



**GREATER  
DANDENONG**  
*City of Opportunity*

# **AGENDA**

## **ORDINARY COUNCIL MEETING**

**MONDAY, 23 JULY 2018**

Commencing at 7:00 PM

### **COUNCIL CHAMBERS**

225 Lonsdale Street, Dandenong VIC 3175

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## **1 MEETING OPENING**

### **1.1 ATTENDANCE**

#### **Apologies**

Cr Angela Long (Leave of Absence)

### **1.2 OFFERING OF PRAYER**

As part of Council's commitment to recognising the cultural and spiritual diversity of our community, the prayer this evening will be offered by Imam Ahmet Atim from the Turkish Islamic Mosque, Keysborough, a member of the Greater Dandenong Interfaith Network.

### **1.3 CONFIRMATION OF MINUTES OF PREVIOUS MEETING**

Ordinary Meeting of Council held 9 July 2018.

#### **Recommendation**

**That the minutes of the Ordinary Meeting of Council held 9 July 2018 be confirmed.**



## 1.4 ASSEMBLIES OF COUNCIL

The following assemblies of Council occurred in the period 4 July to 18 July 2018:

Date	Meeting Type	Councillors Attending	Topics Discussed & Disclosures of Conflict of Interest
9/07/2018	Pre-Council Meeting	Roz Blades, Youhorn Chea, Tim Dark (part), Matthew Kirwan, Angela Long, Sean O'Reilly, Zaynoun Melhem, Jim Memeti, Maria Sampey (part)	<ul style="list-style-type: none"> <li>- Social media regarding new temporary premises of the Animal Protection Society.</li> <li>- Meeting with members of the Nick Kyrgios Foundation regarding facilities in Greater Dandenong.</li> <li>- Information provided to Councillors regarding asset protection works.</li> <li>- Motorised bike (monkey bike) activity reported in the Noble Park/Dandenong North area.</li> <li>- Agenda items for the Council Meeting of 9 July 2018.</li> </ul>
12/07/18	Positive Ageing Advisory Committee	Maria Sampey (part)	<ul style="list-style-type: none"> <li>- Positive Ageing Advisory Committee Meeting.</li> </ul>
16/07/18	Councillor Briefing Session	Youhorn Chea, Tim Dark, Matthew Kirwan, Sean O'Reilly, Zaynoun Melhem, Maria Sampey (part), Heang Tak	<ul style="list-style-type: none"> <li>- Community Satisfaction Survey results 2018.</li> <li>- Response to Notice of Motion 41 – Addressing the increasing complexity and demand for maternal and child health services in Greater Dandenong.</li> <li>- Team 11 update.</li> <li>- Response to Notice of Motion 45 – Asset Protection permit benchmarking.</li> <li>- Future events scheduled at Drum Theatre.</li> <li>- Tree pruning along Jacksons Road and outside Jan Wilson Community Centre.</li> <li>- Land acquisition update for Keysborough South Community Hub.</li> <li>- On-line community grants process – assistance for older applicants.</li> <li>- Agenda items for the Council Meeting of 23 July 2018.</li> </ul>

### Recommendation

That the assemblies of Council listed above be noted.

## 1.5 DISCLOSURES OF INTEREST

Any interest that a Councillor or staff member has deemed to be significant and has disclosed as either a direct or an indirect interest is now considered to be a conflict of interest. Conflict of Interest legislation is detailed in sections 77A, 77B, 78, 78A-E & 79 of the Local Government Act 1989. This legislation can be obtained by contacting the Greater Dandenong Governance Unit on 8571 5216 or by accessing the Victorian Legislation and Parliamentary Documents website at [www.legislation.vic.gov.au](http://www.legislation.vic.gov.au).

If a Councillor discloses any interest in an item discussed at any Council Meeting (whether they attend or not) they must:

- complete a disclosure of interest form prior to the meeting.
- advise the chairperson of the interest immediately before the particular item is considered (if attending the meeting).
- leave the chamber while the item is being discussed and during any vote taken (if attending the meeting).

The Councillor will be advised to return to the chamber or meeting room immediately after the item has been considered and the vote is complete.

**1.6 CONFIRMATION OF MINUTES OF AUDIT ADVISORY COMMITTEE MEETING**

The Audit Advisory Committee held a meeting on 9 March 2018. Minutes of this meeting are presented to Council for adoption.

**Recommendation**

**That the unconfirmed minutes of the Audit Advisory Committee meeting held on 9 March 2018 be adopted.**

<b>Item</b>	<b>Topic</b>
1.	Director City Planning, Design and Amenity, Jody Bosman provided a presentation to the Audit Advisory Committee on works undertaken in respect of assessing building cladding risks with Greater Dandenong.
2.	Peter Ryan, Director MAV Workcare provided a presentation in respect of workcover self-insurance scheme in which Greater Dandenong is a participant.
3.	The Risk Management report was tabled to the Committee providing an update on current claims against Council.
4.	The Audit Advisory Committee received an update from Councils Auditor-General agent (Justin Brook – DMG Audit & Advisory) in respect of the VAGO Interim Management Letter for the Financial Year Ending 30 June 2018.
5.	Councils Internal Auditor Crowe Horwath presented a status update on the Internal Audit program, which included; a progress report, a summary of recent reports and publications, which may have an impact on local government. Crowe Horwath further tabled an Internal Audit Report on Insurance and Claims Management. A report on all outstanding internal and external audit risk recommendations was tabled.
6.	The outcomes of the March 2018 quarterly financial report was tabled.
7.	Director Corporate Services, Mick Jaensch provided a status update on Polytrade Recycling.
8.	The Audit Advisory Committee considered an annual report on Council's Travel and Gift Registers.
9.	The Audit Advisory Committee considered and recommended to Council the Fixed Asset Accounting Policy which was tabled to the 25 June 2018 Council meeting.
10.	A report was provided to the Audit Advisory Committee in respect of how Councils waste service charge has been calculated based on recovery of Council expenditures in this area.

## **2 OFFICERS' REPORTS**

### **2.1 DOCUMENTS FOR SEALING**

#### **2.1.1 Documents for Sealing**

File Id: A2683601

Responsible Officer: Director Corporate Services

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#### **Report Summary**

Under the Victorian Local Government Act, each Council is a body corporate and a legal entity in its own right. Each Council must therefore have a common seal (like any corporate entity) that is an official sanction of that Council.

Sealing a document makes it an official document of Council as a corporate body. Documents that require sealing include agreements, contracts, leases or any other contractual or legally binding document that binds Council to another party.

#### **Recommendation Summary**

This report recommends that the listed documents be signed and sealed.

**2.1.1 Documents for Sealing (Cont.)**

**Item Summary**

There are four [4] items being presented to Council's meeting of 23 July 2018 for signing and sealing as follows:

1. A Deed of Release Agreement between the Greater Dandenong City Council and Strathtay Pty Ltd for the transfer of land, a strip of land - part of a property in Logis Boulevard, Dandenong South;
2. An amended Instrument of Appointment of Authorised Officer under the provisions of the Local Government Act 1989, Planning and Environment Act 1987, Environment Protection Act 1970, Subdivision Act 1988, Victorian Civil and Administrative Tribunal Act 1998, Sex Work Act 1994, Heritage Act 1995, Land Acquisition and Compensation Act 1986, any Rules, Regulations and other sub-ordinate instruments or delegated legislation (including the Greater Dandenong Planning Scheme) made under the provisions and enactments described; and any By-Law or Local Laws made from time to time. This amended authorisation enables the following Council Officer to carry out the statutory responsibilities of the above Acts and is subject to policy and delegations previously adopted by Council:
  - Kym Maree McClimont;
3. An Instrument of Appointment of Authorised Officer under the provisions of the Local Government Act 1989, Planning and Environment Act 1987, Environment Protection Act 1970, Subdivision Act 1988, Victorian Civil and Administrative Tribunal Act 1998, Sex Work Act 1994, Heritage Act 1995, Land Acquisition and Compensation Act 1986, any Rules, Regulations and other sub-ordinate instruments or delegated legislation (including the Greater Dandenong Planning Scheme) made under the provisions and enactments described; and any By-Law or Local Laws made from time to time. This authorisation enables the following Council Officer to carry out the statutory responsibilities of the above Acts and is subject to policy and delegations previously adopted by Council:
  - Metika Claxton; and
4. A Deed of Assignment of Lease between Greater Dandenong City Council, Brisket Bros Pty Ltd and The Trading Friend Company Pty Ltd in relation to 6/225 Lonsdale Street, Dandenong.

**Recommendation**

**That the listed documents be signed and sealed.**

## **2.2 DOCUMENTS FOR TABLING**

### **2.2.1 Documents for Tabling**

File Id: qA228025

Responsible Officer: Director Corporate Services

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#### **Report Summary**

Council receives various documents such as annual reports and minutes of committee meetings that deal with a variety of issues that are relevant to the City.

These reports are tabled at Council Meetings and therefore brought to the attention of Council.

#### **Recommendation Summary**

This report recommends that the listed items be received.

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**2.2.1 Documents for Tabling (Cont.)**

**List of Reports**

Author	Title
Emerson School	2017 Year Book

A copy of each report is made available at the Council meeting or by contacting the Governance Unit on telephone 8571 5235.

**Recommendation**

**That the listed items be received.**

## 2.2.2 Petitions and Joint Letters

File Id:	qA228025
Responsible Officer:	Director Corporate Services
Attachments:	Petitions and Joint Letters

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### Report Summary

Council receives a number of petitions and joint letters on a regular basis that deal with a variety of issues which have an impact upon the City.

Issues raised by petitions and joint letters will be investigated and reported back to Council if required.

A table containing all details relevant to current petitions and joint letters is provided in Attachment 1. It includes:

1. the full text of any petitions or joint letters received;
2. petitions or joint letters still being considered for Council response as pending a final response along with the date they were received; and
3. the final complete response to any outstanding petition or joint letter previously tabled along with the full text of the original petition or joint letter and the date it was responded to.

**Note: On occasions, submissions are received that are addressed to Councillors which do not qualify as petitions or joint letters under Council's current Meeting Procedure Local Law. These are also tabled.**



**2.2.2 Petitions and Joint Letters (Cont.)**

**Petitions and Joint Letters Tabled**

Council received three (3) petitions and no joint letter prior to the Council Meeting of 23 July 2018 as follows:

- A petition from 50 residents requesting funding from the Council to assist in rescuing and homing of strayed cats in the neighbourhood by Ms Mitchell, a cat foster carer for Dandy Cat Rescue. This petition has been forwarded to the relevant Council business unit for consideration.
- A petition from 109 proponents to install a traffic roundabout on the corner of Cheam Street, Loch Road and Surace Court in Dandenong North. This petition has been forwarded to the relevant Council business unit for consideration.
- A petition from 13 residents to reconsider installing additional street lighting in Noble Street between Romsey Street and Corrigan Road, Noble Park. Extra street lighting will improve visibility at night and safer for residents. This petition has been forwarded to the relevant Council business unit for consideration.

***N.B: Where relevant, a summary of the progress of ongoing change.org petitions will be provided in the attachment to this report.***

**Recommendation**

**That the listed items detailed in Attachment 1, and the current status of each, be received and noted.**

**2.2.2 Petitions and Joint Letters (Cont.)**

**DOCUMENTS FOR TABLING**

**PETITIONS AND JOINT LETTERS**

**ATTACHMENT 1**

**PETITIONS AND JOINT LETTERS**

**PAGES 5 (including cover)**

*If the details of the attachment are unclear please contact Governance on 8571 1000.*

## 2.2.2 Petitions and Joint Letters (Cont.)

Date Received	Petition Text (Prayer)	No of Petitioners	Status	Responsible Officer Response
17 JULY 2018	<p><b>PETITION REQUEST:</b></p> <p><b><u>Petition to add more street lighting in Noble St between Romsey St and Corrigan Rd, Noble Park</u></b></p> <p>We the following named residents hereby request the City of Greater Dandenong Council re-consider seriously additional street lighting in Noble Street in-between Romsey St and Corrigan Rd, Noble Park. In this section of Noble Street there are cars parked on both sides of the road both day and night. This section of Noble Street does have a lot of traffic and at night it becomes especially dangerous when getting in and out of our homes whilst there are cars parked on both sides of the street.</p> <p>We all feel that installing extra street lighting will greatly improve the visibility in the street at night and thus become a lot safer for residents and traffic using Noble Street.</p>	Signed by 13 residents	New	<p>Tabled at Council Meeting 23 July 2018.</p> <p>Referred to Engineering Services 17 July 2018</p>
9 JULY 2018	<p><b>PETITION HANDLED TO GOVERNANCE AT COUNCIL MEETING 9 JULY 2018</b></p> <p><b>PETITION REQUEST:</b></p> <p><b>We, the undersigned, residents and ratepayers of the Greater City of Dandenong Council, request Council to:</b>  <b>Insert a traffic roundabout on the corner of Cheam Street, Loch Road/Surace Court Dandenong North.</b></p>	Signed by 109 proponents	In progress	<p>New Tabled at Council Meeting 23 July 2018.</p> <p>Referred to Engineering Services 11 July 2018</p>

*If the details of the attachment are unclear please contact Governance on 8571 1000.*

## 2.2.2 Petitions and Joint Letters (Cont.)

Other/Submissions					
Date Received	Content	No of Co-Signatures	Status	Officer Response	
6 July 2018	<p>PETITION – COVER LETTER</p> <p>Bella [REDACTED] 29/06/2018 [REDACTED] 39/5 [REDACTED] Victoria, Australia</p> <p>My name is Bella [REDACTED] There are far too many stray cats in our neighbourhood and I am writing to persuade you to grant melissa mitchell, who is a cat foster carer for Dandy Cat Rescue some money to help rescue and home stray cats around melbourne.</p> <p>Too many stray cats are living on the streets of Melbourne. They are in serious danger. For example they can be hit by a car, starve and be attacked by other animals. I am writing to ask that you support this rescue by providing funds for vet bills, feeding and homing these cats.</p> <p>I have included a petition signed by many people who support this rescue and would like to see them receive more help from the local government.</p> <p>I have also included some pictures of the cats to help you to see what condition they are in.</p> <p>Please help this great rescue as they really really need it.</p> <p>Kind Regards, Bella [REDACTED]</p>	Signed by 50 residents	New	Tabled at Council Meeting 23 July 2018.  Referred to Planning - Residential Amenities Unit 9 July 2018.	

*If the details of the attachment are unclear please contact Governance on 8571 1000.*

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**2.2.2 Petitions and Joint Letters (Cont.)**

Other/Submissions	Date Received	Content	No of Co-Signatures	Status	Officer Response

*If the details of the attachment are unclear please contact Governance on 8571 1000.*

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**2.2.2 Petitions and Joint Letters (Cont.)**

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## **2.3 CONTRACTS**

### **2.3.1 Contract No. 1718-68 CCTV Inspection and Cleaning of Stormwater Drainage Pipes, Pits & Associated Works**

File Id: qA 383923  
Responsible Officer: Director Engineering Services

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#### **Report Summary**

This report details the public tender process undertaken by Council to select a suitably qualified and experienced contractor for CCTV Inspection & Cleaning of Stormwater Drainage Pipes, Pits & Associated Works within the City of Greater Dandenong.

This is a Schedule of Rates Contract.

#### **Recommendation Summary**

This report recommends that Council awards Contract 1718-68 to Environmental Services Group Pty Ltd for a Schedule of Rates as tendered for an initial term of two (2) years from the date of commencement with an option to extend the contract by three (3) twelve month periods at the sole and absolute discretion of Council.

The approved annual budget for these services is Three Hundred and Seventy Thousand, Seven Hundred Dollars (\$370,700.00) including GST of \$33,700.00.

**2.3.1 Contract No. 1718-68 CCTV Inspection and Cleaning of Stormwater Drainage Pipes, Pits & Associated Works (Cont.)**

**Background/Introduction**

The scope of works to be covered under this contract includes the closed circuit television (CCTV) inspection of Council's drainage pipes, the cleaning and/or clearing of pipes and pits (including private property rear easements) at locations and times as instructed by the Superintendent.

The cleaning/clearing of drainage pipes and pits will be issued in the following categories:

**Emergency Work** – where drainage pipe or pit blockages cause flooding, a hazard or damage to property;

**Urgent Work** – where drainage pipe or pit blockages cause minor flooding; and

**Maintenance Work** – where drainage pipe or pit blockages have been identified but cause no flooding or hazard.

The work will consist of:

- All Labour, plant and equipment to carry out the CCTV inspections;
- Submission of all recordings, records and reports of the CCTV inspections;
- All labour, plant and equipment to carry out cleaning of drainage pipes as instructed, including the lifting of heavy pit lids;
- Arrange and carry out flow control and /or diversion of stormwater if and when required;
- Collecting and disposing of all tree roots and/or other material due to cleaning and blockage removal to an approved Waste Management Facility;
- Provision of evidence of inspection, cleaning and blockages (videos and/or digital photographs);
- All safety requirements such as traffic control, confined space entry and O.H.S compliances; and
- Any other activities and items required for the satisfactory completion of all tasks associated with the work under this contract.

**Tender Process**

The tender was advertised in The Age Newspaper on Saturday 14 April 2018 and closed at 2:00pm on Tuesday 8 May 2018.

At the close of the tender advertising period submissions were received from nine contractors as indicated below:

- 1) ELS Environmental Location Systems Pty Ltd
- 2) Environmental Services Group Pty Ltd
- 3) Leading Plumbing Solutions Pty Ltd
- 4) Patriot Tankers Pty Ltd
- 5) Gavlex Pty Ltd trading as RSP Environmental Services
- 6) Total Drain Cleaning Services Pty Ltd
- 7) Tox Free Australia Pty Ltd



**2.3.1 Contract No. 1718-68 CCTV Inspection and Cleaning of Stormwater Drainage Pipes, Pits & Associated Works (Cont.)**

- 8) Cleanaway Industrial Solutions Pty Ltd
- 9) Veolia Water Technologies (Australia) Pty Ltd

Tenderers were advised that this is a Schedule of Rates Contract.

Tenderers were requested to submit a separate rate per works service item listed in Schedule 1A – Schedule of Rates of the tender documents. The rates submitted would be fixed for the initial 12 months of the contract and thereafter subject to rise and fall in accordance with Clause 3.4 - Price Adjustments of the Services General Conditions – Short Form (included with the tender documents).

**Tender Evaluation**

The evaluation panel consisted of Council's Service Unit Leader – Works, Fleet & Cleansing, the Team Leader Works Service Unit, Infrastructure & Utilities Contracts Coordinator and the Contracts Officer, with Occupational Health & Safety and Environmental Management consultants providing specialist advice.

All tender submissions were evaluated using Council's Weighted Attributed Value Selection Method. The advertised evaluation criteria and the allocated weightings for evaluation are as follows:

	Evaluation Criteria	Weighting
1	Price	40%
2	Relevant Experience - including	20%
	Years in this Industry	10%
	Years in Business	10%
3	Capability	30%
	Similar – Previous & Existing Contracts	15%
	Resources (Plant & Staff dedicated to the Contract)	15%
4	Local Industry / Content	5%
5	Social Procurement	5%
6	OH&S Systems ( Pass / Fail )	Pass / Fail
7	Environmental Management System (EMS)	Pass / Fail

**2.3.1 Contract No. 1718-68 CCTV Inspection and Cleaning of Stormwater Drainage Pipes, Pits & Associated Works (Cont.)**

The Evaluation Criteria 6 and 7 are given a Pass or Fail. The Evaluation Criteria 1 – 5 are given a point score between 0 and 5 as detailed in the following table.

Score	Description
5	Excellent
4	Very Good
3	Good, better than average
2	Acceptable
1	Marginally acceptable ( Success not assured )
0	Not Acceptable

Each submission was assessed against all evaluation criteria, to ensure that the tenderers met the standards required for Council contractors. A fail in any criterion would automatically exclude a tenderer from further consideration for this contract.

The tender submissions from the following companies were regarded as non-conforming by the evaluation panel and therefore set aside, only to be considered in the event that a suitable tender submission could not be found, they are:

- 1) Patriot Tankers Pty Ltd
- 2) Tox Free Australia Pty Ltd
- 3) Cleanaway Industrial Solutions Pty Ltd
- 4) Veolia Water Technologies (Australia) Pty Ltd

The remaining five (5) tender submissions were each assessed against the evaluation criteria (listed above). Each criterion is ranked on a point score between 0 (fail) and 5 (excellent). These rankings are then multiplied by the weighting to give a weighted attribute ranking for each criterion and totalled to give an overall evaluation score for all criteria as follows:

Tenderer	Price Points	Local Industry	Social Procurement	Non-Price Points	OH&S	ENV	Total Score
Environmental Services Group	1.66	0.25	0.00	2.43	PASS	PASS	4.34
ELS Environmental Location Systems	1.38	0.15	0.00	1.10	PASS	PASS	2.63
Total Drain Cleaning Services	0.50	0.20	0.03	1.20	PASS	PASS	1.93

**2.3.1 Contract No. 1718-68 CCTV Inspection and Cleaning of Stormwater Drainage Pipes, Pits & Associated Works (Cont.)**

RSP Environmental Services	0.37	0.05	0.00	1.05	PASS	PASS	1.47
Leading Plumbing Solutions	0.00	0.10	0.00	1.15	PASS	PASS	1.25

**Note 1: The higher the price score – lower the tendered price**

**Note 2: The higher the non-price score – represents better capability and capacity to undertake the service.**

In accordance with the advertised tender conditions all tender submissions were assessed against the Pass/Fail evaluation criteria of OH&S Management Systems and Environmental Management Systems.

### Financial Implications

This contract is a schedule of rates contract. Funding of \$337,000.00 excluding GST has been budgeted for these asset maintenance services for financial year 2018/19.

Works completed under this contract will be funded from several operational accounts:

1. Emergency works
2. Drainage Network CCTV Inspection
3. Drainage Pipe Cleaning

**Note: Schedule of Rates – A schedule of rates contract is one under which the amount that is payable to the contractor is calculated by applying an agreed schedule of rates to the quantity of work that is actually performed.**

### Consultation

During the tender evaluation process and in preparation of this report, relevant Council Officers from Engineering Services, Risk Management and OH&S and Environmental Planning were all consulted.

### Conclusion

At the conclusion of the tender evaluation process described above, the evaluation panel agreed that the tender submission from Environmental Services Group Pty Ltd represented the Best Value outcome for Council and should be accepted for the following reason:

- 1) Their conforming tender submission and lowest priced schedule of rates;
- 2) Their very good service record at the City of Greater Dandenong providing these services over the past four (4) years;
- 3) Their level of experience, staff resources and equipment;

**2.3.1 Contract No. 1718-68 CCTV Inspection and Cleaning of Stormwater Drainage Pipes, Pits & Associated Works (Cont.)**

- 4) Being ranked the highest overall for the non-price evaluation criteria of Relevant Experience, Capability and Local Industry;
- 5) Receiving a Pass for their Occupational Health & Safety and Environmental Management Systems; and
- 6) They are a local business operating from Dandenong South.

**The Company/Relevant Experience/Capability**

Environmental Services Group Pty Ltd was established in 2010 and is a leading provider of asset and waste management services. They specialise in the provision of drainage network condition assessment, CCTV drainage inspection surveys, drain clearing / cleaning services, drain maintenance, hydro vacuum excavation, vacuum loading and waste management of storm water drains.

Their team combines over 20 years' industry experience covering local Councils, water authorities, manufacturing, and construction clients.

The company has the appropriate staff and equipment to service the requirements of this contract and have successfully provided this service to Council for the past four years with a good record. They are an accredited organisation, maintaining ISO certifications across all three major areas, including Safety, Quality & Environmental.

Their depot is located in Dandenong South.

**Recommendation**

**That Council:**

- 1. **awards Contract No. 1718-68 for the CCTV Inspection & Cleaning of Stormwater Drainage Pipes, Pits & Associated Works to Environmental Services Group Pty Ltd at the tendered Schedule of Rates for an initial period of two (2) years;**
- 2. **reserves the option to extend the initial contract term by three (3), 12 month extensions at the sole and absolute discretion of Council; and**
- 3. **signs and seals the contract documents when prepared.**

## **2.4 STATUTORY PLANNING APPLICATIONS**

### **2.4.1 Planning Decisions Issued by Planning Minister's Delegate - June 2018**

File Id: qA280444

Responsible Officer: Director City Planning, Design and Amenity

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#### **Report Summary**

This report provides Council with an update on the exercise of delegation by Planning Minister's delegate.

No decisions were reported for the month of June 2018.

#### **Recommendation**

**That the report be noted.**

## **2.4.2 Planning Delegated Decisions Issued June 2018**

File Id:	qA280
Responsible Officer:	Director City Planning, Design and Amenity
Attachments:	Planning Delegated Decisions Issued – June 2018

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### **Report Summary**

This report provides Council with an update on the exercise of delegation by Council officers.

It provides a listing of Town Planning applications that were either decided or closed under delegation or withdrawn by applicants in June 2018.

It should be noted that where permits and notices of decision to grant permits have been issued, these applications have been assessed as being generally consistent with the Planning Scheme and Council's policies.

Application numbers with a PLN#.01 or similar, are applications making amendments to previously approved planning permits.

The annotation 'SPEAR' (Streamlined Planning through Electronic Applications and Referrals) identifies where an application has been submitted electronically. SPEAR allows users to process planning permits and subdivision applications online.

### **Recommendation**

**That the items be received and noted.**

**2.4.2 Planning Delegated Decisions Issued June 2018 (Cont.)**

**STATUTORY PLANNING APPLICATIONS**

**PLANNING DELEGATED DECISIONS ISSUED - June 2018**

**ATTACHMENT 1**

**PLANNING DELEGATED DECISIONS ISSUED  
– JUNE 2018**

**PAGES 11 (including cover)**

*If the details of the attachment are unclear please contact Governance on 8571 5235.*

## 2.4.2 Planning Delegated Decisions Issued June 2018 (Cont.)

## City of Greater Dandenong

## Planning Delegated Decisions Issued from 1/06/2018 to 30/06/2018

Application ID	VicSmart	Property Address	Applicant	Description	Notes	Authority	Decision	Date	Ward
1998/244.01	No	1/819-829 Princes Highway SPRINGVALE VIC 3171	Nutec Asia Pacific Pty Ltd	**CLOSED** See application 1998/244	Applicant resubmitted documents as a request for secondary consent to amend plans	Delegate	Closed	20/06/2018	Lightwood
PLN04/0250.01	No	2-4 Stud Road DANDENONG VIC 3175	Jean Nankin Hungry Jacks Pty Ltd C/- William Pearce Human Habitats Pty Ltd	Amendments to Planning Permit no. PLN04/0250 as follows: Alter Condition 1.2 to increase the height of the acoustic fence from 2m to 2.2m; Alter Condition 10 to allow for 24/7 hours of operation; Alter Condition 11 to allow the face-to-face drive-thru to operate between the hours of 10pm to 6am; and Delete Condition 20 requiring barriers to be installed to block vehicular entry to the site after closing hours. DECLARED AREA	Amend conditions 1, 10 and 11, and delete permit condition 20 to facilitate extended trading hours	Delegate	NOD	06/06/2018	RedGum
PLN10/0571.02	No	155 Glasscocks Road DANDENONG SOUTH VIC 3175	Spiire Australia Pty Ltd	AMENDMENT TO Subdivision x 50 and Creation of an Easement	Amend permit preamble to change the wording of what the permit allows to subdivision in accordance with the endorsed plans	Delegate	AmendPerm	15/06/2018	RedGum
PLN11/0900.01	No	1 Rex Court NOBLE PARK VIC 3174	Nobelius Land Surveyors Pty Ltd	AMENDMENT TO Subdivision x 3 SPEAR	Amend permit preamble to include removal of part of the drainage & sewerage easement along the northern boundary	Delegate	AmendPerm	29/06/2018	Paperbark
PLN12/0350.01	No	11 Cahill Street DANDENONG SOUTH VIC 3175	Cardboard Collection Services	AMEND TO Building and Works (Weight Bridge) and Use (Materials Recycling) SPEAR	Amend permit to delete conditions 1.1, 1.3 and amend condition 4, relating to the types and scope of plastic stored and main vehicle access points to the building	Delegate	AmendPerm	28/06/2018	RedGum

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## 2.4.2 Planning Delegated Decisions Issued June 2018 (Cont.)

Application ID	VicSmart	Property Address	Applicant	Description	Notes	Authority	Decision	Date	Ward
PLN14/0527.02	No	128 Riverend Road BANGHOLME VIC 3175	ForeSite Planning & Bushfire Consultants	Amendment to Planning Permit PLN14/0527 to allow the construction of two (2) mezzanines within the existing horse arena and the construction of one (1) additional walking area	Amendment to the permit to allow construction of a mezzanine floor within shed	Applicant	Withdrawn	22/06/2018	RedGum
PLN14/0704.01	No	7-9 Fiveways Boulevard KEYSBOROUGH VIC 3173	Village Church Dingley Inc.	AMENDMENT TO Change of Use - Place of Assembly & Recreational Facility with associated services and Signage	Proposal fails to provide adequate car parking, meet safety design standards and would have adverse amenity impacts on the Place of Assembly	Delegate	Refusal	06/06/2018	Paperbark
PLN15/0156.03	No	National Water Sports Centre 5 Riverend Road BANGHOLME VIC 3175	Gravity Recreation Pty Ltd	AMENDMENT TO Change of Use (Outdoor Recreation Facility) & associated Buildings & Works	Amend endorsed plans to show reduction of building from double storey to single storey	Delegate	AmendPerm	08/06/2018	RedGum
PLN15/0266.01	No	16 Bruce Street DANDENONG VIC 3175	Freemans Homes Pty Ltd	**CLOSED**	Application created in error as applicant advised incorrect application number to amend	Delegate	Closed	13/06/2018	RedGum
PLN16/0610.01	No	473-477 Springvale Road SPRINGVALE VIC 3171	McIntyre & Cross Architects Pty Ltd	AMENDMENT TO Buildings and works associated with an existing convenience restaurant	Delete permit Conditions 1.1 and 7 to remove roller menuboards	Delegate	AmendPerm	13/06/2018	Lightwood
PLN16/0672.02	No	287-293 Greens Road KEYSBOROUGH VIC 3173	Fulcrum Urban Planning Pty Ltd	Amendment to Planning Permit PLN16/0672.01 to allow the use of land for industry, allow the development of the land for external flues and delete conditions of permit	Amend permit to allow paint preparation booths and paint booths to be installed at the premises	Delegate	AmendPerm	14/06/2018	RedGum
PLN16/0899.01	No	796-798 Princes Highway SPRINGVALE VIC 3171	Ammache Architects Pty Ltd	AMEND TO Use and development of the land for a medical centre and child care centre, reduction in car parking requirements and alteration of access to a road in Road Zone, Category 1	Amend permit to allow alteration of boundary alterations treatments	Delegate	AmendPerm	05/06/2018	Lightwood
PLN16/0947	No	234 Cheltenham Road KEYSBOROUGH VIC 3173	Sylvester Kroyherr	Use of the land for panel beating and to reduce the car parking requirements	Industrial 1 Zone, 331.3sqm	Delegate	PlanPerm	20/06/2018	Paperbark

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## 2.4.2 Planning Delegated Decisions Issued June 2018 (Cont.)

Application ID	VicSmart	Property Address	Applicant	Description	Notes	Authority	Decision	Date	Ward
PLN17/0098.01	No	17 Hudson Court KEYSBOROUGH VIC 3173	Fraser Property Australia	AMENDMENT RECEIVED Development of a Warehouse SEE CHILD PROCESS PLN17/0098.02	No response to further information request	Delegate	Lapsed	12/06/2018	RedGum
PLN17/0098.02	No	17 Hudson Court KEYSBOROUGH VIC 3173	Fraser Property Australia	AMENDMENT TO Development of a Warehouse	Amend permit and plans to allow for illumination of main signage and install an additional corporate sign to the office	Delegate	AmendPerm	29/06/2018	RedGum
PLN17/0194	No	3/28 Station Street DANDENONG VIC 3175	Sylvester Kroyherr	Use of the land for Panel Beating and a reduction in the car parking requirement - DECLARED AREA	Comprehensive Development 2 Zone, 24.5sqm, spray booth and flue	Delegate	PlanPermit	05/06/2018	RedGum
PLN17/0243.01	No	Land 42 Princes Highway DANDENONG VIC 3175	Kostic & Associates P/L	AMENDMENT TO Development of the land for eight (8) triple storey dwellings and alteration of access to a road in a Road Zone Category 1 DECLARED AREA	Delete permit Condition 3.2 relating to boundaries must be realigned to accord with the location of car spaces	Delegate	AmendPerm	01/06/2018	RedGum
PLN17/0264	No	7 Page Court DANDENONG NORTH VIC 3175	Tots Design	The subdivision of land into two (2) lots and the development of the land for a double storey dwelling to the rear of an existing dwelling and alterations and additions to the existing dwelling	General Residential 1 Zone, 607sqm	Delegate	PlanPermit	29/06/2018	RedGum
PLN17/0418.01	No	32 Red Gum Drive DANDENONG SOUTH VIC 3175	Tyre Recycling Australia Pty Ltd	AMENDMENT TO To construct works and use the land for transfer station	Amend permit preamble to use the land for materials recycling	Delegate	AmendPerm	13/06/2018	RedGum
PLN17/0424.01	No	16 Jayco Drive DANDENONG SOUTH VIC 3175	Stephen D'Andrea Pty Ltd	AMENDMENT TO Use and development of the land for Industry (brewery), reduction in the car parking requirements and to use land to sell and consume liquor	Amend permit to allow reduction in parking parking requirements	Delegate	AmendPerm	06/06/2018	RedGum
PLN17/0617	No	295-321 Perry Road KEYSBOROUGH VIC 3173	Australian Animal Protection Society C/o Ben Mahon Bosco Jonson	The use and development of land for an Animal Shelter	Urban Floodway Zone, Industrial 1 Zone, 32000sqm	Delegate	PlanPermit	12/06/2018	RedGum

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## 2.4.2 Planning Delegated Decisions Issued June 2018 (Cont.)

Application ID	VicSmart	Property Address	Applicant	Description	Notes	Authority	Decision	Date	Ward
PLN17/0627	No	19 Howe Avenue DANDENONG NORTH VIC 3175	JAG Building Design Consultants	Development of the land for two (2) double storey dwellings on a lot	Neighbourhood Residential 1 Zone, 653.68sqm	Delegate	PlanPermit	07/06/2018	Silverleaf
PLN17/0653	No	6 Stephenson Street SPRINGVALE VIC 3171	Hong Xiang C/- Planning Sense	The development of the land for five (5) double storey dwellings	Residential Growth 1 Zone, 701.85sqm	Delegate	NOD	01/06/2018	Lightwood
PLN17/0698	No	54 Buckley Street NOBLE PARK VIC 3174	Archsign Pty Ltd	Development of the land for eight (8) dwellings (7 Three Storey & 1 Double Storey)	Residential Growth 1 Zone, 1012sqm	Delegate	NOD	05/06/2018	Paperbark
PLN17/0733	No	164-168 Williams Road DANDENONG SOUTH VIC 3175	Mobius Materials Recovery Pty Ltd	Buildings and Works (Warehouse Extension)	Industrial 1 Zone, 67sqm	Delegate	PlanPermit	15/06/2018	RedGum
PLN17/0738	No	1252-1258 Heatherton Road NOBLE PARK VIC 3174	RDS Ventures Pty Ltd	Development of a service station, use and development of a convenience shop, convenience restaurant and car wash, the display of internally illuminated business identification signage, a reduction of the car parking requirements and alteration of access to a Road Zone Category 1.	General Residential 1 Zone, 1404sqm	Delegate	PlanPermit	28/06/2018	Paperbark
PLN17/0750	No	2/1 Bungaleen Court DANDENONG SOUTH VIC 3175	Universal Planning	Use of the land for a place of worship and reduction in standard car parking requirement specified in Clause 52.06.	Industrial 1 Zone, church, 15 patrons	Delegate	PlanPermit	05/06/2018	RedGum
PLN17/0755	No	21 David Street NOBLE PARK VIC 3174	Heng & Angela Lim	Development of the land for three (3) dwellings (two double storey dwellings and one single storey dwelling to the rear)	General Residential 1 Zone, 889sqm	Delegate	PlanPermit	06/06/2018	Paperbark
PLN17/0801	No	10 Adelaide Street DANDENONG VIC 3175	Ogee Architects Pty Ltd	Development of the land for four (4) dwellings (three double storey dwelling and one single storey dwelling to the rear)	General Residential 1 Zone, 968sqm	Delegate	PlanPermit	28/06/2018	RedGum
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## 2.4.2 Planning Delegated Decisions Issued June 2018 (Cont.)

Application ID	VicSmart	Property Address	Applicant	Description	Notes	Authority	Decision	Date	Ward
PLN17/0811	No	4 Mather Road NOBLE PARK VIC 3174	Glenfac Constructions Pty Ltd	Subdivision of the land and development for four (4) double storey dwellings	General Residential 1 Zone, 92.1sqm	Delegate	PlanPermit	08/06/2018	Paperbark
PLN17/0837	No	44 Moische Circuit SPRINGVALE VIC 3171	Friedman Malina Planning Pty Ltd	Buildings and Works (Single Dwelling)	General Residential 1 Zone, 234sqm	Delegate	PlanPermit	15/06/2018	Lightwood
PLN17/0862	No	20 View Road SPRINGVALE VIC 3171	Best Light Development Pty Ltd T/as BLDE Architecture	To develop the land for four (4) double storey dwellings	Residential Growth 1 Zone, 739.36sqm	Delegate	PlanPermit	27/06/2018	Lightwood
PLN17/0875	No	108-168 Bayliss Road DANDENONG SOUTH VIC 3175	Salta Properties (Lyndhurst) Pty Ltd C/- Planning & Property Partners Pty Ltd	Development of the land for two (2) warehouses and reduction in car parking	Industrial 1 Zone, 30.076sqm, warehouse x2	Delegate	PlanPermit	14/06/2018	RedGum
PLN18/0004	No	95 Bayliss Road DANDENONG SOUTH VIC 3175	Optus Mobile Pty Ltd C/- James McIver Catalyst ONE Pty Ltd	Use and development of the land for a Telecommunications Facility	Industrial 1 Zone, 193.300sqm, telecommunications facility	Delegate	PlanPermit	14/06/2018	RedGum
PLN18/0013	No	6 McMahrens Road BANGHOLME VIC 3175	KLM Spatial Pty Ltd	Use and development of the land for a dependent person's unit	Green Wedge Zone, Urban Flood Zone, 91.18sqm	Delegate	PlanPermit	21/06/2018	RedGum
PLN18/0027	No	111 Greens Road DANDENONG SOUTH VIC 3175	Minerva Cerna-Oniz	Buildings and Works (Workshop) and alteration of access to a road in a Road Zone Category 1	Industrial 1 Zone, 580sqm, mechanical workshops	Delegate	PlanPermit	04/06/2018	RedGum
PLN18/0046	No	49 Stephenson Street SPRINGVALE VIC 3171	Strait-Line Builders & Drafters Pty Ltd	Development of the land for three dwellings (3) (two double storey dwellings and one single storey dwelling to the rear)	General Residential 1 Zone, 770sqm	Delegate	PlanPermit	29/06/2018	Lightwood
PLN18/0048	No	14 Gray Street SPRINGVALE VIC 3171	Victorian Drafting & Design	Development of the land for two (2) single storey dwellings comprising the retention of one (1) existing single storey dwelling to the front and the construction of one (1) single storey dwelling to the rear	General Residential 1 Zone, 726.78sqm, 1 single storey new, 1 single storey existing	Delegate	PlanPermit	15/06/2018	Lightwood

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## 2.4.2 Planning Delegated Decisions Issued June 2018 (Cont.)

Application ID	VicSmart	Property Address	Applicant	Description	Notes	Authority	Decision	Date	Ward
PLN18/0093	No	1 Norisha Court DANDENONG NORTH VIC 3175	Extension Factory	Development of the land for alterations to existing dwelling on a lot less than 300sqm	No response to further information request	Delegate	Lapsed	15/06/2018	RedGum
PLN18/0094	No	37 Babbage Drive DANDENONG SOUTH VIC 3175	Dent Craft Hail Group Pty Ltd	Use of the land for motor repairs with a reduction of the car parking requirement	Industrial 3 Zone, motor vehicle repairs	Applicant	Withdrawn	22/06/2018	RedGum
PLN18/0099	No	84-94 Osborne Avenue SPRINGVALE VIC 3171	McDonalds Australia Limited	Construction of external alterations to a convenience restaurant and display of advertising signs	Multiple Zones Apply, business identification signage	Delegate	PlanPermit	18/06/2018	Lightwood
PLN18/0100	No	312-318 Cheltenham Road KEYSBOROUGH VIC 3173	McDonalds Australia Limited	Construction of external alterations to a convenience restaurant and display of advertising signs	Mixed Use Zone, business identification signage	Delegate	PlanPermit	20/06/2018	Paperbark
PLN18/0101	No	McDonalds Restaurant 165 Stud Road DANDENONG NORTH VIC 3175	McDonalds Australia Limited	Construction of external alterations to a convenience restaurant and display of advertising signs	Multiple Zones Apply, business identification signage	Delegate	PlanPermit	20/06/2018	RedGum
PLN18/0120	No	28 Egan Road DANDENONG VIC 3175	Vic Planning & Design Pty Ltd	Use and development of the land for the purpose of a Place of Assembly and a reduction in the car parking requirement under Clause 52.06 of the Greater Dandenong Planning Scheme	Industrial 1 Zone, 45 patrons	Delegate	NOD	28/06/2018	RedGum
PLN18/0124	No	37 Naxos Way KEYSBOROUGH VIC 3173	Phil Bernardo Drafting Pty Ltd	Buildings and Works (Warehouse and ancillary double storey office)	Industrial 1 Zone, 889sqm	Delegate	PlanPermit	29/06/2018	RedGum
PLN18/0144	No	175 Harwood Road BANGHOLME VIC 3175	Green & Co Farms	Development of the land for two (2) agricultural buildings	Green Wedge Zone, 18sqm	Delegate	PlanPermit	21/06/2018	RedGum
PLN18/0170	No	841 Princes Highway SPRINGVALE VIC 3171	Maple Media Pty Ltd	Signage (Major Promotional Sign)	No response to further information request	Delegate	Lapsed	04/06/2018	Lightwood

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## 2.4.2 Planning Delegated Decisions Issued June 2018 (Cont.)

Application ID	VicSmart	Property Address	Applicant	Description	Notes	Authority	Decision	Date	Ward
PLN18/0171	No	216-222 South Gippsland Highway DANDENONG SOUTH VIC 3175	Maple Media Pty Ltd	Signage (Major Promotional Sign)	Proposal fails to comply with clauses 21.05 (Built Form), 22.03 (Urban Design), 22.11 (Advertising Signs Policy) and 52.05 (Advertising Signs)	Delegate	Refusal	22/06/2018	RedGum
PLN18/0183	No	35 King George Parade DANDENONG VIC 3175	Pugliese & C Pty Ltd	Subdivision - Residential - New Lots x3 SPEAR	Residential	Delegate	PlanPermit	12/06/2018	RedGum
PLN18/0190	No	1579 Heatherton Road DANDENONG NORTH VIC 3175	Dandenong Club	Construct buildings and works comprising a shelter over the existing outdoor area and to construct a 3 metre high wall on the northern boundary	General Residential 1 Zone, 359sqm, shade structure and bus enclosure	Delegate	PlanPermit	28/06/2018	RedGum
PLN18/0192	No	34 Indian Drive KEYSBOROUGH VIC 3173	Inderpal Singh	Change of Use (Trade Supplies)	Industrial 1 Zone, plumbing supplies	Applicant	Withdrawn	15/06/2018	RedGum
PLN18/0208	No	259-265 Perry Road KEYSBOROUGH VIC 3173	Phil Bernardo Drafting Pty Ltd	Development of the land for three (3) warehouses with ancillary offices	Industrial 1 Zone, 1750sqm	Delegate	PlanPermit	28/06/2018	RedGum
PLN18/0212	No	27 Eastbury Street KEYSBOROUGH VIC 3173	Hong Chang	Development of the land for one (1) dwelling on a lot less than 300sqm.	General Residential 2 Zone, 255sqm	Delegate	PlanPermit	29/06/2018	RedGum
PLN18/0216	No	8 Warbla Street DANDENONG NORTH VIC 3175	Shakeel Ahmed Mohammed & Zameer Sultana	Subdivision x2 SPEAR	Residential	Delegate	PlanPermit	13/06/2018	Silverleaf
PLN18/0226	No	1579 Heatherton Road DANDENONG NORTH VIC 3175	The Dandenong Club	Signage (Electronic Sign x2)	General Residential 1 Zone	Delegate	PlanPermit	21/06/2018	RedGum
PLN18/0235	No	4 Solisbury Crescent KEYSBOROUGH VIC 3173	Suet Cheng Soong	Building and Works (rear verandah)	Under Clause 62.02-2 a permit is not required to build a rear verandah	Delegate	NotRequire	15/06/2018	RedGum

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## 2.4.2 Planning Delegated Decisions Issued June 2018 (Cont.)

Application ID	VicSmart	Property Address	Applicant	Description	Notes	Authority	Decision	Date	Ward
PLN18/0237	No	19 Wanke Crescent DANDENONG VIC 3175	Zoran Vukas	Subdivision x 2 SPEAR	Residential	Delegate	PlanPermit	21/06/2018	RedGum
PLN18/0238	No	15 Edward Avenue DANDENONG VIC 3175	Sivaganeshan Kathiresan	Subdivision - Residential - New Lots x2 SPEAR	Residential	Delegate	PlanPermit	14/06/2018	RedGum
PLN18/0240	No	6 Janice Grove DANDENONG VIC 3175	Nobelius Land Surveyors Pty Ltd	Subdivision - Residential - New Lots x3 SPEAR	Residential	Delegate	PlanPermit	14/06/2018	RedGum
PLN18/0241	No	65 Clow Street DANDENONG VIC 3175	Phoenix Outdoor	Signage (Electronic Promotion Sign) - DECLARED AREA	No response to further information request	Delegate	Lapsed	21/06/2018	RedGum
PLN18/0242	No	Service Station 309-315 Cheltenham Road KEYSBOROUGH VIC 3173	Phoenix Outdoor	Signage (Electronic Promotion Sign)	No response to further information request	Delegate	Lapsed	21/06/2018	RedGum
PLN18/0245	No	581 Springvale Road SPRINGVALE SOUTH VIC 3172	Phoenix Outdoor	Signage (Electronic Promotion Sign)	No response to further information request	Delegate	Lapsed	21/06/2018	Lightwood
PLN18/0256	No	915 Heatherston Road SPRINGVALE VIC 3171	Chiam Property Group Pty Ltd	Subdivision x 6 SPEAR	Residential	Delegate	PlanPermit	19/06/2018	Lightwood
PLN18/0259	No	28 Naxos Way KEYSBOROUGH VIC 3173	Quinfield Developments Pty Ltd	Subdivision x 3 SPEAR	Industrial	Delegate	PlanPermit	21/06/2018	RedGum
PLN18/0271	No	19 Hillside Avenue DANDENONG NORTH VIC 3175	Nobelius Land Surveyors Pty Ltd	Subdivision x 2 SPEAR	Residential	Delegate	PlanPermit	21/06/2018	RedGum

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## 2.4.2 Planning Delegated Decisions Issued June 2018 (Cont.)

Application ID	VicSmart	Property Address	Applicant	Description	Notes	Authority	Decision	Date	Ward
PLN18/0273	No	4 Auburn Drive KEYSBOROUGH VIC 3173	Siema Building Pty Ltd	Development of the land for one (1) dwelling on a lot less than 300sqm	General Residential 2 Zone, 256sqm	Delegate	PlanPermit	29/06/2018	RedGum
PLN18/0292	No	96 Dunblane Road NOBLE PARK VIC 3174	Herricus Investments Pty Ltd	Subdivision x 3 SPEAR	Residential	Delegate	PlanPermit	29/06/2018	Paperbark
PLN18/0295	Yes	29D Buckingham Avenue SPRINGVALE VIC 3171	Yolo Coffee Cafe	Buildings and Works VICSMART	Commercial 1 Zone, 20sqm, awning	Delegate	PlanPermit	12/06/2018	Lightwood
PLN18/0296	Yes	114 Assembly Drive DANDENONG SOUTH VIC 3175	Steve Palmer Surveys Pty Ltd	Subdivision of the land into two (2) lots SPEAR VICSMART	Commercial	Delegate	PlanPermit	27/06/2018	RedGum
PLN18/0300	Yes	18 Naxos Way KEYSBOROUGH VIC 3173	Quality First Designs Pty Ltd	Buildings and Works (Warehouse) VICSMART	Industrial 1 Zone, 727sqm, warehouse	Delegate	PlanPermit	07/06/2018	RedGum
PLN18/0306	Yes	95 Indian Drive KEYSBOROUGH VIC 3173	Phil Bernardo Drafting Pty Ltd	Buildings and Works (Warehouse x2) VICSMART	Industrial 1 Zone, 707sqm	Delegate	PlanPermit	21/06/2018	RedGum
PLN18/0309	No	1/58-82 Produce Drive DANDENONG SOUTH VIC 3175	Quality First Designs Pty Ltd	The development of the land for a warehouse	Industrial 1 Zone, 3366sqm, warehouse	Delegate	PlanPermit	15/06/2018	RedGum
PLN18/0311	No	211 Corrigan Road NOBLE PARK VIC 3174	Harry Singh	Subdivision x 3 SPEAR	Residential	Delegate	PlanPermit	29/06/2018	Paperbark
PLN18/0313	Yes	16 Naxos Way KEYSBOROUGH VIC 3173	Quality First Designs Pty Ltd	Buildings and Works (Warehouse) VICSMART	Industrial 1 Zone, 463sqm	Delegate	PlanPermit	22/06/2018	RedGum

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## 2.4.2 Planning Delegated Decisions Issued June 2018 (Cont.)

Application ID	VicSmart	Property Address	Applicant	Description	Notes	Authority	Decision	Date	Ward
PLN18/0318	No	22 Birdwood Avenue DANDENONG VIC 3175	Velette Pty Ltd	Subdivision x 5 SPEAR	Residential	Delegate	PlanPermit	27/06/2018	RedGum
PLN18/0320	No	22 Ray Street DANDENONG VIC 3175	Nilsson Noel & Holmes (Surveyors) Pty Ltd	Subdivision x 3 SPEAR	Residential	Delegate	PlanPermit	27/06/2018	RedGum
PLN18/0341	No	581 Springvale Road SPRINGVALE SOUTH VIC 3172	Phoenix Outdoor	CLOSED	Created in error	Delegate	Closed	26/06/2018	Lightwood
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**2.4.3 Town Planning Application - Nos. 466-468 Cheltenham Road, Keysborough  
(Planning Application No. OTH17/0028)**

File Id:	492755
Responsible Officer:	Director City Planning, Design and Amenity
Attachments:	Proposed Development Plan Addendum Schedule 8 to the Development Plan Overlay (DPO8)  Existing Development Plan Extract

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**Report Summary**

The purpose of this report is to consider the Development Plan Addendum (DPO8).

The existing development plan currently covers three (3) lots fronting Cheltenham Road:

- Lot 1 PS729571, 468 Cheltenham Road (subject site – previous Masters site);
- Lot 1 PS729572, 452 Cheltenham Road (vacant residential lot)
- Lot 3 PS546419, 442-448 Cheltenham Road (vacant residential lot)

The proposed addendum to the existing development plan seeks to amend one (1) of the lots identified as Lot 1, 468 Cheltenham Road from being identified as an integrated home improvement store, to a lot that is for a supermarket and retail premise use.

The DPO8 Addendum outlines the broad building envelope for the existing building on the site and the areas designated for car parking and landscaping. An Urban Design Statement of Intent accompanies the Development Plan detailing built form outcomes sought, noise attenuation, landscaping, pedestrian network, urban design guidelines and the like.

The detailed design for the development on the subject lot including façade treatments, signage and floor areas/location of tenancies within the building, will be provided as part of a future planning permit application. The building envelope and specific design guidelines will assist in the preparation of the detailed planning permit application and will inform the overall design outcome to be proposed at a later date.

An informal public notification of the proposal was undertaken and in response to that notification one (1) submission was received from the school to the south.

Once the DPO8 Addendum is approved to Council's satisfaction a future planning permit application may be considered and granted for development of the land, provided that it is generally in accordance with the approved Development Plan.

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**2.4.3 Town Planning Application - Nos. 466-468 Cheltenham Road, Keysborough (Planning Application No. OTH17/0028) (Cont.)**

**Recommendation Summary**

This report recommends that Council resolves to:

- Accept the officer recommendations on the submissions received;
- Approve the Development Plan Addendum for Lot 1, 468 Cheltenham Road, Keysborough in the form of Attachment 1 subject to conditions; and
- Advise the applicant and submitter of Council's decision.

**2.4.3 Town Planning Application - Nos. 466-468 Cheltenham Road, Keysborough (Planning Application No. OTH17/0028) (Cont.)****Background**

On 12 December 2011 a Development Plan pursuant to Schedule 8 of the Development Plan Overlay was approved by Council for three lots. The development plan was specifically tailored to guide the transition from existing and proposed commercial uses on Lots 1 PS729571 (468 Cheltenham Road – subject site) and Lot 1 PS729572 (452 Cheltenham Road) to proposed future residential development for Lot 3 PS546419 (442-448 Cheltenham Road):

Lot/Address	Proposed uses
Lot 1 PS729571, 468 Cheltenham Road (Masters site)	Commercial Development – Integrated Home Improvement Store
Lot 1 PS729572, 452 Cheltenham Road (subject vacant commercial lot)	Commercial Development – Bulky Goods Retail
Lot 3 PS546419, 442-448 Cheltenham Road (vacant residential lot)	Residential Development – Subject to Development plan Addendum

Since the approval of Development Plan DPO8 the following has occurred:

- 468 Cheltenham Road - has been developed for commercial purposes (previously Masters).
- 452 Cheltenham Road – On 21 September 2016 Council received a request to commence an addendum to the DPO8. This addendum set out the building design, parking, landscaping and other important guiding principles for the future residential development on the lot. It provides a greater level of detail to guide and facilitate a future planning permit application, specifically for medium density residential development on the subject site. This development plan addendum was approved by Council on 17 May 2017.
- 452 Cheltenham Road - Planning permit PLN17/0603 was approved on 6/11/2017 for the development of the land for one hundred and fourteen (114) dwellings and alteration of access to a road in a Road Zone Category 1.
- 442-448 Cheltenham Road - On 14 October 2014 Council received a request to commence an addendum to the DPO8. This addendum set out the building design, parking, landscaping and other important guiding principles for the future residential development on the lot. It provides a greater level of detail to guide and facilitate a future planning permit application, specifically for medium density residential development on the subject site. This development plan addendum was approved by Council on 18 November 2015.

### 2.4.3 Town Planning Application - Nos. 466-468 Cheltenham Road, Keysborough (Planning Application No. OTH17/0028) (Cont.)

- 442-448 Cheltenham Road - Planning application PLN16/0075 for the development of the land for seventy two (72) dwellings and alteration of access to a road in a Category 1, Road Zone was appealed to VCAT under Section 79 of the Planning and Environment Act 1987 (Failure to Determine). The application was sent to a Council meeting on 24/11/2016 with a resolution that if council was able to make a Decision it would be a refusal. VCAT resolved to approve the application and a permit issued on 8 May 2017.

Figure 1: Original Development Plan (DPO8) (see Att 2 for increased scale and legibility)

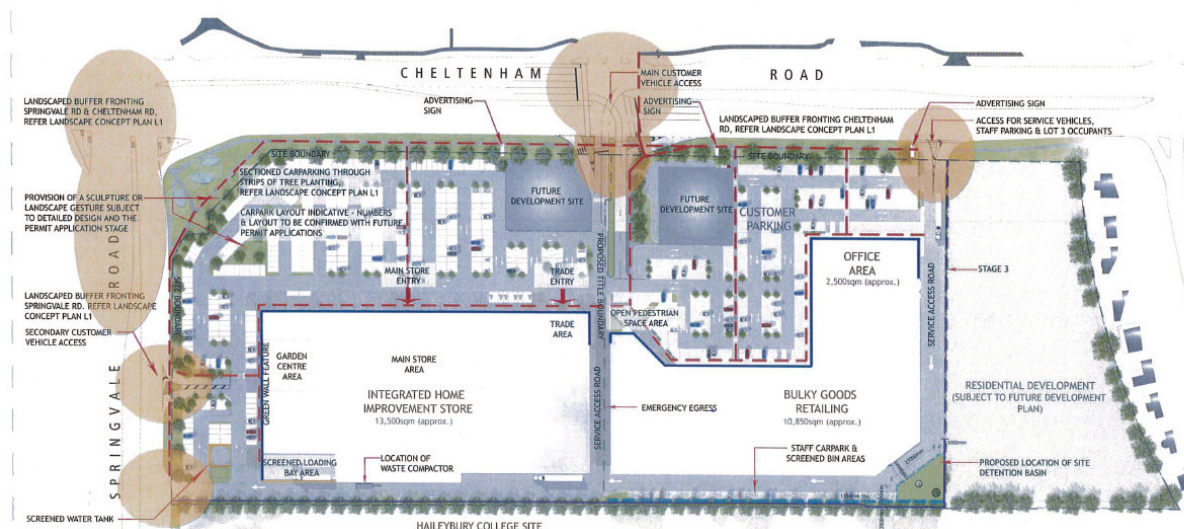


Figure 1: Original Development Plan (DPO8) (see Att 2 for increased scale and legibility)

### Subject Site Context

The subject site is located on the south side of Cheltenham Road, at the intersection of Cheltenham Road and Springvale Road.

The property is described as Lot 1 on PS729571 and has a total land holding of 3.561 hectares at 468 Cheltenham Road (Keysborough).

The site context (location and surrounds) are shown in Figure 2 below. The site is located within the Mixed Use Zone (MUZ) and subject to Schedule 8 to the Development Plan Overlay (DPO8) and the Environmental Audit Overlay (EAO) of the *Greater Dandenong Planning Scheme*. These planning controls support this site for commercial uses.

The applicant has provided that the repurposed centre will provide the following uses:

- Supermarket
- Restricted Retail premises
- Food and drink remises
- Shop



**2.4.3 Town Planning Application - Nos. 466-468 Cheltenham Road, Keysborough (Planning Application No. OTH17/0028) (Cont.)**

- Warehouse/Distribution Centre

Under Section 1 of the Mixed Used Zone (Clause 32.04-2 - table of uses) a planning permit is not required for a shop (which includes supermarket and restricted retail premise) and food and drink premises, subject to the leasable floor area not exceeding 150 square metres. Under Section 2 of the Mixed Use Zone, a planning permit is required for retail premises and warehouse (must not be a purpose listed in the table to Clause 52.10). A permit is required for buildings and works (Clause 32.04-8). The purpose of the Mixed Use Zone is:

- *To implement the State Planning Policy Framework and the Local Planning Policy Framework, including the Municipal Strategic Statement and local planning policies;*
- *To provide for a range of residential, commercial, industrial and other uses which complement the mixed-use function of the locality;*
- *To provide for housing at higher densities;*
- *To encourage development that responds to the existing or preferred neighbourhood character of the area; and*
- *To facilitate the use, development and redevelopment of land in accordance with the objectives specified in a schedule to this zone.*

Figure 2: Site Context Plan



Figure 2: Site Context Plan

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**2.4.3 Town Planning Application - Nos. 466-468 Cheltenham Road, Keysborough (Planning Application No. OTH17/0028) (Cont.)**

**Alterations of commercial use**

The applicant advises that the proposal for supermarket and retail tenancies in the subject location has evolved from circumstances where the land was previously developed as an integrated home improvement store (Masters).

The applicants have outlined that Masters Home Improvement store has been vacant since late 2016 and it is proposed to utilise the site for a similar retail use that will reflect the site as a Key Gateway Site.

The applicant has outlined that the amendment to the Development Plan intends to retain and re-purpose the existing main building to the south of the site.

The proposed amended centre will include:

- Supermarket – 2,650 square metres
- Restricted Retail premises – 6,114 square metres
- Food and drink remises – 91 square metres
- Shop – 1550 square metres
- Warehouse/Distribution Centre associated with the proposed supermarket – 12,500 square metres

The site is appropriately located for a varied commercial development on an established site, within an established area that features good access to nearby public open space, employment precincts, and proximity to the Dingley Activity Centre, Parkmore Activity Centre and Dandenong Major Activity Centre.

The applicant has identified that the proposal is supported by local planning policy which builds on the objectives of State policy concerning commercial development in that:

- The proposal results in a renovation of the existing building, which provides a sustainability benefit.
- The proposal will result in a diverse range of employment opportunities.
- The mix of uses proposed will provide amenity of residents and contributes to the objectives of the 20 minute city.
- The inclusion of improved urban design outcomes for the built form will achieve a contemporary active frontage for the building through any future planning application.
- The amended Development Plan also facilitates improvements to the landscaping outcomes for the site.
- Revitalisation of the commercial prospects of the site, facilitating economic activity within the municipality.
- Strengthening the site as a Key Gateway location through its rejuvenation and repurposing.

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**2.4.3 Town Planning Application - Nos. 466-468 Cheltenham Road, Keysborough (Planning Application No. OTH17/0028) (Cont.)**

- The subject site is appropriately located to take advantage of public transport options.
- The existing conditions of the site provide for significant car parking on site, which will be maintained and enhanced through improved landscaping outcomes.
- The proposal provides an acoustic report, demonstrating compliance with SEPP N-1

**Proposal**

The role of the DPO8 Addendum is to provide the guidance document for a future high quality commercial development on the subject site. Once the DPO8 Addendum is approved, a future planning permit application may be considered and granted for the development and use of a supermarket, restricted retail premises, food and drink premises, shop and warehouse/distribution centre on the land, in accordance with the approved Development Plan, without further public notice.

DPO8 sets out the requirement for a Development Plan to be submitted to and approved by Council before a future planning permit for the site can be determined. The Development Plan must address the following issues and provide guidelines to the Council's satisfaction on:

- Existing site conditions;
- The size and dimensions of the land;
- Contours and levels of site;
- The location of existing vegetation and proposed landscaping areas;
- Urban Design Guidelines;
- Traffic Management Plan & Transport Assessment Report (TIAR) to the satisfaction of Council and VicRoads;
- ESD Plan indicating energy, waste, transport and other resources use and management throughout the development; and
- An acoustic report detailing the acoustic measures required to protect the amenity of the adjoining residential uses and Haileybury Secondary College from noise impact in accordance with the State Environment Protection Policy (Control of Noise from Industry, Commerce and Trade) No.N-1.

The DPO8 Addendum as submitted by the applicant comprises the following documents:

- A Development Plan report;
- Development Plan drawings and plans;
- A Traffic and Transport Assessment;
- A Environmental Noise Assessment; and
- An Economic Impact Assessment.



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**2.4.3 Town Planning Application - Nos. 466-468 Cheltenham Road, Keysborough (Planning Application No. OTH17/0028) (Cont.)**

These documents provide the detail of the DPO8 Addendum the content of which is summarised below:

- Any future development will be required to consist of a supermarket, restricted retail premises, food and drink premises, shop and warehouse/distribution centre on the land, in lieu of an integrated home improvement store (as specified on the Development Plan);
- Location of the building envelope, car parking and landscaping areas;
- Main vehicle entry from the western-most point of access to Cheltenham Road.
- Existing accessway within the site (eastern and southern section of the site) to be utilised as circulation and deliveries within the site;
- A written response to the provision of existing and proposed acoustic measures abutting the school (south) and residential interfaces (east);
- The inclusion of design guidelines/principles outlining requirements such as:
  - Built form;
  - Noise attenuation;
  - Landscaping;
  - Visual Bulk;
  - Pedestrian network/access;
  - Services;
  - Urban Design Guidelines;
  - Palette of materials;
  - Pedestrian safety;
  - Signage;
  - ESD; and
  - Traffic Management.

An extract from the proposed DPO8 Addendum Plan for the site is shown in Figure 3 on the following page. The full DPO8 Addendum report is available in **Attachment 1**.

### 2.4.3 Town Planning Application - Nos. 466-468 Cheltenham Road, Keysborough (Planning Application No. OTH17/0028) (Cont.)

Figure 3: Development Plan Addendum

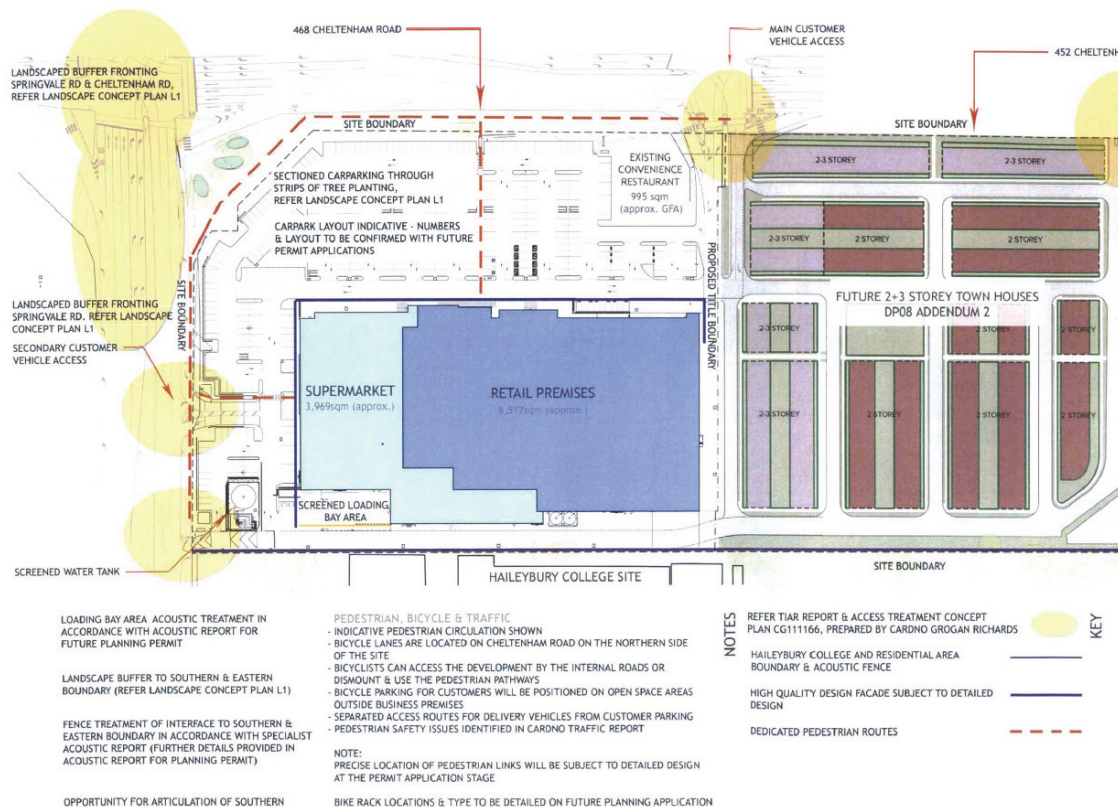


Figure 3: Development Plan Addendum

### Community Plan 'Imagine 2030' and Council Plan 2017-2021 – Strategic Objectives, Strategies and Plans

After consultation with the Greater Dandenong community on what kind of future they wanted to see for themselves and the City in 2030, the result was the Greater Dandenong Community Plan 'Imagine 2030'. This report is consistent with the following community visions:

#### Community Plan 'Imagine 2030'

##### Place

- Sense of Place – *One city many neighbourhoods*
- Safety in Streets and Places – *Feeling and being safe*
- Appearance of Places – *Places and buildings*
- Travel and Transport – *Easy to get around*

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**2.4.3 Town Planning Application - Nos. 466-468 Cheltenham Road, Keysborough (Planning Application No. OTH17/0028) (Cont.)**

**Council Plan 2017-2021**

The Council Plan describes the kind of future the Council is working for, and how Council will do this over four years. This report is consistent with the following goals:

**People**

- A vibrant, connected and safe community
- A creative city that respects and embraces diversity

**Place**

- A health, liveable and sustainable city
- A city planned for the future

**Related Council Policies**

The relevant clauses of the Planning Scheme include:

State Planning Policy Framework

Clause 15.01 (Urban Environment)

Clause 15.02 (Sustainable Development)

Clause 17.01 (Commercial)

Local Planning Policy Framework

Clause 21.02 (Municipal Profile)

Clause 21.03 (A Vision for Greater Dandenong)

Clause 21.04 (Land Use)

Clause 21.05 (Built Form)

Clause 22.05 (Greater Dandenong Gateways Policy)

**Victorian Charter of Human Rights and Responsibilities**

The Victorian Charter of Human Rights and Responsibilities has been considered in the preparation of this Policy but is not relevant to the content of the Policy.

**Financial Implications**

The only financial implication for Council will be the costs associated with staff resources. All other costs associated with the DPO8 Addendum including the cost of advertisement has been or will be borne by the proponent.

**2.4.3 Town Planning Application - Nos. 466-468 Cheltenham Road, Keysborough (Planning Application No. OTH17/0028) (Cont.)****Informal Consultation**

The *Planning and Environment Act 1987* governs exhibition and notice requirements. The 'Act' does not provide any provision for the notification or exhibition of Development Plans or amendments to Development Plans. Whilst this is the case the addendum was placed on informal notification over a four (4) week period from 2 May 2018 – 30 May 2018 by sending notification letters to all neighbouring owners and occupiers (ten (10) notices). No signs were required to be placed on site.

It was advised in the notification letters sent to all the neighbouring owners and occupiers, that while comments and submissions in relation to the Development Plan Addendum would be received by Council for its consideration and information, the submitters would not be able to be party at an application for review before the Victorian Civil and Administrative Tribunal (VCAT). The DPO8 Addendum application documents were also published on Council's Website.

**Submissions**

A total of one (1) submission was received from Haileybury Secondary College located to the south of the subject site. A map of the submitters' location is included in Figure 4 to this report.

The submissions detailed:

*"Whilst Haileybury does not oppose the re-development of the old Masters building on the site into a shopping centre comprising supermarket, restricted retail and shop uses, we do have some concerns ..."*

The school did provide comments in relation to the following:

- The operating and delivery hours for the supermarket and tenancies not being mandated. Request that they be no more than 7am to 9pm for operating hours and no more than 7am to 10pm for delivery and waste collection hours.
- Noise impacts to the school from refrigeration condensers and exhaust fans with 24 hour operation, and additional condensers and exhaust fans from other tenancies.
- Existing Masters air-conditioning units are proposed to service the new development however changes or additions to this equipment are not shown or included in the documentation, nor is there detail regarding how it would be shielded from Haileybury. Object to any cooling towers being utilised due to exposure to Legionella infection due to poor maintenance.
- New loading bay proposed is closer to Haileybury than the current bay and should be enclosed to provide noise and aroma protection for Haileybury.
- Staff rest and recreational areas facilitated via the rear laneway, with concern raised that Haileybury students and staff will be exposed to inappropriate language, cigarette smoke and general noise. An internal rest and recreation area should be provided.

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**2.4.3 Town Planning Application - Nos. 466-468 Cheltenham Road, Keysborough (Planning Application No. OTH17/0028) (Cont.)**

- Concerned about noise and business and waste aromas impacting upon:
  - The caretakers house;
  - The Red tennis courts;
  - The academic buildings including the Ian Bow Arts building, the Sholto Black Arts building and the North Building; and
  - The Altera Terra function building.
- Concerns regarding traffic increasing and the resulting impacts to traffic exiting Gate 2 onto Springvale Road. Request made that traffic lights be installed at the Gate 2 intersection.
- Concern regarding students that use the pedestrian paths along the Springvale Road east side path will be in danger crossing the developments two west side entry and exit roads, as these locations do not give pedestrians right of way.
- Request that restriction be put on the types of businesses that could take up the tenancies, in particular, request that those involving the sex industry, betting shops, hotel/wine bars, the sale of cigarettes or use as club premises etc. and other similar types would be inappropriate businesses so close to a School.
- Request appropriate landscaping is undertaken.
- Request that Council and Melbourne Water ensure that the retarding basin is appropriately designed and constructed with these changes in style of development as Haileybury would most likely receive any excess flood water and overland flow from the development if not designed and constructed correctly.

The submitter's concerns are summarised below (underline) followed by the Officer Response (*in italics*).

In terms of the issues raised by submissions to the DPO8 Amendment application, it should be noted that this higher level of detail will be fully addressed at detailed design stage as part of a future planning permit process.

Operating and delivery times

*Within the acoustic report provide within the application documentation, the typical operating hours for the supermarket are 7am til 9pm, with typical delivery times 7am to 10pm. The delivery times for the smaller tenancies are 7am til 6pm.*

*Within an approved planning application, these can be made conditions of any permit to issue.*

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**2.4.3 Town Planning Application - Nos. 466-468 Cheltenham Road, Keysborough (Planning Application No. OTH17/0028) (Cont.)**

Noise attenuation measures

*It is identified that the existing noise attenuation measures such as fencing will be retained. A condition can be placed on any development permit issued that the acoustic fencing must be maintained to Council's satisfaction at all time and any mechanical plant and equipment meet SEPP N-1 (State Environment Protection Policy (Control of Noise from Commerce, Industry and Trade) requirements. This can be dealt with at the planning permit application stage.*

Loading bay

*The endorsed plans for the Masters development demonstrate that there were two loading bays to the rear (south) of the building, one located to the eastern end of the building and one located to the western end of the building. The western most loading area is shown to be retained for the supermarket, with the eastern most loading bay retained for the retail tenancies.*

Staff rest and recreational areas

*The applicant has provided that staff rest and tea rooms will be provided for within the building, with further detail regarding their location provided in any planning application.*

Waste and odour

*Any planning application will be required to provide a waste management plan, which will detail the location of the storage of waste, the frequency of waste collection (and times) and how odour will be managed for the site.*

Traffic and pedestrian impacts

*The Traffic and Transport Assessment submitted by the applicant details the traffic to be generated by the proposal. With respect to the proposed future traffic conditions the assessment details that the traffic generated by the proposed redevelopment can be accommodated at the site access points and the surrounding road network without any adverse impacts.*

*With respect to pedestrian safety along the Springvale Road access points, it is highlighted that these access points are existing. A zebra crossing is included to the northern most access point along Springvale Road, to enhance pedestrian safety.*

*As the southernmost access point to Springvale Road is for service vehicles, it will remain unchanged.*

Business types

*The business types to occupy the site are required to be generally in accordance with any approved Development Plan for the site, which is proposed to include:*

- *Supermarket;*
- *Restricted Retail premises;*
- *Food and drink remises;*
- *Shop; and*



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**2.4.3 Town Planning Application - Nos. 466-468 Cheltenham Road, Keysborough (Planning Application No. OTH17/0028) (Cont.)**

- *Warehouse/Distribution Centre.*

*Any variations to this would require an amendment to the Development Plan, however it is noted that an adult sex product shop and a brothel are both prohibited uses within the Mixed Use Zone.*

Landscaping

*The existing landscaping provided throughout the existing car park has not been maintained whilst the store has not been operational.*

*Within the proposed DPO8 Amendment, the applicant has provided a Landscape Concept Plan which has identified existing trees to be protected and maintained, and importantly, additional landscaping to further improve the amenity of the site at this significant Gateway Location.*

*Further detailed landscaping design will be required at the planning permit application stage and conditions regarding the maintenance of landscaping will be included on any permit to issue.*

Drainage Management

*The amendment to the DPO8 does not provide detail regarding an increase in the hard surface area or any change in existing surface levels for the subject site. This level of detail would be include within any future planning permit application for the site and would be referred to Melbourne Water for comment.*

### 2.4.3 Town Planning Application - Nos. 466-468 Cheltenham Road, Keysborough (Planning Application No. OTH17/0028) (Cont.)

Figure 4: Location of submitter

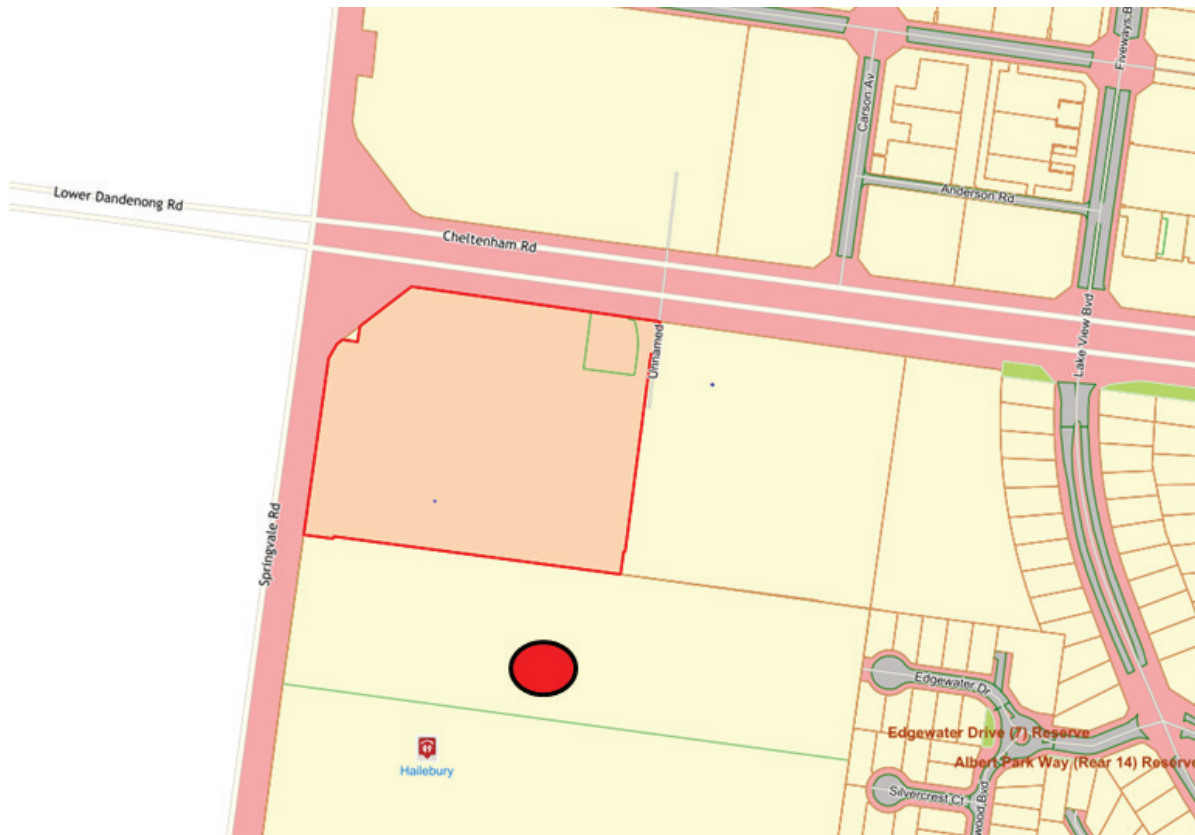


Figure 4: Location of submitter

### Referrals

The DPO8 Addendum has been referred to external authorities and internal Council departments including the following:

External Referral Authority	Response
Vic Roads	No objection.
Internal Referral Department	Response
Urban Design	Comments provided
Strategic Planning	Comments provided
Transport Department	Comments provided
ESD/Sustainability	No objection subject to conditions



**2.4.3 Town Planning Application - Nos. 466-468 Cheltenham Road, Keysborough (Planning Application No. OTH17/0028) (Cont.)**

	It is noted that the Sustainability Department requested conditions to be placed on the Amendment. It is considered that the conditions to be imposed would be included as conditions of any permit to be issued under a future planning permit. Therefore it is considered that placing the conditions identified in the response is not required at this stage.
Asset Planning	No objection or conditions
Civil Department	No objection subject to conditions  It is noted that the Civil Department requested conditions to be placed on the Amendment. It is considered that the conditions to be imposed would be included as conditions of any permit to be issued under a future planning permit. Therefore it is considered that placing the conditions identified in the response is not required at this stage.

**Assessment**

The DPO8 Addendum for Lot 1 PS729571, 468 Cheltenham Road, Keysborough provides the required level of detail and guiding principles for the future development of the subject site. It has sufficiently addressed the matters raised by the submitters and external and internal referral authorities to satisfy the requirements of the *Greater Dandenong Planning Scheme*.

The proposed document will provide Council with a strong basis to require a high quality commercial re-development of the site. The required submission of a future planning permit application will provide the detailed design of the proposed commercial development.

Future planning permit applications will contain detailed designs of the commercial development for Lot 1, in accordance with the guiding principles of the Development Plan Addendum. Where future development permit applications are generally in accordance with the Plan, this planning application will not be required to be the subject of notification to any third parties (other than to statutory referral authorities where necessary). No third parties will have the right to appeal the decision of the Council on the future development permits.

The proposed DPO8 Addendum is considered to be suitable for Council support subject to the minor inclusion detailed in the recommendation. The addendum will facilitate a proposed high quality commercial development on Lot 1 that will provide an appropriate redevelopment of the existing disused Masters building remaining on the site and provide an appropriate transition to the residential development to be constructed to the east of the site and the established school to the south of the subject site.

The road layout within the development plan is existing and facilitates appropriate access outcomes and good circulation of traffic throughout the development.

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**2.4.3 Town Planning Application - Nos. 466-468 Cheltenham Road, Keysborough (Planning Application No. OTH17/0028) (Cont.)**

**Conclusion**

In conclusion it is recommended that the proposed addendum to the existing approved DPO8 Development Plan be supported in accordance with the officer recommendation and that Council approve the DPO8 Addendum subject to the recommendations and conditions as outlined below.

**Recommendation**

**That Council:**

1. receives all submissions made in response to the exhibition of the Development Plan Addendum application;
2. adopts the position on the submissions as set out in this report; and
3. approves the Development Plan Addendum at Lot 1 PS729571, 468 Cheltenham Road, Keysborough, subject to the following recommendations / conditions:
  - 3.1. Prior to the endorsement of the Development Plan the following is required to be amended on the Development Plan Addendum:
    - 3.1.1. An annotation on the Development Plan Addendum for a pedestrian zebra crossing to the northernmost vehicular access point to Springvale Road.

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**2.4.3 Town Planning Application - Nos. 466-468 Cheltenham Road, Keysborough (Planning Application No. OTH17/0028) (Cont.)**

**STATUTORY PLANNING APPLICATIONS**

**TOWN PLANNING APPLICATIONS – NOS. 466-468 CHELTENHAM  
ROAD, KEYSBOROUGH (PLANNING APPLICATION NO.  
OTH17/0028)**

**ATTACHMENT 1**

**PROPOSED DEVELOPMENT PLAN  
ADDENDUM SCHEDULE 8 TO THE  
DEVELOPMENT PLAN OVERLAY (DPO8)**

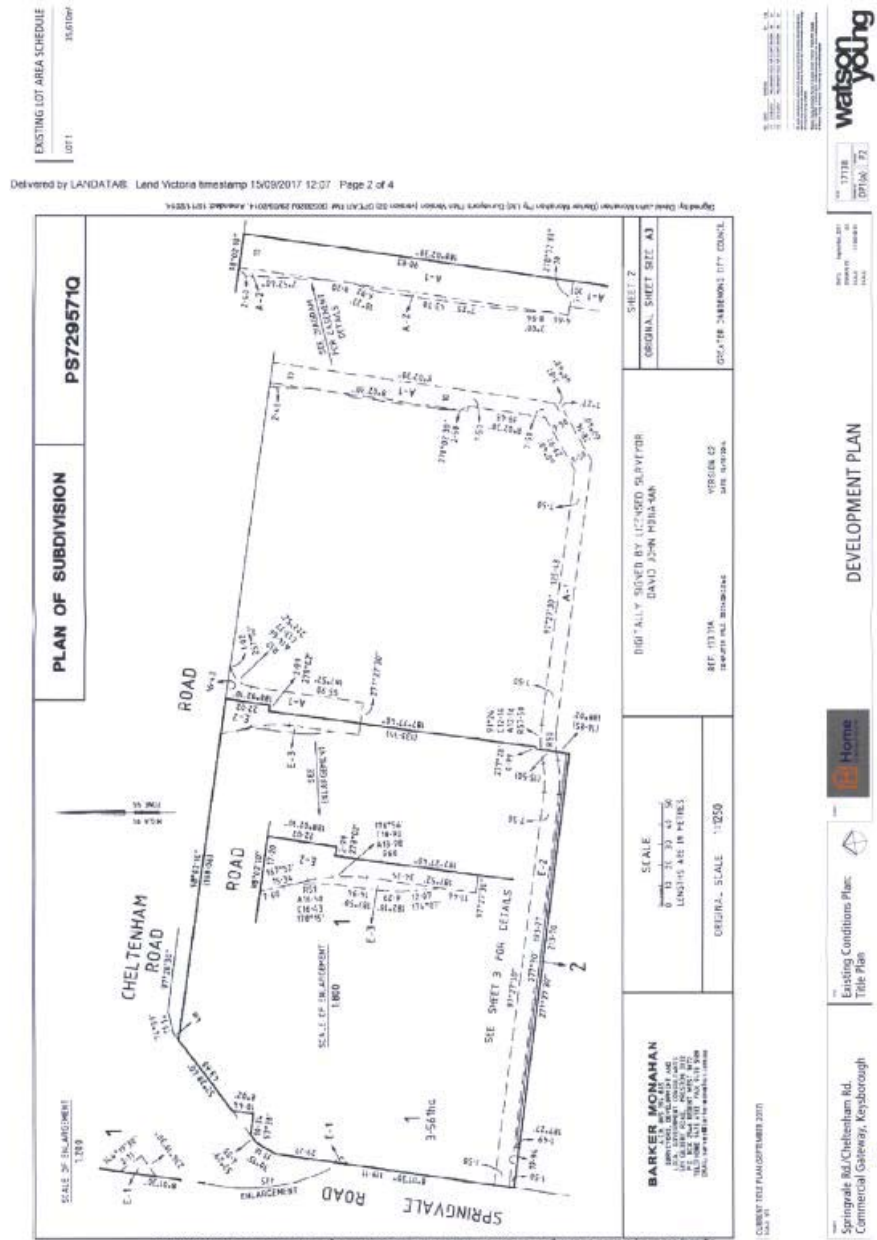
**PAGES 10 (including cover)**

*If the details of the attachment are unclear please contact Governance on 8571 5235.*

### 2.4.3 Town Planning Application - Nos. 466-468 Cheltenham Road, Keysborough (Planning Application No. OTH17/0028) (Cont.)



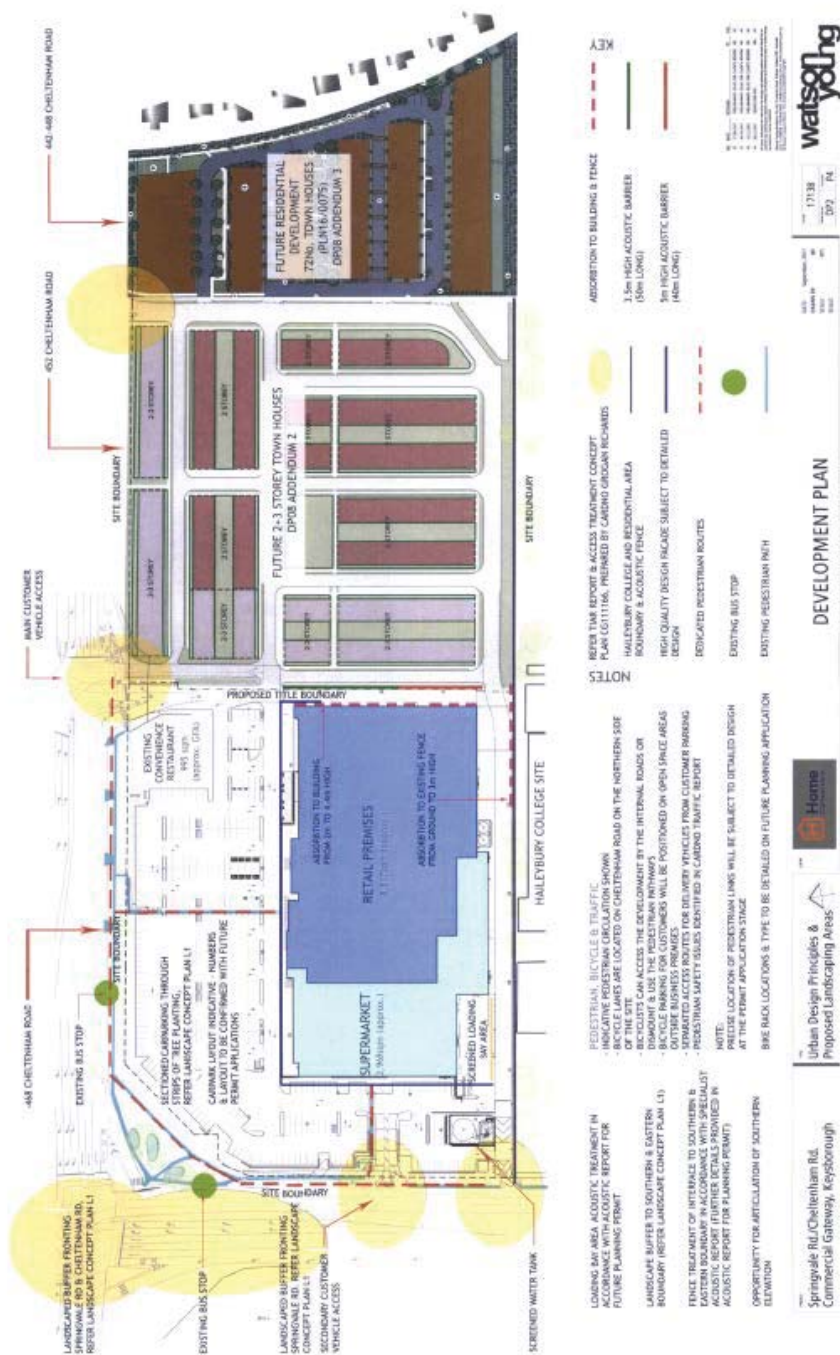
### 2.4.3 Town Planning Application - Nos. 466-468 Cheltenham Road, Keysborough (Planning Application No. OTH17/0028) (Cont.)







### 2.4.3 Town Planning Application - Nos. 466-468 Cheltenham Road, Keysborough (Planning Application No. OTH17/0028) (Cont.)



### 2.4.3 Town Planning Application - Nos. 466-468 Cheltenham Road, Keysborough (Planning Application No. OTH17/0028) (Cont.)

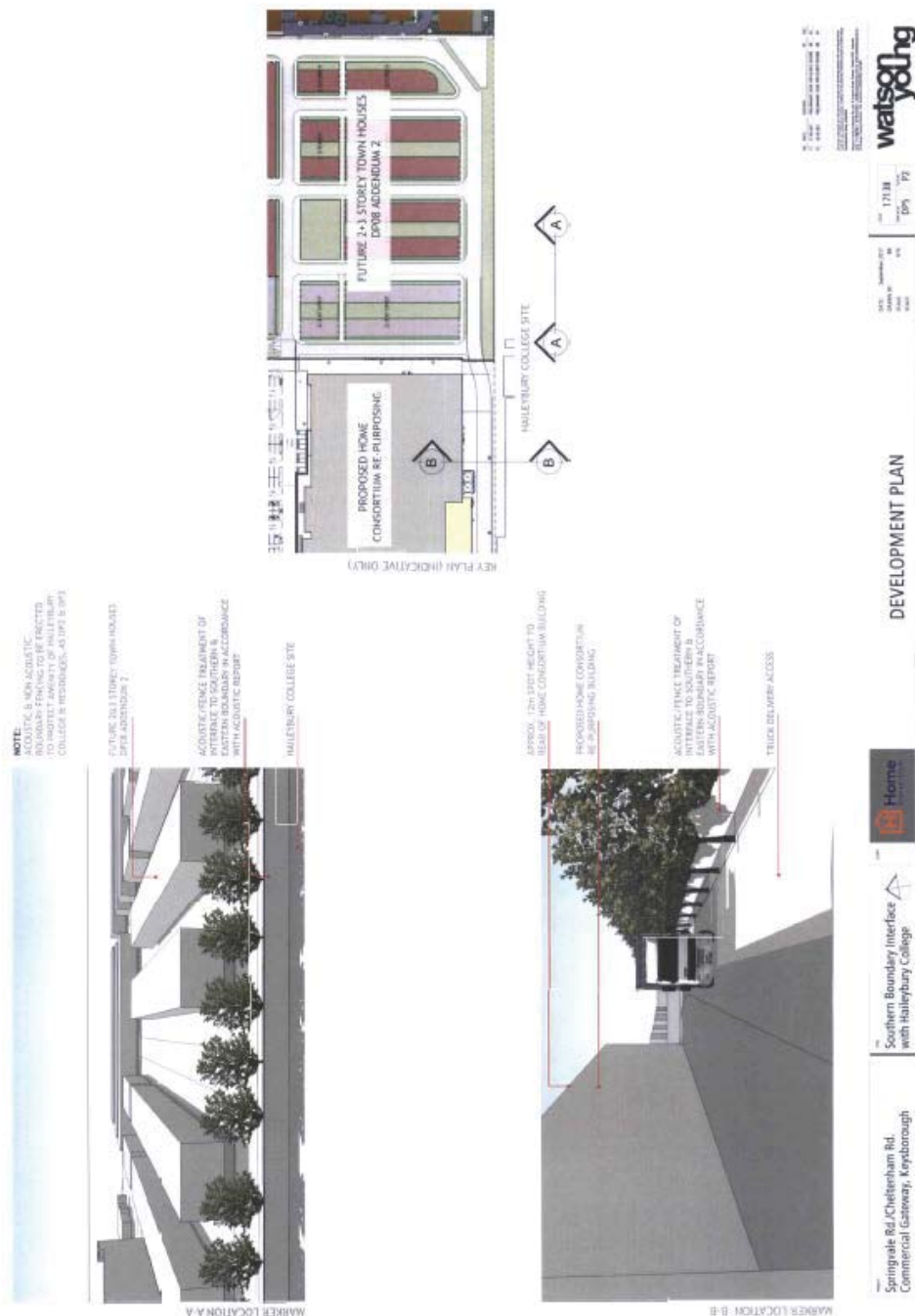




## DEVELOPMENT PLAN

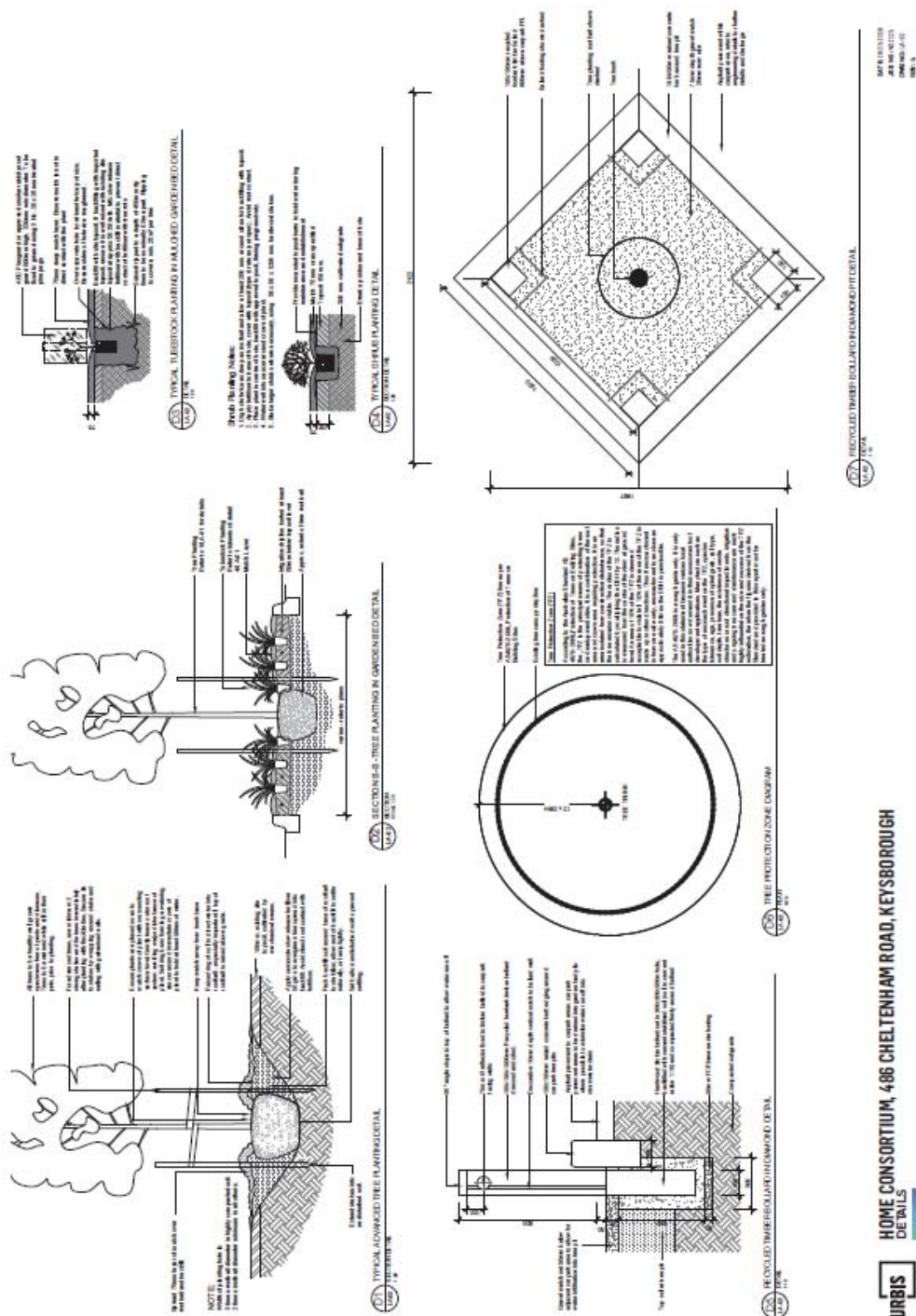


### 2.4.3 Town Planning Application - Nos. 466-468 Cheltenham Road, Keysborough (Planning Application No. OTH17/0028) (Cont.)



[illegible]

#### 2.4.3 Town Planning Application - Nos. 466-468 Cheltenham Road, Keysborough (Planning Application No. OTH17/0028) (Cont.)





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**2.4.3 Town Planning Application - Nos. 466-468 Cheltenham Road, Keysborough (Planning Application No. OTH17/0028) (Cont.)**

**STATUTORY PLANNING APPLICATIONS**

**TOWN PLANNING APPLICATIONS – NOS. 466-468  
CHELTENHAM ROAD, KEYSBOROUGH (PLANNING  
APPLICATION NO. OTH17/0028)**

**ATTACHMENT 2**

**DEVELOPMENT PLAN OVERLAY (DP08)  
EXISTING DEVELOPMENT PLAN EXTRACT**

**PAGES 2 (including cover)**

*If the details of the attachment are unclear please contact Governance on 8571 5235.*



## **2.5 POLICY AND STRATEGY**

### **2.5.1 Greening Our City – Urban Street Tree Strategy 2018-28**

File Id:	fA134612
Responsible Officer:	Director Engineering Services
Attachments:	City of Greater Dandenong – Greening Our City Urban Tree Strategy 2018-2028

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#### **Report Summary**

The draft “Greening Our City” Urban Tree Strategy 2018 – 2028 was presented to Councillors at the Council meeting held on 12 February 2018. The following motion was carried:

“That Council adopts the draft “Greening Our City” Urban Tree Strategy 2018 – 2028 and that it be placed on community exhibition for a 28 day period from 19 February 2018, and then brought back to Council.”

This report will summarise the outcomes of the community consultation and provides recommendations considerate of that feedback.

#### **Recommendation Summary**

That Council:

- 1) adopts the “Greening Our City” Urban Tree Strategy 2018 – 2028.
- 2) requests officers provide a Council report by 31 December 2018, outlining a plan for developing a strategy to address the “Future Considerations” issues. This should include timeframes for commencement and completion of strategy development.

**2.5.1 Greening Our City – Urban Street Tree Strategy 2018-28 (Cont.)****Background**

Council has an important financial, environmental and community investment in its street and park trees. The current tree strategy known as “Leafy Legacy” was developed in 2002 and a revised Strategy was required. The development of a new strategy required the following important steps:

1. Strategy review
2. Data collection & review
3. Data interpretation
4. Operational procedures review
5. Internal stakeholder workshops and consultation
6. Research of other similar strategies across local government and industry.

The comprehensive work undertaken for each of these steps was necessary to develop a draft Strategy.

The draft “Greening Our City” Urban Tree Strategy 2018 – 2028 was provided to Councillors at the Council meeting on 12 February 2018, where Council resolved: “That Council adopts the draft “Greening Our City” Urban Tree Strategy 2018 – 2028 and that it be placed on community exhibition for a 28 day period from 19 February 2018, and then brought back to Council.”

A total of 75 responses were received. Further detail of those responses can be found in this report.

**Proposal**

This report recommends that Council adopts the draft “Greening Our City” Urban Tree Strategy 2018–2028 and considers the “Future Consideration” projects as detailed in this Strategy as part of Council’s future Annual Business Planning and Budget processes.

The “Greening Our City” Urban Tree Strategy 2018 – 2028 considers the current status, issues and opportunities for Council managed trees, namely the street and park trees within Greater Dandenong. The largest issue facing Council is that there is low canopy cover in its streets and parks to provide the benefits needed by the community, in particular shade. Greater Dandenong’s overall tree canopy is 9.9%. The low tree canopy cover can be attributed to the large industrial areas across Greater Dandenong where there are relatively fewer trees and the agricultural area to the south of Dandenong which resulted in the clearance of trees for farming.

Increased tree planting in the residential areas of the municipality will not only improve the overall canopy cover within the city but will provide benefit where it is most needed as well as enhancing the municipality’s already established streetscapes.

To address this, the Strategy includes a 15 year tree planting program which has been planned for within Council’s Long Term Financial Strategy.



**2.5.1 Greening Our City – Urban Street Tree Strategy 2018-28 (Cont.)**

With regard to the 'Future Considerations', a number of these actions have already commenced including the development of tree protection regulations in the Planning Scheme, the creation of planning policies to ensure adequate space is provided for trees within private sites undergoing development or subdivision, and the development of a significant tree register.

**Community Plan 'Imagine 2030' and Council Plan 2017-2021 – Strategic Objectives, Strategies and Plans**

After consultation with the Greater Dandenong community on what kind of future they wanted to see for themselves and the City in 2030, the result was the Greater Dandenong Community Plan 'Imagine 2030'. This report is consistent with the following community visions:

**Community Plan 'Imagine 2030'**People

- *Pride* – Best place best people
- *Outdoor Activity and Sports* – Recreation for everyone

Place

- *Sense of Place* – One city many neighbourhoods
- *Safety in Streets and Places* – Feeling and being safe
- *Appearance of Places* – Places and buildings

Opportunity

- *Tourism and visitors* – Diverse and interesting experiences

**Council Plan 2017-2021**

The Council Plan describes the kind of future the Council is working for, and how Council will do this over four years. This report is consistent with the following goals:

People

- A vibrant, connected and safe community
- A city planned for the future

### **2.5.1 Greening Our City – Urban Street Tree Strategy 2018-28 (Cont.)**

#### Place

- A healthy, liveable and sustainable city

#### Opportunity

- A diverse and growing economy
- An open and effective council

Council has set a clear target to 'Increase the quality and quantity of vegetation cover on Council land that contributes to a net gain throughout the municipality to increase the canopy coverage across the municipality'.

Open Space Strategy 2009 aims to provide a comprehensive network of open space that delivers environmental, social and economic benefits to the community. Park trees are identified as a key component determining quality of open space. This Strategy is now under review.

### **Victorian Charter of Human Rights and Responsibilities**

The Victorian Charter of Human Rights and Responsibilities has been considered in the preparation of this report but is not relevant to its contents.

### **Financial Implications**

The Strategy includes a 15 year tree planting program which is has been planned for within the Council's Long Term Financial Strategy.

### **Consultation**

Council Officers attended an initial Councillor Briefing Session in March 2017 when councillors provided direction on the scope of the Strategy. A draft Strategy was presented to councillors at a further briefing on 4 December 2017 when final comments were provided in order to prepare the Strategy for community consultation.

Extensive internal consultation also occurred prior to the Councillor Briefing Sessions which included:

- Workshops, meetings and interviews with stakeholder council officers
- Assessments of the Strategies across local government
- Expert consultant advice.
- Consultation with Director City Planning, Design & Amenity on the "Future Considerations" associated with the city planning considerations and future strategic approaches.

**2.5.1 Greening Our City – Urban Street Tree Strategy 2018-28 (Cont.)**

The draft Strategy was put on public display on council's website for a 28 day period from 19 February 2018. Feedback on the Strategy was promoted on council's website, on social media and via our libraries.

Feedback was received from 75 people that can be allocated into 4 general themes:

- 1) Species selection and planting locations
- 2) Targets, reporting and past performance
- 3) General/operational
- 4) Vegetation protection on private land

The first three themes have been addressed in either the Strategy or Operational Guidelines that support the Strategy. As a result, minor wording changes were made to these documents considerate of this feedback.

Feedback relating to vegetation protection on private land came from 67 of the 75 responses. This issue is outside the scope of the Strategy, however has been referenced in the Strategy under "Future Considerations" to be considered as part of Council's future Annual Business Planning and Budget processes.

**Conclusion**

The "Greening Our City" Urban Tree Strategy 2018 – 2028 provides an important strategic direction and actions to suitably manage council's tree population and improve our streetscapes over a 10 year period, providing a long lasting benefit on the appearance of our city as well as providing environmental benefits. The Strategy includes Action Plans necessary to deliver the strategic objectives of the Strategy, which will be reviewed annually and their progress reported on via the Annual Report to Council.

**Recommendation**

**That Council:**

1. **adopts the "Greening Our City" Urban Tree Strategy 2018 – 2028; and**
2. **requests officers provide a Council report by 31 December 2018, outlining a plan for developing a strategy to address the "Future Considerations" issues. This should include timeframes for commencement and completion of strategy development.**

**2.5.1 Greening Our City – Urban Street Tree Strategy 2018-28 (Cont.)**

**POLICY AND STRATEGY**

**GREENING OUR CITY – URBAN STREET TREE STRATEGY 2018-28**

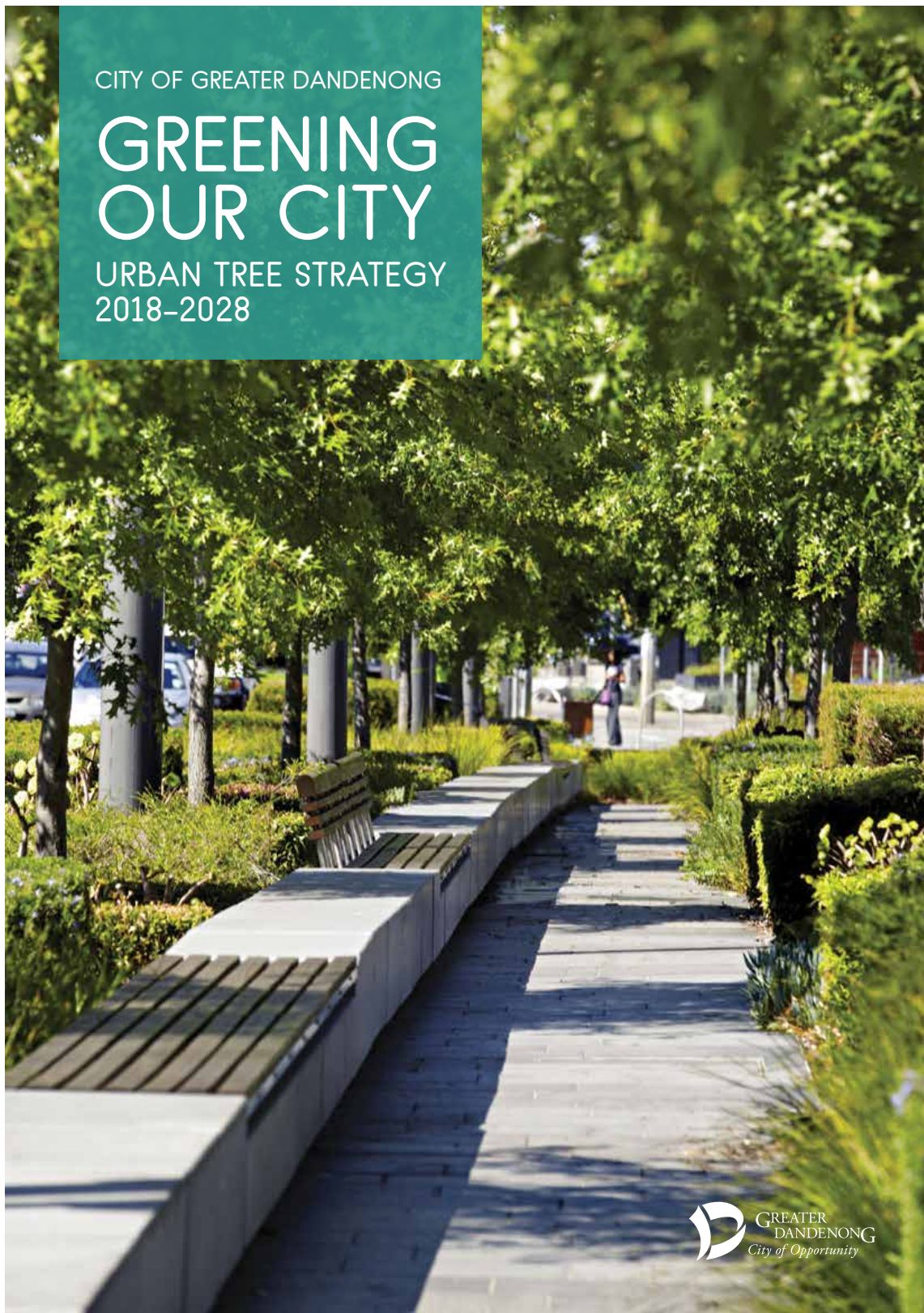
**ATTACHMENT 1**

**CITY OF GREATER DANDENONG –  
GREENING OUR CITY  
URBAN TREE STRATEGY 2018-2028**

**PAGES 45 (including cover)**

*If the details of the attachment are unclear please contact Governance on 8571 5235.*

2.5.1 Greening Our City – Urban Street Tree Strategy 2018-28 (Cont.)





2.5.1 Greening Our City – Urban Street Tree Strategy 2018-28 (Cont.)



**2.5.1 Greening Our City – Urban Street Tree Strategy 2018-28 (Cont.)**

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2.5.1 Greening Our City – Urban Street Tree Strategy 2018-28 (Cont.)



APPROXIMATELY  
**55,000**  
STREET TREES ARE MANAGED BY  
THE CITY OF GREATER DANDENONG



**9.9%**  
IS THE OVERALL TREE CANOPY  
COVER FOR THE MUNICIPALITY



**10,249**  
VACANT STREET TREE SITES  
ACROSS THE CITY THAT ARE  
READY TO BE PLANTED

2 | GREENING OUR CITY





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2.5.1 Greening Our City – Urban Street Tree Strategy 2018-28 (Cont.)

## EXECUTIVE SUMMARY

---

The City of Greater Dandenong manages 55,000 street trees and a significant number of park trees. These trees form part of Greater Dandenong's urban forest which is the sum of all urban trees in the municipality, private and public trees. The urban forest is a very valuable and influential asset for The City of Greater Dandenong as it provides a raft of interconnected environment, social and economic benefits to the community such as shade, streetscape amenity, air pollution reduction and habitat for wildlife. The street tree population alone is worth an estimated \$182million.

Council's Urban Tree Strategy considers the current status, issues and opportunities for Council managed trees, namely the street and park trees of Greater Dandenong. The largest issue facing Council is that there are simply not enough street or park trees to provide the benefits needed by the community, in particular shade. Greater Dandenong's overall tree canopy is only 9.9 per cent which is the lowest of all metro Melbourne municipalities on the eastern side of Melbourne.

Planting more trees, whilst the primary objective for Council moving forward, is not as simple as digging a hole and planting a tree. Careful planning must ensure that our streetscapes contain adequate space to accommodate trees, that the right species is chosen and that ongoing maintenance and risk management is undertaken to create safe and amenable streetscapes. The existing tree population also needs careful management and planning, to ensure a healthy and attractive tree population.

### **The Urban Tree Strategy has set a vision for:**

"A healthy, green and resilient urban forest that is well managed, protected and provides benefits to the community".

The key objectives that Council aims to work towards are:

1. Greening our City
2. Demonstrate best practice in urban tree management
3. Manage the interface between trees and infrastructure
4. Engage and educate the community about the importance of trees

A series of actions and targets have been set to lay the groundwork for Council's ongoing tree programs for the next ten years. By strategically planting more trees in locations of greatest need and following a set of best practice technical and management guidelines, Council aims to have increased canopy cover to 15 per cent by 2028.

**2.5.1 Greening Our City – Urban Street Tree Strategy 2018-28 (Cont.)**

## INTRODUCTION

Urban trees are an important backdrop to the environment where people live, work and spend time. Each urban tree in Greater Dandenong is part of an urban forest population that helps to provide shade, absorb air pollution, filter stormwater, provide habitat to animals and improve the character and feel of Greater Dandenong's streetscapes. Natural shade from urban trees is very important in streets and parks to help cool the landscape during summer and to provide protection to people during periods of hot weather, especially to those people who are more vulnerable to heat than others.



**2.5.1 Greening Our City – Urban Street Tree Strategy 2018-28 (Cont.)**

Urban trees include those in streets, parks, along urban waterways, within front and backyards, in carparks and along transport corridors. Whilst they are all very important components of the urban forest, this Urban Tree Strategy will consider only those trees that are managed and maintained by the City of Greater Dandenong which are the urban street and park trees.

There are approximately 55,000 street trees currently managed by Council and a significant number of park trees. The 55,000 street trees are together worth approximately \$182 million, making them a valuable Council asset. However, while they are healthy, well-structured and made up of a diverse array of species, there are simply not enough of them in Greater Dandenong to provide the benefits needed by the community. At just 9.9 per cent the City of Greater Dandenong's tree canopy cover is very low compared to other Victorian Local Government Authorities, indicating the deficiency in shade for protecting people. Added to this, there are currently over 10,000 vacant tree sites across urban Greater Dandenong streetscapes and a low number of large canopied trees that provide adequate shading across the entire city.

Council is facing a series of future challenges such as climate change, increasing populations and urban development. A well planned and managed urban tree population can help Greater Dandenong face these challenges by becoming healthier, more liveable and sustainable.

Council's Urban Tree Strategy sets the direction for managing Council's street and park trees so that maximum benefits can be derived whilst minimising risk. The Strategy will ensure that Council receives a positive return on its investment by making the street and park tree program more strategic, targeted and cost efficient.

**VISION**

A healthy, green and resilient urban forest that is well managed protected and provides benefits to the Community.

**OBJECTIVES**

Council has set four clear objectives to guide actions for urban trees.

**1. Greening our City**

Council will aim to increase existing tree canopy cover by filling all of the vacant street tree sites and renewing old or unsuitable trees across the municipality

**2. Demonstrate best practice in urban tree management**

Utilising the detailed tree inventory, Council will make evidence based decisions to ensure a proactive tree planting and maintenance program utilising the new set of technical guidelines

**3. Manage the interface between trees and infrastructure**

Council will proactively manage unsuitable tree species within streetscapes and transition towards more suitable species.

**4. Engage and educate the community about the importance of trees**

Council will aim to engage with a diverse array of the community in consultations, tree planting days and engagement.

## 2.5.1 Greening Our City – Urban Street Tree Strategy 2018-28 (Cont.)

## CONTEXT AND SCOPE

The City of Greater Dandenong already acknowledges the key role that urban trees play in the region's overall liveability and in contributing to community health and wellbeing. The Urban Tree Strategy now fills the gap in determining how Council will increase canopy cover to benefit those in most need.

**Council Plan 2017-21** prioritises a healthy, liveable and sustainable City with trees and the natural environment. Council hopes to achieve a city that *"delivers a clean and healthy environment for people to enjoy"* by planting street trees.

**The Sustainability Strategy 2016-30** looks to provide a more liveable, well-planned, clean and healthy City. Council have set a clear target to *'Increase the quality and quantity of vegetation cover on Council land that contributes to a net gain throughout the municipality to increase canopy cover across the municipality'*.

**Open Space Strategy 2009** aims to provide a comprehensive network of open space that delivers environmental, social and economic benefits to the community. Park trees are identified as a key component determining quality of open space. This Strategy is now under review.

The Urban Tree Strategy analyses the benefits, issues and opportunities for Greater Dandenong's public street and park tree population.

**The Green Wedge Management Plan (GWMP)** is the City of Greater Dandenong's strategy to manage the identified values of its portion of the South East Green Wedge over the next 15-20 years. Two of the five priority objectives outlined in this strategy compliment some of the targets set out in this document. These include the objectives to; Protect existing ecological values & Maintain open, landscape-dominated vistas throughout the Greater Dandenong Green Wedge.

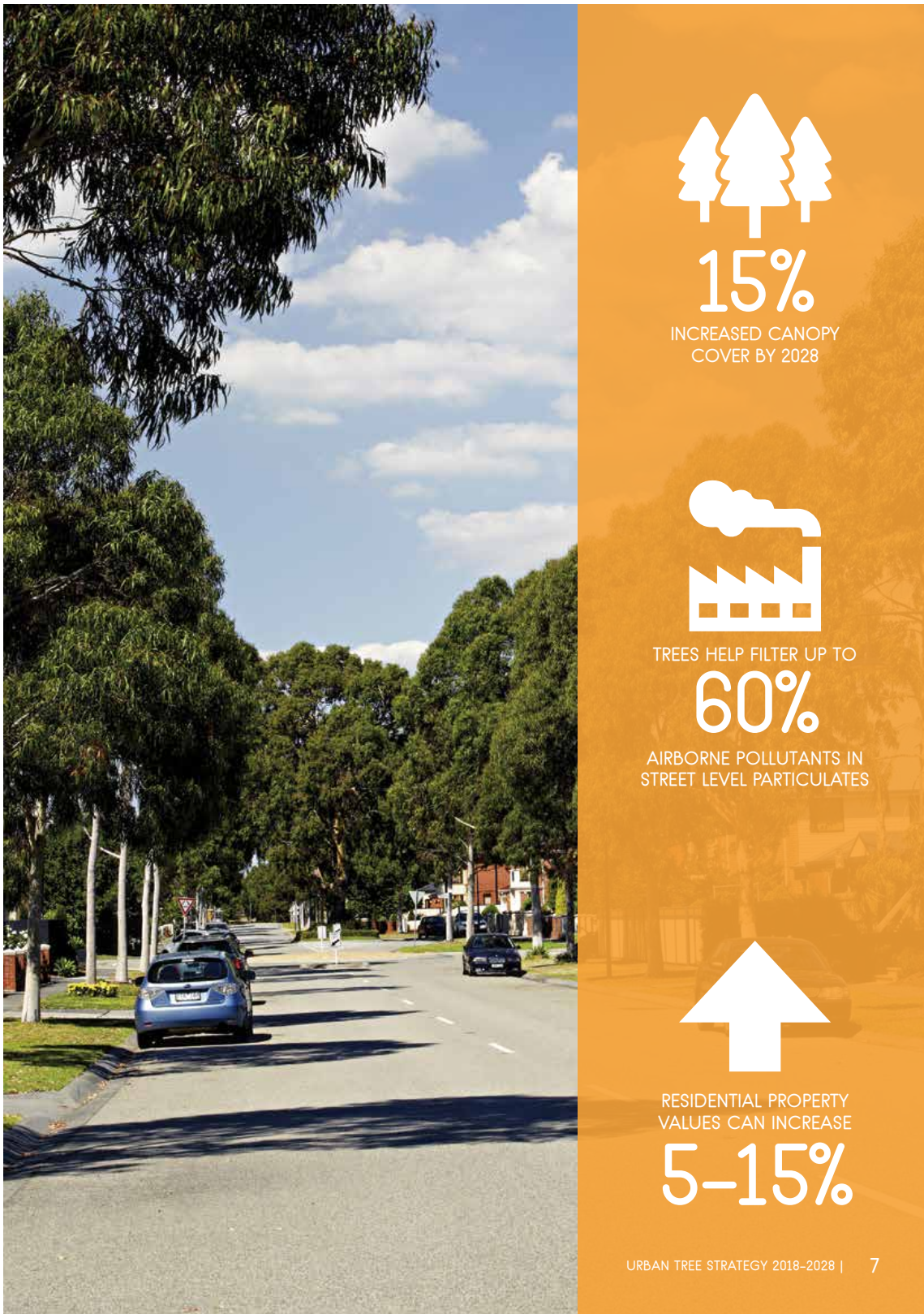
**Private trees**, whilst an important component of the overall urban forest, are covered through separate processes using planning and local laws. Council does not have the ability to determine species planted on private land, nor administer their removal or renewal. A different set of planning decisions are required for trees on private land as well as significant community education and engagement. Hence, they are not included as part of this Strategy.

Trees in conservation reserves, bushland and regional parks, whilst managed by Council are managed through Bushland Management Plans, Masterplans or a Parks Asset Management program with a primary focus of enhancing environmental benefits. They already have their own detailed management framework and are also therefore not covered by this Urban Tree Strategy.





2.5.1 Greening Our City – Urban Street Tree Strategy 2018-28 (Cont.)



**2.5.1 Greening Our City – Urban Street Tree Strategy 2018-28 (Cont.)**

## BENEFITS OF URBAN TREES

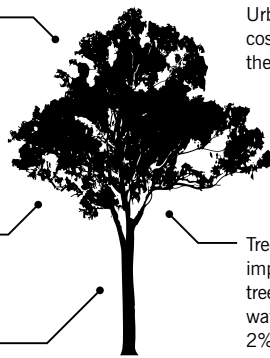
Urban trees provide many benefits and are one of the most cost effective means for local government to maximise social, environmental and economic benefits collectively from operational and capital programs.

### ENVIRONMENTAL BENEFITS

Trees help filter airborne pollutants and there is up to a 60 per cent reduction in street level particulates where trees are present.

Through photosynthesis a tree can absorb up to 150 kg of CO<sub>2</sub> per annum, some of which is sequestered within the wood of the tree.

Trees provide wildlife habitats for many species.



Shade trees reduce daytime surface temperatures by between 5-20°C. Urban canopy trees are one of the most cost effective mechanisms for reducing the urban heat island effect.

Trees can regulate stormwater flow and improve water quality. For every 5% of tree cover added to a landscape, storm water runoff is reduced by approximately 2%. This reduces localised flooding and pressure on the existing drainage systems.

### ECONOMIC BENEFITS

Trees incorporated into commercial and retail precincts can increase business income by 20 per cent.

Appropriately placed trees in the residential landscape can realise savings up to 58 per cent and businesses by as much as 50 per cent on daytime air conditioning.



Residential property values can increase 5-15% in streets with street trees compared to nearby streets with no street trees. Appraised property values of homes that are adjacent to parks and open spaces are typically 8-20% higher than those of comparable properties elsewhere.

Office workers with a view of nature are more productive, report fewer illnesses, and have higher job satisfaction.



**2.5.1 Greening Our City – Urban Street Tree Strategy 2018-28 (Cont.)****AMENITY**

Trees enhance urban areas, and large, mature street trees are found to be the most important indicator of attractiveness in a community.

Trees can provide landscape amenity through their variation in shape, texture and colour.

Trees help frame and screen views, and provide integration of landscape and scale to the built environment.

Trees can absorb sound waves to reduce urban noise.

**SOCIAL**

Spending time near trees improves physical and mental health by increasing energy level and speed of recovery, while decreasing blood pressure and stress.

Children function better than usual after activities in green settings and that the “greener” a child’s play area, the less severe their attention deficit symptoms. Exposure to nature while young can influence a person’s lifelong attitudes to environmental protection.

Trees can provide protection against skin cancer by reducing UV-B exposure (the most damaging type of solar radiation) by about half.

Reduced air pollution from the presence of trees helps to ameliorate respiratory problems, such as asthma, the leading serious chronic illness among children.

Trees can create a 1-2°C reduction in an extreme heat event, which can significantly reduce heat mortality rates for old and frail people.

Trees help build community by promoting contact, encouraging physical activity, reducing stress and stimulating social cohesion, with reduced crime and increased public safety.

## 2.5.1 Greening Our City – Urban Street Tree Strategy 2018-28 (Cont.)

## GREATER DANDENONG'S TREE ANALYSIS

### CANOPY COVER

Tree canopy cover is the measure of the area of tree canopy when viewed from above, and is recorded as a percentage of total land area. A study of Australia's urban tree canopy coverage was undertaken in 2014 using a point sampling tool called i-Tree canopy ([www.canopy.itreetools.org](http://www.canopy.itreetools.org)).

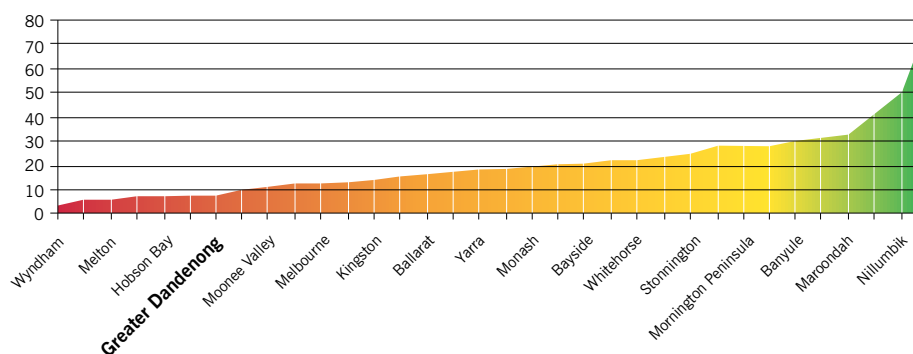
Canopy cover for the whole municipality of Greater Dandenong was measured at approximately 9.9 per cent. This figure includes all trees across the municipality: private and public, along waterways and road reserves, carparks etc. A breakdown between public and private canopy cover was not included within this study. When compared to other municipalities across Metropolitan Melbourne, City of Greater Dandenong's tree canopy cover is very low. In fact, Greater Dandenong has the lowest canopy cover on the whole eastern side of Melbourne.

Canopy cover was also measured in a more recent analysis for each suburb. Noble Park and Springvale had the highest canopy covers at over 15 per cent, whilst to the South, Bangholme and Lyndhurst had the lowest recording only 4.5 per cent and 6.4 per cent respectively.

The reasons for the lower canopy coverage particularly in the south of the city can be attributed to a variety of contributing factors including:

- Forestry of River Red Gum woodlands which provided timber for the building of Melbourne's docks.
- The southern section of the municipality being drained swampland.
- Past and present agricultural and industrial land use.

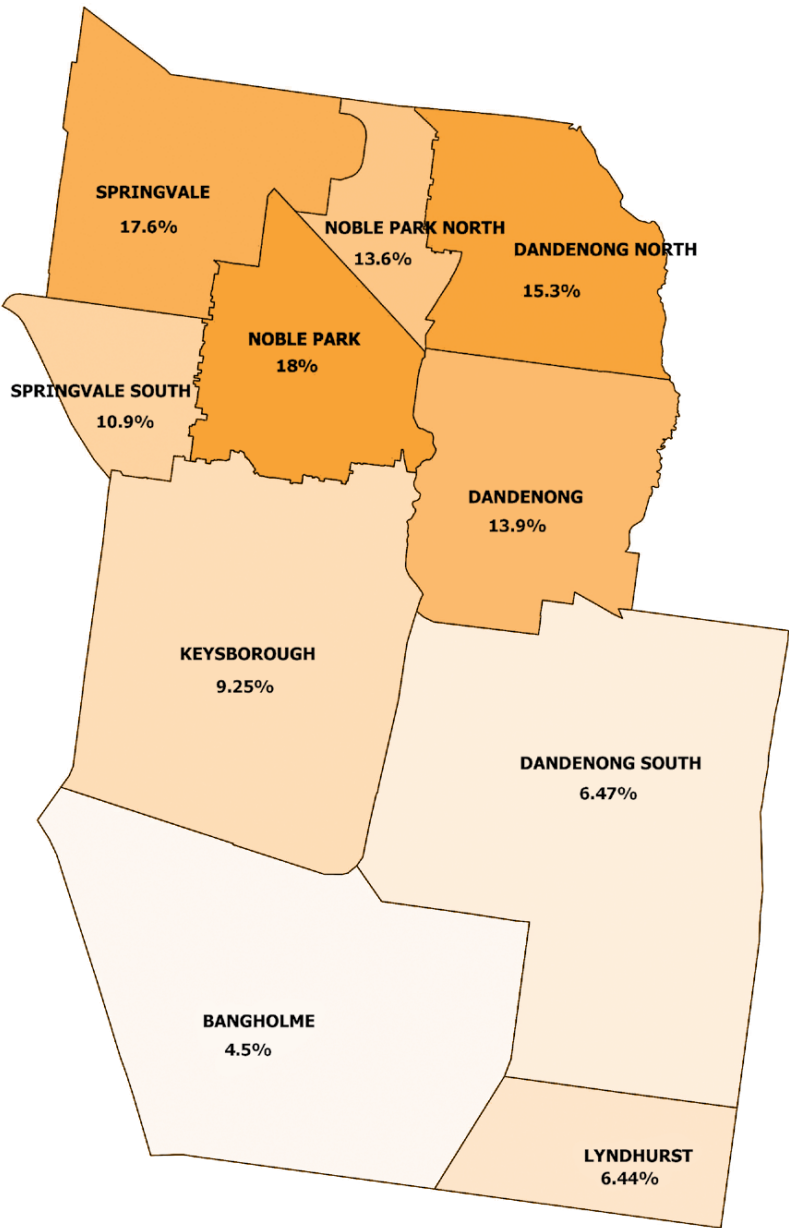
Canopy cover %'s for Local Government Authorities across Victoria (Jacobs et al, 2014)

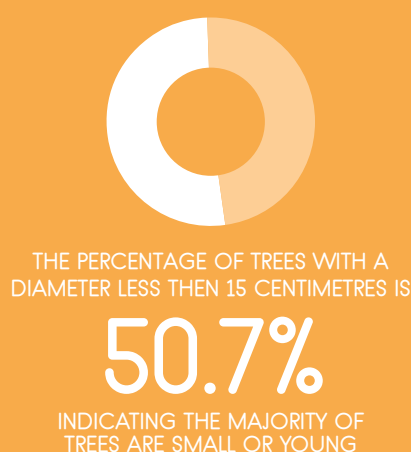
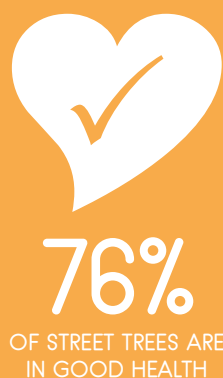




2.5.1 Greening Our City – Urban Street Tree Strategy 2018-28 (Cont.)

TREE CANOPY COVER FOR GREATER DANDENONG



**2.5.1 Greening Our City – Urban Street Tree Strategy 2018-28 (Cont.)**

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**CURRENT STREET TREE POPULATION ANALYSIS**

In 2016, data was collected for every street tree in Greater Dandenong and compiled into a tree inventory. This data is now available within Council's asset management and GIS systems. As mentioned, there is currently limited data collected for public trees located in parks and reserves or other Council managed facilities, however Council recognises that these trees are equally as important for providing benefits to the community.

Summary of street tree analysis:

- City of Greater Dandenong has a total number of 55,276 street trees
- Together they are worth approximately \$182 million, with an annual return of \$122,800 in environmental benefits
- There are approximately 240 different species and cultivars
- 76 per cent of street trees are in good health
- 90 per cent of street trees have good structure
- There are 10,249 identified vacant tree planting sites within streets

**VALUE OF GREATER DANDENONG'S STREET TREES**

Data held for each of Dandenong's street trees was inputted into an urban tree valuation model called i-Tree Eco, to provide a dollar value of the population of 55,276 street trees.

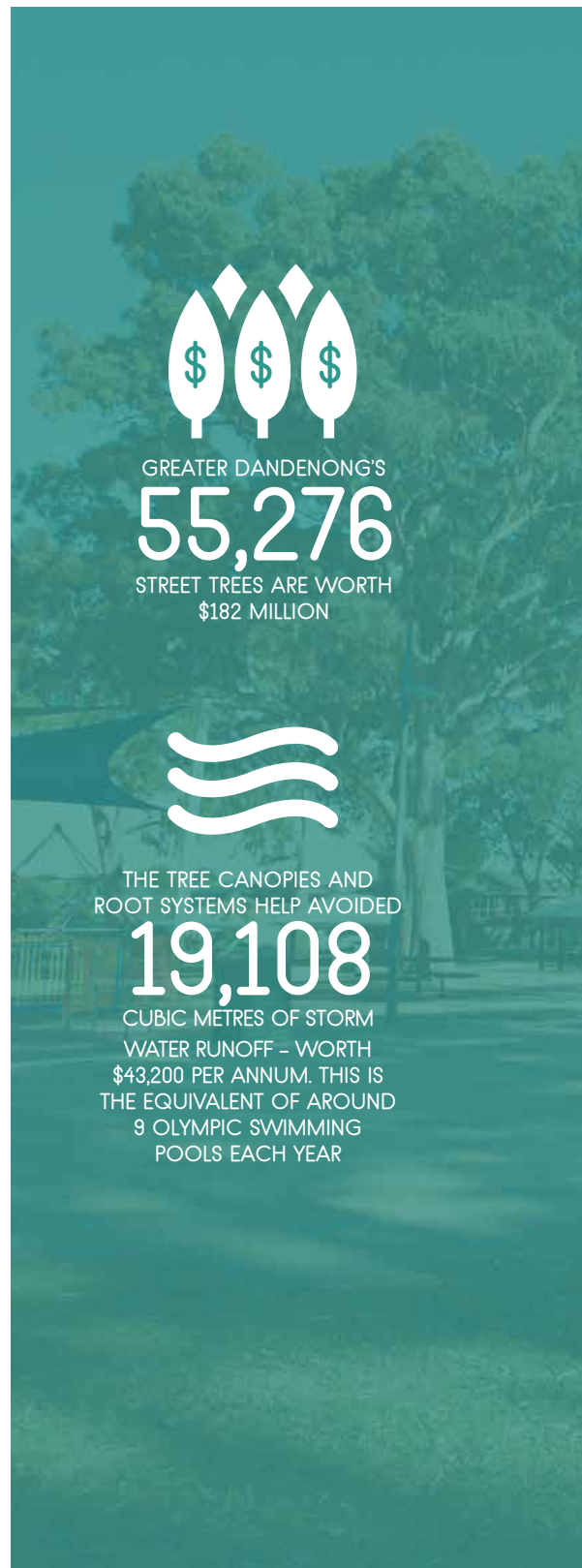
The i-Tree analysis provides data about the environmental services that trees provide and attributes provides a structural value to each tree. Structural value is the the value of the tree based on the cost of having to replace the tree and grow it to a similar size and function.

2.5.1 Greening Our City – Urban Street Tree Strategy 2018-28 (Cont.)



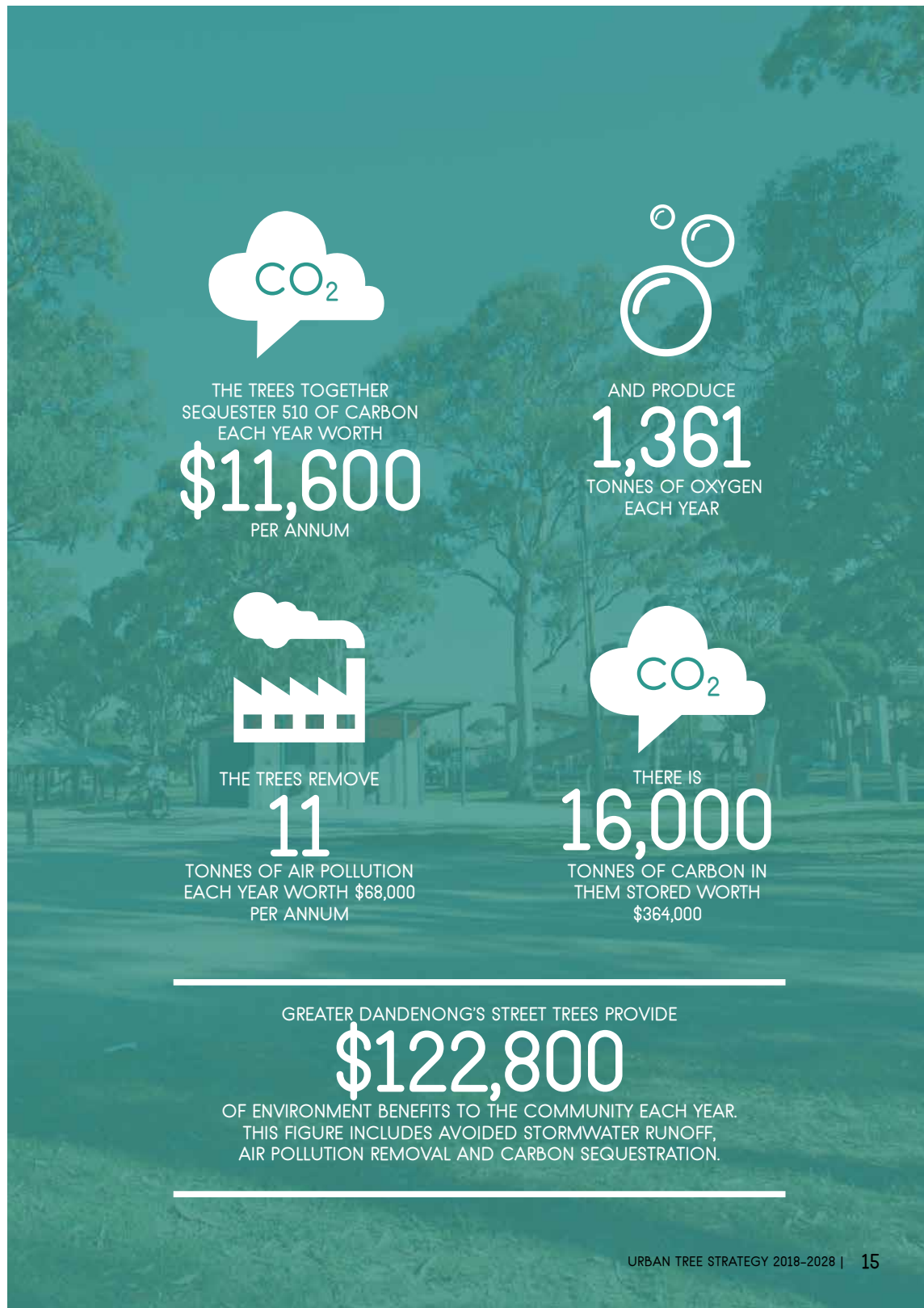
2.5.1 Greening Our City – Urban Street Tree Strategy 2018-28 (Cont.)

## SUMMARY OF THE I-TREE ASSESSMENT RESULTS





2.5.1 Greening Our City – Urban Street Tree Strategy 2018-28 (Cont.)



**2.5.1 Greening Our City – Urban Street Tree Strategy 2018-28 (Cont.)****SPECIES DIVERSITY**

A street tree population is healthier and more resilient the more diverse it is. This includes the diversity of species within it. Best practice suggests that no one species within a population should exceed between 5-10% of the total number. The table below suggests that Greater Dandenong's street tree population sits within these guidelines and is considered diverse. It is also worth noting that Greater Dandenong's street tree population would be considered typical across municipal Melbourne.

Of the most common species listed above, 11 are native to Australia and five are exotic.

The two most common species are both paperbarks and together make up nearly 11 per cent of the population. It should be noted that Council has not been planting either of these species for a number of years now, however Snow-in-summer has proven itself as an adaptable urban tree specimen, well suited to pruning under powerlines.

The Lagerstroemia's together make up 4.8% of the population and are likely to increase as they are regularly planted in streetscapes.

Table 1. Most common species – greater than 1000 in number

SPECIES	NUMBER	% OF TOTAL POPULATION
Melaleuca linariifolia (Snow-in-summer)	3138	5.7%
Melaleuca styphelioides (Prickly-leaved Paperbark)	2822	5.1%
Lophostemon confertus (Queensland Brush Box)	2606	4.7%
Prunus cerasifera 'Nigra' (Purple-leaved Cherry Plum)	2363	4.3%
Corymbia maculata (Spotted Gum)	2097	3.8%
Eucalyptus camaldulensis (River Red Gum)	2014	3.6%
Lagunaria patersonii (Norfolk Island Hibiscus)	1743	3.1%
Lagerstroemia indica (Crepe Myrtle)	1645	3.0%
Callistemon viminalis (Bottle Brush)	1546	2.8%
Pyrus calleryana (Callery's Pear)	1336	2.4%
Eucalyptus leucoxylon (Yellow Gum)	1335	2.4%
Tristaniopsis laurina (Kanooka)	1321	2.4%
Angophora costata (Smooth-barked Apple)	1243	2.2%
Melaleuca quinquenervia (Flat-leaved Paperbark)	1119	2.0%
Acer campestre 'Evelyn' Hedge Maple cultivar)	1060	1.9%
Lagerstroemia indica X L. fauriei 'Biloxi' (Biloxi Crepe Myrtle)	1012	1.8%

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2.5.1 Greening Our City – Urban Street Tree Strategy 2018-28 (Cont.)

### UNSUITABLE SPECIES

There are two species in the most common list that have proven themselves unsuitable for Greater Dandenong's streetscapes and have been excluded from the preferred species list.

*Melaleuca styphelioides* are very fast growing and cause significant problems when planted under powerlines. They can grow to twice the size of the *Melaleuca linariifolia* and as a result, they are frequently involved in lifted footpaths and kerb in smaller nature strips. Added to this, their stature and form make them an undesirable species for streetscape amenity and character. Given they are the second most populous street tree species, reducing their numbers will need to be done with careful planning and management so as to not reduce overall canopy cover or streetscape amenity.

*Lagunaria patersonia* have also been categorized as problematic in the public realm, not least for the irritating fibres in their seed pods and their low aesthetic value. They are also unsuitable for planting under powerlines and have also been involved in a number of infrastructure conflicts in smaller nature strips.

These species will be gradually transitioned out of the tree population. This means removing them over an extended period of time and replacing them with more suitable species. Trees under powerlines will be prioritised. Given the large number of both species it is not anticipated to remove all of these trees. Additional budget allocation will assist with significant reduction in the number of these trees and a reduction in damage to public infrastructure.

Existing infrastructure and physical constraints are to be considered when planting the right tree.



*Melaleuca styphelioides*



*Lagunaria patersonia*

**2.5.1 Greening Our City – Urban Street Tree Strategy 2018-28 (Cont.)****MOST COMMONLY PLANTED SPECIES**

88 different tree species and/or cultivars have been planted in Greater Dandenong over the last 11 years (2004-2015). Table 2 lists the most commonly planted trees during this 11-year period.

In general, the list in Table 2 comprises medium to smaller statured trees.

*Table 2: Most commonly planted species since 2004.*

SPECIES	NUMBER
<i>Brachychiton populneus</i> (Kurrajong)	1134
<i>Eucalyptus leucoxylon</i> 'Euky Dwarf' (Dwarf Yellow Gum)	1098
<i>Eucalyptus pauciflora</i> 'Little Snowman' (Dwarf Snow Gum)	1074
<i>Pyrus calleryana</i> 'Capital' (Capital Callery Pear)	1025
<i>Lagerstroemia indica</i> x <i>L. fauriei</i> 'Zuni' (Crepe Myrtle cultivar)	1014
<i>Acer campestre</i> 'Evelyn' (Queen Elizabeth Hedge Maple)	1003
<i>Malus ioensis</i> 'Plena' (Bechtel's Crabapple)	879
<i>Syzygium floribundum</i> (Weeping Lilly Pilly)	866
<i>Lagerstroemia indica</i> x <i>L. fauriei</i> 'Biloxi' (Crepe Myrtle cultivar)	805
<i>Lagerstroemia indica</i> x <i>L. fauriei</i> 'Sioux' (Crepe Myrtle cultivar)	788

The collective number of *Crepe Myrtles* planted during this period is 2,954 which is approximately 14.5 per cent of all new trees planted making it the most commonly planted tree type within the City. Council will need to monitor its use of Crepe Myrtles into the future to ensure that they do not become over dominant within the overall population.

**SPECIES SELECTION**

When considering species to be planted within a particular location, Council select species that are listed on the preferred Species list and consider the following:

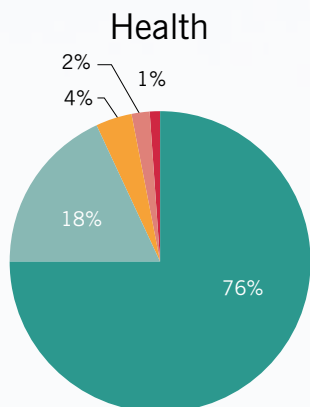
- Availability of above and below ground space for tree roots and canopy
- Existing infrastructure and any physical constraints e.g. powerlines
- Quality of soil
- Ability to thrive in the location
- Water requirements
- Potential for infrastructure damage



*Lagerstroemia indica* (Crepe Myrtle) in flower



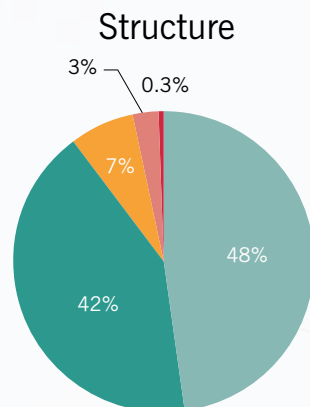
## 2.5.1 Greening Our City – Urban Street Tree Strategy 2018-28 (Cont.)



■ Good ■ Fair ■ Fair/Poor ■ Poor ■ Dead

**TREE HEALTH**

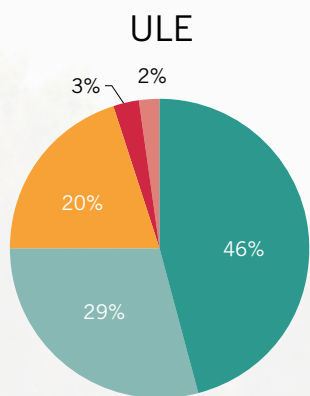
The majority of street trees are in good (76%) or fair (18%) health. A management objective will be to remove and replace the 7% fair to poor, poor and/or dead trees.



■ Good ■ Fair ■ Fair/Poor ■ Poor ■ Dead

**TREE STRUCTURE**

The majority of trees have Fair (48%) or Good (42%) tree structure. A management objective will be to remove the 3.3% trees with poor or imminent structural defects.

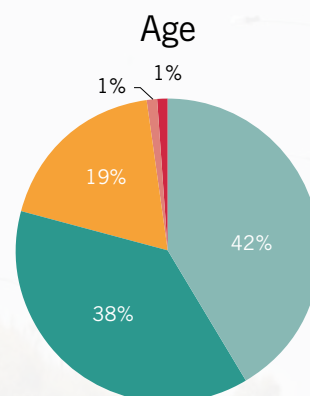


■ 30+ Years ■ 15-30 Years ■ 10-15 Years  
■ 5-10 Years ■ 0-10 Years

**USEFUL LIFE EXPECTANCY (ULE)**

Useful life expectancy is the amount of time a tree is estimated to remain in the landscape before it needs to be removed and replaced. Tree health, age, structure and site appropriateness are all considered when allocating a tree its ULE.

75% of street trees have a long (30+ years) to moderate (15-30 years) ULE. Again, as with health and structure, a management objective would be to carefully manage the 5% of trees with a low ULE (0-5 years and 5-10 years) for eventual removal and replacement.



■ Mature ■ Semi-Mature ■ Juvenile  
■ Declining ■ Dead

**TREE AGE**

Tree age analysis aligns closely with the ULE results. 18% of street trees are juvenile, which are newly planted and 42% are semi-mature which are still actively growing and yet to achieve their expected size in the location. Best practice stipulates that juvenile trees should represent around 40% of the population, semi-mature 30%, mature 20% and over mature 10% of the population.

**2.5.1 Greening Our City – Urban Street Tree Strategy 2018-28 (Cont.)****VACANT STREET TREE SITES**

Based on the existing street tree inventory data, 10,249 vacant tree site planting opportunities have been identified across the City. Each year Council removes around 935 trees per year and plants around 1,700 trees, resulting in a current net gain each year of approximately 765 trees.

Council's 15 year street tree planting program will aim to reach a full street tree stocking rate as well as replacing undesirable tree species, as identified within the Action plan, with more appropriate trees. This program may be accelerated if other streams of funding are secured to undertake the works.

It is understood that there are likely to be large opportunities for planting more trees in parks and reserves as well.





2.5.1 Greening Our City – Urban Street Tree Strategy 2018-28 (Cont.)



60%

OF TREE POPULATION IS  
JUVENILE OR SEMI MATURE



1,700

NUMBER OF TREES PLANTED  
EACH YEAR BY COUNCIL



88

NUMBER OF SPECIES AND/OR  
CULTIVATORS PLANTED FROM  
2004-2015

URBAN TREE STRATEGY 2018-2028 | 21

**2.5.1 Greening Our City – Urban Street Tree Strategy 2018-28 (Cont.)**

## OPPORTUNITIES AND ISSUES FOR GREATER DANDENONG'S TREES

### THE URBAN HEAT ISLAND EFFECT

An emerging issue facing all Australian cities, in particular Melbourne and Greater Dandenong, is the Urban Heat Island Effect, whereby the built-up urban area becomes warmer than the surrounding countryside, particularly at night. There is ample evidence now demonstrating that this artificial heat build-up is impacting on human health and compromising the quality of the environments that people live in. Evidence also now demonstrates the ability of trees and irrigated vegetation in mitigating this heat. By shading hard surfaces, trees can stop the absorption of heat into the landscape and they can cool the air through their function of evapotranspiration, particularly at night.

The Satellite image shown in Figure 1 demonstrates the various areas across the City that are displaying hotter surface temperatures than others. Of note are the heat islands over the activity centres and the Dandenong South industrial area. The Activity Centres are important to note because they also contain the highest levels of pedestrian activity across the municipality. As mentioned, urban trees are an efficient and cost effective solution for mitigating urban heat. Providing shade and thermal comfort for pedestrians, especially in areas of high pedestrian activity will need to be considered for improving the overall liveability of the municipality.

**Opportunity: Planting large canopied trees in suitable locations to mitigate urban heat.**



Shade trees reduce daytime surface temperatures by between 5-20°C. A strategically placed tree in an urban area can reduce ambient temperatures by 2-5°C. Trees can be one of the most effective mechanisms for reducing the urban heat island effect.



SATELLITE THERMAL IMAGE

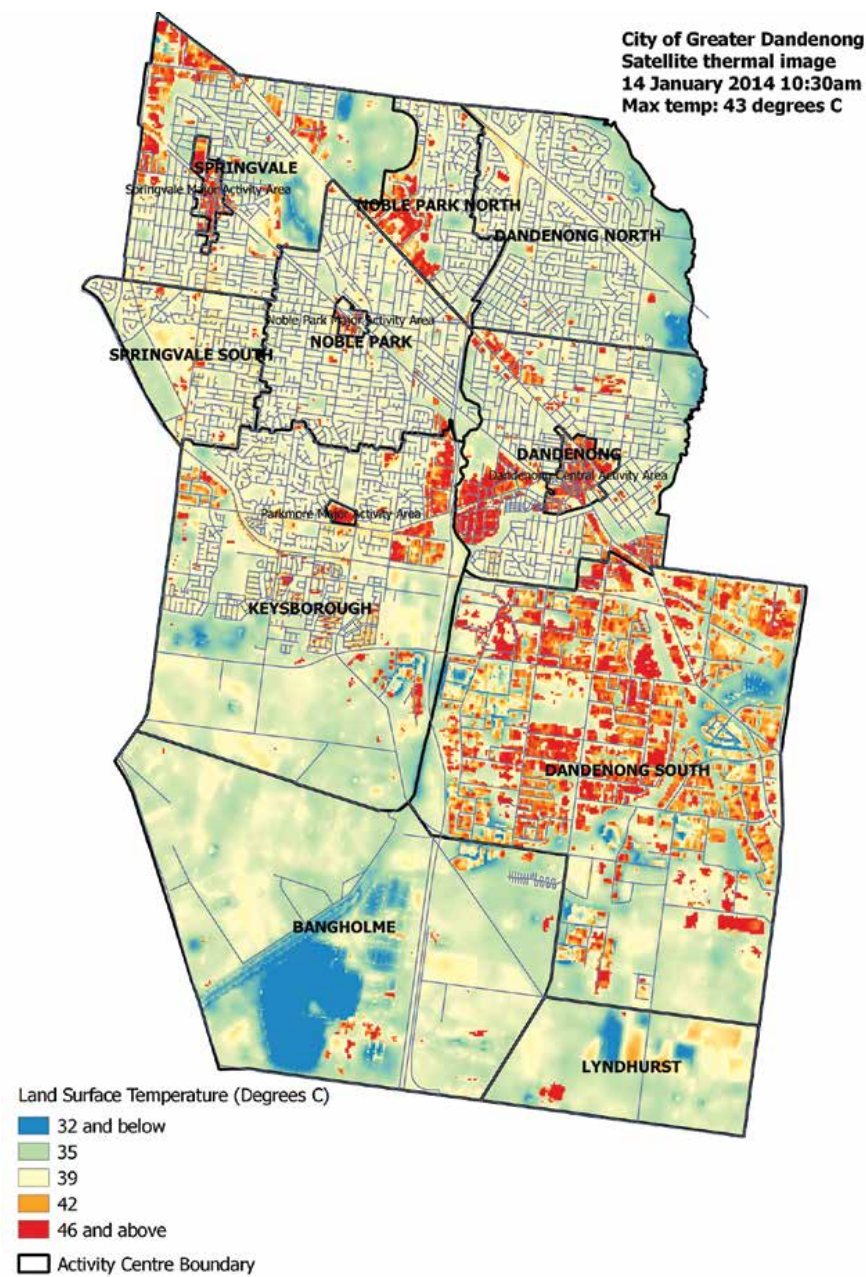
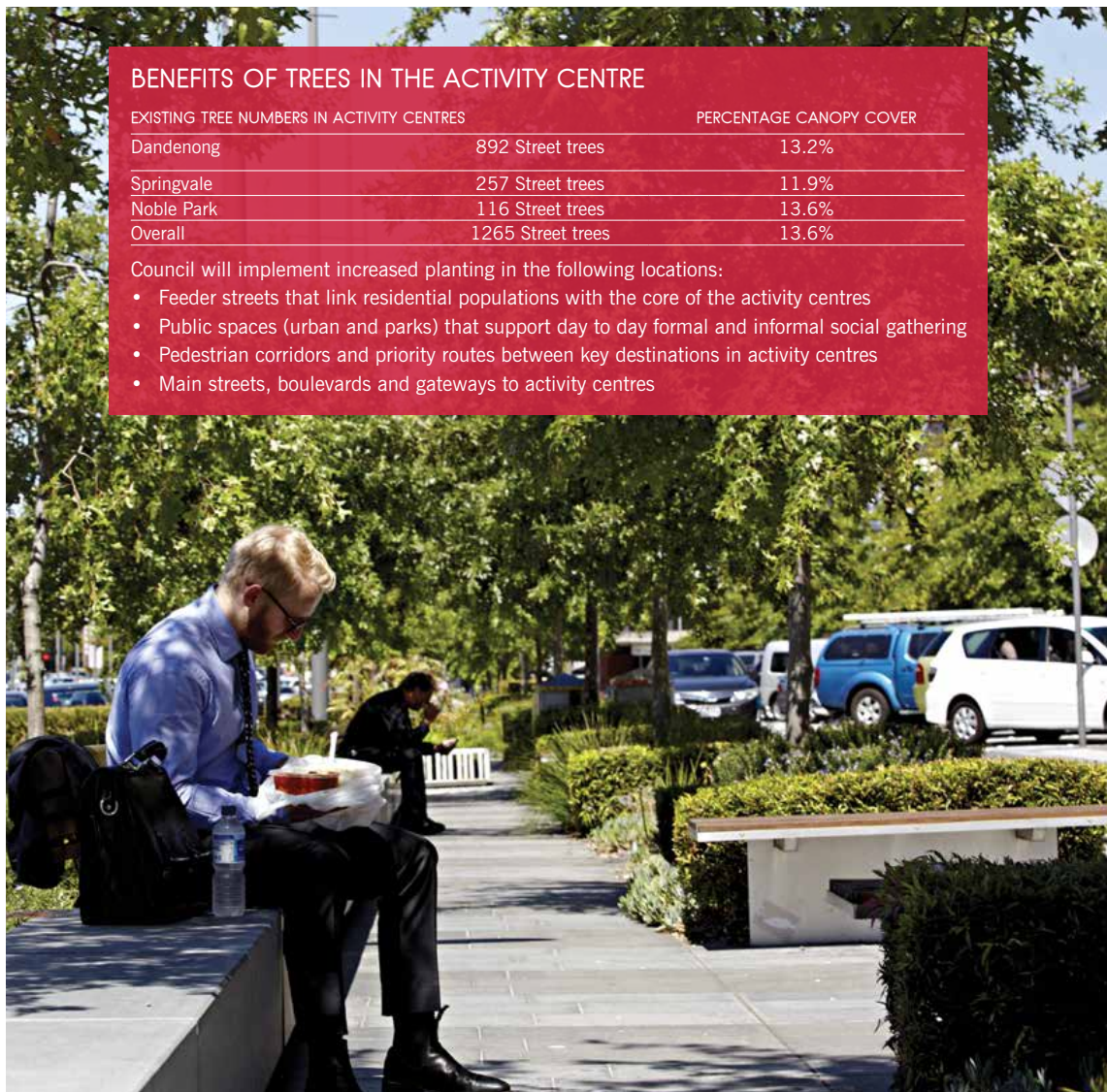


Figure 1: Satellite thermal image of Greater Dandenong showing hotspots

**2.5.1 Greening Our City – Urban Street Tree Strategy 2018-28 (Cont.)****ACTIVITY CENTRES**

Activity Centres in Greater Dandenong are demonstrated hotspots, they are a place of high pedestrian activity and are major public transport hubs. As a result, urban design and renewal in these centres must prioritise the planting of natural shade, but also the use of materials that reflect, not absorb heat. These areas will be a challenge for Council as they are predominantly made up of hard surfaces and contain many pieces of hard infrastructure such as buildings, awnings, overhead powerlines, underground surfaces etc. Finding adequate space to plant trees so that they will thrive and grow to their maximum

potential will be important as will the use of special design technologies like structural cells and permeable paving to improve growing conditions for trees.

**Opportunity: Prioritise planting of shade trees with Greater Dandenong's Activity Centres**



## 2.5.1 Greening Our City – Urban Street Tree Strategy 2018-28 (Cont.)

## SOCIAL VULNERABILITY TO HEAT

Considerable work has been conducted in Melbourne by researchers at Monash University to determine which members of the population are more vulnerable to urban heat. Knowing where these vulnerable people are located helps Council to prioritise certain locations for heat reduction strategies such as street and park tree planting. Members of the community who are most at risk of heat related illness are:

- Older people who live alone
- Young children
- The most socio-economically disadvantaged

Using 2011 Census based data, areas of social vulnerability have been mapped.

Areas of concentrated social vulnerability have been mapped alongside hotspots demonstrating areas of overlap. Both Springvale and Dandenong are clear opportunities for increasing natural shade to help protect vulnerable community members from heat. Kindergartens have been mapped as the most commonly used facility for young children. Streets linking socially vulnerable communities to services such as kindergartens, schools and activity centres are also clear opportunities for a street tree planting program.

**Opportunity: Prioritising the planting of trees where hotspots intersect with areas of high pedestrian activity and social vulnerability**

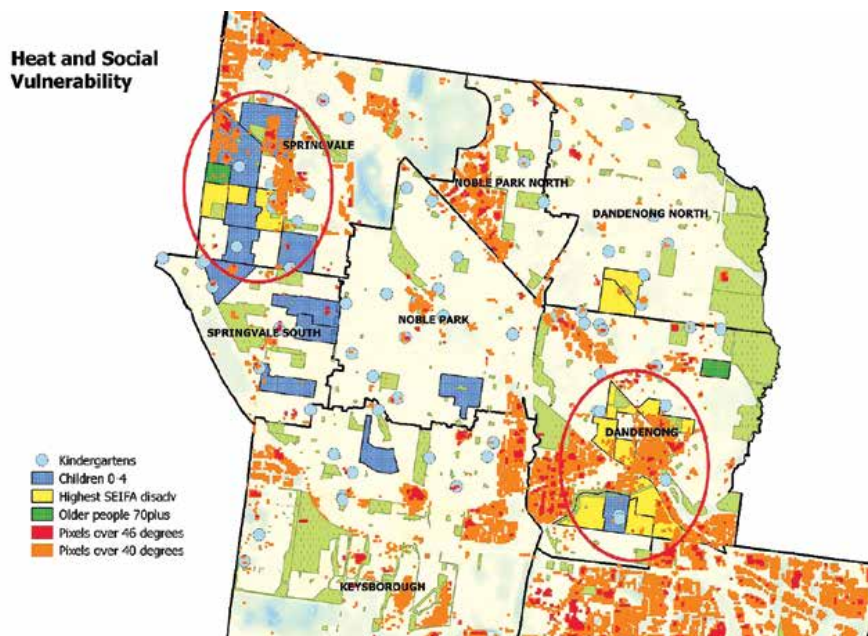


Figure 2: Social vulnerability across Greater Dandenong mapped with hotspots

**2.5.1 Greening Our City – Urban Street Tree Strategy 2018-28 (Cont.)****OPPORTUNITIES AND ISSUES FOR GREATER DANDENONG'S TREES****CLIMATE CHANGE**

Climate change is expected to bring warmer temperatures, wetter winters, drier summers and increasing rates of bushfire and insect infestations. Three predicted changes to climatic conditions that could impact on trees within the City directly are:

1. Reduction in average surface water availability. In Melbourne the average long-term stream flow into water supply catchments could be reduced by up to 11 per cent by 2020, and as much as 35 per cent by 2050.
2. The average annual number of days above 35 degrees Celsius is likely to increase from 9 days currently experienced in Melbourne to up to 26 days by 2070 without global action to reduce emissions.
3. Changes to the frequency of extreme weather:

Increased frequencies of occurrence of extreme weather events. For example, a 5 per cent increase in rainfall intensity will see the current one-in-130-year event become a one-in-100 year event

Droughts are likely to increase in relative frequency, intensity and duration. Dry conditions that currently occur on average one in every four years might occur up to one in three years by 2030

More intense rainfall events – Annual average increases in the intensity of heavy rainfall events are expected to be about 0.9 per cent with the strongest increases in winter and summer.

It is expected that these effects will interact with existing urban stresses such as air pollution, soil compaction and heat island effects. Managing for tree health will become increasingly important, and selection of tree species tolerant of extended drought, increased heat and insect infestation will become a necessity.

**Opportunity: Continue to update Greater Dandenong's street and park tree species lists ensuring that Greater Dandenong is planting trees that are able to adapt to changing climates whilst continuing to provide maximum benefits.**

**WATER MANAGEMENT**

Water is a critical component of healthy urban landscapes, including trees and yet drainage systems have been expertly designed to divert all stormwater away from urban areas as quickly as possible. Trees planted in concrete pavements will use their root systems to seek water and nutrients wherever possible if they are not irrigated. Without water, landscapes and certain tree species become vulnerable and are not able to maximise their environmental, social and economic benefits. Further to this, climate change modelling would suggest that annual rainfall is likely to reduce, further decreasing the availability of water for tree health.

In order to overcome this, Council has the opportunity to consider the following when planting street and park trees:

Using water sensitive urban design, including passive stormwater capture, to retain as much stormwater in the urban landscape as possible for the benefit of trees and to help mitigate the urban heat island effect ([www.greaterdandenong.com/document/25978/water-sensitive-urban-design](http://www.greaterdandenong.com/document/25978/water-sensitive-urban-design))

Select resilient, heat tolerant and drought tolerant species where possible

Providing adequate underground growing space for tree roots and soil moisture retention

**Opportunity: integrate smarter growing conditions for newly planted trees including better soil volumes and stormwater infiltration capacity**



**2.5.1 Greening Our City – Urban Street Tree Strategy 2018-28 (Cont.)****INFRASTRUCTURE AND TREES**

As trees grow towards full maturity, their growing space requirements increase. If adequate space has not been allocated for tree roots or crowns, then conflicts between trees and surrounding infrastructure such as roads, drains and footpaths can arise. Inappropriately selected and planted tree species from the past are currently increasing the risk of conflict with infrastructure. There are two particular species in Greater Dandenong that are deemed unsuitable for planting in streetscapes, namely *Lagunaria patersonni* and *Melaleuca styphelioides*. In recent years, as these trees reach maturity, they have been involved in a number of infrastructure conflicts.

**Opportunity: Develop budget allocation for a program to remove and replace undesirable tree species to avoid further damage to infrastructure.**

**URBAN DEVELOPMENT**

The urban population for Greater Dandenong is predicted to increase by 22 per cent by 2040 ([greaterdandenong.com](http://greaterdandenong.com)). Urban development, renewal and infill will occur across the urbanised area of Greater Dandenong to house these new residents and also the expected increase in workers. Unfortunately, with development can come conflict between established trees and infrastructure. These conflicts can incur maintenance and infrastructure damage costs and may also compromise the health and vitality of the tree. Development has also anecdotally been a cause for street tree removals.

Potential impacts can come from:

- Increasing the size and number of vehicle crossovers and other hard surfaces
- Reduction of available space and quality soil volume for existing and new trees.
- Installation of underground services with subsequent tree root impacts.
- Altering existing soil properties such as compaction, lowering or raising soil levels and nutrient status.

There are new technologies and design features that can be used in streetscape and urban design to help reduce the conflicts between hard infrastructure and trees. Such technologies include porous pavements, structural cells, structural soils as well as trenching. Soil Profile Rebuilding (SPR) is also a technique that can be used to improve the structure of soils following development that can allow better tree growth.

Council will also need to continue to ensure that the most suitable species are chosen for individual locations to minimise infrastructure conflicts.

**Opportunity: Ensure appropriate growing conditions are created for new trees, plant the right tree in the right place and ensure protection mechanisms are in place for all street trees to prevent damage or removal for development.**



**2.5.1 Greening Our City – Urban Street Tree Strategy 2018-28 (Cont.)**


**11–35%**

REDUCTION IN AVERAGE LONGTERM  
STREAM-FLOW INTO WAYER SUPPLY  
CATCHMENT BT 2050



**35°C**

AVERAGE NUMBER OF DAYS ABOVE  
35°C WILL INCREASE FROM 9 DAYS  
TO 26 DAYS BY 2017



**0.9%**

EXPECTED ANNUAL AVERAGE  
INCREASES IN THE INTENSITY OF  
HEAVY RAINFALL

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**COMMUNITY PERCEPTIONS OF TREES**

In general, the community values the role that street and park trees play in a healthy, liveable, urban environment. Many would acknowledge that their benefits far outweigh their annoyances.

However, there still exist some very real and perceived fears of urban trees. Some community members fear dropping limbs, trees being 'messy' or doing damage to adjacent infrastructure and that resources would be better spent on other community assets. There is also a strong association of native trees with bushfires.

In order to see the general community perception of public trees improve Council will need to engage in the following:

- Greater community consultation and education to a more diverse range of the community
- Improved access to web based information on Greater Dandenong's trees in various languages
- Develop a community tree planting program that encourages a diverse array of Greater Dandenong residents to be involved, participating together in outdoor activities
- Strong Council leadership on tree planting within the media
- Strengthening relationships with developers and enforcing guidelines on street tree planting in new developments

**Opportunity: Develop and implement a plan to engage, consult, involve and educate the Greater Dandenong community to further understand the importance of a healthy tree population and to be involved in helping to plant it.**





2.5.1 Greening Our City – Urban Street Tree Strategy 2018-28 (Cont.)

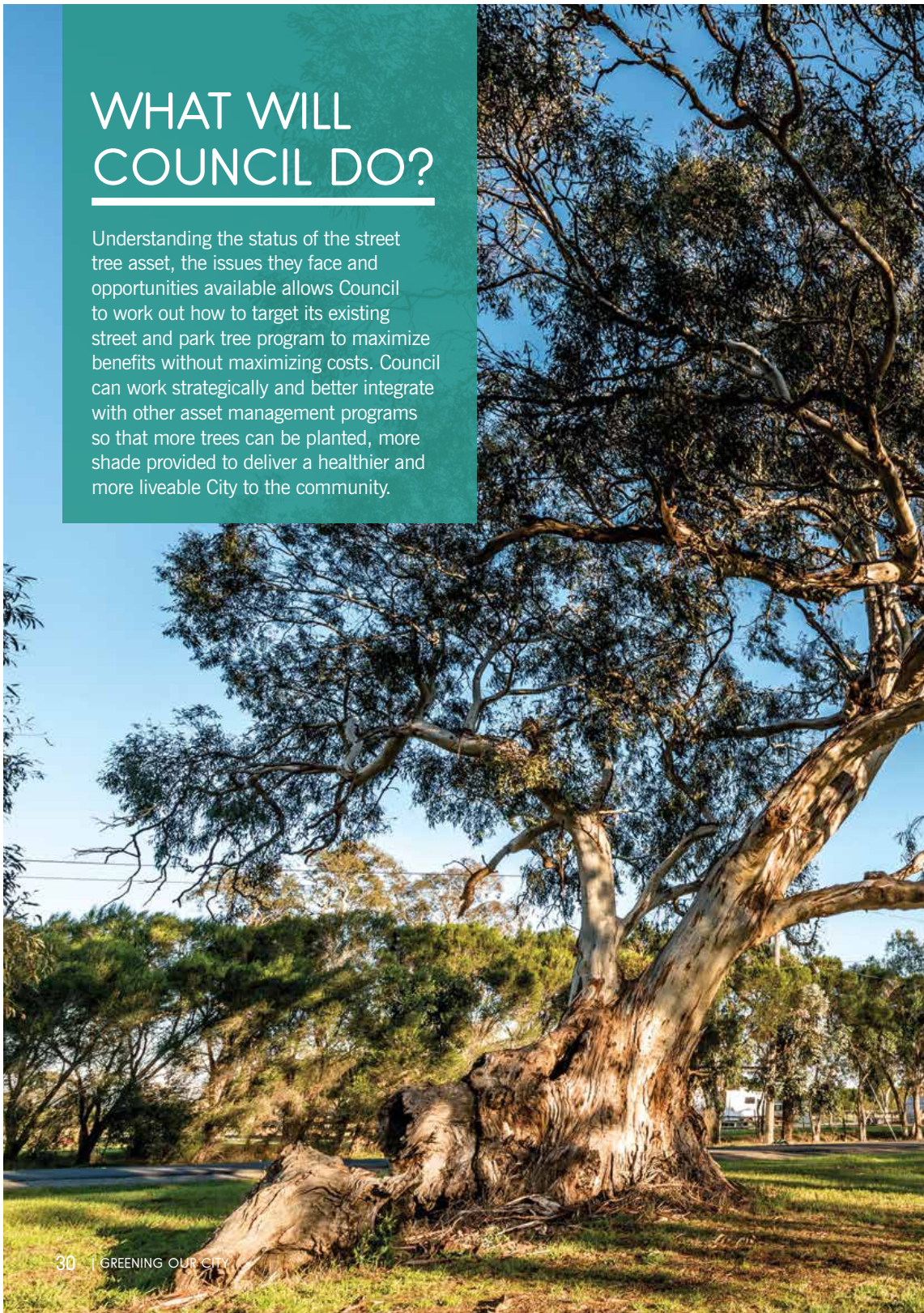




**2.5.1 Greening Our City – Urban Street Tree Strategy 2018-28 (Cont.)**

## WHAT WILL COUNCIL DO?

Understanding the status of the street tree asset, the issues they face and opportunities available allows Council to work out how to target its existing street and park tree program to maximize benefits without maximizing costs. Council can work strategically and better integrate with other asset management programs so that more trees can be planted, more shade provided to deliver a healthier and more liveable City to the community.





## 2.5.1 Greening Our City – Urban Street Tree Strategy 2018-28 (Cont.)

## ACTION PLAN

### Objective 1:

Greening our City

### Targets:

- Increase tree canopy cover for the Municipality to 15 per cent by 2028
- Reduce vacant street tree sites down to 0 by 2033

ACTION	MEASURE	RESPONSIBILITY	TIME FRAME
Implement the 15 year Tree Planting Program	<ul style="list-style-type: none"> <li>• Audit of tree data</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Parks Unit</b></li> </ul>	Year 15 (30/06/2033)
Ensure recognition of the Urban Tree Strategy in key strategic and policy documents, such as Council Plan, Sustainability Strategy, Health and Wellbeing Strategy.	<ul style="list-style-type: none"> <li>• All relevant Council documents to reference Urban Tree Strategy vision and objectives</li> </ul>	<ul style="list-style-type: none"> <li>• Infrastructure Services</li> <li>• Planning</li> <li>• Statutory planning</li> <li>• Corporate Planning</li> </ul>	Year 10 (30/06/2028)
Seek additional Government funding opportunities for tree planting programs and monitoring e.g. Smart Cities or 20 Million Trees programs	<ul style="list-style-type: none"> <li>• Additional funding granted each year for tree planting programs</li> <li>• Number of grants applied for</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Parks Unit</b></li> <li>• Grants Officer</li> </ul>	Year One – ongoing annually (30/06/2019-30/06/2028)
Develop Tree Planting and Protection Guidelines for developers	<ul style="list-style-type: none"> <li>• Guidelines completed and in operation</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Parks Unit</b></li> <li>• Statutory Planning</li> <li>• Civil Development</li> </ul>	Year One (30/06/2019)
Ensure that sufficient space is maintained for existing trees and for new tree planting. Providing appropriate space (rooting volume) for trees	<ul style="list-style-type: none"> <li>• Guidelines for species selection and tree planting completed and in operation</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Parks Unit</b></li> <li>• Statutory Planning</li> <li>• Civil Development</li> </ul>	Year One (30/06/2019)
Investigate opportunities for establishing wildlife corridor links where appropriate.	<ul style="list-style-type: none"> <li>• Completion of two Wildlife corridor links tree plantings</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Parks Unit</b></li> <li>• Sustainable Planning and Environment</li> </ul>	Year Five (30/06/2023)
Establish an urban forest/tree working group to regularly meet to discuss tree management issues and opportunities for urban trees.	<ul style="list-style-type: none"> <li>• At least two meetings are conducted each year</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Parks Unit</b></li> <li>• Planning &amp; Design</li> <li>• Statutory Planning</li> <li>• Activity Centre Revitalisation</li> <li>• Civil Development</li> <li>• Roads and Drains</li> <li>• City Improvement</li> </ul>	Year Two – ongoing annually (30/06/2020-30/06/2028)

\* Program may be accelerated pending funding from external sources and the annual budget allocation.

**2.5.1 Greening Our City – Urban Street Tree Strategy 2018-28 (Cont.)****ACTION PLAN****Objective 2:**

Demonstrate Best Practice Urban Tree Management

**Targets:**

- Reduce the number of trees with low useful life expectancy from 5 per cent to 2 per cent by 2028
- Reduce percentage of trees with poor and imminent structure from 3 per cent to 1 per cent by 2028

ACTION	MEASURE	RESPONSIBILITY	TIME FRAME
Implement the 2018 Arboriculture Operations Manual	• Guidelines in place	• <b>Parks Unit</b>	Year One (30/06/2019)
Implement the 2018 species list for street and park tree planting	• Species list in place	• <b>Parks Unit</b>	Year One (30/06/2019)
Collect full park tree inventory	• Audit of park trees data	• <b>Parks Unit</b> • Asset Management	Year Five (30/06/2023)
Integrate and communicate with internal departments to streamline all asset works including trees to minimise future program conflicts	• Two asset meetings with other asset managers per year to integrate programs	• Engineering Services	Year One – ongoing annually (30/06/2019-30/06/2028)
Maintain proactive tree management programming and provide adequate resources to minimise risk and ensure best practice is maintained	• Quantified reduction in storm damaged tree removals	• <b>Parks Unit</b>	Year One – ongoing annually (30/06/2019-30/06/2028)
Systematically assess all street and park trees to mitigate tree risk for residents and visitors to the City.	• Tree inspections completed as per cyclic pruning contract 1516-03A	• <b>Parks Unit</b> • Arboricultural Contractors	Year Two – ongoing biannually (30/11/2019-30/06/2028)
Use passive storm water irrigation in new tree planting areas where possible. Introduce water sensitive urban design (WSUD) initiatives where possible. Establish irrigation water requirements and water budgets for urban trees and landscapes.	• Establishment of two passive stormwater infiltration systems	• <b>Parks Unit</b> • City Improvement • Activity Centre Revitalisation	Year Five (30/06/2023)
Maintain accurate and current data and documentation for the management of Council's tree assets.	• Audit tree data	• <b>Parks Unit</b> • Asset Management	Year 10 (30/06/2028)



## 2.5.1 Greening Our City – Urban Street Tree Strategy 2018-28 (Cont.)

**Objective 3:**

Manage the interface between trees and infrastructure

**Targets:**

- Reduce percentage of *Melaleuca styphelioides* from 5.1 per cent to 3 per cent by 2033
- Reduce percentage of *Lagunaria patersonia* from 3.1 per cent to 2 per cent by 2033

ACTION	MEASURE	RESPONSIBILITY	TIME FRAME
Reduce the percentages of <i>Melaleuca styphelioides</i> and <i>Lagunaria patersonia</i> within the street tree population	<ul style="list-style-type: none"> <li>• Audit of tree data</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Parks Unit</b></li> </ul>	Year 10 (30/06/2028)
Suitable species to be planted in suitable locations every time to mitigate potential conflicts with infrastructure and to reduce long-term risk.	<ul style="list-style-type: none"> <li>• Quantified reduction of tree related lifted footpaths measured through cyclic footpath inspections</li> <li>• Benchmark to established after year five</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Parks Unit</b></li> <li>• Roads and Drains Unit</li> <li>• City improvement</li> </ul>	Year Five – ongoing (30/6/2023-30/06/2028)
Implement a range of strategies including infrastructure re-design solutions, selective root pruning and the removal of trees where damage cannot be rectified through other Arboricultural techniques.	<ul style="list-style-type: none"> <li>• Quantified reduction of tree related lifted footpaths measured through cyclic footpath inspections</li> <li>• Benchmark to be established after year five</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Parks Unit</b></li> <li>• Roads and Drains Unit</li> <li>• City improvement</li> </ul>	Year Five – ongoing (30/06/2023-30/06/2028)
In areas of high density e.g. activity centres, investigate the use of structural cells and soils to create healthier growing conditions for trees	<ul style="list-style-type: none"> <li>• Audit of tree population in Activity Centres</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Parks Unit</b></li> <li>• Activity Centres Revitalisation</li> </ul>	Year 10 (30/06/2028)
Continue to build relationships with utility service providers and other landholders, such as LXRA, United Energy and VicRoads to minimise the impacts of works on the urban tree population. Co-ordinate with service providers and other Council departments to ensure sustainable management of public managed trees.	<ul style="list-style-type: none"> <li>• Meetings attended, noted and documented</li> <li>• Audit of declared high bush fire risk area trees completed by October each year</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Parks Unit</b></li> </ul>	Year One – ongoing annually (30/06/2019-30/06/2028)
Protect Council trees from development and other activities that threaten their health and viability and minimise the conflict between trees and infrastructure where possible.	<ul style="list-style-type: none"> <li>• Guidelines in place</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Parks Unit</b></li> <li>• Planning &amp; Design</li> <li>• Civil Development</li> </ul>	Year One (30/06/2019)

\* Program may be accelerated pending funding from external sources and the annual budget allocation.

## 2.5.1 Greening Our City – Urban Street Tree Strategy 2018-28 (Cont.)

**ACTION PLAN****Objective 4:**

Engage and educate the community about the importance of trees

**Targets:**

- Run 6 annual planting days within reserves each year
- Run 5 indigenous planting days in schools each year
- Run 6 “Adopt a Park” programs with local schools each year

ACTION	MEASURE	RESPONSIBILITY	TIME FRAME
Consult with the community about all major projects involving tree removal and tree planting.	<ul style="list-style-type: none"> <li>• Five positive media releases and articles published in ‘The City’</li> <li>• Notification signs established in parks before major tree planting programs</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Parks Unit</b></li> <li>• Media and Communications</li> <li>• City Improvements</li> <li>• Activity Centres Revitalisation</li> </ul>	Year One – ongoing annually (30/06/2019-30/06/2028)
Notify residents of upcoming tree planting projects in their street.	<ul style="list-style-type: none"> <li>• Tree planting notification cards completed and in operation</li> <li>• Notification documented by planting contractor through monthly contract reports</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Parks Unit</b></li> <li>• Planting contractor</li> <li>• Open Space Projects</li> </ul>	Year One – ongoing annually (30/06/2019-30/06/2028)
Update the information content of Council’s webpage for trees to reflect updated knowledge and practices adopted within this Strategy and the guidelines	<ul style="list-style-type: none"> <li>• Website to contain Urban tree strategy, and electrical lines clearance plan</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Parks Unit</b></li> <li>• Media and Communications</li> </ul>	Year One – ongoing annually (30/06/2019-30/06/2028)
Hold tree planting days in line with National Tree Day	<ul style="list-style-type: none"> <li>• Planting days completed</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Parks Unit</b></li> </ul>	Year One – ongoing annually (30/06/2019-30/06/2028)



**2.5.1 Greening Our City – Urban Street Tree Strategy 2018-28 (Cont.)**

## IMPLEMENTATION

### 15 YEAR TREE PLANTING PROGRAM

The primary delivery tool for implementing Council's Urban Tree Strategy vision will be the 15-year planting plan. The objectives of this plan are to:

- fill prioritised vacant street tree sites
- renew poor quality streetscapes
- plant shade trees in parks of most need and
- develop significant avenues throughout the municipality.

A number of streets, parks and opportunity sites have been identified for tree planting within the 15 Year Planting Plan which were prioritised by:

- those streets with high street tree vacancy rates, trees with low ULE and number of inappropriate or declining trees
- those parks with no to low existing tree canopy cover
- those areas across the municipality that were more socially vulnerable than others and therefore required more shade to protect people and to provide greater amenity
- those areas that provided opportunities for biodiversity and habitat links or mitigation of localised flooding.

The 15-year planting plan effectively supersedes Council's current street and park tree planting program. It is targeted, strategic and evidence based. Each year, the relevant residents will be notified and consulted regarding the locations and species selected for their street or park.

### CITY OF GREATER DANDENONG ARBORICULTURE OPERATIONS MANUAL

Technical Guidelines have been developed to support this Strategy and outline current best arboricultural practice for tree management, including all relevant Australian Standards. The guidelines include a Species Planting List that has been recently been updated to remove non performing species and include other species that are new and to be trialed.

Areas of management covered include:

- Tree risk management
- Managing and decision making for conflicts with infrastructure
- Species selection and tree planting
- Tree pruning
- Plant health care and integrated pest management
- Tree root management
- Tree protection of Council managed trees
- Tree removal and retention guideline



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2.5.1 Greening Our City – Urban Street Tree Strategy 2018-28 (Cont.)

## PERFORMANCE MONITORING AND REVIEW

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Performance monitoring and ongoing review will be important to ensure that best practice guidelines remain current and that programs are on track to deliver the visions and objectives as set out in this Strategy.

Changes to climate, technologies, resource allocations and community expectations will all necessitate regular reviews of the way that Council manage its urban tree population.

The following review points will occur:

Every 2 years: Strategy actions, progress towards targets and technical guidelines are to be reviewed.

In 10 years (2028): The Strategy itself will be reviewed and updated. At this 10-year marker point, Council will also remeasure the canopy cover, reaudit its tree inventory and measure the achievement of its targets in readiness for an updated Strategy.

### FUTURE CONSIDERATIONS

Whilst the scope of this Strategy was limited to park and street trees, there are some considerations for Council to consider in the future. These considerations would strengthen Council's ability to plan for and manage the whole urban tree population, namely the urban forest. This could extend to trees in private realm, within carparks and on other government owned land. Considerations as follows:

1. Investigate tree regulations for the protection of private trees:
  - Undertake further landscape and/or canopy analysis to identify where and what may need protection.
  - Identify canopy coverage over private land compared to public land.
  - Investigate the feasibility of a significant tree register in protecting private trees
  - Incorporate tree protection regulations within the Planning Scheme.
  - Initiate education programs to strengthen the importance of protecting trees; located on both private and public land.
2. Investigate the planning scheme's ability to provide adequate space for future trees in private developments, especially sub-divisions.
3. Investigate canopy coverage within Council managed car parks and investigate planting systems that could see trees successfully incorporated.
4. Develop an urban forest strategy, which aligns planting programs such as the 15-year planting program with other potential planting programs for Activity Centres, major parks and reserves, other Council facilities as well as strengthening Council's planning and local laws framework for protecting private trees.

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2.5.1 Greening Our City – Urban Street Tree Strategy 2018-28 (Cont.)

## GLOSSARY

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**Biodiversity:** The variety of all life forms on earth: the different plants, animals and micro-organisms and the ecosystems in which they are a part

**Canopy cover:** the measure of the area of tree canopy when viewed from above, and is recorded as a percentage of total land area

**Carbon sequestration:** the ability of trees to absorb carbon dioxide from the atmosphere through their leaves

**Ecosystem:** A community of organisms interacting with each other in their environment

**Evapotranspiration:** the movement of water from the landscape to the atmosphere through vegetative matter by the process of evaporation and transpiration

**I-Tree Eco:** A model built by the United States Forestry Service that analyses certain tree parameters in conjunction with air quality measures to determine an environmental value of a tree. The value includes air pollution, carbon sequestration and storage, energy saving benefits, stormwater flow reductions and a structural value, allocating an overall figure of worth on a population of urban trees.

**Liveability:** As assessment of what a place is like to live in, taking into account environmental quality, crime and safety, education and health provision, access to shops and services, recreational facilities and cultural activities.

**Particulates:** microscopic solid or liquid matter that are suspended in the air. PM10 and PM 2.5 are found in urban air and are known to be harmful to human health.

**Photosynthesis:** the process by which plants use sunlight, water and carbon dioxide to produce nutrients including oxygen.

**SEIFA:** Socio-Economic Index for Areas which categorises census parcels based on socio-economic advantage or disadvantage.

**Soil nutrient cycling:** The process of storing and transforming nutrients such as carbon, nitrogen, phosphorus, and other *nutrients* via exchanges with tree roots.

**Stormwater interception:** the halt or reduced flow of stormwater into the drainage system for re-use

**Urban density:** the number of people inhabiting a given urbanised area

**Urban ecology:** is the scientific study of the relation of living organisms with each other and their surroundings in the context of an urban environment.

**Urban Forest:** the sum of all urban trees including those on public and private land

**Urban Heat Island Effect:** when urban areas are warmer than surrounding rural areas due to heat retention in hard surfaces. This build-up of heat is re-radiated at night time, increasing air temperatures which can have serious human health consequences particularly during heatwaves. The UHI effect can be mitigated by a range of factors. The most cost effective and efficient mitigation tool is an increase in tree canopy cover.

**Useful Life Expectancy:** the amount of time a tree is estimated to remain in the landscape before it needs to be removed and replaced.

**Vacant tree sites:** sites within streets that could house a street tree but are currently vacant due to tree removal, vandalism or because a tree had never been planted.

**Water sensitive urban design:** is the integration of the water cycle into urban planning and design by recognising all water streams in the urban environment as a potential resource e.g. rainwater, stormwater, grey water and blackwater. WSUD is often used to describe the infrastructure built to capture and reuse stormwater



## 2.5.1 Greening Our City – Urban Street Tree Strategy 2018-28 (Cont.)

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**2.5.1 Greening Our City – Urban Street Tree Strategy 2018-28 (Cont.)**

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2.5.1 Greening Our City – Urban Street Tree Strategy 2018-28 (Cont.)



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**2.5.1 Greening Our City – Urban Street Tree Strategy 2018-28 (Cont.)**



Produced by TreeLogic and Urban Forest Consulting,  
in conjunction with officers, executives and councillors,  
and community members from the City of Greater  
Dandenong, 2017

2.5.1 Greening Our City – Urban Street Tree Strategy 2018-28 (Cont.)



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## 2.6 OTHER

### 2.6.1 Team 11 Proposal for Governance Structure

File Id:	qA283304
Responsible Officer:	Group Manager Greater Dandenong
Attachments:	Terms of Reference & Instrument of Delegation

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#### Report Summary

This report proposes to establish a special committee (**Committee**) pursuant to section 86 of the *Local Government Act 1989 (LGA)* for the purpose of progressing a joint bid by Greater Dandenong City Council, Casey City Council and Cardinia Shire Council (**the Councils**) to Football Federation Australia (**FFA**) to be one of two teams added to the Hyundai A-League Competition, to delegate necessary powers, functions and duties to the Committee and to enter into a Memorandum of Understanding for that purpose.

Each of the Councils involved in progressing the joint bid will establish a Team 11 Special Committee on identical terms and delegate the same powers, functions and duties to the Team 11 Special Committee that it establishes. This is necessary because Council cannot, under section 86 of the LGA, delegate powers, functions and duties to a special committee established by another Council. The Casey City Council and Cardinia Shire Council adopted the same Terms of Reference and Instrument of Delegation for their Team 11 Special Committees on 17 and 16 July 2018 respectively.

#### Recommendation Summary

This report recommends that Council adopts a Terms of Reference for the Team 11 Special Committee, establishes a Team 11 Special Committee pursuant to section 86 of the LGA and create an Instrument of Delegation to the Team 11 Special Committee to provide it with the powers, functions and duties required to develop and submit a request for proposal (RFP) to FFA and to facilitate the establishment of a company which will be responsible for implementing the RFP.

**2.6.1 Team 11 Proposal for Governance Structure (Cont.)****Background**

Council is supporting and facilitating the establishment and operations of a consortium known as South-East Melbourne Team 11 to tender to be one of the two proposed clubs to be added to the Hyundai A-League competition in the 2019/20 season.

If the bid is successful, the Council will consider implementing certain infrastructure arrangements to support the proposed club, although this report does not deal with any such arrangements.

The Councils entered into a Memorandum of Understanding in relation to the proposed bid on 4 May 2017 and which has recently been re-signed.

On 29 June, FFA announced that the Councils' EOI bid had been successful and that they have been invited to participate in the request for proposal (**RFP**) phase of the FFA selection process, with proposals to be submitted by 31 August and a decision to be made by October 2018.

Depending on FFA's requirements, a corporate entity may need to be established prior to submission of RFP bid. The Councils will not be forming a company for this purpose, but may need to facilitate the establishment of a company through the Special Committee.

To assist the Councils with the preparation, finalisation and submission of the RFP, and to facilitate the establishment of a company if required, it is proposed that each of the Councils will:

- 1) establish a Team 11 Special Committee pursuant to section 86 of the LG Act; and
- 2) delegate to the Team 11 Special Committee the powers, functions and duties necessary for its purposes.

**The Team 11 Special Committee**

The Terms of Reference and Instrument of Delegation attached as Attachment A to this Report provide for the establishment of the Team 11 Special Committee (**Committee**) and for Council to delegate certain powers, functions and duties to the Committee for the purposes of the RFP.

Each of the Councils will establish a Committee on identical terms and delegate the same powers, functions and duties to the Committee that it establishes. This is necessary because Council cannot, under s 86 of the LG Act, delegate powers, functions and duties to a special committee established by another council.

The Committee will:

1. have as its members the persons appointed to, or acting in, the position of Chief Executive Officer from time to time;
2. be established for the purposes of:
  - 2.1. coordinating developing, finalising and submitting the RFP, subject to a budget agreed between the Councils from time to time;

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**2.6.1 Team 11 Proposal for Governance Structure (Cont.)**

- 2.2. identifying opportunities for collaboration with, sponsorship by and funding from parties external to the Councils to progress the RFP;
- 2.3. engaging consultants and contractors as required to progress the RFP;
- 2.4. reporting to Council on a regular basis about the progress of the RFP;
- 2.5. undertaking such other activities related to, and necessary for, the progress of the RFP;
- 2.6. facilitating the establishment of a company which will be responsible for implementing the RFP, including:
  - 2.6.1. preparing the Constitution of the company; and
  - 2.6.2. identifying initial investors in the club according to criteria established and adopted by the Committee from time to time; and
- 2.7. undertaking such other activities related to, and necessary for, implementation of the RFP.
- 3. have delegated to it the powers and functions set out in the Terms of Reference and Instrument of Delegation;
- 4. conduct its meetings in accordance with procedures established by the Committee from time to time; and
- 5. report to Council at least once every two months.

By delegating the relevant powers and functions to the Committee, the Committee will be able to meet and make decisions that are binding on the Councils in a more rapid and responsive way than might otherwise be permitted if a resolution of Council (of each and every one of the Councils) was required on each occasion.

The Councils will be kept informed of progress of the RFP by regular reporting from the Committee – at least every two months.

It is intended that the Committee will cease to operate if the RFP bid is unsuccessful or, if it is successful, following the transition of the role to implement the bid to a corporate entity.

**2.6.1 Team 11 Proposal for Governance Structure (Cont.)****Proposal****Community Plan 'Imagine 2030' and Council Plan 2017-2021 – Strategic Objectives, Strategies and Plans**

After consultation with the Greater Dandenong community on what kind of future they wanted to see for themselves and the City in 2030, the result was the Greater Dandenong Community Plan 'Imagine 2030'. This report is consistent with the following community visions:

**Community Plan 'Imagine 2030'**People

- *Pride* – Best place best people
- *Cultural Diversity* – Model multicultural community
- *Outdoor Activity and Sports* – Recreation for everyone

Place

- *Sense of Place* – One city many neighbourhoods
- *Safety in Streets and Places* – Feeling and being safe
- *Appearance of Places* – Places and buildings
- *Travel and Transport* – Easy to get around

Opportunity

- *Jobs and Business Opportunities* – Prosperous and affordable
- *Tourism and visitors* – Diverse and interesting experiences
- *Leadership by the Council* – The leading Council

**Council Plan 2017-2021**

The Council Plan describes the kind of future the Council is working for, and how Council will do this over four years. This report is consistent with the following goals:

People

- A creative city that respects and embraces diversity

Place

- A healthy, liveable and sustainable city
- A city planned for the future

Opportunity

- A diverse and growing economy



### **2.6.1 Team 11 Proposal for Governance Structure (Cont.)**

- An open and effective Council

The strategies and plans that contribute to these outcomes are as follows:

- Activate, Sport and Active Recreation Strategy
- Revitalising Central Dandenong

### **Victorian Charter of Human Rights and Responsibilities**

The Victorian Charter of Human Rights and Responsibilities has been considered in the preparation of this report but is not relevant to its contents.

### **Financial Implications**

The resource requirements associated with this report are consistent with the 2018/19 budget allocation of \$73,050 for this purpose (based on initial budget estimates for the RFP phase of the project).

### **Consultation**

Team 11 has been the subject of a widespread publicity and marketing campaign since its official launch on 4 May 2017. Ongoing community engagement initiatives have included monthly e-newsletters, website and social media updates, media releases, club meetings / site visits, stakeholder meetings, and promotion at numerous community events.

Ongoing and expanded consultation opportunities will be available in the next phase of the bid process, following Football Federation Australia's announcement that Team 11 has been shortlisted and invited to make a formal bid as part of the A-League expansion process.

### **Conclusion**

Having regard to Council's commitment to the success of the RFP and the cooperation between the Councils, it is recommended that Council resolves in the terms of the Officer Recommendation to:

- 1) establish the Committee; and
- 2) delegate the relevant powers, functions and duties to the Committee.

### **Recommendation**

**That, in exercise of the powers conferred by sections 86 and 87 of the *Local Government Act 1989* (LG Act), Council resolves that:**

- 1. from the date of this resolution, there be established as a special committee to be known as the Team 11 Special Committee;**
- 2. the purposes of the Committee are those set out in the Terms of Reference and Instrument of Delegation attached as Attachment A to this report;**

**2.6.1 Team 11 Proposal for Governance Structure (Cont.)**

- 3. the membership of the Committee is as stated in the Terms of Reference and Instrument of Delegation attached as Attachment A to this report;**
- 4. the Committee is required to report to Council at the intervals specified in the Terms of Reference and Instrument of Delegation attached as Attachment A to this report;**
- 5. all members of the Committee have voting rights on the Committee;**
- 6. there be delegated to the Committee the powers, functions and duties set out in the Terms of Reference and Instrument of Delegation attached as Attachment A to this report;**
- 7. the Terms of Reference and Instrument of Delegation:**
  - 7.1. come into force immediately when the common seal of Council is affixed to them; and**
  - 7.2. remain in force until Council determines to vary or revoke them;**
- 8. the powers, functions and duties conferred on the Committee by the Terms of Reference and Instrument of Delegation must be exercised in accordance with any guidelines or policies Council may from time to time adopt; and**
- 9. Council's Common Seal be affixed to the Terms of Reference and Instrument of Delegation in the form attached as Attachment A to this report.**

**2.6.1 Team 11 Proposal for Governance Structure (Cont.)**

**OTHER**

**TEAM 11 PROPOSAL FOR GOVERNANCE STRUCTURE**

**ATTACHMENT A**

**TERMS OF REFERENCE &  
INSTRUMENT OF DELEGATION**

**PAGES 8 (including cover)**

*If the details of the attachment are unclear please contact Governance on 8571 5235.*

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**2.6.1 Team 11 Proposal for Governance Structure (Cont.)****ATTACHMENT A****TEAM 11 SPECIAL COMMITTEE  
TERMS OF REFERENCE****1. BACKGROUND**

- 1.1 By this Terms of Reference document, Greater Dandenong (**Council**) establishes the Team 11 Special Committee (**Committee**) pursuant to section 86 of the *Local Government Act 1989 (LGA)*.
- 1.2 The Committee is established for the purpose of progressing a joint bid by Council, the City of Casey and Cardinia Shire Council (**Team 11 Councils**) to be one of two proposed clubs to be added to the Hyundai A-League Competition.
- 1.3 The Committee has the powers and functions of Council as set out in these Terms of Reference and the Instrument of Delegation. These Terms of Reference set out the structure and basis on which the Committee can make decisions for and on behalf of Council.
- 1.4 These Terms of Reference are authorised by a resolution of Council, Minute No ~~XXX~~, passed on 23 July 2018.

**2. PURPOSE**

The Committee is established for the purposes of:

- 2.1 coordinating developing, finalising and submitting a Request for Proposal (**RFP**) to be one of two proposed clubs to be added to the Hyundai A-League Competition, subject to a budget agreed between the Councils from time to time;
- 2.2 identifying opportunities for collaboration with, sponsorship by and funding from parties external to the Team 11 Councils to progress the RFP;
- 2.3 engaging consultants and contractors as required to progress the RFP;
- 2.4 reporting to Council on a regular basis about the progress of the RFP;
- 2.5 undertaking such other activities related to, and necessary for, the progress of the RFP;
- 2.6 facilitating the establishment of a company which will be responsible for implementing the RFP, including:
  - 2.6.1 preparing the Constitution of the company; and
  - 2.6.2 identifying initial investors in the club according to criteria established and adopted by the Committee from time to time; and
- 2.7 undertaking such other activities related to, and necessary for, implementation of the RFP.

**2.6.1 Team 11 Proposal for Governance Structure (Cont.)****3. OBJECTIVES**

The objectives of the Committee are to:

- 3.1 develop, finalise and submit the RFP in a form that provides the Team 11 Councils with the best possible prospect of success; and
- 3.2 facilitate the establishment of a company to implement the RFP, if it is successful.

**4. ROLES AND RESPONSIBILITY**

The role of the Committee is to exercise Council's powers and carry out Council's functions, in accordance with these Terms of Reference and as permitted by the Instrument of Delegation, for the purposes of the RFP and its implementation, if successful.

**5. DELEGATION OF POWERS, DUTIES AND FUNCTIONS**

- 5.1 In order to fulfil and carry out its purposes and objectives, Council delegates to the Committee, pursuant to section 86(3) of the LGA, the powers and functions set out in the Instrument of Delegation made by Council on 23 July 2018, Minute No. ~~XXX~~ and attached to these Terms of Reference.
- 5.2 The powers and functions of Council conferred on the Committee by these Terms of Reference and Instrument of Delegation must be exercised in accordance with any guidelines or policies that Council may from time to time adopt.
- 5.3 Committee members are at all times expected to act in accordance with their responsibilities set out in Division 1A of Part 4 of the LGA.

**6. MEMBERSHIP**

- 6.1 The Committee will consist of three (3) members, being:
  - 6.1.1 the person appointed to or acting in the position of Chief Executive Officer of Council from time to time;
  - 6.1.2 the person appointed to or acting in the position of Chief Executive Officer of the City of Casey from time to time; and
  - 6.1.3 the person appointed to or acting in the position of Chief Executive Officer of Cardinia Shire Council from time to time.
- 6.2 Each Committee member is entitled to nominate another Officer of their Council to attend meetings of the Committee in their place and to exercise their vote (**Proxy**). An email from the Committee member to the Proxy advising of their nomination for one or more Committee meetings will be sufficient to show that the Proxy was duly nominated to attend those Committee meetings.
- 6.3 Council Officers who attend the meetings of the Committee (other than as a Proxy) are to provide advice and support to the Committee and are not considered Committee members and do not have voting rights.
- 6.4 Each Committee member has and may exercise one equal vote on any question before the Committee for determination.
- 6.5 The Chief Executive Officer of Council will be the Chairperson of the Committee.



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**2.6.1 Team 11 Proposal for Governance Structure (Cont.)**

**7. MEETINGS**

- 7.1 Committee meetings will be conducted in accordance with procedures determined by the Committee from time to time.
- 7.2 The Committee will meet at least on a monthly basis, as agreed by the Committee from time to time.
- 7.3 A quorum of the Committee will be all three members.
- 7.4 Voting at Committee meetings will be conducted in accordance with the provisions of the LGA.
- 7.5 Sub committees may be appointed by the Committee and meet between Committee meetings and as authorised by the full Committee. Sub committees do not have any delegated powers.

**8. FINANCIAL RECORDS**

- 8.1 The Committee will keep books of account and such records will form part of the accounts of Council and therefore be subject to audit by Council's auditor.
- 8.2 The Committee will prepare an annual financial statement as part of the audit process.
- 8.3 The Committee will immediately comply with any request from Council to provide access to, or copies of, the Committee's books of account.

**9. REPORTING**

- 9.1 The Committee is responsible for taking proper minutes of all meetings and preparing reports for the Committee's consideration in accordance with the procedures determined by the Committee from time to time.
- 9.2 Minutes of all Committee meetings must be forwarded to Council's Chief Executive Officer as soon as practicable after adoption by the Committee.
- 9.3 The Committee must brief Council on its activities and financial position upon being required to do so by Council and, in any event, at least once every two months.

**10. ADMINISTRATION**

- 10.1 Greater Dandenong City Council agrees to resource the keeping of the Committee's financial records and the reporting of the Committee's activities.

**11. CREATION AND DISSOLUTION**

- 11.1 By these Terms of Reference the:
  - 11.1.1 Committee is established; and
  - 11.1.2 powers and functions of the Committee, as set out in the Instrument of Delegation, are delegated.
- 11.2 These Terms of Reference and the Instrument of Delegation:

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**2.6.1 Team 11 Proposal for Governance Structure (Cont.)**

- 11.2.1 come into force immediately upon Council's common seal being affixed to them; and
- 11.2.2 remain in force until Council resolves to vary or revoke both or either of them.
- 11.3 The Committee must be dissolved by a resolution of Council.

Dated:

**THE COMMON SEAL** of the City of Greater  
Dandenong was hereunto affixed in the presence of:

Signed by:

..... COUNCILLOR

..... CHIEF EXECUTIVE OFFICER

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**2.6.1 Team 11 Proposal for Governance Structure (Cont.)**

**City of Greater Dandenong  
Instrument of Delegation  
Team 11 Special Committee**

In exercise of the power conferred by section 86(3) of the *Local Government Act 1989 (LG Act)* the City of Greater Dandenong (**Council**) delegates to the special committee established by resolution of Council passed on 23 July 2018 and known as the "Team 11 Special Committee" (**the Committee**), the powers and functions set out in the Schedule, and declares that:

1. this Instrument of Delegation is authorised by a resolution of Council passed on 23 July 2018; and
2. the delegation:
  - 2.1 comes into force immediately upon Council's common seal being affixed to this Instrument of Delegation;
  - 2.2 remains in force until Council resolves to vary or revoke it; and
  - 2.3 is to be exercised in accordance with the guidelines or policies which Council from time to time adopts.

**2.6.1 Team 11 Proposal for Governance Structure (Cont.)****SCHEDULE****Powers and functions**

To exercise Council's powers and functions and to perform Council's duties in relation to the joint Request for Proposal (**RFP**) by Council, the City of Casey and Cardinia Shire Council (**Team 11 Councils**) to be one of two teams to be added to the Hyundai A-League Competition, and to implement the RFP if it is successful, and for those purposes to:

3. oversee the development, finalisation and submission of the RFP;
4. approve expenditure which relates to the development, finalisation and submission of the RFP, within a budget set by the Team 11 Councils from time to time;
5. employ such persons and engage such contractors as it considers necessary or desirable for the development, finalisation and submission of the RFP within the Budget set by Council from time to time;
6. at least once every two months brief Council on the progress of the RFP;
7. facilitate the establishment of a company which will be responsible for implementing the RFP, including:
  - 7.1 preparing the Constitution of the company; and
  - 7.2 executing such documentation as is required for that establishment;
8. approve expenditure which relates to the establishment of a company and the broad implementation of the RFP within the Budget set by Council from time to time;
9. employ such persons and engage such contractors as it considers necessary or desirable for the establishment of company and the broad implementation of the RFP within the Budget set by Council from time to time;
10. enter into contracts for the acquisition of goods or services as it considers necessary or desirable for implementation of the RFP within the Budget set by Council from time to time;
11. exercise, where appropriate, the powers conferred by the Instrument of Delegation;
12. perform such other functions as Council confers on the Committee from time to time; and
13. do all things necessary or convenient to be done which are incidental to the performance of any of the functions or exercise of any of the powers set out above.

**Exceptions, conditions and limitations**

The Committee is not authorised by this Instrument to:

14. enter into contracts, or incur expenditure, for an amount which exceeds an amount previously determined by Council; or
15. sell any land or enter into a lease of land;
16. participate in the formation of a company, trust or other entity;
17. exercise the powers which, by force section 86 of the LG Act, cannot be delegated.

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**2.6.1 Team 11 Proposal for Governance Structure (Cont.)**

Dated: [insert date that common seal was affixed]

**THE COMMON SEAL** of Greater Dandenong City )  
Council was hereunto affixed in the presence of: )  
)

Signed by:

..... COUNCILLOR

..... CHIEF EXECUTIVE OFFICER



## **2.6.2 Team 11 and Proposed Stadium - Community Engagement**

File Id:	A5093833
Responsible Officer:	Group Manager Greater Dandenong
Attachments:	Proposed Stadium Concept Plans

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### **Report Summary**

This report provides an overview of Team 11 and the proposed development of a rectangular stadium in the Dandenong Activity Centre and proposes that public feedback be invited in response to the proposed stadium.

The proposed stadium development forms part of Team 11's bid to bring an A-League and W-League team to south east Melbourne and would result in significant social and economic benefits to the region.

### **Recommendation Summary**

This report recommends that public comment be sought on the proposal to develop a stadium in the Dandenong Activity Centre, as part of Team 11's bid for an A-League licence in the south east region of Melbourne.

**2.6.2 Team 11 and Proposed Stadium - Community Engagement (Cont.)****Background**

Team 11 was officially launched on 4 May 2017 with the public signing of a Memorandum of Understanding between the City of Greater Dandenong, City of Casey and Cardinia Shire Council. This event publicly signalled the collective intent of the three Councils to bring an A-League and W-League team to south east Melbourne and included proposals for a boutique stadium in Dandenong and centre of soccer excellence (administration and training base) at Casey Fields in Cranbourne East.

Following the official launch event, the Team 11 Steering Committee (comprising representatives from each Council) has been working to plan for, and progress the Team 11 project and bid for an A-league licence. This has involved ongoing community and stakeholder engagement, detailed business planning for the proposed club and concept planning for the proposed stadium in Dandenong – followed by the submission of an Expression of Interest to Football Federation Australia (FFA) on 24 May 2018.

On Friday 29 June, FFA announced that Team 11 had been shortlisted among nine other bidders from across the country to move to the final stage of the expansion process. The Steering Committee now has until 31 August to submit a final proposal to FFA, before a decision is made in October on which two new clubs will be granted A-League licences.

It is therefore timely to undertake more detailed consultation about a proposed stadium in Dandenong associated with the Team 11 bid, to provide an opportunity for the community to have their say about the proposal.

However it should be noted the development of the proposed stadium in Dandenong will be subject to 1) Council approval; 2) the provision of an A-League licence to Team 11; and 3) a major funding commitment from the State and/or Federal Government. Pending the outcome of these processes, more detailed planning will be required for the stadium and surrounding precinct.

**Team 11 Vision**

The vision for Team 11 focuses on three key objectives, which are fundamental to the bid and have driven the Council's commitment to bring an A-League and W-League team in the south east region.

1. *Strengthening our football heartland. To inspire, unite and grow south east Melbourne's passionate football community by achieving on-field success, maintaining strong links to grassroots clubs and providing player development and elite pathways.*
2. *Providing social and community benefits. To unite our diverse community by promoting active participation and inclusion by all residents in south east Melbourne and working to improve the health and wellbeing of our community.*
3. *Maximising economic growth and prosperity. To enhance the identity of south east Melbourne and create a renewed sense of civic and community pride by stimulating investment and sustainable economic growth within the region.*

**2.6.2 Team 11 and Proposed Stadium - Community Engagement (Cont.)**

**Team 11 Region**

The south east region is home to over 1.5 million people, is one of the fastest growing regions in Australia and is the most culturally diverse community in Australia with over 160 nationalities represented. The region has a passionate football community of over 100 clubs and 22,000 registered players and has a track record of producing elite football players, despite limited player pathways and the absence of a professional football team.

The region is also recognised as Australia's largest manufacturing zone and the biggest employment area outside of capital cities, providing the perfect platform for investment, commercial partnerships and financial sustainability for the franchise.

Team 11 is supported by twelve LGAs from south east Melbourne and Gippsland regions and has strong support from local businesses, community agencies, football/soccer clubs and the broader community.

**Proposed Stadium**

Dandenong is commonly referred to as the capital of the south east and is the preferred location for Team 11's home ground. A purpose built boutique stadium is proposed for the Dandenong Activity Centre, which offers exceptional connections to existing public transport and major road networks, making it easily accessible to Melbourne and the south east region.

The Site

A high profile, Council owned site within the Dandenong Activity Centre has been identified as the preferred site for the proposed Stadium due to its proximity to public transport, existing car parking and ability to provide a catalyst for the growth of the Activity Centre.

Located on the corner of Cheltenham Road and George Street, the proposed site is located immediately adjacent to the Dandenong Train Station which services the two most populated train lines in Melbourne: the Pakenham and Cranbourne lines, in addition to a V-Line connection to Bairnsdale. The Activity Centre offers over 4,400 existing off-street parking bays, in addition to a diverse range of restaurants, cafes, bars and retail areas, catering for visitors to the area and maximising the economic benefit to the community.

Facility Scope

The Stadium will be developed as a multipurpose sport, community, cultural and entertainment venue in order to maximise use, functionality and community benefit. The stadium design provides the ability for the venue to cater for both football and rugby, in addition to a range of major events, concerts and festivals. Corporate suites and function rooms will be designed as flexible multipurpose spaces and will receive year-round use by a range of community groups, agencies, educational institutions and local business.

**2.6.2 Team 11 and Proposed Stadium - Community Engagement (Cont.)**

Concept Plan and Cost Estimate

A concept plan for the proposed stadium has been developed by Cox Architecture with an initial seating capacity of 12,000 and the ability to expand to 20,000 over time. (The initial seating capacity has since been expanded to 15,000 in response to consumer research.)

The seating bowl includes 100% dripline coverage and aims to provide an intimate viewing experience for all patrons, with general admission seating focused on the lower bowl with the western upper tier dedicated to membership seating. The western stand includes corporate suites / multi-purpose spaces with the potential to be used outside of game day by local businesses, educational institutions, community groups and private hirers.

A capital cost of \$175M is estimated for the stadium construction (based 12,000 seats). A potential staging plan has been prepared showing a cost estimate of \$131 million for stage 1, based on 90% roof coverage of the western stand only and a number of other of value management proposals.

However, further cost estimates will be required at a later date in response to the ongoing evolution of the proposed stadium and further detailed planning.

Economic Benefit

Approximately 465,000 people are estimated to use the proposed stadium each year providing significant tourism benefits to the region including 444 ongoing jobs being supported and \$114 million of annual economic output generated from increased visitor activity.

During construction of the Stadium it is estimated that up to 1,028 jobs will be supported across south east Melbourne and \$322 million in total output will be generated. Once operational, the Stadium will generate approximately 50 jobs and increase total annual output by \$10 million in the south east region.

The location of the Stadium within Dandenong's Activity Centre and proximity to existing restaurants, cafes, bars, hotels and retail areas will maximise economic benefits and stimulate further investment in Dandenong and south east Melbourne.

Social and Community Benefit

The proposed stadium will help to unite the community and strengthen social connections by providing a central, easily accessible venue for people to come together. The Stadium will engender a sense of civic pride through the provision of a quality landmark facility and the staging of national and international events within the region. The Stadium's flexible meeting spaces will also provide an opportunity for the proposed Team 11 Community Foundation and key agencies to conduct a range of programs and activities targeting social inclusion, education and health and wellbeing outcomes.

**2.6.2 Team 11 and Proposed Stadium - Community Engagement (Cont.)**Delivery Model

There remains much work to do on how such a significant and beneficial project could be delivered but as detailed throughout this report, none of this work will rely on Council funding beyond what is required to facilitate an outcome. All of what will be required will depend on 'other source funding' and this will be the subject of future work.

**Proposal****Community Plan 'Imagine 2030' and Council Plan 2017-2021 – Strategic Objectives, Strategies and Plans**

After consultation with the Greater Dandenong community on what kind of future they wanted to see for themselves and the City in 2030, the result was the Greater Dandenong Community Plan 'Imagine 2030'. This report is consistent with the following community visions:

**Community Plan 'Imagine 2030'**People

- *Pride* – Best place best people
- *Cultural Diversity* – Model multicultural community
- *Outdoor Activity and Sports* – Recreation for everyone
- *Lifecycle and Social Support* – The generations supported

Place

- *Sense of Place* – One city many neighbourhoods
- *Safety in Streets and Places* – Feeling and being safe
- *Appearance of Places* – Places and buildings
- *Travel and Transport* – Easy to get around

Opportunity

- *Education, Learning and Information* – Knowledge
- *Jobs and Business Opportunities* – Prosperous and affordable
- *Tourism and visitors* – Diverse and interesting experiences
- *Leadership by the Council* – The leading Council



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**2.6.2 Team 11 and Proposed Stadium - Community Engagement (Cont.)**

**Council Plan 2017-2021**

The Council Plan describes the kind of future the Council is working for, and how Council will do this over four years. This report is consistent with the following goals:

People

- A vibrant, connected and safe community
- A creative city that respects and embraces diversity

Place

- A healthy, liveable and sustainable city
- A city planned for the future

Opportunity

- A diverse and growing economy
- An open and effective Council

The strategies and plans that contribute to these outcomes are as follows:

- Activate, Sport and Active Recreation Strategy
- Revitalising Central Dandenong

**Related Council Policies**

Community Engagement Policy

**Victorian Charter of Human Rights and Responsibilities**

The Victorian Charter of Human Rights and Responsibilities has been considered in the preparation of this report but is not relevant to its contents.

**Financial Implications**

There are no financial implications associated with this report.

Concept planning for the proposed stadium took place in the 2017/18 financial year.

The City of Greater Dandenong will seek external funding support for the development and operation of the Stadium, namely from the State Government.

**2.6.2 Team 11 and Proposed Stadium - Community Engagement (Cont.)****Consultation**

Team 11 has been the subject of a widespread publicity and a comprehensive marketing campaign since its official launch on 4 May 2017. Ongoing community engagement initiatives have included monthly e-newsletters, website and social media updates, media releases, consumer research surveys, club meetings / site visits, stakeholder meetings and promotion at various community events.

Following the recent announcement of Team 11 being shortlisted into the next phase of the A-League expansion process, further consultation regarding the proposed stadium in Dandenong is now proposed.

Consultation will be undertaken in accordance with Council's Community Engagement Policy and will employ various techniques to maximise community participation and provide respectful opportunities within reasonable timeframes. More specifically, concept plans for the proposed stadium will be placed on public exhibition for a three week period providing residents and stakeholders with an opportunity to provide feedback to Council. Plans will be made available on-line and in hard copy at key locations throughout the municipality including Council customer service centres, libraries, aquatic and leisure centres and other key locations (i.e. Dandenong Train Station). Additionally, concept plans will be promoted via Council and Team 11's websites, social media, e-newsletters and media release/s in order to maximise community awareness and participation.

**Conclusion**

The proposed development of a stadium in the Dandenong Activity Centre forms part of Team 11's bid to bring an A-League and W-League team to south east Victoria and would result in significant social and economic benefits to the region.

Following the recent announcement of Team 11 being selected into the next phase of the A-League expansion bid process, further consultation regarding the proposed stadium is now proposed.

**Recommendation**

**That in accordance with the Greater Dandenong Community Engagement Policy, Council actively promotes and seeks public feedback on the proposal to develop a stadium in the Dandenong Activity Centre, associated with Team 11's bid to bring an A-League and W-League team to the south east region of Victoria.**

**2.6.2 Team 11 and Proposed Stadium - Community Engagement (Cont.)**

**OTHER**

**TEAM 11 PROPOSAL AND PROPOSED STADIUM – COMMUNITY  
ENGAGEMENT**

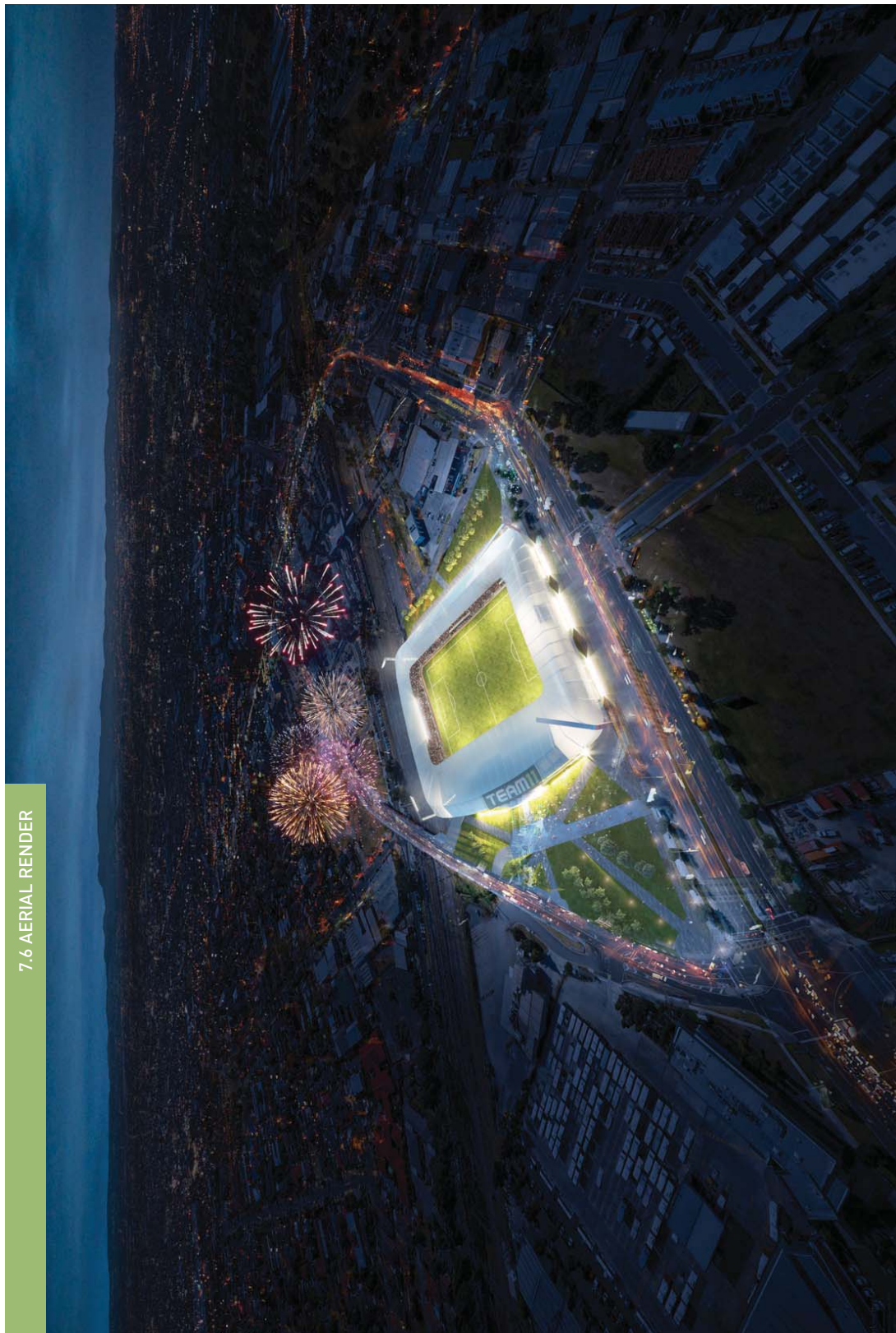
**ATTACHMENT 1**

**DANDENONG STADIUM CONCEPT PLANS**

**PAGES 9 (including cover)**

*If the details of the attachment are unclear please contact Governance on 8571 5235.*

2.6.2 Team 11 and Proposed Stadium - Community Engagement (Cont.)

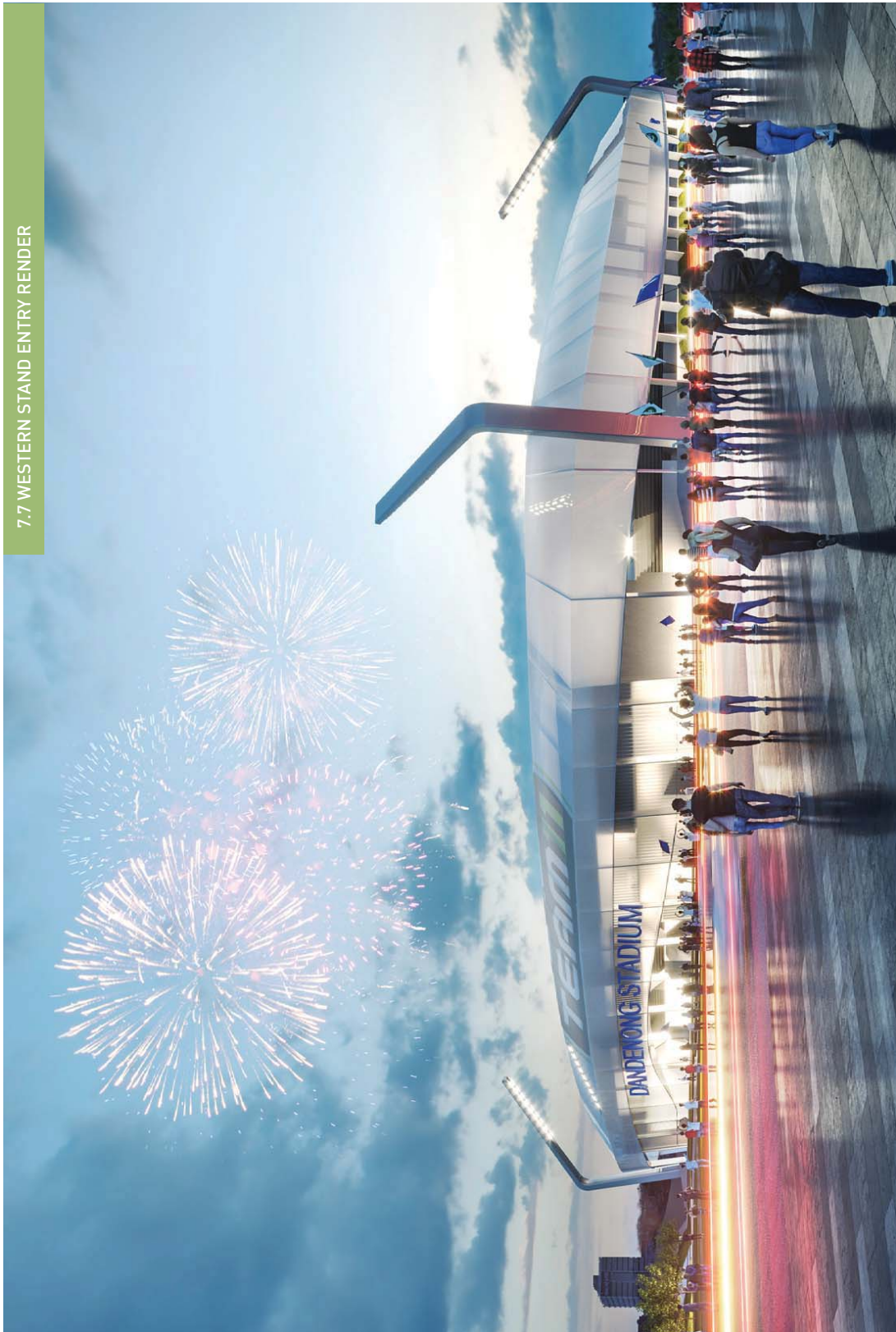


7.6 AERIAL RENDER

38 | DANDENONG STADIUM CONCEPT DESIGN REPORT | COA ARCHITECTURE



2.6.2 Team 11 and Proposed Stadium - Community Engagement (Cont.)



7.7 WESTERN STAND ENTRY RENDER

DANDENONG STADIUM CONCEPT DESIGN REPORT | COX ARCHITECTURE | 34



2.6.2 Team 11 and Proposed Stadium - Community Engagement (Cont.)



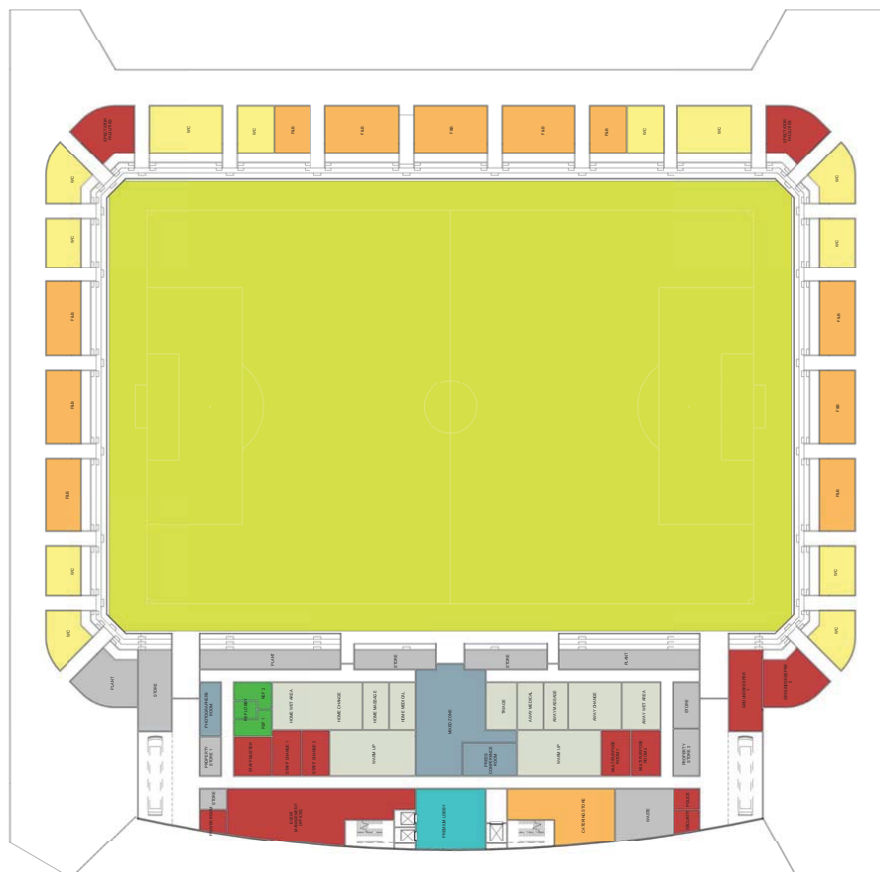


2.6.2 Team 11 and Proposed Stadium - Community Engagement (Cont.)



## 2.6.2 Team 11 and Proposed Stadium - Community Engagement (Cont.)

## 6.0 Plans & Sections



The event level in the stadium is the primary concourse for general admission patrons. Facilities for all patrons have been designed using the international standard; 'FSADC (Football Stadium Advisory Design Council) Facilities at Stadia'.

The primary concourse also provides direct connections to the nearby Dandenong Station and surrounding transport links. This ensures the smooth movement of patrons throughout the precinct during match day.

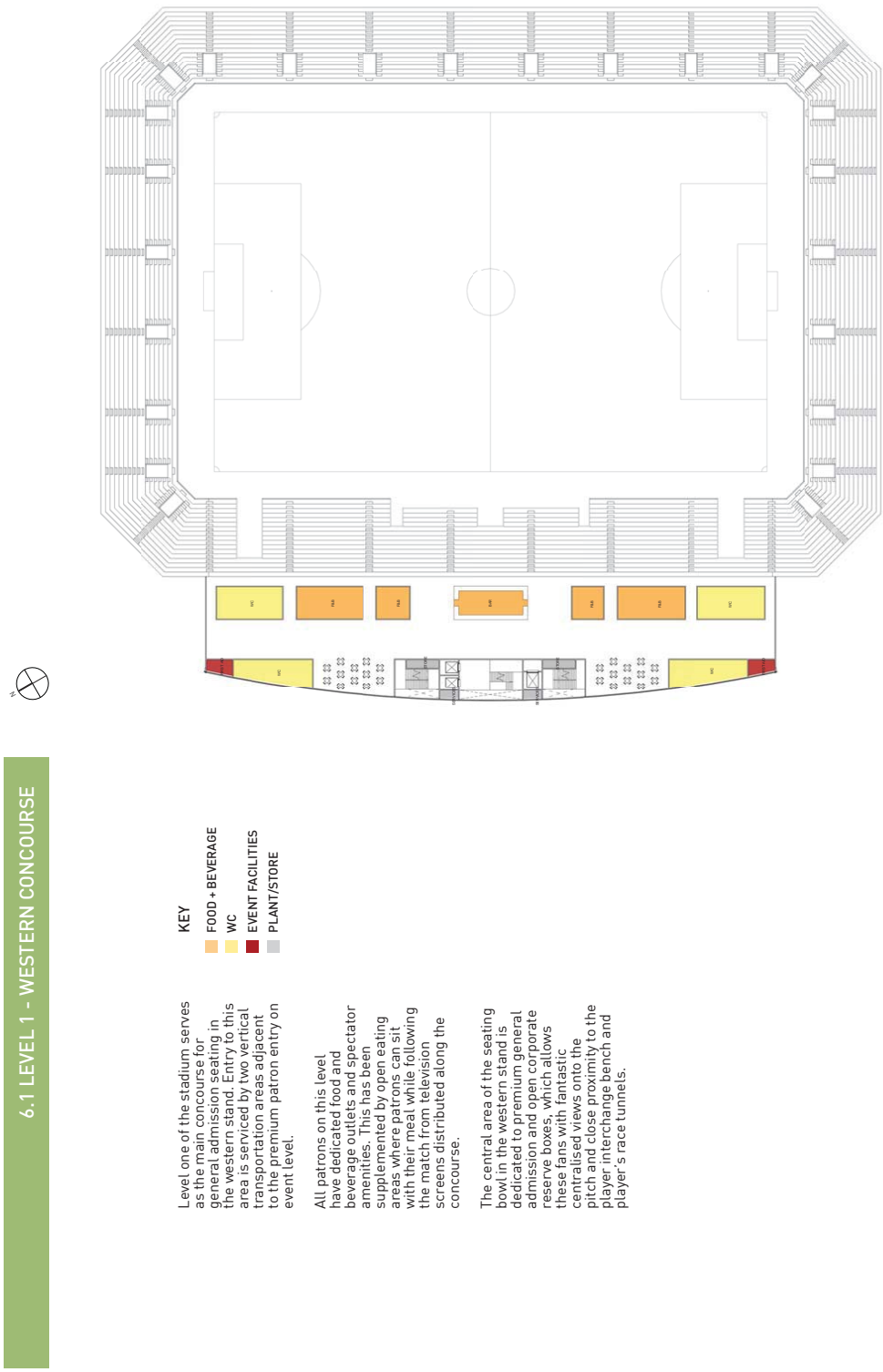
Secure internal player coach parking is located on the western side of this level with secure paths of travel to changing facilities.

Media facilities on this level have been provided as per FFA requirements and ensures immediate opportunities for interviews over the course of the match.

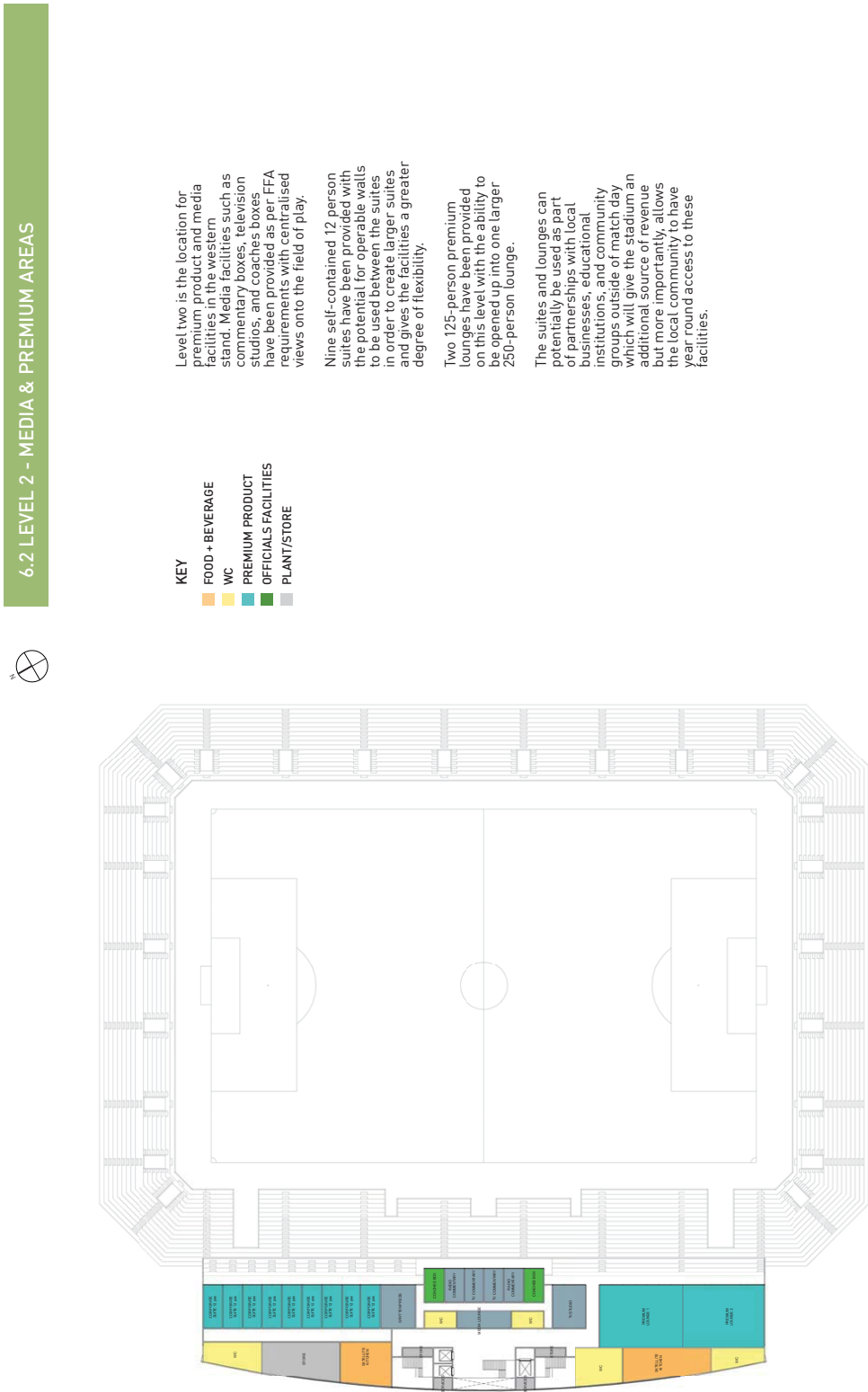
Premium patrons have a dedicated entry from the western stand, with dedicated stairs and lifts to premium areas located on level two of the western stand.

**KEY**

- FOOD + BEVERAGE
- WC
- PREMIUM PRODUCT
- MEDIA FACILITIES
- EVENT FACILITIES
- PLAYER FACILITIES
- OFFICIALS FACILITIES
- PLANT/STORE

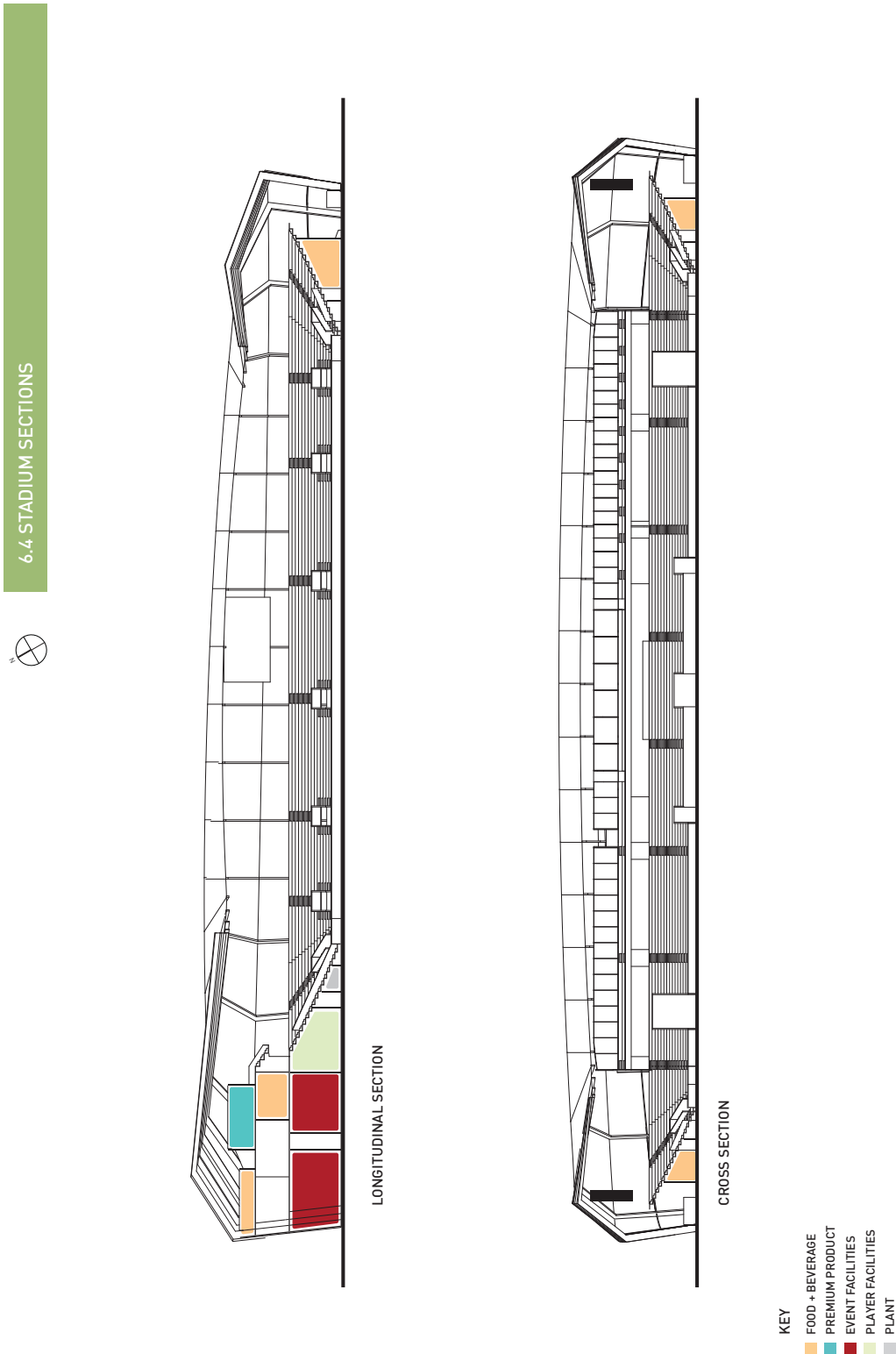


2.6.2 Team 11 and Proposed Stadium - Community Engagement (Cont.)





2.6.2 Team 11 and Proposed Stadium - Community Engagement (Cont.)



DANDEENONG STADIUM CONCEPT DESIGN REPORT | COX ARCHITECTURE | 24

**2.6.3 Assignment of Funds – Community Partnership Funding Program 2018-19**

File Id: A5064349  
Responsible Officer: Director Community Services

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**Report Summary**

Council is currently reviewing the Community Partnership Funding Program and placed 19 multi-year Funding Agreements into hold-over for 2018-19 at the Council meeting on 23 April 2018. Hold-over of these agreements have left \$328,333 in unallocated funding available.

Recent changes to the Federal Government Status Resolution Support Services (SRSS) for people seeking asylum is expected to affect a significant number of Greater Dandenong residents who receive income support from this program. Loss of support will increase demand on local material aid services and providers have identified the need for improved coordination to respond to the expected substantial increase in community demand. An innovative project prototype is proposed to address this anticipated growth.

At the Public Budget Submission meeting on 31 May 2018 Council endorsed awarding \$60,000 to Friends of Refugees to support continuation of service. It is proposed that this funding be linked with a Council prototype to facilitate improved coordination of material aid services.

Council has also received a number of community requests for responsive grants to cover hire of Council venues for significant one-off community events that are not covered under existing grant guidelines.

**Recommendation Summary**

This report recommends use of \$328,333 in previously unallocated funds from the Community Partnership Funding Program 2018-19 budget be allocated as:

- \$138,333 to prototype a Material Aid Collective Impact Grant Program to facilitate improved coordination of material aid across a consortium of material aid agencies serving residents of Greater Dandenong.
- \$100,000 for a 12 month contract Material Aid Facilitation Officer.
- \$60,000 endorsed grant by Council to Friends of Refugees be linked to the Material Aid Collective Impact Grant Program.
- \$30,000 for a Discretionary Fund for Venue Hire. Approvals by the executive management team for individual funding requests up to a maximum of \$5,000.

**2.6.3 Assignment of Funds – Community Partnership Funding Program 2018-19 (Cont.)****Background**

Council is currently reviewing the Community Partnership Funding Program. As the review is ongoing Council at the meeting on 23 April 2018 endorsed the placement of 19 multi-year Community Partnership Funding Agreements into hold-over for 2018-19.

Hold-over of these agreements have left \$328,333 in unallocated funding from the Community Partnership Funding Program 2018-19 budget.

**Material Aid Collective Impact Grant Program**

At the Council Meeting on 23 April 2018 Notice of Motion No. 54 was approved by Council to advocate against Federal Government cuts to the SRSS program which has financially supported people while their claim for asylum is being considered.

The SRSS program provides a basic living allowance (typically 89% of Newstart allowance – currently equating to \$247 a week), casework support and access to torture and trauma counselling.

It is anticipated that from early August 2018 SRSS recipients who are assessed as job ready will commence exiting the program, losing all income, casework and allied supports. This is expected to impact the livelihoods of the majority of the 2,000 people seeking asylum currently living in Greater Dandenong.

The changes to the SRSS program are expected to create a dramatic increase in demand on material aid services within the City of Greater Dandenong. Material service providers have identified a priority need for an independent organisation to facilitate improved coordination of material aid resources and services. An additional priority area is data collection for further advocacy and resource gap identification.

Consultations with material aid providers indicate a strong preference for the formation of a group of allied agencies that collaborate together and share data and excess resources. This presents an opportunity for Council to assist the consortium of agencies to improve their overall capacity to deliver material aid services and collect reliable data. Facilitation requires a full time position for a 12 month period and the development of a shared software database and supporting collateral materials. It will also involve a series of grants to support the capacity of agencies to deliver services and collect reliable data.

**Funding for Friends of Refugees**

At the Public Budget Submission meeting on 31 May 2018 Council endorsed awarding \$60,000 to Friends of Refugees to support continuation of service.

Friends of Refugees provide a range of services including food and material aid for refugees and people seeking asylum from their location at 1D Parsons Avenue, Springvale.

This presents an opportunity to link the endorsed budget support for Friends of Refugees with the wider Material Aid Collective Impact Grant Program. Friends of Refugees are supportive of this arrangement.

**2.6.3 Assignment of Funds – Community Partnership Funding Program 2018-19 (Cont.)****Discretionary Fund for Venue Hire**

Council has received a number of requests from voluntary community organisations for waiver of Council venue hire fees for significant one-off community events that fit outside existing grants programs.

This presents an opportunity for Council to create a mechanism to support venue hire costs for worthy events from organisations that are largely voluntary. The fund will be flexible to empower Council to provide responsive support to eligible organisations and activities. Approvals by the executive management team for individual funding requests up to a maximum of \$5,000.

**Proposal**

This report proposes using \$328,333 in unallocated funds from the Community Partnership Funding Program 2018-19 budget to address these priority opportunities for Council:

- \$138,333 to prototype a Material Aid Collective Impact Grant Program to facilitate improved coordination of material aid in Greater Dandenong, including use of unique real-time software
- \$100,000 for a 12 month contract Material Aid Facilitation Officer
- \$60,000 endorsed by Council to Friends of Refugees at Public Budget Submission meeting on 31 May linked to the Material Aid Collective Impact Grant Program
- \$30,000 for a Discretionary Fund for Venue Hire.

**Community Plan 'Imagine 2030' and Council Plan 2017-2021 – Strategic Objectives, Strategies and Plans**

After consultation with the Greater Dandenong community on what kind of future they wanted to see for themselves and the City in 2030, the result was the Greater Dandenong Community Plan 'Imagine 2030'. This report is consistent with the following community visions:

**Community Plan 'Imagine 2030'**People

- *Pride* – Best place best people
- *Cultural Diversity* – Model multicultural community
- *Outdoor Activity and Sports* – Recreation for everyone
- *Lifecycle and Social Support* – The generations supported

Place

- *Safety in Streets and Places* – Feeling and being safe

Opportunity

- *Education, Learning and Information* – Knowledge
- *Leadership by the Council* – The leading Council

**2.6.3 Assignment of Funds – Community Partnership Funding Program 2018-19 (Cont.)**

**Council Plan 2017-2021**

The Council Plan describes the kind of future the Council is working for, and how Council will do this over four years. This report is consistent with the following goals:

People

- A vibrant, connected and safe community
- A creative city that respects and embraces diversity

Place

- A healthy, liveable and sustainable city

Opportunity

- A diverse and growing economy
- An open and effective Council

The strategies and plans that contribute to these outcomes are as follows:

- People Seeking Asylum and Refugee Action Plan 2018-2011
- Community Wellbeing Plan 2017-2021

**Related Council Policies**

Community Partnerships Funding Policy 2013

**Victorian Charter of Human Rights and Responsibilities**

All matters relevant to the Victorian Human Rights Charter have been considered in the preparation of this report and are consistent with the standards set by the Charter.

**Financial Implications**

There are no financial implications associated with this report as proposed funding is within budgeted amounts.

**Consultation**

Council officers have consulted with key external material aid service providers collectively and individually.

Councillors have been briefed on the recommendation for use of unallocated funds from the Community Partnership Funding Program Budget 2018-19 at the Councillor Briefing Session on 2 July 2018.



**2.6.3 Assignment of Funds – Community Partnership Funding Program 2018-19 (Cont.)**

**Conclusion**

This report recommends that Council allocate \$328,333 in unallocated funds from the Community Partnership Funding Program 2018-19 budget to:

- Prototype a Material Aid Collective Impact Grant Program to facilitate improved coordination of material aid in Greater Dandenong, including use of unique real-time software
- Create a 12-month full time contracted dedicated Material Aid Facilitation Officer
- Link funding endorsed for Friends of Refugees to the Material Aid Collective Impact Grant Program
- Prototype an executive management team Discretionary Fund for Venue Hire.

**Recommendation**

**That Council endorse the allocation of \$328,333 in funds from the Community Partnership Funding Program 2018-19 budget as:**

- 1. \$138,333 to prototype a Material Aid Collective Impact Grant Program.**
- 2. \$100,000 for a 12 month contract Material Aid Facilitation Officer.**
- 3. \$60,000 endorsed by Council to Friends of Refugees at Public Budget Submission meeting on 31 May 2018 to be linked to the Material Aid Collective Impact Grant Program.**
- 4. \$30,000 for Discretionary Fund for Venue Hire.**

## **2.6.4 Appointment of Dandenong Market Pty Ltd Chairperson**

File Id: qA294019

Responsible Officer: Director Corporate Services

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### **Report Summary**

The chairperson of Dandenong Market Pty Ltd (DMPL), Mrs Julie Busch will conclude her appointed term in this role on 24 September, 2018.

This report recommends that Council reappoint Julie Busch as the chair of DMPL for a further three year term expiring on 24 September, 2021.

### **Recommendation Summary**

This report recommends that Council reappoint Mrs Julie Busch as the chairperson of Dandenong Market Pty Ltd for a three-year term concluding 24 September, 2021.

**2.6.4 Appointment of Dandenong Market Pty Ltd Chairperson (Cont.)****Background**

Dandenong Market Pty Ltd was formed in September 2012 with five Non-Executive Directors being appointed to oversee the operations and strategic direction of the Dandenong Market.

Mrs Julie Busch was appointed by Council as the inaugural chairperson of the company and since this time she has worked tirelessly in this role, frequently contributing significant time and effort beyond the expectations of the role. This included in the early stages of the company establishing the administration and governance framework on which the company would operate.

In recent times, Mrs Busch undertook a key leadership role in the review of the DMPL Strategic Plan, individually conducting approximately 40 one on one interviews with a wide range of key stakeholders including Councillors, staff, traders and other interested parties.

She has been a significant champion for Dandenong Market and has chaired the operation of the DMPL Board in an extremely professional manner. Her reappointment has been supported by all other current members of the DMPL Board.

**Proposal**

This report recommends that Council reappoint Mrs Julie Busch as the chairperson of Dandenong Market Pty Ltd for a three-year term concluding 24 September, 2021.

**Community Plan 'Imagine 2030' and Council Plan 2017-2021 – Strategic Objectives, Strategies and Plans**

After consultation with the Greater Dandenong community on what kind of future they wanted to see for themselves and the City in 2030, the result was the Greater Dandenong Community Plan 'Imagine 2030'. This report is consistent with the following community visions:

**Community Plan 'Imagine 2030'**Opportunity

- *Tourism and visitors* – Diverse and interesting experiences
- *Leadership by the Council* – The leading Council

**Council Plan 2017-2021**

The Council Plan describes the kind of future the Council is working for, and how Council will do this over four years. This report is consistent with the following goals:

Opportunity

- A diverse and growing economy
- An open and effective Council

**2.6.4 Appointment of Dandenong Market Pty Ltd Chairperson (Cont.)**

**Financial Implications**

There are no financial implications associated with this report.

**Consultation**

In preparation of this report all other members of the DMPL Board were invited to offer their views on both Mrs Busch's performance as Chair of the Board and whether they supported her being reappointed in the role. All Board members were unanimous in their support for Mrs Busch.

**Conclusion**

Mrs Julie Busch has been a significant leader of the DMPL Board who has contributed her passion and time well in excess of what would normally be expected of this role. Her reappointment as chair of the Board for a further three year term is strongly recommended.

**Recommendation**

**That Council reappoints Mrs Julie Busch as the Chairperson of Dandenong Market Pty Ltd for a three-year term concluding 24 September 2021.**

## **2.6.5 Report on Matters Discussed at Councillor Briefing Sessions & Pre-Council Meetings - 25 June & 2 July 2018**

File Id: fA25545

Responsible Officer: Director Corporate Services

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### **Report Summary**

As part of Council's ongoing efforts to improve transparency in Council processes, matters discussed at Councillor Briefing Sessions & Pre-Council Meetings (other than those matters designated to be of a confidential nature) are reported on at ordinary Council meetings.

The matters listed in this report were presented to Councillor Briefing Sessions & Pre-Council Meetings in June and July 2018.

### **Recommendation Summary**

This report recommends that the information contained within it be received and noted.



**2.6.5 Report on Matters Discussed at Councillor Briefing Sessions & Pre-Council Meetings - 25 June & 2 July 2018 (Cont.)****Matters Presented for Discussion**

Item		Briefing Session
<b>1</b>	Councillors and Council officers briefly discussed the following topics: a) Traffic treatment works in Gladstone Road, Noble Park. b) Success of Short Cuts Film Festival over the weekend. c) Agenda items for the Council meeting of 25 June 2018.	<b>25 June 2018</b>
<b>2</b>	<b><i>Community partnership and sponsorship policies review update</i></b>  Councillor feedback was sought on the proposed funding program option and on phase two of the Community Consultation. Direction was sought on the proposed use of unallocated funds from the Community Partnership Funding Program budget 2018-19 with a view for this to be presented to Council on 23 July 2018. This includes funding for a Material Aid Collective Impact prototype and for a Discretionary Fund for Venue Hire.	<b>2 July 2018</b>
<b>3</b>	<b><i>Future of the National Disability Insurance Scheme (NDIS) (Confidential)</i></b>	<b>2 July 2018</b>
<b>4</b>	Councillors and Council officers briefly discussed the following topics: a) Team 11 progress update. b) Proposed purchase of a property in central Dandenong (Cr Dark disclosed a Conflict of Interest in this item). c) Sad passing of Adrian Barnard, stalwart of the Noble Park community and member of the Noble Park Public Hall Trust. d) Agenda items for the Council meeting of 9 July 2018.	<b>2 July 2018</b>

**Apologies**

- Councillor Loi Truong did not attend the Councillor Briefing Session on 2 July 2018.

**Recommendation****That:**

1. the information contained in this report be received and noted; and

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**2.6.5 Report on Matters Discussed at Councillor Briefing Sessions & Pre-Council Meetings - 25 June & 2 July 2018 (Cont.)**

- 2. the information discussed at the above listed Councillor Briefing Sessions that was declared confidential in Item 3 by the Chief Executive Officer under Sections 77 and 89 of the Local Government Act remain confidential until further advisement unless that information was the subject of a subsequent Council report.**

## **2.6.6 List of Registered Correspondence to Mayor and Councillors**

File Id:	qA283304
Responsible Officer:	Director Corporate Services
Attachments:	Correspondence Received 18-29 June 2018

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### **Report Summary**

Subsequent to resolutions made by Council on 11 November 2013 and 25 February 2014 in relation to a listing of incoming correspondence addressed to the Mayor and Councillors, Attachment 1 provides a list of this correspondence for the period 18-29 June 2018.

### **Recommendation**

**That the listed items provided in Attachment 1 for the period 18-29 June 2018 be received and noted.**

**2.6.6 List of Registered Correspondence to Mayor and Councillors (Cont.)**

**OTHER**

**LIST OF REGISTERED CORRESPONDENCE TO MAYOR AND  
COUNCILLORS**

**ATTACHMENT 1**

**CORRESPONDENCE RECEIVED  
18-29 JUNE 2018**

**PAGES 2 (including cover)**

*If the details of the attachment are unclear please contact Governance on 8571 5235.*

## 2.6.6 List of Registered Correspondence to Mayor and Councillors (Cont.)

### Objective

CONNECTED. COLLABORATIVE. COMMUNITY.

#### Correspondences addressed to the Mayor and Councillors received between 18/06/18 & 29/06/18 - for officer action - total = 2

Correspondence Name	Correspondence Dated	Date Record Created	Objective ID	User Assigned
Letter from the Eurobodalla Shire Council seeking written support for the south-east electric highway along Princes and Kings Highways from Melbourne to Sydney.	14-Jun-18	20-Jun-18	fA144755	Engineering Services
Complaint from Keysborough resident abutting a Melbourne Water reserve in regard to damage caused by overhanging trees.	20-Jun-18	20-Jun-18	fA144770	Mayor & Councillors Office

### Objective

CONNECTED. COLLABORATIVE. COMMUNITY.

#### Correspondences addressed to the Mayor and Councillors received between 18/06/18 & 29/06/18 - for information only - total = 3

Correspondence Name	Correspondence Dated	Date Record Created	Objective ID	User Assigned
Letter advising of Anti-Poverty Week in Victoria which commences Sunday 14 October 2018.	20-Jun-18	20-Jun-18	A5059056	Mayor & Councillors Office
Letter of acknowledgement from Minister for Industry and Employment regarding the proposal to develop an airport in the south east of Victoria.	14-Jun-18	20-Jun-18	A5059057	Mayor & Councillors Office
Letter from the Minister for Agriculture regarding state review of regulatory frameworks for community foster care networks and dog and cat rescue organisations in Victoria.	12-Jun-18	20-Jun-18	A5059058	Mayor & Councillors Office

NB: Users assigned may have changed by the time of the Council Meeting. Correct at time of report production only.



## **2.6.7 Dandenong Market Pty Ltd 2018 Strategic Plan**

File Id:	qA294019
Responsible Officer:	Director Corporate Services
Attachments:	Dandenong Market 2018 Strategic Plan

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### **Report Summary**

Dandenong Market Pty Ltd (DMPL) was formed in September 2012 to guide the operations and strategic direction of the Dandenong Market. As part of the Management Services Agreement between Council and DMPL, one of the first tasks to be undertaken by DMPL was the development of a strategic plan for the Market. This was completed and endorsed by Council in May 2013.

Given the five year time horizon since the development of the first strategic plan, DMPL has undertaken considerable work to develop a new strategic plan to guide the Market through the next five year phase.

This report recommends that Council endorse the DMPL 2018 Strategic Plan.

### **Recommendation Summary**

This report recommends that Council endorse the DMPL 2018 Strategic Plan.

**2.6.7 Dandenong Market Pty Ltd 2018 Strategic Plan (Cont.)****Background**

As outlined in the report summary, DMPL completed an original strategic plan in 2013 and has now developed a revised strategic plan to guide the direction of the Market through its next five year stage.

The development of the 2018 strategic plan involved extensive consultation and input from key stakeholders, Councillors, Council Officers, market traders, market shoppers and focus groups.

The 2018 Strategic Plan is based on four pillars which are:

1. **Dandenong Market** is a market that appeals to all : an authentic and inclusive retail destination attracting diverse communities;
2. **Dandenong Market** is a traditional working market: honouring and sustaining the sights, aromas, vibrancy and energy of a traditional working market;
3. **Dandenong Market** is an iconic and innovative destination: offering a vibrant, global shopping experience and welcoming, dynamic community meeting place;
4. **Dandenong Market** is a thriving and sustainable contributor to Market and Municipal prosperity; working with existing and new stakeholders to secure sustainable financial growth for its Traders, Shareholder (Council) and the Company as a whole.

The 2018 Strategic Plan further identifies five core business imperatives which are:

- Advertising and Marketing
- Stakeholder Relationship Development
- Asset and Infrastructure
- Product Offering and Services
- Finance and Governance

Under each of these core business imperatives the 2018 Strategic Plan outlines the aspiration of DMPL and a range of actions to be undertaken over the next five year period. These include actions such as:

- Developing a tourism strategy focussing on those visiting family and friends in the region
- Run more festivals and events and offering more entertainment including expanding cultural events and community celebrations;
- Build on and enhance communications with the broader community as customers;
- Work to understand existing traders unique selling points to raise their individual profiles;
- Establishing mentoring and grant programs to support new, emerging and existing traders to strengthen and grow their businesses;
- Review the existing car park layout to ease congestion and generally make shopper parking easier;
- Cater for families by providing child friendly spaces, play areas, parents rooms and parking for parents with prams;

**2.6.7 Dandenong Market Pty Ltd 2018 Strategic Plan (Cont.)**

- Focus on improving waste removal by increasing recycling and partnering with food rescue organisations to divert high quality surplus food from landfill;
- Review trading hours and days to provide greater access to the Market outside of traditional market hours to accommodate those who live and work in the area. This includes exploring opportunities to encourage evening trade (in pockets) where appropriate;
- Increase the ability for DMPL to self fund minor and medium capital development.

Whilst the 2013 Strategic Plan was considered a confidential document, the 2018 Strategic Plan will be made available to the public via the Market website and a copy provided directly to all traders. A copy of the plan is included as Attachment 1 to this report.

**Proposal**

This report recommends that Council endorse the DMPL 2018 Strategic Plan

**Community Plan 'Imagine 2030' and Council Plan 2017-2021 – Strategic Objectives, Strategies and Plans**

After consultation with the Greater Dandenong community on what kind of future they wanted to see for themselves and the City in 2030, the result was the Greater Dandenong Community Plan 'Imagine 2030'. This report is consistent with the following community visions:

**Community Plan 'Imagine 2030'**People

- *Pride* – Best place best people
- *Cultural Diversity* – Model multicultural community

Place

- *Sense of Place* – One city many neighbourhoods

Opportunity

- *Jobs and Business Opportunities* – Prosperous and affordable
- *Tourism and visitors* – Diverse and interesting experiences
- *Leadership by the Council* – The leading Council

**Council Plan 2017-2021**

The Council Plan describes the kind of future the Council is working for, and how Council will do this over four years. This report is consistent with the following goals:

People

- A vibrant, connected and safe community

**2.6.7 Dandenong Market Pty Ltd 2018 Strategic Plan (Cont.)**

- A creative city that respects and embraces diversity

Place

- A city planned for the future

Opportunity

- A diverse and growing economy
- An open and effective Council

**Financial Implications**

There are no direct financial implications associated with this report. Some proposed actions will involve future requests to Council for consideration in annual budgets.

**Consultation**

In preparing the 2018 Strategic Plan, DMPL engaged in extensive consultation including meeting with key stakeholders, Councillors, Council staff, traders, customers and further undertook focus groups.

**Conclusion**

The 2018 Strategic Plan for the Dandenong Market provides a strong strategic direction for the Market which is iconic in Dandenong.

**Recommendation**

**That Council endorses the Dandenong Market Pty Ltd (DMPL) 2018 Strategic Plan.**

**2.6.7 Dandenong Market Pty Ltd 2018 Strategic Plan (Cont.)**

**OTHER**

**DANDENONG MARKET PTY LTD 2018 STRATEGIC PLAN**

**ATTACHMENT 1**

**DANDENONG MARKET 2018 STRATEGIC  
PLAN**

**PAGES 29 (including cover)**

*If the details of the attachment are unclear please contact Governance on 8571 5235.*



2.6.7 Dandenong Market Pty Ltd 2018 Strategic Plan (Cont.)



2.6.7 Dandenong Market Pty Ltd 2018 Strategic Plan (Cont.)

## EXECUTIVE SUMMARY

**Dandenong Market Pty Ltd is a wholly owned subsidiary entity of the City of Greater Dandenong. This, its second strategic plan, builds on its 2013 Strategic Plan and work undertaken by the Board over the last 5 years.**

It outlines the aspirations for the Market over the next 5 years and provides a framework for delivering those aspirations.

Development of the plan included input from Key Stakeholders, Councillors, Council officers and Market traders as well as directors and managers of the Company. The findings of the Company's annual customer intercept survey, lapsed shopper survey and recent focus groups were also used to inform the plan.

This plan is to be read in conjunction with the Company's business plans and project implementation plans, which provide more detail in relation to each of the initiatives planned.



2.6.7 Dandenong Market Pty Ltd 2018 Strategic Plan (Cont.)





**2.6.7 Dandenong Market Pty Ltd 2018 Strategic Plan (Cont.)**

## INTRODUCTION

**Located at the centre of Australia's most culturally diverse municipality, Dandenong Market is the second oldest and second largest of only five municipal markets in Melbourne, and the last genuine example of Melbourne's traditional working markets.**

Dandenong Market has been a constant for the local community: first opening its doors in 1866, the Market has been the cornerstone of bustling community life for 151 years. Dandenong Market is a meeting place, a place of employment and economic contribution, and a place of community celebration.

Dandenong Market draws visitors from across Melbourne's south east and nearby Gippsland with its unique appeal as a rich and vibrant shopping hub with a strong multicultural and fresh food focus. Home to 200 family-owned businesses, Dandenong Market offers a broad range of fruits, vegetables, meat, fish, poultry, nuts and spices, plants and flowers and general goods such as clothing, toys, accessories, collectibles and gifts. Increasingly, world street food, barista-made coffee and lifestyle shopping are central to the Dandenong Market experience.

The Market's appeal is its authenticity, variety and value-for-money, with traders operating on high volumes and low margins. This year the Market enjoyed visitation of 5.4 million; an indication that it remains an important local institution.

**Current Market trading days and hours are:**

<b>TUESDAY</b>	7am – 4pm (GM: 8am – 4pm)
<b>FRIDAY</b>	7am – 5pm (GM: 8am – 4pm)
<b>SATURDAY</b>	7am – 4pm (GM: 8am – 4pm)
<b>SUNDAY</b>	10am – 3pm (doors open 9am)

The Market was substantially renovated in 2010; when a \$26 million investment by the City of Greater Dandenong (CGD) saw the Market extensively remodelled and expanded over several years.

Dandenong Market was corporatised in 2012 when Dandenong Market Pty Ltd (the Company), a wholly owned subsidiary entity of the CGD was formed. Dandenong Market is now managed exclusively by the Company and its independent Board.

The Board is responsible for the strategic direction and governance of the Market as well as oversight of its daily operation. CGD has charged the Board with managing the Market as a commercial enterprise that provides a sound rate of return on Council's investment.

CGD also has an expectation that as the custodian of a public asset, the Company will support the local community and encourage and nurture new and emerging businesses. This raises many unique challenges and, at times, requires the Company to balance its commercial and social responsibilities.

Retail trading conditions, both locally and globally, continue to be challenging. With the rise of on-line shopping and digital technologies, the Market faces a changing retail landscape; made more challenging by a changing local demographic and the current economic climate.

2.6.7 Dandenong Market Pty Ltd 2018 Strategic Plan (Cont.)



**TO THRIVE,  
THE MARKET MUST:**

Grow its catchment beyond the local area to become a destination of significance for the whole of south eastern Melbourne;

Create new non-traditional revenue streams that allow reinvestment in the Market;

Respond to the changing needs of shoppers and remain relevant for future generations.



## 2.6.7 Dandenong Market Pty Ltd 2018 Strategic Plan (Cont.)

## OVERVIEW INCLUDING SUMMARY OF PROGRESS SINCE INCEPTION

Since Dandenong Market Pty Ltd was established in 2012, it has made considerable progress in delivering the vision and strategic goals agreed at the time.

The agreed vision for Dandenong Market was of

**“a traditional and iconic market place where families want to visit, traders want to sell, shoppers want to experience and where the community comes together.”**

Five strategic pillars were agreed to guide the realisation of this vision. These were for the Market to:

- » Be a market that appeals to all.
- » Retain a traditional market vibe.
- » Be an iconic destination.
- » Be innovative and sustainable.
- » Drive a thriving market economy.



**2.6.7 Dandenong Market Pty Ltd 2018 Strategic Plan (Cont.)**

Much has been accomplished since 2012 in line with the vision and accompanying pillars.

**KEY ACHIEVEMENTS INCLUDE:**

14% increase in customer visitations (in the five years from 2012 to 2017);

19% growth in the Market's revenue;

5% annual increase in financial return to CGD;

Introduction of Sunday trading (now the busiest trading day by hour and which now enjoys the highest median spend);

Rebranding of Dandenong Market, including new signage and marketing collateral;

Increased marketing and promotion of the Market;

Growth of the World Fare;

The successful introduction of a community and cultural festivals and events program;

The visual appeal of the Market has been enhanced by investing in artworks and the creation of colourful, family friendly space.

The Company has exciting aspirations for the Market. Central to the Company's plans are building an iconic market place that reflects the cultural diversity of its community, responds to the changing needs of its customers in innovative ways and provides a solid foundation upon which CGD can build the surrounding precinct. However, realising these aspirations will present challenges requiring decisive, strategic management and productive partnerships with all stakeholders, especially Market traders and CGD.

Scope to increase trader rents is limited and full utilisation of all rentable space is critical as is the need to source revenue from non-traditional sources. Investment is needed in both hard and soft infrastructure. When the Market was refurbished in 2008-2010, large parts of the Market such as the fruit and vegetable sheds and much of the services infrastructure was not upgraded and now require significant investment.

CGD has scarce resources and limited capacity to fund major works given rate capping (having already committed \$2.6m over the next 3 years to existing capital projects). Hence, funding DMPL's strategic aspirations presents a key challenge if the Company is to do more than deliver a business as usual scenario.

This document outlines DMPL's strategic plan, including the initiatives the Company intends to implement to realise its aspirations, while addressing likely challenges.

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**2.6.7 Dandenong Market Pty Ltd 2018 Strategic Plan (Cont.)**

## STRATEGIC PLAN ON A PAGE

The five pillars originally intended to guide the Company's strategic planning process have been updated and defined as outlined below. This revision has involved combining two of the five pillars to minimise overlap between pillars. Revising the pillars has enabled the injection of more focus and clarity to the strategic goals articulated by participants involved in the Company's strategic planning discussions.

The revised pillars and associated definitions are:

- 1** **Dandenong Market** is a market that appeals to all: an authentic and inclusive retail destination attracting diverse communities.
- 2** **Dandenong Market** is a traditional working market: honouring and sustaining the sights, aromas, vibrancy and energy of a traditional working market.
- 3** **Dandenong Market** is an iconic and innovative destination: offering a vibrant, global shopping experience and welcoming, dynamic community meeting place.
- 4** **Dandenong Market** is a thriving and sustainable contributor to Market and Municipal prosperity: working with existing and new stakeholders to secure sustainable financial growth for its Traders, Shareholder (CGD) and the Company as a whole.





**2.6.7 Dandenong Market Pty Ltd 2018 Strategic Plan (Cont.)**

The Market's Strategic Plan (2018) is summarised in the table below. This depicts the high-level goals the Market intends to pursue for each of the Company's core business processes. Appendix 1 outlines the specific initiatives designed to deliver these goals.



<b>Core business imperatives</b>	<b>External focus (customers/market shareholder/community/region)</b>	<b>Internal focus (traders/staff/directors)</b>
<b>Advertising and Marketing</b>	To become an iconic attraction in Melbourne's south east (1 & 3)	To enhance the Market's position as an inclusive public meeting place (1)
<b>Stakeholder relationship development</b>	To become a leader in the Dandenong community (1, 3 & 4)	To strengthen interaction between traders and management (2)
<b>Asset and Infrastructure</b>	To create a more enjoyable, safe and comfortable shopping experience for customers (1)	To future proof the Market by creating a more flexible space for events and a better trading environment for traders (1, 2, 3 & 4)
<b>Product offering and services</b>	To create a truly unique shopping experience and enhance our current offer (1, 2 & 3)	To provide customers with greater choice over what they buy and when they shop (1, 3 & 4)
<b>Finance and governance</b>	To improve the financial sustainability of the Market by investigating alternative funding sources for capital works i.e. partnerships (4)	To protect and build upon the Market's asset value (4)

Note: Numbers in brackets after each goal reflect the link/s to the four pillars upon which the Market's Strategic Plan is based.

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**2.6.7 Dandenong Market Pty Ltd 2018 Strategic Plan (Cont.)**

## ADVERTISING AND MARKETING

### OUR ASPIRATION

Serving both the local community and people from Melbourne's south-east and nearby Gippsland, Dandenong Market is a regional centre for trade where people come together to shop, eat and connect.

Whilst the Market remains central to Dandenong community life, the opportunity to participate in an authentic shopping experience that showcases our cultural diversity, offers affordable, fresh and unusual produce and products also has great appeal to a broader customer base.

Prudent investment in advertising and marketing activities will aim to retain the current customer base, appeal to a broader audience and attract customers from further afield. The intention is to encourage more customers to spend more, stay longer and enjoy what the Market has to offer.













### WHAT WE WILL DO:

**To achieve our aspirational goals in advertising and marketing we will:**

- » Build a clear and strong brand around trading hours, offer, unique selling points (USPs) and our positioning as Melbourne's global market.
- » Develop a tourism strategy focusing on those visiting family and friends in the region.
- » Source traders who reflect our brand values and positioning. This includes improving trader recruitment process and associated promotional tools.
- » Run more festivals and events and offer more entertainment including expanding our cultural events and community celebrations.
- » Establish a program of activations and events in partnership with grower organisations to celebrate locally grown and seasonal produce.
- » Celebrate the multicultural fabric of the Market. This includes telling the stories of the Market and our traders both orally and pictorially through street art, signage and other visual cues.
- » Expand the range of products and services that reflect our culturally diverse community, including the development of our street food offer.
- » Secure sponsors for theme days to ensure the ongoing financial viability of these activities.
- » Partner with other attractions in the region to help attract customers from outside the area.



2.6.7 Dandenong Market Pty Ltd 2018 Strategic Plan (Cont.)

	<b>HOW WE WILL MEASURE OUR SUCCESS:</b>	
	PR value of stories about the Market.	
	Social media engagement.	
	Value of sponsor support for theme days.	
	Number of existing and start-up businesses attracted to the Market.	
	Unsolicited feedback from customers and traders in response to advertising and marketing campaigns.	
	Shopper demographics as identified through annual intercept survey.	
	Average spend as identified through annual intercept survey.	
	Beonic pedestrian counts.	

**2.6.7 Dandenong Market Pty Ltd 2018 Strategic Plan (Cont.)**

## **STAKEHOLDER RELATIONSHIP MANAGEMENT**

### **OUR ASPIRATION**

Building strong relationships with individuals and groups who share an interest in the Market's success is critical. We must work collaboratively with stakeholders to achieve mutually beneficial commercial outcomes, while maintaining commitment to the pillars upon which the future of the Market is based. Building mutual understanding and exploring possibilities for shared growth, are fundamental to collective success.

### **WHAT WE WILL DO:**

**To achieve our aspirational goals for leadership in stakeholder relationship development we will:**

- » Build on and enhance communications with the broader community as customers.
- » Enhance the working relationship/partnership between Market management and Council.
- » Lead engagement with key influencers and potential partners.
- » Be a key influencer in the precinct redevelopment.
- » Create and implement a framework to improve engagement with traders e.g. traders' group, resources and personnel.
- » Work to understand existing traders' unique selling points to raise their individual profiles to icon status.
- » Establish mentoring and grant programs to support new, emerging and existing traders to strengthen and grow their businesses.
- » Work with non-governmental organisations (NGOs) and social enterprise organisations to provide retail opportunities for new retailers.
- » Improve customer and trader interface with management and services.

All the above will require some robust stakeholder relationship mapping and the implementation of joint, generative forums in which relevant parties build understanding of each other, solve problems together and generate novel approaches to emerging opportunities.

2.6.7 Dandenong Market Pty Ltd 2018 Strategic Plan (Cont.)

	<b>HOW WE WILL MEASURE OUR SUCCESS:</b>	
	Stakeholder subscription to joint forums.	
	Feedback re relationship health.	
	Clarity re roles and accountabilities.	
	Delivery of respective accountabilities.	
	Trader culture survey.	
	Stall occupancy rates/ trader retention rates.	
	Effectiveness of Trader Committee.	
	Contribution of Dandenong Market to broader Dandenong economy.	



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**2.6.7 Dandenong Market Pty Ltd 2018 Strategic Plan (Cont.)**

## ASSETS AND INFRASTRUCTURE

### OUR ASPIRATION

Accessible, functional, comfortable and safe spaces are fundamental to the success of a working market. Despite significant investment in recent years to revitalise Dandenong Market, more investment is needed to secure these fundamentals AND to realise the full potential of the Market. Expanding lettable space, improving the connectivity between existing spaces, ensuring an adaptable and flexible space that enables the Market and its traders to respond to an evolving retail landscape and, injecting more colour, interest and comfort for customers and traders alike, represent the aspirations the Company has in relation to assets and infrastructure. However, and given funding constraints, realising these aspirations is dependent on the implementation of other initiatives associated with funding and stakeholder relationship development. If achieved, the Company will make it easier for existing traders to trade, attract new and emerging retail businesses and make it easy for customers to access, navigate, enjoy and take pride in their Market.

### WHAT WE WILL DO:

To realise our asset and infrastructure aspirations we must:

- » Undertake a full site survey of the Market's buildings and service to improve our knowledge of the Market's existing infrastructure.
- » Reviewing the existing layout and building structure for opportunities to:
  - » increase permeability and improve pedestrian connectivity and traffic flow between different trading halls; and
  - » increase the lettable area and revenue generated from traditional and new market activities.
- » Advocate for increased and more accessible car parking in the precinct.
- » Advocate for pedestrian friendly surrounding streets that are safe and easily traversed.
- » Review the existing carpark layout to ease congestion, improve ingress and egress and to generally make shopper parking easier.
- » Improve the quality of our public spaces by providing more patron seating, quality lighting, greenery, public art and other placemaking elements.
- » Cater for families by providing child friendly spaces, play areas, parents' rooms and parking for parents with prams.
- » Invest in services (water, sewerage, gas, electricity including an uninterrupted power supply and Wi-Fi) and other infrastructure that create flexibility in how the space can be used. This includes investment in the technology needed to improve business efficiency and reduce the operating costs for traders and management.
- » Focus on improving waste removal by increasing recycling where possible and, partnering with food rescue organisations to divert high quality surplus food from landfill.
- » Improve way finding signage (utilising international symbols and visual cues), making it easier for customers to navigate their way around the Market.
- » Strengthen the Market's street presence and connection to central Dandenong by encouraging the establishment of outdoor cafes and street trading by the Cleeland Street traders.
- » Invest in movable event infrastructure.
- » Improve temperature control, especially in the Market halls.
- » Seek to control the whole of the customer experience including the Market carparks.

2.6.7 Dandenong Market Pty Ltd 2018 Strategic Plan (Cont.)



**HOW WE WILL MEASURE  
OUR SUCCESS:**

Increase in revenue generated  
through expansion of lettable  
area.



Customer and trader feedback.

Recycling targets met/  
exceeded/waste diverted from  
landfill.



Utilisation of flexible/movable  
space for events.

Uptake/ impact of improved  
technology.

Increase in utilisation  
of Cleeland Street by  
neighbouring businesses.





**2.6.7 Dandenong Market Pty Ltd 2018 Strategic Plan (Cont.)**

## PRODUCTS AND SERVICES

### OUR ASPIRATION

Dandenong Market's traders come from many parts of the world. They bring with them their own flavour, style and traditions that enhance our local community and allow us to showcase the unique multicultural fabric of our Market.

The Market also enjoys a rich tradition of family owned businesses, full of passionate and knowledgeable market characters, which sets the Market apart as a truly iconic destination. The opportunity exists to continue enhancing the customer experience by offering a truly global shopping experience. Dandenong Market will continue to develop a reputation for offering a broad range of products and services by specialised and knowledgeable traders that reflect our customers' needs, whilst also responding to a rapidly changing retail landscape.

### WHAT WE WILL DO:

- » Review trading hours and days to provide greater access to the Market outside traditional Market hours to accommodate those who live and work in the area. This includes exploring opportunities to encourage evening trade (in pockets) where appropriate and assessing the viability of a night market.
- » Strengthen and expand the offer including reviewing the current mix to reduce duplication and over representation of products where it exists, working with existing traders to improve the quality of their offer, to emphasise their points of difference and celebrate what they are good at.  
This also means:
  - » encouraging fresh food traders to work with their suppliers and grower organisations to highlight food provenance and seasonal produce and to increase the representation of locally grown, caught, foraged and manufactured foods;
  - » working with existing general traders to articulate and leverage their unique selling points;
  - » increasing the representation of locally designed, handcrafted and artisanal products especially those that showcase the diversity of the local community; and
  - » increasing the representation of services such as shoe repair, health, nail and beauty services.
- » Strengthen other parts of the Market experience including entertainment (buskers), attractions, festivals/theme days and a play area to encourage more people/families to visit the Market and to stay longer when they visit.
- » Align our retail mix with our culturally diverse community/expand our multicultural offer. This includes catering for the regular and occasional market shopper (regional/community).
- » Create a platform for local retail to emerge, including facilitating access to regional producers and local food manufactures and establishment of wholesaling opportunities.
- » Review standards around packaging and practices used by Trades to reduce the reliance on plastics.
- » Establish minimum stall presentation and merchandising standards.

2.6.7 Dandenong Market Pty Ltd 2018 Strategic Plan (Cont.)

	<p><b>HOW WE WILL MEASURE OUR SUCCESS:</b></p>	
	<p>Customer satisfaction and feedback as measured through intercept survey.</p>	
	<p>Average spend as identified through intercept survey.</p>	
	<p>Range/number of different products and services on offer. Reduction in duplication/ increase in diversity of products and services on offer.</p>	
	<p>Media stories re multicultural/ iconic nature of Market.</p>	
	<p>Increase in customer numbers (regional and local) and mix.</p>	

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**2.6.7 Dandenong Market Pty Ltd 2018 Strategic Plan (Cont.)**

## FINANCIAL AND GOVERNANCE IMPERATIVES

### OUR ASPIRATION

Realising the full potential of Dandenong Market as envisaged by the Company will demand the use of retained earnings, careful management of operating costs and the pursuit of additional sources of funding. Working in partnership with CGD, Victorian government agencies, community partners and others, will be an important part of this quest to fund the Company's aspirations. Ensuring these relationships are well governed will be critical for success.

The Company is committed to ensuring a prosperous future for its traders and the local community but must navigate many financial constraints for this to occur. At the same time, the Company is committed to providing CGD with a return on its investment. However, the opportunity exists to build a strong business case for significant investment in Dandenong Market as part of CGD's precinct re-development to secure sustainable financial growth for all involved.

### WHAT WE WILL DO:

- » Improve the financial sustainability of the Market by investigating alternative funding sources. This will include exploring complementary, non-traditional revenue sources as well as identifying government and other grants for which the Market may be eligible.
- » Increase the ability for the Company to self-fund minor and medium capital works (up to \$500k).
- » Investigate options to increase the lettable area.
- » Develop a major works master plan.
- » Expand revenue sources available to the Company e.g. Aldi and carpark
- » Continue to engage with CGD in the development of its Precinct Plan.
- » Explore the use of technologies such as solar power, bio-digestion and co-generation that reduce operating costs (for both the Company and/or traders).
- » Investigate implementing user pay systems for services - electricity (including embedded network), gas, waste disposal, etc.
- » Establish annual targets for:
  - » customer counts.
  - » customer spends.
  - » customer satisfaction.
  - » recycling.



2.6.7 Dandenong Market Pty Ltd 2018 Strategic Plan (Cont.)



**HOW WE WILL MEASURE  
OUR SUCCESS:**



Increases in income from  
non-core sources.

Number/size of commercial  
partnerships formed.



Additional rent secured through  
expansion of lettable area.



Return to CGD.



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**2.6.7 Dandenong Market Pty Ltd 2018 Strategic Plan (Cont.)****COMPANY OFFICERS****DIRECTORS****JULIE BUSCH**

Chairman of the Board. Julie is an experienced senior property and business strategist who managed major retail developments in Brisbane, Adelaide and Melbourne. She is a passionate believer in market shopping and its place as the heart and soul of a community.

Julie ran the inner-city specialist food market, Prahran for many years. Apart from her role at Dandenong Market, Julie is also independent chairman, non-executive director and Trust member of several not for profit disability, employment and training, community health, Council owned sports and aquatic companies. She is chair of judging panel for Victorian Tourism Awards; and committee member of Property Council retail committee.

Julie is a graduate and current member of the Australian Institute of Company Directors; and has tertiary qualifications in business, shopping centre management, psychology and journalism.

**TOM MOLLENKOPF**

Director of the Company and Chair of Finance and Risk Sub-committee. Tom is CEO of the Peter Cullen Water and Environment Trust and an Independent advisor focussing on governance, policy and strategy.

His professional background is in law, including as Corporate Counsel for Australian Airlines, before moving to the water sector where he has held executive positions in Australia and overseas. He is qualified B Juris., LL.B and MBA and is a Fellow of the Institute of Company Directors and the Governance Institute.

Tom is President and Chair of Life Saving Victoria and Senior Vice-President of the International Water Association. Previous Board roles include Chair of the Water Industry Superannuation Fund.

**FRANZ MADLENER**

Director of the Company. Franz is one of Melbourne's most awarded and recognised retail entrepreneurs. Franz was the founder & former CEO of both the Villa & Hut Group and Bonbons Bakery Group, a former Retailer Relations Manager & Centre Retail Manager with Westfield Australia, and a former Director of the Australian Retailers Association.

Franz is the current Founder and Director of Madlener Consulting, one of Melbourne's leading retail consulting companies, specifically working with retail start-up businesses. Franz's industry contributions and recognitions include Australian Entrepreneur of the Year Finalist in 2007 and Emerging Franchisor of the Year finalist 2015. He is also a current Member of the Australian Institute of Company Directors.



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**2.6.7 Dandenong Market Pty Ltd 2018 Strategic Plan (Cont.)**



**TIM COCKAYNE**

Director of the Company. Tim has worked in the retail sector since 1990, and operated in numerous roles including merchandise, marketing, operations and finance.

Most recently Tim has held roles as a CEO and General Manager at national retail chains. Importantly Tim has had a wide range of experience working with franchise businesses, buying groups, privately owned businesses and public businesses. In addition, that retail experience has been gained in both the specialty and bulky goods sectors across a number of product categories. Tim currently holds the role of CEO of Total Tools, which is a national retail chain of professional tools, and has previously held roles within apparel, jewellery and consumer electronics.

Tim has a MBA and is also a Graduate and current member of the Australian Institute of Company Directors.



**DONNA MCMASTER**

Director of the Company. Donna has extensive experience in senior executive and strategic roles within public & private retail companies. These include Coles Myer, Lend Lease and SAVERS Australia Pty Ltd where she served as Managing Director. Her broad commercial experience includes strategic planning, product development, brand acquisitions, merchandise planning & production, marketing, retail and human resource management, leasing and property development.

Donna serves on multiple Boards and is also currently the Chair of a Victorian School Education Board, Chair & Non Executive Director of YMCA E-Store Pty Ltd & a Non-Executive Director of Gale Pacific Ltd. Donna is an inaugural winner of the Telstra Business Women of the Year Award (private sector) she has a MBA and has also successfully completed Strategic Planning and Retail Leadership programs at Monash and Deakin Universities in Victoria.

She is also a Graduate and current member of the Australian Institute of Company Directors.

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**2.6.7 Dandenong Market Pty Ltd 2018 Strategic Plan (Cont.)**

## COMPANY SECRETARY



### JENNIFER HIBBS

Company Secretary and General Manager. Jennifer is an experienced property manager with extensive experience in managing and growing markets having worked in municipal markets for the last 30 years. Prior to her appointment as General Manager, Jennifer held the position of Chief Executive Officer of Queen Victoria Market Pty Ltd from 2008 to 2013.

She also held the position of Chief Operating Officer of Melbourne Wholesale Fish Market for 2 years during which time the market was prepared for sale to the industry. Jennifer has championed the emergence of night markets in Victoria establishing Geelong Night Market, Coburg Night Market and both the multi-award-winning Summer Night Market and Winter Night Market at Queen Victoria Market.

Jennifer has a BA and a Graduate Diploma in Property.

## SHAREHOLDER REPRESENTATIVE



### CR MARIA SAMPEY

I am the elected Councillor representative on the Market Board. I came to Australia from Reggio Calabria, Italy at the age of seven and have been married to Brian for 48 years. Since being elected on Council in 2000 I have played an active role in developing an Aged Care Plan that supports our most frail and vulnerable older residents. I helped implement a vacation and after school care program for local children and teenagers with intellectual disabilities. The program funding enabled young people with complex care needs to participate in a range of social and recreational activities, providing significant opportunities for families to access respite care during school holidays. For the last 14 years my husband and I run our business Eclipse Retractable Screens in Keysborough manufacturing retractable fly screens for bifold, french, sliding, stacker and servery windows.

2.6.7 Dandenong Market Pty Ltd 2018 Strategic Plan (Cont.)



**2.6.7 Dandenong Market Pty Ltd 2018 Strategic Plan (Cont.)**

## APPENDIX 1:

### **DANDENONG MARKET'S ONE-PAGE STRATEGIC PLAN 2018.**

<b>Core business imperatives</b>	<b>External focus (customers/market, shareholder/community/region)</b>	<b>Internal focus (traders/staff/directors)</b>
<b>1. Advertising and Marketing imperatives</b>	<b>Become an iconic attraction in Melbourne's south east by:</b> <ul style="list-style-type: none"> <li>» Building a clear and strong brand around trading hours, offer, USPs and our positioning as Melbourne's global market.</li> <li>» Attracting traders that reflect our brand values and positioning - improve trader recruitment process and associated collateral.</li> </ul>	<b>Enhance the Market's position as a great public meeting place by:</b> <ul style="list-style-type: none"> <li>» Running more events and offering more entertainment.</li> <li>» Celebrating the multicultural fabric of market.</li> <li>» Securing sponsors for theme days to ensure the ongoing financial viability of these activities.</li> </ul>
<b>2. Stakeholder relationship development imperatives</b>	<b>B a key influencer in the Dandenong community by:</b> <ul style="list-style-type: none"> <li>» Building on and enhancing communications with the broader community as customers.</li> <li>» Enhancing the working relationship between Market management and Council.</li> <li>» Engaging with other key influencers and potential partners.</li> <li>» Assuming a leadership role in precinct redevelopment.</li> </ul>	<b>Strengthen interaction between traders and management by:</b> <ul style="list-style-type: none"> <li>» Improve the engagement with traders e.g. traders' group, resources and personnel.</li> <li>» Improving customer and trader communication with management and services.</li> </ul>
<b>3. Asset and Infrastructure imperatives (including precinct development, site investment and improvement, technology etc.)</b>	<b>Create a more enjoyable and comfortable shopping experience for customers by:</b> <ul style="list-style-type: none"> <li>» Increasing car-parking and accessibility to the Market.</li> <li>» Improving the quality of our public spaces (e.g. more patron seating).</li> <li>» Improve way finding signage.</li> <li>» Strengthen street precinct and connection to Central Dandenong.</li> <li>» Cater for families.</li> </ul>	<b>Future-proof the Market - creating a more flexible space for events and a better trading environment for traders. We will do this by:</b> <ul style="list-style-type: none"> <li>» Investing in services (water, sewerage, gas, electricity, Wi-Fi).</li> <li>» Improving Market layout.</li> <li>» Improving knowledge of existing infrastructure.</li> <li>» Investing in movable event infrastructure.</li> <li>» Improving temperature control.</li> <li>» Improve waste removal and recycling and review opportunities to divert waste from landfill.</li> </ul>

**2.6.7 Dandenong Market Pty Ltd 2018 Strategic Plan (Cont.)**

<b>Core business imperatives</b>	<b>External focus (customers/market, shareholder/community/region)</b>	<b>Internal focus (traders/staff/directors)</b>
<b>4. Product offering and service development imperatives</b>	<b>Create a truly unique shopping experience and enhance our current offer by:</b> <ul style="list-style-type: none"> <li>» Aligning our retail mix with our culturally diverse community and expanding multicultural offer (regional/community).</li> <li>» Creating a platform for local retail can emerge.</li> </ul>	<b>Provide customers with greater choice over what they buy and when they shop by:</b> <ul style="list-style-type: none"> <li>» Reviewing trading hours / days.</li> <li>» Strengthening and expanding the offer.</li> <li>» Strengthening other parts of the Market experience including entertainment (buskers), attractions, festivals/theme days, play area.</li> <li>» Review standards around packaging, practices and stall presentation.</li> </ul>
<b>5. Financial and governance imperatives</b>	<ul style="list-style-type: none"> <li>» Improve the financial sustainability of the Market by investigating alternative funding sources for capital works (i.e. partnerships).</li> <li>» Engage with CGD in the development of its precinct plan.</li> </ul>	<b>Protect and build upon the Market's asset value by:</b> <ul style="list-style-type: none"> <li>» Increasing the ability for DMPL to self-fund minor and medium capital works (up to \$500k).</li> <li>» Investigating options to increase the lettable area.</li> <li>» Developing a major works master plan.</li> <li>» Expanding revenue sources available to DMPL e.g. Aldi and carpark.</li> <li>» Establish targets to track our progress.</li> </ul>



**2.6.7 Dandenong Market Pty Ltd 2018 Strategic Plan (Cont.)**

## APPENDIX 2: DMPL STRATEGIC PLAN 2018-2022

### INDICATIVE TIMELINES AND SEQUENCE FOR KEY INITIATIVES

Business Process Imperatives	Key initiatives	2018	2019	2020	2021	2022
<b>1. Advertising and marketing</b>	1. Define differentiating brand of Market and develop marketing collateral					
	2. Agree and attract the "right" mix of traders to fulfill brand promise					
	3. Establish and promote expanded program of activations and events					
	4. Identify and secure sponsors for programmed theme days					
<b>2. Stakeholder relationship development</b>	1. Segment community/customer base and align communications with each segment					
	2. Define and develop partnership model with Council					
	3. Adopt leadership role in precinct re-development					
	4. Develop and implement Trader engagement program					
<b>3. Asset and infrastructure</b>	1. Review infrastructure needs & develop infrastructure improvement program/budget					
	2. Review existing carpark layout to ease congestion					
	3. Work with Council to agree long-term carparking/accessibility development plan					
	4. Improve quality of public spaces					
	5. Develop services improvement plan, including technology					
	6. Review and improve waste removal					
	7. Improve market layout including signage/wayfinding and integration with Cleeland Street traders					
	8. Improve temperature control, especially in Market Hall					
	9. Invest in movable event infrastructure					

**2.6.7 Dandenong Market Pty Ltd 2018 Strategic Plan (Cont.)**

Business Process Imperatives	Key initiatives	2018	2019	2020	2021	2022
<b>4. Product offering and service development</b>	1. Review trading hours (including night market)					
	3. Strengthen other parts of the Market (entertainment, festivals etc) in line with marketing activities					
	4. Align and integrate retail mix with cultural diversity of municipality and region					
	5. Facilitate development of local retail and wholesaling opportunities					
	6. Review standard around packaging and practices used by Traders to reduce reliance on plastics					
	7. Establish minimum stall presentation and merchandising standards					
	8. Review offer					
<b>5. Financial and governance</b>	1. Develop and major works master plan with funding implications/options					
	2. Investigate options to increase lettable area					
	3. Investigate alternative sources of funding to help increase ability of DMPL to self-fund minor and medium capital works and other initiatives					
	4. Expand Revenue sources available to DMPL eg ALDI and carpark					
	5. Investigate the use of technologies that reduce operating costs					
	6. Investigate implementing user pay systems for services – electricity, gas, waste disposal, etc					
	7. Establish annual targets around customer satisfaction recycling, etc					

2.6.7 Dandenong Market Pty Ltd 2018 Strategic Plan (Cont.)



### **2.6.8 Receipt of Kerbside Recyclables Service**

File Id:

Responsible Officer:

Director Engineering Services

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#### **Report Summary**

This report provides an overview of Greater Dandenong's response to the recent global recycling crisis that has had a direct impact on the costs to deliver the service to recycle household co-mingled recyclables and the resulting impact on the Residential Garbage Charge.

#### **Recommendation Summary**

This report recommends that Council notes the report.

**2.6.8 Receipt of Kerbside Recyclables Service (Cont.)****Background**

It has been widely publicised that the implementation of China's "National Sword Policy" has negatively impacted the worldwide recycling market.

China has long been a major destination for co-mingled recyclables globally. In 2016 China accepted half of the world's mixed paper and plastics. The implementation of the Chinese Policy earlier this year, has included the prohibition of imported mixed paper and unprocessed plastics and reducing the allowable level of contamination to 0.5%-1%.

Australia, like many other countries across the globe, has had a strong reliance on the Chinese market and as a result, the impact on Australian recycling service providers has been significant. Many recyclers have had limited alternative markets to export to and none have had the infrastructure to sort the recyclables to a standard to meet the contamination thresholds as stipulated under the new Chinese policy. In many cases, service providers have had to incur extra costs in transportation and storage of recyclables until a viable solution had presented itself.

The impact on Victorian recyclers has been significant and not too dissimilar to the impacts felt across the industry. SKM Industries, Visy Paper and Polytrade Recycling receive and sort the bulk of Victoria's council kerbside collected household recyclables with each experiencing a range of challenges commensurate with their business model. With these challenges has come extra cost that has been incurred by the recyclers who have sought relief from the State and their contracted partners.

Many municipalities, including the City of Greater Dandenong, have received a rebate (payment) for recyclables collected via its household kerbside collection service as part of the contract with a rate of \$70 per tonne. At the time of tendering for this service, the commodity market allowed for this opportunity. Unfortunately in recent times, all three recyclers have strongly indicated that the commodity market disruption caused by the new Chinese policy has rendered these rebates unsustainable indefinitely. All recyclers have raised this issue with their respective council partners and approached the Victorian State Government for assistance.

The State Government has accepted the premise that the new Chinese policy has impacted the market and has encouraged councils to consider renegotiating their contracts with the recyclers to set a more 'realistic' pricing mechanism. To facilitate this without delay, the State has provided all councils the opportunity to apply for an exemption to Section 186 of the *Local Government Act* relating to tendering requirements to facilitate this market adjustment.

In addition to this, earlier this year the State made available a \$13 million support package to municipalities and industry to provide some relief for the additional costs being incurred to maintain service provision. It should be noted that in the case of City of Greater Dandenong, any support funds received will only represent a small percentage of the financial impacts on Council during 2017-18.

Furthermore in July of this year, the State released a "Recycling Industry Strategic Plan" which provides for an additional \$24M to be dedicated towards recovery and sustainability initiatives for the Australian recycling industry and service provision. Council is still waiting on further details as to whether it will be able to access any of this funding.



**2.6.8 Receipt of Kerbside Recyclables Service (Cont.)**

Greater Dandenong has favourably positioned itself to capitalise on these opportunities to ensure service continuity at the best possible financial outcome.

**Polytrade Recycling - Receipt of Recyclables Contract 1213-04B**

Polytrade Recycling commenced an eight year contract with Greater Dandenong in October 2013 for the receipt and processing of recyclable materials collected from Greater Dandenong households. The contract was awarded based on a fixed rate rebate to be paid to Council for each tonne of recyclable product delivered to the Polytrade Materials Recycling Facility (MRF).

Like all recyclers, China's recycling policy has placed Polytrade under significant financial pressure, to the point where service continuity was threatened. Like most recyclers, Polytrade has incurred additional costs in the transportation and storage of recyclables. In response to this situation, council officers entered into emergency discussions with Polytrade and the industry to consider alternative options in order to maintain service continuity whilst minimising the cost impact to Council. Whilst a disruption to the service was avoided, it came with a significant cost shift where Greater Dandenong (as with all Victorian municipalities) would now pay for this service, rather than receive an income via the original contract terms and conditions.

The table below outlines the movements in the contract with Polytrade and the financial impact on Council.

Date	Description	Rate per tonne	Annualised income/cost
October 2013	Initial Contract rebate	(\$70)	(\$823,060)
April 2015	Variation 1	(\$50)	(\$600,950)
May 2016	Variation 2	(\$52)	(\$647,712)
October 2017	Variation 3	(\$0)	\$0
March 2018	Variation 4	\$150	\$1,898,558
July 2018	Variation 5	\$120*	\$1,518,846

These variations have been enacted through the provisions of the contract.

While normal market fluctuations have occurred during the life of previous contracts, there has been nothing of this scale that the current market disruption has presented.

In June of this year, council officers met with Polytrade to review the contracted rate. Details of a revised operational model to address the recycling crisis were presented which Polytrade believes will ensure the viability of their operation, increase recycling and provide continued service provision to the City of Greater Dandenong community for the life of the contract. This proposal was supported by a revised contract rate and is currently being considered further by Council\*.

**2.6.8 Receipt of Kerbside Recyclables Service (Cont.)**

Council is further working in partnership with Polytrade and an independent financial analyst to verify that any future revised rate is appropriately based and does not result in Polytrade unduly profiting from the current environmental conditions. On the completion of this work, Council will then be in a position where it can finalise a contract rate with Polytrade for the period after 30 September, 2018.

It is understood that Visy Paper and SKM Industries are also negotiating variations with their respective Councils.

**Stockpile Management**

Polytrade's business model has significantly relied on the export market into China. In response to the Chinese policy changes, Polytrade has actively sought alternative markets to accept their recyclables, both domestically and internationally. Due to the flooded market and limited alternatives to accept the recyclables, Polytrade, like all other recycling service providers, has opted to lease spaces across Melbourne and store their recyclables until such time that a solution is developed. Polytrade has worked with the EPA, Greater Dandenong and the Metropolitan Waste Resource and Recovery Group (MWRRG) to ensure that their stockpiling activities are compliant with the relevant standards.

In June of this year, Polytrade advised that no further stockpiling is occurring.

**Temporary Relief Funding**

The State Government has made funding available to councils and industry for the period of March 2018 to June 2018 to the value of \$13M. Council officers have submitted the necessary applications for the City of Greater Dandenong to receive its share of the funding which will offset some of the financial impacts of the changed contract rate for 2017/18. This funding is likely to be received in the first quarter of the 2018/19 financial year and is likely to be approximately \$252,000.

In July of this year, the State further released a "Recycling Industry Strategic Plan" which provides for an additional \$24M to be dedicated towards recovery and sustainability initiatives for the Australian recycling industry and service provision. The Plan is underpinned by the following goals:

- Stabilise the recycling sector
- Increase the quality of recycled materials
- Improve the productivity of the recycling sector
- Develop markets for recycled materials

Council officers will continue to work with the Municipal Association of Victoria (MAV), Department of Environment, Land, Water and Planning (DELWP) and the Metropolitan Waste Resource and Recovery Group (MWRRG) to better understand how the funding can be accessed and benefit Greater Dandenong.

**2.6.8 Receipt of Kerbside Recyclables Service (Cont.)****Exemptions to Tender Requirements**

Greater Dandenong council officers have applied for and received confirmation of approval from the Minister of Local Government to vary the contract pursuant to section 186 (5)(c) of the *Local Government Act*. Councils must enter into the renegotiated contract by 30 September 2018. Work has already commenced to ensure that this deadline is achieved.

The exemption is valid up until 30 June 2020 after which time councils are required to revert to their original contract conditions or have retendered the service.

Council's current contract expires 30 September 2021 with a further possible extension of two years.

**Contingency Plan**

Since January 2018, council officers have engaged continuously with Polytrade Recycling, MWRRG, MAV and Local Government Victoria (LGV) to ensure service continuity for Greater Dandenong residents.

In conjunction with the MWRRG, Council has developed a contingency plan that provides alternative service models in the event that the service offered by Polytrade is threatened before the cessation of the contract.

**Community Plan 'Imagine 2030' and Council Plan 2017-2021 – Strategic Objectives, Strategies and Plans**

After consultation with the Greater Dandenong community on what kind of future they wanted to see for themselves and the City in 2030, the result was the Greater Dandenong Community Plan 'Imagine 2030'. This report is consistent with the following community visions:

**Community Plan 'Imagine 2030'**People

- *Pride* – Best place best people

Place

- *Sense of Place* – One city many neighbourhoods
- *Safety in Streets and Places* – Feeling and being safe
- *Appearance of Places* – Places and buildings

Opportunity

- *Jobs and Business Opportunities* – Prosperous and affordable
- *Leadership by the Council* – The leading Council

## **2.6.8 Receipt of Kerbside Recyclables Service (Cont.)**

### **Council Plan 2017-2021**

The Council Plan describes the kind of future the Council is working for, and how Council will do this over four years. This report is consistent with the following goals:

#### People

- A vibrant, connected and safe community

#### Place

- A healthy, liveable and sustainable city
- A city planned for the future

#### Opportunity

- A diverse and growing economy
- An open and effective Council

The strategies and plans that contribute to these outcomes are as follows:

- Waste & Litter Strategy

### **Related Council Policies**

Council's Procurement Policy is relevant to this report and has been considered accordingly.

Whilst this is the case, Greater Dandenong council officers have applied for and received confirmation of approval from the Minister of Local Government to vary the contract pursuant to section 186 (5)(c) of the *Local Government Act*. Councils must enter into the renegotiated contract by 30 September 2018. The exemption is valid up until 30 June 2020.

### **Victorian Charter of Human Rights and Responsibilities**

The Victorian Charter of Human Rights and Responsibilities has been considered in the preparation of this report but is not relevant to its contents.

### **Financial Implications**

The 2018/19 annual budget allocation for the processing of recyclables from domestic kerbside collections is \$1,898,558. It is anticipated that the provision of this service will be satisfactorily accommodated within this budget allocation. As outlined in the earlier table, this compares with an initial budgeted income return to Council in 2017/18 of \$665,047 representing a financial change of \$2.5M between the two financial years.

To accommodate for this increase in service cost, Greater Dandenong residents will notice an increase in their waste management charge when they receive their 2018/19 rates notice. The increase in charges will be 16% or \$53 on the default waste charge for each property.

**2.6.8 Receipt of Kerbside Recyclables Service (Cont.)**

**Consultation**

Council officers have worked very closely with MWRRG, MAV, LGV and other Melbourne Metropolitan Councils in order to better understand all elements and options available to address the recycling crisis. MWRRG in particular, has deployed significant resources to provide support and guidance.

The Victorian Premier has taken a keen interest in this matter, participating in discussions with relevant State Government portfolio Ministers, recyclers, MAV and MWRRG.

Council officers from the Engineering Services and Corporate Services Directorates have worked closely together on this matter.

With regards to community communications, the August edition of the City provides further details to residents about the impending increase in their rates notice.

**Conclusion**

China's National Sword Policy has significantly impacted the global recycling economy.

Greater Dandenong's response to this crisis has been one that has been calculated and structured with the assistance and guidance offered by the industry, MWRRG, MAV, LGV and the State government.

It has been recognised from a national perspective that alternative contract and operating models are needed to ensure the longevity of the recycling industry. These alternatives require assistance from the State, rely on the innovations that are being developed in the industry and on different contract models being considered by councils to ensure the sustainability of the recycling industry.

However, in the short term, there are still some challenges that need to be addressed. Polytrade Recycling's contract variation is symptomatic of a wider market correction and one that is currently being assessed. The outcome of this work will ensure that the recycling service will be maintained at the best possible value for the community.

**Recommendation**

**That Council notes the report.**



## **2.6.9 Response to Notice of Motion No. 45 - Asset Protection Permit Benchmarking & Review**

File Id:	A4993858
Responsible Officer:	Director Engineering Services
Attachments:	APP Benchmark Survey Key Elements Table 1 APP Scaled Fee & Bond Structure

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### **Report Summary**

This report presents findings, discussion and conclusions from a review of Asset Protection Permit (APP) processes practised by eight Victorian Councils. It was initiated by Notice of Motion (NoM) No. 45 enquiring how neighbouring Councils deliver this service; their APP fee(s), security bond structure and monitoring systems. The NoM also requested proposals for possible changes to the City of Greater Dandenong's (CGD's) practices.

The report provides a summary of information gathered and includes relevant recommendations for the improvement of Council's Asset Protection Permit Management Process.

The purpose of the interviews was to determine the scale and scope of the service offered by these councils to help to identify similarities and differences. The findings were used to inform recommendations for the mitigation of risks and enhancement of the service delivered by the Asset Protection Unit.

### **Recommendation Summary**

The independent consultant concluded that CGD's APP management arrangements are sound and the organisational systems supporting the APP function operate with integrity. Nonetheless, like all processes and systems, there are potential improvements that can be made. These have been drawn from the benefits discovered in the different ways some of the benchmarked councils effectively manage their APP service and are recommended in this report for implementation early in 2019.

It is anticipated that these proposed enhancements, including re-introduction of pre-work inspections, work-in-progress inspections, scaled application fees and bond structure and requiring Road Opening Permits, will reduce damages costs to council's infrastructure assets, improve damages cost recovery from APP permit holders and increase the asset life of road related infrastructure.

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**2.6.9 Response to Notice of Motion No. 45 - Asset Protection Permit Benchmarking & Review (Cont.)**

**Background**

This report has been prepared in response to NoM 45 considered at the Ordinary Meeting of Council on 11 December 2017, where it was resolved as follows:

That:

1. Council receives a report at the Council meeting in April 2018 with;
  - a) The different ways neighbouring councils treat builders with permits and asset protection bonds including what services they provide the applicants and what monitoring mechanisms are put in place; and
  - b) Possible changes that Greater Dandenong Council could make including next steps to implementing them; and
2. Prior to the report coming to a Council meeting the matter be discussed at a Councillor Briefing Session.

In early January 2018, a brief was prepared specifying the project objectives, scope of works and desired outputs to meet the requirements of NoM 45.

On 5 January 2018 quotations were sought from specialist consultants to undertake the benchmarking assessment. Their respective bids were assessed and the most competitive consultant, Sholto Consulting was appointed on 23 January 2018.

The consultant conducted interviews with eight Victorian councils during February/March 2018 and the report '*Sholto Consulting Report – Asset Protection Permit Management Date 26<sup>th</sup> March 2018*' was finalised and circulated to Councillors in preparation for a briefing.

The report, together with a *Councillor Briefing Note* was presented for discussion with Councillors at the briefing session on 7 May 2018.

Options for modification and enhancement of CGD's asset protection management process were presented. A copy of the presentation slides was subsequently made available to Councillors who were also forwarded a copy of an amended option for consideration. The amended option emerged from the discussions at the briefing session.

Recommendations in the **Proposal** section of this report are in response to discussions at the briefing as well as further consideration of Councillor and officer feedback subsequently received.

In summary, the independent benchmark review found CGD's asset protection permit management arrangements structurally sound and the organisational systems supporting the APP function to be operating with high integrity.

**2.6.9 Response to Notice of Motion No. 45 - Asset Protection Permit Benchmarking & Review (Cont.)**

There are many similarities in the process used by most councils, however significant differences exist where some councils have refined service elements to effectively manage specific local circumstances. For example, in municipal areas experiencing a significant number of large-scale industrial and commercial developments, councils' APP fee structure, security bonds and inspection processes differ from CGD's. These are structured to minimise damage risk to councils' assets as well as to ensure that reinstatement costs can be adequately covered in the event of asset damage by the permit holder.

The consulting report identified the main elements of CGD's service that can be enhanced to reduce Council's risk and severity of damage to the city's public infrastructure assets as well as improve customer relations.

**Discussion Overview**

The main differences between well performing benchmark councils and CGD's practices are:

**Pre-work Inspections**

Damage to public assets as well as the number of potential disputes can be reduced if the following improvements are implemented:

- Introduction of a pre-work inspection by council for single unit residential applications.
- Inclusion of a pre-work meeting and inspection by a council officer in cases of multi-unit residential or major commercial and industrial applications.

**Fee and Security Bond Review**

Review the APP fee and bond structure to enable a higher level of service/engagement with applicants. This includes the adoption of:

- Scaled Asset Protection Permit fees.
- Scaled security bonds which realistically reflect the value of assets at risk of damage as a consequence of the applicant's proposed work.

**Permits for Activities within the Road Reserve**

Where public safety and access/amenity may be impacted, AP permit holders must obtain the necessary permits when they do repairs within the road reserve. For example, a Road Opening Permit must be obtained prior to commencing any reinstatement of assets within the road reserve.

The ensuing sections discuss these differences in more detail.

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**2.6.9 Response to Notice of Motion No. 45 - Asset Protection Permit Benchmarking & Review (Cont.)****Detailed Discussion****Discovering existing infrastructure damage before work commences**

While CGD requires the APP applicant to do a pre-work inspection and disclose existing damage before submitting their APP application, some councils do pre-work inspections, albeit under different circumstances. For example, the City of Casey only does a pre-work inspection if the applicant reports existing damage. Two other neighbouring and one of the metropolitan Melbourne councils interviewed do not do pre-work inspection.

Many cases of damage disputes, at final inspection, relate to a lack of good understanding by some applicants of what needs to be captured in their pre-work report.

If council's inspector did the pre-work inspection and prepared the existing damages report, supported by quality photographic evidence, it would validate the applicant's information declared on their application form. This would substantially enhance future reference to damages which existed before the permit holder's works commenced.

Consideration should be given to Council supporting the applicant by doing pre-work inspections.

**Work-in-progress inspections**

There are a few councils who carry out 'work-in-progress' inspections for larger projects. A few councils occasionally inspect at random. Others formally establish the construction project's major milestones such as scheduled crane lifts and/or deliveries of heavy equipment and/or materials, and program work-in-progress inspections. These aim to monitor those infrastructure assets at high risk of damage that may expose road users to increased risk. These councils reported conducting between 4 and 8 inspections per site over the duration of the project.

Consideration should be given to council undertaking 'work-in-progress' inspections for larger projects.

**Scaled permit fees**

In recognition that larger projects require more than 2 to 3 inspections – some councils use a 'scaled permit fee structure' as opposed to one fixed fee covering all application categories as CGD currently does. In this way, APP applications for multi-unit developments or high-rise apartments, commercial and industrial building work activity are charged higher fees to cover Council's costs for the required extra inspections.

CGD's inspection cost is similar to several other councils. CDG's APP application fee of \$295 presently makes provision for between 2 and 3 inspections and includes associated administration costs.

Knox and Monash Councils advised that larger multi-unit and commercial/industrial sites are generally provided with twice the number of site visits/inspections during works. The reasons being: the significantly greater risk to assets posed by higher levels of activity; deployment of heavier equipment and; extended duration of these types of projects.

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**2.6.9 Response to Notice of Motion No. 45 - Asset Protection Permit Benchmarking & Review (Cont.)**

The APP application fee for various building work activities should be reviewed to adequately cover council's cost of inspections.

**Road Opening Permit requirement**

Under CGD's current administrative arrangements, it is unclear to the APP permit holder when a Road Opening Permit should be obtained.

A Road Opening Permit reflects the nature and scale of work to be carried out by the permit holder, where they choose to do damage reinstatement within the road reserve. The Road Opening Permit process triggers execution of due diligence by Council's designated officer on the permit holder's worksite as well as pedestrian and road safety management measures. These are clearly prescribed in the permit conditions.

This separate permit brings with it the necessary works surveillance, quality and public safety standards compliance measures and ensures risks are properly controlled and Council's assets are not damaged.

Consideration should therefore be given to requiring permit holders who choose to undertake the reinstatement of damages within the road reserve, to take out a Road Opening Permit.

**Scaled refundable security deposit (Bond)**

Currently CGD requires the payment of a refundable security bond in the amount of \$2,000 for a residential or \$2,500 for a Commercial/Industrial APP permit.

The reason for requiring a bond is to encourage the permit holder to ensure site access/egress management arrangements are satisfactorily maintained during the course of works. Case studies show that this increases the protection of infrastructure and nature strip assets from damage. If damages are discovered at final inspection, the permit holder is given the option of reinstating to Council's standard or requesting council to reinstate on their behalf. Where council reinstates, the costs are defrayed from the security bond.

In May 2015, Council's internal auditors recommended formally reviewing the adequacy of the bond level to ensure the *"average cost of typical damage and type of repair is covered"*.

Some council's surveyed adopt a scaled bond to more realistically reflect the value of road reservation infrastructure and nature strip assets at risk of damage as a consequence of the proposed works. It was suggested that the value of the bonds ought to be significant enough to encourage care and compliance by permit holders to protect assets from damage.

A scaled bond approach reflects the increasing risks of damage to Council's assets caused by large and/or complex projects. This is particularly so with those where construction takes place over extended duration in busy high-profile corridors. The high intrinsic value of council's assets underpins the importance of maintaining a high standard of amenity for the city.

The value of a security bond required for the various categories of building works should be reviewed to adequately cover council's average cost to repair typical damages.



**2.6.9 Response to Notice of Motion No. 45 - Asset Protection Permit Benchmarking & Review (Cont.)****Proposal**

All in all CGD's asset protection management system works well and is managed/ administered with integrity, however like all systems, there are always improvements that can be made.

With due consideration of the benefits discovered through the benchmarking survey, it is proposed that Council considers the following enhancements to the Asset Protection Permit management system:

**Re-introduction of pre-work inspections**

Include the pre-work inspection within the suite of inspections covered by the recommended scaled permit fees. In offering this support to APP applicants up front, their service experience is likely to be enhanced.

**Work-in-progress inspections**

Introduce work-in-progress inspections for large projects. These would include, cases such as high-rise apartment buildings or industrial building construction involving for example, tilt-slab erection, where CGD's inspector initially establishes key 'high-risk milestones' with the project's applicant.

**Scaled permit fees**

Introduce a scale of fees similar to that used by other councils to recognise that major commercial, industrial and multi-lot developments would require more than 2-3 inspections and sometimes up to 6 or 8 visits during the life of the project. Permits for these types of projects in some councils ranged from \$450 upwards - refer to details in attached **Table 1 – Attachment 2 to this report**.

**Road Opening Permit requirement**

Require APP holders to obtain a Road Opening Permit where they choose to do the reinstatement within the road reserve.

**Scaled refundable security deposit (Bond)**

Require applicants to make refundable security bonds of an adequate value in accordance with the scale in attached **Table 1 – Attachment 2 to this report**.

**Additional resource**

In order for Council to undertake the increased number of inspections associated with the recommendations in this report it is estimated that a second full-time inspector will be required.

An additional 0.6 FTE administration resource is expected to be required to arrange additional appointments, handle related data entry and customer feedback as well as to administer the APP Management System.

Estimated costs to deliver the higher level of service as recommended in this report is anticipated to be covered by the income from the proposed APP and Road Opening Permit fee structure.

**2.6.9 Response to Notice of Motion No. 45 - Asset Protection Permit Benchmarking & Review (Cont.)****Timing**

Adoption of the changes in this report will require amendment to the current APP Management System to reflect the refinement to the process, fee and bond structure; review and amendment of process documentation, website and customer information as well as staff recruitment and training.

The estimated earliest 'go-live' date is January 2019 for the above-mentioned refinements, recruitment and training.

**Community Plan 'Imagine 2030' and Council Plan 2017-2021 – Strategic Objectives, Strategies and Plans**

After consultation with the Greater Dandenong community on what kind of future they wanted to see for themselves and the City in 2030, the result was the Greater Dandenong Community Plan 'Imagine 2030'. This report is consistent with the following community visions:

**Community Plan 'Imagine 2030'****Place**

- *Safety in Streets and Places* – Feeling and being safe
- *Appearance of Places* – Places and buildings
- *Travel and Transport* – Easy to get around

**Council Plan 2017-2021**

The Council Plan describes the kind of future the Council is working for, and how Council will do this over four years. This report is consistent with the following goals:

**People**

- A vibrant, connected and safe community

**Place**

- A healthy, liveable and sustainable city

**Opportunity**

- A diverse and growing economy
- An open and effective Council

**Related Council Policies**

There are no other specific Codes or Policies affected by the proposals outlined in this report.

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**2.6.9 Response to Notice of Motion No. 45 - Asset Protection Permit Benchmarking & Review (Cont.)**

**Victorian Charter of Human Rights and Responsibilities**

The Victorian Charter of Human Rights and Responsibilities has been considered in the preparation of this report but is not relevant to its contents.

**Financial Implications**

The contractual cost to Council for the response to the NoM was approximately \$11,800 excluding officer time.

Additional resource required to implement the recommendations is estimated to be cost neutral – however appropriate adjustments to the relevant cost centre will need to be included within the mid-year budget review.

Subject to the adoption of the proposed Scaled Permit Fee and Scaled Security Bond structures, it is expected the additional resource cost will be adequately covered and that there will be no net impact on Council's operating budget.

In the longer-term, improved APP management measures as recommended in this report will reduce damages costs to council's infrastructure assets, improve damages cost recovery from APP permit holders and increase the asset life of road related infrastructure.

**Consultation**

The review process discussed in this report included: one-on-one interviews with the CGD staff responsible for the oversight and administration of asset protection permits and bond management; briefing to and discussion with Councillors, senior officers as well as; benchmarking interviews conducted with APP management staff of eight municipalities.

**Conclusion**

While the review supports the conclusion that the basic structure of Asset Protection Permit Management arrangements at the City of Greater Dandenong is sound, several improvements could be made. The implementation of this report's changes is designed to significantly reduce infrastructure asset damage and extend asset life, improve damage cost recovery and reduce incidents of dispute. Clearer information and council officers further assistance to applicants particularly with pre-work inspections, are aimed at improving the applicant's overall service experience.

**Recommendation**

**That Council:**

1. notes amendments to the asset protection process as proposed in this report; and
2. adopts the new scale of Asset Protection Permit fees and Security Bonds in accordance with the structure in Table 1 – Attachment 2 of this report.

**2.6.9 Response to Notice of Motion No. 45 - Asset Protection Permit Benchmarking & Review (Cont.)**

**OTHER**

**RESPONSE TO NOTICE OF MOTION 45 – ASSET PROTECTION PERMIT  
BENCHMARKING & REVIEW**

**ATTACHMENT 1**

**APP BENCHMARK SURVEY KEY ELEMENTS**

**PAGES 8 (including cover)**

*If the details of the attachment are unclear please contact Governance on 8571 5235.*

**2.6.9 Response to Notice of Motion No. 45 - Asset Protection Permit Benchmarking & Review (Cont.)****Attachment 1 – APP Benchmark Survey Key Elements**

Workload, System Resourcing and Nature of Building Works									
Issue	CGD	Councils							
		a	b	c	d	e	f	g	h
No of Permits (per annum)	700	100 - 150 Major Projects under IPU 4000 permits under Local Laws	1,100 – 1,500	4,000	700	1,200	2,700	1,500 -1,800	4,000 – no AP Permits issued
Permit life	1 year	Project Life	Project Life	Project Life	2 years	1 year	Project Life	2 years	N/A
Admin / Field Staff	1/1	2/1 – APU 6/4 – Local Laws	0.6/2	3/3	0.75/1	1/1	1/4	2.5/3	2.6/1.5
Nature of Work	Building, Subdivisions and Drainage	APU - Major Commercial / Industrial projects. LL – Res Build <\$50k	Local Law Compliance only	Buildings and DA Subdivision s	Buildings and new Veh Xings	Buildings and new Veh Xings	Buildings and DA Subdivisio ns	Buildings and DA Subdivisions	Buildings and DA Subdivisions
Permit Fee (Adjusted annually)	Fixed \$287.80 per Application	Varies - \$2,116 to \$42,487 – Per project - APU \$404.00 – per lot Res - Local Law	Fixed \$234.40 per lot	Fixed \$200.00 increasing to \$253.00 per lot or Res Unit next year.	Fixed \$215.00 per lot Res or project for Ind/Comm	Fixed \$260.00 per lot Res or project for Ind/Comm	Fixed \$167.00 per lot Res or project – Ind/Comm	Varies \$100 to \$450 / Cost or scale of Works	Nil



**2.6.9 Response to Notice of Motion No. 45 - Asset Protection Permit Benchmarking & Review (Cont.)****Attachment 1 – APP Benchmark Survey Key Elements**

Workload, System Resourcing and Nature of Building Works (continued)									
		Councils							
Issue	CGD	a	b	c	d	e	f	g	h
No of Inspections BY UNIT	15 - 20 /week	100 / week	10 - 15 /week	75 - 100 /week	5 - 10 /week	10 - 15 /week	75 - 100 /week	75 - 100 /week	100 / week
System Online	No	No	Yes – 80%	Yes – 80%	No	No	No	No	No
Security/Bond	Res - \$1,500 Comm - \$2,000	No Bond	Res - \$1,100 per res unit	Res - \$1,000 per res unit	\$1,000 per project, major projects - scaled bond calculated	\$600 per project, major projects - scaled bond calculate d	No Bond	Varies -scale of works, repair cost \$3,000 - \$300,000	No Bond
Pre-work Report	Yes – by Applicant photos and Template	Detailed Pre-Comm report – by BP Holder; extensive checklist and photos, EMP; TMP; SMP and; Cons Plan No Pre-work Insp by Local Laws	No - Only specified photos Random Check of photos	Yes – by Applicant to council guideline, incl photos	Yes – by Field Officer	Yes – by Applicant to council guideline , incl photos	Yes – by Field Officer photos and descriptio n.	Yes – by Field Officer descriptive, photos optional	Yes – by BP Holder photos recommende d – sketch plan template

**2.6.9 Response to Notice of Motion No. 45 - Asset Protection Permit Benchmarking & Review (Cont.)****Attachment 1 – APP Benchmark Survey Key Elements****Inspections and Non-Compliance**

Issue	CGD	a	b	c	d	e	f	g	h
Pre-work Inspection	No	Yes	No	Only if damage is noted on Application	Yes	No	Yes	Yes	Random – 10%
Work-in-Progress Inspections	No	Yes	No	No	No	No	No	No	No
Final Inspections	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Follow-Up Inspections	40%	Ongoing WIP System of Inspections for major works	10%	20%	20%	20 - 30%	40%	40 - 50%	75%
Compliance Notices per year	85	Nil Significant numbers with Local Laws service	30 - 50	40	50 - 70	30 - 40	30 - 40	20 - 30	200

**2.6.9 Response to Notice of Motion No. 45 - Asset Protection Permit Benchmarking & Review (Cont.)****Attachment 1 – APP Benchmark Survey Key Elements**

<b>Bonds or Security Deposits</b>									
Issue	CGD	a	b	c	d	e	f	g	h
Value of Bonds Held	\$1.127m	Nil	\$1.1m	\$4m	\$700k taken annually total held not known	\$850k taken annually total held not known	Nil	\$8m	Nil
Rectification of damage or unsatisfactory work	80% by Permit Holder balance by Council – Bond or invoice for extra	100% by BP Holder – no records of failure under current system for major projects. Local Law Managed Residential Projects – substantial costs and court actions	100% - by Permit Holder Infringement Notice – Fines recovered from Bond, CO not issued	100% by Permit holder. By Council - CO not issued if costs not met	90% - by Permit Holder Infringement Notice – Fines recovered from Bond, CO not issued	100% - by Permit Holder Infringement Notice – Fines recovered from Bond, CO not issued	100% by Permit Holder Infringement Notice – Fines recovered from Bond, CO not issued	80-90% - by Permit Holder Infringement Notice – Fines and any council costs recovered from Bond, CO not issued	80-90% by BP Holder, costs for council repairs – invoiced – failure to pay goes to Court – 200 -300 cases per annum
Bond money retained for rectification works	\$284k	Nil	Council does no rectification works.	\$100k	\$70-\$80k – Council only does rectification as last resort.	Not known	Council does no rectification works.	\$1m	Nil

**2.6.9 Response to Notice of Motion No. 45 - Asset Protection Permit Benchmarking & Review (Cont.)****Attachment 1 – APP Benchmark Survey Key Elements**

<b>Asset Protection Permit - Conditions</b>					
Item	CGD Condition	CGD Provision	Benchmark Min	Benchmark High	Comment
1	Public Liability (PL) Insurance	\$5m	0	\$20m	No PL insurance is required by councils which do not use the AP Permit to authorise any works in the road reserve. Council (a) has set PL at \$20m but uses the AP Permit as the overarching permit authority for site and road works for major Commercial and Industrial sites.
2	Site display of Permit	Onsite at all times	No Permit	Same as CGD	Council (h) does not issue AP Permits.
3	Conditions for site access, deliveries	Council's Builders Code of Practice and Construction Standards		Same as CGD	All Councils manage site access and deliveries through the standards specified in the Road Management Plans or Construction Standards or Builders Codes of Practice. Some Councils control this through the Building Permit or Planning Permit conditions not the AP Permit.
4	Site works not to impact on safe use of road reserve	Separate authority to occupy and use road reserve		Same as CGD	All Councils rely on the use of other permits to manage occupation and/or restriction use of road reserve.
5	Temporary Crossing	Where no Crossing Exists – Temporary Crossing to Council Standard	Same as CGD	Vehicle Wheel Wash/ Cattle Grid and temporary CR site access road	All Councils require as a minimum, the provision of a temporary crossing if none exists, Council (a) has a comprehensive site management plan requirement that sets out requirements for site access and construction vehicle wheel cleaning.
6	No unauthorised storage of materials on road reserve	Occupancy permit may be granted by Authorised Officer		Same as CGD	All Councils require a Road Occupancy permit to be obtained to allow the use of the road reserve for the building works site shedding or materials storage.

**2.6.9 Response to Notice of Motion No. 45 - Asset Protection Permit Benchmarking & Review (Cont.)****Attachment 1 – APP Benchmark Survey Key Elements**

Item	CGD Condition	CGD Provision	Benchmark Min	Benchmark High	Comment
7	Road Reserve Reinstatement	Where road reserve is used for site shedding or material storage, the area must be fully reinstated		Same as CGD	All Councils require full road reserve reinstatement, safe, tidy and clean at final inspection for project file closure.
8	Damaged assets repaired or paid for.	Within the time specified by an Authorised Officer	Reinstatement requirement held over indefinitely		Most Councils issue a non-compliance notice if final inspection is failed and the permit holder is given 28 days to affect the repairs or make arrangements with council. Some Councils allow this reinstatement process to take as long as may be but will not issue a Certificate of Occupancy until the work is done satisfactorily. Council (a) takes a very proactive approach engaging with the builder throughout the works to ensure any damage is repaired as soon as possible with the threat of shutting down the worksite if compliance is not met.
9	Prior notice of any works	Notice is required but the period is not specified	No Notice of works required	All construction activities sequenced and prior notice requirement specified	Most Councils do not proactively manage AP Permits and do not visit sites until a request for final inspection is lodged. Council (a) Implements a program of inspections and prior works notice at project initiation. Most Councils manage any works impacting on road assets through a separate road opening permit.
10	Pre-commencement report	Report is required	Site plan sketch and optional photos	Pre-comm site meeting and inspection, detailed	Minimum requirement is a 1-2 page statement attached to the Permit Application using a type sketch plan and option for



**2.6.9 Response to Notice of Motion No. 45 - Asset Protection Permit Benchmarking & Review (Cont.)****Attachment 1 – APP Benchmark Survey Key Elements**

Item	CGD Condition	CGD Provision	Benchmark Min	Benchmark High	Comment
11	Council notified of completion of work	Request for Final Inspection	AP Unit is advised by BS that a CO has been requested	checklist of activities planned and other permits required, date stamped comprehensive photo record Routine work-in-progress inspections ensure that AP Unit is kept informed of work progress and aware of project final inspection requirement	photos. No site assistance for applicant to compile this record. Best practice for major projects is a pre-comm site meeting and inspection with the Field Officer actively assisting the applicant in preparing the existing asset condition record. Councils where a reactive model is practiced either use the AP Permit period lapsing to notify the Permit Holder to reactivate the permit or seek a final inspection. Councils which offer an enduring permit rely on the Building or Planning Permit holder to seek a CO or Planning Compliance Release before a final inspection is arranged.
12	Security Bond	Paid prior to works commencing	No Bond	Scaled Security Bond based on Project Value	CGD apply either residential or commercial bond of low value, which does not provide adequate resources to cover reinstatement costs in most cases. Further, the low value of these bonds means that permit holders are not highly motivated to seek refund of the bond or indeed to manage the site access and adjacent road area in such a way as to ensure damage to assets is avoided or minimised. Most Councils which apply bonds set the value based on project value. Councils (h) and (f) do not hold bonds and rely on withholding the CO to secure satisfactory asset reinstatement.

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**2.6.9 Response to Notice of Motion No. 45 - Asset Protection Permit Benchmarking & Review (Cont.)**

**OTHER**

**RESPONSE TO NOTICE OF MOTION 45 – ASSET PROTECTION PERMIT  
BENCHMARKING & REVIEW**

**ATTACHMENT 2**

**TABLE 1 APP SCALED FEE & BOND  
STRUCTURE**

**PAGES 2 (including cover)**

*If the details of the attachment are unclear please contact Governance on 8571 5235.*

## 2.6.9 Response to Notice of Motion No. 45 - Asset Protection Permit Benchmarking &amp; Review (Cont.)

Attachment 2 - Table 1 APP Scaled Fee &amp; Bond Structure

Category		Frontage		existing fee	Proposed APP Fee	existing bond	Proposed Bond	
Proposed based on Option 4	Single Residential	Single		\$295	\$295	\$2,000	\$2,500	
		Corner lot					\$5,000	
	Demolition	Single		\$209	\$295 per lot/unit	\$2,000	\$4,000	
		Corner lot					\$8,000	
	Multi-unit Residential (up to 5 units)	Single		\$295	\$295 for 1st + \$130/unit thereafter	\$2,000	\$3,000	
		Corner lot					\$6,000	
	Large Residential Development / Apartments (6 or more units)	Single		\$295	As above capped at \$2,765	\$2,000	\$7,500	
		Corner lot					\$15,000	
	Industrial	Single		\$295	\$360	\$2,500	\$3,000	
		Corner lot					\$6,000	
Commercial less than \$1m	Single		\$295	\$425	\$2,000	\$3,000		
	Corner lot					\$6,000		
Commercial \$1m to \$5m	Single		\$295	\$850	\$2,000	\$5,000		
	Corner lot					\$10,000		
Commercial more than \$5m	Single		\$295	\$2,765	\$2,000	\$7,500		
	Corner lot					\$15,000		
Definitions								
Industrial	Building works carried out on land zoned Industrial ie IN1Z; IN2Z or IN3Z							
Commercial	All other building works not classified as Residential; Apartments or Industrial							

### 3 NOTICES OF MOTION

A notice of motion is a notice setting out the text of a motion proposed to be moved at the next relevant meeting. It must be in writing, signed by a Councillor, and be lodged with the Chief Executive Officer in sufficient time for him or her to give each Councillor at least 72 hours notice of such notice.

The guidelines for submitting a notice of motion to a Council meeting are included in the current Meeting Procedure Local Law.

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#### 3.1 Notice of Motion No. 56 - Advocating for a safe pedestrian crossing across Stud Road near the Dandenong Stadium

Responsible Officer: Director Engineering Services

Author: Cr Matthew Kirwan

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#### Preamble

It has long been an issue brought up with Councillors and brought to the attention of VicRoads staff by Council staff that a safe pedestrian crossing is needed across Stud Rd opposite the Dandenong Stadium. Stud Road is an arterial road and improvement works are the financial responsibility of the State Government through VicRoads.

Dandenong North residents, particularly children and those accessing the Dandenong Stadium using the Smartbus Route on Stud Road, can't access the Dandenong Stadium or the playground in the Dandenong Floodplains park without walking up to 850m south to the Stud Rd/Heatherton Rd intersection, crossing at the lights and then walking 850m back up the road again on a section that mostly has no footpath. In reality, residents attempt crossing the busy Stud Rd unsafely rather than walk up to 1.7km.

There is a history of serious accidents on this section of Stud Road, one of which was a fatality in April this year involving a pedestrian crossing Stud Road at the location in question.

Investigation into these accidents has involved officers from VicRoads, Council and Victoria Police, and all agree that a safe pedestrian crossing would be a significant road safety improvement.

This Notice of Motion aims to strengthen the Council position by formalising it and also aid resident advocacy.

**3.1 Notice of Motion No. 56 - Advocating for a safe pedestrian crossing across Stud Road near the Dandenong Stadium (Cont.)**

**Motion**

**That:**

1. **Greater Dandenong Council write to the Minister for Roads and Road Safety, Luke Donnellan requesting a safe pedestrian crossing be built across Stud Rd near the Dandenong Stadium with supporting data;**
2. **local State and Federal members of Parliament (including local State Upper House MPs) are copied into the letter; and**
3. **a media release be issued outlining Greater Dandenong's position and that the Greater Dandenong Council advocacy page be updated with this Council resolution and any associated actions.**



#### **4 REPORTS FROM COUNCILLORS/DELEGATES AND COUNCILLORS' QUESTIONS**

At each Ordinary Meeting of Council all Councillors will have the opportunity to speak for exactly four (4) minutes on any meetings, conferences or events they have recently attended.

If a Councillor chooses to speak, the name of the conference/event and the Councillor will be noted in the Minutes for that meeting. If a Councillor requires additional information on the conference/event to be listed in the Minutes, they must submit it in writing to a Member of Governance by 9am the day following the meeting.

Question time is provided to enable Councillors to address questions to the Administration. The guidelines for asking questions at a Council meeting are included in the current Meeting Procedure Local Law.

## 5 QUESTION TIME - PUBLIC

**Question Time at Council meetings provides an opportunity for members of the public in the gallery to address questions to the councillors and/or officers of the City of Greater Dandenong.**

### **Questions from the Gallery**

1. Members of the public may submit questions from the gallery by completing a '*Ask a Question at a Council meeting*' form available at Council meetings and at [www.greaterdandenong.com](http://www.greaterdandenong.com) under Council - Council Meetings. Questions are limited to a maximum of three (3) questions per individual and a maximum of 300 words per question including the preamble.

2. Questions will be read aloud and in most cases an answer will be given on the spot. However, sometimes a councillor/officer may indicate that they require further time to research an answer. In this case the answer will be made in writing to the person who asked the question and may also appear in the Question Time Responses section at [www.greaterdandenong.com](http://www.greaterdandenong.com) under Council - Council Meetings.

3. Questions will be answered unless the Chairperson and/or Chief Executive Officer has determined that the relevant question relates to:

- personnel matters,
- the personal hardship of any resident or ratepayers,
- industrial matters,
- contractual matters,
- proposed developments,
- legal advice,
- matters affecting the security of Council property,
- any other matter which Council considers would prejudice the Council or any person,
- a matter which may disadvantage Council or any person,
- a matter in respect of which Council has no power to act,
- a question that is defamatory, indecent, abusive or objectionable in language or substance and is asked to embarrass a Councillor or Council officer,
- a question that is repetitive of a question already answered (whether at the same or an earlier meeting).

No debate or discussion of a question or an answer shall be permitted other than for the purposes of clarification.

Every question will receive a written reply, even if it is answered at the meeting.

## **6 URGENT BUSINESS**

No business may be admitted as urgent business unless it:

1. Relates to or arises out of a matter which has arisen since distribution of the Agenda.
2. Cannot safely or conveniently be deferred until the next ordinary meeting and unless agreed to by a majority of those Councillors present at the meeting.