



**MORNINGTON
PENINSULA**
Shire

ATTACHMENTS

COUNCIL MEETING

TUESDAY, 28 NOVEMBER 2023

10.00AM

**MUNICIPAL OFFICES
BESGROVE STREET, ROSEBUD**

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Councillor Briefing Sessions



Briefing Date: 8/11/2023 **Time:** 10.00am

Location: Microsoft Teams Meeting

Councillors Present (please tick)

- Cr Bissinger Cr Brooks Cr Celi Cr Dixon Cr Gill Cr Holland
 Cr Mar Cr Marsh Cr O'Connor Cr Roper Cr Race

Guests Present:

Megan Morton – Design Inc, Andrew Sells – Currie and Brown, Jo Fisher – Associate Director – Mesh Planning and Kate Morris – Harwood Andrews

Matters Discussed:

1. BN1796 - Future Workplace Operating Model and Location Analysis
2. BN1797 - Quarterly Community Report July - September 2023
3. BN1798 - Future Maintenance Services - Road Corridor, Tree Management, Open Spaces and Bushland Management Contracts Overview
4. BN1799 - Reconciliation Action Plan – Update
5. BN1800 - Creswell Street East, Crib Point - Development Contributions Plan - Planning Scheme Amendments C300morn and C295morn
6. BN1801 - Environmental Effects Statement Process and Council's submission to the Victorian Renewable Energy Terminal EPBC Act Referral
7. BN1802 - Climate Emergency Community Reference Group
8. BN1803 - Tennis and Bowls Club New Leases

Conflict of Interest Disclosures (refer overleaf):

Matter No.	Name of Councillor/s who declared a Conflict of Interest (**Conflict of Interest form to be completed)	Did they leave the Assembly?	
		YES	NO
		<input type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>

Responsible Officer completing this form:

Name: Tegan Lewis

Signature:

Position: Senior Council Reports Officer

2019 Council Decision Register

Printed on

20-November-2023



In Progress
No Action Yet
Completed
No Further Action

Count of Status	Column Labels							
Row Labels	Number of Decisions COMPLETED	Number of Decisions IN PROGRESS	Number of No Further Action Required	Number of 2019 Council Decisions	Percentage of Decisions In Progress	Percentage of No Further Action Required	Percentage of Decisions No Update	Percentage of Decisions COMPLETED
Chief Executive Officer	2		6	8	0%	75%	0%	25%
Finance	15		4	19	0%	21%	0%	79%
Governance	28		6	34	0%	18%	0%	82%
Infrastructure Project Delivery	2			2	0%	0%	0%	100%
Infrastructure Strategy & Climate Change	29	1	2	32	3%	6%	0%	91%
Environment Protection	8			8	0%	0%	0%	100%
Aged & Disability	3			3	0%	0%	0%	100%
Communications, Media & Events	3			3	0%	0%	0%	100%
Planning Services	9			9	0%	0%	0%	100%
Family Services & Community Planning	15		2	17	0%	12%	0%	88%
Project Delivery	8			8	0%	0%	0%	100%
Infrastructure Services	17		1	18	0%	6%	0%	94%
Property & Strategy	28		2	30	0%	7%	0%	93%
Innovation & Advocacy	9			9	0%	0%	0%	100%
Arts & Culture	3			3	0%	0%	0%	100%
Planning & Building	1			1	0%	0%	0%	100%
Infrastructre Strategy	1			1	0%	0%	0%	100%
Libraries	1			1	0%	0%	0%	100%
Buildings & Facilities	1			1	0%	0%	0%	100%
Planning	1			1	0%	0%	100%	100%
Planning & Infrastructure		1		1	100%	0%	200%	0%
Number of 2019 Council Decisions	184	2	23	209				

Department	Number of 2019 Council Decisions	Number of Decisions COMPLETED	Number of Decisions IN PROGRESS	Number of Decisions NO UPDATE	Percentage of Decisions No Update	Percentage of Decisions COMPLETED
Planning Services	60	59	1	0	0%	98%

ACTIONS

Slide to choose date range

1/01/2020 31/12/2020



253

View all Actions

1

In Progress

0

Overdue

252

Completed

81

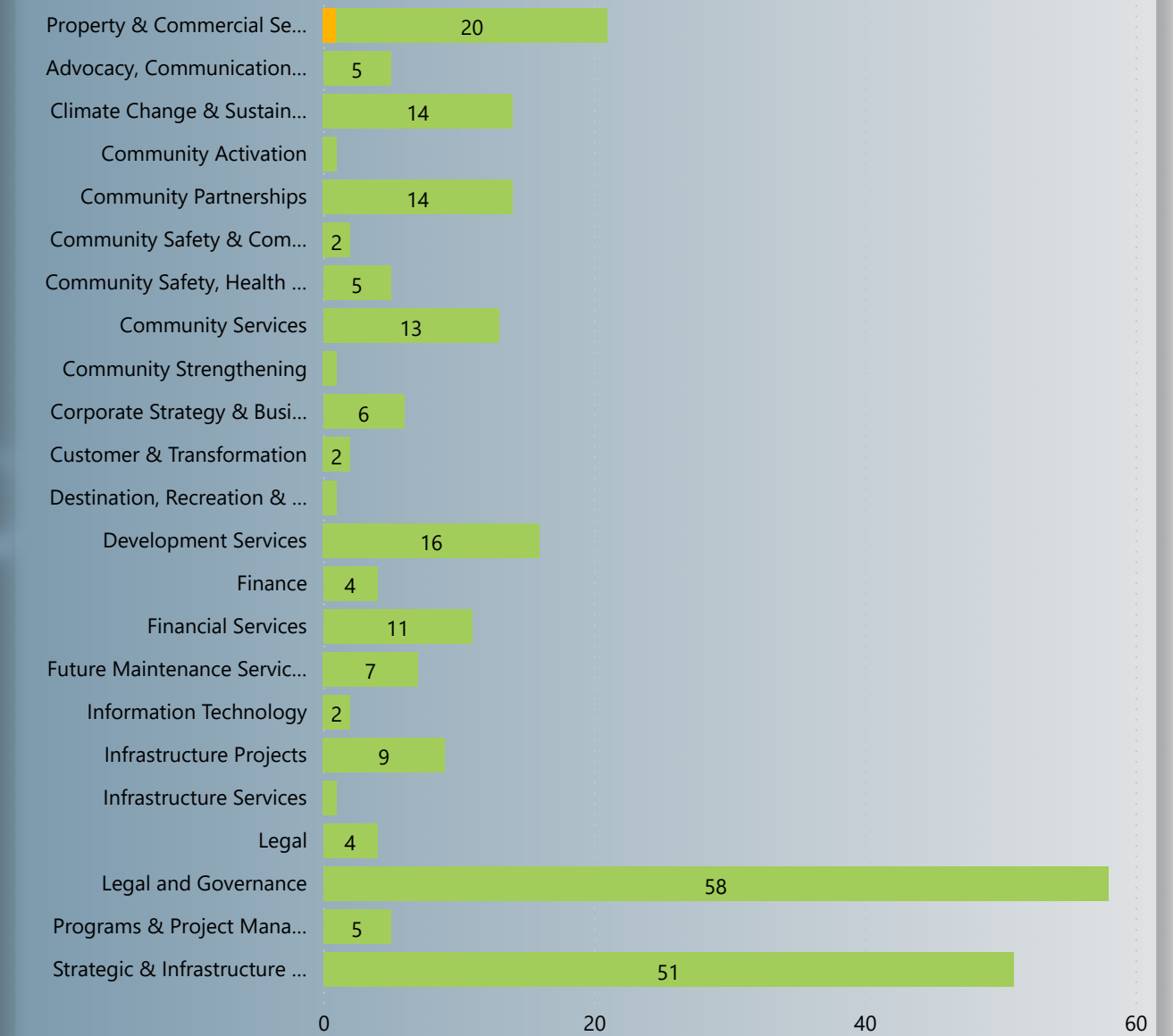
Completed within Target

Meeting Actions by Directorates

Directorate Name	Completed	In Progress	Overdue
Planning and Infrastructure	98	0	0
Office of the CEO	82	1	0
Community Strengthening	37	0	0
Corporate Strategy and Business Improvement	35	0	0
Total	252	1	0

Actions Completed, In Progress and Overdue by Branch

● Outstanding ● Overdue ● Completed



Meeting Events

Meeting Attendance

Actions

Actions - Monthly Status

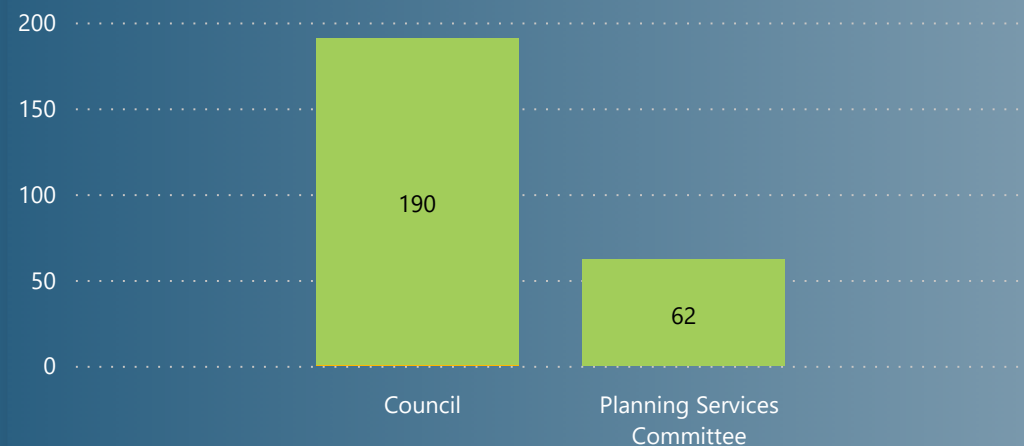
Please select Directorate from above table

Papers

Reports

Actions Completed, In Progress and Overdue by Meeting

● Actions in Progress ● Overdue ● Completed



ACTIONS

Slide to choose date range

1/01/2021 31/12/2021



257

View all Actions

6

In Progress

4

Overdue

251

Completed

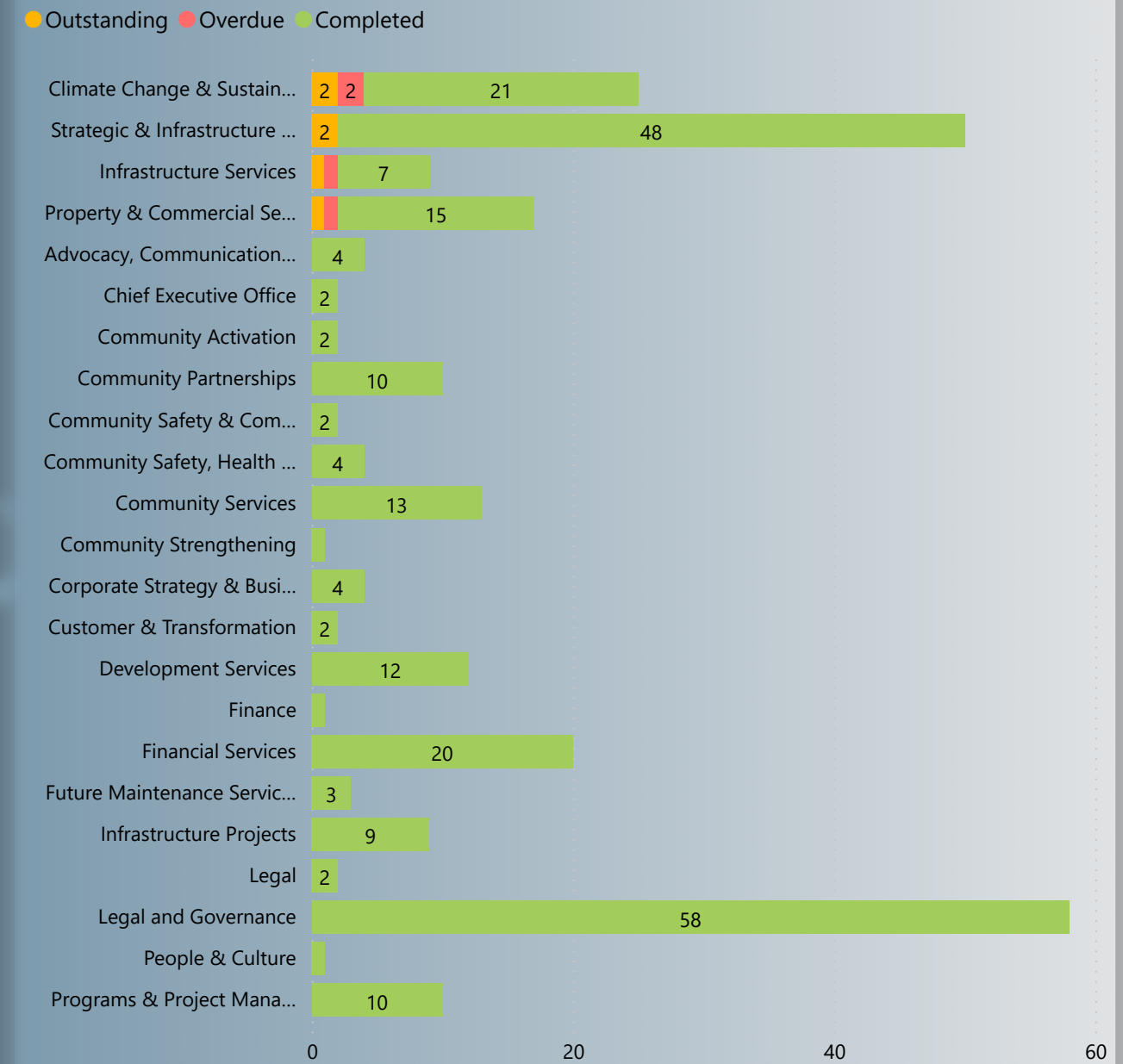
75

Completed within Target

Meeting Actions by Directorates

Directorate Name	Completed	In Progress	Overdue
Planning and Infrastructure	100	5	3
Office of the CEO	93	1	1
Community Strengthening	32	0	0
Corporate Strategy and Business Improvement	26	0	0
Total	251	6	4

Actions Completed, In Progress and Overdue by Branch



Meeting Events

Meeting Attendance

Actions

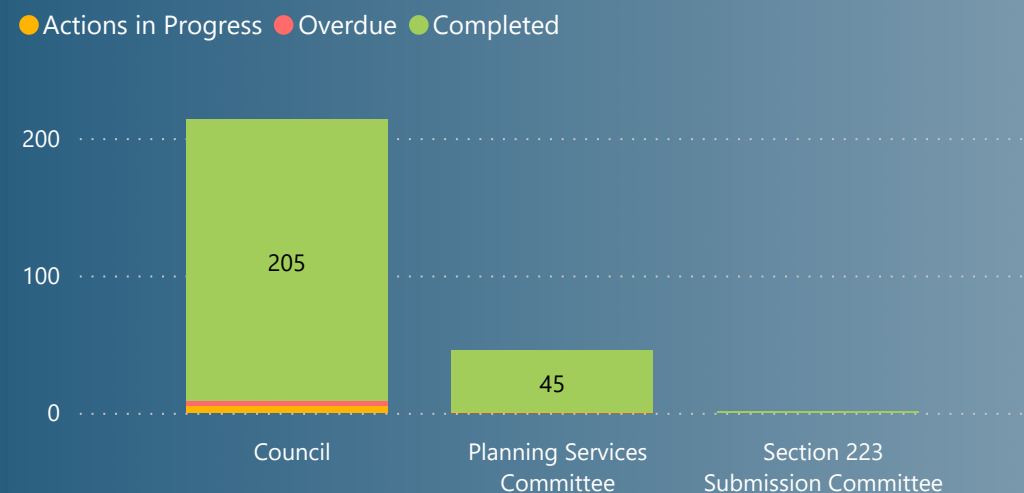
Actions - Monthly Status

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Papers

Reports

Actions Completed, In Progress and Overdue by Meeting



ACTIONS

Slide to choose date range

1/01/2022 31/12/2022

225

View all Actions

22

In Progress

13

Overdue

203

Completed

56

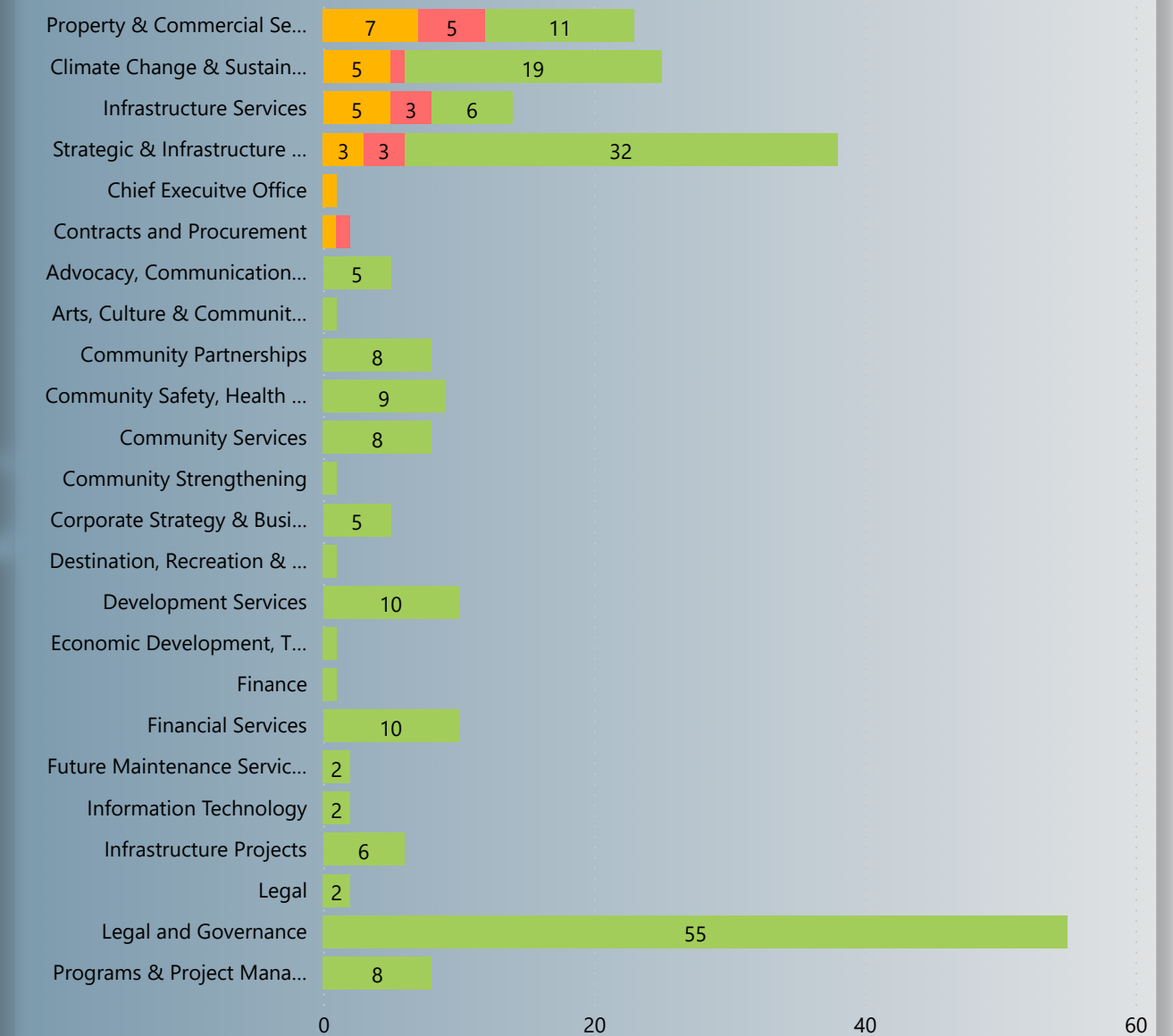
Completed within Target

Meeting Actions by Directorates

Directorate Name	Completed	In Progress	Overdue
Office of the CEO	76	8	6
Planning and Infrastructure	75	13	7
Community Strengthening	29	1	0
Corporate Strategy and Business Improvement	23	0	0
Total	203	22	13

Actions Completed, In Progress and Overdue by Branch

● Outstanding ● Overdue ● Completed



Meeting Events

Meeting Attendance

Actions

Actions - Monthly Status

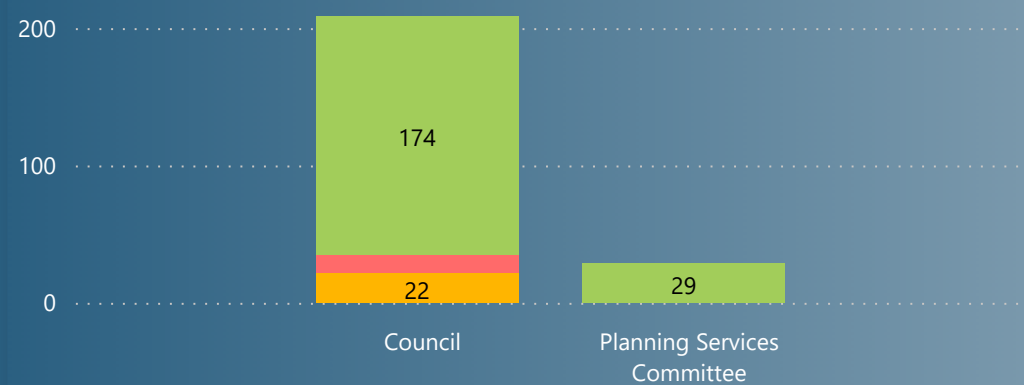
Please select Directorate from above table

Papers

Reports

Actions Completed, In Progress and Overdue by Meeting

● Actions in Progress ● Overdue ● Completed



ACTIONS

Slide to choose date range

1/01/2023 20/11/2023



156

View all Actions

27

In Progress

20

Overdue

129

Completed

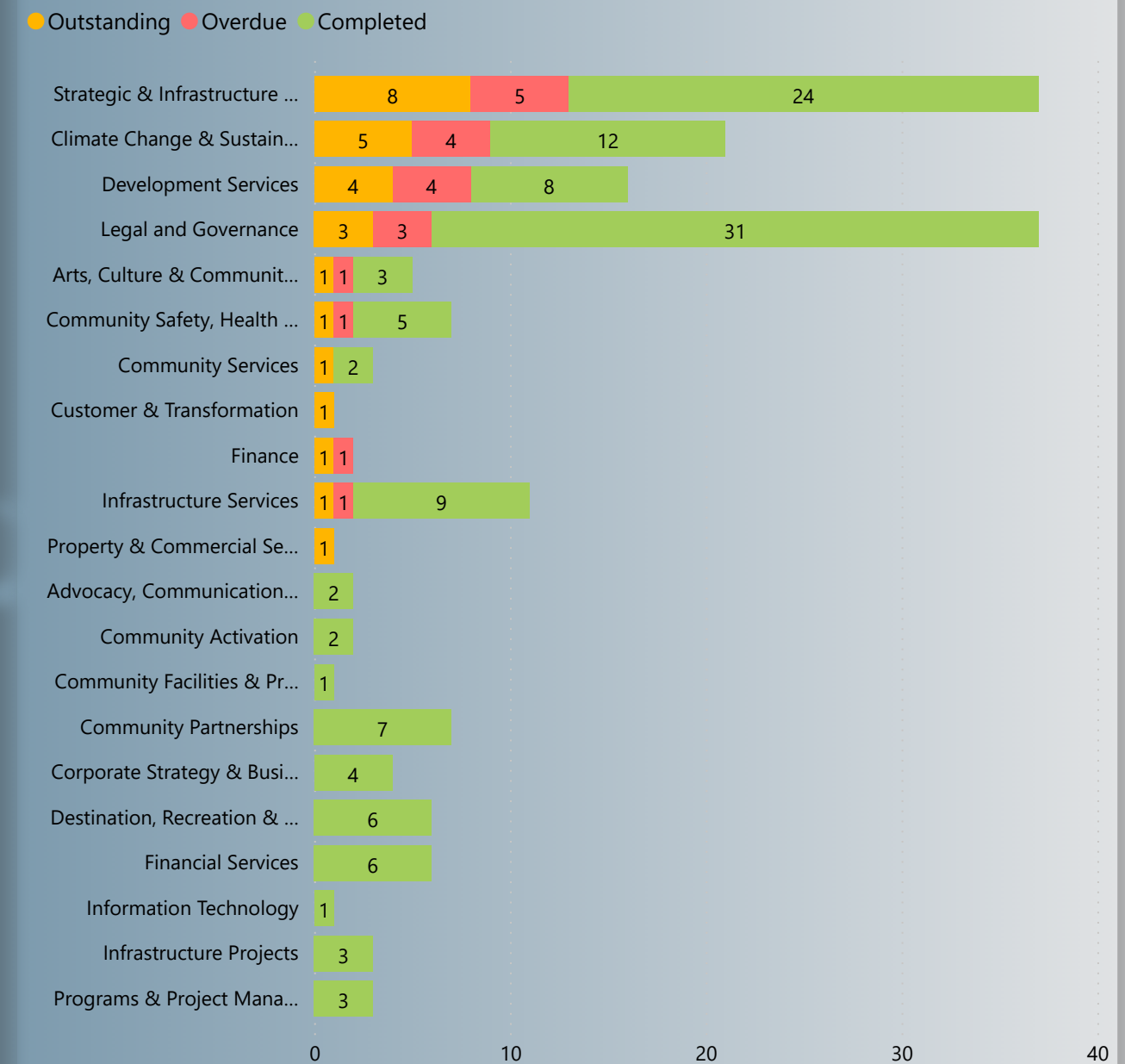
44

Completed within Target

Meeting Actions by Directorates

Directorate Name	Completed	In Progress	Overdue
Planning and Infrastructure	56	18	14
Office of the CEO	37	5	4
Community Strengthening	26	3	2
Corporate Strategy and Business Improvement	10	1	0
Total	129	27	20

Actions Completed, In Progress and Overdue by Branch



Meeting Events

Meeting Attendance

Actions

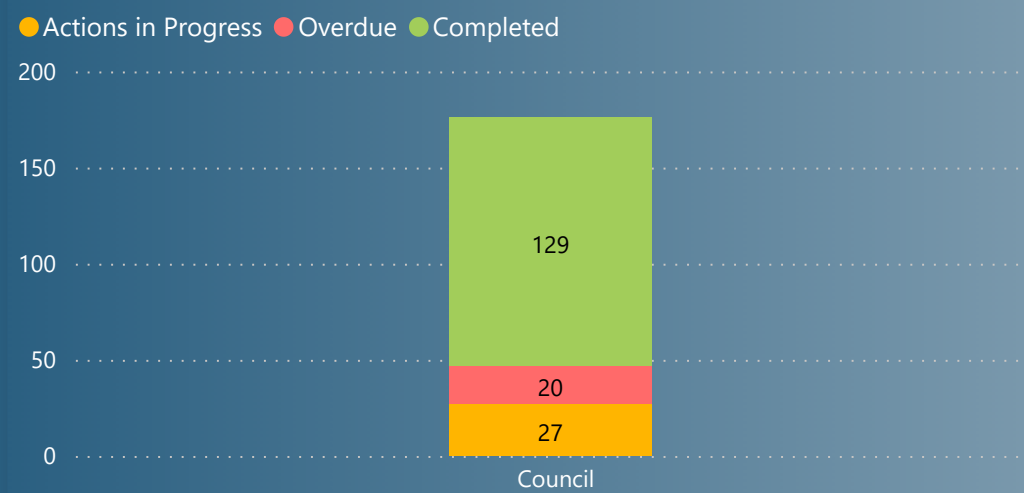
Actions - Monthly Status

Please select Directorate from above table

Papers

Reports

Actions Completed, In Progress and Overdue by Meeting





TENDER EVALUATION PLAN

Hodgins Road and Stumpy Gully Road Intersection Upgrade - Tuerong

Tender Reference Number: CN2613

Date Closing and Time: 4 October 2023 at 3:00pm

Tender Evaluation Plan

CN2613: Hodgins Road and Stumpy Gully Road Intersection Upgrade - Tuerong



APPROVAL OF EVALUATION PLAN	
Jacob Piwowar	Title: Project Manager
Signature: <i>Jacob Piwowar</i>	Date: 01/08/2023
Derek Rotter	Title: Manager – Infrastructure Project
Signature: <i>Derek Rotter</i>	Date: 19/09/2023

Tender Evaluation Plan



CN2613: Hodgins Road and Stumpy Gully Road Intersection Upgrade - Tuerong

1. Introduction

The Mornington Peninsula Shire Council (the Shire) is seeking Tenders (RFT) for the construction and associated works of the Hodgins Road and Stumpy Gully Road Intersection Upgrade in Tuerong.

RFT will be sought through a public advertisement in the Melbourne Age and via the Council website and Tenderlink Portal.

1.1 Purpose of the Tender

Council is seeking to appoint a suitably qualified contractor who can supply materials and facilitate the construction of a compact roundabout, raised safety platforms, speed cushions, public lighting, and drainage at the intersection of Hodgins Road and Stumpy Gully Road in Tuerong.

1.2 Evaluation Objectives

It is important that the Tenderer is best able to meet The Shire's needs as identified through the RFT process. To ensure that the evaluation for this RFT is focussed on meeting the Shire's needs, the following have been established as high-level objectives for the evaluation:

- Identify Tenderers that best meet the evaluation criteria and offer best overall value for money.
- Ensure that all compliance and mandatory criteria are met.
- Be fair to all Tenderers.
- Treat Tenders equitably.
- Be efficient.
- Have transparent and auditable processes.
- Have records of reasons for scores and decisions to enable feedback to both successful and unsuccessful Tenderers on the outcome of the RFT process.

1.3 Project Team

The Shire's Project team involved in the delivery of the RFT is:

- Project Sponsor – Derek Rotter
- Project Manager – Jacob Piwowar
- Tender Evaluation Team Members – Jacob Piwowar, Will Connard, Mariah Rafol, Jess Lang
- Technical Advisor – Elliott Reid
- Financial Support – Procurement to liaise with Finance Team where required

Tender Evaluation Plan



CN2613: Hodgins Road and Stumpy Gully Road Intersection Upgrade - Tuerong

2. Evaluation Approach

Objective	Approach
1. Identify the Tenderers that best meet evaluation criteria	<ul style="list-style-type: none"> Tenders will be evaluated in accordance with this Evaluation Plan including: <ol style="list-style-type: none"> The Evaluation Team will assess each compliant Tender against the evaluation criteria published in the RFT using a standardised assessment scale (discussed below). Scores for each Tender will be recorded.
2. Ensure that all compliance and mandatory criteria have been met	<ul style="list-style-type: none"> During preliminary evaluation, an initial compliance check of Tenders will be undertaken to assess compliance generally and against compliance criteria. Tenders that are considered to not meet the compliance criteria will be assessed by the Project Manager and clarification sought where required. Tenders will continue to be evaluated whilst clarification is sought.
3. Be fair to all Tenderers	<ul style="list-style-type: none"> Members of the Evaluation Team will sign conflict of interest and confidentiality documents. The Evaluation Team members must disclose to the Project Manager or Project Sponsor (if the COI is from the Project Manager) any real or perceived conflict of interest.
4. Treat Tenderers equitably	<ul style="list-style-type: none"> The Chair of the Evaluation Team will oversee the evaluation of Tenders to ensure that evaluation is conducted in accordance with the Evaluation Plan and to ensure that all Tenders are treated on their merits.
5. Be efficient	<ul style="list-style-type: none"> The evaluation will be conducted by a team of appropriately experienced individuals. To ensure efficient use of Shire staffing and other resources committed to the evaluation process, the following approach will be taken: <ol style="list-style-type: none"> Shire resources will be applied in areas where they are reasonably expected to have the requisite skills and experience. Subject matter experts will only be called upon when a specialised qualification/skill set is required to assist the Evaluation Team. These parties will provide advice only (no evaluation responsibility).
6. Have transparent and auditable processes	<ul style="list-style-type: none"> All meetings of the Evaluation Team will be minuted and the minutes filed with procurement records.
7. Have records of reasons for scores and decisions to enable feedback to both successful and unsuccessful Tenderers on the outcome of the RFT	<ul style="list-style-type: none"> The Evaluation Team will make clear and detailed records of reasons for their decisions including strengths and weaknesses to enable a proper debriefing. The Evaluation Team will remain cognisant throughout the process that all applicants may be provided with full and accurate feedback on their submissions.

Tender Evaluation Plan



CN2613: Hodgins Road and Stumpy Gully Road Intersection Upgrade - Tuerong

3. Evaluation Process

3.1 Description of Process

STAGE	PROCESS
Stage 1 Evaluation Plan	<ul style="list-style-type: none"> The Evaluation Plan is to be completed and authorised by the Project Sponsor prior to the opening of Tenders for evaluation.
Stage 2 Evaluation Team	<ul style="list-style-type: none"> The Evaluation Team should be identified and approved prior to the evaluation of Tenders.
Stage 3 Brief Evaluation Team	<ul style="list-style-type: none"> The Evaluation Team is to be briefed on probity issues and the Evaluation Plan. Conflict of interest declarations and confidentiality undertakings are to be completed by the Evaluation Team and by all others involved in the procurement process and a register kept. Evaluation planning is to be completed including development of evaluation tools, scoring tools and contingency plans. <p>Should it not be possible to brief the Evaluation Team at this point, they must be briefed before Evaluation commences.</p>
Stage 4 Receipt of Tenders	<ul style="list-style-type: none"> Tender closing will be observed by two Officers (Procurement). Tenders will not be opened until; <ol style="list-style-type: none"> The Tender Evaluation Team has been finalised and approved. The Evaluation Plan is approved. Tenders will be opened and logged by the Mornington Peninsula Shire Council (Procurement). Tenders and all evaluation related information will be managed on secured network drives.
Stage 5 Compliance Assessment	<ul style="list-style-type: none"> Tenders will be reviewed for compliance with the requirements of the RFT in respect to the formalities such as numbers of copies, signatures, provision of complete responses etc by the Contracts and Procurement Officer or their delegate using the Compliance Assessment Criteria. The Compliance Checklists will be signed by the person carrying out the review (and their witness where deemed appropriate). Issues identified during the review, and recommended action to take for each issue, are to be referred to the Chair of the Evaluation Team for decision or referral to the Project Sponsor as appropriate. Following the preliminary review of Compliance criteria, Tenders that are found to be non-compliant will be provided to the Project Manager for review. Their removal from the Tender evaluation process is conditional upon approval by the Project Manager.
Stage 6 Non-Price Evaluation of Tenders	<ul style="list-style-type: none"> Price and non-price criteria will be assessed separately but may happen concurrently. Evaluation team members other than the Project Manager shall not see price figures. At any stage during the evaluation, the price and non-price evaluators should seek to bring relevant information to each other's attention, identified from within the separate material they each evaluate. Corporate record of these communications will be maintained for probity purposes.

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Tender Evaluation Plan



CN2613: Hodgins Road and Stumpy Gully Road Intersection Upgrade - Tuerong

STAGE	PROCESS
	<ul style="list-style-type: none"> Evaluation Team members will first carry out individual assessment of each Tender documenting their assessment for each Tender against each non-Price Evaluation Criterion noting comments including reasons for score, strengths and weaknesses, risks and issues and matters requiring clarification. (only for high risk high value projects) Once individual scoring of Tenders is completed, the Evaluation Team will meet to agree on consensus scores and comments for each Tender. Team scores will be entered into the Evaluation Matrix (Appendix B) which will apply the applicable weighting specified in Appendix A to arrive at a score by criterion and in total for each Tender.
Stage 7 Price Evaluation of Tenders	<ul style="list-style-type: none"> Price and non-price criteria will be assessed separately but may happen concurrently. Project Manager and Financial Support will evaluate and agree on Price Consensus Score per the Price Evaluation Criteria published in the RFT using the Evaluation Matrix/Scoring Sheet in Appendix B and as further particularised at 3.3 below.
Stage 8 Total Evaluation Score	<ul style="list-style-type: none"> Price Consensus Scores will be combined with the Non-Price Consensus Scores to arrive at a Total Evaluation Score.
Stage 9 Identify Short-List	<ul style="list-style-type: none"> The Evaluation Team is to agree which Tender/s is/are recommended to proceed to the next stage of evaluation. Should further information or clarification be required the Project Manager may seek direct with Tenderers. No new or additional information will be sought at this time. Council may consider a BAFO process if deemed appropriate.
Stage 10 Clarify / Interview / Reference Check	<ul style="list-style-type: none"> If necessary, clarification or further information may be sought from one or more Tenderers, including via interviews. Reference checks may be sought from third parties. All communications to and from Tenderers are in writing through Tenderlink. If an interview takes place, the Evaluation Team shall attend. If a reference is sourced, the Evaluation Team will receive a copy. Evaluation scores may be reviewed and adjusted following clarification, interview by or receipt of reference concerning Tenderers.
Stage 11 Recommendation	<ul style="list-style-type: none"> At the completion of Tender evaluation, the Evaluation Team will prepare a concise report recommending to the Project Sponsor a list of successful Tenderers. The recommendation will summarise the findings arising from the evaluation of Tenders and include narrative explaining the scores.
Stage 12 Project Sponsor endorsement	<ul style="list-style-type: none"> If following Due Diligence there is agreement with the Tender Evaluation Team's recommendations, the Project Sponsor will endorse the recommendation. If not endorsed, see section 3.2
Stage 13 CEO Endorsement	<ul style="list-style-type: none"> CEO Report to be developed and submitted via standard protocol. If endorsed, go to Stage 13. If not endorsed, go to section 3.2

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Tender Evaluation Plan



CN2613: Hodgins Road and Stumpy Gully Road Intersection Upgrade - Tuerong

STAGE	PROCESS
Stage 14 Obtain Purchasing & Financial Approvals, Negotiations and Execution of Contract	<ul style="list-style-type: none"> Negotiations may occur with the preferred Tenderer. Council may consider a BAFO process if deemed appropriate.
Stage 15 Unsuccessful Tenderers	<ul style="list-style-type: none"> Unsuccessful Tenderers should not be advised until Contracts are executed with the successful Tenderers. However, if the Project Sponsor considers that there will be an excessive delay from time of agreement to time of signature they may allow this advice to be issued once written commitment to the negotiated contract has been given by both parties. Debriefings will be considered on a case by case basis. Any debriefings given will be attended by the Project Manager and at least one other member of the Evaluation Team.

3.2 Recommendations not Endorsed by Project Sponsor or CEO

If not endorsed, Project Sponsor and Project Manager will meet and discuss and seek clarification on points of submission and recommendation from the Evaluation Team.

3.3 Price Evaluation

3.3.1 Price Score

Project Manager and Financial Support will evaluate and agree on Price Score per the non-Price Evaluation Criteria published in the RFT using the Evaluation Matrix/Scoring Sheet in Appendix B and Scoring Scale in Appendix A.

Tender Evaluation Plan



CN2613: Hodgins Road and Stumpy Gully Road Intersection Upgrade - Tuerong

4. Timeframe

The dates anticipated for the stages of the Evaluation Process and Contract Award are:

STAGE	DATE DUE	RESPONSIBLE
RFT issued	9 September 2023	Project Manager / Contracts and Procurement
End of period for questions and requests for information	27 September 2023	Project Manager / Contracts and Procurement
Closing time for Tenders	4 October 2023, 3pm	Project Manager / Contracts and Procurement
Evaluation Team Briefing	9 October 2023	Project Manager / Contracts and Procurement
Intended completion date for evaluation	End October 2023	Project Manager
Potential Interviews	End October 2023	Project Manager
Recommendation	28 November 2023	Project Manager
Intended date for notification of successful Proposers	1 December 2023	Project Manager
Intended date for execution of proposed contract (if applicable)	15 December 2023	Project Manager
Intended contract commencement date	15 January 2024	Project Manager

Tender Evaluation Plan



CN2613: Hodgins Road and Stumpy Gully Road Intersection Upgrade - Tuerong

Appendix A – Evaluation Scoring Scale

The scoring scale below will be used by evaluators to score each Tender against each of the non-price evaluation criteria.

EVALUATION SCORING SCALE AND DEFINITIONS	
<p>Superior Response</p> <p>Superior response. Highly convincing and credible. Exceeds the Specification requirement. Comprehensively documented with all claims fully substantiated.</p>	10
<p>Highly Credible Response</p> <p>Response complies. Highly convincing and credible. Meets the specification requirement. Complete documentation. All claims adequately detailed and substantiated.</p>	9
<p>Credible Response</p> <p>Minor omissions. Convincing and credible. Meets the Specification requirement. Minor lack of substantiation.</p>	8
<p>Credible Response with Shortcomings</p> <p>Convincing and credible. Meets the Specification requirement. Minor deficiencies and shortcomings which could be resolved with the Tenderer's clarification. Would be manageable with minor changes and/or additional information at contract negotiation stage.</p>	7
<p>Acceptable Response</p> <p>Credible but requires clarification to be convincing. Minor shortcomings and deficiencies which could be resolved by Tenderer.</p>	6
<p>Barely Acceptable Response</p> <p>Credible but barely convincing. Does not fully meet Specification requirements. Some responses are unworkable. Requires additional information from Tenderer to progress evaluation. Could be manageable with changes to Tenderer's responses during negotiation.</p>	5
<p>Unacceptable with Shortcomings</p> <p>Barely convincing. Has shortcomings and deficiencies not resolved by the Tenderer. Does not fully meet the Specification requirements. Would need a virtual re-write of the Tender at contract negotiation stage.</p>	4
<p>Unacceptable with Important Elements Unworkable</p> <p>Manageable only with major effort by Contract Manager. Unconvincing. Response has significant flaws. Does not meet important Specification requirements. Important elements are unworkable.</p>	3
<p>Unacceptable Lacking Fundamentals</p> <p>Totally unconvincing. Tenderer has provided minimal information and possesses minimum capability and experience. Tender fundamentals are lacking. Would not be manageable.</p>	2
<p>Totally Unacceptable Response</p> <p>Response is totally unconvincing. Tenderer is out of its depth and unsuited to the required services. Cannot manage the scope and risk of the contract.</p>	1
<p>Non-Compliant Response</p> <p>Response cannot be evaluated or totally failed to meet the evaluation criteria.</p>	0



Tender Evaluation Plan

CN2613: Hodgins Road and Stumpy Gully Road Intersection Upgrade - Tuerong

Appendix B – Evaluation Matrix

Refer Objective Reference: A12543574

Evaluation Matrix - CN2613 Hodgins/Stumpy Gully Rd Intersection Upgrade				Tenderer 1		Tenderer 2		Tenderer 3		Tenderer 4		Tenderer 5		Tenderer 6		
CRITERIA	SUB CRITERIA	WEIGHTING	Insert Tenderer Name		Notes	Insert Tenderer Name		Notes	Insert Tenderer Name		Notes	Insert Tenderer Name		Notes	Insert Tenderer Name	
			RAW SCORE	SCORE		RAW SCORE	SCORE		RAW SCORE	SCORE		RAW SCORE	SCORE		RAW SCORE	SCORE
Compliance with Tender Schedules	Insert Schedule/s	Pass/fail	Pass	Pass		Pass	Pass		Pass	Pass		Pass	Pass		Pass	Pass
Independent Financial Assessment and Capability	Insert Schedule/s	Pass/fail	Pass	Pass		Pass	Pass		Pass	Pass		Pass	Pass		Pass	Pass
Willingness to Undergo Supplier Verification	TBD by Finance/Procurement	Pass/fail	Pass	Pass		Pass	Pass		Pass	Pass		Pass	Pass		Pass	Pass
Departures from Proposed Contract	Degree of Compliance/Risk to Council	Pass/fail	Pass	Pass		Pass	Pass		Pass	Pass		Pass	Pass		Pass	Pass
Quality Management Systems	Australian or International Standard compliance	Pass/fail	Pass	Pass		Pass	Pass		Pass	Pass		Pass	Pass		Pass	Pass
Environmental Management Systems	Australian or International Standard compliance	Pass/fail	Pass	Pass		Pass	Pass		Pass	Pass		Pass	Pass		Pass	Pass
Risk Management Principles	Australian or International Standard compliance	Pass/fail	Pass	Pass		Pass	Pass		Pass	Pass		Pass	Pass		Pass	Pass
PRICE		40%	1.00	1.00		2.00	2.00		3.00	3.00		4.00	4.00		5.00	5.00
DEMONSTRATED METHODOLOGY - 20%	*Technical, managerial, physical and financial resources *Quality of the proposed organisation and management structure performing the contract *Construction Methodology *Relevant expertise and track record	20%	10	20.00		10	20.00		10	20.00		10	20.00		10	20.00
Sub Total		20%	10	20.00		10	20.00		10	20.00		10	20.00		10	20.00
PROGRAMME - 30%	*Nominated Program *Contractors identification of key milestones and critical path *Duration of key tasks *Available date for commencement of work *Overall duration of work	30%	10	30.00		10	30.00		10	30.00		10	30.00		10	30.00
Sub Total		30%	10	30.00		10	30.00		10	30.00		10	30.00		10	30.00
LOCAL PROCUREMENT - 10%	*Proximity to the Mornington Peninsula Shire *Local subcontractors *Percentage of workforce living on the Mornington Peninsula	10%	10	10.00		10	10.00		10	10.00		10	10.00		10	10.00
Sub Total		10%	10	10.00		10	10.00		10	10.00		10	10.00		10	10.00
Non-Price Total		60%														
Evaluation Scoring Summary			Rating	Weighted Score		Rating	Weighted Score		Rating	Weighted Score		Rating	Weighted Score		Rating	Weighted Score
PRICE - 40%		40%	10.00	40		5.00	20		3.33	13.33		2.50	10		2.00	8

Terms of Reference

Climate Emergency Community Reference Group

September 2023



Introduction

Mornington Peninsula Shire (Shire) and its community recognise the threat of climate change and share ambition for strong climate action.

Council has track record of strong climate change action and policy such as:

- Adoption of its Carbon Neutral Policy in 2016 and subsequent certification as Carbon Neutral for 2019/20 and 2020/21; and,
- Declaration of a Climate Emergency in August 2019 and adoption of its Climate Emergency Plan in August 2020.

In 2021, a new Community Vision for the Peninsula to 2040 based on feedback from over 3,000 people where *Addressing Climate Change* was established as the first Principle of seven.

Through the adoption of the Climate Emergency Plan, Council committed to establish appropriate community representation “for example a deliberative panel, an expert reference group or any model suitable for genuine collaboration” and provide advice and recommendations to Council and the Executive Team on community climate change issues and climate emergency priorities guided by the best scientific advice available.

Council committed to expand the scope of this community representation through adoption of a motion on 11 July 2023 to co-design solutions to achieve carbon neutrality both in corporate activity of the Shire by 2025, and the broader Mornington Peninsula community by 2030 and seek to establish a skills-based membership to the Reference Group.

The community reference group is being established for the Shire to consult with and involve community representatives in the ongoing planning and delivery of its Climate Emergency Plan.

1.0 Purpose

The Mornington Peninsula Shire Council is committed to establishing a skills-based and diverse Community Reference Group to advise Council and Council Officers on the delivery of its Climate Emergency Plan. The reference group will provide input on targets and actions, climate change related issues being experienced in the community and priority tasks and programs. The group will consider and be guided by the best climate science available.

2.0 Functions

2.1 The Climate Emergency Community Reference Group has an advisory role only. The functions of the reference group are:

- to provide input on and evaluate whether solutions are available and feasible to achieve carbon neutrality in corporate activity of the Shire by 2025
- to provide input on and evaluate whether solutions are available and feasible to achieve carbon neutrality for broader Mornington Peninsula community by 2030, 10 years ahead of the adopted target of 2040
- to participate in the review of the Climate Emergency Plan including the review of targets and actions
- to provide advice on the priority Climate Emergency Plan actions
- to advise on climate change issues being experienced by the Mornington Peninsula community and engagement of community response

Terms of Reference

Climate Emergency Community Reference Group

September 2023



- to provide recommendations to Council and the Executive Team annually.

2.2 The following is not a function of the Reference Group:

- The Reference Group is not responsible for involvement in the day-to-day operational issues related to the service provision of Council. Members of the Reference Group have the same right to all community members to raise issues of concern through the appropriate Council system.
- The Reference Group is not a decision-making Committee and has no responsibility for Council Budget.

3.0 Membership

3.1 The Reference Group shall comprise of:

- Two Councillors appointed annually by Council as primary and secondary representatives
- Up to nine (9) community representatives; and
- Two (2) Shire officers.

3.2 Community representatives must have skills and experience relating to climate change mitigation or adaptation and/or represent a key sector or demographic of the community, such as First Nations people, industry, health, agriculture, transport, education, tourism, conservation and town planning.

3.3 One community representative will be from community energy group, Repower, which Council has an existing partnership with, if nominated.

4.0 Terms of Appointment

4.1 Reference Group members will be appointed to join the Reference Group by the Shire through a written invitation via email/phone calls following an annual expression of interest process. Participation is voluntary.

4.3 All representatives will be appointed for a period of one (1) year. Representatives will be eligible for subsequent terms.

4.4 A member shall be deemed to have resigned if that member fails to attend three (3) consecutive meetings of the Reference Group.

4.5 Resignations shall be submitted in writing to the Chairperson.

4.6 Officers, as necessary will arrange member reappointments and new member appointments. Officers will advise Council of changes to membership within each Term, including new appointments, as required.

5.0 Roles

5.1 All Reference Group members will:

- a) support the Purpose and Functions of the Group and participate in meeting in a positive and constructive manner

Terms of Reference

Climate Emergency Community Reference Group

September 2023



- b) conduct themselves and their activities in accordance with the Shire's values of Integrity, Courage, Openness, Respect and Excellence. Further information can be found on the Shire's website.
- 5.2 Reference Group members must fill the positions of Chairperson, Deputy Chairperson and Speaker annually.
- 5.3 The Chairperson will:
- a) be an Officer or Councillor elected by the Reference Group and supported by Council Officers as required
 - b) chair all meetings of the Reference Group ensuring meetings stay on track and on time and all meetings are conducted with fairness and equality to allow everyone to speak.
- 5.4 The Deputy Chairperson shall fulfil the role of Chairperson when the Chairperson is absent.
- 5.5 Shire Officers on the Reference Group will:
- a) prepare meeting agendas in consultation with the Chairperson
 - b) support the Chairperson to fulfil their duties
 - c) along with invited guest Shire Officers, provide the Reference Group with information requested by the chairperson and/or required to run the meetings within reasonable limits and where resources are available.
- 5.6 Nominated primary and secondary representatives of Council may:
- a) attend and participate in Reference Group meetings
 - b) report back to Council at Council Meetings.
- 5.7 The Speaker will be a community representative and report to Council at a Council Briefing or Meeting annually.
- 5.8 A Secretariat will be an additional Shire Officer and will record minutes at each formal meeting of the Reference Group, issue agendas and manage publication of meeting minutes and summaries.
- 5.9 Other Shire officers can be invited to attend as subject matter experts, as required by the business being considered.
- 6.0 Meeting agendas**
- 6.1 Meeting agendas will be determined jointly by the chairperson and Shire officers.
- 6.2 Meeting agendas will have a standing agenda item of *Council Business*, that align with the Shire's Climate Emergency Plan review process and Expert Panel and Climate Oversight Group agendas.
- 6.3 Meeting agendas will be distributed at least one week prior to a meeting.
- 7.0 Meeting frequency**
- 7.1 There will be four Reference Group meetings per year.
- 7.2 The Reference Group can request extraordinary meetings for urgent items. Additional meeting requests will be subject to approval by the Shire.

Terms of Reference

Climate Emergency Community Reference Group

September 2023



8.0 Decision making

- 8.1 The Reference Group has no delegated decision-making power from Council.
- 8.2 The remit for Reference group falls within the 'consult' and 'involve' categories of the IAP2 community engagement spectrum (dependent on intent of activity and project scope). IPA2 public participation categories are designed to explain the role of participation and extent of influence in any community participation program. In this case, the Reference Group participation category sits between 'consult' (to inform, listen and acknowledge ideas and concerns) and 'involve' (to ensure ideas and concerns are reflected in agreed tasks/actions when possible) - dependent on activity/task.

9.0 Meeting minutes and reporting

- 9.1 Minutes will be shared within two weeks of a meeting.
- 9.2 A summary of the minutes will be published quarterly in alignment with the quarterly community report.
- 9.3 Councillor representatives can report back to Council at Council Meetings during the 'Councillors and Delegates' section of the Council Agenda.

10.0 Media and communications

- 10.1 Community Members must not make any public comment or statement that would lead anyone to believe that they are representing Council or expressing its views or policies.

11.0 Conduct and core values

- 11.1 Members are required to behave in a manner that respects the interests and viewpoints of the other members, Councillors and Council officers. All members will abide by Council's Code of Conduct and Core Values (Excellence, Courage, Integrity, Openness and Respect) or the most relevant/up to date version of this document. A copy of the Code of Conduct will be made available to each member.
- 11.2 Members will respect and consider the interests and views of others.
- 11.3 Members will aim to provide advice to Council which is representative of the broader community.
- 11.4 Members will respond to all communications relevant to the organisation of meetings and agreed actions in a timely manner.

12.0 Confidentiality

- 12.1 Ensure that any sensitive or confidential information and documentation remains within the membership of the Committee.

13.0 Conflict of interest

- 13.1 Members will declare any perceived, potential or actual conflicts of interest in relation to agenda items at the commencement of each meeting.

Terms of Reference

Climate Emergency Community Reference Group

September 2023




- 13.2 If a conflict of interest is declared, the Reference Group member may be asked not to participate in activity or provide feedback.
- 13.3 Any declared conflicts of interest and Reference Group member exclusions of participation will be recorded in the Minutes.

14.0 Review period

- 14.1 The Terms of Reference including purpose, structure and membership of the Reference Group will be reviewed after one year to assess relevance and effectiveness and a minimum of every three years thereafter.

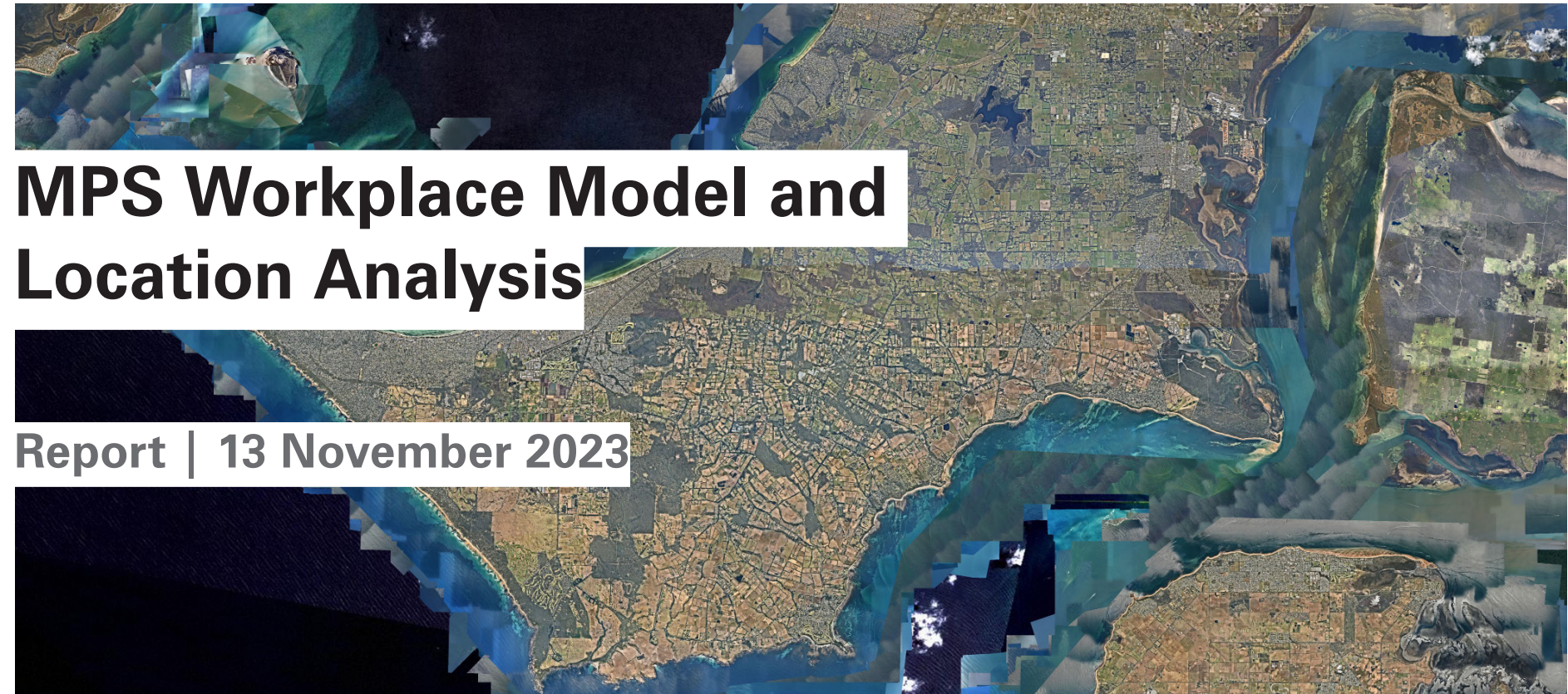
DRAFT

		ENGINEERS ESTIMATE FOR THE CONSTRUCTION OF RJ Rowley Cricket Net Rye			
		Council Ref. No. 22018 Drawing No. 22018 Estimate \$450,230.00		Prepared by P Sary Date 09/11/2023 Checked by Date	
1	GENERAL ITEMS				
1.1	Quality System	1	item	\$15,000.00	\$ 15,000.00
	Plan, develop and maintain a documented Quality System specific to this project and in accordance with contract conditions & specification, including Project Management Plan, Safe Work Method Statement, Health & Safety Co-Ordination Plan.				
1.2	Site Establishment and Set Out	1	item	\$15,000.00	\$ 15,000.00
	Site establishment and setting out of the works as specified. Inclusive of; Job Site Analysis and pre-commencement survey (including any repegging), Locating all underground services in and near the site prior to commencement of works and reporting to Superintendent on critical service locations should discrepancies between documented levels exist that may result in clashes with proposed works. Site establishment including construction of site access, Supply, erection and hire of site sheds/containers for construction period duration, Project Signs, Survey, set out and monitoring of the works, Other preliminaries including supervision, insurances, etc.				
1.3	Construction and Environmental Management & Protection of Work	1	item	\$7,500.00	\$ 7,500.00
	Provision of the development, implementation and maintenance of project specific Construction Management Plan (CMP) and Environmental Management Plan (EMP) for the duration of the project including vegetation protection and sedimentation controls. Ensuring compliance with the CEMP in contract document.				
2	EARTHWORKS	130	cu.m	\$110.00	\$ 14,300.00
	Supply all plant, labor, materials and equipment to scrape and stockpile topsoil, excavate, level, compact and remove from site any excess fill. Includes all earthworks for cricket nets. Pitch subgrade to be compacted to 95% modified density. Min 3 tests to be conducted by contractor and results to be provided to Council's Superintendent's Representative or Project Manager prior to continuation of works.				
3	CONCRETE SLAB CONSTRUCTION	540	sq.m	\$165.00	\$ 89,100.00
	Supply all plant, labor, materials and equipment to construct 125mm thick concrete slab. Includes 100mm compacted depth of 20mm Class 3 FCR compacted to 95% modified density (to be tested by contractor) and impervious membrane. Concrete to be reinforced with SL72 steel mesh. Includes forming of sand-filled stump boxes. All as per drawings.				
4	SYNTHETIC GRASS PITCH COVERING	540	sq.m	\$80.00	\$ 43,200.00
	Supply all plant, labor, materials and equipment to cover the slab with 10mm pile Cricket Australia approved synthetic grass covering. To be installed to leave no bubbles, detectable seams or other inconsistencies or defects. To cover edges and corners of slab. Includes colour distinction between pitch and surrounds and popping and bowling crease lines at both ends as per Cricket Victoria Community Facility Guidelines. No sand or rubber granules required.				
5	FENCE INSTALLATION				
5.1	Cricket Enclosure	1	item	\$70,000.00	\$ 70,000.00
	3.6m tall black chain mesh fence as per AS1725.4 - 2010 and drawings. Includes large poles to support net roof, anti-climb parapets and 1 each lockable black maintenance vehicle and pedestrian access gates. Gates require spigots in locked and open positions. One (1) permanent internal fence only. Internal fence to be meshed on both sides.				
5.2	Cricket Net Roofing	1	item	\$10,000.00	\$ 10,000.00
	Supply and install permanent flexible netting roof over all 4 lanes as specified. Price to include drop netting				
5.3	Retractable Nets	2	no.	\$8,000.00	\$ 16,000.00
	Retractable nets for three (3) internal lane. Includes supply and install of all necessary infrastructure and fittings. In black wherever possible. Includes winch with lockable cabinet.				
5.3	Chain Link Rubber	51	lin.m	\$200.00	\$ 10,200.00
	Rubber control easure over face of chain link 1200mm high surrounding batting crease.				
7	CLEAN UP & REINSTATEMENT	1	item	\$3,000.00	\$ 3,000.00

	Leave site clean and tidy including preparation of disturbed areas with approved selected loam won from stockpile on site to a depth of 75mm, levelled, raked, fertilized and sown with 9:1 rye/kikuyu seed mixture, all as specified.				
8	PROVISIONAL ITEMS - PI				
	Note: All provisional items are inclusive of additional traffic management plans and overheads associated with additional works. Only to be expended pursuant to Clause 11 of Australian Standards AS 2124 - General Conditions of Contract				
8.1	PI - Concrete Retaining Wall - 400 MM HIGH - 600 MM Deep Embedment	20	lin.m	\$550.00	\$ 11,000.00
	Supply all materials, plant and labour to construct the following retaining walls. Includes excavation, disposal of spoil, 32 Mpa 300mm concrete footings, 100 UC 14.8 galvanised posts and precast concrete sleepers (2m x 200mm x 80mm), colour 'Ashwood' or approved equivalent. Uprights chaired 100 mm from base of footing, bevelled front edge of top sleeper, steel H uprights to be capped and Parallel Finish Channel to be used as starting and finishing uprights as per MP801.				
8.2	PI - Demolition	1	item	\$20,000.00	\$ 20,000.00
	Demolition of existing cricket net facilities including breakout of existing concrete cricket pitches and surrounding fences as detailed on plans. Includes disposal of all materials onsite, clean-up, placing topsoil won from site (100mm thick) and seeding with 9:1 rye:kikuyu mix.				
8.3	PI - FCR CRUSHED ROCK - UNDER CONCRETE SLAB	50	Tonnes	\$300.00	\$ 15,000.00
	40mm fine crushed rock (Class 4), compacted to not less than 98% of AS1289 5.2.1 (modified compaction). All work to be completed as specified and all completed the MPSC Standards. Contractor to be advised by Superintendent during construction time where it is required.				
8.4	PI-TREE BRANCHES PRUNING / TREE REMOVAL	1	item	\$10,000.00	\$ 10,000.00
	Tree branches pruning or tree removal (as required) in accordance with Mornington Peninsula Shire specification. Contractor to be advised by Superintendent during construction time.				
8.5	PI - Power Point	1	item	\$10,000.00	\$ 10,000.00
				SUB-TOTAL	\$ 359,300.00
9	PROVISIONAL SUM		10%		\$35,930.00
	Only to be expended pursuant to Clause 11 of Australian Standards AS 2124 - General Conditions of Contract				
	Total Cost of Works Excluding GST				\$430,230.00
	CONTRACT ADMINISTRATION & SURVEY/DESIGN/ADMIN		5%		\$20,000.00
					\$450,230.00
Estimate prepared by: P Sary		Checked:			
Date: 09/11/2022		Date:			

DesignInc

Architecture
Urban Design
Interiors
designinc.com.au



MPS Workplace Model and Location Analysis

Report | 13 November 2023

DI

23018 MPS workplace | Operating Model and Site Analysis

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Contents

- Executive Summary
- Project Overview
- Key Findings
- Industry Benchmarking and Best Practice
- Proposed Operating Model
- Functional Requirements
- Location Analysis and Test Fitting
- Appendix
 - A _ Future Workplace Project Industry Benchmarks and Co-location Opportunities Final Report Oct 2023
 - B _ Future Workplace Project Analysis Final Report 10 Nov 2023

We acknowledge the Traditional Custodians of Boon Wurrung / Bunurong People of the Kulin Nation.
We acknowledge and respect their continuing culture and the contribution
they make to the life of this city and this region

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Executive Summary - Workplace Model

After an in-depth review of existing workplace provisions and analysis of case studies and precedents of other comparative organisations the following proposal of workplace model has been outlined for Mornington Peninsula Shire council. The following Functional Requirements have been developed for the working model of :

Tier 1 Main Council offices which co-locates all Staff functions from Mornington, Rosebud & Hastings

Tier 2 Major Satellite offices with the scope of functions to include Customer service, Community facilities/ spaces (e.g. Library), meeting spaces and potentially council designated hot desking and/or for Council Staff Use.

Tier 3 Minor Satellite offices comprising a Small Community Hub Model with provision of Community facilities (e.g. Community hub, Halls)/ meeting spaces and potentially alignment with mobile customer service/ library services.

Following user group consultation and review of existing work practices the following proposal for a workplace model has been proposed:

- **Hybrid working model** – Staff in office attendance typically range between 2-3 days per week
- **Reduced offices** – From 41 to 1x Office for CEO
- **Sharing ratio** – between 60 – 70% with 70% the most common sharing ratio reflecting a 3.5 day allowance of each staff member in the office.
- Allowance of area per work point – between 10 -12m²
- Workplace scenarios based on variable of sharing ratio and area per work point - equates to allowances of between 476 to 566 work points
- Increased number of workplace support space – Focus rooms, Meeting rooms, Staff hub spaces.
- Parking allocation consideration of 1x Car space per work point - pending the allowances of sites.

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Executive Summary - Locational Analysis

The locational analysis report identifies, evaluates and ranks potential locations to accommodate Council’s main offices based on the Functional Requirements analysis developed for the Tier 1 Main Council offices and Tier 2 and 3 major and minor Satellite offices.

As part of this work evaluation criteria were developed as a method of evaluating and ranking sites of a range of identified Council landholdings. The evaluation has been undertaken at two levels including:

- At a Township level to assess the suitability of Council townships for the main offices.
- At a Site Options level which assesses the suitability of selected Council owned site options.

The evaluation criteria developed were based on the four the project principles as well as site specific constraints, planning controls, economic impacts, and accessibility.

1. Township assessment for Tier 1 main offices

Eight townships were considered for Council’s main office location, including the three (3) designated Major Activity Centres of Mornington, Rosebud and Hastings as well a selection of smaller locations to represent the various geographic areas of the Shire.

Based on this analysis the three main Townships of Mornington, Rosebud and Hastings have been shortlisted for further consideration with % compliance ratings of 81%, 80% and 70% respectively.

The other smaller township locations were discounted from further consideration with significantly lower rates of between 19% and 40%. Table 1 below summarises the rankings and key consideration for the top 3 township locations.

Township	Ranking	% Compliance to evaluation criteria
Mornington	1	81%
Rosebud	2	80%
Hastings	3	70%

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Executive Summary

Site Options assessment for Tier 1 main offices

Based on the Township Evaluation assessment, site options in the 3 shortlisted townships of

- Mornington,
- Rosebud
- Hastings

Site review of Council owned sites incorporating:

- 22 x sites were nominated for assessment across the Shire
- 6x sites were located in Somerville, Tyabb and Mount Martha and were discounted from further consideration as they were located outside of the three townships.
- A number of other sites were also immediately discounted due to being far too small to accommodate Councils accommodation requirements.

Based on a rated evaluation assessment of the remain 15 sites the top 7 ranked site options are identified as;

- Rosebud - Wannaeue Place
- Rosebud - 90 Besgrove Street
- Mornington - 5 Queen St
- Mornington - Waterloo Place Carpark
- Mornington - Shire offices site
- Hastings - 21 Marine Parade
- Mornington - Civic Reserve

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Executive Summary

Tier 2 and Tier 3 Site Options assessment

While the focus of this Locational Analysis has been on determining preferred locations for Council's Tier 1 Main office, in line with Council's recommended Future Workplace Tiered Model Tier 2 and 3 facilities were reviewed for sites:

Tier 2 facility recommended locations options (where the township is not the Tier 1 site):

- Hastings – Hastings Library at 7 High Street in Hastings
- Rosebud – Rosebud Library in McDowell Street centrally located in Rosebud township with an upgraded customer service interface.
- Mornington - Mornington Library in Vancouver Street at the current Mornington offices which has the capacity to provide meeting rooms and a reconfigured customer service interface.

Tier 3 Minor Satellite office recommended site options

Given the recommended Tier 1 and Tier 2 locations are the three main townships of Mornington, Hastings and Rosebud, the Tier 3 sites which represent the geographic spread of locations across the Shire could comprise a number of the remaining Townships including:

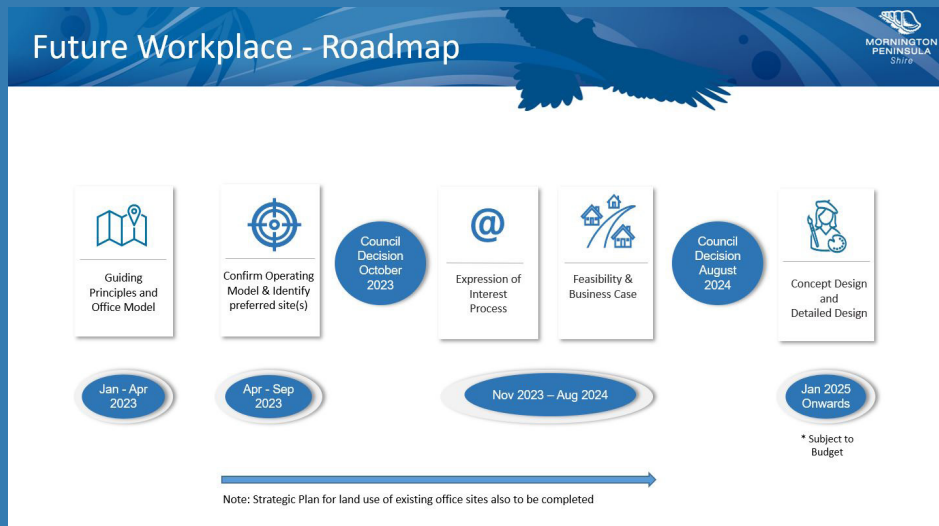
- Somerville.
- Sorrento.
- Dromana.
- Flinders.
- Red Hill.

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Overview



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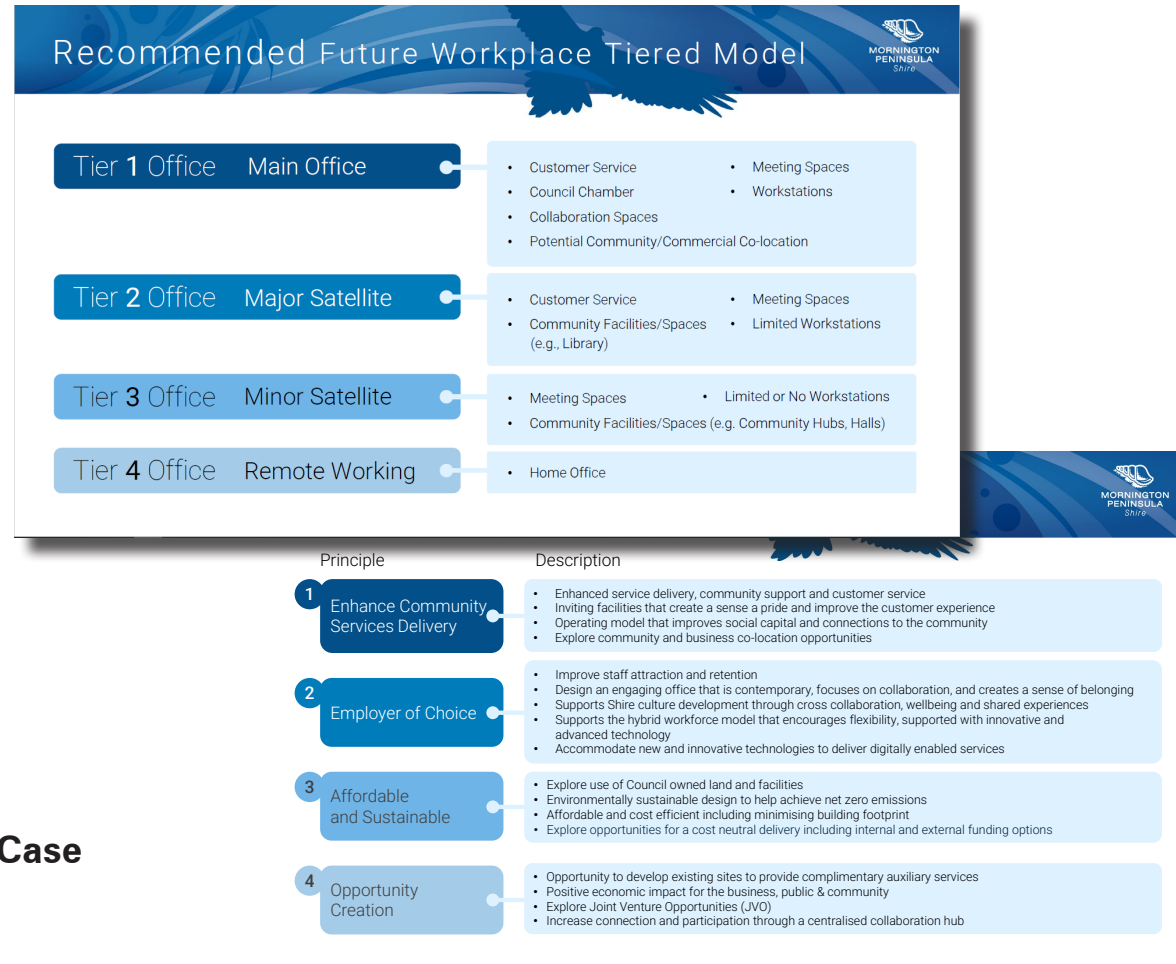
PROJECT OUTLINE

Stage 1 Operating Model and Site Analysis

- Information Gathering
- Industry Benchmarking and Trends
- Operating Model Recommendation
- Functional Requirements
- Exploration of Co-location Opportunities and Alternative funding Arrangements
- Community Use Facilities
- Location Analysis
- Recommend Location

Stage 2 - Feasibility Study / Business Case

Stage 3 - Design



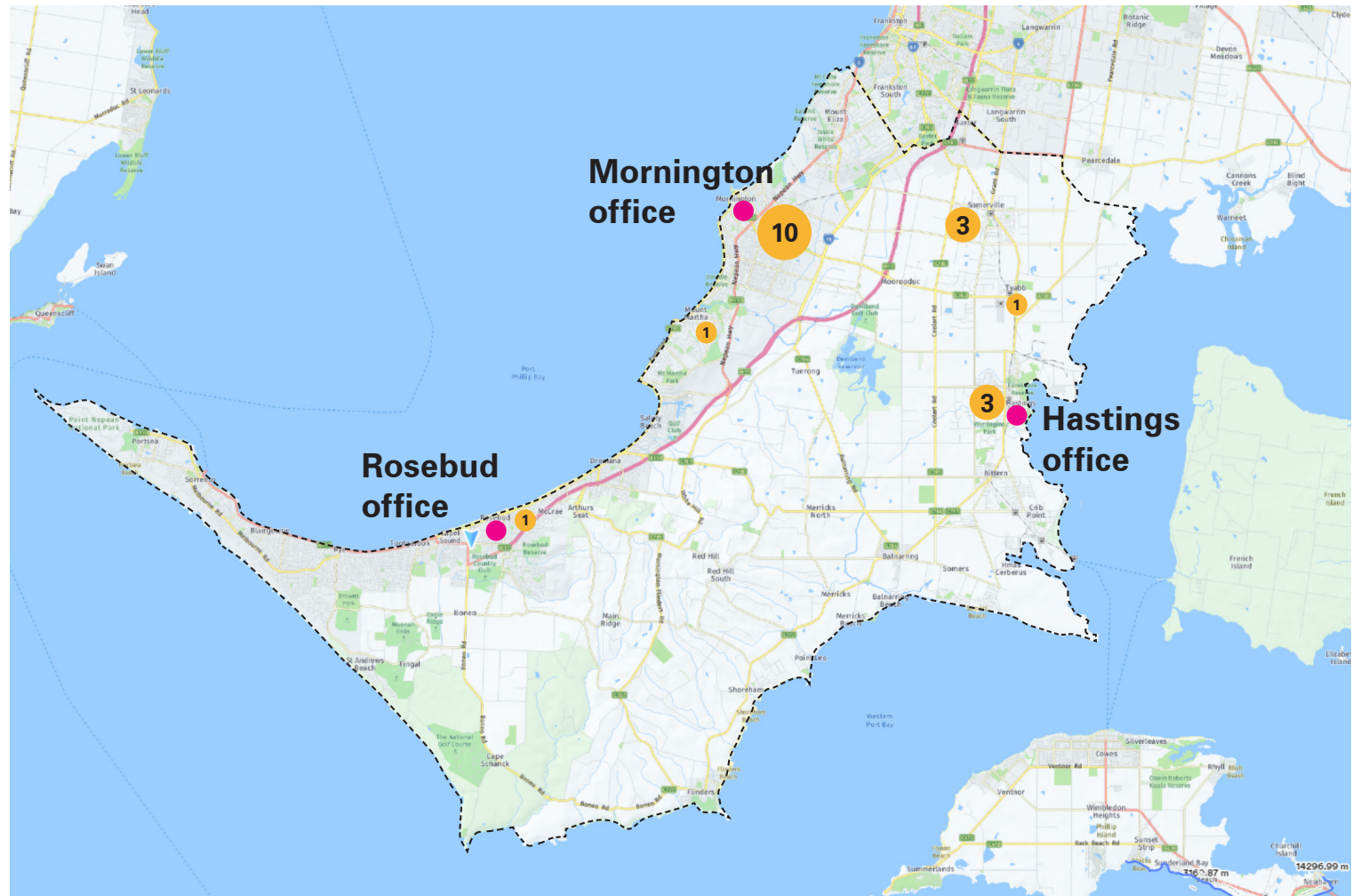
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A major driver of this project is the opportunity for improved service delivery, community support and customer service.

Mornington Peninsula is made up of 44 Villages over 723 km² area provision of a more Rural Model of service delivery needs to be considered.

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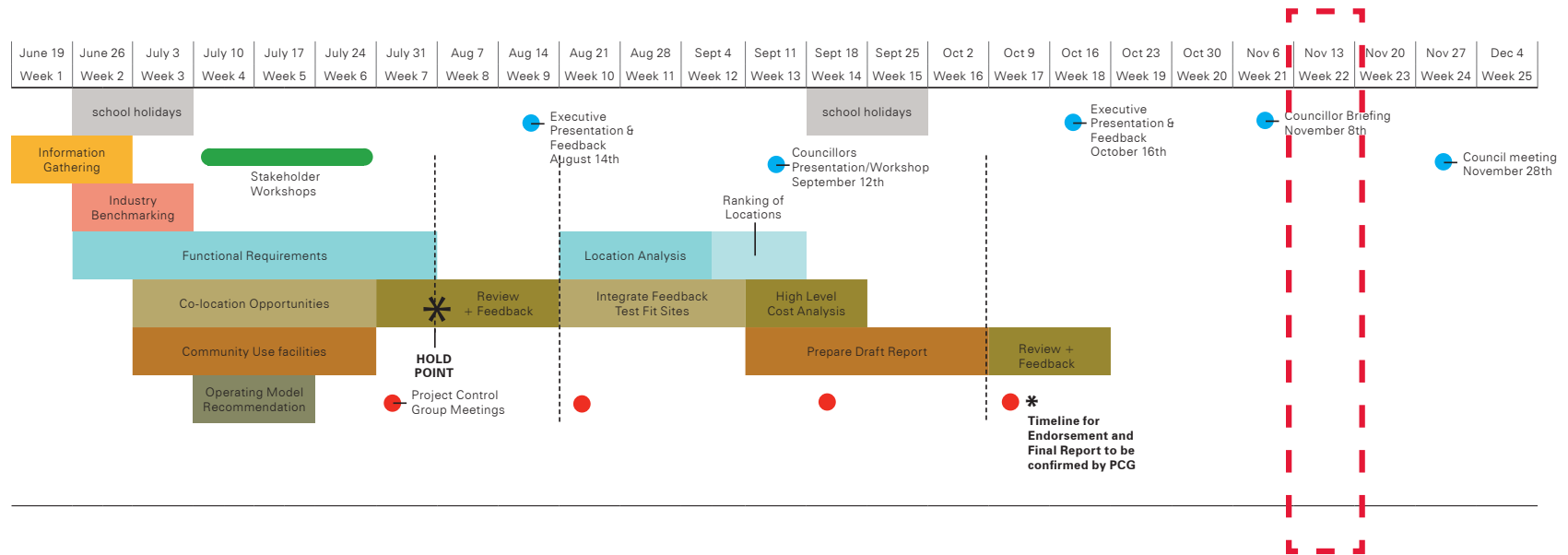


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MPS Workplace Operating Model & Site Analysis program



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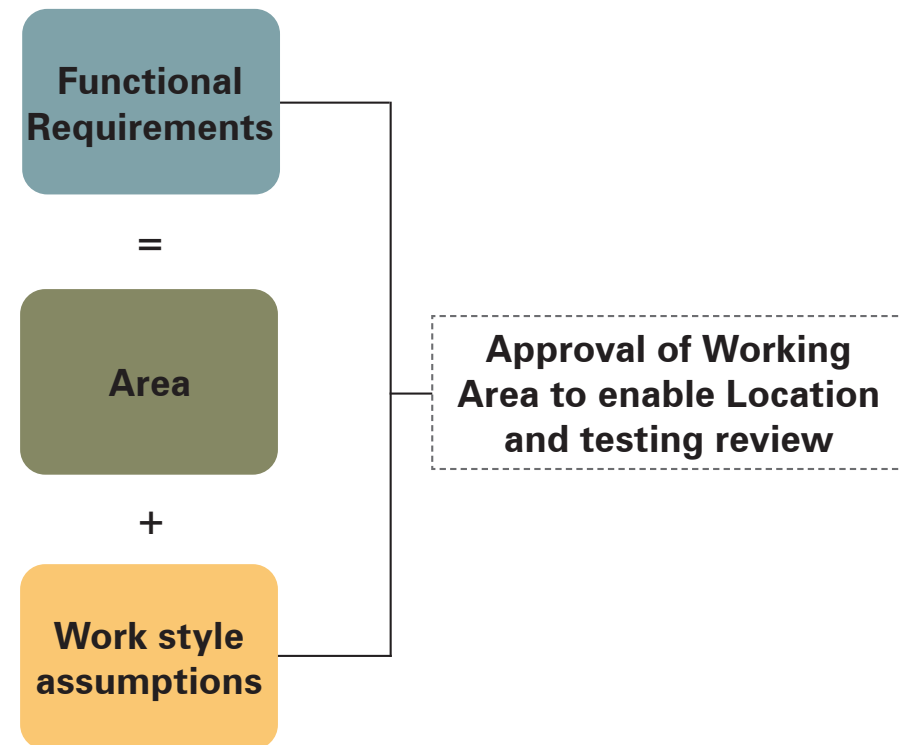
FEEDBACK & REVIEW

Stage 1 Operating Model and Site Analysis

- Information Gathering
- Industry Benchmarking and Trends
- Operating Model Recommendation
- Functional Requirements
- Exploration of Co-location Opportunities and Alternative funding Arrangements
- Community Use Facilities
- Location Analysis
- Recommend Location

Stage 2 - Feasibility Study / Business Case

Stage 3 - Design



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Key Findings

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User Group Consultation

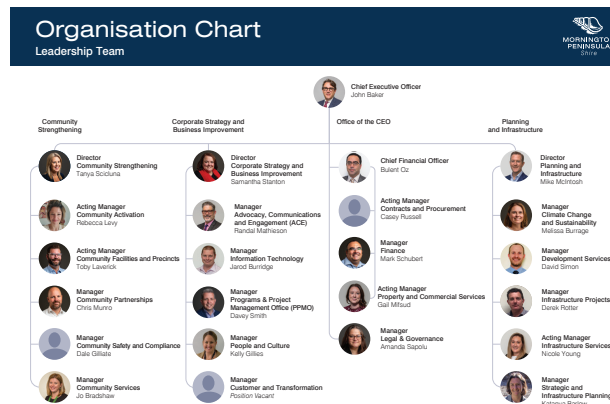
Engagement with 9 representative groups covering:

- People & Culture
- Information Technology
- Customer Experience
- Community Services
- Community Strengthening
- Planning & Building Services
- Libraries
- Office of the CEO
- Planning & Infrastructure

Strategies and Discussion papers

Discussions highlighted a number of ongoing strategies and discussion papers including:

- Customer & Transformation Strategy (Expected over next 12 months)
- Community Facilities Strategy (Discussion paper currently in Draft form)
- Library Strategy (Currently in Draft form)
- Tourism Strategy paper
- Land use Strategic Plan (To be confirmed)



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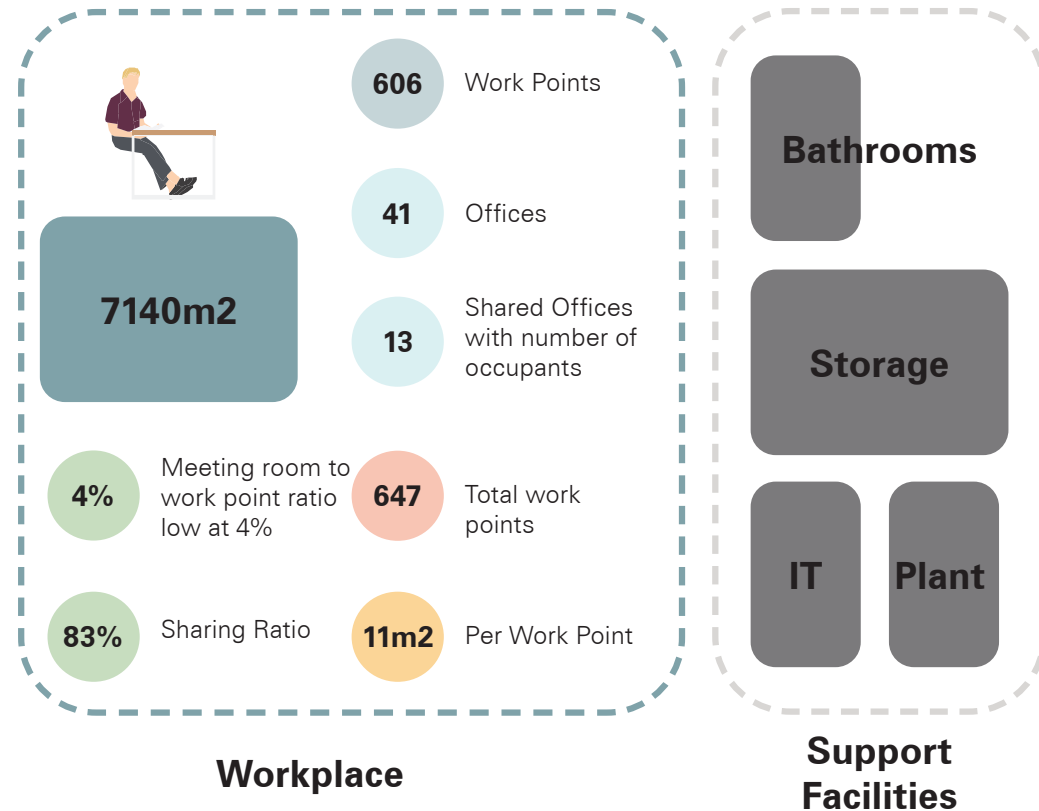
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What we discovered....

Existing Area review

- Current Hybrid Model utilising Neighborhoods model well accepted, but older spaces don't adequately support it.
- All staff required to spend Min. 2 day week within workplace
- 89% of all Staff are either Full-time or Part-time attend the office minimum of 2 days.
- 11% Casual can potentially be more sporadic office attendance than min. 2 days.
- Offices accounts for 484m² of existing premises
- Current layout reduces ability to collaboration and team cohesiveness creating Silo's amongst departments.
- Current Work points are typically rectangular sit to stand 1500mm desks
- "Limited Meeting rooms" it appears common for unoccupied offices to be used as ad-hoc meeting spaces
- Lack of meeting rooms and tech enabled focused or quiet spaces
- 230m² of Archive storage on-site

High number of standard desk work points doesn't support the Hybrid working model by providing variety of work-styles



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23018 MPS workplace | Operating Model and Site Analysis

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User Engagement - What we heard....

Community

- Customer Experience needs to be supported through the Service Delivery Model.
- Customer / Community connection is important and needs to be inclusive.
- Customer Services spaces not inviting or welcoming as inclusive for the Community.
- Tech enhanced delivery to provide a more fluid experience between Office and Community
- Tier 3 model main basis for Community engagement as One Stop Shop.

—————
Impact of office location of staff retention and attraction, particular those who are Metropolitan Melbourne based.
—————

Location

- Location for community needs to be considered.
- Consideration made regarding where the majority of Workforce travel from for work
- Transport congestion on Mornington roads especially Tyabb / Mornington Road during peak hours, travel to Rosebud is comparative.
- Parking for both Staff and MPS Car pool important.

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User Engagement - What we heard....

—————

The three offices currently impact on connection, engagement, collaboration and communication of the organisation leading to silos/ community satisfaction survey outcomes

—————

Workplace Style

- Hybrid working at the moment is primarily well endorsed.
- Neighborhoods are good and adjacencies need to be considered.
- Cultural change and Change management will need to be undertaken.
- Creating a workplace that Staff want to be in. Facilities that attract and retain staff.
- Poor condition/ functionality of offices impacting an attendance and not suitable for hybrid working
- Lack of suitable sized meeting rooms spaces for collaboration, team gatherings and small quiet room spaces, poor acoustic separation of meeting rooms.
- Lack of effective staff breakout spaces/ facilities
- Poor condition of toilets/ amenities/ lack of end of trip facilities
- “User friendly booking system..”

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User Engagement - What we heard....

— **Outreach services / meeting spaces within the community / business community are lacking bookable meeting spaces**

Community Facilities consideration

- Staff access to amenities(e.g. food, cafes, gyms, etc.)
- Childcare for staff to attract and retain women back to the workforce
- Meeting spaces for community and staff
- Outreach services / meeting spaces within the community / business community are lacking bookable meeting spaces
- Librarys of the Future with 24/7 membership
- Integrated Public Facilities such as Maternal & Child Health, Childcare, Library, Community meeting, Youth and Customer services E.g. Glenroy Community Hub

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Industry Benchmarks and Best Practice

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Case Studies Councils - Tier 1 Centralised Workplace Model



Maribyrnong

3,500m²

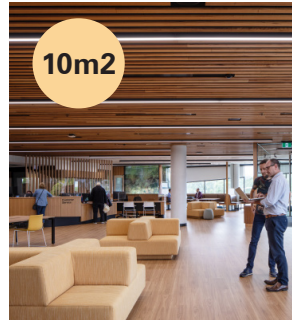
Hybrid/remote working arrangements offered

4x Enclosed Offices

13 m2 per work point

Work settings - Process, focus, discussion, coordination, creative spaces with configurations for varying team sizes

Sharing ratio 60%



Yarra Ranges

5,500m²

Activity Based Working

10 m2 per work point

450 Staff

Work settings - Process, focus, discussion, coordination, creative spaces with configurations for varying team sizes



Casey - Bunjil Place

24,500 m²

Library, performance theatre, public gathering space, exhibition, gallery display, space for events, lectures, debates. Help point, service centre, work



Cardinia

4,500 m²

Activity Based Working

12m2 per work point

350 Work points

A workplace to cater for staff's changing needs with spaces for quiet, intense concentration to open spaces for extensive collaboration.



Greater Dandenong

14,450 m²

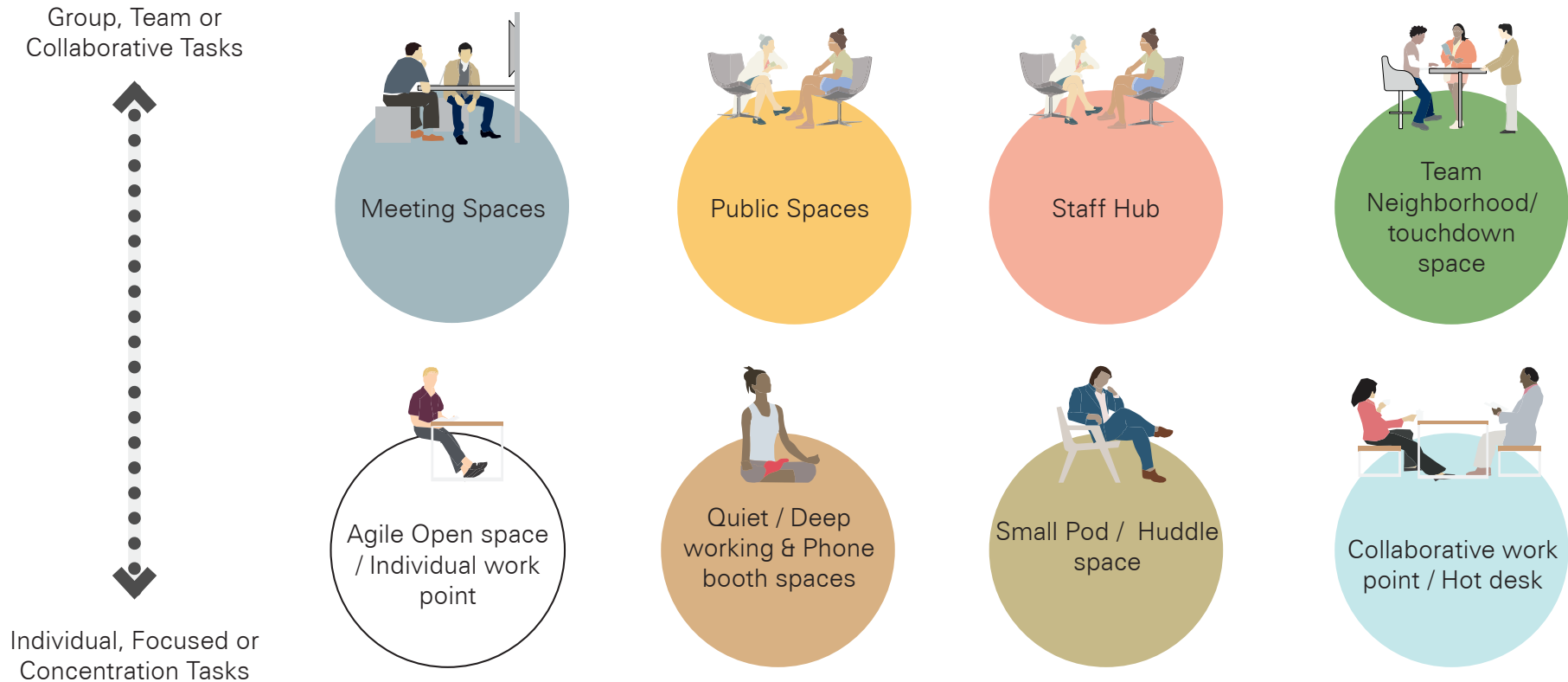
Hybrid/remote working arrangements offered

DI

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Contemporary work style components



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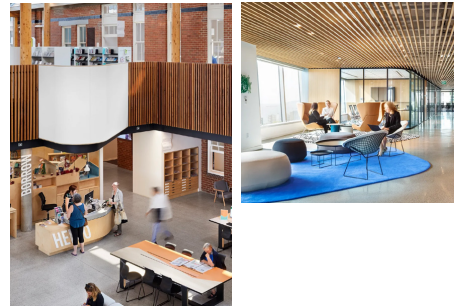
13.11.2023 | 21

Worksettings - Reception, Meeting, Social and Visitor



Customer Experience

Arrival spaces are intended to be Welcoming, active, dynamic, collaborative and social. Serving as a place for receiving community, visitors and accommodate Customer service staff. Access to community meeting rooms & event spaces.



Staff Hub

Shared open, informal spaces that are active, dynamic, collaborative and social. These spaces have higher levels of dynamic sounds and visual interest. Each space is varied in function, purpose, density and type allowing for a range of interactions and workstyles.

Used as Lunchroom, Team Events and Casual Meetings



Large Meeting

Enclosed meeting/project spaces that provide an acoustic and enclosed amenity.

Variety of Large Meetings for both internal and external use

Bookable rooms

20+ Person (flexible rooms)

8-10 Person

Training



Small Meeting

Enclosed meeting/project spaces that provide an acoustic and enclosed amenity.

4 Person Enclosed Meeting

Potential for use as an enclosed Office

Bookable meeting room



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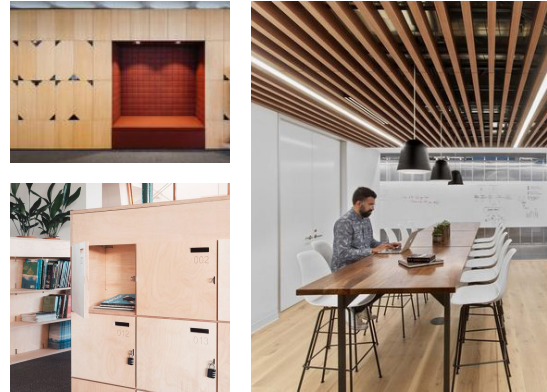
13.11.2023 | 22

Worksettings - Group, Team or Collaborative tasks



Team Neighbourhood Zone / Touchdown & Lockers

Area that can contain lockers
Touchdown desk location
Informal impromptu catch ups
Centralised location as part of the Team Neighbourhood and used as an anchoring space for teams in agile environments
Works in conjunction with the Small Informal and bump spaces within main circulation



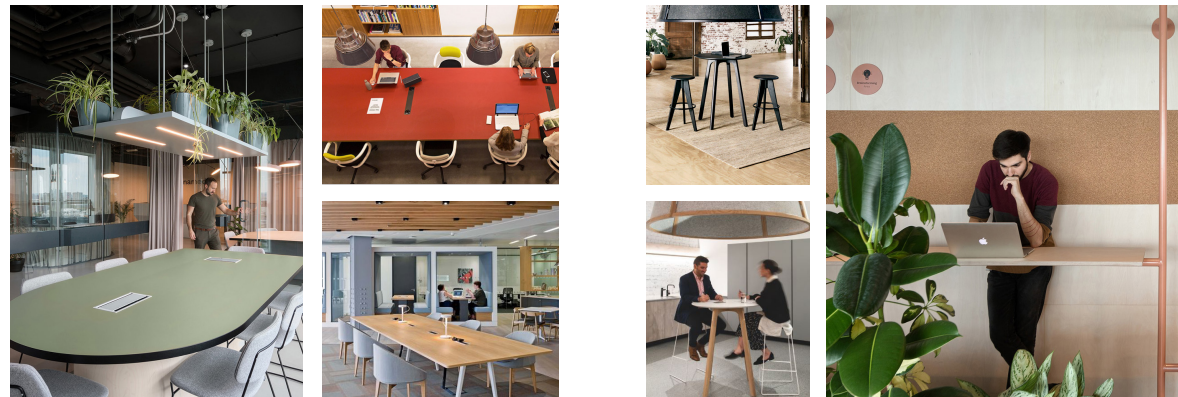
Small Informal / Bump Space

Open, flexible spaces for informal and varied work. A range of stools, high backed lounges or banquettes. Tables to suit individual laptop use to collaborative high tables. Wi-fi and power connection to allow for flexible use of technology.
Used as Team Huddle, Circulation Spine Break-Out Area adhoc meeting and waiting



Collaborative Workpoint / Hot Desk

Unassigned desks of 1500mm with meeting end, can be used as a workpoint for the day when more collaborative or when team work is required.



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Worksettings - Individual, Quiet or Focused tasks



Agile Open Space

The open space floorplate allows for fully flexible spaces with the concept of enabling any workplace components within this zone to be easily manipulated and changed without a large amount of infrastructure changes, eg. workstation reconfiguring, small pod/semi-enclosed spaces, small pod/focused work spaces or informal/collaboration spaces.



Individual Workpoint within Agile Open Space

Desk unit 1500mm

Technology enabled for plug & play

Desks with sit-to-stand functionality to boost health and activity. Task chairs to be ergonomically designed for seated periods. Desk to incorporate screens to reduce visual distraction, and have integrated power and data



Small Pod / Huddle space

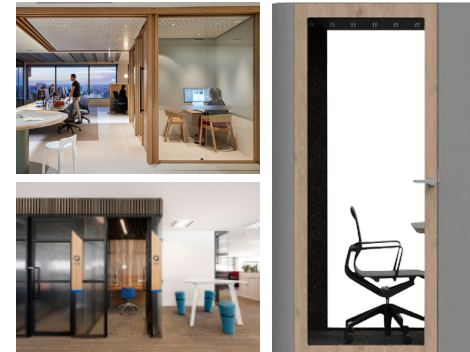
Semi-enclosed space for focused individual work. Some visual and auditory privacy to reduce distractions and allow for concentration.

Integrated power and data to allow for use of technology. Comfortable seating to create a change of environment from desk work.



Quiet / Deep working space & Phone booths

Enclosed space for interruption-free focused work. Visual and auditory privacy to remove distractions and allow for deep concentration. Integrated power and data to allow for use of technology.

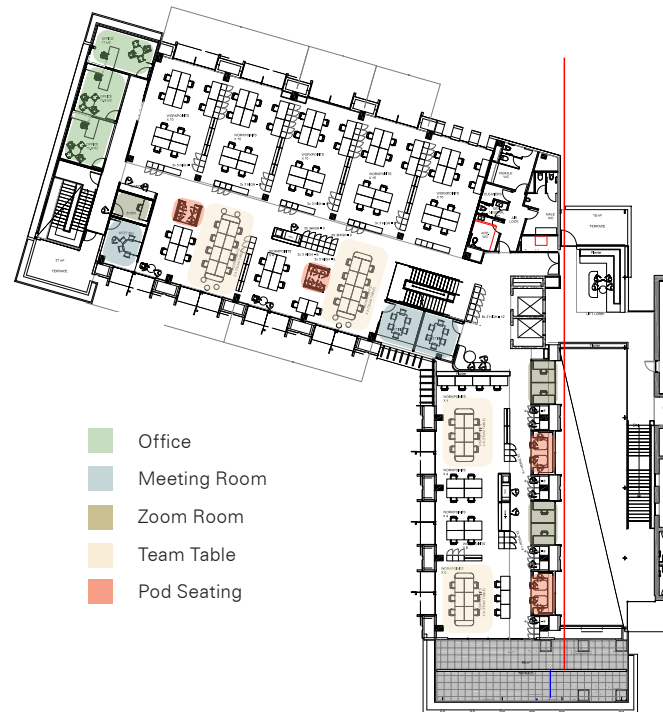


DI

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Case Studies Councils - Tier 1 Main Office



- 4** Offices
- 150** Work Points
- 258** Total Staff
- 60%** Sharing Ratio
- 13m²** Per Work Point



Maribyrnong Town Hall

3,500m²

Customer Service	319 m ²
Council Chambers	268 m ²
Function Space	375 m ²
Town Hall Community	
Meeting Spaces	355 m ²
Workplace	1927 m ²



Precedent images
Maribyrnong Town Hall

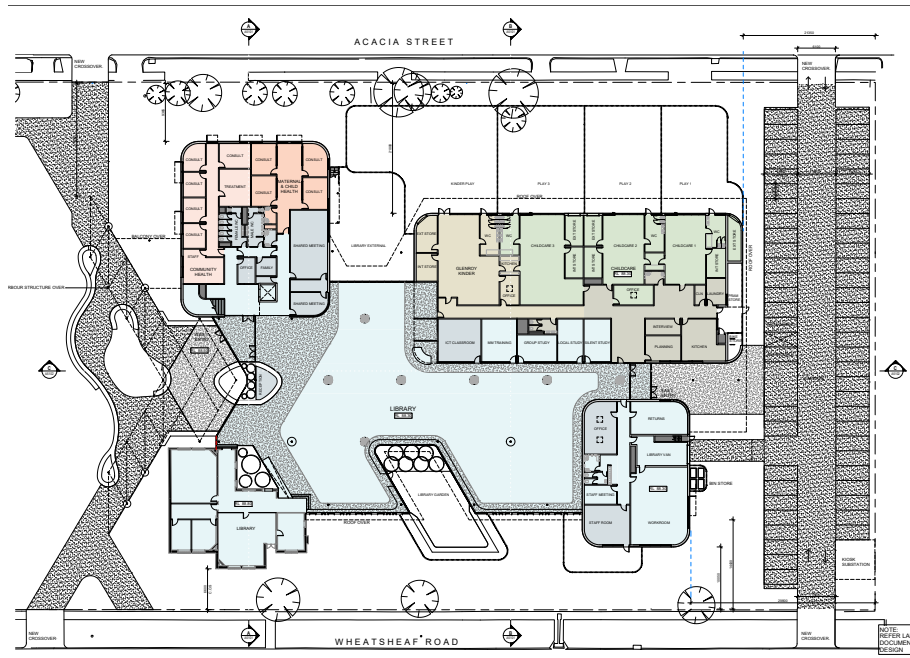


DI

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Case Studies Councils - Satellite Community Hub Model



- Library
- Kinder
- Childcare
- Community Health
- Maternal & Child Health

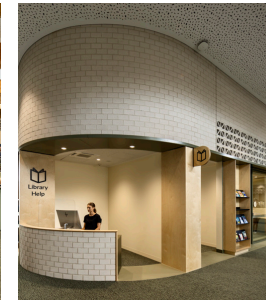
***Case studies show much larger examples of Tier 2 Major Satellite than proposed**



Glenroy Community Hub

4,500 m²

Library	1926 m ²
Maternal & Child Health	138 m ²
Childcare	570 m ²
Community Health	179 m ²
Neighborhood Learning	71 m ²
Shared Spaces	58 m ²



Precedent images

Glenroy Community Hub

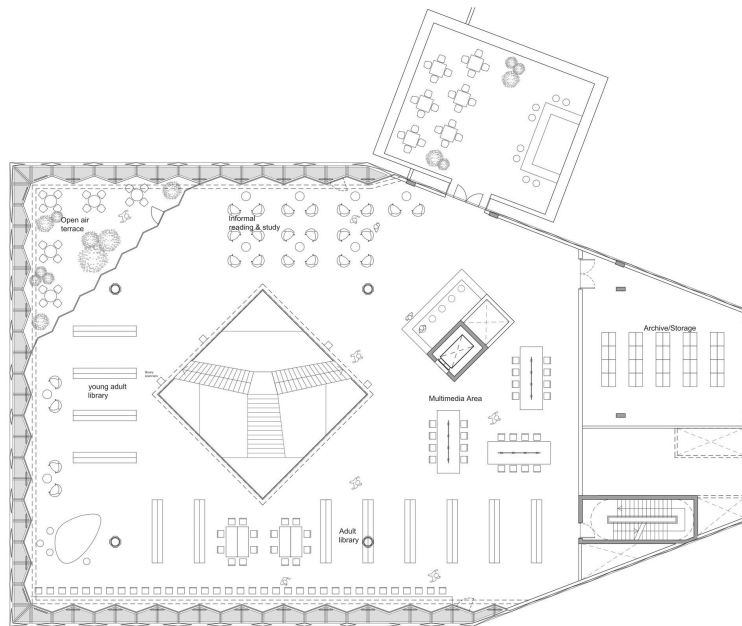


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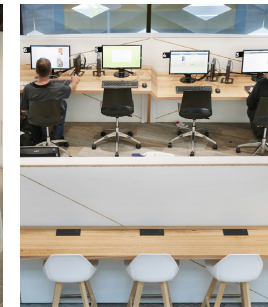
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Case Studies Councils - Satellite Community Hub Model



*Case studies show much larger examples of Tier 2 Major Satellite than proposed



Realm

- Customer Service
- Library
- BizHub - Business Resource Hub
- Co-working Space
- ArtSpace - Gallery/exhibition space
- Bookable Meeting Rooms

Precedent images
Realm, Ringwood VIC

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Case Studies Councils Business Hub Model - Hume City Council



StartNorth located in the Broadmeadows Town Hall, Hume City Council

***Case studies show much larger examples of Business Hub than proposed. Facility & Community needs would need consultation.**



StartNorth

642 m²

Business Hub
Co-Working Space
Bookable Offices/Meeting Rooms



Precedent images
StartNorth



DI

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Case Studies

Car Parking Provisions

Brimbank Council Multi-Deck Car Park

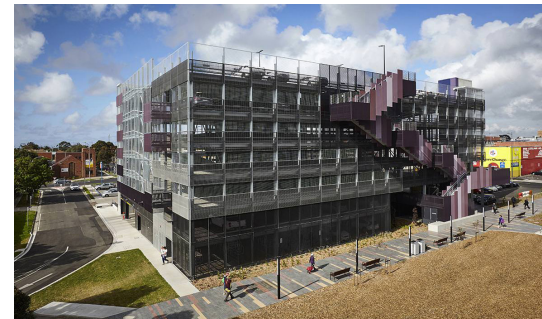
6 floors with 351 parking spaces

South East Water, Frankston

5 Star Green Star Office Design V3

700x staff – 350 parking spaces = 2:1 provision

“SEW is meeting its permit requirements through the provision of 200 carparks on site and has entered into a commercial agreement with a privately owned carpark to provide the additional 150 car spaces”



Precedent images

Multi-Deck Car Park, Brimbank
South East Water, Frankston

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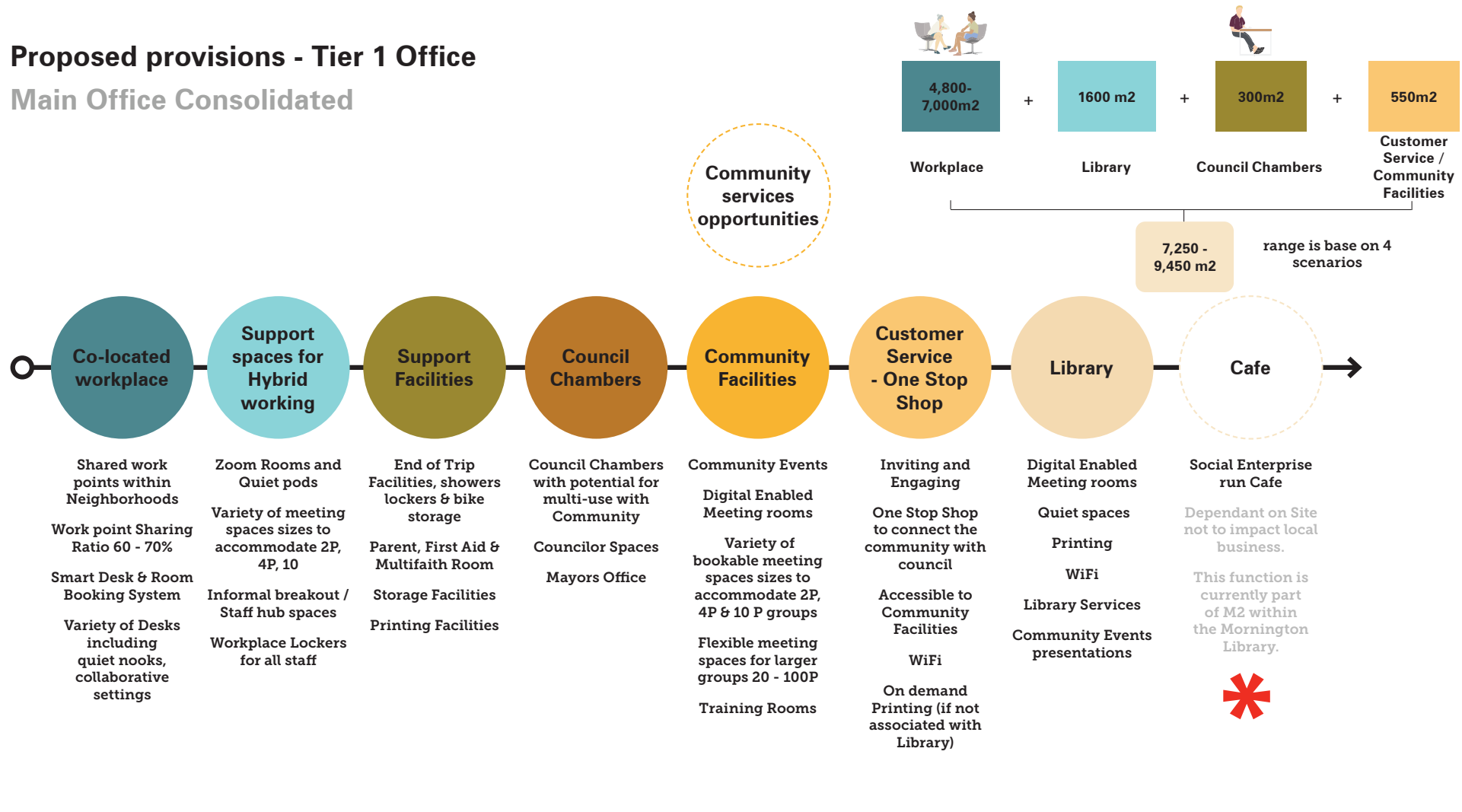
Mornington Peninsula Shire Workstyle proposal

DI

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Proposed provisions - Tier 1 Office Main Office Consolidated

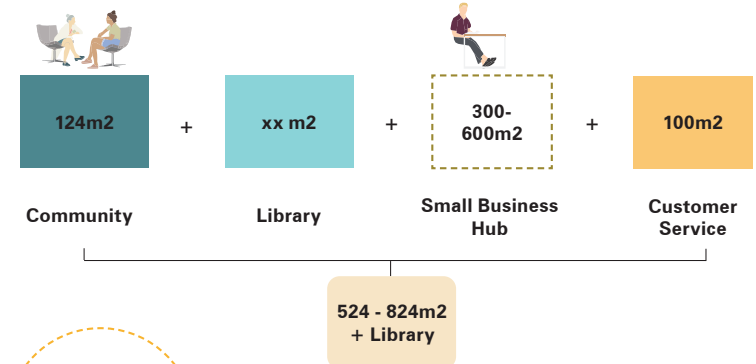
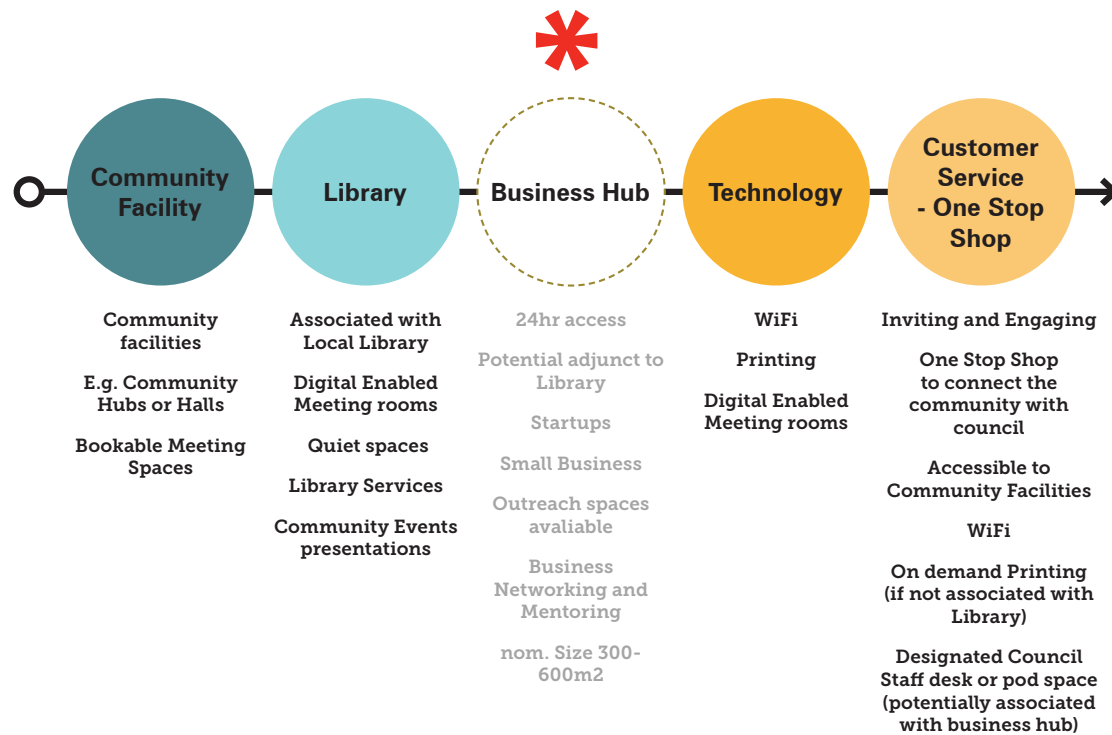


DI

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Proposed provisions - Tier 2 Office Major Satellite



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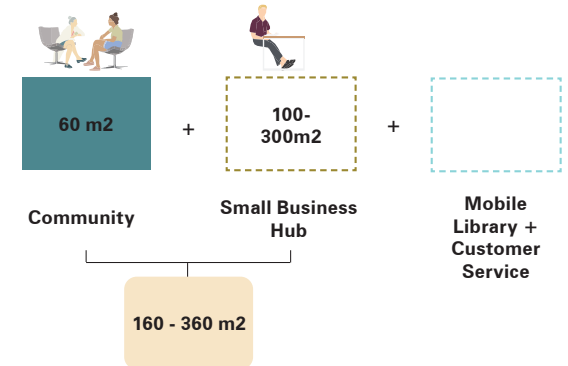
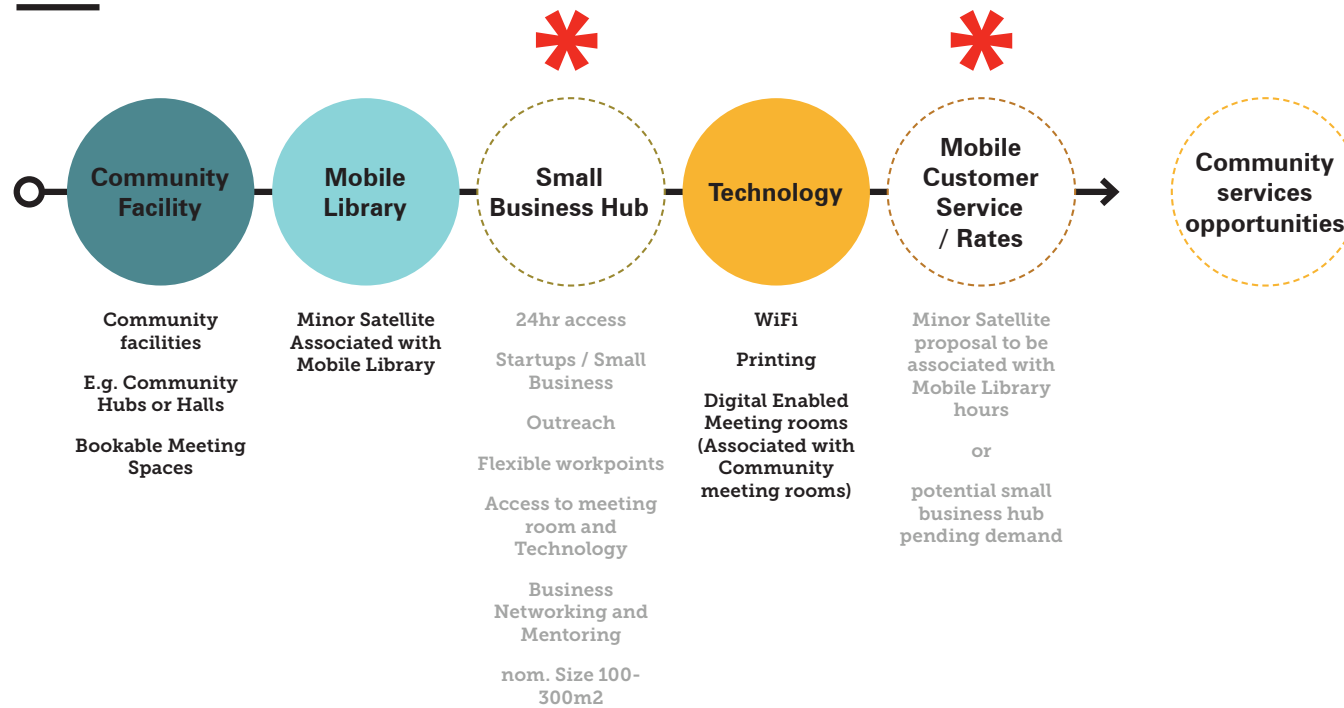
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Proposed provisions - Tier 3 Office

Minor Satellite

*Tier 3 to be determined based on location analysis and Community Facilities Strategic Plan

(Potential for 0 - 4 locations)



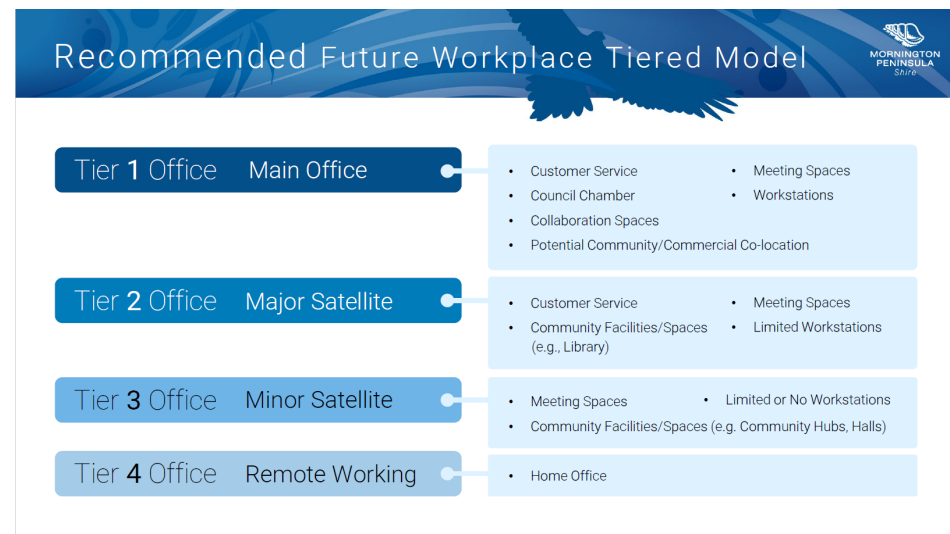
DI

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Assumptions

- Hybrid working model (Staff in office attendance to typically range from 2-3 days per week)
- The full-time and part-time would be assumed that 89% of staff are in the office for a minimum of 2 to 3 days a week.
- Casual can potentially be more sporadic and have a higher sharing ratio
- Reduction in Office numbers from 41 to 1x Office to be shared as CEO office
- Council Chambers and Associated offices to stay similarly in size.
- Tier 2 = “Integrated Community Hub Model” Customer Services with option within the Integrated Community Hub model for council designated hot desking and/or pods for Council Staff Use
- Tier 3 = Small Community Hub Model with provision of Community services potentially alignment with customer service/mobile library.



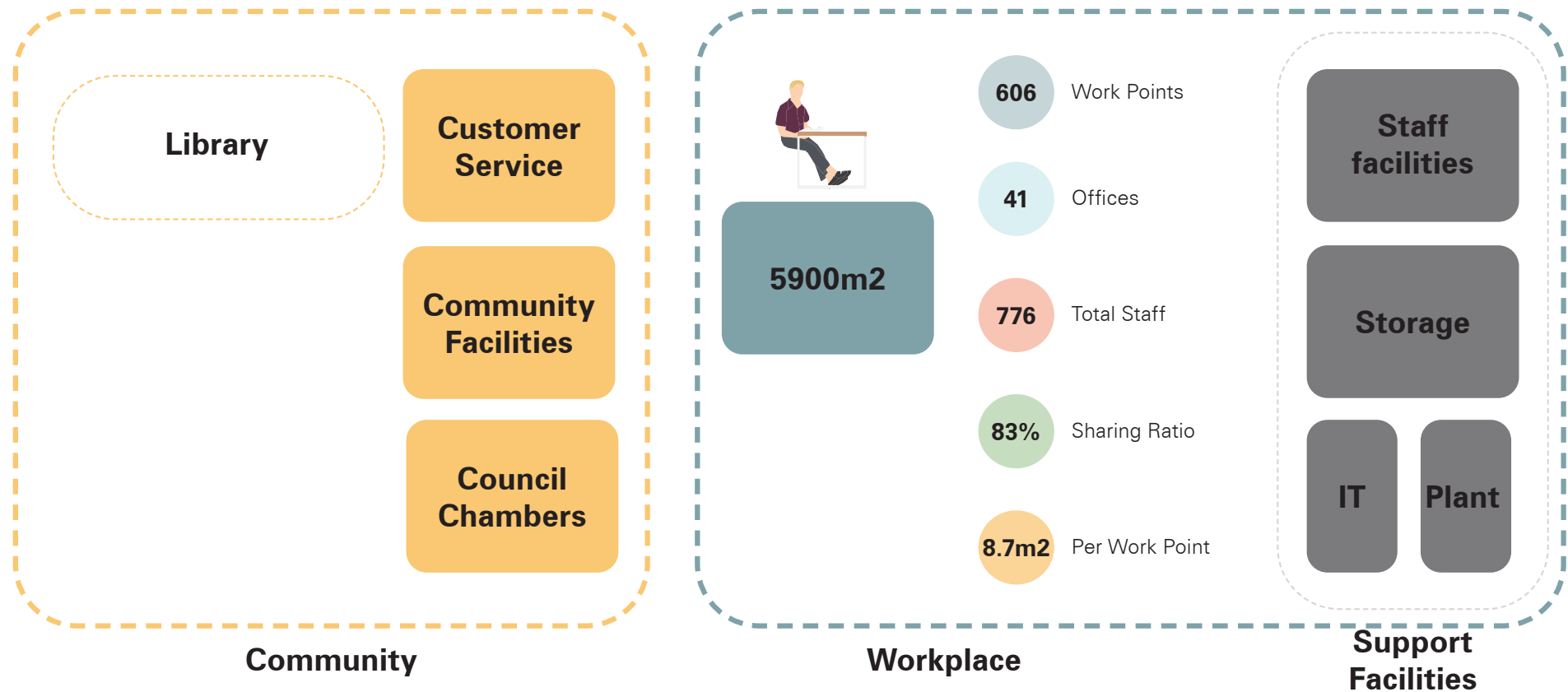
DI

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Existing Provisions

Incorporating all 3 existing sites



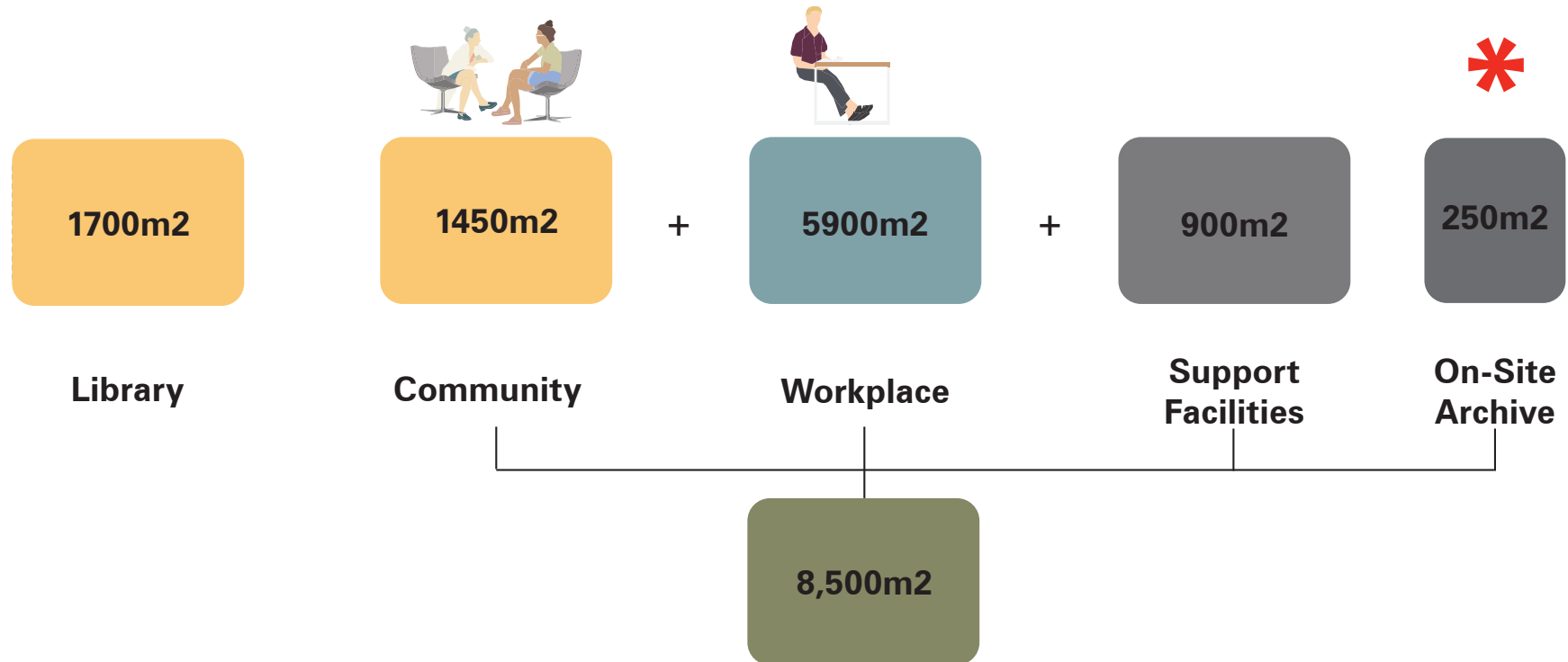
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Existing calculations

Incorporating all 3 existing sites

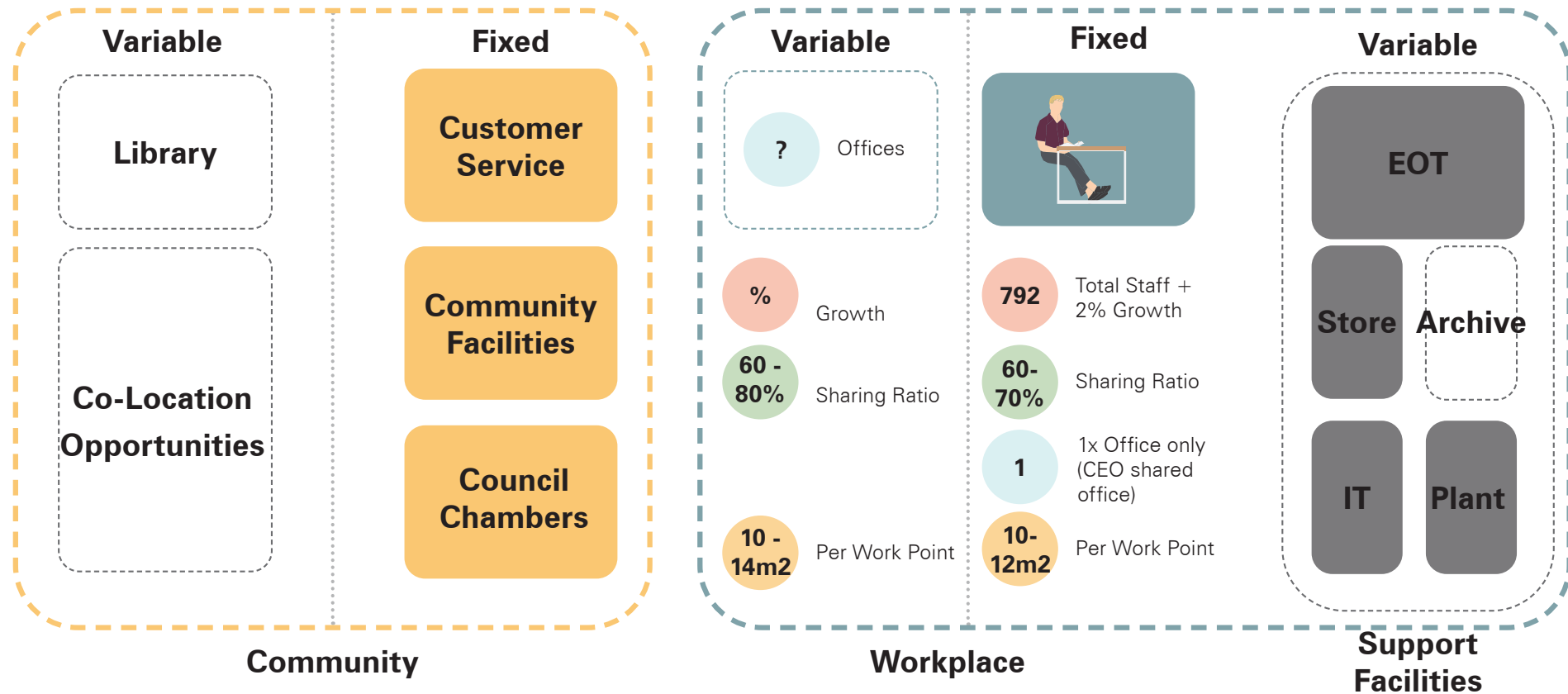


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Assumptions_Tier 1 Workplace
Fixed and variables



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Sharing Ratio %

- Traditional workplace mode, has historically been a 1:1 ratio of a workplace to staff member. Therefore no sharing and limited spaces to support alternative work practices, such as Hybrid agile work style.
- Provision of different sharing ratios enable for more flexibility of workpoints to cater for workstyles in the workplace. Below shows the difference between different ratios:

40%

- Reflects a 2 day allowance of staff member in the office.
- Provides little flexibility in change of hybrid working patterns and any unplanned growth flexibility

50%

- Reflects a 2.5 day allowance of staff member in the office.
- Provides little flexibility in change of hybrid working patterns and any unplanned growth flexibility

60%

- A more common sharing ratio it reflects a 3 day allowance of each staff member in the office.
- Provides more flexibility in change of hybrid working patterns for those that might flex between 2- 3 days within the office.
- Marginally assists with unplanned growth flexibility

70%

- The most common sharing ratio it reflects a 3.5 day allowance of each staff member in the office.
- Provides more flexibility in change of hybrid working patterns for those that might flex between 2- 3 days within the office,
- Also assists with more peak day preferences and unplanned growth flexibility

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Growth Rate

2%

Growth allowance has currently been applied as 2% overall. This is perceived as low and proposal to confirm suitable growth to apply. Note: It was identified that there would be a Nil Net growth over the next 5 years.

** Proposal to confirm a suitable growth rate with People & Culture to adequately determine the growth percentage needed to be applied.*

0.31%

Additional information:

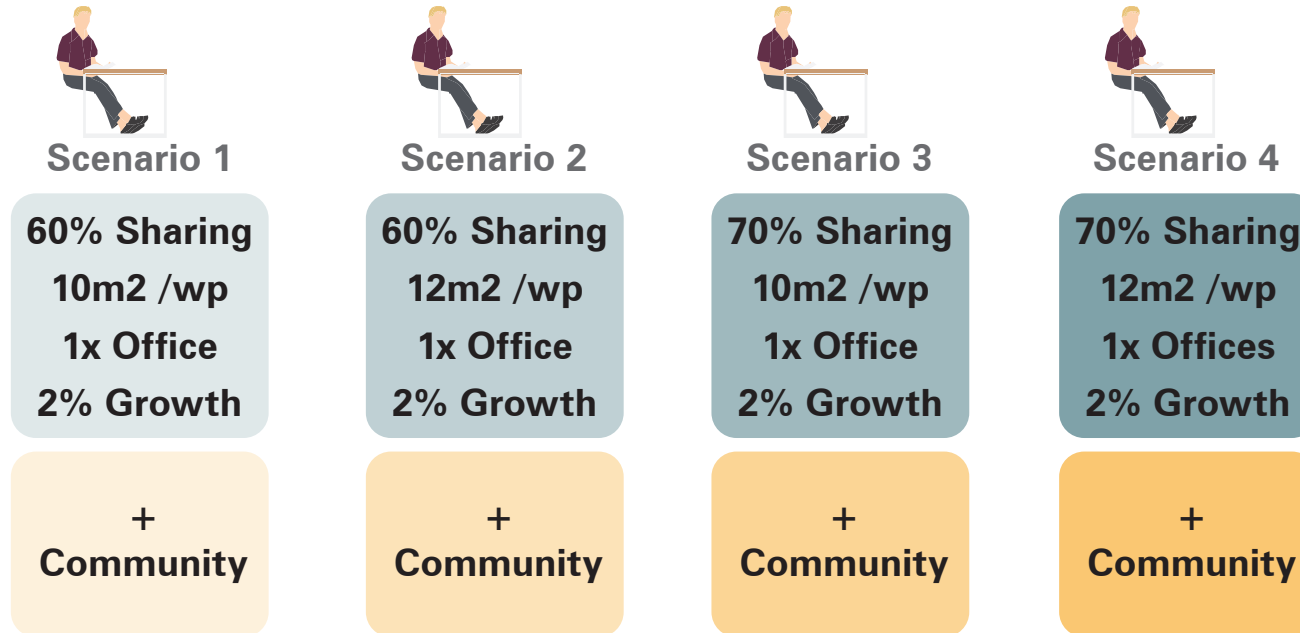
Review of population growth could be a suitable application. Record shows population growth 0.31% per annum over 10 years. Noting that this was much higher during pandemic times.

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Assumptions_Tier 1 Workplace Scenarios



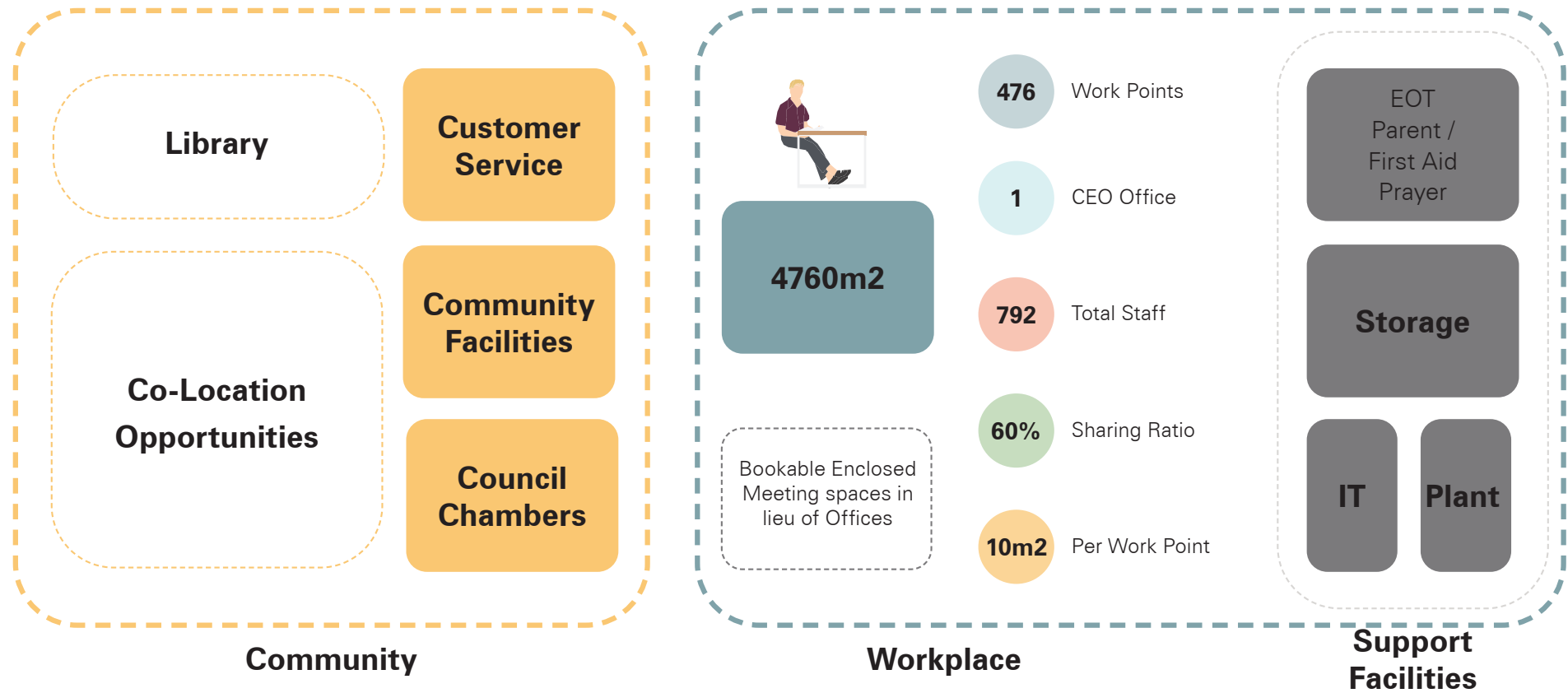
DI

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Scenario One - Breakdown

60% Sharing ratio with No Offices (10m2)



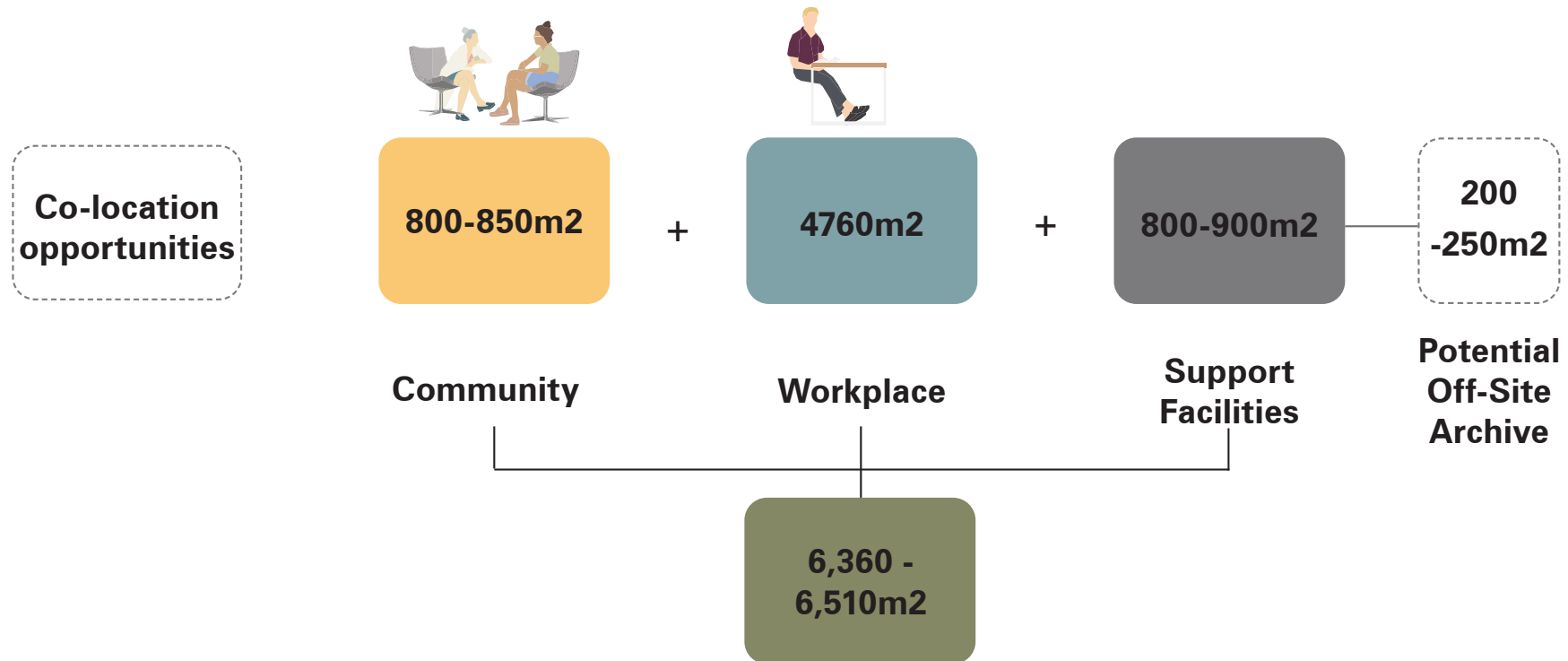
DI

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Scenario One - Area Summary

60% Sharing ratio with No Offices (10m²)



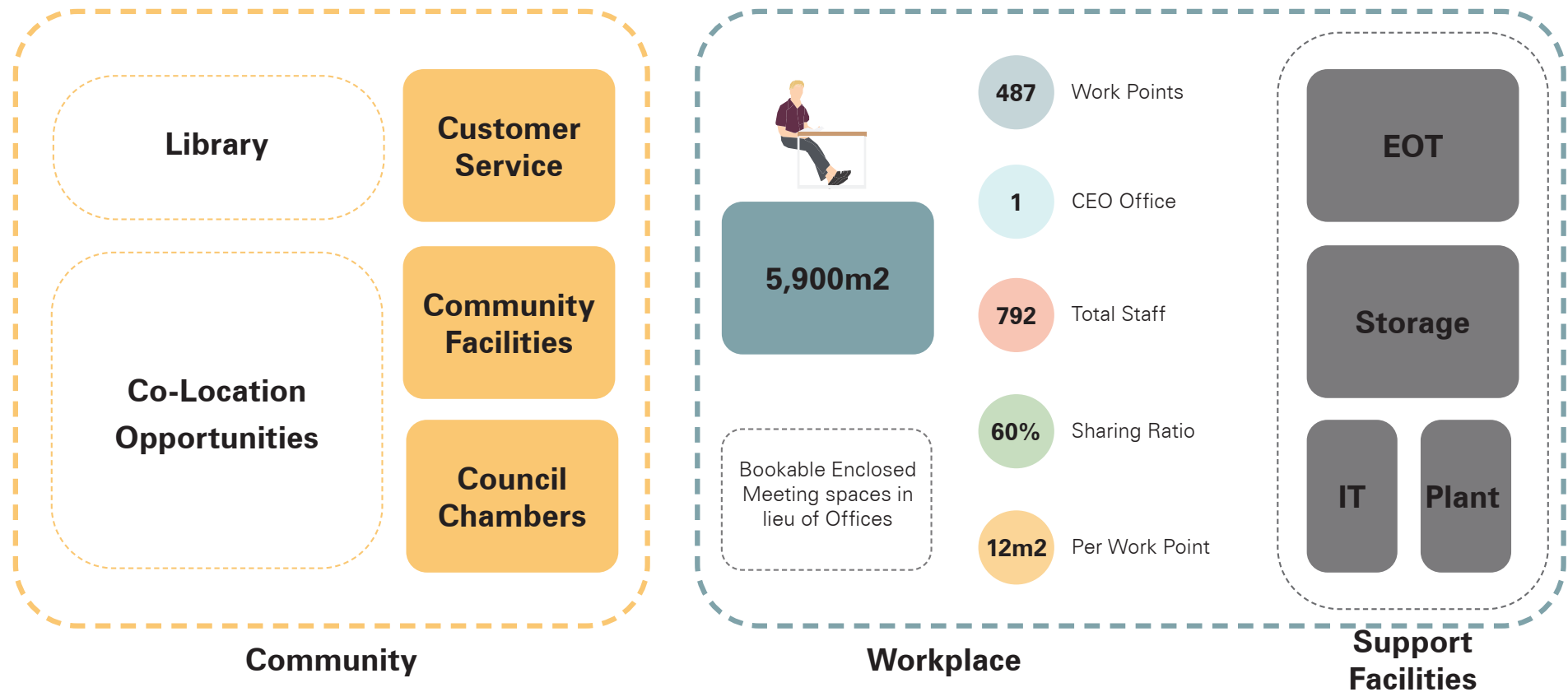
DI

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Scenario Two - Breakdown

60% Sharing ratio with additional bookable meeting (12m²)



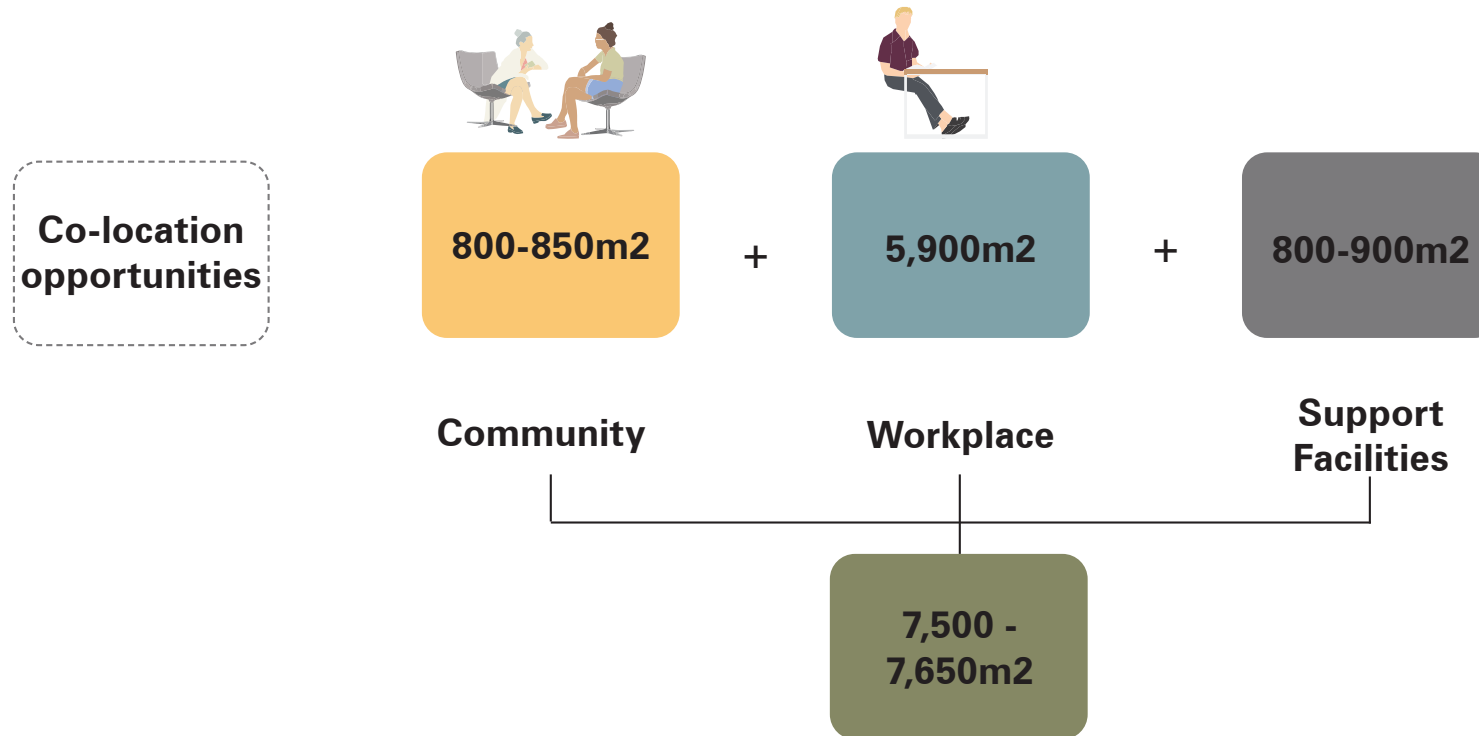
DI

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Scenario Two - Area Summary

60% Sharing ratio with additional bookable meeting (12m²)



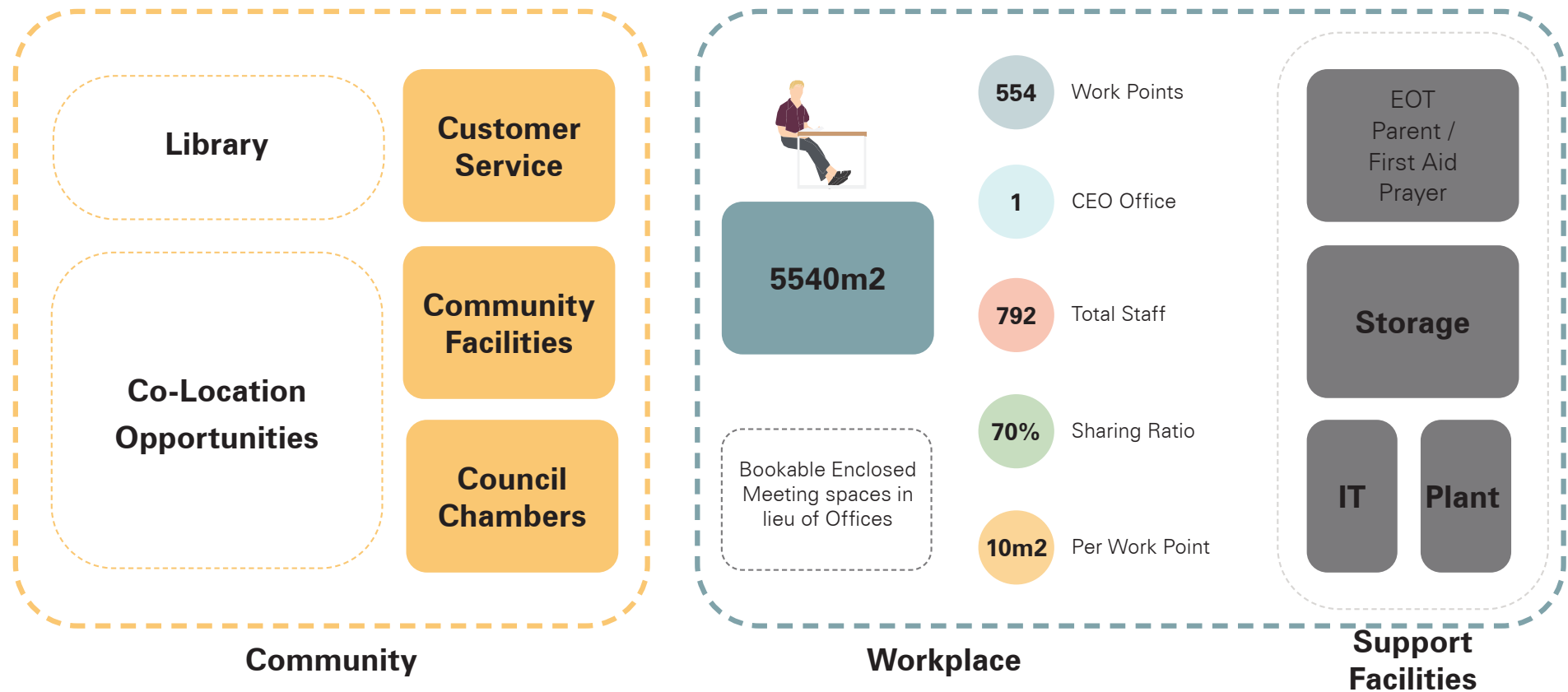
DI

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Scenario Three - Workstyle Breakdown

70% Sharing ratio with No Offices (10m²)



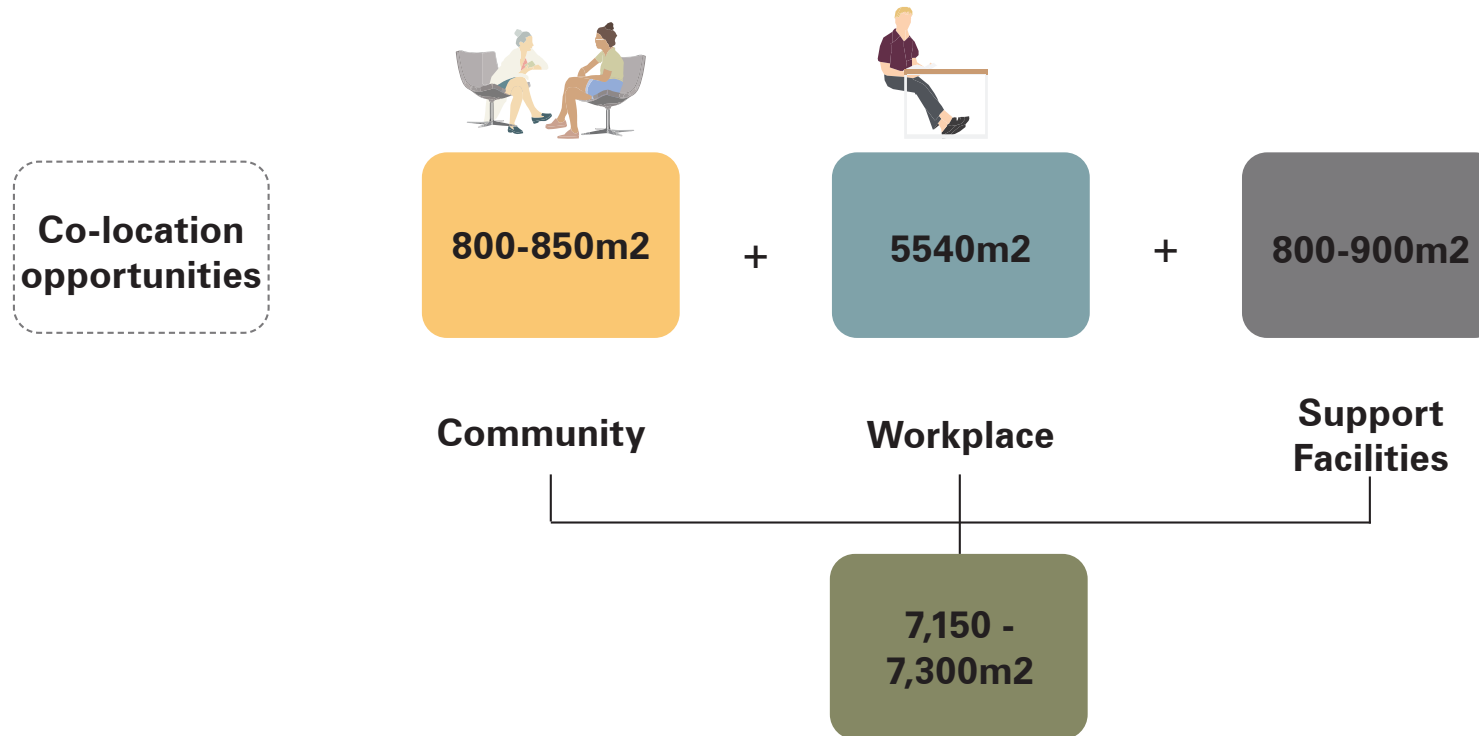
DI

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Scenario Three - Area summary

70% Sharing ratio with No Offices (10m²)



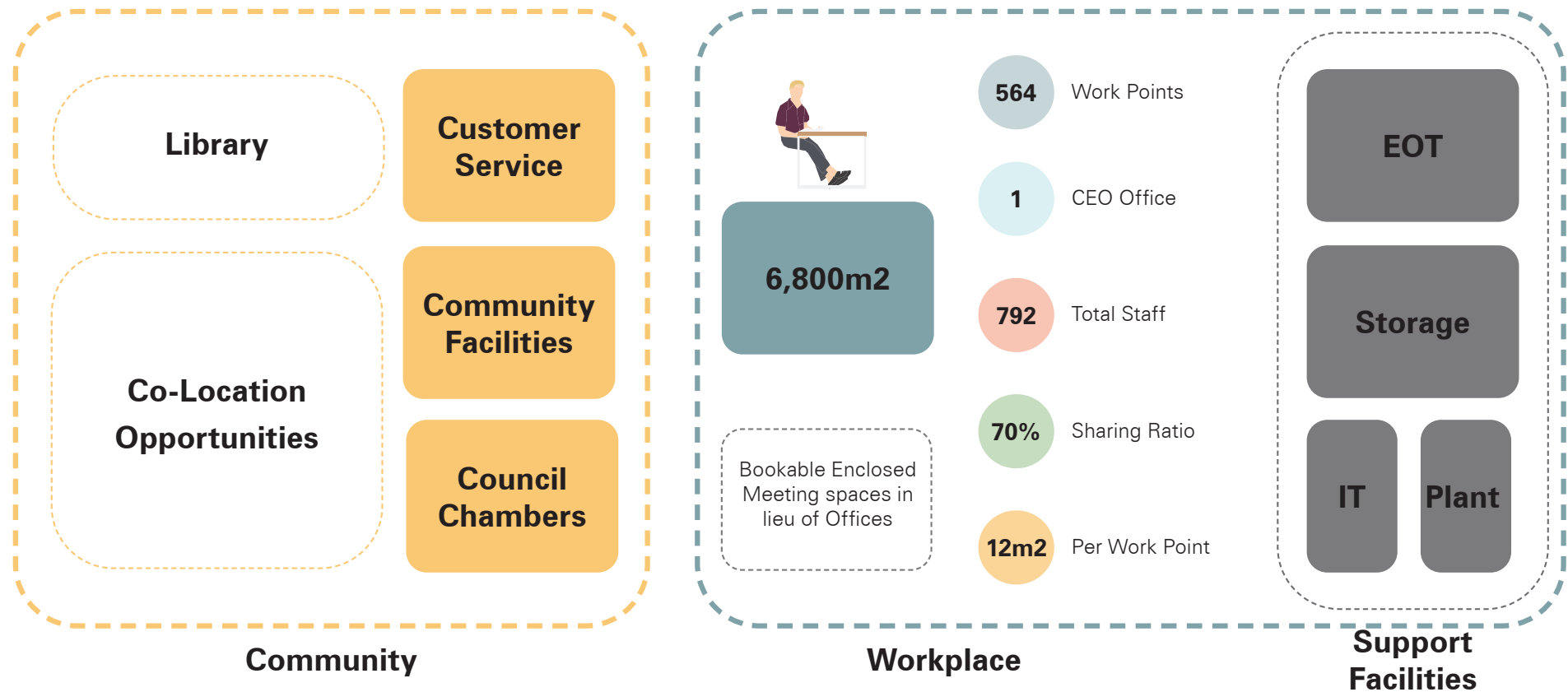
DI

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Scenario Four - Workstyle breakdown

70% Sharing ratio with additional bookable meeting (12m²)



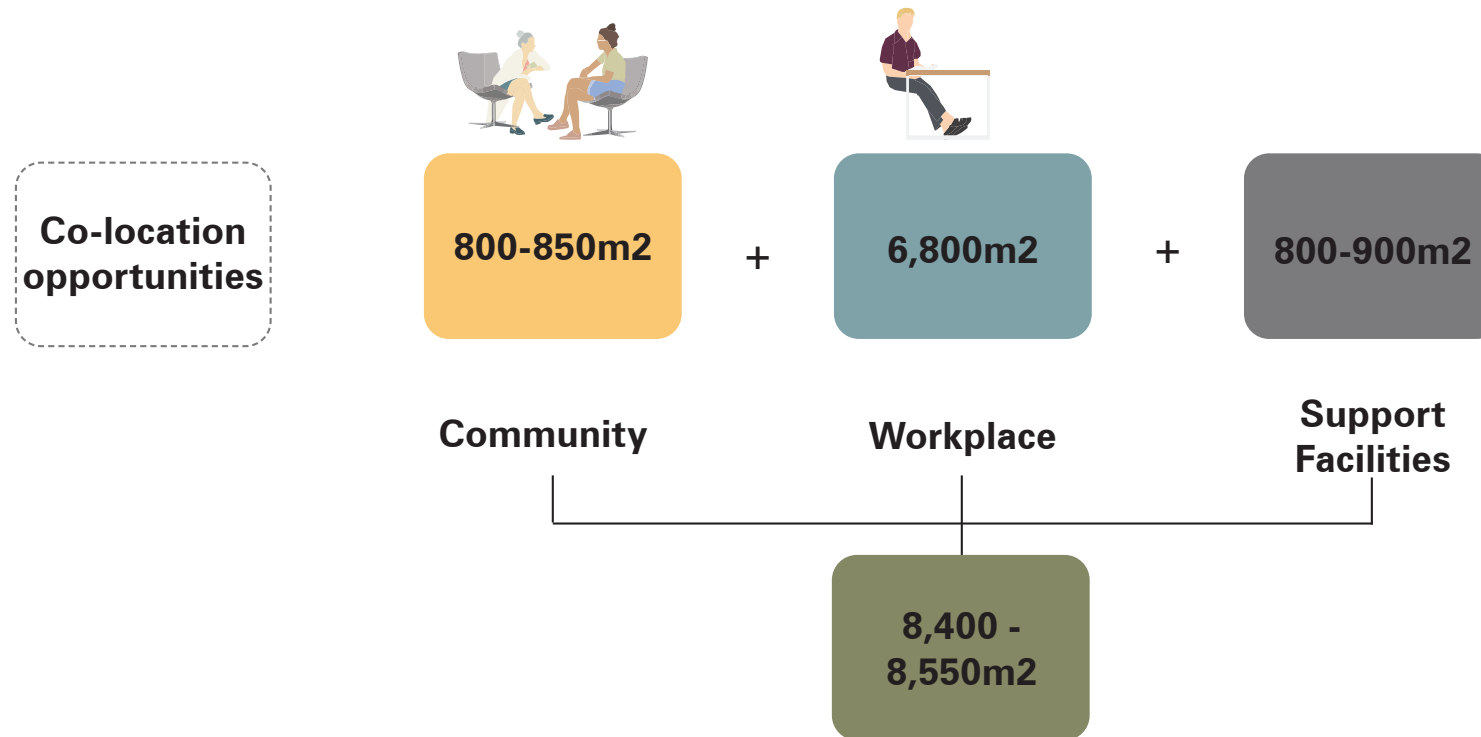
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Scenario Four - Area Summary

70% Sharing ratio with additional bookable meeting (12m²)



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Scenario Summary of Areas
Summary of Options inclusive
Community spaces &
Support Facilities

	Scenario 1	Scenario 2	Scenario 3	Scenario 4
	60% Sharing 10m ² /wp 0x Offices 2% Growth	60% Sharing 12m ² /wp 1x Offices 2% Growth	70% Sharing 10m ² /wp 0x Offices 2% Growth	70% Sharing 12m ² /wp 1x Offices 2% Growth
Workplace Area	4,760m ²	5,900m ²	5,540m ²	6,800m ²
Total Building Area, including Community & Support Facilities	6,350 - 6,500m ²	7,500 - 7,650m ²	7,150 - 7,300m ²	8,400 - 8,550m ²
Total Carparking Spaces & Area	476	488	554	566
	14,280m ²	14,640m ²	16,620m ²	16,980m ²
Total Area (Workplace and Carparking)	20,630 - 20,780m ²	22,140 - 22,290m ²	23,770 - 23,920m ²	25,380 - 25,530m ²

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Carpark considerations

Car parking to Workplace Scenarios

	Scenario 1	Scenario 2	Scenario 3	Scenario 4
Workplace Area	4,760m ²	5,900m ²	5,540m ²	6,900m ²
In accordance with MPS Planning Scheme Carparking space allocation (3.5 Car parks per 100m ²)	136	168	162	198
Std Carpark on grade including landscape (30m ² per car space)	4,080m ²	5,040m ²	4,860m ²	5,940m ²
Non-Std Car space allocation based on Sharing Ratio 60 or 70%	476	488	554	566
Std Carpark on grade including landscape (30m ² per car space)	14,280m ²	14,640m ²	16,620m ²	16,980m ²



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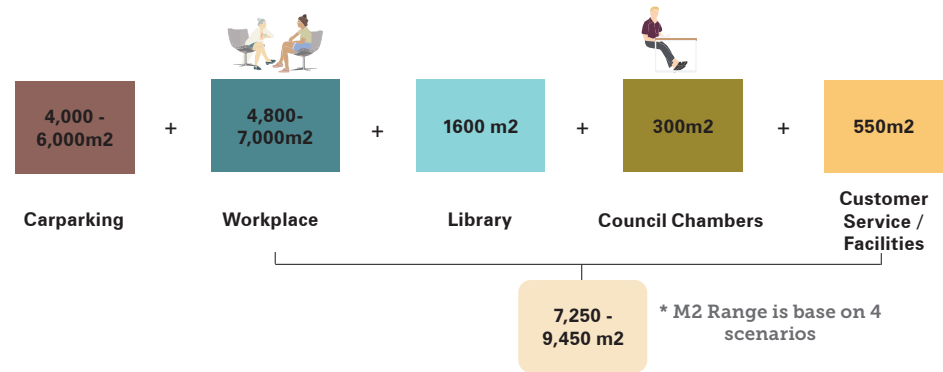
Proposed provisions - Summary

Tier 1 Main Office

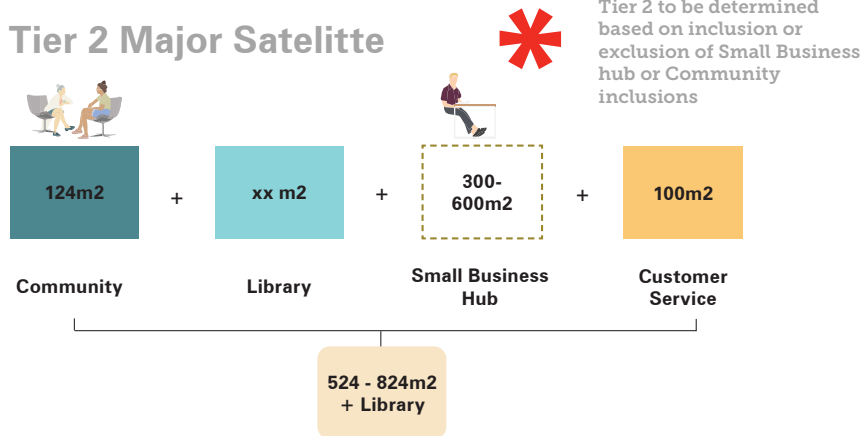
Tier 2 Major Satellite

Tier 3 Minor Satellite

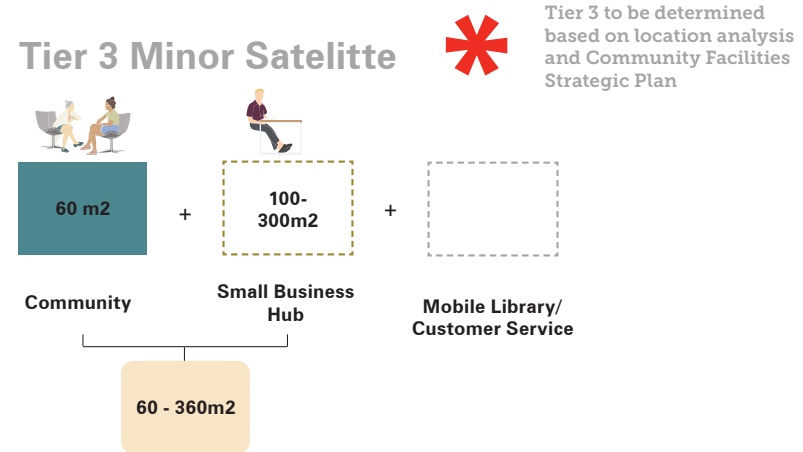
Tier 1 Main Office



Tier 2 Major Satellite



Tier 3 Minor Satellite



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Location Analysis

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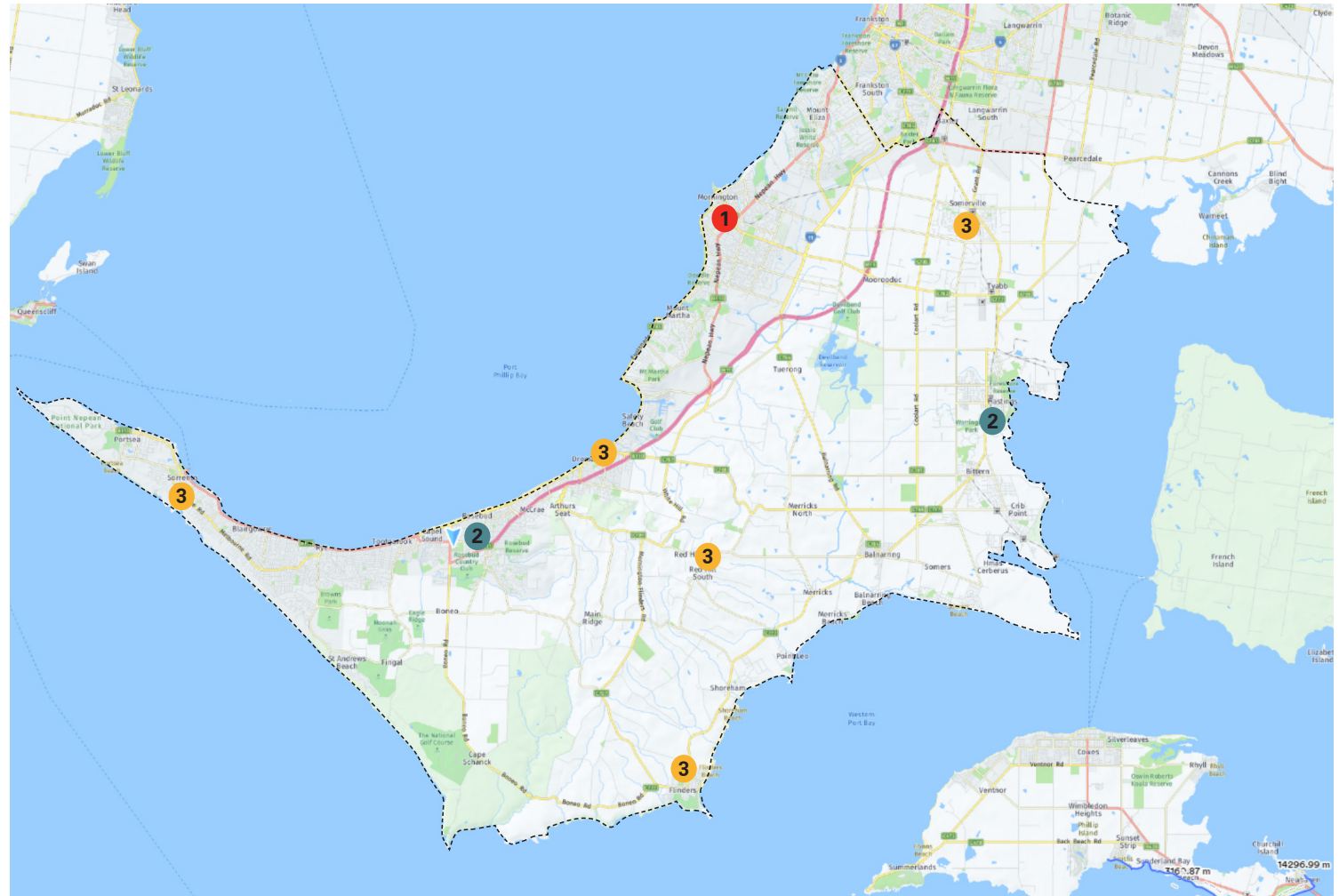
13.11.2023 | 52

Shortlisted Townships

Township	Ranking	% Compliance to evaluation criteria
Mornington	1	81%
Rosebud	2	80%
Hastings	3	70%

Mornington Example

- Tier 1
Mornington
- Tier 2
Rosebud and Hastings
- Tier 3
Dromana
Flinders
Red Hill
Somerville
Sorrento



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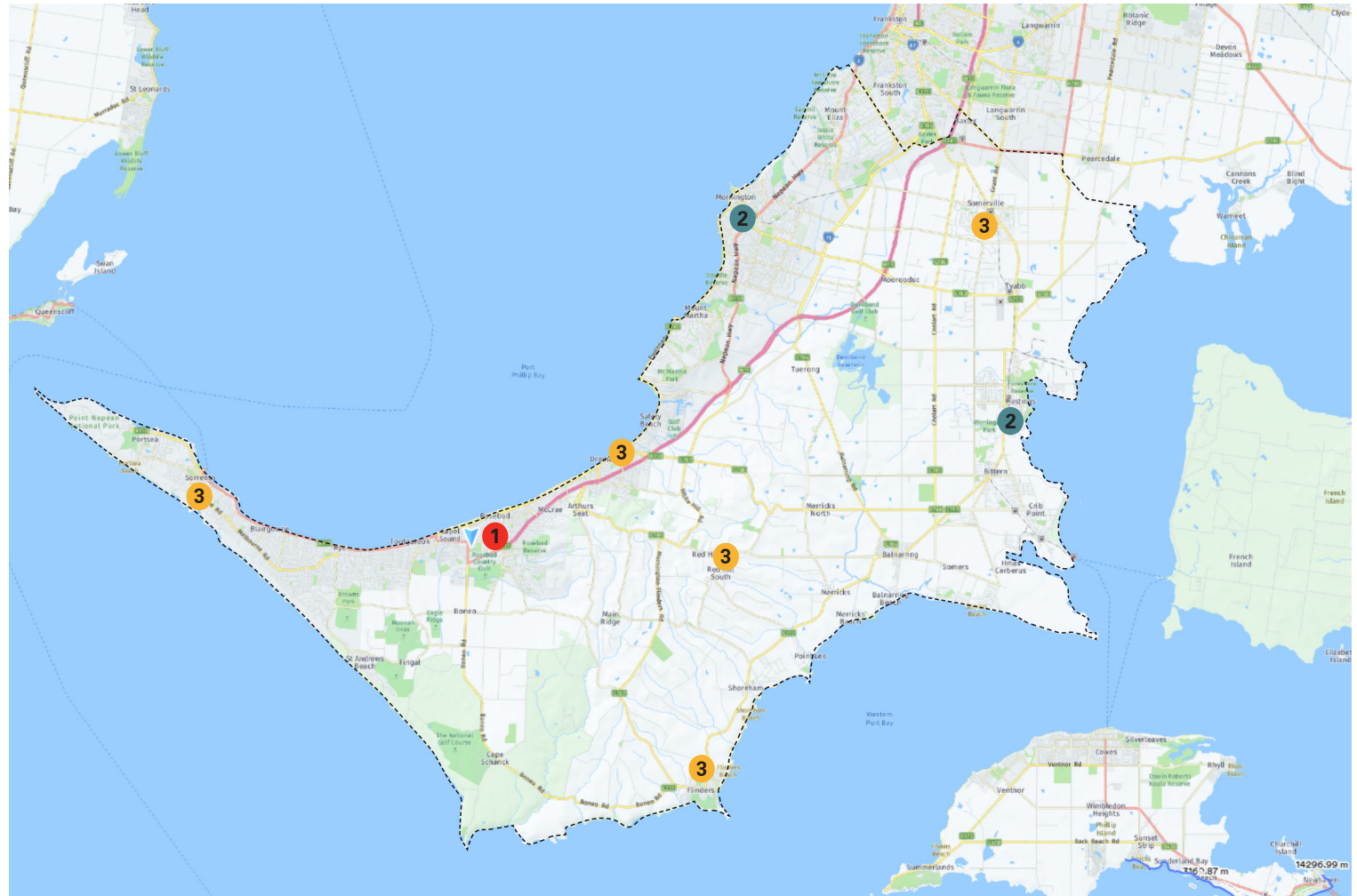
13.11.2023 | 53

Shortlisted Townships

Township	Ranking	% Compliance to evaluation criteria
Mornington	1	81%
Rosebud	2	80%
Hastings	3	70%

Rosebud Example

- Tier 1
Rosebud
- Tier 2
Mornington and Hastings
- Tier 3
Dromana
Red Hill
Somerville
Sorrento
Flinders



DI

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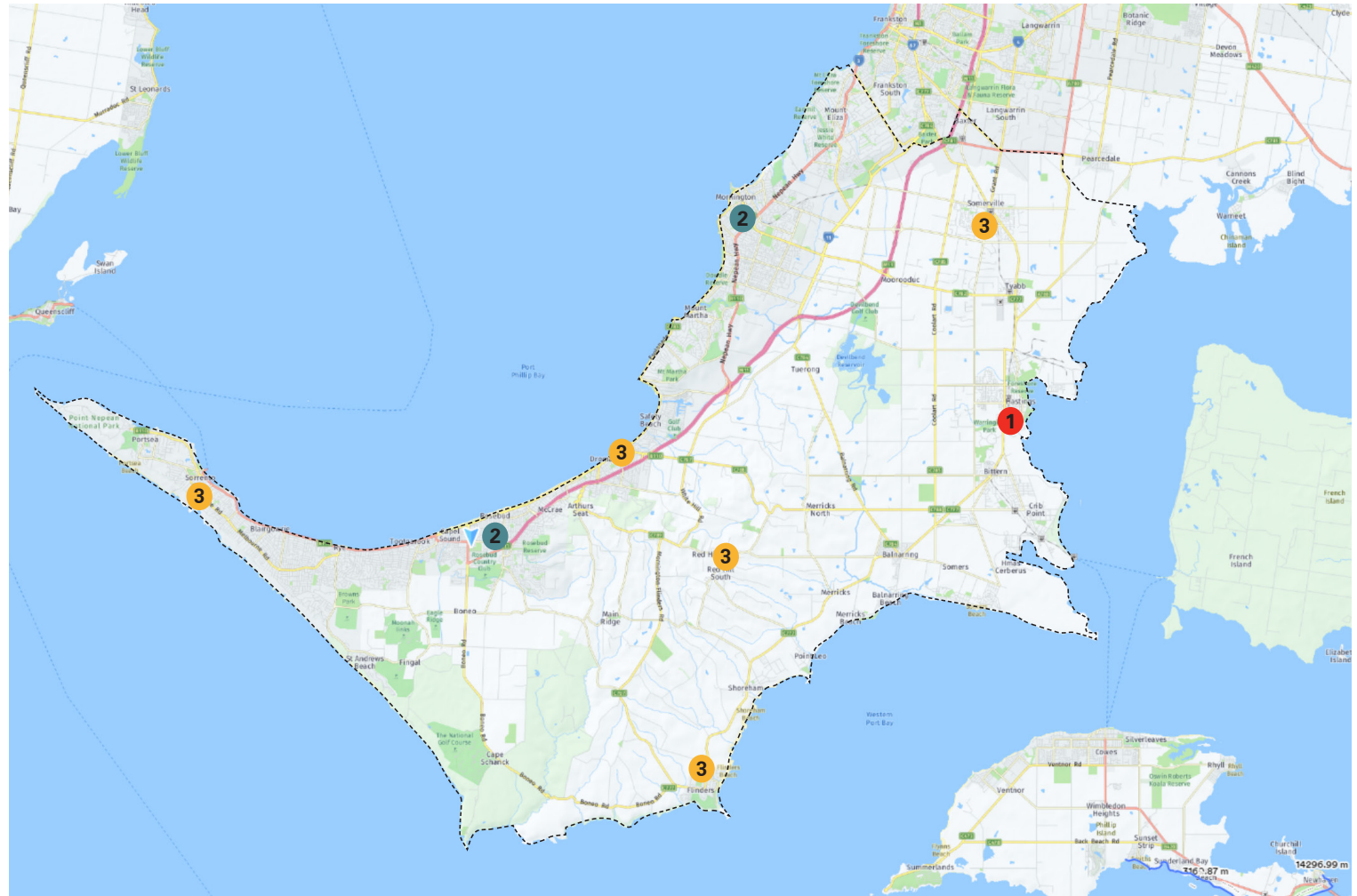
13.11.2023 | 54

Shortlisted Townships

Township	Ranking	% Compliance to evaluation criteria
Mornington	1	81%
Rosebud	2	80%
Hastings	3	70%

Hastings Example

- Tier 1
Hastings
- Tier 2
Rosebud and Mornington
- Tier 3
Dromana
Red Hill
Somerville
Sorrento
Flinders



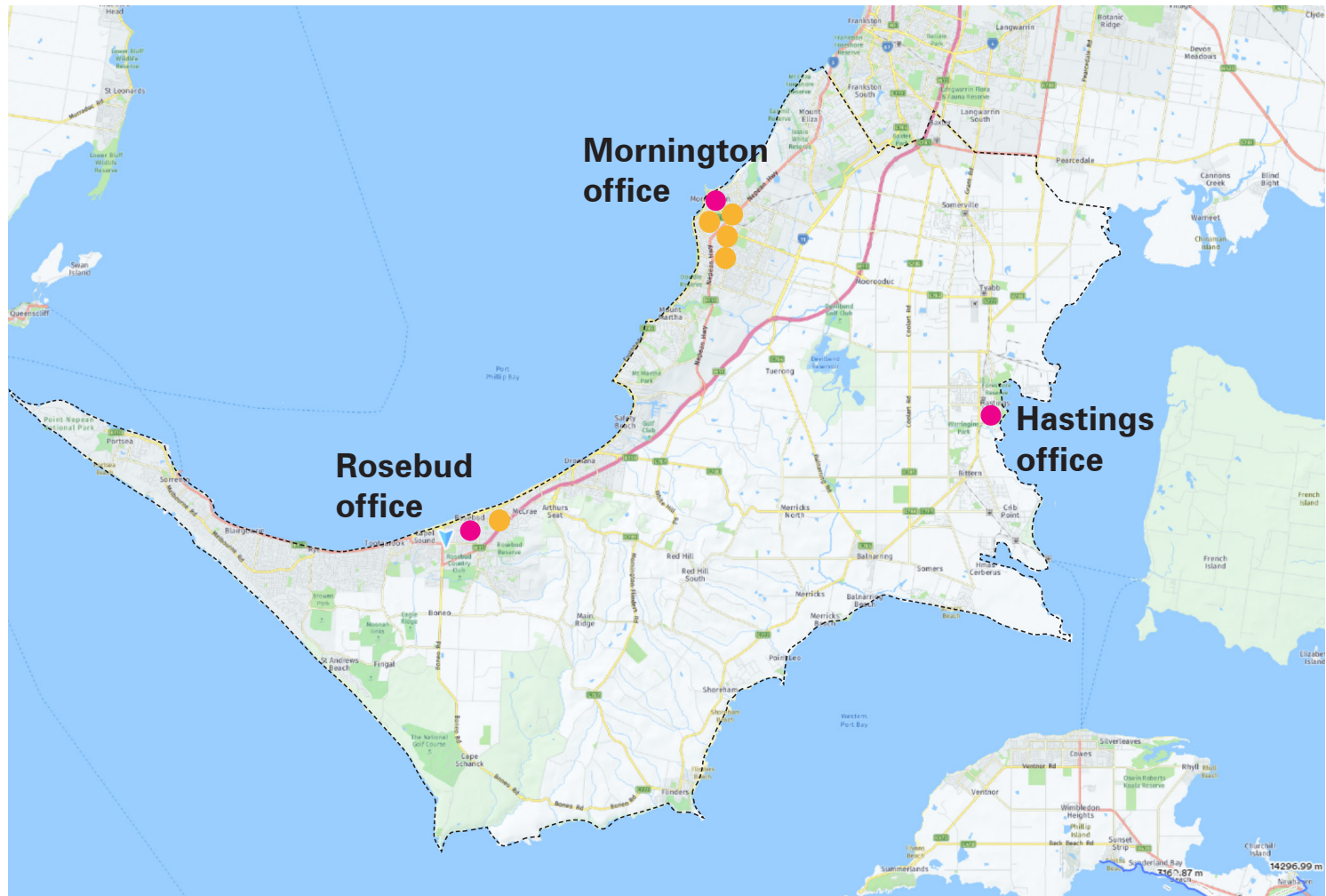
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Shortlisted Sites

- 35 Wannaeue Place, Rosebud, VIC 3939
- 5 Queen Street, Mornington, VIC 3931
- Waterloo Place, Mornington, VIC 3931
- 2 Queen Street, Mornington, VIC 3931
- 90 Besgrove Street, Rosebud, VIC 3939
- 21 Marine Parade, Hastings, VIC 3915
- 350 Dunns Road, Mornington VIC 3931 (Civic Reserve)



DI

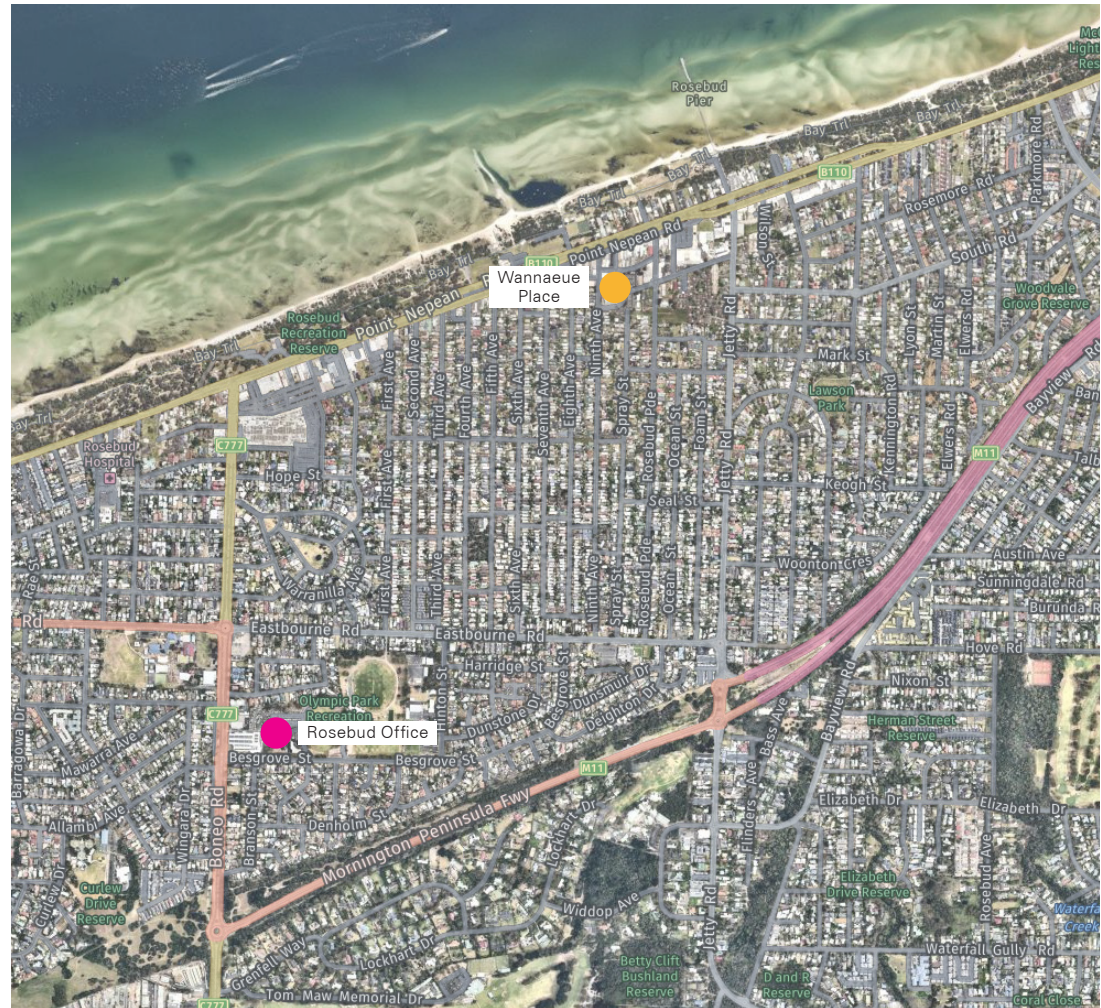
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Rosebud - Surrounding Sites

Sites

- 35 Wannaeue Place, Rosebud, VIC 3939
- 90 Besgrove Street, Rosebud, VIC 3939

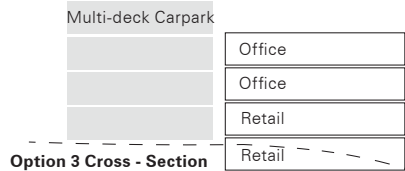
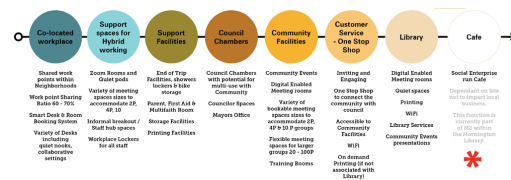


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Rosebud Wannaeue Place



Option 1

Description: New Buildings

Area (approx): 7000m²

- New Office Building: 7000m²
- On Grade Parking: 7500m²

- Library: 1250m²
- Landscape: 750m²

Storeys: 2

Carparking:

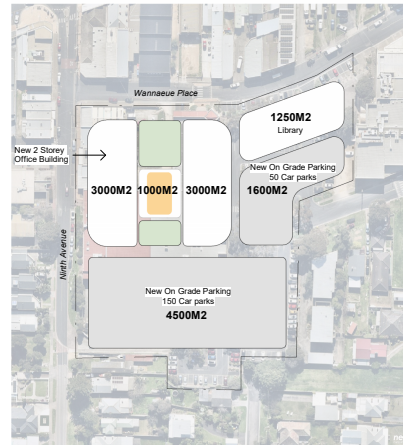
Multi-deck parking option: N/A

On grade parking option:

Total Provided (approx): 200

Planning notes:

Maximum height of 14 metres (four levels). Third storey requires 5 metre setback. Fourth storey requires 9 metre setback.



Option 2

Description: New Buildings with Multi-deck Carpark and Retail Space.

Area (approx): 14200m²

- New Office Building: 7100m²
- Carpark Under: 7100m²

- Library: 1250m²
- Retail Under: 1250m²
- Landscape: 3000m²

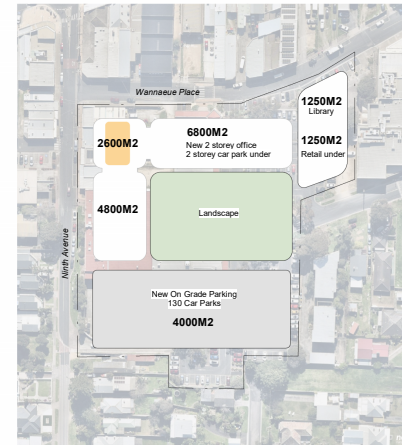
Storeys:
Building: 4 total (2 over carpark)
Carpark: 2 (under offices)

Carparking:

Total Provided (approx): 365

Planning notes:

Maximum height of 14 metres (four levels). Third storey requires 5 metre setback. Fourth storey requires 9 metre setback.



Option 3

Description: New Buildings with Multi-deck Carpark and Retail Space.

Area (approx): 14000m²

- New Office Building: 7000m²
- Retail Under: 7000m²

- Library: 1250m²
- Landscape: 2400m²

Storeys:

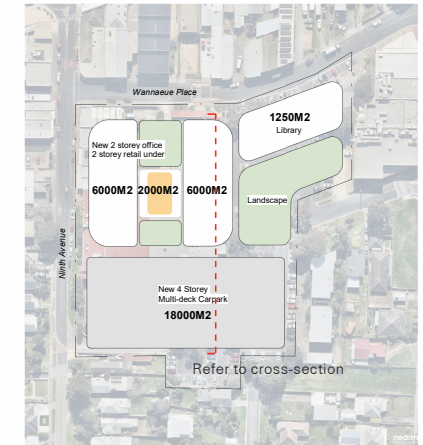
Building: 4
Carpark: 4

Carparking:

Total Provided (approx): 600

Planning notes:

Maximum height of 14 metres (four levels). Third storey requires 5 metre setback. Fourth storey requires 9 metre setback.



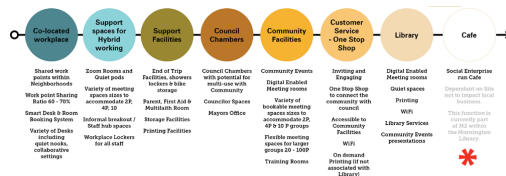
DI

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Rosebud

Besgrove Street



Option 1

Description: New Office Building with Multi-deck Carpark.

Area (approx): 7200m²

- New Office Building: 7200m²
- Landscape: 900m²

Storeys:
Building: 2
Carpark: 3

Carparking:

Multi-deck parking option:

Total Provided (approx): 400

Planning notes:

Sensitive residential interface.



Option 2

Description: Mix of refurbished buildings and New Office Building with Multi-deck Carpark.

Area (approx): 7000m²

- New Office Building: 3000m²
- Refurbished Office Building: 4000m²
- Landscape: 1000m²

Storeys:
Building: 2
Carpark: 3

Carparking:

Multi-deck parking option:

Total Provided (approx): 400

Planning notes:

Sensitive residential interface.



DI

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Mornington - Surrounding Sites

Sites

- 5 Queen Street, Mornington, VIC 3931
- Waterloo Place, Mornington, VIC 3931
- 2 Queen Street, Mornington, VIC 3931
- 91 Wilsons Road, Mornington, VIC 3931
- 350 Dunns Road, Mornington VIC 3931 (Civic Reserve)



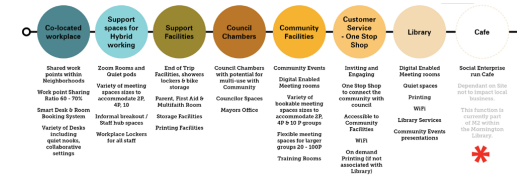
DI

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Mornington

Queen Street



Option 1

Description: New Building with Multi-deck Carpark.

Area (approx): 7000m2

- New Office Building: 7000m2
- Landscape: 900m2

Storeys: 2

Carparking:

Multi-deck parking option:

Total Provided (approx): 160

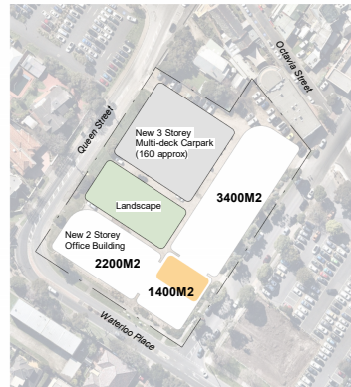
On grade parking option:

Total Provided (approx): 50

Planning notes:

DDO13 maximum height of 11 metres (three levels). Ground floor setback of 6 metres. Third storey requires 9 metre setback.

Existing Toy Library demolished / relocated off-site.



Option 2

Description: New Building with Multi-deck Carpark on adjacent site.

Area (approx): 7400m2

- New Office Building: 7400m2
- Landscape: 1800m2

Storeys: 2

Carparking:

Multi-deck parking option:

Total provided (approx): 600

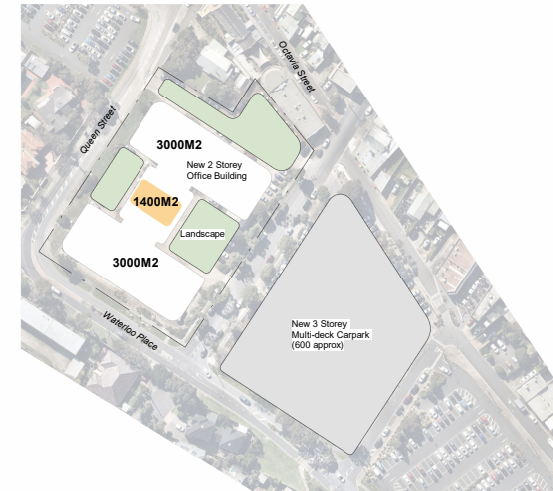
On grade parking option:

Total provided (approx): 200

Planning notes:

DDO13 maximum height of 11 metres (three levels). Ground floor setback of 6 metres. Third storey requires 9 metre setback.

Existing Toy Library demolished / relocated off-site.



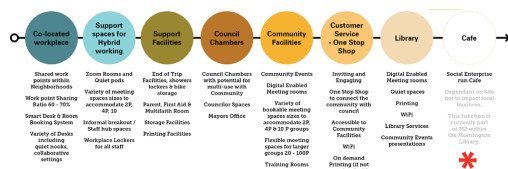
DI

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Mornington

Waterloo Place Carpark



Option 1

Description: New Buildings with Multi-deck Carpark.

Area (approx): 7500m²

- New Office Building: 7500m²
- Landscape Public Square: 2300m²

Storeys: 2

Carparking:

Multi-deck parking option

Total Provided (approx): 300

On grade parking option

Total Provided (approx): 100

Planning notes:
DDO13 maximum height of 11 metres (three levels). Ground floor setback of 6 metres. Third storey requires 9 metre setback. Planning constraints are preferred and not mandatory.



Option 2

Description: New Buildings with Multi-deck Carpark.

Area (approx): 6400m²

- New Office Building: 6400m²
- Landscape Public Square: 2100m²

Storeys: 2

Carparking:

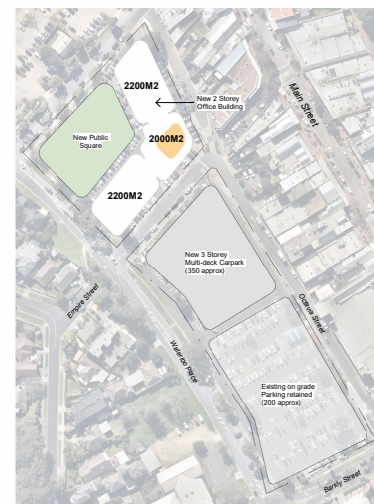
Multi-deck parking option

Total Provided (approx): 350

On grade parking option:

Total Provided (approx): 120

Planning notes:
DDO13 maximum height of 11 metres (three levels). Ground floor setback of 6 metres. Third storey requires 9 metre setback. Planning constraints are preferred and not mandatory.



Option 3

Description: New Buildings with Multi-deck Carpark.

Area (approx): 7000m²

- New Office Building: 7000m²
- Landscape Public Square: 1700m²

Storeys: 2

Carparking:

Multi-deck parking option

Total Provided (approx): 800

On grade parking option:

Total Provided (approx): 270

Planning notes:
DDO13 maximum height of 11 metres (three levels). Ground floor setback of 6 metres. Third storey requires 9 metre setback. Planning constraints are preferred and not mandatory.



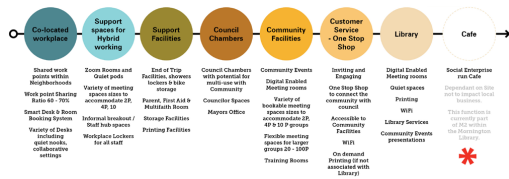
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Mornington

Mornington Shire Offices /Queen Street



Option 1

Description: Mix of refurbished buildings and new buildings, splitting office and community uses across office and carpark site.

Area (approx): 7700m²

- New Office Building: 4500m²
- New Community and Office Building: 2400m²
- Refurbished Building: 800m²

- Landscape: 1500m²

Storeys: Mix of 2 and 3

Carparking:

Multi-deck parking option:
Total Provided (approx): 280

On grade parking option:
Total Provided (approx): 90

Planning notes:

Office site: DDO13 maximum height of 11 metres (three levels). Third storey requires 3 metre setback.

Carpark site: DDO13 maximum height of 11 metres (three levels). Ground floor setback of 6 metres. Third storey requires 9 metre setback.

Existing Toy Library demolished / relocated off-site.



Option 2

Description: Refurbished buildings and one new building, splitting office and community uses across office and carpark site.

Area (approx): 7500m²

- New Office Building: 5500m²
- Refurbished Building: 2000m²

- Landscape: 700m²

Storeys: 3

Carparking:

Multi-deck parking option:
Total Provided (approx): 280

On grade parking option:
Total Provided (approx): 90

Planning notes:

Office site: DDO13 maximum height of 11 metres (three levels). Third storey requires 3 metre setback.

Carpark site: DDO13 maximum height of 11 metres (three levels). Ground floor setback of 6 metres. Third storey requires 9 metre setback.

Existing Toy Library demolished / relocated off-site.



DI

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Hastings - Surrounding Sites

Sites

21 Marine Parade, Hastings, VIC 3915



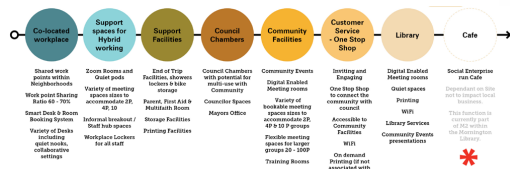
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Hastings

21 Marine Parade



Option 1

Description: New Buildings with Multi-deck Carpark.

Area (approx): 6800m²

- New Office Building: 6800m²
- New Integrated Library: 1200m² (single storey)
- Landscape: 2400m²

Storeys: 2

Carparking:

Multi-deck parking option:

Total Provided (approx): 180

On grade parking option:

Total Provided (approx): 60

Planning notes:

DDO27 maximum height of 11 metres (three levels). Varying third storey setbacks to all frontages.

Hastings Hall to be retained. Existing Library to be integrated.



Option 2

Description: New Buildings with Multi-deck Carpark.

Area (approx): 7000m²

- New Office Building: 7000m²
- New Integrated Library: 1200m² (single storey)
- Landscape: 2400m²

Storeys: 2

Carparking:

Multi-deck parking option:

Total Provided (approx): 180

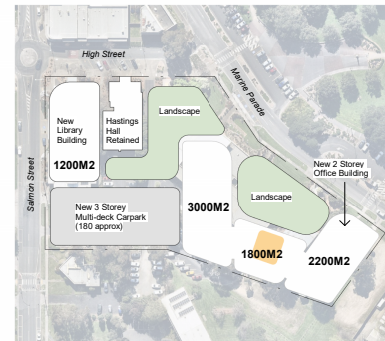
On grade parking option:

Total Provided (approx): 60

Planning notes:

DDO27 maximum height of 11 metres (three levels). Varying third storey setbacks to all frontages.

Hastings Hall to be retained. Existing Library to be integrated.



Option 3

Description: New Buildings with Multi-deck Carpark.

Area (approx): 6000m²

- New Office Building: 6000m²
- New Integrated Library: 1200m² (single storey)
- Landscape: 1900m²

Storeys: 2

Carparking:

Multi-deck parking option:

Total Provided (approx): 270

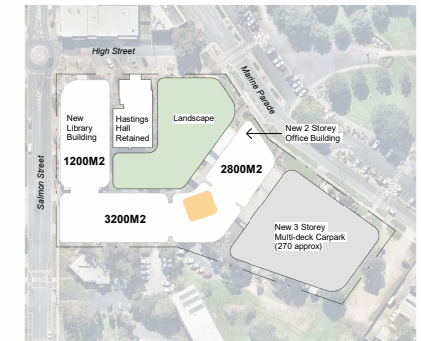
On grade parking option:

Total Provided (approx): 90

Planning notes:

DDO27 maximum height of 11 metres (three levels). Varying third storey setbacks to all frontages.

Hastings Hall to be retained. Existing Library to be integrated.



DI

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Tier 2 Site Example

21 Marine Parade, Hastings



Tier 2

Description: Refurbishing existing Library Building with additional area for Customer Service and Community Facilities.

Area (approx): 1425m2

- Existing Library: 1200m2
- Customer Service and Community Facilities: 225m2

Storeys: 1

Planning notes:

DDO27 maximum height of 11 metres (three levels). Varying third storey setbacks to all frontages.

Hastings Hall to be retained. Existing Library to be integrated.



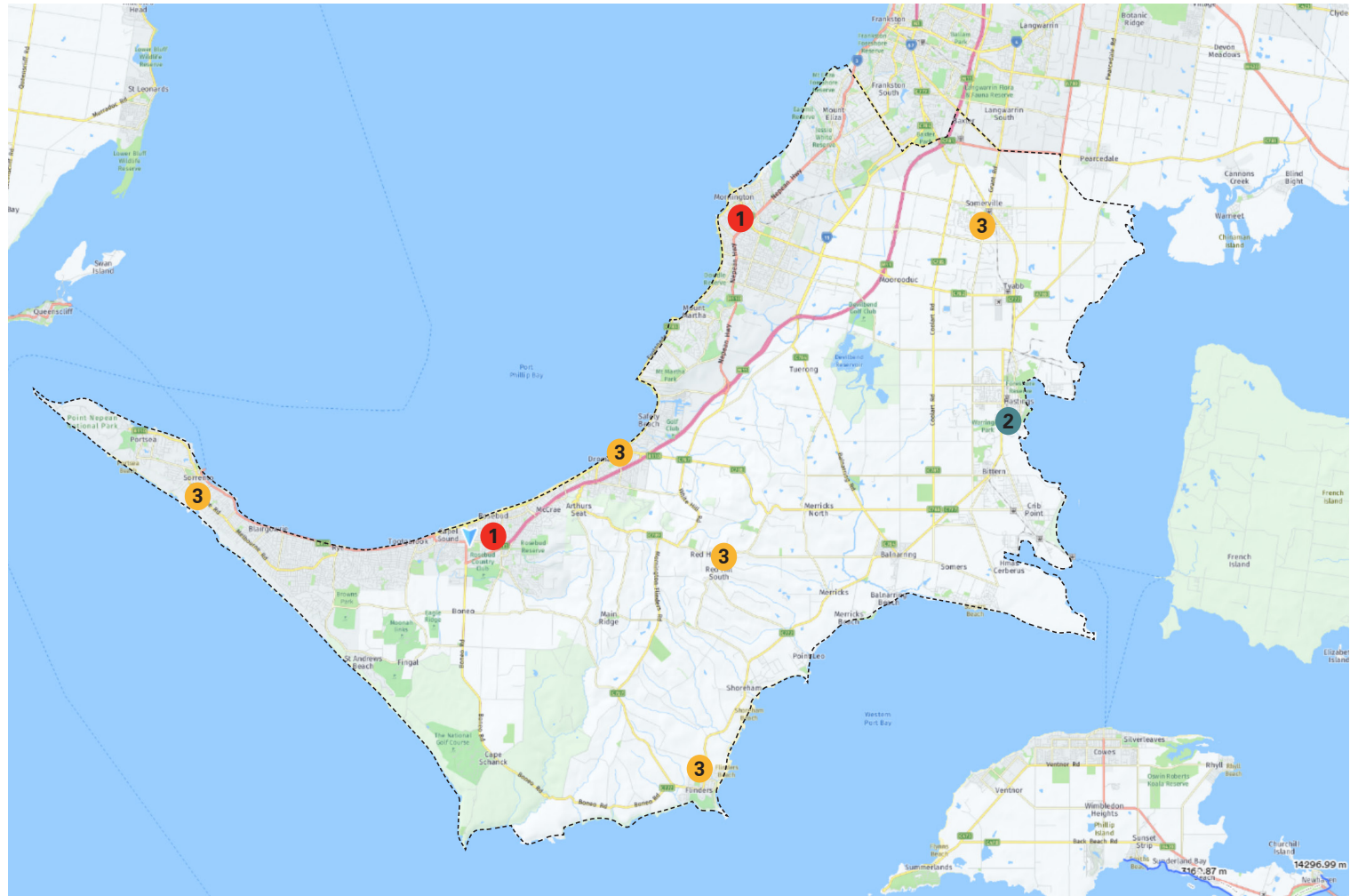
DI

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Split Model Community and Office

- Tier 1 Community and Office separated
Mornington and Rosebud
- Tier 2
Hastings
- Tier 3
Dromana
Red Hill
Somerville
Sorrento
Flinders

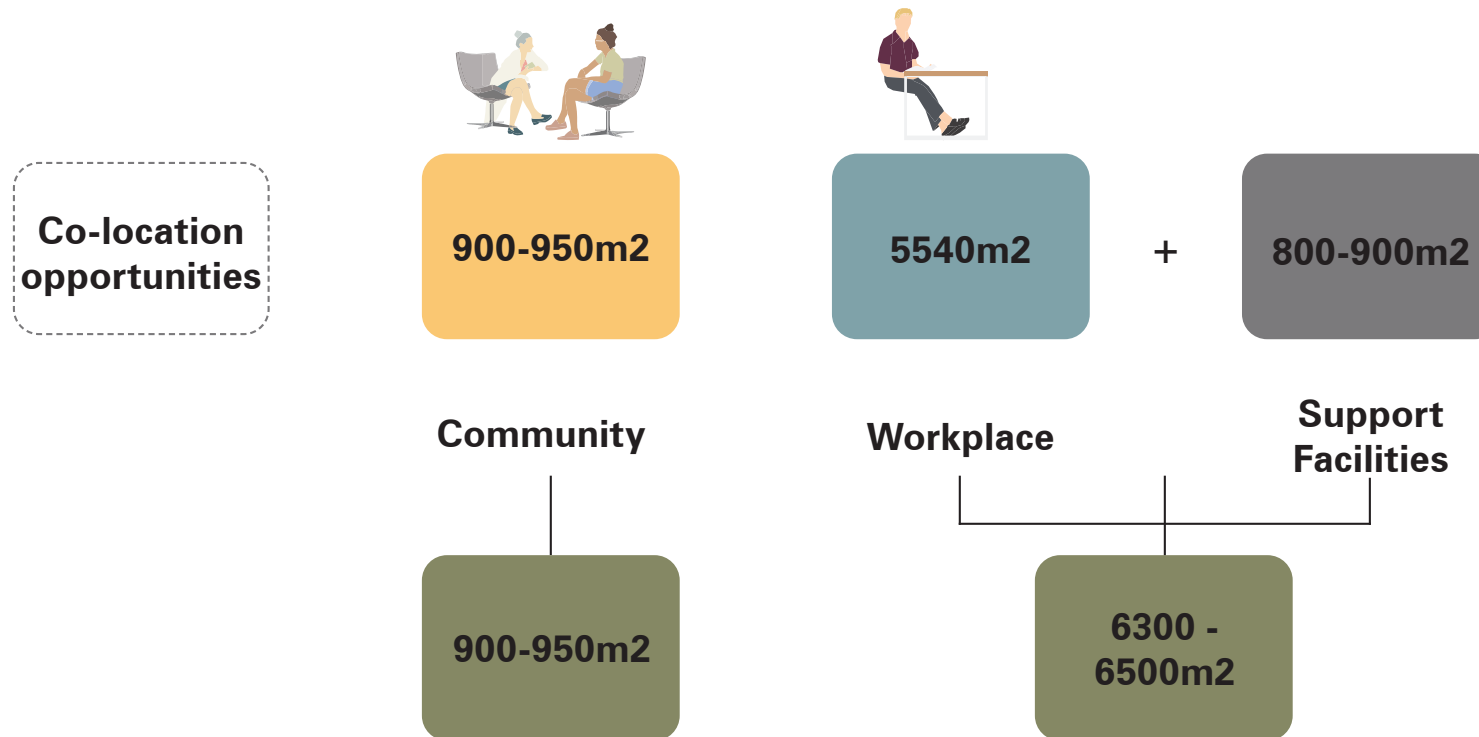


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Split Model Community and Office

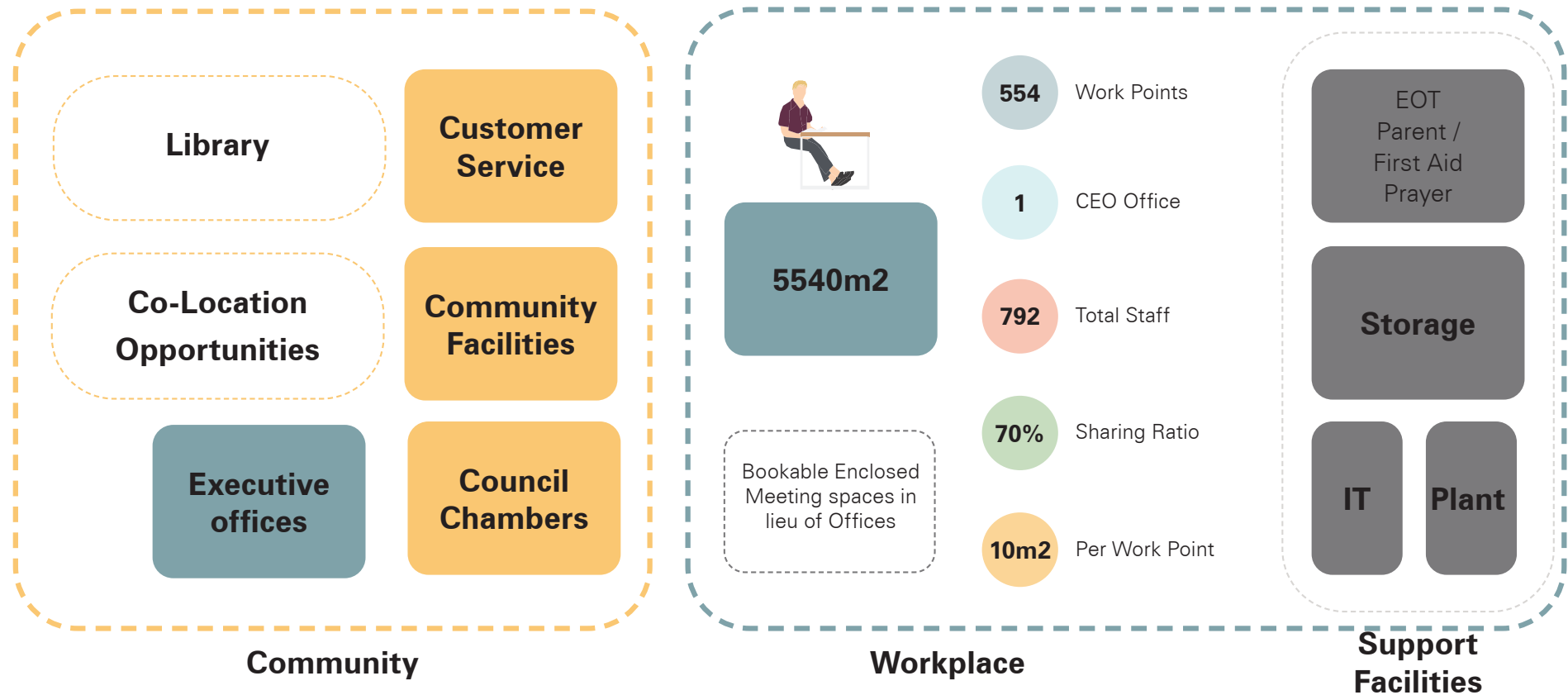


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Split Model Community and Office



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Split Model Community and Office

Rosebud - Office

Description: New Office Building with Multi-deck Carpark, splitting office and community between Rosebud and Mornington sites.

Area (approx): 6500m²

- New Office Building: 6500m²
- Landscape: 600m²

Storeys: 2

Carparking:

Multi-deck parking option

Total Provided (approx): 400

Planning notes:

Sensitive residential interface.



Mornington - Community

Description: Refurbishing existing buildings, splitting community and office between Rosebud and Mornington sites.

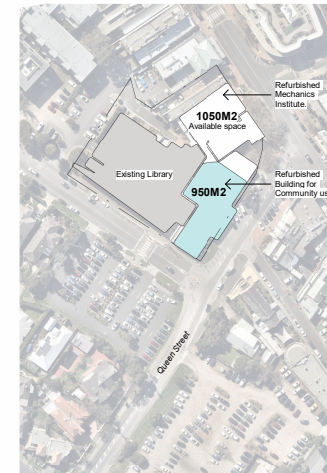
Area (approx): 2000m²

- Refurbished Building: 2000m²

Storeys: 1

Planning notes:

Sensitive residential interface.



DI

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Split Model Community and Office

Mornington - Office

Description: New Office Building with Multi-Deck Carpark, splitting community and office between Rosebud and Mornington sites.

Area (approx): 6500m²

- New Office Building: 6500m²
- Landscape: 650m²

Stores: 3

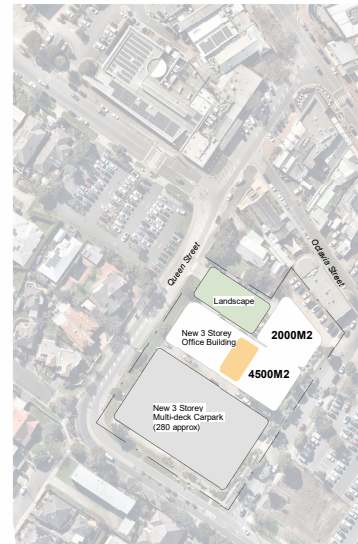
Carparking:

Multi-deck parking option:

Total Provided (approx): 280

Planning notes:

Sensitive residential interface.



Rosebud - Community Facilities and Office

Description: Refurbishing existing buildings, splitting office and community between Rosebud and Mornington sites.

Area (approx): 4000m²

- Refurbished Building: 4000m²
- Landscape: 3200m²

Stores: 2

Planning notes:

Sensitive residential interface.



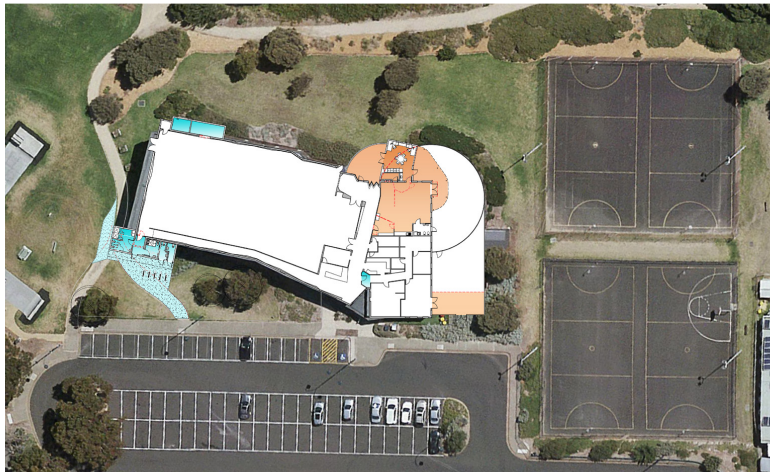
DI

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Tier 3

Sorrento Community Facilities



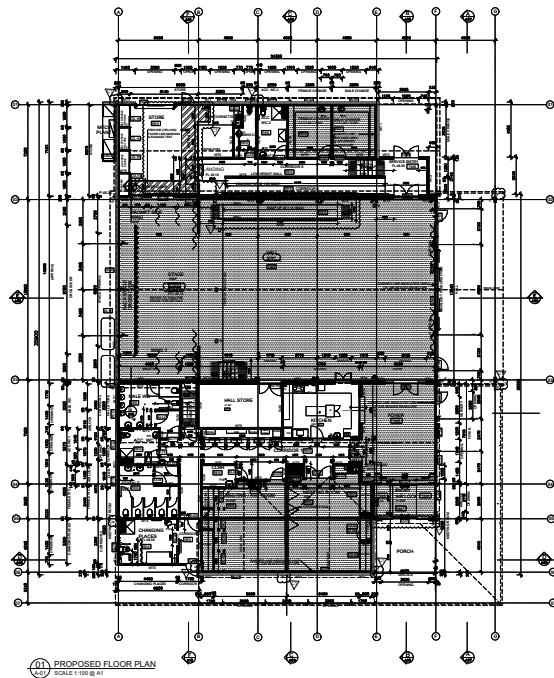
DI

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Tier 3

Flinders Community Facilities



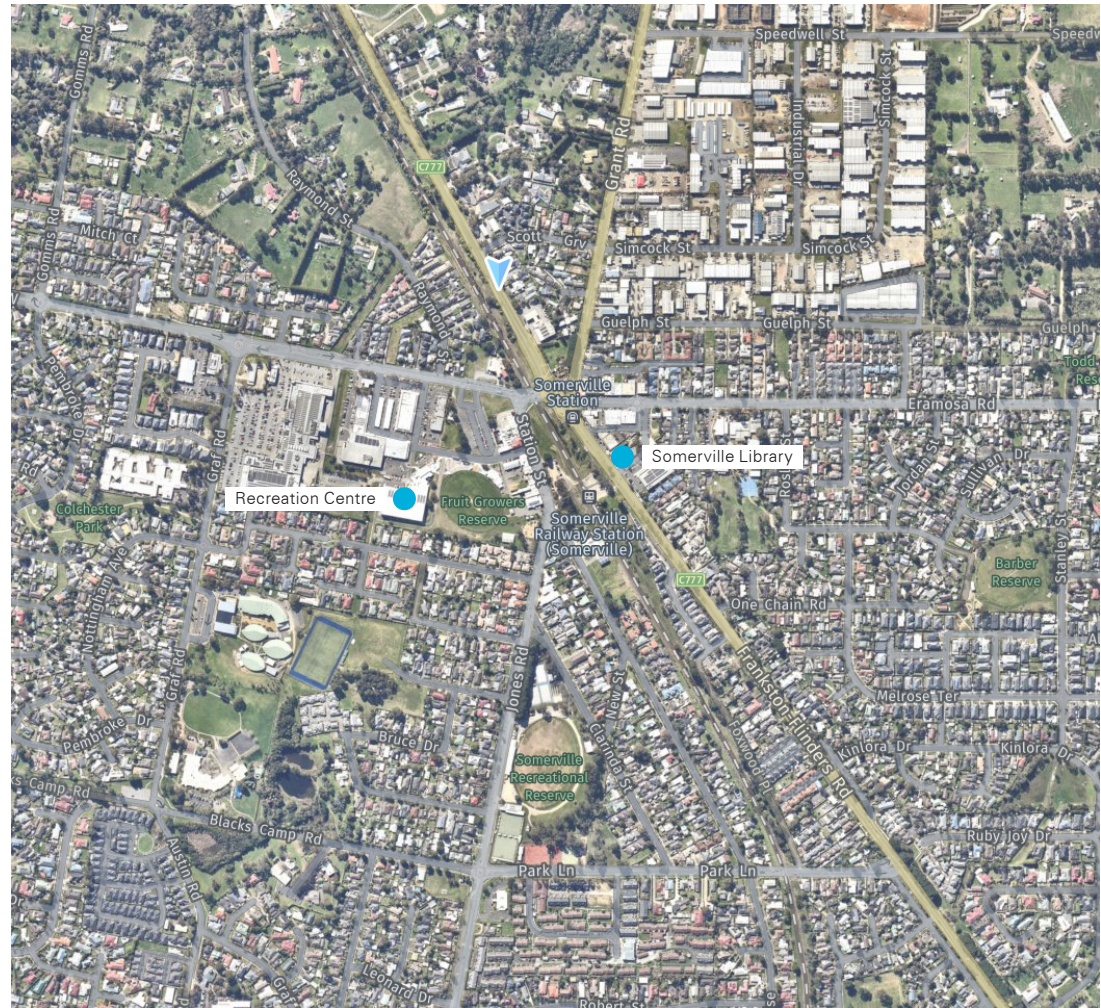
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Tier 3

Somerville Community Facilities



Conclusion/Recommendations

The Operating Model and Location Analysis Study for the Future Workplace project has confirmed the following:

- Development of a set of functional requirements for Councils endorsed tiered office model including area allowances for council workspaces, Council chamber and offices, community and support facilities, and carparking.
- A shortlisting of three townships appropriate for the tier 1 office and associated recommendations for tier 2 and 3 locations.
- A shortlisting of 7 sites that best accommodate the identified functional requirements for the tier 1 site including architectural test fits showing the different site options available.

It is recommended that Council officers progress the Future Workplace project by undertaking an expression of interest process to identify all partnership opportunities available and confirm a preferred location via a feasibility study and business case.

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Appendix



Mornington Peninsula Shire Council

Future Workplaces Operating Model and Site Analysis Study:
Industry Benchmarks and Collocation Opportunities assessment
to support Operating Workplace Model Analysis

Final Draft Report

October 2023

 **Currie & Brown**

Future Workplace Operating Model and Site Analysis Study
Industry Benchmarks and Collocation Opportunities assessment
October 2023

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Future Workplace Operating Model and Site Analysis Study
Industry Benchmarks and Collocation Opportunities assessment
October 2023

Executive Summary

The purpose of this memorandum is to provide background research to support the Operating Workplace Model. It addresses:

- Case Study Industry Benchmarking and Trends; and
- Co-Location Opportunities; and
- Alternate Funding Arrangements.

1. Case Study Industry Benchmarking and Trends

Based on a review of a range of Local Council Civic offices projects are noted as follows:

- A move away from stand-alone Civic Office facilities towards Offices being integrated with community facilities (e.g. Libraries) in Community hubs and Civic Precincts.
- New Civic facilities developed on the basis of providing a net community benefit such as improved customer service/ experience and enhanced community access/ provision of facilities.
- For Municipalities with larger areas and widely distributed populations the need for a “whole of Shire” approach to customer service provision using a multi-centred approach supporting a larger “HQ office”.
- Adopted Workplace Style/ Models – Many organisations are adopting a more dynamic workplace model with a move away from single type work points within offices towards a mix of dedicated workspaces, hot desks and collaborative spaces.

2. Co-Location Opportunities

Based on the research and analysis of co-location opportunities and funding arrangements the following key summary points are noted:

- The case study analysis supports future Civic Office provision integrated with other community facilities or community hubs.
- The key the key collocation opportunities appear to comprise collocation of the Council workplace with Customer service facilities, Libraries, Community meeting spaces (including spaces that can be utilised as a Council Chamber) and other supporting spaces subject to opportunities and locational context such as performing arts/ cultural facilities (e.g. Hastings), Visitor Information Facilities, co-working/ business incubator functions.
- There are no dedicated State or Federal government funding programs that target building Council offices/ workspaces. However there are a range of other Government funds which are available for community infrastructure such as the Living Libraries Infrastructure Program.
- In the context of this project is that the best opportunity to leverage any government funding to support the Future Workplace project is to ensure Council’s workplace is collocated with community facilities.

3. Alternate Funding Arrangements

In terms of private sector funding options for local government facilities, this is an emerging area with few examples of successful project outcomes.

- A Leaseback/ Development Agreement is one potentially suitable option and provides Council with the ability to specify its requirements to the open market and evaluate submissions against specified suitability criteria. The critical issue for consideration of the Leaseback/ Development Agreement is the extent to which Council is able to secure ownership of the asset and/ or land as part of the commercial arrangement.
- In our view the preferred procurement process for understanding the extent of potential market interest in this option in the Mornington Peninsula Shire context is to undertake a market sounding/ Expression of Interest process for potential private sector interest in delivery of this option.

Future Workplace Operating Model and Site Analysis Study
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1. Case Study Industry Benchmarking and Trends

1.1 Introduction and Purpose

The purpose of this section is to review recent industry workplace redevelopments/models and analysis of future working trends to gain a thorough understanding of the current context to inform a recommended workstyle (e.g., activity based etc) for the future workplace of the MPSC and to inform functional requirements.

1.2 Local Government Service delivery models

Across the Local Government sector there are range of service delivery models associated with Civic Office and customer service provision. In broad terms these can be categorised as the following:

- **Stand alone, disaggregated facility model** where Council and Community services are provided/delivered from various locations across the Municipality on a stand-alone basis. This can often involve multiple Civic office facilities similar to the Council's current provision at Mornington, Rosebud and Hastings.

These usually comprise older style facilities that are purpose built and dedicated to provision of single functions/ services. Often these facilities are a legacy of Local Government amalgamations (occurring in the mid 1990's) whereby a number of Civic Offices remain in multiple disaggregated locations across the municipality.

- **Centralised co-located Hub/ Precinct model** - where Council and Community infrastructure (e.g. Libraries, Aquatic centres, Council offices, Meeting places, Maternal and Child Health centres etc.) are co-located on one site or one building in a centralised hub or in a Precinct.

This model is in response to a trend away from single purpose, stand alone facility provision offering single services towards the provision of community infrastructure services in an integrated manner in the form of activity or community hubs.


- **Municipal wide Community Hubs Service provision** - A hybrid model where there is a centralised Hub location from which the majority of services are provided/ delivered as well as a small number of satellite locations or hubs across the wider Municipality.

This model is often adopted where Municipalities are larger in area or the population is disaggregated over large areas of a Municipality.

The application of each model of course cannot be uniformly applied to different Local Council's with the need to understand the specific geographical, demographic, political and economic characteristics of each Council before adopting any operational model.


The following Table 1 provides a sample of Council civic office provision, either implemented or planned to inform this Project.

Table 1: Selected examples of Local Government Civic Office provision

Municipality	Facility profile/ description
<p>City of Greater Geelong – Wurriki Nyal Civic Precinct</p> 	<p>Completed: 2022. Cost \$102.5 million.</p> <ul style="list-style-type: none"> ▪ Consolidation of office accommodation from 9 to 2 locations in Geelong CBD. ▪ Project delivery model involving partnership with private developer to provide development management services to develop new facilities involving 2 adjoining office buildings of 4 and 11 storeys with 10,000sqm of office space supported retail and active public space at ground level. ▪ Involved a complex procurement process to identify a suitable private sector development partner. ▪ New headquarters office supported by smaller customer service points in Corio (shopfront in shopping centre) and Drysdale (inside Library)

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Table 1: Selected examples of Local Government Civic Office provision (cont.)

Municipality	Facility profile/ description
<p>Banyule City Council – New Civic Offices</p> 	<p>Completed: 2017. Cost \$35 million.</p> <ul style="list-style-type: none"> ▪ New consolidated civic office to replace offices at Rosanna and Ivanhoe. ▪ New purpose-built Civic Office development collocated above the WaterMarc Aquatic Centre project in the Greensborough Principal Activity Centre (GPAC). ▪ Development comprises Civic offices, growth space (currently leased) and community meeting rooms above aquatic facility.
<p>Maroondah City Council – Realm Ringwood</p> 	<p>Completed: 2015.</p> <ul style="list-style-type: none"> ▪ Realm Ringwood is a multi-purpose community facility, situated within the Eastland shopping centre precinct in the Ringwood Metropolitan Activity Centre (MAC) ▪ The facility includes a library, learning and cultural centre, bookable co-working spaces and office amenities, Youth precinct, Art space and Maroondah Council customer service centre. ▪ The site was developed in partnership with the owner of Eastland and involved a range of commercial negotiations, including land swap deals, to minimise costs to Council/ ratepayers. ▪ Continued planning to consolidate Council Offices within expanded Realm facility currently being planned for.
<p>Hume City Council – Hume Central</p> 	<p>Masterplanning ongoing</p> <ul style="list-style-type: none"> ▪ Hume have developed and redeveloped a range of Council facilities in central Broadmeadows including Civic Offices, Library and Town Hall on a significant strategically located Council landholding in Broadmeadows Metropolitan Activity Centre (MAC). ▪ The Hume Central Vision provides a further framework to re-invigorate existing buildings facilitate additional opportunities on Council's land including additional community use, offices and residential development to secure a greater return for the community from Council's landholdings.
<p>City of Greater Dandenong - Dandenong Civic Precinct</p> 	<p>Completed: 2014. Cost \$65 million.</p> <ul style="list-style-type: none"> ▪ Centralised Civic Offices supported by Municipal wide community hub strategy. ▪ Based on a consolidation of Dandenong and Springvale office facilities. ▪ Catalyst project, part of a larger urban renewal project for Dandenong project. ▪ Council owned, funded and delivered. ▪ Hybrid/ remote working arrangements in place.




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Industry Benchmarks and Collocation Opportunities assessment
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Table 1: Selected examples of Local Government Civic Office provision (cont.)

Municipality	Facility profile/ description
<p>Brimbank City Council - Community and Civic Centre</p> 	<p>Completed: 2016. Cost \$52 million.</p> <ul style="list-style-type: none"> ▪ Centralised Civic Offices hub collocated with a library and external agencies/ tenancies who lease space (which has been set aside for future growth of Council offices) in the Sunshine Principal Activity Centre (GPAC). ▪ Based on a consolidation of existing Sunshine and Keilor office facilities. ▪ Catalyst project to initiate urban revitalisation in the surrounding Sunshine Activity Centre area ▪ Council owned, funded and delivered.
<p>Whittlesea City Council - Civic Precinct</p> 	<p>Completed: 2009. Cost \$35 million.</p> <ul style="list-style-type: none"> ▪ Original office (approx. 5,000m²) built in 1993 in greenfields location. ▪ Facility comprises civic offices, Council chamber and meeting rooms located in a larger Civic precinct with Plenty Ranges Arts and Convention Centre (PRACC). ▪ Ongoing facility refurbishment to accommodate growing staff numbers. Additional leased spaces offsite, including at adjoining Plenty Valley Shopping centre. ▪ Council owned, funded and delivered projects.
<p>SurfCoast Shire – Civic Offices on Banyul-Warri Fields</p> 	<p>Completed: 2012. Cost \$25 million.</p> <ul style="list-style-type: none"> ▪ This is Council's community and civic precinct at the northern entrance to Torquay. Council acquired at 20ha site to develop a new Civic and Community precinct in Torquay. ▪ The precinct is located adjoining significant residential growth fronts to north and south and the newly developed SurfCoast Secondary College. ▪ Council offices (3,800m²) and supporting carparking were developed as an initial stage. ▪ A range of recreation facilities (2xAFL ovals, netball Courts, soccer fields, Large multipurpose pavilion have also been developed. ▪ An Aquatic and Health facility are currently being developed.



Future Workplace Operating Model and Site Analysis Study
Industry Benchmarks and Collocation Opportunities assessment
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Table 1: Selected examples of Local Government Civic Office provision (cont.)

Municipality	Facility profile/ description
<p>Baw Baw Shire Council – Baw Baw Civic Precinct</p> 	<p>Masterplan stage</p> <ul style="list-style-type: none"> ▪ Master planning process for a major development to create an integrated, dynamic and vibrant civic and community precinct in the heart of Warragul. ▪ The project builds on existing spaces and infrastructure surrounding the West Gippsland Arts Centre (WGAC) and Civic Park by integrating new civic and community spaces, improving open spaces and maximising opportunities for community connectedness. ▪ Community uses include a Library, gallery and cultural space, community meeting rooms, Consulting rooms and Co-working spaces ▪ Consolidates 5 separate offices in Warragul.
<p>Moorabool Shire - Darley Civic & Community Hub</p> 	<p>Completed: 2012. Cost \$8 million.</p> <ul style="list-style-type: none"> ▪ Civic and Community Hub redevelopment, Bacchus Marsh (6.5ha site) ▪ Acquisition and refurbishment of former Secondary School site. ▪ Additional buildings leased to external agencies. ▪ Collocated with recreation facilities, Kindergarten, community meeting rooms and Oval. ▪ Council retain a Council Chamber and Office in Ballan. ▪ Council owned, funded and delivered.
	<p>Design stage</p> <ul style="list-style-type: none"> ▪ 3,500m² floor area with 1,927m² of office space 319m² customer service and Council chambers/ function and meeting spaces (998m²) integrated with existing Heritage listed Town Hall. ▪ 258 staff with 60% sharing ratio, 13m² per work points. ▪ Hybrid / Neighbourhood model.

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Table 1: Selected examples of Local Government Civic Office provision (cont.)

Municipality	Facility profile/ description
<p>Cardinia Shire Civic Centre</p> 	<p>Completed: 2014. Cost \$30 million.</p> <ul style="list-style-type: none"> Three level office space of 6,000m² with multi-purpose Council facilities including meeting rooms, customer service centre and retail tenancy. Early adopter of Activity Based Working open plan/ shared desk approach with supporting booking system, collaborative spaces and staff lockers.
<p>Yarra Ranges</p> 	<p>Completion: 2023. Cost \$35-40 million.</p> <ul style="list-style-type: none"> Project driven by the need to address the poor workplace conditions of the existing Lilydale offices and the need to consolidate staff from a number of disparate locations to improve communication and workplace culture. New office facility at Lilydale proposed to accommodate 450 staff in 5,500m² utilising an Activity Based Workstyle approach. Development includes community meeting spaces for the community and Council meetings.
<p>Bunjil Place (City of Casey)</p> 	<p>Completed: 2017. Cost \$125 million.</p> <ul style="list-style-type: none"> Iconic Cultural Civic and Community facility comprising 880 seat regional theatre, exhibition and function studios, a regional art gallery, community library and plaza, customer service centre, council offices and an underground car park. Located on a 5ha site within a thriving retail and community precinct adjoining Westfield's Fountain Gate shopping centre and Casey Aquatic Recreational Centre.

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1.3 GovHub office provision models

The State Government of Victoria, through Regional Development Victoria (RDV) has lead and provided funding for the development of three *GovHubs* in regional Victoria at Ballarat, the Latrobe Valley and Bendigo. GovHubs bring new public service roles to their regions, while allowing existing government staff to all work together under one roof in the centre of each regional town. Each GovHub is unique to its area, and has been developed in close consultation with local government and communities.

Table 2 provides a profile of each GovHub that has been developed to date.

Table 2: State Government GovHubs in regional Victoria

Location	Project description
Latrobe	<p>Opened in July 2021. Privately developed and delivered</p> <p>Victorian Government contribution: \$30 million</p> <p>The Latrobe Valley GovHub has capacity for up to 300 workers and brings a mix of 200 new public sector jobs for the region and existing government roles from Melbourne including four (4) State Government agencies/ departments.</p> <p>The local Council are not collocated in this State Government facility.</p>
Ballarat	<p>Opened in April 2021. Developer was Development Victoria in partnership with the City of Ballarat.</p> <p>Total project cost: \$100 million. Victorian Government investment contribution: \$47.8 million</p> <p>Ballarat GovHub has capacity to accommodate up to 1000 government employees, including 600 public sector positions new to the city, consolidated with 400 positions currently based in Ballarat. State Government Departments and agencies located at the Govhub include Consumer Affairs Victoria, Regional Development Victoria, Department of Education and Training, Department of Justice and Community Safety (Working with Children Check), State Revenue Office, VicRoads and Service Victoria</p> <p>Ballarat City Council are not collocated in this State Government facility.</p>
Bendigo	<p>Opened in mid 2023. Developed in conjunction with Regional Development Victoria, Dja Wurrung Clans Aboriginal Corporation and the City of Greater Bendigo Bank.</p> <p>Total project cost: \$133 million.</p> <p>The building accommodates up to 1000 City of Greater Bendigo and Victorian Government workers - creating a one-stop-shop for customers. State Government agencies and departments include Department of Jobs, Precincts and Regions (DJPR), Department of Environment, Land, Water and Planning, Department of Premier and Cabinet - First Nations-State Relations, Parks Victoria, Department of Transport, VicRoads - Registration and Licencing, Labour Hire Authority and Portable Long Service Authority.</p>

Source: Victorian GovHubs - Regional Development Victoria (rdv.vic.gov.au)

These projects appear somewhat to be driven by bringing together multiple agencies to modernise governments service offering, urban renewal and revitalisation of precincts and townships and boosting local economic and employment outcomes.

The extent to which this model would work in the context of Mornington Peninsula would be subject to further discussions with the State Government and their willingness to fund such an initiative in conjunction with the Shire.

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1.4 Multi-centred customer service models

For many larger metropolitan fringe and peri-urban Councils, a multi-centred customer service provision has been adopted. This is often driven by a legacy of existing facility provision, larger geographics areas of Municipalities with population distributed across larger areas and multiple townships. Many have similar attributes to Mornington Shire and a desire to provide a “Whole of Shire” customer service approach.

The following **Table 3** provides an outline of profiles of a range of Municipalities which have adopted a multi-centre approach.

Table 3: Selected example of Municipalities with Multicentred facility provision

Municipality	Size and current population	Customer service model and supporting facility provision
Yarra Ranges Shire Council	Current population: 157,339 Area: 2,468 sq. km	<ul style="list-style-type: none"> ▪ Main offices at Lilydale including customer service, Planning services and Council offices. ▪ Customer service points provided at Healesville Monbulk Libraries and facilities at Upwey and Yarra Junction ▪ Yarra Junction include workplace for planning, building, local laws and community Health.
Mitchell Shire Council	Current population: 49,000 (projected to grow to 170,000 by 2041) Area: 2,862 sq. km	<ul style="list-style-type: none"> ▪ Main offices located centrally in Shire at Broadford with offices for planning and infrastructure services located in Wallan. ▪ Current customer services points collocated with Libraries at Broadford, Kilmore and Seymour ▪ Investigations underway to consolidate and locate new offices in south of Shire to service growth areas supported by smaller customer service points Broadford, Kilmore and Seymour ▪ Consideration of retaining Broadford offices as a “Governance Hub” with Council chamber and limited office workspaces.
Bass Coast Shire	Current population: 40,000 Area: 866 sq. km	<ul style="list-style-type: none"> ▪ Main offices and customer service facility located in Cowes, Philip Island collocated with Visitor Information. ▪ Smaller customer service points provided at Grantville and Inverloch, collocated with Libraries. ▪ Proposed Cowes Cultural centre redevelopment including 200 seat theatre, Library, Museum, Visitor Information, community meeting rooms and limited office work points. <p>Build cost: \$27.2 million - Funding comprises a mix of State and Federal funds and Council funding/ loan.</p>
LaTrobe City Council	Current population: 75,000 Area: 1,426sq. km	<ul style="list-style-type: none"> ▪ Main offices located in Morwell providing customer services and planning services. ▪ Customer service centres provided in other townships including Moe, Churchill and Traralgon, collocated with Libraries.
Murrindindi Shire Council	Current population: 15,000 Area: 3,880sq. km	<ul style="list-style-type: none"> ▪ Main offices located in Alexandra with dedicated customer service centre.

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Municipality	Size and current population	Customer service model and supporting facility provision
		<ul style="list-style-type: none"> Other outlying customer service points provided at Alexandra Library and libraries at Kinglake and Yea. Library and customer services are fully integrated.
SurfCoast Shire	Current population: 32,000 (projected to 45,000 by 2036) Area: 1,553sq. km	<ul style="list-style-type: none"> Main offices located in newly developed Civic precinct in Torquay including Customer services, Council offices and community meeting rooms/ Council chamber. Limited Council information provided at Anglesea, Lorne and Torquay Visitor Information Centres. No dedicated customer service facilities provided from these locations.
Hobsons Bay City Council	Current population: 96,309 (projected to 120,000 by 2041) Area: 64 sq. km	<ul style="list-style-type: none"> Main offices located in older style Civic offices in Altona including Customer services, Council offices and community meeting rooms/ Council chamber. Council is currently implementing Council+ services which seeks to provide customer services at a more localised level through 5 libraries and community centres by combining customer service officer and librarian roles. This includes services such as upsizing your bin to paying your rates (noting <i>Cash payments will only be available at the Altona Civic Centre</i>). They also propose to launch Centres of Excellence, which will turn each Council+ service centre into a hub of specialist knowledge in areas covering Heritage, Technology, and the Environment with expert staff on hand. <p>(source: Council+ - Hobsons Bay)</p>

1.4.1 Multi-centre/ Hub and Spoke service provision models – some observations

As outlined above the multi-centred customer service model has been adopted in municipalities with larger geographic areas serviced by a centralised office supported by a limited customer service presence at a local/ township level using shopfronts and/ or collocated customer service points in libraries/ community hubs.

This Hub and Spoke service provision model is a way of facilitating localised and centralised services, such that services tend to be based in areas of greatest population density (hub) supported by services out to smaller centres (spokes). There are a variety of terms used to describe hub and spoke models of service delivery, including clusters, networks and satellites.

From our research there is very little case study examples of Local Councils in Australia developing significant “hub and spoke” facility provision where customer service and office accommodation is provided across multiple facilities or locations. There is some evidence of these models being planned for and developed in the United Kingdom. However often these models are in the context of municipalities with high population densities requiring multiple customer service points to service large population centres.

The network/ cluster model of service provision is more evident in healthcare settings where outreach services involving a network of community hubs are provided for services providing services for persons with mental illness, disabilities and maternal child health.

In a local Council context, community hubs (as discussed in this Memo) are the most obvious example of creating networks of facilities and have been utilised as a key means of providing co-

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located social and cultural infrastructure (such as community centres, childcare centres, libraries, sports clubs, halls) thereby promoting community cohesion and responding to community needs.

Key factors that need to be considered in developing extensive satellite or spoke facilities to provide services to communities include:

- The **level of need and types of services to be provided** which may vary depending on community need, population density and demographic profile. Planning for such facilities often involve extensive feasibility and user needs studies and consultation.
- **Geography and accessibility to alternate facilities** – the ability to conveniently access larger, better equipped facilities nearby and the geographic extent of the area being serviced.
- The **cost of facility provision** including the need for onsite facility management, a customer service presence and capital facility upgrades of facilities can add significant cost to current cost of service. The provision of mobile services of a visited basis can often provide a customer service at a lower cost.
- The **availability of suitable Council land and assets** to provide facilities in different locations. Provision of suitable community hub facilities will also be subject to what assets Council has to develop such opportunities.

1.5 Implications and Key learnings

Based on the above case studies the following key implications are noted to inform this project and adopted workstyles:

Issue/ Key learning	Case Study Example
Adopting a Strategic/ Business case approach – Generally based on extensive Business case framework and analysis, including Civic precinct master plans and detailed financial analysis of options, Evaluation matrix assessment of site options were developed to support projects.	Brimbank, Geelong,
Adopted Workplace Style/ Models – Many organisations are adopting a more dynamic workplace model with a move away from single type work points within offices towards a mix of dedicated workspaces, hot desks and collaborative spaces.	Cardinia, Yarra Ranges, Maribyrnong,
Culture Change is lead from the top – new workplace/ workstyle models need to be CEO lead	Cardinia
Multi-centred customer service models on a Whole of Shire approach – for some of the municipalities with larger geographic areas these are serviced by a centralised office and a "localised" but very limited customer service model and strategy that often include shopfronts and/ or collocated customer service points in libraries/ community hubs.	Bass Coast, Latrobe, Mitchell, Murrindindi, Yarra Ranges, Hobson Bay
Precinct and Collocation approaches - New Civic facilities involve a Precinct based approach and are usually integrated / co-located with other Community Facilities	Brimbank, Casey, Banyule, Geelong
Taking the long term view - Where larger Civic Precincts have been developed many involved the strategic purchase of a large landholdings prior to significant urban development occurring in the Municipality often taking advantage of rural/ farmland level land prices.	SurfCoast, Whittlesea
Locations of new main offices located within key Activity Centre locations creating true community hubs.	Banyule (Greensborough PAC) Whittlesea (Plenty Valley activity)

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Issue/ Key learning	Case Study Example
	centre), Brimbank (Sunshine MAC) and Dandenong (Dandenong MAC).
Customer Service focussed – the focus and key driver for the majority of redevelopments was around improving customer service experience and engagement with the community driven by formalised Customer service Strategies	Brimbank, Dandenong
Provision of a net community benefit – all projects were less focussed on providing a modern workplace and more driven by the need to provide a community benefit such as improved customer service/ experience and enhanced community access/ provision of facilities.	Brimbank, Banyule, Dandenong, Casey

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2. Co-Location Opportunities

2.1 Introduction and Purpose

The purpose of this section is to outline the key findings of research and provide a recommendation for the best process to explore co-location opportunities.

2.2 Contemporary community service provision models

The above case study analysis generally support future Civic Office provision integrated with other community facilities or community hubs.

A community hub is a space where communities gather and meet, supported by a range of compatible land uses including residential, retail, commercial, open space, community infrastructure, education, transport, essential services and technology uses. Community hubs may be a single purpose-built building or several buildings within close proximity that form an accessible service network.

These hubs can be large in size and contain Council and non- Council facilities which serve a municipal/sub-municipal catchment or smaller in size and comprise facilities that cater for district or neighbourhood catchments area. In some cases, the hubs may have a mix of facilities which serve a number of catchment levels.

The integrated Council offices model is also supported by similar trends for different types of community services which are briefly summarised below.

- **Children and Family/ Early Years Services** - A move away from the traditional facility model of stand-alone preschool/ kindergartens/ centres combined with maternal and child health consulting rooms to Preschools are now being located in multifunctional children's service centres or general community centres situated within community facility hubs. Early Years' service/ facility model in more recent years, in response to the State Government's policy, are being encouraged encouraging to integrate preschools with primary schools.
- **Libraries** - Libraries role is continuing to evolve away from simply a 'repository of books' to delivering sub-municipal level library programs, computer, internet access and providing more general flexible spaces for learning activities and community meetings. Part of the library could look like a lounge room; another part could look like a typical library with shelves of books. Many will offer a multimedia experience with facilities for creating music, video and web content. Libraries are also developing a significant role as key anchor or customer service hub directing residents to a range of Council and non-Council services.
- **Neighbourhood House/ Community Centres program s-** a move away from the domestic dwelling settings towards multipurpose community centres, facilities integrated with libraries, facilities integrated with community learning centres etc.
- **Youth services** - The diverse models and services provided by Local Government for youth is seeing a range of metropolitan fringe Councils providing (or planning to provide) dedicated youth facilities at the municipal or sub-municipal level, supported by dedicated or youth friendly multipurpose spaces at the neighbourhood/district level. The municipal/sub-municipal facility may accommodate a number of youth agencies including Council. This integrated 'one stop shop' approach provides an opportunity for DHS, Council and non-Government agencies to cooperatively plan for the delivery of youth services in growth areas.
- **Older Persons** - Senior citizens' clubs are increasingly undertaking their activities at general meeting spaces in community centres or church halls including provision of fitness session and/or other programs which target the over 55 population placing considerable emphasis on 'active ageing' where, through the facilitation or direct provision of services and activities, older people are being encouraged to remain active and involved in community life.

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- **Community arts** activities are commonly undertaken in libraries, multipurpose centres, halls and neighbourhood houses. Some councils are developing dedicated community arts centres and others are providing dedicated or multipurpose spaces within multipurpose community centres.
- **Performing Arts** - The trend toward dedicated facilities at the municipal/sub-municipal level will continue in the future. Larger dedicated performing arts facilities with auditoriums for 500+ persons have also been developed but rely on a metropolitan/ regional rather than municipal wide catchment to support their viable operation.

The development of these facilities has required significant State and Federal Government funding supported by comprehensive Market Feasibility and Business Case Frameworks to support these larger capital projects. Larger scale dedicated performing arts facilities require a catchment in the order of 100,000 to 150,000 to ensure a breakeven outcome.
- **Aquatic/ Swimming Facilities** - Newer Council aquatic facilities are becoming multi-functional facilities comprising a number of water spaces, weights training areas, health and fitness spaces, sports medicine facilities, meeting areas, child minding and/or café areas. Facilities are also become larger with a Municipal wide or sub regional catchment. Collocation models have also started to emerge, including for example with Civic Offices (Banyule) or Libraries (Geelong). Generally Council aquatic facilities require a catchment size of a minimum of 50,000 persons to ensure a breakeven outcome.
- **Indoor Sports Facilities** - Indoor sport and recreation activities have expanded in scope from team sports like basketball and netball to include badminton, volleyball and more recently indoor soccer and hockey as well as health and fitness activities like martial arts, aerobics, weight training, exercise/movement activities like gymnastics and dance, and aquatic activities such as recreational and competition swimming. Spaces are starting to be more designed to cater for a flexible range of uses.
- **Open Space/ outdoor Recreation** facilities provision is becoming more formalised within Strategic Planning processes (Precinct Structure Plans) ensuring such facilities are well located within precincts allowing for sharing of facilities (e.g. change rooms, car parking, sharing of cricket/ football ovals). The use of synthetic surfaces and the growing emergence of Soccer are also significant trends.

2.3 Co-Location Opportunities

Local Councils can deliver additional or expanded Council Offices through a range of means such as:

- Lease of additional space on a commercial basis where available – usually intended to for short term accommodation arrangements (e.g. Whittlesea, Greater Geelong, Mitchell).
- Expansion of existing buildings and or use of other Council owned buildings previously used for other Council purposes leading to disaggregation of staff over multiple sites/ locations (Frankston, Greater Geelong, Banyule).
- Acquisition of existing building and offices, often undertaken on an opportunistic basis as properties become available in appropriate locations (e.g. Yarra, Moorabool, Kingston).
- Construction of new purpose built facilities often comprising Town halls in the past and in more recent times master planned Civic Precincts funded and owned by Council (e.g. Banyule, Dandenong, Brimbank, Casey).
- Collocation with other Government Agencies in Government Hubs – usually involves co-funding with State Government and other agencies (e.g. Greater Bendigo) and is dependant on location and State Government decisions regarding the location of their offices.

When considering the collocation models that could be applied in the Mornington Peninsula Shire context, the key collocation opportunities appear to comprise collocation of the Council workplace with:

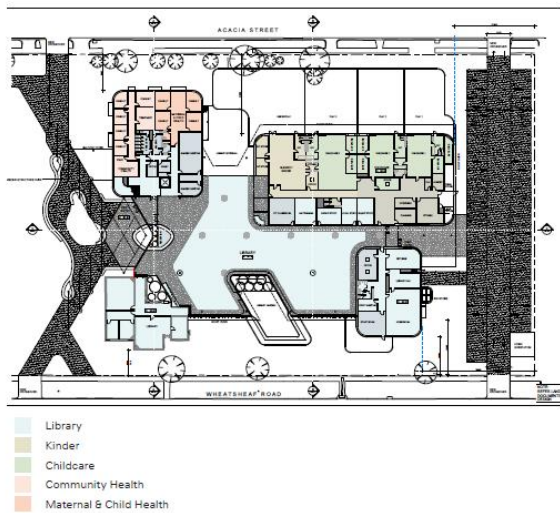
- Customer service facilities;
- Libraries;

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- Community meeting spaces (including spaces that can be utilised as a Council Chamber);
- Other supporting spaces subject to opportunities and locational context such as performing arts/ cultural facilities (e.g. Hastings), Visitor Information Facilities, co-working/ business incubator functions.
- Shopfront facilities, located in shopping centres or shopping precincts, more aligned to Tier 2 Satellite facilities, which also accommodate customer service facilities.

Two case study examples are provide below for Glenroy Community Hub and Realm in Ringwood.

Glenroy Community Hub



Glenroy Community Hub

4,500 m²

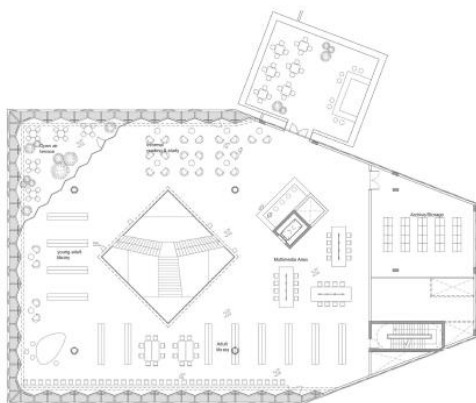
Library	1926 m ²
Maternal & Child Health	136 m ²
Childcare	570 m ²
Community Health	179 m ²
Neighborhood Learning	71 m ²
Shared Spaces	58 m ²



Precedent images
Glenroy Community Hub



Realm Ringwood



Realm

Customer Service
Library
BizHub - Business Resource Hut
Co-working Space
ArtSpace - Gallery/exhibition spa
Bookable Meeting Rooms



Precedent images
Realm, Ringwood VIC



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3. Alternate Funding Opportunities

Local Governments usually deliver capital works projects like Council offices by way of direct funding and ownership through a standard project management process involving procurement of Consultant/ Design Teams, Concept and Design Development, procurement of Building Contractor, construction, handover/ commissioning and occupation.

As a further observation, based on our knowledge of other Civic office and community facility projects, the key mechanisms Council usually utilise to reduce capital expenditure on new Civic facilities generally include the following:

- Obtaining external funding or grants from State or Federal Governments for new facilities (e.g. Living Libraries funding)
- Seek tenant partners and or collocating with commercial opportunities to secure revenue offsets (e.g. Brimbank).
- Collocate with community facilities to obtain efficiencies and cost savings in terms of shared facilities (e.g. multiple Council facilities including Dandenong, Brimbank, Banyule, Bunjil Place).
- Continue to lease facilities in the short to medium term noting that the cost of rental over the longer term often equates to the cost of debt financing a new facility.
- Sell surplus Council property to offset the cost of new facilities (i.e. asset recycling).
- Retaining operations in old, dysfunctional facilities that do not address the need for modern office and community facilities to meet current operational standards and services requirements.

3.1 Other Government funding sources

As general comment, from our research and industry understanding there are no State or Federal government funding programs that provide funds to building Council offices/ workspaces.

However there are a range of other Government funds which are available for community infrastructure. Selected examples include:

- **Living Libraries Infrastructure Program** - assists Victorian councils to provide accessible high-quality library infrastructure. The program funds new, redeveloped or refurbished public library infrastructure up to \$1.0m.
- **Community Infrastructure Loans Scheme** - The Scheme supports the delivery of community infrastructure by providing councils with access to low-interest subsidised loans of between \$500,000 and \$10 million per project.
- **Growing Suburbs Fund** supports investment in critical local infrastructure in diverse and fast-growing interface and peri-urban councils. Mornington Peninsula Shire Council has previously received funding for a number of community facility projects (e.g. [Alexandra Park Community Health Hub](#)).

Development Contributions schemes are often utilised to require developers to contribute to the provision of community infrastructure associated with new developments. They are formal statutory mechanisms implemented through the Planning Scheme. Again they do not usually include contribution towards Council office provision, although this is not to preclude office accommodation that maybe collocated with community facilities.

A **key implication** of these funding opportunities in the context of this project is that the best opportunity to leverage any government funding to support the Future Workplace project is to ensure Council's workplace is collocated with community facilities.

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3.2 Private Sector funding and procurement methods

In terms of private sector funding options for local government facilities, this is an emerging area with few examples of successful project outcomes. Two recent examples of private sector partnerships are as follows:

- **Realm Ringwood** provides a multi-purpose community facility, situated within the Eastland shopping centre precinct in the Ringwood Metropolitan Activity Centre (MAC) providing community and Council services for Maroondah City Council. The facility includes a library, learning and cultural centre, bookable co-working spaces and office amenities, Youth precinct, Art space and a Council customer service centre. The site was developed in partnership with the owner of Eastland Shopping Centre and involved a range of commercial negotiations, including land swap deals, to minimise costs to Council/ ratepayers.
- **Greater Geelong City Council** new HQ facility in Central Geelong – This project involved a complex procurement process to identify a suitable private sector development partner who develop managed the project with Council and included an additional private sector owned building being developed for private and Council tenancies on a commercial basis. However at the core of the project it was fully funded by Council.

In a broader sense, private sector delivery options that have been utilised at a State and Federal government level, albeit for larger scale projects comprise the two broad models

- Pre-committed Leaseback/ Development Agreements
- Public Private Partnerships (PPPs)

Table 4 below provides a description of these private sector delivery options.

Table 4: Description of Private sector delivery options for public infrastructure provision

Option	Description of key components
Public Private Partnership (PPPs)	<p>A broad term for projects generally specifying outputs rather than specific design solutions, and procuring solutions over a long term lifecycle of 20-30 years (i.e. buildings and ongoing services)</p> <p>PPP projects generally have a set monthly payment regime for a long term. Assets often return to government ownership at the end of the term. They are usually for larger scale projects (e.g. Royal Childrens Hospital, Melbourne) have a minimum threshold of value level, in the order of \$100M (due to the relatively high procurement/ tendering costs) and are used with projects that are complex and there is significant scope for innovation.</p> <p>Variants include:</p> <ul style="list-style-type: none"> ▪ Design build and finance (DBF): Essentially a lease of the asset. ▪ Design, Build, Finance, Maintain (DBFM). Monthly payments are made over the term (20-30yr) for the buildings, maintenance and facilities management. Asset can reverts to government ownership at the end of term. ▪ Build, Own, Operate, Transfer (BOOT). Monthly payments are made over the term (20-30yr) for the buildings, maintenance and facilities management, and operations (that often take revenue and demand i.e. business risk). Asset can reverts to government ownership at the end of term.

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Option	Description of key components
Leaseback/ Development Agreement	<p>Leaseback/ Development Agreements (DA) are typically led by developers with shorter terms compared to PPPs. Additionally, funding tends to be based around land, building, agreements to lease and development valuation.</p> <p>In a DA/ Leaseback, Council usually secures the land, specifies its required outcomes and accommodation requirements and then seeks design and development solutions from developers which are assessed based on their ability to comply with council requirements and can include innovative solutions to offset council costs (other revenue sources such as tenancies).</p>

In our view the Public Private Partnership (PPPs) may not be suitable for delivery of Council's consolidated offices for the following key reasons:

- The scale of the Civic Hub facility requirement is too small. Public Private Partnership (PPPs) usually only suitable for projects \$100M or more
- Is complex and transaction costs (e.g. legal, procurement, evaluation inputs/ processes) are high.
- Usually applies to infrastructure projects where complex operational arrangements are required (e.g. Hospitals, Courts, road projects) and there is significant scope for innovation.
- The inclusion of profit margins and debt finance will see Council paying a premium for the capital cost of the facility provision.
- Usually adopted where there is strong market interest in the opportunity where competitive bidding can achieve significant innovation.

A **Leaseback/ Development Agreement** however is a more suitable option and provides Council with the ability to specify its requirements to the open market and evaluate submissions against specified suitability criteria.

The critical issue for consideration of the Leaseback/ Development Agreement is the extent to which Council is able to **secure ownership of the asset** and/ or land as part of the commercial arrangement. As the name suggests, this option usually involves the payment of annual lease payments which would usually cover the cost of occupancy, the developers profit margin and any associated debit finance costs. Where Council pays rent over a long period and does not own the asset at any stage – having funded a developer's asset (through the long term tenancy), can equate to the yearly servicing of the debt on borrowings for the Council funded option.

In our view the preferred procurement process for understanding the extent of potential market interest in this option in the Mornington Peninsula Shire context is to undertake a market sounding/ Expression of Interest process for potential private sector interest in delivery of this option. This would usually involve:

- Developing an accommodation specification which outlines Council's functional design requirements, including the desired locational attributes for the consolidated offices.
- Developing supporting Expression of Interest documentation which outlines the terms and conditions of the process, including lodgement and evaluation of submissions. Council would also be able to attach some standard Agreement to lease terms and conditions for developers to consider including the need for ensuring some form of ownership of land and assets.
- Subject to the outcomes of the next stage of this project, Council could also consider nominating Council owned land parcels on which the office could be located or consider privately owned land options which meet Council's specified location attributes.
- The process could also be utilised to understand the extent of any tenant partner interest from aligned/ complimentary organisations or agencies which could co-locate with Council (e.g. not-for-profit service providers).

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An open market process over a specified time period (say 4-8 weeks, subject to the level of detail required from submitters). Such a process ensure Council can demonstrate they have undertaken an open and transparent process to validate the extent of potential interest from the private sector in project delivery. Such a process is usually required under the *Local Government Act* where some form of land acquisition by Council is proposed. However, Council should seek legal advice regarding the specific requirements of the Local Government Act.

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Currie & Brown (Australia) Pty Ltd
ABN 97 128 823 843
Level 2, 179 Queen Street
Melbourne VIC 3000 Australia
Telephone: +61 3 9691 0000
Facsimile: +61 3 9670 7055

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The scenarios identified as possible solutions for development are preliminary and indicative. Furthermore, various development costs are contingency estimates only and will need be subject to further detailed analysis. The solutions should be further analysed should detailed analysis change the basic assumptions. Accordingly, the results of the appraisal may change and require the conclusions to be re-confirmed. Any conclusions should be considered in this context. The Study is not a valuation of the property. The appraisal explores the issues which relate to the potential of the property in order to provide a basis upon which decisions can be made.

Author: Andrew Sells, Director,

Contact: M: 04013 055 701, E: andrew.sells@curriebrown.com

Signed:



Date: 5 October 2023

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Mornington Peninsula Shire Council

Future Workplaces Operating Model and Site Analysis Study:

Locational Analysis

Final Report

November 2023

CB Currie & Brown

DesignInc

Future Workplace Operating Model and Site Analysis Study
Locational Analysis, November 2023

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Executive Summary

This locational analysis report identifies, evaluates and ranks potential locations to accommodate Council's main offices based on the Functional Requirements analysis developed for the Tier 1 Main Council offices and Tier 2 and 3 major and minor Satellite offices.

As part of this work evaluation criteria were developed as a method of evaluating and ranking sites of a range of identified Council landholdings. The evaluation has been undertaken at two levels including:

- At a **Township level** to assess the suitability of Council townships for the main offices.
- At a **Site Options level** which assesses the suitability of selected Council owned site options.

The evaluation criteria developed were based on the four the project principles detailed in section 1.2 of this report as well as site specific constraints, planning controls, economic impacts, and accessibility.

1. Township assessment for Tier 1 main offices

Eight townships were considered for Council's main office location, including the three (3) designated Major Activity Centres of Mornington, Rosebud and Hastings as well a selection of smaller locations to represent the various geographic areas of the Shire.

Based on this analysis the three main Townships of Mornington, Rosebud and Hastings have been shortlisted for further consideration with % compliance ratings of 81%, 80% and 70% respectively. The other smaller township locations were discounted from further consideration with significantly lower rates of between 19% and 40%. Table 1 below summarises the rankings and key consideration for the top 3 township locations.

Table 1: Top 3 highest rank Townships and key considerations

Township	Ranking	Key evaluation considerations
Mornington	1	<ul style="list-style-type: none"> ▪ Major Activity Centre designation (location of major commercial and retail uses to service Shire). ▪ Proximity to greater Melbourne makes location attractive to new talent (from outside of the Shire). ▪ Located in northern part of Shire with good access to a relatively large localised population catchment and greater Melbourne area. ▪ Approximately 85% of the Shire area can be accessed from Mornington township by private vehicle within a 30 minute drive. ▪ Scope to integrate with surrounding commercial/ retail/ community uses considered good. ▪ Significant Council landholdings available. ▪ Access to public carparking is good. ▪ Localised travel congestion issues negatively impacts on ease of access. ▪ Planning controls covering the Township likely to impact on height limits and capacity of land to accommodate Council requirements.
Rosebud	2	<ul style="list-style-type: none"> ▪ Major Activity Centre designation (location of major commercial and retail uses to service Shire). ▪ Central location in the Shire with good access to others parts of Shire via the Mornington Peninsula Freeway. ▪ Located more centrally in the Shire with good access to localised population catchment although population numbers with good access is lower compared to Mornington. Approximately 95% of the Shire area can be

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Township	Ranking	Key evaluation considerations
		<p>accessed from Rosebud township by private vehicle within a 30 minute drive.</p> <ul style="list-style-type: none"> ▪ Travel distances from greater Melbourne makes location less attractive to new talent (from outside of the Shire). ▪ Scope to integrate with surrounding commercial/ retail/ community uses is good. ▪ Council landholding of adequate size available. ▪ Prominence of township/ location to improve civic presence is good.
Hastings	3	<ul style="list-style-type: none"> ▪ Major Activity Centre designation (location of major commercial and retail uses to service Shire). ▪ Accommodates existing Council Offices and adjoining community facilities including a Library and community hall. This site has been identified for a potential Performing Arts Centre use. ▪ Public Transport access (heavy rail (diesel) from greater Melbourne. ▪ Located more remotely in the Shire with relatively lower localised population catchment compared to Mornington and Rosebud. Approximately 75% of the Shire area can be accessed from Hastings township by private vehicle within a 30 minute drive. ▪ Travel distances from greater Melbourne makes location less attractive to new talent (from outside of the Shire). ▪ Distance from metropolitan Melbourne and other parts of the Shire negatively impacts on ease of access for community and workforce.

2. Site Options assessment for Tier 1 main offices

Based on the Township Evaluation assessment, site options in the 3 shortlisted townships of Mornington, Rosebud and Hastings have been evaluated. Twenty two (22) sites were nominated for assessment across the Shire, all of which were Council owned.

Six of the sites were located in Somerville, Tyabb and Mount Martha and were discounted from further consideration as they were located outside of the three townships. A number of other sites were also immediately discounted due to being far too small to accommodate Councils accommodation requirements.

Based on a rated evaluation assessment of the remain 15 sites the top 7 ranked site options are identified in Table 2 below.

Table 2: Summary Ranking of Site options for Tier 1 Office location

Sites (m ²) size	Ranking	Site description summary/ key considerations
35 Wannaeue Place, Rosebud Site area: 18,000m ²	1	<ul style="list-style-type: none"> ▪ Located strategically in Rosebud Major Activity Centre ▪ Existing shopping centre and at grade carpark. ▪ A strategic site with significant redevelopment potential.
5 Queen Street, Mornington Site area: 21,310m ²	2	<ul style="list-style-type: none"> ▪ Existing unpaved carpark. Used as overflow parking for Council officers. ▪ Proximity to existing Council Offices provides colocation/ integration opportunity.
Waterloo Place Car Park, Mornington Site area: 21,310m ²	3	<ul style="list-style-type: none"> ▪ Large existing paved public carpark. ▪ Replacement of existing public car spaces would be required. ▪ Planning scheme identifies potential public square opportunity to activate area and facilitate pedestrian access and activity.

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Sites (m ²) size	Ranking	Site description summary/ key considerations
Mornington Shire Offices site Site area: 5,500m ²	4	<ul style="list-style-type: none"> ▪ Located strategically in Mornington Major Activity Centre. ▪ Given existing Civic office uses site could be redeveloped for Consolidated offices in conjunction with adjoining land. ▪ Proximity to Public carparking areas will support Council use. ▪ Proximity to other candidate site provides colocation/ integration opportunity.
Rosebud Municipal Offices, 90 Besgrove Street, Rosebud Site area: 28,419m ²	5	<ul style="list-style-type: none"> ▪ Given existing Civic office uses site could be redeveloped for consolidated offices. ▪ Not located in Rosebud Major Activity Centre. Remote from Rosebud Township. ▪ Residential interface not desirable. ▪ Busy precinct with lack of carparking.
Hastings Municipal Offices, 21 Marine Parade, Hastings Site area: 12,222m ²	6	<ul style="list-style-type: none"> ▪ Given existing Civic office uses site could be redeveloped for consolidated Council offices. ▪ Site currently identified for potential Performing Arts facilities which may limit capacity of site to accommodate Council's main offices. ▪ The existing Hastings Community Hall on the site has heritage values which will constrain demolition and site capacity.
Civic Reserve, Dunns Road, Mornington Site area: 24,800m ²	7	<ul style="list-style-type: none"> ▪ Large recreation reserve site accommodating the Mornington Peninsula Art Gallery (MPAG). ▪ Areas of site could be developed for Civic office purposes including: <ul style="list-style-type: none"> - A vacant area of land and the corner of Dunns Road and Mornington-Tyabb Road comprising approximately 1.1ha. - The Mornington Peninsula Art Gallery (MPAG) and land immediately surrounding the Gallery comprising approx. 1.8-2ha. However the existing Art Gallery facilities would need to be relocated. ▪ The site includes the historic Park Hill Homestead, surrounding outbuildings and extensive landscaped gardens which are included in a Heritage Overlay on part of the reserve. ▪ Use of larger areas of the site will likely impact on landscaped garden areas and existing recreational facilities. ▪ Remote from Mornington Township and supporting amenities. Not located in Mornington Major Activity Centre. ▪ Reserve also accommodates a range of sport/ recreational facilities and is currently the subject of a Masterplan.

These sites have been shortlisted as they have ranked the highest against the evaluation criteria framework with potential for redevelopment for Council's consolidated offices.

3. Tier 2 and Tier 3 Site Options assessment

While the focus of this Locational Analysis has been on determining preferred locations for Council's Tier 1 Main office, in line with Council's recommended Future Workplace Tiered Model Tier 2 and 3 facilities were also proposed comprising the following:

- **Tier 2 Major Satellite office** with the scope of functions to include Customer service, Community facilities/ spaces (e.g. Library), meeting spaces and potentially council designated hot desking and/or for Council Staff Use.

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- **Tier 3 Minor Satellite office** comprising a Small Community Hub Model with provision of Community facilities (e.g. Community hub, Halls)/ meeting spaces and potentially alignment with mobile customer service/ library services.

3.1 Tier 2 Major Satellite Offices recommended site options

Our recommended approach to the Tier 2 sites will be that they will be located in the main Townships where the Tier 1 Main office is not located. As shown in Table 3 below, if the Tier 1 main office site is at Mornington, the Tier 2 sites would be at Hastings and Rosebud),

Table 3: Matrix of Tier 2 Office location options

Tier 1 main Office	Mornington township	Rosebud township	Hastings township
Tier 2 Major Satellite Offices	Rosebud	Mornington	Rosebud
	Hastings	Hastings	Mornington

The scope of facilities located in each of the Major Satellites will be very much dependent upon local community needs and the demographic profile of each township. Another key consideration will be the availability of Council land assets and existing services in each township. Building on case study analysis of other municipalities collocating with Library facilities with an upgraded customer service interface is the most practical approach.

In the case of each township the **Tier 2 facility recommended locations** are as follows:

- **Hastings** – Hastings Library at 7 High Street in Hastings located within the Civic triangle in central Hastings within walking distance of the current Hastings office. An upgraded customer service interface would be required. This is recommended on the basis that the Tier 1 main office facility is not located in Hastings.
- **Rosebud** – at the Rosebud Library in McDowell Street centrally located in Rosebud township with an upgraded customer service interface. This is recommended on the basis that the Tier 1 main office facility is not located in Rosebud.
- **Mornington** - Mornington Library in Vancouver Street at the current Mornington offices which has the capacity to provide meeting rooms and a reconfigured customer service interface. This is recommended on the basis that the Tier 1 main office facility is not located in Mornington.

These locations have been selected having regard to the following key considerations:

- **Improved customer services and Equitable community accessibility** - The Tier 2 facilities maintain a significant Council customer service presence in each of the 3 main townships.
- **Strategic planning framework alignment** - The three main townships, as previously outlined, are the preferred locations for major community, administrative, recreation and health services for the Shire.
- The locations have good access by road from the wider Shire area and local residents within a 30 minute drive.
- **Affordable and Sustainable** - The townships contain existing Council assets to locate Council facilities minimising the use of funds for land acquisition.
- **Opportunity creation** – each facility being colocated with the Library provides an opportunity to upgrade and activate existing library facilities and encourage improved utilisation and activity in each township.

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3.2 Tier 3 Minor Satellite office recommended site options

Given the recommended Tier 1 and Tier 2 locations are the three main townships of Mornington, Hastings and Rosebud, the Tier 3 sites which represent the geographic spread of locations across the Shire. could comprise a number of the remaining Townships including:

- Somerville.
- Sorrento.
- Dromana.
- Flinders.
- Red Hill.

Using the same evaluation criteria framework as the Section 3 Locational analysis key considerations in identifying suitable Tier 3 sites have included:

- The availability of existing Council community facilities and land assets in these townships with redevelopment/ site capacity.
- The level of accessibility from surrounding areas of the Shire by road including travel times.
- Availability of alternative Tier 1 and Tier 2 facility locations in close proximity to each township option.
- Provision of an equitable geographic spread of facilities across the Shire.

Having regard to the above key considerations, the **Tier 3 facility preferred highest priority locations** are as follows:

- **Sorrento** – Located some distance from nearest Tier 1/2 facilities at Rosebud township, Sorrento is well located to provide Tier 3 facilities to service the western end of the Shire. The existing Sorrento Community Centre located at 860 Melbourne Road needs refurbishment.
- **Flinders** – has the capacity to provide Tier 3 facilities to service the south-western more isolated region of the Shire. The Flinders Civic Hall is centrally located in Flinders and is being refurbished with meeting rooms and general community spaces and has the potential capacity to function as a Tier 3 facility.
- **Somerville** – is well located to provide Tier 3 facilities to service the north-eastern end of the Shire with growing residential development areas. Council facility opportunities for Tier 3 facilities include the Somerville Recreation Centre which has been recently refurbished or a collocated facility with the Somerville Library. The latter is a leased facility, and an expanded shop front leased facility could be a consideration.

Dromana and Red Hill could be further considered subject to further detailed feasibility and planning studies.

As already noted, the scope of functions to be provided at facilities located in each of the Tier 3 Minor Satellite locations will be very much dependent upon local community needs and the demographic profile of surrounding community. **It is recommended that further detailed feasibility and planning studies be undertaken for each location including user needs studies and consultation to best determine the composition of each facility.**

Subject to the outcomes of this further test fit analysis this locational analysis may be further reviewed to further refine the shortlist of preferred sites for Council's main offices. This will further inform a shortlist of sites for potential Tier 2 and Tier 3 facilities.

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1. Introduction

The purpose of this report is to provide a locational analysis to identify, assess and rank potential locations to accommodate Council's endorsed operating model facilities (i.e. Tier 1 main office, Tier 2 'major' and Tier 3 'minor' satellite locations). It uses the outcomes of the previous Functional Requirements analysis as the basis for the assessment.

This report:

- Outlines the approach and proposed evaluation criteria for assessing locations and site options;
- Provides a description and analysis of the identified Townships and site options that have been evaluated; and
- Outlines the rated evaluation assessment of the identified locations/ Townships and sites options as the basis for recommending a shortlist of Townships and site options for further detailed architectural capacity analysis and test fits.

1.1 Methodology and Approach

Our approach to the locational analysis has involved the following key components and supporting tasks:

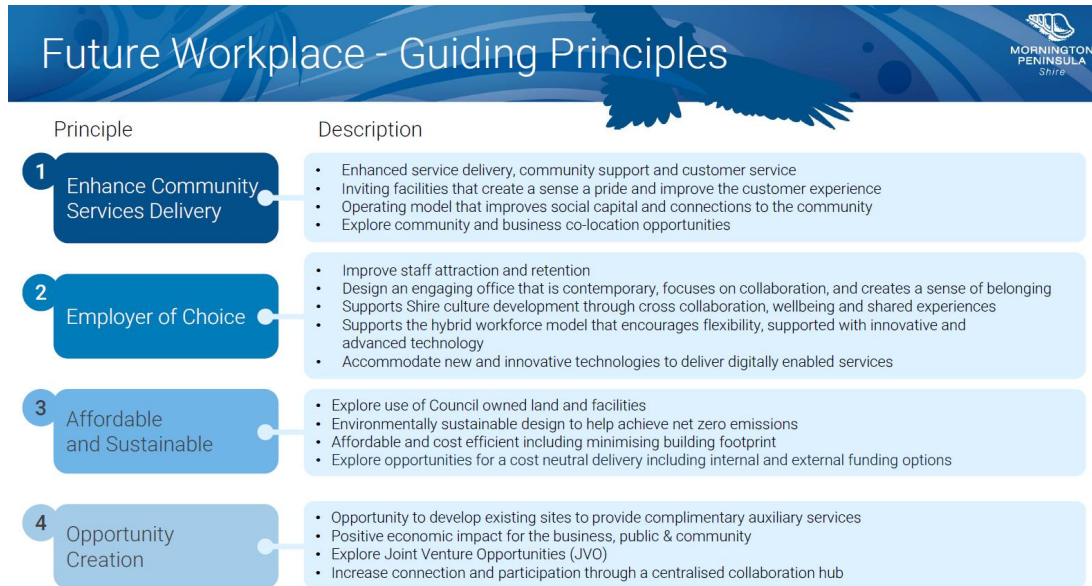
1. **Develop Evaluation Criteria** - Our approach to the Evaluation of options is the utilisation of an **Evaluation Criteria Matrix** to resolve a shortlist and ranking of likely or preferred townships and site options which in our view will be dependent upon a synthesis of Council's real priorities and the project objectives. This included:
 - Evaluation criteria development based on discussions with Council Officers, a review of background documentation with a particular focus on the Project Principles and their relative importance.
 - **Township evaluation criteria** - The evaluation criteria would first be developed on a township basis to assess the suitability of Council townships for the main offices.
 - **Site Options evaluation** criteria would then be developed as a basis for evaluation the suitability of selected Council owned site options having regard to the project principles and considerations such as site specific constraints, planning controls, economic impacts, and accessibility.
2. **Data and location information analysis** – including a review of Council owned land data and undertake a desktop analysis of Council's townships for suitability for Council's consolidated offices considering such matters spatial requirements, population data/ catchment and travel time data.
3. **Rated evaluation of Townships** - including analysis and commentary against each Township providing a ranking of Council townships suitability for the consolidated office including a shortlisting of townships.
4. **Rated evaluation of site options** - A detailed evaluation of specific sites situated within the shortlisted townships against a range of site specific criteria and the Functional requirements identified.
5. **Ranking and shortlisting of site options** - a shortlist of identified site options which best meet the evaluation criteria will then be the subject of further detailed analysis.

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1.2 Project Guiding Principles

Council has developed the following Project Guiding Principles for the Future Workplace project which have form the basis for developing a series of locational based evaluation criteria for assessing location options for the new Civic office facilities at a township and site option level. Refer Figure 1 below.

Figure 1: Future Workplace project - Guiding principles



These guiding principles has informed the development of evaluation criteria at a Township and Site Options level which are outlined below in section 3, 4 and 5.

2. Mornington Peninsula Shire strategic context

The strategic contextual of the Shire has also informed the critical location factors being considered in this locational analysis. The following provides an overview of the Shires strategic context.

Mornington Peninsula Shire is located between Port Phillip Bay and Western Port Bay, approximately 50 kilometres south-east of central Melbourne. The Shire has a total area of more than 720 square kilometres with a distinctive settlement pattern consisting of more than 20 separate settlements within a hierarchy ranging from larger centres to smaller towns and coastal villages. Around 70 per cent of the Shire is rural land within the green wedge planning zone and 30 per cent is taken up by towns and villages¹.

2.1 Settlement patterns and Activity Centre structure

The Shires strategic direction outlined in the Planning Scheme notes that the Peninsula's activity centres hierarchy comprises three Major Activity Centres: Mornington, Rosebud and Hastings. Directing growth to these centres close to services and facilities prevents dispersed population growth throughout the Peninsula's rural area and thereby protects the unique characteristics of small coastal townships and rural villages as well as areas of environmental, landscape, agricultural or recreational significance, including the 'green break' between the Peninsula and metropolitan Melbourne.

Council's strategic directions for 'Settlement' include:

- Direct growth primarily to major activity centres, and the remainder to neighbourhood activity centres.
- Protect the distinctive sense of place of the Mornington Major Activity Centre, its low-scale village ambience and seaside atmosphere, its heritage values and its focus on Main Street.
- Strengthen the Rosebud Major Activity Centre as a regional visitor destination, with a focus on its low-scale coastal ambience, its integral connection with the foreshore and its backdrop of Arthurs Seat.
- Strengthen the Hastings Major Activity Centre as a regional visitor destination, with a focus on its coastal ambience, its integral connection with Western Port Ramsar Wetland and its scenic backdrop of Western Port Bay².

The following Strategic Framework Plan in **Figure 2** overleaf shows the location of the Shire's key Activity Centre locations and settlement patterns.

The three Major Activity Centres are briefly described³ as follows:

Mornington

The Mornington activity centre is located on Main Street, extending for approximately 1.5km north-west of the Nepean Highway in Mornington. As the largest activity centre in the Shire, Mornington includes a significant street-based component, as well as the Mornington Central and Mornington Village shopping centres. A mixed business area is located to the eastern end of Main Street and in proximity to the Highway. Major community, administrative, recreation and health services and infrastructure are also located at the centre. Mornington contains a highly diverse and sophisticated retail and commercial sector which means that visitation and sales are drawn from across the Peninsula.

Rosebud

Rosebud activity centre extends for 2km along the southern side of the Nepean Highway, opposite the Rosebud foreshore. As the higher-order centre serving the southern parts of the Mornington Peninsula, the centre includes the significant Rosebud Plaza shopping centre and a street-based precinct that includes a cinema complex and supermarkets. Tenancies fronting the Nepean Highway tend to have an increased focus on serving tourists and other visitors, while the balance of the centre has a strong service role to surrounding residents.

¹ Clause 02.01 Mornington Peninsula Shire Planning Scheme

² Clause 02.02 Mornington Peninsula Shire Planning Scheme

³ Mornington Peninsula Activity Centre Strategy, 2018

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Hastings

Hastings is the Major activity centre serving the eastern parts of the Mornington Peninsula. The activity centre has a compact form which extends east-west along High Street as the primary ‘spine’, and with Kmart/Woolworths located as the major retail anchors on the southern side and a Coles supermarket in the north. ALDI and Ritchies IGA supermarkets are also in the centre and highlight the strong role of Hastings in meeting the comprehensive grocery and day-to-day retail needs of residents in this part of the Shire.

Figure 2: Mornington Peninsula strategic framework plan



Source: Mornington Shire Planning Scheme

2.2 Population distribution and demographics

The 2022 Estimated Resident Population for Mornington Peninsula Shire is 169,600⁴ (ID Consulting). Many holiday houses are located on the Peninsula, leading to a substantial increase in its population during the summer peak period. The majority of the population is clustered along the coastline of Port Phillip Bay, between Mount Eliza and Dromana. The largest townships by population comprise Mornington (25,909), Rosebud ((24,671), Mount Martha (18,923), Mount Elzia (18,923) and Dromana, (13,053) (Refer **Figure 3** below). Rye, Hastings and Sommerville are also key population centres.

Between 2021 and 2036, the population for Mornington Peninsula Shire is forecast to increase by 10,748 persons (6.31% growth), at an average annual change of 0.31%. The majority of growth is to occur within the key town ships noted above with the largest growth to occur in Mornington (+2,171 persons) and Rosebud (+2,350 persons).

⁴ [About the profile areas | Mornington Peninsula Shire | profile.id](#)

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Figure 3: Population forecasts by area and Townships, 2021-2036

Area	Forecast year				Change between 2021 and 2036	
	2021	2026	2031	2036	Total change	Avg. annual % change
Mornington Peninsula Shire	170,390	174,295	177,461	181,137	+10,748	+0.31
Balnarring - Balnarring Beach - Merricks - Merricks Beach - Somers	5,120	5,093	5,083	5,117	-2	0
Baxter - Pearcedale	2,305	2,306	2,339	2,374	+69	+0.15
Bittern - Crib Point	7,672	7,890	8,193	8,569	+897	+0.55
Dromana - Safety Beach	13,053	13,690	14,132	14,634	+1,581	+0.57
Flinders - Shoreham - Point Leo	2,020	1,984	1,960	1,967	-52	-0.13
Hastings	10,491	10,771	11,011	11,280	+789	+0.36
HMAS Cerberus	1,137	1,137	1,106	1,092	-45	-0.20
Moorooduc - Tuerong	1,364	1,316	1,327	1,334	-30	-0.11
Mornington	25,909	26,717	27,379	28,080	+2,171	+0.40
Mount Eliza	18,923	19,640	20,245	20,893	+1,970	+0.50
Mount Martha	20,020	20,127	20,166	20,299	+279	+0.07
Portsea - Sorrento - Blairgowrie	5,640	5,520	5,474	5,488	-152	-0.14
Red Hill - Red Hill South - Merricks North - Main Ridge - Arthurs Seat	2,989	2,943	2,938	2,954	-35	-0.06
Rosebud - Capel Sound - McCrae - Boneo - Fingal - Cape Schanck	24,671	25,759	26,425	27,022	+2,350	+0.46
Rye - Tootgarook - St Andrews Beach	13,701	13,773	13,868	14,059	+358	+0.13
Somerville	11,861	12,158	12,378	12,579	+718	+0.29
Tyabb	3,515	3,472	3,437	3,396	-119	-0.17

Source: Council webpage, Population and household forecasts, 2021 to 2036, prepared by [.id](#) (informed decisions), February 2023.

Some of the key demographic characteristics of the Shire are noted as follows:

- **Aged structure** - compared to greater Melbourne comprises a similar proportion of young people under 17 years of age, A lower proportion of adults between 18 and 49 years of age and a higher proportion of older people above 50 years of age;
- **a lower level of Bachelor or Higher Degree education** than Greater Melbourne and a higher level of Vocational training.
- **The SEIFA Index of Relative Socio-economic Advantage and Disadvantage** for Mornington Peninsula Shire is at 1011 compared to 1010 for Victoria and 1016 for Melbourne. This indicates a similar level of social wellbeing for the Shire. However, there are areas of higher disadvantage within the Shire.
- **Labour force participation** in the Shire is at 55.4% and is lower than for Greater Melbourne at 61.9% which partly reflects the higher proportion of the population who are retired.
- **Key industry sectors** include Health Care and Social Assistance, Retail Trade, Construction, Accommodation and Food Services and Education and Training. Arts and Recreation Services.

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- **Household income levels** in Mornington Peninsula Shire compared to Greater Melbourne shows that there was a smaller proportion of high income households (those earning \$3,000 per week or more) and a higher proportion of low income households (those earning less than \$800 per week). Overall, 21.3% of the households earned a high income and 24.0% were low income households, compared with 25.3% and 19.0% respectively for Greater Melbourne⁵.

The demographic and economic overview has been used to inform the locational analysis of the potential sites for Council's offices contained in Section 3 and 4.

2.3 Catchment and travel time data for three main Townships

The ability to conveniently access Council's Offices by rate payers, the community and other Council stakeholders is an important driver of a preferred location. While it is acknowledged that many services can be provided by Council on a remote basis not requiring face to face contact, there is still a need for physical contact and the need for the community to access Council's customer services at Council's offices to engage in a range of meetings and transactions.

Data provided for Council's current customer service interactions for face to face interactions at each of the customer service points for the period of January to March 2023 indicates their current level of interactions as follows:

- Mornington offices – an average ranging from 50 to 88 face to face interactions per day;
- Rosebud offices – an average ranging from 29 to 76 face to face interactions per day; and
- Hastings offices - an average ranging from 12 to 74 face to face interactions per day.

This data likely to be influenced by such factors the convenience of access to each office, the level of population in the surrounding areas to each Offices and also their opening hours (i.e. Hastings customer service centre is not open 5 days per week).

Recent catchment analysis data for each of the three offices was prepared for the 2022 Performing Arts Site Analysis Study and considered applicable to this locational analysis⁶.

Figure 4 below shows the residential catchment population within 15 minutes and 30 minutes drive of each of the three existing Council offices. At a high level, it is clear that Rosebud and Hastings offices which are located towards the southern and south-eastern ends of the peninsula are accessible to smaller surrounding residential populations while Mornington is within 15 minutes drive of around 61,000 persons.

Figure 4: Population within 15 minutes and 30 minute drive of the three existing Council offices

Offices	15 minute driving catchment population	30 Minute driving catchment
Mornington Council Offices	61,514	349,699
Rosebud Council offices	45,654	227,224
Hastings Council offices	53,040	431,532

Source: *Site Study Report, Performing Arts Centre and Precinct for Mornington Peninsula*, prepared by Tract Consultants, dated 16 May 2022, page 14-15 and Appendix B

While it is acknowledged that this analysis takes into account neighbouring municipalities, noting the population data in Figure 3 above, residential populations are higher in the north of the Shire due to proximity to the more populous areas of Mornington, Mount Eliza and Mount Martha (i.e. population totalling around 64,000 persons) compared to areas around the Rosebud offices including Rosebud, Capel Sound, McCrae, Dromana, Boneo, Fingal, Cape Schanck, Rye, Tootgarook, St Andrews Beach (i.e. population totalling around 38,000 persons).

⁵ [About the profile areas | Mornington Peninsula Shire | profile.id](#)

⁶ *Site Study Report, Performing Arts Centre and Precinct for Mornington Peninsula*, prepared by Tract Consultants, dated 16 May 2022, page 14-15 and Appendix B

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In addition, the three Council office locations were mapped to understand the 15 and 30 minute residential catchments of the Shire. The catchment mapping take into account the terrain and road network of each location. For example, the Mornington offices are situated within a built-up area, with lower traffic speed, more intersections and further away from highway entrances. Therefore the 15 minute driving catchment is relatively small. In comparison, the Rosebud offices are situated closer to highway ramps/entrances, therefore they have easy access to higher speed limits, hence the larger driving catchment. Refer catchment mapping in **Attachment A**.

However at a high level the following is observed from this travel time analysis for the three townships mapping analysis included in Appendix A:

- **Mornington township/ offices** – is accessible to the immediate surrounding areas of Mornington, Mount Martha, Mount Eliza and Moorooduc within 15 minutes driving time of the current offices and around approximately **85% of the whole of the Shire within 30 minutes drive** (excluding the more distance areas of Portsea, Sorrento and Blairgowrie).

It should also be noted that the Mornington office location also have better accessibility, compared to Rosebud and Hastings, to the northern municipalities of Frankston and Casey and the broader metropolitan Melbourne area which is a key consideration in seeking to attract and retain employees and new talent who are likely to be metropolitan based.
- **Rosebud township** is accessible to the immediate surrounding areas of Rosebud offices including Rosebud, Capel Sound, McCrae, Dromana/ Safety Beach, Boneo, Fingal, Cape Schanck, Rye, Tootgarook, St Andrews Beach within 15 minutes driving time of the current offices and around approximately **95% of the whole of the Shire within 30 minutes drive** (excluding the more distance areas of Portsea, and parts of Sommersville).
- **Hasting township/ offices** is accessible to the immediate surrounding areas of Hastings, Somers, Balnarring, Moorooduc, Sommersville and Tyabb within 15 minutes driving time of the current offices and around **approximately 75% of the whole of the Shire within 30 minutes drive** (excluding the more distance areas of Portsea, St Andres, Fingal, Cape Schanck, Tootgarook and Boneo).

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3. Townships Evaluation assessment for Tier 1 Main offices

The assessment of potential locations at a Township level, primarily for the main office has involved a 2 stage process to reach recommendation for a shortlist of location options:

- **Stage 1 - Desktop analysis** of Council Townships and locations considered potential suitable for a consolidated office location.
- **Stage 2 - Rated assessment** of the identified townships to provide a shortlist of Townships considered suitable for Council's consolidated office location.

3.1 Stage 1 Desktop analysis

Based on the strategic framework and contextual analysis outlined above and further discussions with Council officers, eight (8) township areas across the Shire were nominated by Council for consideration and assessment comprising:

- The three (3) designated Major Activity Centres of Mornington, Rosebud and Hastings. ***The Strategic Framework within the Shire's Planning Scheme strongly encourages the provision of facilities such as Shire Offices to be located within these Major Activity centre locations.***
- A selection of smaller locations to represent the various geographic areas of the Shire have also been considered including⁷:
 - **Dromana** (north-east) - a large Township Activity Centre Dromana operates along the southern side of Port Nepean Road for a distance of over 600 metres. Total retail and commercial floorspace in the Dromana activity centre is estimated at approximately 15,300m²
 - **Flinders** (south-east) - a small Local Township with smaller scale retail shops and local services spread along Bonea Road near the intersection of Frankston Flinders Road which primarily cater for local residents and the tourism trade visiting the region.
 - **Red Hill** (south central) – a small Local Township with limited retail facilities spread across a number of small sites near the intersection of Red Hill and Arthurs Seat Roads which primarily cater for local residents and the tourism trade associated with the wineries in the region.
 - **Sorrento** (south west), Sorrento is a designated Small Township Centre and is a street-based activity centre located on both sides of Ocean Beach Road between Point Nepean Road and Melbourne Road. Approximately 15,000m² of retail and commercial floorspace is located in the Sorrento Activity Centre, including 12,000m² of shopfront floorspace.
 - **Somerville** (north-west) - a large Township Activity Centre Somerville has both street based (east side) and mall-based (west side) commercial development. The centre contains a total of four supermarkets (Coles, Woolworths, ALDI, IGA) and a discount department store (Target). However, the Somerville centre is physically divided by the Stony Point train line, and is characterised by relatively poor integration between the various components of the centre. The centre has approximately 27,000m² of retail and commercial floorspace.

3.2 Stage 2: Township evaluation criteria rated assessment

The eight Townships listed above have been scored 1 to 5 against the following 14 categories of criteria using the following scoring:

Exceptional (5)	The location option meets and/or exceeds requirements in all areas of the evaluation criterion under consideration.
Very Good (4)	The requirements of the evaluation criterion under consideration are met to a very high standard in all areas.
Acceptable (3)	The requirements of the evaluation criterion under consideration are addressed to a consistent acceptable standard with no major shortcomings.

⁷ Mornington Peninsula Activity Centre Strategy, 2018

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Poor (2)	The requirements of the evaluation criterion under consideration are poorly or only partially met.
Unsatisfactory (1)	The requirements of the evaluation criterion under consideration are not met.

The range of evaluation criteria based on the above Guiding Principles considered are outlined in Figure 4 below:

Figure 4: Township Evaluation Criteria

Criteria and key evaluation considerations	Weighting of Importance
1. Improved Customer Service, Equitable Community Accessibility & Community Service Delivery with key consideration including: <ul style="list-style-type: none"> ▪ Accessibility by community and council stakeholders. ▪ Function and prominence of township to improve civic presence. ▪ Proximity to other Council/ government/non-government agencies. ▪ Alignment with strategic planning framework and defined township roles. 	25%
2. Improved workplace Outcomes/ Employer of Choice with key consideration including: <ul style="list-style-type: none"> ▪ A location that can be attractive to new talent (from outside of the Shire) and improves staff retention. ▪ Capacity of location to provide a high level of amenity and accessibility. ▪ Road network accessibility and carparking provision. 	25%
3. Affordable & Sustainable - Improved Financial outcomes for Council with key consideration including: <ul style="list-style-type: none"> ▪ Cost neutral outcome for Council including availability of Council owned land and facilities to minimise use of funds for land acquisition. ▪ Location offers opportunities for other revenue opportunities (e.g. Lease of space to complimentary tenants, partners or not-for profit organisations). 	25%
4. Opportunity Creation with key consideration including: <ul style="list-style-type: none"> ▪ Capacity of Civic accommodation in this location to activate our precincts, stimulate economic development. ▪ Capacity of location to integrate/compliment/ co-locate with community and business opportunities adjoining land uses & activities. ▪ Capacity of location to provide opportunities for Joint venture opportunities. 	25%

The eight (8) township areas were assessed against the evaluation criteria with the results of the rated assessment shown in **Figure 6** overleaf.

The results of the rated assessment are summarised in **Figure 5** below.

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Figure 5: Township Rated assessment – summary of outcomes and key considerations

Township	Ranking	Key evaluation considerations
Mornington	1	<ul style="list-style-type: none"> ▪ Major Activity Centre designation (location of major commercial and retail uses to service Shire). ▪ Proximity to greater Melbourne makes location attractive to new talent (from outside of the Shire). ▪ Located in northern part of Shire with good access to a relatively large localised population catchment and greater Melbourne area. ▪ Approximately 85% of the Shire area can be accessed from Mornington township by private vehicle within a 30 minute drive. ▪ Scope to integrate with surrounding commercial/ retail/ community uses considered good. ▪ Significant Council landholdings available. ▪ Access to public carparking is good. ▪ Localised travel congestion issues negatively impacts on ease of access. ▪ Planning controls covering the Township likely to impact on height limits and capacity of land to accommodate Council requirements.
Rosebud	2	<ul style="list-style-type: none"> ▪ Major Activity Centre designation (location of major commercial and retail uses to service Shire). ▪ Central location in the Shire with good access to others parts of Shire via the Mornington Peninsula Freeway. ▪ Located more centrally in the Shire with good access to localised population catchment although population numbers with good access is lower compared to Mornington. Approximately 95% of the Shire area can be accessed from Rosebud township by private vehicle within a 30 minute drive. ▪ Travel distances from greater Melbourne makes location less attractive to new talent (from outside of the Shire). ▪ Scope to integrate with surrounding commercial/ retail/ community uses is good. ▪ Council landholdings of adequate size available. ▪ Prominence of township/ location to improve civic presence is good.
Hastings	3	<ul style="list-style-type: none"> ▪ Major Activity Centre designation (location of major commercial and retail uses to service Shire). ▪ Accommodates existing Council Offices and adjoining community facilities including a Library and community hall. This site has been identified for a potential Performing Arts Centre use. ▪ Public Transport access (heavy rail (diesel) from greater Melbourne). ▪ Located more remotely in the Shire with relatively lower localised population catchment compared to Mornington and Rosebud. Approximately 75% of the Shire area can be accessed from Hastings township by private vehicle within a 30 minute drive. ▪ Travel distances from greater Melbourne makes location less attractive to new talent (from outside of the Shire). ▪ Distance from metropolitan Melbourne and other parts of the Shire negatively impacts on ease of access for community and workforce.
Somerville	4	<ul style="list-style-type: none"> ▪ Large Township Activity Centre designation (commercial office uses limited to 1,000m²). ▪ Public Transport access (heavy rail (diesel) from greater Melbourne)

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Township	Ranking	Key evaluation considerations
		<ul style="list-style-type: none"> ▪ Limited Council landholdings available comprising the existing Fruit Growers Reserve. Would likely lead to a loss of open space. ▪ Prominence of township/ location to improve civic presence considered low.
Sorrento	5	<ul style="list-style-type: none"> ▪ Small Township Activity Centre designation (only intended for “few” office based services provision) ▪ No available Council landholdings of an adequate size to accommodate Tier 1 Council Offices. ▪ Good surrounding amenities to support employer of choice outcomes. ▪ Scope for integration with surrounding retail, commercial and community uses. ▪ Distance from metropolitan Melbourne and other parts of the Shire negatively impacts on ease of access for community and workforce.
Dromana	6	<ul style="list-style-type: none"> ▪ Large Township Activity Centre designation (commercial office uses limited to around 1,000m²) ▪ No available Council landholdings in the Activity Centre of an adequate size to accommodate Council Offices. ▪ Limited Council landholdings nearby to locate Tier 1 Council offices. These include Dromana Recreation Reserve in Charles Street and Pier Street Reserve. Both a well utilised for recreation facilities and would likely lead to a loss of open space/ recreation facilities. ▪ Prominence of township/ location to improve civic presence considered low. ▪ Limited ability to integrate offices with surrounding commercial/ retail activity.
Flinders	7	<ul style="list-style-type: none"> ▪ Local Activity Centre designation (only intended for “few” office based services provision) ▪ Isolated location from rest of Shire. ▪ Distance from metropolitan Melbourne and other parts of the Shire negatively impacts on ease of access for community and workforce. ▪ No available Council landholdings of an adequate site to accommodate Tier 1 Council Offices. ▪ Prominence of township/ location to improve civic presence considered low.
Red Hill	8	<ul style="list-style-type: none"> ▪ Local Activity Centre designation (only intended for “few” office based services provision) ▪ No available Council landholdings of an adequate size to accommodate Council Offices. ▪ Limited surrounding amenities to support employer of choice outcomes. ▪ Limited scope for integration with surrounding retail, commercial and community uses. ▪ Distance from metropolitan Melbourne and other parts of the Shire negatively impacts on ease of access for community and workforce.

Note: Activity Centre designations based on Planning Scheme definitions

3.2.1 Concluding assessment

Based on this analysis the three main Townships of Mornington, Rosebud and Hastings have been shortlisted for further consideration with % compliance ratings of 81%, 80% and 70% respectively.

The other smaller township locations were discounted from further consideration with significantly lower rates of between 19% and 40%.

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Figure 6: Rated Assessment of selected Townships to accommodate Council's consolidated Offices

Location Criteria	Performance Measure/ Description	Order of Importance	Mornington		Rosebud		Hastings		Dromana		Flinders		Somerville		Sorrento		Red Hill		
			Raw Score	Weighted Score	Raw Score	Weighted Score	Raw Score	Weighted Score	Raw Score	Weighted Score	Raw Score	Weighted Score	Raw Score	Weighted Score	Raw Score	Weighted Score	Raw Score	Weighted Score	
Category 1: Improved Customer Service, Equitable Community Accessibility & Community Service Delivery																			
1	Improved customer service accessibility and experience	25%	4.0	1.00	4.5	1.13	3.0	0.75	1.0	0.25	1.0	0.25	2.0	0.50	1.0	0.25	1.0	0.25	
2	Function and prominence of township/ location to improve civic presence & pride with high quality public realm		4.5	1.13	4.0	1.00	4.5	1.13	1.0	0.25	1.0	0.25	2.0	0.50	1.0	0.25	1.0	0.25	
3	Township accessibility and connectivity		4.5	1.13	4.5	1.13	3.0	0.75	2.5	0.63	1.0	0.25	3.0	0.75	1.0	0.25	1.0	0.25	
4	Compliments / proximity to other Council/ government/non-government agencies		4.5	1.13	4.0	1.00	4.0	1.00	1.0	0.25	1.0	0.25	1.0	0.25	1.0	0.25	1.0	0.25	
5	Strategic planning policy alignment		5.0	1.25	5.0	1.25	4.0	1.00	1.0	0.25	1.0	0.25	2.0	0.50	1.0	0.25	1.0	0.25	
Category 2: Improved workplace Outcomes/ Employer of Choice																			
6	Improved Council workforce outcomes	25%	4.5	1.13	3.5	0.88	3.0	0.75	1.0	0.25	1.0	0.25	2.0	0.50	1.0	0.25	1.0	0.25	
7	Capacity of location to provide a high level of amenity and accessibility to complimentary uses		4.5	1.13	4.5	1.13	4.0	1.00	1.0	0.25	1.0	0.25	2.5	0.63	3.0	0.75	1.0	0.25	
8	Road network accessibility and carparking provision		3.0	0.75	4.0	1.00	2.5	0.63	1.0	0.25	1.0	0.25	4.0	1.00	1.0	0.25	1.0	0.25	
Category 3: Affordable & Sustainable - Improved Financial outcomes for Council																			
9	Cost neutral outcome for Council/ Delivers outcomes minimising 'Whole of Life' costs	25%	4.0	1.00	3.5	0.88	3.5	0.88	1.0	0.25	2.0	0.50	1.0	0.25	1.0	0.25	1.0	0.25	
10	Improved financial/ asset management outcomes		4.0	1.00	3.0	0.75	3.0	0.75	1.0	0.25	1.0	0.25	2.0	0.50	1.0	0.25	1.0	0.25	
11	Location will support cost-effective service provision		3.5	0.88	4.0	1.00	3.0	0.75	1.0	0.25	1.0	0.25	1.0	0.25	1.0	0.25	1.0	0.25	
Category 4: Opportunity Creation																			
12	Capacity of location to activate, stimulate economic development	25%	3.5	0.88	4.5	1.13	4.5	1.13	1.0	0.25	1.0	0.25	2.0	0.50	3.0	0.75	1.0	0.25	
13	Capacity of location to integrate/compliment/ co-locate with community and business opportunities adjoining land uses & activities		4.5	1.13	4.5	1.13	4.0	1.00	1.0	0.25	1.0	0.25	2.0	0.50	3.0	0.75	1.0	0.25	
14	Explore Joint Venture Opportunities (JVO)		4.0	1.00	4.0	1.00	4.5	1.13	1.0	0.25	1.0	0.25	2.0	0.50	1.0	0.25	1.0	0.25	
Total Weighting:			58.0	14.50	57.5	14.38	50.5	12.63	15.5	3.88	15.0	3.75	28.5	7.13	20.0	5.00	14.0	3.50	
% compliance			81%		80%		70%		22%		21%		40%		28%		19%		
Ranking			1		2		3		6		7		4		5		8		
Rating System and definitions																			
RATING	DEFINITION																		
Exceptional (5)	The location option meets and/or exceeds requirements in all areas of the evaluation criterion under consideration.																		
Very Good (4)	The requirements of the evaluation criterion under consideration are met to a very high standard in all areas.																		
Acceptable (3)	The requirements of the evaluation criterion under consideration are addressed to a consistent acceptable standard with no major shortcomings.																		
Poor (2)	The requirements of the evaluation criterion under consideration are poorly or only partially met.																		
Unsatisfactory (1)	The requirements of the evaluation criterion under consideration are not met.																		

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4. Site Options Evaluation assessment for Tier 1 main offices

Based on the Township Evaluation assessment outlined in section 3, site options in the 3 shortlisted townships of Mornington, Rosebud and Hastings have been evaluated.

The assessment of potential site options has involved a similar 2 stage process to reach a shortlist of site options:

- **Stage 1 - Desktop analysis** of Council landholdings within the Townships considered potentially suitable for a consolidated office accommodation.
- **Stage 2 - Rated assessment** of the identified site options to provide a shortlist of site options for further architectural capacity analysis/ tests fits.

Functional area requirements for Councils offices

The functional requirements for a consolidated office has been developed based on a series a scenarios including area allowances for Council workspaces, Community and support facilities and carparking (assumed to be based on sharing ratio of 60-70%). Based on the lower and upper limits of these scenarios (i.e. Scenario 1 – lower area requirement and Scenario 4 - largest area requirement) the overall likely area requirements for Council Offices ranges between 2 and 2.5 hectares. The analysis is summarised in the diagram in Figure 7 below:

These area requirements have informed the analysis of potential site options. It is acknowledged that smaller sites can be considered which have capacity to accommodate multi-level built form elements, subject to applicable planning controls. This will be further valid through their architectural siter testing process to be applied to a short list of site options.

Figure 7: Summary of Functional area requirements for Council's consolidated offices

Functional requirement	Scenario 1 (smallest requirement)	Scenario 4 (largest requirement)
Workplace	4,760m ²	6,800m ²
Total building area (including Community and support facilities)	6,350-6,500m ²	8,400 to 8,550m ²
Carparking allocation based on sharing ratio of 60-70%	476 spaces	566 spaces
Carparking on grade (including landscaping) (30m ² per car space)	14,280m ²	16,890m ²
Total land area requirement	20,780	25,440

Source: Design Inc. Functional area analysis for new consolidated offices, dated August 2023

4.1 Stage 1 - Desktop analysis

Based on the outcomes of the Township Evaluation assessment outlined in section 5, site options in the 3 shortlisted townships of Mornington, Rosebud and Hastings.

Twenty two (22) sites were nominated for assessment across the Shire, all of which were Council owned.

Six of the sites were located in Somerville, Tyabb and Mount Martha and were discounted from further consideration as they were located outside of the three townships. A number of other sites were also immediately discounted due to being far too small to accommodate Councils accommodation requirements (in the order of 2-2.5ha). These sites are shown below in Figure 8 below.

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Figure 8: Sites discounted from detailed consideration

Property	Current Use	Area (m2)
Sites located outside of three main Townships		
Fruit Growers Reserve, 328 Jones Road Somerville	Active Reserve	23,473
Tyabb Central Reserve, 1580 Frankston-Flinders Road, Tyabb	Roads and Drains	27,950
162A Bungower Road, Somerville	Roads and Drains	18,873
Unthank Reserve, 23 Clarendon Drive Somerville	Roads and Drains	29,092
Somerville Seniors Centre, 1/21 Worwong Avenue Somerville	Community Use	14,986
Mount Martha Community House, 466 Esplanade Mount Martha	Community Use	20,364
Other Sites discounted		
2 Vancouver Street, Mornington	Existing small public carpark. Too small for Council Offices use.	5853
Venice Reserve, 49 Mitchell Street, Mornington	Existing Public Open space/ Reserve use. Site too small and in a residential area.	11,629

The remainder of the identified sites (15 in total) were the subject of assessment against a series of evaluation criteria with the results detailed below in section 4.2 below.

4.2 Stage 2 - Site Options selection criteria – rated assessment

The selected site options arising from the desktop analysis have been scored 1 to 5 against the following 5 categories of criteria using the following scoring:

Exceptional (5)	The location option meets and/or exceeds requirements in all areas of the evaluation criterion under consideration.
Very Good (4)	The requirements of the evaluation criterion under consideration are met to a very high standard in all areas.
Acceptable (3)	The requirements of the evaluation criterion under consideration are addressed to a consistent acceptable standard with no major shortcomings.
Poor (2)	The requirements of the evaluation criterion under consideration are poorly or only partially met.
Unsatisfactory (1)	The requirements of the evaluation criterion under consideration are not met.

The range of evaluation criteria for the site options analysis, like the Township analysis, similarly used the Guiding Principles (included above in Figure 1 of this report) as the basis for developing the following evaluation criteria is shown in Figure 9 below.

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Figure 9: Site Options Evaluation Criteria

Criteria and key evaluation considerations	Weighting of Importance
<p>1. Improved Customer Service, Equitable Community Accessibility & Community Service including considerations of</p> <ul style="list-style-type: none"> ▪ Function and prominence of Site to improve civic presence & pride with high quality public realm ▪ Site accessibility and connectivity including proximity to, availability of public carparking near to site; road access; pedestrian, bicycle path networks ▪ Proximity to other Council facilities, services, other Gov't services and other social/community services providers. ▪ Alignment with Council's strategic planning framework. Located in a designated Activity Centre. 	25%
<p>2. Improved workplace Outcomes/ Employer of Choice including considerations of:</p> <ul style="list-style-type: none"> ▪ Improved Council workforce outcomes and opportunity for a modern workspace that enhances collaboration, connection and participation. ▪ Capacity of location to provide a high level of amenity and accessibility to complimentary uses and the ability of site to integrate, compliment and connect with adjoining land uses and activity(e.g. retail/ commercial, other community facilities, open space) ▪ Ease of accessibility via road networks and access to carparking, including public carparking 	15%
<p>3. Affordable & Sustainable - Improved Financial outcomes for Council including considerations of:</p> <ul style="list-style-type: none"> ▪ Cost neutral outcome for Council - Council owned landholding which minimises use of funds for land acquisition; Offer opportunity for modern ESD friendly design minimising whole of life costs ▪ Improved financial/ asset management outcomes - Site offers opportunities for other revenue opportunities (e.g. Lease of space to complimentary tenants, partners or not-for profit organisations) 	35%
<p>4. Opportunity Creation including considerations of</p> <ul style="list-style-type: none"> ▪ Ability for new Council services to be located alongside complimentary existing/ propose community service and other land uses that will minimise land use conflict. ▪ Capacity of location to provide opportunities for Joint venture opportunities 	10%
<p>5. Site Potential (Opportunities and Constraints) including considerations of</p> <ul style="list-style-type: none"> ▪ Proximity to other existing/ proposed land uses and community services ▪ Alignment with Town Planning framework impacting on development potential/ constraints ▪ Existing site specific conditions/ constraints - Any site specific constraints such as native vegetation, demolition, site remediation, major ground works required impacting on cost and ability of development. Leads to a loss of existing open space/ community facilities and need to relocate existing Council assets. ▪ Site capacity/ size - Capacity of site to accommodate Council's preferred workplace style and supporting carparking ▪ Ability to accommodate future expansion - Ability to accommodate future expansion - additional areas on site, adjoining land to accommodate future expansion of community/ civic functions 	15%

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The results of this rated evaluation assessment for the 15 sites are included in **Attachment 2** with the ranking/ order of the 15 sites are summarised in **Table 10** below.

Table 10: Ranking of 15 sites for Councils consolidated offices

Sites (m ²) size	Ranking	Site description summary/ key considerations
35 Wannaeue Place, Rosebud Site area: 18,000m ²	1	<ul style="list-style-type: none"> ▪ Located strategically in Rosebud Major Activity Centre ▪ Existing shopping centre and at grade carpark. ▪ A strategic site with significant redevelopment potential.
5 Queen Street, Mornington Site area: 21,310m ²	2	<ul style="list-style-type: none"> ▪ Existing unpaved carpark. Used as overflow parking for Council officers. ▪ Proximity to existing Council Offices provides colocation/ integration opportunity.
Waterloo Place Car Park, Mornington Site area: 21,310m ²	3	<ul style="list-style-type: none"> ▪ Large existing paved public carpark. ▪ Replacement of existing public car spaces would be required. ▪ Planning scheme identifies potential public square opportunity to activate area and facilitate pedestrian access and activity.
Mornington Shire Offices site Site area: 5,500m ²	4	<ul style="list-style-type: none"> ▪ Located strategically in Mornington Major Activity Centre. ▪ Given existing Civic office uses site could be redeveloped for Consolidated offices in conjunction with adjoining land. ▪ Proximity to Public carparking areas will support Council use. ▪ Proximity to other candidate site provides colocation/ integration opportunity.
Rosebud Municipal Offices, 90 Besgrove Street, Rosebud Site area: 28,419m ²	5	<ul style="list-style-type: none"> ▪ Given existing Civic office uses site could be redeveloped for consolidated offices. ▪ Not located in Rosebud Major Activity Centre. Remote from Rosebud Township. ▪ Residential interface not desirable. ▪ Busy precinct with lack of carparking.
Hastings Municipal Offices, 21 Marine Parade, Hastings Site area: 12,222m ²	6	<ul style="list-style-type: none"> ▪ Given existing Civic office uses site could be redeveloped for consolidated Council offices. ▪ Site currently identified for potential Performing Arts facilities which may limit capacity of site to accommodate Council's main offices. ▪ The existing Hastings Community Hall on the site has heritage values which will constrain demolition and site capacity.
Civic Reserve, Dunns Road, Mornington Site area: 24,800m ²	7	<ul style="list-style-type: none"> ▪ Large recreation reserve site accommodating the Mornington Peninsula Art Gallery (MPAG). ▪ Areas of site could be developed for Civic office purposes including: <ul style="list-style-type: none"> - A vacant area of land and the corner of Dunns Road and Mornington-Tyabb Road comprising approximately 1.1ha. - The Mornington Peninsula Art Gallery (MPAG) and land immediately surrounding the Gallery comprising approx. 1.8-2ha. However the existing Art Gallery facilities would need to be relocated. ▪ The site includes the historic Park Hill Homestead, surrounding outbuildings and extensive landscaped gardens which are included in a Heritage Overlay on part of the reserve. ▪ Use of larger areas of the site will likely impact on landscaped garden areas and existing recreational facilities. ▪ Remote from Mornington Township and supporting amenities. Not located in Mornington Major Activity Centre. ▪ Reserve also accommodates a range of sport/ recreational facilities and is currently the subject of a Masterplan.

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Sites (m ²) size	Ranking	Site description summary/ key considerations
Peninsula Community Theatre, 91 Wilsons Road, Mornington, Site area: 40617m ²	8	<ul style="list-style-type: none"> ▪ Large site with Nepean Hwy frontage. ▪ Existing performing arts facilities would need to be relocated/ integrated. ▪ Site has similar locational attributes to Civic Reserve site (i.e. not in a township, isolated from supporting amenities, no shops nearby, collocation opportunities are low, etc.). ▪ Located in a residential area.
King Street Carpark, Victoria Street Hastings Site area: 12,841m ²	9	<ul style="list-style-type: none"> ▪ Located strategically in Hastings Major Activity Centre ▪ Public carpark located behind retail shops. ▪ Lacks significant street frontage and prominence. ▪ Site potentially too small to accommodate Councils office requirements.
CB Wilson Reserve, 35-55 Wilsons Road, Mornington Site area: 36,957m ²	10	<ul style="list-style-type: none"> ▪ Existing Public Open space/ Reserve use. ▪ Located in a residential area. ▪ Existing sports facilities would need to be relocated.
Flinders Park Reserve, 24 Mornington-Tyabb Road, Mornington 19827m ²	11	<ul style="list-style-type: none"> ▪ Existing Public open space reserve. Likely to require native vegetation removal which will constrain use. ▪ Site development potential to support office uses limited. ▪ Difficult access on a busy road.
Dallas Brooks Park Reserve, 85 Mornington-Tyabb Road, Mornington Site area: 127440m ²	12	<ul style="list-style-type: none"> ▪ Existing sports facilities would need to be relocated. ▪ Remote from Mornington Township. ▪ Loss of Public Open space.
128 Watt Road Mornington Site area: 81,516m ²	13	<ul style="list-style-type: none"> ▪ Leased as a depot in an industrial precinct remote from Mornington Township
8 Pound Road, Hastings Site area: 15,003m ²	14	<ul style="list-style-type: none"> ▪ Leased to Peninsula Transit in a commercial/ industrial precinct. ▪ Site too small for Council offices
2142 Frankston Flinders Road Site area: 15,003m ²	14	<ul style="list-style-type: none"> ▪ Leased to SES Hastings in a commercial/ industrial precinct. ▪ Site too small for Council offices

4.3 Shortlisted sites - detailed assessment

The consultant team has further assessed the top 6 ranked sites through further contextual analysis and architectural capacity test fit analysis to confirm their suitability to accommodate Council's Offices

The sites are quite varied in their context, size, character and environmental significance. Reviewing these site specific constrains and considerations against the various components of the evaluation criteria framework, the team has identified that some high-ranked sites may have potential for Council accommodation/ development but were not necessarily suited to a consolidated Council office.

Sites in close proximity to the Mornington Council offices were also considered for their ability to be considered as part of an integrated accommodation solution with the existing Council offices.

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The shortlist of sites include:

- Mornington township - Mornington offices, library, 5 Queen Street car park and Waterloo Place car park;
- Rosebud township - Wannaeue Place and existing Council Offices;
- Hastings township - Hastings Municipal Offices site; and
- Civic Reserve Civic Reserve, Dunns Road, Mornington.

These sites have been shortlisted as they have ranked the highest against the evaluation criteria framework with potential for redevelopment for Council's consolidated offices.

4.4.1 Mornington offices, library and Queen Street car park

Site option description

The current Mornington Shire Offices site could be redeveloped in conjunction with development on adjoining at grade public parking areas between Queen and Albert Street.

The site is approximately 5,500 m² in area and is owned by the State Government with Council having committee of management.

There is potential to create a more activated precinct comprising the existing Library, other community facilities and multipurpose meeting rooms combined with a Civic office. The redesign of Queen Street to provide a more attractive and pedestrian friendly zone. While there is a range of existing public parking opportunities immediately adjacent to this site Car parking would need to be addressed with multi-deck car parking a possible solution.

The Mornington Shire offices site and adjoining public parking is part of the Mornington Major Activity Centre which features high levels of retail, commercial and food and beverage uses and activities.

There are high levels of activation and pedestrian traffic in the area around the site with the facilities likely to have a high level of visibility and prominence. This site option has capacity to be a 'gateway' location with main road frontage, integrated with surrounding community/commercial facilities and activities (refer Figure 11 Locality plan).

Potential Economic Impacts

Mornington is a key retail and service centre for Mornington Peninsula Shire including a range of health and education facilities. It has a strong tourism sector with high visitation to restaurants and bars during peak tourist season. While an enhanced civic office use would have a positive impact on consumer spending in the surrounding shopping facilities arising from increase work presence, given the vibrancy of the existing Mornington activity centre there is no real need for an economic stimulus benefit in this location.

Planning and Development Analysis

The Queen street, Mornington carpark site is an existing unsealed carpark. There are no apparent ground conditions problems or environmental issues with the site, although no investigations were undertaken as part of this analysis. The site has some separation to residential properties which will reduce the risk of noise impacts on residents.

The existing Council offices site currently comprises in single level office building with a Library and community meeting rooms along with integrated heritage elements comprising the old Mechanics Institute.

The sites are all Public Use Zone (PUZ) and is suitable for Council office purposes.

The Mornington Shire Office and Car Park site has the following overlays:

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- Mornington Shire Office site - Design Development Overlay (DDO13) DDO13-1 - There is a maximum height limit of 11m, comprising up to 3 storeys with the third storey setback by 3 metres from Main Street and 3 metres from any other street reserve.
- Carpark site - Design Development Overlay (DDO13) DDO13-2 - Buildings must not exceed a maximum building height of 11 metres, comprising up to 3 storeys. Any 1st (ground floor) and 2nd storey should be setback at least 6 metres from the ring road. Any 3rd storey should be setback at least 9 metres from the ring road.

It is further noted that these height and setback limits are preferred and not mandatory and could be amended subject to a planning permit. Further feedback from Council's statutory planning officers maybe required to validate reasonable assumptions.

- Heritage Overlay - HO329 for the old Mechanics Institute and HO218 for the existing house in the centre of the car park site at 5 Queen Street.

The house on the unsealed carpark area is also operated as a Toy Library and this use would need a design consideration (i.e. to be relocated from this site or integrated with the development)

Figure 11: Locality Plan of Mornington Shire offices site and adjoining 5 Queen Street carpark site



Summary of key evaluation considerations

Figure 12 outlines the critical evaluation considerations for this site option.

Figure 12: Mornington offices, library and Queen Street carpark - Summary of site criteria evaluation considerations

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	Critical evaluation considerations
Overall	Excellent site to optimise community access and engagement with potential for collocation and partnership opportunities to provide revenue opportunities and minimise cost to Council.
Improved Customer Service, Equitable Community Accessibility & Service	<ul style="list-style-type: none"> ▪ The site option is located in Mornington township with good access to a relatively large localised population catchment and greater Melbourne area. Approximately 85% of the Shire area can be accessed from Mornington township by private vehicle within a 30 minute drive. ▪ Site's proximity to greater Melbourne makes location attractive to new talent (from outside of the Shire).
Improved workplace outcomes/ Employer of Choice	<ul style="list-style-type: none"> ▪ Site provides an opportunity for development of a modern workplace. ▪ Site has good potential to compliment and connect with adjoining land uses and activity (e.g. retail/ commercial, other community facilities). ▪ Localised travel congestion issues negatively impacts on ease of access.
Affordable & Sustainable - Improved Financial outcomes for Council	<ul style="list-style-type: none"> ▪ Council owned landholdings. No land acquisition required. ▪ Site offers opportunities for other revenue opportunities (e.g. Lease of space to complimentary tenants, partners or not-for profit organisations).
Opportunity Creation	<ul style="list-style-type: none"> ▪ Proximity to existing Council Offices provides collocation/ integration opportunity.
Site Potential (Opportunities and Constraints)	<ul style="list-style-type: none"> ▪ Replacement of public car parking likely required. Multi-deck car parking cost penalty likely. ▪ Planning controls covering the Township impact on height limits and capacity of land to accommodate Council requirements. ▪ Existing Toy Library use would need to be relocated on Queen Street carpark site. ▪ No apparent ground conditions problems or environmental issues with the site, although no investigations were undertaken as part of this analysis. ▪ Site capacity/ size ..tbc.....(subject to architectural test fit)

4.4.2 Waterloo Place Car Park, Mornington

This site option is located south of the Queen Street car park site and comprises a large existing paved public carpark in the order of 1.8 hectares. Redevelopment of Council's office on this site would require replacement of existing public car spaces with multi-deck car parking a possible solution.

The site is approximately 18,000 m² in area and is owned by Council and could be developed for Council's consolidated offices. Mornington Shire Planning scheme identifies that this site has potential public square to activate area and facilitate retail activity at ground level around a public square in Empire Street to extend and reinforce Empire Mall as part of an east-west pedestrian link. Refer **Figure 13** below.

Given the site's proximity to the adjoining Queen Street carpark it would have similar economic impact outcomes.

Planning and Development Analysis

The Waterloo carpark site is an existing sealed public carpark. There are no apparent ground conditions problems or environmental issues with the site, although no investigations were undertaken as part of this analysis. The site has separation to residential properties which will reduce the risk of noise and amenity impacts on residents.

The site is also in Public Use Zone (PUZ) and is suitable for Council office purposes.

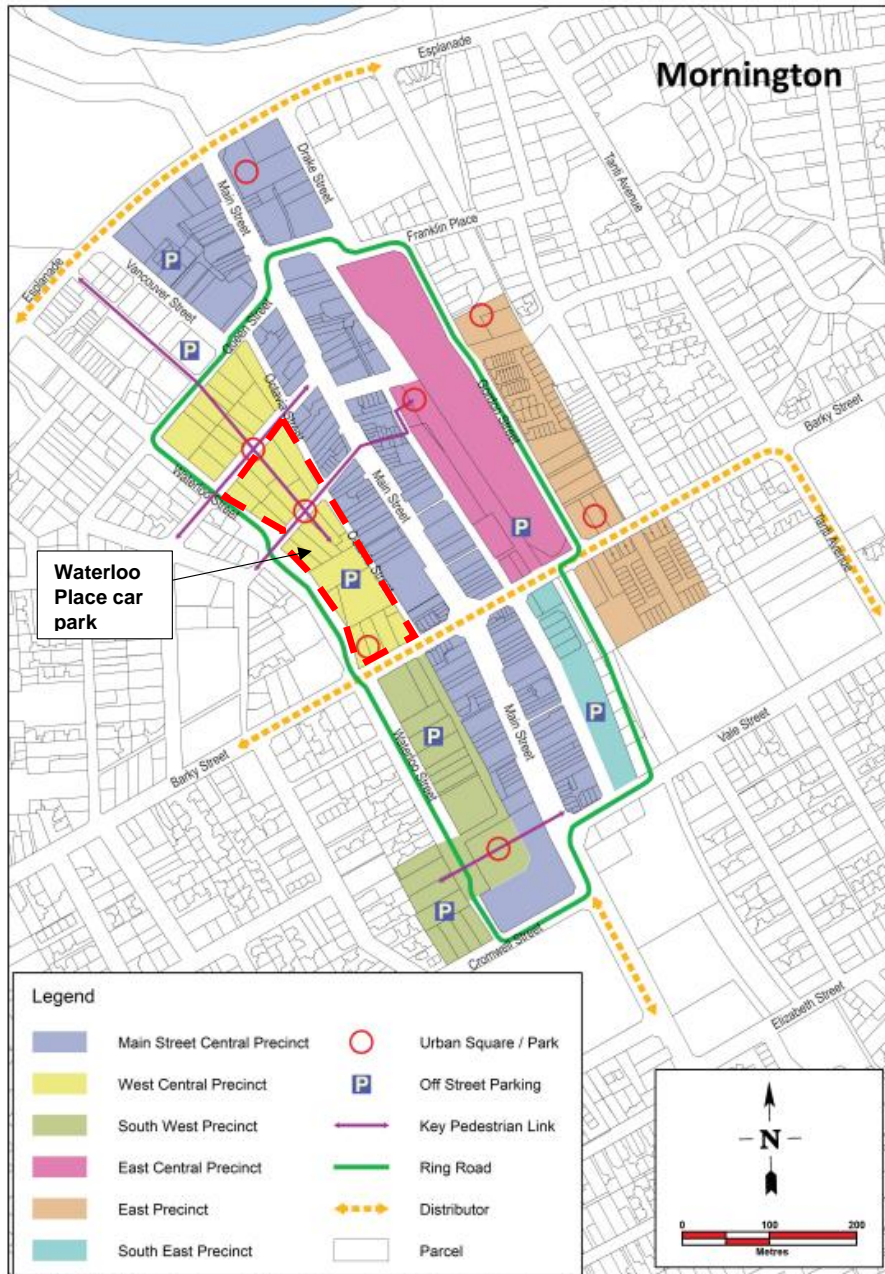
The Mornington Shire Office and Car Park site has the following overlays:

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- Design Development Overlay (DDO13) DDO13-2 - Buildings must not exceed a maximum building height of 11 metres, comprising up to 3 storeys. Any 1st (ground floor) and 2nd storey should be setback at least 6 metres from the ring road. Any 3rd storey should be setback at least 9 metres from the ring road.

It is further noted that these height and setback limits are preferred and not mandatory and could be amended subject to a planning permit. Further feedback from Council’s statutory planning officers maybe required to validate reasonable assumptions.

Figure 13: Waterloo Place Car Park site



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Summary of key evaluation considerations

Figure 14 outlines the critical evaluation considerations for this site option.

Figure 14: Waterloo Place Car Park, Mornington - Summary of site criteria evaluation considerations

	Critical evaluation considerations
Overall	Site has potential to optimise community access and engagement with potential for collocation and partnership opportunities to provide revenue opportunities and minimise cost to Council.
Improved Customer Service, Equitable Community Accessibility & Service	<ul style="list-style-type: none"> ▪ The site option is located in Mornington township with good access to a relatively large localised population catchment and greater Melbourne area. Approximately 85% of the Shire area can be accessed from Mornington township by private vehicle within a 30 minute drive. ▪ Site's proximity to greater Melbourne makes location attractive to new talent (from outside of the Shire).
Improved workplace outcomes/ Employer of Choice	<ul style="list-style-type: none"> ▪ Greenfields site opportunity provides an opportunity for development of a modern workplace collocated with other community facilities (e.g. new Library). ▪ Site has good potential to compliment and connect with adjoining land uses and activity (e.g. retail/ commercial activity). ▪ Close proximity of retail/commercial activity enhanced staff amenity of location. ▪ Localised travel congestion issues negatively impacts on ease of access in Mornington township.
Affordable & Sustainable - Improved Financial outcomes for Council	<ul style="list-style-type: none"> ▪ Council owned landholdings. No land acquisition required.. ▪ Replacement of public car parking likely required. Multi-deck car parking cost penalty likely. ▪ Site offers opportunities for other revenue opportunities (e.g. Lease of space to complimentary tenants, partners or not-for profit organisations)
Opportunity Creation	<ul style="list-style-type: none"> ▪ Site offers opportunities for partnership opportunities (e.g. Lease of space to complimentary tenants, partners or not-for profit organisations). ▪ Being located in Mornington Major Activity centre provides opportunity for private sector partnership opportunities
Site Potential (Opportunities and Constraints)	<ul style="list-style-type: none"> ▪ Planning controls covering the site impact on height limits and capacity of the land to accommodate Council requirements. ▪ Replacement of public car parking likely required. ▪ No apparent ground conditions problems or environmental issues with the site, although no investigations were undertaken as part of this analysis. ▪ Site capacity/ size ..tbc.....(subject to architectural test fit)

4.4.3 Wannaeue Place, Rosebud

Site option description summary

The Wannaeue Place site is an existing shopping centre which could be demolished and replaced with higher quality buildings with much higher quality passive and active environmental sustainability features. Construction of Council facilities including Council offices and other collocated community facilities could be accommodated with a mix of retail and commercial uses in a multilevel building configuration. The site has some separation to residential properties which will reduce the risk of

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additional noise/ amenity impacts on residents provided this is considered in the design of the buildings.

The Rosebud site is part of the Rosebud Major Activity Centre is mostly made up of smaller shop fronts which are fragmented in nature, as well as some showroom style premises with main road exposure and supermarket anchored complexes with supporting specialty retail shops. The retail offering appears to mostly serve the local catchment and could be considered to be secondary to the Mornington activity centre which is significantly more vibrant, more consolidated in nature, and draws people in from a much wider catchment.

The subject site comprises multiple allotments with a total land area of around 18,000 m². The site includes a number of fragmented lots with street shops, detached dwelling blocks and a medium sized retail shopping centre. The main parcel of the site represents around 16,550 sqm of consolidated land holdings whereas the balance is severed and fragmented from the main area of the site.

Potential Economic Impacts

There are moderate levels of activation and pedestrian traffic in the area around the site. The current Wannaeue Place shopping centre is near the end of its life and is not a strong attraction for visitors. Construction of Council's offices and collocated community facilities would have a revitalisation impact on the immediate area. Council facilities are likely to have a high level of prominence and the Site has the capacity to provide high quality public realm that improves Council's image and pride.

Planning and development analysis

The subject site is located within the eastern portion of the Rosebud Activity Centre, which is an elongated activity centre following Point Nepean Road. The subject site is within an area identified within the structure plan as the Rosebud Heart Precinct. Refer Figure 15 below.

This precinct is described as "the spatial and perceived centre of Rosebud and the place where residents and visitors alike are drawn to community events, activities and key retail destinations." The Structure Plan envisages public realm improvements for the area, including the establishment of Wannaeue Place as an attractive and well landscaped shared plaza with a link to Rosebud Centro.

The Heart of Rosebud is considered to be the preferred location for community facilities, which should be provided in a multifunctional community building that is anchored by an enlarged library and that is located in a prominent position with preferably a Wannaeue Place frontage.

The Structure Plan envisages built form on the subject site ranging from 2 to 4 storeys across most of the site with the opportunity for taller forms to be investigated within the central area of the subject site.

Wannaeue Place is in a Commercial Zone 1(C1Z) and is suitable for Council office purposes.

Wannaeue Place has the following overlays:

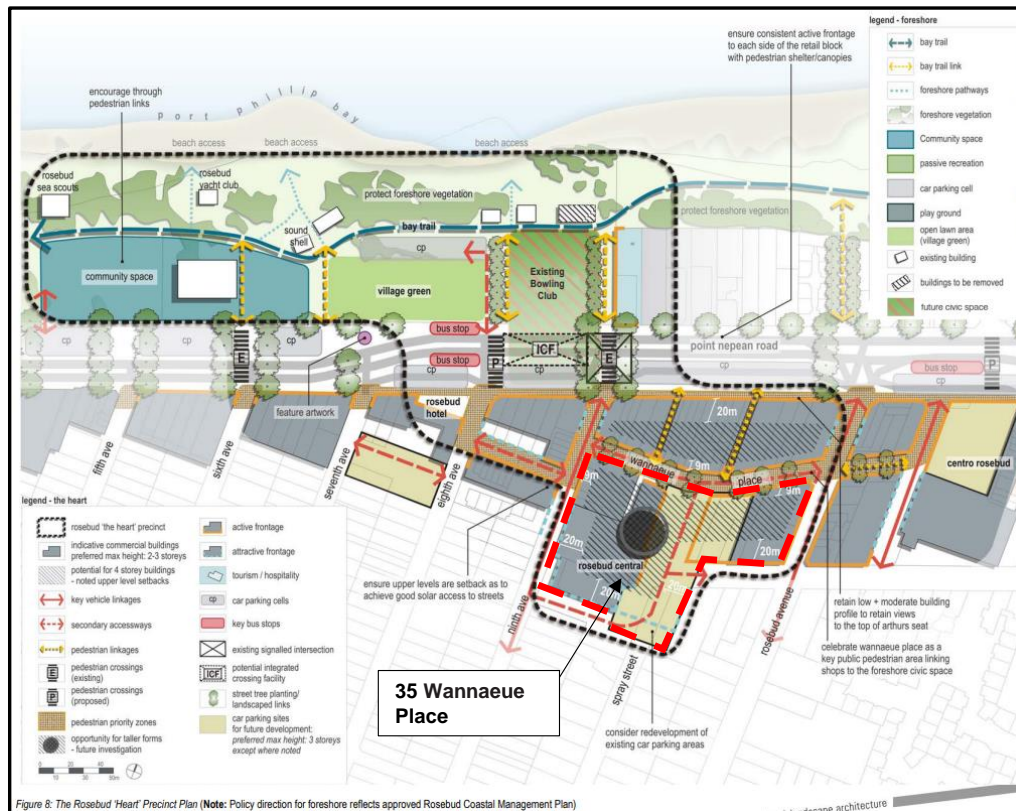
- Design Development Overlay (DDO26) DDO26-1 - A building must not exceed a maximum building height of 14 metres (4 storeys). Any 3rd storey should be setback 5 metres from any road reserve (except Wannaeue Place) and 9 metres from land in a residential zone. Any 4th storey should be setback 9 metres from Wannaeue Place and 20 metres from any other road or from land in a residential zone.

It is further noted that these height and setback limits are preferred and not mandatory and could be amended subject to a planning permit. Further feedback from Council's statutory planning officers may be required to validate reasonable assumptions.

- Parking Overlay (PO1) - Varies the requirements of Clause 52.06 for Dwelling use. No implications for office uses.

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Figure 15: The Rosebud 'Heart' Precinct Plan from Rosebud Activity Centre Structure Plan



Summary of key evaluation considerations

The table in Figure 16 summarises the critical evaluation considerations for this site option.

Figure 16: 35 Wannaeue Place, Rosebud - Summary of site criteria evaluation considerations

	Critical evaluation considerations
Overall	Excellent site to optimise community recognition, access and engagement with potential for collocation and partnership opportunities to provide revenue opportunities and minimise cost to Council.
Improved Customer Service, Equitable Community Accessibility & Service	<ul style="list-style-type: none"> Central location in the Shire with good access to others parts of Shire via the Mornington Peninsula Freeway. Approximately 95% of the Shire area can be accessed from Rosebud township by private vehicle within a 30 minute drive. Travel distances from greater Melbourne makes location less attractive to new talent (from outside of the Shire). Site has the capacity to provide high quality public realm that improves Council's image and pride.
Improved workplace outcomes/ Employer of Choice	<ul style="list-style-type: none"> Site provides an opportunity for development of a modern workplace as part of a mixed use multilevel redevelopment.

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	Critical evaluation considerations
	<ul style="list-style-type: none"> ▪ Site has good potential to compliment and connect with adjoining land uses and activity (e.g. retail/ commercial, other community facilities) as part of a comprehensive redevelopment of the site. ▪ Close proximity of retail/commercial activity enhanced staff amenity of location.
Affordable & Sustainable - Improved Financial outcomes for Council	<ul style="list-style-type: none"> ▪ Council owned landholdings. No land acquisition required. ▪ Site offers opportunities for other revenue opportunities (e.g. Lease of space to complimentary tenants, partners or not-for profit organisations).
Opportunity Creation	<ul style="list-style-type: none"> ▪ Site offers opportunities for partnership opportunities (e.g. Lease of space to complimentary tenants, partners or not-for profit organisations). ▪ Located in Rosebud Major Activity centre provides opportunity for private sector partnership opportunities
Site Potential (Opportunities and Constraints)	<ul style="list-style-type: none"> ▪ Planning controls allow for redevelopment of up to 4 levels which is likely to support the capacity of the land to accommodate Council requirements. ▪ Demolition of existing buildings, relocation of existing uses. Multi-deck car parking cost penalty. Site slope supports basement parking. ▪ No apparent ground conditions problems or environmental issues with the site, although no investigations were undertaken as part of this analysis. ▪ Significant site redevelopment likely required cause disruption to existing retail tenancies. ▪ It is understood that all retail shops and the shopping centre have existing tenants and there maybe the need to terminate leases as part of the redevelopment.

4.4.4 Rosebud Municipal Offices, 90 Besgrove Street, Rosebud

Site option description summary

This site option considers the potential redevelopment of the existing Rosebud Shire Offices site and the construction of new facilities integrated with and/ or adjoining the existing Council offices on the site (Refer Figure 17 locality plan overleaf).

The site situated at 90 Besgrove Street comprises irregular shaped site of approximately 3.892hectares with street frontages to Boneo Road and Besgrove Street. The site currently accommodates Council’s Rosebud Offices, Council chamber and Customer service centre as well as the adjoining Yawa Aquatic Centre and supporting at grade carpark. The site also adjoins the Olympic Park Recreation Reserve which includes netball courts, two ovals, soccer pitch, three baseball diamonds, two pavilions, cricket practice nets, playground. The Southern Peninsula Youth Hub is also currently being constructed within the Reserve.

The Rosebud Council Offices site is located in a predominantly residential area at some distance from the Rosebud Major Activity Centre. The site comprises a busy recreation precinct with existing carparking being heavily used by the users of the Yawa Aquatic Centre. While there is some limited on street parking provided along Besgrove Street, access to carparking to support the existing Council office uses is limited. Any redevelopment of the Council offices on this site would require additional onsite car parking be provided.

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Figure 17: Locality Plan of existing Rosebud Offices and Wannaeue Place, Rosebud site options



Potential Economic Impacts

While there are moderate levels of activation and pedestrian traffic in the area around the site mainly associated with the adjoining Yawa Aquatic Centre redevelopment of Council’s offices and collocated community facilities would have limited revitalisation impacts on the immediate area. Council facilities in this predominantly residential location are likely to have a low level of prominence and the Site has limited capacity to provide high quality public realm that improves Council’s image and pride.

Planning and development analysis

The 90 Besgrove Street site is in a Public Use Zone - Local Government (PUZ6). and is suitable for Council office purposes. Use of land must be for local government use and must be carried out by or on behalf of the public land manager.

There are no overlays which limit development although the adjoining residential interface would need to be sensitive considered in any redevelopment scenario.

Summary of key evaluation considerations

The Table in Figure 18 summarises the critical evaluation considerations for this site option.

Table 18: 90 Besgrove Street, Rosebud - Summary of site criteria evaluation considerations

	Critical evaluation considerations
Overall	Given existing Civic office uses site could be redeveloped for consolidated offices.

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	Critical evaluation considerations
	Located in a predominantly residential/ recreation precinct remote from Rosebud Activity Centre with limited potential for collocation and partnership opportunities.
Improved Customer Service, Equitable Community Accessibility & Service	<ul style="list-style-type: none"> ▪ Central location in the Shire with good access to others parts of Shire via the Mornington Peninsula Freeway. ▪ Approximately 95% of the Shire area can be accessed from Rosebud township by private vehicle within a 30 minute drive. ▪ Travel distances from greater Melbourne makes location less attractive to new talent (from outside of the Shire). ▪ Site has limited capacity to provide high quality public realm that improves Council's image and pride.
Improved workplace outcomes/ Employer of Choice	<ul style="list-style-type: none"> ▪ Site provides an opportunity for development of a modern workplace likely to involve a redevelopment of existing Offices with new build elements. ▪ Site has limited potential to compliment and connect with adjoining land uses and activity (which would mainly comprises recreational facilities) ▪ Remote from Rosebud Township. Not located in Rosebud Major Activity Centre. ▪ Residential interface not desirable. ▪ Busy precinct with lack of carparking.
Affordable & Sustainable - Improved Financial outcomes for Council	<ul style="list-style-type: none"> ▪ Council owned landholdings. No land acquisition required. ▪ Site likely to offer limited opportunities for other revenue opportunities (e.g. Lease of space to complimentary tenants, partners or not-for profit organisations).
Opportunity Creation	<ul style="list-style-type: none"> ▪ Site offers limited opportunities for partnership and collocation opportunities given its remote location. ▪ Located in Rosebud Major Activity centre provides opportunity for private sector partnership opportunities.
Site Potential (Opportunities and Constraints)	<ul style="list-style-type: none"> ▪ Planning controls do not provide any restrictions on height limits for the site although the adjoining residential interface would need to be sensitive considered in any redevelopment scenario. ▪ Demolition of existing buildings and. Multi-deck car parking required with associated cost penalty. ▪ No apparent ground conditions problems or environmental issues with the site, although no investigations were undertaken as part of this analysis.

4.4.5 Hastings Municipal Offices, Marine Parade, Hastings

This site option considers the potential redevelopment of the existing Hastings Shire Offices site and the construction of new facilities integrated with the adjoining Hastings Branch Library and the Hastings Community Hall. (Refer Figure 18 locality plan overleaf). It is understood the Hastings Community Hall has heritage values which will constrain its demolition.

The site situated at 21 Marine Parade comprises a triangular shaped site of approximately 12,222m² with street frontages to Marine Parade and Salmon Street. Marine Parade is a popular recreation area for the community with the Skate Park, Pelican Park Recreation Centre, Hastings Pier, Hastings – Westernport Historical society and Council facilities including Youth and Senior Citizens facilities.

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Figure 18: Locality plan of Hastings Council Offices site



The Hastings site is part of the Hastings Major Activity Centre which features a mix of retail and food and beverage outlets and service facilities including basic health and government services.

Potential Economic Impacts

Hastings is a retail and service centre for the southern Mornington Peninsula and provides a limited range of basic health and education facilities. The tourism sector experiences moderate visitation to the Westport area particularly during peak tourist season. There are limited restaurant facilities.

Weekly Household income for Hastings is significantly lower than for Mornington Peninsula Shire. 47.1% of households in Hastings earn less than \$1,000 income compared to 35% for the Shire. 14.7% of households in Hastings earn more than \$2,000 income compared to 21.2% for the Shire.

Construction of redeveloped offices in this location has the potential to increase employment and to revitalise the surrounding precinct and support other business investment.

Planning and development analysis

The Hastings Municipal Office site is in a **Public Use Zone** (PUZ6) and is suitable for Council office purposes.

The Hastings Municipal Office site have the following overlays:

- Design And Development Overlay (DDO27): Building heights should not exceed 11 metres (3 storeys). Any third storey should be setback 5 metres from High Street, 3 metres from any other road reserves and 9 metres from land in the General Residential Zone.

It is further noted that these height and setback limits are preferred and not mandatory and could be amended subject to a planning permit. Further feedback from Council's statutory planning officers maybe required to validate reasonable assumptions.

- Heritage Overlay (HO292): Applies to the Former Hastings Mechanics Institute at 3 High Street, Hastings which will constrain demolition and site capacity.
- Land Subject to Inundation Overlay (LSIO1): Covers a small portion of the eastern boundary of the site.

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Summary of key evaluation considerations

The table in Figure 19 summarises the critical evaluation considerations for this site option.

Figure 19: Hastings Municipal Offices site, Marine Parade, Hastings - Summary of site criteria evaluation considerations

	Critical evaluation considerations
Overall	Located more remotely in the Shire compared to other site options, the site is less prominent in a whole of shire context with some potential for collocation and partnership opportunities. Distance from metropolitan Melbourne and other parts of the Shire negatively impacts on ease of access for community and workforce.
Improved Customer Service, Equitable Community Accessibility & Service	<ul style="list-style-type: none"> ▪ Major Activity Centre designation (location of major commercial and retail uses to service Shire). ▪ Accommodates existing Council Offices and adjoining community facilities including a Library and community hall. ▪ Public Transport access (heavy rail (diesel) from greater Melbourne). ▪ Located more remotely in the Shire with relatively lower localised population catchment compared to Mornington and Rosebud. Approximately 75% of the Shire area can be accessed from Hastings township by private vehicle within a 30 minute drive. ▪ Site has moderate capacity to provide high quality public realm that improves Council's image and pride.
Improved workplace outcomes/ Employer of Choice	<ul style="list-style-type: none"> ▪ Site provides an opportunity for development of a modern workplace as part of a redevelopment of the existing Civic offices. ▪ Site has potential to compliment and connect with adjoining land uses and activity (e.g. retail/ commercial, other community facilities) as part of a redevelopment of the site. ▪ This site has been identified for a potential Performing Arts Centre use.
Affordable & Sustainable - Improved Financial outcomes for Council	<ul style="list-style-type: none"> ▪ Council owned landholdings. No land acquisition required. ▪ Site offers limited opportunities for accommodating Lease of space to complimentary tenants, partners or not-for profit organisations.
Opportunity Creation	<ul style="list-style-type: none"> ▪ Site offers opportunities for partnership opportunities (e.g. Lease of space to complimentary tenants, partners or not-for profit organisations). ▪ Located in Hastings Major Activity centre the site also provides potential opportunity for private sector partnership opportunities.
Site Potential (Opportunities and Constraints)	<ul style="list-style-type: none"> ▪ Planning controls covering the site limit development to 3 levels and negatively impact on the capacity of the land to accommodate Council requirements. ▪ Demolition of existing buildings, relocation of existing uses. Multi-deck car parking likely required. Likely to rely on provision of carparking in Marine Parade public car parking likely required. ▪ The existing Hastings Community Hall (the Former Hastings Mechanics Institute) on the site has heritage values which will constrain demolition and site capacity. ▪ No apparent ground conditions problems or environmental issues with the site, although no investigations were undertaken as part of this analysis. ▪ No apparent ground conditions problems or environmental issues with the site, although no investigations were undertaken as part of this analysis.

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5. Tier 2 and Tier 3 Site Options assessment and recommendations

5.1 Introduction

While the focus of this Locational Analysis has been on determining preferred locations for Council's Tier 1 Main office, in line with Council's recommended Future Workplace Tiered Model (refer Figure 20 below), Tier 2 and 3 facilities were also proposed comprising the following:

- **Tier 2 Major Satellite office** with the scope of functions to include Customer service, Community facilities/ spaces (e.g. Library), meeting spaces and potentially council designated hot desking and/or for Council Staff Use.
- **Tier 3 Minor Satellite office** comprising a Small Community Hub Model with provision of Community facilities (e.g. Community hub, Halls)/ meeting spaces and potentially alignment with mobile customer service/ library services.

Figure 20: Council's recommended Future Workplace Tiered Model



Source: MPSC

5.2 Tier 2 Major Satellite Offices Site Options assessment and recommendations

Building on the assessment of the Tier 1 main office assessment outlined in sections 3 and 4 of this report, our recommended approach to the Tier 2 sites will be that they will be located in the main Townships where the Tier 1 Main office is not located.

As shown in Figure 21 below, if the Tier 1 main office site is at Mornington, the Tier 2 sites would be at Hastings and Rosebud). Also refer **Attachment 3** for mapping of Tier 1, 2 and 3 location options.

Figure 21: Matrix of Tier 2 Office location options

Tier 1 main Office	Mornington township	Rosebud township	Hastings township
Tier 2 Major Satellite Offices	Rosebud Hastings	Mornington Hastings	Rosebud Mornington

The scope of facilities located in each of the Major Satellites will be very much dependant upon local community needs and the demographic profile of each township. Another key consideration will be the availability of Council land assets and existing services in each township. Building on case study

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analysis of other municipalities collocating with Library facilities with an upgraded customer service interface is the most practical approach.

5.2.1 Tier 2 facility recommended locations

In the case of each township the **Tier 2 facility recommended locations** are as follows:

- **Hastings** – Hastings Library at 7 High Street in Hastings located within the Civic triangle in central Hastings within walking distance of the current Hastings office. An upgraded customer service interface would be required. This is recommended on the basis that the Tier 1 main office facility is not located in Hastings.
- **Rosebud** – at the Rosebud Library in McDowell Street centrally located in Rosebud township with an upgraded customer service interface. This is recommended on the basis that the Tier 1 main office facility is not located in Rosebud.
- **Mornington** - Mornington Library in Vancouver Street at the current Mornington offices which has the capacity to provide meeting rooms and a reconfigured customer service interface. This is recommended on the basis that the Tier 1 main office facility is not located in Mornington.

These locations have been selected having regard to the following key considerations:

- **Improved customer services and Equitable community accessibility** - The Tier 2 facilities maintain a significant Council customer service presence in each of the 3 main townships
- **Strategic planning framework alignment** - The three main townships, as previously outlined, are the preferred locations for major community, administrative, recreation and health services for the Shire.
- The locations have good access by road from the wider Shire area and local residents within a 30 minute drive.
- **Affordable and Sustainable** - The townships contain existing Council assets to locate Council facilities minimising the use of funds for land acquisition.
- **Opportunity creation** – each facility being colocated with the Library provides an opportunity to upgrade and activate existing library facilities and encourage improved utilisation and activity in each township.

5.3 Tier 3 Minor Satellite office site Options assessment and recommendations

The township analysis outlined in section 3 of this report, shortlisted 8 township locations for Council office facilities representing a range of locations providing a representative geographic spread of locations across the Shire.

Given the recommended Tier 1 and Tier 2 locations are the three main townships of Mornington, Hastings and Rosebud, the Tier 3 sites could comprise a number of the remaining Townships including:

- Somerville.
- Sorrento.
- Dromana.
- Flinders.
- Red Hill.

Again the scope of facilities located in each of the Minor Satellites will be very much dependant upon local community needs and the demographic profile of surrounding community. Planning for such facilities often involve extensive feasibility and user needs studies and consultation.

An assessment of each of the five townships for Tier 3 facilities is outlined in Figure 22 below.

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Figure 22: Tier 3 Minor Satellite location options – key evaluation considerations

Tier 3 location option	Key evaluation considerations
Somerville	<ul style="list-style-type: none"> ▪ Good location to provide Tier 3 facilities to service the north-eastern end of the Shire with growing residential development areas. ▪ Nearest Tier 1/2 facilities would be in Mornington township (approx. 12km or 15 minute drive) or Hastings (approx. 11km or 12-15 minute drive). ▪ Somerville accommodates Council's fourth library in the Shire in a leased facility. An expansion of this facility could be a consideration for providing Tier 3 facilities. ▪ Somerville Recreation Centre located next to Fruit Growers Reserve in Edward Street has been recently refurbished and could provide Tier 3 facilities.
Sorrento	<ul style="list-style-type: none"> ▪ Good location to provide Tier 3 facilities to service the western end of the Shire. ▪ Sorrento located some distance from nearest Tier 1/2 facilities at Rosebud township (approx. 17km or 20 minute drive). ▪ The existing Sorrento Community Centre located at 860 Melbourne Road, Sorrento has the capacity to provide Tier 3 facilities. <p>The Community Centre is located in a wider recreation precinct with supporting carparking behind the main Shopping precinct in Ocean Beach Road. The current facility is in need of refurbishment and is currently the subject of plans to be redeveloped as a Youth Centre with upgraded/ expanded pre-school facilities.</p>
Dromana	<ul style="list-style-type: none"> ▪ Located in close proximity to Tier 1/2 facilities at Rosebud township (approx. 8km or 7 minute drive). ▪ No available Council landholdings in the Activity Centre of an adequate size to accommodate Council Offices. ▪ Other Council facilities available comprise stand alone facilities with limited ability to provide facilities of Civic prominence, integrate with surrounding commercial/ retail activity. These include: <ul style="list-style-type: none"> - Dromana Community House - 15 Gibson St, Dromana 3936 - a small active community house with childcare facilities. Site size constrains significant expansion. - Dromana Community Hall, Verdon Street Dromana provides a timber floor gathering space for 200 persons with kitchen facilities with on-street carparking. The building would require significant refurbishment to provide adequate facilities for Tier 3 facilities. ▪ These facilities have limited capacity to provide Tier 3 facilities without significant refurbishment. ▪ The proximity of Dromana to Rosebud where Tier 1 and 2 facilities will be provided also reduces the need for Dromana to provide Tier 3 facilities.
Flinders	<ul style="list-style-type: none"> ▪ Good location to provide Tier 3 facilities to service the south-western more isolated region of the Shire. ▪ Nearest Tier 1/2 facilities would be in Rosebud township (approx. 11km or 10-15 minute drive) or Hastings (approx. 32km or 30 minute drive). ▪ Flinders Civic Hall located at 54 Cook Street, Flinders is being refurbished and will include an elevated stage, art space, meeting rooms and general community spaces for a variety of users. This new facility has the potential capacity to function as a Tier 3 facility.

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Tier 3 location option	Key evaluation considerations
Red Hill township	<ul style="list-style-type: none"> ▪ No available Council landholdings of an adequate size to accommodate Council facilities. ▪ Location and road accessibility negatively impacts on ease of access for community. ▪ Limited scope for integration with retail and commercial facilities limiting opportunities for integration/ colocation. ▪ Located in close proximity to Tier 1/2 facilities at Rosebud township (approx. 14km or 15 minute drive)

5.3.1 Tier 3 facility recommended locations

Using the same evaluation criteria framework adopted the Tier 1 main offices locational assessment the key considerations in identifying suitable sites have included:

- The availability of existing Council community facilities and land assets in these townships with redevelopment/ site capacity.
- The level of accessibility from surrounding areas of the Shire by road including travel times.
- Availability of alternative Tier 1 and Tier 2 facility locations near each township Tier 3 site option.
- Provision of an equitable geographic spread of facilities across the Shire.

Having regard to the above key considerations and analysis in Figure 22 above, the **Tier 3 facility preferred highest prior locations** are as follows:

- **Sorrento** – Located some distance from nearest Tier 1/2 facilities at Rosebud township, Sorrento is well located to provide Tier 3 facilities to service the western end of the Shire. The existing Sorrento Community Centre located at 860 Melbourne Road needs refurbishment and is currently the subject of plans to be redeveloped as a Youth Centre. It is suitably located in a recreation precinct near the main shopping precinct to provide Tier 3 Facilities.
- **Flinders** – has the capacity to provide Tier 3 facilities to service the south-western more isolated region of the Shire. The Flinders Civic Hall is centrally located in Flinders and is being refurbished with meeting rooms and general community spaces and has the potential capacity to function as a Tier 3 facility.
- **Somerville** – is well located to provide Tier 3 facilities to service the north-eastern end of the Shire with growing residential development areas. Council facility opportunities for Tier 3 facilities include the Sommerville Recreation Centre which has been recently refurbished or a collocated facility with the Sommerville Library. The latter is a leased facility and an expanded shop front leased facility could be a consideration.

Dromana and Red Hill could be further considered subject to further detailed feasibility and planning studies.

As already noted, the scope of functions to be provided at facilities located in each of the Tier 3 Minor Satellite locations will be very much dependent upon local community needs and the demographic profile of surrounding community. **It is recommended that further detailed feasibility and planning studies be undertaken for each location including user needs studies and consultation to best determine the composition of each facility.**

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Attachments

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Attachment 1 – Catchment and travel time data for three main Townships

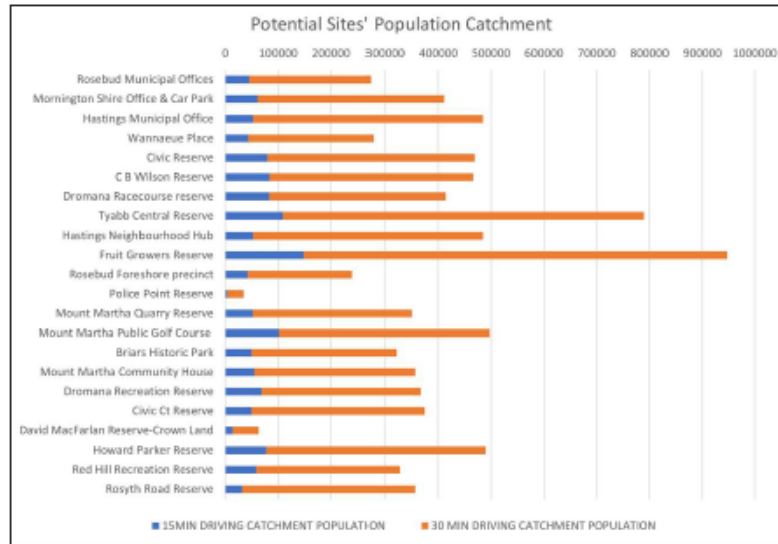
(Source: Site Study Report, Performing Arts Centre and Precinct for Mornington Peninsula , prepared by Tract Consultants, dated 16 May 2022, page 14-15 and Appendix B)

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DRAFT FOR DISCUSSION

Tract

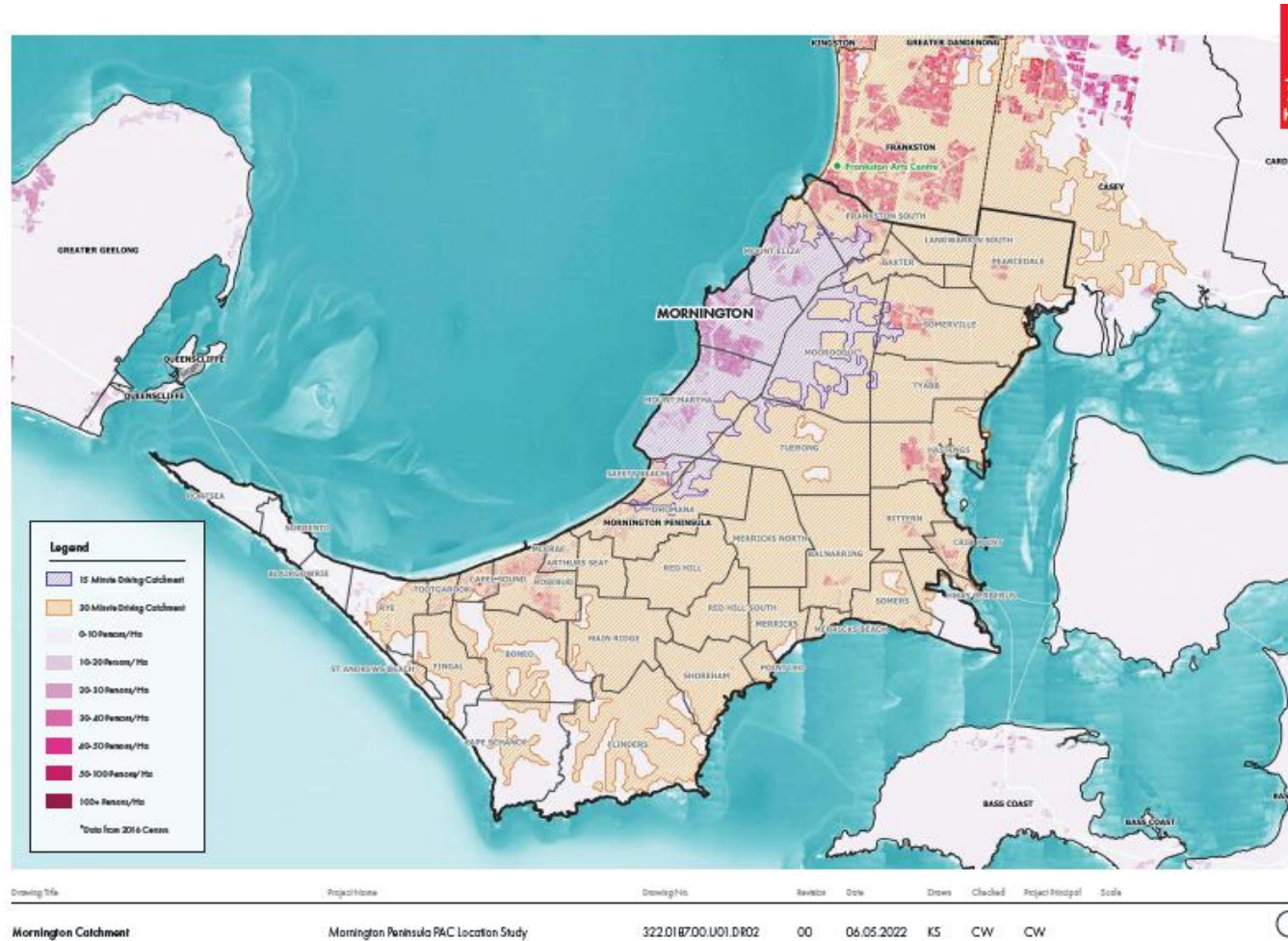


property_name	15MIN DRIVING CATCHMENT POPULATION	30 MIN DRIVING CATCHMENT POPULATION
1 Rosebud Municipal Offices	45634	227224
2 Mornington Shire Office & Car Park	61514	349699
Hastings Municipal Office	53040	431532
3 Fred Smith Reserve	-	-
King Street Car Park	-	-
4 Wannaue Place	43810	234304
5 Civic Reserve	80231	388870
6 C B Wilson Reserve	84077	382113
7 Dromana Racecourse reserve	83378	330357
8 Tyabb Central Reserve	108530	681191
9 Hastings Neighbourhood Hub	53040	431532
10 Fruit Growers Reserve	148138	798877
11 Rosebud Foreshore precinct	42482	197434
12 Police Point Reserve	3670	31275
13 Mount Martha Quarry Reserve	52249	297511
14 Mount Martha Public Golf Course	101212	396488
15 Briars Historic Park	50333	271231
16 Mount Martha Community House	55106	301072
17 Dromana Recreation Reserve	69488	297171
18 Civic Ct Reserve	50282	323608
David MacFarlan Reserve-Crown Land	14086	49460
19 David MacFarlan Reserve-Council Land	-	-
Sorrento Park	-	-
20 Howard Parker Reserve	77733	412044
21 Red Hill Recreation Reserve	58936	268986
22 Rosyth Road Reserve	32034	323643

Drawing Title	Project Name	Drawing No.	Revision	Date	Drawn	Checked	Project Principal
Site Assessments - Population Catchments	Mornington Peninsula PAC Location Study	322.018700.U01.DR02	00	06.05.2022	KS	CW	CW

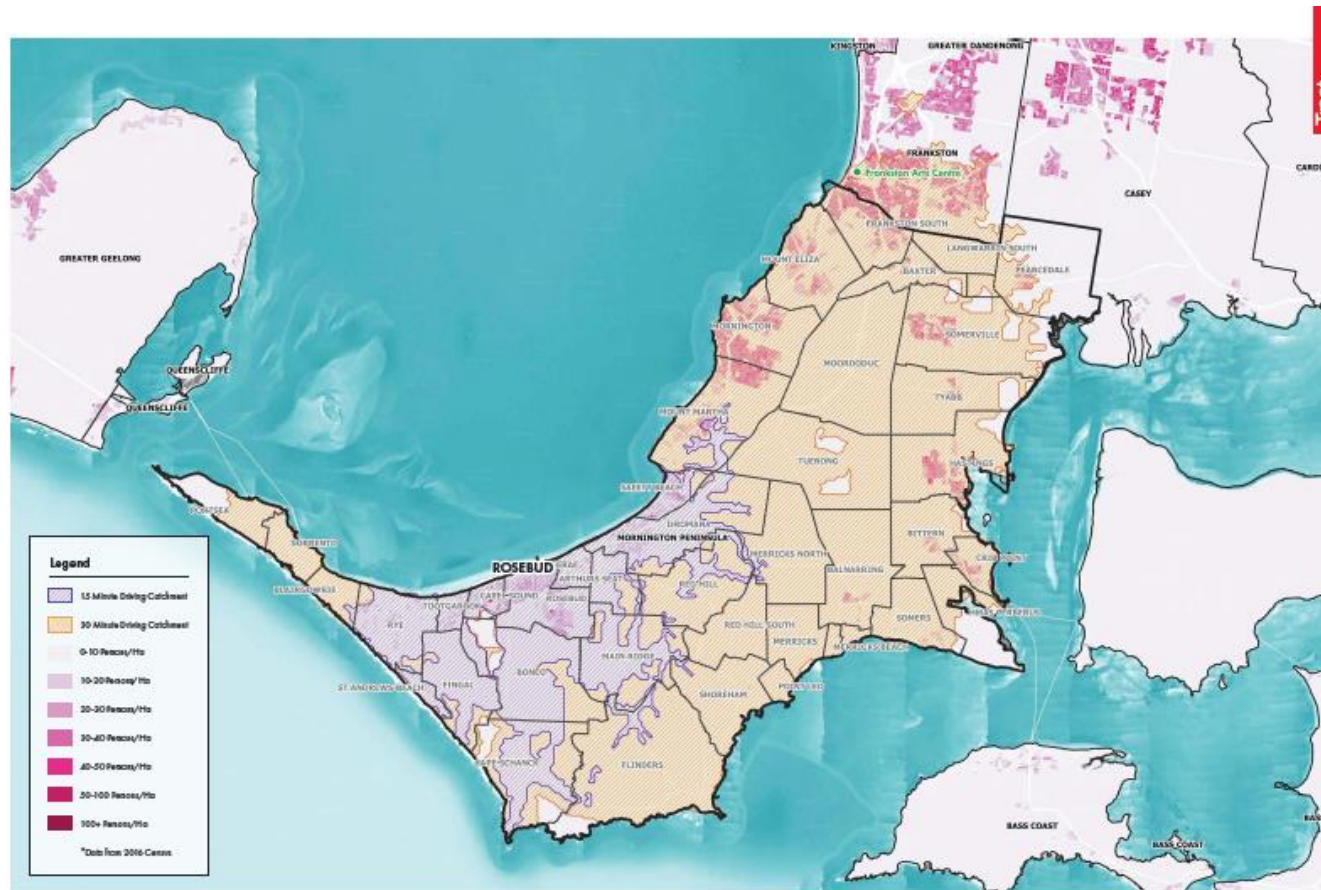
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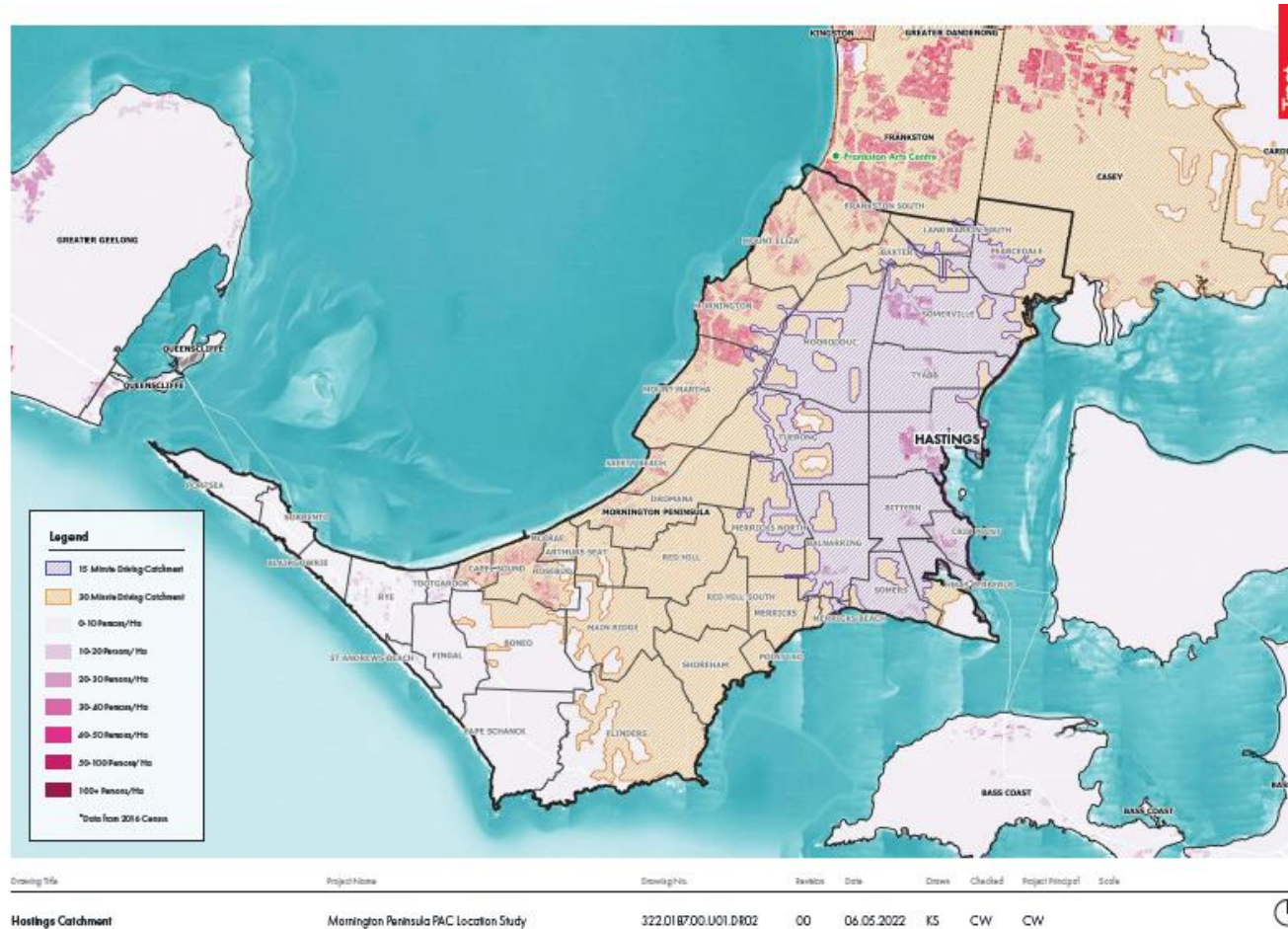
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Drawing Title	Project Name	Drawing No.	Revision	Date	Drawn	Checked	Project Manager	Scale
Rosebud Catchment	Mornington Peninsula PAC Location Study	322.01.B7.00.U01.DR02	00	06.05.2022	KS	CW	CW	

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**Attachment 2 – Rated Assessment of Site options to
accommodate Council’s consolidated Offices**

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Mornington Peninsula Shire Council - Future Workplace Project - Site Analysis Study

Rated Evaluation Criteria assessment of Site Options for Tier 1 Offices

Site Criteria	Performance Measure/ Description	Order of Importance	Mornington										Rosebud				Hastings																
			Existing Mornington Shire Council Offices site, 2 Queen Street		At Grade Carpark 5 Queen Street, Mornington		Waterloo Place Car Park, Mornington		CB Wilson Reserve, 35-55 Wilsons Road, Mornington		Peninsula Community Theatre, 91 Wilsons Road, Mornington		Flinders Park Reserve, 24 Mornington-Tyabb Road, Mornington		Dallas Brooks Park Reserve, 85 Mornington-Tyabb Road, Mornington		Mornington Art Gallery site, Civic Reserve, Dunns Road, Mornington		128 Watt Road Mornington		Rosebud Municipal Offices, 90 Besgrove Street, Rosebud		35 Wannaeue Place, Rosebud		King Street Carpark, Victoria Street Hastings		Hastings Municipal Offices, 21 Marine Parade, Hastings		8 Pound Road, Hastings		2142 Frankston Flinders Road		
			Raw Score	Weighted Score	Raw Score	Weighted Score	Raw Score	Weighted Score	Raw Score	Weighted Score	Raw Score	Weighted Score	Raw Score	Weighted Score	Raw Score	Weighted Score	Raw Score	Weighted Score	Raw Score	Weighted Score	Raw Score	Weighted Score	Raw Score	Weighted Score	Raw Score	Weighted Score	Raw Score	Weighted Score	Raw Score	Weighted Score	Raw Score	Weighted Score	
Category 1: Improved Customer Service, Equitable Community Accessibility & Community Service Delivery																																	
1	Function and prominence of Site to improve civic presence & pride with high quality public realm	25%	4.5	1.13	4.5	1.13	4.0	1.00	3.0	0.75	3.5	0.88	5.0	1.25	2.5	0.63	3.5	0.88	2.0	0.50	3.5	0.88	4.0	1.00	1.0	0.25	3.5	0.88	2.5	0.63	2.5	0.63	
2	Site accessibility and connectivity		4.0	1.00	4.5	1.13	4.5	1.13	2.0	0.50	3.0	0.75	1.0	0.25	1.0	0.25	3.5	0.88	1.0	0.25	3.5	0.88	4.0	1.00	2.0	0.50	2.0	0.50	1.0	0.25	1.0	0.25	
3	Compliments / proximity to other Council/ government/non-government agencies		4.0	1.00	4.0	1.00	3.0	0.75	1.0	0.25	2.0	0.50	1.0	0.25	1.0	0.25	2.0	0.50	1.0	0.25	2.5	0.63	4.0	1.00	2.0	0.50	3.0	0.75	1.0	0.25	1.0	0.25	
4	Strategic planning policy alignment		5.0	1.25	5.0	1.25	5.0	1.25	1.0	0.25	1.0	0.25	1.0	0.25	1.0	0.25	1.0	0.25	1.0	0.25	2.0	0.50	5.0	1.25	5.0	1.25	5.0	1.25	1.0	0.25	1.0	0.25	
Category 2: Improved workplace Outcomes/ Employer of Choice																																	
5	Improved Council workforce outcomes	15%	4.5	0.68	4.5	0.68	4.5	0.68	1.0	0.15	2.5	0.38	1.0	0.15	1.0	0.15	2.5	0.38	1.0	0.15	3.5	0.53	4.5	0.68	2.0	0.30	3.0	0.45	1.0	0.15	1.0	0.15	
6	Capacity of location to provide a high level of amenity and accessibility to complimentary uses		4.5	0.68	4.5	0.68	4.5	0.68	1.0	0.15	3.0	0.45	1.0	0.15	1.0	0.15	3.5	0.53	1.0	0.15	3.5	0.53	4.5	0.68	2.0	0.30	4.0	0.60	1.0	0.15	1.0	0.15	
7	Road network accessibility and availability of carparking		3.5	0.53	3.5	0.53	3.5	0.53	3.0	0.45	4.0	0.60	3.0	0.45	3.0	0.45	4.0	0.60	2.5	0.38	4.0	0.60	3.5	0.53	3.0	0.45	2.5	0.38	3.5	0.53	3.5	0.53	
Category 3: Affordable & Sustainable - Improved Financial outcomes for Council																																	
8	Cost neutral outcome for Council/ Delivers outcomes minimising 'Whole of Life' costs	35%	4.0	1.40	4.0	1.40	4.0	1.40	3.5	1.23	4.0	1.40	3.0	1.05	3.0	1.05	4.0	1.40	2.0	0.70	3.0	1.05	4.0	1.40	3.0	1.05	3.0	1.05	2.0	0.70	2.0	0.70	
9	Improved financial/ asset management outcomes		4.0	1.40	4.0	1.40	4.0	1.40	1.0	0.35	1.0	0.35	1.0	0.35	1.0	0.35	2.0	0.70	1.0	0.35	3.0	1.05	4.5	1.58	2.0	0.70	3.0	1.05	1.0	0.35	1.0	0.35	
Category 4: Opportunity Creation																																	
10	Proximity to other existing/ proposed land uses and community services	10%	4.5	0.45	4.5	0.45	4.5	0.45	1.0	0.10	1.0	0.10	1.0	0.10	1.0	0.10	2.0	0.20	1.0	0.10	3.5	0.35	4.5	0.45	3.5	0.35	3.5	0.35	1.0	0.10	1.0	0.10	
11	Capacity to support Joint Venture Opportunities		4.0	0.40	4.0	0.40	4.0	0.40	2.0	0.20	1.0	0.10	1.0	0.10	1.0	0.10	1.5	0.15	1.0	0.10	3.0	0.30	5.0	0.50	2.0	0.20	2.0	0.20	1.0	0.10	1.0	0.10	
Category 5: Site Potential (Opportunities and Constraints)																																	
12	Proximity to other existing/ proposed land uses and community services	15%	4.5	0.68	4.0	0.60	4.5	0.68	1.0	0.15	2.5	0.38	1.0	0.15	1.0	0.15	2.0	0.30	1.0	0.15	4.5	0.68	4.5	0.68	3.0	0.45	4.5	0.68	1.0	0.15	1.0	0.15	
13	Alignment with Town Planning planning framework impacting on development potential/ constraints		3.5	0.53	3.5	0.53	3.5	0.53	2.0	0.30	2.0	0.30	2.0	0.30	2.0	0.30	2.0	0.30	2.0	0.30	4.0	0.60	4.5	0.68	3.0	0.45	4.0	0.60	2.0	0.30	2.0	0.30	
14	Existing site specific conditions/ constraints		3.5	0.53	3.5	0.53	4.0	0.60	1.0	0.15	1.0	0.15	1.0	0.15	1.0	0.15	2.5	0.38	2.0	0.30	3.0	0.45	4.0	0.60	2.0	0.30	3.0	0.45	2.0	0.30	2.0	0.30	
15	Site capacity/ size		3.0	0.45	3.5	0.53	4.0	0.60	4.0	0.60	4.0	0.60	4.0	0.60	4.0	0.60	4.0	0.60	2.0	0.30	3.5	0.53	4.5	0.68	1.0	0.15	2.5	0.38	1.0	0.15	1.0	0.15	
16	Ability to accommodate future expansion		3.0	0.45	4.0	0.60	4.5	0.68	4.0	0.60	4.0	0.60	4.0	0.60	4.0	0.60	4.0	0.60	4.0	0.60	4.0	0.60	3.5	0.53	5.0	0.75	1.0	0.15	1.0	0.15	1.0	0.15	
Total Weighting:			100%	64.0	12.53	65.5	12.80	66.0	12.73	31.5	6.18	39.5	7.78	31.0	6.15	28.5	5.53	44.0	8.63	25.5	4.83	53.5	10.05	70.0	13.43	37.5	7.35	49.5	9.70	23.0	4.50	23.0	4.50
% compliance				81%		83%		82%		39.8%		50.2%		39.7%		36%		56%		31%		65%		87%		47%		63%		29%		29%	
Ranking				4		2		3		10		8		11		12		7		13		5		1		9		6		14		14	
Rating System and definitions																																	
RATING	DEFINITION																																
Exceptional (5)	The location option meets and/or exceeds requirements in all areas of the evaluation criterion under consideration.																																
Very Good (4)	The requirements of the evaluation criterion under consideration are met to a very high standard in all areas.																																
Acceptable (3)	The requirements of the evaluation criterion under consideration are addressed to a consistent acceptable standard with no major shortcomings.																																
Poor (2)	The requirements of the evaluation criterion under consideration are poorly or only partially met.																																
Unsatisfactory (1)	The requirements of the evaluation criterion under consideration are not met.																																

Future Workplace Operating Model and Site Analysis Study
Locational Analysis, November 2023

Attachment 3 – Tier 1, 2 & 3 Office location options mapping

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Future Workplace Operating Model and Site Analysis Study
Locational Analysis, November 2023

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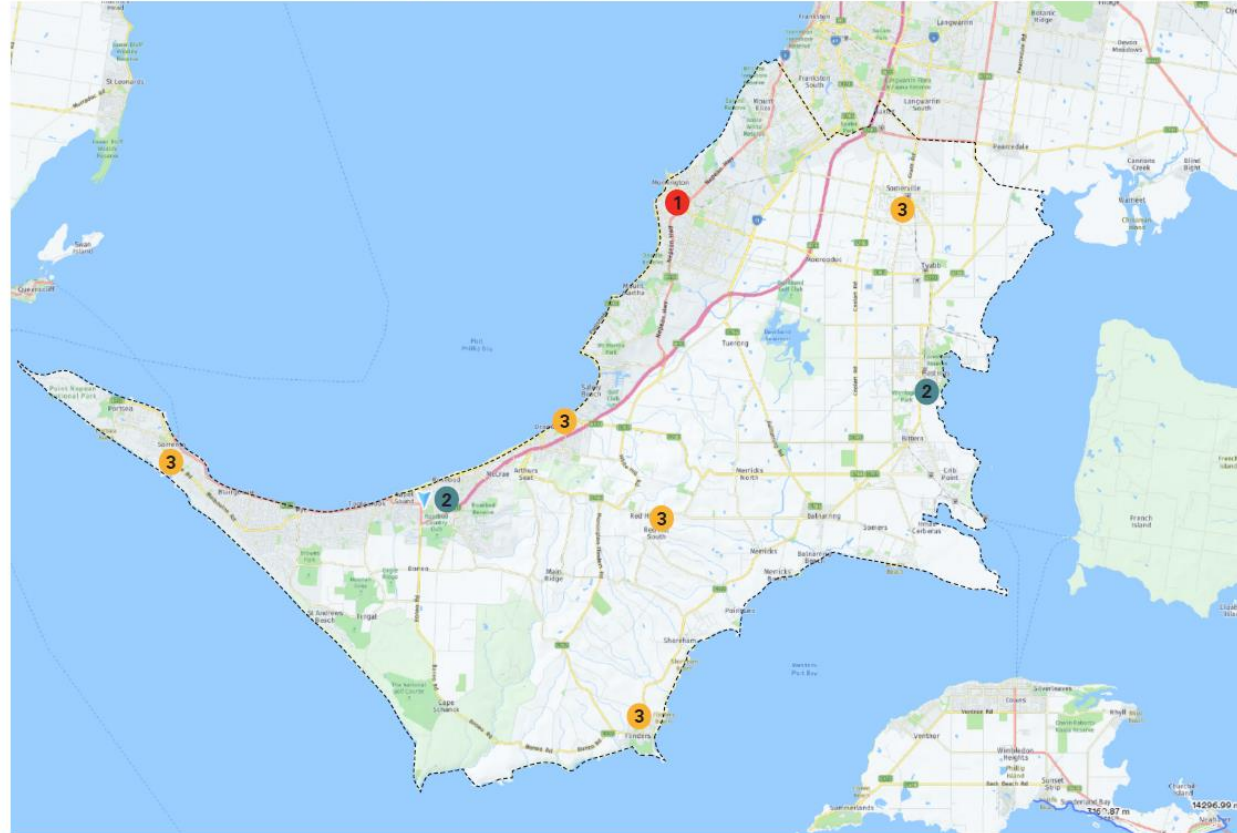
23018 MPS workplace | Operating Model and Site Analysis

16.10.2023 | 48

Option 1

Mornington Proposal

- Tier 1
Mornington
- Tier 2
Rosebud and Hastings
- Tier 3
Dromana
Flinders
Red Hill
Somerville
Sorrento



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Locational Analysis, November 2023

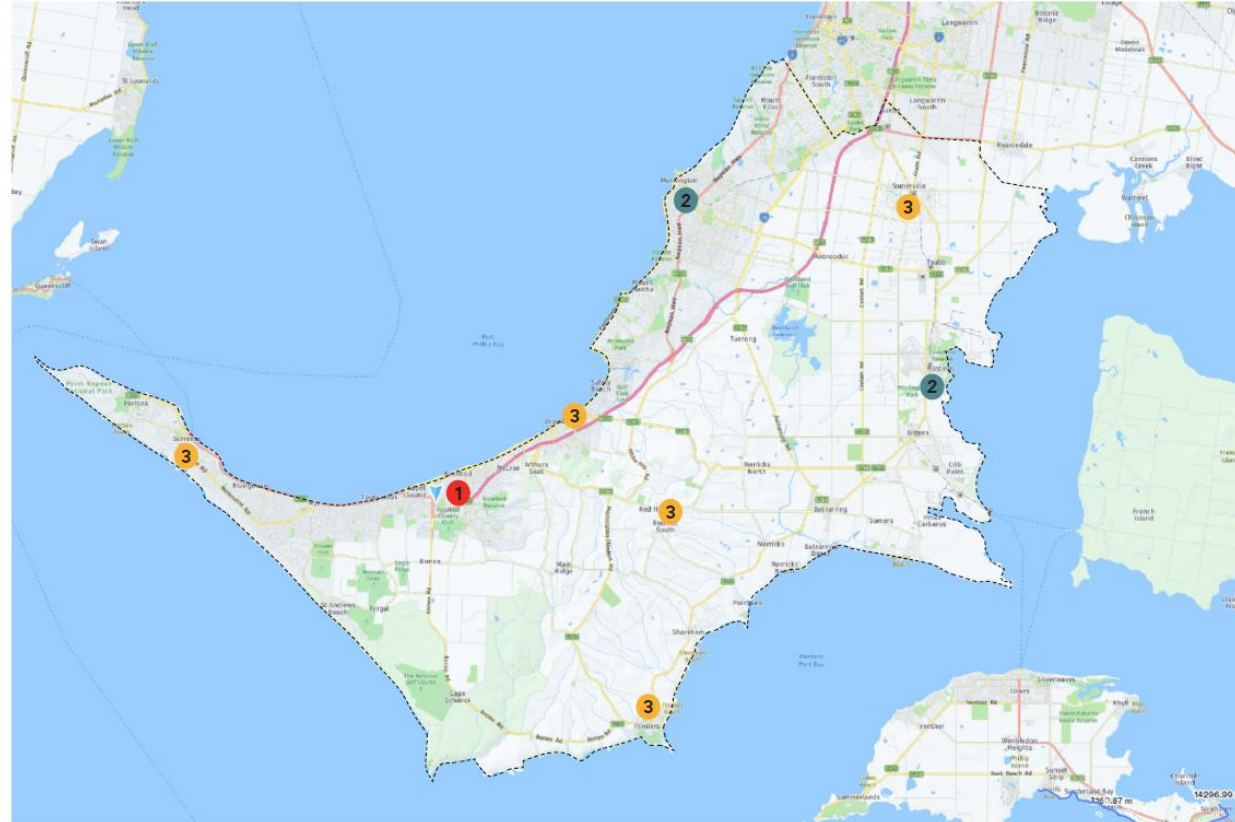
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Option 2 Rosebud Proposal

- Tier 1
Rosebud
- Tier 2
Mornington and Hastings
- Tier 3
Dromana
Red Hill
Somerville
Sorrento
Flinders



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Locational Analysis, November 2023

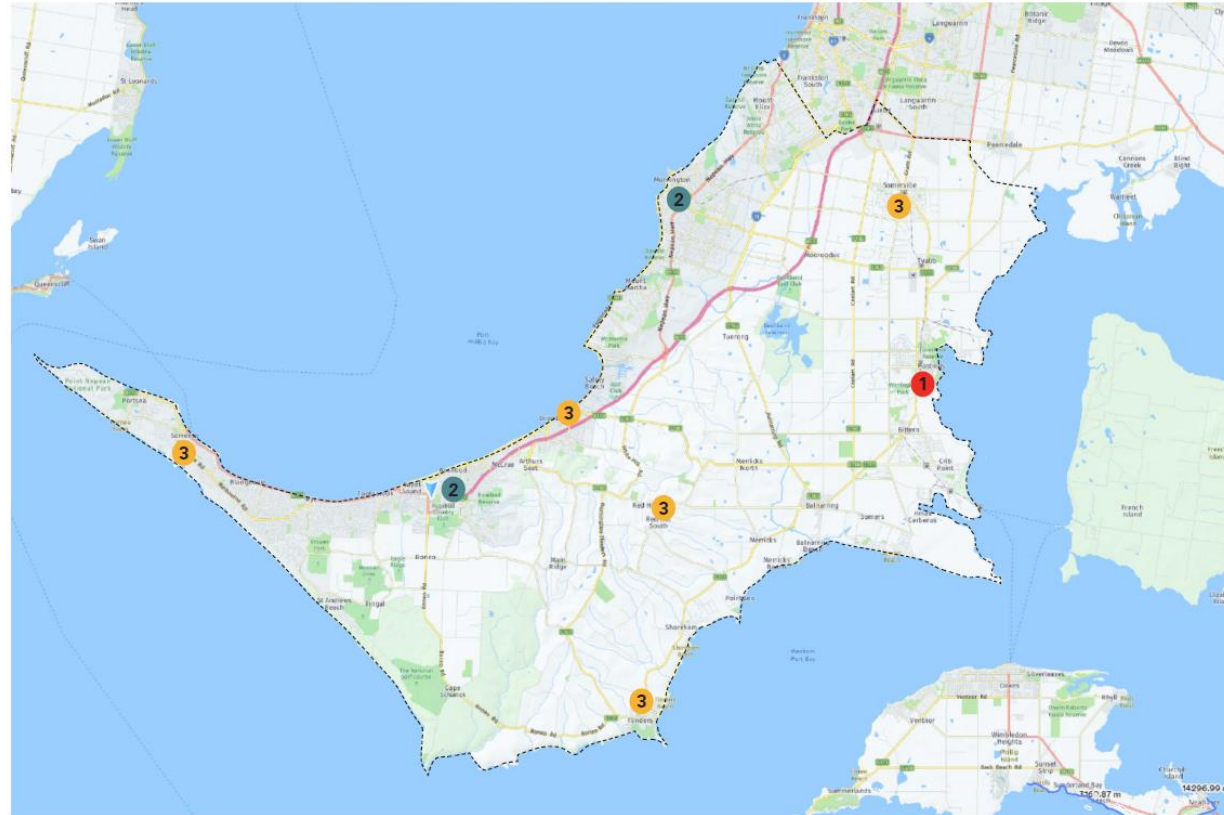
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Option 3 Hastings Proposal

- Tier 1
Hastings
- Tier 2
Rosebud and Mornington
- Tier 3
Dromana
Red Hill
Somerville
Sorrento
Flinders



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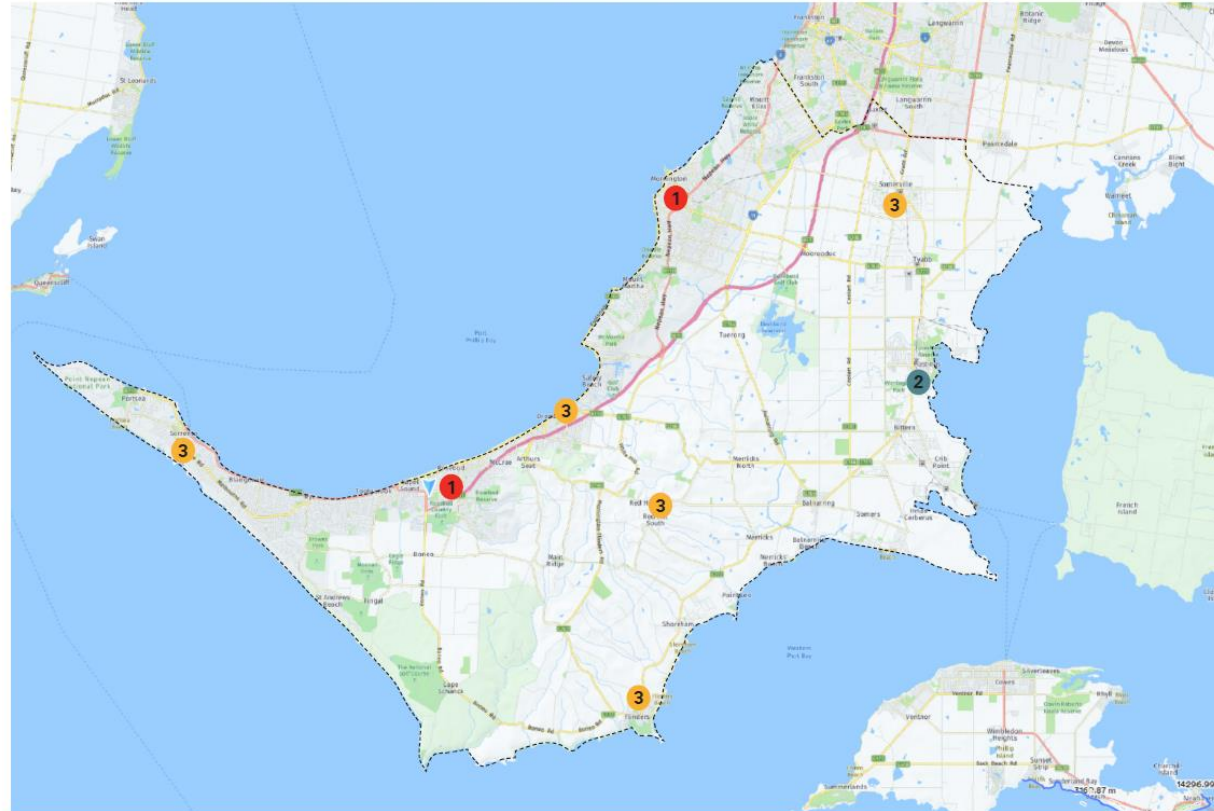
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Option 4 Split Model Community and Office

- Tier 1 Community and Office separated
Mornington and Rosebud
- Tier 2
Hastings
- Tier 3
Dromana
Red Hill
Somerville
Sorrento
Flinders



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Future Workplace Operating Model and Site Analysis Study
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Currie & Brown (Australia) Pty Ltd
ABN 97 128 823 843
Level 2, 179 Queen Street
Melbourne VIC 3000 Australia
Telephone: +61 3 9691 0000
Facsimile: +61 3 9670 7055

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In accordance with our normal practice the following should be noted.

Currie & Brown (Australia) Pty Ltd warrants under the provisions of the Trade Practices Act to prepare this assessment in accordance with the instructions given. However the quantum of values indicated cannot form any part of that warranty, being related to the prevailing market conditions and ethical expert opinion.

This report has been prepared for the private and confidential use of the party to whom it is addressed and no responsibility is accepted to any third party for the whole or any part of the contents. The report should not be reproduced in part or whole without the express written authority of the author. In carrying out our analysis we have relied substantially upon the information supplied by the Council and other third parties as detailed in this report. The market indicators adopted are based upon market assessment and perceptions and assumed development quality and specification. These assumptions have been made by the Company and may vary with third party or potential purchaser's impressions.

The scenarios identified as possible solutions for development are preliminary and indicative. Furthermore, various development costs are contingency estimates only and will need be subject to further detailed analysis. The solutions should be further analysed should detailed analysis change the basic assumptions. Accordingly, the results of the appraisal may change and require the conclusions to be re-confirmed. Any conclusions should be considered in this context. The Study is not a valuation of the property. The appraisal explores the issues which relate to the potential of the property in order to provide a basis upon which decisions can be made.

Author: Andrew Sells, Director,

Contact: M: 04013 055 701, E: andrew.sells@curriebrown.com

Signed:



Date: 4 October 2023

Document History

Date	Version	Comments
15.09.2023	1	Draft Report
20.09.2023	2	Draft Report (updated Township analysis)
04.10.2023	3	Draft Report (updated Township analysis and Tier 2 and 3 sites assessment)
10.10.2023	4	Final Draft Report

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13.11.2023 | 76

Council Meeting -
Tuesday, 12 June, 2012

Item 2.6 Attachment 1



ATTACHMENT 1:

MORNINGTON PENINSULA MOTORISED MOBILITY DEVICES (SCOOTER) POLICY STATEMENT AND ACTION PLAN 2012

PURPOSE	To provide a policy statement and action plan that will assist Council in promoting and planning for safe use of motorised mobility devices (MMDs).
OBJECTIVES	<ol style="list-style-type: none"> 1. To inform Council and Officers about the needs of users and potential users of motorised mobility scooters and motorised mobility devices and consider these in local planning and development of community infrastructure, especially footpath and road networks. 2. To develop and implement an action plan that will <ol style="list-style-type: none"> a. promote the independence, health and dignity of people who are older or less mobile and people with disabilities who use motorised mobility scooters and motorised mobility devices b. encourage maximum safety for people who use mobility scooters and motorised mobility devices and improve community safety for the wider community 3. To encourage a partnership approach with local business operators to support and safely cater to users of motorised mobility scooters and motorised mobility devices 4. To meet Federal and State compliance requirements and the Shire's Strategic Plan obligations to enhance the participation of people who use motorised scooters and other motorized mobility devices to remain, independent, active and engaged in the community life.
SCOPE	<p>Mornington Peninsula Shire's (MPS) commitment towards people who use mobility scooters and motorised mobility devices is found in the MPS Strategic Plan.</p> <p><u>MPS Strategic Plan 2009 - 2013:</u></p> <p>Goal 3 Creating Safe, healthy and engaged communities</p> <p>3.2.1 To enhance the independence, health and dignity of all residents to reach their full potential and realise their aspirations.</p> <p>3.4 Planning, developing and maintaining community assets</p> <p>3.4.2 To develop and implement road safety initiatives</p>

Council Meeting -
Tuesday, 12 June, 2012

Item 2.6 Attachment 1



	<p>The Shire recognises the importance of a safe, accessible and inclusive community for all through a number of specific plans and policies, which include; the existing Disability Action Plan 2005, the (Draft) Disability Action Plan 2012 – 2015, and is linked to the Access and Equity Policy 2002 and the objectives of the Health and Wellbeing Plan 2003, MPS Footpaths construction strategy, MPS Bicycle Ride Safe Strategy 2011, and Positive Ageing Strategy which values healthy places and spaces; healthy life choices; active local communities; quality of life for all and a sense of hope and belonging.</p> <p>The MPS Motorised Mobility Devices (Scooter) Policy Statement and Action Plan will inform Council's best practice framework in complying with relevant legislative responsibilities, to provide equitable access to premises, facilities and services.</p>
<p>DEFINITIONS</p>	<p>Motorised Mobility Devices (MMDs)</p> <p>MMDs refer to the following devices commonly known as:</p> <p>Mobility Scooters</p> <p>Also known as 'gophers' are battery powered three or four wheeled mobility devices that are specifically designed to travel on footpaths.</p> <p>Motorised wheelchairs</p> <p>A motorised wheelchair, electric wheelchair or electric powered wheelchair is propelled by means of a battery operated electric motor rather than manual power.</p> <p>Access</p> <p>People who are older and less mobile and people with disabilities have equal rights to access the physical environment, information, communication and services including education and employment, recreation, health and accommodation services and participation as citizens.</p> <p>Inclusion</p> <p>All people, including those with disabilities, have the right to live in an inclusive community where they are able to make the most of their talents and abilities in learning, training and work.</p> <p>Participation</p> <p>People who are older and less mobile and people with disabilities have a basic human right to participate in all aspects of the community.</p>

Council Meeting -
Tuesday, 12 June, 2012

Item 2.6 Attachment 1



<p>POLICY DEVELOPMENT & CONTEXT</p>	<p>Development The development of this policy has been guided by community consultation, forums, and broader Victorian Government initiatives.</p> <p>The Context Mobility scooters and motorised mobility devices have become an indispensable form of transport for a large number of people who wish to keep their independence and maintain their wellbeing in the community.</p> <p>It is estimated that the number of mobility scooters and motorised mobility devices in use on our footpaths will increase due to our population demographics.</p> <p>There is clear evidence of increasing number of accidents and fatalities involving motorised mobility device users. Contributing factors include:</p> <ul style="list-style-type: none">• Little or no training for new scooter users• Inadequate infrastructure• Poor quality scooters (i.e. second-hand)• Inappropriate sales and purchasing advice, and a• Poor level of awareness of motor vehicles <p>Safety The Australian Standards for motorised mobility devices are voluntary.</p> <p>Australian Standards for Access and Mobility stipulates a continuous path of travel is fundamental to an accessible environment and should cater for pedestrians, mobility scooter users and people with other forms of motorised mobility devices.</p> <p><i>(Ref: Australian Disability Standards and Guidelines – Access to Premises – buildings 2010)</i></p> <p>The Australian Road Rules classifies mobility scooter users as a pedestrian therefore they must observe all the same road rules as any pedestrian would and they must remain under 10 km/h on level ground.</p> <p>Mobility scooter users can only travel on the road where a footpath:</p> <ul style="list-style-type: none">• is not available• is being repaired or• is unsafe.
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	<p>Benefits</p> <p>Increased safe usage of mobility scooters and other forms of motorised mobility devices has the following benefits for the community:</p> <ul style="list-style-type: none"> • Lowering of health care costs due to a reduction of scooter related accidents • Maintaining people independently in their homes and within the community • Increase in the wellbeing of people who are older and less mobile and people with disabilities • Reduction in greenhouse emissions • Offer increased social connectedness (reducing the incidence of loneliness or depression) • Promote safe and connected routes of travel within the Shire's key activity centres reducing the need to venture onto the road • Be an innovative response by Council to continuously improve and meet the needs of all community members. • Raise community awareness about the positive contribution that older and less mobile persons as well as people with disabilities can provide. • Be incorporated into the principles of Home and Community Care (HACC) Active Service Model being implemented. • Reduce risks of falls or preventable accidents • Complement a Scooter Recharge Scheme that would ensure scooter users would never be stranded
<p>POLICY</p>	<p>Statement</p> <p>"The Mornington Peninsula Shire is committed to enhancing the safe participation and health and well being of people who use motorised scooters and other motorized mobility devices so that they maximise their independence and can remain active and engaged in community life. The Shire will promote and plan for safe use of motorised mobility scooters and motorised mobility devices in the local community for all."</p>
<p>PROCEDURE/ACTIONS</p>	<p>1. That the Mornington Peninsula Motorised Mobility Devices (Scooter) Policy Statement And Action Plan (see detailed Plan attached) be implemented through a number of projects and a selection of scooter related resources will be developed which include:</p> <ul style="list-style-type: none"> • Development of a Motorised Mobility Scooter Communications Strategy

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	<ul style="list-style-type: none"> • Development of Mobility Maps for major activity centres • Production of Scooter Education guide • Implementation of pilot Scooter Recharge Scheme • Facilitation of Scooter Education Forums • Annual review <p><i>Refer to attachment 1 – Mornington Peninsula Shire Scooter Policy Action Plan 2012 – 2015</i></p> <ol style="list-style-type: none"> 2. That a Motorised Mobility Scooter Communications Strategy be developed and implemented by the Social Planning and Community Development Unit in partnership with the Communications Unit to support the community awareness process, including a range of identified forums and training opportunities 3. That the implementation of the Mornington Peninsula Motorised Mobility Devices (Scooter) Policy Statement And Action Plan be driven by the Community Access Planner in conjunction with the MetroAccess Worker, as part of an e-team comprising of partnerships with other key staff who work within the community services, infrastructure, health, local businesses and the tourism sector.
RESPONSIBILITY	<ul style="list-style-type: none"> • Community Access Planner for development and review of the policy. • E Team which will be the key drivers of the actions from the policy • Peninsula Advisory Committee for the Elders (PACE) which will be advisors to the scooter policy.
RELATED PLANS & POLICIES	<ul style="list-style-type: none"> • Just not the same' - Access and Equity Policy 2002 • Health Hope and Happiness Plan – Health and Well Being 2003 • Disability Action Plan 2005
RELATED LEGISLATION	<ul style="list-style-type: none"> • Commonwealth Disability Discrimination Act 1992 • Victorian Disability Act 2006 • Road Safety Act 1986 and • Road Rules – Victoria
REFERENCES	<ul style="list-style-type: none"> • Deb Whitecross resources, ©2011 • MPS Community safety forums report 2007 • Nillumbik Shire Council 'Scooter Recharge Scheme' • Scooter working group public meeting outcomes 2008 • Scooters Australia Pty Ltd 2009 • Submission to ACCC Scooter Reference Group, September 2009

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	<ul style="list-style-type: none">• VicRoads – a guide for choosing and using motorised mobility devices.
REVIEW	This Mornington Peninsula Motorised Mobility Devices (Scooter) Policy Statement And Action Plan shall be subject to review and feedback to Council as part of the evaluation of the MPS Disability Action Plan.

Adopted by Council:
XX XXX

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MORNINGTON PENINSULA MOTORISED MOBILITY DEVICES (SCOOTER) ACTION PLAN 2012

What we will do:		How will we know it's done?		Who will do it?	How will the project be resourced?	When?
1.	Communications Plan	Promote community awareness of issues identified in the Action Plan.	Communications Plan is developed to support the Action Plan.	<ul style="list-style-type: none"> Social Planning and Community Development Unit in partnership with the Communications Unit. 	Funded through Social Planning and Community Development Unit and Communications Unit	2012/15
2.	Mobility Maps	3 'Wheelies Forum' at key activity centres throughout the Shire	Forum/s facilitated	<ul style="list-style-type: none"> E Team Community Access Planner MetroAccess 	Up to 3 Maps funded through existing priority project. Seek external/matched funding for future maps Reconfiguring footpaths funded through footpaths / shared paths / bike paths / boardwalks – rehabilitation project	2013/15
		Reconfiguring priority status of footpath repair and maintenance program	Priority reconfigured			
		Roll out of Mobility Maps developed for key activity centres (up to 3)	Maps published and distributed			
3.	Scooter Education Guides	Scooter Education Guides developed	Guides are published and distributed	<ul style="list-style-type: none"> E Team Community Access Planner 	Funded through existing	2012

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				<ul style="list-style-type: none"> ▪ MetroAccess ▪ PACE 	priority project 2011/12	
4.	Scooter Recharge Scheme	Implementing the Scooter Recharge Scheme and then a gradual roll out across the Shire	Initially in Hastings, Mornington & Rosebud West completed and evaluated	<ul style="list-style-type: none"> ▪ E Team ▪ Community Access Planner ▪ MetroAccess ▪ Economic Development 	Funded through Council; staff. Seek local trader support/partnerships	2013/15
5.	Scooter Education Forums	Partnership agreement with Council and retailers to provide training to all scooter users Agreement drafted	Agreement drafted	<ul style="list-style-type: none"> ▪ E Team ▪ Community Access Planner ▪ MetroAccess ▪ External Professional ▪ PACE 	Funded from existing priority project for first year	2012/15
		'Scooter safety workshops'	Workshops facilitated			
		Support community members to create localised scooter support groups	Scooter supports groups in place			
		'Pilot' for a 'Scooter safety certificate'	'Pilot' phase completed and evaluated			
6.	Scooter Policy review	Annual evaluations and redrafts when necessary. Full review in line with DAP		<ul style="list-style-type: none"> ▪ E Team ▪ Community Access Planner ▪ PACE 	Funded through Social Planning and Community Development/ Community Access Planner	Annually evaluation & Full review 2013



Use of Shire Logo Policy

PURPOSE	To specify use of the Shire logo in all formats and to promote the Shire's corporate identity.
OBJECTIVES	To clarify use of the Shire logo for: <ul style="list-style-type: none"> • Mayor and Councillors; • Shire officers; • Shire vehicles and plant; • Shire properties; • Shire stationery and literature; • Shire newspaper advertisements; • Street signs; • Gift items and; • Staff clothing items.
SCOPE	This Policy applies to use of the Shire 'shell' logo and the 'Sustainable Peninsula' logo.
DEFINITIONS	<p>Logo Means the logo used by the Shire. The logo consists of a shell symbol, sand device and words "Mornington Peninsula Shire Council" or "Mornington Peninsula Shire" and the Sustainable Peninsula symbol and words attached (as shown below).</p> 
POLICY	That the Shire logo shall only be used in accordance with the guidelines and standards determined from time to time by Shire Officers.
PROCEDURE	The procedures and standards to be followed in using the Shire logo are determined by the Manager of Communications. All new uses of the logo (eg. new signage, publications etc.) need to be approved by the Manager of Communications.
RESPONSIBILITY	Manager – Communications: For ensuring the Policy and procedures are implemented and maintained and for ensuring that the guidelines and standards are complied with.



COMMITTED TO A
SUSTAINABLE
PENINSULA

Use of Shire Logo Policy

RELATED POLICIES	Nil.
RELATED LEGISLATION	Local Government Act 1989.
REFERENCES	Nil.
REVIEW	This Policy shall be subject to review within 12 months of the next general Council election to be held in October 2016.



CORRESPONDENCE COMMITMENT POLICY

The purpose of this policy is to state the correspondence commitment that can be expected when interacting with the Mornington Peninsula Shire (the Shire).

The policy aims to provide guidance for staff, Councillors and customers regarding enquiries made to the Shire and how they will be treated.

We recognise our community will at times require prompt actions and other times comprehensive research or a more detailed response may be required.

In every situation we will take the time to listen and understand your concerns so that we can respond appropriately.

The Shire's dual role as a service provider and a regulatory body can create situations where not all desired outcomes may be achievable, however the Shire is committed to providing customers with an accessible, fair and equitable mechanisms to access services, make service requests and obtain assistance.

This policy aligns with the Shire's Strategic Plan 2013 – 2017 through Goal 8 - **Innovative, responsive, value for money service delivery**. *To optimise value for ratepayers through efficient, effective and innovative service delivery.*

The Correspondence Commitment Policy is provided in detail overleaf.

This Policy shall be subject to review within 12 months of the next Council general election to be held in October 2016.



Correspondence Commitment Policy

TYPE	Council Policy
PURPOSE	The purpose of this policy is to state the correspondence commitment that can be expected when interacting with the Mornington Peninsula Shire (the Shire).
OBJECTIVES	The objective of this policy is to outline the Shire's service commitment in regards to enquiries made to by our community.
SCOPE	<p>This policy applies to all Shire staff.</p> <p>Councillors also play a role in our correspondence commitment by setting policy and strategy and referring requests for service to the organisation for appropriate action.</p> <p>For the purpose of this policy, service refers to all interactions between Council, our community and, stakeholders. These interactions come in a variety of forms including face to face, telephone, written or online contact.</p>
DEFINITIONS	<p>Correspondence refers to face to face, telephone, written or online contact.</p> <p>Service Standards refers to the manner, timeliness and standard that can be expected.</p> <p>Councillors refers to elected members to the Council of the Mornington Peninsula Shire in accordance with the Local Government Act 1989.</p> <p>Customer includes residents, ratepayers, members of the public or groups, visitors and businesses of the Shire.</p> <p>Staff refers to all staff of the Shire whether employed full time, part time or casual, contractors, consultants, volunteers and workplace students.</p>
POLICY	<p>Our Service standards:</p> <ul style="list-style-type: none"> • We will treat customers courteously and respectfully • Listen to customers • Provide customers relevant information • Treat customers fairly • Respond in a timely manner • Treat all personal information confidentially • Respond to customers as individuals • Be punctual for meetings and appointments • All requests received from our customers will be recorded in our corporate systems.



Correspondence Commitment Policy

<p>PROCEDURE</p>	<p>When a customer visits or telephones the Mornington Peninsula Shire</p> <ul style="list-style-type: none">• We will attend the counter and answer the telephone promptly, courteously and assist you with your enquiry directly without unnecessary referrals or transfers.• If we are unable to assist you personally with your enquiry we will provide you with the name of the person or business unit your request or enquiry will be referred to, or if that information is not readily available we will request the relevant person to contact you directly.• Telephone calls will be returned at the first opportunity, however if information is not readily available we will contact you to discuss your expectations within 24 hours. <p>When a customer corresponds with us</p> <ul style="list-style-type: none">• We will respond to you within twelve working days• If a full response is not possible, you will receive acknowledgment, which will indicate the time the reply can be expected and the name and contact details of the officer who will be responding. <p>When a customer emails us through: customerservice@mornpen.vic.gov.au</p> <ul style="list-style-type: none">• We will acknowledge receipt of your email within one working day• We will respond to you within twelve working days• If a full response is not possible, you will receive an initial response, which will indicate the time the reply can be expected and the name and contact details of the officer who will be responding. <p>Assistance</p> <p>We utilise an interpreter service that can be requested either by telephone or face to face and any reasonable request for assistance will be considered.</p> <p>Our expectations of you the customer</p> <p>To help us to provide you our services we ask customers to:</p> <ul style="list-style-type: none">• Treat Council officers with respect• Respect the privacy, safety and needs of other members of the community• Provide accurate and complete details• Phone to make an appointment for a complex enquiry or a need to see an officer• Phone the officer nominated on correspondence sent to the customer and quote the reference provided on the correspondence. <p>What if things go wrong?</p> <ul style="list-style-type: none">• Where a customer is personally abusive or uses bad language, the communication may be terminated immediately by the officer• If face to face, the officer may walk away
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Correspondence Commitment Policy

<p>PROCEDURE (CONT'D)</p>	<p>What if things go wrong? (Cont'd)</p> <ul style="list-style-type: none"> • If you telephone the officer may terminate the call • If by email the address may be blocked or not responded to, a decision of this nature will be communicated in writing to the customer • The Shire may determine to limit or cease communications or refer matters to the police in accordance with the Shire’s Managing Unreasonable Complainant Conduct Policy. These decisions will be communicated in writing to the customer. <p>Complaints</p> <p>Complaints will be managed in accordance with the Shire’s Complaints Handling Policy. To assist Council in dealing with your complaint a customer should include the following, if relevant:</p> <ul style="list-style-type: none"> • Date, time and location of events • Nature and description of complaint • To whom the customer has spoken (names, position in the Council and dates • Copies of references to letter or documents relevant to the complaint • State what the customer hopes to achieve as an outcome to the complaint. <p>While we will receive anonymous complaints, we will generally only act on them where the matter is considered to be serious and there is sufficient information in the complaint to enable an investigation to be undertaken.</p> <p>Complaints made against Councillors</p> <p>Complaints made against Councillors will be managed in accordance with the processes outlined within the Shire’s Complaints Handling Policy.</p> <p>Complaints Alleging Misconduct, Corrupt Conduct or Improper Behaviour (Protected Disclosure Act)</p> <p>Complaints alleging serious misconduct, including corrupt conduct should be made and managed in accordance with the Shire’s Protected Disclosure Act Guidelines.</p> <p>Complaints Alleging Conflict of Interest or Improper Use of Position</p> <p>All such complaints are to be referred immediately to the Manager Governance and Corporate Support.</p> <p>Protection of Customer and Personal Information</p> <p>We will take care to ensure that the reporting of complaints will not result in a customer experiencing any form of victimisation or unfair treatment as a result of the complaint and personal information will be protected in accordance with the requirements of the Information Privacy Act 2000 and the Freedom of Information Act 1982.</p>
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Correspondence Commitment Policy

RESPONSIBILITY	<p>Director – Sustainable Organisation For monitoring and maintain overall organisational performance.</p> <p>Manager – Governance and Corporate Support For ensuring the policy and procedures are implemented and maintained.</p> <p>Councillors For referring relevant correspondence to the organisation for appropriate action in a timely manner.</p> <p>Council Staff For delivering on the correspondence commitments of the Mornington Peninsula Shire.</p>
RELATED POLICIES/ STRATEGIES/PLANS	<ul style="list-style-type: none"> • Privacy Policy; • Access and Equity Policy; • Staff Code of Conduct Policy; • Protected Disclosure Act Guidelines; • Complaints Handling Policy; and • Managing Unreasonable Complainant Conduct Policy.
RELATED LEGISLATION	<ul style="list-style-type: none"> • Local Government Act 1989; • Protected Disclosure Act 2012; • Information Privacy Act 2000; • Freedom of Information Act 1982; and • Charter of Human Rights and Responsibilities Act 2006.
REFERENCES	Nil.
AUTHOR	Governance Unit
APPROVED	<p>Executive (9 September 2014)</p> <p>Council (24 November 2014)</p>
REVIEW	This policy shall be subject to review within 12 months of the next Council general election to be held in October 2016.

Council Policy

DRAFT Heritage Places Policy

Objective Reference: ~~XXXXXXX~~



1.0 AUTHORITY

- *Planning & Environment Act 1987*, section 4 (1) (d)
- *Local Government Act 1989*, section 169
- Planning and Environment (Fees) Regulations 2016, Regulation 20
- Council and Wellbeing Plan – Theme 1

2.0 INTENT

The purpose of this policy is to encourage and assist private landowners to preserve, restore or maintain the heritage values of places that have identified heritage significance.

3.0 SCOPE

This policy applies to the Finance Operation, Strategic Planning, Statutory Planning and Community Development teams.

4.0 GOVERNANCE PRINCIPLES

Under the *Local Government Act 2020*, Council must give effect to the following overarching governance principles:

- a) Council decisions are to be made and actions taken in accordance with the relevant law;
- b) priority is to be given to achieving the best outcomes for the municipal community, including future generations;
- c) the economic, social and environmental sustainability of the municipal district, including mitigation and planning for climate change risks, is to be promoted;
- d) the municipal community is to be engaged in strategic planning and strategic decision making;
- e) innovation and continuous improvement is to be pursued;
- f) collaboration with other Councils and Governments and statutory bodies is to be sought;
- g) the ongoing financial viability of the Council is to be ensured;
- h) regional, state and national plans and policies are to be taken into account in strategic planning and decision making;
- i) the transparency of Council decisions, actions and information is to be ensured.

5.0 POLICY STATEMENT

The Mornington Peninsula Shire (the Shire) is committed to conserving and enhancing places that are of aesthetic, archaeological, architectural, cultural, scientific or social significance on the Peninsula.

The Shire recognises that there is a public responsibility for the preservation of heritage places in private ownership, and that private landowners can incur additional costs in preserving, restoring and maintaining the heritage values of their properties.

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Council Policy

DRAFT Heritage Places Policy

Objective Reference: XXXXXXXX



Therefore, to assist private landowners in preserving and restoring heritage places, Council will:

- 5.1 Heritage Rebates:** Consider applications from landowners of heritage places for a rate rebate pursuant to section 169 of the *Local Government Act 1989* as follows:
 - 5.1.1** up to 25% for individually listed heritage places based on the difference between the Capital Improved Value and the Site Value
 - 5.1.2** up to 12.5% for contributory places in a heritage precinct based on the difference between the Capital Improved Value and the Site Value
- 5.2 Heritage Grants:** Consider applications from landowners of heritage places for funding under Council's annual Heritage Grants Program to assist in meeting the costs of works that preserve and/or restore heritage places to best practice standards in line with the eligibility and assessment criteria outlined in the Grants Program Guidelines.
- 5.3 Planning Permit Application Fee Waiver:** Waive fees for planning permit applications for heritage places under Clause 43.01 (Heritage Overlay) of the Mornington Peninsula Planning Scheme where a permit would not otherwise be required and where Council is satisfied that the specified conditions of Regulation 20 of the Planning and Environment (Fees) Regulations 2016 are met.
- 5.4 Heritage Advice:** Operate a heritage advisory service as part of the planning permit application process at no cost to landowners of heritage places. The advisory service provides advice to landowners about development and maintenance of their heritage properties in line with the policies and statutory requirements of the Mornington Peninsula Planning Scheme. The service may include a site visit and preliminary advice about maintenance or repair of heritage fabric.
- 5.5 Heritage Awards:** Partner with the National Trust of Australia (Victoria) to deliver the Mornington Peninsula Heritage Awards every two years. The Awards recognise and celebrate those in the community (including landowners, trades people and designers) who have demonstrated excellence in preservation, restoration, enhancement, interpretation and reuse of heritage places.

6.0 HUMAN RIGHTS CHARTER COMPATIBILITY

This policy has been assessed as being compatible with *the Charter of Human Rights and Responsibilities Act 2006 (Vic)*.

7.0 ASSOCIATED DOCUMENTS

- Mornington Peninsula Shire Planning Scheme
- Community Investment Funding Policy 2022
- Community Investment Funding – Grants Program Guidelines 2023

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8.0 DEFINITIONS

Heritage place	A place covered by the Heritage Overlay (Clause 43.01) of the Mornington Peninsula Planning Scheme
Individually listed heritage place	A place that is individually listed in the schedule to the Heritage Overlay (Clause 43.01) of the Mornington Peninsula Planning Scheme
Contributory place in a Heritage precinct	A place identified as having contributory significance located within a precinct that is listed in the schedule to the Heritage Overlay (Clause 43.01) of the Mornington Peninsula Planning Scheme
Capital Improved Value	The assessed market value of the property which includes both the land value and improvements (such as buildings)
Site Value	The unimproved value of the property (i.e. land value only)

9.0 POLICY SPONSOR

The Manager, Strategic & Infrastructure Planning is responsible for overseeing the application and review of the Heritage Places policy.

10.0 DOCUMENT CONTROLS

Council will review this policy in four years or earlier as required.

Administrative Updates

It is recognised that, from time to time, circumstances may change leading to the need for minor administrative changes to this document. Where an update does not materially alter this document, such a change may be made administratively. Examples include a change to the name of a Shire department, the change to an existing policy or document referred to in this policy, and minor updates to legislation and the like which does not have a material impact. However, any change or update which materially alters the document must be by resolution of Council.

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Council Policy

Election Period (Caretaker) Policy

Objective Reference:



1.0 AUTHORITY

- *Local Government Act 2020*
- *Electoral Regulations 2022*
- Mornington Peninsula Shire Council Governance Rules - section 69 of the Act requires Council to include an election period policy in its Governance Rules.

2.0 INTENT

The intent of the Election Period (Caretaker) Policy is to enable the seamless continuation of routine local government operations within the Council during the Caretaker Period in a responsible and transparent manner, in accordance with statutory requirements and best practice.

3.0 SCOPE

This Policy is applicable to Councillors and Officers throughout the Election (Caretaker) Period of a Local Government General Election.

This Policy replaces and overrides any previous policy or document that refers to the Caretaker Period.

4.0 GOVERNANCE PRINCIPLES

Under the *Local Government Act 2020*, Council must give effect to the following overarching governance principles:

- Council decisions are to be made and actions taken in accordance with the relevant law.
- priority is to be given to achieving the best outcomes for the municipal community, including future generations.
- the ongoing financial viability of the Council is to be ensured.
- regional, state and national plans and policies are to be taken into account in strategic planning and decision making.
- the transparency of Council decisions, actions and information is to be ensured.

5.0 POLICY STATEMENT

The Election Period (Caretaker) Policy (Policy) has been developed in order to ensure that Local Government General Elections are conducted in a manner that is ethical, fair and equitable, and are publicly perceived as such.

5.1 Role of the Chief Executive Officer

The Chief Executive Officer has the following responsibilities in supporting the implementation and application of the Policy. In addition to the Chief Executive Officer's statutory responsibilities, the Chief Executive Officer will ensure as far as possible, that:

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Council Policy

Election Period (Caretaker) Policy

Objective Reference:



- a) All Councillors and Officers are informed of and supported in the application of this Policy 30 days prior to the commencement of the Caretaker Period;
- b) Matters of Council business requiring Prohibited Decisions or Significant Decisions are scheduled for Council to enable resolution prior to the commencement of the Caretaker Period or deferred where appropriate for determination by the incoming Council; and
- c) Not include in the order of business for any Ordinary Council, Special Council Meeting, Advisory Committee or Special Committee meeting scheduled during the Caretaker Period, any matter requiring Major Policy Decision or matters that could be considered as considering Inappropriate Decisions.

5.2 Role of Councillors

The role of a Councillor must be kept separate from the role that a person may take as a Candidate (or prospective Candidate) in an election. A Councillor must avoid any conflicts, or appearance of conflict between the two roles and endeavour to demonstrate they understand the separation between the two roles.

During the Caretaker Period, Councillors:

- a) Be supported to continue to undertake their role as Councillor;
- b) Will continue to fulfil their Councillor duties (unless granted a leave of absence); and
- c) Will continue to engage, and communicate with, the community in their Councillor role.

During the Caretaker Period, the Council will not:

- a) Make a Prohibited Decision;
- b) Make a Significant Decision;
- c) Make an Inappropriate Decision; or
- d) Use their position to influence Council officers, or access Council resources or information, in support of any election campaign or candidacy.

5.3 Decision Making

5.3.1 Council Meetings

Ordinary Council Meetings will continue to take place during the Caretaker Period. However, the following adjustments will be made to the Agenda:

- a) Public Question Time will be suspended;
- b) General Business and Notice of Motion will not be allowed where the matter is an Electoral Matter; and

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Election Period (Caretaker) Policy

Objective Reference:



- c) Councillors will limit their discussion during debate to the topic under consideration and will avoid raising Electoral Matter where possible.

5.3.2 Officer and Special Committee Decision Making

Council officers and Special Committees with delegated decision-making authority are not permitted to make a Prohibited Decision, Significant Decision or Inappropriate Decision during the Caretaker Period.

5.4 Public Consultation

5.4.1 Right to Postpone

Some public consultation activities may be necessary during the Caretaker Period to facilitate the day to day business of Council.

Any such public consultations will avoid express or implicit links to the election or an Electoral Matter. Council will not continue or commence public consultation on any contentious or politically sensitive matter after the commencement of the Caretaker Period.

In view of the potential for a matter or issue to become contentious or politically sensitive in the course of the Caretaker Period, Council reserves the right to postpone a matter if the issue is likely to become an Electoral Matter.

The requirements of clause 5.4.1 do not apply to public consultation required under the Planning and Environment Act 1987 or matters subject to section 223 of the Local Government Act 1989.

5.5 Council Publications

5.5.1 Prohibition of Publishing Material During the Caretaker Period.

Section 304 of the Act provides that a Councillor or member of Council staff must not use Council resources in a way that is intended to or is likely to affect the result of an election under the Act. It further provides that a Councillor or member of Council staff must not use resources to print, publish or distribute any Electoral Material.

Accordingly, the Chief Executive Officer or Manager Governance and Legal must certify prior to Council printing, publishing or distributing any advertisement, handbill, pamphlet or notice during the Election Period that the material does not contain any Electoral Matter, unless that material is only about the election process.

5.5.2 Certification of Publications

Publications to be printed, published or distributed during the Caretaker Period must first be Certified. Copies of all Certified documents will be retained on Council records.

Publications which require Certification include:

- Brochures, pamphlets, handbills, flyers, magazines and books;
- Reports (other than agenda papers and minutes);

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Election Period (Caretaker) Policy

Objective Reference:



- Advertisements, newsletters and notices except newspaper notices of meetings;
- New website material;
- Social media publications (which includes Facebook and Twitter posts);
- Emails with multiple addresses, used for broad communication with the community;
- Mass mail outs or identical letters sent to many people by or on behalf of Council;
- Media releases;
- Material to publicise a function or event; and
- Any publication or distribution of Councillors' speeches.

5.5.3 Prohibited Material

In accordance with section 3(5) of the Act, a publication is taken to contain Electoral Matter if it contains an express or implicit reference to, or comment on:

- The election; or
- A Candidate in the election; or
- An issue submitted to, or otherwise before, the voters in connection with the election.

5.5.4 Council Publications Including Councillor Information

Any reference to Councillors standing for re-election in Council publications printed, published, or, distributed during a Caretaker Period must not include promotional text.

5.5.5 Website

Material published on Council's website in advance of the Caretaker Period is not subject to Certification, however existing material that is prominently displayed will be reviewed and consideration given to the removal of any such material that could be considered Electoral Matter, were it to be published during the Caretaker Period.

Councillor contact information will remain available on the website during the Caretaker Period, but Councillors' profiles will be removed. Any material published on Council's website during the Caretaker Period must be Certified.

5.5.6 Annual Report

Council is required by the Act to produce and put on public display a copy of its Annual Report. The 2023/2024 Annual Report will be published during the Caretaker Period. The Annual Report will not contain any material that could be regarded as overt electioneering or that inappropriately promotes individual Councillors.

The Annual Report does not require Certification however any publication of an extract or summary of the Annual Report will require Certification.

5.5.7 Council and Committee Agendas and Minutes

Agenda papers and minutes of Council and Committee meetings do not require Certification unless they are printed or published for a wider distribution than normal.

5.5.8 Social Media

Any publication on social media sites including Facebook, Twitter, Instagram, blogs and Wikipedia pages during the election period must be Certified.

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Staff responsible for administering individual social media sites will monitor their respective sites during the Caretaker Period and use moderation features where available to ensure no Electoral Matter is posted.

5.5.9 Photographs and Images

Photographs and images paid for by Council or taken by Council officers are not to be used in electoral material for any Candidate. This includes images of Councillors, Council events and Council owned or maintained infrastructure.

5.6 Council Resources

5.6.1 Application of Resources

Council resources, including officer vehicles, staff, hospitality, services, property, equipment and stationery must be used exclusively for normal Councillor duties during the Caretaker Period and must not be used in connection with any election campaign or issue.

5.6.2 Role of Mayor and Councillor Support Staff

Mayor and Councillor Support staff, Governance staff, or any other staff member, will not be asked to undertake any tasks connected directly or indirectly with the election campaign of a Councillor or Candidate standing for election.

5.6.3 Role of Communications

Council's Communications team undertake the promotion of Council business, activities and initiatives.

During the election period this team's services must not be used in any way that might promote a Councillor as an election Candidate.

Council publicity during the election period will be restricted to communicating normal Council business, activities and initiatives and subject to Certification.

5.6.4 Use of Council Equipment by Councillors

Councillors may continue to use any Council equipment provided to them to facilitate their performance of normal Councillor duties, subject to existing protocols and terms of use. Councillors standing for re-election must not use Council equipment as a resource to assist with election campaigns. Specifically Council resources, including (but not limited to) offices, meeting rooms, support staff, hospitality services, photographs, equipment and stationery will be used exclusively for normal Council business during the Caretaker period, and will not be used in connection with any election campaign.

5.6.5 Councillors Entitlement to Reimbursement

Reimbursements of Councillors' out-of-pocket expenses during the Caretaker Period will only apply to costs that have been incurred in the performance of normal Council business and in accordance with policy and not for expenses that support or are connected with a Candidate's election campaign.

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5.6.6 Council Branding

No Council logos, letterheads, or other corporate branding will be used for, or linked in any way to, a Candidate's election campaign.

5.6.7 Cessation of Ward Specific Publications

Ward-specific publications, or Councillor profiles and articles in the Council Newsletter, will be suspended during the Caretaker Period.

5.6.8 Officers Discretion

The Council will ensure that due propriety is observed in the use of all Council resources, and Council staff are required to exercise appropriate discretion in that regard. Where the use of Council resources appears to relate to the election campaign of a Councillor standing for re- election, the matter must be referred to the Chief Executive Officer or his/her delegate.

5.7 Media Services

5.7.1 Media Releases/Spokesperson

Media releases will minimise references to specific Councillors and will not identify any Councillor in a manner that could promote a Councillor as an election Candidate. Where it is necessary to identify a spokesperson, the Chief Executive Officer or his/her delegate will be consulted. Media releases will require Certification.

5.7.2 Council Employees

During the Election Period no Council employee may make any public statement that relates to an Electoral Matter unless prior approval has been obtained by the Chief Executive Officer or his/her delegate.

5.8 Access to Information

5.8.1 Candidates Access to Information

A Councillor may continue to access Council information only as it is necessary for them to perform their role as Councillor.

All election Candidates have equal rights to information relevant to their election campaigns from the Council administration.

Neither Councillors nor Candidates will receive information or advice from Council officers that may improperly advantage Candidates in the elections (which includes internal publications such as Councillor Communicator and the Long Range Agenda as it relates to meetings post- election date).

There will be complete transparency in the provision of all information and advice during the Caretaker Period.

5.8.2 Information Request Register

The Governance and Legal team will maintain an Information Request Register during the Caretaker Period.

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5.9 Assistance to Candidates

5.9.1 Role of Election Manager

All election related enquiries from Candidates, whether sitting Councillors or not, will be directed to the Election Manager or, where the matter is outside the responsibilities of the Returning Officer, to the Chief Executive Officer or his/her delegate.

5.9.2 Candidate Information

Council will provide Candidates with a Councillor Candidate Information Kit to assist them in running and nominating for Council.

Candidates will be informed of their obligation to complete a nomination form which will be available from the Election Manager, accompanied by the nomination fee.

Candidates will also be reminded of their obligations under the *Electoral Act 2002*.

6.0 HUMAN RIGHTS CHARTER COMPATIBILITY

This policy has been assessed as being compatible with *the Charter of Human Rights and Responsibilities Act 2006 (Vic)*.

7.0 ASSOCIATED DOCUMENTS

- *Local Government Act 2020*
- *Electoral Regulations 2022*
- *Mornington Peninsula Shire Councillor Code of Conduct*
- *Mornington Peninsula Shire Council Governance Rules*

8.0 DEFINITIONS

Act	Means the <i>Local Government Act 2020</i> .
Candidate	Means a person who has nominated as a candidate for an election under section 256 of the Act.
Caretaker Period	Has the same meaning as Election Period.
Certify Certified Certification	Means approval in writing by the Chief Executive Officer or Manager Legal and Governance that no Electoral Matter is contained in material for publication during the Caretaker Period.
Councillor Candidate Information Kit	Means the Councillor Candidate Information Kit provided by the Victorian Electoral Commission with additional information relating to the Council.

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Election Period (Caretaker) Policy

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Councillor duties	Means those duties of the Councillor as detailed in the Act, including section 28 of the Act.
Election Period	Means the period that – a) Starts at the time that nominations close on nomination day (12 noon); and b) Ends at 6pm on election day of the Local Government General Elections
Electoral Material	Has the meaning in section 3(1) of the Act.
Electoral Matter	Has the meaning in section 3(4) of the Act.

9.0 POLICY SPONSOR

The Manager Governance and Legal, Governance is responsible for overseeing the application and review of the Election Period (Caretaker) policy.

10.0 DOCUMENT CONTROLS

Council will review/adjust/evaluate/record/publish the Election Period (Caretaker) Policy within four years or earlier as required.

10.1 Document Version Table

Summarise the key changes made to the document to provide a quick understanding of the updates.

Document Version Control				
Version	Section	Revision Description	Date Revised	Approved by

Administrative Updates

It is recognised that, from time to time, circumstances may change leading to the need for minor administrative changes to this document. Where an update does not materially alter this document, such a change may be made administratively. Examples include a change to the name of a Shire department, the change to an existing policy or document referred to in this policy, and minor updates to legislation and the like which does not have a material impact. However, any change or update which materially alters the document must be by resolution of Council.

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Council Policy

Rooming House Policy

Objective Reference:



1.0 AUTHORITY

- Council and Wellbeing Plan 2021-2025

2.0 INTENT

To provide a coordinated policy response and best practice approach to the development of a healthy and regulated rooming house sector and to improve housing justice outcomes on the Mornington Peninsula.

To provide a whole of Council response to relevant Federal, State and Local Government rooming house legislation and regulation.

To promote a best practice philosophy amongst current and potential rooming house operators and the wider community, in order to extend the provision of safe, affordable housing options on the Mornington Peninsula.

To recognise rooming houses as an essential element of a diversified housing system and provide leadership in planning and development to meet the needs of changing households.

This policy affirms Council's proactive role by defining an integrated approach to the development of a quality rooming house sector which will ensure that:

- Obligations to achieve compliance with legislated standards are met; and
- Council will work in partnership with the community to facilitate positive housing outcomes for some of its most disadvantaged residents.

3.0 SCOPE

This policy applies to all stakeholders in the rooming house sector within the Shire.

4.0 GOVERNANCE PRINCIPLES

Under the *Local Government Act 2020*, Council must give effect to the following overarching governance principles:

- Council decisions are to be made and actions taken in accordance with the relevant law;
- priority is to be given to achieving the best outcomes for the municipal community, including future generations;
- the economic, social and environmental sustainability of the municipal district, including mitigation and planning for climate change risks, is to be promoted;
- innovation and continuous improvement is to be pursued;
- collaboration with other Councils and Governments and statutory bodies is to be sought;
- regional, state and national plans and policies are to be taken into account in strategic planning and decision making;
- the transparency of Council decisions, actions and information is to be ensured.

5.0 POLICY STATEMENT

5.1 Overview

Council acknowledges that access to safe, secure, affordable and appropriate housing is a basic human right. While Rooming Houses can provide affordable and safe accommodation for singles including

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vulnerable and disadvantaged people, if not regulated and supported they can be detrimental to an individual's health and wellbeing and to the broader community.

In recent times Rooming House sector regulation has been significantly strengthened in response to the rapid growth of unregistered rooming house operators who often utilise physically and financially exploitative practices. Local Government has a social responsibility to residents and a critical role in compliance enforcement of both Environmental Health, Building and Planning regulations, and there can be significant consequences where these requirements are not met. Previous experience indicated a need for an integrated approach, given the complexity and lack of cohesion across regulatory frameworks, and the vulnerability of residents.

The supply of affordable and secure housing for single people on the Peninsula is inadequate, and support for quality and regulated rooming house sector can assist to address this gap.

5.2 This policy aims to:

- Provide a proactive and integrated approach to the rooming house sector through a collaborative response
- Respond to unregistered rooming house properties, and where appropriate, enact a response plan to minimise negative impacts on residents and tenants.
- Support the education of potential and existing rooming house operators about the legislative framework that governs the rooming house sector, and encourage best practice in the sector including, on-site managers and the need for management plans to take account of public health issues regarding the use of shared facilities.
- Promote the rights and responsibilities of residents and tenants in partnership with relevant agencies.
- Advocate to all stakeholders for continuous improvement in the rooming house sector, and community acceptance of a well-managed rooming house sector.
- Facilitate networking of housing and support agencies to provide integrated support for residents and tenants who are vulnerable and at risk.
- Encourage the development of new generation rooming houses with rooms that include kitchenettes and ensuites that promote a sense of both individual and community living in an affordable, safe and secure environment.
- Encourage the retention and, where appropriate, upgrade of existing rooming houses.

5.3 Procedure

- ~~A working group of officers from the Shire teams listed below should be convened, as relevant, in responding to any report of an unlawful rooming house or other issue with an existing rooming house:~~
 - ~~Environmental Health~~
 - ~~Municipal Building~~
 - ~~Social Planning and Community Development~~
 - ~~Planning Compliance~~
 - ~~Planning Services.~~
- ~~Inspections of rooming houses and alleged unlawful rooming houses should be conducted in a safe and appropriate manner having regard to:~~
 - ~~Conducting a risk assessment before inspection.~~
 - ~~Where practicable, joint inspections being carried out in preference to multiple inspections by different officers or agencies.~~

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- ~~○ Inspection teams consisting of at least 2 officers, with preference for a male and female officer where individual room inspections are required.~~
- ~~● A Rooming House Closure Response plan should be prepared for any required closure to include:~~
 - ~~○ Where practicable, coordination of actions between Shire teams.~~
 - ~~○ Notification of the Lead Agency~~
 - ~~○ A re-location and support plan to minimise risk for residents and tenants, in cooperation with housing support and health services.~~
- ~~● A rooming house may need to be closed immediately, imminently or in a planned manner. Each of those scenarios warrants its own type of individual closure response plan as shown below.~~
 - ~~○ an immediate evacuation in response to an emergency event, such as a fire (in which case responses under the Municipal Emergency Management Plan will be enacted)~~
 - ~~○ an imminent evacuation, because of the issue of an Emergency Order by Council requiring evacuation within a specific time, with notices served on the owner and the occupier, see attachment 1, table 1.~~
 - ~~○ a planned closure, unrelated to an emergency, such as the sale or change of use of the premises, or where the rooming house operator has initiated closure of the premises, see attachment 1, table 2.~~

6.0 HUMAN RIGHTS CHARTER COMPATIBILITY

This policy has been assessed as being compatible with *the Charter of Human Rights and Responsibilities Act 2006 (Vic)*.

7.0 ASSOCIATED DOCUMENTS

- *Residential Tenancies Act 1997*
- Private Rooming Houses closure protocol – Department of Fairness, Family and Housing
- The Consumer Affairs Victoria website and hard copy guides that include:
 - Rooming houses: a guide for residents and operators
 - Rooming house licencing and registration
 - Reporting unregistered rooming houses – a guideline for real estate agents
 - Rooming house register

8.0 DEFINITIONS

Rooming House	Means a building in which there is one or more rooms available for occupancy on payment of rent, in which the total number of people who may occupy those rooms is not less than four or a building that has been declared as a rooming house under Section 19 of the <i>Residential Tenancies Act 1997</i> .
Response Plan	A plan developed in conjunction with a rooming house operator and other stakeholders where closure is required, in order to minimise harmful impacts to residents, the operator and neighbours during the process.

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Rooming House Policy

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Lead agency	The lead Homelessness Service agency for the Shire contracted by the State Government Department of Health and Human Services (e.g. In 2023, The Salvation Army - Homelessness)
Tenant	A person who uses a rooming house by way of a Residential tenancy agreement under section 3 of the <i>Residential Tenancies Act, 1997</i> .
Resident	A person who rents a room in a rooming house as their only or main residence and who does not have a Residential tenancy agreement.

9.0 POLICY SPONSOR

The Manager Community Partnerships is responsible for overseeing the application and review of the Rooming House Policy.

10.0 DOCUMENT CONTROLS

Council will review the policy within four years or earlier as required.

10.1 Document Version Table

Summarise the key changes made to the document to provide a quick understanding of the updates.

Document Version Control				
Version	Section	Revision Description	Date Revised	Approved by
1				
2				

Administrative Updates

It is recognised that, from time to time, circumstances may change leading to the need for minor administrative changes to this document. Where an update does not materially alter this document, such a change may be made administratively. Examples include a change to the name of a Shire department, the change to an existing policy or document referred to in this policy, and minor updates to legislation and the like which does not have a material impact. However, any change or update which materially alters the document must be by resolution of Council.

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Council Policy

Smoke Free Environment Policy

Objective Reference: A9487970



1.0 AUTHORITY

- *Tobacco Act 1987*
- *Public Health and Wellbeing Act 2008*
- *Council and Wellbeing Plan 2021-2025*

2.0 INTENT

The purpose of the Policy is to ensure the Mornington Peninsula Shire (Shire) upholds the principles of the *Tobacco Act 1987* (Tobacco Act), supports the Local Law and the Shire's commitments under the Frankston and Mornington Peninsula Smoke Free Charter (the Charter). The main Policy aims are to reduce the health and environmental impacts of smoking by:

- Reducing smoking rates
- Reducing tobacco related litter
- Creating smoke free public areas on relevant Shire owned or managed land and in public spaces that support healthy, safe and environmentally friendly places for all to enjoy.
- Meeting the Shire's obligations under the Charter, the Tobacco Act and State Government protocols and guidelines.
- Outline the Shire's requirements for smoke free signage on relevant Shire land.

3.0 SCOPE

This Policy applies to Shire owned or managed land that has been indicated as a smoke free area as prescribed by Council and supported by the smoke free area map. The application of the Policy will be undertaken in a phased approach to eventually include all Shire owned or managed land.

This Policy applies to any open or enclosed portable objects such as vehicles, tents, marquees and beach boxes that are in the smoke free area.

This Policy applies to all Shire staff, volunteers and contractors, Shire residents, visitor and community groups and business where they are operating in a smoke free area or Shire owned or managed land.

4.0 GOVERNANCE PRINCIPLES

Under the *Local Government Act 2020*, Council must give effect to the following overarching governance principles:

- Council decisions are to be made and actions taken in accordance with the relevant law;
- priority is to be given to achieving the best outcomes for the municipal community, including future generations;
- the economic, social and environmental sustainability of the municipal district, including mitigation and planning for climate change risks, is to be promoted;
- the municipal community is to be engaged in strategic planning and strategic decision making;
- innovation and continuous improvement is to be pursued;
- regional, state and national plans and policies are to be taken into account in strategic planning and decision making;
- the transparency of Council decisions, actions and information is to be ensured.

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5.0 POLICY STATEMENT

The Shire plays a crucial role in reducing smoking rates on the Mornington Peninsula through its compliance with the *Tobacco Act 1987* (Vic) ("Tobacco Act"), the *Public Health and Wellbeing Act 2008* and support of smoking cessation programs for employees and the community. Further the Shire has adopted a Council and Wellbeing Plan which includes the development of a Shire-wide Smoke Free Environment Policy.

The Shire has supported reducing smoking rates internally, through the development of the first Smoke Free Environments Policy in 2009 which applies to all Shire employees, volunteers, contractors and visitors who access Shire premises and vehicles, and prohibits smoking in Shire vehicles, buildings and within 10 metres of building entrances. This Policy seeks to further that impact by extending its reach to Shire managed land and facilities.

Shire staff and Peninsula Health's Health Promotion team have developed a comprehensive Background Paper to assist with developing this Policy, which outlines the environmental, health and economic benefits of a Shire wide smoke free environments policy. This Background Paper is attached as Appendix 2.

The implementation of this Policy will be supported through three key arms: the adoption of a smoke free Local Law, the identification of smoke free locations to which the Policy and Local Law will apply and education and collaboration with the community.

5.1 Smoke Free Local Law

5.1.1 The Shire has resolved its intention to adopt a smoke free local law. The Local Law will stop second hand smoke exposure, encourage families to use public land and local food retailers, and greatly reduce the amount of butt litter.

5.1.2 It is the intention that enforcement of the Local Law will only commence 12 months after an area has been designated as a smoke free area.

5.2 Identification of Smoke Free Areas and Prescribed Smoking Areas

5.2.1 Smoke free areas will be identified using a boundary to boundary approach and will be supported by a smoke free area map.

5.2.2 The process for designation of smoke free areas will be clear and transparent and will include consideration of:

- Localised evidence on the health and/or environmental impacts caused by cigarettes, such as census information or litter data;
- The number of people that use the area, including during peak periods;
- The level of community support;
- The process used for community consultation;
- Feedback from local community/environment groups and businesses; and
- Comments and recommendations from Shire authorised officers

5.2.3 Smoke free areas will be appropriately signed with an acceptable no smoking sign.

5.2.4 Enforcement of the Policy will be undertaken in accordance with the Policy and the Local Law.

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5.2.5 While best practice research indicates 100% smoke free environments are most effective, the Shire acknowledges that in some cases a designated smoking area may be required. Designated smoking areas will be clearly indicated on the smoke free areas map. These areas will be strategically located to ensure risk of any exposure to second-hand smoke is significantly reduced, in addition to not further contributing to and preventing tobacco related litter.

5.2.6 Comprehensive consultation will support implementation of this Policy, and the development of designated smoking areas, if required.

5.3 Provision of Education and Collaboration

5.3.1 The Shire will undertake to achieve the aims of the Policy by:

- Working closely with groups that have higher smoking rates such as youth and disadvantaged communities.
- Including smoke free requirements in agreements to use Shire owned or managed land, such as leases, licenses, hire agreements and footpath trading permits.
- Providing resources and education to implement this Policy using signage, information leaflets, compliance and enforcement.
- Actively encouraging and supporting community groups and businesses to implement smoking prevention strategies.
- Providing smoke free consultation, education and implementation support for businesses and organisations such as sporting clubs, food and retail outlets, leisure centres, foreshore groups/users and the general public. Relevant programs will be used to support where appropriate such as Best Bites, Good Sports, and the Achievement Program.
- Providing support and education for Shire staff to raise awareness of the Policy and reduce smoking rates, for example using QUIT Victoria resources.
- Participating in the Municipal Association of Victoria and the Department of Health and Human Services funding programs for Tobacco Act compliance. This involves continued test purchasing for tobacco sales to minors.
- Working towards providing smoke free workspaces (indoors and outdoors) to protect employees from exposure to second-hand smoke and reduce tobacco related litter.
- Supporting actions to minimise exposure to smoking, in turn leading to reduced exposure to second hand smoke, reduced tobacco related litter and role modelling of positive health behaviour (not smoking), particularly to children.
- Supporting the community and Shire staff to access GP's or QUIT support services
- Providing incentives to private land owners to designate smoke free public areas such as awards, implementation support and promotion of work through case studies.

5.4 Procedure

5.4.1 Prescribing a smoke free area

- The Local Law allows for the Shire to prescribe Shire owned or managed land as smoke free.
- In order to prescribe an area as a smoke free area, the Council will undertake the following process:
 - Consult with relevant Shire teams, external stakeholders and community
 - Work collaboratively to reach agreement on the prescribed smoke free area, and any designated smoking area if required
 - Make relevant amendments to leases, licences, hire agreements, and permits

5.4.2 Implementing a smoke free area

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- Once an area has been prescribed as a smoke free area, the Shire will:
 - Ensure relevant communications to effected stakeholders and the public;
 - Provide acceptable no smoking signs and clearly identifying the prescribed area on the smoke free areas map; and
 - Provide Quit Smoking support, information or resources.
- For businesses or organisations using a prescribed smoke free area, it is the expectation of the Shire that they comply with the Local Law and this Policy.

5.4.3 Enforcement

- Once a prescribed smoke free area is declared, the 12 months following will focus on educating and raising awareness of the newly prescribed area.
- The Local Law will allow the Shire to issue infringement notices to people smoking in the prescribed smoke free areas. Infringement notices relating to the smoke free areas will only be issued after the first 12 months of the prescribed area being in place.
- Following the expiration of 12 months, Council will enforce its Local Law.

6.0 HUMAN RIGHTS CHARTER COMPATIBILITY

This policy has been assessed as being compatible with *the Charter of Human Rights and Responsibilities Act 2006 (Vic)*.

7.0 ASSOCIATED DOCUMENTS

- Community Amenity Local Law

8.0 DEFINITIONS

Acceptable no smoking sign	has the meaning given in the Tobacco Act.
Boundary to boundary	all the land within the whole land precinct boundary, from one point of the land boundary around all other point of the boundaries, which may include car parks, open land spaces, driveways, general outdoor areas.
Designated smoking area	An area in which smoking is allowed.
e-Cigarette	has the meaning given in the Tobacco Act.
Event	an activity where people are attending for craft, food, or other reasons, whereby organisers must submit an application to the Shire.
Frankston and Mornington Peninsula Smoke Free Charter	The Shire is a signatory to the Charter which commits the Shire to reduce the prevalence of smoking, protect people from the damaging effects of second-hand smoke and support the community to access Quit support services, while extending smoke free areas beyond current requirements to further support positive health and environmental benefits.
Local Law	Community Amenity Local Law.

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Prescribed Smoke free area	an area deemed smoke free by the Shire.
Public place	has the meaning given in the Tobacco Act.
Second-hand smoke	smoke inhaled involuntarily from tobacco being smoked by others.
Shire owned or managed land	any land area or facility that the Shire owns or manages.
Smoke	has the meaning given in the Tobacco Act.
Smoke free area map	a map provide by the Shire that identifies the prescribed areas.
Smoking	the behaviour of a person consuming any tobacco product, inclusive of e-cigarette.
Tobacco Product -	has the meaning given in the Tobacco Act.
Tobacco related litter	cigarette butts, cellophane wrapping, foil inserts and packaging.

9.0 POLICY SPONSOR

Manager – Community Partnerships is responsible for overseeing the application and review of the Smoke Free Environment Policy.

10.0 DOCUMENT CONTROLS

Council will review the policy every four years or earlier as required.

Administrative Updates

It is recognised that, from time to time, circumstances may change leading to the need for minor administrative changes to this document. Where an update does not materially alter this document, such a change may be made administratively. Examples include a change to the name of a Shire department, the change to an existing policy or document referred to in this policy, and minor updates to legislation and the like which does not have a material impact. However, any change or update which materially alters the document must be by resolution of Council.

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Council Policy

Social and Affordable Housing Policy

Objective Reference:



1.0 AUTHORITY

- The Council and Wellbeing Plan 2021-2025

2.0 INTENT

To provide a framework for advocacy on social and affordable housing and homelessness issues.

To set a vision for the form of social and affordable housing.

To provide guidelines for Council direct contributions to social and affordable housing, including scoping the range of innovative actions that may be required to incentivise housing or support homelessness services

3.0 SCOPE

This policy applies to all Council decision making that impacts upon the provision of resources, whether financial, land or staffing, for matters pertaining to social and affordable housing, including services and facilities for persons who are homeless or in housing stress.

4.0 GOVERNANCE PRINCIPLES

Under the *Local Government Act 2020*, Council must give effect to the following overarching governance principles:

- Council decisions are to be made and actions taken in accordance with the relevant law;
- priority is to be given to achieving the best outcomes for the municipal community, including future generations;
- the economic, social and environmental sustainability of the municipal district, including mitigation and planning for climate change risks, is to be promoted;
- the municipal community is to be engaged in strategic planning and strategic decision making;
- innovation and continuous improvement is to be pursued;
- collaboration with other Councils and Governments and statutory bodies is to be sought;
- the ongoing financial viability of the Council is to be ensured;
- regional, state and national plans and policies are to be taken into account in strategic planning and decision making;
- the transparency of Council decisions, actions and information is to be ensured.

5.0 POLICY STATEMENT

5.1 The role of social and affordable housing

An adequate supply of social and affordable housing together with housing support and homelessness services, is considered the best means of preventing homelessness and central to maintaining the diversity of the Mornington Peninsula population and enhancing the quality of life of all residents.

5.2 Homelessness and housing stress

People experience homelessness differently, they may have no home, no secure tenure, an overcrowded home or a home in which they have no personal space for normal social relations. Others will be in housing

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stress, fearing the loss of their home (e.g. not being able to afford rent upon retirement) or living in an unsafe or unsuitable home (e.g. unsuited to their mobility needs). Some people will have their own resources to avoid or recover from homelessness or housing stress and others will need assistance.

The best assistance is an adequate supply of social and affordable housing and pathways that enable people who have changed circumstances to quickly move from one place to another, more suitable, long term home with adequate support services in place. This is a housing first approach, but even within this approach there is arguably a role for “last resort” or temporary housing (e.g. a motel, crisis accommodation, refuge, caravan park, staying with a friend or relative) that a person may seek as they try to help themselves or access assistance to find a pathway to a suitable long term home.

Preventing homelessness is fundamental to a community’s health and wellbeing. This is a major challenge given:

- The current under supply of social and affordable housing.
- The associated level of homelessness that includes a relatively high number of rough sleepers in comparison to other municipalities.
- The size of vulnerable groups who are living in housing stress.
- The social impediments to house sharing.

5.3 Factors in attracting social and affordable housing

It is expected that the Mornington Peninsula will be better placed to secure projects for new social or affordable housing if:

- If there is increased State and Federal funding, as current funding is insufficient to meet demand.
- The needs of an at risk group of people within the Mornington Peninsula justify a regional or State priority.
- The people in need are able to have their voice heard in a public debate.
- There is available government or public land.
- There is a “champion” in the local community driving a project with the incentive of discounted land or a funding source. This could be Council or another organisation or organisations acting in partnership.
- Opportunities for impact investment are promoted.
- There is a risk appetite for innovative funding streams (e.g. for bespoke solutions for particular housing needs associated with social impact investment or social impact bonds).
- There is a timely, positive response to funding opportunities.
- There is community acceptance and support of proposed projects.
- There is greater certainty about timelines and available incentives.
- A range of land, financial, in-kind and other incentives are provided.

5.4 Advocacy framework

5.4.1 Council acknowledges that the primary responsibility for the provision of social and affordable housing, matched with funding capability, lies with Federal and State Governments. However, Council also acknowledges that it has an important, although limited, role to play in facilitating social and affordable housing and will actively work to develop strategies to address gaps in the housing market.

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5.4.2 The Council role in advocating for sustainable housing options for our community includes a commitment to:

- Supported by evidence, advocating for equitable reforms and resourcing of the public housing, welfare, financial, taxation, residential tenancy, foreign investment, government surplus land, land use planning and building systems to bring affordable, appropriate and available housing to the nation, Victoria and the Mornington Peninsula.
- Advocating for an end to homelessness.
- Encouraging the voice of, and otherwise supporting people who are homeless or in housing stress
- Advocating and influencing Federal and State Governments to use their land for social and affordable housing provision.
- Advocating for a fairer deal for renters and people owning mobile homes in caravan parks.
- Maintaining the diversity of the population through advocating for social housing.
- Advocating for a diverse range of housing options to respond to the needs of the community.
- Advocating for a mix of private and social housing in keeping with planning and community considerations.
- Advocating for State government support for changes to the planning system which would ensure equitable contributions from major developments to addressing social and affordable housing needs.
- Advocating for change to the Victoria Planning Provisions that would create a faster, special pathway for the provision of social housing, having regard to the protection of neighbourhood character
- Advocating for and influencing the construction of social and affordable housing in accordance with Universal Design and Environmentally Sustainable design principles.
- Advocating for inclusion, understanding, acceptance and respect within the community for people who are homeless or may reside in social housing.
- Advocating for social and affordable housing to be located close to essential services and public transport.
- Advocating for the integration of appropriate services for social and affordable housing tenants who have support needs and for those living in communal living situations.
- Advocating for adequate services and crisis accommodation for people who are homeless, including an extreme weather response.
- Advocating for and assisting the community and housing providers to undertake new social and affordable housing projects.
- Advocating to assist and encourage private developers to include affordable housing into their projects underpinned by processing incentives and Section 173 agreements.

5.5 Form of social and affordable housing

5.5.1 That within the context of the Mornington Peninsula Planning Scheme, Council supports increasing the diversity of social and affordable housing with a mixed range of accommodation types to cater for the diverse needs of people requiring affordable housing including rooming houses, caravan parks, shared housing, supported accommodation, step down accommodation from hospital admissions, crisis accommodation, co-housing, bungalows or second dwellings and independent living units.

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- 5.5.2** That Council supports utilising discretionary planning mechanisms (e.g., reduction in car parking requirements) and other processes, as appropriate, to provide for, assist and expedite social and affordable housing development.
- 5.5.3** That Council supports social and affordable housing provision that encourages medium density development which limits urban sprawl and protects the Green Wedge.
- 5.5.4** That Council supports social and affordable housing being integrated into residential areas inside the Urban Growth Boundary, ideally within twenty minutes walk of Rosebud, Mornington or Hastings town centres or public transport stops but not rejected in other locations if other reasonable transport options are available for the proposed residents.
- 5.5.5** That Council supports neighbourhoods having a blend of different household types (preferably including older people, young families, singles housing and special needs groups) to promote a diverse, balanced community for optimal wellbeing.
- 5.5.6** That Council supports good quality, energy efficient architectural and landscape design for social and affordable housing, including application of Universal Design principles (e.g. Liveable Housing Design Guidelines Gold Level for new buildings and large alterations of existing buildings.) for accessibility and adaptability and Environmentally Sustainable Design principles.
- 5.6** Guidelines for Council direct contributions
- 5.6.1** For any proposed planning scheme amendment that could potentially increase residential density, that Council seek a developer's contribution in the form of social or affordable housing on the land or a financial contribution for the provision of off-site social or affordable housing.
- 5.6.2** For Federal or State funding opportunities aimed at boosting the supply of social or affordable housing, that Council, where feasible, act to facilitate a local response, including, where appropriate acting in partnership with other organisations.
- 5.6.3** That Council incentivise additional social and affordable housing with flexibility for timely initiatives responding to new opportunities, particularly ones that benefit people on very low incomes or increase the range of affordable housing types. Incentives may include:
- Discounted, lease or disposal, of Council property,
 - Entering into partnerships etc. with housing providers to:
 - Obtain external funding for renewal of Council's social housing; or,
 - Acquire surplus public land, or other land, for housing projects.
 - Other housing assistance mechanisms for funding through Council's normal budgeting process (e.g. rate rebates, grants, financial subsidies)
 - In-kind support of projects.
- 5.6.4** That Council deliver land, at least once every three years, such as through one the following methods or, if not feasible, consider a triennial budget bid equivalent to 25% of the median house price all for the purpose of a contribution to a social or affordable housing project particularly one that benefits people on very low incomes or increases the range of affordable housing types.
- Facilitating new social housing on Council-owned properties.
 - For any suitable surplus land that is subject to disposal, imposing a condition for a component of permanent social housing.

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- Acquiring private land or surplus public land from the State and its agencies and making it available for social or affordable housing.
- 5.6.5** The use of an Expression of Interest process is generally supported. That where reasonable, Council seeks to secure any direct investment in social or affordable housing for perpetuity and so that the benefit cannot be transferred out of the municipality over time. Leasing or joint ownership, if feasible, would be generally preferred to land disposal.
- 5.6.6** In offering any lease of Council owned land for social or affordable housing and associated support services, Council will consider:
- The potential rate of return and the need for a discounted or peppercorn lease to make the proposal viable.
 - The level of net community benefit.
 - The opportunity the proposal presents to complement other Council policy initiatives or services.
- 5.6.7** In disposing of any Council owned land for social or affordable housing, Council will consider a discounted rate of 15% to 25% of market value. In determining the discount, Council will consider:
- The size of the site and the proportion of the site to be utilised for social and / or affordable housing.
 - The level of net community benefit.
 - The opportunity the development presents to complement other Council policy initiatives or services.
- 5.6.8** Council recognises there are other means of attracting social or affordable housing on the Mornington Peninsula and will consider offering support to alternative affordable housing programs which may include:
- Habitat for Humanity projects.
 - Subsidised programs for the private rental sector, where Council's financial support will be limited to private sector subsidy programs that have a life span of not less than 25 years.
 - Community ownership proposals (such as Community Land Trusts or Cohousing).
 - Financial support for infrastructure costs.
- 5.6.9** For a development of Council land in a town centre, that the opportunity for inclusion of a social housing component be assessed.
- 5.6.10** A Council direct contribution for a housing project should be conditional upon the general application of the Liveable Housing Design Guidelines Gold Level for new buildings and large alterations of existing buildings and a higher standard of accessibility for operating controls for automatic windows, blinds, doors, air conditioning/heating having regard to site and affordability constraints.
- 5.7 Other resourcing and coordination**
- 5.7.1** Council will provide secretarial/technical resources to service the operation of the Triple A Housing Committee and the Mornington Peninsula Housing Network.
- 5.7.2** Council will continue to support the operation of three community information and support centres at Hastings, Mornington and Rosebud.

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- 5.7.3** Within limited resources, the Shire will advise and assist, as appropriate, any community group embarking upon a housing or homelessness related project.
- 5.7.4** All Shire Services will operate in a coordinated, informed and integrated manner in relation to housing and homelessness issues including training and regular progress review and the Shire will have a general lead contact officer for housing and homelessness issues.
- 5.7.5** A housing first, assertive outreach approach to review any cases of concern will be pursued in a regular manner with other relevant agencies.
- 5.8 Procedure**
- 5.8.1** For planning permit applications that provide for social or affordable housing, Council should assign priority and resources to expedite processing and avoid delay.
- 5.8.2** In investigating whether any Council owned land is surplus to requirements, the Shire's Manager Property must refer the matter to the Director Community Strengthening for advice about whether the land should be made available for social or affordable housing and if so, the preferred method for facilitating this use.
- 5.8.3** In reporting upon which social or affordable housing or homelessness service projects to facilitate, provide or assist, the following matters should be considered:
- **Justice and fairness**
 - Has there been opportunity for competing proponents to put forward their proposals? (e.g. an Expression of Interest process)
 - Are the beneficiaries on the Victorian Housing Register – Priority Access List?
 - To what extent are the beneficiaries being denied their fair share of affordable housing on the Peninsula?
 - Are the beneficiaries lacking the social power and ability to voice their need?
 - What capacity would the beneficiaries have to find alternative housing and establish new health and wellbeing supports if they were otherwise forced to find housing outside their local community?
 - Are respect for human life and quality of life matters appropriately recognised?
 - How sustainable is this project? Will future generations also receive a direct benefit?
- Autonomy**
- Has the project been developed with people who are representative of future residents?
 - Are there effective structures and processes in place to assist future residents gaining any future support that they need? (e.g. local service or community support for inclusion of residents)
 - What is the general community awareness of the need for the project? (e.g. local fundraising or advocacy)
- Efficiency**
- The social return on investment from a local government perspective? (The accuracy and limitations of any assessments should be considered with regard to the findings of Infrastructure Victoria, 2018.) This should address matters including:
 - The number of beds, and the number of households, that would be offered in the project.
 - The extent to which the project could reduce demand for other related Council services.

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- The extent of any financial leverage provided by the Council investment.
- The extent to which the project could prevent future homelessness or adverse impacts upon other health and wellbeing determinants.
- For any non-competitive process, what additional benefits might be offered?

Other

- To what extent has Council previously assisted similar beneficiaries?
- Will the project increase the diversity in the offering of social housing types?
- To what extent is the proposal consistent with Council's suite of housing plans including the Mornington Peninsula Planning Scheme? and Mornington Peninsula Triple A Housing Plan 2020 – 2030, in particular, the Triple A Strategic Outcomes and Triple A Strategic Objectives.?
- What risks are there to achieving the potential benefits of the project, including any perpetual benefits?
- What is the net community benefit?

6.0 HUMAN RIGHTS CHARTER COMPATIBILITY

This policy has been assessed as being compatible with *the Charter of Human Rights and Responsibilities Act 2006 (Vic)*.

7.0 ASSOCIATED DOCUMENTS

- Triple A Housing Plan 2020 -2030
- Mornington Peninsula Planning Scheme
- Reconciliation Action Plan
- Disability Inclusion Plan;
- Housing and Settlement Strategy
- Positive Ageing Strategy
- Property Strategy.

8.0 DEFINITIONS

Social housing	Is a type of rental housing that is provided and/or managed by the government (public housing) or by a not-for profit organisation (community housing). Social housing is an overarching term that covers both public housing and community housing. (Metropolitan Planning Strategy, p55)
Affordable housing	Housing including social housing, that is appropriate for the housing needs of any of the following— (a) very low income households; (b) low income households; (c) moderate income households where an Order in Council under Section 3AB of the <i>Planning and Environment Act 1987</i> specifies the ranges of household incomes for those categories.

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Homelessness

When a person does not have suitable accommodation alternatives they are considered homeless if their current living arrangement:

- Is in a dwelling that is inadequate; or
- Has no tenure, or if their initial tenure is short and not extendable; or
- Does not allow them to have control of, and access to space for social relations.

It is informed by an understanding of homelessness as 'home'lessness, not 'roof'lessness. (The brief ABS statistical definition)

9.0 POLICY SPONSOR

The Manager – Community Partnerships is responsible for overseeing the application and review of the Social and Affordable Housing Policy.

10.0 DOCUMENT CONTROLS

Council will review the Social and Affordable Housing Policy every four years or earlier as required.

Administrative Updates

It is recognised that, from time to time, circumstances may change leading to the need for minor administrative changes to this document. Where an update does not materially alter this document, such a change may be made administratively. Examples include a change to the name of a Shire department, the change to an existing policy or document referred to in this policy, and minor updates to legislation and the like which does not have a material impact. However, any change or update which materially alters the document must be by resolution of Council.

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**INSTRUMENT OF APPOINTMENT AND AUTHORISATION
(Land Act 1958)**

In this instrument “**Officer**” means –

- **Dale Gilliatte – Manager Community Safety, Health and Compliance**

By this Instrument of Appointment and Authorisation, the Mornington Peninsula Shire Council, acting in its role as the Committee of Management for land reserved pursuant to Section 4 of the Crown Land (Reserves) Act 1978 –

1. Under Section 188A of the *Land Act 1958* – in its capacity as a Committee of Management authorises the Officer for the purposes of Section 188A of that Act; and
2. Under Section 313 of the *Local Government Act 2020* authorises the Officer either generally or in a particular case to institute proceedings for offences against the Acts and regulations described in this instrument.

It is declared that this Instrument of Appointment and Authorisation –

- A. Comes into force immediately upon its execution; and
- B. Remains in force until varied or revoked.
- C. Is revoked when the officer is no longer employed or engaged by Council.

This Instrument of Appointment and Authorisation is authorised by a resolution of the Mornington Peninsula Shire Council on 28 November 2023



INSTRUMENT OF APPOINTMENT AND AUTHORISATION
(*Planning and Environment Act 1987*)

In this instrument “**Officer**” means –

- **Dale Gilliatte – Manager Community Safety, Health and Compliance**

By this Instrument of Appointment and Authorisation, the Mornington Peninsula Shire Council –

1. Under Section 147(4) of the *Planning and Environment Act 1987* – appoints the Officer to be an Authorised Officer for the purposes of the *Planning and Environment Act 1987* and the regulations made under that Act; and
2. Under Section 313 of the *Local Government Act 2020* authorises the Officer either generally or in a particular case to institute proceedings for offences against the Acts and regulations described in this instrument.

It is declared that this Instrument of Appointment and Authorisation –

- A. Comes into force immediately upon its execution; and
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This Instrument of Appointment and Authorisation is authorised by a resolution of the Mornington Peninsula Shire Council on 28 November 2023.



INSTRUMENT OF APPOINTMENT AND AUTHORISATION
(Land Act 1958)

In this instrument “**Officer**” means –

- **Anil Patel – Drainage Engineer**

By this Instrument of Appointment and Authorisation, the Mornington Peninsula Shire Council, acting in its role as the Committee of Management for land reserved pursuant to Section 4 of the *Crown Land (Reserves) Act 1978* –

1. Under Section 188A of the *Land Act 1958* – in its capacity as a Committee of Management authorises the Officer for the purposes of Section 188A of that Act.
-

It is declared that this Instrument of Appointment and Authorisation –

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INSTRUMENT OF APPOINTMENT AND AUTHORISATION
(*Planning and Environment Act 1987*)

In this instrument “**Officer**” means –

- **Anil Patel – Drainage Engineer**

By this Instrument of Appointment and Authorisation, the Mornington Peninsula Shire Council –

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