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AGENDA OF THE ORDINARY COUNCIL MEETING

To be held on Monday 22 May 2023 at 6.00pm

The Council Meeting will be held in the Council Chamber, 350 High Street, Preston.

This meeting is a scheduled hybrid meeting, at which both councillors and members of the public may participate either in person or virtually.

The meeting will be livestreamed and may be accessed from Councils website www.darebin.vic.gov.au.

Persons wishing to submit a 'Public Question' may do so online by 12.00 noon on the day of the meeting via the Question and Submissions form.




ACKNOWLEDGEMENT OF TRADITIONAL OWNERS AND ABORIGINAL AND TORRES STRAIT ISLANDER COMMUNITIES IN DAREBIN

Darebin City Council acknowledges the Wurundjeri Woi-Wurrung people as the Traditional Owners and custodians of the land we now call Darebin and pays respect to their Elders, past, present and emerging.

Council pays respect to all other Aboriginal and Torres Strait Islander communities in Darebin.

Council recognises, and pays tribute to, the diverse culture, resilience and heritage of Aboriginal and Torres Strait Islander people.

We acknowledge the leadership of Aboriginal and Torres Strait Islander communities and the right to self-determination in the spirit of mutual understanding and respect.



English

These are the Minutes for the Council Meeting. For assistance with any of the items in the minutes, please telephone 8470 8888.

Arabic

هذه هي محضر اجتماع المجلس المحلي لبلدية لندن. لأي مساعدة مع أي من البنود في المحضر يرجى الاتصال بالبلدية 8470 8888.

Chinese

这些是市议会会议纪要。如需协助了解任何纪要项目，请致电8470 8888。

Greek

Αυτά είναι τα Πρακτικά της συνεδρίασης του Δημοτικού Συμβουλίου. Για βοήθεια με οποιαδήποτε θέματα στα πρακτικά, παρακαλείστε να καλέσετε το 8470 8888.

Hindi

ये काउंसिल की बैठक का सारांश है। सारांश के किसी भी आइटम में सहायता के लिए, कृपया 8470 8888 पर टेलीफोन करें।

Italian

Questo è il verbale della riunione del Comune. Per assistenza con qualsiasi punto del verbale, si prega di chiamare il numero 8470 8888.

Macedonian

Ова е Записникот од состанокот на Општинскиот одбор. За помош во врска со која и да било точка од записникот, ве молиме телефонирајте на 8470 8888.

Nepali

यी परिषद्को बैठकका माइनुटहरू हुन्। माइनुटका कुनै पनि वस्तुसम्बन्धी सहायताका लागि कृपया 8470 8888 मा कल गर्नुहोस्।

Punjabi

ਇਹ ਕੌਂਸਲ ਦੀ ਮੀਟਿੰਗ ਵਾਸਤੇ ਸੰਖੇਪ ਸਾਰਾਂਸ਼ ਹੈ। ਸੰਖੇਪ ਸਾਰਾਂਸ਼ ਵਿਚਲੀਆਂ ਕਿਸੇ ਵੀ ਆਈਟਮਾਂ ਸੰਬੰਧੀ ਸਹਾਇਤਾ ਵਾਸਤੇ, ਕਿਰਪਾ ਕਰਕੇ 8470 8888 ਨੂੰ ਟੈਲੀਫੋਨ ਕਰੋ।

Somali

Kuwaani waa qodobadii lagaga wada hadlay Fadhiga Golaha. Caawimada mid kasta oo ka mid ah qodobada laga wada hadlay, fadlan la xiriir 8470 8888.

Spanish

Estas son las Actas de la Reunión del Concejo. Para recibir ayuda acerca de algún tema de las actas, llame al teléfono 8470 8888.

Urdu

یہ کاؤنسل کی میٹنگ کلائی جی ڈاٹ اے کے کس ویب ہاؤس کے لیے مدد کے لیے براہ مہربانی 8470 8888 پر فون کریں۔

Vietnamese

Đây là những Biên bản Hội đồng Thành phố. Muốn có người trợ giúp mình về bất kỳ mục nào trong biên bản họp, xin quý vị gọi điện thoại số 8470 8888.

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Agenda

1. OPENING OF MEETING AND MEMBERSHIP

Cr. Julie Williams (Mayor) (Chairperson)
Cr. Susanne Newton (Deputy Mayor)
Cr. Emily Dimitriadis
Cr. Gaetano Greco
Cr. Tom Hannan
Cr. Tim Laurence
Cr. Trent McCarthy
Cr. Lina Messina
Cr. Susan Rennie

2. ACKNOWLEDGEMENT OF TRADITIONAL OWNERS

3. APOLOGIES

4. DISCLOSURES OF CONFLICTS OF INTEREST

5. CONFIRMATION OF THE MINUTES OF COUNCIL MEETINGS

Recommendation

That the Minutes of the Ordinary Meeting of Council held on 24 April 2023 be confirmed as a correct record of business transacted.

6. COUNCIL'S OCCUPATIONAL HEALTH AND SAFETY RESPONSIBILITIES

7. QUESTION AND SUBMISSION TIME

Members of the public can lodge questions for Council to answer or make a Comment or Submission prior to a specific item listed on the Agenda of an Ordinary Council meeting.

QUESTIONS

Members of the public can ask up to three (3) questions at an Ordinary Council meeting. Members of the public wishing to ask a question must register their question using the Questions and Submission Time Form before 12 noon on the day of the meeting.

Questions that are not lodged by 12 noon on the day of the Council Meeting will not be accepted, and **no questions will be taken from people *in attendance* on the night of the Council Meeting.**

In accordance with the Council Governance Rules 2020, the Chairperson may disallow a question if it:

- a) relates to a matter outside the duties, functions or powers of Council;
- b) is defamatory, indecent, abusive, offensive, irrelevant, trivial or objectionable in language or substance;
- c) may lead to a breach of Council's statutory obligations;
- d) relates to a Notice of Motion, Petition or item of urgent business;
- e) deals with a subject matter already answered;
- f) is aimed at embarrassing a Councillor or an Officer; or
- g) deals with a matter that should be, or has been, considered as a confidential matter or relates to any matter in respect of which Council may close the Meeting to the public under section 66 of the *Local Government Act 2020*.

No questions directed at an individual Councillor or Officer will be allowed

SUBMISSIONS

Members of the public wishing to make a 2 minute submission on a report listed on the Agenda (unless not permitted pursuant to the Councils Governance Rules) must register online before 12 noon on the day of the Ordinary Council Meeting or Hearing of Submissions Meeting and be in attendance on the day of the Meeting to make their submission.

If the person wishing to make a submission or their representative is not in attendance (including virtual attendance for a scheduled hybrid meeting) when the Agenda item is to be considered, their submission will not be read out.

The person making the submission must clearly state their name and their suburb. The name of the submitter will be recorded in the Minutes, as an official record.

No member of the public can make a submission to a Notice of Motion, Petition (unless originator of petition, Governance Rule 16.3(6)) or item of Urgent Business presented at a Council meeting.

HOW TO SUBMIT YOUR QUESTION OR MAKE A COMMENT OR SUBMISSION

Members of the public who wish to ask a question, or make a submission to an agenda item, at an Ordinary Council Meeting may register their question or intent to make a submission before 12.00 noon on the day of the meeting in one of the following ways:

- (a) online at darebin.vic.gov.au; or
- (b) by mail to PO Box 91, Preston 3072.

Council meetings can be viewed at the 'Watch Council and Planning Committee' meetings page via Council's website.

Agenda's will be available for viewing on Council's website at the 'Meeting Agendas and Minutes' page up to 6 days prior to the date of the meeting.

8. PETITIONS

9. CONSIDERATION OF REPORTS

9.1 **ENDORSEMENT OF THE DRAFT 2023/24 BUDGET (INCORPORATING THE 4 YEAR BUDGET), 10 YEAR FINANCIAL PLAN, REVENUE AND RATING PLAN AND RATES FINANCIAL HARDSHIP POLICY TO PROCEED TO COMMUNITY EXHIBITION**

Author: Interim Chief Financial Officer
Coordinator Management Accountant

Reviewed By: General Manager, Governance and Engagement

EXECUTIVE SUMMARY

This report recommends that Council endorse its draft 2023-24 budget (incorporating the 4-year Budget), Revenue and Rating Plan, Rates Financial Hardship Policy and 10-year Financial Plan to proceed to community exhibition. It is noted that the consultation on the draft Budget document follows the broad community engagement undertaken from 6 to 26 February 2023 and considered by the Hearing of Submissions Committee on 14 March 2023. All submissions received were considered as part of the development of the draft 2023-24 Budget (incorporating the 4 year budget). Deliberative consultation to inform the 10 year Financial Plan was undertaken in April – May 2023 and the outcome of this has been incorporated into the draft 10-year Financial Plan.

In the past two years, financial challenges have impacted us all. High inflation, increasing labour, materials and construction costs, coupled with rising interest rates, has placed significant pressures on Council's budget. As stewards of Government resources, these challenges have meant we have needed to review our strategic plans and priorities to ensure we can continue to deliver what matters most to the Darebin community, whilst being financially sustainable and fiscally responsible.

The need for financial sustainability has also been raised in the report from the Municipal Monitor, published on 26 April 2023 by the Minister for Local Government. As a result of the Municipal Monitor's recommendations contained in the report, the Minister for Local Government has provided governance Directions to Council to provide a number of assurances relating to financial sustainability, following receipt of the Monitor's report.

As a result, the 2023-24 budget package includes a draft mid-term review of the Financial Plan 2021-31 and a draft mid-term review of the Council Plan 2021-25. These reviews were necessary to enable Council to carefully consider the changing economic landscape and the new challenges these have presented to Council and our community. The draft 10 year Financial Plan recommended to proceed to community consultation is prudent and necessary to ensure financial sustainability, and to ensure Council keeps a clear focus on delivering the Community's Vision, key services people rely on and social and sustainability outcomes for our Community. It should be noted that the mid-term review of the Council Plan is reported separately on the Council meeting agenda.

We have carefully prioritised a financially responsible capital works program focused on renewing assets and addressing highest priority needs. This includes investing in new

kindergartens. Our operating budget has also tightened and we have prioritised delivery of community services and programs people rely on, which have the highest impact towards our community's social and sustainability goals.

Our community has established a clear vision for Darebin in 2041 and our draft Council Plan and Budget for the years ahead are designed to work towards this. Our Community sees Darebin in 2041 as "an equitable, vibrant and connected community" which "respects and supports First Nations People, values country, our diverse communities and places." and our community's vision is that "Darebin commits to mitigating the climate emergency, creating prosperity for current and future generations.

The 10-year Financial Plan incorporates provision for investment in improved technology and systems which will help us reduce costs in the medium and longer term, through improved integration and automation that will significantly enhance the community experience and enable achievement of Council goals and plans more efficiently. This aligns to the recommendation made by the Municipal Monitor in their report released in April 2023.

Once endorsed by Council, the draft 10-year Financial Plan, draft Revenue and Rating Plan, draft Rates Financial Hardship Policy and draft 2023-24 Budget (incorporating the 4 year budget) will be made available for community exhibition for two weeks from 23 May to 6 June 2023. Council will consider the adoption of the draft 2023-24 Budget, 10-year Financial Plan, Revenue and Rating Plan and Rates Financial Hardship Policy at the Council meeting on 26 June 2023.

The draft 2023-24 Budget is community focused, delivering projects and services that are highly valued by residents, businesses and visitors, including, but not limited to:

- Delivery of green organic and food organic (FOGO) waste recycling service for all residential ratepayers, excluding multi-unit dwellings
- Approximately 21,000 immunisations
- Three library branches open seven days a week and one six days a week, with spaces to work, study, and read with access to free wifi, PCs and laptops to help bridge the digital divide
- Physical and digital library collections to meet the needs of our community, including language collections in Arabic, Chinese, Greek, Hindi, Italian, Macedonian, Punjabi, Spanish, and Vietnamese
- Extensive event program to support literacy, reader development and community learning, celebrate cultural diversity, engage our community and reduce social isolation
- Approximately 150,000 hours of aged care services, programs and assistance
- Planting of 1,200 trees, as well as 100,000 indigenous plants in bushland and parkland
- Animal registrations for around 17,000 pets
- Maintenance of more than 56 sporting ovals and fields
- Maintenance of more than 30km of shared bike paths
- Support for the installation of 150 solar systems to residential homes
- Collection of over 50,000 tonnes of kerbside, recycling and organic waste, two hard waste collections and over 72,000 kilometers travelled by our streetsweepers delivering roadside cleaning
- Streetscape and Place improvements across the city

Officer Recommendation

That Council:

- (1) Note the deliberative engagement was undertaken pursuant to section 91(1) of the *Local Government Act 2020* to inform the draft 10-year Financial Plan and the report provided at **Appendix A** relating to this engagement.
- (2) Note the 10 year Financial Plan has been informed by an independent peer review of assumptions, a series of special Audit and Risk Committee meetings and Councillor workshops and briefings between January to May 2023.
- (3) Note the Municipal Monitor's report included a recommendation for the Minister for Local Government to action, that in addition to the annual audit of the Darebin City Council's financial accounts, the Auditor-General undertake an annual performance review of the progress of the Council towards financial sustainability until the Auditor-General is satisfied that the Council has achieved financial sustainability.
- (4) Note that a 'Future Fund' (reserve) will be established for major capital infrastructure projects and that a further report to Council will be provided on the structure of the fund.
- (5) Note that at its meeting on 10 May 2023, the Audit and Risk Committee recommended that Council endorse the 10-year Financial Plan to proceed to community exhibition.
- (6) Endorse the draft 10-year Financial Plan to proceed to community exhibition (**Appendix B**)
- (7) Note that the 10-year Financial Plan will be considered for adoption at a Council meeting to be held at 6.00pm on Monday 26 June 2023.

That Council:

- (8) Note that community submissions for the Draft 2023-24 Budget were invited through community consultation from 6 – 26 February 2023, with all submissions (**Appendix C**) having been considered for the Budget and separately at a Hearing of Submissions Committee meeting held on 14 March 2023.
- (9) Endorse the draft Budget 2023-24 (incorporating the 4 year Budget) and associated fees and charges (**Appendix D**), to resource the 2023/24 Council Plan Action Plan, Capital Works Program (**Appendix E**) and Operating Projects (**Appendix F**), to proceed to community exhibition.
- (10) Note that the draft 2023-24 Budget (incorporating the 4 year Budget) will be considered for adoption at a Council meeting to be held at 6.00pm on Monday 26 June 2023.
- (11) Note as part of the 2023-24 budget submission process DIVRS sought \$30,000 funding for food relief. Officers have identified \$15,000 in the current 2022-23 budget that will be allocated as a one-off grant to DIVRS for food relief across our community.

That Council:

- (12) Note that at its meeting on 10 May 2023, the Audit and Risk Committee recommended that Council endorse the Revenue and Rating Plan to proceed to community exhibition.
- (13) Endorse the draft Revenue and Rating Plan 2021-25 (**Appendix G**) to proceed to community exhibition.

- (14) Endorse the draft Rates Financial Hardship Policy (**Appendix H**) to proceed to community exhibition.
- (15) Gives notice in accordance with section 93 of the *Local Government Act 2020* of Council's intention to adopt, at a Council meeting to be held at 6.00pm on Monday 26 June 2023, the Revenue and Rating Plan (**Appendix G**).

That Council

- (16) Gives notice in accordance with section 162 of the *Local Government Act 1989* of Council's intention to declare, at a Council meeting to be held at 6.00pm on Monday 26 June 2023:
 - a. A service rate for public waste services in the 2023-24 year levied in accordance with the criteria in the Revenue and Rating Plan.
 - b. A service charge for Kerbside Collection Services in the 2023-24 year in accordance with the criteria in the Revenue and Rating Plan.
- (17) Gives notice in accordance with section 169 of the *Local Government Act 1989* of Council's intention to grant, at a Council meeting to be held at 6.00pm on Monday 26 June 2023:
 - a. A concession for residential properties with a CIV value at \$500,000 or less by the Valuer General of Victoria that equates to 100% of the public waste rate. This concession will automatically be applied to the principal place of residence for ratepayers and will not require an application.
 - b. A concession for residential properties with a CIV value at \$500,000 or less by the Valuer General of Victoria that caps the kerbside waste collection service fee to a maximum amount of \$50 for residential properties. This concession will automatically be applied to the principal place of residence for ratepayers and will not require an application.
 - c. A Pensioner Concession of \$150 for pensioners who are holders of an eligible Centrelink or Veteran Affairs Pension Concession Card or a Veteran Affairs Gold Card which stipulates TPI or War Widow for the Kerbside Waste Collection Service Charge. This concession will be provided by direct provision (without application where information is known) for the Kerbside Collection Service Charge on their principal place of residence only.
 - d. A Pensioner Safety Net Concession of \$150 for pensioners who are holders of a Centrelink or Veteran Affairs Pension Concession Card or a Veteran Affairs Gold Card which stipulates TPI or War Widow and who are not eligible for the Pensioner Concession for the Kerbside Waste Collection Service Charge, for the principal place of residence. Ongoing eligibility is maintained, unless rejected by Centrelink or the Department of Veteran Affairs during the annual verification procedure. Upon confirmation of an eligible pensioner concession status, the pensioner concessions deducted from the rate account before payment is required by the ratepayer.
 - e. A concession of 100%(\$0) for general rates for all properties owned or managed by Aboriginal Housing Victoria as a 'registered agency', relating to the provision of affordable housing, in accordance with s169 (1d) of the *Local Government Act 1989*, Council's 'Statement of Commitment to Traditional Owners and Aboriginal and Torres Strait Islander people' and 'Toward Equality Framework'.
- (18) Note the Special Charge for the Northcote Business Precinct for 2023/24 will be \$96,555 in accordance with Council's decision on 24 June 2019 as reflected in the revised draft Revenue and Rating Plan at **Appendix G**.
- (19) Note the Special Rate for the Preston Central Business Precinct for 2023/24 will be \$121,125 in accordance with Council's decision on 12 August 2019 as reflected in the revised draft Revenue and Rating Plan at **Appendix G**.

-
- (20) Note that the Special Rate for the Reservoir Village Business Precinct for 2023.24 will be \$78,900 in accordance with Council's decision on 26 June 2022 as reflected in the revised draft Revenue and Rating Plan at **Appendix G**.
- (21) Note that the Special Rate for the Fairfield Business Precinct for 2023.24 will be \$74,579 in accordance with Council's declaration of the Special Rate for 5 years on 24 June 2019 as reflected in the revised draft Revenue and Rating Plan at **Appendix G**.
- (22) Note that Council will write to each person who is liable to pay the Special Rate or Special Charge for 2023/24 and that the Special Rates for Fairfield, Preston and Northcote expire on 30 June 2024.

BACKGROUND / KEY INFORMATION

Draft revised 10-year Financial Plan (Appendix B)

The *Local Government Act 2020* requires each Council to develop or review a 10 Year Financial Plan in accordance with its deliberative engagement practices and adopt the Financial Plan by 31 October in the year following a Council election.

The 10-year Financial Plan was first established and adopted in June 2021, replacing the 10 year Strategic Resource Plan that had been adopted previously.

The past 24 months has been a challenging time for all levels of government to manage financial priorities in the context of global events, the continuous impact of rates capping, increasing interest rates and significantly high inflation rates. As a result of the changed economic landscape, Council's Long Term Financial Outlook has worsened significantly since its adoption in 2021, requiring review of the 10-year Financial Plan and the adopted Council Plan.

Accompanying the 10 year Financial Plan, is the intention to establish a 'Future Fund' (reserve) for major capital infrastructure projects into the future. This will enable Council to preserve savings realised over the course of the 10 year Financial Plan to meet community infrastructure needs and reduce reliance on borrowings. The Future fund has been explored through Councillor Workshops, Briefings and discussed with Audit and Risk Committee. A report on the Future Fund will be provided to Council for consideration later in 2023.

Draft 2023-24 Budget (incorporating the 4 Year Budget) (Appendix D)

The *Local Government Act 2020*, Section 94(1) requires a Council to prepare and adopt a budget for each financial year and the subsequent 3 financial years.

The *Local Government Act 2020* requires that the budget give effect to the Council Plan.

The Budget 2023-24 must include the following:

- Financial statements in the form and containing the information required by the regulations;
- A general description of the services and initiatives to be funded in the budget;
- Major initiatives identified by the Council as priorities in the Council Plan, to be undertaken during each financial year;
- For services to be funded in the budget, the prescribed indicators and measures of service performance that are required to be reported against by this Act;
- The total amount that the Council intends to raise by rates and charges;
- A statement as to whether the rates will be raised by the application of a uniform rate or a differential rate;
- A description of any fixed component of the rates, if applicable;

- If the Council proposes to declare a uniform rate, the matters specified in section 160 of the *Local Government Act 1989*;
- If the Council proposes to declare a differential rate for any land, the matters specified in section 161(2) of the *Local Government Act 1989*;
- Any other information prescribed by the regulations.

The *Local Government Act 2020* requires Council to prepare and adopt a budget for each financial year and the subsequent three financial years, thereby establishing a four-year budget, covering the periods 2023-24, 2024-25, 2025-26 and 2026-27.

The *Local Government Act 2020* prescribes that Council must adopt its final budget by 30 June each year.

Draft revised Revenue and Rating Plan (Appendix G)

The *Local Government Act 2020* requires each Council to prepare a Revenue and Rating Plan to cover a minimum period of four years following each Council election. The Revenue and Rating Plan establishes the revenue raising framework within which Council proposes to work.

The Revenue and Rating Plan was first established and adopted in June 2021. Council's current Revenue and Rating Plan was adopted on 27 June 2022.

The purpose of the Revenue and Rating Plan is to determine the most appropriate and affordable revenue and rating approach for the City of Darebin which, in conjunction with other income sources will adequately finance the objectives in the Council plan.

Draft Rates Financial Hardship Policy (Appendix H)

The current Rates Financial Hardship Policy was adopted on 27 June 2022. The Policy established the support available to ratepayers experiencing hardship, upon application. For transparency, the Policy also reflects other support provided by Council aligned to equity measures that do not require application as well as those available upon application.

Intention to declare the public waste service collection rate and kerbside waste collection service charge

In accordance with section 162 of the *Local Government Act 1989*, Council introduced a s162 Kerbside Waste Collection Service Charge for the collection and disposal of waste through the kerbside service from July 2022.

The Kerbside Waste Collection Service charge covers the costs of collection and processing of rubbish, recycling and food and garden waste. Council provides a three-bin service to residential properties, and a general waste service to some participating businesses. Private contractors provide waste collection services for non-residential and large multi-unit dwellings by direct arrangement with the body corporate, landowner, tenant or business owner.

The Kerbside Waste Collection Service charge is levied on the following criteria:

- Geographic existence within those areas of the municipal district in which Council provides a domestic kerbside waste collection and processing service.

- The charge will be raised irrespective of whether the service is used or not unless it has been identified as:
 - a. a multi-unit dwelling via the planning process where the traditional kerbside waste collection service cannot be used.
 - b. a business that is not serviced by the kerbside waste collection service.

In November 2021, and in accordance with section 162 of the *Local Government Act 1989*, Council resolved to introduce a Service Rate for Public Waste Collection Service for the collection and disposal of waste through the public waste collection service from 1 July 2022.

The Public Waste Collection Service rate covers the costs of collection, recycling, landfill disposal of public waste and waste education. Darebin City Council established a Public Waste Collection Service Rate effective 1 July 2022 for the collection and disposal of public refuse applicable to all rateable properties within the municipality that benefit from this service.

Previous Council Resolution

At its meeting held on 28 June 2021, Council resolved (in part):

'That Council:

- (2) *In accordance with section 91 of the Local Government Act 2020 adopts the Financial Plan 2021-2031 (**Appendix B**) including updates to reflect any consequential changes to the Budget 2021-22 and revokes the Strategic Resource Plan 2020-2024 and Ten Year Capital Works Plan 2020-21 to 2029-30;'*

At its meeting held on 22 November 2021, Council resolved (in part):

'That Council:

- (4) *Establish a service charge for kerbside waste collection services, moving kerbside waste collection costs from the general rates payable by ratepayers, incorporating the existing waste collection fee for Green Waste.*
- (5) *Establish a service rate for public waste collection services, moving public waste collection costs from the general rates payable by ratepayers.*
- (6) *Note that the kerbside waste collection service charge, the service rate for public waste collection and the applicable concessions aligned to equity principles will be declared through the 2022/23 Budget, following receipt of valuations from the Valuer General in 2022 and consultation on the 2022/23 draft Budget.*
- (7) *Note the Revenue and Rating Plan 2021-25 will be revised to incorporate the decision of Council to introduce the service rate for kerbside waste collection services, the service rate for public waste collection services and concessions aligned to equity principles and reported to Council alongside the draft Budget in March 2022.*
- (8) *Note the Rates Financial Hardship Policy will be revised to incorporate the concessions aligned to equity principles (with benefit to approx. 40,000 households) and the safety net for kerbside waste collection services for those experiencing disadvantage and reported to Council alongside the draft Budget in March 2022.'*

At its meeting on 27 June 2022, Council resolved (in part):

'That Council:

- 1) *In accordance with section 93 the Local Government Act 2020 adopts the revised Revenue and Rating Plan 2022-2026 (Appendix B – version for adoption);*
- 3) *Adopt the revised Rates Financial Hardship Policy (Appendix A – version for adoption);*
- 4) *Authorise the Chief Executive Officer to provide public notice through Council's website and any other communication channels, of Council's decision to adopt the following documents, rates and charges and financial policy positions and arrangements:*
 - a) *The Budget 2022-23 (incorporating the four (4) year Budget).*
 - b) *Revised Revenue & Rating Plan 2022-26.*
 - c) *Revised Rates Financial Hardship Policy.*
 - d) *Declaration of the public waste service rate.*
 - e) *Declaration of the service charge for kerbside collection services.*
 - f) *Granting of a rate rebate to pensioners, granting of two concessions aligned to equity principles to support the separation of waste management cost recovery from general rates.*
 - g) *Granting of a safety net concession for ratepayers experiencing hardship as a result of the service rate and service charge.*
 - h) *Granting a concession of 100% for general rates for all properties owned or managed by Aboriginal Housing Victoria as a 'registered agency'.*
 - i) *The introduction of the Special Rate for Reservoir Village Business Precinct.'*

At its meeting held on 24 April 2023, Council resolved:

'That Council Notes in late April 2023, officers will commence a form of deliberative engagement in relation to Council's 10-year Financial Plan in accordance with section 91 and the Council Plan in accordance with section 90(3) of the Local Government Act 2020.'

ALIGNMENT TO 2041 DAREBIN COMMUNITY VISION

Strategic Direction 1: Vibrant, Respectful and Connected

Strategic Direction 2: Prosperous, Liveable and Flourishing

Strategic Direction 3: Climate, Green and Sustainable

ALIGNMENT TO 2021-25 COUNCIL PLAN

Strategic Direction 1: Vibrant, Respectful and Connected

Strategic Direction 2: Prosperous, Liveable and Flourishing

Strategic Direction 3: Climate, Green and Sustainable

Strategic Direction 4 Responsible, Transparent and Responsive

ALIGNMENT TO COUNCIL PLAN STRATEGIC OBJECTIVES

The 2023-24 budget presented for adoption aligns to the 2023-24 Council Plan deliverables across all four strategic directions.

DISCUSSION

10 Year Financial Plan (Appendix B)

The 10 Year Financial Plan adopted by Council in June 2021 requires review to reflect the changed economic context, following the covid-19 pandemic.

Over the past two years, financial challenges have impacted us all. High inflation, increasing labour, materials and construction costs, coupled with rising interest rates, has placed significant pressure of Council's budget. As stewards of Government resources, these challenges have meant we have needed to review our strategic plans and priorities to ensure we can continue to deliver what matters most to the Darebin community, whilst being financially sustainable and fiscally responsible.

The need for financial sustainability has been raised in the report from the Municipal Monitor, published on 26 April 2023 by the Minister for Local Government. This follows the appointment of a Municipal Monitor to Council in April 2022 for 9 months. As a result of the Municipal Monitor's recommendations contained in the report, the Minister for Local Government has provided governance Directions to Council to provide a number of assurances relating to financial sustainability, following receipt of the Monitor's report.

The Report also recommends that the Minister write to the Auditor-General requesting that in addition to the annual audit of the Darebin City Council's financial accounts, the Auditor-General undertake an annual performance review of the progress of the council towards financial sustainability until the Auditor-General is satisfied that the Council has achieved financial sustainability.

The Draft revised Financial Plan has been prepared specically to mitigate key financial risks as noted earlier in this report. Key changes are as follows:

- Revised financial assumptions to better align to current economic conditions, including but not limited to; higher inflation, increased interest rates on loan repayments, higher energy costs, higher cost of service contracts and rising construction costs
- Ongoing significant investment in delivery of core services and functions including investment in those functions that achieve our social and sustainability goals, and to deliver on our legislative obligations
- Aim to achieve at least break-even operating results
- Identification of significant efficiencies in our operating budgets including savings of \$3m in 2023-24 and further savings over the next three years
- Provision for investment in improved technology and systems which will help us reduce costs in the medium and longer term, through improved integration and automation that will significantly enhance the community experience and enable achievement of Council goals and plans more efficiently. Final investment will be subject to Council approval once the business case for this investment has been fully considered by Council
- A more financially sustainable annual operating project program to the value of \$2.5 million
- A more financially sustainable capital works expenditure program over the 10-year period, that negates the requirement for external borrowings to mitigate rising interest rate costs

- Establishment of a “Future Fund” which would be used to save for major infrastructure investment in the future, such as a rebuild of RLC

Process for preparation of the draft revised 10 Year Financial Plan

The draft revised Financial Plan has been developed in collaboration with Councillors and the Audit & Risk Committee through a series of workshops and briefing sessions undertaken on the following dates:

- 5 December 2022 Councillor Strategic Budget Workshop
- 23 January 2023 Councillor Strategic Budget Workshop
- 31 January 2023 Special Audit & Risk Committee Meeting - Finance Update
- 16 February 2023 Special Audit & Risk Committee Meeting Finance Update
- 19 February 2023 Councillor Strategic Budget Workshop
- 15 March 2023 Special Audit & Risk Committee Meeting Finance Update
- 19 March 2023 Councillor Strategic Budget Workshop
- 17 April 2023 Councillor briefing on Enterprise Resource Planning System (ERP) – IT investment
- 20 April 2023 Councillor workshop – Council Plan Action Plan priorities
- 26 April 2023 Councillor briefing on ERP – IT investment
- 1 May 2023 Councillor Briefing on Long Term Financial Plan assumptions, 10-year Financial Profile & Fees and Charges
- 8 May 2023 Councillor Briefing on 10 year Financial Plan and Draft 2023-24 Budget
- 10 May 2023 Special Audit and Risk Committee meeting – 10 year Financial Plan

The Financial Plan was also supported with the benefit of a peer review undertaken by KPMG in January and February 2023 of the long term financial assumptions, which were reported to Audit and Risk Committee at its meetings on 31 January and 16 February 2023.

The preparation has been thorough and comprehensive and included a deliberative engagement process through seeking feedback from a strong cross section of the community to better understand what we need to take into account when having to make challenging financial decisions. Our aim was to involve a range of community members who represent the diversity of Darebin.

Following Council’s endorsement on 22 May 2023, the revised 10 Year Financial Plan will be put on public exhibition for a period of 15 days, 23 May to 6 June 2023.

Draft 2023-24 Budget (incorporating the 4-year Financial Budget) (Appendix D)

Council has prepared a draft budget for 2023-24 (**Appendix D**) which is aligned to the objectives of the Council Plan (incorporating Municipal Public Health and Wellbeing Plan) 2021–25. Associated documents include the Capital Works Program (**Appendix E**) and Operating Projects list (**Appendix F**). The draft Budget for 2023-24 seeks to maintain services and infrastructure as well as deliver projects and services that are valued by our community.

We're investing over \$110 million in operational services including but not limited to:

- \$15 million towards open spaces, parks and natural environment services
- \$2.4 million towards sustainable transport services
- \$15 million towards aged and disability services
- \$10.5 million towards facilities and infrastructure management and maintenance
- \$3.6 million towards community wellbeing equity and diversity services
- \$10 million towards recreation and leisure services
- \$24.4 million towards waste management services
- \$8.8 million towards families, youth and children services
- \$8.6 million towards creative culture and community facilities services
- \$5.6 million towards libraries and learning services
- \$5.2 million towards climate emergency and environment services
- \$3 million towards economic development services

We're also investing \$30 million in capital projects as detailed in the Capital Works Program at **Appendix E**. Key highlights include:

- \$450,000 on Land and land contamination
- \$9.8 million on Building renewals
- \$1.9 million on Plant, machinery and equipment renewals
- \$750,000 on new & renewal of library books
- \$14.4 million to renew and upgrade key infrastructure including roads, bridges, footpaths & cycleways, drainage, recreational, leisure and community facilities, waste management and parks, open space & streetscapes.

The Draft Budget 2023-24 (incorporating the 4-year Budget) has been prepared with the following principles in mind:

- Revised financial assumptions to better align to current economic conditions, including but not limited to; higher inflation, increased interest rates on loan repayments, higher energy costs, higher cost of service contracts and rising construction costs.
- Focus on strategic alignment to our Council Plan (incorporating Municipal Public Health and Wellbeing Plan) 2021-25 to realise the aspirations of the Community Vision 2041
- Ongoing significant investment in delivery of core services and functions including investment in those functions that achieve our social and sustainability goals, and to deliver on our legislative obligations.

- Aim to achieve at least break-even operating results to enable Council to remain financially sustainable and continue to provide core services to meet its objectives, now and into the future.
- In response to the current economic climate and rising interest rates, Council has developed a borrowing policy that reduces borrowings across the 10 year horizon by \$75 million, compared to the Financial Plan adopted in June 2021. This strategy significantly reduces interest repayments over the long term, enabling Council to utilise additional cash to fund critical services to the community. Council borrowed \$10 million in 2021/22 and will borrow a further \$39 million in the current 2022-23 year to help fund the Northcote Aquatic Centre project which will provide inter-generational benefits to the community.
- Identification of significant efficiencies in our operating budgets including savings of \$3m in 2023-24 and further savings over the next three years.
- A more financially sustainable annual operating project program to the value of \$2.5 million annually.
- A more financially sustainable capital works expenditure program over the 4-year period, that negates the requirement for external borrowings to mitigate rising interest rate costs.

Process for preparation of the draft Budget 2023–24

The draft Budget 2023-24 has been developed in collaboration with Councillors through a series of workshops and briefing sessions undertaken on the following dates:

- 5 December 2022: Councillor Strategic Budget Workshop
- 23 January 2023: Councillor Strategic Budget Workshop
- 19 February 2023: Councillor Strategic Budget Workshop
- 19 March 2023: Councillor Strategic Budget Workshop
- 20 April 2023: Councillor workshop – Council Plan Action Plan priorities
- 27 April 2023: Councillor briefing on ERP
- 1 May 2023: Councillor Briefing on Long Term Financial Plan assumptions, 10-year Financial Profile & Fees and Charges
- 8 May 2023: Councillor Briefing on 10 year Financial Plan and Draft 2023-24 Budget

The draft Budget 2023-24 has been informed by the Community Vision 2041, which has in turn informed the revised Revenue and Rating Plan (**Appendix G**), the revised Financial Plan (**Appendix B**) and the Budget 2023-24 (incorporating the 4-year budget) (**Appendix D**).

In addition, the draft 2023-24 Budget (incorporating the 4-year Budget) (**Appendix D**) has been informed through community consultation undertaken in February 2023, inviting feedback from community members over what is most important to them.

Other highlights of the draft Budget 2023–24 include:

A Vibrant, Respectful and Connected community

- Prepare for and implement aged care reforms
- Develop a Cultural Diversity Action Plan
- Develop an Aboriginal Action Plan

- Establish Merri Merri Wayi collaboration with the City of Merri-bek, Wurundjeri Woiwurrung Cultural Heritage Aboriginal Corporation, CERES and other partners
- Develop a Sexuality, Sex and Gender Diversity Action Plan to support the inclusion, rights and wellbeing of LGBTIQ+ communities and work to combat homophobia, biphobia and transphobia
- Continue to implement Welcoming Cities Standard
- Establish an appropriate grant stream, subject to guidance from the Darebin Aboriginal Advisory Committee, to support Aboriginal community-controlled organisations
- Continue to provide increased access to Reservoir Library through extended opening hours
- Continue to develop a partnership with Wurundjeri Corporation to support the delivery of mutual goals
- Deliver Out of the Park Picnic at Edwardes Lake
- Initiate a new multicultural oration

A Prosperous, Liveable and Flourishing community

- Complete construction of the Northcote Aquatic and Recreation Centre.
- Continue efforts to protect the Preston Market through participating in the strategic and statutory planning processes and supporting traders through existing programs
- Continue planning for the expansion of the 3-year old kindergarten program
- Continue the Assertive Outreach program to support people rough sleeping and experiencing homelessness in Darebin
- Develop a Community Infrastructure Plan
- Update Flood Risk Assessments
- Progress a planning scheme amendment to deliver an interim 5% Open Space Levy
- Finalise the Preston Central Structure Plan
- Finalise the new Parking Permit Policy
- Complete the Local law Review
- Undertake minor renewal works at Reservoir Leisure Centre while commencing scoping for the longer-term options for the redevelopment and rebuilding of the centre to enhance health, wellbeing and socioeconomic outcomes
- Support the roll-out of electric vehicle charging infrastructure
- Host supplier forums, connecting with Aboriginal-led businesses in the Darebin community to provide tailored information regarding upcoming procurement.
- Undertake consultation with industry and other key stakeholders to help inform the future development of an Economic Development Strategy and interest in partnering with Council on ways industry and business can connect, network and influence for the benefit of the Darebin community
- Develop an Integrated Families, Youth and Children Strategy
- Deliver four place-based projects that respond to local community issues and needs

Climate, Green and Sustainable

- Finalise and implement the Contaminated Land Framework
- Implement a Water Sensitive Urban Design (WSUD) in-lieu scheme for developers to meet a proportion of their planning requirements to treat and re-use stormwater on private land
- Continue increasing canopy cover across the municipality, with a focus on biodiversity and shopping areas and implement the shade policy
- Finalise the acquisition of three parcels of land at Clements Reserve
- Finalise the Climate Emergency Plan and consider the options for future actions that accelerate program toward net zero, including reducing household reliance on gas options for the future of the solar saver program
- Undertake community engagement to inform future kerbside waste services for residents
- Provide support for the installation of 150 solar systems to residential homes
- Continue to monitor the health of Edwardes Lake and invest in activities that improve water quality (as recommended by the taskforce)

Responsible, Transparent and Responsive

- Develop and implement a new 4 year Organisational Strategy to deliver on the Council Plan Strategic Direction – responsible, transparent and responsive - and other organisational improvement priorities in an integrated and efficient way
- Transform our models of service delivery through the development of service profiles and conduct service reviews, to improve and ensure accessibility, inclusivity for under-represented groups and consistency of our customer experience
- Undertake drainage asset condition inspections to support the early detection of damage and deterioration and to inform the Drainage Asset Management Plan
- Review a range of Asset Management Plans including Drainage, ICT, Arts and Cultural Collection and Plant and Fleet
- Implement the four-year Advocacy Strategy to influence public policy change and attracting support and funding for Council's priorities
- Establish the Property Strategy and Lease and Licensing Policy to ensure maximum community benefit is being realised from Council's asset portfolio
- Provision for investment in improved technology and systems which will help us reduce costs in the medium and longer term, through improved integration and automation that will significantly enhance the community experience and enable achievement of Council goals and plans more efficiently. Final investment will be subject to Council approval once the business case for this investment has been fully considered by Council
- Renew the Child Care Registration System

Following Council's endorsement on 22 May 2023, the draft 2023-24 budget will be put on public exhibition for a period of 15 days, 23 May to 6 June 2023.

Revised Revenue and Rating Plan (Appendix G)

The Revenue and Rating Plan adopted by Council on 27 June 2022 requires review to reflect the expiry of concessions established for the 2022-23 financial year to support the introduction of the kerbside waste service charge and public waste service rate.

The primary changes include:

- Concessions based on equity principles:
 - A concession for residential properties with a CIV value at \$500,000 or less by the Valuer General of Victoria that equates to 100% of the public waste rate. This concession will automatically be applied to the principal place of residence for ratepayers and will not require an application
 - A concession for residential properties with a CIV value at \$500,000 or less by the Valuer General of Victoria that caps the kerbside waste collection service fee to a maximum amount of \$50 for residential properties. This concession will automatically be applied to the principal place of residence for ratepayers and will not require an application
 - A Pensioner Concession of \$150 for pensioners who are holders of an eligible Centrelink or Veteran Affairs Pension Concession Card or a Veteran Affairs Gold Card which stipulates TPI or War Widow for the Kerbside Waste Collection Service Charge. This concession will be provided by direct provision (without application where information is known) for the Kerbside Collection Service Charge on their principal place of residence only
 - A Pensioner Safety Net Concession of \$150 for pensioners who are holders of a Centrelink or Veteran Affairs Pension Concession Card or a Veteran Affairs Gold Card which stipulates TPI or War Widow and who are not eligible for the Pensioner Concession for the Kerbside Waste Collection Service Charge, for the principal place of residence. Ongoing eligibility is maintained, unless rejected by Centrelink or the Department of Veteran Affairs during the annual verification procedure. Upon confirmation of an eligible pensioner concession status, the pensioner concessions deducted from the rate account before payment is required by the ratepayer
 - Note – these changes replace the Pensioner Rebate previously provided for in the Rates Financial Hardship Policy for General Rates
 - Adjustments to references to the Local Government Legislation Amendment (Rating and Other Matters) Bill 2022 to reflect their inclusion in legislation

The revised Revenue and Rating Plan at **Appendix G** remains consistent with the Equity Impact Assessment undertaken in 2022 and includes the concession for Aboriginal Housing Victoria established in 2022.

Following Council's endorsement on 22 May 2023, the revised Revenue and Rating Plan will be put on public exhibition for a period of 15 days, 23 May to 6 June 2023.

Revised Rates Financial Hardship Policy (Appendix H)

The Rates Financial Hardship Policy, adopted on 27 June 2022, requires review to reflect the expiry of concessions established for the introduction of the kerbside waste service charge and public waste service rate for 2022-23 and the legislative changes arising from the *Local Government Legislation Amendment (Rating and Other Matters) Bill 2022*.

The primary changes reflected in the revised Rates Financial Hardship Policy (**Appendix H**) include change to the references for support provided by Council, aligned to equity measures. The equivalent support provided by Council's current Pensioner Rebate of \$150 has been adjusted to a concession of \$150 for the kerbside waste service charge for eligible ratepayers, with a safety net concession of \$150 for general rates for pensioners that are not eligible for the \$150 kerbside waste charge concession (i.e. pensioners who are owner occupiers in a multi-unit dwelling who do not receive a kerbside waste service).

Reference is also established in relation to new concessions for 2023-24 for transparency to the community in relation to support provided by Council, noting that these are contained in the Revenue and Rating Plan.

Service Rate & Service Charge

In November 2021, and in accordance with section 162 of the *Local Government Act 1989*, Council resolved to introduce a Kerbside Waste Collection Service Charge for the collection and disposal of waste through the kerbside service from 1 July 2022. The Kerbside Waste Collection Service Charge is reflected in the Revenue and Rating Plan at **Appendix G**.

The Kerbside Waste Collection Service charge, set on a cost recovery basis, is levied on the following criteria:

- Geographic existence within those areas of the municipal district in which Council provides a domestic kerbside waste collection and disposal service.
- The charge will be raised irrespective of whether the service is used or not unless it has been identified as:
 - a. a multi-unit dwelling via the planning process where the traditional kerbside waste collection service cannot be used.
 - b. a business that is not serviced by the kerbside waste collection service.

The kerbside waste collection service charge for 2023/24 is subject to adjustment from the stage four valuations approved by the Valuer General's Office just prior to the time of reporting.

Council resolved in November 2021 to introduce a s162 Service Rate for Public Waste Collection Service for the collection and disposal of waste through the public waste collection service from 1 July 2022. The Public Waste Service Rate is reflected in the Revenue and Rating Plan at **Appendix G**.

The service rate for public waste collection charge is levied on all rateable properties within the municipality.

The service rate for public waste service charge for 2023-24 is estimated to be 0.00006124 x CIV, subject to adjustment from the stage four valuations approved by the Valuer General's Office just prior to the time of reporting. This is an increase from the previous year which was 0.005715 x CIV.

CONSIDERATION OF LOCAL GOVERNMENT ACT (2020) PRINCIPLES

Financial Management

Council's legislated obligations are articulated through the Financial Management Principles in the *Local Government Act 2020*. These principles require the prudent monitoring and management of financial risks, giving regards to economic circumstances.

The following are the Financial Management principles of the *Local Government Act 2020* –

- revenue, expenses, assets, liabilities, investments and financial transactions must be managed in accordance with a Council's financial policies and strategic plans;
- financial risks must be monitored and managed prudently having regard to economic circumstances;

- financial policies and strategic plans, including the Revenue and Rating Plan, must seek to provide stability and predictability in the financial impact on the municipal community;
- accounts and records that explain the financial operations and financial position of the Council must be kept.

For the purposes of the financial management principles, **financial risk** includes any risk relating to the following:

- the financial viability of the Council;
- the management of current and future liabilities of the Council;
- the beneficial enterprises of the Council.

The changed economic landscape has presented the following key financial challenges and risks to Council:

- High levels of inflation
- Significant increases to cost of services, labour, energy and construction materials, and
- Significant increases to interest rates, impacting on Councils on-going loan repayments.

In response, Council has manoeuvred to mitigate these risks through developing financial management strategies that have informed the development of the draft Budget 2023-24 (incorporating the 4 year Budget) (**Appendix D**) and the draft revised 10 Year Financial Plan (**Appendix B**).

Key financial management strategies implemented are as follows:

- Revised financial assumptions to better align to current economic conditions, including but not limited to; higher inflation, increased interest rates on loan repayments, higher energy costs, higher cost of service contracts and rising construction costs.
- Aim to achieve at least break-even operating results
- Development of a borrowing policy that reduces borrowings across the 10 year horizon by \$75 million, compared to the Financial Plan adopted in June 2021. This strategy significantly reduces interest repayments over the long term, enabling Council to utilise additional cash to fund critical services to the community. Council borrowed \$10 million in 2021-22 and will borrow a further \$39 million in the current 2022-23 year to help fund the Northcote Aquatic Centre project which will provide inter-generational benefits to the community.
- Identification of significant efficiencies in our operating budgets including savings of \$3m in 2023-24 and further savings over the next three years.
- Provision for investment in improved technology and systems which will help us reduce costs in the medium and longer term, through improved integration and automation that will significantly enhance the community experience and enable achievement of Council goals and plans more efficiently. Final investment will be subject to Council approval once the business case for this investment has been fully considered by Council.
- A more financially sustainable annual operating project program to the value of \$2.5 million
- A more financially sustainable capital works expenditure program over the 10-year period, that negates the requirement for external borrowings to mitigate rising interest rate costs.

- Establishment of a “Future Fund” which would be used to save for major infrastructure investment in the future, such as a rebuild of RLC.

As a result of these strategies, key financial measures utilised by Council to assess financial sustainability over the long term are now trending towards low risk. Refer **Appendix B & D** for more information.

Community Engagement

The community is engaged each year and invited to submit feedback regarding Council's annual budget.

Community engagement occurred between 6 – 26 February 2023 through multiple channels. The engagement process included a combination of an online/hardcopy survey, online/hardcopy budget submission form and various pop-up sessions. We invited budget submissions (**Appendix C**), with any person requesting to be heard in support of their written submission to be heard by Council's Hearing of Submissions Committee at 7.00pm on 14 March 2023.

The consultation included:

- Providing the budget information process to advisory groups and funded bodies through their Council representatives, noting the opportunity for submissions;
- Social media, including online information and pointers on how to make a budget submission;
- Online Survey via Your Say webpage;
- Hardcopy Survey (upon request);
- Online budget submission form via the Your Say webpage;
- Hardcopy budget submission form (upon request);
- Questions and Answer tool via the Your Say webpage; and
- Translated content in 12 languages other than English available on the Your Say webpage
- Four Community drop-in sessions delivered on the following dates and locations:
 - 10 Feb 23 10am – 1pm: Fairfield Community Centre
 - 10 Feb 23 3pm – 6pm: Reservoir Leisure Centre
 - 14 Feb 23 2pm – 3pm: Northcote Plaza
 - 23 Feb 23 10am – 11.30am: Intercultural Centre
- Six targeted CALD Community sessions delivered on the following dates and locations:
 - 8 Feb 23 10am – 11am: Islamic Elderly Group – Reservoir
 - 14 Feb 23 10am – 11am: Greek-speaking Hellenic Stegi Friendly Elderly Citizen's Club Inc - Preston
 - 17 Feb 23 10.30am – 11.30am: Vietnamese-speaking Indo-Chinese Elderly Group - Preston
 - 20 Feb 23 12pm – 1pm: Macedonian-speaking Northcote Macedonian Senior Citizen's Group Inc - Northcote)

- 20 Feb 23 5pm – 6pm: Nepali-speaking Federation of Nepalese Community Association of Australia - Online – information sessions only to familiarize with the YS platform
- 21 Feb 23 1pm – 2pm: Italian Senior Citizen's Club - Thornbury

This year we asked the community to prioritise what is most important to them through completing an online/hardcopy survey. This survey asked community members to distribute 100 'points' across 12 key themes/services aligned to our Council Plan 2021-25.

Two Hundred and Five (205) community members completed the survey. Summary of results as follows:

Council Service	Total No. of points allocated	% of total points allocated
Open spaces, parks and natural environment	2,760	13.6%
Sustainable transport	2,260	11.1%
Aged and disability	2,260	11.1%
Facilities, infrastructure and maintenance	2,220	10.9%
Community wellbeing and social policy	1,880	9.3%
Recreation and leisure	1,840	9.1%
Waste management	1,520	7.5%
Built environment and natural resources	1,500	7.4%
Creative culture and community facilities	1,180	5.8%
Families, youth and children	1,120	5.5%
Learning and libraries	1,040	5.1%
Economic development	700	3.5%
Totals	20,280	100%

Council received Twenty-four (24) budget submissions, over multiple themes and topics and a meeting of Council's Hearing of Submissions Committee was held on 14 March 2023, to hear ten (10) submitters wanting to be heard in support of their budget submission. A breakdown on the number of submissions by major theme is as follows (Refer **Appendix A** for details):

- Recreation & Reserves: 8 (33%)
- General Matters: 5 (21%)
- Active Transport / Sustainable Transport: 5 (21%)
- Environmental issues: 3 (13%)
- Traffic Management: 1 (4%)
- Additional Funding and Grants: 1 (4%)
- Public Places: 1 (4%)

In response to submissions received, the following items are now specifically included in the draft 2023-24 budget:

- \$100,000 provision to begin works at the Northcote Golf Course, should Council choose to proceed with works after design reports are completed and presented to Council for consideration in late 2023.
- \$20,000 to build an all-abilities swing at Susan Walsh reserve as part of the Park Asset Renewal Program.
- \$15,000 additional funding to support DIVRS through a one off grant for food relief **in the current financial year**.

The draft 2023-24 budget (**Appendix D**) presents a financially responsible budget in response to current economic challenges. The budget has been strategically developed to lay a strong foundation for Council to continue delivering key services to the community now and over the long term.

The draft 2023-24 budget projects an operating surplus of \$11.6 million. It should be noted the surplus includes a combination of cash and non-cash elements.

The draft budget projects a cash surplus of \$4.3 million, which partially offsets a forecast cash deficit of \$5.9 million at the end of the current financial year.

Following Council's endorsement on 22 May 2023, the draft 2023-24 budget will be put on public exhibition for a period of 15 days, 23 May to 6 June 2023. The following documents will be placed on public exhibition:

- Draft revised 10 Year Financial Plan (**Appendix B**)
- Draft Budget 2023-24 (incorporating the draft four-year Budget) (**Appendix D**),
- Draft Revenue and Rating Plan (**Appendix G**)
- Draft Rates Financial Hardship Policy (**Appendix H**).

The Deliberative Engagement process (Appendix A)

The *Local Government Act 2020* outlines the key strategic planning, budgeting and reporting that Council must undertake. In accordance with the Act, Council is required to follow its Community Engagement Policy in relation to engagement with the community.

Council has a legislative obligation to make decisions that are financially sustainable. In 2021 Council formed a Deliberative Panel that was empowered to develop the 2041 Community Vision and undertook deliberative engagement on the 10-year Financial Plan 2021- 25 Council Plan (incorporating the Municipal Health and Wellbeing Plan).

In accordance with the Act, a deliberative process has been undertaken from 24 April to 13 May to establish key principles which should be considered in the review of Council's Long Term Financial Plan and Council Plan.

The deliberative engagement was centred around two dilemmas:

1. *Many community organisations contact council seeking to use Council owned properties under license (like a lease) for a peppercorn amount (i.e. \$65 per year) and existing users often seek improvements or additions to Council owned properties they use under license. Examples include sporting clubs, committee operated kindergartens and community organisations.*

These arrangements can deliver significant community benefit for the Darebin community, but they do come with the financial subsidy of Council on behalf of the community.

For example, a property license fee to community organisations often does not recover the cost of maintenance and upgrades over the life of the agreement to maintain the property. This could mean that a license for use of a Council property for a sporting pavilion might be \$65 per annum, but the cost to Council could be \$10,000 - \$50,000 or more. More than 50 Council owned properties are currently used under lease or license for a peppercorn or nominal contribution.

Council is currently developing a leasing and licensing policy for consideration in 2023-24, what are the principles that should guide Council when they are considering this policy?

2. *Many people contact council asking for higher levels of new capital investment. However, Council also needs to invest in maintaining and renewing existing infrastructure, particularly, if tenants and licensees are not paying for maintenance as part of their arrangement.*

As a minimum Council needs to fund depreciation on its assets and property so that a large liability is not left for future generations. Council should also be putting away funds from income from the asset or property to pay for the replacement or renewal of the asset or property when it comes to the end of its useful life. This Council has already inherited a number of legacy issues including increasing compliance and regulatory requirements (i.e. disability access, contamination management).

What are the considerations and principles that Council should apply to guide its capital investment decisions. In particular, what should be the balance between maintenance, renewal AND new capital investment?

The deliberative engagement process involved two streams, including an initial stage of community outreach involving facilitated conversations (face to face) and online surveys. A total of 12 facilitated conversations were held with diverse community groups and 26 online surveys were completed as part of this process and were used as a key information input to the second stream of engagement.

The second stream involved two community conversations on Thursday 11 May and Saturday 13 May. The session on the 11 of May focused on the dilemma regarding the Lease and Licensing Policy for Council-owned properties and was attended by 20 members of the community and the session on the 13 May focused on Capital expenditure and investment and was attended by 13 community members. Officers worked closely with advisory groups to ensure representation across Darebin's diverse community was achieved throughout the entire process. The report relating to the deliberative process is provided at **Appendix A**.

In relation to Dilemma #1, the group did not resolve an agreed set of principles, however a range of key considerations were provided to consider in the development of the Lease and Licensing Policy (incorporating cost recovery considerations). These included:

- **Support for vulnerable and marginalised groups:** Across all groups, there was a strong emphasis on the importance of supporting vulnerable and marginalised groups. This includes refugees, immigrants, the elderly, First Nations communities, LGBTQIA+ individuals, people with disabilities, the homeless, children and young people, and low-income families.
- **Community building and social impact:** Several groups mentioned the importance of supporting organisations that contribute positively to the community, including in addressing issues like mental health and homelessness. This could include fostering inclusivity and a sense of belonging, addressing unmet needs, and prioritising groups that reflect the diversity of the Darebin population and deliver community outcomes.

- **Low-cost:** The groups believe that Council owned-properties should be accessible to community groups, particularly those that serve vulnerable populations. There were concerns about charging above a minimal rent for these community spaces.
- **Equity and fair distribution of assets:** There were suggestions for a fair distribution of the use of council building assets and properties, with less wealthy areas given greater support based on disadvantage.
- **Transparency in decision-making:** Participants expressed the need for clarity about the decision-making process, the number of available properties, and the council's financial situation.
- **Sustainability:** Both in terms of financial and environmental sustainability. Council-owned properties should be used in ways that are economically viable and environmentally responsible.
- **Maximisation of property use:** There was a recognition of the need to balance commercial rent use with community benefits. Ideas included the use of vacant buildings for advocacy, art, activism, community, and multicultural events. A sliding scale approach was suggested, where groups that generate more revenue could potentially pay more, allowing for more groups to utilise the properties.

These considerations will now be incorporated in the following ways:

- An adjustment to the Council Plan Action Plan to incorporate the input from the deliberative process to state - "Establish a Lease and Licensing Policy, with consideration to the inputs provided through deliberative engagement to inform the Council Plan."
- The revised Draft Financial Plan does not incorporate any increase in the revenue generated from leases and licenses associated with Council properties.
- Officers will review the decision making principles associated with Lease and Licensing to ensure the considerations are captured.

In relation to Dilemma #2, the group resolved an agreed set of key considerations, more so than principles, for consideration in the allocation of capital investment priorities. These were:

- **Fairness and equity**
 - Equitably share investment across the municipality - including repairs and maintenance
 - Take a long-term view - plan for future generations
- **Community need and population**
 - Health and wellbeing - social determinants of health (education, housing, transport etc)
 - Intersectional lens - vulnerable and priority groups, support most in need
 - Prioritise assets that create opportunities for community building and social connection
- **Community engagement and influence**
 - Councillors need to listen to the community
 - Direct influence on decision making

- **Climate change**
 - Council should be prepared for climate change - strategy, activities and funding
 - Sustainable design - buildings close to parks/open space, sustainable transport
 - Invest in new technologies - road surfaces, resilient buildings
- **Cost and impact on ratepayers**
 - Consider how to make costs lower for ratepayers
 - Developer responsibilities - funding and contributions, climate change impacts (tree canopy)

There was an adjustment to consideration of the balance between maintenance, renewal and new capital investment through the development of the engagement process, toward broader principles.

These considerations will now be incorporated in the following ways:

- Reference to the considerations has been incorporated into the revised draft Financial Plan at Appendix B, with further consideration required regarding the inclusion.
- These considerations will be assessed alongside existing Council policy positions to inform the allocation of capital expenditure provided for in the 10 year Financial Plan.

The full results of the deliberative process are attached at **Appendix A**.

Officers will close the loop with the deliberative engagement participants to advise how their important contribution will be incorporated into Council decision making with respect to lease and licensing and capital investment.

Council will consider a separate report at its meeting on 22 May 2023 relating to the Council Plan 2021-25.

Overarching Governance Principles and Supporting Principles

- (b) priority is to be given to achieving the best outcomes for the municipal community, including future generations;
- (c) the economic, social and environmental sustainability of the municipal district, including mitigation and planning for climate change risks, is to be promoted;
- (g) the ongoing financial viability of the Council is to be ensured;
- (h) regional, state and national plans and policies are to be taken into account in strategic planning and decision making;

Council has legislated obligations, through the overarching Governance Principles in the *Local Government Act 2020*. Broadly speaking the overarching governance principles articulate the expectations of good governance and they are the primary set of principles within the Act.

Public Transparency Principles

- (a) Council decision making processes must be transparent except when the Council is dealing with information that is confidential by virtue of this Act or any other Act;

Strategic Planning Principles

- (a) an integrated approach to planning, monitoring and performance reporting is to be adopted;

Service Performance Principles

- (a) services should be provided in an equitable manner and be responsive to the diverse needs of the municipal community;

COUNCIL POLICY CONSIDERATIONS**Environmental Sustainability Considerations (including Climate Emergency)**

The draft Budget 2023-24 (**Appendix D**) and approach to community engagement acknowledges Council's commitment to environmental sustainability and continues Council's funding of environmental operations in a range of areas, including waste collection and recycling services, street cleaning, litter collection, park and sporting field maintenance and improvements in the context of water-saving and energy efficiency measures.

The revised Council Plan 2021-25 includes the Strategic Direction *Climate, Green and Sustainable - Ensuring Darebin is a leader in responding to the climate emergency, and our natural environment is protected and enhanced*. The draft 2023-24 Council Plan Action Plan includes six actions directly related to this Strategic Direction with proposed funding through the draft 2023-24 budget (**Appendix D**).

Equity, Inclusion, Wellbeing and Human Rights Considerations:

The draft budget 2023-24 and approach to community engagement acknowledges Council's commitment to equity, inclusion and wellbeing as articulated through the Towards Equality Framework. A large range of activities to progress Council's commitments through existing strategies that seek to address equity, inclusion and wellbeing and the Council Plan 2021-25 are reflected in the draft Budget 2023-24 (**Appendix D**).

When reviewing the Council Plan and Council Plan Action Plan an equity and gender lens was applied.

The revised Council Plan 2021-25 (incorporating Municipal Health and Wellbeing Plan) includes the Strategic Direction *Vibrant, Respectful and Connected - Making sure our community is one where all our people are valued, and no one is left behind*. The draft 2023-24 Council Plan Action Plan incorporates a range of plans to be developed, with proposed funding through the draft 2023-24 budget.

In addition, the Municipal Health and Wellbeing Plan embedded in the Council Plan 2021-25 includes 78 actions related to community health and wellbeing priorities.

The draft Revenue and Rating Plan (**Appendix G**) and draft Rates Financial Hardship Policy (**Appendix H**) incorporate changes that align to the principles of the Toward Equality Framework and have both informed by an equity impact assessment

Economic Development and Cultural Considerations

The draft budget 2023-24 (**Appendix D**) and approach to community engagement acknowledges Council's commitment to Darebin's economy following the Covid-19 pandemic.

Activities proposed for 2023–24 include:

- Expand funded 3-year old kindergarten
- Complete the construction of the Northcote Aquatic and Recreation Centre
- Continue development of a Community Infrastructure Plan
- Actively participate in the Reservoir Revitalisation Board to improve outcomes for the Reservoir community
- Facilitate more crisis, affordable and social housing across our city through development of the Property Strategy and the Advocacy Strategy
- Finalise the amendment of the Parking Permit Policy
- Host supplier forums, connecting with Aboriginal-led businesses in the Darebin community at least every two months to provide tailored information regarding upcoming procurement.
- Undertake consultation with industry and other key stakeholders to help inform the future development of an Economic Development Strategy and interest in partnering with Council on ways industry and business can connect, network and influence for the benefit of the Darebin community

Council's commitments through existing strategies, policy positions and the Council Plan 2021-25 are reflected in the draft Budget 2023-24.

The draft Budget 2023-24 budget and approach to community engagement acknowledges Council's commitment to cultural considerations to support our diverse community.

A large range of activities to progress Council's commitment to our diverse community are reflected in the Council Plan 2021-25 and the draft Budget 2023-24.

In 2019 Darebin reviewed its Statement of Commitment to renew, strengthen and formalise Council's long-standing commitment and relationship with the diverse Aboriginal and Torres Strait Islander communities of Darebin. Darebin City Council acknowledges the Wurundjeri Woi-wurrung people as the traditional owners and custodians of the land and waters we now call Darebin and affirmed that the Wurundjeri Woi-wurrung people have lived on this land for millennia practising their customs and ceremonies of celebration, initiation and renewal.

Council introduced a concession for general rates for all properties owned or managed by Aboriginal Housing Victoria as a 'registered agency', relating to the provision of affordable housing, in accordance with s169 (1d) of the *Local Government Act 1989* from 1 July 2022. Further, Council confirms the existing exemption from general rates for properties owned or managed by Aboriginal Housing Victoria for charitable purposes, excluding those used for affordable housing.

The draft Rates Financial Hardship Policy (**Appendix H**) reflects Council's continued commitment to cultural considerations in assessing circumstances that lead to hardship.

Operational Impacts

Operational impacts have been considered in preparing the Revised Draft 10 year Financial Plan (**Appendix B**) and Draft 2023-24 Budget (**Appendix D**), including but not limited service levels and required resourcing.

Legal and Risk Implications

The Draft Budget 2023-24 (incorporating the 4 year Budget) (**Appendix D**) presented for adoption has been prepared in the context of minimising and mitigating the risks associated with Council's delivery of services and infrastructure to the community. Any contractual obligations are met by the budget.

The Draft Budget 2023-24 (incorporating the 4 year Budget) (**Appendix D**) and Draft revised 10 Year Financial Plan (**Appendix B**) have been specifically developed to mitigate key financial sustainability risks Council face as a result of the current economic climate in which we operate. Specific risk mitigation strategies include:

- Revised financial assumptions to better align long term projections to current economic conditions, including but not limited to; higher inflation, increased interest rates on loan repayments, higher energy costs, higher cost of service contracts and rising construction costs
- Aim to achieve at least break-even operating results
- Identification of significant efficiencies in our operating budgets including savings of \$3m in 2023-24 and further savings over the next three years
- Provision for investment in improved technology and systems which will help us reduce costs in the medium and longer term, through improved integration and automation that will significantly enhance the community experience and enable achievement of Council goals and plans more efficiently. This investment will also mitigate cyber security risk. Final investment will be subject to Council approval once the business case for this investment has been fully considered by Council
- A more financially sustainable annual operating project program to the value of \$2.5 million
- A more financially sustainable capital works expenditure program over the 10-year period, that negates the requirement for external borrowings to mitigate rising interest rate costs
- Establishment of a "Future Fund" which would be used to save for major infrastructure investment in the future, such as a rebuild of the Reservoir Leisure Centre.

The Revenue and Rating Plan (**Appendix G**) and Rates Financial Hardship Policy (**Appendix H**) have been subject to legal review.

IMPLEMENTATION ACTIONS

Placing the draft Budget 2023–24 and associated documents reflected in the resolution of Council will be placed on Council's website from 23 May to 6 June 2023 for public exhibition.

The closing date for feedback in relation to the Draft Revised 10 Year Financial Plan (**Appendix B**), Draft Budget 2023-24 (incorporating the 4 year Budget) (**Appendix D**), Draft Revised Council Plan, Draft Revised Revenue and Rating Plan (**Appendix G**) and Draft Revised Rates Financial Hardship Policy (**Appendix H**) is Sunday 6 June 2023 at 5:00pm.

Public Notices required will be published according to Council's resolution and legislative requirements.

Council will consider the adoption of the Budget 2023-24 (incorporating the 4 year Budget), Revised 10 Year Financial Plan, Revised Council Plan, Revised Revenue and Rating Plan and Revised Rates Financial Hardship Policy in their final form at a Council meeting on 26 June 2023.

Declaration of the Waste service charge, service rate, concessions and pensioner rebate will also be made on 26 June 2023.

Communication








The community exhibition will include:

- Statutory notice in the Herald Sun newspaper (as per the Council resolution)
- Writing to each affected person to inform them of the 2023/24 Special Rate or Special Charge applicable.
- Printed material made available at community venues and translated into 6 languages other than English.
- Social media and digital advertising
- Your Say Page
- E-newsletters

RELATED DOCUMENTS

- Community Vision 2041
- Council Plan 2021-25 (Revised)
- Financial Plan 2023–33 for adoption
- Budget 2023-24 (incorporating the 4 year budget) for adoption
- Revised Rating and Revenue Plan 2023-26 for adoption
- Revised Rates Financial Hardship Policy for adoption
- Risk Management Policy
- Public Transparency Policy
- Toward Equality Framework
- *Local Government Act 2020*
- *Local Government Act 1989*

Attachments

- Deliberative Engagement Report (**Appendix A**) [↓](#) 
- Draft Revised 10 Year Financial Plan (**Appendix B**) [↓](#) 
- Community Submissions with Management Responses (**Appendix C**) Confidential - enclosed under separate cover
- Draft Budget 2023-24 (incorporating the 4 Year Budget) (**Appendix D**) [↓](#) 
- Draft 4 Year Capital Works Program (**Appendix E**) [↓](#) 
- Draft Budget 2023-24 Operating Projects (**Appendix F**) [↓](#) 
- Draft Revised Revenue and Rating Plan (**Appendix G**) [↓](#) 
- Draft Revised Rates Financial Hardship Policy (**Appendix H**) [↓](#) 

DISCLOSURE OF INTEREST

Section 130 of the *Local Government Act 2020* requires members of Council staff and persons engaged under contract to provide advice to Council to disclose any conflicts of interest in a matter to which the advice relates.

The Officer reviewing this report, having made enquiries with relevant members of staff, reports that no disclosable interests have been raised in relation to this report.



Engagement summary

Client: Review of the 10-year Financial Plan and Council Plan

Version	Description/modifications	By	Date
1.0	Initial draft of process and outputs as input into Council Report	Todd Beavis	14 May 2023

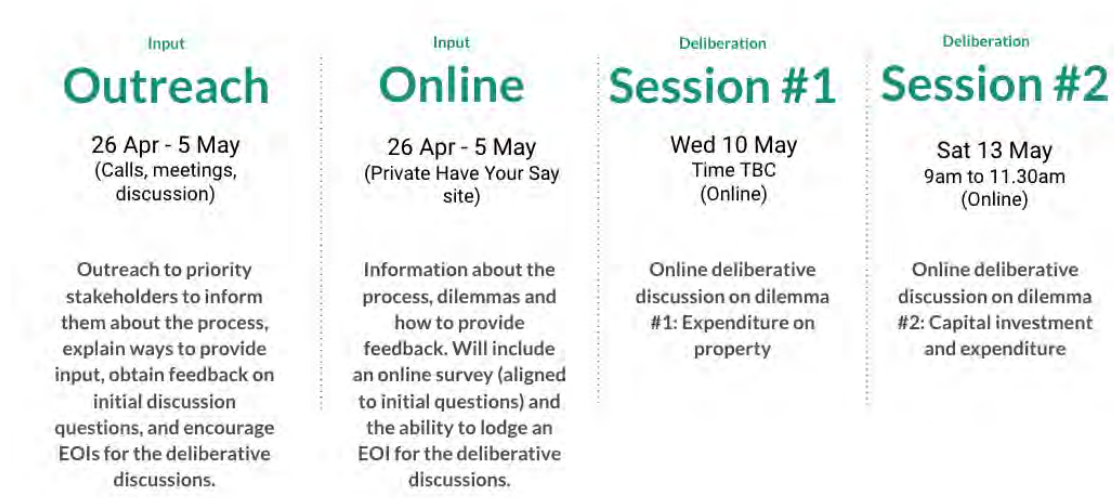


Introduction

Our objective

Codesign a deliberative process that builds on the work done by the Community Panel to engage a broad cross-section of community representatives to provide guidance to Council on priorities for the update of the Long Term Financial Plan (LTFP) and further builds the capacity of Council and the community to work together.

Overview of the process



The dilemmas

Dilemma #1: Expenditure on property

Many community organisations contact Council seeking to use Council-owned properties under license (like a lease) for a peppercorn amount (i.e. \$65 per year) and existing users often seek improvements or additions to Council-owned properties they use under license. Examples include sporting clubs, committee-operated kindergartens and community organisations.

These arrangements can deliver significant community benefit for the Darebin community, but they do come with the financial subsidy of Council on behalf of the community.

For example, a property license fee to community organisations often does not recover the cost of maintenance and upgrades over the life of the agreement to maintain the property. This could mean that a license for use of a Council property for a sporting pavilion might be \$65 per annum, but the cost to Council could be \$10,000 - \$50,000 or more.



More than 50 Council owned properties are currently used under lease or license for a peppercorn or nominal contribution.

Council is currently developing a leasing and licensing policy for consideration in 23/24, what are the principles that should guide Council when they are considering this policy?

Dilemma #2: Capital investment and expenditure

Many people contact Council asking for higher levels of new capital investment. However, Council also needs to invest in maintaining and renewing existing infrastructure, particularly, if tenants and licensees are not paying for maintenance as part of their arrangement.

As a minimum Council needs to fund depreciation on its assets and property so that a large liability is not left for future generations. Council should also be putting away funds from income from the asset or property to pay for the replacement or renewal of the asset or property when it comes to the end of its useful life. This Council has already inherited a number of legacy issues including increasing compliance and regulatory requirements (i.e. disability access, contamination management).

What are the considerations and principles that Council should apply to guide its capital investment decisions? In particular, what should be the balance between maintenance, renewal AND new capital investment?

Commitment

The following commitment was provided to the groups:

The group will provide recommendations (a set of principles or guidelines) to guide the update of the Long Term Financial Plan and Council Plan.

The recommendations will be considered in the review and participants will be informed about how they have informed the Long Term Financial Plan and Council Plan or the reason why they have not been addressed.



Methodology

Development of the dilemmas

To develop the dilemmas, Council Officers identified the major challenges and key questions to explore with the community through the deliberative process. We then worked to refine these to align with the limitations of the process, in particular timing.

Key questions that were considered included:

- What are the key challenges Council is facing in delivering the LTFP?
- What are some of the hard decisions Council needs to make to meet its financial targets?
- What are issues of concern to the community?
- What are the big questions or difficult trade-offs that Council would like community input on?

The following criteria were considered in refining the dilemmas:

- They are not insignificant or trivial
- Council is genuinely open to being influenced on the matter
- They are 'tricky' enough to be worthy of conversations and deliberation
- Community members are likely to be interested in.

Representation

In order to ensure that we heard from diverse groups the process included:

- Clear goals for participation to represent Darebin's diverse communities
- Direct outreach to priority community groups (conducted by Council)
- Promotion of the opportunity to provide input through Council networks
- An EOI (Expression of Interest) process for the deliberative discussions
- Targeted recruitment of community members representing different segments of the community (conducted by i.e. community)

Participation goals

Our overall target for the process (including direct outreach and the online deliberative sessions) was to engage a broad cross-section of the Darebin community.

For the Community Conversations, we sought representation from the following groups:

- CALD
- First Nations
- Disability
- Seniors
- Sporting
- Youth
- LGBTQIA+ and gender diverse
- Business representatives

Please note, while demographic data was collected, we did not seek to recruit a demographically representative group (age, gender, country of birth etc).



Participation

A summary of participation is provided below.

- Direct outreach and online survey
 - 12 facilitated conversations
 - 26 online surveys
- Community conversations
 - Conversation #1 - 20 participants
 - Conversation #2 - 13 participants

Please note that people may have contributed in multiple ways, such as completing an online survey and participating on one or both conversations.

Based on the demographic information provided, the participants in the community conversations were:

- Gender
 - 55% Female
 - 27% Male
 - 7% Genderfluid/nonbinary
- Age
 - 15-18 (5%)
 - 20-24 (27%)
 - 25-34 (18%)
 - 35-44 (5%)
 - 45-44 (9%)
 - 55-64 (18%)
 - 65-74 (18%)
- 24% speak a language other than English at home
- 31% were born overseas

Please note that not all participants provided their demographic data. We expect that the demographic profile of participants in the deliberative discussions will change upon receipt of further data.



Survey analysis

A topline analysis of the survey data has been undertaken to provide initial findings. A more detailed analysis will be undertaken.

What are the main priorities for your organisation and community for the year ahead?

- **Promoting social interaction and reducing isolation:** The groups are focused on building a sense of community and belonging among members, particularly seniors and marginalised groups. This includes hosting a variety of activities, fostering new friendships, and providing meaningful social interactions to combat loneliness.
- **Improving access to facilities and services:** Access to safe, welcoming, and affordable venues for community activities is a key priority, addressing barriers like language and mobility.
- **Advocating for specific groups:** There is a strong commitment to advocating for the rights and needs of marginalised groups, including refugees, migrants, people with disabilities, and the LGBTQIA+ community.
- **Celebrating cultural diversity:** Hosting cultural events and promoting engagement with their communities and addressing issues like racism.
- **Securing financial support and sustainability:** Another key priority is addressing the need for financial support, with a clear focus on Council funding. This is needed to ensure the continuity of existing services, adapt to changing needs, and maintain financial stability.

How have rising costs and high inflation impacted your group or community?

- **Increased operational costs:** Many groups are grappling with increased costs for catering, venue hire, postage, transportation, and other operational necessities. This has reduced the frequency of activities and events, and forced groups to find alternatives or cut back on their services.
- **Financial strain on members:** The increased costs have put a strain on members, particularly those on a pension or with limited financial resources. Some members are limiting their participation in events or meet-ups due to the cost, and others are facing financial challenges in their personal lives due to rising living costs.
- **Challenges with funding and resources:** Many organisations are experiencing increased financial pressure due to a lack of funding or rising costs. This has led to deeper digging into existing resources and concerns about their future sustainability.
- **Adapting to rising costs:** Groups are finding ways to adapt to the situation, such as raising participant fees, shopping around for cheaper ingredients for their events, seeking alternative venues or services, and saving money where possible.



How does your group or community benefit from renting or leasing a Council-owned property?

For those that reported renting or leasing a Council-owned property, the following key themes were identified.

- **Social connection:** The most commonly mentioned benefit was the social connection and community bonding that these spaces offer. They provide a way for community members, many of whom live alone or are at risk of isolation, to meet, interact, and form new friendships.
- **Safe and comfortable environment:** Having somewhere safe, secure, and comfortable for members to meet was also a key benefit. Council-owned properties are viewed as familiar and welcoming, which enhances members' sense of belonging and security.
- **Venue for activities and events:** The venues serve as a place for activities and events that promote active healthy ageing, cultural traditions, and overall well-being. This includes social gatherings, educational activities, cultural events, and exercise classes.
- **Support and care:** Some groups mentioned the role they play in supporting members' health and well-being, with services like check-ins for those who miss meetings, are ill, or are in hospital.
- **Affordability and accessibility:** The fact that Council-owned properties are affordable (or free) and accessible, which is critical for their activities, especially considering the financial constraints many of their member's face, is also an important benefit.

If you needed to decide which groups could rent a Council-owned property at a reduced cost, what would you consider? Can you tell us why?

- **Community impact and benefits:** A common consideration is the positive impact a group has on the community. This includes combating social isolation, providing activities and services for disadvantaged groups, and supporting vulnerable populations.
- **Financial constraints:** Many responses indicate that the financial status of a group is an important consideration. Non-profit groups and those that rely heavily on volunteers or have limited funding sources should be given priority because they often have difficulty meeting costs while still providing services.
- **Group type and size:** The type of group (i.e., non-profit or volunteer-based) and the size of the group were identified as important factors. A larger group may need more space and should be prioritised for larger venues. The aim is to ensure that space allocation is efficient and meets the needs of as many community members as possible.
- **Equity and fairness:** Respondents emphasised the need to ensure access to space regardless of a group's demographic makeup. This is particularly relevant for groups that have historically faced discrimination or have been denied access to resources.
- **Longevity and stability of the group:** How long a group has been established and its track record of providing community services was also put forward as consideration. The view is that long-standing groups often have proven their benefit to the community and have a stable membership base.
- **Location and accessibility:** This was less frequently mentioned but still considered important by some, highlighting the relevance of a group's geographic location and the accessibility of the venue for its members.

If you needed to decide which asset to upgrade or replace first, what would you consider?



- **Community impact and benefits:** The most frequently mentioned consideration was the potential for the upgrade or replacement to benefit the community. This includes factors such as the size of the community affected, its needs, and how the asset would improve people's wellbeing or counter issues like social isolation.
- **Safety and accessibility:** Several respondents highlighted the importance of safety and accessibility features, particularly for the elderly and disabled. These include elements like lighting, footpaths, and building layouts.
- **Usage and demand:** Consideration should also be given to which assets are most frequently used and by which demographic groups.
- **Geographic equity:** Some respondents suggested considering the distribution of upgraded and new assets across different areas to ensure fairness.
- **Specific asset types:** Some respondents mentioned specific types of assets that they believe should be prioritised, such as community housing, libraries, and meeting rooms.
- **Physical condition of the asset:** The current state of the asset was also mentioned, based on criteria where assets in worse condition might need to be prioritised.

Please note that the responses varied quite a bit and not all respondents provided specific criteria, so the above themes are based on a broad interpretation of the responses.



Community Conversation #1 overview and outputs

Background presentation

Jodie Watson, General Manager, Governance and Engagement

Financial challenges

- Economic climate
- Increasing inflation
- Interest rate increases
- Rate cap gap
- Increasing cost of service contracts (around 20%)
- Increasing cost of materials (20% - 30%)
- Increasing in utilities
- Compounding impact of covid on revenue sources
- Ageing infrastructure

What have we done so far?

- Kerbside Service Waste Charge
- To recover the full cost of waste service delivery, bridging a gap of approx. \$26m over 10 years)
- Developer Contributions Plan
- Contributions from developers to invest in infrastructure projects
- Open Space Levy
- Contributions from developers to invest in open space
- IT Strategy
- Investigating use of technology to create efficiencies
- Financial Plan
- Stress testing our financial sustainability to address challenges

Current Lease and Licencing example

- A property license fee to community organisations often does not recover the cost of maintenance and upgrades over the life of the agreement to maintain the property.
- This could mean that a license for use of a Council property for a sporting pavilion might be \$65 per annum, but the cost to Council could be \$10,000 - \$50,000 or more.
- More than 50 Council owned properties are currently used under lease or license for a peppercorn or nominal contribution.

Dilemma#1 - Expenditure on Property

Council is currently in an unsustainable financial position that in addition to receiving a peppercorn fee from community and recreational users of Council property and space, Council is paying for but is currently not recovering operating expenses such as outgoings, insurance and maintenance from user groups.



A recent review of Council's eighteen Leases it has for Kindergartens and Childcare facilities detailed that the maintenance expenses on this portfolio for the current financial year to 31 March 2023 was \$424,320.

Council will engage and consult with current lease and licence stakeholders and with the Darebin Community to review a draft Lease and Licence Policy. The objectives of this draft Policy are to:

- Provide transparency to Council's approach to the leasing and licensing of its assets
- Ensure that rents, fees and contribution to property outgoings are managed in a fair and equitable manner
- Ensure Council can sustainably maintain its property assets into the future
- To provide stakeholders with understanding of the financial commitment required to provide
- and maintain Council's property assets.

What we've heard so far

Outcomes from the facilitated discussions and online survey were shared.

How have rising costs or high inflation impacted your group or community?

- **Financial challenges:** many are facing financial challenges due to rising costs and high inflation - need to increase fees for participants, dig deeper into resources to meet financial obligations, and find cheaper alternatives for food and supplies
- **Impact on activities and events:** increasing costs have led to a decrease in activities and events, as well as members missing out on events due to the cost
- **Dependence on Council-owned properties:** increased dependence on Council-owned properties - without this support it would be difficult to hold events and meetings.

How do groups benefit from Council owned properties?

- **Provides a venue:** a place for community groups to conduct meetings, social events, cultural events, and other activities that they would not be able to afford otherwise.
- **Community building and social connection:** community groups are able to come together and build social connections, particularly important for elderly members who live alone or have limited social connections
- **Access to facilities and support:** access to facilities such as a kitchen, emergency medicine cabinet, and support from Council officers.
- **Saving money:** provides a low-cost alternative for community groups to enjoy and offer their members access to activities and cultural events



If you needed to decide which groups could rent Council properties at a reduced cost, what would you consider?

- **Community benefit:** preference to groups that benefit a larger number of residents, particularly those from socio-economically disadvantaged backgrounds, are preferred
- **Group needs and size:** The needs of the group (e.g. accessibility, facilities), size of the group (small group, small space)
- **Funding:** prioritise non-profit groups that do not receive substantial funding from the government or council
- **Established and long-standing groups:** groups that have been established and working for a long time are given preference
- **Social connection and isolation:** the importance of social connection and reducing social isolation for members, particularly for groups who do not speak English

Activity 1: Making sense of what you've heard

Small group discussion

Guiding questions

- What stood out for you from the presentation?
- What are some factors that you are starting to think about?

Activity 2: Group top 5 priorities

How do we approach challenging financial decisions, like the property dilemma, to ensure decisions are fair and equitable?

Small group discussion

- Share what's important to you - make sure everyone has the chance to have their say
- Agree as a group what your top 5 priorities are



Output

While we did not have time in conversation #1 to share a final set of priorities or principles, analysis of all the input provided by the group identified the following clear directions:

- **Support for vulnerable and marginalised groups:** Across all groups, there was a strong emphasis on the importance of supporting vulnerable and marginalised groups. This includes refugees, immigrants, the elderly, First Nations communities, LGBTQIA+ individuals, people with disabilities, the homeless, children and young people, and low-income families.
- **Community building and social impact:** Several groups mentioned the importance of supporting organisations that contribute positively to the community, including in addressing issues like mental health and homelessness. This could include fostering inclusivity and a sense of belonging, addressing unmet needs, and prioritising groups that reflect the diversity of the Darebin population.
- **Low-cost:** The groups believe that Council owned-properties should be accessible to community groups, particularly those that serve vulnerable populations. There were concerns about charging above a minimal rent for these community spaces.
- **Equity and fair distribution of assets:** There were suggestions for a fair distribution of council assets and properties, with less wealthy areas given priority access.
- **Transparency in decision-making:** Participants expressed the need for clarity about the decision-making process, the number of available properties, and the council's financial situation.
- **Sustainability:** Both in terms of financial and environmental sustainability. Council-owned properties should be used in ways that are economically viable and environmentally responsible.
- **Maximisation of property use:** There was a recognition of the need to balance commercial rent use with community benefits. Ideas included the use of vacant buildings for advocacy, art, activism, community, and multicultural events. A sliding scale approach was suggested, where groups that generate more revenue could potentially pay more, allowing for more groups to utilise the properties.

Issues

A number of significant issues arose throughout the session which were addressed in Conversation #2, these are summarised below:

- A view that Council was not acting in good faith in setting up the process
- Perception that the purpose was to identify cuts or reductions in support
- Framing of the discussion was too narrow - not looking at the big picture or exploring why Council was in the position to need to make tough decisions
- Discomfort with the topic - being put in a position to decide what group should or shouldn't benefit from leasing Council-owned properties



Community Conversation #2 overview and outputs

Context

Presented by Sam Hewett, General Manager, Operations & Capital

Decision-making principles

Officers prioritise works based on the following principles:

- Renewal and maintenance of existing assets take priority over the construction of new assets
- Priority is given to assets based on their condition - when the asset is reaching the end of its useful life
- A contract is in place and needs to be honoured
- There is a safety issue that needs rectification (e.g. retaining wall renewal)
- The asset needs to be reviewed to ensure the proper functioning of the City (e.g. drainage)
- Investment is required to ensure the asset can remain open / continue to be used (e.g. road reconstruction or resealing)
- The asset is required for the efficient operation of Council's activities
- Equitable distribution of investment across the City where possible

What we've heard so far

Relevant outcomes from the online survey and session #1 were shared.

If you needed to decide which asset to upgrade or replace first, what would you consider?

- **Community impact and visibility:** Consider assets that have high visibility and are located in populated areas to benefit a large number of people.
- **Safety and accessibility:** Prioritise assets that promote safety, especially for vulnerable groups like the elderly and people living with a disability.
- **Cultural diversity and social issues:** Focus on assets that showcase multicultural diversity, raise awareness, and address social issues like racism, social isolation, and general health.
- **Inclusivity:** Consider the needs and preferences of specific groups to ensure their inclusion.

Outcomes from session #1

- **Equity:** Give priority to initiatives that actively address and promote equity for marginalised groups, ensuring their needs are met and barriers are addressed.
- **Community building:** Facilitate activities and programs that promote social connection, reduce isolation, and strengthen the sense of community among residents of all ages and backgrounds.
- **Inclusivity and belonging:** Foster an inclusive environment by creating spaces, services, and programs that cater to the diverse needs of the community, fostering a sense of belonging and acceptance for all individuals
- **Use vacant buildings:** Optimise the use of vacant buildings by repurposing them as platforms for advocacy, art, activism, and community and multicultural events, enriching the community fabric.



- **Sustainable approaches:** Adopt financially and environmentally sustainable practices, seek funding opportunities and regularly evaluate the effectiveness of peppercorn arrangements and other support mechanisms to ensure their long-term viability and impact.

Activity 1: Making sense of what you've heard

Small group discussion

Guiding questions

- What stood out for you from the presentation?
- What are some factors that you are starting to think about?

Activity 2: Group top 5 priorities

What are the considerations (principles) that Council should apply to guide capital investment decisions? In particular, what should be the balance between maintenance, renewal and new capital investment?

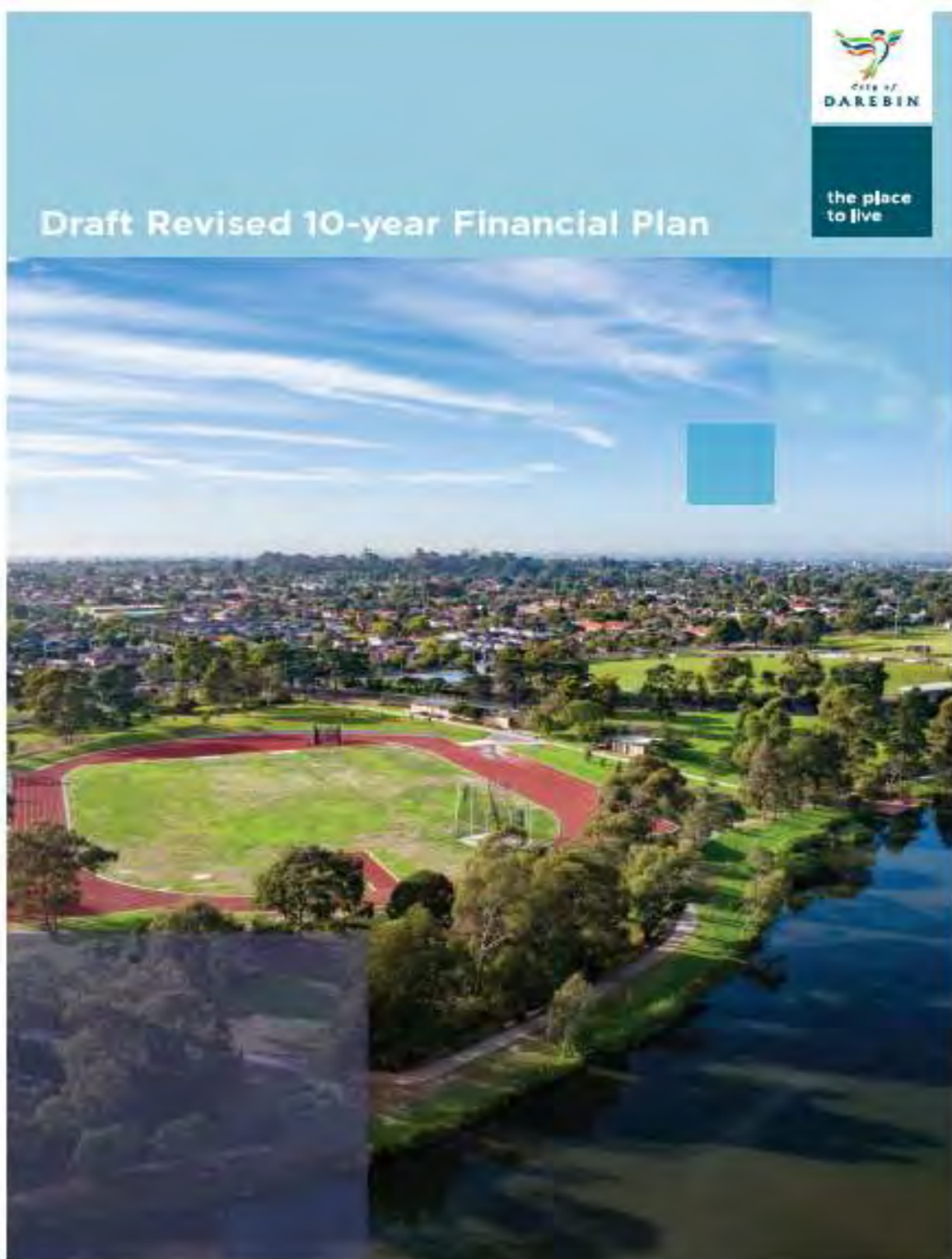
Small group discussion

- Share what's important to you - make sure everyone has the chance to have their say
- Agree as a group what your top 5 priorities are

Report back and confirmation

The following principles were developed based on the top 5 considerations (principles) identified by the groups. These were shared, discussed with the group and confirmed.

- **Fairness and equity**
 - Equitably share investment across the municipality - including repairs and maintenance
 - Take a long-term view - plan for future generations
- **Community need and population**
 - Health and wellbeing - social determinants of health (education, housing, transport etc)
 - Intersectional lens - vulnerable and priority groups, support most in need
 - Prioritise assets that create opportunities for community building and social connection
- **Community engagement and influence**
 - Councillors need to listen to the community
 - Direct influence on decision making
- **Climate change**
 - Council should be prepared for climate change - strategy, activities and funding
 - Sustainable design - buildings close to parks/open space, sustainable transport
 - Invest in new technologies - road surfaces, resilient buildings
- **Cost and impact on ratepayers**
 - Consider how to make costs lower for ratepayers
 - Developer responsibilities - funding and contributions, climate change impacts (tree canopy)



Acknowledgement of Traditional Owners and Aboriginal and Torres Strait Islander people

Darebin City Council acknowledges the Wurundjeri Woi-wurrung people as the traditional owners and custodians of the land and waters we now call Darebin and affirms that Wurundjeri Woi-wurrung people have lived on this land for millennia, practising their customs and ceremonies of celebration, initiation and renewal. Council acknowledges that Elders past, present and emerging are central to the cohesion, intergenerational wellbeing and ongoing self-determination of Aboriginal communities. They have played and continue to play a pivotal role in maintaining and transmitting culture, history and language.

Council respects and recognises Aboriginal and Torres Strait Islander communities' values, living culture and practices, including their continuing spiritual connection to the land and waters and their right to self-determination. Council also recognises the diversity within Aboriginal and Torres Strait Islander communities.

Aboriginal and Torres Strait Islander people and communities have had and continue to play a unique role in the life of the Darebin municipality. Council recognises and values this ongoing contribution and its significant value for our city and Australian society more broadly.

Extract from Darebin City Council's Statement of commitment to Traditional Owners and Aboriginal and Torres Strait Islander people 2019

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1. EXECUTIVE SUMMARY

This Financial Plan was established in 2021 at the beginning of the four-year Council term and a full review was planned for 2026 at the beginning of the next four-year Council Term. However, changes in the external environment in 2022 has been significant and forecast long term conditions have changed. There was a clear need to review the assumptions mid-term to account for significant changes in the borrowing interest rates, inflation including very high construction sector and energy sector inflation. Underlying contributing causes of the new inflationary context including supply chain disruptions arising from COVID and the war in Ukraine, and very high workforce participation.

The mid-term review identified key changes to assumptions including borrowing interest rate, inflation, utility cost, material and service costs coupled with a low unemployment rate leading to higher salaries and wages demand.

When these assumptions are used as the basis of financial planning, it is clear they put significant pressure on Council financially and that it is essential to tighten budgets to ensure financial viability. To respond to this, the mid-term update to the Financial Plan outlined in this document embeds the following changes:

- a) A tighter capital and operating budget envelope overall, including operational efficiencies that have been embedded in 2023/34 with further service reviews over the next two years to seek innovative and improved ways of working;
- b) As a result of exceptionally high construction costs, some construction work is deferred;
- c) To reduce the impact of higher borrowing costs, the previous overall planned borrowing has been reduced to that approved in the 2022/23 Budget;
- d) Rapid increase in energy costs has compelled Council to reduce other operational expenditure, including setting a limit on the level of projects and initiatives as part of the action plan in delivering the Council Plan;
- e) Investment in tools and technology necessary to achieve service delivery efficiencies during the 10-year period of the Plan with a proposed significant investment to be made in 2025/26 to 2028/29 for an Enterprise Resource Program (ERP). The long-term benefits from this proposed investment have been included from 2028/29 and are expected to continue over a 10-year period;
- f) A slight slowing in the municipal growth expected over the next two years as shown in reduced supplementary rate income as well as development income due to the issues facing the residential building market;
- g) The Financial Plan Statements and outcomes also demonstrate that Council has responded to the Monitors recommendations and the Minister for Local Government's directions as received in April 2023.

Deliberative engagement undertaken in April and May 2023 to inform the review of the 10-year Financial Plan. Through the deliberative engagement process, a set of key considerations were developed to guide Council decision making regarding capital investment and the balance between maintenance, renewal and new capital investment. Further work will be undertaken to consider how this work guides future decision making. Key considerations were also developed to guide Council's establishment of a Lease and Licensing Policy, with consideration to community outcomes, subsidy and cost recovery for the long-term benefit of the municipality.

Section 4 – Financial Performance Indicators highlights that Council achieves a low risk rating across the 10-year period for Net Result, Liquidity, Indebtedness and Loans and Borrowings payments. As noted at point b), Council has developed a sustainable level of Capital Works funding over the next four years and also noted at point e) above, Council has included funding for an investment into an ERP system, as an operating expense, that demonstrates this funding can be support whilst maintaining sufficient cash and investment balances.

2. LEGISLATIVE REQUIREMENTS

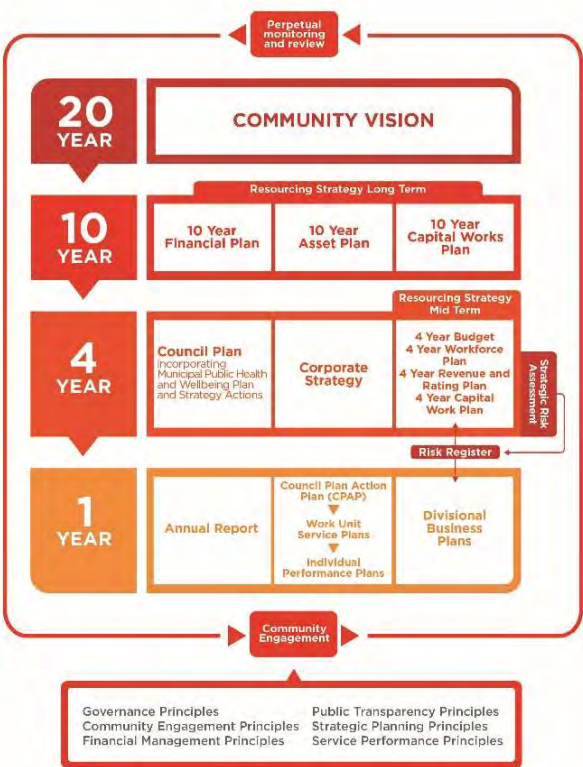
The *Local Government Act 2020* (section 91) requires Council to prepare a Financial Plan to cover a minimum period of ten years following each Council election. The 10-year Financial Plan establishes Council’s approach to ensure the long-term financial viability and sustainability of Council. It supports the achievement of the 2041 Community Vision and establishes investment and spending thresholds. The Financial Plan provides a clear view of the financial capacity and constraints of Council, which is essential for setting total budgets each year such that the organisation is financially viable and sustainable. The Financial Plan ensures that financial risk and potential volatility or unexpected changes can be managed.

The Financial Plan helps Council understand and plan its total financial resources, which is essential for considering how Council can have most impact towards the Community Vision with the resources available. Council’s strategic approach for using its resources is set out in the Council Plan and various strategies and plans. The financial plan must include statements describing the financial resources required to achieve Council Plan, information about the decision and assumptions that underpin the forecast and statements describing any other resource requirement that the Council considers appropriate.

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

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

Diagram 1 – Council’s Integrated Planning and Reporting Framework



1.1 Strategic Planning Principles

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

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

1.2 Financial Management Principles

The Financial Plan demonstrates the following financial management principles:

- a) Revenue, expenses, assets, liabilities, investments and financial transactions are managed in accordance with Council's financial policies and strategic plans.
- b) Management of the following financial risks: the financial viability of the Council (refer to section 2.2 Financial Policy Statements) and the management of current and future liabilities of the Council. The estimated 10 year-liabilities are disclosed in section 3.2 Balance Sheet projections.
- c) Financial policies and strategic plans are designed to provide financial stability and predictability to the community.
- d) Council maintains accounts and records that explain its financial operations and financial position (refer section 3 Financial Statements)

1.3 Engagement Principles

The level of engagement is based on Council's appetite for community input and the extent this input will impact the decision-making process and is guided by the Community Engagement Policy adopted by Council. The Financial Plan is required, by the Local Government Act 2020 (section 91) to be established or reviewed using deliberative engagement practices, established by Council through its Community Engagement Policy.

1.4 Service Performance Principles

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

- a) Services are provided in an equitable manner and are responsive to the diverse needs of the community. The Council Plan is designed to identify the key services and projects to be delivered to the community. The Financial Plan provides the mechanism to demonstrate how the service aspirations within the Council Plan may be funded.
- b) Services are accessible to the relevant users within the community.

- c) Council provides quality services that provide value for money to the community. The Local Government Performance Reporting Framework (LGPRF) is designed to communicate council's performance regarding the provision of quality and efficient services.
- d) Council is developing a performance monitoring framework to continuously improve its service delivery standards.
- e) Council is developing a service delivery framework that considers and responds to community feedback and complaints regards service provision.

1.5 Asset Plan Integration

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

The Asset Plan was established by Council on 30 June 2022 in accordance with the *Local Government Act 2020 (section 92)*. The Asset Plan identifies the operational and strategic practices which will ensure that Council manages assets across their life cycle in a financially sustainable manner. The Asset Plan, Asset Policies (Asset Management Policy and Asset Disposal Policy) and Asset Management Strategy provide Council with a sound base to understand the risk associated with managing its assets for the community's benefit.

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

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

Council currently has individual Asset Management Plan's for the following Asset classes, which sit under the overarching 10 Year Asset Plan:

- Road Asset Management Plan
- Open Space Asset Management Plan
- Building Asset Management Plan
- Drainage Asset Management Plan

Council is working to establish the following Asset Management Plans:

- Cultural assets
- Public Lighting

2. FINANCIAL PLAN CONTEXT

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

2.1 Need for mid-term review 2023

This Financial Plan was established in 2021 at the beginning of the four-year Council term and full review was planned for 2026 at the beginning of the next four-year Council Term. However, change in the external environment in 2022 has been significant and forecast long term conditions have changed. There is a clear need to review the assumptions mid-term to account for significant changes in inflation including very high construction sector and energy sector inflation. Underlying contributing causes of the new inflationary context including supply chain disruptions arising from COVID and the war in Ukraine, and very high workforce participation. The change in context was rapid, changing from a very low inflation environment during COVID where many governments sought to support economies through public sector investment to one where Central Banks around the world have increased interest rates progressively to minimise overall inflationary pressure.

2.2 Financial Policy Statements

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

- Consistent underlying surplus results.
- Ensure Council maintains sufficient working capital to meet its debt obligations as they fall due.
- Allocate adequate funds towards renewal capital in order to replace assets and infrastructure as they reach the end of their service life.
- That Council applies loan funding to new capital and maintains total borrowings in line with rate income and growth of the municipality.
- Council maintains sufficient unrestricted cash to ensure ongoing liquidity as well as to address unforeseen cash imposts if required.
- Council generates sufficient revenue from rates plus fees and charges to ensure a consistent funding for new and renewal capital.

2.3 Strategic Actions

The Financial Plan has used the Community Vision and Council Plan 2021-25, as well as Council's recent annual budgets and financial reports as the basis for financial modelling and planning for the future. It has used them to understand and plan:

- for new needs or changes to Services; and
- expected operating costs and revenues.

Council sets its priorities via its annual and four-year Budget and Council Plan development.

Strategic Directions, and key priorities incorporated into the Financial Plan are as follows:

Darebin 2041 Community Vision

Darebin is equitable, vibrant, green and connected. We respect First Nations peoples, our diverse communities and places. We are committed to a sustainable, climate safe future.

Strategic Directions (these are the same as the vision priorities)

- Vibrant, Respectful and Connected
- Prosperous, Liveable and Flourishing
- Climate, Green and Sustainable
- Responsible, Transparent and Responsive

A highlight of the priorities by the 4 Council Plan strategic directions, are provided below:

Vibrant, Respectful and Connected

- Continued implementation of Age Friendly Darebin
- Establishment of a volunteer program for the Darebin community
- Improved access to digital for communities that don't traditional use digital tools
- Greater access to Reservoir library with extended opening hour to Sundays and increased hours during the week as part of the After Dark program
- Develop a partnership with Wurundjeri Woi-wurrung Cultural Heritage Corporation to support to the delivery of mutual goals

Prosperous, Liveable and Flourishing

- Redevelopment of major facilities, including Northcote Aquatic and Recreation Centre, BT Connor Pavilion and Preston Precinct Intercultural Centre.
- Improving the appearance, safety, lighting and viability of shopping strips, streetscapes and business activity areas.
- Additional spaces for 3-year old to attend kinder, through redevelopment of existing kindergartens
- Focus on supporting Darebin multicultural communities, through reduction in racism, opportunities for culture diverse community groups through the establishment of Community Leader network and greater focus improving access to Council's services for non-English speaking communities.
- Community designed programs for the East Preston and East Reservoir to improve the local built environment and health and wellbeing of these communities
- Expansion of the assertive outreach program to support people rough sleeping and experiencing homelessness

Climate, Green and Sustainable

- A focus on improving the amenity and usage at Edwardes Lake Precinct, including improved biodiversity and water quality and Investment in the Boathouse to support a long-term lease arrangement
- Continue increasing canopy cover across the municipality, with a focus on biodiversity & shopping areas
- Undertake waste reform and take action toward a circular economy, and the introduction Food Waste into Green Bins
- Review of the Climate Emergency Plan and work to have the greatest impact in improving resilience to climate risk and cutting emissions for both Council and community.

Governance, Service and Financial Sustainability

- Communications Strategy that focuses on ensuring Council's publications reflect the diversity in the community
- Development of an Advocacy Framework and four-year Advocacy Plan to influencing public policy change and attracting support and funding for Councils priorities
- Reforms to the Statutory Planning scheme, underpinned by a community engagement process
- Supporting the business community to ensure that businesses are not adversely affected during level crossing removal
- Continued protection of Preston market to be retained as a central place of significance for the community
- Development of a Business Plan to support the procurement and implementation of an Enterprise Resource Program (ERP)

2.4 Assumptions to the Financial Plan Statements

This section presents information regarding the assumptions to the Comprehensive Income Statement for the 10 years from 2023/24 to 2033/34. The assumptions comprise the annual escalations / movement for each line item of the Comprehensive Income Statement.

Escalation Factors % movement	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
Growth	1.25%	1.25%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%
Rates and charges	3.50%	2.50%	2.50%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Statutory fees and fines	1.75%	1.75%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%
User fees	3.50%	2.50%	2.50%	2.00%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%
Grants - Operating	1.75%	1.75%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Other income	1.5%	1.75%	1.75%	1.75%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%
Employee costs #	EBA	EBA	80% of RC	80% of RC	80% of RC	80% of RC	80% of RC	80% of RC	80% of RC	80% of RC
Materials and services *	8.20%	9.70%	6.20%	4.20%	4.20%	4.20%	4.20%	4.20%	4.20%	4.20%
Depreciation & Amortisation	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Other expenses	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%

Employee costs are escalated through the Enterprise Bargaining Agreement, which is currently being re-negotiated. Future escalations are estimated to be set at 80% of the Rates Cap as set under the Fair Go Rates System. In addition, a progression allowance is also included.

* Materials and Services is a combination of Contract Payments, Materials and Utilities and the increase in 2024/25 is due to the expected timing of certain contracts requiring to be re-tendered.

Income for Capital expenditure such as Capital Grants and Development Contributions have been included for known grants and estimated level of development activity.

2.4.1 Rates and charges

In developing the LTFP, rates and charges were identified as an important source of revenue. Planning for future rate increases has therefore been an important component of the financial planning process. The Fair Go Rates System (FGRS) sets out the maximum amount councils may increase rates in a year. For 2023-24 the FGRS cap has been set at 3.50%. The cap applies to Council's general rates and is calculated on the basis of the base average rates and charge.

The level of required rates and charges has been considered in this context, with reference to Council's other sources of income and the planned expenditure on services and works to be undertaken for the community.

To achieve these objectives while maintaining service levels and a strong capital expenditure program, the average general rate will increase by 3.50% in line with the rate cap, with estimated future annual increases of 2.5% per annum for the following two years then decreasing to 2.0% for the ensuing years of the long- term financial plan. In addition, it is expected that during the 2023/24 year a further increase of \$450,000 per annum will be received for growth (additional properties) as a result of supplementary rates.

The Financial Plan embeds within the assumptions continued hardship provisions and concessions within charges to help support those most in need in our community.

2.4.2 Statutory fees and fines

The Financial Plan indexes statutory fees, that are set by legislation and often based on unit rates, at the estimated annual rate of CPI. This is often a best-case scenario given some fees are outside of the control by Council and therefore may be subject to increases less than CPI.

2.4.3 User fees

Revenue from user fees is expected to remain consistent for the 2023/24 year. Details of user fees for the 2023/24 budget year can be found in Council's schedule of Fees and Charges that is adopted in conjunction with the budget.

Revenue increases for the ensuing years are based on conservative annual increases in line with the state government rate cap.

2.4.4 Grants

Council currently receives grants for tied (specific purpose grants) and un-tied Financial Assistance grant funding received via the Victorian Local Government Grants Commission (VLGGC). Operating grants are expected to increase on an annual basis by approximately 1.75% for the next two years and then 2.00% ongoing.

2.4.5 Contributions

Council receives contributions from developers. These contributions represent funds to enable council to provide the necessary infrastructure and infrastructure improvements to accommodate development growth. The contributions are for specific purposes and often require Council to outlay funds for infrastructure works often before receipt of this income source. These contributions are statutory contributions and are transferred to a restricted reserve until utilised for a specific purpose through the capital works program or delivered as works in kind by developers.

2.4.6 Other income

Revenue from other income mainly comprises investment income plus the recovery income from a variety of sources and rental income received from the hire of Council buildings.

2.4.7 Employee costs

The 2023/24 year includes an increase for employee costs that reflects the salary increase for all staff pursuant to the Enterprise Bargaining Agreement (currently subject to negotiation) as well as a further 0.5% to fund the increase in the Superannuation Guarantee Contribution to 11%. The following two years also reflect an increase of 0.5% increase in the Superannuation Guarantee Contribution.

The ensuing years from 2026/27 reflect annual increases linked to 80% of the Rate Cap as annual EBA increases.

2.4.8 Materials and Services

Material costs include items required for the maintenance and repairs of Council buildings, roads, drains and footpaths which are more governed by market forces based on availability than just CPI as well as the costs related to Council's Waste Management operations. Council's payments to family day care are also included under this category. Other associated costs included under this category are utilities, materials for the supply of meals on wheels and consumable items for a range of services. These costs are kept to within CPI levels year on year

2.4.9 Depreciation & amortisation

Depreciation estimates have been based on the projected capital spending contained within this LTFS document. Depreciation has been further increased by the indexing of the replacement cost of Council's fixed assets.

2.4.10 Borrowing costs

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

2.4.11 Other expenses

Other expenses include administration costs such as Councillor allowances, election costs, sponsorships, partnerships, community grants, lease expenditure, fire services property levy, audit costs and other costs associated with the day to day running of Council. Council also utilises external expertise on a range of matters, including legal services and audit. This category also includes the budget for the actions to achieve the strategic actions identified in the Council plan.

3. FINANCIAL PLAN STATEMENTS

This section presents information regarding the Financial Plan Statements for the 10 years from 2023/24 to 2032/33.

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

Notes:

1. Provisions contained in the Balance Sheet represent a number of Employee leave types. At this point in drafting the LTFP, it has been assumed that the annual leave provision increment expense has been recognised within the Comprehensive Income Statement in full and therefore both this liability and the cash balance has not increased in the Balance Sheet.

3.1 Comprehensive Income Statement

	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000	2032/33 \$'000
Income										
Rates and charges	152,464	158,292	163,577	168,542	173,657	178,926	184,354	189,945	195,706	201,641
Statutory fees and fines	8,775	9,214	9,674	10,158	10,666	11,199	11,759	12,347	12,965	13,613
User fees	12,681	12,903	13,193	13,490	13,794	14,104	14,421	14,746	15,078	15,417
Grants - Operating	18,841	19,171	19,554	19,945	20,344	20,751	21,166	21,589	22,021	22,462
Grants - Capital	1,865	1,074	1,799	3,857	1,144	1,184	2,172	2,422	2,772	2,772
Contributions - monetary	6,539	7,140	9,800	9,800	9,800	9,800	9,800	9,800	9,800	9,800
Contributions - non-monetary	-	-	-	-	-	-	-	-	-	-
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	1,436	750	750	750	750	750	750	750	750	750
Fair value adjustments for investment property	-	-	-	-	-	-	-	-	-	-
Net gain/(loss) on disposal of investment property	-	-	-	-	-	-	-	-	-	-
Net gain/(loss) on disposal of intangible assets	-	-	-	-	-	-	-	-	-	-
Share of net profits/(losses) of associates and joint ventures	-	-	-	-	-	-	-	-	-	-
Other income	3,134	3,158	3,182	3,206	3,231	3,255	3,280	3,306	3,331	3,357
Total Income	205,735	211,701	221,530	229,749	233,385	239,970	247,703	254,905	262,423	269,811
Expenses										
Employee costs	(98,723)	(99,609)	(103,283)	(105,915)	(108,521)	(110,322)	(110,997)	(111,386)	(111,876)	(112,466)
Materials and services	(56,012)	(61,445)	(65,425)	(68,421)	(71,563)	(74,859)	(78,317)	(81,947)	(85,756)	(89,756)
Depreciation	(26,714)	(27,273)	(28,091)	(28,933)	(29,801)	(30,696)	(31,616)	(32,565)	(33,542)	(34,548)
Amortisation - intangible assets	(514)	(545)	(562)	(579)	(596)	(614)	(632)	(651)	(671)	(691)
Amortisation - right of use assets	3	1	-	-	-	-	-	-	-	-
Bad and doubtful debts	(1,436)	(975)	(980)	(980)	(980)	(980)	(980)	(980)	(980)	-
Borrowing costs	(1,735)	(1,583)	(1,424)	(1,259)	(1,087)	(908)	(722)	(528)	(327)	(117)
Finance Costs - leases	(2)	(1)	-	-	-	-	-	-	-	-
Other expenses	(9,030)	(7,082)	(10,010)	(14,947)	(16,787)	(16,031)	(5,978)	(6,129)	(6,283)	(7,242)
Total Expenses	(194,164)	(198,511)	(209,775)	(221,033)	(229,335)	(234,409)	(229,242)	(234,185)	(239,435)	(244,819)
Surplus/(deficit) for the year	11,571	13,190	11,755	8,716	4,050	5,560	18,460	20,720	22,988	24,992
Other comprehensive income										
Items that will not be reclassified to surplus or deficit in future periods:										
Net asset revaluation increment/(decrement)	-	-	32	-	34	36	38	40	42	44
Share of other comprehensive income of associates and joint ventures	-	-	-	-	-	-	-	-	-	-
Items that may be reclassified to surplus or deficit in future periods	-	-	-	-	-	-	-	-	-	-
Total comprehensive result	11,571	13,190	11,787	8,716	4,084	5,596	18,498	20,760	23,030	25,037

3.2 Balance Sheet

	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Assets										
Current assets										
Cash and cash equivalents	43,262	49,463	55,559	54,497	49,614	41,459	40,894	39,446	39,048	39,393
Trade and other receivables	15,448	16,521	17,377	18,108	18,373	18,969	19,534	20,139	20,713	22,378
Other financial assets	10,001	10,001	10,001	10,001	10,001	10,001	10,001	10,001	10,001	10,001
Inventories	101	101	102	102	102	102	102	103	103	103
Non-current assets classified as held for sale	-	-	-	-	-	-	-	-	-	-
Other assets	2,701	2,701	2,701	2,701	2,701	2,701	2,701	2,701	2,701	2,701
Total current assets	71,513	78,787	85,739	85,409	80,791	73,232	73,233	72,390	72,565	74,576
Non-current assets										
Trade and other receivables	3,385	3,402	3,419	3,436	3,453	3,470	3,488	3,505	3,523	3,540
Other financial assets	6	6	6	6	6	6	6	6	6	6
Investments in associates and joint ventures	-	-	-	-	-	-	-	-	-	-
Property, infrastructure, plant & equipment	1,673,472	1,676,256	1,678,194	1,684,227	1,689,459	1,698,800	1,712,421	1,729,897	1,748,427	1,767,103
Right-of-use assets	83	-	-	-	-	-	-	-	-	-
Investment property	2,643	2,643	2,643	2,643	2,643	2,643	2,643	2,643	2,643	2,643
Intangible asset	315	(230)	(792)	(1,370)	(1,966)	(2,580)	(3,212)	(3,863)	(4,534)	(5,225)
Landfill rehabilitation intangible asset	-	-	-	-	-	-	-	-	-	-
Total non-current assets	1,679,904	1,682,077	1,683,470	1,688,941	1,693,595	1,702,339	1,715,346	1,732,187	1,750,064	1,768,068
Total assets	1,751,417	1,760,864	1,769,209	1,774,350	1,774,386	1,775,571	1,788,578	1,804,577	1,822,630	1,842,644
Liabilities										
Current liabilities										
Trade and other payables	10,342	10,785	11,604	12,456	13,005	13,371	12,843	13,239	13,619	14,165
Trust funds and deposits	5,938	5,938	5,938	5,938	5,938	5,938	5,938	5,938	5,938	5,938
Unearned income/revenue	2,615	2,615	2,615	2,615	2,615	2,615	2,615	2,615	2,615	2,615
Provisions	20,840	20,840	20,840	20,840	20,840	20,840	20,840	20,840	20,840	20,840
Interest-bearing loans and borrowings	4,102	4,261	4,426	4,598	4,777	4,963	5,157	5,358	5,568	0
Lease liabilities	83	-	-	-	-	-	-	-	-	-
Total current liabilities	43,921	44,439	45,423	46,447	47,175	47,727	47,393	47,990	48,581	43,558
Non-current liabilities										
Provisions	1,846	1,846	1,846	1,846	1,846	1,846	1,846	1,846	1,846	1,846
Interest-bearing loans and borrowings	39,109	34,848	30,422	25,824	21,047	16,084	10,927	5,568	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-
Total non-current liabilities	40,955	36,694	32,268	27,670	22,893	17,930	12,773	7,414	1,846	1,846
Total liabilities	84,876	81,133	77,691	74,116	70,068	65,657	60,166	55,405	50,427	45,404
Net assets	1,666,541	1,679,731	1,691,518	1,700,234	1,704,318	1,709,915	1,728,413	1,749,173	1,772,203	1,797,240
Equity										
Accumulated surplus	596,905	610,095	621,850	630,565	634,616	640,176	658,636	679,356	702,344	727,337
Reserves	1,069,636	1,069,636	1,069,668	1,069,668	1,069,703	1,069,739	1,069,776	1,069,816	1,069,859	1,069,903
Total equity	1,666,541	1,679,731	1,691,518	1,700,234	1,704,318	1,709,915	1,728,413	1,749,173	1,772,203	1,797,240

3.3 Statement of Cash Flows

	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
Cash flows from operating activities										
Rates and charges	151,231	156,763	162,485	167,484	172,631	177,795	183,248	188,827	194,617	200,446
Statutory fees and fines	9,605	10,072	10,591	11,121	11,680	12,261	12,877	13,522	14,200	14,908
User fees	13,880	14,123	14,459	14,786	15,122	15,459	15,810	16,167	16,534	16,902
Grants - operating	18,672	18,999	19,428	19,820	20,225	20,621	21,041	21,464	21,901	22,332
Grants - capital	1,848	1,127	1,732	3,674	1,357	1,175	2,083	2,392	2,733	2,760
Contributions - monetary	6,539	7,140	9,800	9,800	9,800	9,800	9,800	9,800	9,800	9,800
Interest received	753	753	753	753	753	753	753	753	753	753
Trust funds and deposits taken	-	-	-	-	-	-	-	-	-	-
Other receipts	3,185	3,226	3,349	3,613	3,645	3,667	3,699	3,729	3,761	3,785
Net GST refund / payment	3,327	3,537	3,873	4,556	4,995	5,183	4,510	4,708	5,005	5,392
Employee costs	(98,784)	(99,564)	(103,142)	(105,814)	(108,432)	(110,242)	(110,971)	(111,371)	(111,869)	(112,431)
Materials and services	(61,707)	(67,012)	(71,559)	(74,958)	(78,420)	(81,990)	(85,798)	(89,773)	(93,970)	(98,303)
Trust funds and deposits repaid	-	-	-	-	-	-	-	-	-	-
Other payments	(9,946)	(7,970)	(10,743)	(15,996)	(18,304)	(17,704)	(7,480)	(6,729)	(6,900)	(7,883)
Net cash provided by/(used in) operating activities	38,604	41,193	41,026	38,839	35,052	36,779	49,570	53,488	56,566	58,460
Cash flows from investing activities										
Payments for property, infrastructure, plant and equipment	(30,027)	(30,057)	(29,996)	(34,966)	(35,000)	(40,000)	(45,200)	(50,000)	(52,030)	(53,180)
Proceeds from sale of property, infrastructure, plant and equipment	1,436	750	750	750	750	750	750	750	750	750
Payments for investment property	-	-	-	-	-	-	-	-	-	-
Proceeds from investment property	-	-	-	-	-	-	-	-	-	-
Net cash provided by/(used in) investing activities	(28,591)	(29,307)	(29,246)	(34,216)	(34,250)	(39,250)	(44,450)	(49,250)	(51,280)	(52,430)
Cash flows from financing activities										
Finance costs	(1,735)	(1,583)	(1,424)	(1,259)	(1,087)	(908)	(722)	(528)	(327)	(117)
Proceeds from borrowings	-	-	-	-	-	-	-	-	-	-
Repayment of borrowings	(3,950)	(4,102)	(4,261)	(4,426)	(4,598)	(4,777)	(4,963)	(5,157)	(5,358)	(5,568)
Interest paid - lease liability	(2)	(1)	-	-	-	-	-	-	-	-
Repayment of lease liabilities	2	1	-	-	-	-	-	-	-	-
Net cash provided by/(used in) financing activities	(5,685)	(5,685)	(5,685)	(5,685)	(5,685)	(5,685)	(5,685)	(5,685)	(5,685)	(5,685)
Net increase/(decrease) in cash & cash equivalents	4,328	6,201	6,095	(1,062)	(4,883)	(8,156)	(565)	(1,447)	(399)	345
Cash and cash equivalents at the beginning of the financial year	38,934	43,262	49,463	55,559	54,497	49,614	41,459	40,894	39,446	39,048
Cash and cash equivalents at the end of the financial year	43,262	49,463	55,559	54,497	49,614	41,459	40,894	39,446	39,048	39,393

3.4 Statement of Capital Works

	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property										
Land	600	-	-	-	-	-	-	-	-	-
Land improvements	350	450	450	450	250	250	450	450	500	500
Total land	950	450	450	450	250	250	450	450	500	500
Buildings	5,350	9,800	8,850	10,500	8,200	18,000	8,750	9,500	9,000	8,500
Leasehold improvements	-	-	-	-	-	-	-	-	-	-
Total buildings	5,350	9,800	8,850	10,500	8,200	18,000	8,750	9,500	9,000	8,500
Total property	6,300	10,250	9,300	10,950	8,450	18,250	9,200	9,950	9,500	9,000
Plant and equipment										
Plant, machinery and equipment	1,845	1,865	1,865	1,865	1,840	1,840	2,340	2,740	2,550	2,800
Computers and telecommunications	2,600	2,700	2,700	2,700	3,500	3,000	4,500	4,500	5,000	5,000
Library books	750	800	800	800	800	800	900	900	900	900
Total plant and equipment	5,195	5,365	5,365	5,365	6,140	5,640	7,740	8,140	8,450	8,700
Infrastructure										
Roads	4,750	4,500	4,850	5,650	5,750	5,900	10,750	11,450	13,100	13,100
Bridges	-	600	1,000	-	-	-	600	600	-	-
Footpaths and cycleways	2,850	3,000	3,000	3,250	3,000	3,000	3,000	5,000	5,000	5,000
Drainage	1,580	1,700	1,830	2,280	2,480	3,080	4,080	4,080	5,080	5,080
Recreational, leisure and community facilities	5,500	200	200	450	500	500	2,600	750	1,350	750
Waste management	350	550	550	400	350	300	750	550	550	550
Parks, open space and streetscapes	3,402	3,792	3,801	6,121	8,230	3,230	6,380	9,380	8,900	10,900
Off street car parks	100	100	100	500	100	100	100	100	100	100
Total infrastructure	18,532	14,442	15,331	18,651	20,410	16,110	28,260	31,910	34,080	35,480
Total capital works expenditure	30,027	30,057	29,996	34,966	35,000	40,000	45,200	50,000	52,030	53,180
Represented by:										
New asset expenditure	2,250	610	1,810	1,810	1,985	1,960	3,930	3,180	2,780	2,780
Asset renewal expenditure	23,021	25,641	22,505	27,237	27,428	31,628	34,133	38,795	40,588	41,825
Asset expansion expenditure	2,700	2,825	3,963	4,213	4,475	5,550	4,275	5,650	5,250	5,750
Asset upgrade expenditure	2,056	981	1,719	1,706	1,113	863	2,863	2,375	3,413	2,825
Total capital works	30,027	30,057	29,996	34,966	35,000	40,000	45,200	50,000	52,030	53,180

3.5 Statement of Changes in Equity

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2023/24				
Balance at beginning of the financial year	1,654,970	586,762	1,055,675	12,533
Surplus/(deficit) for the year	11,571	11,571	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfer (to)/from reserves	-	(1,428)	-	1,428
Balance at end of financial year	1,666,541	596,905	1,055,675	13,961
2024/25				
Balance at beginning of the financial year	1,666,541	596,905	1,055,675	13,961
Surplus/(deficit) for the year	13,190	13,190	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfer (to)/from reserves	-	-	-	-
Balance at end of financial year	1,679,731	610,095	1,055,675	13,961
2025/26				
Balance at beginning of the financial year	1,679,731	610,095	1,055,675	13,961
Surplus/(deficit) for the year	11,755	11,755	-	-
Net asset revaluation increment/(decrement)	32	-	32	-
Transfer (to)/from reserves	-	-	-	-
Balance at end of financial year	1,691,518	621,850	1,055,707	13,961
2026/27				
Balance at beginning of the financial year	1,691,518	621,850	1,055,707	13,961
Surplus/(deficit) for the year	8,716	8,716	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfer (to)/from reserves	-	-	-	-
Balance at end of financial year	1,700,234	630,565	1,055,707	13,961
2027/28				
Balance at beginning of the financial year	1,700,234	630,565	1,055,707	13,961
Surplus/(deficit) for the year	4,050	4,050	-	-
Net asset revaluation increment/(decrement)	34	-	34	-
Transfer (to)/from reserves	-	-	-	-
Balance at end of financial year	1,704,318	634,616	1,055,742	13,961
2028/29				
Balance at beginning of the financial year	1,704,318	634,616	1,055,742	13,961
Surplus/(deficit) for the year	5,560	5,560	-	-
Net asset revaluation increment/(decrement)	36	-	36	-
Transfer (to)/from reserves	-	-	-	-
Balance at end of financial year	1,709,915	640,176	1,055,778	13,961
2029/30				
Balance at beginning of the financial year	1,709,915	640,176	1,055,778	13,961
Surplus/(deficit) for the year	18,460	18,460	-	-
Net asset revaluation increment/(decrement)	38	-	38	-
Transfer (to)/from reserves	-	-	-	-
Balance at end of financial year	1,728,413	658,636	1,055,815	13,961
2030/31				
Balance at beginning of the financial year	1,728,413	658,636	1,055,815	13,961
Surplus/(deficit) for the year	20,720	20,720	-	-
Net asset revaluation increment/(decrement)	40	-	40	-
Transfer (to)/from reserves	-	-	-	-
Balance at end of financial year	1,749,173	679,356	1,055,855	13,961
2031/32				
Balance at beginning of the financial year	1,749,173	679,356	1,055,855	13,961
Surplus/(deficit) for the year	22,988	22,988	-	-
Net asset revaluation increment/(decrement)	42	-	42	-
Transfer (to)/from reserves	-	-	-	-
Balance at end of financial year	1,772,203	702,344	1,055,898	13,961
2032/33				
Balance at beginning of the financial year	1,772,203	702,344	1,055,898	13,961
Surplus/(deficit) for the year	24,992	24,992	-	-
Net asset revaluation increment/(decrement)	44	-	44	-
Transfer (to)/from reserves	-	-	-	-
Balance at end of financial year	1,797,240	727,337	1,055,942	13,961

4. FINANCIAL PERFORMANCE INDICATORS

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

Indicator	Target	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33
Net result	More than 0%	5.7%	6.3%	5.3%	3.8%	1.7%	2.3%	7.5%	8.2%	8.8%	9.3%
Adjusted underlying result	More than 5%	2.0%	2.8%	0.4% ERP	(1.8%) ERP	(2.6%) ERP	(1.9%) ERP	3.4%	4.2%	4.9%	5.6%
Liquidity	More than 1.0	1.63	1.77	1.89	1.84	1.71	1.53	1.55	1.51	1.49	1.71
Unrestricted Cash	More than 80%	84.6%	97.5%	108.9%	104.4%	92.6%	74.4%	73.9%	69.8%	68.0%	76.6%
Internal financing	More than 100%	128.6%	137.1%	136.8%	111.1%	100.1%	91.9%	109.7%	107.0%	108.7%	109.9%
Indebtedness	40% or Less	22.9%	19.9%	16.9%	14.1%	11.3%	8.6%	6.0%	3.4%	0.8%	0.8%
Capital replacement ratio	More than 1.5	1.12	1.10	1.07	1.21	1.17	1.30	1.43	1.54	1.55	1.54
Renewal gap ratio	More than 1.0	0.94	0.98	0.86	1.00	0.96	1.06	1.17	1.26	1.31	1.29
Loans and Borrowings payments	Less than 5%	3.8%	3.6%	3.5%	3.4%	3.3%	3.2%	3.1%	3.0%	2.9%	2.8%

Low Risk	Medium Risk	High Risk
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Notes:

- The Performance Indicators above show three years where the adjusted underlying result are in deficit. It should be noted that the ERP system expenditure is included from 2025/26 to 2028/29. During this period the level of cash and investments does not fall below \$50m.
- The extended periods of medium risk for both the Capital Replacement and Renewal Gap ratio's is due to Council reducing the funding available over the medium-term for Capital Works, so as to maintain a

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sustainable level of cash and investments.

5. STRATEGIES AND PLANS

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

5.1 Borrowing Strategy

5.1.1 Current Debt Position

The total amount borrowed as at 30 June 2023 is \$47.161m .

The following table highlights Council's projected loan balance and loan repayments for the 10 years of the Financial Plan.

	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Opening balance	47,161	43,211	39,109	34,848	30,422	25,824	21,047	16,084	10,927	5,568
Plus New loans	0	0	0	0	0	0	0	0	0	0
Less Principal repayment	(3,950)	(4,102)	(4,261)	(4,426)	(4,598)	(4,777)	(4,963)	(5,157)	(5,358)	(5,568)
Closing balance	43,211	39,109	34,848	30,422	25,824	21,047	16,084	10,927	5,568	0
Interest payment	(1,735)	(1,583)	(1,424)	(1,259)	(1,087)	(908)	(722)	(528)	(327)	(117)

5.2 Reserves Strategy

5.2.1 Current Reserves

Public Open Space Reserve

- Purpose - The Open Space Reserve holds funds contributed by developers for works associated with developing and improved public open space and recreational facilities within Council. Funds are contributed in accordance with Section 18 of the Subdivision Act and transfers are restricted to the purpose of creating open space such as parks, playgrounds, pavilions and other such items where it is deemed that these works should occur at a later point than the initial development.
- Movements - transfers to the reserve (inflows) comprise contribution income from developers in lieu of the 5.0% Public Open Space requirement. Transfers from the reserve (outflows) are applied to fund Open Space capital projects on an annual basis.

Development Contributions Reserve

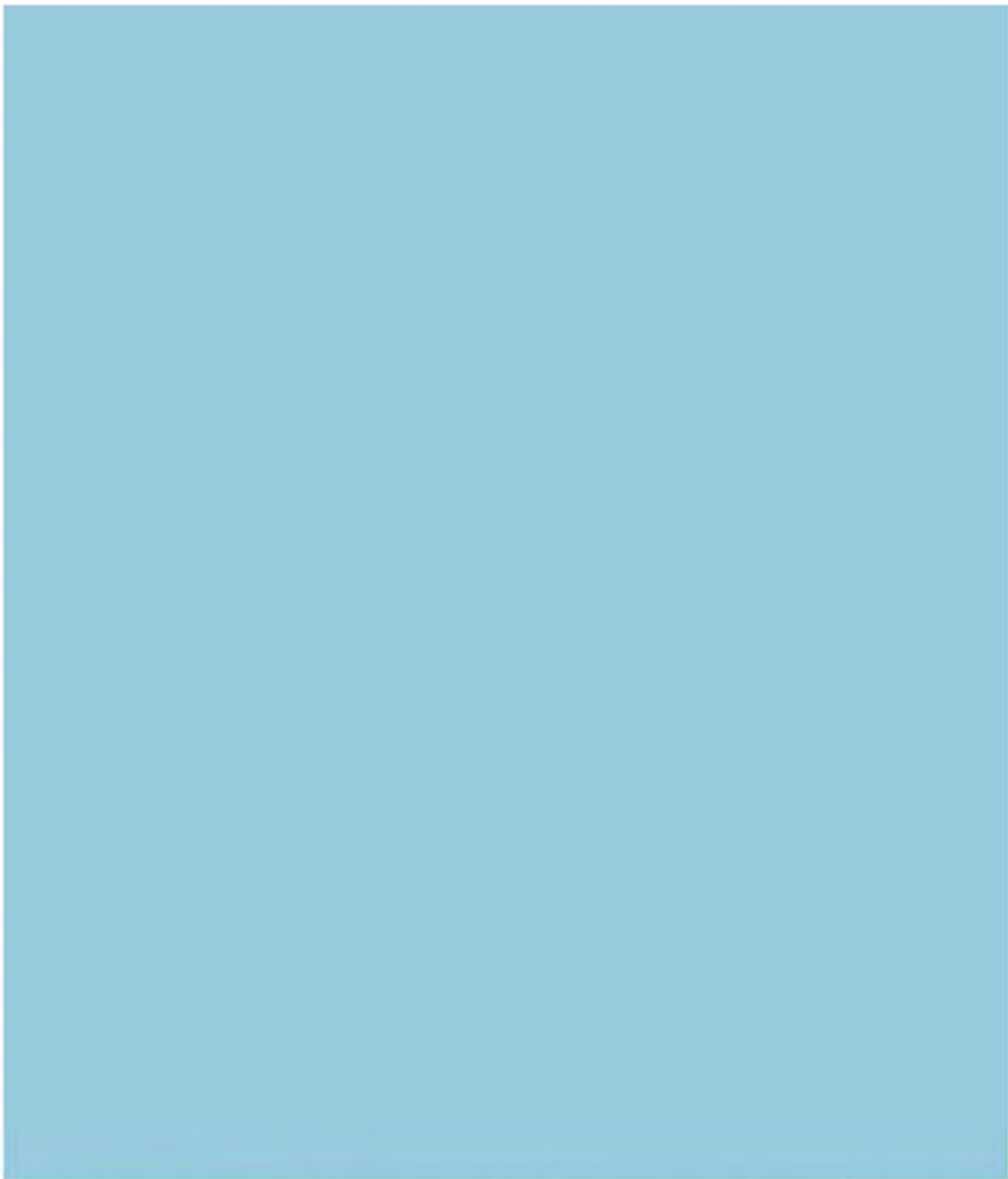
- Purpose – This reserve retains funds received from developers for infrastructure provision related to Council's Development Contributions Plans. Council has two (2) Development Contribution Plans with currently two reserves established to manage levy income contributed by developers. Development Contribution Plan reserves were introduced to manage proceeds from the recently adopted Precinct Structure Plans within the district A and district B within the municipality.
- Movements – Transfers from this reserve will be for nominated capital works for Development Infrastructure projects and Community Infrastructure projects. These funds are tied directly to the income received or cash funds refunded to developers for capital works completed directly by the developer.



Unspent Grants and Contributions Reserve

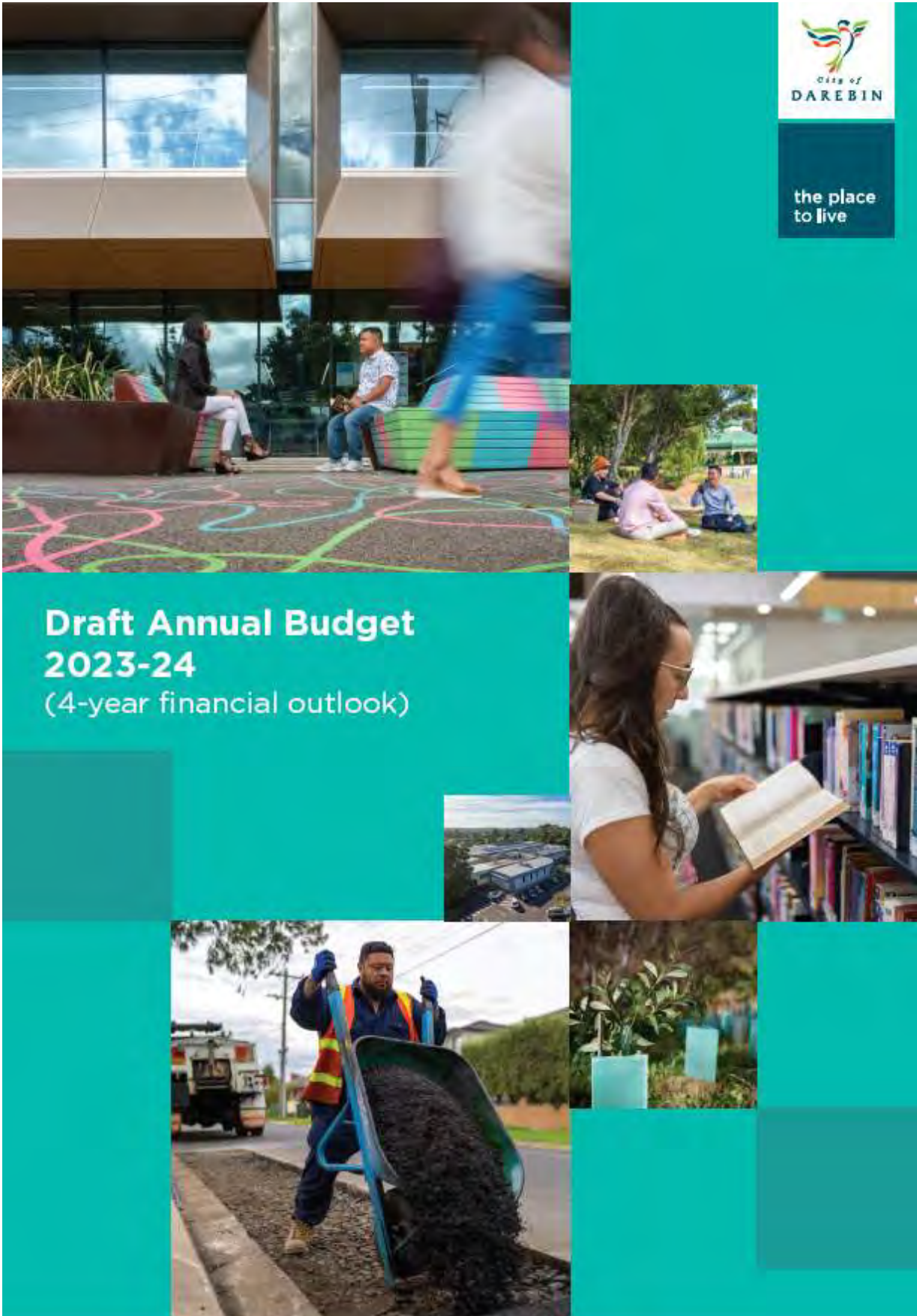
- Purpose – This reserve is used to fund future grant funded projects.
- Movements – Revenue from grants and contribution is initially recognised in the comprehensive income statement and then transferred to the reserve from accumulated surplus to facilitate the tracking of the total funds received but not yet spent.

Car Park Development Reserve

- Purpose – This reserve is used to provide funding for future development and ongoing maintenance of car parks within the municipality.
- Movements – Funding is derived from unspent contributions from commercial developers for cash in lieu of constructed car parks. This funding is initially recognised in the comprehensive income statement and then transferred to the reserve from accumulated surplus to facilitate separate tracking of the total funds received but not yet spent.



CITY OF DAREBIN 274 Gower Street, Preston PO Box 91, Preston, Vic 3072 T 8470 8888 F 8470 8877 E mailbox@darebin.vic.gov.au darebin.vic.gov.au	 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 T 8470 8470 العربية 繁體中文 Ελληνικά 印地 Italiano Македонски नेपाली বাংলা Somali Español اردو Tiếng Việt
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Disclaimer

The information contained in this document is for general guidance only. It is not professional advice and should not be used, relied upon or treated as a substitute for specific professional advice. Given the changing nature of laws, rules and regulations, and the inherent hazards of electronic communication, there may be delays, omissions or inaccuracies in information contained in this document.

The model budget, including financial statements, has been prepared in accordance with the requirements of the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*. While every effort has been made to ensure that the information contained in this document has been accurate and complies with relevant Victorian legislation, each Council remains responsible to ensure that the budget they prepare is compliant with all statutory requirements.

Acknowledgement of Traditional Owners and Aboriginal and Torres Strait Islander people

Darebin City Council acknowledges the Wurundjeri Woi- wurrung people as the traditional owners and custodians of the land and waters we now call Darebin and affirms that Wurundjeri Woi- wurrung people have lived on this land for millennia, practising their customs and ceremonies of celebration, initiation and renewal. Council acknowledges that Elders past, present and emerging are central to the cohesion, intergenerational wellbeing and ongoing self-determination of Aboriginal communities. They have played and continue to play a pivotal role in maintaining and transmitting culture, history and language.

Council respects and recognises Aboriginal and Torres Strait Islander communities' values, living culture and practices, including their continuing spiritual connection to the land and waters and their right to self-determination. Council also recognises the diversity within Aboriginal and Torres Strait Islander communities.

Aboriginal and Torres Strait Islander people and communities have had and continue to play a unique role in the life of the Darebin municipality. Council recognises and values this ongoing contribution and its significant value for our city and Australian society more broadly

Extract from Darebin City Council's Statement of commitment to Traditional Owners and Aboriginal and Torres Strait Islander people 2019

Mayor Foreword 2023

At Darebin, we've consulted with the community and carefully developed our 2023-24 Budget in a way which is responsible and delivers results for the community with a focus on financial sustainability.

Rising costs will continue to place significant pressure on our financial planning, so in addition to drafting our 2023/24 Budget we have also revised our Draft Council Plan and our 10-year long-term financial plan.

The annual budget is an essential planning and resource tool and is vital to the ongoing operational and financial viability of Council. The budget sets out the expected income and expenditure for operational, strategic and capital activities for the coming year and also incorporates Council's rating strategies.

Earlier in 2023, we went out to the community to gather your feedback regarding budget priorities.

We've heard this feedback and have reviewed our projects and services so we can continue to meet community needs while ensuring our financial sustainability.

The 2023-24 Budget preserves our strategic direction and capitalises on the good work already done to deliver our Council Vision. Aligned to the goals of our Council Plan our Community Vision, the highlights of our proposed budget include:

A Vibrant, Respectful and Connected community

- Prepare for and implement aged care reforms
- Develop a Cultural Diversity Action Plan
- Develop an Aboriginal Action Plan

A Prosperous, Livable and Flourishing community

- Complete construction of the Northcote Aquatic and Recreation Centre.
- Continue planning for the expansion of the 3-year old kindergarten program
- Continue the Assertive Outreach program to support people rough sleeping and experiencing homelessness in Darebin

Climate, Green and Sustainable

- Finalise and implement the Contaminated Land Framework
- Implement a Water Sensitive Urban Design (WSUD) in-lieu scheme for developers to meet a proportion of their planning requirements to treat and re-use stormwater on private land
- Continue increasing canopy cover across the municipality, with a focus on biodiversity and shopping areas and implement the shade policy

Responsible, Transparent and Responsive

- Establish the Property Strategy and Lease and Licensing Policy to ensure maximum community benefit is being realised from Council's asset portfolio
- Transform our models of service delivery through the development of service profiles and conduct service reviews, to improve and ensure accessibility, inclusivity for under-represented groups and consistency of our customer experience
- Finalise the Preston Central Structure Plan

The 2023-24 budget is community focused, delivering projects and services that are highly valued by residents and businesses. I look forward to working alongside my fellow Councillors and the community in the year to come to bring these initiatives to life.

Cr Julie Williams

Mayor

Executive Summary

Working in partnership with community to identify priorities, allows Council to make important financial decisions, balance current and future needs, while also ensuring Darebin is financially sustainable well into the future.

Our current economic landscape does present additional and new challenges. Hyper inflation and rising construction costs has and will continue to place significant cost pressures on Councils budget over the short to medium term at levels not previously seen. We recognise today the need for a strong focus on sustainability, both in terms of our fiscal responsibilities and the types of infrastructure we are delivering.

The past 24 months has challenged all tiers of Government in ways we never thought possible. At this point in time we recognise that in order to continue to deliver core services, while also addressing current and future community needs, we need to be realistic about what we can responsibly deliver in this current economic landscape.

As a result, Councils Long Term Financial Outlook has changed significantly from when it was initially adopted in Financial Year 2021-22. As such, as part of the Financial Year 2023-24 annual budget process, we will be looking to update our formal Long Term Financial Projections.

In order to respond both strategically and operationally, Council has prepared a Budget for 2023-24 that is financially responsible, aligned to the Council Plan (incorporating Municipal Public Health and Wellbeing Plan) 2021-25 to realise the aspirations of the Community Vision 2041. The draft Budget 2023-24 has been developed based on financial sustainability principles that continue to maintain and improve key services and infrastructure as well as deliver projects and services that are relevant and valued by our community within the rate increase mandated by the State Government.

The draft budget 2023-24 is projecting an operating surplus of \$11.6 million, representing a \$10.6 million increase compared to 2022-23 forecast, reflecting our underlying financial sustainability strategy built into the budget.

1) Key funding objectives

- a. Ongoing delivery of services to the Darebin community funded by a budget of \$206 million. These services are summarised in Section 2.
- b. Continued investment in property assets (\$11.5 million) and infrastructure assets (\$18.5 million) primarily for renewal works. This includes land and land improvements (\$950k); buildings (\$5.4 million); plant & equipment (\$5.2 million); roads (\$4.8 million); footpaths and bicycle paths (\$2.9 million); drainage (\$1.6 million); parks, open space and streetscapes (\$3.4 million); recreational, leisure and community facilities (\$5.5m).
- c. The Statement of Capital Works can be found in Section 3 with further details on the capital works budget in Sections 4.5.

2) The Rate Rise

- a. Rate increases have been capped at 3.5% in line with the Victorian Government's Fair Go Rates System.
- b. Key drivers to support the rate rise
 - i. To fund ongoing service delivery including the continual improvement of service delivery balanced with greater service demands from residents
 - ii. To fund renewal of infrastructure and community assets.
 - iii. To respond to Darebin's population growth.
 - iv. To respond to cost shifting from the State Government.
 - v. To respond to a reduction in funding from the Commonwealth Government via the Victoria Grants Commission caused by their freezing of indexation for three years. Indexation of these grants restored in the 2017 Federal Budget.
- c. Valuations will be as per the General Revaluation dated 1 January 2023 (as amended by supplementary valuations).
- d. Note that for every \$100 in taxes paid by Victorian residents, rates make up approximately \$3.60. The other \$96.40 goes to the State and Federal Governments.
- e. Refer Section 4 for further Rates and Charges details.

3) Key Statistics

Total Revenue:	\$205.7M	(2022-23 Forecast = \$194.2M)
Total Expenditure:	\$194.1M	(2022-23 Forecast = \$193.2M)
Accounting Result:	\$11.6M Surplus	(2022-23 Forecast = \$1M Surplus)

(Refer Comprehensive Income Statement in Section 3)

(Note: Based on total income of \$205.7M which includes capital grants and contributions)

- Cash result \$4.3M Surplus (2022-23 Forecast= \$29.9M Deficit)

(Refer Statement of Cash Flows in Section 3)

This is the net funding result after considering the funding requirements to meet loan principal repayments and the reserve

transfers.

- Total Capital Works Program:
 - o \$17.4M from Council operations (rates funded)
 - o \$4.4M from reserves
 - o \$8.2M from external grants and contributions
 - o \$0M from borrowings

4) Budget Influences

External Influences

The preparation of the budget is influenced by the following external factors:

- The Victorian State Government has set the cap for 2023-24 at 3.5%.
- The Consumer Price Index (CPI) for Victoria is currently 6.8% for the March quarter (Next ABS release 10 May 2023).
- The minimum superannuation guarantee is legislated to increase from the current 10.5% to 11% on 1 July 2023.
- The levy payable to the State Government upon disposal of waste into landfill increased by \$20 in 2022-23 from \$105.90 per tonne in 2021-22 to \$125.90 per tonne (18.9% increase). This increase was in addition to the 60.7% increase incurred during the 2021-22 year and has significantly shaped Council's policy to introduce a Universal Food Organic and Garden Organic (FOGO) collection service and the separation of Waste Charges from General Rates. The 2023-24 levy has not yet been announced at the time of writing this document and will be updated once known.
- Ongoing cost shifting. This occurs where Local Government provides a service to the community on behalf of the State and Federal Government. Over time the funds received by local governments do not increase in line with service provision real cost increases.
- Councils across Australia raise approximately 3.6% of the total taxation collected by all levels of Government in Australia. In addition, Councils are entrusted with the maintenance of more than 30% of all Australian public assets including roads, bridges, parks, footpaths and public buildings. This means that a large proportion of Council's income must be allocated to the maintenance and replacement of these valuable public assets in order to ensure the quality of public infrastructure is maintained at satisfactory levels.
- The Fire Services Property Levy will continue to be collected by Council on behalf of the State Government with the introduction of the Fire Services Property Levy Act 2012.

Sustainability and Biodiversity

Achieving environmental and social outcomes has been a key element of prioritising investment across many programs in the 10-year Capital Works Plan. Achieving environmental outcomes is also a key factor in project design, and the capital works program plays a really important role in making the city safer, more inclusive and sustainable. Examples of sustainability and biodiversity factors that influence the 10-year Capital Works Plan include:

- Council's Environmentally Sustainable Design program is responding urgently to the climate crisis and sets out sustainable design for council buildings.
- Council's Social and Sustainable Procurement Policy that integrates environmental factors like the use of recycled materials, reducing waste and water consumption, and the use of single use plastics in our procurement decisions.
- The safe travel program considers where the most benefit can be achieved for the very young and very old, and helps people travel without using a vehicle. This is supported by the safe travel strategy that makes Darebin a safer and more sustainable place to travel by encouraging more people to travel by walking, wheeling and riding bikes in Darebin.
- Partnering with community to help tap into their energy and support, for example by working with friends' groups to help with parks.
- The Waste and Recycling strategy is cutting greenhouse gas emissions by using recycled materials and improving services for the community.
- Council's Open Space Strategy, which ensures our open spaces are welcoming for our diverse community and rewilding the city to enhance and protect our biodiverse flora and fauna.
- The Whole of Water Cycle Management Strategy which moves towards a city that manages water in an integrated way to enhance liveability and build resilience to drought and climate change.

Social Inclusion and Equity

Another key element of prioritising investment across the programs in the 10-year Capital Works Plan is social inclusion and equity. Examples of social inclusion and equity factors that influence the 10-year Capital Works Plan include:

- Council's Towards Equality City Council's Equality, Inclusion and Human Rights Framework 2019-2029 is ensuring we welcome and include everyone in our community, including those from culturally diverse backgrounds, older people, young people, families, Aboriginal members of our community, people of all abilities, gender considerations and those from socio-economic disadvantaged backgrounds.
- Aged Friendly Darebin is ensuring the full participation of older people in community life and promoting healthy and active ageing.
- Aboriginal cultural inclusion guided by Wurundjeri Woi-Wurrung Corporation and Darebin's Aboriginal Advisory Committee as well as inclusion of other culturally diverse groups.
- Economic considerations maximise affordable access to remove financial barriers to participation, increase employment and business opportunities for Darebin residents and local businesses.

Other Influences

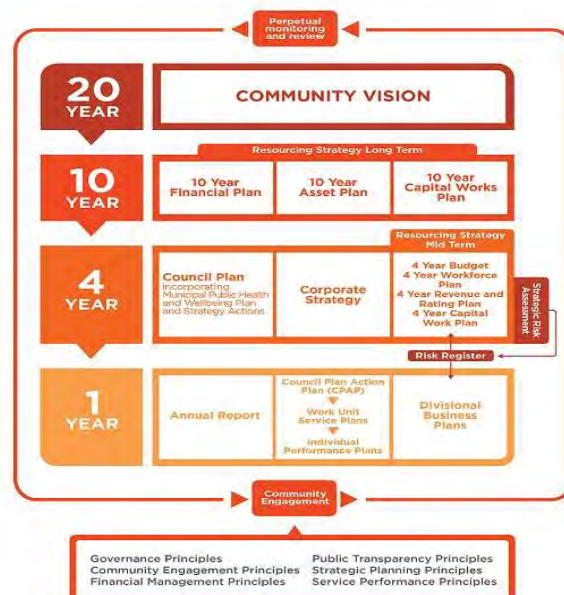
- Asset management obligations.
- Borrowing Strategy (Council resolution October 2019)
- Capital Works Principles (Council resolution October 2019)
- Risk Management Framework

1. Link to the Integrated Planning and Reporting Framework

This section describes how the Budget links to the achievement of the Community Vision and Council Plan within an overall integrated planning and reporting framework. This framework guides the Council in identifying community needs and aspirations over the long term (Community Vision and Financial Plan), medium term (Council Plan, Workforce Plan, and Revenue and Rating Plan) and short term (Budget) and then holding itself accountable (Annual Report).

1.1. Legislative planning and accountability framework

The Budget is a rolling four-year plan that outlines the financial and non-financial resources that Council requires to achieve the strategic objectives described in the Council Plan. The diagram below depicts the integrated planning and reporting framework that has been adopted by Council. At each stage of the integrated planning and reporting framework there are opportunities for community and stakeholder input. This is important to ensure transparency and accountability to both residents and ratepayers.



Source: Darebin City Council Integrated Planning and Reporting Framework

The timing of each component of the integrated planning and reporting framework is critical to the successful achievement of the planned outcomes.

1.2 Key planning considerations

Service level planning

Although councils have a legal obligation to provide some services—such as animal management, local roads, food safety and statutory planning—most council services are not legally mandated, including some services closely associated with councils, such as libraries, building permits and sporting facilities. Further, over time, the needs and expectations of communities can change. Therefore, councils need to have robust processes for service planning and review to ensure all services continue to provide value for money and are in line with community expectations. In doing so, councils should engage with communities to determine how to prioritise resources and balance service provision against other responsibilities such as asset maintenance and capital works.

Community consultation needs to be in line with a council's adopted Community Engagement Policy and Public Transparency Policy.

1.3 Our purpose

Our 2021-2025 Council Plan (incorporating Municipal Public Health and Wellbeing Plan)

The 2021 - 2025 Council Plan (incorporating Municipal Public Health and Wellbeing Plan) has been developed using the context of strategic planning principles, financial management principles, engagement principles, service performance principles and asset plan integration.

Its development has also been informed by the development of the Darebin 2041 Community Vision and provides for alignment to the Vision through the Strategic Directions. The priorities for this four year plan provides a view of how Council will achieve the Community Vision aspirations.

Over the past 24 months the COVID pandemic has resulted in numerous, significant and compelling challenges that have and continue to have a substantial impact on the economic and social health and wellbeing of our community. Council's own economic circumstances have also been dramatically impacted.

In order to respond both strategically and operationally, Council has prepared a Budget for 2023-24 which is aligned to the Council Plan (incorporating Municipal Public Health and Wellbeing Plan) 2021-25 to realise the aspirations of the Community Vision 2041. The draft Budget 2023-24 seeks to maintain and improve services and infrastructure as well as deliver projects and services that are relevant and valued by our community and deliver within the rate increase mandated by the State Government.

Darebin 2041 Community Vision

- Darebin is an equitable, vibrant, green and connected community.
- Darebin respects and supports First Nations People, values country, our diverse communities and places.
- Darebin commits to preventing and mitigating the climate emergency, creating prosperity for current and future generations.

1.4 Strategic objectives

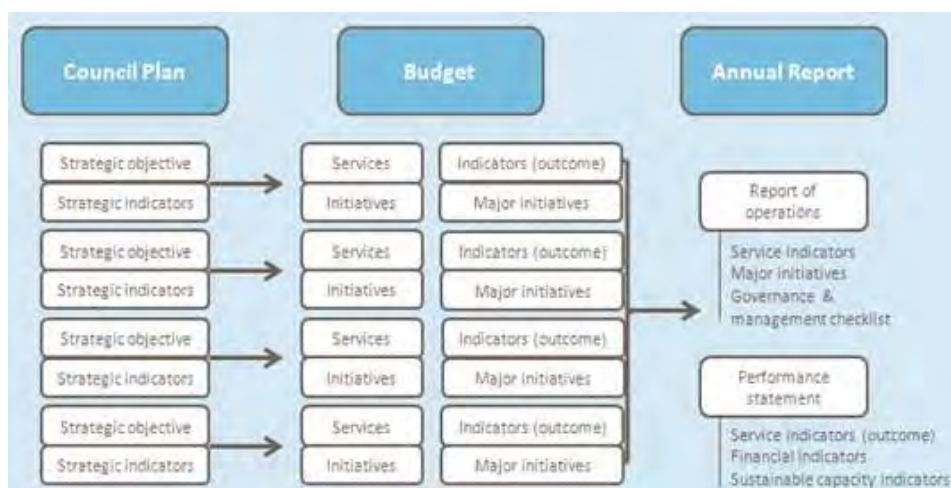
Darebin City Council's Strategic direction are realised through four themes (referred to as 'Strategic Directions' by the Local Government Act). The first three themes reflect the community priorities of the Darebin 2041 Community Vision and were developed through the community and deliberative engagement processes. One additional theme has been included which recognises Darebin City Council's internal Council focus on service delivery, governance and financial sustainability. For each theme, there is a strategic framework that says what we will do, how and by when, and, how we will know we have done it well.

Council delivers services and initiatives under 22 major service categories. Each contributes to the achievement of one of the four Strategic Directions as set out in the Council Plan for the years 2021-25. The following table lists the four Strategic Directions as described in the 2021 - 2025 Council Plan (incorporating Municipal Public Health and Wellbeing Plan).

Strategic Objective	Description
1. Vibrant, Respectful and Connected	<ul style="list-style-type: none"> • Our Darebin will celebrate all our diverse communities. • We will uplift different voices in places of power, influence and decision-making. • We will recognise Aboriginal and Torres Strait Islander values, and honour their living culture and connection to country. • We will support connection to, and the preservation of, local history, and acknowledge past harm and trauma. • Our Darebin will be one filled with vibrant and dynamic spaces, amenities and events. It will be a city where no suburb, or person, will be left behind. • We are one Darebin.
2. Prosperous, Liveable and Flourishing	<ul style="list-style-type: none"> • Our Darebin will encourage and incentivise business investment and growth in the sustainability sector. • We will create equitable and diverse opportunities for employment and volunteering. • We will make Darebin a centre for creative industry and the arts in Victoria. • We are a 20-minute city, and will ensure our community's access to amenities and services close to our homes. • We will sustain our community's ownership of services across their lifespan. We will maintain the health and wellbeing of all. • Our Darebin will ensure development, and the built environment, is designed for our liveability and sustainability.
3. Climate, Green and sustainable	<ul style="list-style-type: none"> • Our Darebin will take urgent action on the climate emergency facing our world. We will lead and educate our community and businesses to redress the imbalance. • We will make decisions that are driven by our community. Our decisions will be transparent, and socially and equitably just. Our decisions will be equitable for our community. • We will provide and promote safe and sustainable transport across our city. • We will lead the regeneration, enhancement and protection of our natural ecosystems and biodiversity. • We will integrate ecological solutions into our built environment. We will promote sustainable development and retrofitting practices that protect our natural assets. • Our Darebin will strive for zero carbon emissions.
4. Responsible, Transparent and Responsive	<ul style="list-style-type: none"> • Our Darebin is responsible, and responsive, to our community's needs, now and into the future. • We will make our decisions in the best interests of our community – transparently, and with integrity. • We will manage our resources effectively, and plan for our future growth. We will work in partnership with our community, business, and other government, to fulfill our responsibilities as the custodians of our city. • Our Darebin is progressive. Our Darebin is accountable. Our Darebin is a leader.

2. Services and service performance indicators

This section provides a description of the services and initiatives to be funded in the Budget for the 2023-24 year and how these will contribute to achieving the strategic objectives outlined in the Council Plan. It also describes several initiatives and service performance outcome indicators for key areas of Council's operations. Council is required by legislation to identify major initiatives, other initiatives and service performance outcome indicators in the Budget and report against them in their Annual Report to support transparency and accountability. The relationship between these accountability requirements in the Council Plan, the Budget and the Annual Report is shown below



Source: Department of Jobs, Precincts and Regions

2.1.Strategic Direction 1: Vibrant, Respectful and Connected

To achieve our strategic direction:

- We will prioritise and respect the voices and aspirations of Traditional Owners and Aboriginal and Torres Strait Islander communities in Darebin
- We will develop partnerships with organisations from across our city, to value and include people from multicultural and diverse backgrounds
- We will help to build an inclusive and empowered community, where social cohesion and community harmony are fostered
- We will embrace diversity and ensure everyone is included in our society, and no one is left behind by combating discrimination, and championing equity, inclusivity and diversity
- We will increase social connection to reduce isolation and loneliness, and support positive mental health
- We will ensure our festivals, events and functions are inclusive and respond equitably to, and value the diverse needs and aspirations of, our community
- We will continue to be a local government leader in the prevention of violence against women, and gender equity
- We will work towards a discrimination-free, and systemic racism-free Darebin, and reduce the impact of poverty and disadvantage

The services, major initiatives, other initiatives and service performance indicators for each business area are described below.

Services

Service area	Description of services provided		2021/22 Actual \$'000	2022/23 Forecast \$'000	2023/24 Budget \$'000
Community wellbeing, equity and diversity	This service area develops policy and implements projects which address disadvantage and make Darebin a healthier, safer and more inclusive place for all residents including Emergency Management, Community Development and Wellbeing, Access and Inclusion and Equity and Diversity	<i>Inc</i>	355	341	-
		<i>Exp</i>	4,232	4,561	3,621
		<i>Surplus / (deficit)</i>	(3,877)	(4,220)	(3,621)
Aged Disability	Supports, informs and advocates for the needs of Darebin's diverse older residents, people living with disability and those who care for them, to live independently and well. Programs and services include social connection, clubs, groups and venues, access to community, and Home Support services such as domestic assistance and assisted	<i>Inc</i>	8,393	8,493	10,400
		<i>Exp</i>	12,907	13,581	15,024
		<i>Surplus / (deficit)</i>	(4,514)	(5,088)	(4,624)
Libraries, and Learning	Responsible for our physical library services at Fairfield, Northcote, Preston and Reservoir and e-book, e-audiobook and e-magazine collection loans via our virtual library at www.darebinlibraries.vic.gov.au .	<i>Inc</i>	2,166	1,272	1,182
		<i>Exp</i>	5,449	5,812	5,636
		<i>Surplus / (deficit)</i>	(3,283)	(4,540)	(4,453)
Creative culture and community facilities	This service area provides a program of arts and cultural events and activities and develops policies and strategies to facilitate arts practice in the municipality and management and operation of the Bundoora Homestead Art Centre and the Darebin Art and History Collection, and coordination of Darebin Arts Centre and Northcote Town Hall and community venues. Services include Cultural Infrastructure, Collections, Festivals and Events and Community Hubs	<i>Inc</i>	895	1,071	1,100
		<i>Exp</i>	6,920	8,050	8,616
		<i>Surplus / (deficit)</i>	(6,025)	(6,979)	(7,516)

Service Performance Outcome Indicators

Service	Indicator	2021/22 Actual	2022/23 Forecast	2023/24 Budget
Libraries*	Participation	10.9%	10.8%	10.9%

* refer to table at end of section 2.2 for information on the calculation of Service Performance Outcome Indicators

Major Initiatives

1. Prepare for and implement aged care reforms
2. Develop a Cultural Diversity Action Plan
3. Develop an Aboriginal Action Plan
4. Establish Merri Merri Wayi collaboration with the City of Merri-bek, Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation, CERES and other partners
5. Referendum Project

Other Initiatives

1. Develop a Sexuality, Sex and Gender Diversity Action Plan to support the inclusion, rights and wellbeing of LGBTIQA+ communities and work to combat homophobia, biphobia and transphobia
2. Continue to implement Welcoming Cities Standard
3. Establish an appropriate grant stream, subject to guidance from the Darebin Aboriginal Advisory Committee, to support Aboriginal community-controlled organisations
4. Continue to provide increased access to Reservoir Library through extended opening hours
5. Continue to develop a partnership with Wurundjeri Corporation to support the delivery of mutual goals
6. Deliver Out of the Park Picnic at Edwardes Lake
7. Initiate a new multicultural oration

2.2.Strategic Direction 2: Prosperous, Liveable and Flourishing

To achieve our strategic direction:

- We will deliver equitable and accessible infrastructure to provide opportunities for our community to live well
- We will design and create public spaces where our people feel safe, welcome, and respected, including improving lighting and safety for people walking, wheeling, cycling and driving
- We will facilitate more affordable, social and public housing in Darebin, to meet our community's needs
- We will foster local urban streetscapes and activity centres that connect our community, support economic recovery, and encourage people to live, work and play locally
- We will invest in services and the built environment to improve access for our residents and visitors
- We will support the human rights, housing and wellbeing needs of our people experiencing homelessness
- We will work in partnership to address place-based socio-economic disadvantage and health inequity in East Preston and East Reservoir
- We will advocate to reduce the harm associated with electronic machine gambling, alcohol and tobacco
- We will leverage investment, partnerships and advocacy to drive Darebin's growth and sustainability and ensure Darebin is a great place to do business

The services, major initiatives, other initiatives and service performance indicators for each business area are described below.

Services

Service area	Description of services provided		2021/22 Actual \$'000	2022/23 Forecast \$'000	2023/24 Budget \$'000
Economic Development	Economic Development develops and implements strategies and activities which aim to foster a resilient economy. Our services include providing local employment opportunities; attracting a range of new industries; supporting and working with local businesses, and associations to help them improve business performance and enhance promotions; and working with neighbouring municipalities and our partners to increase economic growth	<i>Inc</i>	3,399	650	-
		<i>Exp</i>	2,833	3,660	3,011
		<i>Surplus/ (deficit)</i>	567	(3,010)	(3,011)
Family, Youth & Children	Responsible for a diverse range of services that includes immunisation, maternal and child health services, family and early parenting programs, supported playgroups, toy library, support and resourcing to early childhood education and care services, Best Start, pre-school field officer program, childcare and kindergarten registration system, and a range of services and supports to young people from the Hub at Northland, Decibels Youth Music Centre and through outreach and Youth Voice projects.	<i>Inc</i>	3,399	3,458	3,349
		<i>Exp</i>	8,541	9,888	8,837
		<i>Surplus/ (deficit)</i>	(5,142)	(6,430)	(5,488)
Recreation and leisure	Supporting the Darebin community to get active through formal and informal opportunities including: sports clubs, programs, and facilities. Delivering recreation and leisure policy and planning – in particular in infrastructure planning, delivery and activation. Responsible for Council's major recreation facilities at the Darebin Community Sports Stadium, Darebin International Sports Centre, Northcote Aquatic and Recreation Centre, the Reservoir Leisure Centre and the public golf courses at Bundoora and Northcote	<i>Inc</i>	4,746	4,993	4,621
		<i>Exp</i>	7,858	8,806	10,021
		<i>Surplus/ (deficit)</i>	(3,112)	(3,813)	(5,400)
City development and health	Administers the Darebin Planning Scheme through determination of planning applications in line with Council's governance practices (Statutory Planning) as well as delivering services to ensure compliance with building legislation and industry standards. Responsible for Council's environmental health service (enforcement of the Food Act, Health Act, Tobacco Act and Environment Protection Act and associated regulations).	<i>Inc</i>	4,205	4,430	4,440
		<i>Exp</i>	9,386	10,443	9,291
		<i>Surplus/ (deficit)</i>	(5,181)	(6,013)	(4,850)
Civic compliance	Responsible for Council's animal management, Local Laws, Planning Enforcement, Traffic Enforcement and School Crossings Supervision Service.	<i>Inc</i>	4,700	7,744	6,723
		<i>Exp</i>	5,815	6,956	6,499
		<i>Surplus/ (deficit)</i>	(1,115)	788	224
Facilities and infrastructure management and maintenance	Responsible for planning, management and maintenance of roads, footpaths, drains, bridges, facilities, properties as well as network of street, directional, parking, regulatory and advisory signs. Oversees and coordinates the delivery of the capital works program including the delivery of major infrastructure projects.	<i>Inc</i>	2,864	972	2,269
		<i>Exp</i>	13,042	10,609	10,457
		<i>Surplus/ (deficit)</i>	(10,178)	(9,636)	(8,188)
Sustainable Transport	Delivers a wide range of statutory and non statutory road management functions including: Local Area Placemaking transport investigation and improvement programs, parking change management requests, construction permits, cross-over (new driveway) applications. The service also provides transport engineering advice for capital projects, transport policies, referrals for statutory planning applications, speed limit reductions, and transport permits to use road space.	<i>Inc</i>	93	290	90
		<i>Exp</i>	2,340	2,494	2,418
		<i>Surplus/ (deficit)</i>	(2,247)	(2,204)	(2,328)

Major Initiatives

1. Complete construction of the Northcote Aquatic and Recreation Centre.
2. Continue planning for the expansion of the 3-year old kindergarten program
3. Continue the Assertive Outreach program to support people rough sleeping and experiencing homelessness in Darebin
4. Develop a Community Infrastructure Plan
5. Update Flood Risk Assessments
6. Finalise the new Parking Permit Policy
7. Undertake minor renewal works at Reservoir Leisure Centre while commencing scoping for the longer-term options for the redevelopment and rebuilding of the centre to enhance health, wellbeing and socioeconomic outcomes
8. Progress a planning scheme amendment to deliver an interim 5% Open Space Levy
9. Finalise the Preston Central Structure Plan

Other Initiatives

1. Support the roll-out electric vehicle charging infrastructure
2. Host supplier forums, connecting with Aboriginal-led businesses in the Darebin community to provide tailored information regarding upcoming procurement.
3. Undertake consultation with industry and other key stakeholders to help inform the future development of an Economic Development Strategy and interest in partnering with Council on ways industry and business can connect, network and influence for the benefit of the Darebin community
4. Develop an Integrated Families, Youth and Children Strategy
5. Deliver four place-based projects that respond to local community issues and needs
6. Complete the Local Law Review
7. Continue efforts to protect the Preston Market through participating in the strategic and statutory planning processes and supporting traders through existing program.

Service Performance Outcome Indicators

Service	Indicator	2021/22 Actual	2022/23 Forecast	2023/24 Budget
Maternal and Child Health*	Participation in MCH service	70.5%	80.0%	85.0%
	Participation in MCH service by Aboriginal children	71.1%	71.0%	75.0%
Aquatic Facilities*	Utilisation	1.6%	1.5%	1.5%
Roads*	Satisfaction	70.0%	70.0%	70.0%

2.3. Strategic Direction 3: Climate, Green and Sustainable

To achieve our objective, we will:

- We will adapt to climate change and build the resilience of our community, infrastructure and the built environment, with a focus on our vulnerable communities at risk of fuel poverty, and flooding
- Aim to achieve 12% canopy cover on Council owned and managed land by 2025, prioritising catchment biodiversity and shopping areas
- We will drive significant improvements in water quality and biodiversity across Darebin, designating Edwardes Lake as a flagship project to demonstrate water recreation (in the long term)
- We will reduce carbon emissions by switching to renewable energy on a large scale for Council buildings and through community focused initiatives
- We will reduce waste and stimulate a local circular economy, where waste resources are re-used rather than discarded

The services, major initiatives, initiatives and service performance indicators for each business area are described below.

Services

Service area	Description of services provided		2021/22 Actual \$'000	2022/23 Forecast \$'000	2023/24 Budget \$'000
Climate Emergency and Environment	Leads reform and improvement projects, and management of risk relating to climate, energy, waste, biodiversity, contaminated land and water. Delivers climate, energy, recycling, waste minimisation, litter and water education programs, support community led programs, runs recycling trials, work with other Councils and State Government on regional/state programs, develops / delivers circular economy proposals. Delivers Solar Saver Program, where Council installs solar panels on residents' roofs, which is paid back via rates.	<i>Inc</i>	581	1,421	1,500
		<i>Exp</i>	3,937	4,947	5,251
		<i>Surplus/ (deficit)</i>	(3,356)	(3,526)	(3,751)
Open spaces, parks and environment	Develops and implements policies and programs that contribute to the sustainable management of the Municipality's natural resources and environment. Includes development, oversight and implementation of strategies including Open Space Strategy, Urban Forest Strategy, Parks Asset Management Strategy Responsible for the management and maintenance of approximately 600ha of open space including 130 playgrounds, several wetlands, pathways, seating, garden beds, waterways, catchments, dams and street trees and more than 100,000 trees in parks and reserves.	<i>Inc</i>	766	737	619
		<i>Exp</i>	16,188	15,049	15,025
		<i>Surplus/ (deficit)</i>	(15,422)	(14,313)	(14,406)
Waste management	Collection of general waste, recyclables, FOGO and dumped rubbish, street and right of way cleansing, the hard waste collection service, and in-house management of the operations of the Darebin Resource and Recovery Centre	<i>Inc</i>	2,922	5,794	5,119
		<i>Exp</i>	18,695	23,483	24,448
		<i>Surplus/ (deficit)</i>	(15,773)	(17,689)	(19,329)

Major Initiatives

1. Finalise and implement the Contaminated Land Framework
2. Implement a Water Sensitive Urban Design (WSUD) in-lieu scheme for developers to meet a proportion of their planning requirements to treat and re-use stormwater on private land
3. Continue increasing canopy cover across the municipality, with a focus on biodiversity and shopping areas and implement the shade policy
4. Finalise the acquisition of three parcels of land at Clements Reserve

Other Initiatives

1. Finalise the Climate Emergency Plan
2. Undertake community engagement to inform future kerbside waste services for residents
3. Provide support for the installation of 150 solar systems to residential homes
4. Continue to monitor the health of Edwardes Lake and invest in activities that improve water quality (as recommended by the taskforce)

Service Performance Outcome Indicators

Service	Indicator	2021/22 Actual	2022/23 Forecast	2023/24 Budget
Waste Collection*	Waste Diversion	50.2%	58.5%	60.0%

Strategic Direction 4: Responsible, Transparent and Responsive

- To achieve our strategic direction:
- We will ensure balanced and responsible financial decision making that meets the needs of our community now and into the future.
- We will ensure our assets are optimised for the benefit of our community
- We will transform our services and service delivery models to ensure they meet the current, emerging and future needs of our community
- We will ensure major changes in our city achieve significant improvements in our city
- We will improve the sustainability, accessibility, and design of development on

The services, major initiatives and service performance indicators for each business area are described below.

Services

Service area	Description of services provided		2021/22 Actual \$'000	2022/23 Forecast \$'000	2023/24 Budget \$'000
Communication, advocacy and engagement	Using demographic data to undertake consultation, facilitation, engagement and evaluation to inform the promotion and advocacy of social justice, community inclusion, infrastructure and equity. Work with other levels of government, partners, stakeholders and media on issues that are important to the Darebin community.	<i>Inc</i>	-	-	-
		<i>Exp</i>	2,052	2,692	2,627
		<i>Surplus/ (deficit)</i>	(2,052)	(2,692)	(2,627)
Customer service	This service provides the customer interface for most services and a wide range of transactions. Service is delivered via customer service centres, a telephone call centre, our website and an after-hours emergency service.	<i>Inc</i>	-	-	-
		<i>Exp</i>	2,603	2,788	2,488
		<i>Surplus/ (deficit)</i>	(2,603)	(2,788)	(2,488)
People and culture	Provides support to the organisation on strategic issues such as change management, workforce planning, leadership development and organisation development.	<i>Inc</i>	586	15	-
		<i>Exp</i>	2,899	3,092	3,093
		<i>Surplus/ (deficit)</i>	(2,313)	(3,107)	(3,093)
Mayor and council	The Mayor and Councillors are responsible for the governance and leadership of the community, and for providing strategic direction to the organisation	<i>Inc</i>	110	16	-
		<i>Exp</i>	1,228	1,338	1,201
		<i>Surplus/ (deficit)</i>	(1,118)	(1,322)	(1,201)
Corporate governance	This service includes direct administrative support to the Mayor and Councillors, coordination of Council and Committee meetings, and includes the Chief Executive Officer, Executive Management Team, as well as the administration of Council business, policy support, corporate strategy and corporate risk.	<i>Inc</i>	4,146	626	1,824
		<i>Exp</i>	8,917	9,915	10,633
		<i>Surplus/ (deficit)</i>	(4,771)	(9,289)	(8,809)
Information technology services	This service provides Council with digital platforms to improve business performance by allowing timely and informed decision making that enhances improved service provision to Council and the community. The services also include cybersecurity, governance of technological systems, the maintenance of the infrastructure, and functionality of the systems overall.	<i>Inc</i>	1	6	3
		<i>Exp</i>	6,940	8,588	9,283
		<i>Surplus/ (deficit)</i>	(6,938)	(8,582)	(9,280)
Financial services	Provides financial services and support to internal and external customers and includes management of Council's finances, raising and collection of rates and charges, and valuation of properties	<i>Inc</i>	378	376	671
		<i>Exp</i>	3,809	4,126	3,982
		<i>Surplus/ (deficit)</i>	(3,430)	(3,751)	(3,311)
Fleet services	Responsible for the fleet required to support all Council's in-house service delivery.	<i>Inc</i>	846	493	250
		<i>Exp</i>	2,502	3,221	3,203
		<i>Surplus/ (deficit)</i>	(1,656)	(2,728)	(2,953)

Major Initiatives

1. Transform our models of service delivery through the development of service profiles and conduct service reviews, to improve and ensure accessibility, inclusivity for under-represented groups and consistency of our customer experience
2. Undertake drainage asset condition inspections to support the early detection of damage and deterioration and to inform the Drainage Asset Management Plan
3. Review a range of Asset Management Plans including Drainage, ICT, Arts and Cultural Collection and Plant and Fleet.
4. Implement the four-year Advocacy Strategy to influence public policy change and attracting support and funding for Council's priorities
5. Establish the Property Strategy and Lease and Licensing Policy to ensure maximum community benefit is being realised from Council's asset portfolio

Other Initiatives

1. Renew the Child Care Registration System

Service Performance Outcome Indicators

Service	Indicator	2021/22 Actual	2022/23 Forecast	2023/24 Budget
Statutory planning*	Service Standard	20.0%	60.0%	60.0%
Food safety*	Health and Safety	100.0%	100.0%	100.0%
Animal management*	Health and Safety	100.0%	100.0%	100.0%
Governance*	Consultation and engagement	68%	68%	69%

* refer to table at end of section 2.2 for information on the calculation of Service Performance Outcome Indicators

Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Governance	Consultation and engagement	Satisfaction with community consultation and engagement. (Community satisfaction rating out of 100 with the consultation and engagement efforts of Council)	Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement
Statutory planning	Service standard	Planning applications decided within required timeframes (percentage of regular and VicSmart planning application decisions made within legislated timeframes)	[Number of planning application decisions made within 60 days for regular permits and 10 days for VicSmart permits / Number of planning application decisions made] x100
Roads	Condition	Sealed local roads below the intervention level (percentage of sealed local roads that are below the renewal intervention level set by Council and not requiring renewal)	[Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x100
Libraries	Participation	Library membership (Percentage of the population that are registered library members)	[Number of registered library members / Population] x100
Waste management	Waste diversion	Kerbside collection waste diverted from landfill. (Percentage of recyclables and green organics collected from kerbside bins that is diverted from landfill)	[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100
Aquatic Facilities	Utilisation	Utilisation of aquatic facilities. (Number of visits to aquatic facilities per head of population)	Number of visits to aquatic facilities / Population
Animal Management	Health and safety	Animal management prosecutions. (Percentage of animal management prosecutions which are successful)	Number of successful animal management prosecutions / Total number of animal management prosecutions
Food safety	Health and safety	Critical and major non-compliance outcome notifications. (Percentage of critical and major non-compliance outcome notifications that are followed up by Council)	[Number of critical non-compliance outcome notifications and major non-compliance outcome notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance outcome notifications about food premises] x100
Maternal and Child Health	Participation	Participation in the MCH service. (Percentage of children enrolled who participate in the MCH service)	[Number of children who attend the MCH service at least once (in the financial year) / Number of children enrolled in the MCH
		Participation in the MCH service by Aboriginal children. (Percentage of Aboriginal children enrolled who participate in the MCH service)	[Number of Aboriginal children who attend the MCH service at least once (in the financial year) / Number of Aboriginal children enrolled in the MCH service] x100

2.4.Reconciliation with budgeted operating result

	Surplus/ (Deficit)	Expenditure	Income / Revenue
	\$'000	\$'000	\$'000
Strategic Objective 1: Vibrant, Respectful and Connected	(20,215)	32,896	12,682
Strategic Objective 2: Prosperous, Liveable and Flourishing	(29,042)	50,535	21,493
Strategic Objective 3: Climate, Green and Sustainable	(37,486)	44,724	7,238
Strategic Objective 4: Responsible, Transparent and Responsive	(33,763)	36,511	2,748
Total	(120,506)	164,667	44,161
Expenses/Revenue added in:			
Depreciation	27,225		
Finance costs	2		
Other Revenue/Expenditures not included above	(6,839)		
Surplus/(Deficit) before funding sources	(140,894)		
Funding sources added in:			
Rates and charges revenue	130,351		
Waste charge revenue	22,114		
Total funding sources	152,464		
Operating surplus/(deficit) for the year	11,571		

Note: \$2.5 million worth of operating projects have not been internally allocated to specific services as part of the draft budget development process. These costs will be allocated in preparation for the final version of the 2023-24 budget.

3. Financial Statements

This section presents information in regard to the Financial Statements and Statement of Human Resources. The budget information for the year 2023-24 has been supplemented with projections to 2026-27.

This section includes the following financial statements prepared in accordance with the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.

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

Comprehensive Income Statement

For the four years ending 30 June 2027

		Forecast Actual	Budget	Projections		
	NOTES	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000
Income / Revenue						
Rates and charges	4.1.1	145,227	152,464	158,292	163,577	168,542
Statutory fees and fines	4.1.2	10,132	8,775	9,214	9,674	10,158
User fees	4.1.3	12,678	12,681	12,903	13,193	13,490
Grants - operating	4.1.4	15,001	18,841	19,171	19,554	19,945
Grants - capital	4.1.4	2,152	1,865	1,074	1,799	3,857
Contributions - monetary	4.1.5	5,824	6,539	7,140	9,800	9,800
Contributions - non-monetary	4.1.5	-	-	-	-	-
Net gain (or loss) on disposal of property, infrastructure, plant and equipment		(221)	1,436	750	750	750
Fair value adjustments for investment property		-	-	-	-	-
Other income	4.1.6	3,433	3,134	3,158	3,182	3,206
Total income / revenue		194,226	205,735	211,701	221,530	229,749
Expenses						
Employee costs	4.1.7	100,453	98,723	99,609	103,283	105,915
Materials and services	4.1.8	58,293	59,840	61,895	65,370	68,366
Depreciation	4.1.9	25,707	26,714	27,273	28,091	28,933
Amortisation - intangible assets	4.1.10	514	514	545	562	579
Amortisation - right of use assets	4.1.11	13	(3)	(1)	-	-
Bad and doubtful debts - allowance for impairment losses		961	1,436	975	980	980
Borrowing costs		521	1,735	1,583	1,424	1,259
Finance costs - leases		3	2	1	-	-
Other expenses	4.1.12	6,745	5,202	6,632	10,065	15,002
Total expenses		193,210	194,164	198,511	209,775	221,033
Surplus/(deficit) for the year		1,016	11,571	13,190	11,755	8,716
Other comprehensive income						
Items that will not be reclassified to surplus or deficit in future periods						
Net asset revaluation increment /(decrement)						
Share of other comprehensive income of associates and joint ventures						
Items that may be reclassified to surplus or deficit in future periods						
(detail as appropriate)						
Total other comprehensive income		-	-	-	-	-
Total comprehensive result		1,016	11,571	13,190	11,755	8,716

Balance Sheet

For the four years ending 30 June 2027

		Forecast Actual 2022/23 \$'000	Budget 2023/24 \$'000	Projections 2024/25 \$'000	2025/26 \$'000	2026/27 \$'000
	NOTES					
Assets						
Current assets						
Cash and cash equivalents		38,934	43,262	49,463	55,559	54,497
Trade and other receivables		14,868	15,170	16,224	17,052	17,724
Other financial assets		10,001	10,001	10,001	10,001	10,001
Inventories		101	101	101	102	102
Prepayments		-	-	-	-	-
Non-current assets classified as held for sale		-	-	-	-	-
Other assets		2,971	2,979	2,997	3,026	3,086
Total current assets	4.2.1	66,875	71,513	78,787	85,739	85,409
Non-current assets						
Trade and other receivables		3,368	3,385	3,402	3,419	3,436
Other financial assets		6	6	6	6	6
Investments in associates, joint arrangement and subsidiaries		-	-	-	-	-
Property, infrastructure, plant & equipment		1,670,159	1,673,472	1,676,256	1,678,194	1,684,227
Right-of-use assets	4.2.4	80	83	-	-	-
Investment property		2,643	2,643	2,643	2,643	2,643
Intangible assets		829	315	(230)	(792)	(1,370)
Total non-current assets	4.2.1	1,677,085	1,679,904	1,682,077	1,683,470	1,688,941
Total assets		1,743,960	1,751,417	1,760,864	1,769,209	1,774,350
Liabilities						
Current liabilities						
Trade and other payables		10,509	10,342	10,785	11,604	12,456
Trust funds and deposits		5,938	5,938	5,938	5,938	5,938
Unearned income/revenue		2,615	2,615	2,615	2,615	2,615
Provisions		20,840	20,840	20,840	20,840	20,840
Interest-bearing liabilities	4.2.3	3,388	4,102	4,261	4,426	4,598
Lease liabilities	4.2.4	81	83	-	-	-
Total current liabilities	4.2.2	43,371	43,921	44,439	45,423	46,447
Non-current liabilities						
Provisions		1,846	1,846	1,846	1,846	1,846
Interest-bearing liabilities	4.2.3	43,773	39,109	34,848	30,422	25,824
Lease liabilities	4.2.4	-	-	-	-	-
Total non-current liabilities	4.2.2	45,619	40,955	36,694	32,268	27,670
Total liabilities		88,990	84,876	81,133	77,691	74,116
Net assets		1,654,970	1,666,541	1,679,731	1,691,518	1,700,234
Equity						
Accumulated surplus		586,762	596,905	610,095	621,850	630,565
Reserves		1,068,208	1,069,636	1,069,636	1,069,668	1,069,668
Total equity		1,654,970	1,666,541	1,679,731	1,691,518	1,700,234

Statement of Changes in Equity

For the four years ending 30 June 2027

		Total	Accumulated Surplus	Revaluation Reserve	Other Reserves
	NOTES	\$'000	\$'000	\$'000	\$'000
2023 Forecast Actual					
Balance at beginning of the financial year		1,653,954	573,073	1,055,678	25,203
Surplus/(deficit) for the year		1,016	1,016	-	-
Net asset revaluation increment/(decrement)		(3)	-	(3)	-
Transfers (to)/from other reserves		3	12,673	-	(12,670)
Balance at end of the financial year		1,654,970	586,762	1,055,675	12,533
2024 Budget					
Balance at beginning of the financial year		1,654,970	586,762	1,055,675	12,533
Surplus/(deficit) for the year		11,571	11,571	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers (to)/from other reserves	4.3.1	-	(1,428)	-	1,428
Balance at end of the financial year	4.3.2	1,666,541	596,905	1,055,675	13,961
2025					
Balance at beginning of the financial year		1,666,541	596,905	1,055,675	13,961
Surplus/(deficit) for the year		13,190	13,190	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers (to)/from other reserves		-	-	-	-
Balance at end of the financial year		1,679,731	610,095	1,055,675	13,961
2026					
Balance at beginning of the financial year		1,679,731	610,095	1,055,675	13,961
Surplus/(deficit) for the year		11,755	11,755	-	-
Net asset revaluation increment/(decrement)		32	-	32	-
Transfers (to)/from other reserves		-	-	-	-
Balance at end of the financial year		1,691,518	621,850	1,055,707	13,961
2027					
Balance at beginning of the financial year		1,691,518	621,850	1,055,707	13,961
Surplus/(deficit) for the year		8,716	8,716	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers (to)/from other reserves		-	-	-	-
Balance at end of the financial year		1,700,234	630,565	1,055,707	13,961

Statement of Cash Flows

For the four years ending 30 June 2027

Notes	Forecast	Budget	Projections		
	Actual				
	2022/23	2023/24	2024/25	2025/26	2026/27
	\$'000	\$'000	\$'000	\$'000	\$'000
	Inflows	Inflows	Inflows	Inflows	Inflows
	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)
Cash flows from operating activities					
Rates and charges	151,209	151,231	156,763	162,485	167,484
Statutory fees and fines	11,396	9,605	10,072	10,591	11,121
User fees	14,260	13,880	14,123	14,459	14,786
Grants - operating	15,619	18,672	18,999	19,428	19,820
Grants - capital	1,696	1,848	1,127	1,732	3,674
Contributions - monetary	5,824	6,539	7,140	9,800	9,800
Interest received	-	753	753	753	753
Dividends received	-	-	-	-	-
Trust funds and deposits taken	-	-	-	-	-
Other receipts	5,377	3,185	3,226	3,349	3,613
Net GST refund / payment	2,974	3,327	3,537	3,873	4,556
Employee costs	(107,741)	(98,784)	(99,564)	(103,142)	(105,814)
Materials and services	(75,636)	(61,707)	(67,012)	(71,559)	(74,958)
Short-term, low value and variable lease payments	-	-	-	-	-
Trust funds and deposits repaid	-	-	-	-	-
Other payments	(8,496)	(9,946)	(7,970)	(10,743)	(15,996)
Net cash provided by/(used in) operating activities	4.4.1	16,482	41,193	41,026	38,839
Cash flows from investing activities					
Payments for property, infrastructure, plant and equipment	(62,669)	(30,027)	(30,057)	(29,996)	(34,966)
Proceeds from sale of property, infrastructure, plant and equipment	(221)	1,436	750	750	750
Payments for investments	-	-	-	-	-
Proceeds from sale of investments	3,899	-	-	-	-
Loans and advances made	-	-	-	-	-
Payments of loans and advances	-	-	-	-	-
Net cash provided by/ (used in) investing activities	4.4.2	(58,991)	(29,307)	(29,246)	(34,216)
Cash flows from financing activities					
Finance costs	(521)	(1,735)	(1,583)	(1,424)	(1,259)
Proceeds from borrowings	39,000	-	-	-	-
Repayment of borrowings	(1,839)	(3,950)	(4,102)	(4,261)	(4,426)
Interest paid - lease liability	(2)	(2)	(1)	-	-
Repayment of lease liabilities	(3)	2	1	-	-
Net cash provided by/(used in) financing activities	4.4.3	36,635	(5,685)	(5,685)	(5,685)
Net increase/(decrease) in cash & cash equivalents	(5,874)	4,328	6,201	6,095	(1,062)
Cash and cash equivalents at the beginning of the financial year		44,808	43,262	49,463	55,559
Cash and cash equivalents at the end of the financial year		38,934	49,463	55,559	54,497

Statement of Capital Works

For the four years ending 30 June 2027

		Forecast Actual	Budget	Projections		
		2022/23	2023/24	2024/25	2025/26	2026/27
	NOTES	\$'000	\$'000	\$'000	\$'000	\$'000
Property						
Land		4,180	600	-	-	-
Land improvements			350	450	450	450
Total land		4,180	950	450	450	450
Buildings		41,146	5,350	9,800	8,850	10,500
Heritage buildings			-	-	-	-
Building improvements			-	-	-	-
Leasehold improvements			-	-	-	-
Total buildings		41,146	5,350	9,800	8,850	10,500
Total property		45,326	6,300	10,250	9,300	10,950
Plant and equipment						
Heritage plant and equipment		-	-	-	-	-
Plant, machinery and equipment		2,623	1,845	1,865	1,865	1,865
Fixtures, fittings and furniture			-	-	-	-
Computers and telecommunications		1,966	2,600	2,700	2,700	2,700
Library books		800	750	800	800	800
Total plant and equipment		5,389	5,195	5,365	5,365	5,365
Infrastructure						
Roads		5,527	4,750	4,500	4,850	5,650
Bridges		430	-	600	1,000	-
Footpaths and cycleways		219	2,850	3,000	3,000	3,250
Drainage		1,402	1,580	1,700	1,830	2,280
Recreational, leisure and community facilities		100	5,500	200	200	450
Waste management			350	550	550	400
Parks, open space and streetscapes		4,276	3,402	3,792	3,801	6,121
Aerodromes		-	-	-	-	-
Off street car parks			100	100	100	500
Other infrastructure		-	-	-	-	-
Total infrastructure		11,954	18,532	14,442	15,331	18,651
Total capital works expenditure	4.5.1	62,669	30,027	30,057	29,996	34,966
Represented by:						
New asset expenditure		3,202	2,250	610	1,810	1,810
Asset renewal expenditure		28,297	23,021	25,641	22,505	27,237
Asset expansion expenditure		17,669	2,700	2,825	3,963	4,213
Asset upgrade expenditure		13,501	2,056	981	1,719	1,706
Total capital works expenditure	4.5.1	62,669	30,027	30,057	29,996	34,966

Statement of Human Resources

For the four years ending 30 June 2027

	Budget		Projections	
	2023/24	2024/25	2025/26	2026/27
	\$'000	\$'000	\$'000	\$'000
Staff expenditure				
Employee costs - operating	98,723	99,609	103,283	105,915
Employee costs - capital	3,146	3,175	3,292	3,376
Total staff expenditure Operating	101,869	102,783	106,575	109,290
	FTE	FTE	FTE	FTE
Staff numbers				
Employees Operating	928.1	928.1	928.1	928.1
Employees Capital	22.1	22.1	22.1	22.1
Total Employees	950.2	950.2	950.2	950.2

A summary of human resources expenditure categorised according to the organisational structure of Council is included below:

Department	Budget	Comprises			
		Permanent		Casual	Temporary
	2023/24	Full Time	Part time		
	\$'000	\$'000	\$'000	\$'000	\$'000
Chief Executive	1,169	1,163	-	6	-
City Sustainability & Strategy	17,390	15,374	1,037	82	897
Operations & Capital	22,959	22,207	102	407	243
Community	42,059	19,821	16,375	4,252	1,612
Governance & Engagement	18,204	15,762	1,869	177	396
Total staff expenditure	101,781	74,327	19,383	4,923	3,147
Other employee related expenditure	89				
Capitalised labour costs included	(3,146)				
Total Employee Expenditure Operating	98,723				

A summary of the number of full time equivalent (FTE) Council staff in relation to the above expenditure is included below:

Department	Budget	Comprises			
		Permanent		Casual	Temporary
	2023/24	Full Time	Part time		
Chief Executive	6.1	6.0	-	0.1	-
City Sustainability & Strategy	167.1	123.0	30.1	1.3	12.8
Operations & Capital	210.3	201.0	1.0	6.3	2.0
Community	423.5	167.8	174.5	66.1	15.2
Governance & Engagement	143.1	116.4	18.4	2.7	5.6
Total staff	950.2	614.2	223.9	76.6	35.6

4. Notes to the financial statements

This section presents detailed information on material components of the financial statements.

4.1 Comprehensive Income Statement

4.1.1 Rates and charges

Rates and charges are required by the Act and the Regulations to be disclosed in Council's budget.

As per the Local Government Act 2020, Council is required to have a Revenue and Rating Plan which is a four year plan for how Council will generate income to deliver the Council Plan, program and services and capital works commitments over a four-year period.

In developing the Budget, rates and charges were identified as an important source of revenue. Planning for future rate increases has therefore been an important component of the financial planning process. The Fair Go Rates System (FGRS) sets out the maximum amount councils may increase rates in a year. For 2023-24 the FGRS cap has been set at 3.50%. The cap applies to both general rates and municipal charges and is calculated on the basis of council's average rates and charges.

The level of required rates and charges has been considered in this context, with reference to Council's other sources of income and the planned expenditure on services and works to be undertaken for the community.

To achieve these objectives while maintaining service levels and a strong capital expenditure program, the average general rate and the municipal charge will increase by 3.50% in line with the rate cap.

4.1.1(a) The reconciliation of the total rates and charges to the Comprehensive Income Statement is as follows:

	2022/23 Budget \$'000	2023/24 Budget \$'000	Change \$'000	%
General rates*	123,044	128,107	5,063	4.1%
Supplementary rates and charges	800	450	- 350	-43.8%
Pensioner rate rebate	- 1,470	23	1,447	-98.5%
Interest on rates and charges	600	500	100	-16.7%
Green waste bin income	887	1,104	217	24.5%
Kerbside waste charge / Public Waste Charge	19,352	21,010	1,658	8.6%
Special charges- retail activity centres	-	371	371	100.0%
Special charges- solar saver scheme	1,900	945	955	-50.3%
Total rates and charges	145,113	152,464	7,351	5.1%

*These items are subject to the rate cap established under the FGRS

4.1.1(b) The rate in the dollar to be levied as general rates under section 158 of the Act for each type or class of land compared with the previous financial year

Type or class of land	2022/23 cents/\$CIV*	2023/24 cents/\$CIV*	Change
General rate for rateable residential properties	0.158160	0.163700	3.50%
General rate for rateable commercial properties	0.276780	0.286470	3.50%
General rate for rateable Cultural & Recreational properties	0.138290	0.143130	3.50%
General rate for rateable vacant residential	0.474480	0.491090	3.50%
General rate for rateable vacant business	0.632640	0.654780	3.50%
General rate for rateable mixed use occupancy	0.221420	0.229170	3.50%
General rate for rateable vacant retail	0.632640	0.654780	3.50%

4.1.1(c) The estimated total amount to be raised by general rates in relation to each type or class of land, and the estimated total amount to be raised by general rates, compared with the previous financial year

Type or class of land	2022/23	2023/24	Change	
	\$'000	\$'000	\$'000	%
General rate for rateable residential properties	103,558	107,801	4,243	4.10%
General rate for rateable commercial properties	17,346	18,132	786	4.53%
General rate for rateable Cultural & Recreational properties	19	20	1	3.50%
General rate for rateable vacant residential	504	501	-3	-0.61%
General rate for rateable vacant business	643	650	7	1.03%
General rate for rateable mixed use occupancy	943	976	33	3.52%
General rate for rateable vacant retail	31	28	-3	-9.49%
Total amount to be raised by general rates	123,044	128,107	5,063	4.12%

4.1.1(d) The number of assessments in relation to each type or class of land, and the total number of assessments, compared with the previous financial year

Type or class of land	2022/23	2023/24	Change	
	Number	Number	Number	%
General rate for rateable residential properties	68,081	68,536	455	0.7%
General rate for rateable commercial properties	4,661	4,780	119	2.6%
General rate for rateable Cultural & Recreational properties	9	9	-	0.0%
General rate for rateable vacant residential	103	99	-4	-3.9%
General rate for rateable vacant business	57	55	-2	-3.5%
General rate for rateable mixed use occupancy	531	531	-	0.0%
General rate for rateable vacant retail	7	6	-1	-14.3%
Total number of assessments	73,449	74,016	567	0.8%

4.1.1(e) The basis of valuation to be used is the Capital Improved Value (CIV)

4.1.1(f) The estimated total value of each type or class of land, and the estimated total value of land, compared with the previous financial year

Type or class of land	2022/23	2023/24	Change	
	\$'000	\$'000	\$'000	%
General rate for rateable residential properties	65,501,907	65,852,486	350,579	0.5%
General rate for rateable commercial properties	6,267,146	6,329,563	62,417	1.0%
General rate for rateable Cultural & Recreational properties	13,835	13,835	0	0.0%
General rate for rateable vacant residential	106,170	101,950	-4,220	-4.0%
General rate for rateable vacant business	101,670	99,240	-2,430	-2.4%
General rate for rateable mixed use occupancy	425,855	425,945	90	0.0%
General rate for rateable vacant retail	4,860	4,250	-610	-12.6%
Total value of land	72,421,443	72,827,269	405,826	0.6%

4.1.1(g) The rate or unit amount to be levied for each type of service rate or charge under Section 162 of the Act compared with the previous financial year

Type of Charge	Per Rateable Property 2022/23	Per Rateable Property 2023/24	Change	
	\$	\$	\$	%
Extra FOGO bin - 240 litre (Standard)	107	115	8	7.5%
Larger FOGO bin from 120 - 240 Litre (standard)	57	62	5	8.8%
Larger FOGO bin from 120 - 240 Litre (Concession)	38	41	3	7.9%
Total	202	218	16	7.9%

4.1.1(h) The estimated total amount to be raised by each type of service rate or charge, and the estimated total amount to be raised by service rates and charges, compared with the previous financial year

Type of Charge	2022/23	2023/24	Change	
	\$	\$	\$	%
Kerbside waste costs	15,214	16,772	1,558	10.24%
Public waste costs	4,138	4,238	100	2.42%
Total	19,351	21,010	1,658	8.57%

4.1.1(i) The estimated total amount to be raised by all rates and charges compared with the previous financial year

	2022/23	2023/24	Change	
	\$'000	\$'000	\$'000	%
General rates	122,974	129,034	6,060	4.93%
Special Rates	1,900	1,316	-584	-30.74%
Green waste bin income	887	1,104	217	24.48%
Kerbside waste costs	15,214	16,772	1,558	10.24%
Public waste costs	4,138	4,238	100	2.42%
Total Rates and charges	145,113	152,464	7,352	5.07%

4.1.1(j) Fair Go Rates System Compliance

Victoria City Council is required to comply with the State Government's Fair Go Rates System (FGRS). The table below details the budget assumptions consistent with the requirements of the Fair Go Rates System.

	2022/23	2023/24
Total Rates	\$ 123,044	\$ 128,107
Number of rateable properties	73,449	74,016
Base Average Rate	1.7	1.7
Maximum Rate Increase (set by the State Government)	1.75%	3.50%

4.1.1(m) Any significant changes that may affect the estimated amounts to be raised by rates and charges

There are no known significant changes which may affect the estimated amounts to be raised by rates and charges. However, the total amount to be raised by rates and charges may be affected by:

- The making of supplementary valuations (2023/24: Estimated \$450,000 and 2022/23: \$800,000)
- The variation of returned levels of value (e.g. valuation appeals)
- Changes of use of land such that rateable land becomes non-rateable land and vice versa
- Changes of use of land such that residential land becomes business land and vice versa.

4.1.1(l) Differential rates

Rates to be levied

The rate and amount of rates payable in relation to land in each category of differential are:

- A general rate of 0.163700% (0.163700 cents in the dollar of CIV) for all rateable residential land.
- A general rate of 0.286470% (0.286470 cents in the dollar of CIV) for all rateable business land.
- A general rate of 0.143140% (0.143140 cents in the dollar of CIV) for all rateable recreational land.
- A general rate of 0.491090% (0.491090 cents in the dollar of CIV) for all rateable vacant residential land.
- A general rate of 0.654780% (0.654780 cents in the dollar of CIV) for all rateable vacant business land.
- A general rate of 0.229170% (0.229170 cents in the dollar of CIV) for all rateable mixed use occupancy land.
- A general rate of 0.654780% (0.654780 cents in the dollar of CIV) for all rateable vacant retail land.

Each differential rate will be determined by multiplying the Capital Improved Value of rateable land (categorised by the characteristics described below) by the relevant percentages indicated above.

Council believes each differential rate will contribute to the equitable and efficient carrying out of Council functions. Details of the objectives of each differential rate, the types of classes of land which are subject to each differential rate and the uses of each differential rate are set out below.

Residential land

Residential Land is any land which is not Vacant Residential Land as described under the heading Vacant residential land and:

- the primary use of which is residential; or
- which is unoccupied and is zoned residential under the Darebin Planning Scheme.

The objective of this differential rate is to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including (but not limited to) the:

- construction and maintenance of infrastructure assets;
- development and provision of health and community services; and
- provision of general support services.

The types and classes of rateable land within this differential rate are those having the relevant characteristics described in the paragraphs immediately above.

The money raised by the differential rate will be applied to the items of expenditure described in the Budget by Council. The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land.

The geographic location of the land within this differential rate is land wherever located within the municipal district, without reference to ward boundaries.

The use of the land within this differential rate is, in the case of improved land, any use of land creating the relevant characteristics described in this section above.

The residential land affected by this rate is that which is located in any zone where residential development is permitted by the Darebin Planning Scheme and which displays the characteristics described in this section above.

The types of buildings on the land within this differential rate are all buildings which are present on the land at the date of declaration of rates for the 2023-24 financial year.

Council has considered this differential rate in the context of the range of revenue instruments available to it and has determined that this differential rate is the most appropriate means of meeting Council's stated objectives.

Business land

Business Land is any land which is not Vacant Retail Land, as described under the heading Vacant business land and:

- the primary use of which is the carrying out of the manufacture or production of, or the trade in, goods or services; or
- which is unoccupied and is zoned other than residential under the Darebin Planning Scheme

The objectives of this differential rate, having regard to principles of equity including the capacity to pay of those levied the rate, is to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including (but not limited to) the:

- construction and maintenance of infrastructure assets;
- development and provision of health and community services; and
- provision of general support services.

The types and classes of rateable land within this differential rate are those having the relevant characteristics described in the paragraphs immediately above.

The money raised by the differential rate will be applied to the items of expenditure described in the Budget by Council. The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land.

The geographic location of the land within this differential rate is land wherever located within the municipal district, without reference to ward boundaries.

The use of the land within this differential rate is, in the case of improved land, any use of land creating the relevant characteristics described in this section above.

The business land affected by this rate is that which is in any zone where business development is permitted by the Darebin Planning Scheme and which displays the characteristics described in this section above.

The types of buildings on the land within this differential rate are all buildings which are present on the land at the date of declaration of rates for the 2023-24 financial year.

Council has considered this differential rate in the context of the range of revenue instruments available to it and has determined that this differential rate is the most appropriate means of meeting Council's stated objectives.

Vacant residential land

Vacant Residential Land is any land which is zoned residential under the Darebin Planning Scheme and:

- on which there is no dwelling or other building designed or adapted for permanent occupation and
- in respect of which a building permit for demolition was issued under the Building Act 1993 since the date 18 months prior to the date of declaration of rates for the 2023-24 financial year; and
- in respect of which no building permit for the construction of a new dwelling or other building designed or adapted for permanent occupation has been issued under the Building Act 1993 in the period since demolition, with the date of demolition taken to be the date on which the building permit for demolition was issued under the Building Act 1993;

or

- on which there is no dwelling or other building designed or adapted for permanent occupation and
- in respect of which no building permit for demolition was issued under the Building Act 1993 since the date 18 months prior to the date of declaration of rates for the 2023-24 financial year; and
- in respect of which no building permit for the construction of a new dwelling or other building designed or adapted for permanent occupation has been issued under the Building Act 1993 since the date 12 months prior to the date of declaration of rates for the 2023-24 financial year.

The objectives of this differential rate are to:

- promote responsible land management through appropriate maintenance and development of the land; and
- encourage prompt development of vacant residential land and attract new residents to the Darebin; and
- ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including (but not limited to) the:
 - (a) construction and maintenance of infrastructure assets;
 - (b) development and provision of health and community services; and

- (c) provision of economic development and general support services.

The types and classes of rateable land within this differential rate are those having the relevant characteristics described in this section above.

The money raised by the differential rate will be applied to the items of expenditure described in the Budget by Council. The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land.

The geographic location of the land within this differential rate is land wherever located within the municipal district, without reference to ward boundaries.

The residential land affected by this rate is that which is zoned residential under the Darebin Planning Scheme and which displays the characteristics described in this section above.

Council has considered this differential rate in the context of the range of revenue instruments available to it and has determined that this differential rate is the most appropriate means of meeting Council's stated objectives. Vacant business land

Vacant Business Land is any land:

- which is zoned other than residential under the Darebin Planning Scheme and
- on which no building designed or adapted for permanent occupation is constructed and
- in respect of which no building permit for the construction of a new building designed or adapted for permanent occupation has been issued under the Building Act 1993 since the date 12 months prior to the date of declaration of rates for the 2023-24 financial year.

The objectives of this differential rate, having regard to principles of equity including the capacity to pay of those levied the rate, are to:

- promote responsible land management through appropriate maintenance and development of the land;
- ensure that foregone community and economic development resulting from under utilisation of land is minimised;
- encourage the use and occupancy of business land, leading to reinvigoration of trade and commerce within the Darebin; and
- ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including (but not limited) to the:
 - (a) construction and maintenance of infrastructure assets;
 - (b) development and provision of health and community services; and
 - (c) provision of economic development and general support services.

The types and classes of rateable land within this differential rate are those having the relevant characteristics described in this section above.

The money raised by the differential rate will be applied to the items of expenditure described in the Budget by Council. The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land.

The geographic location of the land within this differential rate is land wherever located within the municipal district, without reference to ward boundaries.

The vacant land affected by this rate is that which is zoned other than residential under the Darebin Planning Scheme and which displays the characteristics described in this section above.

Council has considered this differential rate in the context of the range of revenue instruments available to it and has determined that this differential rate is the most appropriate means of meeting Council's stated objectives.

Mixed use occupancy land

Mixed Use Occupancy Land is any land:

- on which there is a building, at least part of which is used, designed or adapted for the carrying out of the manufacture or production of, or the trade in, goods and services and is occupied for that purpose; and
- on which there is a building, at least part of which is used, designed or adapted as a principal place of residence and is occupied as such; and
- both the part of the land which meets the requirements the first bullet point of this section and the part of the land which meets the requirements of second bullet point of this section is occupied by the ratepayer; or
- where there is more than one ratepayer, at least one of those ratepayers occupies both the part of the land which meets the requirements of the first bullet point of this section and the part of the land which meets the requirements of the second bullet point of this section. The objectives of this differential rate, having

- regard to principles of equity including the capacity to pay of those levied the rate, are to:
 - ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including (but not limited to) the:
 - (a) construction and maintenance of public infrastructure assets;
 - (b) development and provision of health, environmental and community services; and
 - (c) provision of general support services; and
 - address an apparent inequity for those ratepayers who reside in, and operate a business from, the same building and have previously been required to pay rates in respect of two separate assessments.

The types and classes of rateable land within this differential rate are those having the relevant characteristics described in this section above.

The money raised by the differential rate will be applied to the items of expenditure described in the Budget by Council. The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land.

The geographic location of the land within this differential rate is land wherever located within the municipal district, without reference to ward boundaries

The use of the land within this differential rate is, in the case of improved land, any use of land creating the relevant characteristics described in this section above.

The land affected by this rate is that which is in any zone where mixed-use development is permitted by the Darebin Planning Scheme and which displays the characteristics described in this section above.

The types of buildings on the land within this differential rate are all buildings which are present on the land at the date of declaration of rates for the 2023-24 financial year.

Council has considered this differential rate in the context of the range of revenue instruments and options available to it and has determined that this differential rate is the most appropriate means of meeting Council's stated objectives.

Vacant retail land

Vacant Retail Land is any land:

- on which a building designed or adapted for retail occupation is constructed; and
- in respect of which:
 - (a) the building has not been open for trade since a date 24 months prior to the date of declaration of rates for the 2021-22 financial year; and
 - (b) no building permit has been issued under the Building Act 1993 since the date 12 months prior to the date of declaration of rates for the 2023-24 financial year.

The objectives of this differential rate are to:

- promote responsible land management through appropriate maintenance, development and use of the land;
- ensure that foregone community and economic development resulting from under utilisation of the land is ~~minimised~~
- encourage the use and occupancy of retail land, leading to reinvigoration of trade and commerce within the Darebin; and
- ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including (but not limited) to the:
 - (a) construction and maintenance of public infrastructure assets;
 - (b) development and provision of health, environmental and community services; and
 - (c) provision of economic development and general support services.

The types and classes of rateable land within this differential rate are those having the relevant characteristics described in this section above.

The money raised by the differential rate will be applied to the items of expenditure described in the Budget by Council. The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land.

The geographic location of the land within this differential rate is land wherever located within the municipal district, without reference to ward boundaries.

The use of the land within this differential rate is, in the case of improved land, any use of land creating the relevant characteristics described in this section above.

The land affected by this rate is that which is in any zone where retail development is permitted by the Darebin Planning Scheme and which displays the characteristics described in this section above.

The types of buildings on the land within this differential rate are all buildings which are present on the land at the date of declaration of rates for the 2023-24 financial year.

Council has considered this differential rate in the context of the range of revenue instruments and options available to it and has determined that this differential rate is the most appropriate means of meeting Council's stated objectives.

Cultural and Recreation Land

Cultural and Recreation are any lands which are:

- vested in or occupied by any body corporate or unincorporate which exists for the purpose of providing or promoting cultural or sporting recreational or similar facilities or objectives and which applies its profits in promoting its objects and prohibits the payment of any dividend or amount to its members; and
- used for out-door sporting recreational or cultural purposes or similar out-door activities; or
- lands (whether or not otherwise rateable) which are declared by Order of the Governor in Council to be recreational land
- The objective of this differential rate is to:
- promote responsible land management through appropriate maintenance, development and use of the land;

The types and classes of rateable land within this differential rate are those having the relevant characteristics described in this section above. The provision of rate relief to recreational land is provided by the Cultural and Recreational Lands Act 1963. The Act effectively provides for properties used for outdoor activities to be differentially rated and at the discretion of whether to provide a cultural and recreational lands rate rests with Council.

The geographic location of the land within this differential rate is land wherever located within the municipal district, without reference to ward boundaries.

Council has considered this differential rate in the context of the range of revenue instruments and options available to it and has determined that this differential rate is the most appropriate means of meeting Council's stated objectives

Pensioner rebate

The Budget includes a rebate in relation to rates to assist the proper development of the municipal district. The rebate is in the amount of \$150 to each owner of rateable land who is an 'eligible recipient' within the meaning of the State Concessions Act 2004.

Council considers that the granting of the rebate provides a benefit to the Darebin community in that it provides some relief on rates to elderly and other eligible residents in addition to the State Government rates concession and is consistent with principles that underpin the Council Plan 2021-2025.

4.1.2 Statutory fees and fines

	Forecast Actual	Budget	Change	
	2022/23	2023/24	\$'000	%
	\$'000	\$'000		
Animal Control	1,248	788 -	460	-36.9%
Environmental Health	850	1,065	215	25.3%
Planning Compliance	30	-	30	-100.0%
Planning Scheme Amendments	-	35	35	-100.0%
Local Laws	432	361 -	71	-16.4%
Building Supervision	832	736 -	96	-11.5%
Council Elections	16	-	16	-100.0%
Traffic Enforcement	4,975	4,227 -	747	-15.0%
Building & Leisure	5	-	5	-100.0%
Statutory Planning	1,549	1,373 -	176	-11.4%
Fees - Land Certificates (Stat)	165	171	6	3.5%
Transport Engineering	3	19	16	465.7%
Residential Garbage	28	-	28	-100.0%
Total statutory fees and fines	10,132	8,775 -	1,357	-13.4%

Statutory fees relate mainly to fees and fines levied in accordance with legislation and include animal registrations, Public Health and Wellbeing Act 2008 registrations and parking fines. Increases in statutory fees are made in accordance with legislative requirements.

Statutory fees are forecast to decrease by 13.4% or \$1.4 million due to an increase in traffic enforcement and Animal registrations compared to 2022-23. A detailed listing of statutory fees is included in section 6.

4.1.3 User fees

	Forecast Actual	Budget	Change	
	2022/23	2023/24	\$'000	%
	\$'000	\$'000		
Aged and health services	767	1,094	327	42.6%
Arts and culture	574	552 -	23	-3.9%
Families, youth and children programs	234	280	46	19.6%
Golf course attendance	701	603 -	98	-14.0%
Leisure centres and recreation	3,907	3,694 -	213	-5.4%
Library	67	73	6	9.4%
Registration and other permits	6,164	6,269	105	1.7%
Other fees and charges	264	116 -	148	-56.2%
Total user fees	12,678	12,681	3	0.0%

User fees relate mainly relate to the recovery of service delivery costs through the charging of fees to users of Council's services. These include use of leisure, entertainment and other community facilities and the provision of human services such as home help services. In setting the budget, key principles for determining the level of user charges has been to reflect increases in CPI, alignment to market rates and equity. A detailed listing of fees and charges is included in section 6.

4.1.4 Grants

Grants are required by the Act and the Regulations to be disclosed in Council's budget.

	Forecast Actual	Budget	Change	
	2022/23	2023/24		
	\$'000	\$'000	\$'000	%
Grants were received in respect of the following:				
Summary of grants				
Commonwealth funded grants	8,013	12,811	4,798	59.9%
State funded grants	9,140	7,895	1,245	-13.6%
Total grants received	17,153	20,706	3,553	20.7%
(a) Operating Grants				
Recurrent - Commonwealth Government				
Aged care	6,968	7,353	385	5.5%
Financial Assistance Grants	1,045	4,818	3,773	361.1%
Recurrent - State Government				
Sustainable Transport	25	-	25	-100.0%
Family and Children	1,285	1,269	16	-1.3%
Aged Care	718	1,862	1,144	159.3%
Youth Programs	45	46	1	1.8%
Maternal & Child Health	1,478	1,474	4	-0.3%
Immunisation	122	136	14	11.1%
Libraries	1,071	1,090	19	1.8%
Festivals & Events	-	-	-	0.0%
Arts & Culture	-	-	-	0.0%
Economic Development	90	-	90	-100.0%
Equity & Wellbeing	-	-	-	0.0%
Recurrent - Other				
Environmental	8	9	1	0.0%
Family and Children	776	630	146	0.0%
Fuel Rebate	23	-	23	0.0%
Arts & Culture	30	7	22	0.0%
Building	-	-	-	0.0%
Equity & Wellbeing	-	-	-	0.0%
Libraries	-	-	-	0.0%
Festivals & Events	35	50	15	0.0%
Economic Development	41	-	41	0.0%
Total recurrent grants	13,759	18,744	4,984	36.2%
Non-recurrent - State Government				
Building	275	-	275	-100.0%
Sustainable Transport	-	-	-	0.0%
Aged care	-	-	-	0.0%
Environmental	40	-	40	-100.0%
Immunisation	34	-	34	-100.0%
Maternal & Child Health	-	-	-	0.0%
Family and Children	26	-	26	-100.0%
Libraries	-	-	-	0.0%
Arts & Culture	170	70	100	-58.7%
Youth Programs	-	2	2	0.0%
Festivals & Events	-	25	25	-100.0%
Economic Development	600	-	600	-100.0%
Working for Victoria	-	-	-	0.0%
Other grants	97	-	97	-100.0%
Total non-recurrent grants	1,242	97	1,145	-92.2%
Total operating grants	15,001	18,841	3,840	25.6%
(b) Capital Grants				
Recurrent - Commonwealth Government				
Roads to recovery	-	640	640	100%
Total recurrent grants	-	640	640	100%
Non-recurrent - State Government				
Local Roads Community Infrastructure	-	582	582	100%
Buildings	-	200	-	-
Roads	1,021	175	-	-
Plant & Equipment	541	18	-	-
Parks & open Space	590	250	340	-58%
Total non-recurrent grants	2,152	1,225	927	-43%
Total capital grants	2,152	1,865	287	-13%
Total Grants	17,153	20,706	3,553	20.7%

4.1.5 Contributions

	Forecast Actual	Budget	Change	
	2022/23	2023/24	\$'000	%
	\$'000	\$'000		
Monetary	5,824	6,539	715	12.3%
Non-monetary	-	-	-	0.0%
Total contributions	5,824	6,539	715	12.3%

Contributions relate to monies paid by developers in regard to public resort and recreation, developer Contribution scheme, drainage and car parking in accordance with planning permits issued for property development.

4.1.6 Other income

	Forecast Actual	Budget	Change	
	2022/23	2023/24	\$'000	%
	\$'000	\$'000		
Interest on investments	961	753	209	-21.7%
Property rentals and leases	594	742	148	24.9%
Recovery of costs	1,877	1,639	238	-12.7%
Total other income	3,433	3,134	299	-8.7%

Other income relates to a range of items such as private works, cost recoups and other miscellaneous income items. It also includes interest revenue on investments.

4.1.7 Employee costs

	Forecast Actual	Budget	Change	
	2022/23	2023/24	\$'000	%
	\$'000	\$'000		
Wages, salaries and related oncosts	80,623	79,981	(642)	-0.8%
Superannuation	9,837	9,270	(567)	-5.8%
Workcover	2,107	1,643	(463)	-22.0%
Fringe Benefits tax	293	304	(11)	-3.8%
Other employee costs	7,594	7,524	(70)	-0.9%
Total employee costs	100,453	98,723	(1,730)	-1.7%

Employee costs include all labour related expenditure such as wages and salaries and on-costs such as allowances, leave entitlements, employer superannuation, rostered days off, etc.

4.1.8 Materials and services

	Forecast Actual	Budget	Change	
	2022/23	2023/24		
	\$'000	\$'000	\$'000	%
Banking fees and charges	401	430	29	7.2%
Contract payments	35,322	37,120	1,798	5.1%
Office administration	1,420	1,401	19	-1.4%
IT System Maintenance & Licence	4,866	4,703	163	-3.3%
Insurances and excess	2,217	2,564	347	15.6%
Other Services	5,090	3,106	1,984	-39.0%
Plant & Equipment	666	727	61	9.1%
Postage	322	335	13	4.2%
Printing	289	417	128	44.3%
Publications Libraries	153	168	15	9.5%
Supplies & Consumables	3,742	3,702	39	-1.0%
Utilities	3,732	5,176	1,444	38.7%
Total materials and services	58,293	59,840	1,547	2.7%

Materials and services include the purchases of consumables, payments to contractors for the provision of services and utility costs. Materials and services are forecast to increase by 2.7% or \$1.5 million compared to 2022-23 Forecast.

4.1.9 Depreciation

	Forecast Actual	Budget	Change	
	2022/23	2023/24		
	\$'000	\$'000	\$'000	%
Property	9,620	10,206	586	6.1%
Plant & equipment	3,946	4,208	262	6.6%
Infrastructure	12,142	12,300	158	1.3%
Total depreciation	25,707	26,714	1,007	3.9%

Depreciation is an accounting measure which attempts to allocate the value of an asset over its useful life for Council's property, plant and equipment including infrastructure assets such as roads and drains. The increase of \$1 million for 2023-24 is largely due building revaluations undertaken as part of the FY 2021-22 end of year financial audit requirements.

4.1.10 Amortisation - Intangible assets

	Forecast Actual	Budget	Change	
	2022/23	2023/24		
	\$'000	\$'000	\$'000	%
Intangible assets	514	514	-	0.0%
Total amortisation - intangible assets	514	514	-	0.0%

Amortisation of intangible assets is an accounting measure which attempts to allocate the value of software and water licenses over the useful life of those licenses.

4.1.11 Amortisation - Right of use assets

	Forecast Actual		Budget		Change	
	2022/23		2023/24			
	\$'000		\$'000		\$'000	%
Right of use assets	13	-	3	-	16	-120.5%
Total amortisation - right of use assets	13	-	3	-	(16)	-120.5%

Amortisation of right of use assets is an accounting measure which attempts to allocate the value of leased assets over the useful life of those leases.

4.1.12 Other expenses

	Forecast Actual		Budget		Change	
	2022/23		2023/24			
	\$'000		\$'000		\$'000	%
Auditors remuneration - VAGO	133		94	-	39	-29.4%
Auditors remuneration - Internal	176		135	-	41	-23.2%
Community grants and other contributions	3,562		3,152	-	410	-11.5%
Councillors emoluments	431		459		28	6.4%
Fines Victoria processing costs	160		170		10	6.0%
Fire services levy	152		158		6	3.7%
Lease payments	397		170	-	227	-57.2%
Legal expenses	1,724		844	-	880	-51.0%
Operational Council Plan Projects	-		2,500		2,500	100.0%
Other expenses	9		1,348		1,339	14877.8%
Total other expenses	6,745		9,030		2,285	33.9%

Other items of expense relate to a range of unclassified items including contributions to community groups, legal expenses, audit fees and other miscellaneous expenditure items. Other expenses are forecast to increase in 2023-24 mainly due to a reclassification of expenditure items between categories.

4.2 Balance Sheet

4.2.1 Assets

Cash and cash equivalents include cash and investments such as cash held in the bank and in petty cash and the value of investments in deposits or other highly liquid investments with short term maturities of three months or less.

Trade and other receivables are monies owed to Council by ratepayers and others. A portion of this relates to Council offering extended repayment terms for ratepayers who avail themselves of solar panels through Council's Solar Saver program.

Other assets include items such as prepayments for expenses that Council has paid in advance of service delivery, inventories or stocks held for sale or consumption in Council's services and other revenues due to be received in the next 12 months.

Property, infrastructure, plant and equipment is the largest component of Council's worth and represents the value of all the land, buildings, roads, vehicles, equipment, etc which has been built up by Council over many years. The \$3.3 million increase in this balance is mainly attributable to the net result of the capital works program (\$30 million) and depreciation of assets (\$26.7 million).

4.2.2 Liabilities

Trade and other payables are those to whom Council owes money as at 30 June.

Provisions include accrued long service leave, annual leave and rostered days off owing to employees. These employee entitlements are only expected to increase marginally due to more active management of entitlements despite factoring in an increase for Collective Agreement outcomes.

4.2.3 Borrowings

The table below shows information on borrowings specifically required by the Regulations.

	Forecast Actual	Budget	Projections		
	2022/23	2023/24	2024/25	2025/26	2026/27
	\$	\$	\$	\$	\$
Amount borrowed as at 30 June of the prior year	10,000	47,161	43,211	39,109	34,848
Amount proposed to be borrowed	39,000	-	-	-	-
Amount projected to be redeemed	- 1,839	- 3,950	- 4,102	- 4,261	- 4,426
Amount of borrowings as at 30 June	47,161	43,211	39,109	34,848	30,422

4.3 Statement of changes in Equity

4.3.1 Reserves

The asset revaluation reserve is used to record the increased (net) value of Council's assets over time.

Other reserves that are funds that Council wishes to separately identify as being set aside to meet a specific purpose in the future and to which there is no existing liability are as follows:

The asset revaluation reserve is used to record the increased (net) value of Council's assets over time.

Other reserves that are funds that Council wishes to separately identify as being set aside to meet a specific purpose in the future and to which there is no existing liability are as follows:

- Drainage

The drainage development reserve is used to provide partial funding for the replacement of Council's drainage network. Funding is provided from developer contributions for drainage which is initially recognised in the comprehensive income statement and then transferred to the reserve from accumulated surplus to facilitate separate tracking of the total funds received but not yet spent. There is no budgeted movement in this reserve for 2023-24.

- Car park development

The car park development reserve is used to provide funding for future development and ongoing maintenance of car parks within the municipality. Funding is derived from unspent contributions from commercial developers for cash in lieu of constructed car parks. This funding is initially recognised in the comprehensive income statement and then transferred to the reserve from accumulated surplus to facilitate separate tracking of the total funds received but not yet spent. There is no budgeted movement in this reserve for 2023-24.

- Public open space and recreation

The public open space and recreation reserve is used to provide funding for future purchases and improvements of open space. Funding is provided from developers' contributions for open space which is initially recognised in the comprehensive income statement and then transferred to the reserve from accumulated surplus to facilitate separate tracking of the total funds received but not yet spent. Budgeted movement in this reserve for 2023-24 is to increase by \$3.1 million from \$7.1 million at the end of 2022-23 to \$10.2 million at the end of 2023-24.

- Plant Replacement reserve

Purpose – This reserve is to set aside funds to replace Council's heavy plant and equipment at the end of the service life.

Movements – Inflows to the reserve are mainly sourced from budget savings in depot maintenance and operations. Transfers from the reserve are aligned to Council's replacement schedule to fund plant acquisitions on an annual basis. Budgeted movement in this reserve for 2023-24 is to decrease by \$1.7 million from \$1.7 million at the end of 2022-23 to \$0 at the end of 2023-24.

- Developer contribution scheme

The developer contribution reserve is used to provide for the future funding of Council's asset base. These assets include community facilities, parkland, and the drainage and road networks. Funding is provided by way of a developer's contribution, whereby the developer funds only the renewal of assets from that location. This funding is initially recognised in the comprehensive income statement and then transferred to the reserve from accumulated surplus to facilitate separate tracking of the total funds received but not yet spent.

4.3.2 Equity

Total equity always equals net assets and is made up of the following components:

- Asset revaluation reserve which represents the difference between the previously recorded value of assets and their current valuations
- Other reserves that are funds that Council wishes to separately identify as being set aside to meet a specific purpose in the future and to which there is no existing liability. These amounts are transferred from the Accumulated Surplus of the Council to be separately disclosed.
- Accumulated surplus which is the value of all net assets less Reserves that have accumulated over time.

4.4 Statement of Cash Flows

4.4.1 Net cash flows provided by/used in operating activities

The movement in cash flows from operating activities reflects an overall increase of \$22.1 million. The main drivers are as follows:

- Increase cash inflows from operating grants and decreases in cash outflows from employee expenses and materials & services.

The net cash flows from operating activities does not equal the surplus (deficit) for the year as the expected revenues and expenses of the Council include non-cash items which have been excluded from the Cash Flow Statement.

4.4.2 Net cash flows provided by/used in investing activities

The decrease in payments for investing activities is mainly driven by a decrease in cash being used to deliver the capital works program compared to 2022-23, as disclosed in section 4.5 of this budget report.

4.4.3 Net cash flows provided by/used in financing activities

The decrease in cash flows from financing activities reflects no new borrowings in the 2023-24 budget and subsequent repayments of the current loan liability used to fund construction of the Northcote Aquatic & Recreation Centre redevelopment in 2021-22 & 2022-23 years.

4.4 Capital works program

This section presents a listing of the capital works projects that will be undertaken for the 2023-24 year, classified by expenditure type and funding source. Works are also disclosed as current budget or carried forward from prior year.

4.5.1 Summary

	Forecast Actual 2022/23 \$'000	Budget 2023/24 \$'000	Change \$'000	%
Property	45,326	6,300	- 39,026	-86.10%
Plant and equipment	5,389	5,195	- 194	-3.60%
Infrastructure	11,954	18,532	6,578	55.03%
Total	62,669	30,027	- 32,642	-52.09%

	Project Cost \$'000	Asset expenditure types			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000
Property	6,300	600	4,150	1,025	525
Plant and equipment	5,195	1,650	2,839	481	225
Infrastructure	18,532	-	16,032	550	1,950
Total	30,027	2,250	23,021	2,056	2,700

4.3.3 Current Budget

Capital Works Area	Project Cost	Asset expenditure types			
		New	Renewal	Upgrade	Expansion
	\$'000	\$'000	\$'000	\$'000	\$'000
PROPERTY					
Land					
Land	600	600	-	-	-
Land Improvements	350	-	350	-	-
Buildings					
Buildings	5,350	-	3,800	1,025	525
TOTAL PROPERTY	6,300	600	4,150	1,025	525
PLANT AND EQUIPMENT					
Heritage plant and equipment	-	-	-	-	-
Plant, machinery and equipment	1,845	50	1,764	31	-
Fixtures, fittings and furniture	-	-	-	-	-
Computers and telecommunications	2,600	1,075	850	450	225
Library books	750	525	225	-	-
TOTAL PLANT AND EQUIPMENT	5,195	1,650	2,839	481	225

Capital Works Area	Project Cost	Asset expenditure types			
		New	Renewal	Upgrade	Expansion
	\$'000	\$'000	\$'000	\$'000	\$'000
INFRASTRUCTURE					
Roads	4,750	-	4,075	450	225
Bridges	-	-	-	-	-
Footpaths and cycleways	2,850	-	2,750	100	-
Drainage	1,580	-	1,580	-	-
Recreational, leisure and community facilities	5,500	-	4,200	-	1,300
Waste management	350	-	350	-	-
Parks, open space and streetscapes	3,402	-	2,977	-	425
Aerodromes	-	-	-	-	-
Off street car parks	100	-	100	-	-
Other infrastructure	-	-	-	-	-
TOTAL INFRASTRUCTURE	18,532	-	16,032	550	1,950
TOTAL NEW CAPITAL WORKS	30,027	2,250	23,021	2,056	2,700

4.5 Summary of Planned Capital Works Expenditure

For the four years ended 30 June 2027

2024/25	Asset Expenditure Types				
	Total \$'000	New \$'000	Renewal \$'000	Expansion \$'000	Upgrade \$'000
Property					
Land	0	0	0	0	0
Land improvements	450	0	450	0	0
Total Land	450	0	450	0	0
Buildings	9,800	0	7,000	200	2,600
Heritage Buildings	0	0	0	0	0
Building improvements	0	0	0	0	0
Leasehold improvements	0	0	0	0	0
Total Buildings	9,800	0	7,000	200	2,600
Total Property	10,250	0	7,450	200	2,600
Plant and Equipment					
Heritage plant and equipment	0	0	0	0	0
Plant, machinery and equipment	1,865	50	1,784	31	0
Fixtures, fittings and furniture	0	0	0	0	0
Computers and telecommunications	2,700	0	2,700	0	0
Library books	800	560	240	0	0
Total Plant and Equipment	5,365	610	4,724	31	0
Infrastructure					
Roads	4,500	0	3,975	350	175
Bridges	600	0	450	150	0
Footpaths and cycleways	3,000	0	2,750	250	0
Drainage	1,700	0	1,700	0	0
Recreational, leisure and community facilities	200	0	150	0	50
Waste management	550	0	550	0	0
Parks, open space and streetscapes	3,792	0	3,792	0	0
Aerodromes	0	0	0	0	0
Off street car parks	100	0	100	0	0
Other infrastructure	0	0	0	0	0
Total Infrastructure	14,442	0	13,467	750	225
Total Capital Works Expenditure	30,057	610	25,641	981	2,825

2025/26	Asset Expenditure Types				
	Total \$'000	New \$'000	Renewal \$'000	Expansion \$'000	Upgrade \$'000
Property					
Land	0	0	0	0	0
Land improvements	450	0	450	0	0
Total Land	450	0	450	0	0
Buildings	8,850	0	5,763	313	2,775
Heritage Buildings	0	0	0	0	0
Building improvements	0	0	0	0	0
Leasehold improvements	0	0	0	0	0
Total Buildings	8,850	0	5,763	313	2,775
Total Property	9,300	0	6,213	313	2,775
Plant and Equipment					
Heritage plant and equipment	0	0	0	0	0
Plant, machinery and equipment	1,865	50	1,784	31	0
Fixtures, fittings and furniture	0	0	0	0	0
Computers and telecommunications	2,700	1,100	850	500	250
Library books	800	560	240	0	0
Total Plant and Equipment	5,365	1,710	2,874	531	250
Infrastructure					
Roads	4,850	0	3,913	625	313
Bridges	1,000	0	750	250	0
Footpaths and cycleways	3,000	0	3,000	0	0
Drainage	1,830	0	1,830	0	0
Recreational, leisure and community facilities	200	0	150	0	50
Waste management	550	0	550	0	0
Parks, open space and streetscapes	3,801	100	3,126	0	575
Aerodromes	0	0	0	0	0
Off street car parks	100	0	100	0	0
Other infrastructure	0	0	0	0	0
Total Infrastructure	15,331	100	13,419	875	938
Total Capital Works Expenditure	29,996	1,810	22,505	1,719	3,963

2026/27	Asset Expenditure Types				
	Total \$'000	New \$'000	Renewal \$'000	Expansion \$'000	Upgrade \$'000
Property					
Land	0	0	0	0	0
Land improvements	450	0	450	0	0
Total Land	450	0	450	0	0
Buildings	10,500	0	6,975	550	2,975
Heritage Buildings	0	0	0	0	0
Building improvements	0	0	0	0	0
Leasehold improvements	0	0	0	0	0
Total Buildings	10,500	0	6,975	550	2,975
Total Property	10,950	0	7,425	550	2,975
Plant and Equipment					
Heritage plant and equipment	0	0	0	0	0
Plant, machinery and equipment	1,865	50	1,784	31	0
Fixtures, fittings and furniture	0	0	0	0	0
Computers and telecommunications	2,700	1,100	850	500	250
Library books	800	560	240	0	0
Total Plant and Equipment	5,365	1,710	2,874	531	250
Infrastructure					
Roads	5,650	0	4,713	625	313
Bridges	0	0	0	0	0
Footpaths and cycleways	3,250	0	3,250	0	0
Drainage	2,280	0	2,280	0	0
Recreational, leisure and community facilities	450	0	400	0	50
Waste management	400	0	400	0	0
Parks, open space and streetscapes	6,121	100	5,396	0	625
Aerodromes	0	0	0	0	0
Off street car parks	500	0	500	0	0
Other infrastructure	0	0	0	0	0
Total Infrastructure	18,651	100	16,939	625	988
Total Capital Works Expenditure	34,966	1,810	27,237	1,706	4,213

5. Performance indicators

5.1 Targeted Performance Indicators

The following tables highlight Council's current and projected performance across a selection of targeted service and financial performance indicators. These indicators provide a useful analysis of Council's intentions and performance and should be interpreted in the context of the organisation's objectives.

The targeted performance indicators below are the prescribed performance indicators contained in Schedule 4 of the Local Government (Planning and Reporting) Regulations 2020. Results against these indicators and targets will be reported in Council's Performance Statement included in the Annual Report.

Targeted performance indicators - Service

Indicator	Measure	Notes	Actual 2021/22	Forecast 2022/23	Target 2023/24	Target Projections			Trend
			2024/25	2025/26	2026/27				+/-
Governance									
Satisfaction with community consultation and engagement	Community satisfaction rating out of 100 with the consultation and engagement efforts of Council	1	68	68	69	69	70	70	
Roads									
Sealed local roads below the intervention level	Number of kms of sealed local roads below the renewal intervention level set by Council / Kms of sealed local roads	2	97%	97%	97%	97%	97%	97%	
Statutory planning									
Planning applications decided within the relevant required time	Number of planning application decisions made within the relevant required time / Number of decisions made	3	35%	37%	60%	60%	60%	60%	
Waste management									
Kerbside collection waste diverted from landfill	Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins	4	50%	58%	60%	61%	62%	64%	

Indicator	Measure	Notes	Actual 2021/22	Forecast 2022/23	Target 2023/24	Target Projections			Trend +/-
						2024/25	2025/26	2026/27	
Liquidity									
Working Capital	Current assets / current liabilities	5	1.4	1.5	1.6	1.8	1.9	1.8	o
Obligations									
Asset renewal	Asset renewal and upgrade expense / Asset depreciation	6	1.4	1.6	0.9	1.0	1.0	1.0	o
Stability									
Rates concentration	Rate revenue / adjusted underlying revenue	7	75.1	76.9	76	70	70	70	+
Efficiency									
Expenditure level	Total expenses / no. of property assessments	8	\$2,508	\$2,631	\$2,623	\$2,600	\$2,600	\$2,600	o

5.2 Financial Performance Indicators

The following table highlights Council's current and projected performance across a range of key financial performance indicators. These indicators provide a useful analysis of Council's financial position and performance and should be interpreted in the context of the organisation's objectives.

The financial performance indicators below are the prescribed financial performance indicators contained in Part 3 of Schedule 3 of the Local Government (Planning and Reporting) Regulations 2020. Results against these indicators will be reported in Council's Performance Statement included in the Annual Report.

Indicator	Measure	Notes	Actual 2021/22	Forecast 2022/23	Budget 2023/24	Projections			Trend +/-
						2024/25	2025/26	2026/27	
Operating position									
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	9	-3.2	-3.7	2.0	2.8	0.4	-1.8	-
Liquidity									
Unrestricted cash	Unrestricted cash / current liabilities	10	54.5	82.8	84.6	97.5	109.0	104.4	+
Obligations									
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	11	7.27	32.9	28.7	25	21.5	18.2	+
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue		0	1.6	3.8	3.6	3.5	3.4	o
Indebtedness	Non-current liabilities / own source revenue		7.2	26.6	22.9	19.9	16.9	14.1	o
Stability									
Rates effort	Rate revenue / CIV of rateable properties in the municipality	12	0.22	0.20	0.21	0.20	0.20	0.20	o
Efficiency									
Revenue level	General rates and municipal charges / no. of property assessments	13	1,886	1,950	2,042	2,068	2,093	2,120	+

Key to Forecast Trend:

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

Notes to indicators

[Targeted Performance Indicator](#)

1. Satisfaction with community consultation and engagement

Council adopted a Community Engagement Policy in February 2021 which aims to put the community at the heart of our decision-making. This policy has improved our community engagement approach, and this should translate into a gradual improvement in the result for this indicator.

2. Sealed local roads below the intervention level

Mid-year 2022-23 result for this indicator suggests a gradual improvement back to results in earlier years may be feasible, however highly dependant on budgetary constraints.

3. Planning applications decided within the relevant required time

Darebin has historically not performed well against this indicator, however Council expects this figure to continue to improve over time as the result of investments into systems upgrades and process improvements. A target of 60% has been set because this is the average achieved by comparable inner-metro councils.

4. Kerbside collection waste diverted from landfill

Darebin performs relatively well on this indicator. Mid-year results suggest a significant improvement in 2022-23. A result of 60% seems achievable given the implementation of a universal FOGO (Food and Green Organic Waste Program) and Darebin Resource Recovery Centre (due to more material filtering through a re-sale shop that would otherwise become landfill) and the current improvement predicted for 2022-23. A year-on-year improvement of 2% each year thereafter would achieve a result of around 64% by 2026-27.

5. Working Capital

A general measure of the organisation's liquidity and its ability to meet its commitments as and when they fall due.

6. Asset renewal

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

7. Rates concentration

A general measure of the organisations dependency on rate revenue to generate a surplus operating performance year on year.

8. Expenditure level

A general measure of how much Council spends to deliver key services to each property and can be compared to the Revenue Level measure as stated below to measure costs versus income on a per property basis.

[Financial Performance Indicator](#)

9. Adjusted underlying result

An indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives. Improvement in financial performance expected over the period, although continued losses means reliance on Council's cash reserves or increased debt to maintain services.

10. Unrestricted Cash

A general measure of the organisation's liquidity and its ability to meet its commitments as and when they fall due with available cash, free from restrictions.

Unrestricted Cash means all cash, cash equivalents and financial assets, within the meaning of the Australian Accounting Standards, other than restricted cash.

Restricted cash means cash, cash equivalents and financial assets, within the meaning of the Australian Accounting Standards, not available for use other than for a purpose for which it is restricted, and includes cash to be used to fund capital works expenditure from the previous financial year.

11. Debt compared to rates

One of two general measures used to ensure the level of interest bearing loans and borrowings is appropriate to the size and nature of Council's activities.

12. Rates effort

This measure is intended to examine the community's capacity to pay its rates liabilities.

13. Revenue level

A general measure of how much Council spends to deliver key services to each property and can be compared to the Expenditure Level measure as stated above to measure costs versus income on a per property basis.

6. Schedule of Fees and Charges

This appendix presents the fees and charges of a statutory/non-statutory nature which will be charged in respect to various goods and services during the financial year 2023/24.

Fees and charges are based on information available at the time of publishing and may vary during the financial year subject to any changes in Council's policy or legislation.

User Fee or Charge	Units of Measure	GST Status	Pricing Method	Fee Type	2022/23 Fee incl GST \$	2023/24 Fee incl GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Total City Sustainability & Strategy								
Animal Control								
Animal Registration								
Admin Fee for new animals	Per request	GST Free	Full cost pricing	Non-Statutory	6	6	-	0%
Domestic Animal Businesses	Per request	DIVISION 81	Statutory Pricing	Statutory	250	275	25	10%
Multiple Animal Registration	Per request	DIVISION 81	Statutory Pricing	Statutory	58	59	1	2%
Replacement Tags	Per request	GST Free	Full cost pricing	Non-Statutory	6	6	-	0%
Animal Surrender								
Animal surrender (multiple animals)	Per request	GST Free	Incentive pricing	Non-Statutory	67	68	1	1%
Animal surrender (single animal)	Per request	GST Free	Incentive pricing	Non-Statutory	51	52	1	2%
Cat Registration								
Cats- Pension Sterilised Cat Consession Column 2	Per permit	DIVISION 81	Statutory Pricing	Statutory	19	20	1	5%
Cats -State Concession	Per permit	DIVISION 81	Statutory Pricing	Statutory	51	60	9	18%
Cats -Sterilised Cats	Per permit	DIVISION 81	Statutory Pricing	Statutory	38	40	2	5%
Cats -Unsterilised Cats	Per permit	DIVISION 81	Statutory Pricing	Statutory	114	120	6	5%
Dog Registration								
Dogs - Dangerous Dogs	Per permit	DIVISION 81	Statutory Pricing	Statutory	315	320	5	2%
Dogs - Pensioner Concession - Maximum Fee	Per permit	DIVISION 81	Statutory Pricing	Statutory	84	87	3	4%
Dogs - Pensioner Concession - Reduced Fee	Per permit	DIVISION 81	Statutory Pricing	Statutory	28	29	1	4%
Dogs - Sterilised Dogs - Column 2 category (Domestic Animals Act)	Per permit	DIVISION 81	Statutory Pricing	Statutory	57	58	1	2%
Dogs - Unsterilised Dogs	Per permit	DIVISION 81	Statutory Pricing	Statutory	171	174	3	2%
Foster Care Registration								
Foster Care Registration Scheme Annual Permit Fee	Per registration	GST Free	Incentive pricing	Non-Statutory	56	57	1	2%
Pound Release Fees								
All other animals - Boarding fee including birds and poultry (per day)	Per request	GST Free	Partial Cost Pricing	Non-Statutory	13	14	1	4%
All other animals - Release fee including birds and poultry	Per request	GST Free	Partial Cost Pricing	Non-Statutory	52	53	1	2%
Cats (extra \$ per day of stay)	Per request	GST Free	Partial Cost Pricing	Non-Statutory	8	9	1	6%
Cats (for first day of stay)	Per request	GST Free	Partial Cost Pricing	Non-Statutory	14	15	1	7%
Dogs with identification (extra \$ per day of stay)	Per request	GST Free	Partial Cost Pricing	Non-Statutory	14	15	1	7%
Dogs with identification (for first day of stay)	Per request	GST Free	Partial Cost Pricing	Non-Statutory	41	42	1	2%

User Fee or Charge	Units of Measure	GST Status	Pricing Method	Fee Type	2022/23 Fee incl GST \$	2023/24 Fee incl GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Dogs with no identification (extra \$ per day of stay)	Per request	GST Free	Partial Cost Pricing	Non-Statutory	16	17	1	6%
Dogs with no identification (for first day of stay)	Per request	GST Free	Partial Cost Pricing	Non-Statutory	65	70	5	8%
Livestock daily boarding fee (per day)	Per request	GST Free	Incentive pricing	Non-Statutory	33	34	1	3%
Livestock Release Fee	Per request	GST Free	Incentive pricing	Non-Statutory	320	330	10	3%
Registration Transfer fee								
Admin for transfer of new residents	Per request	GST Free	Full cost pricing	Non-Statutory	6	6	-	0%
Asset Protection And Permits							-	
Building Asset Protection								
Building asset permit - bond	Per permit	DIVISION 81	Incentive pricing	Non-Statutory	1,832	1,895	64	3%
Building asset permit - bond \$500k- \$1mill	Per permit	DIVISION 81	Incentive pricing	Non-Statutory		2,500	2,500	100%
Building asset permit - bond >\$1mill	Per permit	DIVISION 81	Incentive pricing	Non-Statutory		5,000	5,000	100%
Building asset permit \$500k-1mill	Per permit	GST	Full cost pricing	Non-Statutory		828	828	100%
Building asset permit >\$1mill	Per permit	GST	Full cost pricing	Non-Statutory		1,314	1,314	100%
Building asset permit up to \$500k	Per permit	GST	Full cost pricing	Non-Statutory	387	400	13	3%
Building site compliance permit	Per permit	GST	Market pricing	Non-Statutory	219	226	8	4%
Building Supervision							-	
Any request for building approval								
Any Request under Section 29A	Per permit	DIVISION 81	Statutory Pricing	Statutory	88	91	3	3%
Particulars under Regulation 51	Per permit	DIVISION 81	Statutory Pricing	Statutory	49	50	2	3%
Building Documentation Fees								
A1 Copies (Per Copy)	Per copy	GST	Full cost pricing	Non-Statutory	8	8	0	4%
A3 Copies (Per Copy)	Per copy	GST	Full cost pricing	Non-Statutory	2	4	2	71%
A4 Copies (Per Copy)	Per copy	GST	Full cost pricing	Non-Statutory	2	2	0	4%
Adjoiniong property owner's details	Per permit	GST	Full cost pricing	Non-Statutory		55	55	100%
Certificate of Occupancy/Insurance Policy/Building Approval	Per permit	GST	Full cost pricing	Non-Statutory	76	79	3	3%
Commercial Building	Per copy	GST	Full cost pricing	Non-Statutory	331	370	39	12%
Domestic Building	Per copy	GST	Full cost pricing	Non-Statutory	117	190	73	62%
Building Inspections								
Within Darebin - per inspection	Per inspection	GST	Full cost pricing	Non-Statutory	254	263	9	4%
Building Permit Fees								
Class 1 & 10 (over \$10,000) Cost of building works - \$0 - \$100,000	Per permit	GST	Full cost pricing	Non-Statutory	763	1,388	625	82%

User Fee or Charge	Units of Measure	GST Status	Pricing Method	Fee Type	2022/23 Fee incl GST \$	2023/24 Fee incl GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Class 1 & 10 (over \$10,000) Cost of building works - \$100,001 - \$500,000	Per permit	GST	Full cost pricing	Non-Statutory	1,882	2,322	440	23%
Commercial & Industrial Class - cost of building works - \$0 - \$350,000	Per permit	GST	Full cost pricing	Non-Statutory	1,119	1,584	465	42%
Residential - cost of building works - \$0 - \$100,000	Per permit	GST	Full cost pricing	Non-Statutory	992	2,134	1,142	115%
Residential - cost of building works - \$100,001 - \$1,000,000	Per permit	GST	Full cost pricing	Non-Statutory	2,798	2,867	69	2%
Consents and report of Council by the Municipal Building Surveyor								
Consent and report - per clause	Per application	DIVISION 81	Statutory Pricing	Statutory	300	310	11	4%
Extension/amend fee (more than once)	Per application	GST	Full cost pricing	Non-Statutory		150	150	100%
fast track application (48hr turnaround) for precautions	Per application	GST	Full cost pricing	Non-Statutory		120	120	100%
Footpath Closure local rd - daily charge (less than 5 days notcie)	Per inspection	GST	Full cost pricing	Non-Statutory		200	200	100%
Footpath Closure local rd - daily charge (more than 5 days notcie)	Per inspection	GST	Full cost pricing	Non-Statutory		100	100	100%
Footpath Closure main rd - daily charge (less than 5 days notcie)	Per inspection	GST	Full cost pricing	Non-Statutory		450	450	100%
Footpath Closure main rd - daily charge (more than 5 days notcie)	Per inspection	GST	Full cost pricing	Non-Statutory		350	350	100%
Inspection fee	Per inspection	GST	Full cost pricing	Non-Statutory		120	120	100%
Installation Fee (inc maintenance and removal)	Per application	GST	Full cost pricing	Non-Statutory		750	750	100%
Monthly fee/parking space	per parking space/month	GST	Full cost pricing	Non-Statutory		200	200	100%
Partial footpath Closure local rd - daily charge (less than 5 days notcie)	Per inspection	GST	Full cost pricing	Non-Statutory		150	150	100%
Partial footpath Closure local rd - daily charge (more than 5 days notcie)	Per inspection	GST	Full cost pricing	Non-Statutory		75	75	100%
Partial footpath Closure main rd - daily charge (less than 5 days notcie)	Per inspection	GST	Full cost pricing	Non-Statutory		338	338	100%
Partial footpath Closure main rd - daily charge (more than 5 days notcie)	Per inspection	GST	Full cost pricing	Non-Statutory		263	263	100%
Partial Road/ROW Closure local rd - daily charge (less than 5 days notice)	Per day	GST	Full cost pricing	Non-Statutory		299	299	100%
Partial Road/ROW Closure main rd - daily charge (less than 5 days notice)	Per day	GST	Full cost pricing	Non-Statutory		299	299	100%
PartialRoad/ROW Closure local rd - daily charge (less than 5 days notcie)	Per day	GST	Full cost pricing	Non-Statutory		200	200	100%
PartialRoad/ROW Closure main rd - daily charge (less than 5 days notcie)	Per day	GST	Full cost pricing	Non-Statutory		200	200	100%
Precautions over Street Alignment - application fee	Per application	DIVISION 81	Statutory Pricing	Statutory	304	315	11	3%
Report Only Per Clause	Per day	GST	Full cost pricing	Non-Statutory	427	442	15	4%
Road/ROW Closure local rd - daily charge (more than 5 days notcie)	Per day	GST	Full cost pricing	Non-Statutory		299	299	100%
Road/ROW Closure local rd - daily charge (less than 5 days notice)	Per day	GST	Full cost pricing	Non-Statutory		450	450	100%
Road/ROW Closure main rd - daily charge (more than 5 days notcie)	Per Day	GST	Full cost pricing	Non-Statutory		450	450	100%

User Fee or Charge	Units of Measure	GST Status	Pricing Method	Fee Type	2022/23 Fee incl GST \$	2023/24 Fee incl GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Shipping Container	Per Day	GST	Full cost pricing	Non-Statutory		150	150	100%
Taxi Box	3 days	GST	Full cost pricing	Non-Statutory		100	100	100%
TMP - Complex Constr Manamgemet Plan	Per plan	GST	Full cost pricing	Non-Statutory		300	300	100%
TMP (less than 5 days notice)	Per plan	GST	Full cost pricing	Non-Statutory		210	210	100%
TMP (more than 5 days notice)	Per plan	GST	Full cost pricing	Non-Statutory		135	135	100%
Work Zone Assessment Fee (can take 10 days)	Per application	GST	Full cost pricing	Non-Statutory		240	240	100%
Demolitions								
Additional assessment fee	Per inspection	GST	Full cost pricing	Non-Statutory	880	911	31	4%
Commercial buildings - per storey	Per inspection	GST	Full cost pricing	Non-Statutory	880	911	31	4%
Domestic buildings - for dwelling & outbuildings	Per inspection	GST	Full cost pricing	Non-Statutory	738	997	259	35%
Lapsed permits & inspections								
Additional inspection	Per inspection	GST	Full cost pricing	Non-Statutory	254	263	9	4%
Expired building permits (renewal)	Per permit	GST	Full cost pricing	Non-Statutory	850	879	30	3%
Extension of time for building permits	Per permit	DIVISION 81	Statutory Pricing	Non-Statutory	280	402	122	44%
Lapsed permit inspection	Per permit	DIVISION 81	Statutory Pricing	Non-Statutory	280	413	133	48%
Variation to Existing Building Permits	Per permit	GST	Full cost pricing	Non-Statutory	356	523	167	47%
Lodgement Fees								
Lodgement fee Section 30	Per lodgement	DIVISION 81	Statutory Pricing	Statutory	126	130	4	3%
Microfilming								
Commercial Building	Per copy	GST	Full cost pricing	Non-Statutory	366	379	13	3%
Domestic Building	Per copy	GST	Full cost pricing	Non-Statutory	163	169	6	4%
Places of Public Entertainment & Siting fees (applies to non Council land)								
15,001m2 to 25,000m2	Per application	GST	Full cost pricing	Non-Statutory	3,078	4,101	1,023	33%
25,001m2 +	Per application	GST	Full cost pricing	Non-Statutory	4,095	6,177	2,082	51%
5,001m2 to 15,000m2	Per application	GST	Full cost pricing	Non-Statutory	2,544	2,633	89	3%
500m2 to 5,000m2	Per application	GST	Full cost pricing	Non-Statutory	1,526	1,580	53	3%
Additional Inspections	Per application	GST	Full cost pricing	Non-Statutory	254	263	9	4%
Additional Structures over limit	Per application	GST	Full cost pricing	Non-Statutory	254	263	9	4%
Inspections per hour per officer	Per application	GST	Full cost pricing	Non-Statutory	254	263	9	4%
Late fee (per structure)	Per application	GST	Full cost pricing	Non-Statutory	254	263	9	4%

User Fee or Charge	Units of Measure	GST Status	Pricing Method	Fee Type	2022/23 Fee incl GST \$	2023/24 Fee incl GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Late Fee 15,001m2 - 25,000m2	Per application	GST	Full cost pricing	Non-Statutory	204	2,051	1,847	908%
Late Fee 25,001m2 +	Per application	GST	Full cost pricing	Non-Statutory	3,068	3,089	21	1%
Late Fee 5,001m2 - 15,000m2	Per application	GST	Full cost pricing	Non-Statutory	1,170	1,211	41	4%
Late Fee 500m2 to 5,000m2	Per application	GST	Full cost pricing	Non-Statutory	722	748	25	4%
Per Structure	Per application	GST	Full cost pricing	Non-Statutory	509	527	18	4%
Property Information Building Surveyor								
Property information	Per request	DIVISION 81	Statutory Pricing	Statutory	48	49	2	3%
Property Information Request Fees								
Property Information Fast Tracked	Per request	GST	Full cost pricing	Non-Statutory	117	121	4	3%
Scanning fees								
Digitisation Larger than A3 sheet size (flat rate)	Per copy	GST	Full cost pricing	Non-Statutory	112	118	6	5%
Electronic copy of Building Permit and approved plans/documents	Per copy	DIVISION 81	Statutory Pricing	Statutory	46	47	2	3%
Swimming Pool & Spa Regulations								
Certificate of Compliance lodgement fee	Per registration	DIVISION 81	Statutory Pricing	Statutory	21	22	1	4%
Failure to lodge a compliance certificate	Per registration	DIVISION 81	Statutory Pricing	Statutory	370	383	13	3%
Failure to register pool/spa	Per registration	DIVISION 81	Statutory Pricing	Statutory	370	383	13	3%
Failure to register pool/spa within 14 days	Per registration	DIVISION 81	Statutory Pricing	Statutory	370	383	13	3%
Lodging of pool/spa non-compliance certificate	Per registration	DIVISION 81	Statutory Pricing	Statutory	398	412	14	3%
Registration of pool/spa	Per registration	DIVISION 81	Statutory Pricing	Statutory	33	34	1	3%
Search Fee	Per registration	DIVISION 81	Statutory Pricing	Statutory	49	50	2	3%
Environmental Health							-	
Administration								
Application for minor alteration to an onsite domestic waste water system	Per application	GST Free	Partial Cost Pricing	Non-Statutory		700	700	100%
Application to install/alter a domestic grey water system	Per application	GST Free	Partial Cost Pricing	Non-Statutory		350	350	100%
Application to install/alter an onsite domestic waste water system	Per application	GST Free	Partial Cost Pricing	Non-Statutory		1,000	1,000	100%
Registration Certificate - Only available to current proprietor	Per request	GST Free	Incentive pricing	Non-Statutory	51	53	2	4%
Assessment								
Food Act registrations - application fee	Per application	DIVISION 81	Statutory Pricing	Non-Statutory	301	312	11	4%
Public Health & Wellbeing Act registrations - application fee	Per application	DIVISION 81	Statutory Pricing	Non-Statutory	138	143	5	4%
Inspection								
Reinspection fee - repeated follow up of major non-compliance	Per inspection	GST Free	Partial Cost Pricing	Non-Statutory	250	260	10	4%

User Fee or Charge	Units of Measure	GST Status	Pricing Method	Fee Type	2022/23 Fee incl GST \$	2023/24 Fee incl GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Request for Inspection Fee	Per inspection	GST Free	Partial Cost Pricing	Non-Statutory	235	245	10	4%
Requested Follow Up to requested Inspection	Per inspection	GST Free	Partial Cost Pricing	Non-Statutory	102	106	4	4%
Registration								
Food Act - Class 2 or 3 Temporary/Mobile Stall, Vehicle Premises (for 1 month operation)	Per permit	DIVISION 81	Statutory Pricing	Non-Statutory	280	350	70	25%
Food Act - Class 2 or 3 Temporary/Mobile Stall, Vehicle Premises (for 6 month operation)	Per permit	DIVISION 81	Statutory Pricing	Non-Statutory	397	500	103	26%
Food Act - Class 2, 3 or 3A Out of Hours School Care	Per permit	DIVISION 81	Statutory Pricing	Non-Statutory	173	185	12	7%
Food Act - Class 2, 3 or 3A Single Event Temporary/Mobile Stall, Vehicle Premises	Per permit	DIVISION 81	Statutory Pricing	Non-Statutory	163	210	47	29%
Food Act - Registration Class 1 and 2 (Quarterly prorata)	Per permit	DIVISION 81	Statutory Pricing	Non-Statutory	545	713	168	31%
Food Act - Registration Class 3 (Quarterly prorata)	Per permit	DIVISION 81	Statutory Pricing	Non-Statutory		529	529	100%
Food Act registrations Class 1 and 2 - renewal of registration	Per permit	DIVISION 81	Statutory Pricing	Non-Statutory	545	713	168	31%
Food Act registrations Class 3 - renewal of registration	Per permit	DIVISION 81	Statutory Pricing	Non-Statutory	505	529	24	5%
Food Premises with additional cart, van or mobile (for each cart, van or mobile) - 50% of registration fee	Per permit	DIVISION 81	Statutory Pricing	Non-Statutory	273	357	84	31%
Food premises with more than 5 employees (extra \$ per employee)	Per permit	DIVISION 81	Statutory Pricing	Non-Statutory	29	30	1	3%
Food registration sporting club/canteen (seasonal fee - 6 months)	Per permit	DIVISION 81	Statutory Pricing	Non-Statutory	273	283	10	4%
Food registration sporting club/canteen (year round club)	Per permit	DIVISION 81	Statutory Pricing	Non-Statutory	545	566	21	4%
Public Health & Wellbeing Act - renewal (beauty & ear piercing)	Per permit	DIVISION 81	Statutory Pricing	Non-Statutory	163	288	125	77%
Public Health & Wellbeing Act - renewal (tattooing, body piercing, electrolysis, colonic irrigation)	Per permit	DIVISION 81	Statutory Pricing	Non-Statutory	383	397	14	4%
Public Health & Wellbeing Act - Transfer of all registerable procedures & aquatic facilities	Per permit	DIVISION 81	Statutory Pricing	Non-Statutory	192	200	8	4%
Public Health & Wellbeing Act - transfer of prescribed accommodation	Per permit	DIVISION 81	Statutory Pricing	Non-Statutory		250	250	100%
Public Health & Wellbeing Act (prescribed accommodation) price per additional person over 4 in additon to base fee	Per permit	DIVISION 81	Statutory Pricing	Non-Statutory	26	27	1	4%
Public Health & Wellbeing Act (prescribed accommodation) Registration - Base fee 4 persons	Per permit	DIVISION 81	Statutory Pricing	Non-Statutory	407	422	15	4%
Public Health & Wellbeing Act (prescribed accommodation) Registration Maximum fee (44 or more persons) - Includes base fee	Per permit	DIVISION 81	Statutory Pricing	Non-Statutory	662	1,500	838	127%
Public Health & Wellbeing Act Notification (Once off registration) - Hairdressers and make up only	Per permit	DIVISION 81	Statutory Pricing	Non-Statutory	240	443	203	85%
Public Health and Wellbeing Act - Aquatic facilities registration	Per permit	DIVISION 81	Statutory Pricing	Non-Statutory	285	295	10	4%
Public Health and Wellbeing Act - Aquatic facilties registration - additional pool	Per permit	DIVISION 81	Statutory Pricing	Non-Statutory	51	53	2	4%
Streatrader Administration	Per permit	DIVISION 81	Statutory Pricing	Non-Statutory	40	45	5	13%
Supermarkets with 3 or more departments with food handling (bakery, deli, fresh produce, meat)	Per permit	DIVISION 81	Statutory Pricing	Non-Statutory		1,500	1,500	100%
Volunteer social club/canteen run by volunteers	Per permit	DIVISION 81	Statutory Pricing	Non-Statutory		200	200	100%

User Fee or Charge	Units of Measure	GST Status	Pricing Method	Fee Type	2022/23 Fee incl GST \$	2023/24 Fee incl GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Residential Tenancies Act								
Residential Tenancies Act - Caravan Parks	Per site	DIVISION 81	Statutory Pricing	Non-Statutory	4	4	0	11%
Local Laws							-	
New Inspection fee - No road closure								
Roads - Works on Roads	Per permit	GST Free	Full cost pricing	Non-Statutory		160	160	100%
New Inspection fee - Road closure								
Roads - Works on Roads	Per permit	GST Free	Full cost pricing	Non-Statutory		432	432	100%
New Inspection fee - single dwelling/shop keeper								
Roads - Works on Roads	Per permit	GST Free	Full cost pricing	Non-Statutory		160	160	100%
New Inspection fee (minimum of 3)								
Roads - Works on Roads	Per permit	GST Free	Full cost pricing	Non-Statutory		160	160	100%
New Inspection fee(minimum of 2 required - initial and expiry) Commercial/industrial								
Roads - Works on Roads	Per permit	GST Free	Full costing pricing	Non-Statutory		285	285	100%
New Inspection fee(minimum of 2 required - initial and expiry) Private single dwelling/shop keeper								
Roads - Works on Roads	Per permit	GST Free	Full costing pricing	Non-Statutory		160	160	100%
New Occupation fee per m2 per week Commercial/industrial								
Roads - Works on Roads	Per permit	GST Free	Full cost pricing	Non-Statutory		10	10	100%
New Occupation fee per m2 per week Private single dwelling/shop keeper								
Roads - Works on Roads	Per permit	GST Free	Full cost pricing	Non-Statutory		5	5	100%
New Optional fast-track local law permit application								
Roads - Works on Roads	Per permit	GST Free	Full cost pricing	Non-Statutory		175	175	100%
New Permit fee - use a mobile crane, travel tower or similar device on or above a road. Commercial/Industrial. Per day. No Road Closure								
Roads - Works on Roads	Per permit	DIVISION 81	Statutory Pricing	Statutory		285	285	100%
New Permit fee - use a mobile crane, travel tower or similar device on or above a road. Commercial/Industrial. Per day. Road Closure								
Roads - Works on Roads	Per permit	DIVISION 81	Statutory Pricing	Statutory		285	285	100%
New Permit fee - use a mobile crane, travel tower or similar device on or above a road. Private single dwelling/shop keeper. Per day								
Roads - Works on Roads	Per permit	DIVISION 81	Statutory Pricing	Statutory		168	168	100%
Local Laws							-	
Abandoned Vehicle Fees								
Abandoned Vehicle Release fee	Per item	GST Free	Incentive pricing	Non-Statutory	370	380	10	3%
Sale of Abandoned vehicles	Per item	GST Free	Market pricing	Non-Statutory	370	380	10	3%

User Fee or Charge	Units of Measure	GST Status	Pricing Method	Fee Type	2022/23 Fee incl GST \$	2023/24 Fee incl GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Storage fee (per day)	Per day	GST Free	Incentive pricing	Non-Statutory	45	46	1	2%
Towing (per tow)	Per tow	GST Free	Incentive pricing	Non-Statutory	150	160	10	7%
Fire Hazards								
Fire hazard removal	Per inspection	DIVISION 81	Statutory Pricing	Statutory	400	420	20	5%
Footpath Trading Permit								
Outdoor dining fees - A board	Per permit	DIVISION 81	Statutory Pricing	Statutory	115	120	5	4%
Outdoor dining fees - application fee	Per permit	DIVISION 81	Statutory Pricing	Statutory	46	52	6	13%
Outdoor dining fees - café screen (fixed or temp)	Per permit	DIVISION 81	Statutory Pricing	Statutory	160	180	20	13%
Outdoor dining fees - display of goods	Per permit	DIVISION 81	Statutory Pricing	Statutory	280	290	10	4%
Outdoor dining fees - heaters	Per permit	DIVISION 81	Statutory Pricing	Statutory	50	52	2	4%
Outdoor dining fees - impound fee (other)	Per permit	DIVISION 81	Statutory Pricing	Statutory	112	123	11	10%
Outdoor dining fees - per bench seat	Per permit	DIVISION 81	Statutory Pricing	Statutory	117	123	6	5%
Outdoor dining fees - per chair	Per permit	DIVISION 81	Statutory Pricing	Statutory	30	33	3	10%
Outdoor dining fees - per table	Per permit	DIVISION 81	Statutory Pricing	Statutory	30	33	3	10%
Outdoor dining fees - per umbrella	Per permit	DIVISION 81	Statutory Pricing	Statutory	51	52	1	2%
Outdoor dining fees - permit transfer	Per permit	DIVISION 81	Statutory Pricing	Statutory	46	52	6	13%
Outdoor dining fees - planter boxes on footpath	Per permit	DIVISION 81	Statutory Pricing	Statutory	51	52	1	2%
Outdoor dining fees - real estate auction/open for inspection signs per agency (annual fee)	Per permit	DIVISION 81	Statutory Pricing	Statutory	615	650	35	6%
Local Law Permits								
Itinerant traders (per year)	Per permit	DIVISION 81	Statutory Pricing	Statutory	2,000	2,600	600	30%
Local Laws Impound items Release Fee								
Local Laws impound fees	Per permit	GST	⁶¹ Full cost pricing	Non-Statutory	107	121	14	13%
Local Laws Impound items storage fee								
Local Laws impound items storage fee (per item, per day)	Per permit	DIVISION 81	Statutory Pricing	Statutory	50	52	2	4%
New Parklet Fees								
Parklet Areas (annual fee)	Per permit	DIVISION 81	Statutory Pricing	Statutory		1,500	1,500	100%
New Permit Fee - excavate, make a hole, remove or reinstate road, occupy or fence off part of a road								
Roads - Works on Roads	Per permit	DIVISION 81	Statutory Pricing	Statutory		100	100	100%
Shopping Trolley Release Fees								
Shopping trolley release fees	Per permit	GST Free	Full cost pricing	Non-Statutory	51	52	1	2%
Skips on Roads								

User Fee or Charge	Units of Measure	GST Status	Pricing Method	Fee Type	2022/23 Fee incl GST \$	2023/24 Fee incl GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
One off placement	Per permit	GST Free	Full cost pricing	Non-Statutory	65	90	25	38%
Skip bin Annual permit	Per permit	GST Free	Full cost pricing	Non-Statutory	1,100	1,250	150	14%
Tree Protection Permit								
To remove a tree on private property	Per permit	GST Free	Full cost pricing	Non-Statutory	250	260	10	4%
Planning Scheme Amendments							-	100%
Planning Scheme Amendments								
Proponent initiated amendment	Per application	DIVISION 81	Statutory Pricing	Statutory		35,000	35,000	100%
Statutory Planning							-	100%
Administrative fees								
Retrieval of files before 2001 (11-15 files)	Per request	DIVISION 81	Full cost pricing	Non-Statutory	26	27	1	3%
Retrieval of files before 2001 (1-5 files)	Per request	DIVISION 81	Full cost pricing	Non-Statutory	32	33	1	3%
Retrieval of files before 2001 (15 plus files)	Per request	DIVISION 81	Full cost pricing	Non-Statutory	33	34	1	4%
Retrieval of files before 2001 (6-10 files)	Per request	DIVISION 81	Full cost pricing	Non-Statutory	27	28	1	3%
Advertising - letters								
0 - 20 letters	Per permit	DIVISION 81	Full cost pricing	Non-Statutory	176	256	80	45%
21 - 30 letters	Per permit	DIVISION 81	Full cost pricing	Non-Statutory	264	362	98	37%
31 - 40 letters	Per permit	DIVISION 81	Full cost pricing	Non-Statutory	341	458	117	34%
41 - 50 letters	Per permit	DIVISION 81	Full cost pricing	Non-Statutory	425	560	135	32%
51 - 60 letters	Per permit	DIVISION 81	Full cost pricing	Non-Statutory	507	653	146	29%
61 - 70 letters	Per permit	DIVISION 81	Full cost pricing	Non-Statutory	595	751	155	26%
71 - 80 letters	Per permit	DIVISION 81	Full cost pricing	Non-Statutory	678	852	173	26%
81 - 90 letters	Per permit	DIVISION 81	Full cost pricing	Non-Statutory	756	952	196	26%
91 - 99 letters 91-100	Per permit	DIVISION 81	Full cost pricing	Non-Statutory	849	1,053	204	24%
Per additional letter (after 100 letters)	Per permit	DIVISION 81	Full cost pricing	Non-Statutory	2	10	7	337%
Advertising - site notices								
1 site notice	Per permit	DIVISION 81	Full cost pricing	Non-Statutory		146	146	100%
2 site notices	Per permit	DIVISION 81	Full cost pricing	Non-Statutory		190	190	100%
3 site notices	Per permit	DIVISION 81	Full cost pricing	Non-Statutory		234	234	100%
4 + site notices	Per permit	DIVISION 81	Full cost pricing	Non-Statutory		278	278	100%
Replacement site notice (per site notice)	Per permit	DIVISION 81	Full cost pricing	Non-Statutory		146	146	100%
Amended Plans								

User Fee or Charge	Units of Measure	GST Status	Pricing Method	Fee Type	2022/23 Fee incl GST \$	2023/24 Fee incl GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Section 57A Amendment (after advertising) Class 1 permit	Per permit	DIVISION 81	Statutory Pricing	Statutory	536	555	19	4%
Section 57A Amendment (after advertising) Class 10 permit	Per permit	DIVISION 81	Statutory Pricing	Statutory	81	84	3	4%
Section 57A Amendment (after advertising) Class 11 permit	Per permit	DIVISION 81	Statutory Pricing	Statutory	467	483	16	3%
Section 57A Amendment (after advertising) Class 14 permit	Per permit	DIVISION 81	Statutory Pricing	Statutory	3,541	3,665	124	3%
Section 57A Amendment (after advertising) Class 15 permit					10,443	10,808	366	3%
Section 57A Amendment (after advertising) Class 16 permit	Per permit	DIVISION 81	Statutory Pricing	Statutory	23,472	24,293	822	3%
Section 57A Amendment (after advertising) Class 2 permit	Per permit	DIVISION 81	Statutory Pricing	Statutory	81	84	3	4%
Section 57A Amendment (after advertising) Class 3 permit	Per permit	DIVISION 81	Statutory Pricing	Statutory	256	265	9	4%
Section 57A Amendment (after advertising) Class 4 permit	Per permit	DIVISION 81	Statutory Pricing	Statutory	524	543	18	3%
Section 57A Amendment (after advertising) Class 5 permit	Per permit	DIVISION 81	Statutory Pricing	Statutory	567	586	20	3%
Section 57A Amendment (after advertising) Class 6 permit	Per permit	DIVISION 81	Statutory Pricing	Statutory	609	630	21	4%
Application for amendments to permits under section 72								
Alteration of plan under section 10(2) of the Act	Per permit	DIVISION 81	Statutory Pricing	Statutory	113	117	4	3%
Amendment of certified plan under section 11(1) of the Act	Per permit	DIVISION 81	Statutory Pricing	Statutory	146	151	5	3%
Amendment to a Class 10 Permit (VS Other)	Per permit	DIVISION 81	Statutory Pricing	Statutory	203	211	7	4%
Amendment to a Class 11 Permit (Other Development \$0 - \$100,000)	Per permit	DIVISION 81	Statutory Pricing	Statutory	1,168	1,209	41	4%
Amendment to a Class 12 (Other Development \$100,001 - \$1,000,000)	Per permit	DIVISION 81	Statutory Pricing	Statutory	1,575	1,630	55	3%
Amendment to a Class 13, 14, 15 or 16 Permit (Other Development \$1,000,001+)	Per permit	DIVISION 81	Statutory Pricing	Statutory	3,473	3,595	122	3%
Amendment to a Class 2 Permit (Single Dwelling \$0 - \$10,000)	Per permit	DIVISION 81	Statutory Pricing	Statutory	203	211	7	4%
Amendment to a Class 3 Permit (Single Dwelling \$10,001 - \$100,000)	Per permit	DIVISION 81	Statutory Pricing	Statutory	640	663	22	3%
Amendment to a Class 4 Permit (Single Dwelling \$100,001 - \$500,000)	Per permit	DIVISION 81	Statutory Pricing	Statutory	1,311	1,357	46	4%
Amendment to a Class 5 and Class 6 Permit (Single Dwelling \$500,001 - \$2,000,000)	Per permit	DIVISION 81	Statutory Pricing	Statutory	1,416	1,466	50	4%
Amendment to a Class 7 Permit (VS \$0 - \$10,000)	Per permit	DIVISION 81	Statutory Pricing	Statutory	203	211	7	4%
Amendment to a Class 8 Permit (VS more than \$10,000)	Per permit	DIVISION 81	Statutory Pricing	Statutory	437	452	15	4%
Amendment to a Class 9 Permit (VS Application to subdivide or consolidate land)	Per permit	DIVISION 81	Statutory Pricing	Statutory	203	211	7	4%
Application to amend a permit to change use of land	Per permit	DIVISION 81	Statutory Pricing	Statutory	1,341	1,388	47	4%
Application to amend a permit to subdivide an existing building, subdivide land into 2 lots, realignment of a common boundary or consolidate 2 or more lots	Per permit	DIVISION 81	Statutory Pricing	Statutory	1,368	1,416	48	4%
Applications for permits under section 47								

User Fee or Charge	Units of Measure	GST Status	Pricing Method	Fee Type	2022/23 Fee incl GST \$	2023/24 Fee incl GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Class 1 (Change of Use)	Per permit	DIVISION 81	Statutory Pricing	Statutory	1,341	1,388	47	4%
Class 10 (any other VicSmart appllication)	Per permit	DIVISION 81	Statutory Pricing	Statutory	203	211	7	4%
Class 11 (Other development \$0 - 100,000)	Per permit	DIVISION 81	Statutory Pricing	Statutory	1,168	1,209	41	4%
Class 12 (Other development \$100,001 - \$1,000,000)	Per permit	DIVISION 81	Statutory Pricing	Statutory	1,575	1,630	55	3%
Class 13 (Other development \$1,000,001 - \$5,000,000	Per permit	DIVISION 81	Statutory Pricing	Statutory	3,473	3,595	122	3%
Class 14 (Other development \$5,000,001 - \$15,000,000)	Per permit	DIVISION 81	Statutory Pricing	Statutory	8,853	9,163	310	4%
Class 15 (Other development \$15,000,001 - \$50,000,000)	Per permit	DIVISION 81	Statutory Pricing	Statutory	26,107	27,021	914	4%
Class 16 (Other development \$50,000,001+)	Per permit	DIVISION 81	Statutory Pricing	Statutory	58,679	60,733	2,054	4%
Class 17 Subdivide an Existing Building	Per permit	DIVISION 81	Statutory Pricing	Statutory	1,341	1,388	47	4%
Class 18 Subdivide Land into 2 lots	Per permit	DIVISION 81	Statutory Pricing	Statutory	1,341	1,388	47	4%
Class 19 Realign a common boundary between lots or consolidate land	Per permit	DIVISION 81	Statutory Pricing	Statutory	1,341	1,388	47	4%
Class 2 (Single dwelling \$0 - \$10,000)	Per permit	DIVISION 81	Statutory Pricing	Statutory	203	211	7	4%
Class 20 To Subdivide Land (for each 100 lots created)	Per permit	DIVISION 81	Statutory Pricing	Statutory	1,341	1,388	47	4%
Class 21 To create, vary or remove a restriction, or a right of way or ' an easement other than a right of way; or a condition in the nature of an easement other than a right of way in a Crown grant	Per permit	DIVISION 81	Statutory Pricing	Statutory	1,341	1,388	47	4%
Class 22 A permit not otherwise provided for in the regulation	Per permit	DIVISION 81	Statutory Pricing	Statutory	1,341	1,388	47	4%
Class 3 (Single dwelling \$10,001 - \$100,000)	Per permit	DIVISION 81	Statutory Pricing	Statutory	640	663	22	3%
Class 4 (Single dwelling \$100,001 - \$500,00)	Per permit	DIVISION 81	Statutory Pricing	Statutory	1,311	1,357	46	4%
Class 5 (Single dwelling \$500.001 - \$1,000,000)	Per permit	DIVISION 81	Statutory Pricing	Statutory	1,416	1,466	50	4%
Class 6 (Single dwelling \$1,000,001 - \$2,000,000)	Per permit	DIVISION 81	Statutory Pricing	Statutory	1,522	1,575	53	4%
Class 7 VicSmart application if the estimated cost of development is \$10,000 or less	Per permit	DIVISION 81	64 Statutory Pricing	Statutory	203	211	7	4%
Class 8 VicSmart application if the estimated cost of development is more than \$10,000	Per permit	DIVISION 81	Statutory Pricing	Statutory	437	452	15	4%
Class 9 VicSmart application to subdivide or consolidate land	Per permit	DIVISION 81	Statutory Pricing	Statutory	203	211	7	4%
Certification								
Certification for subdivision	\$100 plus \$20 per lot	DIVISION 81	Statutory Pricing	Statutory	181	188	6	4%
Extensions of time								
Commercial Change of Use, Liquor Licence and/or Reduction of Car Parking requirement	Per permit	DIVISION 81	Full cost pricing	Non-Statutory		428	428	100%
1 new dwelling includes dwelling extensions and alterations	Per permit	DIVISION 81	Full cost pricing	Non-Statutory	269	420	151	56%
10 + dwellings	Per permit	DIVISION 81	Full cost pricing	Non-Statutory	1,087	1,125	38	3%

User Fee or Charge	Units of Measure	GST Status	Pricing Method	Fee Type	2022/23 Fee incl GST \$	2023/24 Fee incl GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
2-9 dwellings	Per permit	DIVISION 81	Full cost pricing	Non-Statutory	642	749	107	17%
Commercial/industrial (Use and/or Development)	Per permit	DIVISION 81	Full cost pricing	Statutory	746	772	26	3%
Mixed use development - Cost of Development \$1,000,001 to \$5,000,000	Per permit	DIVISION 81	Full cost pricing	Non-Statutory	1,066	1,211	144	14%
Mixed use development - Cost of Development \$100,001 to \$1,000,000 \$0 to \$1,000,000	Per permit	DIVISION 81	Full cost pricing	Non-Statutory	802	901	98	12%
Mixed use development - Cost of Development \$5,000,001 to \$15,000,000	Per permit	DIVISION 81	Full cost pricing	Non-Statutory	1,656	2,301	644	39%
Mixed use development - Cost of Development \$50,000,000 + \$15,000,001 +	Per permit	DIVISION 81	Full cost pricing	Non-Statutory	2,692	4,629	1,937	72%
Subdivision	Per permit	DIVISION 81	Full cost pricing	Non-Statutory	393	516	123	31%
Extensions of time								
Extension of time to VicSmart Permit	Per permit	DIVISION 81	Full cost pricing	Statutory		125	125	100%
Other fees								
Photocopying (A3 documents 10 pages and over per page)	Per request	GST	Full cost pricing	Non-Statutory	2	4	2	84%
Photocopying (A4 documents 10 pages and over per page)	Per request	GST	Full cost pricing	Non-Statutory	2	2	0	7%
Planning enquiries	Per request	DIVISION 81	Full cost pricing	Non-Statutory	217	313	95	44%
Provide a copy of Planning Permit and/or endorsed plans (Pre 2015)	Per request	DIVISION 81	Full cost pricing	Non-Statutory	41	185	144	347%
Re-submission of plans to satisfy permit conditions (1st time is free)	Per request	DIVISION 81	Full cost pricing	Non-Statutory	145	150	5	3%
Satisfaction Matters								
Where a planning scheme specifies that a matter must be done to the satisfaction of a responsible authority, Minister, public authority or Municipal Council (satisfaction matters)	Per request	DIVISION 81	Statutory Pricing	Statutory	344	356	12	4%
Scanning fees								
Digitisation Larger than A3 sheet size (flat rate)	Per copy	DIVISION 81	Full cost pricing	Non-Statutory	114	118	4	3%
Electronic copy of planning permit and/ or endorsed document/s (from 2011) (from 2015)	Per request	DIVISION 81	Full cost pricing	Non-Statutory	41	43	1	3%
Secondary Consent Amended Plans								
1 new dwelling, including dwelling extensions and alterations	Per permit	DIVISION 81	⁶⁵ Statutory Pricing	Non-Statutory	207	214	7	4%
10+ dwellings	Per permit	DIVISION 81	Statutory Pricing	Non-Statutory	1,553	1,607	54	4%
2 - 4 dwellings	Per permit	DIVISION 81	Statutory Pricing	Non-Statutory	777	804	27	4%
5 – 9 dwellings	Per permit	DIVISION 81	Statutory Pricing	Non-Statutory	1,035	1,072	36	4%
Commercial / Industrial	Per permit	DIVISION 81	Statutory Pricing	Non-Statutory	1,553	1,607	54	4%
Commercial Change of Use, Liquor Licence and/or Reduction of Car Parking requirement	Per permit	DIVISION 81	Statutory Pricing	Non-Statutory		804	804	100%
Mixed Use Development – Cost of Development \$0 - \$100,000	Per permit	DIVISION 81	Statutory Pricing	Non-Statutory	777	804	27	4%
Mixed Use Development – Cost of Development \$100,000 +	Per permit	DIVISION 81	Statutory Pricing	Non-Statutory	1,553	1,607	54	4%
Mixed Use Development – Cost of Development \$100,001 - \$1,000,000	Per permit	DIVISION 81	Statutory Pricing	Non-Statutory	1,553	1,607	54	4%

User Fee or Charge	Units of Measure	GST Status	Pricing Method	Fee Type	2022/23 Fee incl GST \$	2023/24 Fee incl GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Mixed Use Development – Cost of Development \$15,000,001 - \$50,000,000	Per permit	DIVISION 81	Statutory Pricing	Non-Statutory	1,553	1,607	54	4%
Mixed Use Development – Cost of Development \$5,000,001 - \$15,000,000	Per permit	DIVISION 81	Statutory Pricing	Non-Statutory	1,553	1,607	54	4%
Mixed Use Development – Cost of Development \$50,000,001 +	Per permit	DIVISION 81	Statutory Pricing	Non-Statutory	1,553	1,607	54	4%
Subdivide land into 101 – 200 lots	Per permit	DIVISION 81	Statutory Pricing	Non-Statutory		2,817	2,817	100%
Subdivide land into 201 – 300 lots	Per permit	DIVISION 81	Statutory Pricing	Non-Statutory		4,225	4,225	100%
Subdivide land into 3 – 100 lots	Per permit	DIVISION 81	Statutory Pricing	Non-Statutory		1,408	1,408	100%
Subdivide land into 301 + lots	Per permit	DIVISION 81	Statutory Pricing	Non-Statutory		5,634	5,634	100%
Subdivision an existing building, land into 2 lots, realign common boundary and consolidation	Per permit	DIVISION 81	Statutory Pricing	Non-Statutory	776	804	27	3%
To: a) create, vary or remove a restriction within the meaning of the Subdivision Act 1988; or b) create or remove a right of way; or c) create, vary or remove an easement other than a right of way; or d) vary or remove a condition in the nature of an easement (other than a right of way) in a Crown grant	Per permit	DIVISION 81	Statutory Pricing	Non-Statutory		773	773	100%
Secondary Consent Amended Plans VicSmart								
VicSmart Secondary Consent Applications where the estimated overall total cost of works is equal to greater than \$10,000	Per permit	DIVISION 81	Statutory Pricing	Non-Statutory		443	443	100%
VicSmart Secondary Consent Applications for subdivision, car parking reduction and/or where the estimated overall total cost of works being sought is equal to less than \$10,000	Per permit	DIVISION 81	Statutory Pricing	Non-Statutory		206	206	100%
Section 173 Agreement								
Application to amend or end a Section 173 Agreement	Per request	DIVISION 81	Statutory Pricing	Statutory	682	706	24	4%
Traffic Enforcement							-	
Equipment Hire								
Equipment delivery	Per item	GST	Full cost pricing	Non-Statutory	114	127	13	11%
Equipment loss/ damage	Per item	GST	Full cost pricing	Non-Statutory	46	55	9	20%
Equipment pick up	Per item	GST	Full cost pricing	Non-Statutory	46	55	9	20%
Fines								
Court administration and processing	Per item	DIVISION 81	Statutory Pricing	Statutory	38	39	1	3%
Loading Zone Clearway Offences	Per item	DIVISION 81	Statutory Pricing	Statutory	165	185	20	12%
Parking Offences	Per item	DIVISION 81	Statutory Pricing	Statutory	83	92	9	11%
Penalty Reminder Fees	Per item	DIVISION 81	Statutory Pricing	Statutory	26	26	0	2%
Stopping Offences	Per item	DIVISION 81	Statutory Pricing	Statutory	99	111	12	12%
Permit								
Low impact Filming Permit fees	Per permit	DIVISION 81	Statutory Pricing	Statutory	200	210	10	5%
Parking Bay Permit - Commercial	Per permit	DIVISION 81	Statutory Pricing	Statutory	70	72	2	3%

User Fee or Charge	Units of Measure	GST Status	Pricing Method	Fee Type	2022/23 Fee incl GST \$	2023/24 Fee incl GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Parking Bay Permit - Residential	Per permit	DIVISION 81	Statutory Pricing	Statutory	40	47	7	18%
Permit 1 Temp Permits post 2004	Per permit	DIVISION 81	Statutory Pricing	Statutory	100	100	-	0%
Permit 2 Temp Permits post 2004	Per permit	DIVISION 81	Statutory Pricing	Statutory	300	300	-	0%
Residential Parking Permit (Type 1)	Per permit	DIVISION 81	Statutory Pricing	Statutory	46	47	1	2%
Residential Parking Permit (Type 2)	Per permit	DIVISION 81	Statutory Pricing	Statutory	70	72	2	3%
Standard Filming Permit fee	Per permit	DIVISION 81	Statutory Pricing	Statutory	400	420	20	5%
Transport Engineering							-	
Car share								
Car share bay annual licence fee (Activity centre)	Per space per year	GST	Partial Cost Pricing	Non-Statutory		250	250	100%
Car share bay annual licence fee (local road)	Per space per year	GST	Partial Cost Pricing	Non-Statutory		100	100	100%
Car share bay establishment fee	Per approved space	GST	Partial Cost Pricing	Non-Statutory	1,100	1,100	-	0%
Directional signage								
Assessment of directional signage application	Per request	GST	Full cost pricing	Non-Statutory	183	195	12	7%
Installation of directional signage	Per request	GST	Full cost pricing	Non-Statutory	255	280	25	10%
Minor Works that are traffic impact works on the roadway, pathway or shoulder								
Car parking space closure for works/delivery (1st space/day)	Per space per day	GST	Full cost pricing	Non-Statutory		100	100	100%
Car parking space closure for works/delivery (additional spaces/day)	Per additional space per day	GST	Full cost pricing	Non-Statutory		50	50	100%
Residential removalist boxes such as TaxiBox (2 days)	Per application (2 days)	GST	Full cost pricing	Non-Statutory		100	100	100%
Shipping Containers on a Municipal Road or non-arterial State road speed not more than 50km/h.	Price per day	GST	Partial Cost Pricing	Non-Statutory	148	150	3	2%
Permit - Development Cycle Parking								
Cycle parking development permit condition	Per bike hoop	GST	Statutory Pricing	Statutory	397	410	13	3%
Provision of information / service								
Provide traffic data (complete file) to external organisations	Per traffic count	GST	Full cost pricing	Non-Statutory		200	200	100%
Relocation of Cycle Parking								
Customer requests to relocate cycle stands	Per bike hoop	GST	Full cost pricing	Non-Statutory	265	280	15	6%
Traffic Management Assessment Fee (one-off fee)								
Any traffic management plan with less than 5 days notice	Per request	GST	Partial Cost Pricing	Non-Statutory	124	210	86	69%
Any traffic management plan with more than 5 days notice	Per request	GST	Partial Cost Pricing	Non-Statutory	124	135	11	9%
Builder damage cost of repairs	Per request	GST	Full cost pricing	Non-Statutory	124	135	11	9%
Construction Management Plan (per package)	Per request	GST	Partial Cost Pricing	Non-Statutory	124	300	176	142%
Crossing permits: industrial	Per request	GST	Full cost pricing	Non-Statutory	124	135	11	9%

User Fee or Charge	Units of Measure	GST Status	Pricing Method	Fee Type	2022/23 Fee incl GST \$	2023/24 Fee incl GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Crossing permits: residential	Per request	GST	Full cost pricing	Non-Statutory	124	135	11	9%
User pays permit adjustment fee								
Fee for adjusting permit dates, more than once	Per change of date	GST	Partial Cost Pricing	Non-Statutory		150	150	100%
Work zones								
Assessment of work zone application	Fee for assessment of proposal	GST	Partial Cost Pricing	Non-Statutory	234	240	6	3%
Installation, removal of work zones	\$750 one-off	GST	Partial Cost Pricing	Non-Statutory	715	750	35	5%
Maintenance of work zones (monthly charge per parking space)	(\$210/parking bay/month)	GST	Partial Cost Pricing	Non-Statutory	204	210	7	3%
Works (other than minor works) NOT on the roadway, pathway or shoulder								
Arterial Road	Price per day	GST	Partial Cost Pricing	Non-Statutory	473		- 473	-100%
Works (other than minor works) on the roadway, pathway or shoulder								
Arterial Road	Price per day	GST	Partial Cost Pricing	Non-Statutory	681		- 681	-100%
Footpath closure, local road, 5 days or more notice	Price per day	GST	Partial Cost Pricing	Non-Statutory		100	100	100%
Footpath closure, local road, less than 5 days notice	Price per day	GST	Partial Cost Pricing	Non-Statutory		200	200	100%
Footpath closure, Main or arterial road, 5 days or more notice	Price per day	GST	Partial Cost Pricing	Non-Statutory	94	350	256	272%
Footpath closure, Main or arterial road, less than 5 days notice	Price per day	GST	Partial Cost Pricing	Non-Statutory	97	450	353	364%
Full road carriageway closure (local road) 5 days or more notice	Price per day	GST	Partial Cost Pricing	Non-Statutory		300	300	100%
Full road carriageway closure (local road) Less than 5 days notice	Price per day	GST	Partial Cost Pricing	Non-Statutory		450	450	100%
Full road carriageway closure (Main or Collector Road) 5 days or more notice Municipal Road or non-arterial State road speed not more than 50km/h	Price per day	GST	Partial Cost Pricing	Non-Statutory	366	450	84	23%
Full road carriageway closure (Main or Collector Road) Less than 5 days notice Municipal Road or non-arterial State road speed not more than 50km/h	Price per day	GST	Partial Cost Pricing	Non-Statutory		600	600	100%
Full road closure (Main or Collector Road) Municipal Road or non-arterial State road speed > 50km/h	Price per day	GST	Partial Cost Pricing	Non-Statutory	682	700	18	3%
Partial road carriageway closure (local road) 5 days or more notice	Price per day	GST	Partial Cost Pricing	Non-Statutory		200	200	100%
Partial road carriageway closure (local road) Less than 5 days notice	Price per day	GST	Partial Cost Pricing	Non-Statutory		300	300	100%
Partial road carriageway closure (Main or Collector Road) 5 days or more notice Municipal Road or non-arterial State road speed not more than 50km/h	Price per day	GST	Partial Cost Pricing	Non-Statutory		200	200	100%
Partial road carriageway closure (Main or Collector Road) Less than 5 days notice Municipal Road or non-arterial State road speed not more than 50km/h	Price per day	GST	Partial Cost Pricing	Non-Statutory		300	300	100%
Total Operations & Capital							-	100%
Darebin Resource Recovery Centre							-	
CHARGED E-WASTE- DISPOSAL CHARGE								
WASTE DISPOSAL CHARGE								
Any Waste - (Car boot load) Flat rate	Per item	GST	Full cost pricing	Non-Statutory	42	58	16	38%
Any Waste - (Half Car boot load) Flat rate	Per item	GST	Full cost pricing	Non-Statutory	22	29	7	32%
Any Waste - (Station Wagon load) Flat rate	Per item	GST	Full cost pricing	Non-Statutory	55	75	20	36%

User Fee or Charge	Units of Measure	GST Status	Pricing Method	Fee Type	2022/23 Fee incl GST \$	2023/24 Fee incl GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Clean Bricks - (M3)	Per item	GST	Full cost pricing	Non-Statutory	72	110	38	53%
Clean Concrete - (M3)	Per item	GST	Full cost pricing	Non-Statutory	72	110	38	53%
Concrete - Per Tonne (Minimum 1 tonne limit)	Per item	GST	Full cost pricing	Non-Statutory	72	168	96	133%
Demolition & excavated material (heavy inert) - (M3)	Per item	GST	Full cost pricing	Non-Statutory	180	198	18	10%
Disposal domestic gas cylinders up to 9kg	Per item	GST	Full cost pricing	Non-Statutory	12	12	-	0%
Disposal domestic refrigerators/air conditioners	Per item	GST	Full cost pricing	Non-Statutory	30	58	28	93%
Green Waste - (M3)	Per item	GST	Partial Cost Pricing	Non-Statutory	85	58	-27	-32%
Green Waste - Per Tonne (Minimum 1 tonne limit)	Per item	GST	Partial Cost Pricing	Non-Statutory	210	225	15	7%
Heavy Inert - Per Tonne (Minimum 1 tonne limit)	Per item	GST	Full cost pricing	Non-Statutory	170	238	68	40%
Mattress/bed base (No)	Per item	GST	Full cost pricing	Non-Statutory	36	35	-1	-3%
Minimum charge	Per item	GST	Full cost pricing	Non-Statutory	20	29	9	45%
Mixed (general) waste - (M3)	Per item	GST	Full cost pricing	Non-Statutory	130	158	28	22%
Mixed (General) Waste - Per Tonne (Minimum 1 tonne limit)	Per item	GST	Full cost pricing	Non-Statutory	260	398	138	53%
Timber (non compostable) - (M3)	Per item	GST	Full cost pricing	Non-Statutory	83	102	19	23%
Timber Waste - Per Tonne (Minimum 1 tonne limit)	Per item	GST	Full cost pricing	Non-Statutory	215	308	93	43%
Tyre - Medium 4 Wheel Drive - (No)	Per item	GST	Full cost pricing	Non-Statutory	25	54	29	116%
Tyre - Passenger Car - (No)	Per item	GST	Full cost pricing	Non-Statutory	23	24	1	4%
Tyre - Truck - Large - (No)	Per item	GST	Full cost pricing	Non-Statutory	70	105	35	50%
Tyre - Truck - Medium - (No)	Per item	GST	Full cost pricing	Non-Statutory	40	65	25	63%
Waste Engine oil (Litre)	Per item	GST	Full cost pricing	Non-Statutory	0	1	1	186%
Green Waste Collection							-	
Green waste								
Extra Fod and Green waste bin 240L (Standard rate)	(blank)	DIVISION 81	Full cost pricing	Non-Statutory	107	115	8	7%
Larger Food and Green Waste bin bin from 120 - 240 Litre (Concession rate)	(blank)	DIVISION 81	Full cost pricing	Non-Statutory	38	41	3	8%
Larger Food and Green waste bin from 120 - 240 Litre (Standard rate)	(blank)	DIVISION 81	Full cost pricing	Non-Statutory	57	62	5	9%
Infill Planting							-	
Tree replacement due to vehicle crossing or development application								
Low retention value	Per application	GST	Full cost pricing	Non-Statutory	526	1,000	474	90%
Meduim or High retention value	Per application	GST	Full cost pricing	Non-Statutory		1,200	1,200	100%
Infrastructure Inspections							-	

User Fee or Charge	Units of Measure	GST Status	Pricing Method	Fee Type	2022/23 Fee incl GST \$	2023/24 Fee incl GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Works conducted on any part of the roadway, shoulder or pathway								
Works NOT conducted on any part of the roadway, shoulder or pathway								
Integrated Water Management							-	
Civil Work Plan Assessment Fee								
ROW OR Outfall Drain Construction	Per assessment	GST	Market pricing	Non-Statutory	194	599	405	209%
Engineering Service Fee								
Building over Easements	Per application	GST Free	Market pricing	Non-Statutory	300	324	24	8%
Legal Point of Discharge	Per application	DIVISION 81	Statutory Pricing	Statutory	296	151	-145	-49%
OSD - 10+ Lots, Commercial, Apartments	Per assessment	GST	Market pricing	Non-Statutory		957	957	100%
OSD - 2 to 3 Lot Developments	Per assessment	GST	Market pricing	Non-Statutory		255	255	100%
OSD - 4 to 9 Lot Developments	Per assessment	GST	Market pricing	Non-Statutory		638	638	100%
Works within roads 60km/h +	Per application	DIVISION 81	Statutory Pricing	Statutory	651	671	20	3%
Works within roads Under 50km/h	Per application	DIVISION 81	Statutory Pricing	Statutory	355	366	11	3%
Residential Garbage							-	
General Waste								
Recycling								
Waste/Recycle								
Road Opening Permits							-	
Builder damage								
Cost of repairs	Per item	GST	Full cost pricing	Non-Statutory	204	750	547	269%
Crossing permits								
Crossing application fee	Per permit	DIVISION 81	Statutory Pricing	Statutory	118	198	80	68%
Crossing permits: industrial	Per permit	DIVISION 81	Statutory Pricing	Statutory	230	320	90	39%
Crossing permits: residential	Per permit	DIVISION 81	Statutory Pricing	Statutory	230	320	90	39%
Inspection fee								
Inspection fees	Per inspection	DIVISION 81	Statutory Pricing	Statutory	202	298	96	48%
Total Community							-	100%
Box Office							-	
Darebin Arts Box Office								
Administration Charge	Per booking	GST	Market pricing	Non-Statutory	152	155	3	2%
Complimentary Tickets	Per booking	GST	Market pricing	Non-Statutory	1	1	-	0%
Exchange or Refund Fee - Per Ticket	Per booking	GST	Market pricing	Non-Statutory	4	4	-0	-2%
Inside Charge - Children's Show	Per booking	GST	Market pricing	Non-Statutory	9	9	-	0%
Inside Charge - Not For Profit	Per booking	GST	Partial Cost Pricing	Non-Statutory	3	3	-	0%

User Fee or Charge	Units of Measure	GST Status	Pricing Method	Fee Type	2022/23 Fee incl GST \$	2023/24 Fee incl GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Inside Charge - Standard	Per booking	GST	Market pricing	Non-Statutory	3	4	1	17%
Internet Bookings	Per booking	GST	Market pricing	Non-Statutory	4	4	-	0%
Owncell Charge - Not For Profit	Per booking	GST	Partial Cost Pricing	Non-Statutory	3	3	-	0%
Owncell Charge - Standard	Per booking	GST	Market pricing	Non-Statutory	4	4	-	0%
Phone Bookings	Per booking	GST	Market pricing	Non-Statutory	6	6	-	0%
Bp Golf Course Contract Mgt							-	
Green Fees								
25 Visit Pass Adult - 18 Holes	Per round	GST	Market pricing	Non-Statutory		792	792	100%
25 Visit Pass Adult - 9 holes	Per round	GST	Market pricing	Non-Statutory		529	529	100%
25 Visit Pass Concession - 18 Holes	Per round	GST	Market pricing	Non-Statutory		660	660	100%
25 Visit Pass Concession - 9 Holes	Per round	GST	Market pricing	Non-Statutory		473	473	100%
25 Visit Pass Junior - 18 Holes	Per round	GST	Market pricing	Non-Statutory		304	304	100%
25 Visit Pass Junior - 9 Holes	Per round	GST	Market pricing	Non-Statutory		259	259	100%
25 Visit Pass Senior - 18 Holes	Per round	GST	Market pricing	Non-Statutory		660	660	100%
25 Visit Pass Senior - 9 Holes	Per round	GST	Market pricing	Non-Statutory		473	473	100%
50 Visit Pass - Junior - 18 Holes	Per round	GST	Market pricing	Non-Statutory		574	574	100%
50 Visit Pass Adult - 18 Holes	Per round	GST	Market pricing	Non-Statutory		1,495	1,495	100%
50 Visit Pass Adult - 9 Holes	Per round	GST	Market pricing	Non-Statutory		1,000	1,000	100%
50 Visit Pass Concession - 18 Holes	Per round	GST	Market pricing	Non-Statutory		1,247	1,247	100%
50 Visit Pass Concession - 9 Holes	Per round	GST	Market pricing	Non-Statutory		893	893	100%
50 Visit Pass Junior - 9 Holes	Per round	GST	⁷¹ Market pricing	Non-Statutory		489	489	100%
50 Visit Pass Senior - 18 Holes	Per round	GST	Market pricing	Non-Statutory		1,247	1,247	100%
50 Visit Pass Senior - 9 Holes	Per round	GST	Market pricing	Non-Statutory		893	893	100%
Afternoon Golf Special	Per round	GST	Partial Cost Pricing	Non-Statutory		15	15	100%
18 Hole Weekends/Public Hols. (Adult)	Per round	GST	Market pricing	Non-Statutory	36	38	1	3%
18 holes Weekdays (Adult)	Per round	GST	Market pricing	Non-Statutory	34	35	0	1%
18 holes Weekdays (Concession)	Per round	GST	Partial Cost Pricing	Non-Statutory	26	29	3	12%
9 Hole Weekdays (Adult)	Per round	GST	Market pricing	Non-Statutory	23	23	1	3%
9 Hole Weekdays (Concession)	Per round	GST	Partial Cost Pricing	Non-Statutory	19	20	1	3%

User Fee or Charge	Units of Measure	GST Status	Pricing Method	Fee Type	2022/23 Fee incl GST \$	2023/24 Fee incl GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
9 Hole Weekends/Public Hols. (Adult)	Per round	GST	Market pricing	Non-Statutory	23	24	1	3%
Junior 18 hole (U16)	Per hour	GST	Market pricing	Non-Statutory	13	14	0	3%
Junior 9 hole (U16)	Per hour	GST	Market pricing	Non-Statutory	11	11	0	4%
Junior Promotions/Schools	Per round	GST	Partial Cost Pricing	Non-Statutory	7	7	0	2%
Bundoora Homestead							-	
Entry fee to the Darebin Art Prize exhibition at Bundoora Homestead Art Centre								
Darebin Art Prize - Entry Fee	Per booking	GST	Market pricing	Non-Statutory	30	30	-	0%
Mess Space - venue hire								
Venue hire - half day - corporate	Per booking	GST	Full cost pricing	Non-Statutory		250	250	100%
Venue hire - half day NFP	Per booking	GST	Partial Cost Pricing	Non-Statutory		125	125	100%
Venue hire- full day - corporate	Per booking	GST	Full cost pricing	Non-Statutory		150	150	100%
Venue hire- full day - NFP	Per booking	GST	Partial Cost Pricing	Non-Statutory		75	75	100%
Participation in art or craft workshop full season at Bundoora Homestead Art Centre								
Workshop - discounted season ticket (on purchase of multiple workshops)	Per booking	GST	Market pricing	Non-Statutory		30	30	100%
Participation in art or craft workshop individual session at Bundoora Homestead Art Centre								
Workshop - Full Fare	Per booking	GST	Market pricing	Non-Statutory	45	35	- 10	-22%
Participation in childrens workshop at Bundoora Homestead Art Centre								
Workshop - Full Fare	Per booking	GST	Market pricing	Non-Statutory		10	10	100%
Participation in history tour at Bundoora Homestead Art Centre								
Workshops - concession	Per booking	GST	Market pricing	Non-Statutory		8	8	100%
Workshops - Full fare	Per booking	GST	Market pricing	Non-Statutory		10	10	100%
Bundoora Park - Administration			72				0	
Friends of Bundoora Park Annual Membership Fees								
Friends of Bundoora Park Annual Membership Fees Additional child in family membership	Per membership	GST	Partial Cost Pricing	Non-Statutory	48	50	2	4%
Friends of Bundoora Park Annual Membership Fees Adult	Per membership	GST	Partial Cost Pricing	Non-Statutory	76	80	4	5%
Friends of Bundoora Park Annual Membership Fees Family	Per membership	GST	Partial Cost Pricing	Non-Statutory	200	210	10	5%
Bundoora Park - Coopers Settlement							-	
Birthday Parties								
Birthday Barn - per 3 hours	Per session	GST	Market pricing	Non-Statutory	620	642	22	4%
Ibis Room - per 3 hours	Per session	GST	Market pricing	Non-Statutory	315	326	11	3%
Cancellation Fee								

User Fee or Charge	Units of Measure	GST Status	Pricing Method	Fee Type	2022/23 Fee incl GST \$	2023/24 Fee incl GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Booking Cancellation Fee	Per booking	GST	Market pricing	Non-Statutory	63	66	3	5%
Casual Admission								
Casual Admission: Adult	Per visit	GST	Market pricing	Non-Statutory	11	12	1	5%
Casual Admission: Child	Per visit	GST	Market pricing	Non-Statutory	8	8	0	5%
Casual Admission: Child Hosted Parties	Per visit	GST	Market pricing	Non-Statutory	43	45	2	5%
Casual Admission: Concession	Per visit	GST	Partial Cost Pricing	Non-Statutory	8	8	0	5%
Casual Admission: Family	Per visit	GST	Market pricing	Non-Statutory	30	32	2	5%
Casual Admission: Family concession	Per visit	GST	Partial Cost Pricing	Non-Statutory	20	21	1	5%
Casual Admission: Group 15+	Per visit	GST	Market pricing	Non-Statutory	8	8	0	5%
Educational Programs								
Educational Programs: Full day Program	Per day	GST	Market pricing	Non-Statutory	17	18	1	4%
Educational Programs: One hour session	Per hour	GST	Market pricing	Non-Statutory	14	14	1	4%
Educational Programs: Registered Pre-School/play & kinder groups - Adult admission	Per visit	GST	Market pricing	Non-Statutory	8	8	0	5%
Holiday program (internal)	Per program	GST	Market pricing	Non-Statutory	63	66	3	5%
Holiday Programs (external)	Per program	GST	Market pricing	Non-Statutory	17	18	1	4%
Jackaroo & Jillaroo 8 weeks (Price per 3hr session)	Per hour	GST	Market pricing	Non-Statutory	32	33	2	5%
Rides & Activities								
BBQ Hire	Per activity	GST	Full cost pricing	Non-Statutory	14	15	1	4%
Book of 10 ride tickets	Per activity	GST	Market pricing	Non-Statutory	31	32	2	5%
Community Gardens - Raised Plot (per year)	Per year	GST	Partial Cost Pricing	Non-Statutory	88	91	3	3%
Community Gardens (per year)	Per year	GST	Partial Cost Pricing	Non-Statutory	116	120	4	3%
Filming (Not For Profit Organisations) - 4 hours	Per hour	GST	Full cost pricing	Non-Statutory	255	255	-	0%
Filming (Not For Profit/Community Organisations) - Full Day	Per day	GST	Full cost pricing	Non-Statutory	500	500	-	0%
Filming Commercial - 4 hours	Per hour	GST	Full cost pricing	Non-Statutory	1,100	1,100	-	0%
Filming Commercial - Full Day	Per day	GST	Full cost pricing	Non-Statutory	1,900	1,900	-	0%
Photo shoot (per 2 hours)	Per hour	GST	Full cost pricing	Non-Statutory	145	145	-	0%
Tractor Ride of Discovery (adult/ child)	Per ride	GST	Market pricing	Non-Statutory	4	4	0	3%
Room Hire								
Chapel - per 2 hours	Per hour	GST	Partial Cost Pricing	Non-Statutory	275	285	10	4%
Children Services Co-Ordinator							-	

User Fee or Charge	Units of Measure	GST Status	Pricing Method	Fee Type	2022/23 Fee incl GST \$	2023/24 Fee incl GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Archiving Fee								
Retrieval and return delivery fee (per box)	Per box	GST Free	Incentive pricing	Non-Statutory	22	24	2	9%
Services with 0-50 enrolments (5+ boxes per annum)	Per box	GST Free	Incentive pricing	Non-Statutory	26	28	2	8%
Services with 100+ enrolments (9+ boxes per annum)	Per box	GST Free	Incentive pricing	Non-Statutory	26	28	2	8%
Services with 50-100 enrolments (7+ boxes per annum)	Per box	GST Free	Incentive pricing	Non-Statutory	26	28	2	8%
Civic Services							-	
Other Note: (Community group rates are 77% of scheduled fee)								
Audio Visual Hire (commercial hire rates) - per item	Per item	GST	Market pricing	Non-Statutory	52	54	2	3%
Glass Hire	Per item	GST	Full cost pricing	Non-Statutory	1	1	-	0%
Portable Sound System (with 3 microphones) per day	Per day	GST	Market pricing	Non-Statutory	296	306	10	3%
Portable Stage with skirt (Commercial) per day	Per day	GST	Market pricing	Non-Statutory	296	306	10	3%
Portable Stage with skirt (Community) per day	Per day	GST	Market pricing	Non-Statutory	155	160	5	3%
Side Plates	Per item	GST	Full cost pricing	Non-Statutory	1	1	1	100%
Tea & Coffee Service per cup	Per item	GST	Full cost pricing	Non-Statutory	3	3	-	0%
Tea, Coffee & Biscuits Service per cup	Per item	GST	Full cost pricing	Non-Statutory	4	4	-	0%
Preston City Hall Note: (Community group rates are 77% of scheduled fee)								
Mon - Fri (Day Rate) Per Hour	Per hour	GST	Full cost pricing	Non-Statutory	67	69	2	3%
Mon to Fri (Night Rate) Per Hour	Per hour	GST	Full cost pricing	Non-Statutory	136	141	5	4%
Saturday Per Hour	Per hour	GST	Full cost pricing	Non-Statutory	136	141	5	4%
Sunday & Public Holidays Per Hour	Per hour	GST	Full cost pricing	Non-Statutory	136	141	5	4%
Preston Shire Hall Note: (Community group rates are 77% of scheduled fee)								
Mon - Fri (Day Rate) Per Hour	Per hour	GST	⁷⁴ Full cost pricing	Non-Statutory	61	63	2	3%
Mon to Fri (Night Rate) Per Hour	Per hour	GST	Full cost pricing	Non-Statutory	131	136	5	4%
Saturday Per Hour	Per hour	GST	Full cost pricing	Non-Statutory	131	136	5	4%
Sunday & Public Holidays Per Hour	Per hour	GST	Full cost pricing	Non-Statutory	131	136	5	4%
Clyde Street Community Centre							-	
Facility Hire								
Bond	Per booking	GST Free	Partial Cost Pricing	Non-Statutory	-		-	0%
Children's party's	Per hour	GST	Market pricing	Non-Statutory	31	32	1	3%
Cleaning	Per hour	GST	Partial Cost Pricing	Non-Statutory	56	59	3	5%

User Fee or Charge	Units of Measure	GST Status	Pricing Method	Fee Type	2022/23 Fee incl GST \$	2023/24 Fee incl GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Darebin and non profit organisations (per hour)	Per hour	GST	Partial Cost Pricing	Non-Statutory	12	12	1	4%
Internal users (Per Hour)	Per hour	GST	Partial Cost Pricing	Non-Statutory	11	11	1	5%
Non Darebin or Profit making Organisations (Per Hour)	Per hour	GST	Market pricing	Non-Statutory	24	25	1	4%
Community Hubs Coordinator							-	
Community Hubs ticketing								
Program participant fee - concession fee	(blank)	GST Free	Partial Cost Pricing	Non-Statutory		15	15	100%
Program participant fee - full fee	(blank)	GST Free	Partial Cost Pricing	Non-Statutory		25	25	100%
Workshop participation fee - concession fee	(blank)	GST Free	Partial Cost Pricing	Non-Statutory		25	25	100%
Workshop participation fee - full fee	(blank)	GST Free	Partial Cost Pricing	Non-Statutory		50	50	100%
Dac Presenter Services							-	
Administration charges								
All day tea and coffee (daily rate)	Per day	GST	Market pricing	Non-Statutory	8	9	1	13%
Arrival tea and coffee (daily rate)	Per day	GST	Market pricing	Non-Statutory	5	6	1	10%
Cleaning fee - if venue is left requiring additional special cleaning	Per item	GST	Market pricing	Non-Statutory	150	160	10	7%
Licencee income	Per item	GST Free	Market pricing	Non-Statutory		48,000	48,000	100%
Audio Equipment Hire								
Audio package - includes PA, FOH console, all cabled mics, monitors, DIs, up to 4x wireless mics. Does not include wireless comms, monitors console or operator (daily rate)	Per day	GST	Incentive pricing	Non-Statutory	500	500	-	0%
Cabled microphone per unit (daily rate) - SM58 & SM57	Per day	GST	Partial Cost Pricing	Non-Statutory	10	11	1	10%
D.I. box per unit (daily rate)	Per day	GST	Partial Cost Pricing	Non-Statutory	15	16	1	7%
Drum kit microphone set (daily rate)	Per day	GST	Partial Cost Pricing	Non-Statutory	50	50	-	0%
Foldback speaker per unit (daily rate) - additional units to standard rig	Per day	GST	Partial Cost Pricing	Non-Statutory	50	50	-	0%
Instrument (condensor) microphone per unit (daily rate)	Per day	GST	⁷⁵ Partial Cost Pricing	Non-Statutory	20	21	1	5%
Lectern with gooseneck microphone (daily rate)	Per day	GST	Partial Cost Pricing	Non-Statutory	50	52	2	4%
Monitors console (daily rate) - Allen & Heath SQ6	Per day	GST	Partial Cost Pricing	Non-Statutory	205	210	5	2%
Overhead choir mics per pair (daily rate)	Per day	GST	Partial Cost Pricing	Non-Statutory	30	32	2	7%
Radio microphone (lapel, handheld, headset) per unit (daily rate)	Per day	GST	Partial Cost Pricing	Non-Statutory	105	110	5	5%
AV Equipment Hire								
AV package (daily rate) (includes projector, screen and laptop)	Per session	GST	Incentive pricing	Non-Statutory	500	500	-	0%
Laptop (daily rate)	Per day	GST	Partial Cost Pricing	Non-Statutory	95	100	5	5%
Theatre Barco Projector (daily rate)	Per day	GST	Partial Cost Pricing	Non-Statutory	460	460	-	0%

User Fee or Charge	Units of Measure	GST Status	Pricing Method	Fee Type	2022/23 Fee incl GST \$	2023/24 Fee incl GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Banksia Gallery								
Artist rate (daily rate) - Performance and Events rate	Per day	GST	No Charge	Non-Statutory	100	52	-48	-48%
Artist rate (daily rate) - Rehearsal and development rate	Per day	GST	No Charge	Non-Statutory	50	26	24	-48%
Artist rate (weekly rate) - Performance and Events rate	Per week	GST	No Charge	Non-Statutory	500	208	292	-58%
Artist rate (weekly rate) - Rehearsal and development rate	Per week	GST	No Charge	Non-Statutory	250	104	146	-58%
Artist rehearsal/ development rate (hourly rate) 3hrs minimum - Performance and Events rate	Per hour	GST	Partial Cost Pricing	Non-Statutory	20	11	9	-45%
Not-for-profit rate (daily rate) - Performance and Events rate	Per day	GST	No Charge	Non-Statutory	150	104	46	-31%
Not-for-profit rate (daily rate) - Rehearsal and development rate	Per day	GST	No Charge	Non-Statutory	75	52	23	-31%
Not-for-profit rate (hourly rate) 3hrs minimum - Performance and Events rate	Per hour	GST	Partial Cost Pricing	Non-Statutory	25	21	4	-16%
Not-for-profit rate (weekly rate) - Performance and Events rate	Per week	GST	No Charge	Non-Statutory	750	416	334	-45%
Not-for-profit rate (weekly rate) - Rehearsal and development rate	Per week	GST	No Charge	Non-Statutory	375	208	167	-45%
Standard rate (daily rate) - Rehearsal and development rate	Per day	GST	No Charge	Non-Statutory	100	104	4	4%
Standard rate (daily rate) - Performance and Events rate	Per day	GST	No Charge	Non-Statutory	200	208	8	4%
Standard rate (hourly rate) 3hrs minimum - Performance and Events rate	Per hour	GST	Partial Cost Pricing	Non-Statutory	40	42	2	5%
Standard rate (weekly rate) - Performance and Events rate	Per week	GST	No Charge	Non-Statutory	1,000	832	168	-17%
Standard rate (weekly rate) - Rehearsal and development rate	Per week	GST	No Charge	Non-Statutory	500	416	84	-17%
Casual operational staff								
Bar staff per hour (3hrs minimum)	Per hour	GST	Full cost pricing	Non-Statutory	56	56	-	0%
Box Office staff per hour (3hrs minimum)	Per hour	GST	Full cost pricing	Non-Statutory	56	56	-	0%
Front of House or Technical Supervisor per hour (3hrs minimum)	Per hour	GST	Full cost pricing	Non-Statutory	65	65	-	0%
Front of House ushers, event staff of technical staff per hour (3hrs minimum)	Per hour	GST	⁷⁶ Full cost pricing	Non-Statutory	56	56	-	0%
Equipment Hire								
Wireless Comms per unit (daily rate)	Per day	GST	Partial Cost Pricing	Non-Statutory	20	20	-	0%
Foyer Room Hire								
Not-for-profit rate (hourly rate). 3hrs minimum	Per hour	GST	Partial Cost Pricing	Non-Statutory	60	52	8	-13%
Standard rate (hourly rate). 3hrs minimum	Per hour	GST	Partial Cost Pricing	Non-Statutory	100	104	4	4%
Grevillea Room Hire								
Artist rate (daily rate) - Rehearsals and development rate	Per day	GST	Partial Cost Pricing	Non-Statutory	125	104	21	-17%
Artist rate (weekly rate) - Rehearsals and development rate	Per week	GST	Partial Cost Pricing	Non-Statutory	750	416	334	-45%
Artist rehearsal / classes rate (hourly rate). 3hrs minimum - Performance and Events rate	Per hour	GST	Partial Cost Pricing	Non-Statutory	30	26	4	-13%

User Fee or Charge	Units of Measure	GST Status	Pricing Method	Fee Type	2022/23 Fee incl GST \$	2023/24 Fee incl GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Not-for-profit rate (hourly rate). 3hrs minimum - Performance and Events rate	Per hour	GST	Partial Cost Pricing	Non-Statutory	60	52	-8	-13%
Not-for-profit, (daily rate) - Performance and Events rate	Per day	GST	Partial Cost Pricing	Non-Statutory	720	416	-304	-42%
Not-for-profit, (daily rate) - Rehearsals and development rate	Per day	GST	Partial Cost Pricing	Non-Statutory	250	208	-42	-17%
Not-for-profit, (weekly rate) - Performance and Events rate	Per week	GST	Partial Cost Pricing	Non-Statutory	4,320	1,664	-2,656	-61%
Not-for-profit, (weekly rate) - Rehearsals and development rate	Per week	GST	Partial Cost Pricing	Non-Statutory	1,500	832	-668	-45%
Standard (daily rate) - Performance and Events rate	Per day	GST	Partial Cost Pricing	Non-Statutory	1,200	832	-368	-31%
Standard (daily rate) - Rehearsals and development rate	Per day	GST	Partial Cost Pricing	Non-Statutory	500	416	-84	-17%
Standard (weekly rate) - Performance and Events rate	Per week	GST	Partial Cost Pricing	Non-Statutory	7,200	3,328	-3,872	-54%
Standard (weekly rate) - Rehearsals and development rate	Per week	GST	Partial Cost Pricing	Non-Statutory	3,000	1,664	-1,336	-45%
Standard rate (hourly rate). 3hrs minimum - Performance and Events rate	Per hour	GST	Partial Cost Pricing	Non-Statutory	100	104	4	4%
Instrument & Staging Hire								
Additional piano tuning - fee per session	Per session	GST	Market pricing	Non-Statutory	250	260	10	4%
Baby Grand Piano - additional days (daily rate)	Per day	GST	Market pricing	Non-Statutory	100	100	-	0%
Baby Grand Piano - must include tuning when set in performance position	Per session	GST	Market pricing	Non-Statutory	350	360	10	3%
Megadeck staging risers - 2.4m x 1.2m piece (daily rate) 6 available. Includes legs, skirts and treads. Fee is for use all pieces available	Per day	GST	Market pricing	Non-Statutory	100	100	-	0%
Push-up bars and drapes - per length (4m x 3.1m piece. 4 lengths available)	Per item	GST	Market pricing	Non-Statutory	31	31	-	0%
Jacaranda Room Hire								
Artist rate (daily rate) - Rehearsals and development rate	Per day	GST	Partial Cost Pricing	Non-Statutory	65	52	-13	-20%
Artist rate (weekly rate) - Rehearsals and development rate	Per week	GST	Partial Cost Pricing	Non-Statutory	375	208	-167	-45%
Artist rehearsal / classes rate (hourly rate). 3hrs minimum - Performance and Events rate	Per hour	GST	Partial Cost Pricing	Non-Statutory	25	13	-12	-48%
Not-for-profit rate (hourly rate). 3hrs minimum - Performance and Events rate	Per hour	GST	⁷⁷ Partial Cost Pricing	Non-Statutory	30	26	-4	-13%
Not-for-profit, (daily rate) - Rehearsals and development rate	Per day	GST	Partial Cost Pricing	Non-Statutory	125	104	-21	-17%
Not-for-profit, (daily rate) - Performance and Events rate	Per day	GST	Partial Cost Pricing	Non-Statutory	360	208	-152	-42%
Not-for-profit, (weekly rate) - Rehearsals and development rate	Per week	GST	Partial Cost Pricing	Non-Statutory	750	416	-334	-45%
Not-for-profit, (weekly rate) - Performance and Events rate	Per week	GST	Partial Cost Pricing	Non-Statutory	2,160	832	-1,328	-61%
Standard rate (hourly rate). 3hrs minimum - Performance and Events rate	Per hour	GST	Partial Cost Pricing	Non-Statutory	50	52	2	4%
Standard, (daily rate) - Performance and Events rate	Per day	GST	Partial Cost Pricing	Non-Statutory	600	416	-184	-31%
Standard, (daily rate) - Rehearsals and development rate	Per day	GST	Partial Cost Pricing	Non-Statutory	250	208	-42	-17%

User Fee or Charge	Units of Measure	GST Status	Pricing Method	Fee Type	2022/23 Fee incl GST \$	2023/24 Fee incl GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Standard, (weekly rate) - Performance and Events rate	Per week	GST	Partial Cost Pricing	Non-Statutory	3,600	1,664	-1,936	-54%
Standard, (weekly rate) - Rehearsals and development rate	Per week	GST	Partial Cost Pricing	Non-Statutory	1,500	832	-668	-45%
Kitchen Hire								
Not-for-profit rate (hourly rate). 3hrs minimum	Per hour	GST	Market pricing	Non-Statutory	30	21	-9	-30%
Not-for-profit, (daily rate)	Per day	GST	Partial Cost Pricing	Non-Statutory	180	180	-	0%
Not-for-profit, (weekly rate)	Per week	GST	Partial Cost Pricing	Non-Statutory	900	720	-180	-20%
Standard rate (hourly rate). 3hrs minimum	Per hour	GST	Market pricing	Non-Statutory	40	42	2	5%
Standard rate, (daily rate)	Per day	GST	Partial Cost Pricing	Non-Statutory	240	240	-	0%
Standard rate, (weekly rate)	Per week	GST	Partial Cost Pricing	Non-Statutory	1,200	960	-240	-20%
Lighting Equipment Hire								
Blinders - 3 units included (daily rate)	Per day	GST	Market pricing	Non-Statutory	65	65	-	0%
Booms x2 at 3m height - includes arms, shotbags, 1x profile, 2x LED par per boom (daily rate)	Per day	GST	Market pricing	Non-Statutory	105	105	-	0%
Booms x6 at 3m height - includes arms, shotbags, 1x profile, 2x LED par per boom (daily rate)	Per day	GST	Market pricing	Non-Statutory	255	255	-	0%
ETC Profile Source 4 Juniors - per unit (daily rate) - 6 available	Per day	GST	Partial Cost Pricing	Non-Statutory	25	25	-	0%
Haze Machine (daily rate)	Per day	GST	Partial Cost Pricing	Non-Statutory	90	95	5	6%
LED quad par - per unit (daily rate) - 12 available	Per day	GST	Market pricing	Non-Statutory	20	20	-	0%
Lighting package (daily rate) (includes all movers, hazer, blinders, booms and mirror ball	Per day	GST	Incentive pricing	Non-Statutory	500	500	-	0%
Mirror Ball 24" with motor and 4 profiles (daily rate)	Per day	GST	Market pricing	Non-Statutory	50	50	-	0%
Moving Lights - mini pack (4 units available total) (daily rate)	Per day	GST	Partial Cost Pricing	Non-Statutory	165	170	5	3%
Moving Lights package (8 units available total) (daily rate)	Per day	GST	Partial Cost Pricing	Non-Statutory	325	340	15	5%
Star Curtain - first day of hire (daily rate) - comprises 3x curtains for full stage width	Per day	GST	⁷⁸ Market pricing	Non-Statutory	425	300	-125	-29%
Star Curtain - subsequent days (daily rate) - comprises 3x curtains for full stage width	Per day	GST	Market pricing	Non-Statutory	300	200	-100	-33%
Studio Hire								
Artist rate (daily rate) - Rehearsals and development rate	Per day	GST	Partial Cost Pricing	Non-Statutory	65	52	-13	-20%
Artist rate (weekly rate) - Rehearsals and development rate	Per week	GST	Partial Cost Pricing	Non-Statutory	375	208	-167	-45%
Artist rehearsal / classes rate (hourly rate). 3hrs minimum	Per hour	GST	Partial Cost Pricing	Non-Statutory	20	13	-7	-35%
Not-for-profit rate (hourly rate). 3hrs minimum	Per hour	GST	Partial Cost Pricing	Non-Statutory	30	26	-4	-13%
Not-for-profit, (daily rate) - Rehearsals and development rate	Per day	GST	Partial Cost Pricing	Non-Statutory	125	104	-21	-17%
Not-for-profit, (daily rate) - Performance and Events rate	Per day	GST	Partial Cost Pricing	Non-Statutory	360	208	-152	-42%

User Fee or Charge	Units of Measure	GST Status	Pricing Method	Fee Type	2022/23 Fee incl GST \$	2023/24 Fee incl GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Not-for-profit, (weekly rate) - Rehearsals and development rate	Per week	GST	Partial Cost Pricing	Non-Statutory	750	416	-334	-45%
Not-for-profit, (weekly rate) - Performance and Events rate	Per week	GST	Partial Cost Pricing	Non-Statutory	2,160	832	-1,328	-61%
Standard rate (hourly rate). 3hrs minimum	Per hour	GST	Partial Cost Pricing	Non-Statutory	50	52	2	4%
Standard rate, (daily rate) - Performance and Events rate	Per day	GST	Partial Cost Pricing	Non-Statutory	600	416	-184	-31%
Standard rate, (weekly rate) - Performance and Events rate	Per week	GST	Partial Cost Pricing	Non-Statutory	3,600	1,664	-1,936	-54%
Standard, (daily rate) - Rehearsals and development rate	Per day	GST	Partial Cost Pricing	Non-Statutory	250	208	-42	-17%
Standard, (weekly rate) - Rehearsals and development rate	Per week	GST	Partial Cost Pricing	Non-Statutory	1,500	832	-668	-45%
Theatre Hire								
Not-for-profit rate per hour. 3hrs minimum	Per hour	GST	Market pricing	Non-Statutory	130	135	5	4%
Standard rate per hour. 3hrs minimum	Per hour	GST	Market pricing	Non-Statutory	160	165	5	3%
Venue Hire Deposit								
Non-refundable deposit (First-time hirer and High Risk Events)	Per booking	GST	Market pricing	Non-Statutory	2,500	2,500	-	0%
Non-refundable deposit (Low Risk Events)	Per booking	GST	Market pricing	Non-Statutory	1,000	1,000	-	0%
Darebin Community Sports Stadium							-	
Facility Hire								
Badminton Court - Off Peak	Per hour	GST	Market pricing	Non-Statutory		25	25	100%
Badminton Court - Peak	Per hour	GST	Market pricing	Non-Statutory		30	30	100%
Casual basketball shoot - per participant	Per visit	GST	Market pricing	Non-Statutory		5	5	100%
Indoor Court Hire - Off Peak	Per hour	GST	Partial Cost Pricing	Non-Statutory	46	48	2	3%
Indoor Court Hire - Peak	Per hour	GST	Market pricing	Non-Statutory	60	62	2	4%
Indoor Court Hire - Peak/ Contracted	Per hour	GST	Market pricing	Non-Statutory	56	57	1	2%
Mezzanine Hire	Per hour	GST	Market pricing	Non-Statutory	31	32	1	3%
Multi Purpose Room Hire	Per hour	GST	Market pricing	Non-Statutory	41	41	0	1%
Outdoor Court Hire - Lights Off	Per hour	GST	Market pricing	Non-Statutory	38	37	-1	-3%
Outdoor Court Hire - Lights On	Per hour	GST	Market pricing	Non-Statutory	41	42	1	2%
Schools Court Hire	Per hour	GST	Market pricing	Non-Statutory		29	29	100%
Storage Fee	Per month / per room	GST	Market pricing	Non-Statutory	5	5	0	-4%
Tennis Court Hire - Lights Off	Per hour	GST	Market pricing	Non-Statutory	38	37	-1	-3%
Tennis Court Hire - Lights On	Per hour	GST	Market pricing	Non-Statutory	41	42	1	2%

User Fee or Charge	Units of Measure	GST Status	Pricing Method	Fee Type	2022/23 Fee incl GST \$	2023/24 Fee incl GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Upstairs Office Hire	Per hour	GST	Market pricing	Non-Statutory	17	17	0	2%
Volleyball Court - Off Peak	Per hour	GST	Market pricing	Non-Statutory	46	47	1	2%
Volleyball Court - Peak	Per hour	GST	Market pricing	Non-Statutory	60	62	2	3%
Volleyball Half Court - Off Peak	Per hour	GST	Market pricing	Non-Statutory	27	28	1	2%
Volleyball Half Court - Peak	Per hour	GST	Market pricing	Non-Statutory	33	34	1	3%
Programs								
Group Class- Community Access	Per item	GST	Partial Cost Pricing	Non-Statutory	7	7	1	11%
Group Fitness	Per item	GST	Market pricing	Non-Statutory	18	18	1	3%
Group Fitness Concession	Per item	GST	Market pricing	Non-Statutory	15	15	1	3%
Rock Up individual	Per item	GST	Market pricing	Non-Statutory	11	11	0	4%
Rock Up Netball Team Sheet	Per item	GST	Market pricing	Non-Statutory	75	77	3	3%
School Holiday Program	Per item	GST	Market pricing	Non-Statutory	63	65	2	3%
Stadium Entry Fees								
Darebin International Sports Centre							-	
DCBC - State Lawn Bowls Centre								
Community hire - per person for 2 hours	Per hour	GST	Full cost pricing	Non-Statutory	11	11	0	4%
Indoor Green hire- cycling event full day	Per day	GST	Full cost pricing	Non-Statutory	626	648	22	3%
FFV - State Football Centre								
Daily Rates Commercial Booking	Per day	GST	Full cost pricing	Non-Statutory	1,330	1,377	47	4%
Daily Rates Community Booking	Per day	GST	Full cost pricing	Non-Statutory	665	688	23	4%
Daily Rates FFV Affiliated Club	Per day	GST	Full cost pricing	Non-Statutory	820	849	29	4%
Hourly Rates FFV Affiliated Club	Per day	GST	⁸⁰ Full cost pricing	Non-Statutory	130	135	5	4%
Hourly Rates Northcote FC	Per hour	GST	Full cost pricing	Non-Statutory	57	59	2	4%
Hourly Rates Schools (After Hours)	Per hour	GST	Full cost pricing	Non-Statutory	130	135	5	4%
Hourly Rates Schools (School Hours)	Per hour	GST	Full cost pricing	Non-Statutory	82	85	3	3%
Hourly Rates Social Booking	Per hour	GST	Full cost pricing	Non-Statutory	200	207	7	4%
Darebin North East Community Hub							-	
Early Years Room								
Early Years Room commercial - hourly	Per hour	GST	Partial Cost Pricing	Non-Statutory	50	51	2	3%
Early Years Room community - hourly	Per hour	GST	Partial Cost Pricing	Non-Statutory	39	40	2	4%

User Fee or Charge	Units of Measure	GST Status	Pricing Method	Fee Type	2022/23 Fee incl GST \$	2023/24 Fee incl GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Flip Chart								
Function space								
Meeting Room 1								
Commercial - hourly	Per hour	GST	Market pricing	Non-Statutory	17	18	1	3%
Community - hourly	Per hour	GST	Full cost pricing	Non-Statutory	13	13	1	4%
Meeting room 2								
One off charges								
General cleaning fee	Per session	GST	Full cost pricing	Non-Statutory	129	134	5	3%
Decibels Music And Arts Programs							-	
Decibels								
AV Support, recording & mixing for community projectsand events targeting under 25's (including engineer) per hour	Per hour	GST	Partial Cost Pricing	Non-Statutory	30	35	5	17%
Studio/room hire	Per hour	GST	Partial Cost Pricing	Non-Statutory	34	35	1	3%
Domestic Assistance							-	
Shopping (unescorted)- mileage fee								
Shopping (unescorted)- mileage fee.	Per km	GST Free	Partial Cost Pricing	Non-Statutory		1	1	100%
Domestic Assistance							-	
Domestic Assistance								
COUPLE - over \$115,245 pa. Please note: new charge 23/24- the full cost of the scheduled visit will be charged in the event of late cancellation/nonattendance if no relevant reason provided (eg. hospital admission)	Per hour	GST Free	Full cost pricing	Non-Statutory	47	49	2	3%
COUPLE - under \$59,802 pa. Please note: new charge 23/24- the full cost of the scheduled visit will be charged in the event of late cancellation/nonattendance if no relevant reason provided (eg. hospital admission)	Per hour	GST Free	Full cost pricing	Non-Statutory	8	8	0	3%
COUPLE -over \$59,802 pa but under \$115,245 pa. Please note: new charge 23/24- the full cost of the scheduled visit will be charged in the event of late cancellation/nonattendance if no relevant reason provided (eg. hospital admission)	Per hour	GST Free	Partial Cost Pricing	Non-Statutory	18	19	1	3%
FAMILY with 1 child - over \$118,546 pa (plus an additional \$6,206 for each additional child). Please note: new charge 23/24- the full cost of the scheduled visit will be charged in the event of late cancellation/nonattendance if no relevant reason provided (eg. hospital admission)	Per hour	GST Free	Partial Cost Pricing	Non-Statutory	47	49	2	3%
FAMILY with 1 child - over \$66,009 pa but under \$118,546 pa (plus and extra \$6,206 for each additional child). Please note: new charge 23/24- the full cost of the scheduled visit will be charged in the event of late cancellation/nonattendance if no relevant reason provided (eg. hospital admission)	Per hour	GST Free	Partial Cost Pricing	Non-Statutory	19	19	1	3%
FAMILY with 1 child - under \$66,009 pa (plus and extra \$6,206 for each additional child). Please note: new charge 23/24- the full cost of the scheduled visit will be charged in the event of late cancellation/nonattendance if no relevant reason provided (eg. hospital admission)	Per hour	GST Free	Partial Cost Pricing	Non-Statutory	8	8	0	3%
Full Cost. Please note: new charge 23/24- the full cost of the scheduled visit will be charged in the event of late cancellation/nonattendance if no relevant reason provided (eg. hospital admission)	Per hour	GST Free	Partial Cost Pricing	Non-Statutory	80	83	3	3%
SINGLE - over \$39,089 pa but under \$86,208 pa. Please note: new charge 23/24- the full cost of the scheduled visit will be charged in the event of late cancellation/nonattendance if no relevant reason provided (eg. hospital admission)	Per hour	GST Free	Partial Cost Pricing	Non-Statutory	13	13	0	3%
SINGLE - over \$86,208 pa. Please note: new charge 23/24- the full cost of the scheduled visit will be charged in the event of late cancellation/nonattendance if no relevant reason provided (eg. hospital admission)	Per hour	GST Free	Partial Cost Pricing	Non-Statutory	47	49	2	3%

User Fee or Charge	Units of Measure	GST Status	Pricing Method	Fee Type	2022/23 Fee incl GST \$	2023/24 Fee incl GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
SINGLE- under \$39,089 pa. Please note: new charge 23/24- the full cost of the scheduled visit will be charged in the event of late cancellation/nonattendance if no relevant reason provided (eg. hospital admission)	Per hour	GST Free	Partial Cost Pricing	Non-Statutory	7	7	0	3%
Donald Street Community Centre							-	
Facility Hire								
Bond	Per booking	DIVISION 81	Incentive pricing	Non-Statutory	-		-	0%
Cleaning	Per hour	GST	Partial Cost Pricing	Non-Statutory	56	59	3	5%
Darebin & non profit Organisations (Per Hour)	Per hour	GST	Partial Cost Pricing	Non-Statutory	12	12	-	0%
Non Darebin or Profit making Organisations (Per Hour)	Per hour	GST	Partial Cost Pricing	Non-Statutory	24	25	1	4%
Early Years Support							-	
Fairfield Room								
Darebin & non profit Organisations (Per Hour)	Per hour	GST	Partial Cost Pricing	Non-Statutory	11	11	-	0%
Hire Fees- Activity Room - weekends per hour	Per hour	GST	Partial Cost Pricing	Non-Statutory	26	26	-	0%
Non Darebin or Profit making Organisations (Per Hour)	Per hour	GST	Partial Cost Pricing	Non-Statutory	24	24	-	0%
Thornbury Early Years Facility Hire								
Darebin & non profit Organisations (Per Hour)	Per hour	GST	Partial Cost Pricing	Non-Statutory	11	11	-	0%
Non Darebin or Profit making Organisations (Per Hour)	Per hour	GST	Partial Cost Pricing	Non-Statutory	24	24	-	0%
Fairfield Community Centre							-	
Facility Hire								
Bond	Per booking	GST Free	Incentive pricing	Non-Statutory	-		-	0%
Cleaning	Per hour	GST	Partial Cost Pricing	Non-Statutory	56	59	3	5%
Darebin & non profit Organisations (Per Hour)	Per hour	GST	Partial Cost Pricing	Non-Statutory	12	12	1	4%
Non Darebin or Profit making Organisations (Per Hour)	Per hour	GST	Market pricing	Non-Statutory	24	25	1	4%
Festival And Events Admin			82				-	
All Events								
Large Event								
Event Permit application fee	Per booking	GST	Partial Cost Pricing	Non-Statutory	102	550	448	439%
Medium Event								
Commercial Rate- Coffee, Juice and Ice-Cream Stall	Per booking	GST	Partial Cost Pricing	Non-Statutory	173	173	-	0%
Commercial Rate- Food Stall	Per booking	GST	Partial Cost Pricing	Non-Statutory	229	229	-	0%
Commercial Rate- Info Stall	Per booking	GST	Partial Cost Pricing	Non-Statutory	87	87	-	0%
Community Rate- Coffee, Juice and Ice-Cream Stall	Per booking	GST	Partial Cost Pricing	Non-Statutory	117	117	-	0%
Community Rate- Food Stall	Per booking	GST	Partial Cost Pricing	Non-Statutory	143	143	-	0%

User Fee or Charge	Units of Measure	GST Status	Pricing Method	Fee Type	2022/23 Fee incl GST \$	2023/24 Fee incl GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Community Rate- Info Stall	Per booking	GST	Partial Cost Pricing	Non-Statutory	67	67	-	0%
Event Permit application fee	Per booking	GST	Partial Cost Pricing	Non-Statutory	51	275	224	439%
Small Event								
Commercial Rate- Coffee, Juice and Ice-Cream Stall	Per booking	GST	Partial Cost Pricing	Non-Statutory	81	81	-	0%
Commercial Rate- Food Stall	Per booking	GST	Partial Cost Pricing	Non-Statutory	117	117	-	0%
Commercial Rate- Info Stall	Per booking	GST	Partial Cost Pricing	Non-Statutory	58	58	-	0%
Community Rate- Coffee, Juice and Ice-Cream Stall	Per booking	GST	Partial Cost Pricing	Non-Statutory	67	67	-	0%
Community Rate- Food Stall	Per booking	GST	Partial Cost Pricing	Non-Statutory	102	102	-	0%
Community Rate- Info Stall	Per booking	GST	Partial Cost Pricing	Non-Statutory	46	46	-	0%
Flexible Respite							-	
Flexible Respite								
COUPLE - over \$115,245 pa (adult & children). Please note: new charge 23/24- the full cost of the scheduled visit will be charged in the event of late cancellation/nonattendance if no relevant reason provided (eg. hospital admission)	Per hour	GST Free	Partial Cost Pricing	Non-Statutory	46	48	2	3%
COUPLE - over \$59,802 pa but under \$115,245 pa - (adult & children). Please note: new charge 23/24- the full cost of the scheduled visit will be charged in the event of late cancellation/nonattendance if no relevant reason provided (eg. hospital admission)	Per hour	GST Free	Partial Cost Pricing	Non-Statutory	7	7	0	4%
COUPLE - under \$59,802 pa (adult & children). Please note: new charge 23/24- the full cost of the scheduled visit will be charged in the event of late cancellation/nonattendance if no relevant reason provided (eg. hospital admission)	Per hour	GST Free	Partial Cost Pricing	Non-Statutory	4	4	0	3%
FAMILY with 1 child - over \$118,546 pa (plus an additional \$6,206 for each additional child) Respite care (adult & children). Please note: new charge 23/24- the full cost of the scheduled visit will be charged in the event of late cancellation/nonattendance if no relevant reason provided (eg. hospital admission)	Per hour	GST Free	Partial Cost Pricing	Non-Statutory	46	48	2	3%
FAMILY with 1 child - under \$66,009 pa (plus and extra \$6,206 for each additional child) - (adult & children). Please note: new charge 23/24- the full cost of the scheduled visit will be charged in the event of late cancellation/nonattendance if no relevant reason provided (eg. hospital admission)	Per hour	GST Free	Partial Cost Pricing	Non-Statutory	4	4	0	3%
FAMILY with 1 child- over \$66,009 pa but under \$118,546 pa (plus and extra \$6,206 for each additional child) - (adult & children). Please note: new charge 23/24- the full cost of the scheduled visit will be charged in the event of late cancellation/nonattendance if no relevant reason provided (eg. hospital admission)	Per hour	GST Free	⁸³ Partial Cost Pricing	Non-Statutory	7	7	0	4%
Full Cost. Please note: new charge 23/24- the full cost of the scheduled visit will be charged in the event of late cancellation/nonattendance if no relevant reason provided (eg. hospital admission)	Per hour	GST Free	Full cost pricing	Non-Statutory	87	90	3	3%
SINGLE - over \$39,089 pa but under \$86,208 pa (adult & children). Please note: new charge 23/24- the full cost of the scheduled visit will be charged in the event of late cancellation/nonattendance if no relevant reason provided (eg. hospital admission)	Per hour	GST Free	Partial Cost Pricing	Non-Statutory	7	7	0	4%
SINGLE - over \$86,208 pa (adult & children). Please note: new charge 23/24- the full cost of the scheduled visit will be charged in the event of late cancellation/nonattendance if no relevant reason provided (eg. hospital admission)	Per hour	GST Free	Partial Cost Pricing	Non-Statutory	46	48	2	3%
SINGLE- under \$39,089 pa (adult & children). Please note: new charge 23/24- the full cost of the scheduled visit will be charged in the event of late cancellation/nonattendance if no relevant reason provided (eg. hospital admission)	Per hour	GST Free	Partial Cost Pricing	Non-Statutory	4	4	0	3%
Flexible Respite- mileage fee								
Flexible Respite- mileage fee	Per km	GST Free	Partial Cost Pricing	Non-Statutory		1	1	100%

User Fee or Charge	Units of Measure	GST Status	Pricing Method	Fee Type	2022/23 Fee incl GST \$	2023/24 Fee incl GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Freeza					-	-	-	
FREEZA								
Standard Event- ticket sales	Per ticket	GST	Partial Cost Pricing	Non-Statutory	6	6	-	0%
GE Robinson Community Room							-	
Facility Hire								
Bond	Per booking	GST Free	Incentive pricing	Non-Statutory	-		-	0%
Cleaning	Per hour	GST	Market pricing	Non-Statutory	56	59	3	5%
Darebin & non profit Organisations (Per Hour)	Per hour	GST	Partial Cost Pricing	Non-Statutory	18	19	1	3%
Non Darebin & profit organisations (per hour)	Per hour	GST	Market pricing	Non-Statutory	31	32	1	3%
Home Maintenance							-	
Home Maintenance								
Full Cost - per hour. Please note: new charge 23/24- the full cost of the scheduled visit will be charged in the event of late cancellation/nonattendance if no relevant reason provided (eg. hospital admission)	Per hour	GST Free	Partial Cost Pricing	Non-Statutory	110	114	4	3%
High Level Fees COUPLE - over \$115,245 pa-. Please note: new charge 23/24- the full cost of the scheduled visit will be charged in the event of late cancellation/nonattendance if no relevant reason provided (eg. hospital admission)	Per hour	GST Free	Partial Cost Pricing	Non-Statutory	61	63	2	3%
High Level Fees FAMILY with 1 child - over \$118,546 pa (plus an additional \$6,206 for each additional child). Please note: new charge 23/24- the full cost of the scheduled visit will be charged in the event of late cancellation/nonattendance if no relevant reason provided (eg. hospital admission)	Per hour	GST Free	Partial Cost Pricing	Non-Statutory	61	63	2	3%
High Level Fees SINGLE - over \$86,208 pa. Please note: new charge 23/24- the full cost of the scheduled visit will be charged in the event of late cancellation/nonattendance if no relevant reason provided (eg. hospital admission)	Per hour	GST Free	Partial Cost Pricing	Non-Statutory	59	61	2	3%
Low Level Fees COUPLE - under \$59,802 pa. Please note: new charge 23/24- the full cost of the scheduled visit will be charged in the event of late cancellation/nonattendance if no relevant reason provided (eg. hospital admission)	Per hour	GST Free	Partial Cost Pricing	Non-Statutory	15	16	1	3%
Low Level Fees FAMILY - under \$66,009pa. Please note: new charge 23/24- the full cost of the scheduled visit will be charged in the event of late cancellation/nonattendance if no relevant reason provided (eg. hospital admission)	Per hour	GST Free	Partial Cost Pricing	Non-Statutory	15	16	1	3%
Low Level Fees SINGLE - under \$39,089pa - Concession. Please note: new charge 23/24- the full cost of the scheduled visit will be charged in the event of late cancellation/nonattendance if no relevant reason provided (eg. hospital admission)	Per hour	GST Free	Partial Cost Pricing	Non-Statutory	14	15	1	4%
Medium Level Fees COUPLE - over \$59,802 pa but under \$115,245 pa. Please note: new charge 23/24- the full cost of the scheduled visit will be charged in the event of late cancellation/nonattendance if no relevant reason provided (eg. hospital admission)	Per hour	GST Free	Partial Cost Pricing	Non-Statutory	23	24	1	4%
Medium Level Fees FAMILY with 1 child - over \$66,009 pa but under \$118,546 pa (plus an extra \$6,206 for each additional child). Please note: new charge 23/24- the full cost of the scheduled visit will be charged in the event of late cancellation/nonattendance if no relevant reason provided (eg. hospital admission)	Per hour	GST Free	Partial Cost Pricing	Non-Statutory	23	24	1	4%
Medium Level Fees SINGLE - over \$39,089 pa but under \$86,208 pa. Please note: new charge 23/24- the full cost of the scheduled visit will be charged in the event of late cancellation/nonattendance if no relevant reason provided (eg. hospital admission)	Per hour	GST Free	Partial Cost Pricing	Non-Statutory	22	23	1	5%
Immunisation							-	
Vaccine Sales								
VACCINES- Bexsero	Per person	GST Free	Partial Cost Pricing	Non-Statutory	130	140	10	8%

User Fee or Charge	Units of Measure	GST Status	Pricing Method	Fee Type	2022/23 Fee incl GST \$	2023/24 Fee incl GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
VACCINES- Boostrix	Per person	GST Free	Partial Cost Pricing	Non-Statutory	40	42	2	5%
VACCINES- GARDISAL 9	Per person	GST Free	Partial Cost Pricing	Non-Statutory	190	205	15	8%
VACCINES- Hep A (per dose) Adult Havrix 1440	Per person	GST Free	Partial Cost Pricing	Non-Statutory	83	83	1	1%
VACCINES- Hep A (per dose) Paediatric Havrix 720	Per person	GST Free	Partial Cost Pricing	Non-Statutory	50	50	-	0%
VACCINES- Hep B Adult	Per person	GST Free	Partial Cost Pricing	Non-Statutory	32	32	-	0%
VACCINES- Infanrix Hexa	Per person	GST Free	Partial Cost Pricing	Non-Statutory		100	100	100%
VACCINES- Infanrix IPV	Per person	GST Free	Partial Cost Pricing	Non-Statutory		50	50	100%
VACCINES- Influenza	Per person	GST Free	Full cost pricing	Non-Statutory	20	22	2	10%
VACCINES- Influenza- Commercial Program (1-20 people) Flat Fee	Per program	GST Free	Full cost pricing	Non-Statutory	450	480	30	7%
VACCINES- Influenza- Commercial Program (21 + people) per person	Per person	GST Free	Full cost pricing	Non-Statutory	22	24	2	9%
VACCINES- IPOL	Per person	GST Free	Partial Cost Pricing	Non-Statutory		45	45	100%
VACCINES- Nimenrix	Per person	GST Free	Partial Cost Pricing	Non-Statutory	70	72	2	3%
VACCINES- Prevenar 13V	Per person	GST Free	Partial Cost Pricing	Non-Statutory		120	120	100%
VACCINES- Priorix Tetra	Per person	GST Free	Partial Cost Pricing	Non-Statutory		90	90	100%
VACCINES- Shingrix (Shingles)	Per person	GST Free	Partial Cost Pricing	Non-Statutory		280	280	100%
VACCINES- Twinrix (Hepatitis A & B) Adult	Per person	GST Free	Partial Cost Pricing	Non-Statutory	85	85	-	0%
VACCINES- Varilrix	Per person	GST Free	Partial Cost Pricing	Non-Statutory	72	72	-	0%
Intercultural Centre							-	
Access Card (Refundable)								
Commercial- per session	Per session	GST	Full cost pricing	Non-Statutory	20	20	-	0%
Community - per session	Per session	GST	⁸⁵ Full cost pricing	Non-Statutory	20	20	-	0%
Amber Room- Office and Hot desk								
Blue-ray player (Pearl room only)								
Community Kitchen- (To serve food only- no cooking)								
Data Projector and screen								
Djerring ganbu - high st event space B								
Commercial - per hour	Per hour	GST	Full cost pricing	Non-Statutory	32	33	1	3%
Community - per hour	Per hour	GST	Partial Cost Pricing	Non-Statutory	24	25	1	2%
Flip Chart								
Commercial- per session	Per session	GST	Full cost pricing	Non-Statutory	25	25	1	2%
Community - per session	Per session	GST	Full cost pricing	Non-Statutory	19	20	1	5%

User Fee or Charge	Units of Measure	GST Status	Pricing Method	Fee Type	2022/23 Fee incl GST \$	2023/24 Fee incl GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Ganbu guljin ganbu wilam - lounge space								
Commercial - per hour	Per hour	GST	Full cost pricing	Non-Statutory	34	35	1	3%
Community - per hour	Per hour	GST	Partial Cost Pricing	Non-Statutory	26	27	1	2%
Jade Room- Function Room								
Laptop								
Commercial- per session	Per session	GST	Full cost pricing	Non-Statutory	25	25	1	2%
Community - per session	Per session	GST	Full cost pricing	Non-Statutory	19	20	1	5%
Lecturn with PA and fixed microphone								
Commercial- per session	Per session	GST	Full cost pricing	Non-Statutory	25	25	1	2%
Community - per session	Per session	GST	Full cost pricing	Non-Statutory	19	20	1	5%
Opal Room- Small Meeting Room								
Other								
Facility Cleaning Fee - minimum	Per session	GST	Partial Cost Pricing	Non-Statutory	60	62	2	3%
Pearl Room- Function Room								
Staffing								
Commercial- per session	Per session	GST	Full cost pricing	Non-Statutory	55	56	1	2%
Community - per session	Per session	GST	Partial Cost Pricing	Non-Statutory	42	43	1	2%
Wilam-nganjin - gower st event space A								
Commercial - per hour	Per hour	GST	Full cost pricing	Non-Statutory	30	31	1	3%
Community - per hour	Per hour	GST	Partial Cost Pricing	Non-Statutory	22	23	1	2%
Keon Park Childrens Hub							-	
Facility Hire								
Commercial Kitchen Hire	Per hour	GST	Full cost pricing	Non-Statutory	126	130	4	3%
Meeting Room Darebin & non profit organisations (per hour)	Per hour	GST	Full cost pricing	Non-Statutory	18	19	1	3%
Meeting Room Internal Users	Per hour	GST	Full cost pricing	Non-Statutory	17	17	1	3%
Meeting Room Non Darebin & Profit organisations (per hour)	Per hour	GST	Full cost pricing	Non-Statutory	30	31	1	3%
Multi-use Room 1 & 2 combined Darebin & non profit organisations (per hour)	Per hour	GST	Full cost pricing	Non-Statutory	36	37	1	3%
Multi-use Room 1 & 2 combined Non Darebin & Profit organisations (per hour)	Per hour	GST	Full cost pricing	Non-Statutory	60	62	2	3%
Multi-use Room 1 (half room) Darebin & non profit organisations (per hour)	Per hour	GST	Full cost pricing	Non-Statutory	18	19	1	3%
Multi-use Room 1 (half room) Non Darebin & Profit organisations (per hour)	Per hour	GST	Full cost pricing	Non-Statutory	30	31	1	3%
Multi-use Room 2 (half room) Darebin & non profit organisations (per hour)	Per hour	GST	Full cost pricing	Non-Statutory	18	19	1	3%
Multi-use Room 2 (half room) Non Darebin & Profit organisations (per hour)	Per hour	GST	Full cost pricing	Non-Statutory	30	31	1	3%

User Fee or Charge	Units of Measure	GST Status	Pricing Method	Fee Type	2022/23 Fee incl GST \$	2023/24 Fee incl GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Other								
After hours casual staff costs (per hour)	Per hour	GST	Full cost pricing	Non-Statutory	52	56	4	8%
Bond for swipe card issue	Per hour	DIVISION 81	Full cost pricing	Non-Statutory	100	100	-	0%
Meeting Room Cleaning	Per hour	GST	Full cost pricing	Non-Statutory	56	59	3	5%
Kinder & Childcare Registration							-	
Application								
1 February 2023 to 30 June 2023 Centralised Child Care Application Fee	Per application	GST Free	Partial Cost Pricing	Non-Statutory	29	30	1	3%
1 February 2023 to 30 June 2023 Centralised Kindergarten Application Fee	Per application	GST Free	Partial Cost Pricing	Non-Statutory	29	30	1	3%
1 February 2023 to 30 June 2023 Centralised Pre- Kindergarten Application Fee	Per application	GST Free	Partial Cost Pricing	Non-Statutory	29	30	1	3%
1st July 2022 - 31st January 2023 Centralised Child Care Application Fee	Per application	GST Free	Partial Cost Pricing	Non-Statutory	28	30	2	7%
1st July 2022 - 31st January 2023 Centralised Kindergarten Application Fee	Per application	GST Free	Partial Cost Pricing	Non-Statutory	28	30	2	7%
1st July 2022 - 31st January 2023 Centralised Pre- Kindergarten Application Fee	Per application	GST Free	Partial Cost Pricing	Non-Statutory	28	30	2	7%
Library-Management & Operations							-	
Digital images								
Custom scanning digital image	Per image	GST	Full cost pricing	Non-Statutory	30	31	1	3%
Per digital image - private use or research	Per image	GST	Full cost pricing	Non-Statutory	10	11	1	5%
Per digital image - publication or commercial use	Per image	GST	Full cost pricing	Non-Statutory	25	26	1	4%
Inter library loans								
Inter library loans from non-Victorian public libraries or academic libraries	Per loan	GST	Full cost pricing	Non-Statutory	30	30	-	0%
Library fines								
Damaged and lost books fine	Per book	GST	Full cost pricing	Non-Statutory		28	28	100%
Debt recovery fee	Per book	GST	Full cost pricing	Non-Statutory	15	16	1	7%
Replacement membership cards	Per card	GST Free	Full cost pricing	Non-Statutory	3	3	-	0%
Meeting room hire								
< 3 hour - weekday (per hour, pro rata) - commercial organisations	Per hour	GST	Market pricing	Non-Statutory	45	47	2	4%
< 3 hour - weekday (per hour, pro rata) - non profit organisations	Per hour	GST	Partial Cost Pricing	Non-Statutory	22	22	1	3%
< 3 hour - weekend (per hour, pro rata) - commercial organisations	Per hour	GST	Market pricing	Non-Statutory	71	73	3	4%
< 3 hour - weekend (per hour, pro rata) - non profit organisations	Per hour	GST	Partial Cost Pricing	Non-Statutory	34	35	1	4%
3 hour (weekday) - commercial organisations	Per hour	GST	Market pricing	Non-Statutory	99	102	4	4%
3 hour (weekday) - non profit organisations	Per hour	GST	Partial Cost Pricing	Non-Statutory	49	51	2	4%
3 hour (weekend) - commercial organisations	Per hour	GST	Market pricing	Non-Statutory	150	155	5	4%

User Fee or Charge	Units of Measure	GST Status	Pricing Method	Fee Type	2022/23 Fee incl GST \$	2023/24 Fee incl GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
3 hour (weekend) - non profit organisations	Per hour	GST	Partial Cost Pricing	Non-Statutory	85	88	3	4%
6 hour (weekday) - commercial organisations	Per hour	GST	Market pricing	Non-Statutory	162	167	6	4%
6 hour (weekday) - non profit organisations	Per hour	GST	Partial Cost Pricing	Non-Statutory	98	101	4	4%
7 hour (weekend) - commercial organisations	Per hour	GST	Market pricing	Non-Statutory	182	188	7	4%
7 hour (weekend) - non profit organisations	Per hour	GST	Partial Cost Pricing	Non-Statutory	143	148	5	3%
weekday (per hour, pro rata) Northcote Library Frontroom - commercial organisation	Per hour	GST	Market pricing	Non-Statutory	34	35	1	4%
weekday (per hour, pro rata) Northcote Library Frontroom - non profit organisation	Per hour	GST	Partial Cost Pricing	Non-Statutory	17	17	1	3%
weekend (per hour, pro rata) Northcote Library Frontroom - commercial organisation	Per hour	GST	Market pricing	Non-Statutory	53	55	2	4%
weekend (per hour, pro rata) Northcote Library Frontroom - non profit organisation	Per hour	GST	Partial Cost Pricing	Non-Statutory	26	27	1	4%
Merchandise								
Individual book packs (per book)	Per item	GST	Full cost pricing	Non-Statutory	3	3	0	4%
Library bags	Per item	GST	Full cost pricing	Non-Statutory	3	3	1	20%
Reusable coffee cup	Per item	GST	Full cost pricing	Non-Statutory	6	6	1	9%
Printing & Copying								
Colour (A3)	Per request	GST	Full cost pricing	Non-Statutory	3	3	-	0%
Colour (A4)	Per request	GST	Full cost pricing	Non-Statutory	2	2	-	0%
Storage lockers								
Double locker - commercial organisations	Per locker	GST	Market pricing	Non-Statutory	133	138	6	4%
Double locker - non profit organisations	Per locker	GST	Partial Cost Pricing	Non-Statutory	102	106	4	3%
Single locker - commercial organisations	Per locker	GST	Market pricing	Non-Statutory	78	81	3	4%
Single locker - non profit organisations	Per locker	GST	Partial Cost Pricing	Non-Statutory	51	53	2	4%
Meals Services							-	
Delivered Meals								
Delivered Meals Fee (Concession). Please note: new charge 23/24- the full cost of the service will be charged in the event of late cancellation/nonattendance if no relevant reason provided (eg. hospital admission)	Per meal	GST Free	Partial Cost Pricing	Non-Statutory	10	10	-	0%
Full Cost Delivered Meal - per meal. Please note: new charge 23/24- the full cost of the service will be charged in the event of late cancellation/nonattendance if no relevant reason provided (eg. hospital admission)	Per meal	GST Free	Partial Cost Pricing	Non-Statutory	28	28	-	0%
MSS Business Management Model Plan							-	
Off Peak (8.30am - 5.00pm)								
Badminton Court	Per hour	GST	Partial Cost Pricing	Non-Statutory	24	25	0	0%
Full Court (i.e. Basketball, netball, futsal, roller derby etc)	Per hour	GST	Partial Cost Pricing	Non-Statutory	46	48	2	3%

User Fee or Charge	Units of Measure	GST Status	Pricing Method	Fee Type	2022/23 Fee incl GST \$	2023/24 Fee incl GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Indoor Courts Schools	Per hour	GST	Partial Cost Pricing	Non-Statutory	28	25	-3	-10%
Multi- purpose Function Room	Per hour	GST	Partial Cost Pricing	Non-Statutory	41	41	0	1%
Outdoor Court	Per hour	GST	Partial Cost Pricing	Non-Statutory	38	37	-1	-3%
Outdoor Courts Schools	Per hour	GST	Partial Cost Pricing	Non-Statutory	28	25	-3	-10%
Upstairs Meeting Room	Per hour	GST	Partial Cost Pricing	Non-Statutory	17	18	1	4%
Volleyball Court	Per hour	GST	Partial Cost Pricing	Non-Statutory	46	47	1	2%
Peak (after 5.00pm)								
Badminton Court	Per hour	GST	Partial Cost Pricing	Non-Statutory	29	30	1	5%
Full Court (i.e. Basketball, netball, futsal, roller derby etc)	Per hour	GST	Partial Cost Pricing	Non-Statutory	60	62	2	4%
Indoor Courts Schools	Per hour	GST	Partial Cost Pricing	Non-Statutory	28	29	1	3%
Outdoor Court (i.e. netball, tennis etc)	Per hour	GST	Partial Cost Pricing	Non-Statutory	41	42	1	4%
Outdoor Courts Schools	Per hour	GST	Partial Cost Pricing	Non-Statutory	28	29	1	3%
Volleyball Court	Per hour	GST	Partial Cost Pricing	Non-Statutory	60	62	2	3%
Programs								
School Holiday Program	Per person	GST	Market pricing	Non-Statutory		63	63	100%
Programs								
Casual basketball shoot	Per visit	GST	Market pricing	Non-Statutory		5	5	100%
Room Hire								
Multi- purpose Function Room	Per hour	GST	Partial Cost Pricing	Non-Statutory	41	41	0	1%
Room Hire								
Storage Fee	Per month / per room	GST	Market pricing	Non-Statutory		5	5	100%
Upstairs Meeting Room	Per hour	GST	⁸⁹ Partial Cost Pricing	Non-Statutory	17	22	5	30%
Northcote Aquatic & Rec. Centre							-	
Aquatic - Casual								
Adult Swim Entry 16+ years	Per visit	GST	Market pricing	Non-Statutory		8	8	100%
Adult Swim Entry 16+ years Concession	Per visit	GST	Market pricing	Non-Statutory		6	6	100%
Aqua Aerobics per class	Per class	GST	Partial Cost Pricing	Non-Statutory		18	18	100%
Aqua Aerobics per class Concession	Per class	GST	Partial Cost Pricing	Non-Statutory		15	15	100%
Child Swim (5 - 15 years)	Per visit	GST	Market pricing	Non-Statutory		6	6	100%
Family (4 pax)	Per visit	GST	Market pricing	Non-Statutory		22	22	100%

User Fee or Charge	Units of Measure	GST Status	Pricing Method	Fee Type	2022/23 Fee incl GST \$	2023/24 Fee incl GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Family (4 pax) Concession	Per visit	GST	Market pricing	Non-Statutory		18	18	100%
Spa, Sauna & Steam - upgrade after entry	Per visit	GST	Partial Cost Pricing	Non-Statutory		6	6	100%
Spa, Sauna & Steam - upgrade after entry Concession	Per visit	GST	Partial Cost Pricing	Non-Statutory		5	5	100%
Swim, Spa, Sauna & Steam	Per visit	GST	Market pricing	Non-Statutory		13	13	100%
Swim, Spa, Sauna & Steam Concession	Per visit	GST	Partial Cost Pricing	Non-Statutory		11	11	100%
Aquatic - Pass Cards								
Adult Swim (20 visits)	Per pass card	GST	Partial Cost Pricing	Non-Statutory		137	137	100%
Adult Swim (20 visits) Concession	Per pass card	GST	Market pricing	Non-Statutory		110	110	100%
Child Swim (20 visits)	Per pass card	GST	Partial Cost Pricing	Non-Statutory		110	110	100%
Family Swim (20 visits)	Per pass card	GST	Market pricing	Non-Statutory		401	401	100%
Family Swim (20 visits) Concession	Per pass card	GST	Partial Cost Pricing	Non-Statutory		320	320	100%
Swim, Spa, Sauna & Steam (20 visits)	Per pass card	GST	Partial Cost Pricing	Non-Statutory		238	238	100%
Swim, Spa, Sauna & Steam (20 visits) Concession	Per pass card	GST	Partial Cost Pricing	Non-Statutory		191	191	100%
Aquatic Hire								
25m Lane hire (indoor) per hour	Per hour	GST	Partial Cost Pricing	Non-Statutory		56	56	100%
25m Whole pool hire (8 lanes indoor) per hour	Per hour	GST	Market pricing	Non-Statutory		358	358	100%
50m Lane hire (outdoor) per hour	Per hour	GST	Market pricing	Non-Statutory		71	71	100%
50m Whole pool (outdoor) per hour - Concession	Per hour	GST	Market pricing	Non-Statutory		568	568	100%
LTS whole pool hire per hour	Per hour	GST	Partial Cost Pricing	Non-Statutory		203	203	100%
Warm water pool per hour	Per hour	GST	Market pricing	Non-Statutory		152	152	100%
Birthday Parties								
Birthday Party per child fee	Per Child	GST	Partial Cost Pricing	Non-Statutory		18	18	100%
Carnivals								
25m Whole pool hire (8 lanes indoor) per hour	Per hour	GST	Market pricing	Non-Statutory		224	224	100%
50m Whole pool (outdoor) per hour	Per hour	GST	Market pricing	Non-Statutory		355	355	100%
Creche								
Member Family (2+ children) per session	Per session	GST	Market pricing	Non-Statutory		12	12	100%
Member per child, per session	Per session	GST	Market pricing	Non-Statutory		8	8	100%
Non-member Family (2+ children) per session	Per session	GST	Market pricing	Non-Statutory		18	18	100%
Non-member per child, per session	Per session	GST	Market pricing	Non-Statutory		12	12	100%

User Fee or Charge	Units of Measure	GST Status	Pricing Method	Fee Type	2022/23 Fee incl GST \$	2023/24 Fee incl GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Creche - Pass cards								
Family Child Care - member (20 visit)	Per pass card	GST	Market pricing	Non-Statutory		220	220	100%
Family Child Care - non member (20 visit)	Per pass card	GST	Market pricing	Non-Statutory		328	328	100%
Single Child Care - member (20 visit)	Per pass card	GST	Market pricing	Non-Statutory		148	148	100%
Single Child Care - non member (20 visit)	Per pass card	GST	Market pricing	Non-Statutory		220	220	100%
General								
Group Fitness - Cancellation Fee	Per class	GST	Market pricing	Non-Statutory		15	15	100%
General Access								
Non Participant Entry	Per visit	GST	Market pricing	Non-Statutory		3	3	100%
Group Fitness - casual								
Group Fitness (per class) Concession	Per class	GST	Partial Cost Pricing	Non-Statutory		15	15	100%
Group Fitness (per class) Excludes Reformer Pilates	Per class	GST	Partial Cost Pricing	Non-Statutory		18	18	100%
Group Fitness - Pass Cards								
Group Fitness (20 visits)	Per pass card	GST	Partial Cost Pricing	Non-Statutory		328	328	100%
Group Fitness (20 visits) Concession	Per pass card	GST	Partial Cost Pricing	Non-Statutory		263	263	100%
Gymnasium - casual								
Casual Gym (per session)	Per session	GST	Market pricing	Non-Statutory		23	23	100%
Casual Gym (per session) Concession	Per session	GST	Partial Cost Pricing	Non-Statutory		18	18	100%
Memberships								
1 Zone - Adult fortnightly debit (Either one of Aquatic, GF classes or Gym) fortnight debit	Per membership	GST	Market pricing	Non-Statutory		40	40	100%
1 Zone Concession - fortnightly debit	Per membership	GST	Partial Cost Pricing	Non-Statutory		32	32	100%
2 Zones - Adult - fortnightly debit	Per membership	GST	Market pricing	Non-Statutory		50	50	100%
2 Zones Concession - fortnightly debit	Per membership	GST	91 Partial Cost Pricing	Non-Statutory		40	40	100%
3 Zones - Adult - fortnightly debit	Per membership	GST	Market pricing	Non-Statutory		55	55	100%
3 Zones Concession - fortnightly debit	Per membership	GST	Partial Cost Pricing	Non-Statutory		44	44	100%
4 Zones - Adult - fortnightly debit (ALL Aquatic +GF classes + Gym + Specialty)	Per membership	GST	Partial Cost Pricing	Non-Statutory		65	65	100%
4 Zones Concession - fortnightly debit (ALL Aquatic + GF classes + Gym + Specialty)	Per membership	GST	Market pricing	Non-Statutory		52	52	100%
Joining Fee	Per membership	GST	Partial Cost Pricing	Non-Statutory		55	55	100%
Room Hire								
Casual Consultation Room / Office Hire per hour	Per hour	GST	Market pricing	Non-Statutory		35	35	100%
Multi Purpose Room per hour	Per hour	GST	Market pricing	Non-Statutory		45	45	100%

User Fee or Charge	Units of Measure	GST Status	Pricing Method	Fee Type	2022/23 Fee incl GST \$	2023/24 Fee incl GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Program Room 1 (Wellness Room) per hour	Per hour	GST	Market pricing	Non-Statutory		45	45	100%
Program Room 2 (Pilates) equipment use per hour	Per hour	GST	Market pricing	Non-Statutory		90	90	100%
Program Room 3 (Creche) per hour	Per hour	GST	Market pricing	Non-Statutory		45	45	100%
Program Room 4 (Group Fitness Studio) per hour	Per hour	GST	Market pricing	Non-Statutory		140	140	100%
Program Room 5 (Indoor Cycle) per hour	Per hour	GST	Market pricing	Non-Statutory		90	90	100%
Swim Club								
Swim Club - Junior Bronze (2 lessons per week) fortnightly fee	Per membership	GST	Partial Cost Pricing	Non-Statutory		57	57	100%
Swim Club - Junior Gold (4 lessons per week) fortnightly fee	Per membership	GST	Partial Cost Pricing	Non-Statutory		73	73	100%
Swim Club - Junior Silver (3 lessons per week) fortnightly fee	Per membership	GST	Market pricing	Non-Statutory		66	66	100%
Swim Club - Single fee session	Per membership	GST	Partial Cost Pricing	Non-Statutory		17	17	100%
Swim Club - Youth - fortnightly fee	Per membership	GST	Market pricing	Non-Statutory		61	61	100%
Swimming Lessons								
Swim Lessons - Adult - Fortnightly debit (one lesson per week)	Per membership	GST Free	Partial Cost Pricing	Non-Statutory		47	47	100%
Swim Lessons - Fortnightly debit (one lesson per week - Concession)	Per membership	GST Free	Partial Cost Pricing	Non-Statutory		34	34	100%
Swim Lessons - Fortnightly debit (one lesson per week)	Per membership	GST Free	Partial Cost Pricing	Non-Statutory		42	42	100%
Swimming Lessons - Schools							-	100%
School Swimming Lessons - Variable based on ratio (per lesson)	Per lesson	GST Free	Partial Cost Pricing	Non-Statutory		13	13	100%
Northcote Golf Course							-	
Green Fees								
Adult 9 Holes	Per fee	GST	Market pricing	Non-Statutory	22	23	1	3%
Adults 18 Holes	Per fee	GST	Market pricing	Non-Statutory	30	31	1	3%
Afternoon Golf Special	Per fee	GST	⁹² No Charge	Non-Statutory	15	15	-	0%
Concession 18 Holes	Per fee	GST	Partial Cost Pricing	Non-Statutory	25	26	1	5%
Concession 9 Holes	Per fee	GST	Partial Cost Pricing	Non-Statutory	18	19	1	7%
Footgolf Adult	Per round	GST	(blank)	(blank)		16	16	100%
Footgolf Junior / concession	Per round	GST	(blank)	(blank)		13	13	100%
Junior 18 Holes (Weekdays Weekend & Public Holidays after midday)	Per fee	GST	Partial Cost Pricing	Non-Statutory	15	16	1	3%
Junior 9 Holes (Weekdays Weekend & Public Holidays after midday)	Per fee	GST	Partial Cost Pricing	Non-Statutory	13	13	0	3%
Joining Fee								
Adult	Per visit	GST	Full cost pricing	Non-Statutory	104	55	- 49	-47%

User Fee or Charge	Units of Measure	GST Status	Pricing Method	Fee Type	2022/23 Fee incl GST \$	2023/24 Fee incl GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Junior	Per fee	GST	Full cost pricing	Non-Statutory	52	53	1	2%
Membership Fees								
Adult 5 weekday direct debit (fortnight)	Per membership	GST	Market pricing	Non-Statutory	29	29	1	4%
Adult 5 weekday upfront	Per membership	GST	Market pricing	Non-Statutory	672	696	24	3%
Adult 7 day direct debit (fortnight)	Per membership	GST	Market pricing	Non-Statutory	33	34	1	3%
Adult 7 day Upfront	Per membership	GST	Market pricing	Non-Statutory	773	800	27	3%
Concession/ Pensioner 5 day direct debit (fortnight)	Per membership	GST	Market pricing	Non-Statutory	22	23	1	3%
Concession/Pensioner 5 day upfront	Per membership	GST	Market pricing	Non-Statutory	519	537	18	3%
Concession/Pensioner 7 day direct debit (fortnight)	Per membership	GST	Market pricing	Non-Statutory	26	27	1	3%
Concession/Pensioner 7 day upfront	Per membership	GST	Market pricing	Non-Statutory	611	632	22	4%
Junior 7 day direct debit (fortnight)	Per membership	GST	Market pricing	Non-Statutory	14	14	0	3%
Junior 7 day upfront	Per membership	GST	Market pricing	Non-Statutory	316	326	11	3%
Northcote T/Hall Presenter Services							-	
Administration charges								
Admin charge per hour per booking	Per hour	GST	Partial Cost Pricing	Non-Statutory	15	16	1	7%
Audio Equipment Hire								
Audio Package A (daily)	Per day	GST	Market pricing	Non-Statutory		500	500	100%
Audio Package B (daily)	Per week	GST	Market pricing	Non-Statutory		750	750	100%
Audio Package C (daily)	Per day	GST	Market pricing	Non-Statutory		1,000	1,000	100%
Audio Equipment Individual Items- Standard Rate								
Grand Piano - additional day	Per session	GST	Market pricing	Non-Statutory		150	150	100%
Grand Piano + tune (Daily Rate)	Per day	GST	⁹³ Market pricing	Non-Statutory		500	500	100%
Grand Piano additional tune	Per session	GST	Market pricing	Non-Statutory		350	350	100%
Audio Packages- Standard Rate (weekly rate based on 4 days hire)								
AV/ Projector Packages- Standard Rate								
Main Hall Barco & screen (daily rate)	Per day	GST	Market pricing	Non-Statutory		450	450	100%
Main Hall Barco & screen (weekly rate)	Per week	GST	Market pricing	Non-Statutory		1,350	1,350	100%
Portable Projector & Screen (Daily rate)	Per day	GST	Market pricing	Non-Statutory		105	105	100%
Portable Projector & Screen (Weekly rate)	Per week	GST	Market pricing	Non-Statutory		315	315	100%
Studio 1 projector & screen package (daily rate)	Per day	GST	Market pricing	Non-Statutory		105	105	100%

User Fee or Charge	Units of Measure	GST Status	Pricing Method	Fee Type	2022/23 Fee incl GST \$	2023/24 Fee incl GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Studio 1 projector & screen package (weekly rate)	Per week	GST	Market pricing	Non-Statutory		315	315	100%
Studio 2 projector & screen package (daily rate)	Per day	GST	Market pricing	Non-Statutory		85	85	100%
Studio 2 projector & screen package (weekly rate)	Per week	GST	Market pricing	Non-Statutory		255	255	100%
Not for Profit/Artist - per hour	Per hour	GST	Market pricing	Non-Statutory	62	43	-19	-31%
Standard - per hour	Per hour	GST	Market pricing	Non-Statutory	83	86	3	4%
Not for Profit/Artists Rate - per hour	Per hour	GST	Partial Cost Pricing	Non-Statutory	370	255	115	-31%
Standard rate - per hour	Per hour	GST	Market pricing	Non-Statutory	490	510	20	4%
East Wing - (Rooftop & 2A/B)								
Not for Profit/Artists Rate - per hour	Per hour	GST	Partial Cost Pricing	Non-Statutory	120	83	38	-31%
Standard rate - per hour	Per hour	GST	Market pricing	Non-Statutory	159	165	6	4%
Extra Equipment Individual Items- Standard Rate								
Large Rooms (FFR2A&B, Roof Top)								
Lights on/Development - per hour	Per hour	GST	Market pricing	Non-Statutory	28	22	6	-21%
Not for Profit/Artist - per hour	Per hour	GST	Market pricing	Non-Statutory	62	44	18	-29%
Standard - per hour	Per hour	GST	Market pricing	Non-Statutory	83	88	5	6%
Lighting Equipment Hire								
Lighting Package A (daily)	Per day	GST	Market pricing	Non-Statutory		500	500	100%
Lighting Package B (daily)	Per week	GST	Market pricing	Non-Statutory		750	750	100%
Lighting Package C (daily)	Per day	GST	Market pricing	Non-Statutory		1,000	1,000	100%
Lighting Equipment Individual Items- Standard Rate								
Lighting Packages- Standard Rate								
Main Hall								
Lights on/Development - per hour	Per hour	GST	⁹⁴ Market pricing	Non-Statutory	60	46	14	-23%
Not for profit - daily rate (8 hours +)	Per day	GST	Market pricing	Non-Statutory	924	760	164	-18%
Not for profit - Weekly rate (4 days)	Per week	GST	Market pricing	Non-Statutory	4,224	3,040	1,184	-28%
Not for Profit/Artist - per hour	Per hour	GST	Market pricing	Non-Statutory	132	93	40	-30%
Standard - daily rate (8 hours +)	Per day	GST	Market pricing	Non-Statutory	1,232	1,520	288	23%
Standard - per hour	Per hour	GST	Market pricing	Non-Statutory	176	185	9	5%
Standard - Weekly rate (4 days)	Per week	GST	Market pricing	Non-Statutory	5,632	6,080	448	8%
Medium Rooms (GFR2, FFR1, FFR2A, FFR2B)								
Lights on/Development - per hour	Per hour	GST	Market pricing	Non-Statutory	17	18	1	3%

User Fee or Charge	Units of Measure	GST Status	Pricing Method	Fee Type	2022/23 Fee incl GST \$	2023/24 Fee incl GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Not for Profit/Artist - per hour	Per hour	GST	Market pricing	Non-Statutory	38	33	-5	-13%
Standard - per hour	Per hour	GST	Market pricing	Non-Statutory	53	66	13	25%
Other Fees- staffing costs								
Bar staff	Per hour	GST	Market pricing	Non-Statutory	65	56	-9	-14%
Front-of- house, function or technical staff- per hour/ 3 hour minimum (Band 3)	Per hour	GST	Market pricing	Non-Statutory	56	56	-	0%
Front-of- house, functions or technical supervisor per hour /3 hour minimum (Band 4)	Per hour	GST	Market pricing	Non-Statutory	65	65	-	0%
Small Rooms (GFR1 & FFR3)								
Lights on/Development - per hour	Per hour	GST	Market pricing	Non-Statutory	14	11	-3	-21%
Not for Profit/Artist - per hour	Per hour	GST	Market pricing	Non-Statutory	31	22	-9	-29%
Standard - per hour	Per hour	GST	Market pricing	Non-Statutory	42	44	2	5%
Studio 1								
Lights on/Development - per hour	Per hour	GST	Market pricing	Non-Statutory	42	33	-10	-23%
Not for profit - daily rate (8 hours +)	Per day	GST	Market pricing	Non-Statutory	652	520	-132	-20%
Not for profit - Weekly rate (4 days)	Per week	GST	Market pricing	Non-Statutory	2,982	2,080	-902	-30%
Not for Profit/Artist - per hour	Per hour	GST	Market pricing	Non-Statutory	93	65	-28	-30%
Standard - daily rate (8 hours +)	Per day	GST	Market pricing	Non-Statutory	870	1,040	170	20%
Standard - per hour	Per hour	GST	Market pricing	Non-Statutory	124	130	6	5%
Standard - Weekly rate (4 days)	Per week	GST	Market pricing	Non-Statutory	3,976	4,160	184	5%
Studio 2								
Lights on/Development - per hour	Per hour	GST	Market pricing	Non-Statutory	24	20	-4	-17%
Not for profit - daily rate (8 hours +)	Per day	GST	Market pricing	Non-Statutory	370	320	-50	-14%
Not for profit - Weekly rate (4 days)	Per week	GST	Market pricing	Non-Statutory	1,690 ⁹⁵	1,280	-410	-24%
Not for Profit/Artist - per hour	Per hour	GST	Market pricing	Non-Statutory	53	40	-13	-25%
Standard - daily rate (8 hours +)	Per day	GST	Market pricing	Non-Statutory	493	640	147	30%
Standard - per hour	Per hour	GST	Market pricing	Non-Statutory	70	80	10	14%
Standard - Weekly rate (4 days)	Per week	GST	Market pricing	Non-Statutory	2,253	2,560	307	14%
The Loft - hot desk								
Tram stop								
Venue Hire Deposit								
Non-refundable deposit (High Risk Events)	Per booking	GST	Market pricing	Non-Statutory	3,000	3,000	-	0%

User Fee or Charge	Units of Measure	GST Status	Pricing Method	Fee Type	2022/23 Fee incl GST \$	2023/24 Fee incl GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Non-refundable deposit (Low Risk Events)	Per booking	GST	Market pricing	Non-Statutory	725	750	25	3%
West Wing								
Not for Profit/Artists Rate - per hour	Per hour	GST	Market pricing	Non-Statutory	250	175	-75	-30%
Standard rate - per hour	Per hour	GST	Market pricing	Non-Statutory	334	350	16	5%
Personal Care							-	
Personal Care								
COUPLE - over \$115,245 pa. Please note: new charge 23/24- the full cost of the scheduled visit will be charged in the event of late cancellation/nonattendance if no relevant reason provided (eg. hospital admission)	Per hour	GST Free	Partial Cost Pricing	Non-Statutory	49	51	2	3%
COUPLE - over \$59,802 pa but under \$115,245 pa. Please note: new charge 23/24- the full cost of the scheduled visit will be charged in the event of late cancellation/nonattendance if no relevant reason provided (eg. hospital admission)	Per hour	GST Free	Partial Cost Pricing	Non-Statutory	12	12	0	3%
COUPLE - under \$59,802 pa. Please note: new charge 23/24- the full cost of the scheduled visit will be charged in the event of late cancellation/nonattendance if no relevant reason provided (eg. hospital admission)	Per hour	GST Free	Partial Cost Pricing	Non-Statutory	5	5	0	3%
FAMILY with 1 child - over \$118,546 pa (plus an additional \$6,206 for each additional child). Please note: new charge 23/24- the full cost of the scheduled visit will be charged in the event of late cancellation/nonattendance if no relevant reason provided (eg. hospital admission)	Per hour	GST Free	Partial Cost Pricing	Non-Statutory	49	51	2	3%
FAMILY with 1 child - over \$66,009 pa but under \$118,546 pa (plus and extra \$6,206 for each additional child). Please note: new charge 23/24- the full cost of the scheduled visit will be charged in the event of late cancellation/nonattendance if no relevant reason provided (eg. hospital admission)	Per hour	GST Free	Partial Cost Pricing	Non-Statutory	12	12	0	3%
FAMILY with 1 child - under \$66,009 pa (plus and extra \$6,206 for each additional child). Please note: new charge 23/24- the full cost of the scheduled visit will be charged in the event of late cancellation/nonattendance if no relevant reason provided (eg. hospital admission)	Per hour	GST Free	Partial Cost Pricing	Non-Statutory	5	5	0	3%
Full Cost. Please note: new charge 23/24- the full cost of the scheduled visit will be charged in the event of late cancellation/nonattendance if no relevant reason provided (eg. hospital admission)	Per hour	GST Free	Partial Cost Pricing	Non-Statutory	98	101	3	3%
SINGLE - over \$39,089 pa but under \$86,208 pa. Please note: new charge 23/24- the full cost of the scheduled visit will be charged in the event of late cancellation/nonattendance if no relevant reason provided (eg. hospital admission)	Per hour	GST Free	Partial Cost Pricing	Non-Statutory	12	12	0	3%
SINGLE - over \$86,208 pa. Please note: new charge 23/24- the full cost of the scheduled visit will be charged in the event of late cancellation/nonattendance if no relevant reason provided (eg. hospital admission)	Per hour	GST Free	Partial Cost Pricing	Non-Statutory	49	51	2	3%
SINGLE- under \$39,089pa. Please note: new charge 23/24- the full cost of the scheduled visit will be charged in the event of late cancellation/nonattendance if no relevant reason provided (eg. hospital admission)	Per hour	GST Free	⁹⁶ Partial Cost Pricing	Non-Statutory	5	5	0	3%
Regent Centre							-	
Room Hire								
Regent Centre Senior Citizens Centre	Per hour	GST	Partial Cost Pricing	Non-Statutory	11	11	0	4%
Reservoir Community & Learning Ctr							-	
Equipment Hire								
Function Room 1								
Darebin & non profit Organisations (Per Hour)	Per hour	GST	Full cost pricing	Non-Statutory	18	19	1	3%
Non Darebin & profit organisations (per hour)	Per hour	GST	Full cost pricing	Non-Statutory	31	32	1	3%
Function Room 2								
Darebin & non profit Organisations (Per Hour)	Per hour	GST	Full cost pricing	Non-Statutory	18	19	1	3%

User Fee or Charge	Units of Measure	GST Status	Pricing Method	Fee Type	2022/23 Fee incl GST \$	2023/24 Fee incl GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Non Darebin & profit organisations (per hour)	Per hour	GST	Full cost pricing	Non-Statutory	31	32	1	3%
Function Room combined (1 and 2)								
Darebin & non profit Organisations (Per Hour)	Per hour	GST	Full cost pricing	Non-Statutory	36	37	1	3%
Non Darebin & profit organisations (per hour)	Per hour	GST	Full cost pricing	Non-Statutory	61	63	2	3%
Meeting Room 1								
Darebin & non profit Organisations (Per Hour)	Per hour	GST	Full cost pricing	Non-Statutory	7	8	0	3%
Non Darebin & profit organisations (per hour)	Per hour	GST	Full cost pricing	Non-Statutory	11	11	0	2%
Meeting room 1&2 Combined								
Darebin & non profit Organisations (Per Hour)	Per hour	GST	Full cost pricing	Non-Statutory	15	15	1	3%
Non Darebin & profit organisations (per hour)	Per hour	GST	Full cost pricing	Non-Statutory	22	22	1	2%
Meeting room 2								
Darebin & non profit Organisations (Per Hour)	Per hour	GST	Full cost pricing	Non-Statutory	7	8	0	3%
Non Darebin & profit organisations (per hour)	Per hour	GST	Full cost pricing	Non-Statutory	11	11	0	2%
Other								
After hours casual staff cost	Per hour	GST	Full cost pricing	Non-Statutory	52	56	4	8%
Commercial Kitchen Hire	Per hour	GST	Full cost pricing	Non-Statutory	124	128	4	3%
RCLC cleaning fee	Per session	GST	Full cost pricing	Non-Statutory	121	125	4	3%
RLC - Aquatic Operations							-	
Aquatic								
Administration Fee - All Memberships	Per membership	GST	Market pricing	Non-Statutory	32	33	1	3%
Aquatic 12 Month - Direct Debit Fortnightly - Adult	Per membership	GST	Market pricing	Non-Statutory	23	23	1	3%
Aquatic 12 Month - Direct Debit Fortnightly - Adult Concession	Per membership	GST	Partial Cost Pricing	Non-Statutory	18	19	1	3%
Aquatic 12 Month - Direct Debit Fortnightly - Staying Active	Per membership	GST	⁹⁷ Partial Cost Pricing	Non-Statutory	15	15	1	3%
Aquatic 12 Month - Upfront - Adult	Per membership	GST	Market pricing	Non-Statutory	591	612	21	3%
Aquatic 12 Month - Upfront - Adult Concession	Per membership	GST	Partial Cost Pricing	Non-Statutory	473	490	17	3%
Aquatic 12 Month - Upfront - Staying Active	Per membership	GST	Partial Cost Pricing	Non-Statutory	379	392	13	3%
Aquatic 12 Month - Upfront - Teen	Per membership	GST	Partial Cost Pricing	Non-Statutory	300	311	11	4%
Aquatic 3 Month - Upfront - Adult	Per membership	GST	Market pricing	Non-Statutory	153	158	5	3%
Aquatic 3 Month - Upfront - Adult Concession	Per membership	GST	Partial Cost Pricing	Non-Statutory	122	126	4	3%
Aquatic 3 Month - Upfront - Staying Active	Per membership	GST	Partial Cost Pricing	Non-Statutory	98	101	3	3%

User Fee or Charge	Units of Measure	GST Status	Pricing Method	Fee Type	2022/23 Fee incl GST \$	2023/24 Fee incl GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Aquatic 3 Month - Upfront - Teen	Per membership	GST	Partial Cost Pricing	Non-Statutory	83	86	3	3%
Aquatic 3 Month - Upfront - Work Cover	Per membership	GST	Full cost pricing	Non-Statutory	235	243	8	3%
Aquatic Flexi - Direct Debit Fortnightly - Adult	Per membership	GST	Market pricing	Non-Statutory	26	27	1	3%
Aquatic Flexi - Direct Debit Fortnightly - Adult Concession	Per membership	GST	Partial Cost Pricing	Non-Statutory	20	21	1	4%
Aquatic Flexi - Direct Debit Fortnightly - Staying Active	Per membership	GST	Partial Cost Pricing	Non-Statutory	17	17	1	3%
Aquatic Flexi - Direct Debit Fortnightly - Teen	Per membership	GST	Partial Cost Pricing	Non-Statutory	14	14	0	3%
Aquatic Various								
Birthday Parties w/o food	Per event	GST	Market pricing	Non-Statutory	18	18	1	3%
Family Swim and Visit Passes								
10 MVP - Gym - CARE	Per visit	GST	Partial Cost Pricing	Non-Statutory		58	58	100%
10 MVP - Swim - Adult	Per visit	GST	Partial Cost Pricing	Non-Statutory		60	60	100%
10 MVP - Swim - CARE	Per visit	GST	Partial Cost Pricing	Non-Statutory		23	23	100%
10 MVP - Swim - Child	Per visit	GST	Partial Cost Pricing	Non-Statutory		46	46	100%
10 MVP - Swim - Concession	Per visit	GST	Partial Cost Pricing	Non-Statutory		46	46	100%
10 MVP - Swim - Family CARE (2 Adults & upto 5 Children on same Medicare Card)	Per visit	GST	Partial Cost Pricing	Non-Statutory		68	68	100%
10 MVP - Swim - Staying Active	Per visit	GST	Partial Cost Pricing	Non-Statutory		30	30	100%
10 MVP - Swim/Spa/Sauna/Steam - Adult	Per visit	GST	Partial Cost Pricing	Non-Statutory		108	108	100%
10 MVP - Swim/Spa/Sauna/Steam - CARE	Per visit	GST	Partial Cost Pricing	Non-Statutory		42	42	100%
10 MVP - Swim/Spa/Sauna/Steam - Concession	Per visit	GST	Partial Cost Pricing	Non-Statutory		84	84	100%
10 MVP - Swim/Spa/Sauna/Steam - Staying Active	Per visit	GST	Partial Cost Pricing	Non-Statutory		64	64	100%
20 MVP - Swim - Adult	Per visit	GST	⁹⁸ Market pricing	Non-Statutory	117	121	4	3%
20 MVP - Swim - Child	Per visit	GST	Market pricing	Non-Statutory	90	93	3	3%
20 MVP - Swim - Concession	Per visit	GST	Market pricing	Non-Statutory	46	92	46	100%
20 MVP - Swim - Staying Active	Per visit	GST	Partial Cost Pricing	Non-Statutory	59	60	2	3%
20 MVP - Swim/Spa/Sauna/Steam - Adult	Per visit	GST	Partial Cost Pricing	Non-Statutory	209	216	7	3%
20 MVP - Swim/Spa/Sauna/Steam - Concession	Per visit	GST	Partial Cost Pricing	Non-Statutory	84	167	84	100%
20 MVP - Swim/Spa/Sauna/Steam - Staying Active	Per visit	GST	Partial Cost Pricing	Non-Statutory	124	128	4	3%
5 MVP - Gym - CARE	Per visit	GST	Partial Cost Pricing	Non-Statutory		29	29	100%
5 MVP - Swim - CARE	Per visit	GST	Partial Cost Pricing	Non-Statutory		11	11	100%

User Fee or Charge	Units of Measure	GST Status	Pricing Method	Fee Type	2022/23 Fee incl GST \$	2023/24 Fee incl GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
5 MVP - Swim - Family CARE (2 Adults & upto 5 Children on same Medicare Card)	Per visit	GST	Partial Cost Pricing	Non-Statutory		34	34	100%
5 MVP - Swim/Spa/Sauna/Steam - CARE	Per visit	GST	Partial Cost Pricing	Non-Statutory		21	21	100%
Swim - Family (1 Adults & 3 Child.)	Per visit	GST	Market pricing	Non-Statutory	14	14	0	3%
Swim - Family (2 Adults & 3 Child.)	Per visit	GST	Market pricing	Non-Statutory	18	19	1	3%
Swim - Family Concession (1 Adults & 3 Child.)	Per visit	GST	Partial Cost Pricing	Non-Statutory	5	11	5	100%
Swim - Family Concession (2 Adults & 3 Child.)	Per visit	GST	Partial Cost Pricing	Non-Statutory	8	15	8	100%
Hire								
Aquatic Hire - Hydro Pool- Full Pool - Per Hour	Per visit	GST	Market pricing	Non-Statutory	95	98	3	3%
Aquatic Hire - Hydro Pool- Half Pool - Per Hour	Per visit	GST	Market pricing	Non-Statutory	70	72	2	4%
Aquatic Hire - Lane Hire - Per Hour	Per visit	GST	Market pricing	Non-Statutory	40	41	1	4%
Aquatic Hire - Men's Night	Per visit	GST	Market pricing	Non-Statutory	385	398	13	3%
Aquatic Hire - Mens/Women Night - Additional LG	Per visit	GST	Market pricing	Non-Statutory	65	67	2	3%
Aquatic Hire - Women's Night	Per visit	GST	Market pricing	Non-Statutory	385	398	13	3%
Swim Entry								
Swim - Adult 16Yrs +	Per visit	GST	Market pricing	Non-Statutory	7	7	0	3%
Swim - Child 5Yrs +	Per visit	GST	Market pricing	Non-Statutory	5	5	0	3%
Swim - Concession Adult	Per visit	GST	Partial Cost Pricing	Non-Statutory	3	5	3	100%
Swim - Spectator Entry	Per visit	GST	Market pricing	Non-Statutory	2	2	- 0	-5%
Swim - Sporting Club Class	Per visit	GST	Market pricing	Non-Statutory	6	6	0	3%
Swim - Staying Active	Per visit	GST	Market pricing	Non-Statutory	3	3	0	3%
Swim - TGDNB	Per visit	GST	⁹⁹ Partial Cost Pricing	Non-Statutory	3	3	0	3%
Swim/Spa/Sauna/Steam - Sporting Club Class	Per visit	GST	Market pricing	Non-Statutory	10	10	0	4%
Swim, Spa & Sauna								
Swim/Spa/Sauna/Steam - Adult 16Yrs +	Per visit	GST	Market pricing	Non-Statutory	12	12	0	3%
Swim/Spa/Sauna/Steam - Concession Adult	Per visit	GST	Partial Cost Pricing	Non-Statutory	5	9	5	100%
Swim/Spa/Sauna/Steam - Staying Active	Per visit	GST	Partial Cost Pricing	Non-Statutory	7	7	0	3%
Swim/Spa/Sauna/Steam Addon - Adult	Per visit	GST	Market pricing	Non-Statutory	5	5	0	3%
Swim/Spa/Sauna/Steam Addon - Concession Adult	Per visit	GST	Market pricing	Non-Statutory	2	4	2	100%
Swim/Spa/Sauna/Steam Addon - Staying Active	Per visit	GST	Market pricing	Non-Statutory	4	4	0	3%

User Fee or Charge	Units of Measure	GST Status	Pricing Method	Fee Type	2022/23 Fee incl GST \$	2023/24 Fee incl GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
RLC - Creche							-	
Child Care								
RLC - Fitness							-	
Aerobics & Gymnasium								
10 MVP - Aquatic Group Fitness Class	Per visit	GST	Partial Cost Pricing	Non-Statutory		124	124	100%
10 MVP - Aquatic Group Fitness Class - Concession	Per visit	GST	Partial Cost Pricing	Non-Statutory		94	94	100%
10 MVP - Group Fitness Class	Per visit	GST	Partial Cost Pricing	Non-Statutory		152	152	100%
10 MVP - Group Fitness Class - Concession	Per visit	GST	Partial Cost Pricing	Non-Statutory		115	115	100%
10 MVP - Group Fitness Class - Specialist	Per visit	GST	Partial Cost Pricing	Non-Statutory		48	48	100%
10 MVP - Group Fitness Class - Staying Active	Per visit	GST	Partial Cost Pricing	Non-Statutory		86	86	100%
10 MVP - Gym - Adult	Per visit	GST	Partial Cost Pricing	Non-Statutory		152	152	100%
10 MVP - Gym - Concession	Per visit	GST	Partial Cost Pricing	Non-Statutory		115	115	100%
10 MVP - Gym - Staying Active	Per visit	GST	Partial Cost Pricing	Non-Statutory		86	86	100%
10 MVP - Virtual Fitness Class	Per class	GST	Partial Cost Pricing	Non-Statutory		93	93	100%
20 MVP - Aquatic Group Fitness Class	Per visit	GST	Partial Cost Pricing	Non-Statutory	239	248	8	3%
20 MVP - Aquatic Group Fitness Class - Concession	Per visit	GST	Partial Cost Pricing	Non-Statutory	94	187	94	100%
20 MVP - Group Fitness Class	Per visit	GST	Partial Cost Pricing	Non-Statutory	293	303	10	3%
20 MVP - Group Fitness Class - Concession	Per visit	GST	Partial Cost Pricing	Non-Statutory	115	230	115	100%
20 MVP - Group Fitness Class - Specialist	Per visit	GST	Partial Cost Pricing	Non-Statutory	94	96	3	3%
20 MVP - Group Fitness Class - Staying Active	Per visit	GST	Partial Cost Pricing	Non-Statutory	167	173	5	3%
20 MVP - Gym - Adult	Per visit	GST	Partial Cost Pricing	Non-Statutory	293	303	10	3%
20 MVP - Gym - Concession	Per visit	GST	Partial Cost Pricing	Non-Statutory	115	230	115	100%
20 MVP - Gym - Staying Active	Per visit	GST	Partial Cost Pricing	Non-Statutory	167	173	5	3%
20 MVP - Virtual Fitness Class	Per class	GST	Partial Cost Pricing	Non-Statutory	180	186	6	4%
EVOLT Scan - Member (additional)	Per visit	GST	Partial Cost Pricing	Non-Statutory	15	16	1	3%
EVOLT Scan - Non-Member	Per visit	GST	Partial Cost Pricing	Non-Statutory	21	21	1	3%
Group Fitness Class	Per visit	GST	Market pricing	Non-Statutory	16	17	1	3%
Group Fitness Class - Aquatic	Per visit	GST	Market pricing	Non-Statutory	13	14	0	3%
Group Fitness Class - Aquatic - Concession	Per visit	GST	Partial Cost Pricing	Non-Statutory	5	10	5	100%

User Fee or Charge	Units of Measure	GST Status	Pricing Method	Fee Type	2022/23 Fee incl GST \$	2023/24 Fee incl GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Group Fitness Class - Concession	Per visit	GST	Partial Cost Pricing	Non-Statutory	6	13	6	100%
Group Fitness Class - Specialist	Per visit	GST	Partial Cost Pricing	Non-Statutory	5	5	0	3%
Group Fitness Class - Staying Active	Per visit	GST	Partial Cost Pricing	Non-Statutory	9	10	0	3%
Gym - Adult	Per visit	GST	Partial Cost Pricing	Non-Statutory	16	17	1	3%
Gym - Concession	Per visit	GST	Partial Cost Pricing	Non-Statutory	6	13	6	100%
Gym - Staying Active	Per visit	GST	Partial Cost Pricing	Non-Statutory	9	10	0	3%
Virtual Fitness Class	Per class	GST	Partial Cost Pricing	Non-Statutory	10	10	0	4%
Family Swim and Visit Passes								
10 MVP - Group Fitness Classes - CARE	Per visit	GST	Partial Cost Pricing	Non-Statutory		58	58	100%
5 MVP - Group Fitness Classes - CARE	Per visit	GST	Partial Cost Pricing	Non-Statutory		29	29	100%
Hire								
Consulting Rooms - Monthly Rent	Per month	GST	Market pricing	Non-Statutory	550	569	19	4%
Room Hire per Hour - Meeting Room / Creche	Per hour	GST	Market pricing	Non-Statutory	34	35	1	3%
Room Hire per Hour - Studio 1 / Studio 2 & Creche	Per hour	GST	Market pricing	Non-Statutory	56	57	2	3%
Room Hire per Hour - Studio 2 / Cycle Room	Per hour	GST	Market pricing	Non-Statutory	45	46	2	3%
Memberships- Health Club								
Administration Fee - All Memberships	Per membership	GST	Market pricing	Non-Statutory	32	33	1	3%
Health Club 12 Month - Direct Debit Fortnightly - Adult	Per membership	GST	Market pricing	Non-Statutory	38	39	1	3%
Health Club 12 Month - Direct Debit Fortnightly - Adult Concession	Per membership	GST	Partial Cost Pricing	Non-Statutory	30	31	1	3%
Health Club 12 Month - Direct Debit Fortnightly - Staying Active	Per membership	GST	Partial Cost Pricing	Non-Statutory	24	25	1	3%
Health Club 12 Month - Upfront - Adult	Per membership	GST	Market pricing	Non-Statutory	980	1,014	34	4%
Health Club 12 Month - Upfront - Adult Concession	Per membership	GST	Partial Cost Pricing	Non-Statutory	785	812	27	3%
Health Club 12 Month - Upfront - Staying Active	Per membership	GST	Partial Cost Pricing	Non-Statutory	628	650	22	3%
Health Club 12 Month - Upfront - Teen	Per membership	GST	Partial Cost Pricing	Non-Statutory	502	520	18	3%
Health Club 3 Month - Upfront - Adult	Per membership	GST	Market pricing	Non-Statutory	250	259	9	4%
Health Club 3 Month - Upfront - Adult Concession	Per membership	GST	Partial Cost Pricing	Non-Statutory	200	207	7	4%
Health Club 3 Month - Upfront - Staying Active	Per membership	GST	Partial Cost Pricing	Non-Statutory	160	166	6	4%
Health Club 3 Month - Upfront - Teen	Per membership	GST	Partial Cost Pricing	Non-Statutory	130	135	5	4%
Health Club Flexi - Direct Debit Fortnightly - Adult	Per membership	GST	Market pricing	Non-Statutory	42	43	1	3%

User Fee or Charge	Units of Measure	GST Status	Pricing Method	Fee Type	2022/23 Fee incl GST \$	2023/24 Fee incl GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Health Club Flexi - Direct Debit Fortnightly - Adult Concession	Per membership	GST	Partial Cost Pricing	Non-Statutory	33	34	1	3%
Health Club Flexi - Direct Debit Fortnightly - Staying Active	Per membership	GST	Partial Cost Pricing	Non-Statutory	27	27	1	3%
Health Club Flexi - Direct Debit Fortnightly - Teen	Per membership	GST	Partial Cost Pricing	Non-Statutory	21	22	1	3%
Memberships- Health Club								
Health Club - 3 Month - Upfront - Work Cover	Per membership	GST	Full cost pricing	Non-Statutory	396	396	-	0%
Health Club - Flexi - Direct Debit Fortnightly - CARE	Per membership	GST	Partial Cost Pricing	Non-Statutory		17	17	100%
Personal Training								
10 MVP - Personal Training 2on1 Session (45 min)	Per session	GST	Partial Cost Pricing	Non-Statutory		745	745	100%
10 MVP - Personal Training Session (30 min)	Per session	GST	Market pricing	Non-Statutory	468	484	16	3%
10 MVP - Personal Training Session (45 min)	Per session	GST	Market pricing	Non-Statutory	603	624	21	3%
10 MVP - Personal Training Session (60 min)	Per session	GST	Market pricing	Non-Statutory	702	726	24	3%
3 MVP - Personal Training Starter Pack (30min Sessions) (1 per person)	Per session	GST	Market pricing	Non-Statutory	100	104	4	4%
Personal Training (1x 30min per week) - Fortnightly Direct Debit	Per session	GST	Market pricing	Non-Statutory	83	86	3	3%
Personal Training (1x 45min per week) - Fortnightly Direct Debit	Per session	GST	Market pricing	Non-Statutory	107	111	4	3%
Personal Training Session (30 min)	Per session	GST	Market pricing	Non-Statutory	52	54	2	3%
Personal Training Session (45 min)	Per session	GST	Market pricing	Non-Statutory	67	69	2	3%
Personal Training Session (60 min)	Per session	GST	Market pricing	Non-Statutory	78	81	3	3%
Personal Training Session 2on1 (45 min)	Per session	GST	Market pricing	Non-Statutory	80	83	3	4%
RLC - Swim School							-	
Learn to Swim Membership								
Squad Training - Adult - Per Week	Per lesson	GST	Market pricing	Non-Statutory	13	17	4	33%
Swim Lessons - Adult - Per Week	Per lesson	GST Free	102 Market pricing	Non-Statutory	17	17	1	3%
Swim Lessons - LTS - Concession - Per Week	Per lesson	GST Free	Partial Cost Pricing	Non-Statutory	13	14	0	3%
Swim Lessons - LTS - Per Week	Per lesson	GST Free	Market pricing	Non-Statutory	15	16	1	3%
Swim Lessons - Private - Per Week	Per lesson	GST Free	Market pricing	Non-Statutory	45	47	2	3%
Swim Lessons - Women's Night - Group Rate	Per lesson	GST Free	Partial Cost Pricing	Non-Statutory	6	6	0	3%
Swim Lessons- LTS - Special Needs - Per Week	Per lesson	GST Free	Market pricing	Non-Statutory	22	23	1	3%
School Swimming								
School Swimming - 45 Minute Lesson - 1:06 Ratio	Per lesson	GST	Market pricing	Non-Statutory	12	13	0	3%
School Swimming - 45 Minute Lesson - 1:08 Ratio	Per lesson	GST	Market pricing	Non-Statutory	10	10	0	3%

User Fee or Charge	Units of Measure	GST Status	Pricing Method	Fee Type	2022/23 Fee incl GST \$	2023/24 Fee incl GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
School Swimming - 45 Minute Lesson - 1:10 Ratio	Per lesson	GST	Market pricing	Non-Statutory	9	9	0	3%
School Swimming - 45 Minute Lesson - 1:12 Ratio	Per lesson	GST	Market pricing	Non-Statutory	8	8	0	3%
School Swimming - Per Student	Per lesson	GST	Partial Cost Pricing	Non-Statutory	4	4	0	2%
School Swimming - Teacher - 45 Minute Class	Per lesson	GST	Market pricing	Non-Statutory	50	52	2	4%
Ruthven Community Room							-	
Facility Hire								
Cleaning	Per hour	GST	Full cost pricing	Non-Statutory	56	59	3	5%
Darebin & non profit Organisations (Per Hour)	Per hour	GST	Full cost pricing	Non-Statutory	18	19	1	3%
Non Darebin & profit organisations (per hour)	Per hour	GST	Full cost pricing	Non-Statutory	31	32	1	3%
Senior Citizens Club-E.Reservoir							-	
Room Hire								
East Reservoir Senior Citizens Centre 7a Strathmerton Street per hour	Per hour	GST	Partial Cost Pricing	Non-Statutory	11	11	0	4%
Senior Citizens Club-East Preston							-	
Room Hire								
East Preston Senior Citizens Centre Donald Street per hour	Per hour	GST	Partial Cost Pricing	Non-Statutory	11	11	0	4%
Senior Citizens Club-Northcote							-	
Room Hire								
Northcote Senior Citizens Centre 18a Bent Street per hour	Per hour	GST	Partial Cost Pricing	Non-Statutory	11	11	0	4%
Senior Citizens Club-Reservoir							-	
Room Hire								
Reservoir Senior Citizens Centre Wright Street per hour	Per hour	GST	Partial Cost Pricing	Non-Statutory	11	11	0	4%
Social Support Group							-	
Social Support Group								
Full Cost Social Support Group (SSG)	Per visit	GST	¹⁰³ Full cost pricing	Non-Statutory	66	70	4	6%
Social Support Group High (SSG) - Concession	Per visit	GST Free	Partial Cost Pricing	Non-Statutory	14	20	6	43%
Social Support Individual							-	
Social Support Individual								
COUPLE - over \$115,245 pa. Please note: new charge 23/24- the full cost of the service will be charged in the event of late cancellation/nonattendance if no relevant reason provided (eg. hospital admission)	Per hour	GST Free	Full cost pricing	Non-Statutory	47	49	2	3%
COUPLE - under \$59,802 pa. Please note: new charge 23/24- the full cost of the service will be charged in the event of late cancellation/nonattendance if no relevant reason provided (eg. hospital admission)	Per hour	GST Free	Full cost pricing	Non-Statutory	8	8	0	3%
COUPLE -over \$59,802 pa but under \$115,245 pa. Please note: new charge 23/24- the full cost of the service will be charged in the event of late cancellation/nonattendance if no relevant reason provided (eg. hospital admission)	Per hour	GST Free	Partial Cost Pricing	Non-Statutory	18	19	1	3%
FAMILY with 1 child - over \$118,546 pa (plus an additional \$6,206 for each additional child). Please note: new charge 23/24- the full cost of the service will be charged in the event of late cancellation/nonattendance if no relevant reason provided (eg. hospital admission)	Per hour	GST Free	Partial Cost Pricing	Non-Statutory	47	49	2	3%

User Fee or Charge	Units of Measure	GST Status	Pricing Method	Fee Type	2022/23 Fee incl GST \$	2023/24 Fee incl GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
FAMILY with 1 child - over \$66,009 pa but under \$118,546 pa (plus and extra \$6,206 for each additional child). Please note: new charge 23/24- the full cost of the service will be charged in the event of late cancellation/nonattendance if no relevant reason provided (eg. hospital admission)	Per hour	GST Free	Partial Cost Pricing	Non-Statutory	19	19	1	3%
FAMILY with 1 child - under \$66,009 pa (plus and extra \$6,206 for each additional child). Please note: new charge 23/24- the full cost of the service will be charged in the event of late cancellation/nonattendance if no relevant reason provided (eg. hospital admission)	Per hour	GST Free	Partial Cost Pricing	Non-Statutory	8	8	0	3%
Full Cost. Please note: new charge 23/24- the full cost of the service will be charged in the event of late cancellation/nonattendance if no relevant reason provided (eg. hospital admission)	Per hour	GST Free	Partial Cost Pricing	Non-Statutory	80	83	3	3%
SINGLE - over \$39,089 pa but under \$86,208 pa. Please note: new charge 23/24- the full cost of the service will be charged in the event of late cancellation/nonattendance if no relevant reason provided (eg. hospital admission)	Per hour	GST Free	Partial Cost Pricing	Non-Statutory	13	13	0	3%
SINGLE - over \$86,208 pa. Please note: new charge 23/24- the full cost of the service will be charged in the event of late cancellation/nonattendance if no relevant reason provided (eg. hospital admission)	Per hour	GST Free	Partial Cost Pricing	Non-Statutory	47	49	2	3%
SINGLE- under \$39,089 pa. Please note: new charge 23/24- the full cost of the service will be charged in the event of late cancellation/nonattendance if no relevant reason provided (eg. hospital admission)	Per hour	GST Free	Partial Cost Pricing	Non-Statutory	7	7	0	3%
Social Support Individual transport (escorted)- mileage fee								
Social Support Individual (includes escorted shopping, appointment and other social support activities)- mileage fee.	Per km	GST Free	Partial Cost Pricing	Non-Statutory		1	1	100%
Sports Development Program							-	
Casual Ground Allocation								
Regional ground hire per-day community use	Per day	GST	Market pricing	Non-Statutory	749	775	26	4%
Casual Ground Allocations								
District ground hire - per day for commercial access	Per day	GST	Market pricing	Non-Statutory	748	774	26	3%
District ground hire - per day for community access	Per day	GST	Partial Cost Pricing	Non-Statutory	376	390	13	4%
Edwardes Lake Athletics Track & Hardiman Reserve Hockey Pitch (commercial access)	Per day	GST	Full cost pricing	Non-Statutory	748	774	26	3%
Edwardes Lake Athletics Track & Hardiman Reserve Hockey Pitch (community access)	Per day	GST	Partial Cost Pricing	Non-Statutory	376	390	13	4%
Neighbourhood & Local ground hire - per day for commercial access	Per day	GST	Full cost pricing	Non-Statutory	208	215	7	3%
Neighbourhood & Local ground hire - per day for community access	Per day	GST	Partial Cost Pricing	Non-Statutory	103	106	4	4%
Regional ground hire - per day for commercial access	Per day	GST	Market pricing	Non-Statutory	1,496	1,548	52	4%
Grade 1 (District)								
Additional oval shared use	Per oval	GST	Partial Cost Pricing	Non-Statutory	697	721	24	3%
Additional oval sole use	Per oval	GST	Market pricing	Non-Statutory	891	923	31	3%
Shared use of oval	Per oval	GST	Partial Cost Pricing	Non-Statutory	1,214	1,256	42	3%
Sole use of oval	Per oval	GST	Market pricing	Non-Statutory	1,780	1,842	62	3%
Grade 1A (Regional)								
Additional oval shared use	Per oval	GST	Partial Cost Pricing	Non-Statutory	3,415	3,534	120	4%
Additional oval sole use	Per oval	GST	Market pricing	Non-Statutory	4,494	4,652	157	4%
Shared use of oval	Per oval	GST	Partial Cost Pricing	Non-Statutory	6,738	6,974	236	4%

User Fee or Charge	Units of Measure	GST Status	Pricing Method	Fee Type	2022/23 Fee incl GST \$	2023/24 Fee incl GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Sole use of oval	Per oval	GST	Market pricing	Non-Statutory	8,982	9,297	314	3%
Grade 2 (Local)								
Additional oval shared use	Per oval	GST	Partial Cost Pricing	Non-Statutory	603	624	21	3%
Additional oval sole use	Per oval	GST	Market pricing	Non-Statutory	811	839	28	4%
Shared use of oval	Per oval	GST	Partial Cost Pricing	Non-Statutory	1,196	1,237	42	3%
Sole use of oval	Per oval	GST	Market pricing	Non-Statutory	1,617	1,673	57	4%
Grade 3 (Neighbourhood)								
Additional oval shared use	Per oval	GST	Partial Cost Pricing	Non-Statutory	410	424	14	3%
Additional oval sole use	Per oval	GST	Market pricing	Non-Statutory	642	665	22	3%
Shared use of oval	Per oval	GST	Partial Cost Pricing	Non-Statutory	809	837	28	3%
Sole use of oval	Per oval	GST	Market pricing	Non-Statutory	1,079	1,116	38	3%
Recreation Trades								
Hot air balloon operator annual fee	Per permit	GST	Partial Cost Pricing	Non-Statutory	2,999	3,104	105	4%
Hot air balloon per casual take- off/ landing	Per trip	GST	Partial Cost Pricing	Non-Statutory	199	206	7	4%
Toy Library Service							-	
Fines								
Membership								
Transport							-	
Appointment transport (unescorted)- mileage fee								
Appointment transport- unescorted- mileage fee	Per km	GST Free	Partial Cost Pricing	Non-Statutory		1	1	100%
Transport Service							-	
Community Transport Service								
Cost of transport per client per day (Concession).	Per day	GST Free	Partial Cost Pricing	Non-Statutory	5	5	-	0%
Darebin Bus (\$150 Bond)	Per booking	GST Free	¹⁰⁵ Partial Cost Pricing	Non-Statutory	60	65	5	8%
Internal Mini Bus Hire	Per booking	GST Free	Partial Cost Pricing	Non-Statutory	102	106	4	3%
Total Governance & Engagement							-	100%
Corporate Information							-	
Application Fee								
F.O.I. Application fee	Per application	DIVISION 81	Statutory Pricing	Statutory	30	31	1	2%
Copying								
Photocopying Charge (per black and white A1 page)	Per page	GST	Full cost pricing	Non-Statutory	2	2	-	0%
Photocopying Charge (per black and white A2 page)	Per page	GST	Full cost pricing	Non-Statutory	1	1	-	0%
Photocopying Charge (per black and white AO page)	Per page	GST	Full cost pricing	Non-Statutory	3	3	-	0%

User Fee or Charge	Units of Measure	GST Status	Pricing Method	Fee Type	2022/23 Fee incl GST \$	2023/24 Fee incl GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Photocopying Charge (per colour A1 page)	Per page	GST	Full cost pricing	Non-Statutory	2	2	-	0%
Photocopying Charge (per colour A2 page)	Per page	GST	Full cost pricing	Non-Statutory	1	1	-	0%
Photocopying Charge (per colour AO page)	Per page	GST	Full cost pricing	Non-Statutory	3	3	-	0%
Inspection Supervision								
F.O.I. Inspection Supervision per hour (to be calculated per quarter hour or part of a quarter hour)	Per hour	DIVISION 81	Statutory Pricing	Statutory	23	23	-	0%
Search Charge								
F.O.I. Application fee Search Charges (per hour or part of an hour)	Per hour	DIVISION 81	Statutory Pricing	Statutory	23	23	-	0%
Insurances							-	
Hirers Insurance								
Casual Hirers Public Liability Scheme 101-500 People	Per day or part thereof	GST	Full cost pricing	Non-Statutory	122	126	4	3%
Casual Hirers Public Liability Scheme 11-20 People or \$15.40/8hr booking	Per hour	GST	Full cost pricing	Non-Statutory	5	6	0	4%
Casual Hirers Public Liability Scheme 21-30 People	Per day or part thereof	GST	Full cost pricing	Non-Statutory	45	47	2	3%
Casual Hirers Public Liability Scheme 21-30 People or \$18.70/8hr booking	Per hour	GST	Full cost pricing	Non-Statutory	7	7	0	3%
Casual Hirers Public Liability Scheme 31-40 People	Per day or part thereof	GST	Full cost pricing	Non-Statutory	60	62	2	3%
Casual Hirers Public Liability Scheme 41-50 People	Per day or part thereof	GST	Full cost pricing	Non-Statutory	75	78	3	3%
Casual Hirers Public Liability Scheme 501-1000 People	Per day or part thereof	GST	Full cost pricing	Non-Statutory	183	190	6	3%
Casual Hirers Public Liability Scheme 51-100 People	Per day or part thereof	GST	Full cost pricing	Non-Statutory	91	94	3	4%
Casual Hirers Public Liability Scheme Under 10 People or \$11.00/8hr booking	Per hour	GST	Full cost pricing	Non-Statutory	4	4	0	4%
Revenue							-	
Land certificate								
Land certificates (non urgent)	Per application	DIVISION 81	Statutory Pricing	Statutory	28	28	1	3%
Rights of Way							-	
Right of way								
Sale of Discontiuned Laneways admin fee- for instalment agreements	Per agreement	GST	Full cost pricing	Non-Statutory	399	440	41	10%

**CITY OF DAREBIN**

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Soomaali	Español	اردو	Tiếng Việt

Draft Budget 2023-24 (incorporating the 4 year budget) Capital Works Program				
Project Title	Year 1 2023/24	Year 2 2024/25	Year 3 2025/26	Year 4 2026/27
Building Renewal Program	4,000,000	4,000,000	4,000,000	5,000,000
Funded Three-Year-Old Kindergarten	800,000	1,000,000	3,350,000	3,100,000
Northcote Aquatic and Recreation Centre	5,000,000	-	-	-
Reservoir Leisure Centre (minor renewal works and scope development for a new build)	300,000	200,000	200,000	200,000
Drainage System Renewal and Upgrade Program including WSUD and Reactive Works and stormwater pipe relining	1,500,000	1,620,000	1,750,000	2,200,000
Sportsground Sub-surface Drainage	300,000	300,000	320,000	330,000
Transport Safety Projects Design	200,000	200,000	200,000	200,000
Transport Safety Projects Construct (including Blackspot Program)	700,000	500,000	1,050,000	1,050,000
Footpath Renewal Program	2,750,000	2,750,000	3,000,000	3,250,000
IT Infrastructure Implementation	1,700,000	1,700,000	1,700,000	1,700,000
IT Improvement Program	900,000	1,000,000	1,000,000	1,000,000
Irrigation Upgrades and Renewals Program	120,000	120,000	130,000	130,000
Oval and Sportsground Renewal and Upgrade Program	382,000	392,000	401,000	411,000
Synthetic Cricket Wicket Installation	50,000	50,000	50,000	50,000
Darebin Libraries Product Purchases (Collection)	750,000	800,000	800,000	800,000
Open Space Improvements Program	1,700,000	2,300,000	2,300,000	2,500,000
Park Asset Renewal Program (including drinking fountains and swing at Susan Walsh in 2023-24)	200,000	200,000	200,000	200,000
Replacement of Mobile Garbage, Green Waste and Recycling Bins	250,000	250,000	250,000	250,000
Vehicular Plant Replacement - Heavy Vehicle	1,500,000	1,500,000	1,500,000	1,500,000

Project Title	Year 1 2023/24	Year 2 2024/25	Year 3 2025/26	Year 4 2026/27
Vehicular Plant Replacement - Light Vehicle	100,000	100,000	100,000	100,000
Youth Services Asset Renewal Program	50,000	50,000	50,000	50,000
Kerb and Channel Renewal Program	400,000	400,000	400,000	400,000
Road Rehabilitation Design & Construction Program	1,600,000	1,700,000	1,700,000	2,500,000
Road Resurfacing Program	1,700,000	1,700,000	1,500,000	1,500,000
Pit lid renewal program	80,000	80,000	80,000	80,000
Soil contamination	300,000	400,000	400,000	400,000
Playspace Renewal Program	400,000	400,000		700,000
Street lighting safety renewal program (High St Preston and Gillies St car park)	100,000	100,000	100,000	500,000
Street Furniture and Equipment Renewal Program	50,000	50,000	50,000	50,000
Northcote Golf Course improvement works	100,000	250,000		
Workplace office accommodation	50,000	400,000	500,000	500,000
Art Collection Acquisitions - Bundoora Homestead Art Centre	50,000	50,000	50,000	50,000
Reservoir Leisure Centre Gym Equipment and Group Exercise Equipment	40,000	40,000	40,000	40,000
Darebin Furniture Purchases (including libraries)	30,000	50,000	50,000	50,000
John Hall - Pavilion Redevelopment	500,000	1,800,000		
KP Hardiman Pavilion Redevelopment		2,600,000	400,000	-
Cricket Practice Nets and Cages	200,000		-	250,000
Replace Kendal-Harding Bridge	-	600,000	1,000,000	
Civic Square Northcote Town Hall		30,000	400,000	
DRRC asset renewal	100,000	300,000	300,000	150,000
Land purchase	600,000			

Project Title	Year 1 2023/24	Year 2 2024/25	Year 3 2025/26	Year 4 2026/27
Bill Lawry Oval				700,000
Clements Reserve Remediation				1,800,000
McDonnell Precinct Upgrades	250,000			
Arts Venues Asset and Equipment Renewal	75,000	75,000	75,000	75,000
JC Donath East Pavilion			250,000	1,200,000
Asset Management Road Survey	150,000			
Edwardes Lake Boathouse			350,000	
Direction signage to country of origin	5,000			
TOTAL	30,032,000	30,057,000	29,996,000	34,966,000

Draft Budget 2023-24 Operating Projects		
Project	Project description	2023-24
Contaminated Land Framework - Risk Assessment	Continue to develop a Contaminated Land Management Framework to meet legislative obligations and reduce risk by undertaking detailed site environmental investigations and risk assessments.	\$250,000
Assertive Community Outreach program	The Darebin Assertive Community Outreach program provides outreach and short-term case management to rough sleepers and people experiencing homelessness to help them find pathways out of homelessness. Council is also proposing to add Towards Zero to its advocacy priorities to seek partner funding for this initiative.	\$370,846
Four Place-based Projects	The place-based projects aim to address socio-economic disadvantage and health inequity in East Preston and East Reservoir through place-based community development.	\$160,000
Open Space Levy	Strategic Review and Amendment to introduce and open space levy to fund open spaces in our city to achieve 5% (2.5 years).	\$120,000
Water Sensitive Urban Design (WSUD) in-lieu scheme	Implement a proposed in-lieu contribution scheme for developers to meet a proportion of their planning requirements to treat and re-use stormwater on private land, by making a payment in lieu to Council, to be spent on delivering and maintaining WSUD assets.	\$85,000
Aged Care Reforms	Preparation for Aged Care Reforms.	\$80,000
Community Infrastructure Plan	Develop a plan to guide the provision of community infrastructure – buildings, facilities, places and spaces – within Darebin over a 20-year period.	\$65,000
Update Flood Risk Assessments	In conjunction with Melbourne Water, a new flood mapping study will shortly be developed (May2023) which will demonstrate an overall increase in flood risk for the City potentially affecting an increased number of properties. This will inform development advice and will require a planning scheme amendment	\$50,000
Review of Waste Reform	Identify future kerbside service standards to meet Recycling Victoria requirements, informed by community engagement.	\$40,000
Accelerating Service Reviews	Undertake an accelerated program of service reviews to generate information required to inform Council decision making on future service levels.	\$300,000
Local Law Review	Final stage of the Local Laws Review Project to update the local laws.	\$30,000
Referendum Project	This will fund activities the DAAC may advise Council to undertake during this time.	\$20,000
Climate Emergency Program	Finalise the Climate Emergency Plan and consider the options for future actions that accelerate progress toward net zero, including options for reducing household and business reliance on gas and options for the future of the solar saver program.	\$30,000
EV Implementation	This project will assist in rolling out electric vehicle charging infrastructure within Council managed assets.	\$8,000
Sexuality, Sex and Gender Diversity Action Plan Implementation	Implementation of Sexuality, Sex and Gender Diversity Action Plan (SSGDAP).	\$15,000

Draft Budget 2023-24 Operating Projects		
Project	Project description	2023-24
Cultural Diversity Action Plan	Implementation of the Cultural Diversity Action Plan (3-year Plan).	\$50,000
Aboriginal Action Plan	Implementation of the Aboriginal Action Plan (3-year Plan).	\$50,000
Darebin Structure Planning Program	Finalise Preston Central Structure Plan and draft planning provisions, seek Council endorsement and commence an amendment to give effect to the structure plan.	\$154,000
Drainage Condition Inspection and Asset Management Plans for drainage, plant & fleet and IT assets	Undertake a drainage condition survey to assess the structural condition of the drainage system and proactively plan for renewal and maintenance requirements. Review / establish the Drainage; Plant & Fleet; ICT and Arts & Cultural Collection Asset Management Plans.	\$239,000
Kindergarten and Child Care Registration System	Establishment of functional registration system.	\$100,000
Solar Saver Program	This program supports low-income households to put solar panels on their roofs by offering a 10 year repayment period (through the rates mechanism). Future options for the program will be considered through the finalisation of the Climate Emergency Plan. (See Climate Emergency Program above)	\$200,000
Reservoir Library Opening Hours	Operation of Reservoir Library for four hours on Sundays	\$50,000
Libraries After Dark	Libraries After Dark (LAD) provides access to libraries with late night opening (to 10pm) and programming as an alternative to pokies venues. The two Darebin sites are: Reservoir Library on Tuesday and Preston Library on Thursday. Cost of this project is \$48K and is proposed to be funded by seeking feedback on a proposal to shorten the opening hours for all four Darebin Council libraries to be open from 10am-3pm on a Saturday (currently all are open until 4pm on Saturday).	\$-
Welcoming Cities	Welcoming Cities accreditation	\$15,000
Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation Partnership	This project seeks to progress and formalise, in a culturally-appropriate and respectful way, the partnership Council has with the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation (WWCHAC) and strengthen it to support the delivery of mutual goals.	\$70,000
Merri Merri Wayi	This project would support a partnership to improve safety along the Merri Creek and augment other work underway in this precinct.	\$25,000
Out of the Park Picnic	Out of the Park Picnic. Presented by FUSE and MAV.	\$100,000
Multicultural Oration	Initiate a new annual cultural diversity and social cohesion oration.	\$15,000
Total		\$2,691,846



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DRAFT REVENUE AND RATING PLAN 2023-27

Acknowledgement of Traditional Owners and Aboriginal and Torres Strait Islander people

Darebin City Council acknowledges the Wurundjeri Woi-wurrung people as the traditional owners and custodians of the land and waters we now call Darebin and affirms that Wurundjeri Woi-wurrung people have lived on this land for millennia, practising their customs and ceremonies of celebration, initiation and renewal. Council acknowledges that Elders past, present and emerging are central to the cohesion, intergenerational wellbeing and ongoing self-determination of Aboriginal communities. They have played and continue to play a pivotal role in maintaining and transmitting culture, history and language.

Council respects and recognises Aboriginal and Torres Strait Islander communities' values, living culture and practices, including their continuing spiritual connection to the land and waters and their right to self-determination. Council also recognises the diversity within Aboriginal and Torres Strait Islander communities.

Aboriginal and Torres Strait Islander people and communities have had and continue to play a unique role in the life of the Darebin municipality. Council recognises and values this ongoing contribution and its significant value for our city and Australian society more broadly.

Extract from Darebin City Council's Statement of commitment to Traditional Owners and Aboriginal and Torres Strait Islander people 2019

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1.1 PURPOSE

The *Local Government Act 2020* requires Council to prepare a Revenue and Rating Plan to cover a minimum period of four years following each Council election. The Revenue and Rating Plan establishes the revenue raising framework within which the Council proposes to work.

The purpose of the Revenue and Rating Plan is to determine the most appropriate and affordable revenue and rating approach for the City of Darebin which in conjunction with other income sources will adequately finance the objectives in the Council Plan.

This plan is an important part of Council's integrated planning framework, all of which is created to help Council achieve its vision of being equitable, vibrant, green and connected. It respects First Nations peoples, diverse communities and places. Council is committed to a sustainable, climate safe future.

Strategies outlined in this plan align with the objectives contained in the Council Plan and will feed into our budgeting and long-term financial planning documents, as well as other strategic planning documents under our Council's integrated planning and reporting framework.

Diagram 1 – Council's Integrated Planning and Reporting Framework



This plan explains how Council calculates the revenue needed to fund its activities, and how the funding burden will be apportioned between ratepayers and other users of Council facilities and services.

In particular, this plan sets out decisions that Council has made in relation to rating options available to it under the *Local Government Act 2020* to ensure the fair and equitable distribution of rates across property owners. It also sets out principles that are used in decision making for other revenue sources such as fees and charges.

It is also important to note that this plan does not set revenue targets for Council, it outlines the strategic framework and decisions that inform how Council will go about calculating and collecting its revenue.

1.2 INTRODUCTION

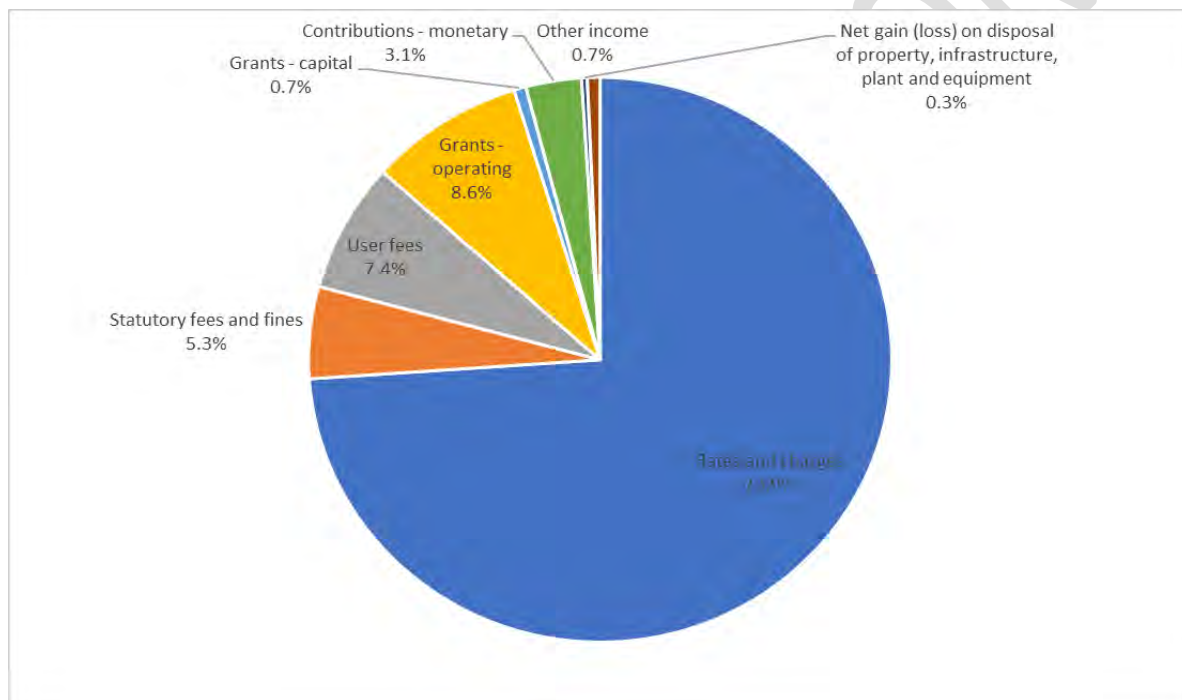
Council provides a number of services and facilities to our local community, and in doing so, must collect revenue to cover the cost of providing these services and facilities.

Council's revenue sources include:

- Rates and Charges
- Grants from other levels of Government
- Statutory Fees and Fines
- User Fees
- Cash and non-cash contributions from other parties (i.e. developers, community groups)
- Interest from investments included in other income
- Sale of Assets

Rates are the most significant revenue source for Council and make up roughly 74% of its annual income as depicted in the chart below.

Chart 1: Financial Revenue by Percentage – Source Budget for financial year 2022-23



The introduction of rate capping under the Victorian Government's Fair Go Rates System (FGRS) has brought a renewed focus to Council's long-term financial sustainability. Rate Capping continues to restrict Council's ability to raise revenue to maintain service delivery levels and invest in community assets. It is not possible for Council to raise rate revenue above the rate cap unless application is made to the Essential Services Commission for a variation. Maintaining service delivery levels and investing in community assets remain key priorities for Council. This strategy will address Council's reliance on rate income and provide options to actively reduce that reliance.

Council provides a wide range of services to the community, often for a fee or charge. The nature of these fees and charges generally depends on whether they relate to statutory or discretionary services. Some of these, such as statutory planning fees are set by State Government statute and are commonly known as regulatory fees. In these cases, councils usually have no control over service pricing. However, in relation to other services, Council has the ability to set a fee or charge and will set that fee based on the principles outlined in this Revenue and Rating Plan.

Council revenue can also be adversely affected by changes to funding from other levels of government. Some grants are tied to the delivery of council services, whilst many are tied directly to the delivery of new community assets, such as roads or sports pavilions. It is important for Council to be clear about what grants it intends to apply for, and the obligations that grants create in the delivery of services or infrastructure.

1.3 RATES AND CHARGES

Rates are a property tax on the local community to help fund local infrastructure and services and subsequently a ratepayer will not necessarily receive services to the extent of the tax (rates) paid. Benefits are consumed in different quantities and types over the lifecycle of the ratepayer (e.g. maternal and child health, libraries, aged care, roads and footpaths, local laws). This taxation system that includes flexibility for councils to utilise different tools in its rating structure to accommodate issues of equity and to ensure fairness in rating for all ratepayers.

Council has established a rating structure comprised of four key elements. These are:

- **General Rates** – Based on property values (using the Capital Improved Valuation methodology), which are indicative of capacity to pay and form the central basis of rating under the *Local Government Act 1989*;
- **Service Rate** for public waste collection (also based on the Capital Improved Valuation methodology)
- **Service Charge** for kerbside waste collection
- **Special Charges** – is a charge levied on property owners who benefit from infrastructure works on assets affecting their property. Council has a Solar Saver charge scheme in operation.
- **Special Rate** – a levy for particular works or services on a limited number of ratepayers. Council has four special rates in operation shown at Appendix A. The rate collected under this category is forwarded to traders' association

Council makes a further distinction when applying general rates by applying rating differentials based on the purpose for which the property is used. That is, whether the property is used for residential, commercial/industrial, or farming purposes. This distinction is based on the concept that different property categories should pay a fair and equitable contribution, taking into account the benefits those properties derive from the local community.

The City of Darebin rating structure comprises seven differential rates (residential or general, commercial/industrial, and farm). These rates are structured in accordance with the requirements of Section 161 'Differential Rates' of the *Local Government Act 1989*, and the Ministerial Guidelines for Differential Rating 2013.

The differential rates are currently set as follows:

- Residential 100%
- Business / Commercial 175%
- Vacant Residential 300%
- Vacant Business/Commercial 400%
- Mix Use Occupancy 140%
- Vacant Retail 400%
- Rateable Recreational 87.5%

The formula for calculating General Rates, excluding any additional charges, arrears or additional supplementary rates is:

- Valuation (Capital Improved Value) x Rate in the Dollar (Differential Rate Type)

The rate in the dollar for each rating differential category is included in Council's annual budget.

Rates and charges are an important source of revenue, accounting for over 74% of operating revenue received by Council. The collection of rates is an important factor in funding Council services.

Planning for future rate increases is therefore an essential component of the long-term financial planning process and plays a significant role in funding both additional service delivery and the increasing costs related to providing Council services.

Council is aware of the balance between rate revenue (as an important income source) and community sensitivity to rate increases. With the introduction of the State Government's Fair Go Rates System, all rate increases are capped to a rate declared by the Minister for Local Government, which is announced in December for the following financial year.

Council introduced a service rate and service charge in 2022 to fully recover the cost of Council's waste services and provide for the future impact of Recycling Victoria Reforms and waste sector impacts. The Kerbside Service Collection Charge and Service Rate for Public Waste Collection are not capped under the Fair Go Rates System, and Council will continue to allocate funds from this charge towards the provision of waste services.

While service charges are fixed, the formula for calculating service rates is:

- Valuation (Capital Improved Value) x Rate in the Dollar

1.3.1 RATING LEGISLATION

The legislative framework set out in the *Local Government Act 1989* determines council's ability to develop a rating system. The framework provides significant flexibility for Council to tailor a system that suits its needs.

Section 155 of the *Local Government Act 1989* provides that a Council may declare the following rates and charges on rateable land:

- General rates under Section 158
- Municipal charges under Section 159
- Service rates and charges under Section 162
- Special rates and charges under Section 163

The recommended strategy in relation to municipal charges, service rates and charges and special rates and charges are discussed later in this document.

In raising Council rates, Council is required to primarily use the valuation of the rateable property to levy rates. Section 157(1) of the *Local Government Act 1989* provides Council with three choices in terms of which valuation base to utilise. They are: Site Valuation, Capital Improved Valuation (CIV) and Net Annual Value (NAV).

The advantages and disadvantages of the respective valuation basis are discussed further in this document. Whilst this document outlines Council's strategy regarding rates revenue, rates data will be contained in the Council's Annual Budget as required by the *Local Government Act 2020*.

Section 94 (1 and 2) of the *Local Government Act 2020* states that Council must adopt a budget by 30 June each year (or at another time fixed by the Minister) to include:

- a) the total amount that the Council intends to raise by rates and charges;
- b) a statement as to whether the rates will be raised by the application of a uniform rate or a differential rate;
- c) a description of any fixed component of the rates, if applicable;
- d) if the Council proposes to declare a uniform rate, the matters specified in section 160 of the *Local Government Act 1989*;
- e) if the Council proposes to declare a differential rate for any land, the matters specified in section 161(2) of the *Local Government Act 1989*;

Section 94(3) of the *Local Government Act 2020* also states that Council must ensure that, if applicable, the budget also contains a statement –

- a) that the Council intends to apply for a special order to increase the Council's average rate cap for the financial year or any other financial year; or
- b) that the Council has made an application to the Essential Services Commission (ESC) for a special order and is waiting for the outcome of the application; or
- c) that a special Order has been made in respect of the Council and specifying the average rate cap that applies for the financial year or any other financial year.

This plan outlines the principles and strategic framework that Council will utilise in calculating and distributing the rates to property owners. The quantum of rate revenue and rating differential amounts will be stated in the annual City of Darebin budget.

The Victorian Government has passed the *Local Government Legislation Amendment (Rating and Other Matters) Act 2022 (Act)*, making a number of amendments including a particular focus on ratepayers experiencing hardship and improving the way rates are collected. This change has amended both the *Local Government Act 1989* and the *Local Government Act 2020*.

Some of the key changes are:

- a) service rates and charges: Waste charges were previously limited to the collection and disposal of refuse. The Act updates the description of waste charges to include all modern waste management activities such as collection, transport, processing, storage and treatment of waste and recyclable material.
- b) rebates and concessions: The previous arrangements for rate rebates and concessions were confined to the preservation of buildings and the environment, the Act recommends a new, contemporary public benefit test for councils to offer rate rebates and concessions for land uses that provide a public benefit to the community.
- c) hardship and payment plans: The alternative means of paying rates via a payment plan has been formalised in the Act which ensures consistent application across all councils. The Act supports people who are struggling to pay their debt and limits the use of court proceedings for recovering unpaid rates in situations where rates or charges have not been paid for two years or more. It also requires interest rate on unpaid rates to be set by the Minister of Local Government instead of being levied pursuant to Penalty Interest Rate Act 1983 at.
- d) Special rates and charges: The Act require Councils to levy special rates and charges within 12 months of declaring such a scheme, else the scheme itself lapses.

1.3.2 RATING PRINCIPLES

Taxation Principles:

When developing a rating strategy, in particular with reference to differential rates, a Council should give consideration to the following good practice taxation principles:

- Wealth Tax
- Equity
- Efficiency
- Simplicity
- Benefit
- Capacity to Pay
- Diversity

Wealth Tax

The “wealth tax” principle implies that the rates paid are dependent upon the value of a ratepayer’s real property and have no correlation to the individual ratepayer’s consumption of services or the perceived benefits derived by individual ratepayers from the expenditures funded from rates.

Equity

Horizontal equity – ratepayers in similar situations should pay similar amounts of rates (ensured mainly by accurate property valuations, undertaken in a consistent manner, their classification into homogenous property classes and the right of appeal against valuation).

Vertical equity – those who are better off should pay more rates than those worse off (the rationale applies for the use of progressive and proportional income taxation. It implies a “relativity” dimension to the fairness of the tax burden).

Council has determined that the issues concerning equity within the community and the impact of rates is best dealt within application of the entire Rating framework having regard to:

- Land use – differential groups;
- Valuation – valuation relative to other properties within land use groups;
- Rate in the dollar – based on the City’s revenue requirements and % contribution by differential group;
- Collection arrangements – access to multiple payment methods to suit; and
- Concessions aligned to equity principles – access to concessions, rebate
- Hardship being taken into consideration – subject to application for individuals.

Darebin also provides an overlay in alignment with the following principles of the Toward Equality Framework:

1. Recognising Australia’s First peoples
 - a. Concession for Aboriginal Housing Victoria properties that provide affordable housing
 - b. Exemption for Aboriginal Victoria Housing Properties used for charitable purposes
3. Advancing social justice
 - a. Concession for Aboriginal Housing Victoria properties that provide affordable housing
 - b. Pensioner Concessions aligned to equity principles
 - c. Concessions aligned to equity principles for the principle place of residence for properties valued at \$500k or less
 - d. Rates Financial Hardship policy

Efficiency

Economic efficiency is measured by the extent to which production and consumption decisions by people are affected by rates.

Simplicity

How easily a rates system can be understood by ratepayers and the practicality and ease of administration.

Benefit

The extent to which there is a nexus between consumption/benefit and the rate burden.

Capacity to Pay

The capacity of ratepayers or groups of ratepayers to pay rates.

Diversity

The capacity of ratepayers within a group to pay rates.

The rating challenge for Council therefore is to determine the appropriate balancing of competing considerations.

Rates and Charges Revenue Principles:

Property rates will:

- be reviewed annually;
- not change dramatically from one year to next; and
- be sufficient to fund current expenditure commitments and deliverables outlined in the Council Plan, Financial Plan and Asset Plan.

1.3.3 DETERMINING WHICH VALUATION BASE TO USE

Under the *Local Government Act 1989*, Council has three options as to the valuation base it elects to use. They are:

- **Capital Improved Value (CIV)** – Value of land and improvements upon the land.
- **Site Value (SV)** – Value of land only.

Net Annual Value (NAV) – Rental valuation based on CIV. For residential properties, NAV is calculated at 5 per cent of the Capital Improved Value. For commercial and industrial properties, NAV is calculated as the greater of the estimated annual rental value or 5 per cent of the CIV.

Capital Improved Value (CIV)

Capital Improved Value is the most commonly used valuation base by local government with over 90% of Victorian councils applying this methodology. Based on the value of both land and all improvements on the land, it is generally easily understood by ratepayers as it equates to the market value of the property.

Section 161 of the *Local Government Act 1989* provides that a Council may raise any general rates by the application of a differential rate if –

- a) It uses the capital improved value system of valuing land; and
- b) It considers that a differential rate will contribute to the equitable and efficient carrying out of its functions.

Where a council does not utilise CIV, it may only apply limited differential rates in relation to residential use land.

Advantages of using Capital Improved Value (CIV)

- CIV includes all property improvements, and hence is often supported on the basis that it more closely reflects “capacity to pay”. The CIV rating method takes into account the full development value of the property, and hence better meets the equity criteria than Site Value and NAV.
- With the increased frequency of valuations (previously two year intervals, now annual intervals) the market values are more predictable and has reduced the level of objections resulting from valuations.
- The concept of the market value of property is more easily understood with CIV rather than NAV or SV.
- Most councils in Victoria have now adopted CIV which makes it easier to compare relative movements in rates and valuations across councils.
- The use of CIV allows council to apply differential rates which greatly adds to council’s ability to equitably distribute the rating burden based on ability to afford council rates. CIV allows council to apply higher rating differentials to the commercial and industrial sector that offset residential rates.

Disadvantages of using CIV

- The main disadvantage with CIV is the fact that rates are based on the total property value which may not necessarily reflect the income level of the property owner as with pensioners and low-income earners.

Site value (SV)

There are currently no Victorian councils that use this valuation base. With valuations based simply on the valuation of land and with only very limited ability to apply differential rates, the implementation of Site Value in a City of Darebin context would cause a shift in rate burden from the industrial/commercial sectors onto the residential sector, and would hinder council’s objective of a fair and equitable rating system.

There would be further rating movements away from modern townhouse style developments on relatively small land parcels to older established homes on quarter acre residential blocks. In many ways, it is difficult to see an equity argument being served by the implementation of site valuation in the City of Darebin.

Advantages of Site Value

- There is a perception that under site value, a uniform rate would promote development of land, particularly commercial and industrial developments. There is, however, little evidence to prove that this is the case.
- Scope for possible concessions for residential use land.

Disadvantages of using Site Value

- Under SV, there will be a significant shift from the industrial/commercial sector onto the residential sector of council. The percentage increases in many cases would be in the extreme range.
- SV is a major burden on property owners that have large areas of land. Some of these owners may have much smaller/older dwellings compared to those who have smaller land areas but well developed dwellings - but will pay more in rates. A typical example is flats, units, or townhouses which will all pay low rates compared to traditional housing styles.
- The use of SV can place pressure on council to give concessions to categories of landowners on whom the rating burden is seen to fall disproportionately (e.g. residential use properties). Large landowners are disadvantaged by the use of site value.
- SV will reduce Council's rating flexibility and options to deal with any rating inequities due to the removal of the ability to levy differential rates.
- The community may have greater difficulty in understanding the SV valuation on their rate notices, as indicated by many inquiries from ratepayers on this issue handled by council's customer service and property revenue staff each year.

Net annual value (NAV)

NAV, in concept, represents the annual rental value of a property. However, in practice, NAV is loosely linked to capital improved value for residential and farm properties. Valuers derive the NAV directly as 5 per cent of CIV.

In contrast to the treatment of residential and farm properties, NAV for commercial and industrial properties are assessed with regard to actual market rental. This differing treatment of commercial versus residential and farm properties has led to some suggestions that all properties should be valued on a rental basis.

Overall, the use of NAV is not largely supported. For residential and farm ratepayers, actual rental values pose some problems. The artificial rental estimate used may not represent actual market value, and means the base is the same as CIV but is harder to understand.

Recommended valuation base

In choosing a valuation base, councils must decide on whether they wish to adopt a differential rating system (different rates in the dollar for different property categories) or a uniform rating system (same rate in the dollar). If a council was to choose the former, under the *Local Government Act 1989* it must adopt either of the CIV or NAV methods of rating.

City of Darebin applies Capital Improved Value (CIV) to all properties within the municipality to take into account the fully developed value of the property. This basis of valuation takes into account the total market value of the land plus buildings and other improvements.

Differential rating allows (under the CIV method) council to shift part of the rate burden from some groups of ratepayers to others, through different "rates in the dollar" for each class of property.

Section 161(1) of the *Local Government Act 1989* outlines the requirements relating to differential rates, which include:

- A Council may raise any general rates by the application of a differential rate, if Council considers that the differential rate will contribute to the equitable and efficient carrying out of its functions.
- If a Council declares a differential rate for any land, the Council must specify the objectives of the differential rate, which must be consistent with the equitable and efficient carrying out of the Council's functions and must include the following:
 - A definition of the types or classes of land which are subject to the rate and a statement of the reasons for the use and level of that rate.
 - An identification of the type or classes of land which are subject to the rate in respect of the uses, geographic location (other than location on the basis of whether or not the land is within a specific ward in Council's district).
 - Specify the characteristics of the land, which are the criteria for declaring the differential rate.

Once the Council has declared a differential rate for any land, the Council must:

- Specify the objectives of the differential rates;
- Specify the characteristics of the land which are the criteria for declaring the differential rate.

The purpose is to ensure that Council has a sound basis on which to develop the various charging features when determining its revenue strategies and ensure that these are consistent with the provisions of the *Local Government Act 1989*.

The general objectives of each of the differential rates are to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council. There is no limit on the number or types of differential rates that can be levied, but the highest differential rate can be no more than four times the lowest differential rate.

Property Valuations

The *Valuation of Land Act 1960* is the principle legislation in determining property valuations. Under the *Valuation of Land Act 1960*, the Victorian Valuer-General conducts property valuations on an annual basis. Darebin applies a Capital Improved Value (CIV) to all properties within the municipality to take into account the full development value of

the property. This basis of valuation takes into account the total market value of the land including buildings and other improvements.

The value of land is always derived by the principal of valuing land for its highest and best use at the relevant time of valuation.

Council needs to be mindful of the impacts of revaluations on the various property types in implementing the differential rating strategy outlined in the previous section to ensure that rises and falls in council rates remain affordable and that rating 'shocks' are mitigated to some degree.

Supplementary Valuations

Supplementary valuations are carried out for a variety of reasons including rezoning, subdivisions, amalgamations, renovations, new constructions, extensions, occupancy changes and corrections. The Victorian Valuer-General is tasked with undertaking supplementary valuations and advises council on a monthly basis of valuation and Australian Valuation Property Classification Code (AVPCC) changes.

Supplementary valuations bring the value of the affected property into line with the general valuation of other properties within the municipality. Objections to supplementary valuations can be lodged in accordance with Part 3 of the *Valuation of Land Act 1960*. Any objections must be lodged with Council within two months of the issue of the supplementary rate notice.

Objections to property valuations

Part 3 of the *Valuation of Land Act 1960* provides that a property owner may lodge an objection against the valuation of a property or the Australian Valuation Property Classification Code (AVPCC) within two months of the issue of the original or amended (supplementary) Rates and Valuation Charges Notice (Rates Notice), or within four months if the notice was not originally issued to the occupier of the land.

A property owner must lodge their objection to the valuation or the AVPCC in writing to Darebin Council. Property owners also have the ability to object to the site valuations on receipt of their Land Tax Assessment. Property owners can appeal their land valuation within two months of receipt of their Council Rate Notice (via Council) or within two months of receipt of their Land Tax Assessment (via the State Revenue Office).

1.3.4 RATING DIFFERENTIALS

Council believes each differential rate will contribute to the equitable and efficient carrying out of council functions. Details of the objectives of each differential rate, the classes of land which are subject to each differential rate and the uses of each differential rate are set out below.

General Rate

Definition:

General land is any rateable land which does not have the characteristics of Business/Commercial Land.

Objectives:

To ensure that Council has adequate funding to undertake its strategic, statutory, service provision and community services obligations and to ensure that the differential rate in the dollar declared for defined general rate land properties is fair and equitable, having regard to the cost and the level of benefits derived from provision of Council services.

Characteristics:

The characteristics of the planning scheme zoning are applicable to the determination of vacant land which will be subject to the rate of residential land. The vacant land affected by this rate is that which is zoned residential under the City of Darebin. The classification of the land will be determined by the occupation of that land for its best use and have reference to the planning scheme zoning.

Types and Classes:

Rateable land having the relevant characteristics described below:

- a) used primarily for residential purposes; or
- b) any land that is not defined as Business/Commercial Land.

Use of Rate:

The differential rate will be used to fund items of expenditure described in the Budget adopted by Council. The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

Level of Rate:

100% of General Rate.

Use of Land:

Any use permitted under the City of Darebin Planning Scheme.

Geographic Location:

Wherever located within the municipal district.

Planning Scheme Zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant City of Darebin Planning Scheme.

Types of Buildings:

All buildings which are already constructed on the land or which are constructed prior to the end of the financial year.

Business/Commercial Rate**Definition:**

Business or Commercial Land is any land which is not Vacant Business or Commercial and, as described under the heading Vacant business/commercial land and:

- the primary use of which is the carrying out of the manufacture or production of, or the trade in, goods or services; or
- which is unoccupied and is zoned other than residential under the Darebin Planning Scheme.

Objectives:

The objectives of this differential rate, having regard to principles of equity including the capacity to pay of those levied the rate, is to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including (but not limited to) the:

- construction and maintenance of infrastructure assets;
- development and provision of health and community services; and
- provision of general support services.

The types and classes of rateable land within this differential rate are those having the relevant characteristics described in the paragraphs immediately above.

Characteristics:

The use of the land within this differential rate is, in the case of improved land, any use of land creating the relevant characteristics described in this section above.

Types and Classes:

Business/Commercial having the relevant characteristics described below:

- a) used primarily for business or commercial purposes; or
- b) any land that is not defined as General Land.

Use of Rate:

The money raised by the differential rate will be applied to the items of expenditure described in the Budget by Council. The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land.

Level of Rate:

175% of the General Rate.

Use of Land:

Any use permitted under the City of Darebin Planning Scheme.

Geographic Location:

Wherever located within the municipal district.

Planning Scheme Zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant City of Darebin Planning Scheme.

Types of Buildings:

All buildings which are already constructed on the land or which are constructed prior to the end of the financial year.

Vacant Residential Land Rate**Definition:**

Vacant Residential Land is any land which is zoned residential under the of Darebin Planning Scheme and:

- on which there is no dwelling or other building designed or adapted for permanent occupation; and
- in respect of which a building permit for demolition was issued under the Building Act 1993 since the date 18 months prior to the date of declaration of rates for the next financial year; and

- in respect of which no building permit for the construction of a new dwelling or other building designed or adapted for permanent occupation has been issued under the Building Act 1993 in the period since demolition, with the date of demolition taken to be the date on which the building permit for demolition was issued under the Building Act 1993;
- or
- on which there is no dwelling or other building designed or adapted for permanent occupation; and
 - in respect of which no building permit for demolition was issued under the Building Act 1993 since the date 18 months prior to the date of declaration of rates for the next financial year; and
 - in respect of which no building permit for the construction of a new dwelling or other building designed or adapted for permanent occupation has been issued under the Building Act 1993 since the date 12 months prior to the date of declaration of rates for the next financial year.

Objectives:

The objectives of this differential rate are to:

- promote responsible land management through appropriate maintenance and development of the land; and
- encourage prompt development of vacant residential land and attract new residents to the Darebin; and
- ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including (but not limited) to the:
 - (a) construction and maintenance of infrastructure assets;
 - (b) development and provision of health and community services; and
 - (c) provision of economic development and general support services.

Characteristics:

The characteristics of the planning scheme zoning are applicable to the determination of vacant land which will be subject to the rate applicable to Vacant Residential Land. The classification of the land will be determined by the occupation of that land for its best use and have reference to the planning scheme zoning.

Types and Classes:

Vacant Residential land having the relevant characteristics described below:

- a) used primarily for residential purposes; or
- b) any land that is not defined as General Land.

Use of Rate:

The money raised by the differential rate will be applied to the items of expenditure described in the Budget by Council. The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land.

Level of Rate:

300% of the General Rate.

Use of Land:

Any use permitted under the City of Darebin Planning Scheme.

Geographic Location:

Wherever located within the municipal district.

Planning Scheme Zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant City of Darebin Planning Scheme.

Vacant Business/Commercial Land Rate**Definition:**

Vacant Business or Commercial Land is any land:

- which is zoned other than residential under the Darebin Planning Scheme; and
- on which no building designed or adapted for permanent occupation is constructed; and
- in respect of which no building permit for the construction of a new building designed or adapted for permanent occupation has been issued under the Building Act 1993 since the date 12 months prior to the date of declaration of rates for the next financial year.

Objectives:

The objectives of this differential rate, having regard to principles of equity including the capacity to pay of those levied the rate, are to:

- promote responsible land management through appropriate maintenance and development of the land;
- ensure that foregone community and economic development resulting from underutilisation of land is minimised;

- encourage the use and occupancy of business land, leading to reinvigoration of trade and commerce within the Darebin; and
- ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including (but not limited) to the:
 - (a) construction and maintenance of infrastructure assets;
 - (b) development and provision of health and community services; and
 - (c) provision of economic development and general support services.

Characteristics:

The characteristics of the planning scheme zoning are applicable to the determination of vacant land which will be subject to the rate applicable to Vacant Business or Commercial Land. The classification of the land will be determined by the occupation of that land for its best use and have reference to the planning scheme zoning.

Types and Classes:

Vacant Business or Commercial land having the relevant characteristics described below:

- a) used primarily for business/commercial purposes; or
- b) any land that is not defined as General Land.

Use of Rate:

The money raised by the differential rate will be applied to the items of expenditure described in the Budget by Council. The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land.

Level of Rate:

400% of the General Rate.

Use of Land:

Any use permitted under the City of Darebin Council Planning Scheme.

Geographic Location:

Wherever located within the municipal district.

Planning Scheme Zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant City of Darebin Planning Scheme.

Mixed Use Occupancy Rate**Definition:**

Mixed Use Occupancy Land is any land:

- on which there is a building, at least part of which is used, designed or adapted for the carrying out of the manufacture or production of, or the trade in, goods and services and is occupied for that purpose; and
- on which there is a building, at least part of which is used, designed or adapted as a principal place of residence and is occupied as such; and
- both the part of the land which meets the requirements the first bullet point of this section and the part of the land which meets the requirements of second bullet point of this section is occupied by the ratepayer; or
- where there is more than one ratepayer, at least one of those ratepayers occupies both the part of the land which meets the requirements of the first bullet point of this section and the part of the land which meets the requirements of the second bullet point of this section.

Objectives:

The objectives of this differential rate, having regard to principles of equity including the capacity to pay of those levied the rate, are to:

- ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including (but not limited to) the:
 - (a) construction and maintenance of public infrastructure assets;
 - (b) development and provision of health, environmental and community services; and
 - (c) provision of general support services; and
- address an apparent inequity for those ratepayers who reside in, and operate a business from, the same building and have previously been required to pay rates in respect of two separate assessments.

Characteristics:

The types and classes of rateable land within this differential rate are those having the relevant characteristics described in this section above.

Types and Classes:

Mixed Use Occupancy having the relevant characteristics described below:

- a) used primarily for business and residential; or
- b) any land that is not defined as General Land.

Use of Rate:

The differential rate will be used to fund items of expenditure described in the Budget adopted by Council. The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

Level of Rate:

140% of the General Rate.

Use of Land:

Any use permitted under the City of Darebin Planning Scheme.

Geographic Location:

Wherever located within the municipal district.

Planning Scheme Zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant City of Darebin Planning Scheme.

Types of Buildings:

All buildings which are already constructed on the land or which are constructed prior to the end of the financial year.

Vacant Retail Land Rate**Definition:**

Vacant Retail Land is any land:

- on which a building designed or adapted for retail occupation is constructed; and
- in respect of which:
 - (a) the building has not been open for trade since a date 24 months prior to the date of declaration of rates for the next financial year; and
 - (b) no building permit has been issued under the Building Act 1993 since the date 12 months prior to the date of declaration of rates for the next financial year.

Objectives:

The objectives of this differential rate are to:

- promote responsible land management through appropriate maintenance, development and use of the land;
- ensure that foregone community and economic development resulting from underutilisation of the land is minimised;
- encourage the use and occupancy of retail land, leading to reinvigoration of trade and commerce within the Darebin; and
- ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including (but not limited) to the:
 - (a) construction and maintenance of public infrastructure assets;
 - (b) development and provision of health, environmental and community services; and
 - (c) provision of economic development and general support services.

Characteristics:

The types and classes of rateable land within this differential rate are those having the relevant characteristics described in this section above.

Types and Classes:

Vacant Retail land having the relevant characteristics described below:

- a) used primarily for business purposes; or
- b) any land that is not defined as General Land.

Use of Rate:

The differential rate will be used to fund items of expenditure described in the Budget adopted by Council. The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

Level of Rate:

400% of the General Rate.

Use of Land:

Any use permitted under the City of Darebin Planning Scheme.

Geographic Location:

Wherever located within the municipal district.

Planning Scheme Zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant City of Darebin Planning Scheme.

Cultural and Recreational Land Rate**Definition:**

Cultural and Recreational Land is any land, which is:

- a) vested in or occupied by any body corporate or unincorporate which exists for the purpose of providing or promoting cultural or sporting recreational or similar facilities or objectives and which applies its profits in promoting its objects and prohibits the payment of any dividend or amount to its members; and
- b) used for out-door sporting recreational or cultural purposes or similar out-door activities

Objectives:

To ensure that Council has adequate funding to undertake its strategic, statutory, service provision and community services obligations and to ensure that the differential rate in the dollar declared for defined Cultural and Recreational land properties is fair and equitable, having regard to the cost and the level of benefits derived from provision of Council services.

The Cultural and Recreational differential rate is applied to promote the economic development objectives for the City of Darebin as outlined in the Council Plan. These objectives include an ongoing significant investment to create a vibrant economy and includes the maintenance and improvement of tourism infrastructure. Construction and maintenance of public infrastructure, development and provision of health and community services and the general provision of support services and promotion of business in the municipality.

Characteristics:

The characteristics of the planning scheme zoning are applicable to the determination of vacant land which will be subject to the rate applicable to Cultural and Recreational Land. The classification of the land will be determined by the occupation of that land for its best use and have reference to the planning scheme zoning.

Types and Classes:

Cultural and Recreation land having the relevant characteristics described below:

- a) used primarily for outdoor activities; or
- b) any land that is not defined as General Land.

Use of Rate:

The differential rate will be used to fund items of expenditure described in the Budget adopted by Council. The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

Level of Rate:

87.5% of the General Rate.

Use of Land:

Any use permitted under the City of Darebin Planning Scheme.

Geographic Location:

Wherever located within the municipal district.

Planning Scheme Zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant City of Darebin Planning Scheme.

Advantages of a differential rating system

The advantages of utilising a differential rating system summarised below are:

- There is greater flexibility to distribute the rate burden between all classes of property, and therefore link rates with the ability to pay and reflecting the tax deductibility of rates for commercial and industrial premises.
- Differential rating allows Council to better reflect the investment required by Council to establish infrastructure to meet the needs of the commercial and industrial sector.
- Allows Council to reflect the unique circumstances of some rating categories where the application of a uniform rate may create an inequitable outcome (e.g. Farming enterprises).

- Allows Council discretion in the imposition of rates to facilitate and encourage appropriate development of its municipal district in the best interest of the community. (i.e. Vacant Commercial properties still attract the commercial differential rate)

Disadvantages of a differential rating system

The disadvantages in applying differential rating summarised below are:

- The justification of the differential rate can at times be difficult for the various groups to accept giving rise to queries and complaints where the differentials may seem to be excessive.
- Differential rates can be confusing to ratepayers, as they may have difficulty understanding the system. Some rating categories may feel they are unfavourably treated because they are paying a higher level of rates than other ratepayer groups.
- Differential rating involves a degree of administrative complexity as properties continually shift from one type to another (e.g. residential to commercial,) requiring Council to update its records. Ensuring the accuracy/integrity of Council's data base is critical to ensure that properties are correctly classified into their right category.
- Council may not achieve the objectives it aims for through differential rating. For example, Council may set its differential rate objectives to levy a higher rate on land not developed, however it may be difficult to prove whether the rate achieves those objectives.

1.3.5 SPECIAL CHARGE SCHEMES

The *Local Government Act 1989* recognises that councils need help to provide improved infrastructure for their local communities. Legislation allows councils to pass on the cost of capital infrastructure to the owner of a property that generally receives a unique benefit from the construction works. The technical explanation of a Special Charge comes from legislation (under the *Local Government Act 1989*) that allows councils to recover the cost of works from property owners who will gain special benefit from that work.

The purposes for which special rates and special charges may be used include road construction, kerb and channelling, footpath provision, drainage, and other capital improvement projects.

The special rate or special charges may be declared on the basis of any criteria specified by the council in the rate (Section 163 (2)). In accordance with Section 163 (3), council must specify:

- a. the wards, groups, uses or areas for which the special rate or charge is declared; and
- b. the land in relation to which the special rate or special charge is declared;
- c. the manner in which the special rate or special charge will be assessed and levied; and
- d. details of the period for which the special rate or special charge remains in force.

The special rates and charges provisions are flexible and can be used to achieve a wide range of community objectives. The fundamental principle of special rates and charges is proof "special benefit" applies to those being levied. For example, they could be used to fund co-operative fire prevention schemes. This would ensure that there were no 'free-riders' reaping the benefits but not contributing to fire prevention.

Landscaping and environmental improvement programs that benefit small or localised areas could also be funded using special rates or charges.

In recognition of the *Local Government Legislation Amendment (Rating and Other Matters) Act 2022*, the declaration of a Special Charge of Special Rate made after 9 August 2022 will expire if the special rate or special charge is not levied within 12 months of declaring such a scheme.

Calculate the Maximum Total Special Charge

In order to calculate the maximum total Special Rate **S**, the following formula is used:

$$S = R \times C$$

Where **R** is the benefit ratio and **C** is the cost of all works

R is the 'benefit ratio' which is the percentage of the total cost that Council determines is able to be charged. It takes into account whether there are properties Council believes will derive a 'special benefit' and are to be charged, and others which also receive such a benefit, but which aren't to be levied (such as non-commercial community facilities).

S is the maximum amount that can be charged.

The total maximum amount that can be levied on liable property owners is 100% of the total cost of the Special Rate Scheme established for each business precinct.

Note there is no community benefit amount payable by Council. The community benefit has been assessed and equates to zero for these charges.

Estimate Total Special Benefits

As per the Ministerial Guideline for Special Rates and Charges, total special benefits are defined according to the formula below:

$$\text{TSB} = \text{TSB}_{(\text{in})} + \text{TSB}_{(\text{out})}$$

- **TSB** is the estimated total special benefit for all properties that have been identified to receive a special benefit.
- **TSB_(in)** is the estimated total special benefit for those properties that are included in the scheme.
- **TSB_(out)** is the estimated total special benefit for those properties with an identified special benefit that are not included in the scheme.

For the purposes of each scheme, total special benefits have been calculated as follows:

- **TSB_(in)** – The estimated total special benefit is based on the request from the Business Association required for their annual budget.
- **TSB_(out)** – This is not applicable as all participating properties are included.

TCB – Total Community Benefit is assessed to be 0 benefit units

H. Calculate the Benefit Ratio

The benefit ratio is calculated as:

$$R = \frac{\text{TSB}_{(\text{in})}}{\text{TSB}_{(\text{in})} + \text{TSB}_{(\text{out})} + \text{TCB}}$$

Special Charge for Solar Saver Scheme

In August 2018 Council resolved to offer the Darebin Solar Saver Program to all residential properties, with no interest charged as part of the special charge scheme and authorised the inclusion of non-residential properties up to 30kW in size with no interest charged. This commitment formed part of the Climate Emergency Plan 2017.

Council's commitment to the Solar Saver program was reaffirmed through the Council Plan 2021-25. In November 2021 Council endorsed the revised program parameters, which included only making the special charge mechanism available to households experiencing disadvantage and meeting set criteria, including reverse cycle air-conditioning in the offering, and introducing a household financial cap of \$6,000.

The Solar Saver Special Charge Scheme provides opportunity for ratepayers to access solar power systems and other approved energy efficiency equipment with Council paying the upfront costs for the installation and supply, and ratepayers repaying these costs over 10 years in accordance with the special charge. Through the Solar Saver program and Special Charge for Solar Saver Scheme, Council is able to effectively offer an interest free loan to ratepayer participants.

There are a number of Special Charges for Solar Saver Scheme in effect, declared by Council in batches throughout the course of each year in accordance with the Solar Saver Program to improve affordability and access to solar power systems and to reduce fuel poverty.

Special Rate for Business Precincts

Council has established a series of Special Rates for Business Precincts in collaboration with Trader Associations for retailing precincts for the purposes of marketing, promotion and development of business precincts. The funds collected from the special rate schemes assist precincts to market and promote the businesses within the precinct and are also used to market the precinct as a whole to attract new visitors and shoppers.

The rate set is informed by the respective Traders Association to provide the necessary funding to sustain a proactive marketing approach and promotional campaign to assist the business precinct to remain competitive. The viability of each precinct is dependent on its ability to represent as a cohesive management group of businesses, allowing them to unite in effectively responding to external threats or opportunities so to protect their investment in the Darebin community; and provide a holistic approach to marketing and promotion of the precinct.

100% of the money raised by these Special Rates is paid directly to the business association's elected account, over instalments throughout the year in accordance with a Memorandum of Understanding established to govern the arrangement. The relevant association spends the funds as specified in the Special Rate declaration and in accordance with an agreement between them and Council which requires annual budgets, regular financial reporting and audited annual financial statements. The administration of the charge is provided by Council within existing resources at no charge.

The community benefit which is calculated in circumstances where Council considers that the services and activities to be provided from the proceeds of the special rate, all being for the purpose of marketing, management and development of the Centre, will only benefit the commercial properties (all of which are rateable land) specified in the Special Rate area.

If a property will receive a special benefit but is not included in the scheme, the calculation of the benefit ratio will result in Council paying the share of costs related to the special benefits for that property. Only those properties at which are included in the Business Precinct receive a special benefit from the scheme. Accordingly, only commercial properties are charged the Special Rate. Council will not, then, be required to pay a share of costs related to special benefits for any property that is not included in the scheme.

The following Special Rates have been established by Council, noting the introduction of a new Special Rate for the Reservoir Business Precinct from 1 July 2022 following expiry of the previous charge on 30 June 2022. It is important to note that the rate set for each Business Precinct varies depending on the needs of each Precinct identified by the relevant Association in consultation with traders.

Business Precinct	Rate	Benefit Ratio	Community Benefit (163(2b))	Timeframe for Special Rates
Fairfield Village Business Precinct	Declared at \$66,000 for 2019/20 +CPI increase annually in future years Primary Benefit 0.00066645c in 19/20 +CPI increase in future years Secondary Benefit 0.00049984 in 19/20 + CPI increase in future years The rate per property is calculated annually based on the amount to be collected as per the special rate calculation.	1:1	Zero	1 July 2019 – 30 June 2024 <i>Established 24 June 2019</i>
Preston Central Business Precinct	Declared at \$110,000 for 2019/20 + CPI increase annually in future years Note this was not raised in 2021/22 due to the pandemic. The rate per property is calculated annually based on the amount to be collected as per the special rate calculation.	1:1	Zero	1 July 2019 – 30 June 2024 First introduced in 2008 <i>Established 12 August 2019</i>
Reservoir Village Business Precinct	Declared at \$75,000 for 2022/23 + CPI increase annually in future years. The rate per property is calculated annually based on the amount to be collected as per the special rate calculation.	1:1	Zero	1 July 2022 – 30 June 2026 <i>Established 1 July 2022</i>

The following Special Charge has been established by Council. It is important to note that the charge set for each Business Precinct varies depending on the needs of each Precinct identified by the relevant Association in consultation with traders.

Business Precinct	Special Charge	Benefit Ratio	Community Benefit (163(2b))	Timeframe for Special Rates
Northcote Business Precinct	Declared at \$88,745 for 2019/20 + CPI increase annually in future years. Primary Benefit \$480 in 19/20 +CPI increase in future years Secondary Benefit \$235 in 19/20 + CPI increase in future years	1:1	Zero	1 July 2019 – 30 June 2024 <i>Established 24 June 2019</i>

Specified Properties for the above Special Rates and Special Charges for Business Precincts are provided in **Appendix A**.

1.3.6 SERVICE RATES AND CHARGES

Section 162 of the Local Government Act 1989 provides Council with the opportunity to raise service rates and charges for any of the following services:

- b) waste, recycling or resource recovery services;
- d) any other prescribed service.

Service Charges

Council introduced a Kerbside Waste Collection Service Charge for the collection and disposal of refuse through the kerbside service from July 2022.

The Kerbside Waste Collection Service charge covers the costs of collection, recycling and landfill disposal. Council operates a full domestic general waste, recycling and green waste system providing a three-bin service to all residential and participating small businesses. Private contractors generally undertake all non-residential refuse collections by direct arrangement with the landowner, tenant or business owner.

The Kerbside Waste Collection Service charge is levied on the following criteria:

- Geographic existence within those areas of the municipal district in which Council provides a domestic kerbside waste collection and disposal service.
- The charge will be raised for rateable and non-rateable properties, irrespective of whether the service is used or not unless it has been identified as:
 - a. a multi-unit dwelling via the planning process where the traditional kerbside waste collection service cannot be used.
 - b. a business that is not serviced by the kerbside waste collection service.

Note: Businesses may be eligible to receive a kerbside waste service for landfill bin collection only. Where a business is in receipt of one kerbside waste collection service, the full kerbside waste collection service charge will apply, irrespective of the provision of the full suite of kerbside waste collection services. This is provided as an alternative to private commercial waste collection services for businesses within the Darebin community.

Property owners currently receiving the kerbside waste collection service can apply for additional bins or larger bins via an application form. The property owner will be required to make upfront payment for the additional service and agree to the meet the additional costs annually through the rates notice from 1 July 2024. All applications for food and green waste bins and garbage and recycling bins are subject to approval. Applications for additional or larger bins will be charged on a pro rata basis for both permit payments and through the rates notice.

The following service options and charges will be available for additional bin service per year, and fees will be subject to annual review of Council's Fees and Charges each year through the Budget process that is subject to community consultation:

- Extra food and green waste bin 240L
- Larger food and green Waste bin
- Larger food and green waste bin (Concession)**
- Extra garbage bin 240L***
- Larger garbage bin from 80L to 120L*
- Larger garbage bin from 80L to 240L
- Extra recycling bin 240L ***

Note: the maximum number of additional bins is one additional bin per household, for each bin type

*charge not applicable until 1 July 2024

** concession applies to Pension Card holders only.

*** service not available until after 1 July 2023

The charges for a larger garbage waste bin may be waived for households with special waste needs including:

- families with six or more members
- families with children in nappies
- households with additional waste for medical reasons

The advantage of the kerbside waste service collection fee is that it will be readily understood by residents as a fee for a direct service that they receive. It further provides equality in the rating system in that all residents who receive the same service level all pay an equivalent amount. The disadvantage of the waste service charge is that it is regressive in nature,

and a fixed charge to a property with a low value comprises a far greater proportion of the overall rates than it does to a property with a higher value.

Service Rates

Council introduced a Service Rate for Public Waste Collection Service for the collection and disposal of refuse through the public waste collection service from July 2022.

The Public Waste Collection Service rate covers the costs of collection, transport, processing, education, storage and treatment of waste and recyclable materials. Darebin City Council applies a Public Waste Collection Service Rate annually for the collection and disposal of public refuse applicable to all rateable properties* within the municipality.

The advantage of the public waste collection service rate is that all properties ratepayers will contribute to the cost of keeping our municipality clean through public waste services and is aligned to the rateable value (CIV).

The service rate for public waste service collection services is set annually per rateable property and subject to the annual valuation by the Valuer General of Victoria.

**excluding advertising signs, telecommunication poles and non-rateable properties*

1.3.7 COLLECTION AND ADMINISTRATION OF RATES AND CHARGES

The purpose of this section is to outline the rate payment options, processes, and the support provided to ratepayers facing financial hardship.

Payment options

In accordance with section 167(1) of the *Local Government Act 1989* ratepayers have the option of paying rates and charges by way of four instalments. Payments are due on the prescribed dates below:

- 1st Instalment: 30 September
- 2nd Instalment: 30 November
- 3rd Instalment: 28 February
- 4th Instalment: 31 May

Council offers a range of payment options including:

- in person at Council offices (cheques, money orders, credit/debit cards and cash*),
- online via Council's ratepayer portal, direct debit (on prescribed instalment due dates or monthly),
- BPAY,
- Australia Post (over the counter, over the phone via credit card and on the internet),
- By phone (credit/debit card)
- by mail (cheques and money orders only).

**subject to maximum permitted cash payments*

SPECIFIED EXEMPTION / CONCESSION

Aboriginal Housing Victoria Concession

In 2019 Darebin reviewed its Statement of Commitment to renew, strengthen and formalise Council's long standing commitment and relationship with the diverse Aboriginal and Torres Strait Islander communities of Darebin. Darebin City Council acknowledges the Wurundjeri Woi-wurrung people as the traditional owners and custodians of the land and waters we now call Darebin and affirmed that the Wurundjeri Woi-wurrung people have lived on this land for millennia practising their customs and ceremonies of celebration, initiation and renewal.

Council also has a firm commitment through the Toward Equality Framework in recognising Australia's First peoples and advancing social justice.

It is noted that Council has established Memorandum of Understanding with Aboriginal Housing Victoria, and this concession is further commitment to the ongoing relationship.

Toward these commitments, Council established a 100% concession for general rates for all properties owned or managed by Aboriginal Housing Victoria as a 'registered agency', relating to the provision of affordable housing, in accordance with s169 (1d) of the *Local Government Act 1989*. Further, Council confirms the existing exemption from general rates for properties owned or managed by Aboriginal Housing Victoria for charitable purposes, excluding those used for affordable housing.

Note: 'registered agency' is identified in the *Local Government Act 1989* as being that defined in the *Housing Act 1983*.

Note: This concession applies only to general rates. Other charges still apply (for example and not limited to: the Fire Services Property Levy, the Kerbside Waste Collection Service Fee, the Public Waste Service Rate and any other requested service such as a larger or additional FOGO bin).

This concession has been granted “to assist the proper development of the municipal district” in accordance with s169 (1(a)) and (1B(b)) of the *Local Government Act 1989*, the Statement of Commitment to Aboriginal and Torres Strait Islander Peoples and the Toward Equality Framework. The concession will apply to the rateable properties who satisfy the terms specified by Council that directly relate to the community benefit. Given the concession is based on property value, it will be applied directly by Council for all eligible properties based on CIV as informed by the Valuer General of Victoria and no application will be necessary.

The benefit to the broader community through the concession (aligned to equity principles) include:

- Recognising Australia's First peoples. (Statement of Commitment)
- Recognising and seeking to address financial inequity within our community through targeted and customised responses that prioritise the application of equity.
- Advancing social justice. (Towards Equality Framework)

RELIEF

Local Government Legislation Amendment (Rating and Other Matters) Bill 2022 has amended the *Local Government Act 1989* section 169. The amended changes has expanded the circumstances in which Councils may grant a rebate or concession through a new subsection (1AA) to Section 169 (1) to enable Councils to grant a rebate or concession in relation to any rate or charge if all of the following are satisfied:

- The land is being used for a public benefit
- The land is being used for the direct provision of goods or services that are available to the public, or a substantial portion of the public, free of charge or for a nominal charge; and
- the land is not being, or will not be, used primarily for the purposes of the distribution of profit to owner (s), members or shareholders of the entity from the operation of the entity, the winding up the entity or the estimated annual value of the land.

This change expands the options available to Council at its discretion, through the legislation and aligns with Councils commitment through the Toward Equality Framework.

Council has established a range of concessions, aligned to equity principles and the Toward Equality Framework in accordance with the provisions of the *Local Government Act 1989*. These concessions are funded through Council's rating system and the redistribution across ratepayers, aligned to equity principles.

Standard Concessions

Public Waste Service Rate

- A concession for residential properties with a CIV value at \$500,000 or less by the Valuer General of Victoria that equates to 100% of the public waste rate. This concession will automatically be applied to the principal place of residence for ratepayers and will not require an application.

This concession has been granted “to assist the proper development of the municipal district” in accordance with s169 (1(a)) and (1B(b)) of the *Local Government Act 1989* and the Toward Equality Framework. Given the concession is based on property value, it will be applied directly by Council for all eligible properties based on CIV as informed by the Valuer General of Victoria and no application will be necessary.

The benefit to the broader community through the concession (aligned to equity principles) include:

- Recognising and seeking to address financial inequity within our community through targeted and customised responses that prioritise the application of equity.
- Addressing service inequity through the recently introduced Kerbside Waste Collection Service Charge and Public Waste Service Rate (Toward Equality Framework).
- Advancing social justice and climate justice to support the recently introduced Kerbside Waste Collection Service Charge and Public Waste Service Rate. (Towards Equality Framework)
- Seeking to ensure that our processes and decisions do not inadvertently compound and exacerbate existing disadvantage. (Toward Equality Framework).
- Seeking to ensure that our processes and decisions do not create a further barrier for community members to live their lives well.
- Improved fairness and transparency in the collection of waste costs.

Kerbside Waste Service Charge

- A concession for residential properties with a CIV value at \$500,000 or less by the Valuer General of Victoria that caps the kerbside waste collection service fee to a maximum amount for residential properties. This concession will automatically be applied to the principal place of residence for ratepayers and will not require an application.

Please note: the concession will be applied on 1 July for all existing properties. Where a new property is established or subject to supplementary valuation after 1 July the concession will not be applied as the impact of this change has no comparison for new properties or is impacted by increase as a result of property redevelopment rather than this change.

This concession has been granted "to assist the proper development of the municipal district" in accordance with s169 (1(a)) and (1B(b)) of the *Local Government Act 1989* and the Toward Equality Framework. Given the concession is based on property value, it will be applied directly by Council for all eligible properties based on CIV as informed by the Valuer General of Victoria and no application will be necessary.

The benefit to the broader community through the concession (aligned to equity principles) include:

- Recognising and seeking to address financial inequity within our community through targeted and customised responses that prioritise the application of equity.
 - Addressing service inequity through the recently introduced Kerbside Waste Collection Service Charge and Public Waste Service Rate (Toward Equality Framework).
 - Advancing social justice and climate justice to support the recently introduced Kerbside Waste Collection Service Charge and Public Waste Service Rate. (Towards Equality Framework)
 - Seeking to ensure that our processes and decisions do not inadvertently compound and exacerbate existing disadvantage. (Toward Equality Framework).
 - Seeking to ensure that our processes and decisions do not create a further barrier for community members to live their lives well.
 - Improved fairness and transparency in the collection of waste costs.
- A Pensioner Concession of \$150 for pensioners who are holders of an eligible Centrelink or Veteran Affairs Pension Concession Card or a Veteran Affairs Gold Card which stipulates TPI or War Widow for the Kerbside Waste Collection Service Charge. This concession will be provided by direct provision (without application where information is known) for the Kerbside Collection Service Charge on their principal place of residence only.

Ongoing eligibility is maintained, unless rejected by Centrelink or the Department of Veteran Affairs during the annual verification procedure. Upon confirmation of an eligible pensioner concession status, the pensioner concession is deducted from the Kerbside Waste Charge on the rates notice.

Please note: the concession will be applied on 1 July for all existing property where pensioner status is known. 5. Where a new property is established or subject to supplementary valuation after 1 July the concession will not be applied as the impact of this change has no comparison for new properties or is impacted by increase as a result of property redevelopment rather than this change.

This concession has been granted "to assist the proper development of the municipal district" in accordance with s169 (1(a)) and (1B(b)) of the *Local Government Act 1989* and the Toward Equality Framework. Given the concession is based on property value, it will be applied directly by Council for all eligible properties based on CIV as informed by the Valuer General of Victoria and no application will be necessary.

The benefit to the broader community through the concession (aligned to equity principles) include:

- Recognising and seeking to address financial inequity within our community through targeted and customised responses that prioritise the application of equity.
- Addressing service inequity through the recently introduced Kerbside Waste Collection Service Charge and Public Waste Service Rate (Toward Equality Framework).
- Advancing social justice and climate justice to support the recently introduced Kerbside Waste Collection Service Charge and Public Waste Service Rate. (Towards Equality Framework)
- Seeking to ensure that our processes and decisions do not inadvertently compound and exacerbate existing disadvantage. (Toward Equality Framework).
- Seeking to ensure that our processes and decisions do not create a further barrier for community members to live their lives well.
- Improved fairness and transparency in the collection of waste costs.

General Rates

- A Pensioner Safety Net Concession of \$150 for pensioners who are holders of a Centrelink or Veteran Affairs Pension Concession Card or a Veteran Affairs Gold Card which stipulates TPI or War Widow and who are not eligible for the Pensioner Concession for the Kerbside Waste Collection Service Charge, for the principal place of residence. Ongoing eligibility is maintained, unless rejected by Centrelink or the Department of Veteran Affairs during the annual verification procedure. Upon confirmation of an eligible pensioner concession status, the pensioner concessions deducted from the rate account before payment is required by the ratepayer.

Please note: the concession will be applied on 1 July for all existing property where pensioner status is known. Where a new property is established or subject to supplementary valuation after 1 July the concession will not be applied as the impact of this change has no comparison for new properties or is impacted by increase as a result of property redevelopment rather than this change.

This concession has been granted "to assist the proper development of the municipal district" in accordance with s169 (1(a)) and (1B(b)) of the Local Government Act 1989 and the Toward Equality Framework. Given the concession is based on property value, it will be applied directly by Council for all eligible properties based on CIV as informed by the Valuer General of Victoria and no application will be necessary.

The benefit to the broader community through the concession (aligned to equity principles) include:

- Recognising and seeking to address financial inequity within our community through targeted and customised responses that prioritise the application of equity.
- Addressing service inequity through the recently introduced Kerbside Waste Collection Service Charge and Public Waste Service Rate (Toward Equality Framework).
- Advancing social justice and climate justice to support the recently introduced Kerbside Waste Collection Service Charge and Public Waste Service Rate. (Towards Equality Framework)
- Seeking to ensure that our processes and decisions do not inadvertently compound and exacerbate existing disadvantage. (Toward Equality Framework).
- Seeking to ensure that our processes and decisions do not create a further barrier for community members to live their lives well.
- Improved fairness and transparency in the collection of waste costs.

Rates Financial Hardship Policy

It is acknowledged at the outset that various ratepayers may experience financial hardship for a whole range of issues and that meeting rate obligations constitutes just one element of a number of difficulties that may be faced. The purpose of the Rates Financial Hardship Policy is to provide options for ratepayers facing such situations to deal with the situation positively and reduce the strain imposed by financial hardship.

The Rates Financial Hardship Policy provides the options available to ratepayers and the options available to address hardship in accordance with legislative requirements and in alignment to the Toward Equality Framework. Access to the Hardship Provisions available from Council in the Rates Financial Hardship Policy are accessed through one streamlined Rates Financial Hardship Application Form.

OTHER**Fire Services Property Levy**

In 2016 the Victorian State Government passed legislation requiring the Fire Services Property Levy to be collected from ratepayers. Previously this was collected through building and property insurance premiums. The Fire Services Property Levy helps fund the services provided by the Metropolitan Fire Brigade (MFB) and Country Fire Authority (CFA), and all levies collected by Council are passed through to the State Government.

The Fire Services Property Levy is based on two components, a fixed charge, and a variable charge which is linked to the Capital Improved Value of the property. This levy is not included in the rate cap and increases in the levy are at the discretion of the State Government.

1.4 OTHER REVENUE ITEMS**1.4.1 USER FEES AND CHARGES**

User fees and charges are those that Council will charge for the delivery of services and use of community infrastructure.

Examples of user fees and charges include:

- Arts and Culture fees

- Leisure Centre, Gym, and Pool visitation and membership fees
- Family, children and community programs fees
- Aged and Health Care service fees
- Registration and other permits fees
- Golf Course attendance fees

The provision of infrastructure and services form a key part of council's role in supporting the local community. In providing these, council must consider a range of 'Best Value' principles including service cost and quality standards, value-for-money, and community expectations and values. Council must also balance the affordability and accessibility of infrastructure and services with its financial capacity and in the interests of long-term financial sustainability.

Councils must also comply with the government's Competitive Neutrality Policy for significant business activities they provide and adjust their service prices to neutralise any competitive advantages when competing with the private sector.

In providing services to the community, council must determine the extent of cost recovery for particular services consistent with the level of both individual and collective benefit that the services provide and in line with the community's expectations.

Services are provided on the basis of one of the following pricing methods:

- Market Price
- Full Cost Recovery Price
- Subsidised Price

In addition, Council will apply an equity lens to pricing in alignment with the Toward Equality Framework. This will include undertaking an equity impact assessment on fees and charges annually.

Market pricing (A) is where council sets prices based on the benchmarked competitive prices of alternate suppliers. In general market price represents full cost recovery plus an allowance for profit. Market prices will be used when other providers exist in the given market, and council needs to meet its obligations under the government's Competitive Neutrality Policy.

It should be noted that if a market price is lower than council's full cost price, then the market price would represent council subsidising that service. If this situation exists, and there are other suppliers existing in the market at the same price, this may mean that council is not the most efficient supplier in the marketplace. In this situation, council will consider whether there is a community service obligation and whether council should be providing this service at all.

Full cost recovery price (B) aims to recover all direct and indirect costs incurred by council. This pricing should be used in particular where a service provided by council benefits individual customers specifically, rather than the community as a whole. In principle, fees and charges should be set at a level that recovers the full cost of providing the services unless there is an overriding policy or imperative in favour of subsidisation. It is acknowledged that in applying an equity lense to full cost recovery, some users may be charged more than other service users in order to subsidise those identified as having lesser means or access to services. The overall effect being full cost recovery with adjustments aligned to equity principles committed to by Council's Toward Equality Framework.

Subsidised pricing (C) is where Council subsidises a service by not passing the full cost of that service onto the customer. Subsidies may range from full subsidies (i.e. council provides the service free of charge) to partial subsidies, where council provides the service to the user with a discount. The subsidy can be funded from council's rate revenue or other sources such as Commonwealth and state funding programs. Full council subsidy pricing and partial cost pricing should always be based on knowledge of the full cost of providing a service.

Council will develop a table of fees and charges as part of its annual budget each year. Proposed pricing changes will be included in this table and will be communicated to stakeholders before the budget is adopted, giving them the chance to review and provide valuable feedback before the fees are locked in.

1.4.2 STATUTORY FEES AND CHARGES

Statutory fees and fines are those which council collects under the direction of legislation or other government directives. The rates used for statutory fees and fines are generally advised by the state government department responsible for the corresponding services or legislation, and generally councils will have limited discretion in applying these fees.

Examples of statutory fees and fines include:

- Planning and subdivision fees
- Building and Inspection fees
- Infringements and fines
- Land Information Certificate fees

Penalty and fee units are used in Victoria's Acts and Regulations to describe the amount of a fine or a fee.

Penalty units

Penalty units are used to define the amount payable for fines for many offences. For example, the fine for selling a tobacco product to a person aged under 18 is four penalty units.

One penalty unit is currently \$184.92, from 1 July 2022 to 30 June 2023.

The rate for penalty units is indexed each financial year so that it is raised in line with inflation. Any change to the value of a penalty unit will happen on 1 July each year.

Fee units

Fee units are used to calculate the cost of a certificate, registration or licence that is set out in an Act or Regulation. For example, the cost of depositing a Will with the supreme court registrar of probates is 1.6 fee units.

The value of one fee unit is currently \$15.29. This value may increase at the beginning of a financial year, at the same time as penalty units.

The cost of fees and penalties is calculated by multiplying the number of units by the current value of the fee or unit. The exact cost may be rounded up or down.

1.4.3 GRANTS

Grant revenue represents income usually received from other levels of government. Some grants are singular and attached to the delivery of specific projects, whilst others can be of a recurrent nature and may or may not be linked to the delivery of projects.

Council will pro-actively advocate to other levels of government for grant funding support to deliver important infrastructure and service outcomes for the community. Council may use its own funds to leverage higher grant funding and maximise external funding opportunities.

When preparing its financial plan, council considers its project proposal pipeline, advocacy priorities, upcoming grant program opportunities, and co-funding options to determine what grants to apply for. Council will only apply for and accept external funding if it is consistent with the Community Vision and does not lead to the distortion of Council Plan priorities.

Grant assumptions are then clearly detailed in council's budget document. No project that is reliant on grant funding will proceed until a signed funding agreement is in place.

1.4.4 CONTRIBUTIONS

Contributions represent funds received by council, usually from non-government sources, and are usually linked to projects.

Contributions can be made to council in the form of either cash payments or asset hand-overs.

Examples of contributions include:

- Monies collected from developers under planning and development agreements
- Monies collected under developer contribution plans and infrastructure contribution plans
- Contributions from user groups towards upgrade of facilities
- Assets handed over to council from developers at the completion of a subdivision, such as roads, drainage, and streetlights.

Contributions should always be linked to a planning or funding agreement. Council will not undertake any work on a contribution-funded project until a signed agreement outlining the contribution details is in place.

Contributions linked to developments can be received well before any council expenditure occurs. In this situation, the funds will be identified and held separately for the specific works identified in the agreements.

1.4.5 INTEREST ON INVESTMENTS

Council receives interest on funds managed as part of its investment portfolio, where funds are held in advance of expenditure, or for special purposes. The investment portfolio is managed per council's investment policy, which seeks to earn the best return on funds, whilst minimising risk.

APPENDIX A – Properties subject to Special Rates**Preston Business Precinct**

- 317-509 High Street, Preston (inclusive)
- 274-444 High Street, Preston (inclusive)
- 241A-251 Murray Road, Preston (inclusive)
- 2-26 Cramer Street, Preston (inclusive).
- 25 Preston Street, Preston (inclusive)
- 14-32 The Centreway, Preston (inclusive)
- 1-12 The Strand, Preston (inclusive)
- 1 Cook Street, Preston (inclusive)
- 19-29 Mary Street, Preston (inclusive)
- 267-275 Gower Street, Preston (inclusive)
- 88 Roseberry Avenue, Preston (inclusive).

Northcote Business Precinct

Properties enjoying a “primary” special benefit (as shown below)

Property	Property Classification
203 to 385 High Street (inclusive)	Primary
200 to 360, 360A High Street (inclusive)	Primary

Properties enjoying a “secondary” special benefit (as shown below)

Property	Property Classification
387 to 409 High Street (inclusive)	Secondary
372 to 392 High Street (inclusive)	Secondary
176 to 198 High Street (inclusive)	Secondary
2A and 4A Mitchell Street (inclusive)	Secondary
The property known as Northcote Central Shopping Centre Secondary (corner of High and Separation Streets Northcote)	Secondary

Fairfield Business Precinct

Properties enjoying a “primary” special benefit (as shown below)

Property	Property Classification
74-152 Station Street (inclusive)	Primary
85-157 Station Street (inclusive)	Primary

Properties enjoying a “secondary” special benefit (as shown below)

Property	Property Classification
3-29 Railway Place (inclusive)	Secondary
256-288 Wingrove Street (inclusive)	Secondary
68-152 Station Street (second floor) (inclusive)	Secondary
75-157 Station Street (second floor) (inclusive)	Secondary
99a Station Street	Secondary
68-72 Station Street (inclusive)	Secondary
75 – 83 Station Street (inclusive)	Secondary

Reservoir Business Precinct

Properties enjoying a benefit within the geographic district identified in the map below :



Properties enjoying a “primary” special benefit (as shown below)

2A Byfield Street	52 Edwardes Street	2C Edwardes Street	291 Spring Street
1 Edwardes Street	54 Edwardes Street	30A Edwardes Street	293 Spring Street
2 Edwardes Street	56 Edwardes Street	38A Edwardes Street	295 Spring Street
3 Edwardes Street	58 Edwardes Street	42A Edwardes Street	297 Spring Street
4 Edwardes Street	60 Edwardes Street	48-50 Edwardes Street	299 Spring Street
5 Edwardes Street	62 Edwardes Street	52A Edwardes Street	301 Spring Street
8 Edwardes Street	64 Edwardes Street	84A Edwardes Street	307 Spring Street
10 Edwardes Street	66 Edwardes Street	84B Edwardes Street	313 Spring Street
12 Edwardes Street	68 Edwardes Street	1 Ralph Street	315 Spring Street
14 Edwardes Street	70 Edwardes Street	2 Ralph Street	317 Spring Street
20 Edwardes Street	72 Edwardes Street	257 Spring Street	319 Spring Street
22 Edwardes Street	74 Edwardes Street	263 Spring Street	321 Spring Street
24 Edwardes Street	75 Edwardes Street	265 Spring Street	325 Spring Street
32 Edwardes Street	76 Edwardes Street	267 Spring Street	1/291A Spring Street
34 Edwardes Street	77 Edwardes Street	273 Spring Street	2/291A Spring Street
36 Edwardes Street	78 Edwardes Street	275 Spring Street	269-271 Spring Street
38 Edwardes Street	82 Edwardes Street	277 Spring Street	3/291A Spring Street
40 Edwardes Street	2/38 Edwardes Street	279 Spring Street	303-305 Spring Street
41 Edwardes Street	16-18 Edwardes Street	281 Spring Street	309-311 Spring Street
42 Edwardes Street	26-30 Edwardes Street	283 Spring Street	4/291A Spring Street
43 Edwardes Street	2A Edwardes Street	285 Spring Street	Rear of 283 Spring Street
44 Edwardes Street	2AA Edwardes Street	287 Spring Street	
46 Edwardes Street	2B Edwardes Street	289 Spring Street	



Rates Financial Hardship Policy

Purpose	<p>Council levies Rates and Charges on rateable land to provide services to the community. Darebin City Council recognises there are cases of financial hardship requiring respect and compassion.</p> <p>This policy provides a framework and guidance to:</p> <ul style="list-style-type: none"> • ratepayers experiencing financial hardship in fulfilling their financial obligations on their principal place of residence related to the payment of municipal rates, fees and other service charges and interest • assist council staff in processing applications by ratepayers in accordance with the <i>Local Government Act 1989 (the Act)</i>.
Objective	<p>The objectives are:</p> <ul style="list-style-type: none"> • To provide assistance to ratepayers experiencing financial hardship. • To provide a simple application process that enables people to feel comfortable approaching Council about outstanding debts or current financial hardship circumstances. • To provide ratepayers with assurance they will be treated in a consistent, equitable, culturally safe and confidential manner. • To ensure the policy is fair to all ratepayers • To ensure council's debt collection practices are sensitive to financial hardship issues • To demonstrate the Council's commitment toward equity.
Scope	<p>This policy applies to the property owners (or agent) of the City of Darebin. Assistance can only be granted to individuals experiencing financial hardship for payment of rates on their principal place of residence.</p> <p>In particular, the policy applies to those property owners who have been identified, either by themselves, Council Officers or by an independent accredited financial counsellor or community counselling service, as having the intention to pay their rates, but who temporarily does not have the financial capacity to make the required payments.</p> <p>This policy applies to revenue included on the rate notice (rates, waste charges, applicable legal costs, interest and other relevant charges).</p>

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Definitions and Abbreviations	Deferment	<p>Deferment is a postponement of payment in whole or in part and can be for a specified period and subject to any conditions determined by Council. Rates and charges are deferred until such time as the ratepayer's circumstances improve or the property is sold or transferred to another entity.</p> <p>Rates, charges and interest normally accrue during this period. However, a partial interest waiver may be granted.</p> <p>Where deferment has been granted, a Valuation and Rate Notice must be issued as required under the provisions of the Act – Section 158(4)(d). The notice should be marked so as to confirm the 'Deferred Status'.</p>
	Council	Darebin City Council
	Applicant	The property owner/ratepayer or their legally authorised representative (which may be a financial advisor or family member)
	Financial Hardship	<p>Is a circumstance of experiencing a lack of financial means, which may be either ongoing or temporary, rather than an unwillingness to meet their financial commitments.</p> <p>Common causes of hardship may include, but are not limited to:</p> <ul style="list-style-type: none"> • Loss of employment of the property owner or family member; • Family breakdown; • Illness, including physical incapacity, hospitalisation, or mental illness of the property owner or family member; • A death in the family • Victims / survivors of family violence • A pensioner living in a family home who can no longer afford to pay rates from a pension as property value has escalated over the period of ownership significantly increasing the rates burden • Other factors resulting in unforeseen change in the property owner's capacity to meet their payment obligations, whether through a reduction in income or through an increase in non-discretionary expenditure.
	Property Owner	Is the registered proprietor of Rated property within the municipality, who is legally responsible to pay Rates
	Eligible Pensioner	<p>A ratepayer who holds one of the following eligible cards:</p> <ul style="list-style-type: none"> • Pensioner Concession Card • Veterans' Affairs Gold Card (given for TPI, WarWidow, EDA or POW).
	Waiver	In terms of this policy it will be limited to include the whole or part of any interest.

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<p>Policy Statement(s)</p>	<p>Eligible ratepayers in financial hardship will be provided with assistance on their principal place of residence and an explanation of their entitlements to rates and charges payment options.</p> <p>The following policy principles form the basis of this hardship policy:</p> <ul style="list-style-type: none"> • Information about this hardship program will be made accessible to the community and Council will be proactive in communicating its program. • The policy is fair to all eligible ratepayers, whilst addressing equity priorities aligned to the Toward Equality Framework through concessions and rebates. • A range of forms of assistance will be made available. • The process must be simple for the ratepayer to use. • Ratepayers are encouraged to utilise financial counselling, legal and other supports. • Legal action to recover debt will be the last resort. All Council decisions are made in accordance with the <i>Local Government Act 1989</i> and <i>Local Government Act 2020</i> as applicable. <p>Council may reject a deferral application or cease a deferral arrangement if the total outstanding balance of rates and charges exceeds 50% of the Capital Improved Value of the property.</p> <p>Council will not waive in whole or part any rate, levy, special rate or special charge.</p> <p>Rates and charges will not be waived to ensure that financial hardship assistance offered to one ratepayer or group of ratepayers does not adversely impact other ratepayers through a higher rating burden being applied to other properties to raise the same level of rates revenue.</p> <p>Financial Hardship Application</p> <p>The Financial Hardship Application form should be completed and will be used by Council to review all requests for the waiving or payment deferral of any individual rates and charges and interest owed to Council due to financial hardship unless the applicant has provided all the information necessary to make the decision in another written format or via interview.</p> <p>Council may request further financial details and may also request an interview in order to arrive at its decision. Council recommends that all financial hardship applicants seek financial counselling as counselling services have access to a greater range of support options.</p> <p>Council will consider an application for financial hardship relief confidentially and objectively, with cultural considerations, based on the information provided by the person in the application and will advise of its decision in writing:</p> <ul style="list-style-type: none"> • within 21 days of an interview (if required) • within 21 days of receiving the application and all supporting information if no interview is required. <p>Forms of Assistance (by application)</p> <p>1. Payment Deferral Rates and Charges</p> <p>Under Section 170 of the <i>Local Government Act 1989</i>, Council may defer the payment of any rate or charge for an eligible ratepayer whose property is their principal place of residence, allowing ratepayers an extended period of time to make payments or alternatively to defer payments on an indefinite basis until the ratepayer ceases to own or occupy the property in respect of which rates and charges are to be levied.</p>
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Deferral of rates and charges are available to ratepayers who satisfy the eligibility criteria and have proven financial hardship. Where Council approves an application for deferral of rates or charges, interest will continue to be levied on the outstanding balance of rates and charges but at an interest rate fixed annually by Council. The interest rate applied is fixed under Section 2 of the *Penalty Interest Rates Act 1983*, or as determined by the Minister of Local Government.

Payment deferral occurs where Council agrees to a ratepayer not making rates payments. This option would generally only apply to serious cases of financial hardship.

- a) Rates, charges and interest continue to be charged against the property, but collection is not enforced.
- b) Payment of rates and charges will be deferred until such time as the ratepayer's circumstances improve or the property is sold or transferred to another owner, at which time Council would collect the outstanding amount of rates, charges and interest.
- c) Rate notices will continue to be sent to rate payers to ensure they are aware of the growing debt as legally required by Council.
- d) Ratepayers experiencing or at risk of experiencing financial hardship may have payment of rates and charges deferred in full or in part subject to the following conditions:
 - Application for deferral of rates and charges may only be made for a residential property that is the principal place of resident of the applicant.
 - Ratepayer or their representative must submit a Rates Financial Hardship Application Form to the Revenue Services Team demonstrating financial hardship. This form is available via Council's website for completion or download, at the Council offices or can be posted on request.
 - Where practicable the ratepayer must enter into an agreement with Council on a payment schedule and continue to make those payments.
 - The deferment decision is made by the Chief Financial Officer upon recommendation from the Coordinator Revenue Services
- e) **On deferment being approved, the following shall occur:**
 - The ratepayer will be advised in writing of the outcome.
 - The property will be flagged as a deferment property and no debt recovery action shall be taken even though rates, charges and interest will still accrue.
 - Deferment will be reviewed annually on receipt of the Rates Financial Hardship Application Form confirming that the financial hardship still exists.
- f) **A deferment will be deemed withdrawn on the basis of any of the following conditions:**
 - The ratepayer advises that the financial hardship conditions no longer exist.
 - Annual confirmation of ongoing hardship is not received within 30 days of application being sent except where the applicant is an aged pensioner.
 - The ratepayer no longer owns or occupies the property.
 - The ratepayer has defaulted in meeting any agreements with Council in regard to the deferment.
 - The total outstanding balance for the property of unpaid rates and charges exceeds 50% of the Capital Improved Value of the property.
 - The Chief Financial Officer will determine if any deferment agreement is to be withdrawn subject to the above clauses upon

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receiving a recommendation from the Revenue Services Coordinator.

3 Waiving of Interest on Overdue Rates and Charges

3.1 The waiver of interest, in whole or part, may apply to interest already incurred on overdue rates and charges and/or withholding of any future interest that would be incurred.

3.2 Interest waivers fall under three categories which are:

- a) Administrative waiver – ratepayers may have interest waived in the event of an administrative issue, error or omissions which caused or significantly contributed to the failure to pay rates in a timely manner. An example of an administrative error may include:
 - i. Failure to process a change of address notified to Council in writing and the rate notice was sent to a wrong address. Council makes every effort to contact ratepayers at their correct address, however it is the ratepayers' responsibility to advise Council of their contact details. The *Local Government Act 1989* Section 230 and 231 requires both the vendor and buyer of property, or their agents (e.g., solicitors and or conveyancers), to notify Council by way of notice of acquisition of an interest in land.
 - ii. Processing of a payment to an incorrect assessment causing interest to be charged incorrectly.
- b) Waiver on compassionate grounds – ratepayers may have interest waived where they have demonstrated compassionate grounds for a payment being late. Acceptable compassionate grounds would generally relate to family illness or death. Requests for waiver must be submitted on the Financial Hardship Application Form to the Revenue Services Team.
- c) Financial Hardship waiver – ratepayers may have interest or part interest waived where they have demonstrated that the payment of such interest would cause severe financial hardship. Requests for waiver must be submitted on the Rates Financial Hardship Application Form to the Revenue Service Team and will be assessed on an individual basis.

4 If an application to waive interest is approved the following shall occur.

4.1 Waivers on compassionate grounds and administration waivers shall be one off and ratepayers will need to re-apply on each occasion a waiver is sought to a maximum of three instances. The ratepayer must:

- a) Attend to the immediate settlement of the outstanding rates and charges; or
- b) Enter into a payment arrangement where a set amount is paid on a weekly, fortnightly or monthly basis.

If the arrangement is not maintained, the amount of interest waived may be withdrawn and reinstated on the assessment.

4.2 Waivers sought under financial hardship may be reviewed annually and arrangements extended where appropriate. The property shall be flagged and while rates will still accrue, interest will be withheld.

4.3 A waiver of interest granted under financial hardship will continue unless any of the following until:

- a) Ratepayer advises that the financial hardship conditions no longer exist.
- b) Annual confirmation of ongoing financial hardship is not received within 30 days of request.
- c) The ratepayer no longer owns or occupies the property.
- d) The ratepayer has defaulted in meeting any agreements with Council in regard

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to the waiver.

5 Delegations to Waive Interest

- 5.1 The Coordinator Revenue Services is authorised to waive interest charges up to \$250 for any one property.
- 5.2 For requests to waive interest over \$250, the Coordinator Revenue Services will review applications in accordance with this policy and prepare a report for the Chief Finance Officer for consideration. The waiver of interest will be confirmed in writing once it has been approved.
- 5.3 The Chief Finance Officer and Coordinator Revenue Services have delegated authority from Council to waive in whole or in part, interest charges due where the application of the interest would cause financial or undue hardship.

6 Calculations on Interest on arrears and overdue rates

Interest is charged on all overdue rates in accordance with the *Local Government Act 1989*. The interest rate applied is fixed under Section 2 of the *Penalty Interest Rates Act 1983*, or as determined by the Minister of Local Government.

7. Payment Plans

Council offers payment plan options to assist ratepayers experiencing financial hardship.

Standard Options where no arrears exist

- 7.1 All ratepayers have the option of paying rates and charges by way of four or ten instalments, as a standard option provided on their rates notice. Payments are due on the prescribed dates below:

4 instalments:

- 1st Instalment: 30 September
- 2nd Instalment: 30 November
- 3rd Instalment: 28 February
- 4th Instalment: 31 May
- OR
- 10 instalments paid from 15th September to 15th June

- 7.2 All ratepayers have the option of paying rates and charges by a direct debit arrangement, to assist with budgeting and ease of payment, as a standard option provided on their rates notice. Standard direct debit options include:

7.2.1 Four quarterly instalments per year (as identified in 9.1)

7.2.2 Ten monthly instalments from September to June (as identified in 9.1)

Note: instalment amounts are calculated based on the total rates and charges and the number of instalments selected to cover the total amount owing.

Tailored Options available where there are arrears

- 7.3 Council offers payment plan options to assist ratepayers experiencing financial hardship with the payment of any unpaid rate or charge (including interest). Ratepayers may elect to either negotiate a rate payment plan or apply for a rate deferral. Ratepayers seeking to apply for a Payment Plan will be required to submit a Rates Financial Hardship Application Form.

- 7.4 Options are tailored to individual needs and consider the ratepayers financial circumstances, any related hardship and the amount owing.

- 7.5 It is recommended that ratepayers seek the support of a financial counsellor, available through a local community organisation at no cost.

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7.6 All arrangements are temporary to assist in time of need. Payment Plans will be cancelled if the plan has not been followed and Payment Plans will need to be applied for each year.

7.7 A formal arrangement stops debt collection from occurring, but rates, charges and interest will still accrue.

8. Application for Review

8.1 Where a person is dissatisfied with the outcome of their application, the customer may ask the Chief Financial Officer to review Council's decision by completing and lodging the Request for Internal Review form. The Chief Financial Officer and GM Governance and Engagement will determine the appeal within 2144 days from receipt of the form.

8.2 Where the customer is still dissatisfied with the outcome of their application, the customer can refer the matter to the Victorian Ombudsman.

Other forms of assistance provided by Council (without application)

1.1 Pensioner Kerbside Waste Charge Concession

A Pensioner Concession of \$150 for pensioners who are holders of an eligible Centrelink or Veteran Affairs Pension Concession Card or a Veteran Affairs Gold Card which stipulates TPI or War Widow for the Kerbside Waste Collection Service Charge, for the principal place of residence. This concession will be provided by direct provision (without application where information is known) for the Kerbside Collection Service Charge.

Ongoing eligibility is maintained, unless rejected by Centrelink or the Department of Veteran Affairs during the annual verification procedure. Upon confirmation of an eligible pensioner concession status, the pensioner concession is deducted from the Kerbside Waste Charge on the rates notice.

With regards to new pensioners, after being granted a Pensioner Concession Card (PCC), eligible pensioners can then apply for the concession at any time throughout the rating year. Retrospective claims apply to the current financial year only and can be approved by Council on verification of eligibility criteria.

1.2 Pensioner Safety Net Concession for General Rates

A Pensioner Safety Net Concession of \$150 for pensioners who are holders of a Centrelink or Veteran Affairs Pension Concession Card or a Veteran Affairs Gold Card which stipulates TPI or War Widow for General Rates and who are not eligible for the Pensioner Concession for the Kerbside Waste Collection Service Fee, for the principal place of residence. This concession will be provided by direct provision (without application where information is known) for the Kerbside Collection Service Charge.

Ongoing eligibility is maintained, unless rejected by Centrelink or the Department of Veteran Affairs during the annual verification procedure. Upon confirmation of an eligible pensioner concession status, the pensioner concession is deducted from the General Rates on the rates notice.

With regards to new pensioners, after being granted a Pensioner Concession Card (PCC), eligible pensioners can then apply for the concession at any time throughout the rating year. Retrospective claims apply to the current financial year only and can be

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	<p>approved by Council on verification of eligibility criteria.</p> <p>1.3 Public Waste Service Rate Concession</p> <p>A concession for residential properties with a CIV value at \$500,000 or less by the Valuer General of Victoria that equates to 100% of the public waste rate. This concession will automatically be applied to the principal place of residence for ratepayers and will not require an application.</p> <p>1.4 Kerbside Waste Collection Service Charge Concession</p> <p>A concession for residential properties with a CIV value at \$500,000 or less by the Valuer General of Victoria that caps the kerbside waste collection service fee to a maximum of \$50 increase for residential properties. This concession will automatically be applied to the principal place of residence for ratepayers and will not require an application.</p>
Responsibilities	<p>How are Revenue Services responsible for the success of the policy?</p> <p>Revenue Services will ensure that access to financial hardship options is facilitated through publicly available information on Council's website and rates notices and in responding to enquiries from ratepayers experiencing hardship.</p> <p>Revenue Services will administer the processing of applications relating to hardship, including Pensioner Rebates and Concessions where eligible.</p> <p>How are Customer Service responsible for the success of the policy?</p> <p>Customer Service staff will provide customers with simple information regarding eligibility for concessions relating to Rates and Charges and direct customers to the Financial Hardship Application form.</p> <p>Customer Service will refer complex queries to the Revenue Services team for handling.</p>
Breach of Policy	<p>Breaches of policies are treated seriously. Any concerns about non-compliance should be reported immediately to the owner of this policy.</p>

GOVERNANCE

Parent Strategy/ Plan	Revenue and Rating Plan
Related Documents	<p>This policy should be read in conjunction with Council's:</p> <ul style="list-style-type: none"> ▪ Financial Plan • Toward Equality Framework • Charter of Human Rights • Privacy Policy
Supporting Procedures and Guidelines	Rates Financial Hardship Application Form.
Legislation/ Regulation	<p><i>Local Government Act 2020</i></p> <p><i>Local Government Act 1989</i></p> <p><i>Local Government Legislation Amendment (Rating and Other Matters) Bill 2022</i></p> <p>Charter of Human Rights</p>

May 2023



Author	Coordinator Revenue Servicers
Policy Owner/ Sponsor	Chief Financial Officer
Date Effective	1 July 2023
Review Date	June 2026
Version Number	V2.0
Document ID	
Content enquiries	Chief Financial Officer

DRAFT

9.2 REVISED COUNCIL PLAN 2021-25 (INCORPORATING HEALTH AND WELLBEING PLAN) AND 2023-24 COUNCIL PLAN ACTION PLAN

Author: Coordinator Corporate Strategy
Manager Corporate Governance

Reviewed By: General Manager, Governance and Engagement

EXECUTIVE SUMMARY

The purpose of this report is to seek Council endorsement of the Revised Council Plan 2021-25 (incorporating Municipal Public Health and Wellbeing Plan) and Draft 2023-24 Council Plan Action Plan to proceed to community exhibition for a period of 14 days.

The Council Plan 2021-25 (the Plan) was adopted by Council on 28 June 2021 in accordance with the *Local Government Act 2020* and the *Public Health and Wellbeing Act 2008*.

Each year, Council develops a Council Plan Action Plan based on the Strategic Actions contained in the Council Plan. A Draft 2023-24 Council Plan Action Plan has been developed, based on the revised Council Plan 2021-25.

The past 24 months has been a challenging time for all levels of government to manage financial priorities in the context of global events, rates capping, increasing interest rates and significantly high inflation rates. As a result of the changed economic landscape, Council's long-term financial outlook has worsened significantly since its adoption in 2021, compelling a review of the adopted Council Plan to ensure it is affordable and deliverable.

Officer Recommendation

That Council:

- (1) Note a form of deliberative engagement was undertaken pursuant to section 90(3) of the *Local Government Act 2020* and the report provided at **Appendix C** relating to this engagement.
 - (2) Endorse the Revised Council Plan 2021-25 (incorporating the Municipal Public Health and Wellbeing Plan) at **Appendix A** to proceed to community exhibition.
 - (3) Endorse the draft 2023-24 Council Plan Action Plan at **Appendix B** to proceed to community exhibition.
 - (4) Authorise the CEO to amend the Revised Council Plan 2021-25 and draft 2023-24 Council Plan Action Plan to reflect any amendments resolved by the Council in the draft 2023-24 budget document.
 - (5) Note that a copy of the revised Council Plan (incorporating Municipal Public Health and Wellbeing Plan) has been provided to the Secretary of the Department of Health under section 27(6) of the *Public Health and Wellbeing Act 2008*.
 - (6) Note the revised Council Plan 2021-25 (incorporating the Municipal Public Health and Wellbeing Plan), and draft 2023-24 Council Plan Action Plan will be brought back to Council at its scheduled meeting on Monday 26 June 2023 for adoption.
-

BACKGROUND / KEY INFORMATION

The Council Plan 2021-25 (incorporating Municipal Public Health and Wellbeing Plan) (Plan) was adopted by Council on 28 June 2021 in accordance with the requirements of the *Local Government Act 2020* and the *Public Health and Wellbeing Act 2008*.

The Plan was developed using the context of the governance principles, strategic planning principles, financial management principles, community engagement principles, service performance principles and asset plan integration.

The Plan addresses the Darebin 2041 Community Vision and provides for alignment to the Vision through the Strategic Directions. The Plan provides a view of how Council will achieve the Community Vision aspirations.

Each year, Council develops a Council Plan Action Plan based on the Strategic Actions contained in the Council Plan. A Draft 2023-24 Council Plan Action Plan has been developed based on the Revised Council Plan 2021-25 (incorporating Health and Wellbeing Plan) for Council consideration.

Previous Council Resolution

At its meeting held on 24 April 2023, Council resolved:

‘That Council Notes in late April 2023, officers will commence a form of deliberative engagement in relation to Council’s 10-year Financial Plan in accordance with section 91 and the Council Plan in accordance with section 90(3) of the Local Government Act 2020.’

At its meeting held on 28 June 2021, Council resolved:

‘That Council:

- (1) Adopts the following actions contained within the 2021-25 Council Plan (incorporating Municipal Public Health and Wellbeing Plan) (attached as Appendix A) for inclusion in the 2021-25 Council Plan:*
 - c. Action 1-17 (pg44) - develop a Sexuality, Sex and Gender Diversity Action Plan to support the inclusion, rights and wellbeing of LGBTIQ+ communities and work to combat homophobia, biphobia and transphobia.*
 - d. Action 2-44 (p.57) Partner with Bowel Cancer Screening, Cancer Council Victoria and local community organisations to increase awareness of bowel cancer and improve community understanding of the benefits of screening, with a particular focus on underrepresented groups undertaking bowel cancer screening.*
 - e. Big Action No. 8 (p.39) Change the wording “reviewing our Parking Permit Policy” to be “review to amend our Parking Permit Policy”*
 - h. Action 2-37 (p.56) Change the wording “Review the Parking Permit Policy” to be “Review to amend the Parking Permit Policy”*
 - i. Action 1-32 (pg 46) Change the wording to ‘Through the establishment of our Darebin Nature Plan, begin discussions with Traditional Owners to understand the feasibility and resources required for Council to hand back land and responsibility for land management’*
- (2) In accordance with section 90 of the Local Government Act 2020 and section 26 of the Public Health and Wellbeing Act, adopts the 2021-25 Council Plan (incorporating Municipal Public Health and Wellbeing Plan) (attached as Appendix A) subject to ministerial exemption in accordance with section 27 of the Public Health and Wellbeing Act; and*
- (3) Notes the Municipal Health and Wellbeing Profile Report (attached as Appendix B); and*
- (4) Thank the Deliberative Panel for their work; and*

- (5) *Notes Darebin's Integrated Strategic Planning and Reporting Framework that will guide Council's work to embed the Strategic Principles of the Local Government Act 2020; and*
- (6) *Notes the summary of the submissions received, prepared on behalf of the Hearing of Submissions Committee (attached as Appendix D); and*
- (7) *Advises all submitters that Council has considered their submissions relating to the 2021-25 Council Plan (incorporating Municipal Public Health and Wellbeing Plan) and that the submitters be advised of the outcome of the consideration as it relates to their specific submission, and they be thanked for their contributions; and*
- (8) *Authorise the Chief Executive Officer to make any necessary administrative changes to the document and related documents to prepare them for publication, and*
- (9) *Authorise the Chief Executive Officer to submit a copy of the adopted 2021 – 2025 Council Plan (incorporating the Municipal Public Health and Wellbeing Plan) to the Minister for Local Government and the Minister for Families, Fairness and Housing.*

ALIGNMENT TO 2041 DAREBIN COMMUNITY VISION

Strategic Direction 1: Vibrant, Respectful and Connected

Strategic Direction 2: Prosperous, Liveable and Flourishing

Strategic Direction 3: Climate, Green and Sustainable

ALIGNMENT TO 2021-25 COUNCIL PLAN

The draft Revised 2021-25 Council Plan (incorporating Municipal Public Health and Wellbeing Plan) will replace the 2021-25 Council Plan adopted by Council on 28 June 2021.

The Revised 2021-25 Council Plan aligns to all Strategic Directions in the existing 2021-25 Council Plan.

Strategic Direction 1: Vibrant, Respectful and Connected

Strategic Direction 2: Prosperous, Liveable and Flourishing

Strategic Direction 3: Climate, Green and Sustainable

Strategic Direction 4 Responsible, Transparent and Responsive

DISCUSSION

The Council Plan 2021-25, adopted in June 2021, included 168 Strategic Actions spread across its four Strategic Directions and 29 Strategic Objectives, as well as the intended spread of activity across its 4-year term.

The review of the Council Plan has not impact on the overall original structure of the plan, retaining the four Strategic Directions directly linked to Darebin's Community Vision 2041, demonstrating the clear and enduring connection between them, and ensuring the Council Plan addresses the Community Vision.

The revised Council Plan 2021-25 includes 138 Strategic Actions across its four Strategic Directions and 28 Strategic Objectives, as well as the anticipated activity across Years 3 and 4.

As would be expected with a 4-year plan, the number of actions would naturally trail off toward the end of the plan as actions are delivered and completed. The review of the Council Plan 2021-25 has identified 54 actions that have been (or will be) completed by 30 June 2023.

Council will continue to deliver on the following Strategic Actions in the revised Council Plan 2021-25 including, but not limited to:

- Support and promote an increase in participation in Darebins sports clubs in particular, for Aboriginal and Torres Strait Islander peoples, women, girls, people of all abilities, and multicultural and diverse communities
- Partner with Bowel Cancer Screening, Cancer Council Victoria and local community organisations to increase awareness of bowel cancer and improve community understanding
- Complete construction of Northcote Aquatic and Recreation Centre
- Develop the Disability Action Plan to improve services and infrastructure for our residents and visitors
- Continuing to support our LGBTIQA+ community and develop a Sexuality, Sex and Gender Diversity Action Plan to support the inclusion, rights and wellbeing of LGBTIQA+ communities and work to combat homophobia, biphobia and transphobia
- Deliver Age Friendly Darebin
- Invest in the Edwardes Lake Boathouse in Reservoir to support a long-term lease arrangement
- Expand 3-year old kindergarten
- Redevelop KP Hardiman Pavilion in Kingsbury
- Develop an Integrated Families, Youth and Children's Strategy
- Update flood risk assessments
- Implement the Reservoir Revitalisation Project
- Enable and facilitate more affordable and social housing across our city
- Acquire land for new parks
- Undertake waste reform and take action towards establishing a circular economy
- Review our Asset Portfolio, to ensure maximum benefit for our community is being realised, including the occupancy of unused and under-utilised Council buildings
- Complete the Central Preston Structure Plan
- Improve public governance and accountability
- Develop and implement a new 4 year Organisational Strategy to deliver on Council Plan Strategic Direction 4 and other organisational improvement priorities in an integrated and efficient way

To streamline the Plan, related strategic actions were merged creating greater visibility and focus. These include:

- In consultation with Traditional Owners, the Darebin Aboriginal Advisory Committee and local Aboriginal and Torres Strait Islander Communities develop and commence implementation of a three-year Aboriginal Action Plan.
- Progress a partnership with the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation and continue to progress "decolonising" Bundoora Park

- Develop a Cultural Diversity Action Plan to significantly improve access to services and infrastructure for multicultural communities
- Develop and implement a Community Safety Framework
- Review our Climate Emergency Plan, including in-depth engagement with our community and consider options for future actions that accelerate progress towards net zero, including options for reducing household reliance on gas and options for the future of the solar saver program
- Develop and implement an Advocacy Framework and four year Advocacy Plan, informed by our Council Plan priorities, aimed at influencing public policy change and attracting support and funding for our priorities
- Transform our models of service delivery through the development of service profiles and conduct service reviews, to improve and ensure accessibility, inclusivity for underrepresented groups and consistency of our customer experience

A further 18 actions have been identified as ongoing and will transition to business-as-usual. The following strategic actions will be discontinued from reporting in years 3 and 4 of the Plan:

- Improving road safety, and the cycling, walking and wheeling network, by constructing high priority improvements
- With State Government approving, working to reduce the speed limit in more local streets across the city
- Continuing to implement our Graffiti Management Strategy
- Continuing the Traffic Blackspot Design and Construction Phase
- Continuing our Street Tree Planting Program and increasing shade in our business activity centres to support footpath trading
- Continuing to implement our Street Furniture and Equipment Renewal Program
- Creating additional accessible car parking
- Keeping our business activity centres clean and well maintained

In response to Council's changed financial position, resource constraints and relative priorities, the revised Council Plan 2021-25 removes a small number of Strategic Actions. These are:

- Provide sports grants to encourage increased participation of women, girls, people of all abilities, multicultural and Aboriginal and Torres Strait Islander peoples, in community sports
- Commence design work for the construction of Darebin Creek Bridge at Bundoora Park
- Consider the development of a Global Learning Hub in the Preston Civic Precinct that incorporates library and community spaces, and looks at options to include social housing
- Significantly increase funding to our Roundabout Renewal program across our city
- Establish a regional alliance of government, business and community organisations, to drive economic outcomes, including local, social, sustainable procurement
- Promote to Darebin businesses the benefits of voluntary adoption of our Social and Sustainable Procurement Policy
- Implement measures to increase digital capability for our businesses, including local, regional and global connectivity

- Implement a Destination Marketing campaign to position Darebin as a natural, cultural and event destination, and including an annual city-wide calendar of events
- Create a portal for our business community to use to connect with each other, collaborate and promote their offerings.
- Develop a program to support middle-years students (later primary school and early secondary school-aged) from Darebin schools to connect with each other, and take action on climate and waste issues together, to support student voices
- Undertake a whole of Council review of existing policies and practices to identify where climate emergency outcomes could be achieved in the areas of mitigation, resilience, education and advocacy
- Through the establishment of our Darebin Nature Plan, develop an Indigenous Ranger Program

Strategic Indicators

The revised Council Plan 2021-25 includes 61 Strategic Indicators that measure progress of the Strategic Objectives. The indicators are divided into two groups:

- Darebin City Council Indicators - ones our Council is responsible for; and
- City of Darebin Indicators – these are citywide indicators we don't have ownership of, but, together with our partners and the community, we can seek to influence.

The Strategic Indicators have been reviewed in the context of the Revised Council Plan 2021-25 and the availability, reliability and consistency of data.

10 Big Actions

The Council Plan 2021-25 identified 10 Big Actions that are comprised of a range of Strategic Actions in the Plan. The structure of the 10 Big actions remains unchanged however, the review of the Council Plan has seen some amendments on individual Strategic Actions within the 10 Big Actions as outlined below:

Big Action		Revised Council Plan change
1	Build infrastructure for the future	No change
2	Plan infrastructure for decades to come	Replaced 'redeveloping Reservoir Leisure Centre' with 'commencing scoping for the redevelopment of Reservoir Leisure Centre' Removed Undertaking a feasibility study for a Global Learning Hub in Preston
3	Continue to lead with our response to the climate emergency	No change
4	Deepen our commitment to truth and justice for First Nations communities	No change
5	Support vulnerable members of our community	No change
6	Champion local businesses and creative industries	Replaced 'facilitating the establishment of a Darebin Chamber of Commerce' with 'undertaking engagement to inform the future development of an Economic Development Strategy'
7	Build a more inclusive community for all	Replaced 'achieving Rainbow Tick accreditation (best practice in LGBTIQ+ inclusion) for our services and activities' with 'developing a Sexuality, Sex and Gender Diversity Action Plan to support the inclusion, rights and wellbeing of LGBTIQ+ communities'

Big Action		Revised Council Plan change
8	Improve the quality of development	No change
9	Protect our natural environment	No change
10	Expand our delivery of quality universal services	Replaced 'expanding aged care direct services' with 'implementing aged care reforms'

CONSIDERATION OF LOCAL GOVERNMENT ACT (2020) PRINCIPLES

Financial Management

There are no financial impacts associated with the revised Council Plan and Council Plan Action Plan being put out for community exhibition.

Community Engagement

The *Local Government Act 2020* (Act) outlines the key strategic planning, budgeting and reporting that Council must undertake. In accordance with the Act, Council is required to follow their Community Engagement Policy in relation to engagement with the community. The past 24 months has been a challenging time for all levels of government to manage financial priorities in the context of global events, rates capping, increasing interest rates and significantly high inflation rates. As a result of the changed economic landscape, Council's Long Term Financial Outlook has worsened significantly since its adoption in 2021, requiring review of the 10yr Financial Plan and the adopted Council Plan. Council has a legislative obligation to make decisions that are financially sustainable. In 2021 Council formed a Deliberative Panel that was empowered to develop the 2041 Community Vision and undertook deliberative engagement on the 10yr Financial Plan 2021- 25 Council Plan (incorporating the Municipal Health and Wellbeing Plan). In accordance with the Act, a deliberative process has been undertaken from 24 April to 13 May to establish key principles which should be considered in the review of Council's Long Term Financial Plan and Council Plan.

The deliberative engagement was centred around two dilemmas:

1. *Many community organisations contact council seeking to use Council owned properties under license (like a lease) for a peppercorn amount (i.e. \$65 per year) and existing users often seek improvements or additions to Council owned properties they use under license. Examples include sporting clubs, committee operated kindergartens and community organisations. These arrangements can deliver significant community benefit for the Darebin community, but they do come with the financial subsidy of Council on behalf of the community.*

For example, a property license fee to community organisations often does not recover the cost of maintenance and upgrades over the life of the agreement to maintain the property. This could mean that a license for use of a Council property for a sporting pavilion might be \$65 per annum, but the cost to Council could be \$10,000 - \$50,000 or more. More than 50 Council owned properties are currently used under lease or license for a peppercorn or nominal contribution.

Council is currently developing a leasing and licensing policy for consideration in 23/24, what are the principles that should guide Council when they are considering this policy?

2. *Many people contact council asking for higher levels of new capital investment. However, Council also needs to invest in maintaining and renewing existing infrastructure, particularly, if tenants and licensees are not paying for maintenance as part of their arrangement.*

As a minimum Council needs to fund depreciation on its assets and property so that a large liability is not left for future generations. Council should also be putting away funds from income from the asset or property to pay for the replacement or renewal of the asset or property when it comes to the end of its useful life. This Council has already inherited a number of legacy issues including increasing compliance and regulatory requirements (i.e. disability access, contamination management.

What are the considerations and principles that Council should apply to guide its capital investment decisions. In particular, what should be the balance between maintenance, renewal AND new capital investment?

The deliberative engagement process involved two streams, including an initial stage of community outreach involving facilitated conversations (face to face) and online surveys. A total of 12 facilitated conversations were held with diverse community groups and 26 online surveys were completed as part of this process and were used as a key information input to the second stream of engagement.

The second stream involved two community conversations on Thursday 11 May and Saturday 13 May. The session on the 11 of May focused on the dilemma regarding the Lease and Licensing Policy for Council-owned properties and was attended by 20 members of the community and the session on the 13 May focused on Capital expenditure and investment and was attended by 13 community members. Officers worked closely with advisory groups to ensure representation across Darebin's diverse community was achieved throughout the entire process. The report relating to the deliberative process is provided at **Appendix A**.

In relation to Dilemma #1, the group did not resolve an agreed set of principles, however a range of key considerations were provided to consider in the development of the Lease and Licensing Policy (incorporating cost recovery considerations). These included:

- **Support for vulnerable and marginalised groups:** Across all groups, there was a strong emphasis on the importance of supporting vulnerable and marginalised groups. This includes refugees, immigrants, the elderly, First Nations communities, LGBTQIA+ individuals, people with disabilities, the homeless, children and young people, and low-income families.
- **Community building and social impact:** Several groups mentioned the importance of supporting organisations that contribute positively to the community, including in addressing issues like mental health and homelessness. This could include fostering inclusivity and a sense of belonging, addressing unmet needs, and prioritising groups that reflect the diversity of the Darebin population and deliver community outcomes.
- **Low-cost:** The groups believe that Council owned-properties should be accessible to community groups, particularly those that serve vulnerable populations. There were concerns about charging above a minimal rent for these community spaces.
- **Equity and fair distribution of assets:** There were suggestions for a fair distribution of the use of council building assets and properties, with less wealthy areas given greater support based on disadvantage.
- **Transparency in decision-making:** Participants expressed the need for clarity about the decision-making process, the number of available properties, and the council's financial situation.

- **Sustainability:** Both in terms of financial and environmental sustainability. Council-owned properties should be used in ways that are economically viable and environmentally responsible.
- **Maximisation of property use:** There was a recognition of the need to balance commercial rent use with community benefits. Ideas included the use of vacant buildings for advocacy, art, activism, community, and multicultural events. A sliding scale approach was suggested, where groups that generate more revenue could potentially pay more, allowing for more groups to utilise the properties.

These considerations will now be incorporated in the following ways:

- An adjustment to the Council Plan Action Plan to incorporate the input from the deliberative process to state - "Establish a Lease and Licensing Policy, with consideration to the inputs provided through deliberative engagement to inform the Council Plan."
- The revised Draft Financial Plan does not incorporate any increase in the revenue generated from leases and licenses associated with Council properties.
- Officers will review the decision making principles associated with Lease and Licensing to ensure the considerations are captured.

In relation to Dilemma #2, the group resolved an agreed set of key considerations, more so than principles, for consideration in the allocation of capital investment priorities. These were:

- **Fairness and equity**
 - Equitably share investment across the municipality - including repairs and maintenance
 - Take a long-term view - plan for future generations
- **Community need and population**
 - Health and wellbeing - social determinants of health (education, housing, transport etc)
 - Intersectional lens - vulnerable and priority groups, support most in need
 - Prioritise assets that create opportunities for community building and social connection
- **Community engagement and influence**
 - Councillors need to listen to the community
 - Direct influence on decision making
- **Climate change**
 - Council should be prepared for climate change - strategy, activities and funding
 - Sustainable design - buildings close to parks/open space, sustainable transport
 - Invest in new technologies - road surfaces, resilient buildings
- **Cost and impact on ratepayers**
 - Consider how to make costs lower for ratepayers
 - Developer responsibilities - funding and contributions, climate change impacts (tree canopy)

There was an adjustment to consideration of the balance between maintenance, renewal and new capital investment through the development of the engagement process, toward broader principles.

These considerations will now be incorporated in the following ways:

- Reference to the considerations has been incorporated into the revised draft Financial Plan at Appendix B, with further consideration required regarding the inclusion.
- These considerations will be assessed alongside existing Council policy positions to inform the allocation of capital expenditure provided for in the 10 year Financial Plan.

The full results of the deliberative process are attached at **Appendix A**.

Officers will close the loop with the deliberative engagement participants to advise how their important contribution will be incorporated into Council decision making with respect to lease and licensing and capital investment.

Council will consider a separate report at its meeting on 22 May 2023 relating to the 10 year Financial Plan.

Other Principles for consideration

Overarching Governance Principles and Supporting Principles

- (b) priority is to be given to achieving the best outcomes for the municipal community, including future generations;
- (d) the municipal community is to be engaged in strategic planning and strategic decision making;
- (g) the ongoing financial viability of the Council is to be ensured;

Public Transparency Principles

- (a) Council decision making processes must be transparent except when the Council is dealing with information that is confidential by virtue of this Act or any other Act;

Strategic Planning Principles

- (a) an integrated approach to planning, monitoring and performance reporting is to be adopted;
- (b) strategic planning must address the Community Vision;
- (c) Strategic planning must take into account the resources needed for effective implementation;
- (d) strategic planning must identify and address the risks to effective implementation;
- (e) strategic planning must provide for ongoing monitoring of progress and regular reviews to identify and address changing circumstances;

COUNCIL POLICY CONSIDERATIONS

Environmental Sustainability Considerations (including Climate Emergency)

The revised Council Plan 2021-25 includes the Strategic Direction *Climate, Green and Sustainable - Ensuring Darebin is a leader in responding to the climate emergency, and our natural environment is protected and enhanced*. The draft 2023-24 Council Plan Action Plan also includes six actions directly related to the Strategic Direction.

Equity, Inclusion, Wellbeing and Human Rights Considerations:

When reviewing the Council Plan and Council Plan Action Plan an equity and gender lens was applied.

The revised Council Plan 2021-25 (incorporating Municipal Health and Wellbeing Plan) includes the Strategic Direction *Vibrant, Respectful and Connected - Making sure our community is one where all our people are valued, and no one is left behind*. The draft 2023-24 Council Plan Action Plan incorporates a range of plans to be developed.

In addition, the Municipal Health and Wellbeing Plan embedded in the Council Plan 2021-25 includes 78 actions related to community health and wellbeing priorities.

Economic Development and Cultural Considerations

The revised Council Plan 2021-25 includes the Strategic Direction *Prosperous, Liveable and Flourishing – Building on Darebin’s strengths in relation to business, services and industry, and creating a city where all services and facilities to support a balanced, healthy life are easily accessible to our residents*.

There are a number of key actions in the draft 2023-24 Council Plan Action Plan.

Operational Impacts

There are no operational impacts related to the Council Plan and Council Plan Action Plan being put out on public exhibition.

Legal and Risk Implications

There are no legal or risk implications related to this report.

In accordance with the requirements of the *Local Government Act 2020*, the Council Plan addresses the Community Vision, sets the strategic direction, objectives and strategies to achieve the Vision and has been developed with consideration of the principles of contained within the Act.

The Municipal Public Health and Wellbeing Plan 2021-2025 is a requirement of the *Public Health and Wellbeing Act 2008*. The Plan sets the broad mission, goals and priorities and strives to improve the health and wellbeing outcomes of local communities by addressing the social determinants of health.

IMPLEMENTATION ACTIONS

Publicly exhibit the revised Council Plan 2021-25 and draft 2023-24 Council Plan Action Plan from 23 May 2023 for 14 days.

Present the final Council Plan 2021-25 and draft 2023-24 Council Plan Action Plan to Council for adoption on 26 June 2023.

RELATED DOCUMENTS

Draft 2023-24 Budget

Draft 10yr Financial Plan




Darebin 2041 Community Vision

Darebin Community Engagement Policy

Local Government Act 2020

Public Health and Wellbeing Act 2008

Attachments

- Revised Council Plan 2021-25 (**Appendix A**) [↓](#) 
- Draft 2023-24 Council Plan Action Plan (**Appendix B**) [↓](#) 
- Deliberative Engagement Report (**Appendix C**) [↓](#) 

DISCLOSURE OF INTEREST

Section 130 of the *Local Government Act 2020* requires members of Council staff and persons engaged under contract to provide advice to Council to disclose any conflicts of interest in a matter to which the advice relates.

The Officer reviewing this report, having made enquiries with relevant members of staff, reports that no disclosable interests have been raised in relation to this report.

YOUR 2021- 2025 Council Plan

Revised May 2023



**Incorporating the Darebin Municipal Public Health and
Wellbeing Plan and Darebin 2041 Community Vision**

Arabic

هذه هي خطة مجلس داربين لـ 2021-2025. وتحدد الاتجاه والإجراءات ذات الأولوية التي سيتخذها المجلس خلال السنوات الأربع القادمة.

خطة المجلس هذه هي الخطوة الأولى نحو خلق رؤية مجتمعنا لداربين التي يريد تحقيقها بحلول عام 2041.

تتضمن خطة المجلس هذه خطة البلدية للصحة والرفاهية، والتي تحدد الإجراءات لتمكين السكان من فرصة تحسين صحتهم ورفاهيتهم.

لمزيد من المعلومات، يرجى الاتصال بخط الهاتف متعدد اللغات (03) 8470 8470 لإيصالك بمساعد لغوي أو مترجم فوري.

Chinese Simplified

这是戴瑞宾市议会的《2021-2025年计划》，其中确立了市议会未来四年的工作方针及将要采取的优先行动。

这个市议会计划是为实现我们的社区愿景迈出的第一步，我们的社区愿景是指社区想要戴瑞宾市在2041年前建设成什么模样。

在这个市议会规划中，还包括了《戴瑞宾市身心健康计划》，其中载明了为使居民有机会改善身心健康而需要采取的行动。

查询详情，请致电我们的多语种电话专线（03）8470 8470接通语言协助人员或传译员。

Greek

Αυτό είναι το Σχέδιο του Δήμου Darebin 2021-2025. Καθορίζει τις κατευθύνσεις και τις δράσεις προτεραιότητας που θα λάβει ο Δήμος τα επόμενα τέσσερα χρόνια.

Αυτό το Σχέδιο του Δήμου είναι το πρώτο βήμα προς τη δημιουργία του οράματος της κοινότητάς μας για το Darebin που θέλει να επιτευχθεί μέχρι το έτος 2041.

Σ' αυτό το Σχέδιο του Δήμου περιλαμβάνεται το Σχέδιο Υγείας και Ευεξίας του Δήμου, το οποίο θέτει δράσεις που θα επιτρέψουν στους κατοίκους την ευκαιρία να βελτιώσουν την υγεία και την ευεξία τους.

Για περισσότερες πληροφορίες, επικοινωνήστε με την Πολυγλωσσική Τηλεφωνική Γραμμή μας στο (03) 8470 8470 για να συνδεθείτε με ένα Βοηθό Γλωσσών ή μ' ένα διερμηνέα.

Hindi

यह डारेबिन काउंसिल योजना 2021-2025 है। यह तय करती है कि अगले चार सालों में काउंसिल की दिशा क्या होगी और वह किन कार्यों को प्राथमिकता देगी।

यह काउंसिल योजना वर्ष 2041 तक हम डारेबिन को कैसा बनाना चाहते हैं इस बारे में हमारे समुदाय के दृष्टिकोण की दिशा में पहला कदम है

इस काउंसिल योजना में नगरपालिका स्वास्थ्य और कल्याण योजना शामिल है, जो निवासियों को अपने स्वास्थ्य और कल्याण में सुधार करने का अवसर प्रदान करने के लिए किए जाने वाले कार्यों को निर्धारित करती है।

अधिक जानकारी के लिए, कृपया एक भाषा सहयोगी (Language Aide) या एक दुभाषिया से जुड़ने के लिए हमारी बहुभाषी टेलीफोन लाइन (03) 8470 8470 पर संपर्क करें।

Italian

Questo è il Piano Comunale di Darebin per il 2021-2025, che stabilisce la direzione e gli interventi prioritari che il Comune intraprenderà nei prossimi quattro anni.

Questo Piano Comunale rappresenta il primo passo verso la creazione della visione che la nostra comunità vuole vedere realizzata per Darebin entro l'anno 2041.

Incluso in questo Piano Comunale è il Piano Municipale per la salute e il benessere, che definisce gli interventi necessari per dare ai residenti l'opportunità di migliorare la propria salute e il proprio benessere.

Per ulteriori informazioni, si prega di contattare la nostra linea telefonica multilingue al numero (03) 8470 8470 per essere collegati a un assistente linguistico o un interprete.

Macedonian

Ова е Планот на општина Даребин 2021-2025 година. Ги поставува насоките и приоритетните активности што Општината ќе ги преземе во следните четири години.

Овој план на општината е првиот чекор кон креирање на визијата на нашата заедница што сака да биде Даребин до 2041 година.

Во овој план на општината вклучен е Општинскиот план за здравје и благосостојба, кој поставува активности за да им се овозможи на жителите можност да го подобрат своето здравје и благосостојба.

За повеќе информации, контактирајте ја нашата повеќејазична телефонска линија на (03) 8470 8470 за да бидете поврзани со лице помошник за јазик или преведувач.

Nepali

यो डारेबिन काउन्सिल योजना (Darebin Council Plan) २०२१-२०२५ हो। यसमा आगामी चार वर्षमा काउन्सिलले लिने दिशा र कार्यहरूको प्राथमिकता निर्धारण गरेको छ।

यो काउन्सिल योजना हाम्रो डारेबिनलाई सन् २०४१ सम्म कस्तो बनाउने भन्ने समुदायको मागदर्शन निर्माण गर्ने पहिलो कदम हो।

यस काउन्सिल योजनामा नगरपालिका स्वास्थ्य र आरोग्य योजना समावेश छ जसले यहाँका बासिन्दाहरूलाई उनीहरूको स्वास्थ्य र स्वस्थता सुधार्ने अवसर उपलब्ध गराउने पार्न कार्यहरू तय गरेको छ।

थप जानकारीको लागि, हाम्रो बहुभाषी टेलिफोन लाइन (03) 8470 8470 मा फोन गर्नुहोस् र भाषा सहयोगी वा दोभाषेको मद्दत लिएर कुरा गर्नुहोस्।

Punjabi

ਇਹ ਡੈਰੇਬਿਨ ਕੌਂਸਲ ਯੋਜਨਾ 2021-2025 ਹੈ। ਇਹ ਅਗਲੇ ਚਾਰ ਸਾਲਾਂ ਵਿੱਚ ਕੌਂਸਲ ਵੱਲੋਂ ਲਈ ਜਾਣ ਵਾਲੀ ਸੇਧ ਅਤੇ ਤਰਜੀਹੀ ਕਾਰਵਾਈਆਂ ਨਿਰਧਾਰਤ ਕਰਦੀ ਹੈ।

ਇਹ ਕੌਂਸਲ ਯੋਜਨਾ ਡੈਰੇਬਿਨ ਲਈ ਸਾਡੇ ਭਾਈਚਾਰੇ ਦੇ ਟ੍ਰਿਸਟੀਕੇਟ ਨੂੰ ਬਣਾਉਣ ਵੱਲ ਪਹਿਲਾ ਕਦਮ ਹੈ ਜੋ ਇਹ ਸਾਲ 2041 ਤੱਕ ਹੋਣਾ ਚਾਹੀਦਾ ਹੈ।

ਕੌਂਸਲ ਦੀ ਇਸ ਯੋਜਨਾ ਵਿੱਚ ਨਗਰ ਨਿਗਮ ਸਿਹਤ ਅਤੇ ਭਲਾਈ ਯੋਜਨਾ ਸ਼ਾਮਲ ਹੈ, ਜੋ ਵਸਨੀਕਾਂ ਨੂੰ ਆਪਣੀ ਸਿਹਤ ਅਤੇ ਭਲਾਈ ਵਿੱਚ ਸੁਧਾਰ ਕਰਨ ਦੇ ਮੌਕੇ ਨੂੰ ਸਮਰੱਥ ਬਣਾਉਣ ਲਈ ਕਾਰਵਾਈਆਂ ਨਿਰਧਾਰਤ ਕਰਦੀ ਹੈ।

ਵਧੇਰੇ ਜਾਣਕਾਰੀ ਵਾਸਤੇ, ਕਿਰਪਾ ਕਰਕੇ ਭਾਸ਼ਾ ਸਹਾਇਕ ਜਾਂ ਦੁਭਾਸ਼ੀਏ ਨਾਲ ਜੁੜਣ ਲਈ ਸਾਡੀ ਬਹੁਭਾਸ਼ੀ ਟੈਲੀਫੋਨ ਲਾਈਨ (03) 8470 8470 ਨਾਲ ਸੰਪਰਕ ਕਰੋ।

Somali

Tani waa Qorshaha Golaha Darebin ee 2021-2025. Waxay dejisaa tilmaamaha iyo ficilada mudnaanta Golaha waxay qaadan doontaa afarta sanno ee ku xigta.

Qorshahan Golaha waa talaabadii koowaad ee loo qaadayo abuurida aragtida bulshadeena ee Darebin oo ay dooneyso inay noqoto sannadka 2041.

Oo ay ku jirto Qorshaha Golaha waa Qorshaha Fiyoobaanta iyo Caafimaadka Degmada hoose, taas oo dejisay ficil si awood loogu siiyo deganayaasha fursada si loo horumariyo caafimaadka iyo fiyoobaanta.

Wixii macluumaad dheeraad ah, fadlan la xiriir Khadka Taleefanka Luuqadaha badan (03) 8470 8470 si laguugu xiriiryo Caawiyaha luuqada ama turjubaan.

Spanish

Este es el Plan del Concejo Municipal de Darebin 2021-2025. Establece la dirección y las acciones prioritarias que el Concejo tomará durante los próximos cuatro años.

Este Plan del Concejo es el primer paso hacia la creación de la visión de nuestra comunidad para el Darebin que quiere ser en el año 2041.

En este Plan de del Concejo se incluye el Plan de Salud y Bienestar Municipal, que establece acciones para que los vecinos tengan la oportunidad de mejorar su salud y bienestar.

Para obtener más información, comuníquese con nuestra Línea telefónica multilingüe (03) 8470 8470, para que lo conecten con un asistente de idiomas o un intérprete

Urdu

یہ Darebin کاؤنسل کا 2021-2025 پلان ہے۔ اس میں ان اقدامات کی سمت اور ترجیح کو متعین کیا گیا ہے جو کاؤنسل اگلے چار سالوں میں اٹھائے گی۔

کاؤنسل کا پلان Darebin کے لئے ہماری کمیونٹی کے خواب کی تعبیر کی جانب پہلا قدم ہے جو اس نے 2041 کے Darebin کے لئے دیکھ رکھا ہے۔

کاؤنسل کے اس پلان میں میونسپل ہیلتھ اور بہبود کا پلان بھی شامل ہے جو یہاں کے رہائشیوں کو اپنی صحت اور بہبود میں بہتری لانے کے قابل بنانے کے لئے اقدامات کا تعین کرتا ہے۔

مزید معلومات کے لئے ہماری ملٹی لینگویئل ٹیلی فون لائن سے 8470 8470 (03) پر رابطہ کر کے زبان میں مدد فراہم کرنے والے شخص یا زبانی مترجم سے بات کریں۔

Vietnamese

Đây là Kế hoạch Hội đồng Thành phố Darebin 2021-2025. Kế hoạch này đề ra phương hướng và các hành động ưu tiên mà Hội đồng Thành phố sẽ thực hiện trong bốn năm tới.

Kế hoạch Hội đồng Thành phố này là bước đầu tiên nhằm mục đích tạo ra viễn kiến của cộng đồng cho Darebin mà chúng ta muốn sẽ trở thành vào năm 2041.

Trong Kế hoạch Hội đồng Thành phố này có Kế hoạch Sức khỏe và An sinh Thành phố, đặt ra các hành động để tạo điều kiện cho cư dân có cơ hội cải thiện sức khỏe và an sinh của họ.

Muốn biết thêm thông tin, vui lòng gọi cho Đường dây Điện thoại Đa ngữ (03) 8470 8470 của chúng tôi để được kết nối với Trợ lý Ngôn ngữ hoặc thông dịch viên.

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About Our Council Plan

The *Local Government Act 2020* sets a new approach for all local government in Victoria, that aims to bring all communities back into the core of local government and the services we provide. This requires deeper engagement, with more voices heard that truly represent the communities we serve – in a process called deliberative engagement.

The Community Vision, Council Plan, Financial Plan, (and upcoming 10 year Asset Plan) are all required to be developed through deliberative engagement with communities.

We embrace and support this approach, as it has allowed us to bring the people of Darebin closer to our strategic planning.

This 2021-2025 Council Plan (incorporating our Municipal Public Health and Wellbeing Plan) is our Council's key strategic document for the next four years. It guides how we will move closer to our Darebin 2041 Community Vision – what areas will be our key focus, what actions we will take, how we will measure our progress, and transparently report to our community.

Each year, we will undertake priority actions – funded through our Annual Budget – and report back to our community through our Annual Report.

Our Council Plan was informed by extensive community engagement in 2020-21, including the feedback collected for our Community Vision, and our current research, strategies and plans.

Our community was involved through targeted community conversations and workshops – including with First Nations people, people from non-English speaking backgrounds and young people – and online and phone surveys with more than 3,000 residents and businesses. We also heard from community members directly, at a hearing panel headed up by our Councillors.

We developed a Council Plan that truly represents the voices of our community, and sets us off in the direction of the Darebin we want to be by 2041.



Acknowledgements

Acknowledgement of Traditional Owners and Aboriginal and Torres Strait Islander people

Darebin City Council acknowledges the Wurundjeri Woi-wurrung people as the traditional owners and custodians of the land and waters we now call Darebin and affirms that Wurundjeri Woi-wurrung people have lived on this land for millennia, practising their customs and ceremonies of celebration, initiation and renewal.

Council acknowledges that Elders past, present and emerging are central to the cohesion, intergenerational wellbeing and ongoing self-determination of Aboriginal communities. They have played and continue to play a pivotal role in maintaining and transmitting culture, history and language.

Council respects and recognises Aboriginal and Torres Strait Islander communities' values, living culture and practices, including their continuing spiritual connection to the land and waters and their right to self-determination. Council also recognises the diversity within Aboriginal and Torres Strait Islander communities.

Aboriginal and Torres Strait Islander people and communities have had and continue to play a unique role in the life of the Darebin municipality. Council recognises and values this ongoing contribution and its significant value for our city and Australian society more broadly.

Extract from Darebin City Council's Statement of commitment to Traditional Owners and Aboriginal and Torres Strait Islander people 2019.

Darebin's Diversity Statement

Situated on the traditional lands of the Wurundjeri Woi-wurrung people, the City of Darebin is now home to a diverse community of people with different socio-economic status, gender, age, ability, race, culture, ethnicity, language, sexuality, sex characteristics, gender identity, beliefs, occupations, income, education, carer status and household type. The Darebin community cherishes this diversity and values it as an important civic asset.

Darebin City Council acknowledges the history and contributions of the various communities, migrants and refugees who have made the municipality their home. Their endeavours have enriched the economic, social, cultural, artistic, community and civic character of the city, and created a cosmopolitan locality where variety and difference are welcomed and encouraged.

Council also acknowledges that who we are today as a municipality rests on the history of loss and dispossession inflicted upon Aboriginal people, past and present, despite their strengths, resilience and continued contributions to our city.

Climate Emergency And Climate Risk

Addressing climate change is a key responsibility of Local Government under Victorian legislation.

The *Climate Change Act 2017* sets a target of net zero carbon emissions by 2050 for Victoria, and requires five-yearly interim targets to be set by the State Government. It also provides guidance for state and local government decision-making across a suite of legislation – including the *Public Health and Wellbeing Act 2008* and the *Local Government Act 2020*.

The *Local Government Act 2020* now requires Local Government to address climate change and consider climate change risks, as one of the key overarching governance principles.

Darebin City Council has a proud history of leadership in relation to tackling climate change.

In 2016, our Council was the first government of any kind to declare a climate emergency - requiring urgent action by all levels of government, including Local Government.

Since then, more than 1,900 governments around the world have made similar declarations and committed to urgent action to address climate change.

In 2017, Darebin City Council adopted its Climate Emergency Plan 2017-2022, that outlined Council's commitment to aim for zero greenhouse gas emissions for our Council and community. We called on the State Government and Federal Government to declare a climate emergency and legislate programs to drive an emergency response.

On 2 December 2019, our Council further resolved to call on the State Government and Federal Government to achieve zero emissions by 2030.

Council's commitment to addressing the Climate Emergency continues through this 2021-2025 Council Plan (incorporating Municipal Public Health and Wellbeing Plan).



Quick Facts About Darebin



Place of birth

64%

born in Australia

31%

born overseas

(main countries: Italy, China, India, Greece, United Kingdom, Vietnam, New Zealand and Lebanon)

4%

not stated

Aboriginal or Torres Strait Islander

1%

are Aboriginal or Torres Strait Islanders

Languages spoken at home



32%

Speak a language other than English at home

82

Languages in total

63% English only
5% Italian
6% Greek
3% Mandarin
2% Arabic
2% Vietnamese
13% Other
4% not stated

2021 ABS census



Place of birth of parents

59%

have either one or both parents born overseas



Households

58%

Live with family

29%

Live alone

7%

Live in group houses

4%

Other

Tertiary qualifications



50,038

39.6% Bachelor Degree
(32.8% Greater Melbourne)

Religion



40

Religions in total

38% Christian
(all denominations)
45% not religious
4% Muslim
3% Buddhist
3% Hindu
1% other religions
5% not stated

Ages



15%

children 0-14

11%

young people 15-24

60%

25-64

15%

65+



Employment

79,088

Residents employed in 2021

56%

Full-time

33%

Part-time

4,438

5.3% were unemployed
(5.3% Greater Melbourne)

Income



\$1,850

Weekly median

(\$1,866 Greater Melbourne)

31%

have a personal income of less than \$500 a week

Our Community At The Heart Of Our Vision

For the first time ever, our community has developed a vision to set the aspirations for the future Darebin, and the community we want to be 20 years from now.

Under the new *Local Government Act 2020*, a community vision must be informed and shaped via a deliberative process, meaning the community is heavily involved in shaping the vision.

From December 2020 to February 2021, we spoke to 1,631 people from all over our city, to gather as many ideas as possible about what they currently loved, what we could do better, and to use three words to describe the Darebin they want to see in 2041.

What our community told us they value



Greening the City

Our community values 'green' spaces (parks as well as street trees) and want more of them, and the ones they have to be protected and enhanced.



Sustainability

There is much regard and respect for the many people in our community who care about the environment and sustainability across a range of perspectives, from promoting less car use, protecting native plants and animals, and driving action on climate change.



Inclusive Diversity

Our community values multiculturalism and aspires to preserve inclusivity.



Safety

Our community aspires for a future that is clean and safe. Safety is referenced from both a sense of personal physical and psychological safety ("feeling safe" while out). It is also about safety as a cyclist and a pedestrian. Our community connects urban design with safety. There is a clear link between poorly lit and/or unkept dirty places, with a feeling of being unsafe.



Lifestyle

Our community both love the amenity of our city, and also want to see it get better in the future. Amenity covers a range of things, from the convenience of public transport and accessibility to local services, to protection from over-population and over-development.

To ensure the vision is truly one owned by our community, we then handed over the feedback from the hundreds of conversations we conducted online, in person and on the phone, to a group of 39 residents and business owners in Darebin. This group – the Darebin Deliberative Panel – was selected by independent experts to ensure community members of different ages, genders, nationalities and experiences, ultimately design our new Community Vision.

From February to May 2021, the panel met to shape and refine the vision, and we now have a clear expression of the Darebin we want to become by 2041. Our Community Vision is at the heart of our Council Plan, and all the work that flows from there – our priorities, strategic plans, investments, services, partnerships and activities. The vision is supported by three themed pillars – which form the key directions and focus of this Council Plan.



Darebin 2041 Community Vision

Darebin is an equitable, vibrant and connected community.

Darebin respects and supports First Nations People, values country, our diverse communities and places.

Darebin commits to mitigating the climate emergency, creating prosperity for current and future generations.

Supporting this Vision, are the pillars of:



Vibrant, Respectful and Connected

- Celebrating all diverse communities and uplifting different voices in places of power
- Connection to, and preservation of, local history acknowledging past harm and trauma
- Vibrant and dynamic spaces, amenities and events
- Recognising Aboriginal and Torres Strait Islander values, living culture and connection to country
- One Darebin, no suburb left behind



Prosperous, Liveable and Flourishing

- Encouraging and incentivising business investment and growth in the sustainability sector
- Creating equitable and diverse opportunities for employment and volunteering
- Being a 20-minute city with access to amenities and services close to our homes
- Sustaining community ownership of services and maintaining the health and wellbeing of all, across all life stages
- Making Darebin a Victorian centre for creative industry and the arts
- Ensuring development and the built environment are designed for liveability and sustainability



Climate, Green and Sustainable

- Taking urgent action on the climate emergency, leading and educating communities and businesses
- Making decisions that are community driven, transparent, socially and equitably just and equitable
- Providing and promoting safe and sustainable transport
- Regenerating, enhancing and protecting ecosystems and biodiversity
- Integrating ecological solutions in the built environment, promoting sustainable development and retrofitting practices, which protect natural assets and strive for zero carbon emissions



Message From Our Mayor



Everything we do at Council is ultimately driven by our Council Plan and guided by our Community Vision.

It's vital that as the broader community faces shifting challenges, that we update our plan and adapt to these changing needs, to find better, smarter ways to serve the community.

Our Community Vision remained steadfast as we set out to find efficiencies and opportunities to concentrate our efforts while achieving better results for the community.

A deliberative process was undertaken providing members of the community an opportunity to have input into the review of this Council Plan.

(more to be added at end of process once final)

Council acknowledges the Wurundjeri Woi-wurrung people as the Traditional Owners and custodians of the land and waters we now call Darebin.

Across the ages Wurundjeri Woi-wurrung people have lived on this land, practising customs and ceremonies of celebration, initiation and renewal.

Council acknowledges that Elders past, present and emerging are central to ongoing self-determination of Aboriginal communities, and in maintaining culture, history and language. This is part of our formal Statement of Commitment to Traditional Owners and Aboriginal and Torres Strait Islander people.

We have four directions that continue to guide our actions and resources over the next two years:

Vibrant, Respectful and Connected:

making sure our community is one where all our people are valued, and no one is left behind.

Prosperous, Liveable and Flourishing:

building on Darebin's strengths in relation to business, services and industry, and creating a city where all services and facilities to support a balanced, healthy life are easily accessible to our residents.

Climate, Green and Sustainable:

ensuring Darebin is a leader in responding to the climate emergency, and our natural environment is protected and enhanced.

Responsible, Transparent and Responsive:

recognising we are here to serve our community, in all its diversity, and that we govern transparently and accountably.

The Council Plan sets, very clearly, what our goals are, and what actions we will take to meet those goals over these coming two years.

We're committed to keeping our community updated on the progress we make on the actions detailed in this plan. We'll be upfront and honest with the Darebin community about achievements and where we can do better, along with any adjustments we may need to make along the way.

Being transparent and honest are important values to me and they form my promise as Mayor.

Cr Julie Williams
Mayor

Message From Our Chief Executive Officer



Our Council Plan is a living, breathing document. It sets out real, tangible actions that deliver against our Strategic Priorities and Community Vision and shapes the day to day work of our dedicated staff.

To reflect the changing needs of the community and adapt to the reality of the financial pressures we're all experiencing, it became necessary for Council to revise our Council Plan 2021-25.

Rising costs will continue to place significant pressure on our financial planning so in addition to revising our Draft Council Plan, we have also revised our long-term financial plan. In accordance with the Local Government Act 2020, we have undertaken a deliberative consultation process to incorporate important community feedback into the final documents.

As we adapt to these changes, our staff remain committed to delivering results that address community needs. The community remains at the heart of everything we do.

We have been busy, actively finding operational efficiencies at Council so we can continue to deliver services that the community relies upon.

In this updated plan, some actions have moved to business as usual work and therefore won't be reflected in the plan. Other actions have now been successfully completed since the plan was implemented in 2021, including a range of partnerships and infrastructure projects.

To maximise our resources at Council and make best use of our efforts, some related projects have been brought together. I'm confident that consolidating similar projects will result in increased efficiencies and streamline the way we deliver services for the community.

We have also had to make some tough decisions and some projects will no longer continue at Council. These decisions have not been made lightly, and we have kept our focus on delivering high quality services and programs that make a difference.

Overall, this update to our Council Plan is about investing in current assets to serve the needs of the community, ensuring the community receives value for money while staying committed to our goals and strategic priorities.

I look forward to working alongside our staff and the community to fulfill our updated Council Plan actions.

Peter Smith
CEO



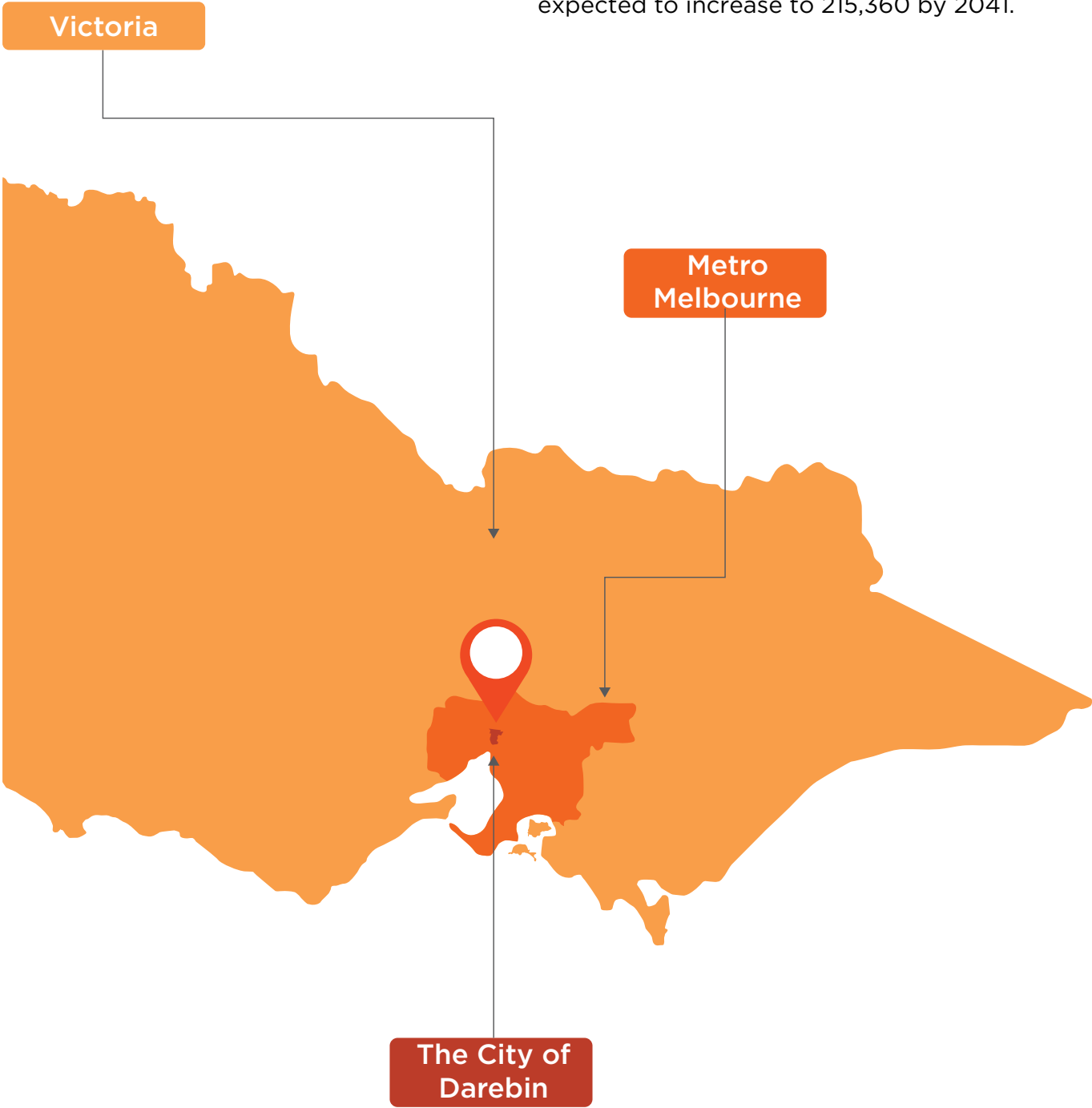
Our Darebin

The City of Darebin is located between five and 15 kilometres north of Melbourne’s central business district.

It has been home to the Wurundjeri people for many thousands of years.

Our city covers 53 square kilometres of land stretching from the inner northern suburbs of Northcote and Fairfield, to Reservoir and Bundoora.

We are growing: in 2022, our city’s population is 150,325 people (ABS Estimated Residential Population 2022), and this is expected to increase to 215,360 by 2041.



We are home to one of Victoria's largest and most diverse communities in the realms of culture, language, religion, socioeconomic background, employment status, occupation and housing need. In 2021, 46,688 of our residents were born overseas; 18 per cent had arrived in Australia in the five years prior.

We have a diverse mix of properties – with 68,081 residential properties, 4,661 business properties and 531 mixed-use properties as at 30 June 2022. Our largest industries are education and training, retail, manufacturing, health care and social assistance.

As a Council, we are responsible for a large part of our city's infrastructure and natural habitat. We own, control, manage or maintain 530 kilometres of roads, 1,045km of sealed paths, 333 buildings, 66 road and foot bridges, 23,194 stormwater pits, 29 wetlands, 627.6km of stormwater pipes, 790 hectares of open space, 27 sports reserves, seven natural reserves, 57 playing fields/sports grounds, 130 playgrounds and 84,300 street trees.

While our city's social and economic prosperity is changing, with more of our residents earning higher incomes, we still have many of our residents experiencing disadvantage.

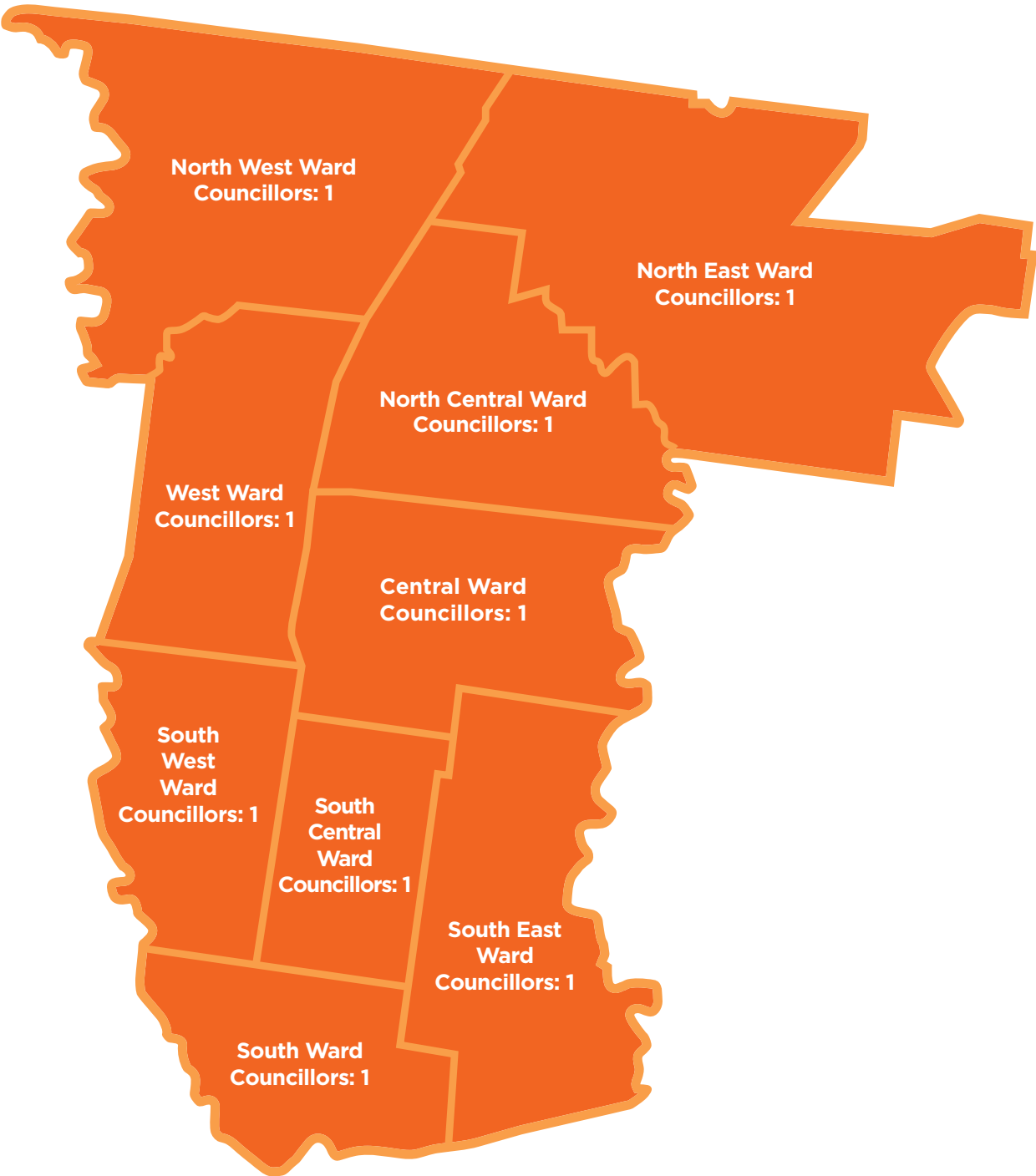
The Socio-Economic Index for Areas (SEIFA) score ranks areas based on indicators that contribute to disadvantage (including unemployment and income). In 2021, Darebin's SEIFA disadvantage score was 1018, the same as Greater Melbourne at 1018, and a lower level of disadvantage than the Victorian average of 1010. A higher score on the index means a lower level of disadvantage.

In December 2022, our unemployment rate was 4.2 per cent. This is slightly higher than Greater Melbourne (3.9 per cent), and slightly higher than Victoria overall (3.7 per cent).

Our Council

Our City

The City of Darebin ward structure changed for the general municipal election in October 2020. Our city is now divided into nine, single member wards.



Our Councillors



Darebin City Council 2020-2024

From L to R: Cr Gaetano Greco, Cr Emily Dimitriadis, Cr Julie Williams (Mayor), Cr Lina Messina, Cr Trent McCarthy, Cr Susan Rennie, Cr Susanne Newton (Deputy Mayor), Cr Tom Hannan, Cr Tim Laurence

Our Councillors



Cr Julie Williams
Mayor
North Central Ward

0419 750 152

Julie.Williams@darebin.vic.gov.au



Cr Susanne Newton
Deputy Mayor
West Ward

0419 764 245

Susanne.Newton@darebin.vic.gov.au



Cr Emily Dimitriadis
South East Ward

0437 918 708

Emily.Dimitriadis@darebin.vic.gov.au



Cr Gaetano Greco
North West Ward

0419 750 214

Gaetano.Greco@darebin.vic.gov.au



Cr Tom Hannan
South Ward

0437 917 078

Tom.Hannan@darebin.vic.gov.au



Cr Tim Laurence
North East Ward

0419 750 234

Tim.Laurence@darebin.vic.gov.au



Cr Trent McCarthy
South West Ward

0419 750 604

Trent.McCarthy@darebin.vic.gov.au



Cr Lina Messina
Central Ward

0419 750 504

Lina.Messina@darebin.vic.gov.au



Cr Susan Rennie
South Central Ward

0419 750 035

Susan.Rennie@darebin.vic.gov.au



Our Planning Framework

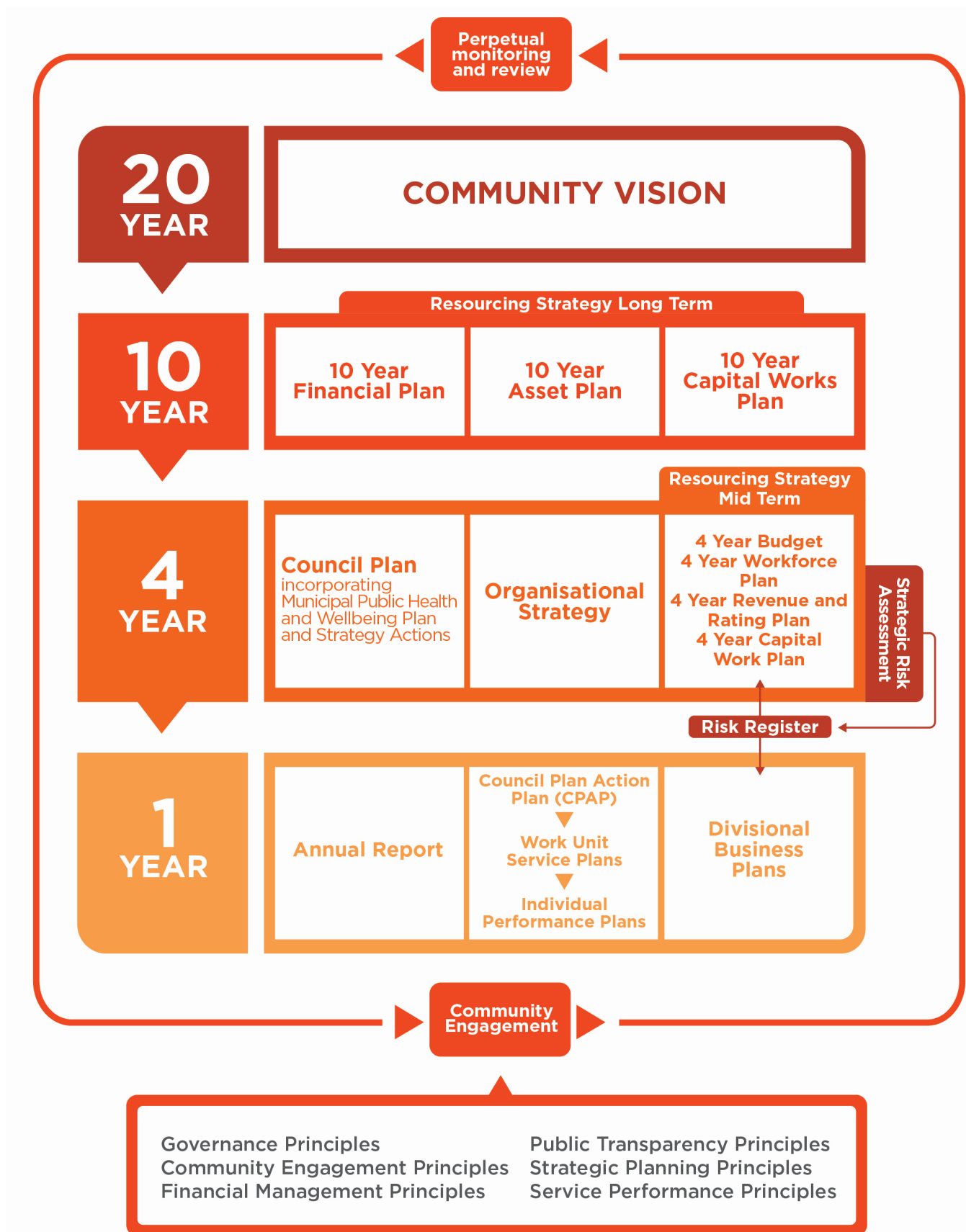
Our Integrated Strategic Planning Framework is how we set the direction for Council, and ensure we are moving towards that direction. At the start of this process is the development of our new Community Vision - Darebin 2041 - that sets our horizon 20 years into the future, on the community we want to be in 2041.

From there, we have developed our medium term strategies - our four-year Council Plan and actions (incorporating our Municipal Public Health and Wellbeing Plan), our Corporate Plan for the organisation, and our Budget.

Our Budget is developed annually with a four-year horizon.

Under the *Local Government Act 2020*, a longer term focus is encouraged. We have 10 year financial plan and a 10 year asset plan to ensure we have the financial resources and infrastructure to deliver the actions we commit to.

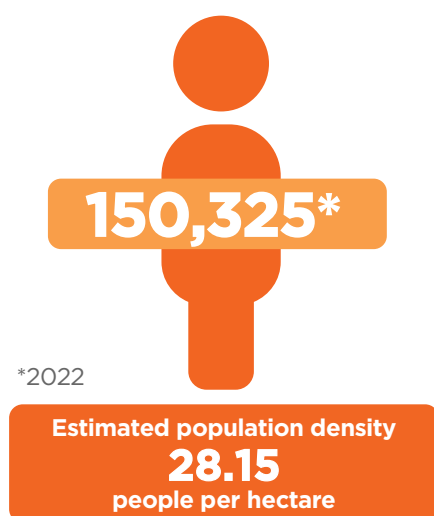




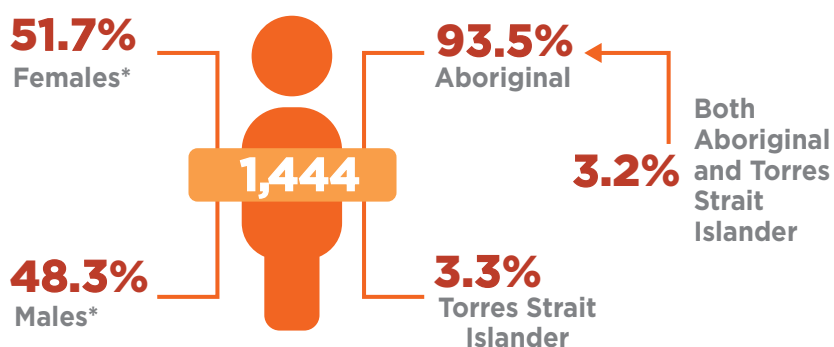
Our People

We are proud to be one of the most diverse cities in Victoria

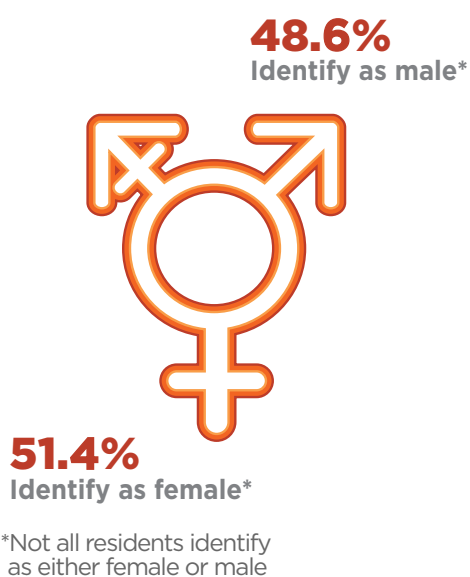
Population



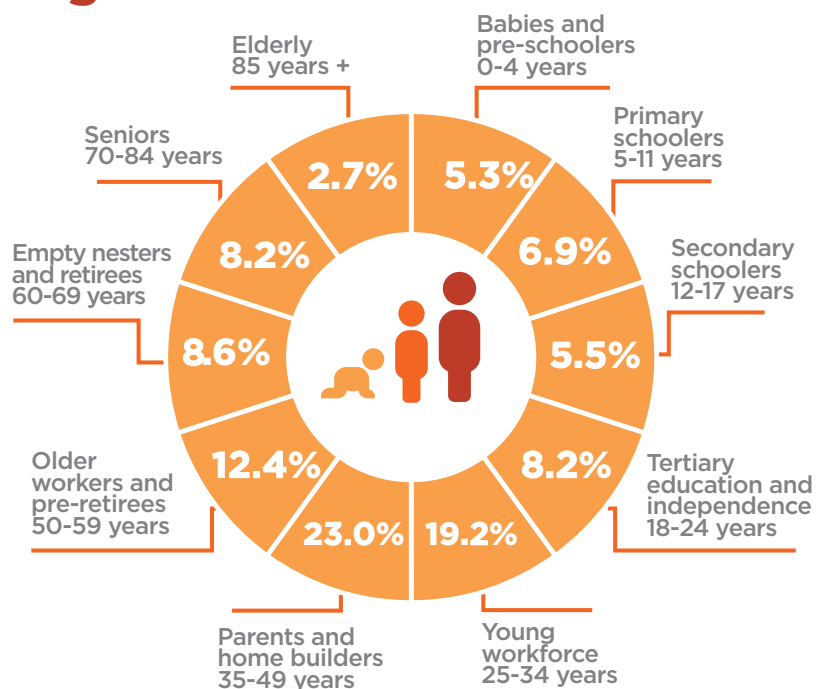
Aboriginal and Torres Strait Islander people



Gender



Age structure

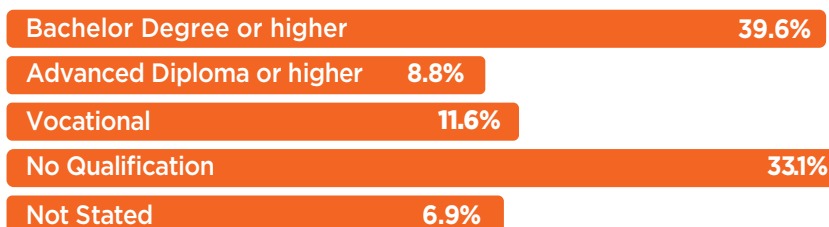


Sexuality



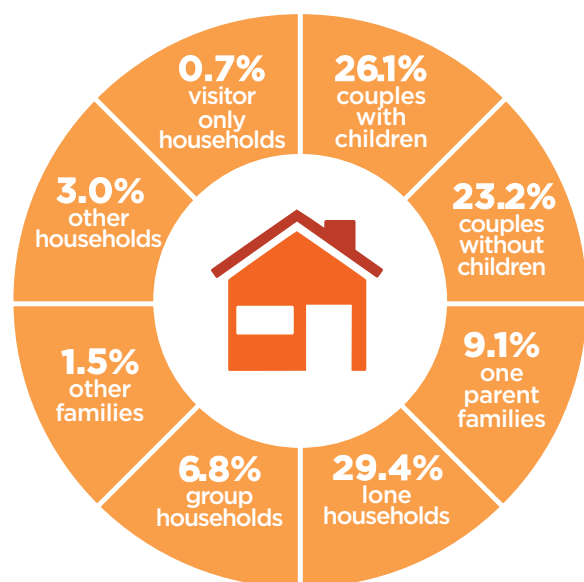
***Darebin Household Survey (2014)

Highest education qualification achieved



At A Glance: Darebin's Diverse Community¹ (based on 2021 Census)

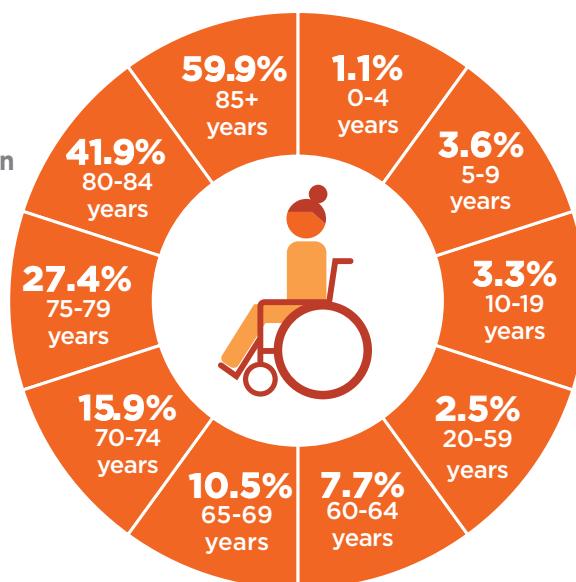
Households



People with a disability and needing assistance

9,855

(6.6%) of people need assistance, an increase of 1,081 people since 2016



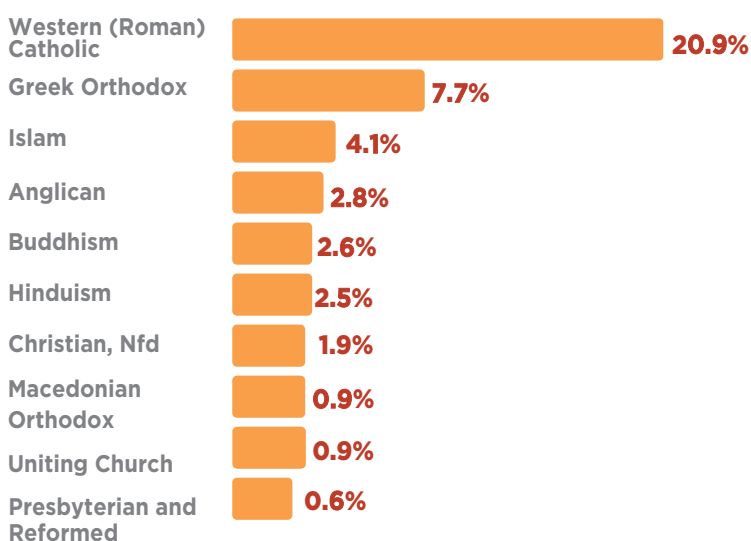
Multilingual



32.3%

Spoke a language other than English at home

Faiths and beliefs



Place of birth

64.4%

Born in Australia

4.2%

Not stated

85

Asylum-seekers

(holders of Illegal Maritime Arrival Bridging Visa E or IMA BE)**

51.9%
Female

48.1%
Male

31.4%

Born in overseas

2,000

International students**



Place of birth of parents

59%

of Darebin residents have either one or both parents born overseas*

*source 2021 Census

**Estimated here as persons attending tertiary education, who were born overseas, arrived in Australia less than 4.5 years ago, and were living either in a group household, as an unrelated person in a household, as an overseas visitor in household, or alone. Source .id consulting 2016 Census.

***Estimation provided by the City of Greater Dandenong.

¹Data sourced from .id consulting website at <https://profile.id.com.au/darebin> (3 May 2023). Data is based on the 2021 Census of Population and Housing.

Darebin Population by Suburb

(Estimated Resident Population at 30 June 2022²)

Preston (East) and Preston (West) have the highest number of people living in each suburb, in Darebin. Northcote (East) and Northcote (West) are the most densely populated suburbs.

Suburb	Population	% of Population	Population density**
Alphington	3,248	2.2	23.88
Bundoora-Macleod	7,226	4.8	9.34
Fairfield	5,904	3.9	39.36
Kingsbury	3,518	2.3	27.92
Northcote (East)	15,116	10.1	42.70
Northcote (West)	10,372	6.9	41.65
Preston (East)	18,122	12.1	26.73
Preston (West)	16,073	10.7	33.84
Reservoir (Cheddar)	14,437	9.6	31.66
Reservoir (Edwardes Lake)	14,299	9.5	25.72
Reservoir (Merrilands)	9,619	6.4	21.47
Reservoir (Oakhill)	13,144	8.7	30.85
Thornbury (East)	11,548	7.7	36.78
Thornbury (West)	7,699	5.1	38.69
City of Darebin	150,325	100	28.15

²ERP is the official population of the area. It is updated annually and provides a more accurate population figure between Census periods.

**Persons per hectare.

Data sourced from .id consulting website at <https://profile.id.com.au/darebin> (3 May 2023).

Data is based on the 2021 Census of Population and Housing.

Our Municipal Public Health And Wellbeing Plan

Our Municipal Public Health and Wellbeing Plan is embedded in our Council Plan. Under law, the *Public Health and Wellbeing Act 2008*, we have a responsibility to protect, promote and improve the public health and wellbeing of our community.

We believe a transparent and streamlined approach is best, so rather than have a separate plan for this, our Council Plan has critical actions for the planning - and collaborative delivery with other health providers - of health and wellbeing initiatives.

One way we do this is to ensure our Council Plan – our key strategic plan – includes actions to enable residents the opportunity to improve their health and wellbeing.

Wellbeing Commitment

Darebin City Council is committed to promoting, protecting and improving the wellbeing of our community, and addressing health inequality.

Our Approach To Health and Wellbeing

To inform our planning for community health and wellbeing, our Council developed the 2021 Darebin Health and Wellbeing Profile Report. The Report examines data on the health status and health determinants of our city, including analysis of:

- Policy and laws guiding how our Council plans for the health and wellbeing of our community. This includes considering the priorities of the Victorian Public Health and Wellbeing Plan 2019-2023, and the requirements of the *Public Health and Wellbeing Act 2008* and *Climate Change Act 2017*
- Local data from the 2020 Darebin Annual Community Survey, and the findings of the 2015 Reservoir East and Preston East Health and Wellbeing Survey.
- The health status of our people based on data from sources including State Government departments, the Australian Bureau of Statistics (ABS), VicHealth and .id consulting

How We Work

Integrated Planning

Our Council embraces a collaborative, whole-of-organisation approach to improving health and wellbeing. We have a strong commitment to partnerships with a broad range of stakeholders, service providers, and the community.

Working in Partnership

Central to improving the wellbeing of our community is to work in partnership. Council will work in partnership with stakeholders, services providers and community to advocate, support, fund and deliver a range of actions over the next four years to respond to the social determinants of health and wellbeing.

Influencing the Environments for Health

We understand health and wellbeing is influenced by the social, economic, cultural, built and natural conditions - the environments for health - in which we are born, grow, learn, live, work and age.

Our Council will continue to build on previous work, learnings, successes and partnerships with community and stakeholders, to influencing these 'environments' and improve the health and wellbeing of our community.

Addressing Health Inequalities

Our Council is committed to reducing - and eliminating where possible - unfair and avoidable differences in the health and wellbeing status of diverse groups in our community.

We are dedicated to applying the lenses of our Towards Equality Framework - People, Places and Experiences, to understand the differences in the health status across our city, and ensure the actions we take, and the resources we distribute, seek to correct these inequities.



Environments For Health



Natural

- Connection with nature
- Climate change
- Waste management



Social and Cultural

- Human rights
- Sense of place and belonging
- Social connection
- Volunteering
- Community participation
- Arts and culture
- Community facilities
- Social support
- Perceptions of safety
- Social inclusion
- Lifelong learning
- Recreation programs
- Housing and homelessness



Built/Physical

- Local roads
- Urban planning
- Parks, street lighting and footpaths
- Playgrounds, leisure centres and sports facilities

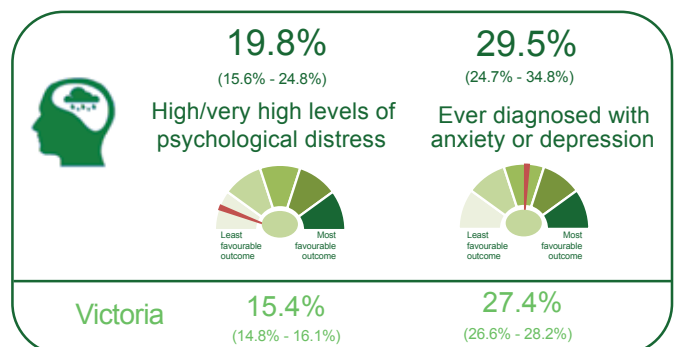
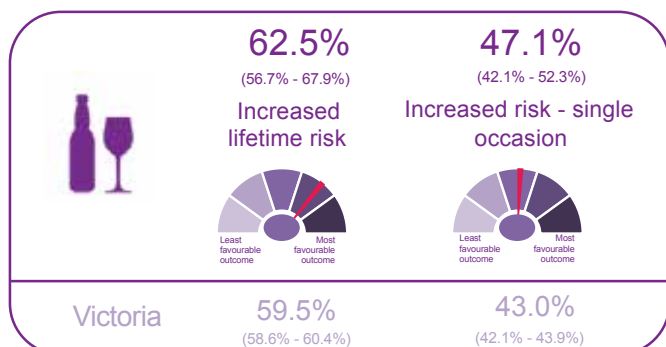
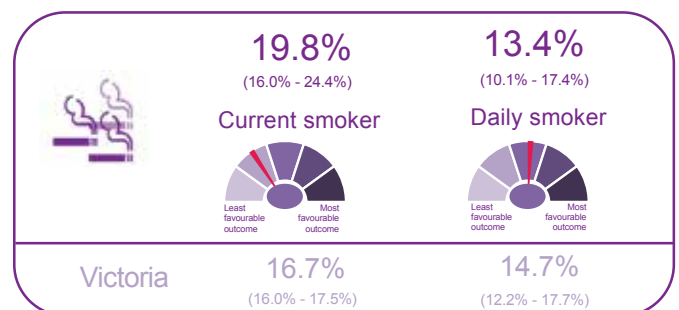
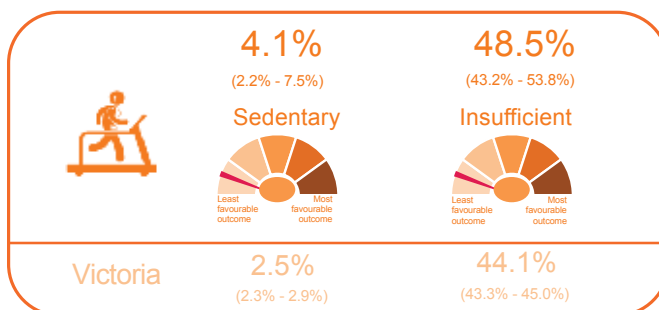
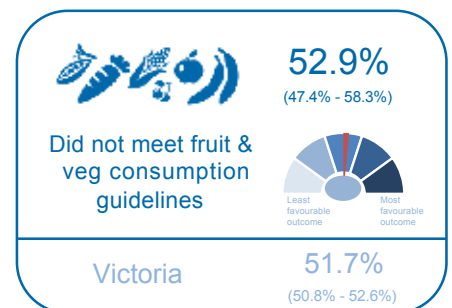
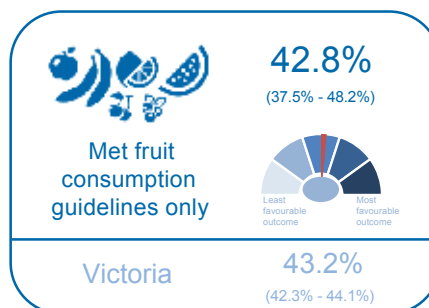
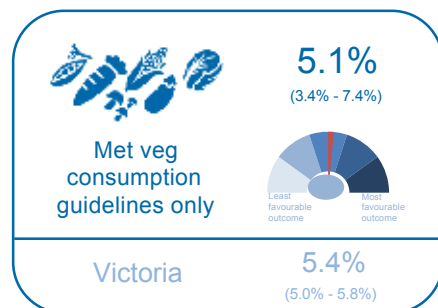
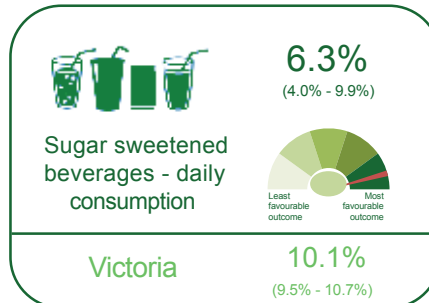
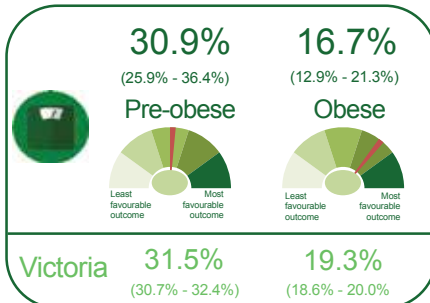


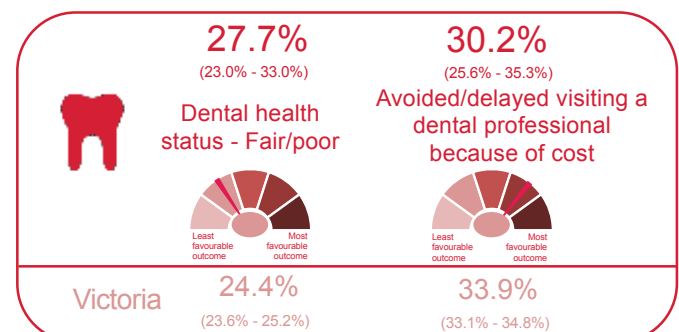
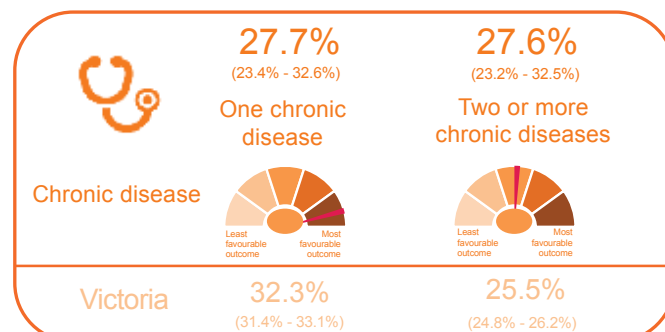
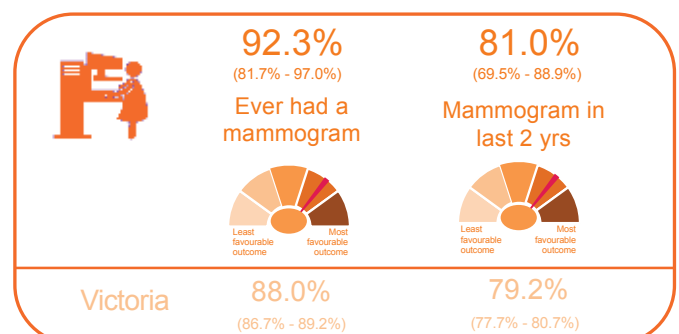
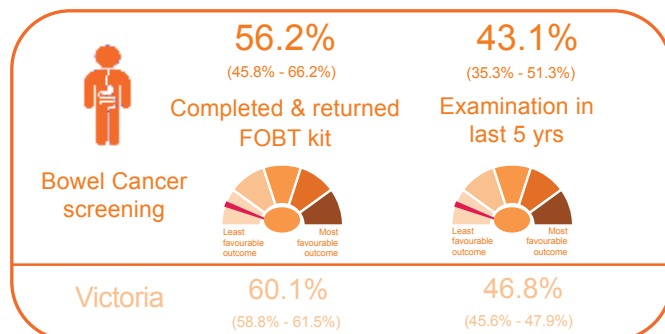
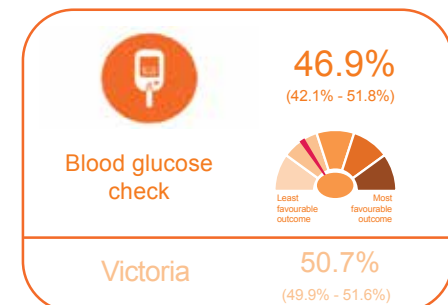
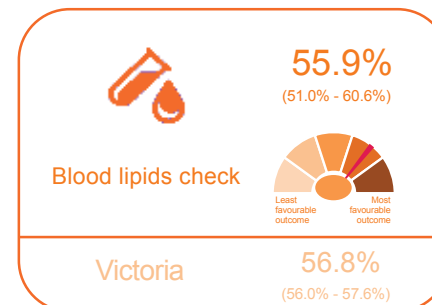
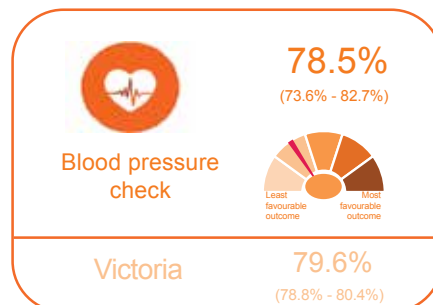
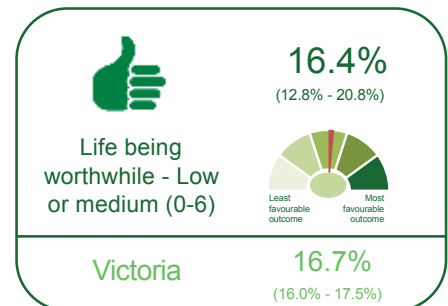
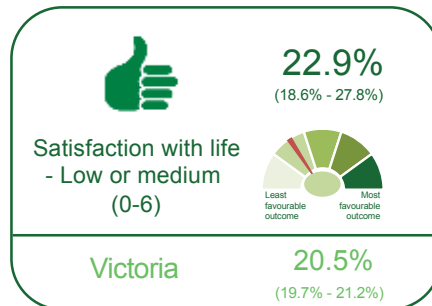
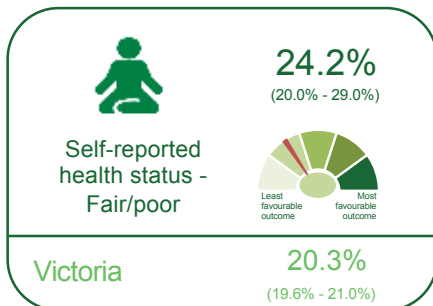
Economic

- Employment
- Local economy

Health And Wellbeing Indicators

How we compare to Victorian average for key indicators of health and wellbeing





Source: Victorian Agency for Health Information (2017) Victorian Population Health Survey <https://www2.health.vic.gov.au/public-health/population-health-systems/health-status-of-victorians/survey-data-and-reports/victorian-population-health-survey/victorian-population-health-survey-2017>

A range of data sets in addition to the Victorian Population Health Survey, including employment levels, income and losses from electronic gaming machines are available in the Darebin Health and Wellbeing Profile Report: www.darebin.gov.au/healthandwellbeing

Our Health And Wellbeing Priorities

To understand the health and wellbeing needs of our people, we developed a Health and Wellbeing Profile Report. In addition to health data analysis, the report includes findings from consultations with our community and local organisations.

This report identifies five health risks as key areas of concern, and highlights the need to continue working with the community and other stakeholders to address eight determinants of health.

We have identified these 13 areas as the priorities to focus on for 2021-2025, to improve health and wellbeing outcomes for our community. These priorities also align with the Victorian Public Health and Wellbeing Plan 2019-2023 priorities.

Monitoring our progress

Council is committed to ongoing monitoring of the Council Plan (incorporating the Municipal Public Health and Wellbeing Plan). Council will review the public health and wellbeing matters addressed in the Council Plan each year, and if necessary, make amendments. Council will develop, implement and report on an annual action plan.

In addition to the actions listed in the Council Plan, Council will review and renew our strategies to ensure our efforts that respond to the health and wellbeing priorities are continued throughout the four-year Council Plan.



Priorities: Modifiable Health Risks

- Sedentary lifestyle
- Risky alcohol consumption
- Smoking
- Mental health
- Bowel cancer screening for those aged 50-74 years



Priorities: Determinants of Health

- Loneliness and social isolation
- Unemployment
- Food security
- Harm associated with gambling
- Homelessness
- Family violence and violence against women
- Community safety
- Mitigating the impact of climate change on health and wellbeing

Our approach to address these health and wellbeing priorities is three-fold:

1

Ensuring Health Equity

2

Focusing on Environments for Health

3

Taking a Life Course approach
(targeting the modifiable health risks)



How To Read Our Plan

Our Council Plan is created from our Darebin 2041 Community Vision. We have then developed three pillars to support our approach to delivering that vision. These pillars – or themes – have been selected through a deliberative community engagement process. The voices of over 1,600 members of our community, and our Darebin Deliberative Panel, were at the heart of this process.



These pillars become our strategic directions for the next four years. Under each of these pillars, we commit to strategies objectives (what we want to achieve), indicators (how we can tell if we have), key actions (what actions we will take), and the health and wellbeing priorities they will address.

We also know that we can't do it alone, and partnership is needed.

Sometimes we are responsible for delivering an action, sometimes we partner with other levels of government, the public, private and not for profit sectors, and sometimes will focus on facilitating or advocating for what our community has told us is important.

The indicators are divided into two groups: ones our Council is responsible for; and city-wide indicators we don't have ownership of, but, together with our partners and the community, we can seek to influence.



Health and Wellbeing Priorities in this Plan

Our actions in the Plan that deliver on Health and Wellbeing priorities are marked with this icon.

Council Plan

incorporating Municipal Public Health and Wellbeing Plan

Strategic Objectives, Indicators and Actions

Our 10 Big Actions

1

Build infrastructure for the future by redeveloping Northcote Aquatic and Recreation Centre, redeveloping BT Connor Pavilion in Reservoir, and building Darebin Intercultural Centre in Preston

2

Plan infrastructure for decades to come by commencing scoping for the redevelopment of Reservoir Leisure Centre, activating Edwardes Lake Boat House in Reservoir, building new kindergarten facilities.

3

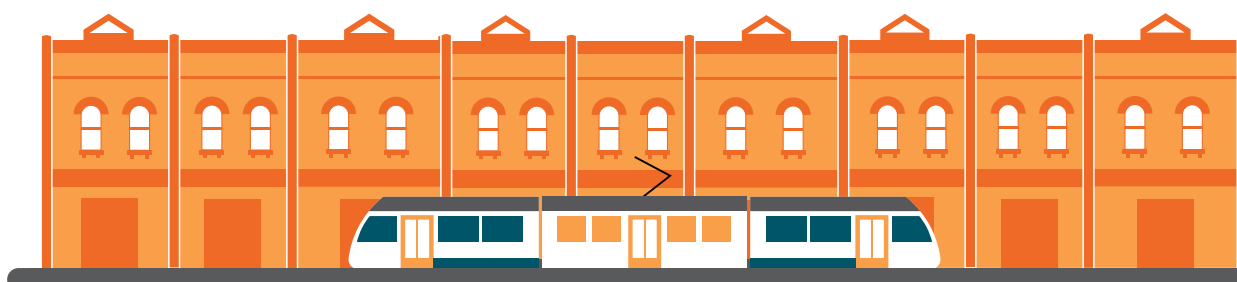
Continue to lead with our response to the climate emergency by updating our Climate Emergency Plan to set out how to best achieve zero greenhouse gas emissions for Darebin by 2030, offering solar installations and energy retrofits to pensioners and vulnerable communities, delivering new business and community power purchase partnerships, supporting a shift to a circular economy and massively reducing our waste going to landfill, and delivering projects and programs aimed to improve safety for people cycling, walking and wheeling, increasing active travel which will also reduce transport emissions

4

Deepen our commitment to truth and justice for First Nations communities in partnership with the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation and Aboriginal and Torres Strait islander peoples who live and work in Darebin

5

Support vulnerable members of our community by providing support with COVID-19 recovery, expanding our Homelessness Assertive Outreach program, and supporting community-led programs in East Reservoir and East Preston, to achieve greater physical and mental health, and wellbeing for all





6

Champion local business and creative industries by providing support with COVID-19 recovery, undertaking engagement to inform the future development of an Economic Development Strategy, and improving the lighting and safety of our retail precincts and business activity centres

7

Build a more inclusive community for all by supporting Darebin's multicultural communities, reducing racism and discrimination, increasing access to our Council's services and sporting assets by groups who are under-represented, developing our Disability Action Plan to improve access for all to our services and infrastructure, and developing a Sexuality, Sex and Gender Diversity Action Plan to support the inclusion, rights and wellbeing of our LGBTIQ+ communities

8

Improve the quality of development and work to protect all that we love about Darebin by pursuing protections for Preston Market, conducting a Planning Scheme review informed by in-depth community consultation, and reviewing to amend our Parking Permit Policy

9

Protect our natural environment and biodiversity by significantly improving water quality in Edwardes Lake, increasing tree canopy coverage in our parks, residential areas and retail precincts, and enhancing understorey planting

10

Expand our delivery of quality universal services across the lifespan by providing more three-year-old kindergarten places, continuing to deliver our flagship Age Friendly Darebin project, implementing aged care reforms, and registering to become a home care package provider







Strategic Direction 1: **Vibrant, Respectful and** **Connected**

Our Darebin will celebrate all our diverse communities.

We will uplift different voices in places of power, influence and decision-making.

We will recognise Aboriginal and Torres Strait Islander values, and honour their living culture and connection to country.

We will support connection to, and the preservation of, local history, and acknowledge past harm and trauma.

Our Darebin will be one filled with vibrant and dynamic spaces, amenities and events. It will be a city where no suburb, or person, will be left behind.

We are one Darebin.





Strategic Objective

1.1 We will prioritise and respect the voices and aspirations of Traditional Owners and Aboriginal and Torres Strait Islander communities in Darebin

Environments for Health		Modifiable Health Risks	
Social and Cultural Environment		N/A	
Darebin City Council Indicators		City of Darebin Indicators	
1.1.1	Amount of funding provided to Aboriginal community-led organisations over four years	1.1.2	Aboriginal and Torres Strait Islander peoples living in Darebin that are working/employed
		1.1.3	Aboriginal and Torres Strait Islander-led businesses and organisations in Darebin

What We'll Do in 2021-2025

The Actions we've identified to support the achievement of the Strategic Objective

Actions to Achieve the Strategic Objective			Year 1	Year 2	Year 3	Year 4
1.1	<p>In consultation with the Traditional Owners, Darebin Aboriginal Advisory Committee and local Aboriginal and Torres Strait Islander Communities develop and commence implementation of a three-year Aboriginal Action Plan</p> <p>Key elements of this Plan, in addition to items mentioned in the Council Plan, to include:</p> <ul style="list-style-type: none"> Develop partnerships with local Aboriginal Community Controlled Organisations to enhance our work towards mutual goals A meaningful and comprehensive response to the six key requests of DAAC's Our Black Lives Matter statement to Council Continue to implement and expand our Aboriginal Employment Strategy and Aboriginal Action Plan Begin discussions with Traditional Owners to understand the feasibility and resources required for Council to hand back land and responsibility for land management 				●	●
1-2	Progress a partnership with the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation and continue to progress "decolonising" Bundoora Park		●	●	●	●
1-3	Deliver initiatives that support truth telling, and provide opportunities for culturally diverse communities, and our broader Darebin community, to learn about Aboriginal and Torres Strait Islander culture and history		●	●	●	●
1-4	Increase support to Aboriginal community-controlled organisations by incorporating a specific funding stream into our Community Grants Program			●	●	●






Strategic Objective

1.2 We will develop partnerships with organisations from across our city, to value and include people from multicultural and diverse backgrounds

Environments for Health	Modifiable Health Risks
Social and Cultural Environment	Sedentary Lifestyle
Darebin City Council Indicators	City of Darebin Indicators

What We'll Do in 2021-2025

The Actions we've identified to support the achievement of the Strategic Objective

Actions to Achieve the Strategic Objective			Year 1	Year 2	Year 3	Year 4
1-5	Develop a partnership with Multicultural Arts Victoria to deliver artistic opportunities for Darebin's communities		●	●		
1-6	Support and promote a significant increase in participation in Darebin's sports clubs, in particular, for Aboriginal and Torres Strait Islander peoples, women, girls, people of all abilities, and multicultural and diverse communities		●	●	●	●
1-7	Encourage and reward sporting and leisure groups/sporting teams that use Council's recreation spaces, by reducing user fees to those that demonstrate inclusion for Aboriginal and Torres Strait Island peoples, women, girls, people of all abilities, and multicultural and diverse communities		●	●	●	●
1-8	Develop a memorandum of understanding with Aboriginal Housing Victoria (AHV)		●	●		
1-9	Partner with Bowel Cancer Screening, Cancer Council Victoria and local community organisations to increase awareness of bowel cancer and improve community understanding, including for Aboriginal and culturally and linguistically diverse communities, of the benefits of screening, with a particular focus on underrepresented groups undertaking bowel cancer screening		●	●	●	●




Strategic Objective

1.3 We will help to build an inclusive and empowered community, where social cohesion and community harmony are fostered

Environments for Health		Modifiable Health Risks	
Social and Cultural Environment		N/A	
Darebin City Council Indicators		City of Darebin Indicators	
1.3.1	Community satisfaction with Council's support of diversity, inclusion and fairness	1.3.2	Community satisfaction with Council's support of diversity, inclusion and fairness of people from multi-lingual households

What We'll Do in 2021-2025

The Actions we've identified to support the achievement of the Strategic Objective

Actions to Achieve the Strategic Objective			Year 1	Year 2	Year 3	Year 4
1-10	Develop the Disability Action Plan to improve access to services and infrastructure for our residents and visitors		●	●	●	●
1-11	Develop programs to support international students living in Darebin		●	●		
1-12	Develop and deliver a program to support middle years students (later primary school, and early secondary school-aged) from Darebin schools to connect with each other, and take action on systemic racism issues together, to support student voices		●	●	●	●
1-13	Develop a Cultural Diversity Action Plan to improve access, participation and engagement of people from culturally and linguistically diverse backgrounds including:- <ul style="list-style-type: none"> • Access to venues and encourage participation in Council services where participation is low • Work with our sporting and recreation clubs to increase participation • Identify creative opportunities to reflect Darebin's different cultures in the built environment across our city • Work with our local organisations to create an active Community Leader network comprising community leaders from our culturally diverse communities 		●	●	●	●

Strategic Objective

1.4 We will embrace diversity and ensure everyone is included in our society, and no one is left behind – by combating discrimination, and championing equity, inclusivity and diversity

Environments for Health	Modifiable Health Risks
Social and Cultural Environment	N/A
Darebin City Council Indicators	City of Darebin Indicators
1.4.1 User satisfaction with Council's website	

What We'll Do in 2021-2025

The Actions we've identified to support the achievement of the Strategic Objective

Actions to Achieve the Strategic Objective			Year 1	Year 2	Year 3	Year 4
1-14	Continue to become more LGBTIQ+ inclusive across Council's services and activities including work towards Rainbow Tick accreditation for several services		●	●	●	●
1-15	Offer co-working spaces at our arts centres in Darebin		●	●		
1-16	Support social enterprises that wish to work in our city, and with our Council – one per year		●	●		
1-17	Provide financial and in-kind support to neighbourhood houses that bring our diverse people together		●	●		
1-18	Launch Council's new website, with improved access functionality for people from diverse communities		●	●		
1-19	Develop a Sexuality, Sex and Gender Diversity Action Plan to support the inclusion, rights and wellbeing of LGBTIQ+ communities and work to combat homophobia, biphobia and transphobia		●	●	●	●









Strategic Objective

1.5 We will increase social connection to reduce isolation and loneliness, and support positive mental health

Environments for Health		Modifiable Health Risks	
Social and Cultural Environment		Mental Health	
		Sedentary Lifestyle	
Darebin City Council Indicators		City of Darebin Indicators	
1.5.1	Active library borrowers	1.5.2	Darebin volunteering rate

What We'll Do in 2021-2025

The Actions we've identified to support the achievement of the Strategic Objective

Actions to Achieve the Strategic Objective			Year 1	Year 2	Year 3	Year 4
1-20	Deliver Age Friendly Darebin and implement aged care reforms		●	●	●	●
1-21	Facilitate and support volunteer opportunities with Council across our diverse communities, to strengthen community connection and skills development		●	●		
1-22	Review opportunities through Council services, and in partnership with others, to address the digital divide for public housing and high-risk accommodation residents, culturally and linguistically diverse communities and other excluded groups		●	●	●	●
1-23	Provide grants, and deliver and facilitate programs, services, and events that address loneliness, through supporting social connectedness and positive mental health		●	●	●	●
1-24	Increase the opening hours of Reservoir Library to include Sundays (to align with the opening hours of Northcote and Preston libraries)		●	●		
1-25	Provide the Libraries After Dark program at Reservoir and Preston libraries		●	●		
1-26	Work with other organisations to provide health information to communities on health and wellbeing issues including alcohol and other drugs, gambling, mental health support, and family violence		●	●		
1-27	Work in partnership to deliver initiatives that reduce the stigma associated with mental ill-health, through awareness and education		●	●		


Strategic Objective

1.6 We will ensure our festivals, events and functions are inclusive and respond equitably to, and value the diverse needs and aspirations of, our community

Environments for Health	Modifiable Health Risks
Social and Cultural Environment	N/A
Darebin City Council Indicators	City of Darebin Indicators

What We'll Do in 2021-2025

The Actions we've identified to support the achievement of the Strategic Objective

Actions to Achieve the Strategic Objective			Year 1	Year 2	Year 3	Year 4
1-28	Initiate an annual cultural diversity and social cohesion oration as part of the FUSE festival		●	●	●	●
1-29	In Partnership with Multicultural Arts Victoria (MAV), deliver a closing event for the Spring FUSE Festival at Edwardes Lake Park that showcases culturally diverse artists, music and performances		●	●	●	●





Strategic Objective

1.7 We will continue to be a local government leader in the prevention of violence against women, and gender equity

Environments for Health		Modifiable Health Risks	
Social and Cultural Environment		N/A	
Darebin City Council Indicators		City of Darebin Indicators	
1.7.1	Number of gender and community safety audits across Darebin at relevant consultation / project sites	1.7.4	Proportion of women and girls participating in sports and recreation
1.7.2	Number of Council policies and programs that apply a gender lens		
1.7.3	Number of infrastructure programs that apply an Equity Impact Assessment to their planning process in alignment with Towards Equality Framework / Gender Equality Act		

What We'll Do in 2021-2025

The Actions we've identified to support the achievement of the Strategic Objective

Actions to Achieve the Strategic Objective			Year 1	Year 2	Year 3	Year 4
1-30	Implement and extend our Gender Equality and Preventing Violence Against Women Action Plan, using an intersectional approach		●	●	●	●
1-31	Implement our responsibilities under the Gender Equality Act 2020		●	●		
1-32	Apply a Gender Impact Assessment to our Council policies and programs, as part of the Towards Equality Framework, and continue to gather data about gendered experience in public spaces, and use this to inform community safety initiatives		●	●		
1-33	Identify opportunities to support the economic participation of women, as part of Council's COVID-19 recovery initiatives		●			

Strategic Objective

1.8 We will work towards a discrimination-free, and systemic racism-free Darebin, and reduce the impact of poverty and disadvantage

Environments for Health		Modifiable Health Risks	
Social and Cultural Environment		N/A	
Darebin City Council Indicators		City of Darebin Indicators	
1.8.1	Welcoming Cities Standard	1.8.2	Reported incidences of racism and hate speech, sourced from Human Rights Equal Opportunity Commission

What We'll Do in 2021-2025

The Actions we've identified to support the achievement of the Strategic Objective

Actions to Achieve the Strategic Objective			Year 1	Year 2	Year 3	Year 4
1-34	Address inequities in the distribution of resources, and ensure the needs of our most vulnerable people are prioritised by implementing our Towards Equality Framework		●	●	●	●
1-35	Work with the Darebin Ethnic Communities Council, our community, and local organisations, to foster respect and address systemic racism		●	●	●	●
1-36	Continue to implement the Welcoming Cities Standard, with the aim of becoming a 'Mentoring' level Council		●	●	●	●
1-37	Through our Youth Strategy, develop and implement programs to support the participation and leadership of young people from disadvantaged, and culturally diverse backgrounds		●	●		
1-38	Mitigate the impacts of climate change on the health and wellbeing of our disadvantaged communities		●	●	●	●
1-39	Partner with our community organisations to support Welcoming Community meals		●	●		





Strategic Direction 2: **Prosperous, Liveable and** **Flourishing**

Our Darebin will encourage and incentivise business investment and growth in the sustainability sector.

We will create equitable and diverse opportunities for employment and volunteering.

We will make Darebin a centre for creative industry and the arts in Victoria.

We are a 20-minute city, and will ensure our community's access to amenities and services close to our homes.

We will sustain our community's ownership of services across their lifespan. We will maintain the health and wellbeing of all.

Our Darebin will ensure development, and the built environment, is designed for our liveability and sustainability.





Strategic Objective

2.1 We will deliver equitable and accessible infrastructure to provide opportunities for our community to live well

Environments for Health		Modifiable Health Risks	
Built/Physical Environment		Sedentary Lifestyle	
Darebin City Council Indicators		City of Darebin Indicators	
2.1.1	Occupancy of buildings by community groups and/or for community wellbeing purposes	2.1.2	Number of 3-year-old kindergarten places

What We'll Do in 2021-2025

The Actions we've identified to support the achievement of the Strategic Objective

Actions to Achieve the Strategic Objective			Year 1	Year 2	Year 3	Year 4
2-1	Complete construction, and commence operation of the Multi Sport Stadium in Thornbury		●	●		
2-2	Redevelop Reservoir Leisure Centre, incorporating opportunities to enhance health, wellbeing and socioeconomic outcomes		●	●	●	●
2-3	Invest in the Edwardes Lake Boathouse in Reservoir to support a long-term lease arrangement		●	●	●	●
2-4	Undertake community consultation about the future shared use of the Northcote Golf Course land		●			
2-5	Establish the new Ruthven Playspace in Reservoir		●			
2-6	Expand funded 3-year-old kindergarten		●	●	●	●
2-7	Improve physical access for our residents and visitors to Council-owned community buildings – at least five buildings per year		●	●		
2-8	Redevelop BT Connor Pavilion in Reservoir		●			
2-9	Redevelop KP Hardiman Pavilion in Kingsbury			●	●	●
2-10	Redevelop the Northcote Aquatic and Recreation Centre		●	●	●	
2-11	Develop an Integrated Families, Youth and Children Strategy		●		●	●
2-12	Rejuvenate and beautify Cheddar Road in Reservoir, in collaboration with stakeholders		●	●		
2-13	Plan for the redevelopment of John Hall pavilion and public toilet in Kingsbury		●	●	●	●
2-14	Develop a Leisure Strategy for our city		●			●



Strategic Objective

2.2 We will design and create public spaces where our people feel safe, welcome, and respected, including improving lighting and safety for people walking, wheeling, cycling and driving

Environments for Health		Modifiable Health Risks	
Built/Physical Environment		Sedentary Lifestyle	
Natural Environment			
Darebin City Council Indicators		City of Darebin Indicators	
2.2.1	City-wide perceptions of safety over four years - Day	2.2.4	Deaths of road users on Darebin roads and streets
2.2.2	City-wide perceptions of safety over four years - Night	2.2.5	Proportion of trips made by active and public transport (from baseline of 2016 levels)
2.2.3	Community satisfaction with Council's efforts in managing the issue of graffiti	2.2.6	Amount of private vehicle use (from baseline of 2016 levels)

What We'll Do in 2021-2025

The Actions we've identified to support the achievement of the Strategic Objective

Actions to Achieve the Strategic Objective			Year 1	Year 2	Year 3	Year 4
2-15	Improve road safety, and the cycling, walking and wheeling network, by constructing high priority improvements*		●			
2-16	Investigate and prioritise road safety, accessibility, cycling, walking and wheeling improvements across Darebin by using a Local Area Placemaking approach - where one third of the city is reviewed, with community involvement, each year*		●	●		
2-17	Develop and implement a Community Safety Framework		●	●	●	●
2-18	Improve disability access at Bundoora Park Farm		●			
2-19	With State Government approval, reduce the speed limit in more local streets across our city*		●	●		
2-20	Continue to implement our Graffiti Management Strategy to prevent, remove and reduce the reoccurrence of illegal graffiti, and support the launch of a graffiti tag app*		●	●		
2-21	Develop a Community Infrastructure Plan to inform Council's decision making on the future of our assets, based on service needs across our city for the next 10 years		●	●	●	●
2-22	Build new Intercultural Centre at Preston Civic Precinct		●	●		
2-23	Update flood risk assessments across Darebin, and incorporate them into our Darebin Planning Scheme		●	●	●	●
2-24	Continue our Traffic Blackspot Design and Construction Program*		●	●		

* Action transitioned to business-as-usual service delivery

Actions to Achieve the Strategic Objective			Year 1	Year 2	Year 3	Year 4
2-25	Install new lighting at GH Mott Reserve in Preston		●			
2-26	Review our Transport Strategy and refresh our Bicycle Strategy		●			
2-27	Actively participate in the Reservoir Revitalisation Board to improve outcomes for the Reservoir community		●	●	●	●
2-28	Establish an Asset Management Plan for shopping precincts' infrastructure and cleaning		●	●		
2-29	Review and develop a new Domestic Animal Management Plan		●			
2-30	Undertake a review of the General Local law		●	●	●	



Strategic Objective

2.3 We will facilitate more affordable, social and public housing in Darebin to meet our community's needs

Environments for Health		Modifiable Health Risks	
Built/Physical Environment		Bowel cancer screening for those aged 50-74 years	
Social and Cultural Environment			
Darebin City Council Indicators		City of Darebin Indicators	
2.3.1	Amount of affordable and social housing facilitated through planning decisions	2.3.2	Affordable, social and public housing in Darebin

What We'll Do in 2021-2025

The Actions we've identified to support the achievement of the Strategic Objective

Actions to Achieve the Strategic Objective			Year 1	Year 2	Year 3	Year 4
2-31	Enable and facilitate more affordable and social housing across our city		●	●	●	●
2-32	Partner with the State Government to ensure its social and public housing investment meets our community's needs, and creates liveable, connected communities through appropriate design and construction		●	●	●	●




Strategic Objective

2.4 We will foster local urban streetscapes and activity centres that connect our community, support economic recovery, and encourage people to live, work and play locally

Environments for Health		Modifiable Health Risks
Built/Physical Environment		N/A
Natural Environment		
Darebin City Council Indicators		City of Darebin Indicators
2.4.1	Number of trees planted in activity centres	
2.4.2	Community satisfaction with our streetscapes 'look and feel'	

What We'll Do in 2021-2025

The Actions we've identified to support the achievement of the Strategic Objective

Actions to Achieve the Strategic Objective			Year 1	Year 2	Year 3	Year 4
2-33	Review to amend the Parking Permit Policy to: <ul style="list-style-type: none"> (i) to improve access for people with special needs (ii) to allow owners of single lot dwellings that exist on their own Torrens title, the option to have an additional residential parking permit at the same price as current parking permits (iii) to allow single lot dwellings built after December 2004 that are greater than 300sqm property with three or more bedrooms and that exist on their own Torrens title (even if the property was previously subdivided), to have the same entitlements to parking permits as dwellings built before December 2004 (iv) to ensure that renovations of a property that is still a single lot on its own Torrens title and is greater than 300sqm with three or more bedrooms are still entitled to parking permits 		●		●	
2-34	Through the establishment of our Darebin Nature Plan, increase shade in our business activity centres to support footpath trading*		●	●		
2-35	Keep our business activity centres clean and well maintained, with a focus on reducing cigarette litter*		●	●		
2-36	Develop a policy setting the basis for how Council may permit commercial or private Electric Vehicle charging infrastructure on our public streets		●	●	●	●
2-37	Through the establishment of our Darebin Nature Plan, improve streetscapes to support COVID-19 recovery		●			
2-38	Continue to implement our Street Furniture and Equipment Renewal Program*		●	●		

* Action transitioned to business-as-usual service delivery


Strategic Objective

2.5 We will invest in services and the built environment to improve access for our residents and visitors

Environments for Health	Modifiable Health Risks
Built/Physical Environment	N/A
Darebin City Council Indicators	City of Darebin Indicators
2.5.1 Number of accessible car parking spaces	

What We'll Do in 2021-2025

The Actions we've identified to support the achievement of the Strategic Objective

Actions to Achieve the Strategic Objective			Year 1	Year 2	Year 3	Year 4
2-39	Create additional accessible car parking spaces in our city*		●	●		




Strategic Objective

2.6 We will support the human rights, housing and wellbeing needs of our people experiencing homelessness

Environments for Health	Modifiable Health Risks
Social Environment	N/A
Darebin City Council Indicators	City of Darebin Indicators
2.6.1 Participation rate in Council services of people experiencing homelessness	
2.6.2 Number of people that obtain a housing outcome through our Assertive Outreach Program	

What We'll Do in 2021-2025

The Actions we've identified to support the achievement of the Strategic Objective

Actions to Achieve the Strategic Objective			Year 1	Year 2	Year 3	Year 4
2-40	Expand our Assertive Outreach Program to support people sleeping rough and experiencing homelessness*		●	●		
2-41	Expand our Shower Access Program and support access to Council services and programs for people sleeping rough and experiencing homelessness		●	●		
2-42	Continue to support the High Risk Accommodation Response (HRAR), focusing on the coordination, support and funding of high risk accommodation settings and the emergency relief sector		●	●		




Strategic Objective

2.7 We will work in partnership to address place-based socio-economic disadvantage and health inequity in East Preston and East Reservoir

Environments for Health		Modifiable Health Risks	
Social Environment		Physical Activity (sedentary lifestyle)	
		Mental Health	
Darebin City Council Indicators		City of Darebin Indicators	
2.7.1	East Preston and East Reservoir residents' satisfaction with local amenity to improve (i) East Preston (ii) East Reservoir	2.7.3	Selected social and wellbeing indicators from Socio-Economic Indexes For Areas (SEIFA) in East Reservoir and East Preston (i) East Preston (ii) East Reservoir
2.7.2	East Preston and East Reservoir residents' satisfaction with Council services to improve (i) East Preston (ii) East Reservoir		

What We'll Do in 2021-2025

The Actions we've identified to support the achievement of the Strategic Objective

Actions to Achieve the Strategic Objective			Year 1	Year 2	Year 3	Year 4
2-43	In partnership with the community, deliver four place-based projects each year that respond to local community issues and need*		●	●		
2-44	Transition the East Preston Community Centre to a community organisation-led model, to support the needs of the surrounding community		●			
2-45	Identify opportunities to increase access to low cost and free physical activity in East Preston and East Reservoir*		●			

* Action transitioned to business-as-usual service delivery



Strategic Objective

2.8 We will advocate to reduce the harm associated with electronic machine gambling, alcohol and tobacco

Environments for Health		Modifiable Health Risks	
Social Environment		Tobacco smoking	
		Excessive alcohol consumption	
Darebin City Council Indicators		City of Darebin Indicators	
2.8.1	Sporting groups and clubs using a Darebin facility that are free of Electronic Gaming Machine (EGM) income or sponsorship	2.8.3	Reports relating to public drinking
2.8.2	Number of programs supported, including through partner agencies that encourage smoking cessation		

What We'll Do in 2021-2025

The Actions we've identified to support the achievement of the Strategic Objective

Actions to Achieve the Strategic Objective			Year 1	Year 2	Year 3	Year 4
2-46	Implement public health approaches to address problematic public drinking, including advocating to the State Government to prioritise health and wellbeing impacts in planning applications, to reduce the saturation of packaged liquor outlets in our city		●	●		
2-47	Support partner and local community organisations, groups, and clubs, to deliver initiatives that encourage the cessation of vaping and smoking		●	●	●	●

Strategic Objective




2.9 We will leverage investment, partnerships and advocacy to drive Darebin's growth and sustainability and ensure Darebin is a great place to do business

Environments for Health		Modifiable Health Risks	
Economic Environment		N/A	
Darebin City Council Indicators		City of Darebin Indicators	
2.9.1	Community satisfaction with the management of natural and cultural attractions, and local amenity	2.9.5	Number of local jobs by 2025
2.9.2	Procurement expenditure with Darebin businesses and suppliers	2.9.6	Number of local businesses by 2025
2.9.3	Satisfaction with industry and business programs that support the growth of our local economy	2.9.7	Number of employed residents by 2025
2.9.4	Number of community-led festivals/ events, including culturally diverse events across Darebin	2.9.8	Number and diversity of jobs
		2.9.9	Mix of businesses/industry

What We'll Do in 2021-2025

The Actions we've identified to support the achievement of the Strategic Objective

Actions to Achieve the Strategic Objective			Year 1	Year 2	Year 3	Year 4
2-48	Develop an Economic Development Strategy, based on the principles of a circular economy, food, health, renewables, creative and digital industries, jobs of the future, and leveraging partnerships		●	●		●
2-49	Invest in economic reactivation and recovery initiatives to support existing and new industries, to ensure Darebin's economy is robust and resilient	♥	●	●	●	●
2-50	Continue to implement our Social and Sustainable Procurement Policy to increase the engagement of Aboriginal-led businesses, and focus on job creation for culturally and linguistically diverse peoples, and young people	♥	●	●	●	●
2-51	Build partnerships across all levels of government and the private sector, to attract new industries and investment into Darebin, to support its future growth		●	●	●	●
2-52	Undertake consultation with industry and other key stakeholders to help inform the future development of an Economic Development Strategy and interest in partnering with Council on ways industry and business can connect, network and influence for the benefit of the Darebin community		●	●	●	●
2-53	Catalyse new jobs at scale in Darebin with businesses, new industry attraction and our partners - including Jobs Victoria Advocates - focusing on jobseekers facing multiple employment barriers including culturally and linguistically diverse peoples, young people, women, and Aboriginal and Torres Strait Islander peoples	♥	●	●	●	●

Actions to Achieve the Strategic Objective			Year 1	Year 2	Year 3	Year 4
2-54	Deliver programs and services to build skills and resilience across a range of industries*		●	●		
2-55	Promote, support, and market Darebin's diverse business community and precincts, including our multicultural businesses and Aboriginal and Torres Strait Islander Businesses*		●			
2-56	Attract and support innovation businesses, entrepreneurship, creative industries, and the tech start up ecosystem*		●			
2-57	Deliver an expanded Activity Centres-focused program that leverages State Government funding to shape our city of the future, including revitalisation, outdoor dining and parklets, shade, cleanliness, pride, place activations and programs, and thriving retail centres		●	●		
2-58	Finalise Service Level Agreements with Darebin's four main traders associations to partner in the management of graffiti, maintenance and weeding		●	●		
2-59	Support our businesses to leverage the sustainable economy, including providing education for businesses and customers, and assisting businesses to set and achieve sustainability targets *		●			
2-60	Provide financial relief initiatives for our community by extending deferral of rate payments for our residents for 12 months (until June 2022)		●			


Strategic Objective

2.10 We will ensure major changes in our city achieve significant improvements in our City

Environments for Health	Modifiable Health Risks
Built/Physical Environment	N/A
Darebin City Council Indicators	City of Darebin Indicators

What We'll Do in 2021-2025

The Actions we've identified to support the achievement of the Strategic Objective

Actions to Achieve the Strategic Objective			Year 1	Year 2	Year 3	Year 4
2-61	Support our community and businesses during the construction phase of the Preston Level Crossing project		●	●		
2-62	Protect Preston Market, including advocating Council's position to the State Government during its planning consultation process, and working with our community to advocate for the strongest possible planning controls and Protections		●	●	●	●

Strategic Objective

2.11 We will improve the sustainability, accessibility, and design of development on private land in our city

Environments for Health		Modifiable Health Risks	
Built/Physical Environment		N/A	
Darebin City Council Indicators		City of Darebin Indicators	
2.11.1	Improvements in local planning controls		
2.11.2	Number of days taken to approve planning applications for home owners / small applications		

What We'll Do in 2021-2025

The Actions we've identified to support the achievement of the Strategic Objective

Actions to Achieve the Strategic Objective			Year 1	Year 2	Year 3	Year 4
2-63	Progressively improve our Darebin Planning Scheme, establishing a new Municipal Planning Strategy and undertake two new major planning reform projects		●	●		
2-64	Review our Housing Strategy and planning zones including engaging with our community on where housing and development should be, and strengthening neighbourhood character provisions		●	●		●
2-65	Complete major planning reform work to: <ul style="list-style-type: none"> Introduce an open space levy to fund open spaces in our city Introduce a Developer Contributions Scheme to help fund infrastructure for our growing population Establish Heidelberg Road Corridor controls Establish Thornbury Park Heritage Estate controls 		●	●	●	
2-66	Complete our Central Preston Structure Plan		●	●	●	





Strategic Direction 3: **Climate, Green and Sustainable**

Our Darebin will take urgent action on the climate emergency facing our world. We will lead and educate our community and businesses to redress the imbalance.

We will make decisions that are driven by our community. Our decisions will be transparent, and socially and equitably just. Our decisions will be equitable for our community.

We will provide and promote safe and sustainable transport across our city.

We will lead the regeneration, enhancement and protection of our natural ecosystems and biodiversity.

We will integrate ecological solutions into our built environment. We will promote sustainable development and retrofitting practices that protect our natural assets.

Our Darebin will strive for zero carbon emissions.




Strategic Objective

3.1 We will adapt to climate change and build the resilience of our community, infrastructure and the built environment, with a focus on our vulnerable communities at risk of fuel poverty, and flooding

Environments for Health		Modifiable Health Risks
Built/Physical Environment		N/A
Natural Environment		
Darebin City Council Indicators		City of Darebin Indicators
3.1.1	Number of residents supported to avoid heat stress and fuel poverty	

What We'll Do in 2021-2025

The Actions we've identified to support the achievement of the Strategic Objective

Actions to Achieve the Strategic Objective			Year 1	Year 2	Year 3	Year 4
3-1	Through our Solar Saver 4-year program, support solar installation and energy efficiency retrofits for our vulnerable households, including public and social housing, and renters		●	●	●	●
3-2	Review our Climate Emergency Plan, including in-depth engagement with our community		●	●	●	
3-3	Support our community members experiencing fuel poverty, to prevent heating and freezing		●	●	●	●

Strategic Objective

3.2 Aim to achieve 12% canopy cover on Council owned and managed land by 2025, prioritising catchment biodiversity and shopping areas

Environments for Health		Modifiable Health Risks
Natural Environment		N/A
Darebin City Council Indicators		City of Darebin Indicators
3.2.1	Number of indigenous plants planted	
3.2.2	% canopy cover on public land	

What We'll Do in 2021-2025

The Actions we've identified to support the achievement of the Strategic Objective

Actions to Achieve the Strategic Objective			Year 1	Year 2	Year 3	Year 4
3-4	Through the establishment of our Darebin Nature Plan, continue to deliver the Street Tree Planting Program, prioritising areas without coverage, areas with people experiencing disadvantage, and business activity centres*		●	●		
3-5	Through the establishment of our Darebin Nature Plan, create a roadmap to reach 40 per cent canopy cover of the city by 2050 (prioritising areas with poor coverage), and develop a Community Planting Guide in partnership with the Darebin Nature Trust		●			
3-6	Through the establishment of our Darebin Nature Plan, prioritise rehabilitating existing grasslands with cool burns*					
3-7	Through the establishment of our Darebin Nature Plan, develop universal planting standards for our city, including a process to track progress					
3-8	Acquire land to create new parks		●	●	●	●

Strategic Objective

3.3 We will drive significant improvements in water quality and biodiversity across Darebin, designating Edwardes Lake as a flagship project to demonstrate water recreation (in the long term)

Environments for Health	Modifiable Health Risks
Natural Environment	N/A
Darebin City Council Indicators	City of Darebin Indicators
	3.3.1 Significant improvements in the quality of water coming into Edwardes Lake from upstream

What We'll Do in 2021-2025

The Actions we've identified to support the achievement of the Strategic Objective

Actions to Achieve the Strategic Objective		Year 1	Year 2	Year 3	Year 4
3-9	Through the establishment of our Darebin Nature Plan, establish partnerships to improve the Edwardes Lake Park precinct in Reservoir, including water quality, and the quality of water across our city	●			
3-10	Through the establishment of our Darebin Nature Plan, rehabilitate Edwardes Lake and re-forest Edgars Creek in Reservoir, to achieve significant and measurable improvements in biodiversity by 2025*	●	●		
3-11	Establish and adequately resource the Edwardes Lake Taskforce to significantly improve the water quality and amenity of Edwardes Lake in Reservoir	●	●	●	●
3-12	Advocate with Melbourne Water to secure funding to improve the water quality of Edwardes Lake in Reservoir	●	●		

* Action transitioned to business-as-usual service delivery


Strategic Objective

3.4 We will reduce carbon emissions by switching to renewable energy on a large scale for Council buildings and through community focused initiatives

Environments for Health		Modifiable Health Risks	
Natural Environment		N/A	
Darebin City Council Indicators		City of Darebin Indicators	
3.4.1	% Council energy supplied from renewable sources	3.4.2	% reduction in community carbon emissions

What We'll Do in 2021-2025

The Actions we've identified to support the achievement of the Strategic Objective

Actions to Achieve the Strategic Objective			Year 1	Year 2	Year 3	Year 4
3-13	Progressively install solar panels and batteries, and introduce other energy efficiency initiatives, into our Council buildings*		●	●		
3-14	Develop and offer to our businesses a Group Power Purchase Agreement		●	●		
3-15	Investigate and establish programs to achieve an increase in the uptake of renewable energy sources by our community and businesses		●	●		

Strategic Objective

3.5 We will reduce waste and stimulate a local circular economy, where waste resources are re-used rather than discarded

Environments for Health		Modifiable Health Risks	
Built/Physical Environment		N/A	
Natural Environment			
Darebin City Council Indicators		City of Darebin Indicators	
3.5.1	% of recycled or reused content used in Council-managed services	3.5.2	% reduction in total amount of waste generated

What We'll Do in 2021-2025

The Actions we've identified to support the achievement of the Strategic Objective

Actions to Achieve the Strategic Objective			Year 1	Year 2	Year 3	Year 4
3-16	Develop a plan to respond to new State Government requirements for contaminated land		●		●	
3-17	Increase food waste recycling through Council's food and garden waste service		●			
3-18	Undertake waste reform and take action towards establishing a circular economy		●	●	●	●
3-19	Undertake waste charge reform in response to changing legislation and future operational requirements		●	●		
3-20	Reduce the impact of illegal dumping in our city*		●	●		



Strategic Direction 4: **Responsible, Transparent** **and Responsive**

Our Darebin is responsible, and responsive, to our community's needs, now and into the future.

We will make our decisions in the best interests of our community – transparently, and with integrity.

We will manage our resources effectively, and plan for our future growth.

We will work in partnership with our community, business, and other government, to fulfill our responsibilities as the custodians of our city.

Our Darebin is progressive. Our Darebin is accountable. Our Darebin is a leader.


Strategic Objective

4.1 We will ensure balanced and responsible financial decision making that meets the needs of our community now and into the future

Environments for Health		Modifiable Health Risks
Social Environment		N/A
Economic Environment		
Darebin City Council Indicators		City of Darebin Indicators
4.1.1	Victorian Auditor General's Office (VAGO) indicators: (i) liquidity; (ii) net result (iii) adjusted underlying result (iv) internal financing (v) indebtedness	

What We'll Do in 2021-2025

The Actions we've identified to support the achievement of the Strategic Objective

Actions to Achieve the Strategic Objective			Year 1	Year 2	Year 3	Year 4
4-1	Plan for adjustments in waste services due to the landfill levy and landfill gate fee increases (from 1 July 2021)		●	●		
4-2	Develop and implement an Advocacy Framework and four year Advocacy Plan, informed by our Council Plan priorities, aimed at influencing public policy change and attracting support and funding for our priorities including: <ul style="list-style-type: none"> Investment in early intervention and tertiary mental health services Dedicated sexual and reproductive health service in the Northern region Key transport priorities Increased funding for road safety infrastructure, driver behaviour and law enforcement Towards Zero approach to address homelessness Local Economic Development priorities Protection of Strathallan as public land Community and business use of energy efficiency initiatives Higher and mandatory Environmentally Sensitive Design (ESD) standards in building and planning controls 		●	●	●	●
4-3	Develop a Revenue and Rating Plan that supports the Financial Plan and ensures fee structures support the most disadvantaged within our community, providing a guide to our budget decisions to ensure they are responsible and sustainable					●
4-4	Review our 10 year Financial Plan to ensure a level of revenue and expenditure that maintains a balance between service delivery, asset maintenance and renewal, and provides a strong, sustainable base for the future				●	●

Strategic Objective

4.2 We will ensure our assets are optimised for the benefit of our community

Environments for Health		Modifiable Health Risks	
Built/Natural Environment		N/A	
Darebin City Council Indicators		City of Darebin Indicators	
4.2.1	Victorian Auditor General's Office (VAGO) indicator: (i) asset renewal and (ii) capital replacement	4.2.3	Occupancy of unused and underutilised buildings
4.2.2	Occupancy of unused and underutilised Council buildings		

What We'll Do in 2021-2025

The Actions we've identified to support the achievement of the Strategic Objective

Actions to Achieve the Strategic Objective			Year 1	Year 2	Year 3	Year 4
4-5	Review our Asset Portfolio, to ensure maximum benefit for our community is being realised, including the occupancy of unused and under-utilised Council buildings		●	●	●	●
4-6	Explore opportunities for Council owned and managed land (including airspace) to be used as temporary housing for people at risk or who are experiencing homelessness		●	●	●	●
4-7	Explore the opportunities to offer a Council building space each year to one community group or organisation, to promote cultural diversity and diversity		●	●		
4-8	Improve delivery of our services to our community by developing an Asset Management Plan for Open Space, establishing a level of service for each class of our assets, and collecting data on our drainage assets		●		●	
4-9	Develop a 10 year Asset Plan in compliance with Local Government Act 2020 requirements		●			●

Strategic Objective

4.3 We will transform our services and service delivery models to ensure they meet the current, emerging and future needs of our community

Environments for Health	Modifiable Health Risks
Social and Cultural Environment	N/A
Darebin City Council Indicators	City of Darebin Indicators

What We'll Do in 2021-2025

The Actions we've identified to support the achievement of the Strategic Objective

Actions to Achieve the Strategic Objective		Year 1	Year 2	Year 3	Year 4
4-10	Transform our models of service delivery through the development of service profiles and conduct service reviews, to improve and ensure accessibility, inclusivity for under-represented groups and consistency of our customer experience	●	●	●	●
4-11	Develop a Communications Strategy that ensures our printed and digital publications feature images of people that reflect the diversity of our community, and that our Darebin Community News includes a diverse mix of language and cultural content	●	●		
4-12	Develop and implement a new 4 year Organisational Strategy to deliver on Council Plan Strategic Direction 4 and other organisational improvement priorities in an integrated and efficient way			●	●
4-13	Establish a long-term investment in IT systems to improve our customer experience, enable our people and deliver effective governance, compliance, improved data and cyber risk management			●	●

Strategic Objective

4.4 We will improve the effective governance and public accountability of Council

Environments for Health		Modifiable Health Risks
Social Environment		N/A
Darebin City Council Indicators		City of Darebin Indicators
4.4.1	Council decisions made at meetings closed to the public	
4.4.2	Councillor attendance at council meetings	
4.4.3	Satisfaction with council decisions	

What We'll Do in 2021-2025

The Actions we've identified to support the achievement of the Strategic Objective

Actions to Achieve the Strategic Objective			Year 1	Year 2	Year 3	Year 4
4-14	Improve effective governance and accountability of Council				●	●



Our Strategies And Plans

- Aboriginal and Torres Strait Islander Employment Strategy and Action Plan 2017-2027
- Active Healthy Ageing Strategy
- Age Friendly Darebin Report
- Breathing Space – The Darebin Open Space Strategy 2019
- Climate Emergency Plan
- Community Engagement Policy 2021
- Creative and Cultural Infrastructure Framework 2018
- Darebin Design Excellence Program
- Domestic Animal Management Plan
- Early Years Infrastructure Plan 2011-2031
- Early Years Plan
- Electronic Gaming Machine Policy and Action Plan
- Gender Equity and Preventing Violence Against Women Action Plan 2019
- Graffiti Management Strategy and Action Plan 2019-2023
- Housing Strategy 2013-2023
- Libraries and Learning Strategy
- Natural Heritage Strategy 2015-2025
- Outdoor Sports Infrastructure Framework
- Public Toilet Strategy 2015-2025
- Safe Travel Strategy 2018-2028
- Ten Year Capital Works Plan 2020/2021 to 2029/2030
- Towards Equality Framework – People, Places, and Experiences
- Transport Strategy 2007-2027
- Urban Forest Strategy 2013-2028
- Walking Strategy 2018-2028
- Waste and Recycling Strategy 2020
- Youth Services Strategy



Our Services

For Our Community



- Pet registration and education
- Building services and planning permits
- Libraries
- Leisure and sports facilities
- Parks, gardens, and playgrounds
- Arts events, exhibitions, performances, festivals, and cultural programs
- Arts and heritage programs, including indoor and outdoor artworks
- Community safety and crime prevention programs
- Community publications, including Darebin Community News and Your Darebin
- Gender equity and violence against women awareness programs
- Waste, green waste and recycling
- Road and footpath maintenance
- Local laws education and enforcement
- Graffiti removal and prevention
- Parking permits
- Pests and pollution education
- Sustainable food and environment initiatives
- Newly arrived people and refugee support
- Environmental sustainability initiatives
- Sustainable transport opportunities
- Local amenities and facilities maintenance



For Our Businesses

- Food and health business registrations and regulation
- Business support and education
- Business networking opportunities
- Business permits
- Food safety regulation programs
- Tobacco control

For Our Families



- Maternal and child health services
- Street lighting and signage
- Parents education sessions
- Kindergarten and childcare registration for community-managed services
- Immunisation
- School crossing supervisors
- Youth engagement programs
- Family services
- Playgroups and toy library

For Our Older People and People with a Disability



- Assessment for aged and disability services
- Social support groups
- Navigation support for older residents
- Domestic assistance
- Personal care
- Flexible respite care
- Delivered meals (meals on wheels)
- Community transport
- Home maintenance
- Funding and support of older adults groups and clubs
- Access to senior citizen facilities
- Information, advocacy and support of individuals and groups accessing aged and disability programs
- Older persons housing sponsorship program

Glossary

Term	Definition
Annual Report	A publication that monitors and reports back to our community on how we are going with each year of our Council Plan actions and Budget performance.
Budget	A publication that sets out how we will fund each year of Council Plan actions, including all the current services and facilities we provide.
Darebin 2041 Community Vision	A statement that sets our horizon 20 years into the future, on the community we want to be in 2041. Under the <i>Local Government Act 2020</i> , a community vision must be informed and shaped via a deliberative process, meaning our community is heavily involved in shaping the vision.
Council Plan	A four-year strategic plan that sets our Council's direction, objectives, strategies, and priority actions, and includes our Municipal Public Health and Wellbeing Plan.
Darebin City Council	The Council that is formed by elected representatives to govern the City of Darebin, and the organisation that implements the Council's decisions and provides services to the community.
Darebin Deliberative Panel	The Panel formed by 39 Darebin residents and business owners, of different ages, genders, nationalities and experiences, to develop the Community Vision.
The City of Darebin	The municipality of Darebin.
Municipal Public Health and Wellbeing Plan	A four-year strategic plan that provides information and analysis on the health status of the Darebin community, and sets actions to enable residents the opportunity to improve their health and wellbeing. This plan is embedded in the Council Plan.
People	Community members of the City of Darebin.

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COUNCIL PLAN ACTION PLAN 2023-24

Incorporating the
Municipal Public Health and Wellbeing Plan



Acknowledgements

Acknowledgement of Traditional Owners and Aboriginal and Torres Strait Islander people

Darebin City Council acknowledges the Wurundjeri Woi-wurrung people as the traditional owners and custodians of the land and waters we now call Darebin and affirms that Wurundjeri Woi-wurrung people have lived on this land for millennia, practising their customs and ceremonies of celebration, initiation and renewal.

Council acknowledges that Elders past, present and emerging are central to the cohesion, intergenerational wellbeing and ongoing self-determination of Aboriginal communities. They have played and continue to play a pivotal role in maintaining and transmitting culture, history and language.

Council respects and recognises Aboriginal and Torres Strait Islander communities' values, living culture and practices, including their continuing spiritual connection to the land and waters and their right to self-determination. Council also recognises the diversity within Aboriginal and Torres Strait Islander communities.

Aboriginal and Torres Strait Islander people and communities have had and continue to play a unique role in the life of the Darebin municipality. Council recognises and values this ongoing contribution and its significant value for our city and Australian society more broadly.

Extract from Darebin City Council's Statement of commitment to Traditional Owners and Aboriginal and Torres Strait Islander people 2019.

Darebin's Diversity Statement

Situated on the traditional lands of the Wurundjeri Woi-wurrung people, the City of Darebin is now home to a diverse community of people with different socio-economic status, gender, age, ability, race, culture, ethnicity, language, sexuality, sex characteristics, gender identity, beliefs, occupations, income, education, carer status and household type. The Darebin community cherishes this diversity and values it as an important civic asset.

Darebin City Council acknowledges the history and contributions of the various communities, migrants and refugees who have made the municipality their home. Their endeavours have enriched the economic, social, cultural, artistic, community and civic character of the city, and created a cosmopolitan locality where variety and difference are welcomed and encouraged.

Council also acknowledges that who we are today as a municipality rests on the history of loss and dispossession inflicted upon Aboriginal people, past and present, despite their strengths, resilience and continued contributions to our city.

Council Plan 2021-25

incorporating Municipal Public Health and Wellbeing Plan

Our 10 Big Actions

1

Build infrastructure for the future by redeveloping Northcote Aquatic and Recreation Centre, redeveloping BT Connor Pavilion in Reservoir, and building Darebin Intercultural Centre in Preston

2

Plan infrastructure for decades to come by commencing scoping for the redevelopment of Reservoir Leisure Centre, activating Edwardes Lake Boat House in Reservoir, building new kindergarten facilities.

3

Continue to lead with our response to the climate emergency by updating our Climate Emergency Plan to set out how to best achieve zero greenhouse gas emissions for Darebin by 2030, offering solar installations and energy retrofits to pensioners and vulnerable communities, delivering new business and community power purchase partnerships, supporting a shift to a circular economy and massively reducing our waste going to landfill, and delivering projects and programs aimed to improve safety for people cycling, walking and wheeling, increasing active travel which will also reduce transport emissions

4

Deepen our commitment to truth and justice for First Nations communities in partnership with the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation and Aboriginal and Torres Strait islander peoples who live and work in Darebin

5

Support vulnerable members of our community by providing support with COVID-19 recovery, expanding our Homelessness Assertive Outreach program, and supporting community-led programs in East Reservoir and East Preston, to achieve greater physical and mental health, and wellbeing for all





6

Champion local business and creative industries by providing support with COVID-19 recovery, undertaking engagement to inform the future development of an Economic Development Strategy, and improving the lighting and safety of our retail precincts and business activity centres

7

Build a more inclusive community for all by supporting Darebin's multicultural communities, reducing racism and discrimination, increasing access to our Council's services and sporting assets by groups who are under-represented, developing our Disability Action Plan to improve access for all to our services and infrastructure, and developing a Sexuality, Sex and Gender Diversity Action Plan to support the inclusion, rights and wellbeing of our LGBTIQ+ communities

8

Improve the quality of development and work to protect all that we love about Darebin by pursuing protections for Preston Market, conducting a Planning Scheme review informed by in-depth community consultation, and reviewing to amend our Parking Permit Policy

9

Protect our natural environment and biodiversity by significantly improving water quality in Edwardes Lake, increasing tree canopy coverage in our parks, residential areas and retail precincts, and enhancing understorey planting

10

Expand our delivery of quality universal services across the lifespan by providing more three-year-old kindergarten places, continuing to deliver our flagship Age Friendly Darebin project, implementing aged care reforms, and registering to become a home care package provider



Darebin 2041 Community Vision

Darebin is an equitable, vibrant and connected community.

Darebin respects and supports First Nations People, values country, our diverse communities and places.

Darebin commits to mitigating the climate emergency, creating prosperity for current and future generations.

Supporting this Vision, are the pillars of:



Vibrant, Respectful and Connected

- Celebrating all diverse communities and uplifting different voices in places of power
- Connection to, and preservation of, local history acknowledging past harm and trauma
- Vibrant and dynamic spaces, amenities and events
- Recognising Aboriginal and Torres Strait Islander values, living culture and connection to country
- One Darebin, no suburb left behind



Prosperous, Liveable and Flourishing

- Encouraging and incentivising business investment and growth in the sustainability sector
- Creating equitable and diverse opportunities for employment and volunteering
- Being a 20-minute city with access to amenities and services close to our homes
- Sustaining community ownership of services and maintaining the health and wellbeing of all, across all life stages
- Making Darebin a Victorian centre for creative industry and the arts
- Ensuring development and the built environment are designed for liveability and sustainability



Climate, Green and Sustainable

- Taking urgent action on the climate emergency, leading and educating communities and businesses
- Making decisions that are community driven, transparent, socially and equitably just and equitable
- Providing and promoting safe and sustainable transport
- Regenerating, enhancing and protecting ecosystems and biodiversity
- Integrating ecological solutions in the built environment, promoting sustainable development and retrofitting practices, which protect natural assets and strive for zero carbon emissions





Strategic Direction 1: **Vibrant, Respectful and** **Connected**

Our Darebin will celebrate all our diverse communities.

We will uplift different voices in places of power, influence and decision-making.

We will recognise Aboriginal and Torres Strait Islander values, and honour their living culture and connection to country.

We will support connection to, and the preservation of, local history, and acknowledge past harm and trauma.

Our Darebin will be one filled with vibrant and dynamic spaces, amenities and events. It will be a city where no suburb, or person, will be left behind.





We are one Darebin.



Strategic Direction 1: Vibrant, Respectful and Connected




Strategic Objective

1.1 We will prioritise and respect the voices and aspirations of Traditional Owners and Aboriginal and Torres Strait Islander communities in Darebin

Strategic Action		Year 3 Action	
1.1	<p>In consultation with the Traditional Owners, Darebin Aboriginal Advisory Committee and local Aboriginal and Torres Strait Islander Communities develop and commence implementation of a three-year Aboriginal Action Plan</p> <p>Key elements of this Plan, in addition to items mentioned in the Council Plan, to include:</p> <ul style="list-style-type: none"> Develop partnerships with local Aboriginal Community Controlled Organisations to enhance our work towards mutual goals A meaningful and comprehensive response to the six key requests of DAAC's Our Black Lives Matter statement to Council Continue to implement and expand our Aboriginal Employment Strategy and Aboriginal Action Plan Begin discussions with Traditional Owners to understand the feasibility and resources required for Council to hand back land and responsibility for land management 	 <p>In consultation with Traditional Owners, the Darebin Aboriginal Advisory Committee and local Aboriginal and Torres Strait Islander Communities develop a three-year Aboriginal Action Plan.</p> <p>Key elements of this Plan, in addition to items mentioned in the Council Plan, to include:</p> <ul style="list-style-type: none"> Develop partnerships with local Aboriginal Community Controlled Organisations to enhance our work towards mutual goals A meaningful and comprehensive response to the six key requests of DAAC's Our Black Lives Matter statement to Council Continue to implement and expand our Aboriginal Employment Strategy and Aboriginal Action Plan Begin discussions with Traditional Owners to understand the feasibility and resources required for Council to hand back land and responsibility for land management 	
1-2	<p>Progress a partnership with the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation and continue to progress "decolonising" Bundoora Park</p>	 <p>Progress a partnership with the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation and continue to progress "decolonising" Bundoora Park</p>	
1-3	<p>Deliver initiatives that support truth telling, and provide opportunities for culturally diverse communities, and our broader Darebin community, to learn about Aboriginal and Torres Strait Islander culture and history</p>	 <p>Deliver initiatives that support truth telling, and provide opportunities for culturally diverse communities, and our broader Darebin community, to learn about Aboriginal and Torres Strait Islander culture and history</p>	
1-4	<p>Increase support to Aboriginal community-controlled organisations by incorporating a specific funding stream into our Community Grants Program</p>	 <p>Establish an appropriate grant stream, subject to guidance from the Darebin Aboriginal Advisory Committee</p>	



Strategic Objective

1.2 We will develop partnerships with organisations from across our city, to value and include people from multicultural and diverse backgrounds

Strategic Action		Year 3 Action	
1-6	Support and promote a significant increase in participation in Darebin's sports clubs, in particular, for Aboriginal and Torres Strait Islander peoples, women, girls, people of all abilities, and multicultural and diverse communities		Support and promote a significant increase in participation in Darebin's sports clubs, in particular, for Aboriginal and Torres Strait Islander peoples, women, girls, people of all abilities, and multicultural and diverse communities
1-7	Encourage and reward sporting and leisure groups/sporting teams that use Council's recreation spaces, by reducing user fees to those that demonstrate inclusion for Aboriginal and Torres Strait Island peoples, women, girls, people of all abilities, and multicultural and diverse communities		Encourage and reward sporting and leisure groups/sporting teams that use Council's recreation spaces, by reducing user fees to those that demonstrate inclusion for Aboriginal and Torres Strait Island peoples, women, girls, people of all abilities, and multicultural and diverse communities
1-9	Partner with Bowel Cancer Screening, Cancer Council Victoria and local community organisations to increase awareness of bowel cancer and improve community understanding, including for Aboriginal and culturally and linguistically diverse communities, of the benefits of screening, with a particular focus on underrepresented groups undertaking bowel cancer screening		Partner with Bowel Cancer Screening, Cancer Council Victoria and local community organisations to increase awareness of bowel cancer and improve community understanding, including for Aboriginal and culturally and linguistically diverse communities, of the benefits of screening, with a particular focus on underrepresented groups undertaking bowel cancer screening

Strategic Objective



1.3 We will help to build an inclusive and empowered community, where social cohesion and community harmony are fostered

Strategic Action		Year 3 Action	
1-10	Develop the Disability Action Plan to improve access to services and infrastructure for our residents and visitors		Develop an implementation plan for the Disability Action Plan to improve access to services and infrastructure for our residents and visitors
1-12	Develop and deliver a program to support middle years students (later primary school, and early secondary school-aged) from Darebin schools to connect with each other, and take action on systemic racism issues together, to support student voices		Evaluate the completed pilot program to support middle years students to connect with each other, and take action on systemic racism issues together, to support student voices and provide findings to DET for consideration in any future programs they may choose to run
1-13	Develop a Cultural Diversity Action Plan to improve access, participation and engagement of people from culturally and linguistically diverse backgrounds including:- <ul style="list-style-type: none"> Access to venues and encourage participation in Council services where participation is low Work with our sporting and recreation clubs to increase participation 		Develop a Cultural Diversity Action Plan to improve access, participation and engagement of people from culturally and linguistically diverse backgrounds including:- <ul style="list-style-type: none"> Access to venues and encourage participation in Council services where participation is low Work with our sporting and recreation clubs to increase participation

Strategic Action		Year 3 Action	
	<ul style="list-style-type: none"> Identify creative opportunities to reflect Darebin's different cultures in the built environment across our city Work with our local organisations to create an active Community Leader network comprising community leaders from our culturally diverse communities 		<ul style="list-style-type: none"> Identify creative opportunities to reflect Darebin's different cultures in the built environment across our city Work with our local organisations to create an active Community Leader network comprising community leaders from our culturally diverse communities




Strategic Objective

1.4 We will embrace diversity and ensure everyone is included in our society, and no one is left behind – by combating discrimination, and championing equity, inclusivity and diversity

Strategic Action		Year 3 Action	
1-14	Continue to become more LGBTIQA+ inclusive across Council's services and activities including work towards Rainbow Tick accreditation for several services		Continue to become more LGBTIQA+ inclusive across Council's services and activities including work towards Rainbow Tick accreditation for several services
1-19	Develop a Sexuality, Sex and Gender Diversity Action Plan to support the inclusion, rights and wellbeing of LGBTIQA+ communities and work to combat homophobia, biphobia and transphobia		Develop a Sexuality, Sex and Gender Diversity Action Plan to support the inclusion, rights and wellbeing of LGBTIQA+ communities and work to combat homophobia, biphobia and transphobia


Strategic Objective

1.5 We will increase social connection to reduce isolation and loneliness, and support positive mental health

Strategic Action		Year 3 Action	
1-20	Deliver Age Friendly Darebin and implement aged care reforms		Deliver Age Friendly Darebin and implement aged care reforms
1-22	Review opportunities through Council services, and in partnership with others, to address the digital divide for public housing and high-risk accommodation residents, culturally and linguistically diverse communities and other excluded groups		Review opportunities through Council services and in partnership with others to address the digital divide for public housing and high-risk accommodation residents, culturally and linguistically diverse communities and other excluded groups
1-23	Provide grants, and deliver and facilitate programs, services, and events that address loneliness, through supporting social connectedness and positive mental health		Provide grants, and deliver and facilitate programs, services, and events that address loneliness, through supporting social connectedness and positive mental health

Strategic Objective

1.6 We will ensure our festivals, events and functions are inclusive and respond equitably to, and value the diverse needs and aspirations of, our community

Strategic Action		Year 3 Action	
1-28	Initiate an annual cultural diversity and social cohesion oration as part of the FUSE festival		Initiate a new annual cultural diversity and social cohesion oration
1-29	In Partnership with Multicultural Arts Victoria (MAV), deliver a closing event for the Spring FUSE Festival at Edwardes Lake Park that showcases culturally diverse artists, music and performances		In Partnership with Multicultural Arts Victoria (MAV), deliver a closing event for the Spring FUSE Festival at Edwardes Lake Park that showcases culturally diverse artists, music and performances

Strategic Objective

1.7 We will continue to be a local government leader in the prevention of violence against women, and gender equity

Strategic Action		Year 3 Action	
1-30	Implement and extend our Gender Equality and Preventing Violence Against Women Action Plan, using an intersectional approach		Implement and extend our Gender Equity and Preventing Violence Against Women Action Plan, using an intersectional approach

Strategic Objective

1.8 We will work towards a discrimination-free, and systemic racism-free Darebin, and reduce the impact of poverty and disadvantage

Strategic Action		Year 3 Action	
1-34	Address inequities in the distribution of resources, and ensure the needs of our most vulnerable people are prioritised by implementing our Towards Equality Framework		Address inequities in the distribution of resources, and ensure the needs of our most vulnerable people are prioritised by implementing our Towards Equality Framework
1-35	Work with the Darebin Ethnic Communities Council, our community, and local organisations, to foster respect and address systemic racism		Work with the Darebin Ethnic Communities Council, our community and local organisation to foster respect and address systemic racism
1-36	Continue to implement the Welcoming Cities Standard, with the aim of becoming a 'Mentoring' level Council		Continue to implement the Welcoming Cities Standard, with the aim of becoming a 'Mentoring' level Council
1-38	Mitigate the impacts of climate change on the health and wellbeing of our disadvantaged communities		Through the development and implementation of the CEP mitigate the impacts of climate change on the health and wellbeing of our disadvantaged communities



Strategic Direction 2: **Prosperous, Liveable and** **Flourishing**

Our Darebin will encourage and incentivise business investment and growth in the sustainability sector.

We will create equitable and diverse opportunities for employment and volunteering.

We will make Darebin a centre for creative industry and the arts in Victoria.

We are a 20-minute city, and will ensure our community's access to amenities and services close to our homes.

We will sustain our community's ownership of services across their lifespan. We will maintain the health and wellbeing of all.

Our Darebin will ensure development, and the built environment, is designed for our liveability and sustainability.



Strategic Direction 2: Prosperous, Liveable and Flourishing

Strategic Objective

2.1 We will deliver equitable and accessible infrastructure to provide opportunities for our community to live well

Strategic Action			Year 3 Action
2-2	Redevelop Reservoir Leisure Centre, incorporating opportunities to enhance health, wellbeing and socioeconomic outcomes		Undertake minor renewal works while commencing scoping for the longer-term options for the redevelopment and rebuilding of the centre to enhance health, wellbeing and socioeconomic outcomes.
2-3	Invest in the Edwardes Lake Boathouse in Reservoir to support a long-term lease arrangement		Continue to advocate to the descendants of the original owner to remove the restrictive covenants so appropriate renewal works of the boat house can occur.
2-6	Expand funded 3-year-old kindergarten		Expand funded 3-year-old kindergarten
2-9	Redevelop KP Hardiman Pavilion in Kingsbury		Continue pavilion design and commence construction.
2-10	Redevelop the Northcote Aquatic and Recreation Centre		Complete construction of the Northcote Aquatic and Recreation Centre
2-11	Develop an Integrated Families, Youth and Children Strategy		Develop an Integrated Families, Youth and Children Strategy
2-13	Plan for the redevelopment of John Hall pavilion and public toilet in Kingsbury		Continue pavilion design and commence construction (subject to Council's decision on capital works funding)

Strategic Objective

2.2 We will design and create public spaces where our people feel safe, welcome, and respected, including improving lighting and safety for people walking, wheeling, cycling and driving

Strategic Action			Year 3 Action
2-17	Develop and implement a Community Safety Framework		Develop a Community Safety Framework
2-21	Develop a Community Infrastructure Plan to inform Council's decision making on the future of our assets, based on service needs across our city for the next 10 years		Continue to develop a Community Infrastructure Plan, including an implementation plan
2-23	Update flood risk assessments across Darebin, and incorporate them into our Darebin Planning Scheme		Commence work on planning scheme amendment to introduce updated flood levels into Darebin planning scheme
2-27	Actively participate in the Reservoir Revitalisation Board to improve outcomes for the Reservoir community		Actively participate in the Reservoir Revitalisation Board to improve outcomes for the Reservoir community
2-30	Undertake a review of the General Local law		Complete the review of the General Local Law

Strategic Objective

2.3 We will facilitate more affordable, social and public housing in Darebin to meet our community's needs

Strategic Action		Year 3 Action	
2-31	Enable and facilitate more affordable and social housing across our city		Facilitate more crisis, affordable and social housing across our city through development of the Property Strategy and the Advocacy Strategy
2-32	Partner with the State Government to ensure its social and public housing investment meets our community's needs, and creates liveable, connected communities through appropriate design and construction		Partner with the State Government to ensure its crisis, housing first, social and public housing, and its consideration of private development, meets our communities needs and creates liveable, connected communities through design and construction.


Strategic Objective

2.4 We will foster local urban streetscapes and activity centres that connect our community, support economic recovery, and encourage people to live, work and play locally

Strategic Action		Year 3 Action	
2-33	<p>Review to amend the Parking Permit Policy to:</p> <ul style="list-style-type: none"> (i) to improve access for people with special needs (ii) to allow owners of single lot dwellings that exist on their own Torrens title, the option to have an additional residential parking permit at the same price as current parking permits (iii) to allow single lot dwellings built after December 2004 that are greater than 300sqm property with three or more bedrooms and that exist on their own Torrens title (even if the property was previously subdivided), to have the same entitlements to parking permits as dwellings built before December 2004 (iv) to ensure that renovations of a property that is still a single lot on its own Torrens title and is greater than 300sqm with three or more bedrooms are still entitled to parking permits 		Finalise the new Parking Permit Policy.
2-36	Develop a policy setting the basis for how Council may permit commercial or private Electric Vehicle charging infrastructure on our public streets		Run an Expression of Interest process to identify potential EV charging partners.


Strategic Objective

2.8 We will advocate to reduce the harm associated with electronic machine gambling, alcohol and tobacco

Strategic Action		Year 3 Action	
2-47	Support partner and local community organisations, groups, and clubs, to deliver initiatives that encourage the cessation of vaping and smoking		Support partner and local community organisations, groups, and clubs, to deliver initiatives that encourage the cessation of smoking and vaping.


Strategic Objective

2.9 We will leverage investment, partnerships and advocacy to drive Darebin's growth and sustainability and ensure Darebin is a great place to do business

Strategic Action		Year 3 Action	
2-49	Invest in economic reactivation and recovery initiatives to support existing and new industries, to ensure Darebin's economy is robust and resilient		Invest in economic reactivation and recovery initiatives to support existing and new industries, to ensure Darebin's economy is robust and resilient
2-50	Continue to implement our Social and Sustainable Procurement Policy to increase the engagement of Aboriginal-led businesses, and focus on job creation for culturally and linguistically diverse peoples, and young people		Host supplier forums, connecting with Aboriginal-led businesses in the Darebin community at least every two months to provide tailored information regarding upcoming procurement.
2-51	Build partnerships across all levels of government and the private sector, to attract new industries and investment into Darebin, to support its future growth		Build partnerships across government and private sector to attract new industries and investment into Darebin, to support its future growth.
2-52	Undertake consultation with industry and other key stakeholders to help inform the future development of an Economic Development Strategy and interest in partnering with Council on ways industry and business can connect, network and influence for the benefit of the Darebin community		Undertake consultation with industry and other key stakeholders to help inform the future development of an Economic Development Strategy and interest in partnering with Council on ways industry and business can connect, network and influence for the benefit of the Darebin community
2-53	Catalyse new jobs at scale in Darebin with businesses, new industry attraction and our partners - including Jobs Victoria Advocates - focusing on jobseekers facing multiple employment barriers including culturally and linguistically diverse peoples, young people, women, and Aboriginal and Torres Strait Islander peoples		Catalyse new jobs in Darebin with businesses, new industry attraction and our partners - including Jobs Victoria Advocates - focusing on jobseekers facing multiple employment barriers including culturally and linguistically diverse peoples, young people, women, and Aboriginal and Torres Strait Islander peoples

Strategic Objective

2.10 We will ensure major changes in our city achieve significant improvements in our City

Strategic Action		Year 3 Action	
2-62	Protect Preston Market, including advocating Council's position to the State Government during its planning consultation process, and working with our community to advocate for the strongest possible planning controls and Protections		Continue efforts to protect the Preston Market through participating in the strategic and statutory planning processes and supporting traders through existing programs

Strategic Objective

2.11 We will improve the sustainability, accessibility, and design of development on private land in our city

Strategic Action		Year 3 Action	
2-65	Complete major planning reform work to: <ul style="list-style-type: none"> Introduce an open space levy to fund open spaces in our city Introduce a Developer Contributions Scheme to help fund infrastructure for our growing population Establish Heidelberg Road Corridor controls Establish Thornbury Park Heritage Estate controls 		Progress a planning scheme amendment to deliver an interim 5% Open Space Levy
2-66	Complete our Central Preston Structure Plan		Complete the Central Preston Structure Plan



Strategic Direction 3: **Climate, Green and Sustainable**

Our Darebin will take urgent action on the climate emergency facing our world. We will lead and educate our community and businesses to redress the imbalance.

We will make decisions that are driven by our community. Our decisions will be transparent, and socially and equitably just. Our decisions will be equitable for our community.

We will provide and promote safe and sustainable transport across our city.

We will lead the regeneration, enhancement and protection of our natural ecosystems and biodiversity.

We will integrate ecological solutions into our built environment. We will promote sustainable development and retrofitting practices that protect our natural assets.




Our Darebin will strive for zero carbon emissions.



Strategic Direction 3: Climate, Green and Sustainable

Strategic Objective

- 3.1 We will adapt to climate change and build the resilience of our community, infrastructure and the built environment, with a focus on our vulnerable communities at risk of fuel poverty, and flooding**

Strategic Action		Year 3 Action	
3-1	Through our Solar Saver 4-year program, support solar installation and energy efficiency retrofits for our vulnerable households, including public and social housing, and renters		Install up to 150 systems and undertake a service review to inform future directions.
3-2	Review our Climate Emergency Plan, including in-depth engagement with our community		Finalise the Climate Emergency Plan and consider the options for future actions that accelerate progress toward net zero, including options for reducing household and business reliance on gas and options for the future of the solar saver program.
3-3	Support our community members experiencing fuel poverty, to prevent heating and freezing		Incorporate fuel poverty into the development and implementation of the new Climate Emergency Plan.

Strategic Objective

- 3.2 Aim to achieve 12% canopy cover on Council owned and managed land by 2025, prioritising catchment biodiversity and shopping areas**

Strategic Action		Year 3 Action	
3-8	Acquire land to create new parks		Finalise the acquisition of the three parcels of land at Clements Reserve.


Strategic Objective

- 3.3 We will drive significant improvements in water quality and biodiversity across Darebin, designating Edwardes Lake as a flagship project to demonstrate water recreation (in the long term)**

Strategic Action		Year 3 Action	
3-11	Establish and adequately resource the Edwardes Lake Taskforce to significantly improve the water quality and amenity of Edwardes Lake in Reservoir		Continue to monitor the health of the lake and invest in activities that improve water quality (as recommended by the taskforce)

Strategic Objective

- 3.5 We will reduce waste and stimulate a local circular economy, where waste resources are re-used rather than discarded**

Strategic Action		Year 3 Action	
3-16	Develop a plan to respond to new State Government requirements for contaminated land		Finalise and implement the Contaminated Land Framework.
3-18	Undertake waste reform and take action towards establishing a circular economy		Undertake community engagement to inform future kerbside waste services for residents.



Strategic Direction 4: **Responsible, Transparent** **and Responsive**

Our Darebin is responsible, and responsive, to our community's needs, now and into the future.

We will make our decisions in the best interests of our community – transparently, and with integrity.

We will manage our resources effectively, and plan for our future growth.

We will work in partnership with our community, business, and other government, to fulfill our responsibilities as the custodians of our city.

Our Darebin is progressive. Our Darebin is accountable. Our Darebin is a leader.



Strategic Direction 4: Responsible, Transparent and Responsive

Strategic Objective

4.1 We will ensure balanced and responsible financial decision making that meets the needs of our community now and into the future

Strategic Action		Year 3 Action	
4-2	<p>Develop and implement an Advocacy Framework and four year Advocacy Plan, informed by our Council Plan priorities, aimed at influencing public policy change and attracting support and funding for our priorities including:</p> <ul style="list-style-type: none"> Investment in early intervention and tertiary mental health services Dedicated sexual and reproductive health service in the Northern region Key transport priorities Increased funding for road safety infrastructure, driver behaviour and law enforcement Towards Zero approach to address homelessness Local Economic Development priorities Protection of Strathallan as public land Community and business use of energy efficiency initiatives Higher and mandatory Environmentally Sensitive Design (ESD) standards in building and planning controls 		<p>Develop and implement an annual statement of advocacy priorities including:</p> <ul style="list-style-type: none"> Investment in early intervention and tertiary mental health services Dedicated sexual and reproductive health service in the Northern region Key transport priorities Increased funding for road safety infrastructure, driver behaviour and law enforcement Towards Zero approach to address homelessness Local Economic Development priorities Protection of Strathallan as public land Community and business use of energy efficiency initiatives Higher and mandatory Environmentally Sensitive Design (ESD) standards in building and planning controls

Strategic Objective

4.2 We will ensure our assets are optimised for the benefit of our community

Strategic Action		Year 3 Action	
4.4	<p>Review our 10 year Financial Plan to ensure a level of revenue and expenditure that maintains a balance between service delivery, asset maintenance and renewal, and provides a strong, sustainable base for the future</p>		<p>Implement the action plan provided to the Minister for Local Government in response to the Monitor's Report</p>
4-5	<p>Review our Asset Portfolio, to ensure maximum benefit for our community is being realised, including the occupancy of unused and under-utilised Council buildings</p>		<p>Establish a Lease and Licensing Policy, with consideration to the inputs provided through deliberative engagement to inform the Council Plan.</p> <p>Establish the Property Strategy</p>

Strategic Action		Year 3 Action	
4-6	Explore opportunities for Council owned and managed land (including airspace) to be used as temporary housing for people at risk or who are experiencing homelessness		Incorporate the consideration of temporary housing opportunities for people at risk or who are experiencing homelessness into the development of the Property Strategy for Council owned land.
4-8	Improve delivery of our services to our community by developing an Asset Management Plan for Open Space, establishing a level of service for each class of our assets, and collecting data on our drainage assets		<p>Undertake drainage asset condition inspections to support the early detection of damage and deterioration and to inform the Drainage Asset Management Plan.</p> <p>Complete the review of the Drainage Asset Management Plan.</p> <p>Complete the review of the ICT Asset Management Plan.</p> <p>Complete the establishment of the Arts and Cultural Collection Asset Management Plan.</p> <p>Complete the review of the Plant and Fleet Asset Management Plan.</p>

Strategic Objective

4.3 We will transform our services and service delivery models to ensure they meet the current, emerging and future needs of our community

Strategic Action		Year 3 Action	
4-10	Transform our models of service delivery through the development of service profiles and conduct service reviews, to improve and ensure accessibility, inclusivity for under-represented groups and consistency of our customer experience		Transform our models of service delivery through the development of service profiles and conduct service reviews, to improve and ensure accessibility, inclusivity for under-represented groups and consistency of our customer experience
4-12	Develop and implement a new 4 year Organisational Strategy to deliver on Council Plan Strategic Direction 4 and other organisational improvement priorities in an integrated and efficient way.		<p>Through the development of an Organisational Strategy the following will be integrated:</p> <ul style="list-style-type: none"> • Customer Service, Technology and Innovation • Engagement, Governance and Risk • Long Term Financial Sustainability, Asset Management and Project Delivery • Leadership, People and Culture
4-13	Establish a long-term investment in IT systems to improve our customer experience, enable our people and deliver effective governance, compliance, improved data and cyber risk management		<p>Progress Council approval of this investment in 2023-24.</p> <p>Integrate this work with our Customer Experience strategy and our People and Culture Plan.</p> <p>Develop detailed business requirements for systems replacement and test the open market for available options.</p> <p>Develop a detailed Benefits Realisation Plan.</p> <p>Develop and incorporate a Governance Platform and standards into the overall ICT Governance Framework and Architecture.</p>

Strategic Objective

4.4 We will improve the effective governance and public accountability of Council

Strategic Action		Year 3 Action	
4-14	Improve effective governance and accountability of Council		<p>Deliver a professional development program for Councillors and continue to promote external professional development opportunities available to Councillors.</p> <p>Provide regular reporting to Council to improve transparency on matters including: the status of Council resolutions, the number of Notices of Motion, training undertaken by Councillors, the number of complaints received – customer complaints and complaints about Councillors, matters referred to or received from integrity agencies and the cost of Councillor Conduct matters.</p> <p>Promote the 2024 Council election to raise awareness for potential Councillor candidates across the municipality.</p>



Engagement summary

Client: Review of the 10-year Financial Plan and Council Plan

Version	Description/modifications	By	Date
1.0	Initial draft of process and outputs as input into Council Report	Todd Beavis	14 May 2023

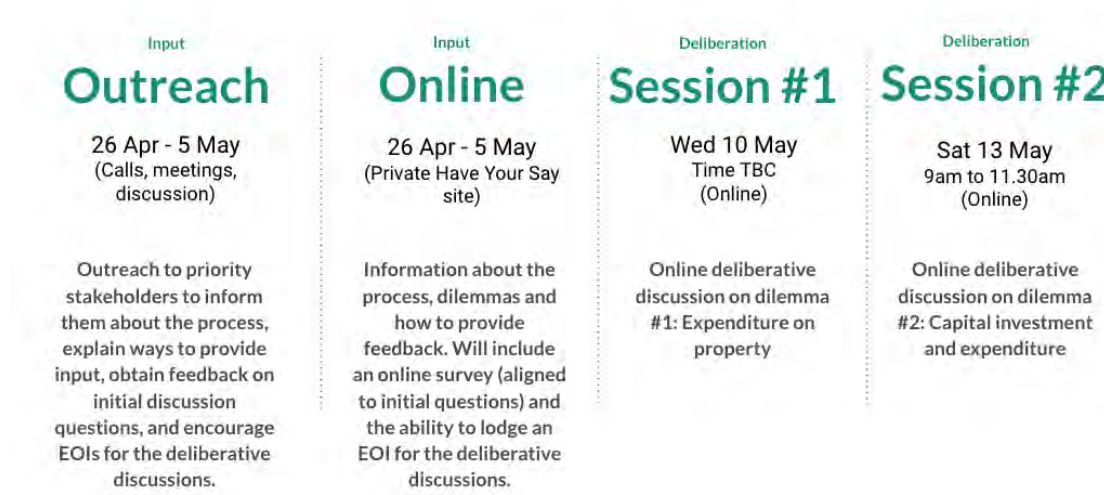


Introduction

Our objective

Codesign a deliberative process that builds on the work done by the Community Panel to engage a broad cross-section of community representatives to provide guidance to Council on priorities for the update of the Long Term Financial Plan (LTFP) and further builds the capacity of Council and the community to work together.

Overview of the process



The dilemmas

Dilemma #1: Expenditure on property

Many community organisations contact Council seeking to use Council-owned properties under license (like a lease) for a peppercorn amount (i.e. \$65 per year) and existing users often seek improvements or additions to Council-owned properties they use under license. Examples include sporting clubs, committee-operated kindergartens and community organisations.

These arrangements can deliver significant community benefit for the Darebin community, but they do come with the financial subsidy of Council on behalf of the community.

For example, a property license fee to community organisations often does not recover the cost of maintenance and upgrades over the life of the agreement to maintain the property. This could mean that a license for use of a Council property for a sporting pavilion might be \$65 per annum, but the cost to Council could be \$10,000 - \$50,000 or more.



More than 50 Council owned properties are currently used under lease or license for a peppercorn or nominal contribution.

Council is currently developing a leasing and licensing policy for consideration in 23/24, what are the principles that should guide Council when they are considering this policy?

Dilemma #2: Capital investment and expenditure

Many people contact Council asking for higher levels of new capital investment. However, Council also needs to invest in maintaining and renewing existing infrastructure, particularly, if tenants and licensees are not paying for maintenance as part of their arrangement.

As a minimum Council needs to fund depreciation on its assets and property so that a large liability is not left for future generations. Council should also be putting away funds from income from the asset or property to pay for the replacement or renewal of the asset or property when it comes to the end of its useful life. This Council has already inherited a number of legacy issues including increasing compliance and regulatory requirements (i.e. disability access, contamination management).

What are the considerations and principles that Council should apply to guide its capital investment decisions? In particular, what should be the balance between maintenance, renewal AND new capital investment?

Commitment

The following commitment was provided to the groups:

The group will provide recommendations (a set of principles or guidelines) to guide the update of the Long Term Financial Plan and Council Plan.

The recommendations will be considered in the review and participants will be informed about how they have informed the Long Term Financial Plan and Council Plan or the reason why they have not been addressed.



Methodology

Development of the dilemmas

To develop the dilemmas, Council Officers identified the major challenges and key questions to explore with the community through the deliberative process. We then worked to refine these to align with the limitations of the process, in particular timing.

Key questions that were considered included:

- What are the key challenges Council is facing in delivering the LTFP?
- What are some of the hard decisions Council needs to make to meet its financial targets?
- What are issues of concern to the community?
- What are the big questions or difficult trade-offs that Council would like community input on?

The following criteria were considered in refining the dilemmas:

- They are not insignificant or trivial
- Council is genuinely open to being influenced on the matter
- They are 'tricky' enough to be worthy of conversations and deliberation
- Community members are likely to be interested in.

Representation

In order to ensure that we heard from diverse groups the process included:

- Clear goals for participation to represent Darebin's diverse communities
- Direct outreach to priority community groups (conducted by Council)
- Promotion of the opportunity to provide input through Council networks
- An EOI (Expression of Interest) process for the deliberative discussions
- Targeted recruitment of community members representing different segments of the community (conducted by i.e. community)

Participation goals

Our overall target for the process (including direct outreach and the online deliberative sessions) was to engage a broad cross-section of the Darebin community.

For the Community Conversations, we sought representation from the following groups:

- CALD
- First Nations
- Disability
- Seniors
- Sporting
- Youth
- LGBTQIA+ and gender diverse
- Business representatives

Please note, while demographic data was collected, we did not seek to recruit a demographically representative group (age, gender, country of birth etc).



Participation

A summary of participation is provided below.

- Direct outreach and online survey
 - 12 facilitated conversations
 - 26 online surveys
- Community conversations
 - Conversation #1 - 20 participants
 - Conversation #2 - 13 participants

Please note that people may have contributed in multiple ways, such as completing an online survey and participating on one or both conversations.

Based on the demographic information provided, the participants in the community conversations were:

- Gender
 - 55% Female
 - 27% Male
 - 7% Genderfluid/nonbinary
- Age
 - 15-18 (5%)
 - 20-24 (27%)
 - 25-34 (18%)
 - 35-44 (5%)
 - 45-44 (9%)
 - 55-64 (18%)
 - 65-74 (18%)
- 24% speak a language other than English at home
- 31% were born overseas

Please note that not all participants provided their demographic data. We expect that the demographic profile of participants in the deliberative discussions will change upon receipt of further data.



Survey analysis

A topline analysis of the survey data has been undertaken to provide initial findings. A more detailed analysis will be undertaken.

What are the main priorities for your organisation and community for the year ahead?

- **Promoting social interaction and reducing isolation:** The groups are focused on building a sense of community and belonging among members, particularly seniors and marginalised groups. This includes hosting a variety of activities, fostering new friendships, and providing meaningful social interactions to combat loneliness.
- **Improving access to facilities and services:** Access to safe, welcoming, and affordable venues for community activities is a key priority, addressing barriers like language and mobility.
- **Advocating for specific groups:** There is a strong commitment to advocating for the rights and needs of marginalised groups, including refugees, migrants, people with disabilities, and the LGBTQIA+ community.
- **Celebrating cultural diversity:** Hosting cultural events and promoting engagement with their communities and addressing issues like racism.
- **Securing financial support and sustainability:** Another key priority is addressing the need for financial support, with a clear focus on Council funding. This is needed to ensure the continuity of existing services, adapt to changing needs, and maintain financial stability.

How have rising costs and high inflation impacted your group or community?

- **Increased operational costs:** Many groups are grappling with increased costs for catering, venue hire, postage, transportation, and other operational necessities. This has reduced the frequency of activities and events, and forced groups to find alternatives or cut back on their services.
- **Financial strain on members:** The increased costs have put a strain on members, particularly those on a pension or with limited financial resources. Some members are limiting their participation in events or meet-ups due to the cost, and others are facing financial challenges in their personal lives due to rising living costs.
- **Challenges with funding and resources:** Many organisations are experiencing increased financial pressure due to a lack of funding or rising costs. This has led to deeper digging into existing resources and concerns about their future sustainability.
- **Adapting to rising costs:** Groups are finding ways to adapt to the situation, such as raising participant fees, shopping around for cheaper ingredients for their events, seeking alternative venues or services, and saving money where possible.



How does your group or community benefit from renting or leasing a Council-owned property?

For those that reported renting or leasing a Council-owned property, the following key themes were identified.

- **Social connection:** The most commonly mentioned benefit was the social connection and community bonding that these spaces offer. They provide a way for community members, many of whom live alone or are at risk of isolation, to meet, interact, and form new friendships.
- **Safe and comfortable environment:** Having somewhere safe, secure, and comfortable for members to meet was also a key benefit. Council-owned properties are viewed as familiar and welcoming, which enhances members' sense of belonging and security.
- **Venue for activities and events:** The venues serve as a place for activities and events that promote active healthy ageing, cultural traditions, and overall well-being. This includes social gatherings, educational activities, cultural events, and exercise classes.
- **Support and care:** Some groups mentioned the role they play in supporting members' health and well-being, with services like check-ins for those who miss meetings, are ill, or are in hospital.
- **Affordability and accessibility:** The fact that Council-owned properties are affordable (or free) and accessible, which is critical for their activities, especially considering the financial constraints many of their member's face, is also an important benefit.

If you needed to decide which groups could rent a Council-owned property at a reduced cost, what would you consider? Can you tell us why?

- **Community impact and benefits:** A common consideration is the positive impact a group has on the community. This includes combating social isolation, providing activities and services for disadvantaged groups, and supporting vulnerable populations.
- **Financial constraints:** Many responses indicate that the financial status of a group is an important consideration. Non-profit groups and those that rely heavily on volunteers or have limited funding sources should be given priority because they often have difficulty meeting costs while still providing services.
- **Group type and size:** The type of group (i.e., non-profit or volunteer-based) and the size of the group were identified as important factors. A larger group may need more space and should be prioritised for larger venues. The aim is to ensure that space allocation is efficient and meets the needs of as many community members as possible.
- **Equity and fairness:** Respondents emphasised the need to ensure access to space regardless of a group's demographic makeup. This is particularly relevant for groups that have historically faced discrimination or have been denied access to resources.
- **Longevity and stability of the group:** How long a group has been established and its track record of providing community services was also put forward as consideration. The view is that long-standing groups often have proven their benefit to the community and have a stable membership base.
- **Location and accessibility:** This was less frequently mentioned but still considered important by some, highlighting the relevance of a group's geographic location and the accessibility of the venue for its members.

If you needed to decide which asset to upgrade or replace first, what would you consider?



- **Community impact and benefits:** The most frequently mentioned consideration was the potential for the upgrade or replacement to benefit the community. This includes factors such as the size of the community affected, its needs, and how the asset would improve people's wellbeing or counter issues like social isolation.
- **Safety and accessibility:** Several respondents highlighted the importance of safety and accessibility features, particularly for the elderly and disabled. These include elements like lighting, footpaths, and building layouts.
- **Usage and demand:** Consideration should also be given to which assets are most frequently used and by which demographic groups.
- **Geographic equity:** Some respondents suggested considering the distribution of upgraded and new assets across different areas to ensure fairness.
- **Specific asset types:** Some respondents mentioned specific types of assets that they believe should be prioritised, such as community housing, libraries, and meeting rooms.
- **Physical condition of the asset:** The current state of the asset was also mentioned, based on criteria where assets in worse condition might need to be prioritised.

Please note that the responses varied quite a bit and not all respondents provided specific criteria, so the above themes are based on a broad interpretation of the responses.



Community Conversation #1 overview and outputs

Background presentation

Jodie Watson, General Manager, Governance and Engagement

Financial challenges

- Economic climate
- Increasing inflation
- Interest rate increases
- Rate cap gap
- Increasing cost of service contracts (around 20%)
- Increasing cost of materials (20% - 30%)
- Increasing in utilities
- Compounding impact of covid on revenue sources
- Ageing infrastructure

What have we done so far?

- Kerbside Service Waste Charge
- To recover the full cost of waste service delivery, bridging a gap of approx. \$26m over 10 years)
- Developer Contributions Plan
- Contributions from developers to invest in infrastructure projects
- Open Space Levy
- Contributions from developers to invest in open space
- IT Strategy
- Investigating use of technology to create efficiencies
- Financial Plan
- Stress testing our financial sustainability to address challenges

Current Lease and Licencing example

- A property license fee to community organisations often does not recover the cost of maintenance and upgrades over the life of the agreement to maintain the property.
- This could mean that a license for use of a Council property for a sporting pavilion might be \$65 per annum, but the cost to Council could be \$10,000 - \$50,000 or more.
- More than 50 Council owned properties are currently used under lease or license for a peppercorn or nominal contribution.

Dilemma#1 - Expenditure on Property

Council is currently in an unsustainable financial position that in addition to receiving a peppercorn fee from community and recreational users of Council property and space, Council is paying for but is currently not recovering operating expenses such as outgoings, insurance and maintenance from user groups.



A recent review of Council's eighteen Leases it has for Kindergartens and Childcare facilities detailed that the maintenance expenses on this portfolio for the current financial year to 31 March 2023 was \$424,320.

Council will engage and consult with current lease and licence stakeholders and with the Darebin Community to review a draft Lease and Licence Policy. The objectives of this draft Policy are to:

- Provide transparency to Council's approach to the leasing and licensing of its assets
- Ensure that rents, fees and contribution to property outgoings are managed in a fair and equitable manner
- Ensure Council can sustainably maintain its property assets into the future
- To provide stakeholders with understanding of the financial commitment required to provide
- and maintain Council's property assets.

What we've heard so far

Outcomes from the facilitated discussions and online survey were shared.

How have rising costs or high inflation impacted your group or community?

- **Financial challenges:** many are facing financial challenges due to rising costs and high inflation - need to increase fees for participants, dig deeper into resources to meet financial obligations, and find cheaper alternatives for food and supplies
- **Impact on activities and events:** increasing costs have led to a decrease in activities and events, as well as members missing out on events due to the cost
- **Dependence on Council-owned properties:** increased dependence on Council-owned properties - without this support it would be difficult to hold events and meetings.

How do groups benefit from Council owned properties?

- **Provides a venue:** a place for community groups to conduct meetings, social events, cultural events, and other activities that they would not be able to afford otherwise.
- **Community building and social connection:** community groups are able to come together and build social connections, particularly important for elderly members who live alone or have limited social connections
- **Access to facilities and support:** access to facilities such as a kitchen, emergency medicine cabinet, and support from Council officers.
- **Saving money:** provides a low-cost alternative for community groups to enjoy and offer their members access to activities and cultural events



If you needed to decide which groups could rent Council properties at a reduced cost, what would you consider?

- **Community benefit:** preference to groups that benefit a larger number of residents, particularly those from socio-economically disadvantaged backgrounds, are preferred
- **Group needs and size:** The needs of the group (e.g. accessibility, facilities), size of the group (small group, small space)
- **Funding:** prioritise non-profit groups that do not receive substantial funding from the government or council
- **Established and long-standing groups:** groups that have been established and working for a long time are given preference
- **Social connection and isolation:** the importance of social connection and reducing social isolation for members, particularly for groups who do not speak English

Activity 1: Making sense of what you've heard

Small group discussion

Guiding questions

- What stood out for you from the presentation?
- What are some factors that you are starting to think about?

Activity 2: Group top 5 priorities

How do we approach challenging financial decisions, like the property dilemma, to ensure decisions are fair and equitable?

Small group discussion

- Share what's important to you - make sure everyone has the chance to have their say
- Agree as a group what your top 5 priorities are



Output

While we did not have time in conversation #1 to share a final set of priorities or principles, analysis of all the input provided by the group identified the following clear directions:

- **Support for vulnerable and marginalised groups:** Across all groups, there was a strong emphasis on the importance of supporting vulnerable and marginalised groups. This includes refugees, immigrants, the elderly, First Nations communities, LGBTQIA+ individuals, people with disabilities, the homeless, children and young people, and low-income families.
- **Community building and social impact:** Several groups mentioned the importance of supporting organisations that contribute positively to the community, including in addressing issues like mental health and homelessness. This could include fostering inclusivity and a sense of belonging, addressing unmet needs, and prioritising groups that reflect the diversity of the Darebin population.
- **Low-cost:** The groups believe that Council owned-properties should be accessible to community groups, particularly those that serve vulnerable populations. There were concerns about charging above a minimal rent for these community spaces.
- **Equity and fair distribution of assets:** There were suggestions for a fair distribution of council assets and properties, with less wealthy areas given priority access.
- **Transparency in decision-making:** Participants expressed the need for clarity about the decision-making process, the number of available properties, and the council's financial situation.
- **Sustainability:** Both in terms of financial and environmental sustainability. Council-owned properties should be used in ways that are economically viable and environmentally responsible.
- **Maximisation of property use:** There was a recognition of the need to balance commercial rent use with community benefits. Ideas included the use of vacant buildings for advocacy, art, activism, community, and multicultural events. A sliding scale approach was suggested, where groups that generate more revenue could potentially pay more, allowing for more groups to utilise the properties.

Issues

A number of significant issues arose throughout the session which were addressed in Conversation #2, these are summarised below:

- A view that Council was not acting in good faith in setting up the process
- Perception that the purpose was to identify cuts or reductions in support
- Framing of the discussion was too narrow - not looking at the big picture or exploring why Council was in the position to need to make tough decisions
- Discomfort with the topic - being put in a position to decide what group should or shouldn't benefit from leasing Council-owned properties



Community Conversation #2 overview and outputs

Context

Presented by Sam Hewett, General Manager, Operations & Capital

Decision-making principles

Officers prioritise works based on the following principles:

- Renewal and maintenance of existing assets take priority over the construction of new assets
- Priority is given to assets based on their condition - when the asset is reaching the end of its useful life
- A contract is in place and needs to be honoured
- There is a safety issue that needs rectification (e.g. retaining wall renewal)
- The asset needs to be reviewed to ensure the proper functioning of the City (e.g. drainage)
- Investment is required to ensure the asset can remain open / continue to be used (e.g. road reconstruction or resealing)
- The asset is required for the efficient operation of Council's activities
- Equitable distribution of investment across the City where possible

What we've heard so far

Relevant outcomes from the online survey and session #1 were shared.

If you needed to decide which asset to upgrade or replace first, what would you consider?

- **Community impact and visibility:** Consider assets that have high visibility and are located in populated areas to benefit a large number of people.
- **Safety and accessibility:** Prioritise assets that promote safety, especially for vulnerable groups like the elderly and people living with a disability.
- **Cultural diversity and social issues:** Focus on assets that showcase multicultural diversity, raise awareness, and address social issues like racism, social isolation, and general health.
- **Inclusivity:** Consider the needs and preferences of specific groups to ensure their inclusion.

Outcomes from session #1

- **Equity:** Give priority to initiatives that actively address and promote equity for marginalised groups, ensuring their needs are met and barriers are addressed.
- **Community building:** Facilitate activities and programs that promote social connection, reduce isolation, and strengthen the sense of community among residents of all ages and backgrounds.
- **Inclusivity and belonging:** Foster an inclusive environment by creating spaces, services, and programs that cater to the diverse needs of the community, fostering a sense of belonging and acceptance for all individuals
- **Use vacant buildings:** Optimise the use of vacant buildings by repurposing them as platforms for advocacy, art, activism, and community and multicultural events, enriching the community fabric.



- **Sustainable approaches:** Adopt financially and environmentally sustainable practices, seek funding opportunities and regularly evaluate the effectiveness of peppercorn arrangements and other support mechanisms to ensure their long-term viability and impact.

Activity 1: Making sense of what you've heard

Small group discussion

Guiding questions

- What stood out for you from the presentation?
- What are some factors that you are starting to think about?

Activity 2: Group top 5 priorities

What are the considerations (principles) that Council should apply to guide capital investment decisions? In particular, what should be the balance between maintenance, renewal and new capital investment?

Small group discussion

- Share what's important to you - make sure everyone has the chance to have their say
- Agree as a group what your top 5 priorities are

Report back and confirmation

The following principles were developed based on the top 5 considerations (principles) identified by the groups. These were shared, discussed with the group and confirmed.

- **Fairness and equity**
 - Equitably share investment across the municipality - including repairs and maintenance
 - Take a long-term view - plan for future generations
- **Community need and population**
 - Health and wellbeing - social determinants of health (education, housing, transport etc)
 - Intersectional lens - vulnerable and priority groups, support most in need
 - Prioritise assets that create opportunities for community building and social connection
- **Community engagement and influence**
 - Councillors need to listen to the community
 - Direct influence on decision making
- **Climate change**
 - Council should be prepared for climate change - strategy, activities and funding
 - Sustainable design - buildings close to parks/open space, sustainable transport
 - Invest in new technologies - road surfaces, resilient buildings
- **Cost and impact on ratepayers**
 - Consider how to make costs lower for ratepayers
 - Developer responsibilities - funding and contributions, climate change impacts (tree canopy)

9.3 2022/23 Q3 PERFORMANCE REPORT ENDING 31 MARCH 2023

Author: Coordinator Corporate Strategy
Financial Accountant
Coordinator Management Accountant

Reviewed By: General Manager, Governance and Engagement

EXECUTIVE SUMMARY

Council is required by the *Local Government Act 2020* (the Act) to prepare a Council Plan Action Plan containing the strategic objectives of Council, strategies for achieving those objectives, and indicators to monitor the achievements of those objectives.

The 2022-23 Quarter Three (Q3) (Jan–Mar 23) Council Plan Action Plan Progress Report (**Appendix A**) provides an overview of Council's performance in delivering the year two actions that will contribute to the completion of the four-year strategic actions in the Council Plan 2021-25.

Overall, the Q3 results indicate that the organisation is progressing well to achieve the majority of the year three actions, however some risk, as identified in this report and **Appendix A**, have been identified that may affect deliverability of the full 2022-23 Council Plan Action Plan this financial year.

The 2022-23 Quarter Three Financial Report provides an update of the Financial Report ending 31 March 2023 and mid-year annual forecast results.

To comply with *the Act*, the report includes the following comparisons for the nine months ended 31 March 2023:

- A comparison of actual and budgeted results to date (s.97(2)(a))
- An explanation of any material variations (s.97(2)(b))
- Any other matters prescribed by the regulations (s.97(2)(c))

For the nine months ended 31 March 2023, Council has recorded an operating surplus of \$39.45 million, which is \$3.21 million behind the year-to-date budget. After eliminating capital and other items, the adjusted underlying surplus is \$37.47 million, which is \$4.60 million less than the full-year budget.

The forecast operating result for the year ending 30 June 2023 is an operating surplus of \$1.02 million, which is \$7.25 million less than budget. The forecast adjusted underlying deficit is \$0.10 million, which is \$7.62 million less than the budget surplus of \$7.52 million. An underlying surplus 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.

For the nine months ended 31 March 2023 Council's capital expenditures of \$44.92 m is behind the YTD adopted budget of \$49.53m. Main drivers behind the YTD variance represents timing differences attributed to building, plant, machinery and equipment and roads. Q2 annual forecast capital expenditure of \$62.6m is \$3.6m less than the budgeted capital expenditure of \$66.2m.

For the nine months ended 31 March 2023 Council's cash (\$24.4M) and investment (\$13.7M) balance of \$38.1m is ahead of the YTD adopted budget of \$37.8m. YTD net current assets of \$47.1m is ahead of the YTD adopted budget of \$45.2m. Q2 annual forecast financial position shows a cash and investment position of \$48.9m and net current assets of \$22.5m.

Also included in this report is a high-level Q3 progress update for the Capital Works program and a status update of Council resolutions.

Officer Recommendation

That Council:


- (1) Endorse the 2022-23 quarter three Performance Report 2022-23 including Council Plan Action Plan Progress at **Appendix A**.
- (2) Note the quarter three update of the Capital Works program at **Appendix A**.
- (3) Note quarter three update on Council resolutions contained within this report.
- (4) Note the Financial Report for the nine months ended 31 March 2023, incorporating Mid-year annual forecast performance at **Appendix B**

BACKGROUND / KEY INFORMATION

Underpinning the 2022-23 Council Plan Action Plan is 2041 Darebin Community Vision, Council Plan 2021-25 and the four strategic directions. For 2022-23 there are a total of 202 year two actions across the four strategic directions.

The quarterly Council Plan Action Plan Progress Report provides an overview of Council's performance in delivering year two actions that will contribute to the completion of the four-year strategic actions in the Council Plan 2021-25.

The Q3 Council Plan Action Plan progress report is reflective of the current position of the actions adopted by Council on 27 June 2022.

Embedded into the Council Plan is the Municipal Public Health and Wellbeing Plan. This enables Council to meet its obligations under the *Public Health and Wellbeing Act 2008* by outlining how we will protect, promote, and improve the public health and wellbeing of our community. Strategic actions that form the health and wellbeing component are identified by a heart symbol . The 2022-23 Council Plan Action Plan has 122 health and wellbeing aligned actions, which is 60.4% of all year two actions.

Council's financial report for the nine months ended 31 March 2023 provide an overview of the Council's financial performance of the quarter. In accordance with section 97 of the *Local Government Act 2020*, as soon as practicable after the end of each quarter of the financial year, the Chief Executive Officer must ensure that a quarterly financial report is presented to the Council at a Council meeting which is open to the public.

The quarterly financial report must include a comparison of the actual and budgeted results to date; an explanation of any material variations and any other matters prescribed by the regulations and is attached as **Appendix B** to this report.

Previous Council Resolution

At its meeting held on 27 February 2023, Council resolved:

'That Council notes the 2022-23 Q2 Performance Report 2022-23 including Council Plan Action Plan Progress Report at Appendix A.'

ALIGNMENT TO 2041 DAREBIN COMMUNITY VISION

Strategic Direction 1: Vibrant, Respectful and Connected

Strategic Direction 2: Prosperous, Liveable and Flourishing

Strategic Direction 3: Climate, Green and Sustainable

ALIGNMENT TO 2021-25 COUNCIL PLAN

Strategic Direction 1: Vibrant, Respectful and Connected

Strategic Direction 2: Prosperous, Liveable and Flourishing

Strategic Direction 3: Climate, Green and Sustainable

Strategic Direction 4 Responsible, Transparent and Responsive

ALIGNMENT TO COUNCIL PLAN STRATEGIC OBJECTIVES

This report provides a holistic overview of Q3 performance focusing on financial and non-financial information, ending March 2023.

DISCUSSION

Overall Performance Summary:

Performance measurement	Q2 summary commentary	Status
Council Plan Action Plan performance	As we move through the year, the number of completed actions has improved since the Q2 report. Notwithstanding this, a comprehensive review of the Council Plan has occurred during Q3, which to date continues to reflect the number of contributing factors, including Council's financial position, the number of Off Track, Deferred and Discontinued Actions which provide for a more accurate reflection of the projected end-of-year position.	22.3% Complete 56.4% In Progress 11.4% Off track / At risk of not delivering 6.9% Deferred 2.5% Discontinued
Capital Works Performance	Majority of programs and projects are on track to be delivered by 30 June 2023.	On track / low risk to deliverability

Performance measurement	Q2 summary commentary	Status
	There is an exception to five projects that are experiencing delays (Right of Way Program, Blackspot Program, Bridge Guardrail Renewal, Harding St Bridge and Heavy Vehicle Replacement). One project (Darebin Creek Bridge) has been marked off track.	
Council Resolutions	There has been a decrease of five Council Resolutions for Q3 in comparison to Q2	62% in progress, 38% completed

Non- financial Performance:

Q3 Council Plan Action Plan Performance Update

The Q3 report is reflective of the current status of the 2022-23 Council Plan Action Plan actions at 31 March 2023.

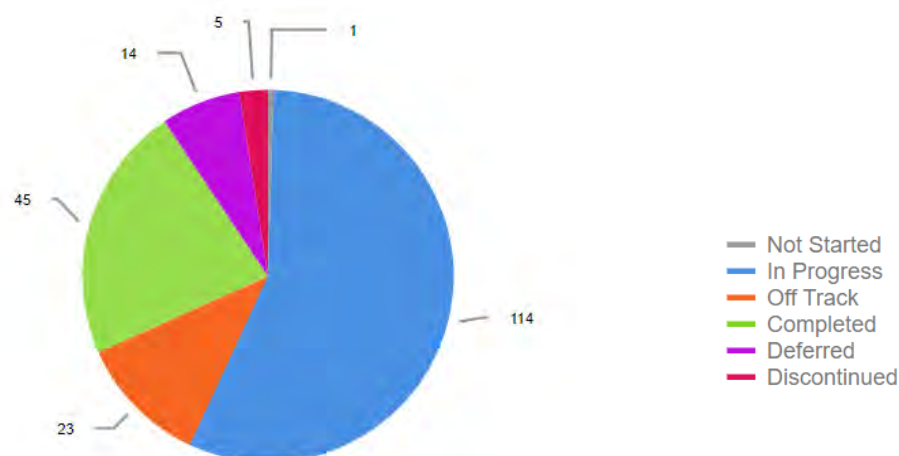
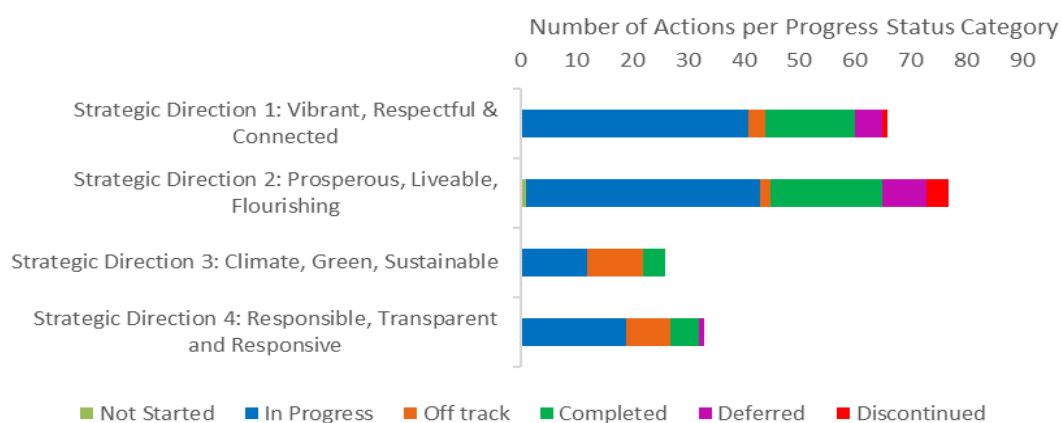
At the third quarter (Q3) end (31 March 2023), 22.3% (45 actions) were completed, 56.4% (114 actions) were in progress, 11.4% (23 actions) were off track, 2.5% (5 actions) were discontinued, 6.9% (14 actions) were deferred, and 0.5% (1 action) had not started.

Overall, the Q3 results indicate that the organisation is progressing well to achieve the majority of the year two actions, however some risk has been identified that may affect deliverability of the full 2022/23 Council Plan Action Plan by end of the financial.

The Q3 Performance Report (**Appendix A**) also identifies a number of actions recommended to be deferred or discontinued, that were subject to the 2023-24 Budget and Planning deliberations, to be considered by Council as part of the adoption of the revised Council Plan and 2023-24 Council Plan Action Plan in June 2023.

Additionally, during the time of preparing the Q3 report (Feb-Apr 23), the Council Plan 2021-25 was being reviewed to accommodate Council's current financial situation, resourcing constraints, and what realistically can be achieved over the next two years.

It should be noted, the 2022-23 Council Plan Action Plan is a year-long plan, and each action will have its own start and finish date within that year. Most actions will take the full 12 months to complete.

Figure one: Q3 yearly action progress for 2022/23 Council Plan Action Plan**Figure two: Break down of the Q3 status of all actions by Strategic Direction**

Q3 2022-23 Health and Wellbeing Actions

Council's Municipal Public Health and Wellbeing Plan (MHPWP) is integrated in the Council Plan 2021-2025. This enables Council to protect, promote and improve the public health and wellbeing of our community through Built, Social, Economic and Natural Environments. Key highlights this quarter include:

- Jika Jika Community Centre and Reservoir Neighbourhood House continued to implement council funded projects to reduce loneliness and improve mental health issues of disadvantaged communities.
- Youth Services continued to run the following programs that aim to address social isolation:
 - Good Game – a weekly social gaming group that aims to provide a safe, welcoming and inclusive environment for young people to build social connections through the medium of gaming.
 - ACCESS - provides a safe space for young people 12 – 25 to catch up, relax, participate in daily activities and programs or seek support from the many support services on site including but not limited to local health services, legal aid and housing support.
- Youth Services continued to run the weekly 'Girls Aloud' program at The Hub, providing a safe space for women to socialise and seek support in a welcoming environment and increase the uptake of women's health services. Council also hosted the annual Molly

Hadfield Social Justice Oration to mark International Women's Day, which aims to raise awareness and take action against gender-based discrimination and violence.

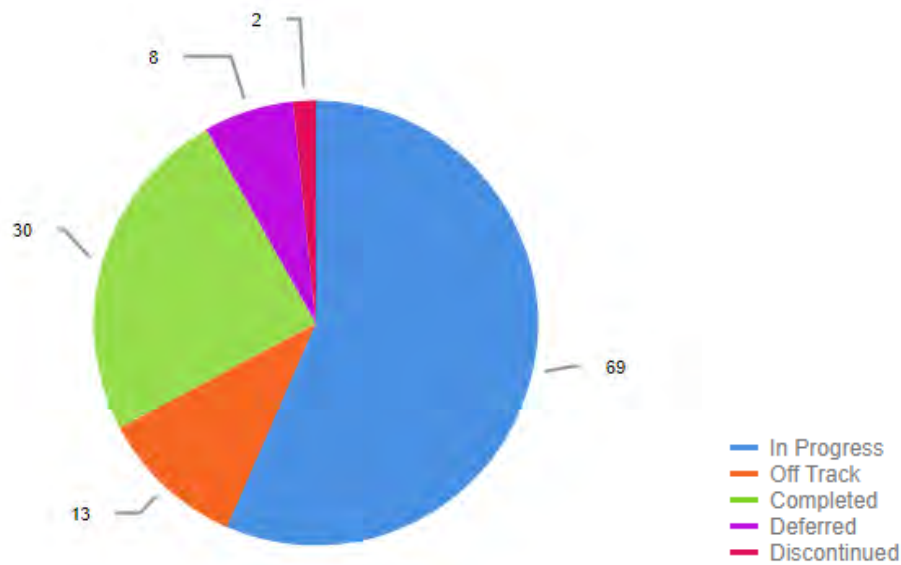
- Council has continued to work collaboratively with the Northern Councils Alliance to advocate for an increased focus on mental health prevention across the region, and funding and services to improve and support mental health and well-being activities.
- A regular Health Kiosk has been established at the East Preston Community Centre. Local residents are able to receive blood pressure checks and receive referrals to community health organisations. Information on Bowel Cancer has been provided to community members through Council newsletter. COVID-19 and Monkeypox vaccination information and clinics have also been promoted to the community.
- The Community Shower Access Program was recently expanded to include the Narrandjeri Stadium in Thornbury. This additional venue has been utilised regularly by people experiencing homelessness. The program continues to be promoted by partners to those experiencing homelessness. Between July - December 2022, a total of 178 visits were recorded.
- In collaboration with Darebin Information Volunteers Resource Services (DIVRS) and Umberto's Restaurant, a community meal was held in February. Umberto's provided a three-course meal for 50 community members.
- Council continues to work with local organisations and community leaders from culturally diverse communities with the current focus on preparedness for emergency recovery efforts such as extreme heat (and cold) as per the Emergency Management Plan.
- Council has funded Darebin Information, Volunteer and Resource Service to deliver programs that support the well-being of residents in public housing, focusing on East Reservoir and East Preston. Council continues to support community organisations to facilitate the delivery of programs and increase access to services.
- The Darebin Assertive Community Outreach (DACO) program continues to be delivered by Merri Outreach Support Services. The service supports people sleeping rough and experiencing homelessness through assertive outreach and providing links to support services. In this quarter, 45 people sleeping rough were referred to DACO for outreach.
- Two health and social impact assessments for packaged liquor outlets applications were undertaken during this quarter.
- Libraries After Dark has continued at both Preston and Reservoir Libraries with a range of free events to activate the spaces, including movie nights, author talks, health and wellness workshops, and Makers Corner craft sessions. The team continues to explore activation opportunities to increase awareness and attendance during these times.
- The Autumn Get Active in Darebin program commenced with 18 different activities at a range of Darebin locations. This free community-based exercise program aims at increasing the physical activity and wellbeing levels of Darebin residents, as well as engaging under-represented groups into physical activity.
- 11,708 people participated in the Winter, 2 Summer 2022-23 and Annual Sports Club Agreements. Of the total number of participants, 519 were all abilities, 245 from Aboriginal and Torres Strait Islander backgrounds, and 3,424 were women and girls. Council is now focused on how best to collect multicultural background participant data.
- 1000 trees were planned for streetscape planting this planting season. 100 of these trees were planned for planting along the High Street shopping precinct area. Trees are prioritised for planting in areas with less canopy cover and where residents are likely to be more vulnerable to heatwaves. Approximately 4000 newly planted street trees are within their first two years of establishment. These trees were pruned and watered to

give the trees the best chance of becoming structurally sound, with healthy and safe canopy coverage.

There are 122 Health and Wellbeing actions in the 2022-23 Council Plan Action Plan. Thirty (24.6%) actions have been completed. Thirteen (10.7%) actions have been identified as ‘off track’. Delay in delivering these actions has been attributed to resourcing challenges to deliver on the projects, and challenges with engaging community members and partner organisations.

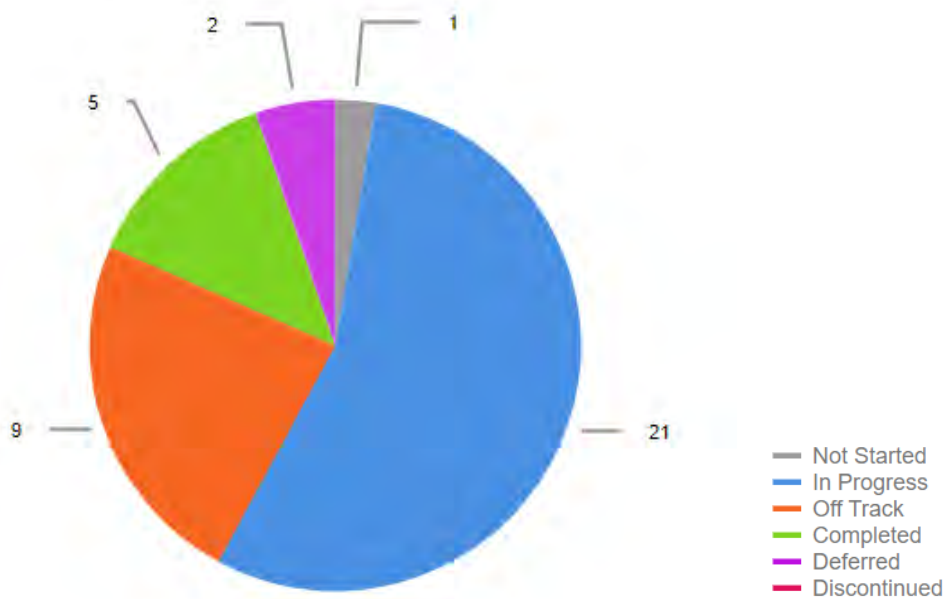
Most of the remaining actions (69, or 56.6%) are in progress. Due to very recent resourcing challenges, it is expected that the progress of the actions may be further impacted during Q4.

Figure three: Progress status of Health & Wellbeing actions



10 Big Actions

Figure Four: Q3 status of actions contributing to the 10 Big Actions



There are total of thirty-eight year two actions that contribute to the achievement of the 10 Big Actions. Of these, twenty-one are ‘In Progress’, nine are ‘Off-Track’, five are ‘Completed’, two are ‘deferred’, and one ‘Not Started’.

Refer to **Appendix A** for more information.

Strategic Direction 1: Vibrant, Respectful and Connected

Strategic direction one is focused on the community and its people. The priority and four-year objectives are centred on improving the lives of the community by celebrating diversity, supporting empowerment, connecting to and preserving local history and providing vibrant and dynamic spaces, amenities and events for all. This strategic direction has eight strategic objectives spanning across four years with 66 actions to be delivered throughout 2022-23.

Figure Five: Q3 progress update on year two actions for Strategic Direction 1

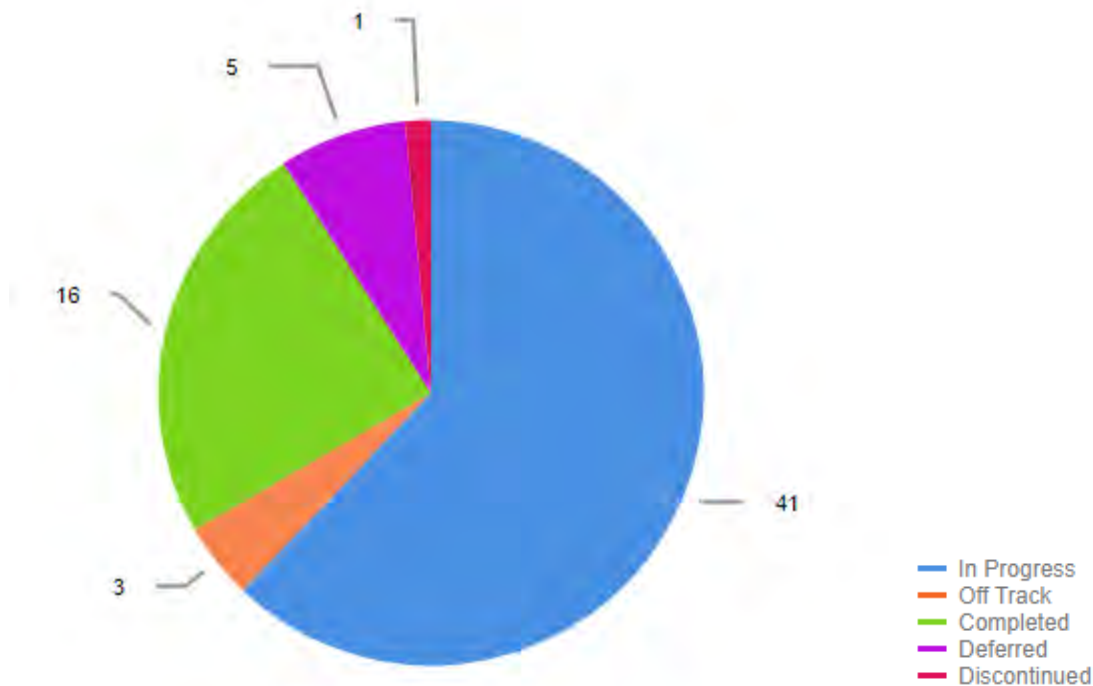


Figure five shows that 62.1% (41) of the year two actions connected to strategic direction one are 'In Progress', 24.2% (16) are 'Completed', 4.5% (3) are 'Off-Track', five (7.6%) are 'deferred', and 1.5% (1) are 'Discontinued'.

Highlights of actions completed this quarter include:

- Development of a project plan to implement programs to support international students living or studying in Darebin
- Completed the registration process for Home Care Packages
- Delivered a Cultural Diversity and Social Cohesion Oration as part of the FUSE Festival
- In Partnership with Multicultural Arts Victoria, delivered a featured event for the Autumn FUSE Festival at Edwardes Lake Park

Strategic Direction 2: Prosperous, Liveable and Flourishing

Strategic direction two is focused on creating infrastructure and spaces for the community to feel safe, respected and welcomed as well as to develop partnerships to support local businesses and community to drive growth and economic sustainability. This strategic direction has 11 strategic objectives, spanning across the four years with 77 actions to be delivered throughout 2022/23.

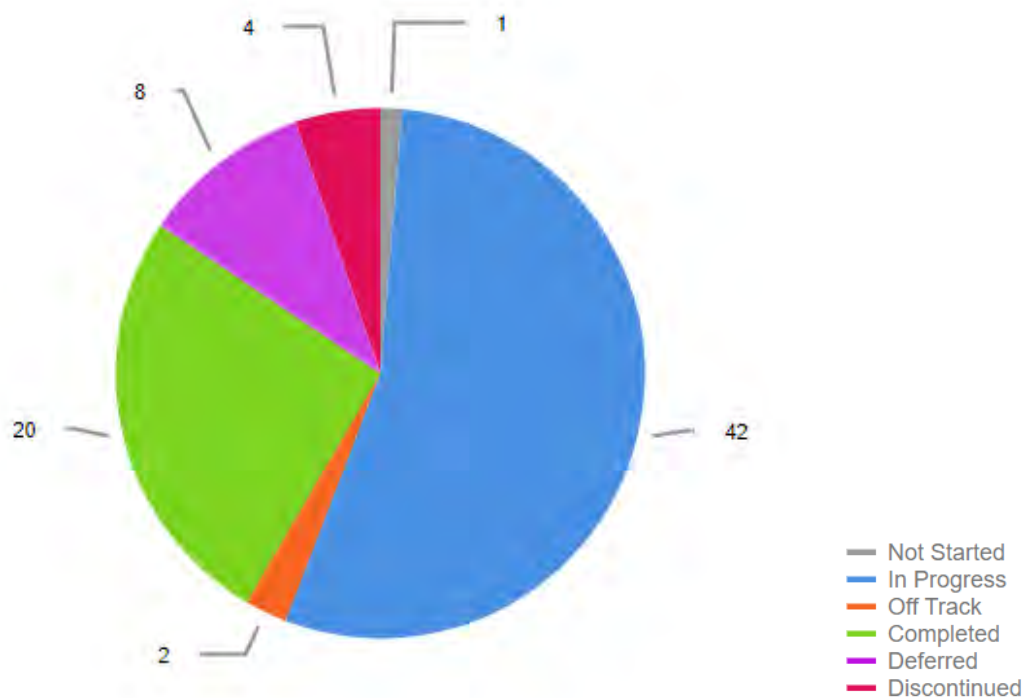
Figure Six: Q3 progress update on year two actions for Strategic Direction 2

Figure six shows that 54.5% (42) of the year two actions connected to strategic direction two are 'In Progress', 26% (20) are 'Completed', 2.6% (2) are 'Off-Track', 1.3% (1) is 'Not Started', 10.4% (8) are 'Deferred' and 5.2% (4) of actions are 'Discontinued'.

Highlights of actions completed this quarter include:

- Partnered with the State Government to deliver a new kindergarten and early years hub at Reservoir East Primary School
- Applied for further area-based speed limit reductions arising from the Your Street, Your Say local area place-making program and other transport investigations
- Delivered two creative projects that reflect Darebin's diverse cultures

Strategic Direction 3: Climate, Green and Sustainable

Strategic Direction three is focused on building and ensuring the community and Council owned infrastructure is resilient to climate change, increasing canopy cover over Council managed land, improving water quality and biodiversity across Darebin, improving air and water by reducing carbon emissions through renewable energy, and reusing waste to stimulate a local circular economy. This strategic direction has five strategic objectives spanning across four years with 26 actions to be delivered throughout 2022/23.

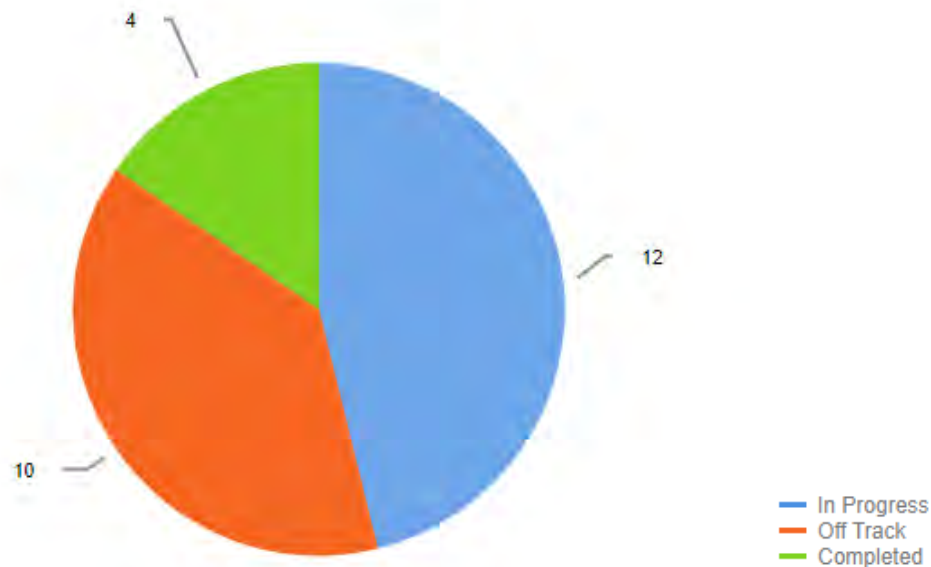
Figure Seven: Q3 progress update on year two actions for Strategic Direction 3

Figure seven shows that 46.2% (12) of the year two actions connected to strategic direction two are 'In Progress', 15.4% (4) are 'Completed' and 38.5% (10) are 'Off-Track'.

Highlights of actions completed this quarter include:

- Review of Council's response to illegal dumping to identify opportunities to improve effectiveness

Strategic Direction 4: Responsible, Transparent and Responsive

Strategic direction four is focused on transparent and accountable decision making, ensuring that the organisation is financially responsible, managing resources effectively to ensure our current and future services meet the needs of our community, as well as planning and supporting our community through change. This strategic direction has five strategic objectives, spanning across four years with 33 actions to delivered throughout 2022/23.

Figure Eight: Q3 progress update on year two actions for Strategic Direction 4

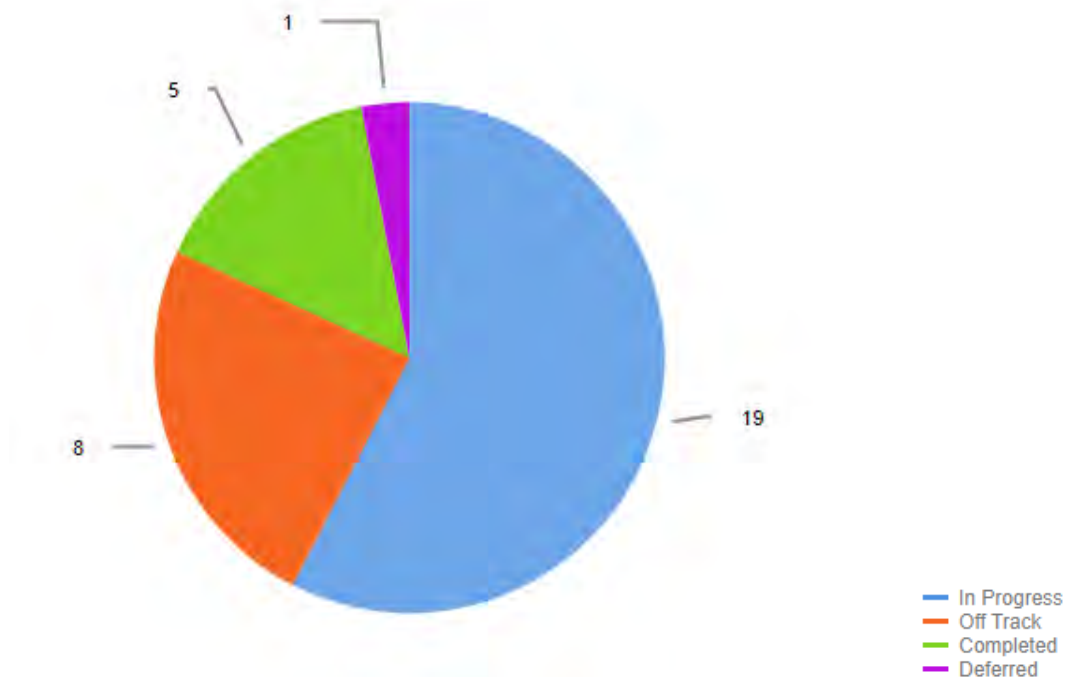


Figure eight shows that 57.6% (19) of the year two actions connected to strategic direction four are 'In Progress', 24.2% (8) are 'Off-Track', 15.2% (5) are 'Completed', and 3% (1) are deferred.

Highlights of actions completed this quarter include:

- Developed a four-year Communications Strategy that ensures strategic planning of effective and reflective communications across our diverse community

Review of Council Plan 2021-25

During Q3, there was a need to undertake a comprehensive review of years 3 and 4 of the Council Plan as part of the 2023-24 Budget and Planning deliberations to accommodate Council's current financial situation, resourcing constraints, and what realistically can be achieved over the next two years.

The proposed approach and outcomes to Strategic Actions in the Revised Council Plan and 2023-24 Council Plan Action Plan was discussed with Councillors at workshops on 19 February, 3 April and 19 April 2023. Based on Councillor feedback, changes were made, and the revised Council Plan and draft 2023-24 Council Plan Action Plan were presented to Councillors and refined on 26 April 2023 and 15 May 2023.

Capital Project Performance

Annual budget for the 2022/23 Capital Works Program is \$66.2m with a Q2 annual forecast capital expenditure of \$62.6m. Year to Date expenditure of 31 March is \$44.9m (\$99K behind Q2 forecast). Project financial performance is detailed in the Q3 Financial Report below and **Appendix B**.

The portfolio consists of 30 programs of works (144 individual projects) and 17 stand-alone projects. As of 31 March, 61 individual projects had reached practical completion, 84 were in progress. Projects are continuously monitored to ensure their ongoing financial and strategic viability.

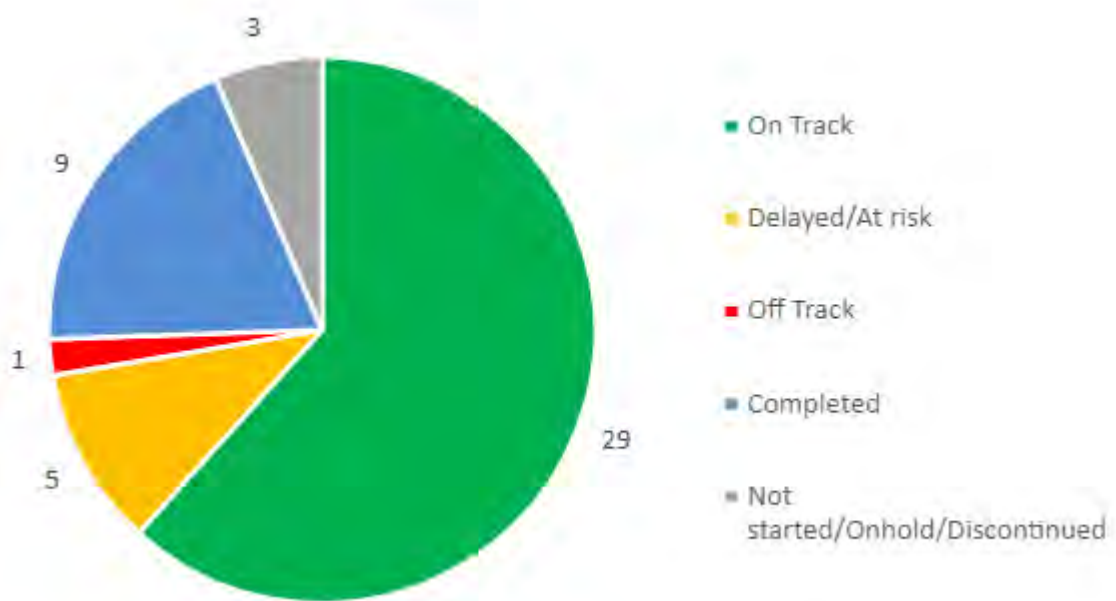
Thirteen individual projects that form part of broader programs of work had been discontinued throughout the financial year and several works had been added to programs to respond to safety/compliance issues and/or community need. The majority of these have not affected the successful delivery of their parent programs. Programs which have been affected are detailed in **Appendix A**.

There are five programs/projects which are experiencing delays for which work will likely carry over into Financial Year 23/24:

- Harding Street Bridge Replacement Design
- Bridge Guardrail Renewal Program
- Vehicular Plant Replacement Heavy Vehicle
- Blackspot Design and Construction Program
- Right of Way Rehabilitation Program

Discontinued, on-hold or not started standalone projects (three in total), are also explained in **Appendix A**.

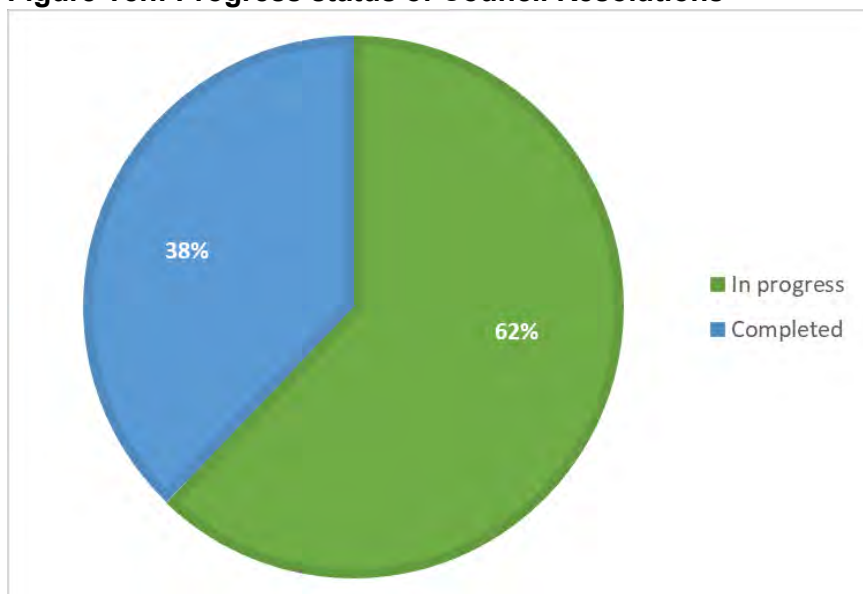
Figure Nine: Status of Programs and Major Projects



Refer to **Appendix A** for more detail on capital works.

Council Resolution update

For Q3, 37 resolutions were made through Council and Planning Committee meetings, 14 (38%) have been completed and 23 (62%) 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.

Figure Ten: Progress status of Council Resolutions

In comparison to Q2, Q3 has decreased by 5 Council Resolutions. The table below provides a comparison table:

Quarter	In Progress	Completed	Total
Q1 (July – Sept 2022)	12 (33%)	24 (67%)	36
Q2 (Oct – Dec 2022)	24 (57%)	18 (43%)	42
Q3 (Jan – March 2023)	23 (62%)	14 (38%)	37

Financial Performance

Overall Performance Summary:

Performance measurement	Q3 summary commentary	Status
Operating Performance	Year-to-date operating surplus of \$39.45m is slightly behind YTD adopted budget of \$42.67m. Main drivers behind the YTD variance represents timing differences attributed to pensioner rebates, user fees & charges and statutory fees and a permanent variance arising in Financial Assistance Grant budgeted in 2022/23 however, receipted in 2021/22. Q2 annual forecast is showing an operating surplus of \$1.02m, \$7.25m less than the budgeted surplus of \$8.26m.	Stable
Capital Performance	Year-to-date capital expenditure of \$44.92m is behind the YTD adopted budget of \$49.53m. Main drivers behind the YTD variance represents timing differences attributed to land, building, plant, machinery and equipment and roads. Q2 annual forecast capital expenditure of \$62.6m is \$3.6m less than the budgeted capital expenditure of \$66.2m.	Stable

Performance measurement	Q3 summary commentary	Status
Financial Performance	Year-to-date cash (\$24.4M) and investment (\$13.7M) balance of \$38.1m is ahead of the YTD adopted budget of \$37.8m. Restricted cash and intended obligation (\$26.9m). YTD net current assets of \$47.1m is ahead of the YTD adopted budget of \$45.2m. Q2 annual forecast financial position shows a cash and investment position of \$48.9m and net current assets of \$22.5m.	Stable

A) Budget performance

1.1 Operating performance

Performance for the first nine months of the financial year is behind the year-to-date budget by \$3.21m and the forecast operating performance for the full 2022-23 financial year is expected to be \$7.62 less than budget.

	YTD Budget \$'000	YTD Actual \$'000	YTD Var \$'000	Adopted Budget \$'000	Annual Forecast \$'000
Operating					
Revenue	183,077	178,443	(4,634)	198,412	194,281
Expenditure	(140,410)	(138,989)	1,421	(190,150)	(193,266)
Surplus (deficit)	42,667	39,454	(3,213)	8,262	1,015
Capital & other					
Revenue / grants	(586)	(1,978)	(1,392)	(743)	(1,118)
Adjusted underlying surplus/(deficit)	42,081	37,476	(4,605)	7,519	(103)

For the nine months ended 31 March 2023, Council has recorded an operating surplus of \$39.45 million, which is \$3.21 million behind the year-to-date budget. After eliminating capital and other items, the adjusted underlying surplus is \$37.47 million, which is \$4.60 million less than the full-year budget.

The forecast operating result for the year ending 30 June 2023 is an operating surplus of \$1.02 million, which is \$7.25 million less than budget. The forecast adjusted underlying deficit is \$0.10 million, which is \$7.62 million less than the budget surplus of \$7.52 million. An underlying surplus 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 year-to-date is unfavourable by \$4.63 million and total expenditure year-to-date is favourable by \$1.42 million. The main items contributing to this unfavourable variance are lower income than budgeted from rates and charges and user fees and Financial Assistance Grant offset by lower expenditure for employee costs and materials and services.

Revenue from Rates and charges are unfavourable due to the timing of the processing of the pensioner and other rebates and lower than anticipated take up of the Solar Saver special charge and the receipt of Financial Assistance Grant in 2021/22 budgeted in 2022/23.

Revenue in Statutory fees and fines are unfavourable due to the timing of raising animal registration and environmental health registration renewals.

1.2 Capital performance

	YTD Budget \$'000	YTD Actual \$'000	YTD Var \$'000	Adopted Budget \$'000	Annual Forecast \$'000
Property	34,991	35,824	(833)	46,655	42,715
Plant & equipment	4,200	2,192	2,008	5,780	5,389
Infrastructure	10,335	6,907	3,428	13,792	14,565
Total capital works	49,526	44,923	4,603	66,227	62,669

For the nine months ended 31 March 2023, Council has expended \$44.92 million on the capital works program, which is \$4.60 million behind of the year-to-date budget. The variance is due mainly to delays in property, plant and equipment and infrastructure works. The forecast capital performance for the year ending 30 June 2023 is expenditure of \$62.67 million, which is \$3.56 million less than budget.

1.3 Financial Position

	YTD Budget \$'000	YTD Actual \$'000	YTD Var \$'000	Adopted Budget \$'000	Annual Forecast \$'000	Audited 2022 \$'000
Cash and investments	37,788	38,101	313	34,879	48,935	58,708
Net current assets	45,243	47,080	1,837	8,381	23,504	24,379
Net assets and total equity	1,527,952	1,693,405	165,453	1,493,831	1,654,970	1,653,954

The FY22 audited closing cash position was \$10M (*refer statement of cash flow – cash & cash equivalents at beginning of Financial Year \$35M - \$45M*) higher than budgeted. Main reasons driving this is as follows:

- Unexpected early receipt of the FY23 Financial Assistance Grant. Received in June 22.
- Timing differences between invoices received for payment and when cash is paid to suppliers, based on payment terms & conditions.
- Timing differences between invoices raised to customers and when cash is received by Council, based on payment terms and conditions.

The financial position as 31 March 2023 shows a cash (\$24.4M) and investment balance (\$13.7M) of \$38.10 million, which is \$0.31 million ahead of budget. The variance is due mainly to timing differences in receipt of rates, fees and charges, payments to employees and suppliers and a higher opening cash and investment position compared with budget.

The cash and investment balance of \$38.10 million was sufficient to meet restricted cash and intended allocation obligations of \$26.91 million at the end of March. 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 \$47.08 million, which is \$1.84 million more than budget, primarily due to higher opening cash position and timing of rate receivables. The net asset position of \$1.69 billion is \$165.45 million more than budget. This is mainly due to the prior year revaluation increment of land and building assets.

The forecast Financial Position as at 30 June 2023 shows a closing cash (\$35M) and investment (\$13.9M) position of \$48.94 million and net current assets of \$23.50 million.

The forecast closing cash balance of \$38.9M represents a net decrease in cash of \$5.87M from the \$44.8M opening cash position. Main reason driving this deficit is the cash required to fund Councils significant capital works investment, exceeding the cash generated through operations and loan funding.

1.4 Financial Sustainability

Below table reflects performance against key indicators that measure Councils financial sustainability. The below results are based on the end of year revised annual forecast.

Indicator	Target	*Annual Forecast
*Net result	More than 0%	0.5%
*Adjusted underlying result	More than 5%	(3.7%)
*Liquidity	More than 1.0	1.5
Unrestricted Cash	More than 80%	82.8%
*Internal financing	More than 100%	28.3%
*Indebtedness	40% or Less	28.6%
Capital replacement ratio	More than 1.5	2.4
Renewal gap ratio	More than 1.0	1.6
*Loans and Borrowings payments	Less than 5%	1.6%
Low Risk	Medium Risk	High Risk

***Net Result:**

Measure of Council ability to make surplus year on year. Continued losses mean reliance on Council's cash reserves or increased debt to maintain services.

***Adjusted underlying result:**

An indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives. Continued losses mean reliance on Council's cash reserves or increased debt to maintain services.

***Liquidity:**

A general measure of the organisation's liquidity and its ability to meet its commitments as and when they fall due. For example, for every \$1 of current liabilities, Council should have at least \$1 in cash to pay.

***Unrestricted Cash:**

A general measure of the organisation's liquidity and its ability to meet its commitments as and when they fall due with *available cash*, free from restrictions. For example, for every \$1 of current liabilities, Council should have at least \$0.80c in available cash (free from restrictions) to pay.

Unrestricted Cash means all cash, cash equivalents and financial assets, within the meaning of the Australian Accounting Standards, other than restricted cash.

Restricted cash means cash, cash equivalents and financial assets, within the meaning of the Australian Accounting Standards, not available for use other than for a purpose for which it is restricted and includes cash to be used to fund capital works expenditure from the previous financial year.

The 2022-23 result includes \$39 million in borrowings and \$13.9 million in financial assets.

***Internal Financing:**

A general measure of how much Council is funding capex from Operational Cashflows. The Q2 Forecast result reflects the significant capital works program in the current 2022-23 year and therefore reliance on Council's cash reserves and increased debt to maintain services.

***Indebtedness:**

A general measure of Council ability to repay its debts. Measure used to ensure the level of interest-bearing loans and borrowings is appropriate to the size and nature of Council's activities. Higher debt levels mean higher repayments that in turn reduce available cash to deliver core services to the community.

***Capital Replacement:**

A general measure of the condition of Council assets compared to the rate of depreciation (an indication of the decline in value of its existing capital assets). A result greater than 1.5 indicates Council is replacing its existing assets at a faster rate than depreciation, while a result less than 1.5 means its assets are deteriorating faster than they are being replaced and future capital expenditure will be required to replace assets.

***Renewal gap:**

Indicates the extent of Council's renewal and upgrade of assets against its depreciation charge (an indication of the decline in value of its existing capital assets). A result greater than 1 indicates Council is maintaining its existing assets, while a result less than 1 means its assets are deteriorating faster than they are being renewed and future capital expenditure will be required to renew assets.

***Loans and Borrowing payments:**

Results are calculated through reviewing loans and borrowings repayments (Principle & Interest) as a percentage of rate revenue. Measure used to ensure the level of interest bearing loans and borrowings is appropriate to the size and nature of Council's activities. Higher debt levels mean higher repayments that in turn reduce available cash to deliver core services to the community.

B) Procurement

Council's Social and Sustainable Procurement Policy Principles continue to drive:

- Value for money is more than price paid.
- More opportunities for the local business community, in particular social enterprises, to increase their capacity and capability to become suppliers to Council.
- Increased opportunities for local businesses and social enterprises to create capacity for local job seekers, especially those who are marginalised, disadvantaged and under-represented in the work force.
- Working to reduce our negative impact on the environment, support our climate emergency goals and move towards our aim of carbon neutral through purchasing behaviours.
- Lead procurement governance practices of integrity, probity and accountability while building organisational capability and expertise.
- Achieving equity, inclusion and diversity outcomes.

Social & Sustainable results to date

The following table below provides information of supplier and contract activities for Q3 period January to March 2023, which address our S&SP policy objectives in delivering local, social and sustainable benefits.

1. Local Economy

Supplier payments – local businesses identified by postcode within Darebin (includes contract and adhoc purchases)							
March Results:							
Supplier payments	No of transacted suppliers	\$Total aggregated payments	Transacted suppliers locally	Payment\$ locally	% \$locally	YTD \$Local Aggrgated	Annual FY2021/22 \$Local KPI
Payment to suppliers (excludes statutory payments)	1232	\$30,010,449	292	\$2,669,565	9%	11%	13%
Expenditure will continue to be monitored. Practices continue to support the sourcing and inviting of local suppliers for quotations and tenders.							
Contracts awarded by Category – formal contracts ranging from one to five year term.							
March Results:							
Awarded by Category	No of contracts awarded	\$Total aggregated contract sum	Awarded locally	Contract sum awarded locally	% \$awarded locally	YTD \$Local Aggrgated	Annual FY2021/22 \$Local KPI
Works	1	\$255,302	-	-	-	45%	34%
Services	12	\$18,400,681	-	-	-	28%	32%
Consultancy	4	\$661,595	-	-	-	8%	0%
Goods (Asset)	4	\$240,570	-	-	-	0%	14%
Total	21	\$19,558,148	-	-	-	30%	32%
Current aggregated year to date will continue to move due to timing of retiring, new or renewal of capital and operational needs. Local businesses may not always be able to fulfill our requirements thus needing to source outside of Darebin. The consequences are less funds going back into the community. Social objectives is a mandatory 25% weighted criteria priority and continue to be promoted in improving local economy and achieving social objectives. The procurement team continues to educate staff, local business registraion so our sourcing activities includes targeting local businesses.							

2. Social Opportunities –resulting from contracting

S&SP Objective March 2023 Results	Awarded that identify supporting people	Contract total value	Aligned benefits (% or actual no).	YTD Aggregate	Annual FY2021/22 KPI
Indigenous & Torres Strait staff	5	\$12.9M	<ul style="list-style-type: none"> Employing indigenous staff range from 14-18 staff Stormwater contractor employ 2% - 10% indigenous workforce 	19	49
Disadvantaged & local apprentices or trainees	8	\$13.4m	<ul style="list-style-type: none"> Stormwater contractors and Vehicle Tracking provider employs 2% - 10% disadvantaged and CALD workforce Clublinks employing 11 disadvantaged persons 	24	73
Evidence of Local (15-25yo) Young 10% dividend	7	\$1.0m	<ul style="list-style-type: none"> Employing 6 young local students and trainees with age bracket, living locally or from wider communities. 	24	21
Gender Equity	18	\$16.3m	<ul style="list-style-type: none"> Evidence of Gender policies Employing gender diverse ranging from 13%- 51% of total workforce. 	34	69
Social or Charitable Enterprises engaged through contracting	6	\$4.01m	<ul style="list-style-type: none"> Brotherhood of St Laurence, Motivation Foundation and charitable organisations. Partnerships with NOVA/Marist180 and Yalari partner 	23	42

Our Social procurement ensures that purchasing decisions always include equity, inclusion and diversity that will collectively achieve a more holistic community result, delivering maximum value for our community. Results continue to move as tendering dependencies are driven by new or renewing procurement events.

Mandatory selection criteria and overall weighting of 25% is applied to:

- Local businesses at 5%
- Social at 5%;
- Sustainability at 5%; and
- Remaining 10% aligned to either category according to the procurement type or activity.

3. Sustainability

S&SP Objective March 2023 Results	No. contracts awarded that address environmental sustainable procurement	YTD Aggregated	Annual 2021/22 FY KPI
Environmental policies and initiatives in reducing environmental impacts	13	40	88
Environmental Management System	18	41	71

CONSIDERATION OF LOCAL GOVERNMENT ACT (2020) PRINCIPLES

Financial Management

Council's legislated obligations are articulated through the Financial Management Principles in the *Local Government Act 2020*. These principles require the prudent monitoring and management of financial risks, giving regards to economic circumstances.

The following are the Financial Management principles of the *Local Government Act 2020* –

- revenue, expenses, assets, liabilities, investments and financial transactions must be managed in accordance with a Council's financial policies and strategic plans;
- financial risks must be monitored and managed prudently having regard to economic circumstances;
- financial policies and strategic plans, including the Revenue and Rating Plan, must seek to provide stability and predictability in the financial impact on the municipal community;
- accounts and records that explain the financial operations and financial position of the Council must be kept.

For the purposes of the financial management principles, **financial risk** includes any risk relating to the following:

- the financial viability of the Council;
- the management of current and future liabilities of the Council;
- the beneficial enterprises of the Council.

Community Engagement

The preparation of the 2022/23 Quarter 3 Council Plan Action Plan Performance Report and Quarter Three Financial Report – 9 months ended 31 March 2023 was supported by and involved detailed discussions with all senior leaders, project managers and relevant responsible officers.

Overarching Governance Principles and Supporting Principles

- (i) the transparency of Council decisions, actions and information is to be ensured.
- (g) the ongoing financial viability of the Council is to be ensured;

Public Transparency Principles

- (b) Council information must be publicly available unless (i) the information is confidential by virtue of this Act or any other Act; or (ii) public availability of the information would be contrary to the public interest;

Strategic Planning Principles

- (e) strategic planning must provide for ongoing monitoring of progress and regular reviews to identify and address changing circumstances;

Service Performance Principles

- (d) a Council should seek to continuously improve service delivery to the municipal community in response to performance monitoring;

COUNCIL POLICY CONSIDERATIONS

Environmental Sustainability Considerations (including Climate Emergency)

Procurement activities detail specific factors considered in all purchasing decisions including re-usable, recycled, low and energy efficient initiatives and climate emergency objectives in reducing CO2 emissions. The Q3 period of the 2022/23FY has resulted in over 40 contracts which address Councils sustainable objectives by suppliers evidencing their policies, initiatives and systems.

Supplier have demonstrated initiatives and outcomes which actively reduce the reliance of fossil fuels, promote and market recycled materials, use of 100% recycled post consumers and FSC accredited paper products, and adhere to Darebin Council's Sustainable Design (ESD) policy.

Equity, Inclusion, Wellbeing and Human Rights Considerations:

The 2022/23 Council Plan Action Plan applies a number of Equity, Inclusion, Wellbeing and Human Rights Considerations.

In line with Darebin's Social and Sustainable Procurement policy, procurement evaluation criteria give weighting to social initiatives and practices. Tenderers are assessed in how their business activities demonstrated a commitment to addressing disadvantaged and improving equity to deliver social value and positive social outcomes, including a commitment to employment of youth and Aboriginal people. The Q3 period of the 2022/23FY has resulted in up to 34 contracts awarded that employ indigenous staff or sub-contractors, young local youth students and trainees living locally and gender equity policies with a high percentage of gender diverse workforce.

Economic Development and Cultural Considerations

The 2022/23 Council Plan Action Plan applies a number of Economic Development and Cultural Considerations.

Evaluation criteria incorporated into procurement activities gave weight to Darebin based businesses. In addition, businesses that could demonstrate a local economic contribution through regular purchasing from local traders or the employment of local people were viewed favourably in line with evaluation criteria. Tendering activities includes a strong focus on employing local people, Aboriginal and/or Torres Strait Islander peoples, people from a CALD background, young people, those experiencing disadvantage and people with a disability whilst keeping a gender inclusive lens.

The Q3 period of the 2022/23FY results indicate awarded contracts will deliver long term economic benefits for the local community, and the actual aggregated payments to date continue to increase.

Operational Impacts

- Operational impacts are considered in delivering the Q3 Performance Report and 2022/23 Annual Budget.
- Operational impacts are considered in delivering the 2022/23 procurement activities.
- Operational impacts are considered in delivering the 2022/23 Annual Budget.

Legal and Risk Implications

There are no known legal and / or risk implications from this report. Financial performance will continue to be monitored regularly to ensure financial sustainability and to enable management of emerging risks over time as needed.

The reporting of Q3 financial results fulfils Council's legislative obligations in accordance with the principles of the *Local Government Act 2020* and its accountability to the community.



IMPLEMENTATION ACTIONS

2022/23 Council Plan Action Plan Progress Report and Quarter Three Financial Report – 9 months ended 31 March 2023 will be accessible to the community via the Darebin website, and social media.

RELATED DOCUMENTS

- 2041 Darebin Community Vision
- 2021-25 Council Plan (incorporating Municipal Health and Wellbeing Plan)
- 2022/23 Council Plan Action Plan
- 2022/23 Annual Budget
- Financial Plan 2021 to 2031
- *Local Government Act 2020*
- Social and Sustainability Procurement Policy December 2021
- 10-year Capital Works Plan 2020/21 – 2029/30

Attachments

- Q3 2022-23 Performance Report (**Appendix A**) [↓](#) 
- Financial report appendix 9 months ended 31 March 2023 (**Appendix B**) [↓](#) 

DISCLOSURE OF INTEREST

Section 130 of the *Local Government Act 2020* requires members of Council staff and persons engaged under contract to provide advice to Council to disclose any conflicts of interest in a matter to which the advice relates.

The Officer reviewing this report, having made enquiries with relevant members of staff, reports that no disclosable interests have been raised in relation to this report.



COUNCIL PLAN ACTION PLAN 2022-2023

PROGRESS REPORT Q3

the place
to live



INTRODUCTION

Welcome

Guiding the way Council delivers its services and plans for the future is the 2021–25 Council Plan. 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 and social media.

Council has committed to four directions that will guide our actions and resources over the next four years:

1. Vibrant, Respectful and Connected – making sure our community is one where all our people are valued, and no one is left behind
2. Prosperous, Liveable and Flourishing – building on Darebin’s strengths in relation to business, services and industry, and creating a city where all services and facilities to support a balanced, healthy life are easily accessible to our residents
3. Climate, Green and Sustainable – ensuring Darebin is a leader in responding to the climate emergency, and our natural environment is protected and enhanced
4. Responsible, Transparent and Responsive – recognising we are here to serve our community, in all its diversity, and that we govern transparently and accountably.

For more detail on the Council Plan, go to www.darebin.vic.gov.au/About-Council/Council-structure-and-performance/Council-plan

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.

We invite you to read on to see what we’ve done to implement the Council Plan in the third quarter of the 2022-23 financial year.

INTRODUCTION

How to Read This Report

This document outlines our progress in completing the Council Plan Action Plan 2022-23.

There are four sections to this report:

The first section provides an overview of the 10 Big Action themes, specific links to the individual actions and an aggregated percentage of the progress completed to achieve the big action theme.

Section two provides the quarter three action commentary and progress status for the 202 actions from the 2022-23 Council Plan Action Plan. The actions are arranged by Council Plan strategic direction/objective and have commentary that outlines the progress against of that action as at 31 March 2023.

Section three is the Capital Works Portfolio Status Report for Quarter Three which provides the status and progress of all programs and major projects.

Section four is the status of Council Resolutions report which provides a summary of the organisation's progress in implementing Council's decisions for the 2022-23 financial year.

Darebin at a Glance

The City of Darebin is located between five and fifteen kilometres north of Melbourne's central business district.

It has been home to the Wurundjeri people for many thousands of years.

Our city covers 53 square kilometres of land stretching from the inner northern suburbs of Northcote and Fairfield to Reservoir and Bundoora.

In 2021, our city's estimated population was 150,335 people, and this is forecast to increase to 215,360 by 2041.

We are home to one of Victoria's largest and most diverse communities in the realms of culture, language, religion, socioeconomic background, employment status, occupation and housing need. In 2021, 46,688 of our residents were born overseas; 18 per cent had arrived in Australia in the five years prior.

We have a diverse mix of properties – with 68,081 residential properties, 4,661 business properties and 531 mixed-use properties. Our largest industries are education and training, retail, manufacturing, health care and social assistance.

As a Council, we are responsible for a large part of our city's infrastructure and natural habitat. We own, manage or maintain 333 buildings, 790 hectares of open space, 27 sports reserves, seven natural reserves, 57 playing fields/sports grounds, 130 playgrounds, 29 wetlands, 84,300 trees, 530 km of roads, 30 km of shared paths, 1,045 km of sealed footpaths, 66 road and foot bridges, 628 km of stormwater pipes, 23,194 stormwater pits, and 30 gross pollutant traps (structures that trap solid waste such as litter).

While our city's social and economic prosperity is changing, with more of our residents earning higher incomes, we still have many of our residents experiencing disadvantage.

The Socio-Economic Index for Areas (SEIFA) score ranks areas based on indicators that contribute to disadvantage (including unemployment and income). In 2016, Darebin's SEIFA disadvantage score was 1,004, lower than Greater Melbourne at 1018, and Victoria at 1,010. This indicates Darebin is still relatively disadvantaged, compared to Greater Melbourne and Victoria.

In September 2022, our unemployment rate was 4.4 per cent. This is higher than Greater Melbourne (4.2 per cent), and significantly higher than Victoria overall (3.9 per cent).

10 BIG ACTIONS

Big Action Number	Council Plan Strategic Action Numbers	Big Action Description	Collective Action Progress Towards Year-One Goals:
BA1	2-11 2-26	Build Infrastructure for the future by developing Northcote Aquatic and Recreation Centre, redeveloping BT Connor Pavilion in Reservoir, and building Darebin Intercultural Centre in Preston.	In progress (90%) <i>across two year-two actions</i>
BA2	2-2 2-3 2-6	Plan infrastructure for decades to come by redeveloping Reservoir Leisure Centre, activating Edwardes Lake Boat House in Reservoir, building new kindergarten facilities, and undertaking a feasibility study for a Global Learning Hub in Preston.	In progress (57%) <i>across six year-two actions, of which one has been deferred</i>
BA3	2-16 3-1 3-2 3-19 3-24	Continue to lead with our response to the climate emergency by updating our Climate Emergency Plan to set out how to best achieve zero greenhouse gas emissions for Darebin by 2030, offering solar installations and energy retrofits to pensioners and vulnerable communities, delivering new business and community power purchase partnerships, supporting a shift to a circular economy and programs aimed to improve safety for people cycling, walking and wheeling, increasing active travel which will also reduce transport emissions.	In progress (63%) <i>across 10 year-two actions out of which 6 actions are off-track</i>
BA4	1-32	Deepen our commitment to truth and justice for First Nations communities in partnership with the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation and Aboriginal and Torres Strait islander peoples who live and work in Darebin.	Off-Track (20%) <i>across one year-two actions</i>
BA5	1-22 1-24 2-44 2-47	Support vulnerable members of our community by providing support with COVID-19 recovery, expanding our Homelessness Assertive Outreach program, and supporting community-led programs in East Reservoir and East Preston, to achieve greater physical and mental health, and wellbeing for all.	In progress (64%) <i>across four year-two actions, off which one is off-track</i>

10 BIG ACTIONS



Big Action Number	Council Plan Strategic Action Numbers	Big Action Description	Collective Action Progress Towards Year-One Goals:
BA6	2-59	Champion local business and creative industries by providing support with COVID-19 recovery, facilitating the establishment of a Darebin Chamber of Commerce, and improving the lighting and safety of our retail precincts and business activity centres.	Off track (30%) <i>across one year-two actions, deferred</i>
BA7	1-9 1-13 1-44	Build a more inclusive community for all by supporting Darebin's multicultural communities, reducing racism and discrimination, increasing access to our Council's services and sporting assets by groups who are under-represented, developing our Disability Action Plan, to improve access for all to our services and infrastructure, and achieving Rainbow Tick accreditation (best practice in LBTQIA+ inclusion) for our services and activities.	In progress (69%) <i>across five year-two actions, one off-track</i>
BA8	2-37 4-18 4-19	Improve the quality of development and work to protect all that we love about Darebin by pursuing protections for Preston Market, conducting a Planning Scheme review informed by in-depth community consultation, and reviewing to amend our Parking Permit Policy.	In progress (72%) <i>across five year-two actions</i>
BA9	3-7	Protect our natural environment and biodiversity by significantly improving water quality in Edwardes Lake, increasing tree canopy coverage in our parks, residential areas and retail precincts, and enhancing understorey planting.	In progress (70%) <i>across one year-two actions</i>
BA10	1-19 2-6	Expand our delivery of quality universal services across the lifespan by providing more three-year old kindergarten places, continuing to deliver our flagship Age Friendly Darebin Project, expanding aged care direct services, and registering to become a home care package provider.	In progress (79%) <i>across seven year-two actions</i>






Council Plan







1.0: Vibrant, Respectful and Connected







1.1: We will develop partnerships with organisations from across our city, to value and include Aboriginal and Torres Strait Islander peoples and people from multicultural and diverse backgrounds







H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[1-1] Develop a partnership with Multicultural Arts Victoria to deliver artistic opportunities for Darebin's communities	Develop and deliver a Darebin Creative Licencee Programming Forum to support new creative collaborations with organisations in residence across our arts centres	Joint programming forums with Multicultural Arts Victoria (MAV) have continued this quarter. Collaborative projects such as "Out of the Park Picnic" have been delivered and a number of other projects are in development for 2023. Creative licences continue at Darebin Arts Centre with national music organisation Speak Percussion in residence, Arts Access Victoria continue to locate the Nebula project in residence at Bundoora Homestead Arts Centre.		In Progress
	[1-2] Support and promote a significant increase in participation in Darebin's sports clubs, in particular, for Aboriginal and Torres Strait Islander peoples, women, girls, people of all abilities, and multicultural and diverse communities	Collect diversity of participation data from sports clubs and associations that access Council facilities, and collaborate with these users to increase participation of diverse groups	There were 11,708 participants in total for Winter 2022, Summer 2022-23 and Annual Sports Club Agreements. Addressing participant diversity: 519 are all abilities, 245 from Aboriginal and Torres Strait Islander backgrounds, and 3,424 are women and girls. Council is now focused on how best to collect multicultural background participant data. 2023 Winter data will be updated for the Q4 reporting period.		In Progress
		Apply an Equity Impact Assessment to all sporting infrastructure projects in the 2022/23 Capital Works Plan	Equity Impact Assessments have been completed for all projects currently underway. An assessment will be completed for the John Hall Reserve Pavilion Design Project.		In Progress





 Not Started
  Completed
  In Progress
  Deferred
  Off Track
  Discontinued




H&W	Strategic Action	Action	Comments	Status	Status Explanation
		Through the review of the Outdoor Sporting Infrastructure Framework, review sportsfield lighting priorities and apply a gender equity lens to support gender inclusive infrastructure priorities	The Outdoor Sports Infrastructure Framework Review has progressed and will be considered by Council in mid 2023.		In Progress
		Through the review of the 10 year Capital Works Program, undertake an equity impact assessment and review aligned to the 10 year Asset Plan, Gender Equality Action Plan, Outdoor Sporting Infrastructure Framework and Toward Equality Framework	Work has commenced on an equity review of Council's investment in its 10-year capital works program with an emphasis on addressing disadvantage where all other things (asset condition, user demand, available grant funding etc) are equal.		In Progress
		Investigate and prioritise short term actions available to address gender equity in outdoor sporting infrastructure changing facilities	The design processes for both John Hall Pavilion and KP Hardiman Pavilion are progressing focus on gender inclusion. The Outdoor Sports Infrastructure Framework review increased the gender inclusion lens when determining the priority of sporting infrastructure works. Council is rolling out the State Government's Fair Access Policy Roadmap which also supports gender inclusion.		In Progress
	[1-3] Encourage and reward sporting and leisure groups/sporting teams that use Council's recreation spaces, by reducing user fees to those that demonstrate inclusion for Aboriginal and Torres Strait Island peoples, women, girls, people of all abilities, and multicultural and diverse communities	Implement a new Sports Club Performance Subsidy Program that incentivises and rewards club development and inclusion initiatives for Aboriginal and Torres Strait Islander peoples, women, girls, people of all abilities, multicultural and diverse communities	The review of the performance subsidy program and current approaches is underway. Recommendations will be presented to Council for consideration in 2023.		In Progress

 Not Started
  Completed
  In Progress
  Deferred
  Off Track
  Discontinued

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[1-4] Develop a memorandum of understanding with Aboriginal Housing Victoria (AHV)	Implement the Memorandum of Understanding and associated action plan with Aboriginal Housing Victoria	The Memorandum of Understanding (MOU) with Aboriginal Housing Victoria (AHV) continues to be delivered through the action plan. A forum was held in on 1 March at Dardi Munwurro to provide AHV renters information about Council services as well as other local agencies.		In Progress
	[1-5] Work with the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation to progress “decolonising” Bundoora Park, including the farm and homestead	Implement and continue to identify initiatives to decolonise Bundoora Park, in partnership with the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation	De-colonising initiatives at Bundoora Park continue to be delivered including utilising the advice from the Wurundjeri NARRUP Rangers who work alongside Council staff in the park management. A launch of the Bundoora Park Truth telling displays is being led by consultation with Traditional Owners. The work to progress the decolonisation of Bundoora Park is ongoing.		In Progress
	[1-6] Develop partnerships with local Aboriginal community-controlled organisations to enhance our work towards mutual goals	Continue to work with, support and strengthen partnerships with local Aboriginal community-controlled organisations and local Aboriginal services.	Consultation with local Aboriginal Community Controlled Organisations (ACCO) has focused on developing criteria for grants. This work has included the with the following organisations Dardi Munwurro, Victorian Aboriginal Health Service, Ngwala, Link-Up Vic/ Victorian Aboriginal Child Care Agency (VACCA), Margaret Tucker Hostel, William T Onus, Aboriginal Advancement League, Elizabeth Hoffman House in the municipality. A number of ACCO located in Preston have also been involved in discussions to identify potential partnership opportunities with Council.		In Progress







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H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[1-7] Work with the Darebin Aboriginal Advisory Committee (DAAC), the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation, and local Aboriginal organisations, to respond meaningfully and comprehensively to the six key requests of DAAC's Our Black Lives Matter statement to Council	Implement responses to the six key requests of Darebin Aboriginal Advisory Committee's Our Black Lives Matter statement to Council through the implementation of the Aboriginal Action Plan 2022-2025	The 'Our Black Lives Matter' Statement has been integrated into the draft Aboriginal Action Plan as key priorities. This approach has been endorsed by the Darebin Aboriginal Advisory Committee. The draft Aboriginal Action Plan is expected to commence community engagement in 2023.		In Progress
	[1-8] Partner with Bowel Cancer Screening, Cancer Council Victoria and local community organisations to increase awareness of bowel cancer and improve community understanding, including for Aboriginal and culturally and linguistically diverse communities, of the benefits of screening, with a particular focus on underrepresented groups undertaking bowel cancer screening	Identify local partners and support the delivery of two initiatives to increase awareness of bowel cancer with a particular focus on underrepresented groups undertaking bowel cancer screening, and improve community understanding of the benefits of screening	No action was undertaken this quarter. Additional community education sessions to increase awareness are planned to be delivered in mid 2023 with key community groups.		In Progress







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1.2: We will help to build an inclusive and empowered community, where social cohesion and community harmony are fostered









H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[1-9] Develop the Disability Action Plan to improve access to services and infrastructure for our residents and visitors	Implement actions outlined in the 2021-2026 Disability Action Plan	Work has been undertaken to develop the Disability Action Plan. This will be completed in 2023 which will enable implementation to commence. Other activities related to this action include 'Writeability' has continued to be run in partnership with Writers Victoria and Preston Library. Following consultation with the Darebin Disability Advisory Committee a design has been developed for the disability pride mural.		In Progress
	[1-10] Develop programs to support international students living in Darebin	Develop a project plan to implement programs to support international students living or studying in Darebin	The project plan has been developed with an initial focus on a dedicated webpage for international students in Darebin that includes information on Council support services. The focus of the project will be to explore opportunities to collaborate on activities, events and provide support for international students in partnership with local educational institutions. It also seeks to find opportunities for international students to engage in Council services and activities. This work will continue as part of business as usual activities.		Completed
	[1-11] Develop a program to support middle years students (later primary school, and early secondary school-aged) from Darebin schools to connect with each other, and take action on systemic racism issues together, to support student voices	Pilot and deliver a school program to support middle years students (later primary school, and early secondary school-aged) from Darebin schools to connect with each other, and act on systemic racism issues together, to support student voices.	Eight schools have confirmed that they will participate in the grade 6 anti-racism workshops scheduled for May. As part of the preparation, some of the schools have agreed to distribute additional materials to students.		In Progress

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  Off Track
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H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[1-12] Develop a Cultural Diversity Action Plan to significantly improve access to services and infrastructure for multicultural communities	Using audit data, draft a Cultural Diversity Action Plan, including an implementation plan to increase access of culturally and linguistically diverse communities to Council venues, and encourage participation in Council services.	Data collection and mapping of existing services and infrastructure continues through the Welcoming Cities Accreditation. This work will support and inform a draft Cultural Diversity Action Plan. This project has been deferred and will be considered as part of 2023/24 budget deliberations.		Deferred







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1.3: We will embrace diversity and ensure everyone is included in our society, and no one is left behind - by combating discrimination, and championing equity, inclusivity and diversity

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[1-13] Work towards the Rainbow Tick accreditation (best practice in LGBTQIA+ inclusion) for Council's services and activities	Implement the Rainbow Tick accreditation project plan and commence accreditation for services identified as pilot sites	The Rainbow Tick accreditation project plan has commenced implementation with staff from identified sites. Work continues on evidence gathering of policies and procedures, initiatives and programs to contribute the Standards for accreditation in 2024.		In Progress
	[1-14] Offer co-working spaces at our arts centres in Darebin	Deliver licenced spaces, artist residences and flexible co-working spaces at our arts centres.	Council hosts two licencees in Arts Precincts venues providing co-working spaces and artist support. Municipal Association of Victoria (MAV) is currently also being supported with some co-working space at Darebin Arts Centre while occupancy issues are being worked through at Northcote Town Hall Arts Centre. Thirteen projects have been supported in the development program in the year to date, supporting a number of local artists and companies to develop new works.		Completed
	[1-15] Support social enterprises that wish to work in our city, and with our Council - one per year	Support the development of at least one social enterprise in Darebin	Filming of a documentary video profiling nine social enterprises is now complete. A screening event is scheduled for May. This will also be a networking event for a Darebin social enterprise.		In Progress
	[1-16] Provide financial and in-kind support to neighbourhood houses that bring our diverse people together	With neighbourhood houses, design an approach to provide funding and in-kind support in line with the partnership agreements	All funding agreements with Neighbourhood Houses within the Darebin Network have been aligned to the Council Plan. Outcomes will be reported in relevant Council Plan actions.		Completed







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H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[1-17] Launch Council's new website, with improved access functionality for people from diverse communities	Introduce user accounts for households to provide full overview on service interactions with Council, with the benefit of translations and accessibility features.	Investigation has concluded that it is not possible to introduce accounts for households with current system capabilities. This action has been incorporated into the drafting of the IT Strategy. Alternative action has been taken to improve functionality, accessibility and self service, aligned to the strategic action of the Council Plan. We have expanded self serve options for customers through a range of e-services as well as more than 50 online forms across all service areas. This action was discontinued in Q1 2022/23.		Discontinued
		Deliver improved functionality to enable end to end service delivery through the website for high volume service transactions	Project has been completed and has delivered improved functionality allowing customers to self serve a range of requests, as well as automated translations for non-English speaking members of the community.		Completed
	[1-18] Develop a Sexuality, Sex and Gender Diversity Action Plan to support the inclusion, rights and wellbeing of LGBTIQ+ communities and work to combat homophobia, biphobia and transphobia	Develop and commence implementation of a Sexuality, Sex and Gender Diversity Action Plan, to support the inclusion, rights and wellbeing of LGBTIQ+ communities and work to combat homophobia, biphobia and transphobia	This work is supported by the Rainbow Tick Accreditation. Next in the development phase of the action plan will be internal and external consultation. This project has been deferred and will be considered as part of 2023/24 budget deliberations.		Deferred







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1.4: We will increase social connection to reduce isolation and loneliness, and support positive mental health



H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[1-19] Deliver Age Friendly Darebin, expand aged care direct services, and register Council to become a home care package provider	Complete the registration process for Home Care Packages	Registration approved 14/03/23		Completed
		Complete project to ready Council services for the Support at Home Program	Council registered as an aged care provider. Participation in all relevant forums continued including with Commonwealth government, Australian Association of Consultant Pharmacy (AACPA), MAV and Ministerial forums regarding the Reforms. Carefinder contract executed. Preparation for aged care reforms continued.		In Progress
		Review and implement the Age Friendly Darebin Plan year three actions and develop the year four action plan	A draft three-year plan has been drafted for review.		In Progress







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H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[1-20] Facilitate and support volunteer opportunities with Council across our diverse communities, to strengthen community connection and skills development	Implement the Four Year Volunteer Program to facilitate an increase in connectedness of our diverse communities and to provide opportunities for participants to develop new skills	87.5% of actions in the Year 1 Volunteer Program have been implemented and 12.5% are in progress. - Youth Services confirmed the current Darebin FReeZA program engagement model is not on a voluntary basis - FUSE OOTPP volunteer engagement successful - EPCC volunteer program established - Internal Leaders of Volunteers Network established - Confirmation of NVW morning tea - Volunteering with Darebin design collateral rolled out and featuring on intranet homepage banner - Volunteering webpage restructure complete and community volunteer opportunities up and running Priorities / Key objectives for the upcoming period: Volunteer onboarding process; comms strategy for National Volunteer Week (May); register Council under Centrelink's mutual obligation scheme; voluntary workers insurance renewal reporting (due 7/04/2023)		In Progress
		Deliver at least one project to increase community volunteering in East Preston and East Reservoir, with a focus on supporting positive mental health	The 'Together Project' volunteers organised an event called 'Belonging' which brought together community at Greenbelt Reserve. Over 200 people attended the festival which contributed to the social and emotional wellbeing of the residents living in the East Preston and East Reservoir neighbourhoods.		Completed









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H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[1-21] Increase the access of culturally and linguistically diverse and diverse communities to Council venues, and encourage participation in Council services (where participation rates are low)	Implement Cultural Diversity Action Plan initiatives to increase access of culturally and linguistically diverse communities to Council venues and encourage participation in Council services	The scoping of the Cultural Diversity Action Plan will be supported concurrently with the Welcoming Cities Accreditation. The integration of data and evidence gathering process during the Welcoming Cities project phase will inform the draft Cultural Diversity Action Plan. This project has been deferred and will be considered as part of 2023/24 budget deliberations.		Deferred
		Improve access to Darebin Library services by offering amnesty on fees for late items	The amnesty commenced in November 2022 following Council consideration and will be in place until June 2023. The amnesty is complemented by a Discover Something New campaign to showcase and engage the community with the breadth of services and resources offered at the library. Results for 'Discover Something New Fines Amnesty' to 17 Feb 2023: Number of people with fines cleared: 1,024 Total value of fines cleared: \$34,663 Total number of items cleared: 5,360		In Progress
	[1-22] Work in partnership to address the digital divide for public housing and high-risk accommodation residents, culturally and linguistically diverse communities and other excluded groups, including those impacted by COVID-19	Complete the assessment of the pilot Digital Divide Program in East Preston to inform the implementation of further programs that address the digital divide and increase inclusion	The revised Digital Divide Program continues to be delivered to public housing residents in East Preston and East Reservoir communities. The program will continue throughout 2022/23.		In Progress



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H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[1-23] Provide grants, and deliver and facilitate programs, services, and events that address loneliness, through supporting socialconnectedness and positive mental health	Deliver two projects that support mental wellbeing and address social isolation	Youth Services continued to run the following programs that aim to address social isolation: Good Game - a weekly social gaming group that aims to provide a safe, welcoming and inclusive environment for young people to build social connections through the medium of gaming. ACCESS - provides a safe space for young people 12 - 25 to catch up, relax, participate in daily activities and programs or seek support from the many support services on site including but not limited to local health services, legal aid and housing support.		Completed
	[1-24] Work with our sporting and recreation clubs to increase access and participation of people from culturally diverse and disadvantaged backgrounds	Develop Diversity Action Plan templates for Darebin's community sports clubs and collaborate on initiatives that promote inclusive sports club environments	The development of diversity action plans with sports clubs has not progressed and will be reconsidered for implementation in 2023-24. The Get Active in Darebin Program focuses on increasing diverse participation through various programs including: - Rainbow Gym for our LGBTIQ+ community - All abilities golf - Football and soccer programs targeting girls between 12-18 years old - Multicultural Footy for fun - Wheelchair Dance and Roll		Off Track
	[1-25] Increase the opening hours of Reservoir Library to include Sundays (to align with the opening hours of Northcote and Preston libraries)	Continue to deliver extended opening hours at Reservoir Library to include Sundays	Reservoir Library continues to open from 1-5pm each Sunday and is experiencing a slow and steady increase in attendance. Darebin Libraries continue to plan for targeted events to raise awareness of Sunday opening hours in 2023.		Completed

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H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[1-26] Provide the Libraries After Dark program at Reservoir and Preston libraries	Continue to deliver the Libraries After Dark program at Reservoir and Preston Libraries	Libraries After Dark has continued at both Preston and Reservoir Libraries with a range of free events to activate the spaces, including movie nights, author talks, health and wellness workshops, and Makers Corner craft sessions. The team continues to explore activation opportunities to increase awareness and attendance during these times.		Completed
	[1-27] Provide sports grants to encourage increased participation of women, girls, people of all abilities, multicultural and Aboriginal and Torres Strait Islander peoples, in community sports	Deliver a sports grants program focused on supporting initiatives that increase inclusive participation and club development	The second grant round opened in February and closed in March with an improved engagement and support strategy including information sessions which resulted in an increased number of applications. Evaluation is underway.		In Progress
	[1-28] Advocate to state and federal governments to increase investment in early intervention and tertiary mental health services	Deliver at least two advocacy initiatives to State and Federal Governments to increase investment in early intervention and tertiary mental health services, as aligned to Council's Advocacy Strategy	Council has continued to work collaboratively with the Northern Councils Alliance to advocate for an increased focus on mental health prevention across the region, and funding and services to improve and support mental health and well-being activities.		In Progress
	[1-29] Work with other organisations to provide health information to communities on health and wellbeing issues including alcohol and other drugs, gambling, mental health support, and family violence	Support the delivery of two initiatives that provide health information to communities	A regular Health Kiosk has been established at the East Preston Community Centre. Local residents are able to receive blood pressure checks and receive referrals to community health organisations. Information on Bowel Cancer has been provided to community members through Council newsletter. COVID-19 and Monkeypox vaccination information and clinics have also been promoted to the community.		Completed



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H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[1-30] Work in partnership to deliver initiatives that reduce the stigma associated with mental ill-health, through awareness and education	Support the delivery of two initiatives that reduce the stigma associated with mental ill-health, through awareness and education	Jika Jika Community Centre and Reservoir Neighbourhood House continued to implement council funded projects to reduce loneliness and improve mental health issues of disadvantaged communities.		Completed







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  Off Track
  Discontinued




1.5: We will prioritise and respect the voices and aspirations of Traditional Owners and Aboriginal and Torres Strait Islander communities in Darebin

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[1-31] In consultation with the Darebin Aboriginal Advisory Committee, continue to implement and expand our Aboriginal Employment Strategy and Aboriginal Action Plan	Work with the Darebin Aboriginal Advisory Committee to finalise and commence implementation of a new Aboriginal Action Plan	A draft Aboriginal Action Plan has been developed with the Darebin Aboriginal Advisory Committee. It is expected to be ready for community engagement in 2023 and implementation in future years.		In Progress
		Work with the Darebin Aboriginal Advisory Committee to identify new opportunities to support pathways to employment and retention for Aboriginal and Torres Strait Islander peoples	Recruitment for an Aboriginal Employment Programmes Officer is underway and a preferred candidate has been identified, with input from a member of the Darebin Aboriginal Advisory Committee on the interviewing panel. The intention is to map out ways to improve the recruitment process to support Aboriginal and/or Torres Strait Islander staff. A template for the identified position description has been created in consultation with Aboriginal Partnerships Officer. Cultural Awareness training sessions have been delivered - both face to face and online, as per the Aboriginal Employment Strategy Objective 1: Create a culturally safe workplace.		In Progress
	[1-32] Develop a partnership with the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation to support the delivery of mutual goals	Jointly design and implement a respectful partnership agreement with the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation	Council continues to undertake preparatory work for the development of a respectful partnership agreement with Traditional Owners. This action will continue for the duration of the Council Plan.		Off Track


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  In Progress
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  Off Track
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H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[1-33] Through the establishment of our Darebin Nature Plan, begin discussions with Traditional Owners to understand the feasibility and resources required for Council to hand back land and responsibility for land management	Continue to develop a relationship with Narrap to understand feasibility and resources required for joint land management	The Wurundjeri Woi-wurrung Corporation Narrap unit is currently going through a time of growth and development. At a meeting in February 2023 the Narrap and the bushland Management Team fleshed out what their partnership would look like and how the teams could work together to achieve a shared vision and common understanding underpinned by a meaningful project. As a result, two locations have been agreed upon as focus areas for a shared approach to land management. This will involve the Narrap Team working alongside the Darebin Bushland Team on a monthly basis to care for Country while learning together and sharing information. Over time it is anticipated that, as capacity builds and the partnership develops, there will be further opportunities for collaboration between Narrap and Darebin City Council.		In Progress
	[1-34] Deliver initiatives that support truth telling, and provide opportunities for culturally diverse communities, and our broader Darebin community, to learn about Aboriginal and Torres Strait Islander culture and history	Deliver initiatives to support truth telling and provide communities opportunity to listen, learn and understand Aboriginal and Torres Strait Islander culture and history, including the annual Ganbu Guilin One Mob event	The work with decolonising Bundoora Park is continuing with Wurundjeri Woi wurrung Traditional Owners Corporation. Elders are involved in the ongoing storyline and development of the Wurundjeri Woi wurrung space at Bundoora Park. An Elders review took place on Tuesday 28 March.		In Progress

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  Off Track
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H&W	Strategic Action	Action	Comments	Status	Status Explanation
		Deliver the Schools' NAIDOC Yarning Conference	Over 430 Year 5 students from a number of Darebin primary schools participated in the fifth Darebin Schools' NAIDOC Yarning Conference. Over 25 Aboriginal cultural educators led the teaching and learning. Partnerships continue to strengthen with the Clothing the Gaps, Yoorrook Justice Commission, Wurundjeri Woi-wurrung Cultural educator Mandy Nicholson, Djirri Djirri Dance, NARRAP, The Long Walk, 3KND and Reconciliation Victoria for this program. This is key way Council is supporting schools to embed teaching of history, culture and truth-telling in curriculum. Council has developed videos that focuses on the voices of the students themselves about the theme Get UP! Stand UP! Show UP!		Completed
		Through the review of Council's Road and Place Naming Policy, incorporate naming priorities that reflect Wurundjeri Woi-wurrung language of the Traditional Owners and the cultural heritage and diversity of Darebin's migrant communities	Community consultation for the draft Place and Road Naming Policy concluded on 27 February 2023. This draft Policy incorporated the naming priorities that reflect Wurundjeri Woi-wurrung language of the Traditional Owners and the cultural heritage and diversity of Darebin's migrant communities. The Policy is scheduled to be presented to Council at its meeting on 25 April 2023 for adoption.		In Progress
		Explore the potential for renaming places to align with Council's priorities following the adoption of the revised Road and Place Naming Policy	Renaming priorities were endorsed by Council at its meeting on 28 November 2022 for referral to the 2023/24 and 2024/25 Council Plan Action Plan process. These priorities have been referred to the Council Plan Action Plan and will be reviewed following the reporting of the Policy to Council for adoption on 25 April 2023.		In Progress







In Progress  Deferred  Off Track  Discontinued

H&W	Strategic Action	Action	Comments	Status	Status Explanation
1.5.5	[1-35] Increase support to Aboriginal community-controlled organisations by incorporating a specific funding stream into our Community Grants Program	Develop and implement a Community Grants Program funding stream in partnership with the Darebin Aboriginal Advisory Committee and Aboriginal community-controlled organisations within Darebin	<p>In November 2022, the Darebin Aboriginal Advisory Committee (DAAC) agreed with the grant stream workplan which included a requirement to consultation with a minimum of 10 Aboriginal organisations. Consultation begun in February 2023 with the following three organisations: Victorian Aboriginal Childcare Agency (VACCA); Dardi Munwurro - Indigenous Leadership Training and Coaching; and, Ngwala Willumbong Aboriginal Corporation.</p> <p>Progress against the workplan was reported to DAAC at the March committee meeting. Consultation will continue with other Aboriginal organisations over the coming months.</p> <p>To ensure the grant stream is established correctly, this action will not be complete until quarter 1 next financial year.</p>		In Progress






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  Off Track
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1.6: We will ensure our festivals, events and functions are inclusive and respond equitably to, and value the diverse needs and aspirations of, our community





H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[1-36] Initiate an annual cultural diversity and social cohesion oration as part of the FUSE festival	Deliver a Cultural Diversity and Social Cohesion Oration as part of the FUSE Festival	The Molly Hadfield Social Justice Oration was presented in partnership with The Wheeler Centre at Preston City Hall on Wednesday 15th March 2023 from 6pm-9pm. Opened by Mayor Julie Williams, MC'd by Leah Avenue, Oration by Namila Benson, renowned television presenter and author, as well as Youth Orator Zuva Goverwa. Both presented ideas on being artists and women of colour and navigating Australian arts and media industries. Approximately 85 people attended. Catering was provided by the Asylum Seekers Resource Centre. The event was a fantastic success.		Completed
	[1-37] In Partnership with Multicultural Arts Victoria (MAV), deliver a closing event for the Spring FUSE Festival at Edwardes Lake Park that showcases culturally diverse artists, music and performances	In Partnership with Multicultural Arts Victoria, deliver a featured event for the Autumn FUSE Festival at Edwardes Lake Park	FUSE and MAV presented Out of the Park Picnic on the 12th March as part of the opening party for FUSE Autumn 2023. Opening with an Acknowledgment of Country by MC Queen Acknowledgments, with welcome speeches by Mayor Julie Williams, Hon. Nathan Lambert Member for Preston, and Co- CEO of MAV. Zii Nzira. ARIA-nominated Noongar/Gumbaynggirr singer and songwriter Emma Donovan the Putbacks headlined with Dorsal Fins, DJ Jumps, Quarter Street and more. With interactive drumming led by FUSE Curator Shabba of African Star Dance, Out of the Park presented a safe and inclusive opportunity to soak up the skills of our uniquely diverse community in a laid back style. About 2400 people attended the event across the afternoon. This event was free and accessible.		Completed







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  Off Track
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1.7: We will continue to be a local government leader in the prevention of violence against women, and gender equity







H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[1-38] Continue to implement and evolve our Gender Equality and Preventing Violence Against Women Action Plan, using an intersectional approach	Implement and expand our Gender Equality and Preventing Violence Against Women Action Plan, using an intersectional approach	Work continues to be implemented to support the Gender Equity and Preventing Violence Against Women Action Plan 2019-2023 and support Council's commitment to preventing violence against women.		In Progress
	[1-39] Implement our responsibilities under the Gender Equality Act 2020	Implement the Gender Equality Action Plan	A steering committee and working group; an audit of actions and progress; and work on the data for the People Matter survey to meet the data submission requirements of the Gender Equity Action Plan (GEAP) are all underway.		In Progress
		Operationalise the Gender Equality Act 2020 through the application of Equity Impact Assessment (incorporating the Gender Impact Assessment) to all major projects and policies	Twelve Equity Impact Assessments (EIAs - incorporating the legally mandated Gender Impact Assessments - GIAs) were undertaken this quarter. Projects assessed included draft policies or projects such as the Climate Emergency Strategy, Social Media policy, Reservoir Leisure Centre redevelopment, Resident parking permit policy, Senior Citizens events and communication or the Leasing and licensing policy. EIAs also considered internal processes with strong impact on the community, such as a high-level review of fees and charges through an equity lens, community consultation aspect of the 2023-24 budget development, as well as internal people and culture processes.		In Progress



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H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[1-40] Apply a Gender Impact Assessment to our Council policies and programs, as part of the Towards Equality Framework, and continue to gather data about gendered experience in public spaces, and use this to inform community safety initiatives	Continue to gather data about gendered experience in public spaces and use this to inform community safety initiatives	Council has applied an informed understanding of gendered experiences of safety in public spaces in planning and advocating for safety improvements through the All Nations Park audit.		In Progress
	[1-42] Continue to support regional work to promote women's sexual and reproductive health, and advocate for a dedicated sexual and reproductive health service in the Northern region	Deliver two advocacy initiatives and support one regional project in line with Women's Health In the North's (WHIN) regional strategy, to promote women's sexual and reproductive health	Youth Services continued to run the weekly 'Girls Aloud' program at The Hub, providing a safe space for women to socialise and seek support in a welcoming environment and increase the uptake of women's health services. Council also hosted the annual Molly Hadfield Social Justice Oration to mark International Women's Day, which aims to raise awareness and take action against gender-based discrimination and violence.		Completed



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1.8: We will work towards a discrimination-free, and systemic racism-free Darebin, and reduce the impact of poverty and disadvantage







H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[1-43] Continue to implement our Towards Equality Framework and Equity Impact Assessment to address inequities in the distribution of resources, and ensure the needs of our most vulnerable people are prioritised	Continue to implement Equity Impact Assessments (embedding Gender Impact Assessments) for applicable projects and policies, to address inequities in the distribution of resources, and ensure the needs of residents experiencing disadvantage and discrimination are prioritised	Twelve Equity Impact Assessments (incorporating Gender Impact Assessments) were undertaken this quarter. Projects assessed included draft policies or projects such as the Climate Emergency Strategy, social media policy, resident parking permit policy, senior citizens events and communication, and a draft leasing and licensing policy.		In Progress
	[1-44] Work with the Darebin Ethnic Communities Council, our community, and local organisations, to create projects twice a year that foster respect and address systemic racism	Finalise the baseline data set regarding the experience of racism in Darebin	Council has confirmed their partnership with Victoria University to deliver data collection exercises by November 2023 to establish baseline data of experiences of racism in Darebin. Funded by VicHealth, the project is called as Understanding Reporting Barriers and Support Needs of People Experiencing Racism.		Off Track
		Design and commence implementation of a program to address systemic racism and discrimination in partnership, and co-design projects with community organisations	Work has commenced with Darebin schools to further the understanding of International Day for the Elimination of Racial Discrimination instead of Harmony Day. Council is also seeking to participate in the research and development of the Welcoming Clubs' Antiracism Incubator event to be held in later 2023. This work is ongoing.		In Progress
		Develop and implement events and campaigns which build respect and seek to address racism and racial discrimination	The Molly Hadfield Social Justice Oration event held in March featured guest speaker Namila Benson, who provided a thought-provoking dialogue on racism and anti-racism.		In Progress

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  Off Track
  Discontinued

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[1-45] Continue to implement the Welcoming Cities Standard, with the aim of becoming a 'Mentoring' level Council	Take actions towards achieving the Welcoming Cities Standard 'advanced' and 'excelling' levels by June 2023	Commenced collecting evidence to assist with the Welcoming Cities accreditation across the 60 standards. In order to achieve accreditation, each standard requires the provision of three types of evidence across three areas of Council's work - internal, policy and community outcomes. Accreditation will be applied for in 23/24.		In Progress
		Establish design principles by June 2023 to ensure all future and, where possible, current Council buildings and facilities meet the needs of culturally diverse communities	This action will be included in the draft Cultural Diversity Action Plan which has been deferred and will be considered as part of 2023/24 budget deliberations.		Deferred
	[1-46] Work with our local organisations to create an active Community Leader network comprising community leaders from our culturally diverse communities	Formalise a Community Leader network comprising community leaders from our culturally diverse communities	This project will be included in the draft Cultural Diversity Action Plan which has been deferred and will be considered as part of 2023/24 budget deliberations.		Deferred
	[1-47] Through our Youth Strategy, develop and implement programs to support the participation and leadership of young people from disadvantaged, and culturally diverse, backgrounds	Support 20 newly appointed young people to develop their leadership skills through the Young Citizens Jury and Darebin Speak	Council has continued to support young people engaged with the Young Citizen Jury to develop their leadership skills and capabilities through a range of projects and initiatives. Training opportunities were also provided around influencing local decision making and amplifying young people's voices.		In Progress
		Deliver two formal leadership programs targeted at disadvantaged and culturally diverse young people, as part of the Youth Development Program	Council continued to deliver an ongoing leadership and participation program with students at East Preston Islamic College in Q3 (Term 1, 2023)		In Progress







 Not Started
  Completed
  In Progress
  Deferred
  Off Track
  Discontinued





H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[1-48] Mitigate the impacts of climate change on the health and wellbeing of our disadvantaged communities	Identify and deliver initiatives to help the community avoid the health impact of heatwaves, with a focus on vulnerable population groups	The 'Keep Cool in Darebin' campaign was promoted from January to March. The State Government energy saver bonus was promoted directly to residents and also through Community Service Organisations.		Completed
	[1-49] Partner with our community organisations to support Welcoming Community meals	Partner with community organisations and community groups to support Welcoming Community meals in East Preston and East Reservoir	In collaboration with Darebin Information Volunteers Resource Services and Umberto's Restaurant, a community meal was held in February. Umberto's provided a three course meal for 50 community members.		In Progress




 Not Started
  Completed
  In Progress
  Deferred
  Off Track
  Discontinued







2.0: Prosperous, Liveable and Flourishing




2.1: We will deliver equitable and accessible infrastructure to provide opportunities for our community to live well







H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[2-1] Complete construction, and commence operation of the Multi Sport Stadium in Thornbury	Deliver sporting activities at Narrandjeri Stadium in accordance with the operational management contract	Construction complete. Activation of centre key part of business as usual activities.		Completed
	[2-2] Redevelop Reservoir Leisure Centre, incorporating opportunities to enhance health, wellbeing and socioeconomic outcomes	Commence design for the Reservoir Leisure Centre redevelopment, incorporating health, wellbeing and socio-economic outcomes for our community	This project has been deferred and will be considered as part of 2023/24 budget deliberations.		Deferred
2.1.3	[2-3] Invest in the Edwardes Lake Boathouse in Reservoir to support a long-term lease arrangement	Invest in the renewal of the Edwardes Lake Boathouse to attract a long-term tenant	Currently awaiting the outcome from the Edwardes Lake Boat House property assessment, as well as expressions of interest and a rental agreement from which a scope of works can be determined and then agreed with a future tenant.		Not Started
2.1.6	[2-6] Expand funded 3-year-old kindergarten	Deliver Year One of the Early Years Infrastructure Plan implementation plan	Key achievements in the delivery of the Early Years Infrastructure Planning Framework so far this year include: completion of the Reservoir East Family Centre; completion of outdoor play upgrades at four kindergartens (these projects were community-led with Council support and funding from the State Government); completion of building renewal works at two kindergarten and child care centres; and, progress on planning and design for kindergarten expansions at two sites.		In Progress





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  In Progress
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  Off Track
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H&W	Strategic Action	Action	Comments	Status	Status Explanation
		Work with the State Government to determine a pipeline of projects to expand our city's kindergarten capacity	Council is working with the State Government on plans to expand kindergarten capacity in areas of high demand. Two kindergarten expansion projects are progressing through design and town planning stages this year, and Council is working with the State Government to agree a co-funding arrangement to deliver the construction of these projects.		In Progress
		Partner with the State Government to deliver a new kindergarten and early years hub at Reservoir East Primary School	The Reservoir East Family Centre, co-located with Reservoir East Primary School, was completed and handed over to Council in January 2023. Children started kindergarten at the new service at the beginning of term 1. Maternal and Child Health and other early years services commenced in March 2023, and Supported Playgroups will be commencing in April 2023.		Completed
		Support early years services in Darebin to enhance inclusion and equity of participation in three and four year kindergarten programs as they expand	Early years educator communities of practice have commenced, with strategies being developed to embed inclusion into everyday practice. Staff and educators have commenced training with Foundation House to ensure updated knowledge and understanding on the experiences of refugee and asylum seeker families and children. Pre-school field officers attended training focusing on trauma based practice in order to better support educators in practice.		In Progress

 Not Started
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  In Progress
  Deferred
  Off Track
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H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[2-7] Improve physical access for our residents and visitors to Council-owned community buildings - at least five buildings per year	Deliver approximately five building renewal projects to improve physical access for our residents and visitors	<p>Council engaged access consultants to ensure the Darebin Intercultural Centre provided best practice accessibility, which has been demonstrated by the positive feedback received regarding accessibility measures since it was opened.</p> <p>In depth accessibility considerations have also been provided for the Northcote Aquatic & Recreation Centre which is currently under construction.</p> <p>Designs for two additional sports pavilions are underway, which will incorporate improved physical access into the facilities as well as features within the pavilions. A contract has been awarded for the upgrade of Lakeview tennis courts accessible ramp which is due for completion in May 2023.</p>		In Progress
	[2-8] Commence design work for the construction of Darebin Creek Bridge at Bundoora Park	Begin construction of the new bridge over Darebin Creek at Bundoora Park	<p>Design is almost complete. Planning permit lodged and currently being assessed. Melbourne Water approval is currently pending.</p> <p>Cultural heritage activities are scheduled for May 2023. The project will not be constructed this financial year due to time and budget constraints and has been deferred and will be considered as part of 2023/24 budget deliberations.</p>		Deferred



 Not Started
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  In Progress
  Deferred
  Off Track
  Discontinued






H&W	Strategic Action	Action	Comments	Status	Status Explanation
2.1.10	[2-10] Redevelop KP Hardiman Pavilion in Kingsbury	Commence planning and design for KP Hardiman Pavilion redevelopment	The site investigation works and preliminary concept design for the KP Hardiman Pavilion redevelopment are complete, and consultation with club representatives is underway. The redeveloped pavilion aims to improve accessibility and sports participation through the inclusion of a multipurpose social room suitable for both sports participants and the general community, as well as four new changerooms with gender inclusive and family friendly amenity facilities.		In Progress
	[2-11] Redevelop the Northcote Aquatic and Recreation Centre	Continue construction of the Northcote Aquatic and Recreation Centre	Under construction and approximately 80% complete as at 29 March 2023.		In Progress
2.1.12	[2-12] Develop an Integrated Families, Youth and Children Strategy	Develop an Integrated Families, Youth and Children Strategy and implementation plan to replace the current Youth Services Strategy and Early Years Strategy	Council plans to commence community engagement on this strategy in July 2023.		In Progress
2.1.13	[2-13] Rejuvenate and beautify Cheddar Road in Reservoir, in collaboration with stakeholders	In collaboration with Melbourne Water, continue the re-wilding of Cheddar Road to improve biodiversity and amenity outcomes	Darebin hosted a community engagement session in March 2023 for residents who live within the surrounding area of Cheddar Road. Ideas about planting and rewilding were discussed. Rewilding is scheduled for planting this season to rejuvenate the South-eastern edge of median strip between the shared path and curb. This will add 6,000 sqm of rewilding planted with 15,000 plants. Ongoing negotiations continue regarding the Melbourne Waters pipeline activation program.		In Progress







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2.2: We will design and create public spaces where our people feel safe, welcome, and respected, including improving lighting and safety for people walking, wheeling, cycling and driving







H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[2-16] Investigate and prioritise road safety, accessibility, cycling, walking and wheeling improvements across Darebin by using a Local Area Placemaking approach - where one third of the city is reviewed, with community involvement, each year	Deliver an inclusive engagement program via Your Street, Your Say to identify transport, safety and streetscape improvement priorities (Area B: Bundoora/Macleod, Thornbury East, Northcote East and Fairfield) and provide a recommendations report to Council	The first round of community consultation for the Your Street, Your Say Group B area was completed in January. The input from the community will be used to develop a prioritised list of draft concept plans. We will ask the community for feedback on this work in May.		In Progress
2.2.3	[2-17] Conduct a community advocacy campaign on key transport priorities, including new bus routes, walking, wheeling and cycling improvements, extension to Tram 11, accessible stops, and the suburban rail loop	In the lead up to the State Government election, advocate for priority local transport safety and accessibility improvements and engage community to help advocate via a local community campaign	Council's advocacy in the lead up to the State election highlighted our priorities, including upgrading the Boldrewood Parade and Broadway intersection, lowering default speed limits and funding and installing a new pedestrian crossing on Station Street and Wingrove Street. The incoming Government has committed to Tram Stop upgrade design work that will include High Street in Darebin.		Completed
	[2-18] Develop and implement a Community Safety Framework	Develop and implement the Community Safety Framework to assist in designing public spaces.	Work on the draft Community Safety Framework is 60% completed and has been deferred until 2023-24 to allow a broader and deeper consideration of community safety to facilitate strategic planning.		Deferred
		Develop an implementation plan for the Community Safety Framework	This action has been merged into the above action 'Develop and implement the Community Safety Framework to assist in designing public spaces', as per Council Meeting held on 28/11/2022. This action was discontinued in Q2 2022/23.		Discontinued


 Not Started
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  In Progress
  Deferred
  Off Track
  Discontinued







H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[2-20] With State Government approval, reduce the speed limit in more local streets across our city	Apply for further area based speed limit reductions arising from the Your Street, Your Say local area place-making program and other transport investigations	An application for a 40km/h area in West Preston was submitted to the Department of Transport and Planning in March. Additional areas will be progressed in the 2023-24 financial year.		Completed
	[2-21] Continue to implement our Graffiti Management Strategy to prevent, remove and reduce the reoccurrence of illegal graffiti, and support the launch of a graffiti tag app	Investigate graffiti removal partnerships for State Government assets in Darebin, such as rail corridors	Officers continue to report graffiti on assets belonging to other agencies and continue to work alongside them on a long-term solution.		Completed
		Undertake actions to prevent, remove and reduce the recurrence of illegal graffiti	Graffiti has been removed proactively and reactively with requests from residents and through 'snap, send, solve' and also through the introduction of the new graffiti app.		Completed

 Not Started
  Completed
  In Progress
  Deferred
  Off Track
  Discontinued







H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[2-22] Identify creative opportunities to reflect Darebin's different cultures in the built environment across our city	Deliver two creative projects that reflect Darebin's diverse cultures	<p>As part of FUSE Autumn 2023, a total number of 429 artists participated in 28 events across 5 suburbs over 16 days in 20 venues. Creative project highlights included: The Closing Party (produced by an artist collective) and All The Queens Men. Named as The Last Dance, this event was inspired by the LGBTIQ+ Elders Dance Club and was an inter-generational event designed for the whole LGBTIQ+ and allied community. This was free and successfully attracted 150 audience members.</p> <p>A second creative project was 'The Future Leaders Podcast', a family friendly, three-episode created with children between five and twelve years old sharing their ideas about present-day leadership. Led by local artist and academic, Dr Claudia Escobar Vega (Deakin University), and artist and educator, Jorge Leiva, they worked during 2022 with a group of students from Reservoir Views Primary School.</p>		Completed



 Not Started
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  In Progress
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  Off Track
  Discontinued







H&W	Strategic Action	Action	Comments	Status	Status Explanation
		Support community organisations through the FUSE Fund to deliver creative public events that celebrate culture within the FUSE Festival program	<p>Exquisite Bias was an exhibition of collaborative audio-visual portraits, exploring unconscious racial bias and cultural identity in contemporary Australia. Presented by Delia Poon, Pia Johnson and Melinda Hetzel & Co and held at the Preston Library. Twenty local community members had their portraits taken as part of the exhibition. It opened on 11th March with an artist talk and was visited by many throughout the festival.</p> <p>Thingamabobs by Jens Altheimer was an interactive exhibition full of surprising machines and quirky contraptions. Held at Northcote Community Church on 18-19 March, this was an incredible display of genius. This was well attended by children and their families with about 85 people across the two days.</p> <p>Time, Distance Music presented by Colin Offord and Collaborators was held at Northcote Uniting Church 25-26 March. Seven visionary musicians explored new possibilities for traditional and invented instruments over two five hour concerts.</p>		Completed

 Not Started
  Completed
  In Progress
  Deferred
  Off Track
  Discontinued







H&W	Strategic Action	Action	Comments	Status	Status Explanation
		Deliver two public cultural events, including a Cultural Diversity and Social Cohesion Oration as part of the FUSE festival	The traditional Meet the Makers showcase of local producers and artisans was held at the Preston City Hall on Sunday 19 March 2023 as part of the Autumn FUSE Festival program. It was a significant day within the Preston Civic Precinct as the new Intercultural Centre also launched its new home at 350 High Street on the same day, offering the community a chance to see the new centre, meet staff and join in the cultural offerings of the Meet the Makers event.		Completed
2.2.10	[2-24] Significantly increase funding to our Roundabout Renewal program across our city	Implement the renewing roundabouts program to provide better amenity, including planting	All works assigned to this task have been fully completed		Completed
2.2.11	[2-25] Develop a Community Infrastructure Plan to inform Council's decision making on the future of our assets, based on service needs across our city for the next 10 years	Develop area-specific community infrastructure plans, prioritising Preston	Procurement is underway to appoint an expert to assess community infrastructure need. Audits of existing facilities will take place in the next quarter.		Off Track
2.2.12	[2-26] Build new Intercultural Centre at Preston Civic Precinct	Complete construction of the new Intercultural Centre	The project has been completed and is on Defects Liability Period.		Completed




 Not Started
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  In Progress
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  Off Track
  Discontinued







H&W	Strategic Action	Action	Comments	Status	Status Explanation
		Design and implement new programming opportunities as recommended by the Intercultural Centre Programming Think Tank	The Intercultural Centre team delivered an Official Opening and Open Day event for the Intercultural Centre on Sunday 19 March 2023, in conjunction with Meet the Makers, as part of the FUSE Festival Autumn program. The City Hall, Shire Hall and Intercultural Centre were activated bringing the whole precinct alive. The Official Opening included a Welcome to Country and Smoking Ceremony by Wurundjeri Man Daniel Ross, a speech and ribbon cutting by the Mayor and Darebin's Young Citizen of the Year, Culturally and Linguistically Diverse (CALD) Elder of the Year and the Chairperson of the Darebin Ethnic Communities Council (DECC). Over 500 diverse community members were in attendance, including traditional user groups, partners and friends. Since then, the Intercultural Centre has been opening its doors to the community. Programming is now underway. This is the Programming Framework in action, including the delivery of an opening style event.		In Progress
2.2.13	[2-27] Update flood risk assessments across Darebin, and incorporate them into our Darebin Planning Scheme	Undertake flood modelling across Darebin, in partnership with Melbourne Water	Work is nearing completion with Melbourne Water to progress the flood modelling across Darebin, with consultants finalising their peer-review ahead of the final flood models and reports expected from Melbourne Water in May 2023.		In Progress





 Not Started
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  In Progress
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  Off Track
  Discontinued







H&W	Strategic Action	Action	Comments	Status	Status Explanation
		Undertake specialist technical analysis to update flood modelling and mapping related to private land in our city, to account for updated future rainfall forecasts	Work is nearing completion with Melbourne Water to progress the flood modelling across Darebin, with consultants finalising their peer-review ahead of the final flood models and reports expected from Melbourne Water in May 2023. Additional flood data information and analysis is being completed by consultants to complement the Melbourne Water flood models.		In Progress
2.2.14	[2-28] Continue our Traffic Blackspot Design and Construction Program	Design and construct the annual Blackspot program across Darebin, based on safety priority	One traffic signal project has been completed at Wood Street/ Laurel Street in Preston. A second project at Mitchell Street/ Victoria Street, Preston is delayed due to approval timelines and will be constructed in June/July 2023. Designs for works at Tyler Street/ McColl Street, Reservoir and Belgrove Street/ Ovando Street, Preston are continuing and will be completed by the end of April 2023. Blackspot locations for future years are currently being considered.		In Progress

 Not Started
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  In Progress
  Deferred
  Off Track
  Discontinued


H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[2-31] Implement the Reservoir Revitalisation Project	Implement actions as directed by the Reservoir Revitalisation Board	<ul style="list-style-type: none"> - The tender process to engage a contractor for the Light Up Rezza project was completed. - The EOI process has completed for the Rezza mural project- 16 applications were received from local artists. - A community consultation event for the Cheddar Road Median Beautification project was held on the Cheddar Road median strip. The local community was invited to provide ideas for the space. Approximately 80 local community members attended the event. - Jobs for the Future team in partnership with Reservoir Neighbourhood House continues to support PRACE (an adult education centre in Reservoir) to deliver their Training and Employment Program (PTEP) funded by the Revitalisation Board. 		In Progress
2.2.18	[2-32] Establish an Asset Management Plan for shopping precincts' infrastructure and cleaning	Incorporate service levels for shopping precincts through the review of Asset Management Plans	Service levels for shopping precincts have been incorporated in the draft Transport Asset Management Plan. The draft Transport Asset Management Plan is currently being reviewed by internal stakeholders. It is proposed that the draft Asset Management Plan will be presented to ELT for approval in June and presented to Council for noting in that same month.		In Progress







 Not Started
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  In Progress
  Deferred
  Off Track
  Discontinued

H&W	Strategic Action	Action	Comments	Status	Status Explanation
		Incorporate service levels for shopping precincts through the review of all Asset Management Plans and Cleaning Service Levels	Service levels for shopping precincts have been incorporated in the draft Transport Asset Management Plan. The draft Transport Asset Management Plan is currently being reviewed by internal stakeholders. It is proposed that the draft Asset Management Plan will be presented to ELT for approval in June and presented to Council for noting in that same month.		In Progress
2.2.19	[2-33] Advocate to the State Government to increase annual funding for road safety infrastructure, driver behaviour campaigns, and law enforcement, and work collaboratively with other local governments to implement the Victorian Road Safety Strategy 2021-2030	Continue to advocate to the State Government to accelerate the timeline for construction of a safe pedestrian crossing with traffic lights, at the corner of Wingrove Street and Station Street in Fairfield	Advocacy continues to seek safety improvements at the Station Street and Wingrove Street intersection in Fairfield.		In Progress
	[2-34] Work in partnership to deliver initiatives that improve perceptions of safety and reduce the opportunity for crime	Deliver and support two initiatives that improve perceptions of safety and reduce the opportunity for crime	Community Safety initiatives in HLT Oulton Reserve and HP Zwar Reserve have been completed, and new lighting is contributing to improved perceptions of safety and night-time activation of these parks.		Completed





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  In Progress
  Deferred
  Off Track
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2.3: We will facilitate more affordable, social and public housing in Darebin, to meet our community's needs




H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[2-35] Enable and facilitate more affordable and social housing across our city	Conduct an Expression of Interest process to identify potential partners for one or more Council-owned sites suitable for social housing, including exploring options for partnership with Aboriginal Housing Victoria	This project has been deferred and will be considered as part of 2023/24 budget deliberations.		Deferred
		Deliver and refine the 'fast track' stream for planning permits that prioritises social housing planning permits and development proposals in Darebin	The Priority Development Application stream has been established and is being used to process affordable and housing social planning permit applications. This action was completed in Q1 2022/23.		Completed
	[2-36] Partner with the State Government to ensure its social and public housing investment meets our community's needs, and creates liveable, connected communities through appropriate design and construction	Facilitate new social and public housing via Council's town planning priority development stream and by implementing actions in partnership with the State Government	Council's Priority development stream has been established and is processing planning permit applications that include social housing outcomes. This action was completed in Q1 2022/23.		Completed







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  In Progress
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  Off Track
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2.4: We will foster local urban streetscapes and activity centres that connect our community, support economic recovery, and encourage people to live, work and play locally



H&W	Strategic Action	Action	Comments	Status	Status Explanation
2.4.1	[2-37] Review to amend the Parking Permit Policy to:(i) to improve access for people with special needs(ii) to allow owners of single lot dwellings that exist on their own Torrens title, the option to have an additional residential parking permit at the same price as current parking permits(iii) to allow single lot dwellings built after December 2004 that are greater than 300sqm property with three or more bedrooms and that exist on their own Torrens title (even if the property was previously subdivided), to have the same entitlements to parking permits as dwellings built before December 2004(iv) to ensure that renovations of a property that is still a single lot on its own Torrens title and is greater than 300sqm with three or more bedrooms are still entitled to parking permits	Undertake community engagement to inform a review and amendment to the Parking Permit Policy	Stage 1 community engagement was completed in November 2022. Council endorsed a draft policy for consultation in March, with engagement occurring throughout April.		In Progress
	[2-38] Through the establishment of our Darebin Nature Plan, increase shade in our business activity centres to support footpath trading	Identify opportunities for additional trees to provide shade in our business activity centres	Approximately 100 trees are planned for planting along High Street this planting season.		In Progress
		Implement the shade policy	Areas identified as having the highest priority for shade as part of Darebin's shade policy have been shortlisted for the planting of 200 trees this planting season. This includes areas with low shade in high use areas within Bundoora Park, All Nations Park and Merri Park. Other prioritised locations are currently being considered.		In Progress







 Not Started
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  In Progress
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  Off Track
  Discontinued

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[2-39] Keep our business activity centres clean and well maintained, with a focus on reducing cigarette litter	Provide an ongoing Council cleaning and maintenance program for our business activity centres	We continue to monitor and clean our local activity assets on a schedule based on the requirements due to people traffic.		Completed
		Provide bins and signage, to increase the correct disposal of cigarette butts litter in activity centres	Bins have been installed and are now operational.		Completed
2.4.4	[2-40] Develop a policy setting the basis for how Council may permit commercial or private Electronic Vehicle charging infrastructure on our public streets	Commence implementation of Electric Vehicle Policy	Implementation of the Electric Vehicle Policy has commenced, with early work undertaken to support a proposed market sounding exercise in later in 2023. Darebin also participated in a Northern Council Alliance EV project.		Completed
2.4.6	[2-42] Continue to implement our Street Furniture and Equipment Renewal Program	Deliver street furniture improvements across our city, including bins, seats, bike hoops, and other street asset improvements	All tasks assigned to this action have been completed.		Completed

 Not Started
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  In Progress
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  Off Track
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2.5: We will invest in services and the built environment to improve access for our residents and visitors

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[2-43] Create two additional accessible car parking spaces in our city each year	Create at least two additional accessible car parking spaces	Construction of an accessible parking bay at Scotia St (Bell Primary School) is complete. The construction of Enfield Avenue and Link Street accessible parking bays will be delivered prior to the end of financial year.		In Progress





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2.6: We will support the human rights, housing and wellbeing needs of our people experiencing homelessness

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[2-44] Expand our Assertive Outreach Program to support people sleeping rough and experiencing homelessness	Continue to expand our Assertive Outreach Program to support people sleeping rough and experiencing homelessness	The Darebin Assertive Community Outreach (DACO) program continues to be delivered by Merri Outreach Support Services. The service supports people sleeping rough and experiencing homelessness through assertive outreach and providing links to support services. In this quarter, 45 people sleeping rough were referred to DACO for outreach.		In Progress
	[2-45] Expand our Shower Access Program and support access to Council services and programs for people sleeping rough and experiencing homelessness	Promote and expand the Shower Access Program at new locations and provide ongoing support to those experiencing homelessness to access Council services	The Community Shower Access Program was recently expanded to include the Narrandjeri Stadium in Thornbury. This additional venue has been utilised regularly by people experiencing homelessness. The program continues to be promoted by partners to those experiencing homelessness. Between July - December 2022, a total of 178 visits were recorded.		In Progress
	[2-46] Continue to support the High Risk Accommodation Response (HRAR), focusing on the coordination, support and funding of high risk accommodation settings and the emergency relief sector	Deliver programs that support the wellbeing of residents in High Risk Accommodation and improve their to access Council services	Council has funded Darebin Information, Volunteer and Resource Service to deliver programs that support the well-being of residents in public housing, focusing on East Reservoir and East Preston. Council continues to support community organisations to facilitate the delivery of programs and increase access to services.		In Progress






 Not Started
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  In Progress
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  Off Track
  Discontinued







2.7: We will work in partnership to address place-based socio-economic disadvantage and health inequity in East Preston and East Reservoir

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[2-47] In partnership with the community, deliver four place-based projects each year that respond to local community issues and need	Working in partnership, implement four place-based projects, co-created with the community, that support social inclusion, active living and community safety	Darebin Information Volunteers Resource Service and Your Community Health completed their first year of outreach to people living in public housing and residents from diverse cultural backgrounds in East Reservoir and East Preston. The Somali Australia Council of Victoria continued their work at the East Reservoir Community Hub as an outreach base. The annual summer program of African drumming and dancing was held, with people of all ages and abilities connecting in their neighbourhood. East Reservoir Neighbours for Change undertook outreach and ensured strong and successful community engagement by Council regarding the improvements to Cheddar Road Median Strip.		In Progress
	[2-49] Identify opportunities to increase access to low cost and free physical activity in East Preston and East Reservoir	Continue to deliver and grow participation in low cost and free physical activities in East Preston and East Reservoir	The Autumn Get Active in Darebin program started 17 April and includes 18 different activities at a range of Darebin locations. The program can be found at: www.darebin.vic.gov.au/events-and-facilities/sport-in-darebin/get-active-in-darebin		In Progress

 Not Started
  Completed
  In Progress
  Deferred
  Off Track
  Discontinued







2.8: We will advocate to reduce the harm associated with electronic machine gambling, alcohol and tobacco

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[2-50] Implement public health approaches to address problematic public drinking, including advocating to the State Government to prioritise health and wellbeing impacts in planning applications, to reduce the saturation of packaged liquor outlets in our city	Undertake two advocacy actions to the State Government, to prioritise health and wellbeing impacts in planning applications, to reduce the saturation of packaged liquor outlets in our city	Council continued to participate in regional and state-wide networks to reduce alcohol-related harm and deliver advocacy activities.		In Progress
		Conduct a Health and Social Impact Assessment for all applications for packaged liquor outlets in Darebin	Two social impact assessments for packaged liquor outlets were undertaken during this quarter.		In Progress
	[2-51] Support partner and local community organisations, groups, and clubs, to deliver initiatives that encourage smoking cessation	Identify partners and support the delivery at least one initiative that encourages smoking cessation	A social media campaign to encourage smoking cessation was delivered in November 2022. The campaign provided information on benefits of quitting, tips on how to quit smoking and available support services. Council continued to conduct proactive visits to businesses to ensure that non-smoking compliance is maintained.		Completed






 Not Started
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2.9: We will focus on our economic assets and recovery to ensure Darebin is a great place to do business







H&W	Strategic Action	Action	Comments	Status	Status Explanation
2.9.1	[2-52] Develop an Economic Development Strategy, based on the principles of a circular economy, food, health, renewables, creative and digital industries, jobs of the future, and leveraging partnerships	Finalise the Economic Development Strategy and begin implementation	Work on the strategy has not progressed due to competing priorities. This project has been deferred and will be considered as part of the 2023/24 Budget deliberations.		Deferred
	[2-53] Increase our investment in economic reactivation and recovery initiatives to support existing and new industries, to ensure Darebin's economy is robust and resilient	Implement recommendations in the Reservoir Investment Attraction Plan	The Reservoir Investment Attraction Plan was developed and will be presented to Council in the coming months.		In Progress





 Not Started
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  In Progress
  Deferred
  Off Track
  Discontinued




2.10: We will leverage investment, partnerships and advocacy to drive Darebin's growth and sustainability







H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[2-54] Develop and implement an advocacy strategy to: <ul style="list-style-type: none"> • Increase the minimum wage, and increase Job Seeker payments • Partner with other levels of government to lift their commitment to the sustainable economy, particularly in sustainable transport and sustainable skill development • Encourage federal and state governments to invest in the sustainable economy, as major generator of jobs • Secure manufacturing investment in Darebin through the North and West Melbourne City Deal Plan 2020-2040 	Implement the new four year Advocacy Strategy including meeting with local representatives of the new Federal Government to advocate for Council's priorities	A discussion has been held to identify and progress local priorities. Further partnership and advocacy work will progress in Q4.		Off Track
2.10.2	[2-55] Establish a regional alliance of government, business and community organisations, to drive economic outcomes, including local, social, sustainable procurement	Form a regional alliance to increase procurement spend in Darebin through a compact, involving partners signing onto Council's Social and Sustainable Procurement Policy	In a post Covid context and in the current economic context, this is not a priority for local businesses and community organisations, as such businesses are not willing to commit to a social and sustainable alliance. As it is not possible to achieve this goal in the current business climate, it is being recommended that this goal be discontinued.		Discontinued
	[2-56] Continue to implement our Social and Sustainable Procurement Policy to increase the engagement of Aboriginal-led businesses, and focus on job creation for culturally and linguistically	Host supplier forums, connecting with Aboriginal-led businesses in the Darebin community at least every two months to provide tailored information regarding upcoming procurement	This action is continuing with Kinaway and internal stakeholders. Next meeting with Kinaway is scheduled for April.		In Progress




 Not Started
  Completed
  In Progress
  Deferred
  Off Track
  Discontinued







H&W	Strategic Action	Action	Comments	Status	Status Explanation
	diverse peoples, and young people	Drive procurement outcomes that increase local employment opportunities for culturally and linguistically diverse (CALD) peoples, and young people - by integrating our tendering portal to allow CALD peoples/businesses to receive and engage in Council activities	Council website has been updated to promote a Join our "Local Supplier Register". The work to translate procurement policy into top five languages (Italian, Vietnamese's, Cantonise, Macedonian, Greek) is expected to be finalised by the end of May 2023.		In Progress
	[2-57] Promote to Darebin businesses the benefits of voluntary adoption of our Social and Sustainable Procurement Policy	Promote to, and educate Darebin businesses about the benefits of Council's Social and Sustainable Procurement Policy through recruitment of a dedicated resource	In the current economic context this is not a priority for businesses and there is not adequate capacity to undertake this work with current financial pressures. Work will continue with northern region partners to promote wider business interest in our aligned Social and Sustainable Procurement Policy through business-as-usual. It is recommended that this action be discontinued.		Discontinued
2.10.5	[2-58] Build partnerships across all levels of government and the private sector, to attract new industries and investment into Darebin, to support its future growth	Formalise a Memorandum of Understanding with Latrobe University that establishes partnering principles that improve connections with local industry and deliver on the actions agreed to by the Reservoir Revitalisation Board and the Department of Jobs, Precincts and Regions	Further work has been delayed due to competing priorities.		In Progress
		Implement actions in the Reservoir Industry Attraction Plan and the Darebin Economic Development Strategy	The Reservoir Investment Attraction Plan has been developed and will be considered by Council in coming months.		In Progress
2.10.6	[2-59] Establish a Darebin Chamber of Commerce (or an equivalent body) to strengthen and support our business community	Establish a Darebin Chamber of Commerce and Industry, including the delivery of an economic summit to understand the diversity, strengths and needs of our businesses	Discussions have occurred regarding progressing the delivery of the economic summit. This project has been deferred and will be considered as part of the 2023/24 Budget deliberations.		Deferred

 Not Started
  Completed
  In Progress
  Deferred
  Off Track
  Discontinued






H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[2-60] Catalyse new jobs at scale in Darebin with businesses, new industry attraction and our partners - including Jobs Victoria Advocates - focusing on jobseekers facing multiple employment barriers including culturally and linguistically diverse peoples, young people, women, and Aboriginal and Torres Strait Islander peoples	Partner with external agencies to offer a minimum of two employment events focusing on opportunities for job seekers and businesses	A series of employment workshops has been completed. Council is currently assisting to promote regional employment events, including a 'women in trades' event being run by the North East Local Jobs Coordinator and an Aboriginal employment event being run by Whittlesea Community Connections. Council's Economic Development Unit is also currently developing mini "jobs fairs" in collaboration with Youth Services to be delivered at the Northland Youth Hub.		In Progress
		Maintain a network of employment support services that offer increased opportunity to disadvantaged jobseekers	Continuing work with Federally funded Local Jobs Coordinator program, including exploring options for Local Recovery Fund. Quarterly network meetings continue to grow with contributions from providers offering new services inc those for LGBTQI+ communities. A new employment service funded through Reservoir Revitalisation fund and managed by PRACE has commenced. A JFF Team Leader has been invited to join the steering group.		In Progress



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  Completed
  In Progress
  Deferred
  Off Track
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H&W	Strategic Action	Action	Comments	Status	Status Explanation
		Support partners to deliver a minimum of one industry-based employment and training pilot program	A training program to build capacity for Aboriginal women to enter and succeed in the marketplace was commenced. The program involves employers as part of a panel and also as employers. Darebin's People and Culture team have developed an Internship Placement Program (IPP) and are now recruiting. This is a collaboration with Melbourne Polytechnic, as a result of a partnership brokered by Jobs for the Future team. A social enterprise known as She Force has been funded to run resilience training for young women and girls entering trades based employment.		In Progress
2.10.8	[2-61] Implement measures to increase digital capability for our businesses, including local, regional and global connectivity	Develop a Smart Cities Strategy and establish a roadmap to implementing Smart City priorities, aligned to the 10 year Capital Works Plan	An IT Strategy Road Map is being aligned with the Transformation Business Case. Along with the Strategic Pillars that have been identified, this Road Map is scheduled for completion by June 2023. This will include the Smart Cities Strategy.		In Progress
		Establish the Internet of Things network and develop a roadmap to utilising the network	Based on the latest review of the Strategic Pillars and the IT Strategy Road Map, this action will be discontinued.		Discontinued



 Not Started
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  In Progress
  Deferred
  Off Track
  Discontinued


2.11: We will support, promote, and attract diverse local businesses and industries







H&W	Strategic Action	Action	Comments	Status	Status Explanation
2.11.1	[2-62] Deliver programs and services to build skills and resilience across a range of industries	Provide a business concierge service to assist businesses with minor permits	Council continues to support businesses with minor permit requests to improve their experience of working with Council. The Better Approvals program has facilitated 26 minor permits, and 31 new businesses have received written permit advice through an online questionnaire. A further 90 businesses have received direct advice and support through the Business email. The response to customer service phone enquiries has increased by 26%.		In Progress
	[2-63] Promote, support, and market Darebin's diverse business community and precincts, including our multicultural businesses and Aboriginal and Torres Strait Islander Businesses	Support and promote Darebin's diverse business community and precincts, including culturally diverse, and Aboriginal and Torres Strait Islander businesses by fostering partnerships and networks that embrace sustainable business, the circular economy and social enterprise	<ul style="list-style-type: none"> - 1,000 letters went out to businesses who have Darebin recycling bins. - Six Light\$mart upgrades were completed, including two multicultural businesses - 10 quotes were requested for hot water upgrades under the Energy\$mart program, including three multicultural businesses - One Aboriginal organisation and three multicultural businesses were featured in seven new videos released to our Sustainable Business Playlist. - Nine social enterprises featured in documentary filming. This includes Aboriginal businesses that are also regular members of Jobs for the Future Aboriginal and Torres Strait Islander employment network. 		In Progress
2.11.4	[2-65] Implement a Destination Marketing campaign to position Darebin as a natural, cultural and event destination, and including an annual city-wide calendar of events	Develop a four-year Destination Marketing Plan to inform the Economic Development Strategy's future actions	This has been paused due to resource constraints.		Deferred
		Deliver one city-wide marketing campaign and support two precinct marketing campaigns	This has been paused due to resource constraints.		Deferred

 Not Started
  Completed
  In Progress
  Deferred
  Off Track
  Discontinued

H&W	Strategic Action	Action	Comments	Status	Status Explanation
		Develop a calendar to showcase events and festivals held in Darebin	Following the trial to create a public event page for Christmas activities, steps have been taken to utilise the current Council Events page to promote events and festivals (Council run events only) held in Darebin.		In Progress
	[2-66] Deliver an expanded Activity Centres-focused program that leverages State Government funding to shape our city of the future, including revitalisation, outdoor dining and parklets, shade, cleanliness, pride, place activations and programs, and thriving retail centres	Implement placemaking priorities across the municipality including year two priorities identified in the Retail Activity Centre Improvement Program, permanent parklet opportunities and shopfront activation programs	<ul style="list-style-type: none"> - Business consultation has been conducted to inform businesses of the 100 trees being planted as part of the Retail Activity Centres program and works have commenced. - Planning is underway for key placemaking priorities, including Gilbert Rd Regent Village safety lighting project and Miller / Gilbert roundabout creative treatment, and bike parking activations in Northcote and Thornbury. - The active windows project is being developed to showcase the Darebin Art Collection in vacant shop fronts across the city. - Ongoing support is being provided to current parklet businesses to ensure safety and compliance, including Traffic Safety Audits conducted on all sites. Work is continuing on the development of a Parklet Policy and Design Framework to generate further opportunities to activate Darebins Streetscapes. 		In Progress
2.11.6	[2-67] Finalise Service Level Agreements with Darebin's four main traders associations to partner in the management of graffiti, maintenance and weeding	Finalise Service Level Agreements with Darebin's four main traders associations to partner in the management of graffiti, maintenance and weeding	With the Service Level Agreement (SLA) finalised, Place Managers are working with the traders associations to create community information sheets for the traders to inform them of the key actions in the service level agreement.		Completed











 Not Started
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  In Progress
  Deferred
  Off Track
  Discontinued





H&W	Strategic Action	Action	Comments	Status	Status Explanation
2.11.7	[2-68] Create a portal for our business community to use to connect with each other, collaborate and promote their offerings	Undertake research, including business engagement, to develop an online portal for our business community to use to connect with each other, collaborate and promote their offerings	Work is currently occurring to refine the current Business website to create a clear, easy to use, more accessible and business-centric webpage. Plans are being finalised to broaden the scope of the current business map to enhance the usage for businesses and the community. Research continues with other local governments, Northlink and LaTrobe to identify and understand other collaborative businesses portals that are currently being used.		In Progress



 Not Started
  Completed
  In Progress
  Deferred
  Off Track
  Discontinued







3.0: Climate, Green and Sustainable

3.1: We will adapt to climate change and build the resilience of our community, infrastructure and the built environment, with a focus on our vulnerable communities at risk of fuel poverty, and flooding

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[3-1] Through our Solar Saver 4-year program, support solar installation and energy efficiency retrofits for our vulnerable households, including public and social housing, and renters	Finalise the supply contract for Solar Saver	Supply contracts are now in place for the Solar Saver program.		Completed
		Install solar panels or other energy efficiency installs (through Special Charge) for 200 households	71 households are contracted to take part in the Solar Saver program for 2022-23. There are another 50 customers that have received quotes. The Solar Saver program will continue to be promoted.		Off Track
		Achieve 200 bulk buy customers	200 quotes have been sent and 46 solar systems have been installed. Promotions will continue for the bulk buy program.		Off Track
		Complete ten social housing upgrades	Some social housing households have expressed interest, but there are no confirmed installations at this stage.		Off Track
	[3-2] Review our Climate Emergency Plan, including in-depth engagement with our community	Develop a new Climate Emergency Plan, informed by the review of the existing Plan and in-depth community engagement	The first stage of community engagement was delivered from August to September 2022.		Off Track
		Develop a Climate Emergency Plan that has a clear pathway to zero emissions	A technical assessment was undertaken to understand the likely 'business as usual' emissions projections and options to mitigate emissions.		Off Track
	[3-3] Support our community members experiencing fuel poverty, to prevent heating and freezing	Develop and implement initiatives to support the community around climate resilience and energy poverty, and achieve maximum leverage of State Government solar/energy programs	The Keep Cool Summer 2022-23 campaign was delivered between January and March. This campaign supported residents to stay safe on high heat days. State Government energy programs like the \$250 energy saving bonus, Victoria Energy Upgrades, and Solar Victoria rebates continue to be promoted.		In Progress

 Not Started
  Completed
  In Progress
  Deferred
  Off Track
  Discontinued

H&W	Strategic Action	Action	Comments	Status	Status Explanation
3.1.4	[3-4] Assess the current and future climate risks facing our community, and identify actions Council and other levels of government can take to provide maximum protection for people, property and the natural environment, in response to the assessed climate risks	Develop a Community Climate Risk Action Plan to be included in the Climate Emergency Plan review	The first round of the Climate Emergency Plan community engagement has helped identify the most significant risks for the community. Work continues to prepare a draft Climate Emergency Plan, which will include a Community Climate Risk Action Plan for community feedback later this year.		Off Track
3.1.6	[3-6] Undertake a whole of Council review of existing policies and practices to identify where climate emergency outcomes could be achieved in the areas of mitigation, resilience, education and advocacy	Complete detailed climate risk assessments for at least five service areas, and update relevant policies and procedures	An organisation-wide climate risk assessment is underway and will be completed by the end of May. Work is underway to integrate climate risk into relevant policies and procedures.		In Progress



 Not Started
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  In Progress
  Deferred
  Off Track
  Discontinued







3.2: Aim to achieve 12% canopy cover on Council owned and managed land by 2025, prioritising catchment biodiversity and shopping areas

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[3-7] Through the establishment of our Darebin Nature Plan, continue to deliver the Street Tree Planting Program, prioritising areas without coverage, areas with people experiencing disadvantage, and business activity centres	Continue to deliver the Street Tree Planting Program, prioritising areas without coverage, areas with people experiencing disadvantage, and business activity centres	<p>1000 trees are planned for streetscape planting this planting season. 100 of these will be planted along the High Street shopping precinct area. Trees are prioritised for planting in areas with less canopy cover and where residents are likely to be more vulnerable to heatwaves. New plantings are planned to commence in mid to late April 2023.</p> <p>Approximately 4000 newly planted street trees are within their first two years of establishment. These trees have been formatively pruned and watered to give the trees the best chance of becoming structurally sound, with healthy and safe canopy coverage.</p>		In Progress
3.2.6	[3-12] Acquire land to create new parks	Commence acquisition of any appropriate land parcels	A final compensation/purchase price has been confirmed by Council for Clements Reserve. Council is currently waiting on receipt of a Contract of Sale from the Department of Transport. The acquisition of the three parcels of land within Clements Reserve is anticipated to be concluded in either Q4 22/23 or Q1 23/24.		In Progress




 Not Started
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  In Progress
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  Off Track
  Discontinued



3.3: We will drive significant improvements in water quality and biodiversity across Darebin, designating Edwardes Lake as a flagship project to demonstrate water recreation (in the long term)







H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[3-14] Through the establishment of our Darebin Nature Plan, rehabilitate Edwardes Lake and re-forest Edgars Creek in Reservoir, to achieve significant and measurable improvements in biodiversity by 2025	Successfully partner with Melbourne Water to carry out weed management and revegetation works in Edgars Creek and extend public access through the Melbourne Water-owned reaches of the creek	<p>Melbourne Water and Darebin City Council are working in partnership through the Edgars Creek and Edwardes Lake Task Force to identify areas for revegetation and improvement. Melbourne Water is providing advice and support to improve the low-flow wetland at Edwardes Lake. This planting season will add 6000 new rewilding plants to the catchment.</p> <p>Darebin City Council is working with Melbourne water and Friends of Edwardes Lake to provide feedback and advocacy to prioritise the upper reaches of the Edgars Creek to improve both ecological and active transport connectivity through Reservoir up to Thomastown in Whittlesea. These areas have been prioritised in the Northern Trails Strategy 2022. Conversations with Melbourne Water have begun with advocacy to consider these areas for better public access and connectivity.</p>		In Progress

 Not Started
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  In Progress
  Deferred
  Off Track
  Discontinued






H&W	Strategic Action	Action	Comments	Status	Status Explanation
3.3.3	[3-15] Establish and adequately resource the Edwardes Lake Taskforce to significantly improve the water quality and amenity of Edwardes Lake in Reservoir	Adequately resource the Edwardes Lake Taskforce to meet six times a year and identify initiatives to improve the water quality of Edwardes Lake	Darebin hosted the third task force meeting on the 21st of February 2023, with representation from Melbourne Water, Yarra Valley Water, Environment Protection Authority, Friends of Edwardes Lake, Waterwatch, the Merri Creek Management Committee and Friends of the Merri Creek. Each member reported back on progress made by each organisation that contributed to the objectives of the group, including improving water quality, biodiversity and caring for Country. Darebin's Integrated Water Management Team presented the options report for the designs of a new stormwater wetland at the Old Ruthven Primary School Site in the Catchment. The group considered the case for an Environmental Significance Overlay for the Edgars Creek Corridor. There is one more task force meeting planned for this financial year.		In Progress
3.3.4	[3-16] Advocate with Melbourne Water to secure funding to improve the water quality of Edwardes Lake in Reservoir	Continue positive collaboration with Melbourne Water on mutual goals, including improvements to the water quality at Edwardes Lake	Melbourne Water have continued their commitment to working with Darebin through the Edgars Creek and Edwardes Lake Task Force. Together we are working to improve the low-flow wetland at Edwardes Lake. Melbourne Water have provided advice and guidance on improvements to the low flow wetland. They have attended site visits and shared information to develop a project brief. Quotes are being sought on works required.		In Progress

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  In Progress
  Deferred
  Off Track
  Discontinued



H&W	Strategic Action	Action	Comments	Status	Status Explanation
3.3.5	[3-17] Partner with our community and stakeholders to advocate to ensure the protection of Strathallan as public land for the long term, and to enable better management of the kangaroo population	Develop and implement the new four year Advocacy Strategy, and 2022 Advocacy Platform, which respectively capture and will guide Council's advocacy efforts around supporting local environmental and sustainability outcomes, including for Edwardes Lake and the protection of Strathallan, to help influence government, non-government and community support	This action has been delayed due to resourcing pressures. A meeting will be held in Q4.		Off Track
		Meet with LaTrobe University to explore options to further strengthen long term protections at the Strathallan site	Work was paused due to resourcing constraints. A meeting will held in Q4.		Off Track







 Not Started
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  In Progress
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  Off Track
  Discontinued

3.4: We will reduce carbon emissions by switching to renewable energy on a large scale for Council buildings and through community focused initiatives







H&W	Strategic Action	Action	Comments	Status	Status Explanation
3.4.1	[3-18] Progressively install solar panels and batteries, and introduce other energy efficiency initiatives, into our Council buildings	Improve energy efficiency of Council buildings and increase the amount of solar panels installed	The project to remove gas heating in the main City Hall building is well advanced. A new electric heat pump arrangement with wall-mounted console units is on track for completion by May 2023.		In Progress
3.4.2	[3-19] Develop and offer to our businesses a Group Power Purchase Agreement	Refine our project scope and offering to Darebin businesses, based on the Market Facilitation Platform proposed by the Department of Environment, Land, Water & Planning and options being developed by other councils	The State Government's Market Facilitation Platform has yet to announce any progress in its offering since its initial consultation process in late 2021. Council provided an offer to Darebin businesses in 21-22 via a multi-Council program to purchase renewable electricity and this continues to be promoted. Only a small number of businesses have expressed interest. Alternative renewable business support will be explored in the new Climate Emergency Plan.		Off Track
	[3-20] Develop an advocacy strategy to drive community and business use of solar panels and batteries, and other energy efficiency initiatives	Promote uptake of opportunities available to business and households to continue to increase use of solar power and energy efficiency	Council is continuing to promote the Solar Saver program to residents. The monthly Darebin Sustainability News reaches around 5,000 people and shares events, stories and information to support people to take action on the climate emergency. Information on the Solar Saver program is included.		In Progress
		Build a partnership supporting the introduction of the first urban renewable energy zone centred around Darebin and the National Employment and Innovation Cluster	Progress has been delayed due to resourcing pressures. Development of the new Climate Emergency Plan is assessing options to reduce community emissions, and this will inform ongoing advocacy and partnership approach for the Latrobe NEIC.		Off Track

 Not Started
  Completed
  In Progress
  Deferred
  Off Track
  Discontinued

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[3-21] Investigate and establish programs to achieve an increase in the uptake of renewable energy sources by our community and businesses	Implement projects/programs to achieve an increase in the uptake of renewable energy sources by our community and businesses	The Solar Saver program continues to support vulnerable households to install solar on their roofs. Work continues with the Northern Council Alliance to accelerate installations of EV charging stations across the region. New ways to support renewable uptake is being explored through the new Climate Emergency Plan.		In Progress

 Not Started
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  In Progress
  Deferred
  Off Track
  Discontinued




3.5: We will reduce waste and stimulate a local circular economy, where waste resources are re-used rather than discarded







H&W	Strategic Action	Action	Comments	Status	Status Explanation
3.5.1	[3-22] Develop a plan to respond to new State Government requirements for contaminated land	Develop and implement a management plan to respond to new State Government requirements for contaminated land	Investigations are ongoing to inform the next steps of developing a management plan for contaminated land.		In Progress
	[3-24] Undertake waste reform and take action towards establishing a circular economy	Successfully deliver additional food and green waste bins and a supporting education campaign to reduce food and green waste going to landfill	A council-wide green bin rollout was completed in July 2022. An education campaign was delivered across Darebin from July to December, with a range of activities such as social media communications, newsletter articles and public-facing events. In 2023-24, Council will consult the community about future kerbside service levels.		Completed
		Develop Food Organic and Garden Organics (FOGO) options for Multi-unit developments (MUDs)	Council has recruited six multi-unit developments to take part in a food organic and garden organic recycling pilot that will start in April. The findings of the trial will inform longer-term options for organics recycling in these types of properties.		In Progress
3.5.4	[3-25] Undertake waste charge reform in response to changing legislation and future operational requirements	Implement Waste Charge Reform outcomes	The Waste Charge Reform has been implemented during Q1, including concession rates. These waste charges have also been incorporated into Council's Financial Hardship Policy to help reduce any financial burden on the community. This action was completed in Q1 2022/23.		Completed
3.5.5	[3-26] Reduce the impact of illegal dumping in our city	Review Council's response to illegal dumping to identify opportunities to improve effectiveness	Process and litter prevention is in place and all remaining matters are now operational requirements.		Completed

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  In Progress
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  Off Track
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4.0: Responsible, Transparent and Responsive

4.1: We will ensure balanced and responsible financial decision making that meets the needs of our community now and into the future

H&W	Strategic Action	Action	Comments	Status	Status Explanation
4.1.1	[4-1] Plan for adjustments in waste services due to the landfill levy and landfill gate fee increases (from 1 July 2021)	Plan for adjustments in waste services due to the landfill levy and landfill gate fee increases	Introduction of the waste charge has removed this risk.		Completed
4.1.2	[4-2] Develop and implement an Advocacy Framework and four year Advocacy Plan, informed by our Council Plan priorities, aimed at influencing public policy change and attracting support and funding for our priorities	Implement Council's Advocacy Strategy with a focus in 2022 on securing support from candidates ahead of the State Government election, and in 2023 on advocacy for strategic policy reform at Federal level in regards to cost of living, housing, equity and inclusion, and renewable and circular economy	A number of discussions have been held with State MPs to identify and progress local priorities.		In Progress
		Confirm Council's 2023 advocacy platform in alignment with the 2023 Mayoral election	This action has been delayed due to resourcing pressures. The Principal Advocacy and Government Relations Officer was recently appointed, and work will commence in Q4 on 2023 advocacy priorities.		Off Track

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  In Progress
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  Off Track
  Discontinued







4.2: We will ensure our assets are optimised for the benefit of our community



H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[4-5] Review our Asset Portfolio, to ensure maximum benefit for our community is being realised, including the occupancy of unused and under-utilised Council buildings	Present the Property Strategy to Council for adoption by September 2022	This action has been delayed while Council collects Condition Reports on all properties, obtains property utilisation data and receives Service Planning and Demand Modelling from Council's Service and Community sectors. Property has initiated to have a Condition Report of Council's building assets undertaken. The Building Condition Report is expected to be completed in May 2023. There is no current timeline for the delivery of the Service Plans and Demand Modelling from the Service and Community sectors.		Off Track
		Secure tenant occupancy and use of the Edwardes Lake Boathouse	Current activities in this quarter include: 1) Remove restrictions - Council's legal representatives have commenced investigations to ascertain whether any beneficiaries of the Estate of Edwardes remain to seek the removal of a restriction in the original gifting of the land that does not allow the sale of alcohol from the Boathouse. 2) Engage a commercial property consultant who have extensive experience in retail having successfully leased the Maribyrnong Boathouse and more recently the Lakeside Café Keilor on behalf of Moonee Valley City Council. Evaluation matrix prepared on selecting the preferred agent. 3) Obtained restaurant design layouts from FPPV architects with an extension of the level 1 decking. Council will not incur any major capital costs for the proposed restaurant use until it receives a release of the ban on the sale of alcohol.		Off Track
		Progress work toward realising the future of the former Reservoir Police Station at 25 Edwardes Street, Reservoir	Council has received an offer from VicPol as settlement in lieu of it demolishing the rear of the building. Property Services will in May 2023 provide an Expression Of Interest to lease this premises to internal stakeholders for distribution to their community networks.		In Progress


 Not Started
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  In Progress
  Deferred
  Off Track
  Discontinued







H&W	Strategic Action	Action	Comments	Status	Status Explanation
		Progress work toward realising the future of the former Reservoir Library site	Internal discussions have commenced to prepare a Master Plan for this precinct and identify challenges, risks, constraints and opportunities. It is expected that work will commence on this in Q1 2023/24 pending budget approval. The library remains unoccupied.		In Progress
		Undertake an Equity Impact Assessment of the Property Strategy in line with Council's policy and commitments to equity, human rights and diversity	Council will undertake an Equity Impact Assessment upon the endorsement of the Property Strategy.		In Progress
		Improve access to and participation in Council spaces and services by under-represented and disadvantaged communities	<p>Council has taken the following actions to improve access and participation:</p> <ol style="list-style-type: none"> 1. Completed a multi-staged review of Council-owned leased buildings and how they are managed/occupied. 2. Reactivation of the Property Assessment Committee 3. Development of an Expression of Interest process that provides internal Council stakeholders with the means to discuss leasing and licencing opportunities with their networks. 4. The development of the draft Leasing and Licensing Policy which will be expected to be presented to Council in June 2023. <p>The following Leases and Licenses have been finalised in this quarter: Minister for Education (Kindergarten) and sub-lease to Kids First; Alex Makes Meals; Darebin Ethnic Communities Council; Keon Park Boxing Club; Into Work (car park); We Cycle: Further to these, Property has issued a Letters of Offer to licence part of the MIC site to 12 applicants to the EOI.</p>		In Progress

Not Started
 Completed
 In Progress
 Deferred
 Off Track
 Discontinued







H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[4-6] Explore opportunities for Council owned and managed land (including airspace) to be used as temporary housing for people at risk or who are experiencing homelessness	Undertake work to increase temporary housing through Council properties	This is an ongoing project and the Property team will continue to work with Council to identify and facilitate temporary housing opportunities. The delivery of the near completed community housing development in Town Hall Ave and the Kids under Cover facility demonstrates the capabilities of Council and Property team to provide such housing projects to the community. Property is currently investigating a number of aged care houses that may be used for refuge or temporary housing.		In Progress
	[4-7] Conduct an audit of the users of Council spaces and services, and develop strategies to increase the participation of underrepresented groups in our community	Design and implement an audit of services and venues to establish a baseline dataset of participation and identify under-represented groups	In this quarter, the property team has undertaken an audit of the users of Council's property portfolio (excepting sporting seasonal licenses). The property team will use this information to identify under-represented groups. This work is expected to be completed in Q1 23/24.		In Progress
4.2.4	[4-8] Develop specific strategies to increase the participation of under-represented groups and develop responses to support greater inclusion where audit data collected indicates low participation rates	Develop specific strategies to address participation of underrepresented groups and support greater inclusion where there are low participation rates to be included in the Cultural Diversity Action Plan	Data collection and mapping of existing services and infrastructure has continued in Q3 through the Welcoming Cities Accreditation. This work will be complementary and support and inform the draft Cultural Diversity Action Plan.		Off Track
4.2.5	[4-9] Explore the opportunities to offer a Council building space each year to one community group or organisation, to promote cultural diversity	Implement the adopted Property Strategy with regard to optimising Council properties through the leasing and use of Council properties	Property Services will engage a third-party consultant to deliver a Property Strategy once we have received the condition reports on council's buildings (due May 2023) and Service Planning/Demand Modelling from Council's internal Service and Community departments (delivery unknown). The Property Strategy will align with the Property Framework and will provide direction in the lifecycle of council's assets and, in particular, whether to upgrade or dispose of major assets.		In Progress

 Not Started
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  In Progress
  Deferred
  Off Track
  Discontinued

H&W	Strategic Action	Action	Comments	Status	Status Explanation
4.2.6	[4-10] Improve delivery of our services to our community by developing an Asset Management Plan for Open Space, establishing a level of service for each class of our assets, and collecting data on our drainage assets	Establish service levels for each class of asset	The current and desired service level will be discussed and established through a review of asset management plans (AMPs) of each asset class as they are being developed. These levels of service will need to align with Council's budgets (operating and capital) and the Long-Term Financial Plan. The Open Space AMP and the Transport AMP are currently under review and will be finalised in June 2023. the remaining AMPs will be developed in the 23/24 FY.		In Progress






 Not Started
  Completed
  In Progress
  Deferred
  Off Track
  Discontinued

4.3: We will transform our services and service delivery models to ensure they meet the current, emerging and future needs of our community

H&W	Strategic Action	Action	Comments	Status	Status Explanation
4.3.1	[4-12] Transform our models of service delivery through service reviews, to improve and ensure accessibility and consistency of our customer experience	Undertake year one of the three-year Service Review Program	In relation to the Building Services review, the swimming pool and spa processes are being mapped out. Through this process pain points are being identified and some quick wins identified; for example, the front page of Council's website was updated to include information on swimming pool and space inspection and registration requirements. Dashboards for reporting purposes are being created in relation to building processes. Three of four customer experience workshops have been held with building services looking at opportunities crucial to building services. Over the next quarter work will continue prioritising building services processes based on risk, customer requirements and efficiencies for officers.		In Progress
	[4-13] Develop a Communications Strategy that ensures our printed and digital publications feature images of people that reflect the diversity of our community, and that our Darebin Community News includes a diverse mix of language and cultural content	Develop a four year Communications Strategy that ensures strategic planning of effective and reflective communications across our diverse community	A Communications Plan has been completed and implementation is underway.		Completed
		Implement actions in the Communications Strategy	The strategy is now in the implementation phase.		Completed
4.3.4	[4-15] Develop a Leisure Strategy for our city	Develop a Leisure Strategy for our city, informed by community consultation and engagement with key community stakeholders	Development of the Leisure Strategy resumed in December 2022. Officers are recommending to pause this work in 2023-24 and reconsider in 2024-25.		Deferred
4.3.5	[4-16] Undertake a review of the General Local Law	Develop a proposal for improvements to the General Local Law including consultation with community.	Preliminary review and assessments have been completed. Consultation with the community - to inform the revised local law - is planned for 2023-24.		Off Track






 Not Started
  Completed
  In Progress
  Deferred
  Off Track
  Discontinued

4.4: We will ensure major changes in our city achieve significant improvements in our City





H&W	Strategic Action	Action	Comments	Status	Status Explanation
4.4.1	[4-17] Support our community and businesses during the construction phase of the Preston Level Crossing project	Minimise the impact to community and businesses during the construction phase of community areas and roads surrounding the Preston Level Crossing	Council has continued to support and advocate on behalf of residents impacted by the Bell-Preston level crossing removal project on fencing, overlooking and other issues.		Completed
		Assess quality of construction of community spaces and Council assets constructed as part of the Preston Level Crossing to ensure that they meet the design requirements and minimise future costs	Council continues to work with the Level Crossing Removal Project (LXRP) to ensure open space and other assets are delivered to a high standard. The construction and delivery of landscaping and open spaces created through the Bell-Preston level crossing removal were completed in early 2023.		Completed
		Review and advocate for good designs and planning decisions for the Keon Park Level Crossing Removal Project	Council continues to advocate for good design and support for local businesses impacted by the upcoming works.		In Progress
	[4-18] Protect Preston Market, including advocating Council's position to the State Government during its planning consultation process, and working with our community to advocate for the strongest possible planning controls and Protections	Advocate to protect Preston Market, including advocacy to the State Government, public communications and representing Council through the formal planning process	The Standing Advisory Committee's report of recommendations was released on 3 April. The SAC recognised the market's heritage significance and recommended that the VPA's structure plan, framework plan and zoning controls be revised to reflect this. The Minister has publicly supported the heritage findings of the SAC report, with her public statement noting "New planning controls, including a Heritage Overlay, will now be introduced to protect Preston Market's heritage and put beyond any doubt the importance of the market to the community."		In Progress



 Not Started
  Completed
  In Progress
  Deferred
  Off Track
  Discontinued



4.5: We will improve the sustainability, accessibility, and design of development on private land in our city







H&W	Strategic Action	Action	Comments	Status	Status Explanation
4.5.1	[4-19] Progressively improve our Darebin Planning Scheme, establishing a new Municipal Planning Strategy and undertake two new major planning reform projects	Continue to advocate for the community vision in the translation of the Darebin Planning Scheme into the State Government's new Planning Policy Framework, and meet Council's statutory obligation to complete this translation	The draft policy translation of the Planning Scheme into the new state format has been finalised, following a series of thorough reviews to ensure that local policy content is retained. Council will consider endorsement of the translation in May.		In Progress
		Commence work to improve local economic development and help achieve 20 minute neighbourhoods by investigating Darebin's Activity Centre Hierarchy	Analysis of Darebin's Neighborhood Activity Centres (smaller shopping and business precincts) is complete and broader analysis, including of larger centres, is underway. Council has appointed an economic consultancy to help establish a hierarchy of activity centres and drive economic activity and growth of employment.		In Progress
		Respond to development pressure at the Northland Shopping Centre to ensure good planning of the site and wider precinct and that any planning provisions are appropriate and achieve community, transport, environmentally sustainable development, social housing and local economic outcomes	Procurement is underway to appoint experts to assist preparing the Structure Plan and a Transport Study.		In Progress
	[4-20] Review our Housing Strategy and planning zones including engaging with our community on where housing and development should be, and strengthening neighbourhood character provisions	Prepare and undertake community consultation on the draft Housing Strategy and Neighbourhood Character Study	Council has continued with a data-driven revision of the draft Neighbourhood Character Study. Council has developed a methodology for the Residential Development Framework, which together with the outcomes from consultation in 2022, is being consolidated into the draft Housing Strategy, which is due for completion in June 2023.		Off Track

 Not Started
  Completed
  In Progress
  Deferred
  Off Track
  Discontinued

H&W	Strategic Action	Action	Comments	Status	Status Explanation
4.5.3	[4-21] Advocate for higher and mandatory Environmentally Sensitive Design (ESD) standards in building and planning controls	Advocate for stronger planning provisions for higher energy efficiency standards, including in collaboration with other Councils and via the Council Alliance for a Sustainable Built Environment (CASBE)	Council submitted a planning scheme amendment for 'Elevating Environmentally Sustainable Design Targets and Zero Carbon Development' to the Minister for Planning to authorise in mid-2022 alongside 23 other participating Councils, led by the Council Alliance for a Sustainable Built Environment (CASBE). The Minister has yet to authorise the amendment. Council, together with the group of councils and CASBE, are continuing to advocate for the progression of the amendment.		In Progress
4.5.4	[4-22] Complete major planning reform work to: <ul style="list-style-type: none"> • Introduce an open space levy to fund open spaces in our city • Introduce a Developer Contributions Scheme to help fund infrastructure for our growing population • Establish Heidelberg Road Corridor controls • Establish Thornbury Park Heritage Estate controls 	Seek an interim open space levy increase while progressing work to permanently increase the open space levy	Council remains committed to increasing the supply of open space in Darebin. On 12 September 2022, Council resolved to commence a new planning scheme amendment to enable an interim 5% open space contribution rate. While some work has progressed, the project is behind, and options for delivering the interim amendment in 2023-24 is being considered.		Off Track
		Continue to prepare and implement planning provisions for the Heidelberg Road corridor, including heritage, land use and urban design	Council finalised the Heidelberg Road Heritage Amendment and submitted it to the Minister for Planning for final consideration. It was approved on 16 December 2022. Options for progressing the land use and built form framework in 2023-24 is being considered.		In Progress
		Continue to prepare and implement planning provisions for the Thornbury Park Estate Heritage Precinct	Amendment C191dare was submitted to the Minister for Planning for approval in December 2022 and is currently under consideration. It is anticipated that a decision will be made before the middle of 2023.		In Progress

 Not Started
 Completed
 In Progress
 Deferred
 Off Track
 Discontinued

H&W	Strategic Action	Action	Comments	Status	Status Explanation
		Respond to State-led planning scheme amendment and planning processes that arise for key strategic sites within the municipality to ensure a planning outcome that aligns with Council 's policies	The Standing Advisory Committee's report for Preston Market was released on 3 April and recognised the market's heritage significance. Council is also preparing for an amendment to the planning scheme in relation to a State Government led proposal for Dumbarton Avenue.		In Progress
4.5.5	[4-23] Complete our Central Preston Structure Plan	Prepare a draft Central Preston Structure Plan for Council consideration	Several technical specialists have been appointed. Work is processing on an economic review of activity centres, heritage advice and internal reviews of transport and public realm initiatives.		Off Track

 Not Started
  Completed
  In Progress
  Deferred
  Off Track
  Discontinued

CAPITAL WORKS

Project by Asset Class	Delivery Due Date	Status	Project Status Comments Q3
Buildings			
John Hall Pavilion Design	Multi-year Project	●	An architect for the project is being procured and will be appointed in April 2023. Design work will commence in May 2023.
Northcote Aquatic and Recreation Centre	July/August 2023	●	Project is under construction and is approximately 85% complete. Practical completion is estimated in August 2023.
Building Renewal Program	30-Jun-23	●	A wide range of Building Renewal Projects have been completed. Key projects underway in 2023 include the renewal of roofs at Clyde Street Community Centre and Pitcher Park Pavilion.
Reservoir Leisure Centre Design	30-Jun-23	●	Project is placed on hold.
Darebin Resource Recovery Retaining Wall	30-Nov-23	●	Works completed to a high standard of quality. The retaining wall has been in full operation since December 2023.
Bill Lawry Oval Pavilion	Multi-year Project	●	Council resolved not to award a contract and to defer a decision on the project direction to the 23/24 budget deliberations.
Catalyst Project - Preston Civic Precinct (includes Intercultural Centre)	31-Jan-23	●	Project is completed and Intercultural centre is open to the community.
Merri Community Child Care and Kindergarten	Multi-year Project	●	Council has appointed Loft Architecture to design the Merri Community Child Care and Kindergarten expansion. The concept design has been completed.
Reservoir East primary School Kindergarten	31-Jan-23	●	Kindergarten opened in February 2023 and council services commenced in March 2023.
Bridges			
Darebin Creek Bridge	30-Jun-23	●	Project scope has been changed to design only for this financial year due to the time required to prepare a Cultural Heritage Management Plan (CHMP) for the works. Fieldwork for the CHMP will be undertaken in May 2023 with the Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation.
Harding Street Bridge Replacement Design	30-Jun-23	●	Council is undertaking this project in collaboration with the City of Merri-bek. Design has been delayed due to procurement challenges and officers at Merri-bek are working to resolve this issue.
Bridge Guardrail Renewal Program	30-Jun-23	●	Program is delayed. Final design works are in progress for five sites.

● Completed ● On Track ● Delayed/At risk of not meeting target ● Off Track/Major issues affecting completion ● Not started/ On hold/ Discontinued

CAPITAL WORKS

Project by Asset Class	Delivery Due Date	Status	Project Status Comments Q3
Drainage			
Drainage System Renewal and Upgrade Program including WSUD and Reactive Works	30-Jun-23	●	Two drainage projects have been completed as a part of this program – an upgrade to the drainage network at Ayr Street in Reservoir and the design for an upgrade at Henty Street in Reservoir. Three other drainage projects are well underway – an upgrade at Hartington Street in Northcote, works to Ruthven Wetland and the design for Summerhill Road in Reservoir.
Kerb and Channel Renewal Program	9-Jun-23	●	The program is 90% complete.
Stormwater Pipe Relining Program	30-Jun-23	●	Program is complete.
Footpaths & Cycleways			
Pit Lid Renewal Program	30-Apr-23	●	Program is complete.
Safe Travel, Walking and Cycling Transport Program	30-Jun-23	●	A number of footpath projects have been completed and a number of contracts have been awarded to deliver other projects by the end of financial year.
Shared Path - Parks Renewal Program	31-May-23	●	Program is complete.
Information Technology			
IT Improvement Program	30-Jun-23	●	With the completion of the Corporate Information Systems Enhancements, Website Consolidation and Reporting System implementation, focus is on improvements on Integrated Financial System. Project activities on IT Strategy Roadmap and Transformation program progressed well with all business units involved in providing inputs for future IT Improvements. The consolidate report is targeted for completion in the next quarter.
IT Infrastructure Upgrade Program	30-Jun-23	●	Network Upgrade, underlying Infrastructure Upgrade and Telephony System Replacement project activities are progressing well. Upgrade work for key sites will complete in April providing the foundation for Telephony Upgrade and other improvements. IT Disaster Recovery (DR) and Back up Service improvements project has been awarded and the target is to have the DR operational within this financial year.
Land			
Land Acquisition to Create New Parks	30-Jun-23	●	Council and the Department of Transport (VicRoads) have reached agreement on the terms and valuation of the three parcels of land to be acquired by Council.

● Completed ● On Track ● Delayed/At risk of not meeting target ● Off Track/Major issues affecting completion ● Not started/ On hold/ Discontinued

CAPITAL WORKS

Project by Asset Class	Delivery Due Date	Status	Project Status Comments Q3
Libraries			
Library Collections	30-Jun-23	●	Expenditure on track for completion this financial year. Ordering and purchasing of library books continues, including quality assurance and stakeholder management.
Parks, Open Space & Streetscapes			
Northcote Golf Course Works - Capital Works	30-Jun-23	●	Some works already completed with the remaining to be completed by the end of the financial year. Work completed includes decommissioning of old hole and creation of new hole, design and due diligence of new eastern boundary path and northern path. The building business case is also complete.
Open Space Improvements Program	30-Jun-23	●	On track for completion - Playspace renewals have been completed, with park upgrades and asset provision nearing completion. Rewilding continues to be delivered and street tree planting program is well underway.
Monument Celebrate Darebin's Migration Story	Multi-year Project	●	This project will not commence this financial year. Discussions are currently underway regarding the prioritisation of this project for inclusion in a future year Capital Works program.
WH Robinson Reserve Cricket Nets Design	30-Jun-23	●	A contractor has commenced works and project is on track to be completed by end of May.
Streetscape Improvements Covid Recovery	30-Jun-23	●	Planting of new trees on High Street Preston is underway and the project is on track to be completed in May 2023.
Contaminated Land Remediation	Multi-year Project	●	Works are underway to relocate underground fuel tanks at the Operations Centre and Bundoora Park to above ground as required by the EPA. Due diligence works are underway with design work to follow. This multi-year project will likely be incomplete at year's end and will be carried forward into 2023/24.
Community Safety Upgrades Program	30-Jun-23	●	Program is completed.
Irrigation Upgrades and Renewals Program	30-Jun-23	●	Zwar Reserve irrigation renewal scheduled for the end of the cricket season.
Oval and Sportsground Renewal and Upgrade Program	30-Jun-23	●	All works to be undertaken at completion of cricket season and completed within 3-4 weeks.
Park Asset Renewal Program including Drinking Fountains	30-Jun-23	●	Program is completed.

● Completed ● On Track ● Delayed/At risk of not meeting target ● Off Track/Major issues affecting completion ● Not started/ On hold/ Discontinued

CAPITAL WORKS

Project by Asset Class	Delivery Due Date	Status	Project Status Comments Q3
Playspace Renewal Program	30-Jun-23	●	Many sites topped up with soft fall and further sites to be completed towards end of the financial year.
Sportsground Sub-surface Drainage	30-Jun-23	●	Project construction work will commence in April 2023 and will be completed within the month.
Synthetic Cricket Wicket Installation Program	30-Jun-23	●	Works underway at three sites across the municipality. Progress : 90% work completed at JC Donath Reserve, 80% work completed at WH Robinson Reserve and work will commence at H.L.T. Oulton Reserve in April.
Plant, Machinery and Equipment			
Vehicular Plant Replacement Heavy Vehicle	30-Jun-23	●	Vehicles will be delivered in July 2023.
Vehicular Plant Replacement Light Vehicle	30-Jun-23	●	Vehicles will be delivered in June 2023.
Arts Venue & Hubs Plant & Equipment Program	30-Jun-23	●	This rolling program of replacement, upgrade and repair of equipment is on track.
Replacement of Mobile Garbage, Green Waste and Recycling Bins Program	30-Jun-23	●	Program is on track to be completed by end of the financial year.
Youth Services Asset Renewal Program	30-Jun-23	●	Work continues to finalise purchases for all equipment and assets replacement within Youth Services.
Recreation, Leisure & Community Facilities			
Sportsfield Lighting Renewal Program	30-Jun-23	●	Design works are underway by consultant and will be completed by the end of financial year.
Roads			
Accessible Parking Bays	30-Jun-23	●	Scotia Street in Preston project is completed. Enfield Avenue in Preston and Dunne Street in Kingsbury are delayed and expected to be completed in May 2023.
Blackspot Design and Construction Program	1-Dec-23	●	One traffic signal project has been completed at Wood Street/ Laurel Street in Preston. The second project at Mitchell Street/ Victoria Street, detail design work is underway and will complete construction by July 2023.
Right of Way Rehabilitation Program	30-Jun-23	●	Three projects are included in the program: Clarke street reconstruction project is completed. James street retaining wall project is underway, however will not be able to complete before the end of the financial year. Future design project has been discontinued.

● Completed ● On Track ● Delayed/At risk of not meeting target ● Off Track/Major issues affecting completion ● Not started/ On hold/ Discontinued

CAPITAL WORKS

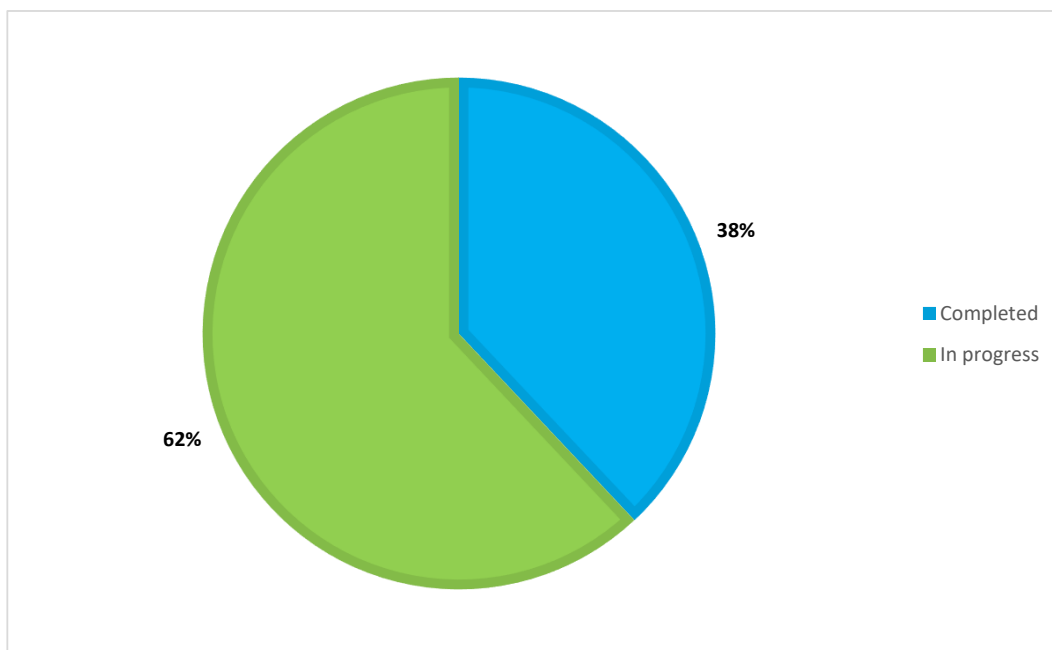
Project by Asset Class	Delivery Due Date	Status	Project Status Comments Q3
Road Rehabilitation Design & Construction Program	30-Jun-23	●	Raleigh Street Stage 1 and Farnan Street works have been completed. Raleigh Street Stage 2 and design projects are underway and to be completed by end of financial year.
Roundabout Renewal Program	31-May-23	●	Program is completed.
Road Resurfacing Program	30-Apr-23	●	Program is progressing well with all three reseal contracts. The materials used are recycled plastic, steel slag and approved green alternative.

● Completed ● On Track ● Delayed/At risk of not meeting target ● Off Track/Major issues affecting completion ● Not started/On hold/Discontinued

STATUS OF COUNCIL RESOLUTIONS

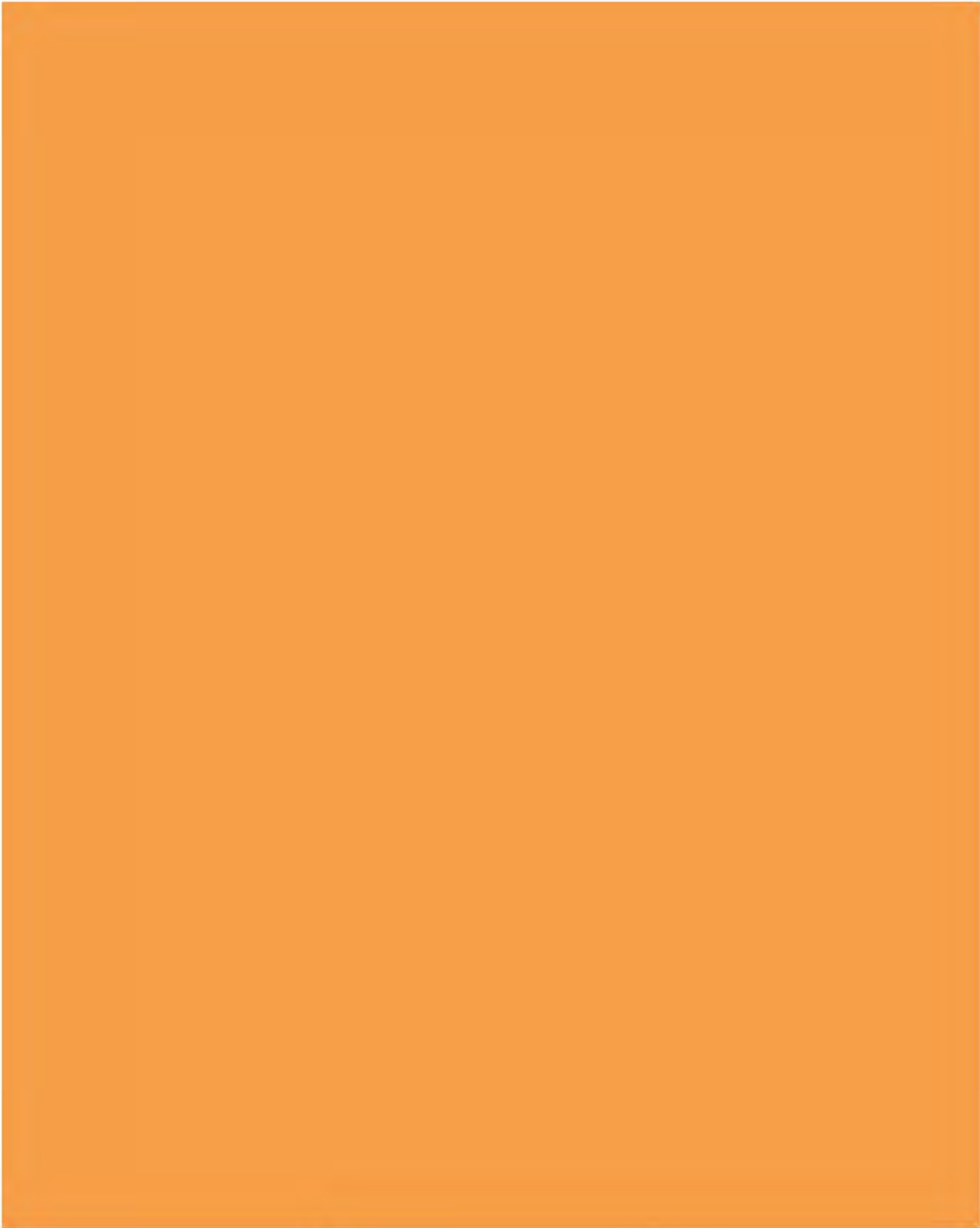
For Q3, 37 resolutions were made through Council and Planning Committee meetings, 14 (38%) have been completed and 23 (62%) are in progress. Due to the complexity of some of the resolutions, they may span multiple years and can be superseded or updated as the initiatives progress.

Status of Council Resolutions



In comparison to Q2, Q3 has decreased by 5 Council Resolutions. The table below provides a comparison table:

Quarter	In Progress	Completed	Total
Q1 (July – Sept 2022)	12 (33%)	24 (67%)	36
Q2 (Oct – Dec 2022)	24 (57%)	18 (43%)	42
Q3 (Jan – March 2023)	23 (62%)	14 (38%)	37



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FINANCIAL REPORT

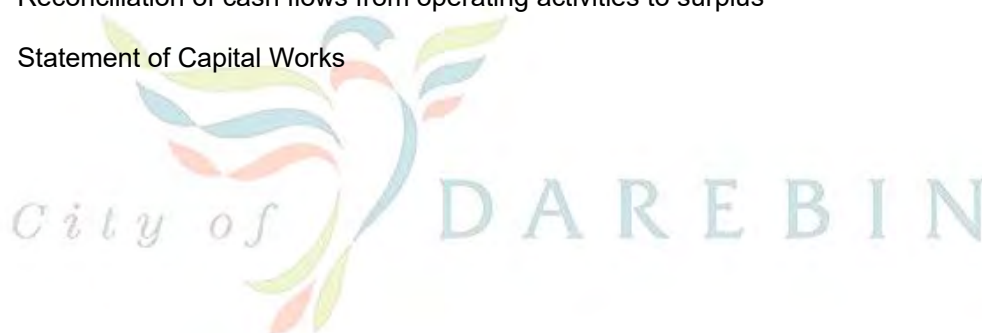
Nine months ended
31 March 2023



Financial Report
9 months ended 31 March 2023

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Financial Report

9 months ended 31 March 2023

1 EXECUTIVE SUMMARY

1.1 Operating performance

Performance for the first nine months of the financial year is behind the year-to-date budget by \$3.21m and the forecast operating performance for the full 2022-23 financial year is expected to be \$7.62 less than budget.

	YTD Budget \$'000	YTD Actual \$'000	YTD Var \$'000	Adopted Budget \$'000	Annual Forecast \$'000
Operating					
Revenue	183,077	178,443	(4,634)	198,412	194,281
Expenditure	(140,410)	(138,989)	1,421	(190,150)	(193,266)
Surplus (deficit)	42,667	39,454	(3,213)	8,262	1,015
Capital & other					
Revenue / grants	(586)	(1,978)	(1,392)	(743)	(1,118)
Adjusted underlying surplus/(deficit)	42,081	37,476	(4,605)	7,519	(103)

For the nine months ended 31 March 2023, Council has recorded an operating surplus of \$39.45 million, which is \$3.21 million behind the year-to-date budget. After eliminating capital and other items, the adjusted underlying surplus is \$37.47 million, which is \$4.60 million less than the full-year budget.

The forecast operating result for the year ending 30 June 2023 is an operating surplus of \$1.02 million, which is \$7.25 million less than budget. The forecast adjusted underlying deficit is \$0.10 million, which is \$7.62 million less than the budget surplus of \$7.52 million. An underlying surplus 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 year-to-date is unfavourable by \$4.63 million and total expenditure year-to-date is favourable by \$1.42 million. The main items contributing to this unfavourable variance are lower income than budgeted from rates and charges and user fees and Financial Assistance Grant offset by lower expenditure for employee costs and materials and services.

Revenue from Rates and charges are unfavourable due to the timing of the processing of the pensioner and other rebates and lower than anticipated take up of the Solar Saver special charge and the receipt of Financial Assistance Grant in 2021/22 budgeted in 2022/23.

Revenue in Statutory fees and fines are unfavourable due to the timing of raising animal registration and environmental health registration renewals.

1.2 Capital performance

	YTD Budget \$'000	YTD Actual \$'000	YTD Var \$'000	Adopted Budget \$'000	Annual Forecast \$'000
Property	34,991	35,824	(833)	46,655	42,715
Plant & equipment	4,200	2,192	2,008	5,780	5,389
Infrastructure	10,335	6,907	3,428	13,792	14,565
Total capital works	49,526	44,923	4,603	66,227	62,669

Financial Report

9 months ended 31 March 2023

For the nine months ended 31 March 2023, Council has expended \$44.92 million on the capital works program, which is \$4.60 million behind of the year-to-date budget. The variance is due mainly to delays in property, plant and equipment and infrastructure works. The forecast capital performance for the year ending 30 June 2023 is expenditure of \$62.67 million, which is \$3.56 million less than budget.

1.3 Financial Position

	YTD Budget \$'000	YTD Actual \$'000	YTD Var \$'000	Adopted Budget \$'000	Annual Forecast \$'000	Audited 2022 \$'000
Cash and investments	37,788	38,101	313	34,879	48,935	58,708
Net current assets	45,243	47,080	1,837	8,381	23,504	24,379
Net assets and total equity	1,527,952	1,693,405	165,453	1,493,831	1,654,970	1,653,954

The FY22 audited closing cash position was \$10M (*refer statement of cash flow – cash & cash equivalents at beginning of Financial Year \$35M - \$45M*) higher than budgeted. Main reasons driving this is as follows:

- Unexpected early receipt of the FY23 Financial Assistance Grant. Received in June 22.
- Timing differences between invoices received for payment and when cash is paid to suppliers, based on payment terms & conditions.
- Timing differences between invoices raised to customers and when cash is received by Council, based on payment terms and conditions.

The financial position as 31 March 2023 shows a cash (\$24.4M) and investment balance (\$13.7M) of \$38.10 million, which is \$0.31 million ahead of budget. The variance is due mainly to timing differences in receipt of rates, fees and charges, payments to employees and suppliers and a higher opening cash and investment position compared with budget.

The cash and investment balance of \$38.10 million was sufficient to meet restricted cash and intended allocation obligations of \$26.91 million at the end of March. 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 \$47.08 million, which is \$1.84 million more than budget, primarily due to higher opening cash position and timing of rate receivables. The net asset position of \$1.69 billion is \$165.45 million more than budget. This is mainly due to the prior year revaluation increment of land and building assets.

The forecast Financial Position as at 30 June 2023 shows a closing cash (\$35M) and investment (\$13.9M) position of \$48.94 million and net current assets of \$23.50 million.

The forecast closing cash balance of \$38.9M represents a net decrease in cash of \$5.87M from the \$44.8M opening cash position. Main reason driving this deficit is the cash required to fund Councils significant capital works investment, exceeding the cash generated through operations and loan funding.

1.4 Mid-year Budget Review (Q2 Forecast)

The mid-year budget review results indicate a \$7.3M net unfavourable result to Councils operating performance compared to adopted budget and 3.5M less than Council's adopted capital works program.

Operating Performance: Overall unfavorable result to financial forecast to the value of **\$7.3m**. Main drivers are:

Financial Report

9 months ended 31 March 2023

Revenue Items

- \$3.5M Financial Assistance Grant – 75% received previous financial year (FY) – no indication from the State Government, thus far, that the same will occur this year.
- \$825k reduction in Right of Way proceeds relating to the sale of minor Council assets
- \$719k reduction in Bundoora Park Administration fees (transposition error caused budgeting error)
- \$300k reduced income in building permits due to a slow-down in the construction industry
- \$200k reduced legal fee recoveries relating to outstanding rate collections.
- \$1.3m unbudgeted capital grant funding received (improvement).

Expenditure Items

- \$1.6m additional depreciation (non-cash) expense resulting from FY 2021-22 building revaluation
- \$480k increased IT license expenses
- \$340k net additional expenses relating to Preston Market Standing Advisory Committee representation (planning panel) and advocacy project

Capital Works Program: Overall favorable result to the value of **\$3.5m**. Main drivers:

- \$3.7m improvement to Bill Lawry Oval Pavilion project due to a deferral of the project.
- \$500K net budget carry forwards from previous FY (unfavorable).

2. FINANCIAL ANALYSIS

2.1 Operating performance

The information in the table below shows income and operating expenditure for the period ended 31 March 2023. The five columns of data provide information on the following:

- YTD budget to 31 March 2023 (i.e. estimated timing of income and expenditure)
- YTD actual results to 31 March 2023
- YTD variance of actuals compared to budget
- Annual budget as adopted by Council
- Mid-year (annual) forecast of the year end position
- Variance of original budget adopted by Council and mid-year (annual) forecast of the year end position.

The report provides a year-to-date summary of Council's financial position and is a guide on the timing of receipts and payments. Timing differences can occur during the financial year and year to date variances do not imply that the annual budget will be affected.

Financial Report
9 months ended 31 March 2023

DAREBIN CITY COUNCIL

Comprehensive Income Statement

For the 9 months ended 31 March 2023

	YTD Budget \$'000	YTD Actual \$'000	YTD Variance \$'000	Annual Budget \$'000	Annual Forecast \$'000	Forecast Variance \$'000
Income						
Rates and charges	144,431	142,565	(1,866)	146,676	145,227	(1,449)
Statutory fees and fines	7,798	7,140	(658)	10,440	10,132	(308)
User fees	9,537	8,627	(910)	14,707	12,682	(2,025)
Grants - operating	12,779	11,134	(1,645)	17,107	15,001	(2,106)
Grants - capital	988	2,358	1,370	1,322	1,709	387
Contributions - monetary	4,580	4,287	(293)	6,131	5,824	(307)
Net gain (loss) on disposal of property, infrastructure, plant and equipment	472	373	(99)	631	273	(358)
Other income	2,492	1,959	(533)	1,398	3,433	2,035
Total income	183,077	178,443	(4,634)	198,412	194,281	(4,131)
Expenses						
Employee costs	72,595	71,576	1,019	98,348	100,453	(2,105)
Materials and services	43,710	41,879	1,831	57,766	58,294	(528)
Depreciation	18,114	18,701	(587)	24,097	25,707	(1,610)
Amortisation - intangible assets	221	385	(164)	443	514	(71)
Amortisation - right of use assets	6	0	6	13	13	0
Bad and doubtful debts	731	1,109	(378)	975	961	14
Borrowing costs	156	391	(235)	207	523	(316)
Finance Costs - leases	0	0	0	2	0	2
Other expenses	4,877	4,948	(71)	8,299	6,801	1,498
Total expenses	140,410	138,989	1,421	190,150	193,266	(3,116)
Surplus for the year	42,667	39,454	(3,213)	8,262	1,015	(7,247)
Less						
Grants - capital (non-recurrent)	(586)	(1,978)	(1,392)	(743)	(1,118)	(375)
Adjusted underlying surplus/ (deficit)	42,081	37,476	(4,605)	7,519	(103)	(7,622)

Financial Report 9 months ended 31 March 2023

Operating Revenue – notes

1. Rates and charges: Major variances include:

- Pensioners and other rebates are \$1.09 million less than budget. The invoice for the third quarter rebate income has been processed and funds are expected to be received in the coming months. (T)
- Solar Saver special charge is \$1.44 million less than budget and it is forecast this variance will be \$1 million less than budget at the end of the financial year. Delays in the roll-out of the special charge. The revenue has been offset by a decrease in Solar Saver expenditures (refer materials and services section, first bullet point for more details. (P)
- Special rates and charges are \$353K greater than the budget and it is forecast this variance will be \$353K more than the budget at the end of the financial year. Special rates and charges income were not budgeted in the current year. (P)

2. Statutory fees and fines: Major variances include:

- Animal registration fees are \$332K (T) less than budget and it is forecast this variance will be \$165K less than budget at the end of the financial year. (P)
- Building fees are \$190K less than budget and it is forecast this variance will be \$266K less than budget at the end of the financial year. Fees impacted by economic downturn in building and construction. (P)
- Local law fees are \$231K less than the budget and it is forecast that this variance will be \$245K less than the budget at the end of the financial year. (P)
- Environmental health registration fees are \$149K more than the budget. (T)

3. User fees: Major variances include:

- Darebin Resource Recovery Centre income is \$585K less than the budget. Temporary closure of site during redevelopment has impacted on tipping income. Revenue is forecast to exceed budget during spring and summer periods to meet end of year estimates. This will result in a corresponding reduction of expenditure (e.g. tipping costs) (T)
- Bundoora Homestead income is \$313K less than budget and it is forecast this variance will be \$412K less than budget at the end of the financial year. (P)
- Bundoora Park income is \$349K less than budget and it is forecast this variance will be \$381K less than budget at the end of the financial year. (P)
- Bundoora Park golf course income is \$145K less than the budget and it is forecast this variance will be \$158K less than budget at end of the financial year. A new contract commenced which provides for guaranteed returns into the future. (P)
- Reservoir Leisure Centre income is \$935K greater than the budget and it is forecast that this variance will be \$1.41 million more than budget at the end of the financial year. Strong growth experienced in centre participation. (P)

Note: (T) Timing, (P) Permanent

Financial Report

9 months ended 31 March 2023

4. **Grants operating:** Major variances include:

- Civic compliance is \$306K greater than budget and it is forecast this variance will be \$146K more than budget at the end of the financial year. Increased school crossing supervision funding from the State Government received in advance. (P)
- Library management and operations \$267K greater than budget. State Government funding received in advance. (T)
- Unbudgeted State Government funding received relating to the Reservoir revitalization program and Eighty-Six Festival program to the value of funding \$865K. (P).
- Family, Youth & Children services is \$159K greater than budget and it is forecast this variance will be \$167K more than budget at the end of the financial year. Additional funding received for Pre-school field officer and CALD outreach program. The CALD program is a short term funded program (until June 2024) and the Pre-school field officer funding is a permanent increase. This funding has been paid in the 2022/23 financial year and reflects DET funding guidelines and service agreement for the 2023/24 financial year (PSFO funding) (T&P)
- Victorian Grants Commission (Commonwealth Financial Assistance Grants) for 2022-23 were 75% prepaid in 2021/22 and accordingly the grants received are \$2.59 million less than budget. It is forecast this variance will be \$3.47 million less than the budget at the end of the financial year. (P)

5. **Grants capital:** Major variances include:

- Dole Reserve wetland project is \$990K greater than budget at the end of March. Unbudgeted funding received from Melbourne Water. (P)
- The road resurfacing project is \$585K less than the budget at the end of March. LRCI funding has yet to be received. (T)

6. **Contributions - monetary:** Major variances include:

- Public open space contributions are \$275K less than budget and are forecast to be \$113K less than the budget at the end of the financial year. (P)

7. **Other income:** Major variances include:

- Delays to the rollout of the Solar Saver program has delayed income rated to the community and receipt of Small-Scale Technology Certificates (Refer Rates and charges and materials and services, offset by decrease in subsequent expenditure) (P)
- Revenue received for supplementary valuation services is \$186K less than budget and it is forecast that this variance will be \$212K less than budget at the end of the financial year. (P)
- Interest on investments is \$341K greater than budget and it is forecast that this variance will be \$359K more than budget at the end of the financial year. Rising interest rates have increased yield on invested funds. (P)
- Cost recoveries received from Victorian Workcover Authority is \$495K. This item is unbudgeted. (P)

Note: (T) Timing, (P) Permanent

Financial Report

9 months ended 31 March 2023

Operating Expenses – notes

8. Employee costs: Major variances include:

- City development is \$379K less than budget at the end of March and it is forecast this variance will be \$143K less than budget at the end of the financial year. (P). Vacancies in statutory planning and building supervision.
- City futures is \$349K less than budget at the end of March and it is forecast this variance will be \$411K less than budget at the end of the financial year. (P). Vacancies in city design and urban strategic planning.
- Supported & connected living is \$953K less than budget at the end of March and it is forecast this variance will be \$629K less than budget at the end of the financial year. (P).
- Parks and open space is \$428K more than budget at the end of March and it is forecast this variance will be \$751K more than budget at the end of the financial year. Additional temporary and casual staff engaged in Parks Operations to ensure continued service delivery. (P). The increase in employee costs have been offset with identified savings in materials and services.
- Finance Services is \$251K more than budget at the end of March and it is forecast this variance will be \$418K more than budget at the end of the financial year. Additional staffing requirements in part due to new financial system implementation and associated on-going management. (P).
- City works is \$443K more than budget at the end of March and it is forecast this variance will be \$557K more than budget at the end of the financial year due a reduction in Capital Recovery Costs & unrealised efficiencies/savings. Increase in employee costs have been offset with identified savings in materials and services.

9. Materials and services: Major variances are:

- Environment & Sustainable transport is \$2.38 million less than budget at the end of March and it is forecast that this variance will be \$2.06 million less than budget at the end of the financial year due primarily to delays in rollout of the Solar Saver program. (P)
- City Works is forecast to be \$810K less than budget at the end of the financial year. Lower waste and tipping contract costs at Darebin Resource Recovery Centre. Due to temporary partial closure of facility. (P)
- Recreation and Libraries is \$368K less than budget and it is forecast that this variance will be \$689K more than budget at the end of the financial year. Costs associated with Library management and Northcote Aquatic & Recreation Centre. (P)
- City Development is \$137K more than the budget and it is forecast that this variance will be \$221K more than the budget at the end of the financial year. Costs associated with building supervision and cladding enforcement functions. (P)
- City Futures is \$357K more than the budget and it is forecast that this variance will be \$341K more than the budget at the end of the financial year. The main contributor to the forecast variance is cost is associated with the Preston Market development.
- Information services is \$1,226K more than the budget at the end of March and it is forecast that this variance will be \$596K more than the budget due to additional license fee, Microsoft true up cost and Oracle support at the end of the financial year. (P)

Note: (T) Timing, (P) Permanent

Financial Report

9 months ended 31 March 2023

- Family, youth and children are forecast to be \$272K more than budget at the end of the financial year. Pre-school field officer program obligation. (P)
- Parks and open space is \$186K more than the budget at the end of March and it is forecast to be \$779K less than budget at the end of the financial year. Offset savings in parks management, bushlands and sports ground maintenance. (P)
- Recovery, resilience and economic development is forecast to be \$817K more than budget at the end of the financial year, due to unbudgeted expenditure in relation to the Reservoir Revitalization and Eighty-Sixth festival project. An unbudgeted funding has been received to cover the cost (refer commentary under Grants Operating – third bullet point) (P).

10. **Depreciation and amortisation:** Major variances are:

- Depreciation of building is forecast to be \$937K more than budget. Depreciation impacted by prior year revaluation. (P)

11. **Bad and doubtful debts:** Major variance is:

- Traffic enforcement bad and doubtful debts is \$530K more than budget. Over the first 9 months of the year there have been more infringements sent to Fines Victoria for processing than expected. (T).

12. **Borrowing costs:** Major variance is:

- Borrowing costs associated with loans for Northcote Aquatic and Recreation centre is \$234K more than budget and is forecast to be \$313K more than budget at the end of the financial year. Increase in interest rates on borrowings. (P)

13. **Other expenses:** Major variances are:

- Parks and open space is \$142K more than budget at the end of March. Timing of contribution made to Darebin and Merri Creek management committees. Cost neutral by year's end. (T)
- Legal fees attributable to representation at the Preston Market planning panel were \$483K more than budget and is forecast to be \$546K more than budget at the end of the financial year. Note that this covers a range of technical specialists represented Council at the planning panel. Overall, across all cost types the Preston Market project was \$338K more than expected, largely due to the length of time of the planning panel being extended. (P)

Note: (T) Timing, (P) Permanent

Financial Report

9 months ended 31 March 2023

2.2 Capital performance

The information in the table below shows capital expenditure for the period ended 31 March 2023. The six columns of data provide information on the following:

- YTD budget to 31 March 2023
- YTD actual results to 31 March 2023
- YTD variance of actuals compared to budget
- Annual budget as adopted by Council
- Mid-year (annual) forecast of the year end position
- Variance of original budget adopted by Council and mid-year forecast of the year end position.

DAREBIN CITY COUNCIL

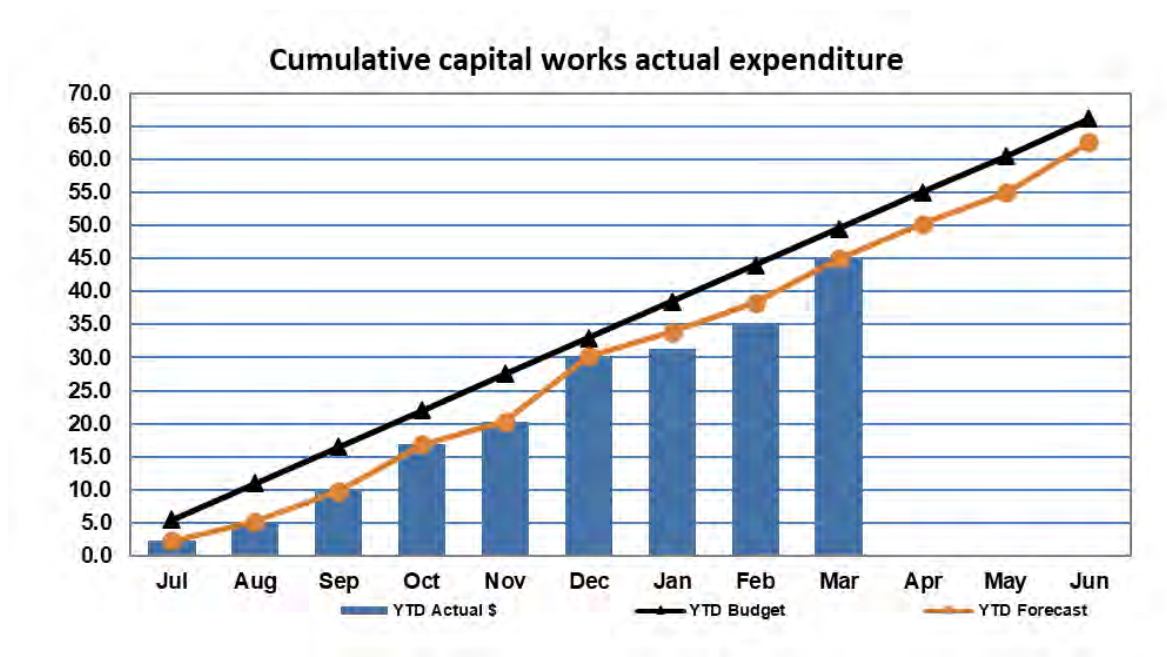
Statement of Capital Works

For the 9 months ended 31 March 2023

	YTD Budget \$'000	YTD Actual \$'000	YTD Variance \$'000	Annual Budget \$'000	Annual Forecast \$'000	Forecast Variance \$'000
Capital works						
Property						
Land	1,125	1	1,124	1,500	1,570	(70)
Buildings	33,866	35,823	(1,957)	45,155	41,145	4,010
Total property	34,991	35,824	(833)	46,655	42,715	3,940
Plant & equipment						
Plant, machinery & equipment	2,025	699	1,326	2,880	2,623	257
Computers & telecommunications	1,575	998	577	2,100	1,966	134
Library books	600	495	105	800	800	0
Total plant & equipment	4,200	2,192	2,008	5,780	5,389	391
Infrastructure						
Roads	3,344	1,601	1,743	4,418	4,448	(30)
Bridges	575	131	444	767	430	337
Footpaths & cycleways	945	698	247	1,300	1,178	122
Drainage	1,350	1,065	285	1,800	2,332	(532)
Land Improvements	1,155	1,261	(106)	1,540	1,680	(140)
Recreation, leisure & community facilities	263	118	145	350	602	(252)
Parks, open space & streetscapes	2,703	2,033	670	3,617	3,895	(278)
Total infrastructure	10,335	6,907	3,428	13,792	14,565	(773)
Total capital works	49,526	44,923	4,603	66,227	62,669	3,558
Represented by:						
Asset renewal	22,363	20,285	2,078	29,904	28,298	1,606
New assets	2,531	2,295	236	3,384	3,202	182
Asset expansion	13,963	12,666	1,297	18,672	17,669	1,003
Asset upgrade	10,669	9,678	991	14,267	13,501	766
Total capital works	49,526	44,923	4,603	66,227	62,669	3,558

Financial Report

9 months ended 31 March 2023



Capital Expenditure – notes

1. **Land:** Major variances include:
 - Land acquisition project is \$750K less than budget at the end of March. Land acquisition and contaminated land remediation program have been consolidated. (P)
 - Contaminated land remediation is \$375K less than budget at the end of March. (P)
2. **Buildings:** Major variances include:
 - Catalyst project Preston Civic Precinct (Intercultural Centre) is \$677K greater than budget. The council approved additional works and contract variations encountered during the project. (P)
 - Northcote Aquatic and Recreation Centre redevelopment is \$6.19M greater than budget. Works are well progressed as per the project plan. (T)
 - Bill Lawry Oval pavilion upgrade is \$3.05M less than budget. Project works have been revised to include bluestone wall reconstruction. It is forecast that this variance will be \$3.66M less than the budget at the end of the financial year due to project deferral. (P)
 - Building renewal program is \$1.44M less than the budget. The program includes building renewal works throughout the municipality. The year-end position will be balanced. (T)
 - Reservoir East Primary School kindergarten is \$383K less than the budget. (T)
 - Reservoir Leisure Centre redevelopment is \$142K less than budget. (T)
3. **Plant, machinery & equipment:** Major variances include:
 - Vehicular plant replacement program is \$1.00M less than budget. Delays in availability of heavy vehicles. (T)
 - Mobile garbage bin replacement is \$246K less than the budget. (T)

Note: (T) Timing, (P) Permanent

Financial Report

9 months ended 31 March 2023

Capital Expenditure – notes

4. **Computers & telecommunications:** Major variances include:

- Disaster recovery is \$151K less than budget. It is forecast that this variance will be \$151K less than budget at the end of the financial year. (P)
- IT infrastructure upgrade is \$610K less than budget. It is forecast that this variance will be \$442K less than budget at the end of the financial year. (P)
- Objective document management system upgrade is \$110K greater than budget. Upgrade deferred from previous year. (P)

5. **Roads:** Major variances include:

- Road rehabilitation – Farnan Street works is \$279K less than budget. (T)
- Road rehabilitation – Raleigh Street works is \$570K less than budget. (T)
- Road resurfacing program is \$738K less than budget.

All three projects are on track for completion this year(T)

6. **Bridges:** Major variances include:

- Gronn St – Darebin Creek – project is \$286K less than budget. It is forecast that this variance will be \$337K less than budget at the end of the financial year. Awaiting planning, Melbourne Water approval. (P)

7. **Footpaths & cycleways:** Major variances include:

- Safe travel program is \$235K less than budget. (T)

8. **Drainage:** Major variances include:

- Harrington St – easement project is \$109K less than budget. Other projects have been substituted due to the cost of constructing Harrington St. Project deferred until 2023-24. (P)
- Massey Avenue – stage 1 project is \$123K less than budget. Other projects have been substituted due to the cost of constructing Massey Ave. Project deferred until 2023-24. (P)
- Sportsground sub-surface drainage is \$191K less than budget. (T)
- Dole Reserve wetlands is \$99K greater than budget. Project to reach practical completion in March 2023. Additional defect rectification costs incurred. (P)

9. **Land improvements:** Major variances include:

- Darebin Resource Recovery Centre is \$529K greater than year to date budget. It is forecast that this variance will be \$99K more than budget at the end of the financial year. Multi-year project. (P)
- Oval and sportsground renewal is \$182k less than budget. (T)

10. **Parks, opens space & streetscapes:** Major variances include:

- Northcote Golf Course works is \$132K less than budget.
- KP Hardiman Reserve improvement works is \$191K less than budget. (T)
- Streetscape improvement works is \$197K less than budget. It is forecast that this variance will be \$168K more than budget at the end of the financial year. External grant funded project. (P)
- Edwardes Lake Reserve dog off lead project is \$119K greater than budget. Project carried over from previous year. (P)

Note: (T) Timing, (P) Permanent

Financial Report

9 months ended 31 March 2023

Capital Expenditure – notes

- Playspace upgrades is \$127K greater than budget. (T)
- Public open space improvement program is \$204K greater than budget. It is forecast that this variance will be \$116K more than budget at the end of the financial year. (P)

11. Recreation, leisure & community facilities: Major variances include:

- WH Robinson Reserve cricket nets is \$105K less than budget. Additional costs incurred to complete. (P)
- Sportsfield lighting is forecast to be \$100K more than budget at the end of the financial year. Project carried over from previous year. (P)

Note: (T) Timing, (P) Permanent

2.3 Financial position

	YTD Budget \$'000	YTD Actual \$'000	YTD Var \$'000	Adopted Budget \$'000	Annual Forecast \$'000	Audited 2022 \$'000
Cash and investments	37,788	38,101	313	34,879	48,935	58,708
Net current assets	45,243	47,080	1,837	8,381	23,504	24,379
Net assets and total equity	1,527,952	1,693,405	165,453	1,493,831	1,654,970	1,653,954

Cash & Investment balance

The chart below shows projections of how Council's cash balance is expected to perform over the course of the 2022/23 financial year. The chart portrays:

- YTD budget to 31 March 2023
- YTD actual results to 31 March 2023
- YTD variance of actuals compared to budget
- Annual budget as adopted by Council
- Restricted Cash
- Mid-year (annual) forecast cash balance.

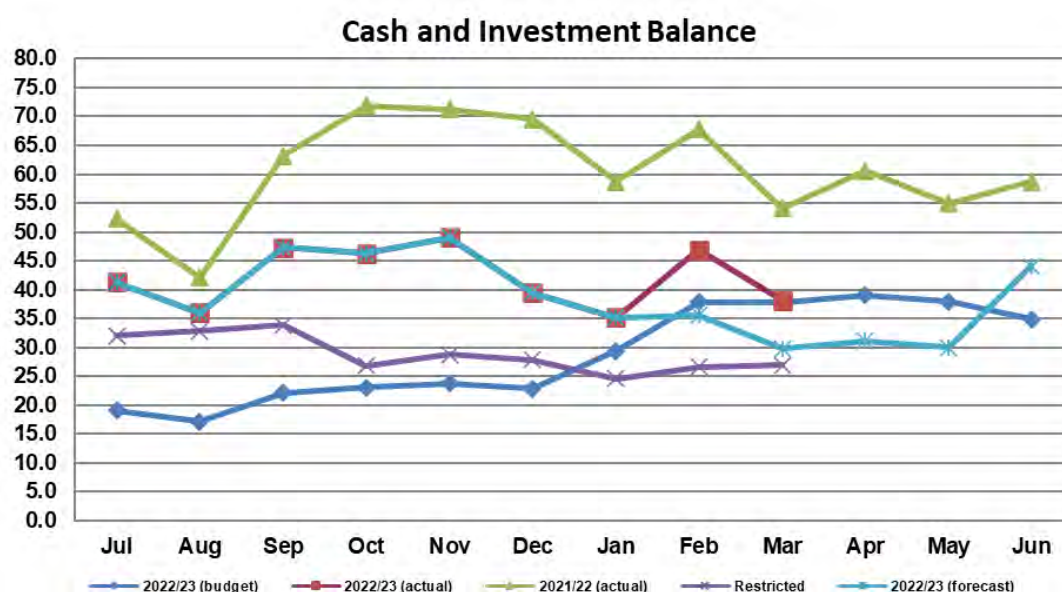
Restricted cash includes:

- Drainage development reserve
- Recreational lands contributions held on behalf of developers
- Carried forward capital works
- Trust funds and deposits.

The graph below shows Council's cash balance is within expectations. Every opportunity is taken to invest surplus cash to maximise investment returns.

Financial Report

9 months ended 31 March 2023



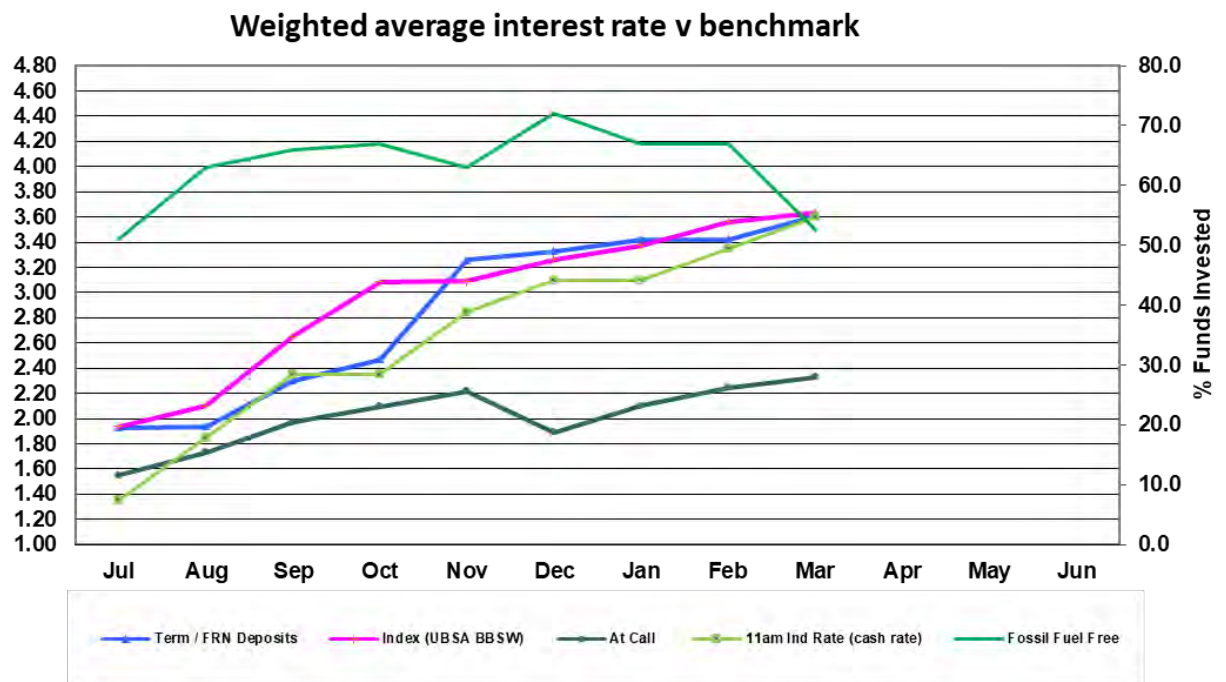
Note: Cash and investments include term deposits with a maturity date exceeding 90 days which are classified as other financial assets in the Balance Sheet (\$13.65M).

The graph below shows Council's interest performance against the market as well as showing the percentage of investments that were placed with financial institutions and authorised deposit-taking institutions which do not have a record of funding fossil fuels. As at 31 March 2023, 67% of all invested funds were placed with financial institutions and Authorised Deposit taking Institutions (ADI's) which do not have a record of funding fossil fuels (31 March 2022 58%).

A comprehensive review of the Council's investment portfolio has been undertaken for the 9 months ended 31 March 2023. The council's investment portfolio has earned \$623,000 in interest on investments, with term deposits, floating rate deposits and cash investments earning an annualised rate of 2.50% (December 2022: 2.23%).

Financial Report

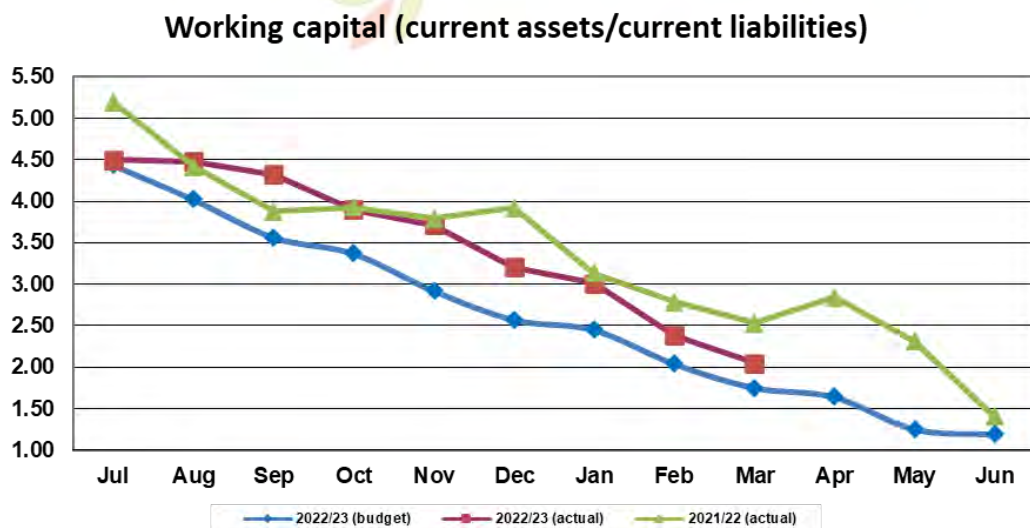
9 months ended 31 March 2023



Working capital

The chart below shows projections of the movement in Council's working capital over the course of the 2022/23 financial year. The chart portrays:

- Budgeted 2022/23 working capital
- Actual 2022/23 working capital
- Actual 2021/22 working capital



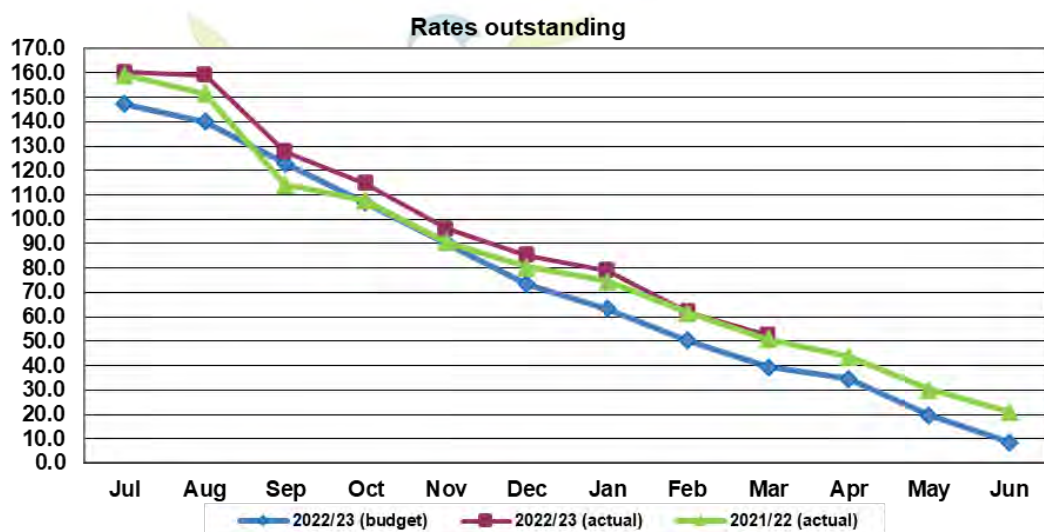
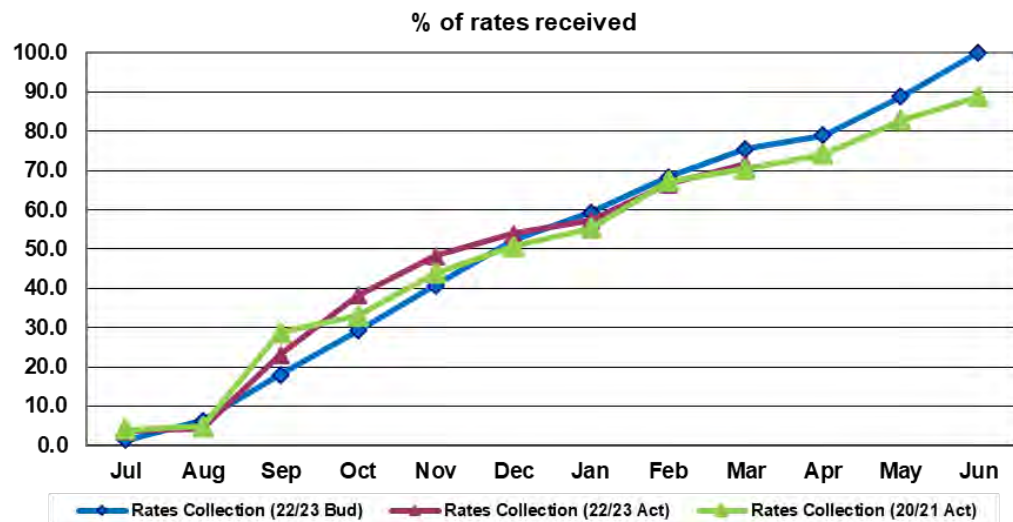
As at 31 March 2023, \$142.57 million was raised in general and waste rates and charges including supplementary valuations generated by changes to council's property base. At 31 March 2023, 71.7% of the rates raised have been collected compared to the same period of the 2021-22 financial year of 70.5%.

Financial Report

9 months ended 31 March 2023

Rates debtors

The following graphs show that current collection trends are closely following the 2021-22 collection trend and the budgeted collection trend:



Financial Report
9 months ended 31 March 2023

APPENDIX A

Comprehensive Income Statement
Balance Sheet
Statement of Cash Flows
Statement of Capital Works



Financial Report
9 months ended 31 March 2023

DAREBIN CITY COUNCIL

Comprehensive Income Statement

For the 9 months ended 31 March 2023

	YTD Budget \$'000	YTD Actual \$'000	YTD Variance \$'000	Annual Budget \$'000	Annual Forecast \$'000
Income					
Rates and charges	144,431	142,565	(1,866)	146,676	145,227
Statutory fees and fines	7,798	7,140	(658)	10,440	10,132
User fees	9,537	8,627	(910)	14,707	12,682
Grants - operating	12,779	11,134	(1,645)	17,107	15,001
Grants - capital	988	2,358	1,370	1,322	1,709
Contributions - monetary	4,580	4,287	(293)	6,131	5,824
Net gain (loss) on disposal of property, infrastructure, plant and equipment	472	373	(99)	631	273
Other income	2,492	1,959	(533)	1,398	3,433
Total income	183,077	178,443	(4,634)	198,412	194,281
Expenses					
Employee costs	72,595	71,576	1,019	98,348	100,453
Materials and services	43,710	41,879	1,831	57,766	58,294
Depreciation	18,114	18,701	(587)	24,097	25,707
Amortisation - intangible assets	221	385	(164)	443	514
Amortisation - right of use assets	6	0	6	13	13
Bad and doubtful debts	731	1,109	(378)	975	961
Borrowing costs	156	391	(235)	207	523
Finance Costs - leases	0	0	0	2	0
Other expenses	4,877	4,948	(71)	8,299	6,801
Total expenses	140,410	138,989	1,421	190,150	193,266
Surplus for the year	42,667	39,454	(3,213)	8,262	1,015
Less					
Grants - capital (non-recurrent)	(586)	(1,978)	(1,392)	(743)	(1,118)
Adjusted underlying surplus/ (deficit)	42,081	37,476	(4,605)	7,519	(103)

Financial Report
9 months ended 31 March 2023

DAREBIN CITY COUNCIL

Balance Sheet

As at 31 March 2023

	YTD Budget \$'000	YTD Actual \$'000	YTD Variance \$'000	Annual Budget \$'000	Annual Forecast \$'000
Current assets					
Cash and cash equivalents	23,888	24,447	559	34,879	38,934
Trade and other receivables	51,597	52,239	642	15,267	14,868
Other financial assets	13,900	13,654	(246)	0	10,001
Inventories	58	102	44	58	101
Other assets	2,647	1,499	(1,148)	2,026	2,971
Total current assets	92,090	91,941	(149)	52,230	66,875
Non-current assets					
Trade and other receivables	2,751	2,387	(364)	3,160	3,368
Other financial assets	0	6	6	0	6
Property, infrastructure, plant & equipment	1,514,055	1,659,415	145,360	1,524,593	1,670,159
Right-of-use assets	103	80	(23)	90	80
Investment property	2,714	2,643	(71)	2,714	2,643
Intangible assets	185	970	785	74	829
Total non-current assets	1,519,808	1,665,501	145,693	1,530,631	1,677,085
Total assets	1,611,898	1,757,442	145,544	1,582,861	1,743,960
Current liabilities					
Trade and other payables	13,249	10,578	2,671	10,481	10,509
Trust funds and deposits	5,167	10,421	(5,254)	5,123	5,938
Unearned Income	0	1,090	(1,090)	0	2,615
Provisions	24,489	21,044	3,445	23,589	20,840
Interest bearing loans and borrowings	3,942	1,696	2,246	4,572	3,388
Lease liability	0	32	(32)	84	81
Total current liabilities	46,847	44,861	1,986	43,849	43,371
Trade and other payables	0	0	0	0	0
Provisions	1,981	1,846	135	1,981	1,846
Interest bearing loans and borrowings	35,034	17,278	17,756	43,200	43,773
Lease liability	84	52	32	0	0
Total non-current liabilities	37,099	19,176	17,923	45,181	45,619
Total liabilities	83,946	64,037	19,909	89,030	88,990
Net assets	1,527,952	1,693,405	165,453	1,493,831	1,654,970
Equity					
Accumulated surplus	599,721	612,529	12,808	567,390	586,762
Asset revaluation reserve	898,505	1,055,673	157,168	898,505	1,055,675
Other reserves	29,726	25,203	(4,523)	27,936	12,533
Total equity	1,527,952	1,693,405	165,453	1,493,831	1,654,970

Financial Report
9 months ended 31 March 2023

DAREBIN CITY COUNCIL

Statement of Cash Flow

For the 9 months ended 31 March 2023

	YTD Budget \$'000	YTD Actual \$'000	YTD Variance \$'000	Annual Budget \$'000	Annual Forecast \$'000
Cash flows from operating activities					
Rates	109,859	112,011	2,152	148,146	151,208
Statutory fees and fines	7,800	5,977	(1,823)	11,539	10,132
User fees & charges (inclusive of GST)	12,717	10,190	(2,527)	16,255	13,260
Government receipts	12,779	12,740	(39)	18,588	19,182
Contributions - Monetary	4,095	4,287	192	6,131	5,824
Other income	594	1,914	1,320	1,560	3,433
Employee costs	(72,369)	(71,712)	657	(100,726)	(102,596)
Materials and services (inclusive of GST)	(65,780)	(56,817)	8,963	(76,901)	(78,602)
Net FSPL refund / payment	10	4,141	4,131	0	0
	9,705	22,730	13,025	24,592	21,842
Interest	448	(32)	(480)	598	201
Trust funds and deposits	0	(458)	(458)	0	(2,472)
Net GST refund/(payment)	9,271	10,193	921	2,941	13,591
Net cash provided by operating activities	19,424	32,433	13,009	28,131	33,161
Cash flows from investing activities					
Proceeds from sale of property, plant & equipment	686	428	(258)	930	273
Payment for property, infrastr, plant & equipment	(49,525)	(62,036)	(12,511)	(66,227)	(79,851)
Repayment of loans and advances	0	9	9	0	9
Proceeds from sale of other financial assets	0	178	178	0	3,899
Net cash used in investing activities	(48,839)	(61,421)	(12,582)	(65,297)	(75,670)
Cash flows from financing activities					
Finance costs	(156)	(345)	(189)	(207)	(523)
Proceeds of interest bearing loans and borrowings	20,000	10,000	(10,000)	39,000	39,000
Repayment of borrowings	(1,024)	(1,026)	(2)	(1,229)	(1,839)
Repayment of lease liabilities	0	(0)	(0)	(2)	(3)
Net cash used in financing activities	18,820	8,628	(10,192)	37,562	36,635
Net increase / (decrease) in cash & cash equivalents	(10,595)	(20,361)	(9,766)	396	(5,874)
Cash & cash equivalents at the beginning of the year	34,483	44,808	10,325	34,483	44,808
Cash & cash equivalents at the end of the period	23,888	24,447	559	34,879	38,934

Financial Report
9 months ended 31 March 2023

DAREBIN CITY COUNCIL

Statement of Cash Flow

For the 9 months ended 31 March 2023

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	42,667	39,454	(3,213)	8,262	1,015
Items not involving cash or non operating in nature					
Depreciation and amortisation	18,335	19,086	751	24,553	26,234
Interest expense	156	391	235	209	523
Bad & doubtful debts	731	1,109	378	975	961
Net (gain) / loss on sale of assets	(472)	(373)	99	(631)	(273)
	<u>61,417</u>	<u>59,667</u>	<u>(1,750)</u>	<u>33,368</u>	<u>28,460</u>
Change in operating assets and liabilities					
Decrease / (Increase) in trade and other debtors	(33,763)	(30,554)	3,208	(2,361)	6,182
Decrease / (Increase) in other operating assets	396	2,827	2,431	18	(1,354)
(Decrease) / Increase in Trade creditors	(3,841)	(2,306)	1,535	(2,810)	(552)
(Decrease) / Increase in other operating liabilities	(5,685)	2,596	8,281	(84)	425
(Decrease) / Increase in provisions	900	204	(696)	0	0
	<u>(41,993)</u>	<u>(27,233)</u>	<u>14,760</u>	<u>(5,237)</u>	<u>4,702</u>
Net cash provided by operating activities	<u>19,424</u>	<u>32,433</u>	<u>13,009</u>	<u>28,131</u>	<u>33,161</u>

Financial Report
9 months ended 31 March 2023

DAREBIN CITY COUNCIL

Statement of Capital Works

For the 9 months ended 31 March 2023

	YTD Budget \$'000	YTD Actual \$'000	YTD Variance \$'000	Annual Budget \$'000	Annual Forecast \$'000
Capital works					
Property					
Land	1,125	1	1,124	1,500	1,570
Buildings	33,866	35,823	(1,957)	45,155	41,145
Total property	34,991	35,824	(833)	46,655	42,715
Plant & equipment					
Plant, machinery & equipment	2,025	699	1,326	2,880	2,623
Computers & telecommunications	1,575	998	577	2,100	1,966
Library books	600	495	105	800	800
Total plant & equipment	4,200	2,192	2,008	5,780	5,389
Infrastructure					
Roads	3,344	1,601	1,743	4,418	4,448
Bridges	575	131	444	767	430
Footpaths & cycleways	945	698	247	1,300	1,178
Drainage	1,350	1,065	285	1,800	2,332
Land Improvements	1,155	1,261	(106)	1,540	1,680
Recreation, leisure & community facilities	263	118	145	350	602
Parks, open space & streetscapes	2,703	2,033	670	3,617	3,895
Total infrastructure	10,335	6,907	3,428	13,792	14,565
Total capital works	49,526	44,923	4,603	66,227	62,669
Represented by:					
Asset renewal	22,363	20,285	2,078	29,904	28,298
New assets	2,531	2,295	236	3,384	3,202
Asset expansion	13,963	12,666	1,297	18,672	17,669
Asset upgrade	10,669	9,678	991	14,267	13,501
Total capital works	49,526	44,923	4,603	66,227	62,669

9.4 MUNICIPAL MONITOR REPORT AND DIRECTIONS FROM THE MINISTER FOR LOCAL GOVERNMENT

Author: General Manager, Governance and Engagement

Reviewed By: General Manager, Governance and Engagement

EXECUTIVE SUMMARY

In a letter dated 7 April 2022, the former Minister for Local Government, the Hon Shaun Leane MP, informed Council that a municipal monitor would be appointed in accordance with section 179 of the *Local Government Act 2020*.

On 22 April 2022, the former Minister for Local Government appointed John Watson as Municipal Monitor for Darebin Council effective from that date and ending 31 January 2023 (approximately 9 months). An overview of the Terms of Reference is provided on p. 20 of **Appendix A**.

John Watson, appointed Municipal Monitor, attended Council meetings, Councillor briefings, Councillor only sessions, Good Governance sessions, CEO Employment Matters Committee meetings and Audit and Risk Committee meetings throughout the course of his term with Council.

On 7 February 2023, the Municipal Monitor submitted his report to the Minister for Local Government, the Hon. Melissa Horne MP (**Appendix A**).

On 21 April 2023, the Minister for Local Government, the Hon. Melissa Horne MP, provided Council with the report from the Municipal Monitor (**Appendix A**) accompanied by correspondence containing Governance Directions from the Minister in accordance with s175 of the *Local Government Act 2020*. The correspondence required response from Council no later than 24 April 2023 and outlined a series of actions requiring action from Council in the coming months with information to be provided within 4 weeks and 12 weeks in addition to quarterly reporting on Good Governance actions.

Officer Recommendation

That Council:

- (1) Note on 22 April 2022 the former Minister for Local Government, the Hon. Shaun Leane MP, informed Council of the appointment of John Watson as Municipal Monitor and confirmed the terms of reference, effective from that date ending 31 January 2023.
- (2) Note the Terms of Reference for the appointment of the Municipal Monitor required a final report be provided to the Minister for Local Government after the end of the period of appointment, which outlined:
 - a. any steps or actions taken by the Council to improve its governance and the effectiveness of this steps and actions
 - b. any recommendations in relation to the exercise of any Ministerial power under the Act.
- (3) Note the Minister for Local Government, the Hon. Melissa Horne MP, provided Council a copy of the report prepared by John Watson, Municipal Monitor on 21 April 2023

- (Appendix A) and that a copy of this report is available on the Local Government Victoria website.
- (4) Note the Minister for Local Government, the Hon. Melissa Horne MP provided Direction to Council on 21 April 2023 in accordance with section 175 of the *Local Government Act 2020* relating to Council's financial status and governance processes, directing Council to:
- a. Inform the Minister within 12 weeks how the council intends to address concerns raised by the Municipal Monitor about prioritising investment in information technology and suitable staff accommodation;
 - b. Provide the Minister with quarterly reports on the implementation of the Council's Good Governance Action Plan until the actions contained in the Plan are complete; and
 - c. Prepare and submit to the Minister within 4 weeks:
 - i. Financial statements in respect of the period 1 July 2022 to 31 December 2022;
 - ii. A detailed financial projection for the next 10 years of the Council's borrowing capacity and unrestricted cash; and
 - iii. An action plan on how Council proposes to address the financial sustainability issues contained in the report.
- (5) Note the Mayor was required to provide a response to the Minister for Local Government, the Hon. Melissa Horne MP, no later than 24 April. A response was provided confirming Council's intention to comply with the governance directions and confirming.
- (6) Note that Councillors have prepared an Action Plan in accordance with the Minister's governance direction, this Action Plan is due to be provided to the Minister on 18 May 2023 and will be published publicly as an Appendix to this report after submission.
- (7) Note the Minister for Local Government has confirmed they are considering options to implement the eight recommendations that have sector-wide implications through Local Government Victoria's future work program and legislative proposals and has noted one recommendation requires action from the Victorian Auditor-General and has provided a copy of the report to his effect.
- (8) Formally thank John Watson for his support to Council and Councillors during the term of his appointment as Municipal Monitor, through a letter from the Mayor.
- (9) Note the cost of the Municipal Monitor appointment to Council for the 1-2 days per week required during the term of appointment from 22 April 2022 to 31 January 2023 was \$100,958 incl. GST.
- (10) Note Minister Horne's Governance Direction and copy of the Municipal Monitor report was presented to Audit and Risk Committee at a special meeting on 10 May 2023.
- (11) Note the Audit and Risk Committee will receive status updates in relation to Minister Horne's governance Direction at their scheduled meetings.
-

BACKGROUND / KEY INFORMATION

On 14 January 2022, the former Minister for Local Government, the Hon. Shaun Leane MP wrote to the Darebin City Council regarding allegations that the Minister had received regarding perceived bullying and unacceptable Councillor conduct at Council.

All Councillors were provided a copy of this correspondence. In addition to discussions led by the Mayor with all Councillors, the concerns raised by the Minister were subject to discussion at the first Councillor Briefing of the year on 24 January 2022. This followed a meeting with the former Mayor, CEO and the former Minister for Local Government, the Hon. Shaun Leane MP, to discuss the concerns raised in the Minister's letter dated 14 January 2022.

On 23 February 2022, the former Mayor wrote to the Minister and confirmed that all Councillors had worked together to confirm they were united in their commitment to work together in the interests of best serving the community.

In a letter dated 7 April 2022 the former Minister for Local Government, the Hon Shaun Leane MP, informed Council of his intention to appoint a Municipal Monitor to assist Council with its implementation of improved governance practices and to develop a robust and transparent Chief Executive Officer recruitment process.

The Minister's powers relating to the appointment of Municipal Monitors and their powers are outlined in the *Local Government Act 2020*. An extract of the relevant sections is provided below.

Division 3—Municipal Monitors**179 Municipal Monitor**

- (1) The Minister may appoint a person to be a Municipal Monitor to a Council.
- (2) The Minister must give the Council written notice of any appointment of a Municipal Monitor made to the Council under subsection (1) which specifies the amounts the Municipal Monitor is entitled to be paid and the terms of the appointment.
- (3) The Council must pay a Municipal Monitor the amounts specified in the notice under subsection (2).

180 Functions of a Municipal Monitor

A Municipal Monitor has the following functions—

- (a) to monitor Council governance processes and practices;
- (b) to advise the Council about governance improvements the Council should make;
- (c) to report to the Minister on any steps or actions taken by the Council to improve its governance and the effectiveness of those steps or actions;
- (d) to make recommendations to the Minister at the request of the Minister in relation to the exercise of any power under this Act or any other Act relating to governance matters in respect of the Council;
- (e) to investigate a matter referred to the Municipal Monitor by the Minister under section 225 and provide a report to the Minister;
- (f) to monitor and report to the Minister on any other matters determined by the Minister.

The former Minister for Local Government, the Hon. Shaun Leane MP appointed John Watson to be the Municipal Monitor for Darebin City Council on 22 April 2022 in accordance with section 179(1) of the *Local Government Act 2020*.

It is noted that the Hon. Melissa Horne MP was appointed the Minister for Local Government in June 2022.

Previous Council Resolution

At its meeting held 26 April 2022, Council resolved (extract):

‘That Council:

- (1) Notes the Governance Report – April 2022.*
- (6) Notes the advice from the Minister for Local Government regarding the appointment of a Municipal Monitor’*

ALIGNMENT TO 2041 DAREBIN COMMUNITY VISION

Strategic Direction 1: Vibrant, Respectful and Connected

Strategic Direction 2: Prosperous, Liveable and Flourishing

Strategic Direction 3: Climate, Green and Sustainable

ALIGNMENT TO 2021-25 COUNCIL PLAN

Strategic Direction 4 Responsible, Transparent and Responsive

DISCUSSION

On 22 April 2022, the former Minister for Local Government, the Hon. Shaun Leane MP appointed John Watson as the Municipal Monitor for Council effective for a period effective from this date ending 31 January 2023.

The former Minister for Local Government informed Council that the role of the Municipal Monitor to the Council was to support the Council to address governance concerns raised with the Minister including:

- Alleged bullying, intimidation, and disrespectful behaviour between Councillors
- An overuse of meeting procedures resulting in the limiting of debate
- Alleged failures to comply with conflict of interest requirements
- Inadequate community engagement, and
- The processes used by the Council to appoint its ongoing Chief Executive Officer.

The former Minister for Local Government established Terms of Reference for the appointment of the Municipal Monitor, provided at **Appendix A – p.20**. The Terms of Reference (**Appendix A – p.20**) for the appointment of the Municipal Monitor required that a final report be provided to the Minister for Local Government within 7 days after the end of the period of appointment, which outlined:

- a. Any steps or actions taken by the Council to improve its governance and the effectiveness of this steps and actions
- b. Any recommendations in relation to the exercise of any Ministerial power under the Act.

It is noted that the Hon. Melissa Horne MP was appointed the Minister for Local Government in June 2022.

John Watson ended his term as Municipal Monitor on 31 January 2023.

A letter to the Mayor dated 20 April 2023, was received from the Minister for Local Government, the Hon. Melissa Horne MP, enclosing a copy of the report prepared by John Watson, Municipal Monitor dated 2 February 2023 (**Appendix A**). A copy was provided to the CEO.

Municipal Monitor Recommendations

The report prepared by the Municipal Monitor to the Minister for Local Government (**Appendix A**) provided a number of findings and conclusions including, but not limited to:

- political and personal divisions between councillors are still present
- there was strong and robust debate, no bullying or intimidation by the chair or councillor was observed
- comments by some councillors towards or about staff and the organisation have been damaging and contrary to the Councillors Code of Conduct. A failure by other councillors to stand up for staff and the organisation was disappointing
- the council needs to give priority to securing the ongoing financial sustainability of the city
- the council needs to prioritise investment in information technology and suitable staff accommodation to ensure the capability to deliver necessary works and services for its community
- a range of findings relating to the Code of Conduct

The Municipal Monitors findings and conclusions led to recommendations, some of which require direct action by Council and some of which have sector wide implications for consideration by the Minister.

A copy of this report is available on the Local Government Victoria website.

In the written correspondence from the Minister for Local Government, the Hon. Melissa Horne MP, on 21 April 2023 the Minister provided Governance Direction to Council in accordance with section 175 of the *Local Government Act* in relation to the Council's financial status and governance processes, directing Council to:

- a. Inform the Minister within 12 weeks how the council intends to address concerns raised by the Municipal Monitor about prioritising investment in information technology and suitable staff accommodation;

- b. Provide the Minister with quarterly reports on the implementation of the Council's Good Governance Action Plan until the actions contained in the Plan are complete; and
- c. Prepare and submit to the Minister within 4 weeks:
 - i. Financial statements in respect of the period 1 July 2022 to 31 December 2022;
 - ii. A detailed financial projection for the next 10 years of the Council's borrowing capacity and unrestricted cash; and
 - iii. An action plan on how Council proposes to address the financial sustainability issues contained in the report.

The Minister's powers relating to Governance Directions and their powers are outlined in the *Local Government Act 2020*. An extract of the relevant sections is provided below.

Division 1—Governance directions

175 Minister may give direction

- (1) The Minister may in writing direct the Council to amend, discontinue, replace or report on its governance processes and policies if—
 - (a) a person or body specified in subsection (2)(b) has advised the Minister that those governance processes and policies require improvement; and
 - (b) the Minister is satisfied that those governance processes and policies require improvement.
- (2) Without limiting the generality of subsection (1), the Minister may, in relation to any requirement that applies to a Council under this Act, direct the Council to do any or all of the following—
 - (a) adopt a good practice guideline issued by the Minister under section 87;
 - (b) adopt any recommendation made, or take any action recommended, by—
 - (i) a Municipal Monitor; or
 - (ii) the Chief Municipal Inspector; or
 - (iii) a Commission of Inquiry; or
 - (iv) the Ombudsman; or
 - (v) the IBAC.
- (3) If the Minister considers that it is necessary or appropriate in the public interest to do so, the Minister may, by a written direction, direct a Council to prepare and submit to the Minister within the period of 4 weeks after the direction is given to the Council—
 - (a) financial statements in respect of any part of the financial year as specified in the direction; and
 - (b) any other information relating to the financial status of the Council as specified in the direction.
- (4) Subject to subsection (5), the Minister may by a written direction, on the recommendation of a Municipal Monitor, the Chief Municipal Inspector, a Commission of Inquiry, the Ombudsman or the IBAC, direct a Council—
 - (a) not to employ a new Chief Executive Officer; or
 - (b) not to re-employ a Chief Executive Officer.

- (5) The Minister must not give a direction under subsection (4) unless the Minister is satisfied on reasonable grounds that the employment or re-employment of the Chief Executive Officer could result in—
- (a) a failure by the Council to provide good governance; or
 - (b) the Council acting unlawfully.
- (6) Any contract entered into by a Council or Chief Executive Officer in contravention of a written direction under subsection (4) is void.
- (7) A written direction under this section must be complied with.

176 Failure to comply with written direction

If the Council fails to comply with a written direction made under section 175, the Minister may take that failure to comply with the direction into account for the purposes of recommending the suspension of all the Councillors of the Council under this Act.

It should be noted that this report was prepared prior to the submission of the Action Plan and information required by the governance direction of the Minister for Local Government. In the interests of public transparency, the Action Plan will be published as an appendix to this report following its submission on 18 May 2023.

Good Governance

Prior to receiving the Minister Horne's written direction, Council has undertaken a series of development workshops, and implemented a range of policies. For example:

- Councillor Induction Refresher
- Working effectively together and conflict of interest
- Leadership and role of the Mayor
- Adopted a Councillor Occupational Health & Safety policy, and embedded Council's Occupational Health and Safety Responsibilities as a standard agenda item in Council meeting agenda
- Adopted a CEO Employment Matters Committee Charter that included OHS obligations for the Committee
- Developed a Community Complaints about a Councillor policy
- Adopted a Media and Social Media policy
- Dispute resolution training

CONSIDERATION OF LOCAL GOVERNMENT ACT (2020) PRINCIPLES**Financial Management**

The total cost of the Municipal Monitor appointed by the Minister for Local Government for the term of appointment was \$100,958 incl. GST.

Other Principles for consideration**Overarching Governance Principles and Supporting Principles**

- (a) Council decisions are to be made and actions taken in accordance with the relevant law;
- (i) the transparency of Council decisions, actions and information is to be ensured.

Public Transparency Principles

- (b) Council information must be publicly available unless (i) the information is confidential by virtue of this Act or any other Act; or (ii) public availability of the information would be contrary to the public interest;

Strategic Planning Principles

- (e) strategic planning must provide for ongoing monitoring of progress and regular reviews to identify and address changing circumstances;

Service Performance Principles

- (d) a Council should seek to continuously improve service delivery to the municipal community in response to performance monitoring;

COUNCIL POLICY CONSIDERATIONS**Legal and Risk Implications**

In accordance with s179 and s180 of the *Local Government Act 2020*, the Minister for Local Government appointed John Watson as the Municipal Monitor for Darebin City Council on 22 April 2022.

In accordance with s175 of the *Local Government Act 2020*, the Minister for Local Government provided Governance Direction to Darebin City Council on 21 April 2023.

In accordance with s176 of the *Local Government Act 2020*, if Council fails to comply with a written direction made under section 175, the Minister may take that failure to comply with the direction into account for the purposes of recommending the suspension of all the Councillors of the Council under this Act.

IMPLEMENTATION ACTIONS



- | | |
|--------------|--|
| 18 May 2023 | Prepared and submitted to the Minister: <ul style="list-style-type: none">- Financial statements in respect of the period 1 July 2022 to 31 December 2022;- A detailed financial projection for the next 10 years of the Council's borrowing capacity and unrestricted cash; and- An action plan on how Council proposes to address the financial sustainability issues contained in the report. |
| 13 July 2023 | Inform the Minister how the council intends to address concerns raised by the Municipal Monitor about prioritising investment in information technology and suitable staff accommodation. |

- | | |
|-----------------|--|
| 13 July 2023 | Provide the Minister with a quarterly report on the implementation of the Council's Good Governance Action Plan (unless all actions complete). |
| 13 October 2023 | Provide the Minister with a quarterly report on the implementation of the Council's Good Governance Action Plan (unless all actions complete). |

RELATED DOCUMENTS

- Local Government Act 2020
- Councillor Code of Conduct
- Governance Rules

Attachments

- Darebin Municipal Monitor Report to the Minister for Local Government (**Appendix A**)
[!\[\]\(7a8011739ec4e250e2f89a547d75fb0a_img.jpg\)](#) 
- Appendix B - Attachment will be provided on Thursday 18 May 2023 (**Appendix B**) [!\[\]\(44ee86b940d3a0ca166486da8985875e_img.jpg\)](#)


DISCLOSURE OF INTEREST

Section 130 of the *Local Government Act 2020* requires members of Council staff and persons engaged under contract to provide advice to Council to disclose any conflicts of interest in a matter to which the advice relates.

The Officer reviewing this report, having made enquiries with relevant members of staff, reports that no disclosable interests have been raised in relation to this report.

OFFICIAL: Sensitive

Municipal Monitor appointed to Darebin City Council

Report to the Minister for Local Government

1 Background

1.1 Appointment

On 22 April 2022 the Minister for Local Government appointed me, John Watson as the Municipal Monitor to the Darebin City Council with Terms of Reference (Appendix 1) for a nine-month period ending 31 January 2023.

The Minister described the appointment as being in response to governance concerns raised with the Minister including:

- alleged bullying, intimidation, and disrespectful behaviour between councillors
- an overuse of meeting procedures resulting in a limiting of debate
- alleged failures to comply with conflict-of-interest requirements
- inadequate community engagement, and
- the processes used by the council to appoint its ongoing Chief Executive Officer

1.2 Minister for Local Government's Letter to the Council

On 14 January 2022 the Minister for Local Government wrote to the Darebin City Council (Appendix 2) about correspondence received by the Minister regarding allegations of perceived bullying and unacceptable councillor conduct at the council. The Minister expressed concern that the matters raised may indicate a potential risk to good governance and cited concerns including –

- bullying, intimidation, and disrespectful behaviour between councillors
- an overuse of meeting procedures resulting in a limiting of debate, and
- general governance concerns, such as:
 - alleged failures to comply with conflict-of-interest requirements, and
 - inadequate community engagement

The Minister requested that the council provide a written response to reassure the Minister that the council is committed to good governance and working together in the best interests of its community. The Minister asked that the council respond by no later than Monday 28 February 2022 to specifically outline the actions it is taking to address the concerns.

1.3 Council's Letter to the Minister for Local Government

On 23 February 2022 the mayor wrote responding to the Minister (Appendix 3) advising that a Good Governance Action Plan had been prepared in collaboration with all councillors, to support council's professional development and to promote and maintain a healthy and dynamic councillor environment on an ongoing basis. **The letter described the Good Governance Action Plan as a demonstration of the commitment of each councillor to working together in the interests of the community and leading excellence in governance for the remainder of the term.**

1.4 Media Release by Councillors Laurence, Williams, Greco and Dimitriadis

The four councillors issued a media release (Appendix 4) headed 'On TUESDAY 29/3/22 THE GREENS RULING BLOC REJECTED THE CHANCE TO HEAL OUR DIVIDED COUNCIL!'. The release claimed many of the 9 elected councillors were locked out of the CEO Employment Matters Committee that would be short listing for the new CEO.

2 Darebin City Council – Some History and Context

2.1 Formation of the City

The Darebin City Council was formed out of Victorian local government amalgamations in 1994 with the merger of most of the former cities of Northcote and Preston, with the transfer of the portion of the City of Northcote south of Heidelberg Road to the Yarra City Council and minor adjustments with the former Cities of Coburg, Heidelberg, and the Shire of Diamond Valley.

2.2 History of Intervention

- **December 1996** – The Minister for Local Government announced a Commission of Inquiry into various matters relating to the affairs of the Council.
- **13 June 1997** – Governor in Council Order suspended the Councillors and appointed an administrator.
- **19 May 1998** – Local Government Act (Darebin City Council) Act 1998 dismissed the Councillors and continued the administrator and set the date of the next council election for 12 September 1998.
- **August 2013** – The Ombudsman annual Report tabled in Victorian Parliament recommended the state government monitor the council to ensure bad behaviour did not recur.
- **January 2014** – Municipal Monitor appointed to Darebin City Council to observe the council, identify any governance issues and work closely with the council to improve governance practices.
- **May 2015** – Further report to the Minister for Local Government by the Municipal Monitor.
- **25 June 2015** - Two Special Inspectors appointed by the Minister for Local Government to work with the council on a short-term basis.
- **20 November 2015** – Final Report to the Minister for Local Government by Inspectors of Municipal Administration.
- **December 2015** – Council agreed to undertake a series of reforms designed to bolster community confidence in the Council's governance and decision-making processes.
- **14 January 2022** – Minister for Local Government letter to council expressing concern about potential risk to good governance and asking for written response.
- **23 February 2022** – Council letter to the Minister for Local Government setting out at length all councillors' commitment to a Good Governance Action Plan.
- **22 April 2022** – Municipal Monitor appointed to Darebin City Council to monitor the governance processes and practices of the council.
- **14 November 2022** – Code of Conduct Arbitrator's report tabled at council requiring Cr Laurence to be suspended for two weeks and to make a public apology.

2.3 The Council's Electoral Arrangements

Prior to the 2020 council elections, there were nine councillors elected from three uniform multi member wards.

At the 2020 council elections, nine councillors were elected from nine single member wards. (Map – Appendix 5).

OFFICIAL: Sensitive

2.4 The Current Councillors

Name	Ward name	Elected terms	Terms as Mayor and Deputy Mayor
Emily Dimitriadis	South East	2020-2024.	Not applicable.
Gaetano Greco	North East	2008-2012, 2012-2016, 2016-2020, 2020-2024.	Mayor: 2013 – 2014. Deputy Mayor: 2012-2013, 2017 and 2020-2021.
Tom Hannan	South	2020 - 2024.	Not applicable.
Tim Laurence	East	1996–1998, 1998-2002, 2008–2012, 2012-2016, 2016-2020, 2020-2024	Mayor: 2000-2001 and 2012-2013.
Trent McCarthy	South West	2008-2012, 2012-2016, 2016-2020, 2020-2024.	Deputy Mayor: 2021 – 2022.
Lina Messina	Central	2016-2020, 2020-2024	Mayor: 2020-2021, 2021-2022. Deputy Mayor: 2017-2018.
Susanne Newton	West	2016-2020, 2020-2024	Deputy Mayor: 2018-2019, 2019-2020 and 2022-2023.
Susan Rennie	South Central	2016-2020, 2020-2024	Mayor: 2018-2019 and 2019-2020.
Julie Williams	North Central	2012-2016, 2016-2020, 2020-2024	Mayor: 2022-2023. Deputy Mayor: 2013-2014.

2.5 Recent Council Mayoral Elections

2020 – 2021 Cr Lina Messina
 2021 – 2022 Cr Lina Messina
 2022 – 2023 Cr Julie Williams *

The 2020-2021 and 2021-2022 Mayoral elections were each the result of different divisions of the council based broadly on political affiliations which in my opinion over those two years caused added difficulties in the functioning of the council. The 2022-2023 mayoral election was a unanimous decision arrived at after very difficult discussions between councillors and advice from myself ahead of the council meeting that there needed to be a clear decision and that all councillors then support whoever was elected.

3 Monitoring activities

3.1 The First Council Meeting

I first attended the council for the council meeting held on 26 April 2022. The meeting with a relatively small agenda to consider, commenced at 6.00 PM and ended over five hours later. The meeting was disorderly and punctuated by almost constant Points of Order and meeting procedure which were time consuming and without proper foundation or basis. There were also some allegations of conflict of interest by some councillors against other councillors. In my opinion the overuse of meeting procedure, seriously interfered with orderly debate. In my opinion councillors openly demonstrated a lack of respect for each other and the chair. It was also apparent in my opinion that there was a lack of trust between councillors. I was surprised when subsequently advised that it had been a better meeting than prior meetings. In my opinion it was one of the most difficult meetings I had witnessed in over 50 years involved in local government.

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Also, in my opinion, the presence of a Municipal Monitor had little or no influence on councillor behaviour in the meeting.

3.2 Meeting with Each Councillor

I subsequently met one on one with each councillor during which I discussed my terms of reference. I also used the meetings to provide advice to each councillor relating to the council meeting I had attended.

3.3 Early Advice Provided to each Councillor Individually and Subsequently to All Councillors as a Group

- The need to respect the chair and each other
- To cease raising pointless and time-wasting and often 'Tit for Tat' like Points of Order
- To stop making public allegations against other councillors accusing them of acting with a conflict of interest

I also provided more basic advice to improve meeting arrangements and process to help save time.

3.4 Message to All Staff and Meetings with Staff

Early in my term as Municipal Monitor I emailed all staff advising them about my role and providing a copy of my Terms of Reference. I offered an open invitation for staff to contact me for a confidential discussion if they had any concerns about councillor behaviour and in particular any concerns about councillor interactions with staff and the health and safety of staff.

In response a small number of staff came forward. I also met with the Interim and then Acting CEO and senior council officers. A variety of concerns were expressed including the following direct quotes:

- 'Stress suffered when attending councillor briefing sessions, caused by the manner in which some councillors asked questions and intimidated staff'
- 'Some staff have required well-being assistance following interactions with councillors'
- 'General Managers being preoccupied with the needs of councillors'
- 'Reputation of Darebin is poor, and retention and recruitment of staff is made difficult'
- 'Computer systems need investment – Staff are stressed due to systems and processes not linked/talking to each other'
- 'Cascading issues down through organisation starting at the council level'
- 'Organisation at risk of collapsing'
- 'Many acting positions'
- 'Incident when a Councillor asked dismissive questions about staff consultation in the council chamber'
- 'Issues around personal information the council requires to be gathered to count community members involved in consultations – concern expressed by a consultant that the requirement for such information to be provided may be contrary to federal law'
- 'Councillors don't use briefing sessions properly to explore and ask questions about the matters being presented by staff'
- 'Projects that have taken many months of consultant costs – feel councillors don't fully understand and decisions sometimes follow views expressed to councillors by small numbers in community'
- 'Planning scheme audit overdue and council needs to make decisions'
- 'Problem of councillor amendments at last moment on complex planning matters – no time for officers at meetings to check properly and some decisions can't be implemented'

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- 'Many senior staff leaving because of attacks in the council chamber'
- 'When you see the councillors fighting it's difficult for staff'
- 'Council has poor reputation around governance'
- 'Work done on some projects and then abandoned'
- 'Unsatisfactory process of the mayor being required to deal with resident complaints about councillors'
- 'Council asks for things that can't be delivered'
- 'Some staff have had enough and left Darebin'

I also met with the former Chief Executive Officer who is now the Chief Executive Officer at the Yarra City Council.

During my term I met regularly with the Mayor Councillor Lina Messina, the acting and later confirmed interim Chief Executive Officer Rachel Ollivier and following his appointment with the new Chief Executive Officer Peter Smith.

3.5 Feedback and Advice to Councillors

During my time as Municipal Monitor, I offered to provide advice and feedback to councillors individually. Several councillors took up the offer.

On other occasions, including leading up to and after the election of the new mayor in December 2022, I had councillors come to me distressed and sometimes in tears about the way they had or were being treated by some of their colleagues.

This was very clear evidence in my opinion that despite the councillors attempts to demonstrate outwardly all was well and they were working as one, they were not, and ill feelings and lack of trust towards one another were still very much present. On occasions my role necessitated being more akin to that of a counsellor to individual councillors rather than the role of Municipal Monitor to which I had been appointed.

4 Addressing the Terms of Reference (ToR)

4.1 Governance Processes and Practices of the Council with Regard to the Council's Councillor Code of Conduct (ToR 1a)

The council has a well-developed and comprehensive Code of Conduct to guide councillors in a range of matters including:

- Values
- Roles and Responsibilities
- Conflict of Interest
- Statutory Decision Making and Enforcement Responsibilities
- Fraud and Corruption
- Communication
- Standards of Conduct – which includes –
 - Treatment of Others
 - Compliance with Good Governance Measures
 - Working with CEO and Staff
- Children and Young People
- Fitness for Duty
- Use of Council Resources
- Gifts and Hospitality
- Occupational Health and Safety –
 - Sexual Harassment
 - Bullying, Vilification and Victimisation

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- Dispute Resolution Procedures for Alleged Contravention of the Code (other than Standards of Conduct) – which includes –
 - Internal Inquiry Process
- Application During Election Period
- Relevant Legislation and Policies

The Code provides a good framework and guide for all the councillors to clearly understand how to behave or respond in a variety of circumstances. I formed the opinion that if all the councillors took the time to read, understand and genuinely commit to the code that they have adopted for themselves, then **there should be no excuse for poor behaviour or acting contrary to the code**. There are however weaknesses in the current Councillor Code of Conduct arrangements which I discuss in more detail under 4.4.

During the period April 2022 to December 2022, I was advised there were fifteen separate formal Code of Conduct applications for internal arbitration by councillors against each. Most applications were comprised of multiple, and in most cases many separate complaints with some complaints dating back to before the 2020 council elections. By December 2022, several of the applications had either been rejected, withdrawn or had been heard and either had a decision or a decision was pending. In addition, I was advised that there were a further eight applications that had lapsed prior to April 2022 in the term of the current council.

In my opinion a culture had developed and had become entrenched within the councillor group so that immediate escalation to a formal internal arbitration application had become the first course of action rather than a process of last resort.

After a general discussion with the Principal Councillor Conduct Registrar at Local Government Victoria, I approached councillors that had initiated current code applications to ask them to consider withdrawing their applications in the interest of improving relationships between councillors and to help create a better environment ahead of the commencement of a new Chief Executive Officer.

Disappointingly, such was the level of feeling between councillors, that only two councillors with reciprocal applications between them agreed to withdraw those two complaints at that time.

Subsequently however and very late in my term as Monitor, a further five actions were withdrawn.

Of real concern was the failure of several councillors to confirm a clear recommitment to the Councillors Code of Conduct during a session on 14 October. This is further discussed under 4.7.

I formed the view that all councils (not just Darebin) would be better served by a consistent Code of Conduct which includes internal council mechanisms for resolving allegations of breaches of the Code of Conduct and allegations of misconduct or serious misconduct under the Act, that councillors must participate in before an application can be made under the Councillor Conduct framework in the Act.

Refer to 4.4 for further discussion on the subject of Councillor Codes of Conduct.

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4.2 The Council's Meeting Procedures and Decision Making, including Councillor Attendance and Conduct at Council Briefings, the Adequacy of the Council's Governance Rules and Councillor Adherence to the Governance Rules (ToR 1b)

4.2.1 The Adequacy of Council's Governance Rules

The council has a well-developed and comprehensive set of Governance Rules to guide councillors. The Rules were revised during 2022 to include new provisions relating to the conduct of virtual meetings.

I took the opportunity to suggest a number of changes to further improve the council's Governance Rules, all of which were accepted.

I formed the opinion that the problem was not with the Governance Rules but with misuse of the rules such as the overuse of points of order and meeting procedure prior to and when I first arrived.

4.2.2 Meeting Procedure, Conduct at Council Meetings and Decision Making

As indicated earlier, the first council meeting I attended as Municipal Monitor had a small agenda, lasted over five hours, and was constantly punctuated and delayed by baseless points of order. It was in my opinion an example of a poor decision-making process.

After giving advice to councillors, individually and together, subsequent council meetings were for the most part better run with only occasional lapses into points of order and meeting procedures being raised. The absence of an overuse of meeting procedures enabled more fulsome debate.

It also became apparent over time, that the presence of a Municipal Monitor had a positive influence on councillors' behaviour.

For most matters coming before the council, the council is able to reach a unanimous decision. There have however been a small number of matters where the council has been deeply divided. These matters have notably included –

- The future use of the Northcote Golf Course
- If, when and to what extent the Reservoir Leisure Centre should be redeveloped

Even on some lesser matters however, the council sometimes really struggles to reach a final agreed position. There is a culture of multiple and quite often complex amendments being proposed in meetings. This results in a risk of decisions that can be open to different interpretations as to what they mean.

With this in mind, I suggested, and it was agreed by the council in the review of its Governance Rules to include that if a motion is unclear in its intent or may be subject to misinterpretation, the Chairperson must lay the motion on the table until the next Council Meeting when advice will be provided by the Chief Executive Officer as to the meaning of the motion as worded.

Notwithstanding this provision in the Governance Rules, I continued to observe what in my opinion were clumsy decision-making processes often still involving multiple amendments to officer recommendations and creating potential for uncertainty in interpretation of the resolution.

An example was the decision-making process at the council meeting on 19 December 2022. This was the first council meeting chaired by the new mayor and the last scheduled meeting where I would be present as Monitor.

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It was a relatively small agenda but included two important good governance matters.

The first was a report including the review of Darebin's Community Engagement Policy, particularly about the collection of personal information. In February 2021 the council had adopted a new Community Engagement Policy **in which the council had added a requirement that participants provide personal information such a name (email address or postal address) and postcode.**

The report advised the council that **implementation of the personal information collection requirement had caused a significant impact on engagements undertaken and had raised a range of issues.** Officers reported **it was a barrier to participation. On average, one fifth of engagement participants choose not to participate because of the personal information collection requirement,** automatically excluding these individuals from participating in council engagement. The report further explained that the barrier to participation is increased when engaging with culturally and linguistically diverse community members. In developing the Multicultural Communications and Engagement Toolkit, one of the key pieces of feedback was the discomfort with providing personal information as a condition of the engagement process. There had been numerous examples since the adoption of the policy where CALD community groups declined requests.

In light of recent cyber-attacks, the demonstrated barrier to participation and privacy law implications, the report recommended that Darebin Council remove the requirement and instead only collect postcode.

In my opinion some councillors were uncomfortable with the recommendation and a process of in my opinion confusing amendments followed aimed at seeking to include collection of the same information from engagement participants on a voluntary basis. What should have been simple became complicated and included several meeting adjournments whilst councillors tried without success to make sense of it.

Despite the situation being an obvious candidate for laying it on the table pending clarification advice, it was not considered or utilised until I suggested it during one of the adjournments. Finally, after much wasted time the motion was laid on the table and the meeting was able to progress.

However only two agenda items later a similar situation developed when consideration of a report recommending that council –

- 1) Adopt and commits to a Councillor Media & Social Media Policy
- 2) Adopt and commits to a Councillor Occupational Health & Safety Policy, and
- 3) Adopt and commits to a Councillor Interaction Protocol.

An amendment was moved and seconded, to amongst other things, remove the word 'criticism' in two places in the Councillor Media & Social Media Policy which would have had the effect of appearing to allow councillors to be openly critical of staff and the organisation, and make the policy contradict the Councillors Code of Conduct. The debate again quickly deteriorated into confusion with several unsuccessful adjournment breaks to sort it out until finally a motion to lay it on the table for clarification by the CEO at a subsequent meeting was moved and carried.

In my appointment, the Minister referred to concerns of alleged bullying and intimidation between councillors. Whilst there were suggestions of bullying behaviour by the chair in meetings, I did not observe behaviour by either the Chair or councillors that I could describe as bullying and intimidation. What I did observe was quite robust debate on occasions and both Mayors Messina and Williams, needing to ask a councillor to lower their tone when

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addressing a council meeting. In my opinion the call by the mayors was quite appropriate in the circumstances.

Quite separate to the question of was there bullying by councillors, there was an instance where there was what might be described as a 'campaign' of bullying of one councillor by members of the public using social media posts. The councillor had in a council meeting debate, quoted from a report in relation to the Reservoir leisure Centre which had triggered the community response. In my opinion it was a missed opportunity for some other councillors to demonstrate support for their colleague, even though they sat on the other side of the matter debated in the chamber.

4.2.3 Councillor Attendance

Appendix 6 shows the attendance of each councillor at Ordinary Council meetings, Special Council Meetings, Planning Committee meetings, Submission Hearings, Councillor Briefing sessions, Governance Training and Good Governance Action Plan sessions during the period 23 November 2020 to December 2022.

Not reflected in Appendix 6, was one Good Governance Action Plan session that disappointingly had to be abandoned on the day it was due to be held because of lack of attendance by most councillors.

A low attendance record by some councillors is attributable in part to work requirements, health issues, parental leave, and approved Leave of Absence.

Attendance at councillor briefing sessions was particularly low for some councillors.

This pattern did not change, and I observed on several occasions, the mayor offering to try to find a better time for the sessions but without the offer being taken up.

This was very disappointing as it is in the briefing sessions that councillors have the best opportunity to explore and ask questions about matters that will come before the council for decision.

Also of disappointment was the level of attendance at Good Governance Action Plan sessions. Although the sessions were recorded for the benefit of councillors who had not attended in person, I am not confident about the level of take-up of this option. **This is even more disappointing given the very clear undertakings and commitment expressed on behalf of all councillors in the mayor's letter of 23 February 2022 to the Minister for Local Government describing the Good Governance Action Plan.**

I also noted that the council failed to provide a six-month report to the Minister on the implementation of the Good Governance Action Plan despite an undertaking to the Minister that it would provide one.

I noted and concurred with the following commentary included in the June 2022 Municipal Monitors Report on the Governance of the City of Yarra:

'Councillors have an obligation under the Local Government Act to ensure that they understand the issues on which they are making decisions and that these decisions are made in the interests of the whole community. Many of the matters considered by Council are technically complex and/or ones on which there are a variety of views in the community. With the best will in the world, without discussions between themselves and with officers it is unlikely that the best decisions are made in the interest of the community.'

Given the importance Councillor Briefing Sessions now play in the way in which councillors in Victorian Local Governments gain information to properly inform their formal decision making, it is notable that the Local Government Act 2020 provides no recognition or guidance for the operation or conduct of them. The Darebin Governance Rules only provide

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for Ordinary and Special council meeting whilst the Local Government Act 2020 makes no such distinction and only provides for Council meetings.

It is common practice amongst councils to distinguish between normally scheduled council meetings as 'ordinary' council meetings and unscheduled or extra council meetings as 'special' council meetings. 'Ordinary' council meetings would be expected to attract a great public awareness and scrutiny whereas 'special' council meetings sometimes called at very short notice, may not attract the same public attention. Where legislation requires certain matters to be tabled at the next council meeting such as is the case with an Arbiters decision and statement of reasons, I consider that it should be tabled at the next 'ordinary' council meeting rather than a 'special' council meeting.

These are perhaps areas where Local Government Victoria could provide guidance to Victorian Local Governments. Also, as a lot of the material provided and discussed at Councillor Briefing meetings is sensitive and not all is subsequently made public, Local Government Victoria could also provide guidance to councils on how councils may maintain the confidentiality of information provided to and discussed at Councillor Briefing meetings, including where this information does not meet the definition of confidential information under the Local Government Act 2020.

4.3 The Council's Policies and Processes related to the Appointment of an ongoing Chief Executive Officer, including the Council's CEO Employment Matters Committee (ToR 1c)

Part of the background to my appointment as Municipal Monitor to the Darebin City Council was the conduct of a special council meeting on 14 April 2022 where one of two agenda items was the composition of the CEO Employment Matters Committee and processes to support the committee and proposed CEO recruitment process. Eight councillors were present with Councillor Newton recorded as an apology.

A motion was moved and seconded which in part provided –

'2) Endorse the appointment of 7 Councillors to the CEO Employment Matters Committee (Cr's Dimitriadis, Greco, Laurence, McCarthy, Hannan, Rennie and Messina) for the duration of the recruitment of the CEO up to confirmation of appointment, acknowledging that Cr's Newton and Williams indicated at the March Council meeting they did not wish to be members of the Committee.

3) Note that further to the above composition, Council provide the opportunity for Cr's Williams and Newton to reconsider their interest in being part of the CEO Employment Matters Committee at any point throughout the process.'

An amendment to remove 'for the duration of the recruitment of the CEO up to confirmation of appointment' from part 2) was lost on the casting vote of the Chair.

A further amendment for the whole of the motion to be –

'That Council calls for a report to the next Council meeting to outline the framework for the recruitment of the CEO as endorsed by the CEO Employment Matters Committee, summarising the functions of the CEO Employment Matters Committee, the inclusion of all Councillors throughout the process and the decisions to be made by Council'

was accepted by the original mover and seconder and became the substantive motion but before it could be put to a vote, the council minutes record that Councillors Dimitriadis, Greco, Laurence and Williams progressively **left the meeting thereby denying the ability to maintain a quorum and the meeting at that point failed.**

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The undisposed business was listed for the next council meeting held on 26 April 2022 which was also the first meeting I attended as the Municipal Monitor. The matter was voted on and carried with the apparently controversial parts being settled as follows –

'2) Endorse the appointment of 8 Councillors to the CEO Employment Matters Committee (Cr's Dimitriadis, Greco, Laurence, McCarthy, Hannan, Rennie, Williams and Messina) for the duration of the recruitment of the CEO up to confirmation of appointment, acknowledging that Cr Newton indicated at the March Council meeting she did not wish to be a member of the Committee.

3) Note that further to the above composition, Council provide the opportunity for Cr Newton to reconsider their interest in being part of the CEO Employment Matters Committee at any point throughout the process.'

As Municipal Monitor I subsequently sat in on all meetings and deliberations of the CEO Employment Matters Committee other than the actual interviews of candidates for initially the selection of the Interim CEO and subsequently for the recruitment of the new CEO. On a number of occasions, the independent chair of the committee and myself needed to assist the councillors by providing advice about their responsibilities and the importance of choosing a CEO for Darebin now who should have the experience and strength to advise and guide the council in dealing with the difficult circumstances the council was in. The Committee needed to be refocussed several times.

Even when the recommendation from the committee came to the council for the final appointment decision, I found it necessary to intervene and again refocus the council on the importance of a unanimous decision and a preparedness by all councillors to support the new CEO.

4.4 The Council's Policies, Processes, and Practices in relation to the Health and Safety of Councillors and Council Staff (ToR 1d)

The Councillors Code of Conduct includes very specific provisions –

- Councillors commit to behaving courteously and respectfully in their dealing with Council staff, protecting their professional integrity and ensuring that neither offence nor embarrassment is caused when considering advice or recommendations.
- Councillors will not be publicly critical of the organisation
- Advise the CEO in a timely fashion of any concerns that a Council officer has acted contrary to a Council policy or decision, noting that any discussion pertaining to the performance of a Council officer must be held privately with the CEO in a constructive manner.

Unfortunately, several councillors despite the councillor group being advised not to on a number of occasions continued during the period of monitoring to allege systemic discrimination within the organisation.

Also, during the same period another councillor in my opinion inappropriately addressed or questioned staff causing unnecessary distress.

On another occasion video footage of an officer answering a question in a planning meeting was in my opinion inappropriately used on several social media platforms with wording that distorted the context and resulted in the officer suffering stress and leaving the organisation.

The social media postings were only removed after intervention by the interim CEO, and me as Monitor not once but twice to insist the posting on different platforms be removed. I formed the opinion that such comments and actions have caused considerable damage to the organisation and have contributed to staff stress, staff leaving and Darebin's reputation

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as an employer also being damaged and making recruitment even more difficult in what was already a hard recruitment market.

I am also of the opinion that councillors who witnessed other councillors criticising the organisation and staff could have done more to challenge the offending behaviour by their councillor colleagues.

Having said other councillors could have done more, the problem in my mind exposes a weakness in the concept of the Councillors Code of Conduct. That weakness being that unless the matter relates to the types of misconduct defined under the Councillor Conduct framework in the Act, the only action available is the council's own internal process which if a councillor chooses not to participate in, lapses and has no consequences.

As all councils have been required by the Local Government Act 2020 to prepare and adopt a Councillors Code of Conduct, which must include the Standards of Conduct, for which there are legislated process for misconduct and serious misconduct, it raises the question, what really is the value of anything else a council puts into its code other than a token commitment without enforceable accountability.

Bad conduct is bad conduct wherever it might occur so I believe it is difficult to argue that the expectations for Councillor behaviour should be different in one municipality versus another depending on the individual councils' Councillors Code of Conduct. The Standards of Conduct go some way toward achieving consistency, but then each council is left to build its own Councillors Code of Conduct around them with different variations which at the end of the day may be unenforceable. I have therefore formed the view that the sector would be better served by a consistent Councillors Code of Conduct and one where even the 'lesser' problems or issues have a clear and consistent process that can lead to a meaningful outcome. These lesser issues could be still subject to a local facilitation process, but all done under the same rules. Based on my observations at Darebin, the fact that a councillor may choose not to participate in an internal arbitration process can result in the process being abandoned, is not satisfactory.

4.5 The Council's Policies, Processes, and Practices related to the Management of Conflicts of Interest (ToR 1e)

As Municipal Monitor I only observed a handful of occasions when councillors declared a conflict of interest. I had no evidence or reason to think that councillors failed to declare conflicts of interest.

I formed the opinion that the problem around conflict of interest at Darebin was the way some councillors in meetings and some people in the community on social media had made allegations that certain councillors had participated in a decision or taken some action in relation to a matter in which they had a conflict of interest.

As Monitor I advised all councillors individually and as a group of the risk of making such allegations. I advised them that the responsibility for deciding whether a conflict of interest should be declared, rests solely with the individual councillor.

If another person is concerned that a councillor has contravened the conflict-of-interest requirements under the Local Government Act 2020, then that person should report their concern to the Local Government Inspectorate.

Publicly alleging a councillor has a conflict of interest is a serious matter and runs the risk of a potentially very expensive defamation action against the person making the allegation. It was very noticeable that such allegations by councillors and by others on social media ceased after my giving this advice.

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4.6 Adequacy of Council's Community Engagement Policies, Processes, and Practices (ToR 1f)

In February 2021 the council adopted a new Community Engagement Policy. The policy was comprehensive and should have served the city well. **Unfortunately, in adopting the policy the council had added a requirement that participants be required to provide personal information such a name (email address or postal address) as well as postcode.**

On 19 December 2022 a report advised the council that **implementation of the personal information collection requirement had caused a significant impact on engagements undertaken and had raised a range of issues.** Officers reported **it was a barrier to participation.**

Regrettably as discussed in more detail under 4.2.2 the council failed to cleanly amend the policy and it is currently laid on the table for further advice and clarification in early 2023. I formed the opinion that notwithstanding the current council imposed 'personal information' flaw in the policy, officers have applied the policy as best that they can when undertaking community engagement.

4.7 The Council's Policies and Practices that manage the interactions between Councillors and Council staff and Contractors, and compliance with those Policies and Practices (ToR 1g)

The relationship between councillors and staff has been explained to councillors a number of times including by the CEO and the Monitor to the extent that no councillor could claim ignorance. It is very clear in the Councillors Code of Conduct that if a councillor is concerned about or has a complaint about any council staff or the organisation, then they should raise the matter privately with the CEO.

Despite this clarity and numerous reminders, I continued to observe some councillors making allegations of systemic organisational discrimination. Another councillor was observed directing what were in my opinion critical comments and questions towards staff in meetings. Shortly after the commencement of the new Chief Executive Officer, he together with myself addressed a session with all councillors on 14 October 2022. The CEO used the opportunity to explain to councillors very clearly, his legal obligations and responsibilities for the staff within the organisation. He also made it very clear to the councillors that they must not criticize the staff or the organisation and that if a councillor has a concern, they must raise it privately with him.

At the same session I reminded the councillors of the reasons why a monitor had been appointed to the Darebin City Council. I referred to advice I had provided to the council since being appointed and how some of that advice had been heeded and some in my opinion had not or at least not by all councillors. Advice in this latter category included –

- Advice in the form of a request that Councillors involved in Code of Conduct complaints give serious consideration to withdrawing actions with a view to making a fresh start for the arrival of the new CEO.
- Advice to be careful about the use of social media which I considered had only partially been accepted.
- Advice to stop negative comments about the organisation and the staff. I advised the group that this matter concerned me the most. I advised the group that there had been in my opinion instances of very poor behaviour towards staff and the organisation.

I also reminded the councillors that staff have left and were leaving Darebin because of councillor behaviour. In a hard recruitment market, it was even harder at Darebin because the city had grown a poor reputation as a place to work.

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During the session, the CEO asked each councillor in turn to make a recommitment to the Councillors Code of Conduct. The responses proved to be highly emotional but very disappointing in the case of several **councillors who despite long responses, failed to express a clear recommitment to the Councillors Code of Conduct.**

A culture has existed at Darebin where in my opinion councillors have come to have unreasonable expectations of staff to respond to their requests, often at very short notice requesting information or the drafting of notices of motion or proposed amendments to report recommendations.

I observed staff responding to this culture which I could describe as being like 'the more you get the more you want', with amazingly fast turnaround including sometimes out of work hours and at the expense of their normal duties.

In my opinion the impact of the behaviour at the council level (the governing body) towards its own staff and organisation has severely damaged the council's reputation as an employer.

At the time of writing this report, the vacancy rates within the organisation were reported as 'still in excess of 20%'.

5. Any other Council Governance Policies, Processes, and Procedures (ToR 1h)

5.1 The Financial Circumstances of the Darebin City Council

In my opinion the financial circumstances of the City are not healthy and raise serious concerns about the Council's priorities and its financial stewardship.

From my observations and financial information provided to me at my request, I have formed the opinion that unless the council takes some difficult and potentially unpopular decisions, the city's financial sustainability is threatened within in the next few years. In my opinion this situation is the result of internal and external circumstances including failure to manage the impact of the rate cap and increasing costs of materials and labour in the current high inflation period, and council policies and decisions over time:

- Unlike most councils, Darebin has historically maintained a policy of providing most services in-house when most other councils to varying degrees, have outsourced many services. A consequence of the in-house model is being locked into inflexible higher labour costs.
- The council has undertaken significant borrowing making further borrowings in the short to medium term very difficult.
- Decisions on recent new infrastructure have been to deliver higher quality (e.g., green stars rating) when a lesser standard would have served the community just as well and had less financial impact.
- Recent decisions to invest in large high-quality projects appear not to have been taken with a sufficiently holistic view of the city's wider investment needs. By this I mean there are a number of pressing needs for investment across the city but a wider approach as to how to address them all over time in a planned way has not occurred.
- The council does not appear to have placed sufficient importance on the Governance Principles in the Local Government Act 2020 and in particular –
 - Priority is to be given to achieving the best outcomes for the municipal community, including future generations
 - The economic, social, and environmental sustainability of the municipal district,
 - The ongoing financial viability of the Council is to be assured
- Similarly, I am concerned that the council has not placed adequate importance on the Financial Management Principles in the Local Government Act 2020 and in particular

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that 'financial risks must be monitored and managed prudently having regard to economic circumstances.

Again, I noted comments by the Municipal Monitor to the Yarra City Council in his report on that council. He expressed the view that the Council requires continual oversight of its decisions to bring its budget to a sustainable position and that this should be done through the normal annual auditing process undertaken by the Victorian Auditor-General. The Monitor went on to recommend that the Minister write to the Auditor-General requesting that, in addition to his annual audit of the City of Yarra's accounts, that the Auditor-General undertake an annual performance review of the progress of Yarra towards financial sustainability until the Auditor-General is satisfied that the Council has achieved financial sustainability.

I have formed a similar conclusion with respect to the Darebin City Council.

5.2 The Cost of Councillor Behaviour

In my opinion the **costs** incurred by the city which can be **attributed to the behaviour of its councillors** are significant. Since the November 2020 council elections, in my assessment, a conservative calculation based on known and estimated costs **amounts to in excess of \$600,000.**

Costs include:

- Code of Conduct matters (Mediation between councillors, arbitration, and legal advice)
- Costs to council as a result of Local Government Inspectorate matters
- Integrity and Conduct Officer (internal and outsourced)
- Good Governance Action Plan
- Extra Governance induction sessions (in addition to standard mandatory induction processes)
- Governance legal advice
- Monitor
- High staff turnover costs (recruitment and induction) over and above what might be considered normal.

5.3 Priorities needed for the City

In my opinion, the council has failed to invest adequately in providing the staff of the city with the essential tools they need to function properly and to deliver services to the community. The council needs to establish and commit to a set of key priorities for the short to medium term:

- Restoration of the financial position of the city to a sound and long-term sustainable basis
- Priority investment in the fundamentals needed to ensure the city can properly function and provide governance for its community and delivery of the array of services provided. Those fundamentals requiring investment being:
 - Delivery of a digital transformation strategy
 - Provision of fit for purpose staff accommodation

Only when the steps are put in place to ensure these key priorities can be achieved, should the council look to making other new large capital infrastructure investments.

6. Appreciation to Councillors and Staff

I wish to record my appreciation for the way in which my presence as Municipal Monitor was received by the Councillors and Officers of the Darebin City Council. Councillors appeared to respect my presence and advice and Council Officers provided me with information and assistance without hesitation whenever I sought it.

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Towards the end of my term as Monitor, I was approached by a number of councillors who individually expressed their appreciation for the role I had performed and to express a desire that the term of monitor be extended with some suggesting six months. I advised those councillors that the latter was not a matter I could comment upon.

7. Findings and Conclusions

- a) The presence of a Monitor has positively influenced councillor behaviour. Notwithstanding this observation, political and personal divisions between councillors are still present.**
- b) Code of Conduct –**
 - i. Conflict issues between councillors would benefit from greater efforts to resolve problems before lodging an application with the Principal Councillor Conduct Registrar for an internal arbitration process.**
 - ii. Conduct processes take too long to be resolved contributing to ongoing issues between councillors in the meantime.**
 - iii. Sanctions that may be imposed by an Arbiter would have greater meaning and impact if any period of suspension had to include one ordinary or regular council after the council tabled the arbiter's decision and statement of reasons.**
 - iv. A requirement by an Arbiter for a councillor to undertake training would be more meaningful in some cases if the arbiter's decision could include that the cost of the training be deducted from the councillor's allowance.**
 - v. An arbiter's decision and statement of reasons would be more transparent to the community if required to be tabled at the next 'ordinary' council meeting rather than just the next council meeting which might be a special' meeting.**
 - vi. All councils might be better served by a consistent Code of Conduct with mechanisms to properly conclude even minor internal matters rather than see them lapse simply because a councillor chooses not to participate.**
- c) Whilst there was strong and robust debate, no bullying or intimidation by the chair or councillors was observed.**
- d) The attendance by some councillors at meetings was low even allowing for work commitments, health issues, parental leave, and approved leave of absence.**
- e) 'Councillor Briefing' Meetings –**
 - i. There appears to be lack of clarity about the purpose and governance of 'Councillors Briefing' meetings.**

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- II. There also appears to be a lack of clarity about how to maintain the confidentiality of information provided and discussed in 'Councillor Briefing' meetings where this information does not meet the definition of confidential information under the Local Government Act 2020 and is not subsequently included in a public council report.
- f) The council failed in its undertaking to the Minister, to provide the Minister with a six-month report on its implementation of the Good Governance Action Plan.
 - g) Comments by some councillors towards or about staff and the organisation have been damaging and contrary to the Councillors Code of Conduct. A failure by other councillors to stand up for staff and the organisation was disappointing.
 - h) A failure by several councillors to make a clear recommitment to the Councillors Code of Conduct when asked to do so by the new CEO was disappointing.
 - i) The council needs to give priority to securing the ongoing financial sustainability of the city.
 - j) Ratepayers have incurred high and unnecessary costs as a result of councillor behaviour.
 - k) The council needs to prioritise investment in information technology and suitable staff accommodation to ensure the capability to deliver necessary works and services for its community.
8. Recommendations for the Minister for Local Government
- a) That the sanctions that may be imposed by an arbiter on a finding of misconduct be expanded to include directing that a councillor is prevented from attending and participating at the next regular council meeting after the council tabled the arbiter's decision and statement of reasons.
 - b) That the sanctions that may be imposed by an arbiter on a finding of misconduct be expanded to include being able to direct that a councillor undertake training the cost of which must be deducted by the council from the councillor's allowance.
 - c) To provide better public transparency of arbiter determinations that –
 - a copy of an arbiter's decision and statement of reasons must be tabled at the next regular council meeting after the council received the copy of the arbiter's decision and statement of reasons, and
 - any apology a councillor is directed to make by an arbiter must be made at the next regular council meeting that the councillor attends.

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- d) That the Local Government Act 2020 be amended to provide for a consistent Code of Conduct for all councils which should include internal council mechanisms for resolving allegations of breaches of the Code of Conduct and allegations of misconduct or serious misconduct under the Act, that councillors must participate in before an application can be made under the Councillor Conduct framework in the Act.
- e) That measures be considered about how to ensure Code of Conduct applications are resolved in a timelier manner.
- f) That Local Government Victoria provide advice to councils about the purpose and governance of Councillor Briefing meetings and how councils may maintain the confidentiality of information provided at and discussed at Councillor Briefing meetings, including when it does not meet the definition of confidential information under the Local Government Act 2020.
- g) That there be an obligation on all councillors to initiate a formal Code of Conduct application when they observe any of the councillors openly criticising the council organisation or staff of the council.
- h) That all councillors be required annually at a regular council meeting to publicly declare and sign a recommitment to the Code of Conduct for Councillors and that a failure by a councillor to do so, result in them no longer being qualified to be a councillor.
- i) That pursuant to section 175 of the Local Government Act 2020, that the Minister direct the council:
 - To prepare and submit to the Minister within the period of 4 weeks after the direction is given to the council –
 - a) financial statements for the period 1 July 2022 to 31 December 2022
 - b) a detailed financial projection for the next 10 years of its borrowing capacity and unrestricted cash and how the council proposes to address financial sustainability concerns
 - To advise the Minister within the period of 12 weeks after the direction is given to the council, how the council proposes to address the need to prioritise investment on information technology and suitable staff accommodation
 - To provide a quarterly report to the Minister on its progress implementing its Good Governance Action Plan
- j) That the council be advised that reports or complaints of inappropriate behaviour by councillors towards each other or by councillors towards the staff and organisation will be regarded seriously.

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- k) That the Minister write to the Auditor-General requesting that in addition to the annual audit of the Darebin City Council's financial accounts, the Auditor-General undertake an annual performance review of the progress of the council towards financial sustainability until the Auditor-General is satisfied that the council has achieved financial sustainability.



John Watson
Municipal Monitor

Date: 2 February 2023

Appendices –

- | | |
|---|--|
| 1 | Municipal Monitor Terms of Reference |
| 2 | Minister for Local Government's Letter to the Council |
| 3 | Council's letter to the Minister for Local Government |
| 4 | Media Release by Councillors Laurance, Williams, Greco, and Williams |
| 5 | Ward Map of the Darebin City Council |
| 6 | Councillors Attendance at Meetings and Sessions |

OFFICIAL: Sensitive**SCHEDULE 2****TERMS OF REFERENCE OF APPOINTMENT OF THE MUNICIPAL MONITOR TO DAREBIN CITY
COUNCIL APPOINTED UNDER SECTION 179 OF THE LOCAL GOVERNMENT ACT 2020**

Without limiting the Municipal Monitor's functions and powers under sections 180 and 181, respectively, of the Act, the Municipal Monitor is:

1. To monitor the governance processes and practices of the Council, with specific regard to the following matters –
 - a. the Council's Councillor Code of Conduct;
 - b. the Council's meeting procedures and decision making, including Councillor attendance and conduct at Council briefings, the adequacy of the Council's Governance Rules and Councillor adherence to the Governance Rules;
 - c. the Council's policies and processes related to the appointment of an ongoing Chief Executive Officer, including the Council's CEO Employment Matters Committee;
 - d. the Council's policies, processes and practices in relation to the health and safety of councillors and Council staff;
 - e. the Council's policies, processes and practices related to the management of conflicts of interest;
 - f. the adequacy of Council's community engagement policies, processes and practices;
 - g. the Council's policies and practices that manage the interactions between Councillors and Council staff and contractors, and compliance with those policies and practices; and
 - h. any other Council governance policies, processes and practices.
2. To advise, and provide any relevant assistance and support, to the Council in relation to the improvement of the Council's governance processes and practices, with specific regard to the matters raised in clause 1.
3. To report to the Minister for Local Government, with respect to the matters in clause 1, on:
 - a. any steps or actions taken by the Council to improve its governance and the effectiveness of those steps or actions; and
 - b. any recommendations in relation to the exercise of any Ministerial power under the Act.

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The Hon Shaun Leane MP

Minister for Local Government
Minister for Suburban Development
Minister for Veterans

121 Exhibition Street
Melbourne, Victoria 3000 Australia
Telephone: +61 3 8392 2240
DX 210074

Ref: CMIN-2-21-13509

Cr Lina Messina
Mayor
City of Darebin
PO Box 91
PRESTON VIC 3072
Lina.Messina@darebin.vic.gov.au

Dear Cr Messina

I have recently received several pieces of correspondence regarding allegations of perceived bullying and unacceptable councillor conduct at Darebin City Council.

I am concerned that the matters raised may indicate a potential risk to good governance at the Council. The concerns raised with me mention a specific council meeting of Monday 15 December 2021 and include:

- bullying, intimidation, and disrespectful behaviour between Councillors
- an overuse of meeting procedures resulting in a limiting of debate, and
- general governance concerns, such as:
 - alleged failures to comply with conflict-of-interest requirements, and
 - inadequate community engagement.

The *Local Government Act 2020* (the Act) includes a clear description of the role and responsibilities of councillors. Under the Act, the role of a councillor is to contribute to the strategic direction of the council, participate in council's decision making and to represent the interests of the whole municipality in that decision-making.

The Act also places responsibility on the Mayor and CEO of a council to assist and support councillors to understand and perform their roles, including in relation to the expected standards of conduct. It is my expectation that councillors will work cooperatively with the Mayor and CEO to ensure they understand and are performing their roles effectively.

Additionally, the councillor conduct framework under the Act has been strengthened through prescribed standards of conduct and an independent process for the appointment of arbiters to hear applications of misconduct. Where councillor conduct does not meet the expected standards, councils and councillors may make an application for a finding of



misconduct or serious misconduct against a councillor. I encourage councillors to use this framework as necessary to ensure appropriate councillor conduct.

Further, I remind the council that any concerns about potential breaches of the Act should be referred to the Local Government Inspectorate. The Inspectorate may be contacted via telephone on 1800 469 359 or via email at inspectorate@lgi.vic.gov.au.

As these concerns have been raised with me by the community, I am requesting that Council provide me with a written response to reassure me that it is committed to good governance and working together in the best interests of its community. I ask that the Council specifically outline the actions it is taking to address these concerns and provide me with this response by no later than Monday 28 February 2022. After reviewing the response from the Council, I will consider whether further action is necessary.

In addition, I encourage councillors to contribute their ideas in response to the discussion paper developed as part of the Local Government Culture Project. The Project is designed to promote a more positive environment at councils, create more representative councils, improve governance, and enhance public trust. To read the discussion paper and make a submission visit <https://www.localgovernment.vic.gov.au/council-governance/local-government-culture-project>.

If you would like to discuss these matters, please contact Colin Morrison, Acting Executive Director, Local Government Victoria by phone on 0413 276 911 or via email at colin.morrison@ecodev.vic.gov.au.

I also ask that you provide each councillor at the Council with a copy of this letter. Thank you for your time and commitment to the Council and I look forward to the Council's response.

Yours sincerely



The Hon Shaun Leane MP
Minister for Local Government
Minister for Suburban Development
Minister for Veterans

Date: 14 / 1 / 2022

cc Ms Sue Wilkinson, Chief Executive Officer
cc Kat Theophanous

23 February 2022

Hon Shaun Leane MP
Minister for Local Government
Minister for Suburban Development
Minister for Veterans State Member for Eastern Metropolitan
shaun.lean@parliament.vic.gov.au

Dear Minister Leane,

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Overview

Thank you for your letter dated 14 January 2022, and for the opportunity to also have met on 24 January 2022, regarding perceived concerns and allegations that have been raised with you in relation to governance and code of conduct matters at Darebin City Council.

As discussed, Council takes seriously the concerns that have been raised, and we genuinely welcome the opportunity to engage with you, the State Government and Local Government Victoria (LGV) in relation to these matters. Since our meeting and as confirmed via Council's correspondence to you dated 31 January, I can reaffirm that as requested, your original correspondence has been provided to all Councillors.

Furthermore, I am also pleased to advise that this response has been prepared in consultation and collaboration with the broader Councillor group, including over two on line workshops.

In doing so, I am pleased to advise that Councillors are united in their commitment to working together in good faith to improve the culture and performance of the Councillor cohort in the interests of best serving the community and leading excellence in governance.

As part of this, it is acknowledged that each Councillor brings to Council their own life experience, professional expertise, community connections, political and philosophical affiliations. At Darebin, all Councillors are proudly passionate about their community and local issues and recognise that diverse and challenging conversations can contribute to a rich political and policy debates, which are the cornerstones of local democracy.

Notwithstanding this, I want to reassure you that Councillors also understand their overriding collective responsibility to endeavour to work as a "team", and that individually and cooperatively, they are committed to fulfilling their elected representative role in the interest of the entire municipality and the Darebin community.



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In order to support and facilitate this commitment, I am delighted to inform you that a *Good Governance Action Plan* has been prepared in collaboration with Councillors, to support Council's professional development and to promote and maintain a healthy and dynamic Councillor environment on an ongoing basis.

This Plan also aims to respond to and address, the issues raised in your correspondence of 14 January 2022, to ensure that going forward Council continues to embed proactive steps and initiatives that continually encourage, foster and strengthen governance, compliance with the Councillor Code of Conduct and facilitate strategic leadership outcomes amongst Councillors.

To help inform and provide broader context around Council's *Good Governance Action Plan*, Councillors have also sought to provide you with an overview of the collective good work that we have successfully and largely unanimously achieved together during the duration of our current Council term for your consideration, including with respect to strategic leadership, capital works program delivery, Darebin's leadership through the Victorian Energy Collaboration (VECO), Council's COVID-19 Response initiatives, and our successful partnerships and project delivery with State Government.

Background

Darebin Councillors have worked very collaboratively for the first year of this term, supported by a comprehensive induction program held in late 2020.

Over the course of this current Council term, there are many examples that demonstrate Councillors commitment to working together to successfully achieve and deliver outcomes for the community. These include;

o Strategic Leadership

For the first time in recent history at Darebin, in June 2021, Councillors voted to unanimously adopt;

- o Our ambitious Council Plan 2021-2025
- o The 2041 Community Vision
- o Council's Revenue and Rating Plan 2021-25
- o 2021-22 Budget
- o Council's ten-year Financial Plan 2021-31

Council views the unanimous support of these key strategic plans as a demonstration of the Councillor Group's commitment towards strategic leadership that is in the interests of the future of the City.

o Capital Delivery

As you are aware, the capital works program is an essential part of Council's stewardship role. It provides effective management and oversight of our infrastructure assets, gives the community access to vital facilities and services, and allows Council to administer resources and support for the community.

In September 2021, Council considered and noted the progress of the capital works program to the end of the financial year 2020/21 as part of the final report on the delivery of the Council Plan 2017/21.



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This was the fourth year of the Council Plan 2017/21, and the capital works program continued 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 towards 57 projects and programs of work. Actual spend on the capital works program for 2020-21 was \$50.08 million which represents 100.01% of the portfolio budget.

Council is proud to advise that the final results for 2020-21 capital works delivery were the best ever in Darebin's history. This outcome is extraordinary when considering the significant disruptions and challenges associated with the COVID-19 Pandemic.

○ Demonstrated Sector Leadership – Victorian Energy Collaboration (VECO)

Darebin is proud to have been the driving force behind VECO, the largest emissions reduction project undertaken by local government in Australia.

With a landmark 46 Councils taking part in a joint procurement project, VECO aggregates 45% of all Victorian council electricity supply to switch to 100% renewable energy.

This project highlights how Darebin's leadership has brought together large-scale co-operation and collaboration across the local government sector to transition to a renewable energy future.

The new electricity contract will help reduce costs, protect councils against energy market volatility, improve budget certainty, and reduce local government greenhouse gas emissions across Victorian councils.

In addition, the wind farms linked to VECO have led to significant economic and community benefits for local communities in regional Victoria and for the State as a whole.

Council is extremely proud of our leadership to coordinate and lead a piece of work of this magnitude.

○ COVID-19 Response

The COVID-19 Pandemic has created an unprecedented demand for Council supports and services and has reinforced the critical importance of local government in all of our lives, particularly in times of community distress.

Over the last 2 years Council has proudly implemented a range of multifaced and proactive measures to support our community and to compliment State support programs.



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Key initiatives in this respect have included;

- The implementation of an \$11.8 million COVID Community and Business Resilience and Recovery package in 2020/21 focusing on businesses and the parts of our community most in need.
- The provision of over \$300,000 for emergency food relief with local partners including the provision of grocery vouchers, 1300 food parcels and 2,000 meals in 2020/21.
- The introduction of the innovative *Love Local Voucher Program* in 2021/22 which supports and promotes our diverse local businesses and industries. This program aims to complement the various Federal and State financial relief initiatives for businesses, including JobSeeker, the Business Support Program and Working for Victoria and provided multiple benefits to support local economic and social outcomes. Rate payers and vulnerable community members such as jobseekers have been provided access to Council funded vouchers to spend locally, injecting much needed funds into the local economy.
- Support for more than 120 businesses through the extended outdoor dining project, facilitated thanks to State Government investment. As part of this, we helped facilitate 1300+ additional seats to local cafes, restaurants and bars.
- The commencement of a job matching service where hospitality job vacancies offered by local businesses were shared with the community (job seekers) through Darebin Hospitality Jobs Facebook and Instagram pages. This initiative is in partnership with the Darebin Hospitality Traders Association.
- The introduction of a Community Navigation Service (CNS), which has proved to be a vital resource in supporting our community. The CNS connects our community to any help, services or support they may need during this time.
- Extensive work to support our diverse community to get vaccinated including implementing a comprehensive vaccination campaign partnering with multicultural community organizations, including Spectrum Migrant Resource Centre, Islamic Society of Vic (Preston Mosque), DIVRS, DECC, Macedonian Community Welfare Association, Somali Council of Victoria. This includes funding bi-cultural workers for these organisations and have their community leaders as the face of the campaign.
- Delivering in Partnership with the State Government

Darebin has also been proudly partnering with State Government to successfully support and deliver a range of local infrastructure projects and community initiatives over the current Council term, including:

- \$60m Northcote Aquatic Centre (\$10m State Loan)
- \$34m Narrandjeri Indoor Stadium and Outdoor Netball Courts (\$3.3m State Investment)
- \$5.75m Aboriginal Women's Sport and Wellness Centre (\$5.35m State Investment)
- Delivering approximately \$5m of Sport and Recreation Victoria (SRV) investments towards local sporting clubs, lights, netball courts & female friendly facilities.



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- The delivery of new parks and pocket parks, including Oakover Road (\$400K), Ruthven play space (\$200k), Penders Park play space (\$300k), Edwardes Lake (\$275k)
- The construction of a dedicated off lead dog area at Edwardes Lake (to be completed July 2022) including \$275,000 State funding under the Local Parks Program.
- The expansion of kindergarten capacity in Darebin including a \$150,000 Building Blocks Planning Grant from DET to support planning and design work for the potential expansion of three kindergarten and child care centres in Darebin. In addition, there is direct investment from DET to build a new kindergarten at Reservoir East Primary School with additional funding being contributed by Council for the inclusion of consulting rooms within the facility to enable integrated services to be delivered to families.
- Participation in the Reservoir Revitalisation Board and the delivery of \$1.47m of place-making projects in the Reservoir activity centre (mid-2022) plus a further \$0.37m in cultural events/initiatives
- Strong support for the State Government's new 'Home of the Matilda's' and 'Home of Rugby Union' Project at La Trobe University

Darebin Councillor Code of Conduct 2021

Also relevant to this response is the Darebin Councillor Code of Conduct 2021, which details the expectations of behavior and conduct for Darebin Councillors.

The Code was signed by every Councillor in 2020 and includes the values which underpin the way in which Councillors will work together, the Standards of Conduct as outlined in the Regulations, adherence to key policies that are relevant to the role of Councillors and the mechanisms through which interpersonal disputes between Councillors and allegations of misconduct will be addressed.

The Code is designed to foster a resilient and safe workplace culture by promoting constructive working relationships and communication, and by supporting timely, fair and respectful resolution of disputes and conflicts as they arise. The Code is a public commitment and declaration that Councillors are committed to working together.

As part of Councillors ongoing responsibility to modelling the values and behaviours outlined in the Code, a dedicated workshop will be held in the next three months to act as a refresher and to clarify any queries. This session will be facilitated by a partner from Maddocks Lawyers and forms part of the Council's *Good Governance Action Plan*.

A copy of Darebin's Councillor Code of Conduct 2021 is attached for your information.



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Agreed Councillor Values

Collectively Councillors have also established shared values and actions that represent our commitment to ensuring respectful and productive working relationships throughout the Council term.

These are;

- We value each other and are committed to fostering a cohesive, respectful team and courteous and professional working relationships and raise any issues of concern with each other directly.
- We value Council staff and will be respectful in all of our dealings with them.
- We value the Darebin community and will work together to demonstrate leadership in the best interests of the whole of the City (not just wards), be inclusive, listen, respond and build trust.
- We are committed to maintaining high standards of personal and professional conduct where we respect differences and treat everyone with dignity and respect.
- We will be inclusive, open and transparent in our decisions and avoid creating false expectations.
- We will work hard to support each other to achieve our common goals and respect decisions made by Council.

An independently facilitated Councillor workshop will be held within the next three months as part of Council's ongoing commitment to these agreed values. This session will form part of a quarterly series of Councillor Only workshops designed to support a strong team culture. These sessions form part of the *Good Governance Action Plan*.

Good Governance Action Plan – Commitments and Actions

Professional development for Councillors and supporting team development on an ongoing basis is critical to enable the Council to work successfully together, positively support the organisation, make excellent decisions for the community and operate in a high performing environment.

Toward this, Councillors have worked together to agree a detailed *Good Governance Action Plan (Action Plan)*. The *Action Plan* is a demonstration of the commitment of each of the Councillors to working together in the interests of the community and leading excellence in governance for the remainder of the term.

The *Action Plan* also seeks to specifically addresses the matters outlined in your recent correspondence.

As noted above, using the *Good Governance Action Plan* as a guide for the remainder of the term, Councillors are committed to come together as a Council team with an independent facilitator regularly to;

- Reflect on progress towards agreed outcomes taking into account all views
- Listen and hear each other's concerns
- Understand Councillor beliefs, attitudes, relationships and behaviours
- Create the opportunity to be explicit and honest about identified issues



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- Understand examples of positive and negative behaviours in the context of Council team culture and the agreed Councillor Values and Behaviours
- Create a shared understanding of the issues and personal impact on people (wellbeing and safety)
- Make recommendations to improve culture and performance
- To review and re-set processes where required to ensure there is clarity, direction, opportunity and fairness for all
- To refresh and strengthen Councillors understanding and adherence to governance protocols including the Councillor Code of Conduct and the agreed Councillor Values and Behaviours

The *Good Governance Action Plan* is centred on the following three themes;

**Theme One –
Promoting Excellence in Governance**

Updates from 2020 Councillor Induction Program and including at a minimum;

1. A full day workshop for all Councillors run by an independent facilitator and focused on;
 - Role of a Council and Councillors
 - Role of the Mayor and the Deputy Mayor
 - Managing confidentiality – including Councillor obligations
 - Meeting procedures – including additional training on Councils Governance Rules (valid points of order, use of Notices of Motion etc)
 - Conflict of interest requirements

This will be held before 30 June 2022.

2. Supported attendance at a variety of external training programs including the MAV's "*Charing Meetings for Mayors*" and the AICD Company Directors Course or similar (under consideration).

**Theme Two –
Working Together – A Cohesive Councillor Team Culture**

Includes at a minimum;

1. A commitment by all Councillors to the ongoing professional development program detailed in the *Good Governance Action Plan* aimed at strengthening and maintaining Councillor team effectiveness and culture guided by the agreed values (outlined above).

This will include quarterly sessions facilitated by an independent facilitator and attended by all Councillors focusing on various aspects of leadership and ways to positively support and strengthen Councillor team dynamics.

These will also act as a "health check" for the Councillor group.

2. The introduction of "post meeting reviews" aimed at delivering a path to continuous improvement for the Councillors working as a team. These will be checked against the agreed values and behaviours signed on to at the start of the term and facilitated by a different Councillor at the end of every session.



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3. A joint review of the scheduling and content of Councillor Only Time (COT).
4. Formal dispute resolution training to be attended by all Councillors aimed at supporting Councillors to have difficult conversations and reaching resolution.
5. Supported attendance at a variety external training programs including the MAV's "Resilience and Wellbeing" training in August 2022.

Theme Three - Councillor Conduct

Including addressing perceptions of bullying, intimidation and disrespectful behavior between Councillors in addition to;

1. Dedicated training on Health, Safety and Wellbeing and obligations under the OHS Act
2. Supported attendance at a variety external training programs including the MAV "Discrimination, Bullying & Harassment" before the end of the financial year.
3. Revisiting the training from induction 2020 in relation to Councils Media and Social Media Policy

Response to specific matters raised by the Minister for Local Government

"Bullying, intimidation, and disrespectful behaviour between Councillors"

Darebin Councillors have reflected and wish to reaffirm their deep commitment to working constructively to address any challenges if they arise.

Further, Councillors will work to ensure that any concerns regarding bullying, intimidation and disrespectful behaviour between Councillors are avoided in the future.

Towards this, Councillors have developed the *Good Governance Action Plan* as outlined previously. This plan includes a strong commitment to using a strengths-based approach and supporting Councillors via a combination of formal training and facilitated "team" workshops for the remainder of the Councillor term.

As your letter states, *"Under the Act, the role of a councillor is to contribute to the strategic direction of the council, participate in council's decision making and to represent the interests of the whole municipality in that decision-making."*

Your expectation that *"... Councillors will work cooperatively with the Mayor and CEO to ensure they understand and are performing their roles effectively"* is also noted and acknowledged by all Councillors.



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I also wish to formally acknowledge and note your advice that "... the councillor conduct framework under the Act has been strengthened through prescribed standards of conduct and an independent process for the appointment of arbiters to hear applications of misconduct. Where councillor conduct does not meet the expected standards, councils and councillors may make an application for a finding of misconduct or serious misconduct against a councillor. I encourage councillors to use this framework as necessary to ensure appropriate councillor conduct."

I am pleased to confirm that all councillors are well aware of the Act requirements and the provisions contained in the Councillor Code of Conduct in relation to dispute resolution and breaches of conduct. All councillors fully understand the expected standards of conduct and are committed to these.

Further, Councillors are well aware of the opportunity to report concerns or breaches of the Act to the Local Government Inspectorate.

As part of the Councillor Induction Program held in late 2020, Councillors participated in comprehensive training regarding the requirements of the Act (led by Mark Hayes, Partner Maddocks Lawyers) and the role and functions of the relevant integrity agencies (led by David Wolfe IBAC).

I also note that the *Good Governance Action Plan* includes ongoing professional development aimed at supporting Councillors understanding of their obligations under the OHS Act as well as Discrimination, Bullying & Harassment.

"Overuse of meeting procedures resulting in a limiting of debate"

Darebin Councillors have worked very constructively for the first year of this term. This is evidenced by the fact that between June and December 2021 more than 80 per cent of Council decisions were unanimous (83.3%).

As mentioned previously this includes the unanimous adoption of the Council Plan 2021-2025, 2041 Community Vision, the Council's Revenue and Rating Plan 2021-25, 2021-22 Budget and the ten-year Financial Plan 2021-31, which we believe is a clear indication of Councils commitment to strategic leadership in the long-term interests of Darebin.

Notwithstanding this, as outlined previously, the *Action Plan* incorporates dedicated sessions designed to reaffirm Councillors understanding of the Councils Governance Rules in relation to Council meeting procedures to ensure that healthy debate is promoted and any perceived concerns in relation to the limiting of debate are avoided in the future.

General governance concerns, such as:

(a) Alleged failures to comply with conflict-of-interest requirements, and:

As outlined previously, I am pleased to confirm that all councillors are well aware of the Act requirements in relation to conflict of interest. Councillors regularly declare conflicts of interest and these are publicly recorded as required.

Further, Councillors are well aware of the opportunity to report concerns or breaches of the Act to the Local Government Inspectorate.



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As part of the Councillor Induction Program held in November to December 2020, Councillors participated in comprehensive training regarding the requirements of the Act (led by Mark Hayes, Partner Maddocks Lawyers) and the role and functions of the relevant integrity agencies (led by David Wolfe IBAC).

Again, these requirements will be revisited as part of the training included in the *Good Governance Action Plan*.

(b) Inadequate community engagement

Councillors are deeply committed to meaningful engagement with our community.

The Darebin Community Engagement Policy was endorsed in February 2021 and includes minimum standards of engaging with our diverse community and Aboriginal and Torres Strait Islander peoples. The Policy is applied to all engagements undertaken by Council.

Darebin's Community Engagement Policy reflects and is consistent with the community engagement requirements included in the Local Government Act 2020.

The Policy specifies that the level and type of consultation will vary depending on the circumstances including the significance and complexity of a matter, the level of interest and the impact and influence that stakeholders can have on decisions being made. We use the IAP2 Spectrum of Engagement which describes five levels of engagement linked to levels of influence – being Inform, Consult, Involve, Collaborate and Empower.

The policy seeks to ensure that we conduct our community engagement in a way that includes all voices in our diverse community by actively seeking to remove the barriers people and groups in the community might encounter. In particular we are working hard to strengthen our approach to engagement to ensure that the voices of our diverse community and those that traditionally experience barriers to participation are heard.

Conclusion

On behalf of all Councillors I would like to express my appreciation for your interest in the City of Darebin and for the opportunity to demonstrate our commitment to good governance, continuous improvement, transparency and accountability in our activities.

As previously outlined, Councillors have worked together to agree a detailed *Good Governance Action Plan* demonstrating our collective commitment to ongoing professional and team development for the remainder of the term.

I trust that this response satisfactorily addresses the concerns you have raised and note that it has been prepared in consultation with all Councillors over two on line workshops. Further I note that all Councillors have provided their support for me to write you on their behalf.



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I would welcome the opportunity to provide you with a further formal update in relation to the implementation of the *Good Governance Action Plan* in six months.

Council would also like to congratulate you on the Local Government Culture Review initiative which is currently underway. We look forward to understanding the review findings and opportunities for implementation at both the sector wide and local level.

Please do not hesitate to contact me directly on my 0419 750 504 if you require further information or would like to discuss this matter.

Yours faithfully,



Lina Messina
MAYOR
CITY OF DAREBIN

Attachment

- Darebin Councillor Code of Conduct 2021



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MEDIA RELEASE !**ON TUESDAY 29/3/22 THE GREENS RULING BLOC REJECTED
THE CHANCE TO HEAL OUR DIVIDED COUNCIL!**

We had no choice but to walk out of Darebin Council's monthly meeting.

We put up an important motion to ensure all Councillors were on the CEO Employment Matters Committee so we can work together for the community. This was thoughtlessly rejected.

Our balanced and democratic Motion would have allowed all elected Councillors to join the Committee that will be shortlisting the new CEO, since the unexpected departure of CEO Sue Wilkinson.

Our move towards harmony and unity was trashed by the Mayor and the Greens Ruling Bloc, who controversially seized control of the powerful CEO Employment Matters Committee last December. This was a toxic power grab that has triggered division on the Council ever since.

Darebin is a diverse community of culture, incomes and lifestyles and it is unconscionable that representatives of all 9 wards will NOT have an EQUAL say on hiring a new CEO.

Many of the 9 elected Councillors are now locked out of this Committee that controversially has an unelected sitting member with voting rights. This also means 5 out of 9 wards will NOT have a representative on this important Committee.

Excluding Councillors is not 'working together for better'! Our Community deserves more! We will continue to stand up for fairness, inclusiveness and good governance and for the Darebin community.

It is a crying shame that despite community outcry, the Greens Ruling Bloc has refused to share power and bring the Council together. Council can do better, we should do better, and we should work together, but it is clear this is not the intent of the Greens Ruling Bloc.

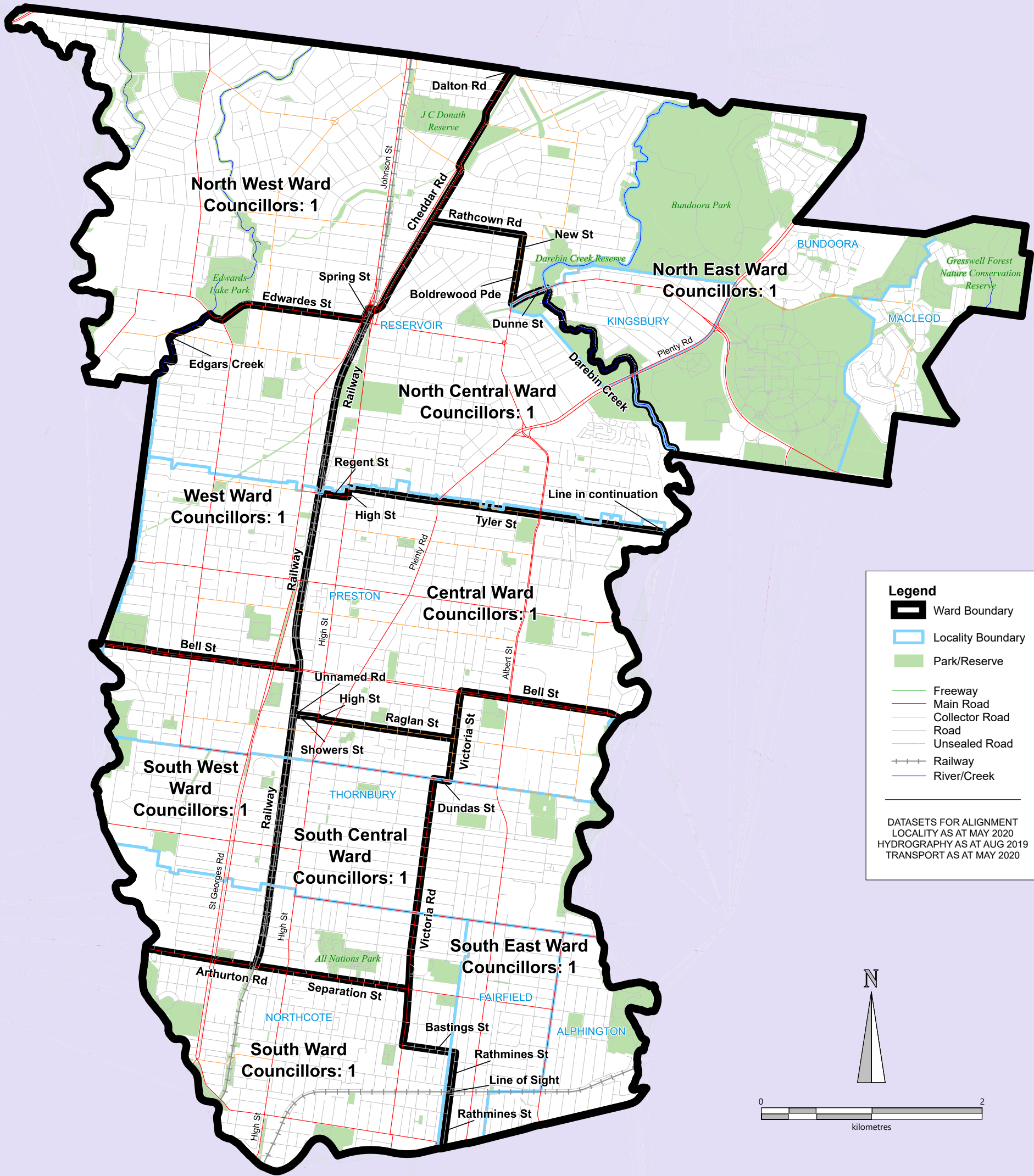
The Mayor must stop her repeated bias and now step up to show real leadership and some balance to bring the Council together, by ending her support of the unfair and undemocratic Greens power grab at Darebin.

Cr. Tim Singh Laurence
Cr. Julie Williams
Cr. Gaetano Greco
Cr. Emily Dimitriadis

Darebin City Council

ELECTORAL STRUCTURE OF DAREBIN CITY COUNCIL

NOTE: By Order in Council under section 15(1)(a) and (b) of the Local Government Act 2020, the electoral structure of Darebin City Council is fixed as described in this plan.



Electoral boundaries are aligned to the VicMap spatial data files as defined in the legend on this map. These boundaries will be provided to DELWP for inclusion in the VicMap Admin dataset by 31 July 2020. This electoral structure was published on the Victoria Government Gazette No. G 27 Thursday 9 July 2020.

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APPENDIX 6 - COUNCILLORS MEETING/SESSION ATTENDANCE RECORD FOR THE PERIOD 23 NOVEMBER 2020 TO 19 DECEMBER 2022

Meeting Type	Cr Dimitriadis^	Cr Greco	Cr Hannan	Cr Laurence	Cr McCarthy	Cr Messina	Cr Newton^	Cr Rennie	Cr Williams
Ordinary Council	Attended 24 Apology 1 L of A* 1	Attended 25 L of A 1	Attended 26	Attended 26	Attended 25 L of A 1	Attended 26	Attended 25 L of A 1	Attended 26	Attended 26
Special Council	Attended 10 Apology 3 L of A 1	Attended 12 Apology 1 L of A 1	Attended 14	Attended 13 Apology 1	Attended 13	Attended 13 Apology 1	Attended 12 Apology 1 L of A 1	Attended 14	Attended 13 Apology 1
Planning Committee	Attended 10 Apology 5	Attended 13 Apology 1 L of A 1	Attended 14 Apology 1	Attended 13 Apology 2	Attended 15	Attended 12 Apology 3	Attended 13 L of A 2	Attended 14 Apology 1	Attended 13 L of A 2
Submission Hearings	Attended 2 Apology 1	Attended 3	Attended 3	Attended 2 Apology 1	Attended 2 Apology 1	Attended 3	Attended 3	Attended 3	Attended 2 Apology 1
Councillors Briefing	Attended 56 Apology 9	Attended 56 Apology 5 L of A 4	Attended 65	Attended 28 Apology 32 L of A 4 Suspension 1	Attended 59 Apology 5 L of A 2	Attended 61 Apology 4	Attended 60 L of A 5	Attended 64 Apology 1	Attended 59 Apology 4 L of A 2
Governance Training	Attended 3	Attended 3	Attended 3	Attended 0 Absent 3	Attended 3	Attended 3	Attended 3	Attended 3	Attended 2 Absent 1
Good Governance Action Plan*	Attended 3 Apology 1 L of A 2	Attended 5 L of A 1	Attended 6	Attended 2 Apology 1 Absent 3	Attended 6	Attended 6 Absent 1	Attended 5	Attended 6	Attended 5 Apology 1
Totals	Attended 108 Apology 20 L of A 4 Absent 0 Suspension 0	Attended 117 Apology 6 L of A 8 Absent 0 Suspension 0	Attended 131 Apology 1 L of A 0 Absent 0 Suspension 0	Attended 84 Apology 37 L of A 4 Absent 6 Suspension 1	Attended 123 Apology 6 L of A 3 Absent 0 Suspension 0	Attended 123 Apology 8 L of A 0 Absent 1 Suspension 0	Attended 122 Apology 1 L of A 9 Absent 0 Suspension 0	Attended 130 Apology 2 L of A 0 Absent 0 Suspension 0	Attended 120 Apology 7 L of A 4 Absent 1 Suspension 0

* L o A - Leave of Absence

* Table does not include one Good Governance Action Plan Session abandoned due to lack of attendance

^ LoA and Apologies includes Parental Leave

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^ LoA and Apologies includes Parental Leave

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ACTIONS TAKEN TOWARD FINANCIAL SUSTAINABILITY

UP TO 17 MAY 2023

Key actions already taken:

DATE	ACTION
23 Sep 19	Open Space Levy - Council resolved to formally request that the Minister for Planning authorise, prepare and exhibit Amendment C186dare to the Darebin Planning Scheme.
24 Feb 20	Open Space Levy - Council considered all submissions received to Amendment C186dare and referred submissions to an independent planning hearing.
28 Jun 21	10-year Financial Plan adopted by Council.
30 Sep 21	Open Space Levy - Council exhibited Amendment C186dare from 30 Sep 21 – 31 Oct 21.
22 Nov 21	Waste Cost Recovery - Council resolved to separate waste collection service fees from general rates
26 Apr 22	Investment and Treasury Policy adopted by Council
23 May 22	Risk Management Policy adopted by Council
26 Jun 22	Revenue and Rating Plan adopted by Council and declaration of the Kerbside Waste Service Charge and Public Waste Service Rate
1 Jul 22	Separation of waste cost recovery from general rates introduced through the introduction of a Kerbside Waste Service Charge and Public Waste Service Rate, saving a projected \$26m gap in cost recovery over 10 yrs.
1 Aug 22	Year 1 Service Review program commenced (Council Plan strategic action)
1 Sep 22	Development of an IT Strategy commenced
12 Sep 22	Open Space Levy - The Planning Committee resolved to not refer the additional submissions received to the Panel and to inform the Panel of this decision; to further investigate the projected open space needs within Darebin for a longer period than previously modelled (through to at least 2041); and to immediately commence a new planning scheme amendment to remove content within the schedule to Clause 53.01.
Dec 22	IT Strategy, Strategic Principles established
23 Jan 23	Councillor Briefing on long term financial outlook
30 Jan 23	Councillor Briefing on long term financial outlook and financial sustainability
31 Jan 23	Special Audit and Risk Committee Meeting – report on Financial Sustainability
24 Jan – 28 Feb	KPMG peer review of long-term financial assumptions
24 Jan – Apr	KPMG ERP Business Case development commenced (IT investment)
6-26 Feb 23	Community consultation and submission process for the 2023-24 Budget undertaken.
Mar 23	The Developer Contributions Plan (DCP) received Ministerial approval and came into effect from March 2023.
16 Feb 23	Special Audit and Risk Committee meeting – report in Financial Sustainability and IT investment
19 Feb 23	Councillor Workshop – 10-year Financial Plan review, Council Plan review, Budget, Capital Works
14 Mar 23	Hearing of Submissions Committee meeting – Submissions on the draft 23-24 Budget (incorporating the 4-year budget)
15 Mar 23	Special Audit and Risk Committee Meeting – report on Financial Sustainability including benchmarking with other northern region Council assumptions and ERP Business Case update.
19 Mar 23	Audit and Risk Committee meeting – report on financial performance and approach to Committee oversight on 10-year Financial Plan and Revenue and Rating Plan; Report on VAGO External Audit Strategy 2022/23.

DATE	ACTION
	Audit and Risk Committee meeting – Update on the development of the IT Strategy and the Strategic Principles established.
	Councillor Workshop – 10-year Financial Plan review, 10-year Capital Works program, Council Plan review, Budget
3 April 23	Councillor Briefing – Budget submissions, operating projects, efficiencies and deliberative engagement approach, capital works program
	Inclusion of provision of investment for staff accommodation works in the 4 year Capital Works program
10 Apr 23	Deliberative engagement to inform the 10-year Financial Plan commenced
	Councillor Briefing – 10-year Financial Plan, Future Fund, Borrowing Policy Principles, Council budget, Risk Management Policy and revised Risk Appetite Statements
17 Apr 23	Councillor Briefing with KPMG on ERP Business Case for IT investment
19 Apr 23	Councillor workshop – Council Plan and Council Plan Action Plan, Operating Project Portfolio
24 Apr 23	Adoption of the Risk Management Policy, incorporating full risk appetite statements with adjustment to incorporate unrestricted cash
26 Apr 23	Councillor Briefing on Revised Council Plan and Council Plan Action Plan, Waste Charge, Rates Financial Hardship Policy, Revenue and Rating Plan, ERP Business Case
1 May 23	Councillor Briefing on 10-year financial assumptions, 10-year profile, Fees and Charges
8 May 23	Councillor Briefing on 10-year Financial Plan document and Draft 23/24 Budget document
10 May 23	Special Audit and Risk Committee meeting to review the revised draft 10-year Financial Plan and revised draft Revenue and Rating Plan to establish Committee recommendation to Council. Report on the Municipal Monitor's report and Governance Direction provided by the Minister for Local Government. Update on ERP Business Case included. Note the Committee recommended the 10-year Financial Plan and Revenue and Rating Plan be endorsed by Council to proceed to community consultation and requested that the Committee oversee the delivery of actions by Council required by the Direction provided by the Minister for Local Government.
13 May 23	Planned deliberative engagement to inform the revised 10-year Financial Plan and revised Council Plan ended.
16 May 23	Draft revised 10-year Financial Plan & draft revised Revenue and Rating Plan released publicly through the Council meeting agenda.
	Draft 2023-24 Budget (incorporating the 4 year budget) released publicly through the Council meeting agenda.
	Draft revised Council Plan released publicly through the Council meeting agenda

ACTIONS TAKEN TOWARD FINANCIAL SUSTAINABILITY

FROM 18 MAY 2023 – 30 JUNE 2024

Key actions already taken:

DATE	ACTION
18 May 23	Response to the Minister required: <ul style="list-style-type: none"> - Financial statements in respect of the period 1 July 22 to 31 December 22 - A detailed financial projection for the next 10 years of the Council's borrowing capacity and unrestricted cash - An action plan on how Council proposes to address the financial sustainability issues contained in the report.
22 May 23	Draft revised 10-year Financial Plan, draft revised Revenue and Rating Plan, draft revised Council Plan reported to Council for endorsement to proceed to community exhibition. Draft 2023-24 Budget (incorporating the 4 year budget) reported to Council to proceed to community exhibition.
23 May 23	Community exhibition commences – 10-year Financial Plan, Revenue & Rating Plan, Rates Financial Hardship Policy, Council Plan, Council Plan Action Plan
Post May 23	Enterprise Bargaining expected to conclude
20 Jun 23	Final Draft 10-year Financial Plan, Revenue and Rating Plan & Council Plan reported to Audit & Risk Committee Draft Borrowing Policy reported to Audit & Risk Committee for recommendation to Council to endorse to proceed to consultation Revised Audit & Risk Committee Work Plan reported with amendment to include twice annual review of 10-year Financial Plan assumptions – September to review in advance of budget development & March to monitor. Draft IT Strategy reported to the Audit and Risk Committee for review and feedback.
26 Jun 23	Draft 10-year Financial Plan, Revenue and Rating Plan & Council Plan reported to Council for adoption Draft 23/24 Budget (incorporating the 4 year Budget) reported to Council for adoption Draft 4 year Revenue and Rating Plan reported to Council for adoption Draft Council Plan and Draft 23-24 Council Plan Action Plan reported to Council for adoption
1 Jul 23	Year 2 Service Review program established (Council Plan strategic action) Stage 2 development of the ERP Business
13 Jul 23	Response to the Minister required: <i>Inform the Minister how the council intends to address concerns raised by the Municipal Monitor about prioritising investment in information technology and suitable staff accommodation.</i>
24 Jul 23	Draft Borrowing Policy reported to Council for endorsement to proceed to community consultation Draft IT Strategy reported to Council (no later than this date)
Jul – Aug 23	Annual Performance Review to be undertaken by Victorian Auditor-General's Office (VAGO) in alongside the annual external audit
28 Aug 23	Draft Borrowing Policy reported to Council for adoption
11 Sep 23	Audit & Risk Committee meeting: Review of Annual Financial Statements, Performance Statement and Governance & Management Checklist. Review of 10-year Financial Plan assumptions to inform drafting of 24-25 Budget.
25 Sep 23	Annual Financial Statements, Performance Statement and Governance and Management Checklist reported to Council.

DATE	ACTION
27 Nov 23	Quarterly Performance Report including review of financial assumptions in 10-year Financial Plan reported to Council
4 Dec 23	Audit and Risk Committee meeting
26 Feb 24	Quarterly Performance Report including review of financial assumptions in 10-year Financial Plan reported to Council
25 Mar 24	Annual review of 10-year Financial Plan and Revenue and Rating Plan reported to Audit and Risk Committee (in accordance with Work Plan change June 23)
27 May 24	Quarterly Performance Report including review of financial assumptions in Financial Plan reported to Council
24 Jun 24	Council decision on ERP project and IT investment planned for no later than this date.
30 Jun 24	2024-25 Service Review Program finalised for commencement

9.5 PARKING MANAGEMENT OPERATING PROCEDURES

Author: Acting Coordinator Sustainable Transport

Reviewed By: General Manager City Sustainability & Strategy

EXECUTIVE SUMMARY

This Council report:

- Provides information about Council's parking management operating procedure
- Recommends updating Council's procedure to:
 - Improve clarity about how decisions are made, while mitigating safety risks associated with parking demand.
 - Establish two distinct processes, depending on the level of parking demand in a street over a 4-hour period.
- Responds to two Council resolutions that called for reports that outline Council's current approach to parking management, provide advice for specific alternative options, and called for other alternatives to be considered.

Effectively managing on-street parking improves safety, access and the performance of Darebin's transport network.

In almost all cases, when officers consider parking changes, the affected community is asked for their input. Decisions are guided by what legislation requires Council to consider and do, by nationally accepted road management standards and codes, and by relevant Council policies and strategies (for example, the *Darebin Transport Strategy* and *Community Engagement Policy*).

Officer Recommendation

That Council

- (1) Notes this report.
- (2) Authorises the CEO to update the existing internal parking change operating procedure to:
 - a) Ensure clear and transparent consultation and communication when engaging the community about parking issues and potential parking changes
 - b) Update the process to align with *Austroads Guide to Traffic Management Part 11: Parking*, so that when parking demand is measured at or above 85% for a 4-hour period, a change will be made to parking controls to mitigate safety risks and access challenges
 - c) Introduce a new process to support community-initiated changes to on-street parking where there is moderate demand, comprised of the following steps:
 - i. at least 2 properties on the affected street requests a parking change

- ii. parking demand is measured, and if between 70% and 84% of parking spaces over a 4-hour period are occupied, an initial survey is sent to immediately affected properties asking if consideration of a change to parking is supported, and what parking issues are being experienced
 - iii. *immediately affected properties* are defined to be those properties within 100m of the proposed changes to parking
 - iv. if at least $\geq 25\%$ of immediately affected properties respond to the survey and, $\geq 60\%$ of respondents confirm they would like a parking change, Council will prepare one parking change proposal option. If this response rate and level of support is not achieved, further consideration of a parking change would not proceed
 - v. If the test above is met, a second survey that puts forward the parking change proposal and asks if this change is supported or not, is sent to all immediately affected properties
 - vi. Council will implement the proposed parking change if $\geq 25\%$ of all immediately affected properties respond to the second survey, and, $\geq 60\%$ of survey respondents support the change
- (3) Ensure that Council's Transport Engineers continue to have discretion to investigate road safety and access risks, and to implement any transport and parking controls that are required to address safety risks.
-

BACKGROUND / KEY INFORMATION

Parking controls are used to maintain and improve safety, access, and an efficient transport network. They also help the community share a limited resource.

Council, through resolutions at its 24 October and 28 November meetings, has raised several questions about parking management. Information responding to these questions are included at **Appendix A and B**.

As Darebin grows and changes there will be more demand for car parking. Pressure will be greatest around destinations like activity centres and train stations. More information about this can be found at **Appendix C** – 'Factors Influencing Parking Demand in Darebin'.

Safety and access problems start to occur if 85% or more of all available street parking spaces are full. When this happens, a change to the way parking is managed may be needed.

If car parking spaces on a street are nearly always full:

- cars can continue to slowly circulate the area looking for a space. This increases local traffic on roads which is a safety risk for pedestrians and cyclists, and increases noise and air pollution
- people who live in an older house with no off-street parking may not be able to park close to their home
- people may park cars illegally which blocks driveways and sight-lines at intersections and pedestrian / school crossings
- the road space may not be wide enough for residents, emergency vehicles, buses and waste trucks to enter and pass

- people who have limited mobility – which may be due to living with a disability, age, looking after young children – may need to walk long distances, or not be able to get to their destination
- deliveries to properties might not be able to be made
- people who can't find a spot near their destination might 'give up' which could reduce economic activity in activity centres, social isolation or care not being provided.

Parking change management is administered by Council's transport engineers. Officers manage parking changes by using statutory powers and functions delegated to them, following an internal procedure.

Parking restrictions are reviewed, and changes are considered when:

- a safety or access problem caused by high parking demand or unsafe parking is identified
- a resident and/or business asks for a change to be made in their street, and the street is experiencing high parking demand
- it is a planning permit requirement
- a major development or project changes parking demand and supply (for example, Level Crossing Removal Projects).

In all circumstances, for Council to discharge its obligations under the *Road Management Act*, it is required that the Coordinator Sustainable Transport retains delegation to make and implement parking changes *at their discretion* when a safety or access problem needs immediate action.

Previous Council Resolution

At its meeting held on 24 October 2022, Council resolved:

That Council;

- (1) *Notes the current process that residents can apply to Council for review of parking restrictions in their street.*
- (2) *Receives a report at the first meeting in February 2023 that reviews the current operating procedures and considers other options for residents to apply for parking restrictions in Darebin streets. The report should include, but not be limited to considerations of the following.*
 - a. *The processes that other Councils have for residents to review parking restrictions in their streets and what the previous practice was in Darebin.*
 - b. *The current criteria used by Officers to make a decision that parking restrictions will be installed in a street.*
 - c. *The considerations Officers use that results in a net loss of parking spaces in a street.*
 - d. *The pros and cons of allowing residents where the street is subject to the proposed restrictions to make a recommendation to Council under a deliberative consultation process.*
 - e. *The suitability of a process requiring over 50% of residents in an affected street to agree to the introduction of parking restrictions and conversely the removal of existing restrictions only to occur by agreement of more than 50% of the affected street.*

- f. *Any cost implications to residents, owners and businesses of the proposed options above.*

At its meeting held on 28 November 2022, Council resolved:

‘That Council

- (1) Receives a report at the March 2023 Council meeting that:*

- a) Outlines options for an engagement plan on parking matters to include Community workshops and facilitated community and councillor sessions.*
- b) Outlines options for establishing a community advisory group for 12 months to provide input on parking matters.’*

At its meeting held on 27 March 2023, Council resolved a procedural motion:

‘That Council defer Item 9.4 Parking Management Operating Procedures, with the substantive motion as moved by Cr. Greco and seconded by Cr. Laurence below, to be tabled at the next Council Meeting, 24 April 2023:

That Council

- (1) Notes this report and Council’s current process for managing parking.*

- (2) Endorse the following amendments to Council’s current process as follows:*

- a. Transport engineers will have discretion to make a safety or access assessments, and if needed implement a parking change, using their professional judgement and expertise, informed by many codes, standards, guides, statutory rules, as well as Council strategies and policies. In these instances, residents in the street and affected area will receive clear communication that transparently describes why such proactive safety or access parking changes are needed.*
- b. Where the residents seek a request for an investigation to install parking restrictions in their street, 25% of owners and residents of the affected street and area need to apply to Council to request an investigation to install parking restrictions in that street.*
- c. Council Transport Engineers assess the application and if the average parking demand in that street is more than 85% for a period of 5 hours (as per the Austroads Guide to Traffic Management, as well as best practice approach), then Council is to investigate whether parking restrictions are appropriate for that street. Where the ‘85% occupancy’ rule fails, Council will not proceed with investigating the street and applicants be advised accordingly.*
- d. If Council is to investigate the street, Council must survey the owners and residents in the impacted street and nearby area to determine the level of support.*
- e. Council will only install the restrictions if:*
 - i. at least 25 per cent of the affected area responds, and*
 - ii. at least 60 per cent of the responses are in support of the proposal.*
- f. Council then advises all owners and residents (included the surveyed owners) of the street and area, of the outcome of the survey.*
- g. If supported, the parking restriction signage will be installed in four to six weeks.*

- (3) Updates the ‘Request for Parking Change’ form and the council website to advise applicants that if their street does not meet the ‘85% occupancy’ rule, Council will not proceed with investigating the street.*

- (4) *Authorises the CEO to update the parking change operating procedure to implement the processes at points 2 a., b., c., d., e (i) (ii), f., and g. above'*

At its meeting held on 24 April 2023, Council resolved:

'That Council:

- (1) Note that at the March Council meeting Item 9.4 Parking Management Operating Procedures was laid on the table until the next Council Meeting, 24 April 2023.*
- (2) Refers the Parking Management Operating Procedures for further discussion at a Councillor briefing session scheduled for 1 May 2023.*
- (3) Note a report on the Parking Management Operating Procedures will come back to Council at its scheduled meeting on 22 May 2023.'*

ALIGNMENT TO 2041 DAREBIN COMMUNITY VISION

Strategic Direction 2: Prosperous, Liveable and Flourishing

ALIGNMENT TO 2021-25 COUNCIL PLAN

Strategic Direction 2: Prosperous, Liveable and Flourishing

ALIGNMENT TO COUNCIL PLAN STRATEGIC OBJECTIVES

2.1 We will deliver equitable and accessible infrastructure to provide opportunities for our community to live well

DISCUSSION

How does Darebin currently manage on-street parking?

If there are no safety, access or demand problems, officers do not install parking signs. Around 92.5% of Darebin's road network does not have parking signs.

High on-street parking demand in Darebin is managed by:

- installing and enforcing parking signs that state who may park where, for how long, and sometimes, for what purpose
- by issuing permits to eligible residents that allow them to park for as long as they need in time restricted areas along residential streets
- setting parking planning permit conditions for new developments (noting that council's ability to set parking conditions is constrained to some extent by the Victorian Planning Scheme).

The aim of managing parking is to:

- provide and maintain a safe, accessible and efficient transport system
- provide priority access for people who need it most, like people living with a disability or people with no off-street parking
- help the community share a resource where, in some places, there is not enough to meet demand.

Officers use an evidence-based engineering approach to review parking changes, and their assessment is guided by relevant legislation, regulations, national and state transport standards and codes, and Council strategies and policies.

An important parking principle for managing parking is ‘85% occupancy.’ This is because when more than 85% of spaces are full, safety and access problems start to occur. The *Austroads Guide to Traffic Management Part 11: Parking* considers parking occupancy above 85% as ‘at capacity’.

Safety and access problems

Sometimes, safety and access problems that are caused by car parking pressures need to be actioned quickly. These issues are addressed proactively and as quickly as possible. In most cases, officers will ask the affected community for feedback on the parking changes needed.

Sometimes the community may not always agree with parking changes that are needed to reduce road safety risks and access risks. When this happens, details of why the change is needed are provided.

What is Council’s *Parking Investigation Process* for residential streets?

For all non-critical-safety related parking change requests, the *Parking Investigation Process* is followed. It combines an evidence-based engineering assessment with an engagement process that involves the local community at each step of decision making.

An investigation will only start if:

- A customer submits a ‘Request for Parking Change’ form that is signed by at least one other resident or business on the street, *and*
- Technical data and a site visit confirms that the street has high parking demand (more than 85% of spaces used across a 5 hour period), *or*
- A planning permit requires the parking investigation to take place, *or*
- A major development or project changes parking demand and supply (for example, the Level Crossing Removal Projects).

The process is described on Darebin’s website [here](#) and as follows:

Step	Action
Step 1	Investigate collected data and measure parking demand for the area. If parking demand is determined to be high, Council will start the investigation.
Step 2	Consult with local residents and businesses to understand their needs, challenges and access requirements.
Step 3	Council will consider input from the community and prepare a proposed parking plan.
Step 4	Council will seek feedback on the proposed plan from the community by asking residents and property owners to fill out a survey.
Step 5	Feedback will be considered and a decision will be made on how to proceed using parking data, community feedback and technical analysis.
Step 6	Communicate its decision and make changes to signage if applicable.

In some cases, parking changes may be installed as a 1-year trial. This provides an opportunity for residents to experience how the changes may affect them, and adjustments can be made before changes are made permanent.

The decision to investigate parking changes is made on a street by street basis. If there are different streets requiring an investigation located in close proximity, officers may 'bundle up' these streets into small study areas. This allows officers to understand the network effect of potential parking changes, and to work more efficiently.

Sometimes the community living and working in nearby streets are consulted, even if there was no request made to change parking in these streets. This is because changing parking restrictions in one street, may change the parking demand in near-by streets. Inviting residents and businesses in near-by streets to provide feedback allows for a more detailed understanding of parking needs and issues in the area.

Considerations officers use that results in a net loss of parking spaces in a street

When parking plans are prepared as part of the parking investigation process, or, to respond to an urgent safety/access problem, any net loss of parking is minimised or avoided where possible.

Sometimes parking changes reduce the available parking spaces on a street. This is because:

- Safety or operational needs restrict parking spaces, for example:
 - *No Stopping zones* for safety reasons such as preventing parking on the inside of bends
 - *Loading or Accessible parking zones* – parking is not 'lost' however only certain users have access
 - *Car Share Pods* to implement Council's [Car Share Policy](#), with the support of the community.
- Signs are installed to make it clear that 'informal' parking (illegal parking that does not comply with the road rules) is not allowed:
 - 'informal' might include cars parking on bends, next to solid white lines, near intersections or between driveways where there is less than a 10.8 metre gap for 2 cars, or 5.4 metres for a single car
 - Council needs to address this parking behaviour with signs because a) it doesn't align with the Road Rules; and b) it creates a safety risk
 - while this isn't a loss of legal parking, it may be perceived by the community as a net loss of parking.

Sometimes parking spaces are reduced to make way for retail activity centre upgrades, economic activation projects like pop-ups, and installing accessible tram stops and bus stops. Parking loss is minimized through the design process, but sometimes, a trade-off is needed to achieve other outcomes that Council is striving to achieve.

Improvements to Council's existing Parking Management Operating Procedure

Following further analysis and discussions with Councillors at briefing sessions, it is recommended that the current parking management process is updated. This update would establish two distinct processes, depending on the level of parking demand in a street over a 4-hour period. If endorsed by Council, Council's internal parking management operating procedure will be updated to reflect the below.

Both the high and moderate parking processes would be initiated if Council receives a request supported by at least 2 properties.

Streets with High Parking Demand 85%+

Step 1	Investigate – If parking demand is determined to be high (85%+ spaces over 4 hours occupied), Council will start the investigation.
Step 2	Consult with local residents and businesses to understand their needs, challenges and access requirements.
Step 3	Council will consider input from the community and prepare a proposed parking plan. Where possible, two options will be created to achieve the same safety and access benefit to allow some choice by those affected.
Step 4	Council will seek feedback on the proposed plan(s) from the community by asking all impacted residents and property owners to fill out a survey. <ul style="list-style-type: none"> <i>No minimum response rate or minimum level of support is required in the survey</i>
Step 5	Feedback will be considered, and a decision will be made on how to proceed using parking data, community feedback and technical analysis.
Step 6	Communicate Council's decision and make changes to signage

Streets that have high parking demand over a prolonged period (4 hours) are at risk of poor safety outcomes and access problems and a change needs to occur in order for Council to maintain a safe road. This principal aligns with *Austrroads Guide Part 11: Parking*.

While no minimum response rate will be required, Officers will work with residents and the wider community in developing a parking plan(s) that considers their needs. There may situations where two options can be proposed by Council for the community to consider.

Streets with Moderate Parking Demand 70- 84% over 4 hours

Step 1	Investigate – If parking demand is determined to be moderate (70-84% of all spaces occupied over 4 hours), Council will start the investigation.
Step 2	Survey immediately affected local residents and businesses to understand if they support considering a parking change, their needs, challenges and access requirements.
Step 3	If 25% of all immediately affected* properties respond to the survey, and 60% support considering a parking change, Council will consider input from the community and prepare a proposed parking plan.
Step 4	Council will seek feedback on the proposed plan from the community by asking all immediately impacted residents and property owners to complete a survey. For change to occur the parking survey must achieve: <ul style="list-style-type: none"> Minimum 25% response rate and at least 60% in favour of change
Step 5	Council advises the community of survey outcome
Step 6	Make changes to signage if applicable
*	Where immediately affected properties are defined to be those properties within 100m of the proposed changes to parking

Where there are streets still waiting to go through a parking change process that have high parking demand, these streets will have priority over the moderate parking demand streets.

Consultation on the above processes

For both scenarios it is recommended that all impacted residents regardless of whether they are eligible for parking permits or not are consulted. This is considered a fair approach and will allow officers to consider the needs of all residents when developing a parking plan. It is important that impacted residents have an opportunity to provide feedback on proposed changes.

Properties on both sides of the road that have a frontage to the area where the changes are proposed will be invited to give their feedback. Both property occupiers and property owners will be consulted.

Where relevant, officer judgement will be used to consider seeking input from nearby schools, businesses, medical or higher education centres.

CONSIDERATION OF LOCAL GOVERNMENT ACT (2020) PRINCIPLES

Financial Management

The Sustainable Transport Unit's current operating budget has funding to progress between 6 and 10 parking change requests (single streets, and small local area studies that 'bundle' requests) per year. This includes data collection, printing, posting and translation services.

The recommended changes discussed above can progressed using the current operating budget.

Community Engagement

Parking change investigation process will continue to include at least four touch points with the community:

1. Request for change received with description of preferred solution
2. Identifying needs consultation stage
3. Community feedback on the proposed parking plan
4. Notification of final parking plan.

A letter informing residents why Council is investigating parking in their street, a parking permit information leaflet, and a step by step guide about the parking change process is sent to residents, with a link to an electronic survey (paper surveys can be sent on request and translation services are available).

Contact can be made over the phone during the engagement process to responsible officers. When additional participation rates are needed to inform the parking proposal, door knocking is undertaken on a case by case basis.

All communications will clearly and transparently explain the need for change.

Overarching Governance Principles and Supporting Principles

- (b) priority is to be given to achieving the best outcomes for the municipal community, including future generations;

Public Transparency Principles

- (a) Council decision making processes must be transparent except when the Council is dealing with information that is confidential by virtue of this Act or any other Act;

Strategic Planning Principles

- (b) strategic planning must address the Community Vision;

Service Performance Principles

- (a) services should be provided in an equitable manner and be responsive to the diverse needs of the municipal community;

COUNCIL POLICY CONSIDERATIONS**Environmental Sustainability Considerations (including Climate Emergency)**

Parking management can influence local air pollution. When there is high demand, cars circulate and idle while looking for a parking space. This results in higher exhaust pipe emissions from internal combustion engine cars.

Recent research from Melbourne Climate Futures shows that car exhaust pollution may cause more than 11,000 premature adult deaths every year across Australia.

When reviewing parking changes, opportunities are looked for:

- Increasing canopy cover when it doesn't result in a net parking loss, which helps reduce the urban heat island effect
- Identifying suitable locations for car share spaces which supports residents to not require second or third car.

Equity, Inclusion, Wellbeing and Human Rights Considerations:

Any method for managing parking – when demand is greater than supply - increases access for some and reduces it for others. Decisions are about deciding who should be prioritised. Even decisions not to control parking have wellbeing, fairness and equity outcomes.

Residents have different access to transport based on where they live – those near trains and trams and generally closer to the city have better ability to get around without a car, and this is why rates of car ownership are lower in these areas. These areas are also close to shops and services making walking and cycling more accessible for residents.

Economic Development and Cultural Considerations

Managing parking restrictions around activity centres has the potential to positively or negatively impact local businesses and is one of the factors that is considered when any change is proposed.

A careful balance is needed between providing access to residents, those with permits and access to the services for visitors or traders. Where affected, businesses are included in local consultations to understand their needs.

Operational Impacts

Currently there is a backlog of requests for parking changes on local roads. This backlog is being worked through, but some residents will continue to experience delays as parking changes need to be balanced with other transport services.

When parking controls are changed the work systems that support parking enforcement must be updated.

Legal and Risk Implications

Council is given the authority to:

- Install parking restriction signs through the *Local Government Act 1989*
- Enforce parking signs under the *Victorian Road Safety Rules 2017*, which are made under the *Road Safety Act 1986*.

These statutory powers and functions must be used while having regard to transport legislative objectives and decision-making principles, for example, the objective of safety, health and wellbeing. Road safety and liability risks for Council would be created if a safety problem is identified that could be remedied with parking controls, and a solution can't be implemented due to a Council resolution.

Parking restrictions are an engineering decision because they are a tool that effects how the transport network performs. Engineering is a registered profession in Victoria. This means Victorians can only make engineering-like decisions and undertake engineering work if they are:

- registered to provide professional engineering services in a prescribed area of engineering
- working within engineering standards and codes
- supervised by a registered professional engineer with competency in the relevant area (in this case, transport engineering).

The Sustainable Transport Coordinator is a registered professional engineer.

It is important to note that where the Council decides to depart from an officer's recommendation, (such as an engineer's professional advice regarding traffic related matters,) that the decision is made in recognition of any risks, liabilities or adverse consequences that may flow from that departure.

IMPLEMENTATION ACTIONS




If Council supports the recommendation to update the Parking Management Operaton Procedure, the changes will be made and authorised by the CEO. Upon authorisation, any requests that have yet to start the engagement with the community to understand the parking challenges will go through the new process. Existing parking change processes that have started will continue and not be re-started.

Communication enhancements will be made to increase transparency around why and how parking changes are made.

Relevant documents

- Darebin Transport Strategy 2007-2027
- Darebin Safe Travel Strategy 2018-2028
- Darebin Car Share Policy 2014
- Darebin Community Engagement Policy
- Towards Equality
- Austroads Guide to Traffic Management Part 11: Parking
- Australian Standard 1742.11:2016 Manual of uniform traffic control devices Part 11: Parking Controls
- Road Safety Road Rules 2009
- Road Management Act 2004
- Professional Engineers Registration Act 2019
- Integrated Transport Act 2010

Attachments

- Response to 24 October 2022 Council Resolution regarding parking change operating procedures (**Appendix A**) [↓](#) 
- Information responding to Council Resolution on 28 November 2022 engagement options (**Appendix B**) [↓](#) 
- Factors Influencing Parking Demand in Darebin (**Appendix C**) [↓](#) 

DISCLOSURE OF INTEREST

Section 130 of the *Local Government Act 2020* requires members of Council staff and persons engaged under contract to provide advice to Council to disclose any conflicts of interest in a matter to which the advice relates.

The Officer reviewing this report, having made enquiries with relevant members of staff, reports no conflicts of interest.

Appendix A – Information responding to Council Resolution on 24 October 2022

At its meeting held on 24 October 2022, Council resolved:

That Council;

- (1) *Notes the current process that residents can apply to Council for review of parking restrictions in their street.*
- (2) *Receives a report at the first meeting in February 2023 that reviews the current operating procedures and considers other options for residents to apply for parking restrictions in Darebin streets. The report should include, but not be limited to considerations of the following.*
 - a. *The processes that other Councils have for residents to review parking restrictions in their streets and what the previous practice was in Darebin.*
 - b. *The current criteria used by Officers to make a decision that parking restrictions will be installed in a street.*
 - c. *The considerations Officers use that results in a net loss of parking spaces in a street.*
 - d. *The pros and cons of allowing residents where the street is subject to the proposed restrictions to make a recommendation to Council under a deliberative consultation process.*
 - e. *The suitability of a process requiring over 50% of residents in an affected street to agree to the introduction of parking restrictions and conversely the removal of existing restrictions only to occur by agreement of more than 50% of the affected street.*
 - f. *Any cost implications to residents, owners and businesses of the proposed options above.*

Response to Council resolution

How does Darebin currently manage on-street parking?

Refer to main report

How did Darebin previously manage parking change requests?

Before late 2019, Council considered parking change requests received by residents, but using a different process:

- Residents were required to organise a submission to Council that had the support of least 50% or more of properties on the street
- Officers would then distribute a 'public opinion' survey to residents to vote on several options that often included a 'do nothing' option and one or two parking options e.g. 2P or 3P
- The results of the public opinion survey were then made available to residents and the option with the greatest level of support was implemented.

In some cases the need for parking change was considered to address identified safety or access issues.

This former process wouldn't be compliant without modification with current obligations. There are several drawbacks of this approach and the operational changes made in 2019 were designed to overcome key drawbacks and ensure council's practice aligned with its community engagement commitments and road management obligations. Key issues included:

- It lacked a robust evidence-based assessment of need and solutions with oversight of a registered professional engineer, and therefore it did not align with accepted transport engineering codes.
- Many residents expressed concern with the previous process and felt acquiring 50% of the street to sign a petition was an onerous and unsafe exercise.
- It tended to prompt an 'us versus them' community dynamic based on whether people thought their parking access would get better or worse with the options. Sometimes this pitched home owners against renters or long-term residents against recent ones. This undermined community connection and worked against a number of council's social and community objectives.
- Putting forward a 'do nothing option' in all cases is not always possible – in some cases it is essential that safety and access problems be addressed for Council to meet its obligations.

How do other Councils manage on-street parking?

The parking management policies of some other metropolitan Melbourne municipalities have been reviewed.

This review has confirmed that Darebin's current process is consistent with many of these councils. Darebin in fact has an additional consultation stage to understand the parking problem residents are experiencing.

However, one major difference between Darebin and most other inner Councils, is that Darebin does not charge parking metre fees for off-street or on-street parking.

While subtle differences exist between municipalities, broadly all Councils adopt a process that includes the following stages:



Some Councils have adopted minimum survey response rates of 10-25%. If response rates received are less than this, there are generally two ways other Councils proceed with the investigation:

- In residential areas the proposal to install or alter the parking controls is abandoned
- If the proposed changes are needed to proactively respond to a safety or access problem, the changes are assumed to be of little importance to the community, and so the changes are implemented.

Some Councils require 55%-80% of responses to be in support of the proposal for the proposed changes to proceed. A support rate this high makes it likely for objections and escalations, and it creates a conflict between Council's obligations to ensure a safe outcome overseen by a registered engineer.

Considerations officers use that results in a net loss of parking spaces in a street

Refer to main report

The pros and cons of allowing residents where the street is subject to the proposed restrictions to make a recommendation to Council under a deliberative consultation process

Darebin's Community Engagement Policy defines deliberative engagement as "...a process that involves an informative and engaging dialogue with an inclusive, diverse and genuine representation from our community...Participants...provide recommendations and feedback which is reviewed and considered for adoption by Council." The Policy also states that if deliberative engagement is used, Council needs to be able to meet the level of influence and promise.

The following assessment is provided regarding whether a deliberative engagement model is appropriate:

Benefits

- A deep, collaborative discussion could help foster an understanding of parking needs from a transport network perspective and public good, and could share all aspects of parking decision making with participating community members
- Could help overcome a common situation where residents only put forward a view about what their own personal parking needs are, and instead, supports selected community members to put forward recommendations that maintain or increase public good outcomes like safety and access, and other resident's needs.

Challenges

- Would need additional annual budget. Costs are estimated at \$50,000 per street / small local area request, which would be an annual cost of \$300,000 to \$500,000 to maintain current service levels. (Officers currently deliver 6 - 10 streets/small local areas each year within existing operating budget)
- It would be difficult for the panel to represent the diversity of a street and surrounding streets due to the small sample size
- Equity and transparency concerns around a small group of residents deciding if and what parking controls should be implemented in a street
- Participation is likely to be easier and of more interest for some residents than others and there would be equity effects of this. For example, residents with more time may be better able to contribute the substantial time to participate, businesses may find it hard to make time to participate, and it could be challenging to identify visitors or customers to participate.
- It is possible that the scope of recommendations made by community could be wider than parking restrictions – it is common for things like changes to parking permits, changes to road infrastructure or removal of trees to be ideas contributed in these types of community discussions. This could add a level of complexity and cost to managing this process.

Limitations

- The recommendations put forward by the deliberating group may not be supported by the Transport Engineering Coordinator (a registered professional engineer) if they don't maintain or enhance safety, access and effectiveness of road network, or don't align with statutory requirements, transport codes and Council policies.
- Therefore because of Council's road management obligations, a panel could only operate at the *involve* level. *Collaborate* and *empower* would not be possible.

The suitability of a process requiring over 50% of residents in an affected street to agree to the introduction of parking restrictions and conversely the removal of existing restrictions only to occur by agreement of more than 50% of the affected street.

Based on previous experience, a requirement of 50% of a street to participate in engagement and to agree to a change is unworkable. Average participation rates in parking consultations range from 10-20%.

In order to discharge its obligations under the Road Management Act, Council needs to make parking changes when high demand is creating safety risks, and access and network performance problems.

To only make a parking change when 50% or more of a street is in support creates both road safety risks and liability risks for Council. This is because it would prevent officers from using their professional expertise and delegations to manage Darebin's road network and fix a known safety, accessibility and network problem.

Any cost implications to residents, owners and businesses of the proposed options above

Refer to main report

Appendix B - Information responding to Council Resolution on 28 November 2022

At its meeting held on 28 November 2022, Council resolved:

That Council

Receives a report at the March 2023 Council meeting that:

- (b) Outlines options for an engagement plan on parking matters to include Community workshops and facilitated community and councillor sessions.*
- (c) Outlines options for establishing a community advisory group for 12 months to provide input on parking matters*

Response to Council resolution

Outlines options for an engagement plan on parking matters to include Community workshops and facilitated community and councillor sessions

Refer to main report

Establish a community advisory group on parking matters

Community advisory groups can add value to strategic projects and ongoing advice on matters Council prioritises, however they also require Council to cover the costs to run them. There are currently 16 advisory committees.

Parking management is operational and must balance engineering considerations (including relevant standards) and community need.

On balance, Officers do not recommend establishing a community advisory group to provide input into parking management matters.

The following challenges and limitations have been identified if a community advisory group on parking matters were to be established:

- The length of time to assess parking change requests would increase from 6 months to 8 months
- Supporting the advisory committee would require 1 month of an officers' time (approximately \$8000) each year, and \$1000.
- It raises equity concerns in relation to a select minority group of residents having input on parking matters that involve many residents, or in locations where they do not live or have prior experience.
- It would be difficult for the group to represent the diversity of a street and surrounding streets due to the small sample size
- The recommendations put forward by the advisory group may not be supported by the Transport Engineering Coordinator (a registered professional engineer) if they don't maintain or enhance safety, access and effectiveness of road network, or don't align with statutory requirements, transport codes and Council policies.
- Views on parking management may continue to be divided without agreement or a clear way forward.

Appendix C – Factors Influencing Parking Demand in Darebin

Population growth - which in turn influences car ownership and housing growth - is a major driver of increased parking demand.

The most recent data projects a population of 215,360 by 2041. There are around 75,000 private vehicles in Darebin, 50,000 of these are associated with detached dwellings. It's estimated that there are around 14,000 that use on-street parking.

Car ownership in Darebin is increasing, which contrasts to the greater Melbourne trend of decreased ownership. 'Cars owned per 100 people' is still less than the Greater Melbourne average. Darebin's car ownership profile currently is:

- no car -13.5%
- 1 car - 45.2%
- 2 or more – 41.3%.

Car ownership is lowest in the Preston Triangle and along the High Street train and tram corridor. There are pockets of Darebin with high (20 - 40%) incidence of no car ownership that coincide with areas experiencing high rates of disadvantage, including East Reservoir and Kingsbury.¹

Dwelling type influences the use of on-street parking. An analysis of ABS and the Victorian Integrated Survey of Travel and Activity indicate that:

- Separate houses (low density) constitute 80% of all on-street parking in Darebin
- Flats and apartments (high density) account for 5% of all on-street parking
- Terrace/Townhouses (medium density) accounts for 15%, and changes in this area is what is likely to drive growth in demand.

¹ Correlation assessed from data presented in "Darebin Parking Strategic Review July 2018" available at <https://www.yoursaydarebin.com.au/parkingstrategy/widgets/245182/documents>, and SEIFA index, available at <https://profile.id.com.au/darebin/seifa-disadvantage-small-area>

In the 5 years preceding 2018:

- Low density housing declined by 6%
- Medium density housing was the largest increase with 5,000 new dwellings
- High density grew by 84%, but from a low base.

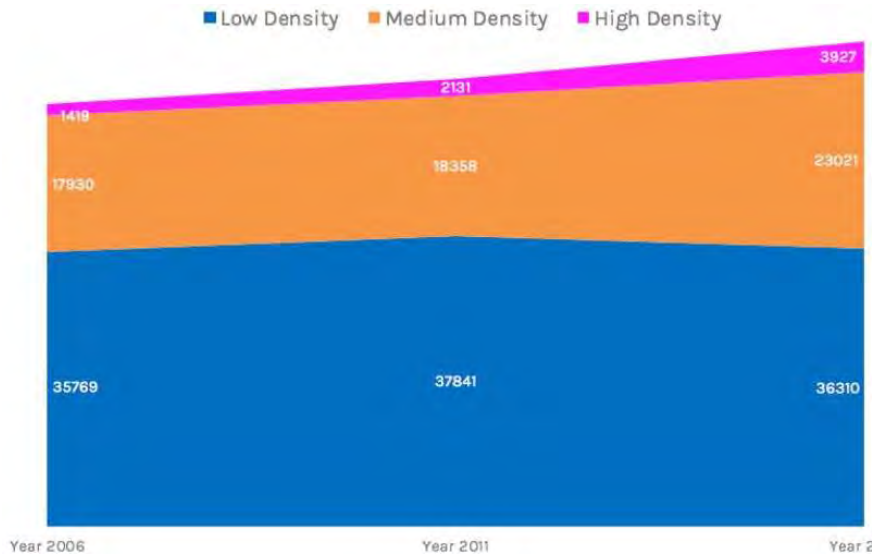


Figure 1: Total number of dwelling type in Darebin 2006-2016 (Source: ABS 2016)

Other surveys indicate that 25 to 40% of residential on-site parking on private property is vacant or used for storage.

Trips into Darebin also generate parking demand:

- there are 34,500 daily commutes to Darebin, and 22% use on-street parking.
- workers account for 7,500 on-street spaces
- around 1,500 spaces are used by train commuters
- there is limited information about activity centre use. A 2014 study of High Street Thornbury found almost half of all visitors walked, 18% drove. However, surveyed traders thought around 70-90% of visitors drove.

Population growth in Darebin is expected to continue, which will increase demand for parking is expected to increase with drivers looking for more parking – at an amount equivalent of 2,000 more on street parking spaces every ten years (equivalent to 2.3 MCGs).

**9.6 STATE GOVERNMENT INCLUSIONARY HOUSING PILOT,
16-20 DUMBARTON STREET, RESERVOIR - SUBMISSION
TO PLANNING SCHEME AMENDMENT C209DARE**

Author: Principal Strategic Planner

Reviewed By: Acting General Manager City Sustainability & Strategy

EXECUTIVE SUMMARY

As part of the Victorian Government's Inclusionary Housing Pilot Program, the Department of Transport and Planning (DTP) has prepared an amendment to the Darebin Planning Scheme for land at 16-20 Dumbarton Street, Reservoir.

The Inclusionary Housing Pilot Program seeks to deliver a mix of social, affordable and market (private) housing on surplus Government land with good access to jobs and transport. The program aims to see a minimum of 100 new social housing homes delivered across six sites in Victoria.

Amendment C209 to the Darebin Planning Scheme proposes to introduce a Development Plan Overlay (DPO) to guide future use and development, and to make the Minister for Planning the Responsible Authority (planning decision-maker) for the site. The proposed amendment is currently on public exhibition, concluding 25 May 2023. Council has the opportunity to provide a submission to the Government Land Standing Advisory Committee, outlining merits and concerns with the proposal as exhibited.

Council has long advocated for mandatory controls for affordable housing in the planning scheme. To this end, it is recommended that Council supports the purpose of the amendment and the Pilot program, to test approaches to inclusionary housing, and provide support for measures that increase the supply of social and affordable housing.

However, there are a number of concerns regarding the process, information available and quantum of social and affordable housing being delivered. Limited information is provided with the amendment documentation in relation to the provision of housing, including the mix, amount and typology. This lack of information makes providing meaningful feedback challenging and has limited the potential for meaningful community engagement.

Additionally, since 2017 Council has advocated for protection of native grasslands at the site, including objecting to the State Government's compulsory acquisition of a Right of Way (ROW) which runs through the site, and proposing that the State Government select an alternate site that is better suited to the purpose of the Inclusionary Housing Pilot.

It is recommended that Council adopts the draft submission to the advisory committee (**Attachment A**) including a proposed alternate version of the proposed DPO schedule 14 planning control (**Attachment B**) which addresses key issues outlined in this report.

Officer Recommendation

That Council:

- (1) Adopts the draft submission to the Government Land Standing Advisory Committee (**Attachments A and B**), which provides support for the purpose of the amendment and the Inclusionary Housing Pilot Program, but which seeks:
 - a) 10% of housing to be provided as social and affordable housing, secured via a section 173 agreement
 - b) Protections for remnant vegetation, including application of an appropriate planning overlay
 - c) Improvements to the proposed Development Plan Overlay schedule to support quality planning outcomes
 - d) Financial contributions for traffic safety improvement works as identified in the Cheddar Road Local Area Place Making Project
 - e) Financial contributions for improvements to the East-West Power Easement Trail as identified in the 2022 Northern Region Trails Strategy
 - f) Re-exhibition of the Planning Scheme Amendment to allow for meaningful community engagement
 - g) That the Victorian Government publicly release the findings of the Inclusionary Housing Pilot, so that the information can be used to inform future approaches to the delivery of social and affordable housing
 - (2) Lodges the submission at Attachments A and B with the Government Land Standing Advisory Committee by the close of public exhibition on 25 May and appears before the Committee in support of the submission in July 2023
 - (3) Authorises the Manager City Futures to make minor administrative changes to the draft submission at Attachments A and B
-

BACKGROUND / KEY INFORMATION**The Site**

16-20 Dumbarton Street, Reservoir, is owned by the Victorian Government and comprises approximately 6,140 square metres (0.6 hectares) over five lots (on four separate titles). It is vacant of development and predominately used by the local community as informal (and un-reserved) passive open space, as an extension of the linear park (Public Use Zone 1) to the north, as shown in Figure 1. This trail is called the East-West Power Easement Trail in the 2022 Northern Region Trails Strategy (adopted by Council on 16 December 2022, a strategy for the improvement of northern trails spanning 6 northern metro Councils, including Darebin).

Council has actively advocated for protection of indigenous grasslands on the site for some time, including objecting to the compulsory acquisition by the Victorian Government of a Right of Way (ROW) previously owned by Council which dissects the site east-west. The site was designated as surplus Victorian government land by the Minister for Planning and nominated as a site for the Inclusionary Housing Pilot in 2017.

Current planning provisions:

- General Residential Zone – Schedule 1
- Development Contributions Plan Overlay



Figure 1 - 16-20 Dumbarton Street, Reservoir (showing east-west ROW previously Council owned)

History

Year	Event
2017, May	The site was nominated for the Inclusionary Housing Pilot by the Victorian Government.
2018, November	Ecological Due Diligence Assessment undertaken by Biosis Ecology for Darebin City Council, identifying remnant native grassland.
2019, August	Following its meeting of 12 August, Council advocates via a written submission to the Victorian Government for the protection of the native grasslands and objects to the compulsory acquisition of the Right of Way (owned by Council) that occupies the centre of the site.
2019, October	<p>The Victorian Government makes decision to compulsorily acquire the ROW.</p> <p>Two community petitions to State and Federal MP's, with 989 and 46 signatures collected respectively.</p> <p>Council resolves to:</p> <ul style="list-style-type: none"> • Reiterate its call to the Minister for Planning to retain and enhance the remnant grasslands • Reiterate its offer to work with the State Government to identify alternative sites
2020, January	The Minister for Planning advises that alternate sites for the Inclusionary Housing Pilot will not be considered.

Native Grasslands

An ecological due diligence assessment was conducted by Biosis Ecology in November 2018 which identified Federal and State threatened ecological communities (Plains Grassland) present with a low to moderate biodiversity score. The site's ecological importance is also stated in Darebin's Natural Heritage Strategy 2015-2025.

There has been strong community interest in the protection of native grassland on the subject site, as demonstrated by some 900 signatures to a community led change.org petition. Council has actively sought to protect the native grasslands since the site was nominated for inclusion in the State Government's Inclusionary Housing Pilot program in 2017.

Following the 14 October 2019 Council Meeting, Council wrote to the Minister for Planning to reiterate its call to retain and enhance the remnant grasslands on the site and to work with the State Government to identify alternative sites for this housing project that are either in Council or State Government Ownership with a similar social housing yield and better access to services.

Inclusionary Housing Pilot

The pilot is intended to further the Victorian Government's understanding and implementation of inclusionary zoning, a matter for which Council has consistently advocated. The State Government undertook an EOI process for the sale and development of all six sites for the second tranche of the Inclusionary Housing Pilot. The successful bidder for 16-20 Dumbarton Street is Met Communities (guaranteed by Metricon). The PSA has been prepared by the Minister for Planning at the request of Met Communities.

Social and affordable housing

The Victorian Government's Inclusionary Housing Pilot aims to provide a minimum of 100 new social housing homes to be delivered in partnership with a registered housing agency (Community Housing) across six separate locations. Community Housing is run by not-for profit housing providers and is regulated by the Victorian Housing Registrar. Unlike public housing, it is not managed or owned by the Government. Although the Pilot encourages the provision of affordable housing on each of the sites it does not set a minimum requirement. The remaining dwellings on each site can be made available to the private market for sale.

The Government Land Standing Advisory Committee (Committee)

According to the Terms of Reference (ToR), the Committee's purpose is to advise the Minister on the suitability of the proposed planning controls and to provide a timely, transparent and consultative process to facilitate the Planning Scheme Amendment. The Committee is to comprise members with skills in statutory and strategic land use planning, land development and property economics, urban design, civil engineering and transport planning, and social and environmental planning.

According to the ToR, the Advisory Committee cannot consider whether it was appropriate for the Victorian Government to declare the land surplus.

Development Plan Overlay

Development Plan Overlays (DPO) are usually implemented on large sites to facilitate coordinated development towards a particular use, character and development. The DPO requires a plan to be prepared to coordinate the proposed use or development of land before a permit can be granted. Once a development plan is approved, all planning permits granted must be 'generally in accordance' with the development plan. The DPO removes the notice and third-party review rights from planning permit applications that conform to the approved development plan.

Previous Council Resolution

At its meeting held on 12 August 2019, Council resolved:

That Council:

- (1) Notes that the Minister for Planning has commenced a compulsory acquisition process for a right-of-way/road that traverses the site located at 16-20 Dumbarton Street, Reservoir, and, to avoid delay in regards to its plans to develop the site for an Inclusionary Housing Pilot, has made an offer to Council to acquire this land by agreement.*
- (2) Notes that there are remnant grasslands on the site located at 16-20 Dumbarton Street Reservoir and that the southern half of the site supports native grassland that comprises federal and state threatened ecological communities.*
- (3) Calls on the Minister for Planning to retain and enhance the remnant grasslands located at 16–20 Dumbarton Street, Reservoir including making this a mandatory requirement of any future development for the purpose of the State Government's Inclusionary Housing Pilot.*
- (4) Publishes on its website Council's research and studies relating to the biodiversity values of this site.*
- (5) Notes that Council strongly supports more affordable, social and public housing and calls on the State Government to increase its efforts and investment in addressing affordable housing, and to ensure that housing provision is done in a way that also protects and enhances our natural heritage.*
- (6) Offer to work with the State Government to identify alternative sites for this housing project that are either in Council or State Government ownership."*

At its meeting held on 14 October, 2019, regarding the Victorian Government's Compulsory Acquisition of the Right of Way at 16-20 Dumbarton Street, Reservoir, Council resolved:

That Council:

- (1) Notes that the Minister for Planning has compulsorily acquired the formerly Council owned right-of-way/road that traverses the site located at 16-20 Dumbarton Street, Reservoir.*
- (2) Notes that there are remnant grasslands on the site located at 16-20 Dumbarton Street Reservoir and that the site supports native grassland that comprises federal and state threatened ecological communities.*
- (3) Reiterates its call to the Minister for Planning to retain and enhance the remnant grasslands located at 16–20 Dumbarton Street, Reservoir.*
- (4) Notes that Council strongly supports more affordable, social and public housing and calls on the State Government to increase its efforts and investment in addressing affordable housing, and to ensure that housing provision is done in a way that also protects and enhances our natural heritage.*

- (5) *Reiterates its offer to work with the State Government to identify alternative sites with a similar social housing yield and better access to services for this housing project that are either in Council or State Government ownership.*

ALIGNMENT TO 2041 DAREBIN COMMUNITY VISION

Strategic Direction 2: Prosperous, Liveable and Flourishing

ALIGNMENT TO 2021-25 COUNCIL PLAN

Strategic Direction 2: Prosperous, Liveable and Flourishing

ALIGNMENT TO COUNCIL PLAN STRATEGIC OBJECTIVES

2.3 We will facilitate more affordable, social and public housing in Darebin, to meet our community's needs

4.5 We will improve the sustainability, accessibility, and design of development on private land in our city

DISCUSSION

What is proposed?

The Victorian Government's Inclusionary Housing Pilot Program seeks to deliver a mix of social, affordable and market (private) housing on surplus government land with good access to jobs and transport. To facilitate this, the proposed PSA for 16-20 Dumbarton Street Reservoir seeks to:

- Introduce a new schedule 14 to the Development Plan Overlay (DPO14) (**Attachment C**);
- Amend the Schedule to Clause 72.01 to make the Minister for Planning the Responsible Authority (effectively making the Minister the decision maker for future development plan and permits);
- Retain the current zoning (General Residential Zone).

The planning report is included at **Attachment D**.

Key issues to inform Council's submission

The following key issues have been identified from Council's previous resolutions/strategic directions, previous feedback from the community, and in consultation with Council's experts in Statutory Planning, Transport Planning, Parks and Open Space and the City Designer.

These issues and proposed changes to the PSA are set out in a draft submission (**Attachment A**), which is accompanied by a proposed alternate version of the DPO14 planning controls (**Attachment B**).

Community engagement

In facilitating the delivery of housing, there is a need to strike a balance between timely delivery and an acceptable opportunity for community engagement.

With the Minister as Responsible Authority, and the proposed DPO exempting third party notice and review rights for development consistent with the development plan, the only meaningful opportunity for community engagement is during the planning scheme amendment process. However, the DPO schedule as drafted does not afford the community a meaningful opportunity to engage with the future form of the development given the lack of detail about the amount, mix (split of social, affordable and market) and typology of housing proposed.

Given the lack of detail at this stage of the process, it is recommended that Council's submission to the advisory committee puts forward the following:

- The proposed DPO14 should be redrafted to provide clear direction for the provision of social and affordable housing, and clear requirements that support quality planning outcomes for the site
- The PSA is re-exhibited so the community has something more substantial to consider and respond to

Strategic suitability of the site

The site is located within an established low-rise residential area, characterised by a mix of single dwellings and multi-unit developments. The location is well serviced by open space with multiple reserves and parks within a 1-2km radius, including the linear open space to the immediate north.

The site is not situated within the Principal Public Transport Network (PPTN) area, with the Reservoir activity centre and station approximately 2.5 kilometres to the south-west (roughly 30-minute walk) and Keon Park Station approximately 2 kilometres to the north-west. Generally speaking, social and affordable housing is more strategically suited to locations within the PPTN and in closer proximity to services than offered by 16-20 Dumbarton Street, Reservoir (as recognised in Council's resolution of 14 October, 2019).

Residential density

The draft amendment documentation provided by the Victorian Government does not provide any clear guidance on the number or configuration of dwellings proposed.

Given the location of the site (outside the PPTN), it is suggested that a density consistent with multi-unit development in the surrounding area would be appropriate, which is in the realm of 44 dwellings per hectare. For the subject site, this would be in the order of 27 dwellings. This is an indicative density only, the final number of dwellings may well be fewer, after taking into account protection of remnant vegetation and the provision of communal facilities and spaces.

It is noted that the proposed retention of the General Residential Zone will assist in controlling density to some extent, due to the Garden Area requirements and the 3 storey (maximum 11m) height limit.

Social and affordable housing

This PSA for the Inclusionary Housing Pilot presents a unique situation, being the development of vacant government land by a private developer. There are some precedent benchmarks for social and affordable housing contributions from private developers for private land, and previous Council decisions relating to the redevelopment of public housing land, but no established Council position for developments of this nature.

An important consideration is the purpose of the Victorian Government's program, which is to test inclusionary social and affordable housing provisions. This is a top advocacy ask of Council and the broader sector and Council's support for the inclusionary approach could assist in implementing mandatory controls in the future. However, the affordable housing contribution should be reflected in the planning controls.

It is recommended a minimum amount of 10% of housing to be provided as social and affordable housing. It is noted there is a precedent of up to 10% affordable housing contribution for high density developments in Melbourne, however, given the land is publicly owned, there is a reasonable expectation that there should be a generous provision of social and affordable housing for this site.

Council could choose to take a stronger position (for example, the majority of housing is provided as social/affordable dwellings) however, it is highly unlikely that this will be supported, given that the Advisory Committee and the DTP did not support the inclusion of **any** social and affordable housing requirements for other Inclusionary Housing Pilot sites as sought by Melbourne City Council (Parkville site), Knox City Council (Boronia site), nor Hume City Council (Broadmeadows site).

Native Vegetation

Both the Biosis ecological due diligence assessment (2018, commissioned by Council) and the ecological survey by Ecology and Heritage partners (commissioned by the proponent in 2022) determine that the study area contains remnant native vegetation which has been classified as Plains Grassland, an endangered ecological vegetation class (EVC), and low species biodiversity. Both reports recognise that the site supports suitable habitat for the Golden Sun Moth (*Synemon plana*) however no fauna was observed in either assessment.

All native vegetation within the site is protected and the below biodiversity legislation and policy will be triggered for development of the site:

- *Environmental Protection and Biodiversity Conservation Act 1999* (EPBC Act)
 - An application is unlikely to trigger significant impact due to the small size of the study area
- *Flora and Fauna Guarantee Act 1988* (FFG Act)
 - A permit will be required to remove/impact protected flora species
- *Planning and Environment Act 1987*
 - Planning permit required to remove native vegetation (unless an exemption applies)
 - Offset required for native vegetation removal
- *Catchment and Land Protection Act 1994*
 - Landowners have the responsibility to manage noxious weeds.

Council's Natural Environment Team has put forward the following set of recommendations to form part of Council's submission:

Management recommendations

- Remnant vegetation holds cultural and ecological values that have formed part of First Nations people's lives for thousands of years, and its protection must be considered of vital importance in line with Council's commitment to reconciliation.
- Australia's Native Vegetation Framework sets national directions to guide actions across government strategies, policies, legislation and programs related to native vegetation management on the Australian continent and its islands. The framework is not legally binding but acts as a strategic document to promote better management of Australia's native vegetation in both public and private sectors. It is recommended that the following goals are taken into consideration as part of the development plan:
 - Goal 1 – Increase the national extent and connectivity of native vegetation.
 - Goal 2 – Maintain and improve the condition and function of native vegetation.
 - Goal 5 – Advance the engagement and inclusion of Traditional Owners and Aboriginal and Torres Strait Islander peoples in management of native vegetation.

Ecological assessment recommendations

- A further study should be undertaken to review the presence of the Matted Flax Lily at a time when the species is actively growing (Spring). If the presence of this species is confirmed, it would have legislative implications that would trigger further legislative considerations.

Mitigation recommendations

- Wherever possible, retain protected vegetation within the development design.
- Retain the River Red Gum and consider this location to conserve a section of protected grassland vegetation.
- Landscape design should incorporate plantings of indigenous flora of local provenance.
- Harvest native grasses/wildflowers present in the study area for direct seeding after construction to retain the local species genome.
- Translocate locally significant species from the site into the (52.17 Native vegetation) offset location.
- The native vegetation offset should be located in Darebin, preferably as close as possible to the site.
- Ongoing ecological management of remnant and replanted vegetation must be considered.

Proposed Schedule 14 to the Development Plan Overlay

The proposed DPO14 drafting is not adequate to facilitate optimum planning outcomes for housing delivery. Council's submission raises the following key concerns, and provides a Council preferred version of the DPO schedule as shown in **Attachment B**. Key points include:

- The DPO14 should include a minimum amount of affordable and social housing and the requirement to enter into a Section 173 Agreement as a condition of the permit.
- The indicative concept plan (**Map 1 in Attachment A**) provides a lack of direction for future development and does not address key site constraints. For example, the nominated road location does not consider protection of native grasslands in the southern portion of the site.

- The requirements at Clause 3.0 are limited and high level. Requirements should be added that support high-quality design, a response to neighbourhood character, provision of canopy tree planting, requirements for ESD best practice, and provision of site infrastructure.
- Although there would still be no third-party appeal rights, the DPO14 should require the Responsible Authority (the Minister) to display the plan for public comment and give notice to neighbours before deciding to approve/amend a Development Plan.

Sustainable transport

The proposed submission addresses the following matters:

- There are issues with speeding in Dumbarton Street.
- Financial contributions for traffic calming measures should be provided by the developer for Dumbarton street to assist with the issue of speeding and increased traffic volumes as a result of the development.
- The indicative concept plan (Map 1 in Attachment A) suggestion for an internal road with access point at the intersection of Dumbarton Street and Argyle Street, is problematic from a road safety perspective.
- Darebin's Vehicle Crossing Policy seeks to reduce additional vehicle crossings where access to a site can be achieved via a ROW. To reduce road conflict and reduce the number of crossovers to Dumbarton Street, it is recommended that the vehicular entrance to the site is via the ROW from Aberdeen Street (west of the site).
- The linear reserve is identified in the Northern Regional Trails Strategy (endorsed by Council on 19 December 2022) and is within Council's top 10 priority trail projects. The development should seek to provide access to the trail and contribute funding towards maintenance and safety improvement works.

Next Steps

Public exhibition and the opportunity for submissions to the Committee closes 25 May 2023.

A directions hearing will be held during the week of Tuesday 13 June, 2023 and a public hearing will be conducted by the Committee the week of Monday 10 July, 2023. The Committee will then submit their report of recommendations to the Minister for Planning, who will make the ultimate decision on the amendment.

CONSIDERATION OF LOCAL GOVERNMENT ACT (2020) PRINCIPLES

Financial Management

This matter does not raise any issues in relation to financial management.

Community Engagement

The proposed amendment is currently on exhibition. Council requested that the Victorian Government notify a broad area surrounding the site as shown in Figure 2 below. Notification via letter drop was undertaken by the Victorian Government.

An article to notify the broader community about the amendment and the opportunity to make submissions was posted on Council's website at the start of the public exhibition process, including a link to the PSA on the Engage Victoria website.

Members of the Darebin Nature Trust - who have been active in seeking to protect the remnant native vegetation - have been notified.



Figure 2 – public notification area of PSA C209_dare

Other Principles for consideration

Public Transparency Principles

- (c) Council information must be understandable and accessible to members of the municipal community;

COUNCIL POLICY CONSIDERATIONS

Environmental Sustainability Considerations (including Climate Emergency)

Council's submission should seek best practice Environmentally Sustainable Design as a requirement in the proposed Schedule 14 to the Development Plan Overlay.

This is critical to protect future vulnerable residents from fuel poverty and from extreme heat and cold.

Equity, Inclusion, Wellbeing and Human Rights Considerations

The Inclusionary Housing Pilot program seeks to test options for the delivery of social and affordable housing. The planning scheme amendment is led by the State Government and so an equity impact assessment has not been undertaken by Council.

Economic Development and Cultural Considerations

The proposed amendment relates to residential development only. It is unlikely to have a significant impact on economic development.

Operational Impacts

There are no known operational impacts arising from the PSA, other than officer time required to prepare the submission and present to the Committee on behalf of Council in July.

Legal and Risk Implications

There are no known legal and risk implications.

IMPLEMENTATION ACTIONS

Council's adopted submission will be submitted to the Committee by the close of exhibition 25 May 2023.

Council officers will make submissions to the Committee at the public hearing in July in accordance with Council's adopted submission.

RELATED DOCUMENTS

- Cheddar Road Local Area Place Making Project (Cheddar LAPM).
- Northern Region Trails Strategy 2022.

Attachments

- Attachment A - Draft Submission to C209_dare (**Appendix A**) [↓](#) 
- Attachment B - Draft alternate Development Plan Overlay Schedule 14 (**Appendix B**) [↓](#) 
- Attachment C - State Government's Exhibited Development Plan Overlay Schedule 14 (**Appendix C**) [↓](#) 
- Attachment D - Developer's Planning Report (**Appendix D**) [↓](#) 

DISCLOSURE OF INTEREST

Section 130 of the *Local Government Act 2020* requires members of Council staff and persons engaged under contract to provide advice to Council to disclose any conflicts of interest in a matter to which the advice relates.

The Officer reviewing this report, having made enquiries with relevant members of staff, reports that no disclosable interests have been raised in relation to this report.



the place
to live

State Government Inclusionary Housing Pilot 16-20 Dumbarton Street, Reservoir (Tranche 38)

Planning Scheme Amendment C209dare

Darebin City Council Submission to the Government Land
Standing Advisory Committee

May 2023

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*City of Darebin Submission – Planning Scheme Amendment C209dare***1. EXECUTIVE SUMMARY**

- 1.1. While Council strongly supports the delivery of more social and affordable housing on surplus government land, proposed amendment C209dare to the Darebin Planning Scheme lacks the detail and rigour required to support the delivery of social and affordable housing, and good planning outcomes. This lack of detail has a limiting effect on meaningful community engagement during the public exhibition period.
- 1.2. Of particular significance, the proposed Schedule 14 to the Development Plan Overlay (DPO14) is silent on the provision of social and affordable housing, as well as the protection of remnant native vegetation.
- 1.3. Accordingly, Council seeks:
 - 1.3.1. Changes to the DPO14 as described in **section 5**, and in accordance with **Attachment A** to this submission. Including:
 - 1.3.1.1. A requirement for a minimum of 10% social/affordable housing, secured via a section 173 agreement.
 - 1.3.2. The vegetation management and mitigation measures as outlined in **section 6**, including:
 - 1.3.2.1. The development of a strategy to protect remnant vegetation (in accordance with the VPP Practice Note *Vegetation Protection in Urban Areas*) and application of either the Vegetation Protection Overlay or Environmental Significance Overlay to the site.
 - 1.3.3. Traffic and parking requirements detailed in **section 7**, including:
 - 1.3.3.1. Access to the site via Aberdeen Street.
 - 1.3.3.2. Vehicle parking rates consistent with Clause 52.06 of the Darebin Planning Scheme;
 - 1.3.3.3. Provision of bicycle spaces at 1-2 per dwelling;
 - 1.3.3.4. Financial contributions for traffic safety improvement works as recommended in Council's Cheddar Road Local Area Place Making Project.

City of Darebin Submission – Planning Scheme Amendment C209dare

- 1.3.3.5. Financial contributions for improvements to the East-West Power Easement Trail as identified in the 2022 Northern Region Trails Strategy.
- 1.3.4. Re-exhibition of the amendment and the opportunity for further public submissions.
- 1.3.5. That DTP publicly release the findings of the Inclusionary Housing Pilot, so that the information can be used to inform future approaches to the delivery of social and affordable housing.

*City of Darebin Submission – Planning Scheme Amendment C209dare***2. INTRODUCTION**

- 2.1. The Darebin City Council provides the following Council endorsed Submission in response to proposed Planning Scheme Amendment C209dare (Amendment) for the land at 16-20 Dumbarton Street, Reservoir (the site), which seeks to facilitate the development of social and affordable housing as part of the Inclusionary Housing Pilot and Homes for Victorians Housing Strategy (Tranche 38).
- 2.2. Council recognises that both the cost of housing and rates of homelessness are significant and increasing across Melbourne, and seeks for Darebin to be an affordable and inclusive place to live. Council's support for the provision of social and affordable housing is demonstrated in its 2021-25 Council Plan, the 2041 Darebin Community Vision, its 2022-26 Advocacy Strategy, and within existing local planning policy.
- 2.3. Notwithstanding Council's commitment to strong leadership in facilitating and supporting increased social and affordable housing supply, there are concerns regarding the nature of the Amendment, particularly the drafting of the Development Plan Overlay, Schedule 14 (DPO14).
- 2.4. The DPO14 lacks the content to guide quality planning outcomes, and is silent on the requirement for social and affordable housing, which seems counterintuitive to the purpose of the Inclusionary Housing Pilot.
- 2.5. The lack of detail has implications for meaningful community engagement during public exhibition.
- 2.6. There are also concerns that the proposed amendment does not support the preservation and enhancement of remnant native vegetation on the site.

*City of Darebin Submission – Planning Scheme Amendment C209dare***3. COMMUNITY ENGAGEMENT**

- 3.1. The State Government has an obligation to strike a balance between providing for the timely delivery of social and affordable housing and to provide an acceptable opportunity for community engagement.
- 3.2. In applying the DPO, the community will not receive notice of the development plan and permit applications, nor will they have the benefit of third party appeal rights (under section 52(1)(a), (b) and (d), the decision requirements of section 64(1), (2) and (3) and the review rights of section 82(1) of the Planning and Environment Act 1987 (Act)). The only opportunity the community has to meaningfully participate in the planning and development of the site is during exhibition of the amendment. It follows that the exhibited planning scheme documents must provide sufficient policy direction so that the community can understand the likely nature and extent of future development on the site.
- 3.3. Council does not object to the DPO as the main provision to achieve intended planning outcomes. However, in its limited detail and planning direction, the exhibited DPO14 creates a high degree of uncertainty as to the nature of development supported for the site, in particular, the extent of social and affordable housing.
- 3.4. Owing to the circumstances of the amendment – the Minister for Planning as Responsible Authority (RA), the Development Plan Overlay exempting notice and review rights, and the absence of policy direction in exhibited documents – there is concern that the community and relevant stakeholders have not been given the opportunity to meaningfully participate in the planning process, to provide informed submissions on the future use and development of the site.
- 3.5. The proposed schedule to the DPO should be re-drafted to provide more detail in accordance with Council's asks in **Section 5** and **Attachment A**. Following this, the amendment should be re-exhibited so that the community and stakeholders have more substance and detail to provide feedback on.

*City of Darebin Submission – Planning Scheme Amendment C209dare***4. SOCIAL AND AFFORDABLE HOUSING**

- 4.1. Council fundamentally supports the purpose of the amendment, to test approaches to inclusionary housing, and provides its full support for measures that increase the supply of social and affordable housing. Council has long advocated for mandatory controls for affordable housing in the planning scheme, and views the Pilot as a positive step.
- 4.2. However, Council holds concerns regarding the process, information available and quantum of social and affordable housing being delivered. Limited information is provided with the amendment documentation in relation to the provision of housing, including the mix, amount and typology. This lack of information makes providing meaningful feedback challenging.
- 4.3. While the Pilot's purpose is to deliver social and affordable housing, the DPO does not include any requirement for such housing to be delivered. This is a significant issue that must be addressed. The absence of such a requirement undermines the Pilot, and may undermine the delivery of affordable housing on the site.
- 4.4. Council submits that 10% of dwellings should be developed as social and affordable housing. There is precedent for contributions of up to 10% for high density developments. Given that the site is publicly owned, there is a reasonable expectation that more social and affordable housing would be delivered on the site in an ordinary market setting. A contribution of 10% is therefore considered appropriate in this instance.
- 4.5. The DPO must include objectives and requirements around the delivery of affordable housing, specifically, the delivery of a minimum of 10% affordable housing.
- 4.6. Under the State Government's own guidance, section 173 agreements are the preferred tool for securing affordable housing contributions. Therefore, the DPO must include wording that requires a s173 agreement be entered into as a condition of the permit.
- 4.7. Council requests that the DTP publicly release findings of the Inclusionary Housing Pilot, so that this information can be used to understand and improve options for mandatory affordable housing controls.

5. DEVELOPMENT PLAN OVERLAY, SCHEDULE 14

- 5.1. The proposed DPO14 is not fit to guide quality planning outcomes due to the considerably limited development plan requirements, including (as previously mentioned) a lack of guidance for the minimum amount of social and affordable housing, and protection of remnant native vegetation.
- 5.2. The proposed DPO14 does not adequately address the existing neighbourhood character nor any preferred design outcome for the subject site. Generally, more prescription should be incorporated within the Schedule to guide the design of all elements that affect the overall outcome. This includes specifying outcomes sought for housing typology, public open space, layout and design, materiality, integration with the surrounding area and public realm, site access, responsiveness to neighbourhood character, solar access, environmental sensitive design, water sensitive urban design, traffic management, automobile and bicycle parking and opportunities for passive surveillance.
- 5.3. Given the site's location outside of the Principal Public Transport Network and its distance to Reservoir major activity centre, the housing density and typology should be consistent with the existing surrounding area; high densities are not justified. The quantum of housing would be in the order of 25-27 dwellings (applying a residential density of nearby multi-unit developments of approximately 44 dwellings per hectare). However, a realistic number would likely be lower, given the need to set aside areas for access, communal infrastructure, and for the preservation of remnant native vegetation.
- 5.4. A publicly accessible through-site pedestrian link from Dumbarton Street to the northern trail should be provided as this would encourage use of the Linear Reserve and would increase pedestrian permeability amidst the otherwise complex road network.
- 5.5. Council submits a preferred version of the DPO14 drafting for the Committee's consideration (**Appendix A**). The key changes are summarised below.

Clause 1.0 Objectives

- 5.6. No changes sought.

Clause 2.0 Requirements before a permit is granted

City of Darebin Submission – Planning Scheme Amendment C209dare

- 5.7. Include a requirement that the RA, in consultation with Darebin City Council, must be satisfied that the permit will not prejudice the future use and orderly development of the site as set out by the Development Plan requirements in the schedule.

Clause 3.0 Conditions and requirements for permits

- 5.8. The requirement to enter into a section 173 agreement for the delivery of social and affordable housing.

Clause 4.0 Requirements for development plan

- 5.9. Amend the requirement such that the development plan must be prepared to the satisfaction of the RA, in consultation with Darebin Council. With the Minister as RA, it is appropriate that Council is consulted in the finalisation of the development plan given the position of Council being able to represent local issues and interests.

Development plan objectives

- 5.10. Remove the concept plan (Map 1) and associated design requirements because it may preclude a suitable design response. For instance, the concept plan does not recognise nor support the protection of remnant native vegetation with the indicative location of the internal road. It also does not allow for consideration of local traffic issues on Dumbarton Street and Council's subsequent preference for vehicle access via Aberdeen Street.
- 5.11. Include objectives that:
- 5.11.1. (noting the purpose of the Inclusionary Housing Pilot program) support a non-segregated mix of social, affordable and market dwellings that are visually consistent in appearance and to provide dwelling diversity for social and affordable housing in particular.
 - 5.11.2. support densities and typology consistent with the surrounding area, given the distance of the site from public transport and the Reservoir Major Activity Centre.
 - 5.11.3. support the protection and rehabilitation of native remnant vegetation, and native landscaping, including utilising seeds harvested from the site.
 - 5.11.4. Support a high-quality architectural design and a design response that maximises internal amenity, outlook and passive surveillance.

City of Darebin Submission – Planning Scheme Amendment C209dare

- 5.11.5. Require vehicle access via Aberdeen Street due to traffic and access concerns with Dumbarton Street (discussed in **Section 7** of this submission). Carparking should be located more centrally to avoid the appearance of a car dominated development as viewed from the street.
- 5.11.6. Require the provision of a public pedestrian link through the site from Dumbarton Street to the linear reserve, to honour the established use of the site by community for this purpose and to integrate the development with the surrounding area.
- 5.11.7. Support sustainable design features and site processes to not only reduce housing costs for residents, but to reduce emissions and to achieve ESD best practice.
- 5.11.8. Provide communal shared infrastructure.

Development plan components

5.12. Update the requirements to:

- 5.12.1. Require the proponent to enter into a s173 Agreement for the delivery of a minimum of 10% social and affordable housing.
- 5.12.2. Require that a concept plan shows the mix and diversity of housing, and a layout with dwellings fronting the street and dwellings to the rear to front the linear reserve. Dwellings to the rear should open out and have access to the linear reserve instead of a solid fence as this would create activation and better utilisation of the linear reserve while improving the amenity of the new dwellings.
- 5.12.3. Require a landscape and open space plan, including an assessment against Australia's Native Vegetation Framework, Goals 1, 2 and 5 (discussed in **Section 6**).
- 5.12.4. Require a traffic impact assessment of the proposed development on the local movement network.

Proposed Clause 5.0 Display of Development Plan

City of Darebin Submission – Planning Scheme Amendment C209dare

- 5.13. Consistent with DPO12 of the Darebin Planning Scheme, Council seeks to insert a requirement that the development plan is displayed for public comment for at least 14 days, and that notice is given to owners and occupiers of adjoining land.
- 5.14. This requirement does not attempt to reinstate review rights, but rather to give the community an opportunity to provide feedback that can be considered by the RA. It is necessary that the community receives some form of notice due to the sites interface with an established residential area.

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6. REMNANT NATIVE GRASSLAND

- 6.1. Council notes the significance of remnant vegetation to First Nations people, the traditional custodians of the land. Remnant vegetation holds cultural and ecological values that have formed part of First Nations people's lives for thousands of years, and its protection is considered of vital importance and in line with Council's commitment to reconciliation.
- 6.2. There has been strong community interest in the protection of native grassland on the subject site, as demonstrated by some 900 signatures to a community led change.org petition. Council has actively sought to protect the native grasslands since the site was nominated for inclusion in the State Government's Inclusionary Housing Pilot program in 2017.
- 6.3. Two ecological assessments conducted in recent years for the site – an ecological due diligence assessment by Biosis in 2018 (commissioned by Council, **Attachment B**) and the ecological survey by Ecology and Heritage partners in 2022 (commissioned by the amendment proponent) – found that the site contains remnant native vegetation which supports Plains Grassland, an endangered ecological vegetation class (EVC). The Biosis report (2018) found that although the patch is of low species biodiversity, it has high cover abundance such that it comprises the EPBC Act listed Natural Temperate Grassland of the Victorian Volcanic Plain ecological community. Both reports recognise that the site supports suitable habitat for the Golden Sun Moth (*Synemon plana*) however no fauna was observed in either assessment. The site's ecological importance is recognised in Darebin's Natural Heritage Strategy 2015-2025.
- 6.4. Although the ecological assessments find the remnant native grasslands to have low biodiversity score, they remain of cultural and ecological importance, and appropriate protection and mitigation measures must be ensured to preserve native grasslands on the site.
- 6.5. Sightings of the Matted Flax Lily were observed by the community in late 2020. The Matted Flax Lily is listed as an endangered species under the Environment Protection and Biodiversity Conservation Act 1999 (EPBC Act). There is concern that the exhibited Ecology and Heritage Partners target survey was not undertaken when the Matted Flax Lily was actively growing. The Matted Flax Lily would be present on the site in spring (months September – November) and therefore would

City of Darebin Submission – Planning Scheme Amendment C209dare

not have been sighted at the time of the study on 14 December, especially given that the site had previously been mown.

- 6.6. It is understood that the below biodiversity legislation and policy will apply to native vegetation and protected vegetation on the site:

Environmental Protection and Biodiversity Conservation Act 1999 (EPBC Act)

Flora and Fauna Guarantee Act 1988 (FFG Act)

Planning and Environment Act 1987, Clause 52.17

Catchment and Land Protection Act 1994

- 6.7. It is noted that the site is currently comprised of several titles under separate ownership and therefore Council is concerned it may qualify for an exemption under Clause 52.17 for land comprising less than 0.4 hectares.

MANAGEMENT

- 6.8. Council seeks the following approaches to native vegetation management:

6.8.1. A strategy for vegetation protection should be developed, in accordance with the Victorian Planning Provisions (VPP) Practice Note *Vegetation Protection in Urban Areas*, to consider either the application of a Vegetation Protection Overlay or Environmental Significance Overlay.

6.8.2. It should be ensured that the land is consolidated on a single title or registered under single ownership to ensure that a permit will be triggered for the removal of native vegetation under Clause 52.17 (so that the 0.4 exemption will not apply).

6.8.3. Australia's Native Vegetation Framework sets national directions to guide actions across government strategies, policies, legislation and programs related to native vegetation management. The framework acts as a strategic document to promote better management of Australia's native vegetation in both public and private sectors. Council requests that the following goals are addressed when formulating the development plan:

Goal 1 – Increase the national extent and connectivity of native vegetation

Goal 2 – Maintain and improve the condition and function of native vegetation

City of Darebin Submission – Planning Scheme Amendment C209dare

Goal 5 – Advance the engagement and inclusion of Indigenous peoples in management of native vegetation.

ECOLOGICAL ASSESSMENT

- 6.9. Council seeks that a further study is undertaken to review the presence of the Matted Flax Lily at a time when the species is actively growing (Spring).

PROTECTION AND MITIGATION

- 6.10. Council seeks implementation of the following native vegetation protection and mitigation measures, including in the DPO14 (as per Council's proposed drafting at **Attachment A**):

- 6.10.1. Wherever possible, retain protected vegetation within the development design.
- 6.10.2. Retain the River Red Gum and consider this location to conserve a section of protected grassland vegetation.
- 6.10.3. Landscape design should incorporate plantings of indigenous flora of local provenance.
- 6.10.4. Harvest native grasses/wildflowers present in the study area for direct seeding after construction, to retain the local species genome.
- 6.10.5. Translocate locally significant species from the site into the (52.17 Native vegetation) offset location.
- 6.10.6. Any native vegetation offset should be located in Darebin, preferably as close as possible to the site.
- 6.10.7. Ongoing ecological management of remnant and replanted vegetation must be considered.

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7. TRANSPORT

ROAD SAFETY & SITE ACCESS

- 7.1. Council's transport unit strongly discourages vehicle access from Dumbarton Street due to traffic and road user safety concerns.
- 7.2. Speeding on Dumbarton Street is a well catalogued issue at Council, backed up by traffic and local collision data. The introduction of a new traffic conflict point (in the form of a vehicle access point) to Dumbarton Street, in proximity to an existing intersection, may exacerbate the frequency and severity of road accidents.
- 7.3. Council's transport unit strongly recommends that the development make use of the existing laneway from Aberdeen Street. This would avoid another access/conflict point on Dumbarton Street and would be consistent with Council's Vehicle Crossing Policy 2014 (**Appendix C**) which discourages vehicular crossings when Right of Ways are available to provide access to the site.
- 7.4. The expected development traffic coupled with existing laneway traffic is not expected to exceed the environmental capacity of the laneway – 300 vehicles per day or 30 vehicles per hour as detailed in Australian Standard 2890.1:2004 "Off-street Parking". At the throat of the laneway near Aberdeen Street, the laneway widens to allow two vehicles to pass simultaneously. Therefore, any potential for conflict along the laneway (which is expected to be very low) can be adequately managed.
- 7.5. Use of the laneway would also allow development traffic to access the road network via a priority-controlled intersection at Dumbarton Street/Doyle Avenue.
- 7.6. In 2018, Council's Transport Unit commenced the Cheddar Road Local Area Place Making Project (Cheddar LAPM). The project aim was to improve safety on local streets by proposing a range of solutions to address road safety issues raised by residents. The study area was between Tunaley Parade, Broadway, Cheddar Road and Plenty Road, and included Dumbarton Street. The study identified speeding as an issue on Dumbarton Street and recommended a roundabout at the intersection with Invermay Street.
- 7.6.1. The State Government and/or the developer should contribute to road safety infrastructure as recommended in the Cheddar LAPM (a new roundabout at

City of Darebin Submission – Planning Scheme Amendment C209dare

Invermay Street), given the future increase in residential population on Dumbarton Street resulting from the Inclusionary Housing Pilot amendment.

PARKING

- 7.7. Given the site's location outside the Principal Public Transport Network and distance from activity centres, parking rates as required under Clause 52.06 of the planning scheme are supported for market housing, as well as for social and affordable housing. Waivers are not supported.
- 7.8. The minimum number of bicycle spaces per dwelling should be 1-2 spaces.
- 7.9. All off-street car parking including accessways, gradients, parking modules should be designed in accordance with Clause 52.06 of the Darebin Planning Scheme or the relevant Australian Standards.

NORTHERN REGION TRAILS STRATEGY

- 7.10. The Northern Region Trails Strategy establishes a framework for the planning and development of regional trails in Northern Melbourne for the next 10 years and beyond. This strategy was endorsed by Council in 2022, together with 6 other northern metro Councils.
- 7.11. The linear reserve to the north of the site is identified in the Northern Region Trails Strategy as the East-West Power Easement Trail along with a series of priority actions (**Appendix D**).
- 7.12. The development should provide access to the trail and connection from Dumbarton Street, and contribute funding towards maintenance and safety improvement works.

*City of Darebin Submission – Planning Scheme Amendment C209dare***8. CONCLUSION**

- 8.1. Council fundamentally supports the purpose of the pilot, and investigation of approaches for the delivery of social and affordable housing. However much more detail and substance is required in order for the Amendment to support quality planning outcomes, as outlined in this submission.
- 8.2. Council request that the Department of Transport and Planning publicly release the findings of the Inclusionary Housing Pilot, so that the information can be used to inform future approaches to the delivery of social and affordable housing.
- 8.3. Council thanks the Victorian Government for this opportunity to contribute and welcomes further discussion on the points made in this submission.

End of submission

DAREBIN PLANNING SCHEME

--/--/----
Proposed C209dare

SCHEDULE 14 TO CLAUSE 43.04 DEVELOPMENT PLAN OVERLAY

Shown on the planning scheme map as **DPO14**

INCLUSIONARY HOUSING PILOT – 16-20 DUMBARTON STREET, RESERVOIR**1.0 Objectives**

--/--/----
Proposed C209dare

None specified.

2.0 Requirement before a permit is granted

--/--/----
Proposed C209dare

A permit may be granted to use or subdivide land, construct a building or construct or carry out works before a development plan has been prepared to the satisfaction of the Responsible Authority.

Before granting a permit the Responsible Authority, in consultation with Darebin City Council, must be satisfied that the permit will not prejudice the preparation of a development plan and future use and development of the land in an integrated manner.

3.0 Conditions and requirements for permits

--/--/----
Proposed C209dare

The proponent must enter into a section 173 Agreement for the delivery of a minimum amount of 10% social and/or affordable housing to be provided on the land.

4.0 Requirements for Development Plan

--/--/----
Proposed C209dare

A development plan must be prepared to the satisfaction of the Responsible Authority, in consultation with Darebin City Council.

A development plan must include the following requirements:

Development plan objectives

In preparing a development plan or an amendment to a development plan, the following should be achieved:

- ~~A design outcome that is generally in accordance with the concept plan shown at Map 1.~~
- A non-segregated mix of social, affordable and market dwellings.
- Residential density and typology that is consistent with the surrounding area.
- A high-quality urban design response that protects the amenity of neighbouring dwellings, provides high levels of permeability, and a sense of address for each building within the development.
- A cohesive high-quality architectural design, using sustainable, durable, low-maintenance materials and a consistent external appearance (including building materials) across the mix of social, affordable and market housing.
- The retention of protected vegetation within the development design.
- ~~A range of lot sizes and dwelling types to provide housing diversity and~~ Dwelling diversity across the mix of social, affordable and market dwellings, with a range of one, two, and three-or-more bedroom dwellings, to cater for a variety of housing needs.
- Varying built form presentation throughout the site to increase visual interest and diversity.
- Building separation to maximise daylight, outlook and ventilation for existing and future development and to manage overlooking between buildings.
- The protection of neighbourhood character and off-site amenity.

DAREBIN PLANNING SCHEME

- The avoidance of screening mechanisms to mitigate overlooking between private open space and habitable rooms.
- Internal amenity for future residents.
- Passive surveillance within the site.
- Development that addresses and provides opportunities for the passive surveillance of Maroondah Aqueduct Linear Reserve to the north.
- A continuous, landscaped, and clearly defined pedestrian pathway through the site between Dumbarton Street and the Maroondah Aqueduct Reserve.
- Vehicle access to the site via Aberdeen Street and carparking located more centrally to avoid the appearance of a car dominated development as viewed from the street.
- An internal vehicle and pedestrian network which improves the connectivity of the neighbourhood.
- Provision for secure bicycle parking for residents and short-term bicycle parking for visitors.
- The provision of landscaping designed to ~~tree planting and new vegetation that is consistent with:~~
 - Retain the River Red Gum and consider this location to conserve a section of protected grassland vegetation.
 - provide for canopy tree planting and new vegetation that is primarily indigenous to the local ecological vegetation class and enhances the landscape character of the area, including using harvested native grasses/wildflowers from the site for direct seeding.
 - Provide generous areas for landscaping along vehicle and pedestrian accessways to soften the appearance of hardstand areas.
- Street tree planting along Dumbarton Street, subject to the agreement of Darebin City Council.
- Sustainable design features and processes to address water, power and waste management, solar access and energy saving initiatives, to deliver lower housing costs for future residents, reduce greenhouse gas emissions, and achieve ESD best practice.
- Provision of communal shared infrastructure including but not limited to, communal outdoor gathering, recreational spaces, and bicycle parking.

The Development Plan may consist of a plan and/or other documents.

Development Plan components

A development plan must include the following requirements to the satisfaction of the responsible authority, in consultation with Darebin City Council:

- The proponent must enter into a section 173 Agreement for the delivery of social and affordable housing: a minimum amount of 10% of housing provided on the site.
- An existing conditions plan showing the key attributes of the land, its context, the surrounding area and its relationship with existing and/or proposed uses on adjoining land.
- Concept plans for the layout of the site which show:
 - Proposed lot layout and vehicle access locations.
 - A variety of dwelling sizes across the mix of social, affordable and market housing, to provide for a diversity of housing.
 - Dwellings to the front of the site fronting Dumbarton Street, and dwellings to the rear with a sense of address and direct access to the linear reserve.

DAREBIN PLANNING SCHEME

- Tree protection zones and appropriate integration of ~~any~~ significant vegetation to be retained with the future development.
- Staging of development (as relevant).
- How the layout pattern and proposed development responds to ~~the concept plan shown at Map 1~~, the site analysis, and how it responds to residential interfaces.
- A Landscape and Open Space Plan prepared by a suitably qualified person(s) that identifies the overall landscaping scheme throughout the site including:
 - An assessment against Australia's Native Vegetation Framework, Goals 1, 2 and 5.
 - Existing vegetation to be retained.
 - New canopy trees and landscaping within the public realm and communal areas/open space areas.
 - Delineation of communal and private open spaces and the treatment of these interfaces.
 - Integration of sustainability and water sensitive urban design measures.
 - Ongoing ecological management of remnant and replanted vegetation.
- A traffic management report prepared by a suitably qualified person(s) that:
 - Assesses the existing capacity within the surrounding road network.
 - Assesses the likely car and bicycle parking demand and traffic generation.
 - Assesses the traffic impact of the proposed development on the surrounding movement network.
 - Provides indicative access arrangements and internal road network for vehicles, cyclists and pedestrians.
 - Provides bicycle parking locations that are convenient to access and close to pedestrian access ways.
 - Provides for electric vehicle charging.
 - Provides recommendations for any traffic management measures.
 - ~~the proposed street network (roads, pedestrian, cyclist and vehicle access locations).~~
 - And provides clear linkages within the land and connections to the surrounding community and other local destinations, including public transport.
- An arboricultural assessment prepared by a suitably qualified person(s) of all on and off-site vegetation, including advice on the long term health and retention value of on-site vegetation.
- A flora and fauna and native vegetation assessment prepared by a suitably qualified person(s) to identify and assess how native vegetation and habitat areas will be protected onsite over the course of development.
- Details of how the proposal will demonstrate best practice environmentally sustainable design principles.

The development for any part of the development area may be amended from time to time to the satisfaction of the responsible authority.

The responsible authority may waive the need to provide any of the information detailed above that is not relevant to a particular Development Plan or part of a Development Plan.

5.0 Display of Development Plan

Proposed C209dare

Before deciding to approve a Development Plan or an amendment to a Development Plan, the Responsible Authority must display the plan for public comment.

DAREBIN PLANNING SCHEME

Notice of a Development Plan must be given to the owners and occupiers of adjoining land.
A Development Plan must be displayed for at least 14 days.

~~Map 1 to Schedule 14 to Clause 43.04~~

~~Outline concept plan (indicative only)~~

DAREBIN PLANNING SCHEME

--/--/----
Proposed C209dare

SCHEDULE 14 TO CLAUSE 43.04 DEVELOPMENT PLAN OVERLAY

Shown on the planning scheme map as **DPO14**

INCLUSIONARY HOUSING PILOT – 16-20 DUMBARTON STREET, RESERVOIR**1.0 Objectives**

--/--/----
Proposed C209dare

None specified.

2.0 Requirement before a permit is granted

--/--/----
Proposed C209dare

A permit may be granted to use or subdivide land, construct a building or construct or carry out works before a development plan has been prepared to the satisfaction of the responsible authority.

3.0 Conditions and requirements for permits

--/--/----
Proposed C209dare

None specified.

4.0 Requirements for development plan

--/--/----
Proposed C209dare

A development plan must include the following requirements:

Development plan objectives

In preparing a development plan or an amendment to a development plan, the following should be achieved:

- A design outcome that is generally in accordance with the concept plan shown at Map 1.
- A range of lot sizes and dwelling types to provide housing diversity and cater for a variety of housing needs.
- Varying built form presentation throughout the site to increase visual interest and diversity.
- Development that addresses and provides opportunities for the passive surveillance of Maroondah Aqueduct Linear Reserve to the north.
- An internal vehicle and pedestrian network which improves the connectivity of the neighbourhood.
- The provision of canopy tree planting and new vegetation that is consistent with and enhances the landscape character of the area.
- The protection of neighbourhood character and off-site amenity.
- Internal amenity for future residents.
- Sustainable design features to address water management, solar access and energy saving initiatives, to deliver lower housing costs for future residents.

The Development Plan may consist of a plan and/or other documents.

Development plan components

A development plan must include the following requirements to the satisfaction of the responsible authority:

- An existing conditions plan showing the key attributes of the land, its context, the surrounding area and its relationship with existing and/or proposed uses on adjoining land.
- Concept plans for the layout of the site which show:

DAREBIN PLANNING SCHEME

- Proposed lot layout and vehicle access locations.
- A mix of dwelling sizes to provide for a diversity of housing.
- Tree protection zones and appropriate integration of any significant vegetation to be retained with the future development.
- Staging of development (as relevant).
- How the layout pattern and proposed development responds to the concept plan shown at Map 1, the site analysis, and how it responds to residential interfaces.
- A landscape concept plan prepared by a suitably qualified person(s) that identifies the overall landscaping scheme throughout the site.
- A traffic management report prepared by a suitably qualified person(s) that assesses the proposed street network (roads, pedestrian, cyclist and vehicle access locations) and provides clear linkages within the land and connections to the surrounding community and other local destinations, including public transport.
- An arboricultural assessment prepared by a suitably qualified person(s) of all on and off-site vegetation, including advice on the long term health and retention value of on-site vegetation.
- A flora and fauna and native vegetation assessment prepared by a suitably qualified person(s) to identify and assess how native vegetation and habitat areas will be protected onsite over the course of development.
- Details of how the proposal will demonstrate best practice environmentally sustainable design principles.

The development plan for any part of the development area may be amended from time to time to the satisfaction of the responsible authority.

The responsible authority may waive the need to provide any of the information detailed above that is not relevant to a particular Development Plan or part of a Development Plan.

Map 1 to Schedule 14 to Clause 43.04

Outline concept plan (indicative only)

DAREBIN PLANNING SCHEME



- LEGEND
- SITE BOUNDARY
 - ↔ FUTURE ACCESS POINT
 - ~~~~~ NEIGHBOURHOOD INTERACT
 - ~~~~~ ROAD INTERACT
 - FUTURE ROAD LAYOUT



TOWN PLANNERS

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PLANNING REPORT FOR:

DAREBIN PLANNING SCHEME AMENDMENT
C209dare

INCLUSIONARY HOUSING PILOT (TRANCHE 2)

AT:

16-20 DUMBARTON STREET RESERVOIR 3073

PREPARED ON BEHALF OF:

MET COMMUNITIES PTY LTD

BY:

ANGELA MOK BEnvS (UrbDesign&Plan), MPIA, MVPELA
PRINCIPAL PLANNER

NOVEMBER 2022



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INTRODUCTION

Clement-Stone Town Planners act on behalf of MET Communities Pty Ltd with regard to the proposed Darebin Planning Scheme Amendment (PSA) at 16-20 Dumbarton Street, Reservoir (C209dare). The land has been determined surplus to the Victorian Government's current and future requirements.

This report and associated material are intended to support the proposed PSA pertaining to the future residential use and development of the above-mentioned land.

The application forms part of funding made available under the Inclusionary Housing Pilot program on sites that are designated as surplus government land. As part of this housing strategy, the Department of Environment, Land, Water and Planning (DELWP) is undertaking an Inclusionary Housing Pilot (Pilot) on six surplus government land parcels. The Pilot will deliver a mix of social, affordable and market housing.

The Pilot is set to provide new social housing homes which will be delivered in partnership with a Registered Housing Agency. The Pilot does not include requirements for social housing that is provided by or on behalf of the Government.

The Pilot encourages the provision of affordable housing on each of the sites but does not set a minimum requirement. The remaining dwellings on each site will be made available to the private market.

The subject site is one of six sites that will be developed in close consultation with government departments and agencies with input from the relevant local Council.

This report will provide a review and analysis of the existing planning controls and policies applying to the site, and recommendations relating to the updated planning controls that would form the basis of a future PSA for the subject site.

Based on a review and analysis of the existing planning controls and policies applying to the site and locality the proponent formally requests the Minister for Planning (via the Government Land Planning Service process) to commence preparation of a planning scheme amendment to:

- Applying a site specific Development Plan Overlay (Schedule 14 to the DPO – Inclusionary Housing Pilot – 16-20 Dumbarton Street, Reservoir)
- Requesting the Minister for Planning be the responsible authority for the subject site

TOWN PLANNERS

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THE SUBJECT SITE

The subject site is located at 16-20 Dumbarton Street, Reservoir and also identified as:

- Lot 1 on TP124549S;
- Lot A on PS833376G;
- Lot 510 on LP10498;
- Lot 511 on LP10498; and
- Lot 512 on LP10498.

The total area of the site is 6,143 square metres (0.6143 hectares).

The site is currently zoned **General Residential (schedule 1 to the GRZ)** within the Darebin Planning Scheme and is affected by the **Development Contributions Plan Overlay (schedule 1 to the DCP0)**.

The site is not identified within a designated bushfire prone area, nor is it located within an area of Aboriginal Cultural Heritage Sensitivity.

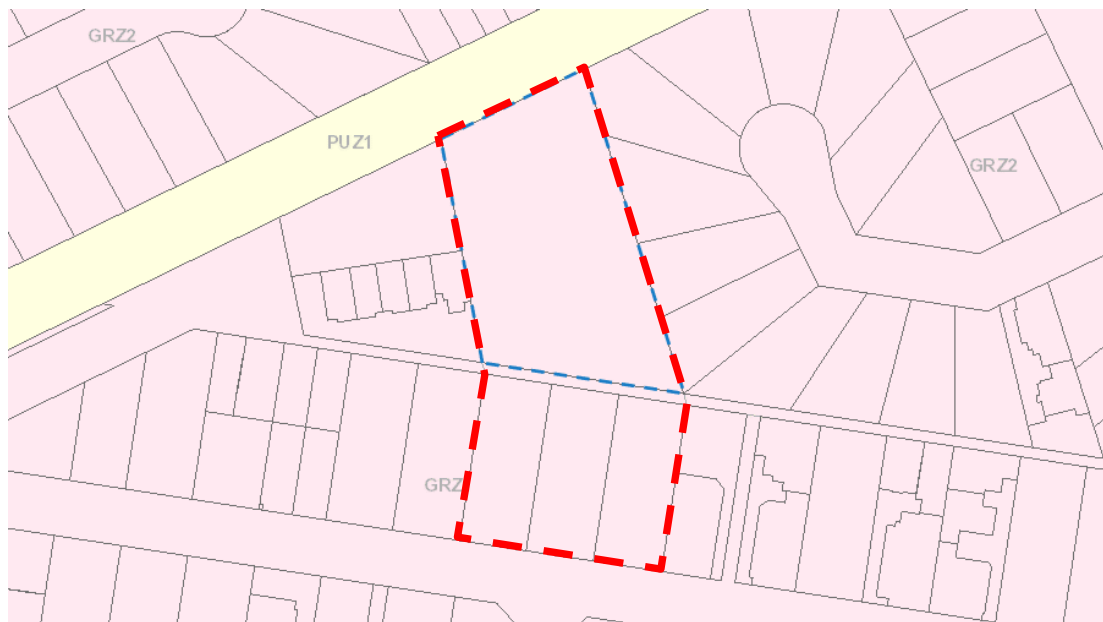


Figure 1 Extract of current zoning and locality (VicPlan, 2022)

The site is currently devoid of built-form and kept mown.

No vehicle crossover is located towards the Dumbarton Street frontage.

A discontinued road (Lot A on PS833376G, which the Minister for Planning is currently the responsible authority for) runs through the centre of the site in an east-west direction.

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The site is encumbered by two x 2.44 metre wide drainage and sewerage easements (E-1) running along the centre and northern boundaries of the site.

The topography of the land is relatively flat.



Figure 2 Extract of survey (SMEC, 2021)

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TREES

As outlined within the enclosed arboricultural assessment (Arbkey, 2022), four scattered trees are located on the subject site and eight trees are located within proximity of the site boundaries on neighbouring sites.

On-site Trees 3 (River Red Gum) and 7 (Monterey Cypress) are identified as having medium arboricultural value, while Trees 6 (Cotoneaster) and 8 (Cherry Plum) are identified as having low arboricultural value.

The subject site exceeds 0.4 hectares in area, therefore any future vegetation removal and/or development of the site will need to have regard to **Clause 52.17 Native Vegetation** of the Darebin Planning Scheme.



Figure 3 Extract of arboricultural report (Arbkey, 2022)

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FLORA AND FAUNA

A flora and fauna assessment (prepared by Ecology & Heritage Partners, 2022) forms part of this application.

A previous assessment undertaken by Biosis (2018) identified potential habitat for Golden Sun Moth and NTGVPP, and targeted surveys were recommended to determine the presence or absence of Golden Sun Moth.

The enclosed assessment determined the following:

- Species habitat in the study area is considered low to moderate quality, given its relatively small and fragmented extent, and consequent exposure to edge effects.
- No Golden Sun Moth were observed during the survey (conducted across four occasions). Given the site conditions and results of the surveys, lack of connectivity to historical records in the area and the small/fragmented nature of the potential habitat, the species is considered highly unlikely to occupy the study area.
- One patch of native vegetation (Plains Grassland) and one scattered tree (River Red Gum) was recorded within the centre of the subject site.
- Plains Grassland is also considered to be present within the southern portion of the study area.
- The remainder of the study area is dominated by introduced vegetation (exotic and pasture grasses). Planted shrubs are present along the perimeter of the subject site.
- Native vegetation within the study area is representative of one EVC (heavier soils) Plains Grassland.
- Given the presence of the scattered River Red Gum, it is likely the grassland present is a derivative of the Plains Grassy Woodland EVC, rather than remnant grassland.
- Plains Grassland was identified within the centre of the study area.
- Environmental and noxious weeds were present on the subject site.
- Planted vegetation was also present on the site and comprised exotic shrub and tree species.

The subject site exceeds 0.4 hectares in area, therefore any future vegetation removal and/or development of the site will need to have regard to **Clause 52.17 Native Vegetation** of the Darebin Planning Scheme, amongst other relevant legislation.

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Figure 4 Extract of flora and fauna assessment (Ecology and Heritage Partners, 2022)

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SITE CONTAMINATION

A Preliminary Site Investigation (PSI) has been undertaken by Ground Science (2022) which outlines that the site was historically used for low intensity grazing.

A discolouration along the northern site boundary was evident in aerial imagery between the periods of 2000 – 2010, which suggested a small soil stockpile of approximately 20 square metres was placed at the surface.

The PSI did not consider the low intensity grazing would have resulted in any site contamination.

A site inspection was undertaken to substantiate desktop findings which confirmed that no areas of discoloured vegetation were observed in present day.

Further testing of the former location of the soil stockpile is currently underway and the proposal will be updated as soon as the results of this investigation become available.

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SURROUNDING AREA

The subject site is located within an established residential area, generally zoned General Residential – schedule 1 (lower order GRZ denoted as modest change areas with variations to ResCode) or schedule 2 (higher order GRZ with no variations to ResCode).

The surrounding built-form comprises of base housing stock (generally constructed between 1960s-1980s) and newer infill development. Multi-unit development is evident within the immediate area, with the pattern of subdivision transitioning into a finer grain towards the High Street to the west.

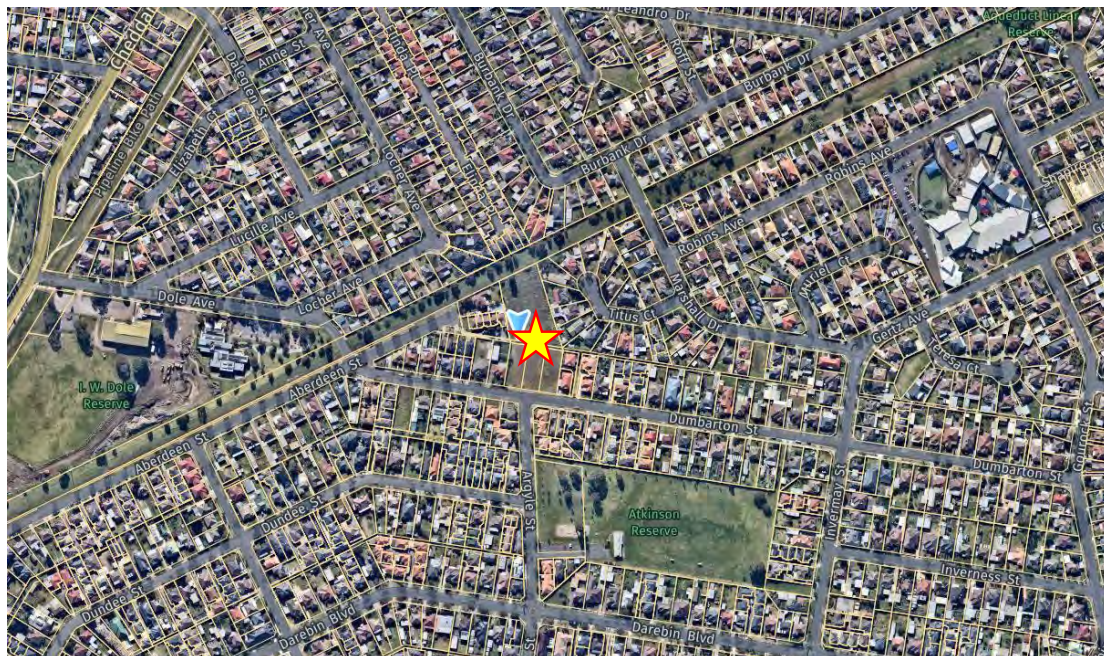


Figure 5 Aerial map denoting existing site conditions and prevailing subdivision pattern - subject site starred

The subject site is located approximately 2.3 kilometres from the northern perimeter of the Reservoir Neighbourhood Activity Centre¹ and Structure Plan² area (intersection of High Street and Barton Street), which provides access to a variety of amenities and services (supermarkets etc).

The site is also proximate to the La Trobe National Employment Cluster to the east of Broadway/Dunne Street, which includes La Trobe University, Northland Principal Activity Centre³ and the Austin Health Precinct (located within the adjoining municipality of Banyule).

¹ Ref. Clause 21.04 Economic Development

² Ref. Reservoir Structure Plan 2030, Darebin City Council (2012)

³ Ref. Darebin Economic Land Use Strategy, Darebin City Council (2014)

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There are a number of Local Centres⁴ within walking distance of the subject site provides access to convenience/ local retail and commercial uses for residents.



Figure 6 Extract of Clause 21.04 Strategic Economic Development Framework - subject site starred

The site is proximate to a number of large areas of public open space and facilities including Bundoora Park (4 km east), JC Donath Reserve and playground (1 km west), IW Dole Reserve (450 m west), DR Atkinson Reserve and playground (500 m south), Frank AA Dunstan Reserve and playground (850 m south-west), Reservoir Views Primary School (850 m south), St Stephen's Catholic Primary School (1.5 km south) and Reservoir Primary School (2 km south-west).

The site is approximately 1.8 kilometres from Ruthven Railway Station to the south-east, and 2 kilometres east of Keon Park Railway Station (noting land to the north of Keon Parade/Mahoneys Road is within the adjoining municipality of Whittlesea).

The site sits outside of the Principal Public Transport Network Area.

⁴ Ibid

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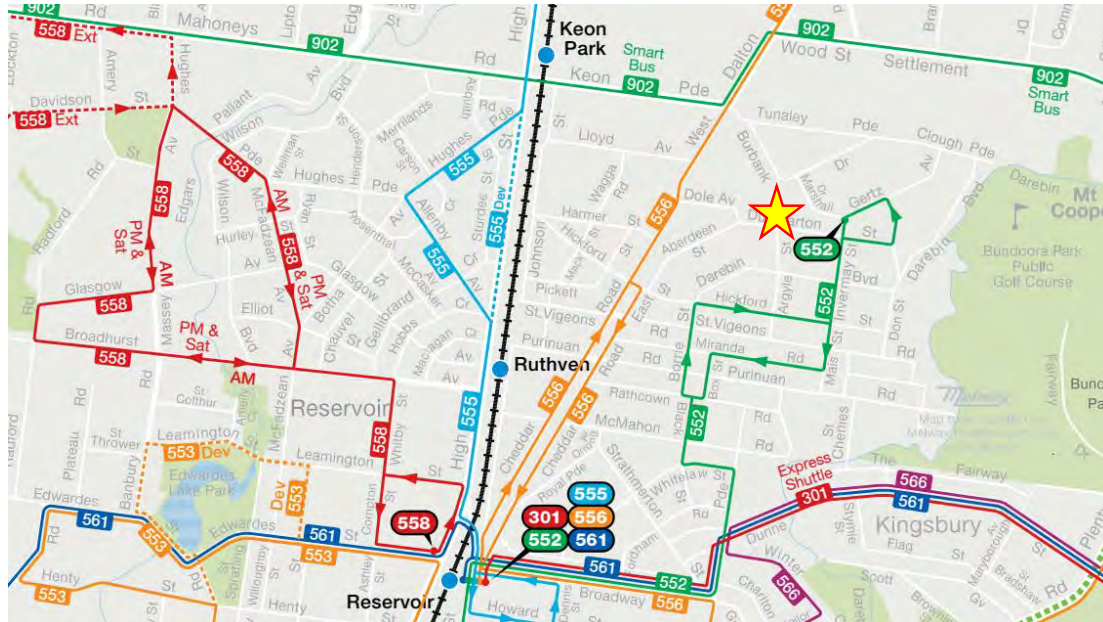


Figure 7 Extract of public transport map (PTV, 2022) - subject site starred

A traffic assessment (undertaken by One Mile Grid, 2022) is enclosed which notes the sites locational attributes with access via Dumbarton Street (standard two-way residential street) which will allow for a distribution of traffic across the road network.

The engineer recommends that any future internal road alignment (whether Council-owned or under a body corporation) should provide two-way access, and that a further assessment will be required once the necessary design detail is known.

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NORTH

The site abuts the Maroondah Aqueduct Linear Reserve to the north which is zoned Public Use – schedule 1 (PUZ1). The linear reserve provides a ‘green link’ to nearby areas of public open space including IW Dole Reserve, JC Donath Reserve and Frank AA Dunstan Reserve.

Further north are dwellings within the General Residential Zone – schedule 2 (GRZ2). Single and double-storey dwellings, including newer medium-density development, is evident in the area.



Figure 8 Panorama - looking north from subject site (Nearmap, 2022)

SOUTH

To the south are dwellings on the opposite side of Dumbarton Street located within the General Residential Zone – schedule 1 (GRZ1). A high volume of multi-unit development is evident within this area.

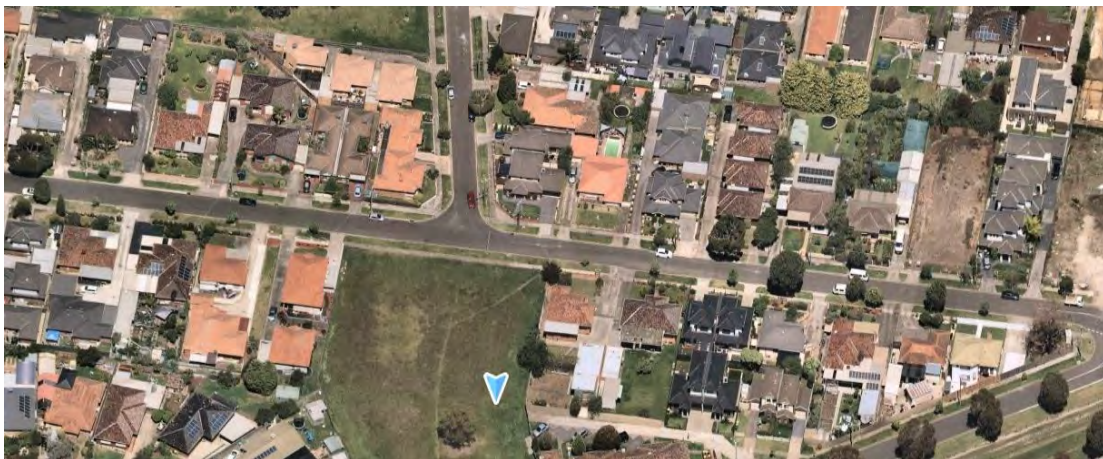


Figure 9 Panorama - looking south from subject site (Nearmap, 2022)

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EAST

The site abuts 24 Dumbarton Street (four-unit development) and dwellings with a frontage to Titus Court towards its eastern boundary.

The interface with the properties fronting Titus Court primarily consists of a 'back of house' character, with large outbuildings, sheds and garages located adjacent the common boundary with the subject site.



Figure 10 Panorama - looking east from subject site (Nearmap, 2022)

WEST

The site abuts 14 Dumbarton Street, 30 Aberdeen Street (five-unit development) and 31 Aberdeen Street towards its western boundary.

An uncovered parking area utilised by residents of 30 Aberdeen Street is located adjacent the common boundary with the subject site, and large detached outbuildings are observed within the rear yard of 14 Dumbarton Street and 31 Aberdeen Street.



Figure 11 Panorama - looking west from subject site (Nearmap, 2022)

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EXISTING PLANNING CONTROLS

ZONE

Clause 32.08 General Residential Zone (schedule 1)

The purpose of the General Residential Zone (GRZ) is:

- *To implement the Municipal Planning Strategy and the Planning Policy Framework.*
- *To encourage development that respects the neighbourhood character of the area.*
- *To encourage a diversity of housing types and housing growth particularly in locations offering good access to services and transport.*
- *To allow educational, recreational, religious, community and a limited range of other non-residential uses to serve local community needs in appropriate locations.*

The subject site is located within Schedule 1 to the GRZ (modest change areas) which varies the ResCode requirements, as follows:

- **Site coverage (Standard A5 and B8):** 50%
- **Private open space (Standard B28):** An area of 55 sqm, with one part of the private open space to consist of secluded private open space at the side or rear of the dwelling or residential building with a minimum area of 40 sqm, a minimum dimension of 3.5m and convenient access from a living room

Pursuant to Clause 32.08-2, use of the land for a dwelling is a Section 1 use (permit not required).

A planning permit is required for subdivision pursuant to Clause 32.08-3.

Pursuant to Clause 32.08-4, the minimum garden area requirement does not apply to, as relevant, an application to construct or extend a dwelling if the lot is designated as a medium density housing site in an approved development plan.

A permit is required to construct two or more dwellings on a lot pursuant to Clause 32.08-6. A development must meet the requirements of Clause 55.

Pursuant to Clause 32.08-10, the maximum building height for dwellings is 11 metres and 3 storeys.

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OVERLAYS

Clause 45.06 Development Contributions Plan Overlay (schedule 1)

The subject site is affected by the Development Contributions Plan Overlay (DCPO).

As outlined within Schedule 1 to the DCPO, no contributions are to be collected after 30 June 2014 under the current Darebin Development Contributions Plan, Version 3.0, Part 3.1 (Darebin City Council, 2020).

It is noted Council proposes a new Development Contributions Plan (DCP) pursuant to Planning Scheme Amendment C170dare which proceeded to an independent panel hearing in May 2021.

Amongst other things, the Panel recommended the following changes to Clause 7.5 (Exemptions) of the proposed DCP, as relevant:

The following development is exempt from the development contribution:

- *Land developed for housing by or for the Department of Families, Fairness and Housing, as defined in Ministerial Direction on the Preparation and Content of Development Contributions Plans dated 11 October 2016. This applies to social housing delivered by or for registered housing associations. This exemption does not apply to private dwellings developed by the Department of Health and Human Services or registered housing associations.*
- *Land with an agreement executed under section 173 of the Planning and Environment Act or other deed of agreement that requires either:*
 - *The payment of a development contribution levy; or*
 - *the provision of specified works services or facilities beyond those necessary on or to the land or other land as a result of the grant of any permit; or*
 - *the payment of any development contributions or the provision of specified works services or facilities required to be provided for public and/or community infrastructure by any other provision of this scheme; or*
 - *the provision of land for works services or facilities (other than land required to be provided as public open space pursuant to clause 53.01 or section 18 of the Subdivision Act 1988);*

The amendment is currently awaiting approval from the Minister for Planning.

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SURROUNDING ZONING & OVERLAYS

The subject site is located within an established residential area, generally zoned General Residential – schedule 1 or schedule 2.

There are a number of Local Centres (as defined under Clause 21.04 and the Darebin Economic Land Use Strategy, 2014) within walking distance of the subject site provides access to convenience/ local retail and commercial uses for residents.

The subject site is located approximately 2.3 kilometres from the northern perimeter of the Reservoir Neighbourhood Activity Centre and Structure Plan area (intersection of High Street and Barton Street).

The site is also proximate to the La Trobe National Employment Cluster to the east of Broadway/Dunne Street, which includes La Trobe University, Northland Principal Activity Centre and the Austin Health Precinct (located within the adjoining municipality of Banyule).

The Cheddar Road Linear Reserve is affected by the Heritage Overlay (H0313 – Yan Yean Water Supply System). Land proximate to this reserve is partially affected by the Special Building Overlay.

The site sits outside of the Principal Public Transport Network Area – with the closest area centred around Keon Park Railway Station (located within the adjoining municipality of Whittlesea).



Figure 12 Surrounding Zone and Overlay map (VicPlan, 2022)

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EXISTING PLANNING POLICIES

PLANNING POLICY FRAMEWORK

Clause 11 Settlement

The proposed PSA meets the objectives of Clause 11.02-1S, allowing for increased land supply that is available for residential uses and intensification in an existing urban area whilst remaining sensitive to the predominant neighbourhood character.

The PSA will allow housing in the form of medium-density housing in an established urban area, which responds to State and Local policy which plans to accommodate projected population growth over at least a 15 year period and provide clear direction on locations where growth should occur. The population of Greater Melbourne is projected to increase from 4.5 million in 2015 to 8.0 million in 2051. Making some allowance for vacancy rates, an additional 2.2 million dwellings are expected to be required to accommodate the projected population by 2051.

Clause 13 Environmental Risks and Amenity

A Preliminary Site Investigation (PSI) has been undertaken by Ground Science (2022) which outlines that the site was historically used for low intensity grazing.

A discolouration along the northern site boundary was evident in aerial imagery between the periods of 2000 – 2010, which suggested a small soil stockpile of approximately 20 square metres was placed at the surface.

The PSI did not consider the low intensity grazing would have resulted in any site contamination.

A site inspection was undertaken to substantiate desktop findings which confirmed that no areas of discoloured vegetation were observed in present day.

Further testing of the former location of the soil stockpile is currently underway and the proposal will be updated as soon as the results of this investigation become available.

The testing ensures that any future development of the site is in line with the requirements of Clause 13.07-1S.

Clause 15 Built Environment and Heritage

The proposed PSA and application of the Development Plan Overlay achieves the strategies outlined within Clause 15.01-2S as it responds and contributes to the strategic context of its location. Detrimental impacts on neighbouring properties, the public realm and the natural environment will require to be considered.

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There are a number of Local Centres (as defined under Clause 21.04 and the Darebin Economic Land Use Strategy, 2014) within walking distance of the subject site provides access to convenience/ local retail and commercial uses for residents. The site is also proximate to a number of large areas of public open space, educational facilities and local bus routes which assists in upholding the ideal of a 20-minute neighbourhood, as per Clause 15.01-4R.

The subject site is also located approximately 2.3 kilometres from the northern perimeter of the Reservoir Neighbourhood Activity Centre and Structure Plan area (intersection of High Street and Barton Street).

The site is proximate to the La Trobe National Employment Cluster to the east of Broadway/Dunne Street, which includes La Trobe University, Northland Principal Activity Centre and the Austin Health Precinct (located within the adjoining municipality of Banyule).

As per Clause 15.01-5S, neighbourhood character, cultural identity, and sense of place is to be recognised, supported, and protected. The proposal will require the maintenance of a sense of place and identity prevalent within the existing area as well as upholding and contributing positively to the local urban character.

Clause 16 Housing

The proposed PSA will contribute to the ideal of a 20-minute neighbourhood, while also responding to Clause 16.01-1S as it facilitates the promotion of a housing market that meets community needs. The proposal increases the supply of housing in an existing urban area by facilitating increased housing yield in appropriate locations, including on surplus underutilised urban land.

The proposed PSA will provide for higher density housing and housing growth in an area located close to jobs, public transport, and amenities and services, as per Clause 16.01-1R. The site exhibits good access to nearby activity centres, providing an opportunity for increased residential density to help consolidate urban areas able to accommodate growth.

The delivery of affordable housing closer to jobs, transport and services is the objective of Clause 16.01-2S. The proposed PSA improves housing affordability by increasing choices in housing type, tenure, and cost, in order to meet the needs of households as they move through life cycle changes and to support diverse communities. The PSA delivers initiative 2.4 of Homes for Victorians – Inclusionary Housing Pilot.

Future medium-density development on this large and well-serviced lot represents a moderate and incremental level of housing growth responsive to the existing zone (General Residential

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Zone), and assists with providing additional housing stock needed to accommodate future growth.

Clause 18 Transport

The proposed PSA maximises potential travel choices by being well located to public transport without overloading the current infrastructure or leading to any adverse impacts on existing travel networks. The promotion of increased development close to high-quality public transport routes aligns with the objective of Clause 18.01-1S.

MUNICIPAL STRATEGIC STATEMENT

Clause 21.01 Introduction

Clause 21.01-1 outlines that growth within the municipality is forecast at 1.06% per annum to reach 173,980 people by 2031. Population growth is expected to continue due to the municipality's proximity to employment, recreation and entertainment opportunities in the Melbourne CBD, as well as those in neighbouring inner and outer metropolitan municipalities.

Clause 21.01-5 outlines the strategic vision for the municipality; *"Darebin, the place to live"* which is to be realised through Council's mission of *"Working with our diverse community to build a sustainable and liveable city"*.

The amendment promotes housing growth in an established residential area with good access to services and public transport and encourages best practice environmentally sustainable housing design.

Clause 21.02 Environment

Clause 21.02-3 outlines objectives for, as relevant, urban design excellence and environmentally sustainable design which seeks for high quality design and buildings and to promote and facilitate development that incorporates best practice ESD principles.

Clause 21.02-6 seeks to ensure appropriate development in areas prone to environmental risk.

The proposed DPO will provide guidance to future permit applicants and ensure that the site is developed in response to the conditions of the site and immediate surrounds, including demonstrating best practice environmentally sustainable design principles.

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Further testing of the site is currently underway and proposal will be updated as soon as the results of this investigation become available. The testing ensures that any future development of the site is in line with the requirements to mitigate environmental risk.

Clause 21.03 Housing

The subject site and immediate area is located within an Incremental Housing Change area, pursuant to the strategic framework plan at Clause 21.03-1. These areas have the capacity to accommodate a moderate level of residential development over time. It is expected that the general character of Incremental Change Areas will evolve over time as new yet modest types of development are accommodated.

The retention of the GRZ will allow for redevelopment of the site in keeping with the existing and emerging residential character and land use patterns of the surrounding environment. The proposed DPO will provide guidance to future permit applicants and ensure that the site is developed in response to the conditions of the site and immediate surrounds.

Clause 21.03-2 outlines objectives for housing provision, housing density and residential amenity which seeks to facilitate development that has an appropriate scale and intensity, limit off-site amenity impacts and provide appropriate internal amenity for residents.

The retention of the GRZ will require any future residential use and development of the site to be assessed against ResCode provisions which consider matters such as neighbourhood character, design detailing and on and off-site amenity impacts. The GRZ also imposes mandatory building heights (11 metres, 3 storeys) which ensures future development of the site will provide an appropriate transition to the surrounding single and double-storey residential development.

Clause 21.03-3 outlines objectives for increased diversity and affordable and social housing.

The proposed DPO requires future development to contain a mix of dwelling types and sizes to facilitate diversity.

The amendment facilitates the provision of social housing in the municipality and the proposed DPO requirement for a mix of housing typologies and diversity to provide more affordable and appropriate choices and opportunities. The amendment and Inclusionary Housing Pilot program facilitate partnerships with the community housing sector to develop surplus land for social housing projects.

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Clause 21.03-4 seeks to ensure that development respects neighbourhood character in residential areas identified as Minimal and Incremental Housing Change Areas.

The retention of the GRZ adheres to this framework of controls, and the proposed DPO similarly requires the protection of neighbourhood character and off-site amenity.

Clause 21.04 Economic Development

There are a number of Local Centres within walking distance of the subject site provides access to convenience/ local retail and commercial uses for residents.

The subject site is located approximately 2.3 kilometres from the northern perimeter of the Reservoir Neighbourhood Activity Centre and Structure Plan area (intersection of High Street and Barton Street). The site is also proximate to the La Trobe National Employment Cluster to the east of Broadway/Dunne Street, which includes La Trobe University, Northland Principal Activity Centre and the Austin Health Precinct (located within the adjoining municipality of Banyule).

The Northland Principal Activity Centre is located at the top of the retail activity centre hierarchy, with the Reservoir Neighbourhood Activity Centre located in the middle, and Local Centres identified as the lowest order in the hierarchy⁵.

The proposal increases the supply of housing in an existing urban area by facilitating increased housing yield in appropriate locations, including on underutilised urban land.

LOCAL PLANNING POLICIES

Clause 22.02 Neighbourhood Character – Precinct G3

Clause 22.02-2 seeks to retain and enhance the identified elements that contribute to the character of the area and to ensure development responds to the preferred neighbourhood character of the area.

Pursuant to Clause 22.02-4 and the Darebin Neighbourhood Character Study & Precinct Guidelines, Planisphere, 2007, the subject site is identified within Precinct G3.

Any future residential development on the site will need to have regard to the preferred character statement contained within these provisions. The retention of the GRZ and proposed DPO provides an appropriate policy framework to continue implementing these strategies.

⁵ Ref. Darebin Economic Land Use Strategy, 2014

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Clause 22.12 Environmentally Sustainable Development

Clause 22.12-2 seeks for development to achieve best practice in environmentally sustainable development.

The proposed DPO is consistent with these objectives by requiring future development to demonstrate best practice environmentally sustainable design principles.

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ANALYSIS

The site's locational and policy context can be summarised as follows:

- Located proximate to Local Centres which provides access to convenience/ local retail and commercial uses for residents.
- Located proximate to local bus service operating along Cheddar Road and Hickford Street/Gertz Avenue which provides access to Ruthven and Keon Park Railway Stations, as well as the Reservoir Neighbourhood Activity Centre (approx. 2.3 km south-west of subject site).
- The site is currently vacant and has been vacant since 1956. The site has an existing residential zoning (GRZ) within an established residential area, and represents an underutilisation of urban land in this context.
- Education facilities and large areas of public open space are within close proximity to the subject site.
- The site has access to an existing local residential road towards its site frontage which will allow for a distribution of traffic across the road network.
- The site abuts the Maroondah Aquaduct Linear Reserve along its northern boundary which functions as a 'green spine' connecting nearby areas of public open space.
- There is state and local policy support to increase residential densities close to public transport, shops, facilities and services.

From an analysis of existing surrounding land uses and the context of the site, the following planning controls and policies are proposed as part of this amendment.

ZONE

The subject site is currently zoned General Residential – schedule 1 (GRZ).

This is consistent with the residential zoning of the immediate area, with residential allotments further north and south/west (on the approach to Ruthven and Keon Park Railway Stations) zoned GRZ – schedule 2 (no variations to ResCode).

It is considered the current zoning of the site is the appropriate zoning to facilitate a mix of social, affordable and market housing as envisioned under the Inclusionary Housing Pilot.

The retention of the GRZ will allow for redevelopment of the site in keeping with the existing and emerging residential character and land use patterns of the surrounding environment. This includes requirements for future development to adhere to the maximum building height controls, and have regard to on and off-site amenity impacts under ResCode.

The retention of the current zoning controls also respects the existing local variations to ResCode under the GRZ1, and ensures future development on the site is consistent with the surrounding and emerging built-form of the area.

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Within the Darebin Planning Scheme, the zoning is tied to the Housing Change Areas and Neighbourhood Character Precincts, pursuant to Clause 21.04 and Clause 22.02. Retaining the GRZ will by extension ensure the site remains in the Incremental Change Area and relevant character precinct (G3) to guide future built-form expectations on the site.

Retention of the GRZ aligns with the strategic intent of the site and surrounding where housing growth and diversity is encouraged and would make best use of the site's locational opportunities.

OVERLAYS

It is considered that a Development Plan Overlay (DPO) should also be applied to the site to guide the form of future development.

The purpose of the Development Plan Overlay includes:

- *To implement the Municipal Planning Strategy and the Planning Policy Framework.*
- *To identify areas which require the form and conditions of future use and development to be shown on a development plan before a permit can be granted to use or develop the land.*
- *To exempt an application from notice and review if a development plan has been prepared to the satisfaction of the responsible authority.*

The DPO is utilised to identify areas that require the planning of future use or development to be shown on a plan before a permit can be granted and allows a degree of strategic master planning to occur at the front end of a development proposal. It is therefore considered that a 'site-specific' Development Plan Overlay Schedule should be proposed.

The DPO for the subject site would require the preparation of a Development Plan. This Development Plan should seek to achieve the following:

- A range of lot sizes and dwelling types to provide housing diversity and cater for a variety of housing needs.
- Varying built form presentation throughout the site to increase visual interest and diversity.
- Development that addresses and provides opportunities for the passive surveillance of Maroondah Aqueduct Linear Reserve to the north.
- An internal vehicle and pedestrian network which improves the connectivity of the neighbourhood.
- The provision of canopy tree planting and new vegetation that is consistent with and enhances the landscape character of the area.
- The protection of neighbourhood character and off-site amenity.
- Internal amenity for future residents.
- Sustainable design features to address water management, solar access and energy saving initiatives, to deliver lower housing costs for future residents.

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The development plan components should include:

- An existing conditions plan showing the key attributes of the land, its context, the surrounding area and its relationship with existing and/or proposed uses on adjoining land.
- Concept plans for the layout of the site which show:
 - Proposed lot layout and vehicle access locations.
 - A mix of dwelling sizes to provide for a diversity of housing.
- Tree protection zones and appropriate integration of any significant vegetation to be retained with the future development.
- Staging of development (as relevant).
- How the layout pattern and proposed development responds to the concept plan, the site analysis, and how it responds to residential interfaces.
- A landscape concept plan prepared by a suitably qualified person(s) that identifies the overall landscaping scheme throughout the site.
- A traffic management report prepared by a suitably qualified person(s) that assesses the proposed street network (roads, pedestrian, cyclist and vehicle access locations) and provides clear linkages within the land and connections to the surrounding community and other local destinations, including public transport.
- An arboricultural assessment prepared by a suitably qualified person(s) of all on and off-site vegetation, including advice on the long term health and retention value of on-site vegetation.
- A flora and fauna and native vegetation assessment prepared by a suitably qualified person(s) to identify and assess how native vegetation and habitat areas will be protected onsite over the course of development.
- Details of how the proposal will demonstrate best practice environmentally sustainable design principles.

It is considered that the application of the DPO is an appropriate tool to guide the built form and landscape for the future development that is cognisant of the surrounding land uses, and will allow for a degree of strategic master planning to occur at the front end of the development proposal on the subject site.

The amendment seeks to retain Development Contributions Plan Overlay (schedule 1) over the site in accordance with existing residential development in the municipality.

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MINISTER FOR PLANNING AS THE RESPONSIBLE AUTHORITY

It is necessary to make the Minister for Planning the responsible authority for this site to enable a prompt decision to be made on the adoption and approval of an amendment which facilitates timely changes to the planning provisions of surplus government land. The amendment will provide for the reinvestment of funds to support the delivery of new infrastructure and services across Victoria.

Making the Minister for Planning the responsible authority will mean the benefits of the amendment as envisioned under the Inclusionary Housing Pilot are able to be delivered sooner and the consequences of delaying the amendment (surplus land being underutilised) is avoided.

The Minister for Planning is already the responsible authority for the discontinued road (Lot A on PS833376G) which dissects the subject site. It is considered reasonable that there is only one responsible authority for the site in order to enable timely and orderly decision-making to facilitate redevelopment of the site in accordance with the objectives of the Inclusionary Housing Pilot.

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STRATEGIC ASSESSMENT

In accordance with Ministerial Direction No. 11 a strategic assessment of the amendment is discussed below.

WHY IS THIS AMENDMENT REQUIRED?

The Victorian Government is committed to better meeting the housing needs of Victorians by utilising surplus government land with good access to jobs and transport for the purposes of much needed housing.

As part of the Government's housing strategy, Homes for Victorians, the Department of Environment, Land, Water and Planning (DELWP) is undertaking an Inclusionary Housing Pilot (Pilot) on six surplus government land parcels. The site at 16-20 Dumbarton Street, Reservoir has been nominated for the Pilot.

The Pilot will deliver a mix of social, affordable and market housing and provide a minimum of 100 new social housing homes which will be delivered in partnership with a Registered Housing Agency.

The subject land has been declared surplus to the needs of the State Government. The amendment is required to facilitate new social housing and achieves this by introducing a Development Plan Overlay over the site to ensure future use and development aligns with the objectives of the Pilot.

HOW DOES THE AMENDMENT IMPLEMENT THE OBJECTIVES OF PLANNING IN VICTORIA?

The amendment meets the objective to provide for the fair, orderly and sustainable use and development of the land. The current GRZ zoning will be retained which encourages housing growth and diversity. The redevelopment of the surplus underutilised site in an established residential area adheres to these objectives, while the proposed DPO will provide guidance to future permit applicants and ensure that the site is developed in response to the conditions of the site and immediate surrounds.

The amendment implements a sound framework to deliver a mix of social, affordable and market housing in an integrated manner and ensure that it provides a safe and efficient environment for the community.

DOES THE AMENDMENT COMPLY WITH THE REQUIREMENTS OF ANY MINISTER'S DIRECTION?

The amendment is consistent with the Ministerial Direction on the Form and Content of Planning Schemes under section 7(5) of the Act.

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Environmental site assessments have determined that contamination is not present on the site and that the land is suitable for sensitive uses in accordance with Direction No. 1 Potentially Contaminated Land.

A Preliminary Site Investigation (PSI) has been undertaken by Ground Science which outlines that the site was historically used for low intensity grazing. A discolouration along the northern site boundary was evident in aerial imagery between the periods of 2000 – 2010, which suggested a small soil stockpile of approximately 20 square metres was placed at the surface.

The PSI did not consider the low intensity grazing would have resulted in any site contamination, and a site inspection was undertaken to substantiate desktop findings which confirmed that no areas of discoloured vegetation were observed in present day.

Further testing of the former location of the soil stockpile is currently underway and proposal will be updated as soon as the results of this investigation become available.

The amendment contributes to Direction No. 9 Metropolitan Planning Strategy with rezoning of infill land to achieve 'Direction 2.3 Increasing the supply of social and affordable housing' and 'Policy 2.3.1 Utilise government land to deliver additional social housing' of Plan Melbourne 2017-2050.

The amendment has been prepared having regard to Direction No. 11 Strategic Assessment of Amendments and Planning Practice Note 46: Strategic Assessment Guidelines.

HOW DOES THE AMENDMENT SUPPORT OR IMPLEMENT THE PLANNING POLICY FRAMEWORK?

Retaining the existing GRZ will allow for redevelopment of the site in keeping with the existing and emerging residential character and land use patterns of the surrounding environment.

The amendment accords with State Planning Policy at Clause 11 (Settlement) by redeveloping vacant land within an established residential area to increase urban residential land supply within close proximity to existing transport corridors, services and activity centres.

A Preliminary Site Investigation (PSI) has been undertaken by Ground Science (2022) which outlines that the site was historically used for low intensity grazing. The PSI did not consider the low intensity grazing would have resulted in any site contamination.

Further testing of the former location of the soil stockpile along the northern site boundary (evident in aerial imagery between the periods of 2000 – 2010) is currently underway and the proposal will be updated as soon as the results of this investigation become available. The testing ensures that any future development of the site is in line with the requirements of Clause 13 (Environmental Risks and Amenity).

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The amendment makes a positive contribution to the Reservoir area in ensuring that future development responds to the existing neighbourhood character, in accordance with Clause 15 (Built Environment and Heritage).

The amendment responds to Clause 16 (Housing) by contributing to the renewal of land for new residential development and supports housing diversity and affordable housing.

HOW DOES THE AMENDMENT SUPPORT OR IMPLEMENT THE LOCAL PLANNING POLICY FRAMEWORK?

The retention of the GRZ will allow for redevelopment of the site in keeping with the existing and emerging residential character and land use patterns of the surrounding environment. The proposed DPO will provide guidance to future permit applicants and ensure that the site is developed in response to the conditions of the site and immediate surrounds.

The amendment promotes housing growth in an established residential area with good access to services and public transport and encourages best practice environmentally sustainable housing design as sought under Clause 21.01.

Further testing of the site is currently underway and proposal will be updated as soon as the results of this investigation become available. The testing ensures that any future development of the site is in line with the requirements to mitigate environmental risk as sought under Clause 21.02.

The amendment facilitates the provision of social housing in the municipality and the proposed DPO requirement for a mix of housing typologies and diversity to provide more affordable and appropriate choices and opportunities. The amendment and Inclusionary Housing Pilot program facilitate partnerships with the community housing sector to develop surplus land for social housing projects as sought under Clause 21.03.

DOES THE AMENDMENT MAKE PROPER USE OF THE VICTORIA PLANNING PROVISIONS?

The amendment makes proper use of the Victoria Planning Provisions by applying the Development Plan Overlay over the site which will guide the future layout, design and built form outcomes for the land.

The application of the Development Plan Overlay will deliver a framework to guide the future development of the site. The site specific schedule sets parameters against which the responsible authority can assess the required development plan and subsequent planning permit applications.

It is considered necessary to make the Minister for Planning the responsible authority for this site to enable a prompt decision to be made on the adoption and approval of the amendment which facilitates timely changes to the planning provisions of surplus government land.

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OTHER KEY CONSIDERATIONS

Environmental Effects

The earliest images of the site (circa 1956) show the site exist as part of a much larger property, most likely used for grazing. Over the years, the site has remained undeveloped while the surrounding areas have been highly developed for residential use. As per the enclosed preliminary site investigation (PSI), the former use of the site does not give rise to any significant environmental effects.

An arboricultural assessment and flora and fauna assessment has been undertaken for the site and forms part of this proposal. The reports outline that the site comprises of four trees of native and exotic species, with one patch of native vegetation (Plains Grassland) and one scattered tree (River Red Gum) recorded within the centre of the subject site.

Social Effects

The land will remain within the existing GRZ zoning which supports housing growth and dwelling diversity through infill development on the surplus underutilised allotment within an established residential area.

Economic Effects

It is anticipated that the proposed development will result in an increase in population that will support existing services and make use of existing infrastructure.

Aboriginal Heritage

The Aboriginal Affairs Victoria (AAV) maps identifying areas of Aboriginal cultural heritage sensitivity have been reviewed and the site is not located within an area of sensitivity.

Heritage Issues

The site is not affected by any heritage restrictions and the amendment will not impact on the heritage nature of any sites within the surrounding area.

Land Contamination

A PSI has been undertaken by Ground Science and forms part of the background documentation for this amendment.

The PSI did not consider the low intensity grazing would have resulted in any site contamination, and a site inspection was undertaken to substantiate desktop findings which confirmed that no areas of discoloured vegetation were observed in present day. Further testing of the former location of the soil stockpile along the northern site boundary (evident in aerial imagery between the periods of 2000 – 2010) is currently underway and the proposal will be updated as soon as the results of this investigation become available. The testing is in line with the requirements of Ministerial Direction 1 and Planning Practice Note 30 to ascertain whether the land is considered to be potentially contaminated.

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View of Any Relevant Agency	Consultation has been undertaken with the Department of Treasury and Finance (DTF) and the City of Darebin in the preparation of the proposed planning controls for the site. Relevant agencies will be notified as part of the exhibition process.
Requirements of The Transport Integration Act	The amendment will allow for housing growth and diversity in an established residential area that is well-serviced by public transport modes. This development will contribute to environmental sustainability and the facilitation of social housing in the municipality, in accordance with the Transport Integration Act 2010, specifically Part 2, Division 2, 11 – Integration of transport and land use.
Resource and Administrative Costs of the Responsible Authority	The amendment will not create any burden on the resource and administrative costs of the City of Darebin. The usual requirements and fees for planning permit applications will apply.

TOWN PLANNERS

CLEMENT-STONE SINCE 1989

CONCLUSION

Support for the proposed Planning Scheme Amendment (PSA) as per the recommendations contained within this report is worthy of support for the following reasons:

- Retention of the site within the General Residential Zone (GRZ) will allow for redevelopment of the site in keeping with the existing and emerging residential character and land use patterns of the surrounding environment in accordance with the objectives of the Inclusionary Housing Pilot.
- The application of the Development Plan Overlay (DPO) will provide guidance to future permit applicants and ensure that the site is developed in response to the conditions of the site and immediate surrounds.
- It is necessary to make the Minister for Planning the responsible authority for this site to enable a prompt decision to be made on the adoption and approval of an amendment which facilitates timely changes to the planning provisions of surplus government land. The Minister for Planning is already the responsible authority for the discontinued road (Lot A on PS833376G) which dissects the subject site and it is considered reasonable that there is only one responsible authority for the site in order to enable timely and orderly decision-making to facilitate redevelopment of the site in accordance with the objectives of the Inclusionary Housing Pilot.

The proposed PSA on the site will make proper use of the Victoria Planning Provisions by facilitating development on the surplus underutilised residentially zoned parcel of land, and the application of the Development Plan Overlay will guide the future layout, design and built form outcomes for the land in accordance with State and Local planning policies.



Angela Mok BEnv (UrbDesign&Plan), MPiA, MvPELA

Principal Planner

TOWN PLANNERS
CLEMENT-STONE SINCE 1989

**9.7 DECLARATION OF A SPECIAL CHARGE: SOLAR SAVER
RESIDENTIAL ROUND 4.2 (BATCH 1)**

Author: Residential Program Officer

Reviewed By: City Sustainability and Strategy

EXECUTIVE SUMMARY

The value of this proposed Special Charge scheme is \$287,481.83 excl. GST. This price is calculated pre-rebate, but after STC claim and excl. GST. (The gross amount, pre-rebate, pre-STC and incl. GST is \$489,524.48).

There are 52 installations in total, enabled through this special charge declaration batch. This is the first batch to install 3 energy efficient reverse cycle air conditioning devices.

Council will pay upfront for installation and supply of the solar power systems and split systems at properties as listed in Appendix A. Council will be repaid these costs, as detailed in confidential Appendix B. Around 30-40% of the gross cost is returned to Council at the point that works are invoiced for the STCs generated by the solar systems. Most participants are eligible for State Government rebates and this will reduce the upfront cost to Council and the amount of the Special Charge that will be raised. This is estimated to be \$71,799.61 incl. GST.

No interest is charged on Special Charge repayments. Annual repayments are more than offset by participants' savings on their energy bills, and therefore the program provides financial and environmental benefits to participants.

This report recommends that Council declare a Special Charge Scheme under Section 163 of the *Local Government Act 1989* for the purposes of defraying expenses relating to the provision of solar energy systems on residential properties participating in the Solar Saver scheme. No objections were received in response to the public notification process.

Officer Recommendation

That Council:

- (1) Having complied with the requirements of sections 163A, 163B and 223 of the Local Government Act 1989 ("Act"), and otherwise according to law, declares a Special Charge ("Special Charge") under section 163 of the Act as follows:
 - a. A Special Charge is declared for the period commencing on the day on which Council issues a notice levying payment of the special rate and concluding on the tenth anniversary of that day.
 - b. The Special Charge is declared for the purpose of defraying any expense incurred by Council in relation to the provision of solar energy systems on properties participating in the Solar Saver scheme, which:
 - i. Council considers is or will be a special benefit to those persons required to pay the Special Charge (and who are described in succeeding parts of this resolution); and

-
- ii. Arises out of Council's functions of advocating and promoting proposals which are in the best interests of the community and ensuring the peace, order and good government of Council's municipal district.
 - c. The total:
 - i. Cost of performing the function described in paragraph 1(b) of this resolution is \$287,481.83; and
 - ii. Amount for the Special Charge to be levied is \$287,481.83, or such other amount as is lawfully levied as a consequence of this resolution.
 - d. The Special Charge is declared in relation to all rateable land described in the table included as confidential Appendix B to this report, in the amount specified in the table as applying to each piece of rateable land.
 - e. The following list is specified as the criteria that form the basis of the Special Charge so declared:
 - Ownership of any land described in paragraph 1(d) of this resolution.
 - f. The following is specified as the manner in which the Special Charge so declared will be assessed and levied:
 - i. A Special Charge calculated by reference to the size of the solar energy system being installed and the particular costs of installation at each property participating in the Solar Saver scheme, in respect of which an Agreement has been executed, totalling \$287,481.83 for the residential batch, being the total cost of the scheme to Council
 - ii. To be levied each year for a period of 10 years.
 - g. Having regard to the preceding paragraphs of this resolution and subject to section 166(1) of the Act, let it be recorded that the owners of the land described in paragraph 1(d) of this resolution will pay the Special Charge in the amount set out in paragraph 1(f) of this resolution in the following manner:
 - i. Payment annually by a lump sum on or before one month following the issue by Council of a notice levying payment under section 163(4) of the Act; or
 - ii. Payment annually by four instalments to be paid by the dates which are fixed by Council in a notice levying payment under section 163(4) of the Act.
- (2) Considers that there will be a special benefit to those required to pay the Special Charge *because* there will be a benefit to them that is over and above, or greater than, the benefit that is available to those who are not subject to the proposed Special Charge, as a result of the expenditure proposed by the Special Charge, in that the properties will have the benefit of a solar energy system being installed.
- (3) For the *purposes* of having determined the total amount of the Special Charge to be levied:
- a. Considers and formally records that only those rateable properties included in the Solar Saver scheme as proposed will derive a special benefit from the imposition of the Special Charge, and there are no community benefits to be paid by Council; and
 - b. Formally determines for the purposes of section 163(2)(a), (2A) and (2B) of the Act that the estimated proportion of the total benefits of the Special Charge to which the performance of the function or the exercise of the power relates (including all special benefits and community benefits) that will accrue as special benefits to those who are liable to pay the Special Charge is 100%.

- (4) Directs that notice be given to all owners and occupiers of properties included in the Scheme in writing of the decision of Council to declare and levy the Special Charge, and the reasons for the decision. For the purposes of this paragraph, the reasons for the decision of Council to declare the Special Charge are that:
- a. There is no objection to the Scheme, and it is otherwise considered that there is a broad level of support for the Special Charge from all property owners and occupiers.
 - b. Council considers that it is acting in accordance with the functions and powers conferred on it under the Local Government Act 1989, having regard to its role, purposes and objectives under the Act, particularly in relation to its functions of advocating and promoting proposals which are in the best interests of the community and ensuring the peace, order and good government of Council's municipal district.
 - c. All those who are liable or required to pay the Special Charge and the properties respectively owned or occupied by them will receive a special benefit of a solar energy system being installed at the property.

Where a participant wishes to withdraw from the Scheme, agrees to such withdrawal where the participant has given written notice of their desire to withdraw from the Scheme before Council has incurred any expenditure in relation to the participant's solar system.

BACKGROUND / KEY INFORMATION

Through its Council Plan, Council is committed to take action on the climate emergency. This is detailed in Big Action 3 and in Strategic direction 3, which both highlight Darebin's leadership in driving reductions in greenhouse gas emissions and support for vulnerable communities. In Strategic Objective number 3, Council has committed to take an adaptation approach and build resilience in the community by focusing on vulnerable communities. Strategic Action 3.1 supports the 4-year program to support solar installation and energy efficiency retrofits for our vulnerable households.

Key aspects of the program include:

- Council undertakes procurement of good value solar systems and installation with 10-year warranties.
- Solar Saver participants register interest, receive quotes and the property owners have signed an owner agreement.
- Council declares a Special Charge and pays the upfront cost of the solar system and installation for participants.
- Solar Saver participants pay the Special Charge over a 10-year period to reimburse Council's upfront payment – which is more than offset by their energy bill savings.
- As detailed below Council has resolved that interest is not charged to participants and that the program will be funded through Council's existing budget.

This is the first Special Charge to be declared for the Solar Saver program round 4.2.

Over 1,800 households have participated in previous Darebin Council Solar programs.

Progress of the Solar Saver Bulk Buy program

The Solar Saver Bulk Buy program helps residents that are not low income, and businesses. Installations are about to commence as part of the new contract with the new supplier EnviroGroup, an Implementation Plan has been co-signed.

Promotion will continue until the Solar Saver program finishes. Priority of installations will always be for the Solar Saver Rates program.

Public Notice

Please note that three residents have had updated quotes between the Intention to Declare report and this Declaration report. Prices and rebates have been updated and this report has an additional \$2,787.97. This is not material as it sits within the 10% approved range.

On the 19 of April 2023 the CEO through its delegation authorised the intention to declare a Special Charge (Appendix C):

CEO Authorises, through its current instrument of delegation passed on 24 October 2022:

- (1) Council hereby gives notice of its intention to declare a Special Charge in accordance with section 163 of the Local Government Act 1989 (Act) as follows:
 - a) Council declares a Special Charge for the period commencing on the day on which Council issues a notice levying payment of the special rate and concluding on the tenth anniversary of that day.
 - b) We declare this Special Charge for the purpose of defraying any expense incurred by Council in relation to the provision of solar energy systems on residential properties participating in the Solar Saver scheme, which:
 - i. Council considers is or will be a special benefit to those persons or organisations required to pay the Special Charge (and who are described in succeeding parts of this resolution); and
 - ii. Arises out of Council's functions of advocating and promoting proposals which are in the best interests of the community and ensuring the peace, order and good government of Council's municipal district.
 - c) The total:
 - i. Cost of performing the function described in paragraph 1(b) of this resolution is \$284,693.86; and
 - ii. Amount for the Special Charge to be levied is \$284,693.86, or such other amount as is lawfully levied as a consequence of this resolution.
 - d) We declare the Special Charge in relation to all rateable land described in the table included as **Appendix B** to this report, in the amount specified in the table as applying to each piece of rateable land.
 - e) Ownership of any land described in paragraph 1(d) of this resolution is the basis of the Special Charge.
 - f) The Special Charge will be assessed and levied as follows:
 - i. Each Special Charge is calculated by reference to the size of the solar energy system being installed and the particular costs of installation at each property participating in the Solar Saver scheme, in respect of which an Owner Agreement has been executed, totalling \$284,693.86 being the total cost of the scheme to Council;

- ii. *The Special Charge will be levied each year for a period of 10 years.*
- g) *Having regard to the preceding paragraphs of this resolution and subject to section 166(1) of the Act, it is recorded that the owners of the land described in paragraph 1(d) of this resolution will, subject to a further resolution of Council, pay the Special Charge in the amount set out in paragraph 1(f) of this resolution in the following manner:*
 - i. *Payment annually by a lump sum on or before one month following the issue by Council of a notice levying payment under section 163(4) of the Act; or Payment annually by four instalments to be paid by the dates which are fixed by Council in a notice levying payment under section 163(4) of the Act.*
- (2) *Council considers that there will be a special benefit to the persons required to pay the Special Charge because there will be a benefit to those persons that is over and above, or greater than, the benefit that is available to persons who are not subject to the proposed Special Charge, as a result of the expenditure proposed by the Special Charge, in that the properties will have the benefit of a solar energy system being installed.*
- (3) *For the purposes of having determined the total amount of the Special Charge to be levied:*
 - a) *Council considers and formally records that only those rateable properties included in the Solar Saver scheme as proposed will derive a special benefit from the imposition of the Special Charge, and there are no community benefits to be paid by Council; and*
 - b) *Formally determines for the purposes of section 163(2) (a), (2A) and (2B) of the Act that the estimated proportion of the total benefits of the Special Charge to which the performance of the function or the exercise of the power relates (including all special benefits and community benefits) that will accrue as special benefits to the persons who are liable to pay the Special Charge is 100%.*
- (4) *CEO will give public notice in The Age newspaper of Council's via authorisation of this report. Authorisation form has been included in this report as **Appendix C**.*
- (5) *Council will send separate letters, enclosing a copy of: authorisation form, Appendix E to this report; Appendix B to this report; and the public notice referred to in Paragraph 4 of this resolution, to the owners of the properties included in the scheme, advising of Council's intention to levy the Special Charge, the amount for which the property owner will be liable, the basis of calculation of the Special Charge, and notification that submissions and/or objections in relation to the proposal will be considered by Council in accordance with sections 163A, 163B and 223 of the Act.*
- (6) *Council will convene a meeting of the Hearing of Submissions Committee, at a date and time to be fixed, to hear any persons or organisations who, in their written submissions made under section 223 of the Act, advise that they wish to appear in person, or to be represented by a person specified in the submission, at a meeting in support of their submission.*
- (7) *CEO authorises the Manager Climate Emergency and Sustainable Transport to carry out any and all other administrative procedures necessary to enable Council to carry out its functions under sections 163A, 163(1A), (1B) and (1C), 163B and 223 of the Act.'*

Previous Council Resolution

At its meeting held on 24 October 2022, Council resolved:

- (1) *'Awards the appointment of The Environment Shop Pty Ltd as the trustee for Environment Futures Trust, trading as EnviroGroup as supplier of contract no. CT20222 for the Darebin Solar Saver Program 2022 – 2025 for Supply - Residential and non-residential systems: up to 100kW. The contract terms are to commence on 21 November 2022 and conclude on 30 June 2025 with the option to extend to 31 December 2025.*
- (2) *Awards the appointment of The Environment Shop Pty Ltd as the trustee for Environment Futures Trust, trading as EnviroGroup as supplier of contract no. CT20222 for the Darebin Solar Saver Program 2022 – 2025 for Supply – Efficient Heating and Cooling systems: up to 10kW. The contract terms are to commence on 21 November 2022 and conclude on 30 June 2025 with the option to extend to 31 December 2025. This will be subject to a trial of 20 installations in 2022-2023.*
- (3) *Authorises the General Manager City Sustainability and Strategy to finalise and execute the supply contracts on behalf of Darebin Council, and all subsequent contracts associated with future implementation stages for supply - residential and non-residential solar PV systems during the contract period.*
- (4) *Authorises the General Manager City Sustainability and Strategy to finalise and execute the supply contracts on behalf of Darebin Council, and all subsequent contracts associated with future implementation stages for supply - efficient heating and cooling systems during the contract period.*
- (5) *Authorises the General Manager City Sustainability and Strategy to review and approve contract variation requirements within the scope of service provisions and subject to satisfactory performance reviews. This includes the 6 months price variation allowed in the contract.*
- (6) *Authorises the General Manager City Sustainability and Strategy to exercise options for extensions if and when required.'*

At its meeting held on 24 October 2022, Council resolved:

- (3) *'In the exercise of the powers conferred by Section 11 of the Local Government Act 2020 (the Act) and the other legislation referred to in the attached Instruments of Delegation, resolves:*
 - a. *To delegate to the person holding the position, acting in or performing the duties of Chief Executive Officer the powers, duties and functions set out in the 'Instrument of Delegation to the Chief Executive Officer (S5)' (Appendix B) subject to the conditions and limitations specified in that Instrument of Delegation.*
 - b. *To delegate to the members of Council staff holding, acting in or performing the duties of the officers or positions referred to in the 'Instrument of Delegation to members of Council staff (S6)' (Appendix C) the powers, duties and functions set out in that instrument, subject to the conditions and limitations specified in that Instrument.*
 - c. *Adopts and affix Council's Common Seal to the following Instruments of Delegation provided as attachments to this report:*
 - i. *Instrument of Delegation from Council to the CEO (S5) (Appendix B);*
 - ii. *Instrument of Delegation from Council to members of Council Staff (S6) (Appendix C);*
 - d. *That these instruments come into force immediately the Common Seal of Council is affixed to each instrument.'*

ALIGNMENT TO 2041 DAREBIN COMMUNITY VISION

Strategic Direction 3: Climate, Green and Sustainable

ALIGNMENT TO 2021-25 COUNCIL PLAN

Strategic Direction 3: Climate, Green and Sustainable

ALIGNMENT TO COUNCIL PLAN STRATEGIC OBJECTIVES

3.1 We will adapt to climate change and build the resilience of our community, infrastructure and the built environment, with a focus on our vulnerable communities at risk of fuel poverty, and flooding

This project is aligned to Strategic Action 3-1. Through Solar Saver 4-year program, support solar installation and energy efficiency retrofits for our vulnerable households, including public and social housing, and renters.

Batch 1 in round 4.2 of the Solar Saver program will see 291kW of solar powered generation added to Darebin's mix grid, this will help avoid 428.8 tCO₂ per year, which is equivalent of taking 159 cars off the road each year.

DISCUSSION**Proposed Special Charge declaration**

Under Section 163 of the *Local Government Act* 1989 (Act), Council is empowered to declare a Special Charge for the purposes of defraying any expenses in relation to the performance of a function or the exercise of a power of Council, if Council considers that the performance of the function or the exercise of the power is, or will be, of special benefit to the persons or organisations required to pay the special rate or Special Charge.

In this case, the installation of solar energy systems on properties as part of the Solar Saver scheme arises out of Council's functions of advocating and promoting proposals which are in the best interests of the community and ensuring the peace, order and good government of Council's municipal district and promotes the social, economic and environmental viability and sustainability of the municipal district.

Each participating property has signed an Owner Agreement with Council to participate in the scheme, which includes the overall cost and repayments which would be paid by the property should the scheme be approved (see **Appendix A**).

In September 2004, the Minister for Local Government issued a guideline for the preparation of Special Charge schemes. The guideline specifically deals with the calculation of the maximum total amount that a council may levy as a Special Charge.

The guideline requires that Council identify the following:

- A. Purpose of the works
- B. Ensure coherence
- C. Calculate total cost
- D. Identify special beneficiaries
- E. Determine the properties to include
- F. Estimate total special benefits
- G. Estimate community benefits
- H. Calculate the benefit ratio
- I. Calculate the maximum total levy

A. Purpose of the Works

The purpose of the works is to supply and install solar energy systems on properties to reduce energy costs and encourage and increase the use of renewable energy in Darebin.

B. Ensure Coherence

The proposed works have a natural coherence with the proposed beneficiaries, as the properties proposed to be included in the scheme are receiving solar energy systems to the value of their participation.

C. Calculate the Total Cost

The proposed solar system installation includes the following items:

- Assessment and administration costs
- Supply and installation of solar energy systems

For the purposes of section 163(1) of the Act, the total cost of the works is calculated at **\$287,481.83** for the residential batch based on signed agreements.

The expenses in the estimate of works are consistent with the allowable expenses listed in section 163(6) of the Act.

D. Identify the Special Beneficiaries

Council is required to identify those properties that would receive a special benefit from the proposed works. A special benefit is received by a property if the proposed works or services will provide a benefit that is additional to or greater than the benefit to other properties.

The Ministerial Guideline notes that a special benefit is considered to exist if it could reasonably be expected to benefit the owners or occupiers of the property. It is not necessary for the benefit to be used by the particular owners or occupiers of a specified property at a particular time in order for a special benefit to be attributed to the property.

Property owners participating in the Solar Saver scheme are considered to receive special benefit from the proposed supply and installation of solar PV systems by means of:

- Reduced energy costs over the life of the solar PV system
- Ownership of the solar PV system after the special rate repayments are paid in full
- Increased property value

The proposed properties taking part in the scheme, the owners of which have signed an Owner Agreement with Council to participate in the scheme, are listed in **Appendix A** and Confidential **Appendix B**.

E. Determine Properties to Include

Once the properties that receive special benefit are identified, Council must decide which properties to include in the scheme. If a property will receive a special benefit but is not included in the scheme, the calculation of the benefit ratio will result in Council paying the share of costs related to the special benefits for that property.

It is accepted that only those properties at which the solar energy systems are installed will receive a special benefit from the scheme. Accordingly, it is proposed to include only those properties whose owners have signed Owner Agreements in the scheme. Council will not, then, be required to pay a share of costs related to special benefits for any property that is not included in the scheme.

F. Estimate Total Special Benefits

As per the Ministerial Guideline for Special Rates and Charges, total special benefits are defined according to the formula below:

$$\text{TSB} = \text{TSB}_{(\text{in})} + \text{TSB}_{(\text{out})}$$

- **TSB** is the estimated total special benefit for all properties that have been identified to receive a special benefit
- **TSB_(in)** is the estimated total special benefit for those properties that are included in the scheme
- **TSB_(out)** is the estimated total special benefit for those properties with an identified special benefit that are not included in the scheme

For the purposes of the proposed scheme, total special benefits have been calculated as follows:

- **TSB_(in)** – The estimated total special benefit is based on the quoted cost of the solar PV system to be installed (which has been included in the Owner Agreement signed by the property owner). It is expected that the benefit in reduced energy costs will exceed this special benefit.
- **TSB_(out)** – This is not applicable as all participating properties are included.

G. Estimate Community Benefits

Whilst the reduction of energy use, greenhouse emissions and increase of renewable energy is considered a community benefit there are no direct quantifiable costs.

- **TCB** – Total Community Benefit is assessed to be 0 benefit units

H. Calculate the Benefit Ratio

The benefit ratio is calculated as:

$$R = \frac{TSB_{(in)}}{TSB_{(in)} + TSB_{(out)} + TCB}$$

Where:

$TSB_{(in)} = \$287,481.83$ for the residential batch;

$TSB_{(out)} = 0$

$TCB = 0$

$R = 1$

I. Calculate the Maximum Total Levy

In order to calculate the maximum total levy **S**, the following formula is used:

$$\underline{S = R \times C}$$

Where **R** is the benefit ratio and **C** is the cost of all works

Therefore $S = 1 * \$287,481.83 = \$287,481.83$

Note there is no community benefit amount payable by Council.

Apportionment of Costs

Once the maximum levy amount has been calculated, it is necessary to establish an appropriate way to distribute these costs to all affected landowners.

As the properties have all received individual quotations based on the solar system and work required, it is proposed to apportion the costs based on these quotes. It is noted that the participants have been notified and signed agreements on the basis of these costs for the purpose of declaring this scheme.

It is proposed to distribute the costs as shown in confidential **Appendix B**.

Statutory Process

The Act requires Council to give public notice of its proposed declaration of the special charge and write to all people who will be liable to contribute. The proposed declaration of the special charge has been prepared in accordance with the Act. Public notice has been issued in accordance with the Act and no objections have been received.

CONSIDERATION OF LOCAL GOVERNMENT ACT (2020) PRINCIPLES

Financial Management

- Should the proposed Special Charge scheme proceed, Council will pay \$489,524.48 (including GST, pre-rebate and pre-STC claim), for the supply and installation of the solar PV systems on the residential properties listed in **Appendix A**.

- Council will pay upfront costs for installation and supply of the solar power systems as listed in confidential **Appendix B**. Around 30% to 40% of this cost is returned to Council at the point that works are invoiced for the STCs generated by the solar systems. The balance is repaid by beneficiaries of the Special Charge Scheme over 10 years. All participants are also expected to be eligible for state government rebates and this is expected to reduce the upfront cost to Council and Special Charges to be raised. Officers estimate that the total upfront cost will be reduced by approximately \$71,799.61 incl. GST after rebates are confirmed.
- The rebates adjustments will be made after Council's decision and when rebates and confirmation from all participants is confirmed.
- In accordance with their respective Owner Agreements property owners will pay for the cost of the solar energy system, listed in confidential **Appendix B** (and as adjusted above), by equal instalments apportioned over a 10-year period, commencing from May-June 2023.
- Council is expected to receive **\$35,275.43** in Special Charge repayments annually for this scheme over the 10-year period. Some households may pay the total amount earlier.
- Payments to Council by property owners for works via Special Charge schemes are GST exempt. Should a property be sold during the 10-year period in which the Special Charge scheme applies, the amount outstanding on the Special Charge scheme at the time of the property sale will be paid in full to Council.
- The administrative, contract management, community engagement and communications and compliance costs associated with administration of the Solar Saver program is provided for within the 2022-2023 budget.

Community Engagement

All participating households have received a site visit and quotations to participate in the program. Council gave public notice and notified the participating ratepayers as per the CEO authorisation on the 19 April 2023.

Other Principles for consideration

This report recommends proceeding with declaration of the Special Charge Schemes. This is supported by all the property owners that are proposed to be levied.

Council could also decide not to proceed with declaration of the Special Charge Scheme or seek further information to make a decision.

Overarching Governance Principles and Supporting Principles

- (c) the economic, social and environmental sustainability of the municipal district, including mitigation and planning for climate change risks, is to be promoted;

Public Transparency Principles

- (b) Council information must be publicly available unless (i) the information is confidential by virtue of this Act or any other Act; or (ii) public availability of the information would be contrary to the public interest;

Strategic Planning Principles

- (b) strategic planning must address the Community Vision;

- (e) strategic planning must provide for ongoing monitoring of progress and regular reviews to identify and address changing circumstances;

Service Performance Principles

- (c) quality and costs standards for services set by the Council should provide good value to the municipal community;

COUNCIL POLICY CONSIDERATIONS

Environmental Sustainability Considerations (including Climate Emergency)

The current residential batch is expected to see the installation of 291kW across 52 installations and an estimated equivalent annual greenhouse gas saving of 428.8 tCO₂-e.

Equity, Inclusion, Wellbeing and Human Rights Considerations:

This batch is made up exclusively of households meeting the eligibility criteria set up by Council. All are expected to be eligible for the Solar Homes rebate from the Victorian Government.

This program is also oriented to people facing discrimination as per eligibility criteria.

Economic Development and Cultural Considerations

For individual households participating, the program is designed so that they will save more on their energy bills than they will be paying back to Council so that they are financially better off from the outset.

This program is designed to reach Darebin's diverse community. Households who need interpreters or other communication support are prioritised.

Operational Impacts

There is no expected impact on operational matters.

Legal and Risk Implications

A risk analysis has been undertaken for the program. Solar installations are electrical works and are required by law to be signed off by an authorised electrician through a certificate of electrical safety.

Random independent audits of the work will also be undertaken by Council to ensure installations comply with Council specifications. Occupational Health and Safety processes have been assessed and will be audited on site. Ten-year warranties are required on panels, inverters and installation.

IMPLEMENTATION ACTIONS

The next step will be the installation phase of this batch of solar installations. The solar providers will manage the physical installations in communication with Council and the participants.

Independent auditors will be used to audit the safe work procedures of the installations as they occur real time, as well as the electrical safety of the work, post-installation.

Timeline

Subject to Council resolution:

- Property owners will be contacted following Council's decision.

Subject to declaration of the Special Charge scheme, installation of solar will occur from 23 May 2023 onwards over a period of approximately 2 months.

RELATED DOCUMENTS

- Local Government Act 1989
- The Macquarie Special Rates and Charges Manual 2012

Attachments

- DECLARATION - Solar Saver 4.2 - Batch 1 - Property addresses and cost to Council - 22 May 2023 (**Appendix A**) [!\[\]\(609f3372828e3526d7ce4ba9a1b5248e_img.jpg\)](#) [!\[\]\(43feb9e0a79707a6447da1ea973c9814_img.jpg\)](#)
- DECLARATION - CONFIDENTIAL - Solar Saver 4.2 - Batch 1 - Property addresses and prices - 22 May 2023.pdf (**Appendix B**) Confidential - enclosed under separate cover
- DECLARATION - Authorisation form - Intention to declare a special charge - Solar Saver 4.2 Batch 1 - April 2023.pdf (**Appendix C**) [!\[\]\(3352a6730d138e04e821032e4ee01472_img.jpg\)](#) [!\[\]\(8b8c087b3ef80b34f564a0fa91efefed_img.jpg\)](#)

DISCLOSURE OF INTEREST

Section 130 of the *Local Government Act 2020* requires members of Council staff and persons engaged under contract to provide advice to Council to disclose any conflicts of interest in a matter to which the advice relates.

The Officer reviewing this report, having made enquiries with relevant members of staff, reports that no disclosable interests have been raised in relation to this report.

DECLARATION OF A SPECIAL CHARGE

22 MAY 2023

Appendix A

Table of properties intended to be subject to the Solar Saver special charge scheme

Each listed property has been assessed as to the size of solar panel and installation costs and the owner has signed the Owner Agreement to have a solar energy system installed at their property.

Please note that the three addresses highlighted in orange are going to also receive an energy efficient split system.

FULL LIST OF ADDRESSES AND COSTS

Address
11 Roff Street RESERVOIR VIC 3073
255 Clarke Street NORTHCOTE VIC 3070
197 Dundas Street PRESTON VIC 3072
7/61-65 Harold Street THORNBURY VIC 3071
1/17 Newton Street RESERVOIR VIC 3073
4/70 Yarra Avenue RESERVOIR VIC 3073
30 Smith Street THORNBURY VIC 3071
2A MacLagan Crescent RESERVOIR VIC 3073
1/98 Winter Cr, RESERVOIR VIC 3073
4/10 Corvey Road RESERVOIR VIC 3073
50 Herbert Street NORTHCOTE VIC 3070
8/177-179 Westgarth Street NORTHCOTE VIC 3070
7 Cambrian Avenue PRESTON VIC 3072
4/747 Gilbert Road RESERVOIR VIC 3073
26D David Street PRESTON VIC 3072
1/26 McMahon Road RESERVOIR VIC 3073
3/62 Dundee Street RESERVOIR VIC 3073
3 Archbold Street THORNBURY VIC 3071
23/41-43 Leinster Grove NORTHCOTE VIC 3070
63 Rossmoyne Street THORNBURY VIC 3071
24 Scotia Street PRESTON VIC 3072
12 Woolton Avenue THORNBURY VIC 3071
38B Crookston Road RESERVOIR VIC 3073
11 Nocton Street RESERVOIR VIC 3073
24 Clifton Grove PRESTON VIC 3072
2/297 Raleigh Street THORNBURY VIC 3071
18 Lucille Avenue RESERVOIR VIC 3073
149 Smith Street THORNBURY VIC 3071
10 Enfield Avenue PRESTON VIC 3072
47 Rennie Street THORNBURY VIC 3071
14 Green Street NORTHCOTE VIC 3070
63 St Vigeons Road RESERVOIR VIC 3073
339 St Georges Road THORNBURY VIC 3071

DECLARATION OF A SPECIAL CHARGE

22 MAY 2023

3/11 Jinghi Road RESERVOIR VIC 3073
13 Arundel Avenue RESERVOIR VIC 3073
1/61-63 Cheddar Road RESERVOIR VIC 3073
2 Arbor Avenue RESERVOIR VIC 3073
47 Westgarth Street NORTHCOTE VIC 3070
31 St Vigeons Road RESERVOIR VIC 3073
53 Zoe Circuit NORTHCOTE VIC 3070
3/68 Southernhay Street RESERVOIR VIC 3073
1/47 Hobbs Crescent RESERVOIR VIC 3073
1/75 Spring Street PRESTON VIC 3072
13/176 Rathcown Road RESERVOIR VIC 3073
95 St David Street THORNBURY VIC 3071
54 Wallace Street PRESTON VIC 3072
2/31 Pershing Street RESERVOIR VIC 3073
4 Atkinson Street NORTHCOTE VIC 3070
44 Bourke Street RESERVOIR VIC 3073
4/393 Gilbert Road PRESTON VIC 3072
62 Wilson Boulevard RESERVOIR VIC 3073
49 Foley Avenue PRESTON VIC 3072

These prices reflect pre-application of STCs and rebates. It is expected final costs will be less than \$6,000. Small adjustments may be required before the panels are installed (for example because of changes in the price of STCs, rebates, or unforeseen circumstances once installation proceeds).

SUMMARY

TOTAL kilowatts to be installed	291.4kW
Number of installations	52
TOTAL cost to households (exc GST, post STC, pre rebate)	\$352,754.25
Projected price of STCs to be claimed (inc GST)	\$101,494.80
Projected rebates from Solar Victoria (exc GST)	\$65,272.37
Projected GROSS total cost to Council (inc GST, pre- STCs and pre-rebates)	\$489,524.48
Projected final cost to council (exc GST, post STCs, post Solar Victoria rebates)	\$287,481.83

INTENTION TO DECLARE A SPECIAL CHARGE

21 APRIL 2023

Appendix E**Authorisation form: INTENTION TO DECLARE A SPECIAL CHARGE - SOLAR SAVER (BATCH 2)**

CEO Authorises, through its current instrument of delegation passed on 24 October 2022:

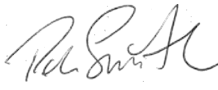
- (1) Council hereby gives notice of its intention to declare a Special Charge in accordance with section 163 of the Local Government Act 1989 (Act) as follows:
 - a) Council declares a Special Charge for the period commencing on the day on which Council issues a notice levying payment of the special rate and concluding on the tenth anniversary of that day.
 - b) We declare this Special Charge for the purpose of defraying any expense incurred by Council in relation to the provision of solar energy systems on residential properties participating in the Solar Saver scheme, which:
 - i. Council considers is or will be a special benefit to those persons or organisations required to pay the Special Charge (and who are described in succeeding parts of this resolution); and
 - ii. Arises out of Council's functions of advocating and promoting proposals which are in the best interests of the community and ensuring the peace, order and good government of Council's municipal district.
 - c) The total:
 - i. Cost of performing the function described in paragraph 1(b) of this resolution is \$284,693.86; and
 - ii. Amount for the Special Charge to be levied is \$284,693.86, or such other amount as is lawfully levied as a consequence of this resolution
 - d) We declare the Special Charge in relation to all rateable land described in the table included as **Appendix B** to this report, in the amount specified in the table as applying to each piece of rateable land.
 - e) Ownership of any land described in paragraph 1(d) of this resolution is the basis of the Special Charge.
 - f) The Special Charge will be assessed and levied as follows:
 - i. Each Special Charge is calculated by reference to the size of the solar energy system being installed and the particular costs of installation at each property participating in the Solar Saver scheme, in respect of which an Owner Agreement has been executed, totalling \$284,693.86 being the total cost of the scheme to Council;
 - ii. The Special Charge will be levied each year for a period of 10 years.
 - g) Having regard to the preceding paragraphs of this resolution and subject to section 166(1) of the Act, it is recorded that the owners of the land described in paragraph 1(d) of this resolution will, subject to a further resolution of Council, pay the Special Charge in the amount set out in paragraph 1(f) of this resolution in the following manner:
 - i. Payment annually by a lump sum on or before one month following the issue by Council of a notice levying payment under section 163(4) of the Act; or

INTENTION TO DECLARE A SPECIAL CHARGE

21 APRIL 2023

- i. Payment annually by four instalments to be paid by the dates which are fixed by Council in a notice levying payment under section 163(4) of the Act.
- (2) Council considers that there will be a special benefit to the persons required to pay the Special Charge because there will be a benefit to those persons that is over and above, or greater than, the benefit that is available to persons who are not subject to the proposed Special Charge, as a result of the expenditure proposed by the Special Charge, in that the properties will have the benefit of a solar energy system being installed.
- (3) For the purposes of having determined the total amount of the Special Charge to be levied:
 - a) Council considers and formally records that only those rateable properties included in the Solar Saver scheme as proposed will derive a special benefit from the imposition of the Special Charge, and there are no community benefits to be paid by Council; and
 - b) Formally determines for the purposes of section 163(2) (a), (2A) and (2B) of the Act that the estimated proportion of the total benefits of the Special Charge to which the performance of the function or the exercise of the power relates (including all special benefits and community benefits) that will accrue as special benefits to the persons who are liable to pay the Special Charge is 100%.
- (4) CEO will give public notice in The Age newspaper of Council's via authorisation of this report. Authorisation form has been included in this report as **Appendix E**.
- (5) Council will send separate letters, enclosing a copy of: authorisation form, Appendix E to this report; Appendix B to this report; and the public notice referred to in Paragraph 4 of this resolution, to the owners of the properties included in the scheme, advising of Council's intention to levy the Special Charge, the amount for which the property owner will be liable, the basis of calculation of the Special Charge, and notification that submissions and/or objections in relation to the proposal will be considered by Council in accordance with sections 163A, 163B and 223 of the Act.
- (6) Council will convene a meeting of the Hearing of Submissions Committee, at a date and time to be fixed, to hear any persons or organisations who, in their written submissions made under section 223 of the Act, advise that they wish to appear in person, or to be represented by a person specified in the submission, at a meeting in support of their submission.
- (7) CEO authorises the Manager Climate Emergency and Sustainable Transport to carry out any and all other administrative procedures necessary to enable Council to carry out its functions under sections 163A, 163(1A), (1B) and (1C), 163B and 223 of the Act.

CEO: Peter Smith

Approved	Not approved
	
Date: Apr 19, 2023	Date:






INTENTION - Appendix E - Authorisation form - Intention to declare a special charge - Solar Saver 4.2 Batch 1 *

Final Audit Report

2023-04-19

Created:	2023-04-19
By:	Lisa Wheelhouse (lisa.wheelhouse@darebin.vic.gov.au)
Status:	Signed
Transaction ID:	CBJCHBCAABAAfSuUccAoli8xSPrB7THRtlwAs7OJsmph

"INTENTION - Appendix E - Authorisation form - Intention to declare a special charge - Solar Saver 4.2 Batch 1 *" History

-  Document created by Lisa Wheelhouse (lisa.wheelhouse@darebin.vic.gov.au)
2023-04-19 - 1:29:06 AM GMT
-  Document emailed to Peter Smith (peter.smith@darebin.vic.gov.au) for signature
2023-04-19 - 1:29:48 AM GMT
-  Email viewed by Peter Smith (peter.smith@darebin.vic.gov.au)
2023-04-19 - 5:49:42 AM GMT
-  Document e-signed by Peter Smith (peter.smith@darebin.vic.gov.au)
Signature Date: 2023-04-19 - 5:49:50 AM GMT - Time Source: server
-  Agreement completed.
2023-04-19 - 5:49:50 AM GMT

Names and email addresses are entered into the Acrobat Sign service by Acrobat Sign users and are unverified unless otherwise noted.



Adobe Acrobat Sign

9.8 GOVERNANCE REPORT MAY 2023

Author: Senior Governance Services Officer

Reviewed By: Governance and Engagement

EXECUTIVE SUMMARY

- Summary of attendance at Councillor Briefings (**Appendix A**)
- Reports by Mayor and Councillors.
- Councillor Expenses Report for the quarter from 1 January to 31 March 2023 (**Appendix B**)
- Audit and Risk Committee Meeting Summary Minutes (**Appendix C**)
- Attendance at the ALGWA National Conference by Mayor, Cr. Julie Williams
- Changes to Planning Committee meeting on Tuesday 13 June 2023 and Council meeting on Monday 24 July 2023
- Hearing of Submissions Committee meeting – Tuesday 13 June 2023 at 7.30pm
- Change to location of Council meeting – 24 July 2023
- Review of S6 Instrument of Delegation to members of Council staff (**Appendix D**)

Officer Recommendation

That Council:

- (1) Notes the Governance Report – May 2023.
- (2) Notes the Summary of attendance at Councillor Briefings at **Appendix A** to this report, for incorporation in the minutes of this meeting.
- (3) Notes that reports by Mayors and Councillors submitted prior to the meeting and circulated to Councillors, will be incorporated in the minutes of this meeting.
- (4) Notes the Councillor Expenses Report for the quarter from 1 January to 31 March 2023 at **Appendix B** to this report.
- (5) Notes the Audit and Risk Committee Meeting Summary Minutes at **Appendix C** to this Report.
- (6) Notes the attendance of Mayor, Cr. Julie Williams at the ALGWA National Conference held from 17 to 20 May 2023 at a total cost of \$2342, comprised of \$1400 conference fee and \$942 accommodation.
- (7) Notes that a fully virtual Hearing of Submissions Committee meeting will be held at 5.30pm on Tuesday 13 June 2023 to hear submitters in relation to the proposed discontinuance and sale of the road at the rear of 34 to 54 May Street and 29 to 47 Bayliss Street and adjoining 2 Clara Street, Preston.
- (8) Resolves that the Planning Committee meeting to be held on Tuesday 13 June 2023 at 6.30pm be amended to be held as a fully virtual meeting.
- (9) Resolves to hold the Council meeting on 24 July 2023 at 6pm, in the Council Chamber as a wholly in person meeting.
- (10) In the exercise of the powers conferred by Section 11 of the *Local Government Act*

2020 (the Act) and the other legislation referred to in the attached Instrument of Delegation, resolves:

- a) To delegate to the members of Council staff holding, acting in or performing the duties of the officers or positions referred to in the '*Instrument of Delegation to members of Council staff* (S6)' (**Appendix D**) the powers, duties and functions set out in that instrument, subject to the conditions and limitations specified in that Instrument.
 - b) Adopts and affix Council's Common Seal to the following Instrument of Delegation provided as an attachment to this report:
 - Instrument of Delegation from Council to members of Council Staff (S6) (**Appendix D**);
 - c) That this instrument come into force immediately the Common Seal of Council is affixed.
-

BACKGROUND / KEY INFORMATION

In accordance with Council's Governance Rules 2020, the agenda for each Ordinary Meeting is required to list certain governance / administrative matters in addition to other specified items.

These include Reports of Standing Committees i.e. Hearing of Submissions Committee, Summary of Meetings i.e. Briefings, Advisory Committee, responses to Public Questions taken on notice and reports by Mayor and Councillors.

In accordance with best practice, good governance principles, transparent and account reporting, officers deem it appropriate to consolidate governance / administrative type nature reports into one standing report to provide a single reporting mechanism for a range of statutory compliance, transparency and governance matters. This also ensure compliance with the requirements of the *Local Government Act 2020* ('the Act'), Council's Governance Rules and related regulations.

Additionally, this report incorporates matters including, but not limited, to reporting of advisory committees, items relating to the delegation of Council powers, policy and strategy reporting, and the reporting on Councillors' expenses.

Previous Council Resolution

This report is not the subject of a previous Council resolution.

ALIGNMENT TO 2041 DAREBIN COMMUNITY VISION

Strategic Direction 1: Vibrant, Respectful and Connected

ALIGNMENT TO 2021-25 COUNCIL PLAN

Strategic Direction 4 Responsible, Transparent and Responsive

ALIGNMENT TO COUNCIL PLAN STRATEGIC OBJECTIVES

4.1 We will ensure balanced and responsible financial decision making that meets the needs of our community now and into the future

DISCUSSION

Matters covered in this report for the month of May 2023 are:

Summary of Advisory Committees, Councillor Briefing and other informal meetings of Councillors

Council's Governance Rules 2020 require any meeting of an Advisory Committee established by Council and attended by at least one Councillor, or a scheduled or planned meeting to discuss the business of Council, including briefing Councillors, and which is attended by at least half of the Councillors and one member of Council staff (excluding Council, Delegated Committee or Community Asset Committee meetings), the Chief Executive Officer must ensure that a summary of the meeting is:

- a) Tabled at the next convenient Council meeting; and
- b) Recorded in the minutes of that Council meeting.

The summary of the meeting should include:

- a) Time, date and location of the meeting;
- b) Councillors in attendance;
- c) Topics discussed;
- d) Positions of council officers in attendance;
- e) The organisation that any attendees external to council are representing; and
- f) Conflicts of interest declared, including the reason.

The following Advisory Committees, Councillor Briefings or other Informal Meetings of Councillors are summarised at **Appendix A**:

- Councillor Briefing Session – 3 April 2023
- Councillor Briefing Session – 11 April 2023
- Councillor Briefing Session – 17 April 2023
- Councillor Workshop Session #1 – 19 April 2023
- Councillor Workshop Session #2 – 26 April 2023

Reports by Mayor and Councillors

By 4.00pm on the day of each Ordinary Council Meeting, the Mayor and Councillors submit a report detailing their attendance at various functions and activities since the last Council Meeting. These reports will be recorded in the minutes of this meeting.

Councillor Expenses (1 January 2023 to 31 March 2023)

Councillor Expenses Report for the period from 1 January 2023 to 31 March 2023, are included at **Appendix B** to this report. The Councillor Expenses report will also be made available on Council's website.

Audit and Risk Committee Meeting Summary Minutes

The summary minutes for the Audit and Risk Committee meeting held on 20 March 2023 is provided at **Appendix C** to this report for transparency for both Council and the Darebin Community.

The above summaries relate to a range of governance and legislative requirements. If there are any questions regarding councillor requests for leave (if applicable), this item will need to be deferred to the confidential section of the agenda.

ALGWA National Conference

The Australian Local Government Women's Association National Conference is held annually and brings councillors and officers together from across Australia, to advance female participation in Local Government and put a spotlight on issues facing women in the sector. This year's Conference is being held at Cape Schanck, Mornington Peninsula.

Mayor Julie Williams attended this year's conference after obtaining in principle agreement via email from Councillors beforehand.

The cost breakdown is as follows:

- Conference Fee - \$1400
- Accommodation - \$942

Hearing of Submissions Committee meeting – Tuesday 13 June

At its meeting on 22 August 2022, Council resolved to commence the statutory procedures under section 206 and clause 3 of Schedule 10 to the *Local Government Act 1989* to discontinue and sell two 3.05m wide roads and a 0.17 to 0.30m wide reserve (revenue strip) at the rear of 34 to 54 May Street and 29 to 47 Bayliss Street and adjoining 2 Clara Street, Preston and that any submissions be considered by Council's Hearing of Submissions Committee at a meeting to be held at the next available Council meeting, following the closure of submissions.

Two submitters have requested to be heard in relation to their submissions and as such a Hearing of Submissions Committee has been scheduled to be held on Tuesday 13 June 2023 at 5.30pm (prior to the Planning Committee meeting). This meeting will be a fully virtual meeting.

Planning Committee meeting – Tuesday 13 June 2023 and Council Meeting – Monday 24 July 2023

At its meeting on 22 August 2022, Council adopted its schedule of Council and Planning committee meetings for 2023. This schedule included specifying the location of the meeting and the conduct of the meetings as 'wholly in person' or 'hybrid'.

The Planning Committee meeting to be held on Tuesday 13 June 2023 was scheduled to be a 'wholly in person' meeting, however as a number of Councillors, including the Mayor will be attending the Australian Local Government Association National General Assembly in Canberra from 13-16 June 2023, this meeting will need to be amended to a fully virtual meeting.

The Council meeting to be held on Monday 24 July 2023 was scheduled to be an 'off-site' meeting to be held in Northcote. Northcote Town Hall is currently unable to be utilised due to current maintenance works being undertaken and there is not alternative site of sufficient capacity available. As such it is proposed to hold this meeting in the Council Chamber in Preston as a wholly in person meeting.

Review of existing Council Delegations

It is essential and in the interests of effective governance to encourage the delegation of decision making to the lowest competent level within the organisation. This will achieve the best use of the abilities of elected Councillors and Officers, ensure cost effective use of resources, and promote the development of efficient and effective management. Authority and responsibility are inseparable. Those with responsibility for a task or function should always have the authority to carry it out effectively. Those with authority should always be responsible for its wise and prudent use. Delegations cannot, however, remove from the Council and senior management the ultimate accountability for the affairs of Council.

Council subscribes to the Maddocks Lawyers Authorisations and Delegations Service, which provides biannual advice regarding legislative amendments and the provision of template instruments which are then tailored to the organisational requirements.

Based on the recent release of the updated Instruments of Delegation from the Maddocks, a review of the Instrument of Delegation to members of Council staff (S6) has been undertaken through a coordinated review process involving relevant staff from across the organisation.

The S6 Instrument of Delegation has been checked for accuracy, the appropriateness of the delegation and alignment with the organisational structure. The updated S6 Instrument of Delegation is attached at **Appendix D** to this report.

CONSIDERATION OF LOCAL GOVERNMENT ACT (2020) PRINCIPLES

Financial Management

Expenditure reported in this paper falls within budget.

Community Engagement

Not applicable

Other Principles for consideration

Overarching Governance Principles and Supporting Principles

- (i) the transparency of Council decisions, actions and information is to be ensured.

Public Transparency Principles

- (b) Council information must be publicly available unless (i) the information is confidential by virtue of this Act or any other Act; or (ii) public availability of the information would be contrary to the public interest;

Strategic Planning Principles

Not applicable.

Service Performance Principles

- (a) services should be provided in an equitable manner and be responsive to the diverse needs of the municipal community;

COUNCIL POLICY CONSIDERATIONS**Environmental Sustainability Considerations (including Climate Emergency)**

Nil

Equity, Inclusion, Wellbeing and Human Rights Considerations:

Nil

Economic Development and Cultural Considerations

Nil

Operational Impacts

Nil

Legal and Risk Implications

Nil





IMPLEMENTATION ACTIONS

The Quarterly Councillor Expenses Report (1 October 2022 to 31 December 2022) and the S6 Instrument of Delegation will be published on the Darebin website.

RELATED DOCUMENTS

- Councillor Support and Expenses Policy 2021
- *Local Government Act 1989 (Vic)*
- *Local Government Act 2020 (Vic)*

Attachments

- Summary of Meetings - 22 May 2023 (**Appendix A**) [↓](#) 
- Q3 Councillor Expenses - 1 January 2023 - 31 March 2023 (**Appendix B**) [↓](#) 
- 20 March 2023 ARC Meeting Summary Minutes (**Appendix C**) [↓](#) 
- Instrument of Delegation to members of Council staff (S6) (**Appendix D**) [↓](#) 

DISCLOSURE OF INTEREST

Section 130 of the *Local Government Act 2020* requires members of Council staff and persons engaged under contract to provide advice to Council to disclose any conflicts of interest in a matter to which the advice relates.

The Officer reviewing this report, having made enquiries with relevant members of staff, reports that no disclosable interests have been raised in relation to this report.



SUMMARY OF ADVISORY COMMITTEES, COUNCILLOR BRIEFINGS AND OTHER INFORMAL MEETINGS OF COUNCILLORS

MEETING DETAILS:	Title:	Councillor Briefing Session
	Date:	3 April 2023
	Location:	Hybrid: - In person – Chamber - Virtual*
PRESENT:	Councillors:	Mayor Williams, Cr. Newton*, Cr. Hannan, Cr. McCarthy, Cr. Rennie, Cr. Dimitriadis*, Cr. Laurence, Cr. Greco*, Cr. Messina*,
	Council Staff:	Peter Smith, CEO Vanessa Petrie, Acting General Manager City Sustainability and Strategy Kylie Bennetts, General Manager Community Jodie Watson, General Manager Governance & Engagement (item 4.1 & 4.2) Rachel Ollivier, General Manager City Sustainability and Strategy Sam Hewett, General Manager Operations & Capital Jacinta Stevens, Manager Corporate Governance (Item 4.1) Julie Wyndham, Coordinator Corporate Strategy (Item 4.1) Sadiq Mohammad, Chief Finance Officer (Items 4.2/4.3) Enna Giampiccolo, Manager Communications Engagement & Customer Experience (Item 4.3)
	Other:	
APOLOGIES:		

The Meeting commenced 4pm

MATTERS CONSIDERED		DISCLOSURES AND COMMENTS
4.1	Council Plan Action Plan Priorities 23/24	No Disclosures
4.2	Submissions (hearing submissions) to be included in the 23/24 budget	No Disclosures
4.3	Approach to deliberative engagement	No Disclosures
4.4	General Business	EBA update – designated confidential by the CEO Citizenship Ceremonies update

MATTERS CONSIDERED		DISCLOSURES AND COMMENTS
		Preston Market update MIC update Cr McCarthy declared a direct conflict of interest and left at 6.38pm prior to update and questions

The Meeting concluded at 6.42pm

RECORD COMPLETED BY:	Officer Name:	Jacinta Stevens
	Officer Title:	Manager Corporate Governance



SUMMARY OF ADVISORY COMMITTEES, COUNCILLOR BRIEFINGS AND OTHER INFORMAL MEETINGS OF COUNCILLORS

MEETING DETAILS:	Title:	Councillor Briefing Session
	Date:	11 April 2023
	Location:	Hybrid: - In person – Chamber - Virtual*
PRESENT:	Councillors:	Mayor Williams, Cr Newton*, Cr. Hannan*, Cr. McCarthy*(4.15pm), Cr, Rennie, Cr Dimitriadis*, Cr Laurence*(4.30pm), Cr Greco*, Cr Messina*
	Council Staff:	Peter Smith, CEO Vanessa Petrie*, Acting General Manager City Sustainability and Strategy (item 4.0 & 4.3) Kylie Bennetts, General Manager Community Jodie Watson, General Manager Governance & Engagement (item 4.1 & 4.2) Sam Hewett, General Manager Operations & Capital Jacinta Stevens, Manager Corporate Governance (item 4.2) Sadiq Mohammad, Chief Finance Officer (item 4.2) (4.25pm) Allan Middlemast, Acting Manager Climate Emergency & Sustainable Transport (item 4.3) Kathryn Pound, Manager City Development (item 4.0) (item 4.3)(5.38pm) Brad Spinks Enna Giampiccolo (item 4.3)(5.38pm)
	Other:	Julie Wyndham, Coordinator Corporate Strategy (4.25pm)
APOLOGIES:		

The Meeting commenced 4.09pm

MATTERS CONSIDERED		DISCLOSURES AND COMMENTS
4.0	Pre-Planning Committee Questions & Briefing	Cr Messina declared an indirect interest re: Planning Committee Meeting, confidential item 7.1 - Proposed Proponent-led Planning Scheme Amendment - 24 Leinster Grove, Northcote as she lives in close proximity to the area and left the discussion at 4.25pm

MATTERS CONSIDERED		DISCLOSURES AND COMMENTS
4.1	Risk Management Policy	No disclosures
4.2	Planning and Budgeting Brief	No disclosures Cr Hannan left online discussions (4.52pm), switched to mobile and arrived in chamber (4.28pm) Cr Laurence left online during discussions (5.29pm) and arrived in chamber (5.30pm)
4.3	Preston Market update	No disclosures Kathryn Pound,& Enna Giampiccolo, Julie Wyndham left briefing (5.54pm)
4.4	General Business	No disclosures on either item Enterprise Bargaining / Industrial action - Jodie Watson provided update Cashflow / Borrowings – Jodie Watson provided update

The Meeting concluded at 6.03pm

RECORD COMPLETED BY:	Officer Name:	Jacinta Stevens
	Officer Title:	Manager, Corporate Governance



SUMMARY OF ADVISORY COMMITTEES, COUNCILLOR BRIEFINGS AND OTHER INFORMAL MEETINGS OF COUNCILLORS

MEETING DETAILS:	Title:	Councillor Briefing Session
	Date:	17 April 2023
	Location:	Hybrid: - In person – Chamber - Virtual*
PRESENT:	Councillors:	Mayor Williams, Cr. Newton*, Cr. Dimitriadis*, Cr. Greco*, Cr. Hannan*, Cr. Laurence* (5.40pm), Cr. McCarthy(5.10pm*, 5.31pm in chamber), Cr. Messina* (4.17pm), Cr. Rennie,
	Council Staff:	Peter Smith, CEO Vanessa Petrie, Acting General Manager City Sustainability and Strategy Kylie Bennetts, General Manager Community Jodie Watson, General Manager Governance & Engagement Sam Hewett, General Manager Operations & Capital Jacinta Stevens, Manager Corporate Governance Chad Griffiths, Manager City Futures (item 4.2) Lalitha Koya, Manager Information Services (item 4.4) (5.01pm-7.08pm) Enna Giampiccolo, Manager Communications, Engagement & Customer Experience (item 4.4) (5.01pm-7.08pm) Daryl Whitfort, CFO (item 4.4)(5.01pm-7.08pm)
	Other:	KPMG - Dr Robert Guerrero*, Kar Limx, Peter Marczenko*(lead partner)(5.01pm-(7.08pm))
APOLOGIES:		

The Meeting commenced 4.02pm

Meeting adjourned at 4.40pm – reconvened at 5.01pm

MATTERS CONSIDERED		DISCLOSURES AND COMMENTS
4.1	Contaminated Land Management Framework - update	No Disclosures
4.2	Planning Policy Framework Translation	No Disclosures
4.3	Council Meeting Agenda Discussion/Questions	No Disclosures
4.4	ERP Business Case	No Disclosures Presentation commenced 5.01pm

The Meeting concluded at 7.12pm

RECORD COMPLETED BY:	Officer Name: Officer Title:	Jacinta Stevens Manager Corporate Governance
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SUMMARY OF ADVISORY COMMITTEES, COUNCILLOR BRIEFINGS AND OTHER INFORMAL MEETINGS OF COUNCILLORS

MEETING DETAILS:	Title:	Councillor Workshop Session
	Date:	19 April 2023
	Location:	Hybrid: - In person – Chamber - Virtual*
PRESENT:	Councillors:	Mayor Williams, Cr. Newton*, Cr. Dimitriadis*, Cr. Greco*, Cr. Hannan, Cr. Laurence, Cr. McCarthy*, Cr. Messina* (5.30pm), Cr. Rennie*
	Council Staff:	Peter Smith, CEO Vanessa Petrie, Acting General Manager City Sustainability and Strategy Kylie Bennetts, General Manager Community Jodie Watson, General Manager Governance & Engagement Sam Hewett, General Manager Operations & Capital Jacinta Stevens, Manager Corporate Governance Julie Wyndham, Corporate Strategy Officer
	Other:	
APOLOGIES:		

The Meeting commenced 5.01pm

MATTERS CONSIDERED		DISCLOSURES AND COMMENTS
	Council Plan Action Plan	No Disclosures
	Operating Projects	No Disclosures

The Meeting concluded at 7.04pm

RECORD COMPLETED BY:	Officer Name:	Jacinta Stevens
	Officer Title:	Manager Corporate Governance



SUMMARY OF ADVISORY COMMITTEES, COUNCILLOR BRIEFINGS AND OTHER INFORMAL MEETINGS OF COUNCILLORS

MEETING DETAILS:	Title:	Planning and Budgeting Briefing
	Date:	26 April 2023
	Location:	Hybrid: - In person – Chamber - Virtual*
PRESENT:	Councillors:	Mayor Williams, Cr. Newton (commenced virtual, left 5.30pm, returned 5.58pm, arrived in chamber 6.15pm), Cr. Dimitriadis*, Cr. Greco (6.30pm), Cr. Hannan, Cr. Laurence (6.20pm), Cr. McCarthy (5.10pm), Cr. Messina Cr. Rennie
	Council Staff:	Peter Smith, CEO Vanessa Petrie, Acting General Manager City Sustainability and Strategy (5pm-8pm) Kylie Bennetts, General Manager Community (5pm-8pm) Jodie Watson, General Manager Governance & Engagement (5pm-8pm) Sam Hewett, General Manager Operations & Capital (5pm-8pm) Jacinta Stevens, Manager Corporate Governance (5pm-8pm) Julie Wyndham, Corporate Strategy Officer (5pm – 7pm) Daryl Whitfort, Acting Chief Financial Officer (5pm – 7pm)
	Other:	
APOLOGIES:		

The Meeting commenced at 5.02pm

MATTERS CONSIDERED		DISCLOSURES AND COMMENTS
1	Council Plan and Council Plan Action Plan 23/24	No disclosures were made.
2	Waste Charge, Rates Financial Hardship Policy and Revenue and Rating Plan	No disclosures were made.
3	Draft Borrowing Policy	No disclosures were made.

SUMMARY OF MEETINGS – PUBLIC RECORD (CONT)

MATTERS CONSIDERED		DISCLOSURES AND COMMENTS
4	2023/24 Capital Budget	No disclosures were made.
5	Monitor Report	No disclosures were made.

The Meeting concluded at 8.10pm

RECORD COMPLETED BY:	Officer Name:	Jacinta Stevens
	Officer Title:	Manager Corporate Governance

Councillor Expenses - Q3 1 January 2023 - 31 March 2023 (If applicable GST is excluded)

	Cr Dimitriadis	Cr Greco	Cr Hannan	Cr Laurence	Cr McCarthy	Cr Messina	Cr Newton (Deputy Mayor)	Cr Rennie	Cr Williams (Mayor)	Total
										\$
Councillor Allowances	9,685	9,685	9,685	9,685	9,685	9,229	16,062	9,685	32,124	115,523
Mobile (Usage & Data Plan)	95	136	95	136	95	136	95	95	95	982
Internet (Laptop/Ipad)	41	41	41	41	41	41	41	41	41	368
Travel (Cabcharge/misc travel expenses)						140				140
Family care										-
Conferences/training (Inc. all related costs/travel/meals/accom)							15,090			15,090
Functions/events										-
Subscription										-
Stationary/equipment										-
Mayoral Vehicle									4,133	4,133
Total net expenses	9,821	9,862	9,821	9,862	9,821	9,546	31,288	9,821	36,393	136,236

NOTE: Cr Messina Allowance adjusted for Mayoral overpayment in November 2022

NOTE: Cr Newton's approved attendance for the Williamson Community Leadership Program 2023 (per Council Resolution - 26 November 2022)

Telephone and internet charges are recorded in the month they are incurred. All other expenses are reported on a cash basis.

Internet charges are included under Mobile Usage and Data Plan

Reimbursements to Council include payments from Councillors owed for a range of previous months which were paid for within this quarter

Further explanation of the expense categories is available in the City of Darebin Councillor Support and Expenses Policy 2021.



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SUMMARY MINUTES OF THE AUDIT & RISK COMMITTEE MEETING

Held on Wednesday 20 March 2023 at Darebin Civic
Centre, 350 High Street Preston 09:00 AM



MONDAY 20 MARCH 2023

COUNCIL CHAMBERS (NGURUNGAETA ROOM) – DAREBIN CIVIC CENTRE 350 HIGH STREET PRESTON

(Between 9:13 AM and 9:33 AM, in-camera discussion was held)

Attendees

Members

- Lisa Tripodi (Independent External Member) (Chairperson) *(arrived 09:10 AM)*
- Dr. Marco Bini (Independent External Member) #
- Jonathan Kyvelidis (Independent External Member)
- Cr. Julie Williams (Committee Member)
- Cr. Lina Messina (Committee Member)

Internal Auditor

- Kapil Kukreja – Partner, HLB Mann Judd *(arrived 09:10 AM)*
- Mark Holloway – Partner, HLB Mann Judd

External Auditor

- Josh Porker – Principal, RSD Audit # *(attended 10:05)*
- Daniel Distiller – Manager, RSD Audit # *(attended 10:05)*

Council Officers – Regular Attendees

- Peter Smith – Chief Executive Officer
- Jodie Watson – General Manager Governance and Engagement
- Rachel Ollivier – General Manager City Sustainability and Strategy
- Sam Hewett – General Manager Operations and Capital
- Kylie Bennetts – General Manager Community
- Jacinta Stevens – Manager Corporate Governance
- Bobbie-Lea Bright - Coordinator Risk and Improvement
- Lalitha Koya – Manager Information Services (Item 6.3)
- Sadiq Mohammad – Chief Finance Officer (Item 7.1)
- Kathryn Pound – Manager City Development (Item 8.1)
- Vanessa Petrie – Manager Climate Emergency and sustainable Strategy (Item 8.1)
- Yvette Fuller – Manager People and Culture (Item 8.2)

Council Officers – Invited Guests

- Anton Fernando – Cyber Security Specialist (Item 6.3)
- Winston Fernando – Cyber Security Specialist (Item 6.3)
- Vicky Guglielmo – Manager Creative Culture and Events (Item 9.2)

Minutes

- Ilker Destan – Audit and Compliance Officer

These participants attended virtually

DISCLAIMER:

The information contained in this report is designated confidential by the Chief Executive Officer as it is confidential information for the purposes of Section 3(1) of the Local Government Act 2020 because it is Council business information, being information that would prejudice Council's position in commercial negotiations if prematurely released. This ground applies because of the sensitive and varied nature of the information received and considered by the Audit & Risk Committee from time-to-time which can pertain to external stakeholders also.

AUDIT & RISK COMMITTEE MEETING MINUTES**20 MARCH 2023****1. WELCOME & ACKNOWLEDGEMENT OF COUNTRY**

The Chair presented the Acknowledgement of Country and welcomed the Committee members and all attendees present at the meeting.

2. APOLOGIES

- Cr. Lina Messina – Councillor Member

3. DISCLOSURES OF CONFLICTS OF INTEREST

None declared.

Although not a conflict, The Chair mentioned her recent appointment to the Audit and Risk Committee of two other Councils.

4. CONFIRMATION OF THE MINUTES OF THE PREVIOUS AUDIT COMMITTEE MEETING

The Committee approved the minutes as a true and correct record of the previous meeting held 12 December 2022.

5. CEO QUARTERLY UPDATE (VERBAL)

The Audit and Risk Committee noted the verbal update provided by the CEO.

6. STANDING REPORTS**6.1 ACTIONS ARISING FROM PREVIOUS MEETING**

1. The Audit and Risk Committee noted the status of the action items from the previous meeting.

KEY FINDING

- Management will continue to work towards the completion of the open actions and provide an update at the 19 June 2023 meeting.

6.2 COMMITTEE WORK PLAN REPORT

The Audit and Risk Committee noted and received:

- 1) the Committee Work Plan Report
- 2) the Councillor's Gifts, Benefits and Hospitality Register for the period of 1 July 2022 – 31 December 2022
- 3) the Staff Gifts, Benefits and Hospitality Register for the period of 1 July 2022 – 31 December 2022
- 4) the Councillor's expenses for the period of 1 July 2022 – 31 December 2022
- 5) the CEO credit card expenses for the period of 1 July 2022 – 31 December 2022

AUDIT & RISK COMMITTEE MEETING MINUTES**20 MARCH 2023****KEY FINDINGS**

- Council is taking appropriate actions to comply with the latest legislative changes.
- Management has adequate controls in place to manage and record offers and receipt of Gifts, Benefits and Hospitality.
- Management has adequate controls in place to oversee and report on Councillor Expenses.
- CEO Credit Card transactions are in accordance with relevant policies and reflect appropriate expenditure.

6.3 INFORMATION SERVICES REPORT

1. The Audit and Risk Committee noted the Information Services Report.

KEY FINDINGS

- Management have taken appropriate action to mitigate the high risks in IT.
- 2022/23 Information Services projects are addressing key risks including Cyber Security, IT Disaster Recovery and Data Governance.
- An IT Strategy is being developed to ensure future technology spend is aligned to business needs.

7. FINANCIAL REPORTS**7.1 QUARTERLY FINANCIAL REPORT**

The Audit and Risk Committee notes and receives:

- 1) the Quarterly Financial Report
- 2) the Financial Report for the (6) months ended 31 September 2022
- 3) the approach to oversight and monitoring of the long-term financial plan assumptions

The Audit and Risk Committee endorsed:

- 4) The inclusion of the 10-year Financial Plan to the Committee Work Plan, along with the Revenue and Rating Plan for an annual review in March
- 5) The inclusion of twice annual monitoring of long-term financial plan assumptions against current year at the March and September meetings to the Committee Work Plan.

KEY FINDINGS

- Council is monitoring and managing its financial position and key controls. A thorough review has been undertaken of the finance as part of the Q2 mid-year review and the 2023-24 annual budget process.
- Management have taken steps to strengthen the periodic monitoring of 10-year financial plan assumptions.
- The assessment of upcoming Australian Accounting Standards did not identify any material impact on 2022/23 annual financial reports.

7.2 VAGO EXTERNAL AUDIT STRATEGY 2022-23

1. The Audit and Risk Committee noted and received the Audit Strategy Memorandum – Darebin City Council for the financial year ending 30 June 2023.

KEY FINDING

- VAGO Service Provider; RSD Audit on behalf of the Victorian Auditor General's Office will deliver the external audit of Darebin City Council for the year ending 30 June 2023.

AUDIT & RISK COMMITTEE MEETING MINUTES

20 MARCH 2023

8. RISK MANAGEMENT**8.1 QUARTERLY RISK MANAGEMENT REPORT**

1. The Audit and Risk Committee noted the Quarterly Risk Management Report.

KEY FINDINGS

- Actions taken to manage Council's risks are adequate and strengthened by the representation of several key reportable findings, and the presentation of Council's strategic and operational risks.
- The actions taken to ensure that material risks have been dealt with are adequate and are helping to embed risk management practices throughout the organisation.
- We are starting to see an increase in staff awareness and maturity and continue to work with the organisation to bridge the gap surrounding Council's risk profile including the introduction of the Strategic Risk and Internal Audit Committee.
- Current emphasis is being placed on identifying where the gaps are in the current fraud, prevention and control systems and actions put in place to address the gaps.
- Council continue to prioritise the legacy building matters and take the appropriate action to reduce our liability exposure.
- Management has acted to ensure effective management of contaminations risks.
- Actions taken to manage climate risks are adequate.
- There are improvement and compliance opportunities in Council's private pool and spa safety services.

8.2 QUARTERLY SAFETY REPORT

1. The Audit and Risk Committee noted the Quarterly Safety Report and the Safeguarding Children Policy.

KEY FINDING

- Management has adequate measures in place to support and monitor health, safety and wellbeing across the workforce.

9. INTERNAL AUDIT**9.1 INTERNAL AUDIT PROGRAM STATUS & AUDIT SCOPES FOR APPROVAL**

1. The Audit and Risk Committee noted and received the Internal Audit Status Report.

KEY FINDING

- HLB Mann Judd will continue to the delivery of the 2022/2023 Internal Audit Program.

9.2 COMPLETED INTERNAL AUDITS

The Audit and Risk Committee noted:

- 1) the Completed Internal Audits Report
- 2) the Revised Final Report of the Review of Events Management
- 3) the Final Report of the Review of Community Engagement Framework with Control Effectiveness in Multi-Sports Stadium Project and COVID Response

AUDIT & RISK COMMITTEE MEETING MINUTES**20 MARCH 2023****KEY FINDING**

- The 2022/23 Internal Audit Program will continue to be delivered.

9.3 THREE-YEAR ROLLING AND ANNUAL STRATEGIC INTERNAL AUDIT PLAN

The Audit and Risk Committee

- 1) noted the Three-Year Rolling and Annual Strategic Internal Audit Plan report, and
- 2) endorsed the Draft Internal Audit Plan 2023/24 and current Assurance Map to provide to the appointed Internal Auditor for further refinement.

KEY FINDING

- The Assurance Map is used to inform the development of the Strategic Annual Internal Audit Plan and the accompanying three-year rolling internal audit program that sets the future direction for Council's internal audit program.

9.4 OUTSTANDING AUDIT ACTIONS STATUS REPORT

1. The Audit and Risk Committee noted the Outstanding Audit Actions Status Report.

KEY FINDING

- Management are progressing the completion of outstanding audit actions, with some delays experienced in achieving completion as expected.

9.5 RECENT REPORT AND PUBLICATIONS

1. The Audit and Risk Committee noted the Recent Report and Publications Report and Management comments.

KEY FINDING

- Management have reviewed recent reports and publications related to issues of management controls, integrity and continuous improvement that impact the local government sector and initiated actions to mitigate Council's risk in response.

10. GOVERNANCE**10.1 COMMITTEE MANAGEMENT REPORT**

The Audit and Risk Committee

- 1) noted the Committee Management Report and
- 2) endorsed the Draft 2022/2023 Annual Committee Survey.

KEY FINDING

- Management have adequate structural resourcing in place to support the work of the Committee and the internal audit function.

AUDIT & RISK COMMITTEE MEETING MINUTES**20 MARCH 2023****10.2 LGPRF 2022/23 MID YEAR REPORT**

1. The Audit and Risk Committee noted the LGPRF 2022/23 Mid-Year Results Report.

KEY FINDING

- Majority (70%) of the service indicators are tracking either stable or improving.

11. OTHER BUSINESS

Manager Corporate Governance provided an update on the tendering process. CEO requested an external member of the Committee be involved in the Post Tender Interview. The Chair declared a conflict of interest with the nominated firm. Other external members of the Committee accepted supporting the management with the interview.

12. NEXT MEETING

The next meeting of the Audit Committee will be held at 9:00am 19 June 2023 in the Council Chambers, Darebin Civic Centre, 350 High Street Preston.

13. CLOSE OF MEETING

As there was no further business, the Chair closed the meeting at 12:03 pm

Signed: Lisa Tripodi (Chair)

Date: 20 March 2023



S6 Instrument of Delegation to Members of Council Staff

Darebin City Council

Instrument of Delegation

to

Members of Council Staff



INSTRUMENT OF DELEGATION MEMBERS OF COUNCIL STAFF

In exercise of the powers conferred by the legislation referred to in the attached Schedule, the Council:

1. delegates each duty and/or function and/or power described in column 1 of the Schedule (and summarised in column 2 of the Schedule) to the member of Council staff holding, acting in or performing the duties of the office or position described opposite each such duty and/or function and/or power in column 3 of the Schedule;
2. record that reference in the Schedule are as follows:

Acronym		Title
Admin – P&B	means	All Administration Staff – Planning and Building
AA	means	Appeals Advocate
AMCD	means	Assistant Manager City Development
BSO(B&P)	means	Business Support Officer (Business and Performance)
BSO(HP)	means	Business Support Officer (Health Protection)
CAS	means	Coordinator Asset Strategy
CEO	means	Chief Executive Officer
CFO	Means	Chief Finance Officer
CG&C	means	Coordinator Graffiti & Compliance
CHP	means	Coordinator Health Protection
CI&FM	means	Coordinator Infrastructure and Fleet Maintenance
CPD	means	Coordinator Priority Development
CSP	means	Coordinators Statutory Planning
CSTP	means	Coordinator Strategic Planning
CST	Means	Coordinator Sustainable Transport
CW&DRRC	means	Coordinator Waste & DRRC
EHT	Means	Environmental Health Technician
GMC	means	General Manager Community
GMCS&S	means	General Manager City Sustainability and Strategy
GMG&E	means	General Manager Governance and Engagement
GMO&C	means	General Manager Operations and Capital

HPO	means	Health Protection Officer
MBS	means	Municipal Building Surveyor
MC&MP	means	Manager Capital & Major Projects
MCD	means	Manager City Development
MCF	means	Manager City Futures
MCG	means	Manager Corporate Governance
MCS&C	means	Manager City Safety and Compliance
MCW	means	Manager City Works
MCE&ST	means	Manager Climate Emergency and Sustainable Transport
MP&AS	means	Manager Property & Asset Strategy
PIO	means	Planning Investigation Officer
PDP	means	Priority Development Planner
PSP	means	All Principal Statutory Planners
SCL	means	Subdivision Customer Liaison
Service Manager or Coordinator	means	The Manager or Coordinator responsible for Council service or facility
SEHO	means	Senior Environmental Health Officer
SO	means	Subdivision Officer
SP	means	All Statutory Planners
SPA	means	Statutory Planning Assistants
SPIO	means	Senior Planning Investigation Officer
SSO	means	Senior Subdivision Officer
SSP	means	All Senior Statutory Planners
STDP	means	Student Planner
STE	Means	Senior Transport Engineer
STP	means	All Strategic Planners
TE	means	All Transport Engineers
TLB&P	means	Team Leader Business and Performance
TLCP&P	means	Team Leader Community Projects & Programs
TLLL	means	Team Leader Local Laws
TLTP	means	Team Leader Transport Planning
TLTS1	means	Team Leader Transport Safety

3. declares that:

3.1 this Instrument of Delegation is authorised by a resolution of Council passed on 24 May 2023; and

3.2 the delegation:

- 3.2.1 comes into force immediately the common seal of Council is affixed to this Instrument of Delegation;
- 3.2.2 revokes the delegation issued by Council on 28 November 2022 ;
- 3.2.3 remains in force until varied or revoked;
- 3.2.4 is subject to any conditions and limitations set out in sub-paragraph 3.3, and the Schedule; and
- 3.2.5 must be exercised in accordance with any guidelines or policies which Council from time to time adopts; and

3.3 the delegate must not determine the issue, take the action or do the act or thing:

- 3.3.1 if the issue, action, act or thing is an issue, action or thing which Council has previously designated as an issue, action, act or thing which must be the subject of a Resolution of Council;
- 3.3.2 if the determining of the issue, taking of the action or doing of the act or thing would or would be likely to involve a decision which is inconsistent with a:
 - (a) policy; or
 - (b) strategyadopted by Council;
- 3.3.3 if the determining of the issue, the taking of the action or the doing of the act or thing cannot be the subject of a lawful delegation; or
- 3.3.4 the determining of the issue, the taking of the action or the doing of the act or thing is already the subject of an exclusive delegation to another member of Council staff or delegated committee.

The COMMON SEAL of)
DAREBIN CITY COUNCIL)
was affixed on _____)
with the authority of the Council:)

Signed by the Mayor in the presence of)
)

Witness

Date:

Signed by the Chief Executive Officer of Council in the presence of)
)

Witness

Date:

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DOMESTIC ANIMALS ACT 1994			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS AND LIMITATIONS
s.41A(1)	power to declare a dog to be a menacing dog	GMCS&S, MCS&C, TLB&P, TLLL	Council may delegate this power to a Council authorised officer.

FOOD ACT 1984			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s.19(2)(a)	power to direct by written order that the food premises be put into a clean and sanitary condition	CHP, SEHO, HPO	If s 19(1) applies.
s.19(2)(b)	power to direct by written order that specified steps be taken to ensure that food prepared, sold or handled is safe and suitable	CHP, SEHO, HPO	If s 19(1) applies.
s.19(3)	power to direct by written order that the food premises not be kept or used for the sale, or handling for sale, of any food, or for the preparation of any food, or for any other specified purpose, or for the use of any specified equipment or a specified process	CEO	If s 19(1) applies. Only in relation to temporary food premises or mobile food premises.
s.19(4)(a)	power to direct that an order made under section 19(3)(a) or (b): (i) be affixed to a conspicuous part of the premises, and (ii) inform the public by notice in a published newspaper or otherwise	GMCS&S, CHP, SEHO, HPO, EHT	If s 19(1) applies.
s.19(6)(a)	duty to revoke any order under s 19 if satisfied that an order has been complied with	SEHO, HPO, CHP, EHT	If s 19(1) applies.
s.19(6)(b)	duty to give written notice of revocation under s 19(6)(a) if satisfied that an order has been complied with	CHP, SEHO, HPO, EHT	If s 19(1) applies.
s.19AA(2)	power to direct, by written order, that a person must take any of the actions described in (a)-(c).	CHP, SEHO, HPO	Where Council is the registration authority.
s.19AA(4)(c)	power to direct, in an order made under s19AA(2) or a subsequent written order, that a person must ensure that any food or class of food is not removed from the premises	Not delegated	Note: the power to direct the matters under s 19AA (4) (a) and (b) is not capable of delegation and so such directions must be made by a Council resolution.
s.19AA(7)	duty to revoke order issued under s 19AA and give written notice of revocation, if satisfied that that order has been complied with	CHP, SEHO, HPO, EHT	Where Council is the registration authority.
s.19CB(4)(b)	power to request a copy of records	CHP, SEHO, HPO, EHT,	Where Council is the registration authority.
s.19E(1)(d)	power to request a copy of the food safety program	CHP, SEHO, HPO, EHT	Where Council is the registration authority.
s.19EA (3)	Function of receiving copy of revised food safety program	CHP, SEHO, HPO, EHT, BSO(HP)	Where Council is the registration authority.

FOOD ACT 1984			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s.19GB	power to request a proprietor to provide written details of the name, qualification or experience of the current food safety supervisor	CHP, SEHO, HPO, EHT, BSO(HP)	Where Council is the registration authority.
s19IA(1)	Power to form opinion that the food safety requirements or program are non-compliant.	CHP, SEHO, HPO	Where Council is the registration authority.
s19IA(2)	Duty to give written notice to the proprietor of the premises	CHP, SHE, HPO	Where Council is the registration authority. Note: Not required if Council has taken other appropriate action in relation to deficiencies (see s 19IA(3))
s.19M(4)(a) & (5)	power to conduct a food safety audit and take actions where deficiencies are identified	CHP, SEHO, HPO,EHT	Where Council is the registration authority.
s19N (2)	Function of receiving notice from the auditor	CHP, SEHO, HPO, EHT, BSO(HP)	Where Council is the registration authority.
s.19NA(1)	power to request food safety audit reports	CHP, SEHO, HPO,EHT	Where Council is the registration authority.
s.19U(3)	power to waive and vary the costs of a food safety audit if there are special circumstances	CHP	
s.19UA	power to charge fees for conducting a food safety assessment or inspection	CHP	Except for an assessment required by a declaration under s 19C or an inspection under s 38B(1)(c) or 39.
s.19W	power to direct a proprietor of a food premises to comply with any requirement under Part IIIB	CHP, SEHO, HPO,EHT	Where Council is the registration authority.
s.19W(3)(a)	power to direct a proprietor of a food premises to have staff at the premises undertake training or instruction	CHP, SEHO, HPO,EHT	Where Council is the registration authority.
s.19W(3)(b)	power to direct a proprietor of a food premises to have details of any staff training incorporated into the minimum records required to be kept or food safety program of the premises	CHP, SEHO, HPO,EHT	Where Council is the registration authority.

FOOD ACT 1984			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
---	power to register or renew the registration of a food premises	CHP, SEHO, HPO,EHT	Where Council is the registration authority. Refusal to grant/or renew the registration of a food premises must be ratified by Council or the CEO (see section 58A (2)).
s. 36A	power to accept an application for registration or notification using online portal	CHP, SEHO, HPO, EHT, BSO(HP)	Where Council is the registration authority
s.36B	duty to pay the charge for use of online portal	CHP, SEHO, HPO	Where Council is the registration authority
s.38AA(5)	power to (a) request further information or (b) advise the proprietor that the premises must be registered if the premises are not exempt	CHP, SHE, HPO, EHT	Where Council is the registration authority.
s.38AB(4)	power to fix a fee for the receipt of a notification under s 38AA in accordance with a declaration under s 38AB(1)	CHP	Where Council is the registration authority.
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s.38A(4)	power to request a copy of a completed food safety program template	CHP, SEHO, HPO,EHT	Where Council is the registration authority.
s.38B(1)(a)	duty to assess the application and determine which class of food premises under section 19C the food premises belongs	CHP, SEHO, HPO,EHT	Where Council is the registration authority.
s.38B(1)(b)	duty to ensure proprietor has complied with requirements of s 38A	CHP, SEHO, HPO, EHT	Where Council is the registration authority.
s.38B(2)	duty to be satisfied of the matters in s 38B(2)(a)-(b)	CHP, SEHO, HPO, EHT	Where Council is the registration authority.
s.38D(1)	duty to ensure compliance with the applicable provisions of s 38C and inspect the premises if required by s 39	CHP, SEHO, HPO, EHT	Where Council is the registration authority.
s.38D(2)	duty to be satisfied of the matters in section 38D(2)(a)-(d)	CHP, SEHO, HPO, EHT	Where Council is the registration authority.
s.38D(3)	power to request copies of any audit reports	CHP, SEHO, HPO, EHT, BSO(HP)	Where Council is the registration authority.

FOOD ACT 1984			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s.38E(2)	power to register the food premises on a conditional basis	CHP	Where Council is the registration authority. Not exceeding the prescribed time limit defined under S 38E(5)
s.38E(4)	duty to register the food premises when conditions are satisfied	CHP, SEHO, HPO, EHT	Where Council is the registration authority.
s.38F(3)(b)	power to require proprietor to comply with requirements of this Act	CHP, SEHO, HPO, EHT	Where Council is the registration authority.
s. 38G(1)	power to require notification of change of the food safety program type used for the food premises	CHP, SEHO, HPO, EHT	Where Council is the registration authority
s. 38G(2)	Function of receiving notice from proprietor if there is a change of the food safety program type used for the food premises	CHP, SEHO, HPO, EHT	Where Council is the registration authority
s. 38G(4)	power to require the proprietor of the food premises to comply with any requirement of the Act	CHP, SEHO, HPO, EHT	Where Council is the registration authority
s. 39 (2)	Duty to carry out an inspection of the premises during the period of registration before the registration of the food premises is renewed	CHP, SEHO, HPO, EHT	Where Council is the registration authority
s.39A	power to register or renew the registration of a food premises despite minor defects	CHP, SEHO, HPO, EHT	Where Council is the registration authority. Only if satisfied of matters in s 39A(2)(a)-(c)
s 39A (6)	Duty to comply with a direction of the Secretary	CHP, SEHO, HPO, EHT	
s 40(1)	Duty to give the person in whose name the premises is to be registered a certificate of registration	CHP, SEHO, HPO, EHT	Where Council is the registration authority

FOOD ACT 1984			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s.40(2)	power to incorporate the certificate of registration in one document with any certificate of registration under Part 6 of the <i>Public Health and Wellbeing Act 2008</i>	CHP	Where Council is the registration authority.
s.40C(2)	power to grant or renew the registration of food premises for a period of less than 1 year	CHP, SEHO, HPO, EHT	Where Council is the registration authority.
s.40D(1)	power to suspend or revoke the registration of food premises	CHP	Where Council is the registration authority. In consultation with the GMSC&S. Action must be ratified by Council.
s. 40E	Duty to comply with direction of the Secretary	CHP, SEHO, HPO, EHT, BSO(HP)	
s. 40F	power to cancel registration of food premises	CHP, SEHO, HPO, EHT, BSO(HP)	Where Council is the registration authority
s. 43	Duty to maintain records of registration	CHP, SEHO, HPO, EHT, BSO(HP)	Where Council is the registration authority
s.43F(6)	duty to be satisfied that registration requirements under Division 3 have been met prior to registering, or renewing registration of a component of a food business	CHP, SEHO, HPO, EHT	Where Council is the registration authority.
s.43F(7)	power to register the components of the food business that meet requirements in Division 3 and power to refuse to register the components that do not meet the requirements	CHP, SEHO, HPO, EHT	Where Council is the registration authority.
s.45AC	Power to bring proceedings	CHP, SEHO	
s.46(5)	power to institute proceedings against another person where the offence was due to an act or default by that other person and where the first person charged could successfully defend a prosecution, without proceedings first being instituted against the person first charged	CHP, SEHO	Where Council is the registration authority. In consultation with the GMCS&S.

HERITAGE ACT 2017			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s.116	power to sub-delegate the Executive Director's functions, duties or powers	MCD, AMCD	Must first obtain the Executive Director's written consent. Council can only sub-delegate if the instrument of delegation from the Executive Director authorises sub- delegation. 'Executive Director' means the Executive Director of Heritage Victoria.

LOCAL GOVERNMENT ACT 1989			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s.185L(4)	Power to declare and levy a cladding rectification charge	CEO ²	Council has not entered into any cladding rectification charge agreements.

² The only member of staff who can be a delegate in Column 3 is the CEO.

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s.4B	power to prepare an amendment to the Victorian Planning Provisions	MCD, AMCD, MCF, CSTP	If authorised by the Minister.
s.4G	function of receiving prescribed documents and a copy of the Victorian Planning Provisions from the Minister	GMCS&S, MCD, AMCD, MCF	
s.4H	duty to make amendment to the Victorian Planning Provisions available in accordance with public availability requirements	MCF, CSTP, STP	
s.4I (2)	duty to make a copy of the Victorian Planning Provisions and other documents available in accordance with public availability requirements	MCF, CSTP	
s.8A(2)	power to prepare an amendment to the planning scheme where the Minister has given consent under s 8A	MCF, CSTP	
s.8A(3)	power to apply to the Minister to prepare an amendment to the planning scheme	GMCS&S, MCF, MCD, AMCD	
s.8A(5)	function of receiving notice of the Minister's decision	GMCS&S, MCF, MCD, AMCD	
s.8A(7)	power to prepare the amendment specified in the application without the Minister's authorisation if no response received after 10 business days	MCF, CSTP	
s.8B(2)	power to apply to the Minister for authorisation to prepare an amendment to the planning scheme of an adjoining municipal district	Not delegated	
s.12(3)	power to carry out studies and do things to ensure proper use of land and consult with other persons to ensure co-ordination of planning scheme with these persons	MCF, CSTP	
s.12B(1)	duty to review the planning scheme	MCF, CSTP	
s.12B(2)	duty to review planning scheme at direction of the Minister	MCF, CSTP	

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s.12B(5)	duty to report findings of a review of the planning scheme to the Minister without delay	MCF, CSTP	
s.14	Duties of a Responsible Authority as set out in s 14 (a)-(d)	MCD, AMCD, MCF, CSP, CPD	
s.17(1)	duty of giving a copy of an amendment to the planning scheme	MCF, CSTP, STP, SCL, STDP, Admin - P&B	
s.17(2)	duty of giving a copy of a s 173 agreement	MCD, AMCD, MCF, CSP, CPD, PSP, PDP, AA, SSP, SP, STP	
s.17(3)	duty of giving a copy of amendment, explanatory report and relevant documents to Minister within 10 business days	GMCS&S, MCD, AMCD, CSP, CPD, PSP, PDP, AA,	
s.18	duty to make an amendment etc. available in accordance with public availability requirements	MCF, CSTP, STP	Until the proposed amendment is approved or lapsed
s.19	power to give notice, to decide not to give notice, to publish notice of amendment to a planning scheme and to exercise any other power under s 19 to a planning scheme	MCD, AMCD, MCF	
s.19	function of receiving notice of preparation of an amendment to a planning scheme	GMCS&S, MCF, MCD, AMCD,	Where Council is not the planning authority and the amendment affects land within Council's municipal district; or Where the amendment will amend the planning scheme to designate Council as an acquiring authority.
s.20(A)	Power to apply to Minister to prepare an amendment in a prescribed class	GMCS&S	To allow officers to apply to Minister to carry out an amendment to the Darebin Planning Scheme for prescribed classes of fix ups to the Darebin Planning Scheme These are always administrative and minor in nature and require no notice through the Act.
s.20(1)	power to apply to Minister for exemption from the requirements of s 19	GMCS&S, MCD, AMCD, MCF	Where Council is a Planning authority

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s.20(2) GMCS&S	Power to apply to Minister for a planning scheme amendment exemption from the requirements of s 19	GMCS&S	To allow officers to apply to Minister to carry out an amendment to the Darebin Planning Scheme for fix-up amendments that require no notice.
s.20(4)	Power to apply to Minister to prepare a planning scheme amendment to exempt themselves from notice requirements of s 19	GMCS&S	To allow officers to apply to Minister to carry out Ministerial amendment for an interim heritage overlay, where Council has already resolved to seek an interim heritage overlay. This is for the time before an interim heritage overlay is approved by the Minister, if any demolition requests come in where we need to lodge a fresh amendment request in order to suspend demolition S29A request under the Building Act.
s.21(2)	duty to make submissions available in accordance with public availability requirements	MCF, CSTP, STP	Relates to planning scheme amendments. Until the end of 2 months after the amendment comes into operation or lapses
s.21A(4)	Duty to publish notice	MCF, CSTP, STP	
s.22 (1)	duty to consider all submissions received before the date specified in the notice	Not delegated	Except submissions which request a change to the items in s.22(5)(a) and (b). Council/Planning Committee decision required.
s.22 (2)	Power to consider a late submission Duty to consider a late submission, if directed by the Minister	GMCS&S, MCF, CSTP	
s.23(1)(b)	duty to refer submissions which request a change to the amendment to a panel	MCF, CSTP,	
s.23(2)	power to refer to a panel submissions which do not require a change to the amendment	MCF, CSTP, STP	

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s.24	function to represent Council and present a submission at a panel hearing (including a hearing referred to in s 96D)	MCD, AMCD, MCF CSP, CPD, CSTP, PSP, PDP, AA, SSP, SP, STP	
s.26(1)	power to make a report available for inspection in accordance with the requirements set out in s 197B of the Act	MCD, AMCD, MCF, CSP, CPD, CSTP, PSP, PDP, AA, SSP, SP, STP	
s.26(2)	duty to keep the report of panel available in accordance with public availability requirements	MCF, CSTP, STP	During the Inspection period
s.27(2)	power to apply for exemption if panel's report is not received	MCD, AMCD, MCF	
s.28 (1)	duty to notify Minister if abandoning an amendment	GMCS&S, MCD, AMCD, MCF	Note: the power to make a decision to abandon an amendment cannot be delegated.
s. 28(2)	duty to publish notice of the decision on Internet site	MCD, AMCD	
s. 28(4)	duty to make notice of the decision available on Council's Internet site for a period of at least 2 months	MCD, AMCD	
s.30(4)(a)	duty to say if an amendment has lapsed	MCF, CSTP, STP	
s.30(4)(b)	duty to provide information in writing upon request	MCF, CSTP, STP	
s.32(2)	duty to give more notice if required	MCF, CSTP, STP	
s.33(1)	duty to give more notice of changes to an amendment	MCF, CSTP, STP	
s.36(2)	duty to give notice of approval of amendment	MCF, CSTP, STP	
s.38(5)	duty to give notice of revocation of an amendment	MCF, CSTP, STP	
s.39	function of being a party to a proceeding commenced under s 39 and duty to comply with a determination by VCAT	MCF, CSTP, STP	
s.40(1)	function of lodging copy of approved amendment	MCF, CSTP, STP	
s.41 (1)	duty to make a copy of an approved amendment available in accordance with the public availability requirements during inspection period	MCF, CSTP, STP	

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s.41 (2)	duty to make a copy of an approved amendment and any documents lodged with it available in person in accordance with the requirements set out in s 197B of the Act after the inspection period ends	MCF, CSTP, STP	
s.42 (2)	duty to make copy of planning scheme available in accordance with the public availability requirements	MCF, CSTP, STP	
s.46AAA	duty to prepare an amendment to a planning scheme that relates to Yarra River land that is not inconsistent with anything in a Yarra Strategic Plan which is expressed to be binding on the responsible public entity	Not applicable	Where Council is a responsible public entity and is a planning authority. Note: this provision is not yet in force, and will commence on the day on which the initial Yarra Strategic Plan comes into operation. It will affect a limited number of Councils.
s.46AW	function of being consulted by the Minister	GMCS&S, MCD, AMCD, MCF	Where Council is a responsible public entity.
s.46AX	function of receiving a draft Statement of Planning Policy and written direction in relation to the endorsement of the draft Statement of Planning Policy power to endorse the draft Statement of Planning Policy	GMCS&S, MCD, AMCD, MCF	Where Council is a responsible public entity.
s.46AZC2	to prepare an amendment to a declared area planning scheme that is inconsistent with a Statement of Planning Policy for the declared area that is expressed to be binding on the responsible public entity	GMCS&S, MCD, AMCD, MCF, CSTP	Where Council is a responsible public entity.
s.46AZK	duty not to act inconsistently with any provision of the Statement of Planning Policy that is expressed to be binding on the public entity when performing a function or duty or exercising a power in relation to the declared area	GMCS&S, MCD, AMCD, MCF, CSTP	Where Council is a responsible public entity.
s.46GI(2)(b)(i)	power to agree to a lower rate of standard levy for a class of development of a particular type of land than the rate specified in a Minister's direction	GMCS&S, CFO	Where Council is the planning authority, the municipal Council of the municipal district in which the land is located and/or the development agency.
s.46GJ(1)	function of receiving written directions from the Minister in relation to the preparation and content of infrastructure contributions plans	GMCS&S, CFO	

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s.46GK	duty to comply with a Minister's direction that applies to Council as the planning authority	GMCS&S, MCD, AMCD, MCF	
s.46GN(1)	duty to arrange for estimates of values of inner public purpose land	GMCS&S, MCD, AMCD, MCF, CFO	
s.46GO(1)	duty to give notice to owners of certain inner public purpose land	GMCS&S, MCD, AMCD, MCF	
s.46GP	function of receiving a notice under s 46GO	GMCS&S, MCD, AMCD, MCF, CFO	Where Council is the collecting agency.
s.46GQ	function of receiving a submission from an affected owner who objects to the estimated value per hectare (or other appropriate unit of measurement) of the inner public purpose land	GMCS&S, MCD, AMCD, MCF, CFO	
s.46GR(1)	duty to consider every submission that is made by the closing date for submissions included in the notice under s 46GO	GMCS&S, MCD, AMCD, MCF, CSTP	
s.46GR(2)	power to consider a late submission duty to consider a late submission if directed to do so by the Minister	GMCS&S, MCD, AMCD, MCF, CSTP	
s.46GS(1)	power to accept or reject the estimate of the value of the inner public purpose land in a submission made under s 46GQ	GMCS&S, MCD, AMCD, MCF, CFO	
s.46GS(2)	duty, if Council rejects the estimate of the value of the inner public purpose land in the submission, to refer the matter to the valuer-general, and notify the affected owner of the rejection and that the matter has been referred to the valuer-general	GMCS&S, MCD, AMCD, MCF, CFO	
s.46GT(2)	duty to pay half of the fee fixed by the valuer-general for arranging and attending the conference	GMCS&S, MCD, AMCD, MCF, CFO	
s.46GT(4)	function of receiving, from the valuer-general, written confirmation of the agreement between the planning authority's valuer and the affected owner's valuer as to the estimated value of the inner public purpose land	GMCS&S, MCD, AMCD, MCF, CFO	
s.46GT(6)	function of receiving, from the valuer-general, written notice of a determination under s 46GT(5)	GMCS&S, MCD, AMCD, MCF, CFO	

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s.46GU	duty not to adopt an amendment under s.29 to an infrastructure contributions plan that specifies a land credit amount or a land equalisation amount that relates to a parcel of land in the ICP plan area of the plan unless the criteria in s 46GU(1)(a) and (b) are met	Not delegated.	
s.46GV(3)	function of receiving the monetary component and any land equalisation amount of the infrastructure contribution power to specify the manner in which the payment is to be made	GMCS&S, MCD, AMCD, MCF, CFO	Where Council is the collecting agency
s.46GV(3)(b)	power to enter into an agreement with the applicant	GMCS&S, MCD, AMCD, MCF, CFO	Where Council is the collecting agency
s.46GV(4)(a)	function of receiving the inner public purpose land in accordance with s 46GV(5) and (6)	GMCS&S, MCD, AMCD, MCF, CFO	Where Council is the development agency
s.46GV(4)(b)	Function of receiving the inner public purpose land in accordance with s 46GV(5) and (6)	GMCS&S, MCD, AMCD, MCF, CFO	Where Council is the collecting agency
s.46GV(7)	duty to impose the requirements set out in s 46GV(3) and (4) as conditions on the permit applied for by the applicant to develop the land in the ICP plan area	GMCS&S, MCD, AMCD, MCF, CSTP	
s.46GV(9)	power to require the payment of a monetary component or the provision of the land component of an infrastructure contribution to be secured to Council's satisfaction	GMCS&S, MCD, AMCD, MCF, CFO	Where Council is the collecting agency
s.46GX(1)	power to accept works, services or facilities in part or full satisfaction of the monetary component of an infrastructure contribution payable	GMCS&S, MCD, AMCD, CSP CPD	Where council is the collecting agency
s.46GX(2)	duty, before accepting the provision of works, services or facilities by an applicant under s 46GX(1), to obtain the agreement of the development agency or agencies specified in the approved infrastructure contributions plan	GMCS&S, MCD, AMCD, CSP CPD	Where Council is the collecting agency
s.46GY(1)	duty to keep proper and separate accounts and records	GMCS&S, MCD, AMCD, CFO	Where Council is the collecting agency

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s.46GY(2)	duty to keep the accounts and records in accordance with the <i>Local Government Act 2020</i>	GMCS&S, MCD, AMCD, CFO	Where Council is the collecting agency
s.46GZ(2)(a)	duty to forward any part of the monetary component that is imposed for plan preparation costs to the planning authority that incurred those costs	MCD, AMCD	Where Council is the collecting agency under an approved infrastructure contributions plan This duty does not apply where Council is that planning authority
s.46GZ(2)(a)	function of receiving the monetary component	MCD, AMCD	Where the Council is the planning authority This duty does not apply where Council is also the collecting agency
s.46GZ(2)(b)	duty to forward any part of the monetary component that is imposed for the provision of works, services or facilities to the development agency that is specified in the plan as responsible for those works, services or facilities	MCD, AMCD	Where Council is the collecting agency under an approved infrastructure contribution plan This provision does not apply where Council is also the relevant development agency
s.46GZ(2)(b)	function of receiving the monetary component	MCD, AMCD	Where Council is the development agency under an approved infrastructure contributions plan This provision does not apply where Council is also the collecting agency
s.46GZ(4)	duty to use any land equalisation amounts to pay land credit amounts under s 46GZ(7), except any part of those amounts that are to be forwarded to a development agency under s 46GZ(5)	GMCS&S, CFO	Where Council is the collecting agency under an approved infrastructure contributions plan
s.46GZ(5)	duty to forward any part of a land equalisation amount required for the acquisition of outer public purpose land by a development agency specified in the approved infrastructure contributions plan to that development agency	GMCS&S, MCD, AMCD	Where Council is the collecting agency under an approved infrastructure contributions plan This provision does not apply where Council is also the relevant development agency
s.46GZ(5)	function of receiving any part of a land equalisation amount required for the acquisition of outer public purpose land	GMCS&S, MCD, AMCD	Where Council is the development agency specified in the approved infrastructure contributions plan This provision does not apply where Council is also the collecting agency

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s.46GZ(7)	duty to pay to each person who must provide an infrastructure contribution under the approved infrastructure contributions plan any land credit amount to which the person is entitled under s 46GW	MCD, AMCD, CFO	Where Council is the collecting agency under an approved infrastructure contributions plan
s.46GZ(9)	duty to transfer the estate in fee simple in the land to the development agency specified in the approved infrastructure contributions plan responsible for the use and development of that land	MCD, AMCD, CFO	If any inner public purpose land is vested in Council under the <i>Subdivision Act</i> 1988 or acquired by Council before the time it is required to be provided to Council under s.46GV(4) Where Council is the collecting agency under an approved infrastructure contributions plan This duty does not apply where Council is also the development agency
s.46GZ(9)	function of receiving the fee simple in the land	MCD, AMCD	Where Council is the development agency under an approved infrastructure contributions plan This duty does not apply where Council is also the collecting agency
s.46GZA(1)	duty to keep proper and separate accounts and records	MCD, AMCD, CFO	Where Council is a development agency under an approved infrastructure contributions plan
s.46GZA(2)	duty to keep the accounts and records in accordance with the <i>Local Government Act</i> 2020	MCD, AMCD, CFO	Where Council is a development agency under an approved infrastructure contributions plan
s.46GZB(3)	duty to follow the steps set out in s 46GZB(3)(a)–(c)	CFO, MCD, AMCD	Where Council is a development agency under an approved infrastructure contributions plan
s.46GZB(4)	duty, in accordance with requirements of the VPA to report on the use of the infrastructure contribution in the development agency's annual report and provide reports on the use of the infrastructure contribution to the VPA	CFO, MCD, AMCD, MCG	If the VPA is the collecting agency under an approved infrastructure contributions plan Where Council is a development agency under an approved infrastructure contributions plan
s.46GZD(2)	duty, within 6 months after the date on which the approved infrastructure contributions plan expires, to follow the steps set out in s 46GZD(2)(a) and (b)	CFO, MCD, AMCD	Where Council is a development agency under an approved infrastructure contributions plan

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s.46GZD(3)	duty to follow the steps set out in s 46GZD(3)(a) and (b)	CFO, MCD, AMCD	Where Council is the collecting agency under an approved infrastructure contributions plan
s46GZD(5)	Duty to make payments under s 46GZD(3) in accordance with ss 46GZD(5)(a) and 46GZD(5)(b)	CFO, MCD, AMCD	Where Council is the collecting agency under an approved infrastructure contributions plan
s.46GZE(2)	duty to forward the land equalisation amount back to the collecting agency within 6 months after the expiry date if any part of a land equalisation amount paid or forwarded to a development agency for acquiring outer public purpose land has not been expended by the development agency to acquire that land at the date on which the approved infrastructure contributions plan expires	MCD, AMCD, CFO	Where Council is the development agency under an approved infrastructure contributions plan This duty does not apply where Council is also the collecting agency
s.46GZE(2)	function of receiving the unexpended land equalisation amount	MCD, AMCD, CFO	Where Council is the collecting agency under an approved infrastructure contributions plan This duty does not apply where Council is also the development agency
s.46GZE(3)	duty, within 12 months after the date on which the approved infrastructure contributions plan expires, to follow the steps set out in s 46GZE(3) (a) and (b)	CFO	Where Council is the collecting agency under an approved infrastructure contributions plan
s.46GZF(2)	duty, within 12 months after the date on which the approved infrastructure contributions plan expires, to use the public purpose land for a public purpose approved by the Minister or sell the public purpose land	MCD, AMCD, CFO	Where Council is the development agency under an approved infrastructure contributions plan
S.46GZF(3)	Duty, if land is sold under s 46GZF(2)(b), to follow the steps in s 46GZF(3)(a) and (b)	MCD, AMCD, CFO	Where Council is the development agency under an approved infrastructure contributions plan
s.46GZF(3)	Function of receiving proceeds of sale	MCD, AMCD, CFO	Where Council is the collection agency under an approved infrastructure contributions plan This provision does not apply where Council is also the development agency

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s.46GZF(4)	duty to divide the proceeds of the public purpose land among the current owners of each parcel of land in the ICP plan area and pay each current owner a portion of the proceeds in accordance with s 46GZF(5)	MCD, AMCD, CFO	Where Council is the collecting agency under an approved infrastructure contributions plan
s.46GZF6	duty to make the payments under section 46GZF(4) in accordance with s 46GZF(6)(a) and (b)	CFO, MCD, AMCD	Where Council is the collecting agency under an approved infrastructure contributions plan
s.46GZH	power to recover the monetary component, or any land equalisation amount of the land component, payable under Part 3AB as a debt in any court of competent jurisdiction	CFO	Where Council is the collecting agency under an approved infrastructure contributions plan
s.46GZI	duty to prepare and give a report to the Minister at the times required by the Minister	MCD, AMCD, CFO	Where Council is a collecting agency or development agency
s.46GZK	power to deal with public purpose land which has vested in, been acquired by, or transferred to, Council	MCD, AMCD, CFO	Where Council is a collecting agency or development agency
s.46LB(3)	Duty to publish, on Council's Internet site, the payable dwelling amount for a financial year on or before 1 July of each financial year for which the amount is adjusted under s 46LB(2)	MCD, AMCD, CFO	
s.46N(1)	duty to include condition in permit regarding payment of development infrastructure levy	MCD, AMCD, CSP, CPD, PSP, PDP, AA, SSP, SSO	
s.46N(2)(c)	function of determining time and manner for receipt of development contributions levy	MCD, AMCD, MCF, CSP, CPD	
s.46N(2)(d)	power to enter into an agreement with the applicant regarding payment of development infrastructure levy	MCD, AMCD, MCF, CSP, CPD	
s.46O(1)(a) & (2)(a)	power to ensure that community infrastructure levy is paid, or agreement is in place, prior to issuing building permit	MCD, AMCD, MCF, CSP, CPD, MBS	
s.46O(1)(d) & (2)(d)	power to enter into agreement with the applicant regarding payment of community infrastructure levy	MCD, AMCD, MCF, CSP, CPD,	
s.46P(1)	power to require payment of amount of levy under s 46N or s 46O to be satisfactorily secured	CHP, MCF, CSP, CPD,	

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s.46P(2)	power to accept provision of land, works, services or facilities in part or full payment of levy payable	MCD, AMCD, MCF	
s.46Q(1)	duty to keep proper accounts of levies paid	MCD, AMCD, MCF	
s.46Q(1A)	duty to forward to development agency part of levy imposed for carrying out works, services, or facilities on behalf of development agency or plan preparation costs incurred by a development agency	MCD, AMCD, CSP CPD,	
s.46Q(2)	duty to apply levy only for a purpose relating to the provision of plan preparation costs or the works, services and facilities in respect of which the levy was paid etc.	MCD, AMCD, MCF, CSP CPD,	
s.46Q(3)	power to refund any amount of levy paid if it is satisfied the development is not to proceed	MCD, AMCD, CSTP, CSP, CPD, MC&MP	Only applies when levy is paid to Council as a 'development agency'.
s.46Q(4)(c)	duty to pay amount to current owners of land in the area if an amount of levy has been paid to a municipal Council as a development agency for plan preparation costs incurred by the Council or for the provision by the Council of works, services or facilities in an area under s 46Q(4)(a)	MCD, AMCD, CSP CPD,	Must be done within six months of the end of the period required by the development contributions plan and with the consent of, and in the manner approved by, the Minister.
s.46Q(4)(d)	duty to submit to the Minister an amendment to the approved development contributions plan	GMCS&S, MCD, AMCD, MCF	Must be done in accordance with Part 3.
s.46Q(4)(e)	duty to expend that amount on other works etc.	MCD, AMCD, MCF, MC&MP	With the consent of, and in the manner approved by, the Minister.
s.46QC	power to recover any amount of levy payable under Part 3B	MCD, AMCD, MCF	
s.46QD	duty to prepare report and give a report to the Minister	GMCS&S, MCD, AMCD, MCF	Where Council is a collecting agency or development agency.

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Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s.46V(3)	duty to make a copy of the approved strategy plan (being the Melbourne Airport Environs Strategy Plan) and any documents lodged with it available in accordance with the public availability requirements, during the inspection period	Not applicable	
s.46V(4)	Duty to make a copy of the approved strategy plan (being the Melbourne Airport Environs Strategy Plan) and any documents lodged with it available in accordance with s 197B of the Act and on payment of the prescribe fee, after the inspection period	Not applicable	
s.46V(5)	Duty to keep a copy of the approved strategy plan incorporating all amendments to it	Not applicable	
s.46V(6)	Duty to make a copy of the approved strategy plan incorporating all amendments to it available in accordance with the public available requirements	Not applicable	
s.46Y	duty to carry out works in conformity with the approved strategy plan	Not applicable	
s.47	power to decide that an application for a planning permit does not comply with that Act	MCD, AMCD, CSP, CPD, PSP, PDP, AA, SSP, SP, SPA, SO, SSO	
s.49(1)	duty to keep a register of all applications for permits and determinations relating to permits	MCD, AMCD, CSP, CPD, PSP, SSP, SP, SPA, SO, SSO, SCL, STDP, Admin - P&B	
s.49(2)	duty to make register available for inspection in accordance with the public availability requirements	MCD, AMCD, CSP, CPD, PSP, PDP, AA, SSP, SP, SPA, SO, SSO, SCL, STDP, Admin - P&B	
s.50(4)	duty to amend applications	MCD, AMCD, CSP, CPD, PSP, PDP, AA, SSP, SP, SPA, SO, SSO	

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Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s.50(5)	Power to refuse to amend application	MCD, AMCD, CSP, CPD, PSP, PDP, AA, SSP, SP, SPA, SO, SSO	
s.50(6)	Duty to make note of amendment to application in register	MCD, AMCD, CSP, CPD, PSP, PDP, AA, SSP, SP, SPA, SO, SSO	
s.50A(1)	power to make amendment to application	MCD, AMCD, CSP, CPD, PSP, PDP, AA, SSP, SP, SPA, SO, SSO	
s.50A(3)	power to require applicant to notify owner and make a declaration that notice has been given	MCD, AMCD, CSP, CPD, PSP, PDP, AA, SSP, SP, SPA, SO, SSO	
s.50A(4)	duty to note amendment to an application in register	MCD, AMCD, CSP, CPD, PSP, PDP, AA, SSP, SP, SPA, SO, SSO, SCL, STDP, Admin – P&B	
s.51	duty to make a copy of an application available for inspection in accordance with the public availability requirements	MCD, AMCD, CSP, CPD, PSP, PDP, AA, SSP, SP, SPA, SSO, SO, SCL, STDP, Admin – P&B	
s.52(1)(a)	duty to give notice of the application to owners/occupiers of adjoining allotments unless satisfied that the grant of permit would not cause material detriment to any person	MCD, AMCD, CSP, CPD, PSP, PDP, AA, SSP, SP, SPA, SSO, SO	
s.52(1)(b)	duty to give notice of the application to other municipal Council where appropriate	MCD, AMCD, CSP, CPD, PSP, PDP, AA, SSP, SP, SPA, SO	
s.52(1)(c)	duty to give notice of the application to all persons required by the planning scheme	MCD, AMCD, CSP, CPD, PSP, PDP, AA, SSP, SP, SPA, SSO, SO	
s.52(1)(ca)	duty to give notice of the application to owners and occupiers of land benefited by a registered restrictive covenant if may result in breach of covenant	MCD, AMCD, CSP, CPD, PSP, PDP, AA, SSP, SP, SPA, SSO, SO	
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Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s.52(1)(cb)	duty to give notice of the application to owners and occupiers of land benefited by a registered restrictive covenant if application is to remove or vary the covenant	MCD, AMCD, CSP, CPD, PSP, PDP, AA, SSP, SP, SPA, SO	
s.52(1)(d)	duty to give notice of the application to other persons who may be detrimentally effected	MCD, AMCD, CSP, CPD, PSP, PDP, AA, SSP, SP, SPA, SSO, SO	
s.52(1AA)	duty to give notice of an application to remove or vary a registered restrictive covenant	MCD, AMCD, CSP, CPD, PSP, PDP, AA, SSP, SP, SPA, SSO, SO	
s.52(3)	power to give any further notice of an application where appropriate	MCD, AMCD, CSP, CPD, PSP, PDP, AA, SSP, SP, SPA, SSO, SO	
s.53(1)	power to require the applicant to give notice under s 52(1) to persons specified by it	MCD, AMCD, CSP, CPD, PSP, SSP, SP, SPA, SSO, SO	
s.53(1A)	power to require the applicant to give the notice under s 52(1AA)	MCD, AMCD, CSP, CPD, PSP, SSP, SP, SPA, SSO, SO	
s.54(1)	power to require the applicant to provide more information	CHP, CSP, CPD, PSP, PDP, AA, SSP, SP, SPA, SSO, SO	
s.54(1A)	duty to give notice in writing of information required under s 54(1)	MCD, AMCD, CSP, CPD, PSP, PDP, AA, SSP, SP, SPA, SSO, SO	
s.54(1B)	duty to specify the lapse date for an application	MCD, AMCD, CSP, CPD, PSP, PDP, AA, SSP, SP, SPA, SSO, SO	
s.54A(3)	power to decide to extend time or refuse to extend time to give required information	MCD, AMCD, CSP, CPD, PSP, PDP, AA, SSP, SP, SPA, SSO, SO	

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Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s.54A(4)	duty to give written notice of decision to extend or refuse to extend time und s 54A(3)	MCD, AMCD, CSP, CPD, PSP, PDP, AA, SSP, SP, SPA, SSO, SO	
s.55(1)	duty to give copy application, together with the prescribed information to every referral authority specified in the planning scheme	MCD, AMCD, CSP, CPD, PSP, PDP, AA, SSP, SP, SPA, SSO, SO, SCL, STDP, Admin - P&B	
s.57(2A)	power to reject objections considered made primarily for commercial advantage for the objector	MCD, AMCD, CSP, CPD, PSP, PDP, AA,	
s.57(3)	function of receiving name and address of persons to whom notice of decision is to go	MCD, AMCD, CSP, CPD, PSP, PDP, AA, SSP, SP, SPA, SSO, SO, SCL, STDP, Admin - P&B	
s.57(5)	duty to make a copy of all objections available in accordance with the public availability requirements	MCD, AMCD, CSP, CPD, PSP, PDP, AA, SSP, SP, SPA, SSO, SO, SCL, STDP, Admin - P&B	
s.57A(4)	duty to amend application in accordance with applicant's request, subject to s 57A(5)	MCD, AMCD, CSP, CPD, PSP, PDP, AA, SSP, SP, SPA, SO SSO,	
s.57A(5)	power to refuse to amend application	MCD, AMCD, CSP, CPD, PSP, PDP, AA, SSP, SP, SPA, SSO, SO	
s.57A(6)	duty to note amendments to application in register	MCD, AMCD, CSP, CPD, PSP, PDP, AA, SSP, SP, SPA, SSO, SO, SCL, STDP, Admin - P&B	
s.57B(1)	duty to determine whether and to whom notice should be given	CMCD, AMCD, CSP, CPD, PSP, PDP, AA, SSP, SP, SPA, SSO, SO	

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Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s.57B(2)	duty to consider certain matters in determining whether notice should be given	MCD, AMCD, CSP, CPD, PSP, PDP, AA, SSP, SP, SPA, SSO, SO	
s.57C(1)	duty to give copy of amended application to referral authority	MCD, AMCD, CSP, CPD, PSP, PDP, AA, SSP, SP, SPA, SSO, SO, SCL, STDP, Admin - P&B	
s.58	duty to consider every application for a permit	MCD, AMCD, CSP, CPD, PSP, PDP, AA, SSP, SP, SPA, SSO, SO	
s.58A	power to request advice from the Planning Application Committee	MCD, AMCD, CSP, CPD, PSP, PDP, AA, SSP, SP, SPA, SSO, SO	
s.60	duty to consider certain matters	MCD, AMCD, CSP, CPD, PSP, PDP, AA, SSP, SP, SPA, SSO, SO	
s60(1A)	power to consider certain matters	MCD, AMCD, CSP, CPD, PSP, PDP, AA, SSP, SP, SPA, SSO, SO	
s.60(1B)	duty to consider number of objectors in considering whether use or development may have significant social effect	MCD, AMCD, CSP, CPD, PSP, PDP, AA, SSP, SP, SPA, SSO, SO	
s.61(1)	power to determine permit application, either to decide to grant a permit, to decide to grant a permit with conditions or to refuse a permit application	MCD, AMCD, CSP, CPD, PSP, PDP, AA, SSP, SP, SPA, SSO, SO	The permit must not be inconsistent with a cultural heritage management plan under the <i>Aboriginal Heritage Act 2006</i> . In accordance with Council's Planning Committee Charter.

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Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s.61(2)	duty to decide to refuse to grant a permit if a relevant determining referral authority objects to grant of permit	MCD, AMCD, CSP, CPD, PSP, PDP, AA, SSP, SP, SPA, SSO, SO	
s.61(2A)	power to decide to refuse to grant a permit if a relevant recommending referral authority objects to the grant of permit	MCD, AMCD, CSP, CPD, PSP, PDP, AA, SSP, SP, SPA, SSO, SO	
s.61(3)(a)	duty not to decide to grant a permit to use coastal Crown land without Minister's consent	Not applicable	
s.61(3)(b)	duty to refuse to grant the permit without the Minister's consent	Not applicable	
s.61(4)	duty to refuse to grant the permit if grant would authorise a breach of a registered restrictive covenant	MCD, AMCD, CSP, CPD, PSP, PDP, AA, SSP, SP, SPA, SSO, SO	
s.62(1)	duty to include certain conditions in deciding to grant a permit	MCD, AMCD, CSP, CPD, PSP, PDP, AA, SSP, SP, SPA, SSO, SO	
s.62(2)	power to include other conditions	MCD, AMCD, CSP, CPD, PSP, SSP, SP, SPA, SSO, SO	
s.62(4)	duty to ensure conditions are consistent with paragraphs (a),(b) and (c)	MCD, AMCD, CSP, CPD, PSP, PDP, AA, SSP, SP, SPA, SO	
s.62(5)(a)	power to include a permit condition to implement an approved development contributions plan or an approved infrastructure contributions plan	MCD, AMCD, CSP, CPD, PSP, PDP, AA, SSP, SP, SPA, SSO, SO	
s.62(5)(b)	Power to include a permit condition that specified works be provided on or to the land or paid for in accordance with s 173 agreement	MCD, AMCD,	
s.62(5)(c)	power to include a permit condition that specified works be provided or paid for by the applicant	MCD, AMCD, CSP, CPD, PSP, PDP, AA, SSP, SP, SPA, SSO, SO	

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 62(6)(a)	duty not to include a permit condition requiring a person to pay an amount for or provide works except in accordance with ss 46N(1), 46GV(7) or 62(5)	MCD, AMCD, CSP, CPD, PSP, PDP, AA, SSP, SP, SPA, SSO, SO	
s.62(6)(b)	duty not to include a permit condition requiring a person to pay an amount for or provide works except a condition that a planning scheme requires to be included as referred to in s 62(1)(a)	MCD, AMCD, CSP, CPD, PSP, PDP, AA, SSP, SP, SPA, SSO, SO	
s.63	duty to issue the permit where made a decision in favour of the application (if no one has objected)	MCD, AMCD, CSP, CPD, PSP, PDP, AA, SSP, SP, SPA, SSO, SO	
s.64(1)	duty to give notice of decision to grant a permit to applicant and objectors	MCD, AMCD, CSP, CPD, PSP, PDP, AA, SSP, SP, SPA, SO, SCL, STDP, Admin - P&B	This provision applies also to a decision to grant an amendment to a permit – see s 75
s.64(3)	duty not to issue a permit until after the specified period	MCD, AMCD, CSP, CPD, PSP, PDP, AA, SSP, SP, SPA, SSO, SO	This provision applies also to a decision to grant an amendment to a permit – see s 75
s.64(5)	Duty to give each objector a copy of an exempt decision	MCD, AMCD, CSP, CPD, PSP, PDP, AA, SSP, SP, SPA, SSO, SO	This provision applies also to a decision to grant an amendment to a permit – see s 75
s.64A	duty not to issue permit until the end of a period when an application for review may be lodged with VCAT or until VCAT has determined the application, if a relevant recommending referral authority has objected to the grant of a permit	MCD, AMCD, CSP, CPD, PSP, PDP, AA, SSP, SP, SPA, SSO, SO	This provision applies also to a decision to grant an amendment to a permit - see s 75A
s.65(1)	duty to give notice of refusal to grant permit to applicant and person who objected under s 57	MCD, AMCD, CSP, CPD, PSP, PDP, AA, SSP, SP, SPA, SSO, SO, SCL, STDP, Admin - P&B	
s.66(1)	duty to give notice under s 64 or s 65 and copy permit to relevant determining referral authorities	MCD, AMCD, CSP, CPD, PSP, PDP, AA, SSP, SP, SPA, SSO, SO, SCL, STDP, Admin - P&B	

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s.66(2)	duty to give a recommending referral authority notice of its decision to grant a permit	MCD, AMCD, CSP, CPD, PSP, PDP, AA, SSP, SP, SPA, SSO, SO, SCL, STDP, Admin - P&B	If the recommending referral authority objected to the grant of the permit or the responsible authority decided not to include a condition on the permit recommended by the recommending referral authority.
s.66(4)	duty to give a recommending referral authority notice a copy of its decision to refuse any permit	MCD, AMCD, CSP, CPD, PSP, PDP, AA, SSP, SP, SPA, SSO, SO, SCL, STDP, Admin - P&B	If the recommending referral authority did not object to the grant of the permit or the recommending referral authority recommended that a permit condition be included on the permit.
s.66(6)	duty to give a recommending referral authority a copy of any permit which Council decides to grant and a copy of any notice given under s 64 or 65	MCD, AMCD, CSP, CPD, PSP, PDP, AA, SSP, SP, SPA, SSO, SO, SCL, STDP, Admin - P&B	If the recommending referral authority did not object to the grant of the permit or the recommending referral authority did not recommend a condition be included on the permit.
s.69(1)	Function of receiving application for extension of time of permit	MCD, AMCD, CSP, CPD, PSP, PDP, AA, SSP, SP, SPA, SSO, SO, SCL, STDP, Admin - P&B	
s.69(1A)	function of receiving application for extension of time to complete development	MCD, AMCD, CSP, CPD, PSP, PDP, AA, SSP, SP, SPA, SSO, SO, SCL, STDP, Admin - P&B	
s.69(2)	power to extend time	MCD, AMCD, CSP, CPD, PSP, PDP, AA, SSP, SP, SPA, SSO, SO	
s.70	duty to make copy permit available in accordance with the public availability requirements	MCD, AMCD, CSP, CPD, PSP, PDP, AA, SSP, SP, SPA, SSO, SO, SCL, STDP, Admin - P&B	
s.71(1)	power to correct certain mistakes	MCD, AMCD, CSP, CPD, PSP, PDP, AA, SSP, SP, SPA, SSO, SO	
s.71(2)	duty to note corrections in register	MCD, AMCD, CSP, CPD, PSP, PDP, AA, SSP, SP, SPA, SSO, SO, SCL, STDP, Admin - P&B	

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s.73	power to decide to grant amendment subject to conditions	MCD, AMCD, CSP, CPD, PSP, PDP, AA, SSP, SP, SPA, SSO, SO	In accordance with Council's Planning Committee Charter
s.74	duty to issue amended permit to applicant if no objectors	MCD, AMCD, CSP, CPD, PSP, PDP, AA, SSP, SP, SPA, SO	
s.76	duty to give applicant and objectors notice of decision to refuse to grant amendment to permit	MCD, AMCD, CSP, CPD, PSP, PDP, AA, SSP, SP, SPA, SSO, SO, SCL, STDP, Admin - P&B	
s.76A(1)	duty to give relevant determining referral authorities copy of an amended permit and copy of notice	MCD, AMCD, CSP, CPD, PSP, PDP, AA, SSP, SP, SPA, SSO, SO, Admin - P&B	
s.76A(2)	duty to give a recommending referral authority notice of its decision to grant an amendment to a permit	MCD, AMCD, CSP, CPD, PSP, PDP, AA, SSP, SP, SPA, SSO, SO, SCL, STDP, Admin - P&B	If the recommending referral authority objected to the amendment of the permit or the responsible authority decided not to include a condition on the amended permit recommended by the recommending referral authority.
s.76A(4)	duty to give a recommending referral authority notice of its decision to refuse a permit	MCD, AMCD, CSP, CPD, PSP, PDP, AA, SSP, SP, SPA, SSO, SO, Admin - P&B	If the recommending referral authority objected to the amendment of the permit or the recommending referral authority recommended that a permit condition be included on the amended permit.
s.76A(6)	duty to give a recommending referral authority a copy of any amended permit which Council decides to grant and a copy of any notice given under s 64 or 76	MCD, AMCD, CSP, CPD, PSP, PDP, AA, SSP, SP, SPA, SSO, SO, SCL, STDP, Admin - P&B	If the recommending referral authority did not object to the amendment of the permit or the recommending referral authority did not recommend a condition be included on the amended permit.
s.76D	duty to comply with direction of Minister to issue amended permit	MCD, AMCD, CSP, CPD, PSP, PDP, AA, SSP, SP, SPA, SSO, SO	
s.83	function of being respondent to an appeal	MCD, AMCD, CSP, CPD, PSP, PDP, AA, SSP, SP, SPA, SSO, SO	

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Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s.83B	duty to give or publish notice of application for review	MCD, AMCD, CSP, CPD, PSP, PDP, AA, SSP, SP, SPA, SSO, SO, SCL, STDP, Admin - P&B	
s.84(1)	power to decide on application at any time after an appeal is lodged against failure to grant a permit	MCD, AMCD, CSP, CPD, PSP, PDP, AA, SSP, SP, SPA, SSO, SO	In accordance with Council's Planning Committee Charter.
s.84(2)	duty not to issue a permit or notice of decision or refusal after an application is made for review of a failure to grant a permit	MCD, AMCD, CSP, CPD, PSP, PDP, AA, SSP, SP, SPA, SSO, SO	
s.84(3)	duty to tell Principal Registrar if decide to grant a permit after an application is made for review of its failure to grant a permit	MCD, AMCD, CSP, CPD, PSP, PDP, AA, SSP, SP, SPA, SSO, SO	
s.84(6)	duty to issue permit on receipt of advice within 3 business days	MCD, AMCD, CSP, CPD, PSP, PDP, AA, SSP, SP, SPA, SSO, SO	
s.84AB	power to agree to confining a review by the Tribunal	MCD, AMCD, CSP, CPD, PSP PDP, AA,	
s.86	duty to issue a permit at order of Tribunal within 3 business days	MCD, AMCD, CSP, CPD, PSP, PDP, AA, SSP, SP, SPA, SSO, SO	
s.87(3)	power to apply to VCAT for the cancellation or amendment of a permit	MCD, AMCD, CSP, CPD, PSP, PDP, AA,	
s.90(1)	function of being heard at hearing of request for cancellation or amendment of a permit	MCD, AMCD, CSP, CPD, PSP, PDP, AA, SPIO, PIO	
s.91(2)	duty to comply with the directions of VCAT	MCD, AMCD, CSP, CPD, PSP, PDP, AA, SSP, SP, SPA, SSO, SO	
s.91(2A)	duty to issue amended permit to owner if Tribunal so directs	MCD, AMCD, CSP, CPD, PSP, PDP, AA, SSP, SP, SPA, SO	

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Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s.92	duty to give notice of cancellation/amendment of permit by VCAT to persons entitled to be heard under s 90	MCD, AMCD, CSP, CPD, PSP, PDP, AA, SSP, SP, SPA, SSO, SO	
s.93(2)	duty to give notice of VCAT order to stop development	MCD, AMCD, CSP, CPD, PSP, PDP, AA, SSP, SP, SPIO. PIO	
s.95(3)	function of referring certain applications to the Minister	GMCS&S, MCD, AMCD, CSP CPD,	
s.95(4)	duty to comply with an order or direction	MCD, AMCD, CSP,CPD, PSP, PDP, AA, SSP, SP, SPA, SSO, SO	
s.96(1)	duty to obtain a permit from the Minister to use and develop its land	Relevant Service Manager	In consultation with the MP&AS.
s.96(2)	function of giving consent to other persons to apply to the Minister for a permit to use and develop Council land	Relevant Service Manager	In consultation with the MP&AS
s.96A(2)	power to agree to consider an application for permit concurrently with preparation of proposed amendment	MCD, AMCD, MCF, CSP CPD,	
s.96C	power to give notice, to decide not to give notice, to publish notice and to exercise any other power under s 96C	MCD, AMCD, MCF, CSP, CPD, PSP, PDP, AA, SSP, SP, SSO, SO, SPA	
s.96F	duty to consider the panel's report under s 96E	MCD, AMCD,	
s.96G(1)	power to determine to recommend that a permit be granted or to refuse to recommend that a permit be granted and power to notify applicant of the determination (including power to give notice under s 23 of the <i>Planning and Environment (Planning Schemes) Act</i> 1996)	MCD, AMCD, MCF, CSP, CPD, PSP, PDP, AA, SSP, SP, SSO, SO, SPA	
s.96H(3)	power to give notice in compliance with Minister's direction	MCD, AMCD, MCF, CSP CPD,	
s.96J	Duty power to issue permit as directed by the Minister	MCD, AMCD, MCF, CSP, CPD,, PSP, PDP, AA, SSP, SP, SSO, SO, SPA	

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Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s.96K	duty to comply with direction of the Minister to give notice of refusal	MCD, AMCD, MCF, CSP, CPD, PSP, PDP, AA, SSP, SP, SSO, SO, SPA	
s. 96Z	duty to keep levy certificates given to it under ss. 47 or 96A for no less than 5 years from receipt of the certificate	GMCS&S, MCD, AMCD	
s.97C	power to request Minister to decide the application	GMCS&S, MCD, AMCD, CSP CPD,	
s.97D(1)	duty to comply with directions of Minister to supply any document or assistance relating to application	MCD, AMCD, MCF, CSP, CPD, PSP, PDP, AA, SSP, SP, SSO, SO, SPA, Admin – P&B	
s.97G(3)	function of receiving from Minister copy of notice of refusal to grant permit or copy of any permit granted by the Minister	MCD, AMCD, CSP, CPD,	
s.97G(6)	duty to make a copy of permits issued under s 97F available in accordance with the public availability requirements	MCD, AMCD, CSP, CPD, PSP, PDP, AA, SSP, SP, SSO, SO, SPA, SCL, STDP, Admin – P&B	
s.97L	duty to include Ministerial decisions in a register kept under section 49	MCD, AMCD, CSP, CPD, PSP, PDP, AA, SSP, SP, , SSO, SO, SPA, SCL, STDP, Admin – P&B	
s.97MH	duty to provide information or assistance to the Planning Application Committee	MCD, AMCD, CSP, CPD, PSP, PDP, AA,	
s.97MI	duty to contribute to the costs of the Planning Application Committee or subcommittee	MCD, AMCD, CSP, CPD,	
s.97O	duty to consider application and issue or refuse to issue certificate of compliance	MCD, AMCD, CSP, CPD, PSP, PDP, AA, SSP, SP, SSO, SO, SPA	
s.97P(3)	duty to comply with directions of VCAT following an application for review of a failure or refusal to issue a certificate	MCD, AMCD, CSP, CPD, PSP, PDP, AA, SSP, SP, SPA, SSO, SO	
s.97Q(2)	function of being heard by VCAT at hearing of request for amendment or cancellation of certificate	MCD, AMCD, CSP, CPD, PSP, PDP, AA, SSP, SP, SPA, SSO, SO	

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s.97Q(4)	duty to comply with directions of VCAT	MCD, AMCD, CSP, CPD, PSP, PDP, AA, SSP, SP, SPA, SSO, SO	
s.97R	duty to keep register of all applications for certificate of compliance and related decisions	MCD, AMCD, CSP, CPD, PSP, SSP, SP, SPA, SSO, SO, SCL, STDP, Admin - P&B	
s.98(1)&(2)	function of receiving claim for compensation in certain circumstances	GMCS&S, MCD, AMCD	
s.98(4)	duty to inform any person of the name of the person from whom compensation can be claimed	GMCS&S, MCD, AMCD	
s.101	function of receiving claim for expenses in conjunction with claim	GMCS&S, MCD, AMCD	
s.103	power to reject claim for compensation in certain circumstances	GMCS&S, MCD, AMCD	
s.107(1)	function of receiving claim for compensation	GMCS&S, MCD, AMCD	
s.107(3)	power to agree to extend time for making claim	GMCS&S, MCD, AMCD	
s.113 (2)	Power to request a declaration for land to be proposed to be reserved for public purposes		
s.114(1)	power to apply to the VCAT for an enforcement order	MCS&C, CCC, MCD, AMCD, CSP, CPD, PSP, PDP, AA, SSP, SP, SPIO, PIO	
s.117(1)(a)	function of making a submission to the VCAT where objections are received	MCD, AMCD, CSP, CPD, PSP, PDP, AA, SSP, SP, SPA	
s.120(1)	power to apply for an interim enforcement order where s 114 application has been made	MCS&C, CCC, MCD, AMCD, CSP, CPD, SPIO, PIO	Subject to prior discussion with the GMCS&S.
s.123(1)	power to carry out work required by enforcement order and recover costs	MCS&C, CCC, SPIO, MCD, AMCD, CSP, CPD	
s.123(2)	power to sell buildings, materials, etc salvaged in carrying out work under s 123(1)	Not delegated.	Except Crown land.

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s.129	function of recovering penalties	MCD, AMCD, MCS&C, CCC, CSP, CPD, PSP, PDP, AA, SSP, SP, SPA, SPIO, PIO, SCL, STDP, Admin – P&B, , TLB&P, BSO(B&P)	
s.130(5)	power to allow person served with an infringement notice further time	MCD, AMCD, CSP, CPD, PSP, PDP, AA, SPIO, PIO, MH&C, MCS&C, CCC, TLB&P	
s.149A(1)	power to refer a matter to the VCAT for determination	MCD, AMCD, CSP CPD, MCS&C, CCC,	
s.149A(1A)	Power to apply to VCAT for the determination of a matter relating to the interpretation of a s 173 agreement	MCD, AMCD, CSP, CPD, PSP, PDP, AA	
s.156	duty to pay fees and allowances (including a payment to the Crown under s 156(2A)), and payment or reimbursement for reasonable costs and expenses incurred by the panel in carrying out its functions unless the Minister directs otherwise under s 156(2B) power to ask for contribution under s 156 (3) and power to abandon amendment or part of it under s 156(4)	MCD, AMCD, MCF, CSTP, STP	Where Council is the relevant planning authority.
s.171(2)(f)	power to carry out studies and commission reports	MCD, AMCD, MCF, CSTP, STP	
s.171(2)(g)	power to grant and reserve easements	MCD, AMCD, CSP, CPD	
s.172C	power to compulsorily acquire any outer public purpose land that is specified in the approved infrastructure contributions plan	Not delegated.	Where Council is a development agency specified in an approved infrastructure contributions plan
s.172D(1)	power to compulsorily acquire any inner public purpose land that is specified in the plan before the time that the land is required to be provided to Council under s 46GV(4)	Not delegated.	Where Council is a collecting agency specified in an approved infrastructure contributions plan
s.172D(2)	power to compulsorily acquire any inner public purpose land, the use and development of which is to be the responsibility of Council under the plan, before the time that the land is required to be provided under s 46GV(4)	Not delegated.	Where Council is the development agency specified in an approved infrastructure contributions plan

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s.173(1)	power to enter into agreement covering matters set out in s 174	CEO, GMCS&S, MCD, AMCD, MCF	
s.173(1A)	power to enter into an agreement with an owner of land for the development or provision of land in relation to affordable housing	Not delegated.	Where Council is the relevant responsible authority
---	power to decide whether something is to the satisfaction of Council, where an agreement made under s 173 of the <i>Planning and Environment Act 1987</i> requires something to be to the satisfaction of Council or Responsible Authority	MCD, AMCD, CSP, CPD, PSP, PDP, AA	
---	power to give consent on behalf of Council, where an agreement made under s 173 of the <i>Planning and Environment Act 1987</i> requires that something may not be done without the consent of Council or Responsible Authority	MCD, AMCD, CSP, CPD, PSP, PDP, AA	
s.177(2)	power to end a s 173 agreement with the agreement of all those bound by any covenant in the agreement or otherwise in accordance with Division 2 of Part 9	CEO, GMCS&S, MCD, AMCD, MCF	
s.178	power to amend a s 173 agreement with the agreement of all those bound by any covenant in the agreement or otherwise in accordance with Division 2 of Part 9	CEO, GMCS&S, MCD, AMCD, MCF	
s.178A(1)	function of receiving application to amend or end an agreement	MCD, AMCD, CSP, CPD, PSP, PDP, AA SSP, SP, SPA, SSO, SO, SCL, STDP, Admin – P&B	
s.178A(3)	function of notifying the owner as to whether it agrees in principle to the proposal under s 178A(1)	MCD, AMCD, CSP, CPD, PSP, SSP, SP, SSO, SO, SPA	
s.178A(4)	function of notifying the applicant and the owner as to whether it agrees in principle to the proposal	MCD, AMCD, CSP, CPD, PSP, PDP, AA SSP, SP, SSO, SO, SPA	
s.178A(5)	power to propose to amend or end an agreement	MCD, AMCD, CSP, CPD, PSP, PDP, AA SP, SSO, SO, SPA	

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s.178B(1)	duty to consider certain matters when considering proposal to amend an agreement	MCD, AMCD, CSP, CPD, PSP, PDP, AA SSP, SP, SSO, SO, SPA	
s.178B(2)	duty to consider certain matters when considering proposal to end an agreement	MCD, AMCD, CSP, CPD, PSP, PDP, AA SSP, , SP, SSO, SO, SPA	
s.178C(2)	duty to give notice of the proposal to all parties to the agreement and other persons who may be detrimentally affected by decision to amend or end	MCD, AMCD, CSP, CPD, PSP, PDP, AA SSP, SP, SSO, SO, SPA	
s.178C(4)	function of determining how to give notice under s 178C(2)	MCD, AMCD, CSP, PSP, PDP, AA SSP, SP, SSO, SO, SPA	
s.178E(1)	duty not to make decision until after 14 days after notice has been given	MCD, AMCD, CSP, PSP, PDP, AA SSP, SP, SSO, SO, SPA	
s.178E(2)(a)	power to amend or end the agreement in accordance with the proposal	MCD, AMCD, CSP, PSP, PDP, AA SSP, SP, SSO, SO, SPA	If no objections are made under s 178D. Must consider matters in s 178B.
s.178E(2)(b)	power to amend or end the agreement in a manner that is not substantively different from the proposal	MCD, AMCD, CSP, CPD, PSP, PDP, AA SSP, , SP, SSO, SO, SPA	If no objections are made under s178D Must consider matters in s78B
s.178E(2)(c)	power to refuse to amend or end the agreement	MCD, AMCD, CSP, CPD, PSP, PDP, AA SSP, SP, SSO, SO, SPA	If no objections are made under s178D Must consider matters in s.178B
s.178E(3)(a)	power to amend or end the agreement in accordance with the proposal	MCD, AMCD, CSP, CPD, PSP, PDP, AA , SSP, SP, SSO, SO, SPA	After considering objections, submissions and matters in s.178B
s.178E(3)(b)	power to amend or end the agreement in a manner that is not substantively different from the proposal	MCD, AMCD, CSP, CPD, PSP, PDP, AA, SSP, SP, SSO, SO, SPA	After considering objections, submissions and matters in s.178B

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s.178E(3)(c)	power to amend or end the agreement in a manner that is substantively different from the proposal	MCD, AMCD, CSP, CPD	After considering objections, submissions and matters in s.178B.
s.178E(3)(d)	power to refuse to amend or end the agreement	MCD, AMCD, CSP, CPD, PSP, PDP, AA, SSP, SP, SSO, SO, SPA	After considering objections, submissions and matters in s.178B.
s.178F(1)	duty to give notice of its decision under s 178E(3)(a) or (b)	MCD, AMCD, CSP, CPD, PSP, PDP, AA, SSP, SP, SSO, SO, SPA	
s.178F(2)	duty to give notice of its decision under s 78E(2)(c) or (3)(d)	MCD, AMCD, CSP, CPD	
s.178F(4)	duty not to proceed to amend or end an agreement under s 178E until at least 21 days after notice has been given or until an application for review to the Tribunal has been determined or withdrawn	MCD, AMCD, CSP, CPD, PSP, PDP, AA, SSP, , SP, SSO, SO, SPA	
s.178G	duty to sign amended agreement and give copy to each other party to the agreement	MCD, AMCD, CSP, CPD, PSP, PDP, AA, SSP, SP, SSO, SO, SPA	
s.178H	power to require a person who applies to amend or end an agreement to pay the costs of giving notices and preparing the amended agreement	MCD, AMCD, CSP, CPD	
s.178I(3)	duty to notify, in writing, each party to the agreement of the ending of the agreement relating to Crown land	MCD, AMCD, CSP, CPD, PSP, PDP, AA, SSP, , SP, SSO, SO, SPA	
s.179(2)	duty to make a copy of each agreement available in accordance with the public availability requirements	MCD, AMCD, CSP, CPD, PSP, PDP, AA, SSP, , SP, SSO, SO, SPA	
s.181	duty to apply to the Registrar of Titles to record the agreement and to deliver a memorial to Registrar-General	MCD, AMCD, CSP, CPD	
s.181(1A)(a)	power to apply to the Registrar of Titles to record the agreement	MCD, AMCD, CSP, CPD, PSP, PDP, AA, SSP, SP, SSO, SO, SPA	

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s.181(1A)(b)	duty to apply to the Registrar of Titles, without delay, to record the agreement	MCD, AMCD, CSP, CPD, PSP, PDP, AA, SSP, SP, SSO, SO, SPA	
s.182	power to enforce an agreement	MCD, AMCD, CSP, CPD, PIO	
s.183	duty to tell Registrar of Titles of ending/amendment of agreement	MCD, AMCD, CSP, CPD, PSP, PDP, AA, SSP, SP, SPA, SSO, SO	
s.184F(1)	power to decide to amend or end an agreement at any time after an application for review of the failure of Council to make a decision	MCD, AMCD, CSP, CPD, PSP, SSP, SP, SSO, SO, SPA	
s.184F(2)	duty not to amend or end the agreement or give notice of the decision after an application is made to VCAT for review of a failure to amend or end an agreement	MCD, AMCD, CSP, CPD, PSP, PDP, AA, SSP, SSP, SP, SSO, SO, SPA	
s.184F(3)	duty to inform the principal registrar if the responsible authority decides to amend or end an agreement after an application is made for the review of its failure to end or amend the agreement	MCD, AMCD, CSP, CPD, PSP, PDP, AA, SSP, SSP, SP, SSO, SO, SPA	
s.184F(5)	function of receiving advice from the principal registrar that the agreement may be amended or ended in accordance with Council's decision	MCD, AMCD, CSP, CPD, PSP, PDP, AA, SSP, SP, SSO, SO, SPA, SCL, STDP, Admin – P&B	
s.184G(2)	duty to comply with a direction of the Tribunal	MCD, AMCD, CSP, CPD, PSP, PDP, AA, SSP, , SP, SSO, SO, SPA	
s.184G(3)	duty to give notice as directed by the Tribunal	MCD, AMCD, CSP, CPD, PSP, PDP, AA, SSPM, SP, SSO, SO, SPA, SCL, STDP, Admin – P&B	
s.185B (1)	Duty to comply with a request from the Minister to provide the name, address, email address or telephone number of any person to whom the Minister is required to give notice	MCD, AMCD, CSP, CPD	

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s.198(1)	function to receive application for planning certificate	Not applicable.	In the metropolitan area, planning certificates are issued by the Department of Transport, Planning and Local Infrastructure.
s.199(1)	duty to give planning certificate to applicant	Not applicable.	In the metropolitan area, planning certificates are issued by the Department of Transport, Planning and Local Infrastructure.
s.201(1)	function of receiving application for declaration of underlying zoning	Not applicable.	
s.201(3)	duty to make declaration	Not applicable.	
-	power to decide, in relation to any planning scheme or permit, that a specified thing has or has not been done to the satisfaction of Council	MCD, AMCD, CSP, CPD, PSP, PDP, AA, SSP, SP, SPA	
	power, in relation to any planning scheme or permit, to consent or refuse to consent to any matter which requires the consent or approval of Council	MCD, AMCD, CSP, CPD, PDP, PSP, PDP, AA, SSP, SP, SPA	
	power to approve any plan or any amendment to a plan or other document in accordance with a provision of a planning scheme or condition in a permit	MCD, AMCD, CSP, , CPD, PSP, PDP, AA, SSP, SP, SPA	
-	power to give written authorisation in accordance with a provision of a planning scheme	MCD, AMCD, CSP, CPD, PSP, PDP, AA, SSP, SP, SPA	
s.201UAB(1)	function of providing the Victoria Planning Authority with information relating to any land within municipal district	MCD, AMCD, MCF	
s.201UAB(2)	duty to provide the Victoria Planning Authority with information requested under S 201UAB(1) as soon as possible	MCD, AMCD, MCF	

RESIDENTIAL TENANCIES ACT 1997			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s.518F	power to issue notice to caravan park regarding emergency management plan if determined that the plan does not comply with the requirements	MCD, AMCD, HPO, SEHO, CHP, EHT	
s.522(1)	power to give a compliance notice to a person	MCD, AMCD, HPO, SEHO, CHP	
s.525(2)	power to authorise an officer to exercise powers in s 526 (either generally or in a particular case)	GMCS&S	
s.525(4)	duty to issue identity card to authorised officers	MCD, AMCD, GMCS&S	
s.526(5)	duty to keep record of entry by authorised officer under s 526	MCD, AMCD, BSO(HP)	
s.526A(3)	function of receiving report of inspection	MCD, AMCD, HPO, BSO(HP), CHP, SEHO	
s.527	power to authorise a person to institute proceedings (either generally or in a particular case)	MCD, AMCD	

ROAD MANAGEMENT ACT 2004			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s.11(1)	power to declare a road by publishing a notice in the Government Gazette	GMCS&S, GMG&E, GMO&C, MP&AS	Obtain consent in circumstances specified in s 11(2).
s.11(8)	power to name a road or change the name of a road by publishing notice in Government Gazette	Not delegated	
s.11(9)(b)	duty to advise the Registrar	GMCS&S, GMG&E, GMO&C, MP&AS	
s.11(10)	duty to inform Secretary to Department of Environment, Land, Water and Planning of declaration etc.	GMCS&S, GMG&E, GMO&C, MP&AS	Subject to section 11 (10A).
s.11(10A)	duty to inform Secretary to Department of Environment, Land Water and Planning or nominated person	GMCS&S, GMG&E, GMO&C, MP&AS	Where Council is the coordinating road authority.
s.12(2)	power to discontinue road or part of a road	Not delegated.	Where Council is the coordinating road authority.
s.12(4)	duty to publish, and provide copy, notice of proposed discontinuance	GMG&E, MP&AS,	Power of the coordinating road authority where it is the discontinuing body. Unless s (11) applies.
s.12(5)	duty to consider written submissions received within 28 days of notice	GMG&E, MP&AS	Duty of the coordinating road authority where it is the discontinuing body. Unless s 12 (11) applies.
s.12(6)	function of hearing a person in support of their written submission	GMG&E, MP&AS	Function of coordinating road authority where it is the discontinuing body. Unless s 12 11) applies.
s.12(7)	duty to fix the day, time and place of meeting under s 12 (6) and to give notice	GMG&E, MP&AS	Duty of the coordinating road authority where it is the discontinuing body. Unless s 12 (11) applies.
s.12(10)	duty to notify of decision made	GMG&E, MP&AS	Duty of coordinating road authority where it is the discontinuing body. Does not apply where an exemption is specified by the regulations or given by the Minister.

ROAD MANAGEMENT ACT 2004			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s.13(1)	power to fix a boundary of a road by publishing notice in Government Gazette	GMCS&S, GMG&E, GMO&C, MP&AS	Power of the coordinating road authority and obtain consent under s 13(3) and s 13(4) as appropriate.
s.14(4)	function of receiving notice from the Head, Transport for Victoria	GMCS&S, MCE&ST	
s.14(7)	power to appeal against a decision of the Head, Transport for Victoria	GMCS&S, MCE&ST	
s.15(1)	power to enter into arrangement with another road authority, utility or a provider of public transport to transfer a road management function of the road authority to the other road authority, utility or provider of public transport	GMCS&S, GMG&E	
s.15(1A)	power to enter into arrangement with a utility to transfer a road management function of the utility to the road authority	GMCS&S, GMG&E	
s.15(2)	duty to include details of arrangement in public roads register	GMG&E, MP&AS	
s.16(7)	power to enter into an arrangement under s 15	GMCS&S, GMG&E	
s.16(8)	duty to enter details of determination in the public roads register	GMG&E, MP&AS	
s.17(2)	duty to register public road in public roads register	GMG&E, MP&AS	Where Council is the coordinating road authority.
s.17(3)	power to decide that a road is reasonably required for general public use	GMCS&S, GMG&E, MP&AS, MCE&ST	Where Council is the coordinating road authority.
s.17(3)	duty to register a road reasonably required for general public use in public roads register	GMG&E, MP&AS	Where Council is the coordinating road authority.
s.17(4)	power to decide that a road is no longer reasonably required for general public use	GMCS&S, GMG&E, MP&AS	Where Council is the coordinating road authority.
s.17(4)	duty to remove road no longer reasonably required for general public use from public roads register	GMG&E, GMCS&S, MP&AS, MCE&ST	Where Council is the coordinating road authority.

ROAD MANAGEMENT ACT 2004			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s.18(1)	power to designate ancillary area	GMCS&S, GMO&C	Where Council is the coordinating road authority, and obtains consent in circumstances specified in s 18(2).
s.18(3)	duty to record designation in the public roads register	GMG&E, MP&AS	Where Council is the coordinating road authority.
s.19(1)	duty to keep register of public roads in respect of which it is the coordinating road authority	GMG&E, MP&AS	
s.19(4)	duty to specify details of discontinuance in public roads register	GMG&E, MP&AS	
s.19(5)	duty to ensure public roads register is available for public inspection	GMG&E, MP&AS	
s.21	function of replying to request for information or advice	GMG&E, MP&AS, CAS	Obtain consent in circumstances specified in s 11(2).
s.22(2)	function of commenting on proposed direction	GMCS&S, GMG&E	
s.22(4)	duty to publish a copy or summary of any direction made under s 22 by the Minister in its annual report.	GMCS&S, GMG&E	
s.22(5)	duty to give effect to a direction under s 22.	GMCS&S, GMG&E	
s.40(1)	duty to inspect, maintain and repair a public road.	GMO&C, MCW, CG&C MP&AS, CAS	
s.40(5)	power to inspect, maintain and repair a road which is not a public road	GMO&C, MCW, MP&AS, CAS	
s.41(1)	power to determine the standard of construction, inspection, maintenance and repair	GMO&C, MP&AS, CAS, MCW	
s.42(1)	power to declare a public road as a controlled access road	GMCS&S, MCE&ST	Power of coordinating road authority and Sch 2 also applies.
s.42(2)	power to amend or revoke declaration by notice published in Victoria Government Gazette	GMCS&S, MCE&ST	Power of coordinating road authority and. Sch 2 also applies.
s.42A(3)	duty to consult with Head, Transport for Victoria and Minister for Local Government before road is specified	GMG&E, GMCS&S, MP&AS, MCE&ST	Where Council is the coordinating road authority. If road is a municipal road or part thereof.

ROAD MANAGEMENT ACT 2004			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s.42A(4)	power to approve the Minister's decision to specify a road as a specified freight road	GMCS&S, MCE&ST	Where Council is the coordinating road authority. If road is a municipal road or part thereof and where the road is to be specified a freight road.
s.48EA	duty to notify the owner or occupier of land and provider of public transport on which rail infrastructure or rolling stock is located (and any relevant provider of public transport)	GMCS&S, GMO&C, MCE&ST, MCW	Where Council is the responsible road authority, infrastructure manager or works manager.
s.48M(3)	function of consulting with the relevant authority for purposes of developing guidelines under s 48M	GMCS&S, GMO&C, MCW, MCE&ST	
s.49	power to develop and publish a road management plan	MCW & MP&AS	
s.51	power to determine standards by incorporating the standards in a road management plan	MCW & MP&AS	
s.53(2)	power to cause notice to be published in Government Gazette of amendment etc of document in road management plan	GMO&C, MCW MP&AS	
s.54(2)	duty to give notice of proposal to make a road management plan	GMO&C, MCW, MP&AS	
s.54(5)	duty to conduct a review of road management plan at prescribed intervals	GMO&C, MCW	
s.54(6)	power to amend road management plan	GMO&C, MCW	
s.54(7)	duty to incorporate the amendments into the road management plan	GMO&C, MCW	
s.55(1)	duty to cause notice of road management plan to be published in the Victoria Government Gazette and newspaper	GMO&C, MCW, MP&AS	
s.63(1)	power to consent to conduct of works on road	GMO&C, MC&MP, MCW, MCE&ST, CST, TLTP, TLTS1, STE, TE	Where Council is the coordinating road authority.
s.63(2)(e)	power to conduct or to authorise the conduct of works in, on, under or over a road in an emergency	GMO&C, MC&MP, MCW, CIM&S	Where Council is the infrastructure manager.

ROAD MANAGEMENT ACT 2004			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s.64(1)	duty to comply with cl 13 of Sch 7	GMO&C, MC&MP, MCW	Where Council is the infrastructure manager or works manager.
s.66(1)	power to consent to structure etc	GMCS&S, GMO&C, MCE&ST, MC&MP	Where Council is the coordinating road authority.
s.67(2)	function of receiving the name & address of the person responsible for distributing the sign or bill	GMCS&S, GMO&C, MCD, AMCD, MCF, MCE&ST, MC&MP	Where Council is the coordinating road authority.
s.67(3)	power to request information	GMCS&S, GMO&C, MCD, AMCD, MCF, MCE&ST, MC&MP, CST, TLTP, TLTS1, STE, TE	Where Council is the coordinating road authority.
s.68(2)	power to request information	GMCS&S, GMO&C, MCD, AMCD, MCF, MCE&ST, MC&MP, CST, TLTP, TLTS1, STE, TE	Where Council is the coordinating road authority.
s.71(3)	power to appoint an authorised officer	CEO, GMG&E	
s.72	duty to issue an identity card to each authorised officer	GMG&E, MCG	
s.85	function of receiving a report from an authorised officer	GMCS&S, GMO&C	
s.86	duty to keep a register re s 85 matters	GMO&C	
s.87(1)	function of receiving complaints	GMCS&S, GMO&C	
s.87(2)	duty to investigate complaint and provide report	GMCS&S, GMO&C	
s.96	power to authorise a person for the purpose of instituting legal proceedings	GMCS&S, GMO&C	
s.112(2)	power to recover damages in court	GMCS&S, GMO&C	
s.116	power to cause or carry out inspection	GMO&C, MC&MP, MCW	.

ROAD MANAGEMENT ACT 2004			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s.119(2)	function of consulting with the Head, Transport for Victoria	GMCS&S, GMO&C, MCE&ST, MC&MP, CST	
s.120(1)	power to exercise road management functions on an arterial road (with the consent of the Head, Transport for Victoria)	GMO&C, MC&MP, MCW	
s.120(2)	duty to seek consent of the Head, Transport for Victoria to exercise road management functions before exercising power in s 120(1)	GMO&C, MC&MP, MCW, MCE&ST, CST, TLTP, TLTS1, STE, TE	
s.121(1)	power to enter into an agreement in respect of works	GMO&C, MC&MP, MCW, CIM&S, MG&P, MCE&ST, CST	
s.122(1)	power to charge and recover fees	GMCS&S, GMO&C, MCE&ST, MC&MP, MCW, CI&FM, CST, TLTP, TLTS1, STE, TE	
s.123(1)	power to charge for any service	GMCS&S, GMO&C, MCE&ST, MC&MP, MCW, CIM&S, CST, TLTP, TLTS1, STE, TE	
Sch 2 CI 2(1)	power to make a decision in respect of controlled access roads	GMCS&S, GMO&C, MCE&ST, MC&MP, MCW, CI&FM, CST, TLTP, TLTS1, STE, TE	
Sch 2 CI 3(1)	duty to make policy about controlled access roads	GMCS&S, MCE&ST	
Sch 2 CI 3(2)	power to amend, revoke or substitute policy about controlled access roads	GMCS&S, MCE&ST	
Sch 2 CI 4	function of receiving details of proposal from the Head, Transport for Victoria	GMCS&S, MCE&ST	
Sch 2 CI 5	duty to publish notice of declaration	GMCS&S, GMO&C, MCE&ST, MG&P	

ROAD MANAGEMENT ACT 2004			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
Sch 7, CI 7(1)	duty to give notice to relevant coordinating road authority of proposed installation of non-road infrastructure or related works on a road reserve	GMCS&S, GMO&C, MCE&ST, MC&MP, MCW, CI&FM, CST, TLTP, TLTS1, STE, TE	Where Council is the infrastructure manager or works manager.
Sch 7, CI 8(1)	duty to give notice to any other infrastructure manager or works manager responsible for any non-road infrastructure in the area, that could be affected by any proposed installation of infrastructure or related works on a road or road reserve of any road	GMCS&S, GMO&C, MCE&ST, MC&MP, MCW, CI&FM, CST, TLTP, TLTS1	Where Council is the infrastructure manager or works manager.
Sch 7, CI 9(1)	duty to comply with request for information from a coordinating road authority, an infrastructure manager or a works manager responsible for existing or proposed infrastructure in relation to the location of any non-road infrastructure and technical advice or assistance in conduct of works	GMCS&S, GMO&C, MCE&ST, MC&MP, MCW, CI&FM, CST, TLTP, TLTS1	Where Council is the infrastructure manager or works manager responsible for non-road infrastructure.
Sch 7, CI 9(2)	duty to give information to another infrastructure manager or works manager where becomes aware any infrastructure or works are not in the location shown on records, appear to be in an unsafe condition or appear to need maintenance	GMCS&S, GMO&C, MCE&ST, MC&MP, MCW, CI&FM, CST, TLTP, TLTS1	Where Council is the infrastructure manager or works manager.
Sch 7, CI 10(2)	where Sc 7 CI 10(1) applies, duty to, where possible, conduct appropriate consultation with persons likely to be significantly affected	GMCS&S, GMO&C, MCE&ST, MC&MP, MCW, CI&FM, CST, TLTP, TLTS1	Where Council is the infrastructure manager or works manager.
Sch 7 CI 12(2)	power to direct infrastructure manager or works manager to conduct reinstatement works	GMCS&S, GMO&C, MCE&ST, MC&MP, MCW, CI&FM, CST, TLTP, TLTS1	Where Council is the coordinating road authority.
Sch 7 CI 12(3)	power to take measures to ensure reinstatement works are completed	GMCS&S, GMO&C, MCE&ST, MC&MP, MCW, CI&FM, CST, TLTP, TLTS1	Where Council is the coordinating road authority.
Sch 7 CI 12(4)	duty to ensure that works are conducted by an appropriately qualified person	GMCS&S, GMO&C, MCE&ST, MC&MP, MCW, CI&FM, CST, TLTP, TLTS1	Where Council is the coordinating road authority.

ROAD MANAGEMENT ACT 2004			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
Sch 7 CI 12(5)	power to recover costs	GMCS&S, GMO&C, MCE&ST, MC&MP, MCW, CI&FM, CST, TLTP, TLTS1	Where Council is the coordinating road authority.
Sch 7, CI 13(1)	duty to notify relevant coordinating road authority within 7 days that works have been completed, subject to Sch 7, CI 13(2)	GMCS&S, GMO&C, MCE&ST, MC&MP, MCW, CI&FM	Where Council is the works manager.
Sch 7 CI 13(2)	power to vary notice period	GMCS&S, GMO&C, MCE&ST, MC&MP, MCW, CI&FM	Where Council is the coordinating road authority.
Sch 7, CI 13(3)	duty to ensure works manager has complied with obligation to give notice under Sch 7, CI 13(1)	GMCS&S, GMO&C, MCE&ST, MC&MP, MCW, CI&FM CST	Where Council is the infrastructure manager.
Sch 7 CI 16(1)	power to consent to proposed works	GMCS&S, GMO&C, MCE&ST, MC&MP, MCW, CI&FM, CST, TLTP, TLTS1, STE, TE	Where Council is the coordinating road authority.
Sch 7 CI 16(4)	duty to consult	GMCS&S, GMO&C, MCE&ST, MC&MP, MCW, CI&FM , CST, TLTP, TLTS1	Where Council is the coordinating road authority, responsible authority or infrastructure manager.
Sch 7 CI 16(5)	power to consent to proposed works	GMCS&S, GMO&C, MCE&ST, MC&MP, MCW, CI&FM, CST, TLTP, TLTS1, STE, TE	Where Council is the coordinating road authority.
Sch 7 CI 16(6)	power to set reasonable conditions on consent	GMCS&S, GMO&C, MCE&ST, MC&MP, MCW, CI&FM , CST, TLTP, TLTS1, STE, TE	Where Council is the coordinating road authority.
Sch 7 CI 16(8)	power to include consents and conditions	GMCS&S, GMO&C, MCE&ST, MC&MP, MCW, CI&FM , CST, TLTP, TLTS1, STE, TE	Where Council is the coordinating road authority.

ROAD MANAGEMENT ACT 2004			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
Sch 7 Cl17(2)	power to refuse to give consent and duty to give reasons for refusal	GMCS&S, GMO&C, MCE&ST, MC&MP, MCW, CIM&S, CST, TLTP, TLTS1, STE, TE	Where Council is the coordinating road authority.
Sch 7 Cl 18(1)	power to enter into an agreement in relation to	GMCS&S, GMO&C, MCE&ST, MC&MP, MCW, CI&FM, CST, TLTP, TLTS1, STE, TE	Where Council is the coordinating road authority.
Sch 7 Cl 19(1)	power to give notice requiring rectification of works	GMCS&S, GMO&C, MCE&ST, MC&MP, MCW, CI&FM, CST, TLTP, TLTS1	Where Council is the coordinating road authority.
Sch 7 Cl 19(2) & (3)	power to conduct the rectification works or engage a person to conduct the rectification works and power to recover costs incurred	GMCS&S, GMO&C, MCE&ST, MC&MP, MCW, CI&FM	Where Council is the coordinating road authority.
Sch 7 Clause 20(1)	power to require removal, relocation, replacement or upgrade of existing non-road infrastructure	GMCS&S, GMO&C, MCE&ST, MC&MP, MCW, CI&FM, CST, TLTP, TLTS1, STE, TE	Where Council is the coordinating road authority.
Sch 7A Clause 2	power to cause street lights to be installed on roads	GMCS&S, GMO&C, MCE&ST, MC&MP	Power of responsible road authority where it is the coordinating road authority or responsible road authority in respect of the road.
Sch 7A Clause 3(1)(d)	duty to pay installation and operation costs of street lighting - where road is not an arterial road	GMCS&S, GMO&C, MCE&ST, MC&MP	Where Council is the responsible road authority.
Sch 7A Cl 3(1)(e)	duty to pay installation and operation costs of street lighting – where road is a service road on an arterial road and adjacent areas	GMCS&S, GMO&C MCE&ST, MC&MP	Where Council is the responsible road authority.
Sch 7A Cl (3)(1)(f),	duty to pay installation and percentage of operation costs of street lighting – for arterial roads in accordance with cl 3(2) and 4	GMCS&S, GMO&C, CE&ST, MC&MP	Duty of Council as the responsible road authority that installed the light (re: installation costs) and where Council is the relevant municipal Council (re: operating costs).

PLANNING AND ENVIRONMENT REGULATIONS 2015			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS AND LIMITATIONS
r.6	function of receiving notice, under s 19(1)(c) of the Act, from a planning authority of its preparation of an amendment to a planning scheme.	GMCS&S, MCF, CSTP, STP	Where Council is not the planning authority and the amendment affects land within Council's municipal district; or Where the amendment will amend the planning scheme to designate Council as an acquiring authority.
r.21	power of responsible authority to require a permit applicant to verify information (by statutory declaration or other written confirmation satisfactory to the responsible authority) in an application for a permit or to amend a permit or any information provided under section 54 of the Act	MCD, AMCD, MCF, CSTP, CSP, CPD, PSP, PDP, AA, SSP, SP, STP	
r.25(a)	duty to make copy of matter considered under s 60 (1A)(g) in accordance with the public availability requirements	MCD, AMCD, MCF, CSTP, CSP, CPD, PSP, PDP, AA, SSP, SSO, SO, SP, SPA, STP	Where Council is the responsible authority.
r.25(b))	function of receiving a copy of any document considered under s 60(1A)(g) by the responsible authority and duty to make the document available in accordance with the public availability requirements	MCD, AMCD, MCF, CSTP, CSP, CPD, PSP, PDP, AA, SSP, SSO, SO, SP, SPA, STP, SCL, STDP, Admin - P&B	Where Council is not the responsible authority but the relevant land is within Council's municipal district.
r.42	function of receiving notice under s 96C(1)(c) of the Act from a planning authority of its preparation of a combined application for an amendment to a planning scheme and notice of a permit application	MCF, CSTP, STP	Where Council is not the planning authority and the amendment affects land within Council's municipal district; or Where the amendment will amend the planning scheme to designate Council as an acquiring authority.

PLANNING AND ENVIRONMENT (FEES) REGULATIONS 2016			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS AND LIMITATIONS
r.19	power to waive or rebate a fee relating to an amendment of a planning scheme	MCF, CSTP	
r.20	power to waive or rebate a fee other than a fee relating to an amendment to a planning scheme	MCD, AMCD, CSP, CPD	
r.21	duty to record matters taken into account and which formed the basis of the decision to waive or rebate a fee under r 19 or 20	MCD, AMCD, CSP, CPD	

RESIDENTIAL TENANCIES (CARAVAN PARKS AND MOVABLE DWELLINGS REGISTRATION AND STANDARDS) REGULATIONS 2020			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
r.7	Power to enter into a written agreement with a caravan park owner	MCD, AMCD, CHP, SEHO	
r.10	Function of receiving application for registration	MCD, AMCD, HPO, CHP, SEHO, BSO(HP)	
r.11	Function of receiving application for renewal of registration	MCD, AMCD, HPO, CHP, SEHO, BSO(HP)	
r.2(1)	Duty to grant the registration if satisfied that the caravan park complies with these regulations	MCD, AMCD, HPO, SEHO, CHP	
r.12(1)	Power to refuse to renew the registration if not satisfied that the caravan park complies with these regulations	MCD, AMCD, HPO, SEHO, CHP	
r.12(2)	Duty to renew the registration if satisfied that the caravan park complies with these regulations	MCD, AMCD, HPO, SEHO, CHP, BSO(HP)	
r.12(2)	Power to refuse to renew the registration if not satisfied that the caravan park complies with these regulations	MCD, AMCD, CHP	
r.12(3)	Duty to have regard to matters in determining an application for registration or an application for renewal of registration	MCD, AMCD, HPO, CHP, SEHO	
r.12(4) & (5)	Duty to issue certificate of registration	MCD, AMCD, BSO(HP), CHP	
r.14(1)	Function of receiving notice of transfer of ownership	MCD, AMCD, HPO, BSO(HP), SEHO, CHP	

RESIDENTIAL TENANCIES (CARAVAN PARKS AND MOVABLE DWELLINGS REGISTRATION AND STANDARDS) REGULATIONS 2020			
r.14(3)	power to determine where notice of transfer is displayed	MCD, AMCD, HPO, SEHO, CHP	
r.15(1)	duty to transfer registration to new caravan park owner	MCD, AMCD, HPO, SEHO, CHP	
r.15(2)	duty to issue a certificate of transfer of registration	MCD, AMCD, CHP, BSO(HP)	
r.15(3)	power to determine where certificate of transfer of registration is displayed	MCD, AMCD, HPO, SEHO, CHP	
r.16(1)	power to determine the fee to accompany applications for registration or applications for renewal of registration	MCD, AMCD, CHP	
r.17	duty to keep register of caravan parks	MCD, AMCD, BSO(HP), CHP,	
r.18(4)	power to determine where the emergency contact person's details are displayed	MCD, AMCD, HPO, SEHO, CHP	
r.18(6)	power to determine where certain information is displayed	MCD, AMCD, HPO, SEHO, CHP	
r.22(1)	duty to notify a caravan park owner of the relevant emergency services agencies for the caravan park, on the request of the caravan park owner	MCD, AMCD, HPO, SEHO, CHP	
r.22(2)	duty to consult with relevant emergency services agencies	MCD, AMCD, HPO, SEHO, CHP	
r.23	power to determine places in which caravan park owner must display a copy of emergency procedures	MCD, AMCD, HPO, SEHO, CHP	
r.24	power to determine places in which caravan park owner must display copy of public emergency warnings	MCD, AMCD, HPO, SEHO, CHP	
r.25(3)	duty to consult with relevant floodplain management authority	MCD, AMCD, HPO, SEHO, CHP	
r.26	duty to have regard to any report of the relevant fire authority	MCD, AMCD, HPO, SEHO, CHP	
r.28(c)	power to approve system for the collection, removal and disposal of sewage and waste water from a movable dwelling	MCD, AMCD, HPO, SEHO, CHP	

RESIDENTIAL TENANCIES (CARAVAN PARKS AND MOVABLE DWELLINGS REGISTRATION AND STANDARDS) REGULATIONS 2020			
r.40	function of receiving notice of proposed installation of unregistrable movable dwelling or rigid annexe	MCD, AMCD, HPO, SEHO, CHP, BSO(HP)	
r.40(b)	power to require notice of proposal to install unregistrable movable dwelling or rigid annexe	MCD, AMCD, CHP	
r.41(4)	function of receiving installation certificate	MCD, AMCD, HPO, BSO(HP), CHP, SEHO	
r.43	power to approve use of a non-habitable structure as a dwelling or part of a dwelling	MCD, AMCD, CHP	
Sch 3 cl 4(3)	power to approve the removal of wheels and axles from unregistrable movable dwelling	MCD, AMCD, CHP	

ROAD MANAGEMENT (GENERAL) REGULATIONS 2016			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
r.8(1)	duty to conduct reviews of road management plan	GMO&C, MCW	
r.9(2)	duty to produce written report of review of the road management plan and make report available	GMO&C, MCW	
r.9(3)	duty to give notice where road management review is completed and no amendments will be made (or no amendments for which notice is required)	GMO&C, MCW	Where council is the coordinating road authority
r.10	duty to give notice of an amendment which relates to standard of construction, inspection, maintenance or repair under s 41 of the Act	GMO&C, MCW, GMG&E, MPBIMP&AS	
r.13(1)	duty to publish notice of amendments to road management plan	GMO&C, MCW	Where Council is the coordinating road authority
r.13(3)	duty to record on road management plan the substance and date of effect of any amendment	GMO&C, MCW	
r.16(3)	power to issue a permit	MC&MP, MCW, CI&FM, MCE&ST, CST, TLTP, TLTS1, STE, TE	Where Council is the coordinating road authority
r.18(1)	power to give written consent re damage to road	GMCS&S, MCE&ST	Where Council is the coordinating road authority
r.23(2)	power to make a submission to Tribunal	GMCS&S, MCS&C, MCE&ST	Where Council is the coordinating road authority
r.23(4)	power to charge a fee for application under s 66(1) of the Road Management Act	GMCS&S, MCS&C, MCE&ST, CST, TLTP, TLTS1, STE, TE	Where Council is the coordinating road authority
r.25(1)	power to remove objects, refuse, rubbish or other material deposited or left on road	MCW, CWO, MCE&ST	Where Council is the responsible road authority
r.25(2)	power to sell or dispose of things removed from road or part of road (after first complying with regulation 25(3))	MCW, CWO, MCE&ST,	Where Council is the responsible road authority.

ROAD MANAGEMENT (GENERAL) REGULATIONS 2016			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
r.25(5)	power to recover in the Magistrates' Court, expenses from the person responsible	MCW, CWO, MCE&ST,	

ROAD MANAGEMENT (WORKS AND INFRASTRUCTURE) REGULATIONS 2015			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
r.15	power to exempt a person from requirement under cl 13(1) of Sch 7 of the Act to give notice as to the completion of those works	MC&MP, MCE&ST, CST	Where Council is the coordinating road authority and where consent given under s 63(1) of the Act.
r.22(2)	power to waive whole or part of fee in certain circumstances	MC&MP, MCE&ST, CST, TLTP, TLTS1, STE	Where Council is the coordinating road authority.

10. ITEMS TO BE TABLED

Nil

11. NOTICES OF MOTION

Nil

12. URGENT BUSINESS

13. CONSIDERATION OF REPORTS CONSIDERED CONFIDENTIAL

In accordance with Section 66(2) of the *Local Government Act 2020*, Council may resolve to close the meeting to members of the public to consider the following items, deemed to be confidential in accordance with Section 3(1) of the Act for the reasons indicated:

13.1 CT202165 Contract variation for Dole Reserve Stormwater harvest wetland

This item is designated confidential because it is private commercial information, being information provided by a business, commercial or financial undertaking that if released, would unreasonably expose the business, commercial or financial undertaking to disadvantage, pursuant to Section 3(1) (g(ii)) of the Act.

13.2 Kerbside Recycling Services: Future Glass service considerations

This item is designated confidential because it is private commercial information, being information provided by a business, commercial or financial undertaking that if released, would unreasonably expose the business, commercial or financial undertaking to disadvantage, pursuant to Section 3(1) (g(ii)) of the Act.

CLOSE OF MEETING

Recommendation

That in accordance with section 66(2) of the *Local Government Act 2020*, Council resolves to close the meeting to members of the public to consider the items designated confidential in accordance with Section 3(1) of the Act.

RE-OPENING OF MEETING

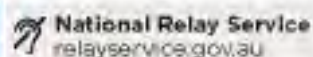
Recommendation

That the meeting be re-opened to the members of the public.

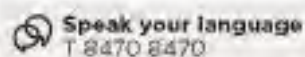
14. CLOSE OF MEETING

CITY OF DAREBIN

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a hearing or speech
impairment, contact
us through the
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