Agenda Paper

for the

Ordinary Meeting of Council

To be held at the Council Chambers, Civic Centre,
Boxshall Street Brighton

on

Tuesday, 23 October, 2018
at 7:00pm

Cr: Cr Laurence Evans (Mayor)

Councillors: Cr Alex del Porto
Cr James Long BM JP
Cr Michael Heffernan
Cr Clarke Martin
Cr Sonia Castelli
Cr Rob Grinter
Members of the Gallery

Your attention is drawn to Section 92 of Council's Governance Local Law No 1.

Section 92 The Chair's Duties and Discretions

In addition to other duties and discretions provided in this Local Law, the Chair –

(a) must not accept any motion, question or statement which is derogatory, or defamatory of any Councillor, member of Council staff, or member of the community;

(b) may demand retraction of any inappropriate statement or unsubstantiated allegation;

(c) must ensure silence is preserved in the public gallery during any meeting;

(d) must call to order any member of the public who approaches the Council or Committee table during the meeting, unless invited by the Chair to do so; and

(e) must call to order any person who is disruptive or unruly during any meeting.

An Authorised Officer must, if directed to do so by the Chairman, remove from a meeting any Councillor or other person who has committed such an offence.

Your cooperation is appreciated

Chairperson of Council
Order of Business

1. Prayer
2. Acknowledgement of Original Inhabitants
3. Apologies
4. Disclosure of any Conflict of Interest of any Councillor
5. Adoption and Confirmation of the minutes of previous meeting
6. Public Question Time
7. Petitions to Council
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13. Notices of Motion
   13.1 Notice of Motion - 276 - Review and Identification of Operational Protocols as they relate to Tree Retention and Landscape Implementation ......................................................... 157
1. **Prayer**

O God
Bless this City, Bayside,
Give us courage, strength and wisdom,
So that our deliberations,
May be for the good of all,
Amen

2. **Acknowledgement of Original Inhabitants**

We acknowledge that the original inhabitants of this land that we call Bayside were the Boon wurrung people of the Kulin nation.

They loved this land, they cared for it and considered themselves to be part of it.

We acknowledge that we have a responsibility to nurture the land, and sustain it for future generations.

3. **Apologies**

4. **Disclosure of any Conflict of Interest of any Councillor**

5. **Adoption and Confirmation of the minutes of previous meeting**

5.1 Confirmation of the Minutes of the Ordinary meeting of Bayside City Council held on 18 September 2018.

5.2 Confirmation of the Minutes of the Special meeting of Bayside City Council held on 19 September 2018.

5.3 Confirmation of the Minutes of the Special meeting of Bayside City Council held on 24 September 2018.

5.4 Confirmation of the Minutes of the Special meeting of Bayside City Council held on 16 October 2018.

6. **Public Question Time**

7. **Petitions to Council**

Nil
8. Minutes of Advisory Committees

8.1 ASSEMBLY OF COUNCILLORS RECORD

Executive summary

Purpose and background
To formally report to Council on the Assembly of Councillors records in accordance with the Local Government Act 1989.

Key issues
This report fulfils the requirements of reporting an Assembly of Councillors to the next practical Ordinary Meeting of Council in accordance with the Local Government Act 1989.

Recommendation

That Council notes the Assembly of Councillor records submitted as required by the Local Government Act 1989:

- 9 October 2018 - CEO and Councillor Only Briefing

Support Attachments

1. 9 October 2018 - CEO and Councillor Only Briefing - Record of Assembly of Councillors
Record of Assembly of Councillors

Record in accordance with section 80A(1) of the Local Government Act 1989

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<thead>
<tr>
<th>Meeting Information</th>
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<tbody>
<tr>
<td>Meeting Name/Type</td>
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<td>Start Time</td>
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Matters discussed
- Matters raised by the CEO
  - Organisational Structure update
  - Update on Planning Department statistics
- Matters raised by the Councillors
  - Dacey Street playground

Attendees

<table>
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<tr>
<th>Councillors</th>
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<tbody>
<tr>
<td>Mayor, Cr. Laurence Evans</td>
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<td>Cr. Sonia Castelli</td>
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<td>Cr. Alex del Porto</td>
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<thead>
<tr>
<th>Staff</th>
<th>Chief Executive Officer</th>
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<td>Mick Cummins</td>
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Apologies

Conflict of Interest disclosures

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<tr>
<th>Matter No</th>
<th>Councillor making disclosure</th>
<th>Councillor left meeting</th>
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<tr>
<td>Nil</td>
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Reviewed June 2012

Item 8.1 – Minutes of Advisory Committees
9. Reports by Special Committees

Nil
10. Reports by the Organisation

10.1 UPDATE ON THE MID-CENTURY MODERN HERITAGE VOLUNTARY INCLUSION PROCESS

City Planning & Community Services - Urban Strategy
File No: PSF/18/109 – Doc No: DOC/18/241128

Executive summary

Purpose
To present Council with the approach for the mid-century modern heritage process, following Council’s decision at its 24 April 2018 Ordinary Meeting to pursue a voluntary inclusion process.

Background
The Bayside Heritage Action Plan 2017 outlines Council’s approach to how it will fulfil its statutory obligations to conserve and enhance buildings, areas or places which are of scientific, aesthetic, architectural or historical interest.

At its 25 July 2017 meeting, Council resolved to commence a mid-century modern heritage study with a focus on the Beaumaris area and apply interim heritage controls for mid-century modern properties identified in the City of Bayside Inter-War and Post-War Heritage Study 2008.

In response to strong opposition from property owners about being potentially subject to a permanent Heritage Overlay, at its 24 April 2018 Ordinary Meeting, Council resolved to (inter alia):

- Not proceed with the mid-century modern heritage study;
- Abandon Amendments C158 and C159 which proposed interim heritage controls on properties throughout Black Rock and Beaumaris;
- Seek voluntary nominations from property owners of mid-century modern properties in Beaumaris and Black Rock for investigation to ascertain historic significance of a property; and
- Develop a process to support the inclusion of suitable mid-century modern properties in a Heritage Overlay through a voluntary nomination process.

Key issues
Work has progressed in relation to the voluntary nomination process. The proposed stages are outlined below.

Stage 1: Nominations for Heritage Listing: October 2018–January 2019

Council officers will write to 6,621 owners of properties in Black Rock and Beaumaris where homes were constructed between 1945 and 1975 to advise them of Council’s process, clarify what mid-century modern architecture is, and outline the proposed approach.

Nominations from property owners interested in having their home listed for heritage protection will be included on a Mid-Century Modern Heritage ‘Register’. Owners will be invited to a 1:1 information session with Council officers to clarify the process, potential timeframes and discuss implications.
Further participation in the program will include entering an agreement for Council to undertake a heritage assessment with the intent to have heritage-significant properties protected by a Heritage Overlay. The assessment will be funded by Council.

A cut-off date for nominations will be specified as being the end of January 2019, to allow property owners November, December and January to consider whether to participate in the process.

For this process, Council will not consider nominations made by other parties. Only submissions from property owners will be accepted.

Stage 2: Assessing Heritage Properties: January – March 2019

The list of properties on the register will be assessed by heritage experts to determine whether the properties meet the criteria for potential inclusion in the Heritage Overlay due to their mid-century modern design. Heritage consultants will be appointed to undertake the individual assessments and advise Council on each properties heritage merits.

Once the properties have been assessed and a list of properties for protection identified, property owners will be advised and a report will be presented to Council, to consider a planning scheme amendment to implement the outcomes.

Stage 3: Planning Scheme Amendment: April – June 2019

Given land owners are expected to have volunteered consent for the Heritage Overlay, it may be possible for Council to prepare a planning scheme amendment without the need for public exhibition. This process could be completed within the 2018/19 financial year.

If a public advertising process and Planning Panel is required, this is expected to add additional time and costs to complete the amendment.

**Recommendation**

That Council:

1. Receives a report at its April 2018 Ordinary Meeting on whether to pursue a planning scheme amendment for mid-century modern properties deemed to be of heritage significance through the voluntary expression of interest process.

**Support Attachments**

Nil
Considerations and implications of recommendation

Liveable community

Social
The Mid-Century Modern Voluntary Inclusion Process will enable Council to protect the buildings from the Mid-Century Modern era that contribute to Bayside's liveability, character and community cohesion. This is consistent with the Bayside community's desire to see neighbourhoods and amenity protected, with development sympathetic or responsive to the natural and built environment. This approach seeks to protect and celebrate the social values the community attribute to places of this era, for current and future generations.

Natural Environment
There are unlikely to be any impacts on the natural environment as a result of the voluntary process to include mid-century modern homes in a Heritage Overlay, beyond general amenity and character matters.

Built Environment
The Mid-Century Modern Voluntary Inclusion Process will identify, document and protect heritage buildings within Beaumaris and Black Rock. This undertaking is consistent with the need for Council to implement the objective at Section 4(1)(d) of the Planning and Environment Act 1987 to “conserve and enhance buildings, areas and other places which are of scientific, aesthetic, architectural or historic interest, or otherwise of special cultural value.”

Customer Service and Community Engagement
The Mid-Century Modern Voluntary Inclusion Process is an opt-in method for heritage protection whereby owners initiate the heritage listing upon their own volition. Property owners will be invited to meet with Council officers to discuss their property.

Human Rights
The implications of this process have been assessed and are not considered likely to breach or infringe upon the human rights contained in the Victorian Charter of Human Rights and Responsibilities Act 2006.

Legal
Council has a responsibility for heritage preservation, consistent with the objective located at Section 4(1)(d) of the Planning and Environment Act 1987 to “conserve and enhance those buildings, areas or other places which are of scientific, aesthetic, architectural or historical interest, or otherwise of special cultural value”.

The Mid-Century Modern Voluntary Inclusion Process contributes to Council meeting its heritage obligations, namely to:

- Identify places of heritage significance;
- Protect and conserve such places by including them in the Heritage Overlay of the Bayside Planning Scheme; and
- Assess planning permit applications to conserve and enhance the elements that contribute to the significance of heritage places and ensure that development does not adversely affect the significance of heritage places.
Finance
The budget required for the project will depend on the number of nominations required to be assessed. Budget has been allocated within the 2018/19 Budget to complete the work and it is currently anticipated that the budget allocated will be sufficient.

Links to Council policy and strategy
The Mid-Century Modern Voluntary Inclusion Process helps achieve the aims of the Heritage Action Plan 2017 to:

- Ensure the identification, management and protection of Bayside’s heritage assets reflects Bayside’s history and pattern of development.
- Increase community knowledge, appreciation and awareness of Bayside’s history, historic buildings, places and objects.
- Support the community, including community groups, to conserve and promote Bayside’s history, heritage places and heritage objects.
- Increase community awareness and adoption of best practice heritage conservation techniques.
Executive summary

Purpose and background
This report provides Councillors with an update on the consultation and parking studies undertaken in relation to the Black and Well Street Car Park Proposals.

As part of the 2017/18 Budget, Council funded the development of a feasibility study to determine if additional parking could be developed in the Church Street Activity Centre. The focus of the study is to increase car parking in the area by changing the use of the Council owned car parks in Black and Well Streets.

The outcomes sought were to increase parking in a fully funded manner when considered across the two sites. The net gain modelled is between 86 and 236 additional spaces; however, the larger gain requires an additional basement construction and creates a cost to Council.

At the June Ordinary Council Meeting, a report was presented to Council outlining 3 potential options on ways to increase parking within the Church Street Precinct as a cost neutral exercise of Council. At the meeting Council resolved the following:

That Council:

1. Commences a community consultation process on the options for the development of additional car parking in the Church Street Major Activity Centre (MAC);
2. Undertakes a parking study of the Church Street MAC to inform the amount of additional car parking required in the area; and
3. Receives a further report on the outcomes of the consultation and parking investigation.

There were four options presented as part of the community consultation process. These were:

Option 1. No public parking at Black Street, 286 public parking spaces provided at Well Street, an increase of 86 public spaces. Additionally, 95 private spaces would be created associated with the parking requirements for the change in use. This option could return over $3.8M from a sale of the site with the car parks returned to Council ownership after construction.

Option 2. 60 public spaces at Black Street and 286 public spaces at Well Street. This option provides 346 public spaces across the two sites, an increase of 146 public spaces. Additionally, 95 private spaces would be created associated with the parking requirements for the change in use. This option could return over $1.8M from the sale of the site, with the car parks returned to Council ownership after construction.

Option 3. 60 Spaces at Black Street and 376 spaces at Well Street. This option provides 436 spaces across the two sites, an increase of 236 public spaces. Additionally, 95 private spaces would be created associated with the parking requirements for the change in use. This option would cost Council an extra $1.3M to fund the development of the additional parking which would return to Council ownership after construction.
Option 4. Status quo. No change, with 200 public car spaces retained over the two sites.

Officers engaged ‘Ethos Urban’ to undertake consultation with the key stakeholders and wider community in relation to the proposed car park project. The report from Ethos Urban, which outlines detailed analysis of the feedback received, can be viewed as Attachment 1 of this report, which in summary attracted over 1,000 responses.

Further to the above, officers also engaged ‘GTA Consultants’ to complete a parking study on the Church Street precinct. The report from GTA can be viewed as Attachment 2 of this report. Note that this report identifies 135 car parking spaces at Well Street as it incorporates the additional spaces not on Council land.

Key issues

Public Consultation (Ethos Urban)

This project has identified that parking is an important issue for Brighton residents; however, there is strong debate about how the issue should be resolved. Page 13 of the attached report shows how participants ranked each option. Participants could select the options based on preference with one most preferred and four least preferred. Many participants chose to select only one option. Overall, options 4 no change, and option 3 were the highest ranked options based on first preference.

Option 1 was the least preferred option with only 16 people ranking it first and 48 second preference.

Option 2 only had 36 people ranking it first, but was the highest second choice at 298 responses.

Option 3 was the highest ranked of the options for change with 370 first preference and 100 second preference.

Option 4 no change polarised responses. It had the highest first preference ranking at 431 and highest least preference ranking at 267. It also had the most responses overall with only 151 not providing a ranking for it.

The majority of participants (78.8%) were from Brighton.

Residents had the strongest preference for Option 4 with 275 responses, however 124 ranked this as their least preferred option. Of the change proposals, Option 3 had 186 ranking it first and 65 ranking it second. There was support for increased parking particularly from shoppers and traders; however, there was a general acceptance that more access to parking in the precinct was required.

Traders represented 36.6% of the responses, preferring option 3, with option 2 a strong second preference.

Those identifying as shoppers/visitors had two strong preferences, option 4 or option 3.

People expressed a range of concerns over option 1, less so over 2 and 3, specifically whether this option was worth considering given the overall yields and concern about any development and the loss of public car parking at Black Street. There was strong commentary about “not supporting any option” and calling for more options beyond these sites. Many comments also
requested a more strategic look at the function of the area as a whole and that the solution should not be focused on these sites until the problem was further understood.

In reviewing the report it is noted that the highest approval rating was option 3; however, the highest amount of votes were for Option 4. Respondents either loved or hated option 4, hence the lower approval rating.

- Feedback on the Consultation process:

  1. Questions around timeline and cost that officers were unable to be answer in any detail due to the infancy of the project.

  2. Dissatisfaction with the provided options, questions were raised as to the similarities of Options 1, 2 and 3.

  3. Questions around why this is necessary with several contributors stating that there is no parking issue in Church Street.

  4. General mistrust of the motives of Council, the perception was that Council was aiming to profit from the sale of Black Street.

  5. Lack of understanding as to why the changes at the two sites are packaged together.

  6. Frustration at the perceived misrepresentation of the parking yields in the 3 options presented to the community. Officers received both internal and external feedback in the days after the information brochure was mailed out, noting the apparent lack of detail in how the parking yields were displayed. As a result, the brochure was amended, reprinted and redelivered to all residents.

The consultation also asked what Council should consider if it proceeds. If a decision is made to implement option 1, 2 or 3, there is concern over poor design (219 responses), loss of parking spaces (236), increased congestion (203) and generally not in favour or no development (277).

The survey also sought feedback as to how parking fees should be managed. Highest response was no fees (244), hourly fees after 2 hours (170) and no fees for residents (61).

In summary, the community is generally split between the options for increased car parking and “no change”. No change is clearly the polarising option in the community. Option 4 “No Change” was either the first choice or the least preferred choice. There is, however, a preference for increased access to car parking in the precinct. Of the change options, Option 3 had the most support.

Should Council proceed there are a number of significant issues which would need to be managed including the design and potential congestion associated with the proposals.

Traffic Report (GTA Consultants)
Data indicated that the key commercial zoned areas of the Activity Centre generally reach capacity at peak times. Well Street in particular reaches capacity by 1:00pm on Thursday and 11:00 pm on Saturday.
Parking on the periphery of the MAC is well utilised; however, it is not at capacity and can provide for displaced parking from the main car parks.

In order to assess the future demand for parking, a number of influences were considered. These include:

- Growth in commercial and retail land uses suggests an increased provision of up to 279 spaces in the precinct by 2031 if the full 6,700 square metres of retail and 1,500 square metres of commercial space is generated based on the minimum Planning Scheme Requirements. The Integrated Transport Strategy identifies that the Church Street Activity Centre growth is not dependent on additional parking space.
- Integrated Transport Strategy identifies 6 key goals to drive the strategic direction of the Council. These have been considered as part of the recommended options.

The above future considerations result in the potential for an additional demand of 279 car spaces under a ‘do-nothing’ scenario. It is noted from the Integrated Transport Strategy the precinct can grow without parking if appropriate behaviour change can be created. As the existing parking located within the commercial area of the Activity Centre is at capacity, future demand cannot be accommodated within this area. The report includes consideration of three different options to address the future provision requirements for parking.

- Option 1 – Build more parking to accommodate demand as per the proposals put to the community. The report identifies the need to consider the traffic implications associated with providing more parking and also that this option does not support the aspirations for a mode shift towards sustainable transport.
- Option 2 – Build more parking now with the ultimate goal to repurpose existing on-street parking for sustainable modes of transport. Traffic generated by the parking would be isolated from areas within the Activity Centre which could ultimately facilitate a mode shift towards sustainable transport within some areas of the Activity Centre. Adding car parking to an area will generally encourage car driving and influence behaviour to be more car-focused.
- Option 3 – Absorb within the surrounding area the parking demand within the centre of the activity centre. This option could mean more people parking in residential streets which could impact the amenity of the area. This would require promotion of parking within a short 4 minute walk of the Activity Centre.

Having regard to the parking capacity within the commercial area of the Activity Centre and the above options, Council will need to consider the different aspects and determine which would be most palatable to resolve existing and future parking demand and congestion issues.

**Alternative parking management approaches**

Alternative approaches to managing car parking demand within the Activity Centre are available and are considered below.

**Increased utilisation of existing on-street parking provision within the core commercial precinct**

Given the high demand for parking in the core commercial precinct (zones 1-6) it is important to ensure that this parking is utilised as per the timed parking restrictions in order to provide other drivers with a reasonable opportunity to find a vacant parking space. This could be achieved by:

- Increasing parking officer patrols in the area;
- Introducing electronic cameras and signage to advise drivers of parking availability within the centre; and
- Introducing technology that alerts parking officers to those drivers who are staying longer than the permitted timed parking restriction.

**Increased utilisation of existing on-street parking provision within a 4-minute walk of the shopping centre**

The parking study has identified that there is capacity to absorb parking on residential streets close to the Activity Centre. However, it is possible that most drivers will be unaware of where other on-street parking opportunities exist within short walking distance to the Activity Centre. The utilisation of existing on-street parking within a 4-minute walk of the Activity Centre could be promoted to drivers in a number of ways including, Council's website, brochures in shops, social media and other general advertising.

**Increasing access to the Activity Centre by non-private vehicle modes**

Whilst some visitors to the Activity Centre may already be using sustainable modes of travel, others will not have considered the way in which they travel. An opportunity exists to encourage and enable more people to walk, cycle and catch public transport through the development of a travel behaviour change campaign for the Activity Centre. Essentially, a travel behaviour change campaign is a tailored marketing campaign that provides information to identify the sustainable travel options that exist as an alternative to driving a car. In conjunction with a travel behaviour change campaign, infrastructure improvements that would improve facilities for pedestrians and cyclists would usually be implemented to facilitate an uptake in sustainable modes.

**Approach to Next Steps**

The parking study identified parking was at capacity in the core precinct at peak times and identified a future demand of up to 279 spaces. Not all of this is required to be made up by Council as new retail and commercial space will have requirement related to parking. It is unlikely all the future demand would be made up by parking associated with private development. Some of this requirement would also be captured in the change options with additional commercial space having the required parking already included along with the additional public spaces. The Integrated Transport Strategy aims to support precinct growth without additional parking. Alternative parking management approaches could also be considered in conjunction with any options which would be less costly and disruptive to the precinct and extend the current capacity.

The consultation process identified that the proposals created polarised views in the community. The no change option being both the most and least preferred option means that the issue will be extremely contentious moving forward.

Option 3 would see Council take responsibility to cover all the predicted future demand in the precinct and is not self funding if it was to proceed. Option 3 is likely to create significant additional congestion at Well Street and without investigating other methods of managing parking demand may create an oversupply of parking. This option is not recommended at this time.
Option 2 creates a significant uplift in parking to meet current challenges whilst also providing for changes in behaviour for modal shifts in the Integrated Transport Strategy. It also requires that some of the demand is covered in new developments to meet parking needs. This option also minimises the impact of congestion which would occur with focussing the significant increase in parking on Well Street associated with Option 3. Option 2 will address the current needs and provide capacity to absorb additional future demand. As this option is likely to be self funding it also does not require Council to seek alternative funding models to deliver the outcome.

To take the proposals forward Council will need to undertake further work to develop its concepts plans for the Black and Well Streets Car Park project. It is proposed to undertake further work for Option 2 in order to further consult the community. To do this Council will need to develop architectural designs for both sites, seek legal advice on the best or most efficient way of achieving the desired outcomes on Black Street whilst achieving the highest financial return, develop a project development plan and a plan for a further round of community consultation.

**Recommendation**

1. Council authorise the Chief Executive Officer to undertake the necessary steps to report back to Council at the March Ordinary meeting of Council on the following:
   a) Preliminary Architectural Design of Option 2 for the Well Street Car Park.
   b) Preliminary Architectural Design of Option 2 for the Black Street Development.
   c) Preliminary Legal Advice on how Council would dispose of the Black Street Development.
   d) Preliminary Traffic advice on the impacts of potential congestion caused on Well Street as a result of the proposed car park.
   e) A project Plan including staging of construction and temporary parking arrangements.
   f) A proposal to install electronic way finding signage including Parking Detection System.
   g) Develop an ongoing community engagement plan on the proposed project.

2. The costs associated with architectural, legal and traffic advice be funded from Council’s Infrastructure Reserve.

**Support Attachments**

1. Black and Well Street Parking Study Community Consultation (separately enclosed)
2. Church Street MAC Parking Study (separately enclosed)
Considerations and implications of recommendation

Liveable community

Social
The proposal provides additional parking in the Church Street precinct. It also maximises residential, commercial and retail interfaces on the site. Additional vehicle trips and congestion associated with the increased parking may create a negative impact on liveability.

Natural Environment
Additional parking space discourages active mode and public transport with increased private vehicle trips.

Built Environment
The parking study identifies a future potential requirement of up to 279 car parking spaces in a do nothing scenario.

The proposals seek to maximise the value of two at grade carparks and activate the potential of the site whilst increasing car parks in the precinct. The options consulted on are included below.

<table>
<thead>
<tr>
<th>Option</th>
<th>Description</th>
<th>Residential</th>
<th>Commercial</th>
<th>Car Parking</th>
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<tbody>
<tr>
<td>Option 1</td>
<td><strong>Black Street:</strong> 3 storey apartment building with part ground floor commercial (restaurant / café) and one level of basement parking.</td>
<td>33 units (7 one bedroom, 22 two bedroom, 4 three bedroom) (NSA - 2,610 SQM)</td>
<td>Three commercial units (NSA – 530 SQM)</td>
<td>Basement - one level, 73 spaces (73 private spaces, 0 public spaces)</td>
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<td><strong>Well Street:</strong> 3 level above ground parking with part ground floor commercial.</td>
<td>Nil</td>
<td>Four commercial units (NSA – 630 SQM)</td>
<td>Above ground – three levels, 308 spaces (22 private spaces, 286 public spaces)</td>
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<td>Option 2</td>
<td><strong>Black Street:</strong> 3 storey apartment building with part ground floor commercial (restaurant / café) and two levels of basement parking.</td>
<td>33 units (7 one bedroom, 22 two bedroom, 4 three bedroom) (NSA-2,610 SQM)</td>
<td>Three commercial units (NSA – 530 SQM)</td>
<td>Basement - two levels, 133 spaces (73 private spaces, 60 public spaces)</td>
</tr>
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<td></td>
<td><strong>Well Street:</strong> 3 level above ground parking with part ground floor commercial.</td>
<td>Nil</td>
<td>Four commercial units (NSA - 630 SQM)</td>
<td>Above ground – three levels, 308 spaces (22 private spaces, 286 public spaces)</td>
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<td>Option 3</td>
<td><strong>Black Street:</strong> 3 storey apartment building with part ground floor commercial (restaurant / café) and two levels of basement parking.</td>
<td>33 units (7 one bedroom, 22 two bedroom, 4 three bedroom) (NSA-2,610 SQM)</td>
<td>Three commercial units (NSA – 530 SQM)</td>
<td>Basement - two levels, 133 spaces (73 private spaces, 60 public spaces)</td>
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Customer Service and Community Engagement

Council has informed the community through a letter drop exercise to properties within 500 metres of the two sites; mail out to all Brighton residents; campaign published on Bayside Council’s website, social media, newspapers; and banners displayed on both sites. Information on the proposal and how to have a say is available on Council’s ‘Have Your Say’ page. Significant engagement through the online survey and written correspondence both in support and against any changes was received.

A detailed report on the consultation is included in attachment 1.

Human Rights

There are no specific Charter of Human Rights issues associated with the proposal.

Legal

A disposal strategy which mitigates the risk to Council will be required to be developed as part of further work in relation to the two sites. This would involve legal advice in relation to contract of sale/development agreements.

Finance

The modelling undertaken contains a conservative approach to determining the value of the land. Market testing may alter these figures depending on the market assessment of the residual value of the land and profitability.

Funding for stage 2 of the project has not been allocated. Given the nature of the steps outlined within the proposed recommendation, an allocation up to $250,000 could be required to undertake further legal, design, traffic and consultation objectives. This could be funded from the Infrastructure Reserve.

Links to Council policy and strategy

The Property Strategy includes a key objective to determine commercial opportunities with at grade car parking in activity centres.

The Church Street MAC identifies the need to increase parking in the precinct.

The Integrated Transport Strategy and Council Plan Goal 2 seek to facilitate transport options to meet the community needs.
Options considered

Option 1

<table>
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<tr>
<th>Summary</th>
<th>Do not progress the project or defer to a later date.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Benefits</td>
<td>No further cost to Council, the project can be considered at a future time.</td>
</tr>
<tr>
<td></td>
<td>Supports those who feel option 4 no change is the desired outcome.</td>
</tr>
<tr>
<td></td>
<td>Supports those who do not want to see any further development.</td>
</tr>
<tr>
<td></td>
<td>May allow for other changes to parking to be trialled to determine if additional parking is required.</td>
</tr>
<tr>
<td></td>
<td>Supports the Integrated Transport Strategy in seeking modal shifts.</td>
</tr>
<tr>
<td></td>
<td>The Integrated Transport Strategy identifies congestion as a dilemma which may support alternatives such as public transport and active modes of transport as more convenient than private vehicles. Not building more parking may allow time for other alternatives to become viable.</td>
</tr>
<tr>
<td></td>
<td>It is likely that land values in the area will continue to increase as land in this location is still highly sought after.</td>
</tr>
<tr>
<td>Issues</td>
<td>Parking concerns have been raised in the precinct particularly by traders. Not progressing does not address these issues.</td>
</tr>
<tr>
<td></td>
<td>At grade car parking is not the highest and best use of the land. The community can achieve a return from its assets and increase the parking in the precinct in a way that is potentially fully funded.</td>
</tr>
<tr>
<td></td>
<td>It is likely that land values in the area will continue to increase as land in this location is still highly sought after.</td>
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</table>
10.3 BAYSIDE NETBALL CENTRE - PROJECT UPDATE

Environment, Recreation & Infrastructure - Open Space, Recreation & Wellbeing
File No: PSF/18/106 – Doc No: DOC/18/225807

Executive summary

Purpose and background
The purpose of this report is to provide an update on the project timeline for establishing a netball centre on the site of the Sandringham Golf Driving Range.

Part of the resolution at the 24 April 2018 Ordinary Meeting of Council was:

‘That Council receives a report at or before the 23 October 2018 Council meeting on the establishment and project timeline of a netball centre on the site of the Sandringham Golf Driving Range.’

At the 24 April 2018 meeting, Council also confirmed the Sandringham Golf Driving Range as the site for a two indoor and 12 outdoor court netball centre with a future expansion for an additional one indoor and 3 outdoor courts. In addition to this Council also resolved to prioritise the Stage 1 development of 12 outdoor courts with night match floodlighting and supporting facilities for administration, control centre, storage, canteen/kiosk, toilets, change areas and committee room by the end of 2020.

Key issues

Design development and project timeline
A Head Consultant and Design Team, Planning Consultant and Quantity Surveyor have been appointed for the design of 12 outdoor netball courts, court night match lighting, supporting facilities for administration, control centre, storage, canteen/kiosk, toilets, change areas and committee room, car parking and landscaping. Works are also progressing on the indoor courts.

The below table outlines high level indicative milestones to deliver Stage 1 of the project:

<table>
<thead>
<tr>
<th>Event</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td>Finalise Concept Design</td>
<td>November 2018</td>
</tr>
<tr>
<td>Submit Planning Permit Application</td>
<td>November/December 2018</td>
</tr>
<tr>
<td>Obtain Planning Permit</td>
<td>March 2019*</td>
</tr>
<tr>
<td>Start Construction Works</td>
<td>October 2019*</td>
</tr>
<tr>
<td>Complete Construction Works</td>
<td>December 2020*</td>
</tr>
</tbody>
</table>

*Timeframes are subject to approvals

Stage 1 will deliver 12 outdoor netball courts, carpark, paths, netball court lighting, landscaping, spectator amenities and a pavilion including change rooms, administration, control centre, storage, canteen/kiosk, toilets and committee room by December 2020.

While still subject to securing external funding, Stage 2 encompasses two indoor courts with the provision of one additional indoor court and three outdoor courts. Stage 1 is being designed in a manner that allows Stage 2 works to be delivered as effectively and economically as possible.
The Planning Permit application will include all works proposed as part of Stage 1 and 2, however will consist of a proposed staging timeframe that will allow Council to develop Stage 2 in the future.

Negotiations with current Lessee

Council is negotiating an early end to the lease arrangements of current tenants at the Sandringham Golf Driving Range. Timing with construction and uncertainty about relocation of one sub tenant has meant agreements are not yet formalised and signed. It is anticipated this will be resolved in the next few months. It is proposed Minigolf will remain at the site and a new lease will be required as part of negotiating any future lease arrangements at the site.

Site issues and cost impact

The Driving Range is a previous landfill site. Further geotechnical and soil testing has revealed that extensive profile compaction work (similar to that undertaken at Dendy Park) and contaminated soil treatment and/or removal will likely be required to make the site suitable for construction of the indoor and outdoor netball courts.

These issues and subsequent design solutions (such as extensive concrete piers) add significant costs to the overall project, particularly construction costs associated with the indoor court building. These site constraints will require the site of the building to be in an area of lower risk of costly building techniques.

External funding and advocacy

An advocacy brochure (Attachment 1) was developed to enable Council and the Sandringham District Netball Association to approach other levels of government and other funding bodies seeking a financial contribution to this project. To date the following pledges have been made towards the development of two indoor netball courts:

1. Victorian Liberal Party - $3 million
2. Federal Coalition Government - $4.2 million

It must be noted that these are pledges only and have not been confirmed by formal funding agreements.

Recommendation

That Council notes the progress made on the project to construct netball facilities.

Support Attachments
1. Attachment 1 - Netball funding proposal - Advocacy Brochure ↓
Considerations and implications of recommendation

Liveable community

Social
The development of improved netball facilities will provide positive benefits for young people and adults, particularly females through their participation and engagement in sport and recreation activities.

Natural Environment
There is an opportunity to greatly enhance the natural environment of the land currently used as the Sandringham Golf Driving Range including significant landscape improvements and the potential for more than one hectare of new informal, revegetated open space of the area not required for netball use.

The design of the new facility will incorporate energy efficient lighting, water sensitive urban design (WSUD) treatments to manage overland storm water and revegetation of a large area currently unused in the south.

Built Environment
The location of the proposed netball facility is on a previous landfill site. Preliminary soil tests conducted at the site confirm the land is contaminated, therefore a comprehensive Environmental Management Plan is required to be prepared. Further geo-technical testing will be conducted to inform the extent of engineering and structural design required to construct the courts, lighting, car parking and building to avoid future movement in the structures or cracking on the courts.

Customer Service and Community Engagement
A Project Reference Group was convened in February 2017 that includes representatives from Sandringham and District Netball Association (SDNA) and Netball Victoria. Council staff met with representatives of both SDNA and Netball Victoria on various dates in 2018 to discuss funding models, operational costs and netball centre management. Meetings were held on:

- 2 March 2018
- 19 March 2018
- 20 June 2018
- 27 July 2018

Future development of a netball centre will be conducted in line with Council’s Community Engagement Framework.

Human Rights
The implications of this report have been assessed and are not considered likely to breach or infringe upon, the human rights contained in the Victorian Charter of Human Rights and Responsibilities Act 2006.

Legal
The Sandringham Golf Driving Range is currently leased until 31 December 2023. Council is continuing negotiations with the current lessee’s of the Driving Range to formalise an
arrangement for the early surrender. Legal agreements are being documented to support these arrangements.

Finance

Concept designs for netball facilities at the Sandringham Golf Driving Range have identified development costs in excess of $20 million. Council’s four year Capital Works Program includes a funding allocation of $11.3 million towards the development of netball facilities in Bayside.

Council and SDNA continue to advocate to State and Federal Government, particularly candidates in the upcoming State elections, for funding towards the development of the two indoor netball courts. While there have been verbal commitments made by both the Victorian Liberal party and the current Federal Government, Council is yet to receive any written confirmation of these commitments.

Council currently receives $126,286 in annual rent from the Sandringham Golf Driving Range lease. The compensation required to break the existing lease arrangements including sub tenancies is still to be formalised as part of final negotiations to allow access to the site.

Links to Council policy and strategy

Improvement to sport and recreation facilities is supported by a number of key strategy and policy documents including the Council Plan 2017-2021, Bayside 2020 Community Plan and Wellbeing for All Ages and Abilities Strategy 2017-2021.

The Bayside Open Space Strategy 2012 recognises that projected population growth (e.g. Bay Rd apartment developments) will have a significant impact on the demand for open space over the next 20 years and there are large areas of Sandringham that are already deficient in accessible open space.

The conduction of netball courts is in line with a number of Key Principles included in the Bayside ‘Active by the Bay’ Recreation Strategy (2013-2022) including:

1. The provision of recreational opportunities for all;
2. Providing great places for people to recreate in, and to be socially connected; and
3. Responding to identified recreational needs of the community.
Bayside City Council Recreation Strategy 2013–2022
- Identifies responding to recreation and sporting demands and opportunities to increase participation as a priority.
- Sets an objective to increase the capacity, accessibility and functionality of existing facilities.
- Establishes a comprehensive action plan detailing ongoing, short, medium and long term actions.
- Includes a prioritised program of infrastructure works that has been identified for future renewal or upgrade.

Council Plan 2017–2021
- Deliberate financial strategy to increase spending on community infrastructure – record $52 million investment while remaining free of historic debt.
- Accelerated Pavilion Improvement Plan investing $33 million to upgrade 27 pavilions by 2024 including female friendly change rooms to encourage greater female participation in sport.
- Six accessible, female friendly sporting pavilions completed by 2018.
- 2019/19 budget includes $8.4 million for seven further pavilion upgrades.
- 5 sports lighting and 4 sports ground upgrades completed to increase capacity of grounds.
- $1 million towards increased facilities for basketball.
Investing in netball to support female participation in sport

Proposal for a State/local government partnership
Investing in netball facilities to support female participation

- Accelerate provision of gender equitable facilities in local sporting infrastructure
- Provide a lever to ensure future needs are met
- Opportunity to improve participation outcomes

Netball in Bayside
Netball is the most popular female team sport across Australia.
Netball participation in Bayside has doubled since 2010, with nearly 2,700 registered players from 14 clubs playing on seven courts - six outdoor and one indoor.
Bayside’s netball courts are used every weekend for training and games which run until 8pm on Thursdays and 8am to 6pm on Saturdays. The courts are also used for interschool games during weekdays and representative netball training on Sundays.

Our netballers are being shortchanged
Almost 200 players sit out each week due to lack of court space. Bayside games are 12 minutes shorter than the national standard in order to fit all games on the court. The netball association also cap team numbers and restricts players to Bayside residents only.
A 2014 needs assessment identified future demand would require 12 outdoor courts with night match floodlighting and two indoor courts. In 2018 however, player numbers have already exceeded those projected for 2024.
Council’s proposed solution addresses both short- and longer-term needs of the sport.

Working towards a solution
The Sandringham Golf Driving Range at Wangara Road, Sandringham has been identified as the preferred site for new facilities to meet the growing demand following a review of ten possible sites.
This site is also large enough to provide for future expansion.

Request for funding partnership
Construction of the new netball facility with 12 outdoor and two indoor courts is expected to cost $20 million.
Bayside City Council has set aside $11.3 million in its long-term financial plan to construct 12 new outdoor netball courts and amenity facilities, and $400,000 in its 2018/19 budget to complete detailed design and costing.
Funding contributions from other levels of government are required towards the remaining $9 million to fund the indoor courts and additional facilities to future proof netball in Bayside.

Government support for netball
The Victorian government recently provided funding for:
- $64.6 million upgrade of State Netball & Hockey Centre in Parkville for six new indoor netball courts, a new indoor hockey facility, a high-performance strength and conditioning gym and a home for Netball Victoria and Hockey Victoria.
- $9.6 million Inner City Netball Program to build 64 netball courts in Melbourne, Moreland, Yarra and Darebin to keep up with demand.
- A further $15 million for the Female Friendly Facilities Fund.

A strong precedent for Commonwealth funding for local netball was also established during the 2013 election campaign, with commitments worth more than $40 million made for netball related facilities.

Netball is the most popular female team sport across Australia
Delivering to our girls and women
The development of 12 outdoor courts at Sandringham will be prioritised to be delivered by the end of 2020. Construction of two indoor courts is subject to funding contributions from other levels of government. The indoor court and two outdoor courts at the existing netball centre at Thomas Street in Hampton will be retained until indoor courts are established at the new site. The new facilities will not only meet the current and future needs of the sport in Bayside but also enable the netball association to expand its programs. This includes developing the fledgling all-abilities program for players with a disability, creating pathway opportunities to higher level competition, establishing participation opportunities for boys and men as well as servicing other sports and local schools.

National problem, local solution
• Lack of physical activity contributes to chronic disease which has been estimated to cost the Australian economy a total of $13.8 billion each year.
• In 2014–15, nearly 45% of adults under 64 did not meet the recommended physical activity guidelines (ABS Australian Health Survey 2014–15).
• Women were more likely than men to have low exercise levels (61% compared with 69%) with the largest difference existing for adults aged 18–24 years (48 % compared with 59%) (Australian Health Survey 2014–15).
• Lack of appropriate facilities for girls and women is an acknowledged barrier to their participation in sport.
• At the grassroots level supporting the upgrade of critical sport and recreation infrastructure will enable more women to participate in sport.
• The Commonwealth has a commitment to improve participation outcomes for targeted populations including women.

State Policy Settings
This proposal delivers on the Victorian Government’s Active Victoria 2017–2021 blueprint for sport and recreation through:
• Meeting demand by investing in and increasing capacity of sport infrastructure and creating flexible and innovative participation options.
• Encouraging broader and more inclusive participation including continued investment in female participation and providing support and flexible participation options for other under-represented communities including people with disability.
• Connecting investment in events, high performance and infrastructure including developing pathways to excellence.
• Working together with other levels of government for shared outcomes including ensuring complementary investment to create collective impact.
• Future-proofing sport and recreation infrastructure to meet changed and increasing demand.

Almost 200 players sit out each week due to lack of court space
Executive summary

Purpose
To present Council with:

- The final Pennydale Structure Plan for adoption and to seek approval to commence a planning scheme amendment to implement the final Pennydale Structure Plan.

Background

Increased housing density is encouraged in and around activity centres and other locations that offer good access to jobs, services and public transport. The metropolitan planning strategy, Plan Melbourne, identifies Southland-Cheltenham as a Major Activity Centre. The residential neighbourhood known locally as Pennydale is directly adjacent to this Activity Centre.

Given Pennydale’s location close to both the Southland and Cheltenham train stations, the Westfield Southland Shopping Centre, the Cheltenham shopping strip and the Bayside Business District (a key employment precinct in Bayside), it is identified in the Bayside Planning Scheme as an area where moderate increased housing density is encouraged.

To ensure that the expected moderate increase in housing is well managed and to ensure that public infrastructure and services meet the needs of current and future residents, a Structure Plan has been prepared for the area.

Through the Structure Plan process, the name of the document was changed to the Pennydale Structure Plan in response to community feedback. Despite the decision of the State Government to not support the name change of this part of Cheltenham to Pennydale, the community support for this name is the primary reason to retain this title for the document. The Structure Plan clearly defines the area to which it applies within its content.

Key issues

In June 2018 the Pennydale Structure Plan was presented to Council for adoption. At this meeting, Council resolved to defer consideration of the Structure Plan for three months to:

- Clarify and where appropriate refine the draft Structure Plan recommendations in consultation with members of the Pennydale Resident Action Group (PRAG);
- Allow a period for further community engagement to seek feedback from the broader Pennydale community on any material changes to the draft Structure Plan; and
- Review the outcomes of the broader community engagement and present the revised draft Structure Plan to Council at the 18 September 2018 Ordinary meeting of Council.

Following this resolution, three meetings were held between Council officers and representatives from PRAG. These meetings resulted in a number of changes to the
Structure Plan. An update was provided to the September Ordinary meeting of Council, also noting that the Structure Plan was proposed to be presented to the October Ordinary Meeting of Council.

Due to the substantial nature of these changes, the wider community was invited to comment on the changes to the Structure Plan. This was done via a survey (on-line and hardcopy) in which participants could view the proposed changes and indicate their support or opposition. The survey results showed a high level of support from participants for the proposed changes, however there were also some comments that were negative in relation to the changes and the approach to engage directly with PRAG. A summary of the survey results is included at Attachment 1.

The nature of the changes to the Structure Plan were largely clarifications to reduce ambiguity around future development. The key changes included:

- Amend the vision for the area to state a preference for medium density housing rather than high density housing;
- Splitting the Bay Road and Park Road precinct into 2 precincts in order to reflect their different character and preferred future development;
- Increased setbacks in the Bay Road and Park Road precincts from 3 metres to 6 metres to allow greater opportunity for canopy tree planting and improved amenity;
- Provision of additional wording to ensure that the intent is clear; and
- Additional strategies for deep soil planting to increase greenery and improve consistency with the Pennydale Structure Plan.

A table outlining all the changes is included at Attachment 2.

Based on the largely positive feedback received from the community consultation, the Structure Plan has now been finalised and is included at Attachment 3.

A Planning Scheme Amendment is required to incorporate the objectives and strategies of the final Structure Plan into the Bayside Planning Scheme. It is intended that the Planning Scheme amendment would:

- Modify Clause 21.03 Housing to include reference to Moderate Residential Growth Areas and adaptable housing typologies;
- Modify Clause 21.11 Local Areas to include a new section on the Pennydale Moderate Residential Growth Area to include vision and planning objectives from the Structure Plan;
- Remove Schedule 1 to the General Residential Zone from the Pennydale neighbourhood;
- Introduce 3 new Schedules to the General Residential Zone to implement the built form controls in the Structure Plan and include specific neighbourhood character objectives for each precinct:
  - One Schedule for Precinct 1 - Bay Road;
  - One Schedule for Precinct 2 – Park Road; and
  - One Schedule for Precinct 3 – Residential Core.
• Remove the Design and Development Overlay Schedule 2 from the Pennydale neighbourhood. The relevant neighbourhood character objectives are to be translated into the 3 new Schedules to the General Residential Zone.

The draft proposed changes to the Bayside Planning Scheme are outlined in Attachment 4.

Following adoption of the Structure Plan, a planning scheme amendment will be initiated to make changes to the Bayside Planning Scheme to implement the Plan. The community will have an opportunity to comment on the proposed changes to the Planning Scheme as part of the amendment process via a formal submission. Following this, all submitters will be invited to attend the Planning Panel to present their viewpoint to the external panel of planning experts.

**Recommendation**

That Council:

1. adopts the Pennydale Structure Plan as contained in Attachment No. 3.

2. commences a Planning Scheme Amendment to facilitate the implementation of the Structure Plan;

3. authorises the Director City Planning and Community Services to make editorial changes to the amendment documentation and submit to the Minister for Planning for authorisation to undertake a Planning Scheme Amendment; and

4. writes to all submitters to inform them of Council's decision.

**Support Attachments**

1. Summary of Survey Results ↓
2. Changes made to structure plan following September resolution ↓
3. Final Pennydale Structure Plan (separately enclosed)
4. Draft Amendment Documents (separately enclosed)
Considerations and implications of recommendation

Liveable community

Social
The Pennydale Structure Plan contains objectives and strategies in relation to land use, built form, access and movement, and the public realm that will guide development in the future. The provision for a mix of housing types in Pennydale enables people at different life stages to live close to public transport, shops and employment opportunities. Improvements to walking and cycling infrastructure and better connected open spaces will facilitate increased walking and cycling.

Natural Environment
The Structure Plan considers how to protect and enhance biodiversity, how to respond to climate change and how to ensure new development is environmentally sustainable and incorporates vegetation and trees.

Built Environment
Areas close to activity centres and other sites that offer good access to jobs, services and transport are identified as locations for future housing growth in both state and local planning policies. The residential neighbourhood known locally as ‘Pennydale’, does not have a framework in place to manage growth in the area. The current structure planning process is the opportunity for the community to provide input into the changes occurring in Pennydale and ensure that future growth aligns with community expectations for development.

Customer Service and Community Engagement
The first stage of consultation (June – August 2017) included a direct mail out to 1,620 addresses, a survey (online and hardcopy), direct mail to business and key community groups, and four face-to-face information sessions and two community workshops.

Following endorsement of the draft Structure Plan by Council in February, a second round of community consultation was held from 5 March to 9 April 2018. This included a direct mail out to all Pennydale residents, three drop-in information sessions at the local kindergarten and a survey (online and hardcopy).

The level of participation by community members to date indicated a reasonably high level of engagement:

- 834 informed participants: visited project pages, downloaded a document, visited the key dates page, viewed a photo or video; and
- 136 engaged participants: made a contribution by participating in a survey, asking a question and/or contributing to the online forums.

Following discussions with PRAG representatives, and subsequent changes to the Structure Plan, in August 2018, a letter was sent to all owner/occupiers within the Pennydale Structure Plan boundary and to key interest groups and stakeholders advising them that a revised Pennydale Structure Plan has been prepared and that they could provide feedback via an online survey (hard copies provided on request). An email was also sent to all project subscribers. This letter resulted in 205 respondents to the survey.

To date, there have been 2,500 participant interactions on all mediums and forums.
Human Rights
The implications of this paper have been assessed and are not considered likely to breach or infringe upon the human rights contained in the *Victorian Charter of Human Rights and Responsibilities Act* 2006. The chosen community engagement approach allows for freedom of expression and for the community to take part in public life.

Legal
To implement the adopted Pennydale Structure Plan a planning scheme amendment will need to be prepared and exhibited pursuant to the *Planning and Environment Act* 1987.

Finance
Additional consultation on the Pennydale Structure Plan was not foreshadowed. Costs relating to this consultation have been met from the 2018/2019 strategic planning operational budget.

Resources to progress a Planning Scheme Amendment to implement the Pennydale Structure Plan have been allocated in the 2018/2019 Budget and foreshadowed in the 2019/2020 Budget.

Links to Council policy and strategy

**Bayside City Council Plan 2017-2021**
Developing the Pennydale Structure Plan is consistent with the following Council Plan strategies:

*Develop and review structure plans to ensure localities are developed in line with Council's Housing Strategy: Development of a Pennydale Structure Plan (Year 1).*

*Improve bicycle and pedestrian facilities to make cycling and walking more attractive options for short trips.*

*Influence State Government planning through advocacy for Pennydale station redevelopment that meets community needs.*

**Bayside Housing Strategy 2012**
The *Bayside Housing Strategy* 2012 identifies the area around the Southland train station as a 'Future Key Focus Residential Growth Area' with the remainder of the residential area, known locally as Pennydale, identified as a 'Future Moderate Residential Growth Area'. A Future Key Focus Residential Growth Area is an area where the majority of medium and high density residential development will be located. A Future Moderate Residential Growth Area is an area where medium density development will occur.

A key recommendation of the Housing Strategy was that Council prepare a Structure Plan for the Pennydale area.

**Bayside Integrated Transport Strategy 2013**
The *Bayside Integrated Transport Strategy* 2013 commits council to improving local accessibility, creating better public transport connections, creating user friendly streets, integrating transport and land use and improving perceptions of and enabling sustainable travel. The Pennydale Structure Plan provides an opportunity to improve walking and cycling in the area and to encourage more sustainable transport use.
## Options considered

### Option 1

| **Summary** | Adopt the Structure Plan as presented in Attachment 3 of this report and seek authorisation from the Minister for Planning to commence a planning scheme amendment to implement the planning elements of the plan. |
| **Benefits** | The Structure Plan will guide future development outcomes and respond to identified development pressure whilst providing more guidance and certainty for the local community. Ensuring the Structure Plan is translated into the Planning Scheme will ensure that new development in the area is required to meet the strategic objectives of the Structure Plan. |
| **Issues** | A Planning Panel is likely to be required as part of the amendment process. The Planning Panel is an external State Government process and there is some inherent risk that the Panel may not agree with the strategic direction of the Structure Plan. This is a particular risk given the substantial modifications made to the Structure Plan to accommodate the communities’ preference for lower growth in the Pennydale area. |

### Option 2

| **Summary** | Abandon the Pennydale Structure Plan and not proceed with the planning amendment for implementation of the plan. |
| **Benefits** | The budget and resources allocated to the amendment process could be redirected to other priority strategic planning initiatives. |
| **Issues** | Development will continue to occur based on market conditions and without specific guidance in the Planning Scheme. It is likely that over time, 3 storey apartments, as permitted by GRZ, will become more common throughout the area. The Pennydale area will continue to be considered a Moderate Residential Growth area where increased density is encouraged, but not part of the Southland-Cheltenham Activity Centre. Regardless of whether the area is included in the Activity Centre boundary or has a Structure Plan, it will be subject to development pressure given its location close to two train stations, Southland Shopping Centre, Cheltenham shopping strip, being located in a Principal Public Transport Area and the Bayside Business District and its existing zoning (General Residential Zone) which allows development of up to 3 storeys. Having clear planning controls that are a result of a structure planning process and responding to local conditions will provide greater certainty to both developers and residents as to what is allowed in the area. |
Pennydale Structure Plan

Survey Results – August and September 2018 Consultation

The Pennydale Structure Plan was presented to Council for adoption at the 19 June 2018 Council meeting. Council resolved at that meeting to defer adoption of the Pennydale Structure Plan to enable officers to clarify, and where appropriate refine the Structure Plan in consultation with members of the Pennydale Resident Action Group (PRAG).

A number of meetings were held between Council officers and PRAG representatives and a revised Pennydale Structure Plan was prepared that addressed the majority of issues raised by the PRAG representatives. The wider community was invited to comment on these changes by completing a survey. The results of the survey are summarised in the following report.
Executive Summary

All proposed changes were met with at least 72% support by survey respondents.

Participant Profile

There were 217 total responses.

Nearly 90% of respondents identified as ‘local residents and ratepayers’.
Section 1: The Vision Statement

The Vision statement has been amended with the term 'medium density' added to clarify that high density development is not appropriate in Pennycute.

The Vision statement now reads: ‘A family-friendly neighbourhood with green and leafy streets, access to excellent transport, shopping and open spaces, with a range of medium density housing to meet the needs of a range of demographic and life stages while retaining the area’s valued neighbourhood character and amenity.’

70% support this amended vision statement while 30% do not support it.

When asked to elaborate on why they didn’t support this vision the main reasons were:

- Because the statement is too vague or meaningless;
- Because the area is suitable for higher density development (proximity to transport);
- Because these controls will make the area unaffordable for young families;
- Because Council/Council officers have given in to community pressure instead of best practice; and
- Because Housing prices will negatively be affected (wanted to develop).

Section 2: Built Form

The previous version of the Structure Plan had a Precinct that included both Bay Road and Park Road. Following discussion with the PRAG this Precinct has been split into two different Precincts, Precinct 1 - Bay Road and Precinct 2 - Park Road, to recognise the different characteristics of each area. The Southland Station Interface Precinct has been removed, and this area is now part of the Residential Core Precinct. This means that town houses and detached dwellings now encouraged, not apartments, and front setbacks have increased from 6 metres to 9 metres. This change recognises that there is currently no access to the Southland train station from Tulip Grove.

The results:

- 77% support having a separate Precinct for Park Road with the following characteristics: A leafy gateway boulevard with a range of high quality, well-articulated apartments surrounded by while 23% do not support this change.
- 74% support increasing the front setbacks for the Bay Road and Park Road Precincts from three (3) metres, to six (6) metres 26% do not support this change.
- 73% support Do you support a three (3) metre setback for the third storey in the Park Road Precinct while 27% do not support it.
- 70% support Do you support removing the Southland Station Interface Precinct, and making it part of Precinct 3 - The Residential Core and 30% do not support removing it.
- If Public Transport Victoria decides to open a new Southland station entrance at Tulip Grove, Council will do a review of the residential streets around the station to determine if any changes to built form, pedestrian access or infrastructure are required. 86% support this approach while 14% do not agree with this approach.

When asked to elaborate reasons for opposition to these changes, answers included:

- High density living should be encouraged in Tulip Grove given its close proximity to the Southland station and potential access point.
- Residents would benefit from direct access to Southland station.
- It is unfair that some house prices will increase in value and others won’t.
- Growth should be concentrated on the train line and main roads.

In addition, four new strategies about housing design and additional greenery and planting were proposed. Over 80% of respondents support these additions.

Reasons for not supporting the suggestions included:

- A 10 metre canopy tree is too large.
- The excessive setbacks will negatively affect the quality of the design.
- Housing affordability.

**Section 3: Pedestrian Access**

The Structure Plan advocates for better pedestrian access from the train station to Bay Road, and to access Sir William Fry Reserve. The Pennylede Resident Action Group believe that access across Bay Road would ideally be in the form of a pedestrian overpass bridge. Do you support a pedestrian overpass bridge across Bay Road (adjacent to the existing rail bridge)? 90% support this suggestion and 10% do not support it.

An additional action has been added to the Plan to investigate options for improving pedestrian connectivity, safety and access to Cheltenham Park and to provide a direct, legible path to the Cheltenham Park entrance from the pedestrian refuge on Park Road. 93% support this strategy while just 7% do not support it.

**Section 4: Cyclist Access**

The proposed on-road bicycle path along Jack Road has been removed, instead, other ways to improve bicycle safety and amenity along Jack Road will be investigated. The Structure Plan has been updated to reflect this, with the reference to on-road bicycle lanes removed. The Structure Plan now reads: ‘Advocate to VicRoads to deliver the Bay Road Strategic Cycling Corridor by providing cycling lanes along Bay Road.’ 84% support this change and 16% of respondents oppose it. The main reason for opposing it is that Bay Road is too congested for a bike lane.

**Section 5: Traffic Access**

94% of respondents support undertaking a traffic study to investigate the impact on traffic following the conclusion on the level crossing removal project.

89% of respondents support removing the reference to laneways in the updated Structure plan, while 12% think they should remain. In addition 84% support removing reference to the shared zones (parts of the road where pedestrians are given priority over cars) in Tulip Grove and 16% think they should remain.

**Conclusion**

In summary, the vast majority of survey respondents support the changes agreed to by Council officers and the Pennylede Resident Action Group.
### Changes to Structure Plan to address PRAG concerns

<table>
<thead>
<tr>
<th>Changes</th>
<th>Pg No</th>
<th>Reason</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Context</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Policy Context</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
| The following paragraph has been added at the end of the 'Policy Context' section:  

'The role of the Structure Plan is to look at locally specific opportunities and constraints in Pennymade and determine what built form is appropriate in different locations. Given the design of the Southland station and the road layout in Pennymade, high density development (over 3 storeys) is not considered appropriate in Pennymade.'  
To clarify the existing policy context and the role of the Structure Plan. | 7 | To clarify the existing policy context and the role of the Structure Plan. |
| **Retail, Services and Employment** |       |        |
| The following paragraph has been deleted:  

'However, in the long term, if the Southland Shopping Centre were to expand westward towards Southland Station and re-orient to face Bay Road there may be an opportunity to extend this economic activity west along Bay Road towards the Bayside Business District. This should be investigated further should the expansion and re-orientation of the Southland Shopping Centre ever eventuate.' | 8 | It is a hypothetical situation. If it occurs in the future, it can be looked at as part of the review of the Structure Plan. |
| The following paragraph has been added at the end of the 'Retail, Services and Employment' section:  

'Bay Road is identified in both State and local policy as part of the Principal Bicycle Network (PBN), as well as a Bicycle Priority Route and Strategic Cycling Corridor. The PBN is a network of existing and proposed cycle routes identified to help people ride to key destinations around Melbourne with a focus on getting people to and from activity centres and to make more use of local roads and off-road paths. Bicycle Priority Routes are priority sections of the PBN and identify routes that should be elevated to a higher order of priority. Strategic Cycling Corridors have been identified to help guide State investment in developing a network of bicycle routes that provide access to key destinations.' | 8 | To explain why the Structure Plan includes bicycle lanes along Bay Road. |
<table>
<thead>
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</thead>
<tbody>
<tr>
<td><strong>Vision</strong>&lt;br&gt;The Vision has been amendment to read:&lt;br&gt;‘A family-friendly neighbourhood with green and leafy streets, access to excellent transport, shopping and open spaces, with a range of <em>medium density</em> housing to meet the needs of a range of demographic and life stages while retaining the area’s valued neighbourhood character and amenity.’</td>
<td>9</td>
<td>To clarify that high density housing is not appropriate.</td>
</tr>
<tr>
<td><strong>Land Use</strong>&lt;br&gt;The first paragraph on page 11 has been amended with ‘largely’ replaced with ‘predominately’, so it now reads: ‘...In the future, Pennydale will retain its <em>predominately residential nature</em>...’&lt;br&gt;The second paragraph on page 11 has been amended to remove ‘...as a result of the car park on the Laminex site’, so it now reads: ‘332 – 336 Bay Road, known locally as the Laminex site, includes a buffer strip along the frontage of Jack Road to prevent loss of amenity to the neighbourhood.’&lt;br&gt;The following Strategy, under Objective 1, has been deleted: ‘Rezone 338 Bay Road from Commercial 1 Zone to General Residential Zone to reflect its existing residential use.’&lt;br&gt;The fourth Strategy, under Objective 2, has been amended to replace ‘Investigate the potential for’ with ‘encourage and support’, so it now reads: ‘Encourage and support local community events in the area throughout the year’&lt;br&gt;The following Strategy, under Objective 3, has been deleted: ‘Should Southland Shopping Centre expand westward towards the Southland train station and re-orient to face Bay Road, investigate the feasibility of extending this economic activity west along Bay Road towards the Bayside Business District.’</td>
<td>11</td>
<td>PRAG request</td>
</tr>
<tr>
<td></td>
<td>11</td>
<td>Unnecessary detail.</td>
</tr>
<tr>
<td></td>
<td>13</td>
<td>This is dealt with through Amendment C126</td>
</tr>
<tr>
<td></td>
<td>13</td>
<td>More positive wording.</td>
</tr>
<tr>
<td></td>
<td>13</td>
<td>It is a hypothetical situation. If it occurs in the future, it can be looked at as part of the review of the Structure Plan.</td>
</tr>
</tbody>
</table>
### Changes to Structure Plan to address PRAG concerns

<table>
<thead>
<tr>
<th>Pg No</th>
<th>Reason</th>
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</thead>
<tbody>
<tr>
<td>14</td>
<td>PRAG request</td>
</tr>
<tr>
<td>14</td>
<td>To reflect the different characteristics of Bay and Park Road.</td>
</tr>
<tr>
<td>14</td>
<td>This recognises that there is currently no access to the Southland train station from Tulip Grove.</td>
</tr>
<tr>
<td>17</td>
<td>To allow increased space for landscaping and the planting of canopy trees.</td>
</tr>
</tbody>
</table>

#### Built Form

The first paragraph on pg 14 has been amended with 'some' replaced with 'formidable', so it now reads:

'...the design of the train station presents formidable barriers to integration with the existing Pennoydale neighbourhood.'

Built form precincts have been changed. The Main Road Environ Precinct which encompassed both Bay and Park Road has been split into two distinct precincts, one for Bay Road and one for Park Road.

Bay Road Precinct description now reads 'An area of medium density housing, where residential renewal and consolidation is encouraged with high-quality, well articulated apartments set within a landscaped setting, that address Bay Road.'

Park Road Precinct description now reads 'A leafy gateway boulevard with a range of high quality, well articulated apartments surrounded by trees.'

The Southland Station interface Precinct has been removed and is now part of Precinct 3 - The Residential Core.

A new Strategy has been added under Objective 5 which reads:

'Should a new station entrance open at Tulip Grove, a review of the residential streets around the Station will be undertaken to determine what, if any, changes to built form and pedestrian access are required.'

Precincts have been updated to reflect the above changes. In addition, front setbacks for Bay Road and Park Road Precincts have been increased from 3 metres to 6 metres. For the Park Road Precinct, total building height remains at 3 storeys (11 metres), but the third
storey must now be recessed - a minimum of 3 metres from the second storey. Side and rear setbacks for Park Road Precinct are the same as Bay Road Precinct.

Figure 7 – a photo of a two storey town house has been included.

The first Strategy under Objective 7 has been reworded to replace ‘require’ with ‘encourage’, so it now reads:

‘As part of any redevelopment of residential lots around Pennydale Park (open space interface) and Tulip Grove Park, encourage new development to incorporate natural surveillance of the park.’

A new Strategy has been added under Objective 7

‘Ensure development provides articulated and well-designed facade, fenestration, parapet treatments and other detailing and materials to provide interest at street level and reinforce the human scale.’

The following new Strategies have been added under Objective 8:

• ‘Within Precinct 2, ensure deep soil (at least 41m3 of soil volume) is provided within the front setback to enable the planting of a 10 metre wide canopy tree.’

• ‘Ensure new development is respectful of and does not detract from any adjacent heritage building.’

• ‘Encourage screen planting, including canopy trees, in rear setbacks of new developments to reduce the amenity impacts of new development and to provide a green and leafy setting.’

The wording of the VPO Strategy under Objective 8 has been reworded to reflect the wording in the Highett Structure Plan, so it now reads:

‘Investigate whether a Vegetation Protection Overlay or Significant Landscape Overlay is justifiable and appropriate for some or all of the residential areas of Pennydale.’

17 To minimise building bulk and retain Park Road as a leafy, gateway boulevard.

19 To illustrate what a two storey town house can look like.

20 PRAG request

20 To ensure development is well articulated and designed.

20 To retain and enhance the leafy, gateway boulevard character of Park Road.

To ensure developments consider any adjacent heritage properties.

To reduce amenity impacts and increase greenery.

20 For consistency.
### Changes to Structure Plan to address PRAG concerns

<table>
<thead>
<tr>
<th>Pg No</th>
<th>Reason</th>
</tr>
</thead>
<tbody>
<tr>
<td>23</td>
<td>To reflect PRAG's preferred solution, a pedestrian overpass bridge.</td>
</tr>
<tr>
<td>23</td>
<td>To recognise that this would also improve access to Sir William Fry Reserve and to reflect PRAG's preferred solution, a pedestrian overpass bridge.</td>
</tr>
<tr>
<td>23</td>
<td>To improve access to Cheltenham Park.</td>
</tr>
<tr>
<td>23</td>
<td>To recognise this may not be needed.</td>
</tr>
<tr>
<td>23</td>
<td>It is up to VicRoads to determine the best way to deliver bicycle lanes along Bay Road.</td>
</tr>
</tbody>
</table>

#### Access and Movement

First Strategy under Objective 9 has been updated to include reference to a possible pedestrian overpass bridge. It now reads:

‘Advocate to VicRoads for a safe pedestrian crossing across Bay Road near the Frankston railway line bridge either in the form of a pedestrian overpass bridge or a signalised pedestrian crossing. This would allow safe and controlled movement....’

Fourth Strategy under Objective 9 has been updated to include reference to also connecting Pennydale to Sir William Fry Reserve and that the pedestrian access would ideally be in the form of a pedestrian overpass bridge. It now reads:

‘Advocate for pedestrian access adjacent to the Frankston railway line corridor to Bay Road to better connect the train station to Bay Road and Pennydale to Sir William Fry Reserve. This could be incorporated into the future shared path along the Frankston Railway line, ideally in the form of a pedestrian overpass bridge’

A new Strategy has been added under Objective 9 which reads:

‘Investigate options for improving pedestrian connectivity, safety and access to Cheltenham Park. There should be a direct, legible path to the Cheltenham Park entrance from the pedestrian refuge on Park Road.’

The seventh Strategy under Objective 9 has been amended to replace ‘provide’ with ‘investigate’. It now reads:

‘Investigate the need for a signalised pedestrian crossing at Park and Jack Road.’

The first Strategy under Objective 10 has been updated to remove reference to on-road bicycle lanes along Bay Road. It now reads:

‘Advocate to VicRoads to deliver the Bay Road Strategic Cycling Corridor by providing cycling lanes along Bay Road. These will connect to....’
The third Strategy under Objective 10 has been updated to refer to the possibility of a pedestrian overpass bridge. It now reads:

‘Advocate for a shared pedestrian and bicycle path along the Frankston Railway line from Park Road to Bay Road, providing a safe and continuous route to and from Southland Railway Station and Shopping Centre and from Bay and Park Road, with local access to residential areas wherever possible, for example with the construction of a pedestrian overpass bridge across Bay Road.’

The 4th Strategy under Objective 10 referring to providing an on-road bicycle path along Jack Road has been reworded. It now reads:

‘Investigate ways to improve bicycle safety and amenity along Jack Road.’

The first Strategy under Objective 12 has been reworded to replace ‘advocate’ with ‘investigate’. It now reads:

‘Investigate the upgrading of the Bay Road/Jack Road intersection to a signalised intersection that includes the existing signalised pedestrian crossing in order to improve safety for pedestrians, cyclists and vehicles using Bay and Jack Roads.’

A new Strategy has been added under Objective 12, that reads:

‘Once the level crossing has been removed at Park Road, undertake a traffic study to investigate the impact it has had on traffic movement and the road network across Pennymade.’

The Strategy under Objective 12 referring to signalisation of Tulip Grove/Park Road intersection has been deleted.

The fourth Strategy under Objective 12 has been reworded to: ‘Advocate to VicRoads to formalise the traffic lanes along Bay road between the Frankston Railway Bridge and Jack Road. Either to reflect the existing arrangement (single lane in each direction), or two lanes.’

To reflect PRAG’s preferred solution, a pedestrian overpass bridge.

To focus on the outcome. There are a number of ways this outcome could be achieved.

If Graham Road/Bay Road intersection is signalised, this upgrade may not be necessary.

To investigate the impacts of the Level Crossing removal on traffic flow.

Not needed now that Southland Interface Precinct has been removed.

To recognise the different options that exist to formalise the lanes.
The Strategy under Objective 12 referring to new development providing access via a rear laneway has been deleted.

A new Strategy has been added under Objective 12.
‘Require shop-top development on Bay Road to provide access from the existing laneways to minimise vehicular crossovers and movements on Bay Road.’

The last Strategy under Objective 12 has been reworded from ‘Designate’ to ‘Consider’. It now reads:
‘Consider designating Jack Road as a Connector Street to reflect its current and future function as a key movement corridor’.

<table>
<thead>
<tr>
<th>Changes to Structure Plan to address PRAG concerns</th>
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</thead>
<tbody>
<tr>
<td><strong>Public Realm</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The Strategies under Objective 14 and 16 regarding shared zones on Olympic Avenue and Tulip Grove have been removed.</td>
<td>28</td>
<td>PRAG request.</td>
</tr>
<tr>
<td>The 1st Strategy under Objective 16 has been reworded to read:</td>
<td>28</td>
<td>To ensure pedestrian and cycling access is prioritised.</td>
</tr>
<tr>
<td>‘Should any future opening to the Station from Tulip Grove occur, advocate for public green space to be incorporated into this opening and for pedestrian and cycling access to be prioritised.’</td>
<td></td>
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</tbody>
</table>

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<th>Changes to Structure Plan to address PRAG concerns</th>
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<tbody>
<tr>
<td><strong>Monitoring and Review</strong></td>
<td></td>
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</tr>
<tr>
<td>A new paragraph has been added: ‘Should a new station entrance open at Tulip Grove, a review of the residential streets around the Station will be undertaken to determine what, if any, changes to built form and pedestrian access are required.’</td>
<td>30</td>
<td>To reflect new Strategy under Objective 5.</td>
</tr>
</tbody>
</table>
Executive summary

Purpose and background
To adopt the Bayside Arts Strategic Plan 2018-2022 as recommended by the Bayside Arts Board.

The purpose of the Bayside Arts Board (Section 86 of the Local Government Act 1989) is to support Council in the development and presentation of an innovative and creative arts program for the City of Bayside.

The Bayside Arts Board is governed by a Charter and Instrument of Delegation which was adopted by Council on 20 March 2018.

In accordance with the Charter and Instrument of delegation the Board has produced a four year strategic plan which sets clear direction for the delivery of a diverse arts program for Bayside. With the adoption of the Bayside Arts Strategic Plan 2018-2022 the Council can set a new strategic vision to guide future arts programming in Bayside.

The skill set of the Board represents expertise in finance, marketing, fundraising, governance and arts administration:

External members of the Bayside Arts Board are:
- Ms Angelina Beninati (Chairperson)
- Ms Tiziana Borghese (Deputy Chairperson)
- Mr Roger Boyce
- Mr Patrick Christian
- Ms Charlotte Christie
- Mr Brian Hewitt
- Ms Sarah Morris
- Ms Bozena Rutecki
- Mr Arvind Vasan

Councillor representatives on the Board are:
- Cr Sonia Castelli
- Cr Alex del Porto

The delivery of the Strategic Plan will ensure exhibitions and arts events developed for the community speak to Bayside’s unique sense of place and provides opportunities for people to connect with creativity and ideas across Bayside.

The Bayside Community Plan 2025 shares the aspirations from the community to make Bayside a Better Place. The Bayside Arts Strategic Plan 2018-2022 aims to meet the needs and aspirations of the community and contribute to the overall liveability in the next four years through the delivery of a high quality arts service that allows all art forms and creative expression to thrive.
Key issues

The implementation of the Bayside Arts Strategic Plan 2018-2022 will address the following priorities identified in the 2015 Service Review of Arts and Culture and the 2017 Arts and Culture Community Research project:

- Development of programs that align with the community's expectations including a passion for the environment and outdoor spaces i.e. family friendly events; festivals.
- Increased information about arts programs available to the community.
- Focus on opportunities with few competitors: providing services, programs and projects where a sense of place and localism is intrinsic.
- Improving data collection and analysis.
- Establish performance measurement framework for the service and programs.
- Investigate alternative income sources (appropriate sponsorship and philanthropy).
- Maintaining a standard of excellence in the exhibitions presented at the Bayside Gallery.

The arts have a central role to play in providing the community with memorable and engaging experiences. The Bayside Arts Strategic Plan 2018–2022 aims to deliver a program that connects people to each other and their community through the celebration of art and the sharing of ideas. Art has the ability to connect diverse groups of people across a variety of ages, ethnicity and backgrounds.

The Bayside Arts Strategic Plan 2018–2022 offers clear strategies to achieve the identified goals, creating a valued and unique service for residents as well as attracting visitors to Bayside.

The Plan provides Council with the opportunity to improve Council’s service delivery of the arts to the Bayside community in order to make Bayside a Better Place.

Recommendation

That Council adopts the Bayside Arts Strategic Plan 2018-2022

Support Attachments

1. Bayside Arts Strategic Plan 2018 - 2022 ↓
Considerations and implications of recommendation

Liveable community

Social
The Bayside Arts Board will monitor and support the achievement of high standards of service delivery that meets the needs and expectations of our community.

Natural Environment
There are no natural environment implications associated with this report.

Built Environment
There are no built environment implications associated with this report.

Customer Service and Community Engagement
The Bayside Arts Board supports Council in developing an arts program that will achieve high levels of user enjoyment, education and community support for the arts. The Board is a specific means of engagement that delegates a level of decision making (empowerment) to members of the community.

Human Rights
This report is not considered likely to breach or infringe upon, the human rights contained in the Victorian Charter of Human Rights and Responsibilities Act 2016.

Legal
The Bayside Arts Board complies with the Local Government Act 1989.

Finance
The Strategic Plan will be funded from within existing resources and by specific allocation where the needs arises.

Links to Council policy and strategy
The Bayside Arts Strategic Plan 2018-2022 aligns with the Council’s Better Place Strategic Planning Framework. It will deliver outcomes for the Community Health and Participation domain as well as contributing to the Local Economy and Activity Centres and Open Space through the public art program.
Bayside Arts Strategic Plan
2018-2022
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1. Executive Summary

Introduction

The Strategic Plan has been developed to guide the future arts programming in Bayside and aims to connect people to each other and their community through the celebration of art and the sharing of ideas. Art has the ability to connect diverse groups of people across a variety of ages, ethnicity and backgrounds. Delivery of this Strategic Plan will ensure that exhibitions and events developed speak to Bayside’s unique sense of place and provide opportunities for people to connect with creativity and ideas across Bayside.

The Bayside Arts Strategic Plan 2018 - 2022 expands on Council’s previous adopted Gallery@BACC Board Strategic Plan 2017–2020. It captures both the aspirations of the Bayside Arts Board in relation to developing an arts program for Bayside and community expectations of Council.

This Strategic Plan was developed using feedback collected from both quantitative and qualitative community research. The research indicated support for Council to be both the presenter and producer of programs but equally to support community groups to present their own arts programming for Bayside. Through this evidence-based approach it is anticipated that the programs developed will appeal to a broad section of the Bayside community.

This Strategic Plan recognises that community organisations such as the Brighton Theatre Company, Beaumaris Theatre Company, Brighton Art Society, Beaumaris Art Society, Friends of Black Rock House and the Bayside Chamber Orchestra play an active role in providing the community with high quality productions and programs. Working in partnership with these organisations allows Council to use its limited resources to present programs that play a different role in the community such as:

- The commissioning and installation of public art;
- Presenting high quality and challenging exhibitions at the Bayside Gallery;
- Supporting writers, artists and musicians with the provision of free studio space; and
- Producing creative events and activities that respond to the unique qualities of the area.

Aligned to the Bayside City Council’s vision to ‘make Bayside a better place’ our Arts Strategy 2018 - 2022 seeks to support the unique qualities of Bayside and allow all art forms and creative expression to thrive.
Structure of the Strategic Plan

Delivery of the Bayside Arts Strategic Plan 2018-2022 will be through four strategic goals with clear objectives sitting under each goal. Delivery of activities and events over the next four years will align to one or more of these four goals.

Purpose

The purpose of the strategic plan is to ensure that Council delivers the highest public value through the development of diverse arts programs that will meet community needs now and into the future.

The Bayside Arts Strategic Plan 2018–2022 will:

- Work with the Bayside community to develop and produce arts and culture programs that are meaningful to the community;
- Support community groups to deliver their own arts programming;
- Broker partnerships that encourage arts organisations to deliver dynamic and authentic arts programs for the Bayside community and visitors; and
- Develop and plan relevant and vibrant arts events which incorporate a range of art forms that take place in the Gallery as well as the public realm.

Scope

The Bayside Arts Strategic Plan 2018–2022 consists of four goals that were identified as a result of community research and consultation with the Bayside Arts Board from December 2017 to August 2018. The recommended strategies cover improved service delivery through the diversification of arts programming within the four goals.

Delivery of the Bayside Arts Strategic Plan 2018–2022 is supported by the following strategies, policies and plans that complement the arts:

- Bayside Arts and Heritage Collection Policy.
- Community Plan 2025.

Council’s role

The role of Council is to facilitate and provide an arts program that builds social connection and creates opportunities for enjoyment and expression.
Governance

The Board was established as an independent Advisory Board of Council and formally appointed by Council pursuant to Section 86 of the Local Government Act (1989) in August 2016. Council, at its meeting on 20 March 2018, resolved to rename the Gallery@BACC Board, the Bayside Arts Board to better reflect the role and responsibilities of the Board. The Board operates in accordance with the best practice guidelines. The Bayside Arts Board reports to Council as an Advisory Committee of Council.

The Board supports Council in the development and presentation of a diverse arts program for the City of Bayside and does this through:

- Providing strategic direction and advice on arts programming including the delivery of the Strategic Plan.
- Supporting the development of public art across the municipality.
- Overseeing the care and management of the Bayside Arts and Heritage Collection.
- Increasing financial support for the arts.
- Governing effectively in accordance with the Charter and Instrument of Delegation.
- Adhering to the principles of good governance as outlined in the Board’s Code of Conduct.

The Bayside Arts Board consists of 11 members: nine independent members and two Councillors. The Councillors are appointed for a one year period. Independent members are appointed for a three year term and are eligible to be reappointed after the expiry of their term for a second term but can only serve two consecutive terms. The Chairperson of the Board is appointed on an annual basis from the independent membership of the Board by Council at its Annual Meeting.

The Bayside Arts Board meets four times per annum and as required.

The Bayside Arts Board operates within a charter which is reviewed every year. The charter outlines the duties and responsibilities of the Bayside Arts Board and also has a Code of Conduct that guides the values and behaviors of the Board and its decision making procedures.
Key principles

The key principles that have informed the Strategic Plan are:

- **Making art accessible** – promoting art as part of daily life including in our streets, foreshore as well as purpose-built infrastructure.
- **Making art inclusive** – ensuring a wide range of activities are developed.
- **Developing knowledge and data** – using information and research gathered from the community to assist with the development of arts programs.
- **Building strong partnerships** – work with community organisations to provide the Bayside Community with a comprehensive program of arts activities and events.

Key research findings

The 2017 Community Research was conducted primarily to determine the role Council should play in the provision of arts and cultural programs. The research questions focused on Gallery programming, existing cultural events/facilities visited by residents, Council’s role as a provider or funder, music programming, public art sites and outdoor festivals.

Key findings from the research provided Council with valuable data about the community’s expectations around arts and culture. It provides Council with a road map for the development of new programs which meet these expectations. The following is a summary of key findings:

- Broaden the range of activities to include more family friendly events.
- Increase the number of outdoor activities.
- Develop and implement a Marketing Plan to increase awareness of existing and future programs.
Vision statement

Bayside City Council offers inspiring, creative, artistic and cultural experiences for its community and visitors to enjoy.

Goals and strategic objectives

The goals of the strategic plan centre on delivering an innovative program and increasing our community engagement as well as resources.

The Bayside Arts Board will realise its vision through the achievement of the following goals.

Goal 1: Deliver an innovative and creative program

1.1 The unique qualities of Bayside are reflected in a diverse program.
1.2 The story of Bayside is apparent through its Collection which is preserved for future generations.
1.3 A range of skilled, professional, and when possible, local musicians, artists and performers contribute to the development of the program.
1.4 Accessible programs are developed aiming to enhance community health and well being.

Goal 2: Support people to develop their creative pursuits

2.1 Community members actively participate in a range of arts activities.

Goal 3: Manage and increase current resources

3.1 External funding opportunities are explored by the Bayside Arts Board to enhance program delivery.
3.2 Councils arts and culture budget is reviewed to facilitate programs as per internal budget allocation process.

Goal 4: Maximise Engagement

4.1 Programs are well attended and widely supported by residents, local business and organisations.
4.2 New audiences, particularly families, engage with the program.
4.3 A high level of community satisfaction is recorded.
Measures

The following performance indicators have been established to assist in measuring the success of delivering the strategic plan and arts and culture programs.

<table>
<thead>
<tr>
<th>Performance Indicator</th>
<th>Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>The community satisfaction survey rating is maintained and/or increased – target &gt;8.</td>
<td>High level of community satisfaction with the arts and culture program.</td>
</tr>
<tr>
<td>Percentage of collection on display in public buildings and accessible online - target 10% increasing to 40% by 2021.</td>
<td>Bayside’s art collection is accessible to the community as a publicly owned cultural asset.</td>
</tr>
<tr>
<td>Percentage increase in attendance at the Gallery - target annual increase of 10% to 2021.</td>
<td>Arts programs have a greater outreach in the community.</td>
</tr>
<tr>
<td>Target minimum two new acquisitions in addition to one new public art commission at least every two years.</td>
<td>Growth of Council’s Art &amp; Heritage Collection.</td>
</tr>
<tr>
<td>Percentage increase in volunteers for Arts and Culture registered in Councils volunteer management system – target 20% increasing to 50% by 2021.</td>
<td>High levels of active participation and support from the community for arts and culture.</td>
</tr>
</tbody>
</table>
2. Action Plan

Goal 1: Deliver an innovative and creative program

1.1 The unique qualities of Bayside are reflected in a diverse program.
1.2 The story of Bayside is apparent through its Collection which is preserved for future generations.
1.3 A range of skilled, professional, and when possible local, musicians, artists, performers etc. contribute to the development of the Program.
1.4 Accessible programs are developed aiming to enhance community health and well being

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Action Item No</th>
<th>Action’s</th>
<th>Time frame</th>
<th>Costs</th>
<th>Resourcing</th>
<th>Deliverable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deliver a high quality and diverse arts and culture program that provides residents with a range of opportunities and experiences</td>
<td>1.1.1</td>
<td>Honour the multiple histories of Bayside through the provision of culturally safe and welcoming experiences</td>
<td>Year 2 - 4</td>
<td>Operational budget</td>
<td>Curatorial Staff, Education &amp; Community Engagement Officer</td>
<td>NAIIDOC Week and Reconciliation Week Exhibitions in Corporate Foyer, Minimum 3 community organisations participate in an arts and culture project that honour multiple histories per year</td>
</tr>
<tr>
<td></td>
<td>1.1.2</td>
<td>Manage and deliver a multidisciplinary and diverse arts and cultural program including the commissioning of public art that celebrates and reflects the unique experiences within Bayside</td>
<td>Year 1 - 4</td>
<td>Operational budget</td>
<td>Curatorial Staff, Education and Community</td>
<td>9 Gallery Exhibitions per year, 2 Concerts per year, 1 public art commission every year</td>
</tr>
<tr>
<td>Item</td>
<td>Description</td>
<td>Budget Year</td>
<td>Budget Amount</td>
<td>Purpose</td>
<td></td>
<td></td>
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<tr>
<td>10.5</td>
<td>Reports by the Organisation</td>
<td>Year 1 - 4</td>
<td>$100,000</td>
<td>Consolidate, manage, preserve, promote and grow the arts and heritage collection.</td>
<td></td>
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</tr>
<tr>
<td></td>
<td></td>
<td>Year 2 - 4</td>
<td>$30,000</td>
<td>Collaborate with arts providers, educators and community organisations to deliver meaningful community experiences that engage the wider Bayside community.</td>
<td></td>
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</tr>
<tr>
<td></td>
<td></td>
<td>Year 1 – 4</td>
<td>$10,000</td>
<td>Engage a range of professional musicians, artists and performers to create programs that meet the needs of the community,</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Year 1 – 4</td>
<td></td>
<td>Engage local artists to develop their practice and contribute to programs.</td>
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<td></td>
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<td></td>
<td></td>
<td>Continue to offer free studio space to local artists through the Bayside Arts Studio Program.</td>
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<td></td>
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<td></td>
<td></td>
<td>Incorporate into public programs.</td>
<td></td>
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</tr>
<tr>
<td></td>
<td>1.4.1</td>
<td>Promote Mental Health Week and other initiatives that impact on mental health in partnership with outreach services and local agencies through programs and printed collateral</td>
<td>Years 1 - 4</td>
<td>Operational budget</td>
<td>Marketing Officer &amp; E &amp; CE Officer</td>
<td>Promotional material available at arts events and Gallery</td>
</tr>
<tr>
<td>---</td>
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</tr>
<tr>
<td></td>
<td>1.4.2</td>
<td>Liaise with Aged Care facilities to promote and encourage participation in Connections: Art + Dementia program Promote Monthly Connections: Art + Dementia program to people living with dementia at home (including retirement homes) and their carers</td>
<td>Years 1 – 4</td>
<td>Operational budget</td>
<td>E &amp; CE Officer</td>
<td>Connections: Art + Dementia Program delivered weekly for Aged Care Facilities Introduce Monthly Connections for people living with dementia and their carers</td>
</tr>
</tbody>
</table>
### Goal 2 Support people to develop their creative pursuits

#### 2.1 Community members actively participate in a range of arts activities

<table>
<thead>
<tr>
<th>Action Item No</th>
<th>Action/s</th>
<th>Time frame</th>
<th>Costs</th>
<th>Resourcing</th>
<th>Deliverable</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1.1</td>
<td>Seek out opportunities to work with professional artists to develop Community Arts and Cultural Development projects.</td>
<td>Year 1</td>
<td>Operational budget</td>
<td>A &amp; C Coordinator &amp; staff</td>
<td>Scope out CACD project for delivery in Year 2</td>
</tr>
<tr>
<td>2.1.2</td>
<td>Work with local schools to create partnership programs that support and encourage young people to participate in the arts.</td>
<td>Year 1 – 4</td>
<td>New initiative as per internal budget process $20,000</td>
<td>E &amp; CE Officer Youth Services</td>
<td>Development and delivery of exhibitions that address educational needs Min 500 school student visit and participate in programs at the Gallery Increased entries to Youth Services Art Competition Delivery of Kindergarten programs</td>
</tr>
<tr>
<td>2.1.1</td>
<td>Identify and deliver intergenerational programs that respond to community need and interests</td>
<td>Years 1 – 4</td>
<td>Operational budget</td>
<td>E &amp; CE Officer</td>
<td>Deliver 3 programs a year</td>
</tr>
</tbody>
</table>
## Goal 3: Manage and increase current resources

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Action(s)</th>
<th>Time frame</th>
<th>Costs</th>
<th>Resourcing</th>
<th>Deliverable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Secure the future delivery of arts and culture programs in Bayside, through the attraction of financial partners and in-kind supporters</td>
<td>3.1.1 Establish a fundraising plan with clear financial objectives</td>
<td>Year 1</td>
<td>Operational budget</td>
<td>A &amp; C Coordinator</td>
<td>Development of a 3 year Fundraising Plan</td>
</tr>
<tr>
<td></td>
<td>3.1.2 Identify potential individuals and organisations who are able to increase current resources through donations, sponsorships, corporate and philanthropic funding.</td>
<td>Years 2 – 4</td>
<td>Operational budget</td>
<td>Bayside Arts Board</td>
<td>No of meetings held with high worth individuals</td>
</tr>
<tr>
<td></td>
<td>3.2.1 Measure the impact of arts and culture to identify the social and economic benefits created for Bayside</td>
<td>Year 2</td>
<td>Operational budget</td>
<td>Contractor/researcher</td>
<td>Impact report presented to Board</td>
</tr>
</tbody>
</table>

2018-2022
Goal 4: Maximise Engagement

<table>
<thead>
<tr>
<th>Action Item No</th>
<th>Action's</th>
<th>Time frame</th>
<th>Costs</th>
<th>Resourcing</th>
<th>Deliverable</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.1.1</td>
<td>Create a marketing and communications plan that identifies opportunities to market to new and existing audiences using multi-media strategies that provide up to date information to the community</td>
<td>Year 1</td>
<td>New initiative as per internal budget process $50,000</td>
<td>Marketing Officer</td>
<td>Increased attendances</td>
</tr>
<tr>
<td>4.2.1</td>
<td>Broaden the scope of the arts and culture program to include inclusive, safe, accessible and diverse activities</td>
<td>Year 2 – 4</td>
<td>Operational budget</td>
<td>A &amp; C Coordinator &amp; Staff</td>
<td>A range of programs delivered including visual arts, literature, music and performing arts</td>
</tr>
<tr>
<td>4.3.1</td>
<td>Monitor and evaluate all activities for continuous improvement, greater understanding and responsiveness.</td>
<td>Year 2 – 4</td>
<td>Operational budget</td>
<td>A &amp; C Coordinator &amp; Staff</td>
<td>Data collection and satisfaction ratings presented annually</td>
</tr>
</tbody>
</table>
### 3. Glossary

| The Arts | A form of expression in one or more of the following artforms:  
| | • Arts and crafts (visual arts, public art, photography, sculpture etc.).  
| | • Performing arts (theatre, dance, music).  
| | • Literature.  
| | • New media arts (internet, video, electronic music).  
| | • Popular culture, films, fashion etc. |
| Culture | Culture is the characteristics and knowledge of a particular group of people, encompassing language, religion, cuisine, social habits, music and arts. |
| Bayside Arts and Heritage Collection | The Collection is a significant cultural asset held in trust by the Council, for the people of Bayside. The Collection aims to:  
| | • Nurture a sense of community and shared history;  
| | • Assist in developing a sense of identity, pride and place;  
| | • Enhance and enrich public spaces;  
| | • Promote art and artists as a valuable part of the Bayside community. |
| Bayside Arts Board | The Bayside Arts Board is an independent Advisory Board of Council, formally appointed by Council pursuant to Section 86 of the Local Government Act (1989). |
| Community Cultural Development | Community arts and cultural development encompasses collaborations between professional artists and communities based on a community's desire to achieve artistic and social outcomes. |
| Philanthropic | Showing concern for humanity, especially by performing charitable actions, donating money, etc. |
4. Purpose

The purpose of the strategic plan is to ensure that Council delivers the highest public value through the delivery of a diverse arts programs that will meet community needs now and into the future.

The Bayside Arts Strategic Plan 2018 – 2022 will:

- Work with the Bayside community to develop and produce arts and culture programs that are meaningful to the community;
- Support community groups to deliver their own arts programming;
- Broker partnerships that encourage arts organisations to deliver a dynamic and authentic arts program for the Bayside community and visitors; and
- Develop and plan relevant and vibrant cultural events incorporating a range of art forms that take place in the Gallery as well in the public realm.

5. Council’s Better Place Strategic Planning Framework

The Bayside Arts Strategic Plan 2018 - 2022 will deliver outcomes for the Community Health and Participation domain as well as contributing to Local Economy and Activity Centres and Open Space through our public art program.
This strategy is influenced by other Council strategies and plans in particular the Well Being for All Ages 2018-2022 Strategy and the Community Plan 2025. The development of a new tourism strategy for Bayside will also provide an opportunity to deliver programs that specifically target visitors from outside Bayside and, once finalised the Bayside Reconciliation Plan will provide direction for programming that involves Bayside’s Indigenous population and traditional owners.

6. Scope

The Bayside Arts Strategic Plan 2018–2022 includes the delivery of a range of arts programs including exhibitions at the Gallery and associated public programs; management of the Artist’s Studio program at Billili; delivery of public art; management of the Bayside Arts and Heritage Collection; musical performances and other cultural events and activities.

It does not provide strategic advice on the future direction of Black Rock House and other heritage buildings, Council’s major contracted cultural events; Indigenous heritage and culture in Bayside or Bayside’s cultural heritage as reflected in the built environment.
## 7. Vision Statement, Principles, Goals and Strategic Objectives

**Vision:** Bayside City Council offers inspiring, creative, artistic and cultural experiences for our community and visitors to enjoy.

**Principles:**
1. *Making art accessible* – promoting art as part of daily life including in our streets, foreshore as well as purpose-built infrastructure.
2. *Making art inclusive* – ensuring a wide range of activities are developed.
3. *Developing knowledge and data* – using information and research gathered from the community to assist with the development of arts programs.
4. *Building strong partnerships* – work with community organisations to provide the Bayside Community with a comprehensive program of arts activities and events.

<table>
<thead>
<tr>
<th>Goals</th>
<th>Deliver an innovative and creative program</th>
<th>Support people to develop their creative pursuits</th>
<th>Manage and increase current resources</th>
<th>Maximise engagement</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strategic Objectives</strong></td>
<td>The unique qualities of Bayside are reflected in a diverse program</td>
<td>Community members actively participate in a range of arts activities</td>
<td>External funding opportunities are explored by the Bayside Arts Board to enhance program delivery</td>
<td>Programs are well attended and widely supported by residents, local business and organisations</td>
</tr>
<tr>
<td></td>
<td>The story of Bayside is apparent through its Collection which is preserved for future generations</td>
<td>Programs are developed with a focus on community health and well being</td>
<td>Councils arts and culture budget is reviewed as per internal budget allocation process</td>
<td>New audiences, particularly families, engage with arts programs</td>
</tr>
<tr>
<td></td>
<td>A range of skilled, professional, and when possible local, musicians, artists, performers etc. contribute to the development of the program</td>
<td></td>
<td></td>
<td>A high level of community satisfaction is recorded</td>
</tr>
</tbody>
</table>
8. Key issues and findings

The 2025 Community Plan shows that residents when compared to other Council services, identified arts and culture opportunities and festivals as being a lower funding priority however, they did support continued or additional levels of investment.

Council conducted a Strategic Service Review of the arts and culture service in 2015 which recommended that the service “review and adopt a new purpose for the overall Arts and Culture service to better align with community needs and strategic direction.” Council’s then Arts Advisory Committee proposed that a robust community engagement/research process be conducted “to ascertain the needs and aspirations of the community in the arts and culture area”. Key community research questions were framed around understanding:

- Preferences for Gallery programming to increase visitation;
- Cultural events/facilities Bayside residents currently visit or attend;
- Perceived role of Council in delivering arts and cultural programs and events;
- Preferences for a music program to increase visitation; and
- View on public art sites and outdoor festivals.

The majority (92.6%) of survey respondents agree that arts and cultural events contribute to creating a better Bayside, whilst 1.2% disagreed and 6.2% ‘could not say’.

Almost all (97.5%) of respondents identified at least one method by which they usually hear about arts and cultural events in the Bayside. The top five methods were: local newspapers (54.0%), word of mouth (49.0%), social media (40.5%), posters or signage (34.3%) and Let’s Talk Bayside (20.7%).

Most respondents attend arts and cultural events in Bayside a few times a year, with a less than half (43.3%) attending events around two to four times a year, and approximately one-third (34.0%) attending events no more than once a year at most. One-sixth (15.3%) of respondents never attend events, while 7.3% attend at least once a month.

The top five factors that may encourage respondents to attend more arts and cultural events in Bayside were:

- More information about what is on / when (35.2%)
- Different types of events (28.1%)
- Lower cost / free events (22.9%)
- More events in my local area (22.6%)
- Better parking availability (21.2%).
Research into the development of this Strategic Plan identified the need to develop a Marketing Plan to increase local support and improve the profile of arts and cultural events across Bayside.

About two-thirds (61.3%) of respondents were able to name a unique characteristic of Bayside community/area that should be reflected in the arts and cultural programs provided in the municipality. The top five categories of responses were:

- The landscape / outdoor spaces / parks / greenery (25.6%).
- The beach / coast / foreshore / bay culture (14.8%).
- Cultural diversity / inclusiveness (12.5%).
- Local artists / music / events (8.7%).
- The community (8.4%).

This Strategic Plan recommends the development of programs that reflect the community’s passion for the environment and outdoor spaces. The community should be presented with the opportunity to attend art activities in the natural environment.

Almost all (93.0%) respondents identified at least one of the nine arts and cultural activities that they would like to see provided in Bayside. The five most commonly selected activities were:

- Family-friendly arts events (59.7%).
- Outdoor cultural festivals (57.0%).
- Sculpture by the Sea (45.8%).
- Jazz concerts (38.6%).
- Participatory activities (38.2%).

The Bayside Arts Board members were asked to consider the findings from the community engagement and research and consider how to strengthen the current arts program.

Key issues arising from the planning day included the following which are reflected in the below Keep, Improve, Start and Stop (KISS) matrix.
<table>
<thead>
<tr>
<th>Keep</th>
<th>Improve</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quality of exhibitions</td>
<td>Facilitate an opportunity for VCE to showcase their portfolios more widely</td>
</tr>
<tr>
<td>Keep the gallery</td>
<td>Reinvigorate the Heidelberg Artist Trail</td>
</tr>
<tr>
<td>Bayside Acquisition Arts Prize</td>
<td>Improve communication and partnerships (schools/organisations of events)</td>
</tr>
<tr>
<td>Public Art along the foreshore and within activity centres</td>
<td>Improve indigenous awareness through arts and poetry</td>
</tr>
<tr>
<td>Acquisitions policy and budget.</td>
<td>Open Day for Artist in Residence programs</td>
</tr>
<tr>
<td>Gallery</td>
<td>Improve the literacy festival and the reach of communication</td>
</tr>
<tr>
<td>Outdoor events e.g. market at Billila House</td>
<td>Arts Maps from Gallery to Bathing Box</td>
</tr>
<tr>
<td>Bringing things from outside Bayside into Bayside</td>
<td>Gallery visitation and awareness</td>
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<td></td>
<td>Advocacy for arts</td>
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<tr>
<td></td>
<td>Awareness/communication marketing strategy</td>
</tr>
<tr>
<td></td>
<td>Quality vs quantity</td>
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<tr>
<td></td>
<td>Understanding of audience segments</td>
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<table>
<thead>
<tr>
<th>Start</th>
<th>Stop</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pop-up Art Exhibitions in MCHC</td>
<td>Incorporate arts and culture as a priority within the Council Plan.</td>
</tr>
<tr>
<td>Community based Music Series - Council providing the space</td>
<td>Survey people leaving events</td>
</tr>
<tr>
<td>Broaden exhibitions to include other events</td>
<td>Family friendly festivals: local outdoors, tie in with gallery and public programs (smaller events)</td>
</tr>
<tr>
<td>Architectural trail</td>
<td>Leverage community school/arts groups to put on programs</td>
</tr>
<tr>
<td>Cultural festival (winter and summer)</td>
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<tr>
<td>Sculpture by the Sea</td>
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<tr>
<td>Artist Week – Local artists exhibiting in local businesses</td>
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</tr>
<tr>
<td>Start collaborating with the Theatre Group (Gallery)</td>
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<tr>
<td>2018-2022</td>
<td>21</td>
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</tbody>
</table>
During the planning day the Bayside Arts Board also identified a number of challenges as well as opportunities for the arts program and its future as follows:

Opportunities

- Start small and bring people
- Bringing body and spirit together: sport and art
- Being visible about the personality of Bayside
- Include more residents and visitors, different demographics eg new mothers in parks
- Innovative use of arts infrastructure and businesses eg cafes, libraries, hospitals
- More competitions
- Safe places, socialising, more diverse audiences, welcome and safe
- Program appealing to wider audiences
- Starting at low awareness (opportunity), increase participation, bringing art to people, increase collaboration, gardens, galleries, food trucks, coffee carts
- Building on philanthropic e.g. invitation from Mercedes to attend Brighton Rotary Art Show

Challenge

- Funding priorities
- Events are risky: put all eggs in one basket and if they fail its perceived that no one wants the arts
- Need to segment market even further than research
- Need to encourage volunteers
- Shifting from consumer to participant
- Small percentage of funding goes to arts
- Long term $$$ commitment: understanding that commitment and what drives council decision making e.g. is it numbers in the Gallery?
9. Methodology

Community research was conducted by Metropolis Research with a face-to-face interview style survey of approximately ten to fifteen minutes duration. A total of 2,143 residential households were approached and 420 interviews were completed, resulting in a response rate of 38.0% (a very solid response rate for this type of survey).

All surveys were conducted over three weekends in November 2017, during daylight hours, to ensure the best opportunity for all residents to participate. The sample was drawn in approximately even numbers from each of the four regions comprising Bayside.

In addition to the community research conducted the following community engagement activities were undertaken:

- Online engagement through Council’s platform Have Your Say.
- Intercept surveys/listening posts at three community locations - Sandringham, Brighton, Beaumaris.

The Bayside Arts Board conducted a half-day workshop on Saturday 4 August 2018. Discussion took place around the key findings of the community research and goals and strategies were developed to reflect community aspirations.

10. Background

History

Council conducted a Strategic Service Review of the arts and culture service in 2015 which recommended that the service “review and adopt a new purpose for the overall Arts and Culture service to better align with community needs and strategic direction.” Council’s Arts Advisory Committee then proposed that a robust community engagement/research process be conducted “to ascertain the needs and aspirations of the community in the arts and culture area”.

Council was implementing the final year of its 2012-2017 Library, Arts and Culture Strategic Plan and needed to commence planning its arts and cultural program for the next four year period. It was timely to seek the community’s views on how they experience arts and culture, their views on the future direction of this service and their priorities and ideas. Council has the opportunity to re-set the arts agenda, re-focus our service delivery and to create a new strategic plan that will deliver on future expectations. One of the key challenges for the service is to engage the everyday Bayside resident in local arts and culture events.
Previous Strategic Plan

2012-2017 Library Arts and Culture Strategic Plan.

This Strategic Plan and action plan were endorsed by Council in 2012 and delivery concluded 30 June 2017.

The Gallery@BACC Board Strategic Plan 2017 -2021 was adopted by Council in May 2017 when the Board’s scope and decision making was limited to Gallery programming. During its inaugural year of operation it was clear that the Board had a role to play in public art as well as programming external to the Gallery.

Council adopted a review of the Charter in May 2018 and included a wider scope for the Board.
Key stakeholders

This strategy effects a range of key stakeholders including residents, visitors and creatives.

<table>
<thead>
<tr>
<th>Internal Stakeholders</th>
<th>Role</th>
</tr>
</thead>
<tbody>
<tr>
<td>Council</td>
<td>Represents the community and approves the strategic direction of arts and culture as advised by the Bayside Arts Board.</td>
</tr>
<tr>
<td>Bayside Arts Board</td>
<td>Provides advice and supports Council in the development and presentation of an innovative and creative arts program for the City of Bayside.</td>
</tr>
<tr>
<td>Executive Team</td>
<td>Ensures the Bayside Arts Strategic Plan is being implemented as adopted and approves the commissioning of public art and the acquisition of works to the Collection in line with approved policy and procedures.</td>
</tr>
<tr>
<td>Arts and Culture Coordinator</td>
<td>Responsible for managing the delivery of the Bayside Arts Strategic Plan and ensuring the effective delivery of the Arts and Heritage Policy.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>External Stakeholders</th>
<th>Role</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community</td>
<td>General users, participants and beneficiaries of programs delivered.</td>
</tr>
<tr>
<td>Community Arts Organisations (Brighton Arts Society, Beaumaris Art Society, Brighton Theatre Company, Beaumaris Theatre Company, Friends of Black rock House, Brighton and Sandringham Historical Societies etc.)</td>
<td>Organisations that provide arts programs independently of Council but are also users of Council’s assets and programs.</td>
</tr>
<tr>
<td>Schools and Kindergartens</td>
<td>Program participants as well as users of the education programs created; future audiences.</td>
</tr>
<tr>
<td>Residential Aged Care Facilities and Retirement Villages</td>
<td>Users, in particular of Art + Dementia program, advocates for health and well-being programs.</td>
</tr>
<tr>
<td>Tourists and visitors to the area</td>
<td>Users of particular programs</td>
</tr>
<tr>
<td>Creatives</td>
<td>Create content for presentation and participation</td>
</tr>
</tbody>
</table>
11. Legislative and policy and context

While there is no legislation requiring Councils to deliver an arts and culture service, many local governments recognise that the arts can build cohesive and strong communities.

The arts encourage residents to participate in the life of the community, and provide an important means for them to explore, develop and promote the unique sense of place that is Bayside.

The Bayside Arts Board is an independent Advisory Board of Council, formally appointed by Council pursuant to Section 86 of the Local Government Act (1989). Its role and purpose is outlined in its Charter and Instrument of Delegation:

<table>
<thead>
<tr>
<th>Local Government Act 1989</th>
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<tbody>
<tr>
<td>Occupational Health and Safety Act 2004</td>
</tr>
<tr>
<td>Charter of Human Rights</td>
</tr>
<tr>
<td>All Local Laws and relevant policies of Council</td>
</tr>
</tbody>
</table>

12. Key trends

Council recognises the important role it plays in delivering, funding, hosting, supporting and promoting arts and culture in the community. In a climate of expanding global homogeneity, it is increasingly important to foster local production and deliver participation programs that respond to and create a sense of community wellbeing.

It is therefore vital that Council draws inspiration from its community as well as leaders in the arts and culture industry. Key trends from these bodies include:

- In 2013, the Standing Council on Health and the Meeting of Cultural Ministers endorsed the National Arts and Health Framework. This framework has been developed to enhance the profile of arts and health in Australia and to promote greater integration of arts and health practice and approaches into health promotion, services, settings and facilities.

- Recognising the role art plays in supporting individual mental wellbeing, providing opportunities for people to gain new skills, confidence and self-esteem, to building social connection and reducing isolation by participating in an activity with others while engaging in a creative process (VicHealth, Active Arts Strategic Plan, 2014-2017).
13. Infrastructure / assets

The old Brighton Town Hall is the current location for the Gallery. This facility is shared with a number of community organisations (Brighton Art Society; Brighton Theatre Company and the Brighton Historical Society). There is currently no co-ordinated approach to managing the Arts and Cultural Centre where conflicts frequently occur between different activities and programs. The Gallery, Theatre Company, Arts Society and Historical Society all operate independently of each other.

The Gallery has sole occupancy of spaces on the ground floor in the north eastern (Wilson Street) and north western (Carpenter Street) parts of the building. This includes two galleries and a work /office / storage area at the rear of gallery two. Council’s art collection is housed in the former caretaker’s cottage located in the north western corner of the building.

The Gallery has two key areas of need, one is for additional work space / exhibition change over space including appropriate office space, the second is for an appropriate area to store Council’s art collection. Currently the collection is housed in a location with no temperature or humidity control which results in extreme fluctuations in temperature.

The Gallery is open to the public five days a week 11am–5pm Wednesday to Friday and 1pm–5pm weekends. The gallery spaces are in constant use whether they are exhibiting works, installing a new exhibition or bumping out a just completed exhibition.

Given the limitations of the current space at the old Brighton Town Hall, Council may consider investigating the future infrastructure needs of the Gallery and the Collection storage over the next four years.
14. Financial analysis

The current arts and culture operating budget, as outlined below, provides for the delivery of the strategic plan.

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</tr>
</thead>
<tbody>
<tr>
<td>Total Operating</td>
<td>778,208</td>
<td>794,408</td>
<td>810,786</td>
<td>827,533</td>
</tr>
<tr>
<td>Public Art</td>
<td>100,000</td>
<td>100,000</td>
<td>100,000</td>
<td>100,000</td>
</tr>
<tr>
<td>Acquisitions</td>
<td>30,000</td>
<td>30,000</td>
<td>30,000</td>
<td>30,000</td>
</tr>
<tr>
<td>Total Capital</td>
<td>130,000</td>
<td>130,000</td>
<td>130,000</td>
<td>130,000</td>
</tr>
<tr>
<td>GRAND TOTAL</td>
<td>908,208</td>
<td>924,408</td>
<td>940,786</td>
<td>957,533</td>
</tr>
</tbody>
</table>

*2.25% increase as per EBA

Any request to increase the operational budget to meet increased activity will follow the internal new initiative budget allocation process which is undertaken on an annual basis. There are three new initiatives outlined in the Action Plan which require an additional $80,000 per year in total to deliver.

- New Initiative: Delivery of 2 family friendly events $10,000
- New Initiative: Educational program for local schools $20,000
- New Initiative: Implementation of Marketing plan $50,000

External funding sources i.e. philanthropic grants and corporate sponsorships also provide opportunities for the Bayside Arts Board to deliver additional resources to meet the strategic objectives.
15. Program of capital works

There is currently a rolling program of $100,000 foreshadowed each year for public art and $30,000 to expend on acquiring work for the Bayside Art & Heritage Collection. In line with Council operations, Council staff will follow the internal capital bid budget process which is undertaken on an annual basis.

In 2015 a report was presented to Council identifying preferred sites for future public art. Council endorsed five sites for future public art works at the 15 December 2015 Ordinary Meeting of Council:

- Dendy Street and Nepean Highway (Dendy Park)
- Dacey Street Playground (Dendy Park)
- Elsternwick Park
- Beaumaris Concourse Reserve
- Sandown Street, Brighton

Since 2015 public artworks have been commissioned and installed on two of the above sites. ‘Summertime’ by Anne Ross was installed at Sandown Street, Brighton in December 2017 and ‘Bayside Ripple’ by Carla Gottgens was installed at the Dacey Street Playground site in August 2018. In addition to these sites, ‘Little Boxes’ by James Voller was installed along Martin Street in Brighton in April 2018 as the final component of the Martin Street Activity Centre Structure Plan.

Following confirmation of the budget allocation for public art, the Bayside Art Board will recommend the commissioning of public art work to be installed in the remaining three sites endorsed by Council.

<table>
<thead>
<tr>
<th>Priority (or timeframe)</th>
<th>Capital project</th>
<th>Estimated costs</th>
<th>Resourcing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 1</td>
<td>Public art commission Beaumaris Concourse in line with Masterplan</td>
<td>$100,000</td>
<td>18/19 budget</td>
</tr>
<tr>
<td>Year 2</td>
<td>Public art commission Elsternwick Park</td>
<td>$100,000</td>
<td>19/20 budget</td>
</tr>
<tr>
<td>Year 3</td>
<td>Public art commission site to be determined</td>
<td>$100,000</td>
<td>20/21 budget</td>
</tr>
<tr>
<td>Year 4</td>
<td>Public art commission site to be determined</td>
<td>$100,000</td>
<td>21/22 budget</td>
</tr>
</tbody>
</table>
16. Implementation and reporting

The Bayside Arts Board will monitor performance against the Strategic Plan at its quarterly meetings and will report annually to Council on progress in addition to providing strategic advice as necessary. An annual internal review and reflection is undertaken to assess the performance of the Board against its Charter and Instrument of Delegation.

The Board will receive quarterly reports from Council Officers, who will monitor and evaluate all activities for continuous improvement.

Key actions from the strategic plan will be documented in Bayside's internal performance reporting system to ensure that progress on delivery of the plan is reported to the Executive Team on a quarterly basis.
We acknowledge the Boonwurrung people of the Kulin Nation as the traditional owners of this land and we pay respect to their Elders past and present.

We acknowledge that together we share a responsibility to nurture this land, and sustain it for future generations.
Executive summary

Purpose and background
The purpose of this report is to provide an update on the Indian Myna Control Program implemented by the Bayside Indian Myna Action Group (BIMAG) over the 2017/18 financial year.

BIMAG has been operating in Bayside since December 2014, following a decision by Council in October 2014 to initially fund the program. The aim of the program is to reduce the population of the introduced Indian Myna species that are known to displace native bird species.

The program is managed and implemented entirely by volunteers. All participants must be aware that all birds are to be handled in accordance with nationally endorsed standard operating procedures produced by the NSW Department of Primary Industries.

At its Ordinary Meeting on 27 June 2017, Council resolved the following:

That Council:
1. notes the BIMAG annual report to Council for 2016-2017;
2. continues the Indian Myna control program for one further year with a $5000 budget and the program be reviewed after the one year; and
3. writes to the BIMAG committee advising it of Council’s decision.

BIMAG has provided officers with two email summaries of the program over the last 12 months, key issues of which are summarised below.

BIMAG is requesting a further $5,000 from Council to fund the program in 2018/19.

Key issues
Assessment of BIMAG for 2017/18

BIMAG has reported to have caught and euthanised approximately 1,170 Indian Mynas over the last financial year. These birds have been trapped by residents in their private property using traps purchased by BIMAG. The birds are brought to the BIMAG site by residents for euthanasia (Council allocated an unused gardeners shed at Cheltenham Park to BIMAG and this site is used to collect and euthanise Indian Mynas by trained BIMAG volunteers).

According to BIMAG, an additional estimated 1,200 Indian Mynas are being disposed of privately by residents. Council has no clear confirmation of these numbers and the method of euthanasia, or whether these methods comply with animal welfare standards. Additionally, limited data was provided to Council regarding non-target species capture over the last 12 months. BIMAG stated that non-target species were released but the impact of trapping on the welfare of these species is unknown.
Officers from the Department of Environment, Land, Water and Planning (DELWP) have advised that localised removal of Indian Mynas may result in rapid replacement from adjoining areas. BIMAG has observed that Indian Mynas are coming into Bayside from nearby municipalities, and that they regularly receive requests from residents from the Cities of Glen Eira and Kingston to participate in the Bayside program. Of concern is the number of birds being privately euthanised by trappers (i.e. not overseen by BIMAG and bought to the BIMAG site at Cheltenham Park for euthanasia by trained volunteers).

BIMAG has continued to maintain and update a website and Facebook page about the Indian Myna control program.

Feedback from BIMAG has indicated that the hours required to run the program efficiently are extensive and the pressure on the remaining administrative volunteers is high. The 2017/18 report from BIMAG lacks some of the detail that has previously been provided, particularly non target species, and continues to show that a large number of birds have been privately euthanised.

The increase in private euthanisation may be attributed to the restricted operating hours of the shed at Cheltenham Park as a result of limited volunteer base. Relevant guidelines stipulate a restricted amount of time that a trapped bird may be kept prior to being euthanised. In order to meet these guidelines some residents may choose to privately euthanise a bird rather than waiting for the shed to be open (which may cause them to be in breach the guidelines).

BIMAG also acknowledge that some residents find bringing traps to the BIMAG shed difficult, due to the size of the traps. Other feedback indicated that as the shed is located near the eastern municipal boundary (in Cheltenham Park), some residents find this too far to drive if they live in the north and western suburbs of Bayside.

### Summary of trapping data over the life of the BIMAG program to date

<table>
<thead>
<tr>
<th></th>
<th>2015/16</th>
<th>2016/17</th>
<th>2017/18</th>
</tr>
</thead>
</table>
| **Indian Mynas**
  euthanised by BIMAG    | 1,360   | 860     | 1,170   |
| **Indian Mynas**
  privately euthanised
  by residents
  Not overseen by BIMAG
  Exact numbers and
  methods of euthanasia are unknown. | 1,360 (BIMAG report acknowledges that residents are euthanising at least a similar number of birds to BIMAG volunteers) | 1,290 – 2,000 (BIMAG report acknowledges that up to 70% of birds are being privately euthanised) | 1,200 (BIMAG report acknowledges that residents are euthanising at least a similar number of birds to BIMAG volunteers) |
| **Non-target species**
  caught and released
  Impact on species unknown | 353 (These included native birds and possums) | No data collected. | BIMAG reports states less than 10 non-target species were brought to the shed. These included Spotted Doves, Starlings, Blackbirds (all introduced species), and one or two Wattlebirds and/or Noisy Miner (both native species). |
In 2016/17, there were a number of factors that led to questions about Council’s future involvement in this bird culling program:

- RSPCA confirming their preference to improve habitat for smaller local native birds, rather than trapping and culling Indian Mynas by community volunteers;
- DELWP advice that localised removal of Indian Mynas may result in rapid replacement of Indian Mynas from adjoining areas;
- BIMAG volunteer administration base of three people continued to struggle with the workload and efforts over the last two years to recruit additional volunteer resources have been unsuccessful; and
- Council’s ongoing role in supporting the distribution of cages that has resulted in the culling of approximately 1,200 birds that may not have been euthanised in accordance with endorsed standard operating procedures, with no clear indication of these numbers or the method of euthanasia nor whether these methods comply with animal welfare protocols.

At its 27 June 2017 meeting, Council endorsed continuing the program and allocated a further $5,000 for BIMAG in the 2017/18 year.

In mid-2018, BIMAG made contact with the Bayside Friends of Native Wildlife (FONW), following advice from Council officers, to expand the program to include improving habitat for native bird species.

BIMAG has ordered a number of nest boxes from FONW to encourage native Parrots and native Pardalotes, which will be provided to residents involved in the BIMAG program – pending assessment of their garden suitability. BIMAG is aiming to work in partnership with FONW to develop garden profiles, install and monitor nest boxes, and to provide advice regarding planting indigenous species to attract native birds back into residential gardens.

It should be noted that while BIMAG will continue to trap and euthanise Indian Mynas and there are still valid concerns regarding this aspect of the program, (particularly regarding the number of birds that are privately euthanised by residents). The change in focus towards habitat creation is more in accordance with advice from the RSPCA and consistent with recommendations in the recently endorsed Bayside Biodiversity Action Plan (2018-2027).

**Recommendation**

That Council continue its support for BIMAG, on the basis that the group continues to focus on activities to improve the quality of natural habitat, in turn enhancing native bird diversity in the Bayside area.

**Support Attachments**

Nil
Considerations and implications of recommendation

Liveable community

Social
As Indian Mynas (*Acridotheres tristis*) tend to associate with human activity, they may reduce public and domestic amenity by their noise, droppings and tendency to create mess as they scavenge through litter for food and nesting material. Indian Mynas can roost in a single tree or building, usually near reliable food sources and in these communal roosts, they make loud chattering noises and can deposit a large volume of droppings.

In 2018, BIMAG engaged with the Bayside Friends of Native Wildlife to work together developing garden profiles for local residents to encourage native bird species to return to residential gardens. This partnership may create additional community benefits between the two groups, the Bayside Community Nursery and residents involved in the BIMAG program, which in turn may also encourage new links between residents and Bayside’s Friends groups.

Natural Environment
Indian Mynas are an introduced species in Australia, originating from South East Asia. Originally introduced to Australia between 1862 and 1872 to control plague locusts and cane beetles in the cane fields of North Eastern Queensland, these birds established quickly, with several other introductions occurring until the 1950’s.

Adapting easily to new environments, (especially urban environments), Indian Mynas are aggressive and harass native birds and other small animals and can eventually drive them from their nests. They can fight with other birds for territory during the breeding season and have also been observed removing eggs and chicks from other birds’ nests in order to claim nest spaces. They prefer open habitats where the original indigenous tree and shrub cover has been removed or reduced by clearing and development.

It should be noted that the RSPCA does not encourage the capture and killing of Indian Mynas by community groups. Their preference is to direct efforts towards enhancing bird diversity in urban areas by improving the quality of natural habitat.

Although RSPCA recognises that in certain circumstances it is necessary to control populations of pest animals because of the impact they have, in the case of Indian Mynas, their impact on native plants and animals is not clearly understood. It is yet to be determined if killing Mynas has any effect other than reducing local Myna populations. As such, there is not general agreement amongst the scientific community about the need for culling Indian Mynas. Non-target species capture is unknown as is the impact on these species, or whether indeed they are released.

BIMAG has expanded its program this year to include the purchase of nest boxes for residents who have removed Indian Mynas from their gardens to further encourage the return of smaller native bird species. It has also been encouraging residents involved in the control program to visit the Bayside Community Nursery to purchase suitable native plant species to create habitat for native bird species. This approach is more consistent with the advice issued by the RSPCA.

Built Environment
BIMAG currently utilise a small shed at Cheltenham Park and with Council’s approval this is anticipated to be an ongoing arrangement.
Customer Service and Community Engagement

There are still varying opinions within the broader community regarding the BIMAG program ranging from support for the program to concerns regarding animal welfare. Currently 270-300 traps are operating on rotation in residential properties throughout Bayside.

The new partnership with Bayside Friends of Native Wildlife is a positive step towards integrating this program with the Bayside Environmental Friends Network and the change of focus towards habitat creation and planting will hopefully create new links with residents and the Bayside Community Nursery.

Human Rights

The implications of this report have been assessed and are not considered likely to breach or infringe upon, the human rights contained in the Victorian Charter of Human Rights and Responsibilities Act 2006.

Legal

Council has stipulated that the Indian Myna control program must comply with animal welfare protocols in accordance with nationally endorsed standard operating procedures produced by the NSW Department of Primary Industries. These protocols are based on model codes of practice and standard operating procedures for the humane capture, handling or destruction of feral animals in Australia. They are nationally endorsed by the Federal Department of Environment and were developed by the Vertebrate Pest Research Unit of New South Wales Department of Primary Industry.

BIMAG volunteers are required to comply with the Code of Practice for the transport and housing requirements of caged birds as set out by the Department of Economic Development, Jobs, Transport and Resources.

A concern remains about Council’s role in supporting a program that has resulted in the private culling of up to 1,200 birds that may not have been euthanised in accordance with endorsed standard operating procedures.

Finance

Council allocated $11,000 to fund the trial control program in 2015-2016. This money predominantly paid for the manufacture of traps and supply of CO₂ gas. In 2016/17 a further $11,000 was spent to support BIMAG.

In 2017/18 $5,000 was allocated to the program. BIMAG has advised that this funding was not spent on the purchase of traps, as the 300 currently owned by BIMAG are enough to cope with the current demand, and these are borrowed, returned and reallocated as required. The majority of funding from 2017/18 has been used to purchase nest boxes for native bird species (15 Parrot nesting boxes and 30 Pardalote nesting boxes). These have been supplied by the Bayside Friends of Native Wildlife.

In 2018/19 BIMAG is seeking a further $5,000 to run the program.

Links to Council policy and strategy

Encouraging the planting of local indigenous vegetation in Bayside relates to Goal Four – Open Space of the Council Plan (2017-2021).

Improving habitat for native species and promoting indigenous flora is also supported in the Bayside Open Space Strategy (2012) Principal Four: Environmental Sustainability: Manage and restore our natural assets to maintain and enhance biodiversity and ecological processes.
A target of the Bayside Environmental Sustainability Framework (2016-2025) is to achieve a net gain in indigenous flora and fauna species and to increase biodiversity and ecosystem health improvements through increasing the planting of trees and other indigenous vegetation throughout the municipality.

Providing protective habitat for smaller birds is identified as Action 32 in the recently endorsed Bayside Biodiversity Action Plan (2018-2027), which recognises that Indian Mynas are problematic in competing with smaller native bird species.
Options considered

Option 1

<table>
<thead>
<tr>
<th>Summary</th>
<th>Council discontinues the Indian Myna control program</th>
</tr>
</thead>
<tbody>
<tr>
<td>Benefits</td>
<td>No further costs to Council and eliminates Council’s role in the potentially unregulated private culling of Indian Myna birds (estimated at 1,290 – 2,000 in the previous 12 months).</td>
</tr>
<tr>
<td>Issues</td>
<td>Dissatisfaction of supporters of the program. Traps would also have to be retrieved, otherwise there is the risk that residents will continue to capture and dispose of birds in an ad hoc manner that breaches animal welfare protocols. Council would have a role to play in retrieving the traps.</td>
</tr>
</tbody>
</table>

Option 2

<table>
<thead>
<tr>
<th>Summary</th>
<th>Council continues to support the current program operated by BIMAG, with a condition that BIMAG continue to focus on activities to improve the quality of natural habitat in turn enhancing bird diversity in the Bayside area and work in conjunction with Bayside Friends of Native Wildlife.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Benefits</td>
<td>The program is already established within the community and further control of Indian Mynas (at a local level) is undertaken.</td>
</tr>
<tr>
<td>Issues</td>
<td>The program may still be impacted by time constraints and willingness of volunteers to continue participating. There will also be a financial cost to Council (the 12 month trial cost $5000). Council has no clear indication of numbers or the method of euthanasia of birds trapped on private property and not brought to the BIMAG site at Cheltenham Park nor whether these methods comply with animal welfare protocols.</td>
</tr>
</tbody>
</table>
Executive summary

Purpose and background
This report presents the outcomes of the annual review (2017-2018) of Council’s Wellbeing for All Ages and Abilities Strategy 2017-2021 (WAAA).

Council has a statutory responsibility under the Public Health and Wellbeing Act (2008) to prepare a Municipal Public Health and Wellbeing Plan (MPHWP) every four years following the Council election and to review the plan annually.

The WAAA meets the requirements of the Public Health and Wellbeing Act (2008) and Disability Act 2006, whilst streamlining community services planning for health and wellbeing from early childhood, through to youth, adult lives and older years.

Four Action Plans support the implementation of the WAAA; Early Years, Youth, Healthy Ageing and Healthy Communities. Activities targeting people with disabilities are integrated in each Action Plan. These action plans identify actions that will be taken by Council and partners to achieve the three goals and 12 objectives of the WAAA.

Key issues
The annual review captures information from the period of October 2017 (WAAA endorsement date) to October 2018. Actions have been undertaken by departments across the organisation. Highlights of the activities are shown in Attachment 1.

Goal 1: An engaged and supportive community
An engaged and supportive community allows people from all ages and abilities access to services and resources that enhance their wellbeing and enable them to live full lives. Goal 1 has objectives to improve mental health and resilience; support opportunities that build social networks and community connections; strengthen volunteerism; and improve access to affordable, appropriate and inclusive services.

Over the last 12 months the activities shown in Attachment 1 have contributed towards individuals feeling more connected within Bayside and has strengthened the community’s resilience to sustain positive mental health. Activities have also built social connectedness and social inclusion which are key contributing factors to ensuring an engaged and healthy community.

Goal 2: A healthy and active community
Eating well and being physically active is important to maintain and protect the longevity of good health and wellbeing. Goal 2 has objectives to increase physical activity opportunities; increase healthy eating; and increase participation in health assessments and self-care.

Over the last 12 months the activities shown in Attachment 1 have contributed towards individuals in Bayside participating in inclusive physical activity opportunities and focused on improving self-care and immunisation rates in vulnerable population groups. Activities have also enabled staff to undertake collaborative research on best practice health promotion initiatives to address healthy eating in Bayside.
Goal 3: Safe and sustainable environments

A safe environment where people can live, work and play has a direct impact on the community’s physical, social and emotional wellbeing. Goal 3 has objectives to reduce family violence; reduce consumption of alcohol and other drugs; improve community safety; improve environmental sustainability; and improve community resilience to extreme weather events.

Over the last 12 months the activities shown in Attachment 1 have contributed towards making Bayside a safer place targeting issues related to graffiti, youth drug and alcohol consumption, family violence and elder abuse.

Recommendation


Support Attachments

1. Attachment 1 - Wellbeing for All Ages and Abilities highlight of activities year 1

Considerations and implications of recommendation

Liveable community

Social

Council has a key role in ensuring that health and wellbeing of the community is a priority. The WAAA is driven by the social model of health with key principles including addressing the broader determinants of health, acting to reduce social inequities, empowering individuals and their community and enabling access to health care. The activities undertaken over the last 12 months have positively contributed to achieving the WAAA goals of an engaged and supportive community; a healthy and active community; and safe and sustainable environments.

Natural Environment

The WAAA acknowledges that open space and the natural environment play an important role in contributing to community health and wellbeing. This is evident in objectives 3.4 and 3.5 of the WAAA.

Built Environment

The WAAA influences the built environment with a particular focus on affordable housing, safe and appropriate playgrounds and accessible walking paths and facilities.

Customer Service and Community Engagement

Over 1,000 community members provided input into the development of the WAAA. Further engagement is undertaken on a needs basis with community members and relevant stakeholders regarding activities addressing the WAAA goals and objectives.
Human Rights
The implications of this report have been assessed and are not considered likely to breach or infringe upon, the human rights contained in the Victorian Charter of Human Rights and Responsibilities Act 2006.

The WAAA Strategy addresses Article 25 of the Universal Declaration of Human Rights that “everyone has the right to a standard of living adequate for the health and well-being of himself and of his family”.

Legal
All Victorian local governments are required under Section 263 of the Public Health and Wellbeing Act (2008) to develop a MPHWP within 12 months of Council elections. The WAAA Strategy is Council’s response to this requirement and is reviewed annually.

Finance
There are no direct financial implications for Council associated with the recommendation included in this report. Any future changes to service needs or costs associated with the Action Plans being developed will be subject to budget and funding considerations at the time.

Links to Council policy and strategy
The WAAA is a key strategic document, along with the Council Plan and Community Plan which strongly links to the ‘Liveability’ domain in the Better Place Approach Framework.

The WAAA supports the Community Plan aspirations and the 2017-2021 Council Plan goals and objectives to ensure the vision of working together to ‘make Bayside a better place’ is achieved. In particular, the WAAA directly aligns with Goal 7 in the Council Plan, “Bayside’s community will be supported and engaged to live an active and healthy lifestyle regardless of age, geographical location, personal circumstance or physical abilities”.
Attachment 1 – Wellbeing for All Ages and Abilities highlight of activities

**Goal 1: An engaged and supportive community**

**Early Years:**
- Council implemented the evidence-based *Smalltalk* supported playgroup at Dunkley Fox Estate and in-home support program to improve parent-child interactions.
- Council is currently trialling a Maternal and Child Health (MCH) drop in session at Bluff Rd Housing Estate to increase engagement and access to the service.

**Youth:**
- Council facilitated two Youth Mental Health First Aid courses to aid Bayside professionals supporting young people. There were a total of 15 participants per program.
- Council held the “Bayside says no to Bullying” event at the Brighton Town Hall for 100 Year 5 Primary school students from several local schools.
- Council delivered the Worried Minds program across two local primary and secondary schools to help young people manage stress and worry.

**Healthy Ageing:**
- Council delivered a series of education sessions that responded to the priorities identified by older people. This included an intergenerational iPad program with Firbank Grammar Year 9 students. A total of 102 older adults participated.
- Council supported 30% of clients in receipt of services for people with a disability to transition to the National Disability Insurance Scheme.

**Healthy Community:**
- Council facilitated social engagement events for residents living on Bluff Road Housing Estate including quarterly BBQ’s.
- Council delivered two mental health training sessions to Council volunteers. A total of 50 volunteers attended.

**Goal 2: A healthy and active community**

**Early Years:**
- Council partnered with the South Eastern Melbourne Primary Health Network to improve childhood immunisation rates.
- Council liaised with external agencies such as Family Life, Berendale School and a local women’s refuge to provide immunisation outreach services. 87 vulnerable residents were immunised.

**Youth:**
- Council delivered an education program to eight young people to improve positive body image perceptions and self-esteem through martial arts.

**Healthy Ageing:**
- Council developed the *Active Living Guide* which is a community resource that identifies active and passive recreation opportunities for older people living in Bayside.
- Council piloted a community bus route to support Bayside residents to access hydrotherapy. This has now been integrated into the weekly community bus schedule.
Attachment 1 – Wellbeing for All Ages and Abilities highlight of activities

Healthy Community:
- Council provided $45,000 across 12 community organisations to improve inclusion and access for people with disabilities through the new 'inclusive Bayside’ grants.
- Council partnered with Southern Melbourne Primary Care Partnership to undertake research on best practice health promotion initiatives to address healthy eating.

Goal 3: Safe and sustainable environments

Early Years:
- Council’s MCH Centres participated in the Nappy Collective to collect disposable nappies that were redistributed to organisations supporting families in crisis or need.
- Council developed and distributed a Family Violence Resource Card, completed 2,448 family violence assessments which resulted in 34 counselling sessions, 52 referrals and 29 safety plans being completed.

Youth:
- Youth Services received $21,540 from the Department of Justice and Regulation to facilitate a Street Art Crew program working with 17 young people, Victoria Police and local community artists to reduce illegal graffiti and anti-social behaviour.
- Council delivered alcohol and drug education workshops in partnership with Taskforce to 300 Year 8 students to reduce the impact of alcohol misuse by young people.

Healthy Ageing:
- Council delivered a community forum to raise awareness of elder abuse that was attended by 60 older people. Staff training was provided and participation is ongoing in the Southern Melbourne Primary Care Partnership Elder Abuse Working Group.
- Council delivered an information session to 27 residents to raise awareness amongst older people in relation to protecting themselves from scams.

Healthy Community:
- Council implemented a social media campaign for 16 Days of Activism Against Gender-Based Violence, an international campaign to challenge violence against women and girls.
- Council incorporated a gender equity checklist for the development of Council policies and strategies.
Executive summary

Purpose and background

The purpose of this report is to present the Recycling and Waste Management Strategy 2018-2027 (Attachment 1) (the Strategy) to Council for adoption following a period of public exhibition and feedback from the community.

The Strategy sets direction and guidance for Council, sits within Council’s Better Place Strategic Planning Framework and is an action to achieve Goal 5 of the Council Plan 2017 – 2021. The Strategy also responds to a number of actions in the Environmental Sustainability Framework 2016.

The Strategy identifies ways in which Council can:
1. Inform and educate the community on sustainable waste and recycling practices;
2. Reduce the amount of waste generated by the community;
3. Maximise the recovery of material so that it can be reused, reprocessed or recycled; and
4. Responsibly dispose of waste.

The Strategy covers all levels of the waste management hierarchy relevant to Council, including:
- Advocacy to State government agencies responsible for the recycling and waste management sector in Victoria;
- Engagement and education to support behaviour change within the community;
- Provision of recycling and waste collection, processing and disposal services;
- Customer service; and
- Delivery of infrastructure assets, including ongoing operations and maintenance.

It does this through a set of five complimentary guiding themes which are supported by a number of associated strategic objectives, which are identified below:

1. Waste reduction, avoidance and re-use
2. Resource recovery and recycling
3. Governance and policy
4. Environment and public amenity
5. Engagement

Actions supporting each guiding theme and the associated strategic objectives have been developed to encourage behaviour change within the community towards the higher order levels of the waste management hierarchy, given that the generation of waste is predicted to grow steadily over the next 10 years at current levels of consumption. The actions will be reviewed at the mid-point of the Strategy timeframe (2023) to ensure that they remain relevant. This will allow the identification of any new actions that may be required to address emerging recycling and waste management issues and will also provide an opportunity to incorporate any actions arising from the Council Plan.
The proposed service changes in the Strategy are:

- The introduction of a food and garden organics (FOGO) service, to be completed in two stages. The first stage is the introduction of food to the current garden organics collection service. Following integration of this into ‘normal’ household routines, the service schedules of the FOGO and domestic waste will then be altered to weekly and fortnightly respectively in the second stage.

- Transitioning from the disposal of household waste in landfill to recovering resources at alternative waste treatment facilities (incorporating energy generation) as these technologies are approved for use.

A draft version of the Strategy was released for public exhibition on 17 September 2018 following on extensive community awareness campaign that is detailed later in Considerations and Implications > Customer Service and Community Engagement.

**Key issues**

The opportunity to send municipal waste to an alternate waste treatment facility is included in the Strategy. It is currently being explored by Bayside as an alternative to landfill as a member of the Metropolitan Waste and Resource Recovery Group (MWRRG). A collective procurement process with other Councils in the South-East of Metropolitan Melbourne is proposed. A key factor in the procurement process will be the private sector response to the collective demand for this service from the Councils in this region. By engaging the private sector in this way, the participating Councils can consolidate their interests, pool resources, increase efficiency and limit potential liability.

It was assessed that the current hard waste service is operating satisfactorily and that many residents rely on the current booked service each year. However, whilst no changes are proposed to the current hard waste service, there are opportunities to provide a more equitable service offering by removing a cross-subsidy effect due to the hard waste service only being utilised by a fraction of households, despite the costs of the service being contributed to by all through the residential waste charges. In comparison, a direct user pays model would apply a price signal to residents and could encourage waste avoidance, re-use and recycling rather than seeking to dispose of material through the kerbside hard rubbish collection. In view of this, the Strategy includes an action to:

> Investigate the suitability and community appetite for a shift to a user-pays hard rubbish collection as a means of providing a more equitable service offering.

It is anticipated that the diversion of food away from the garbage bin into the FOGO collection will take some time as people to get used to the change in service offering. No changes to collection frequencies will be considered until at least 2022 when the bin collection contracts are next due for tendering.

**Feedback from the Community and Stakeholders on Draft Recycling and Waste Strategy 2018**

The draft Strategy was released for public exhibition in September 2018 for four weeks following an extensive community advertising process to raise awareness within the community which attracted 460 submissions. The feedback received related to a range of recycling and waste issues, including the introduction of a FOGO service, the supply of kitchen caddies and changing the schedules of the domestic waste bin with the new FOGO bin.

A summary of the feedback received is presented in Attachment 2.
How was the feedback incorporated in the final version of the Recycling and Waste Strategy 2018

Following a review of the feedback received in relation to the draft Recycling and Waste Strategy 2018, no significant changes were required in the final version of the Strategy. However, a number of new actions have been included and are identified below.

- **Increasing the focus on Litter in the Strategy.**
  
  Roadside litter is an ongoing environmental issue in Bayside and community stakeholders have called for a coordinated approach to address this issue. The Friends of Bayside Roads (FOBR) is a volunteer group within Bayside that actively collects litter in public locations at hotspots throughout the community. A greater recognition and promotion of the work that FOBR do will support this community-based initiative.
  
  Furthermore, actions to upgrade street litter bins and improve signage to deter people from littering and trialling of a litter patrol will help to address the problem of litter within the Bayside road network.

- **The optional supply of kitchen caddies to support FOGO.**
  
  An assumption made in the development of the draft Strategy was that households would not need Council to provide a small kitchen receptacle (or caddy) for daily storage of food waste before transferring it to the kerbside garden organics bin. This assumption was on the basis that residents in Bayside would prefer to choose and purchase a container that suited their particular kitchen layout and style.
  
  However, feedback received during the consultation process showed support for Council to provide a kitchen caddy to those households that request it. As such, this has been included as an action within the strategy. The supply of a kitchen caddy is also recommended in the MWRRG’s recently released FOGO guide as ‘best practice’.

**Recommendation**

That Council:

1. adopts the Recycling and Waste Strategy 2018 (Attachment 1);
2. thanks all community stakeholders for their high level of engagement and contribution to the development of this Strategy; and
3. maintains ongoing engagement with the community to support the introduction of a Food Organics Green Organics (FOGO) kerbside collection service in 2019/20 through advertisements, web presence, social media and conventional media releases.

**Support Attachments**

1. Attachment 1 - Recycling and Waste Strategy 2018 (separately enclosed)
2. Attachment 2 - Consultation Summary - Draft Recycling and Waste Strategy 2018
Considerations and implications of recommendation

Liveable community

Social
Domestic recycling and waste management services help residents to keep their property safe and hygienic through regular removal of waste. Greater efficiencies and income generated by increased resource recovery from the municipal waste stream can be invested into other services for the community.

The draft Strategy addresses the need for change within the community to seek a reduction in consumption and minimise the generation of waste at the source to further assists in keeping the natural environment free of litter and waste.

Natural Environment
Appropriate recovery of resources and minimising disposal of waste to landfill assists to keep the natural environment, including our beaches and waterways, free of litter and waste. The Environmental Sustainability Framework sets waste reduction targets over the next ten years.

Built Environment
Appropriate waste management services contribute to the amenity of urban streetscapes by ensuring they remain free of waste and are safe and tidy for the community.

Customer Service and Community Engagement
The community engagement process undertaken to develop the Recycling and Waste Management Strategy 2018 involved 3 stages, as depicted below.

Stage 1 involved raising awareness within the Bayside community on the waste dilemma using a series of high-impact communication opportunities. These commenced in January 2018 with the ban on the import of mixed recyclables to China impacting the 2017/18 and 2018/19 operational budgets and increasing the 2018/19 municipal waste charge paid by residents. Communications followed offering residents the option to offset the higher waste charge in 2018/19 by electing to have a smaller 80L garbage bin through an effective ‘Shrink Your Bin’ promotional campaign accompanying the release of the 2018/19 budget material and rates notices. Finally, Council was able to leverage off the airing in July of the second series of the ABC program War on Waste which coincided with this period and helped to raise awareness on waste and recycling matters.

Stage 2 involved engagement activities during July and August 2018 to ascertain the views of the broader community on Council’s recycling and waste services and options to reduce waste, particularly food waste, to landfill. These activities consisted of:

- Listening posts;
- Have Your Say webpage;
- Leader Newspaper advertising;
- Website promotion; and
- Facebook promotion.
As part of these activities, officers spoke with a number of people and completed surveys with a total of 146 people at the listening posts, held at:

- Beaumaris Concourse (35 surveys completed);
- Church Street, Brighton (36 surveys completed);
- Hampton Street, Hampton (44 surveys completed); and
- Sandringham Station (24 surveys completed);

The Bayside Healthy Aging Reference Group also contributed 7 completed surveys.

The Bayside Have Your Say webpage was also used to seek feedback from the community and asked for feedback on the following items:

- Would you be happy to put food waste in your green waste bin if collection only happens every two weeks?
- Do you have any concerns about the landfill bin being reduced to a fortnightly collection after food waste can be disposed of separately?
- If you have concerns or don’t support the change, can you tell us why?
- It can be handy to have a specific small bin, also known as a kitchen caddy, in your kitchen for food waste. Would you like Council to supply or purchase your own?
- You will be able to use compostable bags, made from corn starch for your food waste would you like council to supply, purchase your own or not use loners?
- After the introduction of food waste recycling, Council may consider changing to a smaller, 80 litre landfill bin as the standard automatic option rather than the current 140 litre bin. The larger bin would be available on request for a fee. Do you support this change?

A total of 1681 people provided direct feedback as part of this process. Feedback from the community engagement activities was used to inform and test the content in the draft Strategy.

Stage 3 involved the release of the Draft Recycling and Waste Strategy for public exhibition for four weeks in September and October 2018 and the invitation to the community for feedback to confirm whether Council got the Strategy right. The Have Your Say webpage was used to seek feedback from the community and stakeholders. A total of 460 submissions were received as part of this process on the following matters:

- The introduction of a FOGO service via the current garden organics collection from 1 July 2019;
- A garden organics bin will be provided to all households who have not already paid for the garden organics collection service for a one-off $100.20 charge (+ CPI adjustment in 2019/20);
- Optional small kitchen receptacle/caddie will be available from council at no charge. Council is not proposing to supply compostable bags;
- Changes to bin collection frequency from 2022/23 – garbage collection switches to fortnightly and FOGO to weekly;
- Expansion of the tip shop at the Talinga Road Waste and Transfer Centre;
- Future investigation and community consultation on a user-pays service for the hard rubbish collections; and
- Litter.

The information in Attachment 2 will be available on Council’s Have Your Say webpage to ‘close the loop’ on the consultation process.

**Human Rights**

The implications of this report have been assessed and are not considered likely to breach or infringe upon the human rights contained in the Victorian Charter of Human Rights and Responsibilities Act 2006.
Legal

There are no legal issues relevant to this matter. Current contracts exist for both collection and disposal of residential recycling, garden organics and domestic waste. Participation in MWRRG contracts meets the requirements of Section 186 of the Local Government Act 1989.

Finance

The net cost of the actions listed in this Strategy over the next 10 years is $6.5 million. The timing of the implementation of the actions within the Strategy has been determined to ensure the municipal waste charge to residents is not increased (beyond CPI) over this period. The current waste charge is $324.55 for a 140l garbage bin (weekly), 240l recycling bin (fortnightly) and 240l organics bin (fortnightly).

Residents that have previously opted-in and paid for the garden organics (red-lid bin) collection service will not incur any further costs when the FOGO service is introduced. Households that will need to have a red-lid bin delivered to participate in the FOGO service will be required to pay the one-off charge of $100.20 (+ CPI adjustment in 2019/20);

A business case for an Advanced Waste and Resource Recovery Treatment facility is being prepared by the Metropolitan Waste Resource and Recovery Group (MWRRG), with a collaborative procurement process proposed. A market response from the private sector is hoped to provide waste processing and resource recovery services that are in the same order of costs as business as usual to dispose to landfill.

Links to Council policy and strategy

The Council Plan 2017 - 2021 includes Goal 5 – Environment and includes a Strategy to reduce the Bayside community’s volume and percentage of waste that goes to landfill. The purpose of the Recycling and Waste Management Strategy 2018 is to guide the planning and delivery of Council’s recycling and waste management services over the next ten years with the aim of meeting the goals of increasing diversion of waste from landfill by 60% in 2020 and 75% in 2025. Also, the Bayside Environmental Sustainability Framework highlights the responsible management of waste by Council.

The continuation of responsible resource recovery, collection of kerbside waste and landfill disposal will assist Council to achieve these strategies.

Options considered

No options have been considered in the preparation of this report.
Summary of Community Feedback on Draft Recycling and Waste Strategy

Consultation approach

Public submissions were invited on the draft Recycling and Waste Strategy from 19 September until 12 October 2018 via an online survey on the Managing Waste and Recycling into the Future project page on the Have Your Say Bayside webpage. Submissions were also received in writing (emails/letters) and via posts on Council’s Facebook and Instagram pages.

Participation profile

A total of 460 submissions were received: 255 survey responses, 20 emails/letters, 162 Facebook posts and 23 Instagram posts were received. In relation to gender, 136 females, 57 males, 2 other identity and 60 unstated provided survey responses. No demographic data were captured for the other submissions.

Based on self-reported details, it is apparent that some participants provided more than one submission:

| 3 participants provided two survey responses | 3 participants provided four social media posts |
| 18 participants provided two social media posts | 1 participant provided five social media posts |
| 6 participants provided three social media posts |

Findings from the online survey

Q1) Introduction of food organics/garden organics recycling (FOGO) service via the current green garden waste bin collection from 1 July 2019

A total of 275 submissions: 218 survey responses, 13 emails/letters, and 44 Facebook/Instagram posts referred to this statement. As outlined below, the majority of respondents (73%) indicated support or conditional support.

<table>
<thead>
<tr>
<th>Overall sentiment</th>
<th>Support</th>
<th>Conditional support</th>
<th>Oppose</th>
<th>Unable to determine</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number / % of submissions</td>
<td>154 / 56%</td>
<td>46 / 17%</td>
<td>45 / 16%</td>
<td>30 / 11%</td>
</tr>
</tbody>
</table>

Key messages that emerged from the personalised commentary included the following:

- **Support:** This is a great idea
- **Conditional support:** A good idea as long as the bins are collected weekly and more detailed information is provided
- **Oppose:** No changes, residents may prefer home composting or not want to use this service due to concerns relating to the bins being smelly and attracting vermin
- **Unable to determine:** Already using composting, seeking clarification about the FOGO service, requesting community education about waste and outlining other food waste and general waste options

**Officer Comment:**
The majority of respondents supported the introduction of FOGO. The issue of collection frequency is addressed in question 4. Residents are encouraged to continue or adopt composting at home, but it is understood that many other households will need the FOGO collection service to divert their food waste from landfill.
2) A garden organics bin will be provided to all households who have not already paid for the green waste bin service for a one-off $100.20 charge

A total of 189 submissions: 177 survey responses, 6 emails/letters and 6 Facebook/Instagram posts referred to this statement. As outlined below, mixed sentiment was evident.

<table>
<thead>
<tr>
<th>Overall sentiment</th>
<th>Support</th>
<th>Conditional support</th>
<th>Oppose</th>
<th>Already have green waste bin</th>
<th>Unable to determine</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number / % of submissions</td>
<td>56 (30%)</td>
<td>15 (8%)</td>
<td>61 (32%)</td>
<td>24 (13%)</td>
<td>33 (17%)</td>
</tr>
</tbody>
</table>

Key messages that emerged from the personalised commentary included the following:
- **Support:** This sounds fine and seems fair
- **Conditional support:** This is reasonable provided there is a subsidised option for low income residents
- **Already have a green waste bin**
- **Oppose:** Not all people or residences need, want, or have space for, another bin and should not be forced to have one or pay an additional charge
- **Unable to determine:** Requests for clarification and more information and queries about the charge, bin size and how this might work for apartments and residents with confined spaces

**Officer Comment:**
Whilst a majority of respondents opposed the mandatory rollout of the garden organics (red-lid) bin to properties that did not already opt-in for this service with a one-off charge, it is considered that this is the only equitable way to ensure all households can participate in the introduction of FOGO. Two thirds of households have already paid for their garden organics (red-lid) bin and it would not be fair to provide this bin to new households free of charge. Multi-unit developments are not included in Council’s recycling and waste collections services and therefore a change to FOGO will only involve single and dual occupancy households. There are currently no Council-provided rate concessions for low income households.

3) Optional mini bins/caddies will be available from Council at no charge. Council is not proposing to supply compostable bags

A total of 193 submissions: 190 survey responses, 2 emails/letters and 1 Facebook/Instagram post referred to this statement. As outlined below, the majority of respondents (73%) indicated support or conditional support.

<table>
<thead>
<tr>
<th>Overall sentiment</th>
<th>Support</th>
<th>Conditional support</th>
<th>Oppose</th>
<th>Unable to determine</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number / % of submissions</td>
<td>91 / 47%</td>
<td>50 / 26%</td>
<td>32 / 17%</td>
<td>20 / 10%</td>
</tr>
</tbody>
</table>

Key messages that emerged from the personalised commentary included the following:
- **Support:** Great idea, seems reasonable, agree with this
- **Conditional support:** Good idea but Council should supply the correct compostable bags to make the roll-out as easy as possible or provide advice about what and where to purchase
- **Oppose:** Not interested, bad idea as people are lazy and will not sort correctly or will use unsuitable bags. The caddy should not be free as people can re-use any container
- **Unable to determine:** Requests for clarification and more information about the purpose, use and size of the caddy and queries about compostable bags
Officer Comment:
The majority of respondents (73%) supported the proposal for optional mini-bins/caddies to be made available from Council at no charge. Council is not proposing to provide or encourage residents to use compostable bags for their food waste due to the high risk of plastic contamination of the FOGO material by residents who may assume that plastic bags can be used as part of FOGO. A ‘no bag’ community message will assist in addressing this risk. Council has received support from the broader community to introduce FOGO and will continue to engage with and educate residents on how to use this service. Although any reusable container can be used to separate food waste in the kitchen, a free optional caddy received a majority support from respondents and is considered a factor in encouraging food waste behaviour change in some households.

4) Changes to bin collection frequency in 2022/23 - garbage bin collection switches to fortnightly and FOGO to weekly

A total of 284 submissions: A total of 234 survey responses, 4 emails/letters and 46 Facebook/Instagram posts referred to this statement. As outlined below, the majority of respondents (63%) oppose the statement.

<table>
<thead>
<tr>
<th>Overall sentiment</th>
<th>Support</th>
<th>Conditional support</th>
<th>Oppose</th>
<th>Unable to determine</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number/ % of submissions</td>
<td>72 / 25%</td>
<td>23 / 8%</td>
<td>178 / 63%</td>
<td>11 / 4%</td>
</tr>
</tbody>
</table>

Key messages that emerged from the personalised commentary included the following:
- **Support:** Happy with this change and if it can happen earlier that would be good
- **Conditional support:** Support the idea but address the hygiene concerns and start the weekly FOGO collection immediately to encourage people to change their habits
- **Oppose:** Definitely not, this is a bad idea, do not support service reduction at all. Strongly opposed to anything less than weekly collection of general waste or may need to return to a 140l bin
- **Unable to determine:** Requests for clarification and comments about FOGO, garbage bin size and frequency of collection

Officer Comment:
Whilst a majority of respondents (63%) did not support the proposal to change the bin collection frequency in 2022/23 as part of the FOGO rollout, current collection frequencies will be maintained until 2022/23 to allow Council time to effectively plan for the service needs at that time. Concerns relating to odour arising from food waste are addressed by the bin lid design being effective in containing odour and by residents keeping odour-creating food waste (such as chicken frames and prawn shells) from being placed in the bin until collection day.

5) Comments on the Draft Recycling and Waste Management Strategy

A total of 254 submissions: A total of 151 survey responses, 15 emails and 88 Facebook/Instagram posts offered other comments relating to the Strategy. As outlined below, mixed sentiment was evident about a variety of elements within the Strategy and Council generally.

Key messages that emerged from the personalised commentary included the following:
- **Support:** Well done, thank you for caring about the environment, this is a great initiative, please get on with it
- **Conditional support:** General support for most recommendations, some aspects could be further developed or clarified and the strategy needs to be supported by a community education program
• **Oppose:** Concerns with several aspects of the strategy and reliance on residents correctly sorting waste. Disagree with proposed changes to bin size and the fortnightly collection of general garbage collection will be insufficient, particularly for family households.

• **Unable to determine:** No further comments, nothing to add at this time

• **Query or suggestion:** Extending the recycling program to get businesses on board, need for community education and behaviour change relating to recycling, concern about reliance on plastics, need for Council to play a lead role and querying the possibility of a bin cleaning service.

• **Critical:** Need for broader community consultation, concerns about not accommodating for the waste needs of the growing number of apartments dwellers. Concerns about increasing rates and the proposed reduction in services and frequency of general garbage collection.

**Officer Comment:**
The Bayside community will be supported to achieve the actions within the Strategy with ongoing community engagement and behaviour change/education campaigns. This includes how residents source and separate their food waste in the kitchen and broader attitudes to waste avoidance, reuse and recycling. Bin cleaning would increase the municipal waste charge and is not considered a core service of Council. Council does not currently provide recycling and waste collection services to multi-unit developments, these are arranged by the relevant Owners Corporation. However, there are several actions listed in the Strategy that relate to Council collecting data on recycling and landfill diversion and enforcing planning policy for waste management infrastructure requirements for multi-unit developments.
Q1) Introduction of food organics/garden organics recycling (FOGO) service via the current green garden waste bin collection from 1 July 2019

A total of 218 survey responses, 13 emails/letters, and 44 Facebook/Instagram posts.

<table>
<thead>
<tr>
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<th>Conditional support</th>
<th>Oppose</th>
<th>Unable to determine</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number / % of responses (Surveys)</td>
<td>131</td>
<td>39</td>
<td>26</td>
<td>22</td>
</tr>
<tr>
<td>Number / % of responses (Emails/letters)</td>
<td>5</td>
<td>4</td>
<td>4</td>
<td>0</td>
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<tr>
<td>Number / % of posts (Social media posts)</td>
<td>18</td>
<td>3</td>
<td>15</td>
<td>8</td>
</tr>
</tbody>
</table>

2) A green garden waste bin will be provided to all households who have not already paid for the green waste bin service for a one-off $100.20 charge

A total of 177 survey responses, 6 emails/letters and 6 Facebook/Instagram posts.

<table>
<thead>
<tr>
<th>Overall sentiment</th>
<th>Support</th>
<th>Conditional support</th>
<th>Oppose</th>
<th>Already have green waste bin</th>
<th>Unable to determine</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number / % of responses (Surveys)</td>
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<td>Number / % of responses (Emails/letters)</td>
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<td>0</td>
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<tr>
<td>Number / % of posts (Social media posts)</td>
<td>0</td>
<td>0</td>
<td>2</td>
<td>2</td>
<td></td>
</tr>
</tbody>
</table>

3) Optional mini bins/caddies will be available from Council at no charge. Council is not proposing to supply compostable bags

A total of 190 survey responses, 2 emails/letters and 1 Facebook/Instagram post.

<table>
<thead>
<tr>
<th>Overall sentiment</th>
<th>Support</th>
<th>Conditional support</th>
<th>Oppose</th>
<th>Unable to determine</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number / % of responses (Surveys)</td>
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<td>49</td>
<td>32</td>
<td>19</td>
</tr>
<tr>
<td>Number / % of responses (Emails/letters)</td>
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<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Number / % of posts (Social media posts)</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
</tr>
</tbody>
</table>

4) Changes to bin collection frequency in 2022/23 - garbage bin collection switches to fortnightly and FOGO to weekly

A total of 234 survey responses, 4 emails/letters and 46 Facebook/Instagram posts.

<table>
<thead>
<tr>
<th>Overall sentiment</th>
<th>Support</th>
<th>Conditional support</th>
<th>Oppose</th>
<th>Unable to determine</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number / % of responses (Surveys)</td>
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<td>Number / % of responses (Emails/letters)</td>
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<tr>
<td>Number / % of posts (Social media posts)</td>
<td>2</td>
<td>1</td>
<td>42</td>
<td>1</td>
</tr>
</tbody>
</table>

5) Comments on the Draft Recycling and Waste Management Strategy

A total of 151 survey responses, 15 emails and 88 Facebook/Instagram posts.

<table>
<thead>
<tr>
<th>Overall sentiment</th>
<th>Support</th>
<th>Conditional support</th>
<th>Oppose</th>
<th>Unable to determine</th>
<th>Query</th>
<th>Critical</th>
</tr>
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<tbody>
<tr>
<td>Number / % of responses (Surveys)</td>
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<td>24</td>
<td>31</td>
<td>5</td>
<td>27</td>
<td>31</td>
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<td>Number / % of responses (Emails/letters)</td>
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<td>6</td>
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</tr>
<tr>
<td>Number / % of posts (Social media posts)</td>
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<td>5</td>
<td>7</td>
<td>16</td>
<td>18</td>
<td>40</td>
</tr>
</tbody>
</table>
10.9 RECONCILIATION ACTION PLAN

Environment, Recreation & Infrastructure - Open Space, Recreation & Wellbeing
File No: PSF/18/106 – Doc No: DOC/18/216943

Executive summary

Purpose and background
The purpose of this report is to present the timeline for Council to develop a Reconciliation Action Plan (RAP). Council has committed to developing a RAP through the Chief Executive Officer Performance Plan and the Wellbeing for All Ages and Abilities Strategy 2017-2021.

All surrounding local governments have a RAP or similar plan which outlines the actions that they will undertake which protect and promote Indigenous cultural heritage and the wellbeing of Indigenous people in Bayside. Council’s planned RAP will assist to:

- Build relationships between Council, the Indigenous community and the broader Bayside community;
- Celebrate and acknowledge the unique Indigenous heritage of Bayside City Council; and
- Improve Council services to Indigenous people.

Key issues

Timeline
The development of the RAP has been outlined the CEO Performance Plan with the following timelines:

- Develop a draft RAP for consultation - first quarter (September 2018)
- Council adoption of action plan - second quarter (December 2018)

Staff have been in contact with Reconciliation Australia, who are required to endorse the RAP. Reconciliation Australia have advised the current timeframe is not realistic to enable a thorough, collaborative and meaningful process. It is crucial to ensure that there is adequate time for consultation with Indigenous organisations and for feedback from Reconciliation Australia.

A new timeframe for the RAP is proposed, with Council adoption of the RAP to occur by 30 June 2019. Consultation timing will be determined following meetings with relevant Indigenous organisations.

Recommendation

Support Attachments
Nil
Considerations and implications of recommendation

Liveable community

Social
Reconciliation Australia recognises that local councils are well-placed to work with Aboriginal communities to drive positive social change in areas such as employment, health and wellbeing, recognition and respect, civic participation and protection of cultural heritage.

Natural Environment
There are no natural environment implications associated with this report.

Built Environment
There are no built environment implications associated with this report.

Customer Service and Community Engagement
Community consultation on the RAP will be undertaken in line with Community and Stakeholder Engagement Policy 2017. Indigenous organisations will be actively engaged in the development of the RAP.

Human Rights
The implications of this report have been assessed and are not considered likely to breach or infringe upon, the human rights contained in the Victorian Charter of Human Rights and Responsibilities Act 2006.

Legal
There are no legal implications associated with this report.

Finance
There are no direct financial implications for Council associated with the recommendation included in this report. Any future changes to service needs or costs associated with the RAP being developed will be subject to budget and funding considerations at the time.

Links to Council policy and strategy
The RAP links with the:

- Wellbeing for All Ages and Abilities Strategy (2017-2021), particularly objective 1.2 ‘support opportunities that build social networks and community connections’
- Council Plan (2017-2021), particularly the following strategic objectives:
  o Where we are a strong and supportive community and people of all ages are engaged, know their neighbours and shopkeepers and are connected to them
  o Where the community is healthy, active and feels safe.
  o Where the community engages in advocacy, transparent decision making and is part of the solution.
- Community Plan (2025), particularly with the community aspiration ‘By 2025, members of Bayside’s community will feel supported and engaged to live an active and healthy lifestyle regardless of age, geographical location, personal circumstance or physical ability’.
10.10 PROPOSED SALE OF LAND AT REAR 2 AND 4-6 MARY STREET, BRIGHTON

Corporate Services - Commercial Services
File No: PSF/18/98 – Doc No: DOC/18/217089

Executive summary

Purpose and background
The purpose of this report is to seek Council approval to sell Council land, in accordance with Section 189 and 223 of the Local Government Act 1989 (Act) to the property owners of 2 and 4-6 Mary Street Brighton via private treaty.

Two parcels of Council owned land (Land) have been enclosed into the properties of 2 and 4-6 Mary Street, Brighton. The land has a drainage easement on title and is encumbered by easements in favour of Bayside City Council. The two lots are known as Lot 1 and 3 contained in Plan of Subdivision 410607Y Volume 10363 Folio 125. Lot 2 on this title is currently in private ownership and was acquired back in 1998. The Land has been fenced into the properties for approximately 15 years. As Council is the registered proprietor of the Land, it cannot be adversely possessed.

Council has approached the property owners adjoining the land and offered to sell the Land in accordance with Council’s ‘Discontinuance and Sale of Right of Ways, Roads and Reserves Policy’ (Policy). The property owners at 2 and 4-6 Mary Street, Brighton expressed their interest in acquiring the Land fenced into their properties, being Lot 1 (2 Mary Street) and 3 (4-6 Mary Street) as set out in ‘Attachment 1’.

The property owners at 2 and 4-6 Mary Street, Brighton have confirmed that they wish to purchase the Land enclosed in their respective properties and have signed conditional ‘Letters of Offers’ on 11 September 2018.

Key issues
Council does not require the Land to be retained in Council ownership in order to maintain the drainage assets. An appropriate easement has been created over the Land to protect Council’s drainage infrastructure.

Council has obtained an independent valuation of the land of which has been set out in table 1 within this report. The value of the land is substantially reduced as a result of the easement and the restrictions this places on the use of the land. The valuation methodology is based on the increase in the value of the overall site based on the inclusion of the additional land area otherwise known as the ‘before and after’ method. The two owners have agreed to purchase the land for the amount assessed market value.

The land is considered no longer reasonably required for public use, therefore it is appropriate to proceed with the statutory procedures to sell the land to the owners of 2 and 4-6 Mary Street, Brighton via private treaty.

In 1998 the previous owners of 4 Mary Street acquired the lot 2 of PS 410607Y. In 2017 the current owners of 4 Mary Street consolidated their land with 6 Mary Street. As the land at the rear of 6 Mary Street was never formally purchased and currently vests in Council, the owners of 4-6 Mary Street, Brighton have agreed to purchase Lot 3 of PS 410607Y to formalise their land tenure.
Recommendation

That in accordance with Section 189 of the Local Government Act 1989 Council resolves to:

1. Commence the statutory procedures to sell the land described as lots 1 and 3 on PS410607Y (Land), as shown in Attachment 1, to the property owners of 2 and 4-6 Mary Street, Brighton by private treaty in accordance with Council Policy;

2. Give Public Notice of the proposed sale of the Land in the appropriate newspaper and on Council’s website, in accordance with Sections 82A, 189 and 223 of the Local Government Act 1989;

3. If no submissions are received following the publication of the Public Notice, authorise the Chief Executive Officer, or such other person as the Chief Executive Officer approves, to undertake the necessary procedural steps to complete the formal procedures for the sale of the Land including the execution of all relevant documentation, and

4. In the event submissions are received, a further report will be presented to a Special Committee of Council in accordance with section 223 of the Local Government Act 1989 consisting of all Councillors with a quorum of four Councillors to consider any submissions received at a meeting to be held on 10 December 2018 at 6:30pm in the Council Chambers, Boxshall Street Brighton in relation to the proposed sale.

Support Attachments

1. Attachment 1: Plan of Subdivision - 2 and 4-6 Mary Street Brighton
Considerations and implications of recommendation

Liveable community

Social
The sale of redundant roads, right of ways and drainage reserves may improve the amenity and remove the need for Council to regularly maintain land that it is no longer required. In this case the land is used for drainage purposes and this purpose would continue if the land were disposed of.

Natural Environment
There are no impacts associated with this report.

Built Environment
A drainage easement has been created on the subdivided land.

Customer Service and Community Engagement
Consultation has been undertaken with all adjoining property owners, relevant Council departments and external service authorities. No objections have been received. It will be necessary for Council to undertake procedures under section 189 and 223 of the Local Government Act 1989 for the sale of the land. The proposed commencement of the statutory procedures under section 189 and 223 of the Local Government Act 1989 require Council to give public notice of its intention to sell the land and invite submissions from the public.

Human Rights
There are no Human Rights issues or implications identified in relation to this report.

Legal
The land is currently enclosed in the property boundaries of 2 and 4-6 Mary Street, Brighton. Council has title to the land therefore removing any potential of an adverse possession claim. The Land will be encumbered by a drainage easement in favour of Council on title and cannot be built over.

Council is required to give public notice of its intention to sell the subject Land, in accordance with Section 189 and 223 of the Local Government Act 1989, inviting submissions from affected parties. Notification will also be given on Council’s website. In addition, all adjoining property owners will be advised of the Proposal in writing and informed of their right to make a submission.

Submitters may request to be heard by a Special Committee of Council prior to a decision being made to proceed or otherwise with the Proposal. In the event that any submitters request to be heard in support of their written submission, the Special Committee of Council will hear and consider the submission/s received.

If any written submissions are received, a further report will be presented to Council to enable the consideration of such submissions prior to making a decision on the Proposal.
Finance

Council commissioned Valuation reports for each of the parcels of land. The owners of the adjoining land have agreed to acquire the former reserve for amounts listed in Table 1 exclusive of GST.

Table 1:

<table>
<thead>
<tr>
<th>Lot</th>
<th>Property</th>
<th>Area</th>
<th>Purchase Price</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2 Mary Street, Brighton</td>
<td>36m²</td>
<td>$73,000</td>
</tr>
<tr>
<td>3</td>
<td>4-6 Mary Street, Brighton</td>
<td>29m²</td>
<td>$50,000</td>
</tr>
</tbody>
</table>

Both adjoining property owners have signed conditional ‘Letters of Offer’ to purchase the land for the combined sum of $123,000 (excluding GST) plus all legal and professional costs associated with the Transfer of Land.

The agreed purchase prices are in accordance with Council’s Policy and lot 1 and 3 have been allocated to the adjoining property owners in accordance with the Plan of Subdivision 410607Y in Attachment 1.

Links to Council policy and strategy

The ‘Discontinuance and Sale of Right of Ways, Roads and Reserves Policy’ provides for the discontinuance and sale of land that is no longer required for municipal purposes.

Council’s Property Strategy Principle One

Seeks Council to maximise community benefit and public value from the property portfolio.

Council Plan Goal 7 – Financial Responsibility and Good Governance

7.1.1 Developing alternative income sources to take pressure off rate increases and improve long term financial viability.
Executive summary

Purpose and background

The purpose of the report is to recommend an extension to the following contracts for a period of 3 months.

1. Management and Operations of Street Sweeping and Shopping Centre Cleaning Services, Contract No: 080976, and

Both contracts were awarded on the basis of a seven year initial term with three one year optional extensions at Council’s discretion based on the performance measured against the Key Performance Indicators in the contracts.

The Management and Operation of Street Sweeping and Shopping Centre Cleaning Services contract commenced on 3 March 2010 with Citywide Service Solutions Pty Ltd. Under this contract Citywide Service Solutions Pty Ltd is providing all management, supervision, labour, materials, plant, equipment and customer service supports to carry out the following services:

- Shopping Centre, Car Park, Laneway Cleaning Services – Programmed and reactive works of shopping centre, car park, laneway cleaning services and weed control services; and
- Street Cleaning Services – Programmed and reactive works of street cleaning services, street cleaning and weed control services.

The Management and Operation of Infrastructure Maintenance Services contract commenced on 3 March 2010 with Citywide Service Solutions Pty Ltd. Under this contract Citywide Service Solutions Pty Ltd is providing Operational and Management services to carry out infrastructure maintenance services within the municipality. The services are:

- Line Marking Services – Programmed and reactive works to ensure quality line markings exist on all Council roadways;
- Footpaths, Kerb and Channel, and Drainage Repairs – Maintenance of footpaths, shared bike paths, kerb and channels, pram crossings, traffic management devices and drainage system including pits and pipelines;
- Roads, Carparks and Bridges – Programmed and reactive maintenance of all roadways, sealed/channelled laneways, 12 foreshore carparks and five bridges in the municipality;
- Street Signs and Furniture – Including parking and traffic control signs as well as bollards, fencing, bicycle racks and other roadside furniture are to be maintained; and
- Drainage Pipe and System Clearing – Works include both programmed, reactive and emergency drainage pipe clearing as well as emergency drainage system clearing.
Both of these contracts were extended for one year in 2018 until 2 March 2019. A decision on further extending the contracts is now required to be made. The proposed extension to June 30 2019 will allow alignment with the expiry of the Open Space Management Contract, and allow for restructuring of the specification so that an effective model for going to market for the provision of maintenance services within the Bayside municipality can be developed.

**Key issues**

Citywide Service Solutions Pty Ltd has performed satisfactorily and has met all performance targets during the course of the current contracts.

Citywide Service Solutions Pty Ltd has demonstrated over the past nine years that it is committed to a partnering approach and has consistently met the specified requirements under these contracts.

Over the nine year contract period Citywide Service Solutions Pty Ltd have received some demerit points under the contracts and Citywide Service Solutions Pty Ltd acted immediately to improve its performances in the respective areas.

These contract extensions will align the expiry date of the major public realm maintenance contracts. This provides an opportunity to review and restructure the service specifications and contract models to avoid duplication, consolidate activities and develop contemporary approaches to municipal service delivery.

The current contracts have been in place for nine or ten years and a holistic review is warranted. This review is currently underway and it is planned that the revised service contract offering be tendered for reporting to Council in March 2019 and commencement in July 2019.

**Recommendation**

That Council authorises the Chief Executive Officer or his delegate to extend the following contracts with Citywide Service Solutions Pty Ltd for the period of 3 March 2019 to 30 June 2019 in accordance with the terms of the current contracts for:

1. Management and Operations of Street Sweeping and Shopping Centre Cleaning Services, Contract No: 080976, and

**Support Attachments**

Nil

**Considerations and implications of recommendation**

**Liveable community**

**Social**

The works under Contract No: 080976 Management and Operation of Street Sweeping and Shopping Centre Cleaning Services and Contract No: 080977 Management and Operation of Infrastructure Maintenance Services keep public infrastructure hazard free and in good condition, so that the Bayside Municipality can be enjoyed by its residents and visitors.
Natural Environment
The current contracts stipulate that environmentally friendly products are used wherever possible. To minimise environmental impacts Citywide Service Solutions Pty Ltd complies with this requirement. The contractor has adopted a range of changes during the contract term to improve its environmental performance.

Built Environment
Maintenance of infrastructure and removal of infrastructure in poor condition, street sweeping and controlling weeds maintains and improves the built environment to ensure it is in good condition and fit for its intended use.

Customer Service and Community Engagement
Council’s customer request system keeps records of services provided by the service provider under these contracts. Customer service performances are monitored in regular performance meetings and reports.

The proposed extension has been discussed with the Contractor.

Human Rights
The implications of this report have been assessed and are not considered likely to breach or infringe upon the human rights contained in the Victorian Charter of Human Rights and Responsibilities Act 2006.

Legal
Management and Operations of Street Sweeping and Shopping Centre Cleaning Services, Contract No: 080976 and Management and Operation of Infrastructure Maintenance Services, Contract No 080977 both include extension options at Council’s discretion.

The works under these contracts facilitate Council complying with Council’s responsibility under the Road Management Act 2004.

Finance
The recommended extension to the contracts is under the same terms and conditions as the current contracts. The contract expenditure will be in line with the current budget.

<table>
<thead>
<tr>
<th>Service Contract and number</th>
<th>Current 2017/18 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management and Operations of Street Sweeping and Shopping Centre Cleaning Services, Contract No: 080976</td>
<td>$1,266,946</td>
</tr>
<tr>
<td>Management and Operation of Infrastructure Maintenance Services, Contract No 080977</td>
<td>$4,089,111</td>
</tr>
</tbody>
</table>

Links to Council policy and strategy
This project is consistent with the 2017 – 2021 Council Plan as identified under Goal 1: Infrastructure - Council will work together with the Bayside community to plan and deliver community infrastructure that responds to the changing needs of the Bayside community.

The works under the contracts directly relate to ensuring assets and infrastructure continue to meet current and expected needs.

Options considered
Not Applicable to this report.
10.12 EXTENSION OF CONTRACT 091009 CORPORATE CLEANING SERVICE – BLUEGUM SERVICES GROUP PTY LTD

Environment, Recreation & Infrastructure - City Assets & Projects
File No: PSF/18/97 – Doc No: DOC/18/231039

Executive summary

Purpose and background
The purpose of the report is to advise Council of the status of the Corporate Cleaning Services Contract No: 091009 and to recommend an extension to the current Contract for a period of one year.

Key issues
Corporate cleaning services for Council buildings have been delivered for Council under the current cleaning contract since January 2010 by Bluegum Services Group Pty Ltd. Bluegum Services Group held the previous cleaning contract from September 2005 to January 2010.

Council buildings included in this contract are as follows:
- Corporate Centre
- Brighton Town Hall and Bayside Arts and Cultural Centre
- Libraries
- Council Chambers
- Community Halls
- Black Rock House
- Senior Citizens’ buildings
- Sandringham Leisure Centre
- Maternal and Child Health buildings
- Youth Service Centres

The services provided under the current contract include:
- General office cleaning
- Cleaning of toilets (excluding public toilets), hand basins, showers etc.
- Cleaning of kitchens
- Vacuuming
- Steam cleaning
- Window cleaning
- Hard surface restoration and cleaning
- Emptying recycling and general waste bins
- Cleaning of telephones and handsets
- Other cleaning tasks as specified in work schedules

The work schedules and buildings for the current contract are subject to continual review and assessment to ensure that they meet current needs.

Contract No: 091009 commenced on 5 January 2010 for an initial period of 3 years, which expired on 4 January 2013. The Contract provides an option for Council to extend for up to seven one-year extensions. Council last exercised its option to extend Contract No: 091009 for one year from 5 January 2018 until 4 January 2019.
The Contract requires that the contractor meets specific performance targets in the areas of responsiveness, customer satisfaction, regular quality audits, environmental sustainability and safety. Regular Contract meetings are held to ensure that these targets are met. Bluegum Services Group has demonstrated over the past seven years (and the previous five year contract) that it is committed to a partnering approach and has provided consistent sponsorship of, and support for, Council and community events and initiatives.

Bluegum Services Group has performed satisfactorily and met all performance targets during the course of the current contract. Key performance indicators, targets and results are as follows:

**Key performance indicator**

- Provide a normal cleaning service with structured routine daily and periodic schedules of cleaning;
- Any justifiable complaint attended to within 24 hours;
- Demand services performed on required date and time;
- Achievement of all specified reporting and recording requirements;
- Safe work practices and all incidents reported - 100% and no incidents; and
- Bluegum Services Group has also appointed a full time quality auditor to ensure that service standards are met and exceeded where possible.

Given the price competitiveness of the existing contract when benchmarked against other Councils, and the fact that the service has been delivered satisfactorily over the last seven years, an extension of the existing contract is considered most advantageous to Council as it results in:

- No financial increase for existing services (other than a CPI increase); and
- Continuation of a contract that has met the requirements of the specification.

There are no identified impediments to the extension of this Contract and it is considered appropriate for Council to exercise its option to extend Contract No: 091009 for one year, from 5 January 2019 until 4 January 2020.

**Recommendation**

That Council authorises the Chief Executive Officer or his delegate to extend the current Corporate Cleaning Services Contract No. 091009 with Bluegum Services Group Pty Ltd (ABN: 34 103 118 118) for the period 5 January 2019 to 4 January 2020 and to execute this in accordance with the terms of the current contract.

**Support Attachments**

Nil

**Considerations and implications of recommendation**

**Liveable community**

The provision of cleaning services of Council owned buildings assists in providing appropriate and hygienic places for Council staff to undertake their work, as well as providing appropriately maintained spaces and facilities for community groups and the broader community to use for activities and services that help make Bayside a better place.
Social
The cleaning contract provides services to a range of Council facilities to ensure that they are fit for their intended use. Council facilities support the social environment by providing Council services or places for community groups to meet.
Customer service and responsiveness, performance indicators and customer satisfaction surveys are an integral part of the current contract.
Bluegum Services Group meets all performance indicators, and is subject to constant monitoring by both Bluegum and Council officers.

Natural Environment
The current contract stipulates that environmentally friendly products are used wherever possible. Bluegum Services Group complies with this criterion.

Built Environment
The Corporate Cleaning Contract ensures that Council owned and managed buildings are clean and presentable.

Customer Service and Community Engagement
Bluegum Services Group has met the customer satisfaction levels required under the contract.
Services provided under this contract are constantly reviewed to ensure that cleaning schedules meet customer/community expectations within the budget provided.

Human Rights
The implications of this report have been assessed and are not considered likely to breach or infringe upon the human rights contained in the *Victorian Charter of Human Rights and Responsibilities Act 2006*.

Legal
The current contract allows up to seven one-year extensions at Council’s discretion. This report considers the sixth extension.

Finance
When the contract was awarded in 2010, Bluegum Services Group offered the best value for the works specified as well as a very competitive hourly rate for additional work. The Contract is subject to rise and fall in accordance with CPI provisions and changes to the regular cleaning regime as directed by Council.

Ongoing benchmarking against two nearby Councils has confirmed that Bluegum Services Group’s current normal hourly rate is still highly competitive for similar works.

The proposed extension to the Contract will be under the same terms and conditions as the current Contract, with individual building cleaning schedules being regularly reviewed and updated according to approved user needs.

It is expected that overall, the Contract price will be in line with current and future budgets. The total cleaning budget for 2018/19 is $440,785.

Links to Council policy and strategy
An extension to this contract is compliant with Council’s Procurement Policy and in accordance with the terms of the Contract.
10.13 AUGUST 2018 FINANCIAL REPORT

Executive summary

Purpose and background
This report provides a summary and analysis of Council’s financial performance for two (2) months to 31 August 2018.

The report is designed to analyse actual results against the 2018/19 Adopted Budget to ensure consistency and compliance with the Budget, and to measure Council’s overall financial performance.

Please refer to the Detailed Financial Report attached for full analysis.

Key issues

2018/19 Year to date operating result
The August 2018 result is a surplus of $5.2M which is $754k favourable to budget.

2018/19 Forecast operating result
The current forecast for the year is a surplus of $21.2M which is ($488k) unfavourable to Budget.

The underlying forecast is unfavourable to budget by ($431k) and excludes the following one off or timing items totalling ($57k):

- ($216k) expenditure related to the timing of grant funding for Aged & Disability Regional projects.
- ($259k) additional costs associated with the purchase of new smaller bins.
- $204k drainage contributions unbudgeted.
- $175k additional grant funding in 2018/19 for ‘Safe Travel in Local Street Program’.
- $129k increase in the grant funding for school crossings subsidy for 2018/19.
- ($90k) State election advocacy campaign approved by Council.

It should be noted that Council budgets for a surplus in its operating budget each year so as to fund capital works and debt reduction. Any end of year surplus that is favourable to budget is quarantined in Council’s infrastructure reserve which is used to fund capital works in future years or other unavoidable projects.
Cash and Investments
The cash position as at August 2018 is $97.4M

The YTD favourable variance to budget of $15.5M as at August 2018 is mainly due to:

- $13.5M greater opening cash balance than budgeted:
  - Favourable capital works underspend including Rollover of 2017/18 capital projects
  - Favourable operating result in 2017/18 resulting in $2M transferred to the Infrastructure Reserve, an increase of unspent grant funds $1.6M, as well as additional resort and recreation and drainage levy income $1.5M transferred to reserves.

There will be a significant drawdown on these cash reserves over the next 4 years to fund an expansion of major capital projects.

Victorian Auditor General’s Office (VAGO) Indicators
Current forecasts indicate that Council will achieve VAGO indicator targets.

Local Government Performance Reporting Framework (LGPRF) Indicators
Current forecasts indicate that Council will achieve LGPRF indicator targets.

Capital Result

The forecast for capital expenditure to 30 June 2018 is favourable by $14.3M driven mainly by the forecast carry forward of project budget to 2019/20 including $9 million for the purchase of the CSIRO site. Excluding the $9 million allocated to purchase the CSIRO site the forecast at the end of August indicates that 89% of the 2018/19 adjusted budget will be spent by June 2019.

Recommendation
That Council notes the operating and capital financial report for two months to 31 August 2018.

Support Attachments
1. August 2018 Financial Report ↓
Considerations and implications of recommendation

Liveable community

Social
There are no social impacts associated with this report.

Natural Environment
There are no natural environmental impacts associated with this report.

Built Environment
There are no built environmental impacts associated with this report.

Customer Service and Community Engagement
There are no impacts to customer service.

No community engagement has been undertaken in preparing this report.

Human Rights
The implications of this report have been assessed and are not considered likely to breach or infringe upon, the human rights contained in the Victorian Charter of Human Rights and Responsibilities Act 2006.

Legal

Section 138 of the Local Government Act 1989 prescribes that, at least every three months, a financial report of revenue and expenditure be presented to Council.

Finance

The year-end forecast operating result is a surplus of $21.2M which is ($488k) unfavourable to budget. Taking into account one off and timing issues the underlying operating result is ($431k) unfavourable to budget.

The forecast for capital expenditure to 30 June 2018 is favourable by $14.3M driven mainly by the forecast carry forward of project budget to 2019/20 including $9 million for the purchase of the CSIRO site. Excluding the $9 million allocated to purchase the CSIRO site the forecast at the end of August indicates that 89% of the 2018/19 adjusted budget will be spent by June 2019.

Links to Council policy and strategy

The monthly financial report is identified within Goal 8 Governance in the Council Plan 2017-2021. We want an organisation that is financially stable and with decision making that is open, transparent, and informed by the community.
Bayside City Council Financial Report 31 August 2018

Operating Result

2018/19 Year to date operating result

The August 2018 result is a surplus of $5.2M which is $754k favourable to budget.

2017/18 Forecast operating result

The current forecast for the year is a surplus of $21.2M which is ($488k) unfavourable to Budget.

The underlying forecast is unfavourable to budget by ($431k) and excludes the following one off or timing items totalling ($57k):

- ($216k) expenditure related to the timing of grant funding for Aged & Disability Regional projects.
- ($259k) additional costs associated with the purchase of new smaller bins.
- $204k drainage contribution unbudgeted.
- $175k additional grant funding in 2018/19 for ‘Safe Travel in Local Street Program’.
- $129k increase in the grant funding for school crossings subsidy for 2018/19.
- ($90k) State election advocacy campaign approved by Council.

<table>
<thead>
<tr>
<th>Line item</th>
<th>$'000s</th>
<th>2018/19 YTD</th>
<th>2018/19 YTD Variance</th>
<th>2018/19 Budget</th>
<th>2018/19 Forecast</th>
<th>Current Budget</th>
<th>Adjusted Budget variance</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Income</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rates and Charges</td>
<td>15,896</td>
<td>15,797</td>
<td>(99)</td>
<td>95,416</td>
<td>95,023</td>
<td>(393)</td>
<td></td>
</tr>
<tr>
<td>Statutory Fees and Fines</td>
<td>1,064</td>
<td>1,298</td>
<td>234</td>
<td>6,357</td>
<td>6,447</td>
<td>90</td>
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<tr>
<td>User Fees</td>
<td>1,456</td>
<td>1,597</td>
<td>141</td>
<td>7,658</td>
<td>7,688</td>
<td>30</td>
<td></td>
</tr>
<tr>
<td>Rental Income</td>
<td>1,445</td>
<td>1,456</td>
<td>11</td>
<td>4,120</td>
<td>4,095</td>
<td>(25)</td>
<td></td>
</tr>
<tr>
<td>Grants - Operating</td>
<td>2,442</td>
<td>2,594</td>
<td>152</td>
<td>10,878</td>
<td>10,941</td>
<td>63</td>
<td></td>
</tr>
<tr>
<td>Grants - Capital</td>
<td>130</td>
<td>305</td>
<td>175</td>
<td>1,370</td>
<td>1,545</td>
<td>175</td>
<td></td>
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<tr>
<td>Contributions - Cash - Operating</td>
<td>3</td>
<td>498</td>
<td>165</td>
<td>3,213</td>
<td>3,417</td>
<td>204</td>
<td></td>
</tr>
<tr>
<td>Contributions - Cash - Capital</td>
<td>333</td>
<td>498</td>
<td>165</td>
<td>3,213</td>
<td>3,417</td>
<td>204</td>
<td></td>
</tr>
<tr>
<td>Interest Income</td>
<td>359</td>
<td>446</td>
<td>87</td>
<td>2,155</td>
<td>2,465</td>
<td>310</td>
<td></td>
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<tr>
<td>Other Income</td>
<td>278</td>
<td>179</td>
<td>(99)</td>
<td>1,713</td>
<td>1,715</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td><strong>Total Income</strong></td>
<td>23,408</td>
<td>24,171</td>
<td>763</td>
<td>132,985</td>
<td>133,440</td>
<td>456</td>
<td></td>
</tr>
<tr>
<td><strong>Expenditure</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employee Costs</td>
<td>7,331</td>
<td>7,062</td>
<td>269</td>
<td>44,929</td>
<td>45,043</td>
<td>(114)</td>
<td></td>
</tr>
<tr>
<td>Materials and Services</td>
<td>8,522</td>
<td>8,713</td>
<td>(192)</td>
<td>47,306</td>
<td>48,134</td>
<td>(828)</td>
<td></td>
</tr>
<tr>
<td>Bad and Doubtful Debts</td>
<td>-</td>
<td>1</td>
<td>(1)</td>
<td>173</td>
<td>174</td>
<td>(1)</td>
<td></td>
</tr>
<tr>
<td>Depreciation and Amortisation</td>
<td>3,068</td>
<td>3,157</td>
<td>(89)</td>
<td>18,416</td>
<td>18,416</td>
<td>-</td>
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<tr>
<td>Other Expenses</td>
<td>42</td>
<td>39</td>
<td>3</td>
<td>440</td>
<td>440</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Finance Costs</td>
<td>(0)</td>
<td>-</td>
<td>(0)</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td><strong>Total Expenditure</strong></td>
<td>18,963</td>
<td>18,972</td>
<td>(9)</td>
<td>111,265</td>
<td>112,208</td>
<td>(943)</td>
<td></td>
</tr>
<tr>
<td><strong>Operating Result - Surplus</strong></td>
<td>4,445</td>
<td>5,199</td>
<td>754</td>
<td>21,720</td>
<td>21,232</td>
<td>(488)</td>
<td></td>
</tr>
</tbody>
</table>
### Operating Result by Division

<table>
<thead>
<tr>
<th>Division (in '000s)</th>
<th>2018/19 Adjusted Budget</th>
<th>2018/19 YTD Actuals</th>
<th>Budget variance</th>
<th>2018/19 Adjusted Budget</th>
<th>2018/19 YTD</th>
<th>Current Forecast</th>
<th>Adjusted Budget less Current Forecast</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive</td>
<td>1,497</td>
<td>1,358</td>
<td>139</td>
<td>9,699</td>
<td>9,637</td>
<td>(38)</td>
<td></td>
</tr>
<tr>
<td>Corporate Services</td>
<td>1,648</td>
<td>1,900</td>
<td>(254)</td>
<td>9,694</td>
<td>10,124</td>
<td>(430)</td>
<td></td>
</tr>
<tr>
<td>Env. Rec. &amp; Infrastructure</td>
<td>5,607</td>
<td>5,620</td>
<td>(13)</td>
<td>36,174</td>
<td>36,504</td>
<td>(329)</td>
<td></td>
</tr>
<tr>
<td>City Planning &amp; Community Services</td>
<td>346</td>
<td>(323)</td>
<td>669</td>
<td>8,758</td>
<td>8,816</td>
<td>(57)</td>
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<tr>
<td>Corporate Finance</td>
<td>(221)</td>
<td>(274)</td>
<td>53</td>
<td>(3,869)</td>
<td>(4,252)</td>
<td>383</td>
<td></td>
</tr>
<tr>
<td><strong>Underlying Operating</strong></td>
<td><strong>8,875</strong></td>
<td><strong>8,281</strong></td>
<td><strong>594</strong></td>
<td><strong>60,357</strong></td>
<td><strong>60,827</strong></td>
<td><strong>(471)</strong></td>
<td></td>
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<tr>
<td>Rates</td>
<td>(15,925)</td>
<td>(15,838)</td>
<td>(88)</td>
<td>(95,590)</td>
<td>(95,198)</td>
<td>(392)</td>
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<tr>
<td>Capital Income</td>
<td>(463)</td>
<td>(799)</td>
<td>336</td>
<td>(4,903)</td>
<td>(5,278)</td>
<td>375</td>
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<tr>
<td>Depreciation</td>
<td>3,068</td>
<td>3,157</td>
<td>(89)</td>
<td>18,416</td>
<td>18,416</td>
<td>-</td>
<td></td>
</tr>
</tbody>
</table>

**Executive forecast unfavourable ($38k)**
- $41k saving in employee costs due to vacant roles which are currently being recruited.
- ($90k) State election advocacy campaign approved by Council

**Corporate Services unfavourable ($430k)**
- ($144k) temporary employee costs in Human Resources required to implement the initiatives identified in the People Strategy 2018/19.
- ($100k) increase in costs associated with advertising and recruitment of senior staff.
- ($100k) increase in annual software support which represents a transition to best of breed cloud solutions as an alternative to capital investment.
- ($30k) reduced income to accommodate current rent relief for the tenant at Elsternwick Golf Course due to the ongoing water harvesting project

**Environment, Recreation and Infrastructure unfavourable ($329k)**
- ($446k) increase in public lighting, electricity charges as a result of the new contracts effective 1 July 2018.
- ($259k) additional costs associated with the purchase of new smaller bins due to the "Shrink your bin and save" campaign.
- $360k savings in the kerbside recycling waste disposal contract as a result of a better price per tonnage negotiated with the recycling processor.
- $38k additional income associated with Open Space permits issued for filming activities within the municipality.

**City Planning and Community Services unfavourable ($57k)**
- ($216k) expenditure for Aged & Disability Regional projects for which funding was received in 2017/18.
- $129k increase in the grant funding for school crossings subsidy for 2018/19.
- $60k increase in parking fines due to increased patronage.
Corporate Finance favourable $383k
- $310k increase in interest income from general bank accounts and term deposits due mainly to a
  favourable opening cash position for the year.
- $71k savings in 2018/19 workcover premium due to improved claims history.

Cash and Investments

The cash position of $97.4M has increased by $6.2M from the 2017/18 ending balance of $91.2M.

The YTD favourable variance to budget of $15.5M as at August 2018 is mainly due to:
- $13.5M greater opening cash balance than budgeted:
  - Favourable capital works underspend including Rollover of 2017/18 capital projects
  - Favourable operating result in 2017/18 resulting in $2M transferred to the Infrastructure
    Reserve, an increase of unspent grant funds $1.6M, as well as additional resort and recreation
    and drainage levy income $1.5M transferred to reserves.

<table>
<thead>
<tr>
<th>Cash and cash equivalents at the end of the period</th>
<th>30-Jun-18 Actual</th>
<th>31-Aug-18 Actual</th>
<th>Variances</th>
<th>Budget</th>
<th>Full Year Forecast</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$’000</td>
<td>$’000</td>
<td>$’000</td>
<td>$’000</td>
<td>$’000</td>
<td>$’000</td>
</tr>
<tr>
<td>Unallocated &amp; unrestricted</td>
<td>37,412</td>
<td>44,634</td>
<td>34,910</td>
<td>9,924</td>
<td>27,383</td>
<td>29,140</td>
</tr>
<tr>
<td>Restricted, committed and allocated funds</td>
<td>53,836</td>
<td>52,612</td>
<td>47,026</td>
<td>5,587</td>
<td>37,042</td>
<td>57,594</td>
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<tr>
<td></td>
<td>91,247</td>
<td>97,246</td>
<td>81,936</td>
<td>15,511</td>
<td>64,425</td>
<td>86,734</td>
</tr>
</tbody>
</table>

Cash & cash equivalents (including investments) consists of:

| Retail banks                                      | 85,268           | 86,627           |
| Community banks                                   | 4,000            | 4,000            |
| Cash on hand and at bank                          | 1,721            | 7,419            |
| Total cash and cash equivalents                   | 91,247           | 97,466           |

Statutory Reserves

| Recreational Land Reserve                         | 17,905           | 17,919           | 16,703    | 1,216  | 18,780            | 18,283   | 1,523    |
| Drainage Contribution Reserve                     | 394              | 364              | -         | 394    | -                | -        | -        |
| Car Parking Reserve                               | 407              | 407              | 416       | (9)    | 416              | 416      | -        |
| Total Statutory Reserves                          | 18,706           | 18,719           | 17,119    | 1,600  | 17,176            | 18,999   | 1,523    |

Funds Subject to Intended Allocation

| Infrastructure Reserve                            | 8,235            | 8,235            | 6,238     | 1,997  | 406              | 8,198    | 7,752    |
| Dendy Street Beach Improvement Reserve            | 2,157            | 2,157            | 2,117     | 40     | -                | 2,416    | 2,416    |
| Community Facilities Enhancement Reserve          | 908              | 967              | 972       | (9)    | 836              | 900      | 155      |
| Early Childhood Facilities Reserve                | 5,550            | 5,550            | 5,577     | (27)   | 5,081            | 5,583    | (96)     |
| Defined Superannuation Shortfall                  | 2,500            | 2,500            | 2,583     | (83)   | 3,000            | 3,000    | -        |
| Unspent Conditional Grants Reserve                | 1,620            | 1,620            | -         | 1,620  | -                | -        | -        |
| Capital Works Carried Forward Reserve             | 9,594            | 8,078            | 7,666     | 983    | 5,167            | 14,298   | 9,131    |
| Street and Park Tree Management Carried For       | 110              | 110              | 110       | -      | 110              | 110      | -        |
| Total Funds Subject to Intended Allocation        | 30,704           | 29,617           | 25,292    | 4,225  | 15,149            | 34,598   | 19,446   |

Total Other Reserves

| 49,410                                           | 48,236           | 42,411           | 5,625     | 32,325 | 53,264           | 26,969   |

Committed Funds

| Trust Funds and Deposits                          | 4,425            | 4,376            | 4,614     | (238)  | 4,717            | 4,300    | (417)    |
| Total Committed Funds                             | 4,425            | 4,376            | 4,614     | (238)  | 4,717            | 4,300    | (417)    |

Total Restricted, Committed and Allocated funds    | 53,835           | 52,612           | 47,025    | 5,587  | 37,042           | 57,594   | 20,552   |

Restricted funds include trust funds and reserves.
### Victorian Auditor – General’s Office (VAGO) Indicators

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Definitions</th>
<th>VAGO Target (to maintain low risk)</th>
<th>Forecast Performance</th>
<th>Achievable</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Liquidity</strong></td>
<td>The ability to pay liabilities within the next 12 months.</td>
<td>&gt; 150%</td>
<td>531.46%</td>
<td>Yes</td>
</tr>
<tr>
<td></td>
<td>(current assets/current liabilities)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Self-financing</strong></td>
<td>The ability to replace assets using cash generated from day to day operations (net operating cash flow/underlying revenue)</td>
<td>&gt; 20.0%</td>
<td>29.03%</td>
<td>Yes</td>
</tr>
<tr>
<td><strong>Capital Replacement</strong></td>
<td>To ensure sufficient spending on capital renewal and new capital works. (Total capital spend: Depreciation)</td>
<td>&gt; 150%</td>
<td>232.96%</td>
<td>Yes</td>
</tr>
<tr>
<td><strong>Indebtedness</strong></td>
<td>The ability to repay debt from own source revenue being revenue not tied to specific projects. (not current liabilities / own source revenue)</td>
<td>&lt; 40.0%</td>
<td>0.78%</td>
<td>Yes</td>
</tr>
<tr>
<td><strong>Underlying result</strong></td>
<td>Sufficient operating income to cover operating expenses (new surplus/revenue)</td>
<td>&gt; 0%</td>
<td>14.91%</td>
<td>Yes</td>
</tr>
<tr>
<td><strong>Renewal gap</strong></td>
<td>To ensure sufficient spending on existing capital assets. (Renewal capital spend: depreciation)</td>
<td>&gt; 100%</td>
<td>163.49%</td>
<td>Yes</td>
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</tbody>
</table>

### Local Government Performance Reporting Framework Indicators

<table>
<thead>
<tr>
<th>LGPRF Performance Indicators</th>
<th>Expected Range</th>
<th>2018/19 Forecast</th>
<th>Within Range?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average residential rate per residential property assessment</td>
<td>$700 to $2,000</td>
<td>$2,113</td>
<td>❌</td>
</tr>
<tr>
<td>Expenses per property assessment</td>
<td>$2,000 to $5,000</td>
<td>$2,482</td>
<td>✔️</td>
</tr>
<tr>
<td>Unrestricted cash compared to current liabilities</td>
<td>10% to 300%</td>
<td>282.7%</td>
<td>✔️</td>
</tr>
<tr>
<td>Loans and borrowings compared to rates</td>
<td>0% to 70%</td>
<td>0.0%</td>
<td>✔️</td>
</tr>
<tr>
<td>Loans and borrowings repayments compared to rates</td>
<td>0% to 20%</td>
<td>0.0%</td>
<td>✔️</td>
</tr>
<tr>
<td>Adjusted underlying surplus (or deficit)</td>
<td>-20% to 20%</td>
<td>12.7%</td>
<td>✔️</td>
</tr>
<tr>
<td>Rates compared to adjusted underlying revenue</td>
<td>30% to 80%</td>
<td>74.0%</td>
<td>✔️</td>
</tr>
<tr>
<td>Rates compared to property values</td>
<td>0.15% to 0.75%</td>
<td>0.18%</td>
<td>✔️</td>
</tr>
</tbody>
</table>

**NB:** The 2018/19 forecast for average residential rate includes the additional waste levy required to fund increases in recycling costs.
June 2019 capital forecast expenditure - favourable to budget $14.33M includes:

**Savings/overspend in project delivery $0.02M**

- $875k Drain Renewal Howell Avenue Beaumaris – Current scope not feasible. Investigation being carried out to determine if any works can be done.
- $420k Cheltenham Park Pavilion Redevelopment – Cost savings based on current estimates.
- $370k Car Park Renewal Construction – cost savings based on engineer’s estimates and contingencies.
- ($950k) Durrant St Drainage, Pavement & Tree Improvements – unfavourable tender results received through selective re-tender process in late April 2018.
- ($500k) Active Transport Facility Improvement Program – two roundabouts to be completed in 2018/19 of which funding will be received in 2019/20. An additional $175k grant income from Vic Roads expected in 2018/19 for project completed in 2017/18 (Church St/Male St roundabout raised zebra crossing).

**Forecast carry forward of projects $14.3M to be completed in 2019/20**

- $2M Dendy St Beach Masterplan Implementation – VCAT and remediation works.
- $1.2M Sandringham Village Activity Centre Streetscaping – Planning permit and Melbourne Water approval required.
- $640k Destructor Reserve Pavilion Redevelopment – Project on hold due to delays awaiting sign off on design from sports club. Construction to commence in 2019.
- $620k William Street Reserve Pavilion Redevelopment – Planning approval required, construction is not anticipated to commence until 2019.
- $284k Brighton Beach Oval Precinct Redevelopment – Project is currently on hold as scope not approved by club.
• $280k Highett Road Activity Centre Streetscaping – Design only anticipated in 2018/19 as dependent on negotiations with Public Transport Victoria (PTV).
• $205k Red Bluff to Half Moon Bay Masterplan Implementation – project is in Masterplan Stage and expected to be carried forward to 2019/20.
• $70k Bay and Avoca Activity Centre Upgrade – delayed due to the contraction of a private development at the location.
### Income Statement

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operating Services &amp; New Initiatives Budget</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Income</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rates and Charges</td>
<td>15,886</td>
<td>15,797</td>
<td>(99)</td>
<td>95,416</td>
<td>95,023</td>
<td>(383)</td>
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<tr>
<td>Statutory Fees and Fines</td>
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<td>1,288</td>
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<td>6,357</td>
<td>6,447</td>
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<td>User Fees</td>
<td>1,456</td>
<td>1,567</td>
<td>141</td>
<td>7,058</td>
<td>7,688</td>
<td>30</td>
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<td>Rental Income</td>
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<td>1,466</td>
<td>11</td>
<td>4,120</td>
<td>4,096</td>
<td>(25)</td>
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<tr>
<td>Grants - Operating</td>
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<td>2,594</td>
<td>152</td>
<td>10,878</td>
<td>10,941</td>
<td>63</td>
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<tr>
<td>Grants - Capital</td>
<td>130</td>
<td>305</td>
<td>175</td>
<td>1,370</td>
<td>1,545</td>
<td>175</td>
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<tr>
<td>Contributions - Cash - Operating</td>
<td>3</td>
<td>-</td>
<td>(3)</td>
<td>105</td>
<td>105</td>
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<tr>
<td>Contributions - Cash - Capital</td>
<td>333</td>
<td>498</td>
<td>165</td>
<td>3,213</td>
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<td>Interest Income</td>
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<td>446</td>
<td>87</td>
<td>2,156</td>
<td>2,465</td>
<td>310</td>
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<tr>
<td>Other Income</td>
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<td>179</td>
<td>(99)</td>
<td>1,713</td>
<td>1,715</td>
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<td>Net Profit/(loss) on Disposal of assets</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
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<tr>
<td><strong>Total Income</strong></td>
<td>23,408</td>
<td>24,171</td>
<td>763</td>
<td>132,985</td>
<td>133,440</td>
<td>456</td>
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<tr>
<td><strong>Expenditure</strong></td>
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<td>Employee Costs</td>
<td>7,331</td>
<td>7,002</td>
<td>269</td>
<td>44,929</td>
<td>45,043</td>
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<td>Materials and Services</td>
<td>8,522</td>
<td>8,713</td>
<td>(192)</td>
<td>47,306</td>
<td>48,134</td>
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<td>Bad and Doubtful Debts</td>
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<td>(1)</td>
<td>173</td>
<td>174</td>
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<td>Depreciation and Amortisation</td>
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<td>3,157</td>
<td>(89)</td>
<td>18,416</td>
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<td>Other Expenses</td>
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<td>Finance Costs</td>
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<td>0</td>
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</tr>
<tr>
<td><strong>Total Expenditure</strong></td>
<td>18,953</td>
<td>18,972</td>
<td>(9)</td>
<td>111,265</td>
<td>112,208</td>
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<td><strong>Operating Result - Surplus</strong></td>
<td>4,445</td>
<td>5,199</td>
<td>754</td>
<td>21,720</td>
<td>21,232</td>
<td>(488)</td>
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## 2. Statement of Capital Works

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<thead>
<tr>
<th></th>
<th>2018/19</th>
<th>2018/19</th>
<th>2018/19</th>
<th>Current</th>
<th>2018/19</th>
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<tr>
<td></td>
<td>Adjusted</td>
<td>YTD</td>
<td>YTD</td>
<td>Adjusted</td>
<td>Forecast</td>
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<tr>
<td></td>
<td>Budget</td>
<td>Actuals</td>
<td>Variance</td>
<td>Budget</td>
<td>Forward</td>
</tr>
<tr>
<td>Property Expenditure</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Land</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>9,000</td>
<td>-</td>
</tr>
<tr>
<td>Buildings</td>
<td>1,084</td>
<td>849</td>
<td>235</td>
<td>14,979</td>
<td>10,676</td>
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<td>Building Improvements</td>
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<td>64</td>
<td>68</td>
<td>3,241</td>
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<td>Plant &amp; Equipment Expenditure</td>
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<td>Fixtures, Fittings and Furniture</td>
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<td>47</td>
<td>(14)</td>
<td>329</td>
<td>329</td>
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<td>Arts and Culture</td>
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<td>15</td>
<td>1</td>
<td>130</td>
<td>130</td>
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<td>IT Systems, Network, Servers and Communication</td>
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<td>477</td>
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<td>2,307</td>
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<td>Library Assets</td>
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<td>73</td>
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<td>Infrastructure Expenditure</td>
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<td></td>
<td></td>
<td></td>
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<td>Foreshore and Conservation</td>
<td>20</td>
<td>18</td>
<td>2</td>
<td>2,700</td>
<td>2,596</td>
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<td>Parks and Recreation</td>
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<td>453</td>
<td>259</td>
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<td>Off-Street Car Parks</td>
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<td>66</td>
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<td>Drainage Infrastructure</td>
<td>184</td>
<td>221</td>
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<td>3,299</td>
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<td>Road Infrastructure</td>
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<td>309</td>
<td>105</td>
<td>9,220</td>
<td>9,990</td>
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<td><strong>Total Expenses</strong></td>
<td>2,834</td>
<td>2,593</td>
<td>242</td>
<td>57,117</td>
<td>42,794</td>
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<tr>
<td><strong>Revenue</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grants - Capital</td>
<td>(130)</td>
<td>(305)</td>
<td>175</td>
<td>(1,370)</td>
<td>(1,545)</td>
</tr>
<tr>
<td>Other Income</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>(320)</td>
<td>(320)</td>
</tr>
<tr>
<td>Contributions - Cash - Capital</td>
<td>(333)</td>
<td>(494)</td>
<td>161</td>
<td>(3,213)</td>
<td>(3,413)</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td>(463)</td>
<td>(799)</td>
<td>336</td>
<td>(4,903)</td>
<td>(5,278)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>2,371</td>
<td>1,794</td>
<td>578</td>
<td>52,214</td>
<td>37,612</td>
</tr>
</tbody>
</table>

Page 8
# Statement of Cash Flows

<table>
<thead>
<tr>
<th></th>
<th>30-Jun-18 Inflows</th>
<th>31-Aug-18 Inflows</th>
<th>Full Year Inflows</th>
<th>Variance</th>
<th>Budget</th>
<th>Forecast</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>($)</td>
<td>($)</td>
<td>($)</td>
<td>($)</td>
<td>($)</td>
<td>($)</td>
<td>($)</td>
</tr>
<tr>
<td><strong>Cash flows from operating activities</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Receipts</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rates and charges</td>
<td>88,961</td>
<td>20,065</td>
<td>17,866</td>
<td>2,400</td>
<td>55,226</td>
<td>94,541</td>
<td>(885)</td>
</tr>
<tr>
<td>Statutory fees and fines</td>
<td>7,699</td>
<td>447</td>
<td>1,747</td>
<td>(1,300)</td>
<td>6,453</td>
<td>6,947</td>
<td>644</td>
</tr>
<tr>
<td>User charges</td>
<td>9,444</td>
<td>2,455</td>
<td>4,247</td>
<td>(1,762)</td>
<td>8,069</td>
<td>8,042</td>
<td>(27)</td>
</tr>
<tr>
<td>Rental income</td>
<td>4,171</td>
<td>1,456</td>
<td>1,675</td>
<td>(19)</td>
<td>4,538</td>
<td>4,721</td>
<td>183</td>
</tr>
<tr>
<td>Contributions - monetary</td>
<td>5,596</td>
<td>498</td>
<td>339</td>
<td>159</td>
<td>2,126</td>
<td>3,557</td>
<td>1,431</td>
</tr>
<tr>
<td>Grants - Operating</td>
<td>11,231</td>
<td>2,667</td>
<td>2,546</td>
<td>51</td>
<td>10,972</td>
<td>10,929</td>
<td>(43)</td>
</tr>
<tr>
<td>Grants - Capital</td>
<td>719</td>
<td>334</td>
<td>23</td>
<td>311</td>
<td>740</td>
<td>1,666</td>
<td>926</td>
</tr>
<tr>
<td>Interest</td>
<td>2,718</td>
<td>633</td>
<td>465</td>
<td>178</td>
<td>2,169</td>
<td>3,151</td>
<td>991</td>
</tr>
<tr>
<td>Trust funds and deposits</td>
<td>(294)</td>
<td>2,289</td>
<td>20</td>
<td>2,289</td>
<td>122</td>
<td>120</td>
<td>(3)</td>
</tr>
<tr>
<td>Other receipts</td>
<td>2,097</td>
<td>(270)</td>
<td>468</td>
<td>(764)</td>
<td>1,598</td>
<td>1,646</td>
<td>88</td>
</tr>
<tr>
<td>Net GST refund</td>
<td>7,111</td>
<td>1,271</td>
<td>1,239</td>
<td>32</td>
<td>7,847</td>
<td>7,159</td>
<td>(68)</td>
</tr>
<tr>
<td>Employee costs</td>
<td>(41,581)</td>
<td>(8,386)</td>
<td>(8,069)</td>
<td>(317)</td>
<td>(44,214)</td>
<td>(44,342)</td>
<td>(128)</td>
</tr>
<tr>
<td>Payments to suppliers</td>
<td>(54,378)</td>
<td>(14,727)</td>
<td>(14,883)</td>
<td>150</td>
<td>(56,505)</td>
<td>(59,899)</td>
<td>(3,393)</td>
</tr>
<tr>
<td><strong>Net cash provided by (used in) operating activities</strong></td>
<td>44,464</td>
<td>8,647</td>
<td>7,283</td>
<td>1,364</td>
<td>39,092</td>
<td>38,278</td>
<td>(814)</td>
</tr>
<tr>
<td><strong>Cash flows from investing activities</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Payments for property, infrastructure, plant &amp; equipment</td>
<td>(40,378)</td>
<td>(2,448)</td>
<td>(3,051)</td>
<td>603</td>
<td>(52,370)</td>
<td>(42,791)</td>
<td>9,579</td>
</tr>
<tr>
<td>Proceeds from sale property, infrastructure, plant &amp; equipment</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Proceeds from term deposit investments</td>
<td>(6,500)</td>
<td>(501)</td>
<td>(6,000)</td>
<td>5,499</td>
<td>13,000</td>
<td>4,000</td>
<td>(9,000)</td>
</tr>
<tr>
<td><strong>Net cash used in investing activities</strong></td>
<td>(49,878)</td>
<td>(2,949)</td>
<td>(9,051)</td>
<td>6,102</td>
<td>(39,370)</td>
<td>(38,791)</td>
<td>579</td>
</tr>
<tr>
<td><strong>Cash flows from financing activities</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Finance costs</td>
<td>(124)</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Proceeds from borrowings</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Repayment of borrowings</td>
<td>(2,126)</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Net cash used in financing activities</strong></td>
<td>(2,250)</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Net increase(decrease) in cash and cash equivalents</strong></td>
<td>(7,664)</td>
<td>5,698</td>
<td>(1,768)</td>
<td>7,466</td>
<td>(278)</td>
<td>(811)</td>
<td>(235)</td>
</tr>
<tr>
<td>Cash and cash equivalents at the beginning of the period</td>
<td>9,385</td>
<td>1,721</td>
<td>3,877</td>
<td>(1,936)</td>
<td>3,877</td>
<td>1,721</td>
<td>(1,936)</td>
</tr>
<tr>
<td>Cash and cash equivalents at the end of the period</td>
<td>1.721</td>
<td>7,419</td>
<td>1,909</td>
<td>5,510</td>
<td>3,399</td>
<td>1,208</td>
<td>(2,191)</td>
</tr>
<tr>
<td>Term Deposits</td>
<td>89,525</td>
<td>90,027</td>
<td>80,026</td>
<td>10,001</td>
<td>61,026</td>
<td>85,526</td>
<td>24,500</td>
</tr>
<tr>
<td>Total cash and cash equivalents at the end of the period</td>
<td>91,247</td>
<td>97,446</td>
<td>81,935</td>
<td>15,511</td>
<td>64,425</td>
<td>86,734</td>
<td>22,309</td>
</tr>
<tr>
<td>Unallocated and unrestricted</td>
<td>37,412</td>
<td>44,834</td>
<td>34,910</td>
<td>9,924</td>
<td>27,383</td>
<td>29,140</td>
<td>1,757</td>
</tr>
<tr>
<td>Restricted, committed and allocated funds</td>
<td>53,835</td>
<td>52,613</td>
<td>47,025</td>
<td>5,587</td>
<td>37,043</td>
<td>57,594</td>
<td>20,552</td>
</tr>
<tr>
<td>Total</td>
<td>91,247</td>
<td>97,446</td>
<td>81,935</td>
<td>15,511</td>
<td>64,425</td>
<td>86,734</td>
<td>22,309</td>
</tr>
</tbody>
</table>
### 4. Balance Sheet

<table>
<thead>
<tr>
<th></th>
<th>30-Jun-18 Actual $'000</th>
<th>31-Aug-18 Actual $'000</th>
<th>Variance $'000</th>
<th>Full Financial Year Budget $'000</th>
<th>Forecast $'000</th>
<th>Variance $'000</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current assets</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>1,721</td>
<td>7,419</td>
<td>1,909</td>
<td>5,510</td>
<td>3,399</td>
<td>1,206</td>
</tr>
<tr>
<td>Trade and other receivables</td>
<td>8,207</td>
<td>1,041</td>
<td>3,834</td>
<td>(2,793)</td>
<td>9,694</td>
<td>8,118</td>
</tr>
<tr>
<td>Other financial assets</td>
<td>84,526</td>
<td>85,027</td>
<td>80,026</td>
<td>5,001</td>
<td>61,028</td>
<td>80,526</td>
</tr>
<tr>
<td>Inventories</td>
<td>147</td>
<td>147</td>
<td>110</td>
<td>37</td>
<td>112</td>
<td>150</td>
</tr>
<tr>
<td>Non-current assets classified as held for sale</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Other assets</td>
<td>1,834</td>
<td>888</td>
<td>308</td>
<td>560</td>
<td>1,570</td>
<td>1,616</td>
</tr>
<tr>
<td><strong>Total current assets</strong></td>
<td>96,235</td>
<td>94,502</td>
<td>86,187</td>
<td>8,315</td>
<td>75,801</td>
<td>91,618</td>
</tr>
<tr>
<td><strong>Non-current assets</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trade and other receivables</td>
<td>183</td>
<td>183</td>
<td>169</td>
<td>14</td>
<td>169</td>
<td>170</td>
</tr>
<tr>
<td>Property, infrastructure, plant and equipment</td>
<td>3,730,154</td>
<td>3,729,588</td>
<td>3,401,936</td>
<td>327,652</td>
<td>3,435,905</td>
<td>3,754,528</td>
</tr>
<tr>
<td>Assets Held for Sale</td>
<td>3,064</td>
<td>3,064</td>
<td>-</td>
<td>-</td>
<td>3,064</td>
<td>3,064</td>
</tr>
<tr>
<td>Financial assets</td>
<td>5,230</td>
<td>5,239</td>
<td>230</td>
<td>5,000</td>
<td>230</td>
<td>5,230</td>
</tr>
<tr>
<td>Other assets</td>
<td>55</td>
<td>55</td>
<td>55</td>
<td>55</td>
<td>55</td>
<td>55</td>
</tr>
<tr>
<td><strong>Total non-current assets</strong></td>
<td>3,738,686</td>
<td>3,738,120</td>
<td>3,402,390</td>
<td>335,730</td>
<td>3,436,359</td>
<td>3,763,047</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td>3,834,921</td>
<td>3,832,622</td>
<td>3,488,577</td>
<td>344,045</td>
<td>3,512,160</td>
<td>3,854,665</td>
</tr>
<tr>
<td><strong>Current liabilities</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trade and other payables</td>
<td>11,308</td>
<td>4,186</td>
<td>1,588</td>
<td>2,508</td>
<td>9,557</td>
<td>9,091</td>
</tr>
<tr>
<td>Trust funds and deposits</td>
<td>4,425</td>
<td>4,376</td>
<td>4,614</td>
<td>(238)</td>
<td>4,717</td>
<td>4,300</td>
</tr>
<tr>
<td>Provisions</td>
<td>7,974</td>
<td>8,192</td>
<td>9,292</td>
<td>(1,100)</td>
<td>9,306</td>
<td>8,529</td>
</tr>
<tr>
<td>Interest bearing loans and borrowings</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Income in Advance</td>
<td>455</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>614</td>
<td>(614)</td>
</tr>
<tr>
<td><strong>Total current liabilities</strong></td>
<td>24,252</td>
<td>16,754</td>
<td>15,494</td>
<td>1,260</td>
<td>23,580</td>
<td>22,534</td>
</tr>
<tr>
<td><strong>Non-current liabilities</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Provisions</td>
<td>795</td>
<td>795</td>
<td>1,229</td>
<td>(434)</td>
<td>1,424</td>
<td>1,025</td>
</tr>
<tr>
<td>Interest bearing loans and borrowings</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total non-current liabilities</strong></td>
<td>795</td>
<td>795</td>
<td>1,229</td>
<td>(434)</td>
<td>1,424</td>
<td>1,025</td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td>25,047</td>
<td>17,549</td>
<td>16,723</td>
<td>826</td>
<td>25,004</td>
<td>23,559</td>
</tr>
<tr>
<td><strong>Net assets</strong></td>
<td>3,809,874</td>
<td>3,815,073</td>
<td>3,471,854</td>
<td>343,219</td>
<td>3,487,156</td>
<td>3,831,106</td>
</tr>
<tr>
<td><strong>Equity</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accumulated surplus</td>
<td>875,870</td>
<td>882,241</td>
<td>884,922</td>
<td>(2,681)</td>
<td>910,310</td>
<td>902,218</td>
</tr>
<tr>
<td>Asset revaluation reserve</td>
<td>2,884,504</td>
<td>2,884,506</td>
<td>2,544,521</td>
<td>340,075</td>
<td>2,544,521</td>
<td>2,884,504</td>
</tr>
<tr>
<td>Other reserves</td>
<td>49,410</td>
<td>48,236</td>
<td>42,411</td>
<td>5,825</td>
<td>32,325</td>
<td>44,294</td>
</tr>
<tr>
<td><strong>Total equity</strong></td>
<td>3,809,874</td>
<td>3,815,073</td>
<td>3,471,854</td>
<td>343,219</td>
<td>3,487,156</td>
<td>3,831,106</td>
</tr>
</tbody>
</table>
10.14 PROPOSED DISCONTINUANCE AND SALE OF LAND AT REAR 70 ESPLANADE, BRIGHTON

Executive summary

Purpose and background
The purpose of this report is to seek approval to commence the statutory procedures under section 206 and Clause 3, Schedule 10 of the Local Government Act 1989 (Act) to discontinue the right of way (Road) at the rear of 70 Esplanade, Brighton, highlighted on Attachment 1, and to sell the land by private treaty to the owner of 70 Esplanade, Brighton.

Council has recently received an enquiry from the owner at the rear 70 Esplanade, Brighton for the possible discontinuance and sale of the Road. Initial investigations have identified that the road is landlocked and enclosed into the property of 70 Esplanade, Brighton. No adjoining owners use the road for vehicle or pedestrian access.

The subject Road is currently listed on Council’s Register of Public Roads, in accordance with Schedule 1 of the Road Management Act 2004. It also remains as a ‘Road’ on Title Plan 546660W, contained within certificate of title Volume 10437 Folio 824.

Key issues
The Road was previously used to access the rear of 70-72 Esplanade and 5-7 Tennyson Street, Brighton. Sections of the former road have already been discontinued, however the subject road was never formally discontinued. Currently the Road has been landlocked and enclosed for more than 15 years, preventing any pedestrian or vehicle access.

The road contains an underground South East Water Sewerage Pipe and a Sewer Access running through it. If discontinued, the current Easement “E-1” will remain in favour of South East Water for sewerage purposes.

The road is considered no longer reasonably required for public use, therefore appropriate to proceed with the statutory procedures to discontinue the road and sell the land to the owner of 70 Esplanade, Brighton via private treaty. The owner of 70 Esplanade, Brighton has signed a conditional ‘Letter of Offer’ to purchase the land.

Recommendation
That Council:

1. Commence the statutory procedures in accordance with the Local Government Act 1989 (Act), for the discontinuance of the road adjoining 70 Esplanade, Brighton, highlighted area in Attachment 1 and to sell the land to the owner of 70 Esplanade, Brighton via private treaty;
2. Give Public Notice of the Proposal in the appropriate newspapers and on Council’s website under sections 82A, 207A and 223 of the Act that the land from the road be sold to the owner of 70 Esplanade, Brighton in accordance with Council Policy and the purchase price shown in Table 1 of this report;
3. In the event that no submissions are received following the publication of the Public Notice, authorise the Director Corporate Services to undertake the necessary
procedural steps to complete the formal procedures for the discontinuance of the road and sale of the land to the owner of 70 Esplanade, Brighton via private treaty;

4. In the event that any submissions are received, a further report be presented to Council to consider the submissions.

5. In the event of any submitters requesting to be heard, a further report will be presented to a Special Committee of Council in accordance with section 223 of the Act consisting of all Councillors with a quorum of four Councillors to hear/consider the submission/s received at a meeting to be held on 10 December 2018 at 6:30pm in the Council Chambers, Boxshall Street, Brighton.

Support Attachments

1. Attachment 1 - Land at rear 70 Esplanade Aerial Plan

Considerations and implications of recommendation

Liveable community

Social
The sale of discontinued right of ways will remove the need for Council to regularly maintain land that it no longer requires ownership over to deliver social needs. In this instance, the land is used for sewerage purposes by South East Water. Through easement rights, the sewerage services will continue to operate if the land was disposed.

Natural Environment
There are no impacts associated with this report.

Built Environment
The discontinuance and sale of the road will provide the property owner an opportunity to gain title to the land which is no longer required by Council for municipal purposes.

Customer Service and Community Engagement
Consultation has been undertaken with all adjoining property owners, the relevant Council departments and external service authorities. No objections have been received to date. It will be necessary for Council to undertake procedures under section 189 and 223 of the Local Government Act 1989 for the discontinuance and sale of the land. The proposed commencement of the statutory procedures under section 189 and 223 of the Act require Council to give public notice of its intention to discontinue and sell the road and invite submissions from affected parties.

Human Rights
There are no Human Rights issues or implications identified in relation to this report.

Legal
Council is required to give public notice of its intention to discontinue and sell the subject Road in accordance with Section 189 and 223 of the Local Government Act 1989, inviting submissions from affected parties. Notification will be given on Council’s website. In addition,
all adjoining property owners will be advised of the Proposal in writing and informed of their right to make a submission.

Submitters may request to be heard by a Special Committee of Council prior to a decision being made regarding the Proposal. In the event that any submitters request to be heard in support of their written submission, a Special Committee of Council will hear and consider the submission/s received.

If any written submissions are received, a further report will be presented to Council to enable the consideration of such submissions prior to making a decision on the Proposal.

**Finance**

Council’s independent valuer, Matheson Stephen Valuations (MSV) have valued the subject land at $250,000 (exclusive of GST).

In accordance with Council Policy the land has been allocated to the adjoining property owner in accordance with the highlighted area in Attachment 1. The purchase price for the land to be sold is shown in the below table.

**Table 1:**

<table>
<thead>
<tr>
<th>Lot</th>
<th>Property</th>
<th>Area</th>
<th>Market Value</th>
<th>GST</th>
<th>Purchase Price</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Rear 70 Esplanade Brighton</td>
<td>50m²</td>
<td>$250,000</td>
<td>$25,000</td>
<td>$275,000</td>
</tr>
</tbody>
</table>

The property owner has signed a conditional ‘Letter of Offer’ to purchase the land for the sum of $250,000 + GST given the road is discontinued.

**Links to Council policy and strategy**

Council’s ‘Discontinuance and sale of Right of Ways, Roads and Reserves Policy’ provides direction on the discontinuance of roads and potential sale of land.

**Council’s Property Strategy Principle One**

Seeks Council to maximise community benefit and public value from the property portfolio.

**Council Plan Goal 7 – Financial Responsibility and Good Governance**

7.1.1 Developing alternative income sources to take pressure off rate increases and improve long term financial viability.
Executive summary

Purpose and background
This report presents to Council a schedule of actions pending for the period to 23 October 2018.

Key issues
This report contains resolutions of Council that require a further report to Council.

Recommendation
That Council notes the Council Action Awaiting Report.

Support Attachments
1. Council Action Awaiting report - September Meeting ↓
<table>
<thead>
<tr>
<th>DATE OF MEETING</th>
<th>ITEM</th>
<th>COUNCIL RESOLUTION</th>
<th>DIVISION</th>
<th>COMMENTS/STATUS</th>
</tr>
</thead>
<tbody>
<tr>
<td>24/05/16</td>
<td>10.2</td>
<td>Sandringham Village Streetscape Masterplan</td>
<td>DCPCS</td>
<td>In the event that the bus route changes to Bay Rd, Beach Road, Melrose Street and Station Street does not proceed and the Village Square feature not be achievable, a revised Master Plan without the Village Square concept will be presented to a future Council meeting for adoption.</td>
</tr>
<tr>
<td>24/05/16</td>
<td>10.7</td>
<td>Childrens’ Sensory Garden Investigation</td>
<td>DERI</td>
<td>A further report will be provided to a future Council meeting.</td>
</tr>
<tr>
<td>21/06/16</td>
<td>10.3</td>
<td>Bayside Public Transport Advocacy Statement</td>
<td>DERI</td>
<td>Further updates on the Bayside Public Transport Advocacy Statement will be provided to Council for adoption for any new advocacy issues when they arise.</td>
</tr>
<tr>
<td>28/02/17</td>
<td>10.4</td>
<td>Potential Land Purchase</td>
<td>DCorp</td>
<td>A further report will be submitted to Council following the negotiations.</td>
</tr>
<tr>
<td>DATE OF MEETING</td>
<td>ITEM</td>
<td>COUNCIL RESOLUTION</td>
<td>DIVISION</td>
<td>COMMENTS/STATUS</td>
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| 24/10/17       | 10.1   | Amendment C151 – Hampton East (Moorabbin) Structure Plan  
That Council following the Minister for Planning decision in relation to the above receives a report that outlines the scope for an additional study for precincts 3, 5 and 6 including costs, funding options and timing. | DCPCS    | A report will be submitted to Council following the Minister for Planning’s decision in 2018.                                                                                                             |
| 24/10/17       | 10.16  | HMVS Cerberus – Heritage Works Permit Update  
That Council  
2. Receives a further report once Heritage Victoria has assessed the permit application for conservation and stabilisation of the HMVS Cerberus. | DERI     | A further report will be presented to a future Council meeting following Heritage Victoria’s assessment of the Planning Application.                                                                   |
| 21/11/17       | 10.1   | National Disability Insurance Scheme  
That Council  
4. Receives a further report prior to June 2018, with options for Council’s ongoing role in relation to disability inclusion, advocacy and planning beyond the cessation of the Inclusive Communities funding in June 2018. | DCPCS    | A report is included on the agenda on this matter under the heading of “Building Inclusive Communities Funding Update”.                                                                                     |
| 19/12/17       | 10.15  | Bayside Film Festival  
4. Pending the outcome of the grant application, a further report be provided to Council which includes the findings of the work undertaken should the application be successful, and in the event that it is not, Council receive a further report. | DCCCS    | A report will be submitted to Council at the October 2018 meeting                                                                                                                                       |
| 20/3/18        | 10.5   | Carbon Neutrality Action Plan 2018-2020  
That Council  
<table>
<thead>
<tr>
<th>DATE OF MEETING</th>
<th>ITEM</th>
<th>COUNCIL RESOLUTION</th>
<th>DIVISION</th>
<th>COMMENTS/STATUS</th>
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</table>
| 24/4/18        | 10.2 | **Future Provision of Netball Facilities – Update**  
That Council:  
8. Receives a report at or before the 23 October 2018 Council meeting on the establishment and project timeline of a netball centre on the site of the Sandringham Golf Driving Range; | DERI | A report will be submitted to Council at the October 2018 meeting. |
<table>
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<tr>
<th>DATE OF MEETING</th>
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</table>
| 19/6/18         | 10.4 | **Draft Southland-Pennylee Structure Plan: Survey Results and Next Steps**  
1. Defers the Adoption of the Pennydale Structure Plan for a period of three months to:  
a) Clarify and where appropriate refine the Draft Structure Plan recommendations in consultation with members of the Pennydale Action Group;  
b) Allow a period for further community engagement to seek feedback from the broader Pennydale Community on any material changes to the Draft Structure Plan; and  
c) Review the outcomes of the broader community engagement and present the revised Draft Structure Plan to Council at the 18 September 2018, Ordinary meeting of Council. | DCPCS | An updated status report is included on the 18th of September Agenda and a substantive report will be provided to Council in October following the completion of consultation. |
| 19/6/18         | 10.5 | **Notice of Motion 271 – Eisternwick Park South Ovals 3 & 4**  
That Council:  
2. Receives a report at the 21 August 2018 Ordinary Meeting detailing:  
a) The outcomes of community consultation on the proposed sporting infrastructure improvements at Eisternwick Park Ovals 3 and 4; and  
b) Mechanisms by which Council can ensure that any sporting association that is allocated use of these ovals is fully utilising other sports grounds allocated to it. | DERI | Given community consultation has been extended until 17 August, it is proposed a report will be submitted to a Special Meeting of Council to be held on Wednesday 19 September 2018 specifically for this matter. |
| 19/6/18 | 10.6 | **Seasonal Sports Infrastructure Contributions Framework**  
That Council defer adoption of the Seasonal Sports Club Infrastructure Contributions Framework pending the completion of the 5 year review of Council’s Sportsground Pavilion Improvement Plan. | DERI | A report will be submitted to Council at the October 2018 meeting. |
| 19/6/18 | 10.8 | **Black and Well Street Car Park Feasibility Study**  
That Council:  
1. Commences a community consultation process on the options for the development of additional car parking in the Church Street Major Activity Centre (MAC);  
2. Undertakes a parking study of the Church Street MAC to inform the amount of additional car parking required in the area; and  
3. Receives a further report at the October 2018 Ordinary Meeting of Council on the outcomes of the consultation and parking investigation. | DCorp | A report will be submitted to the October 2018 meeting of Council. |
| 19/6/18 | 10.17 | **Building Inclusive Communities Funding Update**  
That Council receives a further report no later than 30 June 2019, with options for Council’s ongoing role in relation to disability inclusion, advocacy and planning beyond the cessation of the Building Inclusive Communities funding in June 2019. | DERI | A report will be submitted to Council at the May 2019 meeting. |
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<tr>
<th>Date</th>
<th>Item Number</th>
<th>Description</th>
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<tbody>
<tr>
<td>24/7/18</td>
<td>10.2</td>
<td>Elsternwick Park Golf Course Decommissioning Plan</td>
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<tr>
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<td>That Council:</td>
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<td></td>
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<td>1. postpones a decision of the future of the buildings on the site of the old Elsternwick Park Golf Course pending the evaluation of potential community use and consultation with community groups and the Elsternwick Park Association;</td>
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<td></td>
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<td>2. adopts four key priorities for the site: i) environment, ii) public amenity, iii) flood mitigation, and iv) water quality</td>
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<td>3. continues to work with Melbourne Water, City of Port Phillip and City of Glen Eira on the development of a plan to implement a passive open space/environmentally focussed reserve and negotiate funding arrangements and partnerships regarding planning, capital works improvements, ongoing site management and maintenance;</td>
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<td>4. establishes a community reference panel including representatives from the Elsternwick Park Association to:</td>
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<td>a. provide input into the development of the park and to consider future management models; and</td>
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<td>b. develop a project plan for the park;</td>
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<td>5. continues to maintain the area of the former golf course at Elsternwick Park North as an area of publicly accessible open space while the planning work and consultation for the future design and management of the site is being completed;</td>
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<td>6. develops, as a matter of priority, an action plan to address to impact of dogs off lead in the park; and</td>
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<td>7. that a report on the progress and update is provided to the December 2018 Ordinary Meeting of Council.</td>
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<td>A report to be submitted to Council in December 2018.</td>
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<tr>
<td>Date</td>
<td>Item Code</td>
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<tr>
<td>24/7/18</td>
<td>10.3</td>
<td><strong>Highett Structure Plan – Community Survey Results and Next Steps</strong></td>
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<tr>
<td>24/7/18</td>
<td>10.10</td>
<td><strong>Proposed Road Discontinuance and Sale of Land adjoining 13 and 15 New Street and 7 Mair Street Brighton</strong></td>
</tr>
<tr>
<td>21/8/18</td>
<td>7.1</td>
<td><strong>Petition - To ban the burning of solid fuel materials outdoors for cooking of food and heating</strong></td>
</tr>
<tr>
<td>21/8/18</td>
<td>7.2</td>
<td><strong>Petition - To retain status quo at Elsternwick Park South</strong></td>
</tr>
<tr>
<td>21/8/18</td>
<td>7.3</td>
<td><strong>Petition - For Oval 3 and 4 Reactiviation at Elsternwick Park South</strong></td>
</tr>
<tr>
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<td>Item</td>
<td>Report Topic</td>
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<tr>
<td>21/8/18</td>
<td>10.4</td>
<td><strong>Bayside Environmental Sustainability Framework 2016-2026 - Annual Progress Report</strong>&lt;br&gt;That Council receives a further report in the first quarter of the 2019/20 financial year detailing progress against targets, the overall success of actions and reviewing issues and risks.</td>
</tr>
<tr>
<td>21/8/18</td>
<td>10.5</td>
<td><strong>Hampton Street Activity Centre Social Infrastructure Needs Assessment- Hampton Hub</strong>&lt;br&gt;That Council receives a progress report every four months.</td>
</tr>
<tr>
<td>21/8/18</td>
<td>10.7</td>
<td><strong>Early Year’s Infrastructure Plan</strong>&lt;br&gt;That Council:&lt;br&gt;4. receives a further report detailing options for the long term use of the Brighton South Playhouse, once temporary relocations for displaced services undergoing redevelopment works are completed;&lt;br&gt;7. receives a further report following a review of the Infrastructure Plan in year five.</td>
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| 21/8/18| 10.10| **Ceasing the Bright n Sandy Food and Wine Festival and establish a Local Festivals and Events Fund**  
| 21/8/18| 10.12| **Response to Notice of Motion - 266 - Commuter Shuttle Bus Service**  
| 21/8/18| 10.13| **Brighton Secondary College Synthetic Hockey Facility - Management Committee Financial Update**  
| 21/8/18| 10.15| **Statutory Planning - Service, Performance and Delegations**  
That Council  
c) receives a further report in August 2019 on the success of the trial; and  
d) reviews Statutory Planning performance KPIs during the preparation of the 2019/20 Council Plan | DCP  | That Council receives a report in August 2019 and reviews KPIs in April 2019 as part of the Council Plan review. |
11. Reports by Delegates

1. Association of Bayside Municipalities – The Mayor Cr Laurence Evans
2. MAV Environment Committee – Director Environment, Recreation & Infrastructure
3. Metropolitan Transport Forum – Cr Clarke Martin
4. Municipal Association of Victoria – Cr Alex del Porto
5. Inner South Metropolitan Mayors’ Forum – The Mayor Cr Laurence Evans
6. Metropolitan Local Government Waste Forum – Cr Michael Heffernen

12. Urgent Business

13. Notices of Motion

13.1 NOTICE OF MOTION - 276 - REVIEW AND IDENTIFICATION OF OPERATIONAL PROTOCOLS AS THEY RELATE TO TREE RETENTION AND LANDSCAPE IMPLEMENTATION

Corporate Services - Governance
File No: PSF/18/103 – Doc No: DOC/18/247811

I hereby give notice that I intend to move at the Ordinary Council Meeting to be held on 23 October 2018 at 7:00pm at the Council Chambers, Civic Centre, Boxshall Street, Brighton the following Notice of Motion:

Motion
That Council receives a report, at the December 2018 Ordinary Meeting of Council, that:

- provides a review of existing operational protocols and methods used in the issuing and management of Planning Permits in Bayside as they relate to tree retention and landscape implementation; and
- identifies potential additional protocols that result in tree retention and landscape implementation, and explores their feasibility.

Cr Clarke Martin

Support Attachments
Nil