

A group of children are shown from the chest up, holding small potted plants. They are wearing colorful clothing, and the background is a blurred garden with green foliage and flowers. The children's faces are partially visible, showing they are engaged in the activity.

COUNCIL PLAN ACTION PLAN PROGRESS REPORT 2020—21

Quarter 4

FOURTH QUARTER 2020-21 PROGRESS REPORT

Welcome

Darebin Council aspires to be a greener, bolder, more connected city. We are working hard to address the critical issues affecting our community including the climate emergency, unprecedented growth and change and growing inequality. We invite you to read on to see what we've done to meet these challenges in the fourth quarter of the 2020-21 financial year.

How to Read This Report

This document outlines our progress in completing the Council Plan Action Plan 2020-21. The report comes in five sections:

1. The Big Action Progress Report covers the status of the 16 priority projects that Council has set in its Council Plan for 2017-21.
2. The Action Plan Update covers the 200 items from the 2020-21 Council Plan Action Plan. The actions are arranged by Council Plan goal and each action has a comment that outlines the progress against that action as at 30 June 2021.
3. The Capital Works Summary contains highlights from projects in our capital works program, as well as a dashboard that gives an update for each individual project.
4. The Status of Council Resolutions report provides a summary of the organisation's progress in implementing Council's decisions from the 2020-21 financial year.
5. The Financial Report provides an executive summary, including information on our operating and capital works performance.

Darebin at a Glance

The City of Darebin is one of Australia's fastest growing areas, located in the northern suburbs of Melbourne, covering an area of around 53 square kilometres of land encompassing the areas of Bundoora, Kingsbury and Macleod, Keon Park, Fairfield and Alphington, Northcote, Preston, Reservoir, Coburg and Thornbury. Darebin is changing as Melbourne's population grows and its suburbs are becoming highly sought-after places to live because of good transport, amenity and access to employment. The city is expected to grow by approximately 40 percent in the next 20 years.

We are home to one of the largest, most diverse communities in Victoria in terms of culture, language (around 140 languages are spoken), religion, socioeconomic background, employment status, occupation and housing need. We have one of the largest populations of Aboriginal and Torres Strait Islander residents in metropolitan Melbourne. We know that one in five Darebin residents is affected by a disability of some kind and that almost one-third require assistance. Nearly 6 percent of our population, 16 years and over, identify as bisexual, gay, lesbian or 'other' sexuality. While the social and economic prosperity of Darebin is changing with more residents earning higher incomes, there are many people in Darebin who experience disadvantage and our unemployment rate (as at March 2021) of 7.7 percent is significantly higher than the greater Melbourne figure of 7.1 percent.

Our Services

Darebin City Council provides services to residents, businesses and community groups, from the early years - maternal and child health and family services - through to retirement and seniors activities.

Services are also available to support new businesses, maintain roads, footpaths and drains, provide waste collection, youth services, libraries, sports grounds, arts programs, festivals and more.

Our Plan for a Greener, Bolder, More Connected City

Guiding the way Council delivers its services and plans for the future is the Council Plan 2017-21. This plan was developed following the most recent election and outlines the objectives and aims of Council over its four-year term. Development of the plan included significant community consultation at community forums, festivals and using social media.

Council understands that there are a number of challenges facing our country and community and has outlined actions that will enable us to meet these head-on. To live our vision of being 'A greener, bolder, more connected city', Council's aspirations are:

1. We will be leaders in creating a sustainable city through local innovation projects that address climate change.
2. We will improve the wellbeing of people in our community by providing opportunities for them to live their lives well.
3. We will ensure our planning system facilitates high quality and sustainable development that extracts social, environmental and economic benefits for our community.

4. We will support and attract a diversity of local businesses and industries by fostering an environment in which they can thrive.
5. We will lead on equity and recognise our diverse community as our greatest asset for solving future challenges.
6. We will be a leading, modern and open council to meet our challenges, now and in the future.

Under each goal of the Council Plan, are three strategies dictating how the organisation plans to meet these objectives. Supporting the Council Plan is an annual Action Plan which sets out our work for the financial year to ensure that the objectives of the Council Plan are implemented.





REPORT AGAINST OUR 16 BIG ACTIONS



BIG ACTIONS — COUNCIL PRIORITIES AND PROGRESS

Action 1: Double solar power

The Solar Saver program continues to inspire broad solar uptake across Darebin, with Council successfully meeting its 2016 goal of doubling the amount of solar power in Darebin in late 2019 one year early. With Darebin residents being such strong solar supporters, the amount continued to grow into 2020-21.

The Solar Saver program has now delivered over 7900kW worth of solar for the Darebin community since its inception.

Completed

Action 2: Create a new Darebin Energy Foundation (now the Climate Emergency Darebin Advisory Committee) – a climate emergency think tank and initiative innovator – to address climate change

Council created the Climate Emergency Darebin (CED) Advisory Committee in 2018. Since then, CED has provided advice and feedback to Council to implement Council's Climate Emergency Plan. Highlights include: developing strategic advocacy in collaboration with national networks, providing advice that helped form the Climate Emergency Australia Network, and advising on climate mobilisation activities such as community leader workshops and reducing greenhouse emissions through Council operations.

Completed

Action 3: Dramatically improve walking and cycling

Highlights include completing the Northcote Thornbury Streets for People corridor to support safer streets. We've also successfully secured with others over \$2 million in funding from the Victorian Government through the Northern Regional Trails Strategy for better walking and cycling routes in Reservoir and Bundoora, and advocated to the State Government for the Heidelberg Road pop up bike lanes, which have been used by over 50,000 people riding each month. Throughout COVID-19, cycling has increased between 100 to 150%.

Completed

Action 4: Advocate for better public transport

Following Council's advocacy, the State Government announced additional tram services between Docklands and Preston to respond to COVID-19. Additional trains were also implemented on the Mernda and Hurstbridge Lines. Council has worked on implementing new advocacy positions for an electric bus between the Route 11 terminus and Reservoir Station as an interim solution until the Route 11 tram is extended, and to bring forward the northern section of the Suburban Rail Loop. Other ongoing public transport advocacy to the State Government includes accessible tram stops and bus network reform.

Completed



Action 5: Establish a Nature Trust to create more open space across Darebin

Council has established the Darebin Nature Trust (DNT) Advisory Committee, which brings together a group of community members with a broad range of biodiversity expertise. The Committee has provided significant input and guidance on biodiversity aspects of Council's new Open Space Strategy: Breathing Space, Darebin's Gardens for Wildlife program that launched in June 2021, and the Biodiversity Management Plan.

Completed

Action 6: Create a new park, playground, oval and children's hub on the site of the old Ruthven Primary School in Reservoir

Based on community feedback, Council decided to develop this site as a nature based park and not to proceed with a children's hub. A Master Plan to create a nature based and biodiverse park at the former Ruthven Primary School was adopted by Council on 29 June 2020.

Concept plans for a new playspace and nature play area were shared with the community in February 2021 and endorsed by Council on the 24th May 2021. Consultation on the playspace was delayed because of the 2020 lockdowns and this also delayed construction. Construction is set for the second half of 2021, and the playspace is set to open by late 2021.

A draft planting plan has been created to guide rewilding at Ruthven Park and, in conjunction with Darebin Nature Trust and former Ruthven Community Reference Group, a planting list has been established for this park.

Completed

Action 7: Build a multi-sports stadium

The Outdoor Courts have been completed and Practical Completion has been issued.

The Narrandjeri stadium has progressed significantly and is at 62% completion. All the services are in, the concrete, steel and timber structures have been erected and roof work is underway. Outside the building, the tree cells and retaining wall are also under construction, and the intersection works at the entry from Darebin Road have commenced and are 15% complete. Completion date for all works is scheduled for early December 2021.

Delayed, will be completed in 2021

Action 8: Renew the Northcote Aquatic and Recreation Centre (NARC)

The project has progressed significantly. The design is 100% complete and at a stage where the architects can be novated to a construction contractor.

Following an EOI process, three contractors were shortlisted for tendering.

The construction tenders closed 17 June 2021 and three tenders were received from the three short listed Contractors.

Currently the Panel is evaluating the tenders and aiming to issue a report to Council with a Contractor recommendation in August 2021.

Will not be delivered in 2021



BIG ACTIONS — COUNCIL PRIORITIES AND PROGRESS

Action 9: Reimagine and revitalise seniors facilities

The refurbishment of these centres is complete and refreshed internal spaces at these centres will encourage opportunities for increased mixed use of these facilities by more diverse communities, not just seniors groups, which will support the revitalisation of the use of these facilities.

Completed

Action 10: Reinvigorate the Darebin Arts Centre

An upgrade to the Darebin Arts Centre's HVAC (Heating, Ventilation, Air Conditioning) was completed in June 2020. This upgrade significantly improved the service delivery and experience of patrons and artists at the venue, while also providing environmentally sustainable improvements. Workforce planning has concluded as part of the new business model which is in line with Council's endorsed five year strategy of transforming the facility into a dedicated Arts Centre.

Completed

Action 11: Increase our Tree Canopy and urban forest

Planting is ongoing but this project stage is complete, with RAPID Canopy the main planting program being implemented this financial year for streetscape planting. All planting sites have been assessed with some tree planting completed before Stage 4 restrictions were enacted.

To date, 3400 trees have been planted in streetscapes. Preston West & Reservoir East have been planted.

Over 5000 indigenous tube stock have been planted in bushland areas and over 200,000 tube stock have been planted as part of rewilding Darebin.

200 park trees have been planted.

Completed

Action 12: Expand our land subdivision levy

Work to expand the land subdivision levy (Open Space Levy) is a multi year project and substantially progressed. Council consulted on and established a new Open Space Strategy in this term, and has prepared a planning scheme amendment and supporting documents to propose what would be a leading approach to ensure there is open space needed for community. Following feedback from a planning panel to another Council with a similar proposed change, Council decided to do additional work that was not originally expected to give it the best chance of success and this project has therefore extended by 12 to 18 months. In 2021-22, the final stages of the planning Scheme Amendment process are expected to take place including planning panel consideration and then final consideration by Council to seek approval from the Minister for Planning.

Will not be delivered in 2021



Action 13: Create a Developer Contributions Scheme

Council has prepared a municipal Development Contributions Plan (DCP) to allow Council to collect funds from new development to contribute to the costs of infrastructure. The proposed plan was exhibited for community and stakeholder consultation in 2020, through Planning Scheme Amendment C170dare. At its meeting of 22 March, Council considered all submissions and decided to refer the amendment to an independent Planning Panel. A Panel hearing was held in May 2021 and a report will be provided to Council in early 2021-22.

The Panel report will make recommendations about the amendment for Council's consideration and, at that stage, Council can decide to adopt the amendment with or without changes before submitting to the Minister for Planning for approval.

Completed

Action 14: Create a new suburb for Northland

Progress on the Northland Urban Renewal Precinct (NURP) planning has been disrupted due to significant changes in State Government policy in early 2020 which prioritises industrial uses in this area. Considering this change, and that slower population growth is now expected as a result of COVID-19, Council decided to put this project on hold in 2020-21 and will reconsider it at a later date.

Discontinued

Action 15: Use the opportunity created by the Government's removal of road and rail crossings

Major works for the removal of four level crossings in the Bell to Preston Level Crossing Removal Project (LXRP) have commenced. Council continues to advocate for several key changes, particularly to the design of the commuter car park at Bell Station (to be relocated to the west entirely, or access provided from the west via Bell Street at a minimum) and a safer design for pedestrians and cyclists at Cramer Street, near the Preston Market. Council's clear advocacy position is outlined in our adopted advocacy document, 'Preston Reconnected'. As major works for the project progress, Council will continue to engage with the LXRP to improve outcomes for Darebin residents.

Completed

Action 16: Develop a plan for the revitalisation of central Preston

Major projects underway in central Preston, particularly the Level Crossing Removal Project, and the State Government review of planning controls for the Preston Market precinct, create a once in a generation opportunity to plan for Preston into the future. Council decided to focus its effort on these significant opportunities and progress the updating of the structure plan more slowly than initially anticipated. Council officers continue to strongly advocate for Council's objectives in these two projects. Council is also developing a Structure Plan to strengthen town planning controls relating to land use, development, transport and public space, to enhance the Preston High Street centre. Substantial preparatory work has been undertaken for the Structure Plan, including background studies, a transport plan and a Built Form Framework, which is nearing completion. The Structure Plan itself will be prepared following community engagement in the 2021-22 financial year.

Completed







PROGRESS REPORT ON THE 2020-21 ACTION PLAN



GOAL 1

We will be leaders in creating a sustainable city through local innovation projects that address climate change.

1.1 We will become an energy and water efficient city and reduce waste.

2020–2021 actions working towards targets:

Progress comments:

Deliver the mobilisation strategy endorsed on 2 December 2019, with input from Climate Emergency Darebin and other community leaders, to strengthen existing community leadership and build a broader movement across Darebin to support the update of Climate Emergency action and initiatives

A range of mobilisation activities have been delivered this year, including: Keep Cool in Darebin communications and engagement campaign helping to support vulnerable households during heatwaves; Stories of Us digital series, profiling community members who are building resilience and connection through COVID-19 and beyond and preparing and delivering a community skills series with climate active groups across Darebin, Yarra and Moreland. Work has also started to support vulnerable community members most at risk from climate change.

Implement key projects from the Climate Emergency Plan including tendering for a supplier to provide renewable energy for Darebin and many other Victorian local governments

Darebin has been the lead council in securing new electricity contracts for 46 Victorian Councils to switch to 100% renewable energy from 1 July 2021. Our streetlights, libraries, sporting facilities and town halls will now be powered by renewable energy. The new deal the Victorian Energy Collaboration (VECO) was launched on 20 May 2021 and received national media attention.

VECO is the largest emissions reduction project ever undertaken in the Australian local government sector. Victorian Councils have come together to drive investment in renewable energy, resulting in pooling 240GWh of electricity. This is equivalent to powering 45,000 homes with renewable energy or taking 90,000 cars off the road each year.



2020-2021 actions working towards targets:	Progress comments:
<p>Report on the progress of Council's delivery on the Climate Emergency Plan (2017-2021) and in consultation with the community and other stakeholders, develop a new plan for the following four years</p>	<p>A strong focus this year has been on supporting Darebin's most vulnerable community members to adapt to the effects of climate change, such as running an information and education campaign on how to keep cool in summer. Other highlights include purchasing carbon neutral off sets (certification is expected shortly), delivering the Victorian Energy Collaboration (VECO) with 45 other Councils, and progressing climate risk work. Looking ahead to 21 22, much preparatory work has done to review the Plan and to undertake inclusive community consultation for the Climate Emergency Plan review. We look forward to working with our community as we continue to lead action on the climate emergency.</p>
<p>Develop technical standards for future Council building projects to support energy efficiency including guidance material for LED lighting, solar panel installation and other energy efficient building improvements</p>	<p>Technical guidance in response to Council's ESD policy was finalised in May and has now been rolled out through the Project Management Toolkit.</p>
<p>Improve building energy performance monitoring</p>	<p>Council has delivered a new energy performance dataset which enables Council to identify opportunities to improve energy efficiency and measure savings from renewable energy and initiatives. Recently, monitoring tools were used to improve performance of solar systems and identify high priority sites for future solar installations and lighting upgrades, as well as reducing energy use during COVID-19 facility shutdowns.</p> <p>This dataset has also enabled Council to measure greenhouse gas emissions associated with our operations and calculate the required amount of offsets to achieve Carbon Neutrality. Council is currently in the process of achieving carbon neutrality certification. This process is expected to be completed by the end of July 2021.</p>
<p>Continue to purchase electric and hybrid vehicles in accordance with Council's Fleet Policy that includes operating within areas where appropriate alternatives exist. Progress the installation of EV charging stations at the Reservoir Operations Centre and additional charging station at the Preston Town Hall site.</p>	<p>Council placed an order for 9 hybrid vehicles as part of the fleet management process. The vehicles have arrived and have been in use since mid December 2020. Council has received delivery of one fully EV van for our library teams.</p>
<p>Install 500 solar panels (1,000kW) for 100-200 low income households through the Solar Saver program</p>	<p>Despite delays due to multiple COVID-19 lockdowns in Melbourne, the Solar Saver program has supported 153 solar installations for low income households in this financial year, which amounts to 2,400 panels, totalling 714kW.</p>
<p>Launch the Solar Saver Bulk Buy to support at least 200 households and small businesses to access solar with reputable suppliers and products</p>	<p>The Solar Saver Bulk Buy program began in July 2020 and, by June 2021, over 600 households had expressed interest in the program. 124 installations have been completed through the Bulk Buy stream, totalling 606kW. While the challenges of COVID-19 slowed progress this year, we look forward to 2021-22 when the Solar Saver program will continue to offer bulk buy panels for our community.</p>

GOAL 1

We will be leaders in creating a sustainable city through local innovation projects that address climate change.

1.1 We will become an energy and water efficient city and reduce waste.

2020–2021 actions working towards targets:	Progress comments:
Provide subsidised LED lighting to support businesses to reduce bills and carbon emissions	<p>Forty two businesses in total have been supported to upgrade 1,320 lights through the Light\$mart program this year, with 20 installations in the last three months. The upgrades collectively reduce CO2 emissions by 147 tonnes a year, which equates to taking 39 cars off the road.</p> <p>Nineteen Efficiency and Sustainability Health Checks have been undertaken to identify additional opportunities to reduce on going costs, CO2 emissions and waste to landfill.</p>
Develop technical standards for future Council building projects to support water efficiency including guidance material for water tank installation, storm water re-use and greater usage of non-portable water supply both within buildings and for irrigation	<p>Technical guidance in response to Council's ESD policy was finalised in May and has now been rolled out through the Project Management Toolkit.</p>
Increase the amount of food waste collected from the Darebin community through promotion of the introduction of food waste recycling as part of the green waste service	<p>Council continued education and promotion of food and green waste recycling, and also conducted food and green waste audits across the municipality, with the findings going towards increased education and community engagement to reduce food waste to landfill. A successful Multi Use Developments (MUDs) trial identified opportunities for introducing food waste collection services to apartments (either Council or privately serviced), and to support residents living in apartments to reduce their food waste. Closing the loop, we also supported Darebin's community gardens through the donation of compost produced through Darebin's food and green waste recycling service.</p>
Deliver an ongoing program of recycling and waste education and communications focussing on 'Recycle Right'	<p>The Darebin community continues to be a great recycler, enjoying the Sustainable Darebin Map, attending a virtual Material Recovery Facility tours, and participating in Slow Fashion online panel discussion and other events.</p> <p>To reduce waste to landfill, Council collaborated with community led Darebin Hard Rubbish Heroes (nearly 10,000 members) to promote collaborative share and repair events in the lead up to and during Darebin's hard waste collection. Twenty two cafes are now participating in the Wangim KeepCup trial, and 2,267 single use cups have been diverted from landfill since the project commencement. Darebin's businesses were supported through the Single Use Plastics guide for businesses to reduce waste to landfill, save businesses money and support our local businesses. The team looks forward to continuing to promote Council's recycling and waste initiatives, with a particular emphasis on the circular economy in the next year.</p>
Implement Darebin's Waste Strategy to deliver on the aspirations of the Climate Emergency Plan 2017–22 by cutting emissions from waste, supporting elimination of single-use plastics and ensuring recycling systems are effective in the long run	<p>Work continued to implement Council's Waste and Recycling Strategy, helping the community reduce waste to landfill. Highlights include:</p> <ul style="list-style-type: none"> - A waste and recycling behaviour change and education trial that identified opportunities for improving waste services for apartments. - Sustainable Darebin Map. An interactive online map has been developed that showcases the sustainable initiatives and businesses in Darebin. - Wangim cup program. Twenty two cafes are now participating in the Wangim KeepCup trial, and 2,267 single use cups have been diverted from landfill since the project commencement. - Circular economy initiatives at KP Hardiman Reserve. Council received a \$299,580 grant (max. \$300k per grant) through the Sustainable Infrastructure fund.

1.2 We will increase sustainable transport through safer streets for walking and cycling, and advocacy for public transport.

2020–2021 actions working towards targets:	Progress comments:
<p>60 car share bays are in place. In 2020–21, offer car share companies the opportunity to establish 40 or more bays. It is noted that car share companies are currently reviewing their plans in the context of COVID-19 and the final number of bays will be driven by their interest.</p>	<p>There were 6 new car share spaces installed in Darebin in June and a further 4 spaces will be installed in July. This will bring the total number of car share spaces in Darebin to 74.</p> <p>Council had aimed to reach 100 new bays in the council term. However reaching the full 100 has been delayed mainly due to the impact of COVID-19 and uncertainty about interest in car share at this time.</p>
<p>Work with Reservoir Views Primary as the third 'Octopus School' to improve safe travel to School</p>	<p>Reservoir Views Primary School had a Safe Travel Audit conducted and Council has engaged the school community through a parent and student travel preference survey. Active Travel Routes have been mapped and decals (decorative designs) installed. The school has been provided with a new bike fleet and bike shed, and one staff member has been trained in Bike Education.</p>
<p>Promote and support cycling and walking during COVID-19 and beyond including through events (such as Ride2Work Day) and virtual events and promotions</p>	<p>In 2020-21, we continued to offer low cost/free bike skills workshops and one on one bike training to the community. In March 2021, we collaborated with community group WeCycle to launch 'Free Monthly Bike Checks' at Cycle Bike Hub in Batman Park. The event is fully subscribed each month and we are working with other local bike riding groups such as Darebin BUG to make it a regular focus for Darebin's bike riding culture. Our E bike Q&A webinar in November 2020 was attended by 70 Darebin residents, and in May 2021 we ran an in person 'E bikes for Me?' session, with a special focus on mobility for older community members. Many participants in our programs are readers of Darebin Loves Bikes e news, which is distributed to an expanding list of over 860 subscribers.</p>
<p>Works to be constructed this year include:</p> <ul style="list-style-type: none"> - Four pedestrian and bike rider safety treatments along the Mernda Rail-line Streets for People corridor - Traffic signals and path improvements at the Cheddar Road and Dole Avenue intersection - Four treatments, including a temporary road closure/pocket park, along the Preston Activity Link Streets for People corridor - Three treatments in the Croxton West area along Leinster Grove and Woolhouse Street 	<p>Detailed designs have progressed for the following projects:</p> <ul style="list-style-type: none"> - Safe crossing point on Boldrewood Parade north of Broadway - Miller Street / Bracken Ave Signalised Pedestrian Crossing - High / Pender / Blyth pedestrian crossing - High / Woolton pedestrian crossing - Preston Streets for People corridor (4 sites) James Street (2 sites) and Cramer Street (2 sites) - Croxton West Local Area Place Making/Streets for People (LAPM)/ SfP raised zebra crossings on Arthurton Road, Woolhouse Street and Leinster Grove. <p>Construction has been completed for:</p> <ul style="list-style-type: none"> - Olive St/ Edwards St, Reservoir - Traffic signals and path improvements at the Cheddar Road and Dole Avenue intersection - Preston Activity Link James Street (2 sites) and Cramer Street (2 sites) - Northcote/Thornbury 2 raised zebra crossings Herbert/Hawthorn and Ethel Street - Construction Cheddar Road LAPM one location Strathmerton/Evans - Construction Northcote LAPM priority location Sharp St.
<p>Implement further speed limit reductions to 40km/h in the Northcote and Thornbury areas of Darebin to achieve over 35% of local roads operating at 40km/h</p>	<p>Council successfully secured State Government approval to roll out two new 40 kph zones in Darebin, with changes to be rolled out by the end of June. A number of other applications have been submitted and are pending state government approval. These changes mean 24% of local Darebin streets will have a 40km/h speed limit. Looking forward to 2021-22, work will continue to further reduce speed limits in local streets to 40 kmh.</p>

GOAL 1

We will be leaders in creating a sustainable city through local innovation projects that address climate change.

1.2 We will increase sustainable transport through safer streets for walking and cycling, and advocacy for public transport.

2020–2021 actions working towards targets:	Progress comments:
<p>Improve bike rider safety by delivering priority treatments along the Northcote and Preston Streets for People corridors:</p> <ul style="list-style-type: none"> - Two road safety treatments on James Street and two on Cramer Street in Preston - Five wombat crossings: two on Ethel Street, one on Stott Street and one each on Herbert Street and Hawthorn Road, in Northcote to complete the Mernda Rail-line Streets for People project 	<p>Detailed designs have been completed for:</p> <ul style="list-style-type: none"> - Bracken Avenue Crossings - Northern Reservoir Streets for People corridor Broadhurst Avenue and Radford Road Reservoir. Roundabout, zebra crossings and shared user path. - Croxton West Local Area Place Making/Streets for People (LAPM/ SfP) raised zebra crossings on Arthurton Road, Woolhouse Street and Leinster Grove. - Cheddar Road LAPM 2 locations Strathmerton/Orrong and Broadway/Boldrewood. <p>Construction has been completed on:</p> <ul style="list-style-type: none"> - Northcote LAPM priority location Sharp St - Dundas Street line marking - SfP Northcote/Thornbury 2 raised zebra crossings Herbert/Hawthorn and Ethel Street - Wood St bicycle safety projects
<p>Continue to develop designs for the construction of priority treatments along the Reservoir and Preston Streets for People corridors:</p> <ul style="list-style-type: none"> - Two speed reduction/safety treatments along Cramer Street between St Georges Road and Gilbert Road - Pedestrian and rider safety and access upgrades near the roundabout of Broadhurst Avenue and Radford Road 	<p>Construction of several priority treatments in both corridors was completed. Design development work was completed for the Preston Activity Link, with design work mostly completed for the priority project along the Northern Reservoir Streets for People corridor.</p>
<p>Deliver 100 percent of the Footpath Renewal Program and continue to improve on the satisfaction in the footpath network</p>	<p>This action has been completed in full, with \$5.4m spent to renew approximately 35,000 square metres of concrete paths across the municipality.</p>
<p>Design and construct the shared path connection from the northern side of La Trobe University to Plenty Road</p>	<p>Council secured funding from the Victorian Government through the Northern Regional Trails Strategy group of councils. Jointly funded by La Trobe University, this project constructed a new pedestrian and bicycle path through La Trobe University. Construction of the path is complete.</p>
<p>Advocate to the State Government for improved east-west transport connections throughout Darebin</p>	<p>Council has continued to work with neighbouring local governments and the Department of Transport to advocate for improved bus connections throughout Darebin. The next stages of improved connections to the pop up bicycle lanes on Heidelberg Road will improve access to important east west bicycle connections in the south of Darebin. Council has continued to advocate to bring forward construction of the northern section of the Suburban Rail Loop.</p>
<p>Advocate for more frequent services on all public transport in supporting the recovery efforts from the COVID-19 pandemic</p>	<p>Following Council's advocacy, and in response to the COVID-19 pandemic, the State Government announced additional tram services between Docklands and Preston, and additional train services on the Mernda and Hurstbridge Lines. These have continued to run post lockdown. Council will continue to advocate for auto on signals at pedestrian crossings, fast tracking of active and public transport projects, and funding for walking and cycling projects to support the significant increases in usage.</p>

2020–2021 actions working towards targets:

Progress comments:

Collaborate with the wider northern Melbourne region of councils for permanently improving bus services across Darebin

Council has continued to collaborate with other councils in the northern region through the Northern Councils Alliance to develop advocacy positions and plans on improving bus services for the community. Council is also advocating for interim bus service expansion to serve the northern suburbs ahead of the Suburban Rail Loop being delivered and an interim electric bus to connect the current Tram 11 terminus to Reservoir Station.

Work with other impacted local governments and the Metropolitan Transport Forum to advocate to the Victorian Government to commit to the delivery of the Melbourne Metro Two Project

Darebin continues to work with local government and other stakeholders to advance advocacy for constructing Melbourne Metro 2. This forms part of Council's COVID-19 recovery advocacy to stimulate local economies and provide sustainable transport connections.

Advocate to the State Government and relevant Ministers for the prioritisation of the delivery of accessible tram stops along tram route 86

Council has continued meetings with the Department of Transport and advocating to Ministers and local MPs for accessible tram stops along the Route 86 tram route as part of its COVID-19 advocacy package. This would promote the revitalisation of High Street and support local businesses, residents and visitors and remove barriers to using public transport currently being experienced by people with a disability.

Advocate to the State Government and relevant Ministers for the fast delivery of safe infrastructure to improve safety of people choosing to ride and walk to work during and following the COVID-19 pandemic **C-19**

Following successful advocacy from Council, the State Government installed new pop up bicycle lanes on Heidelberg Road and the next stage of connectors along feeder routes was implemented in June 2021. Council continues to advocate for pop up bicycle lanes on other key arterial roads in Darebin. Council will continue to work with neighbouring local governments, the State Government and the community on design and implementation, as well as further advocacy on cycling and walking infrastructure to support community need.

Continue to advocate for funding for walking improvements on arterial roads, including pedestrian crossings

Council has continued its delivery of safe walking infrastructure on local streets. On arterial roads, Council is advocating for the State Government to fund and approve safety and infrastructure improvements for walking in Darebin as part of its COVID-19 advocacy package. Darebin continues to work closely with the Department of Transport and other local governments to coordinate and implement advocacy efforts.

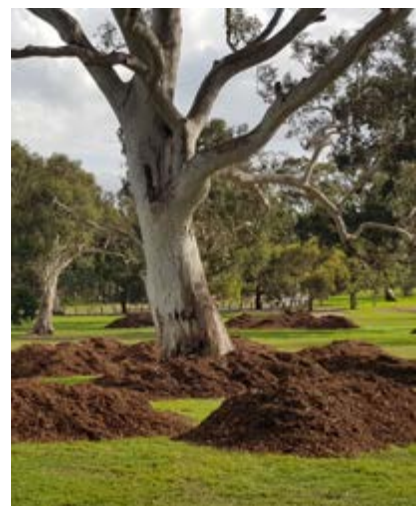


GOAL 1

We will be leaders in creating a sustainable city through local innovation projects that address climate change.

1.3 We will expand and improve our network of **open and green spaces, parks and natural environments** to provide the lungs for our city and reduce the impacts of climate change.

2020–2021 actions working towards targets:	Progress comments:
Support the Darebin Nature Trust (DNT) to provide advice to Council on biodiversity and open space matters, including advice on rewilding, community programs, advocacy, biodiversity management and the implementation of Breathing Space: The Darebin Open Space Strategy	Council is working with Darebin Nature Trust (DNT) to support them in their role of providing Council with expert biodiversity advice. This year DNT has provided advice on implementing Breathing Space (Council’s Open Space Strategy); a submission to the Victorian Parliamentary Inquiry into Biodiversity and Ecosystem Decline; establishing the Darebin Gardens for Wildlife program; the Darebin Good Design Guide for Landscaping on private property; advocacy for protecting the Dumbarton Street Grasslands threatened ecological community; and, the Rewilding Program which has seen the planting of over 120,000 indigenous plants in 2020-2021.
Monitor and manage sediment levels in Edwardes Lake and Leamington Street wetlands	Over the preceding three years, there has been no significant change to the sediment levels at Edwardes Lake. Officers continue to monitor the sediment levels as required.
At Donath Dole Reserve, extend the current footpath to increase community access to a larger area of the park	The Contract was delivered on time and below budget as part of the larger intersection works. Stakeholder engagement, including with Department of Transport (DoT) and Public Transport Victoria (PTV) (bus lines), and local residents, resulted in minimal issues during construction.
Create a pocket park at Oakover as part of the implementation of the Junction Urban Master Plan (JUMP)	The construction of the pocket park is now complete and contains new seating areas, street trees, garden beds and bike parking, as well as new pedestrian crossings to the space.
Rewild parks across Darebin including at Mayer Park; Donath Dole Reserve; Oldis Gardens; Robinson Capp Reserve; Hayes Park; Larkin Reserve; McDonnell Park; Ruthven Reserve	100,000 indigenous tube stock were ordered for the first six months of 2021 planting season and by the end of June 2021, a total of approximately 175,000 plants have been planted across Darebin for this program. In the last quarter, rewilding activities took place in Blake Reserve (18,000), Johnson Park (2,000), Donath and Dole Reserve (6,500), Strettle Reserve (2,500) and Clements Reserve (9,000) as well as a number of smaller pocket parks. Rewilding works at McDonnell Park has been put on hold until the Northern Aquatic and Recreation Centre redevelopment works are completed, and Mayer Park has also been paused pending the Master Plan development. Additionally, there was heavy investment in Edwardes Lake park (in excess of 15,000 tube stock) and Cheddar Road (6,000 plants).



2020–2021 actions working towards targets:	Progress comments:
Renew assets identified by the Park Asset Data collection process	<p>Installation of assets has been completed at Johnson Park Northcote and SPAN Community Centre Thornbury.</p> <p>Other works completed include investigation, preparation, supply and installation of water and drinking fountain at Penders Park Thornbury; supply and installation of fencing at Dole Avenue Reservoir; and, installation of irrigation at Edwardes Lake Park and grass replacement in Reservoir.</p>
Increase tree plantings and canopy in parks, streets and median strips to achieve coverage targets in line with Council’s Urban Forest Strategy	<p>Planting is ongoing but this project stage is complete, with RAPID Canopy the main planting program being implemented this financial year for streetscape planting. All planting sites have been assessed with some tree planting completed before Stage 4 restrictions were enacted.</p> <p>To date, 3400 trees have been planted in streetscapes. Preston West and Reservoir East have been planted.</p> <p>Over 5000 indigenous tube stock have been planted in bushland areas and over 200,000 tube stock have been planted as part of rewilding Darebin.</p>
Investigate a scheme that would allow developers to voluntarily fund Water Sensitive Urban Design in the neighbourhood rather than installing WSUD on site as required by the Planning Scheme	<p>A report, including financial modelling has been completed to assess the feasibility of a voluntary contribution scheme for Water Sensitive Urban Design (WSUD). The report shows that it is feasible to implement a voluntary scheme for developers to meet some of the planning for stormwater management requirements via voluntary monetary contributions to Council in lieu of constructing on site WSUD assets. The options modelled would still require a significant proportion of the stormwater management requirements of the planning scheme to be met on site.</p>
Undertake research into the use of permeable paving that will enable water to sink into the ground and water table leading to the improved condition of our waterways	<p>Bundoora Park Golf Course permeable paving project was designed by June 2021. A cost comparison between traditional asphalt pavement and permeable paving will decide whether the project is to be constructed in a future financial year.</p>
Incorporate rain gardens/Water Sensitive Urban Design into civil works, where appropriate	<p>Site specific rainwater management treatments are being designed to achieve operational effectiveness and reduce the maintenance cost and effort.</p> <p>Construction to date includes rain gardens at 13 sites, passively irrigated garden beds at 9 sites, and tree pits in 4 different sites/streets.</p>
Ensure planning approvals require larger developments to construct and/or to contribute funds toward water-sensitive urban design installations	<p>Processing of all major developments includes an Environmental Sustainable Design assessment and seeks opportunities to minimise water use and maximise water reuse and quality. This is a standard part of all application assessments for major developments and the team is continually seeking ways to ensure additional Water Sensitive Urban Design outcomes.</p>

GOAL 2

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2020–2021 actions working towards targets:	Progress comments:
<p>Undertake surveys in the East Preston and East Reservoir neighbourhoods to inform community development and wellbeing priorities</p>	<p>The wellbeing surveys for East Preston and East Reservoir neighbourhoods were deferred due to COVID-19. The health and wellbeing needs of East Preston and East Reservoir residents were identified during the community engagement process of identifying priorities of the 2021 2025 Council Plan (integrating the Municipal Public Health and Wellbeing Plan), with engagement sessions taking place in both neighbourhoods with a range of community priority groups. The wellbeing surveys for East Preston and East Reservoir neighbourhood will be undertaken next financial year to establish a baseline data set.</p>
<p>Review the Health and Wellbeing Plan with learnings from COVID-19 C-19</p>	<p>The Municipal Public Health and Wellbeing Plan was integrated into the draft Council Plan and has been submitted to the Department of Health seeking exemption to embed into the Council Plan. The 2021 Darebin Health and Wellbeing Profile Report informed the Plan and had a strong focus on the impact of COVID-19 on the health and wellbeing of community.</p> <p>Other activities in this quarter included a partnership with five primary schools for professional development and parental engagement and learning on Berry Street Education Model and a Council Careers Day for First Nations students from a Darebin secondary school, with 11 students participating.</p>
<p>Continue to connect residents to:</p> <ul style="list-style-type: none"> - Council's Community Navigation Support and Social Connection Programs C-19 - Emergency relief agencies and wellbeing services C-19 - Partner with Darebin Information Volunteer Resource Service (DIVRS) and local services to support vulnerable young people and their families' access emergency relief, support and material aid. C-19 	<p>Council responded to 166 requests through the COVID-19 Recovery Community Navigation Support and Social Connection programs for this quarter. Twenty seven household referrals have been received for the Community Activation and Social Isolation Initiative, and 300 masks were distributed. Council supported 150 households with food relief through the COVID-19 emergency relief boost and Darebin's 'Emergency Relief and Support Services During COVID-19' brochure was updated this quarter to provide up to date local emergency relief information.</p>




2020-2021 actions working towards targets:

Progress comments:

In partnership with the Darebin Best Start Aboriginal Reference Group deliver the biennial 'Welcome Baby to Country' event to connect to welcome the new generation of Aboriginal babies and toddlers in Darebin to Wurundjeri Country

Council has sought advice and feedback from Darebin Best Start Aboriginal Reference Group regarding the delivery of the 'Welcome Baby to Country' in 2020-21. Due to COVID-19 and the community's priority of protecting elders, the event will be postponed until the 2021-22 financial year. Ongoing planning and conversations with the Darebin Best Start Aboriginal Reference Group and the community continue to take place.

Deliver the Addressing Intergenerational Isolation COVID-19 Resilience and Recovery Project 

Council delivered the following projects across 20/21, fostering intergenerational social connections and reducing isolation experienced through COVID-19:

- Dear Darebin (a mail art project) - 1000 postcards aimed at communities not engaged with online platforms
- BUDS Gardening Program - a trial aimed at older residents through gardening with younger people (also reported by Aged & Disability in Q4)
- Play Streets community events in East Preston and East Reservoir in partnership with the Somali Australia Council of Victoria (SACOV) (also reported by Equity and Wellbeing in Q3)
- African Drumming and Dancing workshops in East Preston and East Reservoir as part of the Art for Good Health Project (also reported by Equity and Wellbeing in Q3)
- Darebin Schools' NAIDOC Yarning Conference (also reported by Equity and Wellbeing in Q2)

Review Council's Pandemic Sub-plan following the conclusion of COVID-19

Council's COVID-19 Safe Plan has been updated to incorporate the State's COVID-19 Safe Summer directives. This document supports the Pandemic Sub Plan and will be reviewed upon the lifting of the State of Emergency. This has been extended until December 2021.



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2020–2021 actions working towards targets:

Progress comments:

Increase immunisation rates through targeting Early Years services for vulnerable children

The immunisation service held 39 immunisation sessions (drop in and appointment clinics) during this period. A total of 2486 vaccines were administered to 1144 children (2338 Government Funded vaccines and 148 fee paying vaccines e.g. Meningococcal B, Chickenpox booster and Meningococcal ACWY). The enhanced home visiting program facilitated two children to receive 7 vaccines. Immunisation rates for Darebin have not been provided at the time of this report.

Increase the number of Aboriginal and Torres Strait Islander families accessing and remaining engaged with the Maternal and Child Health service through the employment of an Aboriginal Maternal and Child Health Nurse

The Maternal and Child Health service provided 45 Key Age and Stage (KAS) consultations to Aboriginal and Torres Strait Islander families. The service provided an additional 3 KAS consultations to babies under the age of 8 weeks compared to the previous quarter.

Increase the use of digital platforms such as social media and telehealth in the delivery of health checks and support services to children, young people and their families to improve social, health and wellbeing outcomes C-19

During 2020-21 Council's services for children, young people and families have evolved to deliver a hybrid model of face to face and remote service delivery, adjusting regularly to changing COVID-19 restrictions whilst ensuring continuity of service provision. Supports for families through services such as Maternal and Child Health, Family Services and Supported Playgroups were delivered using digital platforms where appropriate during periods of lockdown to ensure families received the health checks and supports they need. Digital engagement options continued to be made available to families when face to face service delivery resumed, to ensure that families who were anxious about attending appointments or groups were still engaged. Youth Services delivered more than 50 online events and weekly activities, online mentoring to over 80 young people, online support and referral to over 120 vulnerable and at-risk young people and achieved a significant expansion of their reach through social media platforms. The Children and Community Development unit also used digital platforms to provide supports to early childhood professionals across Darebin to enable professional development and networking to continue, with increased participation in these activities as a result of the shift to online delivery.



2020–2021 actions working towards targets:

Progress comments:

Following the adoption of the Ruthven Masterplan, make improvements to the park on the site of the old Ruthven primary school to maximise its natural bushland character. This will include a new planting program for rewilding, and the design and construction of a new playspace. Progress plans to rename the park in consultation with the local Wurundjeri people.

Concept plans for a new play space and nature play area were shared with the community in February 2021 and endorsed by Council on the 24th May 2021. Consultation on the play space was delayed because of the 2020 lockdowns and this also delayed construction. Construction is set for the second half of 2021; the play space is set to open by late 2021.

A draft planting plan has been created to guide rewilding at Ruthven Park and, in conjunction with Darebin Nature Trust and former Ruthven Community Reference Group, a planting list has been established for this park.

Implement Council’s Youth Services Strategy Action Plan 2019–21, in collaboration with the Youth Citizens Jury

Council, in partnership with the Young Citizen Jury, continued to support the implementation of priorities from the Youth Services Strategy. Due to COVID-19, actions and priorities have needed to be adjusted. Outcomes achieved this quarter have included: actively participated in the development of the community vision, priorities and four year council plan; and, supported the planning of a range of Victorian Youth Week activities and initiatives, including School Holiday activities, Public Jam Skate and BMX event, and a Youth Expo (adapted to be hosted online due to COVID-19 restrictions).

Deliver an additional five pre-employment skill development training programs, to young people to increase their job readiness and employability

Council continues to support young people’s employability and employment through a range of skill development training programs and initiatives. These included delivery of a Youth Leadership program in partnership with Big Sister (a job readiness workshop) and planning for a 6 week urban farming training program (postponed until July 2021 due to COVID-19 restrictions). One to one employment support and coaching continues to take place on a needs basis.



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2020–2021 actions working towards targets:	Progress comments:
Implement the Age Friendly Darebin Review Year Two actions	Age Friendly initiatives, many of which have been adapted in line with COVID-19 safe practices, have been delivered. Cafe Meals voucher trial has been completed. Bridging the Digital Divide work made a huge difference to the lives of participating residents, and included diverse older participants, in collaboration with Libraries, Your Community Health and via our Community Support Workers. Aboriginal and Torres Strait Islander elder women with an interest in building their use of technology benefited from new access options to leisure, personal connection, health and daily living. Lawn mowing and gardening trials concluded and are being evaluated. Individual Social Support services have expanded. Our local Homeshare provider has been collaboratively promoted as an affordable housing option. In the physical environment, Age Friendly considerations have influenced a range of infrastructure projects. The only delays have been aspects of initiatives that required older community members' consultation and participation. These will be rolled over to next year
Continue to support the community's recovery from COVID-19 impacts through the Community Navigation Support and Social Connection Programs	The Community Navigation service model provided critical support to 1,853 people in the community impacted by COVID-19 including during lockdowns, supporting the community to access vital services and emergency relief. Post covid collaboration with our community partners will be built on what we have collectively learned throughout the extended crisis.
Complete the construction of the Edwardes Lake Park changing place facility	The construction of the Edwardes Lake Park Changing Place Facility and Public Amenities was completed in November 2020 and has been operational since early December.
Ensure our food and health businesses maintain high standards of public health and safety	Restrictions during the State of Emergency provided limited access to some businesses. Council's Health Protection Unit completed a total of 793 assessments at registered businesses within the municipality, and helped business to operate safely at the same time as many of them were trying new business models to respond to COVID-19.



2.2 We will expand opportunities for participation and social connection through sport, physical activity, arts, culture and other leisure activities.

2020–2021 actions working towards targets:	Progress comments:
Design and construction of playspaces at Ruthven Reserve, Penders Park (stage 2), CH Sullivan Reserve and Vale Reserve	Vale Reserve upgrade works are now complete. CH Sullivan Reserve play space minor upgrade works are now complete. Construction of a play space at Ruthven is set for the second half of 2021 to allow for better weather during construction. Funding for Penders Park Stage 2 has been received. Construction has started and is on track for delivery by end of December 2021.
Complete new designs for the redevelopment of the pavilion and grandstand at Bill Lawry Oval, Northcote to maximise community access and participation	A concept design for the redevelopment of the Bill Lawry Oval pavilion and grandstand has been developed as part of the design competition to appoint an architect. Concept designs have incorporated community feedback. A report to appoint the successful architect to further develop this design is awaiting endorsement.
Complete the KP Hardiman Reserve, Reservoir hockey pitch and lighting replacement project	The installation of the new synthetic hockey pitch and lighting has been completed and is in use for community sport. An official opening has been delayed due to recent COVID-19 restrictions.
Complete the soccer pavilion replacement at BT Conner Reserve, Reservoir	Pavilion replacement is underway but not complete. Services and the concrete pad for the new pavilion have been completed with framing now ready to install.
Complete the planning and due diligence to identify the preferred re-development option for the Reservoir Leisure Centre to maximise the health, wellbeing and socio-economic outcomes of the surrounding community	The health and wellbeing study has been completed. Reporting of results to Council have been delayed. COVID-19 has impacted on the delivery timelines and delayed the delivery of this project.
Award the construction contract for the Multi-Sports Stadium (MSS) and commence construction	ADCO Constructions was unanimously approved by Council at the 20 July 2020 Council meeting. The stadium construction commenced in September 2020 and is progressing well. The building foundations are completed and work has commenced on the main building structure. Construction commenced in September 2020 and is scheduled for completion in December 2021.
Determine and implement the optimal management model that will be utilised for the Multi-Sports Stadium (MSS) once it opens	The management model for the Multi Sports Stadium has been endorsed and the specification completed. The public tender for the management for the MSS will be released to the market shortly.
Complete the construction of the outdoor courts at the Multi-Sports Stadium	The construction of the outdoor courts at the Multi Sports Stadium is complete. The construction includes 4 outdoor courts, amenities building, solar lighting to service the adjacent road construction and new amenities, lighting for the new outdoor courts, new road construction, landscaping, outdoor tables and seating and coaches and players boxes.
Award the construction contract for the new 6-star green star rated Northcote Aquatic and Recreation Centre facility	Following an EOI process, three contractors were shortlisted for tendering. The construction tenders closed 17 June 2021 and three (3) tenders were received from the three short listed Contractors. Currently the Panel is evaluating the tenders and aiming to issue a report to Council with a Contractor recommendation in August 2021.

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2020–2021 actions working towards targets:

Progress comments:

Recommend the Reservoir Leisure Centre Seniors Exercise Program to support health and wellbeing in spaces where seniors meet **C-19**

The Living Longer Living Stronger program has been relaunched. Participation numbers are reduced due to COVID restrictions (230 for the quarter compared to 380 for the same time last year).
Staying Active memberships (for over 60's) have increased to 319. This is slightly up for the same period last year, which recorded 312 memberships.

Programs that are suitable for all ages and abilities have been incorporated into the Get Active in Darebin free exercise program, which launched the Autumn program in March. This program offers a range of activities at both indoor and outdoor locations, including family friendly yoga at the Reservoir Seniors Centre.

Virtual exercise programs offered during 2020 and 2021 continue to be available online and include options for a range of ages and abilities including: Keep Strong, Gentle Yoga, Chair Yoga, Awareness through Movement and Meditation.

In addition, as a result of the May and June 2021 COVID-19 lockdowns, Reservoir Leisure Centre has established a direct contact approach with these users to ensure they understand the changes in access to the programs. These direct phone calls allow for engagement during times of isolation and ensure users stay safe, with a clear direction on reopening.

Recommend the Community Gym Program for Reservoir Neighbourhood House members to increase participation, health and wellbeing **C-19**

There are currently 54 (free) Community Gym memberships after reactivation in December 2020. The Reservoir Neighbourhood House continues to provide a referral pathway service for identification of suitable participants and support for participants to overcome engagement barriers to ensure memberships are being utilised. There is a waiting list of 25 people for this program.

Review the outcomes of the 2010–20 Leisure Strategy and develop a new strategy that identifies programs and partnerships for increased physical activity

This project has been delayed due to COVID-19 and will not be completed this year. This action has been identified for completion in year 1 of the 2021 25 Council Plan.



2020–2021 actions working towards targets:	Progress comments:
<p>Recommence the Swim to 50 Program at Reservoir Leisure Centre to provide swim lessons for children from low income and new immigrant families in the community C-19</p>	<p>This project was paused due to COVID-19 and the pool hall facility improvements program. Planning with stakeholders to engage participants has been undertaken to reactivate the program. The May/June COVID-19 lockdown prevented program restart which is now scheduled for July (term 3).</p>
<p>Continue to deliver the diverse range of online exercise programs developed during the COVID-19 restrictions to maximise access and participation in programs that support physical activity C-19</p>	<p>A program of online live streamed classes were reinstated for the May and June lockdown period and a library of over 250 classes remain available online for free use.</p> <p>Your Community Health took an active role in sharing these classes over the May and June period by promoting the classes through their social media channels.</p> <p>When in centre capacity limits applied, a new format of live streaming centre-based classes was implemented.</p> <p>Classes include a range of strength, cardio, older adults specific, child friendly, tai chi and mind/body specific sessions to suit a wide range of abilities and interests.</p> <p>The Darebin Get Active Autumn program was launched in March with a range of in person and on line activities throughout the municipality, with a focus on areas experiencing higher levels of disadvantage.</p>
<p>Implement the Getting Sports Clubs Back on Track Grants program as part of the COVID-19 Community and Business Resilience Package to enable Darebin’s Sport Clubs to restart activities once restrictions ease C-19</p>	<p>This funding program has been completed, with 43 clubs approved for a total of \$99,000 in funding in round one and \$42,000 in recovery grants being awarded to 13 clubs in round two.</p>
<p>Review the Performance Subsidy Program to support Darebin’s community sports clubs to maximise equity participation outcomes</p>	<p>This action has commenced but is not completed. A draft of a new performance subsidy program has been developed with updated goals regarding inclusion and alignment with the new 2021 25 Council Plan. This has been identified as a year one action for the new Council Plan and will be finalised in time to be implemented for summer season facility users.</p>
<p>Report on the second year of outcomes and achievements of the Promoting Women and Girls in Sport Partnership Agreement and use this evident to determine the next phase of the partnership</p>	<p>The second-year outcomes report and the extension of the agreement for 2021 and 2022 was endorsed at the Council meeting in March 2021. A new agreement has been finalised for years 3 and 4 of the partnership, outlining key participation and inclusion outcomes to be achieved for this period.</p>
<p>Review and implement new licence/seasonal agreements to assist Darebin’s sports clubs to maximise access, equity and participation outcomes</p>	<p>The review on how seasonal/annual license agreements can include equity and inclusion principles has commenced but is not completed. Implementation has been delayed due to COVID-19 but will be implemented in the coming year with licence and annual agreements currently in development.</p>

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2020–2021 actions working towards targets:	Progress comments:
<p>Maximise access to the newly refurbished Senior Citizen Centres Work in collaboration with community groups</p>	<p>COVID-19 restrictions continue to impact on the full operation of the centres in a COVID safe and normal environment. Prior to restrictions in May and June 2021 many seniors groups returned to using senior citizen centres, albeit in smaller numbers. Community members and seniors groups have enjoyed using the centres during business hours. In coming weeks we will explore how to enable groups who access these centres after hours and weekends to also commence their use at these centres.</p>
<p>Design and deliver seasonal festivals aligned to COVID-19 safe festival and events protocols C-19</p>	<p>Darebin's FUSE Autumn Festival 2021 ended on 28 March 2021. The program included 16 events (13 of them free), featuring 160 artists at 18 locations across Darebin. The culmination of activities was a great success, and all 16 events had live, face to face components to them, which were managed effectively in accordance with COVID safe plans. 20% of the events showcased First Nations artists, 16% showcased CALD artists, 16% showcased artists over 55 and 12.5% showcased artists with a disability.</p>
<p>Support artists and festival producers through artistic commissions to deliver a range of initiatives as part of FUSE festival</p>	<p>Delivery of Darebin's FUSE Spring Festival 2020, FUSE Autumn Festival 2021 and Council's Creative Recovery program led to 75 artistic commissions, providing employment opportunities to over 400 artists, artistic producers and technicians across mediums as varied as visual art, broadcast, performance, film, digital art and music. Additional work is being undertaken to support community led events to remain COVID safe through Council's Event Permit process.</p>
<p>Through Darebin's Arts venues, provide opportunities to produce and deliver:</p> <ul style="list-style-type: none"> - An innovative and diverse season of production through the Speakeasy program at Northcote Town Hall Art Centre - A season of Arts productions directed at elderly citizens through our 'Morning Music' program at the Darebin Art Centre - A range of productions that engages local families and children - The Mayors Writing Awards - Support for artists and the development of new theatrical works 	<p>The third quarter (Q3) saw the reopening of our cultural facilities with events and performances at both Northcote Town Hall and Darebin Arts Centres. COVID safe work plans have delivered a safe environment for staff, artists and audiences to return to work, create, and enjoy creative experiences.</p> <p>Some highlights have included: Raga series of outdoor early morning concerts in collaboration with Multicultural Arts Victoria; the launch of N Scribe, Darebin's annual magazine featuring local writers; the opening of the Speakeasy performing arts program with the first production in this year's program ('Enlightenment'); ten (10) young people taking over Northcote Town Hall for 'Let's Take Over'; and the launch of the autumn FUSE Darebin festival.</p> <p>Some creative programs have been delayed due to the continuing impacts of COVID-lockdowns.</p>
<p>Deliver an online and refocused version of the biennial Darebin's A1 Salon to support local visual artists of all ages across Darebin to exhibit new works</p>	<p>The biennial A1 Darebin Art Salon was delivered online between 10 July to 11 September 2020. Over 100 entries were received from Darebin artists who live, work or study in the municipality. Of the applicants, 33 identified as culturally and linguistically diverse, 7 identified as First Nations artists, and 22 applicants identified as artists with disability. This year's prize winners were selected by a 'People's Choice' voting system, with over 1600 votes received. An online closing event was held on Friday 11 September 2020.</p>

2020-2021 actions working towards targets:

Establish the newly formed Art and Heritage panel to support and inform Council's policies and initiatives aligned to its collections

Progress comments:

The Darebin Art & Heritage Advisory Panel held its first meeting under its new governance model in July 2020. Subsequently, an expressions of interest process was undertaken for additional Panel members. In December 2020, Council endorsed the appointment of eight new community members to the Panel's membership, as well as an organisational member position for Multicultural Arts Victoria

The first meeting of the Art & Heritage advisory panel for 2021 was held on 16 February. The meeting was attended by the eight newly appointed community members and the existing six sitting members, as well as the Councillor representative Cr Susanne Newton. In early March 2021, Veronica Pardo (CEO of Multicultural Arts Victoria) accepted the invitation to join the Art & Heritage Advisory Panel, thereby completing the panel's full membership as endorsed by Council.

Regular meetings have been held with the newly formed panel and have included discussions of key priorities for the advisory panel for the year ahead. Three further panel meetings are scheduled for the 2021 calendar year.

Design and deliver an exhibition in partnership with Midsummer Festival to showcase the work of emerging artists who identify as LGBTIQ

Emerging artist EO Gill was selected as the winner of the Bundoora Homestead Prize at the 2020 Midsumma Australia Post Art Award. Gill's exhibition 'CLEAVE' was presented at Bundoora Homestead in partnership with Midsumma Festival from 7 April 27 June 2021. The exhibition was accompanied by a critical text by Sydney writer and artist Frances Barrett.

EO Gill's exhibition was launched with an opening celebration event at Bundoora Homestead Art Centre on Saturday 17 April, including a Welcome to Country ceremony and an introduction from Councillor Laurence. The exhibition has resulted in new audiences visiting Bundoora Homestead and positive feedback from visitors.



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2020–2021 actions working towards targets:	Progress comments:
Create COVID safe platforms and artistic experiences that support artists and audiences to return to presenting work in Darebin. C-19	<p>A range of COVID-19 safe initiatives have been developed. Highlights include:</p> <ol style="list-style-type: none">1. Projects and initiatives delivered through the FUSE Spring 2020 program led to the provision of support to around 200 artists and artistic producers and technicians, across mediums as varied as visual art, broadcast, performance, film, digital art and music.2. Ten performance seasons have been rescheduled to 2021 in the Darebin Arts Speakeasy program.3. The Speakeasy Performance Development program supported 73 artists to develop future works.4. The A1 Darebin Art Salon was presented online in 2020 to ensure local artists and makers were able to exhibit their work despite the temporary closure of the Bundoora Homestead Art Centre.5. Darebin Arts portfolio is participating in regular meetings with industry peers in the sector to share methods and systems for returning to safe presenting practices and re opening of cultural facilities.
Run Backyard Harvest events within the FUSE festival to help community learn from and inspire each other in regards to local food production.	<p>The Backyard Festival (due to be held during FUSE Autumn March 2021), was put on hold due to COVID-19 restrictions. A free online Queensland Fruit Fly Information Session was run to reduce the risk of QFF infestation in Darebin. Web and print resources have been developed to help gardeners to learn gardening and seed saving skills, and support the community to use Darebin's new Seed Libraries. Council collaborated with Darebin Libraries and supported Early Learning Services with resources to deliver sustainability and seed saving workshops for children. Council supported the launch of the new Regent Community Garden in Reservoir and is supporting the development of a new Food Justice Farm in Preston.</p>
Increase the number of community gardens at the Bundoora Park Farm	<p>The ten new gardens are full of vegetable plants and thriving. These garden beds have been completed using recycled corrugated iron from the Reservoir Crossing Removal Project.</p> <p>Planning for expanding the community food growing project is underway and is considering how to address key barriers to participation in urban agriculture and food production, such as equitable access to land.</p>
Strengthen partnerships with agencies, the neighbourhood house network and not-for-profit organisations, to deliver programs and services, as part of a COVID recovery responding to current and emerging vulnerabilities. C-19	<p>This quarter, as part of a COVID recovery program responding to community vulnerabilities, Council has continued to partner with Victorian Transcultural Mental Health and Your Community Health to undertake the planning and outreach phases of the Social and Emotional Wellbeing project. Co design workshops are planned for July. Council also supported East Reservoir Neighbours for Change to continue to meet and provide advocacy on homelessness, community and traffic safety locally and the DIVRS Fresh Food Outreach continued to be delivered at East Preston Community Centre, providing bi weekly emergency relief to residents.</p>

2.3 We will expand **lifelong-learning** opportunities, to enable local people to learn, develop their interests, and secure good quality work.

2020–2021 actions working towards targets:	Progress comments:
<p>Deliver an infrastructure, workforce and service review that responds to the introduction of government subsidised three-year-old kindergarten program and identify options that meet future community needs</p>	<p>Council has undertaken extensive planning for the roll out of funded three year old kindergarten in collaboration with the Victorian Department of Education and Training (DET) and kindergarten providers across Darebin. This has resulted in the signing of a Kindergarten Infrastructure and Services Plan with DET and the drafting of a twenty year Early Years Infrastructure Plan which will be taken to community consultation in the coming months. Capital and operational projects in 2021-22 and subsequent years will continue the work of increasing kindergarten infrastructure capacity, supporting services with change management, and promoting participation in three year old kindergarten.</p>
<p>Transition the East Preston Community Centre to a lead tenant model by June 2023, informed by engagement with East Preston communities</p>	<p>The East Preston Community Centre has continued to recommence programs this quarter, with a small pause during the June COVID-19 restrictions. The three year plan has been reviewed to consider the impact of COVID-19 on the planning of the transition period. Council's next steps will include establishing an East Preston Community Centre Committee and commencing an expression of interest process for lead tenancy in 2021-22.</p>
<p>Review and implement revised library fines and charges to reduce barriers to use</p>	<p>As part of Darebin's COVID Resilience and Recovery Package, overdue fines did not accrue during the 2020-21 financial year. .</p>
<p>Increase the number of library events delivered in community languages</p>	<p>Darebin Libraries have delivered seven events in community languages this year, including two in Auslan (the same number of events as last year). The planned community language events to launch the Spanish and Macedonian collections were postponed due to COVID-19 restrictions. Darebin Libraries will continue to increase its focus on community language events in 2021-22.</p>
<p>Implement the Aboriginal and Torres Strait Islander protocols for libraries, archives and information services, to increase partnerships with Aboriginal organisations and access and service relevance to Aboriginal people</p>	<p>Work has commenced but will not be completed in this financial year. A statement of intent has been developed and the discovery stage is underway, focussing on understanding the perspectives of Aboriginal and Torres Strait Islander peoples. Current practices are being documented in preparation for a community led review of those practices and protocol development in the new financial year.</p>



GOAL 3

We will ensure our planning system facilitates high-quality and sustainable development that extracts social, environmental and economic benefits for our community.

3.1 We will encourage and facilitate **appropriate high-quality development in identified areas** to create opportunities for living accessibly to public transport, infrastructure, open space and attractive, safe public areas.

2020–2021 actions working towards targets:	Progress comments:
Strengthen standard planning permit conditions to improve the quality of design and sustainability in planning applications	Planning permit conditions have been strengthened to improve the quality of design and sustainability in planning approvals. Customers are advised early of these requirements at pre application meetings.
Assess the impact of COVID-19 particularly in regards to affordable housing and the economy	Officers have been networking with practitioners across the sector and attending industry seminars to understand the impacts of COVID-19 and opportunities for recovery. Seminar topics have included urban planning, the retail market, the housing market and affordable housing. These findings are informing multiple council programs to support local business and the most vulnerable in the community.
Translate the local content of the Darebin planning scheme into the new state format (including a new Municipal Planning Strategy) for review by the Department of Environmental Land Water and Planning, and for Council to consider seeking an amendment to the local Planning Scheme	The translation of the Darebin Planning Scheme into the new format for Victorian planning schemes, and the update of local policy, is underway. The project is on track with the second draft of the policy neutral transition into the new Planning Policy Framework complete. More updates to the Planning Policy Framework, including a revised Municipal Planning Strategy will be updated in the 2021-22 financial year.
Release new residential design guidelines as a tool to improve the quality of design and sustainability in planning applications	Council adopted the Darebin Good Design Guide Apartment Development and Darebin Good Design Guide Medium Density Development at the 7 September 2020 Council Meeting. The guidelines were uploaded to the Council website on 11 September 2020. New development is increasingly adopting the directions in the Darebin Good Design Guide.



2020–2021 actions working towards targets:	Progress comments:
<p>Establish a long term 50-year Vision for the City, informed by extensive community and stakeholder engagement, to guide planning, growth and development</p>	<p>Council developed a 20 year Community Vision in 2021 through a Deliberative Panel that was representative of the Darebin community. The Darebin 2041 Community Vision was adopted by Council on 28 June 2021. The Vision will guide Council's work across its services and programs, including planning, growth and development. The Community Vision and underpinning pillars are incorporated into the 2021 25 Council Plan (along with the Municipal Public Health and Wellbeing Plan) which was also adopted on the 28 June.</p>
<p>Achieve a median time taken to resolve planning compliance matters of 30 days and increase confidence in the Darebin Planning Scheme and planning decisions</p>	<p>The median resolution time for a representative sample of service requests has been reduced to 10 days on account of improved efficiencies and resumption of inspections following end of Stage 4 restrictions.</p>
<p>Champion high standards for design excellence in private development in Darebin, through the City Designer who works with planning permit applicants and their designers to raise the quality of design in applications</p>	<p>Council's City Designer has continued working with the statutory planners and planning permit applicants through pre application meetings and design referrals. Weekly sessions have been initiated with statutory planners to discuss design related issues for all planning applications.</p>
<p>Develop a vision and built form guidelines for Heidelberg Road to guide high quality development, including consultation with the surrounding community</p>	<p>The project to develop a vision and planning controls for Heidelberg Road is a multi year project. Substantial progress has been made, including technical studies on land use, heritage and urban design to inform the planning approach. Community engagement is now underway to seek community input into development of appropriate planning controls. Engagement was delayed slightly during the recent lockdown, and will be finalised in the coming weeks, with a report coming back to Council on the findings of engagement later in the year.</p>
<p>Council has done significant planning towards a future suburb in the Northland precinct, however, the State Government has recently made some quite significant policy changes around industrial land, and the impacts on the local economy of COVID-19 also mean that this planning needs to be revisited. In 2020–21 the impact on the local economy will be assessed. Further specific planning relating to the Northland precinct will be considered in future years</p>	<p>Progress on the Northland Urban Renewal Precinct (NURP) planning has been disrupted due to significant changes in State Government policy in early 2020 which prioritises industrial uses in this area. Considering this change, and that slower population growth is now expected as a result of COVID-19, no 2020-21 action was planned nor has been completed.</p>
<p>Complete the Preston Library Feasibility Study and determine the next steps</p>	<p>The Preston Library Feasibility work is now complete. A new or redeveloped Preston Library will be considered as part of the Preston Civic Precinct planning. Consideration of a global learning hub (which would include a library) for Preston has been identified in the 2021 25 Council Plan.</p>

GOAL 3

We will ensure our planning system facilitates high-quality and sustainable development that extracts social, environmental and economic benefits for our community.

3.1 We will encourage and facilitate **appropriate high-quality development in identified areas** to create opportunities for living accessibly to public transport, infrastructure, open space and attractive, safe public areas.

2020–2021 actions working towards targets:

Progress comments:

Advocate for good planning outcomes at the Preston Market Precinct through the Victorian Planning Authority’s planning process

Council continues to call on the State Government and the developer to ensure that the planning controls and proposals for redevelopment protect what the community have told Council is important. At its meeting on 22 March, Council updated its ‘Heart of Preston’ objectives and advocacy position to detail what is needed to ensure that the market flourishes. At its meeting on 28 June, Council adopted its key submission points in response to the State Government’s proposed planning controls for the market precinct, which are currently on public consultation. Council also continues its advocacy campaign, including contacting all local State and Federal MPs to seek their support for Council’s position on protecting the market and the interests of existing traders.

Seek community feedback on a draft Urban Design Framework for Central Preston as part of the Future Preston project, and prepare a Central Preston Structure Plan that provides a framework to guide future development in the area

This work is progressing, but not as fast as planned at the start of 2020-21. Council has prepared a draft Future Preston Central Vision and background reports on urban design, land use, and transport. Preparation of a Built Form Framework is nearing completion. Council delayed this to prioritise work on other major Central Preston opportunities including advocacy to the Level Crossing Removal Project and for strong Planning Controls at the Preston Market. Community engagement will take place in 2021-22, the findings of which will be used to prepare the draft Structure Plan.

Assist and establish a business led association for Preston Central

The Preston Central Business Association has been established. The Committee, supported by a Marketing Coordinator, has developed a Marketing Plan which it is now implementing.



2020–2021 actions working towards targets:**Progress comments:**

Council successfully advocated for removal of four level crossings through the Preston area and in 2020–21 will advocate for excellent design and to ensure that construction is managed so it minimises disruption and supports business and community through that time. Council’s work will include review of state government designs and plans and working with the state government to integrate creative outcomes in rail infrastructure projects at Preston Market and Bell Station.

Council successfully advocated to the Level Crossing Removal Project for additional open spaces. Council provided support for traders and implemented economic activity during the first rail occupation in May 2021. Council continues to advocate for the access to the Bell Station commuter carpark to be from the West of the station. The State Government has not yet changed its plans.

During any disruption from the Level Crossing Removals, Council will help traders and community minimise the impact and will encourage our community to shop locally

Council is advocating for minimal disruption and for substantial State support for traders affected, based on the objectives adopted in ‘Preston Reconnected’. We are supporting local businesses with a range of economic initiatives, such as the ‘Love Local’ campaign to encourage residents to shop locally. Council is making new on street parking available in Preston to ensure residents and visitors can support their local businesses even when construction is underway.

In 2020–21 Council expects to further progress this multi-year project (public open space levy) to increase the open space levy. This year this is expected to include presentation to a Planning Panel and seeking authorisation from the Minister for Planning. It is expected to be completed in the 2021–22 financial year.

In 2020-21, the main focus has been detailed work to strengthen Council’s proposal for an Open Space levy when it is considered by a planning panel, after feedback to another Council on a similar proposal suggested additional work was needed. Doing this extra work has required the project to be extended. Work included preparation of an Implementation Plan of the Open Space Strategy. It is now expected that a Planning Panel could be scheduled for early 2022.

In 2020–21 Council expects to seek authorisation from the Minister for Planning to consult on a proposal for new Developer Contributions Plan that would ensure that developers contribute financially to Council infrastructure as the population grows

Council consulted on its proposed new Developer Contributions Plan (DCP) and considered submissions at its meeting on 22 March 2021. Council then referred them to an independent Planning Panel which convened in May 2021. The Panel will provide a report with recommendations about the amendment for Council and the Minister for Planning to consider.

This year of the program will investigate further sites that can be used for affordable housing and update the Darebin Housing Strategy and Neighbourhood Character guidelines

This quarter, Stage 1 of the Neighbourhood Character Study was completed which is a critical step in developing the Housing Strategy. The major State government housing announcements during the year will make a significant difference in social housing availability in Victoria, which Council has been advocating for many years. These announcements however also delayed Council’s work on the Housing Strategy as it took time to understand the impacts and opportunities arising, and Council is continuing to work with the State and community housing providers on the delivery of the \$5.3 billion Big Housing Build by providing a feedback on proposals to ensure they knit into local areas well and meet local needs.

Continue to implement the project to develop new social housing on a Council car park at Townhall Avenue, including lease execution, project management, consultancy and legal investigations to progress the project

Council has selected an affordable housing provider to develop and manage high quality affordable housing at the former Council car park at Townhall Avenue. Recent activity has focussed on finalising the lease and planning advice.

GOAL 3

We will ensure our planning system facilitates high-quality and sustainable development that extracts social, environmental and economic benefits for our community.

3.2 We will support our creative industries to ensure the city grows as a significant arts and creative centre.

2020–2021 actions working towards targets:	Progress comments:
<p>Implement the following COVID-19 Recovery projects including: creative collaborations; cultural infrastructure grants, arts partnership support recovery program, online recovery program to support Darebin’s creative vibrancy by assisting artists to sustain their practice and connect to colleagues through web-based media</p> <p>C-19</p>	<p>There are four program components occurring as part of Council’s recovery program specifically designed to deliver cultural outcomes.</p> <ol style="list-style-type: none"> 1. The Creative Collaboration in Isolation Program is in the acquittal phase. 2. The Culture Online Initiative is providing creative opportunities to 33 artists to exhibit work on a digital platform and is available for viewing. The third series of works were launched in February 2021 and this program concluded in March 2021. 3. The Cultural Infrastructure grants are in the delivery phase and support local creative industries to adapt to the adverse impacts of COVID-19 restrictions. 50 artists will receive direct support from these grants with a further 227 benefiting from organisational improvements and opportunities created by this funding. 4. The Arts Partnership initiative is in the delivery phase. The Arts Recovery Partnership Grants closed on 4 March 2021 and 39 applications were received. The total amount of funding requested was \$776,622. The Grant has been designed to support creative businesses in Darebin that have been heavily impacted by COVID-19 lockdowns, social distancing and reductions to venue capacities. Eight Darebin arts business were successfully awarded Arts Recovery Partnership Grants and will complete and acquit their projects by April 2022.
<p>Expand and consolidate the cultural licensee program at Northcote Town Hall Art Centre and Darebin Arts Centre</p>	<p>Licensee programs have been delayed during 2020 due to the closure of Council’s arts venues due to COVID-19 lockdowns in Victoria.</p> <p>Negotiations have continued around the license arrangement for Multicultural Arts Victoria (MAV) at Northcote Town Hall Arts Centre.</p> <p>Speak Percussion have commenced their license arrangement at Darebin Arts Centre and have occupied their new office space as of January 2021.</p> <p>Further licensee programs are anticipated for the 2021-22 financial year.</p> <p>Finalisation of formal licences for Northcote Town Hall is in progress and delayed due to infrastructure works impacted by COVID-19 lockdowns disruptions. Council is able to meet its obligations regarding the housing of creative organisations at the venue and finalise formal contractual arrangements in July.</p>
<p>Provide virtual access to at least 100 percent of the Darebin Indoor and Outdoor Art Collection through the online catalogue</p>	<p>Council has begun relocation of the Darebin Art Collection online database from an outdated content management system to the Victorian Collections online website. This is a State Government funded, industry leading platform for collections management. Currently 90% of this relocation project is now complete. The project is on track and will be completed in full by 30 June 2021, with community having access to 100% of the Darebin Art Collection online from 1 July 2021.</p>

3.3 We will manage local roads, buildings and public spaces to make our city safer, cleaner and more attractive.

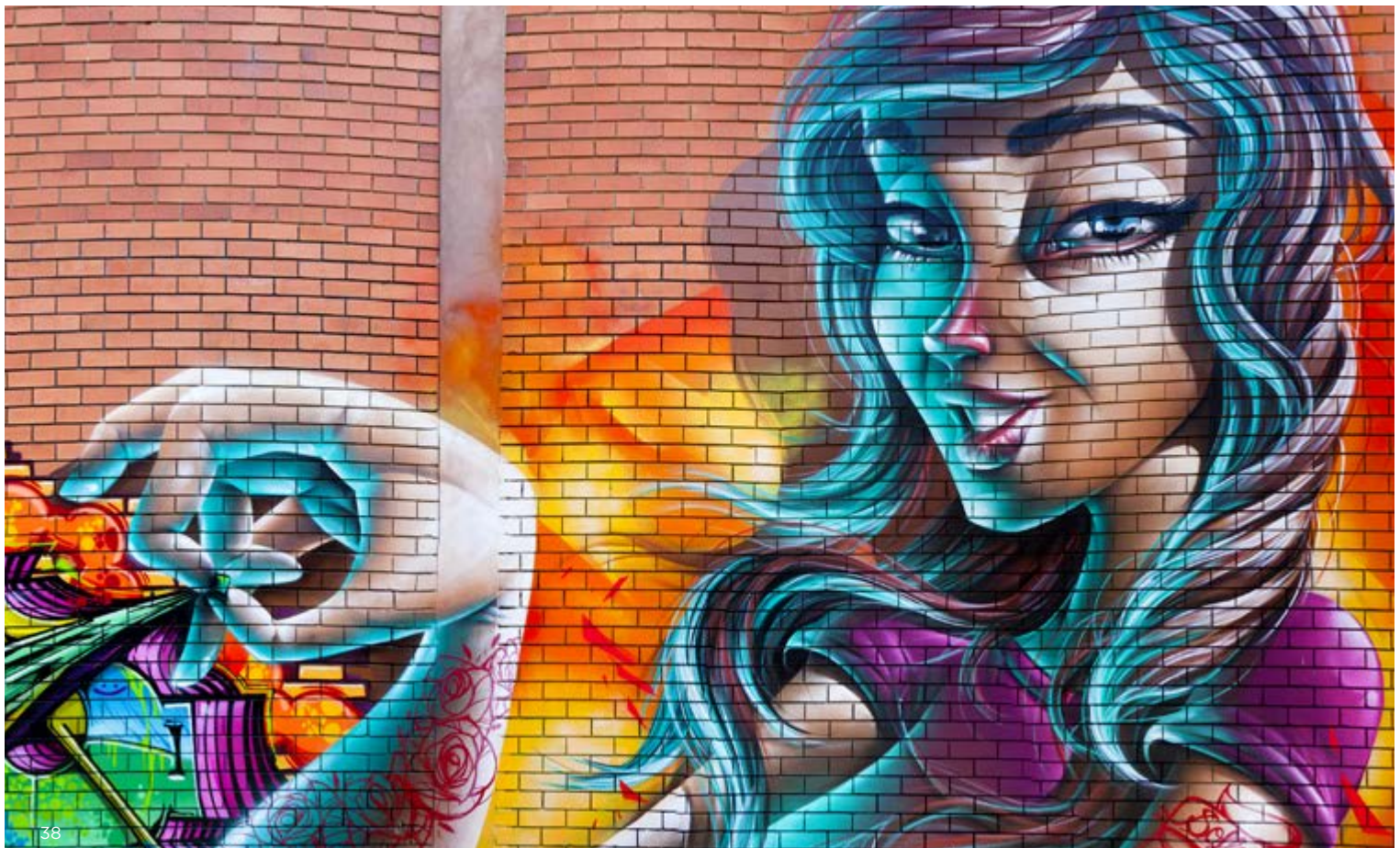
2020–2021 actions working towards targets:	Progress comments:
Complete up to three grant funding applications for local blackspot safety improvement projects and construct 10 traffic management measures to improve road safety	Six Federal blackspot funding applications have been submitted. There have been 10 traffic management measures installed to improve road safety.
Ensure all road reconstruction and road reseal projects contain a maximum permissible recycled content to improve the sustainability of Council's civil construction practices	Works have now been completed on the resurfacing program using materials with recycled content.
Protect and enhance urban character by regulating tree removal and pruning on private property within Darebin and completing replacement planting with species suitable to local vegetation and site constraints	Council has employed a tree protection arborist to oversee the implementation of the adopted local law (for protection of significant trees on private property) and protection measures under the planning scheme. The Tree Protection Arborist continues to work with Local Laws (and Planning Protection Officers) to process permits and investigate possible breaches.
Embed good streetscape design into any Council re-development projects, such as Streets for People. Undertake advocacy for good streetscape outcomes with State Government bodies, including the Level Crossing Removal Authority and VicTrack.	In line with adopted Council objectives, Council continues to advocate for good streetscape design outcomes through the State Government Level Crossing Removal Projects (Preston Station and Bell Station), the Preston Market precinct redevelopment, and Council led projects such as the redevelopment of the Northcote Aquatic and Recreation Centre, the new Multi Sports Stadium and minor upgrades to five Retail Activity Centres.
Engage with local business associations and stakeholders on local improvements for activity centres	Local businesses and associations have been consulted in various improvement projects across the City. These include Oakhill Village, Miller and Gilbert, Crevelli Street, Reservoir and Thornbury Village. Activities included temporary light installations, murals, extended outdoor dining and streetscape enhancements. Almost 100 businesses also took part in the draft budget and Council Plan development process, which included a focus on future streetscape improvements.
Engage with local business associations and stakeholders on small scale targeted streetscape improvements to support activity centres to come back to life post COVID-19 including improvements at: Yarra Ave/Boldrewood, Reservoir, McMahn/Boldrewood, Reservoir and Plenty/Tyler, Reservoir C-19	After a slight delay early on due to COVID-19, this project is now back on track. Intensive community consultation has been completed with both traders and business owners. A residential brochure informing the community (within 500m of the centres) of the works and celebrating the intended changes has been delivered, with positive feedback received.
Ensure new development within the activity centres funds the upgrade and improvement of adjacent streetscapes	Planning approvals for new development in activity centres fund the upgrade and improvement of adjacent streetscapes, where appropriate, and can include in kind provision of street trees, street furniture, bicycle parking and footpath upgrades. This is achieved through the imposition of conditions on planning approvals.

GOAL 3

We will ensure our planning system facilitates high-quality and sustainable development that extracts social, environmental and economic benefits for our community.

3.3 We will manage local roads, buildings and public spaces to make our city **safer, cleaner and more attractive.**

2020-2021 actions working towards targets:	Progress comments:
Deliver two whole-of-place audits in Preston and Reservoir to identify actions that improve perceptions of safety and reduce the opportunity for crime	A total of five safety audits were undertaken in 2020-21 and were used to inform current and future projects and grant applications. One safety audit was undertaken this quarter in Gellibrand Street Reservoir. The report will help inform future improvements at this informal reserve.
Deliver community safety infrastructure projects including Main Drive, Bundoora Lighting upgrade that respond to data about gendered experience in public spaces and improves perceptions of safety	The State Government funded Community Safety Infrastructure project at Main Drive Bundoora is underway, with the lighting design strategy commencing in this quarter. Lighting installation will be completed in 2021-22 and will improve street lighting along Main Drive.
Continue to provide a safe environment for school children walking and cycling to school and ensure that 90 percent of primary schools within the city participate in Council's School Crossing Education program	Council's school crossing program has supported schools throughout the pandemic, many of which remained open for key families. The service operated in a COVID safe way throughout. Due to COVID-19 restrictions the School Crossing Education program is on hold for now.
Continue to implement the Graffiti Strategy 2019-23	A new graffiti removal contract has been entered into in early 2021 and a more proactive approach to graffiti removal will be a feature of this contract. Particular focus will be placed on business activity centres and shopping strips.



2020–2021 actions working towards targets:	Progress comments:
Complete 12 street art murals across the municipality to minimise graffiti occurring at hot-spot locations, while improving amenity	Due to the COVID-19 restrictions, we have managed to install only six murals this year.
Reduce the number of domestic animals directed to re-homing programs and increase the number of domestic animals registered in the municipality and lost animals returned directly to their owner	Council has a total of 14,780 animals registered within the municipality, which is an 11% increase from 12 months ago. The higher rate of registered animals enables staff to directly contact an owner to promptly reunite them with their lost pets, which reduces rehoming.
Incorporate signage and design into public spaces to support dog walking as well as other users in line with the updated Open Space Strategy and balance community needs	To respond to increased use of open spaces during COVID-19 restrictions, new temporary park signs have been created to help balance varied community needs. These have been installed at Johnson Park, Northcote and in all playgrounds across Darebin.
Deliver Year four actions identified in the Domestic Animal Management Plan and continue to encourage the responsible ownership of domestic animals	Microchip numbers on applications for registrations of new animals are now referenced against the Centralised Animal Records database to ensure consistency between Council and State data. This was a specific improvement listed for year 4 of the plan.
Apply planning permit conditions that require better construction management in major developments and review opportunities to strengthen the local law in regard to disruption related construction matters	A planning permit condition has been developed that requires a construction management plan for major developments. Opportunities to strengthen the Local Law regarding minimising disruption from construction are currently under investigation.
Assist the community and local business to plan for and manage disruption associated with the State Government's level crossing removal construction activity in Preston and Reservoir and advocate to State Government to minimise disruption	Council supported businesses across the city with a range of activities to assist them to retain and attract customers throughout construction. Council visited businesses during this time to share information and support traders. Council successfully advocated to the Level Crossing Removal Project and minimised car parking disruption, traffic movements and noise during the construction phase, and the State Government is managing works to ensure that timing of road closures minimises impact.
Conduct regular inspections and achieve swimming pool and boarding house compliance with regulations	Exceptional swimming pool barrier compliance has been achieved by the Building Services Team since the State Government introduced compliance requirements in 2019. Boarding house compliance continues through the registration program and regular inspections.
Support the Victorian Building Authority as the lead agency to respond to identified combustible cladding risks.	The Building Services Team has worked with the Victorian Building Authority and Cladding Safety Victoria to effectively manage the approximate 101 properties identified as having combustible cladding in Darebin. All 'Extreme Risk' properties have had immediate intervention to reduce the risk rating from 'Extreme' to 'High' and all properties have had a 'Show Cause' Notice issued to them, seeking evidence to demonstrate that the combustible cladding present does not pose a risk. Council's Municipal Building Surveyor and Deputy Municipal Building Surveyor are working closely with each property's Owners Corporation to resolve the Building Notices. However, the responsibility to address the risk ultimately rests with the owners of the relevant properties.

GOAL 4

We will support and attract a diversity of local businesses and industries by fostering an environment in which they can thrive.

4.1 We will foster an environment that ensures our local businesses succeed – from large industries to microbusiness and freelancers.

2020–2021 actions working towards targets:	Progress comments:
<p>Support businesses through the COVID recovery including:</p> <ul style="list-style-type: none"> - Continuation of the Business Support line until December (and possibly longer dependent on demand) - Deliver a range of business development and industry support programs C-19 	<ul style="list-style-type: none"> - 2354 calls were made to the business support line in 20/21. - 18 businesses participated in a Business Recovery Program each and received tailored business development and growth strategy support. - 420 community responses including 200 online entries were received as part of a Customer Loyalty Program. The information provided will assist future marketing and promotional plans. - 1400+ businesses were listed and promoted on the Darebin Business Map - 700+ business visitations were undertaken, in person and via telephone, providing general business recovery information. - 120 businesses were provided with a “health check” including online marketing support, guidance on funding and government supports. - 500 business impacted by the level crossing related works were provided support and information in key languages. - 120 businesses received support through extended outdoor dining project; 1300+ additional seats were provided to local cafes, restaurants and bars, and 25 parklets and laneways were transformed. This equates to opening over 40-30 seated cafes on our footpaths and laneways. - 237 businesses received COVID recovery grants of \$541,33. - 100 Reservoir businesses impacted by the June restrictions received outreach. This included updates, guidance on COVID safe information, counselling and mentoring support.
<p>Undertake a promotional campaign and place-based activities which showcase Darebin businesses and retail precincts C-19</p>	<ul style="list-style-type: none"> - Council commenced a ‘Love Local’ campaign encouraging the community to support local businesses. This included a social media campaign and branding across the municipality. - In Preston, artworks from the Darebin Art Collection were installed on buildings. - The WANGIM Cup project, supported by Darebin Council, has 22 local cafes participating. These cafes are being profiled through Council’s communication channels. In addition to this, 2267 single use cups have been diverted from landfill since the project commencement. - 1400 businesses have been profiled and promoted on the Darebin Business Map.
<p>Support and promote the work of Darebin based social enterprises</p>	<ul style="list-style-type: none"> - Two local social enterprises were profiled at this year’s Sustainability Matters event on 27 April 2021, these being: Reducing Our Footprint and Moon Rabbit. - Moon Rabbit was also featured in our new Sustainable Cafes video on the Darebin Sustainable Business Playlist. - Council worked with project managers during the procurement process to include social enterprise and local business in all tender assessments. - Five social enterprises received funding through the COVID recovery grants program and one participated in the Recovery Business Program. - Humble Sampler and Alphington Food Hub have been connected into Food Inc; the new food incubator organisation established through Melbourne Innovation Centre. - A dedicated area of the Darebin Business Map highlights local social enterprises.

2020-2021 actions working towards targets:

Progress comments:

Deliver food handler information sessions to support new and existing food businesses in food safety education

In person information sessions for businesses were cancelled as a result of COVID-19 restrictions. Health Protection Officers provided alternatives to face to face training which included free online food safety training.

Assist businesses and employers to access employment services, support and create pathways for Darebin's job seekers C-19

Darebin has partnered with Moreland Council to recruit for Jobs Advocates through the State Government's Jobs Victoria program. These have now commenced and complement advocates already in place through community-based organisations covering Darebin. Darebin has also supported the establishment of two separate Jobs Victoria Employment Services (JVES) programs which will further add benefits to Darebin job seekers and employing businesses.

Council continues to promote online platforms, Darebin Jobslink and Melbourne's North Job Link, for local employment.

COVID-19 restrictions delayed the running of the first of a series of jobs forums initially planned for Q1 and Q2 in 2021-22. This will now take place in July.

Deliver targeted support to Community Managed Kindergarten and Child Care Services COVID-19 Resilience and Recovery Package Project C-19

Council has continued to support community managed kindergarten and childcare services by providing regular information on sector and guidelines changes. Work has commenced to review the network purpose and support structures to ensure sustainable and ongoing connections with all community managed services.

Deliver a series of workshops assisting businesses to improve their digital and financial capabilities in response to the impacts of COVID-19 C-19

Council developed, implemented and promoted the Darebin Business Webinar Series which attracted over 221 attendees, with over 94% of businesses indicating that they had an increased understanding of how to improve their business. These have all been made available online for future access.

Promotion of the Australian Small Business Advisory Service (ASBAS) was delivered in partnerships with Melbourne Innovation Centre.

Council also held two webinars on employer rights and responsibilities for when Jobkeeper ended, which have since been made available online for future access.

Finally, Business Victoria's Digital Adaptation program was promoted to the local business community.

Council has investigated high level technology options for sensors and signage to help people identify where parking is, however given the current drop in parking demand related to COVID-19, there are not plans to progress this further in the 2020-21 year C-19

There are no plans to progress this further in the 2020-21 year.



GOAL 4

We will support and attract a diversity of local businesses and industries by fostering an environment in which they can thrive.

4.2 We will enable and activate space, including vacant shopfronts and council facilities, to accommodate different businesses and industries.

2020-2021 actions working towards targets:

Progress comments:

Deliver the Active Space Program in partnership with landlords and real estate agents in vacant shops in Darebin to enable start-up businesses to trial their businesses and increase visual amenity and beautification through commissioning artwork from local artists in vacant shop windows C-19

An audit of vacant commercial shopfronts was undertaken. Approximately 230 vacant shops were identified. This information will be used to inform future business recovery investments and activity into the retail activity centres

Support businesses operating in Council facilities, including the Melbourne Innovation Centre

Council has worked closely with Melbourne Innovation Centre to deliver a wide range of support for Darebin business and organisations from one on one business mentoring, to the Australian Small Business Advisory Service and Business Resilience Program.

Council has also actively supported and promoted the establishment of Food Inc, a food business incubator program developed in partnership with Melbourne Innovation Centre and Melbourne Polytechnic.

Light\$mart upgrades have been undertaken in Q4 in three businesses operating out of Council owned buildings: Cranross Tennis Club, Thornbury Childcare Centre and Bridge Darebin (Thornbury Neighbourhood House).



4.3 We will pursue **regionally significant economic opportunities** to drive growth and sustainability for our region.

2020–2021 actions working towards targets:

Advocate for regional economic growth through enhanced partnerships with regional economic bodies such as North Link, Northern Council Alliance, Metro Partnerships and La Trobe and implement regional strategies, such as the Melbourne's North Food and Beverage Growth Plan

Progress comments:

Coordinated by NorthLink, Darebin Council has partnered with six other councils to collectively increase tourism and awareness in Melbourne's North in response to the impact of the pandemic. An initial three-week Facebook campaign saw 7,860 visits to the campaign website. The second stage of this campaign is to be finalised and implemented in the next financial year.

As part of our on going partnership with Melbourne's North Food Group, Council provided six Darebin businesses with free memberships to the Food Group.

Council engaged with La Trobe University's various entrepreneur and accelerator programs to identify and refer potential candidate start up and scale up businesses.

Finally, Council has signed a Business-Friendly Charter with the Office of the Small Business Commissioner to assist small businesses.



GOAL 5

We will lead on equity and recognise our **diverse community as our greatest asset** for solving future challenges.

5.1 We will ensure our services, facilities and programs **benefit all**, including our most vulnerable.

2020–2021 actions working towards targets:	Progress comments:
<p>Deliver an Employment Forum in partnership with the Darebin Intercultural Centre and Welcoming Cities for local communities and organisations in Darebin (see 5.2 for Reference Group)</p>	<p>The forum was scheduled for June but has been postponed due to COVID-19 restrictions and was held on the 21 July 2021. This will include speakers from multicultural community organisations, including AMES and SPECTRUM Migrant Resource Centre.</p>
<p>Update and implement the Darebin Welcoming Cities Action Plan to reflect impacts of COVID-19 to prioritise actions in the Welcoming Cities Standards</p>	<p>The Welcoming Cities Action Plan continues to be implemented. This quarter included: Refugee Week activities, such as a tapestry exhibition at the Darebin Intercultural Centre, with over 20 tapestries made by women and girls from refugee and asylum seeker backgrounds; and, a joint statement from Northsiders with Refugees and Refugee Action Collective, along with a statement from Mayor Cr Lina Messina in support of refugees and people seeking Asylum. A number of other planned events have been postponed due to COVID-19 restrictions.</p>
<p>Undertake at least 20 Equity Impact Assessments to ensure that Council services, facilities and programs address the needs of the most vulnerable cohorts as outlined in the Towards Equality Framework</p>	<p>This quarter, Equity Impact Assessments (EIA) were applied to sixteen projects. This included a suite of Human Resources policies cascading from the Workforce Diversity and Inclusion Strategy, the review of the Home and Community Care (HACC) Program for Younger People, and initial advice on the Neighbourhood Character study. EIAs were also applied to a range of Community Engagement plans, including transport, environment and strategic planning projects. In total, 50 Equity Impact Assessments were undertaken in 2020-21.</p>
<p>Undertake Equity Impact Assessments of all projects within Council's COVID-19 Recovery Package to ensure that package is responsive to the diverse needs, experiences and human rights impacts C-19</p>	<p>Over 20 Equity Impact Assessments (EIA) have been applied to Council's COVID-19 Recovery projects. There is also provision of ongoing EIA advice to support program delivery to ensure projects are responsive to community need and also accessible. This quarter, EIA focused on the Retail Activity Centre upgrades program.</p>
<p>Ensure that Council's policies, strategies and plans reflect and embed the goals and principles of the Towards Equality Framework</p>	<p>The Towards Equality Framework (TEF) continues to be applied through Council's planning and advocacy. This quarter, the goals and principles of the TEF underpinned the induction training delivered to Councillors as part of the Local Government (Governance and integrity) Regulations 2020. These sessions focused on engagement with Aboriginal communities as well as gender equality, diversity and inclusiveness. The Workforce Diversity and Inclusion Strategy (WDIS) was endorsed and reflects the three goals of the Towards Equality Framework.</p>
<p>Ensure that our multicultural and multifaith communities are supported with reference to financial hardship, discrimination based on race/culture and other forms of vulnerabilities</p>	<p>Activities in this quarter included supporting the Preston Mosque during Ramadan and Eid. The Mosque participated in Council led truth telling activity as part of Reconciliation Week.</p> <p>A number of multicultural and multifaith communities and organisations participated in the development of the draft 2021 25 Council Plan. In collaboration with East Preston Islamic College and Victoria Police, Council also provided support for the Iftar Dinner.</p>

2020-2021 actions working towards targets:

Implement the Gender Equity and Preventing Violence Against Women Action Plan 2019 - 2023 specific actions to include:

- Focusing on Early Childhood - challenge rigid gender roles and stereotypes and promote respectful relationships
- Incorporate targets for women's participation in the development of the Leisure Strategy
- Undertake a gender equity workforce audit

Deliver a job ready program, in partnership with a local jobs provider organisation, for diverse community members from low socio-economic backgrounds who are unemployed, underemployed, or have a disability

Progress comments:

Key milestones this quarter included actions required as part of the Gender Equality Act. These included participation in the People Matters Survey as part of the Gender Equity Audit, which will help inform a Gender Equity Action Plan. Planning also commenced to deliver Gender Equity in Early Years training, and several stakeholders from the women's and family violence sector provided feedback and input into the development of the 2021-25 Council Plan.

Council's Community Employment outcomes are being delivered through a collaboration across People and Culture, Equity and Inclusion and Economic Development and aims to improve outcomes for job seekers at risk of or experiencing long term unemployment in Darebin.

The design and development of the Community Employment (and Employment Pathways) Program of work has progressed with the following programs and initiatives:

- Partnership with the Brotherhood of St Laurence's Given the Chance Program for six new trainees appointed to Council. The program is a social enterprise designed to support disadvantaged job seekers into paid employment. The partnership aims to actively enable the appointment of candidates from under-represented groups across the Darebin community.
- Partnership with Intowork for a further two trainees, including one traineeship as an identified position for Aboriginal and Torres Strait Islander staff.
- Implementation of Council's new Recruitment Policy (and practice) and Work Adjustments Policy (and practice) aligned to the Workforce Diversity and Inclusion Strategy actions. This includes key partnerships in identifying and reaching out to potential candidates from under-represented groups (i.e. age, gender, CALD, People with a Disability and Aboriginal and Torres Strait Islander people) whilst also ensuring inclusive recruitment practices enable their appointment.
- Introduction of Work Integrated Learning (WIL) enabling learning experiences which integrate academic theory with authentic work experience. Council is partnering with higher education institutions, including University's and TAFEs, to support students who are required to engage in a work placement to finalise their studies.



GOAL 5

We will lead on equity and recognise our **diverse community as our greatest asset** for solving future challenges.

5.1 We will ensure our services, facilities and programs **benefit all**, including our most vulnerable.

2020-2021 actions working towards targets:	Progress comments:
Implement project partnership to support and promote culturally diverse artists responding to the dominant culture in ways that builds empowerment and self-determination	Council's partnership with Multicultural Arts Victoria to deliver TAKEBACK has continued to develop. Additional funding was secured through Creative Victoria, and the closing weekend for FUSE Autumn 2021 on 27/28 March was expanded to include the culturally diverse Women of Soul - a FUSE Fund recipient project that culminated in a special ten year anniversary event celebrating the strength and resilience of female artists in Darebin. Both shows were presented at Northcote Town Hall Arts Centre over the final weekend of the festival, and all shows were sold out.
Develop and deliver age friendly focused AMPLIFY, as part of FUSE autumn 2020-21	AMPLIFY is a targeted professional development opportunity that seeks to address inequality in the music industry by supporting and amplifying lesser heard voices. While the outcome of this year's program shifted slightly (once applications were received) to remove the mentorship component, the selected producer delivered an event as part of FUSE Autumn 2021 that successfully engaged performers and audiences over the age of 55.
Endorse and implement a new community-led Disability Access and Inclusion Plan for Darebin	The Disability Access and Inclusion Plan has now been completed and will be presented to the Darebin community in September 2021. Council teams have developed actions for the 2021-22 year that will support this vision.
Reach out to and prioritise disadvantaged and culturally and linguistically diverse communities for participation in the Solar Saver program	<p>The Solar Saver Rates program has prioritised support for low income residents and pensioners. Ensuring support for CALD communities has been a program priority. Since July 2020, 20 participants with English as their second language have joined the program.</p> <p>To support community during particularly during COVID-19, The Solar Saver program has offered to its customers the chance to participate in the Energy Assistance Program delivered by The Brotherhood of St Laurence, Australian Energy Foundation and Uniting. Eligible participants will receive bespoke energy efficiency advice and assistance to access the Utility Relief Grant. This grant provides a support of up to \$250 to pay utility bills. While the grant will no longer be available beyond August 2021, Council looks forward to continuing to help its low income community reduce its emissions and save money in the next iteration of the Solar Saver program, launching in early 2022.</p>
Construct up to three upgrades to existing disabled parking spaces serving activity centres or schools that improve user safety and accessibility. Install 5 new disabled parking spaces in residential areas in response to community needs	There have been 10 parking spaces for people with a disability installed in residential streets around Darebin.
Establish a community reference group to inform the design and construction of a new home for the Darebin Intercultural Centre	A Community Reference Group (CRG) was established to support the architect's work to produce a detailed and culturally fit for purpose design for Darebin's relocated Intercultural Centre. The Terms of Reference and proposed membership were endorsed by Council in July 2020. The last of five meetings was held in March 2021 before the group completed its work and the CRG was dissolved.

2020–2021 actions working towards targets:

Progress comments:

Promote and communicate the Language Aide and Multilingual Service so residents can access our services and informant in different languages

The Language Aide and Multilingual Service continues to be promoted to the community, through community engagement activities, print, social media and the website. The community can access the program via a dedicated multilingual phone line and in person at any of the Customer Service centres. Engagement with the program remains high internally and with community members.

Implement the Electronic Gaming Machine Policy and Action Plan

2018–2022 specific actions to include:

- Review Council's Planning Scheme to consider an EGM planning policy
- Undertake communications that increase awareness of the gambling harm and losses to pokies
- Work in partnership with others to support those who have reduced their gambling during COVID-19 C-19

This quarter the Libraries After Dark program recommenced, which seeks to provide at risk groups, including people who use electronic gaming machines, with a range of social or recreational options during the evening. A project commenced to investigate ways for seniors' clubs to have access to free or low cost food, as this is a major attraction for seniors to visit electronic gaming machine venues.

Continue to deliver human rights campaigns, events and programs protecting the rights of all people, to live without fear and with freedom, respect, equality and dignity

Two interactive community workshops to increase understanding of racism and options for how to make a report of racism were scheduled for June as part of Refugee week, at the Darebin East Preston Community Centre. However, these have been postponed due to COVID-19 restrictions. .



GOAL 5

We will lead on equity and recognise our **diverse community as our greatest asset** for solving future challenges.

5.1 We will ensure our services, facilities and programs **benefit all**, including our most vulnerable.

2020–2021 actions working towards targets:	Progress comments:
Continue to advocate for changes in policy and funding with Federal and Victorian Governments relating to COVID-19 impacts C-19	The Mayor, CEO and Council officers have continued to advocate for changes in policy and funding through engagement with Federal and State Government representatives and seek support for disadvantaged and low-income residents, local businesses and precincts.
Support community campaigns that are consistent with our goals and values in line with an approved advocacy strategy	Council has delivered advocacy and support for community campaigns, consistent with goals and values, with a focus on support for residents affected by the removal of level crossings in Preston, and preparation for work to protect Preston Market in the redevelopment of the privately-owned site through individual advocacy strategies. In addition, Council marked Refugee Week by writing to the Federal Minister to ask for resettlement for the refugees previously held at the Mantra Bell for over a year. Council has also written to the Prime Minister to ask for a Federal Climate Disaster Levy to support communities affected by climate disasters.
Continue to implement the Local Diversity Through Inclusion (Pathways to Employment) Strategy. Minimise barriers to diversity in the workplace through the review of internal recruitment policies and processes. Identify and deliver programs that improve employment pathways for the community. Council's Community Employment Plan will also include a mentoring program for refugee and other diverse groups	The Workforce Diversity and Inclusion Strategy is complete. It was launched with the appointment of a Diversity Taskforce for the implementation phase, with representation right across the organisation (staff cohorts across all divisions) and lived experience across the dimensions of the strategy (i.e. age, gender, CALD, People with a Disability and Aboriginal and Torres Strait Islander people). Early actions are already underway, with a new Recruitment and Selection Policy and practice (includes a guide for recruitment of First Nations people) and Workplace Adjustments Policy and practice underpinned by Diversity and Inclusion Principles built into a new Darebin Capability Framework. Key outcomes to date include: Eleven identified positions for Aboriginal and Torres Strait Islander people appointed since May 2020, including two Band 8 leadership positions; and, scoping and appointment of eight new Darebin trainees as part of the Victoria Apprenticeship Recovery Package program, partnering with Brotherhood of St Laurence's Given the Chance program.
Develop and deliver Aboriginal and Torres Strait Islander and refugee mentoring programs across Council and increase the number of employment opportunities within Council for Aboriginal and Torres Strait Islander Employees including selective use of special measures provisions within the Equal Opportunity Act 2010	Council has launched its new Recruitment and Selection Policy (and practice), which includes a guide for the recruitment of First Nations people. Eleven identified positions for Aboriginal and Torres Strait Islander people have been appointed since May 2020, including two Band 8 leadership positions. Mandatory training in Aboriginal Cultural Awareness is being implemented across the organisation. This training will commence initially with all leadership positions and then proceed across all staff cohorts (e.g. indoor/professional, front facing, outdoor), with a view to building and enabling a culturally safe workplace. This will continue through 2021 and is now built into Council's Group Learning Program and induction practice. Mentoring programs for Aboriginal and Torres Strait Islander staff and refugees is at scoping stage in support of existing recruitment and culturally safe workplace practices and Council's Community Employment direction.

5.2 We will bring the ideas of our diverse community into our decision-making.

2020–2021 actions working towards targets:	Progress comments:
<p>Deliver a package of COVID-19 Recovery Grants across business, community, sporting groups and creative industries C-19</p>	<p>In 20/21 as part of Council's COVID Recovery Package Grants program, \$1,025,801 was distributed to 339 local businesses, community organisations and groups, sporting clubs and creative and arts organisations.</p>
<p>Develop a child and youth engagement protocol to support engagement of children and young people across Council, in partnership with Melbourne University and the Young Citizens Jury</p>	<p>Council has worked with the University of Melbourne and members of the Young Citizens Jury to understand best practice in engaging children and young people and assess our current practice. Achievements included the completion of an evidence review to guide future practice and a baseline assessment of current practice across the organisation. Planned engagement with children and young people to develop the protocol was deferred to prioritise getting children and young people's input into the development of Council's new Community Engagement Policy, the Community Vision and Council Plan. This work will be carried forward into 2021-22 with targeted engagement of children and young people to inform the drafting of the protocol, which will complement Council's Community Engagement Policy by providing specific guidance to officers on how to engage ethically and meaningfully with children and young people.</p>
<p>Review, implement and monitor the Community Engagement Strategy and Framework to ensure it meets the community engagement requirements included in the new Local Government Act 2020</p>	<p>Following extensive community feedback, the Community Engagement Policy was endorsed by Council on 22 February 2021. The new policy features minimum standards of engagement, and is based upon the International Association of Public Participation (IAP2) spectrum. The new policy supersedes the earlier Community Engagement Framework adopted in November 2019.</p>
<p>Support the implementation of new terms of reference for our community advisory committees to ensure consistency and clarity of purpose</p>	<p>A review of the current Advisory Committee terms of reference was undertaken during Aug Sept 2020 and a generic, simplified Standard Terms of Reference was produced which was endorsed at an Officer level. These Terms of Reference were presented to Council in conjunction with the appointment of Councillor delegates to Advisory Committees on 7 December 2020. Following a review of feedback from Advisory Committees on the draft Terms of Reference, a model Terms of Reference was endorsed by Council on 28 June 2021 for implementation with Advisory Committees.</p>



GOAL 5

We will lead on equity and recognise our **diverse community** as our **greatest asset** for solving future challenges.

5.2 We will bring the ideas of our diverse community into our decision-making.

2020-2021 actions working towards targets:	Progress comments:
Provide community-focused facilitation and governance training to councillors as part of the councillor induction process after the 2020 election	The final phase of the mandatory Councillor Induction Training was delivered in April and covered engagement and reconciliation with traditional owners and giving effect to gender equality, diversity and inclusiveness. Councillors signed that they had completed their mandatory training at the April Council meeting.
The development and implementation of new Governance Rules and the Community Engagement Policy, as required by the Local Government Act 2020, are anticipated to incorporate processes for greater citizen participation in Council meetings. This will result in increased opportunities for those who may be impacted by a Council decision, to have their views heard.	Council has complied with the requirement of the Local Government Act 2020 to develop Governance Rules to regulate the conduct of its meetings and other associated matters. Council's Community Engagement Policy was adopted on 22 February 2021. Both the Governance Rules and Community Engagement Policy are actively being used to provide for increased participation in Council decision making.
Review report templates and provide training to staff to ensure reports are succinct, evidence based, supported by relevant policy and/or plans, and clearly explain recommendations and proposed outcomes	Three training sessions on report writing have taken place this year during February and April 2021. The review of the Council report template has been completed for presentation to EMT in July and subsequently into the Council Meeting Agenda templates. Ongoing training and review of these critical governance work will continue into FY22.
Implement and monitor the Advocacy Strategy to support key Council strategies and priority initiatives	Council has delivered advocacy and support for community campaigns, consistent with goals and values, with a focus on support for residents and businesses impacted by COVID, support for residents affected by the removal of level crossings in Preston and preparation for work to protect Preston Market in the redevelopment of the privately-owned site through individual advocacy strategies.



5.3 We will be responsive and respectful to the current and emerging aspirations of Traditional Owners and Aboriginal and Torres Strait Islander communities in Darebin.

2020–2021 actions working towards targets:

Progress comments:

Continue to partner with the Darebin Aboriginal Advisory Committee to identify and implement programs that improve outcomes for our Aboriginal and Torres Strait Islanders workforce and community

The Darebin Aboriginal Advisory Committee (DAAC) members provided feedback on the Community Vision and the draft 2021 25 Council Plan. Seven new DAAC members were recruited and appointed to the Committee and will commence in the new financial year.

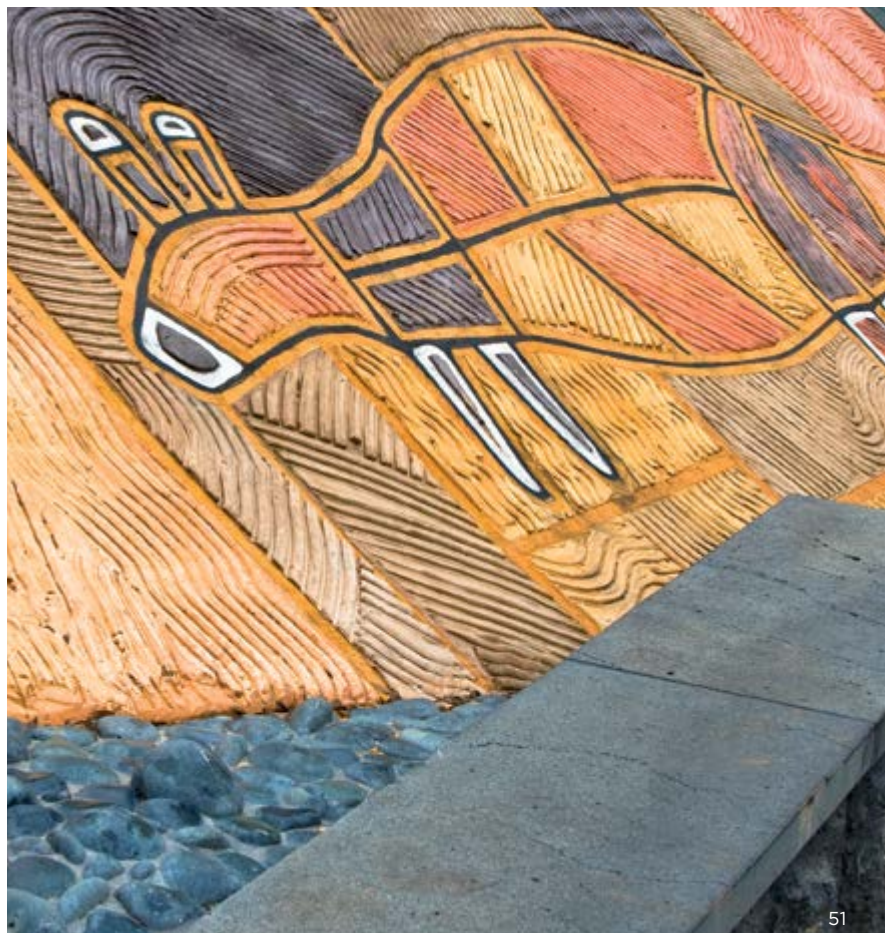
Implement the Darebin Aboriginal and Torres Strait Islander Action Plan 2017–2021 including specific actions:

- Deliver a Darebin Schools Yarning Conference that celebrates the 2020 NAIDOC theme
- Increase recognition and visibility of the Aboriginal culture through renaming Council meeting rooms in Woiwurrung language

Fourth quarter activities included supporting Reconciliation Week and marking Sorry Day by lighting up prominent Council buildings in purple. The Wurundjeri Woi wurung Cultural Heritage Aboriginal Corporation has been instrumental in several major projects this quarter, including: the naming of the Darebin Women Sports Stadium 'Narrandjeri' (meaning 'woman leader' in Woi wurung language); the redesign of the Northcote Aquatic Recreation Centre; and, the new Intercultural Centre. Work is underway for NAIDOC week, which will include a flag raising at Bundoora Park.

Implement Aboriginal and Torres Strait Islander Employment Strategy actions to achieve a minimum of 3% employment of Aboriginal and Torres Strait Islander people

Council advertised three identified positions during this quarter. In total, there were 18 identified positions advertised during the 2020-2021 financial year. 371 staff members have completed the Aboriginal Cultural Awareness training in the past 12 months, including 45 staff members in this quarter.



GOAL 6

We will be a **leading, modern, and open council** to meet our challenges, now and in the future

6.1 We will implement the best delivery models to optimise efficiency and value.

2020–2021 actions working towards targets:	Progress comments:
Implement the new Asset Management Strategy to ensure that service delivery is provided in a financially sustainable, customer-centric and effective way	The Asset Management Strategy was presented to Council in February 2021. Council resolved to defer it for consideration following the new Council Plan being established in June 2021.
Continue to improve permit processes for businesses to make it simpler to do business in Darebin	<p>The Better Approvals team has continued to support local businesses through the Better Approvals Program, with 140+ businesses receiving support in this quarter.</p> <p>This program has also continued to deliver the expansion of outdoor dining, with an additional 1300+ seats provided and 20 parklets installed.</p>
Consider ongoing workplace efficiency, flexibility and service improvement opportunities that have emerged during the COVID-19 period and support the organisation’s implementation of relevant operating changes C-19	The Business Improvement program has been adapted to address current challenges and deliver quality improvements, and enhanced effectiveness to key organisational processes through direct support to services and an online capacity building program. The training enables staff to address process inefficiencies and review service components effectively with the aim of creating a better customer experience and reducing risk to the organisation. The training supports the Policy Review Program and enhances the quality of Council’s procedures through the online mapping system for easy access. Improvement activities include digitisation of hard copy forms across the organisation.



2020–2021 actions working towards targets:	Progress comments:
<p>Review the Toy Library to ensure the service is flexible and responsive to Darebin’s diverse community</p>	<p>The Toy Library Review Reference Group has met on a monthly basis to oversee and support the review. The group includes internal and external key stakeholders. A bench marking exercise comparing Toy Libraries in Melbourne and interstate has been completed and the consultancy group, ‘Beyond Foundations’, has completed a consultation process with the community and engagement with key services.</p>
<p>Deliver stage two of the Kindergarten and Childcare Centralised Registration Review and determine a future model that meets the diverse needs of the community</p>	<p>Due to the impact of COVID-19 on the priorities of kindergarten and childcare services, Council has revised the scope of this project. An updated project plan and delivery schedule has been developed for 2020-21 and will also continue into the 2021-22 financial year. Feedback from community managed childcare and kinder services informed a number of changes to the registration system.</p>
<p>Undertake a homelessness and rough sleeper StreetCount that informs Council about people sleeping rough within Darebin</p>	<p>The StreetCount has been delayed due to COVID-19 and will not take place in 2021. Council will participate in the Northern Metro region Census Homelessness Enumeration in August 2021, which will collect local data on the number of people sleeping rough in Darebin.</p>
<p>Analyse and respond to the results from the 2019–20 Annual Community Survey to understand the community perceptions and attitudes towards our Council services and programs, as well as the issues in the municipality that needs to be addressed</p>	<p>The 2020 Annual Community Survey report was presented to Darebin’s Executive Management Team. Two internal workshops were conducted for Darebin leaders and four divisional meetings held as part of the roadshow to report the results to the organisation. The purpose of the workshops was to ensure leaders were aware of community perceptions and expectations in order to inform policies, initiatives and services. The workshops also required leaders to analyse the results and discuss the ways to improve the survey for the following year. The division meetings encouraged participants to think about the results and interrogate whether the right questions were being asked. The report was also sent to Councillors via an e bulletin article which included a recorded presentation from the survey contractor. The survey results have also been made public on the Darebin website for the interest of community members. This project was completed in Q3.</p>
<p>Implement a continuous improvement process where engagement planning draws on the experience of previous engagements to expand our collection of data and avoid duplication</p>	<p>A temporary solution has been identified for data collection via the intranet to support all Darebin Council community engagement projects. This resource will be accessible by all business units across the organisation. As part of the roll out of the new Community Engagement Policy, business units are required to submit their final reports to the Community Engagement and Demographics team where findings, learnings and success stories are collected and shared. Much of the learning has been used to inform and refine the new Community Engagement Policy. This process will continue to be improved through the implementation of the Community Engagement toolkit which will be rolled out soon.</p>

GOAL 6

We will be a **leading, modern, and open council** to meet our challenges, now and in the future

6.1 We will implement the best delivery models to optimise efficiency and value.

2020–2021 actions working towards targets:	Progress comments:
<p>Finalise and implement the Workforce Planning Strategy and Workforce Diversity Strategy</p>	<p>The Workforce Diversity and Inclusion Strategy is complete and launched, enabled by the Diversity Taskforce and engaging leaders and staff across the whole organisation and key external and community partners. A number of actions are already in progress specifically the Recruitment and Selection and Workplace Adjustments Policy and practice, including recruitment of Aboriginal and Torres Strait Islander people, Diversity and Inclusion Training, Aboriginal Cultural Awareness Training and the Job Access Program. Requirements of the new Gender Equality Act have also been incorporated in 2021 actions, and are in progress with the Gender Action Plan, due in September 2021.</p> <p>The Workforce Plan is at early stages of development and focuses on data mapping and analysis in the context of Council's forward strategic and policy direction. The Workforce Plan is intended to ensure a workforce able to deliver on Council's key services and strategic projects to a changing community now and into the future, whilst aligning with the requirements of the new Local Government Act. The early work is being done in collaboration with a network of People and Culture leaders across Northern Councils.</p>
<p>Design and implement workplace culture and change programs and practices to ensure a modernised and skilled workforce readily able to cohesively deliver on Council's key services and strategic projects</p>	<p>The Darebin Change Journey, Council's flagship workplace and culture change program, is progressively delivering over 38 projects which focus on: creating a great place to work; putting the community at the heart of everything we do; making our everyday work easier by streamlining our systems; and achieving community goals in our Council Plan all working to ensure Council has a modernised and skilled workforce able to cohesively deliver on Council's key services and projects. Twenty seven of these projects are complete and 11 still in progress are to be completed through to mid 2022. Monitoring is in progress with an 18 month review undertaken against the four organisational level priorities which determined following results and insights from employee engagement (culture) survey: 1) Processes 2) People and Culture practices 3) Collaboration 4) Values in Action. Further monitoring will continue to mid 2022 followed by a comprehensive evaluation, underpinned by the outcomes of the planned culture survey against the previous baseline.</p>
<p>Continue to implement and monitor Council's Social and Sustainable Procurement Policy, framework and processes. Deliver better practice, improve compliance, value for money, more effective collaboration with other councils and service providers and improve service levels</p>	<p>Key stakeholders across Council were engaged to develop Social and Sustainable objectives and outcomes. Using standard processes for formal Request for Quotations and Request for Tendering, key section criteria includes our objectives which are articulated to ensure our assessments consider Aboriginal and Torres Strait Islander businesses and people, disadvantaged and disability employment opportunities, local economy, businesses and improving gender equity. Our objectives, rather than generic across all activities, are now tailored and specific for each procurement. This ensures, and will result in, a far greater alignment in achieving the aims of Council's objectives. Following the evaluation, all awarded contracts will be recorded in a database of KPIs which procurement managers will use to report achievements throughout contract delivery. These improvements have a significant education and 'on the job training' benefit for stakeholders in understanding the social and sustainability priorities. Data collated from early 2020 to April 2021 has shown positive results which will be shared through ongoing Council reporting programs.</p>

2020-2021 actions working towards targets:	Progress comments:
<p>Collaborate with other northern metropolitan Council's and the Municipal Association of Victoria to advocate for improved operational guidelines for the proposed Environment Protection Act to ensure the effective use of Council resources in helping our community resolve amenity-based complaints</p>	<p>Council participated in stakeholder consultation and collaborated with the Environmental Protection Authority in preparation for the changes to the Environmental Protection Act.</p>
<p>Implement key technical functionality including: the digitisation of Council records (such as planning applications) to enable the online searching of information for faster and more comprehensive decision making, collaborative tools including webinar software, the digital signing of documents, as well as new cloud based platforms for publishing material on the Darebin website</p>	<p>The Archiving and Digitisation initiative aims to reduce the Council's archiving holdings by reviewing all stored records for currency, followed by digitising all paper based documents. This initiative was initially undertaken to assist in developing processes and procedures for the council's Record Management staff to manage and digitise records. This initiative has also provided a solid starting point for the Council's officers, to continue the management and review of all remaining records stored Offsite. To date, the records team have reviewed over 4,463 archive boxes of records, leading to the destruction of 3,515 boxes (being obsolete) and 965 archive boxes being reviewed, updated and reconstituted back into the physical archive storage system.</p>
<p>Implement the Customer Complaint Policy and Procedure</p>	<p>The Complaint Handling Policy and Procedure went live on 30 November 2020 and is now embedded in our processes across Council. A complaint handling report is currently being developed which will enable the organisation to analyse complaint data to identify areas of opportunity to improve our services, reduce complaint volume and improve the customer experience.</p>
<p>Continue the re-design of the new Darebin website including the consolidation of up to 10 different Council websites into a single, easily searchable web presence that is secure, simplified, with easily accessed Council services</p>	<p>The website project has completed a review and consolidated a number of web pages into a new updated modern and contemporary website, based within the Council's new and secure cloud based environment. This initiative has set the groundwork for the Council to further consolidate existing and new information and events for the future.</p>
<p>Make key content on the Darebin website more accessible by increasing the legibility and readability of the information so it is aligned with disability standards and by translating the information into a variety of languages that reflect the Darebin community</p>	<p>Web Content Accessibility Guidelines (WCAG) 2.0 defines how to make Web content more accessible to people with disabilities. Accessibility involves a wide range of disabilities, including visual, auditory, physical, speech, cognitive, language, learning, and neurological disabilities. The website project has completed the foundations to achieve the WCAG AA standards. In addition to Equity considerations, the emphasis in the project is to ensure cultural considerations are uppermost regarding language availability for specific cultural groups. The new website includes accessibility features such as audio translation of text, adjustable font sizes and Google translate functionality that enables translation of all website content into 109 languages.</p>
<p>Review and update the website content for Planning and Development to improve access to information, interactivity and user-ability for Statutory Planning and Building Services</p>	<p>Website content relating to development applications has been updated as part of the Council Website upgrade with the goal to improve access to information. This is a continuous improvement project and work will be ongoing.</p>

GOAL 6

We will be a **leading, modern, and open council** to meet our challenges, now and in the future

6.2 We will find new ways to deliver long-term financial sustainability.

2020-2021 actions working towards targets:

Progress priority projects that increase revenue. They include expanding our land subdivision levy to fund more open space (open space levy) and introducing a developer contributions scheme to ensure developers contribute financially to our infrastructure as population grows

Work towards a new developer contributions scheme and open space levy is well advanced for these multi-year projects. Work will continue into 2021-22.

The implementation plan for the Open Space Strategy, which will support the open space levy, has been developed. Community consultation will occur later this year and a planning panel hearing is anticipated in early 2022.

At its meeting of 22 March 2021, Council decided to refer Amendment C170dare Development Contributions Plan to an independent Planning Panel. A Panel hearing was held in May and a report will be provided to Council in July 2021. The Panel report will make recommendations about the amendment for Council's consideration. At that stage, Council can decide to adopt the amendment with or without changes, or abandon the amendment.

Implement values-based leadership, management and practices underpinned by a robust capability framework. Implement the recommendations of the policy review project that will embed key strategic initiatives (such as 'Age Friendly Darebin' and 'Towards Equality') into officer decision-making processes and interactions with customers, residents, the community and each other

Council's 'Values in Action' program has embedded its six new organisational values and behaviours in organisational systems and practices including: recruitment and induction; reward and recognition; performance management; learning and development; flexible work practices; and, organisational policies and procedures.

Council's Capability Framework has been completed, identifying a core set of capabilities, knowledge, skills, and other attributes that will enable Council staff to perform their jobs more effectively. The design of Council's new Leadership Development is built on the new Capability Framework and organisational values ensuring both are embedded into officer management practices and decision making.

Develop a Financial Plan for a ten-year period that includes statements describing the financial resources required to give effect to the Council Plan and other strategic plans of Council

The development of the Financial Plan 2021-2031 has progressed through a coordinated approach with the development of the Budget 2021-22, Rating and Revenue Plan and the Community Vision to establish the long-term resourcing requirements. The draft Financial Plan was endorsed by Council on 8 April and then presented for Deliberative Engagement to the Panel over two sessions held during May and June 2021. The Financial Plan was adopted at the Council Meeting held on 28 June 2021.



2020–2021 actions working towards targets:

Review the preparation of the Annual Budget and mid-year financial review to ensure they provide Council with the relevant information to maintain its financial sustainability

The Budget 2020–21 was developed in collaboration with Councillors during March and April and the draft was endorsed at a Council meeting held on 8 April. The draft budget was then put on display to the community for 28 days where submissions on the draft budget could be received. The submissions were considered when the budget was adopted at the Council meeting held on 28 June 2021.

Undertake and implement a full review of fees and charges that considers equity, socio-economic factors, demographics, social wellbeing and environmental sustainability

The Fees and Charges review identified three types of subsidies that will form the where, why and how fees should be charged Full Cost Recovery, Partial Council Subsidy and Full Council Subsidy. Council officers were asked to review fees under their management to ensure the correct pricing method was correctly applied with feedback confirming this to be correct. This work and these principles informed the development of the Revenue and Rating Plan 2021 25 that was adopted at the Council meeting held on 28 June 2021.

Implement a Public Transparency Policy in accordance with the Local Government Act 2020

Implementation of the Public Transparency Policy is an ongoing action for Council. The Public Transparency Policy was adopted in July 2020 and key activities have included internal communications and embedding into the policy framework and related procedures. Other key transparency actions include the translation of key information into the 12 common languages to ensure residents whose first language is not English can participate, the inclusion of publicly available registers such as Declared Conflicts of Interest onto Council's website. Work will continue through Financial Year 2021-22 to continue the embedding of the Policy.

Conduct a comprehensive review of the current risk management policy, related documents and risk assessment tools and implement the policy across the organisation

The Risk Management Policy and Risk Management Framework have both been adopted, which incorporate guidance and tools that will build risk maturity and support implementation. The policy and framework were endorsed by the Executive Management Team, Council's Audit and Risk Committee and the CEO in June 2021.

6.3 We will communicate our progress on the actions in this council plan to residents, community leaders, community organisations, business, industry, and Victorian and Federal governments to ensure we can all act together.

2020–2021 actions working towards targets:

Progress of the Council Plan 2017-21 is reported quarterly and annual action plans developed for each year of the Council Plan. Quarterly progress reports and the annual action plans are listed on Council's website to keep the community informed

Progress comments:

All reports have been presented to Council on time and are accessible on the Darebin website. The Fourth Quarter (end of Financial Year) Council Plan Action Plan Progress Report 2019 20 was presented to Council on 7 September 2020. The First Quarter Council Plan Progress Report for the 2020-21 financial year was presented to Council at the meeting on 7 December 2020. The Second Quarter Council Plan Progress Report for the 2020-21 financial year was presented to Council at the meeting on 22 February 2021. The Third Quarter Council Plan Progress Report for the 2020-21 financial year was presented to Council at the meeting on 24 May 2021.





CAPITAL WORKS



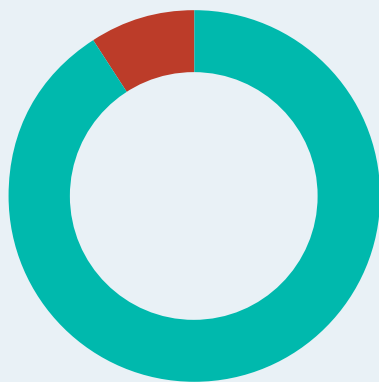
CAPITAL WORKS PROGRESS REPORT

Fourth Quarter 2020-21

This is the fourth year of the Council Plan 2017-21. Darebin's capital works program continues Council's strong investment in new and renewed infrastructure. In the Annual Adjusted Budget 2020-21, Council committed \$49.79 million to its 2020-21 capital works program of 57 projects and programs of work.

Actual spend on the capital works program for 2020-21 is \$50.08 million which represents 100.01% of the portfolio budget.

Overall Performance



91% On track
9% Not completed

Bridge Renewal - Broadhurst Avenue Bridge

Total project budget: \$85,000

Works were recently completed on the renewal of the Broadhurst Avenue Bridge - a timber pedestrian bridge that crosses over the Merri Creek between Darebin and Moreland. The timber deck was found to be slippery when wet and the existing barrier post connections were not adequately strong, a potential risk to bridge users. Bridge renewal works included replacing the existing timber deck with non-slip material (i.e. fibreglass reinforced plastic mesh) and installing steel stiffeners at each barrier post connection. The bridge is now open to the community.

The project cost was approximately \$85,000 with Moreland contributing 50%.

City of Darebin Operations Centre - Rainwater tank installation

Total project budget: \$80,000

City of Darebin's Operations Centre has a large roof area to collect rainwater from for reuse and had a previously installed water tank with 5,000L storage capacity in place. This rainwater was connected to a pump that fed one tap near the wash bay. A concrete slab was installed to support the weight of new rainwater tanks and increase rainwater storage on this site to a total of 65,000 litres. Pumps and associated controls have been fitted so that rainwater can be used to flush toilets and fill vehicle mounted tanks, which will allow the parks and open space teams to water plants throughout the municipality.



Urban Forest Strategy Program

Total project budget: \$800,000

Favourable weather conditions has meant Council's exciting street tree planting program (RAPID Canopy) is ahead of schedule for 2021. With an ambitious target of 6000 additional street trees by the end of October 2021, planting works are well under way with close to 2400 trees already planted throughout our streetscapes. Prioritising areas of socio-economic disadvantage and those with higher levels of urban heat, the program is well on track to deliver nine significant environmental, social and amenity values for the community. Works have recently been completed for Preston East, Reservoir West, Alphington, Kingsbury and Macleod. It is worth noting that 82% of all trees being planted as part of the program are native or indigenous to Darebin and will significantly increase overall canopy cover throughout the municipality.

Perry Street Child Care Centre

Total project budget: \$65,000

Based on several ongoing electrical faults, a focus on reducing utility costs and in response to the latest building condition audit, renewal works were prioritised for the Perry St Child Care Centre. These works included:

- Internal painting to all ceilings, walls, doors, architraves and skirting boards.
- Replacement of ceiling tiles and repair to the ceiling grid.
- Upgrade of electrical switchboard.
- Upgrade of all internal & external lighting to energy efficient LED.
- Upgraded some of child safety guards to all internal and external doors for improved children's safety.

The staff and families using this facility are delighted with the improvement works and are looking forward to using the fresh, bright new spaces.

Road Resurfacing Program

Total project budget: \$1,703,584

The second package of road resurfacing works for the year was completed in the fourth quarter. The team resurfaced 27,700 sqm of Darebin's local roads using asphalt containing a recycled product from steel slag, line marking and reinstating speed humps and traffic loops. The resurfacing works prolongs the life of the road avoiding more costly road rehabilitation works.

A total of 2,400 tonnes of recycled material (steel slag) was used in this project.

Darebin Arts Centre Accessible Ramp

Total project budget: \$130,000

Works have recently been completed to provide a new Disability Discrimination Act - compliant ramp and new automatic entry doors to the DAC foyer from the rear courtyard of the complex. This has now provided an alternate access option for the centre.

The works included the demolition and replacement of the existing non-compliant ramp including new handrails, new tactiles, a new link to the existing rear landing, rear landing steps tactiles, new step tread inserts, new handrails leading to the entry foyer door, installation of the new automatic entry doors and a new canopy.

































CAPITAL WORKS REPORT

Fourth Quarter 2020-21

 Project completed

 Not completed, or continuing into 2021-22

Project by Asset Class	Total Budget	Progress comment
Bridges		
Bridge Upgrade – Installation of New Approach Guardrails	\$230,000	 Project cancelled, to be reconsidered in a future year.
Bridge and Road Condition Survey	\$150,000	 Project has been completed
Broadhurst Bridge	\$100,001	 Project has been completed
Bridge Upgrade – Darebin Creek Trail 2019-20	\$156,850	 Project has been completed
Beavers Road Bridge 2019-20	\$298,728	 Project has been completed
Leamington St Bridge Repair	\$150,000	 Project has been completed
Building Improvements		
Carbon Management Plan – Buildings	\$260,002	 Project has been completed
Building ESM Program	\$100,000	 Project has been completed
Buildings		
Multi Sport Stadium	\$3,574,145	 Project has been completed
Building Renewal Program	\$2,000,000	 Project has been completed
Northcote Aquatic and Recreation Centre	\$940,002	 Project has been completed
Catalyst Project – Preston Civic Precinct (includes Intercultural Centre)	\$200,001	 Project has been completed
Bill Lawry Oval Pavilion	\$799,999	 Project will continue in 2021-22
Reservoir Leisure Centre	\$499,999	 Project has been completed
BT Connor Pavilion Redevelopment	\$250,000	 Project has been completed
Toilet Strategy	\$230,000	 Project has been completed
JE Moore Park North Pavilion Female Changeroom Upgrade 2019-20	\$109,999	 Project has been completed
Neighbourhood Activity Centre Renewal Program	\$109,310	 Project has been completed
Darebin Arts Centre – DDA Compliance – Front and Rear Entry	\$100,000	 Project has been completed
Darebin International Sports Centre (DISC) & Darebin Community Sports Stadium (DCSS) renewal	\$50,000	 Project has been completed
Moon Rabbit – Food waste bio-dehydrator	\$50,000	 Project has been completed
Drainage		
Drainage System Renewal and Upgrade Program including WSUD and Reactive Works	\$1,064,449	 Project has been completed
Stormwater Pipe Relining Program	\$193,000	 Project has been completed
Footpaths and Cycleways		
Footpath Renewal Program	\$5,383,000	 Project has been completed
Cycling Program Detailed Design and Construction	\$315,590	 Project has been completed
Walking Program Detailed Design and Construction	\$500,000	 Project has been completed
Shared Path – Parks Renewal Program	\$250,000	 Project has been completed
Information Technology		
IT Infrastructure Implementation	\$1,025,000	 Project has been completed
IT Improvement Program	\$1,962,896	 Project has been completed
Darebin Libraries Technology Action Plan	\$118,113	 Project has been completed

Project by Asset Class	Total Budget	Progress comment
Land Improvements		
KP Hardiman Synthetic Hockey Pitch Redevelopment	\$2,412,001	Project has been completed
Darebin Resource Recovery Centre Retaining Wall	\$200,000	Excavation of the existing wall uncovered additional structural works required that will delay project completion into 2021-22
Library Books		
Darebin Libraries Product Purchases (Collection)	\$800,000	Project has been completed
Parks and Open Space		
Open Space Improvements Program	\$1,896,200	Part of this program will continue into 2021-22
Community Safety Upgrade Improvements	\$483,084	Project has been completed
Park Asset Renewal Program including Drinking Fountains	\$150,000	Project has been completed
JCMP Sportsfield Resurfacing	\$150,000	Project has been completed
Bundoora Park Aiiia Maasarwe Memorial	\$167,000	Project has been completed
Alphington Farmers Market - Gate and gravel path work	\$10,000	Project has been completed
Plant, Machinery and Equipment		
Vehicular Plant Replacement - Heavy Vehicles	\$1,500,001	Project has been completed
Replacement of Mobile Garbage, Green Waste and Recycling Bins	\$300,000	Project has been completed
Vehicular Plant Replacement - Light Vehicles	\$250,000	Project has been completed
Arts Venues & Hubs Plant & Equipment Program	\$150,000	Project has been completed
Youth Services Asset Renewal Program	\$75,000	Project has been completed
Reservoir Leisure Centre Gym Equipment and Group Exercise Equipment	\$50,000	Project has been completed
Recreation, Leisure and Community Facilities		
John Hall Oval Lighting Upgrade	\$170,000	Project will continue in 2021-22
Crispe Park Lighting Upgrade	\$50,000	Project has been completed
WH Mott - New Lighting	\$15,000	Project has been completed
Roads		
Road Rehabilitation Design & Construction Program	\$1,610,000	Project has been completed
Road Resurfacing Program	\$1,703,584	Project has been completed
Blackspot Design and Construction Program	\$853,000	Project will continue in 2021-22
Safe Travel Program Detailed Design and Construction	\$210,000	Project has been completed
Kerb and Channel Renewal Program	\$200,002	Project has been completed
Right of Way Rehabilitation Program	\$100,000	Project has been completed
Street Furniture and Equipment Renewal Program	—	Project combined with Neighbourhood Activity Centre Renewal Program
Streetscape Works		
Streetscape and Place Improvements - Preston Activity Centre	\$63,109	Project has been completed
Fixtures, Fittings and Furniture		
Furniture Replacement Program	\$100,001	Project has been completed

STATUS OF COUNCIL RESOLUTIONS

Council decision-making is guided by the direction and intent set out in the Council Plan, principles outlined in the *Local Government Act 2020*, the Governance Rules and the Councillor Code of Conduct. These decisions are recorded in the form of resolutions, which are enacted by the Council administration.

Resolutions, once recorded, take effect immediately. They can vary greatly in scale from writing a letter to communicate Council's position on a matter, to delivery of a complex capital project.

Darebin City Council records and monitors the progress made on the implementation of Council resolutions.

In this Financial Year to date, 186 resolutions have been completed and 19 resolutions are in progress. Due to the complexity of some of the resolutions, they may span multiple years and can be superseded or updated as the initiatives progress.

The status of the 205 resolutions made by Darebin City Council since 1 July 2020 is:

91% complete

9 % in progress



FINANCIAL REPORT

Twelve months ended
30 June 2021

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1 EXECUTIVE SUMMARY

1.1 Operating performance

	YTD Budget \$'000	YTD Actual \$'000	YTD Variance \$'000	Adopted Budget \$'000	Annual Forecast \$'000
Operating					
Revenue	173,786	182,600	8,891	173,786	185,713
Expenditure	(168,115)	(176,418)	(8,380)	(168,115)	(172,888)
Surplus (deficit)	5,671	6,182	511	5,671	12,825
Capital & other					
Revenue/grants	(3,989)	(5,745)	(1,756)	(3,988)	(9,214)
Developer contributions	0	(584)	(584)	0	(515)
Adjusted underlying surplus/(deficit)	1,682	(147)	(1,829)	1,683	3,096

For the twelve months ended 30 June 2021, Council has recorded an operating surplus of \$6.18 million, which is \$0.51 million ahead of the full-year budget. After eliminating capital and other items, the adjusted underlying deficit is \$0.15 million, which is \$1.83 million less than the full-year budget. An underlying deficit is the net surplus for the year adjusted for non-recurrent capital grants and contributions. It is an accepted measure of financial sustainability as it is not impacted by non-recurring or once-off items of revenue and expenses that can often mask the operating results.

Total revenue is favourable by \$8.81 million and total expenditure is unfavourable by \$8.30 million. The main items contributing to this favourable variance are greater income than budgeted from operating and capital grants, monetary contributions offset by greater expenses for employee costs and materials and services.

There are significant variances in the actual result compared to the adopted budget with some of these variances due to Council participating in the Victorian Government funded Working for Victoria initiative. The revenue and costs were not budgeted so the initiative has resulted in a favourable variance in Grants – operating, \$5.0 million, and unfavourable variances in Employee costs of \$4.38 million and Materials and services of \$0.62 million. The net cost to Council is zero.

Council received substantial Federal Government - Local Roads & Community Infrastructure Funding (LCRI) for infrastructure initiatives. Subsequently, funding and corresponding infrastructure spending of \$4.7 million was undertaken. Council also received additional State Government funding of \$0.5 million for the KP Hardiman Reserve hockey field resurfacing project.

Revenue in Statutory fees and fines are unfavourable due to traffic enforcement income tracking slower than budget \$0.14 million. This is primarily due to the State Government COVID-19 restrictions.

Contributions received from developers for public open space and other capital works are \$2.50 million greater than budget.

The total expense variance of \$8.30 million is predominately due to the Working for Victoria costs and purchases or projects not recognized as assets in accordance with Council's asset capitalization policy thresholds. Projects include Urban Forest Strategy \$0.9 million, minor building works \$0.8 million, library resources \$0.5 million and IT Software as a Service (Saas) purchases \$1.2 million.

1.2 Capital performance

	YTD Budget \$'000	YTD Actual \$'000	YTD Variance \$'000	Adopted Budget \$'000	Budget & CFWD's \$'000	Annual Forecast \$'000
Property	20,059	23,109	(3,050)	20,059	19,665	24,072
Plant & equipment	6,239	3,536	2,703	6,239	6,876	6,381
Infrastructure	13,790	18,024	(4,234)	13,790	14,890	19,336
Total capital works	40,088	44,669	(4,581)	40,088	41,431	49,789

For the twelve months ended 30 June 2021, Council has expended \$44.67 million on the capital works program, which is \$4.58 million ahead of the full-year budget. The variance is due mainly to advance works undertaken at the new Narrandjeri Stadium \$6.5 million and works associated with the Local Roads & Community Infrastructure Funding (LCRI) for infrastructure initiatives.

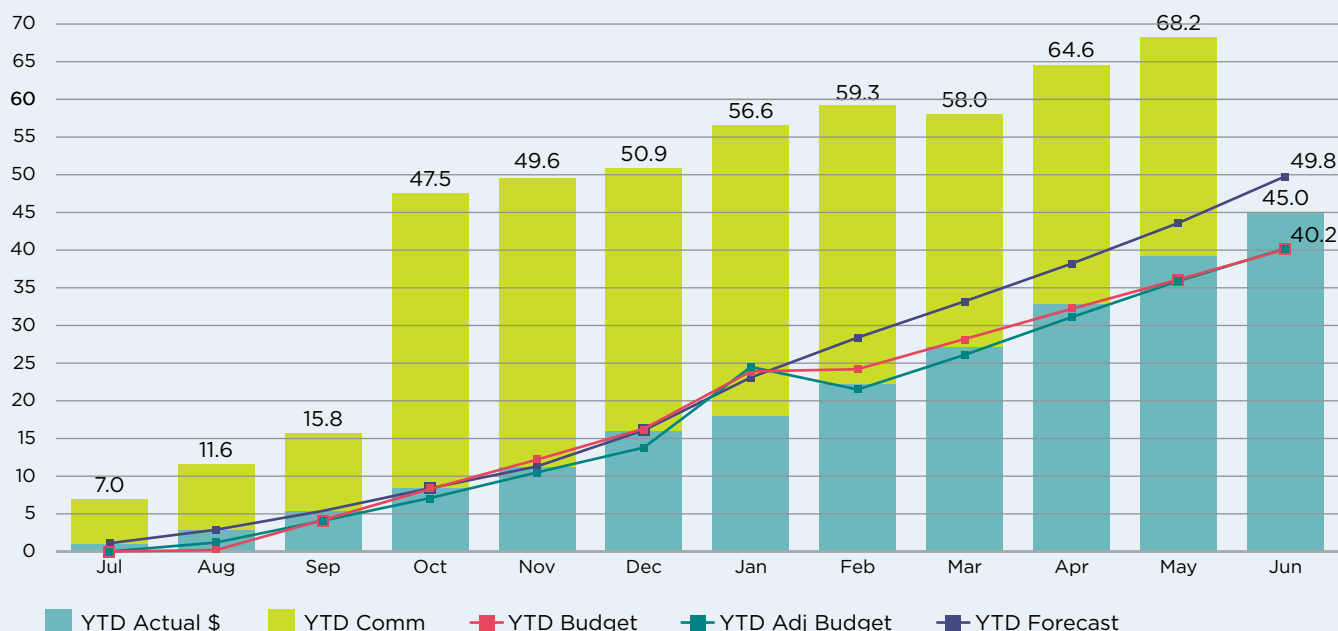
The adopted budget has increased from \$40.09 million to an annual forecast of \$49.79 million. This is due to unbudgeted Federal Grants (LCRI) in 2020-21 for Footpath and Building Renewals \$4.70 million, Road Blackspot \$343K, the advance progress of the Narrandjeri Stadium \$5.0 million and \$400K allocated from 2019-20 operating surplus towards the Integrated Finance System project.

The total capital works amount of \$44.67 million excludes purchases or projects (\$5.18 million) not recognized as assets in accordance with Council's asset capitalization policy thresholds.

The 3rd Quarter review identified 15 projects which are programmed for delivery in 2020-21 which will require some budgeted funds to be carried forward to the 2021-22 year. The value of this is \$2.57 million. Significant projects include:

- Darebin Operations Centre retaining wall - Additional design consultation has delayed the project
- Bill Lawry Oval pavilion - Complex project requiring cultural heritage consultation
- Open Space - Penders Park stage 2 - Funding is being sought from State Government to complete the project. Expected to be completed over two financial years.

Cumulative capital works actual and committed expenditure



1 EXECUTIVE SUMMARY

1.3 Financial position

	YTD Budget \$'000	YTD Actual \$'000	YTD Variance \$'000	Adopted Budget \$'000	Annual Forecast \$'000	Audited 2020 \$'000
Cash and investments	53,583	64,580	10,997	53,583	58,789	73,526
Net current assets	37,045	36,315	(730)	37,045	33,233	50,038
Net assets and total equity	1,458,221	1,489,183	30,962	1,458,221	1,533,967	1,521,142

The financial position as at 30 June 2021 shows a cash and investment balance of \$64.58 million, which is \$11.0 million ahead of budget. The variance is due mainly to timing differences in receipt of rates, government receipts, payments to employees and suppliers, payments for property, infrastructure and plant and equipment and a higher opening cash and investment position compared with budget. The cash and investment balance of \$64.58 million was sufficient to meet restricted cash and intended allocation obligations of \$38.14 million at the end of June. Restricted cash is the amount of cash holdings Council requires to meet external restrictions such as trust funds, statutory reserves and cash for intended allocations, such as cash held to fund future capital works.

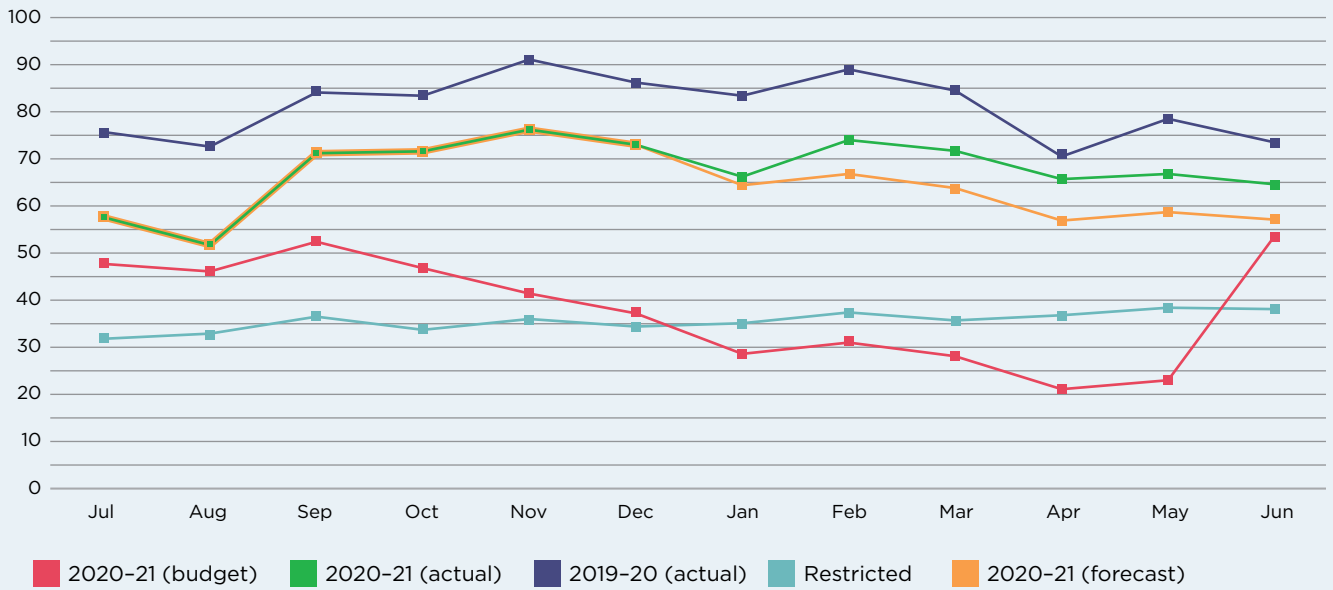
The net current asset position is \$36.32 million, which is \$0.73 million less than budget. Due to the prior year revaluation increment of property assets, offset by the current year revaluation decrement of infrastructure assets, the net asset position of \$1.49 billion is \$30.96 million more than budget.

Figure 01 shows Council's cash balance is within expectations. Every opportunity is taken to invest surplus cash to maximise investment returns.

Figure 02 shows projections of the movement in Council's working capital over the course of the 2020-21 financial year. The chart portrays:

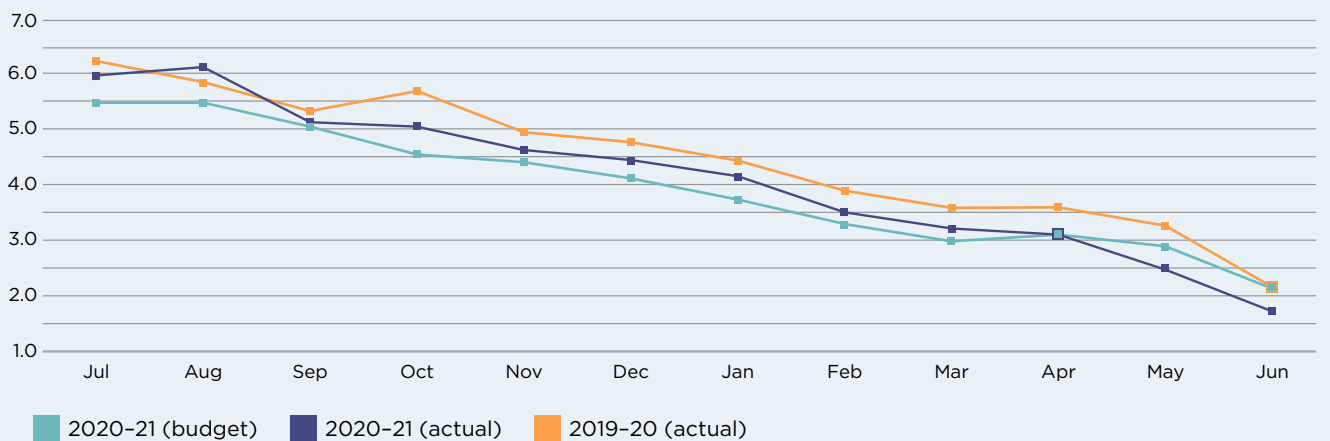
- Budgeted 2020-21 working capital
- Actual 2020-21 working capital
- Actual 2019-20 working capital.

Figure 01: Cash and Investment Balance



Note: Cash and investments include term deposits with a maturity date exceeding 90 days which are classified as other financial assets in the Balance Sheet (\$16.85M).

Figure 02: Working capital (current assets/current liabilities)



APPENDIX A

Comprehensive Income Statement

For the 12 months ended 30 June 2021

	YTD Budget \$'000	YTD Actual \$'000	YTD Variance \$'000	Annual Budget \$'000	Annual Forecast \$'000
Income					
Rates and charges	135,560	135,161	(399)	135,560	135,452
Statutory fees and fines	5,739	5,599	(140)	5,739	5,319
User fees	5,464	5,684	220	5,464	5,443
Grants - operating	15,727	21,095	5,368	15,727	21,827
Grants - capital	4,570	6,309	1,739	4,570	9,795
Contributions - monetary	3,500	6,003	2,503	3,500	5,522
Net gain (loss) on disposal of property, infrastructure, plant and equipment	612	648	36	612	559
Fair value adjustments for investment property	0	(76)	(76)	0	0
Other income	2,614	2,177	(437)	2,614	1,796
Total income	173,786	182,600	8,814	173,786	185,713
Expenses					
Employee costs	88,339	92,175	(3,836)	88,339	90,602
Materials and services	46,723	52,921	(6,198)	46,723	50,310
Bad and doubtful debts	1,320	579	741	1,320	840
Depreciation and amortisation	24,323	23,939	384	24,323	24,053
Lease finance costs	0	6	(6)	0	0
Other expenses	7,410	6,798	612	7,410	7,083
Total expenses	168,115	176,418	(8,303)	168,115	172,888
Surplus for the year	5,671	6,182	511	5,671	12,825
Less					
Grants - capital (non-recurrent)	(3,989)	(5,745)	(1,756)	(3,988)	(9,214)
Non cash developer contributions	0	0	0	0	0
Adjusted underlying surplus/(deficit)	1,682	(147)	(1,829)	1,683	3,096

Balance Sheet

As at 30 June 2021

	YTD Budget \$'000	YTD Actual \$'000	YTD Variance \$'000	Annual Budget \$'000	Annual Forecast \$'000	Audited 2020 \$'000
Current assets						
Cash and cash equivalents	36,730	47,727	10,997	36,730	41,936	42,920
Trade and other receivables	13,598	19,937	6,339	13,598	13,598	17,175
Other financial assets	16,853	16,853	0	16,853	16,853	30,606
Inventories	67	58	(9)	67	60	60
Other assets	2,618	2,212	(406)	2,618	2,525	2,528
Total current assets	69,866	86,787	16,921	69,866	74,972	93,289
Non-current assets						
Trade and other receivables	4,718	3,996	(722)	4,718	4,369	4,387
Other financial assets	236	6	(230)	236	4,704	236
Property, infrastructure, plant & equipment	1,414,755	1,447,094	32,339	1,414,755	1,490,061	1,464,388
Right-of-use assets	0	154	154	0	263	237
Investment property	2,810	2,714	(96)	2,810	2,790	2,790
Intangible assets	467	969	502	467	578	1,086
Total non-current assets	1,422,986	1,454,933	31,947	1,422,986	1,502,766	1,473,124
Total assets	1,492,852	1,541,720	48,868	1,492,852	1,577,738	1,566,413
Current liabilities						
Trade and other payables	7,956	15,004	(7,048)	7,956	15,182	17,520
Trust funds and deposits	4,571	5,123	(552)	4,571	4,527	4,527
Unearned Income	0	8,044	(8,044)	0	0	0
Provisions	20,294	22,227	(1,933)	20,294	21,918	21,107
Lease liability	0	74	(74)	0	112	97
Total current liabilities	32,821	50,472	(17,651)	32,821	41,739	43,251
Non-current liabilities						
Provisions	1,810	1,981	(171)	1,810	1,876	1,876
Lease liability	0	84	(84)	0	156	144
Total non-current liabilities	1,810	2,065	(255)	1,810	2,032	2,020
Total liabilities	34,631	52,537	(17,906)	34,631	43,771	45,271
Net assets	1,458,221	1,489,183	30,962	1,458,221	1,533,967	1,521,142
Equity						
Accumulated surplus	568,744	564,636	(4,108)	568,744	569,789	560,464
Asset revaluation reserve	865,796	898,505	32,709	865,796	936,646	936,646
Other reserves	23,681	26,042	2,361	23,681	27,532	24,032
Total equity	1,458,221	1,489,183	30,962	1,458,221	1,533,967	1,521,142

APPENDIX A

Statement of Cash Flow

For the 12 months ended 30 June 2021

	YTD Budget \$'000	YTD Actual \$'000	YTD Variance \$'000	Annual Budget \$'000	Annual Forecast \$'000
Cash flows from operating activities					
Rates	147,286	132,293	(14,993)	147,286	138,145
Statutory fees and fines	6,235	5,428	(807)	6,235	5,319
User fees and charges (inclusive of GST)	5,937	7,246	1,309	5,937	5,855
Government receipts	22,052	35,864	13,813	22,052	32,103
Contributions - Monetary	3,500	5,720	2,220	3,500	5,522
Other income	1,866	1,367	(499)	1,866	1,232
Employee costs	(96,588)	(90,936)	5,653	(96,588)	(89,030)
Materials and services (inclusive of GST)	(59,188)	(69,673)	(10,485)	(59,188)	(71,568)
Net FSPL refund / payment	0	27	27	0	0
	31,100	27,336	(3,763)	31,100	27,578
Interest	1,175	548	(627)	1,175	764
Trust funds and deposits	0	569	569	0	0
Net GST refund / payment	7,088	8,391	1,304	7,088	8,958
Net cash provided by operating activities	39,363	36,844	(2,519)	39,363	37,300
Cash flows from investing activities					
Proceeds from sale of property, plant and equipment	673	1,381	707	673	861
Payment for property, infrastructure, plant and equipment	(44,095)	(47,436)	(3,341)	(44,095)	(53,022)
Repayment of loans and advances	0	123	123	0	123
Proceeds from sale of other financial assets	0	230	230	0	0
Net cash used in investing activities	(43,422)	(45,702)	(2,282)	(43,422)	(52,038)
Cash flows from financing activities					
Interest paid - lease liability	0	(6)	(6)	0	0
Repayment of lease liabilities	0	(83)	(83)	0	0
Net cash used in financing activities	0	(89)	(89)	0	0
Net increase/(decrease) in cash and cash equivalents	(4,059)	(8,946)	(4,886)	(4,059)	(14,737)
Cash and cash equivalents at the beginning of the year	57,642	73,526	15,884	57,642	73,526
Cash and cash equivalents at the end of the period	53,583	64,580	10,998	53,583	58,789

Note: Cash and cash equivalents at the beginning of the year includes term deposits with a maturity date exceeding 90 days which are classified as other financial assets in the Balance Sheet (\$30.61M).

Reconciliation of cash flows from operating activities to surplus

	YTD Budget \$'000	YTD Actual \$'000	YTD Variance \$'000	Annual Budget \$'000	Annual Forecast \$'000
Surplus for the year	5,671	6,182	511	5,671	12,825
Items not involving cash or non operating in nature					
Depreciation and amortisation	24,323	23,939	(384)	24,323	24,053
Interest expense	0	6	6	0	0
Bad and doubtful debts	1,320	579	(741)	1,320	840
Net (gain)/loss on sale of assets	(612)	(648)	(36)	(612)	(559)
Other	0	23	23	0	230
	30,702	30,081	(621)	30,702	37,389
Change in operating assets and liabilities					
Decrease/(Increase) in rate debtors	16,968	(2,868)	(19,836)	17,000	2,894
Decrease/(Increase) in other operating assets	1,063	8,072	7,010	(6,077)	(30)
(Decrease)/Increase in trade creditors	(2,582)	14	2,596	(1,831)	(4,524)
(Decrease)/Increase in other operating liabilities	(7,921)	319	8,240	(431)	760
(Decrease)/Increase in provisions	1,133	1,226	93	0	812
	8,661	6,765	(1,896)	8,661	(88)
Net cash provided by operating activities	39,363	36,844	(2,519)	39,363	37,300

APPENDIX A

Statement of Capital Works

For the 12 months ended 30 June 2021

	YTD Budget \$'000	YTD Actual \$'000	YTD Variance \$'000	Annual Budget \$'000	Budget & CFWD's \$'000	Annual Forecast \$'000
Capital works						
Property						
Buildings	19,859	22,991	(3,132)	19,859	19,465	23,872
Building improvements	200	118	82	200	200	200
Total property	20,059	23,109	(3,050)	20,059	19,665	24,072
Plant & equipment						
Plant, machinery & equipment	2,375	2,021	354	2,375	2,375	2,375
Fixtures, fittings & furniture	100	75	25	100	100	100
Computers & telecommunications	2,964	1,074	1,890	2,964	3,601	3,106
Library books	800	366	434	800	800	800
Total plant & equipment	6,239	3,536	2,703	6,239	6,876	6,381
Infrastructure						
Roads	3,675	5,061	(1,386)	3,625	4,078	4,677
Bridges	480	716	(236)	480	515	1,077
Footpaths & cycleways	2,343	6,288	(3,945)	2,333	2,633	6,449
Drainage	1,093	1,206	(113)	1,093	1,223	1,257
Land Improvements	3,312	3,668	(356)	3,312	3,262	2,762
Recreation, leisure & community facilities	303	337	(34)	303	303	235
Parks, open space & streetscapes	2,584	748	1,836	2,644	2,876	2,879
Total infrastructure	13,790	18,024	(4,234)	13,790	14,890	19,336
Total capital works	40,088	44,669	(4,581)	40,088	41,431	49,789
Represented by:						
New assets	11,835	17,377	(5,542)	11,835	12,231	14,699
Asset renewal	16,493	20,703	(4,210)	16,493	17,046	20,484
Asset expansion	4,442	1,462	2,980	4,442	4,591	5,517
Asset upgrade	7,318	5,127	2,191	7,318	7,563	9,089
Total capital works	40,088	44,669	(4,581)	40,088	41,431	49,789




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 **National Relay Service**
relayservice.gov.au

If you are deaf, or have a hearing or speech impairment, contact us through the National Relay Service.

 **Speak your language**
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