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## AGENDA

Council Meeting to be held  
at Darebin Civic Centre,  
350 High Street Preston  
on Monday, 3 July 2017  
at 6.00 pm.

Public question time will  
commence shortly after 6.00 pm.

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# Agenda

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## 1. MEMBERSHIP

Cr. Kim Le Cerf (Mayor) (Chairperson)

Cr. Steph Amir

Cr. Gaetano Greco (Deputy Mayor)

Cr. Tim Laurence

Cr. Trent McCarthy

Cr. Lina Messina

Cr. Susanne Newton

Cr. Susan Rennie

Cr. Julie Williams

## 2. APOLOGIES

## 3. DISCLOSURES OF CONFLICTS OF INTEREST

## 4. CONFIRMATION OF THE MINUTES OF COUNCIL MEETINGS

<b>Recommendation</b>
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**That** the Minutes of the Ordinary Meeting of Council held on 19 June 2017 and the Special Meeting of Council held on 22 June 2017 be confirmed as a correct record of business transacted.

## 5. QUESTION AND SUBMISSION TIME

Members of the public can participate in ordinary Council meetings in two ways: they can lodge questions for Council to answer during Question Time or they can make a Comment or Submission prior to a specific item listed on the Agenda.

### HOW TO LODGE YOUR QUESTION OR REGISTER TO MAKE A COMMENT OR SUBMISSION

Council encourages the early lodgement of Questions, to enable preparation of a considered response, and early registration if you wish to make a Comment or Submission. These may be done in the following ways:

#### 1. Electronic Lodgement

- By sending an email to [Q&S@darebin.vic.gov.au](mailto:Q&S@darebin.vic.gov.au); or
- By logging onto Council's website at [www.darebin.vic.gov.au/questionsandsubmissions](http://www.darebin.vic.gov.au/questionsandsubmissions)

#### 2. In-Person Lodgement:

- At the Preston Customer Service Centre at 274 Gower Street, Preston by 3pm on the day of the Council meeting; or
- With a Council Officer between 5.45pm and 6pm on the day of the meeting at Council Chambers.

The lodgement of a question or registration to make a comment or submission should include the name, address and contact telephone number of the individual and, in the case of a submission, the agenda item to which he or she wishes to speak to. This will allow Council officers to follow up your Question, if required, and to inform the Chairperson of any registered person wishing to make a Comment or Submission in relation to specific agenda items.

Residents do not need to attend the meeting for a question to be answered. Council meetings can be viewed at the [Watch Council and Planning Committee meetings](#) page.

The Agenda for each meeting is available for viewing on Council's website at the [Meeting Agendas and Minutes](#) page by 5pm, up to 6 days prior to the date of the meeting. Copies are also available at Customer Service centres and libraries.

Further information about Question and Submission Time can be found at [www.darebin.vic.gov.au/questionsandsubmissions](http://www.darebin.vic.gov.au/questionsandsubmissions).

## 6. CONSIDERATION OF REPORTS

### 6.1 PROGRESS REPORT - WINDOWS AND GUTTER CLEANING REIMBURSEMENT SUBSIDY PROGRAM

**Author:** Manager Aged and Disability

**Reviewed By:** Director Community Development

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#### Report Background

This report is in response to the Council Resolution from the Council Meeting held on the 6 June 2016

#### Previous Council Resolution

At its meeting held on Monday 6 June 2016, Council resolved:

*'That Council:*

- (1) Endorse a Council subsidy to client model as detailed in this report to support window and gutter cleaning services for Commonwealth Home Support Program (CHSP) eligible clients.*
- (2) Note the window and gutter service is based on not costing more than \$240 annually.*
- (3) Endorse a level of subsidy of 50% per eligible client per annum.*
- (4) Notify all residents (in appropriate languages) that have used the service in the past and together with other eligible residents that Council has reinstated the window and gutter cleaning service.*
- (5) Receive a further report in 6 months on the uptake of the reinstated service.'*

#### Previous Briefing

Councillor Briefing – 27 August 2015

#### Council Plan Goal/Endorsed Strategy

- Goal 2 - Healthy and Connected Community
- Active and Healthy Ageing Strategy 2011-2021

#### Summary

The Aged and Disability department developed a program using a subsidy model to assist Commonwealth Home Support Program (CHSP) eligible residents with the cost of windows and gutter cleaning. The program commenced in November 2016. In the period since commencement to 6 June 2017, there have been 145 registered enquiries about the service and 23 claims of reimbursement. Communication was via a mail-out and direct telephone calls to inform households that were previous users of the service along with other potential CHSP eligible clients of the new subsidy program. The total of reimbursements under the program to date is \$2,466.

<b>Recommendation</b>
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**That Council:**

- (1) Maintains the current model for the Window and Gutter Cleaning service.
  - (2) Notes that a 12 month post implementation review will be conducted in December 2017.
- 

**Introduction**

A review of Darebin Council's Home and Community Care (HACC) services in 2015 in view of changes through the introduction of the Commonwealth Home Support Program (CHSP), led to the decision to discontinue the Windows and Gutter Cleaning service as the CHSP program guidelines limits property maintenance to activities that improve safety, accessibility and independence in the home. Cleaning of windows and gutters is not covered under these guidelines.

Council resolved in June 2016 to re-instate the service based on a subsidy model that is fully funded by Council.

**Issues and Discussion**

- The model endorsed by Council and introduced is that of a subsidy model (50%) where the client engages a contractor of their choice with Council reimbursing the client directly to an agreed level of service.
- The level of service and estimated cost of the service was based on a maximum expenditure of \$240 per individual service per annum. With a level of subsidy of 50% per client the expected cost for an individual client and Council was not greater \$120 each per annum.
- The Windows and Gutter Cleaning Reimbursement Subsidy Program was fully implemented in November 2016 matching the peak time for demand for the service in previous years. Data in this report is for the period November 2016 to June 2017.
- Council communicated by mail-out along with telephone calls to inform households that were previous users of the service of the new subsidy option program. Clients receiving other services under the CHSP program were also advised.
- From November 2016 to June 2017 there have been 145 registered enquiries and 23 claims for reimbursement.
- Of those residents making a claim, 13 were users of the previous window and gutter cleaning service and 10 were new clients. All were CHSP eligible clients.
- The total amount reimbursed to residents up to 6 June 2017 is \$2,466, an average of \$107 per client.

**Options for Consideration**

Data available so far about this service and its utilisation is still limited. It is recommended that a further review be conducted in December 2017 when the program has been in operation for a 12 month period.

**Financial and Resource Implications**

The total amount reimbursed to residents up to 6 June 2017 is \$2,466, an average of \$107 per client. This cost along with administration of the program has been absorbed within the Aged and Disability operational budget.

**Risk Management**

Based on the current operation and uptake of the program there is no risk to Council. An unexpected rise in the number of clients accessing the program may require a review of the financial implications of the program.

**Policy Implications****Economic Development**

There are no factors in this report which impact upon economic development.

**Environmental Sustainability**

There are no factors in this report which impact upon environmental sustainability.

**Human Rights, Equity and Inclusion**

Aged and Disability Department will continue to support older people to access services within their local communities whether they are provided by Council or not, to ensure that clients are able to access the services that they need to maintain their independence.

**Other**

There are no other factors which impact on this report.

**Future Actions**

Based on Council's endorsed resolution:

- Continue to deliver the service in its current format; and
- Review the service 12 months post implementation in December 2017, with the outcomes of review presented to Council.

**Consultation and Advocacy**

- Aged and Disability Transition and Assessment Coordinator
- Aged and Disability Service Response and Planning Senior Team Leader.

**Related Documents**

- Council minutes – 6 June 2016 and 21 March 2016.

**Attachments**

Nil

**Disclosure of Interest**

Section 80C of the *Local Government Act 1989* requires members of Council staff and persons engaged under contract to provide advice to Council to disclose any direct or indirect 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.

**6.2 DAREBIN KINDERGARTEN CENTRALISED WAITING LIST****Author:** Coordinator Children and Community Development**Reviewed By:** Director Community Development

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**Report Background**

This report is in response to a Council resolution from the meeting of Council on 20 March 2017.

**Previous Council Resolution**

At its meeting held on *20 March 2017*, Council resolved:

*'That Council:*

- (1) Maintain the current priority of access criteria for the Darebin Kindergarten Centralised Waiting List system.*
- (2) Provide a report to Council in June 2017 on early years services in Darebin that:*
  - a) Identify areas of practise improvement and localised strategies to improve kindergarten participation.*
  - b) Provide specific practise improvements and strategies that will improve the participation of socio economically disadvantaged families.*
  - c) Improvements that will assist people with English language challenges to navigate the application processes*
- (3) Endorse the revised Darebin Kindergarten Centralised Waiting List Policy and Procedures attached as Appendix A to this report subject to the following changes: that Council will provide direct assistance and support regarding application on 'how to apply' procedures to socio economically disadvantaged and vulnerable families and parents with English language challenges.'*

**Previous Briefing(s)**

Councillor Briefing – 20 February, 2017

**Council Plan Goal/Endorsed Strategy**

- Goal 2 - Healthy and Connected Community
- Early Years Strategy 2011-2021
- Health and Wellbeing Plan 2013-2017

**Summary**

In March 2017, an updated Kindergarten Centralised Waiting List Policy and Procedure was endorsed by Council with a recommendation to work with early years services in Darebin to identify areas of practice improvement and localised strategies to improve kindergarten participation.

This report is in response to the Council resolution and provides information on projects which currently address participation specific to socio-economically disadvantaged families and people with English language challenges to navigate the application process.

This report recommends the continued work under the Darebin Early Years Strategy 2011-2021 and *Kindergarten Centralised Waiting List Policy and Procedures* to work in collaboration with key providers of early years services and programs to improve kindergarten participation in Darebin.

### Recommendation

**That Council:**

- (1) Continues its work under the Darebin Early Years Strategy 2011-2021 to work in collaboration with key providers of early years services and programs in addressing kindergarten participation specific to socio-economically disadvantaged families and people with English language challenges, strengthening strategies and communication to engage families into services.
  - (2) Services respond to the needs of individual kindergartens to identify local challenges to participation and areas of practice improvement through existing networks, reference groups and partnerships, with follow up of vulnerable families and flexibility to services supporting vulnerable families through enrolment.
  - (3) Supports the promotion of kindergarten and active engagement of families through community centres, public spaces and events accessed by target audiences.
  - (4) Progresses projects that remove barriers to kindergarten participation, particularly the administrative burden for families experiencing vulnerability through an online Parent Portal and high priority referral forms.
- 

### Introduction

Darebin City Council operates a Kindergarten Centralised Waiting List on behalf of 31 community not-for-profit early years services in the municipality. Council provides the Waiting List service to:

- Simplify the process of application for kindergarten for Darebin families
- Support community kindergarten providers
- Apply equity and fairness processes for families seeking kindergarten places
- Inform Council's early years services and infrastructure planning.

The Kindergarten Centralised Waiting List Policy and Procedures provides the framework for a kindergarten centralised waiting list that applies Victorian Government allocation and funding criteria that:

- Prioritises access for vulnerable children, increasing opportunities for children facing the greatest barriers to early learning.
- Promotes local community connection and continuity of learning.
- Prioritises families who are darebin residents and offers kindergarten places equitably.

As the regulatory and funding body for early years services, the Department of Education and Training provides a flexible context to how we define vulnerability, applying a broad range of factors that may prevent children from reaching their potential, for example, newly arrived migrants/refugees, culturally and linguistically diverse children, health care card holders and areas of entrenched disadvantage.

*'Children and young people are considered to be experiencing vulnerability if the capacity of parents and family to effectively care, protect and provide for their long term development and wellbeing is limited.'* (Victoria's Vulnerable Children - Our Shared Responsibility Strategy 2013-2022)

An updated Kindergarten Centralised Waiting List Policy and Procedures was endorsed by Council in March 2017 with a recommendation to work with early years services in Darebin to identify areas of practice improvement and localised strategies to improve kindergarten participation, particularly for children facing the greatest barriers to early learning.

### **Issues and Discussion**

Work to improve kindergarten participation is documented in Darebin's Early Years Strategy with a commitment to "extend services to families with diverse needs and actively remove barriers to access for those who face disadvantage" (Darebin Early Years Strategy 2011-2021).

Current actions to meet this commitment and address participation specific to socio-economically disadvantaged families and people with English language challenges to navigate the application process are driven by a collaborative approach with key providers of early years services which includes Maternal and Child Health, Darebin Best Start Program, Darebin Kindergartens and Supported Playgroups.

This work is demonstrated through a range of actions, including:

#### Maternal and Child Health

- A Vulnerable Families Referral Process through the Maternal and Child Health Service. Currently nurses flag vulnerable families with centralised waiting list staff to ensure families are enrolled in a kindergarten program. Where families are not enrolled in a program, the nurse and centralised waiting list staff work with the family to place them directly into an available service.

#### Best Start Program

The Darebin Best Start program is a Department of Education and Training place-based prevention and early intervention initiative focused on strengthening early childhood services for Victorian children and families. Best Start aims to give every child the best start in life by improving and tailoring early childhood programs for families and children experiencing significant challenges.

The initiative has recently adopted an improvement approach which incorporates rapid action-reflection cycles or Plan Do Study Act (PDSA) cycles to develop, test and measure small practice changes. This improvement approach includes the use of evidence and data to more effectively identify and address barriers to participation in services, and to measure the results of the initiative.

The Darebin Best Start Logic Model 2016-2017, identifies the shared priorities for work under this program as identified by the various local partnerships within the Darebin Best Start Reference Group and Darebin Aboriginal Best Start Reference Group. The long term outcomes identified are:

- Children and families actively engage with Maternal and Child Health services, attending key ages and stages visit.
- Children engage and participate in early childhood education (kindergarten and Supported Playgroups).

Actions supporting this work include:

- Attendance at local community events promoting kindergarten and engaging families to enrol in services, providing assistance to families to complete forms. Events included the East Reservoir Community Festival, Koorie Kids Playgroup, Darebin North East Community Hub Open Day, Children's Day and the Kite Festival.
- Welcome Baby to Country event, connected families and children to local services and supports including centralised waiting list staff to inform on kindergarten application processes.
- Professional Development for early years services and educators to showcase best practise strategies in engaging vulnerable families, including culturally and linguistically diverse families and inclusive service provision.
- Promotion and advocacy of Early Start Kindergarten. The Early Start Kindergarten program provides funding for three year old Aboriginal and Torres Strait Islander children and children known to Child Protection to access two year of a four year old kindergarten program. The Best Start Program has worked with services to build their knowledge of this program and directly link children into eligible programs.

#### Community Engagement Programs

- A High Priority Referral Form for Kindergarten and Child Care is used by Darebin's playgroup facilitators and Family Support Services when a family is experiencing difficulties in enrolling in a kindergarten or child care program or are not enrolled in any service. The early childhood staff and centralised waiting list officer work with the family to place them directly into a suitable service.
- Bicultural Story Time provides families with current information on Darebin services including Maternal and Child Health and links families with kindergarten enrolment information. Staff assist families to complete application forms if needed.
- A range of playgroups across Darebin including a Chinese, Spanish, German and Japanese playgroup are promoted and supported by the Playgroup Officer. Kindergarten promotional material and enrolment information is distributed throughout these groups and again direct assistance provided to families if needed.

#### Local Kindergartens, Child Care Centres

- Each year Twilight Kindergarten and Child Care Open Evenings are offered across two nights for families. The event is widely promoted through social media and local networks. These nights are opportunities for families to visit centres and receive direct assistance in understanding the enrolment process and to complete application forms. Kindergarten and child care staff in services directly engage with families in introducing them to the service.
- Child Care and Kindergarten services offer tours to families on a regular basis to inform them on early childhood education, school readiness and how to access kindergarten and child care. As kindergarten and child care staff support families to complete application forms, discretion is made for vulnerable families and priority applications are coordinated with the centralised waiting list directly.

#### Darebin Centralised Waiting List

- Implementation of an online Parent Portal, providing families with greater flexibility, information and access to navigate the enrolment process online and at their convenience. The new process will eliminate many of the administrative errors families make when completing a hard copy application form and direct families to website links providing great detail where needed.
- Direct follow up is made with families who attended a Pre-Kindergarten (3yo) program who did not submit a Kindergarten (4yo) application form.

- *Have You Got a Question About Kindergarten or Child Care in Darebin* Information Sessions, delivered in accessible community spaces, including Darebin Intercultural Centre, alongside Toy Library at Keon Park Children's Hub, Northcote Family Services, Darebin North East Community Hub and Adult Migrant English Programs. The opening of the East Preston Community Centre will provide a great venue for the next round of information sessions.
- Local kindergarten participation data is examined through the Children's Services Committee of Management Network, Best Start Reference Group and Transition to Primary School Network to address local challenges to participation, including communication, marketing, fees, service models and relationship based practice. For services located in areas of low kindergarten participation and with higher numbers of socio-economically disadvantaged families, Council provide leaders of these services with the opportunity to coordinate tailored efforts to engage families and remove the administrative burden for these families. In some examples services have collected application forms on behalf of their families to ensure registration.
- Centralised Waiting List staff are engaged with agencies that work with vulnerable families to support them through the application process.
- Centralised Waiting List staff are available at Darebin Customer Services Centres during key enrolment times for families needing assistance to complete application forms, with the use of Council Language Aids and interpreters. Application forms ask families to nominate where an interpreter is required to complete the form and followed up accordingly.
- Centralised Waiting List staff attend with Immunisation Services at sessions to promote kindergarten enrolment and provide assistance to complete application forms. The Immunisation sessions is one of the major connecting services for families from socio-economically disadvantaged and culturally and linguistically diverse communities.
- Marketing and social media for early years events such as Twilight Kinder and kindergarten enrolments use plain language to ensure communication is clear to all audiences. Communication Plans are developed in consultation with Advocacy and Communication staff including the Diverse Communication and Engagement Advisor.
- *Inclusion Intentional Playspace* professional development workshop offered to early years services in September 2017 will provide current research and practical strategies for early years educators on the topic of inclusion and early years participation. The session will bring the perspectives of isolated families into the theme of engagement and service improvement.

### **Options for Consideration**

- Continue to work in collaboration with key providers of early years services and programs, to address kindergarten participation specific to socio-economically disadvantaged families and people with English language challenges, strengthening strategies and communication to engage families into services.
- Council services respond to the needs of individual kindergartens to identify local challenges to participation and areas of practice improvement through existing networks, reference groups and partnerships, with follow up of vulnerable families and flexibility to services supporting vulnerable families through enrolment.
- The promotion of kindergarten and active engagement of families through community centres, public spaces and events accessed by target audiences.
- Council progress projects that remove barriers to kindergarten participation, particularly the administrative burden for families experiencing vulnerability through an online Parent Portal and high priority referral forms.

## Financial and Resource Implications

There are no financial implications of this report. All activities are supported through allocated budgets.

## Risk Management

There are no risks associated with the recommendations in this report.

## Policy Implications

### Economic Development

There are no factors in this report which impact upon economic development.

### Environmental Sustainability

There are no factors in this report which impact upon environmental sustainability.

### Human Rights, Equity and Inclusion

All children benefit from a kindergarten program in the year prior to school attendance, with children of vulnerable families benefitting most. The review and update of the *Darebin Kindergarten Centralised Waiting List Policy and Procedures 2011* was on the basis of effectiveness, equity and fairness for families and their young children.

### Other

There are no other factors which impact on this report.

## Future Actions

- Implement actions based on the endorsed Council resolution

## Consultation and Advocacy

Consultation with key providers of early years services including; Maternal and Child Health, Darebin Best Start Program, Darebin Kindergartens and Supported Playgroups is ongoing through the Darebin Early Years Strategy, local networks and reference groups.

## Related Documents

- Council Minutes – 20 March 2017

## Attachments

- Kindergarten Centralised Waiting List Policy and Procedure June 2017 (**Appendix A**)  
[⇒](#)

## Disclosure of Interest

Section 80C of the *Local Government Act 1989* requires members of Council staff and persons engaged under contract to provide advice to Council to disclose any direct or indirect 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.

**6.3 DIGITAL TRANSFORMATION STRATEGY****Author:** Chief Information Officer**Reviewed By:** Director Corporate Services

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**Report Background**

This report outlines key 2017/2018 actions under the Digital Transformation Strategy; the strategy was presented at a recent Council Briefing.

**Previous Council Resolution**

This matter is not the subject of a previous Council resolution.

**Previous Briefing(s)**

Councillor Briefing – Digital Transformation Strategy 22 May 2017.

**Council Plan Goal/Endorsed Strategy**

Goal 5 - Excellent Service

**Summary**

This report lists the key transformation actions to be undertaken in 2017/2018 as listed below under 'Future Actions'.

<b>Recommendation</b>
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**That Council:**

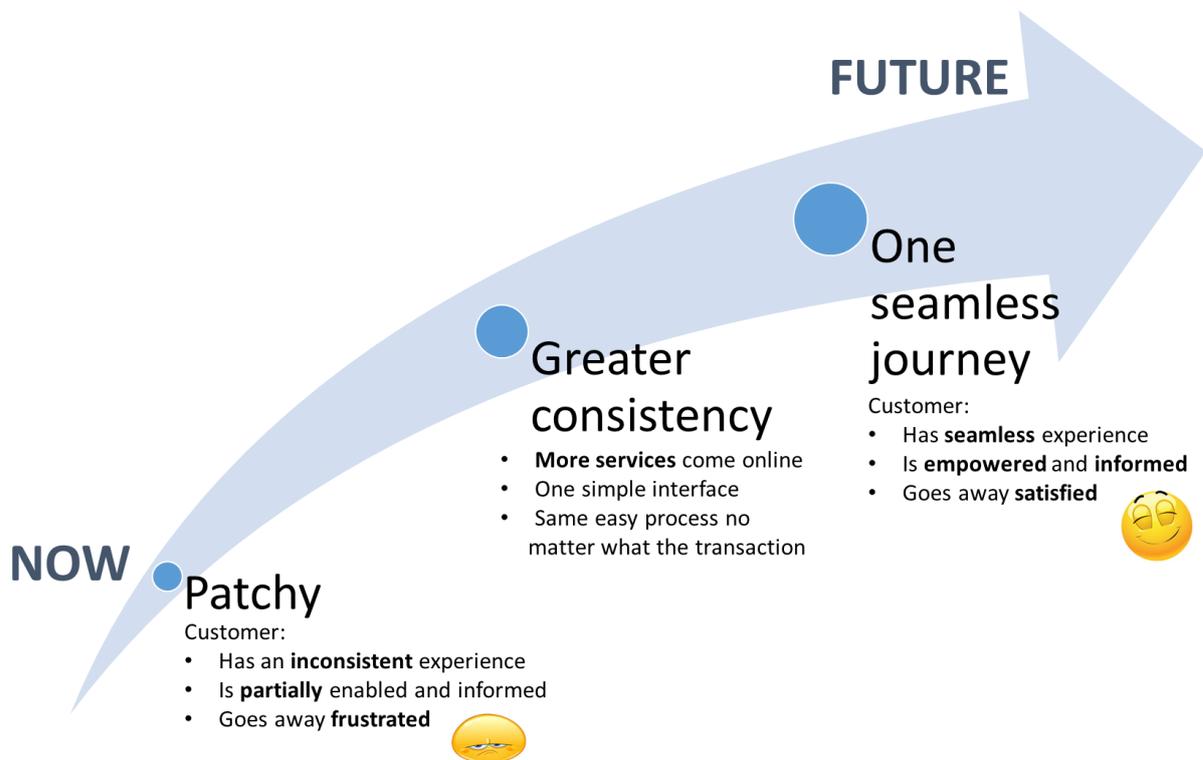
- (1) Adopts the Digital Transformation Strategy, and the key actions for 2017/2018 listed below under 'Future Actions'.
  - (2) Notes that implementation of the Strategy is necessary for the delivery of initiatives to improve customer service and experience.
  - (3) Officers include the Digital Transformation budget for Council's consideration in the financial years 2018/2019, 2019/2020, and 2020/2021.
  - (4) Officers provide Council with an annual report on the Strategy's deliverables, and an implementation plan for the following year.
- 

**Introduction**

The Digital Transformation Strategy (the Strategy) attached as **Appendix A** articulates the challenges faced by Council from a digital business perspective.

The Strategy will pave the way through these challenges, and will provide a clear approach to overcoming the obstacles blocking Council's ability to deliver an exceptional service to the community.

Darebin’s community will enjoy a completely different experience when engaging digitally over the coming years. The following figure illustrates the community’s experience now and the future vision:



The following table provides a conceptual roadmap for the next four years to realise the vision illustrated graphically above. The actions listed under ‘Core Strengthening’ are required to build the foundations to deliver the stated community benefits.

Year number	Year	Community benefits
1.	2017/2018	<p><b>‘Getting the house in order’ year</b></p> <p>Community benefits:</p> <ul style="list-style-type: none"> <li>• Easier access to Council’s digital services.</li> <li>• Faster resolution times for selected Service Request types.</li> <li>• Customers subscribe to processes and are informed throughout e.g. subscribe to a redevelopment or consultation sessions.</li> </ul> <p>Core Strengthening:</p> <ul style="list-style-type: none"> <li>• Foundation projects listed below under the ‘Future Actions’, ‘Infrastructure - Foundation projects’ section.</li> <li>• A new Digital Services platform.</li> <li>• Streamlining of internal Council processes that underpin the services.</li> </ul>

Year number	Year	Community benefits
2.	2018/2019	<p><b>'Transition' year</b></p> <p>Community benefits:</p> <ul style="list-style-type: none"> <li>• All Digital Services become available online.</li> <li>• Community becomes more informed through personalised content delivery.</li> <li>• Strengthening of Business-to-business partnerships through digital channels e.g. easier access to Council services for local businesses; more efficient management of Council's contractors.</li> <li>• Access to Climate Emergency outcomes i.e. actual measures such as increased power generation from solar.</li> </ul> <p>Core Strengthening:</p> <ul style="list-style-type: none"> <li>• New Internet of Things (<b>IoT</b>) platform.</li> <li>• New ERP system i.e. a replacement for the following systems used within Council: Finance; HR; Payroll; Performance and Governance.</li> <li>• Continual improvement of internal Council processes that underpin the services.</li> </ul>
3.	2019/2020	<p><b>'Consolidation' year</b></p> <p>Community benefits:</p> <ul style="list-style-type: none"> <li>• Council engages the community in ways that are meaningful to the individual or organisation, in a clear and timely manner.</li> </ul> <p>By the end of year three: <b>the ultimate aim is to have most of Darebin's community as positive ambassadors for Council.</b></p> <p>Core Strengthening:</p> <ul style="list-style-type: none"> <li>• Replacement of all legacy systems completed.</li> </ul>
4.	2020/2021	<p><b>'Reset' year</b></p> <p>Rewrite the Digital Strategy or equivalent, reset priorities accordingly</p>

### Issues and Discussion

Refer to the Strategy which articulates the challenges faced by Council.

### Options for Consideration

Council has many options when it comes to making new and improved services available to the community.

The Strategy highlights the importance of running an efficient internal operating model that enables staff to deliver high quality services to the community.

Therefore the actions and corresponding funding outlined below have been carefully designed to maximise the quality of services delivered to the community and adequate investment in internal systems that enable these services.

### Financial and Resource Implications

The projects listed below under 'Future Actions' will be funded by Capital funding. The following line items are listed in the proposed budget as 'Capital works and operating projects' as tabled at a previous Council meeting.

The 'Future Actions' section below groups projects by 'Infrastructure' and 'Services' and the definitions for each are also provided. Therefore this section is also grouped accordingly for ease of use.

	(\$'000)
Infrastructure	
Carried forward from 2016/17 <sup>#</sup>	180
IT Infrastructure Upgrade	410
Total infrastructure	590
Services	
IT Strategy Implementation	2,000
Total services	2,000
Total	2,590

(#) A number of projects commenced in 2016/2017 but won't be completed until mid-way through the next financial year, therefore capital funds will be carried forward into 2017/2018.

From the above table the projects related to 'Services' will be funded by the 'IT Strategy Implementation' capital funding as listed in the 2017/2018 proposed budget. Thereafter for the next three years to 2020/2021 the Strategy will require an additional \$2M per year to implement.

### Risk Management

#### Project Risk:

Recent media coverage of large scale Information Technology projects highlights the associated risks. For example Brisbane City Council's ambitious replacement of its core systems has resulted in large scale cost blow-outs and legal proceedings. This project has received national coverage resulting in severe reputational damage to both Brisbane City Council and the vendor 'Technology-One'.

Council will mitigate such risks through many dimensions; from careful contract negotiations to the use of robust project management methodology. Mitigation techniques will be applied down to each deliverable under each project.

#### Risks associated with organisation-wide change:

New digital technologies will require staff to work differently and learn new technologies in a relatively short period of time. The famous saying 'culture eats strategy for breakfast' is particularly pertinent. Critical will be the involvement of Human Resources and strong leadership from the Executive Leadership Team (EMT).

**Expectation management and re-work:**

All IT system enhancements will be placed on hold until the carefully designed roadmap brings the initiative into focus. An unplanned change will result in undesirable consequences and take away valuable resources from adding value directly to the community. Clear communication emphasising the importance of timing and subsequent expectation management will help to mitigate this risk.

**Policy Implications****Economic Development**

The Strategy will support this program through various aspects, one notable example would be through the public WiFi service offering and also through partnering with the community in delivering digital transformation projects.

**Environmental Sustainability**

The heart of the Strategy relates to both environmental and financial sustainability. From an environmental perspective, the Internet of Things (**IoT**) platform will enable Council to measure progress against the Climate Emergency initiatives. For example measurements relating to: the spread of the tree canopy to reduce radiant heat; and the reduction in power usage resulting from the installation of solar panels.

**Human Rights, Equity and Inclusion**

Related Council services will be enabled by the Strategy's actions, and new community engagement channels will comply with applicable standards. For example web sites will comply with the Web Content Accessibility Guidelines (WCAG) developed through the World Wide Web Consortium (**W3C**).

**Other**

There are no other factors which impact on this report

**Future Actions**

The following actions will be initiated in 2017/2018 .

The costings are indicative at this stage due to the complexity of the projects and the interdependent nature of one project to another. The design phase will be vital in determining the most cost effective solution while ensuring a high quality service for Darebin's community. Some costs are to be confirmed (**TBC**) because many options exist – the design phase will be required to determine the best option and associated cost. Only year one (2017/2018 ) and year two (2018/2019) forecasts are provided.

The initiatives are grouped accordingly:

- **Services.** Includes: the services provided to the community; and internal services provided from one area of Council to another such as the Accounts Payable service. Internal services are required to both support the services to the community and for the functioning of a large organisation.
- **Infrastructure.** The backbone of the organisation that underpins Council's: business systems; communications (e.g. network and phones); and business continuity capability.

The key principles used to guide the projects below are:

- To reduce the IT Infrastructure owned by Council – thereby transitioning the funding type from Capital to Operational.
- To transfer inherent risks to partners that specialise exclusively in IT Infrastructure – thereby improving Council’s business continuity capability which includes Disaster Recovery.

Infrastructure projects are multi-year projects due to the size and complexity. Timelines are approximate because of the tight interdependencies – slippage in one project will have a ripple effect.

Infrastructure is further grouped by:

- ‘**Foundation projects**’ – mandatory projects to simply get Council up to standard.
- ‘**Enhancement projects**’ – will bring large scale benefits to the organisation.

### Services

The following transformational projects are large multi-year projects; the design phase will determine the timelines along with accurate costings.

The projects are grouped by:

- **Community Services.** Services that are directly consumed by the community. Examples: planning applications; rate payments; bin replacements; dumped rubbish collections.
- **Internal services.** Underpin the delivery of services to the community. Examples: pay staff; pay invoices; manage staff; procure goods and services.

### Services - Community Services

Project	Description and Benefits	Indicative cost (\$'000) 2017/2018	Indicative cost (\$'000) 2018/2019
Community Engagement Portal  Such a portal is also referred as a ‘Customer Service Request Management’ (CSRM) portal	This new platform will replace Council’s current ‘e-Services’ <a href="#">website</a> . It will be designed so the community can easily access Council services from any device and be kept informed throughout the request fulfilment process.  The project will be heavily reliant upon existing Council systems and the re-engineering of the many processes that enable staff to deliver services to the community.	500	350

**Services - Internal Services**

<b>Project</b>	<b>Description and Benefits</b>	<b>Indicative cost (\$'000) 2017/2018</b>	<b>Indicative cost (\$'000) 2018/2019</b>
ERP Replacement  The Enterprise Resource Planning (ERP) replacement in Council's context refers to the replacement of the following systems: Finance; HR; Payroll; and Governance & Performance.	Required to underpin the transactions that the community has with Council. Will result in large scale efficiency savings across Council.	1,540	600

Pre-requisites for the above Services projects are the following Infrastructure projects. Some Infrastructure projects are directly required to implement the Services projects, while other Infrastructure projects are required to enable staff to deliver services to the community.

**Infrastructure - Foundation projects**

<b>Project</b>	<b>Description and Benefits</b>	<b>Indicative cost (\$'000) 2017/2018</b>	<b>Indicative cost (\$'000) 2018/2019</b>
Back-up replacement	Technology used to backup Council's information constantly fails and typically requires one person to spend half a day every day to rectify.	75	
Staff authentication to Council systems	A new authentication system is required so that Council can logon to systems that are not hosted within Council's datacentre. For example many vendors will only provide their systems on a subscription basis as 'Software as a Service' (SaaS).  This also forms part of the Disaster Recovery capability.	20	
Server upgrade	Some server operating systems are 13 years old and no longer supported by Microsoft.		40
WiFi upgrade/replacement	Upgrade the WiFi network inside Council to support a mobile workforce.	55	
Upgrade to the Public WiFi	Community access to free public WiFi		150

<b>Project</b>	<b>Description and Benefits</b>	<b>Indicative cost (\$'000) 2017/2018</b>	<b>Indicative cost (\$'000) 2018/2019</b>
Email upgrade	The email service is hosted onsite and interruptions have been common in the past 12 months. Upgrade will result in the email service being entirely outsourced off premise and zero downtime will be expected going forward.	50	
Upgrade Microsoft Office and file shares	Upgrade Microsoft Office versions. Move shared network drives from Council's data centre to the Cloud.  This also forms part of the Disaster Recovery capability.	30	
Web filtering	Replacement of current system to provide an IT environment with improved security and controlled access to online content.	20	
External name resolution	This will be moved to an Internet Service Provider (ISP) to improve security.	15	
Merge archived emails into one email account	Staff have been required to store archived email files on network drives due to limitations with the email system. This will bring all the archived files into the user's account.	20	
Upgrade the internal network hardware	Redesign and upgrade the internal network hardware and related software to increase performance.		250
Upgrade the identify database	Current version is 2008, new ways of working require this upgrade.		10
<b>TOTAL</b>		<b>285</b>	<b>450</b>

#### Infrastructure - Enhancement projects

<b>Project</b>	<b>Description and Benefits</b>	<b>Indicative cost (\$'000) 2017/2018</b>	<b>Indicative cost (\$'000) 2018/2019</b>
'Workspace security (ASD Top 4)'	The Australian Signals Directorate (ASD) outlines the recommended cyber security controls for organisations. Council is required to meet ASD guidelines – compliance date yet to be set.	15	

Project	Description and Benefits	Indicative cost (\$'000) 2017/2018	Indicative cost (\$'000) 2018/2019
Skype for business	Replacement of Council's legacy IP telephony system, and a new communication platform incorporating instant messaging, audio calling and video conferencing.	50	
Remote Desktop / Remote Applications	Enables a full desktop experience for staff delivering service in the field, for example the Child and Maternal Health nurses. Current mechanism will not scale to projected demands.	70	
Wide area network (WAN) upgrade	Increasing Council's internet speeds and speeds between Council sites.	70	
Disaster Recovery (DR)	Council systems would not be available if the Preston site went down as a result of a disaster; there is not a comprehensive DR capability which poses a significant risk.	70	
File management	Council has various document repositories; this project will improve Council's ability to manage corporate information within the organisation and also with the community.		100
Infrastructure as a Service (IaaS)	Council currently maintains a datacentre onsite. Many organisations have moved their datacentre into the Cloud which improves security, reliability and scalability. Costs are typically the same or reduced. This also enhances Council's business continuity capability.		TBC
SQL Standardisation	Would enable move of servers from Council's datacentre into the Cloud to improve security, availability and scalability.		50

Project	Description and Benefits	Indicative cost (\$'000) 2017/2018	Indicative cost (\$'000) 2018/2019
Robust testing environment for Council systems	Development of a fit for purpose dev-test environment that can be turned off and on as required to conserve energy.  Will ensure that updates and upgrades can be properly tested prior to being rolled out ensuring less defects and less outages.		50
Modern Workspace Deployment	Modern Workspace is the combination of multiple technologies based around Windows 10.  Result in a unified and consistent end user experience, allow staff to work from any location with the same experience as in office.		100
Reporting / monitoring solution	A robust and reporting and monitoring solution is required to understand the health of our infrastructure at any given time.	20	
Certificate server upgrade	An upgrade of our certificate server is required for many other projects on the roadmap	10	
<b>TOTAL</b>		<b>305</b>	<b>TBC</b>

Total expenditure for Infrastructure in 2017/2018 is forecast to be \$590,000.

### Consultation and Advocacy

- Council
- Executive Management Group, Managers and Coordinators

### Related Documents

- Nil

### Attachments

- Digital Transformation Strategy ([Appendix A](#)) ⇄

### Disclosure of Interest

Section 80C of the *Local Government Act 1989* requires members of Council staff and persons engaged under contract to provide advice to Council to disclose any direct or indirect 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.

**6.4 RESIDENTIAL PARKING PERMIT POLICY 2017****Author:** Manager Health and Compliance**Reviewed By:** Director Civic Governance and Compliance

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**Report Background**

This report is to seek Council's endorsement of the *Residential Parking Permit Policy 2017*.

**Previous Council Resolution**

This report is not subject to a previous Council resolution.

**Previous Briefing(s)**

This matter has not previously been to a Councillor Briefing.

**Council Plan Goal/Endorsed Strategy**

Goal 3 - A liveable city

**Summary**

Historically, the issuing of parking permits has been seen as an operational function therefore the parking permit policy has not been subject to any previous Council resolution. Council has however, been responsible, through the annual budget process, to adopt the fees associated with the issuing of permits. The fees for the 2017/2018 financial year were approved by Council on 22 June 2017.

To ensure there is full transparency across policies that affect the local community, this policy was recently reviewed and is being presented to Council for consideration and endorsement.

<b>Recommendation</b>
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**That** Council endorses the *Resident Parking Permit Policy 2017* attached as **Appendix A** to this report.

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**Introduction**

In 2004, Sinclair Knight Merz (SKM) were commissioned to provide a review of the Resident Parking Scheme and to develop a new simpler scheme that is more reflective of the community needs while providing future direction of the scheme.

The "Review of the Darebin Resident Parking Permit Scheme 2004" was developed to replace the parking permit scheme in Darebin that was developed in 1997 covering the previous municipalities of Northcote and Preston.

The key objective of parking schemes is to provide on-street car parking preference for residents by restricting the ability of other road users to park their cars in the area for any length of time, or at all. In most areas it appears to be accepted that residents should have priority access to the available parking spaces.

The majority of resident parking permits schemes in Australia and elsewhere have been initiated in areas where on-street parking is a scarce resource. These areas are usually inner city (older) neighbourhoods, where the streets were not designed to accommodate large numbers of cars. The worst affected areas are generally those close to major traffic attractors, such as retail precincts, business areas, entertainment precincts or large facilities for example sports grounds.

The key objective of these parking schemes is to provide on-street car parking preference for residents by restricting the ability of other road users to park their cars in the area for any length of time, or at all. In most areas it appears to be accepted that residents should have priority access to the available parking spaces.

## Issues and Discussion

Residential Parking Permits are available for eligible residents to be exempt from parking restrictions in timed parking areas, or residential permit zones. A permit allows parking in close proximity to the primary residential property, but does not guarantee a parking space nearby.

### Eligibility

To be eligible for a residential parking permit the following needs to be satisfied:

- Be a resident of a property within the City of Darebin where parking restrictions apply (i.e. Permit Zone or time restrictions of one hour parking or greater)
- Provide proof that the property is the primary residence
- Make payment of the prescribed fees.

### Number of Residential Parking Permits

The Policy divides properties into two zones to differentiate between shop-top and single lot dwellings (refer to Table 1 below).

**Zone A** incorporates all shop-top residences along defined shopping precincts and are eligible for a maximum of one permanently affixed permit where no off street parking is available.

**Zone B** incorporates single lot dwellings in areas with significant parking congestion and are eligible for a maximum of two permits which can be any combination of transferable or affixed permits.

**Table 1**

	Zone A	Zone B
Off Street Parking	0	1
No Off Street Parking	1	2
Temporary Permits	3	4

**Cost of Permits**

- Council charges annual fees for Residential Parking Permits as per the schedule of fees adopted annually through the Council budget. For 2017, the fee for the first permit is \$40 and \$60 for a second permit.
- New applications received after 1 October receive a 50% discount on the annual fee.
- Fees for temporary, lost and stolen permits will be set at the same rate as permit one and are not eligible for pension discount.
- Fees and charges are available from the City of Darebin, 274 Gower Street Preston or from the Darebin website [www.darebin.vic.gov.au](http://www.darebin.vic.gov.au).

The following concession card holders are entitled to receive a 50% discount on the annual fee:

- Pensioner Concession Card
- Department of Veteran's Affairs (DVA) Gold Card
- Department of Veteran's Affairs (DVA) Gold Card specifying War Widow
- Department of Veteran's Affairs (DVA) Gold Card specifying TPI
- Department of Veteran's Affairs Pensioner Concession Cards

Once approved, Council does not issue fee refunds unless Council has been required to cancel the permit due to a change in a law or regulation that impacts the conditions upon which the permit was issued.

**Commercial Use**

Residential Parking permits are not available for properties rated as commercial or properties used for commercial purposes.

If a property is rated as commercial or mixed use and is claimed to be the primary place of residence an inspection of the property, if required, is undertaken by an authorised council officer before an application can be approved.

Commercial business operators, Boats, Caravans, Trailers and Heavy or Long Vehicles (Trucks, Buses, etc.) or unregistered vehicles, are not eligible for Residential Parking Permits.

**NOTE: Parking Permits for Residents of New Developments**

Parking permits are not available for any new developments including residential, mixed use, commercial or industrial developments.

A new development under this Policy is a property that:

- Was not lawfully available for occupation on 20 December 2004
- Has increased or will increase the number of dwellings, or, in the case of mixed use, industrial or commercial development, which has increased or will increase the number of separate properties on a site.

**Options for Consideration**

Council endorses the "*Residential Parking Permit Policy 2017*". This is the recommended option.

Council endorses the “*Residential Parking Permit Policy 2017*” with amendments. This option is not recommended.

### **Financial and Resource Implications**

During the 2016/2017 financial year residential parking permits yielded approximately \$83,000. Previous financial years have yielded \$61,000 (2015/2016), \$59,400 (2014/2015).

Approximately one hour each day is spent by the Business Support Officer in issuing Residential Parking Permit and maintaining the associated database.

### **Risk Management**

There are no factors in this report which impact upon risk management.

### **Policy Implications**

#### **Economic Development**

There are no factors in this report which impact upon economic development.

#### **Environmental Sustainability**

The Resident Parking Permit Policy considers the continued development of the city and implements a mechanism whereby permits will not be available to new developments if, since 2004, they increase the occupancy on a parcel of land. This mechanism ensures the feasibility of the scheme into the future and also encourages new developments to either provide off street car parking, or be situated close to public transport.

#### **Human Rights, Equity and Inclusion**

The Resident Parking Permit Policy will supplement and support Council’s overarching obligation to ensure equitable access to the limited on street parking resource around key community assets such as shopping areas around High Street and Station Street.

The Policy endeavours to provide fair access for residents to their homes in areas where parking restrictions have been implemented.

#### **Other**

There are no other factors which impact on this report

### **Future Actions**

- The *Residential Parking Permit Policy 2017* will be made available on Council’s website.
- Civic Compliance will review the Resident Parking Permit Policy every two years to ensure that the policy is achieving its goals and purpose.

**Consultation and Advocacy**

- Community Reference Group
- Community Survey
- Sinclair Knight Merz (SKM)
- Manager Health and Compliance
- Actin Manager Transport and Public Spaces
- Team Leader Engineering
- Team Leader Traffic Services
- Business Support Officer - Business and Performance

**Related Documents**

- Council meeting minutes 2004
- *Residential Parking Permit Scheme 2004*

**Attachments**

- Resident Parking Permit Policy 2017 (**Appendix A**) [⇒](#)

**Disclosure of Interest**

Section 80C of the *Local Government Act 1989* requires members of Council staff and persons engaged under contract to provide advice to Council to disclose any direct or indirect 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.

**6.5 MUNICIPAL ASSOCIATION OF VICTORIA MEMBERSHIP  
SUBSCRIPTION 2017/2018**

**Author:** Manager Governance and Corporate Information

**Reviewed By:** Director Civic Governance and Compliance

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**Report Background**

The purpose of this report is for Council to note the attached summary provided by the Municipal Association of Victoria outlining their achievements for the 2016/2017 financial year.

**Previous Council Resolution**

This matter is not the subject of a previous Council resolution.

**Previous Briefing(s)**

This matter has not previously been to a Councillor Briefing.

**Council Plan Goal/Endorsed Strategy**

Goal 6 - A well governed Council

**Summary**

The attached summary provided by MAV (**Appendix A**) outlines their achievements in 2016/2017 and also includes a summary of membership benefits.

<b>Recommendation</b>
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**That** Council notes the attached summary provided by the Municipal Association of Victoria (**Appendix A**), highlighting their performance for the past financial year, as well as an overview of membership benefits.

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**Introduction**

The MAV was formed in 1879 and is the statutory peak body for Victorian Local Government. The key role of the MAV is to represent and promote the interests of Victorian Local Government.

The MAV recently wrote to the Acting Chief Executive Officer regarding membership renewal for 2017/2018, outlining their achievement with respect to advocacy and capacity building efforts, protecting and supporting the viability of councils and promoting the role of local government. The correspondence also provides a summary of membership benefits.

**Issues and Discussion**

The MAV notes that Council benefits from MAV membership in four key areas:

- Access to specialised products and services;

- Access to training and tailored professional development opportunities;
- Access to information, advice and networks; and
- Opportunities to inform/influence advocacy.

The MAV Strategic Work Plan 2016-2017 identified four key objectives that drive the MAV's priority work actions to deliver outcomes to benefit members. These are:

- Help councils achieve financial sustainability;
- Improve the reputation of local government;
- Improve sector productivity and efficiency; and
- Encourage innovation and collaboration through leadership.

According to the MAV, over the past 12 months the MAV has achieved significant outcomes for members including new funding wins, signed partnership agreement, joint procurement savings and innovative projects to drive efficiency and productivity reforms within local government.

Council's MAV membership fees for 2017/2018 are \$77,568.32 including GST. Whilst the MAV has a statutory role as the peak body for local government, membership is optional.

### **Options for Consideration**

Council renews its membership with MAV for 2017/2018.

### **Financial and Resource Implications**

The MAV subscription fees for 2017/2018 are \$73,068.31 incl. GST, plus \$4,500.01 incl. GST for Councillor development credit points, bringing the invoice total \$77,568.32 including GST.

This fee increase is 2% in recognition of the financial constraints created by rate capping by the Victorian Government to council budgets. A provision for 2017/2018 membership is included in the Governance and Corporate Information Department's operational budget.

### **Risk Management**

Nil

### **Policy Implications**

#### **Economic Development**

Nil

#### **Environmental Sustainability**

Nil

#### **Human Rights, Equity and Inclusion**

Nil

**Other**

Nil

**Future Actions**

Process purchase order for the payment of the \$77,568.32.

**Consultation and Advocacy**

- Chief Executive Officer

**Related Documents**

- Nil

**Attachments**

- MAV membership renewal letter and summary of achievements (**Appendix A**) [⇒](#)

**Disclosure of Interest**

Section 80C of the *Local Government Act 1989* requires members of Council staff and persons engaged under contract to provide advice to Council to disclose any direct or indirect 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.

**6.6 DELEGATION OF POWERS, DUTIES AND FUNCTIONS TO CHIEF EXECUTIVE OFFICER****Author:** Coordinator Council Business**Reviewed By:** Director Civic Governance and Compliance

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**Report Background**

The current *Instrument of Delegation* (the Delegation) of powers, duties and functions to the Chief Executive Officer (CEO) was approved by Council on 16 March 2015.

**Previous Council Resolution**

At its meeting held 16 March 2015, Council resolved:

*'That in the exercise of the powers conferred by section 98(1) of the Local Government Act 1989 (the Act) in the attached Instrument of Delegation, Darebin City Council (Council) resolves that:*

- (1) There be delegated 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 attached as **Appendix A** to this report, subject to the conditions and limitations specified in that Instrument;*
- (2) The Delegation comes into force immediately the common seal of Council is affixed to the Delegation;*
- (3) On the coming into force of the Delegation the previous Delegation to the CEO, dated 18 February 2014, is revoked;*
- (4) The duties and functions set out in the Delegation must be performed, and the powers set out in the Delegation must be executed, in accordance with any guidelines or policies of Council that it may from time to time adopt; and*
- (5) It is noted that the Delegation includes a power of delegation to members of Council staff, in accordance with section 98(3) of the Act.'*

**Previous Briefing(s)**

This matter has not previously been to a Councillor Briefing.

**Council Plan Goal/Endorsed Strategy**

Goal 6 - Open and Accountable Democracy

**Summary**

The current *Instrument of Delegation* (the Delegation) of powers, duties and functions to the Chief Executive Officer (CEO) was approved by Council on 16 March 2015.

Section 89(6) of the *Local Government Act 1989* states that a Council must review, within the period of 12 months after a general election, all delegations which are in force and have been made by the Council under subsection (1) of the Act.

<b>Recommendation</b>
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**That** in the exercise of the powers conferred by section 98(1) of the *Local Government Act 1989* (the Act) in the attached *Instrument of Delegation*, Darebin City Council (Council) resolves that:

- (1) There be delegated 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* attached as **Appendix A** to this report, subject to the conditions and limitations specified in that Instrument;
  - (2) The Delegation comes into force immediately the common seal of Council is affixed to the Delegation;
  - (3) On the coming into force of the Delegation the previous Delegation to the CEO, dated 17 March 2015, is revoked;
  - (4) The duties and functions set out in the Delegation must be performed, and the powers set out in the Delegation must be executed, in accordance with any guidelines or policies of Council that it may from time to time adopt; and
  - (5) It is noted that the Delegation includes a power of delegation to members of Council staff, in accordance with section 98(3) of the Act.
- 

## Introduction

The current Instrument of Delegation (the Delegation) of powers, duties and functions to the Chief Executive Officer (CEO) was approved by Council on 16 March 2015.

## Issues and Discussion

### Instrument of Delegation to Chief Executive Officer

The format and substance of the Delegation is based on the Maddocks Lawyers model delegations used by the majority of Victorian councils.

The proposed Delegation is identical to the one approved by Council on 16 March 2015, and is being submitted for Council approval to meet legislative requirements.

## Options for Consideration

There are no options associated with this information.

## Financial and Resource Implications

Nil

## Risk Management

If Council does not adopt this delegation Council will be in breach of section 89(6) of the *Local Government Act 1989*, where Council must review this delegation within the 12 month period after the general election.

## Policy Implications

### Economic Development

There are no factors in this report which impact upon economic development.

### Environmental Sustainability

There are no factors in this report which impact upon environmental sustainability.

### Human Rights, Equity and Inclusion

There are no factors in this report which impact on human rights, equity and inclusion.

### Other

The delegation of Council powers to the CEO and other members of Council staff is a long established practice facilitated and regulated by the Act to enable day-to-day operational decisions to be made. The proposed Delegation is based on the model developed by Maddocks Lawyers and used by a majority of Victorian councils.

### Future Actions

- The signed copy of the Instrument of Delegation to the Chief Executive Officer is to be included in the Register of Delegations to be available for inspection by the public.

### Consultation and Advocacy

- Chief Executive Officer
- Maddocks Lawyers

### Related Documents

- Council Minutes 16 March 2015

### Attachments

- Instrument of Delegation from Council to the Chief Executive Officer (**Appendix A**) [↔](#)

### Disclosure of Interest

Section 80C of the *Local Government Act 1989* requires members of Council staff and persons engaged under contract to provide advice to Council to disclose any direct or indirect 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.

**6.7 DELEGATIONS OF POWER, DUTIES AND FUNCTIONS TO COUNCIL STAFF****Author:** Coordinator Council Business**Reviewed By:** Director Civic Governance and Compliance

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**Report Background**

In seeking to achieve its purposes under the *Local Government Act 1989* (Act), one of Council's objectives is to delegate decision making to appropriate levels within the organisation.

The Act allows both Council and the Chief Executive Officer to delegate to members of staff, by instrument of delegation, certain powers, duties and functions under any Act administered by Council.

**Previous Council Resolution**

At its meeting held on 12 December 2016, Council resolved:

*'That in the exercise of the powers conferred by section 98(1) of the Local Government Act 1989 (the Act) and the other legislation referred to in the attached Instrument of Delegation, Darebin City Council (Council) resolves that:*

- (1) There be delegated to the members of Council staff holding, acting or performing the duties of the offices or positions referred to in the attached Instrument of Delegation to members of Council staff, the powers, duties and functions set out in that Instrument attached as **Appendix A**, subject to the conditions and limitations specified in that Instrument.*
- (2) The Instrument comes into force immediately the common seal of Council is affixed to the Instrument.*
- (3) On the coming into the force of the Instrument all previous delegations to members of Council staff (other than the Chief Executive Officer) are revoked.*
- (4) The duties and functions set out in the Instrument must be performed, and the powers set out in the Instrument must be executed, in accordance with any guidelines or policies of Council that it may from time to time adopt.'*

**Previous Briefing(s)**

This matter has not previously been to a Councillor Briefing.

**Council Plan Goal/Endorsed Strategy**

Goal 6 - Open and Accountable Democracy

**Summary**

In the context of local government, delegation is the giving of decision-making power by Council or the Chief Executive Officer to members of staff.

The previous *Instrument of Delegation* was approved by Council on 12 December 2016.

This report takes into account recent legislation amendments and seeks approval by Council for the revised *Instrument of Delegation*.

### Recommendation

**That** in the exercise of the powers conferred by section 98(1) of the *Local Government Act 1989* (the Act) and the other legislation referred to in the attached *Instrument of Delegation*, Darebin City Council (Council) resolves that:

- (1) There be delegated to the members of Council staff holding, acting or performing the duties of the offices or positions referred to in the attached *Instrument of Delegation to members of Council staff*, the powers, duties and functions set out in that Instrument attached as **Appendix A**, subject to the conditions and limitations specified in that Instrument.
- (2) The Instrument comes into force immediately the common seal of Council is affixed to the Instrument.
- (3) On the coming into the force of the Instrument all previous delegations to members of Council staff (other than the Chief Executive Officer) are revoked.
- (4) The duties and functions set out in the Instrument must be performed, and the powers set out in the Instrument must be executed, in accordance with any guidelines or policies of Council that it may from time to time adopt.

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## Introduction

Under the *Local Government Act 1989* (Act), one of Council's objectives is to delegate decision making to appropriate levels within the organisation. Councils also have a raft of powers, duties and functions under various other acts such as *Planning and Environment Act 1987*, *Road Management Act 2004*, *Domestic Animals Act 1994* and many more.

Amendments to legislation are made from time to time, therefore to ensure officers are operating and enforcing under the current legislation, all Councils are required to update delegations conferred on various positions within the organisation by Council.

## Issues and Discussion

### Delegations from Council to other members of Council staff

This *Instrument of Delegation* to members of Council staff refers specifically to the delegation of (statutory) powers under various Acts and Regulations which (because of the terms of the particular legislation) require a delegation direct from the Council to the nominated members of Council staff.

The *Instrument of Delegation* describes in each case the power, duty or function being delegated, the source of power and lists the position to which the delegation is to be conferred.

The delegations provide the necessary authority for day-to-day planning, health and road management matters.

### Options for Consideration

There are no options associated with this information.

## Financial and Resource Implications

Nil

## Risk Management

If Council does not confer updated delegation on positions within the organisation officers will not be able to fulfil the obligations of their roles especially in relation to enforcement.

## Policy Implications

### Economic Development

There are no factors in this report which impact upon economic development.

### Environmental Sustainability

There are no factors in this report which impact upon environmental sustainability.

### Human Rights, Equity and Inclusion

There are no factors in this report which impact on human rights, equity and inclusion.

## Other

The delegation of Council powers to the members of Council staff is a long established practice facilitated and regulated by the *Local Government Act 1989* to enable day to day statutory and operational decisions to be made. The proposed *Instrument of Delegation* is based on the model developed by Maddocks Lawyers and used by a majority of Victorian councils.

## Future Actions

- The signed copy of this Instrument of Delegation to be included in the Register of Delegations available for inspection by the public.
- This Instrument of Delegation be reviewed as required to address changes in legislation.

## Consultation and Advocacy

- Chief Executive Officer, relevant Directors, Managers and Coordinators
- Maddocks Lawyers

## Related Documents

- Delegations and Authorisations Service – Maddocks Lawyers
- Council Minutes – 12 December 2016

## Attachments

- Instrument of Delegation from Council to Staff (**Appendix A**) [⇒](#)

## Disclosure of Interest

Section 80C of the *Local Government Act 1989* requires members of Council staff and persons engaged under contract to provide advice to Council to disclose any direct or indirect 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.

**6.8 APPOINTMENT OF EXTERNAL AUDIT COMMITTEE MEMBER****Author:** Manager Corporate Risk and Audit**Reviewed By:** Director Corporate Services

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**Report Background**

The Audit Committee is an Advisory Committee appointed by the Council pursuant to section 139 of the *Local Government Act 1989* to assist Council in fulfilling its requirements relating to internal control mechanisms and external reporting requirements. The Committee comprises two Councillors and three external members, one of whom is a Chairperson.

**Previous Council Resolution**

This matter is not the subject of a previous Council resolution.

**Previous Briefing(s)**

This matter has not previously been to a Councillor Briefing.

**Council Plan Goal/Endorsed Strategy**

Goal 6 - A well governed Council

**Summary**

Following the cessation of Michael Said's contract to the role of External Member of the Audit Committee in April 2017, a selection process commenced to appoint his replacement. An advertisement was placed in *The Age* on 6 May and the *Preston and Northcote Leader* newspapers in the week immediately following 6 May, seeking expressions of interest for an external member appointment to the Audit Committee. A total of eleven applications of a high calibre were received.

The Mayor, Councillor Rennie and Director Corporate Services reviewed all applications and were able to meet with their preferred applicant in mid June 2017.

<b>Recommendation</b>
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**That** Council endorses the appointment of Ms Janine Bush as an external member of Council's Audit Committee for a three year term (concluding July 2020) with an option of a further one year term by mutual consent (concluding July 2021).

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**Introduction**

The Audit Committee is an Advisory Committee appointed by the Council pursuant to section 139 of the *Local Government Act 1989* to assist Council in fulfilling its requirements relating to internal control mechanisms and external reporting requirements. The Committee comprises two Councillors and three external members, one of whom is the Chairperson.

## Issues and Discussion

The Audit Committee plays an important role in assisting Council with its oversight of financial management, risk management, internal controls and external reporting. It forms a key part of Council's governance framework. The external members on the Audit Committee require a high level of expertise and commitment to fulfil their role.

The Director Corporate Services commenced a selection process and, through an advertisement in The Age on 6 May 2017 and the Preston and Northcote Leader newspapers in the week immediately following 6 May 2017, sought expressions of interest for an external member appointment to the Audit Committee.

Applications were sought from suitably qualified people with skills in finance, risk management, audit committee governance and local government experience.

Eleven applications of a high calibre were received. The Mayor, Councillor Rennie and Director Corporate Services reviewed all applications against the key selection criteria, including consideration of qualifications and business and Committee/Board experience and knowledge.

Following review and shortlisting of applicants, the Mayor and Councillor Rennie met with their preferred applicant in mid June 2017 and following due consideration has recommended the appointment of Ms Janine Bush as an external member to the Audit Committee.

Ms Bush has wide ranging experience and qualification covering the areas of performance audit, governance and risk. She has diverse and extensive leadership experience as a Non-Executive Director on Boards and Committees of Management and executive roles in Parliament and statutory bodies. Ms Bush has held a role as a CEO in the community sector. She is currently a Non-Executive Director on the Board of Relationships Australia Victoria (RAV) and also Director Performance Audit at the Victorian Auditor-General's Office (VAGO).

Ms Janine Bush has a PhD – Subject: Professionalisation of social work in an emerging welfare state and a Bachelor of Arts (Hons) – majors in politics and history. She has also completed a Financial and Management Accounting Course through Governance Institute of Australia and currently completing the Company Director's Course through Australian Institute of Company Directors.

## Options for Consideration

1. Council endorses the appointment of the recommended candidate, Ms Janine Bush, as an external member of Council's Audit Committee for a three year term (concluding July 2020) with an option of a further one year term by mutual consent (concluding July 2021). This is the recommended option.
2. Council endorses the appointment of the recommended candidate, Ms Janine Bush, as an external member of Council's Audit Committee for a term other than three years with an option of a further one year term by mutual consent. Not recommended.
3. Council does not endorse the appointment of the recommended candidate and asks that the selection of applicants is reconsidered. Not recommended.

## Financial and Resource Implications

External Audit Committee members are currently paid an annual allowance of \$1,435 per meeting and payment will be made in accordance with Council's Budget.

**Risk Management**

The recommended candidate has extensive knowledge and experience in governance, audit and risk within the community sector and state government and will be able to provide additional review and knowledge within Council's management of governance, audit and risk frameworks.

**Policy Implications****Economic Development**

There are no factors in this report which impact upon economic development.

**Environmental Sustainability**

There are no factors in this report which impact upon environmental sustainability.

**Human Rights, Equity and Inclusion**

There are no factors in this report which impact on human rights, equity and inclusion.

**Other**

There are no factors in this report which impact upon environmental sustainability.

**Future Actions**

Once authorised, the Director Corporate Services will write to Ms Janine Bush and formally offer the position of Audit Committee external member for a three year term, with an option of a further one year term by mutual consent.

The Director Corporate Services will also acknowledge and inform all other applicants of their unsuccessful application.

The next meeting of the Audit Committee is scheduled to be held on 17 July 2017. An induction process for Ms Janine Bush will be undertaken prior to that meeting to further familiarise her with Darebin and the Audit Committee.

**Consultation and Advocacy**

- Mayor, Cr. Kim Le Cerf
- Councillor Susan Rennie

**Related Documents**

- Audit Committee Charter

**Attachments**

Nil

**Disclosure of Interest**

Section 80C of the *Local Government Act 1989* requires members of Council staff and persons engaged under contract to provide advice to Council to disclose any direct or indirect 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.

**7. CONSIDERATION OF RESPONSES TO PETITIONS, NOTICES OF MOTION AND GENERAL BUSINESS**

Nil

**8. NOTICES OF MOTION****8.1 RAISING OF WEST PAPUAN FLAG ON 1 DECEMBER 2017****Councillor: Susanne NEWTON****NoM No.: 335**

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Take notice that at the Council Meeting to be held on 3 July 2017, it is my intention to move:

*In support of Darebin's West Papuan community Council resolves:*

- (1) To raise the West Papua flag on 1 December 2017 in solidarity with the West Papuan community.*
  - (2) To write a statement of support to the West Papuans.*
  - (3) To host an event on 1 December 2017 with Darebin Ethnic Communities Council with the West Papuan Community for awareness raising and community building, open to all Darebin residents to attend.*
- 

**Notice Received: 9 June 2017****Notice Given to Councillors 13 June 2017****Date of Meeting: 3 July 2017**

**9. URGENT BUSINESS**

**10. GENERAL BUSINESS**

Nil

**11. PETITIONS**

**12. REPORTS OF STANDING COMMITTEES**

Nil

## 13. RECORDS OF ASSEMBLIES OF COUNCILLORS

### 13.1 ASSEMBLIES OF COUNCILLORS HELD

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An Assembly of Councillors is defined in section 3 of the *Local Government Act 1989* (the Act) to include Advisory Committees of Council if at least one Councillor is present or, a planned or scheduled meeting attended by at least half of the Councillors and one Council Officer that considers matters intended or likely to be the subject of a Council decision.

Written records of Assemblies of Councillors must be kept and include the names of all Councillors and members of Council staff attending, the matters considered, any conflict of interest disclosures made by a Councillor attending, and whether a Councillor who has disclosed a conflict of interest leaves the assembly.

Pursuant to section 80A (2) of the Act, these records must be, as soon as practicable, reported at an ordinary meeting of the Council and incorporated in the minutes of that meeting.

An Assembly of Councillors record was kept for:

- Aged and Care Reforms Working Group – 13 June 2017
- Councillor Briefing Session – 15 June 2017
- Councillor Briefing Session – 29 June 2017

<b>Recommendation</b>
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**That** the record of the Assembly of Councillors held on 13, 15 and 29 June 2017 and attached as **Appendix A** to this report, be noted and incorporated in the minutes of this meeting.

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#### Related Documents

- *Local Government Act 1989*

#### Attachments

- Assemblies of Councillors - 3 July 2017 (**Appendix A**) [⇒](#)

## 14. REPORTS BY MAYOR AND COUNCILLORS

<b>Recommendation</b>
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**That** Council note the Reports by Mayor and Councillors.

**15. CONSIDERATION OF REPORTS CONSIDERED CONFIDENTIAL**

The Chief Executive Officer, pursuant to section 77(2)(c) of the *Local Government Act 1989* (the Act), has designated the following items to be confidential:

**15.1 Installation of a Portable Classroom Building at the Merrilands Community Centre (CT201753)**

This item is designated confidential because it is a contractual matter pursuant to section 89(2)(d) of the Act.

**CLOSE OF MEETING****Recommendation**

**That** in accordance with section 89(2) of the *Local Government Act 1989*, Council resolves to close the meeting to members of the public to consider the items designated confidential by the Chief Executive Officer.

**RE-OPENING OF MEETING****Recommendation**

That the meeting be re-opened to the members of the public.

**16. CLOSE OF MEETING**