by an active private market.

Once this framework is developed financial efficiencies and operating savings will be factored within the forward outlook of our 10-Year Financial Plan.

### **3 Financial Plan Statements**

This section presents information regarding the Financial Plan Statements for the 10 years from 2021-22 to 2030-31.

- Comprehensive Income Statement
- Balance Sheet
- Statement of Changes in Equity
- Statement of Cash Flows
- Statement of Capital Works
- Statement of Human Resources

## 3.1 Comprehensive Income Statement

	Forecast										
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Income</b>											
Rates and charges	120,111	126,687	130,690	135,050	139,819	145,031	150,424	156,307	162,715	169,371	176,281
Statutory fees and fines	13,806	20,840	24,317	26,303	27,849	28,406	28,974	29,553	30,144	30,747	31,362
User fees	14,074	21,825	23,222	25,125	28,434	29,144	29,872	30,692	31,611	32,557	33,532
Grants - Operating	8,561	8,487	8,636	8,787	8,940	9,097	9,256	9,418	9,583	9,751	9,921
Grants - Capital	1,340	12,580	1,998	2,298	298	2,298	298	298	298	298	298
Contributions - monetary	8,950	10,000	13,889	13,889	13,889	13,889	13,889	13,889	13,889	13,889	13,889
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	498	(84)	(84)	(84)	(84)	(84)	(84)	(84)	(84)	(84)	(84)
Other income	5,421	6,589	6,711	6,726	7,064	6,799	6,969	7,684	8,193	7,998	8,315
<b>Total income</b>	<b>172,761</b>	<b>206,925</b>	<b>209,378</b>	<b>218,094</b>	<b>226,210</b>	<b>234,581</b>	<b>239,599</b>	<b>247,757</b>	<b>256,350</b>	<b>264,526</b>	<b>273,514</b>
<b>Expenses</b>											
Employee costs	71,381	75,848	78,882	81,437	84,121	87,103	90,268	93,782	97,477	101,374	105,700
Materials and services	53,308	63,856	64,596	66,472	69,094	69,801	71,267	72,766	74,915	76,049	77,828
Depreciation	19,634	20,632	21,044	21,465	22,710	23,165	23,628	24,101	24,583	25,074	25,576
Amortisation - intangible assets	555	1,270	1,295	1,321	1,348	1,375	1,402	1,430	1,459	1,488	1,518
Amortisation - right of use assets	631	620	439	257	203	-	-	-	-	-	-
Bad and doubtful debts	13	20	20	21	21	21	22	22	23	23	24
Borrowing costs	223	189	373	479	607	655	623	817	861	783	809
Finance Costs - leases	358	376	58	36	25	-	-	-	-	-	-
Other expenses	7,223	10,510	8,927	8,890	8,648	8,937	8,666	8,863	8,871	9,341	9,199
<b>Total expenses</b>	<b>153,326</b>	<b>173,321</b>	<b>175,635</b>	<b>180,378</b>	<b>186,778</b>	<b>191,056</b>	<b>195,875</b>	<b>201,781</b>	<b>208,189</b>	<b>214,132</b>	<b>220,653</b>
<b>Surplus/(deficit) for the year</b>	<b>19,435</b>	<b>33,605</b>	<b>33,743</b>	<b>37,716</b>	<b>39,432</b>	<b>43,524</b>	<b>43,723</b>	<b>45,976</b>	<b>48,161</b>	<b>50,394</b>	<b>52,861</b>
<b>Total comprehensive result</b>	<b>19,435</b>	<b>33,605</b>	<b>33,743</b>	<b>37,716</b>	<b>39,432</b>	<b>43,524</b>	<b>43,723</b>	<b>45,976</b>	<b>48,161</b>	<b>50,394</b>	<b>52,861</b>

## 3.2 Balance Sheet

	Forecast										
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Assets</b>											
<b>Current assets</b>											
Cash and cash equivalents	93,314	67,186	53,359	36,988	20,725	27,216	51,669	67,278	74,728	84,791	99,917
Trade and other receivables	12,465	8,945	7,097	7,227	7,371	7,531	7,707	7,887	8,085	8,301	8,523
Other assets	935	949	962	976	991	1,009	1,028	1,048	1,072	1,098	1,125
<b>Total current assets</b>	<b>106,715</b>	<b>77,079</b>	<b>61,418</b>	<b>45,191</b>	<b>29,087</b>	<b>35,756</b>	<b>60,404</b>	<b>76,213</b>	<b>83,885</b>	<b>94,190</b>	<b>109,565</b>
<b>Non-current assets</b>											
Other financial assets	15	15	23	31	39	47	55	63	71	79	87
Investments in associates, joint arrangement and subsidiaries	2,363	2,363	2,363	2,363	2,363	2,363	2,363	2,363	2,363	2,363	2,363
Property, infrastructure, plant & equipment	2,963,911	3,029,543	3,085,672	3,141,449	3,201,676	3,238,683	3,263,977	3,297,877	3,333,583	3,368,958	3,408,803
Right-of-use assets	1,682	903	465	208	5	(0)	(0)	(0)	(0)	(0)	(0)
Investment property	7,485	7,485	7,485	7,485	7,485	7,485	7,485	7,485	7,485	7,485	7,485
Intangible assets	10,140	21,884	27,100	30,475	30,705	30,922	31,211	31,417	31,665	31,871	32,130
<b>Total non-current assets</b>	<b>2,985,596</b>	<b>3,062,194</b>	<b>3,123,108</b>	<b>3,182,011</b>	<b>3,242,273</b>	<b>3,279,500</b>	<b>3,305,091</b>	<b>3,339,206</b>	<b>3,375,167</b>	<b>3,410,756</b>	<b>3,450,868</b>
<b>Total assets</b>	<b>3,092,311</b>	<b>3,139,273</b>	<b>3,184,526</b>	<b>3,227,203</b>	<b>3,271,360</b>	<b>3,315,256</b>	<b>3,365,495</b>	<b>3,415,419</b>	<b>3,459,052</b>	<b>3,504,945</b>	<b>3,560,433</b>
<b>Liabilities</b>											
<b>Current liabilities</b>											
Trade and other payables	28,497	28,990	29,493	30,905	31,442	31,988	32,543	33,175	33,814	34,468	35,222
Trust funds and deposits	7,360	7,078	6,994	6,911	6,831	6,754	6,680	6,607	6,537	6,471	6,406
Provisions	15,162	15,294	15,732	16,181	16,651	17,151	17,659	18,192	18,759	19,335	19,939
Interest-bearing liabilities	3,500	2,000	2,866	3,266	6,466	4,546	5,213	5,746	5,746	5,746	2,367
Lease liabilities	1,056	412	15	-	-	-	-	-	-	-	-
<b>Total current liabilities</b>	<b>55,576</b>	<b>53,775</b>	<b>55,099</b>	<b>57,263</b>	<b>61,390</b>	<b>60,440</b>	<b>62,095</b>	<b>63,719</b>	<b>64,856</b>	<b>66,019</b>	<b>63,933</b>
<b>Non-current liabilities</b>											
Provisions	2,232	2,306	2,368	2,431	2,496	2,567	2,639	2,712	2,792	2,873	2,955
Interest-bearing liabilities	19,000	34,500	44,634	47,368	47,902	49,156	53,943	56,197	50,451	44,705	49,338
Lease liabilities	429	15	-	-	-	-	-	-	-	-	-
Other liabilities	1,441	1,441	1,441	1,441	1,441	1,441	1,441	1,441	1,441	1,441	1,441
<b>Total non-current liabilities</b>	<b>23,102</b>	<b>38,262</b>	<b>48,443</b>	<b>51,240</b>	<b>51,839</b>	<b>53,164</b>	<b>58,023</b>	<b>60,350</b>	<b>54,684</b>	<b>49,019</b>	<b>53,734</b>
<b>Total liabilities</b>	<b>78,678</b>	<b>92,036</b>	<b>103,542</b>	<b>108,504</b>	<b>113,229</b>	<b>113,604</b>	<b>120,118</b>	<b>124,069</b>	<b>119,540</b>	<b>115,038</b>	<b>117,667</b>
<b>Net assets</b>	<b>3,013,633</b>	<b>3,047,237</b>	<b>3,080,984</b>	<b>3,118,699</b>	<b>3,158,131</b>	<b>3,201,652</b>	<b>3,245,377</b>	<b>3,291,350</b>	<b>3,339,513</b>	<b>3,389,908</b>	<b>3,442,766</b>
<b>Equity</b>											
Accumulated surplus	1,140,066	1,181,118	1,219,372	1,257,193	1,293,980	1,334,850	1,376,411	1,419,855	1,465,463	1,513,283	1,563,548
Reserves	1,873,567	1,866,119	1,861,611	1,861,506	1,864,151	1,866,802	1,868,966	1,871,495	1,874,050	1,876,625	1,879,218
<b>Total equity</b>	<b>3,013,633</b>	<b>3,047,237</b>	<b>3,080,984</b>	<b>3,118,699</b>	<b>3,158,131</b>	<b>3,201,652</b>	<b>3,245,377</b>	<b>3,291,350</b>	<b>3,339,513</b>	<b>3,389,907</b>	<b>3,442,766</b>

**3.3 Statement of Changes in Equity**

	Total	Accumulated Surplus	Revaluation Reserve	Other Reserves
	\$'000	\$'000	\$'000	\$'000
<b>2021 Forecast Actual</b>				
Balance at beginning of the financial year	2,994,198	1,109,341	1,809,653	75,203
Surplus/(deficit) for the year	19,435	19,435	-	-
Transfers to other reserves	-	(11,141)	-	11,141
Transfers from other reserves	-	22,430	-	(22,430)
<b>Balance at end of the financial year</b>	<b>3,013,633</b>	<b>1,140,065</b>	<b>1,809,653</b>	<b>63,914</b>
<b>2022</b>				
Balance at beginning of the financial year	3,013,633	1,140,065	1,809,653	63,913
Surplus/(deficit) for the year	33,604	33,604	-	-
Transfers to other reserves	-	(12,846)	-	12,846
Transfers from other reserves	-	20,294	-	(20,294)
<b>Balance at end of the financial year</b>	<b>3,047,237</b>	<b>1,181,117</b>	<b>1,809,653</b>	<b>56,465</b>
<b>2023</b>				
Balance at beginning of the financial year	3,047,237	1,181,118	1,809,653	56,465
Surplus/(deficit) for the year	33,747	33,747	-	-
Transfers to other reserves	-	(17,780)	-	17,780
Transfers from other reserves	-	22,289	-	(22,289)
<b>Balance at end of the financial year</b>	<b>3,080,984</b>	<b>1,219,374</b>	<b>1,809,653</b>	<b>51,956</b>
<b>2024</b>				
Balance at beginning of the financial year	3,080,984	1,219,373	1,809,653	51,956
Surplus/(deficit) for the year	37,715	37,715	-	-
Transfers to other reserves	-	(17,783)	-	17,783
Transfers from other reserves	-	17,889	-	(17,889)
<b>Balance at end of the financial year</b>	<b>3,118,699</b>	<b>1,257,194</b>	<b>1,809,653</b>	<b>51,850</b>
<b>2025</b>				
Balance at beginning of the financial year	3,118,699	1,257,194	1,809,653	51,850
Surplus/(deficit) for the year	39,432	39,432	-	-
Transfers to other reserves	-	(17,783)	-	17,783
Transfers from other reserves	-	17,889	-	(17,889)
<b>Balance at end of the financial year</b>	<b>3,158,131</b>	<b>1,296,732</b>	<b>1,809,653</b>	<b>51,743</b>

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
<b>2026</b>				
Balance at beginning of the financial year	3,158,131	1,296,732	1,809,653	51,743
Surplus/(deficit) for the year	43,521	43,521	-	-
Transfers to other reserves	-	(16,543)	-	16,543
Transfers from other reserves	-	13,889	-	(13,889)
<b>Balance at end of the financial year</b>	<b>3,201,652</b>	<b>1,337,600</b>	<b>1,809,653</b>	<b>54,397</b>
<b>2027</b>				
Balance at beginning of the financial year	3,201,652	1,337,600	1,809,653	54,397
Surplus/(deficit) for the year	43,725	43,725	-	-
Transfers to other reserves	-	(16,543)	-	16,543
Transfers from other reserves	-	13,889	-	(13,889)
<b>Balance at end of the financial year</b>	<b>3,245,377</b>	<b>1,378,671</b>	<b>1,809,653</b>	<b>57,051</b>
<b>2028</b>				
Balance at beginning of the financial year	3,245,377	1,378,671	1,809,653	57,051
Surplus/(deficit) for the year	45,974	45,974	-	-
Transfers to other reserves	-	(16,421)	-	16,421
Transfers from other reserves	-	13,889	-	(13,889)
<b>Balance at end of the financial year</b>	<b>3,291,350</b>	<b>1,422,113</b>	<b>1,809,653</b>	<b>59,583</b>
<b>2029</b>				
Balance at beginning of the financial year	3,291,350	1,422,113	1,809,653	59,583
Surplus/(deficit) for the year	48,164	48,164	-	-
Transfers to other reserves	-	(16,442)	-	16,442
Transfers from other reserves	-	13,889	-	(13,889)
<b>Balance at end of the financial year</b>	<b>3,339,512</b>	<b>1,467,723</b>	<b>1,809,653</b>	<b>62,136</b>
<b>2030</b>				
Balance at beginning of the financial year	3,339,512	1,467,723	1,809,653	62,136
Surplus/(deficit) for the year	50,395	50,395	-	-
Transfers to other reserves	-	(16,463)	-	16,463
Transfers from other reserves	-	13,889	-	(13,889)
<b>Balance at end of the financial year</b>	<b>3,389,907</b>	<b>1,515,544</b>	<b>1,809,653</b>	<b>64,710</b>
<b>2031</b>				
Balance at beginning of the financial year	3,389,907	1,515,544	1,809,653	64,710
Surplus/(deficit) for the year	52,859	52,859	-	-
Transfers to other reserves	-	(16,485)	-	16,485
Transfers from other reserves	-	13,889	-	(13,889)
<b>Balance at end of the financial year</b>	<b>3,442,767</b>	<b>1,565,808</b>	<b>1,809,653</b>	<b>67,306</b>

### 3.4 Statement of Cash Flows

	Forecast										
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
	ln/(Out)	ln/(Out)	ln/(Out)	ln/(Out)	ln/(Out)	ln/(Out)	ln/(Out)	ln/(Out)	ln/(Out)	ln/(Out)	ln/(Out)
<b>Cash flows from operating activities</b>											
Rates and charges	119,903	129,693	132,629	135,013	139,776	144,981	150,368	156,248	162,650	169,297	176,205
Statutory fees and fines	14,464	21,327	24,271	26,256	27,801	28,357	28,924	29,503	30,093	30,695	31,309
User fees	13,681	22,302	23,757	25,415	29,488	30,265	31,061	31,962	32,968	34,005	35,076
Grants - operating	8,809	9,008	8,895	9,058	9,164	9,373	9,485	9,651	9,819	9,989	10,164
Grants - capital	1,340	12,580	1,998	2,298	298	2,298	298	298	298	298	298
Contributions - monetary	9,845	11,000	15,278	15,278	15,278	15,278	15,278	15,278	15,278	15,278	15,278
Interest received	746	297	359	233	192	145	266	642	701	685	725
Trust funds and deposits taken/(repaid)	(197)	(283)	(83)	(83)	(80)	(77)	(74)	(73)	(70)	(66)	(65)
Other receipts	5,141	6,918	6,975	7,131	7,548	7,306	7,360	7,733	8,225	8,028	8,332
Net GST refund / payment	13,905	21,498	18,666	18,455	19,396	14,862	12,707	14,563	15,101	15,212	16,239
Employee costs	(71,219)	(75,592)	(78,331)	(80,873)	(83,535)	(86,480)	(89,637)	(93,126)	(96,779)	(100,666)	(104,962)
Materials and services	(54,122)	(81,674)	(81,020)	(81,543)	(86,171)	(84,746)	(85,316)	(87,874)	(90,548)	(91,888)	(94,334)
Other payments	(4,489)	(7,904)	(6,062)	(5,951)	(5,603)	(5,843)	(5,468)	(5,601)	(5,526)	(5,960)	(5,715)
<b>Net cash provided by/(used in) operating activities</b>	<b>57,807</b>	<b>69,171</b>	<b>67,333</b>	<b>70,687</b>	<b>73,551</b>	<b>75,719</b>	<b>75,253</b>	<b>79,205</b>	<b>82,209</b>	<b>84,908</b>	<b>88,549</b>
<b>Cash flows from investing activities</b>											
Payments for property, infrastructure, plant and equipment	(71,163)	(108,061)	(91,703)	(90,043)	(93,299)	(68,288)	(56,014)	(65,949)	(68,534)	(68,699)	(74,250)
Proceeds from sale of property, infrastructure, plant and equipment	915	383	383	383	383	383	383	383	383	383	383
<b>Net cash provided by/ (used in) investing activities</b>	<b>(70,247)</b>	<b>(107,679)</b>	<b>(91,320)</b>	<b>(89,660)</b>	<b>(92,916)</b>	<b>(67,905)</b>	<b>(55,631)</b>	<b>(65,566)</b>	<b>(68,151)</b>	<b>(68,317)</b>	<b>(73,867)</b>
<b>Cash flows from financing activities</b>											
Finance costs	(223)	(189)	(373)	(479)	(607)	(655)	(623)	(817)	(861)	(783)	(809)
Proceeds from borrowings	-	15,000	13,000	6,000	7,000	5,800	10,000	8,000	-	-	7,000
Repayment of borrowings	-	(1,000)	(2,000)	(2,866)	(3,266)	(6,466)	(4,546)	(5,213)	(5,746)	(5,746)	(5,746)
Interest paid - lease liability	(358)	(376)	(58)	(36)	(25)	-	-	-	-	-	-
Repayment of lease liabilities	(375)	(1,058)	(412)	(15)	-	-	-	-	-	-	-
<b>Net cash provided by/(used in) financing activities</b>	<b>(956)</b>	<b>12,377</b>	<b>10,157</b>	<b>2,604</b>	<b>3,102</b>	<b>(1,321)</b>	<b>4,831</b>	<b>1,970</b>	<b>(6,607)</b>	<b>(6,529)</b>	<b>445</b>
<b>Net increase/(decrease) in cash &amp; cash equivalents</b>	<b>(13,397)</b>	<b>(26,131)</b>	<b>(13,830)</b>	<b>(16,370)</b>	<b>(16,263)</b>	<b>6,493</b>	<b>24,453</b>	<b>15,609</b>	<b>7,451</b>	<b>10,062</b>	<b>15,127</b>
Cash and cash equivalents at the beginning of the financial year	106,711	93,314	67,186	53,359	36,988	20,725	27,216	51,669	67,278	74,728	84,791
<b>Cash and cash equivalents at the end of the financial year</b>	<b>93,314</b>	<b>67,186</b>	<b>53,359</b>	<b>36,988</b>	<b>20,725</b>	<b>27,215</b>	<b>51,669</b>	<b>67,278</b>	<b>74,729</b>	<b>84,790</b>	<b>99,918</b>

## 3.5 Statement of Capital Works

	Forecast 2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Property</b>											
Land	11,138	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
<b>Total land</b>	11,138	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Buildings	6,326	8,083	10,951	14,721	18,889	18,745	9,236	6,359	13,169	17,053	21,652
Heritage buildings	-	1,351	582	302	158	500	500	4,500	-	125	-
<b>Total buildings</b>	6,326	9,434	11,533	15,023	19,047	19,245	9,736	10,859	13,169	17,178	21,652
<b>Total property</b>	17,464	19,434	21,533	25,023	29,047	29,245	19,736	20,859	23,169	27,178	31,652
<b>Plant and equipment</b>											
Computers and telecommunications	523	2,309	847	697	1,657	642	644	1,071	1,046	646	654
Fixtures, fittings and furniture	377	407	680	224	570	437	512	440	420	435	420
Heritage plant and equipment	-	40	50	50	50	-	-	-	-	-	-
Library books	1,034	980	1,100	1,120	1,020	1,050	1,060	1,060	1,080	1,162	1,070
Plant, machinery and equipment	5,366	13,425	5,954	4,621	5,144	2,565	520	525	530	530	535
<b>Total plant and equipment</b>	7,300	17,161	8,631	6,712	8,441	4,694	2,736	3,096	3,076	2,773	2,679
<b>Infrastructure</b>											
Bridges	86	89	91	94	96	99	102	104	107	110	113
Drainage	4,179	4,600	3,479	3,657	4,136	1,855	1,911	1,961	2,009	2,064	2,115
Footpaths and cycleways	4,933	5,187	4,984	5,111	5,448	2,833	1,944	1,993	2,049	2,100	2,154
Other infrastructure	2,869	6,395	5,733	4,516	6,038	1,167	1,219	1,076	1,217	1,078	1,220
Parks, open space and streetscapes	11,568	12,114	5,404	9,232	10,336	8,087	7,148	14,069	15,010	13,146	12,681
Recreational, leisure and community facilities	2,067	12,063	19,523	15,599	12,409	1,066	1,505	1,575	1,241	965	1,448
Roads	4,728	7,605	6,050	6,350	7,140	11,481	12,957	13,631	12,760	11,398	11,705
<b>Total infrastructure</b>	30,430	48,052	45,264	44,558	45,602	26,588	26,786	34,409	34,393	30,861	31,436
<b>Total capital works expenditure</b>	55,194	84,648	75,428	76,293	83,090	60,527	49,258	58,364	60,638	60,812	65,767
<b>Represented by:</b>											
New asset expenditure	14,511	20,256	26,015	23,745	20,275	11,089	11,308	11,074	12,023	10,927	11,067
Asset renewal expenditure	32,288	44,202	31,240	35,230	39,936	28,628	27,627	29,879	29,144	26,362	26,456
Asset expansion expenditure	8,394	20,140	18,123	17,268	22,829	250	3,050	50	50	50	50
Asset upgrade expenditure	-	50	50	50	50	20,560	7,273	17,361	19,421	23,473	28,194
<b>Total capital works expenditure</b>	55,194	84,648	75,428	76,293	83,090	60,527	49,258	58,364	60,638	60,812	65,767
<b>Funding sources represented by:</b>											
Grants	1,340	12,580	1,998	2,298	298	2,298	298	298	298	298	298
Contributions	-	-	-	-	-	-	-	-	-	-	-
Council cash	53,854	57,067	60,430	67,995	75,792	52,429	38,960	50,066	60,340	60,514	58,469
Borrowings	-	15,000	13,000	6,000	7,000	5,800	10,000	8,000	-	-	7,000
<b>Total capital works expenditure</b>	55,194	84,648	75,428	76,293	83,090	60,527	49,258	58,364	60,638	60,812	65,767



### 3.6 Statement of Human Resources

Staff expenditure	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Total staff expenditure</b>											
Permanet -Male	26,196	27,890	28,590	29,294	30,073	30,858	31,648	32,521	33,402	34,291	35,272
Permanet-Female	30,152	32,102	32,908	33,717	34,614	35,517	36,427	37,432	38,446	39,469	40,598
TBA		5,353	5,488	5,623	5,772	5,923	6,075	6,242	6,411	6,582	6,770
Casuals, temporary and other expenditure	17,191	15,140	16,651	17,674	18,662	20,380	21,866	23,332	25,151	27,162	29,197
Less salary capitalisation	(2,158)	(4,637)	(4,754)	(4,871)	(5,000)	(5,538)	(5,680)	(5,837)	(5,995)	(6,154)	(6,330)
<b>Total staff expenditure</b>	<b>71,381</b>	<b>75,848</b>	<b>78,883</b>	<b>81,437</b>	<b>84,121</b>	<b>87,140</b>	<b>90,335</b>	<b>93,690</b>	<b>97,417</b>	<b>101,350</b>	<b>105,507</b>
<b>Permanent full time</b>											
Male	22,939	25,057	25,686	26,318	27,018	27,723	28,433	29,217	30,009	30,807	31,688
Female	20,655	23,813	24,410	25,011	25,676	26,346	27,021	27,767	28,519	29,278	30,115
TBA		4,440	4,551	4,663	4,787	4,912	5,038	5,177	5,317	5,459	5,615
<b>Total</b>	<b>43,594</b>	<b>53,310</b>	<b>54,648</b>	<b>55,992</b>	<b>57,481</b>	<b>58,982</b>	<b>60,492</b>	<b>62,161</b>	<b>63,846</b>	<b>65,544</b>	<b>67,419</b>
<b>Permanent part time</b>											
Male	3,257	2,833	2,904	2,976	3,055	3,135	3,215	3,304	3,393	3,484	3,583
Female	9,497	8,289	8,497	8,706	8,938	9,171	9,406	9,665	9,927	10,191	10,483
TBA		913	936	959	985	1,011	1,036	1,065	1,094	1,123	1,155
<b>Total</b>	<b>12,754</b>	<b>12,036</b>	<b>12,338</b>	<b>12,641</b>	<b>12,978</b>	<b>13,316</b>	<b>13,657</b>	<b>14,034</b>	<b>14,414</b>	<b>14,798</b>	<b>15,221</b>
<b>Staff numbers</b>											
	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE
<b>Total staff numbers</b>											
Permanet -Male	264.40	268.80	268.84	268.84	268.84	270.45	271.94	273.30	274.53	275.63	276.59
Permanet-Female	315.60	305.30	305.15	305.15	305.15	306.98	308.67	310.21	311.61	312.86	313.95
TBA	-	56.00	56.02	56.02	56.02	56.36	56.67	56.95	57.21	57.43	57.64
Casuals and temporary	103.10	105.10	90.67	84.67	84.67	84.67	84.67	84.67	84.67	84.67	84.67
<b>Total staff numbers</b>	<b>683.10</b>	<b>735.20</b>	<b>720.68</b>	<b>714.68</b>	<b>714.68</b>	<b>718.46</b>	<b>721.95</b>	<b>725.13</b>	<b>728.01</b>	<b>730.59</b>	<b>732.85</b>
<b>Permanent full time</b>											
Male	241.00	233.00	233.00	233.00	233.00	234.40	235.69	236.87	237.93	238.88	239.72
Female	217.00	216.00	216.00	216.00	216.00	217.30	218.49	219.58	220.57	221.45	222.23
TBA	-	44.00	44.00	44.00	44.00	44.26	44.51	44.73	44.93	45.11	45.27
<b>Total</b>	<b>458.00</b>	<b>493.00</b>	<b>493.00</b>	<b>493.00</b>	<b>493.00</b>	<b>495.96</b>	<b>498.69</b>	<b>501.18</b>	<b>503.43</b>	<b>505.45</b>	<b>507.22</b>
<b>Permanent part time</b>											
Male	23.40	35.80	35.84	35.84	35.84	36.06	36.25	36.43	36.60	36.74	36.87
Female	98.60	89.30	89.15	89.15	89.15	89.68	90.18	90.63	91.04	91.40	91.72
TBA	-	12.00	12.02	12.02	12.02	12.09	12.16	12.22	12.27	12.32	12.37
<b>Total</b>	<b>122.00</b>	<b>137.10</b>	<b>137.01</b>	<b>137.01</b>	<b>137.01</b>	<b>137.83</b>	<b>138.59</b>	<b>139.28</b>	<b>139.91</b>	<b>140.47</b>	<b>140.96</b>
<b>Casuals &amp; temporary</b>	<b>103.10</b>	<b>105.10</b>	<b>90.67</b>	<b>84.67</b>	<b>84.67</b>	<b>84.67</b>	<b>84.67</b>	<b>84.67</b>	<b>84.67</b>	<b>84.67</b>	<b>84.67</b>
<b>Total staff numbers</b>	<b>683.10</b>	<b>735.20</b>	<b>720.68</b>	<b>714.68</b>	<b>714.68</b>	<b>718.46</b>	<b>721.95</b>	<b>725.13</b>	<b>728.01</b>	<b>730.59</b>	<b>732.85</b>

Department	Permanent Full Time 2021/22				Permanent Part Time 2021/22			
	Male	Female	TBA	Total	Male	Female	TBA	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
CEO Division	2,271	4,425	657	7,353	-	480	-	480
Community and Wellbeing	3,823	8,927	1,519	14,269	2,217	6,246	698	9,161
Planning and Place	4,131	5,374	939	10,445	76	1,057	-	1,132
Customer and Technology	2,875	1,606	396	4,878	91	369	103	564
Environment and Infrastructure	11,957	3,480	928	16,366	449	136	112	698
<b>Total permanent staff expenditure</b>	<b>25,057</b>	<b>23,813</b>	<b>4,440</b>	<b>53,310</b>	<b>2,833</b>	<b>8,289</b>	<b>913</b>	<b>12,036</b>
Casuals, temporary and other expenditure	15,140							
Capitalised labour costs	(4,637)							
<b>Total staff</b>	<b>75,848</b>							

## 3.7 Planned Human Resource Expenditure

	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>CEO</b>										
Permanent - Full time	<b>7,353</b>	<b>7,537</b>	<b>7,723</b>	<b>7,928</b>	<b>8,135</b>	<b>8,343</b>	<b>8,573</b>	<b>8,806</b>	<b>9,040</b>	<b>9,299</b>
Female	4,425	4,536	4,648	4,771	4,896	5,021	5,160	5,300	5,440	5,596
Male	2,271	2,327	2,385	2,448	2,512	2,576	2,647	2,719	2,792	2,871
TBA	657	674	690	709	727	746	766	787	808	831
Permanent - Part time	<b>480</b>	<b>492</b>	<b>504</b>	<b>518</b>	<b>531</b>	<b>545</b>	<b>560</b>	<b>575</b>	<b>591</b>	<b>607</b>
Female	480	492	504	518	531	545	560	575	591	607
Male	0	0	0	0	0	0	0	0	0	0
TBA	0	0	0	0	0	0	0	0	0	0
<b>Total CEO</b>	<b>7,833</b>	<b>8,030</b>	<b>8,227</b>	<b>8,446</b>	<b>8,666</b>	<b>8,888</b>	<b>9,134</b>	<b>9,381</b>	<b>9,631</b>	<b>9,906</b>
<b>Community and Wellbeing</b>										
Permanent - Full time	<b>14,269</b>	<b>14,627</b>	<b>14,987</b>	<b>15,386</b>	<b>15,787</b>	<b>16,191</b>	<b>16,638</b>	<b>17,089</b>	<b>17,544</b>	<b>18,046</b>
Female	8,927	9,151	9,376	9,626	9,877	10,130	10,410	10,692	10,976	11,290
Male	3,823	3,919	4,015	4,122	4,230	4,338	4,458	4,578	4,700	4,835
TBA	1,519	1,557	1,595	1,638	1,681	1,724	1,771	1,819	1,868	1,921
Permanent - Part time	<b>9,161</b>	<b>9,391</b>	<b>9,622</b>	<b>9,878</b>	<b>10,136</b>	<b>10,395</b>	<b>10,682</b>	<b>10,972</b>	<b>11,264</b>	<b>11,586</b>
Female	6,246	6,403	6,560	6,735	6,911	7,088	7,283	7,481	7,680	7,899
Male	2,217	2,273	2,329	2,391	2,453	2,516	2,585	2,656	2,726	2,804
TBA	698	715	733	752	772	792	814	836	858	882
<b>Total Community and Wellbeing</b>	<b>23,430</b>	<b>24,018</b>	<b>24,609</b>	<b>25,264</b>	<b>25,923</b>	<b>26,587</b>	<b>27,321</b>	<b>28,061</b>	<b>28,808</b>	<b>29,631</b>
<b>Planning and Place</b>										
Permanent - Full time	<b>10,445</b>	<b>10,707</b>	<b>10,970</b>	<b>11,262</b>	<b>11,556</b>	<b>11,852</b>	<b>12,179</b>	<b>12,509</b>	<b>12,842</b>	<b>13,209</b>
Female	5,374	5,509	5,644	5,795	5,946	6,098	6,266	6,436	6,607	6,796
Male	4,131	4,235	4,339	4,454	4,571	4,688	4,817	4,948	5,079	5,224
TBA	939	963	987	1,013	1,039	1,066	1,095	1,125	1,155	1,188
Permanent - Part time	<b>1,132</b>	<b>1,161</b>	<b>1,189</b>	<b>1,221</b>	<b>1,253</b>	<b>1,285</b>	<b>1,320</b>	<b>1,356</b>	<b>1,392</b>	<b>1,432</b>
Female	1,057	1,083	1,110	1,139	1,169	1,199	1,232	1,265	1,299	1,336
Male	76	78	79	82	84	86	88	91	93	96
TBA	-	-	-	-	-	-	-	-	-	-
<b>Total Planning and Place</b>	<b>11,577</b>	<b>11,868</b>	<b>12,159</b>	<b>12,483</b>	<b>12,809</b>	<b>13,137</b>	<b>13,499</b>	<b>13,865</b>	<b>14,234</b>	<b>14,641</b>
<b>Customer and Technology</b>										
Permanent - Full time	<b>4,878</b>	<b>5,000</b>	<b>5,123</b>	<b>5,259</b>	<b>5,397</b>	<b>5,535</b>	<b>5,688</b>	<b>5,842</b>	<b>5,997</b>	<b>6,169</b>
Female	1,606	1,647	1,687	1,732	1,777	1,823	1,873	1,924	1,975	2,032
Male	2,875	2,947	3,020	3,100	3,181	3,262	3,352	3,443	3,535	3,636
TBA	396	406	416	427	438	449	462	474	487	501
Permanent - Part time	<b>564</b>	<b>578</b>	<b>592</b>	<b>608</b>	<b>624</b>	<b>640</b>	<b>658</b>	<b>676</b>	<b>694</b>	<b>713</b>
Female	369	379	388	398	409	419	431	443	454	467
Male	91	93	96	98	101	103	106	109	112	115
TBA	103	106	109	112	114	117	121	124	127	131
<b>Total Customer and Technology</b>	<b>5,442</b>	<b>5,578</b>	<b>5,716</b>	<b>5,868</b>	<b>6,021</b>	<b>6,175</b>	<b>6,345</b>	<b>6,517</b>	<b>6,691</b>	<b>6,882</b>
<b>Environment and Infrastructure</b>										
Permanent - Full time	<b>16,366</b>	<b>16,776</b>	<b>17,189</b>	<b>17,646</b>	<b>18,107</b>	<b>18,570</b>	<b>19,083</b>	<b>19,600</b>	<b>20,121</b>	<b>20,697</b>
Female	3,480	3,567	3,655	3,752	3,850	3,949	4,058	4,168	4,279	4,401
Male	11,957	12,257	12,559	12,893	13,230	13,568	13,943	14,321	14,701	15,122
TBA	928	952	975	1,001	1,027	1,053	1,082	1,112	1,141	1,174
Permanent - Part time	<b>698</b>	<b>715</b>	<b>733</b>	<b>752</b>	<b>772</b>	<b>792</b>	<b>814</b>	<b>836</b>	<b>858</b>	<b>882</b>
Female	136	140	143	147	151	155	159	163	168	173
Male	449	460	472	484	497	510	524	538	552	568
TBA	112	115	118	121	124	127	131	134	138	142
<b>Total Environment and Infrastructure</b>	<b>17,063</b>	<b>17,492</b>	<b>17,922</b>	<b>18,399</b>	<b>18,879</b>	<b>19,362</b>	<b>19,897</b>	<b>20,436</b>	<b>20,979</b>	<b>21,579</b>
<b>Casuals, temporary and other expenditure</b>	<b>15,140</b>	<b>16,651</b>	<b>17,674</b>	<b>18,662</b>	<b>20,335</b>	<b>21,815</b>	<b>23,296</b>	<b>25,110</b>	<b>27,115</b>	<b>29,168</b>
<b>Less Salary capitalisation</b>	<b>(4,637)</b>	<b>(4,754)</b>	<b>(4,871)</b>	<b>(5,000)</b>	<b>(5,535)</b>	<b>(5,677)</b>	<b>(5,834)</b>	<b>(5,992)</b>	<b>(6,151)</b>	<b>(6,327)</b>

	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE
<b>CEO</b>										
Permanent - Full time	<b>58.0</b>	<b>58.0</b>	<b>58.0</b>	<b>58.0</b>	<b>59.0</b>	<b>60.0</b>	<b>61.0</b>	<b>62.0</b>	<b>63.0</b>	<b>64.0</b>
Female	34.0	34.0	34.0	34.0	35.0	36.0	37.0	38.0	39.0	40.0
Male	18.0	18.0	18.0	18.0	18.0	18.0	18.0	18.0	18.0	18.0
TBA	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0
Permanent - Part time	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>
Female	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0
Male	-	-	-	-	-	-	-	-	-	-
TBA	-	-	-	-	-	-	-	-	-	-
<b>Total CEO</b>	<b>63.0</b>	<b>63.0</b>	<b>63.0</b>	<b>63.0</b>	<b>64.0</b>	<b>65.0</b>	<b>66.0</b>	<b>67.0</b>	<b>68.0</b>	<b>69.0</b>
<b>Community and Wellbeing</b>										
Permanent - Full time	<b>141.0</b>	<b>141.0</b>	<b>141.0</b>	<b>141.0</b>	<b>142.0</b>	<b>143.0</b>	<b>144.0</b>	<b>145.0</b>	<b>146.0</b>	<b>147.0</b>
Female	86.0	86.0	86.0	86.0	87.0	88.0	89.0	90.0	91.0	92.0
Male	37.0	37.0	37.0	37.0	37.0	37.0	37.0	37.0	37.0	37.0
TBA	18.0	18.0	18.0	18.0	18.0	18.0	18.0	18.0	18.0	18.0
Permanent - Part time	<b>107.9</b>	<b>107.9</b>	<b>107.9</b>	<b>107.9</b>	<b>107.9</b>	<b>107.9</b>	<b>107.9</b>	<b>107.9</b>	<b>107.9</b>	<b>107.9</b>
Female	68.9	68.9	68.9	68.9	68.9	68.9	68.9	68.9	68.9	68.9
Male	29.4	29.4	29.4	29.4	29.4	29.4	29.4	29.4	29.4	29.4
TBA	9.6	9.6	9.6	9.6	9.6	9.6	9.6	9.6	9.6	9.6
<b>Total Community and Wellbeing</b>	<b>248.9</b>	<b>248.9</b>	<b>248.9</b>	<b>248.9</b>	<b>249.9</b>	<b>250.9</b>	<b>251.9</b>	<b>252.9</b>	<b>253.9</b>	<b>254.9</b>
<b>Planning and Place</b>										
Permanent - Full time	<b>90.0</b>	<b>90.0</b>	<b>90.0</b>	<b>90.0</b>	<b>91.0</b>	<b>92.0</b>	<b>93.0</b>	<b>93.0</b>	<b>94.0</b>	<b>94.0</b>
Female	47.0	47.0	47.0	47.0	48.0	49.0	50.0	50.0	51.0	51.0
Male	35.0	35.0	35.0	35.0	35.0	35.0	35.0	35.0	35.0	35.0
TBA	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0
Permanent - Part time	<b>10.6</b>	<b>10.6</b>	<b>10.6</b>	<b>10.6</b>	<b>10.6</b>	<b>10.6</b>	<b>10.6</b>	<b>10.6</b>	<b>10.6</b>	<b>10.6</b>
Female	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0
Male	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6
TBA	-	-	-	-	-	-	-	-	-	-
<b>Total Planning and Place</b>	<b>100.6</b>	<b>100.6</b>	<b>100.6</b>	<b>100.6</b>	<b>100.6</b>	<b>100.6</b>	<b>100.6</b>	<b>100.6</b>	<b>100.6</b>	<b>100.6</b>
<b>Customer and Technology</b>										
Permanent - Full time	<b>41.0</b>	<b>41.0</b>	<b>41.0</b>	<b>41.0</b>	<b>42.0</b>	<b>43.0</b>	<b>44.0</b>	<b>44.0</b>	<b>44.0</b>	<b>44.0</b>
Female	15.0	15.0	15.0	15.0	16.0	17.0	18.0	18.0	18.0	18.0
Male	23.0	23.0	23.0	23.0	23.0	23.0	23.0	23.0	23.0	23.0
TBA	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
Permanent - Part time	<b>6.1</b>	<b>6.1</b>	<b>6.1</b>	<b>6.1</b>	<b>6.1</b>	<b>6.1</b>	<b>6.1</b>	<b>6.1</b>	<b>6.7</b>	<b>6.7</b>
Female	3.8	3.8	3.8	3.8	3.8	3.8	3.8	3.8	4.4	4.4
Male	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
TBA	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3
<b>Total Customer and Technology</b>	<b>47.1</b>	<b>47.1</b>	<b>47.1</b>	<b>47.1</b>	<b>48.1</b>	<b>49.1</b>	<b>50.1</b>	<b>50.1</b>	<b>50.7</b>	<b>50.7</b>
<b>Environment and Infrastructure</b>										
Permanent - Full time	<b>163.0</b>	<b>163.0</b>	<b>163.0</b>	<b>163.0</b>	<b>163.0</b>	<b>163.0</b>	<b>163.0</b>	<b>163.0</b>	<b>163.0</b>	<b>163.0</b>
Female	34.0	34.0	34.0	34.0	34.0	34.0	34.0	34.0	34.0	34.0
Male	120.0	120.0	120.0	120.0	120.0	120.0	120.0	120.0	120.0	120.0
TBA	9.0	9.0	9.0	9.0	9.0	9.0	9.0	9.0	9.0	9.0
Permanent - Part time	<b>7.5</b>	<b>7.5</b>	<b>7.5</b>	<b>7.5</b>	<b>8.3</b>	<b>8.8</b>	<b>8.9</b>	<b>9.8</b>	<b>9.8</b>	<b>10.1</b>
Female	1.6	1.6	1.6	1.6	2.3	2.8	3.0	3.9	3.9	4.2
Male	4.8	4.8	4.8	4.8	4.8	4.8	4.8	4.8	4.8	4.8
TBA	1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1
<b>Total Environment and Infrastructure</b>	<b>170.5</b>	<b>170.5</b>	<b>170.5</b>	<b>170.5</b>	<b>171.3</b>	<b>171.8</b>	<b>171.9</b>	<b>172.8</b>	<b>172.8</b>	<b>173.1</b>
<b>Casuals and temporary</b>	<b>105.1</b>	<b>90.7</b>	<b>84.7</b>	<b>84.7</b>	<b>84.7</b>	<b>84.7</b>	<b>84.7</b>	<b>84.7</b>	<b>84.7</b>	<b>84.7</b>
<b>Total staff numbers</b>	<b>735.2</b>	<b>720.7</b>	<b>714.7</b>	<b>714.7</b>	<b>718.5</b>	<b>721.9</b>	<b>725.1</b>	<b>728.0</b>	<b>730.6</b>	<b>732.8</b>

## 4 Financial Performance Indicators

The following table highlights Council's projected performance across a range of key financial performance indicators. These indicators provide an analysis of Council's 10-year financial projections and should be interpreted in the context of the organisation's objectives and financial management principles.

Indicator	Measure	Notes	Target	Forecast											Trend
				Actual	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	
<b>Operating position</b>															
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	>5%	5.6%	6.0%	9.2%	10.7%	11.9%	12.5%	13.1%	13.6%	14.0%	14.5%	14.9%	+
<b>Liquidity</b>															
Working Capital	Current assets / current liabilities	2	>1	192.0%	143.3%	111.5%	78.9%	47.4%	59.2%	97.3%	119.6%	129.3%	142.7%	171.4%	+
Unrestricted cash	Unrestricted cash / current liabilities	3	>0	154.7%	111.8%	84.1%	52.5%	22.6%	33.9%	72.5%	95.2%	105.1%	118.6%	146.3%	+
<b>Obligations</b>															
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	4	<40%	19.0%	29.3%	36.9%	38.1%	39.5%	37.6%	39.9%	40.2%	35.0%	30.2%	29.7%	-
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue		<10%	0.19%	0.95%	1.84%	2.51%	2.81%	4.98%	3.49%	3.91%	4.12%	3.91%	3.77%	-
Indebtedness	Non-current liabilities / own source revenue		<40%	15.0%	21.8%	26.2%	26.5%	25.5%	25.4%	26.8%	26.9%	23.5%	20.4%	21.5%	o
Asset renewal	Asset renewal and upgrade expense / Asset depreciation	5	>100%	164.5%	214.5%	148.7%	164.4%	176.1%	212.3%	147.7%	196.0%	197.6%	198.8%	213.7%	-
<b>Stability</b>															
Rates concentration	Rate revenue / adjusted underlying revenue	6	Note 1	72.7%	67.7%	66.5%	65.9%	65.0%	65.4%	65.8%	66.0%	66.2%	66.7%	67.0%	-
Rates effort	Rate revenue / CIV of rateable properties in the municipality		Note 1	0.100%	0.129%	0.134%	0.136%	0.137%	0.139%	0.141%	0.142%	0.144%	0.145%	0.147%	+

Indicator	Measure	Notes	Target	Forecast											Trend
				Actual	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	
<b>Efficiency</b>															
Expenditure level	Total expenses/ no. of property assessments		Note 1	\$2,344	\$2,611	\$2,585	\$2,622	\$2,683	\$2,712	\$2,747	\$2,797	\$2,853	\$2,901	\$2,956	-
Revenue level	Total rate revenue / no. of property assessments		Note 1	\$1,497	\$1,513	\$1,519	\$1,546	\$1,577	\$1,613	\$1,649	\$1,691	\$1,738	\$1,786	\$1,836	+

Note 1 - Benchmarked against neighbouring Councils.

**Key to Forecast Trend:**

- + Forecasts improvement in Council's financial performance/financial position indicator
- o Forecasts that Council's financial performance/financial position indicator will be steady
- Forecasts deterioration in Council's financial performance/financial position indicator

**Notes to indicators**

**1. Adjusted underlying result**

An indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives. Financial Performance is expected to improve from 2021/22 due to the recovery from the impact of the COVID-19 pandemic. This will stabilise from 2022/23 through modest user fee income increases, operational efficiencies and cost control measures and assumed rate cap stability. Financial performance will be at risk should future reductions in the rate cap occur.

**2. Working Capital**

The proportion of current liabilities represented by current assets. Working capital is forecast to decrease from 2020/21 levels due to continued use of cash reserves to fund the extensive capital program and increased borrowings forecast.

**3. Unrestricted Cash**

Reflects the broad objective that sufficient cash which is free of restrictions is available to pay bills as and when they fall due. The indicator is negative in 2019/20 due to term deposits with maturity over 90 days classified under Other Financial Assets. When term deposits with maturity over 90 days is included with cash and cash equivalents the indicator for 2019/20 is 55%. The ratio starts to reduce as cash is utilised for significant capital works program during the years 2022/23 to 2024/25.

**4. Debt compared to rates**

Trend indicates Council's new long term borrowings to part fund major capital works over the next four years.

**5. Asset renewal**

This percentage indicates the extent of Council's renewal and upgrade works compared against its depreciation charge (an indication of the decline in value of its existing capital assets). A percentage greater than 100 indicates Council is maintaining its existing assets, while a percentage less than 100 means its assets are deteriorating faster than they are being renewed and future capital expenditure will be required to renew assets.

**6. Rates concentration**

Reflects extent of reliance on rate revenues to fund all of Council's on-going services. Trend indicates a relatively stable level over the outlook period. Following the impact of the COVID-19 pandemic in 2020/21, Council is projecting to have a lower reliance on rates as other income streams returned to pre-pandemic levels.

**Calculation of Adjusted Underlying surplus / (deficit)**

The following table shows how the adjusted underlying result has been calculated.

**Adjusted Underlying Result**

	Forecast										
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Total Income	172,761	206,925	209,378	218,094	226,210	234,581	239,599	247,757	256,350	264,526	273,514
Total expenses	153,326	173,321	175,635	180,378	186,778	191,056	195,875	201,781	208,189	214,132	220,653
<b>Surplus/(deficit) for the year</b>	<b>19,435</b>	<b>33,605</b>	<b>33,743</b>	<b>37,716</b>	<b>39,432</b>	<b>43,524</b>	<b>43,723</b>	<b>45,976</b>	<b>48,161</b>	<b>50,394</b>	<b>52,861</b>
<b>Less non-operating income and expenses</b>											
Grants - Capital (non-recurrent)	(1,340)	(12,580)	(1,998)	(2,298)	(298)	(2,298)	(298)	(298)	(298)	(298)	(298)
Contributions - monetary (capital)	(8,950)	(10,000)	(13,889)	(13,889)	(13,889)	(13,889)	(13,889)	(13,889)	(13,889)	(13,889)	(13,889)
Contributions - non-monetary	-	-	-	-	-	-	-	-	-	-	-
<b>Adjusted underlying surplus/(deficit)</b>	<b>9,145</b>	<b>11,024</b>	<b>17,856</b>	<b>21,529</b>	<b>25,245</b>	<b>27,337</b>	<b>29,536</b>	<b>31,789</b>	<b>33,974</b>	<b>36,207</b>	<b>38,674</b>

## 5 Strategies and Plans

This section describes the strategies and plans that support the 10-year financial projections included to the Financial Plan.

### 5.1 Borrowing Strategy

#### 5.1.1 Current Debt Position

The total amount borrowed as at 30 June 2021 is \$22.5 million.

Council has accessed debt funding to complete a range of major infrastructure projects including the construction of the Cato St Redevelopment project and implementation of Percy Treyvaud Master Plan, Prahran Town Hall Master Plan and Prahran Aquatic Centre Redevelopment.

#### 5.1.2 Future Borrowing Requirements

The following table highlights Council's projected loan balance, including new loans and loan repayments for the 10 years of the Financial Plan

	Forecast										
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Opening balance</b>	22,500	22,500	36,500	47,500	50,634	54,368	53,702	59,156	61,943	56,197	50,451
Plus New loans	-	15,000	13,000	6,000	7,000	5,800	10,000	8,000	0	0	7,000
Less Principal repayment	-	(1,000)	(2,000)	(2,866)	(3,266)	(6,466)	(4,546)	(5,213)	(5,746)	(5,746)	(5,746)
<b>Closing balance</b>	22,500	36,500	47,500	50,634	54,368	53,702	59,156	61,943	56,197	50,451	51,705
Interest payment	223	189	373	479	607	655	623	817	861	783	809

**5.1.3 Performance Indicators**

The following table highlights Council’s projected performance across a range of debt management performance indicators.

Performance Indicator	Target	Forecast										
		2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
		%	%	%	%	%	%	%	%	%	%	%
Total borrowings / Rate revenue	Below 40%	19.0%	29.3%	36.9%	38.1%	39.5%	37.6%	39.9%	40.2%	35.0%	30.2%	29.7%
Debt servicing / Rate revenue	Below 5%	0.19%	0.15%	0.29%	0.36%	0.44%	0.46%	0.42%	0.53%	0.54%	0.47%	0.47%
Debt committment / Rate revenue	Below 10%	0.19%	0.95%	1.84%	2.51%	2.81%	4.98%	3.49%	3.91%	4.12%	3.91%	3.77%
Indebtedness / Own source revenue	Below 40%	15.0%	21.8%	26.2%	26.5%	25.5%	25.4%	26.8%	26.9%	23.5%	20.4%	21.5%

Council maintains its loan borrowing within prudent and management limits as demonstrated by the following performance indicators.

**Total borrowings / Rate revenue**

Performance – this ratio remains within the low-risk target (below 40%) over the life of the Financial Plan except for the 2027/28 year where it is only marginally higher (40.2% compared to the 40% target).

**Debt servicing / Rate revenue**

Performance – this ratio remains well within the low-risk target (below 5%) over the life of the Financial Plan.

**Debt commitment / Rate revenue**

Performance – this ratio remains well within the low-risk target (below 10%) over the life of the Financial Plan.

**Indebtedness / Own source revenue**

Performance – this ratio remains well within the low-risk target (below 40%) over the life of the Financial Plan.



## 5.2 Reserves Strategy

### 5.2.1 Current Reserves

#### Public Open Space Reserve

- Purpose - The Open Space Reserve holds funds contributed by developers for works associated with developing and improved public open space and recreational facilities within Council. Funds are contributed in accordance with Section 18 of the Subdivision Act and transfers are restricted to the purpose of creating open space such as parks, playgrounds, pavilions and other such items where it is deemed that these works should occur at a later point than the initial development.
- Movements - transfers to the reserve (inflows) comprise contribution income from subdividers in lieu of the an 8% levy on all non-exempt subdivisions for South Yarra, Windsor, Prahran and Armadale, and 5% for all other suburbs Public Open Space requirement. Transfers from the reserve (outflows) are applied to fund Open Space capital projects on an annual basis.

#### Development Contributions Reserve

- Purpose – This reserve retains funds received from developers for infrastructure provision related to Council's Development Contributions Plans. Council is going to have one Development Contribution Plan with one future reserve to be established to manage levy income contributed by developers.
- Movements – Transfers from this reserve will be for nominated capital works for Development Infrastructure projects and Community Infrastructure projects. These funds are tied directly to the income received or cash funds refunded to developers for capital works completed directly by the developer.

#### Future Fund Reserve

- Purpose – This reserve was created to assist Council when making strategic property acquisitions, for major community infrastructure development opportunities and other specific one off purposes.
- Movements – Inflows to the reserve are mainly sourced from surplus generated from Council operation. Transfers from the reserve are aligned to approved Council capital works allocation.

#### Infrastructure - Roads Damaged Reserve

- Purpose – This reserve was created to enable Council to utilise forfeited road asset protection and work zones maintenance bonds on road and infrastructure repair and maintenance.
- Movements – Forfeited road asset protection and work zones maintenance bonds if not spent during the year, will be transferred into this reserve and relevant roads and infrastructure repair and maintenance will be funded by it.

**5.2.2 Reserve Usage Projections**

The table below discloses the balance and annual movement for each reserve over the 10-year life of the Financial Plan. Total amount of reserves, for each year, is to align with the Statement of Changes in Equity.

Restricted reserves are to be included to the disclosure of restricted cash assets.

<b>Reserves</b>	<b>Restricted / Discretionary</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>2025-26</b>	<b>2026-27</b>	<b>2027-28</b>	<b>2028-29</b>	<b>2029-30</b>	<b>2030-31</b>
		<b>\$000's</b>	<b>\$000's</b>	<b>\$000's</b>	<b>\$000's</b>	<b>\$000's</b>	<b>\$000's</b>	<b>\$000's</b>	<b>\$000's</b>	<b>\$000's</b>	<b>\$000's</b>	<b>\$000's</b>
<b>Development Contributions Reserve</b>												
	<b>Restricted</b>											
<b>Opening balance</b>		-	-	-	-	-	-	-	-	-	-	-
Transfer to reserve		-	-	3,889	3,889	3,889	3,889	3,889	3,889	3,889	3,889	3,889
Transfer from reserve		-	-	(3,889)	(3,889)	(3,889)	(3,889)	(3,889)	(3,889)	(3,889)	(3,889)	(3,889)
<b>Closing balance</b>		-	-	-	-	-	-	-	-	-	-	-
<b>Reserves Summary</b>												
	<b>Total Restricted</b>											
<b>Opening balance</b>		-	-	-	-	-	-	-	-	-	-	-
Transfer to reserve		-	-	3,889	3,889	3,889	3,889	3,889	3,889	3,889	3,889	3,889
Transfer from reserve		-	-	(3,889)	(3,889)	(3,889)	(3,889)	(3,889)	(3,889)	(3,889)	(3,889)	(3,889)
<b>Closing balance</b>		-	-	-	-	-	-	-	-	-	-	-
<b>Future Fund</b>												
	<b>Discretionary</b>											
<b>Opening balance</b>		22,278	15,441	7,347	2,447	1,947	3,947	5,947	7,447	8,947	10,447	11,947
Transfer to reserve		1,500	2,200	3,500	3,500	2,000	2,000	1,500	1,500	1,500	1,500	1,500
Transfer from reserve		(8,337)	(10,294)	(8,400)	(4,000)	-	-	-	-	-	-	-
<b>Closing balance</b>		<b>15,441</b>	<b>7,347</b>	<b>2,447</b>	<b>1,947</b>	<b>3,947</b>	<b>5,947</b>	<b>7,447</b>	<b>8,947</b>	<b>10,447</b>	<b>11,947</b>	<b>13,447</b>
<b>Public Open Space Reserve</b>												
	<b>Discretionary</b>											
<b>Opening balance</b>		52,673	48,223	48,869	49,260	49,654	50,300	50,954	51,616	52,648	53,701	54,775
Transfer to reserve		9,641	10,646	10,391	10,394	10,646	10,654	10,662	11,032	11,053	11,074	11,096
Transfer from reserve		(14,091)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
<b>Closing balance</b>		<b>48,223</b>	<b>48,869</b>	<b>49,260</b>	<b>49,654</b>	<b>50,300</b>	<b>50,954</b>	<b>51,616</b>	<b>52,648</b>	<b>53,701</b>	<b>54,775</b>	<b>55,871</b>
<b>Infrastructure - Roads Damaged Reserve</b>												
	<b>Discretionary</b>											
<b>Opening balance</b>		250	250	250	250	250	250	250	250	250	250	250
Transfer to reserve		-	-	-	-	-	-	-	-	-	-	-
Transfer from reserve		-	-	-	-	-	-	-	-	-	-	-
<b>Closing balance</b>		<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>

<b>Reserves</b>	<b>Restricted / Discretionary</b>	<b>2020-21 \$000's</b>	<b>2021-22 \$000's</b>	<b>2022-23 \$000's</b>	<b>2023-24 \$000's</b>	<b>2024-25 \$000's</b>	<b>2025-26 \$000's</b>	<b>2026-27 \$000's</b>	<b>2027-28 \$000's</b>	<b>2028-29 \$000's</b>	<b>2029-30 \$000's</b>	<b>2030-31 \$000's</b>
<b>Reserves Summary</b>												
	<b>Total Discretionary</b>											
<b>Opening balance</b>		75,201	63,914	56,466	51,957	51,851	54,497	57,151	59,313	61,845	64,398	66,972
Transfer to reserve		11,141	12,846	13,891	13,894	12,646	12,654	12,162	12,532	12,553	12,574	12,596
Transfer from reserve		(22,428)	(20,294)	(18,400)	(14,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
<b>Closing balance</b>		<b>63,914</b>	<b>56,466</b>	<b>51,957</b>	<b>51,851</b>	<b>54,497</b>	<b>57,151</b>	<b>59,313</b>	<b>61,845</b>	<b>64,398</b>	<b>66,972</b>	<b>69,568</b>
<b>Reserves Summary</b>												
	<b>Restricted &amp; Discretionary</b>											
<b>Opening balance</b>		75,201	63,914	56,466	51,957	51,851	54,497	57,151	59,313	61,845	64,398	66,972
Transfer to reserve		11,141	12,846	17,780	17,783	16,535	16,543	16,051	16,421	16,442	16,463	16,485
Transfer from reserve		(22,428)	(20,294)	(22,289)	(17,889)	(13,889)	(13,889)	(13,889)	(13,889)	(13,889)	(13,889)	(13,889)
<b>Closing balance</b>		<b>63,914</b>	<b>56,466</b>	<b>51,957</b>	<b>51,851</b>	<b>54,497</b>	<b>57,151</b>	<b>59,313</b>	<b>61,845</b>	<b>64,398</b>	<b>66,972</b>	<b>69,568</b>

Financial Plan Submissions - Management Responses			
No.	Submission Method	Your comments on the Draft 2021/22 Budget	Management Response
1	Survey	<p>I strongly oppose it. The council's track record of fiscal &amp; capital management is appalling. There is very little accountability for what have been some very poor capital allocation decisions. The revenue base mechanism of charging rates as a percentage of property values is fundamentally wrong - what bearing do rising property values have on the council's operating budget? NOTHING.</p> <p>Moreover, just because property values may go up (or down) that has no direct bearing on rate-payers' direct income and therefore capacity to keep paying ever increasing rates so the council can build 'indulgent budget surpluses' and then blow up the money on dumb projects that not many residents even want or benefit from. This frustration is compounded by the ever increasing wages cost of running the council - something in the order of a ~5% increase per annum over the last 10 years which is well ahead of inflation and totally unjustified in the current environment. Listen to your constituents and give us a break - we want less council spending and lower rates.</p>	<p>Council has complied with the legislation in regards to the rate cap as the relevant legislation applies to the Total Council Rate Revenue which was 1.5% increase for the 2021/22 Budget year. The State Government's rate cap poses financial challenges for Council as costs often increase at a higher rate than the cap, as well as the additional costs of meeting our obligations of the community recovery effort. Despite the financial challenge this poses, Council is determined to ensure public value and that services are delivered safely and effectively while working within current and future caps.</p> <p>The calculation of the Capital Improved Value that is used for the calculation of rates has resulted in both increases and decreases of individuals CIVs throughout the Council for a variety of reasons and most notably changes in market demand for certain types of properties. The individual changes in valuation do effect the rates payable at a property level.</p> <p>Council will continue to focus on identifying savings and efficiencies across our programs and services, as well as operational and staffing costs. We are taking into account factors such as community impact, legal and contractual obligations, and safety and risk issues, as well as prioritising activities that will stimulate the local economy (including a significant capital works program over the next 4 years including over \$80m in 2021-22 alone) which is aimed at promoting the recovery and well-being of our community.</p>
2	Survey	<p>Council income rises as its population and the number of dwellings rises (increased density). Why does Council need to increase its rates above inflation? My rates in increased 23.3%! Why should the costs of running council be based on property values? If so, why hasn't the rate on the capital improved value reduced proportionately?</p>	<p>Council has complied with the legislation in regards to the rate cap as the relevant legislation applies to the Total Council Rate Revenue which was 1.5% increase for the 2021/22 Budget year. The State Government's rate cap poses financial challenges for Council as costs often increase at a higher rate than the cap, as well as the additional costs of meeting our obligations of the community recovery effort. Despite the financial challenge this poses, Council is determined to ensure public value and that services are delivered safely and effectively while working within current and future caps.</p> <p>The calculation of the Capital Improved Value that is used for the calculation of rates has resulted in both increases and decreases of individuals CIVs throughout the Council for a variety of reasons and most notably changes in market demand for certain types of properties. The individual changes in valuation do effect the rates payable at a property level.</p> <p>Council will continue to focus on identifying savings and efficiencies across our programs and services, as well as operational and staffing costs. We are taking into account factors such as community impact, legal and contractual obligations, and safety and risk issues, as well as prioritising activities that will stimulate the local economy (including a significant capital works program over the next 4 years including over \$80m in 2021-22 alone) which is aimed at promoting the recovery and well-being of our community.</p>
3	Survey	<p>I object to your plans to generate a ~\$33M surplus in 2022, growing to a \$50M surplus by 2031. In that budget you cite a plan to spend the surplus on major capital works. The problem is the Stonnington City Council has not demonstrated the capacity to spend money on capital works wisely. Firstly, Prahran Square (\$65M spend, with very little income/juse) is an abominable example. Secondly, the proposal to spend \$29M on Prahran Town Hall (new library, roof and function facilities): You budgeted in 2021 to lose \$2.4M on function rooms. It is insane that you want to build more function rooms! Thirdly, you are proposing to spend \$41M of our money on Percy Trevaud Park (Chadstone Road) for much needed new basketball/netball courts and upgraded tennis/bowls facilities (and an underground car park, if you don't mind!). Those facilities may well turn out to be fabulous. HOWEVER, we know that Chadstone Shopping Centre proposed to build very high quality equivalent facilities on their land for ONLY \$5M (funded by the Federal Government!!!!) for a 10-10 year lease! You are proposing to spend \$41M when you could have spent NONE of ratepayer's money?! That is outrageous! As is the sheer incompetence of the Prahran Square development. And yet to do this you propose to lift rates sufficiently to give you rate income \$127M in 2021, growing to \$176M in 2031! Whilst staff costs at Stonnington have grown at 4.95%pa, compound, over the last 10 years?! Remind me again, do you work for us, or do we work for you? Meanwhile, you do not spend enough money on cyber security, and you only spend \$40kpa of recurring revenue on streets, roads and drains cleaning and \$2.7Mpa on infrastructure planning design and management. You need to focus on value for money, building and fixing the basics, and maintaining simple service levels. Not boondoggles. At this time of covid your residents are doing it tough. This is not the time to be raising rates. Show empathy. Be frugal. Pay heed to Marcia Griffin and Alex Lew!</p>	<p>Planning for future rate increases has been an important component of the Financial Plan process. The Financial Plan assumes a rate increase of 1.5% in 2021-22 increasing to 3.0% by 2030-31 in line with future interest rate assumptions. The State Government's rate cap poses financial challenges for Council as costs often increase at a higher rate than the cap, as well as the additional costs of meeting our obligations of the community recovery effort. Despite the financial challenge this poses, Council is determined to ensure public value and that services are delivered safely and effectively while working within current and future caps.</p> <p>Council has an obligation to manage Council assets in line with Asset Management plans for each of Councils asset classes (Roads, Drains, Footpaths, Open Space, Buildings). This aligns with councils obligations under the Local Government Act. Council allocates resources' to ensure councils assets are maintained and renewed in line with whole of life analysis to ensure assets are managed effectively and efficiently within applied service levels. This will enable services to be delivered to the highest standards within available resources' with an allocation within the 10 year capital program for these works.</p>
4	Email	<p>Dear Stonnington Rate Payer,</p> <p>You may have received significant rate increases in Stonnington recently. My increase was significant...over 10%. Was yours a big increase?</p> <p>Council has approved increases of 3.5% for rates for 2022, and you are now getting the bill. Individual rates are calculated on property prices (why?) and hence why you may have received a significant increase. Two councillors voted against those increases - Cr Marcia Griffin and Cr Alex Lew. They are copied in on this. Please send them a note of support.</p> <p>The attached flyer provides some information about Stonnington's budget - its annual \$153M operating spend, and its currently proposed \$50M capital spend (over several years). The council has made some very bad decisions in the past (Prahran Square, \$64M). I am not sure the money they raise will get well used. For example, of the \$173M income it got in 21/22 it spent less than \$3M on road and paving maintenance.</p> <p>Council is also planning on generating a surplus of \$33.6M in 2022, and that operating surplus will grow to over \$50Mpa by 2031. Those surpluses will largely be spent on capital works and debt repayment. Committing to those projects will necessitate council increasing your rates in the future. Do you want that to happen? Sure, it's good to get new assets (hopefully good ones)...but how much more rates do you want to pay?!</p> <p>Kind regards, A Stonnington Ratepayer</p>	<p>Council has complied with the legislation in regards to the rate cap as the relevant legislation applies to the Total Council Rate Revenue which was 1.5% increase for the 2021/22 Budget year. The calculation of the Capital Improved Value that is used for the calculation of rates has resulted in both increases and decreases of individuals CIVs throughout the Council for a variety of reasons and most notably changes in market demand for certain types of properties. The individual changes in valuation do effect the rates payable at a property level.</p> <p>Our rate in the dollar is calculated by dividing the maximum capped rate revenue that is proposed/budgeted to be raised by the new total valuations for all rateable properties. For the 2021/22 year, overall property values throughout council went down by 1.8% once supplementary valuation increases for new developments and other property improvements during the 2020/21 year were included. Once the rate cap of 1.5% is added to this valuation reduction, the rate in the dollar increased by 3.3% when compared to the prior year's value.</p> <p>Council has an obligation to manage Council assets in line with Asset Management plans for each of Councils asset classes (Roads, Drains, Footpaths, Open Space, Buildings). This aligns with councils obligations under the Local Government Act. Council allocates resources' to ensure councils assets are maintained and renewed in line with whole of life analysis to ensure assets are managed effectively and efficiently within applied service levels. This will enable services to be delivered to the highest standards within available resources' with an allocation within the 10 year capital program for these works.</p>

*Stonnington Health and Wellbeing Plan – September 2021*

# **Stonnington Health and Wellbeing Plan, 2021–2025**

**September 2021**

*Stonnington Health and Wellbeing Plan – September 2021*

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### **Attachments**

### **References**

*Stonnington Health and Wellbeing Plan – September 2021***Purpose**

The purpose of the Stonnington Health and Wellbeing Plan (the Plan) is to identify the health and wellbeing needs of our community and provide strategic guidance to Council and its partners about how we respond to these needs.

While the Plan is prepared by Council, improving health outcomes requires a collective and sustained effort from all levels of government, non-government organisations, businesses, health professionals, communities, families, and individuals.

The Plan outlines the vision and priorities for improving and promoting the health and wellbeing of our community over the next four years, identifies the outcomes we want to see in the community, what we will focus upon, and who we will work with to achieve these outcomes.

**A message from Council**

We are excited to present the Stonnington Health and Wellbeing Plan 2021–2025.

This plan demonstrates how we will support the Stonnington community to lead healthy, happy and fulfilled lives, recognising that good health is far broader than being free from disease. Good health is about physical, mental, and social wellbeing.

We know that when our community has good health and wellbeing, they can live happy, fulfilled, and meaningful lives, and so planning activities for how we can improve and promote health and wellbeing in our community is an integral part of our role as Council. It underpins the Stonnington Community Vision 2040, the Council Plan 2021–2025, and all planning by Council.

We look forward to working with our partners and our community to increase the health and wellbeing of everyone in Stonnington.

**Acknowledgement of Traditional Custodians**

The City of Stonnington acknowledges that we are on the Traditional Lands of the Wurundjeri Woi Wurrung and Bunurong peoples of the East Kulin Nations and pay our respect to their Elders past, present and emerging. We extend that respect to all Aboriginal and Torres Strait Islander peoples.

The City of Stonnington recognises and accepts its responsibility to learn from and promote the intrinsic value of Aboriginal and Torres Strait Islander cultures, heritage and contemporary aspirations to the wider community; understanding that this enriches Australia's heritage and our community. The City of Stonnington acknowledges the right of Aboriginal and Torres Strait Islander peoples to live according to their own values and customs in our diverse community, subject to Australian law.

Council respects the Wurundjeri Woi Wurrung and Bunurong peoples' special relationship to the land and recognises Aboriginal and Torres Strait Islander sacred sites and significant places. Council recognises the valuable contributions to Victoria made by Aboriginal and Torres Strait Islander peoples and will work together towards a future of mutual respect and harmony.

*Stonnington Health and Wellbeing Plan – September 2021***Executive Summary**

The Health and Wellbeing Plan (the Plan) identifies what Council, and its partners will focus upon in the next four years to improve the health and wellbeing of the Stonnington community. The Plan has been developed in partnership with health and community agencies and reflects a strong understanding of the health and wellbeing needs of the community, the changing issues, environment, and priorities our community is experiencing and responding to.

**The commitments guiding Council’s health and wellbeing planning**

We are committed to building a **resilient, capable, and inclusive community**, and we will do this by:

- Pursuing **fair and equitable** health and wellbeing outcomes for our whole community.
- **Advocating, collaborating, and partnering** with others to deliver health and wellbeing outcomes for our community.
- **Working alongside** our community to plan for and make decisions about health and wellbeing outcomes.
- Making decisions and implementing actions that are **based upon evidence and thorough consideration** of the health and wellbeing outcomes for our community.
- **Embedding equitable** health and wellbeing outcomes in everything we do.
- Pursuing great health and wellbeing outcomes for our community at **every stage of their life**.
- **Implementing initiatives that deliver shared benefits** which improve the health and wellbeing of our community and address other priorities Council and its partners have for the Stonnington community.

**What influences our health and wellbeing?**

There are many factors which influence the health and wellbeing of individuals and communities. We make decisions every day about what we eat, whether we exercise and whether we drink alcohol or smoke tobacco. These all impact upon our health and wellbeing, but there are often factors beyond our control which influence these decisions and can have profound long-term impacts upon our health. These are known as the **social determinants of health**<sup>1</sup> and include:

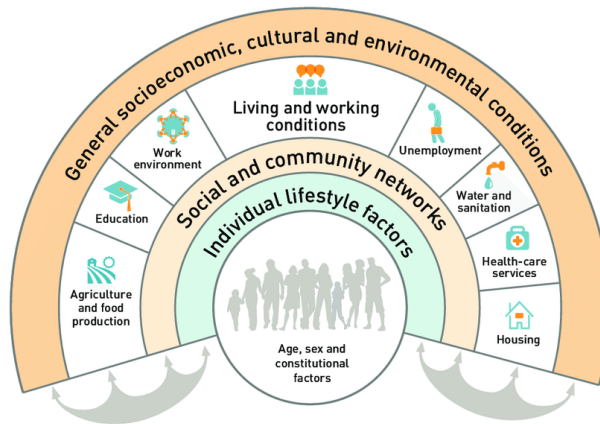
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<sup>1</sup> Commission on Social Determinants of Health (CSDH), 2008, Closing the gap in a generation: health equity through action on the social determinants of health. Final report of the Commission on Social Determinants of Health. Geneva: WHO.



Stonnington Health and Wellbeing Plan – September 2021

- Socio-economic status
- Early life circumstances
- Social support networks
- Education and employment
- Housing
- Access to fresh and healthy food
- Gender, sexuality, race, and, ethnicity
- Access to, and use of health services
- The liveability of the area.



Source: Dahlgren and Whitehead (2006) [34].

Stonnington’s health and wellbeing snapshot

Health and wellbeing	
45% of people are overweight or obese	15.7% of adults sought help for a mental health problem
48.9% of adults do not meet physical activity guidelines	17.9% of children are bullied
95% of children 6–16 years don’t eat the recommended daily intake of vegetables	44.9% of adults don’t meet guidelines for fruit or vegetable consumption
Climate change will have the greatest impact upon the lives and health of people who are already vulnerable in our community.	Healthcare professionals are already seeing climate related impacts including illness and death from heat stress, respiratory distress from bushfires, and mental anxiety about climate change impacts.
Respect and safety	
There was a 24% increase in reported family violence incidents in 2020, with 70% of cases affecting women.	50.9% of people feel they live in a close-knit neighborhood (State average is 61%)
Women do almost 4 times more unpaid domestic work and care than men	55% of people feel moderately safe and 32.7% feel very safe when out and about in Stonnington. However, women feel 60-80 per cent less safe to walk alone.

*Stonnington Health and Wellbeing Plan – September 2021*

<b>1,855</b> unintentional injury hospitalisations (leading cause is falls)	<b>79.4%</b> of men and <b>72.1%</b> of women have a lifetime risk of harm from alcohol (State average is 69% and 50.6%)
<b>8.4%</b> increase in criminal incidents between 2019 and 2020	<b>83.6%</b> of single parent families are female led.

## Stonnington Health and Wellbeing Plan – September 2021

<b>Connection and support</b>	
<b>15.7% people</b> sought help for a mental health problem, and <b>8.4%</b> reported high or very high psychological distress.	<b>74.1% of residents</b> agree that people in their neighbourhood can be trusted
<b>17.9%</b> of children are bullied	<b>21.4%</b> of people volunteer for an organisation or group
<b>3.2%</b> of residents live in <b>social housing</b> and <b>17.7%</b> of low-income households experience rental stress	<b>3,463</b> people need help in their day-to-day lives due to <b>disability</b>
<b>COVID-19 Impacts</b>	
The COVID-19 pandemic has had a significant impact upon our community, as it has across Victoria, Australia, and the world. In Stonnington, it has exacerbated health and wellbeing issues which are already of concern including unequal access to services and supports, mental health, family violence, consumption of alcohol and tobacco. It has also had some positive impacts with our community wanting to live well locally and more people feeling connected to their community.	
In April 2020, spending on alcohol and tobacco increased by <b>187%</b>	<b>55.3%</b> of people feel more connected to their community since COVID-19
<b>14.4%</b> increase in reported family violence incidents between April and September 2020. Women were affected by 70% of family violence cases in Stonnington.	The <b>top 3 challenges</b> for <b>young people</b> in 2020 were being in <b>isolation</b> due to COVID-19 lockdown, <b>loneliness</b> and <b>anxiety</b> .

For comprehensive health data visit the Stonnington website for Health and Wellbeing Plan Fact Sheets and Municipal Scan (2021-25).

### Our health and wellbeing priorities 2021-2025

<b>Priority Area</b>	<b>The outcomes we want to see</b>
<b>Healthy and well</b>	Our community is more physically active
	Our community has a healthier diet
	Services, supports and information are easier to access in our community
	Our community is healthy in a changing climate
<b>Respectful and safe</b>	Equity and respect are thriving in our community
	Our community is a safer place for everyone
	Harm from alcohol, gambling, tobacco, and other drugs is reduced in our community
<b>Connected and supportive</b>	Mental wellbeing is strengthened in our community
	Our community is more socially connected and able to participate in community life
	All members of our community are valued, supported, and connected

Stonnington Health and Wellbeing Plan – September 2021

### Working together to improve health and wellbeing

Council has responsibility for the Health and Wellbeing Plan in partnership with other health agencies and organisations supporting the City of Stonnington community. To ensure this partnership is strong and collaborative, the Reference Group, established to guide development of the Plan, will also guide implementation of the Plan.

The Reference Group includes representatives from:

- Stonnington City Council
- Star Health
- Caulfield Community Health
- Alfred Health
- Women’s Health in the South East (WHISE)
- Southern Melbourne Primary Care Partnership (SMPCP)
- State Government Department of Health
- Other health agencies and community groups with a role in health

### How you can get involved

<p><b>Understand how to stay healthy and well</b></p> <ul style="list-style-type: none"> <li>• Make sure you have the right health and wellbeing information for you, your family and your friends. You can find this:             <ul style="list-style-type: none"> <li>○ through the State Government’s Better Health Channel</li> <li>○ by speaking with your general practitioner or local community health service.</li> </ul> </li> </ul>	<p><b>Get involved in your local community</b></p> <ul style="list-style-type: none"> <li>• Join a group, club or activity</li> <li>• Know your neighbours and help them out</li> <li>• Volunteer with a community group, emergency service organisation, community support service or one of Council’s advisory committees</li> <li>• Can’t find a group that’s right for you? Set up your own group.</li> </ul>
<p><b>Be active and eat well</b></p> <ul style="list-style-type: none"> <li>• Keep your body moving – take a walk around our vibrant and beautiful streets and parks, swim at one of our leisure centres, or join a sports club</li> <li>• Eat a healthy and balanced diet including lots of fruit and vegetables and less treat food.</li> </ul>	<p><b>Not sure where to start?</b></p> <ul style="list-style-type: none"> <li>• Visit the City of Stonnington and Active Stonnington websites.</li> <li>• Visit the VicHealth <i>Be Healthy</i> website</li> <li>• Visit the <i>This Girl Can</i> website.</li> </ul>

*Stonnington Health and Wellbeing Plan – September 2021*

## The Plan

### What is public health and why is it important?

Public health looks at the health of a community or population group and works to prevent people from becoming unwell in the first place. The World Health Organisation (WHO) defines public health as ‘the art and science of preventing disease, prolonging life and promoting health through the organised efforts of society’. Health in this context includes physical, mental, and social wellbeing and it is not merely the absence of disease or infirmity.<sup>2</sup>

The purpose of public health is to protect, improve and promote health and wellbeing. This happens through educating our communities about staying healthy and well, encouraging healthy lifestyles, and research about disease and the prevention of injuries. It focuses on preventing avoidable disease, injury, disability and death, and promoting and building a healthy and sustainable environment for current and future generations.<sup>3</sup>

Focusing on health is important because being healthy and well underpins the lives of individuals, families, and communities. When we are healthy and well, we can live happy, fulfilled, and meaningful lives, when we are unwell, our opportunity to live happy, fulfilled and meaningful lives is reduced.

### What is a public health and wellbeing plan and why do we need one?

It is a requirement of the *Public Health and Wellbeing Act 2008* (the Act) that all local governments prepare a public Health and Wellbeing Plan within twelve months of Council elections. But more importantly, by developing a h

Health and Wellbeing Plan, Council and its partners demonstrate that:

- they understand the health and wellbeing needs of the community;
- are clear about the priorities for improving health and wellbeing; and
- are committed to improving health outcomes for everyone in the community.

### Local government’s role in health and wellbeing

Council has several recognisable statutory responsibilities for improving health outcomes in Stonnington including:

- developing and enforcing public health standards and intervening if the health of the Stonnington community is affected;
- coordinating and providing immunisation services to people living in or being educated in Stonnington; and
- maintaining Stonnington in a clean and sanitary condition.<sup>4</sup>

However, our biggest role is to create environments which support all people in our community to live healthy and well lives. We do this in many ways including:

- planning neighbourhoods and spaces that encourage our community to walk, cycle and play; land use planning and the development and enforcement of local laws;
- working in partnership with other agencies to improve health and wellbeing in the local community;<sup>5</sup>
- advocating to other levels of government about changes that are needed to reduce harm and improve the health of our community; and
- supporting all our community, including people experiencing vulnerability or disadvantage, to access services and supports and to actively participate in community life.

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<sup>2</sup> Public Health Association of Australia, May 2018, Fact Sheet: What is Public Health. Available: [Reports - Public Health Association of Australia Inc \(phaa.net.au\)](https://www.phaa.net.au/reports)

<sup>3</sup> Public Health Association of Australia, May 2018, Fact Sheet: What is Public Health. Available: [Reports - Public Health Association of Australia Inc \(phaa.net.au\)](https://www.phaa.net.au/reports)

<sup>4</sup> Victorian State Government, 2008, Victorian Public Health and Wellbeing Act

<sup>5</sup> Victorian State Government, 2008, Victorian Public Health and Wellbeing Act

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We will continue this focus in our new Plan (particularly in response to the disruption caused by the COVID-19 pandemic) to help improve understanding of the health impacts of climate change, increase physical activity levels, impact healthier food and drink choices and create a more respectful and equitable community.

### Planning and policy framework underpinning the Health and Wellbeing Plan

The Health and Wellbeing Plan is informed and shaped by Council's planning framework, and by State and Federal Government policies; and is informed by the United Nations Sustainable Development Goals, as well as Australian and Victorian guidelines.

For Council, the Community Vision and Council Plan are critical to shaping the Health and Wellbeing Plan. The community vision is:

*'Our community is a safe, inclusive and creative city that celebrates and embraces its vibrancy of cultures. Walking the tree lined streets, we pay respect to the influence of the Nation's First Peoples past and living on a modern, sustainable and interconnected way of life that supports the good health and wellbeing of all.'*

The Council Plan 2021–2025 is centred on three strategic directions representing our broad aspirations in achieving the Community's Vision:

Strategic Direction	Objectives
A thriving and unique place	Identity and destination Thriving and desirable businesses Pride of place and character Active transport and connected city
An inclusive and healthy community	Health and wellbeing Diverse, inclusive and safe Public and green spaces Sustainability and climate action
A people centred and future ready city	Community focus, connection and engagement Enhanced customer experience Engaged and capable people Fit for purpose operating model and resource management

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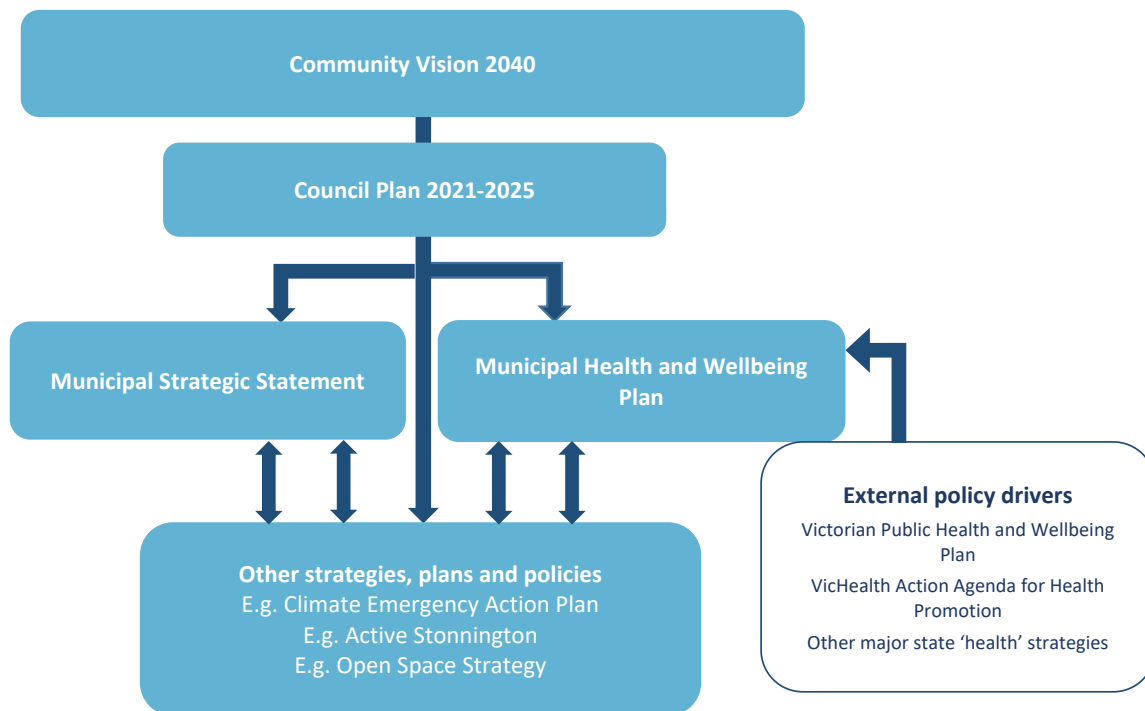
The Victorian Health and Wellbeing Plan 2019–2023 outlines high level strategies and priorities for improving the health and wellbeing of the Victorian community. The priorities of this plan must be considered as part of municipal health and wellbeing plans including:

Tackling climate change and its health impacts

- Reducing injury
- Preventing all forms of violence
- Increasing healthy eating
- Decreasing the risk of drug resistant infections in the community
- Increasing active living
- Improving mental wellbeing
- Improving sexual and reproductive health
- Reducing tobacco related-harm
- Reducing harmful alcohol and drug use.<sup>6</sup>

The VicHealth Action Agenda for Health Promotion 2019–23 also provides important guidance in developing the Health and Wellbeing Plan. The five strategic imperatives of the Action Agenda are:

- encourage regular physical activity
- prevent tobacco use
- improve mental wellbeing
- promote healthy eating
- prevent harm from alcohol.<sup>7</sup>



<sup>6</sup> Victorian State Government, 2019, Victorian Health and Wellbeing Plan 2019 - 2023

<sup>7</sup> VicHealth, 2019, VicHealth Action Agenda for Health Promotion 2019 – 23

*Stonnington Health and Wellbeing Plan – September 2021***How we developed the Plan**

The Health and Wellbeing Plan has been developed in collaboration with key partners and is underpinned by extensive research and engagement. The planning process began in October 2020 and has included:

- Establishment of a Reference Group to guide the development of the Plan
- A review of the previous Health and Wellbeing Plan 2017–2021
- Research about the health and wellbeing profile of our community
- An analysis of the policy context and health research
- Extensive consultation and engagement with internal and external stakeholders who are involved in implementing the Health and Wellbeing Plan including:
  - A series of round table workshops about key issues and topics
  - Targeted conversations with various stakeholders to identify priorities and strategies
  - Briefings and discussions with Councillors
- Engagement with the community including:
  - A health and wellbeing survey about needs and priorities of the community
  - An opportunity for community members to contribute to an ideas board through Connect Stonnington, Council's online engagement platform
  - Consultation with the community about the draft Health and Wellbeing Plan.

Engagement undertaken as part of developing the Community Vision and the Council Plan 2021–2025 has also informed the development of the Health and Wellbeing Plan.



## Priority 1: Healthy and well

Enabling our community to move more often and eat a healthier diet is good for both our health and for our climate.

### Why is this important?

**Overweight and obesity, unhealthy diets and physical inactivity** are avoidable risks for chronic health conditions such as heart disease, type 2 diabetes, and several cancers.<sup>i</sup>







**Moving more and sitting less** reduces the risk of health conditions like heart disease, type 2 diabetes, and cancer<sup>ii</sup> and improves mental wellbeing, strengthens social connection, and reduces social isolation. Those who do little or no physical activity are more likely to get active and stay active when the activity is social, unstructured and fitted into everyday life.<sup>ii</sup>

**Good nutrition** is essential to childhood growth and development, maintaining a healthy weight, good mental and physical health, resistance to infection and improved protection against chronic diseases. According to the World Health Organisation, **climate change is our biggest health challenge** in the 21<sup>st</sup> century, with those most likely to experience poorer health also most vulnerable to the effects of climate change. Increasing use of active transport such as walking and cycling, eating a diet rich in plant-based foods, and reducing consumption of processed and packaged foods, helps reduce energy consumption and waste, which is good for both our health and the environment.

**Many members of our community face barriers to achieving optimal health and wellbeing.** These include women, older members of our community, those with lower education levels and socioeconomic status and people from culturally and linguistically diverse backgrounds

**Low health literacy** contributes to health inequality in our community. People who do not understand how to access, understand, and use health information, are at higher risk of poorer health outcomes and behaviours.<sup>iii</sup>

### What we know about our community

Overweight and Obese	Physical Activity Levels
<p><b>29.8%</b>  and <b>53.8%</b>  are overweight or obese. Groups who are more likely to be overweight or obese are:</p> <ul style="list-style-type: none"> <li>• People with a <b>disability</b></li> <li>• <b>Older</b> people (65 – 74 years)</li> <li>• People on <b>low \$\$\$</b></li> <li>• <b>Aboriginal</b> and Torres Strait Islanders</li> <li>• <b>Men.</b></li> </ul>	<p>In total <b>48.9%</b> of <b>adults</b> do not meet physical activity guidelines:</p> <ul style="list-style-type: none"> <li>• <b>51%</b> undertake <b>low</b>, very low or no physical exercise</li> <li>• <b>MORE</b>  than  do not meet physical activity guidelines</li> <li>• <b>MOST 12–18-year olds</b> do not meet recommended guidelines for weight, diet, exercise, and screen time.</li> </ul>
Poor Nutrition	COVID-19 Impacts
<p>Our community has easy access to and a high intake of <b>foods and drinks</b> high in saturated fat, sugar, and salt, and with <b>little or no nutritional value:</b></p> <ul style="list-style-type: none"> <li>• <b>95%</b> of  6-16 years don't eat the recommended daily intake of vegetables</li> <li>• <b>44.9%</b> of adults don't meet dietary guidelines for fruit or vegetable consumption</li> </ul>	<ul style="list-style-type: none"> <li>• COVID-19 has exacerbated <b>unequal access</b> to services for people with a disability, older adults and disadvantaged community members, particularly in navigating <b>online services</b></li> <li>• <b>14.3%</b>  in reported family violence incidence during COVID-19 restrictions April to Sept 2020</li> </ul>

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	<ul style="list-style-type: none"> <li>• <b>55.3%</b> of people feel more connected to their community since COVID-19</li> <li>• Our community wants to <b>live well locally</b> by having the places and things they need regularly, within <b>walking or cycling</b> distance of where they live.</li> </ul>
<b>Health Impacts of Climate Change</b>	
<ul style="list-style-type: none"> <li>• Climate change will have the <b>greatest impact</b> upon the lives and health of <b>people who are already vulnerable</b> in our community including people with a mental illness, Aboriginal and Torres Strait Islander people, people aged under 5 and over 65, women, people living on low incomes, people living in poor quality housing and people with existing long-term health conditions.</li> <li>• Healthcare professionals are <b>already seeing climate-related</b> illness and death from heat stress, respiratory distress from bushfires, and anxiety about climate change impacts.</li> </ul>	

**What outcomes we want to see and what we will focus on**

<b>Our community is more physically active</b>
<ul style="list-style-type: none"> <li>• Creating neighbourhoods that make it easy for our community to be physically active.</li> <li>• Increasing understanding about the factors that influence health and how important it is to be physically active.</li> <li>• Building the capacity of our community to be more active and remain engaged in sport and physical activity throughout their life.</li> </ul>
<b>Our community has a healthier diet</b>
<ul style="list-style-type: none"> <li>• Embedding healthy food and drink policies in Council-owned and operated spaces, programs and activities.</li> <li>• Improving our community’s understanding about how healthy food and drink is good for their health and good for the environment.</li> <li>• Enabling all members of our community to access nutritious and safe food.</li> </ul>
<b>Services, supports and information are easier to access in our community</b>
<ul style="list-style-type: none"> <li>• Increasing our understanding of the barriers our community experiences when accessing services, supports and information.</li> <li>• Advocating for and facilitating access to health and community services throughout Stonnington.</li> <li>• Facilitating more effective ways of getting information to our community about services and supports, and about how diseases and illnesses can be prevented or reduced.</li> </ul>
<b>Our community is healthy in a changing climate</b>
<ul style="list-style-type: none"> <li>• Enabling 20-minute neighbourhoods to increase opportunities for local living.</li> <li>• Increasing access to quality public open space, especially in areas where there is higher residential density or lower socioeconomic circumstances.</li> <li>• Supporting our community to understand and take action to adapt to the health impacts of climate change.</li> </ul>

## Priority 2: Respectful and Safe

A fair, equal and safe community promotes good health and wellbeing.

### Why is this important?

**The impact family violence has upon health and wellbeing is profound.** Family violence is primarily experienced by women and children, while men are more likely to be impacted by street and community violence.<sup>iv</sup> Impacts include poor physical and mental health, loss of housing, loss of, or limited, access to employment, a lack of financial security, alienation, and disconnection from family and social supports, and in extreme case, death. The impacts for children are just as significant, with their development, mental health, behaviour and learning all profoundly affected over the long term.<sup>v</sup> Higher rates of violence are experienced by women with disabilities, Aboriginal, immigrant, refugee women, women from culturally and linguistically diverse backgrounds, pregnant women and new mothers.

**There is growing understanding of the prevalence and impact of elder abuse** in our communities. This is a complex health and social problem that can have devastating physical, emotional and social consequences for older people, their families, and their communities. Elder abuse can be challenging to identify as there is no single type of older person who is at risk, and no single type of person who may cause harm. It can be deliberate or unintentional and it can occur once or many times.<sup>vi</sup>

**Gender equality is when people of all genders have equal rights, responsibilities and opportunities.** Everyone benefits from gender equality as it prevents violence against women and girls, is essential for economic prosperity, improved health outcomes and more connected communities.<sup>vii</sup>





**Injury affects Australians of all ages and is the greatest cause of death between the ages of 1 and 44 years** and it leaves many people with serious disabilities or long-term conditions. The leading causes of injury are falls, attempted suicide, road trauma, drowning and poison.<sup>viii</sup>

**Alcohol is one of the most harmful and widely-used drugs in our community.** It causes more chronic diseases and is linked to more deaths than many illicit drugs.<sup>ix</sup> Regular use of alcohol can lead to depression, poor memory and brain damage, liver disease, cancer, high blood pressure, heart disease, and difficulty having children.<sup>x</sup>












**Tobacco is the leading contributor to disease and death in Australia.** While there has been a large decline in smoking rates over recent decades, this has slowed, and some communities continue to have high smoking rates compared with the wider community.<sup>xi</sup>

**More than two thirds of adult Victorians participated in some form of gambling in 2018** and the internet continues to grow in popularity as a platform for gambling with dramatic growth in online race and sports betting. People who are problem gamblers are more likely to experience poor mental health, consume excessive alcohol and be smokers.<sup>xii</sup>

### What we know about our community

Violence	Injury
<p>In <b>70%</b> of family violence cases,  were affected:</p> <ul style="list-style-type: none"> <li>Those aged <b>25 – 34 years</b> were most likely to be affected.</li> <li><b>24%</b>  in reported family violence incidence in 2020</li> </ul>	<p><b>1,855</b> unintentional <b>injury hospitalisations</b> in 2018:</p> <ul style="list-style-type: none"> <li>High rates of  admissions for falls, <b>much &gt; for</b>  than males.</li> <li><b>MOST</b> injuries occurred in the <b>home</b> followed by <b>roads</b>, residential institutions, sport and athletic areas.</li> </ul>

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Alcohol	Safety
<p>The lifetime risk of harm from alcohol is notably &gt; than the State average:</p> <ul style="list-style-type: none"> <li>The lifetime risk for  is <b>79.4%</b> (VIC 69%)</li> <li>The lifetime risk for  is <b>72.1%</b> (VIC 50.6%)</li> </ul> <p><b>High</b> rate of <b>alcohol</b> related  admissions:</p> <ul style="list-style-type: none"> <li> admissions are significantly &gt; than males</li> <li>Admissions for <b>40 – 64</b> yr olds are <b>high</b>.</li> </ul>	<p><b>9,494</b> criminal incidents in 2020, an <b>8.4% increase</b> from 2019, mostly related to COVID-19 compliance issues:</p> <ul style="list-style-type: none"> <li><b>South Yarra, Prahran</b> and <b>Malvern East</b> experienced the <b>most</b> crime followed by Windsor. <b>Theft from a</b>  is the main crime committed.</li> <li>When out and about in Stonnington, <b>most</b> people feel <b>moderately (55%)</b> or <b>very safe (32.7%)</b>. More people report <b>feeling unsafe</b> in entertainment precincts/nightlife areas, laneways, residential streets, travelling on public transport and bike/shared pathways.</li> </ul>
Gender Inequity	
<ul style="list-style-type: none"> <li><b>32%</b> of  earn below the minimum wage compared with <b>23%</b> of </li> <li><b>83.6%</b> of <b>single parents</b> are </li> </ul>	<ul style="list-style-type: none"> <li> do almost <b>4 times more</b> unpaid domestic work than </li> <li>Only <b>20-40 %</b> of  feel <b>safe</b> to walk alone in their neighbourhood</li> </ul>

What outcomes we want to see and what we will focus on

<p><b>Equity and respect are thriving in our community</b></p> <ul style="list-style-type: none"> <li>Increasing understanding of gender stereotype and challenging our community to be more equitable and respectful.</li> <li>Embedding equality and respect in services, programs, planning and places.</li> <li>Reducing unintended and structural barriers that drive discrimination and marginalisation.</li> </ul>
<p><b>Our community is a safer place for everyone</b></p> <ul style="list-style-type: none"> <li>Preventing all forms of violence, including violence against women and children.</li> <li>Creating places that improve safety, crime prevention and perceptions of safety.</li> <li>Increasing safety for children in our community.</li> <li>Reducing injury caused by falls and road trauma.</li> </ul>
<p><b>Harm from alcohol, gambling, tobacco, and other drugs is reduced in our community</b></p> <ul style="list-style-type: none"> <li>Increasing understanding in our community about the harm caused by alcohol.</li> <li>Creating environments that support low-risk alcohol consumption.</li> <li>Facilitating improved access to harm reduction services and supports.</li> <li>Advocating for reduced access to alcohol, gambling, tobacco and other drugs.</li> </ul>

## Priority 3: Connected and supportive

A community that is connected, supportive and inclusive can deliver improved health and wellbeing outcomes for all community members.

### Why is this important?

**Mental health is a significant component of individual and community wellbeing.** Mental health conditions are common and have increased during the COVID-19 pandemic. They can be distressing and disabling, particularly when untreated.<sup>xiii</sup> Feeling connected to others, being able to cope with the usual stresses of life, having the opportunity and capacity to contribute to community, and being productive are all critical to mental health.<sup>xiv</sup> Making the topic of mental health more accessible and better understood is key to responding to this growing issue.

**Resilient people and resilient communities can cope or ‘bounce back’** after negative events or difficult situations and return to the same level of wellbeing. They can respond to difficult situations and still thrive. Building resilient communities that promote social inclusion and economic participation is key to social and emotional wellbeing.

**Inclusion is critical to the health and wellbeing of communities and individuals.** In its simplest form, inclusion is about the opportunity to be involved, to contribute and to be valued for your contribution. In an inclusive community, services, programs and supports are welcoming of everyone; information is easily available to all community members, places and spaces are universally accessible, and community members feel they belong.

**Engaged and empowered communities are more connected and healthier** because they are active participants in decision making about their lives and their community.

**Communities that are more equal always do better.** In communities which are more equal, child wellbeing, levels of trust, life expectancy and educational scores are higher. In communities where there is large inequality of income and wealth, health and social problems are worse. The prevalence of mental illness is higher, drug use is more common, more adults are obese, more children drop out of high school, and children experience more conflict.<sup>xv</sup>

### What we know about our community

Mental Health	Community connection and belonging
<p>In 2018, <b>8.4%</b> of Stonnington residents reported high or very high <b>psychological distress</b>.</p> <ul style="list-style-type: none"> <li><b>15.7%</b> of adults sought help for a mental health problem</li> <li><b>17.9%</b> of children were bullied</li> </ul> <p>The <b>top 3 challenges for young people</b> in 2020 were, being in <b>isolation</b> due to COVID-19, <b>loneliness</b> and <b>anxiety</b>.</p> <p>In 2021, <b>improving mental wellbeing</b> is <b>extremely important</b> to adults and young people in Stonnington.</p>	<p><b>Less Stonnington residents (50.9%)</b> feel they live in a <b>close-knit</b> neighbourhood compared with Victoria (<b>61%</b>).</p> <ul style="list-style-type: none"> <li><b>74.1%</b> agree that people in their neighbourhood can be trusted</li> <li><b>21.4%</b> volunteer for an organisation or group.</li> </ul>
Diversity and Inclusion	Vulnerability
<ul style="list-style-type: none"> <li><b>3,463</b> people need help in their day to day lives due to <b>disability</b></li> <li><b>7.8%</b> of adults identify as <b>LGBTIQA+</b></li> </ul>	<ul style="list-style-type: none"> <li><b>2.4%</b> of people <b>ran out of food</b> in the last 12 months and could not afford to purchase more</li> <li><b>3.2%</b> of residents live in <b>social housing</b></li> </ul>

*Stonnington Health and Wellbeing Plan – September 2021*

<ul style="list-style-type: none"> <li>• <b>31.4%</b> were <b>born overseas</b> and <b>56.3%</b> speak a <b>language other than English</b> at home.</li> </ul>	<ul style="list-style-type: none"> <li>• People who are <b>homeless</b> are most likely to be <b>aged 40 – 49</b></li> <li>• <b>17.7%</b> of low-income households experience <b>rental stress</b></li> <li>• <b>40.2%</b> of people live in privately rented homes, and with COVID-19, <b>rental stress</b> has increased</li> <li>• <b>31.7%</b> are <b>lone person households</b>.</li> </ul>
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**What outcomes we want to see and what we will focus on**

<p><b>Mental wellbeing is strengthened in our community</b></p>
<ul style="list-style-type: none"> <li>• Increasing our community’s understanding of mental illness.</li> <li>• Building our community’s capacity to seek help and support those who need help.</li> <li>• Increasing awareness of how mental health can be strengthened.</li> </ul>
<p><b>Our community is more socially connected and able to participate in community life</b></p>
<ul style="list-style-type: none"> <li>• Providing opportunities for social connection, particularly for community members experiencing social isolation and loneliness.</li> <li>• Enabling volunteering across our community.</li> <li>• Empowering our community to be active participants in decisions about their lives and their communities.</li> </ul>
<p><b>All members of our community are valued, supported, and connected</b></p>
<ul style="list-style-type: none"> <li>• Improving understanding about vulnerability and disadvantage in our community.</li> <li>• Facilitating initiatives which support community members experiencing vulnerability, to be connected to and participate in community life.</li> <li>• Advocating for increased services and supports, including housing for community members experiencing homelessness and rough sleeping.</li> </ul>

*Stonnington Health and Wellbeing Plan – September 2021***Implementing the Plan**

The outcomes of the Health and Wellbeing Plan will be achieved through the development and/or implementation of Council policies, strategies and action plans; in partnership with community agencies, local and state-wide organisations, state government departments and neighbouring municipalities, where relevant.

<b>Priority</b>	<b>Policy / Strategy / Plan</b>
1. Healthy and well	Active Stonnington Strategic Framework Sustainable Environment Strategy Walking Strategy Active Transport Strategy Community Recovery Plan Open Space Strategy Cycling Strategy Playground Strategy Climate Emergency Action Plan Urban Forest Strategy Neighbourhood Activity Centre Strategy Community Infrastructure Plan Biodiversity Strategy Municipal Emergency Management Plan
2. Safe and respectful	Community Safety Strategy Road Safety Strategy Gambling Harm Policy and Action Plan Alcohol Management Policy LGBTIQ+ Action Plan Gender Equality Strategy Child Safety Policy Local Law Graffiti Management Plan Mutual Respect Charter
3. Connected and supportive	Homelessness Protocol (Stonnington Zero) Cultural Diversity Action Plan Inclusion Plan Reconciliation Action Plan Volunteer Support Social and Affordable Housing Policy Engagement Policy Community Grants Policy Children, Youth and Family Strategy Positive Ageing Strategy Library Strategy Economic Development Strategy Arts and Cultural Strategy

To view the policies, strategies and plans visit:

- [www.stonnington.vic.gov.au/policies](http://www.stonnington.vic.gov.au/policies)
- [www.stonnington.vic.gov.au/](http://www.stonnington.vic.gov.au/) strategies and plans

*Stonnington Health and Wellbeing Plan – September 2021***Monitoring Progress**

The progress of the Health and Wellbeing Plan will be transparent and collaborative:

- The Reference Group will meet quarterly to oversee, guide and review the implementation of the Plan.
- An evaluation framework including key performance indicators will be used to measure progress.
- An annual report will be provided to Council about the outcomes achieved by Council and its partners, over the previous twelve months.
- Each year, the Plan will be reviewed and evaluated with adjustments made as needed in response to emerging health needs of the community, and increased understanding about how we can better support our community to be healthy and well.

**Attachments**

The following fact sheets and reports are available on the City of Stonnington website: [stonnington.vic.gov.au](http://stonnington.vic.gov.au):

- Our day-to-day health and lifestyle
- Our diverse community and their needs
- A safe and connected community
- Gender issues and the impact on health
- Reducing harm from alcohol, tobacco, drugs, and gambling
- Climate change – our biggest health challenge
- City of Stonnington Health and Wellbeing Municipal Scan (2021-25)



## Stonnington Health and Wellbeing Plan – September 2021

## References

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- <sup>i</sup> (A healthier start from Victorians: a consensus statement on obesity prevention, Healthy Eating and Active Living Roundtable, July 2019)
- <sup>ii</sup> (VicHealth Action Agenda, 2019 – 2023, p7).
- <sup>iii</sup> (<https://www.aihw.gov.au/reports/australias-health/health-literacy>)
- <sup>iv</sup> Victorian State Government, 2019, [Public health and wellbeing planning - health.vic](#)
- <sup>v</sup> Victorian State Government, 2019, [Public health and wellbeing planning - health.vic](#)
- <sup>vi</sup> Council of Attorneys-General, 2019, [National Plan to Respond to the Abuse of Older Australians \(Elder Abuse\)2019–2023 \(ag.gov.au\)](#)
- <sup>vii</sup> Victorian State Government, March 2021, [Gender equality: what is it and why do we need it? | Victorian Government \(www.vic.gov.au\)](#)
- <sup>viii</sup> Victorian State Government, [Injury prevention - health.vic](#)
- <sup>ix</sup> Alcohol and Drug Foundation, April 2021, [Alcohol - Alcohol and Drug Foundation \(adf.org.au\)](#)
- <sup>x</sup> Alcohol and Drug Foundation, June 2021, [Alcohol - Alcohol and Drug Foundation \(adf.org.au\)](#)
- <sup>xi</sup> Draft National Preventive Health Strategy 2021–2030 p.46
- <sup>xii</sup> Victorian Responsible Gambling Foundation, 2020, Victorian population gambling and health study 2018 - 2019
- <sup>xiii</sup> VicHealth, July 2020, Evidence Review: The primary prevention of mental health conditions
- <sup>xiv</sup> Victorian State Government, 2019, [Public health and wellbeing planning - health.vic](#)
- <sup>xv</sup> Wilkinson and Pickett, 2009, The Spirit Level. [The Spirit Level | The Equality Trust](#)

**Health and Wellbeing Plan Feedback Summary**

Connect Stonnington Submission

<p><b>Connect Stonnington:</b>  <b>Do you have any suggestions or recommendations you'd like to make about the draft Health and Wellbeing plan?</b></p>	<p><b>Feedback incorporated</b>  <b>Y / N</b></p>	<p><b>Comment</b></p>
<p>Yoga teachers, gym instructors need more secure employment. Currently in most business organisations they are employed as contractors and receive minimum wage and no superannuation. This leads people to look for more secure work outside the industry.</p> <p>I'd like to see how you would encourage more people to be active (and less obese) and connect this to building resilient community to deal with climate change. Promoting activism by being physically active and mentally fit perhaps?</p> <p>I think it would be good to promote the aquatic centre for cooling off, free swim lessons or nutrition sessions. Stonnington could work in partnership with many gyms or yoga schools that have been negatively affected by COVID also. If Stonnington had the capacity to have more yoga/pilates/gym instructors employed in a way that is financially viable would reduce their vulnerability into the future also.</p>	<p>N</p>	<p>The Health and Wellbeing Plan is a high level document. The recommendations are quite specific and more appropriate for inclusion in an Action Plan.</p> <p>Feedback to be provided to Active Stonnington</p> <p>Climate Change is identified in Priority 1 – Healthy and Well Our community is healthy in a changing climate:</p> <p><i>Supporting our community to understand and take action to adapt to the health impacts of climate change.</i></p>
<p>Build a small traffic school. Speak to Knox City Council about Marie Wallace Reserve. <a href="https://www.mammaknowseast.com.au/parks-and-playgrounds/train-park-bayswater">https://www.mammaknowseast.com.au/parks-and-playgrounds/train-park-bayswater</a></p>	<p>N</p>	<p>Recommendation is quite specific and therefore has not been included in the Health and Wellbeing Plan but will be provided to the Project Management and Delivery team for future consideration.</p>
<p>I think it's very robust. I'd like something in there about development. Places like The German Club on Chomley St/Dandenong Rd trying to expand into a nightclub and games and big pub are the antithesis of health and wellbeing in every single aspect of the plan.</p>	<p>Y</p>	<p>Land use planning outcomes are articulated in the Municipal Strategic Statement which sits alongside the Municipal Public Health and Wellbeing Plan.</p> <p>Planning permit applications for licensed and/or gaming venues require an impact assessment to identify health and wellbeing implications prior to the planning permit approval.</p> <p>References in the plan that support the concept of land use include:  <b>Healthy and well:</b></p>

<p><b>Connect Stonnington:</b>  <b>Do you have any suggestions or recommendations you'd like to make about the draft Health and Wellbeing plan?</b></p>	<p><b>Feedback incorporated</b>  <b>Y / N</b></p>	<p><b>Comment</b></p>
		<ul style="list-style-type: none"> <li>• Creating neighbourhoods that make it easier to be physically active.</li> <li>• Enabling 20 minute neighbourhoods to increase opportunities for local living.</li> </ul> <p><b>Respectful and safe:</b></p> <ul style="list-style-type: none"> <li>• Creating environments that support low risk alcohol consumption</li> </ul> <p>Proposed amendment: Local Government's role in health and wellbeing (page 8)</p> <ul style="list-style-type: none"> <li>• planning neighbourhoods and spaces that encourage our community to walk, cycle and play; <a href="#">land use planning and the development and enforcement of local laws;</a></li> </ul>
<p>A good start but very broad and lacks specifics. Need to take goals to more detailed stages before it will become meaningful. Eg what will Council allocate to this in dollars? What are the specific outcomes you seek in next 5 years? Clearly this will require a prioritisation process. If you need more people on the planning committee I'd be happy to be involved. Am retired self employed Psychologist and Management Consultant.</p>	<p>N</p>	<p>The Plan is a high level document and provides a framework for the next four years.</p> <p>To avoid duplication the actions to achieve the desired outcomes will be documented in an annual action plan and/or delivered through specific strategies and action plans. These documents will inform budget allocations. Achievements will be reported annually, as referenced in the Plan.</p>
<p>We feel the priority areas have strong alignment to our priority areas of work for the next 4 years and provide valuable opportunities for Star Health (Health Promotion Team) and City of Stonnington to form strong collaboration. We like that there is mention of health literacy, however it would be good to see this embedded throughout the priorities. Within the Respect and Safety priority, we feel it would be good to apply an intersectionality lens as we know that to eliminate violence against all women and girls, we have to address how violence differs between groups of women.</p>	<p>Y</p>	<p>Health literacy identified only referenced in Priority 1. Agreed that health literacy is relevant to the whole plan but additional references unnecessary. Will be reflected in the Action Plan.</p> <p>Respect and safety section updated to include intersectionality.</p>

<p><b>Connect Stonnington: Do you have any suggestions or recommendations you'd like to make about the draft Health and Wellbeing plan?</b></p>	<p><b>Feedback incorporated Y / N</b></p>	<p><b>Comment</b></p>
<p>To create a greater understanding of an issue, the data that illustrates 'What we know about the community' needs to have a comparison point i.e. Victorian average, surrounding LGA's data point. This may need to include some acknowledgement that CoS is doing better on many indicators and focus on the strengths of the community. Related to this a stronger acknowledgement of the inequalities that exist in the local community i.e. many people are doing well based on the social determinants model of health, but pockets including those living in public housing, aren't doing as well.</p> <p>It would be good to ensure that the document is not reinforcing framing of health and wellbeing issues (particularly with healthy eating and physical activity) as issues of individuals choices and behaviours. Within the Healthy and Well priority area, we feel there is some of this individualised framing creeping in. Some great recent research highlights: "Interventions and policies that address the wider causes of childhood obesity are needed. Attempting to address issues like living and working conditions may be more successful than trying to persuade individuals to change their lifestyle." – Found here: <a href="https://evidence.nihr.ac.uk/alert/preventing-childhood-obesity-requires-shift-in-focus-away-from-individual-behaviours-towards-wider-environment/">https://evidence.nihr.ac.uk/alert/preventing-childhood-obesity-requires-shift-in-focus-away-from-individual-behaviours-towards-wider-environment/</a></p> <p>Within this priority, having a clearer emphasis on 'sustainable food systems' that have a lower impact on the climate would also be really beneficial.</p> <p>The outcomes detailed within the draft are wide-ranging and we feel our team could create some strong alignment to achieving these in partnership with the CoS. We welcome further discussion on anything raised.</p>		<p>Additional data and comparisons available in the Municipal Scan, referenced in the Plan and to be made available on the website.</p> <p>Noted that Physical Health and Healthy Eating have a focus on the individual however there is also a focus on creating neighbourhoods that support physical activity (environments) and an emphasis on Council owned and operated spaces</p> <p>Reference included into – Our Community is more physically active to include ....factors that influence health.... The specifics such as culture, income equality, living and working conditions (education, housing and transport) to be included in the Action Plan</p> <p>Reference included in – Our Community has a healthier diet – ..... food and drink is good for their health and good for the environment. More detail to be included in the action plan.</p>
<p>Women's Health in the South East (WHISE) See – WHISE submission (below)</p> <p>Suggestions for inclusions across the document to raise the profile of gender related issues.</p>	<p>Y</p>	<p>Amendments made throughout the Plan.</p>

Other feedback

<b>Phone Feedback</b>	<b>Feedback incorporate Y/N</b>	<b>Comment</b>
Department of Heath Overall good plan Suggest inclusion of detail regarding the implementation of the plan and our partners	Y	New section inserted in the Plan 'Implementing the Plan' including the policies, strategies and action plans that relate to the 3 priorities.

**Submission - Women's Health in the South East (WHISE)**

Received by email 28 September 2021

**Key:**

(Y) = feedback incorporated in revised Plan

(N) = feedback not incorporated

**Page 4**

Suggested tweak to wording

- From "Embedding health and wellbeing outcomes in everything we do" to "Embedding **equitable** health and wellbeing outcomes in everything we do" (Y)
- From "Pursuing great health and wellbeing outcomes for our community at every stage of their life" to "Pursuing great health and wellbeing outcomes for our community **for all genders** and at every life stage" (N) – *all communities implies all genders*

**Under what influences our health and wellbeing?**

Suggest changing the dot point to lead with gender as this is an overarching influence across all others and people's experiences of inequity.

- Gender, sexuality, race and ethnicity (Y) *re-ordered as requested*

**Page 5****Health and Wellbeing**

48.9% of adults do not meet physical activity guidelines – would recommend a reference that speaks to the gendered nature of this statistic would be useful. Females of all ages have structural and societal barriers that result in decreased participation. For example only 9% participate in organized sport (N) *Data available in municipal scan. Data in the Plan is only a broad summary*  
[https://www.vichealth.vic.gov.au/~media/fundingopportunities/female%20participation%20in%20pa/research\\_snapshot-vh\\_female\\_participation\\_in\\_sport-and-physical\\_activity.ashx](https://www.vichealth.vic.gov.au/~media/fundingopportunities/female%20participation%20in%20pa/research_snapshot-vh_female_participation_in_sport-and-physical_activity.ashx)

**Respect and Safety**

Reword to – "There was a 24% increase in reported family violence incidents in 2020, **70% of these cases were women**" (Y)

Women do almost 4 times more unpaid domestic work **and care** than men (Y)

1,855 unintentional injury hospitalisation – what does this include?? (Y)

55% of people feel moderately safe and 32.7% feel very safe – can this include a gendered lens to this statistic?? Women feel far less safe walking particularly after dark than men do and the statistics would reflect this. (Y)

**Connection and Support**

Add the gendered nature to this statement - 3463 people need help in their day to day lives due to disability **and the majority of this care is provided by women.** (N) *Data source not provided to substantiate*

**COVID-19 impacts**

- 14.4% increase in reported family violence incidents between April and September 2020 (do you have gendered statistics to put around these?) (Y)

**How can you get involved****Not sure where to start?**

add This Girl Can to list - <https://thisgirlcan.com.au/>

(Y)

**Page 8****Local government's role in health and wellbeing**

Reward suggestion – “However, our biggest role is to create environments that support people of all **genders and ages** within our community to live healthy and well lives” (N) – community is inclusive of all

Add into the last sentence, change to positive

“We will continue this focus in our new Plan..... to help to improve understanding of the health impacts of climate change, increase physical activity levels, impact healthier food and drink choices and create a more respectful and equitable community. (Y)

**Page 9****An inclusive and healthy community – can the dot point/s include equitable anywhere?**

(N) – This refers to the Council Plan and cannot be altered

**Page 12****Healthy and Well**

Again it would be great to bring a gendered lens to this “Why is it important?”

Could bring this in under physical activity (as outlined above), climate change and its effect on vulnerable people. Could be an opportunity to outline who vulnerable people are classified as earlier in the strategy and include women and girls in this list.

Many members of our community face barriers to achieving optimal health and wellbeing. These include women, older members of our community, those with lower education levels and socioeconomic status and people with a disability or culturally and linguistically diverse background. (Y)

**What we know about our community**

Little symbols not clear enough, prefer using the words women and men as didn't actually read that these had gendered stats presented. (N) will be improved in the design process

**Page 13****Health Impacts of Climate Change**

Add women into the sentence – Climate change will have the greatest impact upon the lives and health of people who are already vulnerable in our community including people with a mental illness..... people aged under 5 and over 65, **women**, people living on low incomes.....” (Y)

See research around gendered impacts of climate change and more importantly emergency recovery planning and management on women – great research by GADPOD

<https://www.genderanddisaster.com.au/>

<https://www.mav.asn.au/what-we-do/policy-advocacy/emergency-management/gender-and-emergency-management>

**Page 14****Respectful and Safe**

Bring the sentence highlighted below to follow ....upon health and wellbeing is profound,....family violence is primarily experienced by women and children,

**The impact family violence has upon health and wellbeing is profound**, including poor physical and mental health, loss of housing, loss of, or limited, access to employment, a lack of financial security, alienation, and disconnection from family and social supports, and in extreme case, death. The impacts for children are just as significant, with their development, mental health, behaviour and learning all profoundly affected over the long term. Family violence is primarily experienced by women and children, while men are more likely to be impacted by street and community violence.<sup>iv</sup>

Suggested amendment to the below

“Gender equality is when people of all genders have equal rights, responsibilities and opportunities. Everyone benefits from gender equality as it prevents violence against women and girls, is essential for economic prosperity, improved health outcomes and more connected communities.” (Y)

involved in these injuries, it would be useful to point this out here as it helps to bring a gendered lens to the work. (see you have presented the gendered lens in the box about injury but not in words) (N)

Gambling is also primarily a gendered issue, particularly sports gambling and then the flow on effects to family violence, mental health, alcohol abuse etc, think this is important to raise here too.

(N) will be addressed in the action plan

#### **Gender inequity box – Page 15**

83.6% of **single parents** are women (Y)

Women do (*not did*) 4 times more unpaid domestic work and care than men (Y)

Only 20-40% of women feel safe to walk alone in their neighbourhood (Y)

#### **What outcomes we want to see and what we will focus on**

##### **Suggested Reword**

##### **Equity and respect are thriving in our community**

- Our community is more equitable and respectful through an increased understanding of how to challenge rigid gender stereotypes. (N) – [Gender equality strategy](#)
- Equality, respect and an understanding of how different genders experience things differently are used to embed inclusive practice into services, programs, planning and places. (N) [Gender equality strategy](#)

##### **Our community is a safer place for everyone**

- Preventing violence against women and all forms of violence (Y) [also included children](#)

#### **Page 16**

##### **Connected and Supported**

Integrate some data around the gendered effects of mental health on women as a result of the COVID-19 pandemic. (N) [general information provided](#)

[https://womenshealthvic.com.au/resources/WHV\\_Publications/Factsheet\\_2020.06\\_Women%E2%80%99s-mental-health-in-the-context-of-COVID19\\_WMHA-GENVic.pdf](https://womenshealthvic.com.au/resources/WHV_Publications/Factsheet_2020.06_Women%E2%80%99s-mental-health-in-the-context-of-COVID19_WMHA-GENVic.pdf)

[https://womenshealthvic.com.au/resources/WHV\\_Publications/WMHA\\_Impacts-of-COVID19-on-womens-mental-health-and-recommendations-for-action\\_Update-13-October-2020\\_\(Fulltext-PDF\).pdf](https://womenshealthvic.com.au/resources/WHV_Publications/WMHA_Impacts-of-COVID19-on-womens-mental-health-and-recommendations-for-action_Update-13-October-2020_(Fulltext-PDF).pdf)

<https://www.mckinsey.com/featured-insights/future-of-work/covid-19-and-gender-equality-countering-the-regressive-effects>

<https://grattan.edu.au/report/womens-work/>

##### **What we know about our community**

**Mental health** – can we integrate gendered stats in here around help seeking to inform further work around mental health help seeking for men and boys? Positive masculinity representations

(N) – [Action Plan](#)





SEPTEMBER 2021

# Arts and Culture Out-of-round Grants 2021-2022

[STONNINGTON.VIC.GOV.AU](http://STONNINGTON.VIC.GOV.AU)

 [stonningtoncouncil](#)  [StonningtonNews](#)

# Arts and Culture Grants 2021-22

## Out-of-Round applications

### Panel Recommendation Summary

Over \$20K	Applicant	Project	Total Project Cost	Amount Requested	Recommendation
TRI/00008	Toorak Village Sculpture Exhibition	Toorak Village Sculpture Exhibition	\$ 112,000.00	\$ 30,000.00	Recommended

Chapel Off Chapel in-kind	Applicant	Project	Total Project Cost	Amount Requested	Recommendation
CCAC/00058	Mrs Tania de Jong AM	Driftwood the Musical	\$ 272,720.00	\$ 11,000.00	Not Recommended

<b>Total Pool of Funds</b>	<b>\$440,000.00</b>
<b>Total Funds Endorsed (19 July 2021)</b>	<b>\$425,514.50</b>
<b>Total Amount Requested</b>	<b>\$41,000</b>
<b>Remaining Funds</b>	<b>\$14,485.50</b>

**Summary of Recommendations**

## Quick Response Grant (Annual Grants)

Application ID	Organisation	Project Title	Officer Recommendation	Cash recommended	In-kind recommended
CGQR00001	Rotary Club Chadstone East Malvern	Sleeping out Rough	Part funding	\$250	\$139
CGQR00004	St Andrews Gardiner Tennis Club	Court Maintenance	No funding	\$ -	\$ -
CGQR00006	Stonnington Dance and Physical Culture Club	Phoenix Park Rob Roy Road Chadstone	No funding	\$ -	\$ -
CGQR00009	Creativity Australia	Zoom With One Voice Community Choir Rehearsals	No funding	\$ -	\$ -



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## Chief Executive Officer Employment and Remuneration Policy

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Version	2
Original Adoption Date	<i>4 October 2021</i>
Policy Owner	<i>Chief People Officer</i>
Next Review Date	<i>30 September 2022</i>

*\*unless legislative change, regulatory requirement or request by CEO or Councillors.*

## 1 Purpose

The City of Stonnington Chief Executive Officer (**CEO**) Employment and Remuneration policy sets out Council's approach to managing CEO performance and remuneration in accordance with Section 45 of the *Local Government Act 2020*.

This policy has also been written in accordance with section 21 of the Victorian Independent Remuneration Tribunal and Improving Parliamentary Standards Act 2019 and the Council Enterprise Bargaining Agreement (**EBA**).

## 2 Scope

The policy sets out a process and framework for evaluating performance and setting Chief Executive Officer remuneration in accordance with the mandatory contract terms and conditions.

## 3 Policy Principles

### 3.1 – Preparation of Submissions

The following principles are to guide those preparing submissions to the Council for the appointment of the Chief Executive Officer;

- Principle 1: CEO remuneration should be fair and reasonable recompense for performing the inherent requirements of the role.
- Principle 2: CEO remuneration should be competitive. Remuneration should be set at a competitive level for the relevant market and sector in order to attract and retain talent.
- Principle 3: CEO remuneration should reflect the non-financial benefits of local government employment.
- Principle 4: CEO remuneration arrangements and decisions should be robust, transparent and based on rigorous analysis of all relevant factors including those principles listed above.

### 3.2 – Mandatory Contract Terms

The mandatory contractual terms and conditions for the Chief Executive Officer are:

- A contract of employment is to be offered for a period of up to five (5) years;
- A CEO is eligible to be reappointed under a new contract of employment. A decision on the reappointment of the CEO must be finalised not less than six months prior to the expiry of the CEO's contract;
- If there is a vacancy in the office of the CEO or the CEO is unable to perform the duties of the office of the CEO, the Council must appoint a person to be the Acting CEO;
- The total remuneration package (TRP) includes salary, superannuation, the cost of a motor vehicle to an employer and the cost of other employment benefits and associated fringe benefits tax, but excludes general business expenses such as laptop computers, mobile phones or study leave; and
- Termination of contract provisions – the employer may terminate with just cause and through due process a contract by providing the Chief Executive Officer with six months' notice in writing.

Chief Executive Officer Employment and Remuneration  
Policy

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### **3.3 Independent Professional Advice**

Council may obtain independent professional advice in relation to any matters dealt with in the CEO Employment and Remuneration policy, including but not limited to, CEO performance review and CEO recruitment.

### **3.4 Chief Executive Officer Performance Review**

An independent consultant will be appointed by the Council to assist with the CEO's review process. The consultant will assist Council with assessing the performance of the CEO against the current annual objectives, and the development of new objectives for the following performance year.

The review will also include the opportunity for Council to provide the CEO with performance related feedback and input into the CEO's development plan. The CEO will also provide feedback on the performance of the Council as part of a 360-degree (2 way) feedback process, which will be facilitated by the independent consultant. The 360-degree (2 way) feedback process will operate for both the CEO and the Council.

The performance review will be completed annually to coincide with the anniversary of the CEO's commencement date. An informal performance review will be conducted within 6 months of the formal annual review each year thereafter. The informal review will provide the CEO with feedback and the opportunity to adjust any of the objectives set in the formal performance review if required.

### **3.5 Chief Executive Officer Remuneration**

Following the annual formal performance review of the CEO the Council will work with the independent consultant to review the remuneration of the CEO. Any decision to increase the remuneration of the CEO must be in accordance with the Policy Principles outlined above.

### **3.6 Chief Executive Officer Recruitment**

The Council will appoint a specialist recruitment consultant to manage the end-to-end process of CEO recruitment. This will include;

- Taking a detailed brief from the Council on the role and the ideal candidate;
- Preparing a detailed schedule outlining the end to end process;
- Developing an advertising strategy to attract suitable candidates;
- Assisting the Council to conduct first and second round interviews to determine a shortlist of candidates;
- Conducting the relevant psychometrics to determine best fit;
- Conducting reference checks on the preferred candidate;
- Performing probity checks on the preferred candidate;
- Working with the People team to issue the contract of employment for the new CEO;
- Preparing the communications for the Council to announce the appointment of the new CEO; and
- Working with the People team to induct the new CEO.

## 4 BREACH OF POLICY

Failure to maintain and comply with this policy may be a breach of Section 45 of the *Local Government Act 2020* and accordingly be subject to review by the Local Government Inspectorate.

## 5 DISPUTE RESOLUTION

5.1 In relation to any matter under this policy or the CEO's employment contract that may be in dispute, either the CEO or Council may:

- (a) give written notice to each other of particulars of any matter in dispute; and
- (b) within 14 days of receiving a notice specified in subclause 7.1(a), a meeting will be convened between the Mayor and Deputy Mayor (along with any nominated representative of Council) and the CEO (along with any nominated representative of the CEO) in an attempt to resolve the dispute.

5.2 The CEO, Mayor and Deputy Mayor will attempt to resolve the dispute at the workplace level.

5.3 Upon failure to resolve the dispute at the workplace level, the CEO and Council will:

- (a) refer the dispute to an independent mediator as agreed by the CEO and Council, or otherwise as nominated by the Executive Director of Local Government Victoria.
- (b) agree to participate in any mediation process in good faith, with such mediation to operate in a manner as agreed by the CEO and Council; and
- (c) acknowledge the right of either the CEO or Council to appoint, in writing, another person to act on their behalf in relation to any mediation process.

5.4 The cost of the mediation service will be met by Council.

5.5 The employee and Council will each be responsible for meeting the cost of any advisor or nominated representative used by them.

## 6 Responsibilities

<b>Party/parties</b>	<b>Roles and responsibilities</b>	<b>Timelines</b>
Council	Adopting, executing and reviewing this policy	Ongoing

## 7 Human Rights Charter

This policy has been reviewed against and complies with section 13 of the *Charter of Human Rights and Responsibilities Act 2006*, as this Policy aligns with and provides for the protection of an individual's right not to have their privacy unlawfully or arbitrarily interfered with. It is also in line with section 18, which recognises a person's right to participate in the conduct of public affairs.



Chief Executive Officer Employment and Remuneration  
Policy

## 8 Monitoring, Evaluation and Review

No.	Change	Date Approved	Review date
1.	New policy	4 October 2021	30 September 2022

### Document History

Version	Date	Author	QA Review	Comments
1	August 2021	Jacqui Campbell	Tracey Limpens and Lucy Bastick	Revised policy incorporates Councillor & Audit & Risk Committee feedback.

### Document Authorisation

Owner (By Role and Directorate)	Chief People Officer, People team
Date of Initial Approval (Internal)	August 2021
Date of Adoption (By Council)	4 October 2021